

CITY OF TULARE SHORT-RANGE TRANSIT PLAN EXTENSION June 2019



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APPENDIX 1

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1 - OVERVIEW

TCAG is the designated Metropolitan Planning Organization (MPO) and Regional Transportation Planning Agency (RTPA) for the Tulare County region. These designations come with the responsibility to promote coordination of transit operations and ensure efficient use of state and federal funds for public transit agencies in Tulare County. A Regional Transit Coordination Study is underway. Its impetus is to address recent issues, particularly regarding increasing transit costs in tandem with reduced or plateaued ridership levels that are trending towards unsustainable systems.

TCAG has Memorandums of Understanding (MOUs) in place with the City of Tulare as required under federal law. The MOUs outline the process for updating Short Range Transit Plans (SRTPs), declaring that transit planning must be conducted as an integral part of and consistent with the comprehensive planning and development process. TCAG is responsible for determining the appropriate scope for the plans. The City of Tulare SRTP update is due by June 2019. Typically, this comprehensive process is very involved, including evaluating potential route changes, fare structures, future operations costs and revenue sources, and more. With the Regional Transit Coordination Study underway and expected to be completed by the end of 2019, many of these factors are likely to be affected. It follows that the SRTP will likely need to be updated to reflect results of the Coordination Study immediately after its conclusion. The TCAG Board at its February 2019 meeting authorized extensions for those transit agencies with SRTPs that are due by 2020 and require comprehensive updates after the conclusion of the Coordination Study.

This SRTP Extension was conducted to assess current transit services supported by the City of Tulare's fixed-route TIME and Dial-A-Ride services, and to provide policy and financial direction to guide transit planning, service operations, capital investment, and policy decisions over a two-year planning period. It includes information for fiscal years 2019/20 and 2020/21, focusing on financial and capital updates. Route redesigns and fare changes, are not required to be evaluated with the plan extension.

This SRTP Extension is a series of appendices which contain spreadsheets supported, as necessary, by brief narratives. It includes the following sections:

1. Overview
2. Financial and Capital Plan
3. Operations Plan
4. Implementation Plan

APPENDIX 2

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2 - FINANCIAL AND CAPITAL PLANS

2.1 FINANCIAL PLAN

This chapter presents a two-year extension of the operating budget projections required to support the City's public transit program within the parameters established in the "Optimization Scenario" detailed in the Operations Plan. The Operations Plan continues the service enhancement recommendations proposed in the 2014 SRTP that were proposed to improve TIME administrative, operational, and marketing/public outreach functions. The prior 2014 SRTP proposed and evaluated two distinct funding and capital scenarios – Optimization and Expansion (2014 City of Tulare SRTP, Financial and Capital Plans, page 5-3).

The alternative "Expansion Scenario" presented in the 2014 SRTP is not considered in this Extension as ridership since then has declined or remained flat. Further, expansion of services, as suggested in the Expansion Scenario over the next two years is not feasible and would require higher operating costs at a time when ridership is declining and farebox recovery requirements are important to achieve.

Overview of Current and Potential Operating Funding Sources

Below is a summary of available funding sources for the operation of the City's public transit program. Additional sources of funding may become available within the SRTP horizon; however, those presented below represent the current primary sources of operating funding for the City's transit program.

Federal

There are a number of available federal funding programs for which the City could apply which are regulated under the latest federal transportation bill "Fixing America's Surface Transportation Act or FAST Act" that extended and supplemented the Moving Ahead for Progress in the 21st Century Act (MAP-21). These are primarily formula grant programs with established eligibility and disbursement parameters. The primary federal sources of operating funding for the City's public transit program include:

FTA Section 5307

These funds are apportioned on a formula basis providing funding to support the administrative, operating and capital costs of public transit services in urbanized areas. The City of Tulare was incorporated into the Visalia Urbanized Area (UZA) (Census 2010) thus granting eligibility for these funds.

Since the FY 2014-15, the City of Tulare is receiving a portion of the Visalia and Tulare Urbanized Area (VUA) based on a weighted average index comprised of:

- 40-percent based on population.
- 40-percent based on ridership (system-wide).

- 20-percent based on vehicle revenue miles.

The Memorandum of Understanding (MOU) formula was utilized to calculate funding estimates for the Financial Plan.

State

The California Transportation Development Act (TDA) is comprised of two primary funding sources: Local Transportation Fund (LTF) and State Transit Assistance (STA) Fund. TDA funds are collected by the State through a ¼ cent sales tax and a statewide sales tax on diesel fuel, and distributed within each jurisdiction through a formula based on total population. The TDA funds are flexible and are used for both the operation of public transit in Tulare as well as for the required federal match for capital expenditures.

Local

Local funding is primarily comprised of passenger fares, and a local ½ cent sales tax measure, (Measure R). In addition, the City accrues revenue from investments, advertisements, and other miscellaneous fees. Fare revenues system-wide for FY 2018 were \$300,000. The City's public transit program currently does not receive a significant portion of its revenue through transfers from the City's General Fund. In our budget tables, we assume an average rate of inflation of not greater than 2.5 percent for variable or revenue streams.

Fare Policy

Fares are collected and reconciled by City staff on a weekly basis. Final deposit amounts are recorded and reconciled with the City's bank deposit records. The 2014 SRTP recommended a revised fare structure. The City implemented the "Proposed" fare changes for both the fixed-route and Dial-A-Ride services in August 1, 2014.

Most categories of fixed-route fares increased with the exception of (a) a reduction to a half-price off-peak fare for Seniors/ADA/Medicare Cardholders from \$1.25 to \$0.75; and (b) no change in the Monthly Student Pass. The Dial-A-Ride fare structure was modified with (a) an increase in the base fare from \$2.50 to \$3.25; (b) no change in fares for ADA-Certified, Children, and ADA Trip Tickets; (c) an increase in fares for Children without a fare-paying adult, Trip Tickets (book of 10).

Exhibit 5.1.1 Fare Structure

Mode	Fare Category	2014	2019 (Current)
Fixed-Route	General Public	\$1.25	\$1.50
	Children (five and younger w/ fare-paying adult)	Free	Free
	Senior/ADA/Medicare Cardholder	\$1.25	\$0.75
	Personal Care Attendant (with ADA passenger)	Free	Free
	Monthly General Pass	\$40.00	\$40.00
	Monthly Senior/ADA/Medicare Pass (60 and over)	\$33.00	\$20.00
	Monthly Student Pass	\$33.00	\$33.00
	Trip Tickets (book of 20)	\$25.00	\$30.00
Dial-A-Ride	General Public	\$2.50	\$3.25
	ADA-Certified	\$2.00	\$2.00
	ADA Attendant	Free	Free
	Children (seven and younger w/ fare-paying adult)	\$1.25	\$1.25
	Children without fare-paying adult	\$2.25	\$2.50
	Trip Tickets (book of 10)	\$25.00	\$32.50
	ADA Trip Tickets (book of 10)	\$20.00	\$20.00

[Overview of Revenue Projection¹](#)

Changes brought to the funding environment by the establishment of the FAST Act may result in additional funds becoming available to the City of Tulare.

Fare elasticity models allow transit operators to estimate the impacts to farebox recovery based on fare increases. It is not uncommon for a transit operator to experience ridership loss during the first year a fare increase is implemented. This negative impact can be calculated by the fare elasticity formula which attributes a 0.4 percent decrease in ridership for every one percent increase in fare. This is applicable to fare decreases as well, resulting in a potential increase in ridership².

[2014 SRTP Scenarios](#)

The [Optimization Scenario](#) revenues are projected to remain fairly consistent from years prior. To elaborate, primary sources of funding will continue to be focused on local (transfers from City’s reserve account) and State (TDA) sources. The following assumptions were utilized in development of the Optimization Scenario budget table presented in Exhibit 5.1.2.

¹ Base operating budget projections are based largely on actual and approved figures provided in the City’s annual transit budget.

² McCollom, Brian E. and Richard H. Pratt. Transportation Research Board. TCRP Report 95 Transit Pricing and Fares, “Chapter 12, Traveler Response to Transportation System Changes.” (Washington D.C., 2004).

Assumptions

- All Administrative Recommendations are implemented.
- All Marketing Recommendations are implemented.
 - The marketing budget is set at five percent in FY 2014-15, four percent in FY 2015-16, and three percent in FY 2016-17 and subsequent years.
- Transition to Section 5307 funding would result in an overall increase in available funding for both operations and capital projects.
- Proposed fare changes result in:
 - Reduction of 32,834 annual fixed-route trips due to fare elasticity, resulting in approximately \$46,000 in additional fare revenue due to fare increase.
 - Additional 677 annual ADA customer trips on fixed-route (estimated decrease of \$4,400 in fare revenue due to decrease in fare).
 - Reduction of 2,306 annual general public trips on Dial-A-Ride (estimated cost-savings of more than \$75,000 based on average operating cost/passenger of \$33.07).
- Implementation of electronic fareboxes concurrent with the fare increase result in a decrease in free rides; approximately two percent of ridership is calculated as riding free (i.e., young children traveling with an adult or a Personal Care Attendant).
- Fixed-route ridership and respective fare revenues would increase at not less than five percent/annum due to the implementation of marketing recommendations.
- Dial-A-Ride ridership and respective fare revenues would increase at not less than two percent/annum.
- Anticipated fare recovery is met in all years.
- A 2.5 percent rate of inflation³ has been applied to all expenses except as specifically noted.
- All federal useful life requirements are met (varies by vehicle type).
- Vehicle costs in future years are calculated using a 2.5-percent/year rate of inflation.
 - Details in the Capital Plan (Chapter 5.2).
 - Vehicle costs include vehicle branding costs estimated between \$1,500 and \$4,000 per vehicle (varies by type).
- Fuel cost is estimated to increase at a rate of three percent/year.
- Transfers from City's Transit Fund Balance are used to balance revenue/expenditure variance.
- All revenue and expenditure figures based on City or TCAG-provided data⁴.

³ Based on U.S. Department of Labor, Bureau of Labor Statistics.

⁴ City of Tulare FY 2013/14 Budget, State Controller's Office Financial Transactions Reports, Revenue/Expenditure Detail Reports for FY 2011, FY 2012, and FY 2013. TCAG 2013 Federal Transportation Improvement Program.

The [Expansion Scenario](#) assumptions differ from the Optimization Scenario primarily through the addition of service recommendations and expansion of existing services. The following assumptions were utilized in development of the Expanded Scenario budget table presented in Exhibit 5.1.4:

- All Optimization Scenario assumptions remain in effect (unless noted below).
- Expansion Scenario costs and anticipated revenues begin in FY 2015 (estimated total of \$85,848).
 - Estimated cost of \$32,925 annually to improve Route 7 on-time performance.
 - Estimated cost of \$19,378 across six-month trial period to extend Saturday service to 7:00 p.m. (The budget table assumes the six-month trial period is extended through subsequent fiscal years.)
- Additional facilities maintenance is anticipated given projected ridership increases. Costs are budgeted at an increase of \$25,000 annually beginning in FY 2015.
- Fixed-route ridership and respective fare revenues would increase at not less than seven percent/annum due to the implementation of marketing recommendations.
- Dial-A-Ride ridership and respective fare revenues would increase at not less than four percent/annum.
- Additional capital improvement costs are addressed through increases in federal and state funding (Section 5307 and CMAQ) as well as transfers from City's Fund Balance.

[2019 SRTP Extension - Budget Projections](#)

For purposes of this SRTP Extension, revenue and expenses shown in 2014 SRTP Exhibit 5.1.2 Optimization Scenario Budget and 2014 SRTP Exhibit 5.1.3 Expansion Scenario Budget were updated in Exhibit 5.1.3 2019 SRTP – Budget Projections. Revenue and expenses were adjusted based on actual budgets to better reflect operating and capital costs and to ensure more accurate projections for FY 2020 and FY 2021. New capital funding sources and related projects since the 2014 SRTP also are reflected.

**CITY OF TULARE SHORT RANGE TRANSIT PLAN-EXTENSION
JUNE 2019**

Exhibit 5.1.2 Optimization Scenario Budget

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Revenue							
Federal Grant (Section 5307)	\$1,126,960.00	\$1,155,134.00	\$1,184,012.35	\$1,213,612.66	\$1,740,671.78	\$1,871,159.48	\$1,306,928.09
Passenger fares - Fixed-route	\$383,882.10	\$526,897.91	\$553,242.81	\$580,904.95	\$609,950.19	\$640,447.70	\$672,470.09
Passenger fares - Demand-response	\$37,661.60	\$53,347.33	\$54,414.28	\$55,502.56	\$56,612.61	\$57,744.87	\$58,899.76
State Funding - LTF	\$1,456,720.00	\$1,493,138.00	\$1,530,466.45	\$1,568,728.11	\$1,607,946.31	\$1,648,144.97	\$1,689,348.60
State Funding - STA	\$100,000.00	\$102,500.00	\$105,062.50	\$107,689.06	\$110,381.29	\$113,140.82	\$115,969.34
State Funding - CTSGP-CTAF (Prop 1B)	\$46,447.00	\$46,447.00	\$46,447.00	\$46,447.00	\$0.00	\$0.00	\$0.00
State Funding - PTMISEA (Prop 1B)	\$262,749.00	\$262,749.00	\$262,749.00	\$262,749.00	\$0.00	\$0.00	\$0.00
Advertising/Admin Charges	\$38,030.00	\$38,980.75	\$39,955.27	\$40,954.15	\$41,978.00	\$43,027.45	\$44,103.14
Measure R (local fund)	\$170,000.00	\$170,000.00	\$170,000.00	\$170,000.00	\$170,000.00	\$170,000.00	\$170,000.00
Miscellaneous Revenues	\$650.00	\$666.25	\$682.91	\$699.98	\$717.48	\$735.42	\$753.80
Rental Income	\$59,200.00	\$60,680.00	\$62,197.00	\$63,751.93	\$65,345.72	\$66,979.37	\$68,653.85
Fund Balance Transfer	-\$377,189.70	-\$199,705.50	-\$241,284.82	-\$458,414.72	-\$657,272.18	-\$1,838,743.54	\$883,742.91
CMAQ	---	---	---	\$2,078,398.91	\$496,715.80	\$1,069,817.18	\$1,069,817.18
Total Revenue	\$3,305,110.00	\$3,710,834.74	\$3,767,944.74	\$5,731,023.58	\$4,243,047.01	\$3,842,453.72	\$6,080,686.77
Expenses							
Operating Expenses							
Salaries	\$119,720.00	\$122,713.00	\$125,780.83	\$128,925.35	\$132,148.48	\$135,452.19	\$138,838.50
Benefits	\$47,780.00	\$48,974.50	\$50,198.86	\$51,453.83	\$52,740.18	\$54,058.68	\$55,410.15
Public Relations	\$1,250.00	\$1,281.25	\$1,313.28	\$1,346.11	\$1,379.77	\$1,414.26	\$1,449.62
Postage	\$140.00	\$143.50	\$147.09	\$150.76	\$154.53	\$158.40	\$162.36
Repairs and maintenance	\$16,500.00	\$16,912.50	\$17,335.31	\$17,768.70	\$18,212.91	\$18,668.24	\$19,134.94
Communications	\$13,300.00	\$13,632.50	\$13,973.31	\$14,322.65	\$14,680.71	\$15,047.73	\$15,423.92
Travel/Conference/Training	\$800.00	\$820.00	\$840.50	\$861.51	\$883.05	\$905.13	\$927.75
Professional Services	\$93,000.00	\$95,325.00	\$97,708.13	\$100,150.83	\$102,654.60	\$105,220.96	\$107,851.49
Contractual Maintenance	\$2,107,850.00	\$2,121,883.25	\$2,174,930.33	\$2,229,303.59	\$2,285,036.18	\$2,342,162.08	\$2,400,716.14
Fuel/Lubricants	\$425,000.00	\$437,750.00	\$450,882.50	\$464,408.98	\$478,341.24	\$492,691.48	\$507,472.23
Office Supplies	\$350.00	\$358.75	\$367.72	\$376.91	\$386.33	\$395.99	\$405.89
Printing/Copying/Advertising	\$3,150.00	\$3,228.75	\$3,309.47	\$3,392.21	\$3,477.01	\$3,563.94	\$3,653.03
Rents and Leases	\$16,500.00	\$16,912.50	\$17,335.31	\$17,768.70	\$18,212.91	\$18,668.24	\$19,134.94
Liability/Insurance	\$1,920.00	\$1,968.00	\$2,017.20	\$2,067.63	\$2,119.32	\$2,172.30	\$2,226.61
Dues and Subscriptions	\$3,750.00	\$3,843.75	\$3,939.84	\$4,038.34	\$4,139.30	\$4,242.78	\$4,348.85
Fleet Maintenance	\$360.00	\$369.00	\$378.23	\$387.68	\$397.37	\$407.31	\$417.49
Admin Fees	\$56,330.00	\$57,738.25	\$59,181.71	\$60,661.25	\$62,177.78	\$63,732.22	\$65,325.53
Depreciation	\$302,110.00	\$309,662.75	\$317,404.32	\$325,339.43	\$333,472.91	\$341,809.74	\$350,354.98
Debt Service	\$95,300.00	\$97,682.50	\$100,124.56	\$102,627.68	\$105,193.37	\$107,823.20	\$110,518.78
Marketing Recommendations	---	\$167,559.99	\$137,486.74	\$105,760.56	\$108,474.24	\$111,257.85	\$114,113.20
Subtotal	\$3,305,110.00	\$3,518,759.74	\$3,574,655.23	\$3,631,112.68	\$3,724,282.21	\$3,819,852.72	\$3,917,886.40
Capital Expenses							
Vehicles	---	\$168,100.00	\$172,302.50	\$2,078,398.91	\$496,715.80	\$0.00	\$2,139,634.36
Amenities	---	\$23,975.00	\$20,987.00	\$21,512.00	\$22,049.00	\$22,601.00	\$23,166.00
Subtotal	\$0.00	\$192,075.00	\$193,289.50	\$2,099,910.91	\$518,764.80	\$22,601.00	\$2,162,800.36
Total Expenses	\$3,305,110.00	\$3,710,834.74	\$3,767,944.73	\$5,731,023.59	\$4,243,047.01	\$3,842,453.72	\$6,080,686.76

**CITY OF TULARE SHORT RANGE TRANSIT PLAN-EXTENSION
JUNE 2019**

Exhibit 5.1.3 Expansion Scenario Budget

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Revenue							
Federal Grant (Section 5307)	\$1,126,960.00	\$1,155,134.00	\$1,184,012.35	\$1,213,612.66	\$1,740,671.78	\$1,784,185.50	\$1,306,928.09
Passenger fares - Fixed-route	\$383,882.10	\$526,897.91	\$563,780.76	\$603,245.42	\$645,472.60	\$690,655.68	\$739,001.58
Passenger fares - Demand-response	\$37,661.60	\$53,347.33	\$55,481.22	\$57,700.47	\$60,008.49	\$62,408.83	\$64,905.18
State Funding - LTF	\$1,456,720.00	\$1,493,138.00	\$1,530,466.45	\$1,568,728.11	\$1,607,946.31	\$1,648,144.97	\$1,689,348.60
State Funding - STA	\$100,000.00	\$102,500.00	\$105,062.50	\$107,689.06	\$110,381.29	\$113,140.82	\$115,969.34
State Funding - CTSGP-CTAF (Prop 1B)	\$46,447.00	\$46,447.00	\$87,608.18	\$46,447.00	\$0.00	\$0.00	\$0.00
State Funding - PTMISEA (Prop 1B)	\$262,749.00	\$262,749.00	\$262,749.00	\$262,749.00	\$0.00	\$0.00	\$0.00
Advertising/Admin Charges	\$38,030.00	\$38,980.75	\$39,955.27	\$40,954.15	\$41,978.00	\$43,027.45	\$44,103.14
Measure R (local fund)	\$170,000.00	\$170,000.00	\$170,000.00	\$170,000.00	\$170,000.00	\$170,000.00	\$170,000.00
Measure R - Special Projects	\$0.00	\$0.00	\$300,000.00	\$0.00	\$0.00	\$0.00	\$0.00
Miscellaneous Revenues	\$650.00	\$666.25	\$682.91	\$699.98	\$717.48	\$735.42	\$753.80
Rental Income	\$59,200.00	\$60,680.00	\$62,197.00	\$63,751.93	\$65,345.72	\$66,979.37	\$68,653.85
Fund Balance Transfer	-\$377,189.70	-\$98,190.45	\$49,011.04	-\$136,920.35	-\$588,952.16	-\$1,696,722.23	\$923,873.24
CMAQ	---	---	---	\$2,078,398.91	\$496,715.80	\$1,069,817.18	\$1,069,817.18
Total Revenue	\$3,305,110.00	\$3,812,349.79	\$4,411,006.68	\$6,077,056.34	\$4,350,285.31	\$3,952,372.99	\$6,193,354.00
Expenses							
Operating Expenses							
Salaries	\$119,720.00	\$122,713.00	\$125,780.83	\$128,925.35	\$132,148.48	\$135,452.19	\$138,838.50
Benefits	\$47,780.00	\$48,974.50	\$50,198.86	\$51,453.83	\$52,740.18	\$54,058.68	\$55,410.15
Public Relations	\$1,250.00	\$1,281.25	\$1,313.28	\$1,346.11	\$1,379.77	\$1,414.26	\$1,449.62
Postage	\$140.00	\$143.50	\$147.09	\$150.76	\$154.53	\$158.40	\$162.36
Repairs and maintenance	\$16,500.00	\$16,912.50	\$17,335.31	\$17,768.70	\$18,212.91	\$18,668.24	\$19,134.94
Communications	\$13,300.00	\$13,632.50	\$13,973.31	\$14,322.65	\$14,680.71	\$15,047.73	\$15,423.92
Travel/Conference/Training	\$800.00	\$820.00	\$840.50	\$861.51	\$883.05	\$905.13	\$927.75
Professional Services	\$93,000.00	\$95,325.00	\$97,708.13	\$100,150.83	\$102,654.60	\$105,220.96	\$107,851.49
Contractual Maintenance	\$2,107,850.00	\$2,121,883.25	\$2,174,930.33	\$2,229,303.59	\$2,285,036.18	\$2,342,162.08	\$2,400,716.14
Facilities Maintenance	---	\$25,000.00	\$25,625.00	\$26,265.63	\$26,922.27	\$27,595.32	\$28,285.21
Fuel/Lubricants	\$425,000.00	\$437,750.00	\$450,882.50	\$464,408.98	\$478,341.24	\$492,691.48	\$507,472.23
Office Supplies	\$350.00	\$358.75	\$367.72	\$376.91	\$386.33	\$395.99	\$405.89
Printing/Copying/Advertising	\$3,150.00	\$3,228.75	\$3,309.47	\$3,392.21	\$3,477.01	\$3,563.94	\$3,653.03
Rents and Leases	\$16,500.00	\$16,912.50	\$17,335.31	\$17,768.70	\$18,212.91	\$18,668.24	\$19,134.94
Liability/Insurance	\$1,920.00	\$1,968.00	\$2,017.20	\$2,067.63	\$2,119.32	\$2,172.30	\$2,226.61
Dues and Subscriptions	\$3,750.00	\$3,843.75	\$3,939.84	\$4,038.34	\$4,139.30	\$4,242.78	\$4,348.85
Fleet Maintenance	\$360.00	\$369.00	\$378.23	\$387.68	\$397.37	\$407.31	\$417.49
Admin Fees	\$56,330.00	\$57,738.25	\$59,181.71	\$60,661.25	\$62,177.78	\$63,732.22	\$65,325.53
Depreciation	\$302,110.00	\$309,662.75	\$317,404.32	\$325,339.43	\$333,472.91	\$341,809.74	\$350,354.98
Debt Service	\$95,300.00	\$97,682.50	\$100,124.56	\$102,627.68	\$105,193.37	\$107,823.20	\$110,518.78
Expanded Scenario Service Costs	---	\$71,681.00	\$73,473.03	\$75,309.85	\$77,192.60	\$79,122.41	\$81,100.47
Marketing Recommendations	---	\$172,394.04	\$141,450.66	\$108,807.83	\$111,597.68	\$114,459.38	\$117,394.77
Subtotal	\$3,305,110.00	\$3,620,274.79	\$3,677,717.18	\$3,735,735.42	\$3,891,520.51	\$3,929,771.99	\$4,030,553.65
Capital Expenses							
Vehicles	---	\$168,100.00	\$172,302.50	\$2,078,398.91	\$496,715.80	\$0.00	\$2,139,634.36
ITS Upgrades	---	---	\$150,000.00	---	---	---	---
Capital Improvements (Includes Transit Center Security)	---	\$23,975.00	\$60,987.00	\$21,512.00	\$22,049.00	\$22,601.00	\$23,166.00
Electronic Fareboxes	---	---	\$350,000.00	---	---	---	---
Transit Center Expansion	---	---	---	\$241,410.00	---	---	---
Subtotal	\$0.00	\$192,075.00	\$733,289.50	\$2,341,320.91	\$518,764.80	\$22,601.00	\$2,162,800.36
Total Expenses	\$3,305,110.00	\$3,812,349.79	\$4,411,006.68	\$6,077,056.33	\$4,350,285.31	\$3,952,372.99	\$6,193,354.00

**CITY OF TULARE SHORT RANGE TRANSIT PLAN-EXTENSION
JUNE 2019**

Exhibit 5.1.4 2019 SRTP EXTENSION – BUDGET PROJECTIONS

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Revenue								
Federal Grant (Section 5307)	\$1,126,960.00	\$1,056,911.00	\$1,248,366.00	\$1,258,637.00	\$1,283,809.74	\$1,336,254.00	\$1,376,342.00	\$1,417,632.00
Federal Grant (Section 5339)	\$126,924.00	\$120,281.00	\$130,035.00	\$131,981.00	\$182,164.50	\$187,629.44	\$193,258.32	\$199,056.07
Federal Grant (JARC)	---	---	\$478,542.23	---	---	---	---	---
Passenger Fares - Fixed-Route	\$325,335.53	\$337,075.15	\$351,166.45	\$329,681.00	\$404,622.95	\$455,481.00	\$487,364.67	\$542,339.40
Passenger Fares - Demand-Response	\$57,412.15	\$59,483.85	\$61,970.55	\$58,179.00	\$71,404.05	\$80,379.00	\$83,594.16	\$90,415.44
State Funding - LTF	\$1,764,254.00	\$1,611,567.00	\$860,934.00	\$1,032,933.00	\$996,078.00	\$1,326,150.00	\$1,359,303.75	\$1,393,286.34
State Funding - STA	\$343,727.00	\$949,905.00	\$436,900.00	\$341,884.00	\$649,260.00	\$606,735.00	\$621,903.38	\$777,379.22
State Funding - CTS/CP-CTAF (Prop 1B)	\$46,447.00	---	---	---	---	\$133,248.00	---	---
State Funding - PTM/SEA (Prop 1B)	---	---	\$1,435,149.34	---	\$105,000.00	\$367,349.00	\$50,000.00	\$279,989.00
State Funding - LCTOP	---	---	---	---	---	\$311,251.00	\$138,412.98	\$137,415.36
State Funding - SGR (SB1)	---	---	---	---	---	---	---	\$375,632.61
Advertising/Admin Charges	\$38,030.00	\$38,980.75	\$39,955.27	\$40,954.15	\$38,848.19	\$28,850.70	\$29,571.97	\$31,069.05
Measure R (Local Fund)	\$170,000.00	\$170,000.00	\$170,000.00	\$170,000.00	\$170,000.00	\$170,000.00	\$170,000.00	\$170,000.00
Measure R - Special Projects	---	---	---	---	---	---	---	---
Miscellaneous Revenues	\$650.00	\$666.25	\$682.91	\$699.98	\$717.48	\$735.42	\$753.80	\$791.96
Rental Income	\$59,200.00	\$60,680.00	\$62,197.00	\$63,751.93	\$61,555.20	\$58,636.80	\$60,102.72	\$63,145.42
Fund Balance Transfer	-\$707,382.68	-\$887,211.00	\$169,556.83	\$267,143.57	-\$252,978.84	\$420,550.97	-\$502,757.03	-\$162,354.48
CMAQ	---	---	---	---	---	---	---	---
Total Revenue	\$3,351,557.00	\$3,518,339.00	\$5,445,455.58	\$3,695,844.62	\$3,710,481.27	\$5,483,250.32	\$4,062,850.71	\$5,319,797.40
Expenses								
Operating Expenses								
Salaries	\$119,720.00	\$119,490.00	\$117,290.00	\$165,630.00	\$167,610.00	\$147,800.00	\$151,495.00	\$159,164.43
Benefits	\$47,780.00	\$51,730.00	\$60,300.00	\$83,020.00	\$92,810.00	\$77,060.00	\$78,986.50	\$82,985.19
Public Relations	\$1,250.00	---	---	---	---	---	---	---
Postage	\$140.00	\$150.00	\$150.00	\$100.00	\$100.00	\$100.00	\$102.50	\$107.69
Repairs and Maintenance	\$16,500.00	\$25,000.00	\$45,000.00	\$45,000.00	\$45,000.00	\$33,000.00	\$33,825.00	\$35,537.99
Communications	\$13,300.00	\$13,630.00	\$12,770.00	\$19,000.00	\$12,000.00	\$12,500.00	\$12,812.50	\$13,461.13
Travel/Conference/Training	\$800.00	\$1,540.00	\$2,800.00	\$2,000.00	\$2,000.00	\$2,500.00	\$2,562.50	\$2,692.23
Professional Services	\$93,000.00	\$95,320.00	\$109,360.00	\$120,000.00	\$120,000.00	\$120,000.00	\$123,000.00	\$129,226.88
Contractual Maintenance	\$2,107,850.00	\$2,267,800.00	\$2,335,660.00	\$2,270,000.00	\$2,380,000.00	\$2,495,500.00	\$2,557,887.50	\$2,687,380.55
Facilities Maintenance	---	\$25,000.00	\$25,625.00	\$26,265.63	\$26,922.27	\$27,595.32	\$28,285.21	\$29,717.14
Fuel/Lubricants	\$425,000.00	\$300,000.00	\$290,000.00	\$299,890.00	\$305,000.00	\$295,000.00	\$302,375.00	\$319,232.41
Office Supplies/General Supplies	\$350.00	\$4,370.00	\$390.00	\$390.00	\$7,390.00	\$7,050.00	\$7,226.25	\$7,592.08
Printing/Copying/Advertising	\$3,150.00	\$4,130.00	\$5,000.00	\$11,000.00	\$11,000.00	\$10,500.00	\$10,762.50	\$11,307.35
Rents and Leases	\$16,500.00	\$20,000.00	\$48,000.00	\$48,000.00	\$48,000.00	\$48,000.00	\$49,200.00	\$51,690.75
Liability/Insurance	\$1,920.00	\$4,890.00	\$2,720.00	\$3,090.00	\$2,710.00	\$2,520.00	\$2,583.00	\$2,713.76
Dues and Subscriptions	\$3,750.00	\$1,540.00	\$1,500.00	\$0.00	\$100.00	\$250.00	\$256.25	\$269.22
Fleet Maintenance	\$360.00	\$800.00	\$500.00	\$890.00	\$12,500.00	\$12,500.00	\$12,812.50	\$13,461.13
Vehicle Lease	---	\$4,800.00	\$4,800.00	\$4,800.00	\$4,800.00	\$4,800.00	---	---
Admin Fees	\$56,330.00	\$74,060.00	\$19,230.00	\$59,880.00	\$55,690.00	\$61,430.00	\$62,965.75	\$66,153.39
Depreciation	\$302,110.00	\$234,070.00	\$234,070.00	\$234,100.00	\$219,060.00	\$427,590.00	\$438,279.75	\$460,467.66
Equipment Replacement	---	---	\$3,250.00	\$3,250.00	---	---	---	---
Debt Service	\$95,300.00	\$93,600.00	\$92,710.00	---	---	---	---	---
Expanded Scenario Service Costs (Saturday expansion)	---	\$7,039.00	\$7,039.00	\$7,039.00	\$7,039.00	\$7,039.00	\$7,039.00	\$7,039.00
Marketing Recommendations	---	\$169,380.00	\$113,600.00	\$82,500.00	\$82,500.00	\$27,000.00	\$25,000.00	\$25,000.00
Subtotal	\$3,305,110.00	\$3,518,339.00	\$3,531,764.00	\$3,485,844.63	\$3,605,481.27	\$3,819,794.32	\$3,907,456.71	\$4,105,199.40
Capital Expenses								
Vehicles	---	---	\$1,913,691.57	---	\$105,000.00	\$1,118,268.00	\$115,394.00	\$1,064,598.00
ITS Upgrades/SmartCards	---	---	---	---	---	\$412,000.00	---	---
Capital Improvements (Tr Ctr/Corp Yard Improvements)	---	---	---	---	---	\$133,248.00	\$40,000.00	\$75,000.00
Transit Center Improvements/Expansion	---	---	---	\$210,000.00	---	---	---	---
Bus Stop Improvements	\$46,447.00	---	---	---	---	---	---	---
Electric Infrastructure (Feasibility Study)	---	---	---	---	---	---	---	\$75,000.00
Subtotal	\$46,447.00	\$0.00	\$1,913,691.57	\$210,000.00	\$105,000.00	\$1,663,516.00	\$155,394.00	\$1,214,598.00
Total Expenses	\$3,351,557.00	\$3,518,339.00	\$5,445,455.57	\$3,695,844.63	\$3,710,481.27	\$5,483,250.32	\$4,062,850.71	\$5,319,797.40

2.2 CAPITAL PLAN

The following Capital Plan for the City's transit program is segregated into two primary sections: funding sources for capital projects and capital cost forecasts. In the 2014 SRTP, the capital cost forecasts discussion is divided into Optimized Scenario, Expanded Scenario, Additional Capital, and Fleet Replacement.

For purposes of this SRTP Extension, capital projects and cost forecasts reflect a combination of the Optimized and Expanded Scenarios. Actual capital projects and costs and more current projections are updated, as appropriate. New capital funding sources and related projects since the 2014 SRTP also are reflected.

2.2.1 FUNDING SOURCES FOR CAPITAL PROJECTS

As discussed in the Financial Plan, the City's public transit program is funded through a combination of federal, State, and local funds. The following discusses the most likely funding sources for qualifying transit capital projects.

Federal

[FTA Section 5307](#) funds are apportioned on a formula basis providing funding to support the administrative, operating and capital costs of public transit services in urbanized areas. The City of Tulare was incorporated into the Visalia Urbanized Area (UZA) (Census 2010) thus granting eligibility for these funds.

[FTA Section 5339 \(Bus and Bus Facilities Grants\)](#) provide capital funding to replace or rehabilitate facilities and/or rehabilitate buses and related equipment, as well as to construct new bus-related facilities. Section 5339 provides a federal share of up to 80 percent of total project cost, with the remaining cost to be covered by local match funding. Both the State of California (Caltrans) and sub-recipients are eligible to receive Section 5339 funds. The City is eligible to apply directly through the FTA.

The [Surface Transportation Fund \(STP\)](#) is continued through MAP-21, providing an annual average of \$10 billion in flexible funding that may be used by states and other localities for projects to preserve or improve conditions and performance on any federally-funded highway, bridge projects on any public road, facilities for non-motorized transportation, transit capital projects and public bus terminals and facilities⁵. STP funds are considered "flex" funds, which allows each state to disburse

⁵ Federal Highway Administration website, <http://www.fhwa.dot.gov/map21/summaryinfo.cfm>, accessed February 27, 2014.

up to 50-percent of the available funds throughout the state to eligible projects as deemed appropriate. In FY 2014, California was allocated approximately \$888 Million.

Congestion Mitigation and Air Quality (CMAQ) funds are disbursed to “non-attainment” areas where levels of certain pollution and particulate matter exceed federal standards. Non-attainment status is determined by the Environmental Protection Agency (EPA). CMAQ funds aim to help such non-attainment areas meet federal air quality standards by helping to finance transportation projects that reduce air pollution. Collectively, Tulare County (via TCAG) typically receives \$4.5 Million in funding annually for CMAQ eligible projects and releases a call for projects approximately every two years.

Highway Safety Improvement Program (HSIP) The specific purpose of the Highway Safety Improvement Program (HSIP) is to achieve a significant reduction in traffic fatalities and serious injuries on public roads. This is to be accomplished through the development and implementation of the state-wide coordinated plans, and local projects deemed eligible. On Interstate Highways federal funding is available for up to 94.34 percent of the project cost with the balance to be provided by the project sponsor. Should all safety infrastructure needs be met, the State has the option of using up to ten percent of all available HSIP funding on non-infrastructure safety projects. Caltrans is responsible for administering HSIP projects in California.

State

The California Department of Transportation (Caltrans) provides finance assistance for transit projects, including capital projects, statewide. Funding is provided to regional transportation planning agencies throughout the state (i.e., TCAG), who in turn disburses funding to subrecipients. Funding allocations vary based on the specific formula or method determined by the program requirements. The likeliest sources for State capital projects are the Transportation Development Act, and the funding sources established through the enactment of Proposition 1B in 2006: the Public Transportation Modernization, Improvement, and Service Enhancement Account Program (PTMISEA), California Transit Security Grant Program (CTSGP) – California Transit Assistance Fund (CTAF), and most recently, Senate Bill 1-Road Repair and Accountability Act of 2017 (State of Good Repair).

The **PTMISEA** is managed by Caltrans and provides assistance in funding capital projects for eligible transit providers. Funding availability is dependent on State bond sales. All funding for this program has been distributed to eligible providers through FY2016-17; and the program is expected to end in FY2021-22.

The **CTSGP-CTAF** is managed by the California Governor’s Office of Emergency Services and provides funding assistance for projects which provide increased protection against a security and safety threat, and for capital expenditures to increase the capacity of transit operators, including waterborne transit operators, to develop disaster response transportation systems that move people, goods, and emergency personnel and equipment in the aftermath of a disaster impairing

the mobility of goods, people, and equipment.⁶ Funding availability is dependent on state bond sales. The final year of funding for this program was FY2016-17.

The [Low Carbon Transit Operations Program \(LCTOP\)](#) was created in 2014 by SB-862. Funding from this program is generated from a portion of auction proceeds from the Greenhouse Gas Reduction Fund (GGRF). The LCTOP is one of several programs that are part of the Transit, Affordable Housing and Sustainable Communities Program to fund transit and transportation capital projects.

[SB-1 Road Repair and Accountability](#) provides a new source of capital transit funding. SB-1 will invest \$5.4 billion annually over the next ten years to repair the State's transportation system. While largely focused on maintaining/rehabilitating and repairing the State Highway system, bridges and local streets and roads, and enhancing traffic corridors, over \$750 million is allocated to transit agencies for State of Good Repair capital projects and additional operating funding through the State Transit Assistance Fund program.

Caltrans manages these funds locally through coordination with TCAG. The City of Tulare began receiving approximately \$93,000 in annually SB-1 State of Good Repair funds beginning in FY2017-18.

Local

[Measure R](#) is a ½-cent sales tax collected locally for the primary purpose of funding transit and transportation projects. Approved in 2006 with a 30-year horizon, Measure R provides each city and the county funding based on a formula using population, maintained miles, and vehicles miles traveled. The funding is aimed at assisting municipalities and Tulare County meet maintenance needs and to rehabilitate transportation systems. A total \$20,774,031 through the measure's effective term is programmed for the City of Tulare.

In addition the City collects various miscellaneous revenues through the rental/lease of property, vending machine sales, and advertisement programs.

⁶ CA.gov website, <http://www.bondaccountability.dot.ca.gov/bonacc/MainMenuAction.do?%%3E&page=transitsystemsafety>, accessed February 27, 2004.

⁷ Tulare County Measure R website, <http://www.tcmeasurer.com/Index.aspx?NID=119>, accessed February 27, 2014.

Exhibit 5.2.1 Capital Eligible Funding Sources

Program Name	Description/Purpose	Eligibility	Source	Funding Mechanism	FY 2014 Allotment
Federal					
Congestion Mitigation and Air Quality (CMAQ)	Funds for areas with poor air quality known as "non-attainment" areas. Funds can be utilized for capital projects aimed at improving air quality.	Project service area must be within a non-attainment area as determined by the EPA.	TCAG.	States receive allocation proportional to their share of 2009 CMAQ funds.	\$5.2 million annually
Section 5307	Funding for capital and operating assistance to urbanized transit programs.	State or local government and public transit agencies for use in Urbanized Areas (UZA) for public transportation capital, planning, job access and reverse commute projects, as well as operating expenses in certain circumstances. UZAs have populations of 50,000 or more.	Visalia.	Formula, based on a combination of bus revenue vehicle miles, bus passenger miles, as well as population and population density	\$4.8 Billion nationally, \$1.14 Million for Tulare in FY 2013 (capital and operating).
Section 5311 Rural Area Formula	Funding for rural areas (population under 50,000). Can fund operating, capital, and planning activities.	State or local government, public transit agencies, non-profit organizations, operating in a rural area.	State (for areas with a population under 200,000).	Formula, based on population and system size.	\$607.8 million nationally.
Section 5339 Bus and Bus Facilities	Capital funding to construct/replace/rehabilitate transit facilities and buses.	State or local government, public transit agencies, non-profit organizations.	FTA.	Formula, based on population and system size.	\$427.8 million nationally.
Highway Safety Improvement Program	Funding for infrastructure and highway safety-improving projects throughout the state.	States. Funds are then disbursed to eligible MPO's for improvement projects.	State.	Competitive.	\$150 Million in CA in 2013.
State					
Transportation Development Act - LTF and STA	The Transportation Development Act (TDA) provides two major sources of funding for public transportation: the Local Transportation Fund (LTF) and the State Transit Assistance fund (STA). These funds are for the development and support of public transportation needs that exist in California and are allocated to areas of each county based on population, taxable sales and transit performance.	State. Funds disbursed to eligible transit agencies.	TCAG.	State sales and fuel taxes.	\$1.9 Million in FY 2013.
Regional Surface Transportation Program - RSTP	The Regional Surface Transportation Program (RSTP) was established by California State Statute utilizing Surface Transportation Program Funds. Funds are reserved for various capital and planning projects throughout the state.	Tulare County agencies.	City of Tulare.	Surface Transportation Fund Program.	\$5.4 Million in FY 2014.
Proposition 1B - PTMISEA	Proposition 1B, the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006, established the PTMISEA program to fund transit and transportation capital projects statewide.	State. Funds apportioned to eligible Tulare County cities.	TCAG.	State bond sales.	\$3.6 Billion statewide.
Proposition 1B - CTSGP-CTAF	Proposition 1B, the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006, established the TSSSDRA program to fund transit and transportation safety and security projects statewide.	State. Funds disbursed to eligible transit agencies.	TCAG.	State bond sales.	\$1 Billion statewide.
SB-862 Low Carbon Transit Operations Program (LCTOP)	One of several programs that are part of the Transit, Affordable Housing and Sustainable Communities Program established by in 2014 by SB-862; to fund transit and transportation capital projects statewide.	State. Funds apportioned to eligible Tulare County cities.	TCAG.	A portion of auction proceeds from the Greenhouse Gas Reduction Fund (GGRF).	\$3.6 Billion statewide.
SB-1 STA and State of Good Repair (SGR)	SB-1 passed in 2017 provides additional STA funds and new SGR capital transit funding.	State. Funds disbursed to eligible transit agencies.	TCAG.	Gas tax revenues.	Approx. \$250 Million annually (STA); \$105 Million annually (SGR) statewide.

CITY OF TULARE SHORT RANGE TRANSIT PLAN-EXTENSION
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Program Name	Description/Purpose	Eligibility	Source	Funding Mechanism	FY 2014 Allotment
Local	State Statute utilizing Surface Transportation Program Funds				
Measure R	A ½ cent sales tax collected locally for the primary purpose of funding transit and transportation projects.	Tulare County agencies as discussed in the expenditures plan.	TCAG	1/2 cent sales tax.	\$20.7 Million through the Measure's effective term (30 years).
General Fund/Local Match/Miscellaneous	Funds from the City of Tulare General Fund account are collected from local sales tax, state-shared revenues, and local fees. Local match may come from any available City revenues. Some grant programs allow for match-in-kind (i.e., staff hours/resources) as local match.	City of Tulare departments and agencies.	City of Tulare	City fees/fines, local sales tax, state-shared revenues, local fees, vending, advertisement revenues.	Varies.

2.2.2 CAPITAL COST FORECASTS

This 2019 SRTP Extension integrates the two capital forecasting scenarios, the Optimization Scenario and Expansion Scenario. Since development of the 2014 SRTP, the City of Tulare has accomplished many of the capital projects beyond those recommended in the Optimization Scenario. The discussion below provides an update of completed projects and a two-year forecast for FY2019-20 and FY2020-21.

The following describes the two capital planning scenarios in the 2014 SRTP and recommended projects. **Updates on the status of each project and additional projects are provided in italicized blue lettering below the original project descriptions contained in the 2014 SRTP.**

Capital Cost Forecast – Optimization Scenario

The Optimization Scenario presented in Chapter 4 of the 2014 SRTP focuses primarily on administrative enhancements and minor improvements to operations to improve transit service efficiency. It should be noted, however, the implementation of the bus stop improvement program could result in expanded transit amenity costs.

Capital Cost Forecast – Expansion Scenario

The service recommendations as presented in the 2014 SRTP Operations Plan (Chapter 4) will not require additional capital in order to implement. It should be noted, however, that implementation of the proposed service recommendations would result in increased “wear and tear” which may result in vehicle replacement sooner than originally forecast based on federal useful life guidelines. Additional capital costs incurred under this scenario include Transit Center security enhancements, ITS upgrades, as well as the procurement of the additional land and associated improvements.

Capital Cost Forecast – Bus stop amenities

In order to support the existing and proposed service, as well as to prepare for future service demands we propose the City institute and maintain a regular bus stop improvement program which includes the budgeting for bus stop amenities each year. The installation of the amenities should occur as funding becomes available and as warranted by the demands of the service and its customers.

We propose two shelters (with solar lighting), bench, and 36-gallon trash can as well as two stand-alone solar beacon units be budgeted each year. These materials will ensure improvements to at least three stop locations each year. In addition the cost of ten info-post units should be budgeted to ensure uniform upgrading at all fixed-route locations throughout the SRTP’s planning horizon. We also recommend a one-time purchase of 100 bus stop signs to permanently identify each stop location inclusive of the current branding.

2019 SRTP EXTENSION UPDATE:

The City has developed a Bus Stop Improvement Plan and will refine projections and procurement/installation of components for bus stop improvements based on need/demand combined with funding availability.

Capital Cost Forecast – Additional safety and security equipment

In order to continue ensuring the safety and comfort of customers at the Transit Center, the City has expressed an interest in procuring and implementing additional security features. These features include additional security cameras and video recording systems, additional lighting throughout the center, and additional solar-powered lighting at waiting areas. The type and size of these enhancements vary greatly dependent on numerous factors including funding source, desired timeframe for installation, and compatibility with existing systems. For budgeting purposes we have estimated a total cost for these upgrades at \$40,000 to include initial purchase and installation of equipment and operation for one year.

2019 SRTP EXTENSION UPDATE:

The City will program the recommended Transit Center improvements in FY2019-20. Proposed funding for these improvements will be PTMISEA funds.

Capital Cost Forecast – Intelligent Transportation System upgrades

Currently, all reservations and driver assignments are made via pen and paper. The City has expressed interest in upgrading its Dial-A-Ride reservation process. As such, it is recommended the City invest in scheduling software such as Route Match or Paths. Software such as this will help expedite reservations as well as more effectively assign trips to drivers. Additionally, automatic vehicle location (AVL) systems are recommended to supplement scheduling software. TIME currently has AVL hardware installed onboard its vehicles, but the units are dated and no longer functioning. In an effort to improve system efficiency it is recommended the transit department budget not less than \$150,000 for ITS improvements.

2019 SRTP EXTENSION UPDATE:

Installation of Intelligent Transportation System upgrades was initiated in FY2018-19 with award of a contract to Syncromatics. To date, AVL software, hardware and other ancillary equipment are installed along with a vehicle network gateway for rider wi-fi service. Additional components, including automatic passenger counters and Delerock smartcards, also are planned. A total of \$412,000 has been budgeted to date for this project.

Capital Cost Forecast – Electronic Fareboxes

The City will be transitioning to electronic fareboxes as it begins replacing vehicles. While new vehicles will be equipped with the fareboxes, equipment will need to be purchased and installed on existing vehicles. The cost of the fareboxes is estimated at \$350,000, of which the City already has approximately \$300,000 in Measure R – Special Projects funds allocated for this purpose.

2019 SRTP EXTENSION UPDATE:

This Electronic Fareboxes project is being addressed with the Intelligent Transportation Systems project described above. The City has determined that the Installation of smartcards would be more cost effective at this time.

Capital Cost Forecast – Procure vacant lot to the north of the Transit Center

The current parking area at the Transit Center has limited spaces, which often leaves staff without a secure location to leave their personal vehicles during the day. Furthermore, drivers often park on the north side of the Transit Center for breaks or staging. Given the City of Tulare owns the lot just north of the Transit Center, it is recommended the transit department procure the land for use as additional parking for staff and transit riders as well as for transit vehicle staging areas. At the time of this report, vacant commercial properties in central Tulare averaged approximately \$108,172 per acre based on current land listings. The property in question is approximately 0.77 acres, which would sell for approximately \$83,810. An estimated \$157,600 would be required to pave and landscape the parcel based on estimates sourced from the 2012 Building Estimator's Reference Book. The total estimated cost for acquiring and improving the lot is \$241,410.

2019 SRTP EXTENSION UPDATE:

The procurement and improvement of the vacant lot north of the City's Transit Center is proposed in FY2021-22. This project will be addressed in the full update of the SRTP and will be programmed for full funding at that time.

Capital Cost Forecast – Upgrade Transit Center cable infrastructure (NEW)

This project upgrades the Transit Center cable infrastructure to improve the band width to improve operation of surveillance cameras and other equipment. This will help increase the City's ability to monitor the Transit Center for improved safety of passengers, staff and others in and around the area. A total preliminary cost of \$15,000 is proposed for this project in FY2019-20.

Capital Cost Forecast – Expand and pave the Road Yard to accommodate transit vehicles and electric vehicle infrastructure (NEW)

The City is interested in expanding and paving the Road Yard to accommodate transit vehicles and future electric vehicle infrastructure. A total preliminary cost of \$75,000 is proposed for this project in FY2020-21. A final cost will be determined with the completion of the Road Yard Master Plan.

Capital Cost Forecast – Feasibility study to transition to electric vehicles and accommodate electric vehicle infrastructure (NEW)

The City is interested in undertaking a feasibility study to determine the cost of transitioning to electric vehicles and to accommodate transit vehicles at the current Road Yard facility. This study would help the City determine the facility size and specific infrastructure needs based on the proposed number and type of electric vehicles to be purchased. A cost-effective and reliable electric vehicle infrastructure will

vital to support the delivery of seamless TIME services. The total estimated cost for this project is \$75,000 in FY2020-21.

Capital Cost Forecast – Electric Vehicle Infrastructure (NEW)

The technical feasibility study will help identify specifications for developing electric vehicle infrastructure at the City Road Yard to accommodate the projected electric fleet. A total preliminary cost of \$750,000 is proposed for this project in FY2022-23 and will be reflected in the next full update of the SRTP.

Capital Cost Forecast – Electric Vehicles (NEW)

Findings from the electric vehicle infrastructure feasibility study will help guide the City in determining the type and number of electric vehicles that can be accommodated and whether a phased approach would be a reasonable option. The total estimated cost for this project will be reflected in FY2023-24 of the next full update of the SRTP.

Summary

Exhibit 5.2.2. reflects updated projects for the period FY2015 to FY2019 since the 2014 SRTP was prepared; and FY2020 and FY2021 projects are shown consistent with the above project descriptions.

Exhibit 5.2.2 Capital Improvement Plan

Amenity	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
ITS Upgrades/SmartCards	\$0	\$0	\$0	\$0	\$412,000	\$0	\$0	\$412,000
Capital Improvements (Tr Ctr/Corp Yard)	\$0	\$0	\$0	\$0	\$133,248	\$40,000	\$40,000	\$213,248
Transit Center Improvements/Expansion	\$0	\$0	\$210,000	\$0	\$0	\$0	\$0	\$210,000
Bus Stop Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electric Infrastructure (Feasibility Study)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$210,000	\$0	\$545,248	\$40,000	\$40,000	\$835,248

Capital Plan – Fleet Replacement

Both the Optimization and Expansion scenarios rely upon the periodic replacement of transit vehicles as they reach the end of their useful life (which varies by vehicle type). In each scenario the City's public transit program would require the same number of vehicles replaced during the same timeframe. We also propose the City maintain CNG as the primary fuel for its fleet given the increased funding options and the current infrastructure. Exhibit 5.2.3 presents the anticipated costs (adjusted for inflation at a rate of 2.5-percent/annum) and recommended year of procurement for each vehicle.⁷

2019 SRTP EXTENSION UPDATE:

The City proposes to maintain CNG as the primary fuel for its fleet for FY2019-20 and FY2020-21. A feasibility study in FY2022-23, however, is planned to determine the pros and cons of transitioning to an electric fleet and to determine optimum electric infrastructure at the City's Corporate Yard. This item will be more fully addressed in the next full update of the SRTP.

Replacement vehicles proposed in the extension years 2020 and 2021 are shown below in blue.

⁷ Replacement figures are primarily for budgeting purposes. Year of replacement must follow FTA guidelines.

Exhibit 5.2.3 Fleet Replacement Schedule

Make/Model	Assignment	Year	Seating Capacity	Estimated Replacement Cost*	FTA Minimum Year of Replacement	2015	2016	2017	2018	2019	2020	2021
ElDorado Transmark	Fixed-route	2003	30+2	\$450,000	2015	\$461,250.00	\$472,781.25	\$484,600.78	\$496,715.80	\$509,133.70	\$521,862.04	\$532,299.28
ElDorado Transmark	Fixed-route	2003	30+2	\$450,000	2015	\$461,250.00	\$472,781.25	\$484,600.78	\$496,715.80	\$509,133.70	\$521,862.04	\$532,299.28
ElDorado Transmark	Fixed-route	2003	30+2	\$450,000	2015	\$461,250.00	\$472,781.25	\$484,600.78	\$496,715.80	\$509,133.70	\$521,862.04	\$532,299.28
ElDorado Transmark	Fixed-route	2004	30+2	\$450,000	2016	\$461,250.00	\$472,781.25	\$484,600.78	\$496,715.80	\$509,133.70	\$521,862.04	\$532,299.28
ElDorado Transmark	Fixed-route	2004	30+2	\$450,000	2016	\$461,250.00	\$472,781.25	\$484,600.78	\$496,715.80	\$509,133.70	\$521,862.04	\$532,299.28
ElDorado Transmark	Fixed-route	2004	30+2	\$450,000	2016	\$461,250.00	\$472,781.25	\$484,600.78	\$496,715.80	\$509,133.70	\$521,862.04	\$532,299.28
Ford Starcraft Allstar	Fixed-route/Dial-A-Ride	2007	16+3	\$80,000	2014	\$82,000.00	\$84,050.00	\$86,151.25	\$88,305.03	\$109,899.94	\$115,394.94	\$118,279.81
Ford Starcraft Allstar	Fixed-route/Dial-A-Ride	2007	16+3	\$80,000	2014	\$82,000.00	\$84,050.00	\$86,151.25	\$88,305.03	\$109,899.94	\$115,394.94	\$118,279.81
Ford Starcraft Allstar	Fixed-route/Dial-A-Ride	2008	16+3	\$80,000	2015	\$82,000.00	\$84,050.00	\$86,151.25	\$88,305.03	\$109,899.94	\$115,394.94	\$118,279.81
Ford Starcraft Allstar	Fixed-route/Dial-A-Ride	2008	16+3	\$80,000	2015	\$82,000.00	\$84,050.00	\$86,151.25	\$88,305.03	\$109,899.94	\$115,394.94	\$118,279.81
Chevy Uplander Van	Dial-A-Ride	2009	7+2	\$55,000	2014	\$66,625.00	\$68,290.63	\$69,997.89	\$71,747.84	\$50,000.00	\$51,250.00	\$52,531.25
Chevy Uplander Van	Dial-A-Ride	2009	7+2	\$55,000	2014	\$66,625.00	\$68,290.63	\$69,997.89	\$71,747.84	\$50,000.00	\$51,250.00	\$52,531.25
Blue Bird Low-floor	Fixed-route	2009	30+2	\$450,000	2021	\$461,250.00	\$472,781.25	\$484,600.78	\$496,715.80	\$509,133.70	\$521,862.04	\$532,299.28
Blue Bird Low-floor	Fixed-route	2009	30+2	\$450,000	2021	\$461,250.00	\$472,781.25	\$484,600.78	\$496,715.80	\$509,133.70	\$521,862.04	\$532,299.28
Blue Bird Low-floor	Fixed-route	2009	30+2	\$450,000	2021	\$461,250.00	\$472,781.25	\$484,600.78	\$496,715.80	\$509,133.70	\$521,862.04	\$532,299.28
Blue Bird Low-floor	Fixed-route	2009	30+2	\$450,000	2021	\$461,250.00	\$472,781.25	\$484,600.78	\$496,715.80	\$509,133.70	\$521,862.04	\$532,299.28
Total Cost						\$168,100.00	\$172,302.50	\$2,078,398.91	\$496,715.80	\$509,133.70	\$115,394.94	\$2,129,197.12

*In 2014 Dollars.

Note: In 2019, a van cost approx. \$50,000; Dial-A-Ride bus approx. \$115,400.

Costs from 2015-2019 reflect 2014 SRTP costs, except van. Highlighted cells reflect anticipated cost in the year of recommended replacement.

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APPENDIX 3

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3 - OPERATIONS PLAN

This chapter presents the recommended transit service enhancements for the City of Tulare for fiscal years 2019/20 and 2020/21. The City's 2014 SRTP contained recommendations were segregated into operations, administrative, and marketing (2014 SRTP, Operations Plan). While many of the recommendations have already been implemented, many are ongoing activities that will continue beyond their initial implementation.

This 2019 SRTP Extension addresses the status each 2014 SRTP recommendation in bold blue, italicized font. A summary of the 2014 SRTP recommendations are, as follows:

OPERATIONS RECOMMENDATIONS

- Ensure service delivery within Tulare's portion of the Visalia Urbanized Area.
- Ensure delivery to Matheny Tract.
- Install additional stop along Route 7 to serve East Tulare Villa.
- Improve Route 4 on-time performance.
- Improve Route 7 on-time performance.
- Extend Saturday service to 7:00 p.m.
- Revise fare policy to ensure FTA compliance.

ADMINISTRATIVE RECOMMENDATIONS

- Improve data management and record-keeping.
- Initiate bus stop improvement program.
- Expand and maintain customer feedback mechanism.
- Establish a formal Transit Advisory Committee.

MARKETING RECOMMENDATIONS

- Increase annual marketing budget to grow ridership and improve farebox recovery.
- Fully implement and Marketing Plan presented in the City's prior TDP.
- Increase promotion of TIME non-cash fare media.
- Ensure all TIME promotional materials are available in Spanish.

FUTURE CONSIDERATIONS

- Modify Route 7 to improve improved service to East Tulare Villa.
- Introduce general public Dial-A-Ride service on Sunday.
- Consider introduction of eligibility-based Dial-A-Ride service.

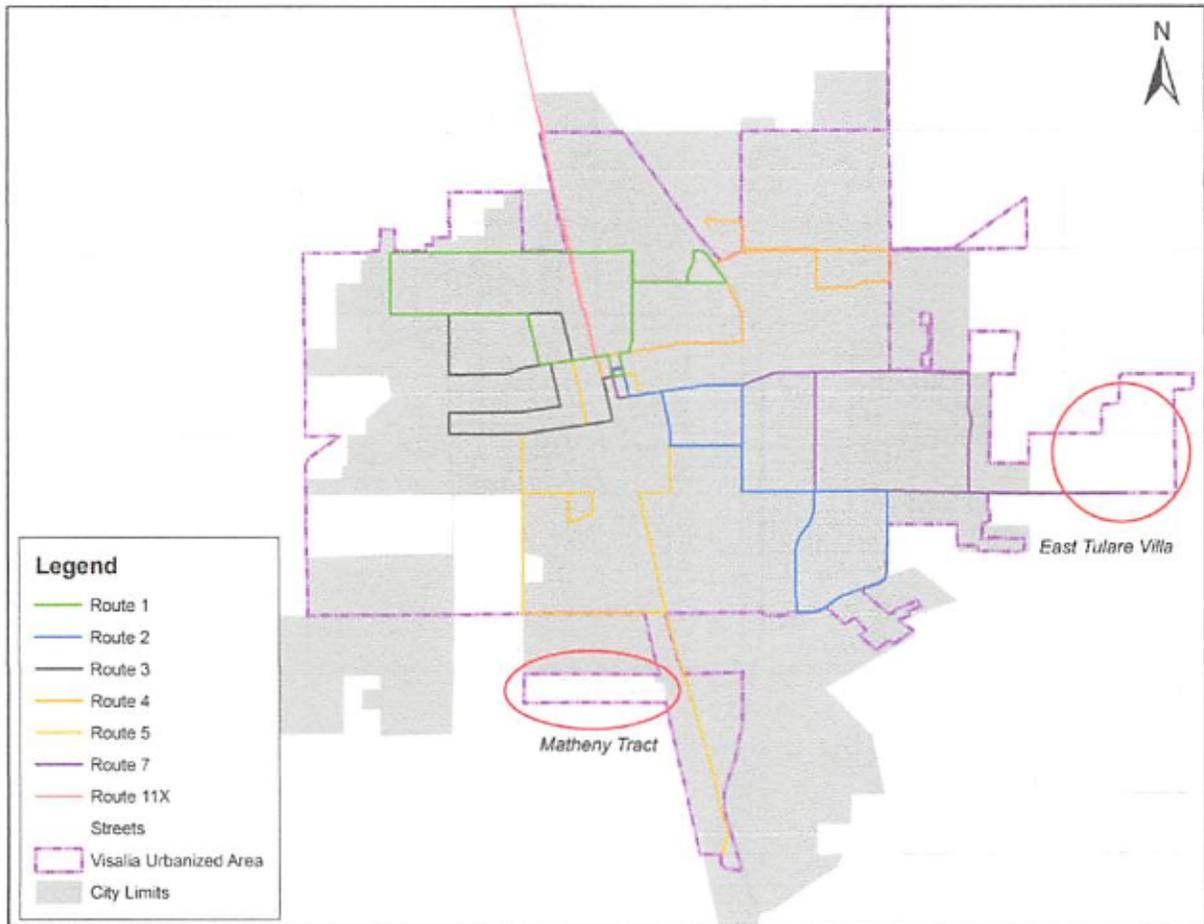
3.1 OPERATIONS 2014 RECOMMENDATIONS (WITH 2019 SRTP EXTENSION UPDATES)

Ensure service delivery within Tulare's portion of the Visalia Urbanized Area

As an FTA 5307 recipient, the City of Tulare is responsible for ensuring transit service delivery within the designated urbanized area (see Exhibit 4.1.1). While the TIME service area does not differ significantly from the Tulare portion of the Visalia Urbanized Area, two population clusters identified as

disadvantaged¹ are either unserved or underserved (with respect to access to public transit). The Matheny Tract and East Tulare Villa are each on the outer limits of the current TIME service area yet within the boundary of the Visalia Urbanized Area (Exhibit 4.1.1). As such, recommendations were developed in order to ensure the provision of transit service to these communities while ensuring compliance with FTA Section 5307.

- Exhibit 4.1.1 Tulare Portion of Visalia Urbanized Area



While current FTA guidance does not require service to be provided to these areas, FTA Circular 9030.1E states that Section 5307 funds must be allocated “based on local needs and arrangements, and in coordination with the MPO.”² Therefore, should either the Matheny Tract or East Tulare Villa be identified as an unmet transit need that is reasonable to meet by TCAG, it is the City’s

¹ City of Tulare Municipal Services Review Update, 2013.

² FTA Circular 9030.1E, “Urbanized Area Formula Program: Program Guidance and Application Instructions,” January 16, 2014, page II-3.

responsibility to fund that service using a portion of its 5307 funds. Recommendations for providing service to these communities are provided below.

Ensure service delivery to Matheny Tract

The Matheny Tract lies south of the city limits to the west of I Street. It is a 0.43 square mile residential community with a population of 1,202³. While not within Tulare city limits, the Matheny Tract is well within both the City's sphere of influence and the Visalia Urbanized Area; City water service to the community is slated to begin in 2014. Currently, transit service to the Matheny Tract is provided by Tulare County. TCaT provides ten southbound and nine northbound trips per day between the Addie Avenue/Pratt Street stop and the Tulare Transit Center. TIME does not currently provide service to the Matheny Tract.

We recommend the City utilize a portion of its Local Transportation Fund (LTF) monies to fund TCaT's provision of service to Matheny Tract via its Route 20. TCaT Route 20 already operates along Pratt Street, thereby connecting the Matheny Tract with the Tulare Transit Center.

This service delivery scenario would require establishing an MOU with the County of Tulare. The MOU could also allow transit riders who board TCaT at the Pratt Street/Addie Avenue stop to transfer to TIME routes for free. Similarly, TIME passengers should be permitted to transfer to TCaT for free if their destination is the Pratt Street/Addie Avenue stop. Introduction of such a policy would be similar to the existing TIME transfer policy wherein drivers ask passengers if they will be alighting at the Matheny Tract, and if so distribute a color-coded transfer pass. Drivers would have to monitor passenger use of transfers to ensure riders do not take advantage of the system.

Given the County already provides transit service to the Matheny Tract, the most equitable means of subsidizing the service is through a cost per/trip arrangement. It is recommended that the cost be set so as to equal current TCaT fare-revenue prior to the MOU. In addition, the City would be responsible for using a portion of its Section 5307 funds to pay for the County's transit service operating within the Tulare portion of the Visalia Urbanized Area.

2019 SRTP EXTENSION UPDATE:

The City is considering this recommendation and continues to monitor ridership activity and ridership requests/input. The current service level has not changed since 2014 and ridership has remained steady. Should ridership levels increase appreciably, the City will undertake further discussions with TCaT to determine the need for an MOU addressing the potential for service cost reimbursements and to ensure service and transfers between the two systems are effective and seamless. (Correction: City water service to the East Tulare Villa community began in 2018.)

³Census 2010.

Install additional stop along Route 7 to serve East Tulare Villa

Much like the Matheny Tract, East Tulare Villa lies just outside of City boundaries. Therefore, based on its location, as well as its identification as a “disadvantaged community” in the 2013 City of Tulare Municipal Services Review Update, transit service to the neighborhood requires consideration. The community of 778⁴ lies outside of Tulare city limits by approximately 0.8 mile. However, unlike the Matheny Tract, East Tulare Villa is within walking distance (approximately one-quarter of a mile) from the existing TIME Route 7. The nearest stop serving the community is on the College of Sequoias Tulare campus on the south side of Bardsley Avenue.

It is recommended that the City install an additional stop on the north side of Bardsley Avenue in order to allow East Tulare Villa Residents access to the system without having to cross the uncontrolled intersection. Given the new stop would be along a major arterial roadway, amenities should maximize both passenger and motorist safety. It is recommended the stop include a shelter with solar lighting (both assuming adequate right-of-way access) as well as signage along Bardsley Avenue indicating the stop 500 feet prior in order to notify motorists of possible pedestrian activity or traffic pattern changes. Construction of a bus pull-out may be considered in the future (at an approximate cost of \$245,000).

While providing service directly through the community via Road 130 and Munson Road would be optimal, such a routing is not currently feasible given existing road conditions and schedule timing limitations. Discussion regarding a possible future alternative can be found at the end of this chapter in section 4.4.

2019 SRTP EXTENSION UPDATE:

The City has installed an additional stop north of Bardsley Avenue and continues to monitor ridership demand and trends in the areas around the College of Sequoias Tulare campus and East Tulare Villa to determine if it is effective and if other amenities are warranted.

Improve Route 4 on-time performance

Maintaining on-time performance is a key element of ensuring service efficiency and customer satisfaction. Onboard ride checks performed in September 2013 revealed that Route 4 experienced difficulty adhering to its published schedule during peak travel hours. Given the nature of TIME’s pulse schedule, a single late route can have a cascading effect system-wide.

Following the September ride check, the City adjusted Route 4’s alignment and schedule in an attempt to improve on-time performance. The new alignment was introduced with the release of TCAG’s Tulare County Transit Guide dated January 10, 2014. While the majority of the route remains the same, a small loop in the northern section of the route was been eliminated. The

⁴ Census 2010.

adjustment resulted in 0.8 fewer vehicle miles per trip, which translates to a time savings of approximately two to four minutes per trip.

While on-time performance has improved as a result of this change, it is recommended that City staff continue to monitor Route 4's performance. Increased ridership resulting from increased marketing and outreach efforts could potentially lead to renewed on-time performance concerns for this route.

2019 SRTP EXTENSION UPDATE:

The elimination of the small loop in the northern section of Route 4 has helped maintain acceptable on-time performance levels. On-time performance on Route 4, however, continues to be closely monitored to ensure reliable service delivery to residents on this route. Although ridership has remained relatively steady, the City anticipates that route changes could be needed if ridership and traffic congestion negatively impact on-time performance.

Improve Route 7 on-time performance

Route 7 also experienced on-time performance issues during the September 2013 field observations. On-time performance on Route 7 was primarily impacted by increased morning and mid-day ridership. The demand is likely attributable to Route 7's service to Tulare Union High School, Mission Oak High School, and the new College of the Sequoias (COS) Tulare satellite campus. Given Tulare's COS campus is still relatively new (having opened in January 2013), enrollment will likely continue to increase over the next few years.

With respect to current and projected ridership trends, adjusting Route 7's schedule would likely improve on-time performance in the morning. However, such an adjustment is expected to create new issues during mid- to late-afternoon hours, where the schedule would be too "padded" and therefore result in early departures or unproductive layover time at stops. Therefore, we recommend the city add an additional vehicle on Route 7 on weekdays to provide two additional morning trips (7:15 am and 7:45 am) as well as one additional afternoon trip (3:15 pm). These trips would supplement the existing schedule by alleviating overcrowding and excessive boarding and alighting during peak hours.

This recommendation could be implemented through the use of a Dial-A-Ride driver or transit staff as needed, and would require one additional service vehicle be available. Currently, the City provides a "tripper" vehicle on an as-needed basis which does not appear on the schedule. The additional VSH totals one and a half hours each day, plus fifteen minutes for vehicle inspections. Applying the average cost per fixed-route VSH across the past three years of \$70.98, the annual cost to operate the additional trips totals approximately \$32,295.

2019 SRTP EXTENSION UPDATE:

Two additional morning trips and an additional afternoon trip were added to Route 7. This change has helped alleviate overcrowding, particularly during peak hours. The bus turns around at the College of the Sequoias Tulare campus. The City eliminated the need for an as-needed tripper bus by deploying a larger capacity vehicle for Route 7 peak trips in the early morning and late afternoon.

Extend Saturday service to 7:00 pm

While the September 2013 field observation showed decreased ridership on Saturday, “more weekend service” was the second most requested service enhancement (following “increased service frequency”) in both the community and onboard surveys. Saturday service generally operates from approximately 9:00 am to approximately 5:30 pm (see Exhibit 3.1.1 for a detailed listing of service span by route). It is possible that the reduced ridership is in part a result of the limited service span. For example, if a customer were to work a retail job (typically 10:00 am to 6:00 pm), the current Saturday schedule would not allow for a return trip, which would likely cause the individual to identify alternative transportation options.

Expanding service to 7:00 pm would increase VSH from a total of 55.41 hours on Saturdays to 65.91 hours. The average cost per fixed-route VSH across the past three years was \$70.98. Applying this rate to the increased operating hours translates to an additional \$745 per week. Given the cost of providing the expanded service and the disparity between observed weekend ridership and the demand for increased weekend service hours, we recommend this improvement be implemented on a six-month trial basis. This proposed time period would allow the City to collect sufficient ridership data to determine whether actual ridership reflects reported demand. The anticipated increase in cost for the six-month trial period is \$19,378.

2019 SRTP EXTENSION UPDATE:

In response to ridership input, Saturday service on all routes was implemented on August 8, 2014. This service operates on all routes from approximately 8:15 a.m. to 6:43 p.m. The City also initiated Sunday service on all routes on August 9, 2015. Sunday service operates from approximately 8:15 a.m. to 6:30 p.m.

Revise fare policy to ensure FTA compliance

As Tulare transitions to FTA Section 5307 funding, it must ensure TIME follows all recipient requirements. Among these parameters (which can be seen in Appendix C.1), 49 U.S.C. 5307§(d)(1)(D) stipulates recipient “will ensure that elderly and handicapped individuals, or an individual presenting an Medicare card...will be charged during non-peak hours...not more than 50 percent of the peak hour fare.” TIME does not currently offer such a discount on its fixed-route service (except for senior monthly passes). It is recommended that Tulare update the current fare structure immediately to ensure FTA compliance and future federal funding.

Exhibit 4.1.2 compares fares at the time the 2014 SRTP was prepared and the current 2019 fare structure.

Exhibit 4.1.2 Fare Structure

Mode	Fare Category	2014	2019 (Current)
Fixed-Route	General Public	\$1.25	\$1.50
	Children (five and younger w/ fare-paying adult)	Free	Free
	Senior/ADA/Medicare Cardholder	\$1.25	\$0.75
	Personal Care Attendant (with ADA passenger)	Free	Free
	Monthly General Pass	\$40.00	\$40.00
	Monthly Senior/ADA/Medicare Pass (60 and over)	\$33.00	\$20.00
	Monthly Student Pass	\$33.00	\$33.00
	Trip Tickets (book of 20)	\$25.00	\$30.00
Dial-A-Ride	General Public	\$2.50	\$3.25
	ADA-Certified	\$2.00	\$2.00
	ADA Attendant	Free	Free
	Children (seven and younger w/ fare-paying adult)	\$1.25	\$1.25
	Children without fare-paying adult	\$2.25	\$2.50
	Trip Tickets (book of 10)	\$25.00	\$32.50
	ADA Trip Tickets (book of 10)	\$20.00	\$20.00

The general public Dial-A-Ride fare increased slightly from \$2.50 to \$3.25 in order to more accurately reflect the true cost of Dial-A-Ride service (i.e., unsubsidized). This increase also is to encourage those riders capable of utilizing the fixed-route service to shift away from Dial-A-Ride use which will subsequently provide greater scheduling flexibility for senior/ADA/Medicare passengers. Using similar rationale, the Dial-A-Ride fare for unattended children also was increased from \$2.25 to \$2.50.

The impact of fare changes on both ridership and fare revenue are reflected in the Financial Plan (Chapter 5).

2019 SRTP EXTENSION UPDATE:

Fare increases were implemented on August 1, 2014. The current 2019 fixed-route and Dial-A-Ride fares are consistent with those shown on Exhibit 4.1.2 above. Consistent with FTA requirements, the revised fare structure ensures that elderly and disabled individuals or individuals presenting a Medicare card are charged not more than 50 percent of the peak-hour fare during non-peak hours. (TIME's fixed-route senior monthly pass offered such a discount prior to the fare change.)

On August 7, 2018, fares were increased to \$1.75 on Route 11X, the direct Tulare-to-Visalia bus line, to bring price uniformity for riders in the both the cities of Tulare and Visalia.

Tulare does not propose to increase fares over the next two fiscal years but will maintain its current fare structure as shown in Exhibit 4.1.2.

3.2 ADMINISTRATIVE RECOMMENDATIONS

The recommendations under this section were included in the City's 2014 SRTP and are followed by updated 2019 SRTP Extension comments.

Improve data management and record-keeping

Maintaining a database of key system performance metrics not only helps ensure consistency among various reports (such as the Transit Operators Financial Transactions Report and National Transit Database reporting), but also allows transit staff to quickly review and assess system performance. City staff was able to provide sufficient financial data and basic ridership data by mode upon request. However, information such as fare revenue by mode was not readily available as it had to be calculated from multiple databases. This suggests that additional (possibly extensive) staff time is required in order to prepare the data needed for the completion of each of the aforementioned reports. Further, it makes day-to-day review of system performance unnecessarily time-consuming. We recommend the City maintain a basic performance matrix (in Microsoft Excel) inclusive of the following information:

- Ridership by mode (and by route if automated passenger counting/APC or other automated system data is available),
- Fare category,
- Fare revenue by mode,
- Vehicle service miles, and
- Vehicle service hours.

In order for the performance matrix to be used effectively, it should be updated monthly and reviewed by staff in a timely manner (e.g., at the end of each calendar month). Any significant changes in ridership, operating costs, etc. should be noted and service delivery, operating procedures, or outreach methods should be modified accordingly.

2019 SRTP EXTENSION UPDATE:

The City initiated the installation of new intelligent transportation system (ITS) improvements that will greatly enhance management of TIME's data and record-keeping,

as described above. Beginning in FY2018-19, Syncromatics, Inc. was retained to implement smart-card fare technology; automatic passenger counters; voice annunciators; wi-fi; real-time passenger information and mobile app; and support components. A total of over \$500,000 was budgeted for this project.

Initiate bus stop improvement program

The City maintains bus stops, shelters, benches, signage, and trash cans in support of the TIME program. In an effort to improve rider comfort and safety, we recommend the City maintain a comprehensive inventory of all existing stops. At a minimum, the inventory should include the following information for each stop:

- Stop location (cross streets),
- Unique identification number,
- Position relative to intersection (near-side, far-side, mid-block),
- Routes served,
- Available amenities (bench, shelter, signage, info-posts, etc.),
- Condition of amenities,
- Ground cover,
- ADA/accessibility concerns,
- GIS coordinates (which would support Google Transit),
- Photographs, and
- Recommended improvements.

Once complete, the inventory should be reviewed and recommended improvements prioritized based on critical repairs, ADA compliance, stop activity, and safety. At a minimum, every stop should include signage identifying it as a TIME bus stop, as well as the route(s) that serve it. We recommend the City utilize available capital funds to install no less than ten new info-post units and three shelters annually. Careful attention should be paid to ADA standards to ensure any improvements made are in compliance.

The bus stop inventory should be reviewed no less than twice annually. This will help ensure amenities remain in a proper state of repair and expedite annual improvement prioritization. Given the size of the TIME system, it is estimated that an initial inventory inclusive of the aforementioned elements, an initial check for ADA compliance, and prioritization of recommendations could be completed in approximately 80 hours if prepared by City staff. However, we recommend the City work with a qualified consultant for the initial inventory development and improvement prioritization. A consultant with prior experience conducting bus stop inventories will have the necessary data collection processes in place and can likely complete such a project in one business week. Subsequent inventory updates could then be completed by City staff.

2019 SRTP EXTENSION UPDATE:

A Bus Stop Improvement Program has been prepared with the recommended inventory items outlined above. Each TIME bus stop now has an assigned identification number for improved tracking and management. This program will allow the City to prudently manage its bus stop transit assets and will help guide the City in its planning and budgeting of costs for repair, replacement and/or new bus stop-related items.

Expand and maintain a customer feedback mechanism

The City currently collects and addresses all service complaints in addition to soliciting community input as part of the required annual TDA Article 8 unmet needs hearings. However, the purpose of this recommendation is to move beyond the minimum outreach requirements and establish a more easily accessible feedback mechanism. Onboard comment cards as well as a customer feedback mechanism on the City's transit website would provide a method for riders and the community to submit comments. The expediency of these two collection methods allows the City to more quickly identify potential service problems and address concerns, resulting in improved customer service and public perception. Both the onboard comment cards and web-based comment feature can be implemented at little cost to the city, and can be monitored monthly along with performance metrics.

2019 SRTP EXTENSION UPDATE:

Coordinated and collaborative efforts have been undertaken in Tulare County to achieve greater consistency among transit operators in many key areas. In addition to establishing uniform operating holidays and senior and children ages, transit agencies are using similar customer complaint forms. These forms are bilingual and provide transit agencies a consistent customer feedback mechanism for public comments.

Establish a formal Transit Advisory Committee

The City of Tulare currently hosts monthly public transit roundtable sessions as a means of soliciting public input regarding transit fare, routing, policies, etc. In an effort to ensure continued public input regarding Tulare's transit operations, it is recommended the City establish a formal Transit Advisory Committee (TAC) using the aforementioned roundtable sessions as a foundation. Formalizing these meetings would help establish a degree of accountability on behalf of the City and would in turn instill a greater sense of legitimacy in the public's perception. A TAC would further support improved customer feedback mechanisms listed in the previous recommendation.

Should the City elect to not form a formal TAC, it should, at a minimum, focus on improving advertising and promotion of the monthly roundtable sessions as a mechanism for public participation.

2019 SRTP EXTENSION UPDATE:

The City continues to host monthly public transit roundtable sessions the second Tuesday of every month. These sessions are conducted at the Transit Center at 5:00 p.m. where there is increased physical access for TIME riders and the general public. A City representative along with the City's third-party contract Transit Manager attends these sessions. The City advertises and promotes sessions with regular notices and postings at key locations and through word of mouth and direct contact. The City also conducts regular Citizens Advisory Committee meetings that are open to the general public and are advertised monthly in advance.

This recommendation will be considered further once results from the TCAG Regional Consolidation Study are completed in order to ensure County-wide consistency.

3.3 MARKETING RECOMMENDATIONS

Increase annual marketing budget to grow ridership and improve farebox recovery

In recent years, the City has operated its TIME program with modest marketing/promotional expenditures. Tulare's transition to FTA Section 5307 funding will require TIME to maintain a farebox recovery ratio of 20 percent. Across the past three years TIME's farebox recovery ratio has averaged 13.8 percent (unsubsidized; 18.0 percent with Measure R subsidy). In order to close the gap, increased marketing will be required to encourage new riders. A five percent increase in overall ridership year over year would result in a steady increase in farebox recovery.

It is recommended that five percent of the overall operating budget for Fiscal Year 2014-15 (approximately \$168,000) be dedicated to marketing and outreach efforts. The initial increased funding will help raise transit awareness and attract new riders, but should be scaled back by one percent each fiscal year until annual marketing expenditures reach three percent of total operating expenses in Fiscal Year 2016-17.

2019 SRTP EXTENSION UPDATE:

The marketing budget for the City was increased to \$169,000 in FY2014-15 and remained at a relatively high level of \$114,000 in FY2015-16. During this period, TIME began to experience declining ridership and farebox recovery as with many transit agencies locally and nationally. As interim measures, marketing has focused on website development and outreach efforts through hosting of public transit roundtable sessions the second Tuesday of each month with attendance by key transit staff.

The City currently utilizes the website "TulareTransit.com" which is optimized for mobile devices (iPhones and Androids) to provide real-time and predictive route information.

Syncromatics is fine-tuning AVL links to improve reliability with its systems. Rider alerts also will be enabled for real-time notices to the public. Once completely installed, TIME plans to undertake a marketing campaign to promote the new on-board and ITS technology improvements.

Fully implement the Marketing Plan presented in the City's prior TDP

The City's 2014 SRTP contained a Marketing Plan (see Appendix G) that listed a number of simple yet effective marketing and outreach activities. While most of the recommendations have already been implemented, many are ongoing activities which should be continued past their initial implementation. Such recommendations include the production of current maps, schedules, and service information in brochures and as display pieces (such as info-post inserts or system maps posted in bus shelters). Advertising onboard vehicles or at local bus stops is another recommendation which should be continued as it is an effective way of both generating revenue and increasing transit awareness. However, the City's 2007 TDP included two marketing recommendations which either have not been implemented or have not been fully implemented: marketing promotions and free advertising.

Marketing promotions include participation in community-wide events (such as the Tulare County Fair) via the provision of special shuttle services or offering reduced fares for service to the event. Participating in events is an effective image-building tool which also helps to foster a sense of community, particularly in a city such as Tulare. It is recommended that TIME participate in major events such as the Tulare County Fair and the World Ag Expo, as well as smaller local events such as the Concerts in the Park series and the Cars on K car show. Participation could range from provision of a shuttle service or reduced fare (assuming such services comply with FTA charter service regulations as defined in FTA 49 U.S.C. 5323(d)) to advertising in community circulators offering information about how to take transit to the event. Other opportunities could include monetary sponsorship of an event, hosting a booth during the event to distribute transit information, or provision of materials (informational or promotional) to be distributed as part of participant kits or bags.

Earned media or free advertising (such as press releases) is another recommendation that should be carried forward from the prior TDP. Such announcements should be crafted for any notable transit-related service change, capital improvement, or performance achievement and distributed by the City to local media outlets. In addition, media releases that promote TIME as a solution to economic challenges such as increased gas prices can also be used effectively increase ridership. Additionally, a "state of the service" editorial should be released annually to highlight the year. A well-crafted announcement published by a local media outlet comes at no cost to the city while also providing free positive advertising for the service.

Finally, the TIME website should be updated per the direction in the 2007 TDP. It is the first point of contact for many existing and prospective customers. Currently the webpage is located on the Tulare City website and provides information about fixed-route and DAR services via links to .pdf files. The same files are also accessible through TCAG's Go Tulare County website.

The current TIME webpage is not branded with the system logo or any other visually appealing imagery and only provides a minimum level of information. We recommend the City undertake the following steps with respect to its transit webpage:

- Secure a stand-alone URL (such as www.TulareTransit.com or www.TulareTIME.com) that will redirect online visitors directly to the transit page of the City's website.
- Provide a welcome message with general information about TIME service offerings.
- Improve the appeal of the webpage by adding photos and arranging the information in a clear way. Incorporate image icons that hyperlink to the route schedule .pdf files.
- Add imagery that reflects the community and captures TIME in action. An inexpensive photo shoot could be arranged to capture riders in action (riding the bus, waiting at the bus stop, boarding or disembarking, etc.)
- Use the webpage to alert the community to upcoming system changes, events, etc., by featuring press releases and rider alerts.
- Use the webpage to advertise the value of non-cash fare media.
- Ensure all information on the webpage is accurate and consistent with the information presented in the Tulare County Transit Guide.

In contrast with TCAG's countywide transit website (www.GoTulareCounty.com), the City's website should strive to keep customers informed while also providing the most up-to-date service information. The countywide site, while an effective location for obtaining regional transit information, is not dynamic in that it does not provide rider alerts or other messaging online. Aside from fares, schedules, and basic rider information, this site and the Tulare County Transit Guide do not provide a significant amount of customer information specific to TIME. Visalia and Porterville offer good examples of transit websites with a focus on customer service and the dissemination of information.

2019 SRTP EXTENSION UPDATE:

The current TIME webpage is now branded with the system logo and provides information for the public including routes, fares, and links to other ITS resources for the TIME transit system. The City has undertaken the bulleted steps above and has secured a stand-alone URL (www.TulareTransit.com) that will redirect online visitors directly to the transit page of the City's website and the ITS improvements as they are being implemented. Real-time AVL route information is available, and rider and general public alerts will be posted on this website.

The City will continue to consistently market and advertise TIME services using a variety of approaches. TIME maps, schedules, and service information in brochures are distributed at key locations and are readily accessible at the Transit Center and on all buses. Advertising is placed onboard vehicles and at key locations to increase transit awareness. TIME services also continue to be advertised to the community with participation in the annual City of Tulare Christmas parade.

The City will evaluate the feasibility of retaining a marketing agency to help identify ways to further enhance branding of TIME services, to develop effective marketing strategies for TIME promotions and free advertising. The potential for sponsoring a free-ride transit day for the general public or specific categories of riders, such as students, will be considered along with vouchers.

Increase promotion of TIME non-cash fare media

The onboard survey completed in September 2013 indicated more than 44 percent of riders used the service five or more times per week, while more than 57 percent pay the standard cash fare. At the current base fare of \$1.25 per trip, if a rider were to pay cash for five trips each week, monthly expenses would total \$25.00. A book of 20 one-trip tickets is available for the same amount, which yields no cash savings but provides the convenience of not having to carry exact change. However, should a customer use the service to commute to and from work each day (ten trips per week), purchasing a monthly pass for \$40.00 would save the customer \$10.00 each month.

Use of non-cash fare media holds distinct benefits for the City as well as its customers. Not only does use of non-cash fare media streamline the boarding/payment process, but the purchase of passes ensures a more reliable revenue stream.

These results indicate as many as 13 percent of riders are overpaying for transit and would benefit from the monthly pass. Currently the city does not actively advertise the monthly pass program, aside from its inclusion in the Tulare County Transit Guide. Increased advertising of non-cash fare media options would not only improve existing customers' perceptions of the service and potentially increase ridership among frequent riders, but would also attract new riders who were previously unaware of the potential transportation savings available to them.

Promotional opportunities include advertisements in local community circulars and outreach to local schools as well as major employers.

2019 SRTP EXTENSION UPDATE:

TIME revised its fare schedule twice since the 2014 SRTP was published. Effective August 1, 2014 a comprehensive update of TIME fares was initiated. One of the key objectives

was to encourage the use of non-cash fare media for increased savings. The base cash fare was increased from \$1.25 to \$1.50 and the monthly pass was increased from \$33 to \$40. If a commuter taking ten trips per week or 40 trips per month uses a monthly pass, savings would be \$20 each month. The City will consider decreasing the price of a book of 20 one-way trip tickets from \$30 price as an additional means to incentivize use of non-cash fare media.

Through a cooperative process, the City increased its Route 11X fare to ensure a fare consistent with Visalia's. The one-way fare was raised to \$1.75 on August 7, 2018 reducing confusion to riders.

Ensure all TIME promotional materials are available in Spanish

Pursuant to Title VI requirements, all TIME promotional/marketing materials should be printed in both English and Spanish. The current materials which would be subject to this recommendation are limited to those found within the Tulare County Transit Guide, which already includes Spanish content. However, given the proposed increase in marketing and outreach activities over the next three years, this recommendation is included to ensure future materials continue to be produced in both languages.

2019 SRTP EXTENSION UPDATE:

The City is sensitive to the need for Spanish translation of TIME promotional/marketing materials and will ensure that future advertising campaigns will include readily-accessible Spanish translation.

3.4 FURTHER CONSIDERATION

This section provides 2014 SRTP followed by 2019 SRTP Extension updates regarding service alternatives that, while not fully developed into recommendations, should be included as noteworthy alternatives for future consideration.

Modify Route 7 to provide improved service to East Tulare Villa

As previously discussed, transit service to East Tulare Villa should be improved based on its proximity to the City of Tulare as well as its designation as “disadvantaged community.” While the recommendation to add a stop at the southern limit of the community provides residents adequate access to the system it may not be the best possible solution. Providing service through the community may be safer and more convenient. However, that requires transit vehicles to operate along South Oakmore Street, which is not currently advised given the road conditions and heavy student traffic. Should controlled intersections be installed, the City should consider the alignment provided in Exhibit 4.4.1.

Exhibit 4.4.1 presents the recommended route adjustment for East Tulare Villa. The adjustment would require making a left turn onto Avenue 228 via South Oakmore Street, then traveling south along Road 130, and finally west along East Bardsley Avenue to the College of the Sequoias campus before returning to the original route alignment.

Exhibit 4.4.1 Proposed Route 7



2019 SRTP EXTENSION UPDATE:

The recommended change in Route 7 alignment through the community of East Tulare Villa has been implemented and is being monitored for future improved alignments.

Introduce general public Dial-A-Ride service on Sunday

Transit rider and community requests for “more weekend service” – the same motivation for extending Saturday service hours – form the basis for recommending Sunday Dial-A-Ride service. While the City operates Saturday service as a reduced weekday schedule, it does not currently offer Sunday service.

As noted in the prior recommendation, the September 2013 field observation (which assessed Saturday ridership) did not reflect demand for increased weekend service. As such, it is unclear what level of ridership could be expected on Sundays. Rather than offer Sunday fixed-route service (which would also require the provision of complementary Dial-A-Ride service), we recommend TIME Dial-A-Ride be the sole operating service on Sundays. Sunday service should be introduced for a six-month trial period during which time the City should closely monitor ridership. Dial-A-Ride performance should be reviewed against the goals and objectives presented in Exhibit D.1 during this trial period in order to assess sustainability of the service.

Operations should be limited to 12 VSH/day (seven VSH for the am driver and five VSH for the pm driver). Service should be offered between 8:00 am and 5:00 pm, with the morning and afternoon shifts overlapping in the mid-day. The estimated Dial-A-Ride operating cost per hour is \$95.31, which when applied to the proposed operating schedule totals approximately \$1,143.72 per service day. It should be noted that in addition to two drivers, one customer service representative (CSR) should be present to schedule any same-day reservations, manage cancellations, and assign trips to drivers. In addition, the City's contract with MV requires that a supervisor and mechanic be, at a minimum, on-call during any period of operation. Therefore, the anticipated cost of the six-month trial service would be approximately \$40,000.

Given the staffing needs for this services as well as the unknown demand, we recommend the City not pursue Sunday service at this time. However, should demand become clear, it should be considered as a potential expansion opportunity.

2019 SRTP EXTENSION UPDATE:

Sunday Dial-A-Ride service was initiated in August 2015. Sunday hours are from 8:15 a.m. to 6:30 p.m. Calls for same-day Sunday trips are accepted until 6:15 p.m. (9:15 p.m. weekdays).

Consider introduction of eligibility-based Dial-A-Ride service

The City of Tulare currently offers both ADA and general public Dial-A-Ride service. Given Dial-A-Ride service is more costly to operate than fixed-route, the recommendations contained within this chapter included an increase in the general public Dial-A-Ride fare (from \$2.00 to \$3.25) to partially offset the cost of the trip. However, should Dial-A-Ride costs continue to rise, the City may want to consider making its Dial-A-Ride program eligibility-based, which would limit its use to ADA and senior customers. The fixed-route service would continue to provide service for general public customers. Such a policy change would need to be accompanied by a robust marketing and travel training effort in order to retain general public customers who use Dial-A-Ride as fixed-route riders.

2019 SRTP EXTENSION UPDATE:

The City implemented a general public fare increase from \$2.00 to \$3.25 to help offset costs and to incentivize increased fixed-route usage. The recommendation to make Dial-A-Ride available only to eligible ADA and senior riders will continue to be considered if future cost reductions are needed.

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APPENDIX 4

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4 - IMPLEMENTATION PLAN

This 2019 SRTP Extension provides the status of recommendations from the 2014 SRTP. Based on the status of the recommendations within each of the four key areas, the timelines will be updated to reflect projected actions to be taken in fiscal years 2019/20 and 2020/21. **The 2019 SRTP Extension narrative addressing recommendations is highlighted in bold blue font and italicized.**

This chapter summarizes of recommendations listed in the Operations Plan and offers a recommended timeline for implementation. As with the Operations Plan, recommendations are segregated into three categories: operations, administrative, and marketing. Given the incorporation into the Visalia Urbanized Area (VUA) and transition to Section 5307 eligibility funding in FY2014/15, several of the activities listed below are proposed for implementation within the next six calendar months.

4.1 SUMMARY OF RECOMMENDATIONS

Operations Recommendations

Key operations recommendations are (1) development of an MOU with the County to ensure service delivery to the Matheny Tract; (2) additional stop and improved routing on Route 7 to improve service to East Tulare Villa; (3) improved on-time performance on Routes 4 and 7; (4) extended Saturday service to 7:00 p.m.; and (5) formal adoption of a revised fare policy by the Tulare City Council. Recommendations concerning on-time performance should be addressed concurrently in order to consolidate service changes and reduce the need for additional revisions to TCAG's Transit Guide.

2019 SRTP Update

The City has made notable progress in addressing the 2014 SRTP Operations recommendations. Service improvements were implemented on Routes 4 and 7 based on customer feedback. All routes will continue to be monitored for future route enhancements. This will allow the City to evaluate changes in transit service performance metrics and provide time to plan and secure funding for potential service expansion.

Saturday operating hours were extended based on customer feedback. Although not a specific SRTP recommendation, the City also extended Sunday service. The City's TIME fixed-route and Dial-A-Ride fare structure were revised and adopted by the City Council.

Recent implementation of ITS technology and equipment will enable the City to greatly enhance its ability to monitor route performance and productivity; on-time performance; fare payments; improved safety and security and overall operations. Free wi-fi also will be installed on the fleet and is expected to maintain and attract new riders.

The City is taking preliminary steps to address the requirements to transition to electric bus technology. A feasibility study is planned to evaluate the pros and cons of electric bus technology and the specifications for implementing electric bus infrastructure at the City's Corporate Yard. The overall cost and benefits of such a transition will be evaluated and a timeline developed commensurate with realistic funding projections.

Administrative Recommendations

Four administrative recommendations from the 2014 SRTP include (1) improve data management and recordkeeping; (2) develop a bus stop improvement plan; (3) improve customer feedback mechanisms; and (4) establish a formal Transit Advisory Committee.

2019 SRTP Update

The City has worked closely with its third-party contractor to improve record-keeping and reporting to City transit management. Consolidating key performance indicators into a centralized dataset as noted in the 2014 SRTP continues to be refined. This goal is a no-cost, procedural improvement that will ultimately continue to streamline future reporting efforts. This recommendation assisted the City in its transition to the FTA Section 5307 program enabling the City to prepare required technical documents and grant applications.

The City developed a Bus Stop Improvement Program that provides a reliable inventory of all bus stop assets and an accessible database. This program is coordinated with the City's new ITS technology and will allow the City to be more responsive to operational and public needs and to manage the condition and replacement of its assets.

The recent implementation of ITS technology also will assist in active monitoring of route and system-wide performance, and particularly the impact of service improvements. The City recognizes the importance of continual improvement of customer feedback and maintains effective mechanisms for public feedback. Many of these efforts involve minimal up-front costs and allow for more effective assessment of customer satisfaction.

Marketing Recommendations

The 2014 SRTP recommends (1) an increase the City's marketing budget; (2) fully implementing the Marketing Plan from the prior TDP; (3) increasing promotion of TIME's non-cash fare media; and (4) ensuring promotional materials are available in Spanish.

2019 SRTP Update

Marketing recommendations can be addressed in several stages depending on cost and lead times needed. For example, tasks such as ensuring all materials are produced in English and Spanish and increased promotion of non-cash fare media can be made with minimal lead time. Undertaking marketing campaigns will require a budget and more staff time. The City

recognizes the important role of marketing and public outreach and increased its marketing budget consistent with the 2014 SRTP recommendation.

Efforts were made to increase the level of its existing marketing efforts with improved branding. The City's transit website provides improved branding and is easier to use. The "TulareTransit.com" website provides improved real-time route information for the general public and is being further refined to promote use of the City's transit services. An advertising agency will be retained in the future to rebrand the TIME system fleet and collateral materials.

Upon completion of the Syncromatics ITS improvements installation, the City plans to conduct a City-wide marketing campaign to promote new on-board enhancements. The goal of this campaign will be to maintain current riders and attract new riders by heightening their awareness of the new TIME and Dial-A-Ride amenities and ease of using the services. It also will provide an opportunity, as part of an on-going effort, to promote the benefits, cost savings, and use of TIME's non-cash fare media.

The City is sensitive to the need to provide its schedules and related collateral marketing material in both English and Spanish and ensures that this is being done on a regular basis. Future marketing campaigns and outreach efforts also will provide materials in both languages.

Capital Recommendations

Capital recommendations stemming from the operations (Chapter 4) and the Financial and Capital Plans (Chapter 5) of the 2014 SRTP include (a) the purchase of scheduling software; (b) enhanced maintenance activities; and (c) land procurement.

2019 SRTP Update

The purchase of scheduling software has been addressed with the implementation of Syncromatics ITS improvements. This software will improve the City's scheduling and routing capabilities and enhance automatic vehicle location (AVL) equipment data and system-wide on-time performance.

The City improved the Maintenance Yard driveway and plans to develop a Master Plan for improvements to the Corporate Yard within the next two years. The feasibility of expanding the maintenance facility and adding enhancements will be evaluated in light of future transit demand and the potential to transition to electric vehicles and required electric infrastructure. Minor improvements are planned within the next year, including the installation of security surveillance cameras. Procurement of adjacent or nearby property may be needed and will be analyzed for cost effectiveness. Further, the City plans to purchase property north of the Transit Center within the next five years in anticipation of future expansion of the facility.

Exhibit 6.1.1 presents a summary of the recommendations by priority as well as a timeframe for their implementation. In addition, the table identifies the primary entity responsible for implementation. A new column was added to the table to show the 2019 status of each recommendation.

The City focused efforts to address recommendations with a “High” priority (defined as those based on significant demand during outreach efforts or those based on federal funding requirements); however, many of the “Medium” priority recommendations and those with “Low” priority were implemented as resources allowed. Many of those recommendations shown to be “in progress” have been completed but will be undertaken on an on-going basis.

Exhibit 6.1.1 Proposed Implementation Schedule and 2019 Status

Recommendation	Timeframe	Responsible Agency	Priority	2019 Status
<i>Operations Recommendations</i>				
Ensure service delivery to Matheny Tract.	Implement during FY 2014/2015	County	Medium	Completed
Modify Route 7 to provide service to East Tulare Villa.	Implement during FY 2014/2015	Tulare	Medium	Completed
Improve Route 4 on-time performance.	Already implemented; ongoing monitoring	Tulare	High	Completed
Improve Route 7 on-time performance.	Complete within 3-6 months in conjunction with Transit Guide update	Tulare	High	Completed
Extend Saturday service to 7:00 p.m.	Implement no later than FY 2015/16	Tulare	Low	Completed
Revise fare policy to ensure FTA compliance.	Complete within 3-6 months in conjunction with Transit Guide update	Tulare	High	Completed
<i>Administrative Recommendations</i>				
Improve data management and record-keeping.	Initiate as soon as possible; ongoing	Tulare	High	In progress
Initiate bus stop improvement program.	Initiate in FY 2014/15; ongoing	Tulare	Low	Completed
Implement/maintain a customer feedback mechanism.	Initiate as soon as possible; ongoing	Tulare	Medium	In progress
<i>Marketing Recommendations</i>				
Increase annual marketing budget.	Initiate after adoption of FY 2014/15 budget	Tulare	High	Completed
Fully implement the marketing recommendations contained in the City's prior TDP.	Initiate after adoption of FY 2014/15 budget	Tulare	High	In progress
Increase promotion of TIME non-cash fare media.	Initiate as soon as possible; ongoing	Tulare	Medium	In progress
Ensure all TIME promotional collateral are available in Spanish.	Initiate as soon as possible; ongoing	Tulare/TCAG	High	In progress
<i>Capital Recommendations</i>				
Bus Stop Improvement Plan	Begin FY 2015/16; ongoing through FY 2020/21	Tulare	Medium	Completed
ITS system upgrades.	Complete by FY 2015/16, concurrent with vehicle procurement.	Tulare	Medium	In progress
Procure lot adjacent to Transit Center.	Complete by FY 2015/16	Tulare	Medium	Future purchase
Increase maintenance activities at Transit Center.	Initiate as soon as possible; ongoing	Tulare	High	In progress

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