

Tulare County Community College Transit Study

OCTOBER 2011

11-1244

Final Report



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2011 TULARE COUNTY COMMUNITY COLLEGE TRANSIT STUDY

FINAL: OCTOBER 2011

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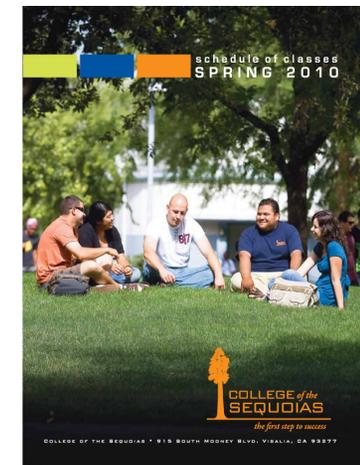


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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The Tulare County Association of Governments (TCAG) contracted with TPG Consulting, Inc. to prepare the Tulare County Community College Transit Study. This study was funded by a Caltrans Transit Planning grant to study and enhance transit operations to the College of the Sequoias (COS). Based in Visalia, California, COS has been providing post-secondary education to residents of the central San Joaquin Valley since 1926. Over the years it has grown from a “transfer” school, providing lower-division college courses for students interested in transferring to a four-year college, to include vocational training for students interested in bettering their local employment opportunities. While other “missions” have formed and waned over the years, transfer and vocational education remains COS’ primary mission today.

Today COS offers classes to over 12,000 students a semester at the main Visalia campus and nine off-campus locations within Tulare and Kings County, including the COS Farm in Visalia and Hanford Educational Center. The Hanford Campus opened its doors for the fall 2010 Semester. The Tulare Center for Agriculture and Technology is scheduled to open for classes spring of 2013. Figure 1-1: “Study Area” illustrates the area in which our study occurred.



Study Objectives

This study is the latest document that examines the transportation needs of students attending COS Community College in Tulare County. This study was developed to examine and make recommendations on a few key issues important to COS: the recently enacted COS Student Transit Pass Program (STPP), and transit planning for the new COS Tulare Center for Agricultural and Technology, located in the southeastern side of the City of Tulare. TPG was also tasked with creating preliminary plans to launch similar programs at two other nearby community colleges: Reedley College (Reedley, CA) and Porterville College (Porterville, CA).

Study Objectives

- Identify and Analyze Existing Transit Service to/from COS Campuses;
- Evaluate the Student Transit Pass Program;
- Conduct preliminary planning for the COS Tulare Campus Transit Service;
- Draft preliminary plans to launch a similar Student Transit Pass Program at Porterville College;
- Draft preliminary plans to launch a similar Student Transit Pass Program at Reedley College.



Study Approach

To perform our analysis and complete our objectives, we:

1. Gathered and analyzed data from all participating transit agencies;
2. Conducted a thorough existing conditions review and analysis;
3. Performed a variety of public outreach activities and conducted surveys to gather information on ridership demographics, trip characteristics, passenger perception on quality of service and public knowledge of the STPP;
4. Gathered first-hand input and vision from a variety of stakeholders, including COS Faculty, TCAG, transit operators, COS students and the general public;
5. Evaluated the COS Student Transit Pass Program.

As a value-added component to our effort, TPG performed a preliminary analysis and limited survey of the transit services serving Porterville College and Reedley College in an effort to determine how a similar bus pass program can be implemented at these college locations with their local operators (Porterville Transit and Dinuba Transit, respectively). The findings and conclusions of this

work are contained within Section 9: “Bus Pass Program Evaluation: Porterville College” and Section 10: “Bus Pass Program Evaluation: Reedley College”.

➔ STAKEHOLDER DESIRED RESULTS

At the project kickoff meeting, TPG asked all stakeholders in attendance what they would like to see as a result of the Study. Below is a listing of responses by agency and a brief reply by TPG:

- **Reedley:** “Can RC have access to the student survey data?” - TPG has provided this data to Reedley College via this document
- **COS:** “Is the STPP retaining students due to having another transportation option?” - Yes. Our survey data shows that approximately 700 students ‘wouldn’t go’ to school if it wasn’t for transit services.
- **COS Student:** “Will this study result in more routes and increased capacity?” - This report recommends route expansion to the COS Tulare Campus and recommends the continuation of existing services to the COS Visalia Campus.
- **Caltrans:** “who will best benefit from this program?” - All participants in this program are benefiting from the STPP: COS students are provided a very cost effective means of travel: COS is retaining students through the STPP who would otherwise not have a means to get to school; transit providers are provided increased fare revenues and ridership; and TCAG is fulfilling its mission of bettering transit options and access throughout Tulare County. By analyzing and enhancing transit options to/from COS through the STPP, this study will benefit the region’s low income, unemployed and environmental justice communities by providing a means of transportation to an institute of higher learning that may not be otherwise possible due to lack of transportation.
- **City of Tulare:** “Are students benefiting?” - Yes. By all measures, the STPP enjoys universal support. Supporting this supposition is the fact that student transit usage is up 53% relative to last year, all via word of mouth marketing.



- **Dinuba: “How can Dinuba/Reedley College enact a similar program?”** - Section 10 of this report outlines steps Reedley College can take to introduce a similar program to Reedley College.



- **Porterville: “Is there a better way to serve PC?”** - Section 9 of this report outlines steps Porterville College can take to introduce a similar program to Porterville College.
- **Porterville College: “Can PC have access to data and results from web-based survey?”** - TPG has provided this data to Porterville College via this document
- **TCAG: “Is ridership increased overall?”** - Ridership across all transit agencies is up relative to the same time period a year prior. In fact, 37% of TIME, VT and TCAT’s growth relative to last year is a direct result of the STPP.
- **TCAG: “We would like to see a well developed plan for implementation”** - This document contains several key components that will sustain and grow transit options to/from COS for years to come.
- **TCAT: “Is ridership increasing at reasonable revenue rates?”** - This document contains strategies that deal directly with concerns about transit fare revenues relevant to COS students and the STPP.
- **City of Visalia: “What will it take to make the STPP program permanent?”** - This document contains key strategies that will ensure the STPP remain a permanent program at COS.



SUMMARY OF KEY ISSUES

Impacts to Existing Transit Services

Impacts to existing transit services by the STPP was discussed early within the Study. Noting that in the Spring of 2011, 94% of STPP riders used either VT, TIME, or TCaT services, this issue is especially important to these operators. By way of assessing the overall

impacts of the program, TPG analyzed ridership and revenues of these three operators for the 5 month period of the program's existence and compared these numbers to the prior year's same time period. Between these two periods, Visalia Transit's overall revenues are up 10%, TIME's revenues are up 21% and TCaT are also up 22% relative to last year. Combined, all three agencies brought in \$81,984 in increased fare revenues for the 5 month period relative to the prior year. Of that additional revenue, \$59,933 was distributed to these three agencies via TCAG directly out of the COS STPP program. This constitutes 73% of the total increase of fare revenues during the five month period.

Similarly, fixed route ridership numbers are also improved relative to last year. VT overall ridership was up 12%, TIME's ridership is up 14% and TCaT was up 38%. Combined, all three agencies totaled 124,297 in new passenger trips. Of this growth, TPG estimates that approximately 40,000 of these new rides, or 30% of the total in new trips for these three agencies is a direct result of the STPP.

Impact on T-Pass Sales

Similar to the pass provided by the COS STPP, the T-Pass is the County-Wide, all access fixed route pass that any person can purchase for \$45 per month. The primary difference between the two is that the T-Pass is funded by sales to actual passengers, while the COS is charged to every COS student, regardless of whether they ever use the transit bus. Because these programs are similar, concerns were voiced about the potential for STPP negatively impacting T-Pass sales as, theoretically, a COS Student would no longer buy T-Passes if they had access to transit via the STPP.



While we were unable to determine how many, if any, T-Pass customers are now forgoing purchasing T-Passes in lieu of their COS Student Transit Pass program, by all measures, revenues for all transit agencies participating in these programs are up significantly

from last year. T-Pass sales are up from last year by 17%. In FY2010/11, T-Pass revenues total just under \$198,000 (up from \$167,000 from the prior year) while the STPP generated \$65,000 (first semester totals).

 ***System Recommendations***

A set of service recommendations were developed to address issues and constraints identified through the analysis process. The recommendations focus on improving the STPP overall and to begin planning transit services to COS Tulare Campus. Recommendations to be implemented over the five-year planning horizon include:

- Continue Existing Levels of Service to COS Visalia and Hanford Campuses;
- Reformulate Fare Revenue Disbursement Structure;
- Secure Additional Funding;
- Implement Marketing Plan;
- Extend TIME Route 7 to the Tulare Campus;
- Reroute TCaT Route 40 to the Tulare Campus;
- Construct Tulare Campus Transit Hub;
- Establish Similar STPP Programs at Porterville and Reedley Colleges.



 ***Implementation Schedule***

Fall Semester 2011 (Year One)

- Extend existing agreements by way of amendment between all participating entities;
- Implement parts of the proposed marketing plan, including: COS website modifications, email blasts to students, on-campus orientation outreach, press release and other media relations, and organize 'Giant Bus' ambassador program;
- Begin search for additional revenue sources;
- Identify and secure funding for new TIME Bus.

Spring Semester 2012 (Year One)

- Reformulate fare revenue distribution calculation and integrate into new STPP agreements;
- Execute new agreements between all agencies;

- Secure additional funding for the COS Tulare Transit Hub;
- Begin engineering and design of the COS Tulare Transit Hub;
- Launch all aspects of the marketing plan, including wrapping one Visalia Transit bus, one TIME bus, one TCaT bus and one KART bus with STPP branding;
- Order new bus for TIME Route 7 modification.

FY 2012/13 (Year Two)

- Conduct STPP program performance evaluation and recalibrate as necessary;
- Take delivery of new TIME bus;
- Construct and open COS Tulare Transit Hub – Phase 1;
- Implement TIME Route 7 serving COS Tulare Campus;
- Implement TCaT Route 40 serving COS Tulare Campus;
- Launch aggressive transit marketing campaign at COS Tulare;
- Maintain COS Bus Wrap program.

FY 2013/14 (Year Three)

- Increase STPP Student Fee by student vote;
- Update COS Bus Wrap program;
- Construct and open COS Tulare Transit Hub – Phase 2;
- Continue marketing activities.

FY 2014/15 (Year Four)

- Maintain COS Bus Wrap program;
- Construct and open COS Tulare Transit Hub – Phase 3;
- Continue marketing activities.

FY 2014/15 (Year Five)

- Maintain COS Bus Wrap program;
- Conduct STPP performance evaluation and recalibrate as necessary, up to an including review of student fee modification.



1. INTRODUCTION

STUDY OVERVIEW

In March of 2011, the Tulare County Association of Governments (TCAG) contracted with TPG Consulting, Inc. to prepare the Tulare County Community College Transit Study. Based in Visalia, California, College of the Sequoias (COS) has been providing post-secondary education to residents of the central San Joaquin Valley since 1926. Over the years it has grown from a “transfer” school, providing lower-division college courses for students interested in transferring to a four-year college, to include vocational training for students interested in bettering their local employment opportunities. While other “missions” have formed and waned over the years, transfer and vocational education remain COS’ primary mission today.



Today COS offers classes to over 12,000 students a semester at the main Visalia campus and nine off-campus locations within Tulare and Kings County, including the COS Farm in Visalia and Hanford Educational Center. The new Hanford campus opened its doors for the Fall 2010 Semester. The Tulare Center for Agriculture and Technology is scheduled to open for classes Spring of 2013. Figure 1-1: “Study Area” illustrates the area in which our study occurred.

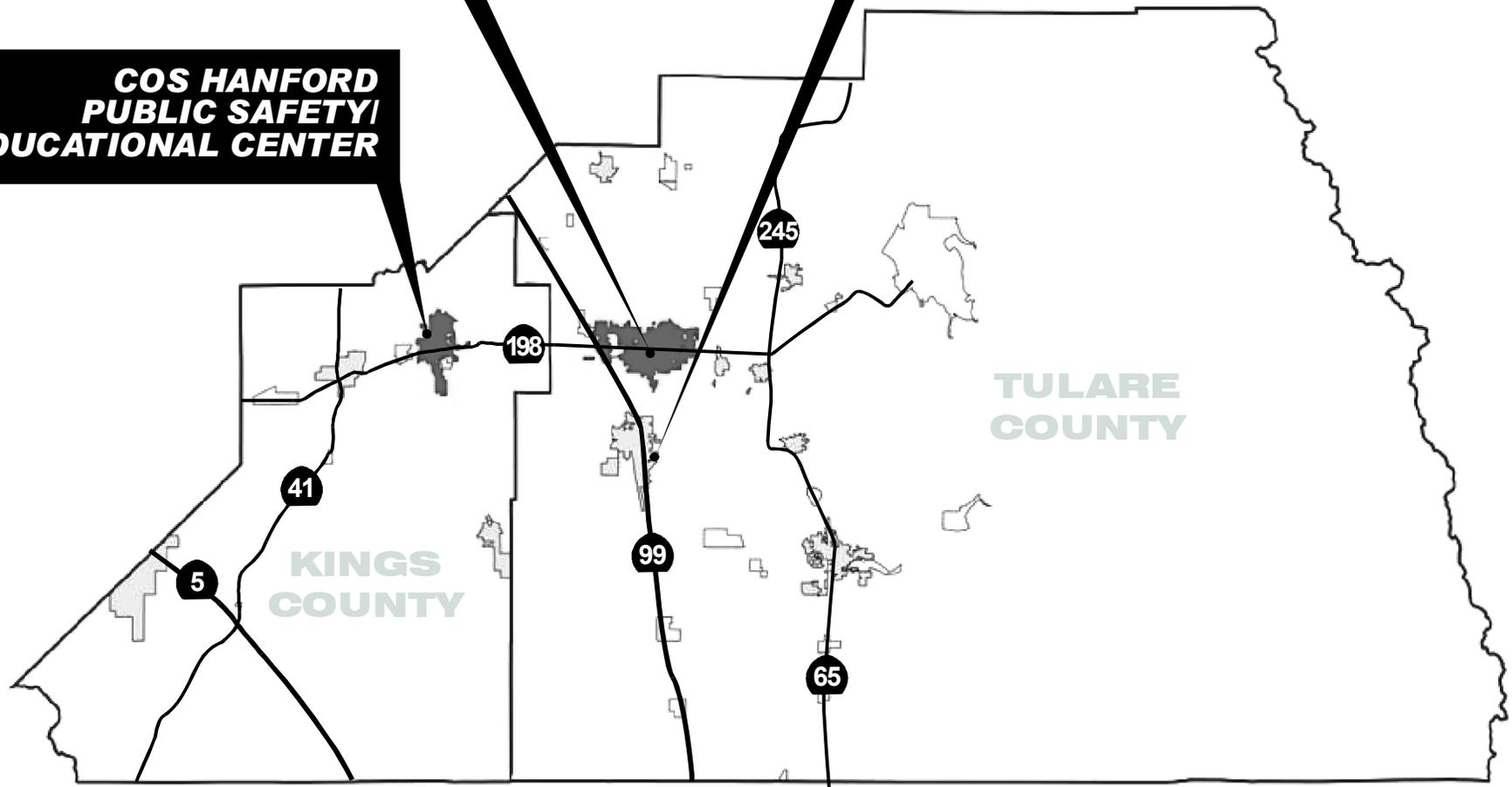
PURPOSE OF THE STUDY

This Tulare County Community College Transit Study evaluates the region’s current transit services specific to the community college education needs of all segments of the County’s population. The overall purpose is to focus current and future resources of community college transit stakeholders (TCAG, COS, Transit Operators, constituent students & riders) on increased mobility within the Tulare County Region by identifying and eliminating inefficiencies, and addressing transit needs and gaps. This focus is critical to providing access to the COS Community College network by enhancing new or redundant transportation options through public transportation. Another purpose of this study is to focus on ‘green’ marketing

COS TULARE AGRICULTURAL CENTER

COS MAIN CAMPUS

**COS HANFORD
PUBLIC SAFETY/
EDUCATIONAL CENTER**



TULARE
COUNTY

KINGS
COUNTY



NOT TO SCALE
(ROAD WAY ALIGNMENT CONCEPTUAL ONLY)



Study Area
with COS Campuses

COS Transit Study

Figure 1-1

11-1244

strategies targeted to current college students in an effort to increase transit ridership while simultaneously discourage automobile transportation to and from campus.

DOCUMENT CONTENTS

This document is organized into 11 Sections. Below is a listing of these sections and a brief summary of their contents.

1. **Introduction** - This section introduces the reader to the study purpose, objectives, and approach; outlines the study setting and the COS institution in general; and summarizes the COS Hanford and Future Tulare Centers.
2. **System Description** - Section 2 contains an existing conditions overview of transportation systems serving the COS Visalia Campus and describes those agencies that are participants in the COS Student Transit Pass Program.
3. **Public Outreach** - This section summarizes the comprehensive public outreach campaign conducted by TPG and The Lockwood Agency (TLA) as part of this project. Outreach findings and conclusions are also presented within this section.
4. **Existing Conditions Analysis** - Existing conditions were analyzed in this section, including a comprehensive review of the Student Transit Pass Program and its impacts to existing transit services. Ridership projections for each of the three COS Campuses are also presented in this section.
5. **Service Plan** - This section contains TPG's recommended service plan and strategies based on our study findings and analysis. This section also contains sample recommended Draft Agreements between TCAG-COS and TCAG-Service operators.
6. **Implementation Marketing Plan** - This section contains both the Operational Plan and Marketing Plan of this report.
7. **Finance Plan** - The Finance Plan of this study is contained in this section.
8. **Capital Plan** - This section contains the Capital Plan of this study.

9. **Transit Pass Program Evaluation: Porterville College** - Section 9 contains a brief analysis and a listing of next steps required by Porterville College to bring a COS-type Student Transit Pass Program to Porterville College.
10. **Transit Pass Program Evaluation: Reedley College** - This section contains a brief analysis and a general action plan required by Reedley College to bring a Student Transit Pass Program similar to COS' to Reedley College.
11. **Sources Consulted** - This section contains a bibliographical listing of all the materials that were collected and reviewed as part of this study and report.

COLLEGE OF THE SEQUOIAS COMMUNITY COLLEGE DISTRICT

College of the Sequoias was established in 1926 as Visalia Junior College. Over the years, several high school districts voted to join the Sequoias Community College District which now serves portions of Kings, Tulare and Fresno Counties, and area of over 3,000 square miles in the heart of the San Joaquin Valley. Figure 1-2: "COS District Map" illustrates the current boundaries of the District.

To make it easier for COS students to attend classes, the College offers regular accredited courses at nine off-campus locations within the district. Students may enroll in off-campus classes during regular registration hours on campus or during the first class session at off-campus sites. These sites include:

- COS Farm (Visalia, CA);
- Corcoran High School;
- Lindsay High School;
- Cutler-Orosi Unified High School;
- Tulare Union High School;
- Tulare Western High School;

College of the Sequoias Mission Statement:

"College of the Sequoias..."

...is a comprehensive community college focused on student learning that leads to productive work, lifelong learning and community involvement.

...affirms that our mission is to help our diverse student population achieve their transfer and/or occupational objectives and to advance the economic growth and global competitiveness of business and industry within our region.

...COS is committed to supporting students' mastery of basic skills and to providing programs and service that foster student success...

Education programs at COS are aligned to meet the rapidly emerging economic and workforce development needs of the community through partnerships with business, government, industry and labor."

- Exeter High School;
- Woodlake Union High;
- Farmersville Senior Center.

In addition to the above listed sites, COS is anchored by three campus Centers: the Visalia Main Campus, the Hanford Educational Center, and, in the Spring of 2013, the Tulare Agricultural Center. Below is a detailed description of each of these Campus centers.

COS VISALIA CAMPUS PROFILE

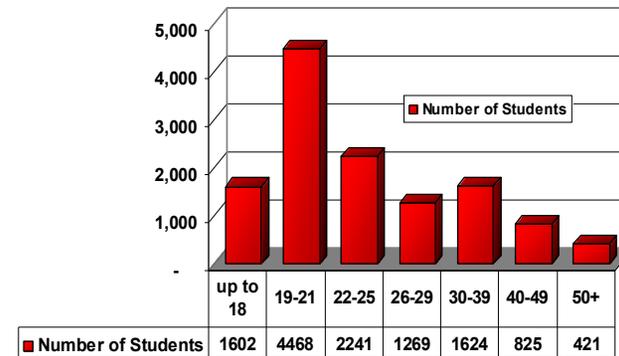
Since the fall of 1940, COS' Visalia Campus is the main campus of the COS Community College District. The current Facilities Master Plan supports the Educational Plan by capping the Visalia Campus enrollment at 12,000 full time equivalent students (FTES) and manages increasing enrollments at off campus sites in Tulare and Hanford. Therefore, the Visalia Campus will concentrate on modernizing its current facilities instead of increasing the capacity of the site. Figure 1-3: "COS Visalia Campus" shows the layout of the COS Visalia Campus.

Geographic Area

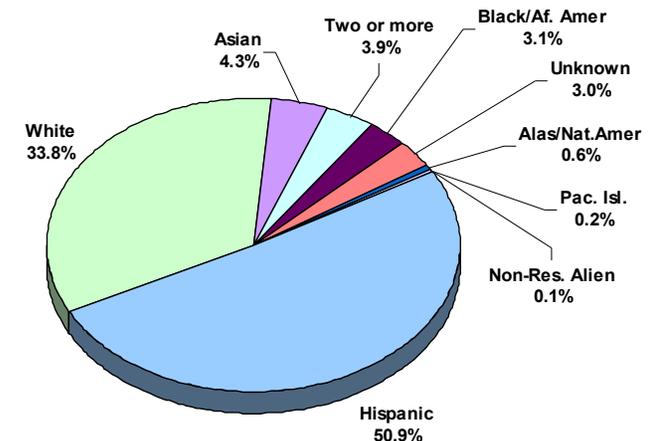
Visalia is located in the heart of California's agricultural San Joaquin Valley, approximately 230 miles (370 km) southeast of San Francisco and 190 miles (310 km) north of Los Angeles. Visalia is the 44th largest city in the state of California and the 201 largest in the United States. Often referred to as the Gateway to the Sequoias and nicknamed The Jewel of the Valley, Visalia has an estimated population of 125,921 and spans over 28.6 square miles in Central California.

COS Visalia Campus is located on the west side of Mooney Boulevard in Visalia, California. It is bordered by Noble Avenue to the north, Tulare Avenue to the south, Mooney along the east and Woodland along the west.

COS District Age Distribution - April 2011



COS District Student Ethnicity Distribution - April 2011



Student Population and Demographics

Enrollment at COS (Visalia and Hanford combined) totaled 12,450 students (as of April 27, 2011) and the total number of unit hours was 111,777. Full time students totaled 4,559 (37%), while part time students totaled 7,891 (63%). The average age of a typical COS Student was 25.5 years old. 6,798 were female (54%) and 5,579 were male (44%).

Transportation System Overview

Transportation to and from the COS Visalia Campus is primarily handled by private automobiles. Like most large activity centers in the Central Valley, COS is surrounded by surface parking lots, with another significant parking lot scheduled for completion in the summer 2011. According to the on-campus survey (more details in Section 3), 77.2% of COS Students get to school via automobile while 16.1% take the bus. The bus systems serving COS directly include Visalia Transit (VT), Tulare InterModal Express (TIME) and Kings Area Rural Transit (KART). Additional bus operators serve COS indirectly through transfers onto TIME, VT and KART routes. See Section 2 for a complete inventory of transit services.

History of Transit at COS

Beginning in the 1940's the College of the Sequoias operated its very own transit system. This original commitment to transit was predicated on a student run program of rural transit service to and from the Visalia Campus. This service operated college owned buses between outlying communities such as Pixley, Tipton, Tulare, Hanford and Woodlake and the campus. Operated by student drivers, who stored the buses overnight at their houses, this college transit service operated for nearly 50 years.

Over the years, as one student driver graduated, it was not unusual for them to personally recruit and train the next driver. And in this process the personal responsibility for the program and the passengers exhibited by these drivers was extraordinary. The program was truly unique and given its spirit and longevity, it represented an integral part of the COS experience for thousands of students over the years. And it could easily be said that this historic commitment and spirit to transit is simply being reflected again in the new Student Transit Pass Program.

COS HANFORD PUBLIC SAFETY/EDUCATIONAL CENTER

In November of 2006, a local SFID bond passed for the Hanford area. The funds from this bond have been used to construct the Hanford Educational Center that ultimately resulted in the Center being able to serve over 1,000 students and the relocation of the Police and Fire Academies from the Visalia Campus to the 180 acre parcel in Hanford. This parcel is jointly owned by the City of Hanford, the Hanford High School District, and COS. The Hanford Public Safety/Educational Center opened for classes in the Fall of 2010. The Master Plan for the COS Hanford Center calls for the construction of a 40,000 square foot education center. The 28,211 assignable square foot building includes a biological science lab, 2 simulator labs for the police academy and 4 smart classroom, on of which will seat 75 students. In addition, a full compliment of student service and administrative service space will be constructed. Figure: “COS Hanford Master Plan” shows the master plan for the COS campus in Hanford.

Geographic Area

Hanford, similar to Visalia, is located in the heart of California’s agricultural San Joaquin Valley, approximately 230 miles (370 km) southeast of San Francisco, 190 miles (310 km) north of Los Angeles, and 20 miles west of Visalia. The 2010 United States Census reported that Hanford had a population of 53,967.

Student Population

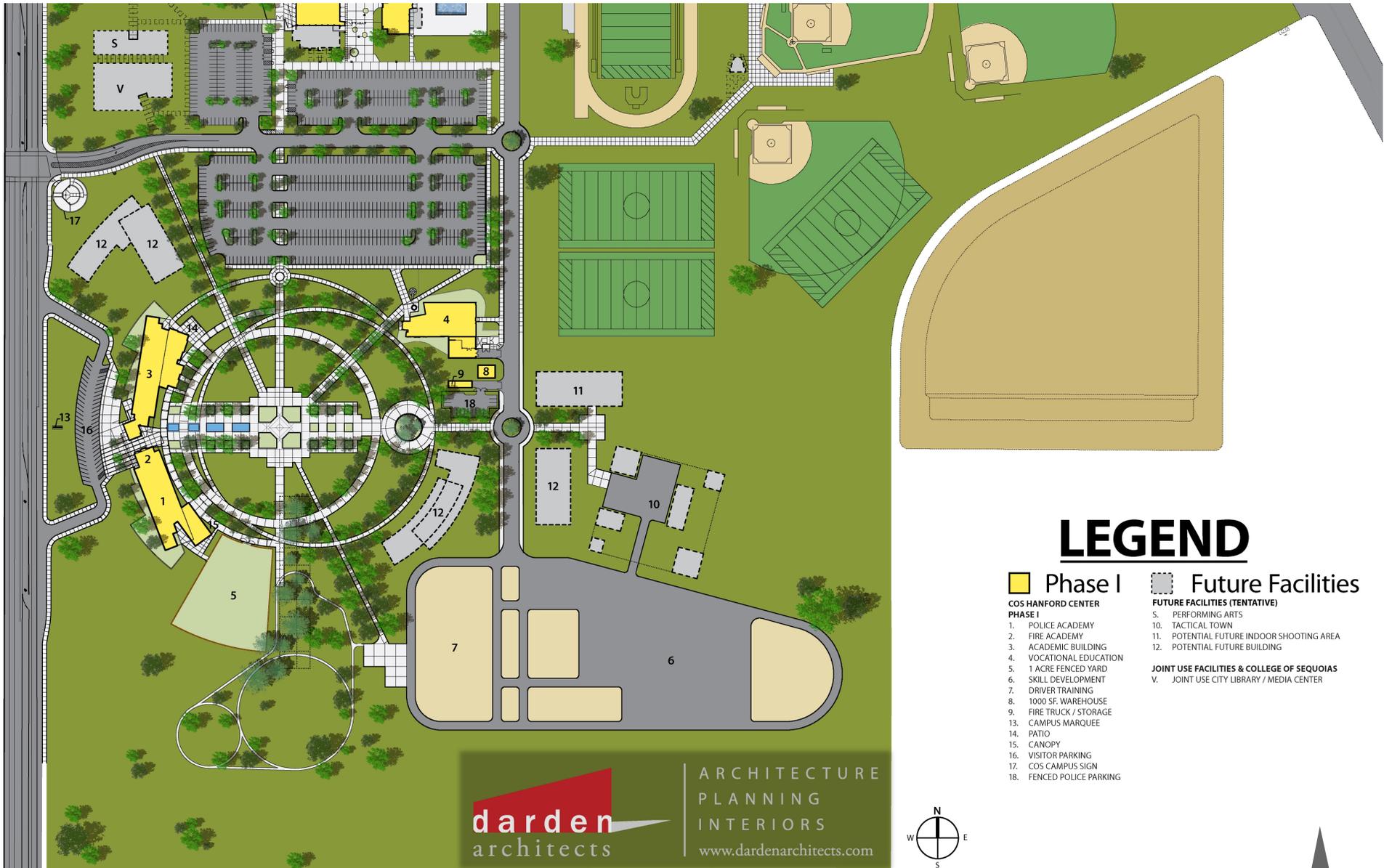
The student population at the Hanford Center was 1,452 students (full time and part time) as of April 2011.

Transportation System Overview

Passenger transportation systems serving the City of Hanford include Kings Area Rural Transit (KART), Amtrak Rail, Greyhound Bus, and several taxi cab services. There is an active effort to include Hanford as a stop on the California High Speed Rail, currently under development, which current alignment options include travel through the City of Hanford.

Transportation to and from the COS Hanford Center is primarily provided by private automobile. Current and future plans for the campus include extensive service parking lot. Transit service to/from the Hanford Campus is provided by Kings Area Rural Transit (KART). See Section 2 for a detailed description of the services provided by KART.





LEGEND

Phase I Future Facilities

COS HANFORD CENTER

PHASE I

- 1. POLICE ACADEMY
- 2. FIRE ACADEMY
- 3. ACADEMIC BUILDING
- 4. VOCATIONAL EDUCATION
- 5. 1 ACRE FENCED YARD
- 6. SKILL DEVELOPMENT
- 7. DRIVER TRAINING
- 8. 1000 SF. WAREHOUSE
- 9. FIRE TRUCK / STORAGE
- 10. CAMPUS MARQUEE
- 11. PATIO
- 12. CANOPY
- 13. VISITOR PARKING
- 14. COS CAMPUS SIGN
- 15. FENCED POLICE PARKING

FUTURE FACILITIES (TENTATIVE)

- 5. PERFORMING ARTS
- 10. TACTICAL TOWN
- 11. POTENTIAL FUTURE INDOOR SHOOTING AREA
- 12. POTENTIAL FUTURE BUILDING

JOINT USE FACILITIES & COLLEGE OF SEQUOIAS

- V. JOINT USE CITY LIBRARY / MEDIA CENTER

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TPG
Consulting
INCORPORATED

COS
Hanford Master Plan

COS Transit Study

Figure 1-4

11-1244

FUTURE COS TULARE AGRICULTURAL CENTER

Most of the district’s growth is projected to occur in the south region of Tulare County, so the District is placing a strong emphasis on growth at the Tulare site. The site for the Tulare Center has been identified and acquired. The moving of the 16 acre farm in Visalia to a larger facility will allow for the expansion of the Agricultural curriculum and provide general education courses and other comprehensive services to meet the complete academic needs of students. The State Chancellor’s office has given official ‘Center Status’ to the planned COS Tulare site. The Tulare Campus is master planned to accommodate 1,300 students when opened and 10,000 students in 2040. Figure 1-5: “COS Tulare Master Plan” illustrates the overall plans for the COS Tulare Agricultural Center.



Geographic Area

The City of Tulare is located in Tulare County, which is part of the Central San Joaquin Valley of California. Tulare has a land area of approximately 16.3 square miles, located along State Route 99, approximately 45 miles south of Fresno and 60 miles north of Bakersfield (see Figure 1-1: “Study Area with COS Campuses”). The City’s sphere of influence includes rural areas surrounding the incorporated city limits. State Routes 99 and 137 divide the community into four parts, while State Route 63 runs through the eastern areas of the City. Tulare is the second largest city in the County after Visalia, located 10 miles north.

The COS Tulare Center site is located on 495 acres of land at 499 East Bardsley Avenue on the southeastern edge side of town. The general conditions are typical for rural agricultural settings in this area.

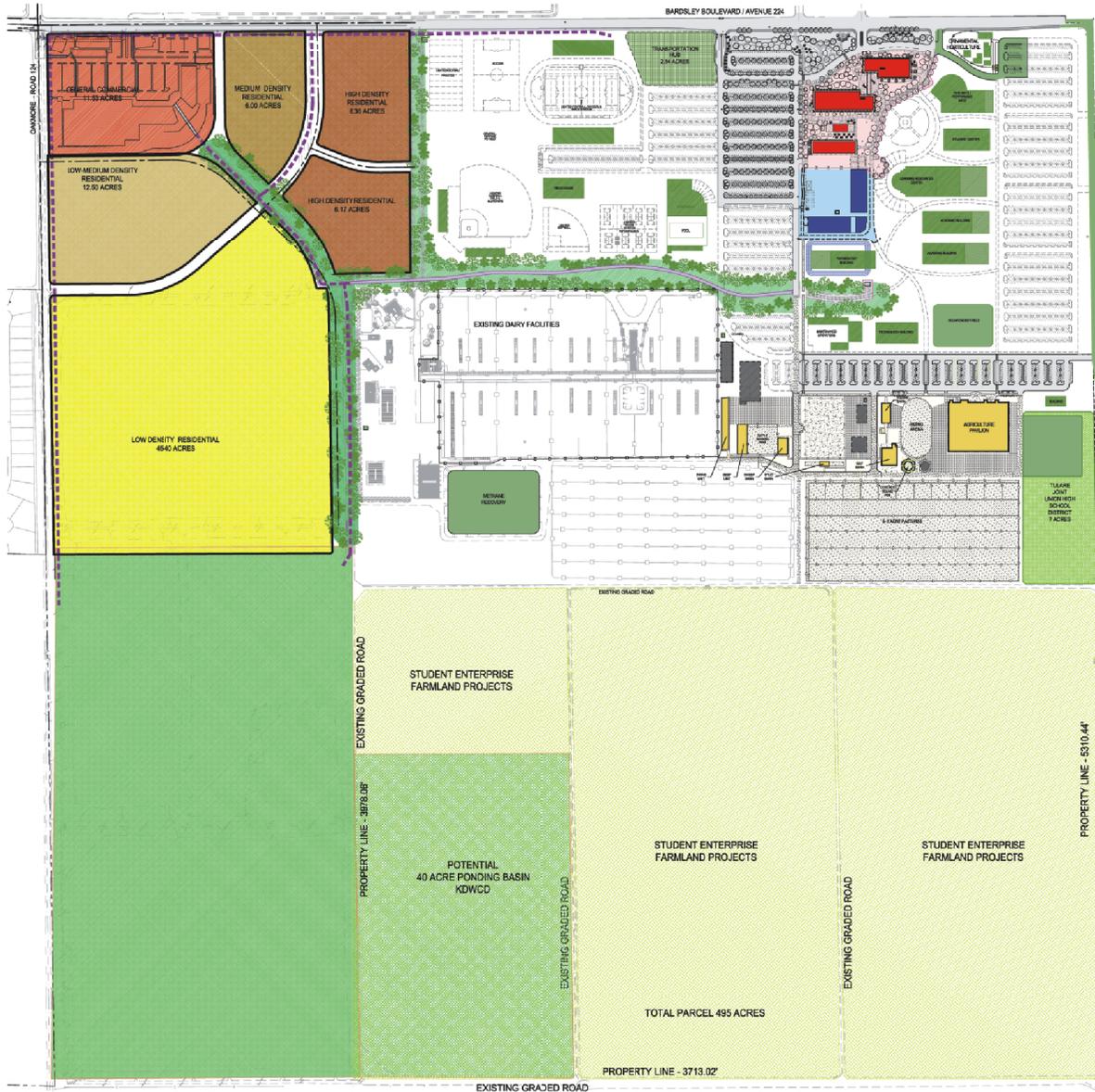
Estimated Student Population and Demographics

Student growth is indexed to grow along general lines of facility capacity. Given the current construction schedules, class is projected to begin the Spring Semester of 2013. At opening, COS planners are expected a complement of 1,300 students. This number is expected to grow continually until the final build out in 2040 with over 10,000 students. For the purposes of this report, we examined student projections out to five-years, which corresponds to available COS plans.

Transportation System Overview

There currently is no public transportation service to/from the Tulare Center. The site is currently accessible by automobile traffic via Bardsley Avenue/Avenue 224.

School Year	Students	% Growth Projection
2013/2014	1,300	N/A
2014/2015	1,372	5.6%
2015/2016	1,448	5.5%
2016/2017	1,514	4.6%
2017/2018	1,582	4.5%



ASSET MANAGEMENT PROPERTY LEGEND

LOW DENSITY RESIDENTIAL	Yellow
LOW-MEDIUM DENSITY RESIDENTIAL	Light Green
MEDIUM DENSITY RESIDENTIAL	Light Brown
HIGH DENSITY RESIDENTIAL	Dark Brown
GENERAL COMMERCIAL	Red
OPEN SPACE	Light Green
WATER CONSERVATION DISTRICT RETENTION BASINS	Dark Green



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LEGEND

PHASE 1 BUILDINGS	Red
PHASE 1 SITE WORK	Light Pink
PHASE 2 BUILDINGS	Dark Blue
PHASE 2 SITE WORK	Light Blue
PHASE 3 BUILDINGS	Yellow
PHASE 3 SITE WORK	Light Yellow
MASTER PLAN BUILDINGS	Light Green
MASTER PLAN SITE WORK	Light Green
LOCALLY FUNDED SITE WORK	Light Green
EXISTING STRUCTURES	Light Grey
TJUHSD	Light Green
TRANSPORTATION HUB RESERVE	Light Green



COLLEGE OF THE SEQUOIAS
TULARE CENTER FOR AGRICULTURE & TECHNOLOGY
DRAFT MASTER PLAN



NOT TO SCALE
 (ROAD WAY ALIGNMENT CONCEPTUAL ONLY)



COS
Tulare Master Plan

COS Transit Study

Figure 1-5

11-1244

2. SYSTEM DESCRIPTION

BACKGROUND

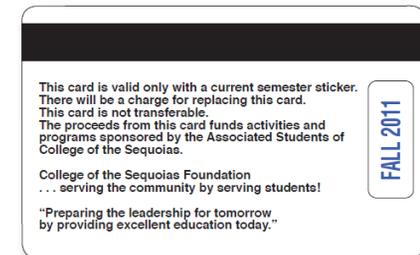
Over the years COS has grown in step with Tulare County. Its central location coupled with its close proximity to the Tulare County Courthouse and its spot on Visalia’s Central Mooney Corridor has proven an ideal spot for local bus services. As such, Visalia’s two busiest routes, Route 1 and 11X (express bus service, co-operated by Tulare InterModal Express) provide direct service to/from COS. Combined with COS’ historic support for student access to transit services, significant rises in fuel costs over the years, and the overall need for affordable transportation by young adults attending COS, this has laid an ideal environment for transit services and programs such as the Student Transit Pass Program.

STUDENT TRANSIT PASS PROGRAM

The Student Transit Pass Program (STPP) began as one of COS’ Student Success Initiatives that grew out of its Achieving the Dream planning sessions in 2010. History instructor Stephen Tootle is credited with the initial concept for this program and strongly advocated for it with the Tulare County transit agencies. Darlene Thompson (TIME) worked closely with the Tulare City Council and ultimately with Dr. Bill Scroggins (past COS President) and the COS Board of Trustees to further develop the program. Debbie Douglass (COS) was instrumental in getting out the vote to pass the student referendum which funds this program in the Fall of 2010 and Monty Cox (Visalia Transit) worked closely with TCAG in developing pass program concepts and helped shaped the current program’s structure.

The STPP allows COS students unlimited use of fixed-route transit services throughout Tulare and Kings County. Service providers that participate in the program verify COS Student status by checking student ID cards as they board the bus. Students that wish to ride must pick up a Transit Pass decal to place on their ID from COS administration prior to gaining access.

The funding for the STPP is through a mandatory student registration fee. The fee is \$5 for full time students and \$4 for part time students. This fee was passed by student vote in the Fall of 2010 by a 10-1 margin. COS also contributes \$0.40 per student.



Since implementation, the STPP Program has exceeded expectations. Approximately 2,500 Student Transit Pass stickers were issued in the first semester.

The Tulare County Association of Governments (TCAG) administers the program through a series of agreements between itself, COS and each participating operator. These operators are described below.

EXISTING STUDENT TRANSIT SERVICES & OPTIONS

There are several agencies directly providing service to the COS Campus and/or are participants in the Student Transit Pass Program

- Visalia Transit
- Tulare InterModal Express (TIME)
- Tulare County Area Transit (TCAT)
- Kings Area Rural Transit (KART)
- Porterville Transit
- Dinuba Area Regional Transit (DART)

COS Student Transit Pass Program Facts

- Passed by student vote 606-61, or with over 91% in favor
- The pass was used over 115,000 times in the program's first semester
- 1 in 6 students used Public Transit to get to/from school during the first semester of the program's existence.
- Total Student Transit pass program revenues generated through the program was over \$63,000 in the first semester, or approximately \$31 per student rider.
- Revenues and ridership among the three major participating transit operators (Visalia Transit, TIME, and TCAT) was up during the first 5 months of the program (Visalia Transit had a record breaking March in terms of ridership).

Table 2-1: "Ridership per Transit Operator - Fixed Route" summarizes the overall level of ridership activity among the participating transit agencies' fixed route services.

Table 2-1: Annual Ridership per Transit Operator - Fixed Route

Agency	Ridership (FY 09/10)
Visalia Transit	1,673,565
Tulare InterModal Express (TIME)	379,797
Tulare County (TCAT)	188,999
Kings Area Rural Transit (KART)	762,000 ¹
Porterville Transit	498,520
Dinuba Area Regional Transit (DART)	107,044
Total:	3,509,108

The next subsection contains a brief description of each of these service providers. Appendix J contains service maps for each of the transit providers listed below.

Visalia Transit Service Overview

Modern Transit service in Visalia dates back to 1981 when the City began offering curb-to-curb demand-response service to the general public through Dial-A-Ride service. In response to increasing ridership, the City implemented fixed-route service in 1987. In 1998, Visalia purchased and began operating a small fleet of trolley-replica buses throughout the downtown area. Currently, Visalia Transit operates three services: Fixed Route, Downtown Circulation, and Dial-A-Ride/Paratransit Service.



¹ Fiscal year 10/11 estimate

Visalia Transit's fixed route service provides schedule public transit to the cities of Visalia, Tulare, Goshen, Farmersville and Exeter through 11 routes. All routes originate and return to the Visalia Transit Center on 425 E. Oak Ave. The fixed route service operates between the hours of 6:00 AM and 9:30 PM Monday through Friday, 9:00 AM through 6:30 PM on Saturdays, and 8:00 AM through 6:30 PM on Sundays. General fare is \$1.25, with discounted fares available for seniors, ADA passengers, Medicare card holders, and children 6 or younger. Day and month passes are also available.



The City also operates a fleet of trolley-replica style buses as a downtown circulator system. The Trolleys operate on three routes (Blue, Gold, and Red Route) and operate almost exclusively within the downtown study area. Dubbed the Visalia Towne Trolley, the service runs Monday through Friday 7:30 AM through 11:00 PM, and on Saturdays from 9:30 AM through 11:00 PM, with varying frequencies and routes.



All Visalia Transit routes are coordinated and linked through the Visalia Transit Center. Recently expanded, the Visalia Transit Center is a major regional transit hub in Tulare County and is home to Visalia Transit, Orange Belt Stages, Greyhound, and Amtrak Bus. It is also served by Tulare InterModal Express (TIME), Kings Area Rural Transit (KART), Tulare County Area Transit (TCAT), and others. The Transit Center has passenger friendly amenities such as air conditioned lobby wait area, comprehensive transit information, restrooms, bus shelters, and benches.

Tulare InterModal Express Service Overview

The City of Tulare provides both fixed route and demand-response transit service to the general public living in the City and adjacent unincorporated areas. The City began offering transit service in 1980 with the introduction of Dial-a-Ride Tulare (DART), a curb-to-curb demand response service. In response to increasing ridership, the City implemented Tulare Transit Express (TTE), a full-time fixed route service in December of 1989. TTE began as a three route system, but quickly outgrew its initial capacity. The TTE was recently re-branded as Tulare InterModal Express, or TIME, and currently provides transit services



within the city limits and to designated unincorporated urban areas of the county, including both “county islands” within the city limits and areas outside, such as downtown Visalia. Fixed route service to county areas is provided under a service agreement between the City and the County.

Currently, TIME operates seven fixed routes. Each route is a one-way loop operating on a timed-transfer system. TIME fixed routes 1 through 7 operate on 30-minute headways, departing from and arriving at the downtown Transit Center (360 N. K St) at approximately the same time to allow for transfers between routes. Route 11x provides service between Tulare and Visalia, traveling between the Tulare Transit Center and the Visalia Transit Center, with a stop near the COS Visalia Campus. Route 11x also operates on 30-minute headways, but is coordinated with Visalia Transit schedule to allow for transfers between systems.



The fixed route service operates between the hours of 6:30 AM and 6:30 PM Monday through Friday, and 9:00 AM (9:30 AM start for 11x) through 5:30 PM on Saturdays. There is no service offered on Sundays. General fare is \$1.25, with discounted fares available for seniors, ADA passengers, Medicare card holders, and children 5 or younger. Monthly passes are also available.

Tulare County Area Transit

Centrally located within California’s San Joaquin Valley, Tulare County is approximately 200 miles north of LA and 250 miles south of Sacramento. With an area of 2,863 square miles, it’s the 7th largest county by area in the State of California. As of the 2010 census, Tulare County had a population of 442,179.



The County of Tulare began providing transit services under the name ‘Tulare County Transit’ in 1981. In 2006, the County adopted the service brand Tulare County Area Transit, or TCAT for short.

TCAT operates both fixed route service and demand-response Dial-A-Ride. The fixed route service is divided into two categories: intercity and local circulator. Intercity service consists of four routes: Route 10: North County (Dinuba-Visalia), Route 20: South County (Tulare-Delano), Route 30: Northeast County (Woodlake-Visalia), and Route 40: Southeast County (Porterville-Visalia). There are five local circulator services operated by TCAT: Route 50: Delft Colony-London-Traver, Route 60: Lindsay-Plainview-Strathmore-

Porterville, Route 70: Springville-Porterville, Route 80: Terra Bella-Porterville, and Route 90: Poplar-Porterville. Intercity routes are offered Monday through Saturday with many runs per day, while the local circulator routes hold various service days and runs.

Tulare County Area Transit Mission Statement

“Tulare County Transit provides customer focused, safe, friendly, clean, reliable, cost effective, lifeline Countywide Public Transit service, which increases access and mobility for all, reduces congestion, improves the environment, while supporting economic development.”



Kings Area Rural Transit Service Overview

The largest single provider of public transportation within Kings County is operated under the auspices of the Kings County Area Public Transit Agency (KCAPTA), a joint powers agency comprised of the County and the cities of Hanford, Lemoore, and Avenal (the City of Corcoran does not participate in the KART system). KCAPTA oversees the operation of the Kings Area Rural Transit (KART) system. KCAPTA establishes the operating policies and defines the services to be provided by KART including service hours and days, fares, and routes, etc.

KART began operations in June of 1980 and has seen a steady increase in the number of riders and new services over the past 24 years. Since 2000, KART ridership has increased dramatically as new services have been provided to meet transit needs of the public. Two levels of service are offered by KART: fixed-route and demand response (Dial-a-Ride) service. Demand/response service is available daily in Hanford, Lemoore, Avenal, and Armona. There is daily Hanford-Lemoore, Hanford-Avenal, Hanford-Corcoran, Hanford-Visalia, and Hanford-Laton fixed-route service. There is also a Hanford-Fresno fixed route that runs every Monday, Wednesday and Friday. KART offers reasonable fares for all fixed route and demand-response services. In addition to regular fares and monthly passes.

KART Service Goal

“It is the goal of this agency to provide reliable Public Transportation service that is clean and convenient; focused on that portion of the public which is transit dependent; in a proactive manner, resulting in continued improvements and cost effectiveness.”

KART currently offers service to the Visalia COS Campus from the Hanford Transfer Center (Downtown Hanford) three times a day via its Hanford-Visalia route. This service operates Monday to Friday for \$1.50 per one-way fare.

Porterville Transit Service Overview

Transit service in Porterville dates back to 1980 when the City began offering curb-to-curb demand-response service to the general public through Dial-A-COLT (City Operated Local Transit), or COLT. In response to increasing ridership the City implemented Porterville Transit (PT), a full-time fixed route service, in early July of 1997. Porterville Transit began as a two route system, but quickly matured to the system of today.



Porterville Transit and COLT services are provided within the city limits and to designated unincorporated urban areas of the county, including “county islands” within the city limits. Service to county areas is provided under a service agreement between the City and the County of Tulare. Currently Porterville Transit operates eight fixed routes. Each route is a one-way loop, beginning and ending at the Porterville Transit Center. Routes 1 through 6 operate on 40-minute headway. Routes 7 and 8 operate every hour and twenty minutes, alternating one bus between the two routes.



Porterville Transit routes operate on a timed-transfer system; all routes are scheduled to arrive at and depart the Transit Center at approximately the same time. A timed-transfer system allows passengers the ability to interchange from one route or transit vehicle to another route within a specified time period (i.e. forty minutes), in order to continue a trip.

Porterville Transit provides fixed route service Monday through Friday from 7:00 a.m. to 7:00 p.m. and on Saturday from 9:00 a.m. to 5:00 p.m. Porterville Transit does not operate on Sundays, New Year’s Day, Independence Day, Thanksgiving Day, or Christmas Day. All other holidays are operated on a “Saturday” schedule.

Dinuba Transit Service Overview

The City of Dinuba has been providing public transit services since the early 1990s when the City contracted with Dinuba Transit Inc., the then local taxi service operator, to provide fixed route and dial-a-ride services within the City. The breadth of these services has been adjusted over the years to better serve ridership demand, and they are currently being provided together as a flex route service. In May of 2006, the City initiated a free circulator service to popular shopping destinations and locations throughout the city. The City purchased a trolley bus in 2008 for use with the service, which is now known as the Jolly Trolley.

The City of Dinuba operates the DART Flexroute as its combined fixed route and demand-response service. The flexroute service was initiated in January of 2007 in response to recommendations outlined in the previous City of Dinuba Transit Development Plan (June 2004). Flexroutes are comprised of the system of designated transportation services for which a public transportation vehicle is operated along a prescribed route according to a fixed schedule, but can deviate from this route to accommodate door-to-door passengers in-between route stops. The flexroute service operates within Dinuba city limits.



DART Flexroute consists of two routes serving the northern and southern portions of Dinuba respectively. The service combines fixed route stops on 30-minute headways with deviations for dial-a-ride service; however a separate dial-a-ride bus is put into service when needed to accommodate excess passengers (usually school children). Walk-on passengers may board or depart the bus at any point along the route where the driver can safely stop. Walk-on passengers do not require a reservation, but anyone requiring a route deviation must call in advance for a pick up. Telephone requests are accommodated from 30 minutes to one day in advance.

DART provides flexroute service Monday through Thursday from 7:00 a.m. to 6:00 p.m, Friday from 7:00 a.m. to 9:00 p.m., and Saturday from 9:00 a.m. to 9:00 p.m. The flexroute does not operate on Sundays or six (6) legal holidays (New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day).

3. PUBLIC OUTREACH

OVERVIEW & APPROACH

This study had an extensive and comprehensive public outreach campaign that utilized several different but proven methods of collecting input from key stakeholders and the general public alike. Our public outreach campaign had several key objectives:

1. Determine public opinion and attitude concerning transit service to/from COS;
2. Determine COS Student opinions and perceptions of the Student Transit Pass Program
3. Evaluate characteristics, demographics and trends of the student Transit pass program ridership;
4. Inform the general public of our study activities and goals;
5. Solicit general public comments and input about the future of transit services to each of the COS Campuses.
6. Conduct extensive dialogue with key project stakeholders;
7. Gather data pertaining to overall usage of the Transit Pass Program.

To accomplish these Public Outreach Objectives, our approach included the following activities:

- Conduct surveys on-board the vehicles on each of the routes serving COS either directly or indirectly;
- Conduct a campus-wide survey of all COS students;
- Host a Visioning Workshop on-campus to determine what the vision of COS Transit was from several key stakeholders;
- Solicit public opinion at several high-profile local events;
- Hold a Town Hall-style public forum;
- Attended and present project materials at existing community meetings;

The following sections outline and summarize our activities and findings for each of the public outreach activities listed above.

ON-BOARD PASSENGER SURVEYS

Surveys are one of the most accurate and cost-effective means of obtaining information about all aspects of a system or network that involves people directly. Details such as passenger demographics, trip characteristics, passenger perceptions about the quality

of service and public knowledge of the system are all key factors that are vital to studies and activities aimed at improving the system overall. Survey results are also helpful in identifying unmet service needs, and determining potential marketing opportunities.

Methodology

On-board surveys were administered for Tulare County Community College Transit Study from Friday April 15, 2011, to Saturday May 07, 2011. The routes surveyed through this activity are listed in Table 3-1. A total of 423 on-board survey forms were completed (281 for COS, 90 for Porterville College, 52 for Reedley College). Each of the fixed routes provided by participating service operators leading to the COS Visalia and Hanford Campuses were represented during survey collection. The days and times selected for the surveys were selected to represent a “typical” ridership period. Thus, survey results are assumed to be representative of overall C.O.S. Transit ridership.

Agency	Route	No. of Responses
TCAT	Route 10: North County	36
	Route 20: South County	12
	Route 30: Northeast County	7
	Route 40: Southeast County	0
TIME	Route 11x	62
Visalia Transit	Route 1	90
	Route 10	10
	Route 11x	31
KART	Hanford-Visalia Route	4
	Route 7	29
Porterville Transit ¹	Route 4: Developmental Center/Porterville College	90
Dinuba Transit ²	Dinuba-Reedley Route	52

¹ Results from these on-board surveys are contained within Sections 9 and 10 of this report.

² Results from this on-board survey are contained within Section 10 of this report.

TPG Consulting developed the on-board survey form with input and approval from TCAG, Transit Agencies and COS Faculty. The fixed route on-board surveys were distributed and collected by TPG Consulting. Surveys were provided in English and managed by vehicle drivers during route runs. Respondents were asked to complete the survey only once, so as to avoid skewing statistical analysis through duplication. Appendix H contains a copy of the survey form administered during the on-board survey process.

Survey Results

Results of the 281 surveys collected are summarized below.

Demographic Characteristics

The average COS Transit rider is female, between the ages of 16 and 20, with an average household income below \$10,000, and no access to an automobile.

Gender

The majority of respondents indicated they were female; almost 60% of respondents were female. Two hundred and seventy nine (279) passengers, or 99% of passengers surveyed, responded to this question.

Age

Under 20	28.2%
20-25	38.0%
26-35	18.2%
36-50	12.2%
51 And Over	3.4%

Two hundred seventy (270) passengers, or 94% of passengers surveyed, responded to this question.

Income

Income plays an important role in determining transit ridership in the local region. Typically, as income levels and available transportation options increase, the demand for transit services decreases. This correlation is apparent for local transit operator's rider base. Over half (55.9%) of respondents reported household incomes below \$10,000. Another 16.8% reported household incomes between \$10,000 and \$19,999. Although household size is not known, it is likely that many

of these households are at, or near the poverty level. Two hundred seventy-nine (279) passengers, or 99% of passengers surveyed, responded to this question.

Disability Status

Nine percent (9.2%) of passengers surveyed answered “yes” to having a handicap or disability, while the other 90.8% indicated that they did not. Two hundred and seventy-one (271) passengers, or 95% of passengers surveyed, responded to this question.

Automobile Availability

Respondents were asked whether they had access to an automobile for their particular trip. The vast majority (87.9%) of the passengers surveyed indicated that they did not have a car available for their trip, underscoring the importance of transit service for COS’ Transit’s core riders. Two hundred eighty-one (281) passengers, or 100% of passengers surveyed, responded to this question.

Alternative Modes

Another question asked riders how they would have traveled to and from their destination if transit service had not been available. 41.4% of respondents reported that they would have obtained a ride, and 17.1% would have walked to their destination.

Overall, 53% of respondents would have used alternate means to make the trip, while 47.1% of respondents reported that they would not have made the trip if the bus was not available. This data indicates that many riders may have no other transportation options available to them due to age, disabilities, distance, or financial constraints. Many respondents included multiple answers; percentages are based on total responses received.

Length of Patronage Using COS Pass

Nearly 75% of respondents indicated that they have been using the COS Bus Pass since January, indicating that the COS Transit Pass has a well established ridership base. Only 3.1% of respondents were using the service for the first time. Two hundred twenty-four (224) passengers, or 70% of passengers surveyed, responded to this question.

Trip Characteristics

The average COS students Transit trip is taken daily to get to and from school. Students were asked if when using the Student Transit Pass for destinations other than school use, what was their primary use of the pass. 88.5% of riders surveyed indicated that they used the pass to return home.

Trip Purpose

Passengers were asked to indicate the purpose of their trip. Respondents reported a variety of trip purposes, indicating that the COS Transit Pass serves a variety of different needs. Frequently mentioned activities included “Returning home” (44.3%), Trips to work (10.0%), Shopping trips (10.4%), and personal business (11.1%).

Overall, travel to and from School/College was what comprised the largest group of trips, with 44.3% of riders indicating that “returning home” as their trip purpose.

Frequency of Use

Over 75% of the COS Transit Pass riders surveyed use the service daily (3 to 6 days a week). Another 14.7% use it weekly (1 to 2 days a week). Two hundred seventy-three (273) passengers, or 90% of passengers surveyed, responded to this question

Rider Attitudes and Opinions

COS Transit Pass riders are generally very happy with the current COS Bus Pass Program as (81.1%) Indicate that the Program was “Awesome” in its system’s performance. The majority of riders surveyed also indicated that they would be willing to pay \$6.00 dollars or more for the COS Bus Pass Program service.

CAMPUS SURVEY

To supplement the data and information collected via the On-Board survey activity outlined above, TPG also conducted a campus-wide electronic survey.

Methodology

Campus surveys were developed by TPG with the input and approval from TCAG and COS administrators. TPG worked closely with COS’ Office of Planning and Research and its Director Tim Garner to administer the surveys. The survey was administered for a two week period from April 25, 2011 through May 6, 2011. To promote the survey, flyers were developed and distributed

throughout campus to put the word out about the survey. Emails were also sent to every COS student, asking them to participate in the survey.

A total of 1,557 survey responses were collected. This number represented an outstanding percentage of 12.3% of the entire student body population. Given the 12,500+ student body population, this sample size margin of error was calculated to be $\pm 2.3\%$. The method and times selected for the surveys were meant to gather input from a “typical” COS student. Thus, survey results are assumed to be representative of the overall student population at COS. Appendix G contains copies of the survey forms and other related materials administered during the on-campus survey process.

COS Student Bus Pass- 2011 Campus Survey Results

Results of this survey, which was administered in the 22 day period from Friday, April 15, 2011 to Saturday, May 07, 2011, are summarized below.

Demographic Characteristics

Gender

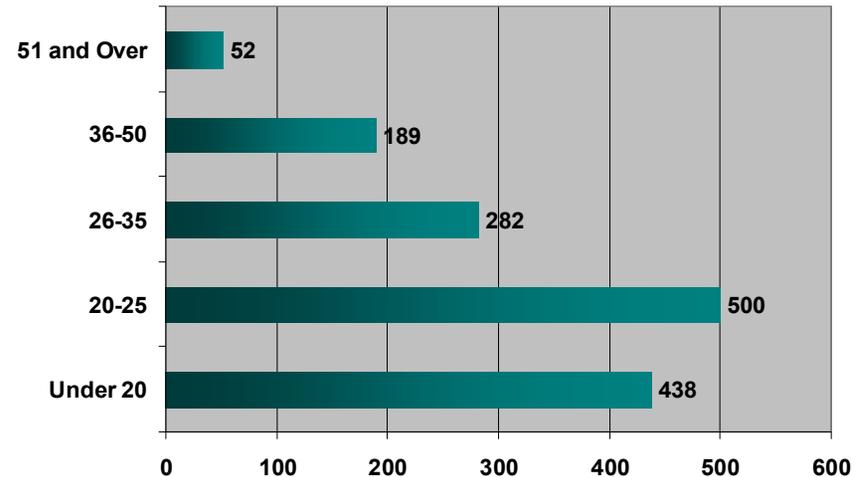
The majority of COS Transit Pass campus survey respondents indicated they were female; over half (68%) of respondents were female.

Male	32%
Female	68%

Age

Respondents were asked their age. The majority of students (38.0%) responded that there are between the ages of 20-25.

Under 20	28.2%
20-25	38.0%
26-35	18.2%



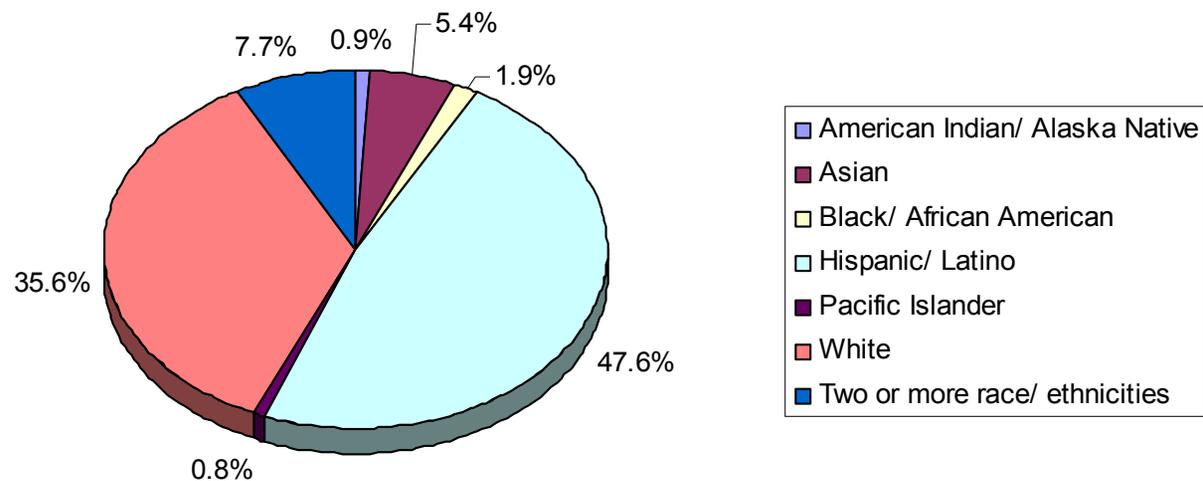
36-50	12.2%
51 and over	3.4%

Ethnicity/ Race

The majority of COS Students respondents indicated they are of Hispanic/ Latino background: Almost half (47.6%) of Respondents were Hispanic/ Latino ethnicity.

American Indian/ Alaska Native	0.9%
Asian	5.4%
Black/ African American	1.9%
Hispanic/ Latino	47.6%
Pacific Islander	0.8%
White	35.6%
Two or more race/ ethnicities	7.7%

Combined, a total of 64.3% of the respondents hailed from minority communities.



What City/ Area Do you live in?

Visalia- Within Walking Distance	9.6%	Dinuba	0.8%
Visalia- but not within walking distance	34.3%	Woodlake/ Ivanhoe	4.3%
Tulare	16.3%	Exeter/Farmersville	8.7%
Hanford-Within walking distance	0.9%	Cutler /Orosi	2.2%
Hanford- but not within walking distance	8.2%	Corcoran	2.2%
Porterville	2.2%	Other	7.6%
Lindsay	2.7%		

COS Student Bus Program

What COS Campus

Another question asked to COS students was “which COS Campus do they take the bus too?”97.7% of respondents reported that they ride the transit system to the Visalia’s main campus, and 2.3% ride to the Hanford Academic Center.

Getting To school/college

Students were asked what mode of transportation they are currently using to get to COS campuses. Over half (68.3%) reported that they currently drive to COS. The second largest group was those that use Transit at 16.1%. This is a very large number and represents a unique opportunity for COS. The students at COS clearly embrace transit and this is reflected in the ridership.

Drive	68.3%
Bike	2.4%
Carpool	2.8%
Walk	2.4%
Get a ride	6.1%
Transit Bus	16.1%
Other	1.8%

With the survey sample size and the responses above, and with the known student body size of 12,450, it was estimated that approximately 2,000 students usually take the bus to school everyday.

How long have you been using a bus service to get to school?

6 months or fewer (new riders)	34.2%
7 months to a year	18.0%
One to two years	26.8%
More that two years	21.0%

How do you normally pay for your bus fare?

Cash	17.2%
COS Student Bus Pass	77.7%
T- Pass	0.7%
Other Pass	4.4%

Respondents were asked to indicate how they heard about the COS Student Bus Program. Forty seven point seven percent (47.7%) responded that they acquire information about the Pass from the Student Vote for the pass back in the Fall semester of 2010, Another 23.6% heard from a friend, and 11.1% were informed through an alternative form of information.

How did you hear about the COS Student Bus Pass Program?

Newsletter	2.8%
Email	3.7%
Friends	23.6%
Teacher	5.1%
Family member	5.1%
Student Vote for the Pass (fall 2010)	47.7%
This is the first time I've heard	0.9%
Other	11.1%

When did you start using the COs Student Bus Pass?

January	72.6%
February	18.3%
March	7.2%
April	1.9%

Alternative Modes

Another question asked to COS Students was how they would have traveled to and from their destination (college) if transit service had not been available. 28.9% of respondents reported that they would have obtained a ride, and 12.5% would have walked to their destination.

How would you get to the college if a bus was not available?

Drive	17.9%
Bike	7.7%
Carpool	7.0%
Walk	12.5%
Get a ride	28.9%
Wouldn't make the trip	20.1%
Other	5.9%

A key finding in this study is the number of students that wouldn't make the trip to school if it wasn't for transit. With approximately 2,000 regular student riders, this equates to approximately 400 students. Overall, 38.5% of respondents would have used alternate means to make the trip, while 20.1% of respondents reported that they would not have made the trip if the bus was not available. This increase may indicate that many riders may have no other transportation options available to them due to disabilities, distance, or financial constraints.

How often do you use the COS Student Bus Pass?

One Day a week	71.4%
Two or three days a week	24.8%
More often than three days a week	3.8%

For this question, we asked those students who take the bus to school what other destinations they go to using the bus pass. The results of this are listed below.

When using the COS Student Bus Pass for destinations other than the college, where do you go? (Total % of transit)

Work	23.5%
Shopping	31.1%
Medical/ Dental	27.5%
Social/ Meal	24.7%
Personal Business	28.3%
Only to and from COS	43.8%
Other	4.0%

The percentages for each question show how many of the transit riders selected each survey option. For example, of those who take the bus to school, 23.5% indicated that they also take the bus to work.

Noting that the Bus Pass Program is paid for by a \$5/semester student registration fee, what would you be willing to pay for this pass?

\$5	64.0%
\$6	1.4%
\$7	5.2%
\$8	3.8%
\$9	0.0%
\$10	25.6%

This question was asked to determine price sensitivity and to gauge the possibility of returning to the students for a fee increase. What these results show is that a fee increase at this point would not be favorable and not likely pass another student vote at this time.

Overall, how do you rate the COS Student Bus Pass Program?

Awesome	86.7%
Pretty good	11.0%
Could be better	1.4%
I don't like it	0.0%
I don't have a opinion	1.0%



What is your attitude toward being environmentally “green”?

Very favorable	43.3%
Somewhat favorable	31.7%
Neutral	23.1%
Somewhat unfavorable	1.0%
Very unfavorable	1.0%

VISIONING WORKSHOP

TPG conducted a Visioning Workshop early in the Transit Study. The purpose of the meeting was for participants to learn about current transit service and anticipated future demands, including how the opening of the Tulare campus will affect transit service. Participants were also encouraged to envision the level of interest in routes serving all three campuses and share other ideas and concerns. TPG also presented an overview and preliminary results from the Student Transit Pass Program and discussed plans for the opening of the new Tulare campus and future growth at all three campuses.

The Visioning Workshop was held on Thursday, May 12 from 4 - 5:30 p.m. at the Sequoia Building, Room 1 on the COS Visalia campus. The meeting was open to all, including present and future students; faculty; persons interested in transportation in Tulare County; persons concerned about parking at COS; and persons ready to envision the future. Comments and input provided by participants in this meeting included the following:

- An express route similar to 11x from Porterville to COS was suggested;
- Eliminate the transfer and provide direct transit service from COS Hanford to COS Visalia;
- Provide direct service to COS Tulare from COS Visalia;
- There is a large student population that travels between Avenal and Hanford;
- Visalia Technical Education Center (VTEC) purchases bus passes for its high school students;
- Choosing to ride a bus is often an economic choice;
- There should be more coordination between class schedules and transit schedules. Travel on transit for night classes between Hanford and Visalia is currently impractical given the current transit and class schedules.
- Should the school fund the STPP through a parking pass fee increase?

Appendix C contains the presentation and related materials concerning the Visioning Workshop.

GENERAL PUBLIC OUTREACH

TPG and The Lockwood Agency arranged to conduct direct public outreach at two community events in an effort to collect general public input on the transportation options of COS Students. The two events that were targeted and approved by TCAG were: Blues Brews and BBQ event in Downtown Visalia on May 6, 2011 and the Tulare Cinco de Mayo festival in Zumwalt Park (Downtown Tulare) on May 7, 2011. The Lockwood Agency coordinated each of these meetings and provided promotional materials and a translator.

Methodology

To gather this information, TPG used a multiple choice survey to determine general public opinion at each of these events. The survey was administered through the use of a booth and table and the survey itself was completed on-line. Respondents were asked to complete the web based survey via laptop computers provided at the booth. Banners, balloons and candy were used to attract attention to our effort. To further entice respondents, TPG held a raffle for an iPod for each of the events.

This survey was broken down into two parts: the first part was a series of questions designed to give us an overall sense of public opinion about the overall transportation needs of COS Students. The second part provided demographic data. Questions to the first part are listed below.



1. Are you or do you know someone that is currently attending College of the Sequoia's (COS)?
2. Do you think Community College students should have a choice for transportation to school other than automobiles?
3. What choices should Community College students have for transportation to and from school?
4. How should COS connect Visalia's main campus with its new campus in Tulare (opening Fall 2012)?
5. What are your thoughts about transportation options in Tulare County?
6. How do you feel about sustainable, environmentally friendly transportation?
7. Do you believe expanded bus service to the COS Visalia, Tulare and Hanford Campuses will increase attendance?

Appendix I contains a copy of the survey that was administered and the subsequent results. Survey results are listed below.

TPG Surveyors collected a total of 81 surveys from community events held in Visalia and Tulare. Results of the surveys are summarized below.

Are you or do you know someone that is currently attending College of the Sequoia's (COS)?

Yes I am attending COS	24.7%
Yes I know someone who is attending COS	51.9%
No	23.5%

Do you think community college students should have a choice for transportation to school other than automobiles?

Yes	96.3%
No	1.2%
Don't know/ No Opinion	2.5%

What choices should community college students have for transportation to and from school ? (check all that apply)

Automobile	70.4%
Bicycle	59.3%
Bus/ Public transportation	91.4%
Walk	51.9%
Car pool	65.4%

How should COS connect Visalia's main campus with its new campus in Tulare (opening Fall 2012)?

Establish a new shuttle system	59.3%
Work with existing transit services provided by Visalia Transit (VT) and Tulare intermodal Express (TIME) to develop services between the two campuses	30.9%
Organize private car-pools	7.4%
Rely on student automobile transportation only	2.5%

What are your thoughts about transportation options in Tulare County?

We need more options at all cost!	22.2%
I'm willing to pay a bit more for additional transportation options.	28.4%
More options are great, as long as it doesn't cost me anything.	33.3%
Current transportation options in Tulare County are great!	16.0%

How do you feel about sustainable, environmentally friendly transportation?

Strongly agree	66.7%
Somewhat agree	22.2%
Neutral	11.1%
Against	0.0%
Strongly against	0.0%

Do you believe expanded bus service to the COS Visalia, Hanford and Tulare (opening Fall 2012) Campuses will increase attendance?

Yes	97.5%
No	2.5%

COMMUNITY FORUM

TPG and The Lockwood Agency hosted a community forum dedicated to generating ideas for transit service improvements for COS community college students. Presented in a town hall meeting style, the forum was a workshop for the members of the community to discuss the current transit services available to college students and to help design the structure of future transit services to the various college campuses. The forums also identified ways to encourage college attendance within Tulare County through the public transportation system. This forum was conducted at the 210 Club in Downtown Visalia on May 18, 2011 from 6pm-7pm. This forum was highly publicized by the Lockwood Agency and included press releases, three notifications in the local Visalia Times-Delta newspaper as well as email invitations and flyers.

Comments received during this event included the following:

- Conduct transit education/outreach at COS Student Orientation Events;
- Set up an online transit tutorial specific to the COS Transit Pass Program;
- Have a class that educates students on 'college life'. Discuss transit use in this class.
- Provide transit services at all hours of class.

COMMUNITY MEETINGS

With the help of The Lockwood Agency, TPG reached out to potential student riders by attending and presenting project purpose and goals to existing community meetings. TPG attended two meetings: Tulare City Council meeting and Cutler-Orosi Weed & Feed meeting.

For the Tulare City Council Meeting, TPG conducted a PowerPoint presentation to the Tulare City Council outlining this project and specific Tulare TIME route modifications to serve the Tulare COS campus. Appendix E contains materials related to this outreach activity.

For the Cutler-Orosi Weed & Seed community meeting, promotional handouts were developed and handed out to meeting attendees. This transit study and other transit topics and options for COS students were discussed with meeting committee members. Appendix F contains materials related to this outreach activity.

STAKEHOLDER INTERVIEWS

Stakeholder involvement is a key component to any effort aimed at developing a comprehensive transit program. Therefore, project efforts focused on identifying, education, and garnering input from Student Transit Pass users, transit operators, and COS administrators. A series of stakeholder meetings were held in order to generate input on Transit Study preliminary findings. Eleven stakeholder meetings were held in all. The meetings were held either by telephone calls or face-to-face meetings and were of a conversational style format. The following is a listing of stakeholder interviews conducted by TPG:

1. **Debbie Douglass**, *COS Student Affairs*
2. **Brent Calvin**, *COS Interim President*

3. **Alfredo Florez**, *Full-Time COS Student*
4. **Lateena Ling**, *Full-Time COS Student*
5. **Anna Martinez**, *Future Part-Time COS Student*
6. **Jamie Verley**, *Full-Time COS Student*
7. **Rich Tree**, *City of Porterville Transit Manager*
8. **Steve Schultz**, *Porterville College*
9. **Monty Cox**, *City of Visalia Transit Manager*
10. **Dan Fox**, *County of Tulare Transit Manager*
11. **Darlene Thompson**, *City of Tulare Transit Manager*

Although each stakeholder meeting was personal and conversational, TPG led each discussion with a set of general discussion questions/topics that were utilized throughout each. These general questions/discussion topics were as follows:

- What was the ‘buzz’ on campus among the students about the student transit pass program?
- What is the overall impression of the bus pass program among your peers?
- Are there further opportunities and strategies COS and/or TCAG can do to serve a greater number of students?
- What ways can we improve the program?
- Is this program in line with the overall future vision of COS?
- What is your vision of transit serving the Tulare/Hanford Campus?
- Do you support paying \$5/\$4 a semester for the student transit pass, even if you don’t use the service?
- If you did use the bus service, are you now more likely to use the bus in the future because of this program?

Overall, all stakeholders were enthusiastic about the program and expressed support. Below is a brief summary of key conversational points and comments made by the Stakeholders during each interview.

Debbie Douglass, COS Student Affairs - Ms. Douglass was instrumental in the implementation of the program and listed that the overall impression of the transit pass program among the facility was very positive. The ‘buzz’ on campus about the STPP among student was also very positive. She went so far as to try the local transit service to get to COS and was amazed at how safe, clean and convenient public transit was in Visalia. She recommended these points be made in any future

marketing activities. She also mentioned that a fully executed marketing plan would benefit overall ridership numbers and that a great way to reach out to students would be through the new student orientation (schedule for August 10).

Brent Calvin, COS Interim President - Mr. Calvin was aware of the program having been involved early in the program's inception. He reiterated COS' commitment to this program. He also heard very positive feedback from the administration and faculty about the program. He stated that this program is compatible with the overall future vision of COS both at the COS Visalia main campus and the two campus centers at Hanford and Tulare.

Alfredo Florez, Full-Time COS Student - Mr. Florez is a 2-year student at COS. He indicated that he used the transit pass a few times this last semester. He indicated that this program would have been great for him during his first year, as this was before he had a car to drive. Although he drives to school, he supported the program and the fee because he viewed it as a safety net to get to school. He suggested that the pass allow transit use throughout the summer. He viewed the fee as being low for the services provided. He is willing to pay up to \$10 for this pass, even though he doesn't use it regularly. He was not in favor of raising the parking pass fee.

Lateena Ling, Full-Time COS Student - Ms. Ling is a 3 year full time student at COS and indicted that she primarily drives to school. She used to take the bus to school prior to getting her car a year ago. She felt that the price was very reasonable and that she knows people that can't drive from areas such as Hanford, Porterville and Pixley. She never bought a parking pass because she is unable to find a parking space on campus anyway. She knows COS students that pay \$50/\$100 per week on gas. She did not hear about the pass from any faculty or staff members. She supported the program even though she doesn't currently use it because other students need it. She recommended a training/education program to teach students how to use the transit service and to read the transit schedules. She felt that higher parking fees would not discourage automobile use.



Anna Martinez, Future Part-Time COS Student - Ms. Martinez currently uses the bus to get to COS where she works and was unaware of the program. After our conversation, she mentioned that she will use the pass to get to school once she's a COS student. She said she would still support paying the fee because she knows how hard it is to find parking at COS. She also reiterated how hard it can be to use transit for first-time riders.

Jamie Verley, Full-Time COS Student - Ms. Verley currently drives to/from COS and was also unaware of the program until our conversation. She supports paying the fee because she feels that the program helps others to get to/from school. She also indicated that she would use the program if she didn't have a car or didn't have any gas money.

Rich Tree, City of Porterville Transit Manager - Mr. Tree and the City of Porterville are fully supportive of the program. Impacts to the City of Porterville's Transit system were negligible. He suggested that the bus passes be made compatible with electronic fare box equipment to better measure ridership counts and eliminate fraud. He indicated that he would also support a similar program at Porterville College.

Steve Schultz, Porterville College - Mr. Schultz was favorably impressed with initial STPP results and indicated that Porterville College is very interested in enacting a similar program. He fully supports the COS program and hopes it continues into the future.

Monty Cox, City of Visalia Transit Manager - Mr. Cox is fully supportive of the program and did not have any key comments.

Dan Fox, County of Tulare, Transit Manager - Mr. Fox voiced concern about STPP revenues moving into the future. Due to the nature of TCaT's operation which involves longer intercity routes, fares and operating cost per passenger are generally higher than other nearby fixed route operators which only run within cities. To address TCaT's unique situation, he suggested TCAG define the COS STPP as a 'route extension' under Measure R definitions and allow TCaT the ability to charge the difference between fare revenue per passenger collected through the COS STPP and the average fare revenue per passenger on TCaT. The Measure R reimbursement would be deducted from funds previously allocated to TCaT.

Mr. Fox also mentioned concern that student ridership will go up significantly with a fully executed marketing program and increase awareness of the program. He believes that ridership will go up further by those students currently using the system once the students realize they can use the pass to go to other places besides COS with the pass.

Darlene Thompson, *City of Tulare Transit Manager* - Ms. Thompson is fully supportive of the program and did not have any key comments. She is very interested in working to link the new Tulare campus with the City of Tulare's TIME system.

4. EXISTING CONDITIONS ANALYSIS

This study was initiated in the midst of several significant changes to the overall community college landscape in Tulare County: the Student Transit Pass Program at COS was in its first semester of existence; the COS Tulare Campus is currently under construction; and the Hanford COS Campus recently opened for classes in the fall of 2010. Noting that this environment is extremely dynamic, and changes almost on a daily basis, TPG begins this section with an overview of all transit routes currently serving the COS Community College District and a performance/impacts analysis the Student Transit Pass Program.

ROUTES SERVING COS

All routes that serve the COS Visalia Campus directly are either operated by Visalia Transit, TIME or Kings Area Rural Transit (KART). These routes are as follows:

- Visalia Transit Route 1 - Downtown - Mooney – County Government Plaza (TCaT Transfer)
- Visalia Transit Route 10 - Downtown - Goshen
- Visalia Transit/TIME Route 11x – Visalia Transit Center – Tulare Transit Center
- KART Hanford-Visalia Route

VT Route 1 and KART serve bus stops directly on Mooney in front of the campus. KART, VT Routes 10 and both VT and Time 11x service have stops on Mineral King and Noble Avenues just northwest of the COS Campus. See Figure 4-1: “Transit Services - Local Route Map” for a graphical representation of the local transit routes that serve COS directly.

From a regional basis, access is provided by transfer onto one of the three routes listed above. These transfers typically occur at transfer points such as Visalia Transit center, Tulare Transit Center or the Tulare County Government Plaza building on South Mooney Blvd south of Visalia. Inter-Campus Transit between COS-Hanford and COS-Visalia is provided by Kings Area Rural Transit and its Hanford-Visalia Route. Below is a listing of regional routes that provide access to the COS Visalia Campus grouped by transfer site.

- **Visalia Transit Center**
 - All Visalia Transit Routes

- TCaT Route 10
- TCaT Route 30
- KART Hanford-Visalia Route

- **Tulare Transit Center**
 - All TIME Routes
 - TCaT Route 20

- **Tulare County Government Plaza**
 - VT Route 1
 - TCaT Route 40
 - All Porterville Transit Routes (via transfer on TCaT Route 40)

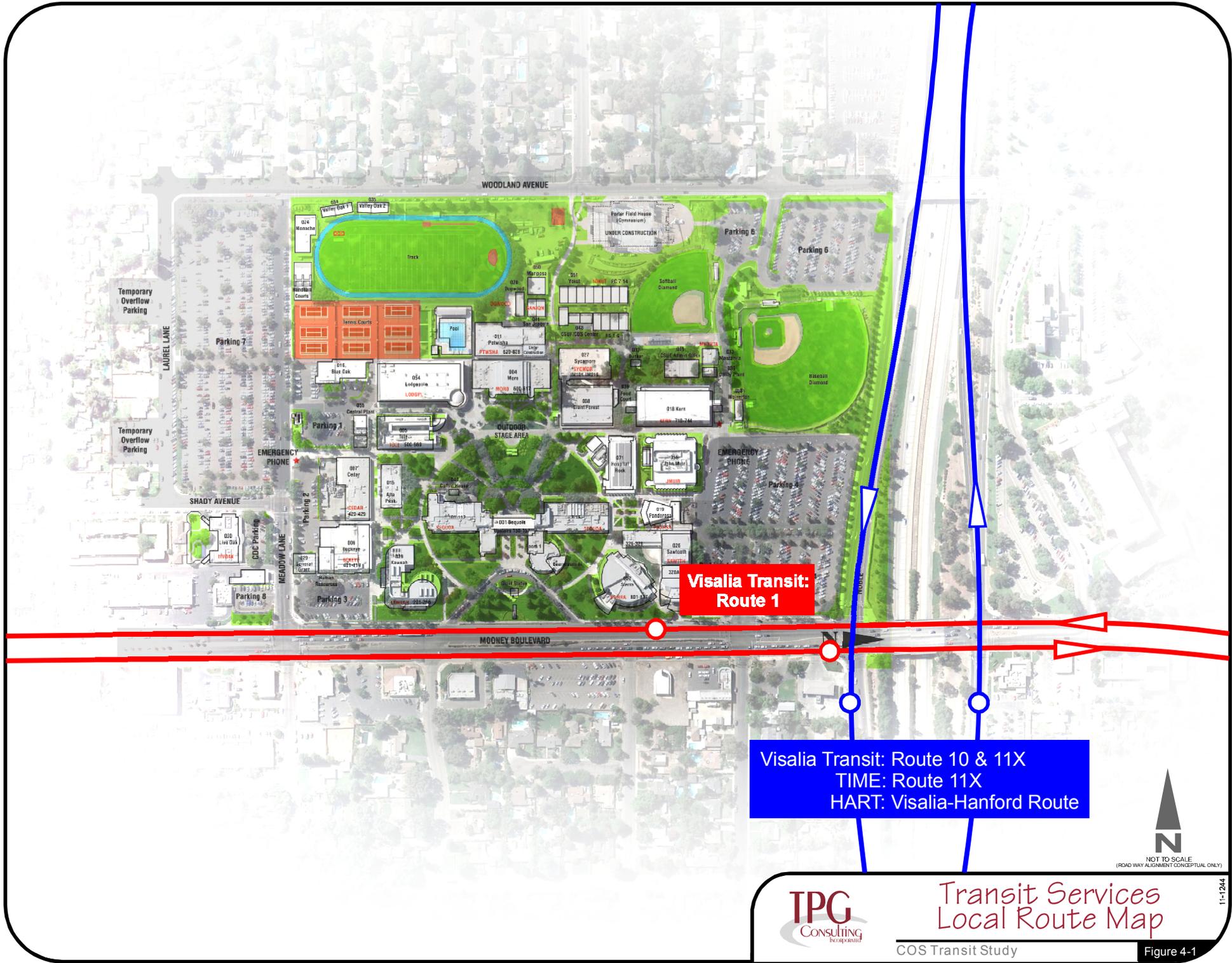
- **Hanford Transfer Center**
 - Most KART Routes
 - KART Hanford-Visalia Route



Figure 4-2: “Transit Services - Regional Route Map” shows the routes that serve the COS Community College District on a regional basis.

Transit service to/from the Hanford Campus is provided by KART. The Hanford Campus bus stop is on KART’s Route 7, which is a loop that serves the Northwest section of town and links with the remaining KART Routes via the Transfer Center in downtown Hanford.

Transit service to/from the future Tulare COS Campus site is not currently provided. Extension of service to this site is currently under discussion and is thoroughly discussed in Section 5 of this report.



**Visalia Transit:
Route 1**

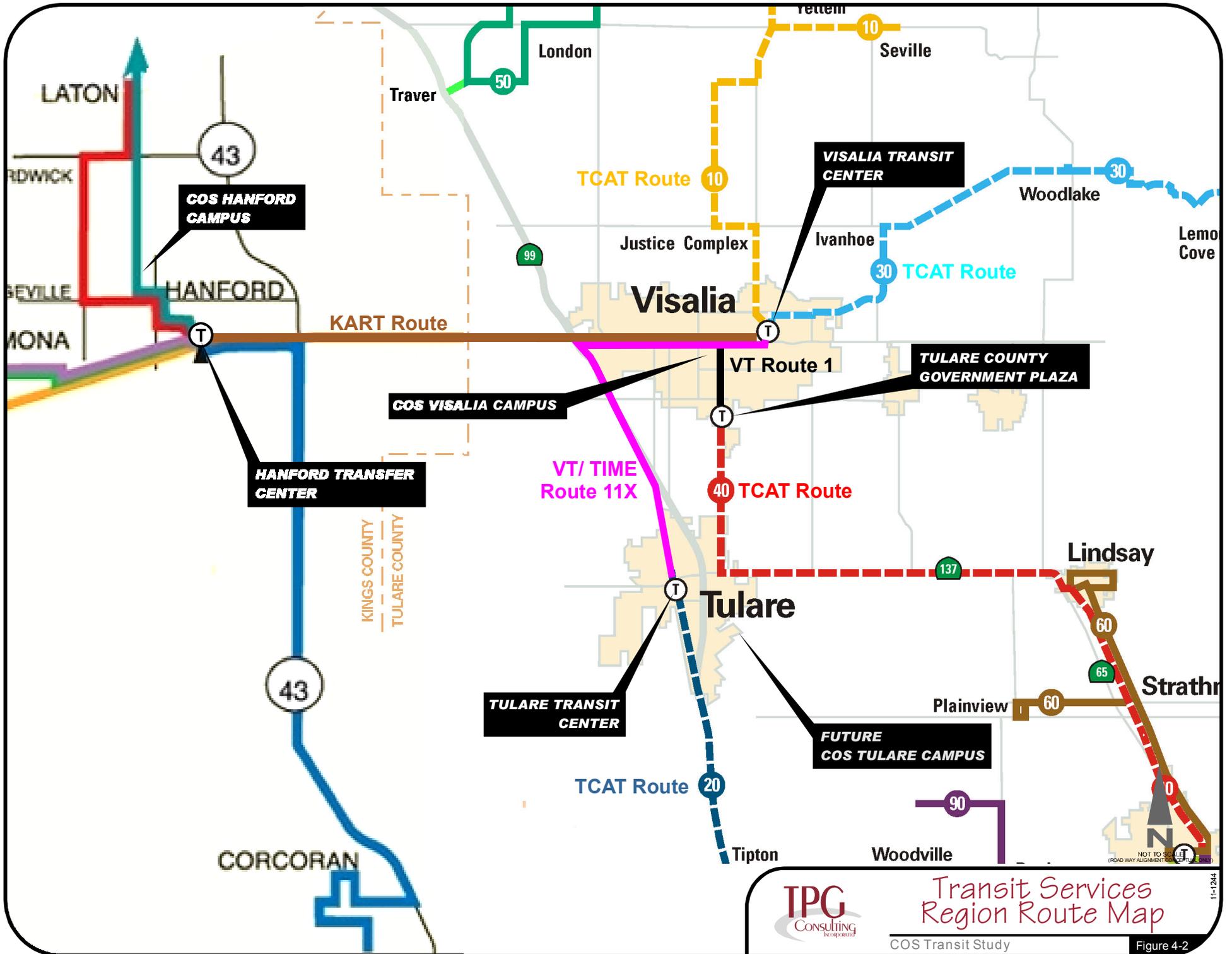
**Visalia Transit: Route 10 & 11X
TIME: Route 11X
HART: Visalia-Hanford Route**



NOT TO SCALE
(ROAD WAY ALIGNMENT CONCEPTUAL ONLY)



*Transit Services
Local Route Map*

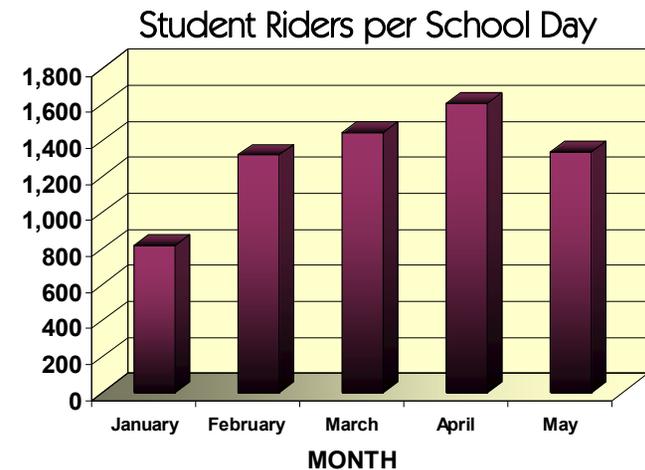


STUDENT TRANSIT PASS PROGRAM PERFORMANCE

The STPP was initiated in January 2011 on a pilot/trial basis. All operators had their agreements in place with TCAG in time for the Spring 2011 Semester. By all measures, the program exceeded all expectations and enjoyed universal support. Stakeholder, COS administrators, students and transit operators alike were favorably impressed by the overall performance of the program.

One of the key performance indicators was overall STPP ridership. In the first semester, the pass was utilized 115,199 times, or over 9 times per every COS Student. Noting that student ridership was directly impacted by the COS academic calendar, we also determined ridership on a ‘school-day’ basis. Table 4-1: “Student Transit Pass Program Ridership Data” shows this information.

TABLE 4-1: STUDENT RIDERSHIP GROWTH			
Month	Total Riders ¹	School Days	Riders per School Day
January	7,326	9	814
February	23,733	18	1,318
March	33,145	23	1,441
April	25,642	16	1,603
May	25,353	19	1,334
Total	115,199	85	N/A
<i>Monthly Average</i>	23,040	17	1,355

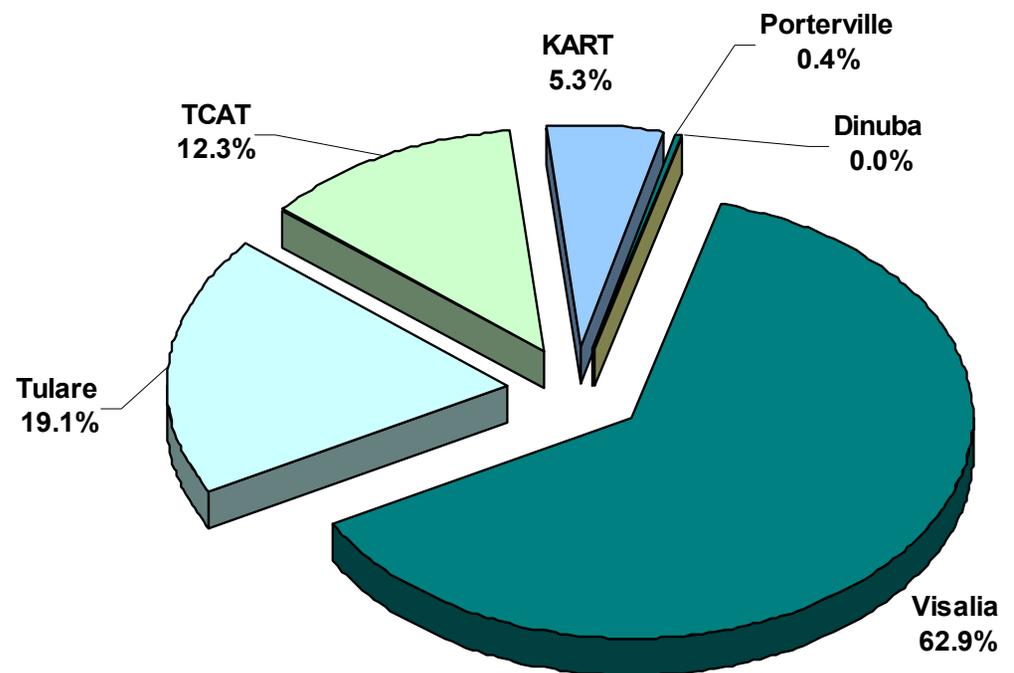


The table and figure above shows that student ridership per school day increased every month through April and reduced slightly in May.

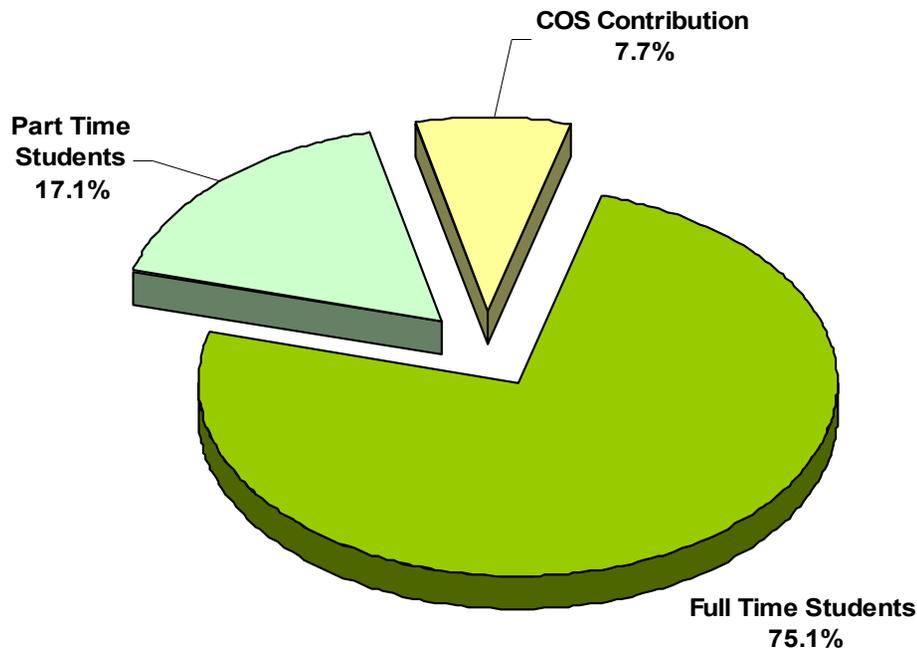
¹ Data provided by TCAG

Visalia Transit handled the most STPP riders, with 72,469 trips provided. TIME carried 22,020 riders and TCaT handled 14,128 student riders. These three agencies combined for 94.3% of all program trips provided. Table 4-2: “Ridership Distribution by Agency” shows how many STPP riders each participating agency handled during the Spring semester of 2011.

Agency	Total Ridership
Visalia	72,469
Tulare	22,020
TCAT	14,128
KART	6,159
Porterville	423
Dinuba	0
Total:	115,199



The STPP program generated \$65,356.80 in program revenues. Table 4-3 “Spring 2011 COS STPP Revenues” contains revenue information for the STPP program.



Agency	No. of Students	Total Ridership
Full Time Students (\$5.00)	9,820	\$49,100.00
Part Time Students (\$4.00)	2,802	\$11,208.00
COS Contribution (\$0.40)	12,622	\$5,048.80
Total:		\$65,356.80

Strengths

The STPP has many strengths. For example, the STPP’s universal access and simple fee structure allows it to be easily understood and provides a needed service to thousands of COS students. Benefits include reducing automobile use, reducing fuel costs for students, reducing overall air pollution, and freeing up additional parking spots for student drivers.

From a transit operations standpoint, the program increases ridership and revenues in the short term. Long term benefits include increasing ridership and revenue growth based on the planned growth of the COS Community College District. Also, with a larger number of young adults knowing how to use transit, there is a greater likelihood that they will use transit for work trips in the future.

Also, the STPP collects and distributes revenues with very little overhead. COS does not receive any portion of the transit fees generated and TCAG charged \$1,348.35 in overhead administrative fees against the program in the first semester. This means that the vast majority of the funds generated go directly toward costs to operate the services.

Weaknesses

Program weaknesses include structural and contractual issues. For example, based on the current structure, the program does not provide a link between ridership and revenues - more college riders do not mean more revenues. The revenue generated by STPP is fixed each year by the number of students (full time and part time) who register plus the amount of contributions received from the College. This fixed level of funding will not increase or decrease based on the number of student passengers riding the various transit systems. This inverse relationship is reasonable as long as the total amount or revenue received for the program exceeds the base line amount generated by the College riders prior to implementation of the STPP.



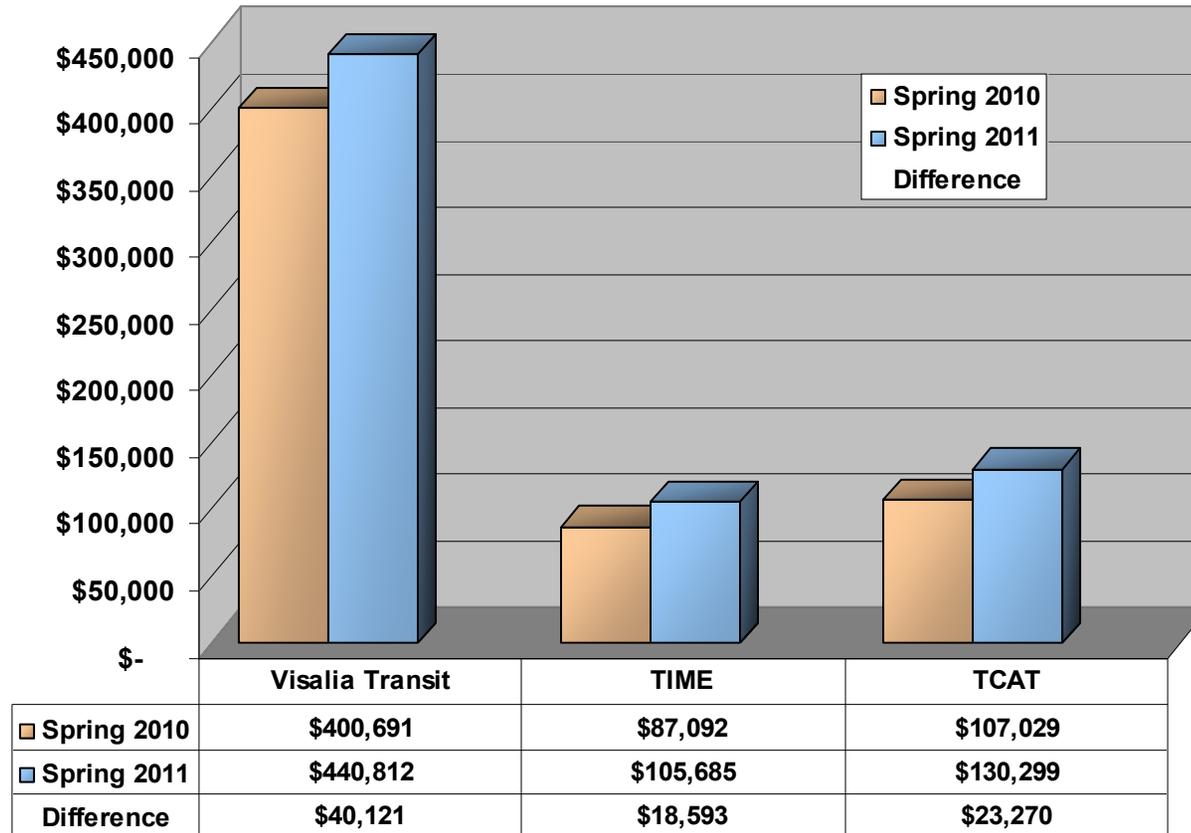
One off-setting factor is the fact that the transit systems have been able to accommodate the increase in COS passengers within their existing service levels. This means they have not had to increase service or cost to carry the added passengers

Also, contractually, each transit operator is treated equally without taking into consideration the cost of each specific transit system. For example, it is generally understood that the longer the average trip length of a transit user, the more costly that trip is to provide by the agency. City of Visalia's Average Trip Length is 0.9 miles, while TCaT's Trip Length is 2.4 miles. The fare revenue distribution formula, based purely on ridership, does not account for the actual cost to provide the services.

IMPACT ON EXISTING TRANSIT SERVICES

A key issue that was brought up early in the discussions that led to the STPP was the impact this program would have on existing transit services. Noting that 94% of the STPP riders used either VT, TIME, or TCaT services, this issue is especially important to these operators. By way of assessing the overall impacts of the program, TPG analyzed ridership and revenues of these three operators for the 5 month period of the program's existence and compared these numbers to the prior year's same time period. The chart below shows the total fixed route fare revenues collected by each of these three transit operators for this year and last year's Spring semesters.

Total Passenger Fares: Spring 2010 vs. Spring 2011¹



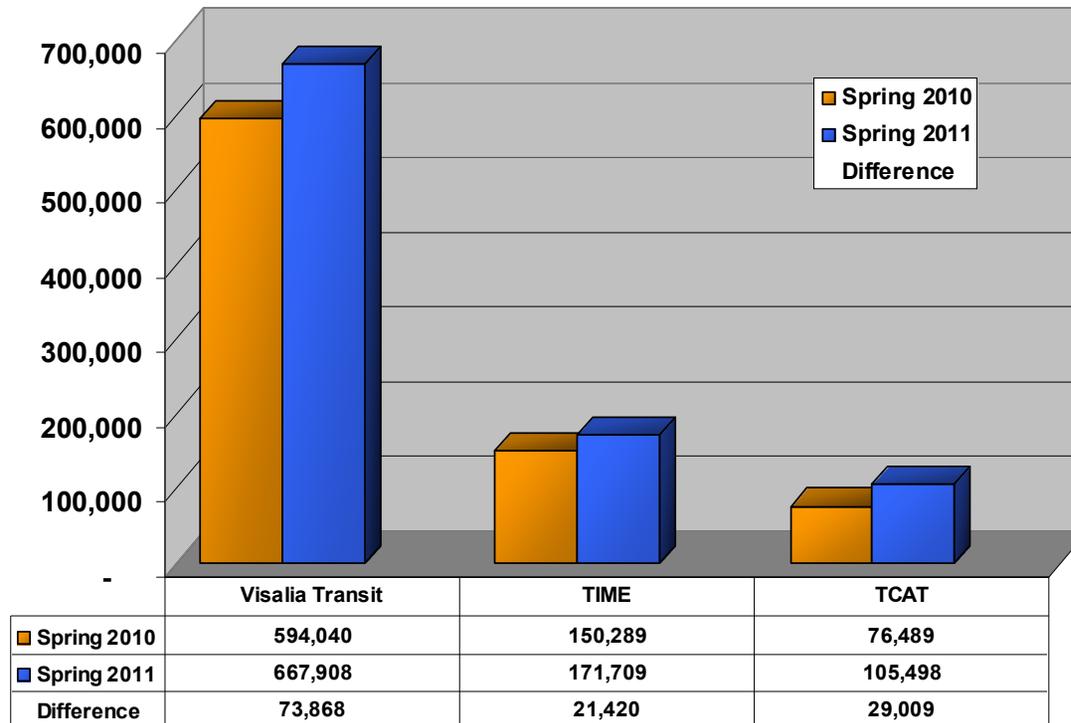
As the figure above shows, Visalia Transit’s overall revenues are up 10%, TIME’s revenues are up 21% and TCaT are also up 22% relative to last year during the same time period. Combined, all three agencies brought in \$81,984 in additional revenue for the 5

¹ Spring in this context is defined as January through May

month period relative to the prior year. Of that addition revenue, \$59,933 was directly from the COS STPP program, or 73% of the total revenue growth during the five month period.

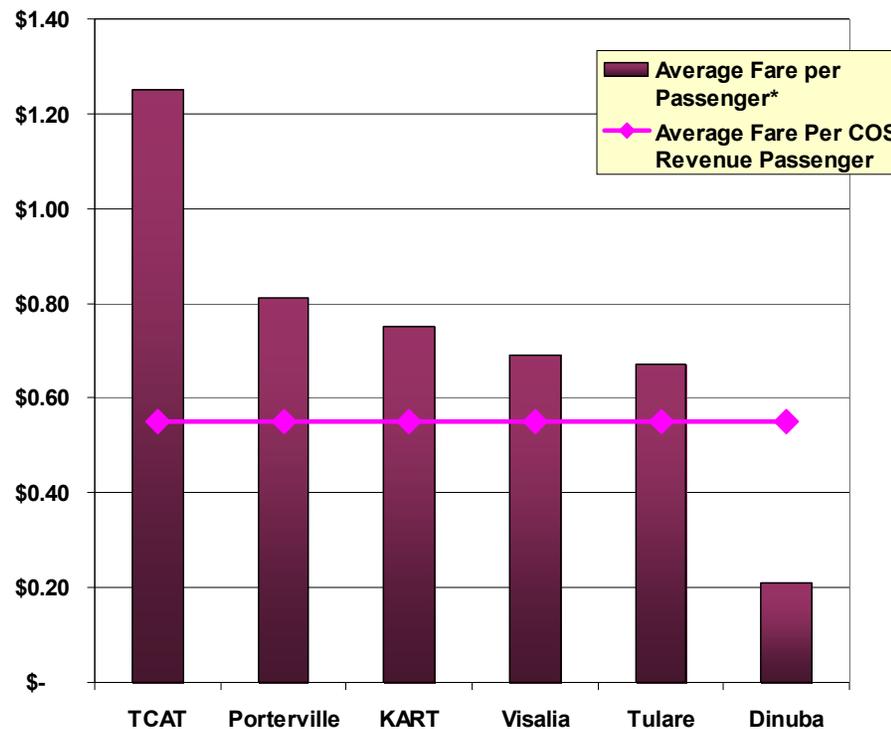
Similarly, fixed route ridership numbers are also improved relative to last year. VT overall ridership was up 12.4%, TIME was up 14.2% and TCaT was up 37.9%. The chart below shows this increase for these three agencies. Combined, all three agencies totaled 124,297 additional passenger trips. Of this growth, TPG estimates that approximately 40,000 rides, or 32% of this growth, is a direct result of the STPP.

Total Ridership: Spring 2010 vs. Spring 2011



Another key performance indicator (as mentioned in the prior section) is overall fare per passenger. Taken alone, the fare per passenger for the STPP is easily calculated: total revenue divided by the total ridership. This number calculated to be \$0.55 per COS student passenger. This number is below the average fare per passenger at each of the agencies (with the exception of DART). The chart and table below show the average fare per passenger for each of the participating agencies.

Average Fare per Passenger per STPP and Participating Agency

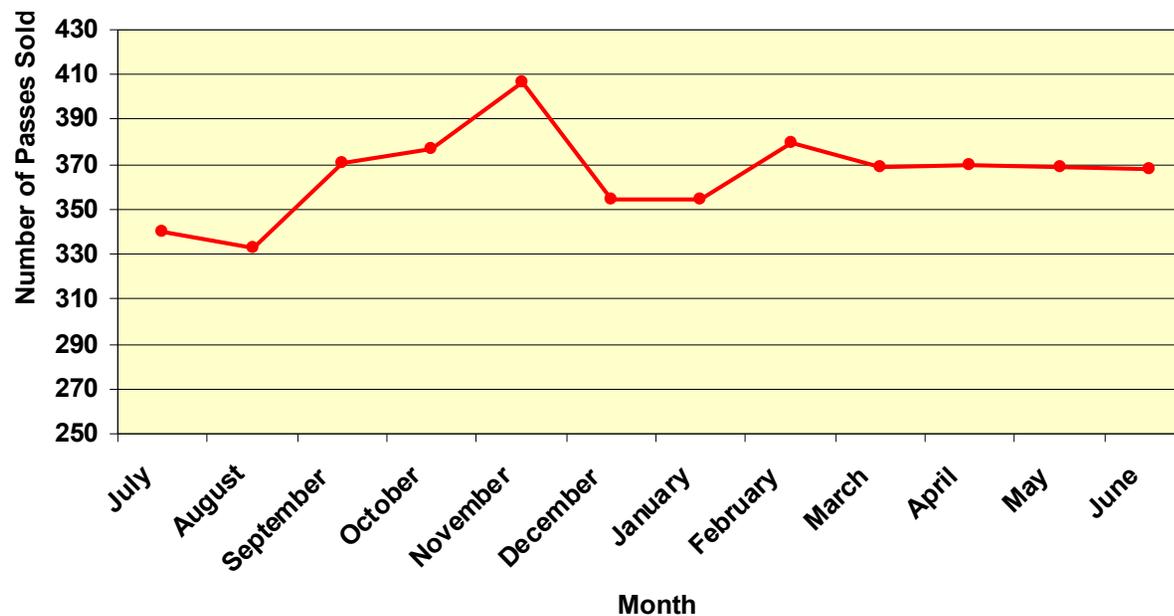


Agency	Average Fare per Passenger
TCAT	\$1.25
Porterville	\$0.81
KART	\$0.75
Visalia	\$0.69
Tulare	\$0.67
Dinuba	\$0.21
COS STPP	\$0.55

IMPACT ON T-PASS SALES

The T-Pass is the County-Wide, all access fixed route pass that any person can purchase for \$45 per month. It's very similar to the STPP in the fact that both provide the same level of access to transit services in Tulare County. While the cost of the STPP on a per-student basis is substantially lower compared to the T-Pass cost on a per customer basis (\$5 for 5 months of access vs. \$45 for a single months access), overall, each program brings in significant revenues for transit services. For example, in FY2010/11, T-Pass revenues total \$198,000 (up from \$167,000 from the prior year) while the STPP generated \$65,000 (first semester totals). The following figure shows T-Pass sales over the Fiscal Year 2010/2011.

T-Pass Sales - FY2010/11



By all measures, revenues for all transit agencies participating in these programs are up significantly from last year. T-Pass sales likewise are also up from last year by 17%.

5. SERVICE PLAN

This Service Plan was developed to respond to current system constraints and the future transit needs of the College of the Sequoias Community College District. This service plan identifies key service issues and outlines strategies to address those issues over the next five years. Please note that because transit services are provided by 3rd party entities and are not in the control of either COS or TCAG, these strategies are provided as suggestions to these third party entities via COS and TCAG recommendation.

This section also includes ridership projections for the major COS Campuses, a Management Plan, and a Marketing Plan to increase program awareness,



KEY ISSUES

There were several key issues identified throughout this study are related to transit services provided to COS Visalia Campus. Key issues related to the implementation of transit service to/from the Tulare COS campus are also discussed in this section.

STPP's Impact on Farebox Ratios

As previously mentioned, the STPP's impact to transit operator's Farebox Recovery Ratio was highlighted as a potential concern by transit operators. This is a concern due to the overwhelming success of the STPP in terms of ridership vs. revenue generation. Although by no means does anyone view increased ridership as a negative, fair compensation for providing these services is a concern noting that the program's revenues are fixed while the ridership is not. Maintaining the average fare per passenger for each of the COS STPP rider has been suggested to ensure farebox neutrality concerning student pass riders. TPG presents several scenarios to address this key issue in Section 7: "Financial Plan" of this report.

Capacity Issues

Capacity on some of the most heavily traveled routes is at capacity during certain times of day. VT reports standing room only on buses at certain times of the day while TCAT reports their South and North routes are operating with high passenger load factors. Although this issue has not been voiced as a critical issue pre dated the implementation of the STPP and with current ridership demands and service levels, this may become an issue in the future as the STPP ridership grows both through advertising/marketing, and the expansion of COS Facilities.

COS is aware of this pulse during the morning commute and will evaluate spreading class start times to later in the day to assist in redefining this pulse on the transit systems.

Improper COS Pass Usage

Noting how the current pass is issued as a sticker on current COS Student ID cards, the potential for counterfeit passes and difficulties of drivers verifying the pass has also been mentioned. With several agencies either owning, or implement electronic farebox equipment, TPG believes there's an opportunity to integrate the student ID card directly into their electronic fare box system to minimize fraud and driver error. Noting that not all transit operators own operate electronic farebox equipment, TPG suggests implementing an electronic readable STPP pass in parallel with the stickers. This way, STPP users can use their card via electronic card swipe on those operators with electronic fareboxes (such as Visalia and Porterville), and be verified manually by the drivers on non-electronic farebox operators via their STPP stickers (as they currently do now). Both COS and the transit operators with electronic farebox equipment have confirmed that going electronic with the STPP is feasible.



STUDENT RIDERSHIP PROJECTIONS

To generate the following student ridership projections, we examined COS published materials concerning expansion of COS student populations at all three campuses.

Through our research, we determined the following factors that are or may contribute to student ridership growth:

- Expansion of COS student population, especially at COS Hanford and COS Tulare;
- Gas prices will continue to rise and negatively impact the affordability of driving to school;
- The environmentally friendly 'green movement' will further discourage automobile use and encourage transit use;
- The potential for higher COS parking fees;
- A fully executed marketing plan has the potential to raise ridership numbers.

On the flip-side, we have also determined the following factors that may be detrimental to ridership growth:

- Additional parking lot opening at the COS Visalia campus will make it easier to park on-campus;
- Student enrollment is frozen or shrinking at COS Visalia for the next few years;
- COS Tulare and Hanford campuses are not expected to experience parking shortages in the near-term;
- Higher tuition rates due to State budget cuts may depress student enrollment figures;
- Proliferation of on-line courses will directly reduce the need to visit the COS campuses.

COS Ridership Projection

There are two primary factors that are going to affect overall STPP ridership at the COS over the next five years: 1) shrinking enrollment due to reduced class offerings and increased tuition costs; and, 2) STPP awareness, which will be directly impacted by the overall marketing and advertising of the program.

According to College officials, enrollment is expected to shrink at COS from just above 12,000 students down to around 10,200 students by Summer of 2012, or at 15% reduction. The impact to the STPP program ridership likewise would be proportionally impacted. Enrollment levels are expected to build back beyond this initial reduction and ultimately see over all increase over the next five years.



Countering this force will be, presumably, an active marketing campaign. Noting that the program has had zero marketing and advertising and still managed to provide 16% of all students on campus their primary means to get to school, TPG and the Lockwood Agency believe that with an active marketing campaign (see Section 6), the goal should be to increase student participation up to 20%.

Combining these two factors, COS Visalia can expect ridership levels to remain approximately the same relative to the Spring 2011 STPP ridership for the next few years, or approximately 230,000-260,000 student riders per year¹.

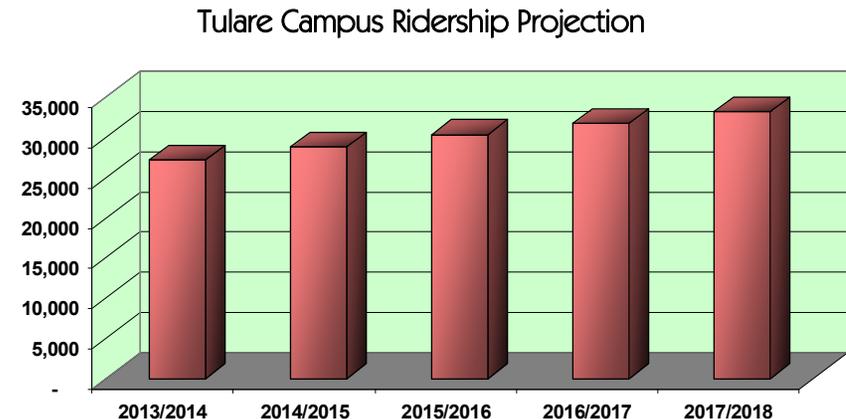
COS Tulare Campus Ridership Projection

Our ridership analysis for the COS Campus is based on several assumptions:

- Student enrollment at the Tulare Campus will be 1,300 students in Spring 2013;
- The same proportion of students at the Tulare Campus that will use Transit will be the same as that of the COS Visalia campus, or approximately 16%;
- Growth projections will be in line with current ‘weighted student credit hour’ forecasts²;
- The number of non-summer school days per year is one hundred seventy five (175).

Based on the assumptions above, current ridership data, and noting that student per capita ridership for the spring 2011 semester was 9.25 riders per student (115,199 rides/ 12,450 students), the Tulare campus is projected to generate between 27,000 and 33,000 annual riders or between 150 and 190 passengers per day. Table 5-1: “Tulare Campus Ridership Projection - First 5 Years” and the following figure contain the projected ridership for the COS Tulare Campus in the near future.

Fiscal Year	Students	Projected Growth	Projected Annual Ridership	Projected Ridership per School Day
2013/2014	1,300	-	27,200	155
2014/2015	1,372	5.60%	28,700	164
2015/2016	1,448	5.50%	30,300	173
2016/2017	1,514	4.60%	31,700	181
2017/2018	1,582	4.50%	33,100	189

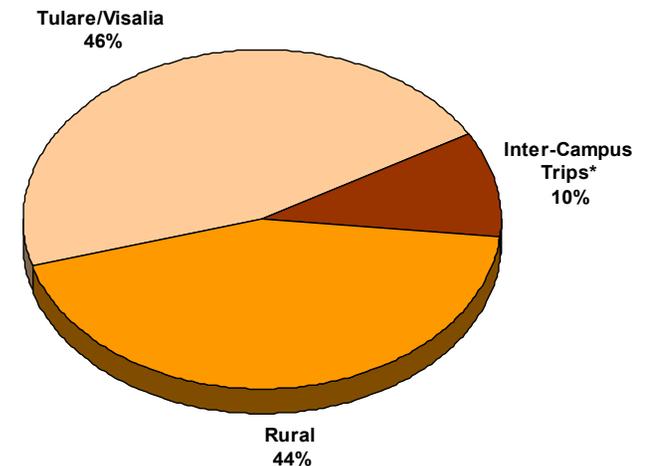


¹ These values include Hanford Campus projections as well given that data from the two campuses is not separated between the two campuses.

² As listed in the 2012-16 COS Five Year Construction Plan

To further understand trip characteristics of the average Tulare Campus Transit patron, we examined the survey data and were able to estimate average trip origins/destinations based on the assumptions listed above and assuming a 10% demand for transit between the Visalia and Tulare Campuses. Table 5-2: “Tulare Campus Trip Origin/Destination Estimation - First 5 Years”

Fiscal Year	Inter-Campus Trips (10%)	Rural (44%)	Tulare/Visalia (46%)	Total Passengers per Day
2013/2014	16	68	71	155
2014/2015	16	72	76	164
2015/2016	17	76	80	173
2016/2017	18	80	83	181
2017/2018	19	83	87	189



COS TULARE CAMPUS SERVICE ANALYSIS

Providing transit service to the COS Tulare Campus is vital to the overall growth and needs of the college.

There are several options and scenarios available for TCAG and transit providers to review. TPG has generated four core service concepts/options for discussion:

Option 1: Mooney Blvd Express Route - This concept involves establishing new service linking the COS Visalia Campus with the COS Tulare Campus via a new service operated by either TIME, TCaT or Visalia. The route would run down Mooney Blvd with limited stops in between the two campuses.

Advantages of this concept include providing the greatest capacity and level of service between the campuses. Disadvantages include this service being isolated from other TIME routes, and may provide too much service for the

expected ridership between campuses. Also, this option would require the procurement of an additional vehicle to serve the route. Figure 5-1: “COS Tulare Campus Transit Service Option 1” shows this option graphically.

Option 2: TIME Route 7 Modification - Option 2 involves modifying or extending Route 7 to serve the COS Tulare Campus down Bardsley Avenue. This option features the benefit of integrating the COS Tulare Campus directly into the local TIME fixed route service.



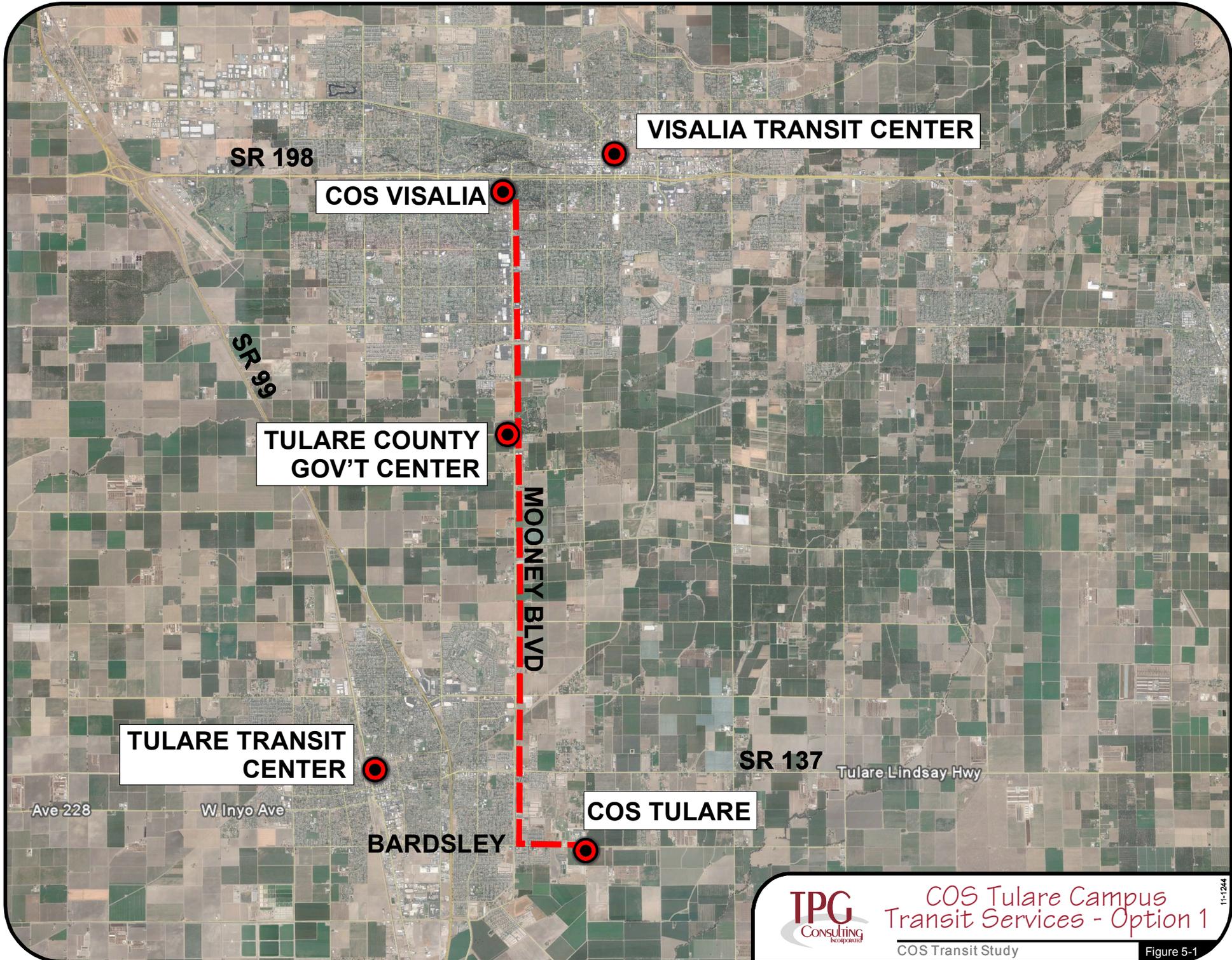
This option would also be relatively easy to setup and launch and would require minimal additional operating costs. Figure 5-2: “COS Tulare Campus Transit Service Option 2” illustrates what Option 2 looks like.

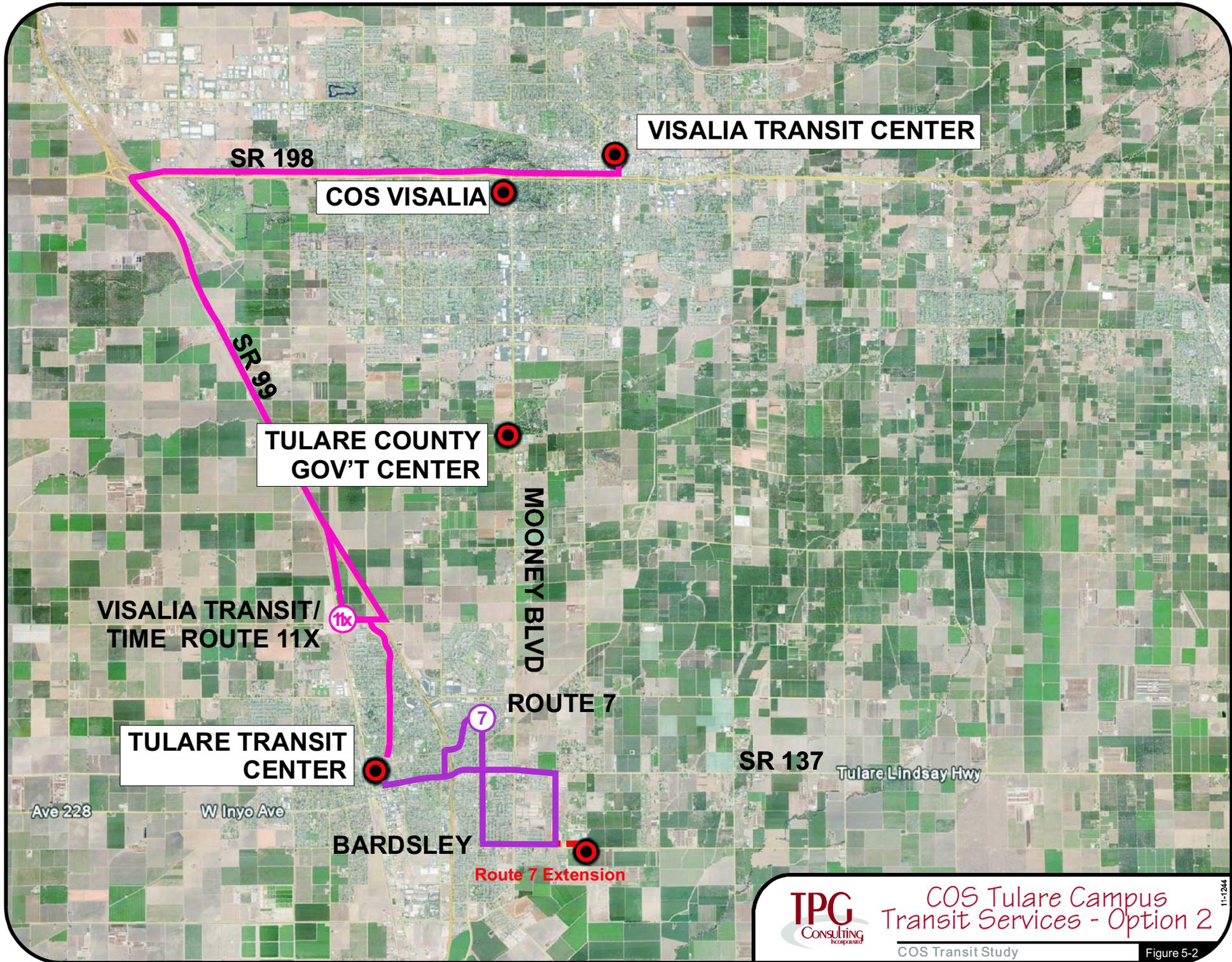
Option 3: Route 11X Extension - This concept involves extending Route 11X (both TIME and VT) out to the COS Tulare Campus from its current southern terminus at the Tulare Transit Center via express service. This option has the benefit of tying into both the TIME services (via the Tulare Transit Center) and Visalia Transit Services (via the Visalia Transit Center).

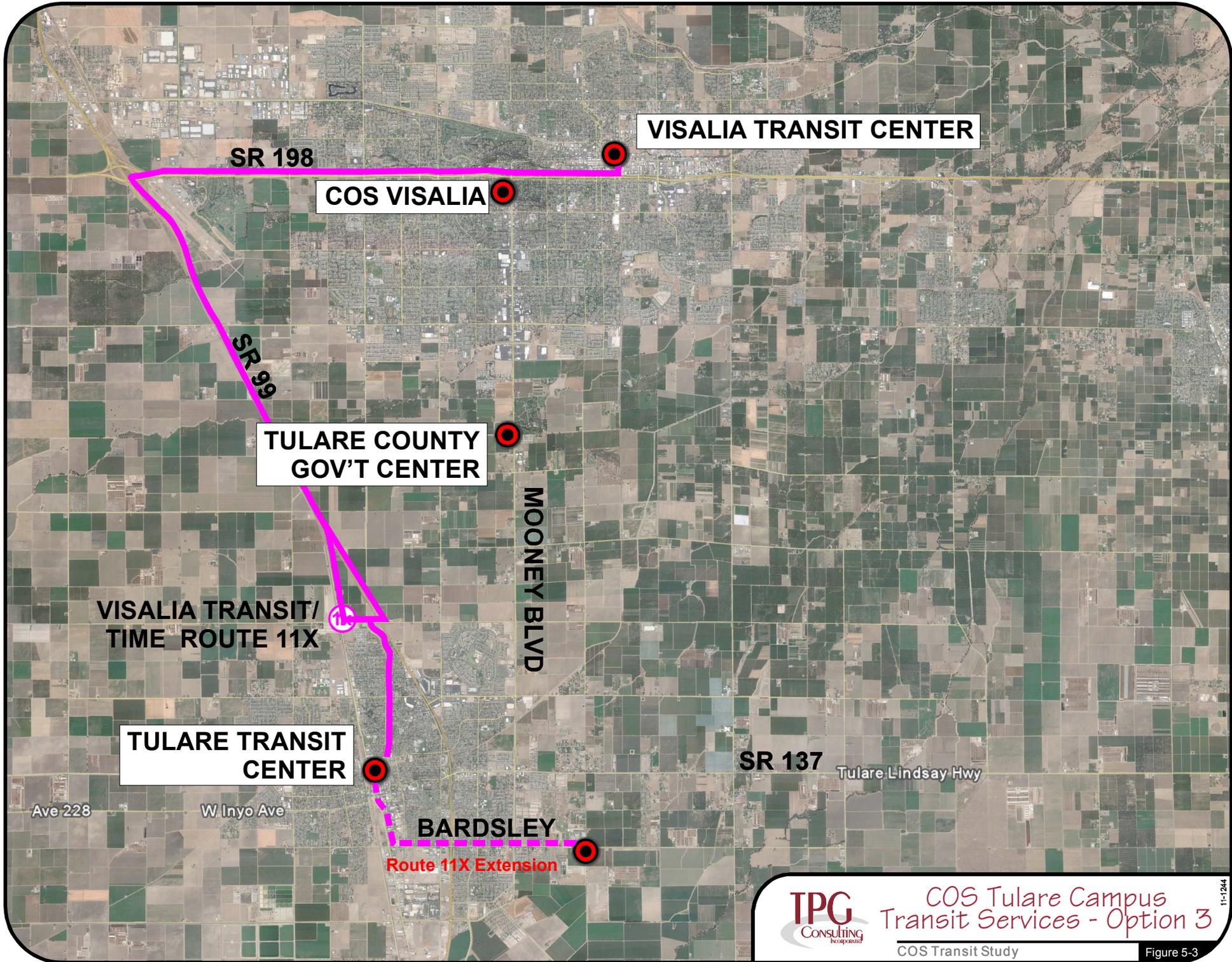
However, similar to Option 1, this option may provide too much service relative to the overall projected ridership. Figure 5-3: “COS Tulare Campus Transit Service Option 3” shows Option 3.

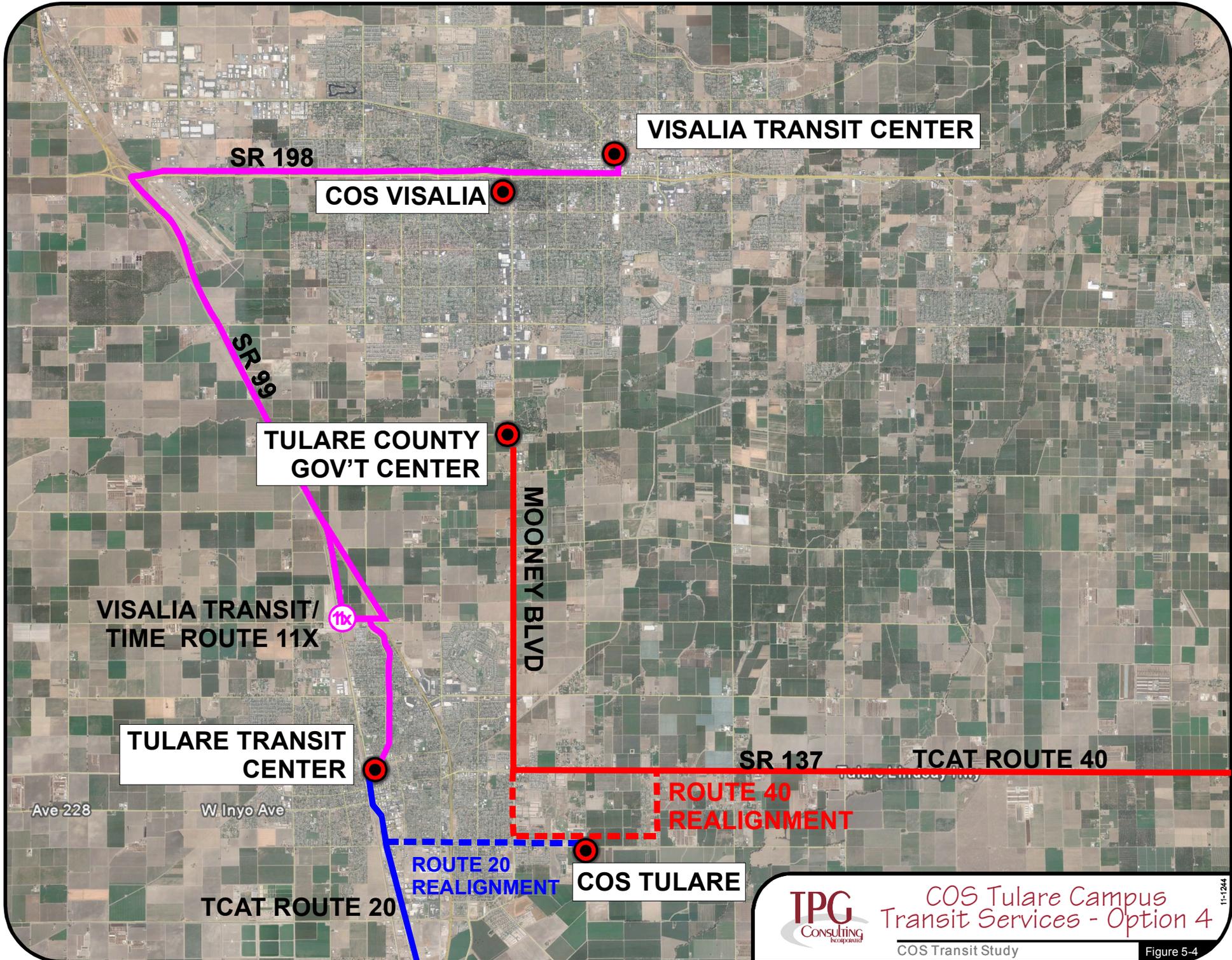


Option 4: TCAT Routes 20 and 40 Modification - this option involves modifying TCaT routes to serve the Tulare Campus. Route 40 would be deviated from Tulare Avenue (SR 137) south to serve the COS Tulare Campus between its run from the Tulare County Government Plaza and Southeastern Tulare County. Route 20 would also be deviated from its SR 99 route north to the COS campus before ending at the Tulare Transit Center.









This scenario has the benefit of linking the Tulare Campus with both the Tulare Center (and all TIME routes, including 11X to the COS campus in Visalia) and the Tulare County Government Plaza (and VT route 1, which leads to the COS Visalia Campus). There may be some challenges with Route 20 realignment and headways on TCaT are further apart relative to other service options. Figure 5-4: “COS Tulare Campus Transit Service Option 4” details what Option 4 would look like.

COS TULARE CAMPUS TRANSIT HUB

To provide a space for future transit facilities, COS Tulare Campus planners have set aside 2.5 acres of land northwest of the main Phase I development and directly on Bardsley Avenue. To encourage further development of transit service at the COS campus, TPG has developed and provided a preliminary design concept and an initial cost estimate for this future transit facility as ‘food for thought’. As currently conceived, the transit hub would include a dedicated bus way, bus stops for 3 buses, a transit building and passenger shelters along with landscaping and a water feature. The transit building would house a transit office/information center and would have additional space for ancillary uses such as a café, coffee shop or campus bookstore. A Park and Ride facility could also be integrated into the transit hubs of accommodating commuters. Figure 5-5: “COS Tulare Campus Transit Hub Conceptual Design” illustrates our conceptual design.

Future Site of the COS Tulare Campus Transit Hub



BARDSLEY



- AMENITIES:**
- Passenger Concourse
 - Student Lounge
 - Café or Coffee Shop
 - Transit Information

PROPOSED SERVICE STRATEGIES

Based on the findings and conclusions above and materials in subsequent sections, TPG is pleased to present the following proposed service strategies for TCAG, COS and the transit operators are recommended.

Continue Existing Levels of Transit Service to COS Visalia and Hanford Campuses

Based on the ridership projection above, service providers should strive to maintain existing levels of service to the COS Campuses in Visalia and Hanford. Levels of service are adequate to serve the demand created by the STPP for the next few years. This includes the heavily used Route 11X (jointly operated by TIME and VT).



Reformulate Fare Revenue Disbursement Structure

To alleviate concerns that the STPP does not adequately reimburse transit providers for real costs of providing service, TCAG should reformulate the revenue disbursement structure to take into account actual costs to provide service. The metric proposed to accomplish this is the average trip length for each transit provider. Section 7: “Financial Plan” provides details about the new structure.

Implement Marketing Plan

The STPP has, to date, has practically zero promotion and advertising campus wide. Noting the expected significant drop in student enrollments in Fall 2011 (10-15% drop overall), STPP program awareness should be a priority of TCAG and COS to counter this drop. Section 6 contains details about the proposed marketing plan.

Extend TIME Route 7 to the Tulare Campus

Based on a thorough examination of the conceptual service options as presented above, TPG has determined that TIME should reroute Route 7 beginning in January of 2013 as depicted in Option 2 to seamlessly integrate the COS Tulare Campus into the TIME system. TIME may be required to procure another vehicle to serve the additional demands of this route modification.

Reroute TCaT Route 40 to the Tulare Campus.

To provide direct access for students traveling from the southeastern portion of Tulare County, TCaT should also reroute Route 40 to the COS Tulare Campus beginning in January of 2013. Given current fleet levels and procurement plans, TCaT is anticipated to have adequate vehicle fleet capacity to handle this Route 40 modification.



Construct Tulare Campus Transit Hub

As shown above, activities to secure funding to develop and construct the COS Tulare Transit Hub should be initiated immediately to take advantage of a favorable transit environment and maximize transit use on Day 1 of the COS Tulare Campus opening.

Establish Similar STPP Programs at Porterville and Reedley Colleges

Given the overwhelming success of the COS STPP, TPG recommends that similar STPP programs be established at Reedley and Porterville Colleges. Section 9 and Section 10 each contain details about program implementation at each of these schools.

Summer School

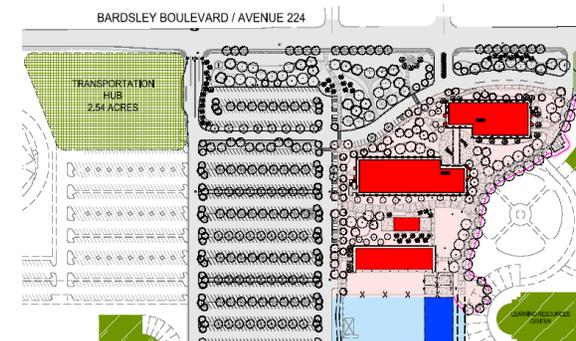
Although the summer session was eliminated at COS in 2011 due to cuts in state funding, future summer school sessions present further opportunities for additional revenues and passengers via an extension of the STPP into the summer months. However, given the fact that the student referendum which authorized the mandatory fee for this program did not specifically address the summer school term and the agreements between TCAG and all participating agencies references the fee as a ‘per semester’ revenue generator, further dialog between TCAG, COS and the transit operators must occur to determine revenue generation and program parameters during the summer months should summer school be offered again in the near future at COS.

MANAGEMENT PLAN

General Procedures

TCAG will continue to maintain the agreements between itself, COS and the Transit Operators directly. It will also continue to coordinate transit services relative to the COS STPP, maintain data collection procedures, and collect and distribute COS revenues.

A new STPP-specific regularly scheduled meeting (either monthly or quarterly) between TCAG, COS faculty, COS student leadership, and all participating transit operators is proposed to maintain lines of communications between all major stakeholders. This meeting will be the place for the dissemination of information and data pertaining to the STPP and also allow for concerns and challenges by the transit operators to be shared amongst stakeholders. This meeting will also provide for the opportunity for direct COS student and faculty input about the program. The meeting should be held at the main COS Visalia Campus to maximize student opportunities for involvement.



Formation of a Student-Based Transit Team

The formation of an on-campus, student-run Transit Team is also recommended. The Team’s mission will be to support the implementation, marketing and overall awareness of the STPP, and to provide direct student input to STPP administrators. A key guiding principal of this Team will be to promote environmentally friendly ‘green’ attitudes and activities. Other key duties of the Transit Team will be:

- Day-to-day promotion of the STPP through on-campus awareness activities, flyers, informational brochures and other materials;
- Manage the STPP promotional campaign at all Student Orientations, COS special events, and other key on-campus activities;
- Provide student direct input to STPP administrators, COS faculty, TCAG and transit operators;
- Provide student representation at the STPP-specific regular meeting (as discussed above).

The 'Giant Bus Ambassador' program (as detailed in Section 6: Marketing Plan), would be a key sub-committee of the Student Transit Team.

6. MARKETING PLAN

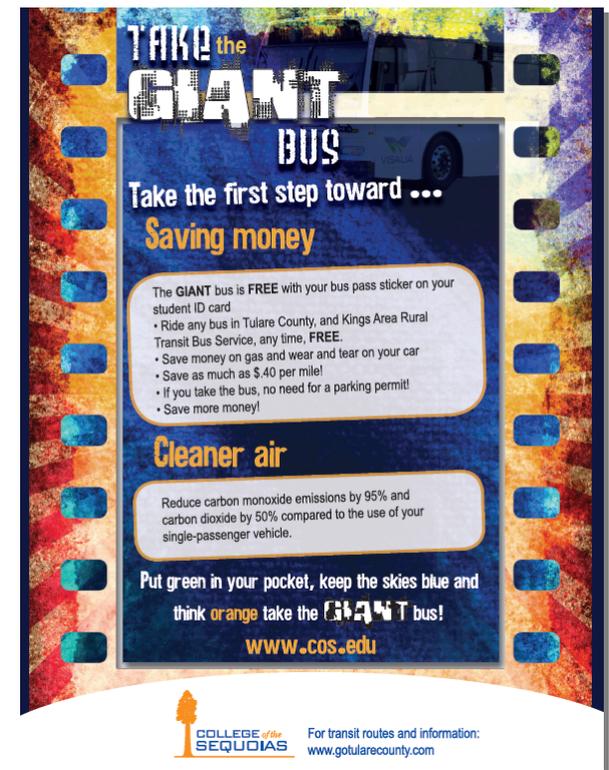
The pilot project for the Giant Bus student pass has been an unqualified success, and the success has been achieved largely through word of mouth. However, in order to build on that success and make inroads into the student population that is not “driven” to take transit, some level of marketing and intensified communications will be needed.

As discussed in the visioning workshop, a natural first step to discourage automobile use is to increase the cost of the parking permit at the Visalia campus, and set the cost high at the outset at the Tulare campus. However, the broader goal is to encourage transit use through a wide variety of tools – emphasizing the many positive messages. The opening of the Tulare campus, in particular, offers great opportunities to create and launch new programs and nurture a campus-wide *green culture* in which taking transit is the norm, not the exception.

Website

The web site is probably the most important communications tool for the student population because the class schedule is no longer printed – all students will go to the web site to find the next semester’s class schedules.

However, the program is not on the cos.edu web site currently, or if information is available there, it is not easily found. The web site should contain general information on the program, with a link to gotularecounty.com to find transit routes. Additionally, the site could contain a calculator that allows students to plug in their travel information and calculate emissions and dollar savings. For students who are not transit-dependent, seeing the potential cost savings, and the clean air impact they can make, could inspire them to begin to use the service. The web page could be updated mid year, taking an average commute and displaying how much could have been saved in dollars and emissions by taking transit rather than the single-vehicle passenger. The web page could also include the Riders Guide information that has been compiled for the mobility project.



Student Email

Because COS has an excellent campus-wide email system already in place, an e-blast should be done prior to orientation and again at mid-year. The e-blast would link to the Giant Bus pass page on cos.edu and to gotularecounty.com. The mid-year e-blast could be another reminder of missed opportunities to save money and emissions.

On-Campus Outreach

Student orientation day is an ideal setting for teaching incoming students about the benefits of the Giant Bus. From a table or booth display, students could gather information via a flier; pick up a Transit Guide; and learn about any planned club activities related to use of the Giant Bus pass. Marketing activities should focus both on the transit depended and non-transit depended students on-campus. Posters should be placed in high-traffic areas on campus, and at shops and restaurants around the campus.

Student Transit Pass Program Sticker

When using the program and boarding a transit bus, the student is identified by the driver as a valid participant of the STPP program by a small sticker placed on their student ID card. These stickers are produced by TCAG and provided to COS for distribution. This sticker itself presents an opportunity to passively advertise the program through daily use and exposure of the student ID cards. The stickers give the students something to show other students as a symbol of the STPP via word of mouth. To maximize the effectiveness of this type of marketing, the sticker should be stylized with the same graphics from other STPP marketing materials to ensure continuity of brand identification and maximize program exposure.



Potential STPP Sticker with "GIANT" Marketing Styling

Media Relations

A draft news release is included as an example of how the good news of the Giant Bus can be presented. The information would likely be utilized by mainstream media (Visalia Times/Delta, Tulare Advance-Register, Valley Voice and Foothill Sun Gazette) and The Campus newspaper. Local television coverage could also be anticipated. Updates should be prepared periodically as transit usage data becomes available and to announce any special transit-related activities.

Giant Bus Ambassadors

Many opportunities exist for the development of student-directed and student-managed contests and activities. A group of ambassadors could be created or students who value the program could volunteer as student body transit coordinators to oversee activities. Options include:

- Contests between students or among campus clubs to determine the student(s) who have made the most use of the Giant Bus pass. Riders could enter to win each time they ride the bus, with a donated prize to the most-frequent rider.
- “Try Transit” tutorials, in which students help show new transit users how to read the guide and use the bus.
- Transit Buddies, in which students volunteer to ride with new riders until they are comfortable with the system. This could be most effective with non-English speaking students and disabled students.
- Once the Tulare campus opens, a Green Team of students could coordinate an interclub competition; challenge the Visalia campus; and develop programs unique to the Tulare campus, such as Bike to School Day, Car Free Zone, Clean Air Zone or Try Transit Week.

Outreach Through Schools

Because of the vocational-agriculture focus of the new campus, high school instructors could be a key resource for helping to provide information to juniors and seniors. Educators with Tulare Joint Union High School, Visalia Unified High School and the Tulare County Office of Education should be provided with information on the program for distribution to classrooms, through extracurricular activities and particularly those participating in the “bridge” courses.

Giant Bus Marketing

The buses themselves serve as rolling reminders of the program. Included here is a mockup of a bus with a wrap promoting the Giant Bus Pass program. The graphic carries



the same theme as the proposed flier and ID card sticker to begin creating brand awareness. The conceptual bus wrap mockup is shown as an example of how this could be used as a significant marketing component.

Key Outreach Messages

Marketing materials should focus on the following key messages:

- Help clean the air;
- Save money;
- Save wear and tear on personal vehicles;
- Beat the tuition hike – take the bus.



“For \$5, buy two gallons of gas or take the bus all semester long”

7. FINANCE PLAN

The Financial Plan includes estimates of operating and capital expenditures and projections of revenues by source for the proposed service plan. Estimates are for the purposes of this study only, and represent approximations of the costs of operations and equipment. Actual values for annual operation and equipment will vary and will be determined through TCAG and COS annual budgeting processes.

FIRST SEMESTER REVENUES

As previously stated in Section 4, revenues generated through the STPP totaled \$65,357. This revenue was distributed to the transit operators through a formula based on proportional shares of COS student ridership. This data is contained in Table 7-1 “Total STPP Revenues Distributed - Spring 2011”. Please note that the total revenue generated and total revenue distributed includes the TCAG administrative fee which is set by contract to be no more than 3% of the total revenues generated.

Agency	COS Revenues	% Share
Visalia	\$ 39,466	60%
TCAT	\$ 7,944	12%
Porterville	\$ 233	0%
Tulare	\$ 12,523	19%
Dinuba	\$ 0.00	0%
KART	\$ 3,246	5%
TCAG	\$ 1,945	3%
Totals	\$ 65,357	100%

REVENUE REDISTRIBUTION OPTIONS

As previously mentioned, a key issue with the current structure is how COS STPP revenues are distributed among the participating transit operators. Currently, revenues are distributed based solely on the basis of pro-rated share student ridership. The more STPP trips provided by a transit operator, the greater percentage of fare revenue is distributed to that operator. While the concept has worked during the initial semester, transit operators have voiced concerns. While the current formula distributes revenues impartially on a per-trip basis, it does not take into account the actual operating costs associated with the trip provided. A key component of determining operating costs is the length of a passenger’s trip. So a COS student riding to the Visalia Campus will travel a much shorter distance than say a student that is traveling from Three Rivers to the Visalia Campus. The transit operators have acknowledged that the longer a passenger’s trip is in terms of distance, the more that trip costs to provide (greater overhead, labor costs, fuel costs, wear and tear of the vehicles, etc).

Based on discussions with TCAG and the transit operators, an alternate revenue distribution formula

Modified Distribution Formula – Weighted for Trip Length

- Step 1.: Operator’s STPP Riders x Operator’s Average Trip Length = Weighted Value for each Operator*
- Step 2.: Weighted Value ÷ Total Weighted Value of All Operators = Weighted Pro-rated Share for each Operator*
- Step 3.: Weighted Pro-rated Share x Total STPP Revenue = Operator’s Share*

has been evaluated. This alternative formula bases distribution on both student ridership and then weights that trip by its trip length. Specifically, the proposed formula is as follows for each transit operator: Applying this modified formula yields the results shown in the table below. Table 7-2 shows the distribution of funds had this formula been in place for the Spring 2011 Semester.

TABLE 7-2: "PROPOSED FARE DISTRIBUTION REFORMULATION - SPRING 2011 NUMBERS					
Agency	COS Student Riders	Average Trip Length (miles)	Weighted Average	Pro-Rated Share	New Fare Revenue
Visalia	72,469	0.9	67,396	51.3%	\$33,196
TCAT	14,128	2.4	33,907	25.8%	\$16,701
Porterville	423	0.7	283	0.2%	\$140
Tulare	22,020	1.1	24,662	18.8%	\$12,148
Dinuba	-	1.2	-	0.0%	\$0
KART	6,149	0.9	5,227	4.0%	\$2,574

By way of comparison, the following table shows the effect this new formula would have had on the STPP funding distribution to each transit operator as compared to the current distribution formula.

TABLE 7-3: "REFORMULATION VS EXISTING FORMULA - SPRING 2011 NUMBERS

Agency	Current	Weighted	Difference
Visalia	\$40,742	\$33,196	(\$7,546)
TCAT	\$7,943	\$16,701	\$8,758
Porterville	\$238	\$140	(\$98)
Tulare	\$12,380	\$12,148	(\$232)
Dinuba	\$ -	\$ -	\$0
KART	\$3,457	\$2,574	(\$883)
Totals	\$64,759	\$64,759	

ADJUSTMENTS BASED ON PERFORMANCE METRIC

A performance indicator that was initially discussed by the transit operators and TCAG was the use of average fare per passenger. This metric was selected because it is an easy and convenient metric for the program to be measured against vis-à-vis the existing performances of each operator. The original concept was that if the average fare per student rider can match or exceed the current average fare per passenger generated by individual operators, then the STPP program would be considered financially successful and the transit operators would be considered to be made 'whole' for each passenger trip provided through the STPP.

The average fare per passenger is easily calculated by taking the overall STPP revenues and dividing it by the total number of trips provided. This number was calculated to be \$0.55 per passenger for the Spring Semester of 2011. Due in part to the overwhelming success of the program and the fixed revenue structure of the program, this number was lower than the average fares of most the participating operators. Table 7-4: "Fare Revenue Gap Calculation" contains the current average fare revenues of each participating transit provider on a fixed-route system wide basis. This table also contains the calculated amount of additional revenue required to bring the STPP program's average fare per passenger up to match each individual transit system's average fare per passenger and thereby make each operator 'whole'.

TABLE 7-4 FARE REVENUE¹ GAP CALCULATION

Agency	Total Passengers	Fare Revenue	System Average Fare Per Passenger	COS STPP Passengers (semester)	COS Average Fare	Diff	Fare Revenue Gap
Visalia	1,428,181	\$979,724	\$0.69	72,469	\$0.55	\$0.14	\$9,855
TCAT	174,871	\$218,066	\$1.25	14,128	\$0.55	\$0.70	\$9,847
Porterville	498,520	\$404,829	\$0.81	423	\$0.55	\$0.26	\$110
Tulare	347,338	\$231,472	\$0.67	22,020	\$0.55	\$0.12	\$2,563
Dinuba	107,044	\$22,792	\$0.21	-	\$0.55	(\$0.34)	\$ -
KART	711,707	\$537,146	\$0.75	6,159	\$0.55	\$0.20	\$1,260
TOTAL	3,267,661	\$2,394,029	\$0.73 (average)	115,199	\$0.55		\$ 23,638 / semester \$ 47,276 / year

It was calculated that approximately \$50,000, or an additional 39% increase in additional revenue was required to make up the gap between the COS STPP average fare and the Fiscal Year 2009/10 transit operator’s average fare per passenger. It is important to note that this gap number will vary from year to year. This variance is due to the fixed level of student and college funding, increase/decrease in student ridership and variations of each operator’s average fare per passenger baselines.

PROJECTED EXPENDITURES

The STPP Expenditure Plan anticipates an outlay in FY 2011/12 of \$108,000 in operating funding and \$528,000 in capital funding. Annual expenditures afterwards range from \$156,000 to \$1.5 million. The COS STPP described previously, plus the capital purchase program outlined in Chapter 8 (Capital Plan), will result in the following five-year expenditure plan.

¹ Data provided by TCAG and/or the Transit Operators

Table 7-5: STPP Expenditures
(FY 2011/12 through FY 2015/16)

	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>Total</u>
Operating						
Transit Operator Disbursements	\$103,700	\$112,100	\$118,500	\$118,900	\$119,400	\$572,600
Marketing Program/Materials	\$1,000	\$1,000	\$1,000	\$1,100	\$1,100	\$5,200
Administration (TCAG @ 3%)	\$3,200	\$3,500	\$3,700	\$3,700	\$3,700	\$17,800
<i>Operating Subtotal</i>	\$107,900	\$116,600	\$123,200	\$123,700	\$124,200	\$595,600
Capital						
Bus Wraps (4 buses per year)	\$28,000	\$28,800	\$29,700	\$30,600	\$31,500	\$148,600
New Bus (Tulare TIME)	\$500,000					\$500,000
Tulare Campus Transit Hub						
Phase 1 – Busway and Pass. Concourse		\$455,000				\$455,000
Phase 2 – Building and Landscaping			\$1,386,000			\$1,386,000
Phase 3 – Park and Ride Lot				\$479,000		\$479,000
<i>Capital Subtotal</i>	\$528,000	\$483,800	\$1,415,700	\$509,600	\$31,500	\$2,968,600
Totals	\$635,900	\$600,400	\$1,538,900	\$633,300	\$155,700	\$3,564,200

PROJECTED REVENUES

The COS STPP provides for funding through student fees and this revenue is directly impacted by enrollment levels at COS. Regardless of ridership, student enrollments are a fixed number every year. Table 7-6: “STPP 5-Year Projected Revenues by COS Fees” shows projected program fees based on the assumption that overall enrollment will be reduced by 15% in the coming school year. This assumption is based on two factors: the increase in student fees for classes and the impact to class availability due to the loss of funding from the State as a result of the budget crisis. The following table provides an estimate for the anticipated number of students per year that would enroll at COS and the resulting transit fee revenues that can be anticipated

over the next 5 years. It should be noted that the estimated total annual enrollment reflects 2 semesters per year and the opening of the COS Tulare Campus in January 2013.

TABLE 7-6: 5-YEAR PROJECTED REVENUES FROM COS TRANSIT FEES AND COLLEGE SUPPORT

School Year	Estimated Total Annual Enrollment <i>(2 semesters)</i>	Projected Growth	Projected Revenues
2011/2012	21,200	-15% ¹	\$107,900
2012/2013	22,900	+8%	\$116,600
2013/2014	24,200	+6%	\$123,200
2014/2015	24,300	0%	\$123,700
2015/2016	24,400	0%	\$124,200

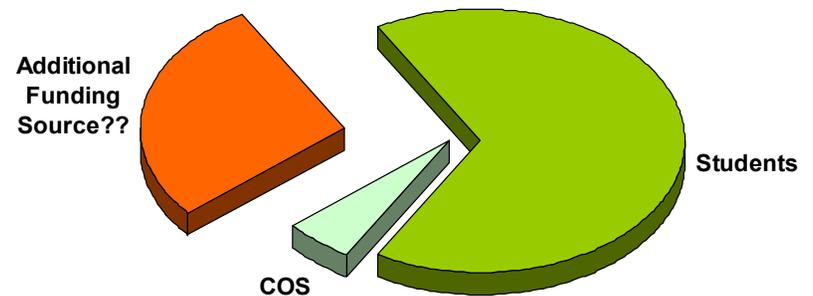
To fund all project elements including major capital expenditure such as the development and construction of the Tulare Transit Hub and the purchase of one new bus, the STPP plan requires revenues from a variety of additional sources. The following table shows the proposed Revenue Plan for the next five years.

¹ Reduction is a result of COS reducing enrollment levels 10-15% due to California budget crisis.

	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>Total</u>
Operating						
Student Fees and College Support	\$107,900	\$116,600	\$123,200	\$123,700	\$124,200	\$595,600
<i>Operating Subtotal</i>	\$107,900	\$116,600	\$123,200	\$123,700	\$124,200	\$595,600
Capital						
Measure R - Transit	\$28,000	\$365,000	\$1,108,800			\$2,573,000
CMAQ				\$383,200		
College of the Sequoias		\$45,000	\$138,600	\$47,900		\$231,500
City of Tulare (TIME)	\$500,000	\$45,000	\$138,600	\$47,900		\$731,500
Private sector marketing fees		\$28,800	\$29,700	\$30,600	\$31,500	\$120,600
<i>Capital Subtotal</i>	\$528,000	\$483,800	\$1,415,700	\$509,600	\$31,500	\$2,968,600
Totals	\$635,900	\$600,400	\$1,538,900	\$633,300	\$155,700	\$3,564,200

FUNDING SOURCES

When reviewing successful college transit programs throughout the nation, one key factor in their success is the development of stable and broadly based funding programs. As such COS has established an exceptional base with the combination of the student transit fee and it's own per student contribution. And each of these make for a strong and stable program.



The use of additional funds becomes critical at other colleges when capital acquisitions need to be addressed or in order to enhance the contribution to transit operators. It is these enhanced funding options that will be explored in the next section. This third leg of the stool can assist in making the COS STPP a long-term sustainable transit component at the College.

Additional COS Student Fees

Currently, the STPP includes mandatory student registration fees (\$5 for full time students, \$4 for part time students) and a direct contribution by COS (at \$0.40 per registered student), unless modified, these fees will remain in place for 10 years. Noting that the current structure does not take inflation and other cost escalation factors into consideration, it is likely that program administrators will have to eventually raise the student fees to cover increasing program costs. Inflation adjustments are typically done by transit operators every 2 to 3 years depending on inflation. Given the state of the California economy, that would be viewed as a minimum time frame for adjustment of the student fee. It is believed that any proposed adjustment of the STPP fees would need to be approved by the student body through a vote.

Should COS, TCAG and the transit operators wish to pursue additional funding for closure of the average fare per passenger gap, it is estimated that the STPP fee would need to be increased approximately \$2 per student per semester to achieve the goal of “making the transit operators whole”. This increase would also be subject to a student body vote. However, based on stakeholder input and the fact that student tuition fees are being raised significantly due to state budget issues, it appears that this source of additional funding will be restricted for the time being.

Local Funding Sources

In November of 2006, Tulare County voters approved **Measure R**, allowing TCAG to impose a ½ cent retail transaction and use tax between 2007 and 2037 (30 years). This tax will provide an estimated \$652 million in new revenues for transportation improvements within Tulare County over its lifespan. The *Measure R Expenditure Plan* sets aside 50% of generated revenues for regional projects, 35% for city and county local transportation systems, 14% (approximately \$91 million) for transit, bicycle, and environmental projects, and 1% for administration and planning purposes.

According to the *2006 Measure R Expenditure Plan*, the goal of Measure R’s Multi-Modal Transportation Program (Transit/Bicycle/Environmental Program) is to expand or enhance public transit programs that address the transit dependent population, improve mobility through the construction of bike lanes and have a demonstrated ability to get people out of their cars and improve air quality and the environment. Funds can be used for all needed phases of project development and implementation, and according to TCAG, can be used as local match funds to supplement fare revenues as outlined in Article 4, Section 99268.19 of the Public Utilities Code (Mills-Alquist-Deddeh Act). This funding program requires matching funds from the

Congestion Mitigation and Air Quality (CMAQ) and Transportation Enhancement (TE) Programs administered locally through TCAG. To accomplish this goal, funding is provided to transit agencies within the County to expand transit services through:

- *The implementation of new routes;*
- *The procurement of low emission buses;*
- *The extension of service hours (night and weekend service);*
- *The installation of bus shelters, and other capital improvements; and,*
- *Safer access to public transportation services.*

Any funding provided to the COS STPP from Measure R would be categorized under the fourth bullet point and go toward capital improvements and development only, such as the design and construction of the Tulare Campus Transit Hub. TCAG, COS and the transit operators would need to establish procedures and protocols for programming Measure R funds for these STPP-related capital projects.

The **City of Tulare** is expected to participate at a significant level. As the transit operator providing primary service to the new COS Tulare Campus the City is expected to provide an additional bus for expanded service to the campus. In addition the City is expected to provide some limited support for the development of the Transit Hub at the campus. These contributions can be expected to take the form of funds from some of the following programs which the City has access to or will seek funding from.

- *Local Transportation Development Act Funds*
- *FTA Section 5307 Funds*
- *Measure R – Transit Funds*
- *State and Federal Grant Programs*

The **Private Sector** can be expected to provide significant support for the program through the purchase of the individual bus wraps. With the wraps expected to be made available for individual buses on Visalia Transit, TIME, KART and TCaT, it can be expected that the private sector will pay for these beginning in the 2nd year after they are established as a viable marketing devise.

State Funding Sources

The **San Joaquin Valley Air Pollution Control District - REMOVE II Program** provides incentives for specific projects that will reduce motor vehicle emissions within the District. The purpose of the REMOVE II Program is to assist the District in attaining the requirements of the California Clean Air Act. This is accomplished by allocating funds to cost-effective projects that have the greatest motor vehicle emission reductions resulting in long-term impacts on air pollution problems in the San Joaquin Valley. All projects must have a direct air quality benefit to the District. Any portion of a project that does not directly benefit the District within its boundaries will not be allowed for funding or in calculating emission reductions. The REMOVE II program has several components:

- *Light- and Medium-Duty Vehicle Component: This component provides incentives for the purchase of low-emission passenger vehicles, light trucks, small buses, and trucks under 14,000 pounds gross vehicle weight (GVW).*
- *EE-Mobility (Telecommunications) Component: This component provides incentives for telecommunication projects such as video conferencing, Internet business transactions, telework sites, etc.*
- *Bicycle Infrastructure Component: This component provides incentives for Class I or Class II bicycle path construction.*
- *Public Transportation Subsidy and Park-and-Ride Lot Component: This component provides incentives for public transportation pass subsidies, such as transit and rail subsidies and Park-and-Ride Lot construction/expansion.*
- *Alternative Fuel Vehicle Mechanic Training Component: This component provides incentives/subsidies for the education of personnel on the mechanics, operation safety and maintenance of alternative fuel vehicles, equipment structures, refueling stations, and tools involved in the implementation of alternative fuel emission reducing technologies.*
- *Mobile Source Incentive Program Resources*

The STPP would fall under the Public Transportation Subsidy and Park-and-Ride Lot (Component 4). This component provides incentives for public transportation pass subsidies, such as transit and rail and vanpool subsidies. Additionally, funding will be available for public transportation kiosks and the construction of Park-and-Ride lots. The purpose of this program is to encourage commuter rideshare activities as an alternative to single occupant vehicle (SOV) commutes. There are multiple alternative transportation methods available to daily long distance (greater than 10 miles) commuters throughout the San Joaquin Valley.

Therefore, projects must result in the reduction of vehicle emissions and vehicle miles traveled (VMT) by the transition of SOV commuters to utilize rideshare or alternative transportation measures.

Federal Funding Sources

On August 25, 2005, President Bush signed The Safe Accountable Flexible Efficient Transportation Act: A Legacy for Users (SAFETEA-LU), replacing the Transportation Equity Act for the 21st Century (TEA 21). Legislation authorizing SAFETEA-LU expired on September 30, 2009, with no new surface transportation authorization to take its place. In March of this past year (2010), President Obama signed into law the Federal *Hiring Incentives to Restore Employment (HIRE) Act*, authorizing the remaining amount of federal transit funding budgeted for FY 2010. Federal funds are directed towards transit projects through several funding components, including the following programs (relevant to the COS STPP):

Job Access and Reverse Commute (JARC) - Section 5316

The Section 5316 program is intended to provide new transportation services to assist welfare recipients and low-income individuals in getting to jobs, training and childcare. Reverse Commute grants are designed to develop transportation services to transport workers to suburban job sites. Eligible activities include capital and operating costs associated with providing these services. Projects within the Section 5316 program must be included in a locally developed public transit-human services coordinated transportation plan. In order to be eligible for JARC funding, submitted projects must be derived from the Tulare County Coordinated Transportation Plan, and are competitively scored. TCAG should actively work to place the COS STPP on the Tulare County Coordinated Transportation Plan in order to qualify for funding from this and other programs.

New Freedom - Section 5317

The Section 5317 program is a new program aimed at supporting new public transportation services and facility improvements to address the transportation needs of persons with disabilities that go beyond those required by the Americans with Disabilities Act (ADA). Funds can be used for associated capital and operating costs. New Freedom grants have flexible matching share requirements to encourage coordination with other federal programs that may provide transportation funding. In order to be eligible for JARC funding, submitted projects must be derived from the Tulare County Coordinated Transportation Plan, and are competitively scored.

Congestion Mitigation and Air Quality Program (CMAQ)

CMAQ program funds are directed to projects and programs which improve or maintain National Ambient Air Quality Standards in non-attainment areas for ozone and carbon monoxide, such as the San Joaquin Valley, under the 1990 Clean Air Act. All CMAQ projects are coordinated and administered through CMAQ funds are eligible for projects or programs that will reduce air quality emissions, including programs for the expansion of public transit services, trip reduction programs, and vanpools. All CMAQ projects must be included in the State Transportation Improvement Program (STIP). The application process is competitive, and projects require a minimum 11.47% local match. TCAG should actively work to place the COS STPP in the in the State Transportation Improvement Program (STIP).

Funding Recommendations

It is recommended that a thorough discussion of the maintenance of the average fare per passenger performance metric be conducted between TCAG, COS and the transit operators. This metric will over time be somewhat problematic, however it is currently memorialized in the agreements. Given the level of anticipated funding from the Student Fees and the College, maintenance of this level of reimbursement will necessitate revenue augmentation. Should TCAG, COS and the transit agencies conclude that this metric should be maintained in the future, then it is recommended that funding be sought from programs such as Federal Job Access and Reverse Commute, New Freedom or Congestion Mitigation and Air Quality Programs, from the San Joaquin Valley Air Pollution Control District - REMOVE II Program or from local sources.

The capital program outlined about requires substantial levels of funding for the purchase of a bus and the development of the COS Tulare Campus Transit Hub. Both of these components are eligible for funding from local, state and federal programs. The goal should be to maximize the use of state and federal funding and minimize the use of local resources. The City of Tulare, COS and TCAG should actively begin the process of developing funding programs for each component of the Transit Hub and the bus.

8. CAPITAL PLAN

The Capital Plan has been developed to be consistent with STPP program goals and objective. Although the operational needs of the program are not necessarily based on immediate Capital needs, all program elements would benefit through the implementation and construction of the following proposed Capital Projects. Funding for the listed projects below is discussed in more detail in Section 7: “Financial Plan”.

PROPOSED CAPITAL PROJECTS

Tulare Transit Hub

Under this project, the TCAG will assist COS to develop and construct a new Transit Hub on the COS Tulare Campus to serve the transit needs of students attending classes at the COS Tulare site. The Transit Hub will be designed to be the focal point of transit operations for many different agencies and provides a safe, convenient place for passengers to access public transportation. The Transit Center is composed of transit management facilities, a busway, passenger concourse including passenger amenities, such as covered waiting areas and a park and ride. The Transit Hub will provide increased safety, shelter from weather, and more organized transit operations within the Tulare TIME service area.

New TIME Bus

The Capital Plan for the period FY 2011/12 to FY 2015/16 includes the purchase of a 30-passenger fixed route bus to be owned and operated by TIME. This new bus will be required to facilitate the increase transit needs generated by modification of Route 7 and the inclusion of the new COS Tulare Campus within the TIME Fixed Route Network.

Bus Wrap

This element is to fund the wrapping of a bus every year for Visalia Transit, TIME, TCaT and KART. The wrap would be similar to the example provided. The wrap would provide for COS regalia, STPP branding and promotional space for the Private Sector. The purpose of this wrap is to promote transit usage the awareness of the STPP and sustainable transit in general.

CAPITAL PROGRAM

Following is the proposed capital program for the STPP for the next 5 years.

Table 8-1: 5 Year Capital Program		
<i>(FY 2010/11 through FY 2014/15)</i>		
Year	Item	Cost
2011/12	New TIME Bus	\$500,000
2011/12	Bus Wrap (4 buses)	\$28,000
2012/13	Tulare Transit Hub – Phase 1	\$455,000
2012/13	Bus Wrap (4 buses)	\$28,800
2013/14	Tulare Transit Hub – Phase 2	\$1,386,000
2013/14	Bus Wrap (4 buses)	\$29,700
2014/15	Tulare Transit Hub – Phase 3	\$479,000
2014/15	Bus Wrap (4 buses)	\$30,600
2015/16	Bus Wrap (4 buses)	\$31,500

9. BUS PASS PROGRAM EVALUATION: PORTERVILLE COLLEGE



Discussions concerning a similar STTP program at Porterville College (PC) have begun based partially on the COS STPP's initial performance during its first semester of operation (Spring 2011). To aid with further planning, TPG has investigate institutional guidelines, service and capital requirements, sequencing of action items and potential financial planning and programming. This effort has led to key recommendations for the local transit operator Porterville Transit. These recommendations are listed in this section.

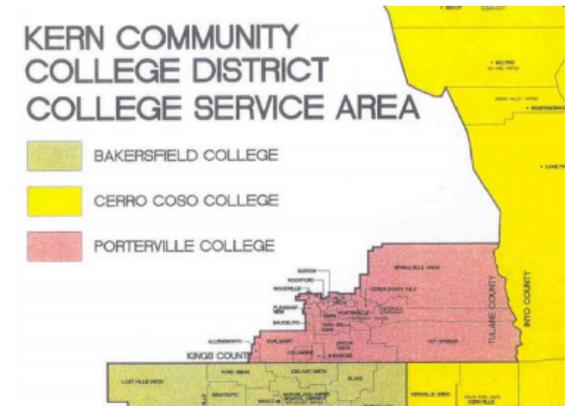
PORTERVILLE COLLEGE BACKGROUND

Porterville College was established in 1927 as a part of the Porterville Union High School and College District and has been a unit of the Kern Community College District since July 1, 1967. Porterville College is a two year community college and is a designated Hispanic serving institution. It serves the greater Porterville area of southern Tulare County, California, including the Tule Indian Reservation. Porterville College enrollments amount to approximately 4,000 students.

Several small towns make up the 4,000 square service area of Porterville College, the largest of which is Porterville with a population of approximately 52,000 and the surrounding area has a population of around 110,000. The local area is an agricultural community with a high minority population. Average unemployment rates are upwards of 17% while less than 8% of the population has

earned a Baccalaureate Degree. The combination of these factors provides a great challenge for the college, that is, to educate students not only to transfer to four-year institutions but also to produce an educated skilled work force for the immediate area.

Porterville College is located at 100 East College Avenue, Porterville, California, at the base of the scenic High Sierra Mountain Range in southeastern Tulare County. Porterville is 65 miles south of Fresno and 57 miles north of Bakersfield. Both Fresno and Bakersfield have a campus of the California State University which grants the Baccalaureate Degree. Porterville is within three hours commuting time to the seashores of the Pacific or the metropolitan Los Angeles area.



Porterville provides a quality of life that includes inexpensive housing, outdoor recreation, excellent elementary and secondary schools, and friendly neighbors. Porterville serves as a gateway to a vast mountain wonderland and recreational area of the Sequoia and Kings Canyon National Parks. The high alpine wilderness is home to awe-inspiring giant sequoias, immense mountains, deep canyons and over 200 caverns.

EXISTING STUDENT TRANSIT SERVICES & OPTIONS

Porterville Transit and TCaT provide direct transit services to the college campuses.

Porterville Transit Service Overview

Transit service in Porterville dates back to 1980 when the City began offering curb-to-curb demand-response service to the general public through Dial-A-COLT (City Operated Local Transit), or COLT. In response to increasing ridership the City implemented Porterville Transit (PT), a full-time fixed route service, in early July of 1997. Porterville Transit began as a two route system, but quickly matured to the system of today.



Porterville Transit and COLT services are provided within the city limits and to designated unincorporated urban areas of the county, including “county islands” within the city limits. Service to county areas is provided under a service agreement between the City and the County of Tulare. Currently Porterville Transit operates eight fixed routes. Each route is a one-

way loop, beginning and ending at the Porterville Transit Center. Routes 1 through 6 operate on 40-minute headway. Routes 7 and 8 operate every hour and twenty minutes, alternating one bus between the two routes.

Porterville Transit routes operate on a timed-transfer system; all routes are scheduled to arrive at and depart the Transit Center at approximately the same time. A timed-transfer system allows passengers the ability to interchange from one route or transit vehicle to another route within a specified time period (i.e. forty minutes), in order to continue a trip.

Porterville Transit provides fixed route service Monday through Friday from 7:00 a.m. to 7:00 p.m. and on Saturday from 9:00 a.m. to 5:00 p.m. Porterville Transit does not operate on Sundays, New Year's Day, Independence Day, Thanksgiving Day, or Christmas Day. All other holidays are operated on a "Saturday" schedule.

Services Provided to Porterville College

There are two transit stops at or near Porterville College (PC). This transit stop is located on Route 4 of the Porterville Transit system and represents one of the more active stops in the Porterville Transit fixed route network. The College is linked throughout the rest of the Porterville Transit Network via transfer to all other Porterville Transit routes via the Porterville Transit Center. Figure 9-1: "Porterville College Existing Transit Service" shows the most current route map for Porterville Transit with PC's location highlighted.

TCaT also operates limited service to PC on its Route 80 service. This route visits PC twice a day on operating days, which currently are Mondays and Wednesdays.



PORTERVILLE TRANSIT ON-BOARD SURVEY

On-board surveys were administered for Tulare County Community College Transit Study from Friday April 15, 2011 to Saturday May 07, 2011. As part of this countywide survey activity, TPG developed and collected data for transit services serving Porterville College. We collected 90 responses through this survey activity. The days and times selected for the surveys were selected to represent a "typical" ridership period. Thus, survey results are assumed to be representative of overall PC transit ridership.

Transit Center	Westwood Street	Westwood	Westwood	Westwood	Westwood	Transit Center
7:00	7:03	7:13	7:22	7:24	7:30	
7:40	7:43	7:53	8:02	8:04	8:10	
8:20	8:23	8:33	8:42	8:44	8:50	
9:00	9:03	9:13	9:22	9:24	9:30	
9:40	9:43	9:53	10:02	10:04	10:10	
10:20	10:23	10:33	10:42	10:44	10:50	
11:00	11:03	11:13	11:22	11:24	11:30	
11:40	11:43	11:53	12:02	12:04	12:10	
12:20	12:23	12:33	12:42	12:44	12:50	
1:00	1:03	1:13	1:22	1:24	1:30	
1:40	1:43	1:53	2:02	2:04	2:10	
2:20	2:23	2:33	2:42	2:44	2:50	
3:00	3:03	3:13	3:22	3:24	3:30	
3:40	3:43	3:53	4:02	4:04	4:10	
4:20	4:23	4:33	4:42	4:44	4:50	
5:00	5:03	5:13	5:22	5:24	5:30	
5:40	5:43	5:53	6:02	6:04	6:10	
6:20	6:23	6:33	6:42	6:44	6:50	

Transit Center	Westwood	Westwood	Westwood	Westwood	Westwood	Transit Center
7:00	7:07	7:15	7:20	7:25	7:32	
7:40	7:47	7:55	8:00	8:05	8:12	
8:20	8:27	8:35	8:40	8:45	8:52	
9:00	9:07	9:15	9:20	9:25	9:32	
9:40	9:47	9:55	10:00	10:05	10:12	
10:20	10:27	10:35	10:40	10:45	10:52	
11:00	11:07	11:15	11:20	11:25	11:32	
11:40	11:47	11:55	12:00	12:05	12:12	
12:20	12:27	12:35	12:40	12:45	12:52	
1:00	1:07	1:15	1:20	1:25	1:32	
1:40	1:47	1:55	2:00	2:05	2:12	
2:20	2:27	2:35	2:40	2:45	2:52	
3:00	3:07	3:15	3:20	3:25	3:32	
3:40	3:47	3:55	4:00	4:05	4:12	
4:20	4:27	4:35	4:40	4:45	4:52	
5:00	5:07	5:15	5:20	5:25	5:32	
5:40	5:47	5:55	6:00	6:05	6:12	
6:20	6:27	6:35	6:40	6:45	6:52	

Transit Center	Daley	Daley	Grants Hills	Putnam	Transit Center
7:00	7:06	7:13	7:18	7:23	7:30
7:40	7:46	7:53	7:58	8:03	8:10
8:20	8:26	8:33	8:38	8:43	8:50
9:00	9:06	9:13	9:18	9:23	9:30
9:40	9:46	9:53	9:58	10:03	10:10
10:20	10:26	10:33	10:38	10:43	10:50
11:00	11:06	11:13	11:18	11:23	11:30
11:40	11:46	11:53	11:58	12:03	12:10
12:20	12:26	12:33	12:38	12:43	12:50
1:00	1:06	1:13	1:18	1:23	1:30
1:40	1:46	1:53	1:58	2:03	2:10
2:20	2:26	2:33	2:38	2:43	2:50
3:00	3:06	3:13	3:18	3:23	3:30
3:40	3:46	3:53	3:58	4:03	4:10
4:20	4:26	4:33	4:38	4:43	4:50
5:00	5:06	5:13	5:18	5:23	5:30
5:40	5:46	5:53	5:58	6:03	6:10
6:20	6:26	6:33	6:38	6:43	6:50

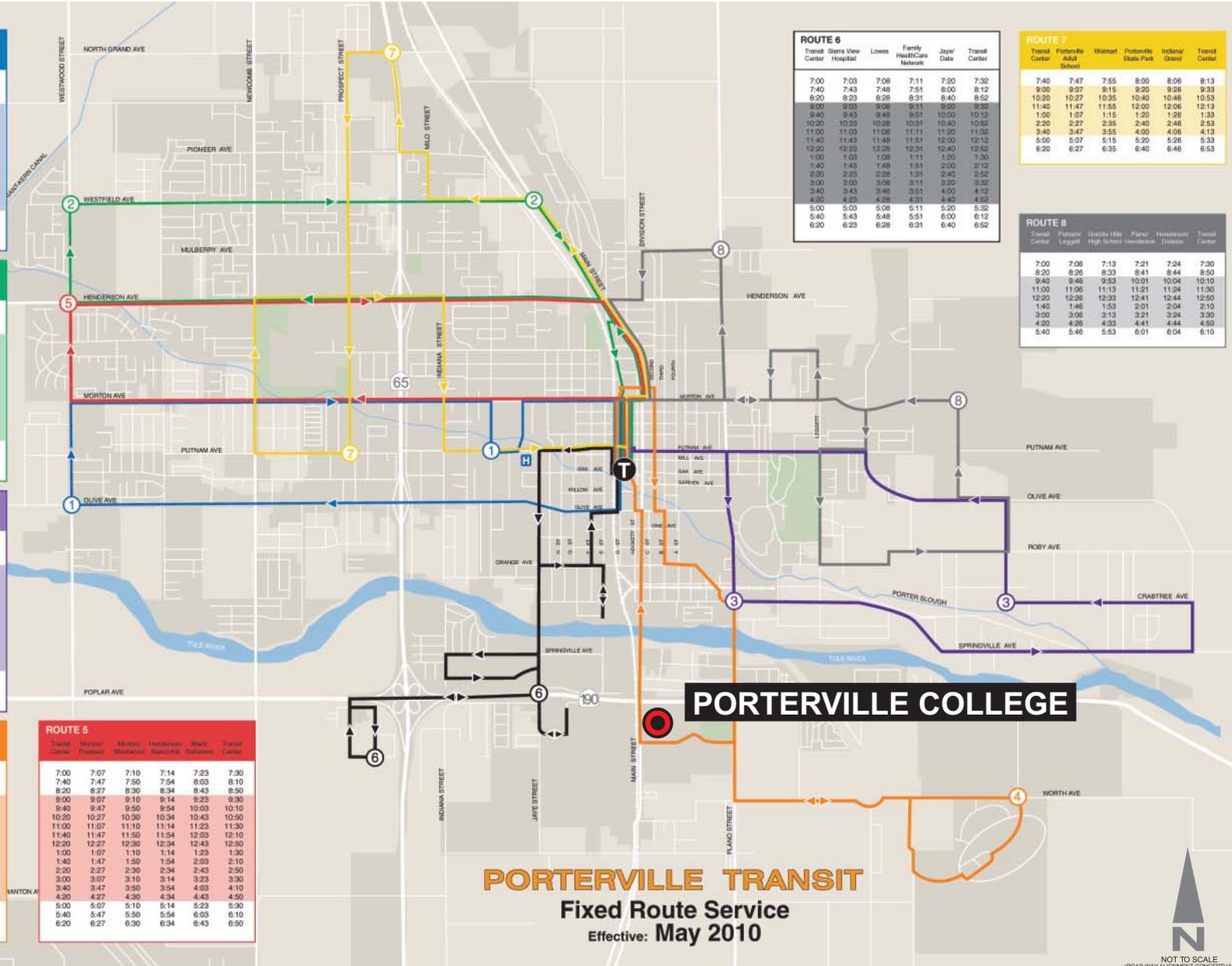
Transit Center	Westwood	Developmental Center	Putnam	Transit Center
7:00	7:07	7:13	7:19	7:30
7:40	7:47	7:53	7:59	8:10
8:20	8:27	8:33	8:39	8:50
9:00	9:07	9:13	9:19	9:30
9:40	9:47	9:53	9:59	10:10
10:20	10:27	10:33	10:39	10:50
11:00	11:07	11:13	11:19	11:30
11:40	11:47	11:53	11:59	12:10
12:20	12:27	12:33	12:39	12:50
1:00	1:07	1:13	1:19	1:30
1:40	1:47	1:53	1:59	2:10
2:20	2:27	2:33	2:39	2:50
3:00	3:07	3:13	3:19	3:30
3:40	3:47	3:53	3:59	4:10
4:20	4:27	4:33	4:39	4:50
5:00	5:07	5:13	5:19	5:30
5:40	5:47	5:53	5:59	6:10
6:20	6:27	6:33	6:39	6:50

Transit Center	Westwood	Westwood	Westwood	Westwood	Westwood	Transit Center
7:00	7:07	7:10	7:14	7:23	7:30	
7:40	7:47	7:50	7:54	8:03	8:10	
8:20	8:27	8:30	8:34	8:43	8:50	
9:00	9:07	9:10	9:14	9:23	9:30	
9:40	9:47	9:50	9:54	10:03	10:10	
10:20	10:27	10:30	10:34	10:43	10:50	
11:00	11:07	11:10	11:14	11:23	11:30	
11:40	11:47	11:50	11:54	12:03	12:10	
12:20	12:27	12:30	12:34	12:43	12:50	
1:00	1:07	1:10	1:14	1:23	1:30	
1:40	1:47	1:50	1:54	2:03	2:10	
2:20	2:27	2:30	2:34	2:43	2:50	
3:00	3:07	3:10	3:14	3:23	3:30	
3:40	3:47	3:50	3:54	4:03	4:10	
4:20	4:27	4:30	4:34	4:43	4:50	
5:00	5:07	5:10	5:14	5:23	5:30	
5:40	5:47	5:50	5:54	6:03	6:10	
6:20	6:27	6:30	6:34	6:43	6:50	

Transit Center	Starrs View Hospital	Lowes	Family HealthCare Network	Jay's Cafe	Transit Center
7:00	7:03	7:08	7:11	7:20	7:32
7:40	7:43	7:48	7:51	8:00	8:12
8:20	8:23	8:28	8:31	8:40	8:52
9:00	9:03	9:08	9:11	9:20	9:32
9:40	9:43	9:48	9:51	10:00	10:12
10:20	10:23	10:28	10:31	10:40	10:52
11:00	11:03	11:08	11:11	11:20	11:32
11:40	11:43	11:48	11:51	12:00	12:12
12:20	12:23	12:28	12:31	12:40	12:52
1:00	1:03	1:08	1:11	1:20	1:32
1:40	1:43	1:48	1:51	2:00	2:12
2:20	2:23	2:28	2:31	2:40	2:52
3:00	3:03	3:08	3:11	3:20	3:32
3:40	3:43	3:48	3:51	4:00	4:12
4:20	4:23	4:28	4:31	4:40	4:52
5:00	5:03	5:08	5:11	5:20	5:32
5:40	5:43	5:48	5:51	6:00	6:12
6:20	6:23	6:28	6:31	6:40	6:52

Transit Center	Porterville Adult School	Walnut	Porterville State Park	Indiana Grand	Transit Center
7:40	7:47	7:55	8:00	8:06	8:13
9:00	9:07	9:15	9:20	9:26	9:33
10:20	10:27	10:35	10:40	10:46	10:53
11:40	11:47	11:55	12:00	12:06	12:13
1:00	1:07	1:15	1:20	1:26	1:33
2:20	2:27	2:35	2:40	2:46	2:53
3:40	3:47	3:55	4:00	4:06	4:13
5:00	5:07	5:15	5:20	5:26	5:33
6:20	6:27	6:35	6:40	6:46	6:53

Transit Center	Putnam Leggett	Grants Hills High School	Putnam Henderson	Henderson	Transit Center
7:00	7:06	7:13	7:21	7:24	7:30
8:20	8:26	8:33	8:41	8:44	8:50
9:40	9:46	9:53	10:01	10:04	10:10
11:00	11:06	11:13	11:21	11:24	11:30
12:20	12:26	12:33	12:41	12:44	12:50
1:40	1:46	1:53	2:01	2:04	2:10
3:00	3:06	3:13	3:21	3:24	3:30
4:20	4:26	4:33	4:41	4:44	4:50
5:40	5:46	5:53	6:01	6:04	6:10



PORTERVILLE TRANSIT
Fixed Route Service
 Effective: May 2010

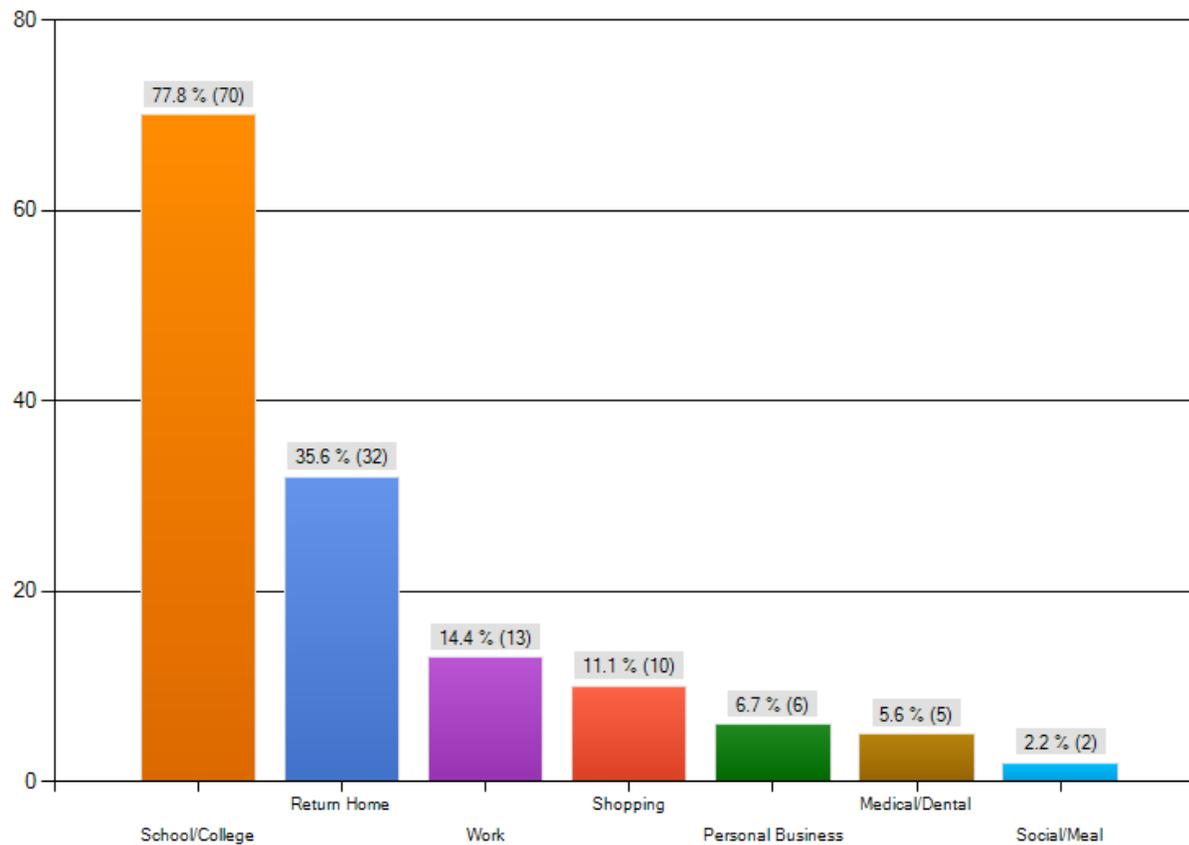


Porterville College
 Existing Transit Service

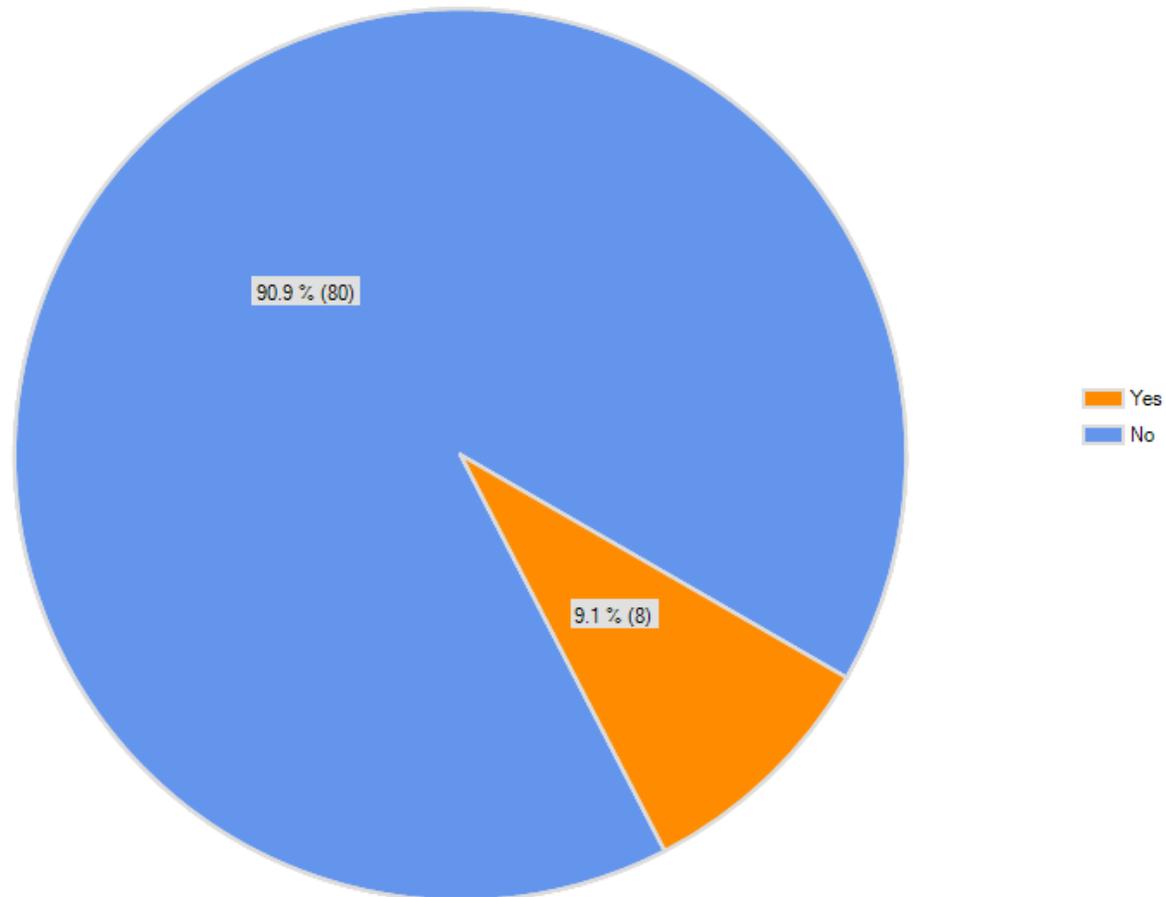
Survey Results

Below is the list of multiple choice questions asked on each survey form and the collected data associated with each question. The actual survey form and survey results are contained within Appendix N.

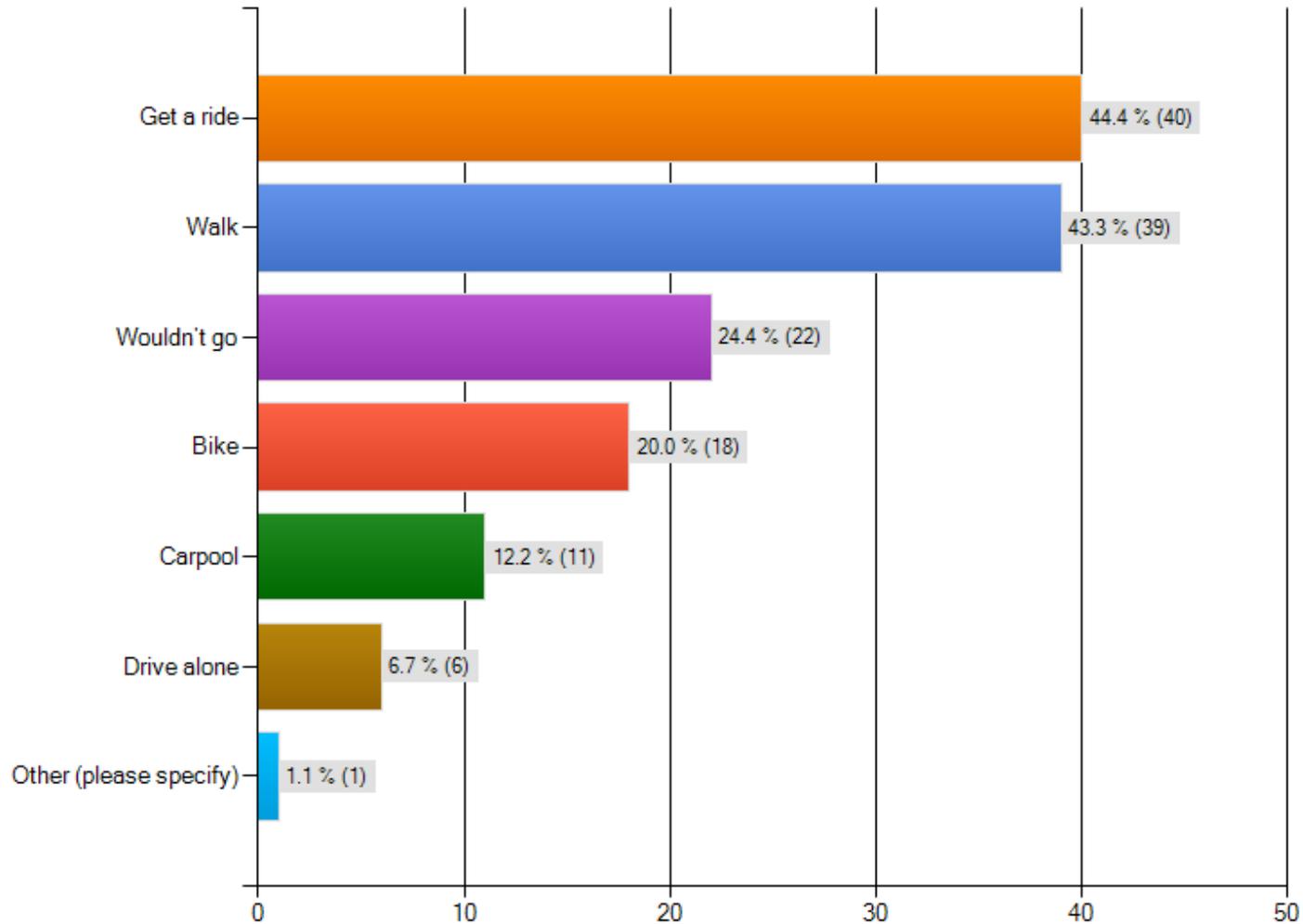
1) Where are you taking the bus today?



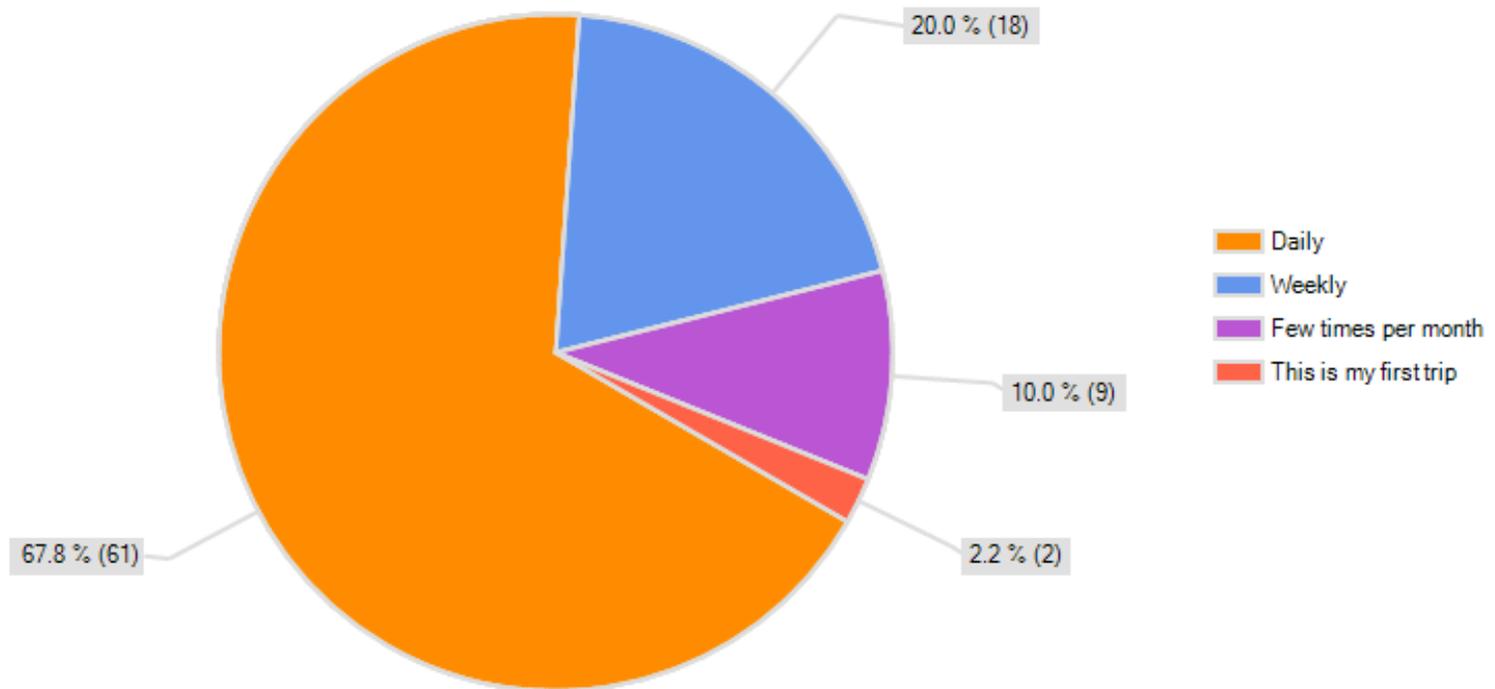
2) Did you have a car available for this trip today?



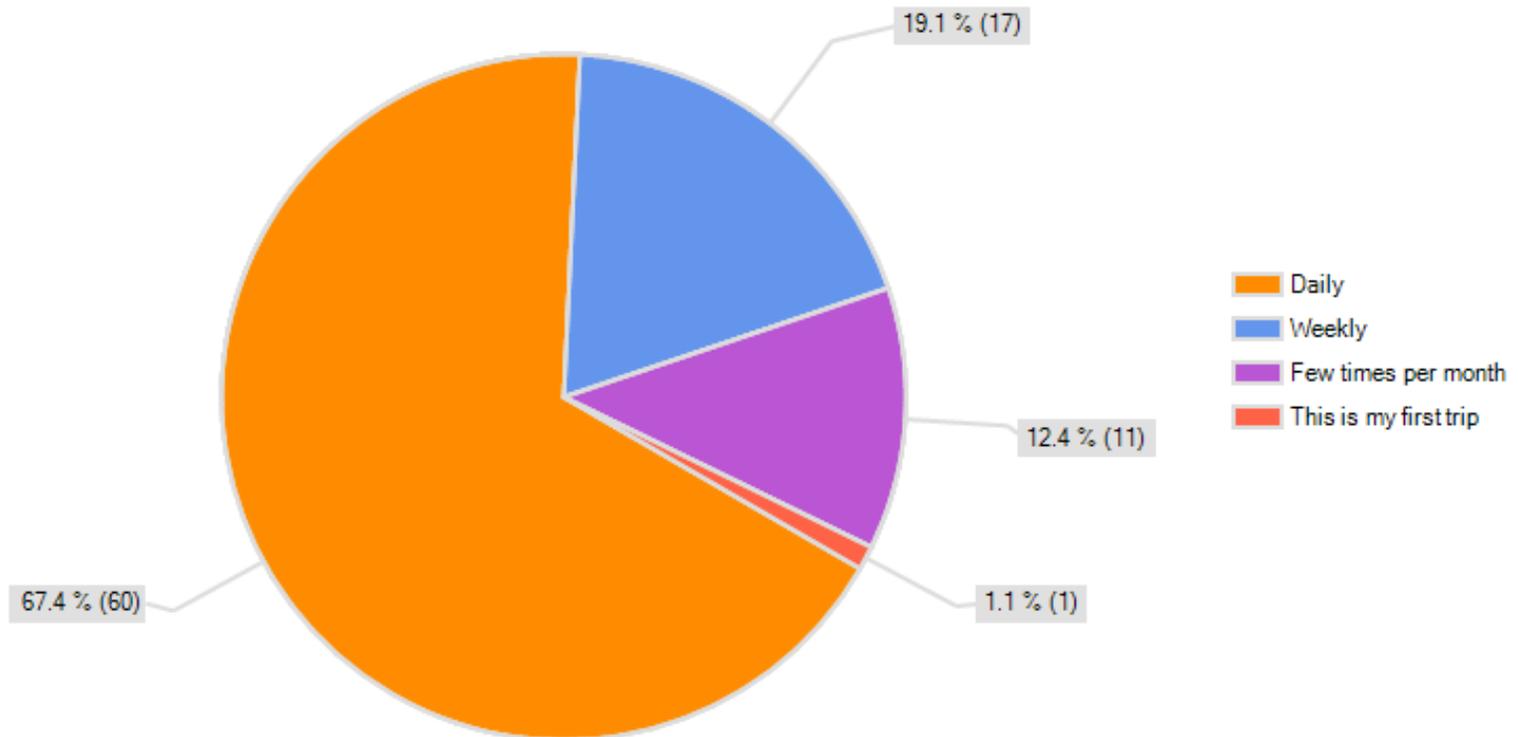
3) How would you have made this trip if a bus was not available?



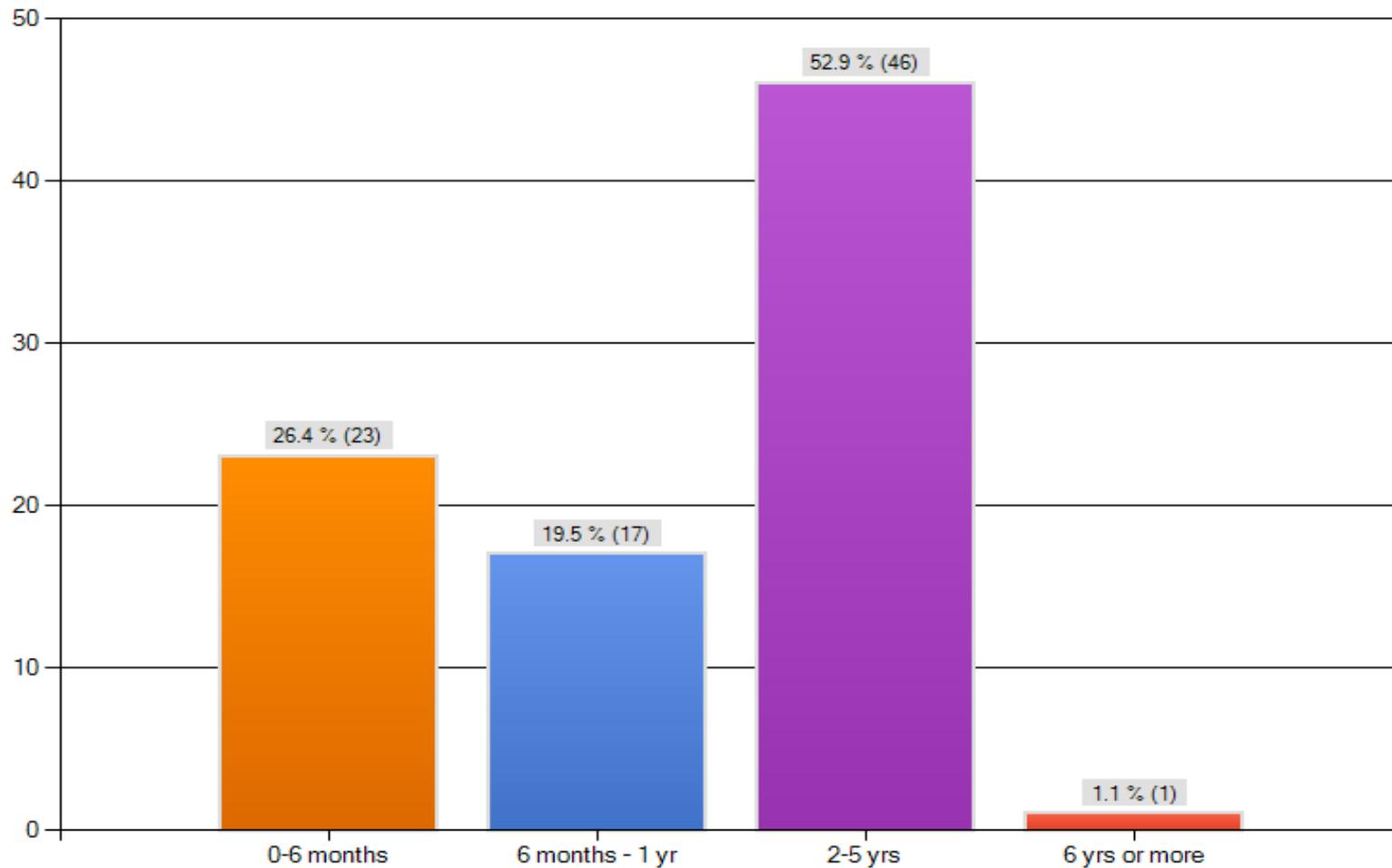
4) How often do you ride this bus service to school?



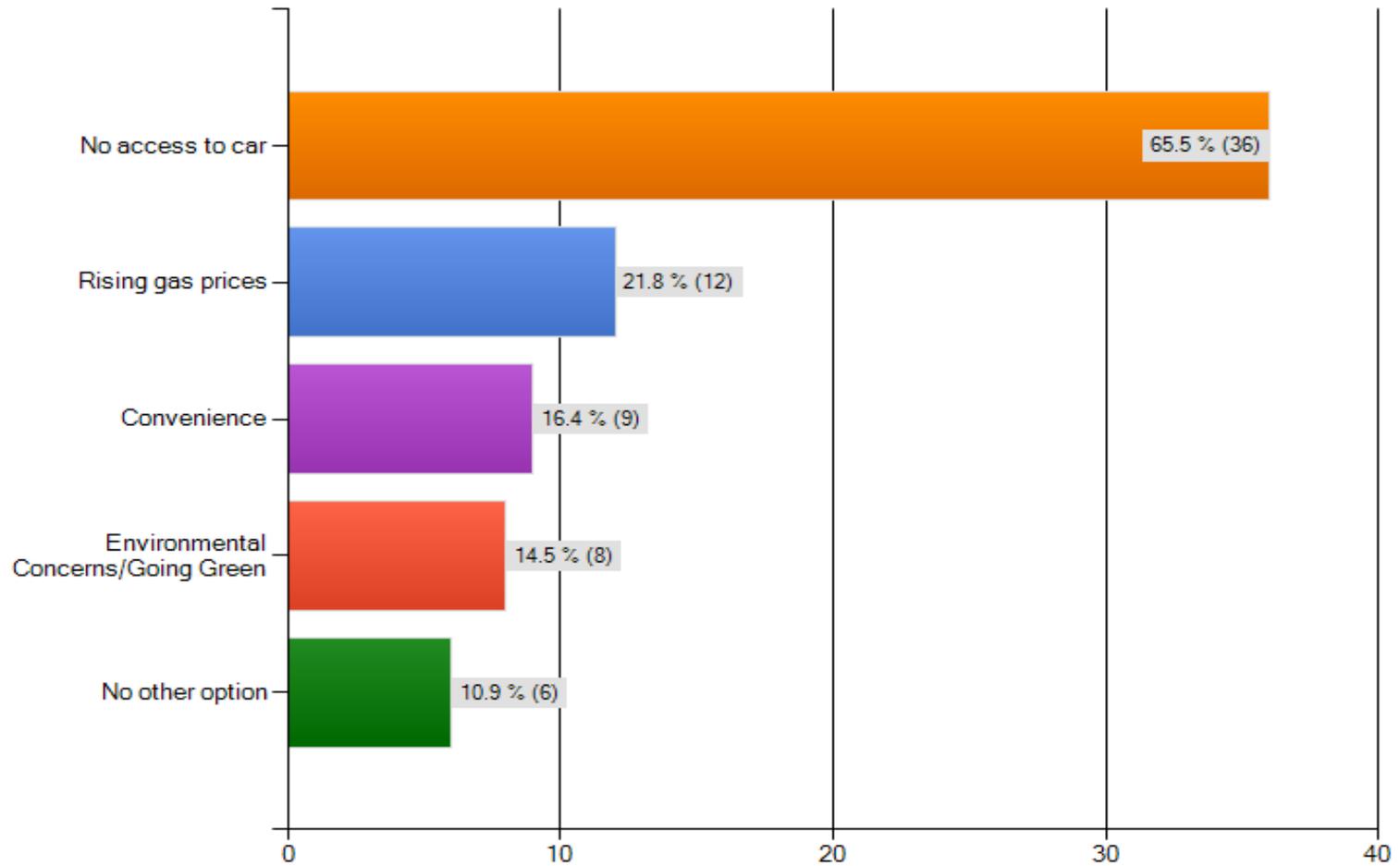
5) How long have you been using transit bus service?



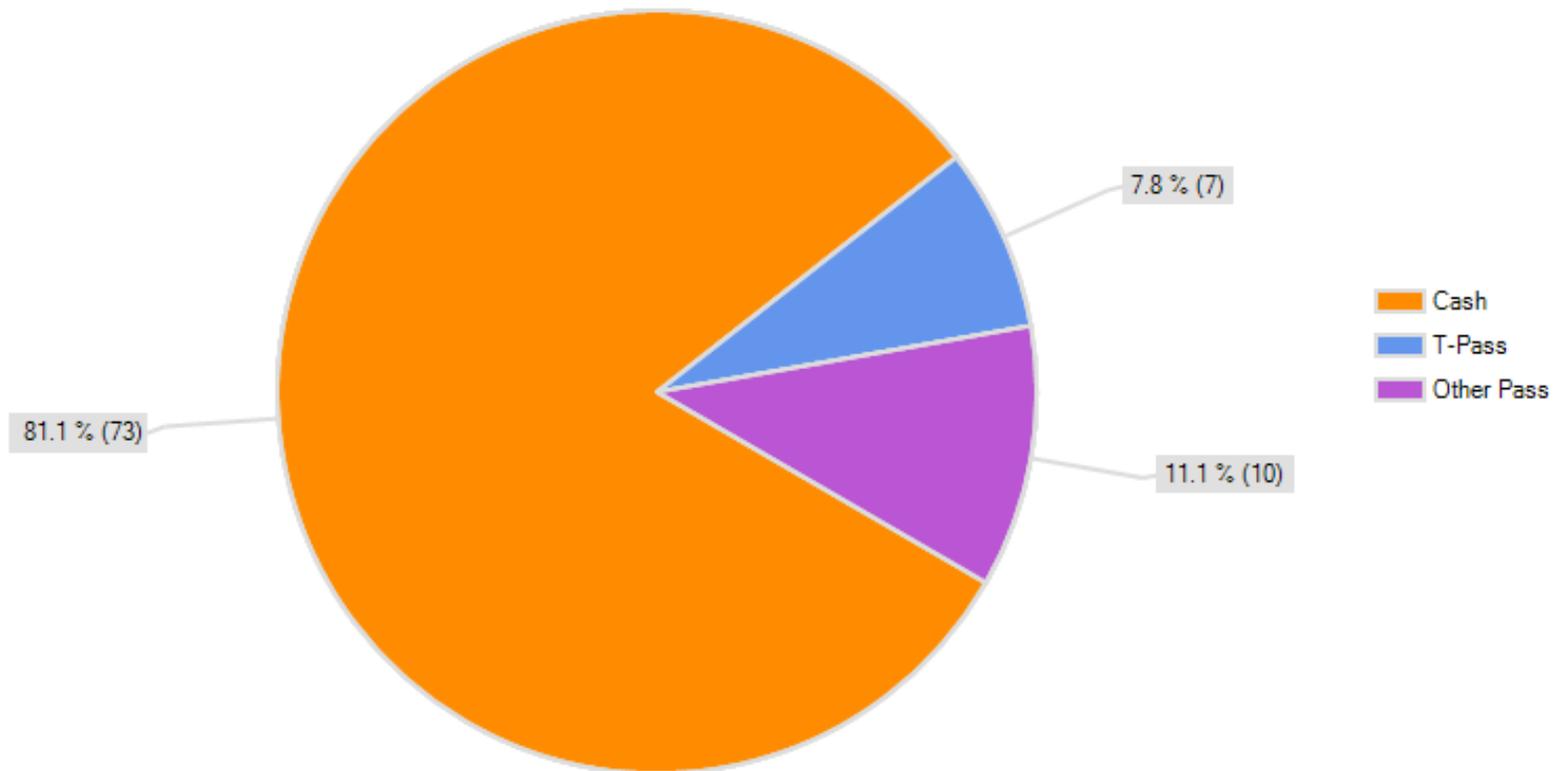
6) How long have you been taking the bus to get to Porterville College?



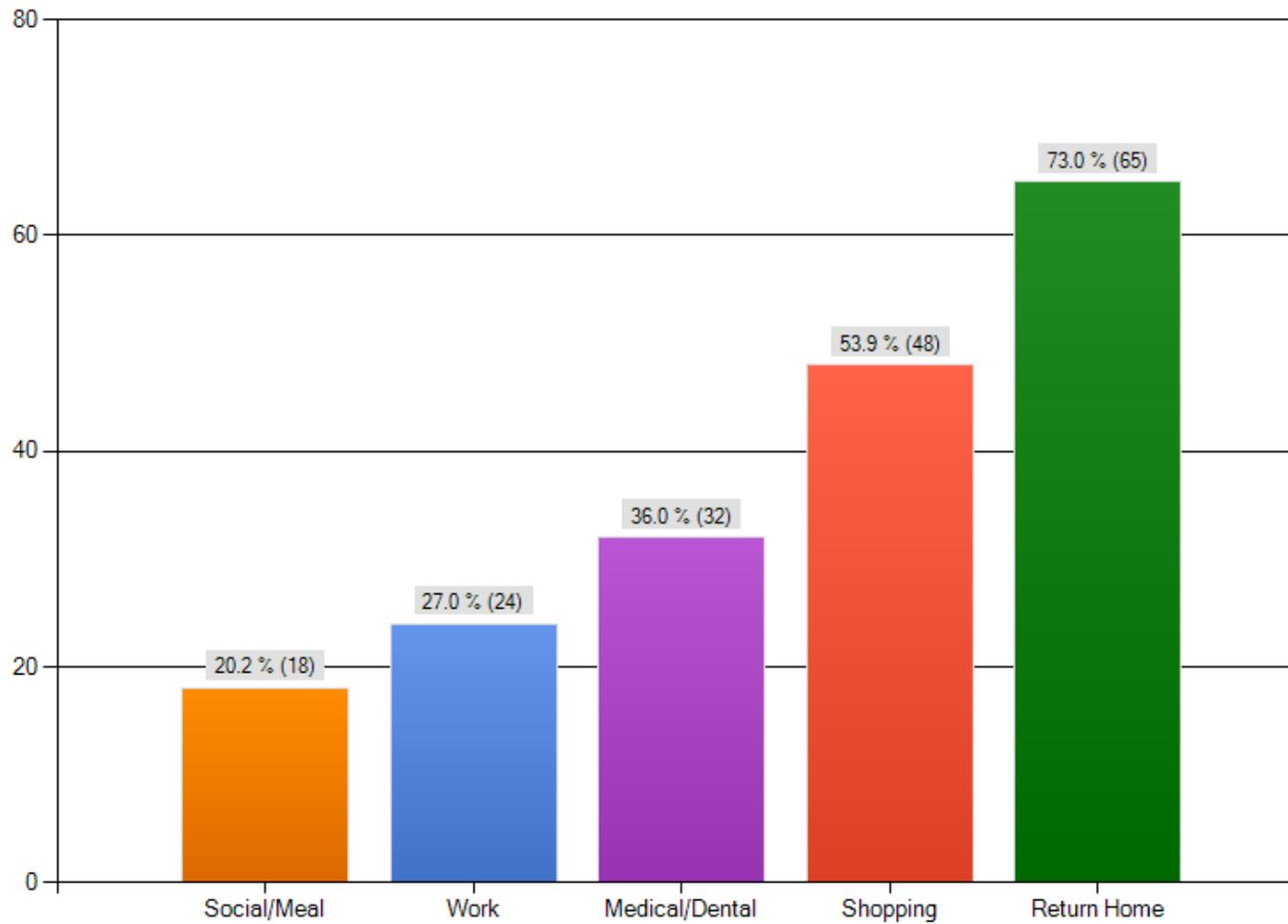
7) If you are a new rider (less than 1 year), why did you start using transit bus service?



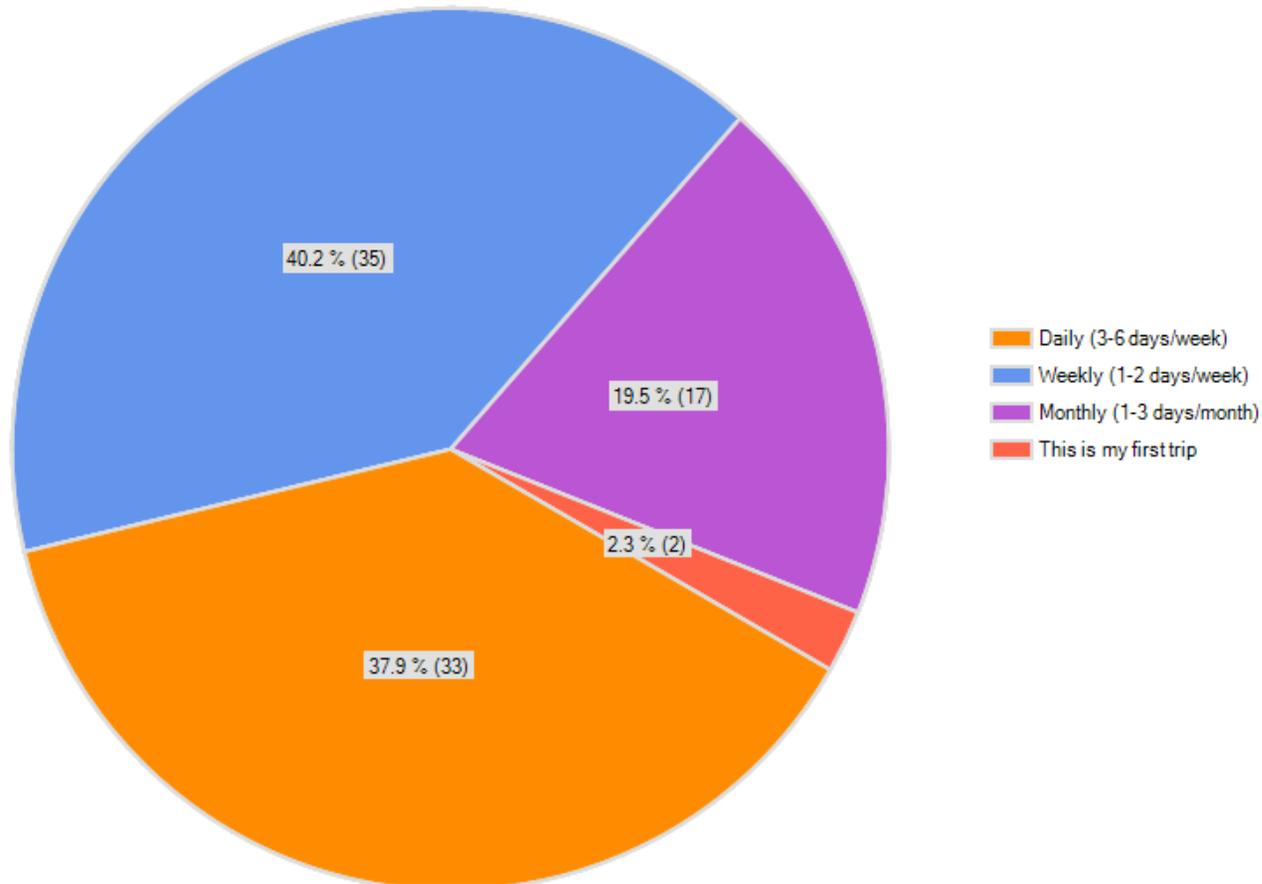
8) How did you pay for your bus fare?



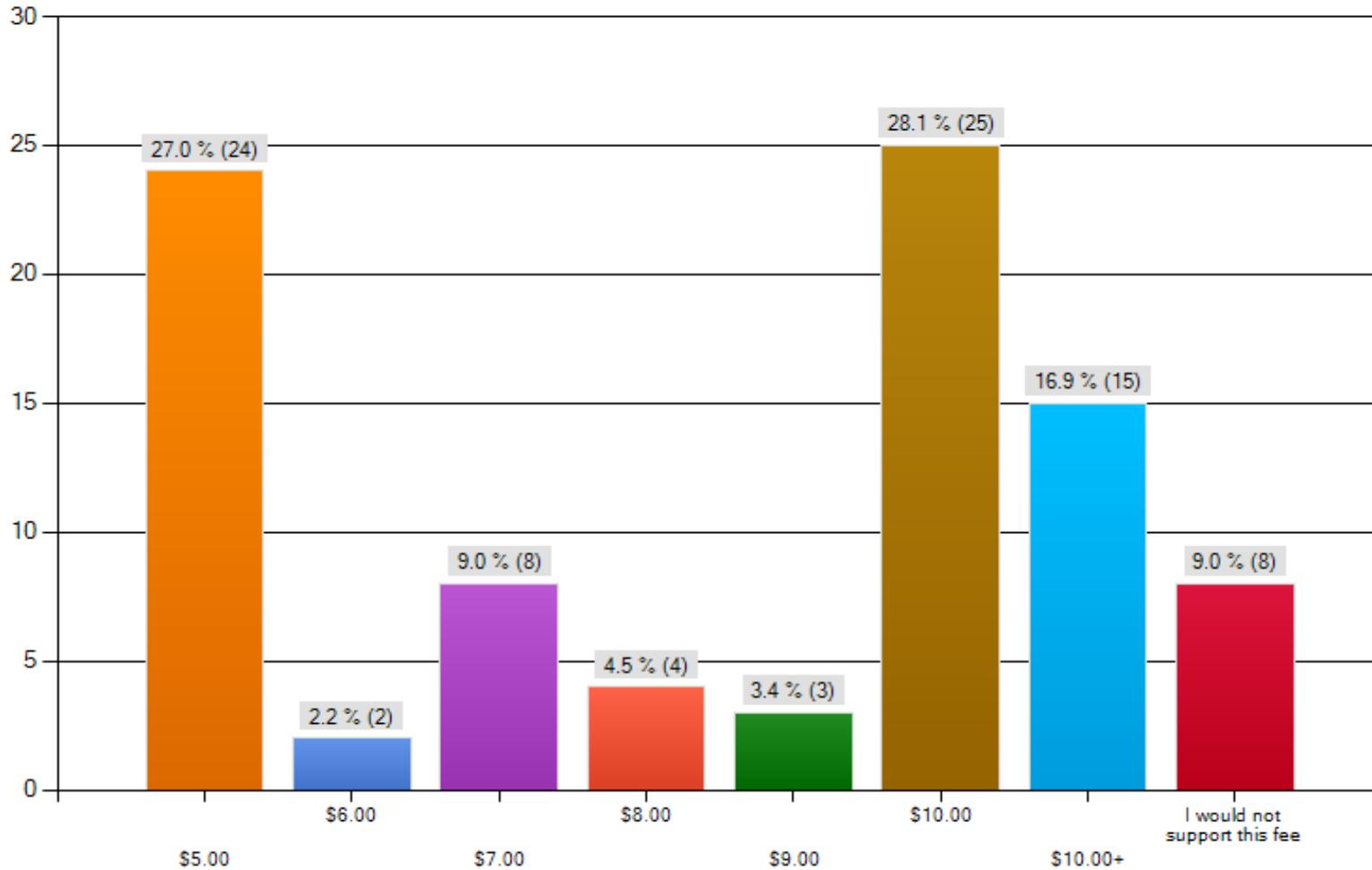
9) When riding the bus to go to places other than school, where do you go?



10) How often do you use the bus to get to non-school related destinations?

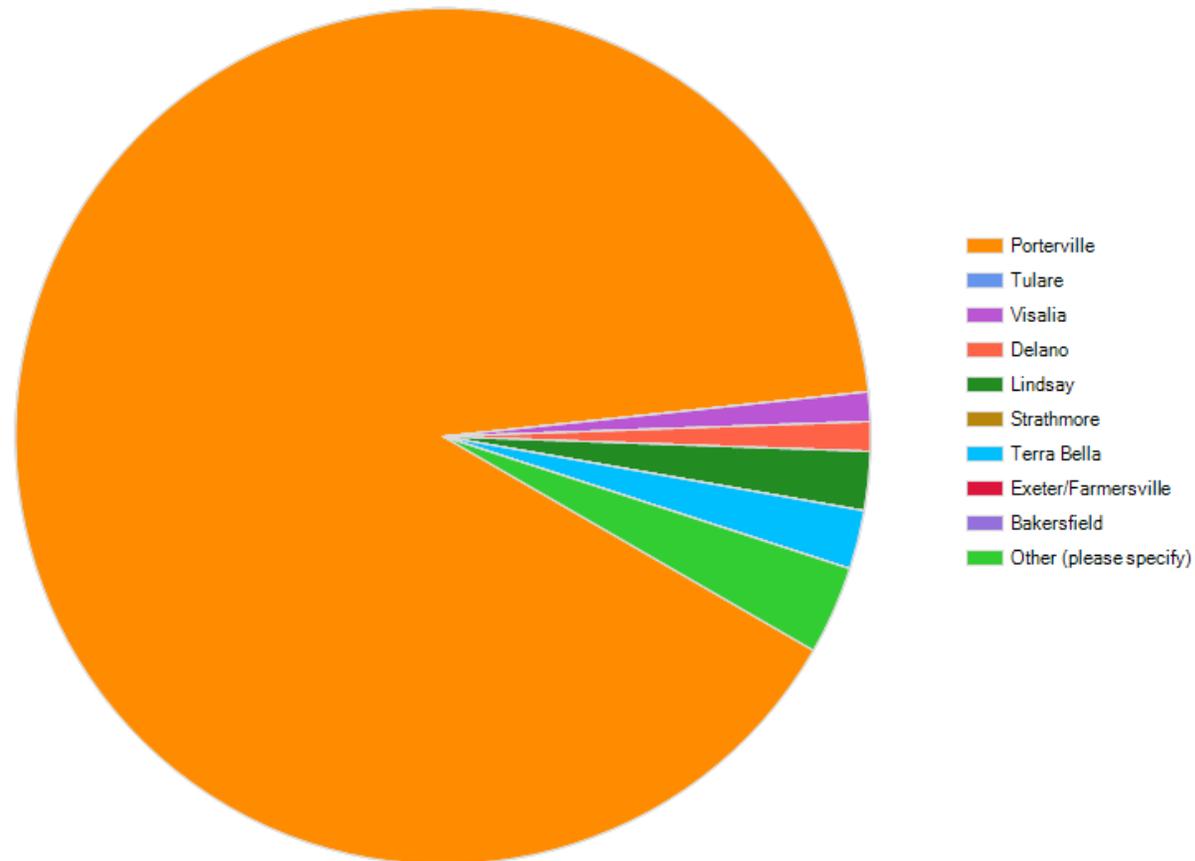


11) If you could have unlimited rides on this or other local transit buses through a Student Registration Fee at Porterville College, what is the most you would be willing to pay for this fee?

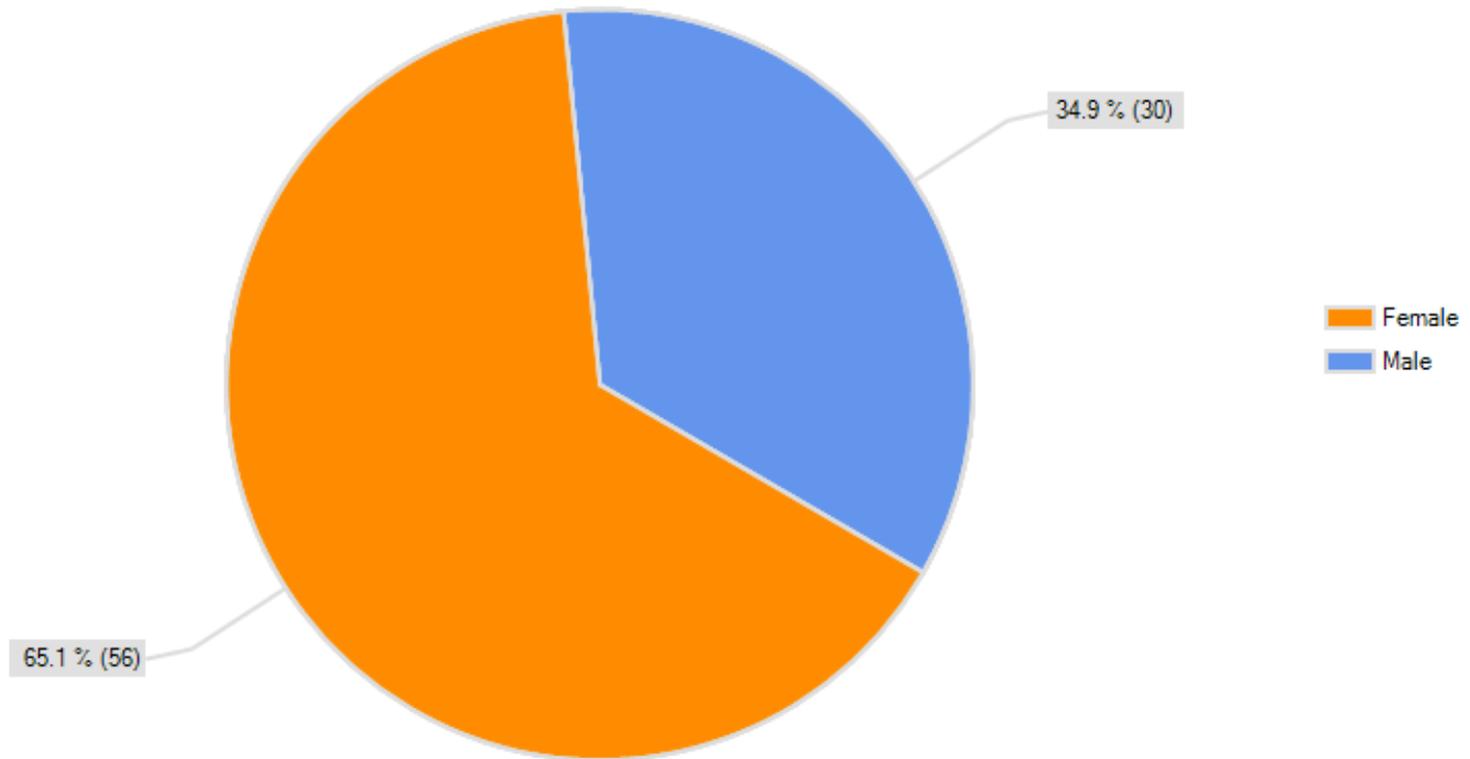


In order to better understand a typical patron on this bus service, we asked each survey respondent to provide demographic data.

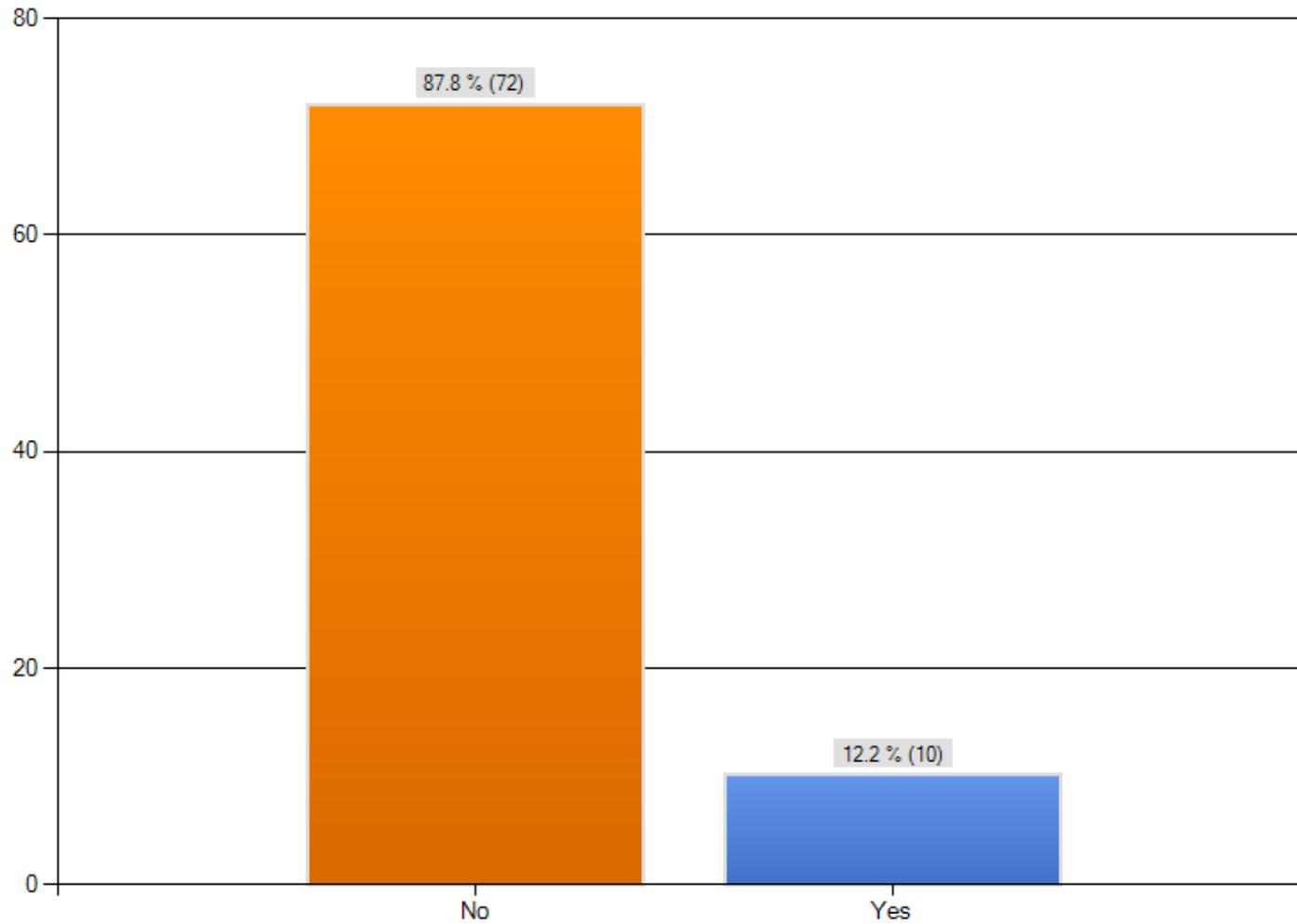
12) What city/area do you live?



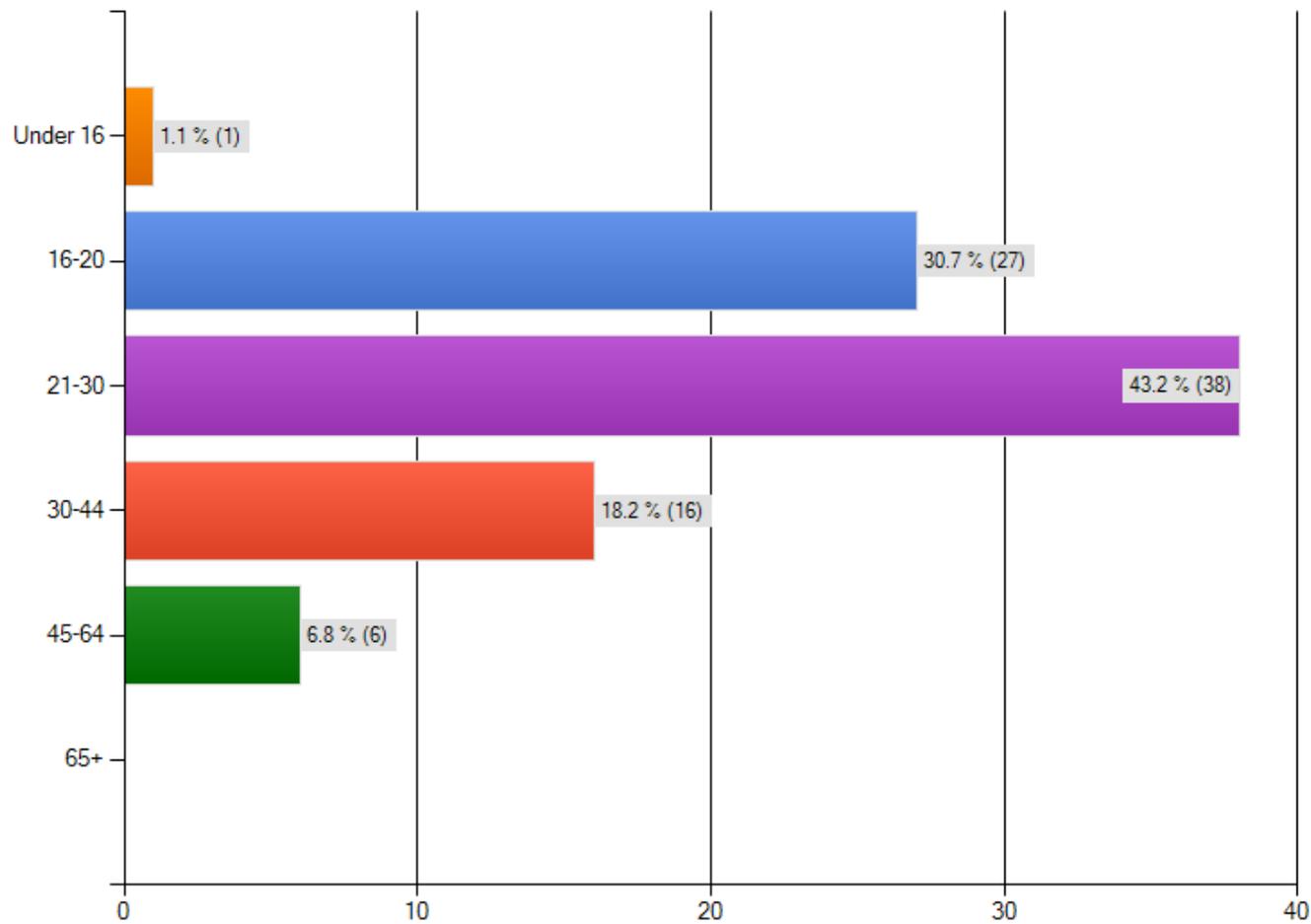
13) What is your gender?



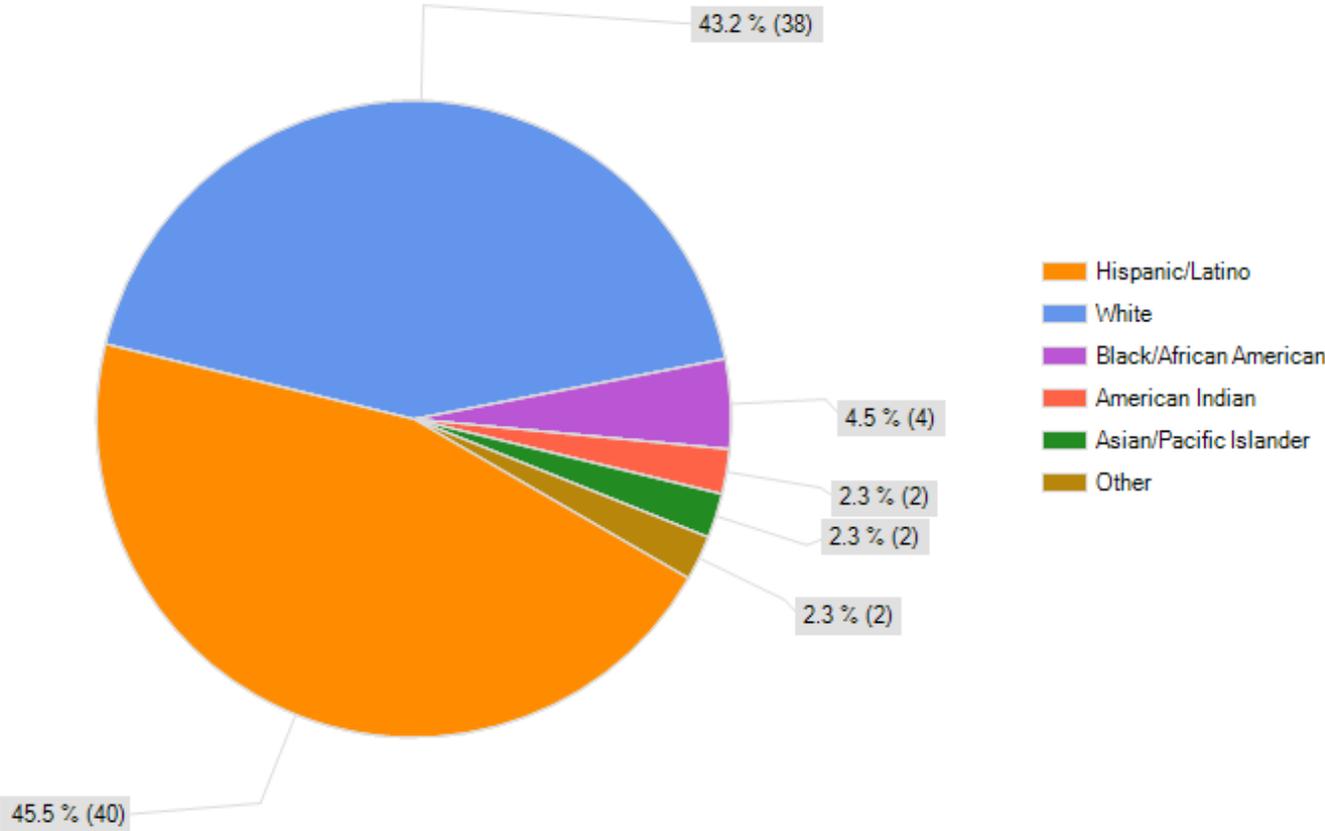
14) Do you have a handicap or disability?



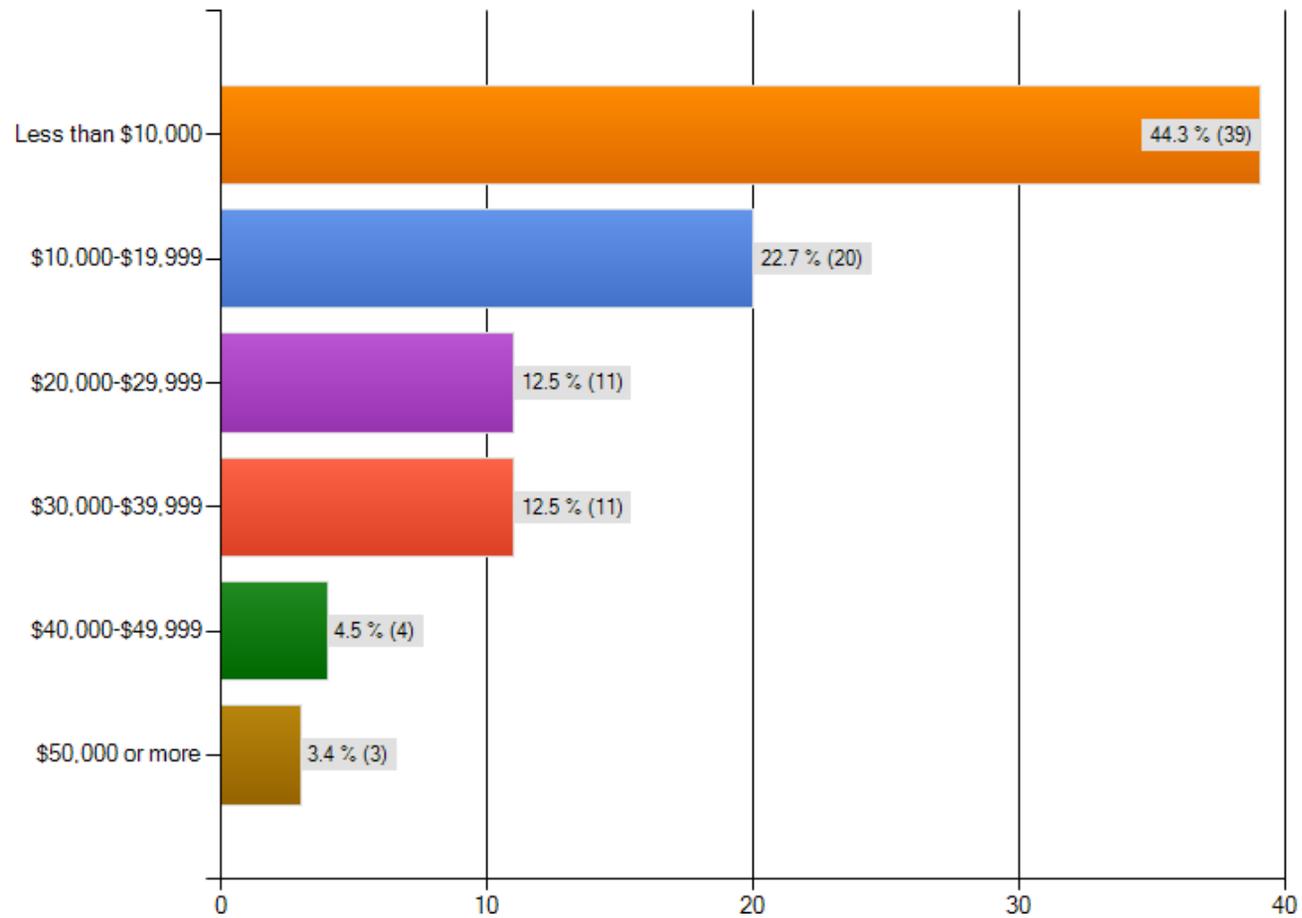
15) What is your age?



16) What is your ethnicity?



17) What is the Total Annual income of all members of your household?



RIDERSHIP PROJECTION

The following 5 year ridership projection was developed based on research, discussions with several key stakeholders and the following assumptions:

- Student usage of the PC Transit Pass would be very similar to that of Students using the COS STPP pass;
- Student enrollment growth will be inhibited by state budget problems. We are assuming a 1% student enrollment growth rate;
- Ridership projections do not include summer school sessions;
- Projected ridership is proportionally similar to that of the COS STPP.

Fiscal Year	Enrolled Students (semester)	Projected Growth	Projected Annual Ridership
2011/2012	4,000	1.00%	74,000
2012/2013	4,040	1.00%	74,700
2013/2014	4,080	1.00%	75,500
2014/2015	4,120	1.00%	76,200
2015/2016	4,160	1.00%	77,000

The estimate annual number of student rides over the next 5 years is between 74,000 and 77,000.

PROPOSED STUDENT TRANSIT PASS PROGRAM

Based on Porterville Transit’s average fare per passenger and associated program overhead costs, the program should strive to generate about \$1 per student rider. This equates an average funding goal of \$75,000 per year for the project. Based on this level of ridership, it is suggested that a student pass fee of \$10 per semester be developed. This fee level would generate the required \$75,000-\$80,000 annual program budget and ensure program sustainability based on student fees alone.

Porterville College Program Next Steps

The following next steps are provided to Porterville College faculty and Porterville Transit officials for further consideration.

- **Determine Program Partners** - Based on student residency (see question #12) and to reduce overhead and coordination issues, the program should limit the number of participating transit operators to Porterville Transit and TCaT. TCAG may also be involved though not necessarily as the coordinating agency like they are with the COS program. Student organization involvement on campus is also highly recommended.
- **Develop Program Structure** - Working with all program partners, program developers need to determine the overall program structure. Key topics include program objectives and goals, financing (see next bullet), ridership projections, anticipated impacts to transit, capital needs, program performance indicators and a marketing campaign. A program visioning meeting is recommended to begin development of the program structure once potential partners are identified. Once all details are finalized, agreements will be required between PC and the participating Transit operators, and TCAG (if required).
- **Develop Program Financial Plan** - The plan should include all anticipated program expenditures, and revenues (including sources). There are two primary components to the financial plan:
 - **Transit Service Cost** - This is the cost of providing transit services for student transit pass holders. This will be based on the levels of ridership generated by the program. There are several methods to ensure fair compensation to the participating transit operators, including proportional payments of program revenues based on ridership levels (similar to that of the COS program), or charging the program a pre-determined amount on a per-passenger basis. Further details will have to be worked out by the participating transit operators.
 - **Program Revenues** - Program revenues should be primarily based on mandatory student fees to ensure funding stability and longevity. Prior to any student fee increase, program administrators should shore up support with PC faculty and students. This may include a formal program presentation to the Kern Community College District Board of Trustees.

Other Financial Plan considerations include:

- **Capital Needs** - Does the city and/or PC have the required capital equipment and facilities to accommodate the program? Any current and future capital needs should be budgeted for.
 - **Administrative/Overhead Costs** - This includes the time and expense required to run the program. Administration costs, materials, pass generation/maintenance, etc. all have to be accounted for. Project partners may elect to contribute the time required to run the program, similar to COS' decision to not receive any funding directly for program administration.
 - **Plan Flexibility** - As student enrollments and ridership levels are expected to vary from semester to semester, the program must also be structured to be flexible and take this into account. This may be done by establishing a contingency fund and/or other financial mechanism. Inflation and increasing costs of goods and services will also need to be accounted for.
-
- **Conduct Student Vote** - With details of the proposed program developed, Porterville College will need to place the student transit fee program before the student body for approval. This vote will need to be conducted at least 6 months prior to initiating the program. State law requires fee programs such as the student transit pass program to be approved by the students before it can be implemented and collected.
 - **Program Coordination** - Establish and foster a good working relationship between Porterville College, the County of Tulare, the City of Porterville's Transit Division and TCAG (if required). Establishing clearly defined roles of each partner is critical. PC will have to work closely with Porterville Transit and TCaT to finalize program details (pass design, billing, marketing efforts, etc) prior to issuing the first transit passes.
 - **Service Analysis** - Conduct a thorough analysis of Porterville Transit Route 4, TCAT Route 80 and other relevant services to ascertain any anticipated service shortfalls due to increased ridership generated by the new program.
 - **Marketing Plan** - Develop and launch an on-going marketing campaign to promote ridership and on-going program support. The marketing plan should be initiated soon after financial plan is in place and agreements are executed.



10. BUS PASS PROGRAM EVALUATION: REEDLEY COLLEGE



Similar to Porterville College, discussions concerning a similar STTP program at Reedley College (PC) have began based partially on the COS STPP's initial performance during its first semester of operation (Spring 2011). To aid with further planning, TPG has is providing the following action plan to bring a similar COS-style student transit pass program to Reedley College.

REEDLEY COLLEGE BACKGROUND

Reedley College was established in May, 1926, as Reedley Junior College. Institutional doors were opened in September 1926, with a total of 30 students and six course offerings. In 1936, a separate building on the Reedley High School campus was built to house the junior college administration and provide additional classrooms. On July 1, 1946, the college recognized its role as a total community college. In September 1956, the college moved to its present site where it has continued to grow and expand. It now encompasses 420 acres, including the school's 300 acre farm adjacent to the main campus.

In 1963, the college became a member of the State Center Community College District, combining the resources of two of the oldest community colleges in the state. Reflecting the expanded area covered by the influence of the college, Reedley College officially became Kings River Community College in 1980. In accordance with the surrounding communities' wishes, the name Reedley College was restored in July, 1998.

In the fall of 2001, more than 11,147 students registered at Reedley College (RC campus, South Centers and North Centers). The college offers associate degree programs, the first two years of a transfer program, and short-term career training programs. Current student enrollments amount to around 12,000 students, similar in size to the College of Sequoias in Visalia.

Reedley College is located in Reedley, California, 30 miles southeast of Fresno. In this rural setting, the campus community enjoys the unique combination of urban sophistication and rural values. Reedley College provides day, evening, and Saturday classes. Operated on an 18-week semester system, the college offers a fall and spring term, as well as six-, eight- and 10-week summer sessions. Courses are offered at the main campus in Reedley and at several off-campus locations collectively referred to as the South Centers Community Campus Program.

EXISTING STUDENT TRANSIT SERVICES & OPTIONS

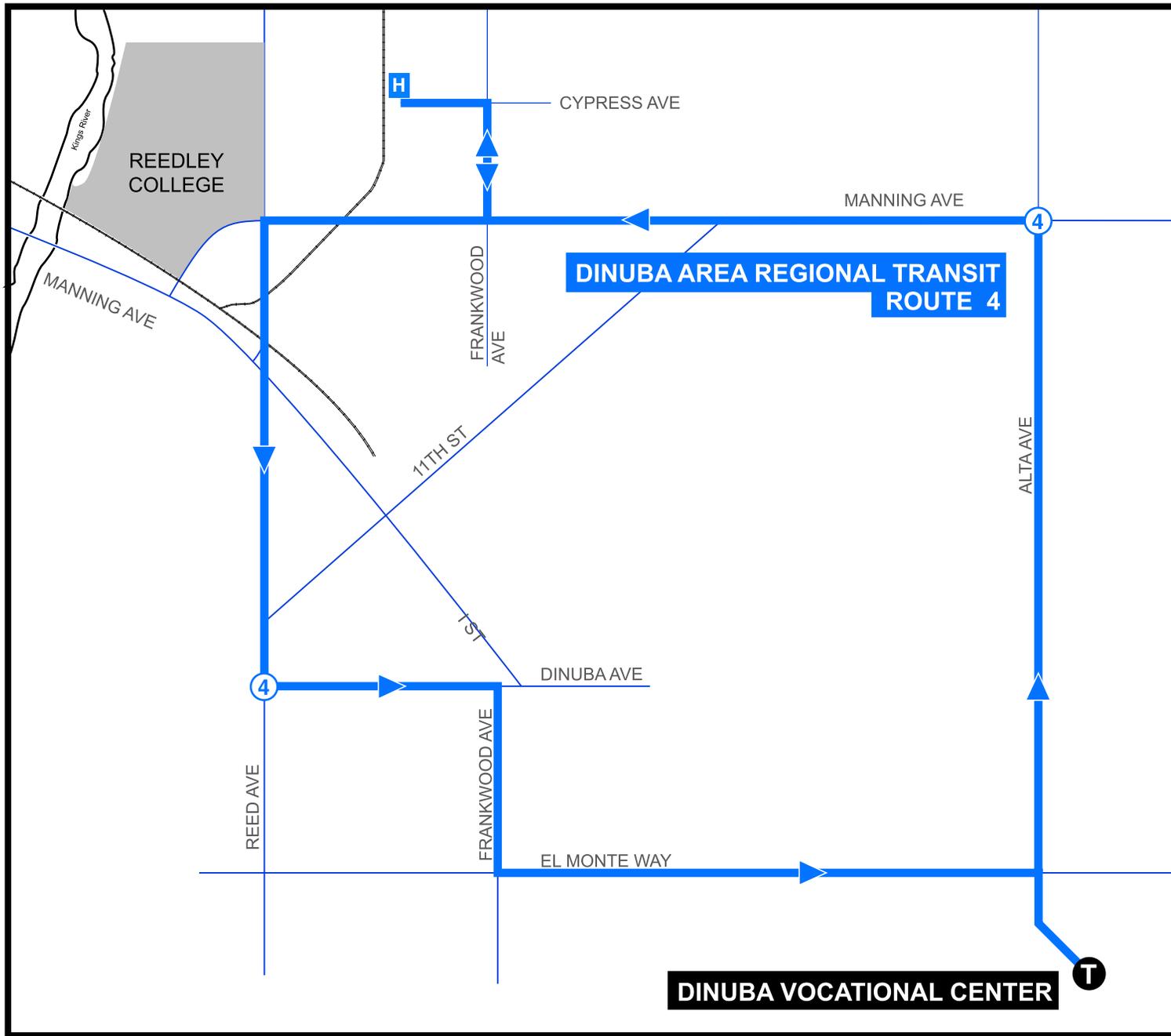
Transit services to/from Reedley College include:

- Dinuba Area Regional Transit (DART): DART's Dinuba Connection route provides service between Dinuba and Reedley with a stop at Reedley College. DART is discussed in detail in Section 2 of this report.
- Fresno County Rural Transit Agency operates Reedley Transit and Orange Cove Transit which provides service to Reedley, Parlier and Sanger and to the Fresno-Clovis Metropolitan Area.

Figure 10-1: "Reedley College Existing Transit Service" shows the DART route map which has the Reedley College stop.

REEDLEY COLLEGE ON-BOARD SURVEY RESULTS

On-board surveys were administered for Tulare County Community College Transit Study from Friday April 15, 2011 to Saturday May 07, 2011. As part of this countywide survey activity, TPG developed and collected data for transit services serving Reedley College aboard the Reedley Route on the Dinuba Area Regional Transit system. We collected 52 responses through this survey activity. The days and times selected for the surveys were selected to represent a "typical" ridership period. Thus, survey results are assumed to be representative of overall Reedley College transit ridership.



NOT TO SCALE
(ROAD WAY ALIGNMENT CONCEPTUAL ONLY)



Reedley College
Existing Transit Service

COS Transit Study

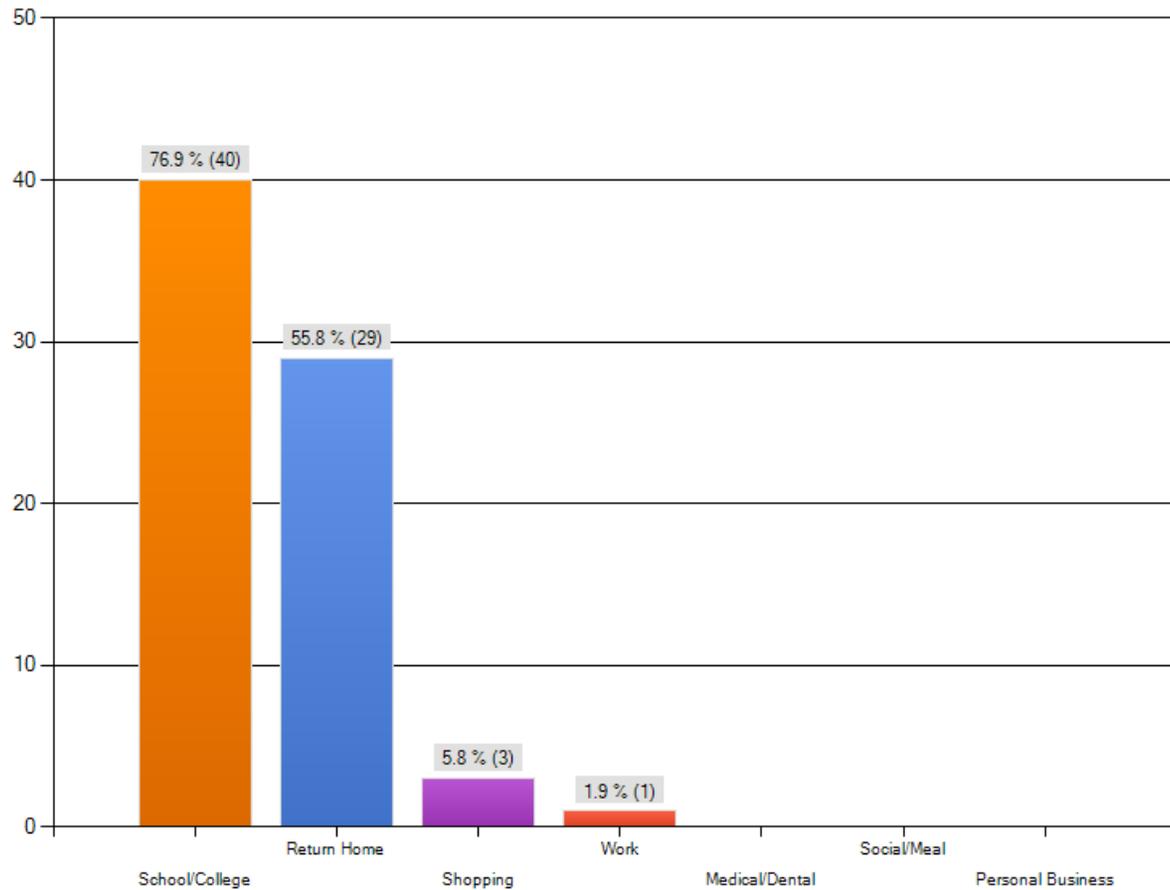
Figure 10-1

11-1244

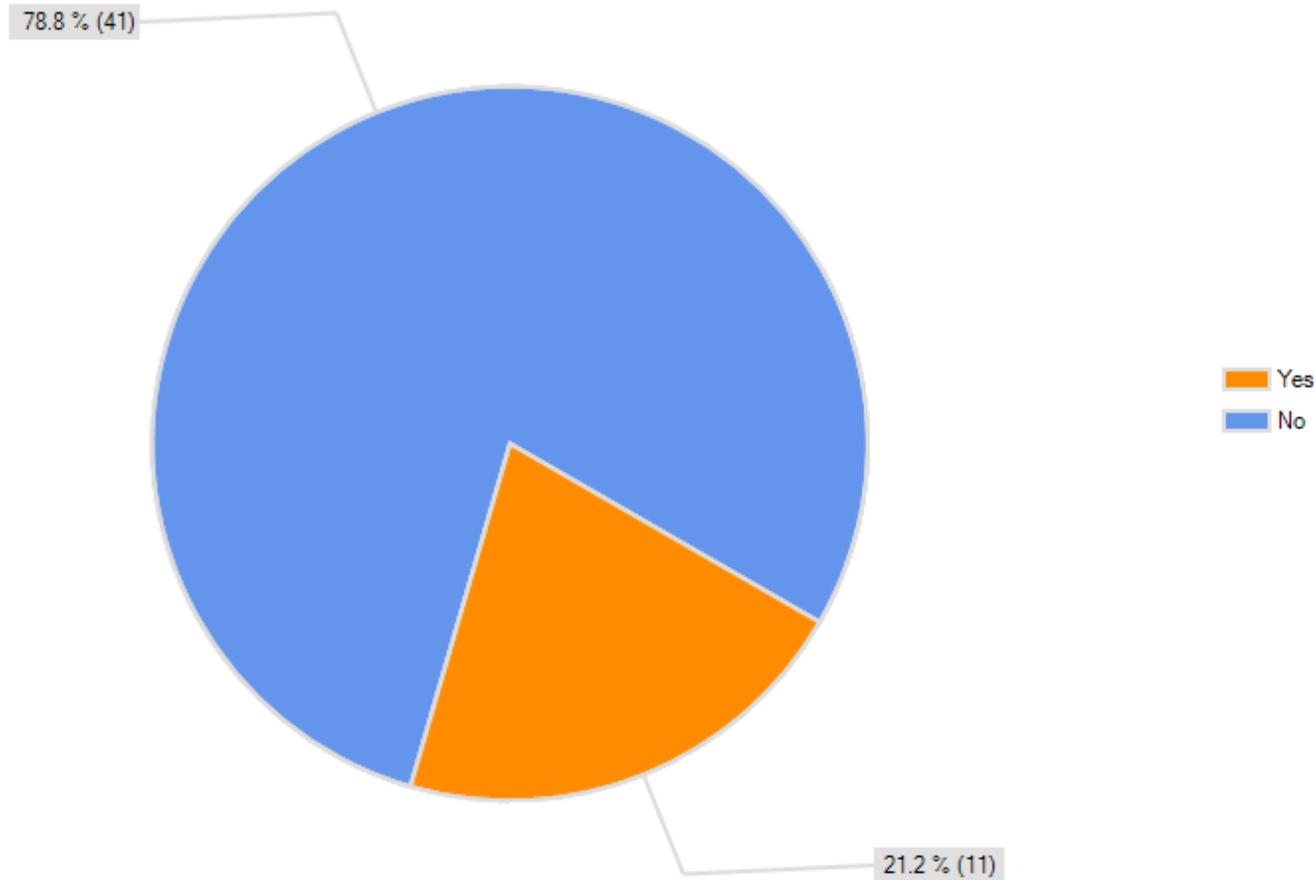
Survey Results

Below is the list of multiple choice questions asked on each survey form and the collected data associated with each question. The actual survey form and survey results are contained within Appendix O.

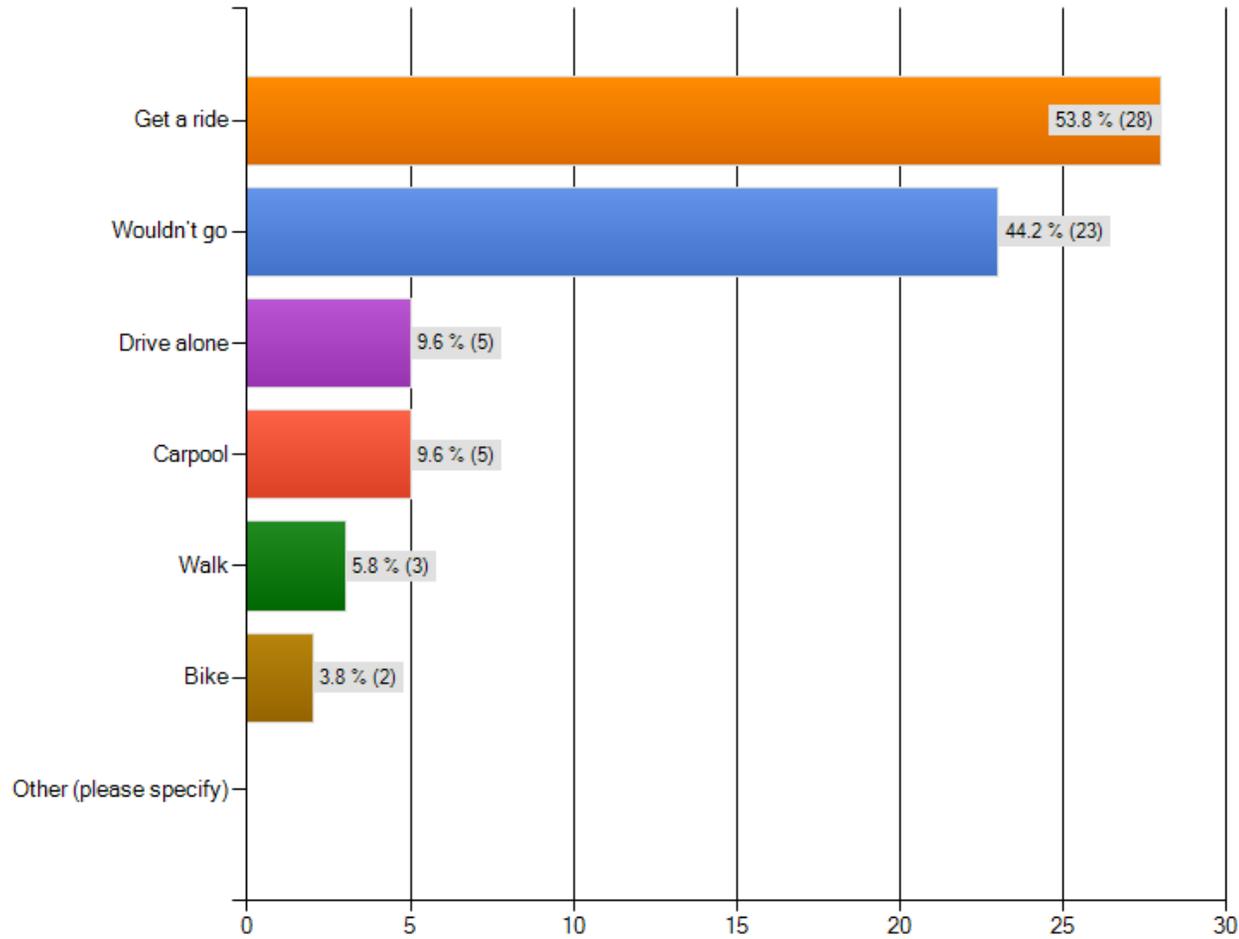
1) Where are you taking the bus today?



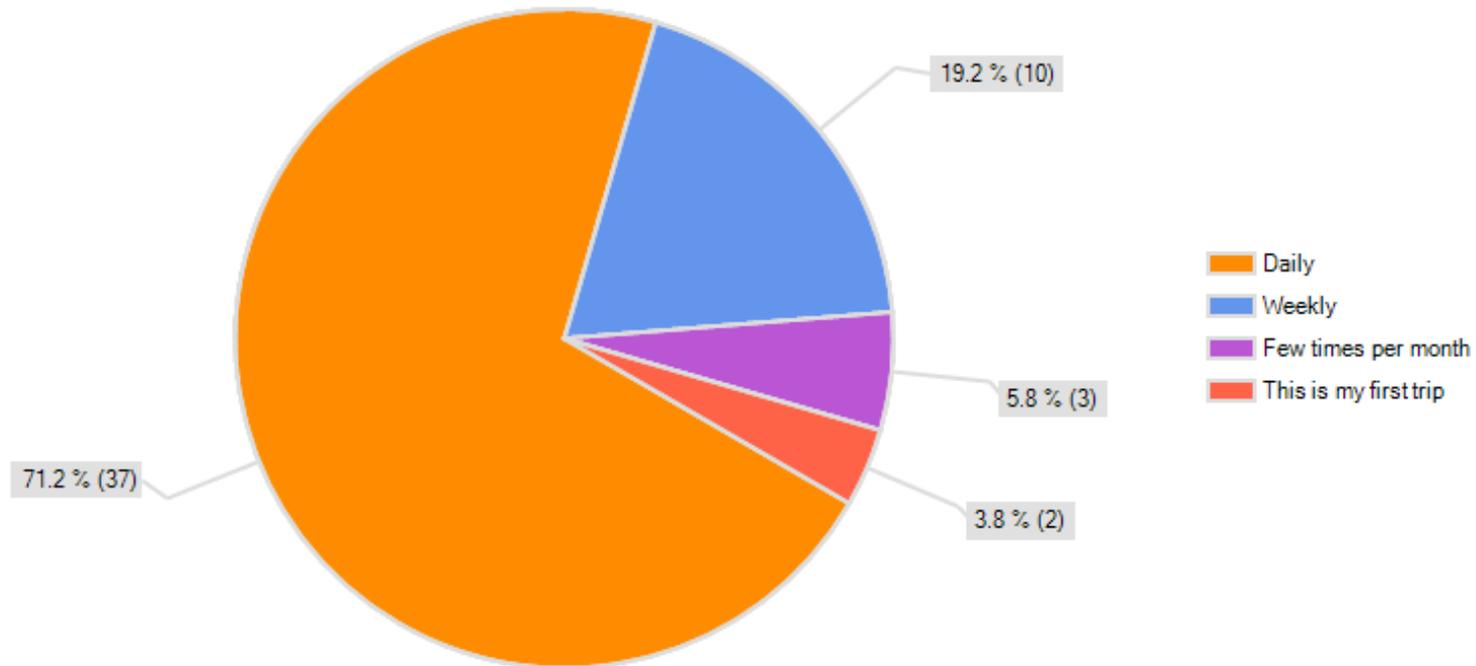
2) Did you have a car available for this trip today?



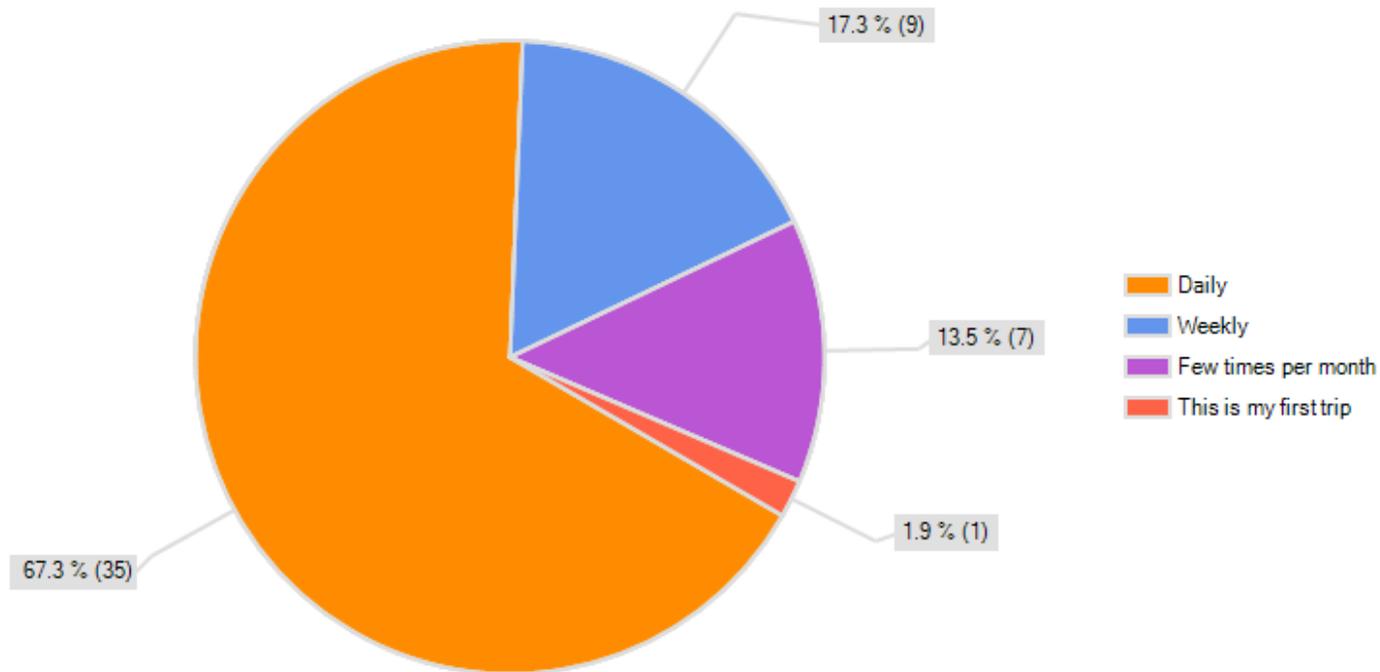
3) How would you have made this trip if a bus was not available?



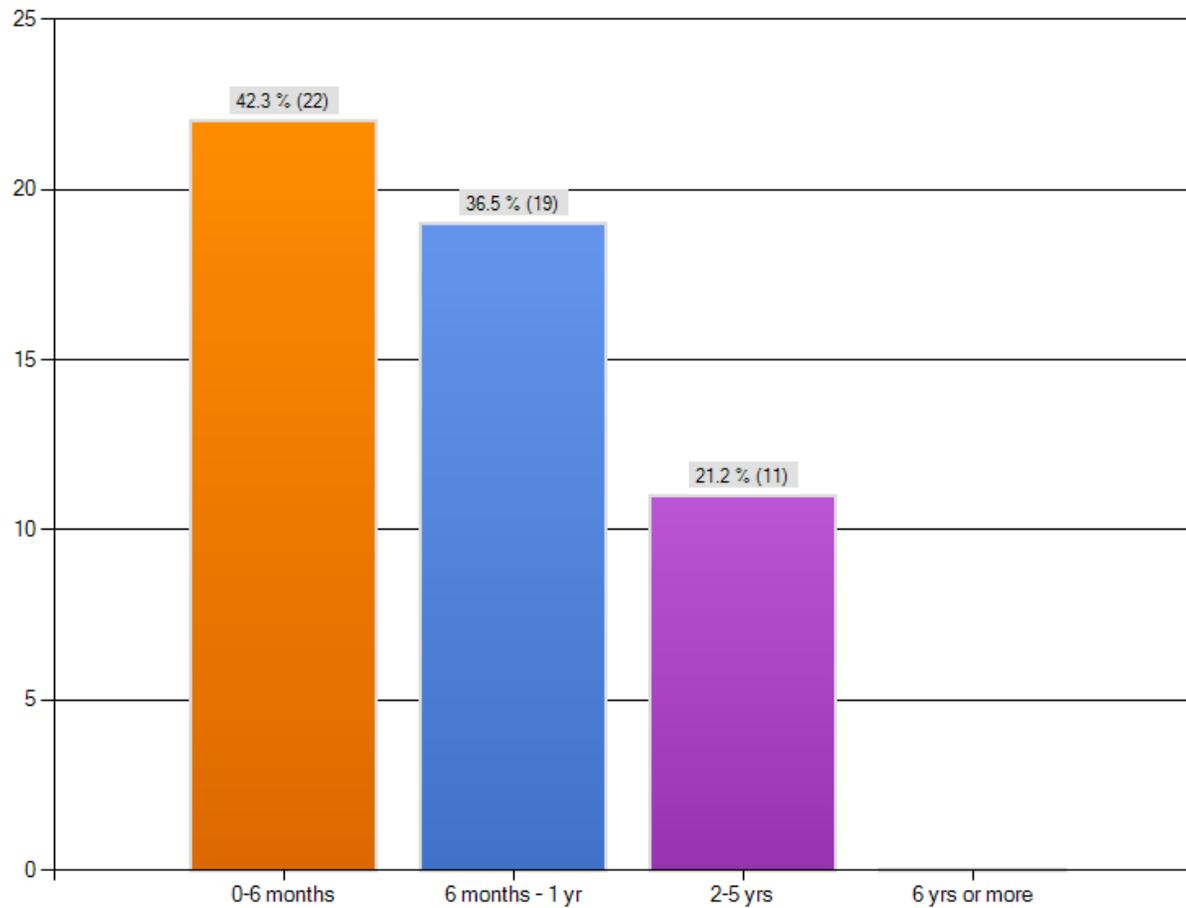
4) How often do you ride this bus service to school?



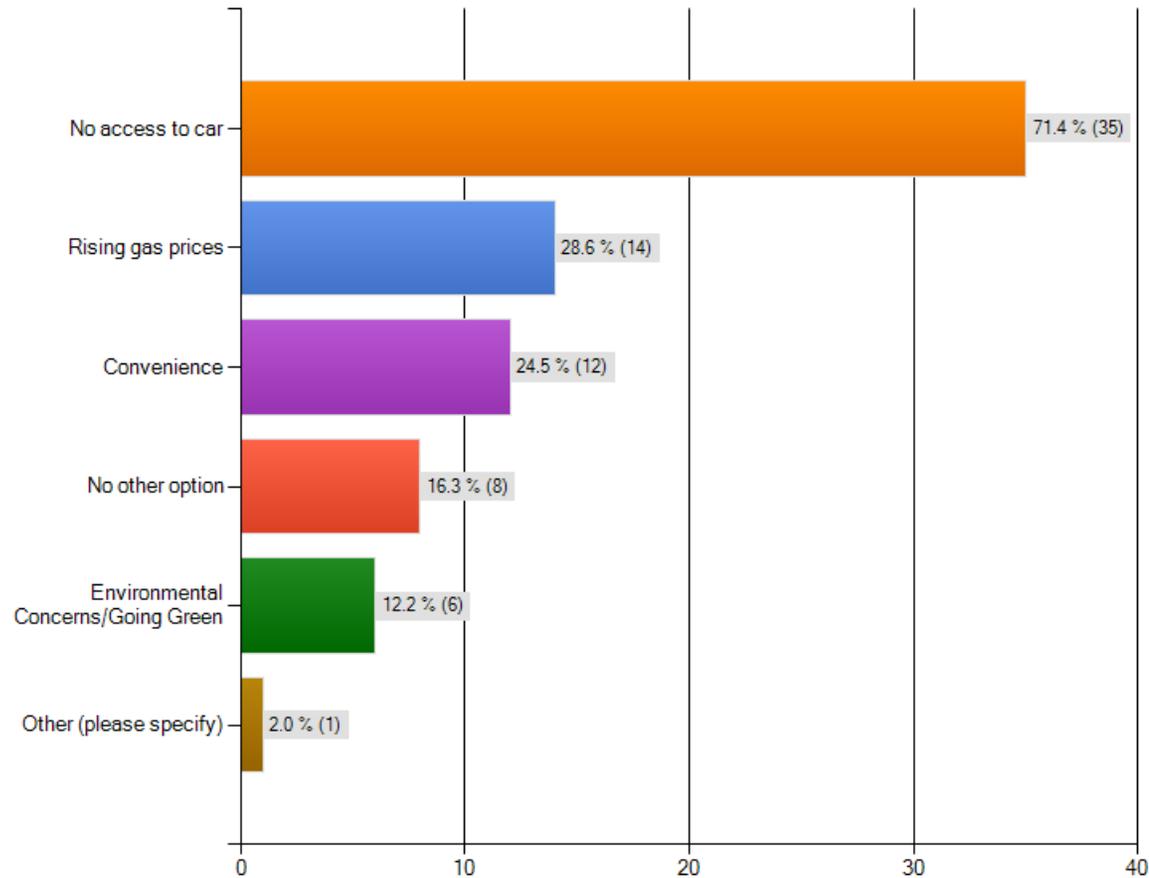
5) How long have you been using transit bus services?



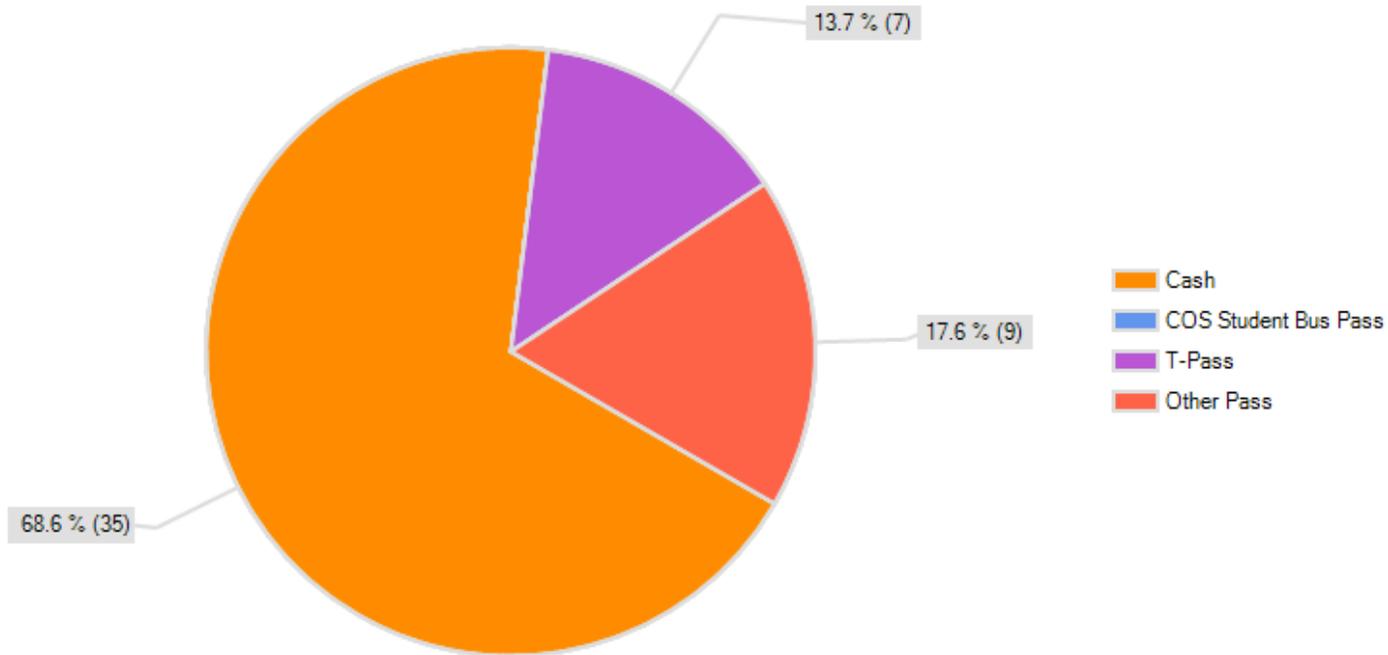
6) How long have you been taking the bus to get to Reedley College?



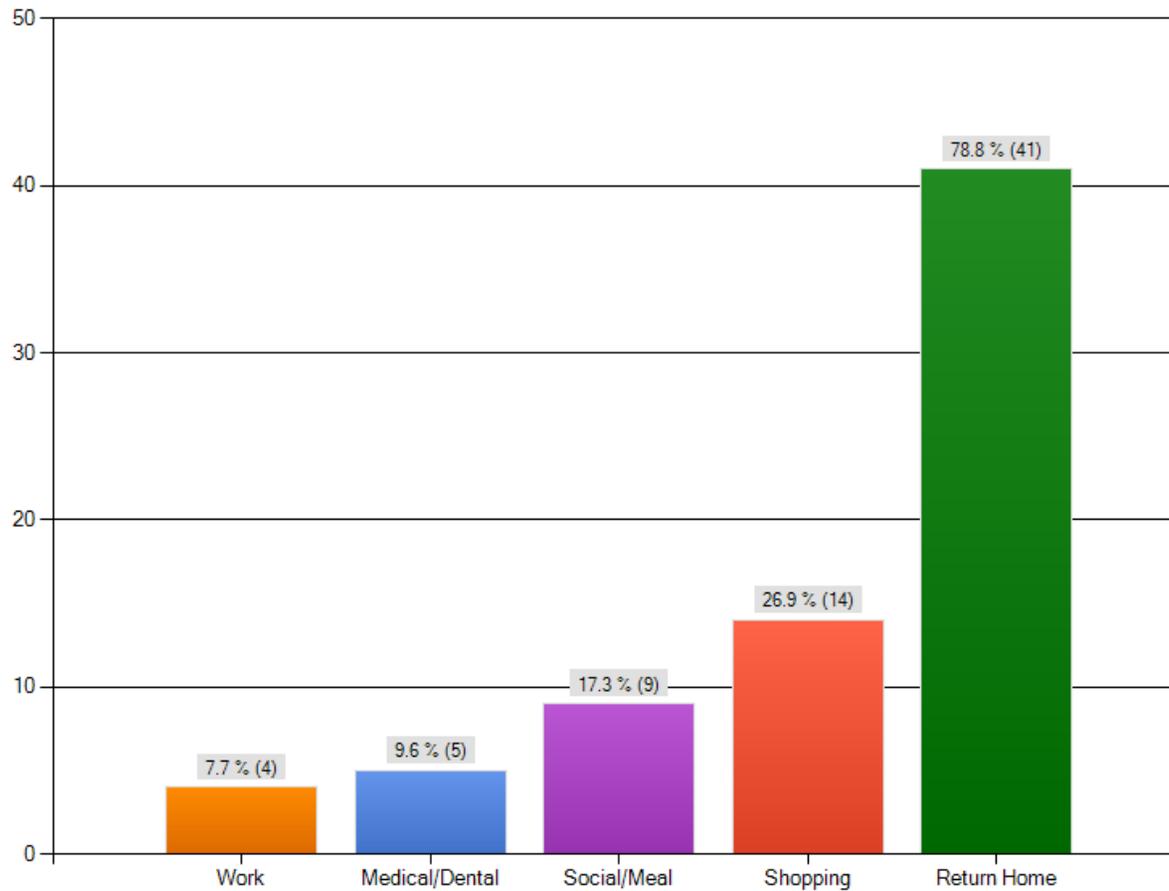
7) If you are a new rider (less than 1 year), why did you start using transit bus service?



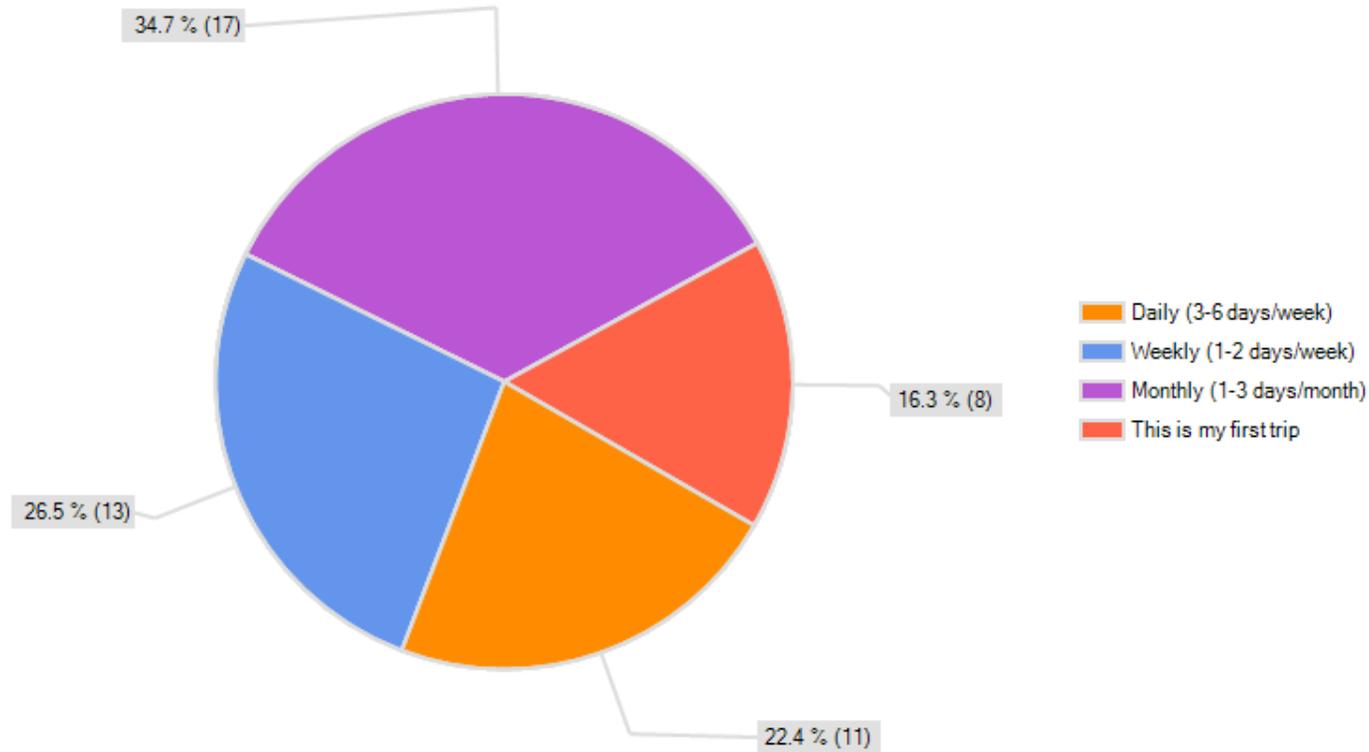
8) How did you pay for your bus fare?



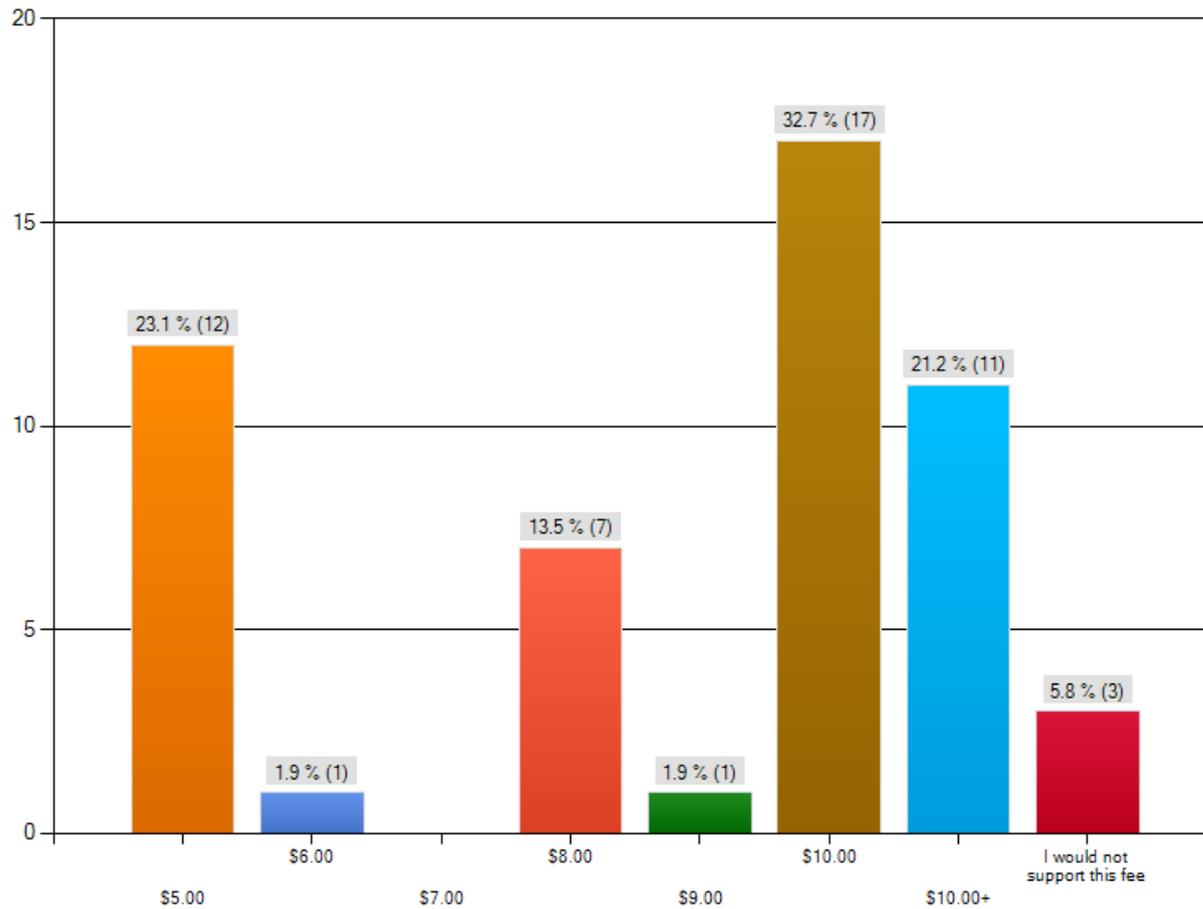
9) When riding the bus to go to places other than school, where do you go?



10) How often do you use the bus to get to non-school related destinations?

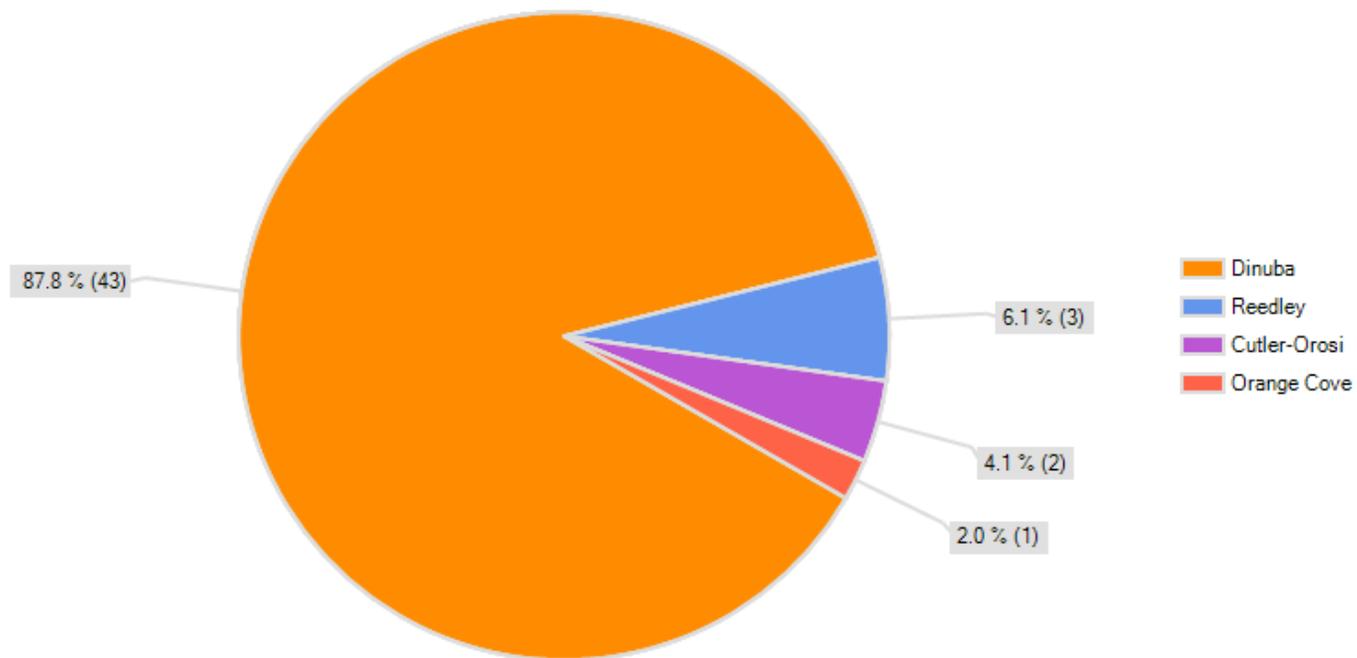


11) If you could have unlimited rides on this or other local transit buses through a Student Registration Fee at Porterville College, what is the most you would be willing to pay for this fee?

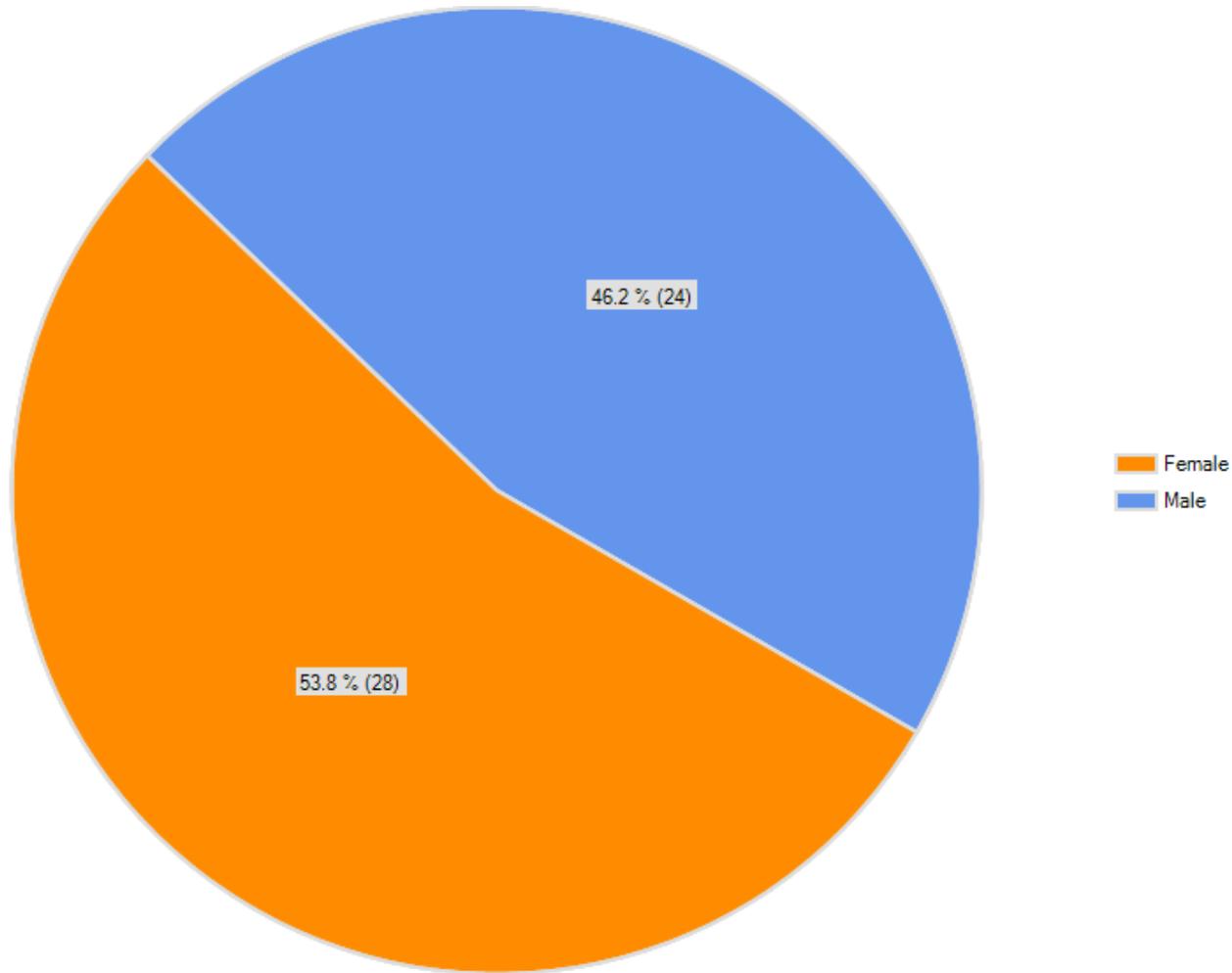


In order to better understand a typical patron on this bus service, we asked each survey respondent to provide demographic data.

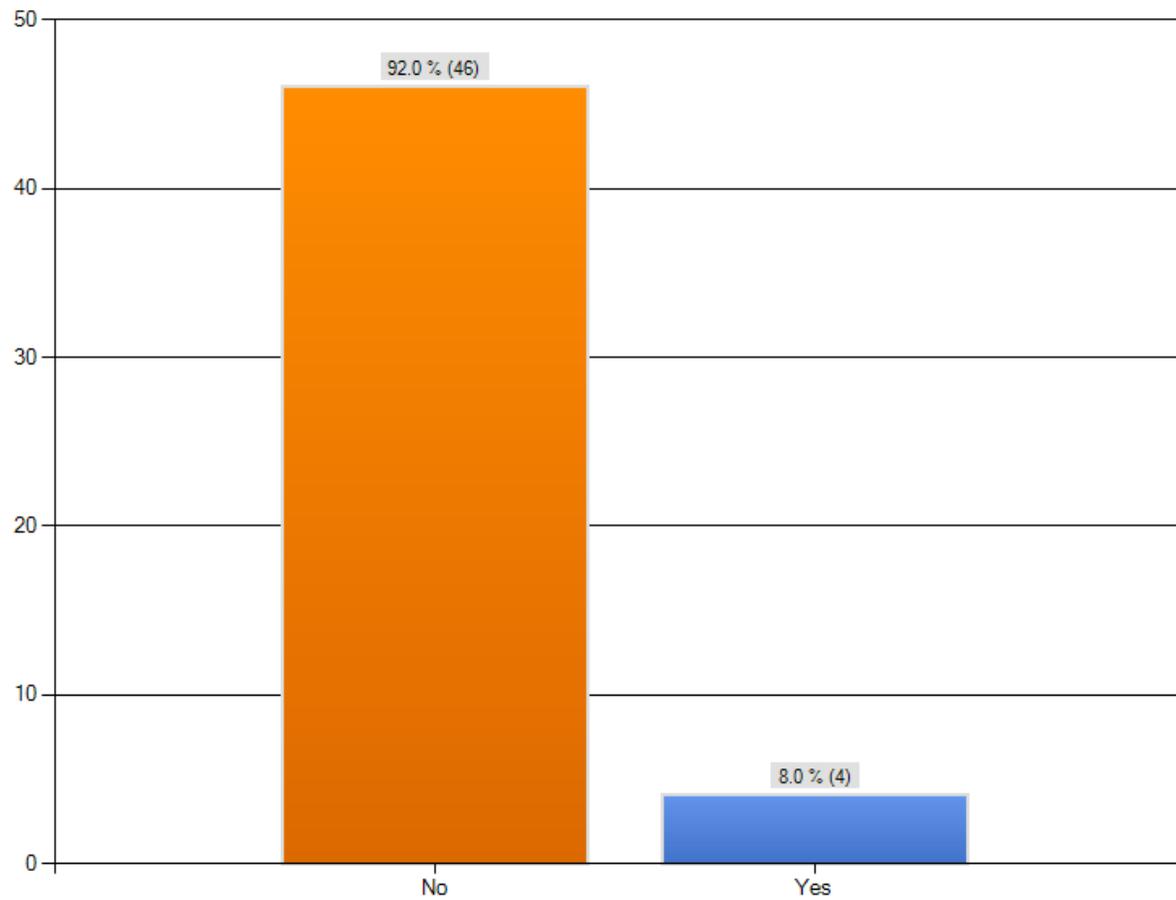
12) What city/area do you live?



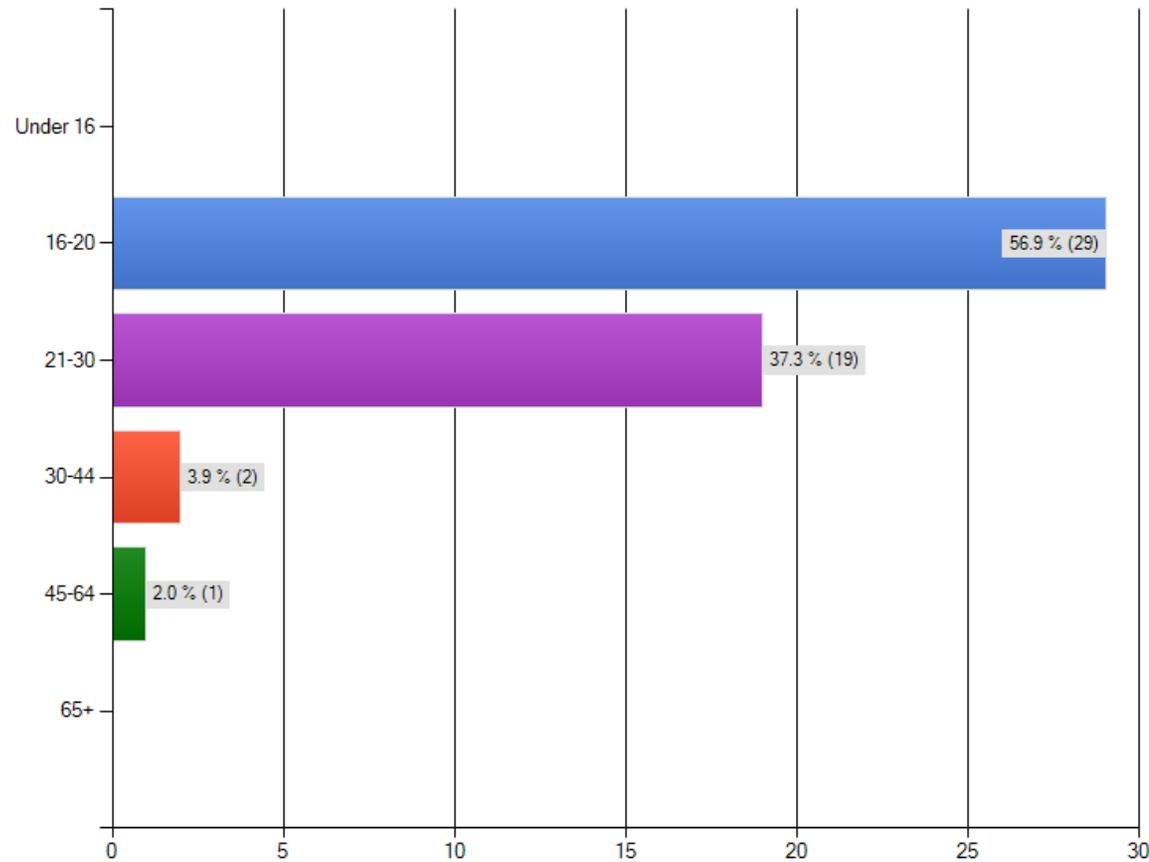
13) What is your gender?



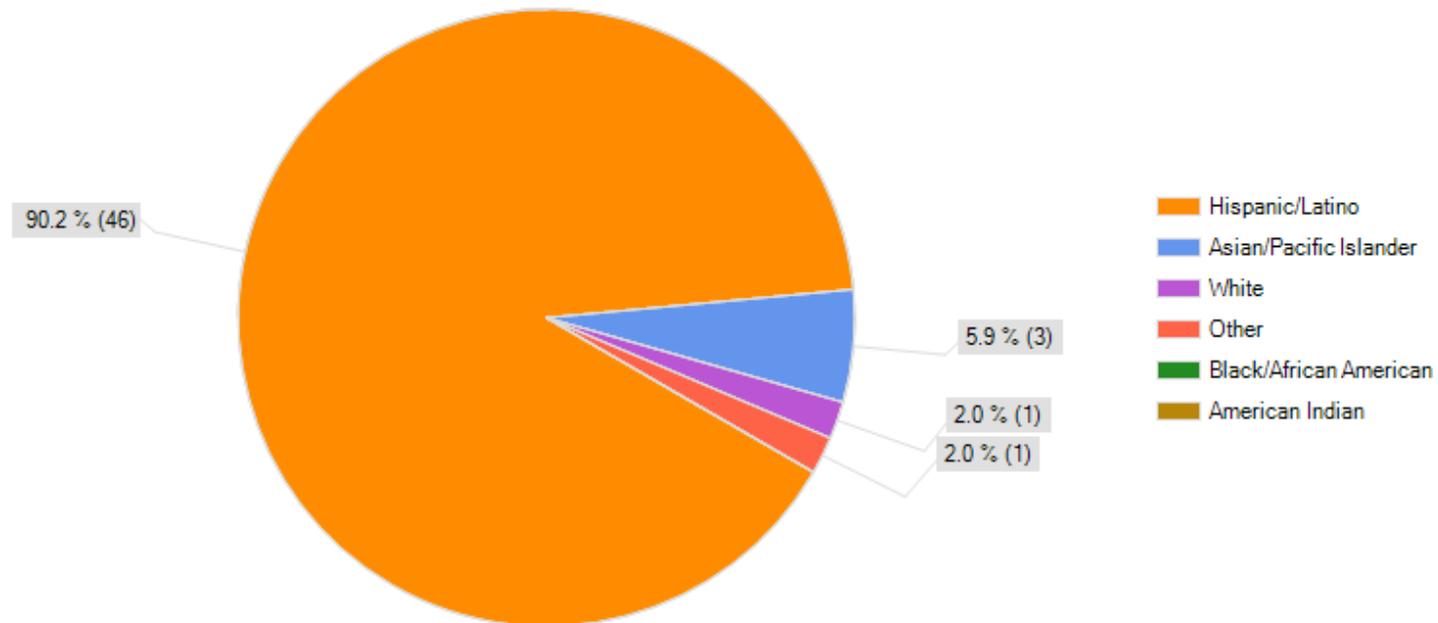
14) Do you have a handicap or disability?



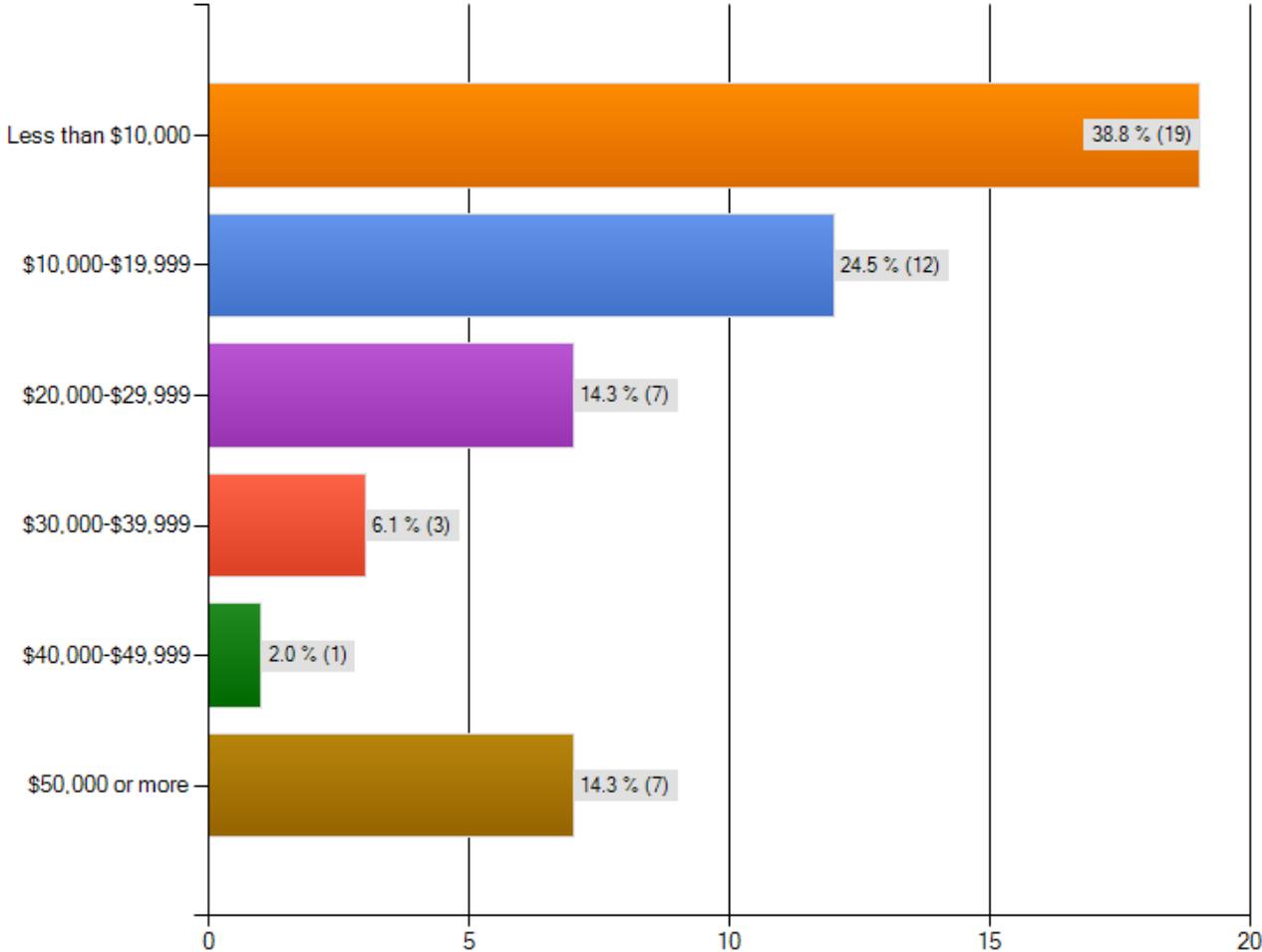
15) What is your age?



16) What is your ethnicity?



17) What is the Total Annual income of all members of your household?



RIDERSHIP PROJECTION

We have developed the following 5 year ridership projection based on our research, discussions with several key stakeholders and the following assumptions:

- Student usage of the RC Transit Pass would be very similar to that of Students using the COS STPP pass;
- Student enrollment will be inhibited by state budget problems and it is assumed that the annual student enrollment growth rate will be only 1%;
- Ridership projections do not include summer school sessions;
- The percentage of Dinuba ridership mirrors the proportional number of the students residing in Dinuba (15%)

Table 10-1: Projected Ridership for RC Student Pass - Five Years

Fiscal Year	Enrolled Students <i>(semester)</i>	Projected Growth	Projected Annual Ridership <i>(school-wide)</i>	Projected Annual Ridership <i>(Dinuba only)</i>
2011/2012	6,400	1.00%	118,400	17,800
2012/2013	6,500	1.00%	120,200	18,000
2013/2014	6,600	1.00%	122,100	18,300
2014/2015	6,700	1.00%	124,000	18,600
2015/2016	6,800	1.00%	125,800	18,900

The projected ridership is provided for the overall College should a District-wide Student Transit Pass Program be implemented. Information on just the Dinuba Transit portion is provided to assist with the development of the intra-county component. It is estimated that annual student ridership on the Dinuba Connection would be approximately 18,000 riders.

PROPOSED STUDENT TRANSIT PASS PROGRAM

Based on Dinuba Transit’s average fare per passenger and associated program overhead costs, the program should strive to generate about \$1.25 per student ride. This equates an average funding goal of approximately \$25,000 per year for the project.

REEDLEY COLLEGE STUDENT TRANSIT PASS PROGRAM ACTION PLAN

TPG is pleased to present the following for use as ‘next steps’ by Reedley College faculty and local transit operators.

- **Determine Program Partners** - Determining participating program partners is key to beginning program development. Without supportive key partners, the program will not be possible. Potential partners include: Reedley College, the City of Reedley, Fresno County Rural Transit Agency, Dinuba Area Regional Transit, TCaT, TCAG, and the Council of Fresno County Governments.
- **Develop Program Structure** - Working with all program partners, program developers need to determine the overall program structure. Key topics include program objectives and goals, financing (see next bullet), ridership projections, anticipated impacts to transit, capital needs, program performance indicators and a marketing campaign. A program visioning meeting is recommended to begin development of the program structure once potential partners are identified.
- **Develop Program Financial Plan** - The plan should include all anticipated program expenditures, and revenues (including sources). There are two primary components to the financial plan:
 - **Transit Service Cost** - This is the cost of providing transit services for student transit pass holders. This will be based on the levels of ridership generated by the program. There are several methods to ensure fair compensation to the participating transit operators, including proportional payments of program revenues based on ridership levels (similar to that of the COS program), or charging the program a pre-determined amount on a per-passenger basis. Further details will have to be worked out by the participating transit operators.
 - **Program Revenues** - Program revenues should be primarily based on mandatory student fees to ensure funding stability and longevity. Prior to any student fee increase, program administrators should shore up support with Reedley College faculty and students.

Other Financial Plan considerations include:

- **Capital Needs** - Any current and future capital needs should be budgeted for.

- **Administrative/Overhead Costs** - This includes the time and expense required to run the program. Administration costs, materials, pass generation/maintenance, etc. all have to be accounted for.
- **Plan Flexibility** - As student enrollments and ridership levels are expected to vary from semester to semester, the program must also be structured to be flexible and take this into account. This may be done by establishing a contingency fund and/or other financial mechanism. Inflation and increasing costs of goods and services will also need to be accounted for.
- **Conduct Student Vote** - With details of the proposed program developed, Reedley College will need to place the student transit fee program before the student body for approval. This vote will need to be conducted at least 6 months prior to initiating the program. State law requires fee programs such as the student transit pass program to be approved by the students before it can be implemented and collected.
- **Program Coordination** - Establish and foster a good working relationship between all program partners. Establishing clearly defined roles is critical to the long term success of this program.
- **Service Analysis** - Conduct a thorough analysis of all transit routes and services affected by the program to determine any anticipated service shortfalls due to increased ridership generated by the new program.
- **Marketing Plan** - Develop and launch an on-going marketing campaign to promote ridership and on-going program support. The marketing plan should be initiated soon after financial plan is in place and agreements are executed.

11. SOURCES CONSULTED

The data provided within this Transit Study was compiled and analyzed from a variety of sources, including the following. All sources are listed alphabetically.

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Steve Schultz, Vice President – Student Services, Porterville College, stakeholder Interview

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