



ADA PARATRANSIT ADVISORY COMMITTEE MEETING

SPECIAL MEETING

THURSDAY, OCTOBER 19, 2017 AT 3:00 P.M.

SPECIAL LOCATION

**SIMI VALLEY TRANSIT MAINTENANCE FACILITY
490 W. LOS ANGELES AVENUE, SIMI VALLEY, CA 93065**

AGENDA

1. Call to Order and Pledge of Allegiance
2. Roll Call
3. Agenda Review
4. Approval of Minutes: July 20, 2017
5. Report of ADA Advisory Committee Chair (Barbara Waite)
6. Representative Reports
 - A. City Council Liaison (Mayor Pro Tem Judge)
 - B. Community Services Department (Sommer Barwick/Jennifer Mellon)
7. Public Statements

This time is allotted for anyone who wishes to make a public statement or comment on matters within the subject matter and jurisdiction of the ADA Paratransit Advisory Committee. Comments are limited to five minutes per speaker, to allow everyone the opportunity to be heard.
8. Reports: None
9. Continued Business: Update on Short Range Transit Plan (Jennifer Mellon)
10. Informational Presentations
 - A. Tour of the Transit Maintenance Facility (Christopher Latham)
11. New Business
 - A. Distribution of 2018 Meeting Dates (Christopher Latham)
 - B. Ridership Comparison Report – Fiscal Years 2014-15, 2015-16, 2016-17, and year to date forecast for Fiscal Year 2017-18. (Christopher Latham)

ADA PARATRANSIT ADVISORY COMMITTEE MEETING AGENDA

October 19, 2017

Page 2

C. Interim Changes to Transit Services (Jennifer Mellon)

12. ADA Paratransit Advisory Committee Member Comments

This time is allotted for Committee members to make a statement or comment on matters within the subject matter and jurisdiction of the ADA Paratransit Advisory Committee, which may include announcements and/or requests for future agenda items.

13. ADA Paratransit Advisory Committee Coordinator's Report and Travel Training Update (Patty Burns)

14. Adjournment: Thursday, January 18, 2018, 3:00 p.m. at the Simi Valley Senior Center

/s/

Sommer Barwick,
Community Services Director

If any interested individual has a disability that may require accommodation to participate in this meeting, please contact Simi Valley Transit's Dial-A-Ride services at (805) 583-6464. Upon advance notification of the need for accommodation, reasonable arrangements will be made to provide accessibility to the meeting.

MEETING MINUTES

1. Call to Order:

Barbara Waite called the meeting to order at 3:15 p.m. and verified a quorum was present.

2. Roll Call

John Mooers	A
Barbara Waite	P
Donna Delaney	A
David Lavoie	P
Steven Dean	A
Ruth Lauro (alternate)	P
Marie Spells (alternate)	A

P: Present A: Absent V: Vacant

Staff: Mara Malch, Deputy Community Services Director
Christopher Latham, Transit Supervisor

3. Agenda Review

The agenda was approved as amended.

4. Approval of Minutes

David Lavoie moved to approve the April 20, 2017 ADA Paratransit Advisory Committee meeting minutes. Ruth Lauro seconded the motion. The minutes were approved by a consensus of the ADA Paratransit Advisory Committee.

5. Report of the ADA Paratransit Advisory Committee Chair

Barbara Waite reported that the next Travel Training would be presented on September 13, 2017, at the Senior Center from 1:00 p.m. – 3:00 p.m. in Room #106.

6. Representative Reports

A. City Council Liaison: No Report.

B. Community Services: No Report.

7. Public Statements

Fern Williams questioned the grouping of individuals riding on separate vans but going to the same location. Rebecca McCann had concerns with the length of time on the vehicles and felt drivers weren't being heard with suggestions. Barbara Waite expressed concerns with her bookings that were miscommunications through messages and conversations. Rita Harrison recently moved here from out of state and loves the service, but had concerns with vans showing up that were canceled. She wanted to make sure the mistakes didn't count against her.

8. Informational Presentations: None

9. Continued Business: None

10. New Business: Mara Malch provided an update on Short Range Transit Plan. Consultants have been conducting public outreach efforts and will be drafting a Plan to take to City Council that will address service improvements. Mara discussed potential operational improvements and recommendations are still in a draft stage. Mara discussed updating our technology and making noted future improvements to keep current with advancements. Mara discussed possible route reconfigurations, and briefly discussed the complexity of procurements in transit operations and hours of service. Mara informed the committee that the public would be informed before any major changes were made. Mara also gave an update on dispatching and the scheduling system being complex and that the City is looking at upgrading or changing the scheduling system.

11. ADA Paratransit advisory Committee Member Comments: Ruth Lauro had concerns about ramps not working consistently and is concerned about drivers getting injured deploying ramps on the vans and noticed that some operators not wearing their name badges and not looking professional. Ruth also brought up advertising on the vehicles. Barbara Waite wants the message on Saturday to be reviewed and fixed because it is not correct.

12. ADA Paratransit Advisory Committee Coordinator's Report: Christopher Latham presented a statistical chart and information regarding Transit ADA/DAR statistics. Ridership has remained consistent.

13. Suggested Future Agenda Items: None

14. Adjournment: By consensus of the Committee, the meeting adjourned at 4:09 p.m.

CITY OF SIMI VALLEY
MEMORANDUM

October 16, 2017

TO: City Council

FROM: Department of Community Services

SUBJECT: PRESENTATION BY CLIFF CHAMBERS, MOBILITY PLANNERS, OF
THE SHORT RANGE TRANSIT PLAN PHASE I REPORT

STAFF RECOMMENDATION

It is recommended that the City Council receive an informational presentation on the Short Range Transit Plan Phase I Report.

CITY MANAGER'S RECOMMENDATION

This initial presentation is to provide the City Council with the Short Range Transit Plan Phase I Report and provide an opportunity for feedback and discussion from the City Council on the alternatives presented to be explored and analyzed during Phase II of the project.

BACKGROUND AND OVERVIEW

On March 6, 2017, the City Council approved award of a contract to Mobility Planners LLC, for development and preparation of a Short Range Transit Plan. The consultant team, led by Cliff Chambers, has completed Phase I of the process which encompassed initial data gathering and market research including stakeholder interviews, focus groups, onboard surveys, and community open house events. The executive summary will be presented by Mr. Chambers as an informational presentation. During Phase II of the Short Range Transit Plan, the Consultant will fully explore and analyze the options presented in the Phase I report.

Staff and the Consultant will present the Phase II report findings to the City Council in spring 2018 and the report will include recommendations and alternatives for the Council to consider regarding major service changes, service additions, and strategies for Simi Valley Transit sustainability.

FINDINGS AND ALTERNATIVES

Phase I of the Short Range Transit Plan is the community outreach, information, and data gathering effort. Based on this effort, organizational and service alternatives have been prepared. The full exploration and analysis of options presented in Phase I will be conducted in Phase II. The presentation this evening will cover the review of existing services, organization and performance as well as the Consultant's findings regarding strategies to improve the City's Transit service, the organization, as well as fare and marketing alternatives.

The Council will be asked to provide input and direction to the Consultant when the Short Range Transit Plan Phase II Report is brought back before the Council in spring 2018.

The following alternatives are available to the City Council:

1. Receive the informational presentation.

Staff recommends Alternative No. 1.

SUGGESTED CITY COUNCIL MOTION

No motion is required.

SUMMARY

The City's Short Range Transit Plan consultant, Cliff Chambers of Mobility Partners, will present the Phase I report this evening for City Council's consideration. Staff will return in a few months for a full discussion following completion of Phase II of the Short Range Transit Plan.



Sommer Barwick, Director
Department of Community Services

Prepared by: Jennifer Mellon, Deputy Community Services Director

INDEX

- Exhibit 1: Short Range Transit Plan Phase I Executive Summary
- Exhibit 2: Short Range Transit Plan Phase I Report



Simi Valley Transit

Phase I Working Paper:

Community Outreach Result and Alternatives for Analysis

Volume I: Executive Summary



Short Range Transit Plan

Prepared By:



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In Association With:



September 27, 2017

VOLUME I EXECUTIVE SUMMARY

Table of Contents

Executive Summary	ES-1
Part I: Review of Existing Services, Organization, and Performance.....	ES-2
Review of Existing Services	ES-2
On-Board Survey Key Findings	ES-4
Existing Organizational Structure.....	ES-7
Recent Performance	ES-8
Part II Looking Forward: Service, Organization, Fare and Marketing Alternatives.....	ES-10
Key Themes of the Community Outreach.....	ES-10
Mission, Goals and Performance Measures	ES-15
Organizational Alternatives.....	ES-16
Financial Scenarios to Achieve Financial Sustainability.....	ES-19
Recommended Service Delivery Alternatives for Analysis	ES-20

Executive Summary

The Short Range Transit Plan (SRTP) is a blueprint for the development of mobility services in Simi Valley over a five-year period. The SRTP is being developed in three distinct phases:

- **Phase I** is the community outreach, information, and data gathering effort. Based on this effort, organizational and service alternatives have been prepared with an analysis plan that will be conducted in Phase II. The results of Phase I are the subject of this working paper and will be presented to the Simi Valley City Council.
- **Phase II** is the detailed analysis of alternatives. The results of the analysis of the various alternatives will be presented for a second round of community input. The analysis and additional community input will be utilized by the City Council in selecting the recommended elements of the service, organization, fares, and marketing plan to be included in the draft SRTP in Phase III. A Phase II working paper will be prepared and presented at community meetings and the City Council.
- **Phase III** is the preparation of the draft and final SRTP, including a detailed operations and capital financial plan over a five-year period. A third presentation to the City Council will be made on the draft SRTP.

The Phase I working paper is presented in two parts. The first part consists of three sections, the first of which is a review of the existing services and how they are being utilized, including a profile of existing fixed route passengers. The second section focuses on the Simi Valley Transit organization. The third section compares recent performance to other Ventura County transit agencies.

While the first part of the working paper is about the past, the second part of the working paper looks forward to the development of a cost effective, integrated system of mobility services in Simi Valley over the next five years. There was extensive community input on Simi Valley Transit's future, and the key themes of the outreach effort are reported. Mission statement options, goals and performance measures are introduced for consideration. Organizational options that provide more cost efficiency are presented. Four different mobility service delivery options and three financial scenarios are recommended for analysis, and details on the proposed alternatives are provided for more detailed analysis in Phase II of the SRTP.

This is Volume I, the Executive Summary for the SRTP. Volume II is the full report and includes each of the chapters referenced in this Executive Summary.

Part 1: Review of Existing Services, Organization, and Performance

Review of Existing Services

Fixed-Route Service

Simi Valley Transit (SVT) operates four independent fixed routes throughout the City of Simi Valley, with one route traveling east into Los Angeles County to the Chatsworth Metrolink station. Service is provided six days a week for routes A, B, and C, and on weekdays only for Route D. The SVT route structure is primarily oriented east-west. Routes A and B function as a clockwise and counterclockwise circulator throughout the City. Both Routes C and D provide bi-directional service that splits the city in half, with Route C operating at the eastern end of the City and Route D providing service in the western half of the City. The routes vary slightly in their span of service, but typically operate from 5:15 a.m. to 8:00 p.m. The cash fare is \$1.50 for the general public and \$0.75 for elderly and disabled individuals. Multi-ride tickets are available including a \$50 monthly pass for the general public and \$25 for the elderly and disabled.

Chapter 2 has significant detail on passenger ridership utilization by time of day for both weekday and Saturday service. The following graph is from Route A, the highest ridership route.

**Exhibit ES-1 Route A Average Weekday Boardings by Hour of Day
(September 1, 2015 – August 30, 2016)**



Note: Two buses operate on Route A. Therefore, on weekdays, between 1:00 and 4:00 p.m. there were on average over 30 passenger boardings per bus for the entire year.

Average weekday boardings peak during the afternoon hours beginning at 1:00 p.m. and ending at 4:00 p.m., with an average of 66 passengers between the hours of 3:00 p.m. to 4:00 p.m. With two buses operating, this is 33 passengers per hour, meaning that buses are mostly full at this time. This peak in passenger boardings can be attributed to both school and work locations along the route.

Overall, ridership is also reasonable on Routes B and C. Buses are completely full on average as they leave the Chatsworth Metrolink station during the morning commute hours. On the other hand, Route D has some ridership during the school commute times, but typically has less than five passengers on a run, which means the bus is mostly empty at most times of the day.

There was also a review of connectivity for transfers between Simi Valley Transit routes and between Simi Valley Transit and the Ventura County Transportation Commission (VCTC) East County route. Overall connectivity is very poor, with average transfer wait times at key locations often over 20 minutes or more. There were 12 identified near misses where the bus a passenger wants to transfer to has already left 0-5 minutes before the bus the passenger is on has arrived at the transfer location. These are transfer opportunities that can be arranged with minor tweaks in the schedule. The lack of connectivity is especially problematic since most runs on all routes have two eight-minute recovery times during the route, which far exceeds state labor law requirements. Minor changes in the schedule and reducing the recovery times would not only improve passenger convenience, but would also enable seamless transfers among buses and improve ridership productivity. Simi Valley Transit is now in the process of working to update connections between VCTC service and Simi Valley Transit schedules.

ADA/DAR Service

Simi Valley Transit operates a demand response service, whereby passengers call in advance for a trip, the vehicle comes to their home address, and then delivers them to their destination address. Trips are often shared-ride experiences, where other passengers are picked up or dropped off before the initial passenger is delivered to his or her destination. Simi Valley Americans with Disability Act (ADA)/Senior Dial-A-Ride (DAR) serves two populations: 1) those who are Americans with Disabilities Act certified as substantially disabled and unable to use fixed-route public transit for some or all trips; and 2) those who are over age 65 and disabled but not ADA certified. In compliance with Federal law, the service must assure that trips requested by ADA certified passengers are served. Trips for seniors and persons with disabilities who are not ADA certified are provided on a space-available basis; that is, they are served when there is sufficient capacity and when serving the non-ADA rider does not impact the ability to provide ADA certified passengers with their trips. The operating hours of the ADA/Senior Dial-A-Ride are 5:30 a.m. (first pickup) to 7:30 p.m. (last pick-up) on Mondays through Saturdays, complimenting the fixed-route service. As with the fixed-route, no service is available on Sundays. Fares are \$2.00 for a one-way trip.

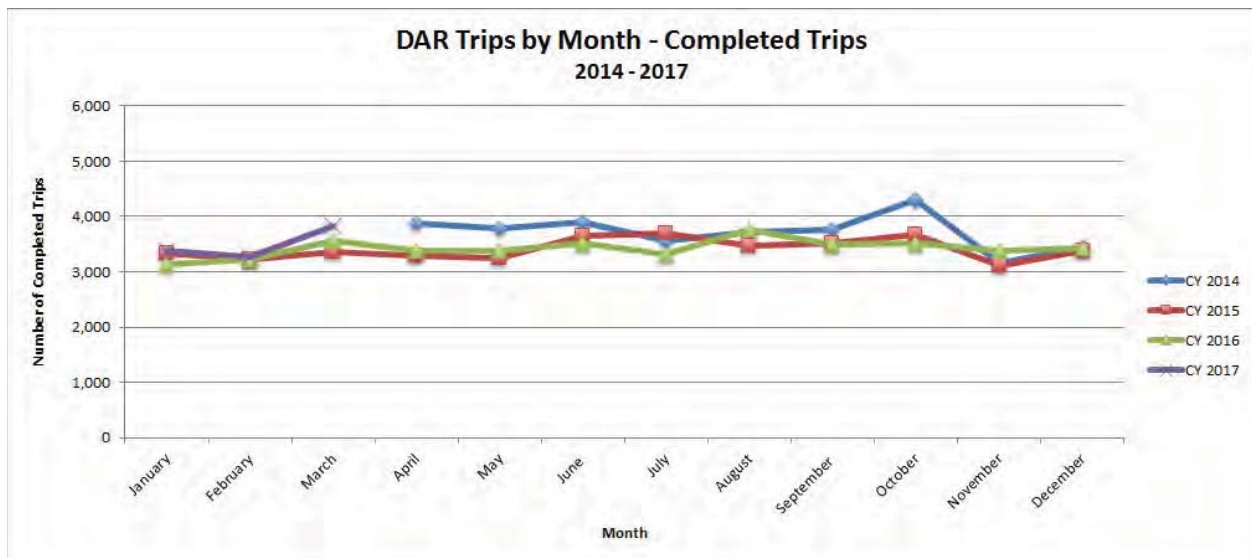
Presently, on a weekly basis, approximately 800 one-way passenger trips are provided with more than 130 trips per day. Simi Valley's ADA/ Senior Dial-A-Ride ridership has grown at varying rates in recent years. As shown in Exhibit ES-2 below, the ADA/DAR ridership has steadily ranged between 3,000 to 4,000 trips per month for the past four years.

There has been a steady increase in the proportion and number of passengers using wheelchairs or other mobility devices which has important service implications. For the current 2017 calendar year, a rate of 25.4% of wheelchair/mobility device trips is projected, *now one in four trips*. The Chevy Arbocs each have up to three wheelchair tie-down positions. This is important to keep in mind as alternatives such as Lyft and Uber are reviewed. There is a critical need to have wheelchair accessible vehicles available to ensure that Simi Valley ADA/Senior Dial-A-Ride can meet the mobility needs of the high number of wheelchair users.

On-time performance is another area important to riders and by which public transit agencies are routinely monitored. An analysis of April 2017 trips contrasted the computer-recorded, scheduled time with the driver-recorded actual time. Passengers are advised in calls the day before their trip of the 30-minute window during which their ADA/DAR bus will arrive. There is some variability in how this window is applied making it difficult to pin down on-time performance for the Dial-A-ride service. Between 62% and 70% of trips are provided within this 30-minute window, leaving too many trips either early or late. In an ideal demand response operation, no trips should arrive before the pick-up window and only a very small number of trips should arrive outside of the pick-up window, with at least 85% to 90% of trips provided within the window.

Simi Valley Transit is in the process of updating the Senior Dial-A-Ride application to include frequently asked questions about the service.

Exhibit ES-2



On-Board Survey Key Findings

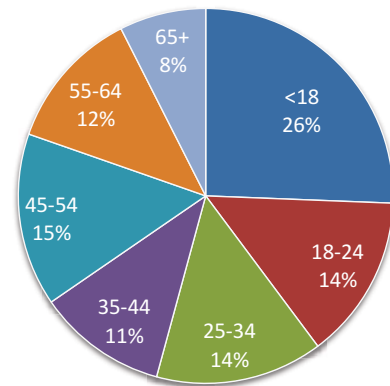
A survey of Simi Valley Transit fixed route riders was conducted during the week of May 22, 2017. The full survey was completed by 490 riders. Another 57 of those riders also provided additional origin-destination data when intercepted on subsequent trips.

Demographics

Most SVT riders (84%) are residents of the City of Simi Valley. However, on Route C which serves the Chatsworth Metrolink Station, half of riders are from outside the area. Among the 16% of all riders who are not local residents, 68% are making work trips, likely traveling to jobs within Simi Valley.

SVT’s ridership includes a cross section of all age groups. About a quarter of the riders are youth under 18, while another 14% are young adults between 18 and 24, hence 40% of riders are in school or early in their working life. Eight percent of riders are seniors 65+, while another 12% are adults over 55.

Age of Riders

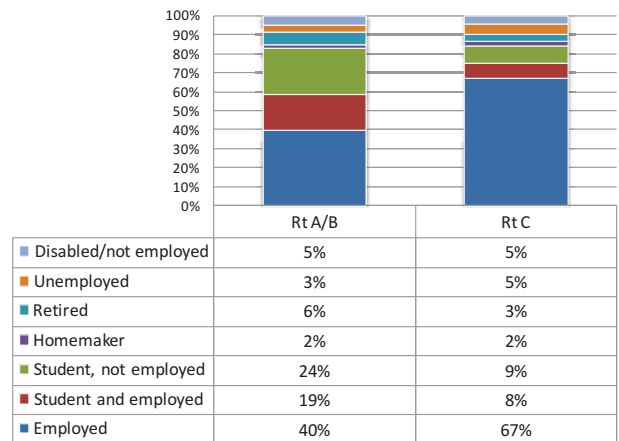


As with age, SVT transit’s ridership includes individuals across the income spectrum. Most riders (60%) who answered the question have very modest household incomes, under \$25,000 per year, while 13% said they have household incomes of \$75,000 or more. Of those reporting incomes of \$75,000 or more, most were young people (under 23), presumably living at home and reporting their family’s income.

Fourteen percent of respondents completed the survey in Spanish. On Route C, 27% of the respondents were Spanish speaking, compared to only 11% on Routes A/B. Overall 39% reported their ethnicity as White and 31% Hispanic.

Over six in ten (63.3%) riders are employed, full time (34.8%), part-time (10.8%), employed students (17.7%). Another 23% of riders are students who are not employed. So, in total, 86.3% are economically active as employees and/or students. The remaining riders are a mix of retirees (4.8%), unemployed individuals (4.6%), homemakers (1%) and persons who are disabled and not employed (3.4%). Three quarters of employed riders said that they work in Simi Valley.

Employment Status by Route



Employment status varies significantly between the local circulator routes A and B, and Route C which goes to Chatsworth Metrolink station. As shown to the right, on Route C, 67% of riders are employed and another 9% are employed students. Routes A/B also carry many employed persons (40%) but have many more student riders (19% employed).

Most riders who are employed sometimes work on Saturday, Sunday and/or evenings after 8 p.m. In fact, nearly 40% of employed riders must at some point work during all of these times. This means that there are times when using the bus to get to or from work is impossible.

Riders were asked if they have a driver's license and if a vehicle was available for the trip on which they were interviewed. Just over one third (36%) of SVT riders have a driver's license while only 27% had a vehicle available on the day they were interviewed.

Usage Characteristics

Fourteen percent of those surveyed said they rode every service day during the prior week, while another 32% rode five days. So, nearly half (46%) of riders use the bus on a very regular basis. Another 29% of riders use the bus regularly (3-4 days per week) but not daily. And the final quarter of riders (25%) ride occasionally (1-2 days per week).

Many riders (36% in total) said they would be making only a single one-way trip. A closer examination reveals that these one-way riders are primarily commuters to/from work (39%) or school (33%).

The largest number of riders (41%) were going to or from work. This was particularly true for the five or six-day-a-week riders (47%). However, even among the occasional riders, 33% were traveling to or from work. The second most common response was middle/high school (19%). Again, the five or six-day riders were more likely to be going to school than the other segments. The remainder of the riders were using the bus for a mix of purposes including shopping (8%), recreation (7%), medical appointments (4%) and social service appointments (4%).

Riders were asked what year they began riding Simi Valley Transit. Almost 40% of riders are long term users, having begun riding in 2012 or before. On the other hand, about a third (32%) of the ridership is new to the system in 2016 or 2017 (the survey was conducted in May – so this is a 17 month period). Many of the new riders, not surprisingly, are students going to school or college, while the largest group of the long-term riders are work commuters.

Satisfaction Ratings

Riders were asked to rate various aspects of service on a 7-point scale, where 7 is excellent and 1 is poor. Riders rated Simi Valley Transit quite positively on all factors. For overall satisfaction, half rated the service as excellent (7), while another 27% rated it as very good (6).

The highest ratings are for driver courtesy and helpfulness which 65% rated as excellent and 17% as very good. We find this is common in small community transit systems where riders come to like and rely on their regular drivers.

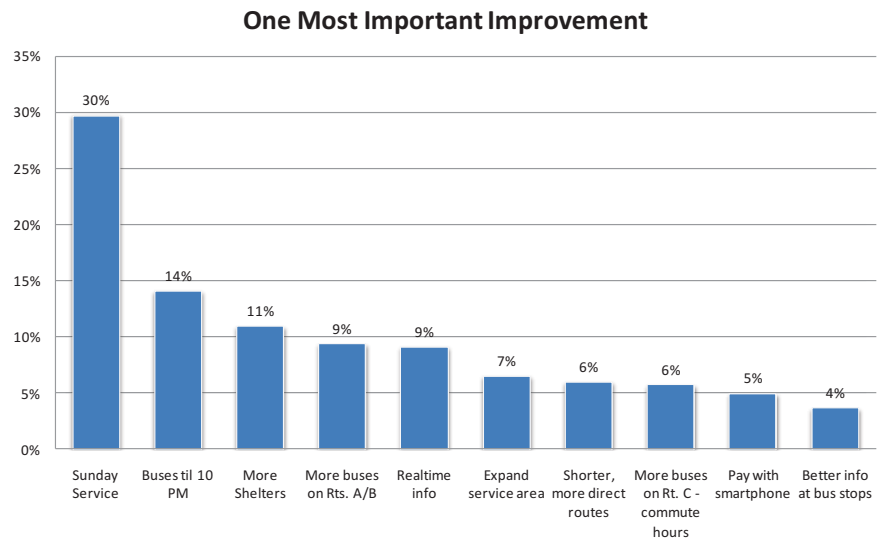
The least positive ratings are for the convenience of connecting between SVT buses – something that we know from observation, driver comments, and focus groups is not easy.

Service Improvement Priorities

To encourage riders to differentiate between the many desired improvements, they were asked, “If Simi Valley could make only one improvement, which would be most important to you.” This results in much clearer priorities.

Sunday bus service is the top choice by a factor of two. Thirty percent of respondents selected it

as their top priority. Buses until 10 PM is the second highest priority, rated most important by 14% of respondents. This is followed by more shelters (11%), more buses on Routes A and B (9%) and Realtime information (9%).¹ It is notable that at least four percent of the riders judged every improvement tested to be the most important.



Communications

SVT riders get passenger information from an array of sources. Printed schedules and the Simi Valley website are the primary information sources (32% each); however, a significant number of riders rely on the information at the stop (15%). Just over a third (35%) of respondents had visited the Simi Valley website in the past 30 days. Asked about mobile phone usage, 64% of riders had a smartphone, 30% a conventional cell phone, and 6% no mobile phone.

Existing Organizational Structure

Fixed route and ADA/DAR services are provided by Simi Valley Transit and administered by the Community Service Department. Significantly more detail on the existing organizational structure is included in Chapter 4.

Simi Valley Transit is a directly operated service. This means that all personnel for Simi Valley Transit are directly hired by the City of Simi Valley. As shown in ES-3, this is in contrast to the other transit agencies in Ventura County that contract out for all or a portion of their fixed route and ADA Paratransit operations and maintenance.

¹ Simi Valley Transit current provides real time transit information through NextBus, but many passengers are unaware of the service.

Exhibit ES-3

Agency	Fixed Routes Services		ADA/DAR Services	
	Directly Operated	Contracted	Directly Operated	Contracted
City of Simi Valley	X		X	
City of Moorpark		X		X
City Camarillo		X		X
City of Thousand Oaks		X		X
Heritage Valley		X		X
VCTC Intercity		X		X
Gold Coast Transit	X			X

Recent Performance

There were three important takeaways from the review of existing performance:

1. Productivity as measured by passengers per vehicle service hour is reasonable.

Despite the fact that Route D runs empty most of the day, *Routes A, B, and C generate reasonable ridership and the average productivity is 13.2 passengers per vehicle service hour.* What this means is that the bus has 13 passengers get on the bus in an average one hour of service. This is higher than the average of other Ventura County transit agencies. While this is below what it could be with more direct, convenient and frequent service, there are a number of long time riders who really depend on the fixed route service and utilize it frequently.

On the ADA/DAR service, the productivity has improved to 2.5 passengers per vehicle service hour, and is above the productivity for Gold Coast Transit and Thousand Oaks Transit.

Another way to think about passenger productivity is that there are 1,083 fixed route passengers who board a Simi Valley Transit bus every day. In addition, another 141 passengers take a one-way trip on ADA/DAR service.

2. Fare revenues generated are good, with many passengers taking advantage of multi-ride fares and tickets.

On fixed route, the 333,619 passengers generated \$389,211 in fare revenues, or an average fare of \$1.17 per passenger trip. Since the base cash fare is \$1.50, the lower average fare indicates utilization by seniors and disabled individuals eligible for the \$0.75 fare as well as utilization of multi-ride tickets such as the day pass and 21 ride pass and the unlimited monthly pass.

The base fare for Dial-A-Ride is \$2.00. However, the average fare is \$2.87. This likely means that human service agencies are purchasing multi-ride tickets and not utilizing them

3. Simi Valley Transit has very poor cost efficiency.

What really stands out in the review of recent performance is the overall poor cost efficiency of Simi Valley Transit compared to other Ventura County transit agencies. In FY 2015/16, the cost per vehicle service hour and cost per passenger trip for Simi Valley Transit ADA/DAR is \$187.38 and \$74.79, respectively. The average for other Ventura County transit agencies is \$65.66 per vehicle service hour and \$25.10 per passenger trip, respectively. The cost of both of these important performance measures is almost three times the average of other Ventura County transit agencies.

Fixed route cost efficiency is not much better. In 2015/16, the average cost per vehicle service hour was \$79.45 for other transit agencies in Ventura County. For the Simi Valley fixed route service, the cost per vehicle service hour was \$121.33, more than \$40 per hour more than the Ventura County average.

Operating costs are expected to increase from \$6.3 million in 2015/16 to \$8.1 million FY 2017/18 with essentially the same service supply. Simi Valley's operating cost per vehicle service hour is expected to increase substantially.

There are several reasons for the relatively poor cost efficiency for Simi Valley Transit relative to other Ventura County agencies. In Phase II of the SRTP, a detailed evaluation of the costs and revenues will be undertaken with the objective of increased cost efficiency. As requested by the City Council, this will include an evaluation of organizational alternatives as discussed in more detail within the report.

Significantly more detail on recent performance is provided in Chapter 5.

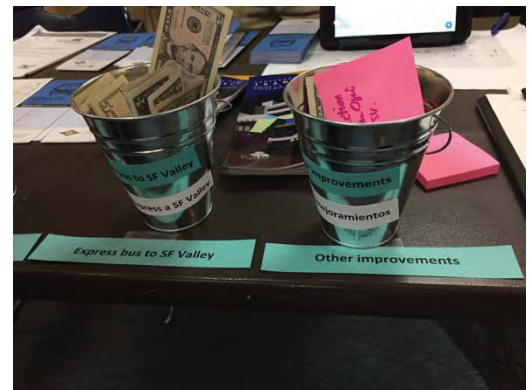
Part II Looking Forward: Service, Organization, Fare and Marketing Alternatives

Key Themes of the Community Outreach

The following is a summary of the community outreach effort that was central to Phase I. On March 28-29, 2017, three members of the consulting team spent two days on-site conducting a kick-off meeting, riding all buses, observing ADA/DAR operations, and conducting some initial stakeholder interviews.

The primary community effort was conducted from May 22 to 25, 2017 and included the following key elements:

1. Five facilitated focus groups, with 8-12 participants each.
2. Two open house sessions held in the Library Community room on Tuesday May 23rd between 1:00 and 3:00 p.m. and 5:00 and 7:00 p.m. Four stations for input were provided focusing on local fixed route, ADA/DAR service, regional transportation improvement, and alternative transportation. Each of the 78 participants were given \$100 in play money in 24 “improvement buckets” at the 4 stations.
3. An onboard survey of passengers with 490 completed questionnaires returned
4. Stakeholder interviews with 27 key stakeholders.



A very wide range of opinions on Simi Valley Transit was expressed during the community outreach effort. The continuum of opinions ranged from one extreme, a plea to make no changes because the “services are perfect as they are”, to the opposite end of the continuum, public transportation should be abandoned or replaced with only private sector services with no public subsidy. The primary sentiment in the middle of the continuum was provided by the large majority of participants in the community outreach effort and can be summarized as:

Public transportation is an important government service for people who need it such as seniors, disabled and youth in the Simi Valley community, but significant improvements are needed in how public transportation services are managed, delivered and communicated to the residents and employees of Simi Valley.

Chapter 6 has significantly more detail on the findings, but the following are the most important themes.

Local Fixed Route Service

Existing passengers need the service to conduct their daily life.

There are many passengers who ride fixed route buses on a regular basis for work, school and shopping. 63.3% of the riders using Simi Valley Transit are employed and they need to use Simi Valley Transit for trips to and from work.

For many, including existing bus riders, the primary complaint is that a bus trip takes way too long between point A and B.



This was the most prevalent comment received from the consulting team riding the bus, talking to passengers at the open house, and input received at the focus groups. An existing fixed route focus participant summed it up from her perspective: "Everything on the bus takes 6 hours." Another focus group participant of Simi Valley residents who work in Simi Valley said, "It takes an hour to go three miles; it just takes too long." Routes A and B are two very long loop routes that require a significant amount of out of direction travel because the routes are primary designed along an east-west axis with very little north-south travel.

With the last run for buses typically starting at 7:00 p.m., ending around 8:00 pm, and not operating on Sundays, it's a significant barrier to many who would like to ride local fixed route service.

One of the most pervasive comments we heard from passengers on board the buses, in focus groups, at the open houses, and in stakeholder interviews was that buses do not operate late enough. The Free Clinic, for example, sees patients until 8:00 p.m., and when their mainly transit dependent clientele leaves the clinic after 8:00 p.m., they are stranded and have difficulty getting home.

The need for Sunday service was a strong request from passengers. In the "bucket investments" in the open houses it received \$827 compared to \$520 for the second ranked improvement, real time bus information. In the onboard survey, it also ranked first, with 30% of passengers saying it was the most important improvement to make, compared to 14% for the second rated improvement.

The strong local perception of residents, stakeholders and some City Council members that buses are empty all of the time is both true and false.

A prevalent theme heard during a number of stakeholder interviews and during at least one of the focus groups was that buses are running around empty. This is both true and false and needs proper context.

It is very true that Route D which serves the Reagan Library, Simi Valley Town Center, Simi Valley Hospital and the Civic Center area operates with 35-foot buses, and is pretty much empty all day long from the time it starts in the morning at 5:17 a.m. until it ends at 7:46 p.m. Yearlong statistics for Route D between September 1, 2015 and August 31, 2016 show that this route does receive some regular

school ridership, but overall, without the school ridership, it serves five or fewer passengers on most of its trips.

The same yearlong data also supports the fact that Routes A, B, and C are not running empty on a majority of their trips. In fact, there are more than 20 people boarding these buses from 5:00 a.m. to 4:00 p.m. on the average day. On Route C, ridership statistics show that the first three hours of service between 5:00 and 8:00 a.m. average between 36 and 42 boardings per hour.

If Simi Valley Transit is going attract potential riders, then direct and convenient fixed route transit service will need to be implemented.

Routes A and B currently operate every 45 minutes and Route C operates every 1 hour and 10 minutes. If local bus service is going to attract any residents or employees that are not transit dependent, the service must be convenient, direct, and frequent. The two focus groups of residents of Simi Valley were able to succinctly summarize the attributes that are needed to attract a broader ridership spectrum.

- Frequent service: 15-minute service is desirable, but 30-minute service is reasonable.
- Direct service between origins and destinations with fewer stops if possible. Willing to walk to and from bus stops, even if longer distance.
- Good connections between both local and regional routes.
- Fares need to be reasonable and cheaper than driving.

Simi Valley ADA/Senior Dial-A-Ride

Service is very much appreciated and drivers are commonly complimented.

Some riders describe the Dial-A-Ride as a family, with drivers like family, that they are hospitable, patient and kind, that they do an excellent job. A common theme was “Dial-A-ride has kept me independent and I couldn’t make it without it”.



There is a need for continuing and consistent driver and dispatcher training.

Several riders and stakeholders expressed a wish for continuing and consistent driver training. Particularly around wheelchair securement and even sometimes driver sensitivity towards passengers with disabilities, there was interest in additional training opportunities for drivers.

Simi Valley Transit is in the process of training dispatchers and coach operators to properly communicate with the riding public.

ADA/DAR service policy implementation is reported as inconsistent and riders are confused about trip reservation policies.

Simi Valley’s demand responsive service addresses the mobility needs of two populations: those who are certified as substantially disabled under the Americans with Disabilities Act and those who have

mobility needs by virtue of advanced age. Riders of both groups conveyed that while they understand that ADA riders have priority and that seniors can use the service on a “space available” basis, this policy can still be confusing and may be inconsistently enforced. *Seniors and others who are not ADA certified but use the Dial-A-Ride indicated that they have, on multiple instances, found the service “booked up” when they wish to make a trip.* Several seniors reported that they try to call more than 24-hours ahead but that dispatch will tell them they are full; the non-ADA senior cannot get the trip he or she needs.

There is confusion about service policies on the part of users.

There was a lack of clarity about existing policy among those interviewed in the following areas:

- **Pick-up window and on-time performance window** – Riders recognize there is a window during which time the riders can expect the vehicle; however, defining just when the 30-minute reservation window is applied, when it starts and ends, and therefore when a vehicle is early or late is not clear.
- **Drivers and dispatchers appear to be using different sets of policies** – Comments related to the interpretation of the on-time performance window indicate there are differences between dispatch and drivers in understanding of on-time windows and in communicating that to passengers.

Technology to improve service to Dial-A-Ride users.

Over 90% of the Dial-a-Ride users participating in these focused discussions reported they have cell phones and a majority of these (by more than two to one) are smart phone based. Discussion participants expressed interest in several types of technology innovations and tools:

- **Automatic call back to indicate the vehicle is close** – this is of interest to riders, which even with a 30-minute window can feel long for someone watching for the arrival of a vehicle;
- **Electronic “where’s my ride” information** – riders would like an electronic ability to know that their bus is close, if it is late or when they can expect their bus.

Linking Trapeze dial-a-ride scheduling and the telephone system for an automatic day-of or evening before call-back is technologically feasible and in practice in neighboring Los Angeles County. The “where’s my ride” communication will require linking Trapeze and vehicles’ AVL (automatic vehicle locator) information with the City’s telephone software to enable a real-time, automatic call out to riders.

Regional Mobility Improvements

Regional service improvements include suggestions for improvements for VCTC intercity bus services, but also input on prospective regional mobility improvements such as new commuter buses, vanpools, and potential for improved carpools.

Metrolink is the most commonly used regional transit service by Simi Valley residents.

A majority of the commuter focus participants, those living in Simi Valley, but commuting to outside of Simi Valley, had utilized Metrolink to travel to and from downtown Los Angeles. In fact, one participant

used it daily for Grand Jury service for six months. City Councilperson Bercera regularly utilizes Metrolink for his commute to Metro at Union Station. He mentioned that Simi Valley has good utilization of the Metrolink service. Overall, there was a very positive perception of Metrolink.

The VCTC East County bus service may not be well known among Simi Valley residents.

While Metrolink is well known and well-utilized in Simi Valley, the qualitative input we received from the focus groups is that VCTC services are not well known. The VCTC East County route operates among Thousand Oaks, Moorpark, Moorpark College, and Simi Valley 12 times a day. Although the sample of focus group participants is small, the VCTC East County service was not known by most of the focus group participants.

Time, cost, and flexibility are the three most important factors in potentially utilizing a regional alternative to driving alone.

Focus group participants emphasized the importance of time in making the decision to utilize a regional alternative; “time is everything” was the mantra that several participants utilized for emphasis. A second important factor was the cost of the ride. Overall, focus group participants said they would like to see some savings compared to driving. Most commuters felt that a fare less than \$100 per month would be attractive and comparable to what they currently spend commuting. The third important factor was flexibility. Under these circumstances 9 of 12 commuter focus group participants would be willing to try a commuter bus. Several of the participants mentioned a commuter bus as the most important improvement. There was also significant interest in the vanpool concept. Several participants have friends who commute by vanpools and liked the concept.

Uber/Lyft/Taxis and Carpooling

There was general support of considering discounted taxis, Uber and Lyft as a mobility option in Simi Valley

One of the focus group participants described Lyft and Uber as “game changers” in providing mobility options other than driving their own car. All of the focus group participants had heard about Uber or Lyft but only 6 of 22 participants had actually utilized either Uber or Lyft. The concept of subsidized rides for Uber and Lyft ranked fourth in the mobility improvements by open house participants. It is a concept that City Council members would like to see explored as part of the SRTP.

Facilitating carpools is an inexpensive means of enhancing mobility options for Simi Valley employees and residents.

Carpooling is most common among family members and arrangements with school age children for rides to school and after school programs. They are also common among employees at companies in sharing rides to and from work among fellow and trusted employees.

Communications and Information

Enhanced passenger information would make the fixed route system more user-friendly for both current and new riders.

Simi Valley Transit has made valid efforts to provide passenger information in print, at the bus stop, on-line and through a real-time app. However, these tools are not easy to use or are often inaccurate. During the four-day site visit, the following were five sub-areas of enhanced passenger information that we observed or received input on:

- A. Printed schedules need to be consolidated and more user friendly.*
- B. Information displays at the bus stop need to be updated and stop specific.*
- C. Content and technology of the website need to be enhanced.*
- D. NextBus app is valuable, but not always accurate.*
- E. Being part of Google Transit would serve both current and potential riders.*

Simi Valley Transit is currently in a procurement process for a GTFS feed that will provide accurate schedule and route information for applications such as Google Transit and the NextBus app.

Demand response service suffers from the same lack of clarity as fixed route passenger information.

The ADA and Senior Transportation service brochure provides six panels of tightly packed text describing the services. *It is daunting for the average reader and likely more so for seniors or anyone with a cognitive disability.* In focus groups with seniors we heard much confusion about how far ahead trips must be scheduled and what the “pick up window” really is.

Expanded and better communicated options for purchasing fare media would improve the customer experience.

While day passes can be purchased on the bus, multi-ride and monthly passes can only be purchased at City Hall. Printed schedules provide no information about where to purchase passes. It would make riding a lot more user friendly if passes could be purchased at locations where riders already go – e.g. grocery stores, the library, and schools (currently sold at all middle and high schools).

Mission, Goals and Performance Measures

Mission Statement Options

Based on the stakeholder interviews with the Mayor and two City Council members and the City Manager, and during the four-day site visit, there were four potential policy directions for the City Council to consider in adopting a mission statement:

1. To provide safe and cost effective mobility options throughout Simi Valley to serve the transportation needs of residents and visitors.

2. To provide and safe and cost effective mobility options to serve the transportation needs of transportation disadvantaged individuals in Simi Valley.
3. To provide safe and cost effective mobility options throughout Simi Valley to serve the transportation needs of residents, students, employees and visitors with a priority resource allocation to transportation disadvantaged individuals.
4. To provide safe and cost effective mobility options led by private sector innovation in meeting market driven transportation needs of Simi Valley residents and visitors.

The mission statement options represent the range of viewpoints of what the mission of Simi Valley Transit should be. Four goals are proposed:

1. Provide safe and convenient transportation services to the residents of Simi Valley for employment, shopping, education and social service trips, so long as service can be provided in a cost-effective manner. (Safe and accessible goal)
2. Ensure than all transit programs can be provided at a high quality of service. Quality of service is more important than expansion of service. (Service quality goal)
3. Provide an effective level of service in response to demonstrated community market needs. (Service effectiveness goal)
4. Provide public transportation services that are financially sustainable within existing local, state and federal funding programs and regulations in a cost-efficient manner (service cost-efficiency goal)

In Chapter 7, specific performance measures and potential standards are proposed for each of these goals. In Chapter 10 and later in this Executive Summary, each of the four service delivery scenarios are developed based on one of these mission statement options.

Organizational Alternatives

Simi Valley is a directly operated public transportation service with governance by the City of Simi Valley. With input from three City Council members and the City Manager, there are two parts to the organizational structure analysis:

- Governance: setting the vision and goals and monitoring performances
- Directly operated versus contracted service

There are four recommended alternatives for full evaluation in Phase II of the SRTP.

Streamline Simi Valley Transit's Existing Structure

There are a number of technology changes that are being proposed that should significantly reduce the amount of paperwork and data entry that is currently being performed. The key question is to what degree can staffing be streamlined once an effective Transit Management System is fully operational, reducing the significant amount of data entry and paperwork requirements that currently exists? The analysis will determine what potential cost savings are feasible and realistic.

A second area of inquiry is the appropriate administrative staffing for the new service plan. Most transit systems the size of Simi Valley have a single Transit Manager, a single Transit Operations Manager, and a Senior Management Analyst as their management team. Support staff include one Transit Supervisor per shift, a Senior Dispatcher, one dispatcher per shift and one clerical position. The Senior Dispatcher is equivalent to a Transit Supervisor and provides coverage when one of the Transit Supervisor is ill or on vacation. In most transit systems the size of Simi Valley, the Transit Operations Assistant (TOA) positions do not exist. There will likely be a number of recommended changes to the way of Simi Valley Transit does business depending on the service plan that is adopted by the City of Simi Valley. The Phase II analysis will determine the appropriate staff and skill sets necessary to efficiently manage Simi Valley Transit depending on the service scenario option selected.

Contract for Operations and Maintenance

For this organizational alternative, similar to the cities of Moorpark, Thousand Oaks, and Camarillo, the City of Simi Valley would contract with a third party vendor for both operations and maintenance. The City of Simi Valley would still retain administrative oversight of Simi Valley Transit. The City Council would still be the governing body.

The Transit Manager would be in charge of developing a Request for Proposal (RFP) for competitive procurement of both operations and maintenance functions for fixed route and ADA/DAR services. The Transit Manager would be responsible for providing oversight to ensure that the contract terms are being satisfied. Typically, cities that contract for operations and maintenance retain the grants, financial management and marketing functions of a transit operation. In Phase II, the evaluation would recommend a City of Simi Valley staffing plan for this alternative.

Federal labor laws will minimize the potential cost savings of moving to a contracted environment. Federal Department of Labor provides protections to transit employees in providing any change from employment status as from a City of Simi Valley employee to a contractor employee. This can be a barrier to absorbing typical higher cost wage and benefits City employees into a contractor wage and benefit environment. This is discussed in more detail in Chapter 9.

Evaluate the Benefits and Costs of Joining Gold Coast Transit

Simi Valley does have the option of becoming a participating agency in the Gold Coast Transit District. The Gold Coast Transit District (GCTD) is a dependent special district that was formed on October 13, 2013. The GCTD has legislative provisions in place to accommodate potential expansion of the District into the jurisdictions of any of the currently non-member cities within the County (i.e., Santa Paula, Fillmore, Camarillo, Thousand Oaks, Moorpark, and Simi Valley), upon approval by (1) the City Council of the non-member city that is requesting to become a member of the District, (2) the GCTD Board of Directors, and (3) LAFCo.

Gold Coast Transit is governed by elected officials from the five current agencies. AB 664 in forming the Gold Coast Transit District allows for adding another member if a city like Simi Valley were to join the Gold Coast Transit District:

“...may be expanded with the addition of new members but shall not exceed 11 directors. One director shall be appointed by the governing body of each member...”

It must be emphasized that the consulting team has not contacted Gold Coast Transit District management to begin discussion of this alternative. The consulting team will make the contact in concert with Community Service management staff if the City Council decides to include this alternative in Phase II analysis of the SRTP.

In this alternative, the policy control of transit operations would be with the Gold Coast Transit Board. The Board could expand to have one of the Simi Valley City Council members join the Gold Coast Transit Board.

There are potentially significant cost efficiency advantages to joining Gold Coast Transit. According to the 2015/16 Performance Audit, the cost per vehicle service hour for Gold Coast Transit fixed route was \$73.58 for operation of 201,903 vehicle service hours. This means it cost Gold Coast Transit \$73.58 to operate one hour of bus service while it was in operation available to collect fares. This is a primary measure of transit cost efficiency. In FY 2015/16, It cost Gold Coast Transit with its contract operations for ADA Paratransit \$66.21 per vehicle service hour for 43,007 vehicle service hours of operation.

Simi Valley Transit’s cost per vehicle service hour is significantly higher. For fixed route service, the cost per vehicle service hour was \$121.33 for the operation of 25,345 vehicle service hours. The cost per vehicle service hours for ADA/DAR in 2015/16 was \$187.38 with 17,356 vehicle service hours.

Overall, there are many trade-offs involved with considering becoming part of the Gold Coast Transit District. These could be fully explored in Phase II of the SRTP. For the revenues available, Gold Coast Transit District would likely be able to operate significantly more service than Simi Valley Transit can currently afford to operate. Overall, it could mean more frequent, direct, and later evening service.

Gold Coast Transit fixed route services are directly operated and their ADA/DAR services are contracted. As discussed earlier, the analysis for the Gold Coast Transit organizational alternative would need to evaluate the federal labor law implications in transferring operations for ADA/DAR drivers to a contract operation.

Evaluate the Benefits and Costs of a Single Operator for ADA/DAR services in the East County

In this alternative, both Simi Valley Transit administration and fixed-route operations would continue to be directly operated by the City of Simi Valley. ECTA would be contractor for a single operator for ADA/DAR service, both for local and CONNECT intercity services.

The implementation of a single operator for ADA/DAR services in East County is a high priority project goal of East County Transportation Alliance. This could potentially reduce the overall costs of ADA/DAR service delivery. A step in this direction was taken with implementation of the CONNECT service. CONNECT currently provides approximately 7,200 longer (and therefore more expensive) trips at an average cost of \$38.42 per trip. For shorter trips, the cost per trip for Simi Valley Transit trips was

\$74.79 in FY 2015/16, almost double the cost provided by the contract operator for CONNECT. The farebox recovery ratio for CONNECT is 11.9%. Similar to the option above of contracting for both operations and maintenance for both fixed route and ADA/DAR services, the consideration of federal labor laws would be considered in the evaluation.

The consulting team will explore with the ECTA management committee what steps would be necessary to implement this high priority action in East County. The cost implications would be evaluated.

Financial Scenarios to Achieve Financial Sustainability

There are three different ways to think about financial sustainability for Simi Valley Transit. One school of thought is that *financial sustainability is the ability to provide overall mobility services in the most cost-effective manner possible, close to the average performance of Ventura County agencies*. The importance of cost effectiveness was stressed in the stakeholder interviews with City Council members. A second way to think about financial sustainability is to *recognize the high structural costs of operating a municipal transit service, but taking steps to streamline management, and focus on achieving the farebox recovery ratio with increased local contributions*. A third financial scenario would be for Simi Valley to *join the Gold Coast Transit District*.

It is important to note that these three financial scenarios will be paired with each of the four service delivery scenarios described in the last section of this Executive Summary. Significantly more detail is provided on the financial scenarios in Chapter 9.

Cost Efficiency Financial Scenario

This financial scenario emphasizes cost efficiency to achieve financial sustainability. It explores a number of efficiency measures to lower the costs as measured by the systemwide cost per vehicle service hour. The goal would be to come as close as possible to the average cost per vehicle service hour for other Ventura County transit agencies. This would likely require radical changes to the organizational structure and a new mix of service delivery options.

Streamline SVT Management and Increased Local Contributions.

A less radical approach to the Cost Efficiency Financial Scenario is doing whatever is feasible to improve efficiency within the existing organizational structure, but with the focus on fostering partnerships and utilizing some strategically targeted general fund money to sponsor specific services. Achieving the farebox recovery ratio of 10% for ADA/DAR and 20% for fixed route is one way to view achievement of financial sustainability. As explained in more detail in Chapter 9, recent changes in state law provide more flexibility in utilizing local contributions to satisfy the farebox recovery requirements. This scenario would emphasize the use of increased fares and local contributions to achieve the farebox recovery requirements.

Join the Gold Coast Transit District Financial Scenario

This financial scenario recognizes the potential benefits of cost efficiency and additional supply of transit services by joining the Gold Coast Transit District. In this financial scenario, these benefits outweigh the costs of loss of direct control over local transit and the overhead contributions made by transit to the City of Simi Valley.

The difference between Simi Valley Transit's cost per vehicle service and Gold Coast Transit District cost per vehicle service hour was described earlier. Utilizing the \$73.58 cost per vehicle service hour from Gold Coast Transit, for illustration purposes only, would enable 41,793 vehicle service hours instead of the 25,345 vehicle service hours actually provided by Simi Valley Transit. This could potentially enable more frequent service, a longer span of service, and Sunday service, three of the top priorities of existing passengers.

For ADA/DAR, Simi Valley spent \$3,252,231 on ADA/DAR services. Utilizing the \$66.21 per vehicle service hour spent by Gold Coast Transit would enable 49,120 vehicle service hours instead of the actual 17,356 actually provided by Simi Valley Transit in 2015/16. Some of these hours could be transferred to improved fixed route service, making the overall Simi Valley transit operations more cost effective.

Recommended Service Delivery Alternatives for Analysis

Fixed Route

In providing fixed route transit service, the following are the key design variables that will be utilized in Phase II to finalize the design of fixed route service alternatives. The following are some of the key considerations, and they are reviewed in more detail in Chapter 10.



Service Design Variables

1. Transfer Locations: Unlike most small urbanized areas similar to Simi Valley, there is currently no transit center. A transit center is where buses arrive and depart and passengers are able to conveniently transfer from one bus to another to reach their final destination. There are four candidate locations for a Simi Valley Transit Center:

- Civic Center
- Town Center Mall
- Cochran/Galena in the Walmart area
- Simi Valley Metrolink station or area

An example of a transit Center is the Transportation Center in Thousand Oaks shown above. In addition, a few secondary on-street transfer locations where two or three buses can park need to be established.

2. Service Frequency and Scheduling: Alternatives to be reviewed in Phase II include:

- 30-minute service: in focus groups and open houses, 65% of riders ranked more frequent buses on Routes A and B as very important (“6” or “7” on a scale from 1 to 7).
- 45 minutes (status quo)
- 60 minutes

Depending on demand, service frequencies can be lower in the early morning and in the evening.

Ideally, service frequencies are on “clock headways”. What this means is that the bus departs the stop at the same time each hour. For example, buses might depart at :50 and :20 after the hour at the Civic Center and :12 and :42 after the hour at Los Angeles and Yosemite. *This make schedules easy to remember for passengers.*

3. Span of Service: By far, implementing Sunday service received the most “investment” at the two Open Houses. Additionally, in the onboard survey, Sunday service was the most important service improvement by a factor of two. Service to 10:00 p.m. was a common refrain during the focus groups and open houses, and input from the onboard survey found that this was the second most important service improvement after Sunday service. However, there is a distinct trade-off for providing Sunday service as ridership is typically 50% of average weekday ridership, and therefore Sunday service normally reduces average productivity and farebox recovery ratio. Service past 7:00 p.m. typically has the same trade-off issues.

The alternatives to explore for span of service will be:

1. Status quo and adding Sunday service from 9:00 a.m. to 5:00 p.m.
2. Service to 10:00 p.m. Monday to Saturday and 8:00 p.m. on Sunday
3. Service to 9:00 p.m. on weekdays, 7:00 p.m. on Saturday, and 5:00 p.m. on Sunday
4. Service starting at 5:00 a.m. on Route C but at 6:00 to 6:30 a.m. on other routes

4. Directness of Route

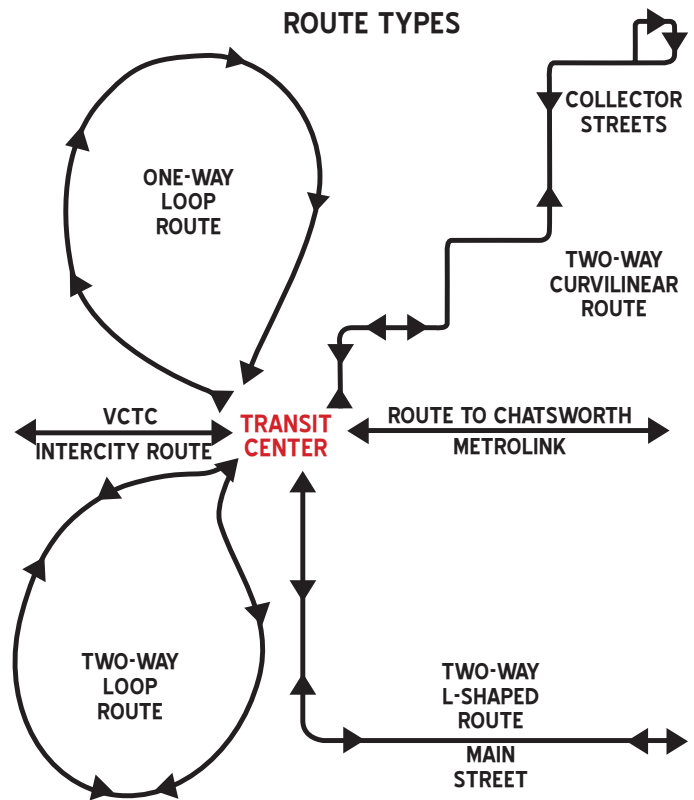
To maximize ridership, routes that provide two-way service along the same street will be a primary design feature. There were a number of focus group and open house comments about the importance of providing frequent two-way service along the entire length of E. Los Angeles Ave. between Yosemite and Madera Rd.

For alternatives that maximize coverage to areas not served by Simi Valley Transit, curvilinear routes will be utilized.

One way loops will only be employed where the bus needs to turn around - short one-way loops at the end of the route are tolerable.

Simi Valley does have an East-West orientation, but routes that have an L-shape can provide two-way service on both the primary east-west orientation and also on key north-south streets such as Sycamore St. The utilization of two-way L-shaped routes will be fully evaluated in Phase II of the SRTP.

5. **Connectivity:** As discussed earlier, connectivity is a significant issue with the existing schedules. There are too many near misses and long passenger wait times. There are really no alternatives for this feature. *The restructured Simi Valley Transit routes will be structured such that connectivity between routes is a key consideration.*



Service Delivery Scenarios

In order to illustrate the trade-offs of the fixed route restructuring to achieve different community goals, in Phase II we plan to develop the following service scenarios:

1. Transit Service Delivery Scenarios

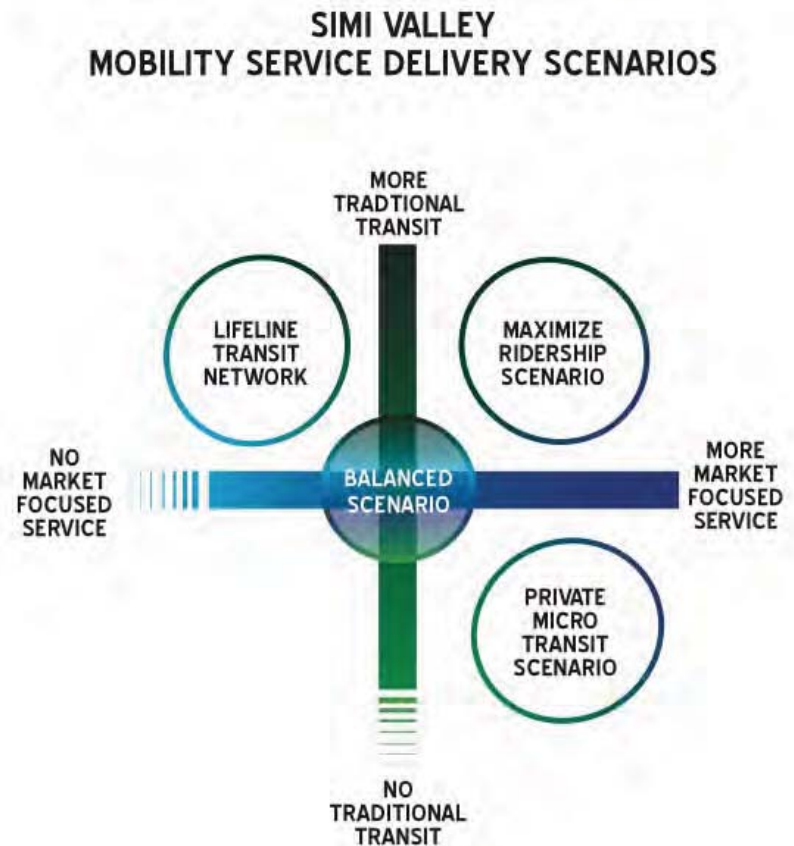
- Lifeline Transit Network
- Maximize Ridership
- Private Micro-Transit
- Balanced

2. Market focused

- School Trippers
- Reagan Library shuttle
- Community service routes
- Uber/Lyft subsidies for short trips, \$5 cap
- Crowd sourced fixed route app

The design variables described above will be incorporated into each of these service scenarios. They are discussed below. Three of the scenarios would utilize traditional fixed route service, while the *Private Micro-Transit Scenario* would likely only utilize crowd-sourced fixed routes. The degree of the utilization of other market-focused options will depend on the scenario. *The Lifeline Transit Network Scenario* would be at one end of the continuum utilizing mostly traditional transit service and little or no market focused services. At the other end of the continuum, the *Private Micro Transit Scenario* would have little or no traditional fixed route transit and would rely more on market focused services such as crowd-sourced routes and Uber/Lyft.

The Lifeline Transit Network Scenario provides traditional transit fixed route service that offers efficient service as much as possible, but also provides the necessary coverage so that existing riders and other transit dependent riders are able to utilize bus service as a means of conducting their lives. The service scenario is aligned to the mission statement: “To provide and safe and cost-effective mobility options to serve the transportation needs of transportation disadvantaged individuals in Simi Valley”. In addition to



traditional transit, this scenario would utilize community service routes to connect senior housing locations with medical, shopping, government, and recreation activities.

A second transit service delivery scenario would be to focus services where they can maximize ridership potential, what we'll call the *Maximize Ridership Scenario*. This scenario is aligned with the mission statement option: "To provide safe and cost-effective mobility options throughout Simi Valley to serve the transportation needs of residents and visitors." The focus of this scenario would be to develop a minimum of 30-minute service to be provided on local routes, but would have less coverage than the *Lifeline Transit Network Scenario*.

A third transit delivery scenario, *Private Micro-Transit Scenario*, would mostly rely on market-focused service delivery including Lyft/Uber/taxi as well as crowd sourced fixed routes. The emphasis would be on private sector and demand based solutions while minimizing public subsidy dollars. This scenario is in response to a few attendees at the open house, a stakeholder interview participant, and discussion at one of the City Council stakeholder meetings where micro-transit options were discussed. This scenario responds to mission statement option: "To provide safe and cost effective mobility options led by private sector innovation in meeting market driven transportation needs of Simi Valley residents and visitors." In this scenario, the fixed route options would utilize crowd-sourced app options similar to Chariot that are described in more detail in Chapter 10. The scenario would supplement this with Lyft/Uber/Taxi discounts for very low-income residents. Traditional DAR service would be available to disabled residents, including the high number of wheelchair trips.

A fourth scenario, the *Balanced Service Scenario*, would combine the best features of *Lifeline Transit Network* and *Maximize Ridership Scenarios* to balance the needs of the transportation disadvantaged with targeted services for other Simi Valley residents and visitors. It is possible that some elements of the *Private Micro-Transit Scenario* could also be incorporated. This service scenario is aligned to the mission statement option: "To provide safe and cost effective mobility options throughout Simi Valley to serve the transportation needs of residents, students, employees and visitors with a priority resource allocation to transportation disadvantaged individuals."

Market Focused Services

As described above the degree to which market-focused services are utilized will depend on the service scenario. The service concepts and methodologies to be employed in Phase II are provided below for three of the market focused services. Chapter 10 provides industry examples for all of the market focused services listed earlier.

School Trippers

School trippers are special routes that are open to the general public, but that connect high concentrations of middle and high school resident locations with the bell times at the beginning and end of the day at the schools they attend. School tripper routes only operate when schools are in session. The consulting team is working with the Simi Valley Unified School District to get data on residential concentrations of students attending different schools. The data will also be mapped. The SVUSD will provide bell times for the schools. A few pilot school trippers with the best chance for success will be

developed with a preliminary route and schedule. Financial partnership options will be explored. In other school tripper arrangements, the partnerships range from selling transit passes at the school site (currently being done), guaranteeing a minimum number of monthly transit pass sales, to a direct cash contribution to support the school tripper service. Most school trippers have full buses and generate high farebox recovery ratios.

Community Service Route

Community service routes are designed to meet the needs of seniors and disabled individuals, but are open to the general public. The primary goal is to offer these target populations a convenient alternative to the significantly costlier ADA/DAR service. Another primary goal is to reduce the demand of ADA/DAR service by giving a cheaper and much more convenient option for the trip they need to make. The community service route has the following features:

- Operates every weekday from approximately 9 a.m. to 4 p.m.
- Connect senior housing with the grocery store, pharmacy, medical clinics/doctor office complexes, senior center, shopping, and the library with a one seat ride (no transfers required).
- Schedules are designed such that the bus stops at each location the same time each hour. So if a senior is dropped off at a grocery store at 10:05 after the hour, the bus will return again at 11:05 a.m.
- Operates with small low floor buses, similar to the Arboc buses that currently operate on the fixed route services. Fixed route buses have two wheelchair stations. The community service route buses could accommodate three or four wheelchairs.
- The bus stops are at the front door of the activity center, for example, at the front door of Target

A map has been prepared of key housing and activity centers in Simi Valley (page 10-16 in Volume II). In Phase II, a community service route from West Simi Valley and a second route from East Simi Valley will be prepared with a preliminary schedule. Both routes would serve the Civic Center and Simi Valley Hospital areas. A community workshop will be held at the end of Phase II to receive additional senior and disabled individual input on the proposed route and schedules. This input will be provided to the City Council.

Reagan Library Shuttle

The objective of the Reagan Library Shuttle would be to enable a tourist to Simi Valley to stay overnight after taking the Metrolink train to Simi Valley, visit the Reagan Library, and then return to the Metrolink station in order to catch the train back to the Los Angeles area. A special route would be designed to take Metrolink passengers to 1) major hotels and 2) Reagan Library.

There are four service delivery options that will be evaluated in Phase II:

- Contracted service with a qualified vendor
- Collaborative effort and joint venture among interested hotels. This would utilize the same models that multiple hotels use for service to and from nearby hotels and the airport.

- Special code with Uber or Lyft for qualified trips from Metrolink to the hotel and from the hotel to or from the Reagan Library.
- Service operated by Simi Valley Transit, as either a fixed route or demand response service.

A key factor in determining the feasibility of a Reagan Library Shuttle are willing and able partners. In the stakeholder interviews with the Reagan Library, and in a brief group meeting with the Simi Valley Tourism Alliance representative at the Chamber of Commerce, there appeared to be support for implementing one of the service delivery options described above.

ADA/Senior DAR Policy, Operations and Alternatives

. There are five factors in re-evaluating ADA/DAR service delivery:

1. Compliance with Law, the Americans with Disabilities Act of 1990
2. Clarifying service policies to improve the passenger experience and support efficient service delivery
3. Reducing Dial-A-Ride Program Costs
4. Managing ADA Trip Demand and Establishing Lower-Cost Service Options for ADA/ Senior Dial-A-Ride Users
5. Technology improvements to support reliability and customer access

Compliance with Law, the Americans with Disabilities Act of 1990

Simi Valley ADA/ Senior DAR is first and foremost an Americans with Disabilities Act complementary paratransit service that must complement Simi Valley fixed-route services to provide an accessible transportation option for those riders unable to use fixed-route transportation. It must comply with ADA regulations. Secondly, it provides transportation – on a space available basis – to Simi Valley residents who are age 65 and older. Serving seniors is a discretionary service option, and many areas do not have senior transportation service.

Reduce Service Area Strictly to ¼ Mile Envelope Around Fixed Route:

While this may largely be happening, there are suggestions from the ridership that trips to or from particular locations are sometimes provided while at other times they are not allowable – or space isn't available to provide these. Options for service beyond the ¼ mile will be considered in Phase II – for example, subsidized taxi, Uber or Lyft trips of, for example, \$5 a trip could be made available as a service that is not ADA service but is an alternative for trips for this population. However, it should be clear that this is a premium service, providing service beyond the ¼ mile radius of fixed route service, and is a discretionary policy choice of the City Council.

Ensure Strict Initial Certification and Recertification Procedures

Comments were offered during this study's public outreach processes that persons who may not be ADA eligible are in fact getting certified. It is beyond the scope of this study to assess whether that is the case. Currently VCTC has responsibility for ADA certification procedures and for re-certification. Many communities, in order to manage carefully the considerable resources required to provide effective ADA

complementary paratransit, often seek to tighten the entrance to the service and to carefully review participants' certification when that comes up in annual or biennial re-certification processes.

Clarifying service policies to improve the passenger experience and support efficient service delivery

Reducing two-week advance reservation to one-week advance reservation.

This alternative proposes a shorter advance reservation time frame of seven days rather than the current fourteen days. While for passengers making advance medical appointments or some other type of appointment, this may require some adjustment in practice, for ADA registered riders where they are guaranteed a pick-up, they can be assured that their trip will be served.

On-time pick-up window clarification

For all alternatives, it will be necessary to clarify how the 30-minute pick-up window is applied and to consistently communicate this to the passengers. Modifications to the Trapeze scheduling software practices – both parameters set within the computer algorithms and in practice by dispatcher – will improve the passenger experience and support efficient service delivery.

DAR Policy, Procedures and Riders Guide Revised

As the Simi Valley Dial-A-Ride program considers changes to a number of rider-related and operational policies and procedures to ensure the program's cost-effectiveness and compliance with law, these changes should be translated into new policies and procedures for riders, for drivers, and for dispatch.

Training for Dispatch and Drivers Tied to New Policies and Procedures

When Dial-A-Ride policies are reviewed and revised, they need to be immediately followed with training for all Simi Valley operations personnel. An important dimension of this will be how policies and procedures are communicated to the ridership public. Striving for consistent and clear policy that is in compliance with law will be the intent.

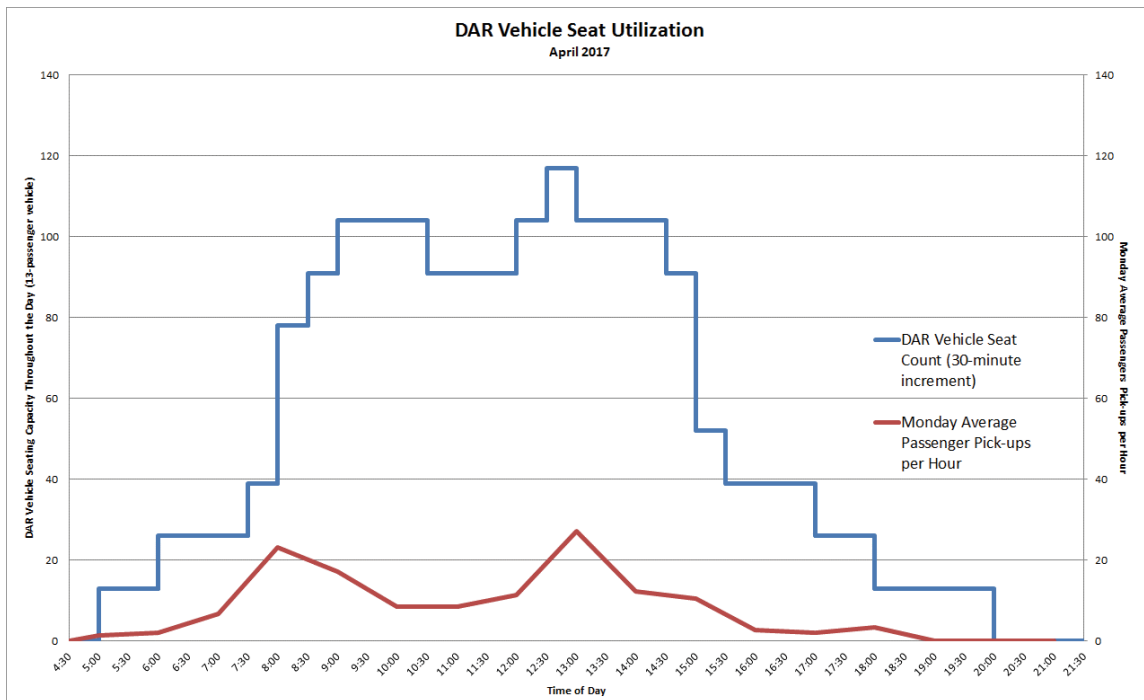
Reducing Dial-A-Ride Program Costs

Scheduling to demand rather than to pre-existing driver shifts

The practice of driver scheduling that uses short shifts followed by a break and then a second shift, known as split shifts, is common in the demand response industry. This type of driver scheduling recognizes the bi-modal peaks that are very common, when riders are traveling out in the morning and then back in the afternoon to and from various daily activities. Without split shifts, the otherwise regular seven to eight-hour driver shifts will always result in too much vehicle capacity during the mid-day and again later in the afternoon when passenger are not traveling.

Exhibit ES-4 clearly shows the excess of seat supply (blue line) compared to actual trips taken (red line). It does not recognize the volume of passengers using mobility devices who require additional vehicle capacity and, with longer dwell times to board and disembark, will impact how the overall fleet can be used. It takes more vehicle capacity to load the same number of persons in mobility devices, in contrast with those who are ambulatory and have neither a walker nor use a wheelchair.

Exhibit ES-4



Managing ADA Trip Demand and Establishing Lower-Cost Service Options

Expanding Alternative Travel Modes through Fare Discounts, Travel Training, Travel Ambassador and Volunteer-Driver, Mileage Reimbursement Programs

Building upon Simi Valley Transit’s travel training experience will be important. There are numerous examples of the strategies that transit agencies can employ in helping riders and potential riders of expensive demand response services consider – and then use – lower cost alternatives. The City of Simi Valley currently has a reduced fixed-route fare for Senior/ADA Dial-A-Ride users. Some systems institute free fixed-route to all ADA certified riders, as in the City of Los Angeles and the Los Angeles Metro service area.

Community Partnerships Extending Dial-A-Ride Service for New Populations

During this SRTP outreach effort, some need was expressed by the School District for assistance with group trips associated with off-site training experiences for students with disabilities and some after school activities for these and other student populations. Where there is sufficient vehicle capacity, some group trip reservations can be served to transport numbers of riders to common destinations, as with the Community Service Routes. In Claremont, California’s City Dial-A-Ride program, there is a Group Van service available to the general public but used heavily by the school district. School administrators make advance reservations – typically recurring reservations – for groups of students that are generally six persons or more.

Technology improvements to support reliability and customer access

Trip Scheduling Software that Supports Real-Time Trip Scheduling Suggestions

Phase II will provide guidelines for the procurement of new scheduling software. Software that can enable the call taking function to move immediately into the trip reservation function is advisable, given that the Division has just two full-time and two part-time dispatchers to cover the six-day operating week, from 5:00 a.m. until 7:00 p.m. dispatch hours. Reducing staff time in passenger call-backs is desirable. Software features should be able to distinguish between ADA and non-ADA riders and be able to readily provide the caller's common trips and special characteristics.

Providing Automatic "Call Outs" to Indicate the Vehicle is Arriving within 30 Minute Window

Passengers find it difficult to wait for the arrival of a vehicle that could show up at their curb at any time within the thirty-minute on-time window. One strategy for aiding customers and reducing no-shows is to provide an automatic call-out, a telephone call to riders to indicate that their vehicle is scheduled to arrive within a certain number of minutes. These can be automated and tied to dispatching software, to provide riders' with relatively immediate information about vehicle arrival.

Better On-Line Information about Service Area and Fares

Increasingly users of paratransit services, and sometimes the care providers or adult children who assist them, turn to the Internet to understand a demand response service, where it goes and what it costs. Better tools on the Internet will aid Simi Valley ADA/Senior Dial-A-Ride users and those assisting them.

One such tool would be an interactive map that provides clear information as to whether one is within the ADA service area, that is within the ¾ mile envelope of the fixed-route service. In "clicking on" a given address, it could become immediately evident as to whether this was within the ADA service area or not.

Regional Service Alternatives

The range of regional service improvements include:

1. Improvements to existing VCTC service
2. Implementation of East/West Connector service between Simi Valley and Ventura
3. Commuter Express bus service
4. New vanpool program

Improvements to Existing VCTC Services

VCTC Routes Serve New Transit Center Location

Whatever transit center location is decided upon for the local fixed route service, incorporating the VCTC East County Route will be important. The East County Schedule includes the Thousand Oaks Transportation Center on all schedule patterns, and it would be important to do the same for the proposed new Transit Center in Simi Valley.

Provide Reasonable Connections Between VCTC East County and Simi Valley Local Routes

The VCTC August 2015 SRTP had the following important observation:

“Clock face headways of 15, 20, 30, and 60 minutes make it easier to memorize trip times and not rely on a schedule, thereby increasing customer satisfaction. Clock face headways also allow for timed connections when implemented at a system or countywide level.”

Connectivity among East County transit agencies was a significant issue addressed in the VCTC 2017 Coordinated Public Transit-Human Services Transportation Plan.

Schedule coordination will be addressed in Phase II of the SRTP. Simi Valley Transit staff is currently working on improving connections between Simi Valley Transit and the East County VCTC route.

Implementation of East-West Connector between Simi Valley and Ventura

The Ventura County Transportation Commission and the cities of Simi Valley, Moorpark, Camarillo, and Ventura submitted a Congestion Mitigation and Air Quality (CMAQ) application for funds to establish a new route that would provide a direct connection from East Ventura County to West Ventura County, using the Highway 118-Highway 34 corridor and Highway 101.

The route would serve Simi Valley, Moorpark, Somis, Camarillo and Ventura on weekdays from 6:00 a.m. to 7:00 p.m., with 120 minute headways and a limited number of stops. Service is expected to start in 2017. Efforts will be made to coordinate with VCTC on schedule coordination and serving major activity centers in Simi Valley.

Commuter Bus Service

Route C is an existing Commuter service to Chatsworth. In Chatsworth, there are important connections to the LA Metro Orange Line, LA Metro buses, LADOT Commuter Express buses, and Santa Clarita Transit.

A second bus could be added to Route C, with runs starting from Civic Center at approximately 5:00 a.m., with buses operating approximately every 30-40 minutes during peak commute periods. Making some runs express runs will be explored. A second alternative would be adding Wi-Fi to the buses. A third potential improvement would be the extension of Route C on select runs to the Warner Center, Pierce College, and Kaiser Permanente Woodland Hills. All three are relatively adjacent and bus service could be extended to these major San Fernando Valley locations. A fourth potential improvement would be adding one or two runs in the evening for service both to and from Chatsworth. It should be noted that existing ridership drops off significantly for the existing last run that arrives to the Metrolink station at 7:59 p.m. Extending service further into the evening will not enhance farebox recovery ratio.

New Vanpool Service

Vanpools are commuter vans that range from mini-vans with seven passengers to full size 15-passenger vans. There are a number of transit agencies that provide vanpools as part of their mix of services. The driver of the vanpool is one of the group, but doesn't pay the monthly fare and has use of the vehicle on

weekends in exchange for driving duties. There is normally a back-up driver so that the vanpool can operate when the primary driver is ill or on vacation.

There are several models for administering and operating a vanpool program. One is utilizing a third party vendor such as Vride, Enterprise or CalVans to provide the vanpools and handle all of the insurance and vehicle leasing arrangements.

A second model that used by some transit agencies is to utilize available transit capital funds to purchase the vanpools and have passengers share in monthly operating costs, ensuring a very high farebox ratio.

There are potential benefits of additional FTA 5307 funding with a robust vanpool program. This will be explored in Phase II.

Fares and Fare Analysis

As discussed above, there are four different service delivery scenarios. Pricing of fares needs to provide the right mix of carrots and sticks to achieve overall cost effectiveness and cost efficiency goals. One of the alternatives for ADA/DAR is increase fares for ADA passengers to \$3.00, the maximum allowed under the Americans with Disability Act. This is twice the fixed-route general fare. There is also an option to provide a community service route for the reduced fare of \$1.00 or free to reduce demand on ADA/DAR services and encourage utilization of the community service routes whenever possible.

Each of the four service delivery scenarios should have an accompanying fare structure and policies that will help to achieve the objectives of that particular service delivery scenario. It is proposed that the basis of comparison would be the subsidy per passenger trip required. This is the cost per passenger trip minus the average fare revenue generated. We will utilize sketch planning tools including fare and service elasticities to estimate ridership potential and fare revenue potential. This will provide the City Council at the end of Phase II the information needed to help make the decision about which of the service delivery scenarios should be included in the final Short Range Transit Plan document.

Marketing Plan Elements

The SRTP will include a Marketing Plan which will serve as a companion to the service plan, with the intent of maximizing utilization of Simi Valley Transit. Detailed marketing recommendations will be developed in each of the following strategic areas.

Passenger Information

Our customer experience review, rider focus group, stakeholder interviews and open house all *highlighted the need for easier to use, more accurate passenger information tools*. This will be a key focus of the marketing plan and will address:

- GTFS – trip planning capabilities
- SVT website
- Printed passenger information guides

- Realtime information app
- At-the-bus stop information displays
- Information displays at key destinations

Simi Valley Transit is in process of determining how to best utilize funds to upgrade the website.

Fare Media Sales

SVT's current fare media program requires riders and stakeholders to "go out of their way" to purchase fare media. The marketing plan will address the potential for expanding the pass sales network and capturing the promotional value of fare media.

Branding

SVT's current brand is relatively bland. Bolder branding of buses and bus stops could play a role in increasing visibility of the system.

Gatekeeper Marketing

Organizations which serve constituencies who use or have the potential to use public transit are important "gatekeepers" for these market segments. Several of the school and social service stakeholders we spoke with expressed an interest in working as marketing partners with SVT.

Community Outreach & Public Relations

There is a pervasive belief among some Simi Valley residents that "no one rides the bus." *This misperception needs to be combated with a community outreach effort to communicate who does ride the bus and how Simi Valley benefits from the system.* The marketing plan will address marketing strategies such as:

- Presentations to civic, business and neighborhood organizations
- News release calendar
- Social media

Advertising and Promotion

The plan will address the potential to use local media advertising as well as other promotional efforts to generate trial ridership among new riders. Based on viability and cost, strategies may include:

- Local print advertising
- On-line banner advertising (on newspaper or local blog sites)
- On-line Google or Facebook ads
- Free ride promotions
- Special event promotions (Dump the Pump, Earth Day, etc.)



Simi Valley Transit

Phase I Working Paper:

Community Outreach Result and Alternatives for Analysis

Volume II: Full Report Chapters



Short Range Transit Plan

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September 27, 2017

VOLUME II FULL REPORT CHAPTERS

Table of Contents

- 1. Introduction..... 1-1**
 - Short Range Transit Plan Overview..... 1-1
 - Purpose of Working Paper..... 1-1
 - Summary of Community Outreach Efforts..... 1-1
 - Overview of Working Paper..... 1-3
 - Part I Review of Existing Services, Organization and Finances..... 1-3
 - Part II Looking Forward 1-3
- 2. Overview of Existing Services 2-1**
 - Fixed-Route Service..... 2-1
 - SVT Route A..... 2-1
 - SVT Route B 2-6
 - SVT Route C 2-9
 - SVT Route D 2-11
 - SVT Fixed-Route Transfer Analysis 2-13
 - Average Transfer Wait Times by Route..... 2-14
 - VCTC East County Average Wait Times at Transfer Points..... 2-17
 - SVT Routes Average Wait Time Connecting with VCTC East County 2-18
 - SVT Transfer Analysis Findings 2-18
 - How Following Chapters Will Lead to Development of Fixed-Route Alternatives for Analysis in Phase II 2-19
 - ADA/Senior Dial-A-Ride Existing Service 2-20
- 3. Simi Valley Transit On-Board Passenger Survey 3-1**
 - Demographics 3-2
 - City of Residence 3-2
 - Age..... 3-2
 - Income 3-3
 - Ethnicity/Language 3-3
 - Employment Status..... 3-4
 - Transportation Options 3-6
 - Usage Characteristics 3-7
 - Frequency of Use..... 3-7

Trip Purpose3-8

Origin-Destination.....3-9

Transit Services Used.....3-9

Duration of Ridership3-10

Satisfaction and Desired Improvements3-11

 Satisfaction Ratings.....3-11

 Improvement Ratings3-12

Communications3-16

4. Existing Organizational Structure 4-1

 Existing Simi Valley Organizational Structure4-1

 East County Transportation Alliance4-2

 Ventura County Transportation Commission4-4

5. Recent Performance..... 5-1

 Overview of Performance5-1

 Source Documents for Performance Calculations5-1

 Important Takeaways on Existing Simi Valley Performance5-4

6. Key Themes of Community Outreach Effort..... 6-1

 Local Fixed Route Bus Service.....6-1

 Simi Valley ADA/Senior Dial-A-Ride6-5

 Regional Mobility Improvements6-10

 Uber/Lyft/Taxis and Carpooling6-11

 Communications and Information6-13

7. Mission, Goals and Performance Standards..... 7-1

 Mission Statement Options.....7-1

 Draft Goals and Performance Standards7-2

8. Organizational Alternatives 8-1

 Institutional Structure and Governance8-1

 Gold Coast Transit District8-1

 Joint Powers Authority.....8-2

 East County Transit Alliance (ECTA)8-4

 Conclusion8-4

 Alternatives to Evaluate in Phase II of SRTP8-4

 Directly Operated Versus Contract Service8-6

 Trade-offs Between Directly Operated and Contracted Services8-7

9. Financial Scenarios and Financial Sustainability..... 9-1

- Cost Efficiency Financial Scenario9-1
- Streamline Simi Valley Transit Management and Increased Local Contributions9-3
- Join the Gold Coast Transit District Financial Scenario9-4

10. Recommended Alternatives for Analysis 10-1

- Fixed Route Alternatives and Analysis Plan..... 10-1
 - Review of Key Outreach Findings..... 11-1
 - Fixed Route Service Design Variables 10-2
 - Service Delivery Scenarios 10-8
 - Market Focused Options..... 10-10
- ADA/Senior Dial-A-Ride Policy, Operations and Alternatives 10-20
 - Review of Outreach Findings..... 10-20
 - Compliance with Law, the Americans with Disabilities Act of 1990..... 10-22
 - Clarifying Service Policies for Passenger Experience & Service Delivery..... 10-28
 - Reducing Dial-A-Ride Program Costs 10-32
 - Managing ADA Trip Demand & Establishing Lower-Cost Service Options 10-34
 - Technology Improvements to Support Reliability and Customer Access..... 10-36
- Regional Service Alternatives and Analysis Plan 10-38
 - Review of Outreach Findings..... 10-38
 - Review of Regional Service Improvements..... 10-38
- Fares and Fare Analysis 10-44
 - Existing Fares 10-44
 - Community Outreach Results 10-45
 - Economic Results of the Recent Fare Increase 10-45
 - Fare Alternatives for Evaluation in Phase II 10-46
 - Fare Policy for Each Service Delivery Scenario 10-47
- Marketing Plan Elements 10-48
 - Passenger Information 10-48
 - Simi Valley Transit Website 10-48
 - Fare Media Sales 10-48
 - Branding..... 10-48
 - Gatekeeper Marketing..... 10-48
 - Community Outreach & Public Relations..... 10-49
 - Advertising and Promotion..... 10-49

Part 1: Review of Existing Services, Organization, and Performance

Chapter 1 Introduction

Chapter 2 Overview of Existing Services

Chapter 3 On-Board Survey Report

Chapter 4 Existing Organizational Structure

Chapter 5 Recent Performance

1. Introduction

Short Range Transit Plan Overview

The Short Range Transit Plan is a five-year blueprint for the development and implementation of mobility services in Simi Valley. The Short Range Transit Plan is being developed in three distinct phases:

- **Phase I** is the community outreach effort, information and data gathering effort. Based on this effort, organizational and service alternatives have been prepared with an analysis plan that will be conducted in Phase II. As discussed in greater detail below, the results of Phase I are the subject of this working paper and will be presented to the Simi Valley City Council.
- **Phase II** is the detailed analysis of alternatives. The results of the analysis of the various alternatives will be presented for a second round of community input. The analysis and additional community input will be utilized by the City Council in selecting the recommended elements of the service, organization, fares, and marketing plan to be included in the draft Short Range Transit Plan in Phase III. A Phase II working paper will be prepared and presented at community meetings and the City Council.
- **Phase III** is the preparation of the draft and final Short Range Transit Plan, including a detailed operations and capital financial plan over a five-year period. A third presentation to the City Council will be made on the draft Short Range Transit Plan.

This is Volume II of the Short Range Transit Plan (SRTP). It includes the full chapters of the SRTP. Volume I is a stand alone Executive Summary of the SRTP.

Purpose of Working Paper

This working paper is the culmination of Phase I of the Simi Valley Short Range Transit Plan. The purpose of the working paper is the following:

1. Report on the key findings of the community outreach effort.
2. Present mission statement options, proposed goals and performance measures that will be utilized in evaluating the Short Range Transit Plan alternatives.
3. Based on the community input and professional judgment, determine the alternatives that will be evaluated in Phase II of the Short Range Plan.
4. Describe the methodology to be utilized in the analysis of alternatives in Phase II in order to provide the Simi Valley City Council informed choices on what to recommend in the draft Short Range Transit Plan in Phase III.

Summary of Community Outreach Efforts

The Short Range Transit Plan work commenced in early March 2017. The following is a summary of the community outreach efforts that were central to the Phase I effort. On March 28-29, 2017 three members of consulting team spent two days on-site to complete the following:

1. Conduct a kick-off meeting between the consulting team and City of Simi Valley staff. This half day session reviewed the work scope and expectation of the Short Range Transit Plan. Detailed discussions were held on the challenges and opportunities of the Short Range Transit Plan process. Finally, plans were started and discussed for the four-day site visit where a large majority of the community outreach effort would be undertaken.

2. Rode buses on four routes to observe operations, talk to passengers, and recruit passengers for the May 24th focus group of existing riders.
3. Observed ADA/DAR operations.
4. Interviewed both fixed route and ADA/DAR drivers and dispatchers for their input into the Short Range Transit Plan process.
5. Conducted initial stakeholder interviews with Millennium, Simi Valley Senior Center, and ARC of Ventura County.
6. Conducted a workshop on the elements and content of an onboard passenger survey.

In April and early May 2017, detailed plans and arrangements were made for the May 22 to 25 site visit. Background documents were reviewed relevant to the Short Range Plan process. Efforts were also made to develop a baseline financial projection of Simi Valley Transit costs over the next five years as input to a scheduled Financial Sustainability workshop.

The following were the elements of the four-day site visit from May 22 to 25:

1. Three-hour financial sustainability workshop that is discussed in more detail later in this working paper.
2. Five facilitated focus groups, with 8-12 participants each:
 - a. ADA/DAR riders randomly recruited.
 - b. ADA/DAR Advisory Committee.
 - c. Commuters, recruited and screened for Simi Valley residents, who work outside Simi Valley and who are open to consider alternatives to driving alone.
 - d. Residents who work or go to school locally, recruited and screened for Simi Valley residents, who work or go to school in Simi Valley, and who are open to consider alternatives to always driving alone for all trips.
 - e. Existing riders of fixed route buses, recruited on board buses during the March 28-29th site visit.
3. Two open house sessions held in the Library Community room on Tuesday May 23rd between 1 and 3 pm and 5 and 7 pm. Four stations for input were provided on local fixed route buses, ADA/DAR services, regional improvements, and transportation alternatives. There were 78 signed-in attendees, plus four consulting team staff, five Simi Valley Transit management staff, a newspaper reporter and several who declined to sign in. Each signed-in attendee received \$100 in play money of different denominations which they could invest in 26 different mobility improvement buckets, including one at each station for other improvements. A one page survey was provided at each of the four stations that provided a framework for participants to provide input.
4. An onboard survey, with surveyors hired from People Ready of Simi Valley. Training was held for four hours on Monday May 22nd, and surveys were conducted on all morning shift runs on Routes A, B, and C on May 23rd, and all afternoon shift runs on Wednesday, May 24th. The questionnaires were in English on the front side and Spanish on the back side. Respondents who had completed the questionnaire were only required to answer the first four questions on trip purpose, origin and destination, and the number of routes they would utilize for the trip. A total of 490 completed questionnaires were processed.
5. Stakeholder interviews with:
 - a. Mayor Bob Huber
 - b. Council Member Glen Bercerra

- c. Council Member Mike Judge
- d. City Manager Eric Levitt
- e. Fred Bauermeister, Free Clinic
- f. Susana Rangel, Clinicas del Camino Real
- g. Rana Ghadban, Simi Valley Chamber of Commerce
- h. Shawn Webb, AeroVironment
- i. Jim Vigdor, Arconic, Inc
- j. Steve Frank, Citizen Advocate
- k. Caroline Gibson, Simi Valley Tourism Alliance
- l. Bob Gross, Human Care Agency, Adult Behavioral Health
- m. Reyna Chang, Human Care Agency, Adult Behavioral Health
- n. Manuel Azurdia, Human Service Agency
- o. Danette Cook, Child Family Services, Human Services Agency
- p. Leslie Nicolas, Child Family Services, Human Services Agency
- q. Espy Gonzalez, RAIN Transitional Living Center, Human Services Agency
- r. Cherie Phoenix, Life After Brain Injury
- s. Melanie Salvesen Jackson, The Ronal Reagan Presidential Foundation and Institute
- t. Betty Esky, Samaritan Center
- u. Wendy Mayea, Simi Valley Unified School District, Support Services
- v. Bruce Headon, Simi Valley Unified School District, Transportation
- w. Karen Smith, Simi Valley Unified School District, Apollo High Office Manager
- x. Hani Youssef, Simi Valley Unified School District, Assistant Superintendent
- y. Cyndi Page, Simi Valley Unified School District, Workability/ Transition teacher
- z. Presentation by Mary Sue O'Melia, TransTrack, Transit Database Management System
- aa. Presentation by Synchronomatics representatives, Integrated Transit Technology applications

Overview of Working Paper

The working paper is organized in two distinct parts:

Part I Review of Existing Services, Organization and Finances

The first six chapters of the working paper provide context for developing alternatives to fully analyze in the next phase of the Short Range Transit Plan. The following five chapters provide a description of the existing services, a profile of the existing fixed route users, the organizational structure, and how services are financed. It sets the stage for Part II of the working paper, "Looking Forward."

Chapter 2 is a review of existing services, both fixed route and ADA/Services.

Chapter 3 provides the results of the market research on existing fixed route users, including the onboard survey and fixed route focus group.

Chapter 4 provides the background on the current organizational structure.

Chapter 5 reviews the recent performance of Simi Valley Transit.

Part II Looking Forward

Part II looks forward to how Simi Valley Transit services should be restructured and organized in order to

be financially sustainable and meet the mobility needs of Simi Valley residents and visitors over the next five years. The following are five additional chapters:

Chapter 6 provides a summary of the major community outreach themes from the site visits of March 28-29 and May 22-25. These themes and the review of existing service and organizational structure provide the basis for the alternatives to be fully analyzed in the next phase of the Short Range Transit Plan.

Chapter 7 utilizes the community outreach input to develop a draft framework for the mission of Simi Valley Transit as well as the goals and performance standards. Four mission statement options are provided representing the diverse perspectives received during the public participation effort.

Chapter 8 provides four organizational options for Simi Valley Transit, ranging from taking steps to make the existing structure more cost efficient to joining Gold Coast Transit. Contracting options are described for detailed evaluation in Phase II of the project.

Chapter 9 provides potential financial scenarios that will provide the basis for a review of potential service supply levels and strategies for achieving financial sustainability.

Chapter 10 provides the recommended service alternatives for analysis in Phase II of the Short Range Transit Plan, including the methodologies for the analysis. Sections included are:

- Local Fixed Route Services
- ADA/DAR Services
- Regional Services
- Fares
- Marketing Elements

2. Overview of Existing Services

This section starts with an overview of existing fixed route and American With Disability Act/Dial-A-Ride (ADA/DAR) services. Descriptions of services are provided, and statistics on utilization of the services is provided.

Fixed-Route Service

Simi Valley Transit (SVT) operates four independent fixed routes throughout the City of Simi Valley, with one route traveling east into Los Angeles County. Service is provided six days a week for routes A, B, and C and on weekdays only for Route D. The SVT route structure is primarily oriented east-west. Routes A and B function as a clockwise and counterclockwise circulator throughout the City. Both Routes C and D provide bi-directional service that split the city in half, with Route C operating at the eastern end of the City and Route D providing service in the western half of the City. An overview of the four SVT fixed routes is shown in Exhibit 2-1. Schedules remain the same for weekday and Saturday service. All coach operators work a straight eight (8) hour shift split between morning and afternoon/evening shifts.

SVT provided ridership figures for each route, as well as average unlinked passenger trips by hour, for weekday and Saturday service for a period of one year beginning on September 1, 2015 and ending on August 31, 2016. SVT reported a total of 414,935 unlinked passenger trips for this time period. Weekday passenger trips for the year averaged 110 passenger trips per weekday, while Saturdays averaged 47 passenger trips. A decrease in passenger trips is expected during the weekend as the level of service decreases on Saturday, with only three of the four routes in operation.

The following section provides a description of each route in the SVT service area. In addition, a brief discussion of service levels during the weekday and Saturday is provided for each SVT route.

SVT Route A

Route A primarily operates on a clock-wise circular route through the City. A total of 20 one-way runs are provided throughout the day. Service operates on 45-minute headways all day from Monday through Saturday. Service begins as early as 5:20 a.m. and ends at 8:01 p.m. There are two buses on the route for most of the day. Major destinations on this route include the Simi Valley Town Center, Simi Valley City Hall, Simi Valley Public Library, Simi Valley Senior Center, Simi Valley Metrolink Station, Sycamore Square, Royal High School, and Simi Valley High School. Exhibit 2 shows the transfer points between Route A and the other three SVT routes.

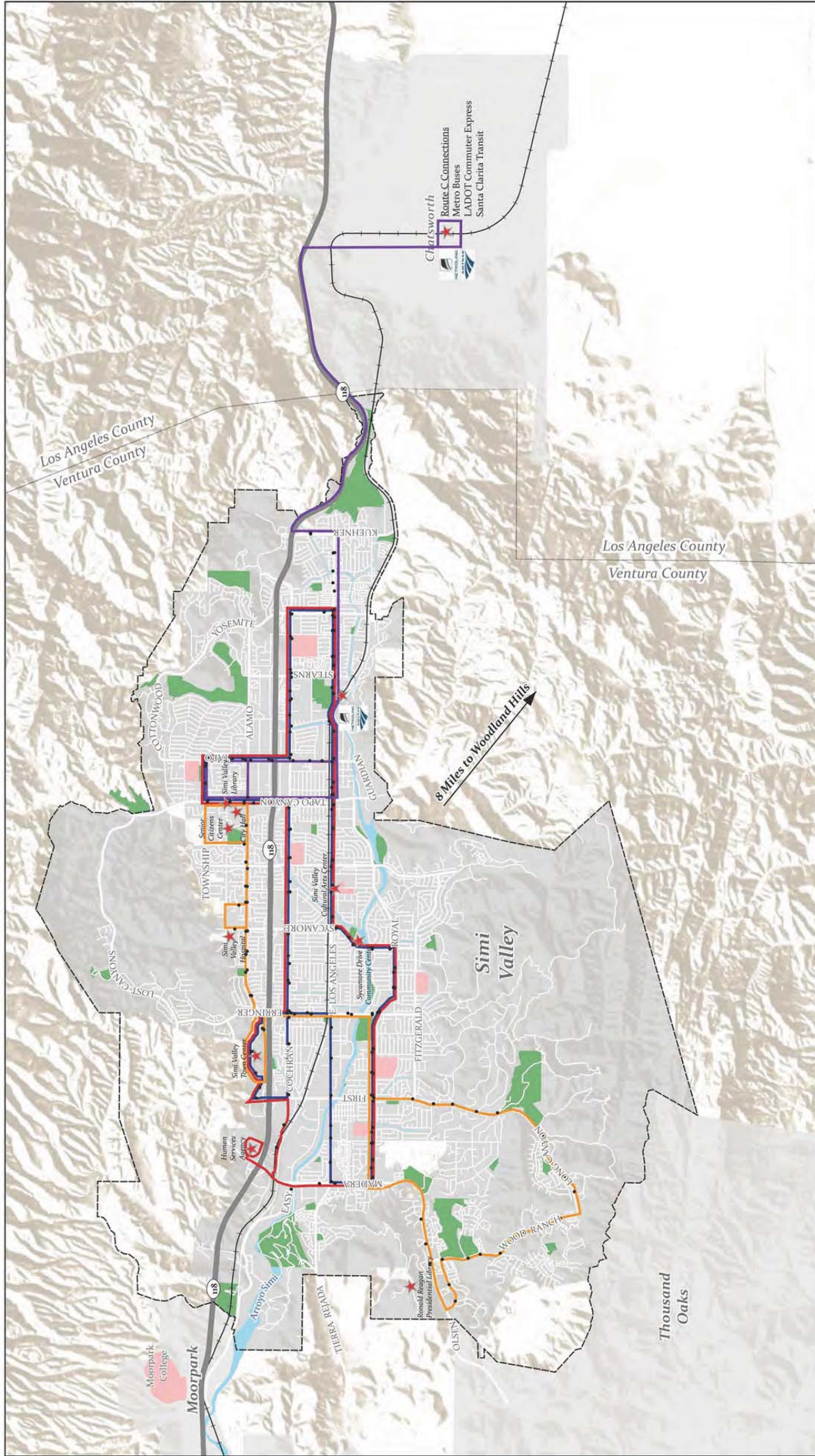
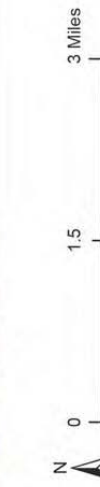


Exhibit 2-1

Simi Valley Local Transit

- Route A
- Route B
- Route C
- Route D
- MetroLink
- Transit Stops
- Simi Valley Influence Area
- Middle & High Schools
- Parks



Data Sources

- Topography Base Map courtesy of ESRI, USGS, NOAA
- All Other Layers courtesy of the City of Simi Valley

Exhibit 2-2 Route A Transfer Locations

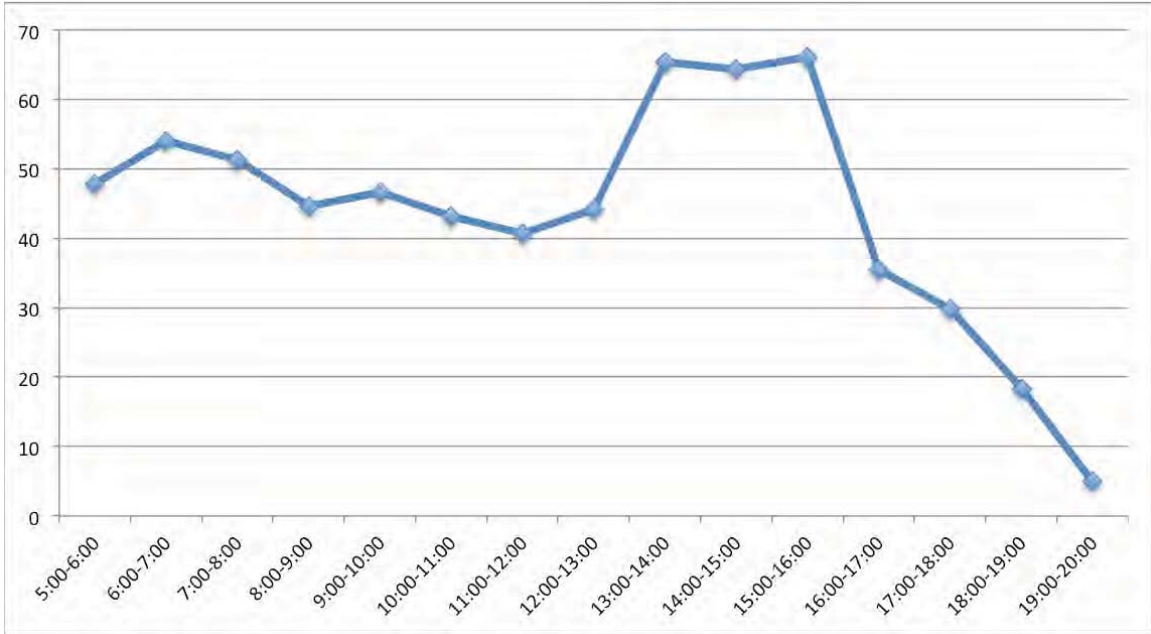
Route A Stops	Transfer to SVT Routes:		
	B	C	D
Madera at Los Angeles Avenue	●		
Simi Valley Town Center	●		●
Civic Center	●	●	●
Los Angeles Avenue at Yosemite	●	●	
Royal Avenue at First Street	●		●

Passengers on Route A can transfer onto the Ventura County Transportation Commission (VCTC) Intercity East County Route at two separate locations: 1) the intersection of Cochran Street and Galena Street and 2) Simi Valley Town Center. Passengers can transfer between Route A and the East County Route all day at the Simi Valley Town Center, both on weekdays and on Saturdays. Transfers at Cochran Street and Galena Street are limited to morning and evening peak period runs on weekdays only. The East County route provides north/southbound service between the City of Thousand Oaks and Moorpark College.

Route A is the highest performing route in the SVT system. From the time period beginning in September 1, 2015 to August 31, 2016, Route A recorded 177,636 unlinked passenger trips which accounted for 42.8% of the total ridership for SVT.

Exhibits 2-3 and 2-4 illustrate the average daily ridership by time of day for Route A, reported as boardings per hour. The boardings per hour reflect all boardings on the two buses on Route A during that hour. Exhibit 2-3 illustrates the average weekday ridership for September 2015 to August 2016 while Exhibit 2-4 illustrates the average Saturday ridership for the same period.

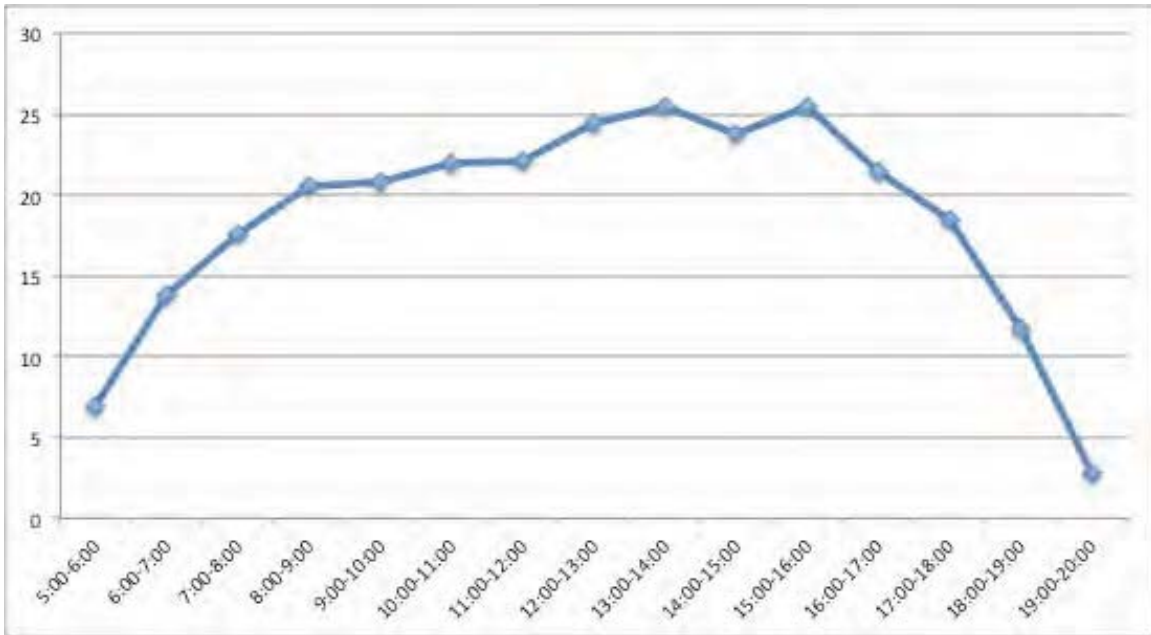
**Exhibit 2-3 Route A Average Weekday Boardings by Hour of Day
(September 1, 2015 – August 30, 2016)**



Note: Two buses operate on Route A. Therefore, on weekdays, between 1 and 4 pm there were on average over 30 passenger boardings per bus for the entire year.

Average weekday boardings peak during the afternoon hours beginning at 1:00 p.m. and ending at 4:00 p.m., with an average of 66 passengers between the hours of 3:00 p.m. to 4:00 p.m. With two buses operating, this is 33 passengers per hour, meaning that buses are mostly full at this time. This peak in passenger boardings can be attributed to the schools along the route. Route A experiences a spike in boardings during the morning hours between 6:00 a.m. and 8:00 a.m. The weekday boardings average as much as 54 boardings between the hours of 6:00 a.m. to 7:00 a.m.

**Exhibit 2-4 Route A Average Saturday Boardings by Hour of Day
(September 1, 2015 – August 30, 2016)**



Note: Two buses operate on Route A. Therefore, on Saturdays between 1 and 2 pm, there were approximately 12-13 passengers boardings per bus, on average, during that hour for the entire year.

The average number of boardings on Saturdays is significantly less when compared to weekdays. Moreover, Saturday trip patterns are different in which the number of boardings increase throughout the day, peaking during the early afternoon hours between 1:00 p.m. and 4:00 p.m., and reaching an average of 25 unlinked passenger trips between 1:00 p.m. and 3:00 p.m. The lack of school trips accounts for the significant drop in ridership compared to weekdays. Ridership before 7 am and after 6 pm drops off significantly and will be considered for reductions in service during Phase II of the Short Range Transit Plan. With two buses operating, there are an average of 3 passengers per hour from 5:00 am to 6:00 pm, for example.

SVT Route B

Route B primarily operates on a counter clockwise circular route through the City similar to Route A. However, Route B does not serve East Los Angeles Avenue between Madera Road and Erringer Road. Instead, Route B provides service on Cochran Street between First Street and Madera Road, and on Madera Road north of Cochran Street. A total of 20 one-way runs are provided throughout the day. Service operates on 45-minute headways all day from Monday through Saturday with the exception of the first two buses which are 30-minutes apart. Service begins at 5:15 a.m. and ends at 8:01 p.m. Major destinations on this route include the Simi Valley Town Center, Simi Valley City Hall, Simi Valley Public Library, Simi Valley Senior Center, Simi Valley Metrolink Station, Sycamore Square, Royal High School, Simi Valley High School, Wal-Mart on Madera Road and Cochran Street, and the County of Ventura Human Services Agency on Madera Road. Exhibit 2- 5 shows the transfer points between Route B and the other three SVT routes.

Exhibit 2-5 Route B Transfer Locations

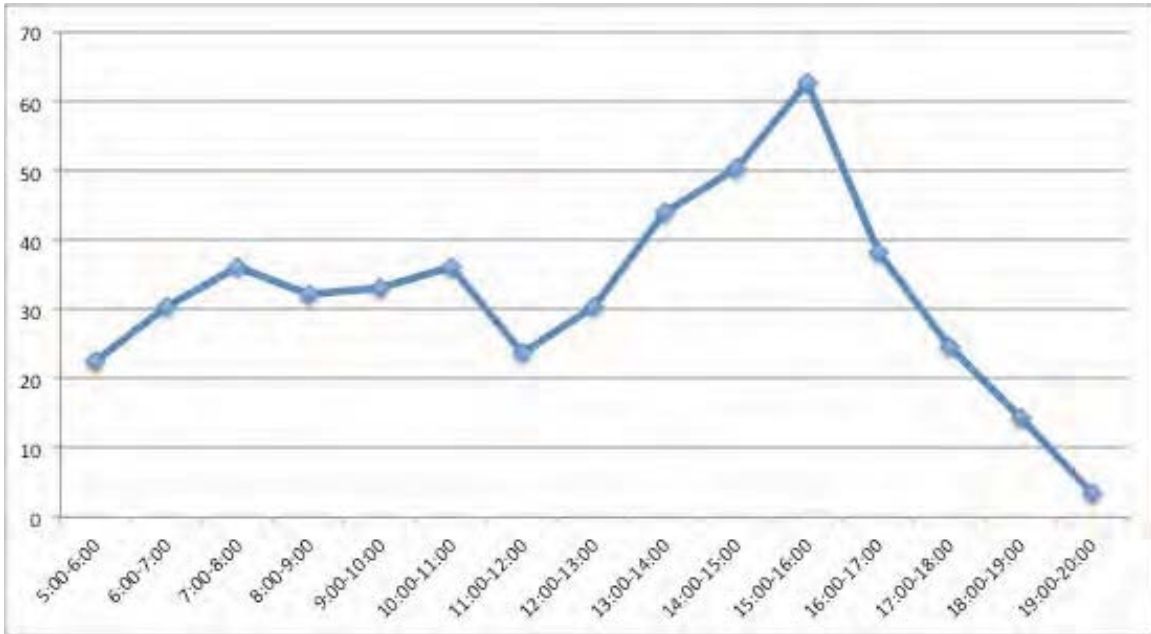
Route B Stops	SVT Routes		
	A	C	D
Madera at Los Angeles Avenue	●		
Royal Avenue at First Street	●		●
Yosemite and Los Angeles Avenue	●	●	
Civic Center	●	●	●
Simi Valley Town Center	●		●

Passengers on Route B can transfer onto the Ventura County Transportation Commission (VCTC) Intercity East County Route at two separate locations: 1) the intersection of Cochran Street and Galena Street and 2) Simi Valley Town Center. Passengers can transfer between Route B and the East County Route all day at the Simi Valley Town Center, on weekdays and Saturdays. Transfers at Cochran Street and Galena Street are limited to morning and evening peak period runs on weekdays only. The East County route provides north/southbound service between the City of Thousand Oaks and Moorpark College.

Route B is the second highest performing route in the SVT system. From the time period beginning in September 1, 2015 to August 31, 2016, Route B recorded a total of 118,938 unlinked passenger trips which accounts for 28.7% of the total ridership for SVT.

Exhibits 2-6 and 2-7 illustrate the average daily ridership, reported as boardings per hour, for Route B. The boardings per hour reflect the all boardings on the two buses on route during that hour. Exhibit 2-6 illustrates the average weekday boardings for September 2015 to August 2016 while Exhibit 2-7 illustrates the average Saturday boardings for the same reporting period.

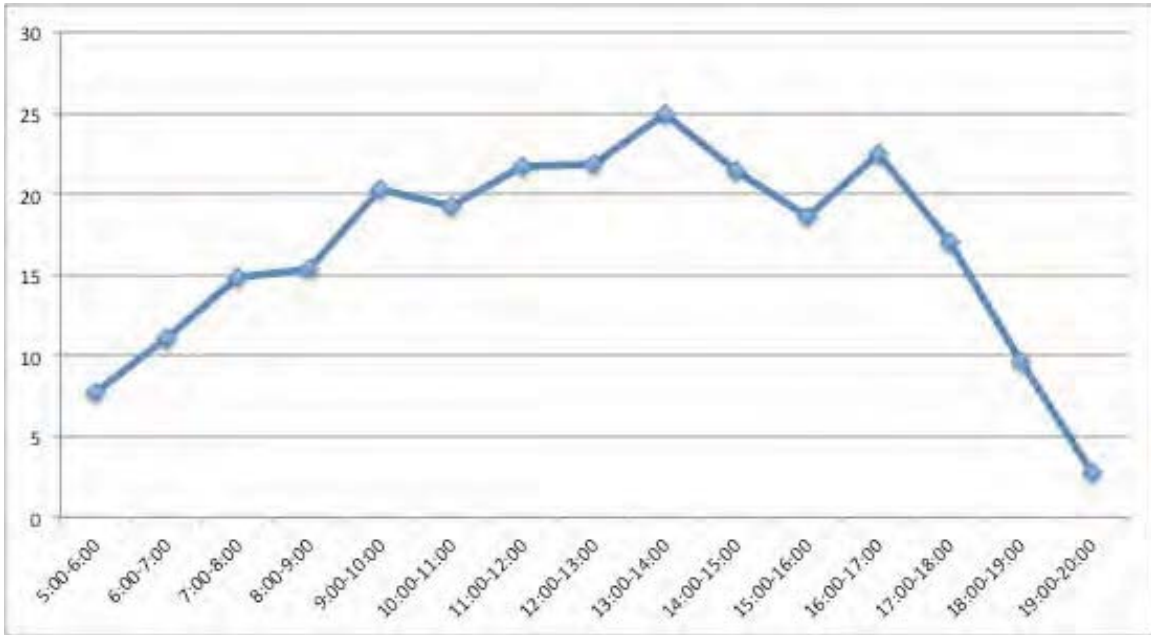
**Exhibit 2-6 Route B Average Weekday Boardings by Hour of Day
(September 1, 2015 – August 30, 2016)**



Note: Two buses operate on Route B. Therefore, on weekdays between 3 and 4 pm there were approximately 30 passenger boardings per bus, on average, during that hour for the entire year.

Average weekday boardings per hour increases during the afternoon hours and peaks at an average of 63 boardings from 3:00 p.m. to 4:00 p.m. This peak in unlinked passenger trips can be attributed to the schools along the route. Early morning trips along this route is not as high when compared to Route A. During the morning time period, the average hourly boardings reach as high as 36 boardings from 7:00 a.m. to 8:00 a.m. There is a very steep decline in ridership after 4 pm. There is very little ridership after 6:00 pm, with the last run starting at 7:15 pm only receiving an average of 2 passengers per run.

**Exhibit 2-7 Route B Average Saturday Boardings by Hour of Day
(September 1, 2015 – August 30, 2016)**



The average boardings per hour on Saturdays is less when compared to weekdays. The number of passenger boardings slowly increase throughout the day until early afternoon where the average peaks to 25 passenger boardings from 1:00 p.m. to 2:00 p.m. Limited school trips, if any, during Saturday can be attributed to the lower number of trips on Saturday. Therefore, the majority of these trips can be attributed to non-school related trips as opposed to what SVT experiences during the weekday.

SVT Route C

Route C provides bi-directional service between the eastern portion of Simi Valley and travels to the Chatsworth Metrolink Station in Los Angeles County. A total of twelve (12) round trip runs are provided six days a week. Passengers traveling on Route C to the Chatsworth Metrolink Station have the opportunity to connect with several transit operators including the Los Angeles County Metropolitan Transportation Authority (Metro), Los Angeles Department of Transportation (LADOT) Commuter Express service, Santa Clarita Transit, and Amtrak. Route C travels east-west on Los Angeles Avenue and travels on SR-118 when going to Chatsworth. Service operates on approximately 70-minute headways all day (ranging from 70 to 77 minutes depending on time of day) on Monday through Saturday. Service begins at 5:50 a.m., departing from the Civic Center stop and ends at 7:59 p.m. at the Simi Valley Metrolink station. Major destinations along this route include the Simi Valley Civic Center, Tapo Oaks Shopping Center, Kaiser Permanente Simi Valley Medical Offices, Simi Valley Metrolink Station, and several multi-family residential units in Chatsworth. Exhibit 2-8 shows the transfer points between Route C and the other three SVT routes.

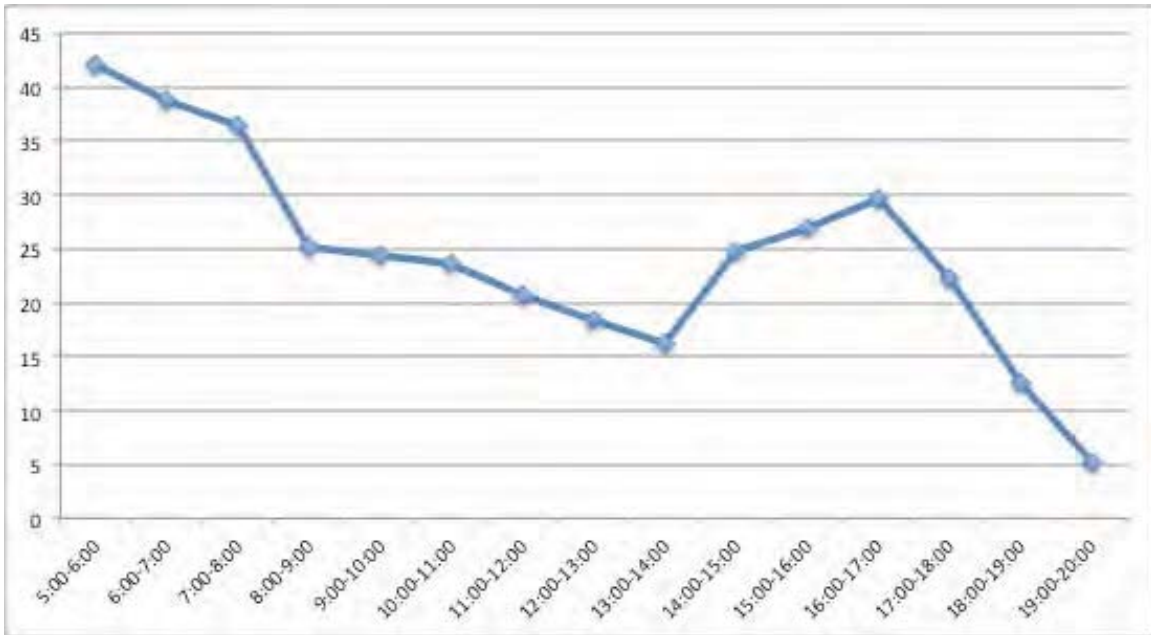
Exhibit 2-8 Route C Transfer Locations

	SVT Routes		
Route C Stops	A	B	D
Civic Center	●	●	●
Los Angeles Avenue and Yosemite	●	●	

Route C accounts for 21.8% of the annual ridership from September 1, 2015 to August 31, 2016. Ridership peaks are observed during the early morning and afternoon time period for weekday trips.

Exhibits 2-9 and 2-10 illustrate the average daily ridership, reported as boardings per hour, for Route C. The boardings per hour reflect all boardings for the single bus on route all day. Exhibit 2-9 illustrates the average weekday ridership for September 2015 to August 2016 while Exhibit 2-10 illustrates the average Saturday ridership for the same period.

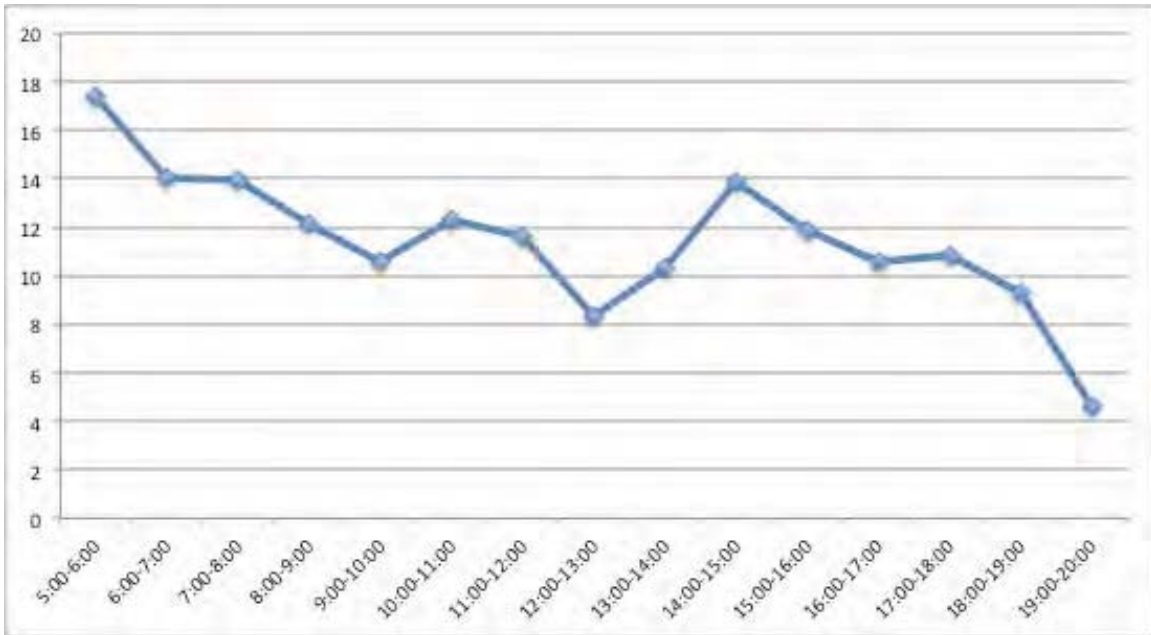
**Exhibit 2-9 Route C Average Weekday Boardings by Hour of Day
(September 1, 2015 – August 30, 2016)**



Note: There is one bus operating on Route C. Between 5:00 and 8:00 am there were over 35 boardings per hour on Route C, on average, for the entire year.

Average boardings per hour for Route C peak during the first hour of service at 42 passenger boardings. The first run includes both east and westbound trips to the Chatsworth Metrolink station. The number of boardings per hour begin to increase in the early afternoon beginning at 2:00 p.m. and reaches an average as high as 30 passenger boardings from 4:00 p.m. to 5:00 p.m. These spikes in passenger boardings during the morning and afternoon commute time suggest that these are possible work/commute oriented trips.

**Exhibit 2- 10 Route C Average Saturday Boardings by Hour of Day
(September 1, 2015 – August 30, 2016)**



The trip pattern for average boardings per hour for Saturday is similar to the weekday trip patterns. The number of passenger boardings during the first morning run from the Civic Center stop is 17 passenger boardings. The average passenger boardings during the afternoon hours peak at 14 boardings from 2:00 p.m. to 3:00 and gradually decrease throughout the afternoon and evening hours.

SVT Route D

Route D provides bi-directional service through the western portion of Simi Valley. SVT provides eleven (11) round-trip runs on Route D, with six of those runs going to the Ronald Reagan Presidential Library. Service begins as early as 5:17 a.m. and ends at 7:46 p.m. in the evening. Service to the Ronald Reagan Presidential Library begins at 9:26 a.m. and ends at 4:51 p.m., just before closing time (5:00 p.m.) for the Presidential Library. Service operates on approximately 78-minute headways during the early morning and evening runs and 89-minutes when traveling to the Presidential Library during the midday. Route D operates Monday through Friday only. Major destinations along this route include the Ronald Reagan Presidential Library, Wood Ranch Shopping Center, Wood Ranch Golf Club, Royal High School, Simi Valley Town Center, Simi Valley Hospital, and the Simi Valley Civic Center. Exhibit 2-11 shows the transfer points between Route D and the other three SVT routes.

Exhibit 2-11 Route D Transfer Locations

Route D Stops	SVT Routes		
	A	B	C
Royal Avenue and First Street	●	●	
Simi Valley Town Center	●	●	
Civic Center	●	●	●

Passengers on Route D can transfer onto the Ventura County Transportation Commission (VCTC) Intercity East County Route at the Simi Valley Town Center. Passengers can transfer between Route D and the East County Route all day at the Simi Valley Town Center on weekdays. The East County route provides north/southbound service to the City of Thousand Oaks and Moorpark College.

Route D accounted for 6.8% of SVT's annual ridership from September 1, 2015 to August 31, 2016. Ridership peaks are observed during the early morning and afternoon time periods for weekday trips.

Exhibit 2-12 illustrates the average daily ridership, reported as boardings per hour, for Route D. The boardings per hour reflect all boardings for the one bus on route during the entire day from September 2015 to August 2016. Unlike the other three routes, SVT does not provide service on Route D on Saturdays.

**Exhibit 2-12 Route D Average Weekday Boardings by Hour of Day
(September 1, 2015 – August 30, 2016)**



Note: There is one bus operating on Route D. During the morning commute hour, there are a little more than 14 passengers boarding the bus, on average, during the hour. For most of the day, Route D has less than 10 boardings per hour.

The average boardings per hour on Route D are at its highest during the morning hours beginning at 6:00 a.m. to 8:00 a.m., reaching as much as an average of 15 passenger boardings from 7:00 a.m. to 8:00 a.m. Trips then begin to drop off during the midday trips despite trips to the Ronald Regan Presidential Library beginning at 9:00 a.m. The average passenger trips begin to increase during the early afternoon reaching to as much as an average of 12 passenger boardings from 2:00 p.m. to 3:00 p.m.

SVT Fixed-Route Transfer Analysis

An analysis of transfer connectivity within the SVT system was conducted in order to evaluate the connectivity opportunities for passengers to transfer from one route to another. Since SVT does not operate on a typical, clock-face schedule (i.e. 15, 30, or 60-minute headways), it was apparent that transfer points do not necessarily allow for scheduled timed-transfers during the day but rather, an opportunity to connect with another bus. While the published SVT bus schedules indicate transfers, such transfers can take as long as forty minutes during the day. Therefore, an analysis of a passengers wait time is examined in this section to give a better understanding of how long it can potentially take for a passenger to transfer between routes at a given location.

Opportunities to connect between routes are sporadic given the current fixed-route headways and service design. Core routes such as Routes A and B operate on a 45-minute headway with two buses on route, whereas Route C operates on a 70-minute headway most of the day with only one bus on route. Route D operates close to 90-minute headways during the midday when traveling to the Ronald Reagan Presidential Library and on 78-minute headways during morning and evening runs with only one bus on route. Recovery times are built into each run and vary by route. For example, Routes B has a total recovery time of 16 minutes for every 75-minute run whereas Route A has a total recovery time of 20 minutes for every 90-minute run. Typically, recovery time for runs as long as 90-minutes can be as low as five minutes. Therefore, the long recovery times on SVT routes can reduce the system's efficiency.

Recovery times provide opportunities for passengers to transfer. At certain locations, not known to the public, buses can arrive much earlier than the scheduled times due to the recovery time built into the schedule. Since the recovery time and stops are not published in the schedule, potential first-time users are not aware of shorter wait times at certain locations which may impact their decision to use the service.

Average Transfer Wait Times by Route

To better understand route connectivity within the SVT network, average wait times for each transfer location are provided in the following exhibits. The average wait time is determined by taking the shortest wait time for two connecting routes at a given transfer location using the published SVT schedules. For example, if a passenger from Route A wished to transfer onto the eastbound Route C at Los Angeles Avenue and Yosemite Avenue, based on the schedule, the passenger could arrive at the stop at 7:06 a.m. and wait as much as 19 minutes for the Route C to depart in the eastbound direction at 7:25 a.m. This formula is applied to all runs and possible connections with the average wait time determined for each transfer location. It is important to note that some stops will have recovery times built into the schedule allowing routes to arrive as early as eight (8) minutes prior to the scheduled departure time. Recovery times are provided for each exhibit below.

Exhibit 2-13 Route A Average Wait Times at Transfer Points

Route A	Route B EB	Route B WB	Route C EB	Route C WB	Route D NB	Route D SB
Madera and L.A. Ave ¹	0:25					
Simi Valley Town Center		0:34			0:28	0:25
Civic Center ²		0:34	0:19		0:19	
L.A. Ave and Yosemite ²		0:43	0:18	0:21		
Royal Ave and First St	0:41				0:09	0:13

¹ Four (4) minute recovery zone

² Eight (8) minute recovery zone

- Because the stop at Los Angeles Avenue and Yosemite Avenue is a recovery zone, Route A can arrive as early as eight minutes from the scheduled departure time. This allows passengers to connect with westbound Route B thereby reducing wait time from 43 minutes shown above to less than 10 minutes.
- The average wait time for persons connecting from Route A to Route D is much shorter at the Royal Avenue and First Street stop.

Exhibit 2-14 Route B Average Wait Times at Transfer Points

Route B	Route A EB	Route A WB	Route C EB	Route C WB	Route D NB	Route D SB
Madera and L.A. Ave	0:19					
Royal Ave and First St		0:04			0:13	0:20
L.A. Ave and Yosemite ¹	0:02		0:20	0:19		
Civic Center ¹	0:08		0:23		0:28	
Simi Valley Town Center	0:36		0:20		0:18	

¹ Eight (8) minute recovery zone

- Wait times between Route B and eastbound Round C at the two recovery zones vary greatly throughout the day, especially if Route B arrives eight minutes early. Depending on the run, wait times can be as little as three minutes.
- Depending on the time of day and run, it is possible to achieve some time savings traveling to the Civic Center by transferring from Route B to the northbound Route D at Royal Avenue and First Street.

Exhibit 2-15 Route C Average Wait Times at Transfer Points

Route C	Route A EB	Route A WB	Route B EB	Route B WB	Route D NB	Route D SB
Civic Center	0:23			0:20	0:25	
L.A. Ave and Yosemite (C EB) ¹	0:22			0:23		
L.A. Ave and Yosemite (C WB)	0:18			0:24		

¹ Eight (8) minute recovery zone

- The average passenger wait time between Route C and Route A at Los Angeles Avenue and Yosemite Avenue is much better than the 22 minutes indicated in the table above. The eastbound Route C can arrive as much as eight minutes early allowing passengers to transfer onto Route A prior to departing the stop.
- Depending on the time of day, passengers from the eastbound Route C can transfer onto Route B with a wait time of just under five minutes.
- Route C includes an eight-minute recovery zone at the Chatsworth Metrolink Station. This allows some time for individuals to transfer onto SVT from LACMTA, LADOT, Santa Clarita Transit, or Metrolink Commuter Rail lines.

Exhibit 2-16 Route D Average Wait Times at Transfer Points

Route D	Route A EB	Route A WB	Route B EB	Route B WB	Route C EB	Route C WB
Royal Avenue and First Street		0:35	0:31			
Simi Valley Town Center	0:16			0:21		
Civic Center	0:16			0:15	0:24	
Simi Valley Town Center	0:19			0:08		
Royal and First Avenue		0:29	0:25			

- Average passenger wait times vary greatly when connecting from Route D to any other Simi Valley routes.
- During one early morning and one evening run, passengers can transfer from the northbound Route D to eastbound Route C at the Civic Center with a wait time of less than five minutes.

VCTC East County Average Wait Times at Transfer Points

SVT routes A, B, and D connect with VCTC East County routes at the northwest quadrant of Cochran Street and Galena Avenue and the Simi Valley Town Center. The southbound East County route provides trips from Simi Valley to Moorpark and Thousand Oaks whereas the northbound direction provides trips to Simi Valley. The following tables show the average wait times for passengers transferring from the East County Routes to SVT routes.

Exhibit 2-17 Southbound East County Average Wait Times

	Route A	Route B	Route D NB	Route D SB
Simi Valley Cochran at Galena Street	0:28			
Simi Valley Town Center	0:26	0:19	0:43	0:25
Simi Valley Town Center Saturday	0:21	0:23		

- Average passenger wait times for passengers transferring from VCTC East County route to Route A at the Simi Valley at Cochran Street at Galena Street can be as long as half an hour based on both agency’s bus schedules. Transfers at this intersection are limited to early morning peak period times.
- Passengers can transfer from a VCTC East County Route to an SVT route throughout the day at the Simi Valley Town Center. Depending on the time of day, passenger wait times can be as little as three minutes to as long as 44 minutes.

Exhibit 2-18 Northbound East County Average Wait Times

	Route A	Route B	Route D NB	Route D SB
Simi Valley Cochran at Galena Street	0:21			
Simi Valley Town Center	0:22	0:20	0:38	0:34
Simi Valley Town Center Saturday	0:21	0:19		

- Connecting from a VCTC route to an SVT route provides improved connections at the western end of Simi Valley.
- Depending on the time of day, passenger wait times for those transferring from VCTC to SVT are less than ten minutes at the Simi Valley Town Center.

SVT Routes Average Wait Time Connecting with VCTC East County

Exhibit 2-19 illustrates the average wait time for a person transferring from an SVT Route (i.e. Route A, B, and D) onto the VCTC East County Route. These connections allow passengers to travel to Moorpark College and Thousand Oaks.

Exhibit 2-19 SVT Average Wait Times

	VCTC SB – Cochran at Galena	VCTC NB - Cochran at Galena	Town Center VCTC SB	Town Center VCTC NB	Town Center VCTC SB SAT	Town Center VCTC NB SAT
Route A	0:17	0:15	0:35	0:22	0:23	0:21
Route B			0:24	0:19	0:17	0:25
Route D NB			0:24	0:23		
Route D SB			0:47	0:37		

- Average passenger wait times when transferring from Route A onto a VCTC East County route tend to be the shortest at the Simi Valley Park and Ride lot during the early morning and evening peak period time.
- Depending on the time of day, passenger wait times for transferring from Route D to a VCTC East County route is less than ten minutes during the early morning peak and evening peak period times.
- Passenger wait times during early Saturday morning and evening peak periods can be less than five minutes.

SVT Transfer Analysis Findings

Based on an examination of average wait times at transfer locations, passengers can wait anywhere from a few minutes to as much as 40 minutes to transfer onto another route. Moreover, the analysis showed that there are 12 instances within the SVT system where two connecting routes will depart at the same time thus preventing a transfer and causing a missed connection. These instances do not take into account transfers between Routes A and B as both routes are clockwise and counter-clockwise loops and are nearly identical with one another. Other instances include missed connections where buses arrive and depart within a minute of one another, preventing a transfer. For example, the northbound D will depart Civic Center at 6:57 p.m. but would miss a connection with the eastbound Route C which leaves the Civic Center at 6:56 p.m.

Recovery time plays a role in a passengers’ ability to transfer at only a few locations. Long recovery times can affect system efficiency and limit the number of connections along a given route. Given the long recovery times, service can be modified to reduce recovery times and potentially improve service frequencies. Ultimately, the goal is to improve service efficiencies

and improve passenger connectivity at other locations to reduce the number of near-miss and missed connections throughout the system.

Overall, the previous sections of this chapter have shown there is reasonable utilization of existing services especially during peak commute times. However, Route D suffers from very poor ridership except for moderate ridership during school commute times. There is very poor connectivity among Simi Valley Transit routes themselves and with the VCTC East County service. As is summarized below, this information will be combined with other qualitative and quantitative data to formulate service alternatives and an analysis plan for Phase II of the Short Range Transit Plan in later chapters.

How Following Chapters Will Lead to Development of Fixed-Route Alternatives for Analysis in Phase II

This chapter has provided background on existing fixed route services, including how existing service are utilized, and current issues with connectivity. Chapter 3 presents the findings of the onboard survey. Chapter 6 provides the findings of recent performance of fixed route services. In Chapter 7, we summarize the major community outreach themes, including a synthesis of the findings from the open houses, focus groups and the onboard survey. In Chapter 10, three financial scenarios that provide different levels of service supply for fixed route services. In Chapter 11, all of this information is utilized to formulate the alternatives and analysis plan for fixed route services during the next phase of the Short Range Transit Plan.

ADA/Senior Dial-A-Ride Existing Service

Simi Valley Transit operates a demand response service, whereby passengers call in advance for a trip, the vehicle comes to their home address and then delivers them to their destination address. Trips are often shared-ride experiences, where other passengers are picked-up or dropped off before the initial passenger is delivered to his or her destination. The operating hours of the ADA/Senior Dial-A-Ride are 5:30 a.m. (first pickup) to 7:30 p.m. (last pick-up) on Mondays through Saturdays, complimenting the fixed-route service. As with the fixed-route, no service is available on Sundays.

Simi Valley Americans with Disability Act (ADA)/Senior Dial-A-Ride (DAR) serves two populations: 1) those who are Americans with Disabilities Act certified as substantially disabled and unable to use fixed-route public transit for some or all trips; and 2) those who are over age 65 and disabled but not ADA certified. In compliance with Federal law, the service must assure that trips requested by ADA certified passengers are served. Trips for seniors and persons with disabilities who are not ADA certified are provided on a space-available basis, that is they are served when there is sufficient capacity that serving the non-ADA rider does not impact the ability to provide ADA certified passengers with their trips.

Simi Valley ADA/Senior Dial-A-Ride is a \$2 one-way trip fare for all passengers, which is less than the statutorily allowable twice the allowable fixed-route fare of \$1.50. Both ADA and non-ADA certified passengers pay this fare. No information is provided in the system brochure about fares for personal care companions (who generally ride for free), or for companions (who often must pay a higher fare).

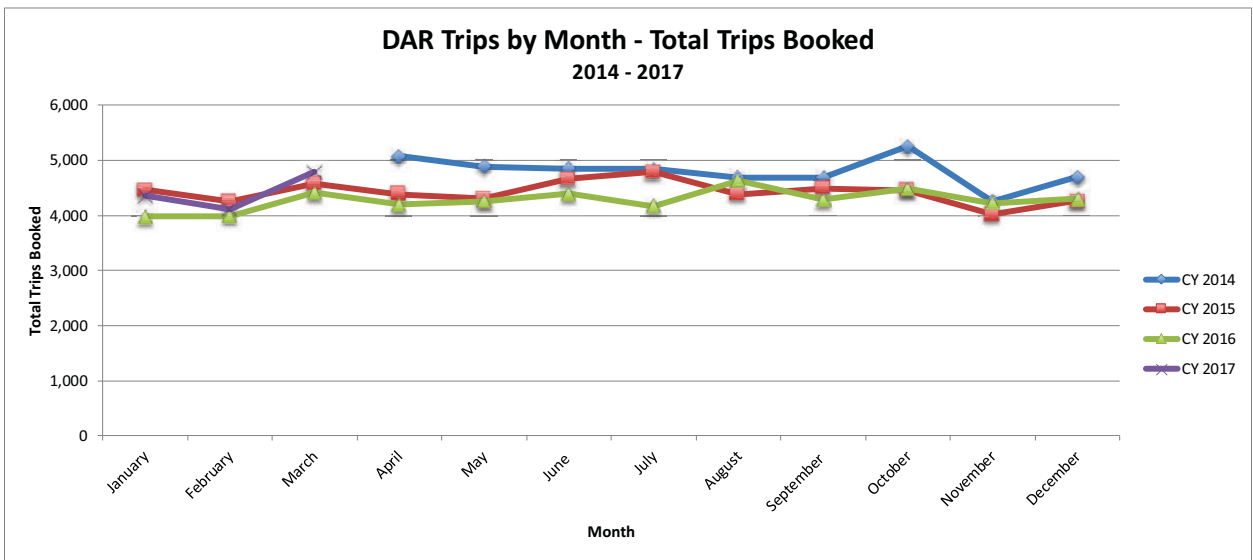
Service is available for reservation up to two weeks in advance and no less than the day before. Same-day service is not available, although dispatchers accommodate some “will call” return trip requests for doctor’s appointments or dialysis visits where the departure time is uncertain. Riders are advised of their actual pick-up times by dispatch the day before service, noted in the rider’s brochure: “all riders will be called the day before service to receive their assigned 30-minute pick-up window.”

Directly operated by City employees, there are up to 17 drivers, driving a maximum of 12 Chevy Arboc vehicles during the morning and afternoon peaks. There are two (2) full-time and two (2) part time dispatcher positions responsible for reservations, call-taking, scheduling of trips onto vehicle tours, handling day-of-service issues that include cancellations, no-show, cancel-at-the-door and other in-service matters. There is one (1) full-time transit operations assistant and one (1) supervisory position responsible for the oversight of Simi Valley’s ADA/Senior Dial-A-Ride operations, management and reporting. As with fixed-route service, vehicle maintenance is provided by the City yard with maintenance staff. Drivers are responsible for the pre-and post-vehicle inspections and for advising City maintenance of special vehicle needs. Regularly scheduled maintenance is provided by the City yard at manufacturer-prescribed intervals.

Presently, on a weekly basis approximately 800 one-way passenger trips are provided with more than 130 trips per day. Simi Valley’s ADA/ Senior Dial-A-Ride ridership has grown at varying rates in recent years. In calendar year (CY) 2014, 43,000 trips were booked and 33,500 trips completed. In CY 2015, that increased by 22% with 53,000 trips booked and 40,900 trips completed. The most recent full year shows a decline to 51,300 trips booked with a higher proportion of trips completed at 41,085 trips. Projecting the current year trips completed, based on the first quarter only, suggests that almost 42,000 trips will be completed, up 2% from the prior year. An increasing proportion of trips are made by persons using mobility devices, as discussed later in this chapter.

Exhibit 2-20 shows total trips booked and all trips requested by month. Exhibit 2-21 shows total trips completed, subtracting cancellations and no-shows to reflect the actual volume of trips provided. Month to month, there is limited variation in demand although the spring and summer months of April, May, June and July tend to be somewhat higher in trips requested and trips provided.

Exhibit 2-20



Contrasting rates of trips booked to trips completed is of interest to this analysis because dispatchers must schedule trips requested and ensure they have sufficient capacity to do so. Over this almost four-year history, trips booked are 20% to 23% greater than trips completed. About one in five trips is scheduled onto a vehicle but is not completed for a number of reasons – but these represent costs that may be incurred for trips that do not happen as a consequence of cancellation, late cancellation, no-shows or missed trips.

Exhibit 2-21

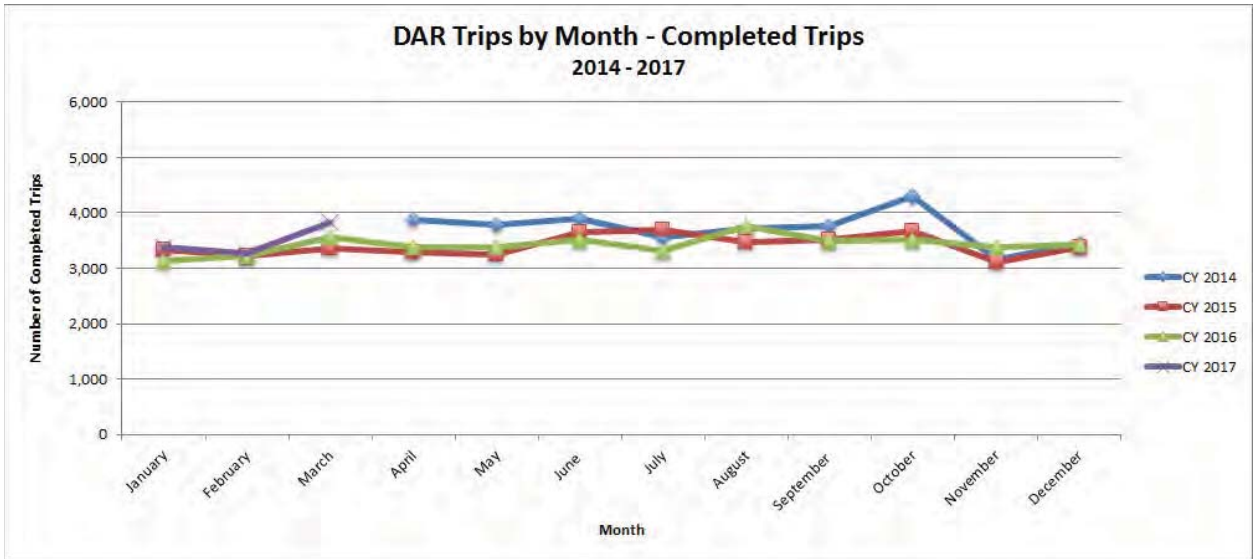


Exhibit 2-23 presents the month-to-month picture of trips booked and trips completed. In CY 2014 22.3% of trips were not completed, up the in CY 15 to 22.9% and then down slightly in CY 2016 to 19.9%. For the current year, first quarter, 20.8% of trips booked are not completed. Working to reduce these proportions of trips not completed will help to improve the cost-efficiency of Simi Valley’s ADA/Senior Dial-A-Ride program.

Exhibit 2-23

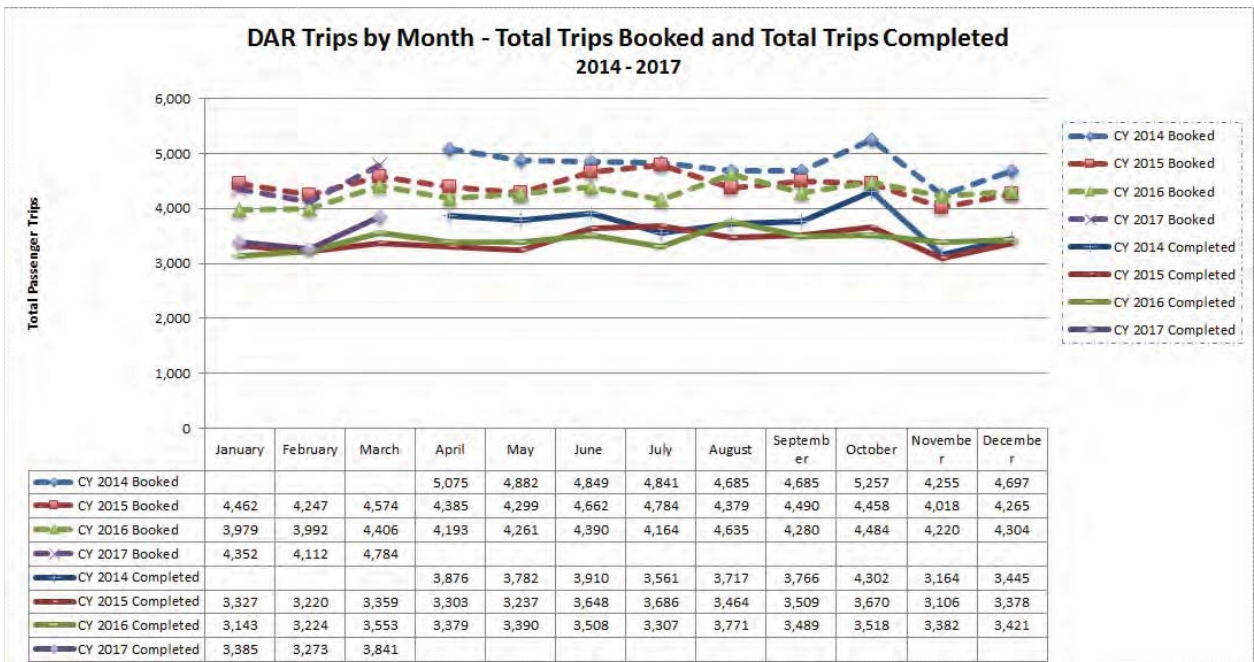


Exhibit 2-24 below presents annual total trip information for trips completed and trips booked, but also presents the other trip-type categories for which Simi Valley Transit ADA/Senior Dial-A-Ride collects data.

With important service implications, there has been a steady increase in the proportion and number of passengers using wheelchairs or other mobility devices. In CY 2014, these 8,063 trips were 18.7% of total trips booked, growing in CY 2015 to 10,941 and 20.6% of trips booked or one in five trips. In CY 2016 this grew to over 12,123 or 23.6% of trips booked and, for the current 2017 calendar year, a rate of 25.4% of wheelchair/mobility device trips is projected, *now one in four trips*. The Chevy Arbocs each have up to three wheelchair tie-down positions. Assisting riders to board and disembark with mobility devices and securing these safely within the vehicle takes time. As the proportion of these boardings grows, it will take more vehicle revenue hours – more time – to transport the same number of passengers.

Exhibit 2-24 ADA/Senior Dial-A-Ride Annual Trip Characteristics

	CY 2014		CY 2015		CY 2016		CY 2017 (1st Quarter)	
	Number	% of Total Trips Booked	Number	% of Total Trips Booked	Number	% of Total Trips Booked	Number	% of Total Trips Booked
Total Trips Booked	43,226		53,023		51,308		13,248	
Completed Trips	33,523	77.6%	40,907	77.1%	41,085	80.1%	10,499	79.2%
Total Mobility Device Trips	8,063	18.7%	10,941	20.6%	12,123	23.6%	3,363	25.4%
Trips Cancelled at the Door	267	0.6%	361	0.7%	383	0.7%	140	1.1%
No Shows	554	1.3%	615	1.2%	656	1.3%	151	1.1%
Missed Trips	0	0.0%	1	0.0%	1	0.0%	2	0.0%
Missed Trips but Transported	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Advance Cancellations	5,810	13.4%	7,282	13.7%	5,431	10.6%	1,290	9.7%
Late Cancellations	168	0.4%	229	0.4%	285	0.6%	84	0.6%
Same Day Cancellations	2,550	5.9%	3,215	6.1%	3,091	6.0%	951	7.2%
Site Closure Cancellations	324	0.7%	387	0.7%	325	0.6%	58	0.4%
User Error Cancellations	30	0.1%	26	0.0%	51	0.1%	73	0.6%

In Exhibit 2-24 above, the rates of “trips cancelled at the door” and “no show trips” are desirably low. In CY 2104, the combined figure is 1.9% of booked trips, at 1.9% for CY 2015, at 2.0% of for CY 2016 and at 2.2% of booked trips for the first quarter of CY 2017. Passenger no-show and

cancels at the door of 2% and below of trips booked is well within the best practice industry standards.

“Missed trips” reported are negligible here. Missed trips are used somewhat synonymously in the Dial-A-Ride brochure with no-show trips. Common industry practice defines missed trips differently, related to when the vehicle doesn’t find the passenger’s address or the vehicle itself is a no-show.

Cancellation trips are recorded in various categories of “advance cancellations”, “late cancellations” (within less than two hours) and “same-day” cancellations. Two additional administrative categories of cancellation are among those on which the program captures data. “Advance cancellations” are the largest category although this proportion has declined from 13% in CY 2014 and 2015 to 10.6% in 2016 and currently 9.7% for CY 2017. Such cancellations are inevitable, particularly in a two-week advance reservation system but they do reflect potentially reserved vehicle resources where these trips are scheduled to vehicle tours and then subsequently cancelled.

The “late cancellations” and “same-day cancellations” have more impact on trip scheduling and reflect a combined rate of 6.3% in CY 2014, 6.5% in CY 2015, 6.6% in CY 2016 and currently 7.8% for CY 2017. These trips are all scheduled to vehicle tours and reflected on daily driver manifests. While drivers may not go out to the rider’s pick-up address when the cancellation is received in sufficient time, it becomes increasingly difficult for dispatch to use this reserved vehicle time. This rate of late and same-day cancellations has increased by 24% over this four-year reporting period and is an area to monitor and for which to consider alternative actions.

As noted previously, completed trips range from 77% to 80% of booked trips. Striving to reduce these proportions from 23% to 20% of trips that are not completed is an area for further consideration. Reducing these rates will improve the reliability and ride experience for riders. For the Simi Valley Transit program, reducing these rates has cost and efficiency implications that are desirable.

On-time performance is another area important to riders and by which public transit agencies are routinely monitored. An analysis of April 2017 trips contrasted the computer-recorded, “scheduled time” with the driver-recorded “actual time” in Exhibit 2-25. Simi Valley Transit defines on-time performance as a pick-up within a 30-minute window. Generally, this is expressed in terms of so many minutes before and so many minutes after the scheduled pickup time but is somewhat different for Simi Valley ADA/Senior Transportation.

Simi Valley dispatchers schedule trips on the day before service and place a call that day before to tell riders *“please be ready during the 30-minute period of ___ to ___ to board your vehicle.”* Dispatchers schedule passenger pick-ups based upon the passenger appointment times, what time the rider needs to be at his or her destination. The pick-up window is a thirty-minute period during which the rider can expect to be picked up in order for Simi Valley ADA/Senior Transit to deliver them to their destination by the appointed time.

Exhibit 2-25

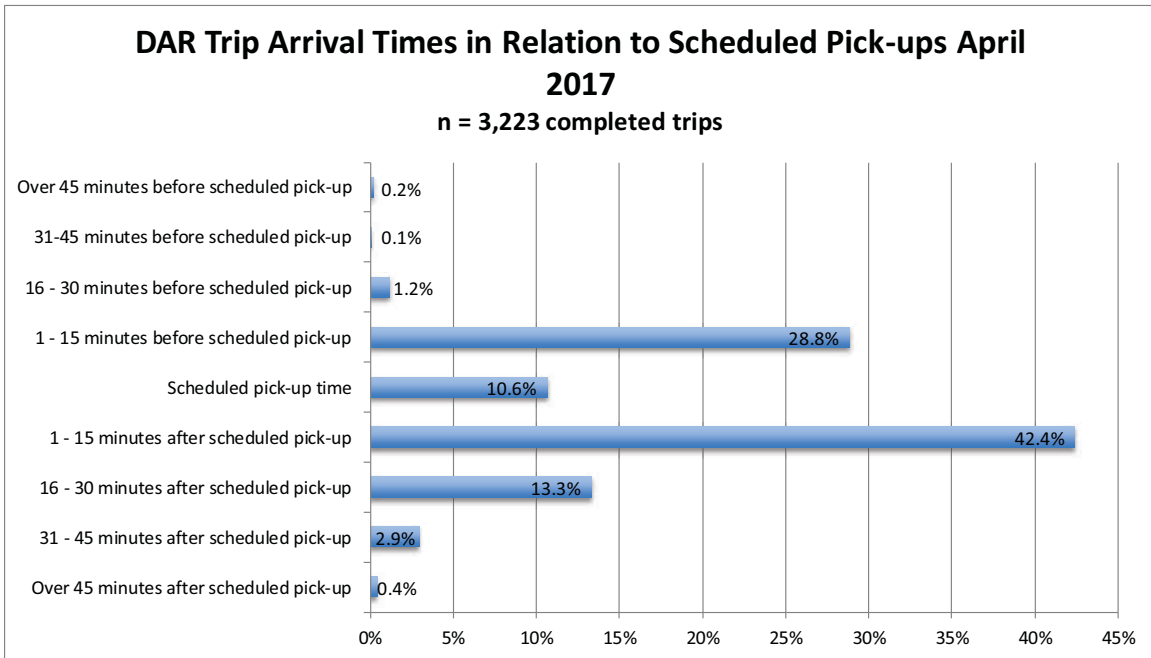


Exhibit 2-25 displays April 2017 trips in relation to the April experience of “scheduled” time versus “arrival” time recorded on the dispatchers’ Reconciliation Manifest. This Exhibit depicts the proportion of minutes before and the proportion of minutes after the scheduled time. Almost three in ten trips (28.8%) are picked up in the 15 minutes before the scheduled time and four in ten trips (42.4%) are picked up within 15 minutes after the scheduled pick-up time. Inclusive of the 10.6% picked up right at the pick-up time, more than eight in ten trips are picked-up within a 20-minute window of 15 minutes before and 15 minutes after the scheduled pick-up time on the drivers’ manifest.

There is some confusion as to how the 30-minute pick-up window is applied. With the pick-up window defined as on either side of the scheduled pick-up time, then 63.8% of trips are on-time, within the window and only about 1.5% of trips earlier and almost 17% of trips later than this 30-minute window.

With the pick-up window defined as from the scheduled pick-up time forward, then 66.6% of trips are on time, within the window. Thirty percent of trips are earlier than the window and just 3% of trips later. In either scenario, between three and four trips in ten are either too early or too late. Goals for on-time performance should be between 85% to 90% of trips, at a minimum.

As noted elsewhere in this document, there is confusion in all parts of the system as to how the 30-minute pick-up window is applied. This is in part the case because passengers are instructed to tell dispatch what time they want or need to be at their destination and dispatch then advises them of the pick-up time in a telephone call the day before the trip is taken. Typically, but not

always, the promised pick-up time is in the middle of the window and on-time performance can be judged in terms of so many minutes before and so many minutes after.

Getting to clarity on this pick-up window and on what is on-time performance will be important to improving the riders' experience, as well as easing the job of dispatching. In an ideal paratransit operation, no trips should arrive before the pick-up window and very small numbers of trips should arrive outside of the pick-up window.

3. Simi Valley Transit On-Board Passenger Survey

A survey of Simi Valley Transit fixed route riders was conducted during the week of May 22, 2017. Trained surveyors rode selected buses on Routes A, B and C distributing and collecting a bilingual questionnaire (included in Appendix). While the questionnaire was primarily self-administered, surveyors orally asked and filled in questions regarding origin and destination. On Route D, SVT drivers distributed the survey forms which were collected in an envelope by the exit door.



The full survey was completed by 490 riders.

Fifty-seven of those riders also provided additional origin-destination data when intercepted on subsequent trips. These responses will be utilized for travel pattern mapping, but are not included in this analysis which is a sample of individual riders.

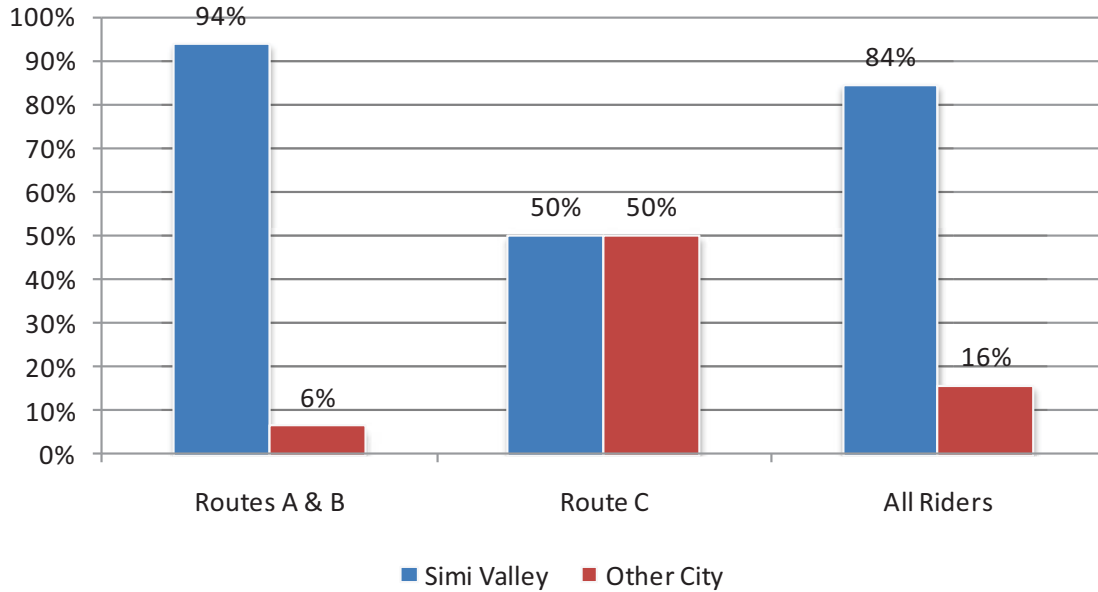
Route	Sample
A & B	361
C	100
D	29
Total	490

This summary of findings is organized into four sections:

- Demographics & Employment
- Usage Characteristics
- Satisfaction Ratings and Desired Improvements
- Communications

Demographics

City of Residence



City of Residence

Most SVT riders (84%) are residents of the City of Simi Valley. However, on the route C which serves the Chatsworth Metrolink Station, half of riders are from outside the area.

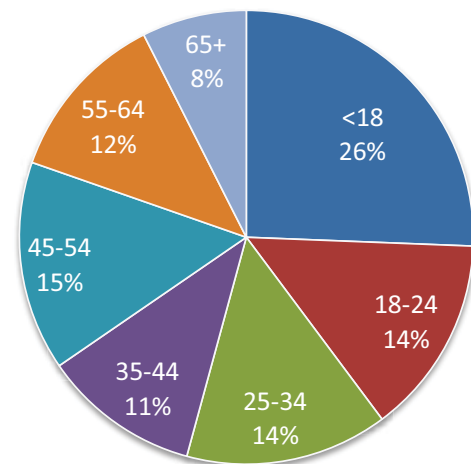
Among the 16% of all riders who are not local residents, 68% are making work trips, likely traveling to jobs within Simi Valley.

Age

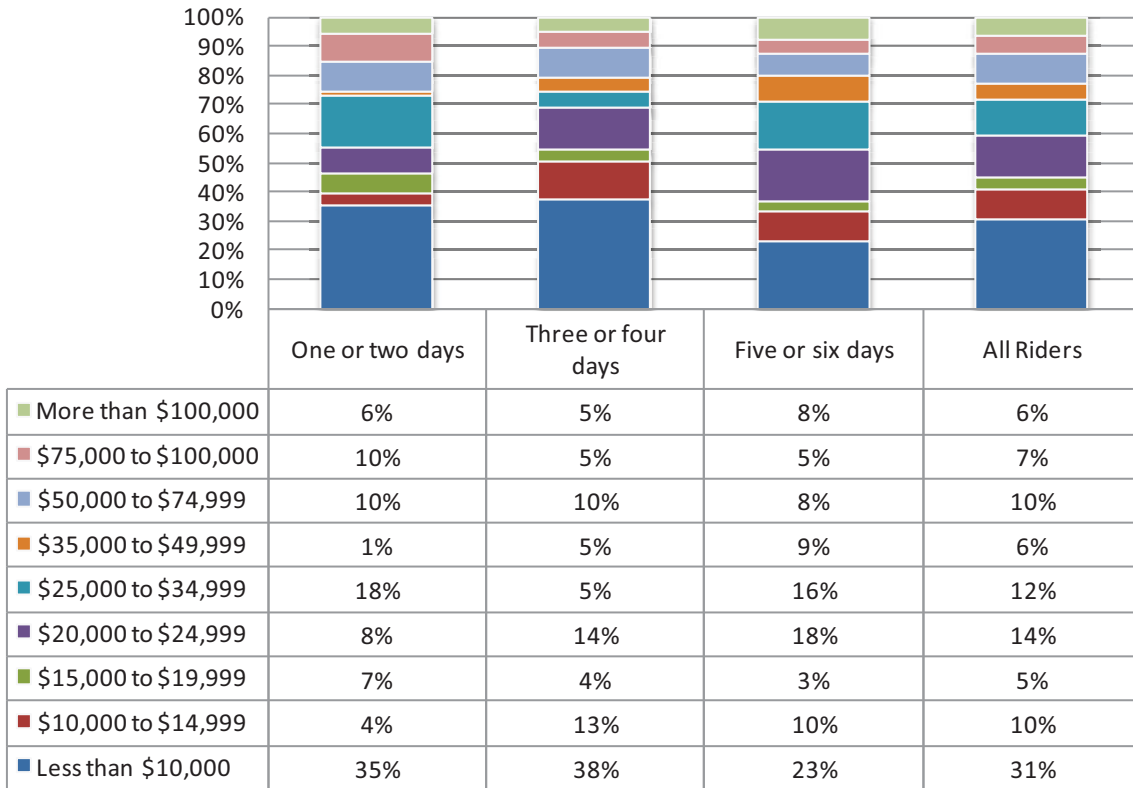
SVT’s ridership includes a cross section of all age groups. About a quarter of the riders are youth under 18, while another 14% are young adults between 18 and 24, hence 40% of riders are in school or early in their working life.

Eight percent of riders are seniors 65+, while another, 12% are adults, over 55.

Age of Riders



Income



Income

As with age, SVT transit’s ridership includes individuals across the income spectrum. The chart above shows the income distribution by weekly ridership frequency. Most riders (60%) who answered the question have very modest household incomes, under \$25,000 per year, while 13% said they have household incomes of \$75,000 or more.

Of those reporting incomes of \$75,000 or more, most were young people (under 23), presumably living at home and reporting their family’s income.

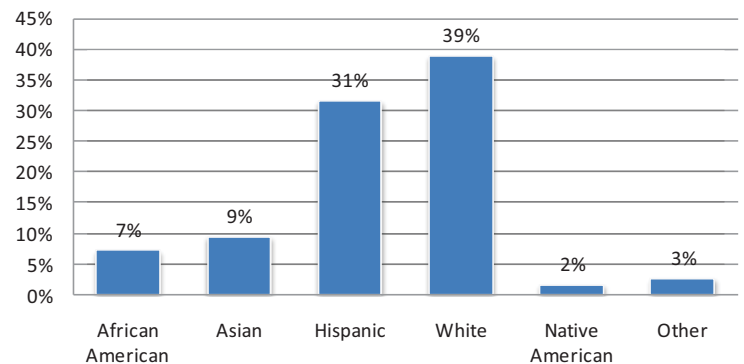
However, 38% of this higher income group (almost 5% of the overall sample who provided income) were adults over 30.

Ethnicity/Language

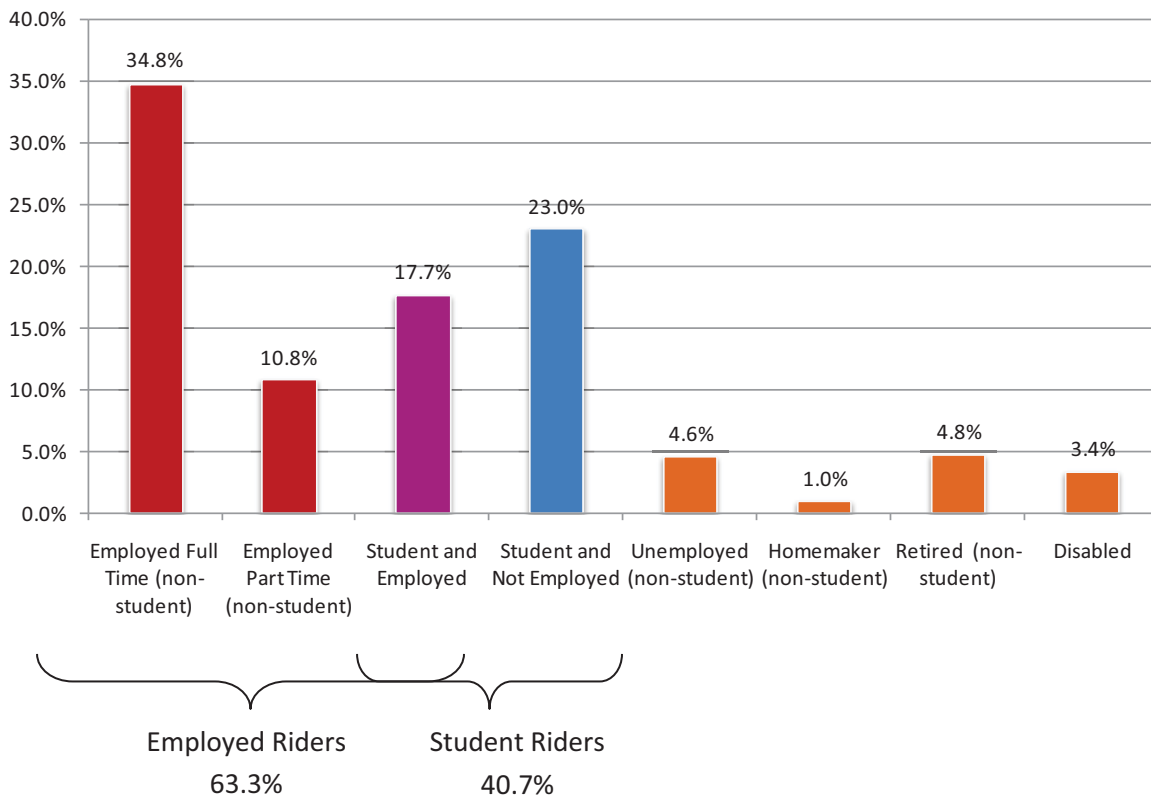
Most SVT riders consider themselves to be White (39%) and/or Hispanic (31%). Smaller numbers are Asian (9%), African American (7%), Native American (2%) or other.

Fourteen percent of respondents completed the survey in Spanish. On Route C, 27% of the respondents were Spanish speaking, compared to only 11% on Routes A/B.

Ethnicity



Employment/Student Status



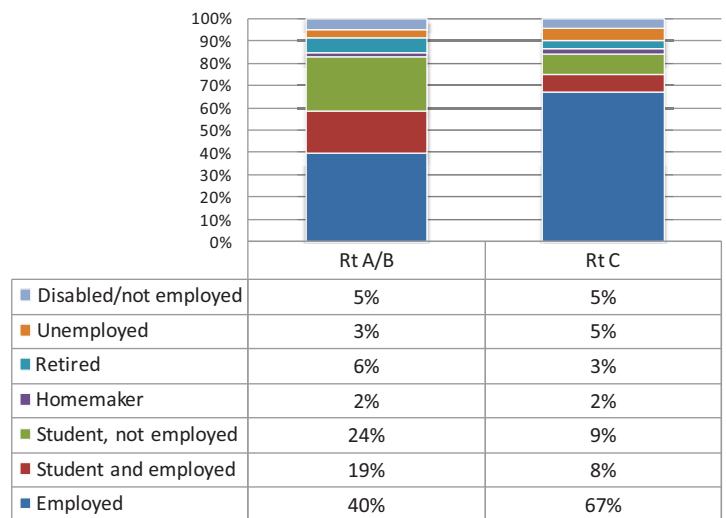
Employment Status

Respondents were asked about their employment status and if they are students. The table above combines the responses to provide a complete employment profile of the ridership.

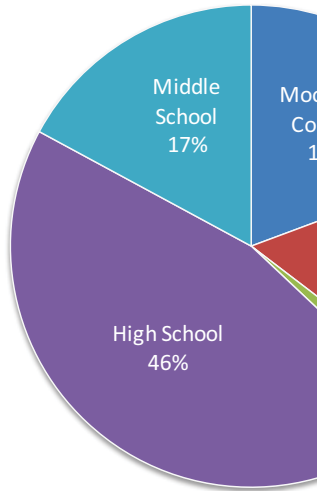
Over six in ten (63.3%) riders are employed full time (34.8%), part-time (10.8%) or are employed students (17.7%). Another 23% of riders are students who are not employed. So, in total, 86.3% are economically active as employees and/or students. The remaining riders are a mix of retirees (4.8%), unemployed individuals (4.6%), homemakers (1%) and persons who are disabled and not employed (3.4%).

Employment status varies significantly between the local circulator routes A and B, and Route C which goes to Chatsworth Metrolink station. On Route C, 67% of riders are employed and another 9% are employed students. Routes A/B also carry many employed persons (40%) but have many more student riders (19% employed students and 24% non-employed students.)

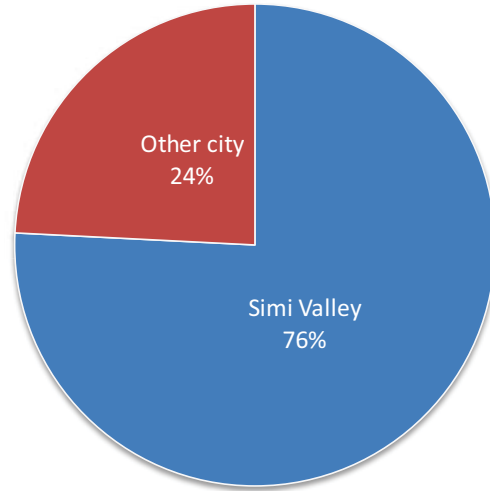
Employment Status by Route



School



City Where Employed



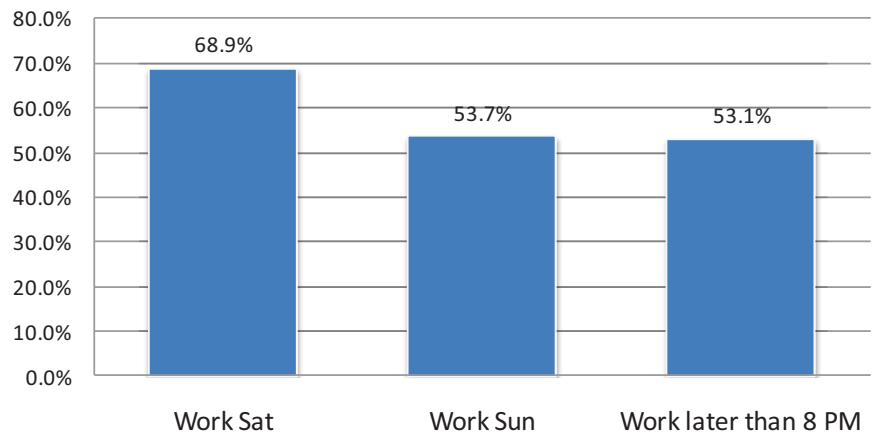
... (46%) of middle school (17%), just over a ... (24%) or another College (16%). Other colleges mentioned include Pierce College and Mission College.

Riders who are employed were asked a series of questions about their employment location and requirements.

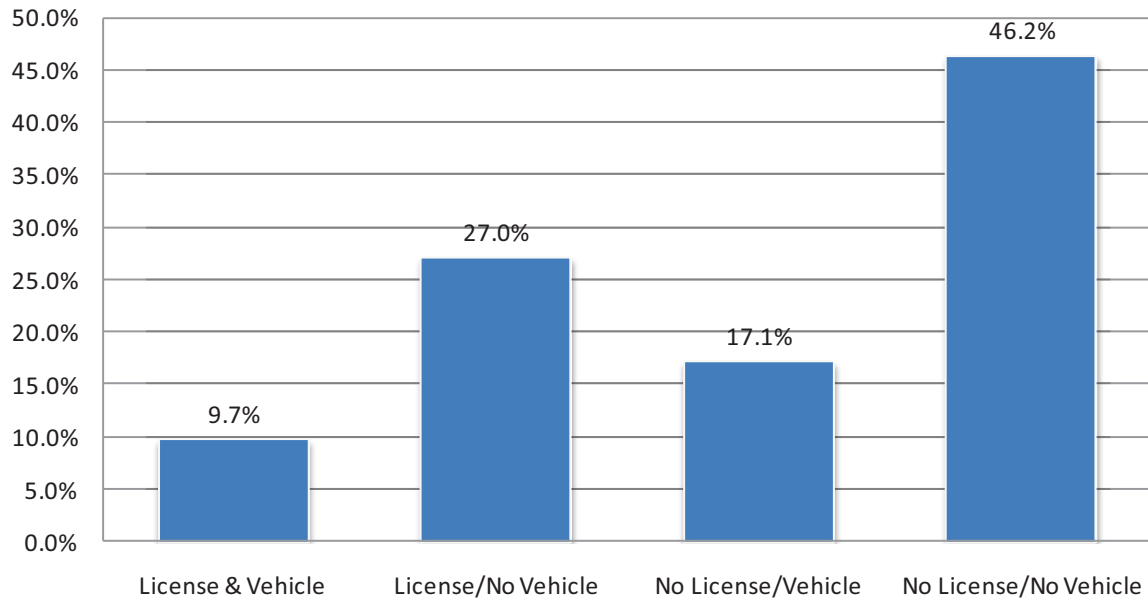
Three quarters of employed riders said that they work in Simi Valley. This is a combination of local residents who work there and others who travel from outside the area to jobs in Simi Valley. About a quarter of employed riders (24%) go to work outside of Simi Valley. Places of employment varied widely and were dispersed throughout Ventura and LA Counties.

Riders were also asked about their work hours and days. As the chart at the right shows, most riders who are employed sometimes work on Saturday, Sunday and/or evenings after 8 p.m. In fact, nearly 40% of employed riders must at some point work during all of these times. This means that there are times when using the bus to get to or from work is impossible.

Sometimes Work Non-Traditional Hours Percent of Employed Respondents



Transportation Options



Transportation Options

Riders were asked if they have a driver’s license and if a vehicle was available for the trip on which they were interviewed. Just over one third (36%) of SVT riders have a driver’s license while only 27% had a vehicle available on the day they were interviewed.

The chart above combines the two questions. We see that about one in ten riders had both a driver’s license and a car available – hence giving them the option of driving themselves. More than a quarter (27%) had a license but no vehicle. They may live in zero vehicle households or may share a vehicle with other members of the household. Seventeen percent had a vehicle but no license and 46% lack both.

In summary, most of the riders surveyed rely on SVT for some or all of their transportation.

Usage Characteristics

Frequency of Use

Riders were asked how many days they had ridden the past week. Riders use SVT with different levels of frequency. Fourteen percent of those surveyed said they rode one day during the prior week, while another 32% rode two days, nearly half (46%) of riders use the bus on a very regular basis (3-4 days per week). Another 29% of riders use the bus regularly (3-4 days per week) but not daily. And the final quarter of riders (25%) use the bus occasionally (1-2 days per week).

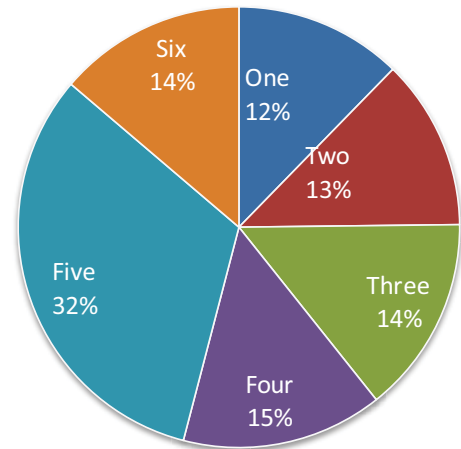
Another measure of intensity of use is how many trips riders make on the bus. They were asked how many trips they expected to make on the day when surveyed. Many riders (36% in total) said they would be making a single one-way trip. This answer was particularly common among the occasional riders among whom nearly half (48%) appear to be riding only one way.

A closer examination reveals that these one-way riders are primarily commuters to/from work (39%) or school (33%) – presumably individuals who ride the bus in one direction and get a ride in the other. In fact, more than half of the riders that use SVT for trips to school appear to ride only one-way.

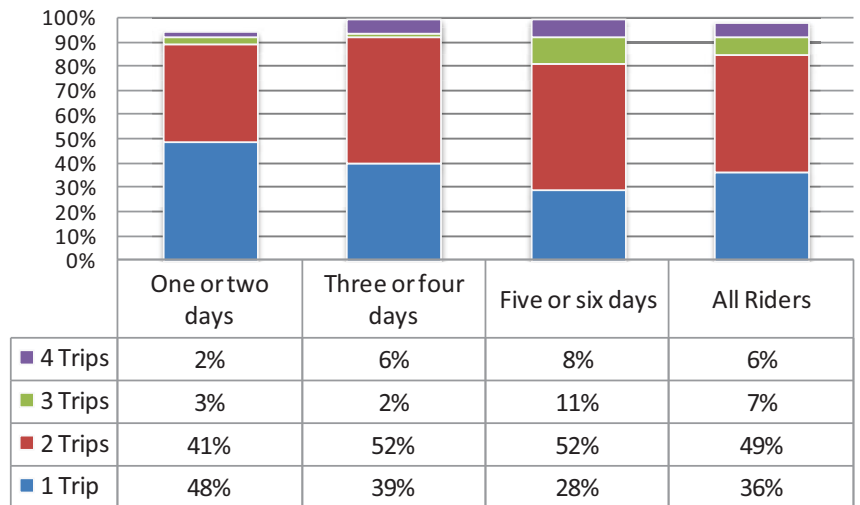
As would be expected, the largest number of riders overall (49%) were making two one-way trips, hence a single round trip.

Among the five or six day riders, one in five (20%) are making three, four or more one-way trips per day.

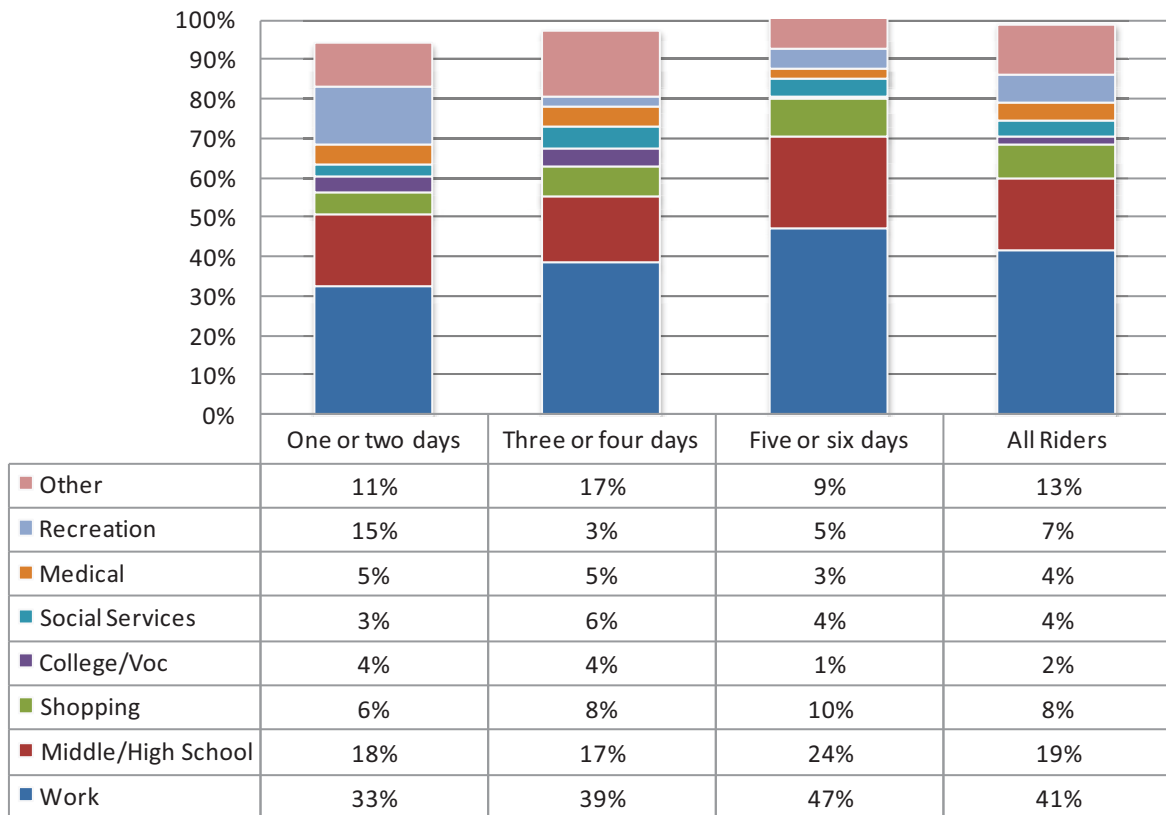
Frequency of Ridership Days per Week



Trips per Day By Day per Week



Trip Purpose



Trip Purpose

The first question riders were asked was the main purpose of the trip they were currently making. The chart above shows the distribution of answers for each of the frequency segments and for the ridership overall.

The largest number of riders (41%) were going to or from work. This was particularly true for the five or six day a week riders (47%). However, even among the occasional riders, 33% were traveling to or from work. The second most common response was middle/high school (19%). Again, the five or six day riders were more likely to be going to school than the other segments. A small number of riders, only 2%, were going to college or vocational school. College students are usually an important ridership segment for transit, but the lack of service to the nearest community college in Moorpark limits this usage.

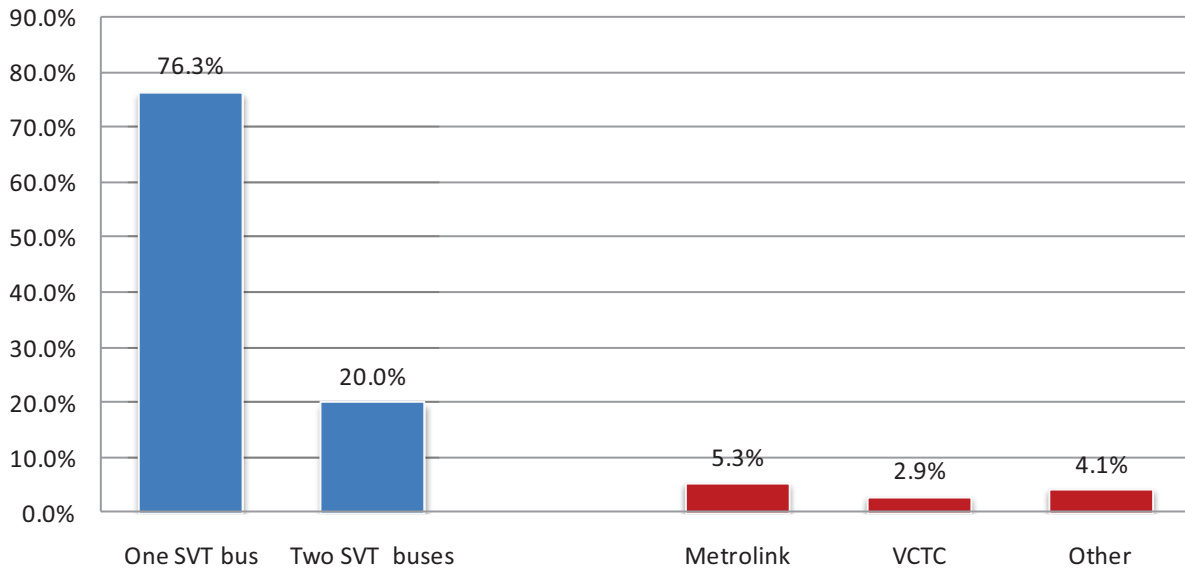
The remainder of the riders were using the bus for a mix of purposes including shopping (8%), recreation (7%), medical appointments (4%) and social service appointments (4%).

While 13% gave “other” as their trip purpose, these were generally specific variations of the primary purposes such as going to the library, senior center or gym, dropping car for repair, going to ARC, etc.

Origin-Destination

Riders were asked about the origin and destination of their trips. The vast majority of riders had origins (88%) and destinations (87%) within Simi Valley, however a significant minority (particularly those traveling on Route C) have origins and destinations outside the area. This detailed data will be mapped as part of the planning process.

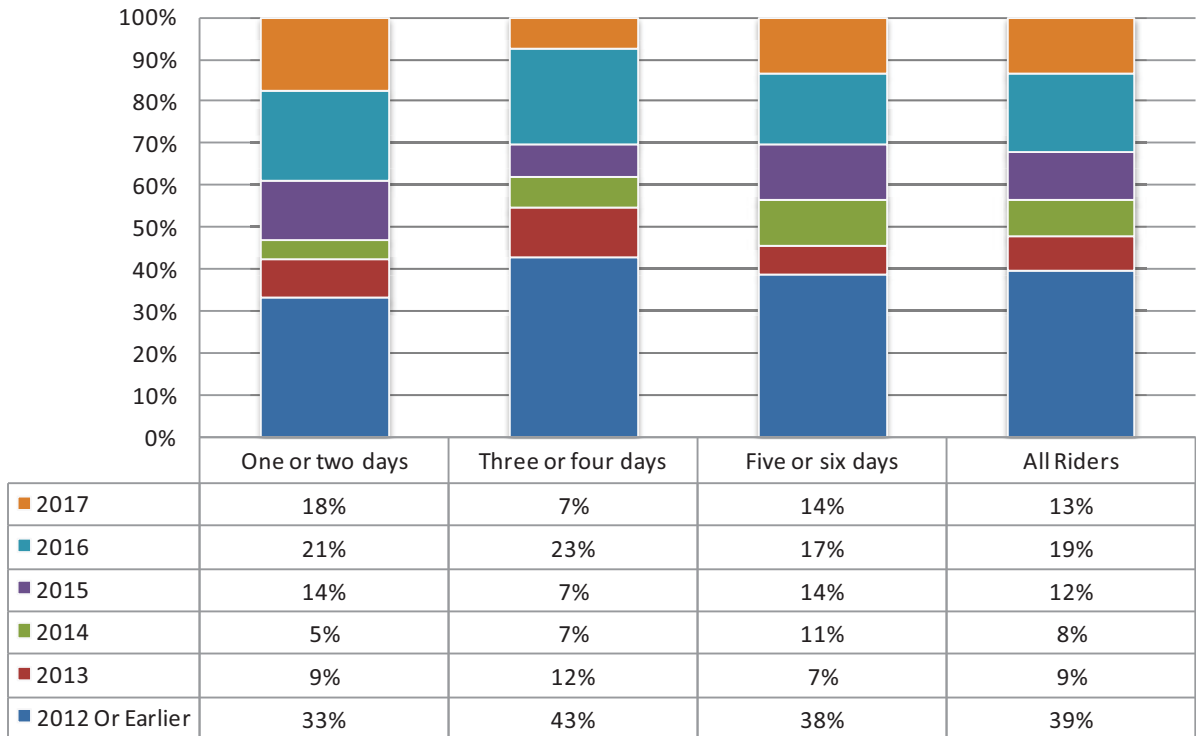
Transit Services Used For One-Way Trip



Transit Services Used

Riders were asked to specify how many SVT buses and how many other transit services they would use to complete their one-way trip. More than three quarter of riders said they would use only a single SVT route, while 20% said they would use two SVT routes. Smaller numbers of riders indicated that their trip would also include Metrolink (5.3%), VCTC (2.9%) or another transit service (4.1%). The other primary transit service noted was LA Metro.

Duration of Ridership



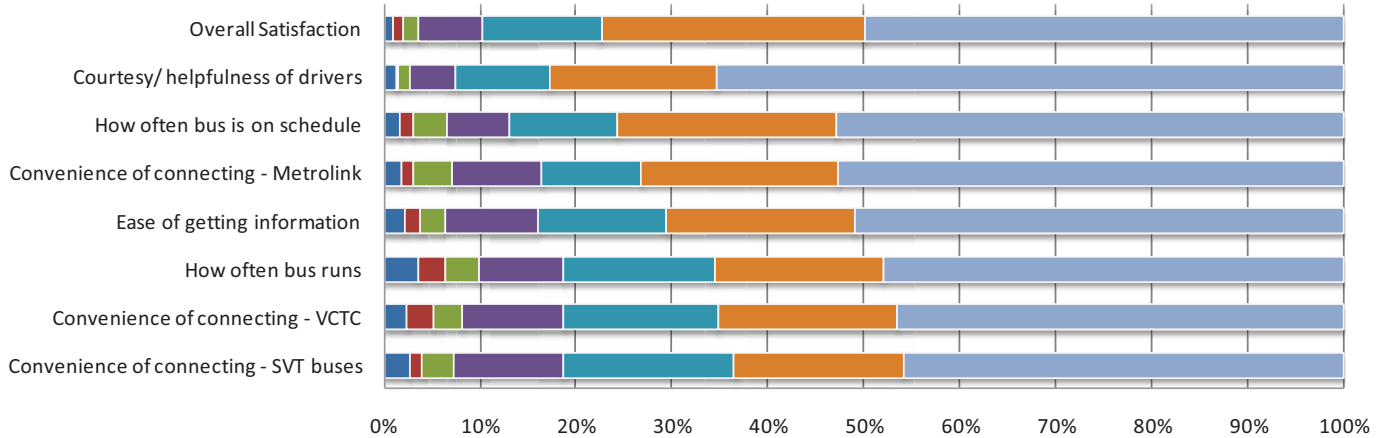
Duration of Ridership

Riders were asked what year they began riding Simi Valley Transit. Almost 40% of riders are long term users, having begun riding in 2012 or before. On the other hand, about a third (32%) of the ridership is new to the system in 2016 or 2017 (the survey was conducted in May – so this is a 17 month period).

Many of the new riders, not surprisingly, are students going to school or college, while the largest group of the long-term riders are work commuters.

Satisfaction and Desired Improvements

Satisfaction Ratings



	Convenience of connecting - SVT buses	Convenience of connecting - VCTC	How often bus runs	Ease of getting information	Convenience of connecting - Metrolink	How often bus is on schedule	Courtesy/helpfulness of drivers	Overall Satisfaction
1	3%	2%	4%	2%	2%	2%	1%	1%
2	1%	3%	3%	2%	1%	1%	0%	1%
3	3%	3%	4%	3%	4%	4%	1%	1%
4	11%	11%	9%	10%	9%	6%	5%	7%
5	18%	16%	16%	13%	10%	11%	10%	12%
6	18%	19%	18%	20%	21%	23%	17%	27%
7	46%	46%	48%	51%	53%	53%	65%	50%

Satisfaction Ratings

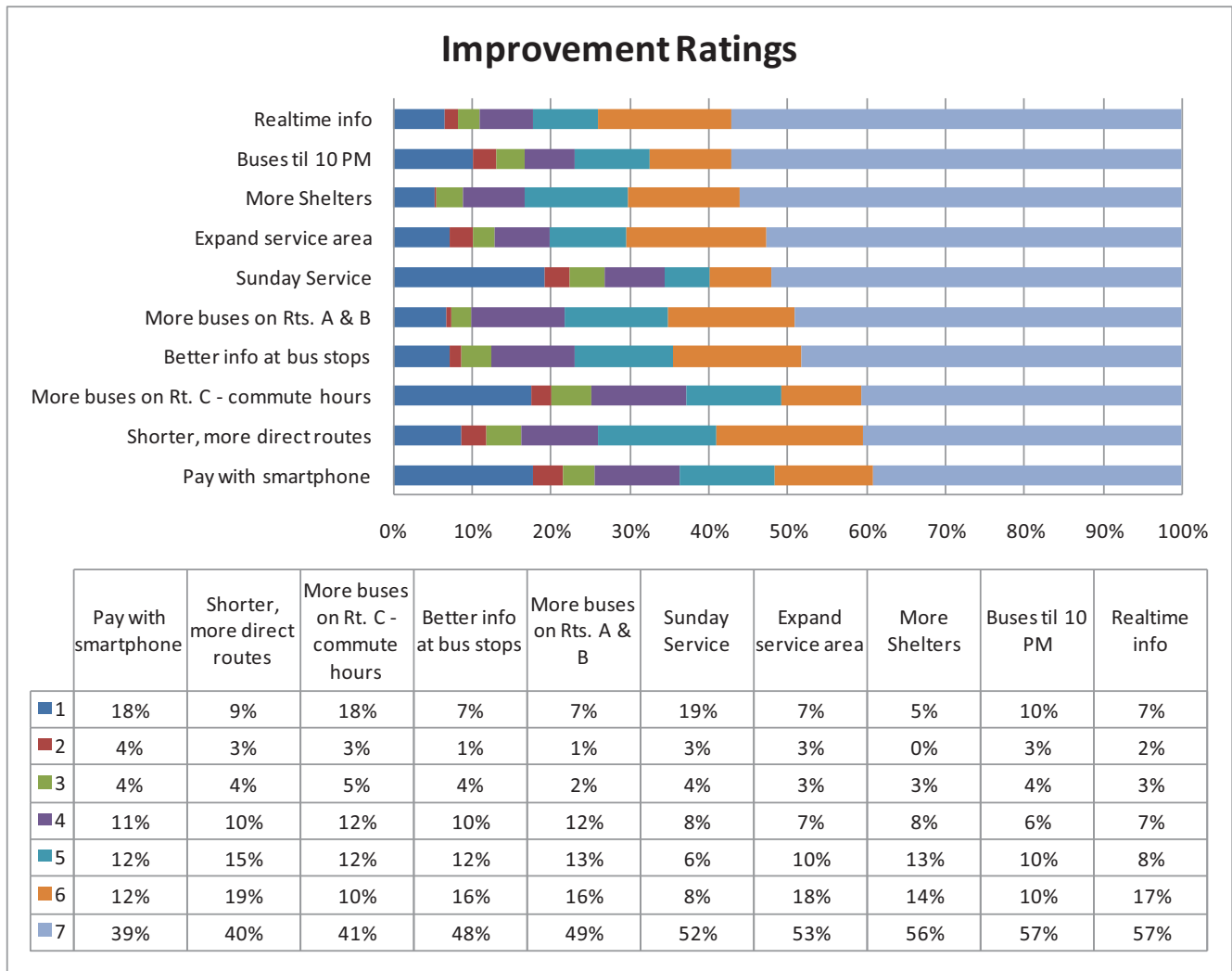
Riders were asked to rate various aspects of service on a 7-point scale, where 7 is excellent and 1 is poor. The chart above shows the distribution of responses for each factor.

Riders rated Simi Valley Transit quite positively on all factors. For overall satisfaction, half rated the service as excellent (7), while another 27% rated it as very good (6).

The highest ratings are for driver courtesy and helpfulness which 65% rated as excellent and 17% as very good. We find this is common in small community transit systems where riders come to like and rely on their regular drivers.

The least positive ratings are for the convenience of connecting between SVT buses – something that we know from observation, driver comments and focus groups is not easy. Still, 46% of riders give this an excellent rating.

Clearly the individuals who are using the service have learned to make it work for them.



Improvement Ratings

Riders were asked to rate the importance of various potential service improvements. The 7-point rating scale went from 7, very important to 1, not important. The chart above shows the distribution of responses for each potential improvement. They are arranged from most important to least.

Riders essentially rated every potential improvement as important. The highest ratings went to three items in a virtual tie:

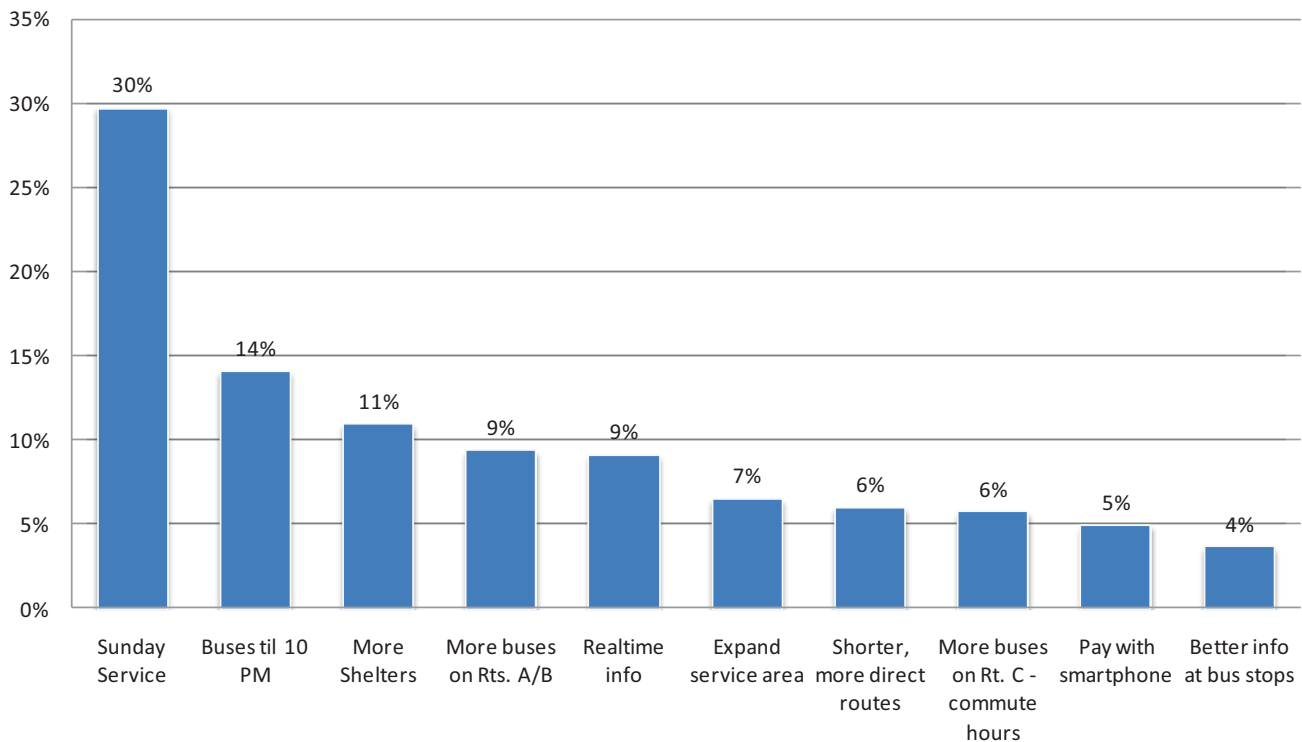
- Ability to get Realtime information on your cell phone.
- Buses on all routes until 10 PM.
- More bus shelters with shade.

The lowest importance rating went to

- Ability to pay with a smartphone.
- Shorter, more direct routes.

However, these “least important” items were still judged “very important” for four out of ten respondents.

One Most Important Improvement



To encourage riders to differentiate between the many desired improvements, they were asked, “If Simi Valley could make only one improvement, which would be most important to you.” This results in much clearer priorities.

Sunday bus service is the top choice by a factor of two. Thirty percent of respondents selected it as their top priority. Buses until 10 PM is the second highest priority, rated most important by 14% of respondents. This is followed by more shelters (11%), more buses on Routes A and B (9%) and Realtime information (9%).

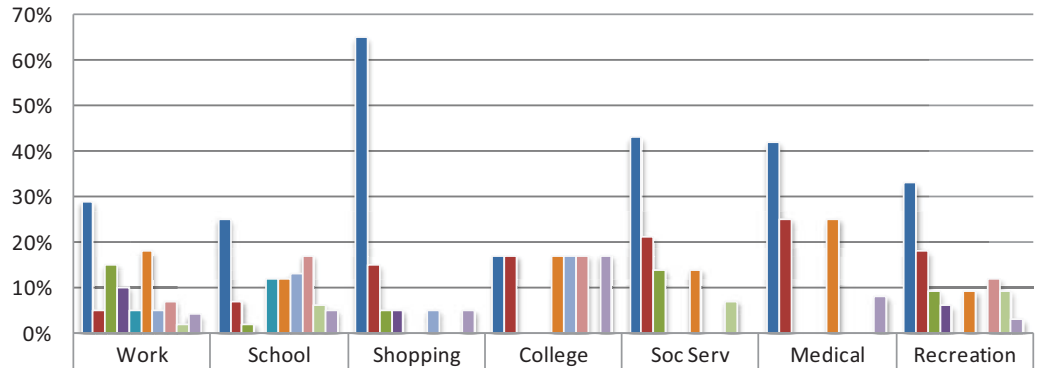
It is notable that at least four percent of the riders judged every improvement tested to be the most important.

On the next page, we look at the “most important” ratings by trip purpose to see what type of riders value specific improvements.

What is Most Important Based on Trip Purpose

NOTE: Columns total down.

READ: Of those with a specific trip purpose, what is their priority improvement.



	Work	School	Shopping	College	Soc Serv	Medical	Recreation
■ Sunday Service	29%	25%	65%	17%	43%	42%	33%
■ More Shelters	5%	7%	15%	17%	21%	25%	18%
■ More buses on Rts. A/B	15%	2%	5%	0%	14%	0%	9%
■ More buses on Rt. C - commute hours	10%	0%	5%	0%	0%	0%	6%
■ Shorter, more direct routes	5%	12%	0%	0%	0%	0%	0%
■ Buses til 10 PM	18%	12%	0%	17%	14%	25%	9%
■ Expand service area	5%	13%	5%	17%	0%	0%	0%
■ Realtime info	7%	17%	0%	17%	0%	0%	12%
■ Better info at bus stops	2%	6%	0%	0%	7%	0%	9%
■ Pay with smartphone	4%	5%	5%	17%	0%	8%	3%

This chart examines what improvements are most important to individuals who were making a specific type of trip when surveyed.

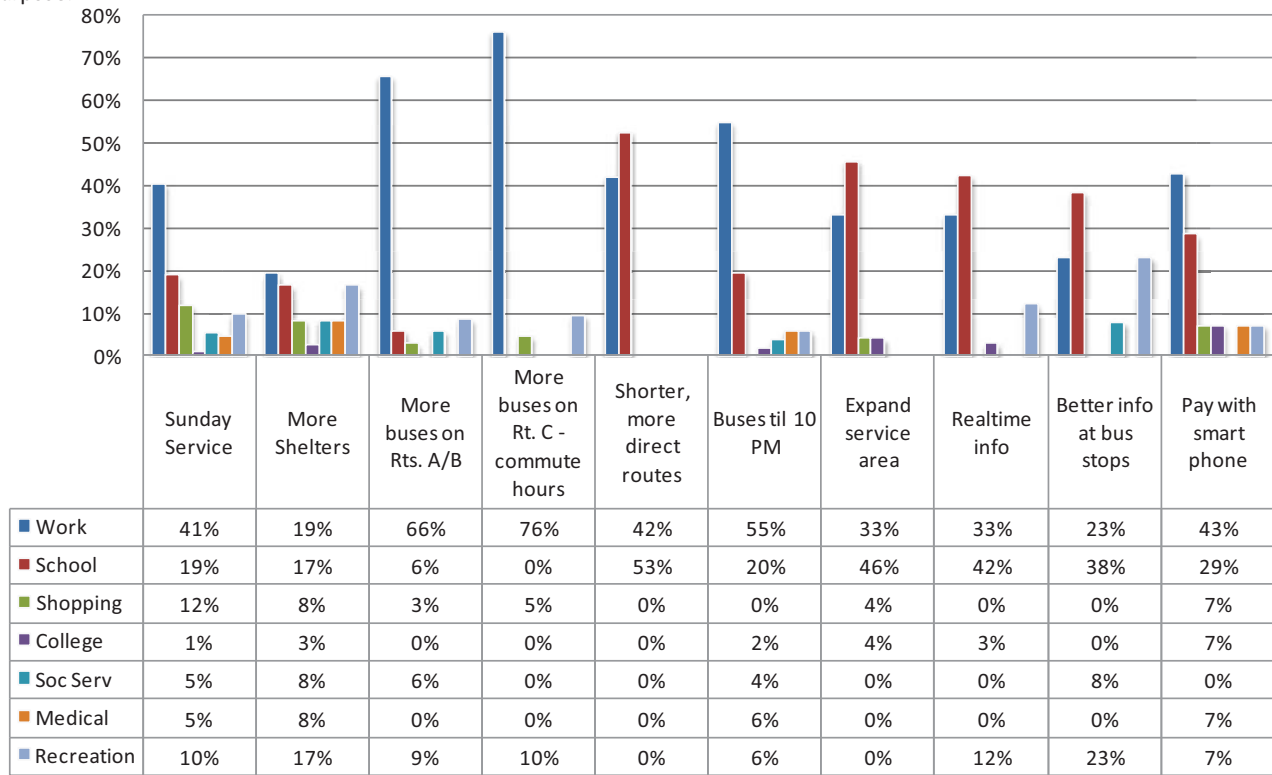
Those who were traveling to or from work split their allegiance between Sunday Service (29%), Buses until 10 PM (18%) and more buses on routes A and B (15%).

School and college students place more importance on Realtime information (17%) than do the other groups.

Shoppers overwhelmingly choose Sunday service (65%), while those traveling for social service or medical appoints chose Sunday service (42%/43%) with more shelters as a strong second (21%/25%).

NOTE: Columns total down.
 READ: Of those with a given priority, what was their trip purpose.

Trip Purpose by Service Improvement Priority



The chart above examines the same data, but from the opposite point of view. Among those who prefer a specific improvement, what are their trip needs. Here you will note that those making work trips dominate several of the groups because they are the largest segment of the ridership. Forty-one (41%) percent of all riders were going to or from work when intercepted.

Among those who chose Sunday Service, 41% were people making work trips, while 19% were school commuters and 12% were shoppers.

On the other hand, the groups that vote for more buses on Routes A/B and Route C are much more dominated by work travelers (66%/76%).

The group that would like buses until 10 PM is made up of a mix of workers (55%) and students (20%).

Communications

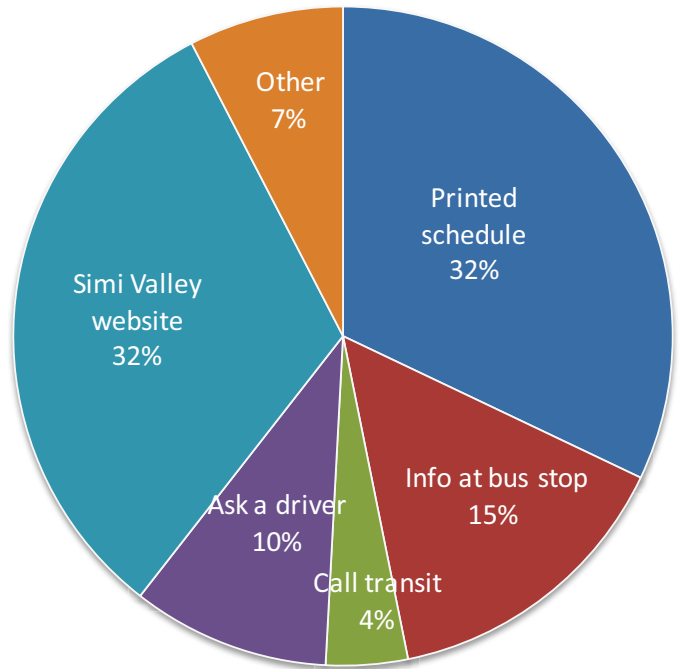
SVT riders get passenger information from an array of sources. Asked where they most get route and schedule information, they responded as shown in the pie chart at right. Printed schedules and the Simi Valley website are the primary information sources (32% each) however a significant number of riders get the information at the stop (15%).

Just over a third (35%) of respondents have visited the Simi Valley website in the past 30 days.

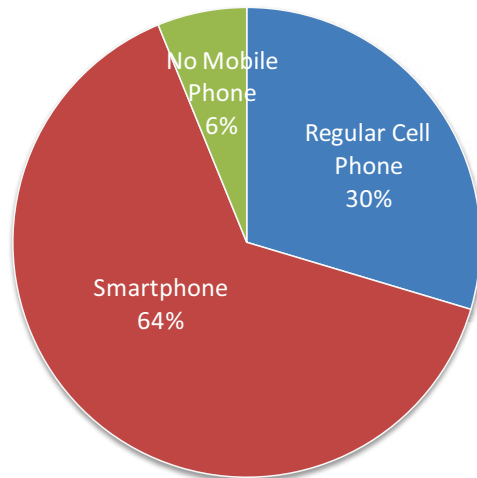
Among those who cited another source for information, NextBus or “an app,” were common responses.

This reflects the fact that many riders carry smartphones. Asked about mobile phone usage, 64% of riders had a smartphone, 30% a conventional cell phone, and 6% no mobile phone.

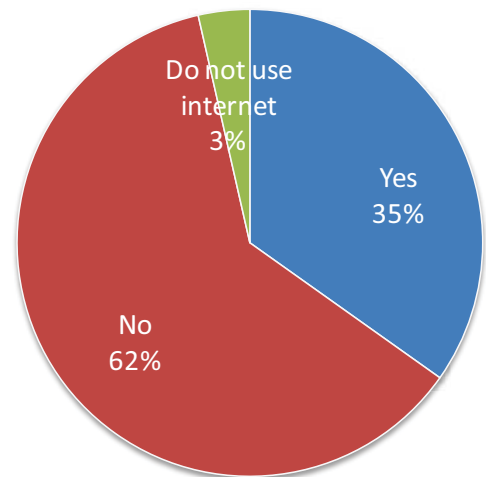
Information Sources



Mobile Phone Usage



Visited SV Website in Past 30 days



4. Existing Organizational Structure

The previous section provided a profile of existing fixed route users. For both fixed route and ADA/DAR services, Simi Valley Transit provides mobility primarily to individuals who are too frail to drive, do not have a driver’s license, and/or do not own a car. The purpose of this section is to provide an overview on how Simi Valley Transit is organized to deliver the needed public transportation services. It is important to note that this section is limited to a description of existing services. It is meant to provide necessary context to the discussion of organizational alternatives in Part II of this working paper. In Part II, organizational alternatives and the proposed methodology for analysis are presented.

While Simi Valley manages and operates public transportation within Simi Valley and to the Chatsworth Metrolink station, the East County Transit Alliance and Ventura County Transportation Commission are important governmental partners in providing important public transportation services and both are described below.

Existing Simi Valley Organizational Structure

Fixed route and ADA/DAR services are provided by Simi Valley Transit and administered by Community Service Department.

Simi Valley is a directly operated service. This means that all personnel for Simi Valley Transit are directly hired by the City of Simi Valley. This is in contrast to the other transit agencies in Ventura County that contract out for all or a portion of their fixed route and ADA Paratransit operations and maintenance.

Exhibit 4-1

Agency	Fixed Routes Services		ADA/DAR Services	
	Directly Operated	Contracted	Directly Operated	Contracted
City of Simi Valley	X		X	
City of Moorpark		X		X
City Camarillo		X		X
City of Thousand Oaks		X		X
Heritage Valley		X		X
VCTC Intercity		X		X
Gold Coast Transit	X			X

As shown above, Simi Valley Transit is unique in Ventura County for directly operating both fixed route and ADA/DAR services.

Exhibit 4-2 shows the organizational chart of Simi Valley Transit. The Director of Community Services provides oversight to Deputy Director for Transit. This Deputy Director also provides oversight to the Library.

The current organizational chart has essentially two transit operations managers, a Senior Management Analysis responsible for Dial-A-Ride and a Transit Operations Manager responsible for fixed route. All positions are full-time unless otherwise noted. For the fixed route portion of the organizational chart, there are two Transit Supervisors that report to the Transit Operations Manager responsible for fixed route operations. There is one supervisor responsible for the AM shift and second supervisor for the PM shift. There are also two transit operations assistants (TOAs) that provide support to fixed route operations in conducting field activities, accident investigations, and assisting the public. There are two support services staff that, while shown in the organization chart as part of the fixed route and ADA/DAR division, actually provide support to both divisions.

In summary, the fixed route operations have a total of 6.25 full time equivalents to administer fixed route services. There are currently 19 transit coach operators who operate the buses on the four fixed routes, six days a week.

For ADA/DAR operations, the Senior Management Analyst is equivalent of a transit operations manager for the ADA/DAR services. There is one transit supervisor and one transit operations assistant that provide supervision for ADA/DAR services. There are two full-time and two part-time dispatchers. In summary, there are a total of 6.25 FTEs for the ADA/DAR operations.

Maintenance for the buses are handled by Fleet services.

East County Transportation Alliance

On September 11, 2013, the cities of Moorpark, Camarillo, Simi Valley, Thousand Oaks and County of Ventura executed a Memorandum of Understanding (MOU) for the management, funding and cost sharing for the implementation of specific actions by the East County Transit Alliance (ECTA) to facilitate improved coordinated and consolidated services throughout Ventura County.

In 2014, an implementation plan that prioritized an array of coordination actions in the categories of:

1. Policies and Procedures
2. Senior Dial-A-Ride and ADA
3. Fixed Route
4. Infrastructure
5. Marketing and Outreach

CITY OF SIMI VALLEY – SIMI VALLEY TRANSIT ORG CHART

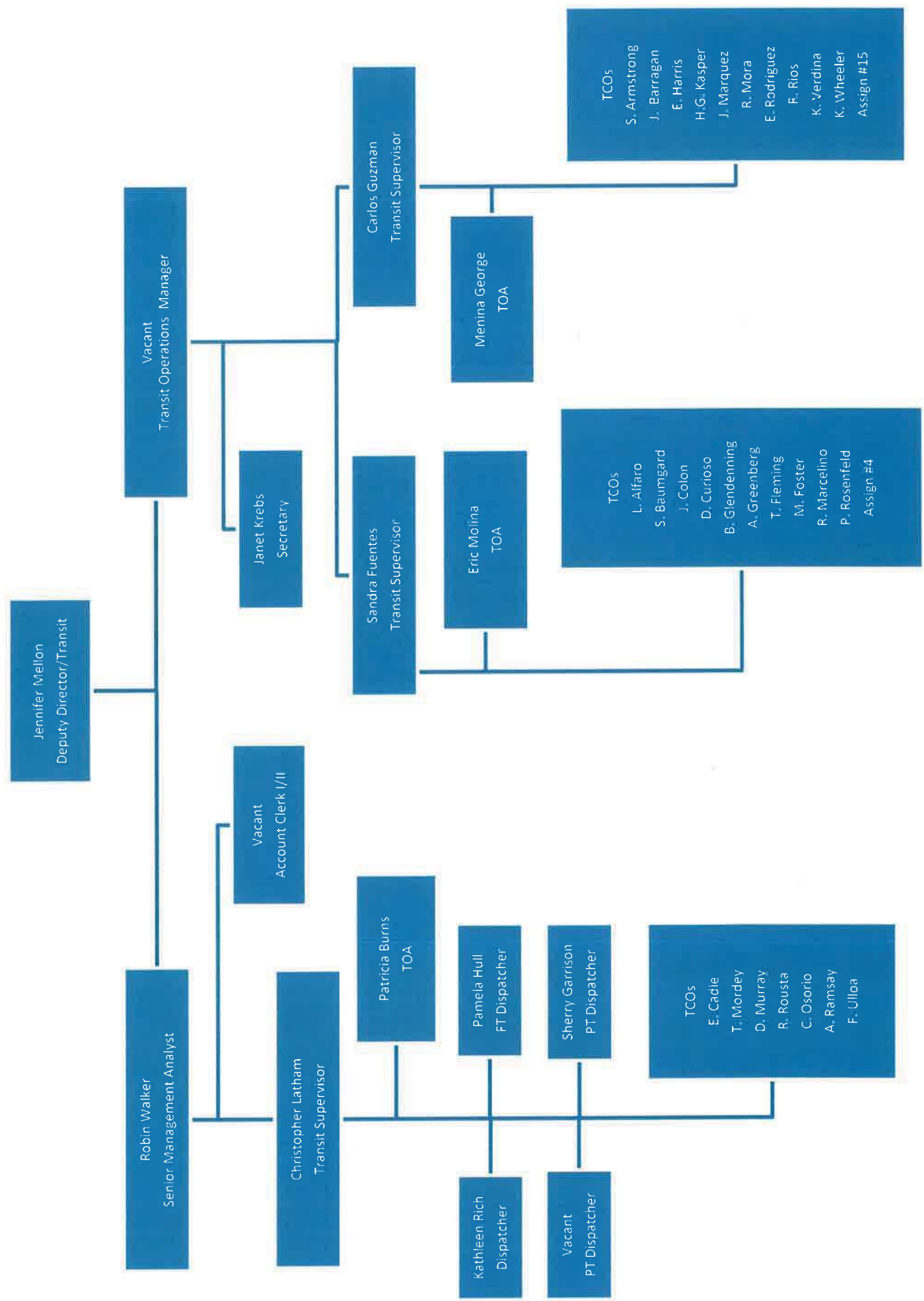


Exhibit 4-1

One of the high priority projects after ECTA was formed was to develop a “Senior DAR intercity service.” This has been implemented as the CONNECT service that has been described earlier. This discretionary service enables seniors and disabled individuals to have one-seat Dial-A-Ride trips anywhere in East County for \$5.00. Simi Valley riders are the heaviest users of the CONNECT service and took 46% of the total CONNECT trips in FY 2016/17, a projected total of 7,200 annual trips. The preliminary FY 2017/18 budget for CONNECT for Simi Valley is \$350,000. The City of Camarillo does not participate in CONNECT, and operates a parallel intercity service in the East County.

Simi Valley is part of the Management Committee for ECTA that provides policy direction to this organization.

Ventura County Transportation Commission

The other important governmental partner in providing public transportation services in Simi Valley is the Ventura County Transportation Commission (VCTC). VCTC operates intercity commuter service throughout Ventura County, as well as to Santa Barbara and the Warner Center.

The route that directly serves Simi Valley provides intercity service on the East County Route connecting Simi Valley, Moorpark, and Thousand Oaks. 12 runs in each direction are provided Monday to Friday. Connection to the VCTC’s 101/Conejo services for trips to Camarillo, Oxnard, and Ventura are available at the Thousand Oaks Transportation Center.

5. Recent Performance

Overview of Performance

Exhibit 5-1 on the following page provides the 2015/16 performance for Simi Valley Transit. The table includes ADA/DAR, Fixed Route and Systemwide performance. The table includes base statistics and key performance measures, several of which are required by the Transportation Development Act.

Source Documents for Performance Calculations

There are several items that are important considerations when reviewing the numbers in Exhibit 5-1. Simi Valley is required to report base statistics to the State Controller's office every fiscal year. These are the basis for the numbers for most of the base statistics, with one important exception.

In the State Controller's Report, the 2015/16 statistics for fare revenues included a total of \$190,000 in CNG rebates. These are not fare revenues as defined by the Transportation Development Act (TDA) and are not included in Exhibit 5-1. Instead, they are local contributions that are utilized to calculate the farebox recovery calculations in the TDA required fiscal audit. There were \$95,000 in CNG rebate revenues included in the fare revenues for both fixed route and ADA/DAR services, and for the purpose of the Short Range Transit, they have been excluded. The fiscal auditor accepted these revenues, but under TDA regulations they are actually local contributions that can be included in the TDA audit farebox recovery calculations.

Therefore, in Exhibit 5-1, there are two farebox recovery calculations. The first calculation is the ratio of fare revenues to operating costs, excluding depreciation. The second calculation is a farebox recovery ratio based that includes both local contributions for revenues and several allowable exclusions for operating costs. The details, challenges and alternatives to be explored in achieving farebox recovery requirements are addressed in "Part II Looking Forward" of this working paper.

In comparing the cost per vehicle service hour of \$187.38 for ADA/DAR service to \$121.33 for fixed route service, it is important to note why there is such a substantial difference between the two. The primary reason is that Simi Valley Transit currently allocates costs between the two services based on full-time equivalents working for each division. In 2015/16, costs such as the maintenance were allocated based on the fact that 53.5% of the FTE were devoted ADA/DAR and 46.5% were based on fixed-route services. There are a number of data management issues including cost allocation that will be addressed in Phase II of the Short Range Transit Plan.

Exhibit 5-1
Simi Valley Transit FY 2015/16 Performance

ADA/DAR	FY 2015/16
Base Statistics	
Passengers	43,485
Fare Revenues	\$ 125,006
Vehicle Service Hours	17,356
Vehicle Service Miles	158,604
Operating Costs (1)	\$ 3,252,231
Performance	
Passengers per vehicle service hour	2.51
Passengers per vehicle service mile	0.274
Operating cost per passenger	\$ 74.79
Operating cost per vehicle service hour	\$ 187.38
Operating cost per vehicle service mile	\$ 20.51
Average fare	\$ 2.87
Farebox recovery (2)	3.8%
Farebox recovery ratio with allowable adj. (4)	10.0%
Fixed Route	
Base Statistics	
Passengers	333,619
Fare Revenues	\$ 389,211
Vehicle Service Hours	25,345
Vehicle Service Miles	404,857
Operating Costs (1)	\$ 3,075,095
Performance	
Passengers per vehicle service hour	13.16
Passengers per vehicle service mile	0.824
Operating cost per passenger	\$ 9.22
Operating cost per vehicle servicehour	\$ 121.33
Operating cost per vehicle service mile	\$ 7.60
Average fare	\$ 1.17
Farebox recovery ratio (2)	12.7%
Farebox recovery ratio with allowable adj. (3)	16.5%

Notes: Next page

Exhibit 5-1 (continued)
Simi Valley Transit FY 2015/16 Performance

Systemwide	FY 2015/16
Base Statistics	
Passengers	377,104
Fare Revenues	\$ 514,217
Vehicle Service Hours	42,701
Vehicle Service Miles	563,461
Operating Costs (1)	\$ 6,327,326
Performance	
Passengers per vehicle service hour	8.83
Passengers per vehicle service mile	0.669
Operating cost per passenger	\$ 16.78
Operating cost per hour	\$ 148.18
Average fare	\$ 1.36
Farebox recovery ratio (2)	8.1%
Farebox recovery ratio with allowable adj. (4)	17.1%

Notes:

(1) Operating costs per TDA definitions excludes depreciation

(2) Fare Revenue/Operating Costs

(3) Adjustments include addition of \$95,000 of CNG rebate (local contribution) and exclusion of \$134,447 in insurance/liability

(4) Adjustments include addition of \$95,000 of CNG rebate (local contribution), and exclusion of \$142,554 for insurance/liability and \$918,435 for ADA complementary Paratransit

Important Takeaways on Existing Simi Valley Performance

1. Productivity as measured by passengers per vehicle service hour is reasonable.

Despite the fact that Route D indeed runs empty most of the day, Routes A, B, and C generate reasonable ridership and the average productivity is 13.2 passengers per vehicle service hour. This is higher than the average of other Ventura County transit agencies shown in Exhibit 5-2 below. What this means is that the bus has 13 passengers get on the bus in an average one hour of service. While this is below what it could be with more direct, convenient and frequent service, there are a number of long time riders who really depend on the fixed route service and utilize it frequently. This was clearly demonstrated by the results of the onboard survey in Chapter 3.

On the ADA/DAR service, productivity has improved to 2.5 passengers per vehicle service hour, and is above the productivity for Gold Coast Transit and Thousand Oaks Transit.

Another way to think about passenger productivity is that there are 1,083 fixed route passengers board a Simi Valley Transit bus every day. In addition, another 141 passengers take a one-way trip daily on ADA/DAR service.

2. Fare revenues generated are good, with many passengers taking advantage of multi-ride fares and tickets.

On fixed route, the 333,619 passengers generated \$389,211 in fare revenues, or an average fare of \$1.17 per passenger trip. Since the base cash fare is \$1.50, the lower average fare indicates utilization by seniors and disabled individuals eligible for the \$0.75 fare as well as utilization of multi-ride tickets such as the day pass and 21-ride pass and the unlimited monthly pass.

The base fare for Dial-A-Ride is \$2.00. However, the average fare is \$2.87. This likely means that human service agencies are purchasing multi-ride tickets and not utilizing them. This is an issue that was raised during the community outreach effort and will be addressed as one of the fare alternative in the second part of the working paper.

3. Simi Valley Transit has very poor cost efficiency.

What really stands out in Exhibit 5-1 is the overall poor cost efficiency of Simi Valley Transit. To provide context, 5-2 also shows a comparison of Simi Valley Transit to other Ventura County transit agencies utilizing the July 2017 final reports for Triennial Performance Audits. The 2015/16 data is from each of the separate reports for these respective agencies. The cost per vehicle service hour and cost per passenger trip for ADA/DAR is \$187.38 and \$74.79 respectively. The average for other Ventura County transit agencies is \$65.66 per vehicle service hour and \$25.10 per passenger trip, respectively. *The cost of both of these important performance measures is almost three times the average of other Ventura County transit agencies.*

**Exhibit 5-2
Simi Valley Transit Compared to Other Ventura County Transit Agencies**

Performance Metrics	FY 2015-16 Final Performance Audits									
	2015/16		Gold Coast Transit		Thousand Oaks Transit		Camarillo Area Transit			
	Fixed Route	ADA/DAR	Fixed Route	ADA/DAR	Fixed Route	ADA/DAR	Fixed Route	ADA/DAR	Fixed Route	ADA/DAR
Passengers per Vehicle Service Hour	13.16	2.51	18.82	2.17	7.68	2.22	15.75	4.14		
Passengers per Vehicle Service Mile	0.82	0.27	1.75	0.14	0.45	0.14	1.56	0.24		
Operating Cost per Vehicle Service Hour	\$ 121.33	\$ 187.38	\$ 73.58	\$ 66.21	\$ 101.31	\$ 49.54	\$ 26.94	\$ 64.85		
Operating Cost per Vehicle Service Mile	\$ 7.60	\$ 20.51	\$ 6.85	\$ 4.29	\$ 5.99	\$ 3.04	\$ 2.66	\$ 3.77		
Operating Cost per Passenger	\$ 9.22	\$ 74.79	\$ 33.91	\$ 30.53	\$ 13.20	\$ 22.34	\$ 1.71	\$ 15.67		
Farebox Recovery Ratio	15.70%	6.80%	21.70%	19.20%	14.70%	18.00%	13.30%	7.70%		

Performance Metrics	2015-16 Performance Audits				Other Ventura County Transit Agency Averages			
	Moorpark Transit		VCTC		15-16 Performance Audits			
	Fixed Route	ADA/DAR	Fixed Route	ADA/DAR	Fixed Route	ADA/DAR	Fixed Route	ADA/DAR
Passengers per Vehicle Service Hour	9.02	2.57	13.75	13.00	2.78			
Passengers per Vehicle Service Mile	0.62	0.12	0.5	0.98	0.16			
Operating Cost per Vehicle Service Hour	\$ 79.63	82.03	\$ 115.77	\$ 79.45	\$ 65.66			
Operating Cost per Vehicle Service Mile	\$ 5.47	\$ 3.68	\$ 4.18	\$ 5.03	\$ 3.70			
Operating Cost per Passenger	\$ 8.82	\$ 31.86	\$ 8.42	\$ 7.21	\$ 25.10			
Farebox Recovery Ratio	8.90%	10.90%	26.20%	16.96%	13.95%			

While part of this due to the cost allocation between fixed route and Dial-A-Ride, it points to the need to completely rethink how ADA/DAR services are being delivered so that Simi Valley is getting a better return on investment in the monies allocated for serving senior and disabled populations in the community.

Fixed route cost efficiency is not much better. The average cost per vehicle service hour is \$79.45 for other transit agencies in Ventura County. For the Simi Valley fixed route service, the cost per vehicle service hour is \$121.33, more than \$40 per hour more than the Ventura County average.

Part II: Looking Forward: Service, Organization, Fare and Marketing Alternatives

Chapter 6 Key Themes of Community Outreach

Chapter 7 Mission, Goals and Performance Standards

Chapter 8 Organizational Structure Alternatives

Chapter 9 Financial Scenarios and Financial Sustainability

Chapter 10 Recommended Alternatives for Phase II of Short Range Transit Plan

6. Key Themes of Community Outreach Effort

A very wide range of opinions on Simi Valley Transit were expressed during the community outreach effort. The continuum of opinion ranged from one extreme with a plea to make no changes because the “services are perfect as they are” to the opposite end of the continuum that public transportation should be abandoned or replaced with only private sector services with no public subsidy. The primary sentiment of the middle of the continuum was provided by the large majority of participants in the community outreach effort and can be summarized as:

Public transportation is an important government service for people who need it such as seniors, disabled and youth in the Simi Valley community, but significant improvements are needed in how public transportation services are managed, delivered and communicated to the residents and employees of Simi Valley.

Input from three City Council members were generally aligned with the above summary statement. The following conveys the key themes that were expressed by the majority of participants in the community outreach effort. The themes of the community are organized by subject area:

- Local Fixed Route Bus Service
- ADA/DAR service (Americans with Disability Act/Dial-A-Ride)
- Regional Improvements
- Uber/Lyft and Carpooling
- Information and Communication

Local Fixed Route Bus Service

Existing passengers need the service to conduct their daily life.

There are many regular passengers who regularly ride fixed route buses on a regular basis for work, school and shopping. 63.3% of the riders using Simi Valley Transit are employed riders and they need to use Simi Valley Transit for trips to and from work. As one fixed route focus group member stated, if you get the bus at the right time, it works. ARC participants who cannot drive utilize the bus almost every day for the trips they need to make. An open house participant expressed to the SRTP Project Manager how important the fixed route bus service was in being able to function as a normal citizen in Simi Valley.



For many, including existing bus riders, the primary complaint is that a bus trip takes way too long between point A and B.

This was the most prevalent comment received from the consulting team riding the bus, talking to passengers at the open house, and input received at the focus groups. An existing fixed route focus group participant summed it up from her perspective: “Everything on the bus takes 6 hours.” Another focus group participant of Simi Valley residents who work in Simi Valley said, “It takes an hour to go three miles; it just takes too long.” Routes A and B are two very long loop routes that require a significant amount of out of direction travel because the routes are primarily designed along an east-west axis with very little north-south travel. An existing Route A and B rider in the focus group said, “So many routes are loops that are such a roundabout way to getting to where I need to, that it’s often easier to walk a long distance to where I need to go.” For some this is possible, but for many disabled individuals, seniors, and others with health issues such long walks are not possible.

The two focus groups of commuters who live in Simi Valley are open to transportation alternatives, but do not utilize Simi Valley Transit and have a very poor perception of Simi Valley Transit. Many shared stories of bad experiences trying to utilize bus service in Simi Valley. A couple had tried utilizing it, but stopped utilizing it because it was inconvenient and too time consuming.

While 40.7% of riders are students, including 17.7% who are employed and students, a prevalent theme heard during the community outreach was that while the buses serve schools, the buses are not timed with the school bell times before and after school. Students often have to wait and arrive way before school starts which makes taking the bus very time consuming. One senior at Simi Valley High School who participated in the focus group has not tried the bus because of the long travel time perception expressed by many of her fellow students. She told us that if her mom helped figure out the schedule, she would be willing to try the bus to see if indeed it was convenient for her.

With the last run for buses typically starting at 7:00 p.m., ending around 8:00 pm, and not operating on Sundays, it’s a significant barrier to many who would like to ride local fixed route service.

One of the most pervasive comments we heard from passengers on board the buses, in focus groups, at the open houses, and in stakeholder interviews was that buses do not operate late enough. The Free Clinic, for example, sees patients until 8:00 pm, and when their mainly transit dependent clientele leaves the clinic after 8:00 pm, they are stranded and have difficulty getting home. An existing rider in the focus group told us that he needs a second job in the evenings, but he doesn’t own a car and the bus doesn’t run, so he cannot apply for the job. In the open houses, late night bus service ranked 9th in participant investment choices. However, from the onboard survey, “buses until 10 pm” ranked second out of 10 potential improvements, with 14% saying it was their most important improvement. In contrast, by far, implementing Sunday service was the top ranked investment by open house participants.

The need for Sunday service was a strong request from passengers. In the “bucket investments” in the open houses it received \$827 compared to \$520 for the second ranked improvement, real time bus

information. In the onboard survey it also ranked first, with 30% of passengers saying it was most important improvement to make, compared to 14% for the second rated improvement. One fixed route focus group participant said he was Jewish and can't do anything on Saturdays; without transit he cannot do anything, including needed shopping, on Sundays. In the stakeholder interview with the Simi Valley Adult Behavioral Health Clinic, many of their very low income and mentally ill clients need Sunday service to lead functional lives in the community. In the rider focus group, 9 of 10 said they would utilize Sunday fixed route service if it were implemented. As will be discussed later, there is a trade-off involved with implementing Sunday service as it typically has lower actual ridership and productivity.

At the open houses, an optional survey for the station asked, how late should buses operate. The most common response was 10 p.m., followed by 9 p.m.

The strong local perception of residents, stakeholders and some City Council members is both true and false.

A prevalent theme heard during a number of stakeholder interviews and during at least one of the focus groups was that buses are running around empty. This is both true and false and needs proper textual context.

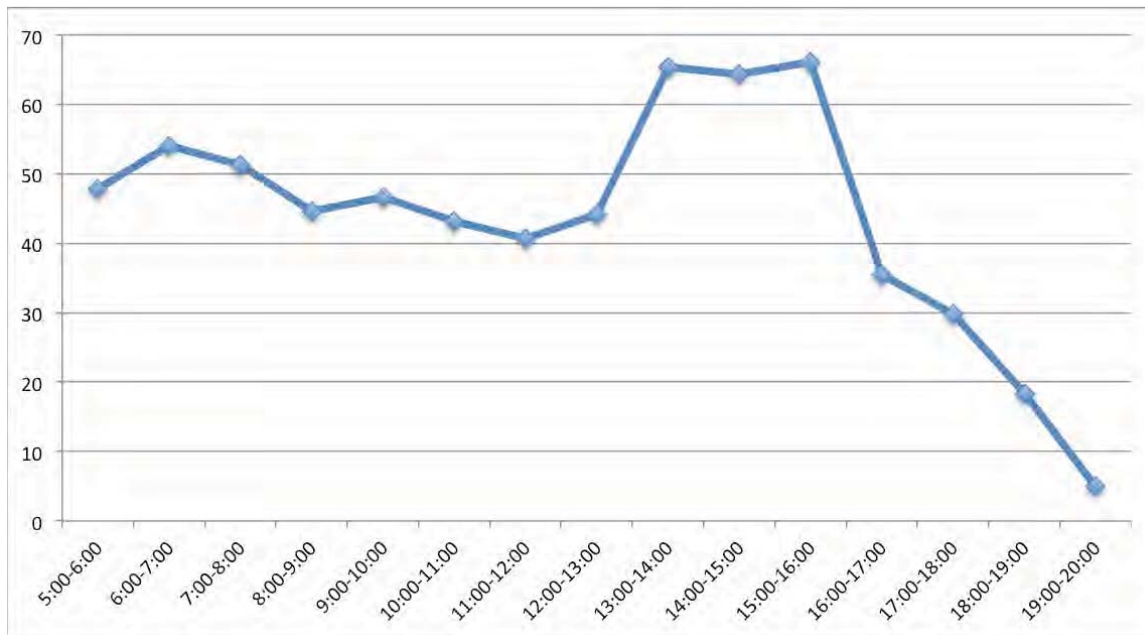
It is very true that Route D which serves the Reagan Library, Simi Valley Town Center, Simi Valley Hospital and the Civic Center area operates with 35-foot buses, and is pretty much empty all day long from the time it starts in the morning at 5:17 a.m. until it ends at 7:46 p.m. When the consulting team rode this route, it had only 3 people on board the bus the entire time. Yearlong statistics for Route D between September 1, 2015 and August 31, 2016 shows that this route does receive some regular school ridership, but overall without the school ridership, it serves 5 or few passengers on most of its trips. With a 35-foot bus that has 32 passenger seated capacity plus two wheelchair positions, when Route D buses are operating, they are indeed mostly very empty. Route D has been operating for years with very poor performance and empty buses.

Detailed data from September 1, 2015 to August 31, 2016 supports the fact that Routes A, B, and C are not running empty on a majority of their trips. This was reported in detail in Chapter 2, but Exhibit 6-1 on the next page shows that more than 20 peoples are on the buses from 5 a.m. to 4 p.m. on the average day.¹ In fact, ridership statistics show that the first three hours of service between 5:00 and 8:00 a.m. average between 36 and 42 passengers per hour. While ridership does slow down during the middle of the day and the end of the day, a full-size bus is needed for most of the day.

This was verified by the consulting team riding the buses. When the SRTP Project Manager rode Route C to the Chatsworth Metrolink station, the bus was 2/3 full on its way and standing room only when it left the Chatsworth Metrolink station. Routes A and B were both quite busy with passengers getting on and off the buses, but there were segments between the Civic Center and Simi Valley Town Center when the buses did not receive much activity.

¹ Exhibit 6-1 on Route A has two buses, the average passenger load per bus is 50% of the total on the route.

**Exhibit 6-1 Route A Average Weekday Boardings by Hour of Day
(September 1, 2015 – August 30, 2016)**



Note: Route A operates with two buses, so between 3:00 and 4:00 p.m., there are over 30 passengers on each bus, on average for the entire year sample.

If Simi Valley Transit is going attract potential riders, then direct and convenient fixed route transit service will need to be implemented.

Routes A and B currently operate every 45 minutes and Route C operates every 1 hour and 10 minutes. If local bus service is going to attract any residents or employees that are not transit dependent, the service must be convenient, direct, and frequent. Two focus groups of residents of Simi Valley were selected based on their propensity to consider transportation alternatives. In general, there were several attributes that these individuals would need to have in order to consider utilizing Simi Valley Transit for at least some of their trips:

- Frequent service: 15-minute service is desirable, but 30-minute service is reasonable.
- Direct service between origins and destination with fewer stops if possible. Willing to walk to and from bus stops, even if longer distance.
- Good connections between both local and regional routes.
- Fares need to be reasonable and cheaper than driving.

Route C service currently operated approximately every one hour and 10 minutes from 5:50 a.m. to 7:59 p.m. This is a commuter service and several comments were received at the open house, on-board the Route C buses, and via the on-board survey on how an increase in frequency during peak commute hours would be an important improvement. In the on-board passenger survey, for those passengers who listed “more buses on Route C during commute hours” as their top priority improvement, 76% of the trip purposes were for work.

Simi Valley ADA/Senior Dial-A-Ride

Public outreach activities included two focus groups specific to the community of users of Simi Valley ADA and Senior Transportation services, the Simi Valley ADA/Senior Dial-A-Ride (ADA/DAR).

Attendees were randomly drawn from a list of current riders compiled by ADA/DAR Dispatch and recruited to a ninety-minute focus group. Ten riders attended. The second opportunity involved a special meeting of the Simi Valley ADA Paratransit Advisory

Committee, with six members in attendance to discuss the ADA/Senior Dial-A-Ride service. These activities were in addition to the Dial-A-Ride related comments received at the community open houses.

During the Open Houses, riders were invited to provide feedback and comment in various ways, including a short survey about ADA/Dial-A-Ride concerns and priorities. Overwhelmingly responses suggest that ADA/Dial-A-Ride is a highly-appreciated service that is running well, but there is need for improvement to ease riders' use.

Concerns provided during the Open House Survey and related to ADA/Dial-A-Ride included:

- On time performance can be improved; several riders commented on long wait times, late pickups and too-early pick-ups.
- It can be difficult for riders to wait outside in the elements, often without benches or shelter.
- Increased wheelchair access is needed.
- Improved communication is needed with Dispatch; particularly for limited English proficient riders.
- Requests for Sunday and Holiday Service were made; riders reported that Sunday service was particularly important for individuals with disabilities and seniors.
- Increased operating hours; including one request for service 24 hours a day.
- Riders perceive a need for increased vehicles to accommodate demand, especially during peak hours of 8-10 a.m. and 1-3 p.m. as several riders reported some difficulty in making local trips.
- Improved regional connections are needed; especially seamless transfers to Ventura, CSUN, and Los Angeles and including Moorpark College
- One stakeholder suggested creating a "premium" Dial-A-Ride service, to ensure this program remains available to seniors who are not disabled, but rely upon the service.
- There were multiple requests that the City not "contract out" its transit services, but retain transit staff as City employees with whom riders are familiar and whose assistance they appreciate.

Key themes emerging from these multiple outreach activities fell into seven general topical areas:

1. Service is very much appreciated and drivers are commonly complimented.

Some riders describe the Dial-A-Ride as a family, with drivers like family, that they are hospitable, patient and kind, that they do an excellent job. A common theme was "Dial-A-Ride has kept me independent and I couldn't make it without it." Another rider said "Dial-A-Ride makes my life possible" and that she is very happy that this city service exists.



Riders indicate they use the service for wide range of critical trip purposes. These include trips for work, grocery shopping, medical appointments and treatments and for socializing within Simi Valley and to neighboring communities. Some use the service five days a week, while others are using it intermittently.

2. There is a need for continuing and consistent driver and dispatcher training.

Several riders and stakeholders expressed a wish for continuing and consistent driver training. Particularly around wheelchair securement and even sometimes driver sensitivity towards passengers with disabilities, there was interest in additional training opportunities for drivers. There was a report that some new drivers do not appear to know how to tie-down wheelchairs and requested assistance from the supervisor, resulting in a ½ hour to 45-minute wait for the supervisor's arrival. Training for dispatchers, in sensitivity to passenger concerns, was proposed as some dispatchers are curt or disrespectful to riders.

Sensitivity training for dispatchers was also indicated, where riders commented upon the tone and quality of responses they sometimes received from dispatchers. There were reports of inconsistent information provided by dispatch as to pick-up times and the service area for eligible pick-ups.

Training was also described as needed for passengers as well as drivers, to help riders understand how to appropriately and effectively use the Dial-A-Ride service. For example, some riders aren't ready to go when the vehicle arrives and that slows drivers down.

3. Sharing the Dial-A-Ride with both ADA and Senior populations can be difficult with reports of inconsistent service policy implementation and riders confused about trip reservation policies.

Simi Valley's demand responsive service addresses the mobility needs of two populations: those who are certified as substantially disabled under the Americans with Disabilities Act and those who have mobility needs by virtue of advanced age. ADA eligible riders are certified by Ventura County Transportation Commission's ADA eligibility program as substantially disabled and unable to use fixed route transit for all or some trips. Seniors are age 65 and older and are registered with Simi Valley Dispatch and logged into the Trapeze database.

Riders of both groups conveyed that while they understand that ADA riders have priority and that seniors can use the service on a "space available" basis, this policy can still be confusing and may be inconsistently enforced. ADA riders reported that they are aware that they may be filling up the service, and expressed chagrin about limiting Dial-A-Ride access to seniors in the community. ADA riders who expressed concern about "bumping" seniors also conveyed that they appreciate that they are getting and the ADA demand response transportation they need.

Seniors and others who are not ADA certified but use the Dial-A-Ride indicated that they have, on multiple instances, found the service "booked up" when they wish to make a trip. Some suggested that older adult riders have sought ADA certification, even when sometimes they may not be considered substantially disabled, to ensure that a ride will be provided.

Several seniors reported that they try to call more than 24-hours ahead but that dispatch will tell them they are full, the non-ADA senior cannot get the trip he or she needs. There does appear to be some confusion about when to call, with some individuals believing they are supposed to call the day before, some expression of calling on the same-day, and while others indicate they make advance reservations of up to one-to-two weeks ahead as often as possible.

4. There is confusion about service policies on the part of users.

There was a lack of clarity about existing policy among those interviewed in the following areas:

- ***Pick-up window and on-time performance window.*** Most riders recognize there is a window during which time the riders can expect the vehicle; however, defining just when the 30-minute reservation window is applied, when it starts and ends and therefore when a vehicle is early or late is not clear to riders. Participants believed the pick-up window to range from 10 minutes to 30 minutes to 45 minutes to one hour. Riders also report that they are provided conflicting information by dispatchers as to when to expect a vehicle.
- ***Drivers and dispatchers appear to be using different sets of policies.*** Comments related to the interpretation of the on-time performance window indicate there are differences between dispatch and drivers in understanding of on-time windows and service area – addresses from which or to which drivers can transport persons.
- ***Uncertainty about the dwell time policy.*** There is uncertainty among riders and some drivers as to how long the vehicle will wait at the curb for the passenger to appear and board is unclear to some riders, whether dwell time is 2 minutes, 3 minutes or 5 minutes.
- ***Reservation for next day service.*** There is understanding among riders that one must call before 11 a.m. to book a next-day trip, but uncertainty as reservation timing; “what are the rules?”
- ***Reservation of return trips.*** Riders report it is difficult to know the return trip time when you are visiting the doctor and dispatch wants to know; they would like to be guided by dispatch to a good “rule of thumb” for ordering the return trip.
- ***Same-day service capabilities.*** Some riders expressed a belief that the Dial-A-Ride had a same-day service option in relation to filling trips cancelled by other riders, although same-day service has never been officially offered.
- ***Service area confusion exists.*** Riders reported that the ADA service within $\frac{3}{4}$ mile of fixed route is less than clear as no map is available; older residents have made housing or driving decisions based upon a perception that the Dial-A-Ride could serve them only to discover they were not within the ADA service area.
- ***Wheelchair securement.*** In addition to requesting more training for drivers around procedures for securing passengers in wheelchairs, one rider commented on the securement straps that he’d obtained from another provider, Los Angeles Access, and its value in assisting in safely securing wheelchairs of all sizes. He felt that it would be useful for Simi Valley Dial-A-Ride to adopt a similar wheelchair strap provision policy.
- ***Subscription service or standing-order trip policy uncertainty.*** There was limited understanding among rider participants of standing-order trip reservation policies. Agency participants, as with Millennium and ARC staff, were clearer as to when recurring trips are provided by ADA/Senior Dial-A-Ride and when and how to cancel these trip reservations when needed.

5. Some service reliability concerns exist.

As with participants in the Open House, a small number of riders' report that service has been delayed with the vehicle arriving much later than anticipated or when the rider is expecting it, although others comments that it is rare when they arrive outside the 30-minute window. Other riders noted that Dial-a-Ride on-time service has improved, that the vehicles are much more consistently on-time than they were a couple of years previous. Three riders commented that the vehicle arrived early, in one case 20-minutes early.

Riders report that dispatch calls to tell you the bus is so many minutes away but the bus doesn't arrive within that time – “why do they even make the call?” They call to “narrow the 45-minute window but it's not effective.” (actual policy for window is 30 minutes). Some said that the estimated arrival time calls were sort of helpful but inconsistent. Others said it is hard to wait outside in the sun or heat or rain and that there should be a better way to notify passengers.

Participants indicated a desire to narrow the pick-up or on-time performance window, one person suggesting that would improve the perception – and experience – of on-time service.

6. Operational components of the current Dial-A-Ride service design present challenges.

- **Telephone system and dispatch.** Riders report being unable to reach dispatch even during business hours and commonly end up in voice mail; “when you call, you almost always get a message and they are supposed to call back but you want to know now whether you can book this trip or not; more staff is needed as the phones are always busy with other calls.” Some indicated long wait times on hold. Others expressed concern that dispatchers were sometimes rude and unhelpful.
- **Trip reservations.** While some riders indicated that dispatch will negotiate the trip time if they need to do so, others indicate that they can't get trips on the days and at the times they wish, experienced primarily by the senior and non-ADA passenger.
- **Rider registry, common trips database.** One rider reported an almost 15-minute wait while the dispatcher looked up their regular travel information. This rider wonders whether there are problems with the computer system as it shouldn't have to take that long. Another rider indicated that dispatch routinely calls the rider's daughter to verify everything; that she prefers that dispatch call her friend as the friend makes the reservations and that this change has not been able to be instituted.
- **Operating hours for reservations.** Making reservations for trips is constrained to day-time, business hours and not during the full operating day of the Dial-A-Ride service; riders commonly end up in voice mail.
- **Operating hours for service.** Currently, Dial-A-Ride stops about 7:30 p.m. and some riders would like to see service operate until 9 p.m. to participate in City and other evening activities.
- **Operating on Sunday.** Riders and members of the general public at the Open Houses requested Sunday Dial-A-Ride service.
- **Capacity issues and trip scheduling inefficiencies.** The service often seems to be full, unable to accept advance trip reservations for non-ADA riders, and this is distressing to the community's seniors.

- **Same day service.** Riders would like to see “same day service” reinstated, particularly because they often see the Dial-A-Ride vehicles with only a single rider or with no riders and wonder if there isn’t room to transport more riders.
- **Vehicle scheduling inefficiencies.** Riders report that sometimes two different Dial-A-Ride vans arrive at the same location and appear to be going in similar directions; others are concerned about empty vehicles and others wonder if a smaller vehicle may be indicated.
- **Vehicle type.** A new fleet of vehicles, 12 Chevy Arbocs, were purchased during 2016. Some riders reported these are uncomfortable, they bounce, it feels as though they have no shocks and multiple riders reported feeling nauseated.
- **Reasonable accommodation.** One rider reported that at Harmony Terrace, there is a pickup location near the office. From there it is uphill to the rider’s building, but DAR won’t drop her off closer to the building. This rider would like to get dropped off closer to the building to avoid the hill which is difficult for her to navigate.
- **Expanded service area.** The CONNECT service has been important, riders indicate, in getting to medical and work destinations in neighboring cities, including Thousand Oaks and Moorpark. There is some need to get to medical appointments within Los Angeles County and connecting with LA Access to get to Kaiser in Woodland Hills can be difficult.

7. Technology to improve service to Dial-A-Ride users.

Over 90% of the Dial-A-Ride users participating in these focused discussions reported they have cell phones, and a majority of these (by more than two to one) are smart phone based. Discussion participants expressed interest in several types of technology innovations and tools:

- **Automatic call back to indicate the vehicle is close.** This is of interest to riders as even a 30-minute pick-up window can feel long for someone watching for the arrival of a vehicle.
- **Electronic “where’s my ride” information.** Riders would like an electronic ability to know that their bus is close, if it is late or when they can expect their bus.
- **Electronic fare media.** Some noted that the ten-ticket fare book is quickly used and would like to see an electronic method of fare payment for Dial-A-Ride.
- **Booking trips, or cancelling trips, online.** There was interest by some in using their computer to place reservations for the Dial-A-Ride while others indicated they would always need to have a telephone capability for making trip reservations as they have no computer skills or access.
- **On-line service area map.** Riders uncertain about where they can travel on Dial-a-Ride, including CONNECT, expressed a desire for an on-line map of each system’s service area.

Regional Mobility Improvements

Regional service improvements include suggestions for improvements for VCTC intercity bus services but also input on prospective regional mobility improvements such as new commuter buses, vanpools and potential for improved carpools.

Metrolink is the most commonly used regional transit service by Simi Valley residents.

A majority of the commuter focus participants, those living in Simi Valley but commuting to work outside of Simi Valley, had utilized Metrolink to travel to and from downtown Los Angeles. In fact, one participant used it daily for Grand Jury service for six months. City Councilperson Becerra regularly utilizes Metrolink for his commute to Metro at Union Station. He mentioned that Simi Valley has good utilization of the Metrolink service. Overall there was a very positive perception of Metrolink.



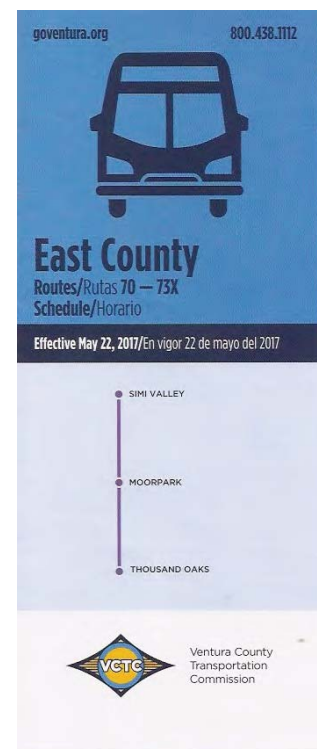
The VCTC East County bus service may not be well known among Simi Valley residents.

While Metrolink is well known and well-utilized in Simi Valley, the qualitative input we received from the focus groups is that VCTC services are not well known. The VCTC buses had just undergone schedule changes on May 22nd when the public outreach effort commenced. The VCTC East County route operates among Thousand Oaks, Moorpark, Moorpark College, and Simi Valley 12 times a day. However, when one goes to the Simi Valley Transit website, there is brief mention of the VCTC East County route but no link to routes, stops and schedules.

The two focus groups of randomly selected Simi Valley residents identified a complete lack of knowledge of the existing services. In a focus group of Simi Valley residents who both live and work or go to school in Simi Valley, while all knew of the Simi Valley local routes, not one was aware of the VCTC East County route that has service to Thousand Oaks. In the commuter focus group of Simi Valley residents, there was some knowledge of VCTC by three of the participants, but only one had actually utilized it. The others had seen the bus at a Fair or a pamphlet at the library.

Time, cost, and flexibility are the three most important factors in potentially utilizing a regional alternative to driving alone.

Focus group participants emphasized the importance of time in making the decision to utilize a regional alternative; “time is everything” was the mantra that several participants utilized for emphasis. In



discussing commuter bus options, having express/limited stops was an important factor. In general, participants said they would need to be dropped off within ¼ mile of their destination with the ability to walk, but that transferring to another bus would take way too long.

A second important factor was the cost of the ride. Overall, focus group participants said they would like to see some savings compared to driving. Most commuters felt that a fare less than \$100 per month would be attractive and comparable to what they currently spend commuting.

The third important factor was flexibility. There were concerns about responding to family emergencies and a guaranteed ride home program. Flexibility also meant that having multiple choices on arrival and departure times were important. Several participants need to work late unexpectedly and having a “sweeper” later in the evening would be important.

Under these circumstances, 9 of 12 commuter focus group participants would be willing to try a commuter bus. Several of the participants mentioned a commuter bus as their most important improvement.

There was also significant interest in the vanpool concept. Several participants have friends who commute by vanpools and liked the concept. The biggest barrier for several members was that vanpools had a fixed schedule and their jobs required more flexibility than a vanpool offered. Nevertheless, 6 of 12 participants were willing to try a vanpool. However, in the open houses, vanpools ranked #18 out of 20 possible improvements.

Uber/Lyft/Taxis and Carpooling

Lyft and Uber are commonly referred to as ride-hailing companies and are regulated by the California Public Utilities Commission as Transportation Network Companies (TNC). To directly utilize Lyft or Uber, a smartphone is required to request a ride; the app shows how many minutes until the vehicle will pick you up and tracks progress on the smartphone. The cost of the ride is typically about one-half of the cost of a taxi ride, typically about \$1 per mile. No cash is exchanged as the cost of the ride is charged to a credit card. Uber Pool and Lyft Line are shared ride options where the driver will pick up other passengers along the way and the cost is cheaper than a single ride. For individuals without a smartphone, there are services like Go Go Grandparent where seniors and others without a smartphone can call a central number that makes the arrangements to pick you and drop you off by either Lyft or Uber. An open house participant wrote in her survey that such a service would overcome “a big issue for low income seniors who do not have a smartphone and are not comfortable with technology and are not comfortable with strangers.”

There was general support of considering discounted taxis, Uber and Lyft as a mobility options in Simi Valley.

One of the focus group participants described Lyft and Uber as “game changers” in providing mobility options other than driving their own car. A commuter focus group participant was a regular Uber driver. All of the focus group participants had heard about Uber or Lyft but only 6 of 22 participants had actually utilized either Uber or Lyft. At the open house, one of participants noted in a survey that they

are unable to utilize Uber or Lyft as they are in a wheelchair and are unable to transfer to a car seat. While both Lyft and Uber are attempting to address the wheelchair accessibility issue, it remains a major barrier to utilization for those who need a wheelchair. Common uses by focus group participants are when travelling in lieu of a rental car, when out to a party or dinner to avoid drinking and driving, or wanting to avoid hassles of parking.

User-side subsidies are a concept that has been utilized by transit agencies for many years to increase the mobility of target populations, most commonly seniors and persons with disabilities. While there are many industry variations, a common program is a 50% user-side subsidy with the historic utilization of taxis. However, the same concept can be utilized with Lyft or Uber utilizing a discount code. With taxis, this has meant that if the user purchases \$50 in vouchers, they receive \$100 worth of taxi rides. If the taxi is \$10.00 for a trip, the eligible user utilizes \$5.00 worth of vouchers to pay the driver, and the taxi company bills the transit agency for the other \$5.00. The concept is now being expanded to the utilization Lyft and Uber. In the case of Uber or Lyft, there is no voucher and the user simply utilizes a code to pay the discounted rate. There is significant experimentation by cities and transit agencies at the moment with this discounted ride concept, particularly for first and last mile trips to and from rail stations like Metrolink as well as for low demand areas that are not well served by public transportation.

The concept of subsidized rides for Uber and Lyft ranked fourth in the mobility improvements by open house participants. It is a concept that City Council members would like to see explored as part of the Short Range Transit Plan.

Facilitating carpools is an inexpensive means of enhancing mobility options for Simi Valley employees and residents.

Carpooling is most common among family members and arrangements with school age children for rides to school and after school programs. They are also common among employees at companies sharing rides to and from work among fellow and trusted employees. In the focus groups, there were two members of the commuter focus group who worked for companies that encouraged carpool, with one offering \$100 per month to carpool. One of the focus group participants felt that an incentive was particularly important in providing options for carpools.

There are a growing number of apps to help facilitate carpools. Many of the focus group participants utilized Waze for driving directions and to assist them in avoiding traffic on trips they need to make. Waze Carpool, after beta testing in Silicon Valley, was just launched throughout California. Drivers and riders with similar commutes can team by riding to and from work together using the carpooling app. Unlike Uber and Lyft, Waze Carpool does not pay drivers and does not take commission from rides, rather riders and drivers share the cost of gas and riders will pay no more than the federal mileage rate of \$0.54 cents per mile. Waze Carpool also distinguishes itself from other carpooling apps as they plan to make money by showing advertisements in the app that will allegedly engage both riders and drivers during the trip. Additionally, Waze Carpool has guidelines like limiting carpool trips to two per day and requesting that riders be 18 years or older.

Other popular carpool apps include Scoop (takescoop.com), Duet and Carzac. Scoop in particular has been very popular with employers in the Bay Area as they offer a guaranteed ride home for commuters, one of the important options reviewed below.

Communications and Information

Enhanced passenger information would make the fixed route system more user-friendly for both current and new riders.

Simi Valley Transit has made valid efforts to provide passenger information in print, at the bus stop, on-line and through a real-time app. However, these tools are not easy to use or are often inaccurate.

During the four-day site visit, the following were five sub-areas of enhanced passenger information that we observed or received input on:

1. *Printed schedules need to be consolidated and more user friendly.*

- An individual English and Spanish schedule is provided for each route. This is inconvenient as it requires customer to carry four separate brochures (if they wish to see all their options). One rider said he downloaded the on-line PDFs to his smart phone for greater convenience, although they were somewhat difficult to read on a small screen.
- Having separate schedules is also costly, as much of the information (system map, fares, etc.) must be repeated on each piece and eight separate pieces must be printed, inventoried and distributed. Most buses ridden had some, but not all eight of the brochures.
- Riders complained that the schedules are confusing because timepoints are not shown on the maps and are not clearly defined on the schedules. For example, all routes have a timepoint called Civic Center but these are actually several different stops. Knowing where to catch an individual bus and where to make connections is very difficult.
- The system map on the schedules is small and difficult to read. Individual route maps are larger and easier to read, but provide little additional information. For example, they show only a few destinations - Metrolink, the Civic Center and the Hospital. It would be helpful to riders to see key commercial and educational destinations.



2. *Information displays at the bus stop need to be updated and stop specific*

- Information displays at most bus stops include schedules for all four routes – even though the stop may be served by only one or two routes. There is no indication of which routes actually stop there. This is confusing to new riders.
- During the outreach, the at-the-stop displays had not been updated to reflect the most recent schedule changes and were therefore misleading. They have been subsequently updated and will need to be revised regularly when schedule changes are made.

3. Content and technology of the website need to be enhanced.

- Most potential transit users say they would go online to get information if they needed to ride the bus. The web address www.simivalley.org/transit redirects to a page on the city website which is very text heavy and not inviting to the new user.
- Since Simi Valley is not yet in Google Transit, there is no trip planner on the page. Potential riders must download a PDF file which starts with a full page of text, but then provides a system map, individual route maps and schedules from printed guides. These have the same limitations as the printed information described above.

4. NextBus app is valuable, but not always accurate

- Several of the riders who participated in the focus group used the NextBus app. They all said that there are times when it is not accurate or simply doesn't show some buses. However, when working, they considered it a very valuable and useful tool.

5. Being part of Google Transit would serve both current and potential riders.

- Several of the riders in the focus group use Google Transit when they travel on other systems – Metro, Metrolink – and would very much like to have it available for Simi Valley Transit. Non-riders who participated in open house responded very positively to the potential to get transit directions within Google Maps – an app they are already using. Simi Valley Transit is in a procurement process to obtain the necessary GTFS to make Google Transit and other trip planning apps functional.

Demand response service suffers from the same lack of clarity as fixed route passenger information.

The ADA and Senior Transportation service brochure provides six panels of tightly packed text describing the services. It is daunting for the average reader and likely more so for seniors or anyone with a cognitive disability. In focus groups with seniors we heard much confusion about how far ahead trips must be scheduled and what actually is the “pick up window”. Similar comments were echoed in interviews with stakeholders who work with ADA eligible riders.

Expanded and better communicated options for purchasing fare media would improve the customer experience.

While day passes can be purchased on the bus, multi-ride and monthly passes can only be purchased at City Hall. The website says passes may be purchased at City Hall and at most middle and senior high schools (though it appears that only some schools are outlets). Printed schedules provide no information about where to purchase passes. It would make riding a lot more user friendly if passes could be purchased at locations where riders already go – e.g. grocery stores, the library, schools.

Communications and marketing partnerships with Social Service Agencies and Schools offer potential for building ridership.

School administrators and social service agency representatives who were interviewed were more than willing to aid SVT in communicating with their constituents. This has the potential to be a very low cost

marketing channel. However, the one example we heard of collaboration between SVT and these groups was not positive. It related to the sale of passes and included two key elements:

- The single ride tickets which social service agencies buy to provide to low income individuals were discontinued. Buying multi-ride or monthly passes is not affordable or practical for their purposes.
- The multi-ride tickets which schools buy to give to students with disabilities expired shortly after purchase (but include no indication of this fact). Developmentally disabled students were told by bus drivers that their pass was not good – a confusing and embarrassing situation.

These groups could be valuable marketing partners, but only if SVT works with them to ensure that the service and systems meet the needs of their constituents.

Front line customer service is largely very positive; however, disability sensitivity training appears to be needed for some drivers.

In the on-board survey, SVT drivers were highly rated. Two-thirds of riders rated them as excellent – the top score. In a focus group including a diverse array of individuals, comments were more mixed. “Some are great, some are terrible.” Most of the “terribles” seemed to be a few drivers who lack sensitivity or actively dislike dealing with passengers with disabilities. Manifestations of this included:

- Refusing to secure wheelchairs – telling ARC staff to do it.
- Asking riders with an ADA card what their disability is.
- Requiring ARC staff to pay a fare, although PCAs are supposed- to ride free.

Staff and clients at ARC indicated a willingness to provide sensitivity training for drivers in how to interact with persons with disabilities.

7. Mission, Goals and Performance Standards

Mission Statement Options

Based on the stakeholder interviews with the Mayor, two City Council members and the City Manager, and during the four-day site visit, there are four potential policy directions for the City Council to consider in adopting a mission statement:

1. To provide safe and cost-effective mobility options throughout Simi Valley to serve the transportation needs of residents and visitors.
2. To provide safe and cost-effective mobility options to serve the transportation needs of transportation disadvantaged individuals in Simi Valley.
3. To provide safe and cost-effective mobility options throughout Simi Valley to serve the transportation needs of residents, students, employees and visitors with a priority resource allocation to transportation disadvantaged individuals.
4. To provide safe and cost-effective mobility options led by private sector innovation in meeting market driven transportation needs of Simi Valley residents and visitors.

The mission statement options represent the range of viewpoints of what the mission of Simi Valley Transit should be.

A priority of most stakeholder interviewees was the need to have safe and cost-effective mobility options for the residents and visitors to Simi Valley. This sentiment is carried forward in all four mission statement options above.

The reason mobility options are utilized in the mission statement instead of public transportation is that the City Council has specifically asked for review of non-traditional options such as the Uber/Lyft in the mix of service delivery. Discussions with stakeholders was very favorable to allocating some dollars to alternatives to traditional ADA/DAR service, including community service routes. The term mobility options is utilized to characterize a wider array of mobility choices than just limiting it to public transportation choices.

The words “to serve” is utilized in three options because the large majority of stakeholders felt the mobility services provided were an important government service, while there were a small number of community participants who desire transportation to be completed and provided by the private sector in a market driven approach, and this is represented in the fourth mission statement option.

In the second and third mission statement options, transportation disadvantaged individuals are very low income, disabled, seniors, and youth. These are individuals who tend to either not have a car available to drive, cannot afford to own a car, do not have a driver’s license, or due to age or disability either cannot drive or have difficulty driving.

The first option is more inclusive and incorporates the notion that Simi Valley Transit should provide a mobility option for all residents and visitors. Some participants in the community outreach effort wanted to have alternatives available to all residents and visitors in the community for the trips they needed to take. In this mission statement option, there is the notion that there is not a need to specifically target available resources to populations that are dependent on public transportation, other than what is required by law. This mission statement conveys that providing good mobility options such as direct, convenient and frequent fixed route bus service will provide a good mobility option to all citizens and visitors to Simi Valley, including the transportation disadvantaged. With this mission statement, the Dial-A-Ride services would likely be limited to only those who are ADA eligible

A more prevalent sentiment among the Mayor and City Council members interviewed was the second option above that prioritizes public transportation services to disadvantaged individuals in the community. With this mission statement, allocation of resources would first be devoted to serving those in need, and if resources were available, providing options for the general public. The results of the focus groups and onboard survey do show that the existing ridership on fixed route buses show that the existing fixed route and ADA/DAR are being utilized by mostly transportation disadvantaged individuals including low income, elderly and seniors who are not disabled, but have difficulty driving for a variety of reasons.

The third is more of a balance than the first two. In this mission statement, transportation disadvantaged individuals have a priority for resource allocation, but some of the budget would also be allocated for such things as a shuttle between Metrolink and the Reagan Library, vanpools for commuters, and school trippers to reduce auto congestion around schools.

The fourth mission statement option reflects the opinion of some public participation participants that private sector innovation should be the driving force for providing mobility options in Simi Valley. In the viewpoint of these community members, the public subsidies for public transportation should be minimized if not eliminated.

Draft Goals and Performance Standards

- 1. Provide safe and convenient transportation services to the residents of Simi Valley for employment, shopping, educations and social service trips, so long as service can be provided in a cost-effective manner. (Safe and accessible goal)*

Accessibility: Minimum standard is to provide access to public transportation within Simi Valley between 6:00 a.m. and 7:30 p.m. on weekdays; and 8:30 a.m. to 5:00 p.m. on Saturdays. The target objective is to provide public transportation services to residents within the Simi Valley Transit service area between 5:00 a.m. and 9:00 p.m. on weekdays, service on Saturdays between 8:00 a.m. and 6:30 p.m., and service on Sundays between 9:00 a.m. and 4 p.m., subject to the service efficiency standards described below.

Total Accidents: The minimum standard should be 100,000 miles between accidents with a target objective of 500,000 between all accidents.

Training and Safety Plan: Minimum standard and target objective is 100% compliance with the employee selection, drug testing, and training requirements.

2. *Ensure than all transit programs can be provided at a high quality of service. Quality of service is more important than expansion of service. (Service quality goal)*

The recommended performance standards to monitor the service effectiveness goal are:

On-time performance: Minimum standard is no more than 0.5% percent of trips are early and 95% of trips are no more than 5 minutes late. Target objective is zero percent of trips that are not early and 99% of trips that are no more than 5 minutes late. For fixed route services, should be measured independently at least twice per year. For Dial-A-Ride, the contractor report provides an analysis based on one randomly selected day per month. Other DAR performance standards that should be considered are:

- % of trips provided within the on-time window
- % of trip more than 15 minutes outside the on-time window
- % of trips more than 30 minutes outside the on-time window
- % of trips with vehicles arriving early

Service Frequency: For local fixed route service, the minimum standard is 60 minutes for all local routes. The target objective is to provide 30-minute service for all local routes that can achieve 15 passengers per vehicle service after a two-year implementation period.

Road Calls: A minimum standard of 10,000 miles between road calls for all buses in the fleet that are within their normal useful life. A target objective of 12,500 miles between road call for all buses in the fleet that are within their normal useful life. The contractor report includes all road calls for the entire fleet. The report should be adjusted to report on road calls for buses within their useful life and those that are beyond their useful life.

Hold Time for Reservations: For ADA/DAR, a minimum and target performance standard should be established for hold time for telephone reservations, with 2 minutes as a reasonable standard for average wait times.

Trip Denials: For ADA trips, the target standard for trip denials should be zero. A standard could be established for non-ADA trips

Customer Satisfaction: Every year the Transit Manager should conduct a brief intercept survey at key transit boarding locations and report the results. For ADA/DAR services, a telephone sample should be selected with a brief questionnaire conducted by phone.

3. *Provide an effective level of service in response to demonstrated community market needs. (Service effectiveness goal)*

Service productivity: The following are target objectives and minimum standards for measuring productivity as measured in passengers per vehicle service hour.

Sample: Will be adjusted after Phase II Analysis

	Passenger Per Vehicle Revenue Hour	
	Minimum	Target
Local Fixed Route	13.0	17.0
ADA/Dial-A-Ride	2.5	4.0
Commuter Routes	12.0	16.0
System	9.0	13.0

3. *Provide public transportation services that are financially sustainable within existing local, state and federal funding programs and regulations in a cost-efficient manner (service cost-efficiency goal)*

Farebox Recovery: The minimum and target standard systemwide for fixed route transit is 20%. The minimum standard is achieving the farebox recovery ratio through 10% fare revenues, and 10% advertising, partnership, and local funds¹. The target standard is 15% fare revenues and 5% advertising, partnership and local fund revenues. The projected farebox recovery ratio is included in the monthly performance report provided by Simi Valley Transit.

For ADA/DAR service, the minimum and target standard is 10%. The minimum standard is achieving the farebox recovery ratio with 3% in fare revenue and 7% in advertising, partnership and local contribution revenues. The target standard is achieving the farebox recovery ratio with 6% in fares and 4% in advertising, partnership and local contribution revenues.

Cost Per Vehicle Revenue Hour: The minimum standard should be no more than 110% of five northern California peer systems. The target objective should be 90% of five northern California peer systems. This data would need to be collected and reported on annual basis by Simi Valley Transit staff.

¹ SB 508 was signed into law on October 2015, and changed the definition of the use of local funds to meet farebox recovery: “99268.19. If fare revenues are insufficient to meet the applicable ratio of fare revenues to operating cost required by this article, an operator may satisfy that requirement by supplementing its fare revenues with local funds. As used in this section, “local funds” means any nonfederal or nonstate grant funds or other revenues generated by, earned by, or distributed to an operator.”

8. Organizational Alternatives

As was discussed earlier, Simi Valley is a directly operated public transportation service with governance by the City of Simi Valley. With input from three City Council members and the City Managers, there are two parts of organizational structure analysis:

- Governance: setting the vision and goals and monitoring performances
- Directly operated versus contracted service

Both of these are discussed before the recommendations for more detailed analysis are presented for Phase II of the Short Range Transit Plan.

Institutional Structure and Governance

Simi Valley Transit is governed by the Simi Valley City Council as one of many city-operated public services. The cities of Moorpark, Thousand Oaks, Camarillo are also city sponsored public services, but they contract out for operations and maintenance services. There are many different types of organizational structures in the transit industry, but the most important that are relevant to Simi Valley Transit are discussed below.

There are two other forms of formal governance structures and one informal governance structure relevant to Simi Valley Transit:

- Transit District with Gold Coast Transit being the primary example in Ventura County.
- Joint powers authority – while there is no example of a transit joint powers authority currently in Simi Valley, this is the most common governance structure in small urbanized area that include adjacent cities and the County. Gold Coast was a joint powers authority before becoming a transit district.
- Informal alliances such as the East County Transit Alliance are not governed by elected officials, but are governed by memoranda of agreement or understanding and have representation by city and county officials.

Gold Coast Transit District

The Gold Coast Transit District (GCTD) is a dependent special district that was formed on October 13, 2013, when Governor Jerry Brown signed Assembly Bill 664 into law to “develop, provide, operate, and administer public transportation and to protect the public interest, health, and welfare” (Public Utilities Code § 107000 et seq.) The effective date of the formation was July 1, 2014. The District’s mission is “to provide safe, responsive, convenient, efficient, and environmentally responsible public transportation that serves the diverse needs of our community”. Its service area includes all unincorporated areas of Ventura County, as well as the cities of Ojai, San Buenaventura, Oxnard, and Port Hueneme. Prior to the formation of the District, the District operated as Gold Coast Transit under a Joint Powers Agreement with the County of Ventura and the four cities listed above.

The GCTD was formed through legislation, with provisions in place to accommodate potential expansion of the District into the jurisdictions of any of the currently non-member cities within the County (i.e., Santa Paula, Fillmore, Camarillo, Thousand Oaks, Moorpark, and Simi Valley), upon approval by (1) the City Council of the non-member city that is requesting to become a member of the District, (2) the GCTD Board of Directors, and (3) LAFCo.

Gold Coast Transit is currently governed by elected officials of the five current agencies. AB 664 in forming the Gold Coast Transit District allows for adding another member if city like Simi Valley were to join the Gold Coast Transit District:

“...may be expanded with the addition of a new members but shall not exceed 11 directors. One director shall be appointed by the governing body of each member...”

There are significant cost efficiency advantages to joining the Gold Coast Transit. According to the 2015/16 Performance Audit, the cost per vehicle service hour for Gold Coast Transit fixed route was \$73.58 for operation of 201,903 vehicle service hours. This means it cost Gold Coast Transit \$73.58 to operate one hour of bus service while it was in operation available to collect fares. This is a primary measure of transit cost efficiency. It costs Gold Coast Transit with its contract operations for ADA Paratransit \$73.58 per vehicle service hour for 43,007 vehicle service hours of operation.

Simi Valley Transit’s cost per vehicle service hour is significantly higher. For fixed route service, the cost per vehicle service hour was \$121.33 for the operation of 25,345 vehicle service hours. The cost per vehicle service hours for ADA/DAR in FY 2015/16 was \$187.38 with 17,356 vehicle service hours.

Overall, there are many trade-offs involved with considering becoming part of the Gold Coast Transit District. These could be fully explored in Phase II of the Short Range Transit Plan. For the revenues available, Gold Coast Transit District would be able to operate significantly more service than Simi Valley Transit can currently afford to operate. Overall, it could mean more frequent, direct, and later evening service, features that community outreach participants wanted.

Joint Powers Authority

Joint Powers Authority (JPA) are authorized in California law by Article 1 (commencing with Section 6500) of Chapter 5 of Division 7 of Title 1 of the Government Code. Developing a joint powers agreement among two or more local entities is very common in small urbanized areas like Simi Valley. The joint powers agreement typically spells out the powers contained in the joint powers agreement. The sample below is from Tuolumne County:

“The specific purpose of this Agreement is to exercise the common powers of the Members by the formation of a joint powers agency with full power and authority to own, operate, and administer a public transportation system within the boundaries of the County of Tuolumne, which Agency shall be the means by which transit needs of the Members may be met. The Agency will provide the policy direction and general oversight of the public transportation system.”

The JPA does not have the power to tax, but lists eight specific powers it does have. The most important as relevant to Simi Valley and other interested adjacent would be the power to 1) employ agents and

employees and to contract for professional services; 2) acquire, convey, construct, manage, maintain, and operate buildings and improvements; and 3) make and enter into contracts, including labor and employment contracts.

If there were interesting and willing partners, there could be a similar joint powers agreement among the East County cities including the City of Simi Valley, City of Thousand Oaks, City of Camarillo, City of Moorpark, Ventura County or any combination of the above. The formal agreement could be the Ventura East County Transit Agency. The governing body is typically one representative from each agency, with a five-member Board the most common.

The Board establishes an annual budget. It establishes procedures and policies to ensure competitive prices for purchase of goods and services.

Joint powers authorities are typically independent and do not have administrative overhead that a city operated system has. Because the agencies share administration, there are typically economies of scale compared individually city and/or County operated services.

As will be discussed in the next section, the administrative costs to operate Simi Valley Transit are quite high compared to joint powers authorities. While an exhaustive analysis has not been completed, an illustrative example provides the context.

The consultant for the Short Range Transit Plan very recently completed a Short Range Transit Plan for the Morongo Basin Transit Authority (MBTA), which operates under a joint powers agreement among cities of Twentynine Palms, Yucca Valley, and San Bernardino County. While this is rural transit agency, it operates more service supply in terms of vehicle service miles (miles buses operate when they are available for a passenger to pay a fare) with 660,067 compared to 563,461 for Simi Valley Transit. The independent agency has directly managed operations and maintenance and operates at \$78.42 per vehicle revenue hour (bus in operation for one hour while available to collect fares). It's worth repeating that the \$78.42 per vehicle service hour is directly operated by employees of the joint powers authority, a government entity. In 2015/16, Simi Valley operated at \$148.18 per hour systemwide as reported in the 2015/16 State Controllers Report. Admittedly, Morongo Basin is in a lower cost of living area than Simi Valley and this is not an apples-to-apples comparison, but even if one adjusted MBTA's figure upward by \$15 per vehicle service hour to account for cost of living differences, there is a notable significant difference. The most significant cost difference factor is total administrative costs. In Simi Valley, total administrative cost were projected to be \$1,604,300 in FY 2016/17. For MBTA, the total administrative costs last year were \$761,963, less than half of Simi Valley Transit. In general, independent joint powers authorities can be significantly more cost effective than a single city-operated transit system.

East County Transit Alliance (ECTA)

In signing the Memorandum of Understanding, this informal coordination structure has been responsible for operating the CONNECT service that enable seniors and disabled individuals to travel to destinations outside of the City of Simi Valley.

ECTA has a long list of voluntary programs that could improve overall East County transit service. There is program objective to have a single contractor in East County to operate all DAR services. Without changing the organizational structure, this could have significant economies of scale. However, the other East County jurisdictions have contracted service and Simi Valley has directly operated service.

Conclusion

Simi Valley Transit has very high structural administrative costs. In order to bring the average cost per vehicle service hour down to closer of the Ventura County average of approximately \$80-\$85 per vehicle service hour in 2015/16 dollars, there would need to an effort to reduce the overall administrative costs of Simi Valley Transit.

Alternatives to Evaluate in Phase II of SRTTP

The following are recommended alternatives to fully evaluate in Phase II of the Short Range Transit Plan.

1. Streamline Simi Valley Transit's Existing Structure

There are a number of technology changes that are being proposed that should significantly reduce the amount of paperwork and data entry that is currently being performed. The key question is to what degree can administrative staffing be streamlined once an effective Transit Management System is fully operational, reducing the significant amount of data entry and paperwork requirements that currently exists? The analysis will determine what potential cost savings are feasible and realistic.

A second area of inquiry is the appropriate administrative staffing for the new service plan. Most transit systems the size of Simi Valley have a single Transit Manager, a single Transit Operations Manager, and a Senior Management Analyst as their management team. Support staff include one Transit Supervisor per shift, a Senior Dispatcher, one dispatcher per shift and one clerical position. The Senior Dispatcher is equivalent to a Transit Supervisor and provides coverage when one of the Transit Supervisor is ill or on vacation. There will likely be a number of recommended changes to the way of Simi Valley Transit does business depending on the service plan that is adopted by the City of Simi Valley. The Phase II analysis will determine the appropriate staff and skill sets necessary to efficiently manage Simi Valley Transit depending on the service scenario option that is selected.

2. Contract out for operations and maintenance services

For this organizational alternative, similar to the cities of Moorpark, Thousand Oaks, and Camarillo, the City of Simi Valley would contract with a third party vendor for both operations and maintenance. The City of Simi Valley would still retain administrative oversight of Simi Valley Transit. The City Council would still be the governing body.

The Transit Manager would be in charge of developing a Request for Proposal (RFP) for competitive procurement of both operations and maintenance functions for fixed route and ADA/DAR services. The Transit Manager would be responsible for providing oversight to ensure that the contract terms are being satisfied. Typically, cities that contract for operations and maintenance retain the grants, financial management and marketing functions of a transit operation. In Phase II, the evaluation would recommend a City of Simi Valley staffing plan for this alternative.

Federal labor laws will minimize the potential cost savings of moving to a contracted environment. Federal Department of Labor provides protections to transit employees in providing any change from employment status as from a City of Simi Valley employee to a contractor employee. This can be a barrier to absorbing typical higher cost wage and benefits City employees into a contractor wage and benefit environment. This is discussed in more detail in Chapter 9.

3. Evaluate the Benefits and Costs of Joining Gold Coast Transit

As discussed above, Simi Valley does have the option of becoming a participating agency in the Gold Coast Transit District. It must be emphasized that the consulting team has not contacted Gold Coast Transit District management to begin discussion on this alternative. The consulting team will make the contact in concert with Community Service management staff if the City Council decides to include this alternative in the Phase II analysis of the Short Range Transit Plan.

In this alternative, all transit operations of Simi Valley Transit would be moved to the Gold Coast Transit District. This would mean that all Simi Valley transit employees would become employees of the Gold Coast Transit District for fixed route service, and employees of the contractor for ADA service.

In this alternative, the policy control of transit operations would be with Gold Coast Transit Board. The Board could expand to have one of the Simi Valley City Council members join the Gold Coast Transit Board.

All of the Local Transportation Funds and FTA 5307 funds would go directly Gold Coast Transit District.. If maintenance were absorbed at the Gold Coast Transit District Facility, it could have a very detrimental impact on Fleet Services. All of these factors would be evaluated in more detail if the City Council decides to fully evaluate this alternative.

4. Evaluate the Benefits and Costs of a Single Operator for ADA/DAR services in the East County

The implementation of a single operator for ADA/DAR services in East County is a high priority project goal of ECTA. This could potentially reduce the overall costs of ADA/DAR service delivery. A step in this direction was taken with implementation of the CONNECT service. CONNECT currently provides approximately 7,200 longer (and therefore more expensive) trips at an average cost of \$38.42 per trip.

For shorter trips, the cost per trip for Simi Valley Transit was \$74.79 in FY 2015/16, almost double the cost provided by contract operator for CONNECT. The farebox recovery ratio for CONNECT is 11.9%.

The consulting team will explore with the ECTA management committee on what steps would be necessary to implement this high priority action in East County. The cost implications would be evaluated.

Under this alternative, Simi Valley Transit drivers would need to transfer employment to the single East County DAR Operator. Federal Department of Labor regulations require that the wage and benefits of City employees are not worsened in transitioning to a contract environment. This is discussed in more detail in the next section, in the discussion of directly operated versus contracted operations. This will need to more fully evaluated in Phase II of the Short Range Transit Plan.

Directly Operated Versus Contract Service

Simi Valley Transit is a directly operated transit operation, with all management, supervisory, dispatchers, staff and transit coach operators being employees of the City of Simi Valley. Transit is part of the Community Service Department. SEIU is the union for general unit employees.

City Council members have asked that contract operations be fully evaluated in the Short Range Transit Plan. It should be pointed out that several comments were received at the open houses and in the onboard survey of existing passengers that contract operations was something that existing passengers were against: "No contracting." This sentiment was expressed because passengers in general have a high regard for the drivers on their route, and when passengers saw news reports that the SRTP would evaluate contracting, they wanted to express their support for the status quo.

This section is meant to provide the possible range of contracting opportunities in order to provide the City Council the background necessary on contracting alternatives they would like to see evaluated. There are constraints to taking immediate advantage of the economic benefits of contracts and these are also presented for important context.

In the transit industry, there are a large array of combinations of directly operated and contact services. Simi Valley is at one end of the continuum, where all of the management, operations, and maintenance are performed by City of Simi Valley employees. At other end of the spectrum is Lake Transit in Lake County where management, operations and maintenance are all contracted out. There are three contracts with the private sector, one with Lake County Area Planning Council (the regional transportation planning agency), a second for overall transit management, and a third contract for operations and maintenance of the Lake Transit system.

In between, there a number of combinations of how contracting is utilized by different transit agencies including those in Ventura County:

- Directly operated management, directly operated fixed route services for operations and maintenance, and contract ADA Paratransit services. Gold Coast Transit is an example of this permutation.

- Directly operated management, and contracted fixed route and ADA/Senior Dial-A-Ride services for both operations and maintenance. Thousand Oaks and Camarillo are examples of this structure.
- Directly operated management and maintenance, and contracted operations for both fixed route and ADA/DAR services. There is no local example of this organizational structure. Calaveras Transit is operated by Calaveras County and has this organizational structure.

Trade-offs Between Directly Operated and Contracted Services

The Project Manager for the Short Range Transit Plan has studied the trade-offs between directly operated and contract services for small urban transit systems like Simi Valley Transit as well as many rural transit systems that operate a greater supply of transit services for over 20 years. The following is a generalized summary of the primary trade-offs and factors to consider.

There is a trade-off of direct management control of directly operated operations with less direct control for contracted operations and maintenance. In a contracted environment, the directly operated management manages the contract, but the contractor directly manages the coach operators, mechanics, and dispatchers. Contract operations work best when there is an excellent contract with clear performance expectations and there is continuity in contractor management.

In several detailed cost analyses comparing peer systems of rural and small urbanized transit agencies, the general conclusion is that coach operators' direct wage rates of contractor employees are about 10% on average lower for both starting and ending wage rates. However, when calculating fully loaded wage rates that include paid time off and all benefits, the difference for high end coach operators for contracted operations is about 29.4% lower on average for a fully loaded directly operated municipal coach operator. The primary difference is low medical and retirement benefits typically paid to contractor coach operator employees.

Federal labor laws will minimize the potential cost savings of moving to a contracted environment. Federal Department of Labor provides protections to transit employees in providing any change from employment status as from a City of Simi Valley employee to a contractor employee. This can be a barrier to absorbing typical higher cost wage and benefits City employees into a contractor wage and benefit environment. The following are the statutory requirements of Section 13(c) of the Federal Transit Act, which are codified at 49 U.S.C. § 5333(b):

Such protective arrangements shall include, without being limited to, such provisions as may be necessary for (1) the preservation of rights, privileges, and benefits (including continuation of pension rights and benefits) under existing collective bargaining agreements or otherwise; (2) the continuation of collective bargaining rights; (3) the protection of individual employees against a worsening of their positions with respect to their employment; (4) assurances of employment to employees of acquired mass transportation systems and priority of reemployment of employees terminated or laid off; and (5) paid training or retraining programs. Such arrangements shall include provisions protecting individual employees against a worsening of their positions with respect to their employment.

Since Simi Valley Transit receives Federal transit monies, the City of Simi Valley is subject to all of the 13(c) requirements. The 13(c) requirements are very complex and any potential plans to change employment status of existing employees would require additional legal counsel beyond the scope of the Short Range Transit Plan.

It should be noted that there are examples of City operated transit services that have explicitly decided not to accept Federal funds to avoid all of the regulatory aspects that go along with Federal funding. The City of Clovis is one example of this.

Conclusions

As mentioned previously, there are directly operated transit systems that are under different organizational structures that are as cost-effective as contracted operations and maintenance services. In general, due to 13(c) Department of Labor restrictions, the economic benefits of just contracting without any organizational structure changes will not be significant during the 5-year time frame of the Short Range Transit Plan.

Two of the organizational alternatives currently have contracting as part of the alternative:

- 1) Gold Coast Transit District currently contracts for ADA Paratransit services.
- 2) The ECTA project for having a single operator for ADA and Senior Dial-A-Ride services would likely utilize one of contracted operations in East County.

These alternatives will have more impact on cost-efficiency goals than a stand-alone contracting alternative. It is therefore recommended that the three alternatives to be evaluated in Phase II be limited to the consideration of the three listed in the organizational alternatives section above.

9. Financial Scenarios and Financial Sustainability

In Chapter 8, there were three different organizational options and approaches that were recommended for further analysis. The financial outcomes for Simi Valley Transit are largely dependent on the four organizational alternatives suggested above:

1. Streamline Simi Valley Transit's Existing Structure
2. Contract out operations and maintenance.
3. Evaluate the Feasibility of Joining Gold Coast Transit District
4. Evaluate the Benefits and Cost of a Single Operator for ADA/DAR services in East County.

As discussed in some length in Chapter 5 on Recent Performance, the status quo performance is not cost efficient and cannot be sustained. This chapter provides considerations of three specific financial scenarios that incorporate the four organizational scenarios above.

This chapter is actually an important prelude to the next chapter that explores specific service delivery scenarios that are tied to the four different mission statement options provided in Chapter 7.

There are three different ways to think about financial sustainability for Simi Valley Transit. One school of thought is that financial sustainability is the ability to provide overall mobility services in the most cost-effective manner possible, close to the average performance of Ventura County agencies. The importance of cost effectiveness was stressed in the stakeholder interviews with City Council members. A second way to think about financial sustainability is to recognize the high structural costs of operating a municipal transit service but taking steps streamline management, and focus on achieving the farebox recovery ratio with increased local contributions. A third financial scenario would be for Simi Valley to join the Gold Coast Transit District.

Cost Efficiency Financial Scenario

This financial scenario emphasizes cost efficiency to achieve financial sustainability. It explores a number of efficiency measures to lower the costs as measured by the systemwide cost per vehicle service hour. The goal would be to come as close as possible to the average cost per vehicle service hour for other Ventura County transit agencies. This will likely mean a shift to a different mix service delivery options explored in the next chapter. The focus of the financial scenario here are strategies to change the cost structure.

The first step would be to provide a common basis for determining what is meant by "as close to the average cost per vehicle service hour of other Ventura County transit agencies." For example, the benchmark could be 120% of the average cost per vehicle service hour is in Ventura County. In FY 2015/16, the average FY 2015/16 cost per vehicle service for other transit agencies in Ventura County was \$79.45. 120% of \$79.45 is \$95.34. In FY 2015/16, the cost per vehicle service hour fixed route for

services provided by Simi Valley Transit was \$121.33. The challenge would be to reduce the overall cost per vehicle service hour by almost \$26 per hour in 2016 dollars.

For ADA/DAR, the challenge is even more daunting. In FY 2015/16, the cost per vehicle service hour was \$187.38. The average cost per vehicle service hour for Ventura County transit agencies per the 2015/16 performance audit reports was \$65.66 per vehicle service hour. 120% of \$65.66 is \$78.79 per vehicle service hour. Reducing the cost per vehicle service hour by over \$100 per hour is likely not feasible unless the service delivery method is completely changed. The metric may also need to be changed. The best metric would be the cost per passenger mile, as this allows a direct comparison of the cost for one passenger to travel one mile. This will need to be explored more in Phase II of the analysis.

It is clear that only major radical changes to the Simi Valley Transit organization and service delivery methods will enable it to be considered cost-effective. The service delivery alternatives are discussed in the next chapter. The organizational structure should be reconstructed to meet the needs of passenger in the new service delivery model. Importantly, there are lots of needs for demand responsive service among the disabled and senior community. It is important to ensure that the needs of seniors and the disabled community are not ignored as cost efficiency strategies are considered. In order to become cost efficient, there is a need to drastically shift the number of vehicle service hours provided by fixed route compared to ADA/DAR. Right now, fixed route is providing 25,345 vehicle service hours at \$9.22 per trip. ADA/DAR is providing 17,356 trips at a rate of \$74.79 per trip. Here is a list of candidate actions for the cost efficiency financial scenario that could be considered in Phase II:

1. Increase number of vehicle service hours on fixed route and increase its productivity. This will drop the average cost per vehicle service hour by just having more vehicle service hours.
2. Provide good fixed route alternatives for seniors and the disabled like community service routes. The community service routes could be operated in a route deviation mode to avoid ADA Paratransit requirements (deviated fixed routes are exempt from ADA service).
3. Consider \$1.00 fares for a Lyft/Uber ride up to 10 miles for ADA eligible individuals. Free fares on fixed route for ADA individuals and seniors or even free fares on the community service routes with convenient service. These are incentives for ADA Paratransit eligible person to utilize fixed route options whenever possible.
4. With actions #2 and #3 above, shift the demand to the degree possible from ADA/DAR to fixed route options so that 75% to 80% of the vehicle service hours are on fixed route.
5. Increase the fares on ADA services to the maximum allowed of \$3.00 and charging seniors a premium fare if they utilize ADA/DAR service. Actions #2 and #3 are the carrots to encourage fixed route utilization whenever possible. The allowable \$3.00 fare is meant to lower demand for ADA trips. For seniors and disabled who are on a fixed income, this could be a financial hardship. Some transit systems have a special fare for very low income passengers.
6. Shrink the ADA service area by operating just the commuter route and one mainline L-shaped route on East Los Angeles, combined with community service operated as route deviation.
7. After shrinking demand for traditional ADA service as defined in #6 above, consider joining a single agency ADA/DAR for East County service delivery. This would enable more cost-effective

service delivery. CONNECT was the first step towards this consolidated effort. For longer trips, CONNECT's contracted service costs has a cost per passenger of \$38.42 compared to \$74.79 for Simi Valley ADA/DAR services. Under a contract operation, existing driver's wage and benefits would remain the same, but over time as coach operators retire or terminate employment, both the average coach operator wage and benefits would go down. This would allow Simi Valley Transit to substantially shrink the overhead in dispatching and middle management by joining a contracted service for a single East County DAR.

8. Simi Valley Transit, in this scenario, would continue to operate fixed route service. There would need to be a significant reduction in Simi Valley transit management staffing to make this option financially viable.
9. Establishing financial partnerships with the Reagan Library Foundation, Simi Valley Unified School District, Millennium, ARC, and others to maximize both farebox revenues and local contributions.

It is possible that not all of these actions would be required to meet the cost efficiency goals established by the Simi Valley City Council. Many of the service delivery and fare options are reviewed in much more detailed in the next chapter. However, this gives concise overview of what would likely be required in order make the cost efficiency financial scenario a viable option.

Streamline Simi Valley Transit Management and Increased Local Contributions

A less radical approach to the Cost Efficiency Financial Scenario is doing whatever is feasible to improve efficiency within the existing organizational structure, but with the focus of fostering partnerships and utilizing some strategically targeted general fund money to sponsor specific services. Achieving the farebox recovery ratio of 10% for ADA/DAR and 20% for fixed route is one way to view achievement of financial sustainability. These are the possible actions to make this work:

1. As discussed earlier, once the Transit Management System is fully implemented, and a service plan scenario is selected (discussed in detail in the next chapter). In Phase II, it will be determined how Simi Valley Transit administrative can be streamlined to best meet the mobility needs of Simi Valley Transit.
2. The second focus would be to maximize fare revenues, which for fixed route means increased ridership per hour and for ADA Paratransit, it likely means an increased fare to the allowable \$3.00 per trip. The option is to charge a higher premium fare for seniors, increasing the incentive to ride a restructured fixed route service for just \$0.75. Increased fare revenue is also being market sensitive to human service agencies and selling single ride tickets for both fixed route and ADA/DAR, and only implementing such targeted services such as school trips or a Reagan Library shuttle if there is financial participation in the form of transit ticket and pass sales, with a minimum sales figure to operate the service.
3. A third strategy that would be to utilize general fund monies to help subsidize services like the community service routes and sufficient funding after the above steps are taken to bring the farebox recovery requirement up to 10% for ADA/DAR and 20% of fixed route. As long as State

or Federal funds are not utilized, the general fund monies needed to meet the farebox requirements could be minimal. In Phase II, we would determine the range of general fund monies that would be required.

Join the Gold Coast Transit District Financial Scenario

This financial scenario recognizes the potential benefits of cost efficiency and additional supply of transit services by joining the Gold Coast Transit District. As discussed earlier, Gold Coast Transit has not been approached on the feasibility and desirability of Simi Valley Transit becoming part of Gold Coast Transit. If the Simi Valley City Council adopts this alternative for further analysis, then Gold Coast Transit would be contacted by Simi Valley Transit to initiate discussions.

According to the just released performance audit, the cost per vehicle service hour for Gold Coast Transit was \$81.27 for operation of 201,903 vehicle service hours in 2015/16. It costs Gold Coast Transit with its contract operations for ADA Paratransit \$66.21 per vehicle service hour for 43,007 vehicle service hours of operation.

Simi Valley Transit's cost per vehicle service hour is significantly higher. For fixed route service, the cost per vehicle service hour was \$121.33 for the operation of 25,345 vehicle service hours. The cost per vehicle service hours ADA/DAR in 2015/16 was \$187.38 with 17,356 vehicle service hours.

Simple math illustrates the difference in service supply based on the actual 2015/16 costs of Simi Valley Transit. In 2015/16, Simi Valley Transit spent \$3,075,095 on fixed out transit. Utilizing the \$73.58 cost per vehicle service hour for Gold Coast Transit, for illustration purposes only, this would enable 41,793 vehicle service hours instead of the 25,345 vehicle service hours actually provided by Simi Valley Transit. This would enable more frequent service, a longer span of service, and Sunday service, three of the top priorities of existing passengers.

For ADA/DAR, Simi Valley spent \$3,252,231 on ADA/DAR services. Utilizing the \$66.21 per vehicle service hour spent by Gold Coast Transit, this would enable 49,120 vehicle service hours instead of the actual 17,356 actually provided by Simi Valley Transit in 2015/16. Some of these hours could be transferred to improved fixed route service, making the overall Simi Valley transit operations more cost effective.

These are overly simplistic illustrations, as discussions would need to be held with Gold Coast Transit to actually determine the supply of transportation that could actually be provided. Vehicle service hours and vehicle service miles are typically based on a cost model that Simi Valley Transit has not adopted.

There are also significant potential Federal Department of Labor constraints that might provide a barrier to this financial scenario. The Gold Coast Transit District contractor for ADA/DAR service would need to provide the same wages and benefits to transit coach operators to meet Federal Department of Labor requirements and they may not be willing to do this. For fixed route, Gold Coast would need to accept the same wage rates and benefits for transit coach operators and other staff that would become employees. In other words, this conceptual financial scenario would be significantly more work to determine if it actually financially feasible.

10. Recommended Alternatives for Analysis

This chapter of the working paper provides the recommended alternatives for analysis in Phase II. To the extent possible, the methodology to be utilized in the analysis is described. The alternatives were formulated from the extensive community outreach discussed above. This is combined with the consulting team's expertise to facilitate the analysis to provide the City Council with informed choices for improving mobility in Simi Valley. There are six categories of alternatives discussed below:

- Fixed Route
- ADA/DAR
- Regional Service
- Fares
- Marketing Elements

Fixed Route Alternatives and Analysis Plan

Review of Key Outreach Findings

The Key Themes section above provided six key themes. The headlines are repeated here for reader convenience and context for the rest of this section. The reader can find significantly more detail on each of these themes in Chapter 7 above.

1. Existing passengers need the fixed route service to conduct their daily life.
2. For many, including existing bus riders, the primary complaint is that a bus trip takes way too long between point A and B.
3. With buses stopping at 7 p.m. and not operating on Sundays, it's a significant barrier to many who would like to ride local fixed route service.
4. The strong local perception of residents, stakeholders and some City Council members of empty buses is both true and false.
5. If Simi Valley Transit is going attract potential riders, then direct and convenient fixed route transit service will need to be implemented.
6. Improved service to Moorpark College is extremely important.

The bottom line from the community outreach effort is that there is a need to completely restructure fixed route service in Simi Valley. Importantly, this needs to be done in a way that enhances mobility for existing riders, but makes enough improvements to attract new riders. In rethinking fixed route service, there several important factors to consider:

- Fixed route service design variables
- Service delivery scenarios
- Methodologies for analysis
- Key performance standards

Fixed Route Service Design Variables

In providing fixed route transit service, the following are the key design variables that will be utilized in Phase II to finalize the design of fixed route service alternatives.

1. Transfer Locations: Unlike most small urbanized areas similar to Simi Valley, there is currently no transit center. Transit centers are where buses arrive and depart and passengers are able to conveniently transfer from one bus to another to reach their final destination. Many systems have established two transit centers so that strategically, the large majority of trips from point A to point B can be taken with no more than two buses.

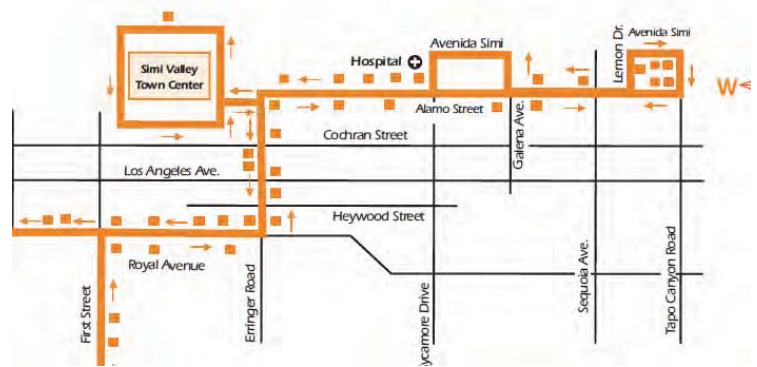
Existing Condition

The Civic Center in the existing route network is a de facto transfer location. However, the existing transit network and schedule is dysfunctional and is really not a transfer location.

Perhaps telling a customer experience story illustrates why the Civic Center as a transfer location is dysfunctional. The SRTP Project Manager, on his first site visit, made up a trip that he needed travel from Royal and First St. to Chatsworth. This involves a transfer from Route D to Route C. The schedule simply says that the Civic Center is where you can transfer from Route D to Route C. The route map shows the service on Tapo Canyon Road, but not which stop the transfer location is located. Being a new Simi Valley Transit rider, the Route D schedule shows that the bus arrives to the Civic Center at 7:08 a.m. but the Route C bus departs at 7:07 a.m. The Project Manager alerted the driver that he would like to transfer to the Route C bus, and was told that it may be possible, but that the Route C usually departs by the time he arrives at the transfer location. The next Route C bus does not depart until 8:21 a.m.

The Project Manager then told the driver that he was the Short Range Transit Plan Project Manager and

Route D Map



ROUTE D (Monday-Friday)

Northbound

Presidential Library	W.R. Pkwy & C. Club Dr.	Royal Ave. & First St.	Simi Valley Town Center	Civic Center
	*5:17 AM	5:29 AM	5:40 AM	5:58 AM
	6:35 AM	6:47 AM	6:58 AM	7:08 AM
	7:41 AM	7:48 AM	7:59 AM	8:17 AM
9:26 AM	9:33 AM	9:45 AM	9:56 AM	10:14 AM
10:55 AM	11:02 AM	11:14 AM	11:25 AM	11:43 AM

needed to catch Route C. The driver politely radioed the driver of Route C and asked him to hold the bus. The Project Manager was not sure where to transfer, as there are two stops at the Civic Center at Avenida Simi and Alamo along Tapo Canyon Road. The driver tells him to get off at Alamo, so he does, thinking this where the transfer will be. As he sits down at the bus shelter, the driver asks through the open door, “Why are you sitting down? The bus is waiting for you over there,” pointing to the bus across both Alamo and Tapo Canyon Road. He therefore needs to cross two busy streets to catch the waiting bus.

The bottom line is that this not how a transfer location should work. The four screen shots of Route C and D maps and schedule at the right illustrate how the lack of schedule and information coordination makes it difficult to utilize Simi Valley Transit. There are significant opportunities for both better schedule coordination and passenger information.

Functional Transfer and Transit Centers

There are two types of functional transfer locations, an on-street transfer location and a dedicated transfer center. The following are illustrations and features of both an on-street transfer location as well as a transit center.

The following are general design guidelines for a transit center:

- Availability of land.
- Minimize walking and have passengers not cross the street to transfer.
- Buses have a timed transfer. An example would be four buses arrive at :25 after the hour and leave at :30 after the hour, allowing 5 minutes for passengers to transfer between buses.
- Adequate bus shelters are provided

There are four candidate locations for a Simi Valley Transit Center:

1. Civic Center
2. Town Center Mall
3. Cochran/Galena in the Walmart area
4. Metrolink Station

ROUTE C (Monday-Saturday)

Eastbound

• Civic Center	L.A. Ave. & Tapo St.	+ L.A. Ave. & Yosemite
*5:50 AM	5:58 AM	6:11 AM
7:07 AM	7:12 AM	7:25 AM
8:21 AM	8:26 AM	8:39 AM
9:31 AM	9:36 AM	9:49 AM
10:41 AM	10:46 AM	10:59 AM

Route C



An example of a transit Center is the Transportation Center in Thousand Oaks shown at the right.

An on-street transfer location is typically a secondary transfer location where perhaps three buses might meet to allow passengers to transfer. There needs to be sufficient curb space for three bus to share either the same curb or adjoining curbs. There also need to be bus shelters, ADA accessibility, and good sidewalk connections to and from the on-street location.



2. Service Frequency

Existing Conditions

Simi Valley Transit has three different service frequencies:

- Routes A and B: Every 0:45 minutes
- Route D: Varies in minutes from 1:01 to 1:57, with everything in between.
- Route C: Every 1:10 minutes

The variance in schedules makes transfer difficult for timed transfers.

Alternatives to be reviewed in Phase II

- 30-minute service: In focus groups and open houses, 65% of riders ranked more frequent buses on Routes A and B as very important (“6” or “7” on a scale from 1 to 7).
- 45 minutes (status quo)
- 60 minutes

Depending on demand, service frequencies can be lower in the early morning and in the evening.

Ideally, service frequencies are on “clock headways”. What this means is the bus departs the stop at the same time each hour. For example, buses might depart at :50 after the hour at the Civic Center and :12 after the hour at Los Angeles and Yosemite. This would mean at the Civic Center, you wouldn't need to remember a schedule, if service was every 30 minutes, then buses would depart at :20 and :50 after the hour. If a bus is every hour, it would depart at :50 after the hour. It's not unusual in other small urbanized areas to have 30-minute service during peak demand periods, and 60 minutes in the early morning and evening when demand is typically lower.

3. Span of Service

There are two types of span of service.

- The hours of operation on a particular day of the week
- The days of the week service is operated

Existing Conditions

The span of service has currently been designed so that there are two 8 hour shifts for the coach operators, a morning and an evening shift. The current span of service ranges between 5:15 a.m. to 5:50 a. m. to 7:46 p.m. to 8:01 p.m., depending on the route. Service is operated Monday to Saturday regardless of the demand.

No Sunday service is currently provided by Simi Valley.

Alternatives for Analysis

By far, implementing Sunday service received the most “investment” at the two Open Houses. Additionally, in the onboard survey, Sunday service was the most important service improvement by a factor of two. However, there is a distinct trade-off of providing Sunday service as ridership is typically 50% of average weekday ridership, and therefore Sunday service normally reduces average productivity and farebox recovery ratio.

Service to 10:00 p.m. was a common refrain during the focus groups and open houses, and input from the onboard survey found that this was the second most important service improvement after Sunday service. There is also a trade-off for providing evening service, as despite existing potential passenger desires, passenger productivity on most small urbanized transit systems declines significantly after 6:00 p.m. In fact, on Route B, ridership per hour was about 40 passenger boardings between 4:00 and 5:00 p.m., but dropped to just 13 passenger boardings between 6:00 and 7:00 p.m.

The alternatives to explore for span of service will be:

1. Status quo and adding Sunday service from 9:00 a.m. to 5:00 p.m.
2. Service to 10:00 p.m. Monday to Saturday and 8:00 p.m. on Sunday
3. Service to 9:00 p.m. on weekdays, 7:00 p.m. on Saturday and 5 p.m. on Sunday
4. Service starting at 5:00 a.m. on Route C but at 6:00 to 6:30 a.m. on other routes

As discussed above the span of service will include more frequent service during peak demand periods and less frequent service in lower demand periods.

4. Directness of Route

Route Types

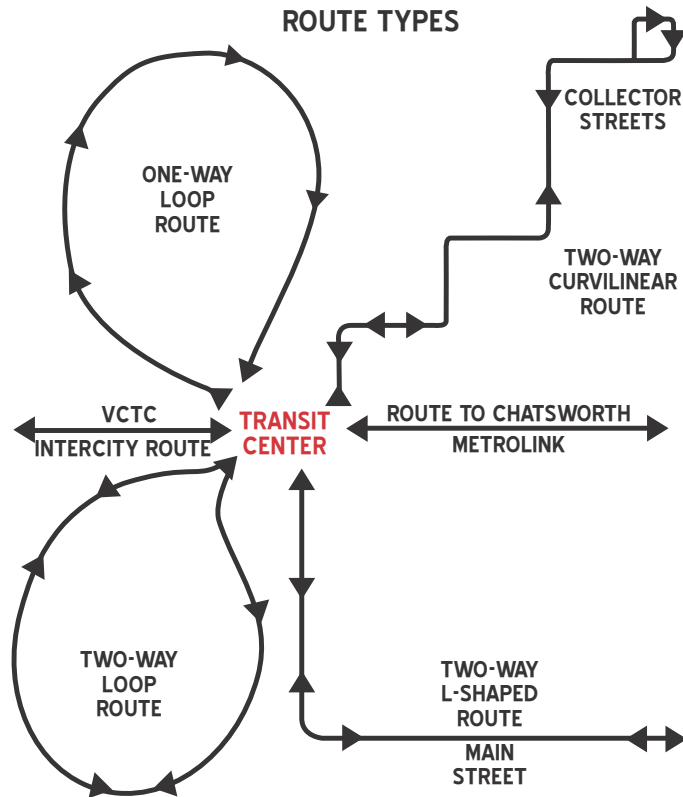
There are four typical types of routes:

One way loops: The bus only travels in one direction. The one-way loop on Route D from First and Royal to the Reagan library is an example. This is a very inconvenient route structure as passengers have to travel around the loop to get where they want to go.

Two way loops: This is where a loop has two routes that provide service clockwise and counterclockwise. Routes A and B are two-way loops for the route segments East of Erringer Road. On most of the segments west of Erringer Rd., the service is a loop with service in only one direction. More comments on disadvantages of this route structure are under Existing Conditions below.

Two-way curvilinear routes: In this route structure, routes are provided with service in both directions on each of the streets they serve, but are curvilinear to connect major activity centers and penetrate neighborhood, off the main street.

Two-way direct service: This route provides direct two-way service along its entire route. Route C, except for a one-way loop along Tapo and Tapo Canyon Rd., is a very good example of a two-way route. The diagram above shows a typical L-shaped route that provides both East-West and North-South service, which will be proposed as the route type in Phase II of the Short Range Transit Plan.



Existing Conditions

Simi Valley Transit is a mix of different route types. The main Routes A and B provide good two-way service east of Erringer, but essentially only provide service along portions of Royal, Los Angeles Ave. Cochran, and Alamo. The north-south routing is very minimal. This results in the very long trips that the consulting team heard as a very recurring theme during the focus groups, open houses, and the onboard passenger survey comments.

An illustrative trip shows you the problem with the existing route structure. Let's say a passenger lives near Cochran and Erringer and wants to travel to the HSA office on Madera Rd. for a social service appointment. Because the HSA is only served by Route A, it is the only route option this passenger has, and for her purpose, it is a one-way loop route. The trip to HSA is very short, less than 10 minutes. However, on the way home, because of the one-way loop on Route A, it would take this passenger approximately 80 minutes for the return trip.

Alternatives to Be Reviewed in Phase II of SRTP

To maximize ridership, routes that provide two-way service along the same street will be a primary design feature. There were a number of focus group and open house comments about the importance of providing frequent two-way service along the entire length of E. Los Angeles Ave. between Yosemite and Madera Rd.

For alternatives that maximize coverage to areas not served by Simi Valley Transit, curvilinear routes will be utilized.

One way loops will only be employed where the bus needs to turn around - short one-way loops at the end of the route are tolerable.

Simi Valley does have an East-West orientation, but routes that have an L-shape can provide two-way service on both the primary east-west orientation but also on key north-south streets such as Sycamore St. The utilization of two-way L-shaped routes will be fully evaluated in Phase II of the Short Range Transit Plan.

5. Connectivity

Existing Conditions

In Chapter 2, the poor existing conditions for transfers and the near misses of bus connections was chronicled. One very popular transfer location on Route C from the Chatsworth Metrolink station is at Yosemite and East Los Angeles. In order to transfer to Route B westbound, the average wait time is 24 minutes. Ideally, the wait time would be five minutes.

Another example is a trip from Thousand Oaks on the VCTC East County Route. If you want to transfer to Route D to go to the Reagan Library, for example, there is an average wait time of 34 minutes at the Simi Valley transfer point.

The bottom line is that connectivity is a significant issue with the existing schedules. There are too many near misses and long passenger wait times.

Connectivity Features of Fixed Route Plan

There are always scheduling trade-offs involved to ensure connectivity. There are really no alternatives for this feature. The restructured Simi Valley Transit routes will be structured such that connectivity between routes is a key consideration.

Simi Valley Transit is currently in the process of updating the connections to VCTC services.

Service Delivery Scenarios

In order to illustrate the trade-offs of the fixed route restructuring to achieve different community goals, in Phase II we plan to develop the following service scenarios:

1. Transit Service Delivery Scenarios

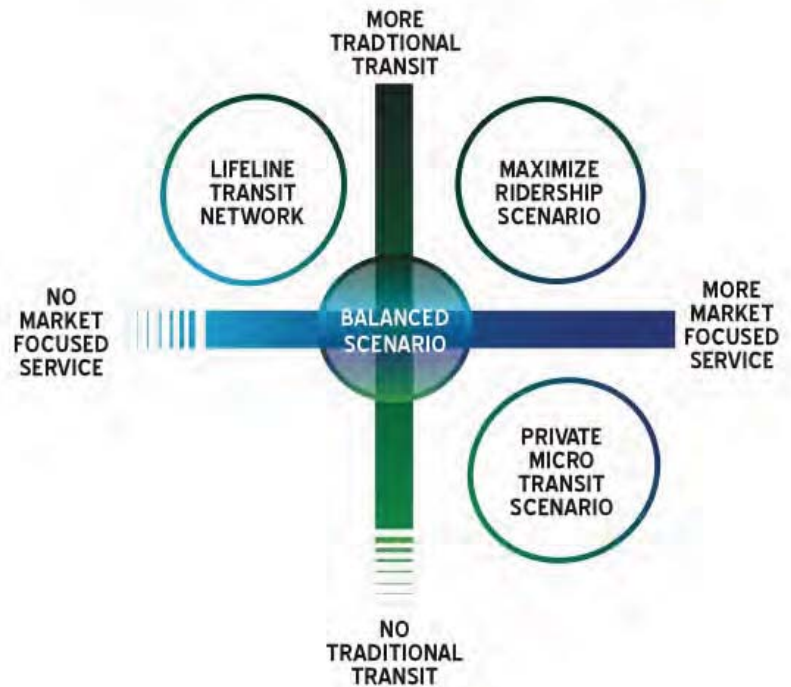
- Lifeline Transit Network
- Maximize Ridership
- Private Micro-Transit
- Balanced

2. Market focused

- School Trippers
- Reagan Library shuttle
- Community service routes
- Uber/Lyft subsidies for short trips, \$5 cap
- Crowd sourced fixed route app

The design variables described above will be incorporated into each of these service scenarios. They are discussed below. Three of the scenarios would utilize traditional fixed route service, while the *Private Micro-Transit Scenario* would likely only utilize crowd-sourced fixed routes. The degree of the utilization of other market-focused options will depend on the scenario. *The Lifeline Transit Network Scenario* would be a one end of the continuum utilizing mostly traditional transit service. At the other end of the continuum, the *Private Micro-Transit Scenario* would have little or no traditional fixed route transit and would rely more on market focused services such as crowd-sourced routes and Uber/Lyft.

SIMI VALLEY MOBILITY SERVICE DELIVERY SCENARIOS



Mobility Service Delivery Scenarios

The *Lifeline Transit Network Scenario* provides traditional transit fixed route service that provides efficient service as much as possible but provides the necessary coverage so that existing riders and other transit dependent riders are able to utilize bus service as a means of conducting their lives. The service scenario is aligned to the mission statement: “To provide and safe and cost-effective mobility options to serve the transportation needs of transportation disadvantaged individuals in Simi Valley”. The lifeline network would have services from with the current 5:15 a.m. start time, but would last until 10 p.m. on weekdays and Saturday and until 8 p.m. on Sunday. The longer span of service and broader coverage may require 60 minute frequencies on the local routes in order to be affordable within the available budget for the “Streamlined Existing Cost Structure” financial scenario. In the “Gold Coast Cost Structure” financial scenario, a larger transit network, a longer span of service, and targeted 30-minute service during peak commute hours may be possible.

A second transit service delivery scenario would be to focus services where they can maximize ridership potential, what we’ll call the *Maximize Ridership Scenario*. This scenario is aligned with the mission statement option: “To provide safe and cost-effective mobility options throughout Simi Valley to serve the transportation needs of residents and visitors.” The focus of this scenario would be to develop a minimum of 30-minute service to be provided on local routes, but would have less coverage than the Lifeline Service. The service would be designed to have as direct service as possible, with timed transfers so that 90% of the desired passenger trips would need to take a maximum of two buses to travel between major origins and destinations. This scenario would utilize high ridership market focused solution as discussed below, including high ridership school tripper service.

In both the *Lifeline Transit Network* and *Maximize Transit Ridership Scenarios*, a route extension to Moorpark College will be explored in coordination with the East County route, a proposed new route connecting Simi Valley, Oxnard and Ventura. It will be determined in the analysis if a SVT direct route and increased service by VCTC is more advantageous.

A third transit delivery scenario, *Private Micro-Transit Scenario*, would rely or mostly rely on market-focused service delivery methods as described below. The emphasis would be on private sector and demand based solutions while minimizing public subsidy dollars. This scenario is in response to a few attendees at the open house, a stakeholder interview participant and discussion at one of the City Council stakeholder meetings where micro-transit options were discussed. In this scenario, the fixed route options would be limited crowd-sourced app options that are described in more detailed below. The scenario would supplement this with Lyft/Uber/Taxi discounts for very low-income residents. Traditional DAR service would be available to disabled resident and visitor access. This service delivery scenario is aligned with the mission statement option: “To provide safe and cost-effective mobility options led by private sector innovation in meeting market driven transportation needs of Simi Valley residents and visitors.”

A fourth scenario, the *Balanced Service Scenario*, would combine the best features of *Lifeline Transit Network* and *Maximize Ridership Scenarios* to balance the needs of the transportation disadvantaged

with targeted services for other Simi Valley residents and visitors. It is possible that some elements of the *Private Micro-Transit Scenario* could also be incorporated. This service scenario is aligned to the mission statement option: “To provide safe and cost effective mobility options throughout Simi Valley to serve the transportation needs of residents, students, employees and visitors with a priority resource allocation to transportation disadvantaged individuals.”

Methodologies to Utilized in Phase II

From the onboard survey dataset, we have trip origins and destinations that will be utilized to help formulate *Lifeline, Maximize Ridership, and Balanced* route network designs scenarios. The open houses and focus group provided key input on the most important origins and destinations to serve. Employment of L-shaped routes would enable both east-west and north-south travel options to provide more direct service. Exploration of a primary transit center where both Simi Valley Transit and VCTC buses can have timed transfers will also be included. In Chapter 10 above, two financial scenarios would provide different availability of supply of vehicle revenue hours and vehicle revenue miles. This will affect the service levels and span of service provided in each of the route structure alternatives.

Market Focused Options

Each of the three service scenarios will also incorporate different levels of market focused options, depending on the goals of the service scenarios and the affordability under the three financial scenarios. The type of market-based options will include the following.

School Tripper

School trippers are special routes that are open to the general public, but that connect high concentrations of middle and high school resident locations with the bell times at the beginning and end of the day at the schools they attend. School tripper routes only operate when schools are in session.

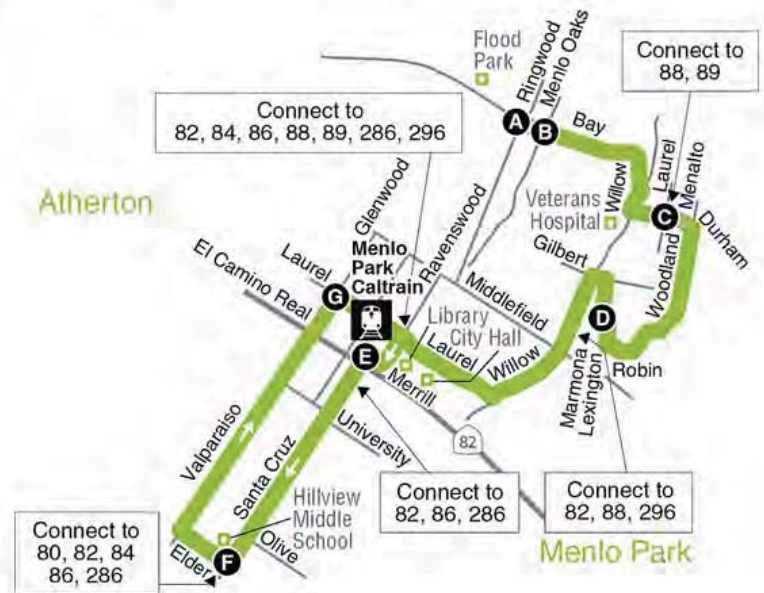
School Tripper Industry Example

SamTrans and the school district in Menlo Park have an excellent partnership for a school tripper. “F” on the map to the right is Hillview Middle School, and the route was designed in collaboration with school administration, parents, SamTrans, the local bus operator, and staff.

The route is open to the general public, but only operates on school days. As the schedule below shows,

Route 83 - School-day Only

Effective August 7, 2016



there are two trips in the morning, a regular schedule and a schedule for minimum days. The buses are full on every trip and the school sells monthly passes to the students.

School Tripper Phase II

Methodology and Process: A demographic map showing the schools in Simi Valley is shown in Exhibit 10-1. The consulting team is working with the Simi Valley Unified School District (SVUSD) to get data on residential

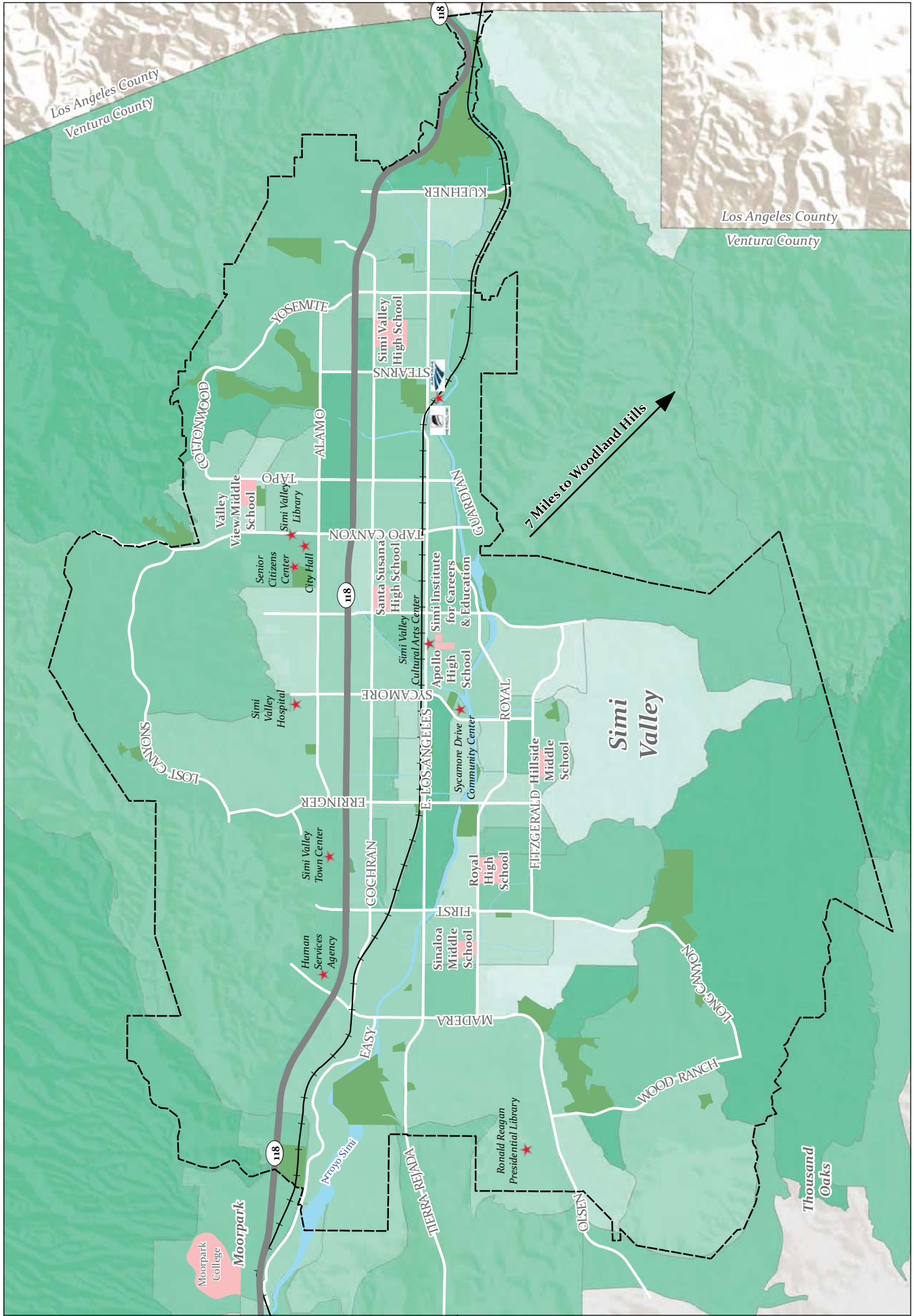
concentrations of students attending different schools. The data will also be mapped. The SVUSD will provide bell times for the schools. A few pilot school trippers with the best chance for success will be developed with a preliminary route and schedule. The consulting team will then meet with the school district staff at the site to refine the route(s) and schedule. In order for the pilot project to run, a minimum number of monthly passes would need to be sold in advance. The analysis will determine what the threshold will be, but it's likely to be in range of 30-40 advanced monthly passes sold. The second condition to initiate the pilot project will be that the school site agrees to sell monthly passes to the students. In order to encourage monthly pass sales, a new monthly pass category will be proposed for student monthly passes.

At present, all middle schools and high school currently sell transit passes to students.

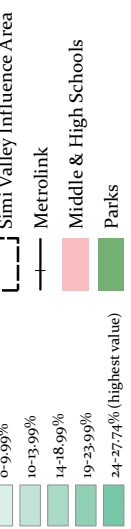
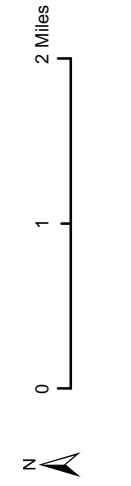
WESTBOUND - Weekday Mornings to Hillview Middle School				
Bay/Ringwood	Durham/Laurel	Marmona/Robin	Merrill/Santa Cruz	Hillview School
A	C	D	E	F
7:28	7:36	7:43	7:53	8:00
7:33	7:41	7:48	7:58	8:05

EASTBOUND - Weekday Afternoons to Bay/Menlo Oaks				
Hillview School	Laurel/Glenwood	Marmona/Robin	Durham/Laurel	Bay/Menlo Oaks
F	G	D	C	B
2:40#	2:51#	3:03#	3:10#	3:17#
2:43#	2:54#	3:06#	3:13#	3:20#
3:18*	3:29*	3:41*	3:48*	3:55*
3:21*	3:32*	3:44*	3:51*	3:58*

Public Timetable Notes: AM - light type. **PM - bold type.**
 * School Days Only - Mondays, Tuesdays and Fridays. # School Days Only - Wednesdays and Thursdays.
 Not all stops are shown. Please call 1-800-660-4287 for other bus stops.



Data Sources
 - Demographic Data courtesy of United States Census Bureau/
 American Fact Finder: "B00001: Age/Sex," 2011-2015
 American Community Survey
 -Topography Base Map courtesy of ESRI, USGS, NOAA
 -All Other Layers courtesy of the City of Simi Valley



Reagan Library Shuttle

The objective of the Reagan Library Shuttle would be to enable a tourist to Simi Valley to stay overnight after taking the Metrolink train to Simi Valley, visit the Reagan Library, and then return to the Metrolink station in order to catch the train back to the Los Angeles area. A special route would be designed to take Metrolink passengers to 1) major hotels and 2) Reagan Library.

Service Delivery Options

There are four service delivery options that will be evaluated in Phase II:

- Contracted service with a qualified vendor
- Collaborative effort and joint venture among interested hotels. This would utilize the same models that multiple hotels use for service to and from nearby hotels and the airport.
- Special code with Uber or Lyft for qualified trips from Metrolink to the hotel and from the hotel to or from the Reagan Library.
- Service operated by Simi Valley Transit, as either a fixed route or demand response service.

Methodologies for Analysis

A key factor in determining the feasibility of a Reagan Library Shuttle are willing and able partners. In the stakeholder interviews with the Reagan Library, and in a brief group meeting with the Simi Valley Tourism Alliance representative at the Chamber of Commerce, there appeared to be support for the concept outlined below. There is an existing private sector vendor that currently provides a parking shuttle for the Reagan Library, and efforts would be undertaken to determine the potential costs of a contracted service.

Both Uber and Lyft will be approached to determine if one or both ride hailing firm would be a willing and able partner in this endeavor. Options for the passenger portion of fare and subsidized amounts would be prepared. Estimates of annual subsidy requirements would be prepared. The costs would be prepared for having Simi Valley Transit operate the service on both a fixed route and demand response basis.

A comparison chart will be prepared that provides the comparative costs and potential ridership of each option. The ridership estimates will have significant ranges as there is a great deal of uncertainty on how the public would respond to the Reagan Library shuttle.

Community Service Route

Community service routes are designed to meet the needs of seniors and disabled individuals, but are open to the general public. The primary goal is to offer these target populations a convenient alternative to the significantly costlier ADA/DAR service. Another primary goal is to reduce the demand of ADA/DAR service by giving a cheaper and much more convenient option for the trip they need to make. The community service route could have the following features:

- Operates every weekday from approximately 10 a.m. to 4 p.m.
- Connect senior housing with the grocery store, pharmacy, medical clinics/doctor office complexes, senior center, shopping, and the library with a one seat ride (no transfers required).
- Schedules are designed such that the bus stops at each location the same time each hour. So if a senior is dropped off at a grocery store at 10:05 after the hour, the bus will return again at 11:05 a.m. A sample schedule from a Menlo Park Midday Shuttle (community service route) is shown on the next page to illustrate the schedule simplicity and the one seat ride.
- Operates with small low floor buses, similar to the Arboc buses that currently operate on the fixed route services. Fixed route buses have two wheelchair stations. The community service route buses could accommodate three wheelchairs.
- The bus stops are at the front door of the activity center, for example, at the front door of Target. This avoids the long walks from the on-street bus stops across parking lots to the front door of the activity center.
- Shopping carts and groceries are allowed on the bus
- Drivers help passengers on and off the bus with shopping carts and other devices.
- Fares are free or very low cost. If the service is free and supported with City of Simi Valley general funds or a service organization, then all of those moneys are counted toward local contributions in calculating the farebox recovery ratio. The full financial impact would be fully evaluated in Phase II.
- Branding of the buses makes the buses friendly and inviting for seniors and persons with disabilities.

In areas that operate community service routes, seniors and disabled individuals who are not ADA Paratransit certified and those that are ADA Paratransit certified find that the routes provide the option for spontaneous trips the same day without having to make an advanced reservation.

Productivity of the community service routes as measured by passengers per vehicle service hour is typically in the 7-10 passengers per vehicle service, about 3-4 times the productivity of the existing ADA/DAR service.

Industry Example

The City of Menlo Park operated a community service route branded “Midday Shuttle” with a single route for over fifteen years. Glenwood Inn is a senior housing complex. For a trip to Safeway, a grocery store, the senior resident would know that the Midday Shuttle stops at her residential complex every

hour from 9:50 a.m. to 1:50 p.m. Let’s say she takes the 10:50 a.m. shuttle from Glenwood Inn and arrives at Safeway at 11:03 a.m. She knows that the shuttle will be back to pick her up at 12:03 p.m., will pick her up at the front door of Safeway and the driver will help her on with her grocery cart, and will return back to Glenwood Inn at 12:50 pm, with the driver helping her and her grocery cart off the small bus.

Runs Monday through Friday

To Stanford Hospital														
Menlo Park Senior Center	Belle Haven Library <small>(Corner of Chino & Hamilton)</small>	V.A. Medical Center	Menlo Park Library	Glenwood Inn	Crane Place/ Menlo Clinic	Santa Cruz Ave/ El Camino Real	Menlo Park Caltrain Station	Safeway	Little House	Partridge/Kennedy	Macy's	Andronico's	Stanford Hospital	Blake Wilbur Clinic
9:30	9:33	9:38	9:45	9:50	9:53	9:57	10:00	10:03	10:06	10:11	10:14	10:17	10:21	10:23
10:30	10:33	10:38	10:45	10:50	10:53	10:57	11:00	11:03	11:06	11:11	11:14	11:17	11:21	11:23
11:30	11:33	11:38	11:45	11:50	11:53	11:57	12:00	12:03	12:06	12:11	12:14	12:17	12:21	12:23
12:30	12:33	12:38	12:45	12:50	12:53	12:57	1:00	1:03	1:06	1:11	1:14	1:17	1:21	1:23
1:30	1:33	1:38	1:45	1:50	1:53	1:57	2:00	2:03	2:06	2:11	2:14	2:17	2:21	2:23

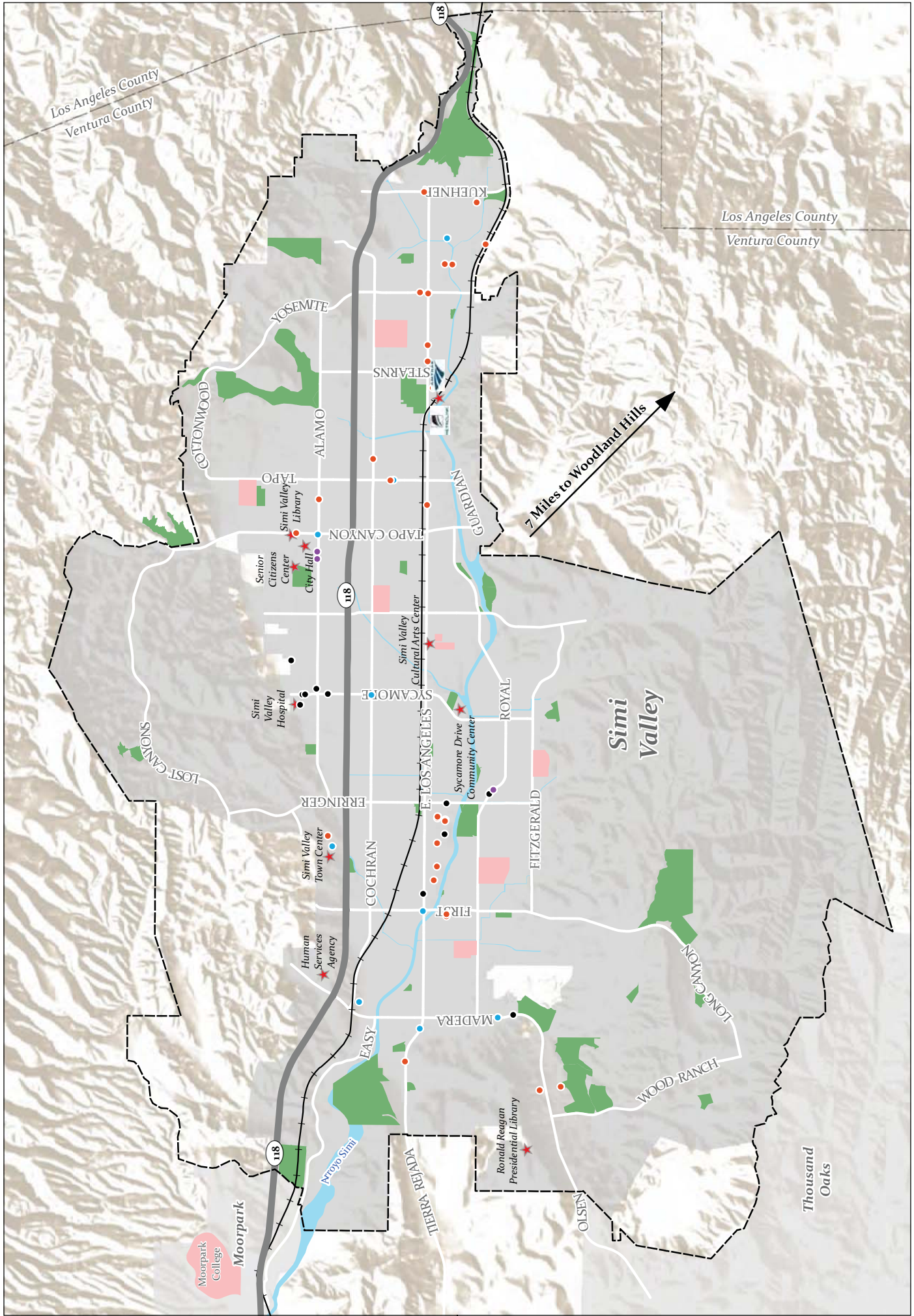
To Menlo Park Library and Menlo Park Senior Center														
Blake Wilbur Clinic	Stanford Hospital	Andronico's	Macy's	Cambridge Ave/ University Ave.	Little House	Safeway	Menlo Park Caltrain Station	Santa Cruz Ave/ El Camino Real	Crane Place/ Menlo Clinic	Glenwood Inn	Menlo Park Library	V.A. Medical Center	Belle Haven Library <small>(Corner of Chino & Hamilton)</small>	Menlo Park Sr. Ctr.
10:30	10:33	10:37	10:39	10:42	10:47	10:50	10:53	10:56	11:00	11:03	11:08	11:15	11:20	11:23
11:30	11:33	11:37	11:39	11:42	11:47	11:50	11:53	11:56	12:00	12:03	12:08	12:15	12:20	12:23
12:30	12:33	12:37	12:39	12:42	12:47	12:50	12:53	12:56	1:00	1:03	1:08	1:15	1:20	1:23
1:30	1:33	1:37	1:39	1:42	1:47	1:50	1:53	1:56	2:00	2:03	2:08	2:15	2:20	2:23
2:30	2:33	2:37	2:39	2:42	2:47	2:50	2:53	2:56	3:00	3:03	3:08	3:15	3:20	3:23

Community Input on Community Service Route Concept

The features of a community service route are not well known. When it was fully explained at ADA/DAR and ADA Advisory Committee focus groups, there was good support for the concept. This was also true during stakeholder interview and at the two open house sessions.

Methodology for Planning Simi Valley Community Service Routes

A map of key destinations for seniors has been prepared and is included as Exhibit 10-2. The senior housing, medical, shopping and government locations were compiled from key origins and destinations served by a Simi Valley Transit dispatcher. It was supplemented by a list of senior housing locations in Simi Valley.



Simi Valley Key Destinations for Seniors (65+)
 Exhibit 10-2

Data Sources

- Topography Base Map courtesy of ESRI, USGS, NOAA
- All Other Layers courtesy of the City of Simi Valley

10-16

In Phase II, a community service route from West Simi Valley and a second route from East Simi Valley will be prepared with a preliminary schedule. Both routes would serve the Civic Center and Simi Valley Hospital areas. A community workshop will be held at the end of Phase II to receive additional senior and disabled individual input on the proposed route and schedules. This input will be provided to the City Council.

The estimated annual costs for operating the community service routes as part of Simi Valley Transit or contracting the service to a third party will be compiled and compared.

Lyft/Uber/Taxi Discounts

It is not known at present how prevalent the use of Uber, Lyft and taxis are by ADA/DAR passengers. Stakeholders told us that the taxi industry in Simi Valley is struggling, but there is taxi service available. During the four-day site visit, one of our team members did not have a car but was able to easily utilize Lyft and Uber to make needed trips.

Policy Options

There are several potential policy goals of providing a discount for trips taken by Lyft, Uber or taxi. These policy options include:

1. Providing a public subsidy for a mobility option for areas that are not served by an existing or future fixed route. ADA Paratransit is required within $\frac{3}{4}$ mile of a fixed route, but as has been discussed earlier, providing service to seniors is a discretionary policy choice. One policy option is to restrict the demand response service ADA Paratransit only and offer seniors over 65 with a subsidized Lyft/Uber/taxi trip.
2. A second policy option would be to provide a subsidized Lyft/Uber/taxi ride as a premium service for hours of the day and late evenings when both fixed route and ADA/DAR service is not operating.
3. As discussed earlier, a third potential policy objective would be to utilize a discounted Lyft/Uber/taxi fare for targeted markets such as the Reagan Library shuttle.

Analysis Methodology

The first step will be to determine the policy options that the City Council would like to fully evaluate. If, for example, there is no interest in providing a premium service outside the existing ADA/DAR boundaries, then there is no need to analyze that option.

Once the policy option(s) are selected, then contacts would be made with Lyft, Uber, and taxis to determine if they are willing and able partners in a user-side subsidy program.

A third piece of the analysis would be to provide program options and potential cost breakdowns for each of the policy options selected. The program options would include the amount of the subsidy, estimated annual ridership, and estimated annual subsidy costs.

A fourth part of the analysis will be to determine how to best provide access to seniors, disabled and others, depending on the policy choices for those who do not own a smartphone. There are services such as Go Go Grandparent that are essentially a concierge service that allows a senior or disabled individual to call the service and have Go Go Grandparent make the arrangement for a Lyft or Uber ride.

Micro Transit: Crowdsourced App

In this option, traditional public transportation would be replaced with micro transit, with some policy options for the City Council to provide mobility for disadvantaged populations. Micro transit options are essentially crowdsourced routes determined by potential passengers and operated by private firms.



There have been several crowd source firms, some of which have thrived and other start-ups that have not made it. Crowdsourcing may be a new term for the reader, and the Wikipedia definition is “Crowdsourcing is a specific sourcing model in which individuals or organizations use contributions from Internet users to obtain needed services or ideas.” For micro transit, crowdsourcing means that potential users log a desired origin and destination on an app, and when there is sufficient demand, an interested private micro transit firm provides small vehicles on a fixed route that connects the desired origins and destination. The best California-based example of a micro transit firm is Chariot (<https://www.chariot.com>) which is currently operating in San Francisco, where there is a high density of transit demand. The three other cities that are currently operating are Austin, Texas, Seattle, Washington and New York City. The way it works on a non-subsidized basis is that potential passengers put in their desired trip origin and destination. When there is sufficient demand as demonstrated by advance purchases of monthly passes, then the route is implemented. As you see in the picture above, they utilize small buses in their fleet.

Chariot also has an enterprise option, which would be a fee-based service, at least during the start up period. Chariot representatives have not yet been contacted. If this is an alternative that the Simi Valley City Council would like to explore, then formal contact with them would be made to receive pricing information.

Service Alternatives

There are a number of options on how a Chariot-like service could be operated. If a micro transit firm were interested in working with City of Simi Valley, then a network of routes could be established based on smart phone origin and destination requests on an enterprise basis. Since 30% of riders have flip phones and another 6% do not have cell phones, the alternative would need to explore options for non-smartphone owners to have access to the service. In San Francisco, there are established fixed routes and Chariot operates as an overlay service. Simi Valley Transit could operate a couple of primary fixed

routes as a base, including Route C to Chatsworth, and two L-shaped routes along East Los Angeles Ave to the Civic Center. Any routes beyond the core route would be an enterprise route with a minimum demand established to start and sustain the routes. These routes would be crowd sourced and only operated if there is sufficient demand. Utilizing Chariot or another micro transit vendor could be an option for connecting Metrolink, hotels, and the Reagan Library.

A third option would be to only operate one mainline route between the Civic Center and Chatsworth with two community service routes with route deviation service. Route deviation means a route serves scheduled stops but is allowed normally to make route deviations of $\frac{3}{4}$ of mile to pick up passengers at home, for example. This would eliminate the requirement for ADA Paratransit service. School trippers and other routes would only be implemented as crowd-sourced routes.

Combining crowd-sourced routes with a Lyft/Uber/Taxi option could provide significant coverage for mobility trips while minimizing the public subsidy, as advocated by one stakeholder interviewee and an additional attendee at the Open House. As stated, the City Council would have the policy option for providing subsidies to those residents who are economically disadvantaged. This is equivalent to special fares offered by some transit agencies for very low income residents.

Methodologies

If the City Council decides they want to evaluate a *Private Micro Transit Scenario*, then the consulting team would need to have discussions with the potential vendors including taxi companies, Uber, Lyft, and Chariot to determine if this is even feasible, given the general low transit demand in the Simi Valley area.

It is very likely that for the crowd-sourced option, at the start, in order to have at least a couple of pilot services with sufficient demand there would need to be some public subsidy for disadvantaged populations.

This would be a completely new mobility paradigm for the City of Simi Valley. It raises a significant number of questions that would need to be answered:

1. Would any of the micro transit options that are supported with City of Simi Valley funding for disadvantaged populations be eligible for Federal FTA 5307 funding?
2. If the City of Simi Valley enters a contract as an enterprise venture with a crowd-sourcing venture, would the City of Simi Valley be required to provide ADA Paratransit? There is a “standing in the shoes” provision in ADA Paratransit regulations and it’s unclear if a crowd sourced route sponsored by the City is eligible.
3. What are the wheelchair accommodation requirements for crowd sourced fixed route vehicles?
4. Are there Department of Labor 13 (c) regulations that would be applicable for substituting one or more potential crowd sourced routes for one or more of the existing four Simi Valley fixed routes?

If the City Council decides to further explore the crowd source option, then all of the above questions would need to be addressed in concert with Caltrans and the Federal Transit Administration.

ADA/Senior Dial-A-Ride Policy, Operations and Alternatives

This section considers alternatives for the Simi Valley Transit demand response program, in light of existing conditions and those outreach findings relevant to public transportation for city residents who are substantially disabled or over age 65. Five (5) design factors of policy or operations are considered which shape the Simi Valley Transit ADA/ Senior Dial-A-Ride program and are important to this SRTP. Thirteen (13) alternative courses of action responsive to issues identified are described. Discussion of further analysis in Phase II is also presented.

Review of Outreach Findings

Community input from users, advisory committee members and other community members identified seven thematic areas which inform the Dial-A-Ride service alternatives proposed.

Service is very much appreciated and drivers commonly complimented.

Those who are using the Dial-A-Ride service are largely unable to drive themselves, either having given up their drivers' licenses or never having driven. Trips, while they are taken for a wide range of purposes, are clearly very important to surveyed riders and they express considerable appreciation for the City's ability to provide this curb-to-curb service.

Driver appreciation is commonly expressed, but also a desire for more training for drivers, specifically around wheelchair securement, for dispatch in relation to good customer service practices, and for riders in terms of how to use this service, namely "be ready for the vehicle when it comes."

There is need for continuing and consistent driver and dispatcher training.

Attention to training opportunities for drivers, dispatch and riders – as well as to continuing communication paths for both positive and negative comments – is important. This relates to procedures and the practices by which service is provided. It also relates to the sensitivity and tone with which riders' requests and concerns are managed. While the City has numerous training activities, a review of these in relation to service practices is consistent with City policy and indicated by outreach reports.

Sharing the Dial-A-Ride with both ADA and Senior populations can be difficult with reports of inconsistent service policy implementation and riders confused about trip reservation policies.

Riders seem to clearly understand there are two populations using the service and that ADA certified riders have priority. And while this can be an efficient practice and ensure that service capacity is well-utilized, currently there is confusion, some dismay and reports of inconsistent policy implementation. Some ADA-certified riders may be confused as non-ADA riders are reporting being “bumped”. Some seniors are reserving trips but are unable to make them and understandably find that distressing.

Exploring strategies to provide some level of transportation assistance to the non-ADA Dial-A-Ride users, even while ensuring there is sufficient capacity to provide the legally-mandated ADA transportation, is an important area of focus.

There is confusion about service policies on the part of users.

Various service policy areas exist where there is confusion or uncertainty among riders as to expected practice. These largely relate to the understanding of the reservation window, that period of 30-minutes during which a rider can expect the arrival of the Dial-A-Ride vehicle. Other policy areas where greater clarity is indicated include: drivers and dispatchers are using different sets of policies, particularly around the on-time pick-up window; dwell time policy; reservation for next day service; reservation of return trips; reservation for subscription and standing-order trips; same-day service capabilities; service area confusion; and wheelchair securement practices.

The City has numerous defined service policies for its Dial-A-Ride program. It is important, though, to ensure that these are communicated to drivers, dispatchers and riders – as appropriate – and that these are followed. The number and range of areas where confusion exists indicates that attention to basic operating policy and procedure, and its clear communication, is needed.

Some service reliability concerns exist.

Riders report that there was historically much greater difficulty with on-time performance than currently, but nonetheless vehicles do run late and some run early, as much as twenty minutes before the 30-minute pick-up window begins. Dispatch day-before telephone calls to riders as to when to expect the vehicle apparently are inconsistently matching with riders’ pick-up experience.

Attention to on-time performance is critical to any well-run Dial-A-Ride program. For Simi Valley Transit’s ADA/Senior Dial-A-Ride, this will require a clearer understanding of the pick-up window and better tools for communicating this, as well as effective reporting on the actual on-time performance.

Operational components of the current Dial-A-Ride service design present challenges.

In several operational areas, it appears there may be capacity constraints that are challenging service delivery or where riders wish to see alternative practices. These include: telephone system and dispatch staffing; trip reservation practices; rider registry and common trips database; operating hours for reservations; service capacity issues where trips cannot be made; same day service needs; vehicle scheduling inefficiencies; vehicle type concerns, reasonable accommodation policies; and expanded

service area requests. Riders would also like to see service expanded for more evening service and service on Sundays.

Service alternatives proposed should address some of these areas, particularly those that suggest a “pattern or practice” of capacity constraint for ADA complementary paratransit. Others may need to be identified as fiscally impracticable to address now.

Technology to improve service to Dial-A-Ride users.

With increased penetration of cell phones and smart phones among Dial-A-Ride users, there is new opportunity to use technology to enhance and even improve the customer experience. Technology topics raised by interviewed users included: automatic call back to indicate the vehicle is close; electronic “where’s my ride” information; electronic fare media; booking trips or cancelling trips online; and online Dial-A-Ride service area map showing the ¾ mile boundary.

Ensuring the continued use of technology, within the Dial-A-Ride service, as well as fixed route will be important to proposed service alternatives.

The rest of the chapter is devoted to providing a description of the factors for re-evaluating ADA/DAR service delivery. These five factors are:

1. Compliance with Law, the Americans with Disabilities Act of 1990.
2. Clarifying service policies to improve the passenger experience and support efficient service delivery.
3. Reducing Dial-A-Ride Program Costs.
4. Managing ADA Trip Demand and Establishing Lower-Cost Service Options for ADA/Senior Dial-A-Ride Users.
5. Technology improvements to support reliability and customer access.

For each of these factors, the existing conditions are first described, areas of needed attention are addressed, alternatives to improve ADA/DAR services are provided, and analysis methodology is described.

1. Compliance with Law, the Americans with Disabilities Act of 1990

Existing Conditions

Simi Valley ADA/Senior DAR is first and foremost an Americans with Disabilities Act complementary paratransit service that must complement Simi Valley fixed-route services to provide an accessible transportation option for those riders unable to use fixed-route transportation. Secondly, it provides transportation, on a space available basis, to Simi Valley residents who are age 65 and older. However, as an ADA complementary paratransit service, it must and does comply with the ADA service criteria, set forth in 49 CFR Part 27, Subpart F, Section 37.131.

Exhibit 10-3 following delineates the ADA required service criteria, with comments on current practice for required ADA complementary paratransit service and for the discretionary senior Dial-A-Ride service. These service criteria, which Simi Valley ADA/Senior Dial-A-Ride usually meets or exceeds, are:

- **Eligibility** for persons substantially disabled and unable to use fixed-route.
- **Geographic area of service** limited to $\frac{3}{4}$ mile of fixed-route service.
- **Hours and days of service** that are the same as fixed-route.
- **Dial-A-Ride fare** of no more than double the fixed-route base fare.
- **Capacity constraints** are not in evidence, nor patterns or practices that limit the availability of service for ADA certified riders.
- **Response time** of trip as provided within one hour before or up to one hour after the requested trip time.
- **No trip purpose restrictions.**
- **Ride times** shall generally be no more than twice the trip travel time on fixed-route.
- **Advance reservation capability** of at least 24 hours in advance and up to fourteen days in advance.
- **Reservation making capability** shall exist during business hours.
- **Reasonable accommodation** that is deemed such by Dial-A-Ride managers, shall be provided to ADA certified riders.
- **Subscription service** shall consume no more than 50% of service capacity during any given hour of the service day, service for which a higher fare may be charged.

Exhibit 10-3 also shows that, in fact, the service generally “meets” these criteria, including identifying a few where the program goes beyond ADA requirements. This presents some opportunity for the City of Simi Valley to reduce its ADA service footprint, choosing to require that all trips provided fall only within the $\frac{3}{4}$ mile envelope. Additionally, it is possible to increase per-trip fares from \$2 up to the allowable \$3 per trip, twice the base \$1.50 fixed-route fare. These opportunities for pulling service back to explicit ADA requirements may make sense in conjunction with other potential alternatives identified in this chapter.

Areas where compliance is somewhat less certain, and therefore of immediate concern, lie in the possibility that capacity constraints may exist around 1) trip reservations and/or 2) telephone reservation processes which may reflect a pattern and practice that limits riders’ access to trip reservations. Under current trip reservation conditions, riders call to place an advance reservation trip request – often leaving that reservation in a voice mail message. Dispatch takes that reservation call, schedules the trip and then calls the rider back to advise him or her of their 30-minute pickup window. Generally, but not always, riders get the trip they request. This practice has the effect of almost doubling the volume of calls through dispatch and likely contributes to riders’ perception that they “never” get to talk to a person.

**Exhibit 10-3 Compliance with the Americans with Disabilities Act of 1990, Complementary Paratransit Service Requirements –
Simi Valley Transit ADA/Senior Dial-A-Ride Program**

<p>Service Criteria Required by ADA 49 CFR Part 27, Subpart F, Section 37.131</p>	<p>Simi Valley Transit ADA/Senior DAR ADA COMPLEMENTARY PARATRANSIT REQUIRED SERVICE</p>	<p>Comment on Regulatory Compliance</p>
<p><u>Eligibility:</u> Persons certified as unable to use fixed route services for all or some (conditional eligibility) trips.</p>	<p>EXCEEDS – ADA riders who are certified by VCTC certification process; seniors may ride on a space-available basis.</p>	<p>Some review of VCTC's certification practices is indicated to ensure that eligibility procedures are appropriately rigorous.</p>
<p><u>Geographic area of service:</u> Pick-up and drop-off both must be within ¼ mile of fixed-route.</p>	<p>MAY EXCEED – Identified within the brochure as trips within ¼ mile of fixed route. However, some riders may be picked-up or dropped off beyond the ¼ mile boundaries on some trips.</p>	<p>Some clarification of policy – to both riders and dispatchers – is indicated for consistent implementation of the ¼ mile limitation. There is confusion as to where this service envelope exists.</p>
<p><u>Hours and day of service:</u> Operates on the days and during the hours when fixed-route services are operating.</p>	<p>MEETS – Monday through Saturday 5 a.m. to 8 p.m. No service on Sundays and 6 Federal holidays. Matches fixed route service.</p>	<p>No comment</p>
<p><u>Fare:</u> No more than double the base fixed-route fare.</p>	<p>EXCEEDS – ADA/DAR - \$2.00 Fixed route - \$1.50</p>	<p>Could charge up to \$3 for Dial-A-Ride fare.</p>
<p><u>Capacity constraints:</u> All trips requested by ADA certified riders can be served.</p>	<p>MAY MEET – No information that trip denials are happening for ADA users.</p>	<p>There is some indication of telephone reservation practices suggesting a capacity constraint that bears examination.</p>
<p><u>Response time:</u> Trips provided within one hour before and up to one hour after the requested or negotiated trip time.</p>	<p>MAY MEET – Trips scheduled with call the day before to advise rider of their 30-minute pick-up window.</p>	<p>The 30-minute window suggests this standard is met but there is limited information about its application in relation to the rider's specific trip request, given that riders are requesting a delivery time and that time is not recorded in dispatch records.</p>
<p><u>Trip purpose:</u> There may be no restrictions based upon trip purpose.</p>	<p>MEETS – No trip purposes identified. ADA certified riders are carried; seniors and other non-ADA riders are carried on space available basis.</p>	<p>Dispatch training needs to reinforce that trip purpose information is generally not relevant to the reservations process; however current practice to schedule to the rider's drop-off time request may, in practice, tend to give preference to medical appointments.</p>

<p>Service Criteria Required by ADA 49 CFR Part 27, Subpart F, Section 37.131</p>	<p>Simi Valley Transit ADA/Senior DAR ADA COMPLEMENTARY PARATRANSIT REQUIRED SERVICE</p>	<p>Comment on Regulatory Compliance</p>
<p><u>Ride times:</u> trip travel times generally shall be no more than twice the trip length on fixed route.</p>	<p>UNKNOWN - No information yet on ride times.</p>	<p>Anecdotal information suggests that this is not an issue as not comments of long travel times surfaced as an issue in the outreach process.</p>
<p><u>Advance reservation capability:</u> Advance reservations up to fourteen days in advance.</p>	<p>MEETS – Shared ride reservation capabilities next day and up to 14 days in advance. Telephone experience suggests that call taker time may be at capacity and no passenger hold time information is available.</p>	<p>While current practice allows for up to 14-day advance reservations, it may be contributing to the high no-show and cancellation rates and may bear revisiting this policy.</p>
<p><u>Reservation making:</u> Reservation capability available during business hours.</p>	<p>MEETS – 8 a.m. to 5 p.m. Monday thru Saturday.</p>	<p>Current trip reservation practices require call-backs from dispatch on the majority of calls; this may be taking more time by dispatch than a procedure whereby the reservation call-taking process could be handled in real-time, on the initial call.</p>
<p><u>Reasonable Accommodation</u></p>	<p>GENERALLY MEETS - Curb-to-curb service; request for door assistance may be requested at the time the trip is request is made.</p>	<p>May need some procedure to assess Reasonable Accommodation requests.</p>
<p><u>Subscription Service:</u> No more than 50% of service capacity can be assigned to subscription, standing order trips during any single hour of the operating day.</p>	<p>UNKNOWN – An analysis of subscription service has not yet been possible.</p>	<p>Anecdotal reports suggest that there are subscription capacity issues during the peak periods of the day in the a.m. and p.m.</p>

Trapeze is the current demand response trip scheduling software, originally purchased by Ventura County Transportation Commission around 2006 as part of a countywide coordinated scheduling project. The vision of coordinating demand response trips through the same countywide scheduling platform was not realized in any significant way, but the Trapeze scheduling software remains. The City uses an older version of Trapeze, version 13.0.12 last updated in 2014, and has no real budget to secure the Trapeze training that would increase the software's functionality for dispatch staff and help to maximize trip scheduling efficiency for its 12-vehicle fleet.

There was some suggestion, through the public input process, that there is confusion and inconsistent policy application of City procedures in relation to booking trips for ADA riders versus booking trips for non-ADA riders. For the former group of ADA certified riders, a policy of zero denials is in place although, in practice, there are reports that trips are sometimes denied. For the non-ADA riders, trips are served on a space-available basis but this is, reportedly, inconsistently determined and riders perceive it to be unfairly so.

Areas for Attention in Program Compliance with Law

Most immediate goals for the ADA/Senior Dial-A-Ride program must begin and end with compliance with the law related to Americans with Disabilities Act regulation. As noted, in most areas, the City of Simi Valley is in full compliance and is even going above and beyond the ADA in a few areas, as with service area beyond the $\frac{3}{4}$ mile envelope and fares below the possible maximum fare.

In relation to capacity constraints, there is likely opportunity for improvement, to ensure that the ADA certified passengers are not denied trips or that their trip requests cannot be served within an hour on either side of their requested trip time. Also, there may be some capacity issues within the current telephone and trip reservation processes suggesting attention.

DAR Alternative #1: Reduce Service Area Strictly to $\frac{3}{4}$ Mile Envelope Around Fixed Route

Stated current practice is that the Simi Valley ADA/Senior Dial-A-Ride is limited to pickups around the $\frac{3}{4}$ mile envelope of fixed route service. While this may largely be happening, there are suggestions from the ridership that trips to or from particular locations are sometimes provided, while at other times they are not allowable – or space isn't available to provide these. As there is no common map resource by which to identify what is "in" and what is "outside" the $\frac{3}{4}$ mile service envelope, this becomes an area of confusion and consternation for some riders and around some trips.

Getting to clarity about the service area will greatly assist dispatch and it may help riders in that some longer trips which are consuming service capacity are no longer served and service is less frequently impacted. Some or all of the following actions should be taken.

1. A physical map is provided on Dial-A-Ride literature that shows, at sufficient detail, what areas are within and what streets and neighborhoods are beyond the $\frac{3}{4}$ mile service area.
2. A digital map is developed to enable riders and prospective riders to "zoom in" and determine whether their pick-up and drop-off addresses are covered.

3. Trip scheduling software is programmed to identify addresses within and without the $\frac{3}{4}$ mile area.
4. Options for service beyond the $\frac{3}{4}$ mile are considered – for example, subsidized taxi, Uber or Lyft trips of, for example, \$5 a trip could be made available as service that is not ADA service, but is an alternative for trips for this population. However, it should be clear that this is a premium service, providing service beyond the $\frac{3}{4}$ mile radius of fixed route service, and that becomes a policy choice of the City Council.

As the SRTP process is expected to develop significant changes to the City of Simi Valley's fixed route network, it will be necessary to examine the ADA service area and to determine – in relation to newly proposed routing – what proportion of city residents live within $\frac{3}{4}$ mile of the fixed route structure. That might also be the time at which to introduce this alternative, particularly as the new network changes, either expanding or contracting the addresses within that $\frac{3}{4}$ mile envelope.

DAR Alternative #2: Ensure Strict Initial Certification and Recertification Procedures

Comments were offered during this study's public outreach processes that persons who may not be ADA eligible are in fact getting certified. It is beyond the scope of this study to assess whether that is the case. Currently VCTC has responsibility for ADA certification procedures and for re-certification. Many communities, in order to manage carefully the considerable resources required to provide effective ADA complementary paratransit, often seek to tighten the entrance to the service and to carefully review participants' certification when that comes up in annual or biennial re-certification processes.

The City of Simi Valley can work with VCTC and its contractor to carefully review current certification practices and to better understand eligibility processes relevant to the City of Simi Valley and its residents. For example, clearer information about which certified riders are within $\frac{3}{4}$ mile of the Simi Valley Transit fixed-route network will help newly eligible ADA certified persons know what they can and can't expect in the way of specialized transportation assistance. Furthermore, more refined processes of in-person interviews could be instituted for new certifications and could certainly be extended to the re-certifying of existing individuals.

Phase II Analyses to Ensure Compliance with ADA Law

Recommendations to changes to the Simi Valley ADA/Senior Dial-A-Ride program to ensure continued compliance with law must follow recommendations the fixed-route service. As the Dial-A-Ride is intended to be “complementary” to the fixed-route, direction to change the service area, operating days or hours or even fares must first be identified for fixed-route to then determine the implications for the Simi Valley’s paratransit program.

Implications for change can generally be developed in terms of increased (or decreased) revenue miles and revenue hours, the standard markers of service volumes. Some limited estimation of increases (or decreases) in trip demand may be offered, although these are complicated to project for small changes or when multiple changes, particularly those oriented to reducing or managing ADA demand, are simultaneously introduced. Nonetheless, some basic assumptions about trip-making levels and service productivity can be used to characterize the relative impact of service area and service day expansions or contractions on the City’s Dial-A-Ride program.

To review the ADA certification procedures, the Phase II analysis can describe the current practice by VCTC and its contractor. Some analysis of the number of ADA certification registrants with Simi Valley addresses that are processed monthly by VCTC’s ADA eligibility contractor would inform this discussion, both new registrants and renewing registrants. Contrasting Simi Valley ADA certifications’ per capita information with national or simply with Ventura County cities’ certification rates per capita can provide some insight into validity of the perception that some persons are being inappropriately ADA certified. Furthermore, discussions with VCTC can inform the City as to current thinking regarding more restrictive in-person interviews and ADA eligibility assessments.

2. Clarifying service policies to improve the passenger experience and support efficient service delivery

Existing Conditions

Simi Valley Transit ADA/Senior Dial-A-Ride has reasonable rates of no-show and cancel at the door trips, generally below 2% as noted previously. These are trips where the passenger doesn’t board the vehicle although it has been scheduled, and in some cases dispatched to the rider’s pick-up address. When these rates are coupled with other categories of cancellation, including same-day trip cancellations, these represent 20% to 23% of trips that are reserved and then cancelled and reflect vehicle capacity that the dispatch software is requiring but does not, in the end, utilize.

The City has a no show policy in place, presented in the Dial-A-Ride brochure, that appears to be honored and generally respected, as reflected in the low no-show rates.

However, as written this “no show” policy probably will not be considered to conform with current complementary ADA policy because it does not identify the number or the percent of no shows that will place an individual’s ability to ride in jeopardy. Furthermore, it does not describe a graduated process of warnings that will precede a revocation of the right to ride. DAR staff indicate that riders are verbally warned but there have been no recent instances of suspending the right to ride.

Furthermore, “missed trips” in common industry practice are those instances where the vehicle and the passenger miss each other but the passenger reports being there, waiting for the vehicle to arrive. Missed trips may occur because the vehicle and the rider are in different locations, for example at a mall, large medical complex or a university campus. A missed trip may be the result of the vehicle departing before the end of a standard dwell time and before the passenger has emerged. Or a missed trip may be the failure of the vehicle to show at all. Missed trips may appear to overlap with no show trips but are generally identified as the result of the driver and vehicle’s action and not the result of the passenger’s action. It may, at times, be difficult to distinguish a no show from a missed trip but if the passenger claims that he or she was there and simply missed the vehicle, this is placed into the “missed trip” category and typically not counted against the passenger as would a typical “no show” trip.

Of greater concern is the increase by 24% in “late cancels” (at 0.6% of trips) and “same-day cancels” (at 7.2% of trips) which, along with advance cancel trips (at 9.7 % of trips) represent 17.5% of trip bookings. The two-week advance reservation time window is likely one factor that impacts higher than desirable non-completed trip rates.

In making a reservation as much as two-weeks in advance, it is not unlikely that individual rider’s plans change and an alternative mode of transportation becomes available. Nonetheless, when that reservation is made, it blocks a slot in trip manifest and the later this is cancelled, the more difficult it is to fill the slot with another trip

Exhibit 10-4 Current No Show and Missed Trips Policy from the System Brochure – Simi Valley Transit ADA/Senior Dial-A-Ride

Simi Valley Transit (SVT) passengers who engage in a pattern or practice of missing scheduled trips (no-shows) can be suspended from ADA/DAR services for a reasonable period of time. A pattern and practice does not result from isolated, accidental, or singular incidents. If an ADA/DAR passenger has repetitive no-shows due to unanticipated circumstances beyond his/her control, the passenger may be requested to provide documentation to support the repeated unanticipated nature related to the pattern or practice. All passengers are requested to make every attempt to notify Transit staff prior to their assigned pick-up windows of any changes or cancellation as soon as possible. A cancellation received less than two hours prior to the assigned pick-up window or a passenger who is not present or is unable to board the vehicle within the allotted time may be counted as a no-show if it has an adverse operational impact to the ability to provide timely trips to other passengers. Simi Valley Transit may temporarily suspend passengers due to missed trips or no shows.

Regarding on-time performance, Simi Valley Transit Trapeze data sets were analyzed and reported on previously to identify what the computer-recorded experience of on-time performance. It appears that while two-thirds of trips are arriving within the thirty window, almost one-third of trips are arriving in advance of the thirty-minute pick-up window, a practice that should be improved. This has two adverse effects. One, too many early pick-ups point to excess capacity and drivers without sufficient pick-ups. And two, it is stressful to passengers who are now looking at a sixty-minute period during which the vehicle is arriving and, theoretically, they need to be ready to board.

Areas for Attention in Customer Service Policies

Current policies of two-week advance reservation can degrade the quality of service provided to Dial-A-Ride customers. Additionally, confusion about the pick-up window and what is on-time performance degrade the customer experience. In concert with other operational policies, modifying these practices will enable provision of more reliable, on-time service that is more cost-effective service.

DAR Alternative #3: Reducing Two-Week Advance Reservation to One Week Advance Reservation

This alternative proposes a shorter advance reservation time frame of seven days rather than the current fourteen days. While for passengers making advance medical appointments or some other type of appointment, this may require some adjustment in practice, for ADA registered riders where they are guaranteed a pick-up, they can be assured that their trip will be served.

It is anticipated that the service will very quickly observe a reduction in the number of canceled trips and will give dispatchers a more realistic view of trips – both those scheduled and those which will become actual completed trips. This should positively influence productivity, enabling Dial-A-Ride vehicles to transport more persons, providing more completed trips with the same resources.

DAR Alternative #4: No Show and Late Cancel Policies Revisited and Reinforced

Existing Simi Valley Dial-A-Ride practices of record-keeping for no-show trips should be revisited while no-show and late cancellation policies are revised to conform with current FTA-recommended practice. Upon doing so, DAR administrators should ensure that riders are advised of the no-show policies and appropriately warned as their use of the system triggers such admonitions and warnings of suspended or revoked riding rights.

Coupled with the alternatives related to the on-time window and the advance reservation window, this should help to realize a reduced no show rate, aiming for 5% or less of requested trips.

DAR Alternative #5: DAR Policy, Procedures and Riders Guide Revised

As the Simi Valley Dial-A-Ride program considers changes to a number of rider-related and operational policies and procedures to ensure the program's cost-effectiveness and compliance with law, these changes should be translated into new policies and procedures for riders, for drivers and for dispatch. All operational practices and service policies that are relevant to the rider experience need to be reflected in easy-to-read, clear communications with the rider in the form of the Rider's Guide, available both online and in paper.

While Simi Valley public transportation services has numerous written policies in place, there is considerable value in the construction of a formal, consolidated Policies and Procedures Manual. An easily updatable structure is important. This consists of a structure and numbering system that facilitates updates, as well as ensuring that adopted policies or procedures are dated.

Some policies may be formally adopted by the City Council while others, procedures or practices, are administratively adopted. Such consolidated policies and procedures manuals greatly facilitate TDA audits and FTA Triennial Reviews. They also support consistency in driver and dispatch training and in vehicle operations.

DAR Alternative #6: Training for Dispatch and Drivers Tied to New Policies and Procedures

The reports of inconsistent implementation of policy indicate that when Dial-A-Ride policies are reviewed and revised, they need to be immediately followed with training for all Simi Valley operations personnel. An important dimension of this will be how policies and procedures are communicated to the ridership public. Striving for consistent and clear policy that is in compliance with law will be the intent.

Current operator training practices should be reviewed and updated to ensure they embrace industry best practice. It would appear that fixed route and demand response training is built up from historical training developed by the Federal Transit Administration and the Urban Mass Transportation Program of the 1960s. Refreshing this material will benefit drivers, their supervisors and the ridership public alike.

Simi Valley Transit is currently working on training dispatchers and coach operators to properly communicate with customers.

Phase II Analyses to Improve Passenger Experience and Increase Service Efficiency

Phase II will identify the specific Dial-A-Ride policies and procedures that Simi Valley management and policy makers must consider, addressing passenger experience concerns while balancing the need for service efficiency. We will cite industry best practices and particularly TCRP Report 124, Guidebook for Measuring, Assessing and Improving Performance of Demand Response Transportation to identify proposed policies and procedures. Although Report 124 was published in 2008, and so its operations and unit cost information is dated, it remains an excellent compendium of best practices for demand response services, particularly those in urban and smaller urban areas akin to the Simi Valley service area.

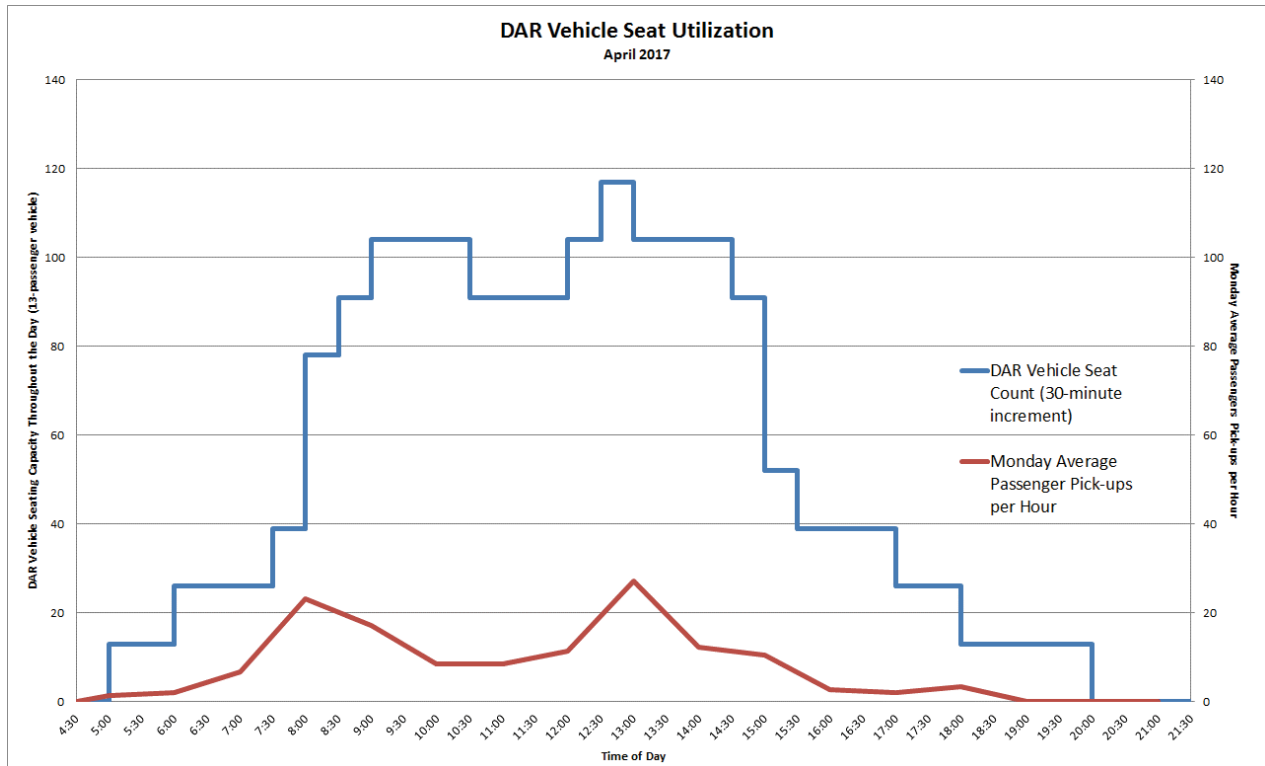
Where the impact of proposed new policies or procedures can be quantified – as with reducing the pick-up window, reducing the advance reservation window and reducing no-shows and cancellations – we will report industry experience and related impacts on operations costs. For example, many of the policies discussed are geared towards improving demand response system productivity, to ensure that more trips are provided within existing resources. Increases in productivity, in terms of passengers per revenue hour, can be directly translated into cost savings. Other areas may not be readily quantified, in which case we will underscore the benefits and identify associated costs, for example with the development of a formal, revised Policies and Procedures Manual.

3. Reducing Dial-A-Ride Program Costs

Existing Conditions

Another dimension of the demand response challenge is presented in Exhibit 10-5 below. This depicts the red line as the *average trip pick-up by hour for completed trips* for four Mondays in April. The blue line shows the *vehicle capacity of Arboc vehicles scheduled in service within the system*, representing the vehicles coming into and then going out of service as the day progresses.

Exhibit 10-5



There is a peak in trip demand around 8 a.m. with about 20 to 22 passengers requesting trips, on average, and a second peak around 1 p.m. with a slightly higher number of passengers, around 24 to 26, requesting trips home from mid-day and morning activities. Almost 90% of the passengers served are traveling between 7 a.m. and 4:30 p.m.

The seating capacity of the new Arbocs are 13 ambulatory-only passengers or three passengers in mobility devices using the three tie-down positions and nine (9) ambulatory passengers.

The differences between the blue line, *vehicle capacity*, and the red line, *vehicle utilization*, reflect the used and unused capacity of the system. While the two lines will never match, there is significant unused capacity as demonstrated by the space between the red at the bottom and the blue at the top.

Some of this capacity has been taken up by trips that were cancelled – scheduled onto vehicle tours but then the trips were not completed. Some unused capacity is consumed by trips that take longer than other trips, for example the now one in four trips for riders using mobility devices, up from one in five trips just two years ago. Getting to a closer “fit” between supply and demand is a major lever on improving the cost-effectiveness of the service. And equally importantly, a restructuring of the 12 vehicle fleet’s deployment is indicated. There may also be some consideration of changing the fleet mix, that is using some smaller vehicles such as the MV-1 and other low-floor vehicles which transport just a few passengers at a time.

Alternative #7: Scheduling to Demand Rather than to Pre-Existing Driver Shifts

The practice of split-shift driver scheduling is common in the demand response industry because the bi-modal peaks of the sort represented in Exhibit 10-5 above are also common. Without split shifts, the otherwise regular seven to eight-hour driver shifts will always result in too much vehicle capacity during the mid-day and later in the afternoon when passenger are not traveling.

Establishing a better “fit” between driver shifts and the attendant vehicle deployment will also mean making changes to the vehicle tour parameters in the future ADA/DAR scheduling software. It will likely involve changes – and reductions – to driver hours and possibly to the number of drivers that may be needed.

Phase II Analyses to Reduce Program Costs

To consider structural changes to the Dial-A-Ride vehicle (and driver) deployment schedules as a primary way of reducing program costs, the Phase II analyses will first undertake further, but limited analysis of passenger demand patterns to identify high use days (usually but not always early in the week) and high use weeks (generally the first week of the month). Interviews with dispatch may provide some insight into “crush times” for persons using mobility devices to sharpen our appreciation of demand factors, towards ensuring an understanding of the maximum demand requirements.

Working with City management input as to realizable productivity measures, we will identify conceptual vehicle-deployment scenarios with the goal of reducing vehicle revenue hours and creating a better match between ADA/Senior Dial-A-Ride trip demand and the vehicles available to serve these trips. High level issues in reconciling driver scheduling practices with a conceptual Dial-A-Ride vehicle deployment schedule that reduces vehicle revenue hours will be identified. Use of smaller vehicles, in future vehicle procurement cycles, may be indicated.

Because the scheduling practices are tied tightly to the software used and in anticipation that Simi Valley Transit may be re-bidding for more current dispatching and scheduling software, this Phase II analysis can identify basic procurement guidelines to aide staff in developing their dispatching RFP and in evaluating responses.

4. Managing ADA Trip Demand and Establishing Lower-Cost Service Options for ADA/Senior Dial-A-Ride Users

Existing Conditions

As has been noted, the \$187 cost per vehicle service hour is exceptionally high and well-above Ventura County peers, among others. The resultant cost per passenger trip of \$74.79 is equally high. A consequence of the operating cost of this program is that farebox recovery ratios are relatively low, as seen in FY 14/15 when just 2.4% of passenger fares covered the operating costs and are well below the 10% standard that the California Transportation Development Act establishes for demand response programs. The FY 15/16 farebox ratio is skewed by the inclusion of \$95,000 in CNG rebates as part of the fare revenues. While these revenues are eligible for calculating the TDA required farebox recovery, they are not fare revenues.

Simi Valley Transit, in concert with the other Ventura County public transit providers, rely upon VCTC's contractor Mobility Management's travel training program to help introduce users and prospective users to transit, and particularly in use of less costly service, fixed route transit. Under the administration of VCTC, not much is yet known about how and where this program supports travelers in Simi Valley. Understanding more about this will be helpful to this SRTP process.

Areas for Attention Related to Managing Demand and Establishing Lower-Cost Alternatives

As detailed elsewhere in this report, ADA/Senior Dial-A-Ride service is very expensive. It is a mandated service and so cannot be avoided. But costs can be controlled, even reduced. One strategy for doing so is to manage the demand for this service and to reduce or contain the number of trips requested. A second option is to develop lower-cost service alternatives that can serve "niche market" trips less-expensively.

Among demand management practices, ADA riders' ability to use Simi Valley fixed route at no cost is an important and progressive policy. ADA riders often make nuanced decisions about what mode of transport to use for what trips. For example, an individual might well be able to travel for free on fixed route to a dialysis or medical appointment, but need the curb-to-curb service of the Dial-A-Ride for the return trip home. Continuing to offer free trips on fixed route to Dial-A-Ride users benefits both riders and the City program administrators alike.

Ensuring that new or prospective Dial-A-Ride users know how to use Simi Valley fixed route or VCTC inter-city services, benefits all and travel training strategies help to support this. Crafting lower-cost alternatives for certain trip types – for example grocery store trips – will also benefit both riders and the City's public transportation program.

DAR Alternatives #8: Expanding Alternative Travel Modes through Fare Discounts, Travel Training, Travel Ambassador and Volunteer-Driver, Mileage Reimbursement Programs

Building upon Simi Valley Transit's travel training experience will be important. There are numerous examples of the strategies that transit agencies can employ in helping riders and potential riders of expensive demand response services consider – and then use – lower cost alternatives. The City of Simi Valley currently has a reduced fixed-route fare for Senior/ADA Dial-A-Ride users. Some systems institute free fixed-route service to all ADA certified riders, as in the City of Los Angeles and the Los Angeles Metro service area.

Successful, rigorous travel training programs have provided free fixed-route passes to persons travel trained by the transit operator and regularly using fixed-route. The role of Travel Ambassadors or Travel Buddies are within the toolbox of strategies that can aide uncertain travelers to use the less costly and often more reliable fixed-route service.

A final suite of alternatives lies in the volunteer driver and mileage reimbursement programs that help maintain the mobility of some persons who need that level of door-to-door and door-through-door assistance. These can be very cost effective, at \$5 to \$7 to \$10 per one-way trip and may, in some instances, involve the ride hail, transportation network companies such as Uber and Lyft.

DAR Alternative #9: Community Partnerships Extending Dial-A-Ride Service for New Populations

During this SRTP outreach effort, some need was expressed by the School District for assistance with group trips associated with off-site training experiences for students with disabilities and some after school activities for these and other student populations. Where there is sufficient vehicle capacity, some group trip reservations can be served to transport numbers of riders to common destinations, as with the Community Service Routes.

In Claremont, California's City Dial-A-Ride program, there is a Group Van service available to the general public but used heavily by the school district. School administrators make advance reservations – typically recurring reservations – for groups of students that are generally six persons or more. The school district pays the per rider fare of about \$3 per one-way trip, and the City Dial-A-Ride provides the service. As these trips are very predictable, tied to various school programs, the Dial-A-Ride is able to reserve sufficient capacity to serve these trips. It can also limit the number of trips – or group van requests – that it serves because these are not ADA trips, but discretionary trips that the City is choosing to serve.

Various other partnerships could be similarly explored under the ADA subscription policy rules. These limit the number of trips provided to no more than 50% of trips served during any hour of the day. This means that the ADA/Senior Dial-A-Ride can say yes to these more discretionary services that go above and beyond the ADA, but can also say no when service capacity limits are reached. This takes some operational finesse and strong scheduling software tools, to determine excess capacity and periods of the day or of the week when such partnership services are feasible.

Phase II Analyses to Manage ADA Demand and Establish Lower-Cost Service Options

The Phase II analyses of these options will be driven first by policy direction as to whether City administrators and policy makers are interested in investing in non-ADA service options that can attract ADA-eligible riders but provide service at lower costs. With guidance from the City, this analysis could include:

- 1) A review of the existing travel training experiences as performed by VCTC's contract Mobility Management to identify ways in which it can be improved or enhanced from the viewpoint of Simi Valley Transit.
- 2) Highlighting equity and service requirements for a traditional user-side subsidy program, in the form of subsidies per trip to Uber, Lyft, taxi or a similar ride-hail service to reimburse a portion of a trip, up to a certain number of trips per month, for eligible riders.

This analysis will consider the program elements, the relative costs and staffing requirements of each and develop projections as to the number of one-way trips that could be provided – or assisted – with through these models. Savings will be discussed in terms of costs deferred from the \$74 per one-way trip of the ADA/Senior Dial-A-Ride program.

5. Technology improvements to support reliability and customer access

Alternatives for Improving Technology Capabilities

DAR Alternative #11: Trip Scheduling Software that Supports Real-Time Trip Scheduling Suggestions

In many demand response programs, as calls come in for trip requests they immediately provide riders with one, two or even three trip pick-up options which are offered by the computer-assisted trip scheduling software. While Trapeze is capable of doing this, and does so in the Los Angeles basin for the ACCESS Services ADA complementary paratransit program, the Trapeze software is often applied to much larger paratransit fleets. The current version was last updated in 2014, meaning that its maps are out-of-date and that recent-year fixes and improvements have not been implemented. Also, Trapeze requires significant, currently unbudgeted resources to maintain training and software proficiency among dispatch staff. Replacement of this software with a program geared to smaller services and that is more user-friendly is reasonable.

Software that can enable the call taking function to move immediately into the trip reservation function is advisable, given that the Division has just two full-time and two part-time dispatchers to cover the six-day operating week, from 5:00 a.m. until 7:00 p.m. Reducing staff time in passenger call-backs is desirable. Software features should be able to distinguish between ADA and non-ADA riders and be able to readily provide the caller's common trips and special characteristics.

New scheduling software should be able to more readily provide reports to the City managers, including assisting in tracking trip demand in relation to vehicle and driver shifts to support more efficient scheduling of vehicle tours. As noted in the previous discussion of reducing costs by managing the vehicle deployment schedule different, new scheduling software will be critical to this.

Some new software is supporting some dynamic trip scheduling so that dispatchers can make better computer-assisted operational decisions regarding trip cancellations and same-day changes.

DAR Alternatives #12: Providing Automatic “Call Outs’ to Indicate the Vehicle is Arriving within 20 Minutes

Passengers find it difficult to wait for the arrival of a vehicle that could show up at their curb anytime within a forty-five minute period. One strategy for aiding customers and reducing no-shows is to provide an automatic call-out, a telephone call to riders to indicate that their vehicle is scheduled to arrive within a certain number of minutes. These can be automated and tied to dispatching software, including Trapeze, to provide riders with relatively immediate information about vehicle arrival. This benefits riders as it can narrow the gap in the period during which they are watching for a vehicle. And it benefits the service as its introduction tends to reduce the number of no show trips where the passengers do not appear and missed vehicle trips where the passenger and the vehicle don’t connect.

Such call-out systems tend to be tied to “scheduled” pick-up times. When vehicles are significantly delayed, for whatever reason, they will not accurately represent the vehicle arrival times without dispatcher intervention.

DAR #13: Better On-Line Information About Service Area and Fares

Increasingly, users of paratransit services, and sometimes the care providers or adult children who assist them, turn to the Internet to understand a demand response service, where it goes and what it costs. Better tools on the Internet will aide Simi Valley ADA/Senior Dial-A-Ride users and those assisting them.

One such tool would be an interactive map that provides clear information as to whether one is within the ADA service area, that is within the $\frac{3}{4}$ mile envelope of the fixed-route service. In “clicking on” a given address, it could become immediately evident as to whether this was within the ADA service area or not.

A second such tool is an interactive fare map. While Simi Valley ADA/Senior Dial-A-Ride has a single fare for trips throughout the city, the fare structure for the inter-city CONNECT service is more complex. Fare information can be provided that reports back fares by clicking on the origin “zone” or area and the trip destination “zone” for a given trip. This helps riders make informed decisions. It has the added benefit of reducing calls to dispatch where a deciding question may be how much the trip costs.

Phase II Analyses to Support Technology Improvements

The technology implications for the Dial-A-Ride program will be examined in Phase II in relation to the planned, anticipated technology investments in other areas to discuss how and if these will positively impact the Dial-a-Ride program. Specifically, this will involve a cursory review of the functional areas of automated dispatching software and how and if these will benefit the Simi Valley Transit Dial-A-Ride program. Costs for automatic call-back capabilities can be procured, including how and if these can be accommodated in any new trip scheduling and dispatching software the City may consider. As noted in the previous discussion of vehicle deployment practices, this Phase II analysis can assist in identifying

RFP and procurement requirements that will aide Simi Valley Transit in realizing more of these scheduling technology capabilities.

Other technology components, such as those associated with a new system website, will be reviewed there or could be placed onto a future “wish list” for demand responsive automation.

Regional Service Alternatives and Analysis Plan

Review of Outreach Findings

For reader convenience, the key outreach findings reported in more detail in Chapter 7 above are reviewed below:

- Metrolink is the most commonly used transit service by Simi Valley residents.
- The VCTC East County bus service may not be well known among Simi Valley residents.
- Time, cost, and flexibility are the three most factor in potentially utilizing a regional alternative to driving alone.
- If they met the above criterion, focus group participants were interested in both commuter express services and vanpools.

Review of Regional Service Improvements

The range of improvements include:

1. Improvements to existing VCTC service
2. Implementation of East/West Connector service between Simi Valley and Ventura
3. Commuter Express bus service
4. New vanpool program
5. Enhanced rideshare matching capability

1. Improvements to Existing VCTC Services

Existing Conditions

VCTC’s East County route provides connections between Thousand Oaks, Moorpark and Simi Valley. The latest schedule was implemented on May 22, 2017. There are four different route patterns for the East County service:

- Route 70: Core route between 9:56 a.m. and 7:23 p.m. serving 3 stops in Thousand Oaks, two stops in Moorpark, and Simi Valley Town Center in Simi Valley.

- Route 72: Commuter service with two runs in the northbound direction that serve Simi Valley Town Center and Cochran St. and Galena St. at 8:16 a.m./8:27 a.m. and a second run serving only the Simi Valley Town Center at 9:16 a.m. In the Southbound direction to Thousand Oaks, the route serves Cochran St./Galena and Simi Valley Town Center starting at 8:30 a.m. and 6:58 a.m.
- Route 73: Commuter service serving four additional stops in Thousand Oaks and serving the Simi Valley Town Center and leaving southbound from Cochran St./Galena at 6:38 a.m. and arriving northbound at 6:20 p.m. to Simi Valley Town Center only and 6:36 p.m. at both the Simi Valley Town Center and at 6:46 p.m. at Cochran/Galena St.
- Route 73X: Commuter express service with two stops northbound in Thousand Oaks, one stop at the Moorpark Metrolink and two stops in Simi Valley arriving at 6:19 a.m. at Simi Valley Town Center and 6:30 a.m. at Cochran St./Galena Ave.

There are no connections to the Simi Valley Civic Center where all three existing routes meet. Simi Valley Transit is currently working to update connections to VCTC services. Once the updates are made, Simi Valley Transit will reprint the passenger guide.

Alternatives to be Explored Phase II

VCTC Routes Serve New Transit Center Location

As discussed earlier, there are three potential locations for the Simi Valley Transit Center:

- Civic Center
- Town Center Mall
- Cochran/Galena in the Walmart area

Whatever transit center location is decided upon for the local fixed route service, incorporating the VCTC East County Route will be important. The East County Schedule includes the Thousand Oaks Transportation Center on all schedule patterns, and it would be important to do the same for the proposed new Transit Center in Simi Valley. This is consistent with VCTC August 2015 Short Range Transit Plan that states:

“Extending the VCTC East County route to Simi Valley Civic Center and extending a Simi Valley Transit line to Moorpark College throughout the day on weekdays would improve connectivity between origins and destinations in each city.”

In the local fixed route section, extension of a regular route to Moorpark College is discussed in more detail. However, as will be discussed later in this section, there will be a new “East-West” Connector Route that VCTC will be implementing that will also provide better connections from Simi Valley to Moorpark College. The analysis will determine the best combination of local and regional connections to Moorpark College.

Provide Reasonable Connections Between VCTC East County and Simi Valley Local Routes

The VCTC August 2015 SRTP had the following important observation:

“Clockface headways of 15, 20, 30, and 60 minutes make it easier to memorize trip times and not rely on a schedule, thereby increasing customer satisfaction. Clockface headways also allow for timed connections when implemented at a system or countywide level.”

Connectivity among East County transit agencies was a significant issue addressed in the VCTC 2017 Coordinated Public Transit-Human Services Transportation Plan:

Connectivity is an issue among the different Ventura County systems. VCTC and the transit operators have a significant investment in existing public transportation services. There is a need to take full advantage of this investment by improving the ability of existing and potential transit riders to more effectively utilize the system with timed transfer between VCTC intercity buses and local buses. It is going to take institutional leadership on the part of VCTC and the transit agencies to comprehensively establish schedule coordination standards. This step is also vital to ensuring other investments, such as improving Google Transit related, trip planning information is successful. Once these are established, hiring a bus scheduling expert to develop an action plan to improve schedule coordination countywide is likely the most feasible strategy by which to address this issue. However, some transit operators argue that service frequencies need to be improved before greater schedule coordination is feasible.

The East County route schedule is at very irregular times throughout the day. They are not on clockface headways, and make timed connections nearly impossible. If service levels were provided on clockface headways, say every 60 minutes, it would make timed connections with VCTC more feasible.

As mentioned previously, there has been no coordination of the VCTC East County schedule and the Simi Valley local route schedules to date. However, as part of the Short Range Transit Plan process, a meeting among VCTC management, SVT management and the consulting team has opened up discussions on ways to better coordinate schedules for passenger convenience.

Simi Valley Transit does not control the scheduling of the East County route. However, Simi Valley Transit can provide a recommendation to the East County Transit Alliance that VCTC implement the recommendation of its own Short Range Transit Plan and introduce clockface headways. The schedules will need to be coordinated with Thousand Oaks and Moorpark schedule, and if this is done in a coordinated manner, it will make seamless transfers more feasible.

2. Implementation of East-West Connector between Simi Valley and Ventura

The Ventura County Transportation Commission and the cities of Simi Valley, Moorpark, Camarillo, and Ventura submitted a Congestion Mitigation and Air Quality (CMAQ) application for funds to establish a new route that would provide a direct connection from East Ventura County to West Ventura County, using the Highway 118-Highway 34 corridor and Highway 101.

The route would serve Simi Valley, Moorpark, Somis, Camarillo and Ventura on weekdays from 6:00 a.m. to 7:00 p.m., with 120 minute headways and a limited number of stops. The proposed route would provide the following benefits:

- The introduction of transit service to Somis
- Direct service from the cities of Simi Valley and Camarillo to Moorpark College
- Improved access from Simi Valley and Moorpark to the CSUCI campus
- Direct access to Ventura County Government Center (jury duty and court dates)

Two buses will be required to maintain 90 minute headways. There may be more frequent peak period service. The service will have a limited number of stops to provide rapid connections to various transit systems and key locations in the corridor. The total cost of this project is estimated at \$2.46 million.

The East-West Connector received a top two ranking in CMAQ funding. According the VCTC Federal Transportation Improvement Program (FTIP), funding consists of \$1.1 million in CMAQ funding, \$1.1 million in FTA 5307 funding, and \$550 in Toll Credits.

Utilizing LCTOP and CMAQ funding, two buses have been purchased to start the East-West Connector in the near future. This is a three-year demonstration project.

In a phone meeting among VCTC management, SVT management, and consulting team, there were several route options that were discussed. There appeared to be a consensus on a routing within Simi Valley that would connect the Metrolink Station, Civic Center, Cochran/Galena (Walmart area), and the Simi Valley Transit, and then to Moorpark College, Somis, Camarillo, Oxnard and Ventura. According to VCTC planners, the schedule would be early enough so that Simi Valley residents could get to jury duty appointments at the Ventura County Government Center for the 8 a.m. report time. Based on community input, a pitch was made to have later evening service from Ventura and Oxnard to Simi Valley, but a draft schedule was not available.

VCTC's CMAQ application for the East/West Bus Line proposed a local match for operations of \$52,303 for the first year of service, with the match to be shared among East County cities. In June 2017, VCTC approved \$52,303 of the FY 2016/17 LCTOP apportionment be used to relieve these cities of the need to provide that match. Therefore, there is no local match requirement.

There is a tentative start date of this new VCTC service on October 2nd.

3. Commuter Bus Service

Route C is an existing Commuter service to Chatsworth. In Chatsworth, there are important connections to the LA Metro Orange Line, LA Metro buses, LADOT Commuter Express buses, and Santa Clarita Transit.

Community Outreach Findings

A common theme heard from existing Simi Valley Transit were two important improvements to Route C:

- More frequent service during peak periods
- Later evening service

As reported in Chapter 3 on the onboard survey results, this commuter route has a number of different characteristics than the other 3 local Simi Valley routes including:

- 50% of riders live outside of Simi Valley, compared to just 6% for Routes A and B.
- 67% of riders are employed, compared to 40% for Routes A and B. Another 8% are students and employed, but this is lower than the 19% for Routes A and B.
- For the work trip purpose, having more frequent buses on Route C during commute hours was by far the highest priority improvement.

The bus leaving the Metrolink Chatsworth station is often full of passengers on their way to jobs in Simi Valley. There are three buses to and from the Chatsworth station, leaving the Civic Center at 5:50 a.m., 7:07 a.m. and 8:21 a.m., and departing the Metrolink Chatsworth Station back to Simi Valley at 6:36 a.m., 7:50 a.m., and 9:04 a.m.

Alternatives for Route C Improvements

A second bus could be added to Route C, with runs starting from Civic Center at approximately 5:00 a.m., with buses operating approximately every 30-40 minutes during peak commute periods. Making some runs express runs will be explored.

As part of the transit management system improvements, providing wi-fi to the commuter routes will be explored.

A third potential improvement would be the extension of Route C on select runs to the Warner Center, Pierce College, and Kaiser Permanente Woodland Hills. All three are relatively adjacent and bus service could be extended to these major San Fernando Valley locations.

A fourth potential improvement would be adding one or two runs in the evening for service both to and from Chatsworth. It should be noted that existing ridership drops off significantly for the existing last run that arrives to the Metrolink station at 7:59 p.m., while extending service further into the evening will not enhance farebox recovery ratio.

Methodology for Analysis

There was significant data analysis from the U.S Census Longitudinal Employer-Household Dynamics (LEHD) utilized in the 2015 VCTC Short Range Transit. The data shows there is significant employment in the corridor between Chatsworth and Warner by City of Simi Valley residents. A quantification from the U.S. Census sources on potential of ridership to both the Warner Center and Kaiser Permanente in Oakland will pivot off the work conducted for the 2015 VCTC Short Range Transit Plan.

The operating characteristic and annual operating statistics will be prepared to provide the investment required to address the public input. In addition, Santa Clarita Transit operates its Routes 796/791 to this area. Data will be gathered on the ridership by run to provide a benchmark to base what ridership and performance statistics might be for extending the route to the Warner Center and Pierce College (Kaiser Woodland Hills is not served). They also have later evening service.

4. New Vanpool Service

Vanpools are commuter vans that range from mini-vans with 7 passengers to full size 15 passenger vans. There are a number of transit agencies that provide vanpools as part of their mix of services. The driver of the vanpool is one of the group but doesn't pay the monthly fare and has use of the vehicle on weekends in exchange for driving duties. There is normally a back-up driver so that the vanpool can operate when the primary driver is ill or on vacation.

Community Outreach Results

In the focus group of commuters who live in Simi Valley, but work outside of Simi Valley, about half of the group were interested in the vanpool concept. The ability to relax, read or sleep on the way to and from work was very attractive to the focus group. They were familiar with friends or family members who vanpool and heard positive things about them.

In the open houses, there was a vanpool bucket, but vanpools ranked only 18th out of 20 improvements and were not a popular improvement at the open houses.

Potential Benefits of Vanpools to the City of Simi Valley

The bottom line is that a successful vanpool program could help with long term financial sustainability of Simi Valley Transit. Depending on how the services are structured, there could be both benefits in terms of the farebox recovery ratio and an increase in FTA 5307 funding. It should be noted that these are potential benefits and further analysis is needed to determine if these benefits can be captured by the City of Simi Valley.

There are several models for administering and operating a vanpool program. One is to utilize a third party vendor such as Vride, Enterprise or CalVans to provide the vanpools and handle all of the insurance and vehicle leasing arrangements.

A second model that is utilized by some transit agencies is to utilize available transit capital funds to purchase the vanpools and have passengers share in monthly operating costs, ensuring a very high farebox ratio.

Simi Valley is in a small urbanized area defined as a population between 50,000 and 200,000 population. Simi Valley receives FTA 5307 funding that can be utilized for both operating and capital purposes. Some cities receive an extra apportionment of FTA 5307 funding because they exceed the performance indicators of large urbanized areas. There six performance indicators as part of the Small Transit Intensive Cities program that can provide additional FTA 5307 apportionments. Because vanpools are typically long distance trips, they can help transit operators to exceed the performance indicators for

passenger miles per vehicle revenue mile as well as passenger miles per vehicle revenue hour. According to CalVans, an innovative vanpool provider, the following are small urbanized areas in California that have benefited in additional FTA 5307 as a result of their vanpool programs:

- El Centro, 11 vanpools, \$34,442 in additional FTA 5307 funding per vanpool
- Santa Maria, 15 vanpools, \$25,258 in additional FTA 5307 funding per vanpool
- Visalia, 71 vanpools, \$20,795 in additional FTA 5307 funding per vanpool

Methodology

The first task will be to determine what the potential market is for vanpools. There was significant data analysis from the U.S Census Longitudinal Employer-Household Dynamics (LEHD) utilized in the 2015 VCTC Short Range Transit. The plan is to utilize this data to target potential vanpool locations and determine what a potential vanpool market might be.

A second task will be to determine the potential for increased FTA 5307 funding and how feasible the STIC fund is for the City of Simi Valley.

A third task will be to determine if there is a way to structure the vanpool so that the City of Simi Valley can take advantage of the farebox recovery benefits of vanpools. Discussions will be held with a few California transit agencies that have provided vanpools as part of their family of services to determine their experience with both directly operating and contracting for vanpool services from a third party vendor.

Fares and Fare Analysis

This section provides a review of existing fares, a summary of the community outreach on fares, and alternatives for analysis in Phase II of the Short Range Transit Plan.

Existing Fares

Exhibit 10-6 are the existing fares for SVT fixed route services. 21-Ride passes and Monthly Passes can be purchased at City Hall of the SVT administrative offices.

Seniors 65+ and ADA-certified passengers have a fare of \$2.00 for ADA/DAR services for a one-way trip. Books of ten tear-out passes may be purchased for \$20.00.

Exhibit 10-6 Existing SVT Fixed Route Fares

Full Fare	
Single Trip*	\$1.50
Unlimited Day Pass	\$5.00
21-Ride Pass	\$25.00
Unlimited Monthly Pass	\$50.00
Reduced Fares**	
Single Trip	\$0.75
Unlimited Day Pass	\$2.50
25-Ride Pass	\$15.00
Unlimited Day Pass	\$25.00

* A single trip is cash fare paid on board the bus.

**Seniors 65+, Medicare Card Holders, and individual with ADA Certification are eligible for reduced fares.

Community Outreach Results

The primary themes on fares were:

1. The lack of ability to purchase single ride tickets by human service agencies. We heard this from numerous human service agencies.
2. There are not enough locations to purchase monthly passes and multi-ride passes.
3. There is a need for electronic method of fare payment for Dial-A-Ride.
4. The increase in fares, particularly reduced fares, has had an economic impact on some riders according to human service agencies.
5. There should be reduced fares for students to encourage more ridership.

Economic Results of the Recent Fare Increase

Simi Valley Transit increased fares on January 1, 2016. Therefore, only six months of the fare increase are included in the audited 2015/16 State Controller's Report as well as the TDA Triennial Performance audit including \$190,000 in CNG rebates as fare revenues. This is an allowable local contribution in calculating the farebox recovery ratio, but are not fare revenues. Exhibit 10-7 shows the recent history of fare revenues and ridership over the past three years.

Exhibit 10-7

Performance	FY 2013/14	FY 2014/15	FY 2015/16
Fixed Route			
Fare Revenues	\$331,878	\$393,798	\$389,211
Ridership	347,929	378,452	333,619
ADA/DAR			
Fare Revenues	\$83,598	\$65,916	\$125,026
Ridership	50,308	45,364	43,385

Overall, for fixed route, there is typically a 3% decrease in ridership for every 10% increase fares. For the second six months in 2015/16 ridership appears to have dropped more precipitously. The drop in ridership resulted in actually less fare revenue than in FY 2014/15. However, overall fares are up since FY 2013/14.

For ADA/DAR, on January 1, 2016, the fares for seniors increased from free to \$2.00. This substantially increased fare revenue for the second six months of FY 2015/16, increasing from \$65,916 in FY 2014/15 to \$125,026 in FY 2015/16. Ridership only had a slight decline.

When the numbers are finalized for FY 2016/17, we will learn more about the actual impact of the increased fares and the impact on ridership. The preliminary numbers do show that fares and other factors had a fairly significant impact on ridership.

Fare Alternatives for Evaluation in Phase II

Factors to Consider in Setting Fare Policies and Pricing

As discussed above, there are four different service delivery scenarios. Pricing of fares needs to provide the right mix of carrots and sticks to achieve overall cost effectiveness and cost efficiency goals as outlined in Chapter 8. The impacts of fare adjustments on a rider's ability to afford the mobility options needs to be considered. As discussed earlier in this chapter, one of the alternatives for ADA/DAR is to increase fares for ADA passengers to \$3.00, the maximum allowed under the Americans with Disability Act. There is also an option to provide a community service route for the reduced fare of \$1.00 or free to reduce demand on ADA/DAR services and encourage utilization of the community service routes whenever possible.

Each of the service delivery scenarios are related to specific mission statement options. They each have a different mix of traditional and market-focused services. The fare structure for each of the service delivery options should encourage the optimal outcomes for each scenario. It is important to note that farebox recovery does not have to be met with farebox revenues alone. Each service scenario will have different opportunities for partnership revenues, advertising revenues, and general funds revenues, all of which can help Simi Valley Transit meet farebox recovery requirements.

Another issue to be considered is what should the discount be for a potential Lyft/Uber in comparison to both fixed route and ADA/DAR services. One of the ways to think about policies for fares is to compare the subsidy per trip, with the goal of reducing the subsidy per trip for all services provided. Obviously, with an average cost of almost \$75 per trip for ADA/DAR and \$2.00 fare, the subsidy per trip is quite high. Providing a financial incentive and the necessary communications infrastructure for those not owning a smartphone would be important for reducing the demand for ADA/DAR service.

Another factor is making sure to encourage frequent use of fixed route service, which can be very cost-effective if buses are full, similar to several runs each day on Routes A and C. In general, you want to have pricing of fares to encourage purchase of multi-ride tickets. Right now, the \$50.00 monthly pass is equivalent of slightly over 33 one way trips. For a full-time person working 21 work days a month, or 42 one-way fares, this provides an incentive for workers to purchase monthly passes. However, many very low-income individuals do not have the \$50.00 to pay for a monthly pass in advance. A 7-day pass for \$14 would encourage greater utilization of multi-ride tickets and still provide an incentive to buy a monthly pass.

Fare Policy for Each Service Delivery Scenario

The conclusion based on the factors discussed above is that each of the four service delivery scenarios should have an accompanying fare structure and policies that will help to achieve the objectives of that particular service delivery scenario.

We are proposing that the basis of comparison would be the subsidy per passenger trip required. This is the cost per passenger trip minus the average fare revenue generated. We will utilize sketch planning tools including fare and service elasticities to estimate ridership potential and fare revenue potential. This will provide the City Council at the end of Phase II the information needed to help make decision on which of the service delivery scenarios should be included in the final Short Range Transit Plan document.

Marketing Plan Elements

The SRTP will include a Marketing Plan which will serve as a companion to the service plan, with the intent of maximizing utilization of Simi Valley Transit. Detailed marketing recommendations will be developed in each of the following strategic areas.

Passenger Information

Our customer experience review, rider focus group, stakeholder interviews and open house all highlighted the need for easier to use, more accurate passenger information tools. This will be a key focus of the marketing plan and will address:

- GTFS – trip planning capabilities
- SVT website
- Printed passenger information guides
- Realtime information app
- At-the-bus stop information displays
- Information displays at key destinations

Simi Valley Transit is in the process of determining how funds can be utilized to update the SVT website.

Fare Media Sales

SVT's current fare media program requires riders and stakeholders to "go out of their way" to purchase fare media. The marketing plan will address the potential for expanding the pass sales network and capturing the promotional value of fare media.

Branding

SVT's current brand is relatively bland. Bolder branding of buses and bus stops could play a role in increasing visibility of the system.

Gatekeeper Marketing

Organizations which serve constituencies who use or have the potential to use public transit are important "gatekeepers" for these market segments. Several of the school and social service stakeholders we spoke with expressed an interest in working as marketing partners with SVT. These types of partnerships take some work, but are low cost and highly effective in building ridership among key target groups. Gatekeepers can provide access to an array of free marketing channels such as:

- Passenger information and promotional displays at their locations
- Direct distribution of targeted marketing materials
- Pass sales or pre-paid pass programs
- Opportunities for travel training presentations
- Opportunities to participate in events and fairs

Community Outreach & Public Relations

There is a pervasive belief among some Simi Valley residents that “no one rides the bus.” This mis-perception needs to be combated with a community outreach effort to communicate who does ride the bus and how Simi Valley benefits from the system. The marketing plan will address marketing strategies such as:

- Presentations to civic, business and neighborhood organizations
- News release calendar
- Social media

Advertising and Promotion

The plan will address the potential to use local media advertising as well as other promotional efforts to generate trial ridership among new riders. Based on viability and cost, strategies may include:

- Local print advertising
- On-line banner advertising (on newspaper or local blog sites)
- On-line Google or Facebook ads
- Free ride promotions
- Special event promotions (Dump the Pump, Earth Day, etc.)

CITY OF SIMI VALLEY
MEMORANDUM

October 16, 2017

TO: City Council

FROM: Department of Community Services

SUBJECT: APPROVAL OF INTERIM CITY OF SIMI VALLEY TRANSIT SERVICE ENHANCEMENTS AND SYSTEM IMPROVEMENTS AS RECOMMENDED DURING PHASE I OF THE SHORT RANGE TRANSIT PLAN PROCESS

STAFF RECOMMENDATION

It is recommended that the City Council approve City of Simi Valley Transit interim service enhancements and system improvements as recommended during Phase I of the Short Range Transit Plan process.

CITY MANAGER'S RECOMMENDATION

The City Manager recommends approval of the Interim improvements while the City enters into Phase II of the Short Range Transit plan.

BACKGROUND AND OVERVIEW

On March 6, 2017, the City Council approved award of a contract to Mobility Planners LLC, for development and preparation of a Short Range Transit Plan (SRTP). The consultant team, led by Cliff Chambers, has completed the Phase I report which was presented to the City Council on October 16, 2017. During the initial data gathering phase of the SRTP the Consultants performed a variety of public outreach. The consultants provided a list of interim Simi Valley service enhancements and system improvements that could be accomplished by internal staff and with minimal expense in order to make immediate improvements to the service that the City's Transit system currently provides.

Staff and the Consultant will present the Phase II report findings to the City Council in spring 2018 and that report will include recommendations and alternatives for the Council to consider regarding major service changes, service additions, and strategies for the City's Transit system sustainability.

FINDINGS AND ALTERNATIVES

Interim Proposed Service Enhancements and System Improvements

The following list of six interim service enhancements and system improvements are being proposed for City Council consideration and approval to be implemented during the next six months.

1. Improve Route Connections and Customer Service Hours

Immediate interim route improvements will improve connections between the City's routes, as well as regional connections through the Ventura County Transportation Commission's (VCTC, formerly VISTA) routes. Proposed changes modify bus pick up times for the afternoon/evening of the A and B routes and driver transfer points in order to improve connections and provide service later in the evening for convenience to ridership. The last run of the VCTC East County bus drops off final passengers in Simi Valley at the Simi Town Center at 7:10 p.m. By extending the evening Routes of the A and B busses, Simi Valley Transit will arrive at the Simi Town Center to make connections with VCTC passengers. Additionally, the evening A Route extends service from the current termination point at 7:16 p.m. at Cochran and Galena to terminate at 8:01 p.m. at Royal and First Street; making an almost complete final loop of Simi Valley. These changes will shift the schedule of the Route A afternoon/evening drivers to begin and end their shift 40 minutes later than the current assignment and B afternoon/evening driver to begin and end one half hour later than their current schedule. It is anticipated that the expanded service will result in no fiscal impact other than that identified in items 2 and 3 below. The main purpose of these revisions is to increase current customer satisfaction. The revisions could result in a slight increase in ridership as well.

2. Update and Improve Route Guides and Maps

With revisions to routes, the City has the opportunity to not only update, but also to improve route guides and maps. This will increase riders' access to the system by making trip planning easier. Trip destination landmarks will be included, as well as easier to read time points for pickup, drop-off, and transfers to local as well as regional routes. Updating route guides and maps would be necessary if item 1 above is approved, and would cost an estimated \$8,000 in one-time design and printing funds.

3. Update Signage at Bus Stops

Along with items 1 and 2, the bus stop information tube inserts would also be redesigned. The information in the bus stop information tubes would include the updated route modifications, will specify for customers which busses stop at each bus stop location, and will make it clear on the map where a passenger is through a "you are here" designation. Signage at the bus stops will also include a large system map with City landmarks identified for customers. Updating informational tube inserts at the current locations would be necessary if item 1 above is approved, and would cost an estimated \$4,000 in one-time funds. Increasing the signage to include the large system map at each of the City's 39 shelters would cost an estimated \$3,000.

4. Improve the Senior Dial-A-Ride Application

While customers who utilize the Senior Dial-A-Ride service expressed their appreciation with having the service available, confusion was also clearly expressed in a number of identified areas. Seniors communicated frustration that they did not understand from the onset that they would be participating in a shared ride service and on a space-available basis. Seniors also expressed confusion about the pick-up window times and stated they were getting conflicting information from Transit staff. In an effort to clear up this confusion, the Senior Dial-A-Ride application was revised to include these, and other topics, as Frequently Asked Questions on the back side of the form (Attachment A, page 7). This will ensure that seniors who are applying for Dial-A-Ride know the basics about the service prior to turning in their application. The new application is attached and as an additional feature, will be uploaded as a fillable form to the City website which will allow applicants to complete, sign, and submit the form electronically.

5. Sell Single Ride Tickets to Service Agencies

Customers who use the City's bus service can purchase multi-ride passes or pay for a single ride upon boarding the vehicle. Many public service agencies have expressed interest in purchasing single ride social service tickets for their clientele to assure that they will return to check-in or to receive additional assistance. Currently, agencies purchase VCTC passes, which are honored on the City's system. Providing local social service agencies with a single ride ticket directly from the City's system would increase the convenience to the agency. It is being proposed to sell full-fare single ride passes to social service agencies, non-profits, and schools with a minimum quantity of 20 passes per purchase.

6. Explore Community Partnerships

Staff is proposing to work with community partners to increase the service provided to local organizations, and to increase ridership of the Transit system. Staff proposes to reach out to businesses to initiate partnerships that will result in bus passes being sold at more locations. For example, if Simi Valley Transit was able to partner with a grocery store corporation, there would be multiple outlets in town that could sell bus passes to the community, increasing rider's access to the system, including making sales during weekend and evening hours. Additional partnerships to be explored include working with Moorpark College and the Simi Valley Unified School District to offer discounted student passes through an agreement where the schools may assist to subsidize the costs, and local businesses to offer employee rideshare or client passes.

Additional Enhancements In Process

In addition to the service enhancements and system improvements above, five additional items are in process to improve the transit rider experience.

1. VCTC East/West Connector

As the City Council is aware, staff has been working with VCTC for several years to implement an East/West Connector Route to expand regional service to Simi Valley residents. This new service will allow residents to travel from the Ventura County

Government Center in the evening with the last bus leaving at 6:20 p.m. to return to Simi Valley. The service is scheduled to launch on Veterans Day weekend. The first bus will leave the Simi Valley Metrolink station at 5:55 a.m., with the last bus returning to the Metrolink station at 8:00 p.m. Stops in Simi Valley include the Metrolink Station, Tapo Canyon Road/Civic Center, Cochran/Galena, and the Town Center. Other stops will include Moorpark College, Camarillo Metrolink Station, Esplanade Oxnard, Ventura College, the Ventura Government Center, and the Ventura Transit Center (see Attachment B, page 9). In addition, a stop is planned for Downtown Somis, pending approvals from Caltrans.

2. Increased Online Access to Route Information

The City has entered into contracts to have its route information added to multiple convenient trip planning systems, including Google Transit, to allow passengers to plan trips.

3. Increased Data Collection System

The City has partnered with other Ventura County transit agencies, with the Ventura County Transportation Commission taking the lead, to install Automatic Vehicle Location and Passenger Information Systems. These Transit Management System components will provide increased functionality and efficiency, and will allow the City to track its ridership by stop, time, etc., increasing its ability to analyze system performance for effectiveness and efficiency and make adjustments to routes as necessary.

4. Enhanced Staff Training

Transit staff has recently been trained on customer service and providing the public with a consistent message about services. Some of the feedback received by the community is that customers have received conflicting service information when they speak with different transit staff. Additionally, staff has participated in sensitivity training, including specific training on how to work with the diverse public served through the City's transit system.

5. Improved Communication with the Public

All Transit Coach Operators have Simi Valley Transit business cards available that can be provided to customers who wish to contact Transit Office Staff via email, phone, or the website. Additionally, opportunities exist to enhance the City's transit website. The trip planners currently linked on the City's website are outdated and inconvenient, and the essential customer information about Transit services is not easy to find. Staff is redesigning the Transit webpages to highlight the prioritized customer information, and to link to more updated, efficient trip planning such as Google maps. The website will also be better marketed throughout the community as a resource for riders, including that currently, riders can check on their cell phones to see exactly what time to expect the next bus at their stop.

The City is currently undergoing a Citywide VoIP phone system installation. This will improve responsiveness to immediate rider issues, for example a rider calling to notify

staff that their doctor's appointment is running late will be patched through to staff directly, while someone wanting to leave a request for a reservation will be placed in a queue and either routed to a staff person or a voice messaging system depending on availability. This system will also allow for future automated reminder calls when vehicles are on their way to pick up riders.

Fiscal Impact

The fiscal impact of approving the six interim service enhancements and system improvements will total approximately \$15,000 in one-time costs and could possibly include increased staff time of approximately eight hours to replace the inserts in the informational tubes. All of the interim service enhancements and system improvements can be accommodated through the approved Transit Fund budget without any funds expended from the City's General Fund.

The following alternatives are available to the City Council:

1. Approve Simi Valley Transit interim service enhancements and system improvements as presented;
2. Make specific revisions to recommendations and approve revised interim service enhancements and system improvements;
3. Do not approve Simi Valley Transit interim service enhancements and system improvements and provide other direction to staff.

Staff recommends Alternative No. 1.

SUGGESTED CITY COUNCIL MOTION

I move to approve the following City of Simi Valley Transit system interim service enhancements and system improvements [indicate items being approved].

OR

I move to approve the following City of Simi Valley Transit system interim service enhancements and system improvements as recommended.

SUMMARY

As part of the Short Range Transit Planning process, the public, staff and the Consultants have identified interim service enhancements and system improvements that can be implemented over the next six months by internal staff with minimal expense. Staff is requesting the City Council's approval to move forward with these service enhancements and system improvements while the Consultant works on Phase II of the Short Range Transit Plan. Staff will return in spring 2018 for a full discussion

following completion of Phase II of the Short Range Transit Plan which will include recommendations and alternatives for the Council to consider regarding major service changes, service additions, and strategies for the City’s Transit system sustainability.


Sommer Barwick, Director
Department of Community Services

Prepared by: Jennifer Mellon, Deputy Community Services Director

INDEX

Attachment A – Senior Dial-A-Ride Application 7
Attachment B – VCTC East/West Connector Route Information 9



DIAL-A-RIDE APPLICATION

(MUST BE 65 YEARS OF AGE OR ABOVE)

Please complete this application, or have someone complete it on your behalf.

Please type or print legibly in blue or black ink, and sign the application.

Last Name:	First Name:	Middle Initial:
Home Address:		
City:	State:	Zip Code:
Mailing Address (If different from home address):		
Home Phone: (____) _____	<input type="checkbox"/> Female	<input type="checkbox"/> Male
Cell Phone: (____) _____	Date of Birth: _____	
Email Address: _____		
Do you use any of the following Mobility Aids or Equipment? (If yes, please indicate):		
<input type="checkbox"/> Wheelchair (Manual)	<input type="checkbox"/> Wheelchair (Power)	<input type="checkbox"/> Scooter
<input type="checkbox"/> Walker	<input type="checkbox"/> Cane	<input type="checkbox"/> Other Specify: _____
Medi-Care? <input type="checkbox"/> Yes <input type="checkbox"/> No		
Your primary language:		
<input type="checkbox"/> English	<input type="checkbox"/> Spanish	<input type="checkbox"/> Other: _____
Emergency Contact:	Relationship:	
Address:	Daytime Phone: (____) _____	
	Evening Phone: (____) _____	
Secondary Emergency Contact (Optional):	Relationship:	
Address:	Daytime Phone: (____) _____	
	Evening Phone: (____) _____	
I have read the back of this application and all above information is true and correct.		
Signature: _____		Date: _____

Please mail, fax or email completed application to:

City of Simi Valley/Dial-A-Ride
 2929 Tapo Canyon Road
 Simi Valley, CA 93063

Tele: (805) 583-6464, Fax: (805) 583-6490, Email: SimiTransit@simivalley.org

How long will it take to process my application?

Upon receipt of an application it can take up to two weeks to be added to the system. You will receive a confirmation phone call to let you know that your application has been approved, and a welcome packet will be mailed to you. You may start booking rides as soon as the next day after you receive the confirmation phone call.

When can I schedule a ride?

Dial-A-Ride appointments may be requested up to 14 days in advance. Simi Valley Transit does not accept same-day appointments or make same-day changes to a pick-up location or drop-off destination.

Will I receive a confirmation of my scheduled trip?

Yes. Riders will be contacted after 3:00 p.m. one business day prior to the scheduled trip by phone. The call will provide a 30-minute window of time during which the van will arrive to pick them up. The rider must be ready to board the van anytime during the 30-minute window. For example, if the 30-minute window of time is 1:05 to 1:35 p.m., the rider may be picked up as early as 1:05 or as late as 1:35 p.m.

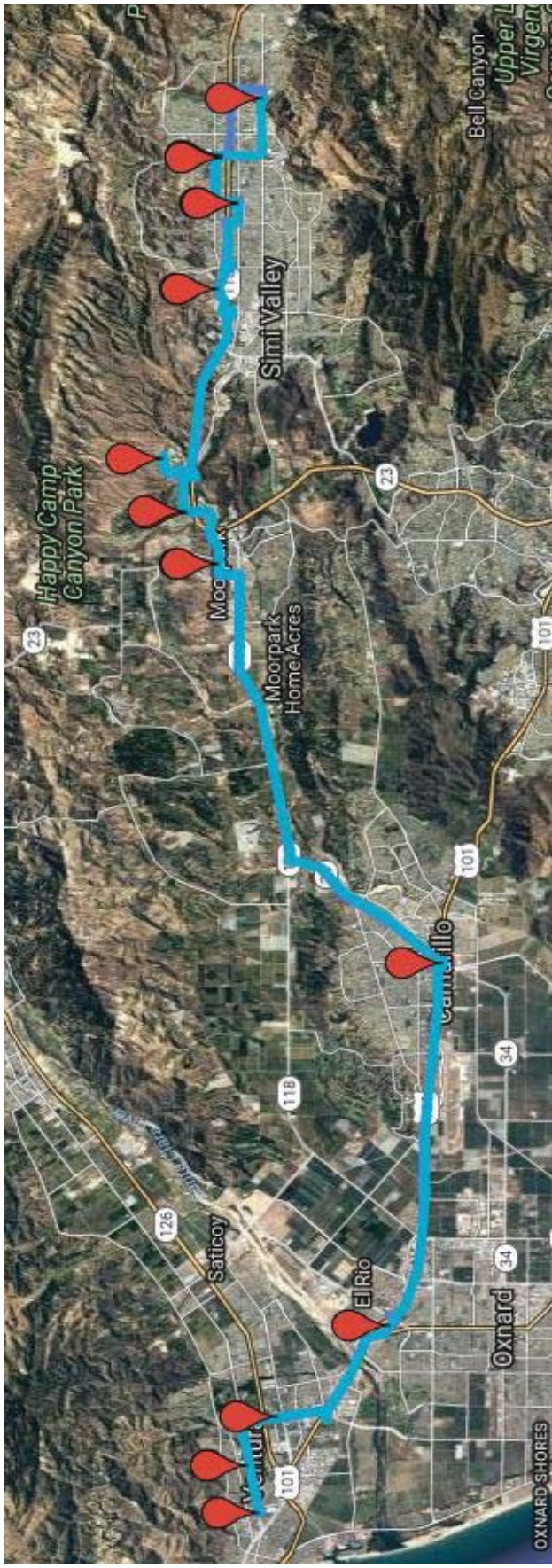
Am I guaranteed to receive my ride once I have scheduled a trip?

No. Dial-A-Ride serves Americans with Disabilities Act (ADA) certified passengers as priority and therefore senior rides are not guaranteed. Even if the booking was made a full 14 days in advance, ADA-certified riders (disabled persons who may be any age) receive priority service as a federal mandate, so seniors who are not ADA certified ride on a space-available basis. Simi Valley Transit makes every effort to transport everyone who has scheduled a ride but that is not always possible. Seniors will be notified by phone the day before their scheduled trip if there is not space available to accommodate their ride, and the Dispatcher may suggest alternate times where there is space available for senior riders.

Is there anything else I should know about Dial-A-Ride service?

Yes. Here is some additional information:

- This is a shared ride service so you will most likely be on transit vehicles with other passengers.
- You may be on the vehicle for an extended period of time while drivers drop off other passengers.
- Dial-A-Ride office hours are 8:00 a.m. to 5:00 p.m. Monday - Friday. A message machine is always available during high volume times and after hours. Leave your name and phone number, and a live Dispatcher will return your call during business hours to complete the booking.
- Simi Valley Transit's late cancellation/no show policy requires that if a scheduled ride is no longer needed, the rider must provide a cancellation call at least one hour prior to the scheduled ride window. Simi Valley Transit reserves the right to suspend service to riders who are not ready for pick-up during the scheduled window or who do not cancel rides in advance.
- You may bring up to 4 packages or bags onto the vehicles totaling no more than 20 pounds. The items must not block aisles or doorways.
- Drivers are not allowed to drop off passengers at locations other than what was requested during booking the appointment. If your friend lives around the block from you but your return trip states that Dial-A-Ride will drop you off at your residence, the driver cannot drop you off at your friend's home.

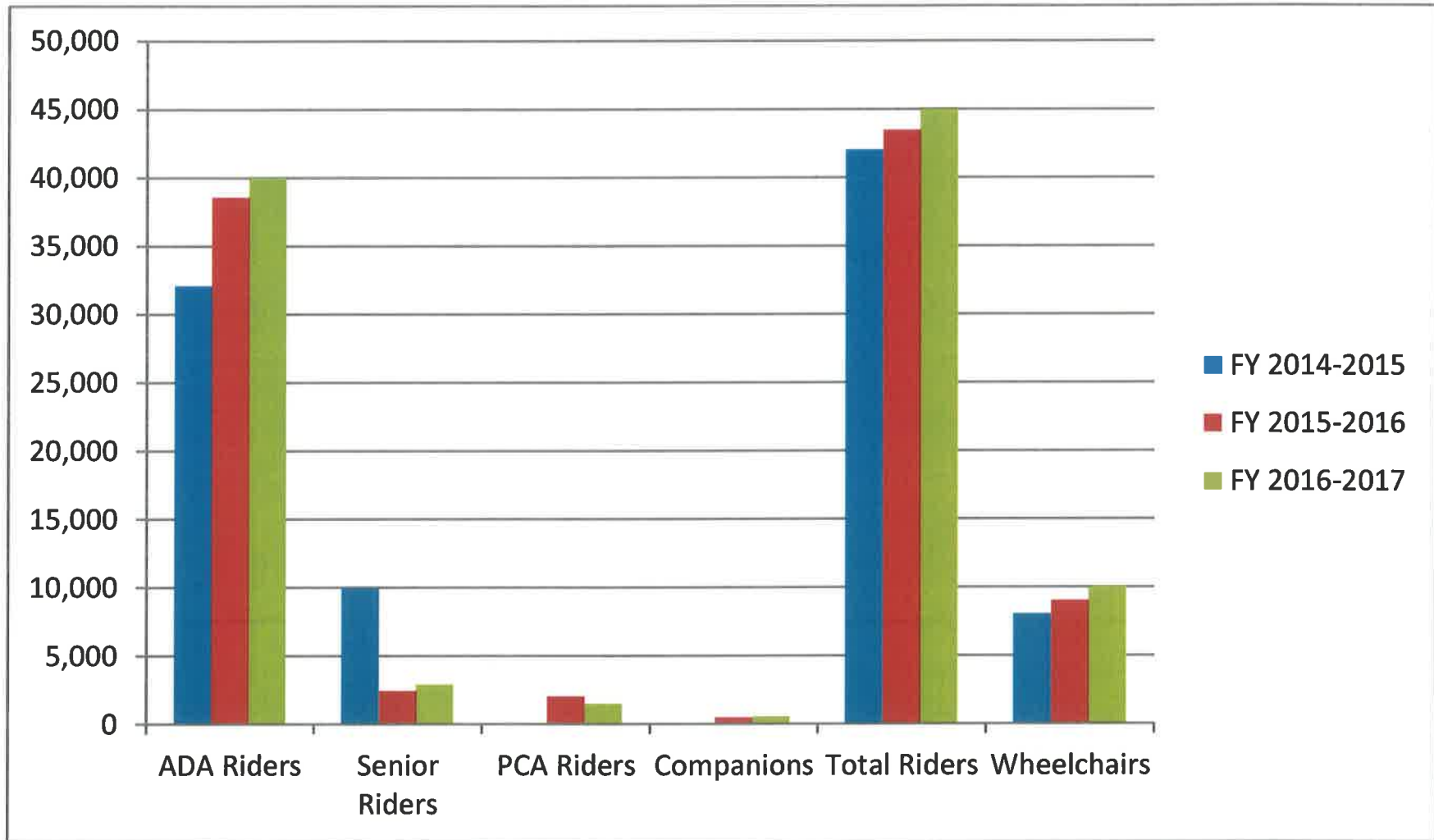


East/West Connector Stops:

Simi Valley Metrolink	Moorpark Metrolink Station
Tapo Canyon Road / Civic Center	Camarillo Metrolink
Cochran / Galena	Esplanade Oxnard
Simi Town Center	Ventura Government Center
Moorpark College	Ventura College
Princeton / Amherst	Ventura Transit Center

Three Year Ridership Comparison Chart

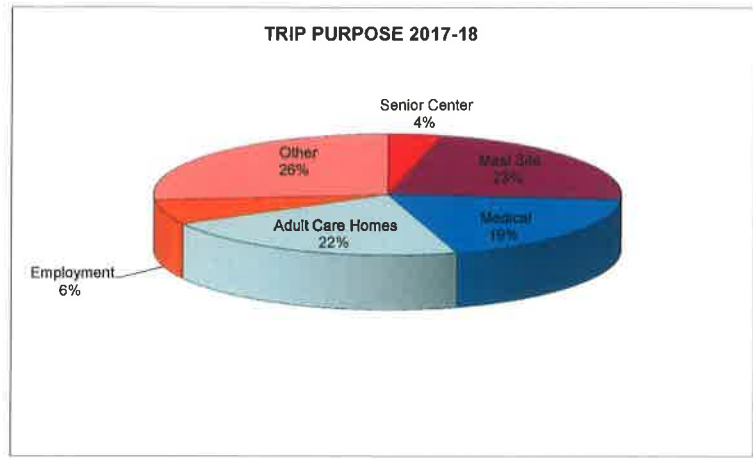
	ADA Riders	Senior Riders	PCA Riders	Companions	Total Riders	Wheelchairs
FY 2014-2015	32,085	9,960	N/A	N/A	42045	8,069
FY 2015-2016	38,569	2,438	2,009	469	43485	9,029
FY 2016-2017	40,052	2,913	1,492	552	45009	10,066



CITY OF SIMI VALLEY
SIMI VALLEY TRANSIT
FY JULY 2017- JUNE 2018 ADA/DAR TRIP REPORT
YTD

MONTH	FY 2017-18 TRIP PURPOSE					
	Senior Center	Meal Site	Medical	Adult Care Homes	Employment	Other
JULY	152	450	613	956	241	827
AUG	167	511	752	1,160	240	851
SEPT	172	441	683	971	250	913
OCT						
NOV						
DEC						
JAN						
FEB						
MAR						
APRIL						
MAY						
JUNE						
TOTALS	491	1,402	2,048	3,087	731	2,591

FY 2017-18 RIDERSHIP TOTALS						FY 2016-17 RIDERSHIP TOTALS						CHANGES					
ADA	SENIORS	PCA	COMPANION	Ridership Total (ADA + Sr + PCA + Comp)	WH'CHAIR Info Only - Do not add to Ridership Total	ADA	SENIORS	PCA	COMPANION	Ridership Total (ADA + Sr + PCA + Comp)	WH'CHAIR Info Only - Do not add to Ridership Total	ADA CHANGE	SENIORS CHANGE	PCA CHANGE	COMPANION CHANGE	WH'CHAIR CHANGE	TOTAL CHANGE
3,002	240	132	59	3,433	762	3,143	164	188	47	3,542	803	-4.5%	46.3%	-30%	26%	-5.1%	-3.1%
3,527	275	135	45	3,982	874	3,527	243	155	34	3,959	938	0.0%	13.2%	-13%	32%	-6.8%	0.6%
3,278	236	100	46	3,660	891	3,239	253	131	62	3,685	917	1.2%	-6.7%	-24%	-26%	-2.8%	-0.7%
0	0	0	0	0	0	3,229	300	115	81	3,725	854	-100.0%	-100.0%	-100%	-100%	-100%	-100.0%
0	0	0	0	0	0	3,117	266	114	46	3,543	862	-100.0%	-100.0%	-100%	-100%	-100%	-100.0%
0	0	0	0	0	0	3,165	255	108	73	3,601	941	-100.0%	-100.0%	-100%	-100%	-100%	-100.0%
0	0	0	0	0	0	3,148	225	120	36	3,529	882	-100.0%	-100.0%	-100%	-100%	-100%	-100.0%
0	0	0	0	0	0	3,040	243	93	32	3,408	1,043	-100.0%	-100.0%	-100%	-100%	-100%	-100.0%
0	0	0	0	0	0	4,624	236	112	26	4,998	1,154	-100.0%	-100.0%	-100%	-100%	-100%	-100.0%
0	0	0	0	0	0	3,189	207	100	14	3,510	761	-100.0%	-100.0%	-100%	-100%	-100%	-100.0%
0	0	0	0	0	0	3,287	249	118	44	3,698	750	-100.0%	-100.0%	-100%	-100%	-100%	-100.0%
0	0	0	0	0	0	3,344	272	138	57	3,811	781	-100.0%	-100.0%	-100%	-100%	-100%	-100.0%
9,807	751	367	150	11,075	2,527	40,052	2,913	1,492	552	45,009	10,666	-75.5%	-74.2%	-75%	-73%	-76.3%	-75.4%



Note:
The other category consists of the following:
Bank
Personal Appts
Restaurants
School
Transfer Points



Simi Valley Transit

Travel Training Class

Presented by

City of Simi Valley Transit and Mobility Management Partners

At the Senior Center

Wednesday December 13, 2017

1:00 to 3:00 p.m.

For reservations call 805-583-6363

Come and join the fun! Learn how to use public transportation!