

Final Short Range Transit Plan



CITY OF SIMI VALLEY



Submitted to:
City of Simi Valley
Department of Public Works

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Table of Contents

Executive Summary	ES-1
Overview of Short Range Transit Process	ES-1
Recommended Mission Statement and Goals	ES-1
Recommended Transit Management System and Technology	ES-2
Recommended Fixed Route Service Plan	ES-3
Recommended ADA/DAR Service Plan	ES-5
Recommended Marketing Plan	ES-7
Financial Plan	ES-10
1. Introduction	1-1
Overview of Short Range Transit Process	1-1
Overview of Short Range Transit Plan.....	1-3
2. Recommended Actions by Plan Year	2-1
FY 2018/19	2-1
FY 2019/20	2-2
FY 2020/21	2-4
FY 2021/22	2-5
FY 2022/23	2-6
FY 2023/24	2-6
3. Community Outreach Process	3-1
Phase I Community Outreach, Market Research, Development of Prelim. Alternatives	3-1
Phase II Evaluation of Financial Scenarios, Service Alternative, Service Plan	3-6
Phase III Summar of Short Range Transit Plan Recommendations.....	3-7
4. Mission Statement, Goals and Performance Standards	4-1
Mission Statement.....	4-1
Goals and Performance Standards	4-1
5. Transit Management and Technology	5-1
Transit Management System	5-1
Staff Reductions.....	5-2
Re-Allocation of Cost Based on Vehicle Service Hours, Vehicle Service Miles	5-2
New Mobility Technology Options.....	5-2
6. Fixed Route Service Plan Over Five-Year Period.....	6-1
Existing Service Overview	6-1
Recent Performance	6-1

FY 2019/20 Recommendations.....	6-2
FY 2020/21	6-10
FY 2021/22	6-12
FY 2022/23	6-12
FY 2023/24 Recommendations.....	6-12
Fixed Route Service Level Summary	6-13
7. ADA/DAR Service Plan	7-1
Description of Existing Services	7-1
Review of Recent Performance.....	7-2
ADA Paratransit Eligibility.....	7-4
Applicable Transit Marketing Actions	7-4
Re-consider Senior Eligibility in FY 2021/22.....	7-5
Change the ADA Service Area to the Adopted Fixed Route Service Plan Area.....	7-5
Ensure Strict Initial Certification and Recertification Procedures.....	7-5
Reduce Two-week Advance Reservation to One Week Advance Reservation.....	7-7
Re-Visit No Show and Late Cancellation Policies.....	7-7
Provide Automatic “Call Outs” to Indicate Vehicle is Arriving Within 10 Minutes	7-7
Revise the ADA and Senior Transportation Service Brochure.....	7-7
Develop Formal ADA/DAR Policies and Procedures Manual	7-8
Consider a Trip Cap on ECTA CONNECT Service	7-8
8. Simi Valley Transit Marketing Strategies	8-1
Improve Passenger Experience	8-1
Upgrade All Passenger Information	8-2
Introduce New System with Awareness/Ridership Campaign	8-5
Implement Targeted Ridership Promotions.....	8-8
Establish Gatekeeper Communications and Partnerships.....	8-10
Implement On-going Promotional Efforts	8-11
Utilize Public/Community Relations to Maintain Visibility	8-13
Budget and Implementation	8-15
9. Recommended Operations Financial Plan	9-1
Operating Costs	9-1
Operating Revenues.....	9-5
Capital Costs.....	9-12
Capital Revenues.....	9-18

10. Projected Performance.....10-1

Executive Summary

Overview of Short Range Transit Plan Process

The Short Range Transit Plan is a five-year blueprint for the development and implementation of mobility services in Simi Valley between FY 2019/20 and FY 2023/24. The Short Range Transit Plan was developed in three distinct phases:

Phase I was the community outreach, information, and data gathering effort. Based on this effort, organizational and service alternatives were prepared for more detailed analysis in Phase II. The results of Phase I were presented to the Simi Valley City Council on October 16, 2017.

Phase II was the detailed analysis of three financial scenarios and four service alternatives. On July 30, 2018, the City Council provided direction to move forward with the Streamlined Transit Management Financial Scenario which involves no contracting of service.



Phase III: The consulting team took feedback from the July 30, 2018 City Council meeting and developed two specific routing alternatives under the Lifeline Transit Scenario and Maximize Ridership Transit Scenario. These were presented to the public and transit riders during two public workshops attended by 30 participants on December 3, 2018. There was good support for the community service route concept, and differing opinions as to the preferred transit network option at the public workshop. The routing and service were also presented and discussed at three meetings with ADA/DAR and fixed route coach operators in December 2018. Minor modifications to the service plan have been made based on input from the public and the coach operators.

Recommendations were presented to the City Council on February 25, 2019 for consideration. The recommendations were approved unanimously and directed City Staff to complete the Short Range Transit Plan documents.

Recommended Mission Statement and Goals

The mission statement for Simi Valley Transit is:

“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.”

Simi Valley Transit is working towards achieving four goals:

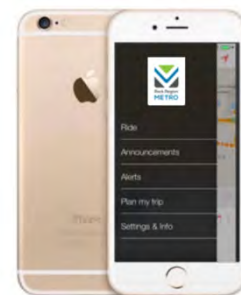
1. *Provide safe and convenient public transportation services to the residents of Simi Valley for employment, shopping, educations and social service trips, so long as service can be provided in a cost-effective manner. (Safe and accessible goal)*
2. *Ensure that all transit programs can be provided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



Recommended Transit Management System and Technology

The following are key features of the recommended transit management system:

1. A new ADA/DAR dispatching system to better enable the match of passenger demand to scheduled vehicle tours, reducing slack time when ADA/DAR drivers and vehicles are not productive. Procurement is planned for early 2019.
2. Changes to ADA/DAR coach operator work rules that enable coach operators to 1) work split shifts to match the peaking of ADA/DAR demand; 2) not work or be sent home when there are not sufficient scheduled trips to be made; 3) enable ADA/DAR coach operators to also operate pilot community service routes when needed; and 4) eliminating paying coach operators for being out of service during meal breaks.
3. Changes to fixed route trip layover scheduling such that coach operator layovers are made only at the ends of scheduled runs, maximizing passenger schedule convenience over coach operator convenience.
4. Fixed route coach operators may need to work split shifts depending on final fixed route schedules.
5. Procurement of a new transit database that provides easily accessible information on passenger boarding, farebox revenues by fare category, itemization of costs by service type and administration category, tracking of vehicle revenue hours and miles by service type, and regular output of performance measures, etc. with easily accessible database reports.
6. Implementation of real time transit information on an app powered by Synchronomatics.



After the transit management system is in place, Simi Valley has the potential of being significantly more productive and efficient. The efficiencies and less paperwork would enable the consideration of the elimination of several positions in order to more efficiently provide Simi Valley Transit service delivery. There is generally an overstaffing of middle management functions for Simi Valley Transit. Consider elimination of:

- One Transit Supervisor position
- One Transit Operations Assistant position

With significantly improved scheduling practices, there may be a need to eliminate one or more coach operator positions.

Recommended Fixed Route Service Plan

Summary of Existing Fixed Route Services

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. Route D in particular has very poor performance with less than a handful of passengers per trip. During the community outreach there were several key themes on service deficiencies:

1. It takes way too long on the bus to get from point A to point B.
2. The existing 45-minute frequencies are too infrequent.
3. Two driver breaks during the bus runs makes the service very inconvenient.
4. Later evening service and Sunday service were the top two improvements.

FY 2019/20 Recommendations

The primary recommendation is to restructure the fixed route service network to make it more convenient and cost efficient in significantly building ridership. There are four distinct elements of the recommended service plan that will be fully implemented in FY 2019/20:

1. Establish a temporary Transit Center at Avenida Simi and Tapo Canyon Blvd.
2. Extend Existing Route C (new Route 10) from the existing Chatsworth Metrolink to Simi Valley Civic Center. Route alignment would also serve Adventist Health Hospital, Town Center Mall, Human Service Agency on Madera, and Moorpark College.
3. Eliminate existing Routes A, B, and D, and replace with two new routes, Route 20 and Route 30, with 30-minute service between 6:00 am and 6:00 pm, and 60-minute service to 8:00 pm, Monday to Saturday.
4. Implement a new pilot community service route, Route 40, serving the key origins and destinations of seniors and disabled individuals, with service frequency every 60 minutes, the

use of small buses, dropping and picking up passengers at the front door of key activity centers, from 9:00 am to 3:00 pm on weekdays. The pilot program would be evaluated for continuance in mid-2020.

5. Implement a new electronic fare media software program that enables passengers to pay their fare onboard the bus with an app.

FY 2020/21

A new UberPool discount program would provide three key market segments with a 50% subsidy for trips, up to a maximum subsidy of \$10.00 per trip for:

- ADA Paratransit individuals for any trip with both an origin and destination in Simi Valley.
- Seniors 65 and older for any trip with both an origin and destination in Simi Valley.
- Reagan Library attendees to and from any destination in Simi Valley to and from the Reagan Library, to and from hotels and Reagan Library, and to and from the Metrolink station and the Reagan Library.

For an UberPool trip that costs \$8.00, for example, the passenger would pay \$4.00 and the City of Simi Valley would subsidize the other \$4.00. If the trip cost \$20.00, the passenger would pay \$10.00, and the City of Simi Valley would subsidize the trip \$10.00, the maximum amount. If the UberPool trip cost \$25.00, the passenger would pay \$15.00, and the Simi Valley would pay the \$10.00 subsidy maximum.

The following improvements for FY 2021-22 to FY 2023-24 would only be made if it is determined that transit management changes improve cost efficiency, passenger demand projections with associated farebox revenue increases are achieved, and overall Local Transportation Funds and Federal Transit Administration funds are sufficient to both implement and sustain the service improvements.

FY 2021/22

Later evening service was the second top improvement requested by existing passengers during Phase I. However, based on experience elsewhere, actual utilization of later service, after 8:00 pm, is typically very low and could diminish farebox recovery ratios (fare revenues/operating costs).

With the above contingencies, the following are recommended for consideration for implementation in FY 2021/22.

- Extension of weekday evening hours from 8:00 pm to 9:30 pm
- Extension of Saturday hours from 6:00 pm to 9:30 pm
- Extension of weekday community service route from 3:00 pm to 4:00 pm

FY 2022/23

Sunday service was the top priority improvement of Simi Valley Transit passengers. However, based on experience elsewhere, ridership on Sunday is typically significantly lower than weekdays and Saturdays, mainly due to a decreased span of service, and less frequent service. Sunday service is included as a future option based on passenger input. However, the same financial contingencies applicable in FY

2021/22 apply here. Implementation of Sunday service is estimated to cost \$431,000 for Routes 10, 20, and 30, but would likely have 50% or less of the passenger productivity and fare revenues.

At the December 3rd community workshops, one of the concerns raised with the community service routes was service ending at 3:00 pm. In FY 2021/2022, if the pilot program become permanent, then service could be extended to 4:00 pm. If there is not a significant drop-off in performance, then service could be extended to 5:00 pm.

FY 2023/24

One of the drawbacks of the recommended service plan is that there is overall less coverage of regular fixed route service after 3:00 pm and on Saturdays when the community service route is not operating. If Routes 10, 20, and 30 attract significant ridership that is sustained over time, then consideration would be made to adding a fourth route to Simi Valley Transit. The actual routing would be dependent on the outcome of the full implementation of the 2019/20 service plan.

Recommended ADA/DAR Service Plan

Summary of Existing Services

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 am (first pickup) to 7:30 pm (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 trip. 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.

The East County Transit Alliance (ECTA) provides the CONNECT InterCity Dial-a-Ride program through a cooperative agreement among the cities of Moorpark, Simi Valley, Thousand Oaks, and the County of Ventura as member agencies of ECTA. Service is provided Monday to Saturday. The intercity service is available to seniors 65 and above and ADA certified individuals, the same as ADA/DAR service. The fare is \$5.00 regardless of the distance travelled. There is no limit currently on the number of trips that may be taken by individuals on a daily, weekly, or monthly basis. The service is administered by the City of Thousand Oaks and they utilize a contract vendor to operate the service.

Recent Performance

- It's very expensive to operate ADA/DAR service. The cost was \$175.90 per vehicle service hour while the ECTA CONNECT service costs much less at \$62.93 per vehicle service hour.
- The cost per passenger trip for ADA/DAR service was \$71.76 in FY 2017/18. In contrast, it cost \$37.20 per passenger trip to operate the ECTA CONNECT service.
- The average fare is \$2.74 per passenger trip, higher than the base fare of \$2.00. This is likely due to unutilized 10-ride ticket booklets sold for \$20.00.

Recommendations

- In Fiscal Year 2021/22, it is recommended that the City Council review the results of the pilot projects for the community service route and the UberPool subsidy program and determine if it wants to continue to optional policy of providing seniors 65 and older who are not ADA eligible the Dial-a-Ride service.
- Based on the restructured fixed route service a new ADA/DAR service area is recommended.
- Currently the Ventura County Transportation Commission has responsibility for ADA certification procedures and for re-certification. In order to manage carefully the considerable resources required to provide effective ADA complementary paratransit, Simi Valley Transit should take steps tighten the entrance to the service and to carefully review participants' certification when that comes up in annual or biennial re-certification processes.
- Reduce allowable two-week advance reservations to one-week advance reservations to reduce the number of cancellations and no-shows.
- 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. It is recommended that this be addressed at the same as the new scheduling software is implemented.
- Provide automatic "call outs" to indicate the ADA/DAR vehicle is arriving within 10 minutes.
- Revise the ADA and senior transportation service brochure.
- While Simi Valley public transportation services has numerous written policies in place, it is recommended that formal, consolidated Policies and Procedures Manual be developed.
- Consider a trip cap on ECTA Connect service. ECTA provides the CONNECT InterCity Dial-a-Ride program through a cooperative agreement among the cities of Moorpark, Simi Valley, Thousand Oaks, and the County of Ventura as member agencies of ECTA. Service is provided Monday to Saturday. The budget for this discretionary program has increased from \$265,000 in FY 2017/18 to a \$350,000 budget this fiscal year, and could increase to \$560,000 in FY 2019/20. Demand is continuing to increase for this service. In order to constrain costs, it is recommended in FY 2020/21 that the City of Simi Valley consider providing a monthly allowance of how many trips eligible seniors 65 and older and ADA-certified individuals can take each month.

Recommended Marketing Plan

With the overall goal of building ridership for the redesigned system, SVT's marketing efforts must address several objectives.

1. Build awareness for the new, user-focused service design among current riders and the community overall.
2. Create an image of public transit in Simi Valley as easy, efficient and tech savvy.
3. Educate current riders about how to use the new routes for faster, easier transportation.
4. Generate trial ridership among a broad base of new riders.
5. Conduct targeted marketing to high potential riders including seniors and persons with disabilities (for the community service route); college and secondary students; and social service clients.

To achieve these marketing objectives are following recommendations are offered.

Upgrade All Passenger Information

Easy-to-use passenger information is at the core of transit marketing. Without it, transit services are seen as cryptic and confusing.

New Passenger Guides

It is recommended that, with the introduction of the revised system, SVT design and publish a single, comprehensive passenger guide that includes:

- Easy to read system maps which shows routes, transfer points, key destinations, time points and bus stops.
- Schedules for each of the three core routes and the community service route. Time points on the schedules should be clearly defined and related to the map. Information about fares, passes, pass sales locations and mobile tickets. Information about using Google Maps and the Syncromatics Real Time App to get complete information on a smart phone.
- A similar user-focused approach should be taken to creating a new demand response guide.

Large Display at Transit Hub

The new transit hub will become a major focal point for SVT riders and will be a critical point for providing information. A large information display should include a system map, schedules for all routes, fare information and instructions for using Google Maps and the Synchronomatics App for trip planning and real time information.



New website

Most potential transit users say they would go online to get information if they decided to ride the bus. Along with its other technology enhancements, SVT should establish a stand-alone transit website at simivalleytransit.org. The website should be user-focused and include features such as:

- Interactive system map that clearly highlights where you can go on Simi Valley Transit (an example of a home page with such a map is shown above.)
- Google powered trip planner.
- Route maps and schedules for each route. Schedules should be in HTML (rather than as images or PDFs) so that they can be accessed by screen readers and search engines.
- Fare and pass information.
- Access to Synchronatics real time information and trip planning.
- How to ride information including how to use fare boxes, bike racks and other features of the system.
- Information about demand response service and eligibility, including an application.



www.eldoradotransit.com

At the Stop Information Displays

During the marketing review, SVT had information displays at many bus stops. However, they were often inaccurate and confusing because the displays included information for routes that did not serve the specific stop. Displays at the stops are excellent information building tools but must be kept up to date.

For other significant stops, it is recommended that SVT create stop-specific inserts for the information panels. The inserts might include a highly simplified system map or an individual route map for the route serving the stop. It should also include the departure times for that specific stop. At the right is a sample of such a sign for Calaveras Connect. These can be produced in MS Publisher for easy in house updating, printed on a color laser printer, laminated and placed in the existing information fixtures.



Introduce New System with Awareness/Ridership Campaign

Once the enhanced passenger experience and information tools are in place, it will be time to develop awareness and an improved image for the “new Simi Valley Transit” by communicating the benefits it offers to current and potential riders. Three types of promotions are recommended. First, a short-term introductory promotion to capitalize on the “newness” factor and generate trial ridership. Second, ongoing marketing to the broad community which positions SVT as a convenient easy-to-use transit alternative. And third, target promotions to groups with key ridership potential, including college students, secondary students, seniors and persons with disabilities served by the new community service route and low income clients of social service agencies and employment programs.

Key Messages for Introductory Promotion

- Faster, more direct routes – every 30 min
- New service to Moorpark College
- New Community Service Route with “at the door” dropoffs
- Plan your transit trip in Google Maps
- Get real-time arrival info
- Pay with your smartphone

Preview On-board Campaign

It will be critical to let current riders know what to expect when the new system is implemented and to present it in a way that highlights why they should be happy about the changes. An on-board poster campaign coupled with a rider-focused handout should include the simplified system map and highlight the key benefits of the new system as well as the new tools for trip planning, real-time information and fare payment.

Bus Wraps

One of the most visible channels of communication available to Simi Valley Transit is its vehicles and bus shelters. They are seen by many of thousands of people every day and have the potential to be highly effective advertising media. Partial wraps on some or all of SVT’s buses can create immediate awareness that something is new about the system and can be used to highlight key messages. If space is available on shelters they can reinforce the effort.

Direct Mail with Free Ride Pass

A second strategy recommended for building awareness of the new system is a direct mailing to all households proximate to the new routes. The mailing should be a colorful oversized postcard (e.g. 8 ½” x 11”) which includes a simplified system map, instructions for using Google Maps to plan a trip and a free ride pass good for one or more Day Passes. (The free rides would be valid for a limited period of time – 2-4 weeks).

Implement Targeted Ridership Promotions

There are several audiences with a higher than average potential to use transit in Simi Valley. These groups should be the focus of highly targeted promotional efforts both during the introduction of the new services and as part of the on-going promotion:

Moorpark College Students

This will be an entirely new audience for Simi Valley Transit. Moorpark College has over 14,000 students and they are part of VCTC’s college prepaid program so they will ride SVT fare free.

Secondary Students

The new routes will provide improved service to three secondary schools - Simi Valley High School, Royal High School, Sinaloa Middle School. The schools already sell a significant number of SVT passes to students.



Residents Served by Community Service Route

The new Community Service Route will offer an entirely new mode, tailored to the needs of seniors and persons with disabilities, but also perfect for young parents with children, shoppers, youth or anyone who would enjoy the convenience of being dropped at the door of stores and other major destinations for only 75 cents for the targeted ridership groups of seniors and persons with disabilities.

Establish Gatekeeper Communications and Partnerships

Many organizations serve as “gatekeepers” for potential transit riders. These include social service agencies, schools and colleges, youth programs, employment programs and large employers, support organizations for the disabled and elderly and medical services. These organizations, and particularly their front line employees, are often charged with identifying transportation options for getting their clients to programs, appointments, training, classes, interviews and jobs. As a result, they have the potential to serve as **“salespeople” for Simi Valley Transit.**

Financial Plan

Operating Costs

The anticipated costs for the recommended FY 2019/20 service plan in 2019 dollars is preliminarily projected at \$7.0 million, well below the FY 2018/19 budget of \$8.23 million, but equivalent to FY 2017/18 costs. The proposed FY 2019/20 budget includes the streamlined management actions described earlier to make Simi Valley Transit a more efficient operation. However, this cost estimate is preliminary and based on a series of assumptions as well as the Remix routing software. More refined costs will be developed once field testing of routes is done and other factors are considered. There is a likely error of margin of 5-7% in the operating cost projections currently shown. However, even with a 7% margin of error, the 2019/20 operating costs would still be below the 2018/19 budget of \$8.23 million.

With the gradual implementation of the service plan improvements, the estimated operating costs would increase from \$7.0 million in FY 2019/20 to \$8.8 million in FY 2023/24.

Operating Revenues

Summary of Key Fare Recommendations

- Retain the fixed route base fare of \$1.50 full fare and \$0.75 discounted fare for seniors 65 and older and persons with disabilities (reduced fare).
- Retain the fixed route day pass price at \$5.00 for full fare and \$2.50 for reduced fare.
- Retain the 21/25 ride ticket prices at \$25 for a 21-ride pass for full fare and \$15 for a 25-ride pass.
- Reduce the 31-day pass from \$50 to \$45 for full fare passengers and from \$25 to \$22.50 for eligible reduced fare participants.
- Increase the fare on ADA/DAR from \$2.00 to \$3.00 and the 10-ride books from \$20 to \$25.
- Sell fare media online to passengers and human service agencies.
- Purchase software to enable passengers to pay their fare utilizing their smartphone.

Because Simi Valley Transit is extending Route C (new Route 10) from the Simi Valley Government Center to Moorpark College, increasing service frequencies from 45 minutes to every 30 minutes on Routes 20 and 30, and introducing a new community service route, Simi Valley Transit will not be subject to the farebox recovery requirements for fixed route services for a period of two years.¹ It will however, be required to meet the 10% farebox recovery requirement for ADA/DAR services.

General Fund Contributions

With adoption of SB 508, effective January 1, 2016, PUC Section 99268.19 allows for farebox revenue supplementation. Specifically, the section states, “If fare revenues are insufficient to meet the applicable ratio of fare revenues to operating costs, an operator may satisfy that requirement by supplementing its fare revenues with local funds.” The City of Simi Valley can contribute general fund monies that are not derived from state or federal grants towards farebox recovery requirements. In FY 2019/20 and FY 2020/21, Simi Valley will be within the two-year exemption from the new fixed route system, and will not be subject to the 20% farebox recovery requirement. It will be subject to meeting the 10% ADA/DAR farebox recovery requirement. Based on assumptions for full implementation of the 2019/20 SRTP recommendations, it is projected that there may be sufficient local contributions to cover the deficit in ADA/DAR fares and there may not be a need for general fund monies in FY 2019/20 and FY 2020/21. It is recognized that there could be a significant margin in error in these estimates, and it is possible that up to \$175,000 in local contributions from the general fund could be required from the general fund to make up the deficit between the sum of fares, advertising, and fare reimbursements and the revenues needed to meet 10% farebox recovery requirement. However, In FY 2021/22 when the two-year exemption for the route restructuring is over, there will be a need for \$335,275 in general fund monies. If Simi Valley continues with the service improvements through FY 2023/24, the general fund contribution would increase to \$457,444.

¹ PUC Section 99268.8 Exemption of for Extension of Services.

Local Transportation Fund

Local Transportation Funds (LTF) are part of the Transportation Act. They are generated from ¼ cent sales tax and are specifically designated to support public transportation. This is by far the largest funding source for Simi Valley Transit. A total of \$19,291, 293 in LTF funding is required to subsidize Simi Valley Transit operations over the five year SRTP planning horizon.

Federal Transit Administration 5307 Funds

In small urbanized areas like Simi Valley, Federal Transit Administration (FTA) 5307 funds are also available for either operating or capital purposes. This is the second largest funding source for Simi Valley Transit. From FY 2019/20 through FY 2023/24, a total of \$13,948,145 FTA 5307 funds are planned to help subsidize Simi Valley Transit operations.

Capital Costs

The following are primary capital cost expenditures planned between FY 2019/20 and FY 2023/24 that exceed \$400,000 over five years:

Bus Replacements: two heavy duty fixed route buses to be delivered in FY 2019/20 and twelve replacement ADA/DAR buses for delivery in FY 2023/24. Total cost of \$4,960,000

CNG Fueling Station: Upgrade and remodel for a total cost of \$1,491,249

Transit Management System: To improve reporting, service efficiency and passenger real-time information for a total cost of \$585,000.

Bus Stop Improvements: Enhancements to existing stops, and new bus shelters for a total cost of \$47,556

SRTP Project Implementation: Facilities for interim transit center on Tapo Canyon Rd. bus wraps to promote new services, and real-time transit information displays for a total cost of \$455,118.

The total costs for all capital improvement is expected to be approximately \$8.7 million over the five-year period.

Capital Revenues

The following are the five year totals for the funding sources that will be utilized to fund the capital improvements:

Federal CMAQ:	\$1,792,000
TDA Local Transportation Fund	\$1,784,921
PTMISEA (Proposition 1B)	\$1,573,216
Federal FTA 5339	\$1,557,860
Federal FTA 5307	\$1,492,000
SB1 State of Good Repair	\$526,771

1. Introduction

Overview of Short Range Transit Plan Process

The Short Range Transit Plan is a five-year blueprint for the development and implementation of mobility services in Simi Valley between FY 2019/20 and FY 2023/24. The Short Range Transit Plan was developed in three distinct phases:

Phase I was the community outreach, information, and data gathering effort. Based on this effort, organizational and service alternatives were prepared for more detailed analysis in Phase II. The Phase I Working Paper of the Simi Valley Short Range Transit Plan provided the following:



1. Report on the key findings of the extensive community outreach effort for input into the recommendations of the Short Range Transit Plan.
2. Draft mission statement options, proposed goals, and performance measures that were utilized in evaluating the Short Range Transit Plan alternatives.
3. Alternatives developed based on community input and professional judgment that were then evaluated in Phase II of the Short Range Plan.
4. Description of the methodology to be utilized in the analysis of alternatives in Phase II in order to provide the Simi Valley City Council with informed choices on what to recommend in the draft Short Range Transit Plan in Phase III.

The results of Phase I were presented to the Simi Valley City Council on October 16, 2017.

Phase II was the detailed analysis of financial scenarios and service alternatives. Three financial scenarios were provided:

- Streamlined Transit Management Financial Scenario: This scenario emphasizes streamlined management staffing and a comprehensive transit management system, which would be utilized in combination with increased local contributions to meet farebox recovery requirements.
- Service Contracting Financial Scenario: This scenario is based on the contracting of Simi Valley Transit, the current practice of all other Ventura County transit agencies.
- Gold Coast Transit Financial Scenario: In this scenario Simi Valley joins the Gold Coast Transit District and discontinues direct operation of transit services.

On July 30, 2018, the City Council provided direction to move forward with the Streamlined Transit Management Financial Scenario which involves no contracting of service.

Four service delivery alternatives were also provided. In each of the alternatives, existing Route D would be eliminated. In addition, in each alternative Americans with Disability Act (ADA) Dial-a-Ride service would be provided in accordance with Federal law and regulations. The following is a brief summary of the four alternatives evaluated and presented to the City Council:



- **Lifeline Transit Service Delivery Alternative:**
 This alternative provides traditional transit fixed route service that offers 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. Bus frequencies would be every 60 minutes with service on Sundays and longer evening hours to 9:00 or 10:00 pm. Route C would be extended to Moorpark College. It would include a community service route with small buses designed to serve the needs of seniors and persons with disabilities.
- **Maximize Ridership Service Alternative:** This alternative focuses services where they can maximize ridership potential. There would less coverage of local fixed routes, but local routes would operate every 30 minutes, with no Sunday or later evening service. Route C would be extended to Moorpark College.
- **Private Micro-Transit Service Alternative:** This alternative relies or mostly relies on market-focused service delivery methods such as Uber/Lyft, school trippers, and on-demand services with an app. The emphasis would be on private sector and demand-based solutions while minimizing public subsidy dollars.
- **Recommended Service Alternative:** This alternative consists of a blend of the best features of the financial scenarios and service alternatives based on the judgment of the consulting team. The Phase II recommendation was to have the City of Simi Valley retain direct operation of fixed route transit and contract for both ADA Paratransit and the CONNECT service. The recommended service plan suggested two local routes that would provide 30-minute service from 6:00 am to 8:00 pm. Route C would be extended to Moorpark College with service every 60 minutes. Registered Simi Valley Transit residents would be eligible for UberPool discounted rides from 8:00 pm to midnight from Monday to Saturday and all day on Sunday. The discounted UberPool program would be available to Reagan Library attendees and ADA/Dial-a-Ride (DAR) individuals. A new community service route would operate for the convenience of seniors and the disabled between 9:00 am and 3:30 pm from Monday to Saturday. Four new school tripper routes would be implemented.

The Recommended Service Alternative in Phase II depended on cost savings from the contracting of the ADA/DAR service, which the City Council did not endorse, and was therefore not financially feasible. The City Council did like elements of the recommended service plan including a pilot program for the new

community service route for seniors and the disabled as well as the extension of Route C to Moorpark College.

Phase III: The consulting team took feedback from the July 30, 2018 City Council meeting and developed two specific routing alternatives under the Lifeline Transit Scenario and Maximize Ridership Transit Scenario. These were presented to the public and transit riders during two public workshops attended by 30 participants on December 3, 2018. There was good support for the community service route concept, and differing opinions as to the preferred transit network option at the public workshop. The routing and service were also presented and discussed at three meetings with ADA/DAR and fixed route coach operators in December 2018. Minor modifications to the service plan have been made based on input from the public and the coach operators.

Recommendations were presented to the City Council on February 25, 2019 for consideration. The recommendations were approved unanimously and directed City Staff to complete the Short Range Transit Plan documents.

Overview of Short Range Transit Plan

The Short Range Transit Plan is organized in the following sections:

Chapter 2 Recommendations by Plan Year

Chapter 3 Public Outreach Summary

Chapter 4 Mission Statement, Goals and Performance Standards

Chapter 5 Transit Management and Technology Enhancements

Chapter 6 Fixed Route Service Plan

Chapter 7 ADA/DAR Service Plan

Chapter 8 Marketing Plan

Chapter 9 Operating and Capital Financial Plan

Chapter 10 Project Performance and Key Challenges Over Next Five Years

2. Recommended Actions by Plan Year

For each of the five Short Range Transit Plan years, the actions are broken down by:

- Management and Technology Actions
- Fixed Route Service Plan Implementation Actions
- ADA/DAR Service Plan Implementation Actions
- Fare Policy Actions
- Marketing Actions
- Capital Procurement Actions

Please note that the first plan year of the Short Range Transit Plan is FY 2019/20. However, since several actions are currently underway in response to earlier working papers and City Council actions, those actions are documented for the current fiscal year, FY 2018/19.

Each of the recommendations are in bullet form below. Subsequent chapters of the Short Range Transit Plan Summary include more details and the rationale for the recommendations

Not every action category is included in every plan year because there are no actions recommended for that category.

FY 2018/19

Management and Technology Actions

- Procurement of a new ADA/DAR dispatching system to better enable the match of passenger demand to scheduled vehicle tours, reducing slack time when ADA/DAR drivers and vehicles are not productive.
- Implement real time transit information on an app powered by Synchronatics, accessible to passengers who have a smart phone or access to the internet.
- Purchase of Remix for service planning and as a public participation tool. Completed in October 2018 and Remix was utilized in the December 3rd 2018 community workshops. Remix is also being utilized to fine tune recommended routes and stops.
- Procurement of a new transit database that provides easily accessible information on passenger boarding, farebox revenues by fare category, itemization of costs by service type and administration category, tracking of vehicle revenue hours and miles by service type, and regular output of performance measures, etc. with easily accessible database reports.

Capital Procurement Actions

- Order two heavy duty fixed route buses.
- Prepare implementation plan with additional shelter and signage for new interim transit center along Tapo Canyon Blvd.

Marketing Actions

- Procurement for a marketing consultant/graphic designer vendor to begin the process of redesigning the SVT website, develop passenger guides, bus wrap designs, and other creative materials
- Develop a news calendar for rollout of the service design changes in the Fall 2019.

FY 2019/20

Management and Technology Actions

- Fully implement new ADA/DAR dispatching software system.
- Make changes to scheduling of ADA/DAR coach operators to enable matching of passenger demand with service supply, including working split shifts or to not work/be sent home when there are not scheduled trips to make.
- In order to maximize passenger route scheduling, it is recommended to change the fixed-route layover to the end of trips.
- Based on the new schedules, determine the need for fixed route coach operator split shifts.
- Conduct procurement for mobile fare payment system.
- Fully implement new transit database system.
- Reduce middle management staff including one Transit Supervisor position, and one Transit Operations Assistant position.
- Eliminate up to three coach operator positions based on scheduling efficiencies, depending on final schedule outcomes.
- Allocate operating costs between fixed route and ADA/DAR based on vehicle service hours and vehicle service miles to more accurately reflect service delivery costs.

Fixed Route Service Plan

- Provide improvements for temporary Transit Center at Avenida Simi and Tapo Canyon Blvd.
- Extend Existing Route C (new Route 10) from the existing Chatsworth Metrolink to Simi Valley Civic Center. Route alignment will also serve Adventist Health Hospital, Town Center Mall, Human Service Agency on Madera, and Moorpark College.
- Eliminate existing Routes A, B, and D, and replace with two new routes, Route 20 and Route 30, with 30-minute service between 6:00 am and 6:00 pm, and 60-minute service to 8:00 pm, Monday to Saturday. Route 20 would provide service along the entire length of East Los Angeles Ave. between Yosemite Ave. and Madera with a diversion along Tapo Canyon Blvd. to the temporary Transit Center at the Civic Center. Route 30 would provide routing along Cochran, Erringer and Royal Ave to Madera.
- Implement a new pilot community service route serving the key origins and destinations of seniors and disabled individuals, with service frequency every 60 minutes, the use of small buses, dropping and picking up passengers at the front door of key activity centers, from 9:00 am to 3:00 pm on weekdays. Evaluate for continuance in mid-year 2020.

ADA/DAR Service Plan

- Change the ADA service area to the adopted fixed route service plan area. A buffer of ¼ mile around the community service route and Routes 20 and 30 would provide the new boundary for ADA/DAR service.
- Ensure strict initial certification and recertification procedures for ADA Paratransit service.
- Reduce two-week advance reservation to one-week advance reservation.
- Revise “No Show” and “Late Cancellation” policies.
- Provide automatic call-outs to indicate vehicle is arriving within 10 minutes.
- Revise the ADA and Senior Transportation brochure.
- Develop formal ADA/DAR policies and procedures manual.
- To address the potential cost increase from \$350,000 in FY 2018/19 to \$560,000 FY 2019/20 for the East County Transit Alliance CONNECT Inter-City Dial-A-Service, consider providing a cap on monthly ridership per person or other cost containment options.

Fare Policy

- Reduce the 31-day pass from \$50 to \$45 for full fare passengers and from \$25 to \$22.50 for eligible reduced fare participants.
- Update the agreements with Metrolink and VCTC to reflect current fares and offering of fare media.
- Increase the fare on ADA/DAR from \$2.00 to \$3.00 and the 10-ride books from \$20 to \$25.
- Sell fare media online to passengers and human service agencies.
- Purchase software to enable passengers to pay their fare utilizing their smartphone.

Marketing Actions

- Develop and print single comprehensive fixed route passenger guide.
- Develop and print new ADA/DAR guide that includes information on the community service route.
- Develop and distribution special community service route guide.
- Establish and design stand alone website at simivalleytransit.org.
- Design and install large information display on new system at new transit hub .
- Develop and install stop-specific inserts for information panels at top 25 highest ridership stops.
- Create on-board poster and rider handout on new system.
- Promotion of Mobile Fare Payment with new release, on-board promotion, website posting
- Develop instructional video on new system.
- Ribbon cutting and celebration at interim transit center on Tapo Canyon Blvd providing incentives to encourage trial ridership.
- Install partial bus wraps on all fixed route buses to promote new services.
- Install partial bus wraps on ADA/DAR buses to promote community service routes.
- Design and mail a colorful oversized postcard promoting new system to all Simi Valley households with one or more Day Passes.

- Design newspaper ad and include same free ride offer as the mailers for running for a week before and after the new system launch.
- Develop on-campus information displays for Moorpark College and high schools.

Capital Procurement Actions

- Two new fixed route buses delivered and placed into service
- Replace relief and supervisory vehicles
- Implement bus stop amenity improvements with new information panels as necessary
- Purchase and implement new transit management system
- Additional bus shelter, signage, and large display at interim transit center

FY 2020/21

Management and Technology Actions

- Evaluate the ridership and performance of fixed route changes made in FY 2019/20. Hold a public forum with passengers to receive input and feedback.
- Determine if the community service route will continue or be terminated.

Fixed Route Service Plan

- Make minor route and schedule adjustments based on the input received from the evaluation and passenger input in the management action above.

ADA/DAR Service Plan

- Implement new one-year pilot uberPOOL discount program which will provide three key market segments with a 50% subsidy for trips, up to a maximum subsidy of \$10.00 per trip for:
 - ✓ ADA Paratransit individuals for any trip with both an origin and destination in Simi Valley.
 - ✓ Seniors 65 and older for any trip with both an origin and destination in Simi Valley.
 - ✓ Reagan Library attendees to and from any destination in Simi Valley to and from the Reagan Library, to and from hotels and the Reagan Library, and to and from the Metrolink station and the Reagan Library.

Marketing Actions

- Develop gatekeeper outreach database and initiate face-to-face gatekeeper outreach
- Establish social media links with gatekeepers
- Develop targeted promotional campaign based on new system ridership results
- Participate at community events, building transit system visibility
- Develop social media campaign
- Conduct fall (back to school) paid advertising campaign

Capital Procurement Actions

- Initiate a study to determine the feasibility of a permanent transit center evaluating the potential size, features, alternative locations and total costs of such a facility. Encourage the

Ventura County Transportation to participate in the study to include VCTC routes into the transit center design.

- Remodel of dispatch/office facility.
- Identify new transit high ridership stops without shelter and install three new bus shelters.
- Implement bus technology improvements.

FY 2021/22

Management and Technology Actions

- Evaluate uberPOOL discount program to determine if it should be continued or terminated.
- Complete an evaluation of the efficiency, effectiveness and ridership demand based on adopted performance standards. Determine if funding is available to expand services.
- Conduct zero emission bus rollout study.

Fixed Route Service Plan

The following will only be implemented if the evaluation of the 2019/20 route restructuring determines that 1) the new routes and have met or exceeded the target performance standards; and 2) it is determined there is adequate funding resources available for expansion

- Extend weekday evening hours from 8:00 pm to 9:30 pm.
- Extend Saturday hours from 6:00 pm to 9:30 pm.
- Extend weekday community service route from 3:00 pm to 4:00 pm.

ADA/DAR Service Plan

- Reconsider senior eligibility for ADA/DAR services after evaluating utilization and performance of community service route and UberPOOL subsidy programs.

Marketing Actions

- Continue regular gatekeeper outreach efforts.
- Develop targeted promotional campaign based on new system ridership results.
- Participate at community events, building transit system visibility.
- Develop social media campaign.
- Conduct fall (back to school) paid advertising campaign.

Capital Procurement Actions

- Construct/remodel CNG fueling site
- Continue to implement bus technology improvements
- Replace or add three bus shelters

FY 2022/23

The following will only be implemented if the evaluation of the 2019/20 route restructuring determines that 1) the new routes and have met or exceeded the target performance standards; and 2) it is determined there is adequate funding resources available for expansion.

Fixed Route Service Plan

- Implement Sunday service from 9:00 am to 5:00 pm.
- Extend community service route from 3:00 pm to 4:00 pm.

Capital Procurement Actions

- Design and implement new bus wash facility
- Replace or add three bus shelters
- Initiate procurement process to replace all ARBOC low floor cutaways

Marketing Actions

- Continue regular gatekeeper outreach efforts
- Develop targeted promotional campaign based on new system ridership results
- Participate at community events, building transit system visibility
- Develop social media campaign
- Conduct fall (back to school) paid advertising campaign

FY 2023/24

Fixed Route Service Plan

The following will only be implemented if the evaluation of the 2019/20 route restructuring determines that 1) the new routes and have met or exceeded the target performance standards; and 2) it is determined there is adequate funding resources available for expansion

- Add fourth fixed route to Simi Valley Transit. The actual routing would be dependent on the outcome of the full implementation of the 2019/20 service plan.

Capital Procurement Actions

- Place new ADA/DAR buses into revenue.
- Initiate procurement for four new heavy-duty fixed route buses (only two if fourth fixed route is not approved).

Marketing Actions

- Continue regular gatekeeper outreach efforts
- Develop targeted promotional campaign based on new system ridership results
- Participate at community events, building transit system visibility
- Develop social media campaign
- Conduct fall (back to school) paid advertising campaign

3. Community Outreach Process

A hallmark of the Short Range Transit Plan process was the extensive and iterative community outreach process in each phase of the plan development. This chapter provides a summary overview of the outreach process to passengers, the public, and to the Simi Valley City Council. The key themes and conclusions of each phase are briefly summarized here. The Phase I Working Paper includes extensive documentation of the key themes and findings from the outreach effort.

Phase I Community Outreach, Market Research and Development of Preliminary Alternatives

Community Outreach Process


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 - 25, 2017 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 to begin discussion on possible strategies to make Simi Valley Transit more financially sustainable.
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 three City Council member, the City Manager, 22 community and human service agency representatives
 6. Presentations were held with the Simi Valley Transit management, the consulting team, and TransTrack, a transit database management system. A similar meeting and presentation was held with Synchronatics, a vendor of integrated transit technology applications.

Key Themes of Community Outreach

Existing passengers need the service to conduct their daily life. There are many regular fixed route 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. ADA/DAR rider: "Dial-a-Ride makes my life possible."

Drivers are very much appreciated and complimented. In the on-board survey, 65% of passengers had very high satisfaction with fixed route drivers, receiving a "7" Highly satisfied on a scale of 1 to 7. 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.

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.

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. Implementing Sunday service was the top improvement of open house participants.

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

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. After the community outreach effort, Simi Valley Transit has bolstered their training program to address this issue.

At the time of the community outreach, there was confusion about several service policies, including:

- Pick-up window and on-time performance window.
- Drivers and dispatchers appear to be using different sets of policies
- Uncertainty on how long the driver will wait for a passenger
- Uncertainty on the timing for next day service
- Difficulties in booking return trips
- Same day service capabilities
- Service area confusion on where passengers can be pick-up and dropped off

- Confusion on regular subscription trips

After the community outreach, Simi Valley Transit has proactively addressed many of these issues.

Technology enhancements could improve service to ADA/DAR users:

- The dispatching system does not match vehicle supply with rider demand.
- There is a need for automatic call-back to indicate the vehicle is close.
- Electronic “where is my ride” information is desired.
- The ability to book trips or cancel trips online.
- An online service area map.

Service and Financial Scenarios

Based on the community outreach there were three financial scenarios and three service alternatives developed.

Three financial scenarios were developed in order to estimate how doing business differently might affect the cost structure of Simi Valley Transit. The three financial scenarios are:

1. **Streamlined Transit Management Financial Scenario:** In this financial scenario, streamlined management staffing and a comprehensive Transit Management System are utilized in combination with increased local contributions. In this financial scenario, there were no changes to the Simi Valley Cost Allocation Plan.
2. **Service Contracting Financial Scenario:** This scenario emphasizes the contracting of Simi Valley Transit services, the current practice of all other Ventura County transit agencies, for at least some of their service delivery. Moderate reductions were made to the Cost Allocation Plan in this scenario.
3. **Gold Coast Transit Financial Scenario:** In this scenario, Simi Valley joins the Gold Coast Transit District and discontinues direct operation of transit services. This scenario significantly reduced the transit contribution to the Cost Allocation Plan.

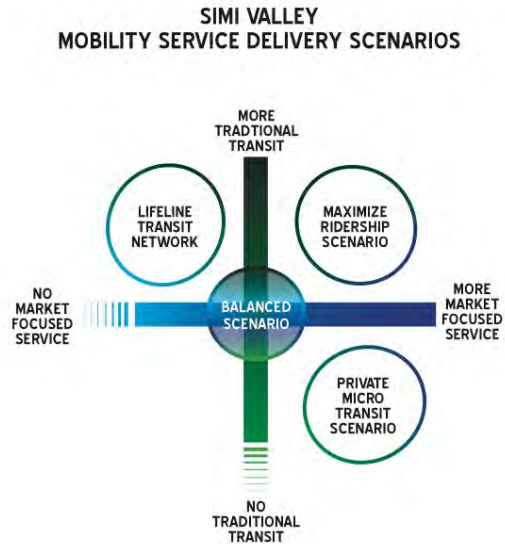
The three service alternatives reflected different desires and outcomes expressed during the community outreach effort.

1. Lifeline Transit Service Delivery Alternative: Provides traditional transit fixed route service that offers 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. This service scenario is aligned with the mission statement, “To provide safe and cost-effective mobility options to serve the transportation needs of transportation disadvantaged individuals in Simi Valley.” In general, the Lifeline Transit Service Delivery option moved the service start time from the current 5:15 a.m. to 6:00 a.m., and extended services from 9:00 p.m. to 10:00 p.m. on weekdays and Saturday, and extend services from 5:00 p.m. to 8:00 p.m. on Sunday depending on the financial scenario resources available. The longer span of service and broader coverage required 60-minute frequencies on the local routes in order to be affordable within a particular financial scenario.

2. Maximize Ridership Service Alternative: This alternative focuses services where they can maximize ridership potential. This service alternative is aligned with the mission statement option, “To provide safe and cost-effective mobility options in Simi Valley to efficiently serve the transportation needs of residents and visitors.”

The focus of this alternative was to develop a minimum of 30-minute service provided on local routes, but with less coverage throughout Simi Valley than the Lifeline Service Alternative. The service was designed to have as direct service as possible, with timed transfers so that 90% of the desired passenger trips would require a maximum of two buses to travel between major origins and destinations. This service alternative utilized high ridership market focused solutions including high ridership school tripper services.

In both the Lifeline Transit Service Delivery Alternative and Maximize Transit Ridership Service Alternative, a route extension to Moorpark College was explored in coordination with the new East-West Connector route connecting Simi Valley, Oxnard and Ventura.



3. Private Micro-Transit Service Alternative: This option relies or mostly relies on market-focused service delivery methods such as Uber/Lyft, school trippers, and on-demand services with an app. The emphasis was 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 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.” Traditional fixed route service was limited to mainline route(s) on major arterials.

It was recognized in the Phase I Working Paper that a blend of the above alternatives might formulate the Recommended Alternative.

City Council Direction

On October 16, 2017, the results of the community outreach, the proposed financial scenarios, and the three service alternatives were presented and discussed with the City Council. The consulting team was directed by City Council to proceed with a more detailed analysis of the proposed financial scenarios and service alternatives.

Phase II Evaluation of Financial Scenarios and Service Alternative and Provide Recommended Service Plan

This was the technical phase of the Short Range Transit Plan and work efforts were limited to interactions leading to the second working paper was a product of collaboration between the consulting team and Simi Valley Transit management.

Comparison of Financial Scenarios

A detailed analysis was conducted to determine what the resulting cost efficiencies could be with the key assumptions of each financial scenario. The resulting financial outcomes allow for a range of service supply to be provided, expressed in terms of vehicle service hours and vehicle service miles. Exhibit 3-1 provides a summary comparison of the FY 2018/19 budget with the three financial scenarios.

Service contracting was the most cost efficient financial scenario with a systemwide cost per vehicle service hour of \$111.63. This compares with FY 2016/17 systemwide cost per vehicle service hour of \$139.89 and the FY 2018/19 budgeted cost per vehicle service hour of \$167.39.

Exhibit 3-1 Summary of 18/19 budget with Three Financial Scenarios

	SVT 18/19 Budget	Streamlined Management	Service Contracting
Direct SV Administrative Costs	\$787,775	\$770,326	\$723,333
Cost Allocation Plan (1)	\$1,191,000	\$1,191,000	\$701,000
Fixed Route Operations	\$2,090,552	\$1,629,074	\$1,949,136
ADA/DAR Operations	\$2,890,095	\$2,330,375	\$1,654,930
Fixed Route Maintenance	\$860,866	\$860,180	\$323,428
ADA/DAR Maintenance	\$408,911	\$347,820	\$136,037
Total	\$8,229,199	\$7,128,774	\$5,487,863
Cost per Vehicle Service Hour (VSH)	\$167.39	\$151.48	\$111.63

- 1) Does not include Cost Allocation Plan vehicle maintenance line item
- 2) ADA/DAR includes \$350,000 for CONNECT service for all financial scenarios

Phase II Recommended Service Plan

The Phase II recommended service plan had the City of Simi Valley retaining direct operation of fixed route transit and contracting for both ADA Paratransit and the CONNECT service. This is similar to the institutional model that Gold Coast Transit employs.

The Recommended Service Plan included a regional connection between the Chatsworth Metrolink station, Simi Valley key destinations and Moorpark College, and an extension and reconfiguration of existing Route C. Service was provided with 30-minute service during the core hours, with service every 60 minutes between 6:00 pm and 10:00 pm on weekdays and all day on Saturday. It also included two additional reconfigured bus routes that would replace the circular loops of Routes A and B. Service levels

were improved by increasing the frequencies between buses from every 45-minutes to every 30-minutes.

Local routes had a different span of service than currently exists. Local routes operated between 6:00 am and 8:00 pm from Monday to Saturday. Registered Simi Valley Transit residents would be eligible for UberPool discounted rides from 8:00 pm to midnight from Monday to Saturday and all day on Sunday. The new 30-minute more convenient and direct fixed route service is expected to increase productivity from 13.6 passenger per hour to around 17.0 passengers per hour after the full second year of service. Peak passenger loads will exceed 30 passengers, requiring the existing 35-foot buses that Simi Valley Transit currently operates.

In addition to traditional transit service, the Phase II Recommended Service Plan targeted several specific markets with new services. Two community service routes operating between 9:00 am and 3:30 pm from Monday to Saturday would be open to the general public but designed to serve origins and destinations that seniors and individuals with disabilities frequently utilize.

The Phase II recommended service plan would have increased overall ridership from 364,810 in FY 2016/17 to 529,876 in FY 2020/21. The cost per vehicle service hour was projected at \$114.19, significantly below the \$139.89 in FY 2016/17. Finally, it was projected that the farebox recovery ratio would increase to 18.7% compared to 9.1% in FY 2016/17.

City Council Direction

On July 30, 2018, the City Council provided direction to move forward with the Streamlined Transit Management Financial Scenario which involves no contracting of service.

The Recommended Service Alternative depended on cost saving from the contracting of the ADA/DAR service, which the City Council did not endorse, and was therefore not financially feasible. The City Council did like elements of the recommended service plan including a pilot program for the new community service route for seniors and the disabled as well as the extension of Route C to Moorpark College.

Phase III Summary of Short Range Transit Plan Recommendations

Community Outreach

The consulting team took feedback from the July 30, 2018 City Council meeting and developed two specific routing alternatives under the Lifeline Transit Scenario and Maximize Ridership Transit Scenario. These were presented to the public and transit riders during two public workshops attended by 30 participants on December 3, 2018. There was good support for the community service route concept, and differing opinions as to the preferred transit network option at the public workshop. The routing and service were also presented and discussed at three meetings with ADA/DAR and fixed route coach operators in December 2018. Minor modifications to the service plan have been made based on input from the public and the coach operators.

City Council Direction

Recommendations presented in the Phase III working paper were presented to the City Council on February 25, 2019 for consideration. The recommendations were approved unanimously and are provided in subsequent chapters of the Short Range Transit Plan below.

4. Mission Statement, Goals, and Performance Standards

Mission Statement

Based on the stakeholder interviews with the Mayor, two City Council members and the City Manager, and the policy direction of the City Council on February 25, 2019, the following mission statement is recommended:

“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.”

Goals and Performance Standards

1. *Provide safe and convenient public 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 am and 7:30 pm on weekdays; and 8:30 am to 5:00 pm on Saturdays. The target objective is to provide public transportation services to residents within the Simi Valley Transit service area between 5:00 am and 9:00 pm on weekdays, service on Saturdays between 8:00 am and 6:30 pm, and service on Sundays between 9:00 am and 4 pm, 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 that 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 30 minutes for all local routes during peak periods and 60 minutes during off-peak hours and Saturdays. The target standard would be to selectively improve 30 minutes later in the evening and on Saturdays.

For the commute route between the Chatsworth Metrolink and Moorpark College, and community service routes, the minimum standard is every 60 minutes. The target standard is every 30 minutes for the regional routes, subject to funding availability.

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.

Customer Satisfaction: Every year the Transit Manager and Simi Valley Transit staff should conduct a brief intercept survey at key transit boarding locations such as the interim Transit Center 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.

	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

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)

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."

5. Transit Management and Technology

The City Council on July 30, 2018 provided direction to the consulting team to develop a streamlined transit management plan that does not including contracting for local fixed route and ADA/Paratransit services. The recommendations that were adopted on February 25, 2019 by the City Council include several key recommendations for a new transit management system that takes advantage of new technology developments.

There are three elements for Transit Management recommendations:

1. The use of technology and scheduling best practices for a **transit management system** that reduces paperwork, provides timely management data, improves ADA/DAR and fixed route scheduling, improves service efficiency, and improves customer service information.
2. **Staff reductions** enabled by productivity improvements in the transit management system and improved scheduling of services.
3. **Revise allocation of costs** between fixed route and ADA/DAR based on the proportion of vehicle service hours and vehicle service miles.

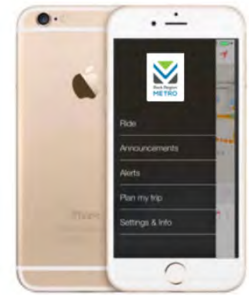
Transit Management System

There are a number of elements of the transit management system, several of which are underway or completed.

1. A new ADA/DAR dispatching system to better enable the match of passenger demand to scheduled vehicle tours, reducing slack time when ADA/DAR drivers and vehicles are not productive. Procurement is planned for early 2019.
2. Changes to ADA/DAR coach operator work rules that enable coach operators to 1) work split shifts to match the peaking of ADA/DAR demand; 2) not work or be sent home when there are not sufficient scheduled trips to be made; 3) enable ADA/DAR coach operators to also operate pilot community service routes when needed; and 4) eliminating paying coach operators for being out of service during meal breaks. At present, ADA/DAR coach operators are scheduled in advance of when the trips are known and then work the scheduled hours regardless of the passenger demand. 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 passengers are not traveling. The current coach operator scheduling is one of the key reasons why the Simi Valley ADA/DAR cost per trip is three times that of the average for other transit systems in Ventura County. The objective of the new work rules would be to enable Simi Valley Transit management to match scheduled daily driver tours with actual daily scheduled passenger demand as closely as possible. This would be implemented in concert with new ADA/DAR scheduling software.
3. Changes to fixed route trip layover scheduling such that coach operator layovers are made only at the ends of scheduled runs, maximizing passenger schedule convenience over coach operator convenience. While Wage Order 9 requirements are being met, swapping drivers out for meal

breaks at the temporary transit center at Avenida Simi and Tapo Canyon Road would assist with maximizing passenger convenience and scheduling efficiency. This would be implemented when new schedules are developed for the approved routes. The schedules may also require a minimum amount of split shifts for some of the fixed route coach operators. The new schedules will be developed by Simi Valley Transit staff in the Summer of 2019.

4. Procurement of a new transit database that provides easily accessible information on passenger boarding, farebox revenues by fare category, itemization of costs by service type and administration category, tracking of vehicle revenue hours and miles by service type, and regular output of performance measures, etc. with easily accessible database reports. Procurement is planned for Spring 2019.
5. Implementation of real time transit information on an app powered by Synchronatics. The new system has been installed, is currently being tested and was scheduled to be completed by the end of March 2019. There will be a need to link automated passenger counting (APC) by stop into the new transit database system discussed in #4 above. Full integration with transit database system is planned by the end of 2019.
6. Purchase of Remix for service planning and as a public participation tool. Completed in October 2018 and Remix was utilized in the December 3rd 2018 community workshops. Remix is also being utilized to fine tune recommended routes and stops.



Staff Reductions

After the transit management system is in place, Simi Valley has the potential of being significantly more productive and efficient. The efficiencies and less paperwork would enable the consideration of the elimination of several positions in order to more efficiently provide Simi Valley Transit service delivery.

There is generally an overstaffing of middle management functions for Simi Valley Transit. Consider elimination of:

- One Transit Supervisor position
- One Transit Operations Assistant position

With significantly improved scheduling practices, there may be a need to eliminate one or more coach operator positions. The exact number will not be known until 1) the recommended service plan is adopted; 2) new scheduling for both ADA/DAR and fixed route service is completed. Authorization is being requested on a contingency basis to eliminate up to three coach operator positions depending on the final schedule outcomes. **The priority for any staff reductions would be through staff attrition.**

Re-Allocation of Cost Based on Vehicle Service Hours and Vehicle Service Miles

Historically, Simi Valley Transit has allocated costs between fixed route and ADA/DAR services based on the number of full time equivalents between the ADA/DAR and fixed route service. This has resulted in an over-allocation of operating costs to ADA/DAR. One of the reasons that there is such a difference in the operating cost per vehicle service hour between ADA/DAR, which was \$186.90 in FY 2016/17, and

fixed route service, which was \$116.21 in FY 2016/17, is the manner which costs are allocated. Although the cost of providing one hour of ADA/DAR service is slightly more than fixed route service due to dispatching costs, for example, the \$70 difference between ADA/DAR and fixed route services is not reflective of actual costs to provide the respective services.

In order to allocate costs more accurately between ADA/DAR and fixed route costs, the following guiding principles are recommended:

- Hourly-related costs such as coach operator wages be allocated based on vehicle service hours.
- Mileage-related costs such as fuel be allocated based on vehicle service miles.
- Fixed administrative costs such as the Cost Allocation Plan costs be allocated based on vehicle service hours.

New Mobility Technology Options

In FY 2020/21, a new pilot UberPool discount program would provide three key market segments with a 50% subsidy for trips, up to a maximum subsidy of \$10.00 per trip for:

- Registered ADA Paratransit individuals for any trip with both an origin and destination in Simi Valley.
- Registered seniors 65 and older for any trip with both an origin and destination in Simi Valley.
- Reagan Library attendees to and from any destination in Simi Valley to and from the Reagan Library, to and from hotels and Reagan Library, and to and from the Metrolink station and the Reagan Library.

For an UberPool trip that costs \$8.00, for example, the passenger would pay \$4.00 and the City of Simi Valley would subsidize the other \$4.00. If the trip cost \$20.00, the passenger would pay \$10.00, and the City of Simi Valley would subsidize the trip \$10.00, the maximum amount. If the UberPool trip cost \$25.00, the passenger would pay \$15.00, and the Simi Valley would pay the \$10.00 subsidy maximum. Uber has partnered with many local jurisdictions similar to Simi for similar discount programs. Please note that the maximum \$10 subsidy is significantly less than the over \$70 subsidy per trip that is being provided for each ADA/DAR passenger ride.

A summary graphic is provided from Uber on how UberPool works. Additional details are provided in Chapter 6 on the UberPool program.

How UberPool works

1



Request

Open the Uber app and enter your destination in the "Where to?" box. Tap the UberPool ride option at the bottom of your screen. Then tap **Confirm UberPool**. You can request a Pool for up to 2 people.

You'll see the time until your driver arrives, as well as the estimated window of time to arrive at your destination.

2



Ride

Look at the map in the Uber app as you walk to your pickup spot. Be at the curb before your driver arrives to make sure no one in your car is kept waiting.

We'll match your car with other riders heading your way. This is how we can offer you a low price, so expect additional pickups and/or dropoffs along your trip.

3



Hop out

Simply exit the car when you reach your destination. We'll automatically charge the fare to the payment method you have on file. If your trip was 5 stars, consider tipping your driver in the app after your trip.

6. Fixed Route Service Plan Over Five-Year Period

Existing Service Overview

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 6-1. 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.

During the community outreach there were several key themes on service deficiencies:

1. It takes way too long on the bus to get from point A to point B.
2. The existing 45-minute frequencies are too infrequent.
3. Two driver breaks during the bus runs makes the service very inconvenient.
4. Later evening service and Sunday service were the top two improvements.

Recent Performance

Exhibit 6-1 shows the recent performance of the four fixed routes combined. However, Route D in particular has very poor performance with less than a handful of passengers per trip. It drags down the performance of the other three routes. Ridership on fixed route dropped from 282,078 in FY 2016/17 to 262,024. Fare revenues also dropped by a corresponding amount from \$388,706 to \$332,101. The operating cost per vehicle service hour increased substantially from \$116.21 to \$135.22 based on internal Simi Valley cost estimates.¹

¹ The actual systemwide FY 18 Transit Operating Expense of \$7,712,840 in the FY 2017/18 fiscal audit has been adjusted to \$7,076,487 for the purposes of this study. The \$636,353 deduction removes a one-time expense that will be recorded as an outstanding liability rather than an operating expense going forward. Therefore, the audited financial figures for fixed route for FY 2017/18 would be about 10% higher than indicated in Exhibit 6-1.

Exhibit 6-1 Recent Fixed Route Performance

Fixed Route	FY 2016/17	FY 2017/18
Base Statistics		
Passengers	282,078	262,024
Fare Revenues	\$388,706	\$332,101
Vehicle Service Hours	26,904	27,340
Vehicle Service Miles	380,354	378,284
Operating Costs	\$3,126,515	\$3,696,946
Performance		
Passengers per vehicle service hour	10.48	9.58
Passengers per vehicle service mile	0.742	0.693
Operating cost per passenger	\$11.08	\$14.11
Operating cost per vehicle service hour	\$116.21	\$135.22
Operating cost per vehicle service mile	\$8.22	\$9.77
Average fare	\$1.38	\$1.27
Farebox recovery ratio with allowable adj.	13.4%	N/A

The following are recommendations to improve the fixed route services over the next five years.

FY 2019/20 Recommendations

The primary recommendation is to restructure the fixed route service network to make it more convenient and cost efficient in significantly building ridership. There are four distinct elements of the recommended service plan that will be fully implemented in FY 2019/20:

1. Temporary Transit Center at Avenida Simi and Tapo Canyon Blvd.
2. Extend Existing Route C (new Route 10) from the existing Chatsworth Metrolink to Simi Valley Civic Center. Route alignment would also serve Adventist Health Hospital, Town Center Mall, Human Service Agency on Madera, and Moorpark College.
3. Eliminate existing Routes A, B, and D, and replace with two new routes, Route 20 and Route 30, with 30-minute service between 6:00 am and 6:00 pm, and 60-minute service to 8:00 pm, Monday to Saturday.
4. Implement a new pilot community service route serving the key origins and destinations of seniors and disabled individuals, with service frequency every 60 minutes, the use of small buses, dropping and picking up passengers at the front door of key activity centers, from 9:00 am to 3:00 pm on weekdays. The pilot program would be evaluated for continuance in mid-2020.

1. Temporary Transit Center

Simi Valley Transit currently does not have a convenient place where passengers can easily transfer among buses to continue their trip to their desired destination. The Short Range Transit Plan Capital Plan is recommending a study for a permanent location for a transit center. In the meantime, it is recommended that an interim transit center be located at the southwest corner of Avenida Simi and Tapo Canyon Road, along the curb on Tapo Canyon Rd. This is the corner of the Civic Center and has space for parking of three buses along the west side of Tapo Canyon Rd, with the existing bus stop, and for two additional buses along the curb before the Civic Center driveway. An aerial photo of this location is shown at the right.

The temporary transit center will enable transfer between Simi Valley Transit buses. It is recommended that Simi Valley Transit formally request that the Ventura County Transportation Commission (VCTC) provide a stop at this location for the two routes that serve Simi Valley. This may require additional bus parking on Avenida Simi before the right-hand turn lane.

Exhibit 6-1
Temporary Transit Center
at Avenida Simi and Tapo Canyon Rd.



2. Extension of Existing Route C to Moorpark College

Existing Route C

Route C currently connects the Chatsworth Metrolink Station, Simi Valley Metrolink Station, and the Simi Valley Civic Center at Alamo and Tapo Canyon Blvd as shown below.

Existing Route C shown in Exhibit 6-2 operates approximately every 70 minutes from Monday to Saturday from 5:50 am to 7:59 pm.

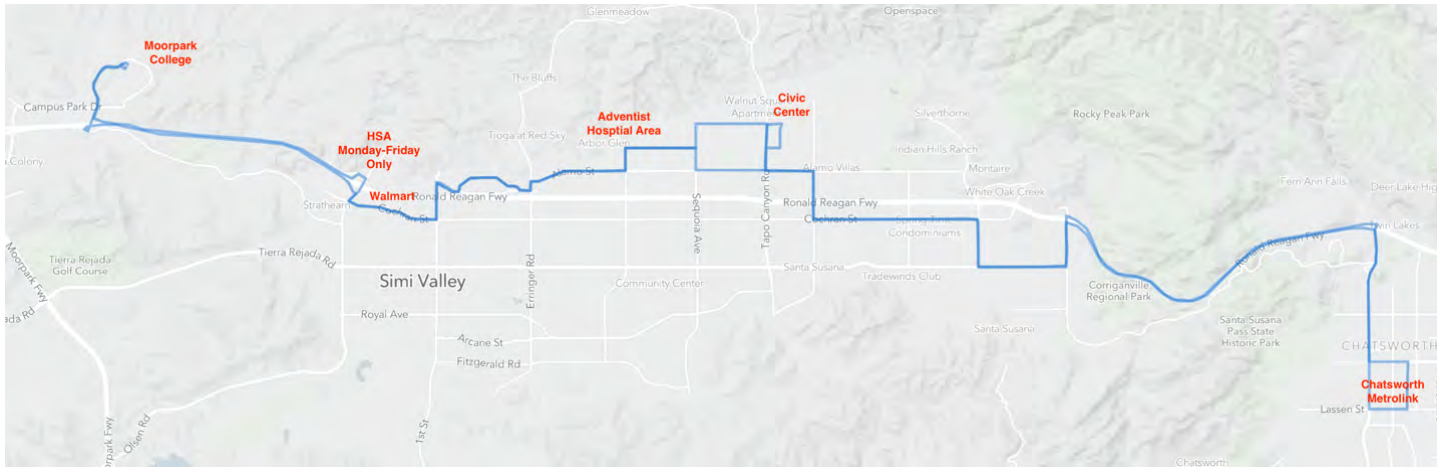
Exhibit 6-2 Existing Route C



Proposed Extension of Route C (New Route 10)

A new Route 10 shown in Exhibit 6-3 is being proposed that connects the Chatsworth Metrolink Station, Civic Center, Adventist Hospital, Town Center Mall, Human Services Agency (weekdays only during business hours), and Moorpark College. Service would operate from 5:00 am to 8:00 pm Monday to Friday and from 8:00 am to 6:00 pm on Saturdays with buses every hour. The buses would provide two-way service on the route, with bus stops generally on the opposite sides of the street.

Exhibit 6-3 New Proposed Route 10



3. New Local Routes

Eliminate Route D

Route D has had very poor performance since its inception. For most of the day, there are fewer than ten total boardings in an hour and often just a few passengers on the bus at any one time. It does provide a connection to the Reagan Library and the Adventist Hospital area. The new Route 10 described above will now serve the Adventist Hospital area. Very few riders utilize the service to the Reagan Library. Therefore, it is recommended that Route D be eliminated and resources re-allocated to areas that would expect more ridership. In FY 2020/21, a new uberPOOL and taxi discount program is being recommended for trips to the Reagan Library and is described in more detail below.

Replace Routes A and B with Two New Local Routes

In the onboard survey and stakeholder interviews, the primary feedback regarding the circuitous routing of Routes A and B was that it takes way too long to get from point A to B. In addition, there are few opportunities for north and south service. Finally, the scheduling practice is to have two or three 7-minute breaks mid-route making the service very inconvenient from the passenger perspective. The long one-way routing of Routes A and B are shown in Exhibits 6-4 and 6-5 below.

Exhibit 6-4 Eliminate Existing Route A

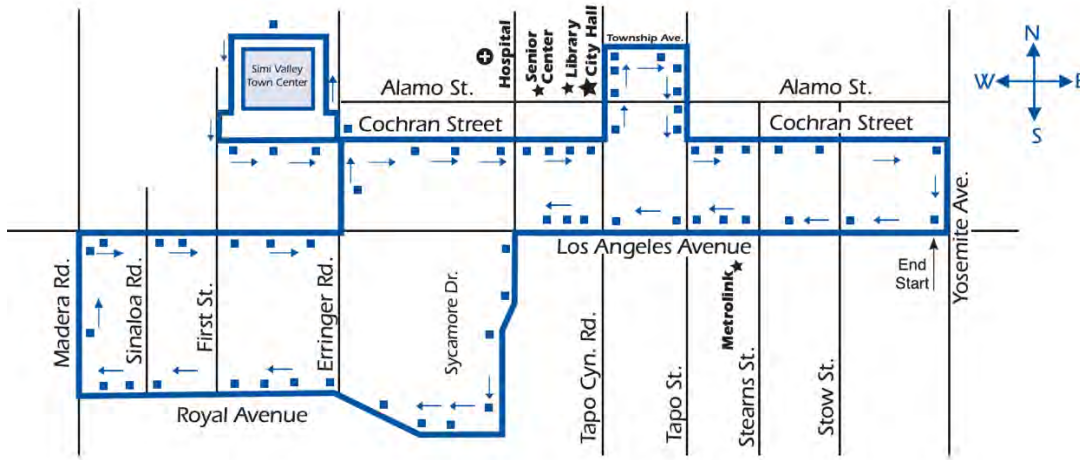


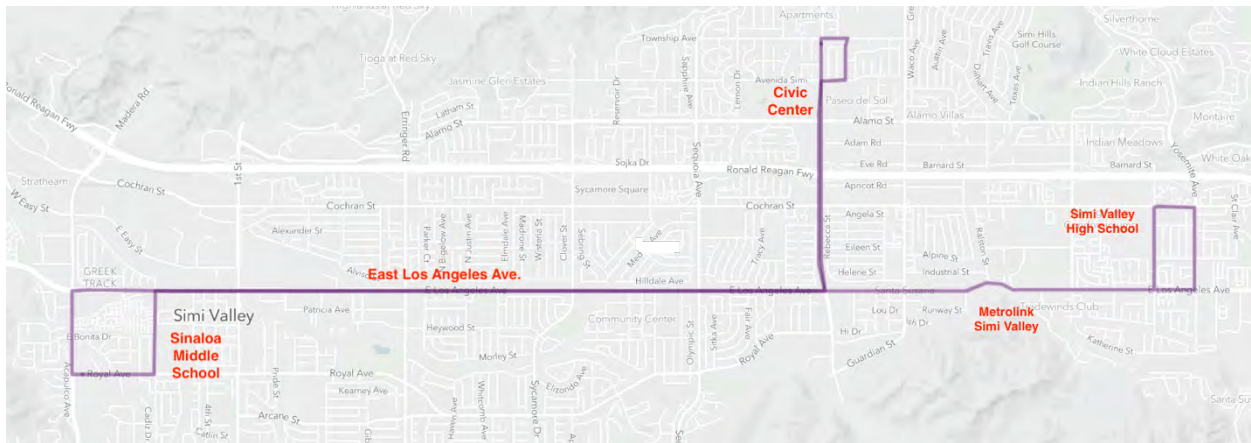
Exhibit 6-5 Eliminate Existing Route B



Implement New Route 20 Along East Los Angeles Ave

One of the most prevalent comments heard from Simi Valley passengers and stakeholders was that routes did not run in both directions along East Los Angeles Ave, the main arterial of Simi Valley. The proposed Route 20 shown in Exhibit 6-6 would run the length of East Los Angeles from Yosemite to Madera Ave, with a deviation along Tapo Canyon Rd to the Civic Center temporary Transit Center at Avenida Simi and Tapo Canyon Rd in the middle of the route. The route would provide two-way service in both directions along East Los Avenue, with bus stops located on opposite sides of the street. At the end of the routes, the bus would serve Simi Valley High School and Sinaloa Middle School.

Exhibit 6-6 Route 20 East Los Angeles Ave

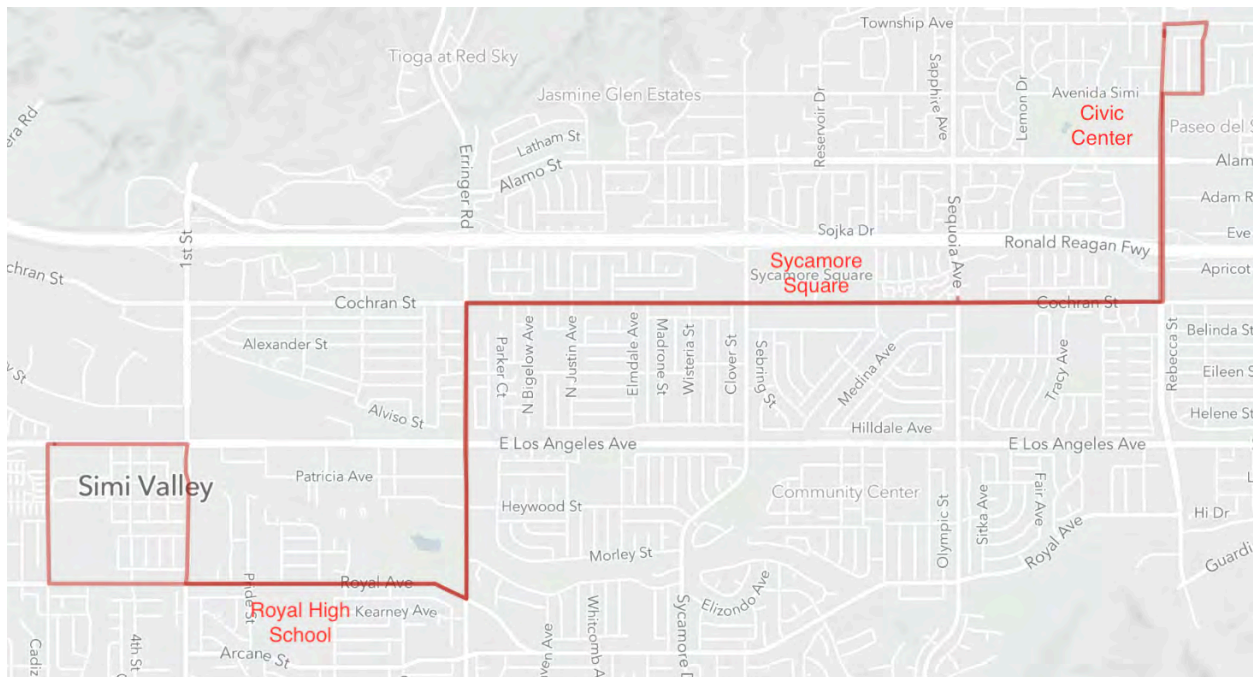


Service would operate every 30 minutes from 6:00 am to 6:00 pm and every 60 minutes from 6:00 pm to 8:00 pm Monday to Fridays. On Saturdays, service would operate from 8:00 am to 6:00 pm every 60 minutes.

Implement New Route 30

A new Route 30 would be implemented to provide service along Corcoran, Erringer, and Royal Avenue as shown below in Exhibit 6-7. Service frequencies would be every 30 minutes from 6:00 am to 6:00 pm and every 60 minutes from 6:00 pm to 8:00 pm from Monday to Saturday. It adds a north-south routing on Erringer between Corcoran and Royal. A connection to Route 20 is provided at 1st and East Los Angeles Ave. A connection to Regional Route 10 is provided at the temporary Transit Center at Avenida Simi Tapo Canyon Blvd.

Exhibit 6-7 Proposed New Route 30



4. Proposed Route 40 Community Service Route

The proposed pilot community service route would be operated for a full year to determine if it attracts sufficient ridership. The following are the key features of the recommended community service route:

- Small low floor buses operate between 9:00 am and 3:00 pm weekdays. Use existing ADA/DAR Arboc buses during the one-year pilot program.
- Route connects senior housing, medical facilities, Senior Center, library, and shopping center.
- Service provided every hour with the scheduling objective on clock headways. (Service at senior housing, e.g. at 0:10 after the hour.)
- Bus drops passenger at front door of activity center, not at street bus stop.
- A 10-ride ticket would be sold for \$7.50 or \$0.75 per ride. The cash adult fare would be the regular \$1.50 fare compared to the existing ADA/DAR fare of \$2.00 per one-way trip currently with a \$3.00 fare recommended in Chapter 9.

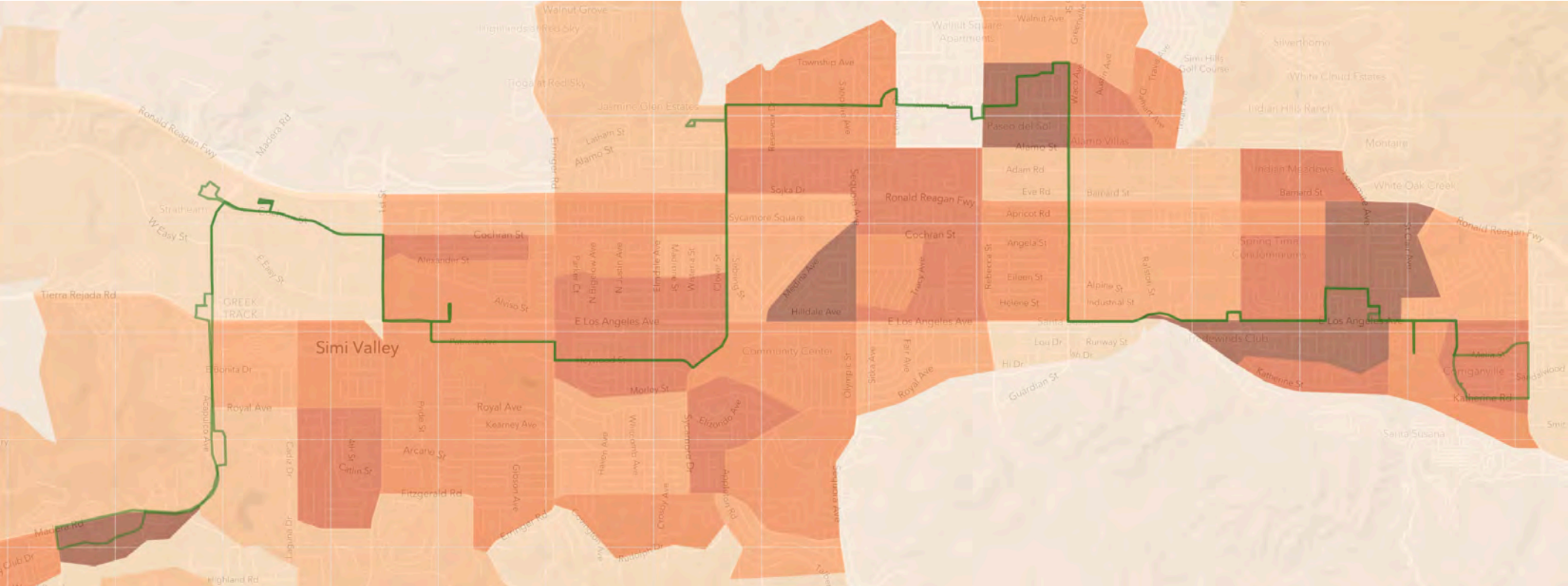
- Service open to the general public, but designed to service the needs of the seniors and persons with disabilities.
- Offers the convenience of riding a single bus without the need to transfer.

One of the distinguishing features of a community service route is that the small bus drops and picks up passengers in front of the activity center. Below in Exhibit 6-8 is an aerial photograph of the proposed routing to Rite-Aid at the corner of Yosemite Ave and E. Los Angeles Ave that illustrates this feature. Currently a passenger on Route A or C would get off on East Los Angeles Ave and walk across Yosemite Ave and then across the big parking lot to Rite Aid. Similarly, on Route B, the senior or disabled individual would need to get off in front of Von's and then walk across the large parking lot to Rite-Aid. The proposed Community Service Route would propose a stop in front of Rite-Aid (with the owner's permission) so that passengers could be dropped off and picked up at the front door.

Exhibit 6-8 Sample Routing to Rite-Aid



Exhibit 6-9 Community Service Route



The whole idea of the community service route is to connect areas of high concentrations of seniors and person with disabilities to activity centers. The consulting team and Simi Valley Transit management solicited input on the actual route from the ADA/DAR dispatchers, ADA/DAR drivers, and the ADA Advisory Committee. Input was also received from seniors and individuals with disabilities at the two community workshops. The Exhibit 6-9 map on the previous page is the proposed route with dark brown areas having the highest concentration of seniors living in them. During the implementation phase, staff will adjust the route to address any concerns that may arise.

The Exhibit 6-10 map on the following page is the proposed 2019/20 systemwide map. A large portion of Simi Valley would be served with the 2019/20 recommended service plan.

FY 2020/21

UberPool 50% Discount Pilot Program

A new UberPool discount program would provide three key market segments with a 50% subsidy for trips, up to a maximum subsidy of \$10.00 per trip for:

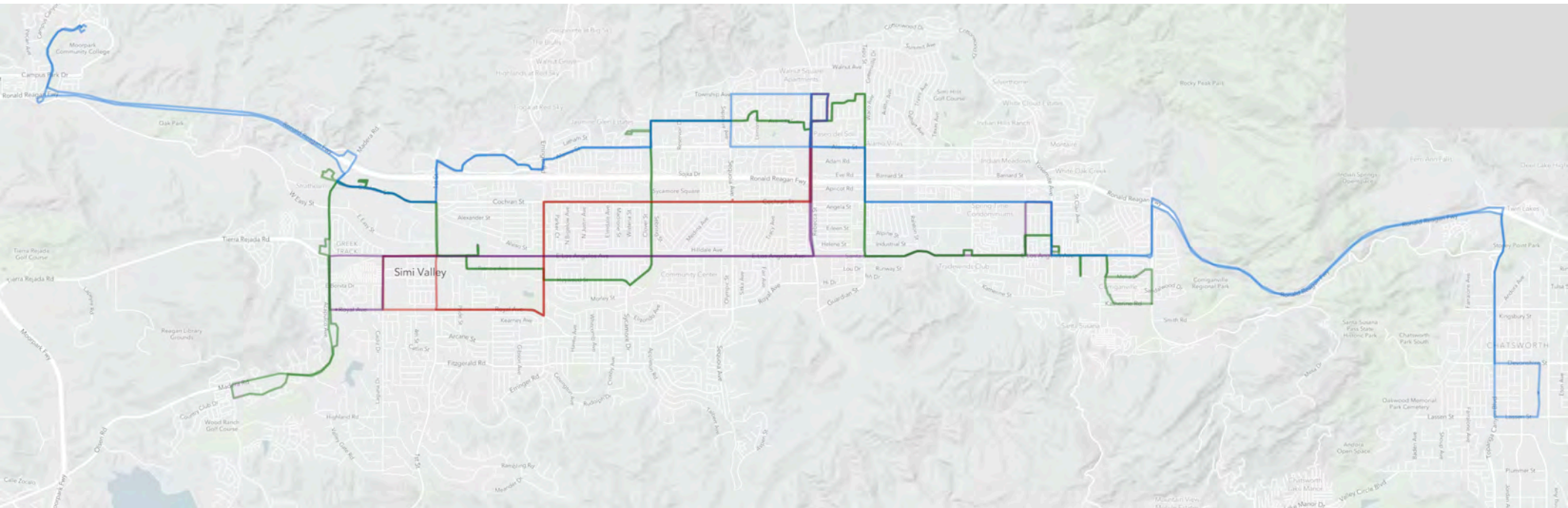
- ADA Paratransit individuals for any trip with both an origin and destination in Simi Valley.
- Seniors 65 and older for any trip with both an origin and destination in Simi Valley.
- Reagan Library attendees to and from any destination in Simi Valley to and from the Reagan Library, to and from hotels and Reagan Library, and to and from the Metrolink station and the Reagan Library.

For an UberPool trip that costs \$8.00, for example, the passenger would pay \$4.00 and the City of Simi Valley would subsidize the other \$4.00. If the trip cost \$20.00, the passenger would pay \$10.00, and the City of Simi Valley would subsidize the trip \$10.00, the maximum amount. If the UberPool trip cost \$25.00, the passenger would pay \$15.00, and the Simi Valley would pay the \$10.00 subsidy maximum.

Participants would be required to register with Simi Valley Transit to be eligible for the discount program. It would be a simple online registration process that enables easy use by all participants. Participants would also be required to utilize UberPool for lower cost trips. UberPool is an option on the Uber app that matches your requested origin and destination with other riders going the same way. It provides rides at a lower cost than with a single passenger. During the planning stages, Uber was the most cooperative in providing information. However, Simi Valley Transit management can continue to explore partnerships with Lyft and taxi companies for this discount program.

The pilot program would be operated for a year and Simi Valley Transit management would determine if the utilization of the 50% Discount program warrants continuation of the discount offer.

Exhibit 6-10 Recommended System Map



The following improvements for FY 2021-22 to FY 2023-24 would only be made if it is determined that transit management changes improve cost efficiency, passenger demand projections with associated farebox revenue increases are achieved, and overall Local Transportation Funds and Federal Transit Administration funds are sufficient to both implement and sustain the service improvements.

FY 2021/22

Later evening service was the second top improvement requested by existing passengers during Phase I. However, based on experience elsewhere, actual utilization of later service, after 8:00 pm, is typically very low and could diminish farebox recovery ratios (fare revenues/operating costs).

With the above contingencies, the following are recommended for consideration for implementation in FY 2021/22.

- Extension of weekday evening hours from 8:00 pm to 9:30 pm
- Extension of Saturday hours from 6:00 pm to 9:30 pm
- Extension of weekday community service route from 3:00 pm to 4:00 pm

FY 2022/23

Sunday service was the top priority improvement of Simi Valley Transit passengers. However, based on experience elsewhere, ridership on Sunday is typically significantly lower than weekdays and Saturdays, mainly due to a decreased span of service, and less frequent service. Utilizing available 2016 National Transit Database figures, Gold Coast Transit had 19.3 passengers per hour on weekdays, 15.7 passengers per hour on Saturdays and 14.4 on Sundays. However, in small urbanized areas similar to Simi Valley, the figures for Santa Maria Area Transit are more typical with 15.1 passengers per hour on weekdays, 9.2 passengers per hour on Saturdays, and 6.0 passengers per hour on Sundays.

Sunday service is included as a future option based on passenger input. However, the same financial contingencies applicable in FY 2021/22 apply here. Implementation of Sunday service is estimated to cost \$431,000 for Routes 10, 20, and 30, but would likely have 50% or less of the passenger productivity and fare revenues. It would have a further detrimental impact on the fixed route farebox recovery ratio. However, if the passenger productivity on weekday service exceeds expectations, and performance objectives are exceeded, it would be a service option to consider at a later time.

At the December 3rd community workshops, one of the concerns raised with the community service routes was service ending at 3:00 pm. In FY 2021/2022, if the pilot program become permanent, then service could be extended to 4:00 pm. If there is not a significant drop-off in performance, then service could be extended to 5:00 pm.

FY 2023/24

One of the drawbacks of the recommended service plan is that there is overall less coverage of regular fixed route service after 3:00 pm and on Saturdays when the community service route is not operating. If Routes 10,20, and 30 attract significant ridership that is sustained over time, then consideration would

be made to adding a fourth route to Simi Valley Transit. The actual routing would be dependent on the outcome of the full implementation of the 2019/20 service plan.

Fixed Route Service Level Summary

Exhibit 6-11 on the following page is a summary of the Simi Valley Transit recommended service levels by plan year from FY 2019/20 to FY 2023/24.

Exhibit 6-11 Short Range Transit Service Plan Summary: FY 2019/20 to FY 2023/24

Implementation Subject to Fundling Availability

Service Level Variables	FY 2018/19 Service Baseline	FY 2019/20 Recommended Plan	FY 2020/21 Recommended Plan	FY 2021/22 Recommended Plan	FY 2022/23 Recommended Plan	FY 2023/24 Recommended Plan
Traditional Fixed Routes	4	3	3	3	3	4
Traditional Fixed Route Peak Bus Pullout	6	8	8	8	8	10
Local Fixed Route Frequency	45	30	30	30	30	30
Span of Service Weekdays	5 am-8 pm	6 am to 8 pm	6 am to 8 pm	6 am- 9:30 pm	6 am- 9:30 pm	6 am- 9:30 pm
Span of Service Saturdays	5 am-8 pm	8 am to 6 pm	8 am to 6 pm	8 am to 9:30 pm	8 am to 9:30 pm	8 am to 9:30 pm
Span of Service Sundays	None	None	None	None	9 am to 5 pm	9 am to 5 pm
Commuter Route to Chatsworth	70	60	60	60	60	60
Extension to Moorpark College	No	Yes	Yes	Yes	Yes	Yes
Span of Service Weekdays	6 am to 8 pm	5 am to 8 pm	5 am to 8 pm	5 am to 9:30 pm	5 am to 9:30 pm	5 am to 9:30 pm
Span of Service Saturdays	6 am to 8 pm	8 am to 6 pm	8 am to 6 pm	8 am to 8 pm	8 am to 8 pm	8 am to 8 pm
Span of Service Sundays	None	None	None	None	9 am to 5 pm	9 am to 5 pm
Community Service Route Peak Bus Pullout	None	4	4	4	4	4
One Year Pilot Project?	None	Pilot	?	?	?	?
Community Service Route Frequency	None	60	60	60	60	60
Span of Service Weekdays	None	9 am to 3pm	9 am to 3pm	9 am to 4 pm	9 am to 5 pm	9 am to 5 pm
Span of Service Saturdays	None	None	9 am to 3 pm	9 am to 3 pm	9 am to 3 pm	9 am to 3 pm
Simi Valley ADA/DAR Peak Bus Pullout Avg.	10	7	7	8	8	9
Span of Service Weekdays	5 am-8 pm	6 am to 9 pm	6 am to 9 pm	6 am to 9 pm	6 am to 9 pm	6 am to 9 pm
Span of Service Saturdays	5 am-8 pm	8 am to 6 pm	8 am to 6 pm	8 am to 6 pm	8 am to 6 pm	8 am to 6 pm
Span of Service Sundays	None	None	None	None	9 am to 5 pm	9 am to 5 pm
Connect Inter-City Dial-A-Ride						
Contract with Thousand Oaks	Yes	Yes	Yes	Yes	Yes	Yes
Span of Service Weekdays	6 am to 6 pm	6 am to 6 pm	6 am to 6 pm	6 am to 6 pm	6 am to 6 pm	6 am to 6 pm
Span of Service Saturdays	None	None	None	None	None	None
Uberpool 50% Discount Program Pilot						
ADA/DAR riders: 50% discount to \$10.00	None	None	Pilot	?	?	?
Reagan Library: 50% discount to \$10.00	None	None	Pilot	?	?	?

7. ADA/DAR Service Plan

Description of Existing Services

Simi Valley Transit ADA/DAR Services

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. At the time of the service evaluation in 2017, no information was 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). At this writing, the brochure on the Simi Valley Transit website has a January 1, 2016 version of the brochure and there is no mention of personal care companions or for companions.

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.

ECTA CONNECT

The East County Transit Alliance (ECTA) provides the CONNECT InterCity Dial-A-Ride program through a cooperative agreement among the cities of Moorpark, Simi Valley, Thousand Oaks, and the County of Ventura as member agencies of ECTA. Service is provided Monday to Saturday. The intercity service is available to seniors 65 and above and ADA certified individuals, the same as ADA/DAR service. The fare is \$5.00 regardless of the distance travelled. There is no limit currently on the number of trips that may be taken by individuals on a daily, weekly, or monthly basis. The service is administered by the City of Thousand Oaks and they utilize a contract vendor to operate the service.

Review of Recent Performance

Exhibit 7-1 shows the recent performance of ADA/DAR and ECTA CONNECT services. Key points in the exhibit include:

- It's very expensive to operate ADA/DAR service. The cost per vehicle service hour was \$175.90 per vehicle service hour.¹ The ECTA CONNECT service costs much less at \$62.93 per vehicle service hour.
- The cost per passenger trip for ADA/DAR service was \$71.76 in FY 2017/18. In contrast, it cost \$37.20 per passenger trip to operate the ECTA CONNECT service.
- The average fare is \$2.74 per passenger trip, higher than the base fare of \$2.00. This is likely due to unutilized 10- ride ticket booklets sold for \$20.00.

¹ The actual systemwide FY 18 Transit Operating Expense of \$7,712,840 in the FY 2017/18 fiscal audit has been adjusted to \$7,076,487 for the purposes of this study. The \$636,353 deduction removes a one-time expense that will be recorded as an outstanding liability rather than an operating expense going forward. Therefore, the audited financial figures for fixed route for FY 2017/18 are about 10% higher than indicated in Exhibit 7-1.

Exhibit 7-1 ADA/DAR and CONNECT Recent Performance

ADA/DAR	FY 2016/17	FY 2017/18
Base Statistics		
Passengers	45,009	43,406
Fare Revenues	\$120,088	\$118,917
Vehicle Service Hours	17,832	17,709
Vehicle Service Miles	160,043	162,551
Operating Costs (1)	\$3,332,740	\$3,115,030
Performance		
Passengers per vehicle service hour	2.52	2.45
Passengers per vehicle service mile	0.281	0.267
Operating cost per passenger	\$74.05	\$71.76
Operating cost per vehicle service hour	\$186.90	\$175.90
Operating cost per vehicle service mile	\$20.82	\$19.16
Average fare	\$2.67	\$2.74
Farebox recovery ratio with allowable adj. (2)	5.0%	N.A.
ECTA CONNECT		
Base Statistics		
Passengers	6,796	7,111
Fare Revenues	\$32,804	\$34,123
Vehicle Service Hours	4,246	4,203
Vehicle Service Miles	98,619	96,551
Operating Costs (1)	\$264,306	\$264,511
Performance		
Passengers per vehicle service hour	1.60	1.69
Passengers per vehicle service mile	0.069	0.074
Operating cost per passenger	\$38.89	\$37.20
Operating cost per vehicle service hour	\$62.25	\$62.93
Operating cost per vehicle service mile	\$2.68	\$2.74
Average fare	\$4.83	\$4.80

Notes:

(1) Operating costs per TDA definitions excludes depreciation; estimated and not audited

(2) Adjustments include allowable non-fare revenues, and exclusion of ADA Paratransit cost increases and and insurance/liability

ADA Paratransit Eligibility

It should be made clear that those who are determined to be eligible for ADA Paratransit are required by the Americans with Disabilities Act to receive ADA Complementary Paratransit service that meet the following criteria:

- **Geographic area of service** limited to ¾ 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.

A review of these criteria in the Phase I Working Paper found that the City of Simi Valley meets or exceeds those requirements. It should be noted that fare policies and recommendation ADA/DAR services is provided in Chapter 9 of the Short Range Transit Plan.

Applicable Transit Management Actions

In the transit management section in Chapter 5, there were three very important recommendations that are relevant to ADA/DAR service.

1. A new ADA/DAR dispatching system to better enable the match of passenger demand to scheduled vehicle tours, reducing slack time when ADA/DAR drivers and vehicles are not productive. Procurement is planned for early 2019.
2. Changes to ADA/DAR coach operator work rules than enable coach operators to 1) work split shifts to match the peaking of ADA/DAR demand; 2) not work or be sent home when there are not sufficient scheduled trips to be made; 3) enable ADA/DAR coach operators to also operate pilot community service routes when needed; and 4) eliminating paying coach operators for being out of service during meal breaks.
3. If the mobility alternatives described above are successful in reducing ADA/DAR demand, there may be a need to reduce possibly two ADA/DAR coach operator positions.

Re-Consider Senior Eligibility in FY 2021/22

One of the options discussed at the July 30, 2018 City Council meeting was eventually reducing the ADA/DAR service to only ADA Complementary Paratransit Service. The direction from the City Council was to implement alternative mobility choices for seniors 65 and older who are not eligible for ADA Complementary Paratransit service on a pilot basis before there is any consideration of changing the policy that persons 65 and older are no longer eligible for ADA/DAR service. The community service route pilot project and the UberPool subsidy pilot project are meant to provide those alternative mobility options. In Fiscal Year 2021/22, it is recommended that the City Council review the results of both pilot projects and determine if it wants to continue to optional policy of providing seniors 65 and older who are not ADA eligible the dial-a-ride service.

Change the ADA Service Area to the adopted Fixed Route Service Plan Area

Once the City Council reviews and provides consent to the proposed route structure, there will be a need to re-define the $\frac{3}{4}$ mile service area around the approved fixed route. With the adopted community service route, this could expand the boundary of eligibility. Once approved, it is recommended that the following actions take place:

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.

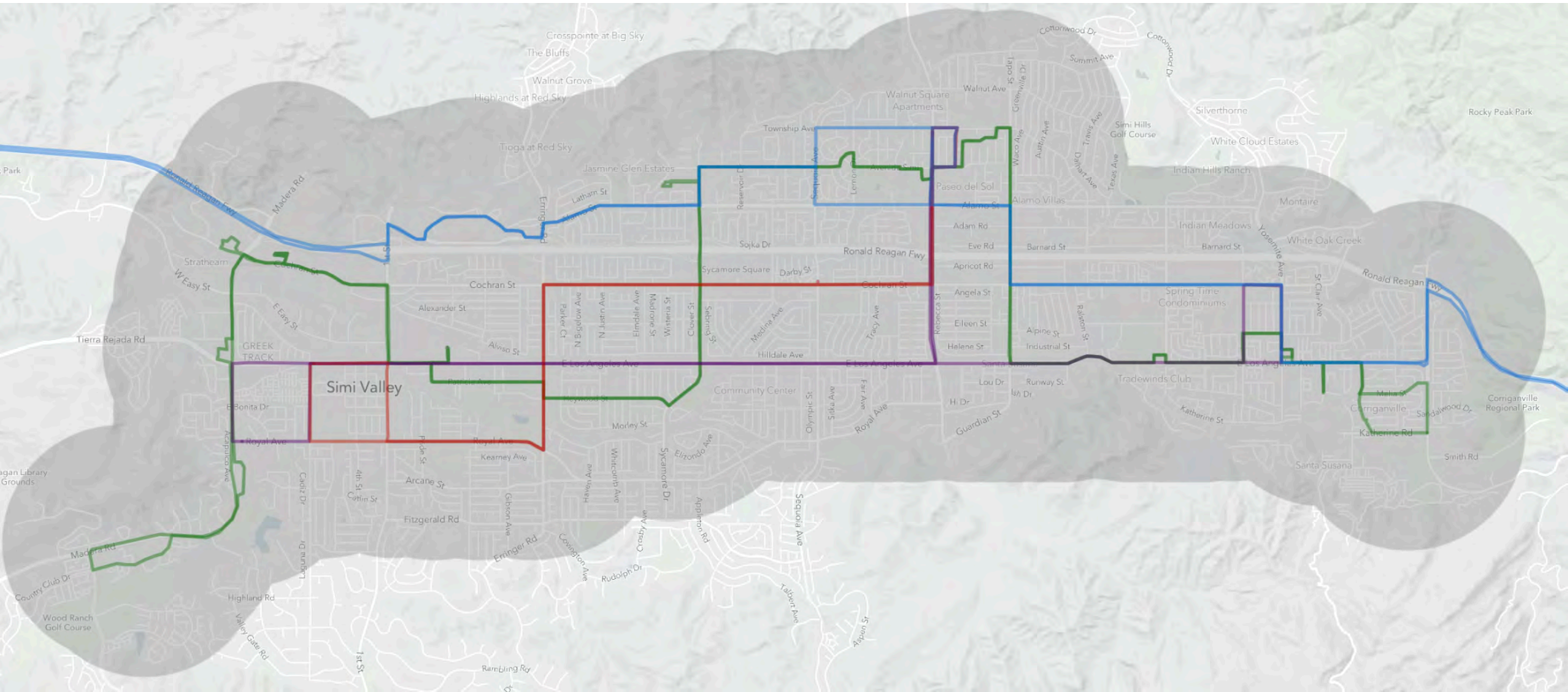
Exhibit 7-2 shows a map of the recommended boundary for the ADA/DAR services. The boundary is a larger than what is required by ADA, but ensures that existing ADA eligible participants are still able to receive ADA Paratransit service.

Ensure Strict Initial Certification and Recertification Procedures

During Phase I of the SRTP process, 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 the SRTP 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.

Exhibit 7-2 Recommended ADA/DAR Service Area



Reduce 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. It is recommended that this new policy be implemented in 2019.

Re-Visit No Show and Late Cancellation Policies

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. It is recommended that this be addressed at the same time as the new scheduling software is implemented. 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.

Provide Automatic “Call Outs” to Indicate the Vehicle is Arriving within 10 Minutes

Passengers find it difficult to wait for the arrival of a vehicle that could show up at their curb anytime within a thirty-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 the new dispatching software, 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.

Revise the ADA and Senior Transportation Service Brochure

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.

Since the City Council approved the Community Service Route as part of the FY 2019/20 Service Plan, it should be included in the updated brochure. As discussed below, it is being recommended that the fares on the Community Service Route be \$0.75 for seniors and persons with disabilities, and a 10-ride ticket will be sold for \$7.50 to everyone during the pilot demonstration project to provide an incentive to utilize the more cost effective fixed route service whenever possible.

Develop Formal ADA/DAR Policies and Procedures Manual

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.

Consider a Trip Cap on ECTA CONNECT service

The East County Transit Alliance (ECTA) provides the CONNECT InterCity Dial-A-Ride program through a cooperative agreement among the cities of Moorpark, Simi Valley, Thousand Oaks, and the County of Ventura as member agencies of ECTA. Service is provided Monday to Saturday. The budget for this discretionary program has increased from \$265,000 in FY 2017/18 to a \$350,000 budget this fiscal year. Demand is continuing to increase for this service. At this writing, there is discussion of a significant cost increase in providing the service, based on a new vendor contract for the City of Thousand Oaks that operates the service. The increase is estimated to be as high as 60% and could increase Simi Valley's costs to \$560,000 annually. In order to constrain costs, the City of Simi Valley may need to consider providing a monthly allowance of how many trips eligible seniors 65 and older and ADA-certified individuals can take each month. This should be considered for implementation in FY 2020/21.

8. Simi Valley Transit Marketing Strategies

The following set of strategies are designed based on a comprehensive passenger experience and marketing review conducted in 2017 and are intended to serve as a companion to the approved service plan for Simi Valley Transit that was approved by Simi Valley City Council on February 25, 2019. They focus on maximizing ridership for the revised system.

Marketing Objectives:

With the overall goal of building ridership for the redesigned system, SVT's marketing efforts must address several objectives.

1. Build awareness for the new, user-focused service design among current riders and the community overall.
2. Create an image of public transit in Simi Valley as easy, efficient and tech savvy.
3. Educate current riders about how to use the new routes for faster, easier transportation.
4. Generate trial ridership among a broad base of new riders.
5. Conduct targeted marketing to high potential riders including seniors and persons with disabilities (for the community service route); college and secondary students; and social service clients.

To accomplish these objectives will require a mix of strategies both during introduction of the revised system and on-going. The recommended strategies and tactics are presented here in seven areas of focus:

- Improve the passenger experience
- Upgrade all passenger information
- Introduce new system with awareness/ridership campaign
- Implement targeted ridership promotions
- Establish gatekeeper communications and partnerships
- Implement on-going promotional efforts
- Utilize Public/Community Relations to Maintain Visibility

Improve Passenger Experience

The first step in building transit ridership is to provide a service that meets the customer's needs and is easy to use. The new service plan accomplishes this in several ways.

- More direct routes
- More frequent service
- No mid-route stops, resulting in fast travel
- Easier transfers at the new Civic Center hub
- New pass sales and fare payment options including Token Transit and on-line pass sales
- Enhanced customer relations through sensitivity training for bus operators

These improvements in service and customer convenience will be critical messages to convey in all of the communications efforts outlined here.

A final element of improving the passenger experience will be to make the services easier to discover and understand with user-friendly passenger tools.

Upgrade All Passenger Information

Easy-to-use passenger information is at the core of transit marketing. Without it, transit services are seen as cryptic and confusing. After the 2017 Passenger Experience/Marketing Review, the consultant noted: *“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 and are often inaccurate.”* The following set of strategies will remedy this situation and make the new service design easy for both current and new customers to understand and use.

Fixed Route Guide

Currently, SVT publishes individual English and Spanish schedules for each route. This method of providing printed information has several shortcomings:

- It is inconvenient as it requires the customer to carry several separate brochures (if they wish to see all their options).
- It is costly, as SVT must print, inventory and distribute multiple publications and a great deal of information must be repeated on each schedule.
- It is ineffective in building ridership, as it does not market the system as a whole or make it easy for marketing partnership to provide the information to their constituents.



It is recommended that, with the introduction of the revised system, SVT design and publish a single, comprehensive passenger guide that includes:

- Easy to read system maps which shows routes, transfer points, key destinations, time points and bus stops.
- Schedules for each of the four core routes and the community service route. Time points on the schedules should be clearly defined and related to the map.
- Information about fares, passes, pass sales locations and mobile tickets.



Example of all-in-one guide

- Information about using Google Maps and the Syncromatics Real Time App to get complete information on a smart phone.
- Basic how-to-ride guidelines and a reference to the website for additional information.

Above is an example of an all-in one guide that illustrates the points above. It provides the rider with everything they need to use the system effectively.

For providing information in Spanish, there are two options: Create a Spanish version of this guide or incorporate key information in Spanish into the single guide. If possible, the second approach is recommended. This would allow SVT to produce, distribute and update a single brochure which could be easily distributed at a wide variety of locations and by marketing partners such as social service agencies and schools.

Demand Response Guide

A similar user-focused approach should be taken to creating a new demand response guide. The study findings noted, *“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.”*

The demand response guide should include:

- A map clearly defining the service area for ADA/DAR and showing the community service route which will offer seniors and persons with disabilities an easy-to-use alternative without an advance reservation.
- Simple eligibility guidelines and clear instructions for applying for ADA certification.
- Hours of operation.
- Information about advance reservation requirement and how to make a reservation.
- Fares and passes and where to buy them.
- Information about the “no reservation required” community service route including schedule, fare and “at the curb” pickup locations.

The guide should be designed with readability in mind. Text should be brief and not tightly packed. Color and graphics should be used to illustrate key pieces of information, and to make the guide more inviting and less intimidating.

Website

Most potential transit users say they would go online to get information if they decided 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. To get route and schedule information 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 the printed guides. These have the same limitations as the printed information described above.

Along with its other technology enhancements, SVT should establish a stand-alone transit website at simivalleytransit.org. The website should be user-focused and include features such as:

- Interactive system map that clearly highlights where you can go on Simi Valley Transit (an example of a home page with such a map is shown above.)
- Google powered trip planner.
- Route maps and schedules for each route. Schedules should be in HTML (rather than as images or PDFs) so that they can be accessed by screen readers and search engines.
- Fare and pass information.
- Access to Synchronatics real time information.
- How to ride information including how to use fare boxes, bike racks and other features of the system.
- Information about demand response service and eligibility, including an application.



www.eldoradotransit.com

Trip Planning

An excellent improvement that SVT has made since the initial marketing review is that the system is now part of Google Transit, so Google Map users can get transit directions as easily as driving directions. This capability needs to be promoted in multiple ways:

- Through a trip planner on the homepage of the website (as discussed above)
- In passenger guides and information displays
- In promotional and public relation efforts
- On board vehicles

Real Time Information

SVT has also begun providing real time bus arrival information through a Synchronatics app. If possible, the information should also be provided through other platforms including the website, Google Maps (by submitting GTFS realtime) and the Transit App.

Like the trip planning capability, the tools for getting realtime information should be broadly promoted.

At the Stop Information Displays

During the marketing review, SVT had information displays at many bus stops. However, they were often inaccurate and confusing because the displays included information for routes that did not serve the specific stop. Displays at the stops are excellent information building tools but must be kept up to date.

Large Display at Transit Hub

The new transit hub will become a major focal point for SVT riders and will be a critical point for providing information. A large information display should include a system map, schedules for all routes, fare information and instructions for using Google Maps and the Synchronatics App for trip planning and real time information.

Individual Stop Displays

For other significant stops, it is recommended that SVT create stop-specific inserts for the information panels. The inserts might include a highly simplified system map or an individual route map for the route serving the stop. It should also include the departure times for that specific stop. At the right is a sample of such a sign for Calaveras Connect. These can be produced in MS Publisher for easy in house updating, printed on a color laser printer, laminated and placed in the existing information fixtures.



Transit Center and Bus Stop Display Samples

Introduce New System with Awareness/Ridership Campaign

Once the enhanced passenger experience and information tools are in place, it will be time to develop awareness and an improved image for the “new Simi Valley Transit” by communicating the benefits it offers to current and potential riders. Three types of promotions are recommended. First, a short-term introductory promotion to capitalize on the “newness” factor and generate trial ridership. Second, ongoing marketing to the broad community which positions SVT as a convenient easy-to-use transit alternative. And third, target promotions to groups with key ridership potential, including college students, secondary students, seniors and persons with disabilities served by the new community service route and low income clients of social service agencies and employment programs.

Key Messages for Introductory Promotion

- Faster, more direct routes – every 30 min
- New service to Moorpark College
- New Community Service Route with “at the door” dropoffs
- Plan your transit trip in Google Maps
- Get real-time arrival info
- Pay with your smartphone

In the Fall of 2019 when SVT launches both the revised services and enhanced passenger information tools, a significant promotional effort is recommended. The objectives are to make residents aware that the system has been redesigned, communicate the specific ways in which it is better and encourage them to try it with a free ride offer. Elements of the promotion might include:

Preview On-board Campaign

It will be critical to let current riders know what to expect when the new system is implemented and to present it in a way that highlights why they should be happy about the changes. An on-board poster campaign coupled with a rider-focused handout should include the simplified system map and highlight the key benefits of the new system as well as the new tools for trip planning, real-time information and fare payment.



Instructional Video

SVT may wish to consider developing a short video to educate existing riders, especially those with disabilities, about how to use the new system and the new information tools. This video could be included on the new website, but also provided to social service and disability agencies to show to their clients. The video does not need to be a highly-produced sales piece, but rather an educational tool which addresses:

- The new route structure and how it works.
- The new community service route - how it differs from other routes and how it can be used instead of paratransit for “no-reservation required” trips.
- How to use the new passenger guide, Google Transit and the Real-time app to get information about the system.
- The location of the new Transit Hub and how to transfer at this location.
- Fares and fare media, including how to use Token Transit.

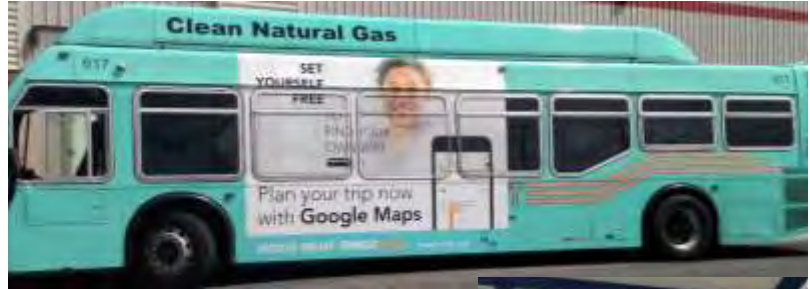
Launch Event at New Hub

A launch event at the new Transit Hub will be an opportunity to celebrate the new service, thank elected officials for their support and generate news coverage.

A bus on display, large displays of the new service map, distribution of the new route guide and giveaways of free passes should provide an educational component and encourage trial ridership.

Bus Wraps

One of the most visible channels of communication available to Simi Valley Transit is its vehicles and bus shelters. They are seen by many of thousands of people every day and have the potential to be highly effective advertising media. Partial wraps on some or all of SVT’s buses can create immediate awareness that something is new about the system and can be used to highlight key messages. If space is available on shelters they can reinforce the effort.



Example of partial bus wrap and bus shelter ad used for self-promotion



The life of such wraps is generally about a year, so they should be used both to provide an immediate impact and to educate potential riders about how to access the system with tools such as Google Maps and Token Transit.

The wraps on Community Service Route vehicles would be specific to that service, communicating its unique features of “drop at the door” hourly service, no reservation required and 75 cent fare or seniors 65 and above and persons with disabilities.

Direct Mail with Free Ride Pass

A second strategy recommended for building awareness of the new system is a direct mailing to all households proximate to the new routes. The mailing should be a colorful oversized postcard (e.g. 8 ½” X 11”) which includes a simplified system map, instructions for using Google Maps to plan a trip and a free ride pass good for one or more Day Passes. (The free rides would be valid for a limited period of time – 2-4 weeks).



The mailers would be delivered through the Post Office’s Every Door Direct Mail which allows the sender to select postal carrier routes on a map and deliver to every household in the geographic zone for \$.178 per household. This will allow SVT to target those households with access to the new routes and to potentially customize the mailer based on geographic location.

Example of Every Door Direct Mailer and Supporting Print Ad

Experience has proven that delivering targeted passenger information in combination with a free ride offer is more effective in generating trial ridership than a systemwide free ride day.

Newspaper Ad Support

To reinforce the message of the bus wraps and direct mailers, SVT might consider a limited newspaper ad campaign. The ads should include the same free ride offer as the mailers.

Implement Targeted Ridership Promotions

There are several audiences with a higher than average potential to use transit in Simi Valley. These groups should be the focus of highly targeted promotional efforts both during the introduction of the new services and as part of the on-going promotion discussed later.

Moorpark College Students

This will be an entirely new audience for Simi Valley Transit. Moorpark College has over 14,000 students and they are part of VCTC’s college prepaid program so they will ride SVT fare free. They need to be educated about what SVT offers them and how to take advantage of it.

Recommended on-campus communication channels include:

- On-campus information display with passenger guides for distribution.
- Targeted bulletin board posters
- Social media posts provided to the college’s student services (or student government) for posting on college social media pages.



Example of College Info Display

These materials should provide specific information about the Route serving the college, but should also highlight the fact that students can use their smartphones for trip planning, real time information and fare payment.

Since VCTC already serves Moorpark College, it would be advantageous to collaborate with them to create a coordinated on-campus presences for public transit.

Secondary Students

The new routes will provide improved service to three secondary schools - Simi Valley High School, Royal High School, Sinaloa Middle School. The schools already sell a significant number of SVT passes to students. While it is unlikely the new service will meet every student’s needs, there are likely to be many more who can now



use the bus for an efficient ride to and from school, or to access after school activities. SVT staff should meet with school administrators to determine the best way to communicate the new services to students.

One highly effective option, if the schools are willing to distribute them, is to create a **customized flyer for each school** showing the route serving it and the arrival/departure times in relation to bell times. These could be distributed to students or parents as paper flyers, posted on the school website, and displayed in the school office.

The schools may have other channels, such as specialized social media platforms, that they use to communicate with students and parents. Ask if they would be willing to convey information about the new transit services through these channels.

Whatever the channel, the messages should be consistent: SVT routes are faster and more direct; you can use Google Maps to plan your trip; real-time arrival info is available; you can pay with your smartphone.



Example of School Flyer

Residents Served by Community Service Route

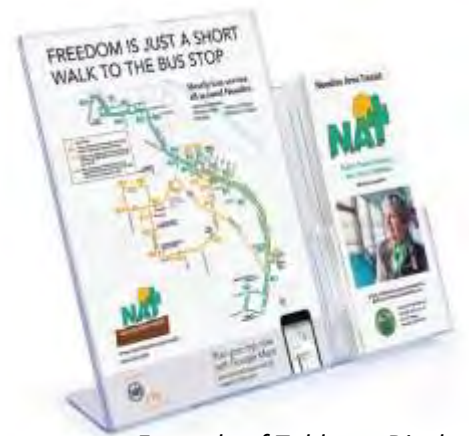
The new Community Service Route will offer an entirely new mode, tailored to the needs of seniors and persons with disabilities, but also perfect for young parents with children, shoppers, youth or anyone who would enjoy the convenience of being dropped at the door of stores and other major destinations. Like the other routes, it should be promoted through the Rider’s Guide and website and in the Introductory Campaign. However, it should also be the focus of a **targeted campaign to residents living in the many apartment complexes served by the route**. The apartment complexes, along with key public facilities such as the Senior Center, Library and Family Resource Center, will be key marketing partners in insuring the success of the new route. They should be engaged well in advance of the service launch to discuss how best to communicate with target residents.

Also in advance of the launch, SVT should determine a descriptive name/brand for the Route 40 community service route which communicates the special type of service it delivers; and establish consistent wording for describing the fact that the buses drop and pick up passengers at the entrance to facilities rather than on the street.

Marketing tools which should be created to support the community service route should include:

- Key Marketing Partners for Community Service Route**
- Susanna Woods Mobile Park
 - Sandalwood Apartments
 - Seasons at Simi Valley Senior Apts
 - Las Serenas Senior Apartments
 - Woodside Apartments
 - Hidden Valley Apartments
 - Patricia Village Senior Apartments
 - River Ranch Apartments
 - Villas and Wood Ranch Apartments
 - Harmony Terrace Senior Apts
 - Rancho Corallles Apartments
 - Simi Valley Senior Center
 - Simi Valley Public Library
 - Simi Valley Family Resource Center

- A specific guide for the community service route with the following content and features:
 - A larger scale route map that shows the location of apartment complexes and destinations along the route.
 - A schedule showing the complete list of stops and highlighting the fact that all stops are “at the entrance” to the store or facility.
 - Information about special accessibility features of the buses (low floor boarding, ramps, bike racks).
 - The regular Simi Valley Transit fares will apply to the Community Service Route. Fares for seniors and disabled individuals will be 75 cents. The general public will pay \$1.50 per ride. All SVT passes will be honored on the route.
- A bulletin board poster and table top display for use in offices and community rooms at residences and other destinations along the route. The poster should use the route map as a central graphic and include other critical information – hourly service, at the entrance drop-offs.
- Bus Stop signage which shows residents exactly where they will be picked up at each location. Since the stops are likely to be different from other routes, you may wish to consider a customized stop design specific to the community service route brand.



Example of Tabletop Display

Targeted distribution of the guide and poster and outreach efforts to build awareness for the community service route should include:

- Apartment complexes should be asked to distribute the guide to each resident and have it available in their office.
- Many of these residences may have periodic communal meetings where an SVT representative could make a presentation about the new route and answer questions and distribute route guides.
- Doctor’s offices and clinics served by the route should be contacted. Their front desk staff should be made aware of the new service and they should be asked to place a table top display in their waiting area.

After the launch, it will be important that these marketing partners be contacted periodically and that displays and supplies of passenger guides be maintained.

Establish Gatekeeper Communications and Partnerships

Many organizations serve as “gatekeepers” for potential transit riders. These include social service agencies, schools and colleges, youth programs, employment programs and large employers, support organizations for the disabled and elderly and medical services. These organizations, and particularly their front line employees, are often charged with identifying transportation options for getting their clients to programs, appointments, training, classes, interviews and jobs. As a result, they have the potential to serve as *“salespeople” for Simi Valley Transit.*

Establishing and cultivating a network of these gatekeepers will be fundamental to reaching citizens who would greatly benefit from SVT, but do not yet know it. Gatekeeper outreach programs should be proactive and wide-ranging but should focus in particular on institutions that represent significant numbers of current and potential riders. These include:

- Social Service Agency Staff
- Employment Program Staff
- School District and School Administrators
 - Simi Valley High School
 - Royal High School
 - Sinaloa Middle School
- Moorpark College Administration

To capitalize on the potential for marketing partnerships with these gatekeepers, SVT staff should take a systematic approach to establishing and maintaining relationships. To do this will require:

- Create a **database of gatekeepers** and update it as contacts change or are added. This can be done an Excel spreadsheet or with a client relationship management system.
- Meet **face-to-face** with key stakeholders periodically to provide them with a full update on SVT services and understand the needs of their clients or students.
- Establish **regular communications via e-mail** to keep them up to date on service changes, new passenger information tools, fare media sales and other relevant topics.
- Establish **social media links** with gatekeepers. Ask them to repost SVT's Facebook and/or Twitter posts on their own social media pages.
- Conduct **train-the-trainer** sessions in conjunction with staff meetings at key social service agencies. In addition to giving them a full understanding of the SVT system, these sessions should specifically teach front line employees who work with clients to use the SVT website and Google Maps to plan transit trips to meet their clients' transportation needs.
- Provide gatekeepers with **marketing tools**, including passenger guides, posters and counter displays and social media posts for use in making their clients aware of SVT's services.
- Encourage agencies to buy appropriate **fare media** for distribution to their clients by making the sales process easy and offering media that meet their client's needs.
- Work with gatekeepers to develop and implement **targeted ridership promotions** such as those described in the earlier section.

Implement On-going Promotional Efforts

While the introductory promotion will create an initial splash and catch people's attention, it is only the beginning. Marketing, like transit operations, is not a one-time effort. To maximize usage of the new system will require an on-going communication effort. Many of the strategies outlined so far are on-going programs which will need to be maintained over time:

- Passenger Information

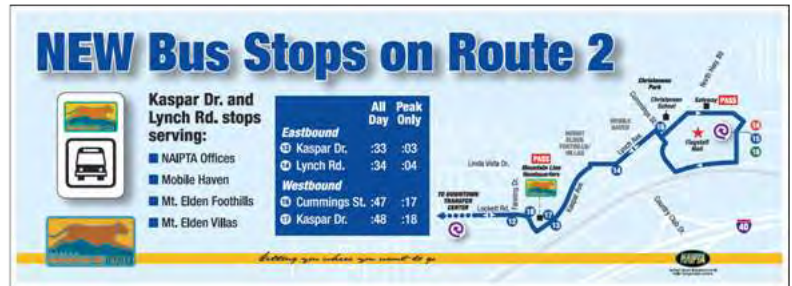
- Gatekeeper Communications
- Targeted Promotions

In addition, SVT should conduct other activities to generate visibility and awareness for the system. Low cost channels which can provide on-going exposure within the broader market should be identified and used. These might include:

Poster Campaign – On-bus and Community

Eye-catching, informative posters (not “notices”) can be a very low cost tool for communicating with a variety of audiences.

- Posters on-board buses (17” X 11” or wider) can make passengers aware of new technology information tools, new fare media, new destinations and other service enhancements. Create posters in English and Spanish and place several on each bus for high visibility.
- Letter and tabloid sized bulletin board posters can provide similar messages to the general public through postings on bulletin boards at the Library, other public buildings, social service offices, schools and apartment complexes. Messages should be appropriate to the venue, bilingual where relevant and they should be replaced periodically to maintain freshness.



Outreach Events

Community festivals, senior events, health and wellness fairs, job fairs, Earth Day Celebrations and such can be opportunities to build visibility for the transit services. A staffed booth or table at these events is an opportunity to educate potential riders about the service. Two things are important to make such events effective marketing tools:

- Select events with audiences that are relevant to SVT ridership – job seekers, young people, seniors and low income families.
- Make the SVT booth eye-catching and engaging. If possible, have a vehicle that people can explore. Create a display with a very large system map that visitors can use to see where they live and work in relation to the routes. Have a computer or smartphone that participants can use to plan a trip or see real-time arrival info. Have passenger guides to distribute.

Social Media

Social media can be used not only to connect with transit riders, but with gatekeepers who can pass SVT posts on to their own social media followers. Facebook continues to be the dominant social media

platform. To be effective, the social media page must be updated regularly with timely and relevant information such as:

- Service updates, changes or detours
- New fare media or pass sales outlets
- Information about community events that can be reached by transit
- Reminders about the ease of getting trip planning and real-time info on a smartphone
- Reminders about using your phone to pay
- Profiles of destinations along the routes

Paid Advertising

Within available budget, it is recommended that SVT conduct an annual ridership campaign each fall (back to school time) using targeted advertising media. The message of these campaigns will vary over time but should focus on reminding potential riders that they have a transit option in Simi Valley and how to access it.

Potential advertising media include:

- Targeted advertising on Facebook and Instagram
- Geographically targeted direct mail to high ridership potential areas
- Banner ads on local news websites or ads in print edition of local newspapers
- Partial wraps or bus back ads on SVT buses

Utilize Public/Community Relations to Maintain Visibility

There are a wide variety of no-cost ways in which SVT can communicate news about the system to the community and its riders. These include a mix of conventional media (e.g. newspapers), in-house communications (on-board posters/ handouts, website), partner communications (organization newsletters) and social media (e.g. Facebook/Instagram/Twitter).

To maximize the exposure received, while minimizing the staff time required, it is recommended that SVT develop a “*news calendar*” which will drive the content for all of these communications channels.

The news calendar should identify messages to be delivered during each month of the year, as well as the audiences/channels which are relevant for the specific message. For example, relevant topics might include:

- Introduction of Synchronatics Real Time App
- Complete Service Redesign in Fall 2019
- Introduction of Mobile Fare Payment
- New Transit Hub
- Introduction of new passenger guides or website
- New vehicles
- New shelters or other facilities improvements

- New fare media sales outlets
- Tie-ins with national or regional activities such as Earth Day, Dump the Pump Day, Try Transit Week, Veterans Day, etc.

A sample format for the calendar is shown below.

Month	Topic	News Release	E-mail to Gatekeepers	Community Poster	On-board Poster	Post to Website	Facebook Post
Aug	Mobile Payment Introduction	✓	✓	✓	✓	✓	✓
Sep	Service Changes	✓	✓	✓	✓	✓	✓

Here is an example of how the calendar might be used to drive communications efforts.

Topic: Introduction of Mobile Fare Payment (possibly Token Transit). Use the same content to create:

- **News Release:** To all local media. Focus on the fact fumbling for exact change is a thing of the past. You can pay for the bus with your Smartphone.
- **E-mail to Gatekeeper Data Base:** Focus on how this might make it easier to provide their clients with fare media...they can send it to their phone via a text. Provide a short article for them to include in their in-house newsletter or email communications.
- **Community Poster:** Create an 8 ½" X 11" PDF poster to send along with email – asking gatekeepers to post on their bulletin boards.
- **On-board Poster:** Let riders know that they can now pay with their smartphone and how to download the app.
- **Website Posting:** Article on the introduction of Mobile Payment and how it will work.
- **Facebook Posts:** Post short message about Mobile Payment with links to the app to encourage people to try it.

Budget and Implementation

Budget

An industry rule of thumb is that transit agencies generally spend about 1% of their operating budget on marketing and passenger information. For SVT, that would provide about \$70,000 per year to maintain and distribute passenger information, conduct targeted outreach and implement general promotion efforts.

However, the level of effort required during the year of the new service launch will be significantly higher than in subsequent years. SVT will need to develop all new passenger information tools, as well as create and launch a major introductory campaign to build awareness for and educate both riders and potential riders about the new system.

A proposed budget for Year 1 and subsequent years is provided on the next page.

To facilitate development of marketing tools in Year 1, which will provide long term marketing value, it is recommended that SVT contract with a marketing consulting/graphic design vendor. The contract should include the creation of the following tools:

- Stand-alone Website with interactive map, trip planner, real-time information (fully launched)
- Fixed Route and Demand Response Passenger Guides (print ready artwork)
- Display panels for bus stops and Transit Hub (print ready artwork)
- On-board Campaign – poster and flyer (print ready artwork)
- Bus Wrap Designs (print ready artwork)
- Direct Mail and Newspaper Campaign (print ready artwork)
- Targeted Promotional Tools – Moorpark College, (3) Secondary Schools, Community Service Route

If SVT prefers, the contract could be a full implementation contract which would include printing, mailing and media placement.

Strategy/Activity	Year 1 Budget	On-going Budget
Upgrade All Passenger Information		
Fixed Route & Demand Response Guides	\$30,000	\$15,000
Website	\$20,000	\$5,000
GTFS & Real Time Info	Operations	Operations
At Stop & Transit Hub Displays	\$7,500	\$2,500
Introductory Campaign		
On-board Campaign	\$2,500	
Education Video	\$2,500	
Launch Event	\$2,500	
Bus Wraps	\$17,500	
Direct Mail	\$17,500	
Newspaper Ad Support	\$2,500	
Targeted Ridership Promotions		
Moorpark College	\$5,000	\$1,500
Secondary Students	\$2,500	\$1,000
Community Service Route	\$7,500	\$2,500
Gatekeeper Communications	Staff Time	Staff Time
On-Going Promotional Efforts		
Poster Campaign		\$5,000
Outreach Events		\$2,500
Social Media		Staff
Paid Advertising		\$25,000
Bus Wraps		\$10,000
Public/Community Relations	Staff Time	Staff Time
Total	\$117,500	\$70,000

Marketing Timeline to Launch

If the new service plan is to be launched in Fall 2019, SVT may wish to consider the Academic Calendar at Moorpark College (which begins the fall semester August 19) and the secondary schools (which begin classes on August 14). Implementing the service in advance of these dates would allow students to have a transit alternative from the start of school. However, it will require that SVT begin marketing preparations quickly.

The following marketing timeline assumes that service will be initiated in mid-August. It can be adjusted to the actual launch date.

2019	Marketing Activity
April	Issue RFP for Marketing Contractor
May	Award Marketing Contract
May- July	Website Development
	Creation of Passenger Guides and Signage Displays
	Creation of Promotional Tools
June	Begin Gatekeeper Outreach
June	Initiate Public Relations Calendar & Outreach Activities
July	Initiate On-board Campaign
July	Provide Apartment Complexes with Community Service Route Marketing Tools
Aug	Install at the Stop Information
Aug	Begin Distribution of New Guides
Aug	Launch Website
Aug	Provide College and Schools with Marketing Tools
Aug	Install Bus Wraps
Aug	Launch Event at Transit Hub
Sept	Direct Mail/Newspaper Campaign

9. Recommended Financial Plan

The recommended financial plan has four elements:

- Operating Costs
- Operating Revenues
- Capital Costs
- Capital Revenues

Operating Costs

Exhibit 9-1 on the next page is a breakdown of the FY 2017/18 actual costs, and projected costs from FY 2018/19 to FY 2023/24. The table provides details on:

- Direct Simi Valley Administrative Costs
- Cost Allocation Plan
- Fixed Route Operations
- ADA/DAR Operations
- Fixed Route Maintenance
- ADA/DAR Maintenance

In FY 2018/19, there is an operating budget of \$8.23 million. However, the unaudited actual costs for FY 2017/18 were \$7.08 million. Since there are not planned changes to the actual service supply, it is anticipated that FY 2018/19 actual operating expenses will be well below the \$8.23 million budgeted.

The anticipated costs for the recommended FY 2019/20 service plan in 2019 dollars is preliminarily projected at \$7.0 million, well below the FY 2018/19 budget of \$8.23 million, but equivalent to FY 2017/18 costs. The proposed FY 2019/20 budget includes the streamlined management actions described earlier to make Simi Valley Transit a more efficient operation. However, this cost estimate is preliminary and based on a series of assumptions as well as the Remix routing software. More refined costs will be developed once field testing of routes is done and other factors are considered. There is a likely error of margin of 5-7% in the operating cost projections currently shown. However, even with a 7% margin of error, the 2019/20 operating costs would still be below the 2018/19 budget of \$8.23 million.

Exhibit 9-1 FY 2017/18 Actual to Projected FY 2023/24 Operating Costs

	FY 2017/18 Actuals	Revised (1) 18/19 Budget	Recommended Plan FY 2019/20	Recommended Plan FY 2020/21	Recommended Plan FY 2021/22	Recommended Plan FY 2022/23	Recommended Plan FY 2023/24
Direct SV Administrative Costs							
Personnel Expenses	\$ 881,191	\$ 598,275	\$ 534,391	\$ 550,422	\$ 566,935	\$ 583,943	\$ 601,461
Marketing (Advertising)	\$ 999	\$ 7,000	\$ 90,000	\$ 71,000	\$ 71,604	\$ 75,400	\$ 80,568
Software Licensing			\$ 40,000	\$ 41,200	\$ 42,436	\$ 43,709	\$ 45,020
Other Direct Administration	\$ 178,062	\$ 175,500	\$ 180,000	\$ 185,400	\$ 190,962	\$ 196,691	\$ 202,592
Subtotal Direct Admin. Costs	\$ 1,060,252	\$ 780,775	\$ 844,391	\$ 848,022	\$ 871,937	\$ 899,743	\$ 929,641
Cost Allocation Plan (1)	\$ 1,176,500	\$ 1,191,000	\$ 1,191,000	\$ 1,226,730	\$ 1,263,532	\$ 1,301,438	\$ 1,340,481
Fixed Route Operations							
Personnel Expenses	\$ 1,589,123	\$ 1,898,700	\$ 1,734,988	\$ 1,787,037	\$ 1,904,265	\$ 2,088,679	\$ 2,515,944
Insurance	\$ 172,205	\$ 137,547	\$ 254,427	\$ 262,060	\$ 210,146	\$ 209,816	\$ 224,897
Fuel	\$ 57,838	\$ 58,725	\$ 86,026	\$ 88,607	\$ 82,900	\$ 90,279	\$ 107,301
Other Fixed Route costs	\$ 30,443	\$ 34,500	\$ 50,000	\$ 51,500	\$ 53,045	\$ 54,636	\$ 56,275
Subtotal Fixed Route Operations	\$ 1,849,609	\$ 2,129,472	\$ 2,125,441	\$ 2,189,204	\$ 2,250,355	\$ 2,443,411	\$ 2,904,417
ADA/DAR Operations							
Personnel Expenses	\$ 1,540,848	\$ 2,459,400	\$ 1,203,078	\$ 1,239,171	\$ 1,369,118	\$ 1,528,582	\$ 1,574,440
Insurance	\$ 140,895	\$ 178,653	\$ 68,066	\$ 70,108	\$ 122,022	\$ 122,352	\$ 107,271
Fuel	\$ 47,322	\$ 76,275	\$ 23,014	\$ 23,705	\$ 25,796	\$ 28,466	\$ 28,466
CONNECT Contract	\$ 264,511	\$ 350,000	\$ 350,000	\$ 360,500	\$ 371,315	\$ 382,454	\$ 393,928
Other ADA/DA Operating Costs	\$ 7,658	\$ 12,300	\$ 15,000	\$ 15,450	\$ 15,914	\$ 16,391	\$ 16,883
Subtotal ADA/DAR Operations	\$ 2,001,235	\$ 3,076,628	\$ 1,659,159	\$ 1,708,934	\$ 1,904,166	\$ 2,078,245	\$ 2,120,987
Fixed Route Maintenance							
Vehicle Maintenance	\$ 393,600	\$ 284,447	\$ 533,069	\$ 549,061	\$ 567,176	\$ 617,665	\$ 734,122
Parts/Supplies	\$ 111,214	\$ 75,000	\$ 125,000	\$ 128,750	\$ 132,613	\$ 136,591	\$ 140,689
Outside Repairs	\$ -	\$ 60,000	\$ 61,800	\$ 63,654	\$ 65,564	\$ 67,531	\$ 69,556
CNG Facility Maintenance	\$ 61,074	\$ 48,981	\$ 82,715	\$ 85,197	\$ 87,753	\$ 90,385	\$ 93,097
Other Maintenance	\$ 65,644	\$ 60,575	\$ 65,000	\$ 66,950	\$ 68,959	\$ 71,027	\$ 73,158
Subtotal Fixed Route Maint.	\$ 631,532	\$ 529,003	\$ 867,585	\$ 893,612	\$ 922,063	\$ 983,199	\$ 1,110,622
ADA/DAR Maintenance							
Vehicle Maintenance	\$ 262,400	\$ 369,454	\$ 142,611	\$ 146,889	\$ 176,492	\$ 194,755	\$ 194,755
Parts/Supplies	\$ 40,266	\$ 50,000	\$ 75,000	\$ 77,250	\$ 79,568	\$ 81,955	\$ 84,413
Outside Repairs	\$ 1,468	\$ 20,000	\$ 20,600	\$ 21,218	\$ 21,855	\$ 22,510	\$ 23,185
CNG Facility Maintenance	\$ 40,716	\$ 63,619	\$ 22,129	\$ 22,792	\$ 23,476	\$ 24,180	\$ 24,906
Other Maintenance	\$ 12,509	\$ 19,825	\$ 25,000	\$ 25,750	\$ 26,523	\$ 27,318	\$ 28,138
Subtotal ADA/DAR Maint.	\$ 357,359	\$ 522,898	\$ 285,339	\$ 293,899	\$ 327,913	\$ 350,719	\$ 355,398
Total	\$ 7,076,487	\$ 8,229,775	\$ 6,972,914	\$ 7,160,401	\$ 7,539,965	\$ 8,056,754	\$ 8,761,546

(1) Maintenance cost allocation included in maintenance. Differs from FY 2017/18 fiscal audit due to a \$636,353 one time expense that will be recorded as a liability and not an expense going forward

With the gradual implementation of the service plan improvements, the estimated operating costs would increase from \$7.0 million in FY 2019/20 to \$8.8 million in FY 2023/24. Exhibit 9-1 allocates shared costs between fixed route and ADA/DAR based on either the proportion of vehicle service hour or vehicle service miles, depending on the expense category. For example, fuel costs are allocated based on expected vehicle service miles provided.

The most dramatic changes in the costs are for ADA/DAR operations. In FY 2017/18, the actual cost was \$2.1 million, but is budgeted for \$3.1 million in FY 2018/19. With changes in cost allocation, the streamlined Simi Valley management structure, the implementation of the community service route as a mobility alternative for some seniors and ADA Paratransit riders, and improved operating efficiencies, the cost is projected to drop to \$1.7 million in FY 2019/20 and gradually increase to \$2.1 million in FY 2022/23.

Exhibit 9-2 on the following page shows the projected costs in 2019 dollars of the possible service improvement recommendations for FY 2019/20 to FY 2023/24 that was adopted by the City Council in February 2019. It provides the vehicle service hours and vehicle service miles by proposed service improvement over the next five SRTP plan years. The costs beyond FY 2019/20 are the marginal costs of improvements. Costs are based on a cost formula of fixed hourly costs (mostly personnel costs), fixed route mileage costs (mostly fuel and maintenance), ADA/DAR hourly costs, and ADA/DAR mileage costs.

In FY 2019/20, there would be an estimated 32,726 fixed route vehicle service hours, including Route 40, the community service route. There are also 14,947 vehicle service hours for the ADA/DAR service and 4,426 vehicle service hours for the ECTA Connect service. Overall, the estimated cost is \$6.97 million.

In FY 2020/21, the uberPOOL and Taxi Discount Pilot Program would cost approximately \$174,000 for the Reagan Library component and another \$87,000 for registered seniors and ADA Paratransit individuals. The Simi Valley Transit costs would be \$7.1 million in FY 2020/21.

In FY 2021/22, if the Simi Valley City Council decide to move forward with the extension of the span of service to 9:30 pm on both weekdays and Saturdays, it would cost approximately \$295,000 annually. The extension of the community service route from 3:00 pm to 4:00 pm on weekdays would cost \$80,000. If all of the improvements were implemented, the cumulative budget would be \$7.5 million.

In FY 2022/23, if the Simi Valley City Council decide to move forward with implementing Sunday service, the most popular improvement for existing passengers, it would cost approximately \$463,000. Extending the community service route hours to 5:00 pm would cost another \$80,000. Including all improvements, the budget would be \$8.1 million.

In FY 2023/24, adding a third local fixed route to Simi Valley Transit with frequencies every 60 minutes would have a cost of approximately \$765,000. The total budget for Simi Valley Transit would be \$8.8 million.

Exhibit 9-2

Vehicle Service Hours, Vehicle Service Miles, and Operating Costs By Plan Year: FY 2019/20 to FY 2034/24

FY 2019/20		Fixed Route		ADA/DAR			
Route	Description	VSH (1)	VSM (2)	VSH	VSM	Operating	Total
<i>Regional Route</i>						Cost	Cost
Route 10	Moorpark College to Chatsworth Metrolink	8,920	218,950				
<i>Local Routes</i>							
Route 20	East Los Angeles, Yosemite to Madera	10,906	139,981				
Route 30	Cochroran to Royal	6,677	100,165				
<i>Community Service Route</i>							
Route 40		6,223	62,318				
<i>Dial-A-Ride Services</i>							
ADA/DAR				14,947	139,492		
ECTA Connect				4,426	98,619		
Total		32,726	521,414	19,373	238,111	\$ 6,972,914	\$ 6,972,914
FY 2020/21 (3)							
Uberpool and Taxi Discount Pilot Program							
	Reagan Library Uberpool Disount Program					\$ 173,760	\$ 7,146,674
	Seniors/ADA Uberpool Discount Program					\$ 86,880	\$ 7,160,401

The following service improvement are subject to funding availability, performance and demand

FY 2021/22 (3)	Additional VSH	Additional VSM	Additional VSH	Additional VSM		
Extension of Weekday Evening Hours from 8:00 to 9:30 pm	614	8,221	762	8,382	\$ 172,922	\$ 7,333,323
Extension of Saturday Hours from 6 pm to 9:30 pm	551	11,357	357	3,927	\$ 122,738	\$ 7,456,061
Extend Weekday Community Service route from 3 pm to 4 pm	762	9,155			\$ 79,888	\$ 7,539,965
FY 2022/23 (3)						
Routes 10, 20, 30 Sunday Service from 9 am to 5 pm	2,331	34,271	1,428	15,708	\$ 463,033	\$ 8,002,998
Extend Weekday Community Servie Route from 4 pm to 5 pm	762	9,155			\$ 79,888	\$ 8,056,754
FY 2023/24 (3)						
Add third local fixed route	6,677	100,165			\$ 764,863	\$ 8,761,546

(1) VSH= vehicle service hours, when vehicle is in operation avaiable to collect fares

(2) VSM=vehicle service miles, when vehicle is in operation available to collect fares

(3) Marginal Costs to add service based on operations cost formula

Operating Revenues

This section has three sections:

1. Existing Operating Revenue Baseline
2. Fare Policy Recommendations
3. Recommended Operating Revenues for FY 2019/20

Existing Operating Revenue Baseline

Exhibit 9-3 shows the baseline operating revenues in FY 2016-17 (actual), FY 2017-18 (projected) and FY 2018/19 (budgeted).

Exhibit 9-3 FY 2016-17 Actual to FY 2018-19 Budgeted Costs

	FY 2016-17 Actual (1)	FY 2017-18 Estimated (2)	FY 2018-19 Budgeted (3)
Passenger Fares	\$541,598	\$485,140	\$410,123
Local Transportation Fund	\$4,053,687	\$3,523,066	\$5,027,078
FTA Section 5307	\$2,532,355	\$2,588,024	\$2,744,900
Advertising, other	\$55,871	\$95,756	\$57,000
Total Revenues	\$7,183,511	\$6,691,986	\$8,239,100

(1) FY 2016/17 NTD Report Rev 1

(2) FY 2017/18 projections by City of Simi Valley staff, updated 1-7-19, adding ECTA fare revenues

(3) City of Simi Valley Budget, updated 7-5-18, adding ECTA fare revenues

Passenger fares are projected to decline from \$541,598 in FY 2016/17 to \$410,123 in FY 2018-19. This is primarily due to the drop in fixed route ridership from 333,619 in FY 2015/16 to 262,024 in FY 2017/18.

The Local Transportation Fund (LTF) monies are from the ¼ sales tax authorized by the 1971 Transportation Development Act. The funds can be utilized for both operating and capital purposes. In FY 2018/19, \$5,026,078 was budgeted in LTF monies for operating revenues. This represents 61% of total operating revenues.

Federal Transit Administration (FTA) 5307 are federal formula funds and can be utilized for both operating and capital purposes for small urbanized areas like Simi Valley. In FY 2018/19, the budget was \$2,744,900 in FTA 5307 operating revenues.

Simi Valley Transit also receives a limited amount of revenues through advertising. \$57,000 in advertising and other revenues were budgeted in FY 2018/19.

Fare Policy Recommendations

Simi Valley Transit has a relatively complex fare structure that includes fare media and agreements with the Ventura County Transportation Commission and Metrolink. The fare analysis and discussions with Simi Valley Transit staff have led to the following fare policy recommendations:

FIXED ROUTE

1. *Retain the fixed route base fare of \$1.50 full fare and \$0.75 discounted fare for seniors 65 and older and persons with disabilities (reduced fare).*

All fixed route transit services in Ventura County now have a cash base fare of \$1.50 and \$0.75, the current cash fares for Simi Valley Transit. 56.7% of all passenger pay for a single ride cash fare. It is recommended that Simi Valley Transit have the same cash fares as VCTC. If VCTC raises fares over the next five years, then Simi Valley Transit should consider an equal adjustment in the fares.

2. *The more that a person/agency invests in the fare/ticket and pass, the greater the discount should be.*

The following are the types of fares, and the more tickets or days a person or agency purchases, the greater the discount will be to encourage ridership utilization. The following shows the ascending amount of discount that should be provided.

- Cash fare or single ride ticket: base fare. This fare type will include no discount.
- Day pass, good for unlimited rides the day of issue.
- 21 ride full fare ticket, good for 21 one-way rides for full fare and 25 one-way rides for reduced fares.
- 31-day pass good for 31 days after the pass is initiated on the bus. This pass should have the greatest discount.

3. *Retain the fixed route day pass price at \$5.00 for full fare and \$2.50 for reduced fare.*

With the average use of four trips per day, the average fare is \$1.25, a 16.7% discount. Sales of the existing day pass are low representing just 1.2% of passenger payments upon boarding. However, since Simi Valley does not issue transfers between buses, the restructured route system will have greater timed transfer opportunities with more direct service, encouraging increased use of the day pass.

4. *Retain the 21/25 ride ticket prices at \$25 for a 21-ride pass for full fare and \$15 for a 25-ride pass.*

Of all the transit tickets and passes sold by Simi Valley Transit, this is the most heavily utilized pass with 14.5 % of passengers utilizing this payment mode. An average of 67 21-ride ticket books are sold each month at local schools during the school year. The calculated average fare per ticket (\$25/21) is \$1.19 for the full fare, or a 20.7 % discount compared to base cash fare of \$1.50. Because some individuals do not utilize all 21 rides, the actual revenue received averages \$1.20 per ride.

5. *Reduce the 31-day pass from \$50 to \$45 for full fare passengers and from \$25 to \$22.50 for eligible reduced fare participants.*

The Simi Valley Transit 31-day pass is the same price as the VCTC 31-day pass that is good on both VCTC and other Ventura County transit agencies. The Simi Valley Transit 31-day pass is good only on Simi Valley Transit, so it has less value than the VCTC 31-day pass. The Simi Valley Transit 31-day pass is utilized by 3.1% of passengers, a very low figure compared to industry peers. Based on available ridership, farebox revenue, and VCTC reimbursement data, the average fare for the SVT 31-day full fare passes is \$1.86, while the reimbursement that Simi Valley Transit receives from VCTC has an average fare of \$1.51

The reason that the SVT 31-day pass has a higher average fare than the base fare of \$1.50 is that many individuals or agencies buy the 31-day pass, but don't utilize it extensively during the 31 day periods. At many transit agencies that sell 31-day passes to human service agencies, the average fare is 50% to 75% higher than the base fare. Lowering the price to \$45 would reflect the lower value of the SVT 31-day pass, and SVT could market these passes as a less expensive option to human service agencies. If experience elsewhere holds true, even by lowering the cost, Simi Valley Transit should receive a slight boost in the overall average fare, if SVT is successful in marketing the 31-day pass to local human service agencies.

Assuming an average commuter utilized the 31-day pass 45 times during the month (20 commute two-way commute trips and five Saturday one-way trips), the average fare for this individual would be \$1.00, a discount of 33% compared to the base fare of \$1.50.

6. *Update the agreements with Metrolink and VCTC to reflect current fares and offering of fare media.*

The fare agreement with Metrolink was executed when the Simi Valley Transit fares were \$1.25 for full fare and \$60 for reduced fares. The reimbursement rate to and from Metrolink is one full fare for every two transfers, for \$0.625 per trip. The reimbursement rate should now be \$0.75 per trip.

The agreement with VCTC currently only covers the sale of single ride tickets. The agreement should be expanded to include the reimbursement rate for free fare college riders (reimbursed at \$1.00 per trip) and the 31-day pass rides (average reimbursement in FY 2017/18 was \$1.51).

Americans with Disability Act/Dial-A-Ride (ADA/DAR)

7. *Increase the fare on ADA/DAR from \$2.00 to \$3.00 and the 10-ride books from \$20 to \$25.*

In FY 2017/18, the average cost per ADA/DAR passenger trip was \$71.76 with the average fare of \$2.74, for a net subsidy of \$69.02. The farebox recovery ratio including the ECTA Connect service, while not audited, is estimated at 4.5%. The required farebox recovery ratio is 10% and there is a significant shortfall in fare revenues in order to achieve the farebox recovery ratio. The increase in fares will help to increase the farebox recovery ratio.

Offering the 10-ride books at \$25 per book provides a cushioning of the fare increase so that passengers purchasing the 10-ride books are paying \$2.50 per ride instead of \$3.00.

Both Fixed Route and ADA/DAR

8. *Sell fare media online to passengers and human service agencies.*

VCTC currently sells its multi-ride pass offerings online and this is an important passenger convenience. It is recommended that Simi Valley Transit provide such an offering to both individual passengers as well as a convenience to school and human service agencies.

9. *Purchase software to enable passengers to pay their fare utilizing their smartphone.*

In the onboard passenger survey conducted for the SRTP, 64% of passengers owned and were utilizing a smartphone. The percentage of ownership continues to increase. Many transit agencies including Gold Coast Transit are investing in affordable software that enables passengers to pay fares online and passengers love the convenience of not having to have exact change.

There are two viable vendors that provide the software necessary for paying transit fares by smartphone. All of the fare media provided by Simi Valley Transit could be included in the electronic fare payment system.

Exhibit 9-4 is a summary of the existing and recommended fare changes for FY 2019/20.

Exhibit 9-4 Existing and Recommended Fare Structure

	Existing	Recommended
Fixed Route Farebox		
General Public Single Ride Cash	\$1.50	\$1.50
Senior/Disabled Single Ride Cash	\$0.75	\$0.75
General Unlimited Day Pass	\$5.00	\$5.00
Senior/Disabled Unlimited Ride Day Pass	\$2.50	\$2.50
Fixed Pass Sales Outlets		
General 21-ride pass	\$25.00	\$25.00
Senior/Disabled 25-ride pass	\$15.00	\$15.00
General 31-day Pass	\$50.00	\$45.00
Senior/Disabled 31-day Pass	\$25.00	\$22.50
Senior/Disabled Route 40 10 ride pass		\$7.50
ADA/DAR		
Single Ride Cash	\$2.00	\$3.00
10-ride book	\$20.00	\$25.00

Changes are in **Bold**

For the new community service route, Route 40, fares would be \$0.75 for seniors and disabled, but would be open to general public for \$1.50 per ride. All passes would be good on Route 40. A new 10-ride ticket for seniors/disabled at \$7.50 is recommended for the convenience for seniors and the disabled as well as human service agencies that provide financial assistance to seniors and the disabled.

Recommended Revenues to FY 2023/24

Exhibit 9-5 on the following page is the recommended revenues from the actuals in FY 2017/18 to projected in FY 2023/24. There are five sources of operating revenues that currently Simi Valley Transit utilizes:

- Passenger Fares
- Local Transportation Fund
- FTA Section 5307
- Local Funds: Advertising

A fifth funding source, general fund monies as local contribution, will be required in order for Simi Valley Transit to be able to meet farebox recovery requirements. Each of these are reviewed below.

Passenger fares totaled \$485,140 including ADA/DAR, ECTA Connect, and fixed route fares. It is projected that fares will be flat in FY 2018/19. From FY 2019/20 to FY 2023/24 fares are based on projected ridership and the average generated from the existing and planned fare structure. With a substantial increase in ridership anticipated by 2020/21, fare revenue would increase from \$485,140 in FY 2017/18 to \$729,300 in FY 2020/21. Overall fare revenues would increase to \$904,279 in FY 2023/24.

Local Transportation Funds (LTF) are part of the Transportation Act. They are generated from ¼ cent sales tax and are specifically designated to support public transportation. In FY 2017/18, a total of \$3,523,066 were utilized for revenues to support Simi Valley Transit operations. The LTF funds can be utilized for either operations or capital improvements. In FY 2018/19, the Simi Valley Budget includes a transfer of \$5,687,618 and it is anticipated that \$1,791,430.0 million of that will be utilized to support transit operations. In 2019/20, the full Local Transportation Fund allocation to Simi Valley is anticipated to be \$4,779,265. However, because Simi Valley did not meet farebox recovery requirement, a penalty of \$691,004 has been assessed, so the total LTF available for both operations and capital is estimated to be \$4,088,261.

In small urbanized areas like Simi Valley, Federal Transit Administration (FTA) 5307 funds are also available for either operating or capital. In FY 2016/17, just \$37,992 of a total \$2,570,242 received was utilized for capital. The budget for FY 2018/19 only anticipates the utilization of \$100,000 for capital purposes, with \$2,644,900 available for operating purposes. FTA 5307 funds typically increase by up to 15% when Congress reauthorizes transportation funding every 6 years, but only a modest increase from \$2,588,024 in FY 2017/18 to \$2,805,974 is anticipated in FY 2020/21. There is high degree of uncertainty with this assumption, and therefore funding levels are assumed to be flat after the federal funding reauthorization.

Exhibit 9-5 Projected FY 2020/21 Revenue Requirements

	FY 2017/18 Actual	FY 2018/19 Projected	FY 2019/20 Projected	FY 2020/21 Projected	FY 2021/22 Projected	FY 2022/23 Projected	FY 2023/24 Projected
Passenger Fares	\$ 485,140	\$ 485,121	\$ 607,212	\$ 729,303	\$ 742,487	\$ 788,959	\$ 904,279
Local Transportation Fund	\$ 3,523,066	\$ 5,042,754	\$ 3,554,447	\$ 3,531,023	\$ 3,535,728	\$ 4,017,389	\$ 4,463,348
FTA Section 5307	\$ 2,588,024	\$ 2,644,900	\$ 2,724,247	\$ 2,805,974	\$ 2,805,974	\$ 2,805,974	\$ 2,805,974
Local Funds: General Fund			\$ 20,758	\$ 18,601	\$ 380,275	\$ 368,931	\$ 512,444
Local Funds: Advertising	\$ 95,756	\$ 57,000	\$ 66,250	\$ 75,500	\$ 75,500	\$ 75,500	\$ 75,500
Total Revenues	\$ 6,691,986	\$ 8,229,775	\$ 6,972,914	\$ 7,160,401	\$ 7,539,965	\$ 8,056,754	\$ 8,761,546

Bus advertising revenues were \$97,756 in FY 2017/18, but were budgeted in FY 2018/29 for \$57,000. In FY 2020 and thereafter, it is assumed that bus advertising will have modest increase to \$75,500.

Because Simi Valley Transit is extending Route C (new Route 10) from the Simi Valley Government Center to Moorpark College, increasing service frequencies from 45 minutes to every 30 minutes on Routes 20 and 30, and introducing a new community service route, Simi Valley Transit will not be subject to the farebox recovery requirements for fixed route services for a period of two years.¹ It will however, be required to meet the 10% farebox recovery requirement for ADA/DAR services.

With adoption of SB 508, effective January 1, 2016, PUC Section 99268.19 allows for farebox revenue supplementation. Specifically, the section states, "If fare revenues are insufficient to meet the applicable ratio of fare revenues to operating costs, 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 non-state grant funds or revenues generated by, earned by, or distributed to an operator." This means that advertising revenues earned by Simi Valley Transit can be included in farebox recovery calculations.

It also means that the City of Simi Valley can contribute general fund monies that are not derived from state or federal grants towards farebox recovery requirements. In FY 2019/20 and FY 2020/21, Simi Valley will be within the two-year exemption from the new fixed route system, and will not be subject to the 20% farebox recovery requirement. It will be subject to meeting the 10% ADA/DAR farebox recovery requirement. However, there are sufficient local contributions to cover the deficit in ADA/DAR fares and no general fund monies will be required in FY 2019/20 and FY 2020/21. In FY 2021/22 when the two-year exemption for the route restructuring is over, there will be a need for \$335,275 in general fund monies. If Simi Valley continues with the service improvements through FY 2023/24, the general fund contribution would increase to \$457,444. Lowering the general fund contribution will one of the factors in determining if service improvements are approved in FY 2021/22 and beyond.

¹ PUC Section 99268.8 Exemption of for Extension of Services.

Capital Costs

Capital expenditures for Simi Valley Transit can be categorized into five main categories

- Vehicle Procurements/Upgrades
- Bus Stop Improvements
- Transit Management System
- Operations and Maintenance Facility Improvements
- SRTP Project Implementation

Vehicle Procurements/Upgrades

Existing Simi Valley Fleet

Exhibit 9-6 is the Simi Valley Transit vehicle inventory. The existing fleet consists of the following:

- Eleven revenue 32-40 foot heavy duty CNG fixed route buses
- Twelve revenue 28 foot cutaway low-floor CNG ADA/DAR buses
- Seven supervisory and relief minibuses and SUV vehicles

The Ventura County County Transportation Commission completed a Transit Asset Management Plan for Simi Valley Transit in October 2018. In 2012, the federal transportation reauthorization Moving Ahead for Progress in the 21st Century Act (MAP-21) mandated the Federal Transit Administration develop a rule establishing a strategic and systemic process of operating, maintaining and improving public capital assets effectively through their entire life cycle. The resulting FTA's Transit Asset Management Plan (TAM) Final Rule 49 USC625 became effective in 2016 and set forth federal regulations establishing minimum asset management practices for transit providers. Since Simi Valley Transit receives federal funds, Simi Valley is required to maintain and document minimum TAM standards which prioritize minimum TAM standards, which will prioritize funding based on the condition of transit assets in order to achieve or maintain a transit network that is in a State of Good Repair (SGR). The vehicle procurement plan does establish some TAM standards that are different than those prepared by VCTC, which the FTA regulations allow.

Two of the Simi Valley Transit's buses have exceeded their 14-year useful life, bus #4524 and #4525. These 2004 NABI buses are in the process of being replaced.

These are the only heavy duty buses that must be replaced during the time frame of the Short-Range Transit Plan. However, as shown below, Bus #4526 and #4527 will exceed 500,000 revenue miles during the planning horizon of the SRTP and replacement vehicles should be ordered in FY 2023/24 and placed into service in FY 2024/25, the year after the five year time frame of this SRTP is completed.

Exhibit 9-6 Simi Valley Transit Vehicle Inventory

VEHICLE #	YR	MANF.	CAPACITY	WC	LENGTH	FUEL	MILEAGE	USE
4524	2004	NABI	40	2	40'	CNG	43,533	Fixed
4525	2004	NABI	40	2	40'	CNG	79,517	Fixed
4526	2010	New Flyer	37	2	40' 8"	CNG	376,739	Fixed
4527	2010	New Flyer	37	2	40' 8"	CNG	366,421	Fixed
4528	2010	New Flyer	37	2	40' 8"	CNG	66,777	Fixed
4529	2014	New Flyer	40	2	40'	CNG	203,276	Fixed
4530	2014	New Flyer	40	2	40'	CNG	200,985	Fixed
4531	2014	New Flyer	40	2	40'	CNG	214,455	Fixed
4532	2014	New Flyer	32	2	35'	CNG	197,767	Fixed
4533	2014	New Flyer	32	2	35'	CNG	199,118	Fixed
4534	2014	New Flyer	32	2	35'	CNG	162,299	Fixed
6024	2015	Chevrolet	13	2	28'	CNG	57,598	ADA/DAR
6025	2015	Chevrolet	13	3	28'	CNG	62,665	ADA/DAR
6026	2015	Chevrolet	13	3	28'	CNG	68,334	ADA/DAR
6027	2015	Chevrolet	13	3	28'	CNG	69,335	ADA/DAR
6028	2015	Cheroleet	13	3	28'	CNG	62,455	ADA/DAR
6029	2015	Chevrolet	13	3	28'	CNG	66,724	ADA/DAR
6030	2015	Chevrolet	13	3	28'	CNG	61,562	ADA/DAR
6031	2015	Chevrolet	13	3	28'	CNG	71,663	ADA/DAR
6032	2015	Chevrolet	13	3	28'	CNG	64,224	ADA/DAR
6033	2015	Chevrolet	13	3	28'	CNG	61,230	ADA/DAR
6034	2015	Chevrolet	13	3	28'	CNG	59,237	ADA/DAR
6035	2015	Chevrolet	13	3	28'	CNG	45,342	ADA/DAR
7000	2003	Dodge	7	0	79"	Gas	135,589	Supervisory
7002	2004	Ford	4	0	212"	CNG	94,730	ADA/DAR
7004	1997	Ford	4	0	212"	Gas	142,986	Supervisory
7005	2000	Ford	4	0	212"	Gas	139,376	Supervisory
408	1999	Chevrolet	6	0	189.8"	Gas	85,929	Relief
5000	1999	Chevrolet	6	0	189.8"	Gas	75,748	Relief
5001	1999	Chevrolet	6	0	189.8"	Gas	87,253	Relief

The manufacturer useful life of the ARBOC buses is 7 years and it is recommended that the TAM standard for these cutaway buses be seven years. This will enable the buses to be ordered in FY 2022/23 and put in revenue service in FY 2023/4.

In December 2018, the California Air Resource Board approved the Innovative Clean Transit (ICT) Rule. The new transit fleet rule will require an increasing percentage of zero emission buses. The ICT rule for small transit agencies like RCTA do not become effective until January 1, 2026, beyond the planning horizon of the Short Range Transit Plan. However, Simi Valley Transit is required to complete a Zero Emission Bus rollout plan in 2023, and a study is included in the capital plan to complete how Simi Valley Transit will transition to a zero emissions fleet. As will be shown in Exhibit 9-7, it is assumed that the long term desired fleet will be electric buses, but is subject to the study findings and recommendations. Therefore, the fleet mix can continue to be gas or diesel buses. However, if financial incentives are provided to begin converting the fleet earlier, then RCTA could take advantage of the zero emission bus incentives.

Recommended Future Fleet Mix Based on Service Plan

Based on the service plan presented in Chapter 6, Exhibit 9-7 compares the existing fleet to the desired long-term fleet after the service plan is fully implemented.

Exhibit 9-7 Existing and Long-Term Desired Fleet Mix

Vehicle Type (Low Floor Buses)	Existing Fleet Mix			Desired Fleet Mix*		
	Fuel/ Propulsion	Length	Quantity	Fuel/ Propulsion	Length	Quantity
Heavy Duty	CNG	35	3	Electric	35	14
Heavy Duty	CNG	40	8	Electric	40	0
Medium sized, Medium Duty	CNG	28	12	Electric	28	13
Wheelchair Accessible Sedans				Electric	15	2
Supervisor/Relief Vehicle	Gas		7	Electric	15	7
Total			30			36

*Assumes full implementation of service plan

Exhibit 9-8 is the procurement schedule for Simi Valley Transit fleet. Typically buses are ordered in one fiscal year, and paid for and placed into revenue service the following year. Therefore, the vehicle procurements that are ordered in FY 2023/24 are not shown as capital costs in this Short Range Transit Plan, but will be included when the SRTP is updated.

There is also a need to replace the transmissions on a regular schedule for the fixed route heavy duty buses. Replacement of two transmissions per years is included in the capital plan budget.

Finally, there a need to upgrade the fareboxes on all buses in the Simi Valley Transit fleet.

Exhibit 9-8 Vehicle Procurement Schedule

Order FY	Category	Vehicle No.	1st Full Year In Service	Size Category	Standard/ Low Floor	Length	Fixed Seats	Wheelchair Positions	Fuel/ Propulsion	Estimated Cost
FY 2018/19										
	Fixed Route	4524	2020	Heavy Duty	Low Floor	35	32	2	CNG	\$ 435,000
	Fixed Route	4525	2020	Heavy Duty	Low Floor	35	32	2	CNG	\$ 435,000
FY 2019/20										
	Serv/DAR	New	2020	Van	Low Floor	15	4	1	Gas	\$ 58,350
	Serv/DAR	New	2020	Van	Low Floor	15	4	1	Gas	\$ 58,350
	Service	7000	2021	Automobile	Standard	12-16	5-7	0	Gas	\$ 35,000
	Service	7002	2021	Automobile	Standard	12-16	5-7	0	Gas	\$ 35,000
	Service	7004	2021	Automobile	Standard	12-16	5-7	0	Gas	\$ 35,000
	Service	7005	2021	Automobile	Standard	12-16	5-7	0	Gas	\$ 35,000
	Service	408	2021	Automobile	Standard	12-16	5-7	0	Gas	\$ 35,000
FY 2020/21	(Contingency if low floor sedans cannot be utilized in both revenue and service capacities)									
	Service	5000	2021	Automobile	Standard	12-16	5-7	0	Gas	\$ 36,750
	Service	5001	2021	Automobile	Standard	12-16	5-7	0	Gas	\$ 36,750
FY 2022/23										
	ADA/DAR	6024	2024	Cutaway	Low Floor	28	13	3	Electric*	\$ 310,000
	ADA/DAR	6025	2024	Cutaway	Low Floor	28	13	3	Electric*	\$ 310,000
	ADA/DAR	6026	2024	Cutaway	Low Floor	28	13	3	Electric*	\$ 310,000
	ADA/DAR	6027	2024	Cutaway	Low Floor	28	13	3	Electric*	\$ 310,000
	ADA/DAR	6028	2024	Cutaway	Low Floor	28	13	3	Electric*	\$ 310,000
	ADA/DAR	6029	2024	Cutaway	Low Floor	28	13	3	Electric*	\$ 310,000
	ADA/DAR	6030	2024	Cutaway	Low Floor	28	13	3	Electric*	\$ 310,000
	ADA/DAR	6031	2024	Cutaway	Low Floor	28	13	3	Electric*	\$ 310,000
	ADA/DAR	6032	2024	Cutaway	Low Floor	28	13	3	Electric*	\$ 310,000
	ADA/DAR	6033	2024	Cutaway	Low Floor	28	13	3	Electric*	\$ 310,000
	ADA/DAR	6034	2024	Cutaway	Low Floor	28	13	3	Electric*	\$ 310,000
FY 2023/24										
	Fixed Route	New	2025	Heavy Duty	Low Floor	35	32	2	Electric*	\$ 590,000
	Fixed Route	New	2025	Heavy Duty	Low Floor	35	32	2	Electric*	\$ 590,000
	Replacement	4526	2025	Heavy Duty	Low Floor	35	32	2	Electric*	\$ 590,000
	Replacement	4527	2025	Heavy Duty	Low Floor	35	32	2	Electric*	\$ 590,000

* ZEB rollout plan study conducted in FY 2021/22 will determine if these replacement vehicles are electric or CNG.

Costs will be fine tuned as part of ZEB rollout plan study

Bus Stop Improvements

In FY 2018/19, the City of Simi Valley submitted State of Good Repair application for improving or replacing bus stop amenities at 33 key bus stops, with \$2,383 budgeted for each bus stop. There will be an ongoing need to replace, add, and upgrade bus stop shelters and benches over the next five years. Over five years \$471,566 is included in the capital plan for bus stop improvements.

Transit Management System

In Chapter 5, a new Transit Management System was recommended to reduce paperwork, provide timely management data, improve ADA/DAR and fixed route scheduling, improve service efficiency, and improve customer service. The City of Simi Valley has included \$585,000 in its FY 2019/20 capital budget to fully implement and employ the recommended elements of the transit management system. This will likely include new real-time scheduling LED monitors at key bus stops so that passengers know when the bus will arrive.

Operations and Maintenance Facility Improvements

There are a number of planned improvements the operations and maintenance facility:

- Upgrade to the CNG fueling station
- Upgrade, remodel and expand the operations and dispatch office
- New bus wash facility

Each of these projects is included in the capital plan budget over the next five years.

SRTP Projects Implementation

Implementation of the SRTP for items not described will be required. A total of \$455,118 is in the capital plan for this purpose and would include such items as bus wraps promoting the new service and potential capital improvements needed to fully implement the new community service route.

Summary of Capital Costs

Exhibit 9-9 is a summary of the capital costs required between FY 2019/20 and FY 2023/24. They do include the four buses that would be ordered in FY 2023/24, but paid for and put into revenue service until FY 2024/25.

Overall, there is a need for \$8,726,768 in capital expenditures over the next five years.

Exhibit 9-9 Captial Costs

Capital Costs	FY 2019/20 Budgeted	FY 2020/21 Projected	FY 2021/22 Projected	FY 2022/23 Projected	FY 2023/24 Projected	Total FY 2019/20- FY 2023-24
Vehicle Procurements/Upgrades						
Bus Replacements	\$1,550,000				\$3,410,000	\$ 4,960,000
Relief Vehicle replacements	\$ 164,800					\$ 164,800
Bus Technology Improvements		\$ 33,860	\$ 80,000			\$ 113,860
Bus transmission replacements	\$ 10,400	\$ 10,712	\$ 11,033	\$ 11,364	\$ 11,705	\$ 55,215
ZEB Rollout Plan Study			\$ 150,000			\$ 150,000
Bus Stop Improvements	\$ 83,645	\$ 90,000	\$ 94,500	\$ 99,225	\$ 104,186	\$ 471,556
Transit Management System	\$ 585,000					\$ 585,000
Operations and Maintenance Facility						
Facility Improvements		\$ 100,000	\$ 80,000	\$ 100,000		\$ 280,000
CNG Fueling Station			\$1,491,249			\$ 1,491,249
SRTP Projects Implementation	\$ 227,559	\$ 227,559				\$ 455,118
Total Capital Costs	\$2,621,404	\$ 462,131	\$1,906,782	\$ 210,589	\$3,525,892	\$ 8,726,798

Capital Revenues

Exhibit 9-10 provides a summary of the capital revenues being utilized to fund the capital costs presented in the previous section. The following are funding sources that will be utilized.

TDA Local Transportation Fund (LTF)

As was detailed in the operating revenue section, the Local Transportation Fund is a primary funding source for Simi Valley Transit. The monies are derived from ¼ cents sales tax that is returned to Simi Valley for the purposes of public transportation. The monies can be utilized for either operating and capital purposes. The financial plan anticipates utilizing the large major of LTF for operating purposes, \$18,771,793 between FY 2019/20 and FY 2023/24. The capital plan includes monies primarily for local match to federal funding, and would require \$1,784,921 over the five-year period, or 8.6% of the total LTF funding received over the five year period.

Proposition 1B PTMISEA

As approved by the voters in the November 2006 general election, Proposition 1B enacts the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006. Statewide, this is a \$19.925 billion state general obligation bond that is meant to fund high priority projects. There are 16 different programs under Proposition 1B, and two directly benefit Redwood Coast Transit for transit purposes. The first is the Public Transportation Modernization, Improvement, and Service Enhancement Account Program (PTMISEA), with \$3.6 billion allocated statewide for the transit rehabilitation, safety or modernization improvement, capital service enhancements or expansions including bus procurements. While most of these funds have been allocated, the 2019 Budget Act (SB 840) re-appropriated the remaining PTMISEA funds and extended the deadline for allocation until June 30, 2019 and June 30, 2020. The primary use of the remaining Simi Valley Transit PTMISEA funds will be utilized to replace two heavy duty fixed route buses in FY 2019/20, with the remaining monies utilized for the CNG fueling station upgrade.

State of Good Repair (SB1)

Approved as part of SB1, the State of Good Repair (SGR) funds transit vehicle and infrastructure repair and replacement as well as service improvements. Some SGR monies are allocated directly to Simi Valley Transit and other monies are allocated to VCTC. Simi Valley Transit is utilizing these monies for bus stop improvements. Over a five-year period, a total of \$526,771 will be required in SGR monies will be required over five years to primarily fund bus stop improvements.

Congestion Mitigation and Air Quality Improvement Program (CMAQ)

The FAST Act continued the CMAQ program to provide a flexible funding source to State and local governments for transportation projects and programs to help meet the requirements of the Clean Air Act. Funding is available to reduce congestion and improve air quality for areas that do not meet the National Ambient Air Quality Standards for ozone, carbon monoxide, or particulate matter (nonattainment areas) and for former nonattainment areas that are now in compliance (maintenance areas). The City of Simi Valley has been successful in obtaining CMAQ funding in the past and has

pending application for the CNG fueling station and Transit Management System. A need for \$1,792,000 in CMAQ funding is anticipated over the five-year period in the SRTP financial plan.

Federal Transit Administration (FTA) Section 5339 (Bus and Bus Facilities Program)

The Federal Transit Administration (FTA) Section 5339 (Bus and Bus Facilities Program) provides funding for capital projects to replace, rehabilitate, and purchase buses and bus-related equipment, and to construct bus-related facilities. This program was established under Moving Ahead for Progress in the 21st Century (MAP-21), replacing the previous Section 5309 discretionary program established under the Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). It was reauthorized as part of the Fixing America's Surface Transportation (FAST) Act in Section 3017 in 2015, with authorizations from federal fiscal years 2016 through 2020. For small urban areas like the City of Simi Valley, the Caltrans Division of Mass Transportation administers the formula grant program. In past years according to the Caltrans website, Simi Valley has received in the general range of \$275,000 to \$300,000 per year in FTA 5339 funding.

In order to receive Section 5339 funding, projects must have a significant impact on desirable long-term outcomes for improving and maintaining California's buses and bus facilities so that the State's public transportation systems are in good physical condition and successfully accomplish their performance objectives. According to Caltrans, the current guidelines for selecting discretionary applications is based on vehicle miles and age of the vehicle.

A need for \$1,557,860 in FTA 5339 funding is anticipated in the five-year capital plan. If this funding level cannot be reached, it will require Simi Valley to utilize additional LTF or STA funding to make up the shortfall. The funding would be primarily utilized to replace the 12 cutaway buses utilized for ADA/DAR service in FY 2023/24.

FTA 5307

In small urbanized areas like Simi Valley, Federal Transit Administration (FTA) 5307 funds are also available for either operating or capital. In FY 2016/17, just \$37,992 of a total \$2,570,242 received was utilized for capital. The budget for FY 2018/19 only anticipated the utilization of \$100,000 for capital purposes, with \$2,644,900 available for operating purposes. Over the five-year time frame of the SRTP, a total of \$1,492,000 in FTA 5307 funds would be utilized.

Exhibit 9-10 Capital Revenues

Capital Revenues	FY 2019/20 Projected	FY 2020/21 Projected	FY 2021/22 Projected	FY 2022/23 Projected	FY 2023/24 Projected	Total FY 2019/20- FY 2023-24
Local Revenue Sources						
TDA Local Transportation Fund	\$ 557,359	\$ 227,559	\$ 298,003	\$ 20,000	\$ 682,000	\$ 1,784,921
State Revenue Sources (1)						
PTMISEA	\$1,550,000		\$ 23,216			\$ 1,573,216
State of Good Repair (SB1)	\$ 94,045	\$ 100,712	\$ 105,533	\$ 110,589	\$ 115,892	\$ 526,771
Federal Funding Sources						
CMAQ	\$ 292,000	\$ 100,000	\$1,400,000			\$ 1,792,000
Section 5339		\$ 33,860	\$ 80,000	\$ 80,000	\$1,364,000	\$ 1,557,860
Section 5307	\$ 128,000				\$1,364,000	\$ 1,492,000
Total Capital Revenues	\$2,621,404	\$ 462,131	\$1,906,752	\$ 210,589	\$3,525,892	\$ 8,726,768

(1) Grants are typically submitted in one fiscal year, and approved and received in following fiscal year.

This table provides an estimate of when the revenues are actually received and spent.

10. Projected Performance

Exhibit 10-1 shows the projected performance of Simi Valley Transit from actuals for FY 2017/18 through FY 2023/24. For the recommended service improvements in FY 2019/20, it may take up to two years to fully realize the performance benefits. Based on experience elsewhere, it may take this long for the ridership and fare revenues benefits of the recommended service plan to be realized. With full implementation of the extensive route and service frequency improvements discussed earlier, fixed route transit ridership is expected to increase substantially from 262,000 in FY 2017/18 to approximately 410,000 at the end of FY 2020/21. This will require an ambitious marketing campaign to achieve these ridership gains.

The implementation of a community service route with \$0.75 cash fare for seniors/disabled, and a 10 ride ticket for \$7.50 compared to \$3.00 for a ADA/DAR one trip, will enable those ADA/DAR riders who are physically able to utilize the community service to have a very affordable mobility option for the trips they need to make. Therefore, overall ADA/DAR ridership is expected to decline from 45,000 in FY 2016/17 to 40,300 in FY 2020/21. Those seniors and persons with disabilities who need curbside Dial-a-Ride service will continue to have convenient ADA/DAR service provided to them. The aging of the population will continue to increase the demand for ADA/DAR service, but the community service route will provide a more convenient and affordable mobility alternative for some ADA/DAR users, providing a counter-balance to the expected increase in ADA/DAR demand.

The streamlined management actions described earlier can be expected to reduce the overall cost per vehicle service hour from \$143.68 in FY 2017/18 systemwide to \$133.84 in FY 2020/21, despite an assumed 3% inflation rate.¹ The improved transit management system and improved ridership productivity is projected to reduce the cost per passenger trip from \$22.64 in FY 2017/18 to an average of \$14.32 in FY 2020/21. This dramatic decline in the cost per passenger trip is dependent on full implementation of the management actions, recommended service plan, a robust marketing campaign, and a positive ridership response to the proposed service improvements.

¹ The actual systemwide FY 18 Transit Operating Expense of \$7,712,840 in the FY 2017/18 fiscal audit has been adjusted to \$7,076,487 for the purposes of this study. The \$636,353 deduction removes a one-time expense that will be recorded as an outstanding liability rather than an operating expense going forward. Therefore, the audited financial figures for FY 2017/18 would be about 10% higher than indicated in Exhibit 10-1.

Exhibit 10-1

FY 19/20 Projected Performance Compared to FY 2016/17 and FY 2017/18 Actuals

Actual and Projected Ridership	FY 2017/18 Actuals	FY 2018/19 Projected	FY 2019/20 Recommended	FY 2020/21 Recommended	FY 2021/22 Recommended	FY 2022/23 Recommended	FY 2023/24 Recommended
Fixed Route Transit	262,024	262,024	336,191	410,359	420,554	449,985	542,805
ADA/DAR	43,406	43,406	41,881	40,356	38,557	40,235	38,486
Community Service Route		-	30,821	41,095	46,800	51,130	51,905
ECTA CONNECT Contract	7,111	7,111	7,633	8,155	8,533	8,533	9,160
Total Ridership	312,541	312,541	406,253	499,965	514,444	549,884	642,355

Projected Fare Revenue

Fixed Route Transit	\$ 332,101	\$ 332,101	426,104	\$ 520,107	\$ 533,029	\$ 570,331	\$ 687,975
ADA/DAR	\$ 118,917	\$ 118,917	128,063	\$ 137,210	\$ 131,095	\$ 136,800	\$ 130,852
Community Service Routes		\$ -	24,657	\$ 32,876	\$ 37,440	\$ 40,904	\$ 41,524
ECTA CONNECT Contract	\$ 34,103	\$ 34,103	36,607	\$ 39,111	\$ 40,924	\$ 40,924	\$ 43,928
Total Fare Revenue	\$ 485,121	\$ 485,121	607,212	\$ 729,303	\$ 742,487	\$ 788,959	\$ 904,279

Vehicle Service Hours

Fixed Route Transit	27,340	27,340	26,503	26,503	27,668	29,999	36,676
ADA/DAR	17,709	17,709	14,947	14,947	16,066	17,494	17,494
Community Service Routes		-	6,223	6,223	6,985	7,747	7,747
ECTA CONNECT Contract	4,203	4,203	4,426	4,426	4,426	4,426	4,426
Total Vehicle Service Hours	49,252	49,252	52,099	52,099	55,145	59,666	66,343

Preliminary Performance Indicators

Systemwide Cost Per Vehicle Service Hour (VSH)	\$ 143.68	\$ 143.68	\$ 133.84	\$ 133.84	\$ 129.85	\$ 126.37	\$ 121.44
Systemwide Cost Per Passenger Trip	\$ 22.64	\$ 22.64	\$ 17.16	\$ 14.32	\$ 14.66	\$ 14.65	\$ 13.64
Fixed Route Passengers Per VSH	9.58	9.58	15.33	15.48	15.20	15.00	14.80
ADA/DAR/CONNECT Passengers per VSH	2.31	2.31	2.40	2.50	2.40	2.30	2.20
Passengers Per VSH All Services	6.35	6.35	7.80	9.60	9.33	9.22	9.68
Fixed Route Farebox Recovery Ratio(1)	9.4%	9.4%	10.6%	12.6%	20.0%	20.0%	20.0%
ADA/DAR/CONNECT Farebox Recovery Ratio(1)	4.5%	4.5%	6.1%	6.5%	10.0%	10.0%	10.0%
Systemwide Farebox Recovery Ratio (1)	7.2%	7.2%	8.7%	10.5%	16.7%	16.4%	18.5%

(1) Includes allowable general fund contributions for farebox recovery calculations starting in FY 2021/22

As has been discussed in previous chapters and working papers in the Appendices, Simi Valley Transit has an expensive cost structure, with the historic average cost per vehicle service hour three times higher for the Simi Valley Transit ADA/DAR service compared to other Ventura County transit agencies for ADA Paratransit service. However, the increase in total vehicle service hours from 49,252 in FY 2017/18 to 66,343 will help to decrease the cost per vehicle service hour from \$143.68 in FY 2017/18 to \$121.44 in FY 2023/24 despite an assumed average inflation rate of 3%. This is because Simi Valley Transit has very high fixed costs, and the added number of vehicle hours helps to lower the overall average cost per vehicle service hour. The increased ridership in the service plan and more cost effective service delivery should lower the cost per passenger trip substantially from \$22.64 in FY 2017/18 to \$13.64 systemwide in FY 2023/24.

Keeping the institutional structure in place with no contracting of service, even with the recommended management actions and improved ridership will not enable Simi Valley Transit to achieve the required 10% farebox recovery ratio for ADA/DAR and 20% for fixed route service. Simi Valley Transit will have a two-year grace period after the new route structure is in place, but starting in FY 2021/22 there will be a need to utilize general fund monies to achieve the required 10% for ADA/DAR service and 20% for fixed route services. If service improvements are fully implemented as outlined in the service plan, the amount of general fund money required to meet the farebox recovery requirements is estimated at:

- \$455,775 in FY 2021/22
- \$444,431 in FY 2022/23
- \$587,944 in FY 2023/24

Systemwide productivity as measured by passengers per vehicle service hour is expected to increase substantially from 9.58 actual passengers per vehicle service hour in FY 2017/18 to a peak of 15.5 passengers per vehicle service hour when the 2019/20 service improvements and full marketing plan are fully implemented. The productivity declines with the service improvements for later evening service and Sunday service improvements are made as such services have significantly lower productivity and will have a dampening effect on overall systemwide productivity and performance.