

CITY OF THOUSAND OAKS TRANSIT MASTER PLAN

DRAFT FINAL REPORT

MAY 2016





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May 2016

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EXECUTIVE SUMMARY

In FY 2013/14, the City of Thousand Oaks applied for and was awarded planning grant funding through California Department of Transportation (CalTrans) to develop the City of Thousand Oaks Transit Master Plan. CalTrans designated the Southern California Association of Governments (SCAG) as grant administrator, and was responsible for grant compliance. This Transit Master Plan is intended to provide a comprehensive blueprint for transit operations and capital improvements over short- and long-term planning horizons. As the first of its kind in the forty-year history of the City's public transit program, this Transit Master Plan will look to assess and recommend transit goals, policies, implementation strategies, and funding opportunities.

Given the significant impact this project will have on mobility and livability within Thousand Oaks, the anticipated benefits of the recommendations contained within the Transit Master Plan include increased ridership within the Thousand Oaks Transit service area, identification of new and emerging trends within the community, and preparation of cost-effective program development strategies.

A fixed-route service includes any transit service in which vehicles run along an established path at preset times. After a thorough review of the fixed-route system it was determined that an overhaul of the current system was needed in order to meet the diverse needs of the Thousand Oaks community. To achieve this, a series of objectives were developed to guide the redevelopment of the current fixed-route service. These guiding objectives are:

- Provide more frequent service to all areas of Thousand Oaks,
- Provide bidirectional service for all routes,
- Reduce average travel time,
- Increase connectivity between local and regional transit services, and
- Reduce wait time at key transfer locations.

The process by which service recommendations were developed began with a “bottom-up” mentality driven by a community-first approach. Starting with the community helped ensure the recommendations would be tailored to meet the specific needs of Thousand Oaks. Interactive public outreach efforts included 15 community workshops, three stakeholder roundtable sessions, numerous discussions with City and SCAG staff, and an extensive survey outreach element. The resulting data presented a true picture of local and regional transit demands and priorities.

The result was a three-phased approach spanning three years, intended to enhance the value of both the fixed-route and Dial-A-Ride services. Those phased recommendations are as follows:

- Phase 1:
 - Streamline Route 1 (Gold) by creating two routes.
 - Simplify, shorten, and provide bidirectional service along Route 2 (Green).
 - Provide bidirectional service on Route 3 (Red).
 - Provide bidirectional service on Route 4 (Blue).
 - Provide service to Amgen via the Metrolink Shuttle.
 - Develop marketing campaign to educate community about transit services available.
- Phase 2:
 - Provide direct, transfer-less service across Thousand Oaks to Agoura Hills.
 - Increase bidirectional service along existing routes.
 - Increase service along Thousand Oaks Boulevard and to California Lutheran University (CLU).
 - Develop flex service to serve less-dense neighborhoods and/or those with limited road networks.
 - Extend fixed-route and Dial-A-Ride (DAR) weekday and weekend service hours to end 9:30 p.m.
 - Extend fixed-route weekday service hours to begin at 4:30 a.m.
- Phase 3:
 - Provide local connecting fixed-route service to Simi Valley, and

The anticipated timeline for each phase will be dependent upon funding and staffing availability. City staff has provided encouraging feedback regarding a more streamlined implementation schedule for specific recommendations. However, given the unpredictability of the national economy, the proposed schedule, presented below, offers a reasonable timeline for implementation.

- Phase 1 – 12 to 18 months,
- Phase 2 – 18 to 24 months, and
- Phase 3 – 24 to 36 months.

Service recommendations are supported by twenty-year Capital and Financial Plans, as well as a robust Marketing Plan.

CHAPTER 1

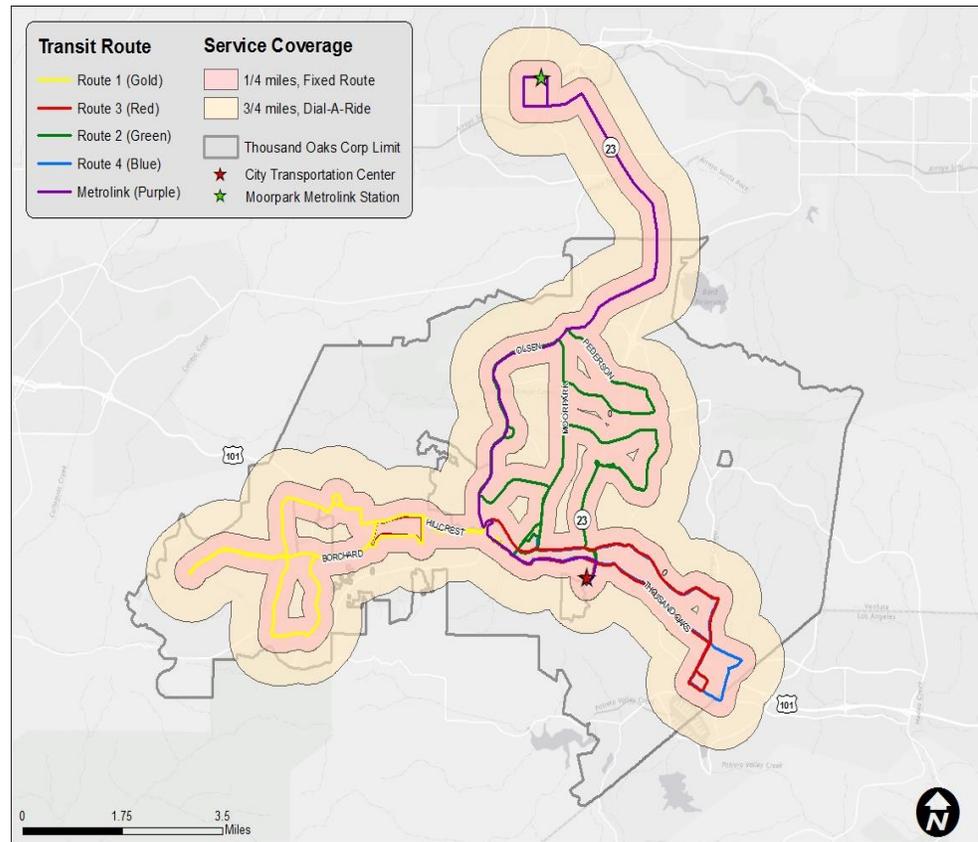
SERVICE AND SYSTEM EVALUATION

SECTION 1.1 – SYSTEM OVERVIEW

The Service and System Evaluation of Thousand Oaks Transit (TOT) provides an overview of the current services available within the TOT service area, evaluating system performance through quantifiable measures. The primary goals of this evaluation are an objective assessment of current transit operations, and the identification of areas for improvement and enhancement, while providing a foundation for service enhancement recommendations.

The TOT service area includes the cities of Thousand Oaks and Westlake Village; as well as Ventura County’s unincorporated areas of Newbury Park, Ventu Park, Lynn Ranch, Rolling Oaks, Oak Park, Hidden Valley, and Lake Sherwood. Additionally, the City of Thousand Oaks provides transit service through the East County Transit Alliance (ECTA) to Moorpark, Simi Valley, and unincorporated portions of eastern Ventura County. Collectively, the TOT coverage area represents an estimated 200,000 people; accessible via State Route 23 from the north and U.S. Highway 101 from the east and west. Exhibit 1.1.1 presents a map of the TOT service area, fixed-route network, and Dial-A-Ride boundaries.

Exhibit 1.1.1 Thousand Oaks Transit Service Area



Existing Transit Service

Fixed-Route Services

Thousand Oaks Transit is funded and operated by the City of Thousand Oaks. The current system features four fixed routes which cover Thousand Oaks, a portion of Westlake Village, and portions of unincorporated Ventura County. Service is also provided to Moorpark to the north via a fixed-route commuter shuttle (Metrolink Shuttle).

Dial-A-Ride (DAR) Services

TOT offers an eligibility-based demand-response service via its Dial-A-Ride (DAR) program. The program serves persons with disabilities and seniors. The Dial-A-Ride service exceeds the requirement service be provided within three-quarters of a mile from the fixed-route alignment. DAR services are provided seven days a week in Thousand Oaks, Westlake Village, and the unincorporated areas of Newbury Park, Ventu Park, Lynn Ranch, Rolling Oaks, Hidden Valley, Lake Sherwood, and Oak Park. DAR is a reservation-based service with four types of reservations (subscription, advance, time call, and on-demand) which are accepted from 30 minutes before and up to 30 minutes after normal operating hours.

ECTA Dial-A-Ride Services (CONNECT InterCity)

Inter-city Dial-A-Ride services are also provided through ECTA to persons with disabilities and seniors age 65 years and older upon advance reservation (defined as requested the day before). The service is offered Monday through Friday on a shared-ride, reservation basis by the cities of Moorpark, Simi Valley, and Thousand Oaks, as well as the County of Ventura. Connections can also be made through ECTA to other transportation providers such as Gold Coast Transit’s GO ACCESS and Los Angeles County’s Access Services.

Other Services

Other services provided in the communities surrounding Thousand Oaks include the Agoura Hills General Public Dial-A-Ride (operated by TOT), Amtrak, Gold Coast Transit, Kanan Shuttle (operated by TOT for the County of Ventura), LADOT Commuter Express, LA Metro, Moorpark Transit (operated by TOT), Oak Park General Public Dial-A-Ride (operated by TOT), Simi Valley Transit, and VCTC Intercity Bus. VCTC Intercity Bus, provided by the Ventura County Transportation Commission (VCTC), provides inter-community bus service between Camarillo, Canoga Park via its Highway 101, Conejo Connection, East County, Moorpark, Oxnard, Simi Valley, Thousand Oaks, and Warner Center routes.

The following tables summarize Thousand Oaks Transit operating hours and fares.

Exhibit 1.1.2 Current TOT Service Hours

Service Type	Service Name	Operating Hours		
		Weekday	Saturday	Sunday
Fixed-route	Route 1 (Gold)	5:00 a.m. to 8:04 p.m.	8:05 a.m. to 8:04 p.m.	N/A
Fixed-route	Route 2 (Green)	5:01 a.m. to 8:01 p.m.	8:35 a.m. to 8:01 p.m.	N/A
Fixed-route	Route 3 (Red)	5:00 a.m. to 7:36 p.m.	8:15 a.m. to 7:36 p.m.	N/A
Fixed-route	Route 4 (Blue)	5:05 a.m. to 7:58 p.m.	7:51 a.m. to 7:58 p.m.	N/A
Fixed-route	Metrolink (Purple)	5:15 a.m. to 8:30 p.m.	N/A	N/A
Dial-A-Ride	Dial-A-Ride	5:00 a.m. to 8:00 p.m.	8:00 a.m. to 8:00 p.m.	8:00 a.m. to 8:00 p.m.

Exhibit 1.1.3 Current TOT Service Fares

Fare Category	Fixed-Route		Dial-A-Ride	
	Local	Metrolink	Dial-A-Ride	ECTA
Regular	\$1.50	\$2.50	\$3.00	\$5.00
Senior 65+/Disabled/Medicare	\$0.75	\$1.25	\$3.00	\$5.00
ADA-certified/DAR Cardholder	Free	\$1.00	\$3.00	\$5.00
Children (under 5 with fare-paying adult)	Free	Free	\$3.00	\$5.00
ADA attendant (with fare-paying customer)	Free	Free	Free	Free
Transfer from local bus	N/A	\$1.00	N/A	N/A
Thousand Oaks Transit pass	N/A	\$1.00	N/A	N/A
Metrolink pass and ticket holders	N/A	Free	N/A	N/A

Fleet

Thousand Oaks Transit utilizes a fleet of varied composition. The variety of public transportation services provided by the City (Dial-A-Ride, fixed-route, commuter shuttle, etc.) determines the mix and quantity of transit vehicles, resulting in a large fleet. In addition, the City possesses larger cut-away vehicles for its fixed-route service. All Thousand Oaks Transit vehicles in the fleet are ADA-compliant. The City's transit fleet consists solely of CNG-powered fixed-route vehicles and a combination of gasoline- and CNG-powered Dial-A-Ride vehicles. The City owns all fixed-route vehicles (inclusive of Metrolink Shuttle) and all Dial-A-Ride cutaway buses, while MV Transportation leases all Dial-A-Ride caravans. A fleet inventory is provided in Exhibit 1.1.4.

Fleet ID	Year	Make	Model	Fuel	Mileage (4/1/2016)	Capacity	Wheelchair Capacity	Bicycle Capacity	Service Type	Assignment
36*	2008	Orion VII	Bus	CNG	384,699	34	2	3	FR	TO Fixed-Route
37*	2008	Orion VII	Bus	CNG	388,571	34	2	3	FR	TO Fixed-Route
38*	2008	Orion VII	Bus	CNG	344,730	34	2	3	FR	TO Fixed-Route
39*	2008	Orion VII	Bus	CNG	331,044	34	2	3	FR	TO Fixed-Route
54*	2015	Gillig	Bus	CNG	49,956	28	2	3	FR	TO Fixed-Route
55*	2015	Gillig	Bus	CNG	55,909	28	2	3	FR	TO Fixed-Route
41*	2009	Starcraft	Cutaway	CNG	63,300	24	2	2	FR	TO Fixed-Route
73*	2014	Ford	Cutaway	CNG	38,295	16	2	2	FR	TO Fixed-Route
74*	2014	Ford	Cutaway	CNG	33,608	16	2	2	FR	TO Fixed-Route
101**	2014	Dodge	Caravan	Gasoline	58,899	3	1		DAR	TO DAR
102**	2014	Dodge	Caravan	Gasoline	58,425	3	1		DAR	TO DAR
103**	2014	Dodge	Caravan	Gasoline	66,257	3	1		DAR	TO DAR
104**	2014	Dodge	Caravan	Gasoline	59,811	3	1		DAR	TO DAR
105**	2014	Dodge	Caravan	Gasoline	55,352	3	1		DAR	TO DAR
106**	2014	Dodge	Caravan	Gasoline	62,324	3	1		DAR	TO DAR
107**	2014	Dodge	Caravan	Gasoline	52,277	3	1		DAR	TO DAR
108**	2014	Dodge	Caravan	Gasoline	59,583	3	1		DAR	TO DAR
109**	2014	Dodge	Caravan	Gasoline	59,401	3	1		DAR	TO DAR
110**	2014	Dodge	Caravan	Gasoline	55,548	3	1		DAR	TO DAR
111**	2014	Dodge	Caravan	Gasoline	53,605	3	1		DAR	TO DAR
112**	2015	Dodge	Caravan	Gasoline	24,419	3	1		DAR	TO DAR
457*	2014	Ford	Cutaway	CNG	48,490	12	2		DAR	TO DAR
458*	2014	Ford	Cutaway	CNG	50,942	12	2		DAR	TO DAR
459*	2014	Ford	Cutaway	CNG	51,786	12	2		DAR	TO DAR
460*	2014	Ford	Cutaway	CNG	53,612	12	2		DAR	TO DAR
461*	2014	Ford	Cutaway	CNG	46,425	12	2		DAR	TO DAR
462*	2014	Ford	Cutaway	CNG	36,663	12	2		DAR	TO DAR
70^*	2009	Chevy	5500	CNG	175,135	14	2	2	FR	MetroLink Shuttle
71^*	2009	Chevy	5500	CNG	181,899	14	2	2	FR	MetroLink Shuttle
*Owned by the City of Thousand Oaks										
**Leased by MV Transportation										
^Will be retired June 2016.										

Facilities

The City of Thousand Oaks owns and operates two transit-related facilities, the Municipal Service Center (MSC) and the City Transportation Center. The MSC, located at 1993 Rancho Conejo Boulevard, houses the majority of the TOT fleet; MV Transportation non-revenue vehicles; City of Agoura Hills vehicles; Moorpark vehicles; the maintenance facility for city-owned vehicles; fuel station (both gas and diesel); Compressed Natural Gas (CNG) slow and fast fill stations; and facilities for drivers and maintenance workers, road supervisors, City transit staff, and safety/training managers. The City provides maintenance for all City-owned buses, as well as both DAR vehicles and Moorpark buses at the MSC.

The City Transportation Center, located at 265 S. Rancho Road, houses a small portion of the TOT fleet, Kanan Shuttle buses, as well as MV Transportation administrative, dispatching, and customer service staff. The facility also features passenger waiting areas, restrooms, and parking. Along with providing Thousand Oaks Transit services, the transportation center offers connections with a number of regional transportation services, including LA Metro, LADOT Commuter Express, and VCTC Intercity Bus.

Thousand Oaks Transit also leases from the Conejo Valley Unified School District the Janss Road Park and Ride lot which it operates and maintains for rideshare purposes.

Organizational Structure

Currently, Thousand Oaks Transit is operated by the City of Thousand Oaks under the leadership of the Deputy Public Works Director (Engineering). Reporting to the Deputy Public Works Director is the Transit Manager, whose staff includes one full-time transit assistant and two part-time (temporary) transit technicians. The Transit Manager also supervises warehouse and purchasing operations for the MSC. Reporting to the Transit Manager is one senior purchasing specialist and two purchasing specialists. Day-to-day operations are contracted to MV Transportation, a global operations contractor. With a staff of more than 65, MV Transportation is responsible for all transit operations, including driving and dispatching of vehicles, and fleet maintenance for leased vehicles and vehicles owned by the City of Agoura Hills.

TOT Performance Indicators

In order to evaluate transportation services, performance metrics were used to assess overall efficiency as well as to identify areas of potential improvement. The following section presents TOT system-wide performance across the prior three fiscal years (FY 2011/12 through FY 2014/15). All performance metric data compiled using data from State Controller Reports.

Exhibit 1.1.5 System Performance

Performance Measures	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Operating Cost	\$3,809,676	\$3,579,475	\$3,954,935	\$4,359,539
<i>Annual Change</i>		-6.0%	10.5%	10.2%
Fare Revenue	\$338,079	\$339,401	\$368,197	\$388,038
<i>Annual Change</i>		0.4%	8.5%	5.4%
Vehicle Service Hours (V SH)	53,151	51,794	56,808	56,557
<i>Annual Change</i>		-2.6%	9.7%	-0.4%
Vehicle Service Miles (VSM)	764,381	772,072	845,400	895,573
<i>Annual Change</i>		1.0%	9.5%	5.9%
Ridership	264,262	238,770	252,488	255,714
<i>Annual Change</i>		-9.6%	5.7%	1.3%
Performance Metric				
Operating Cost/VSH	\$71.68	\$69.11	\$69.62	\$77.08
<i>Annual Change</i>		-3.6%	0.7%	10.7%
Operating Cost/VSM	\$4.98	\$4.64	\$4.68	\$4.87
<i>Annual Change</i>		-7.0%	0.9%	4.1%
Operating Cost/Passenger	\$14.42	\$14.99	\$15.66	\$17.05
<i>Annual Change</i>		4.0%	4.5%	8.8%
Passengers/VSH	4.97	4.61	4.44	4.52
<i>Annual Change</i>		-7.3%	-3.6%	1.7%
Passengers/VSM	0.35	0.31	0.30	0.29
<i>Annual Change</i>		-10.5%	-3.4%	-4.4%
Fare/Passenger	\$1.28	\$1.42	\$1.46	\$1.52
<i>Annual Change</i>		11.1%	2.6%	4.1%
Farebox Recovery	8.9%	9.5%	9.3%	8.9%
<i>Annual Change</i>		6.8%	-1.8%	-4.4%
VSM/VSH	14.38	14.91	14.88	15.83
<i>Annual Change</i>		3.7%	-0.2%	6.4%
*Data reflects NTD reporting with City staff input.				

Exhibit 1.1.6 Fixed-Route and Specialized Service (DAR) Performance

Performance Measures	Fixed-Route				Dial-A-Ride			
	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Operating Cost	\$1,572,560	\$1,383,374	\$1,736,319	\$2,093,254	\$2,237,116	\$2,196,101	\$2,218,616	\$2,266,285
Annual Change		-12.0%	25.5%	20.6%		-1.8%	1.0%	2.1%
Fare Revenue	\$150,128	\$142,632	\$163,496	\$172,277	\$187,951	\$196,769	\$204,701	\$215,761
Annual Change		-5.0%	14.6%	5.4%		4.7%	4.0%	5.4%
Vehicle Service Hours (VSH)	15,165	15,165	19,801	19,749	37,986	36,629	37,007	36,808
Annual Change		0.0%	30.6%	-0.3%		-3.6%	1.0%	-0.5%
Vehicle Service Miles (VSM)	225,433	211,216	284,544	291,500	538,948	560,856	560,856	604,073
Annual Change		-6.3%	34.7%	2.4%		4.1%	0.0%	7.7%
Ridership	174,408	153,777	166,247	169,302	89,854	84,993	86,241	86,412
Annual Change		-11.8%	8.1%	1.8%		-5.4%	1.5%	0.2%
Performance Metric								
Operating Cost/VSH	\$103.70	\$91.22	\$87.69	\$105.99	\$58.89	\$59.96	\$59.95	\$61.57
Annual Change		-12.0%	-3.9%	20.9%		1.8%	0.0%	2.7%
Operating Cost/VSM	\$6.98	\$6.55	\$6.10	\$7.18	\$4.15	\$3.92	\$3.96	\$3.75
Annual Change		-6.1%	-6.8%	17.7%		-5.7%	1.0%	-5.2%
Operating Cost/Passenger	\$9.02	\$9.00	\$10.44	\$12.36	\$24.90	\$25.84	\$25.73	\$26.23
Annual Change		-0.2%	16.1%	18.4%		3.8%	-0.4%	1.9%
Passengers/VSH	11.50	10.14	8.40	8.57	2.37	2.32	2.33	2.35
Annual Change		-11.8%	-17.2%	2.1%		-1.9%	0.4%	0.7%
Passengers/VSM	0.77	0.73	0.58	0.58	0.17	0.15	0.15	0.14
Annual Change		-5.9%	-19.8%	-0.6%		-9.1%	1.5%	-7.0%
Fare/Passenger	\$0.86	\$0.93	\$0.98	\$1.02	\$2.09	\$2.32	\$2.37	\$2.50
Annual Change		7.8%	6.0%	3.5%		10.7%	2.5%	5.2%
Farebox Recovery	9.5%	10.3%	9.4%	8.2%	8.4%	9.0%	9.2%	9.5%
Annual Change		8.0%	-8.7%	-12.6%		6.6%	3.0%	3.2%
VSM/VSH	14.87	13.93	14.37	14.76	14.19	15.31	15.16	16.41
Annual Change		-6.3%	3.2%	2.7%		7.9%	-1.0%	8.3%

*Data reflects NTD reporting with City staff input.

Ridership

As a whole, ridership has fluctuated across the past four fiscal years with a high of 264,262 riders in FY 2011/12 and a low of 238,770 in FY 2012/13. Overall, the system averaged 252,809 riders throughout the evaluation period. A review of both services shows that the fixed-route service accounts for approximately 66 percent of total ridership, while Dial-A-Ride services represent approximately 34 percent.

Exhibit 1.1.7 System Ridership

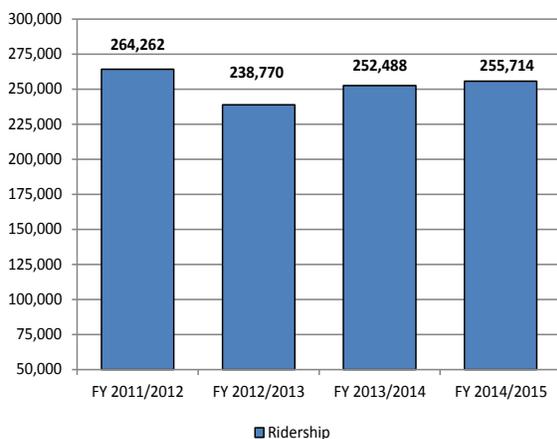
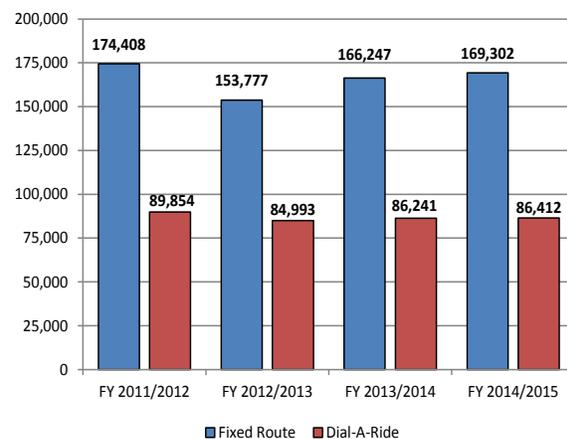


Exhibit 1.1.8 Ridership By Mode



Farebox Recovery

Farebox Recovery Ratio calculates the percentage of operating cost recovered through passenger fares. It is the most common measure of public subsidy of a transit service. System farebox recovery stands at 8.9 percent for FY 2014/15, a decrease of 4.4 percent over FY 2013/14 (See Exhibit 1.1.9). According to Transportation Development Act (TDA) requirements, urbanized area transit providers must meet a State farebox recovery ratio of 20 percent.

An effective strategy for improving farebox recovery is to increase ridership while keeping operating costs down. The City is actively engaging in measures to promote existing services while also reducing operating costs. A further discussion of strategies to improve this metric is presented in the Service Recommendations chapter.

Exhibit 1.1.9 System Farebox Recovery

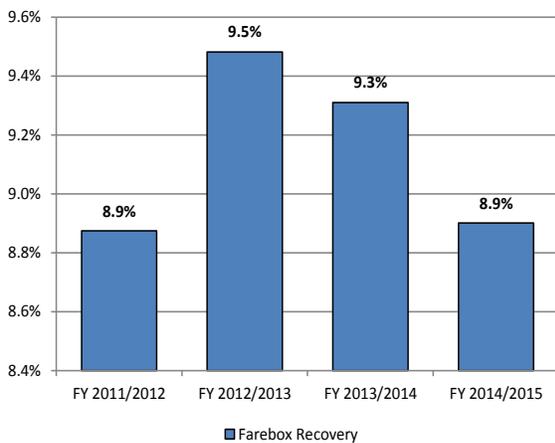
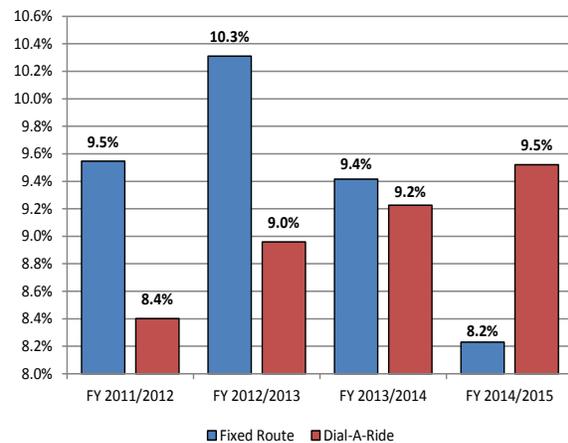


Exhibit 1.1.10 Farebox Recovery By Mode



Operating Cost/Vehicle Service Hour (VSH)

This metric calculates service efficiency based on the overall cost to provide a single hour of revenue service. As shown in the exhibits below, this metric varied throughout the study period, ranging from a low of \$69.11/VSH to a high of \$77.08/VSH. Overall, the general trend for this metric has seen an increase in cost per service hour.

The fixed-route Operating Cost/VSH has fluctuated across the past four fiscal years, with an overall increase of 2.2 percent since FY 2011/12. However, over the same time period, Dial-A-Ride Operating Cost/VSH has stayed constant at around \$60 per service hour.

The factors with the most significant impact on operating costs in a small urbanized transit system include traffic congestion, road network configuration, staff/operator costs, fuel, and maintenance. Also of consideration when evaluating operating cost is the number of revenue hours spent delivering services to the community. Providing the correct level of service (across all modes), meaning reducing the revenue hours of under-performing services while increasing ridership (via targeted marketing and awareness campaigns to transit-dependent populations), may improve this and other performance measures. Another factor to consider is route redundancy.

Exhibit 1.1.11 System Operating Cost/VSH

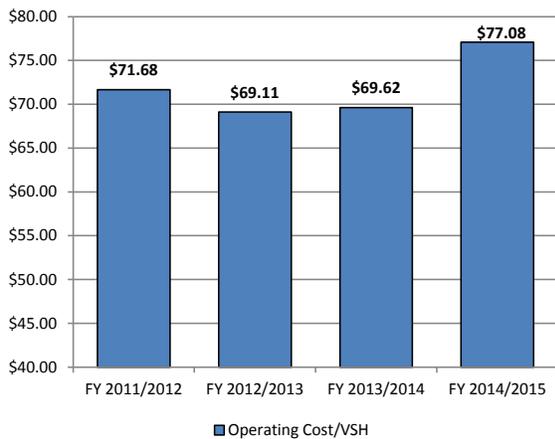
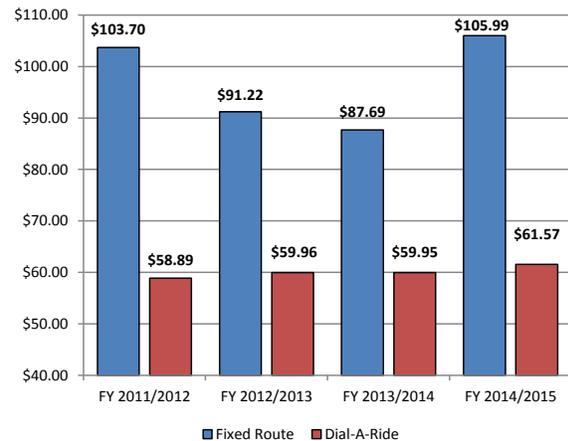


Exhibit 1.1.12 Operating Cost/VSH By Mode



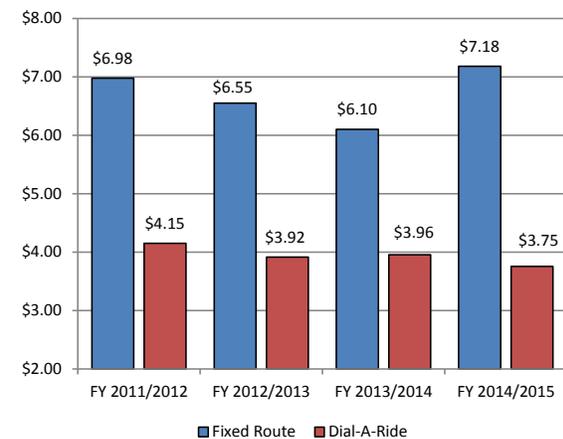
Operating Cost/Vehicle Service Mile (VSM)

Overall Operating Cost/VSM has decreased by 2.3 percent since FY 2011/12 (See Exhibit 1.1.13). Analysis indicates that the variation in mileage for both fixed-route and Dial-A-Ride services fluctuates very little on a month-to-month basis. This provides the City with the capability to determine operating efficiencies more quickly, in turn making needed improvements to the system based on cost/mile metrics.

Exhibit 1.1.13 System Operating Cost/VSM



Exhibit 1.1.14 Operating Cost/VSM By Mode



Operating Cost/Passenger

Another measure of cost-effectiveness, Operating Cost/Passenger, calculates the amount the City expends for a single unlinked passenger trip. As seen in the exhibits below, the City spent \$14.42/Passenger in FY 2011/12, increasing to \$17.05 in FY 2014/15 (which translates to 18.3 percent increase between FY 2011/12 and FY 2014/15). The increase in Cost/Passenger can be attributed to fixed-route service Cost/Passenger as its costs rose by 37.1 percent since FY 2011/12. Dial-A-Ride service Cost/Passenger increased by 5.3 percent.

Exhibit 1.1.15 System Cost/Passenger

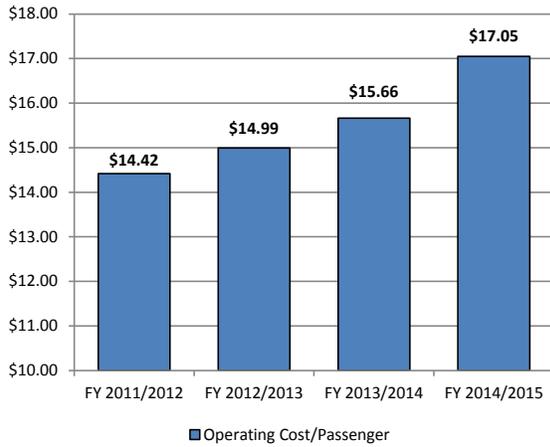
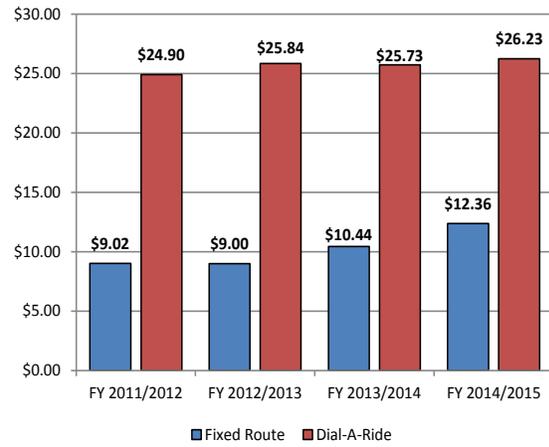


Exhibit 1.1.16 System Cost/Passenger By Mode



Passengers/VSH

Passengers/VSH calculates the productivity level and efficiency of a transit service during revenue-generating hours of operation. This metric quantifies the number of rides provided during each revenue hour. As shown in the Exhibit 1.1.17, relative to overall ridership trends, Passengers/VSH decreased by 9.1 percent between FY 2011/12 and FY 2014/15. This change can be attributed to a large increase in fixed-route service hours between FY 2011/12 and FY 2014/2015 (30.2 percent) while ridership totals decreased by 2.9 percent during the same time-period.

Exhibit 1.1.17 System Passengers/VSH

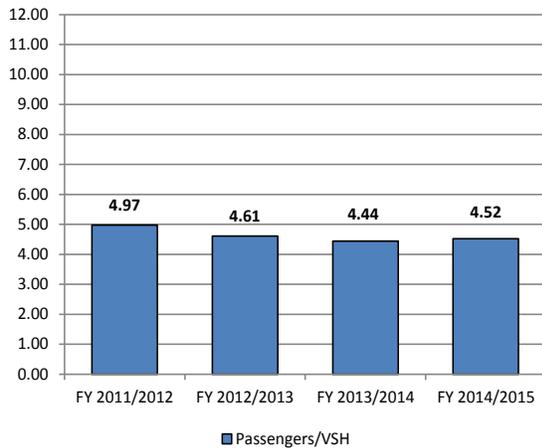
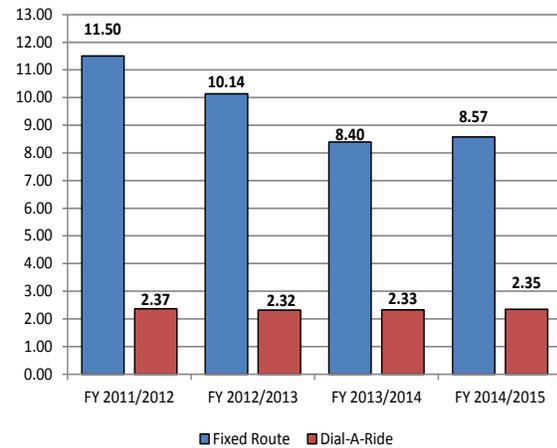


Exhibit 1.1.18 Passengers/VSH By Mode



Passengers/VSM

Passengers/VSM experienced a net decrease of 17.1 percent from FY 2011/12 to FY 2014/15, as indicated by Exhibit 1.1.19 below.

Exhibit 1.1.19 System Passengers/VSM

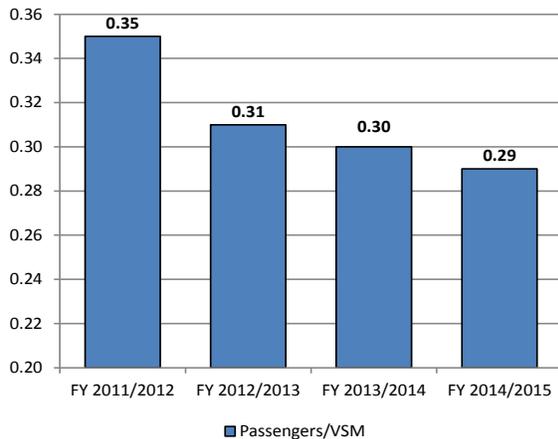
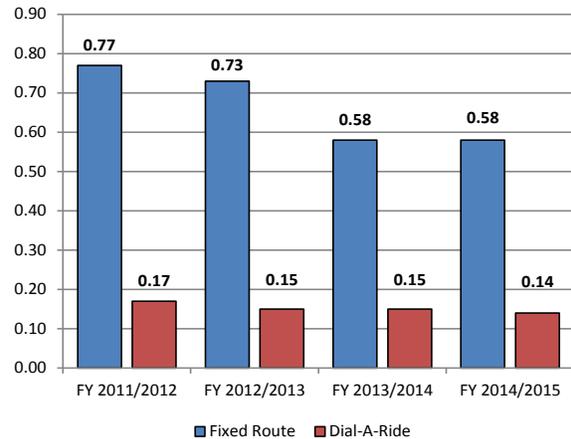


Exhibit 1.1.20 Passengers/VSM By Mode



Fare/Passenger

This metric calculates the average fare paid for each unlinked trip. The total system Fare/Passenger ratio increased 18.6 percent, or 24 cents, across the evaluation period, leveling to \$1.52 in FY 2014/15. This increase is in line with the Farebox Recovery metric, and is due primarily to a lower fixed-route Farebox Recovery ratio in FY 2011/12 as well as more Dial-A-Ride passengers using the service to complete a round trip.

Exhibit 1.1.21 System Fare/Passenger

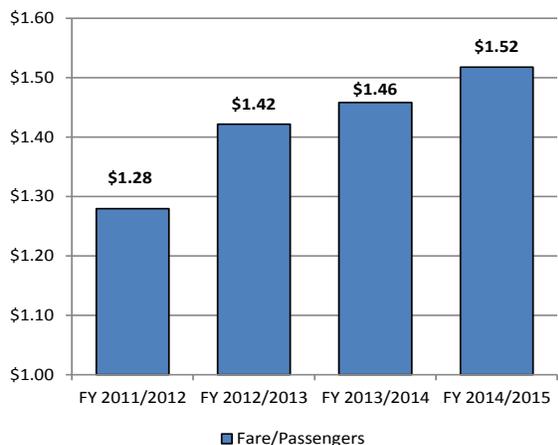


Exhibit 1.1.22 Fare/Passenger By Mode



Operating Subsidy/Passenger Trip

This metric calculates the percentage of the overall cost per passenger trip that is subsidized. The Operating Subsidy/Passenger Trip ratio decreased by 0.2 percent across the evaluation period, leveling to 79.4 percent of overall cost to provide a single trip in FY 2014/15, or a subsidized cost of \$13.54 (See Exhibit 1.1.24). Fixed-Route Operating Subsidy/Passenger Trip has increased slightly over four fiscal

years, while DAR Operating Subsidy/Passenger Trip has decreased slightly during the same time-period (See Exhibit 1.1.24).

Exhibit 1.1.23 System Operating Subsidy/Passenger Trip

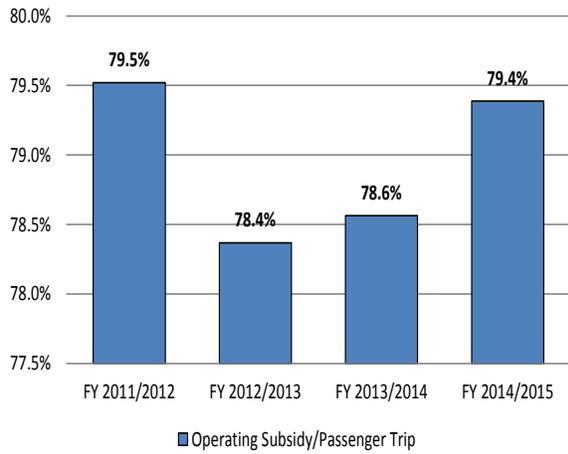
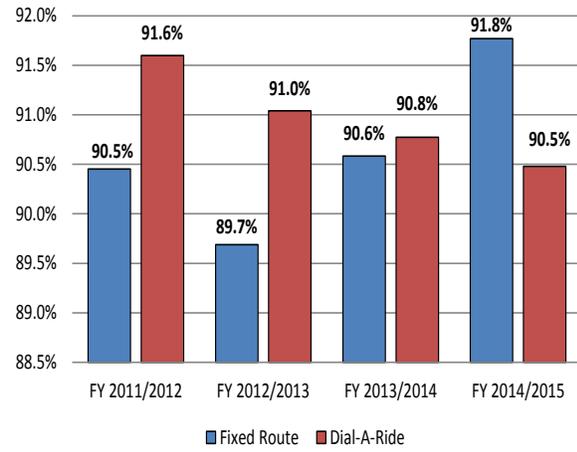


Exhibit 1.1.24 Operating Subsidy/Passenger Trip By Mode



SECTION 1.2 – FIXED-ROUTE RIDE CHECK

In September 2015, a ride check was conducted onboard the City's fixed-route service across a full weekday and full Saturday. A ride check tracks activity at the vehicle level, including ridership counts by stop and by trip (boarding and alighting), providing a detailed profile of exactly where and when ridership is occurring on each route or service. A ride check also collects information on passenger loads, running times, and schedule adherence (on-time performance). The ride check was conducted concurrent with the onboard survey.

Routes 1-4 run Monday through Friday from 5:00 a.m. till 8:00 p.m. and Saturday from 8:00 a.m. to 8:00 p.m. Ridership for all four fixed routes and the Metrolink shuttle during the ride check was 1,057 persons. A review of each route is listed below.

Route 1 (Gold)

The Gold Route is 19 miles in length, running mainly east to west along such main thoroughfares as Hillcrest Drive, Borchard Road, S. Reino Road, and Newbury Road. Key stop locations include Dos Vientos Community Center, Newbury Park High School, and The Oaks Mall. A total of 280 patrons boarded during the ride check, including five wheelchair and four bicycle boardings. The average passenger trip length was just over two miles, with weekend trips averaging nearly a full mile longer (2.7 miles) than weekday trips (1.8 miles). It is worth noting that nearly three times as many passengers boarded the bus per service hour during the week (14.3) as they did on Saturday (5.4).

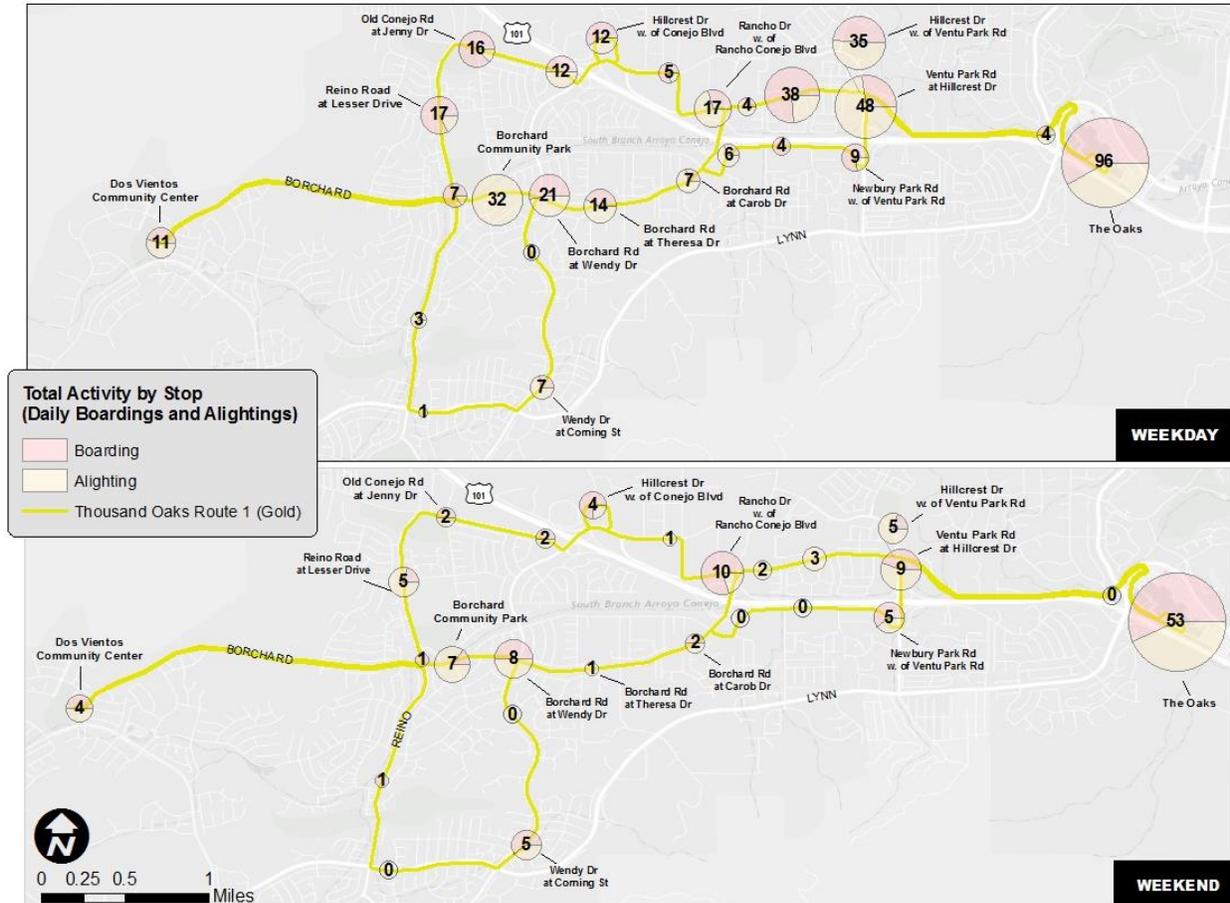
A review of on-time performance revealed that 90.6 percent of observed trips ran on time on Saturday, while only 59.1 percent of observed trips ran on time during the week. On time is defined as operating within one minute before and up to five minutes after a published scheduled stop. Nearly all late departures and arrivals occurred within the morning and evening hours, likely due to increased traffic associated with commuting to work and school.

Exhibit 1.2.1 Gold Route Productivity Summary

Route 1 - Gold Route		Route Productivity Summary												
		Activity		Service		Utilization		Productivity		On-Time Performance			Run Time	
		Boardings	Alightings	Service Hours	Revenue Miles	Passenger Miles	Average Trip Length (Miles)	Boardings per Service Hour	Boardings per Revenue Mile	% Early	% On-Time	% Late	Average Runtime (Minutes)	Average Speed (MPH)
Route Totals		280	276	27.0	470.0	1,356	2.15	10.4	0.6	0.2%	75.8%	24.0%	62.4	18.7
1	Weekday	215	212	15.0	262.7	979.3	1.8	14.3	0.8	0.4%	59.1%	40.5%	63.8	18.3
2	Weekend	65	64	12.0	207.3	377.2	2.7	5.4	0.3	0.0%	90.6%	9.4%	60.7	19.1
By Time Period														
1	AM Peak (5:00 - 9:30)	94	91	4.5	132.4	365.0	2.02	20.9	0.7	0.0%	68.0%	32.0%	62.8	18.5
2	Midday (9:30 - 15:30)	125	121	6.0	192.5	612.3	2.13	20.8	0.6	0.4%	88.6%	11.0%	61.6	18.9
3	PM Peak (15:30 - 20:00)	61	64	4.5	145.1	379.3	2.29	13.6	0.4	0.0%	64.8%	35.2%	63.3	18.4
By Segment														
1	The Oaks - Borchard Community Park	152	104	4.0	111.0	419.0	1.65	38.0	1.4	0.0%	72.9%	27.1%	15.9	16.5
2	Dos Vientos Community Center - Village Center	76	44	6.0	243.0	540.8	2.94	12.7	0.3	0.5%	77.1%	22.4%	23.8	24.6
3	Village Center - The Oaks	52	128	5.0	116.0	396.8	1.91	10.4	0.4	0.0%	69.9%	30.1%	19.4	15.8
Route Operations Summary														
				AM	Midday	PM		Route Efficiency Summary*				Daily	Annual^	
	Service Frequency (Trips)			8	11	8		Daily Operating Cost				\$1,633	\$502,905	
	Vehicle Requirements			1	1	1		Daily Revenue				\$420.0	\$129,360	
	Service Span			5:00 - 9:30	9:30 - 15:30	15:30 - 20:00		Recovery Ratio				25.7%	25.7%	
Route Alignment Summary														
	Route Length (Miles)			Weekday	Weekend	Average	*Based on FY 2014 State Controller Report							
	Number of Stops			27	27	27								
	Stop Spacing (Miles)			0.74	0.74	0.74	^Multiplied by 308 Revenue Days per Year							

Exhibit 1.2.2 provides a detailed summary of total boardings and alightings by stop along the Gold Route. The major stop locations included The Oaks (149), Ventu Park Road at Hillcrest Drive (57), and Hillcrest Drive west of Ventu Park Road (40).

Exhibit 1.2.2 Gold Route Activity by Stop



Route 2 (Green)

The Green Route travels 27 miles with key stop locations at the Transportation Center, Brimhall Library, Teen Center, Senior Center, Janss Marketplace, Los Robles Hospital, California Lutheran University (CLU), and The Oaks Mall. With the recent addition of a second bus to the daily fixed-route schedule, the Green Route is the only Thousand Oaks Transit route to run multiple buses daily. Implementing a two-bus system improves service frequency. With the additional bus, the Green Route now has a frequency of 60 minutes.

Exhibit 1.2.3 shows a total of 248 patrons boarded during the ride check, including three wheelchair and two bicycle boardings. The average passenger trip length was 2.7 miles, with weekend trips averaging nearly three-quarters of a mile longer (3.1 miles) than weekday trips (2.4 miles). It is worth noting that there were as many boardings (124) during the Midday period as there were during the AM Peak and PM Peak periods combined (124), resulting in nearly twice as many passengers boarding the bus per service hour during the Midday period (20.7) as there were during the AM Peak period (10.4).

A review of on-time performance revealed that 90.0 percent of observed trips ran on time on Saturday, while 91.4 percent of observed trips ran on time during the week. All late departures and arrivals occurred during midday and evening hours, likely due to the large number of boardings during midday and heavier traffic associated with the commute home from work and school. The high level of on-time performance may also reflect increased recovery time resulting from the two-bus schedule.

Exhibits 1.2.4 and 1.2.5 provide a detailed summary of total boardings and alightings per stop along the Green Route. Route 2 provides bidirectional activity along Lynn/Olsen Road between Los Robles Hospital and Mountclef Boulevard. Major stop locations included The Oaks (88), City Transportation Center (79), Moorpark Road at Avenida De Los Arboles (30), and Olsen Road at Mountclef Boulevard (29).

Exhibit 1.2.3 Green Route Productivity Summary

Route 2 - Green Route		Route Productivity Summary												
		Activity		Service		Utilization		Productivity		On-Time Performance			Run Time	
		Boardings	Alightings	Service Hours	Revenue Miles	Passenger Miles	Average Trip Length (Miles)	Boardings per Service Hour	Boardings per Revenue Mile	% Early	% On-Time	% Late	Average Runtime (Minutes)	Average Speed (MPH)
Route Totals		248	239	27.0	733.8	1,509.75	2.68	9.2	0.3	0.1%	90.8%	9.1%	106.7	15.5
1	Weekday	175	173	15.0	407.0	1,040.15	2.39	11.7	0.4	0.2%	91.4%	8.4%	107.5	15.4
2	Weekend	73	66	12.0	326.7	469.60	3.10	6.1	0.2	0.0%	90.0%	10.0%	105.6	15.7
By Time Period														
1	AM Peak (5:00 - 9:30)	47	44	4.5	159.2	259.34	2.52	10.4	0.3	0.0%	100.0%	0.0%	107.0	15.4
2	Midday (9:30 - 15:30)	124	120	6.0	330.2	737.17	2.77	20.7	0.4	0.0%	87.9%	12.1%	107.3	15.4
3	PM Peak (15:30 - 20:00)	77	75	4.5	244.1	513.24	2.68	17.1	0.3	0.3%	88.5%	11.2%	105.3	15.7
By Segment														
1	The Oaks - Erbes Rd & Pederson Rd	76	28	3.0	185.5	445.39	3.70	25.3	0.4	0.4%	90.1%	9.5%	21.6	19.2
2	Erbes Rd & Pederson Rd - Teen & Senior Centers	55	53	3.0	169.0	333.31	2.30	18.3	0.3	0.0%	96.3%	3.7%	22.0	17.1
3	Teen & Senior Centers - Moorpark & Ave. de las Flores	87	97	5.0	177.8	368.39	3.69	17.4	0.5	0.0%	90.6%	9.4%	34.4	11.7
4	Moorpark & Ave. de las Flores - The Oaks	30	61	4.0	201.4	362.66	3.12	7.5	0.1	0.0%	87.9%	12.1%	27.5	17.1
Route Operations Summary														
				AM	Midday	PM	Route Efficiency Summary*					Daily	Annual[^]	
	Service Frequency (Trips)			7	12	10	Daily Operating Cost					\$2,557	\$787,436	
	Vehicle Requirements			2	2	2	Daily Revenue					\$372.0	\$114,576	
	Service Span			5:00 - 9:30	9:30 - 15:30	15:30 - 20:00	Recovery Ratio					14.6%	14.6%	
Route Alignment Summary				Weekday	Weekend	Average	*Based on FY 2014 State Controller Report							
	Route Length			27.5	27.5	27.5	^Multiplied by 308 Revenue Days per Year							
	Number of Stops			38	38	38								
	Stop Spacing (Miles)			0.74	0.74	0.74								

Exhibit 1.2.4 Green Route Activity by Stop

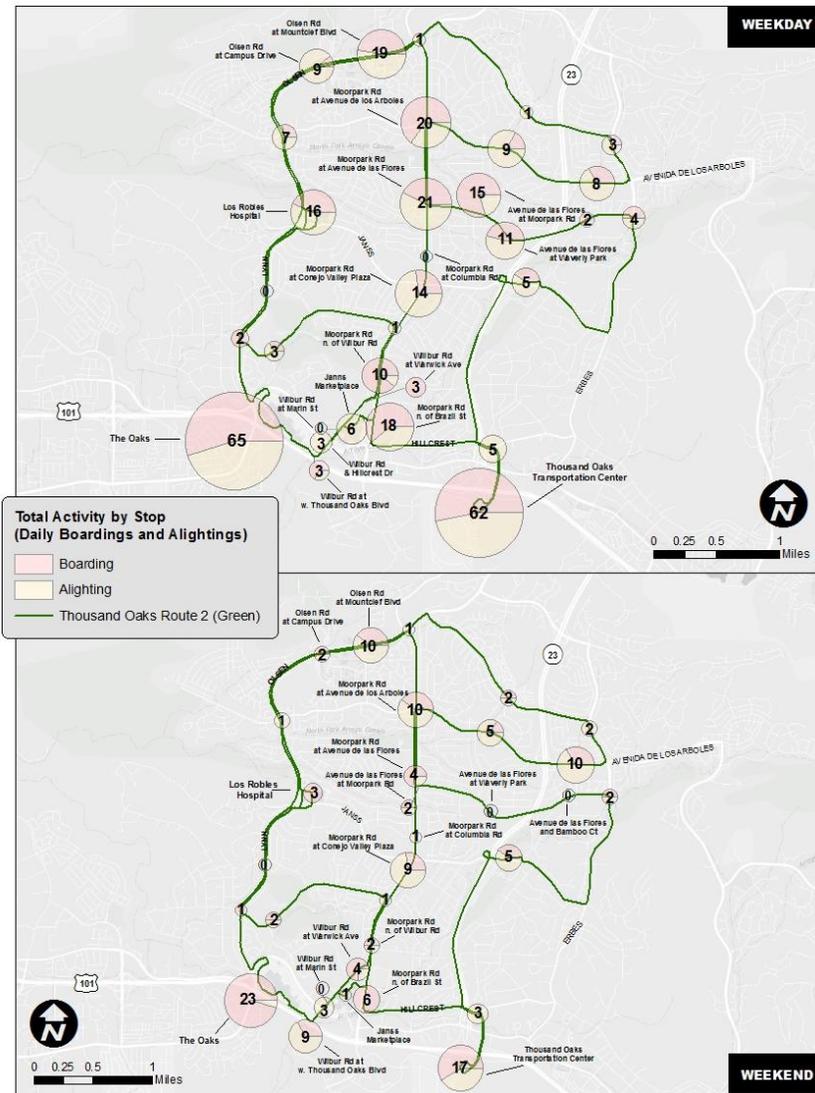
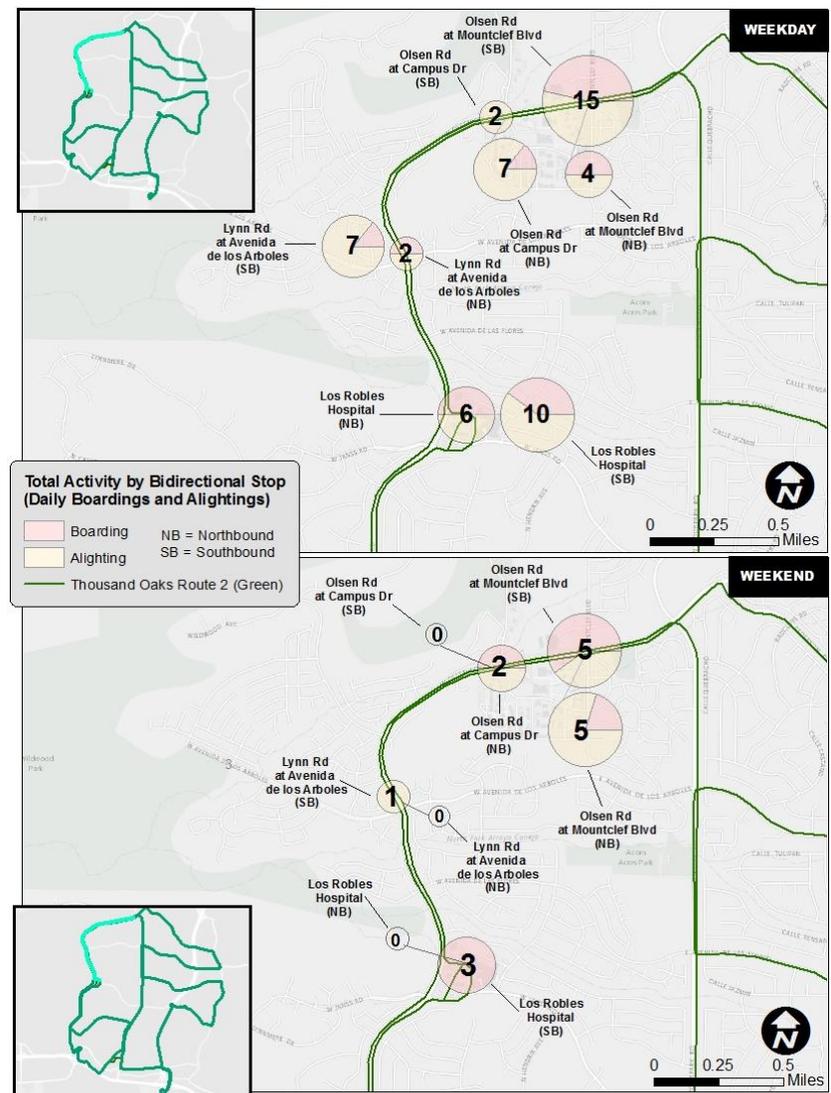


Exhibit 1.2.5 Green Route Activity by Bidirectional Stop



Route 3 (Red)

The Red Route is 18.4 miles in length with key stop locations at Civic Arts Plaza, City Transportation Center, Thousand Oaks Boulevard, and The Oaks Mall. The route runs east to west primarily along Thousand Oaks Boulevard and Hillcrest Drive. A total of 239 patrons boarded during the ride check, including three wheelchair and ten bicycle boardings. The average passenger trip length was 1.8 miles. Boardings per service hour were significantly higher during the week (11.0) than on Saturday (6.2). Midday boardings (101) outnumbered both AM Peak (67) and PM Peak (71) boardings, and provided 43.8 percent of all revenue miles.

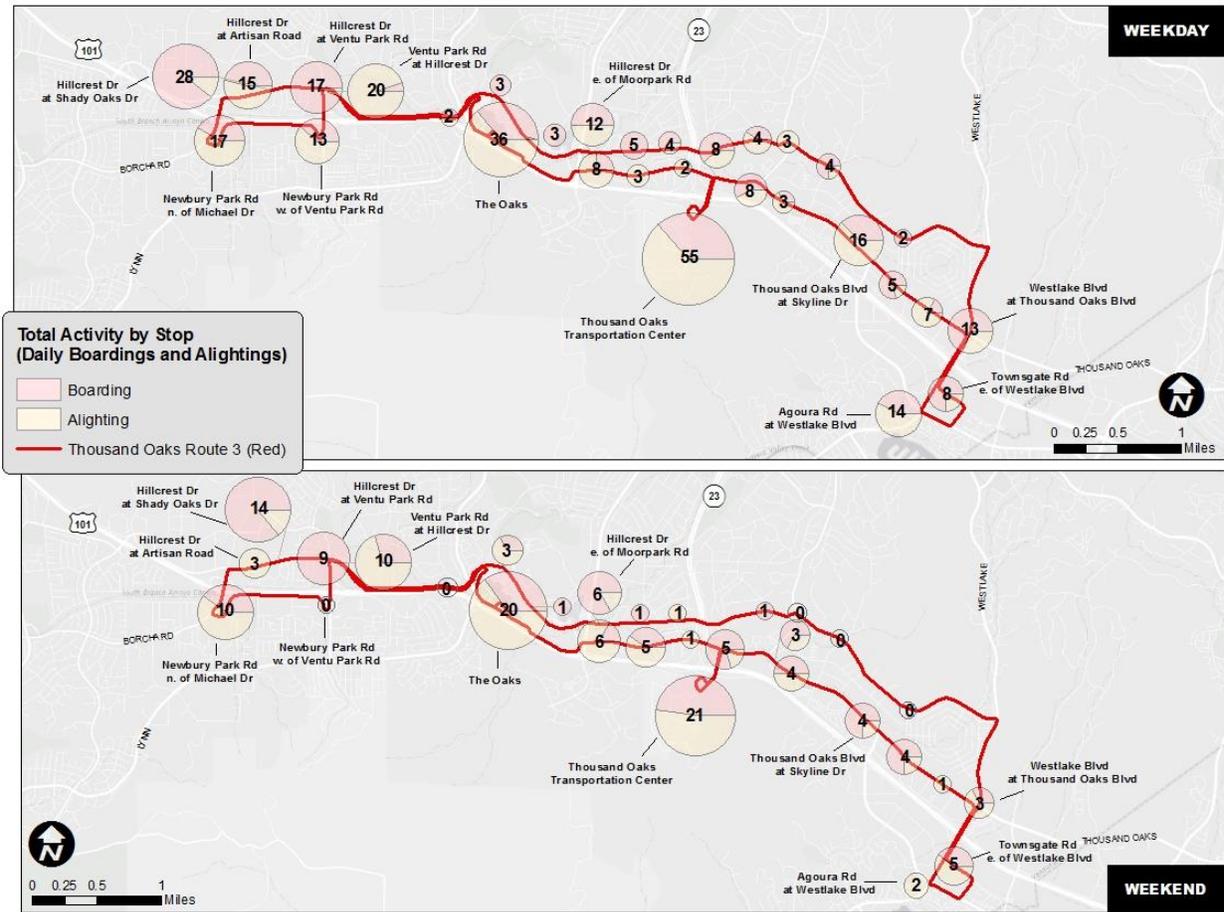
Exhibit 1.2.6 reveals 80.8 percent of all observed Route 3 trips ran on time, with Saturday trips running on time 85.0 percent of the time. Midday and PM Peak travel periods provided the bulk of late departures, occurring 21.2 percent and 18.4 percent, respectively. The Midday travel period experienced the only early departures, occurring during Saturday trip observations.

Exhibit 1.2.7 provides a detailed summary of total boardings and alightings per stop along the Red Route. Stops of note include the City Transportation Center (66), The Oaks Mall (56), and Hillcrest Drive at Shady Oaks Drive (42).

Exhibit 1.2.6 Red Route Productivity Summary

Route 3 - Red Route		Route Productivity Summary												
		Activity		Service		Utilization		Productivity		On-Time Performance			Run Time	
		Boardings	Alightings	Service Hours	Revenue Miles	Passenger Miles	Average Trip Length (Miles)	Boardings per Service Hour	Boardings per Revenue Mile	% Early	% On-Time	% Late	Average Runtime (Minutes)	Average Speed (MPH)
Route Totals		239	240	27.0	336.4	1,051.6	1.77	8.9	0.7	0.9%	80.8%	18.4%	74.4	14.9
1	Weekday	165	171	15.0	189.1	741.7	1.47	11.0	0.9	0.0%	77.8%	22.2%	75.2	14.8
2	Weekend	74	69	12.0	147.3	309.8	2.14	6.2	0.5	2.0%	85.0%	13.0%	73.4	15.1
By Time Period														
1	AM Peak (5:00 - 9:00)	67	73	4.5	78.7	274.0	1.68	14.9	0.9	0.0%	87.0%	13.0%	75.8	14.6
2	Midday (9:00 - 15:30)	101	100	6.0	147.3	437.8	1.72	16.8	0.7	2.0%	76.9%	21.2%	74.5	14.9
3	PM Peak (15:30 - 18:30)	71	67	4.5	110.5	339.8	1.90	15.8	0.6	0.0%	81.6%	18.4%	73.3	15.1
By Segment														
1	City Transportation Center - Townsgate Rd east of Westlake Blvd.	80	47	4.0	73.6	194.0	1.40	20.0	1.1	0.0%	63.6%	36.4%	17.8	13.9
2	Westlake Blvd./Thousand Oaks Blvd - Hillcrest & Hodencamp Rd.	26	15	3.0	80.1	225.3	2.59	8.7	0.3	0.0%	84.1%	15.9%	13.8	19.5
3	Hillcrest Dr. east of Moorpark - Hillcrest Dr. & Artisan Rd.	46	70	4.0	87.5	265.7	1.67	11.5	0.5	4.8%	90.4%	4.8%	19.1	15.4
4	Hillcrest Dr. & Shady Oaks Dr. - City Transportation Center	87	108	5.0	95.2	366.6	1.47	17.4	0.9	0.0%	88.2%	11.8%	22.9	13.8
Route Operations Summary														
		AM	Midday	PM	Route Efficiency Summary*					Daily	Annual^			
Service Frequency (Trips)		5	8	6	Daily Operating Cost					\$1,166	\$359,154			
Vehicle Requirements		1	1	1	Daily Revenue					\$358.5	\$110,418			
Service Span		5:00 - 9:30	9:30 - 15:30	15:30 - 20:00	Recovery Ratio					30.7%	30.7%			
Route Alignment Summary		Weekday	Weekend	Average	*Based on FY 2014 State Controller Report									
Route Length		18.4	18.4	18.4	^Multiplied by 308 Revenue Days per Year									
Number of Stops		31	31	31										
Stop Spacing (Miles)		0.59	0.59	0.59										

Exhibit 1.2.7 Red Route Activity by Stop



Route 4 (Blue)

The Blue Route runs 13.5 miles in length on a northwest-to-southeast trajectory along Hillcrest Drive and Thousand Oaks Boulevard with notable stops at City Hall, City Transportation Center, Janss Marketplace, Ventura County Health Care Agency, and The Oaks Mall. A total of 268 passengers boarded during the ride check, including six wheelchair and six bicycle boardings. A total of 878 passenger miles were accumulated during the observation period, of which the Midday travel period accounted for nearly half (48.8 percent) of all passenger miles. The number of boardings and alightings during the Midday travel period (272) was a primary factor in average trip runtime exceeding one hour (62.5 minutes), while both AM Peak (163 boardings and alightings/59.6 minutes) and PM Peak (103 boardings and alightings/60.2 minutes) running in or under one hour (See Exhibit 1.2.8).

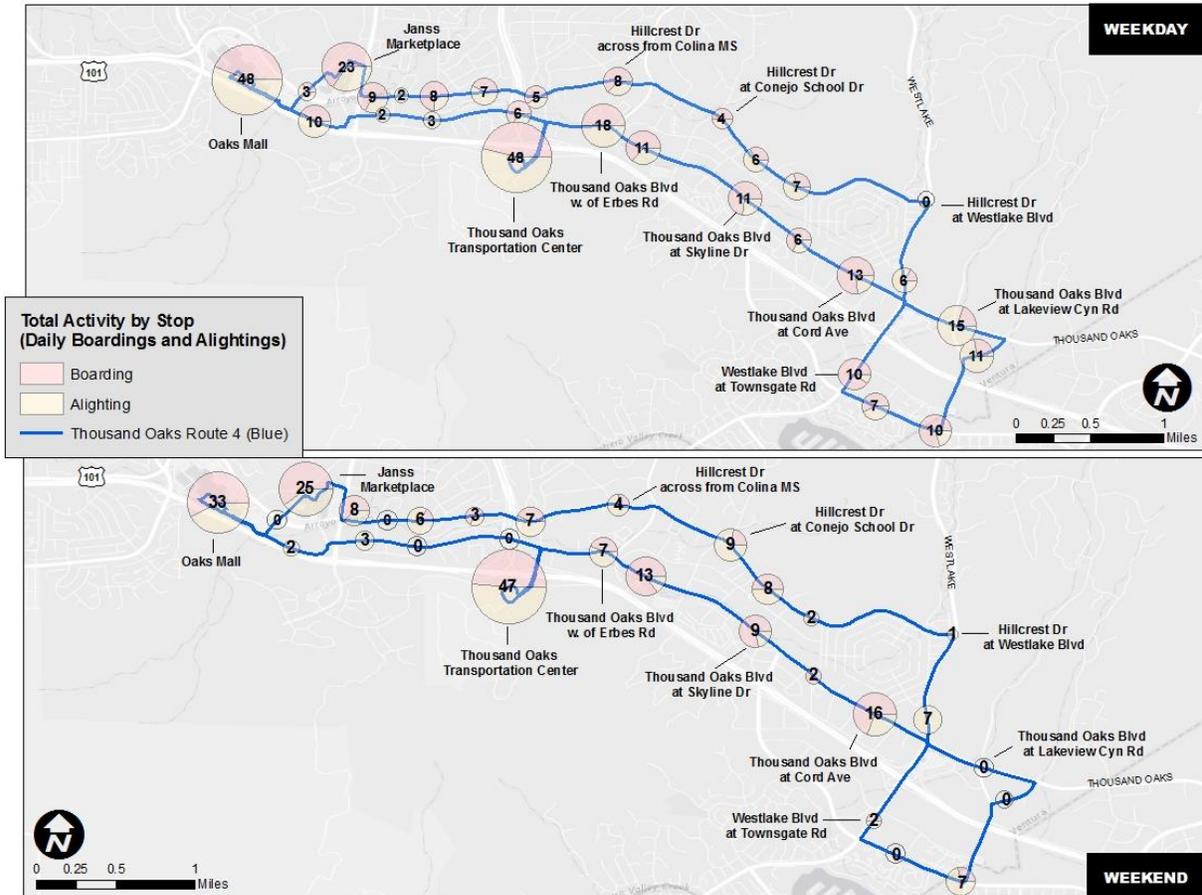
A review of on-time performance reveals 94.5 percent of all observed Route 4 trips ran on time, with Saturday trips providing the only early arrivals at 0.3 percent, all during AM Peak period. All three time periods performed well, with on-time performance ranging from a high of 96.8 percent during PM Peak to a low of 92.8 percent during AM Peak.

Exhibit 1.2.8 Blue Route Productivity Summary

Route 4 - Blue Route		Route Productivity Summary												
		Activity		Service		Utilization		Productivity		On-Time Performance			Run Time	
		Boardings	Alightings	Service Hours	Revenue Miles	Passenger Miles	Average Trip Length (Miles)	Boardings per Service Hour	Boardings per Revenue Mile	% Early	% On-Time	% Late	Average Runtime (Minutes)	Average Speed (MPH)
Route Totals		268	270	27.0	296.4	878.0	1.35	9.9	0.9	0.1%	94.5%	5.3%	61.1	13.4
1	Weekday	156	159	15.0	163.0	485.7	1.17	10.4	1.0	0.0%	94.6%	5.4%	61.5	13.3
2	Weekend	112	111	12.0	133.4	392.3	1.56	9.3	0.8	0.3%	94.4%	5.3%	60.7	13.5
By Time Period														
1	AM Peak (5:00 - 9:00)	82	81	4.5	79.1	262.5	1.18	18.2	1.0	0.6%	92.8%	6.7%	59.6	13.7
2	Midday (9:00 - 15:30)	139	133	6.0	135.8	428.7	1.27	23.2	1.0	0.0%	94.2%	5.8%	62.5	13.1
3	PM Peak (15:30 - 18:30)	47	56	4.5	81.5	186.8	1.70	10.4	0.6	0.0%	96.8%	3.2%	60.2	13.6
By Segment														
1	City Transportation Center - The Oaks	94	62	2.0	50.4	162.1	1.51	47.0	1.9	0.0%	94.4%	5.6%	10.0	14.6
2	The Oaks - Hillcrest & Conejo	70	61	4.0	76.6	255.7	1.04	17.5	0.9	0.0%	91.4%	8.6%	17.4	12.1
3	Hillcrest & Conejo - TO & Cord Ave.	53	71	6.0	114.6	282.6	1.79	8.8	0.5	0.0%	97.7%	2.3%	22.9	13.8
4	TO & Cord Ave. - City Transportation Center	51	76	3.0	54.8	177.6	1.08	17.0	0.9	0.9%	94.5%	4.5%	10.8	14.0
Route Operations Summary														
	Service Frequency (Trips)	6	10	6		Route Efficiency Summary*						Daily	Annual[^]	
	Vehicle Requirements	1	1	1		Daily Operating Cost						\$1,036	\$319,103	
	Service Span	5:00 - 9:30	9:30 - 15:30	15:30 - 20:00		Daily Revenue						\$402.0	\$123,816	
						Recovery Ratio						38.8%	38.8%	
Route Alignment Summary														
	Route Length	13.6	13.6	13.6	*Based on FY 2014 State Controller Report									
	Number of Stops	31	31	31	^Multiplied by 308 Revenue Days per Year									
	Stop Spacing (Miles)	0.44	0.44	0.44										

Exhibit 1.2.9 provides a detailed summary of total boardings and alightings per stop along the Blue Route. Stops of note include the City Transportation Center (95), The Oaks Mall (81), Janss Marketplace (48), and Thousand Oaks Boulevard at Cord Avenue (29).

Exhibit 1.2.9 Blue Route Activity by Stop



Metrolink Shuttle (Purple)

The Metrolink shuttle route is 29 miles in length, in a north-to-south circulator route with stops at the City Transportation Center, The Oaks Mall, Olsen Road and Mountclef Boulevard (CLU Campus), and Moorpark Metrolink Station. The shuttle is available Monday through Friday, providing three trips in the morning and three trips in the evening, stopping at each of the four stops twice during each round trip. During the observation period a total of 22 passengers boarded the commuter bus with no wheelchair or bicycle activity. The 71-minute average runtime was 15 minutes faster than the scheduled 85-minute headway in the morning and 87-minute headway in the evening. Interestingly, morning trips ran a few minutes longer (72.3 minutes) than evening trips (69 minutes). It is worth noting that dwell time is affected by arrivals and departures of trains at the Moorpark station.

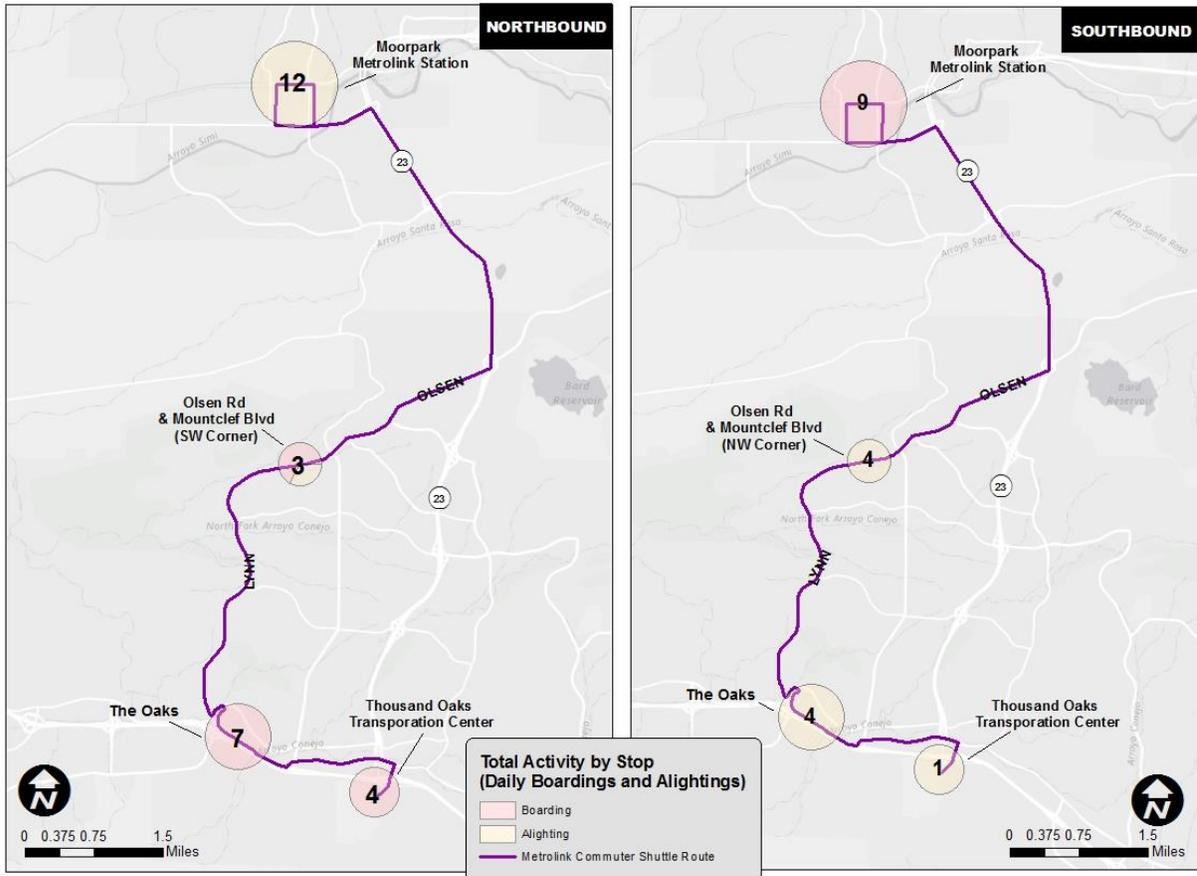
A review of on-time performance reveals 81.3 percent of all observed Metrolink shuttle trips ran on time, with PM Peak period trips performing on time at a higher rate (83.3 percent) than AM Peak period trips (79.2 percent). Early arrivals/departures (12.5 percent) accounted for more performance issues than late arrivals/departures (6.3 percent).

Exhibit 1.2.10 Metrolink Shuttle Productivity Summary

Metrolink (Purple)		Route Productivity Summary												
		Activity		Service		Utilization		Productivity		On-Time Performance			Run Time	
		Boardings	Alightings	Service Hours	Revenue Miles	Passenger Miles	Average Trip Length (Miles)	Boardings per Service Hour	Boardings per Revenue Mile	% Early	% On-Time	% Late	Average Runtime (Minutes)	Average Speed (MPH)
Route Totals		22	22	7.5	173.6	246.7	10.11	2.9	0.13	12.5%	81.3%	6.3%	70.7	24.8
1	Weekday	22	22	7.5	173.6	246.7	10.11	2.9	0.13	12.5%	81.3%	6.3%	70.7	24.8
By Time Period														
1	AM Peak (5:15 - 9:00)	10	10	3.75	86.8	111.8	10.98	2.7	0.12	12.5%	79.2%	8.3%	72.3	24.3
2	PM Peak (16:45 - 20:30)	12	12	3.75	86.8	135.0	9.23	3.2	0.14	12.5%	83.3%	4.2%	69.0	25.3
By Segment														
1	City Transportation Center - Moorpark Metrolink Station	13	13	3.75	86.8	151.4	10.33	3.5	0.15	0.0%	91.7%	8.3%	37.7	23.3
2	Moorpark Metrolink Station - City Transportation Center	9	9	3.75	86.8	95.4	9.89	2.4	0.10	25.0%	70.8%	4.2%	33.0	26.6
Route Operations Summary				AM	PM	Route Efficiency Summary*						Daily	Annual[^]	
Service Frequency (Trips)				3	3	Daily Operating Cost						\$837	\$257,860	
Vehicle Requirements				1	1	Daily Revenue						\$33.0	\$10,164	
Service Span				5:15 - 9:00	16:45 - 20:30	Recovery Ratio						3.9%	3.9%	
Route Alignment Summary				Weekday	Average	*Based on FY 2014 State Controller Report								
Route Length				28.9	28.9	^Multiplied by 308 Revenue Days per Year								
Number of Stops				7	7									
Stop Spacing (Miles)				4.82	4.82									

Exhibit 1.2.11 provides a detailed summary of total boardings and alightings per stop along the Metrolink shuttle route. Boardings and alighting totaled five at the City Transportation Center, 11 at The Oaks Mall, seven at Olsen Road and Mountclef Boulevard, and 20 at the Moorpark Metrolink Station.

Exhibit 1.2.11 Metrolink Shuttle Activity by Stop



SECTION 1.3 – DIAL-A-RIDE ASSESSMENT

The assessment of the City of Thousand Oaks' Dial-A-Ride (DAR) program provides an evaluation of service performance through quantifiable measures. The goal of this evaluation is to provide an objective assessment of current DAR operations, as well as identification of opportunities for service improvement.

As discussed in Section 1.1, the City provides an eligibility-based, demand-response door-to-door service to residents of Thousand Oaks, Westlake Village, and the unincorporated areas of Newbury Park, Ventu Park, Lynn Ranch, Rolling Oaks, Hidden Valley, Lake Sherwood, and Oak Park. For purposes of this analysis, all data presented herein reflect a collective total of all demand-response services provided by the City.

DAR Performance Indicators

Five quantifiable indicators were utilized as key performance measures. This approach supports a concentrated review of essential aspects of service performance. The key performance indicators include:

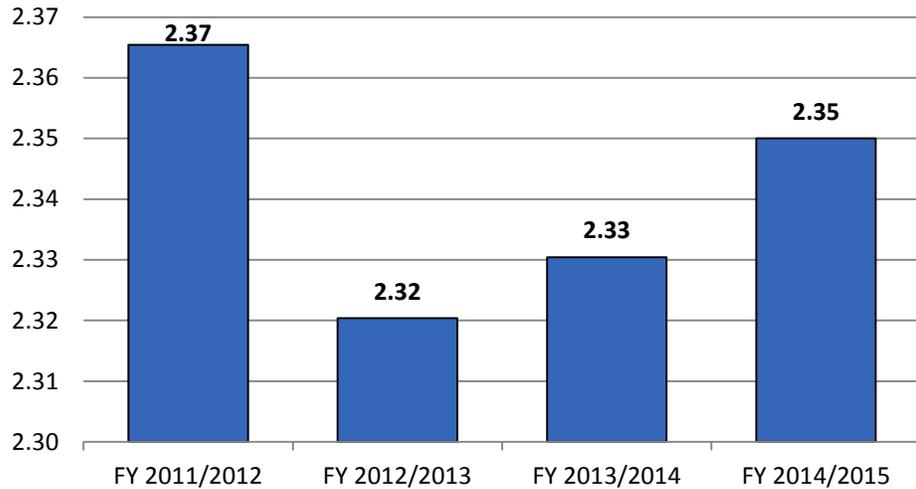
- Passengers/Vehicle Service Hour,
- Operating Cost/Vehicle Service Hour,
- Operating Cost/Passenger,
- Safety incidents/100,000 vehicle miles, and
- On-time performance.

Passengers/Vehicle Service Hour

Passengers/Vehicle Service Hour (VSH) calculates the overall productivity of a demand-response service. Productivity captures the ability of the program to schedule passenger trips with similar origins and/or destinations, under time constraints, utilizing the fewest number of vehicles and revenue hours.

As shown in Exhibit 1.3.1, the Passengers/VSH metric has fluctuated very little since FY 2011/12, with the annual average of 2.34 Passengers/VSH. Recent City transit contracts stipulate the DAR service provide 2.38 trips/VSH. The service experienced a slight uptick (.03 Passengers/VSH) between FY 2012/13 and FY 2014/15.

Exhibit 1.3.1 DAR Passengers/Vehicle Service Hour



Source: City of Thousand Oaks State Controller Reports with input from City staff.

There are several factors which can affect the overall performance of a demand-response program. These factors include the size of the service area, how efficiently origin and destination areas are being served, and the pattern of trip requests. A high frequency of trip requests spanning a large service area makes it difficult to schedule multiple trip requests on the same vehicle, translating to lower productivity.

Additional factors which may impact service productivity include passenger no-shows and late trip cancellations; scheduling proficiency; dispatcher knowledge and experience; ability to schedule trips in real time; driver experience; traffic patterns; and the service area's road network.

Operating Cost/Vehicle Service Hour (VSH)

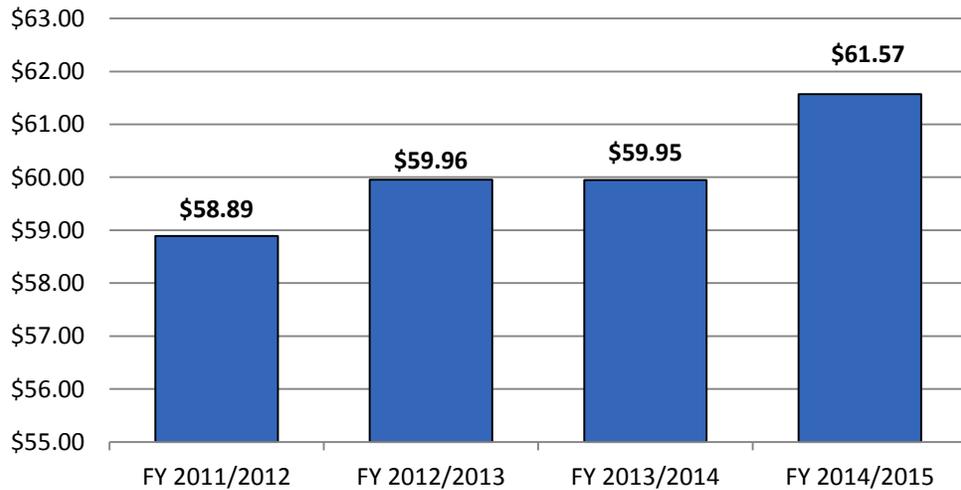
Operating Cost/Vehicle Service Hour is one of the key cost-efficiency measures, calculating the financial resources needed to operate a single hour of service; in other words, the cost of providing one hour of service. This metric should be assessed in conjunction with performance metrics such as Operating Cost/Passenger.

As shown in Exhibit 1.3.2, Operating Cost/VSH has risen from \$58.89 in FY 2011/12 to \$61.57 in FY 2014/15, an increase of 4.5 percent. From FY 2011/12 to FY 2013/14, peer average Operating Cost/VSH declined by 6.3 percent, while the City's Operating Cost/VSH increased by 1.8 percent.

Several factors can impact DAR performance on Operating Cost/VSH including labor costs, maintenance costs, administrative costs, and trip scheduling design. According to TCRP Report 124¹, labor costs typically account for up to 70 to 80 percent of total operating costs while vehicle maintenance may account for up to 20 percent.

¹Transit Cooperative Research Program: Report 124 – Transportation Research Board, 2008

Exhibit 1.3.2 DAR Cost/Revenue Hour

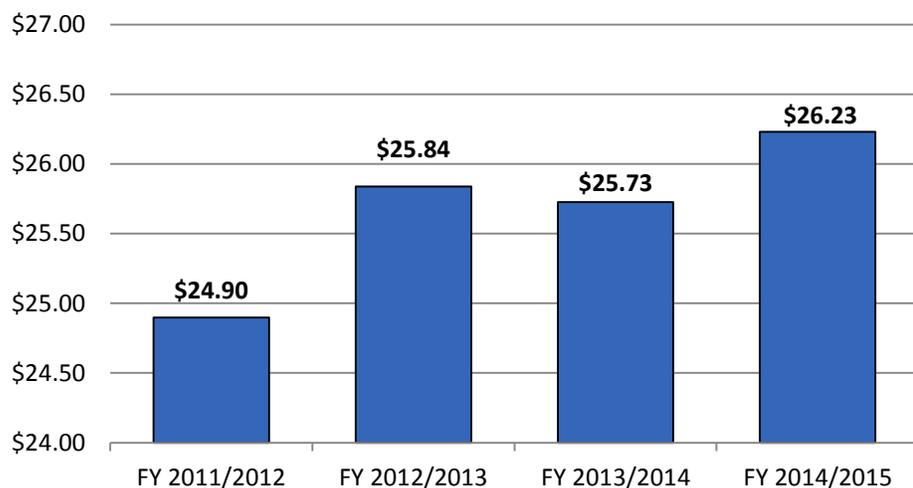


Source: City of Thousand Oaks State Controller Reports with input from City staff.

Operating Cost/Passenger

Operating Cost/Passenger compares productivity with hourly operating cost by combining Operating Cost/VSH and Passengers/VSH. This is an important metric as it indicates cost-effectiveness. This metric is essentially the cost to provide a single trip for a single passenger. As shown in Exhibit 1.3.3, the City spent \$24.90 per passenger in FY 2011/12, increasing to \$26.23 in FY 2014/15, an increase of 5.4 percent across four fiscal years. From FY 2011/12 to FY 2013/14, peer average Operating Cost/Passenger declined by 15.6 percent, while the City's Operating Cost/Passenger increased by 3.3 percent.

Exhibit 1.3.3 DAR Cost/Passenger Trip



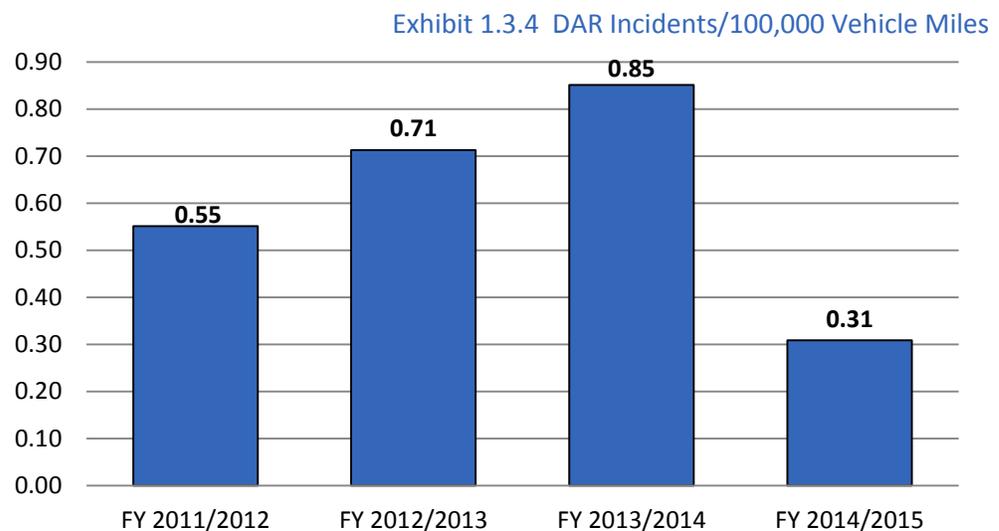
Source: City of Thousand Oaks State Controller Reports with input from City staff.

Safety Incidents/100,000 vehicle miles

Safety should be a primary concern for every transit program. An incident involving a transit vehicle can disrupt the flow of service delivery, often causing a cascading effect throughout the transit system.

The safety incident rate includes an assessment of both day-to-day operations as well as service quality. The National Transit Database (NTD) tracks safety by dividing the sum of all safety incidents by total vehicle miles multiplied by 100,000. This metric compares safety incidents to the number of miles traveled across the entire system. The industry standard for preventable incidents is 1.0 incident per 100,000 vehicle miles traveled.

Exhibit 1.3.4 illustrates the incident rate for the City's DAR program between FY 2011/12 and FY 2014/15. FY 2014/15 experienced the lowest rate, followed by FY 2011/12. All four fiscal years were well below the industry standard of 1.0 incident per 100,000 miles.



Source: City of Thousand Oaks State Controller Reports

On-time Performance

On-time performance (OTP) is considered a critical measure of service quality from a customer's perspective. This metric assesses the reliability of the service by evaluating the frequency of a transit vehicle's arrival for a pick-up within the agreed upon pick-up window.

There are several factors which may contribute to poor on-time performance. These factors include inadequate vehicle scheduling, ineffective dispatch practices and software, inappropriate staffing, road calls, and passenger behavior.

Most demand-response services provide multiple options for requesting/reserving rides/trips. Reservation types can range from a request for same-day transportation, to trip requests made weeks in advance. The City offers four types of reservations for its DAR service:

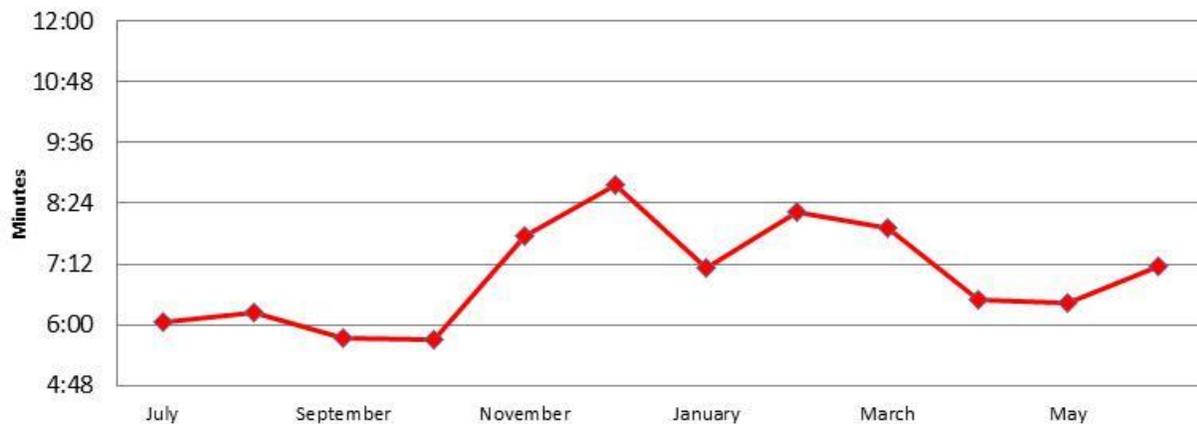
- **Subscription:** Available for riders requiring transportation at the same time of day, to the same location, on a recurring basis.
- **Advance:** Reservation made between one day and two weeks in advance.

- **Same day:** A reservation for transport on the day the request is placed.
- **On-demand:** A request for a ride absent advance notice.

The City of Thousand Oaks measures on-time performance by how often a customer pick-up occurs within the designated pick-up window. For reserved rides (advance, same-day, and subscription), the designated window is 15 minutes. For on-demand rides, the window is 30 minutes, and the window for all rides is one hour.

Exhibit 1.3.5 provides aggregate average wait-time for reserved rides with a window of 15 minutes. During FY 2014/15, average wait time was just under seven minutes.

Exhibit 1.3.5 Average Wait Time for All Rides



Source: City of Thousand Oaks
All data: FY 2014/2015

Exhibit 1.3.6 presents on-time performance during FY 2014/15 for reserved rides (advance, same-day, and subscription reservations). During the first eight months, the City demonstrated on-time performance of 97 percent for reserved rides arriving within 15 minutes of scheduled pick-up. In March 2015 the City updated its policy, keeping on-time performance at 97 percent, yet increasing the pick-up window from 15 minutes to 30 minutes.

As noted in Exhibit 1.3.6, reserved rides performed below the service standard of 97 percent during the initial eight months when the assessment window was 15 minutes. Subsequent to the change in policy to 30 minutes, drivers were able to meet the 97-percent performance standard.

Exhibit 1.3.6 OTP: Reserved Rides Provided in Under 15 minutes

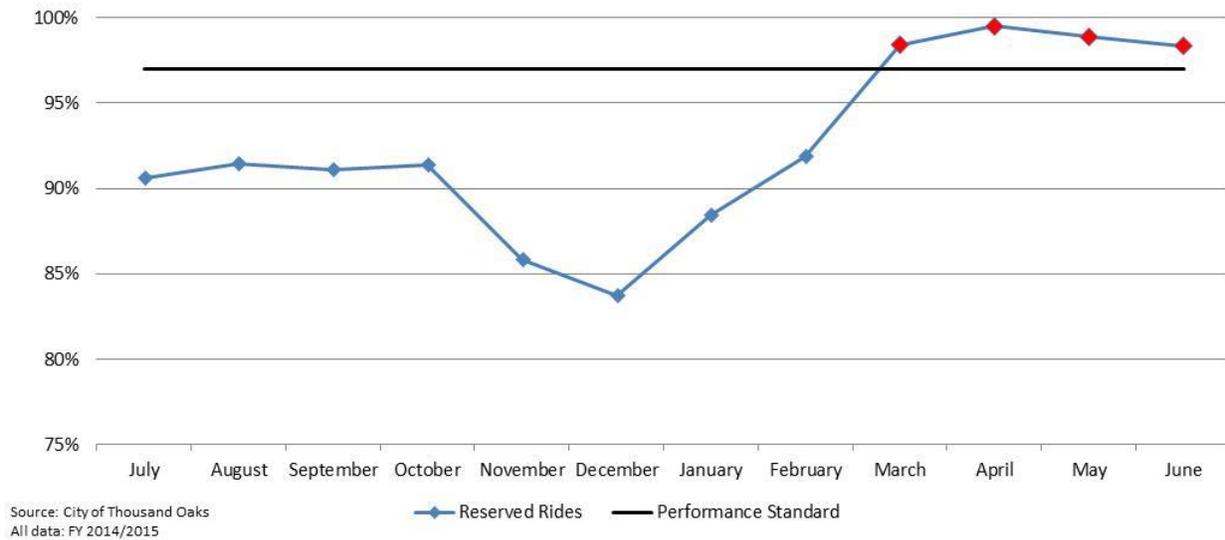


Exhibit 1.3.7 illustrates on-time performance for on-demand trips in FY 2014/15. During the initial eight months the City set its DAR on-time performance standard at 97 percent for on-demand rides arriving within 30 minutes of scheduled pick-up. Of all on-demand trips completed during the first eight months, just over half (52.7 percent) were within the 30-minute time window.

In March 2015 the City revised its policy from a 30-minute window to a 45-minute window, which resulted in improved on-time performance. Across the final four months of FY 2014/15 on-time performance averaged 81.4 percent, still below the established performance standard. All on-time performance standards for FY2015/16 are being met to-date.

Exhibit 1.3.7 OTP: On-Demand Rides Provided in Under 30 minutes

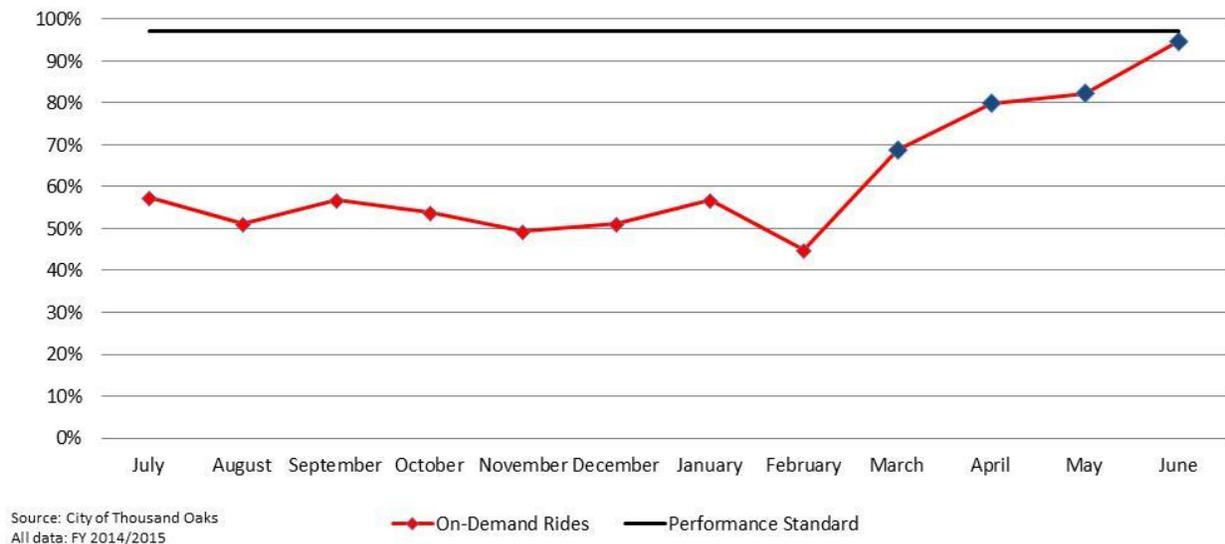


Exhibit 1.3.8 shows on-time performance for all rides (advance, on-demand, same day, and subscription reservations) arriving within 60 minutes of scheduled pick-up during FY 2014/15. With the exception of June, all rides collectively, were unable to meet the 99.8 percent on-time performance standard. To put this into perspective, out of 7,000 monthly rides, 6,984 rides must arrive within the 60-minute time period in order to meet the 99.8 percent on-time performance standard.

Exhibit 1.3.8 OTP: All Rides Provided in Under 60 minutes



Dial-A-Ride Customer Survey

In Fall 2015, the City of Thousand Oaks commissioned a survey of Dial-A-Ride customers as part of its Transit Master Plan. The survey was designed to capture details regarding Dial-A-Ride (DAR) customer travel patterns, perceptions, and mobility needs. A full discussion of the survey findings can be found in Chapter 4, Section 4.3.

Software

The City's DAR dispatching utilizes Trapeze PASS scheduling and dispatching software for coordinated transportation and trip booking. The software assists DAR reservationists in compiling and organizing trip requests. Once logged and organized into Trapeze, a dispatcher then has the ability to develop trip manifests that are provided to DAR drivers.

Trapeze software, an industry leader in demand-response software, has streamlined the City's approach to logging and organizing trip requests. The automated approach provides dispatchers with the tools to quickly sort, organize, and coordinate trips more efficiently. Trapeze also provides the City with the capability to address trip cancelations, no-shows, and same-day requests that would otherwise delay DAR service delivery.

Findings

The City continues to provide DAR services at a high level. The City's DAR service compares favorably with its peers, providing more trips (86,241) and vehicle revenue hours (37,007), at a lower cost (\$2,218,616) than the average of its peers (71,872, 34,733, and \$2,468,591 respectively) in FY 2013/14. The high productivity resulted in above-average trips/hour in FY 2013/14, as City DAR provided 2.33 trips/hour, while the peer average was 2.1 trips/hour.

A review of on-time performance reveals that, since the City revised the on-time performance policy in March 2015, DAR drivers have met or exceeded performance standards set for reserved rides, while on-time performance for on-demand rides has improved though has still fallen short of performance standards. It is worth noting that on-demand trips account for less than 10 percent of trip requests each fiscal year.

A qualitative assessment reveals 63.7 percent of City DAR customers use the service less than once per week. Also of note, City DAR customers rate overall service satisfaction, on-time performance, and customer service as between good and excellent.

SECTION 1.4 – SYSTEM PERFORMANCE PEER REVIEW

Fixed-Route Service Overview

Compared to other urban areas of similar size and density Thousand Oaks transit service levels are much lower than the selected peers. TOT has fewer routes and a smaller coverage area than the peers, and also operates fewer vehicle service hours and miles, while also providing lower service frequency than the peers.

The combined result of fewer routes, smaller service area coverage, and lower service levels is relatively low annual ridership levels and low productivity/vehicle service hour and mile as compared to peers. Lower levels of service and limited service availability translate to lower ridership and utilization of the system on a per capita basis. Comparable urban areas with higher levels of service and availability capture as many as eight bus trips per capita annually, versus 0.77 trips for Thousand Oaks Transit.

Thousand Oaks Transit is unusual in that it expends a larger proportion of its annual operator budget on paratransit services than fixed-route service. Far from being a negative, this underlines the untapped ridership potential that exists within the service area. If the City were to provide more service coverage, greater service frequency, and greater availability, it would likely result in both higher ridership and per capita utilization.

DAR/ADA Service Overview

The City's DAR/ADA services are provided in comparable quantities to the peers. However, TOT's DAR/ADA services are more efficient. The City operates about the same vehicle service hours as the average of its peers, yet it provides more trips per hour. It also provides those trips with fewer vehicles and accrues fewer vehicle service miles in total. TOT is more efficient in utilizing its vehicles, garners more passenger trips per vehicle than its peers, and operates more efficiently in vehicle routing.

The Operating Cost/VSH of Thousand Oaks DAR/ADA service is lower than its peers, resulting in lower operating expenses overall for similar VSH and lower Operating Cost/Passenger. TOT's service efficiency is also highlighted by a higher-than-average Passengers/VSH performance indicator, and a higher than average farebox recovery.

The City's annual revenue collection is slightly above average. Peer systems collecting more revenue than TOT, while providing a similar number of unlinked trips/year (Lubbock Citibus), provide service at both higher fare and within a reduced service area, sticking closer to the ADA minimum requirements of three-quarters of a mile of fixed-route service, while charging extra for trips outside the boundary.

Fixed-Route Peer Comparison

Several peer operators were initially selected based on urban area characteristics similar to Thousand Oaks Transit. The City of Thousand Oaks and adjacent communities are recognized as an urbanized area by the federal Census Bureau. The 2010 Census list of Urbanized Areas (UZAs) was used to compare the Thousand Oaks UZA with UZAs throughout the country based on population, land area, and density of population per square mile. Population density is another means of comparing similar urban development patterns.

National Transit Database (NTD) data includes UZAs where transit providers are located and operate service. NTD profiles were used to identify transit providers in similar UZAs. Initially, 15 transit providers operating in similar UZAs were selected for analysis. These were then narrowed down based upon similar service level characteristics using NTD summary profiles. NTD summary profiles include a number of service operations, productivity, and efficiency parameters. Six peer operators were selected based on at least five other matching parameters, including annual vehicle service hours, annual vehicle service miles, annual unlinked trips, unlinked trips/vehicle hour, operating cost/vehicle service hour, and farebox recovery ratio.

Six transit operators were selected for a peer review and comparison analysis. These include Simi Valley Transit (Simi Valley, CA), Amarillo City Transit (Amarillo, TX), Brazos Transit District (College Station-Bryan, TX), Brownsville Metro (Brownsville, TX), Waco Transit System (Waco, TX), and Cedar Rapids Transit (Cedar Rapids, IA).

Exhibit 1.4.1 shows the six selected providers as well as Thousand Oaks Transit, listed by 2010 urbanized area population. The NTD summary profiles include information with respect to the transit provider's service area, more specifically its population and land area. In most cases, the population in the service area is slightly smaller than the UZA because transit service areas do not necessarily include the entire UZA. Many transit service areas are defined along city or county boundaries, and often include rural areas or portions of the city or county that are not urbanized. Transit service areas then show slightly different population and land areas, and as a result a wider variation in population density per square mile. UZA numbers are more accurate and more reflective of the true characteristics of the service area.

Exhibit 1.4.1 FR: Urbanized Area versus Service Area

Operator	Population in Urbanized Area	UZA Land Area in Square Miles	Population Density in UZA	Population in Service Area	Service Area in Square Miles	Population Density in Service Area
Brownsville Metro	217,585	82	2,669	180,097	132	1,364
Thousand Oaks Transit	214,811	86	2,509	202,595	82	2,471
Amarillo City Transit	196,651	81	2,423	190,695	74	2,577
Cedar Rapids Transit	177,844	83	2,131	97,716	22	4,442
Waco Transit System	172,378	90	1,910	117,241	58	2,021
Brazos Transit District	171,345	71	2,399	132,500	74	1,791
Simi Valley Transit	125,206	31	3,983	126,414	47	2,690
Peer Average	176,835	73	2,586	140,777	68	2,481

*Source: 2014 NTD Summary Profile data for bus operations only.

The six peer transit operators selected for further analysis include four medium-sized cities in Texas. Such clustering was not intentional; the data focuses on similar levels of service (hours and miles), and getting a similar number of unlinked trips (ridership) annually on their fixed-route service. Thousand Oaks Transit is somewhat rare (among peer operators of similar size and density) in that it operates significantly lower levels of fixed-route service.

Few relatively similar urbanized areas were found in the western United States, while Visalia and Santa Barbara are similar in population, yet each has a smaller land area and higher population density. Salem (OR) is similar in population, land area, and population density, but provides much higher levels of fixed-route service and generates significantly more ridership. Kennewick-Pasco (WA) is similar in population yet located within a larger land area with lower population density.

Simi Valley has a smaller service area than Thousand Oaks and also lies within a smaller UZA. However, it was included as a peer given its similarities in population density, levels of service, proximity, and operating environment. No other Southern California transit operator was found to be similar to Thousand Oaks because similar transit systems do not operate within a stand-alone UZA, but rather a municipality within a larger urbanized region (e.g., cities of Norwalk and Torrance). Similar UZAs have either similar population or similar land area, but not both at the same time, resulting in a widely different population density.

Exhibit 1.4.2 summarizes level of service, ridership and operating expense for selected peers. TOT's annual operating expense is much lower than the peer average, because TOT operates a much lower number of vehicle revenue hours and miles. The annual operating expense of the peers is between \$3 and \$7 million annually. TOT's annual operating expense is only \$1.7 million, three times lower than average. A lower level of service than its peers, given similar population and density per square mile, also results in a much lower annual ridership. Vehicle service hours and miles of peer operators are about two to three times larger than TOT.

Exhibit 1.4.2 FR: Revenue Service Hours, Miles, Ridership and Operating Expense

Operator	Annual Operating Expense	Annual Fare Revenue	Annual Vehicle Revenue Miles	Annual Unlinked Trips	Annual Vehicle Revenue Hours	Annual Ridership per Capita
Cedar Rapids Transit	\$7,128,391	\$860,277	976,600	1,225,853	70,100	6.89
Brownsville Metro	\$6,319,319	\$1,039,887	782,300	1,660,931	66,100	7.63
Waco Transit System	\$4,452,955	\$1,093,326	803,000	1,059,164	49,800	6.14
Brazos Transit District	\$3,875,752	\$268,067	832,000	546,152	50,700	3.19
Amarillo City Transit	\$3,073,097	\$149,997	651,400	365,748	39,300	1.86
Simi Valley Transit	\$2,853,721	\$333,139	426,100	382,737	25,600	3.06
Thousand Oaks Transit**	\$1,736,319	\$163,496	284,544	166,247	19,801	0.77
Peer Average	\$4,617,205.83	\$624,115.50	745,233	873,431	50,267	4.80

*Source: 2014 NTD Summary Profile data for bus operations only.
**Source: 2014 State Controller Report with input from City staff.

Transit industry experience suggests level of service and ridership are directly correlated. A higher level of service generates more ridership. The peer operators’ annual ridership is close to 900,000 unlinked trips. TOT’s is approximately 166,000, about five times smaller than the peer operators’ average. Lower levels of service likely affect the number of annual unlinked trips per capita where the average of TOT’s peers is close to five rides per capita (4.8 unlinked trips), versus less than one ride per capita in Thousand Oaks (0.77 unlinked trips).

The Annual Fare Revenue in Exhibit 1.4.2 reveals TOT collects less revenue annually than most of its peers (\$163,496). However, three other providers – Amarillo City Transit, Brazos Transit District and Simi Valley – are also much lower than the peer average. This can likely be attributed to a much lower single fare (75 cents/trip for Amarillo City Transit) and possibly higher use of discounted passes by seniors and students (Brazos Transit District, which also charges 75 cents/trip).

Exhibit 1.4.3 summarizes service efficiency and productivity indicators. TOT’s operating cost/VSH (\$87.69) is below the peer average of \$92.14. Cost of living may play a role in this as the cost of living in Southern California is much higher than most other parts of the country. The selected peers operate between 12 and 38 vehicles every day, with the average (19 vehicles) about three times more than TOT.

Exhibit 1.4.3 FR: Service Efficiency and Productivity

Operator	Operating Cost/Revenue Hour	Operating Cost/Unlinked Trip	Unlinked Trips/Revenue Mile	Unlinked Trips/Revenue Hour	Fare Revenue/Revenue Hour	Farebox Recovery Ratio
Simi Valley Transit	\$111.47	\$7.46	0.90	14.95	\$13.01	11.67%
Cedar Rapids Transit	\$101.69	\$5.82	1.26	17.49	\$12.27	12.07%
Brownsville Metro	\$95.60	\$3.80	2.12	25.13	\$15.73	16.46%
Waco Transit System	\$89.42	\$4.20	1.32	21.27	\$21.95	24.55%
Thousand Oaks Transit**	\$87.69	\$10.44	0.58	8.40	\$8.26	9.40%
Amarillo City Transit	\$78.20	\$8.40	0.56	9.31	\$3.82	4.88%
Brazos Transit District	\$76.44	\$7.10	0.66	10.77	\$5.29	6.92%
Peer Average	\$92.14	\$6.13	1.14	16.49	\$12.01	12.76%

*Source: 2014 NTD Summary Profile data for bus operations only.
**Source: 2014 State Controller Report with input from City staff.

Thousand Oaks Transit performs at \$10.44/unlinked trip, above the peer average (\$6.13/unlinked trip). Amarillo City Transit’s cost/unlinked trip is also high at \$8.40/unlinked trip; given its fare is about 50.0 percent of the peer average.

Unlinked trips/Vehicle Revenue Mile provides an indication of productivity reflective of the conditions of the urban environment. A lower indicator is both a sign of low ridership (TOT), but also low density service where many miles must to be covered to pick-up and drop-off passengers. Both Amarillo City Transit and Brazos Transit District have lower or similar ratio of trips/VSM to TOT despite greater ridership. Simi Valley’s trips/VSM indicator is higher because it provides service in a smaller urbanized area.

Unlinked trips/VSH is the industry standard indicator of productivity where:

- Very low performance = less than 10 unlinked trips/revenue hour
- Low performance = between 10 and 20 unlinked trips/VSH
- Moderate performance = between 20 and 30 unlinked trips/VSH
- Highly performance = between 30 and 40 or more unlinked trips/VSH
- Very high performance = more than 40 unlinked trips/VSH

By this standard, TOT has a “very low” performance standard (8.4), while the peer average is 16.5 unlinked trips/VSH. Only Brownsville Metro is above the moderate performance threshold at 25.1 unlinked trips/VSH. Brownsville Metro’s performance is likely the result of higher than average vehicle service hours and miles, which translate to the highest annual ridership among the peers.

Other important elements that affect ridership and productivity are the number of routes, hours of operation, the days of operation and service frequency. Exhibit 1.4.4 shows the highest-performing ridership peers (e.g., Cedar Rapids Transit, Brownsville Metro and Waco Transit System) are those that provide 10 or more routes (likely a denser and broader service area coverage), 14 to 15 hours of operation on both weekdays and Saturdays, and service frequency of 60 minutes or better.

Exhibit 1.4.4 FR: Level of Service and Fare

Operator	Number of Routes	Weekday Service Span	Saturday Service Span	Weekday Service Frequency	Single Ticket Adult
Cedar Rapids Transit	14	5:15 - 19:00	8:25 - 17:00	30/60	\$1.50
Brownsville Metro	13	6:00 - 20:00	6:00 - 20:00	60	\$1.00
Waco Transit System	10	5:15 - 19:15	6:15 - 20:15	60	\$1.50
Amarillo City Transit	8	6:20 - 19:00	6:20 - 18:30	30/45	\$0.75
Brazos Transit District	7	5:00 - 19:00	--	60	\$1.50
Thousand Oaks Transit	5	5:00 - 20:00	7:50 - 20:00	60/90	\$1.50
Simi Valley Transit	4	5:00 - 20:00	5:00 - 20:00	45/90	\$1.50
*Transit Agencies' website information.					
**Source: 2014 NTD Summary Profile data for bus operations only.					

A higher ridership/VSH also annually translates into higher fare revenue/VSH. At similar fare cost per adult single trip (\$1.00 to \$1.50/trip), Brownsville and Waco collect between \$15 and \$22 of revenue at

the farebox for each hour of service, well above the peer average of \$12. Thousand Oaks is performing slightly above average (\$12.61).

For Brownsville and Waco, this results in a farebox recovery ratio of 16.5 and 24.5 percent, respectively; also above the peer average of 12.76 percent. Thousand Oaks Transit achieves 18.2 percent, above average and higher than all peers except for Waco. Amarillo City Transit recovered only 5.0 percent of operating costs at the farebox. Amarillo's performance can be explained by low ridership levels and also by a reduced fare (75 cents). Brazos Transit District's performance can be explained by high patronage of students and seniors on its fixed-route service, paying a discounted fare of 75 cents/ride.

Dial-A-Ride Peer Comparison

A similar screening and selection methodology as the one used for screening fixed-route peers (UZA population and land area, and NTD service and performance summary data) was employed for selecting DAR service peers. Six peer transit operators were selected based on five additional criteria including:

- Annual vehicle service hours,
- Annual vehicle service miles,
- Annual unlinked trips,
- Unlinked trips/vehicle service hour,
- Operating cost/vehicle service hour, and
- Farebox recovery ratio.

Peer operators were selected from a pool of UZAs with similar population and land area, and similar population density, with the purpose of comparing levels of service and performance across peer operators in urban environments with similar characteristics of development and/or density. On average, selected peer operators have a population of 200,000 residents and 70 square miles of land area, resulting in a population density of 2,600 residents per square mile within the respective service area (see Exhibit 1.4.5).

The six operators selected for analysis of paratransit service include Simi Valley Transit (Simi Valley, CA), Santa Clarita Transit (Santa Clarita, CA), Citibus (Lubbock, TX), Gainesville Regional Transit System (Gainesville, FL), Fargo Metropolitan Area Transit (Fargo, ND), and Brazos Transit District (College Station-Bryan, TX). These are listed in Exhibit 1.4.5 by the population in their respective urbanized areas.

Exhibit 1.4.5 DAR: Urbanized Area vs. Service Area

Operator	Population in Urbanized Area	UZA Land Area in Square Miles	Population Density in UZA	Population in Service Area	Service Area in Square Miles	Population Density of Service Area
Santa Clarita Transit	258,653	77	3,371	151,088	48	3,148
Citibus	237,356	96	2,461	237,356	75	3,165
Thousand Oaks Transit	214,811	86	2,509	202,595	82	2,471
Gainesville RTS	187,781	87	2,157	160,000	76	2,105
Fargo Metro Area Transit	176,676	70	2,514	134,149	45	2,981
Brazos Transit District	171,345	71	2,399	132,500	74	1,791
Simi Valley Transit	125,206	31	3,983	126,414	47	2,690
Average	192,836	72	2,814	156,918	61	2,647

*Source: 2014 NTD Summary Profile data for demand-response operations only.

The selected peer operators provide a cross-section of urban areas including Florida, Texas, North Dakota, and California.

Exhibit 1.4.6 reveals TOT spends approximately \$2.2 million annually on DAR and ADA paratransit service (FY 2013/14 data); about 28 percent more than what it spends on fixed-route transit service (\$1.7 million). The average operating expense of DAR and ADA paratransit among the peers is \$2.5 million, with Santa Clarita Transit spending more than \$4 million and Fargo MAT spending less than \$1.5 million.

Peer DAR operators provide on average 34,700 service hours of DAR and ADA paratransit service, slightly less than the amount of DAR and ADA service hours that TOT provides. Santa Clarita Transit provides 47,000 hours of paratransit service annually, while Simi Valley Transit provides only 18,000 service hours.

Peer DAR and ADA operators provide approximately 576,000 revenue miles of service annually, about the same number of revenue miles that TOT provides (561,000 revenue miles). In comparative terms, Brazos Transit District (College Station-Bryan, TX) operates nearly twice as many service miles of paratransit service than TOT with a similar number of service hours. This suggests BTB is providing longer trips in general than TOT (more than 14.4 miles on average). Fargo MAT, Citibus, and Santa Clarita provide trips of similar length to those provided by TOT (about 6.5 miles).

The City's DAR and ADA service are providing about 86,000 unlinked trips annually, about 20 percent more than the peer system average (72,000 trips). Santa Clarita Transit provides 111,000 trips annually while Simi Valley Transit provides only 50,000.

As mentioned before, the number of unlinked trips/VSH represents a measure of service productivity. The City's DAR program performs at 2.3 trips/VSH, slightly above the peer average (2.1 trips/VSH). The highest performance is recorded by Simi Valley with 2.8 trips/VSH. Citibus and Santa Clarita Transit both perform at 2.4 trips/VSH.

Exhibit 1.4.6 DAR: Revenue Service Hours, Miles, Ridership and Operating Expense

Operator	Annual Operating Expense	Annual Fare Revenue	Annual Vehicle Revenue Miles	Annual Unlinked Trips	Annual Vehicle Revenue Hours	Dial-A-Ride Vehicles
Santa Clarita Transit	\$4,187,347	\$101,202	789,500	111,002	47,000	22.0
Brazos Transit District	\$2,583,835	\$178,712	976,100	66,417	44,400	48.0
Citibus	\$2,901,107	\$255,467	590,900	98,359	40,200	29.0
Thousand Oaks Transit**	\$2,218,616	\$204,701	560,856	86,241	37,007	18.0
Simi Valley Transit	\$2,004,557	\$82,338	183,400	50,308	18,000	11.0
Gainesville RTS	\$1,708,821	\$150,159	573,100	51,226	32,400	35.0
Fargo Metro Area Transit	\$1,425,880	\$158,986	344,800	53,921	26,400	14.0
Average	\$2,468,591	\$154,477	576,300	71,872	34,733	26.5
*Source: 2014 NTD Summary Profile data for demand-response operations only.						
**Source: 2014 State Controller Report with input from City staff.						

Exhibit 1.4.6 shows that annual fare revenue differs widely across peer operators, with average revenue of about \$154,400 annually and average fare/unlinked trip of \$2.15. TOT fare revenue is well above the average at \$235,000, and its average fare/unlinked trip is above average at \$2.73. Actual fare cost and structure for each peer is described in below.

Exhibit 1.4.7 reveals TOT has the lowest operating cost/unlinked trip of the peers (\$23.07/trip), well below the average of \$34.29. Simi Valley Transit has the highest cost/unlinked trip at \$39.85. This is largely the result of having the highest operating cost/VSH of the peers at \$111.36, well above the average of \$72.93. Brazos Transit District has the second highest operating cost/unlinked trip at \$38.90. This is likely the result of longer trip length and operation of fewer passenger trips/vehicle. Santa Clarita Transit’s operating cost/unlinked trip at \$37.72 is also high, and also likely due to high operating costs/VSH (\$89.09).

TOT’s operating cost/VSH is among the lowest of its peers at \$53.77, well below the peer average at \$72.93/VSH.

Fare revenue/VSH among peer systems is relatively similar at \$4.63/hour of service. TOT’s fare revenue/VSH is among the highest of its peers at \$6.35. Most systems perform between \$4.50 and \$6.50/VSH.

TOT’s farebox recovery ratio is above average at 9.2 percent when compared with 7.03 percent among the peers, making it among the highest farebox recovery ratio of its peers. Both Santa Clarita and Simi Valley posted the lowest farebox recovery ratio at 2.4 and 4.1 percent, respectively. Fargo MAT has the highest farebox recovery ratio at 11.2 percent, which has among the lowest operating cost/revenue hour.

Exhibit 1.4.7 DAR: Service Efficiency and Productivity

Operator	Operating Cost/Revenue Hour	Operating Cost/Unlinked Trip	Unlinked Trips/Revenue Hour	Fare Revenue/Revenue Hour	Farebox Recovery Ratio	DAR Expense vs. Fixed Route
Simi Valley Transit	\$111.36	\$39.85	2.8	\$4.57	4.11%	70.24%
Santa Clarita Transit	\$89.09	\$37.72	2.4	\$2.15	2.42%	32.08%
Citibus	\$72.17	\$29.50	2.4	\$6.35	8.81%	36.23%
Thousand Oaks Transit	\$59.95	\$25.73	2.3	\$5.53	9.20%	127.80%
Brazos Transit District	\$58.19	\$38.90	1.5	\$4.03	6.92%	66.67%
Fargo Metro Area Transit	\$54.01	\$26.44	2.0	\$6.02	11.15%	24.99%
Gainesville RTS	\$52.74	\$33.36	1.6	\$4.63	8.79%	7.55%
Average	\$72.93	\$34.29	2.1	\$4.63	7.03%	39.63%
*Source: 2014 NTD Summary Profile data for demand-response operations only.						
**Source: 2014 State Controller Report with input from City staff.						

There is a wide variation among the peers with respect to DAR operating expenses versus fixed-route operating expense. Thousand Oaks Transit has a higher expense for DAR/ADA service than fixed-route service (128 percent), versus the peers (40 percent). All 14 peers initially analyzed spend more on fixed-route transit than on DAR/ADA service. Simi Valley is the closest peer at 70 percent expense on DAR/ADA. Simi Valley spends about twice as much as TOT on fixed-route transit service and generates twice as many riders as TOT. In other words, despite TOT’s DAR/ADA service being among the most cost efficient of the peers, TOT’s fixed-route service appears to be the least cost-effective.

Eligibility Criteria

Eligibility criteria determine which individuals will have access to demand-response services. Most eligibility-based services involve an individual’s age and disability. By establishing specific eligibility criteria, service providers are able to provide transportation to individuals most in-need, but unable to ride fixed-route services.

Santa Clarita Transit

Dial-A-Ride

- Curb-to-curb (pick-up and drop-off locations accessible by paved road with ample turn-around for larger vehicles) paratransit service within the Santa Clarita Valley for qualified elderly or special needs customers, as well as the general public.
- Residents of Santa Clarita who are at least 60 years old or have an ADA-certified disability are eligible to ride DAR anytime during regular service hours.
- Available to the general public after 6:00 p.m., seven days a week.
- Hours of operation
 - 5:00 a.m. – 10:30 p.m., Monday through Friday
 - 7:00 a.m. – 10:30 p.m., Saturday
 - 8:00 a.m. – 8:00 p.m., Sunday
- Fare
 - \$2.00 General Public
 - \$2.00 Senior and Disabled

Access Services

- Is a paratransit service contracted by the City Santa Clarita, acting as the Dial-A-Ride service provider for both the City of Santa Clarita and the Santa Clarita Valley.
- Hours of operation and fare cost represent service within Los Angeles County, but outside of the Santa Clarita Valley.
- Curb-to-curb paratransit service within three-quarters of a mile of a fixed-route alignment.
- Available to residents of the Santa Clarita Valley with physical or cognitive limitations as defined by the Americans with Disabilities Act.
- Hours of Operation
 - 4:00 a.m. – 11:00 p.m., Monday through Friday
 - 6:30 a.m. – 10:30 p.m., Saturday and Sunday
- Fare
 - \$2.00 for trips within the Santa Clarita Valley
 - \$6.00-\$7.00 for trips elsewhere in Los Angeles County

Citibus

CitiAccess

- Curb-to-curb paratransit service within three-quarters of a mile of a fixed-route alignment (ADA Service Area), and outside of three-quarters of a mile of a fixed-route alignment, yet within City limits (Extended Service Area).
- Available to citizens of Lubbock with physical or cognitive limitations as defined by the Americans with Disabilities Act.
- Hours of Operation
 - 5:25 a.m. – 7:45 p.m., Monday through Friday
 - 6:45 a.m. – 8:00 p.m., Saturday
- Fare
 - \$3.50 within ADA Service Area
 - \$11.50 within Extended Service Area

Thousand Oaks Transit

Senior Dial-A-Ride

- Door-to-door (transit professional assists individuals from the door of the pick-up location to the door of the drop-off location) paratransit program for trips within service area, defined as trips between the cities of Thousand Oaks and Westlake Village; and county unincorporated areas of Newbury Park, Ventu Park, Lynn Ranch, Rolling Oaks, Hidden Valley, Lake Sherwood and Oak Park.
- Available to passengers 65 years of age or older with a City-issued Dial-A-Ride Card.
- Hours of Operation
 - 5:00 a.m. – 8:00 p.m., Monday through Friday
 - 8:00 a.m. – 8:00 p.m., Saturday and Sunday
- Fare
 - \$3.00 for trips within service area
 - \$5.00 for trips to neighboring communities (InterCity² service, weekdays only)

² InterCity is a service provided by the East County Transit Alliance (ECTA) through a joint powers agreement. It allows passengers to travel between the cities of Moorpark, Simi Valley, Thousand Oaks, and the County of Ventura; and provides connections with other paratransit providers such as LC (Los Angeles County) Access Service.

ADA Paratransit

- Door-to-door paratransit program for trips within service area, defined as trips between the city of Thousand Oaks as well as county unincorporated areas of Newbury Park, Ventu Park, Lynn Ranch, Rolling Oaks, Hidden Valley, Lake Sherwood and Oak Park.
- Available to passengers with physical or cognitive limitations as defined by the Americans with Disabilities Act, with a county issued ADA Card.
- Hours of Operation
 - 5:00 a.m. – 8:00 p.m., Monday through Friday
 - 8:00 a.m. – 8:00 p.m., Saturday and Sunday
- Fare
 - \$3.00 for trips within service area
 - \$5.00 for trips to neighboring communities (InterCity service, weekdays only)

Gainesville Regional Transit System

ADA Paratransit

- Door-to-door paratransit service within three-quarters of a mile of a fixed-route alignment.
- Available to ADA-certified passengers, or those with physical or cognitive limitations as defined by the Americans with Disabilities Act.
- Service available after 9:00 p.m. on weekdays to limited service area (3/4 of a mile of late night service).
- Hours of operation
 - 6:00 a.m. – 9:00 p.m., Monday through Friday
 - 6:00 a.m. – 7:00 p.m., Saturday
 - 10:00 a.m. – 6:00 p.m., Sunday
- Fare
 - \$3.00 per single trip

Fargo Metropolitan Area Transit

Metro Senior Service

- Door-to-door paratransit service for senior citizens age 60 or older in Fargo and West Fargo, North Dakota; and Moorhead and Dilworth, Minnesota.
- Available to general public for a higher fee. Passengers must be able to walk and board under their own power as vehicles are not lift-equipped.
- Hours of operation
 - 7:40 a.m. – 4:30 p.m., Monday through Friday only
- Fare
 - \$3.00 each way for seniors

MAT Paratransit

- Door-to-door paratransit service for ADA-certified riders within Fargo and West Fargo, North Dakota; and Moorhead and Dilworth, Minnesota.
- Available to ADA-certified passengers, or those with physical or cognitive limitations as defined by the Americans with Disabilities Act.
- Hours of operation
 - 6:00 a.m. – 11:15 p.m., Monday through Friday
 - 7:00 a.m. – 11:15 p.m., Saturday

- 7:00 a.m. – 5:00 p.m., Sunday (Fargo residents only)
- Fare
 - \$3.00 each way

Brazos Transit District

ADA Paratransit

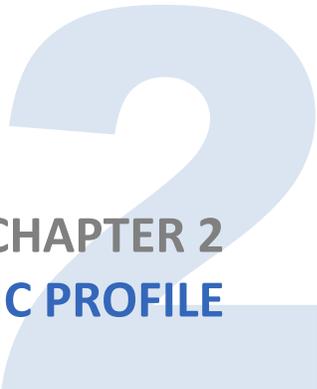
- Curb-to-curb paratransit service for trips that have both origin and destination within three-quarters of a mile of a fixed-route alignment.
- Available to ADA-certified passengers, or those with physical or cognitive limitations as defined by the Americans with Disabilities Act.
- Hours of Operation
 - 5:00 a.m. – 7:00 p.m., Monday through Friday only
- Fare
 - \$3.00 each way

Simi Valley Transit

ADA Dial-A-Ride

- Door-to-door paratransit service for ADA-certified riders and curb-to-curb service for senior passengers.
- Available to passengers with special needs and to seniors aged 65 years of age or older.
- Hours of Operation
 - 5:30 a.m. – 7:30 p.m., Monday through Friday
 - 6:30 a.m. – 7:30 p.m., Saturday
- Fare
 - \$2.00 for one-way trip within service area

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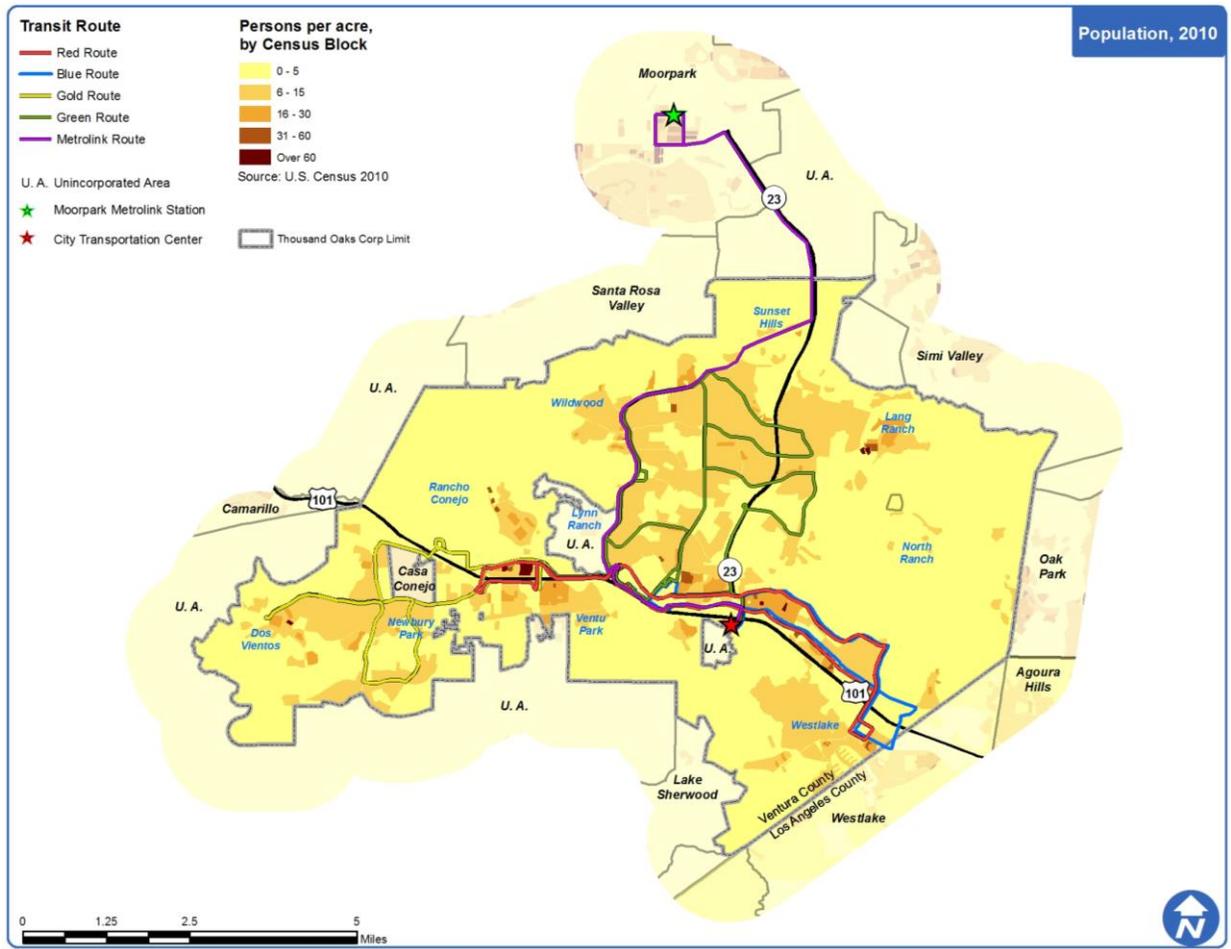


CHAPTER 2 DEMOGRAPHIC AND SOCIO-ECONOMIC PROFILE

This section provides analysis of demographic and socio-economic data including population density, employment density, elderly and youth population, persons living in poverty, persons living with a disability, and households without access to a personal vehicle. Data was gathered from Census 2000 and Census 2010, the 2009-2013 American Community Survey (ACS), and the Southern California Association of Governments (SCAG). The following paragraphs provide analysis of Exhibits 2.1-2.9.

According to Census 2010, population density in Thousand Oaks is highest within Newbury Park, between Hillcrest Drive and US Highway 101, with more than 60 persons per acre. Areas that have grown more densely populated since Census 2000 include the neighborhood between Dos Vientos and Newbury Park south of Borchard Road, Newbury Park south of US Highway 101, and the Westlake neighborhood, as well as a small portion of Lang Ranch east of Rikkard Drive (See Exhibits 2.1 and 2.2).

Exhibit 2.2 Population Density by Census Block (2010)



According to Southern California Area of Governments (SCAG), there are slightly more than 80,000 jobs in Thousand Oaks (80,889). Exhibit 2.3 provides a visual representation of employment density at the Traffic Analysis Zone (TAZ) level. Employment density is most highly concentrated in Newbury Park between Hillcrest Drive and US Highway 101 and in the Westlake neighborhood between Hampshire Road and U.S. Highway 101. Other areas that have high concentrations of jobs include the Rancho Conejo neighborhood and the area around Janss Marketplace, along Thousand Oaks Boulevard. These areas provide over 30 jobs per acre, and are accessible via Thousand Oaks Transit’s current route network.

Exhibit 2.3 Employment Density by TAZ (2015)

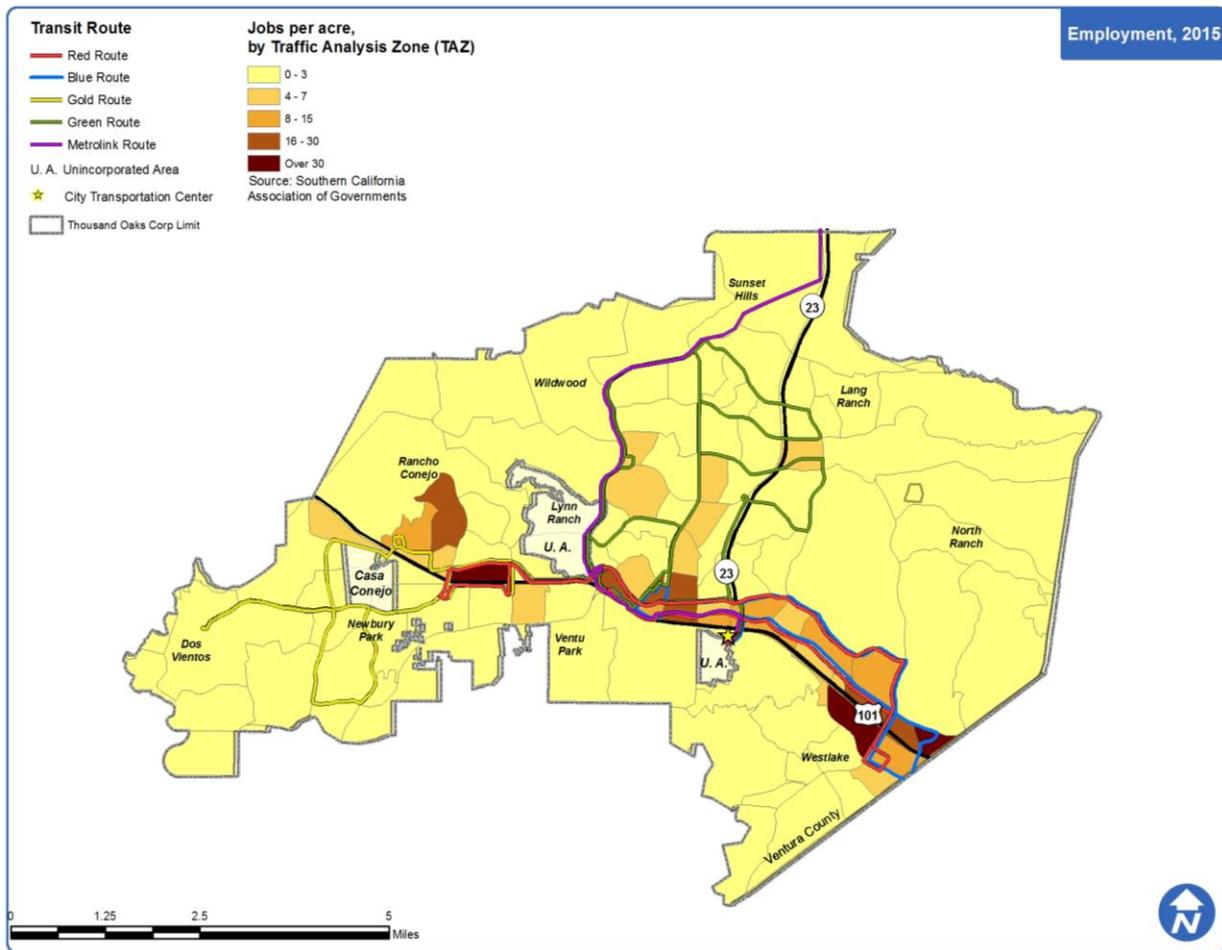
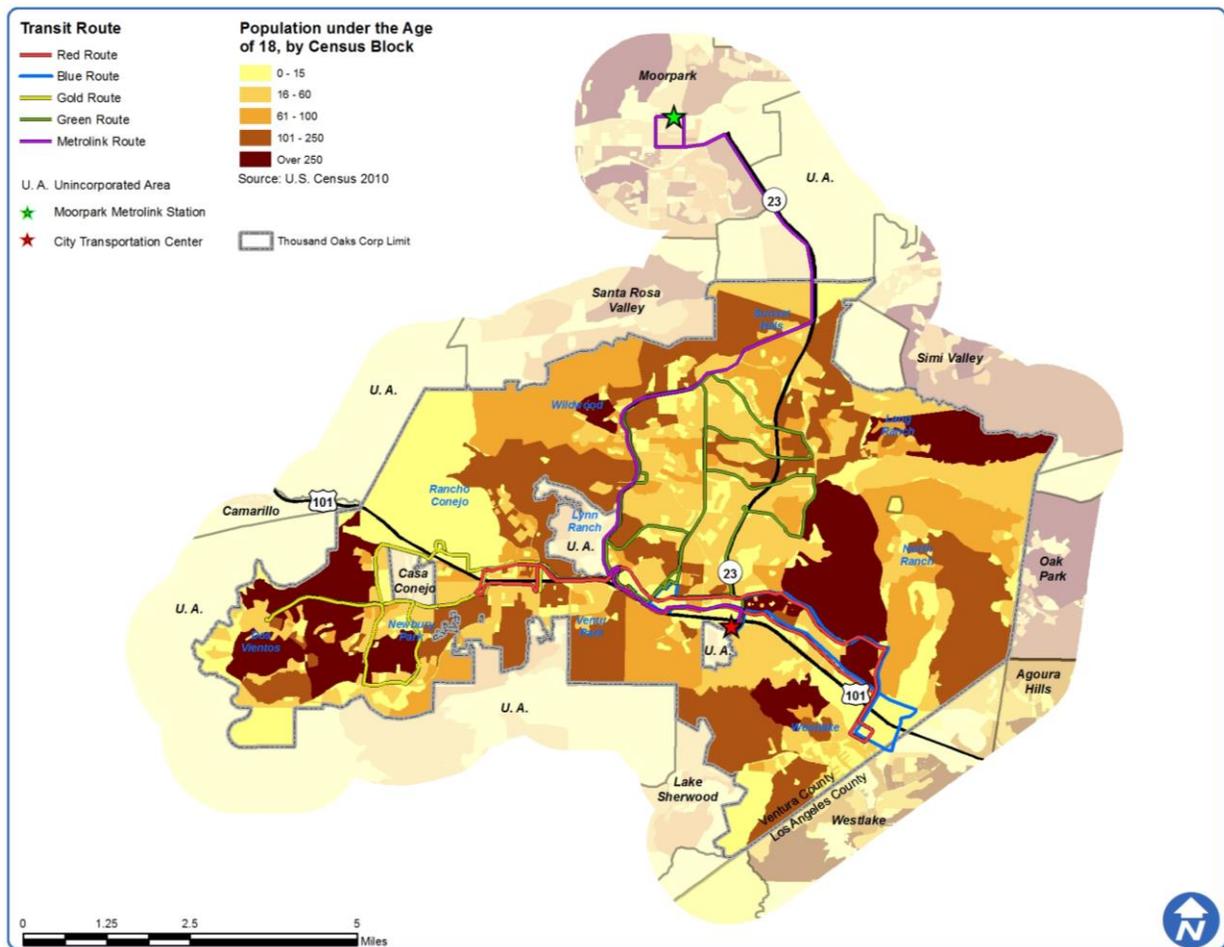


Exhibit 2.4 shows those persons under the age of 18 residing in and around Thousand Oaks. In 2010, there were 30,076 persons under the age of 18 living in Thousand Oaks, or 23.7 percent of the total population. In comparison, 25.7 percent of the total population of Ventura County is under the age of 18.

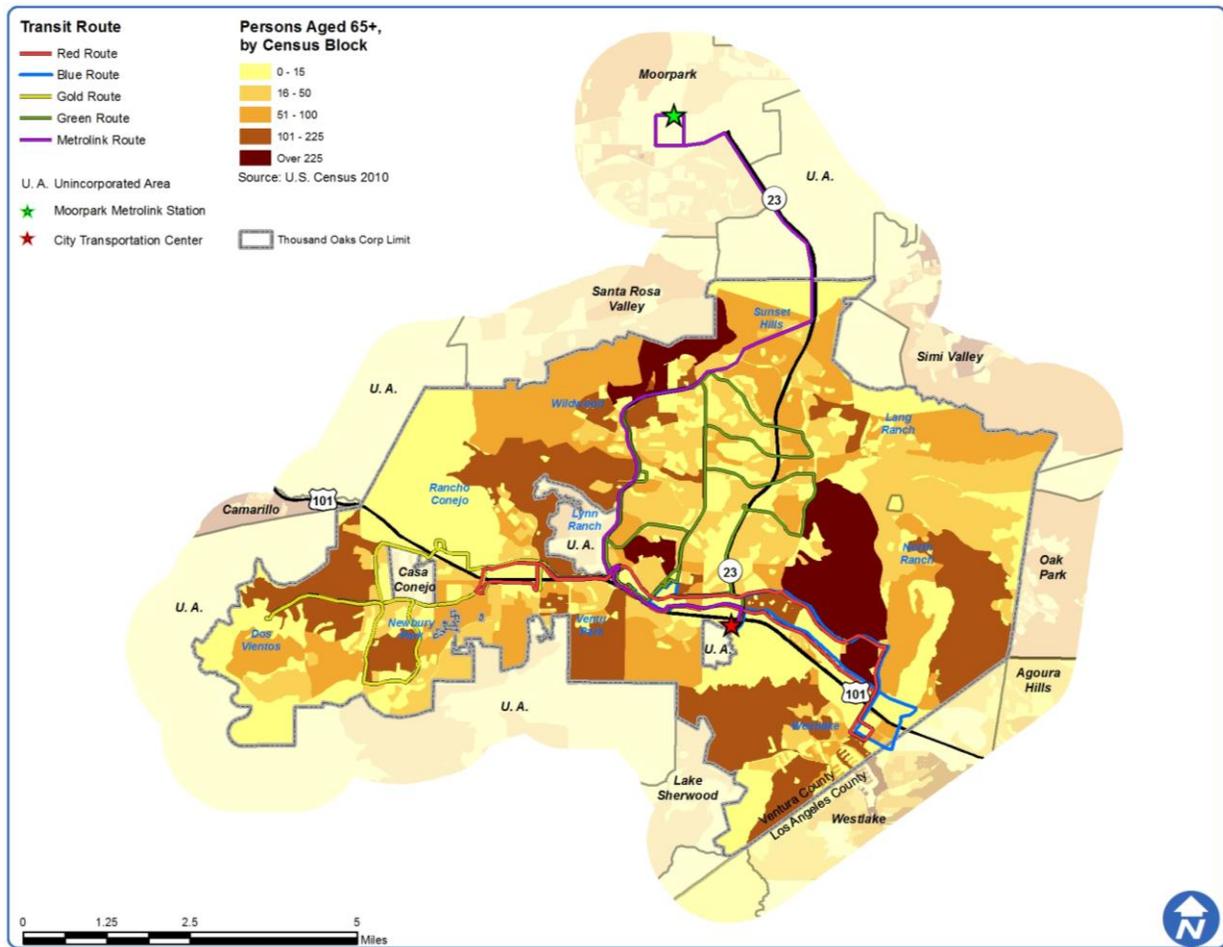
High concentrations of youth are located in North Ranch near Russell Park, in Dos Vientos south of Borchard Road, in the neighborhood bordering both sides of Rancho Dos Vientos, and in the Newbury Park neighborhood between S. Wendy Drive and S. Reino Road. Other highly concentrated areas of youth include the Westlake neighborhood northwest of Triunfo Canyon Road, the Lang Ranch neighborhood surrounding Wood Ranch Elementary School, and the Wildwood neighborhood. Thousand Oaks provides transit access to each of these neighborhoods except for the Westlake neighborhood northwest of Triunfo Canyon Road and the Lang Ranch neighborhood surrounding Wood Ranch Elementary School.

Exhibit 2.4 Youth Population by Census Block (2010)



Census 2010 revealed a total of 18,564 persons aged 65 and older (14.7 percent) reside in Thousand Oaks. By comparison, 11.7 percent of the total Ventura County population is 65 years and older. As shown in Exhibit 2.5, the highest concentration of persons aged 65 and over is in North Ranch near Russell Park, north of Conejo Community Park, and the area stretching from Wildwood to Sunset Hills. There are four retirement communities (Oakview, University Village Thousand Oaks, Belmont Village, and the Reserve at Thousand Oaks) located in the area between Wildwood and Sunset Hills. These retirement communities are within the fixed-route service area. However, the majority of retirement communities are located outside of areas with high concentrations of seniors. One possible conclusion is that more persons aged 65 and older live on their own or with family than in assisted living communities.

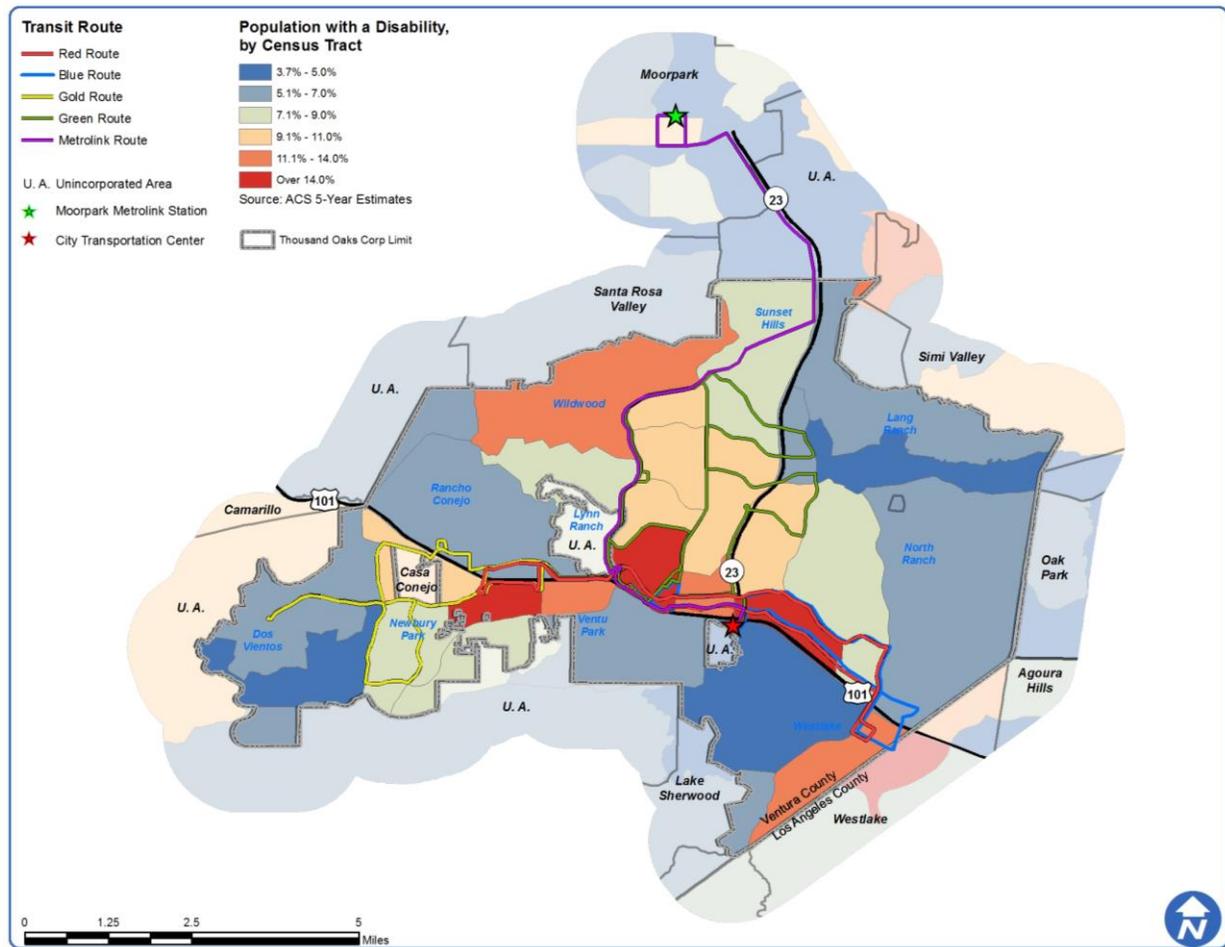
Exhibit 2.5 Senior Population by Census Block (2010)



The American Community Survey (ACS) groups disabilities into six categories: sensory, physical, self-care, mental, employment, and disabilities that affect a person’s ability to go outside the home. These six categories have been grouped together for purposes of this analysis.

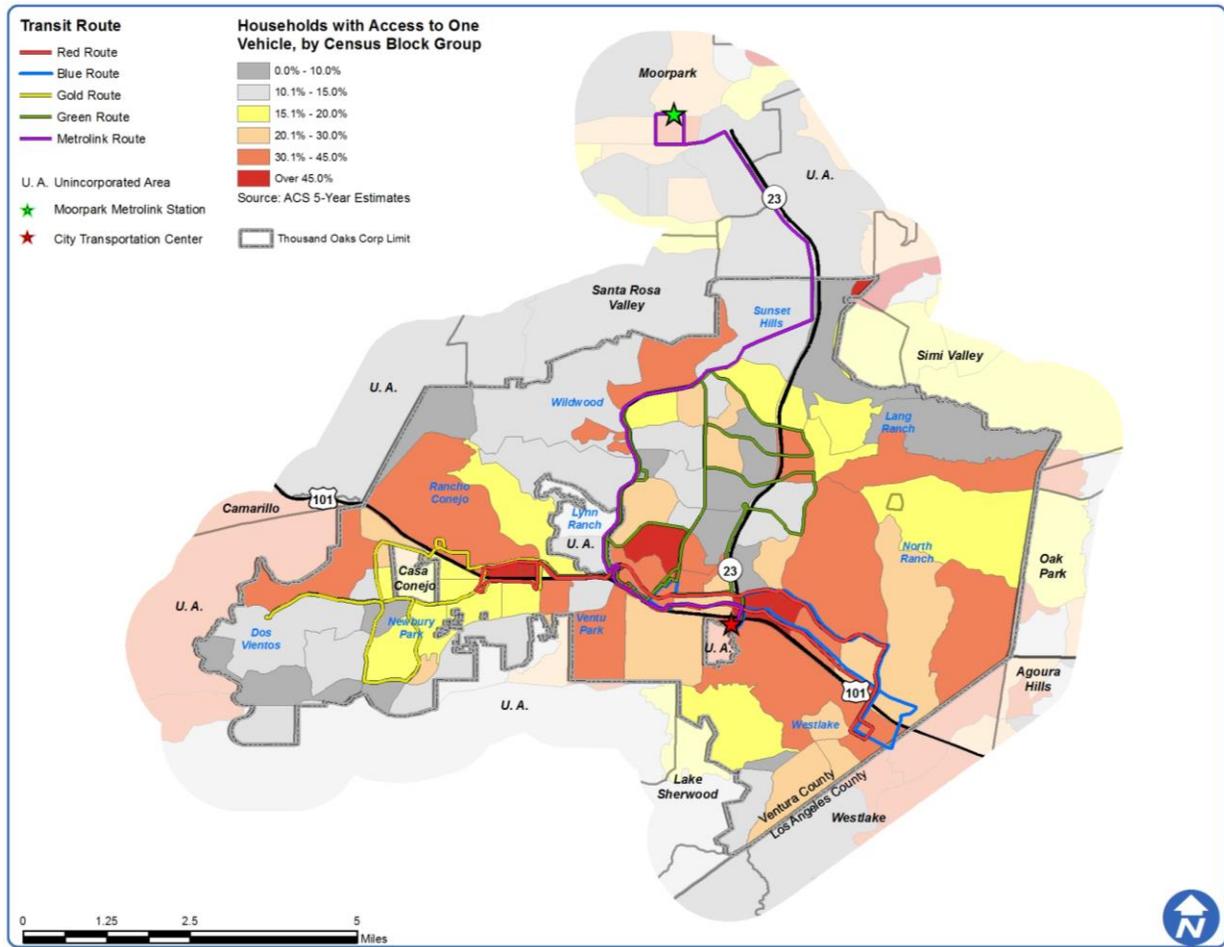
Exhibit 2.7 provides an overview of the disabled population living in Thousand Oaks. Areas with a concentration of disabled individuals greater than 14.0 percent include Newbury Park south of US Highway 101, the neighborhood between US Highway 101 to the south and Hillcrest Drive to the north, east of State Highway 23, and the neighborhood east of Lynn Ranch between Gainsborough Road and US Highway 101. Each of these areas is served by Thousand Oaks Transit.

Exhibit 2.7 Persons with Disabilities by Census Tract (2009-2013)



Areas that have a high concentration of households with access to only one vehicle (more than 45.0 percent) include Thousand Oaks City Hall and The Lakes Shopping Center, south of Gainsborough Road between Moorpark Road and State Highway 23, and between Ventu Park Road and Rancho Conejo north of US Highway 101 (see Exhibit 2.9). With the exception of the neighborhood west of Oak Park and a small pocket of Westlake, all areas exceeding 30.0 percent of households with access to one vehicle are served by Thousand Oaks Transit.

Exhibit 2.9 One-Vehicle-Households by Census Block Group (2009-2013)

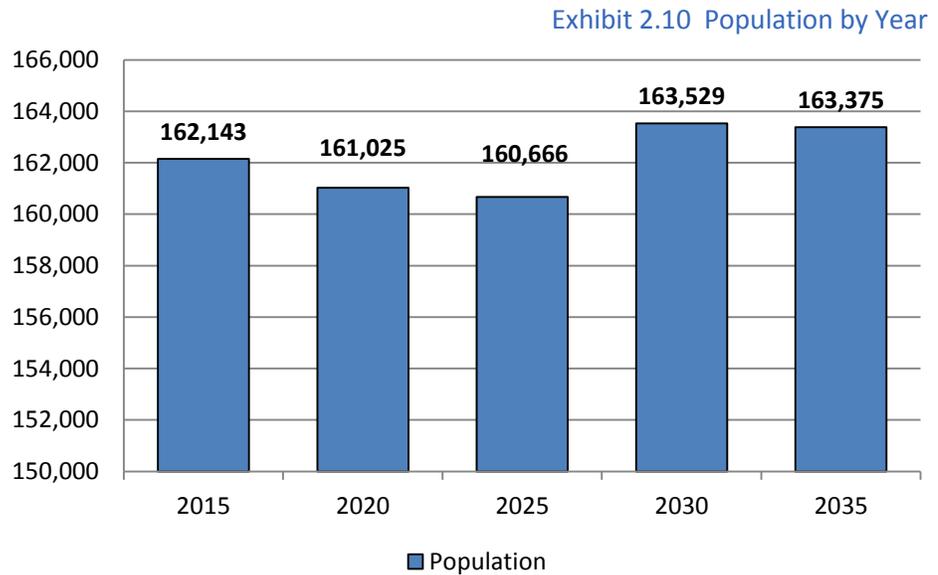


Forecasts

To determine future transit demand, baseline 2015 population and employment data was compared with future year totals to determine where growth will occur in Thousand Oaks. This, along with land use data, both present and future year, and trip generators, provides a clear picture of future demand for public transit service.

Population

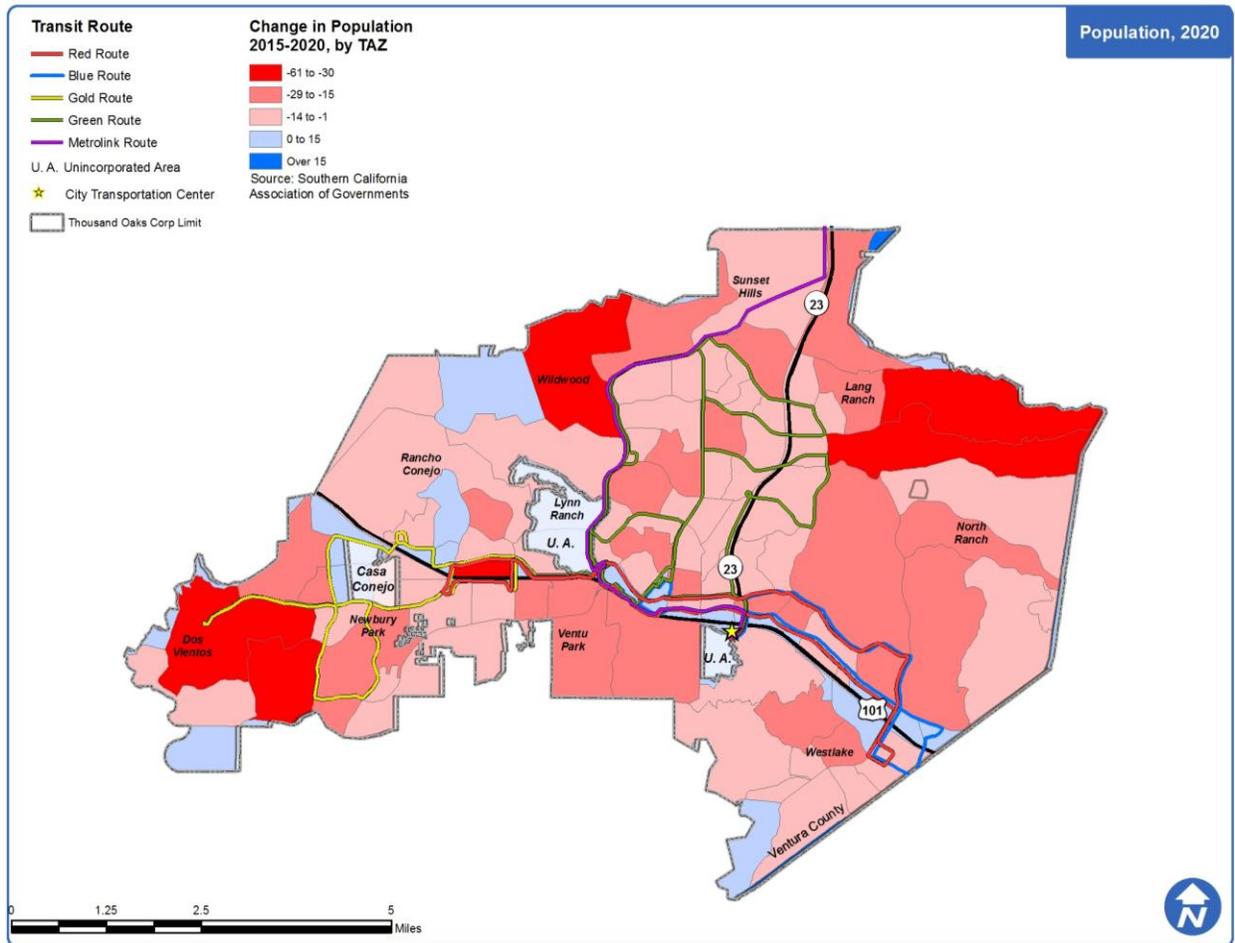
Exhibit 2.10 provides population totals in five-year increments over the next 20 years. Thousand Oaks is projected to increase by 1,232 residents (0.8 percent) across the next 20 years.



Using data provided by the Southern California Association of Governments (SCAG), Exhibits 2.11 through 2.13 show projected population change within Thousand Oaks (by TAZ) over the next five, 10, and 20 years. These projections provide a detailed description of where (geographically) Thousand Oaks is expected to gain or lose population. The year 2015 is used as a baseline.

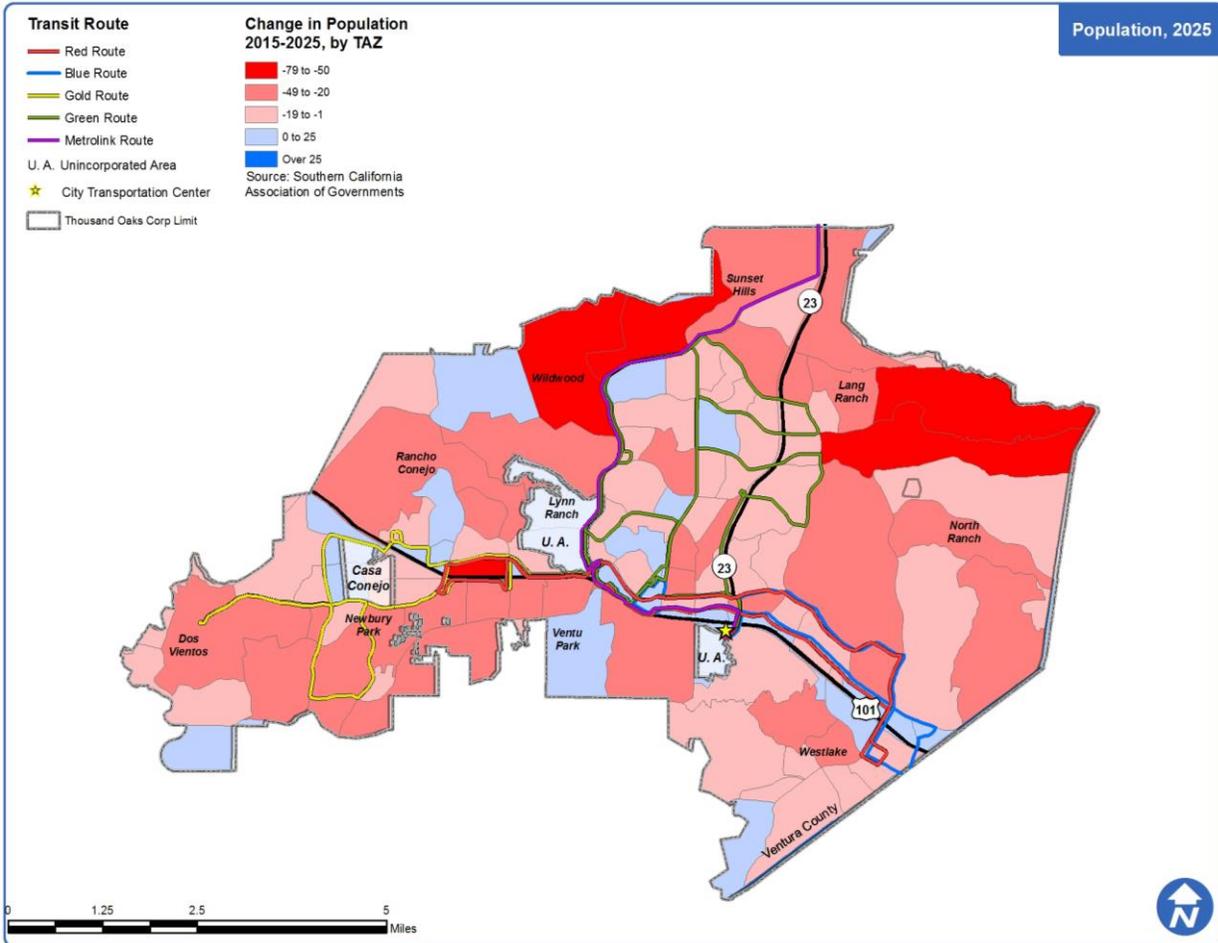
Exhibit 2.11 shows the change in population over the next five years. Overall, Thousand Oaks is projected to lose an estimated 1,118 people by the year 2020. With the exception of a few small pockets of minimal growth in Lynn Ranch, Wildwood, Rancho Conejo, and Westlake, Thousand Oaks will experience a decline in population throughout the city by the year 2020. The largest decline in population (a loss of more than 30 persons) will occur in Lang Ranch, Wildwood, Newbury Park between Hillcrest Drive and US Highway 101, and Dos Vientos.

Exhibit 2.11 Population Change 2015 - 2020 by TAZ



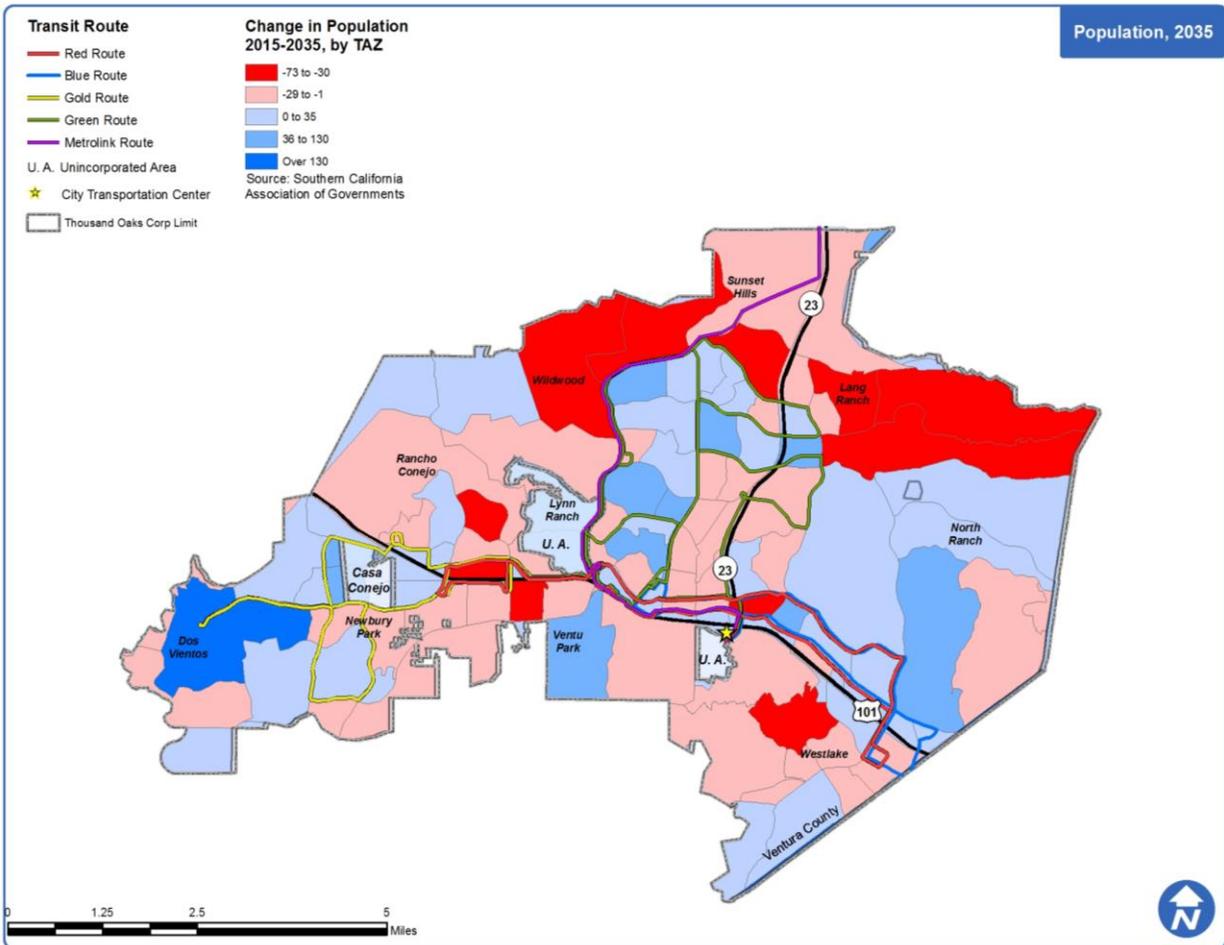
By 2025, Thousand Oaks will experience a decline in population of almost 1,500. Exhibit 2.12 shows the change in population over the decade. Similar to the year 2020, Thousand Oaks will experience small pockets of modest growth in Wildwood, Westlake, and Rancho Conejo. Modest growth will also appear along the Green Route, near the City Transportation Center, and in Ventu Park. Areas that are projected to have the largest decline in population (a loss of more than 50 persons) are in the areas between Wildwood and Sunset Hills, the eastern portion of Lang Ranch, and Newbury Park between Hillcrest Drive and US Highway 101.

Exhibit 2.12 Population Change 2015 - 2025 by TAZ



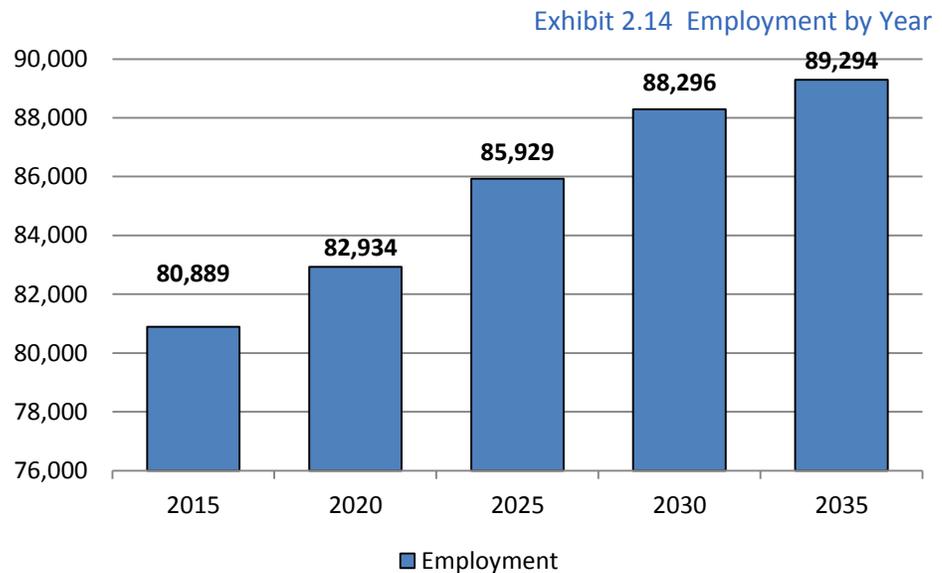
By the year 2035, Thousand Oaks will reverse course and increase in population by an estimated 1,200 people. Exhibit 2.13 shows the change in population over the next twenty years. Even with a small decline in population between 2030 and 2035, the next twenty years will show a growth in population of just under one percent in Thousand Oaks (2015-2035). The areas of North Ranch and Dos Vientos are expected to experience resurgence in population growth after a decline in 2020 and 2025. More pockets along the current Green Route are also expected to increase in population. However, Wildwood, Lang Ranch, Newbury Park, and Westlake will continue patterns of population decline.

Exhibit 2.13 Population Change 2015 - 2035 by TAZ



Employment

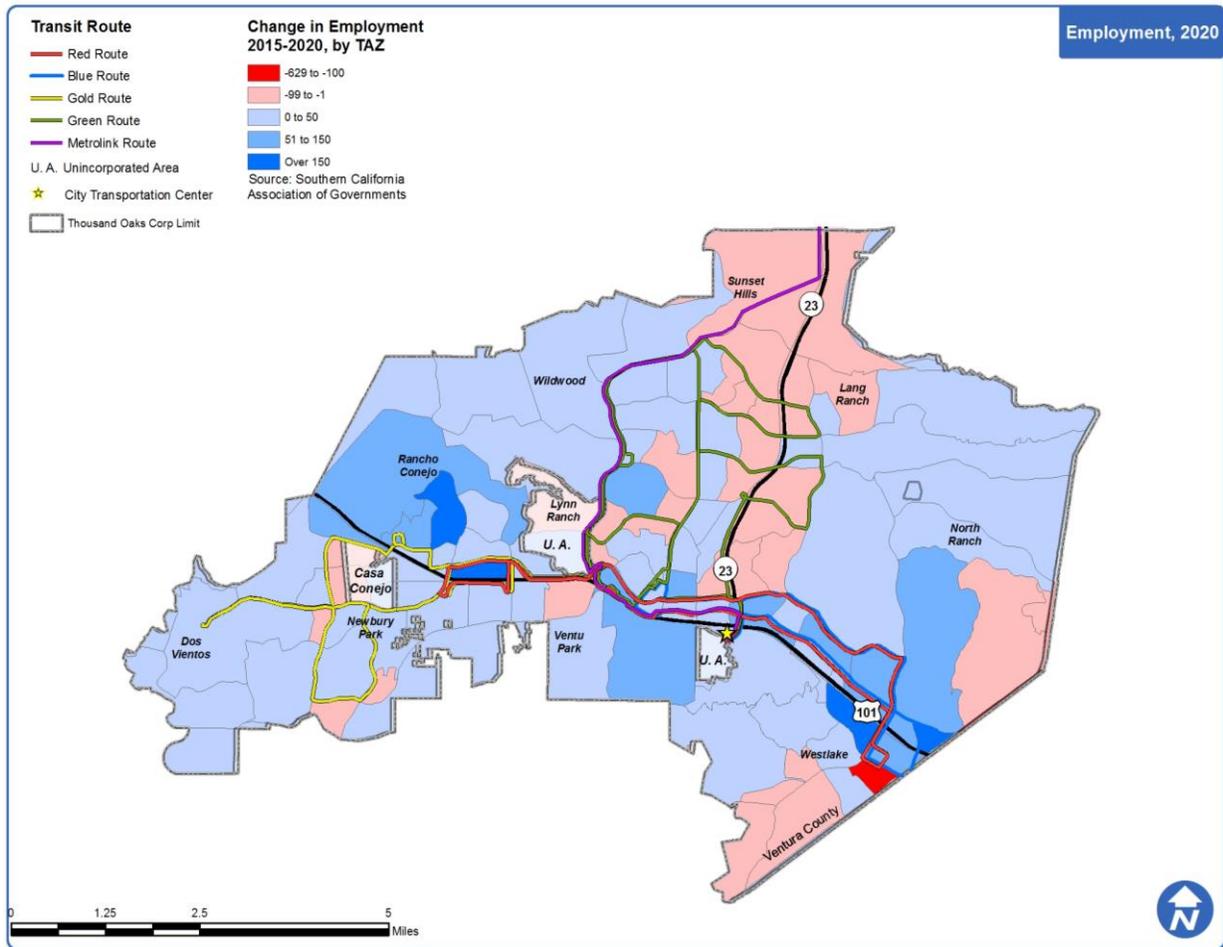
Exhibit 2.14 provides employment totals in five-year increments over the next 20 years. Thousand Oaks is projected to grow by 8,405 jobs or 10.4 percent over the next 20 years.



Using data provided by SCAG, Exhibits 2.15 through 2.17 show projected employment change in Thousand Oaks (by TAZ) over the next five, ten, and twenty years. These projections provide a detailed description of where (geographically) Thousand Oaks is expected to increase or decrease in with respect to employment, using 2015 as the baseline year.

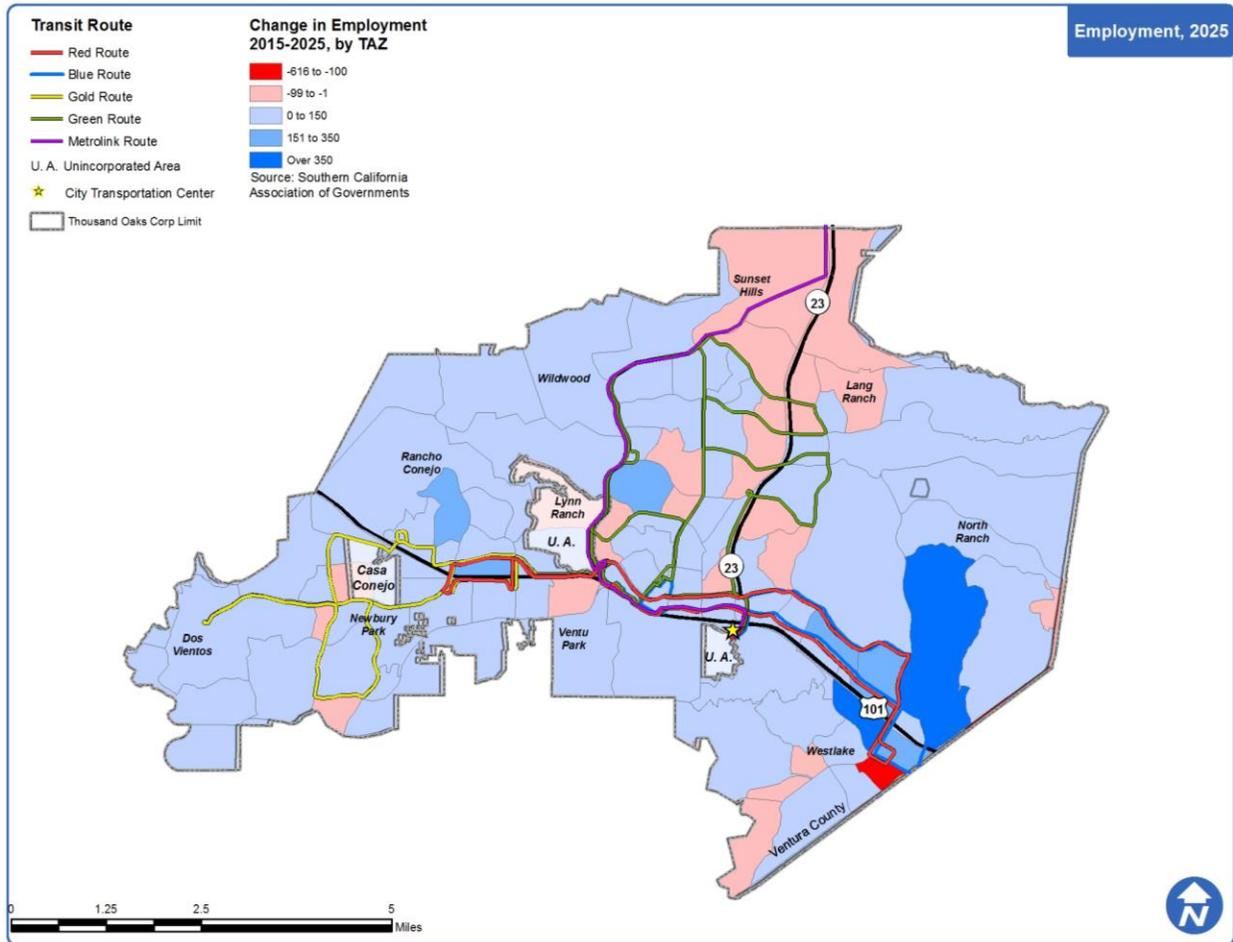
Exhibit 2.15 shows the change in employment over the next five years. Thousand Oaks projects to gain an estimated 2,045 workers by the year 2020, for an increase of 2.5 percent. Significant job growth will occur in Ranch Conejo, Newbury Park between Hillcrest Drive and US Highway 101, and in Westlake along US Highway 101. Interestingly, the largest decrease in jobs will occur in Westlake south of Agoura Road and Westlake Boulevard. Of interest are the areas along the current Green Route that are projected to lose jobs across the next five years.

Exhibit 2.15 Employment Change 2015 - 2020 by TAZ



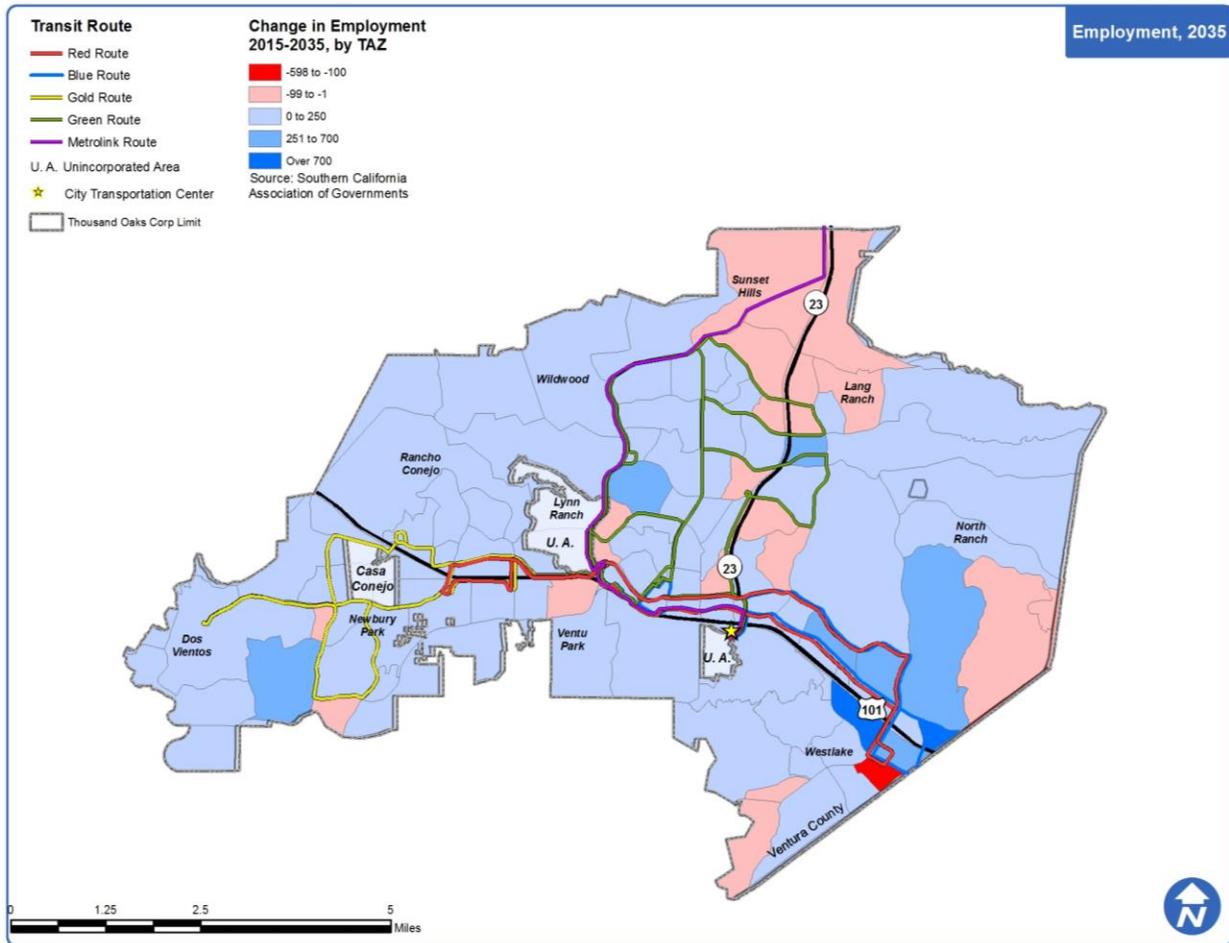
Over the next 10 years, Thousand Oaks is expected to gain an additional 5,040 jobs, or a 6.2 percent increase over 2015 employment totals. Exhibit 2.16 shows the change in employment over the ten years. Similar to the year 2020, the Westlake neighborhood along US Highway 101 will experience high job growth, as will North Ranch east of Westlake Boulevard and south of Kanan Road. Similar to 2020, areas along the current Green Route are expected to continue to decline in total employment.

Exhibit 2.16 Employment Change 2015 - 2025 by TAZ



By the year 2035, Thousand Oaks projects an additional 8,400 new jobs. According to Exhibit 2.17, over the next 20 years the Westlake neighborhood along US Highway 101 will gain over 700 new jobs, while areas in North Ranch, Dos Ventos, and along the current Green Route northeast of Lynn Ranch will gain over 250 new jobs. Most areas inside Thousand Oaks will have a growth of fewer than 200 jobs. The largest decline in jobs will occur in the Westlake neighborhood south of Agoura Road and Westlake Boulevard, while the areas along State Route 23 in North Thousand Oaks will lose less than 100 jobs.

Exhibit 2.17 Employment Change 2015 - 2035 by TAZ



Travel Generators, Traffic Congestion, and Land-Use

Trip generation is the first step in a conventional four-step transportation forecasting model used for forecasting travel demand. A travel demand model helps predict the number of trips originating or destined for a particular location. Among other factors, trip generation typically looks at the destination of trips and trip attractors. Trip attractors are usually made up of nonresidential land uses such as commercial activity, educational facilities, and large industries. Also worth noting are special generators such as medical facilities, universities, shopping centers, and military facilities. Special generators have different trip generation characteristics and should not be treated as regular employers. Universities tend to have different travel patterns as students' travel patterns differ from those common to a typical nine-to-five job. Hospitals are open twenty-four hours a day without a peak period. Large shopping centers typically attract the largest number of trips on weekends and in the evenings. Both typical and special travel generators can have a major impact on the transportation system.

Exhibit 2.18 provides existing land use by category while Exhibit 2.19 provides the general plan land-use by category representing future land use allocations. A review of the existing land use shows that with the exception of small pockets of commercial activity located in Rancho Conejo and along Lindero Canyon Road in Los Angeles County, commercial activity (general office, mixed residential and commercial, commercial and services) currently has access to Thousand Oaks Transit Routes.

The General Plan forecasts little to no development in or around Thousand Oaks due to the mountainous terrain, prohibiting many forms of commercial and industrial development (See Exhibit 2.19). The only major redevelopment exists west of State Route 23 in Moorpark and is allocated for transportation, communications, and utilities. Most activity in the General Plan warranting high travel demand will be located along Thousand Oaks Boulevard, Hillcrest Drive, US Highway 101, and on or near State Route 23 in Moorpark. Thousand Oaks Transit currently serves most of these areas, with the exception of some industrial and facility activity in Rancho Conejo, Lynn Ranch, and west of Agoura Hills in Los Angeles County.

A review of traffic congestion has shown that with the exception of periodic congestion along Thousand Oaks Boulevard and State Route 23, there is very little traffic congestion throughout the Thousand Oaks community. Much of the current traffic issues along Thousand Oaks Boulevard can be attributed to ongoing construction.

Exhibit 2.18 Land-Use (2012)

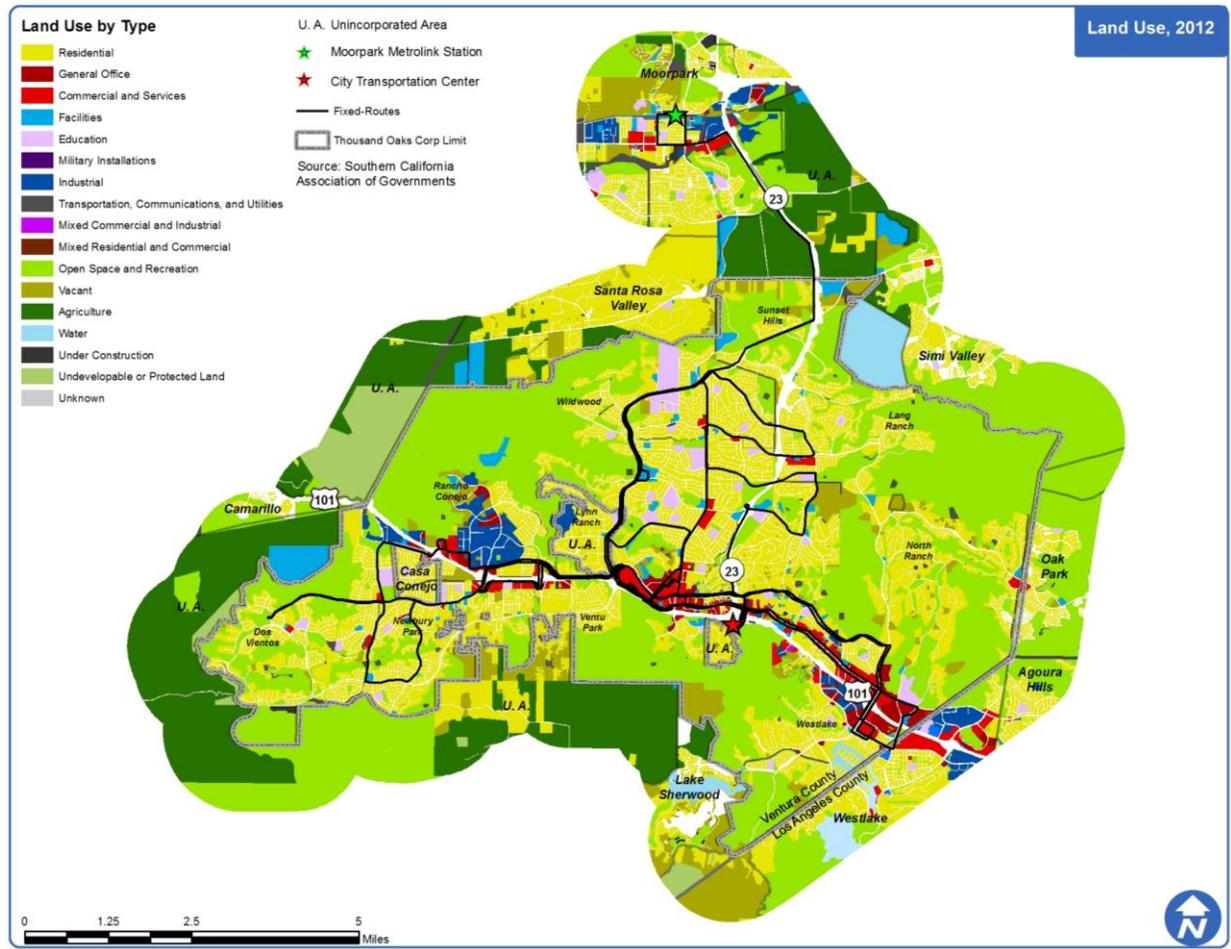


Exhibit 2.19 General Plan Land-Use

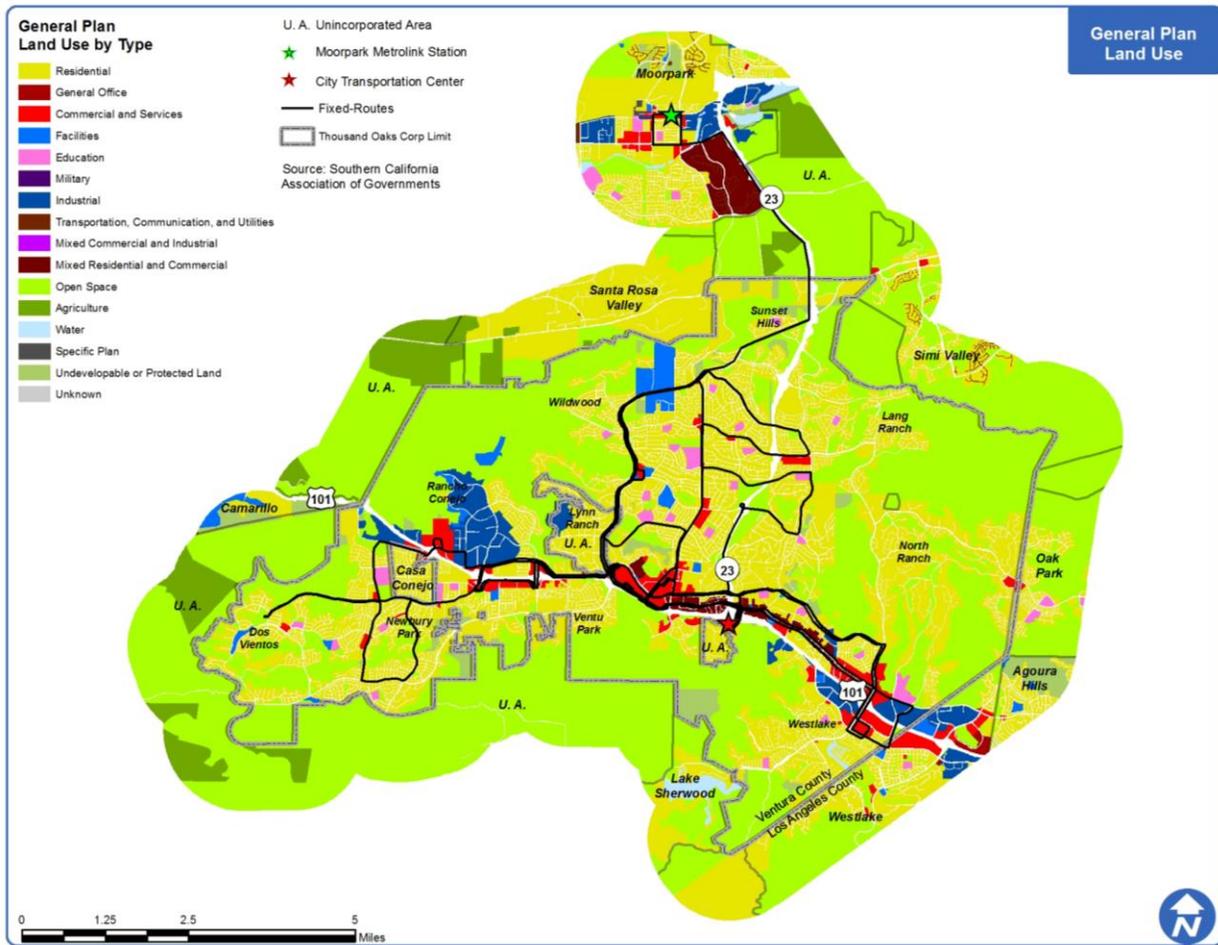
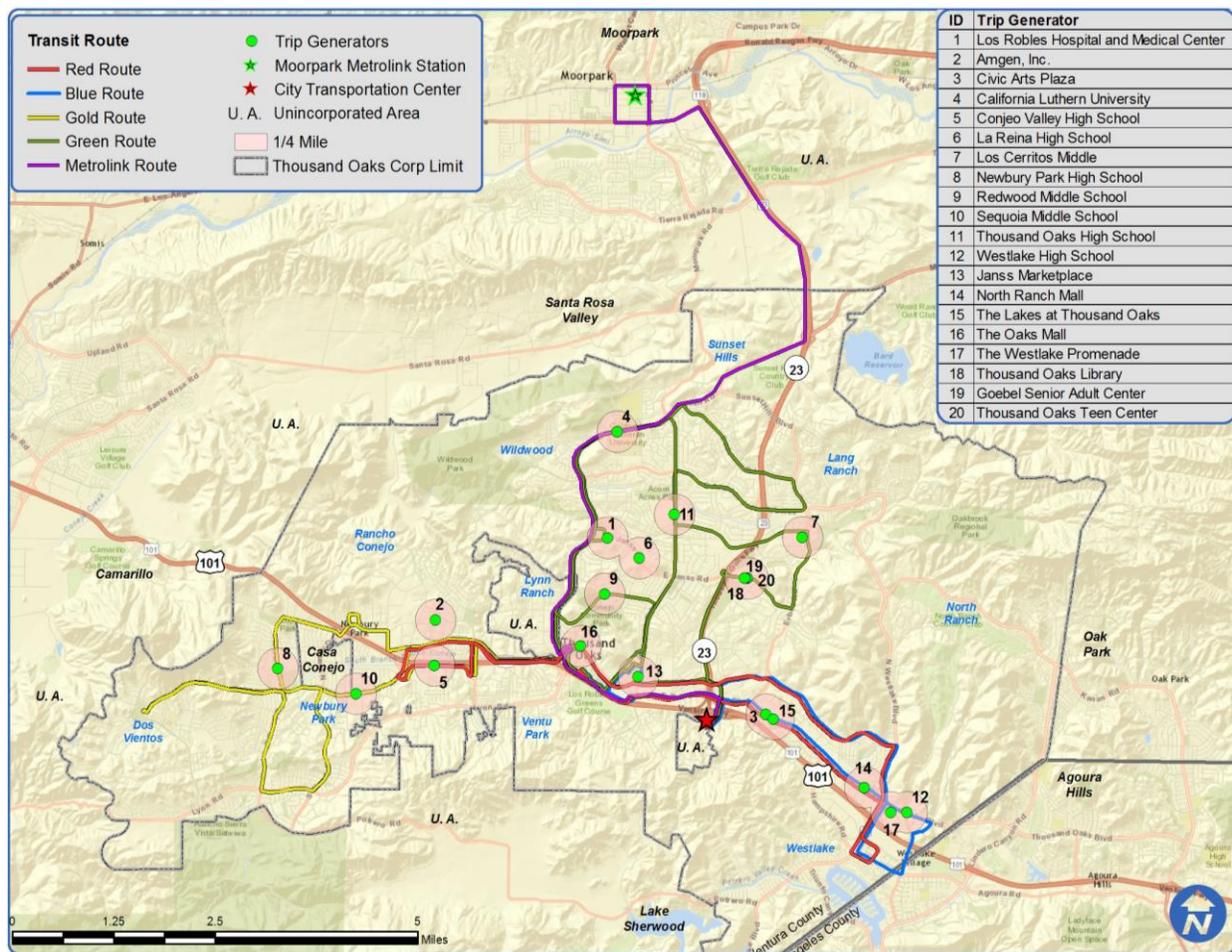


Exhibit 2.20 represents major trip generators in Thousand Oaks. Trip generators are made up of educational facilities, major shopping centers, medical facilities, and civic centers. Each of these locations represents high travel demand on a daily or weekly basis. Thousand Oaks High School (2,210 students), Westlake High School (2,295 students), Newbury Park High School (2,417 students), and Sequoia Middle School (1,092 students) represent more than 8,000 students traveling daily to locations served by Thousand Oaks Transit. In 2011 California Lutheran University (CLU) had an enrollment of more than 4,000 students, all with schedules not representative of a nine-to-five job, all of which have the option of using Thousand Oaks Transit to commute to and from the CLU campus. Thousand Oaks also recognized the unique travel patterns generated by a major medical facility and became proactive by adding additional stop times at Los Robles Hospital in order to accommodate community needs. All trip generators shown in Exhibit 2.20 were within one-quarter mile of a Thousand Oaks Transit Route, aside from La Reina High School.

Exhibit 2.20 Trip Generators



Unmet Needs

The Ventura County Transportation Commission (RTPA) is responsible for conducting the annual TDA Article 8 ("unmet transit needs") public hearings. Across the past seven years, there have been no findings attributable to the City of Thousand Oaks.

Latent Demand Analysis

The purpose of the latent demand analysis is to identify and quantify the potential and propensity for transit ridership demand in the Thousand Oaks Transit service area. With that goal, the analysis combines the findings of individual demographic, household, employment and land-use variables presented in the demographic and socioeconomic profile presented at the beginning of this chapter. The analysis utilizes information from the federal Census Bureau (Census 2010 Population, 2009-2013 American Community Survey, 2020 population and employment projections for the region provided by SCAG, and other datasets such as the Longitudinal Employment-Household Dynamics data from the federal Census Bureau).

The latent demand analysis seeks to compare existing transit service demand with existing transit service supply to identify network gaps—areas with a propensity for transit use that are not receiving service or that are not receiving sufficient service. Past experience conducting this type of analysis in the Los Angeles metro area reveals that major indicators of existing and potential transit service demand are Accessibility to Motorized Vehicles, Population and Employment Density, and existing transit service levels. To assess the demand potential for transit service, and to understand its correlation with transit-dependent populations present within the service area, the analysis produced two market analysis indexes: a transit-dependency index and a propensity of use index.

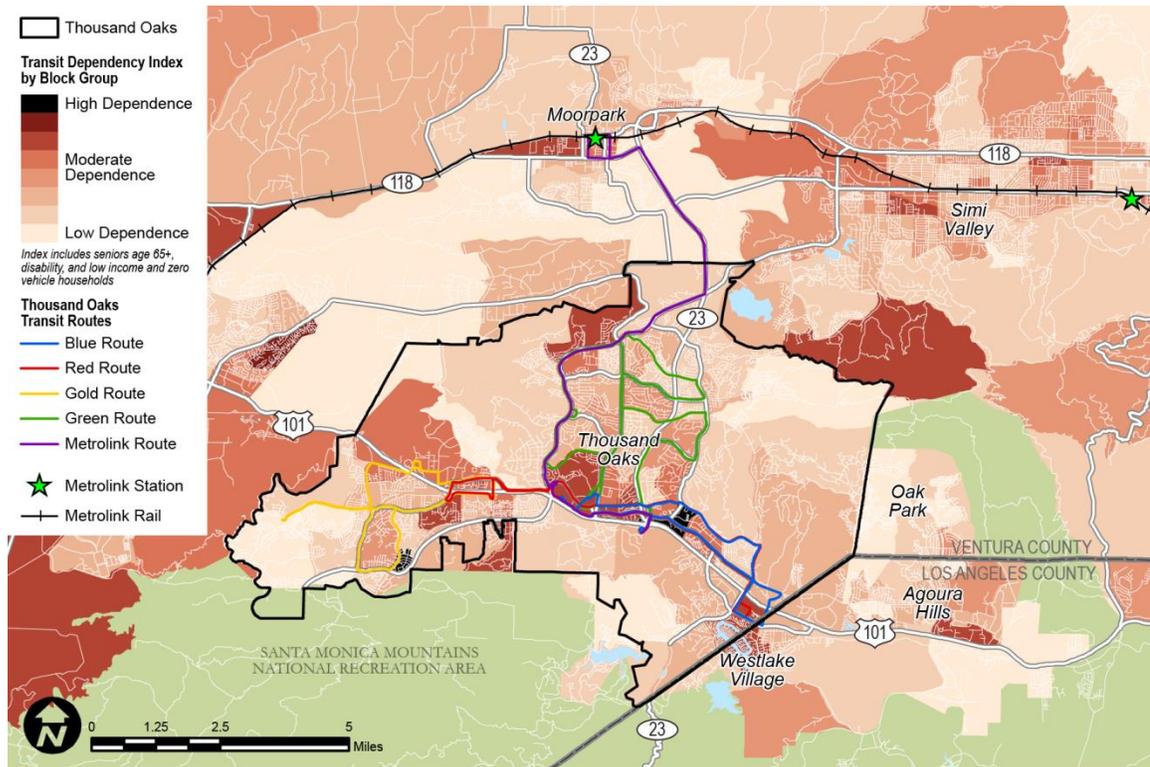
Travel Generators and Land-Use

Certain groups such as the elderly, persons with disabilities, youth, persons from low-income households, and minority groups depend on transit to a greater extent than other population groups (i.e., persons from high-income households). The purpose of the Transit-Dependency Index is to determine the size and distribution of these populations within each census block group, and develop a combined measure or score of the relative concentration and overlap of these groups, on a block group by block group level. Thus, the Transit-Dependency Index is a combined index (straight sum or average) by block group, of:

- **Senior population.** Male and female population age 65 years old or more (as percent of total population).
- **Youth population (or school-age population).** Male and female population ages 5 to 18 years old (as percent of total population).
- **Population with a disability.** Disability status in the past 12 months for male and female population 16 to 64 years old (as percent of total population).
- **Low-income population.** Ratio of income to poverty level in the past 12 months. Defining low-income population as those earning below 200% the poverty line at the federal level.
- **Households with zero vehicles.** No or limited access to motorized vehicle access by households (as percent of total households).

Exhibit 2.21 shows that in contrast to adjacent communities such as Simi Valley or Camarillo, Thousand Oaks has smaller concentrations of transit-dependent populations. However, there are a few pockets with intense concentrations of transit-dependent individuals such as the quadrant between Hillcrest Drive, Thousand Oaks Boulevard, Erbes Road and Conejo School Road; and also in the vicinity of Lynn Road and Wendy Drive.

Exhibit 2.21 Transit-Dependency Index



Concentrations of transit-dependent populations are also present along the Highway 101 corridor. More specifically, transit-dependent populations are present along Thousand Oaks Boulevard between Lynn Road and Erbes Road, as well as north of Olsen Road near the California Lutheran University campus. Additional transit-dependent concentrations can be found toward both ends of the service area, along Borchard Road, Old Conejo Road, and in Westlake Village. There are also pockets of moderate-to-high transit-dependent populations in adjacent communities such as Agoura Hills and Moorpark.

In general, the transit-dependent population index provides a synthesized way of identifying within the TOT service area where concentrations of seniors, persons with disabilities and low-income populations exist.

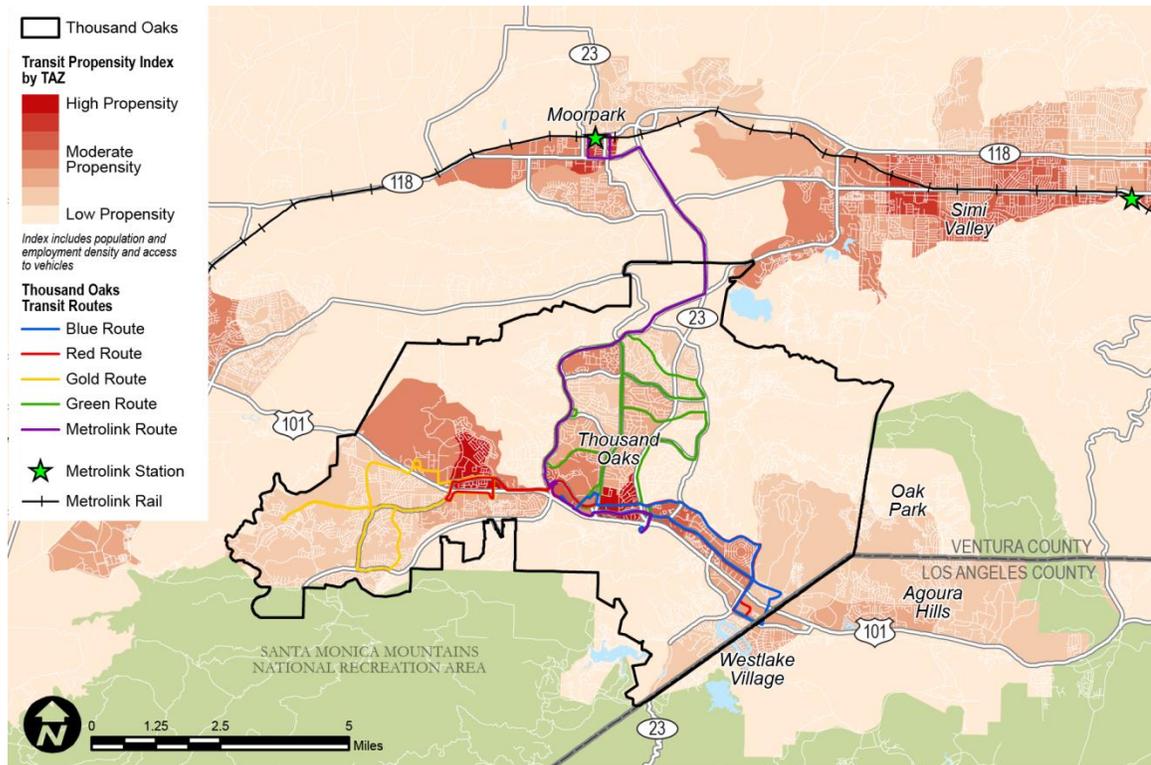
Transit Propensity Index

As discussed above, there are other variables influencing the demand for transit, including the level of accessibility to private vehicles (which can be determined by comparing the number of potential drivers to the number of motorized vehicles available), and population and employment densities. The transit propensity index is a straight sum or average of these three variables. By combining population, employment, and access to vehicles, the Transit Propensity Index accounts for trip origin, trip destination, and primary mode of access. The Transit Propensity of Use index is comprised of:

- **Population density.** Year 2020 population estimate by Transportation Analysis Zone (TAZ), divided by number of acres in the TAZ (density of persons per acre).

- **Employment density.** Year 2020 employment estimate by TAZ, divided by the number of acres in the TAZ (density of jobs per acre).
- **Access to vehicles.** Male and female population 17 to 75 years old (probable drivers), minus total number of motorized vehicles available, divided by total population. Access to vehicles is an index showing relative access to vehicles for people of driving age, or a deficit of personal vehicles in the area. This, in turn, may trigger the need to use other means of transportation for travel to work, school or other lifestyle destinations.

Exhibit 2.22 Transit Propensity of Use Index



Areas showing a high propensity to use transit in Thousand Oaks can also be found along the Highway 101 corridor, from Newbury Park to Westlake Village; and especially around major employment centers such as Amgen, on Hillcrest Drive and Rancho Conejo Road, and along Hillcrest and Thousand Oaks Boulevard, between Moorpark Road (The Oaks) and Highway 23, in the central part of the TOT service area.

Moderate propensity to use transit values can be found in the central portion of Thousand Oaks, along Moorpark Road, between Lynn Road and Highway 23. Most segments of Thousand Oaks Transit fixed-route services (Blue, Red and Green lines) are providing services in areas with high or moderate transit-use propensity. Only the Gold route provides service in areas with low transit-use propensity values.

The relatively low ridership and productivity of the TOT system, in comparison with transit programs available in adjacent communities, seems to be explained more by route design issues (such as route directness and service frequency) than lack of actual transit demand. It is also quite likely that walking access conditions (the physical design of streets) and the availability of bus stops (location and number of opportunities) is affecting the attractiveness of the service and its utility as a transportation alternative for residents and visitors in Thousand Oaks.

Comparing transit propensity values in Thousand Oaks with Simi Valley and Moorpark, reveals that in those communities, transit-propensity values are similar to Thousand Oaks, yet areas of high TPI are larger in size and often located in neighborhoods with a denser street grid (at least visually), potentially making a difference in both access and productivity of service.

Exhibit 2.23 illustrates a large portion of the service area has urban development, demographic and socioeconomic characteristics that are not sufficient to support frequent fixed-route transit service. In particular, there are areas of both low transit-dependency and transit-propensity west of Lynn Road, east of Erbes Road, and south of Highway 101.

Exhibit 2.23 Access to Vehicles Index

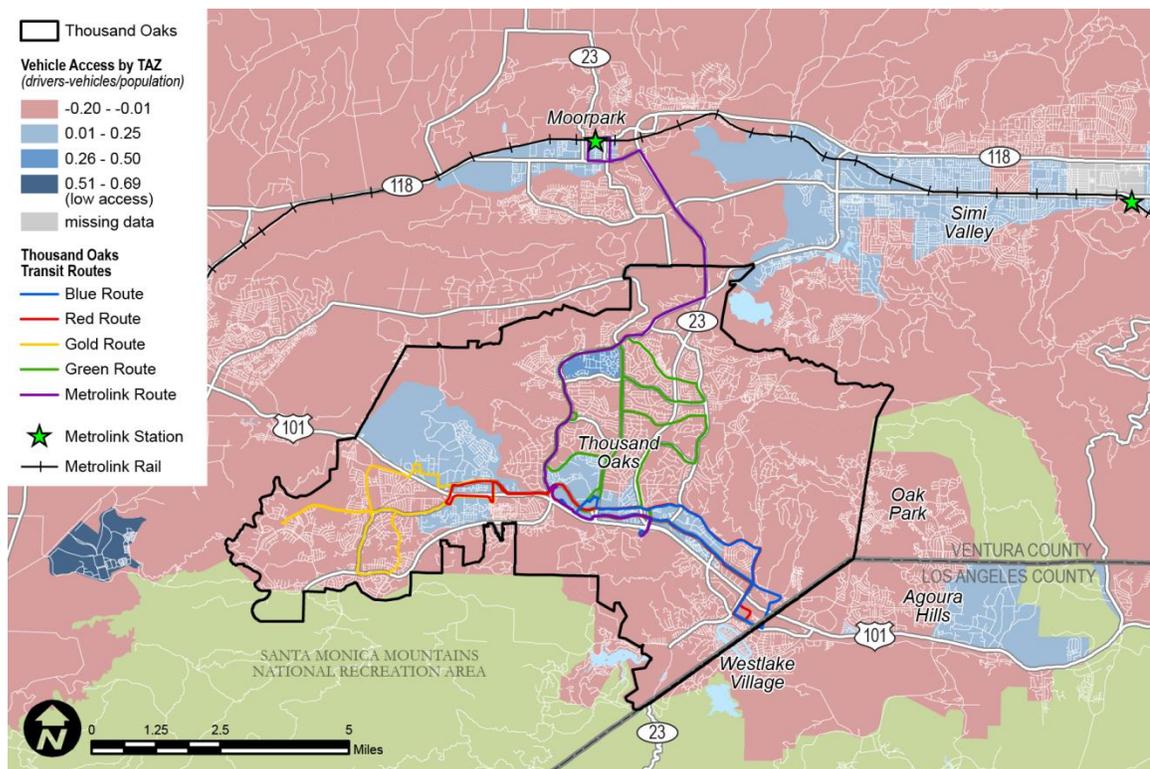


Exhibit 2.23 indicates the Access to Vehicles index that can be attributed to the calculations of the Transit Propensity of Use Index. As previously stated, the purpose of the map is to compare the number of drivers and vehicles available at the block group level. Negative ratios of drivers versus vehicles (-0.20

to -0.01) indicate areas of east Ventura County where there are more vehicles available than potential drivers.

Conversely, positive ratios identify areas of Ventura County where there are more licensed drivers that do not have regular access to a vehicle. In the map, the most intense blue color reflects areas with higher ratios of drivers versus vehicles, and bigger deficit of vehicles available to potential drivers.

As the map shows, most areas in Thousand Oaks with persons absent regular access to a vehicle are also those areas where there is more density of population and employment. These are mostly located along Highway 101 corridor, and in the central part of the service area, between Lynn Road and Westlake Boulevard. These are also the sections of Thousand Oaks where the greatest concentration of multifamily housing exists.

On the other hand, areas with an abundance of vehicles (more vehicles than potential drivers) can be found in lower-density and single-family residential areas around the core of Thousand Oaks, west of Lynn Road, east of Erbes Road, south of Highway 101, as well as the core.

Commute-to-Work Analysis

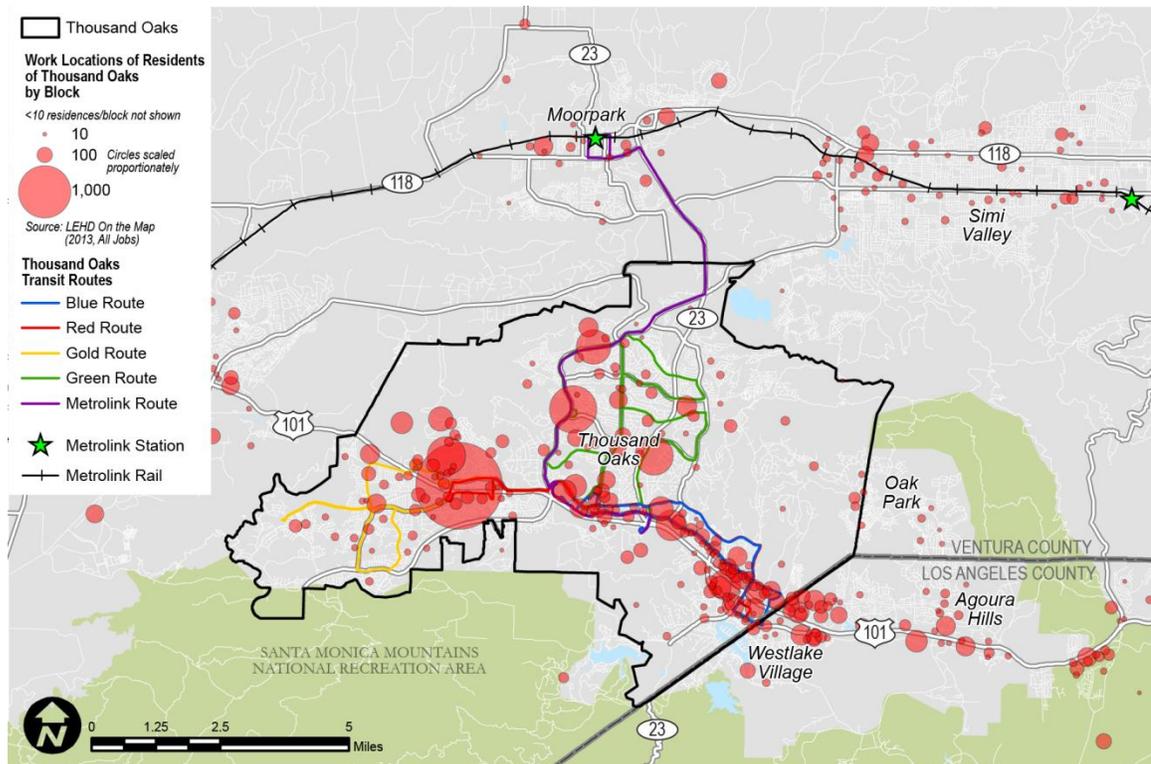
To increase Thousand Oaks Transit's productivity, cost-efficiency, as well as its appeal to existing rider markets, its services must be well matched with clearly defined local transit markets and regional travel demand patterns. One way of understanding origin and destination travel patterns in the service area is to analyze commute-to-work data. This can be done by looking at the work location of Thousand Oaks residents and the home location of people working in Thousand Oaks.

The Longitudinal Employer-Household Dynamics (LEHD) program is part of the Center for Economic Studies at the Census Bureau. The LEHD program produces information combining federal, state, and Census Bureau data on employers and employees under the Local Employment Dynamics (LED) Partnership. Under the LED Partnership, states agree to share Unemployment Insurance earnings data and the Quarterly Census of Employment and Wages (QCEW) data with the Census Bureau. The LEHD program combines these administrative data, additional administrative data and data from censuses and surveys. From these data, the program creates statistics on employment, earnings, and job flows at detailed levels of geography and industry and for different demographic groups. In addition, the LEHD program utilizes these data to create partially synthetic data on worker residential patterns.

Work Locations

Exhibit 2.24 shows the employment locations of residents of Thousand Oaks. There are nearly 55,000 working-age adults living within Thousand Oaks, of which nearly 16,000 are employed in Thousand Oaks, while approximately 39,000 are employed outside the City.

Exhibit 2.24 Work Locations of those Living in Thousand Oaks



LEHD data 2013 for all jobs types, full-time and part-time, compiled at the Census Block level.

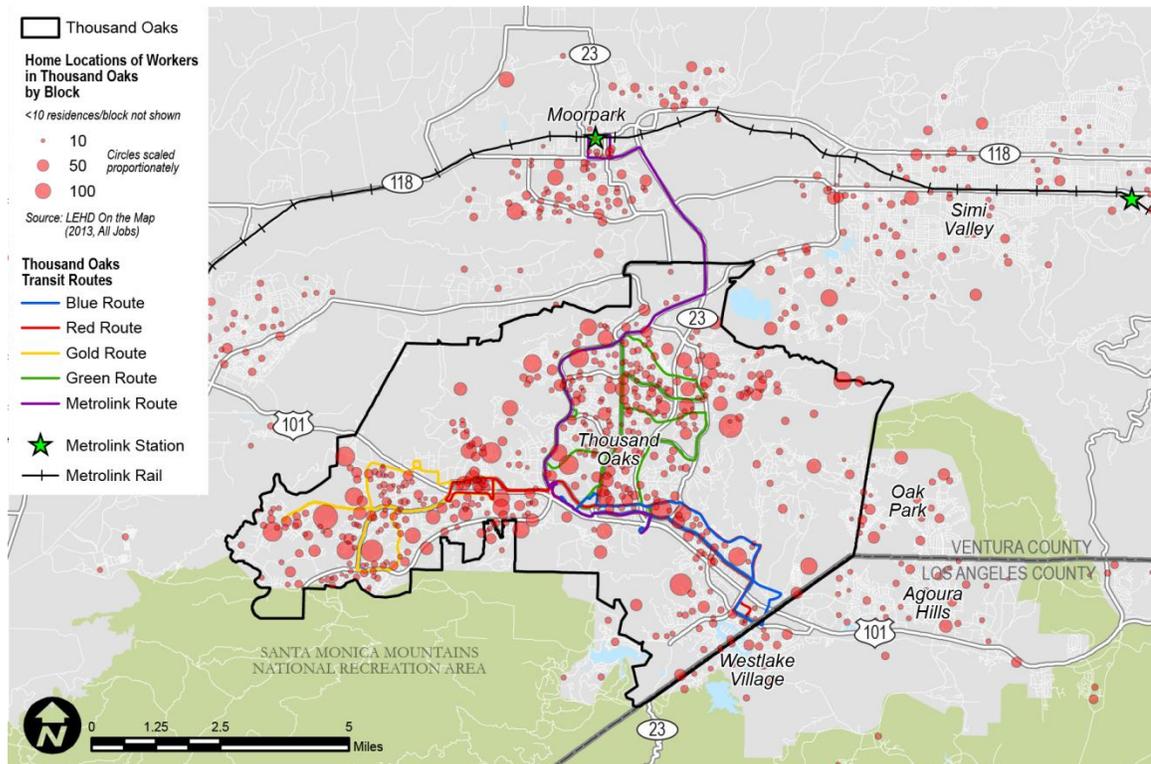
Based on LEHD data, most employed residents of Thousand Oaks work outside the City, and at least 50 percent of them travel more than 10 miles to employment locations throughout the Los Angeles metro area. Exhibit 1.4 reveals adjacent communities attract only a fraction of employed residents of Thousand Oaks, and that employed residents that also work in Thousand Oaks work at employment locations along the Highway 101 corridor. As observed previously in the employment density and transit propensity index maps, Amgen and the industrial park along Rancho Conejo Road is a major employment destination for residents of Thousand Oaks.

Besides Amgen, Los Robles Hospital, California Lutheran University, the auto mall, and The Oaks are also large employment centers. A few residents travel to adjacent communities for work to Westlake Village, Agoura Hills, Calabasas, Moorpark, and Simi Valley.

Home Locations

Exhibit 2.25 shows the home locations of people employed in Thousand Oaks. It includes individuals living and working in Thousand Oaks as well as those living outside but working in the City. There are approximately 62,000 persons employed in Thousand Oaks, 46,000 of whom live outside the City while 16,000 live within Thousand Oaks. The employment numbers in Exhibit 2.24 and Exhibit 2.25 indicate the number of people that commute to work outside of Thousand Oaks every day (39,000) is similar to the number of people that commute to work to Thousand Oaks from other parts of the region (46,000).

Exhibit 2.25 Home Locations of those Working in Thousand Oaks



According to LEHD data, most resident-workers of Thousand Oaks also work in the city, live in the southwest section of the city, along Lynn Road and Borchard Road, in the Dos Vientos Ranch community, and also in the core section of the city, along Moorpark Road, between Lynn Road and Erbes Road.

Exhibit 2.25 indicates that many people working in Thousand Oaks commute from adjacent communities such as Simi Valley, Moorpark, Agoura Hills, and Camarillo. In general, those maps suggest residents employed in Thousand Oaks do not travel long distances to their place of work. At the same time, the map suggests the importance of cross-boundary connections with other public transit services such as Simi Valley, Los Angeles Metro, or VISTA/InterCity, in order to reach employment destinations in and outside of the city, especially along the Highway 101 corridor.

For Thousand Oaks Transit this means frequent and direct services (versus circuitous services) are important for residents. It also means services that travel beyond city limits and provide connections to the larger region, as well as reach employment destinations in nearby communities are important to both residents and visitors of Thousand Oaks.

Summary of Findings

Concentrations of both transit-dependent population and transit-propensity markets are present in the same parts of the Thousand Oaks service area, along the Highway 101 corridor from Newbury Park to Westlake Village, and especially along Hillcrest Drive and Thousand Oaks Boulevard. In general, the

City's fixed-route network provides service to and within areas showing high-to-moderate transit dependency and propensity of use values, or in other words in areas where the greatest transit demand exists.

Thousand Oaks residents employed within the City travel short distances (less than 5 miles) in their work commute. Meanwhile, about 50 percent of Thousand Oaks residents that are employed outside of the City travel between 5 to 15 miles, the other 50 percent travel as much as 15 to 50 miles to work, potentially reaching all corners of the Los Angeles metro area.

This means that regional transit connections (first/last mile type connections) are important for both residents and visitors of Thousand Oaks, because a significant portion of the commute-to-work market is cross-boundary travel between Thousand Oaks and adjacent communities – Camarillo, Westlake Village, Agoura Hills, Simi Valley, and Moorpark.

Both market analysis indicators (transit-dependency and propensity of use indexes) and commute-to-work origin-destination travel show a need for fixed-route transit services that provide connections between communities. They also suggest a need for transit services providing direct and more frequent connections between Thousand Oaks neighborhoods and major employment, commercial, educational, and medical centers.

CHAPTER 3

TRANSIT SYSTEM GOALS AND OBJECTIVES

Thousand Oaks Transit seeks to ensure residents have access to jobs, schools, shopping, and social services as well as are provided with cost-effective and efficient transportation provisions which address identified “unmet transit needs” throughout the Thousand Oaks community. To this end, the City of Thousand Oaks has adopted seven Transit Policies and Goals that guide its provision of transit service. In an effort to effectively evaluate the goals set forth by the City of Thousand Oaks, objectives have been established for each of the seven goals. These goals and objectives include:

1. Provide a balanced and fully integrated transportation program for all residents.
 - Increase annual Vehicle Service Hours (VSH) for City’s fixed-route transit program by 140 percent within five fiscal years.
 - Expand inter-agency fare and transfer agreements to include LACMTA and LADOT.
2. Provide cost-effective services.
 - Reduce current Operating Cost/VSH by five percent within three fiscal years.
 - Increase current farebox recovery by five percent within three fiscal years.
3. Maximize use of funds in order to provide community-wide transportation benefits.
 - Identify and pursue economies of scale across all City “purchased transportation” services through continued participation in cooperative agreements like ECTA and continued participation in and expansion of contracted service agreements with neighboring agencies.
 - Secure \$30,000 in funding over the first five years, and an additional \$30,000 in funding over the following 15 years to enhance bike and pedestrian access to City’s fixed-route transit service.
4. Provide professional and personalized service for public transit-dependent seniors and disabled persons.
 - Continue the City’s highly productive travel training program by providing 12 sessions annually.
 - Conduct biennial survey of senior and disabled transit users.
5. Support regional congestion management and air quality programs.
 - Maintain City’s existing ratio of 100 percent alternative fuel vehicles for City-owned vehicle fleet.

- Require whenever possible contractor use of alternative fuel vehicles for “purchased transportation” services.
6. Provide facilities that include access to regional transportation services and multiple occupancy vehicle programs.
- Continue to integrate regional transportation providers (public and private operators) at the City’s Transportation Center by improving capacity and accessibility.
 - Investigate establishment of express bus service linking the Conejo Valley with Los Angeles-area airports/transportation centers.
7. Offer fares that are consistent with farebox revenue standard of 20 percent for bus service and 10 percent for DAR and ADA service and consistent with, but not exceeding, fares charged by other local service providers for similar services.
- Conduct objective fare review (all services) on an annual basis.
 - Ensure all City-sponsored public transportation services meet federal, state, and local farebox recovery standards within three fiscal years.
 - Continue to explore additional options for creating locally generated revenues to supplement potential farebox shortfalls without increasing fares.

4

CHAPTER 4 PUBLIC INVOLVEMENT

EXECUTIVE SUMMARY

In the Fall of 2015, the City of Thousand Oaks sponsored a series of surveys to gain insight into transit ridership, travel patterns, transit perception, community mobility needs, satisfaction, and demographics. Below is a list of each survey, total responses, collection period, and key findings:

Surveys

Fixed-Route – Onboard Survey

- Valid responses - 359
- Data collection period – September 2015
- Key Findings - “Typical Respondent”
 - Is an English-speaking Latino between the ages of 25 to 34,
 - Earned less than \$10,000 in 2014,
 - Is traveling to work,
 - Pays regular fare in cash,
 - Rides Thousand Oaks Transit five or more times per week, and
 - Rides Thousand Oaks Transit due to lack of personal vehicle.

Community Survey

- Valid responses - 369
- Data collection period – Fall 2015
- Key Findings (Fixed-Route Respondents):
 - 45 percent indicated riding three or more times per week, while 55 percent make two trips or less per week.
 - Nearly 44 percent indicated “good/excellent” ratings for overall satisfaction, while nearly 40 percent cited “fair.”
 - Primary trip purposes were personal business, shopping, and work.
 - Routes 1 (Gold), 3 (Red), and 4 (Blue) had nearly equal selection in terms of the most-commonly used route.
 - Highest-rated service attributes included safety onboard vehicle, comfort onboard vehicle, cost, and safety at bus stops. Lowest-rated attributes included service frequency, travel time, and operating hours.
 - Fare/cost is an important decision factor for more than 40 percent of those surveyed. Conversely, more than one-third said fare/price plays no role.

- Key Findings (Dial-A-Ride Respondents):

- 43 percent indicated riding less than one time per week, while nearly 30 percent reported riding five times or more per week.
- Nearly 75 percent rated the DAR service as good or excellent.
- The most common trip purposes were access to healthcare services and personal business.
- Top-rated service attributes were onboard comfort and onboard safety. Lowest-rated attributes were operating hours and service reliability.
- More than 60 percent of respondents indicated fare/cost is an important decision factor.

Dial-A-Ride Survey

- Valid responses - 116
- Data collection period – Fall 2015
- Key Findings – “Typical Respondent”
 - Is white or Caucasian,
 - Is a female age 65 or older,
 - Speaks English,
 - Is retired,
 - Does not drive or lacks access to a personal vehicle,
 - Typically uses DAR to travel within Thousand Oaks,
 - Uses DAR primarily to access healthcare,
 - Uses DAR less than once per week,
 - Makes reservations one to two days in advance,
 - Has been a DAR customer for less than one year, and
 - Would ride with a friend or family member if the City’s DAR service was unavailable.

East County Transit Alliance (ECTA) Survey

- Valid responses - 16
- Data collection period – Fall/Winter 2015
- Key Findings - “Typical Respondent”
 - Self-identifies as white or Caucasian,
 - Is a female age 65 or older,
 - Is retired,
 - Speaks English at home,
 - Has a mobility impairment,
 - Uses ECTA DAR as her primary means of transportation,
 - Most often uses ECTA DAR to access healthcare,
 - Begins and ends most trips in Thousand Oaks,
 - Rides ECTA DAR five or more times per week,
 - Would ride with a friend or family member if the ECTA DAR service was not available, and
 - Is generally satisfied with ECTA DAR.

Stakeholder Survey

- Total participants - 15
- Data collection period – December 2, 2015 – February 4, 2016

- Key Findings:
 - 60 percent of organizations responded as being non-profit,
 - Most common services provided by respondents were volunteer opportunities (46.7 percent), and school/education/training (40 percent),
 - 46.7 percent of respondent organizations serve more than 1,000 clients annually, and
 - Respondent organizations mentioned more than 90 percent of clients are in need of other assistance.

Workshops

The City of Thousand Oaks conducted two rounds of community workshops; with the first round of workshops consisting of visioning sessions to gain feedback from the community on the current state of the transit services; and the second round of workshops were held to engage the community regarding proposed service recommendations.

Community Workshops – Round 1

- Number of workshops – 7
- Total participants – 43
- Workshop dates – Early December 2015

Community Workshops – Round 2

- Number of workshops – 5
- Total participants – 45
- Workshop dates – Early April 2016

Stakeholder Roundtable

The City of Thousand Oaks sponsored three stakeholder roundtable sessions at the City’s Municipal Service Center to actively engage key stakeholders regarding future transit needs within the Thousand Oaks Transit service area. Of the stakeholders invited to attend, 25 organizations chose to participate. Some of the key findings are listed below:

- Stakeholders don’t believe there is enough marketing of the transit services.
- Stakeholders would like reduced average travel times.
- Larger employers and low-income residents should be the focus of service enhancements.
- Thousand Oaks Transit should position itself as a mobility coordinator.

SECTION 4.1 – FIXED-ROUTE ONBOARD SURVEY

In September 2015, the City of Thousand Oaks sponsored an onboard survey of current fixed-route riders. The objectives of the survey were to gain insight into transit rider behavior, travel patterns, satisfaction, and demographics.

Survey Development and Administration

Moore & Associates prepared a survey instrument for City review and approval. Following approval, the survey instrument was translated into Spanish. The survey form was double-sided, with the English version on one side and the Spanish version on the reverse.

Staffing/Recruitment

Moore & Associates contracted with a local temporary staffing firm to recruit surveyor candidates. While the staffing firm conducted a background check and ensured each recruit was legally eligible to work in the United States, our criteria for selection included the following:

- Fluency in English (written and oral),
- Fluency in Spanish (preferred),
- Ability to read and understand a bus schedule,
- “Common sense” problem solving capabilities,
- Ability to conform with appearance standards (“business casual” dress code – black or khaki pants, polo or collared shirt, and comfortable shoes),
- No facial tattoos or extensive visible piercings,
- The physical ability to board and ride the bus unassisted,
- Punctuality (ability to arrive 15 minutes before the start of the shift),
- Availability of reliable transportation (including public transit, bicycle, or ride from friend/family), and
- Possession of a cell phone for communication with field supervisory personnel.

All surveyors were screened and then trained by our project team. Training included an overview of the project, discussion of surveyor performance expectations, familiarization with the Thousand Oaks Transit system and survey instruments, onboard etiquette, protocol for conducting the survey, and a review of individual assignments.

Unacceptable behavior – which included making or receiving calls from persons other than the Moore & Associates’ field supervisors, listening to music on an iPod or phone, causing any type of disruption onboard the vehicle, use of profanity, failure to comply with appearance standards, and tardiness – was communicated to all recruits as cause for immediate dismissal.

Recruitment and training of surveyors was completed on Thursday, September 17, 2015, prior to survey fielding. Initial training took place at the staffing agency office. Subsequent training took place as needed at the City Transportation Center or The Oaks Mall.

Data collection

The survey was conducted onboard buses between September 17 and September 26, 2015. Surveys were distributed onboard all TOT bus lines across all day-parts as well as at the City Transportation

Center. Ultimately, the survey garnered 359 valid responses, providing a 95-percent confidence level and +/- 5 percent margin of error.

All completed surveys were collected by Moore & Associates for data entry, cleaning, and analysis.

Data Processing

All survey data was entered into a Microsoft Excel spreadsheet using dedicated data entry personnel. Moore & Associates was responsible for the data entry process, reviewing data entry work on a daily basis while also conducting spot-checks throughout each day.

Data cleaning was undertaken by trained personnel following completion of data entry. This process resolved variations in data formatting that resulted in identical responses being sorted as different (i.e., “Oaks Mall” and “The Oaks Mall” were cleaned to form one response). The cleaned data was then imported into a Statistical Package for the Social Sciences (SPSS) database for further analysis.

The SPSS database allowed the project team to compile simple frequencies as well as perform cross-tabulations within each dataset. Data cross-tabulations allow comparisons between survey responses that can provide additional insight into customer profiles, travel patterns, perceptions of service, and demographics.

Survey Findings

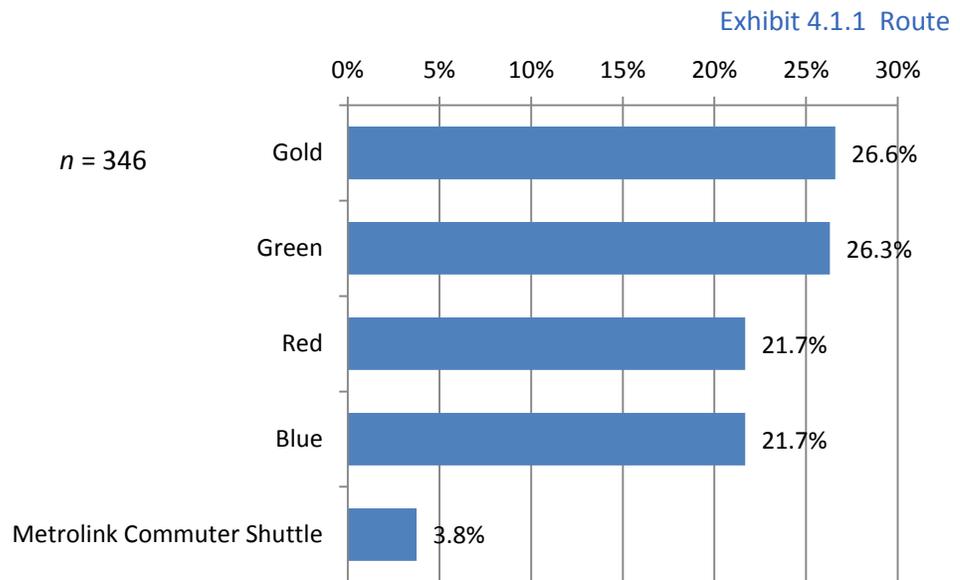
“Typical” Respondent Profile

By analyzing the simple frequencies arising from the collected data, we compiled a profile of the “typical” bus rider. Based upon the collected survey data, the “profile” survey respondent:

- A English-speaking Latino between the ages of 25 to 34,
- Earned less than \$10,000 in 2014,
- Is traveling to/from work,
- Pays regular fare in cash,
- Rides Thousand Oaks Transit five or more times per week, and
- Rides Thousand Oaks Transit due to lack of personal vehicle.

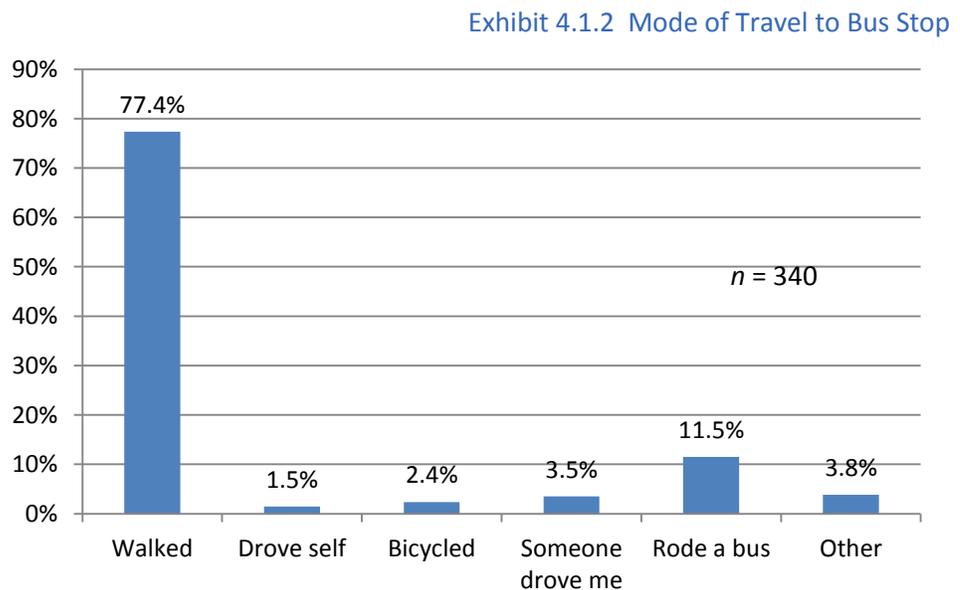
Question 1: What route are you telling us about today?

Survey respondents were fairly evenly split among the Gold, Green, Red, and Blue Lines.



Question 4: How did you get to the bus stop today?

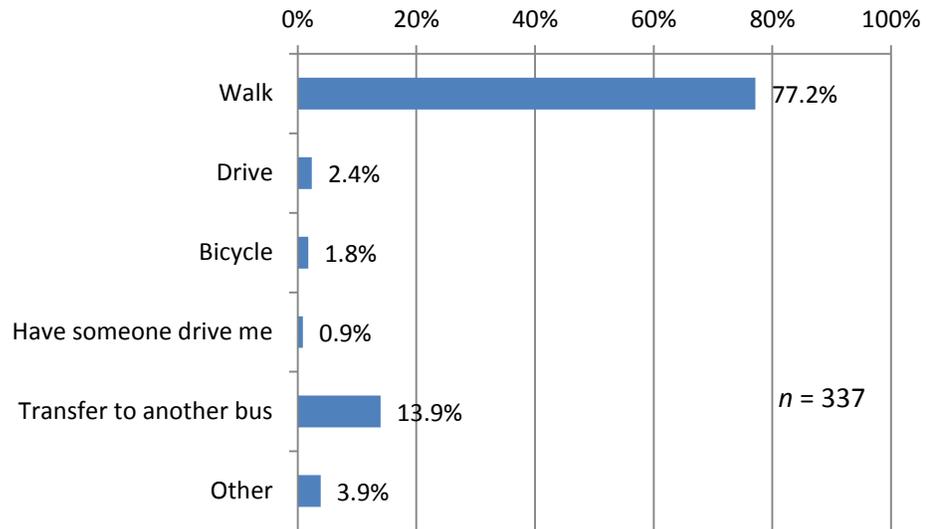
More than 77 percent of respondents indicated walking to get to the bus stop. Nearly 12 percent reported arriving via bus. "Train" comprised 40 percent of the "other" responses.



Question 5: How will you get from the bus stop to your final destination today?

The responses to Question 5 were nearly identical to the responses in Question 4. More than 77 percent of respondents indicated they would walk from the bus stop to their final destination, while nearly 14 percent would ride a bus. “Skateboard” and “train” were the only two specified “other” responses.

Exhibit 4.1.3 Mode of Travel to Final Destination



Question 6: Does this trip include a transfer?

Nearly 66 percent of respondents indicated the surveyed trip did not include a transfer. Of the 34.6 percent who did indicate making a bus-to-bus transfer, 32.1 percent were transferring to/from another Thousand Oaks Transit bus, while 28.2 percent were transferring to/from a VCTC bus.

Exhibit 4.1.4 Transfers

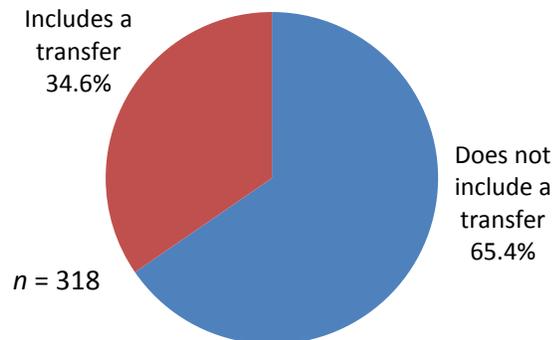
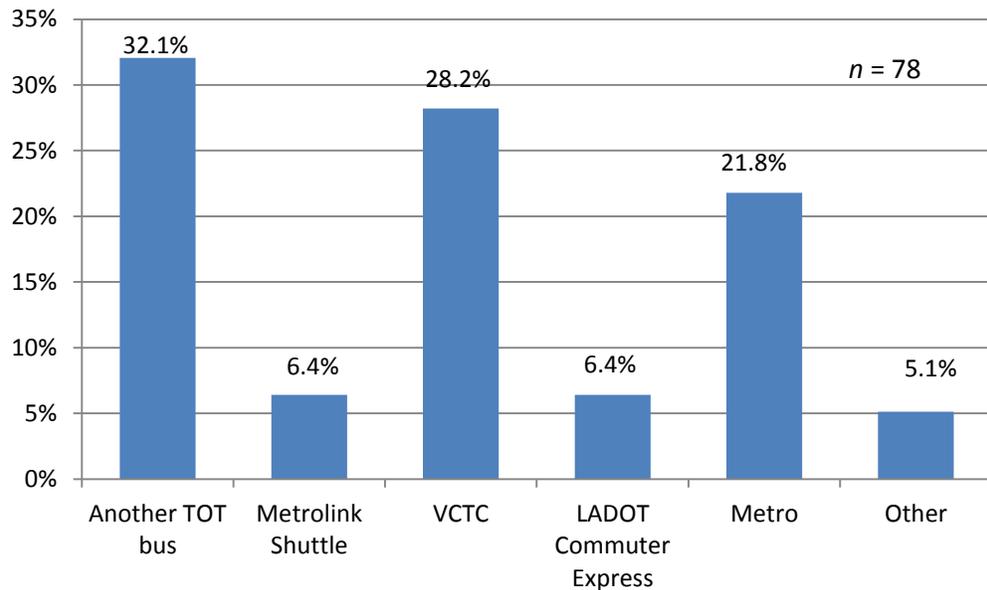


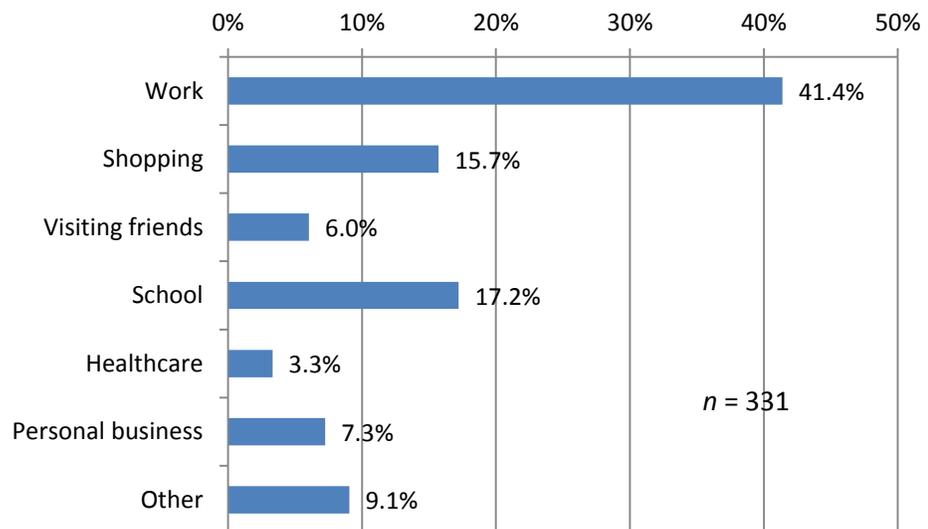
Exhibit 4.1.5 Transfers Specified



Question 7: What is the primary purpose of today's trip?

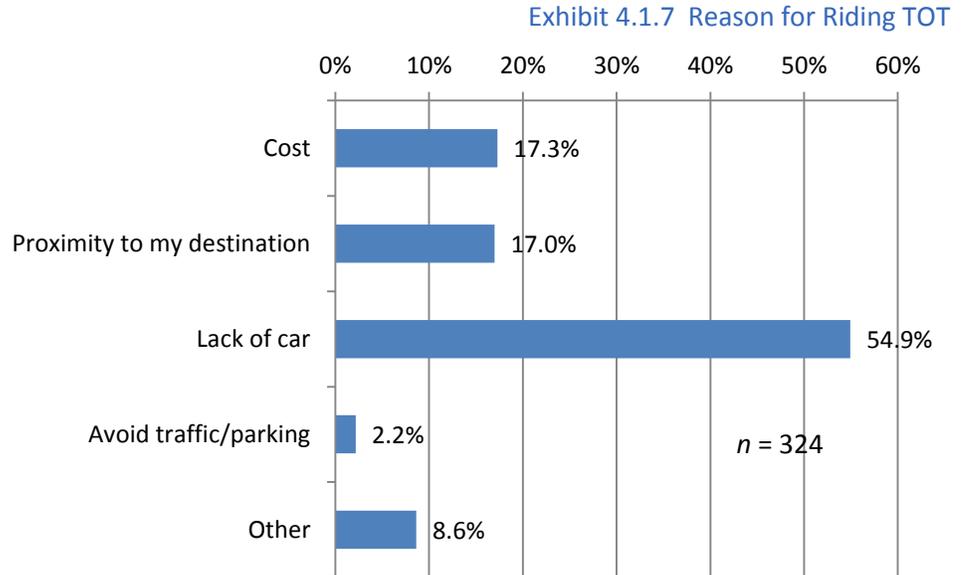
Work was the most commonly cited trip purpose at 42.0 percent, followed by school at 17.2 percent, and shopping at 15.7 percent. Common "other" responses included "return home" (3.6 percent) and "recreation" at 1.2 percent.

Exhibit 4.1.6 Trip Purpose



Question 8: Why did you choose TOT for this one-way trip?

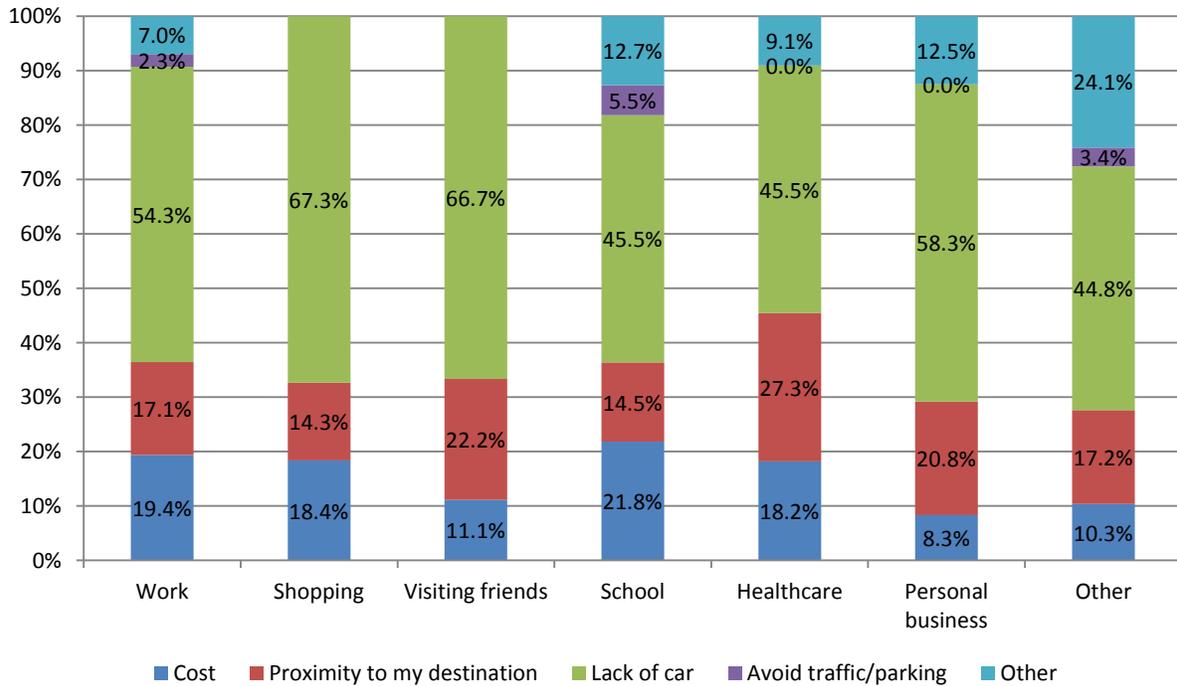
Nearly 55 percent of survey participants reported lack of a personal vehicle as the reason for riding Thousand Oaks Transit. Cost (17.3 percent) and proximity to destination (17.0 percent) also were popular reasons.



Cross-tabulation: Trip Purpose (Question 7) vs. Reason for Choosing TOT (Question 8)

Exhibit 4.1.8 shows the reasons why respondents on certain types of trips chose to ride TOT. Across all categories, absence of a personal vehicle was the most common decision factor. Although the results were similar across most categories, respondents traveling for healthcare were most likely to be influenced by proximity to their destination (27.3 percent). Those traveling for school were the most likely to be motivated by cost (21.8 percent).

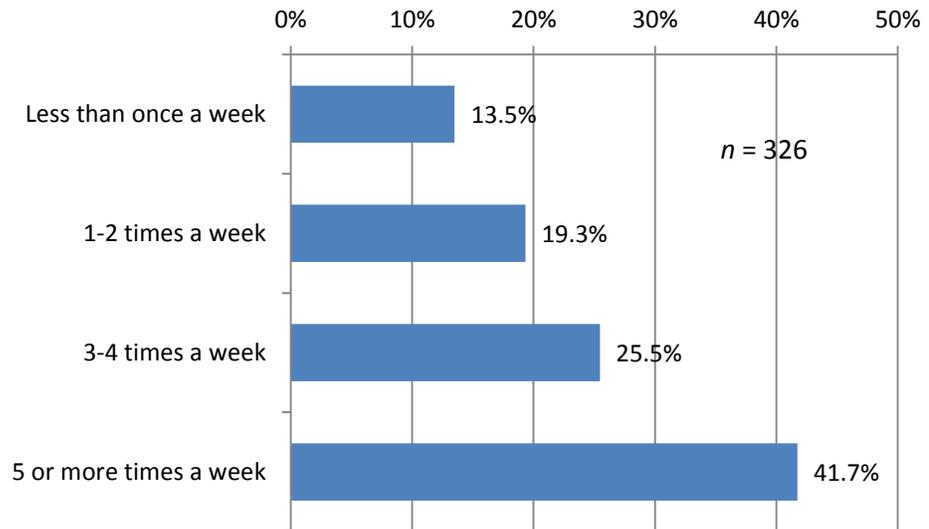
Exhibit 4.1.8 Trip Purpose vs. Reason for Choosing TOT



Question 9: How often do you ride TOT?

Nearly 42 percent of survey participants reported riding five or more times per week, followed by 25.5 percent who reported riding three to four times per week. More than two-thirds of respondents ride at least three times per week.

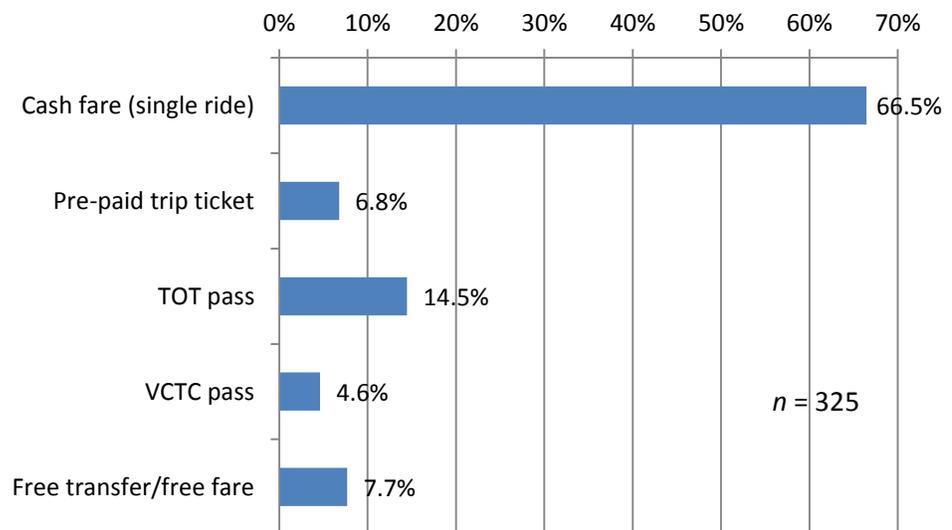
Exhibit 4.1.9 Frequency of Ridership



Question 10: How do you typically pay for your TOT trip?

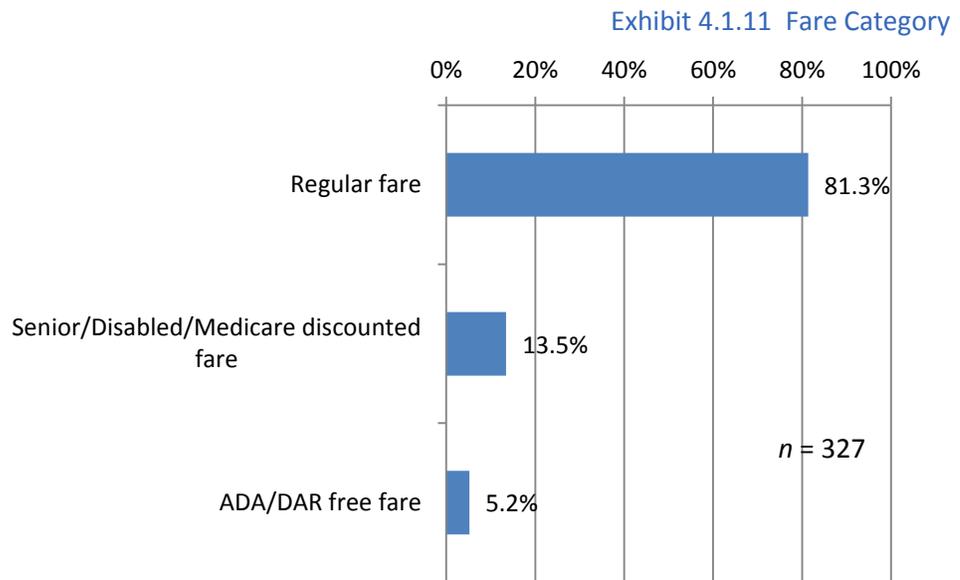
Nearly 67 percent of respondents cited paying single-ride cash fare, while 14.5 percent use a TOT pass.

Exhibit 4.1.10 Method of Payment



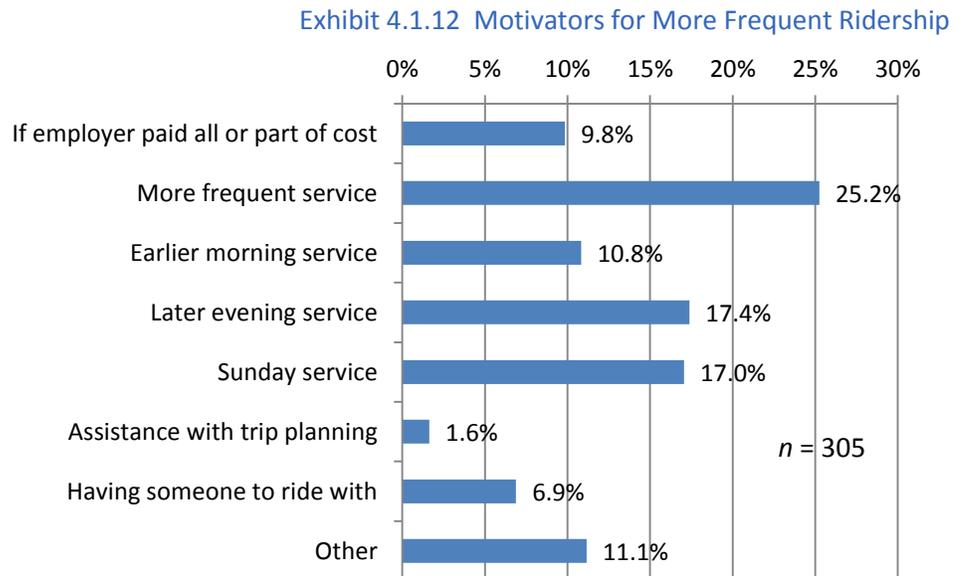
Question 11: What fare category typically applies to you?

Approximately 81 percent of respondents reported paying regular fare.



Question 12: Which of the following would cause you to ride the bus more often?

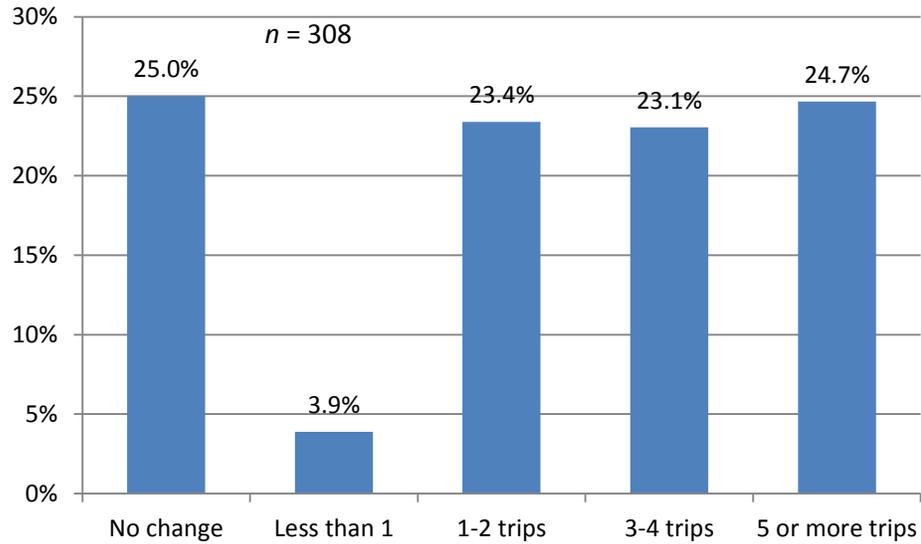
The most common motivators which could result in additional or more frequent ridership were schedule-related. More than 25 percent cited more frequent service, 17.4 percent cited later evening service, and 17.0 percent cited Sunday service. Additional stops comprised the bulk of the “other” responses.



Question 13: How many additional trips would you make each week if the option you selected in Question 12 was implemented?

Nearly half of all survey respondents said they would make at least an additional three trips per week if their preferred service improvement was implemented. However, 25.0 percent indicated that they would make no change in ridership frequency.

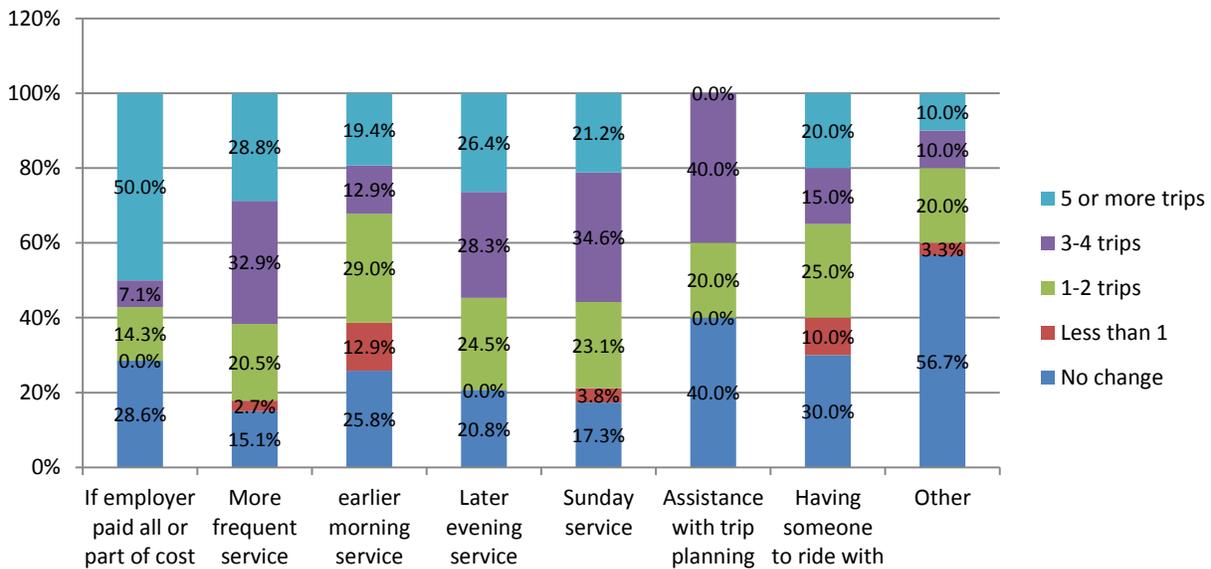
Exhibit 4.1.13 Additional Trips



Cross-tabulation: Preferred Improvement (Question 12) vs. Additional Trips (Question 13)

By comparing the responses to Question 12 and Question 13, we can get an idea of how many additional trips a potential service change could have on TOT ridership. “More frequent service” would result in at least three to four additional trips for 61.7 percent of respondents. “Sunday service” would result in at least three to four additional trips for 55.8 percent of respondents. “Later evening service” would result in at least three to four additional trips for 54.7 percent of respondents. Half of respondents who indicated a preference for employer-sponsored fares said they would ride an additional five or more times per week.

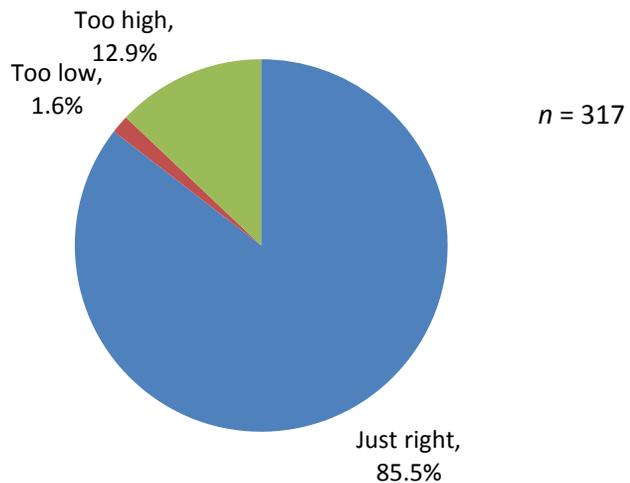
Exhibit 4.1.14 Preferred Improvement vs. Additional Trips



Question 14: How would you describe the current fare you pay TOT?

Nearly 86 percent of respondents indicated that the current TOT fare structure is appropriate.

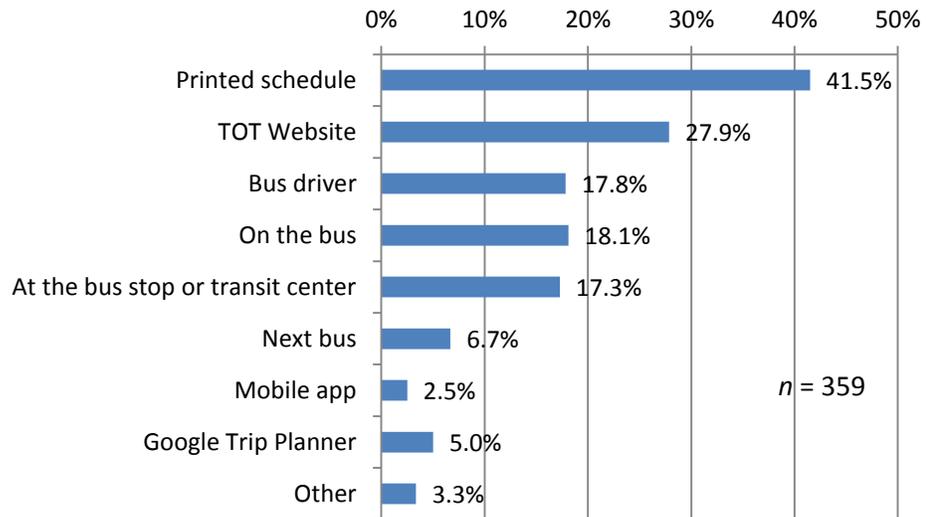
Exhibit 4.1.15 Opinion of Current Fare



Question 15: Where do you typically obtain information about TOT services? (Check all that apply)

The printed schedule was a key information resource for 41.5 percent of survey participants. The second-most common response was the TOT website, cited by 27.9 percent. (Responses total more than 100 percent as respondents were allowed to select multiple response options.)

Exhibit 4.1.16 Service Information Source



Question 16: On a scale of 1-5 (where 1=poor and 5=excellent), rate the following service attributes:

Respondents were asked to rate a series of service attributes on a scale of one to five, with one meaning “poor” and five meaning “excellent.” Overall satisfaction received a mean rating of 4.24, which is well within the “good” range.

The highest-rated attributes were “safety onboard vehicle” (4.34), “comfort onboard vehicle” (4.32), and “safety at bus stops” (4.30). The lowest-rated attributes were “operating hours” (3.58) and “service frequency” (3.68), ratings which reinforce the most desired service improvements cited in Question 12.

The following table shows the mean rating for each attribute.

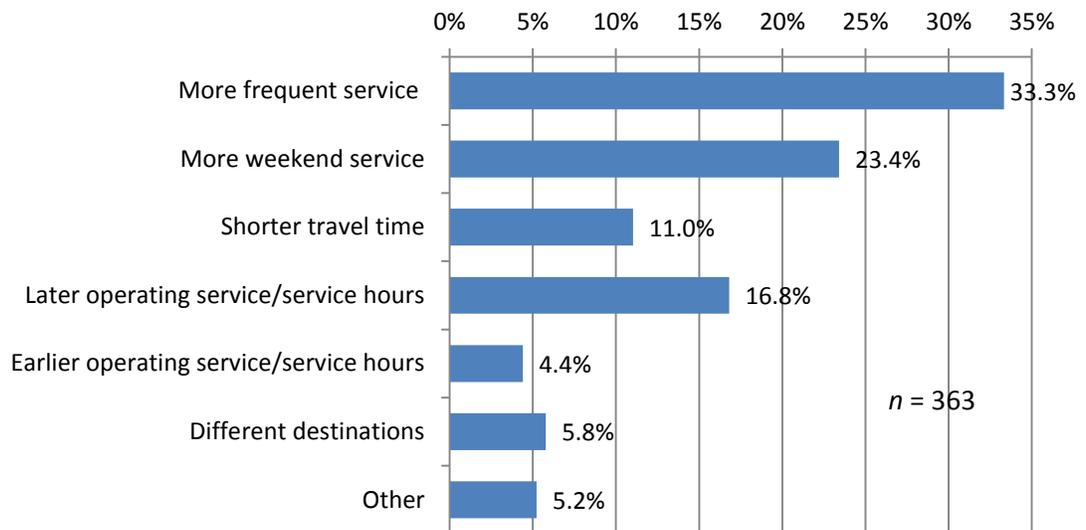
Exhibit 4.1.17 Service Attribute Ratings

Service Attribute	Mean Rating
Service frequency	3.68
Time it takes to travel via TOT	3.83
Operating hours	3.58
Comfort onboard vehicle	4.32
Safety onboard vehicle	4.34
Fare or cost	4.15
Safety at bus stops	4.30
Reliability of service	4.18
Accessibility of service	4.19
Availability of service info	4.27
Overall Satisfaction with TOT	4.24
Composite rating	4.10

Question 17: Which of the following is most important to you? (Choose only one)

Mirroring responses from Question 12, the most desired/popular potential changes as selected by respondents were “more frequent service” (33.3 percent) and “more weekend service” (23.4 percent).

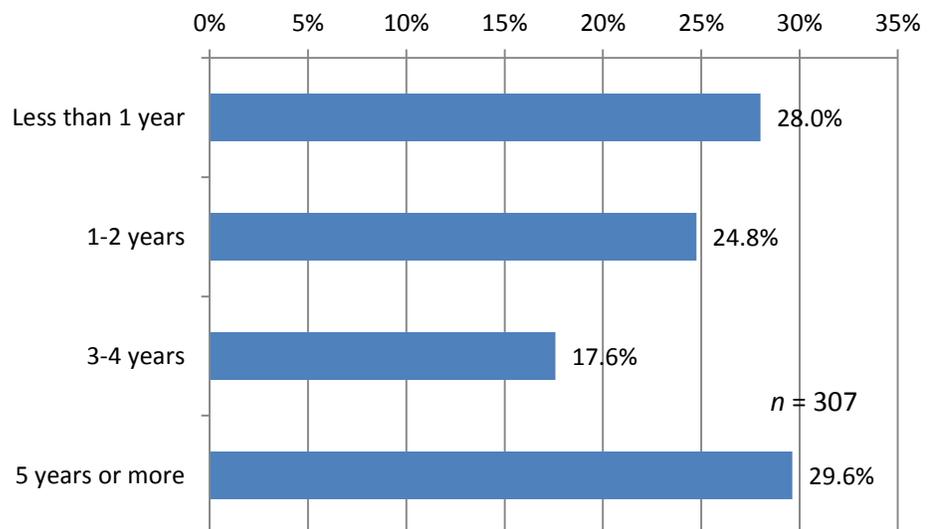
Exhibit 4.1.18 Most Important Changes



Question 18: How long have you been a TOT customer?

The most common response—selected by 29.6 percent of respondents—was five years or more, followed by less than one year (28.0 percent).

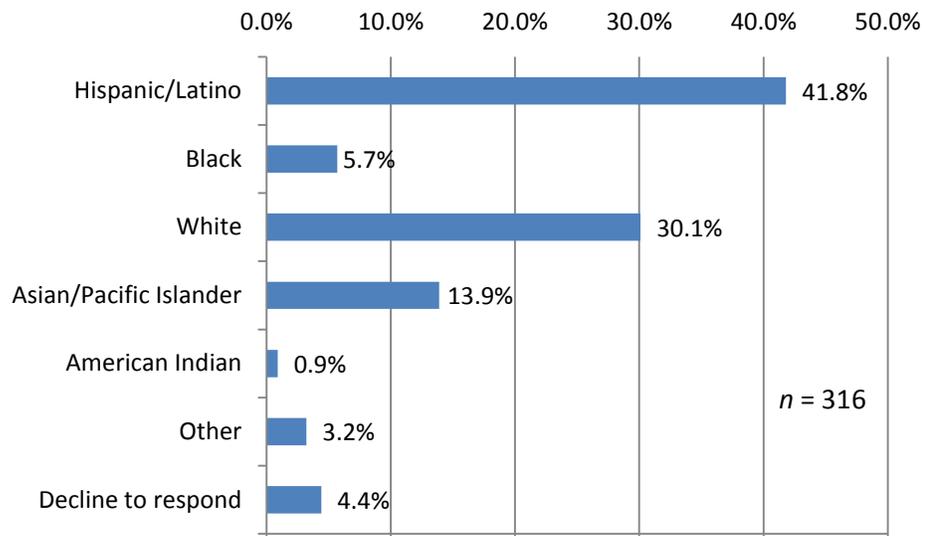
Exhibit 4.1.19 Ridership Duration



Question 20: What is your race/ethnicity? (Check all that apply)

Nearly 42 percent of survey participants self-identified as Hispanic/Latino, while 30.1 percent self-identified as being Caucasian. “Mixed” and “Indian” were the most common “other” responses, cited by less than one percent each.

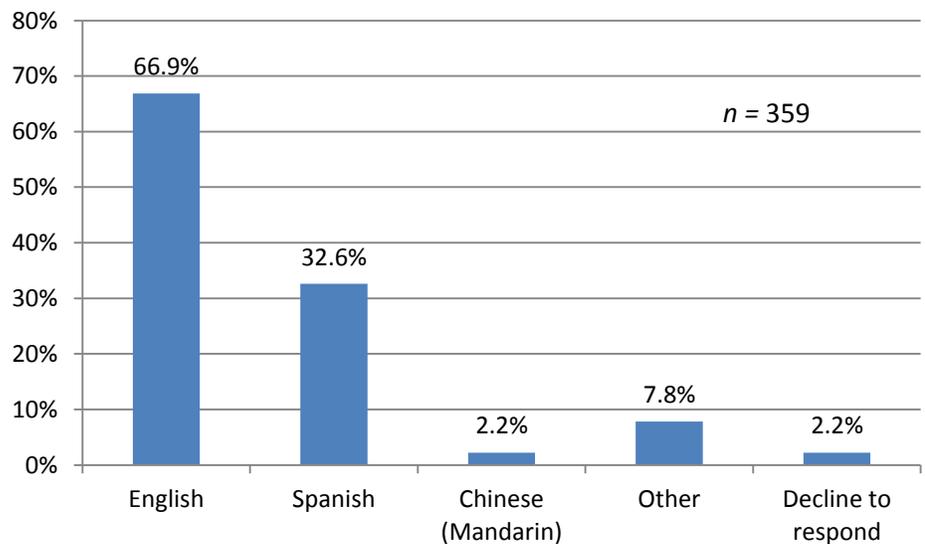
Exhibit 4.1.20 Race/Ethnicity



Question 21: Please indicate which languages are spoken in your home. (Check all that apply)

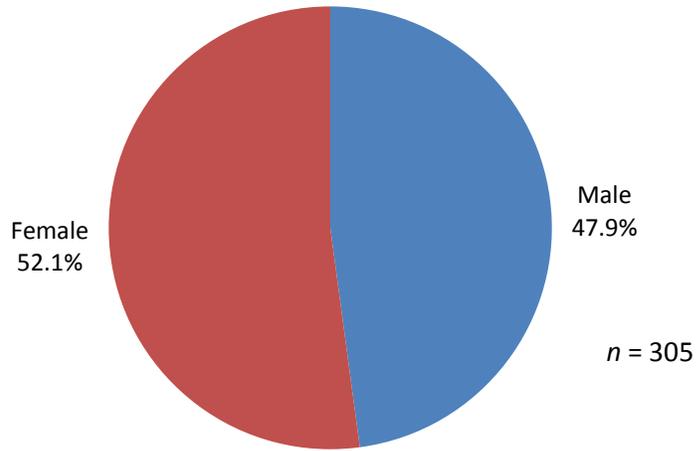
Of 359 survey participants, 66.9 percent reported speaking English at home. The second-most common response was Spanish, selected by 32.6 percent. (Responses total more than 100 percent as respondents were allowed to select multiple response options.)

Exhibit 4.1.21 Languages Spoken at Home



Question 22: What is your gender?

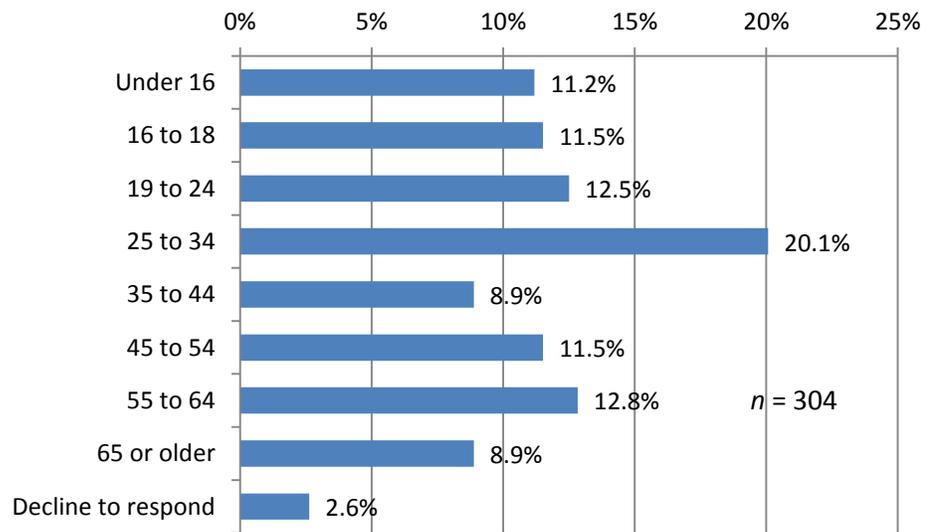
Exhibit 4.1.22 Gender



Question 23: What is your age?

The most common age range selected was 25 to 34, selected by 20.1 percent of respondents. The balance of participants were fairly evenly distributed across the other age categories.

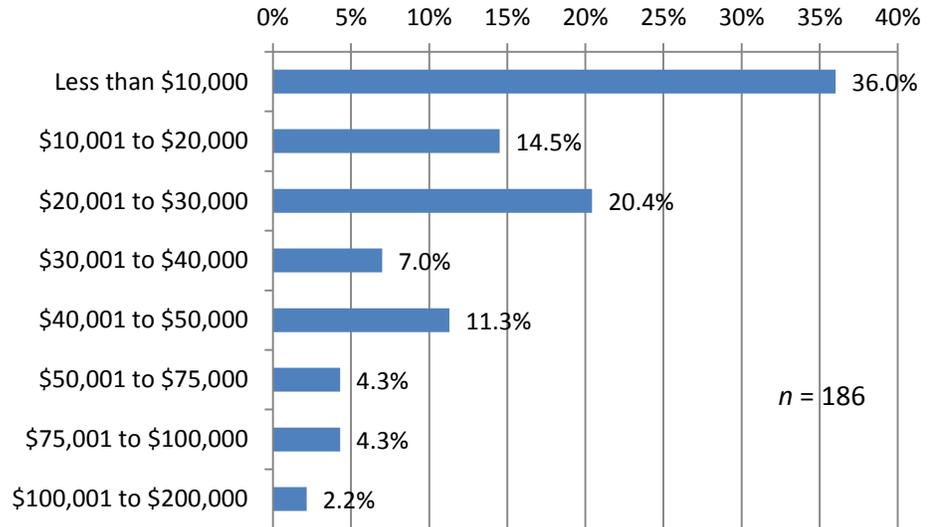
Exhibit 4.1.23 Age



Question 24: What was your total household income in 2014?

Thirty-six percent of respondents indicated a 2014 household income of less than \$10,000 annually. The second-largest group of respondents cited an income between \$20,001 and \$30,000. Percentages shown are adjusted to eliminate the 48 percent of respondents who declined to respond or did not select a response.

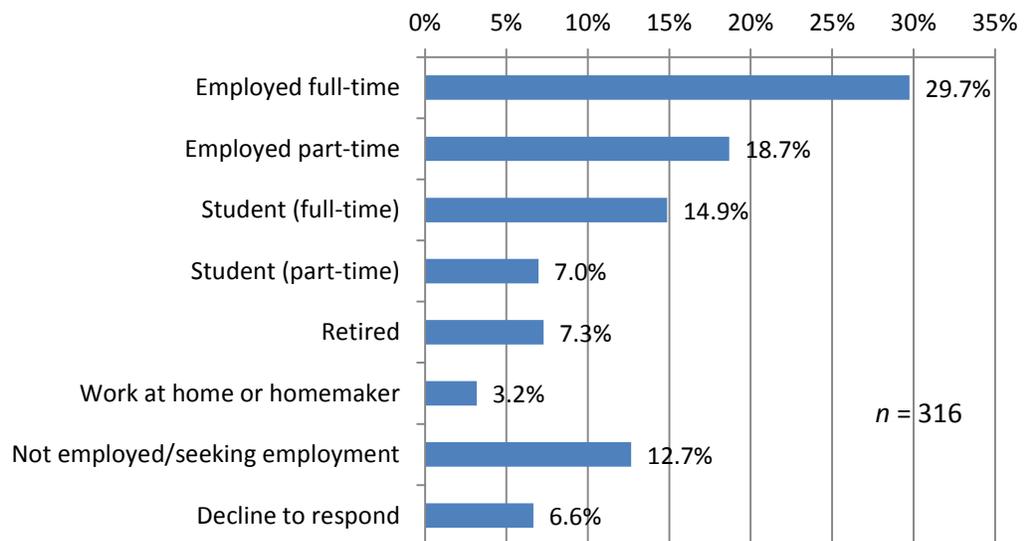
Exhibit 4.1.24 Household Income



Question 25: Please indicate your employment status. (Check all that apply)

Slightly more than 48 percent of respondents reported being employed full-time or part-time, while 21.9 percent reported being a student either full-time or part-time.

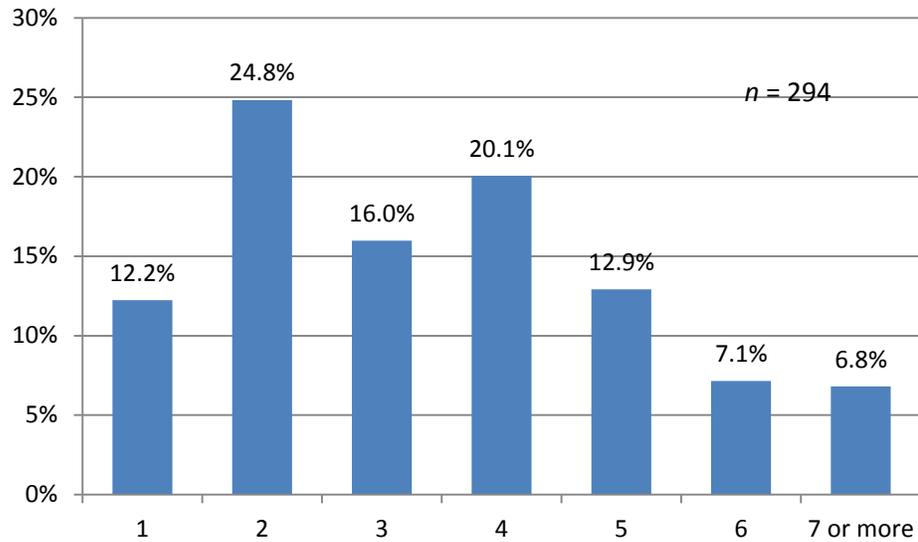
Exhibit 4.1.25 Employment Status



Question 26: How many people live in your household?

Nearly one-fourth of respondents reported living in a two-person household, while 20.1 percent reported living in a four-person household.

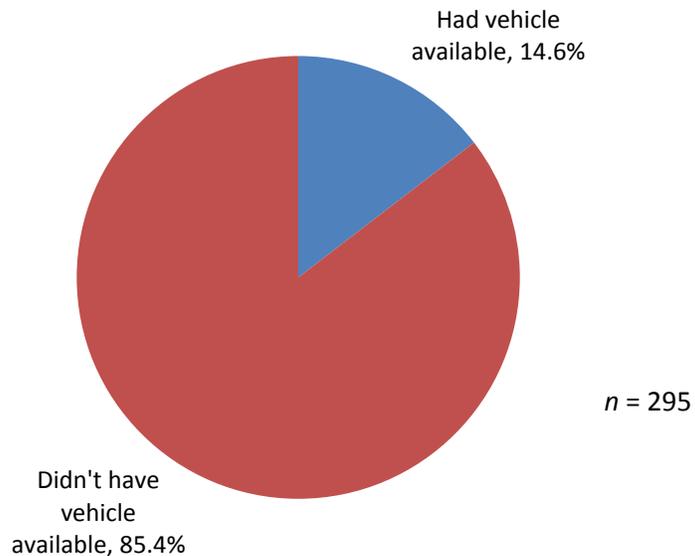
Exhibit 4.1.26 Household Size



Question 27: Did you have a car or other vehicle to make this trip today?

The vast majority of respondents indicated they did not have a vehicle available to make the surveyed trip.

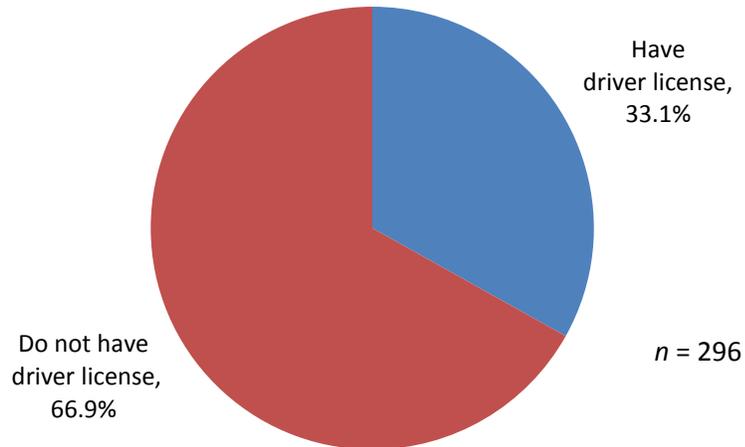
Exhibit 4.1.27 Vehicle Availability



Question 28: Do you have a valid driver license?

Approximately 67 percent of respondents indicated that they have a driver license.

Exhibit 4.1.28 Driver License



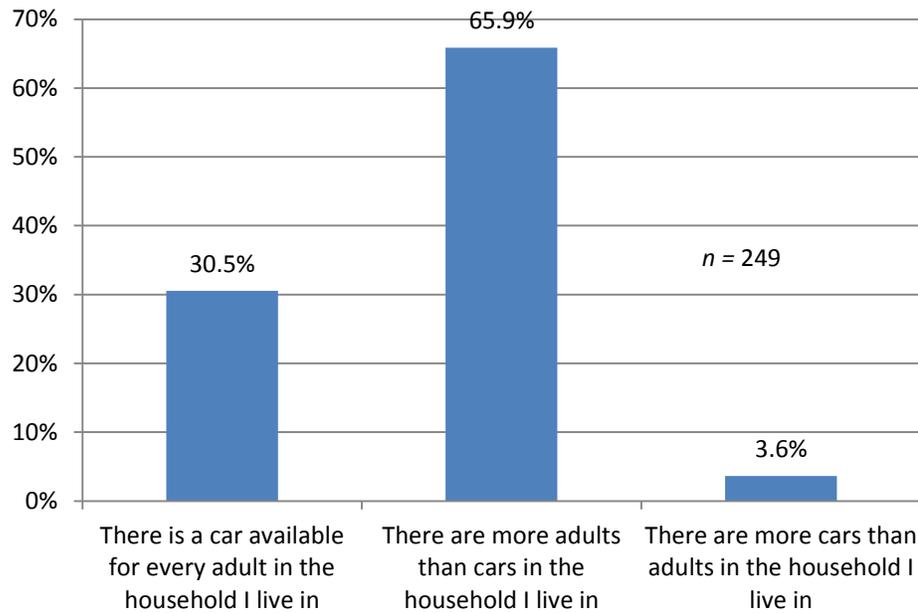
Question 29: Please check the box that best describes the household you live in:

Respondents were asked to select the statement that best describes their household:

1. There is a car available for every adult in the household I live in.
2. There are more adults than cars in the household I live in.
3. There are more cars than adults in the household I live in.

Nearly 66 percent of respondents indicated that there are more adults than cars in their current household. This reinforces the findings from Question 27 that most riders did not have a vehicle available for this trip.

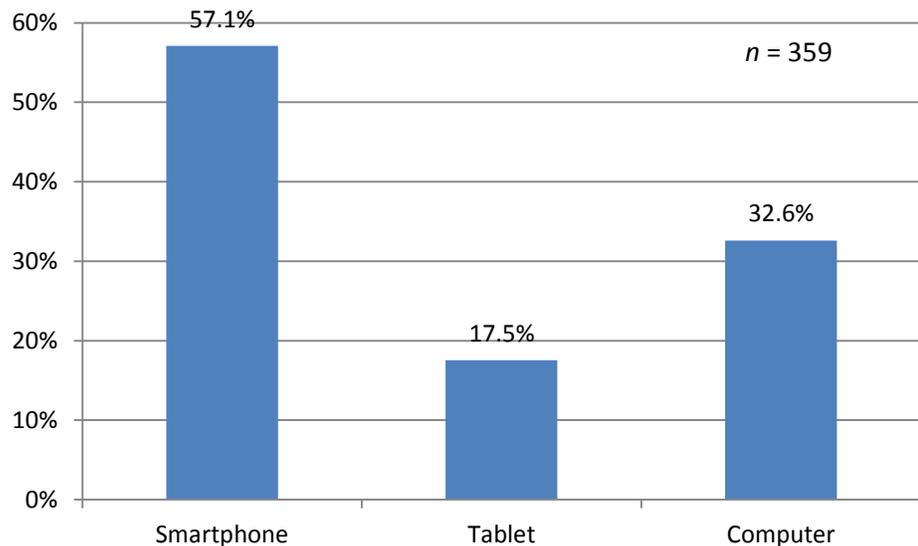
Exhibit 4.1.29 Cars to Adults Ratio



Question 30: Do you own or regularly use a?

More than 57 percent of respondents cited regular Smartphone usage, while nearly one-third cited computer usage. (Responses may add up to more than 100 percent because respondents were allowed to select multiple response options.)

Exhibit 4.1.30 Electronics Usage



SECTION 4.2 – COMMUNITY SURVEY

In fall 2015, Thousand Oaks Transit commissioned a community survey as part of the City of Thousand Oaks' Transit Master Plan. The survey was designed to identify community mobility need, perceptions of the City's transit services among riders and non-riders, and barriers to use as well as potential motivators for use. Such data can help guide service evaluation and identify potential areas of improvement.

Survey Development and Administration

The Community Survey was developed in conjunction with SCAG and City staff. Once the instrument was approved, it was translated to Spanish. Moore & Associates uploaded both the English and Spanish versions of the survey instrument to Survey Monkey to support complementary online data collection. The survey instrument utilized skip logic to ask specific questions of categories of respondents, including questions for non-riders, questions for fixed-route riders, and questions for Dial-A-Ride riders.

Data Collection

The survey collection effort garnered 369 valid surveys, translating to a statistical accuracy of 95 percent and a margin of error of ± 5 percent.

Data Processing

All survey data was entered into Microsoft Excel using trained data entry personnel. Moore & Associates was responsible for the data entry process, reviewing data entry work on a daily basis while also conducting spot-checks throughout each day.

Data cleaning was undertaken by trained personnel following completion of data entry. This process resolved variations in data formatting that resulted in identical responses being sorted as different (i.e., "Oaks Mall" and "The Oaks Mall" were rationalized to provide a single response). The cleaned data was then imported into a Statistical Package for the Social Sciences (SPSS) database for further analysis.

Key Findings

Respondents to the Community Survey reported modest use of the City's public transit program. Of the 16 percent who indicated having used the City's fixed-route or Dial-A-Ride service in the 90 days prior to survey contact, nearly 52 percent were fixed-route riders.

Primary barriers to ridership include a preference for personal vehicles, a perception service does not go to needed destinations, and long travel times.

Nearly 90 percent of respondents indicated a perception public transit is an important community service. Nearly 85 percent of non-riders indicated they would consider using the City's public transit program.

Fixed-route Respondents

Survey participants who indicated fixed-route usage within the 90 days prior to survey contact were asked a series of questions regarding public transit use and service perceptions. Among the findings:

- 45 percent indicated riding three or more times per week, while 55 percent make two trips or less per week.
- Nearly 44 percent indicated “good/excellent” ratings for overall satisfaction, while nearly 40 percent cited “fair.”
- Primary trip purposes were personal business, shopping, and work.
- Routes 1 (Gold), 3 (Red), and 4 (Blue) had nearly equal selection in terms of the most-commonly used route.
- Highest-rated service attributes included safety onboard vehicle, comfort onboard vehicle, cost, and safety at bus stops. Lowest-rated attributes included service frequency, travel time, and operating hours.
- Fare/cost is an important decision factor for more than 40 percent of those surveyed. Conversely, more than one-third said fare/price plays no role.

Dial-A-Ride Respondents

Respondents who indicated using the Dial-A-Ride service within the 90 days prior to survey contact were asked a series of questions regarding transit use and service perceptions. Among the findings:

- 43 percent indicated riding less than one time per week, while nearly 30 percent reported riding five times or more per week.
- Nearly 75 percent rated the DAR service as good or excellent.
- The most common trip purposes were access to healthcare services and personal business.
- Top-rated service attributes were onboard comfort and onboard safety. Lowest-rated attributes were operating hours and service reliability.
- More than 60 percent of respondents indicated fare/cost is an important decision factor.

Travel Preferences

All survey respondents were asked questions regarding their travel patterns and trip preferences. Among the findings:

- Respondents are most likely to travel in late afternoon/early evening, with 48 percent indicating a likelihood of traveling between 3:30 p.m. and 6:59 p.m. Nearly 70 percent cited travel between 6:30 a.m. and 7 p.m.
- Top travel purposes were shopping, travel to/from work, and recreational/social trips.
- Seventy-five percent of all trips occur within Thousand Oaks.
- Personal vehicles were overwhelmingly preferred as a primary means of transportation.
- Top motivators for a switch to transit usage were more frequent service, shorter travel times, and different destinations.
- Employer subsidy of transit fares is not perceived as an important motivating factor.

- Ninety-four percent of respondents have a valid driver license, and 90 percent indicated having access to a personal vehicle.

Transit Awareness

All respondents were asked a series of questions related to awareness of transit marketing and information. Among the findings:

- Respondents indicated high awareness of the bus stop nearest their home.
- Community survey respondents reported near universal Internet access at home.
- Nearly three-quarters had not visited the City's transit website in the 90 days prior to survey contact.
- Less than 20 percent of respondents relied upon transit-related social media.
- Nearly two-thirds had not seen any transit advertising in the 90 days prior to survey contact.

Downtown Trolley

Several questions sought to gauge interest in a possible "Downtown Trolley" service. Among the findings:

- Half of all respondents forecast no use of a possible Downtown Trolley. Only 18 percent said they would use it "frequently."
- Respondents who would use a Downtown Trolley cited a preference for weekend afternoon, weekday afternoon, and weekend early evening service.
- Respondents were evenly split on acceptable fares for a Downtown Trolley service. One third-preferred no fare or a fare 50 cents or less, while one-third would pay between 51 cents and \$1.00 and one-third would pay up to \$1.50.
- To be effective, the Downtown Trolley would need to offer frequent service: no less than every 30 minutes, and preferably every 15 minutes. The completion time for one circuit would need to be no more than 30 minutes, and preferably 20 minutes.

Demographics

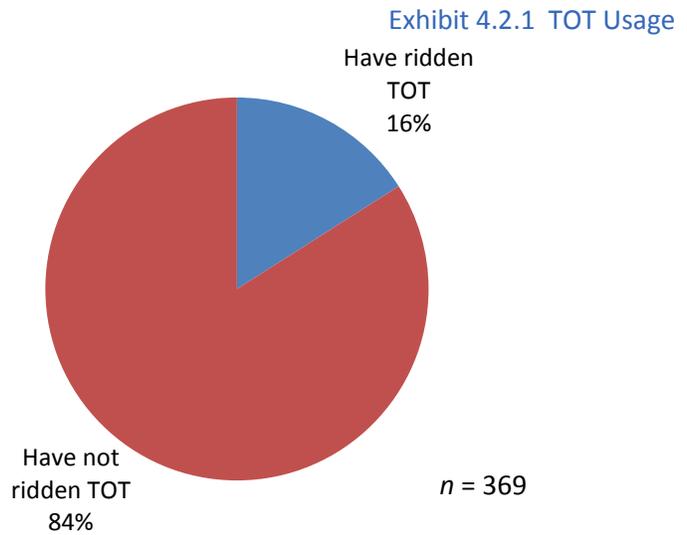
All respondents were asked to complete a series of demographic questions.

- More than 99 percent of respondents took the survey in English. English was also by far the most commonly spoken language at home.
- Respondents were split evenly among males and females.
- More than 56 percent of respondents were age 55 or older.
- Seventy-one percent of respondents self-identified as Caucasian/white. Nearly 20 percent did not respond.
- Half of respondents reported being actively employed (most full-time), while nearly one-third are retired.
- Nearly 25 percent of respondents indicated an income of \$100,000 or more, while 35 percent declined to respond.

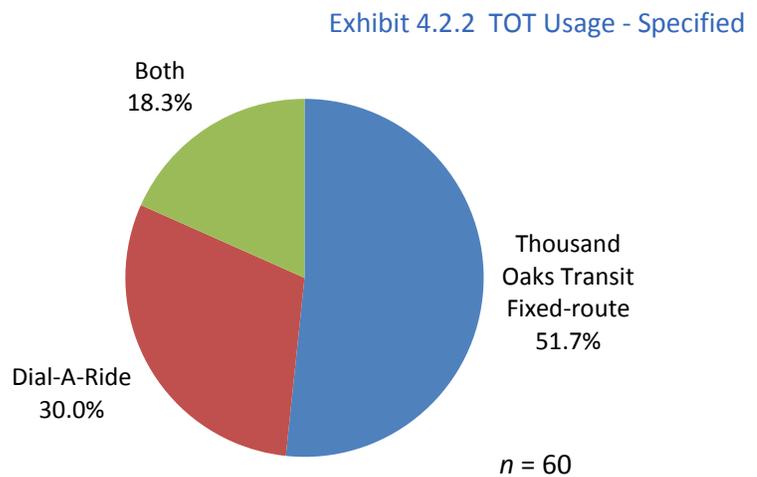
The following pages include charts to illustrate survey questions. The survey instrument is included in the appendix of this report.

Detailed Survey Results

Question 1: In the last 90 days, have you used either the City's fixed-route bus or Dial-A-Ride paratransit service?

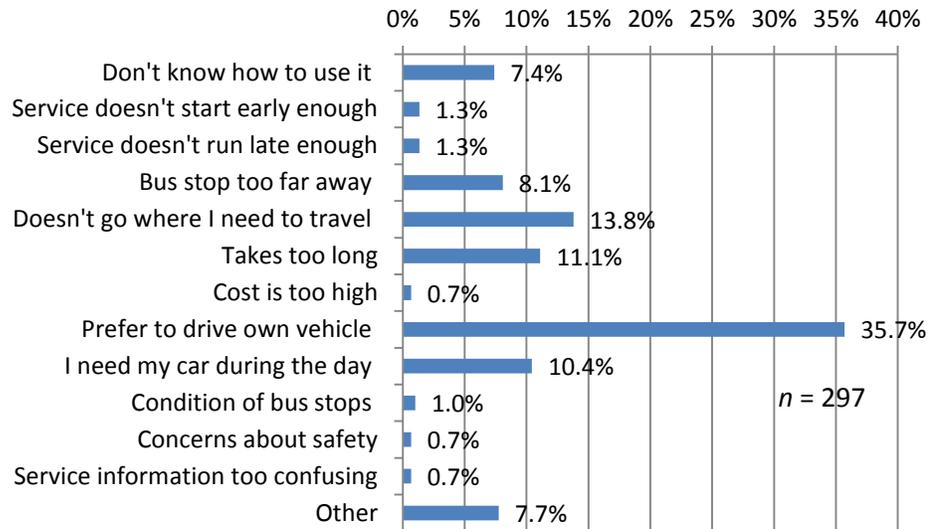


Question 1B: Which City transit service have you used?



Question 1B: What is the primary reason you do not use the City's fixed-route bus service or Dial-A-Ride service? (select only one)

Exhibit 4.2.3 Barriers to TOT Use

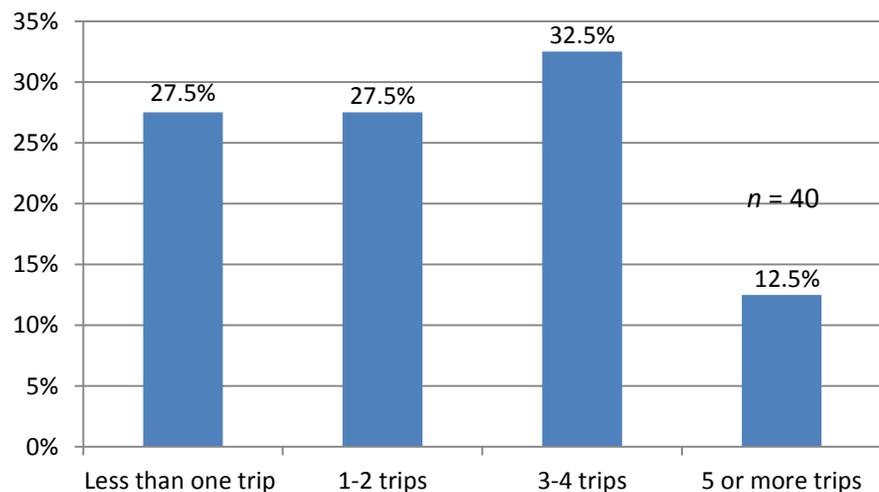


Responses from Fixed-route Riders

Questions 2 through 7 were asked only of respondents who indicated having used the City's fixed-route service.

Question 2: In a typical week, how many one-way trips do you take on the City's fixed-route bus system?

Exhibit 4.2.4 Frequency of Fixed-Route Use



Question 3: On a four-point scale (where one is "poor" and four is "excellent," how would you rate your overall satisfaction with the City's bus route system?)

Exhibit 4.2.5 Overall Satisfaction Rating

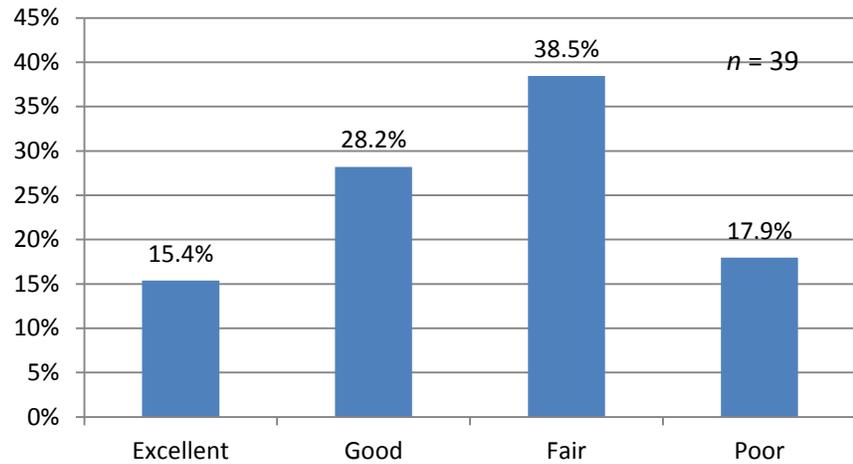
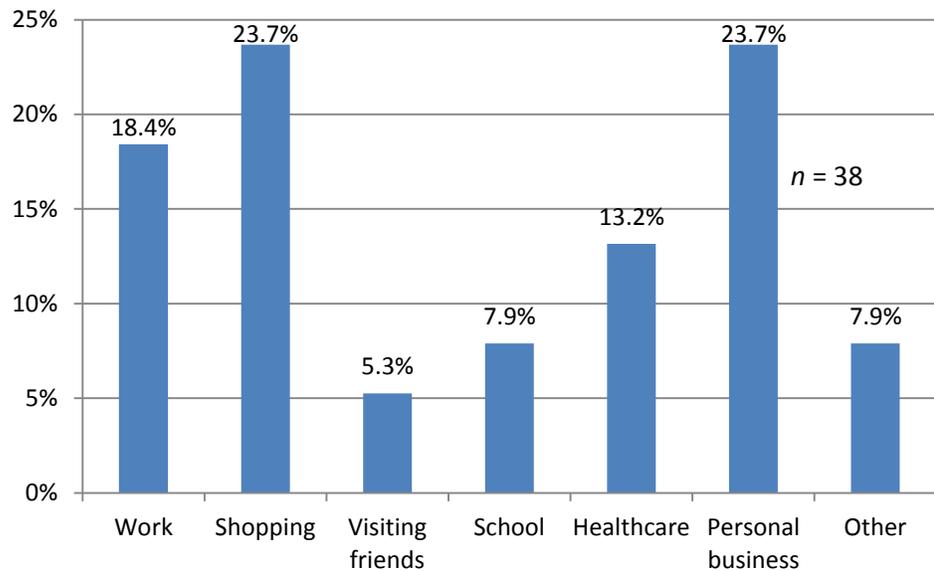


Exhibit 4.2.6 Overall Satisfaction Mean Rating

Attribute	Mean rating
Overall satisfaction with the City's bus route system	2.41

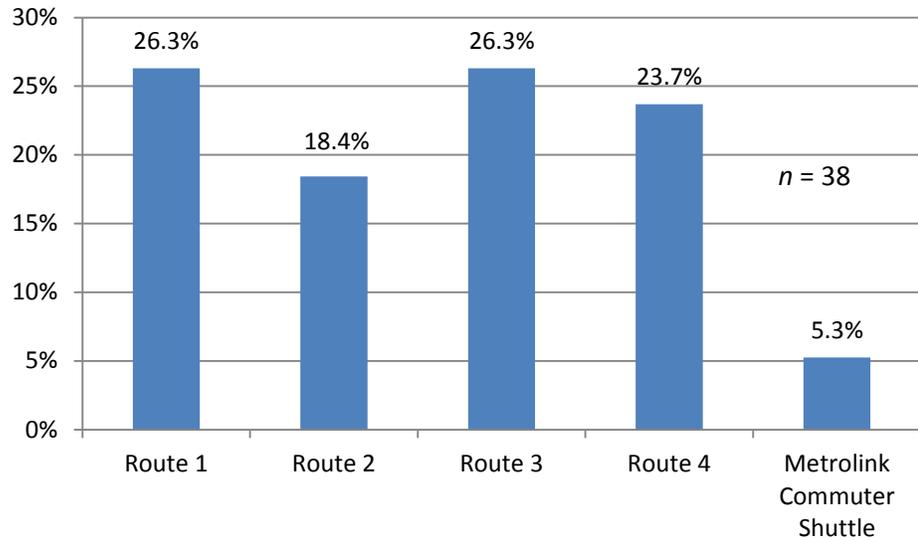
Question 4: When riding Thousand Oaks Transit's fixed-route service, what is your most common trip purpose? (select only one)

Exhibit 4.2.7 Overall Satisfaction Mean Rating



Question 5: Which fixed-route do you use most often?

Exhibit 4.2.8 Frequency of Fixed-Route Use



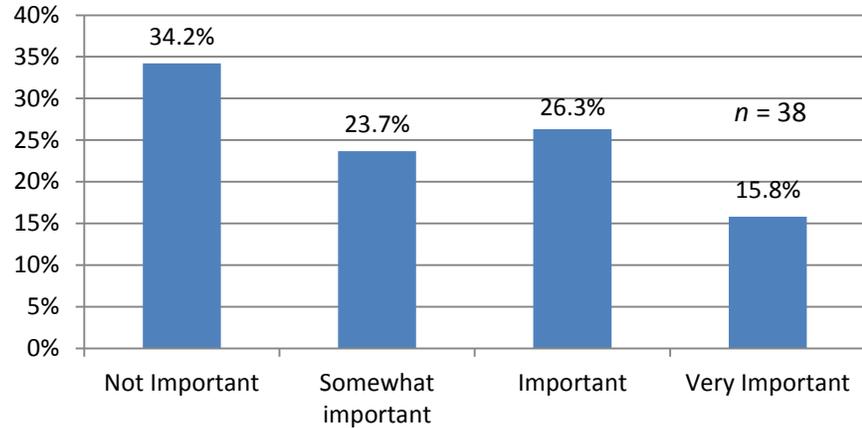
Question 6: On a scale of one to four (wherein one equals "poor" and four equals "excellent"), please rate the following Thousand Oaks Transit service attributes.

Exhibit 4.2.9 Fixed-Route Service Attribute Rating

Attribute	Mean rating
Service frequency	2.14
Time it takes to travel	2.44
Operating hours	2.50
Accessibility of service	2.68
Reliability of service	2.79
Availability of service information	2.95
Comfort onboard vehicle	3.29
Safety onboard vehicle	3.32
Fare or cost	3.13
Safety at bus stops	3.13
Overall satisfaction	2.41

Question 7: How important a role does cost (the fare you pay) play in making your decision to ride Thousand Oaks Transit?

Exhibit 4.2.10 Importance of Cost (Fixed-Route)

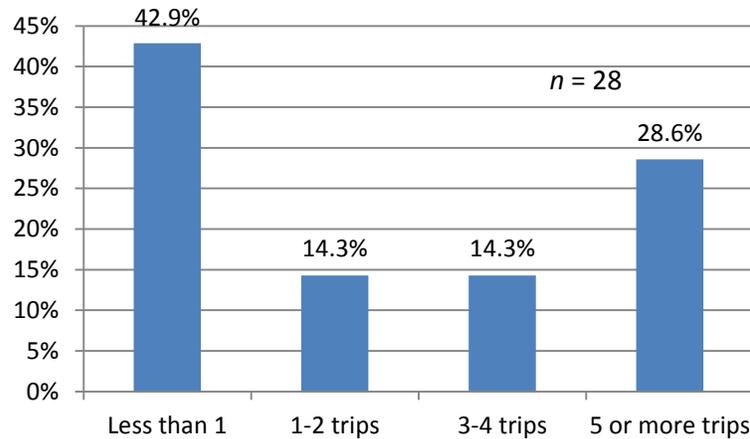


Responses from DAR Riders

Questions 8 through 12 were asked of respondents who indicated DAR usage.

Question 8: In a typical week, how many one-way trips do you take on the City's Dial-A-Ride?

Exhibit 4.2.11 DAR Frequency of Use



Question 9: On a four-point scale (where one is "poor" and four is "excellent," how would you rate your overall satisfaction with the City's Dial-A-Ride?)

Exhibit 4.2.12 DAR Overall Satisfaction

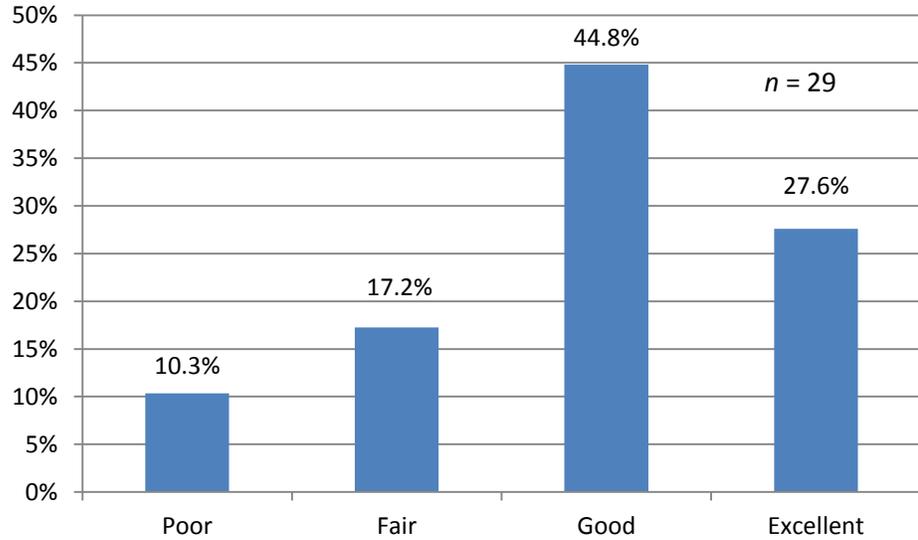
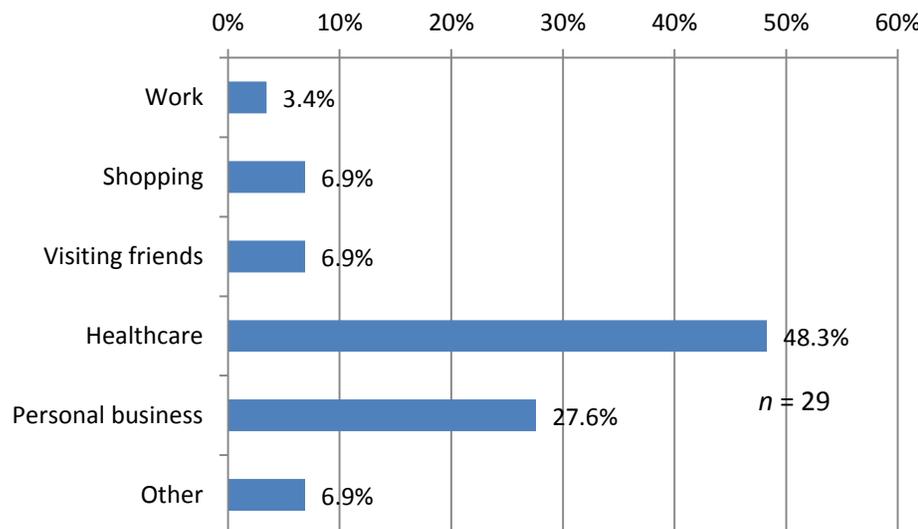


Exhibit 4.2.13 Overall Satisfaction Mean Rating (DAR)

Attribute	Mean rating
Overall satisfaction with the City's Dial-A-Ride	2.90

Question 10: When riding the City's Dial-A-Ride, what is your most common trip purpose? (select only one)

Exhibit 4.2.14 DAR Primary Trip Purpose



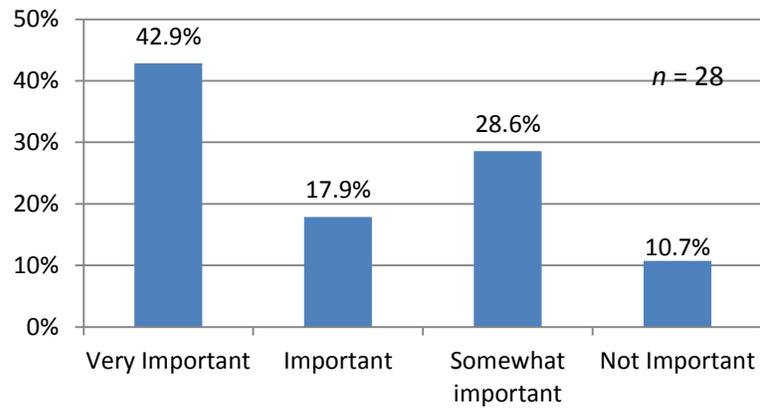
Question 11: On a scale of one to four (wherein one equals "poor" and four equals "excellent"), please rate the following City's Dial-A-Ride service attributes.

Exhibit 4.2.15 DAR Attribute Service Rating

Attribute	Mean rating
Operating hours	2.53
Reliability of service	2.68
Time it takes to travel	2.76
Fare or cost	2.76
Availability of service information	3.04
Accessibility of service	3.10
Safety onboard vehicle	3.23
Comfort onboard vehicle	3.27

Question 12: How important a role does cost (the fare you pay) play in making your decision to ride the City's Dial-A-Ride?

Exhibit 4.2.16 Importance of Cost (DAR)

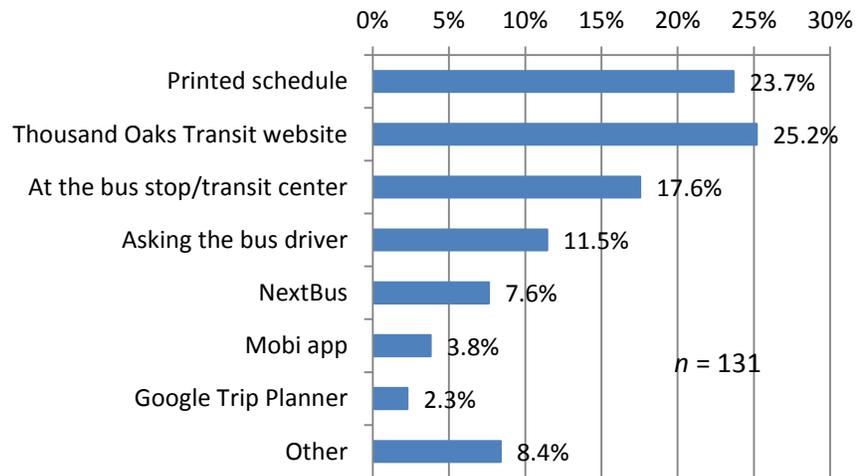


Responses from All Riders

Question 13 was asked of all respondents who indicated riding transit.

Question 13: Where have you typically obtained information regarding the City's public transit services? (select all that apply)

Exhibit 4.2.17 Overall Satisfaction Mean Rating (DAR)

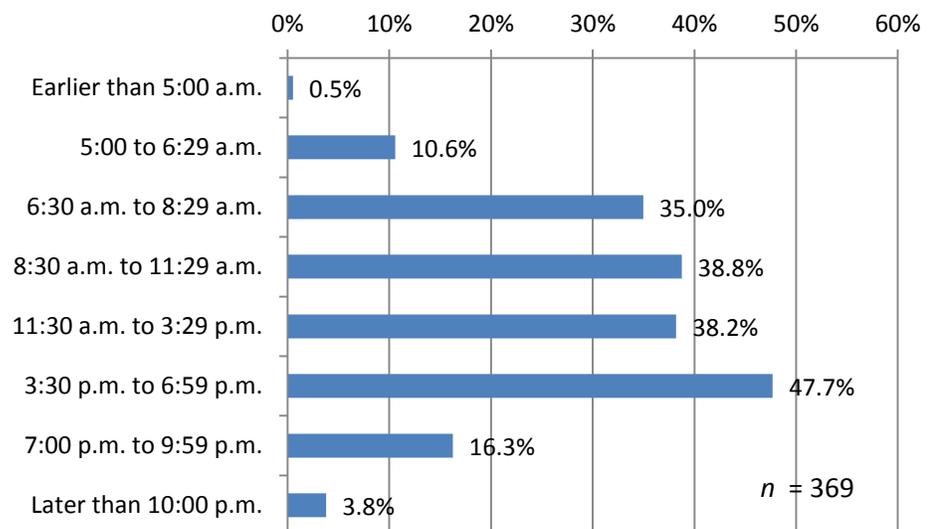


Responses from All Respondents

Questions 14 through 40 were asked of all respondents, regardless of whether they had ridden transit.

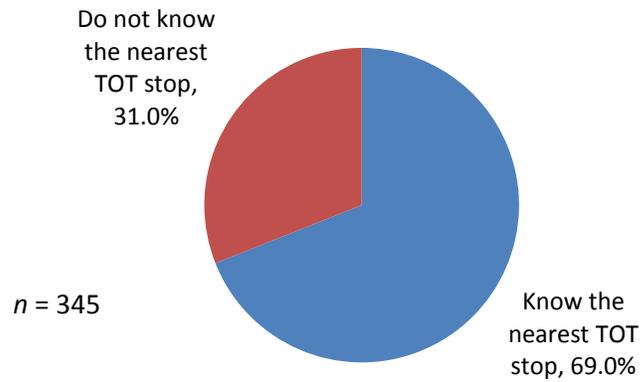
Question 14: What times of day are you most likely to travel? (select up to three)

Exhibit 4.2.18 Likely Travel Times



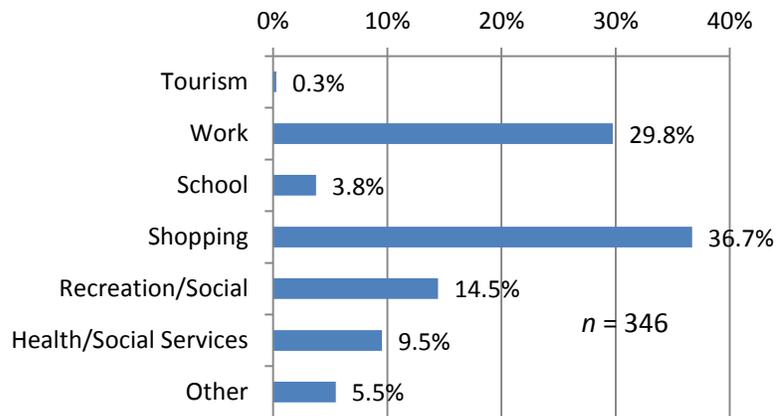
Question 15: Do you know the location of the Thousand Oaks Transit bus stop nearest to your home?

Exhibit 4.2.19 Knowledge of Bus Stops



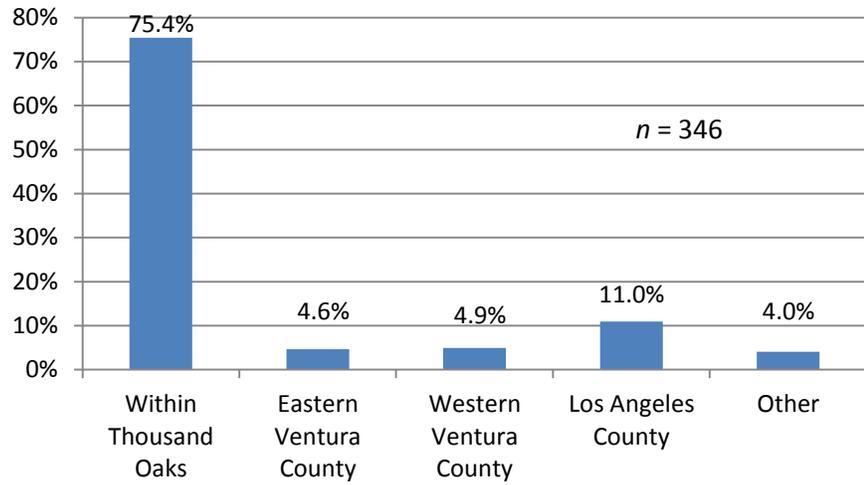
Question 16: What is your MOST frequent travel purpose in and around the Thousand Oaks area? (select only one)

Exhibit 4.2.20 Likely Travel Times



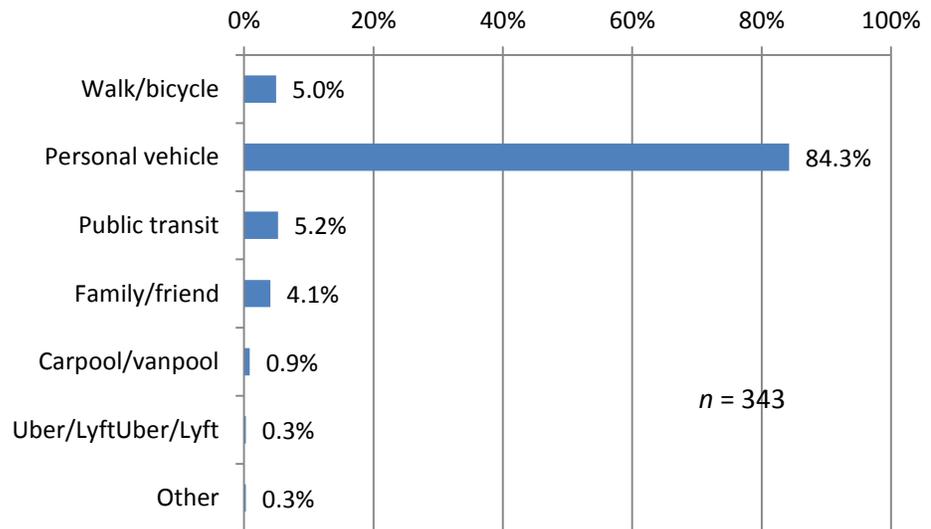
Question 17: Where do you travel the most? (select one only)

Exhibit 4.2.21 Most common destinations



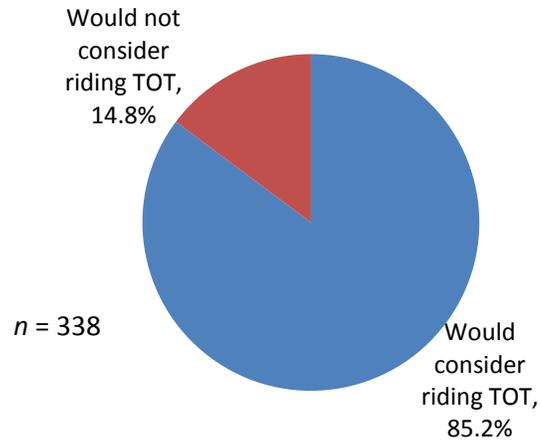
Question 18: What is your primary means of transportation?

Exhibit 4.2.22 Primary transportation means



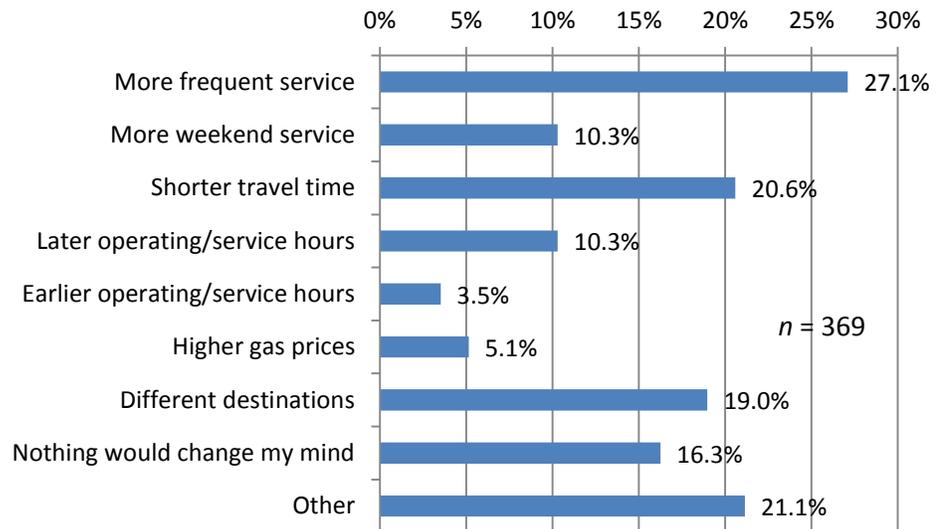
Question 19: If your primary means of transportation was not available, would you consider riding Thousand Oaks Transit or Thousand Oaks Dial-A-Ride?

Exhibit 4.2.23 Consideration of TOT



Question 20: What change, if any, could cause you to ride Thousand Oaks Transit or Thousand Oaks Dial-A-Ride? (select up to two)

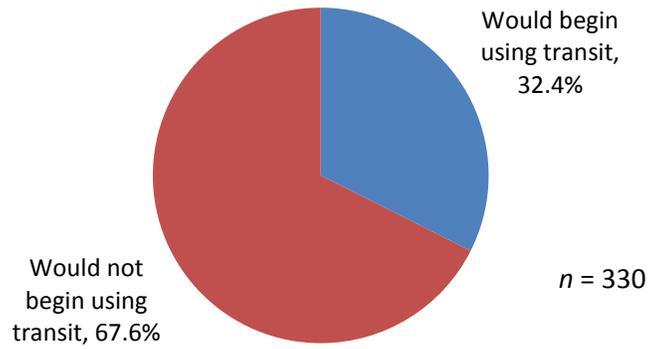
Exhibit 4.2.24 Motivators for TOT Use



Calabasas, Agoura Hills, and Camarillo were new destinations specified by multiple respondents. Of those who indicated higher gasoline prices, 82 percent said gas would have to cost \$4.50 or more to ride.

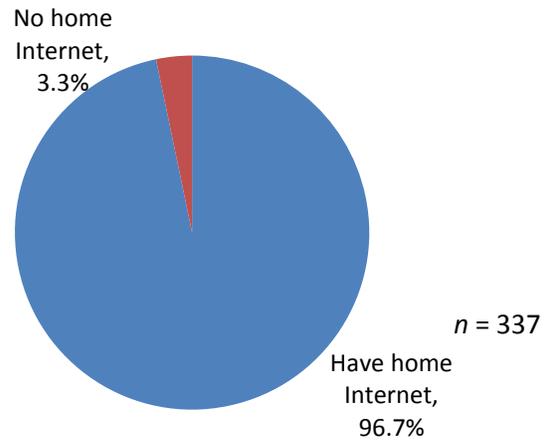
Question 21: If your employer offered discounted bus passes, would this cause you to begin riding local public transit?

Exhibit 4.2.25 Impact of Employer Subsidized Fares



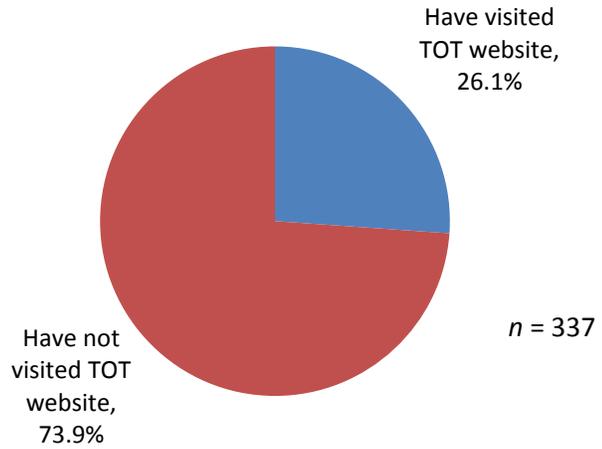
Question 22: Do you have access to the Internet at your home?

Exhibit 4.2.26 Home Internet Access



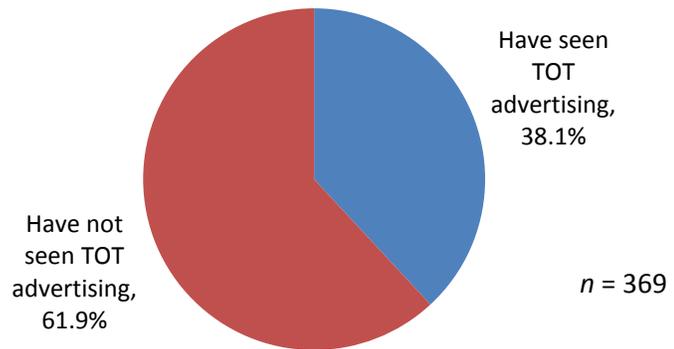
Question 23: Have you visited the Thousand Oaks' public transit website within the past 90 days?

Exhibit 4.2.27 TOT Website Usage

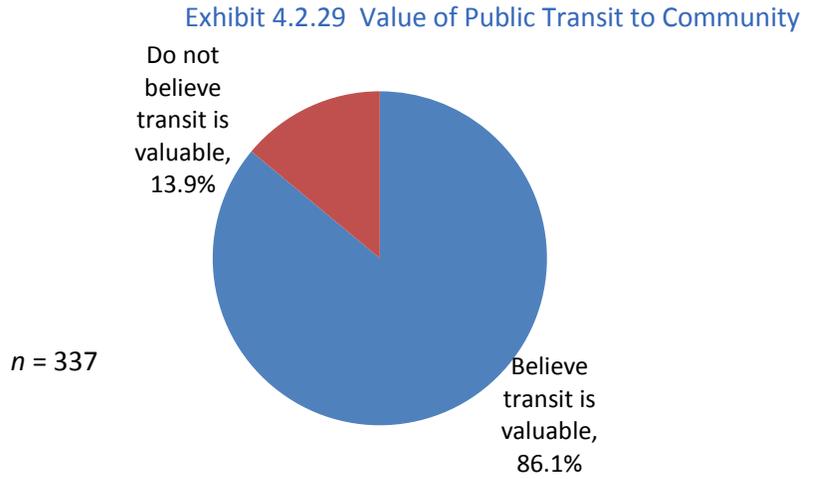


Question 24: Have you seen any advertising for Thousand Oaks Transit within the past 90 days?

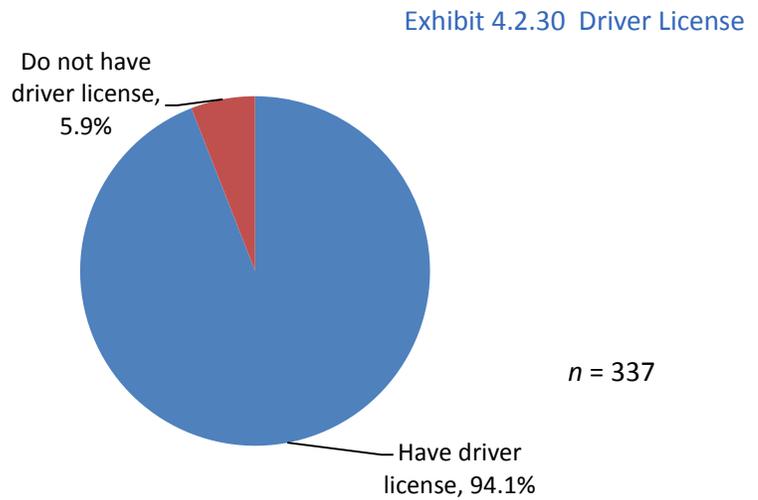
Exhibit 4.2.28 TOT Advertising Reach



Question 25: Do you believe public transit plays an important role in your community's quality of life?

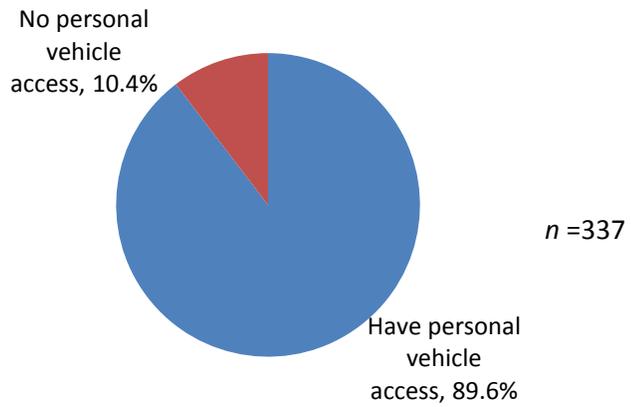


Question 26: Do you have a valid driver license?



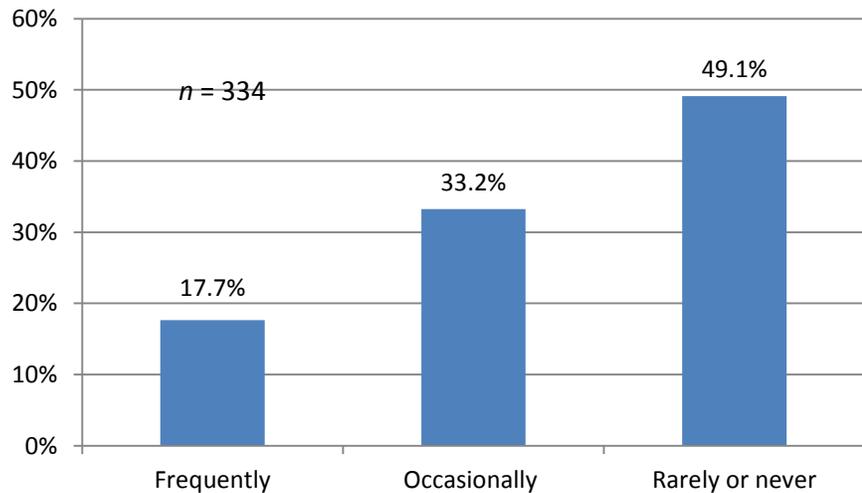
Question 27: Do you have access to a personal vehicle?

Exhibit 4.2.31 Personal Vehicle Access



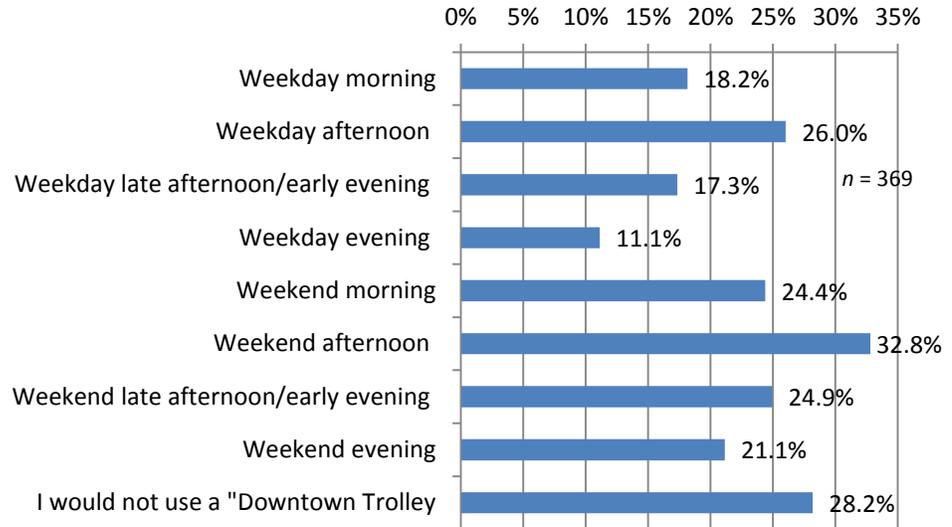
Question 28: How often would you use a local "Downtown Trolley" service for trips within downtown?

Exhibit 4.2.32 Downtown Trolley Usage



Question 29: What time of day would you most likely use a "Downtown Trolley?" (select all that apply)

Exhibit 4.2.33 Preferred Trolley Service Times



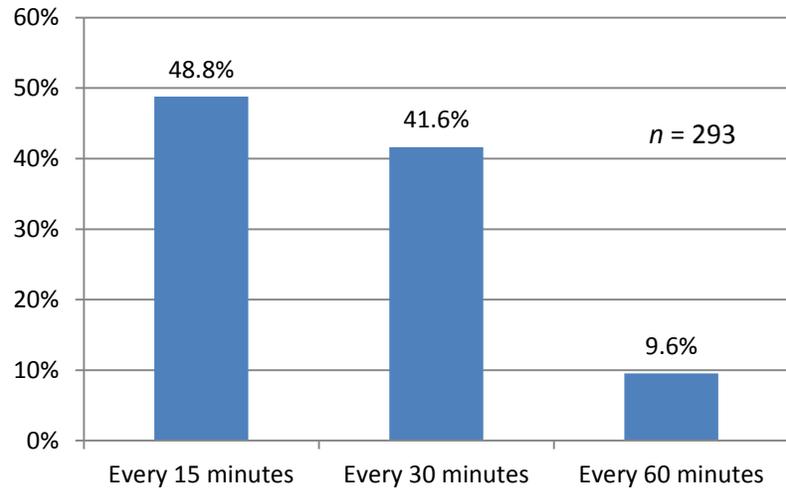
Question 30: The current Thousand Oaks Transit one-way fare costs \$1.50. How much would you pay to ride a "Downtown Trolley"?

Exhibit 4.2.34 Preferred Trolley Fare



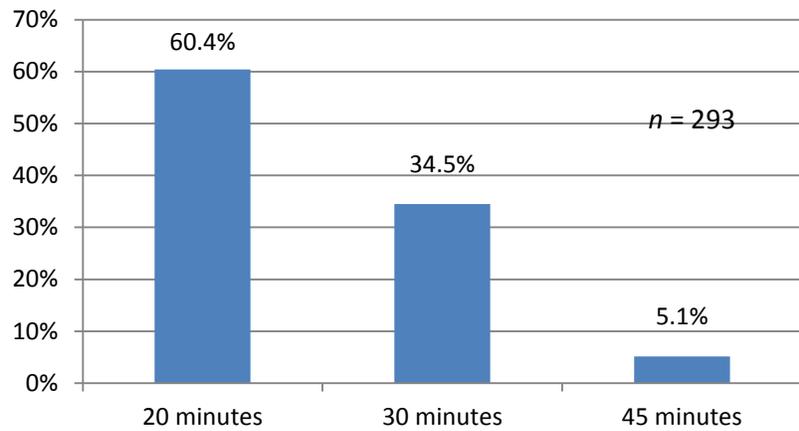
Question 31: How often would you want the "Downtown Trolley" to operate?

Exhibit 4.2.35 Preferred Trolley Operation Frequency



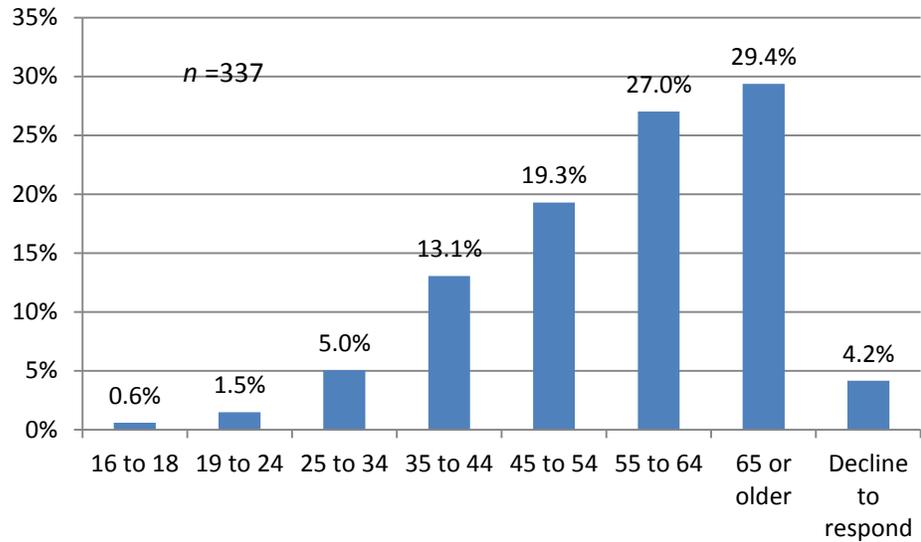
Question 32: How long should a trip on the "Downtown Trolley" take from one end of the route to the other?

Exhibit 4.2.36 Length of Trolley Circuit



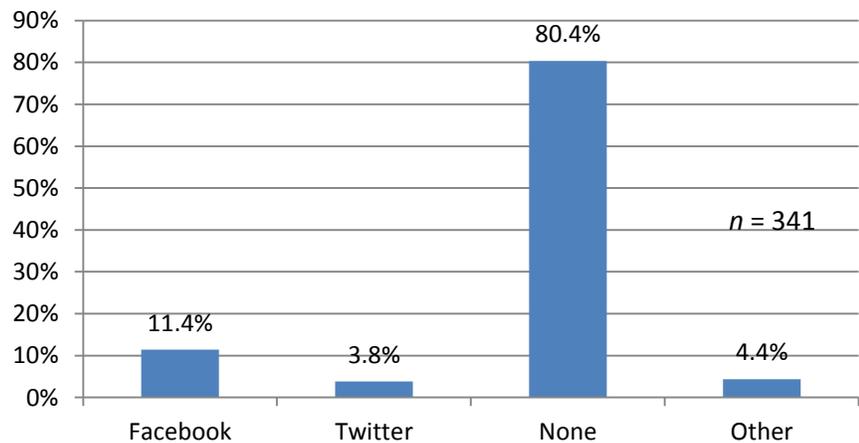
Question 33: What is your age? (select only one)

Exhibit 4.2.37 Age



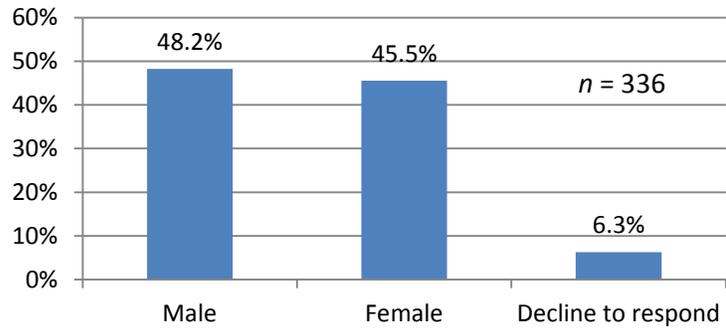
Question 34: Do you use social media to stay connected with Thousand Oaks Transit?

Exhibit 4.2.38 TOT Social Media Usage



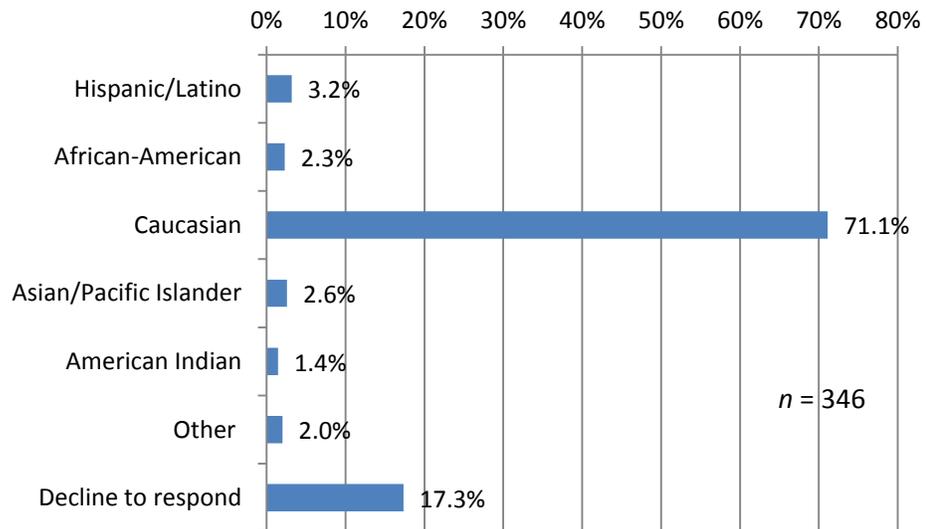
Question 35: What is your gender?

Exhibit 4.2.39 Gender



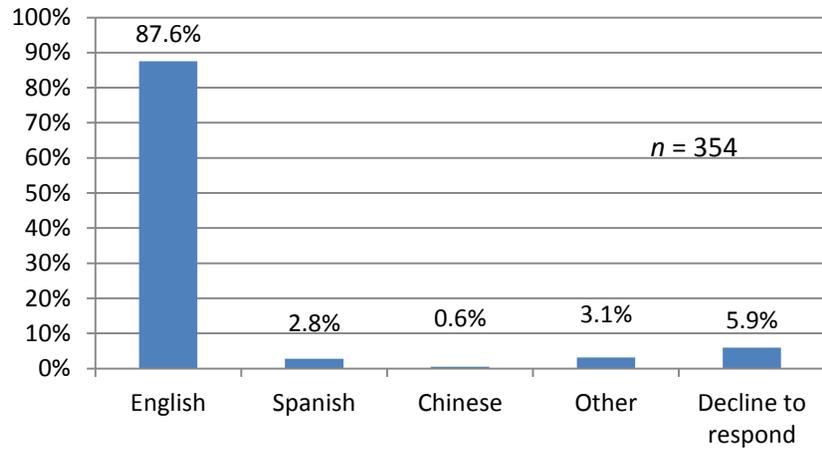
Question 36: Do you consider yourself... (select all that apply)

Exhibit 4.2.40 Race/Ethnicity



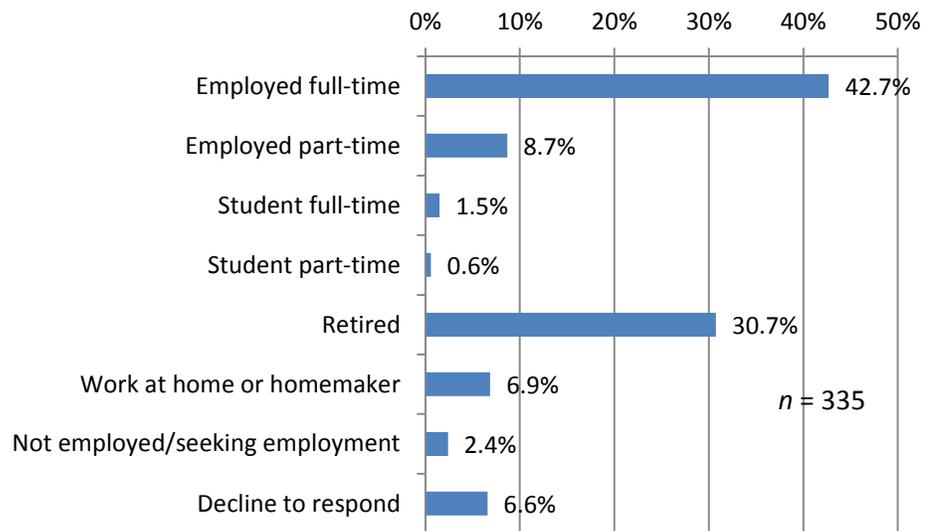
Question 37: Please indicate which languages are spoken in your home. (select all that apply)

Exhibit 4.2.41 Language Spoken at Home



Question 38: Which of the following describes you best?

Exhibit 4.2.42 Employment Status



Question 38A: Most common work zip codes.

Exhibit 4.2.43 Most Common Work Zip Codes

Zip Code	Frequency
91362	47
91360	30
91320	27
91301	10
91361	7

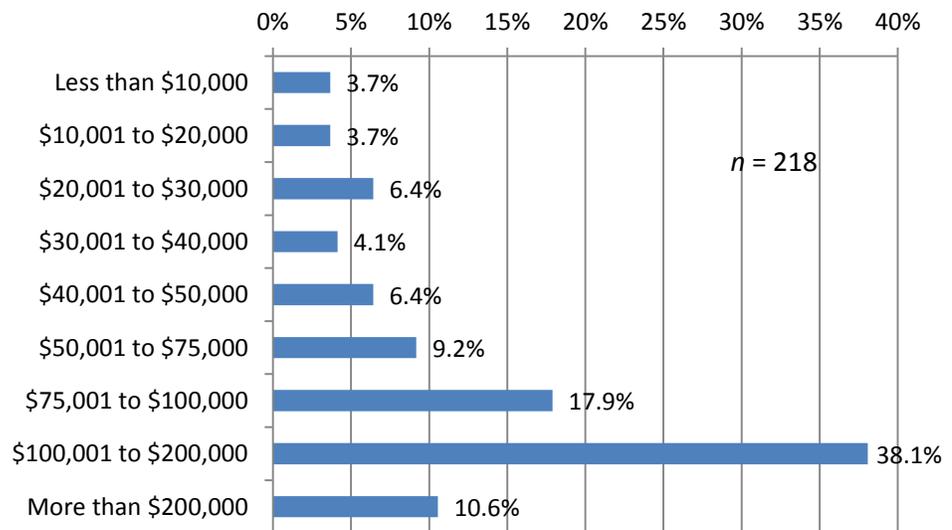
Question 39: Most common work home codes.

Exhibit 4.2.44 Most Common Home Zip Codes

Zip Code	Frequency
91360	84
91320	84
91362	82
91,361	9
93,021	3

Question 40: What is your approximate annual household income? (select one only)

Exhibit 4.2.45 Annual Household Income



SECTION 4.3 – DIAL-A-RIDE SURVEY

In Fall 2015, a survey of Dial-A-Ride customers was commissioned as part of SCAG’s City of Thousand Oaks Transit Master Plan. The survey was designed to capture details regarding Dial-A-Ride (DAR) customer travel habits, perceptions, and mobility needs.

The surveys were conducted utilizing a direct-mail methodology and a supplemental online version from November 16, 2015 until December 4, 2015.

Survey Development and Administration

Survey Instrument Design

The Dial-A-Ride Customer Survey was developed in conjunction with SCAG and City staff. Once the instrument was approved, it was translated to Spanish. The printed English version of the instrument referred Spanish speakers to the project webpage to take the Spanish version.

Data Collection

The survey was conducted via a direct-mail methodology. A total of 1,000 surveys (including postage-paid return envelopes) were mailed to customers using a database provided by the City. The surveys were mailed November 16, 2015, and responses were accepted until December 4, 2015. Links to English and Spanish versions of the survey were posted on the project webpage.

In total, the survey garnered 116 valid responses.

Data Processing

All survey data was entered into Microsoft Excel using trained data entry personnel. Moore & Associates was responsible for the data entry process, reviewing data entry work on a daily basis while also conducting spot-checks throughout each day.

Data cleaning was undertaken by trained personnel following completion of data entry. This process resolved variations in data formatting that resulted in identical responses being sorted as different (i.e., “Oaks Mall” and “The Oaks Mall” were edited so as to provide a single response). The cleaned data was then imported into a Statistical Package for the Social Sciences (SPSS) database for further analysis.

The SPSS database allowed the consultant team to compile simple frequencies as well as perform data cross-tabulations within each dataset. Data cross-tabulations allow comparisons between survey responses, thereby providing additional insight into customer demographics, travel patterns, perceptions of service, and service satisfaction.

Survey Findings

“Typical” Respondent Profile

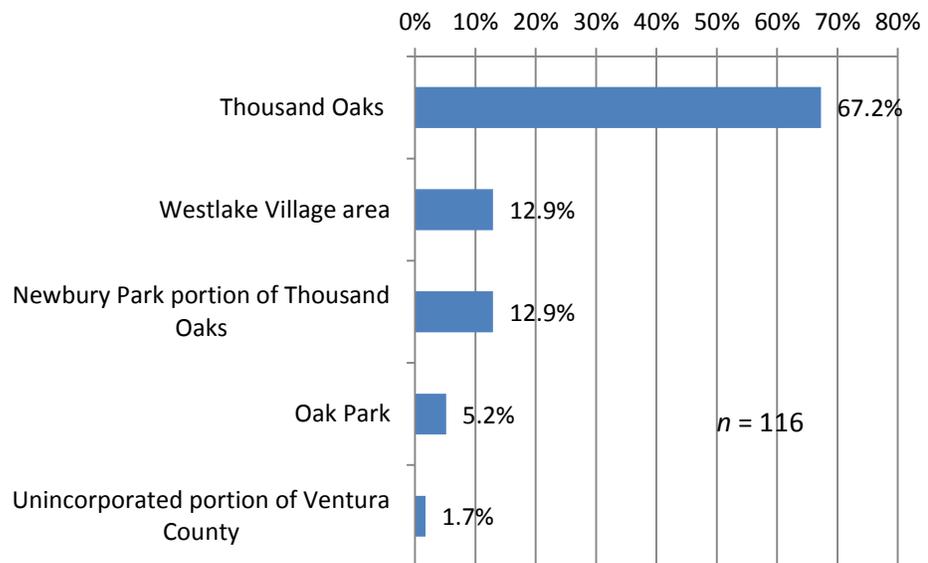
Through analysis of data frequencies, Moore & Associates compiled a profile of the “typical” DAR customer: The “typical” customer:

- Is white or Caucasian,
- Is a female age 65 or older,
- Speaks English,
- Is retired,
- Does not drive or lacks access to a personal vehicle,
- Typically uses DAR to travel within Thousand Oaks,
- Uses DAR primarily to access healthcare,
- Uses DAR less than once per week,
- Makes reservations one to two days in advance,
- Has been a DAR customer for less than one year, and
- Would ride with a friend or family member if the City’s DAR service was unavailable.

Question 1: Where do you normally begin your typical Dial-A-Ride trip?

Slightly more than 67 percent of respondents indicated their typical Dial-A-Ride trip begins within Thousand Oaks.

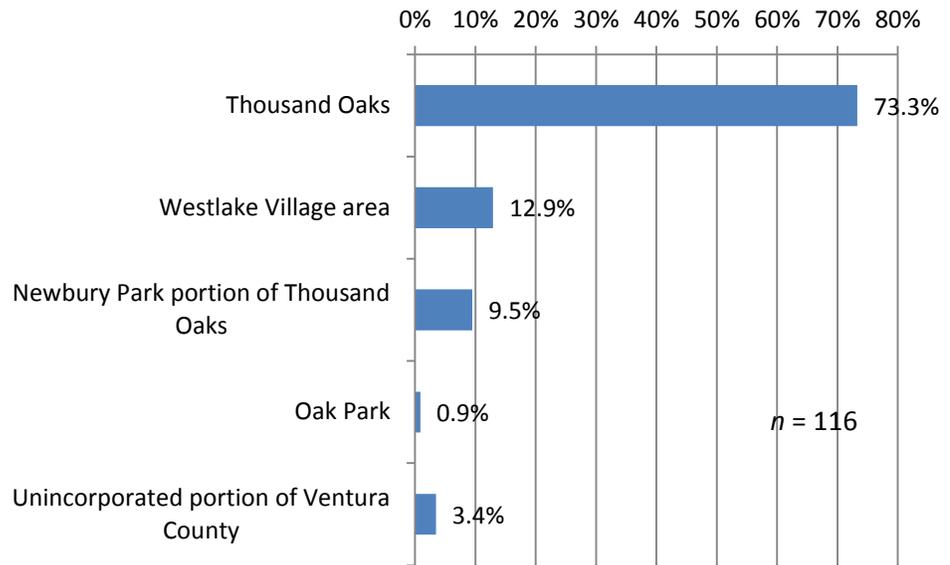
Exhibit 4.3.1 Trip Origin



Question 2: Where does your typical Dial-A-Ride trip end?

Slightly more than 73 percent of respondents reported using DAR to travel to destinations within Thousand Oaks. The second-most common destination was Westlake Village, indicated by 12.9 percent of respondents.

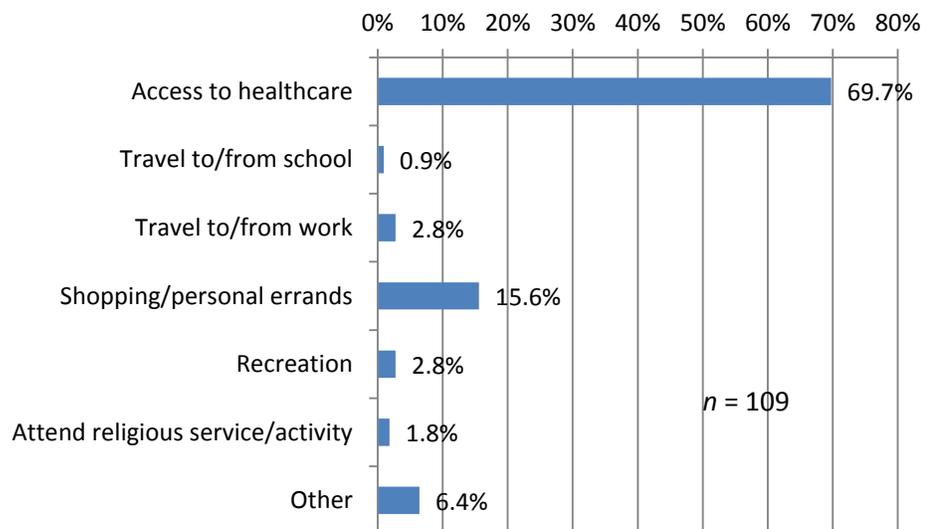
Exhibit 4.3.2 Trip Destination



Question 3: What is your primary trip purpose?

Nearly 70 percent of respondents utilize DAR to access healthcare. The second-most common trip purpose was shopping/personal errands, cited by 15.6 percent.

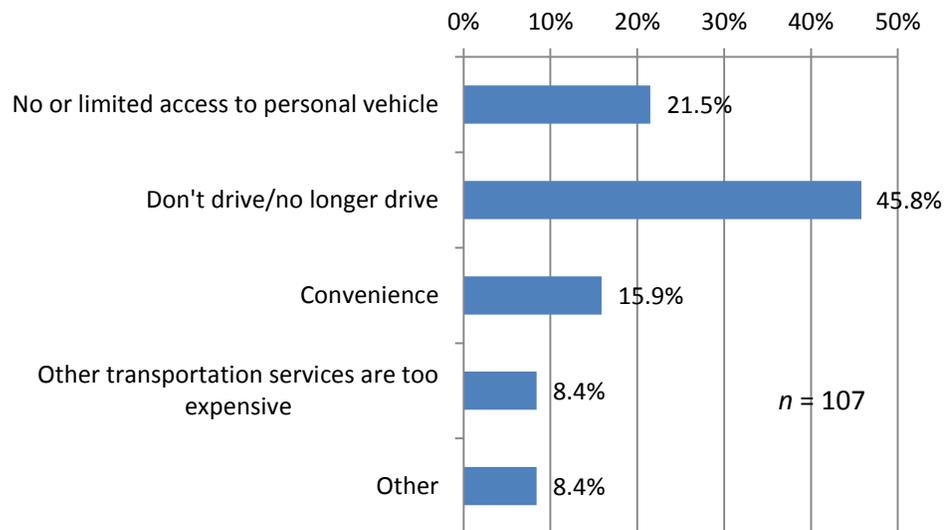
Exhibit 4.3.3 Trip Purpose



Question 4: What is your primary motivation for using Dial-A-Ride?

Nearly 46 percent of survey respondents indicated they do not drive or no longer drive. Another 21.5 percent indicated a lack of or limited access to a personal vehicle.

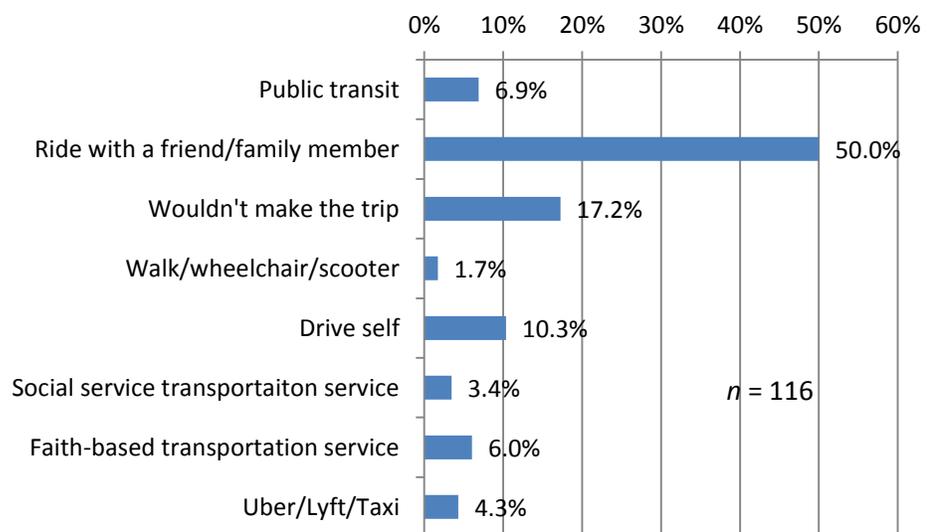
Exhibit 4.3.4 Motivation for Using Dial-A-Ride



Question 5: If the City's Dial-A-Ride was not available, how would you most likely travel?

Half of survey respondents indicated they would ride with a friend or family member if DAR was not available. Approximately 17 percent indicated they would not have made the surveyed trip. Thousand Oaks Transit was the only public transit service identified as an alternative.

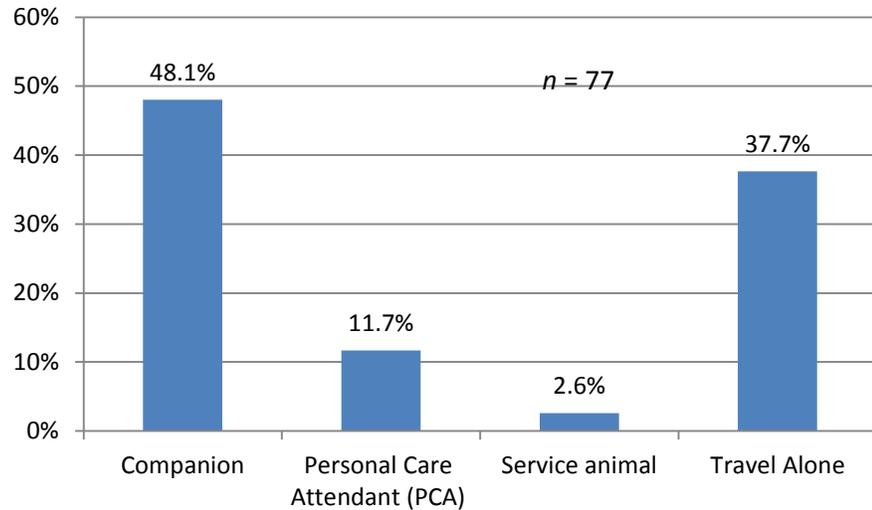
Exhibit 4.3.5 Mode of Travel if DAR Unavailable



Question 6: When traveling, are you typically accompanied by a companion, personal care attendant (PCA), or service animal? (Select all that apply.)

Slightly more than 48 percent of survey respondents indicated typically traveling with a companion. Nearly 38 percent reported typically traveling alone.

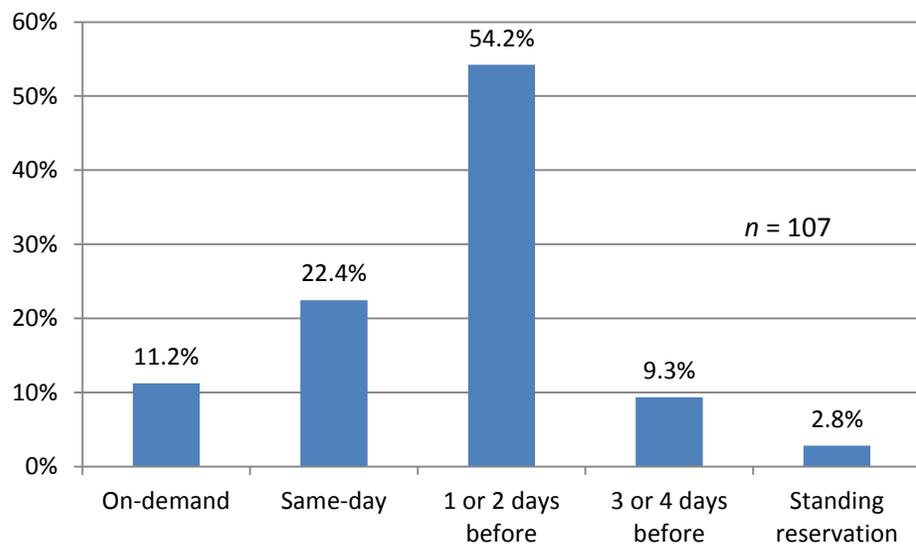
Exhibit 4.3.6 Travel Accompaniment



Question 7: When do you normally reserve your trip?

Approximately 54 percent of survey respondents indicated obtaining a ride reservation of one or two days prior to day of travel. The second-most common response was “same-day,” selected by 22.4 percent.

Exhibit 4.3.7 Reservation Timeframe



Question 8: How do you rate the City’s Dial-A-Ride service in the following areas? (Scale: 1= Poor, 2 = Fair, 3 = Good, 4 = Excellent.)

Respondents were asked to rate a series of service attributes on a scale of one to four, wherein four equals Excellent, three represents Good, and so on. These ratings were then calculated into a mean rating. Exhibit 4.3.8 shows the mean ratings for each attribute. In general, respondents gave favorable ratings to each service attribute, with all ratings except “cost” receiving a mark of 3.00 or better. The highest ratings went to “vehicle cleanliness” (3.64 mean rating) and “driver customer service” (3.61).

Exhibit 4.3.8 Satisfaction Ratings

Attribute	Rating
On-time Performance (on-demand service).	3.05
On-time performance (advance reservations).	3.30
Customer service-office/dispatch.	3.37
Customer service – drivers.	3.61
Vehicle cleanliness.	3.64
Ride comfort.	3.40
Convenience.	3.48
Ease of making reservations.	3.47
Length of trip.	3.00
Dependability.	3.00
Cost.	2.75
Overall service.	3.25

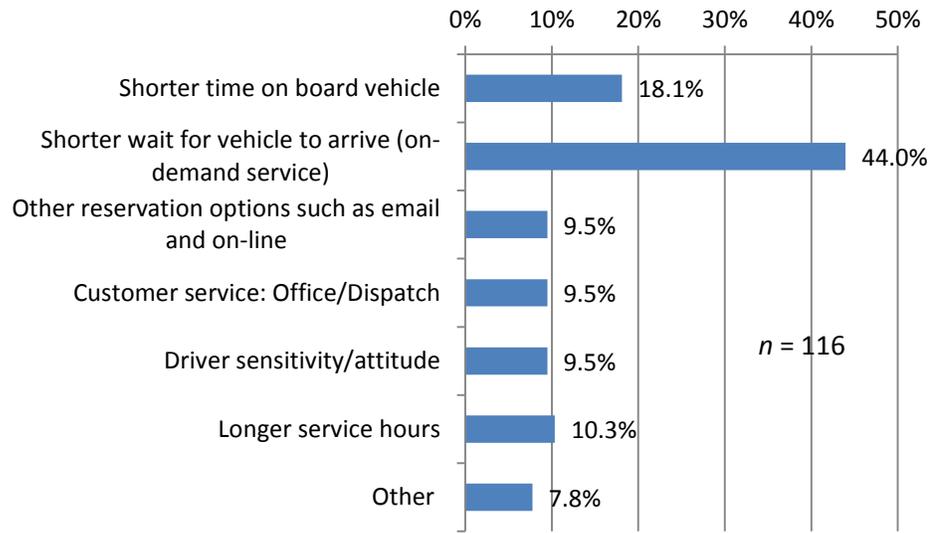
Question 9: Which of the following service improvements are most important to you? (Select up to two.)

Forty-four percent of respondents indicated on-demand service was the service improvement they most desired. “Shorter time onboard vehicles” was the second-most popular service improvement, selected by 18.1 percent. “Larger service area” was the most common “other” response, comprising 57 percent.

Respondents who preferred longer service hours were asked to specify their preferred adjustments. Nearly all of these respondents indicated a desire for later hours, with 50 percent specifying service until 9:00 p.m. and 30 percent specifying service until 10:00 p.m.

(Total percentages add up to more than 100 percent because respondents were invited to select up to two responses.)

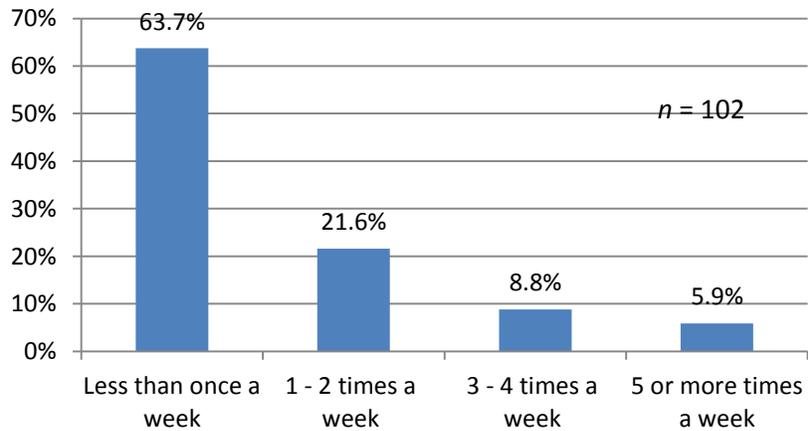
Exhibit 4.3.9 Most Important Service Improvement



Question 10: How frequently do you ride the City’s Dial-A-Ride service?

Nearly 64 percent of survey respondents indicated riding DAR less than once per week. Less than 15 percent reported a ridership frequency of three or more times per week.

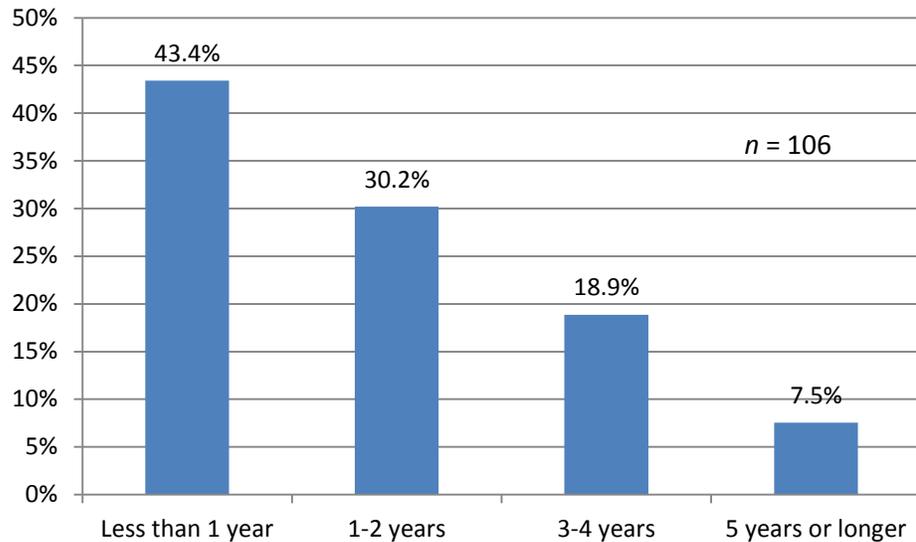
Exhibit 4.3.10 Frequency of Ridership



Question 11: How long have you been a Dial-A-Ride customer?

Slightly more than 43 percent of survey respondents indicated being a DAR customer for less than one year. The second-most common response was one to two years, selected by 30.2 percent.

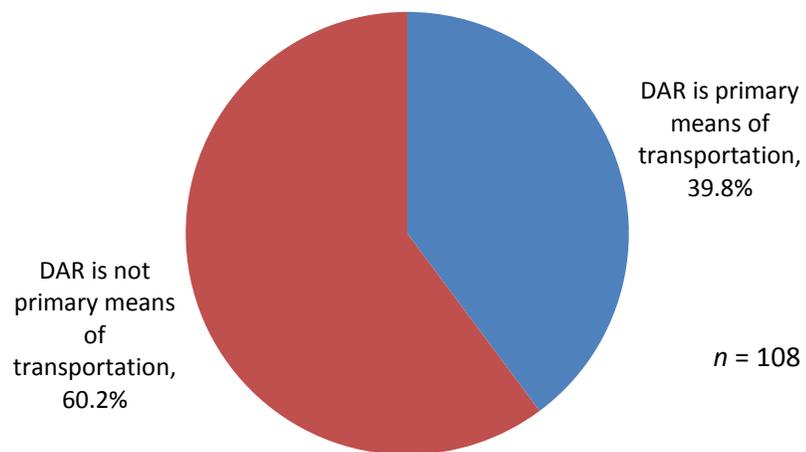
Exhibit 4.3.11 Ridership Tenure



Question 12: Is the City's Dial-A Ride your primary means of transportation?

Nearly 40 percent of survey respondents identified DAR as the most common means of transportation.

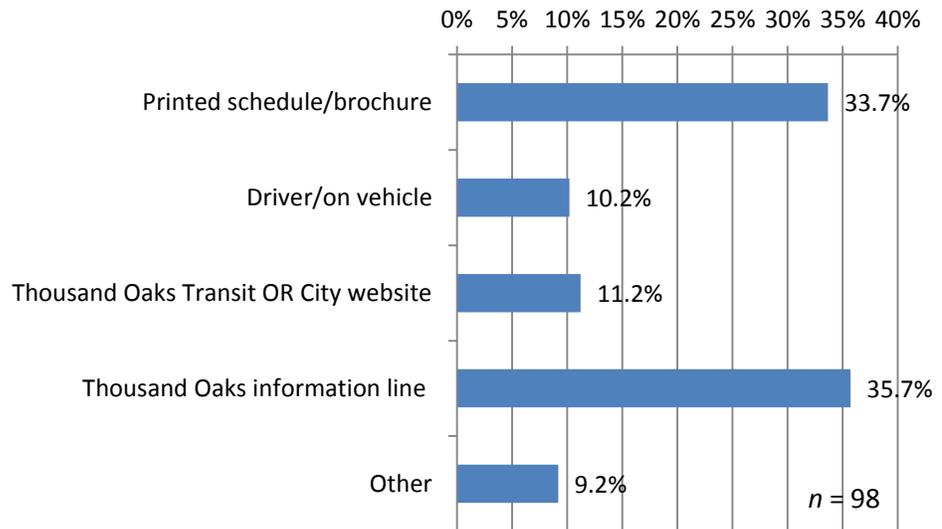
Exhibit 4.3.12 Primary Means of Transportation



Question 13: What is your most common source of information about the City’s Dial-A-Ride service?

The most common source of information regarding the City’s DAR service is the Thousand Oaks Transit information line, selected by 36 percent of respondents. “Printed schedule or brochure” was close behind, selected by 33.7 percent. Nearly 22 percent of “other” respondents selected “all of the above.”

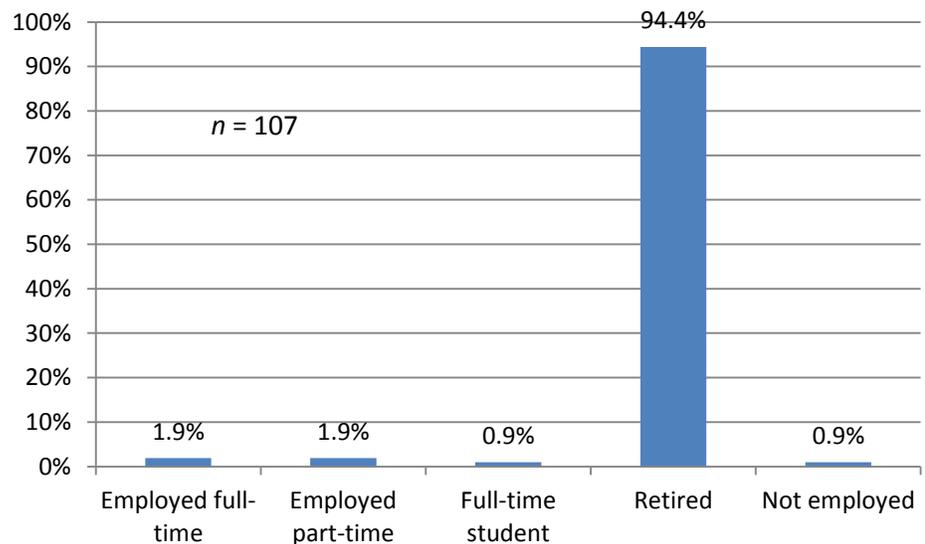
Exhibit 4.3.13 Primary DAR Information Source



Question 14: Which of the following best describes you?

More than 94 percent of respondents selected “retired” as their employment status.

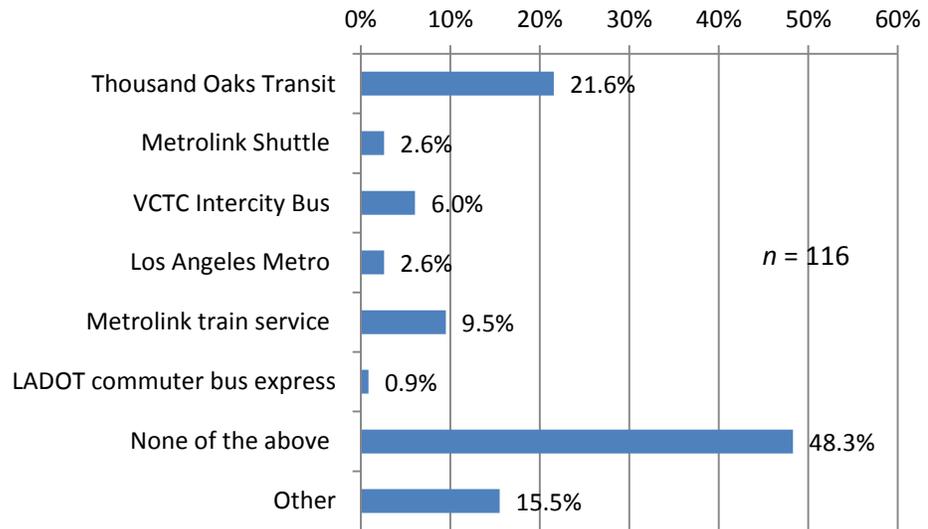
Exhibit 4.3.14 Employment Status



Question 15: Which of the following transit services do you use?

Just over 48 percent of respondents indicated no use of any of the public transportation options included on the survey form. The most popular transit service among survey respondents was Thousand Oaks Transit, which was selected by 21.6 percent. Nearly 63 percent of the “other” respondents listed Dial-A-Ride services.

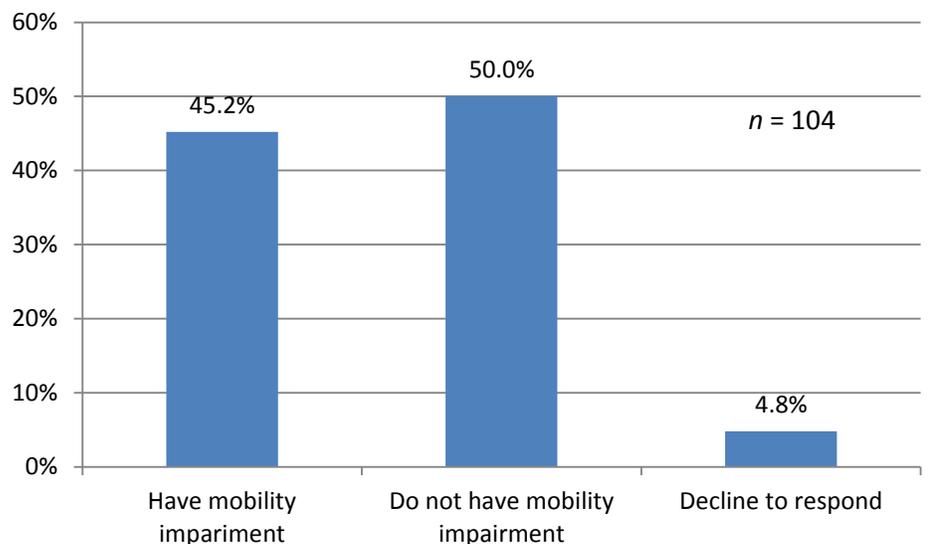
Exhibit 4.3.15 Transit Use



Question 16: Do you have an impairment that limits your personal mobility?

The number of respondents citing a mobility impairment was approximately 45 percent. The balance either do not have a mobility impairment or declined to respond.

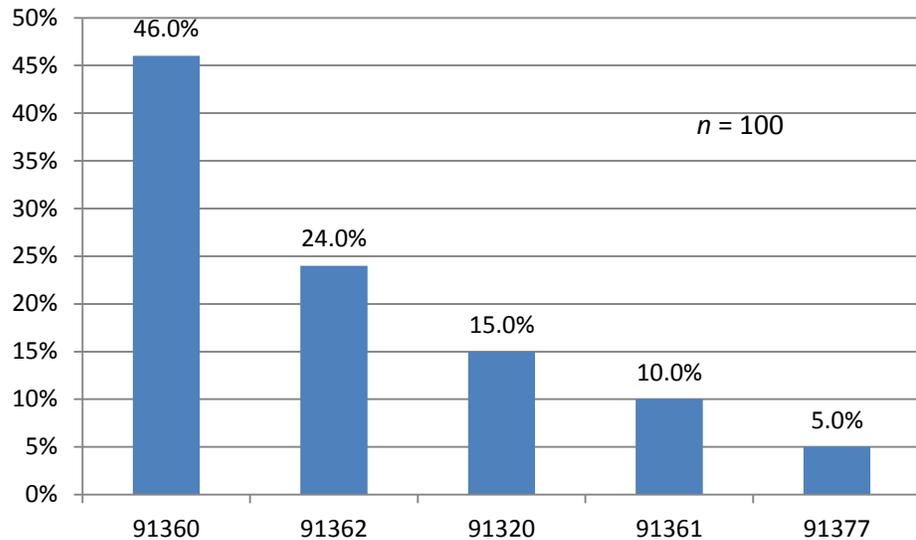
Exhibit 4.3.16 Mobility Impairment



Question 17: What is your home zip code?

Forty-six percent of respondents indicated a 91360 home zip code. Twenty-four percent indicated residing within the 91362 zip code.

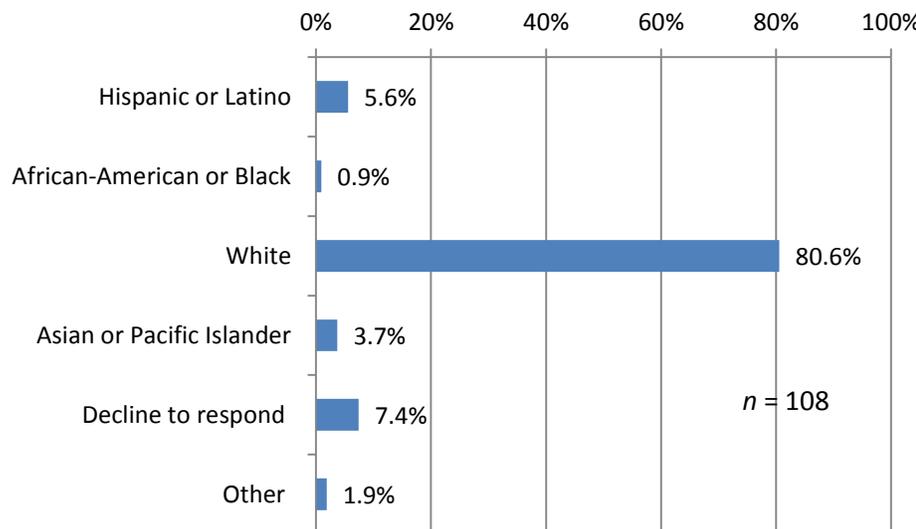
Exhibit 4.3.17 Home Zip Code



Question 18: What is your race/ethnicity? (Check all that apply.)

Nearly 81 percent of respondents self-identified as “white.” The second-most common ethnicity was Hispanic/Latino, indicated by 5.6 percent.

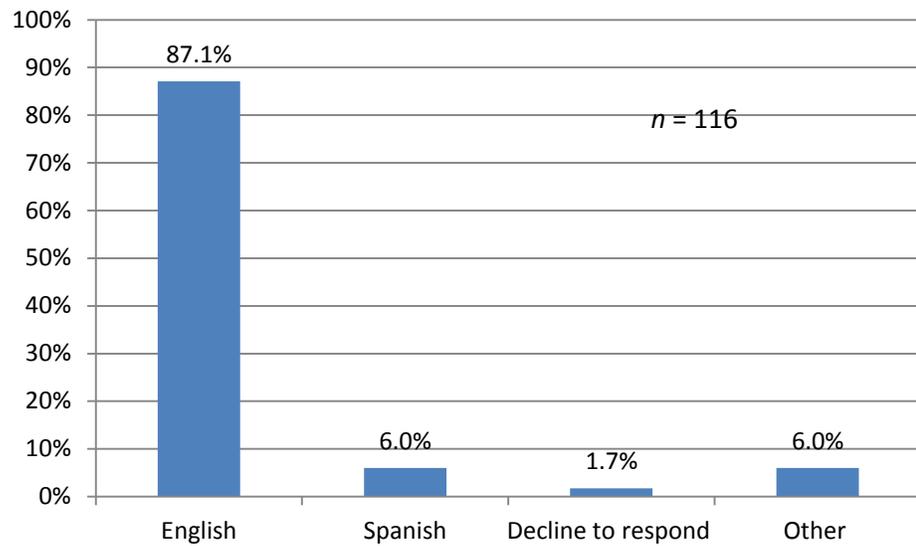
Exhibit 4.3.18 Race/Ethnicity



Question 19: Please indicate which languages are spoken in your home. (Check all that apply.)

Eighty-seven percent of respondents reported speaking English at home. Six percent indicated speaking Spanish. “Other” responses included Bengali, Farsi, French, German, and Persian.

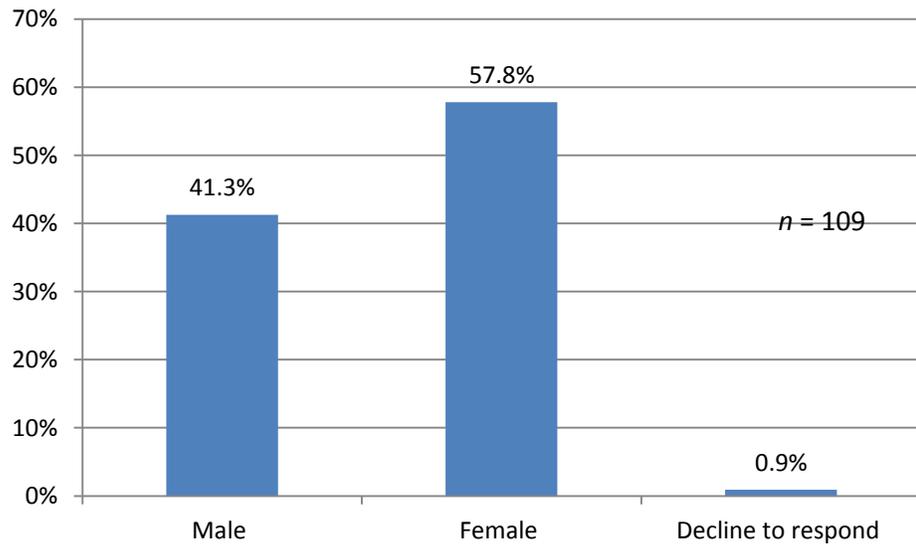
Exhibit 4.3.19 Language Spoken at Home



Question 20: What is your gender?

Nearly 58 percent of respondents self-identified as female.

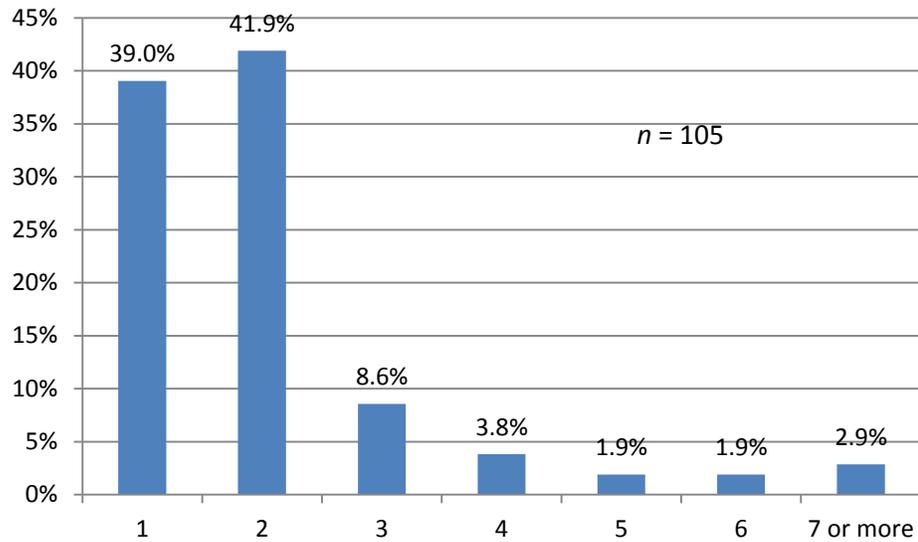
Exhibit 4.3.20 Gender



Question 22: How many people live in your household?

Nearly 42 percent of respondents live in a two-person household, the most common response. Thirty-nine percent reported living in a one-person home.

Exhibit 4.3.21 Household Size



SECTION 4.4 – ECTA SURVEY

In Fall 2015, a survey of East County Transit Alliance (ECTA) Senior InterCity Dial-A-Ride (ECTA Dial-A-Ride) customers was commissioned as part of SCAG’s City of Thousand Oaks Transit Master Plan. The survey was designed to capture details regarding ECTA Dial-A-Ride (DAR) customer travel habits, perceptions, mobility needs, and satisfaction.

Survey Development and Administration

Survey Instrument Design

The ECTA Survey was developed in conjunction with SCAG and City staff. Once the instrument was approved, it was translated to Spanish.

Moore & Associates uploaded both the English and Spanish versions of the survey instrument to Survey Monkey to support complementary online data collection. The English printed version of the instrument referred Spanish speakers to the project webpage to access the Spanish version.

Data Collection

ECTA drivers were given copies of the survey and postage-paid return envelopes to distribute to riders. In total, 300 surveys were distributed. Customers began receiving the surveys on November 20, 2015, and responses were accepted until December 4, 2015. Links to the English and Spanish versions of the survey were posted on the project webpage.

This effort garnered 16 valid surveys and the survey instrument is included in the appendix of this report.

Data Processing

All survey data was entered into Microsoft Excel using trained data entry personnel. Moore & Associates was responsible for the data entry process, reviewing data entry work on a daily basis while also conducting spot-checks throughout each day.

Data cleaning was undertaken by trained personnel following completion of data entry. This process resolved variations in data formatting that resulted in identical responses being sorted as different (i.e., “Oaks Mall” and “The Oaks Mall” were cleaned to provide a single response). The cleaned data was then imported into a Statistical Package for the Social Sciences (SPSS) database for further analysis.

The SPSS database allowed the consultant to compile simple frequencies as well as perform data cross-tabulations within each dataset. Data cross-tabulations allow comparisons between survey responses, thereby providing additional insight into customer behavior, travel patterns, perceptions of service, and demographics.

Survey Findings

“Typical” Respondent Profile

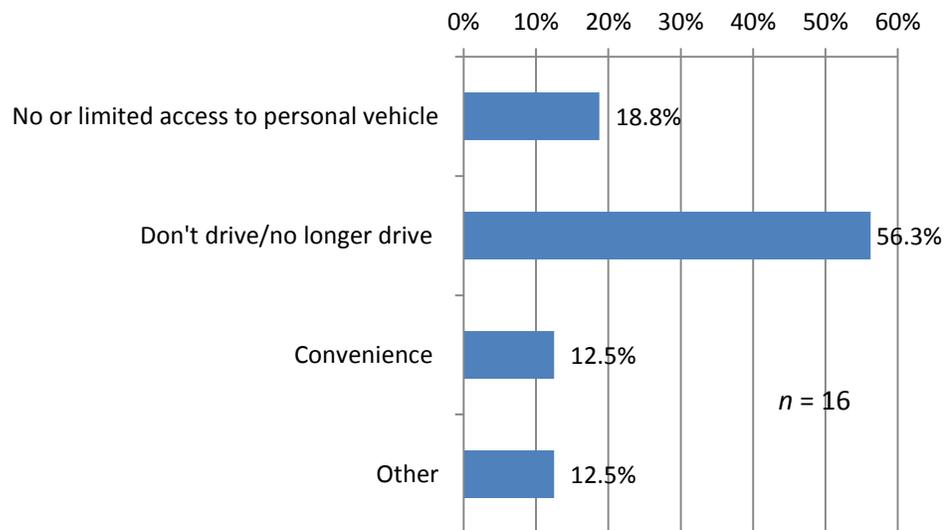
Through analysis of the survey data, Moore & Associates compiled a profile of the “typical” ECTA customer. The “typical” customer:

- Self-identifies as white or Caucasian,
- Is a female age 65 or older,
- Is retired,
- Speaks English at home,
- Has a mobility impairment,
- Uses ECTA DAR as her primary means of transportation,
- Most often uses ECTA DAR to access healthcare,
- Begins and ends most trips in Thousand Oaks,
- Rides ECTA DAR five or more times per week,
- Would ride with a friend or family member if the ECTA DAR service was not available, and
- Is generally satisfied with ECTA DAR service.

Question 3: What is your primary reason for using ECTA Dial-A-Ride?

Nearly all ECTA DAR riders either do not drive or have limited access to a personal vehicle. “Other” responses included having a disability that necessitates DAR usage.

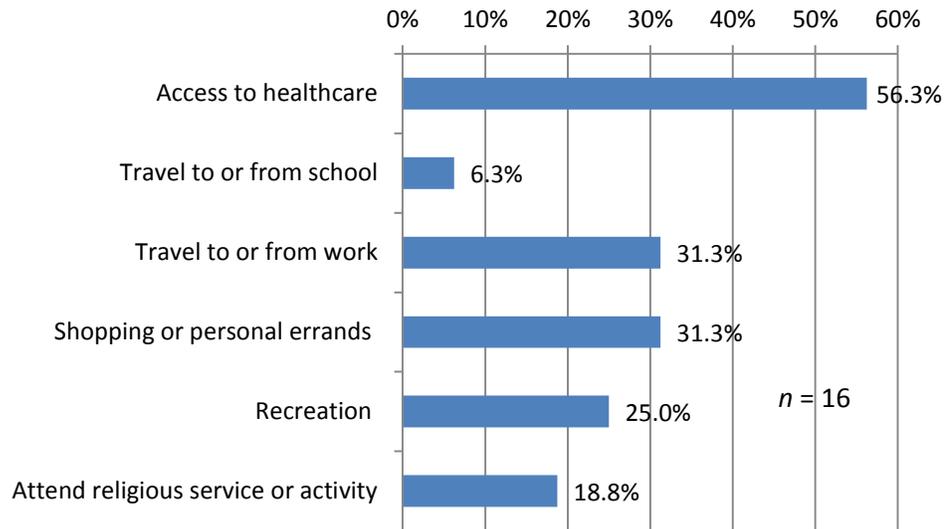
Exhibit 4.4.1 Primary Reason for Riding ECTA DAR



Question 4: What are your most common trip purposes when using ECTA Dial-A-Ride? (Select up to three that apply.)

Fifty-six percent of respondents cited healthcare access as their most common trip purpose. Nearly one-third of respondents also travel to/from work or for shopping or personal errands. (Responses total more than 100 percent because participants had the option of selecting up to three response options.)

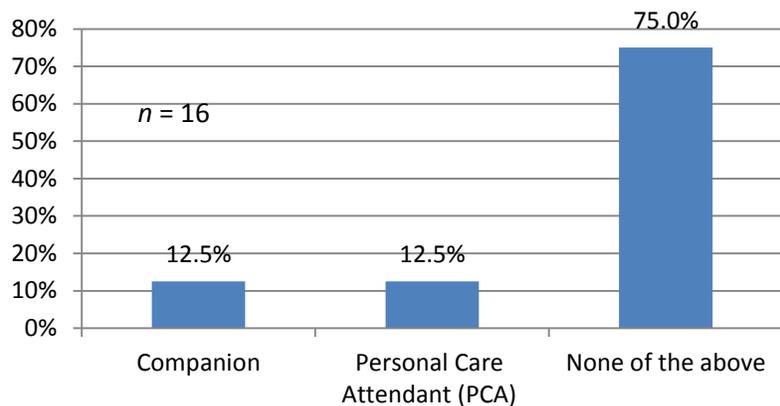
Exhibit 4.4.2 Primary ECTA DAR Trip Purposes



Question 5: When traveling, are you typically accompanied by a companion, personal care attendant (PCA), or service animal? (Select any that apply.)

Seventy-five percent of survey participants indicated that they travel alone. The balance (25 percent) travel either with a companion or a Personal Care Attendant.

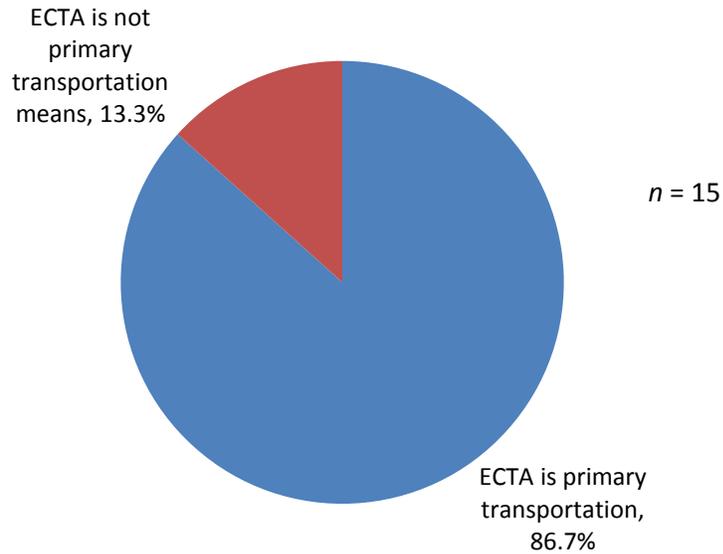
Exhibit 4.4.3 Travel with Companion, PCA, or Service Animal



Question 6: Is the ECTA Dial-A-Ride your primary means of transportation?

Nearly 87 percent of respondents cited ECTA DAR as their primary means of transportation. This percentage was significantly different than found in the same question in the City’s intra-city DAR survey, in which 40 percent of respondents identified DAR as their primary means of transportation.

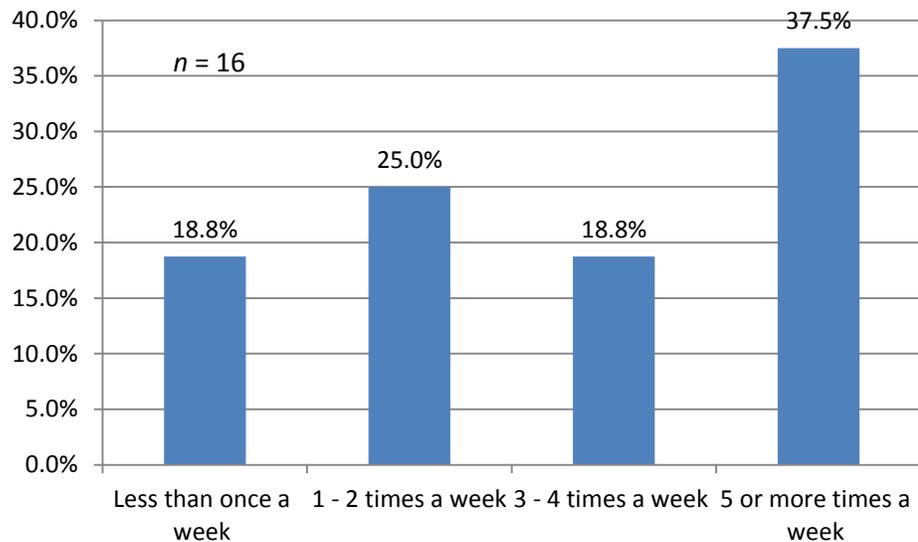
Exhibit 4.4.4 Primary Means of Transportation



Question 7: On average, how often do you ride ECTA Dial-A-Ride?

More than 56 percent of respondents reported riding three or more times per week. Nearly 38 percent indicated riding ECTA DAR five or more times per week. These numbers are different than responses found in the intra-city DAR survey, in which nearly 64 percent indicated riding less than once per week.

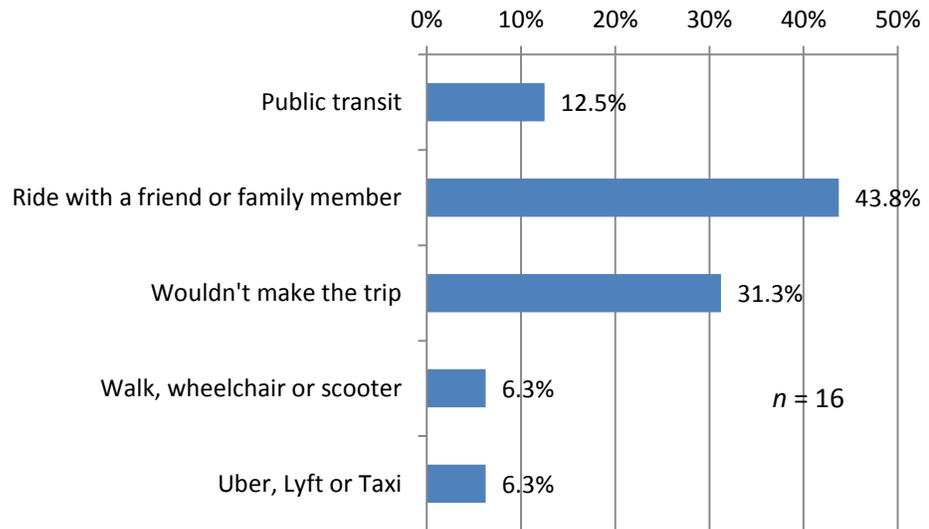
Exhibit 4.4.5 Frequency of ECTA Trips



Question 8: If ECTA Dial-A-Ride was not available, how would you most likely travel?

Nearly 44 percent of respondents indicated they would ride with a friend or family member if ECTA DAR were not available. More than 31 percent indicated they would not make the surveyed trip. Thousand Oaks Transit was the only other public transit service identified as an alternative.

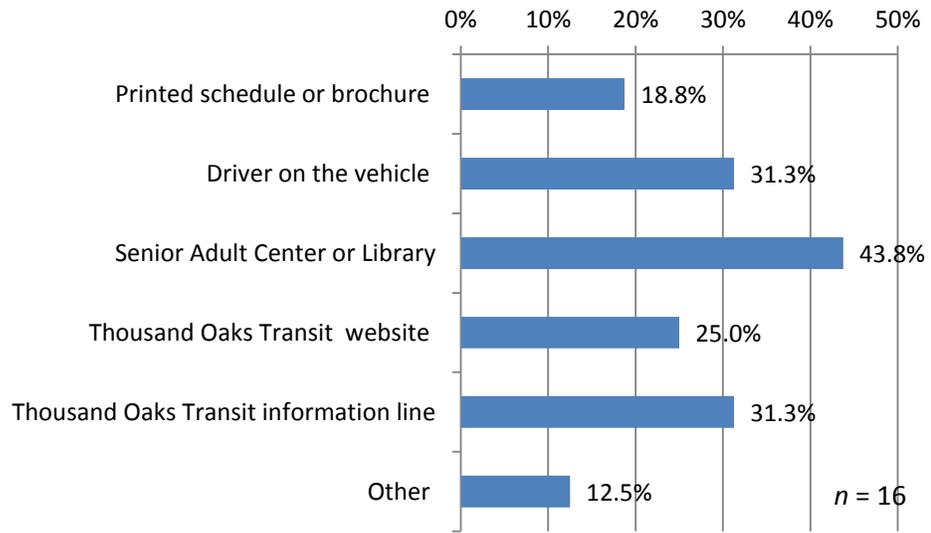
Exhibit 4.4.6 Method of Travel Without ECTA



Question 9: How do you typically obtain information about ECTA Dial-A-Ride? (Check all that apply.)

The most common source for information about ECTA DAR is the Senior Adult Center or the library, selected by 43.8 percent of respondents. More than 31 percent reported getting information from drivers or the Thousand Oaks Transit information line. (Responses total more than 100 percent given participants could select multiple response options.)

Exhibit 4.4.7 Typical Information Source

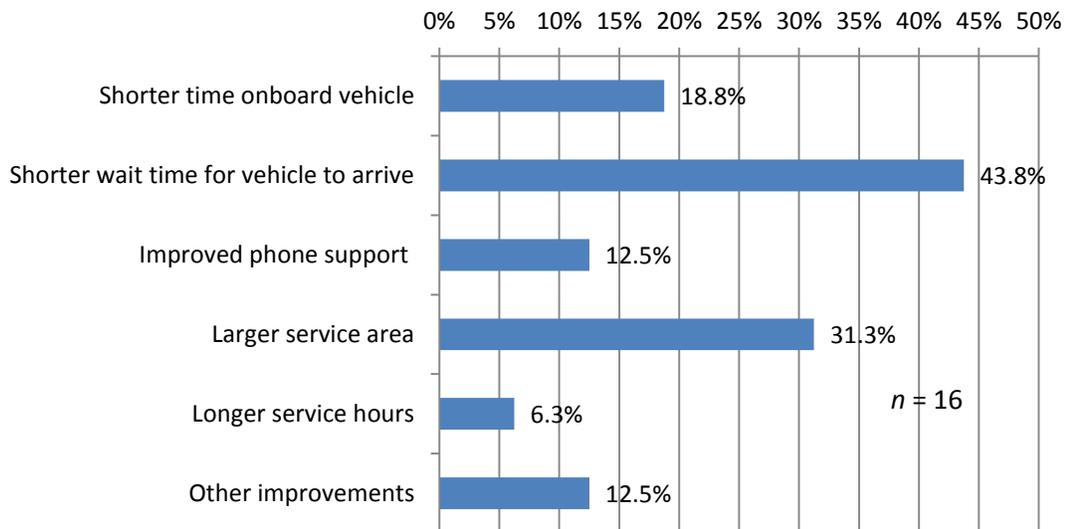


Question 10: Which of the following service improvements is most important to you?

Nearly 44 percent of respondents identified a shorter wait time for the DAR vehicle as their most desired service improvement. Slightly more than 31 percent indicated a larger service area. Specified preferences for longer service hours indicated a preference for later service hours. Agoura Hills was identified by 29 percent of respondents who indicated a preference for larger service area.

(Responses total more than 100 percent because respondents had the option of selecting more than one response option.)

Exhibit 4.4.8 Preferred Service Improvement



Question 11: Please rate your satisfaction with ECTA Dial-A-Ride (Scale: 1 = Poor, 2 = Fair, 3 = Good, 4 = Excellent.)

Respondents were asked to rate their satisfaction with various ECTA service attributes using a four-point scale, wherein “excellent” equals four, “good” three, and so on. These ratings were then calculated to provide a mean rating for each attribute. Riders gave highest marks to onboard safety (3.90) and customer service (3.73). The lowest-rated attribute was on-time performance (2.75).

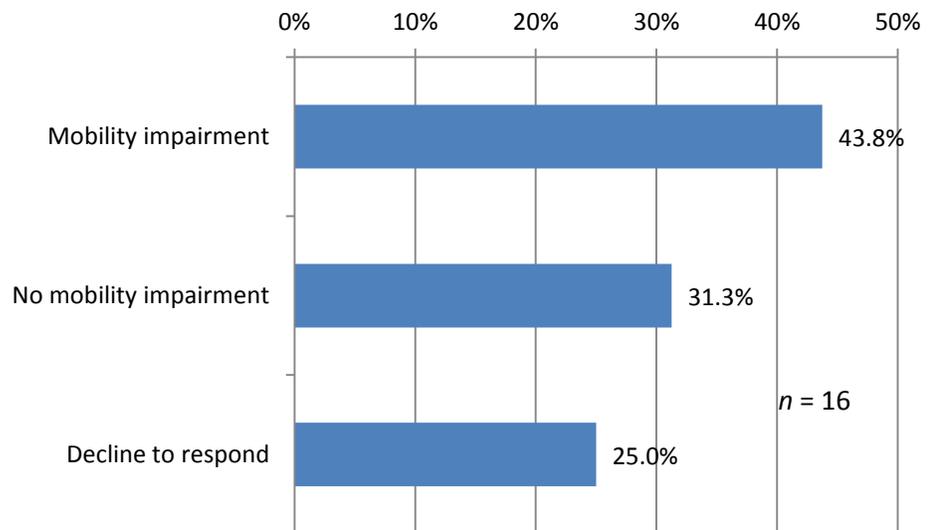
Exhibit 4.4.9 Service Attribute Ratings

Attribute	Mean Rating
On-time performance.	2.75
Dependability.	3.33
Hours of operation.	3.33
Driver courtesy and professionalism.	3.54
Cost.	3.56
Ease of making reservations.	3.62
Overall service.	3.67
Customer service (dispatch, operations).	3.73
Safety on the bus.	3.9

Question 12: Do you have an impairment that limits your personal mobility?

Nearly 44 percent of respondents cited having a mobility impairment.

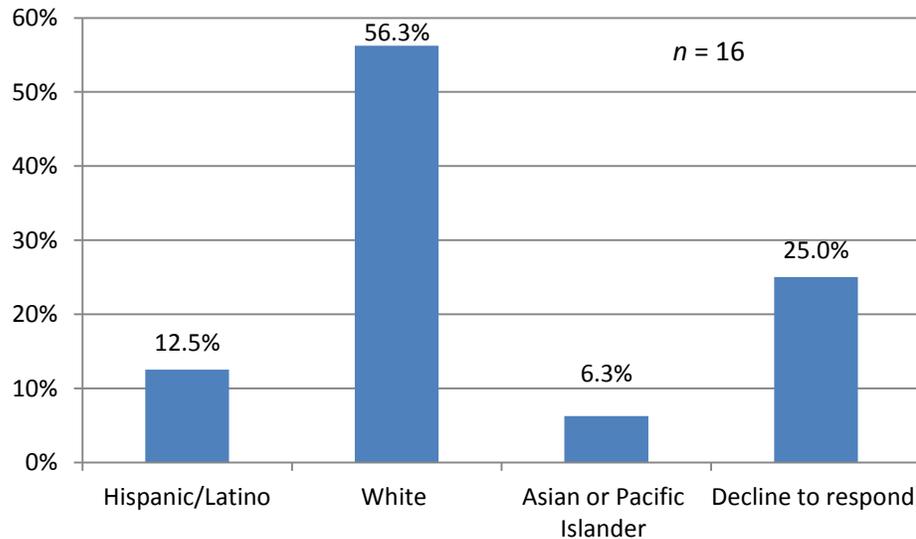
Exhibit 4.4.10 Mobility Impairment



Question 14: What is your race/ethnicity? (Check all that apply.)

Slightly more than 56 percent of respondents self-identified as “white.” The second-most common response was Hispanic/Latino (12.5 percent). One-fourth of survey participants declined to respond.

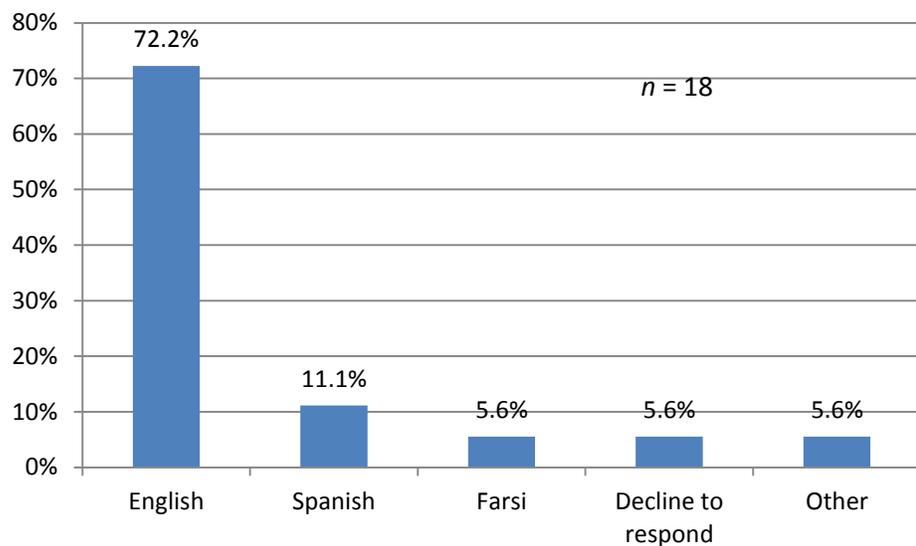
Exhibit 4.4.11 Race/Ethnicity



Question 15: Please indicate which languages are spoken in your home. (Check all that apply.)

Slightly more than 72 percent of respondents indicated speaking English at home. Spanish was the second-most common response, reported by 11.1 percent.

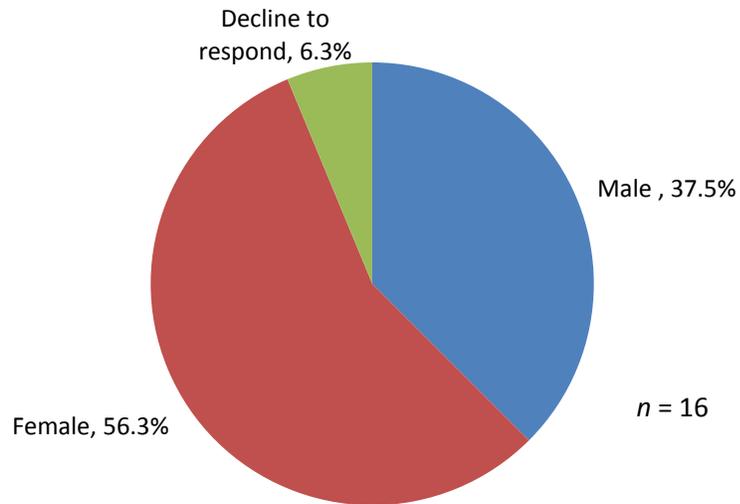
Exhibit 4.4.12 Languages Spoken at Home



Question 16: What is your gender?

Slightly more than 56 percent of respondents self-identified as female.

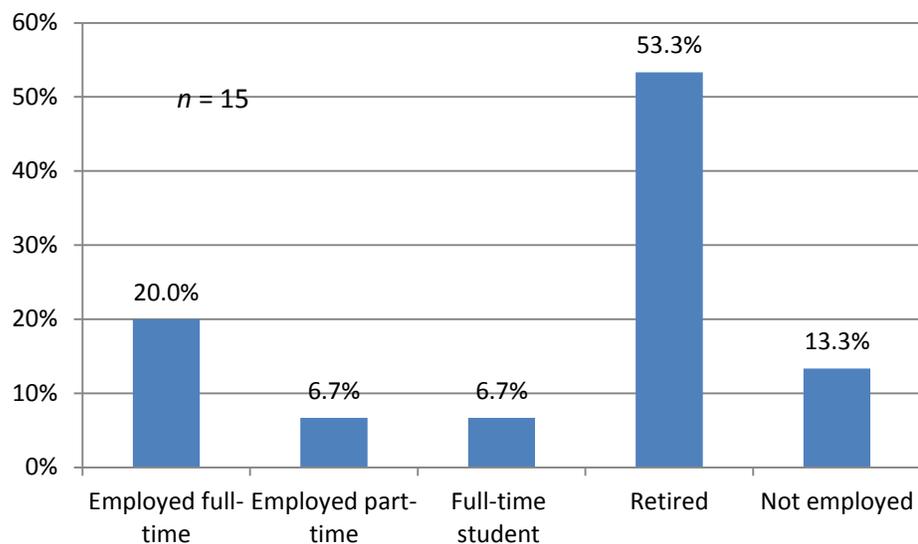
Exhibit 4.4.13 Gender



Question 18: What is your employment status?

Slightly more than 53 percent of respondents indicated being retired. Twenty percent reported being employed full-time. These responses are much different than those given during the intra-city Dial-A-Ride survey, in which more than 94 percent of respondents cited being retired.

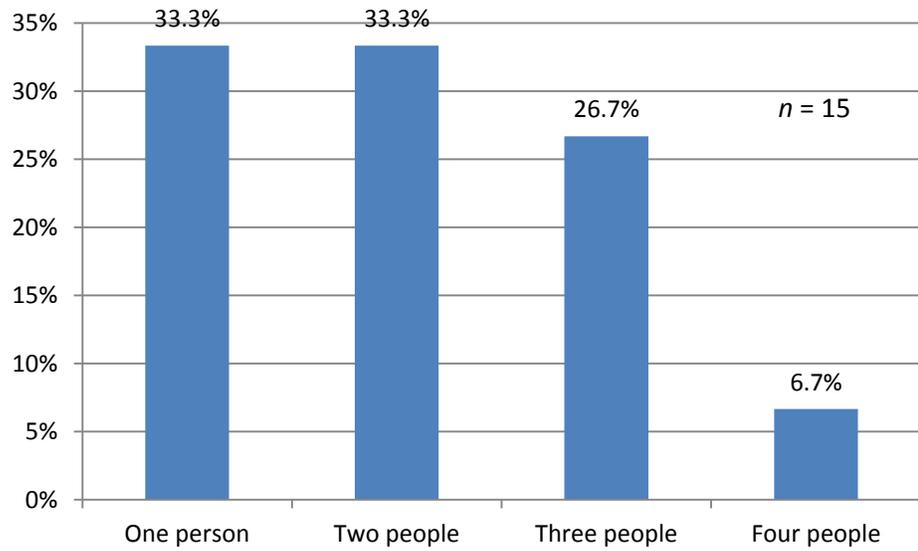
Exhibit 4.4.14 Employment Status



Question 19: How many people live in your household?

Household size was fairly evenly split, with one-third of respondents a one-person household, one-third indicating a two-person household, and 26.7 percent indicating a three-person household.

Exhibit 4.4.15 Household Size



SECTION 4.5 – STAKEHOLDER SURVEY

A list of stakeholders was compiled and vetted by City of Thousand Oaks and SCAG staff to ensure thorough representation of local businesses and organizations with a “stake” in the project’s successful outcome. These stakeholders were contacted via email as well as through phone calls, and additional organizations were represented during small group discussions/workshops.

The surveys were available in print format and were delivered to stakeholders with postage-paid response envelopes. In addition, the surveys were available online. The survey response period was December 2, 2016 (date of first mailing) through February 5, 2016.

The organizations contacted ranged from local businesses and employers, to social service groups, healthcare providers, and education and faith-based organizations. The survey was designed to assess the availability of mobility options to stakeholders outside Thousand Oaks Transit and to identify the most immediate mobility needs of their respective clients. Fifteen stakeholder organizations participated in the survey. We believe the response rate (22.7 percent) was impacted by the survey length and perceived complexity, as well as “screening” of initial invitations by recipients which may not have passed the opportunity to managers/coordinators.

Moore & Associates facilitated a series of small-group workshop discussions on January 27, 2016. Three sessions were held, (the first two in the early morning, and the second in the early afternoon) to encourage stakeholder participation. Participants were asked to share their opinion with respect to transit and local mobility, and were also provided the opportunity to complete a stakeholder survey.

All survey data was entered into electronic databases and cleaned/verified for accuracy utilizing Statistical Package for the Social Sciences (SPSS) software. Response frequencies were developed for each survey question and utilized for exhibit creation and analysis. A copy of the survey instrument can be found In the Appendix.

Exhibit 4.5.1 presents a list of organizations contacted with the survey respondents highlighted in red.

Exhibit 4.5.1 Stakeholder Contact and Respondent List

Stakeholder Contact List	
Allied Healthcare Professionals Inc.	Hyatt Westlake
American Cancer Society Thousand Oaks	Kaiser Permanente T.O. Medical Offices
Amgen, Inc.	Kidney Center of Thousand Oaks
AppleOne Employment	Kiwanis Club of Thousand Oaks
Area Housing Authority	La Reina High School
The Arc of Ventura County	Los Cerritos Middle School
Ascension Evangelical Lutheran School	Los Robles Hospital and Medical Center
Barrington Staffing	Lutheran Social Services
Baxalta	Manna Conejo Valley Food Bank
Bethany Christian School	Many Mansions
Biola University	Newbury Park Adventist Academy
C.V.U.S.D. Child Care	Newbury Park High School
California Lutheran University	Oaks Christian School
Cancer Support Community	Pepperdine Graziadio School of Business & Management
Century Academy & Independent Study	Pinecrest School
Challenge Physical Therapy	Redwood Middle School
Colina Middle School	Rotary
Community Conscience	Salvation Army
Conejo Free Clinic	Senior Concerns
Conejo Oaks Medical Group	Sequoia Middle School
Conejo Valley Adult Education	St. Jude the Apostle School
Conejo Valley Cyclists	St. Paschal Baylon School
Conejo Valley Renal Center	St. Patrick's Episcopal School
Conejo Valley Unified School District	Sycamore Canyon School
Conejo Valley Women's Resource Center	Temple Etz Chaim
Conejo Youth Employment Service	Thousand Oaks High School
Conjeo Valley High School	Thousand Oaks Surgical Hospital
Dean-Triggs School	Thousand Oaks Teen Center
Disabled Access Appeals and Advisory Board (DAAAB)	UCLA Health Thousand Oaks
First Baptist Academy	Ventura County Area Housing Authority
Goebel Senior Adult Center	Ventura County-Adult Mental Health Center
Hillcrest Christian School	Westlake High School
HomeAid Ventura	YMCA Conejo Valley

Key Findings

The stakeholder survey presents clear insight into the services offered by (and limited to) the various stakeholder organizations throughout the Conejo Valley region. Respondents were asked to identify their organization's status as a public or private entity, and whether it operated as a non- or for-profit, which is presented in Exhibit 4.5.2.

Exhibit 4.5.2 Stakeholder Status

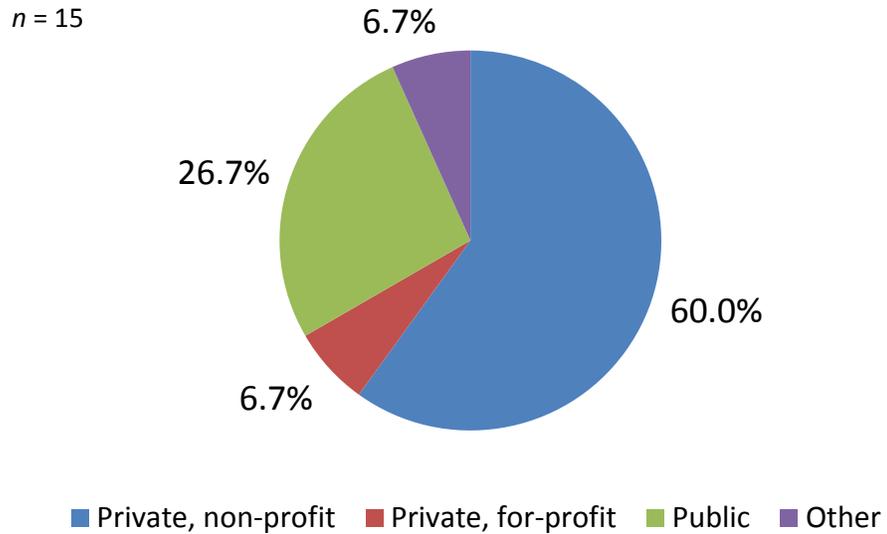


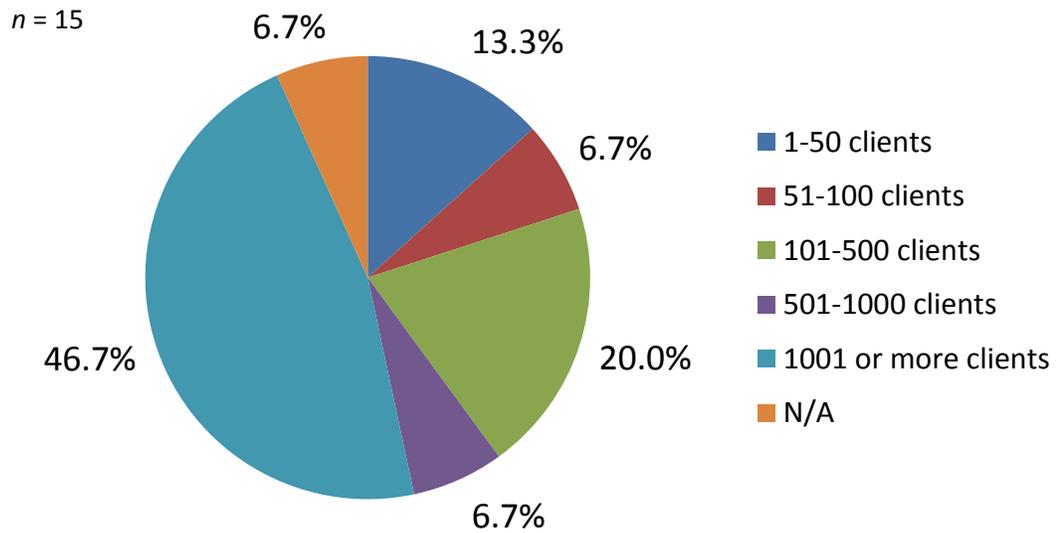
Exhibit 4.5.3 presents the types of services provided by each respondent organization, with the most frequently-cited services highlighted in red.

Exhibit 4.5.3 Services Provided

Services Provided	Responses Received	Percentage of Respondents
Adult Day Care	0	0.0%
Business Organization	0	0.0%
CalFresh	1	6.7%
Child Day Care	2	13.3%
Chore Services	1	6.7%
Congregate Nutrition	0	0.0%
Counseling	3	20.0%
Employer	2	13.3%
Head Start	0	0.0%
Home-delivered Meals	0	0.0%
Job Placement	1	6.7%
Medical/Dental	2	13.3%
Medicare	2	13.3%
Mental Health	1	6.7%
Recreation/Social	1	6.7%
Rehabilitation	1	6.7%
Religious	1	6.7%
Residential Care	0	0.0%
School/Education/Training	6	40.0%
Senior Center	0	0.0%
Sheltered Employment	0	0.0%
Supported Employment	1	6.7%
Transportation	2	13.3%
Volunteer Opportunities	7	46.7%
Other	5	33.3%
Total	39	---

Stakeholders were asked to provide an approximate number of unique clients they serve in a given year within specified ranges. Most respondents indicated 1,001 or more clients annually (46.7 percent), and 20 percent serving between 101 and 500 clients annually.

Exhibit 4.5.4 Clients Served Annually



Stakeholders were asked to respond to questions designed to present an overview of client transportation needs as well as available services. When asked if clients typically faced challenges accessing their respective programs/sites, 54.5 percent indicated “yes.” A majority of respondents indicated at least some of their clients also use a mobility device, such as a wheelchair/scooter or walker (73.3 percent). Nearly 91 percent of stakeholders reported up to 25 percent of their clients require some form of additional assistance with respect to transportation/mobility, and 9.1 percent report between 75- and 100-percent of their clients need some form of assistance.

Exhibit 4.5.5 presents a breakdown of the relative share of stakeholder clients that use some form of mobility device, and Exhibit 4.5.6 presents a breakdown of the relative share of stakeholder clients which travel with some other form of transportation assistance.

Exhibit 4.5.5 Share of Clients Using Mobility Devices

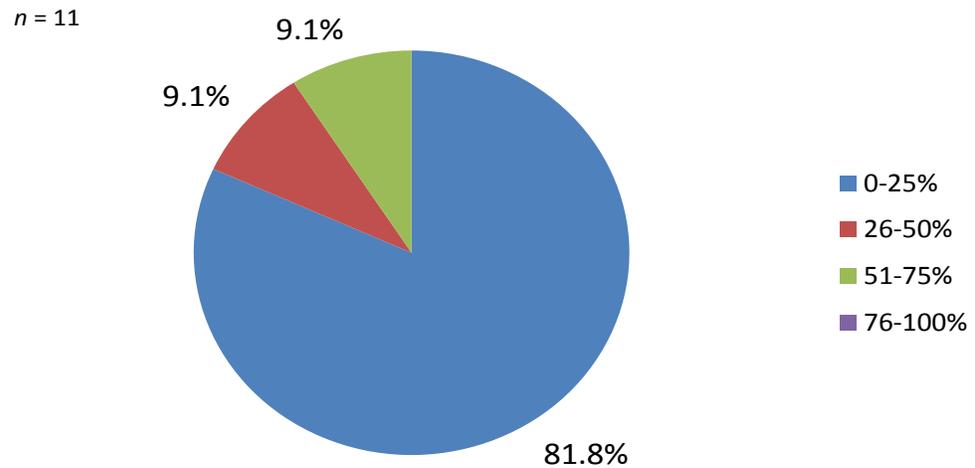
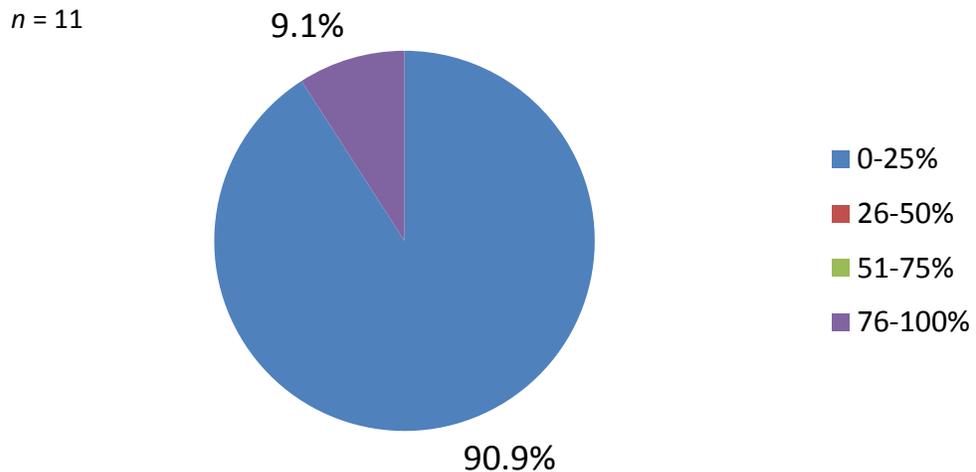


Exhibit 4.5.6 Share of Clients Needing Other Assistance



Of the fifteen respondents to the survey, two indicated providing transportation services directly to their clients: Area Housing Authority and Dean-Triggs School. Neither organization charges fares for their transportation services. The Area Housing Authority provides transportation services from 7:00 a.m. to 5:00 p.m. Monday-Thursday. Dean-Triggs School provides transportation from 8:00 a.m. to 4:00 p.m., providing two one-way trips daily (to and from a client's home). When asked regarding their operating capacities (with respect to transportation of clients), the Area Housing Authority indicates they are operating at capacity (most seats filled on most trips) and the Dean-Triggs School reports often denying trips due to capacity constraints. Given these two organizations are facing capacity constraints, an opportunity may exist for Thousand Oaks Transit to modify fixed-route and/or Dial-A-Ride resources to accommodate the "overflow" customer trips.

Stakeholders were asked whether they had formal plans to expand or reduce their respective transportation programs. 60 percent of respondents either did not respond or cited the question was not applicable to them, and the remaining respondents cited they did not have formal plans to modify their transportation programs (40 percent).

SECTION 4.6 – COMMUNITY WORKSHOPS, ROUND 1

Moore & Associates conducted a series of ten community visioning sessions at a variety of venues ranging from local libraries to California Lutheran University (CLU) in an effort to actively engage the community regarding its vision for future transportation in Thousand Oaks. These visioning sessions were highly productive, and included visioning activities as well as a discussion on the current state of the City's transit program.

The visioning sessions had three primary goals:

1. Represent the City of Thousand Oaks to the community while enhancing creating awareness of Thousand Oaks Transit services.
2. Provide a baseline understanding of the City's transit program.
3. Develop a vision for future Thousand Oaks transit services.

Each session, attended by City, SCAG, and consultant staff, provided a formal presentation followed by one-on-one discussions with attendees. Multiple display boards illustrated the current Thousand Oaks Transit route network. Service information was available for Thousand Oaks Transit and numerous regional transportation providers. Spanish interpretation was available upon request.

The Saturday morning workshop was live-streamed on YouTube to facilitate participation by those who were not able to attend a workshop in person.

The general consensus from the public revolved around concerns regarding the length and efficiency of the fixed-route system. The community viewed the current system as too long and cumbersome to ride. The community also saw an opportunity for the City to partner with secondary market transportation providers (Uber, Lyft, and Taxi) to assist peak period Dial-A-Ride demand. The community was also hopeful that there would be more coordination efforts made with LA Metro, and LA DOT to provide better service throughout the region.

Below is a summary of the Round 1 workshops.

Friday, December 4

Grant R. Brimhall Library

Attendance: 9 persons (10:00 a.m.)
2 persons (1:00 p.m.)
4 persons (4:00 p.m.)

Saturday, December 5

California Lutheran University

Attendance: 7 persons (Both online and in-person) (10:00 a.m.)

Saturday, December 5

Westlake High School

Attendance: 0 attendance (1:00 p.m.)

Monday, December 7

Newbury Park Library

Attendance: 7 persons (3:00 p.m.)
3 persons (6:00 p.m.)

Tuesday, December 8

Janss Marketplace

Attendance: 4 persons (10:30 a.m.)

Tuesday, December 8

Colina Middle School

Attendance: 1 person (2:00 p.m.)

Tuesday, December 8

City Hall

Attendance: 6 persons (6:00 p.m.)

A summary of feedback arising from the workshops is presented below.

- Uber, Lyft and taxi services could assist with Dial-A-Ride demand.
- Request for service hours extension
- Better safety on both DAR and fixed-route.
- When DAR service is overloaded, common for customers to call taxis.
- Need for better connection between Los Robles Hospital and Senior Center.
- Petition from Dos Vientos Community Center for fixed-route service.
- Unsure if demand is there for Sunday service; will conduct research.
- Current service hardly touches Westlake High School.
- Offer students bus travel training.
- There is demand for service on Lynn Road south of The Oaks Mall.
- There is demand for additional stops on Metrolink Commuter Shuttle route.
- Request workshop for bus operators to understand customers with mental illness and/or disabilities.

SECTION 4.7 – COMMUNITY WORKSHOPS, ROUND 2

Moore & Associates conducted a series of five community workshops at local community centers, libraries, California Lutheran University (CLU), and Thousand Oaks City Hall in an effort to actively engage the community regarding proposed service recommendations.

At each workshop session, attendees were provided a summary matrix of proposed recommendations and a handout of the PowerPoint presentation. The presentation detailed the project's objectives, goals, and proposed service recommendations. The proposed service recommendations were based on community feedback received from prior outreach sessions and surveys, and offered attendees a chance to review and provide questions or comments to consultant, City, or SCAG staff. Comment cards were provided to attendees for additional comments.

Additional workshop items offered to attendees included Thousand Oaks Transit and partner agency (Metrolink, LACMTA, LADOT) service materials, as well as handouts displaying each proposed fixed route. Nine posters were displayed representing proposed fixed-route options by geographic area and proposed system maps by phase of implementation (Phase I, Phase II, and Phase III), as well as a map of the current transit system and ECTA service area. Attendees were given the opportunity to review the posters and ask questions of staff members after the presentation. Each workshop session lasted up to two hours.

Below is a summary of the second round of community workshops

Friday, April 1, 2016

Hillcrest Center Community Room

Attendance: 12 persons (9:30 a.m.)

Friday, April 1, 2016

Thousand Oaks City Hall Board Room

Attendance: 5 persons (6:00 p.m.)

Saturday, April 2, 2016

California Lutheran University (CLU)

Attendance: 15 attendees (10:00 a.m.)

Tuesday, April 5, 2016

Newbury Park Library

Attendance: 8 persons (1:00 p.m.)

Borchard Community Center Stage Room

Attendance: 5 persons (4:30 p.m.)

A summary of feedback arising from the workshops is presented below.

- Attendee expressed concern over current ridership and its correlation with cost. Attendee observed fixed-route buses with limited number of passengers and asked if smaller vehicles could help alleviate any costs paid with resident tax dollars. Consultant and City staff responded

there is not a significant difference in operating costs for large service vehicles compared to smaller service vehicles. The City's current fixed-route vehicle stock has downsized in recent years tailoring to current demand of services. Furthermore, the City's current ridership is growing and is classified as robust for a suburban environment.

- Attendee #2 raised comment on current system resulting in two-hour travel time from Newbury Park to eastern portion of Thousand Oaks. Consultant responded the proposed route changes would result in 1-hour travel time.
- City stated fare-paying transit customers pay 14 to 15 cents per dollar on fixed-route and 11 cents per dollar on Dial-A-Ride for service operation. Farebox recovery required is 20 percent for fixed-route and 10 percent for Dial-A-Ride.
- Public transportation is not a profitable endeavor. City pays \$27 per person for DAR and other transit agencies pay around \$60-70 per person.
- Need for greater marketing and promotion of services, especially to specific demographics (i.e., residents with part-time jobs and youth).
- Proposed fixed-route service along Moorpark Boulevard will increase existing traffic congestion. Service should stay along Lynn Road (Los Robles Hospital and CLU).
- Do not omit service to Dos Vientos area.
- City officials voice negative comments about bus service. City Council should be more involved and experience the benefits of public transportation.
- Need for better placement of bus stops.
- Need for greater promotion of Dial-A-Ride card allowing free travel on fixed-route buses.
- Enforce parking regulations near Glenn Oaks Senior Housing to allow transit service.
- Good transit is the framework around which a more sustainable city can grow. This is an excellent step in the right direction for the City of Thousand Oaks, and the other communities of the Conejo Valley. I sincerely hope the Thousand Oaks City Council adopts the City of Thousand Oaks Transit Master Plan.
- Attendee asked if proposed Metrolink Service would have two routes. Consultant responded there would be service operating during the morning hours and service operating in the evening hours.
- Need for focus on improvements to Dial-A-Ride as it serves as a connecting service to passengers who use fixed-route services. City's population is aging and improvements for Dial-A-Ride must be addressed (scheduling and on-time performance issues).
- Need for Dial-A-Ride online reservations, electronic fare options, and call-back reminders.
- Attendee commented he was happy with the proposed service recommendations as he noticed many of his recommendations were displayed on proposed route maps.
- Attendee addressed concern over proposed modifications to the current Green Route not including direct service to City Transportation Center. City and consultant responded there will be connecting service with shorter connection time.
- Attendee asked if there would be a connection between proposed Blue Route and proposed Red Route. Consultant responded there will be a connection.
- Google Trip Planner should be displayed more prominently on City's webpage.
- Attendee commented on lack of service to Erbes Road and Olsen Road (near Sunset Hills Golf Course). Consultant responded the proposed recommendations are focused on where the majority of people are and the City has made a policy to not travel along small residential roads. City responded to look into an option with consulting team to see if the proposed route

connecting service with Simi Valley could provide service to Erbes Road and Olsen Road rather than travel along State Route 23.

- Attendee asked if there is current service to Moorpark College. City responded the Metrolink Shuttle provides service to Moorpark, which connects with Moorpark City Transit.
- Attendee commented there should be better connection with Thousand Oaks and CSUCI. City responded the current VCTC InterCity bus service provides this connection and Thousand Oaks Transit has a free transfer policy set in-place along with free service for seniors and disabled riders. City responded there can be improvement in providing alternative fare options to help students use public transit.
- Attendee commented there should be more resident committees for community engagement.
- Attendee asked how to retrieve paperwork and eligibility requirements for Driver Reimbursement Program. Attendees were shown how to access this paperwork and review eligibility requirements via www.goventura.org.
- City commented on the desire to provide brokerage services for residents in an effort to arrange best options for travel.
- Attendee asked if it was possible to board the bus at a non-signed bus stop. City responded it is possible with the current flag stop policy. However, the consulting team may recommend altering this policy and establish a more formal bus stop installation and removal policy. Consultant responded too many bus stops often contributes to poor on-time performance.
- Attendee asked if there would be any future plans for charging seniors on fixed-route buses. City responded the consultant recommendations will answer this question. City would like to make service free for all seniors and not restrict this option to those with possession of a Dial-A-Ride card.
- Attendee commented there needs to be a positive message for using the bus. Consultant responded there will be recommendations made to enhance experience of current riders as well as attract additional/new riders through marketing and outreach recommendations.
- Comment made by attendee that she was astonished by the amount of Thousand Oaks students using personal vehicles to travel to school. Another attendee commented public transit is hard to get between destinations in a suburban environment.
- Attendee asked if there was connection from Thousand Oaks to San Fernando Valley. City responded there is a connection with partner agencies VCTC, LA Metro 161, and LADOT 422/423 commuter express buses.
- City would like to include additional full-time staff to support operations and marketing/public outreach.
- Attendee would like improvements of ADA processing to receive card.
- Attendee voiced concern over removal of service from Dos Vientos. Could look into option of providing smaller Dial-A-Ride vehicles to travel into this area and drop-off passengers at nearest fixed-route bus stop.
- Attendee asked what the current cost for Thousand Oaks Transit program to operate on an annual basis. City responded it is 4.5 million dollars per annually.
- Attendee asked what grants are received each year. City responded competitive grants are put out by the federal government. Attendee asked how much of grants received go to the service. City responded 10-20 cents per dollar from each fare-paying passenger and the remaining amount is provided by federal funding.
- Attendee asked why buses are not equipped with seat belts. Consultant and City responded seat belts on fixed-route vehicles are not federally or state mandated, would require dedicated

seating, and driver's role would shift. Also Thousand Oaks Transit buses are designed for passengers standing up.

- Attendee asked about implementing bus stop amenities at each stop. City stated it is not cost-prohibitive and clarified it is not a violation of ADA to not have amenities however it could pose potential violations. Placement of bus stop amenities depends on space availability as well as property ownership.
- Attendees addressed concern over observing limited ridership on buses – asked if smaller vehicles would be more efficient. City and consultant responded Thousand Oaks Transit ridership is growing for a suburban environment. Larger vehicles often cost less per ride.
- First changes to implement service improvements will happen in August 2017.
- City believes many improvements can happen faster than 3-5 years.
- Attendee asked why many buses do not have wifi working properly. City advised attendee to notify driver.
- Attendee commented service along Thousand Oaks Boulevard to Agoura Hills runs parallel with LA Metro 161 and stated there should be better coordination between the City and LA Metro buses.
- Transfers currently available with City fixed-route, VCTC, and LA Metro buses (no formal transfer policy in effect with LADOT).
- Important for Thousand Oaks Transit to think of improvements beyond city limits.
- Consider Metrolink Shuttle to serve first morning train.
- Attendee asked question regarding utility carts boarding buses. City responded safety is a priority and drivers will not allow carts to block the aisle.
- Attendee asked if the City makes an attempt to provide service to senior centers.
- Driver Reimbursement Program paperwork located on county website (goventura.org)
- Request for beach bus additional pick-up points for Conejo Creek condominiums and 850 Warwick area of Thousand Oaks.
- Attendee asked if Gold Route will expand service to City Transportation Center. City confirmed the proposal does not recommend this and to instead shorten the routes and have dwell time at The Oaks Mall to catch connecting bus to Transit Center.
- Attendee asked if Metrolink Shuttle will stop at same places along Lynn Road. City responded it will stop at the same places.
- Consider Metrolink service to cover all trains.
- Look into having proposed routes share corridors as much as possible (examples: Metrolink into Wood Ranch)
- Potential route into Simi Valley to be operated by ECTA.
- Attendee commented the proposed Green Route has a lot of activity along Moorpark Road and asked why this corridor would not serve as the spine of this route. City confirmed Phase III includes bidirectional service but would like this service provided during Phase I.
- Attendee asked if all routes will have earlier and later service, as well as Sunday service. City would like to have consistency with expanding service on all fixed-routes and Dial-A-Ride.
- Attendee requested to keep bus stop near Newbury Park High School.
- Attendee asked if drivers can assist passengers place bike onto bike racks.

In addition to comments and questions received during the community workshops, public comments were received online and via mail:

- Need buses between CLU and Moorpark College to alleviate parking and traffic issues at Moorpark College.
- Need direct service between CLU and Westlake High School.
- Request service from Westlake High School to Conejo Oaks (near library and teen center).
- Need service from south side of 101 Freeway off Lynn Road to Aspen Elementary, Redwood Middle School and Thousand Oaks High School.
- Need service near Ramona Drive and Ventu Park Road to CLU or Amgen.
- Request to not approve plan if it reduces services for the seniors and the disabled.

SECTION 4.8 – STAKEHOLDER ROUNDTABLES

Three stakeholder roundtable sessions were held at the City’s Municipal Service Center to actively engage key stakeholders regarding future transit needs within the Thousand Oaks Transit service area. The roundtables were highly productive and included a discussion of stakeholder priorities as well as a discussion regarding the current state of the City’s transit program.

Below is a list of stakeholder attendees, along with a summary of the discussions that took place.

9:00 a.m. Session

- Jim White, VCTC/ARC of Ventura County
- Andrea Gallagher, Senior Concerns
- David Taavon, AppleOne
- Rochelle Callis, YMCA Conejo Valley
- Jay Dodwell, Teen Center
- Micah Akerson, Teen Center
- Mike McAdam, Goebel Adult Center

11:00 a.m. Session

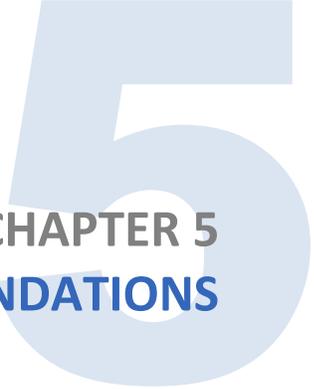
- Alejandra Toledo, Area Housing Authority, Ventura County
- Anna Diaz-Garcia, Area Housing Authority, Ventura County
- Robin Britt, Community Conscience
- Rick Schoeder, Many Mansions
- Denise Cortes, Lutheran Social Services
- Jennifer Schwabauer, Manna Conejo Valley Food Bank

2:00 p.m. Session

- Jayne Messier, Senior Adult Master Plan (SAMP) Transportation
- Tony Gitt, Council on Aging. Conejo Valley Village– enables seniors to remain in their homes. Nonprofit organization. 400 villages nationwide
- Kevin Sterling, Disabled Access Appeals and Advisory Board (DAAAB)
- Dani Anderson, Disabled Access Appeals and Advisory Board, Independent Living Resource Center (3-county area)
- Chaise Rasheed, VCCTAC; TOT user
- Francine Sprigel, City of Thousand Oaks Community Services
- Angie Simpson, Traffic Commission
- Loretta Allen, Council on Aging
- Nick Fotheringham, Council on Aging; TOT user
- Robert (Bob) Fong, SAMP Transportation; TOT user

Summary of Comments:

- Stakeholders don't believe there is enough marketing of the public transit services.
- Stakeholders would like better service to areas outside of Thousand Oaks.
- Consensus of a lack of coordination among regional public transportation providers.
- Thousand Oaks Transit is focusing on a regional approach to transit.
- Stakeholders would like reduced average travel times.
- Thousand Oaks Transit should position itself as a mobility coordinator.
- Technology, both on vehicle and at home are changing the way transportation is consumed.
- Stakeholders would like to see shorter distances between bus stops.
- There is a demand for more educational materials throughout the community.
- Major employers and low-income residents should be the focus of service enhancements.
- There is demand for travel training opportunities.



CHAPTER 5 SERVICE RECOMMENDATIONS

Crafting the following service recommendations included consideration of the prior service evaluation, public surveys, Thousand Oaks community workshops and stakeholder roundtables, and feedback from City of Thousand Oaks and SCAG staff. We also sought to identify both spatial and temporal service gaps within the Thousand Oaks service area. In summary, we investigated strategies to optimize existing Thousand Oaks resources and provide practical recommendations for sustainable service development.

When determining each service recommendation, historic travel patterns and transit connections were considered. Our findings suggested we focus primarily on The Oaks Mall and The City Transportation Center as major transit connections.

Exhibits 5.1-5.3 present recommendations separated by category, program, source, and phase. The proposed timeline for each phase is presented below:

- Phase 1 – 12 to 18 months,
- Phase 2 – 18 to 24 months, and
- Phase 3 – 24 to 36 months.

Exhibit 5.1 Service Recommendations – Phase 1

Category	Program	Recommendation	Source	Phase
Administrative/Policy	Dial-A-Ride	Develop phone application to streamline scheduling.	Consultant	1
Administrative/Policy	Fixed-Route	Develop "incentive program" for fixed-route use with local businesses.	Consultant	1
Administrative/Policy	Fixed-Route, Dial-A-Ride, ECTA Dial-A-Ride	Expand travel training program.	Community	1
Administrative/Policy	Fixed-Route, Dial-A-Ride, ECTA Dial-A-Ride	Evaluate formation of transit district in eastern Ventura County.	Community	1
Operational	City staff	Recruit additional staff to support transit program.	Consultant	1
Operational	Marketing	Increase marketing/public engagement/social media presence	Community	1
Operational	Fixed-Route	Streamline Route 3 (Red) to serve The Oaks, and eliminate service along Hillcrest Drive. Will result in 60-minute service and bi-directional service along Thousand Oaks Blvd.	Consultant	1
Operational	Fixed-Route	Streamline Route 4 (Blue) to eliminate service along Thousand Oaks Blvd. Will result in 60-minute service and bi-directional service along Hillcrest Dr.	Consultant	1
Operational	Fixed-Route	Split Route 1 (Gold) into two routes, increasing service to 60 minutes. Introduce bi-directional service and connection to Amgen.	Consultant	1
Operational	Fixed-Route	Introduce Metrolink Shuttle service on a bidirectional loop with a connection to Amgen.	Consultant	1
Operational	Fixed-Route	Streamline Route 2 (Green) by eliminating service along Pederson Road and State Highway 23. Will result in 60-minute service, as well as bidirectional service along Lynn Road, Janss Road, Olsen Road, and Avenida De Los Arboles	Consultant	1, 3
Capital	Fixed-Route, Dial-A-Ride	Procure additional vehicles to support service expansion.	To support future service development	1
Capital	Fixed-Route	Introduce formal bus stop placement/removal policy.	Community	1

Exhibit 5.2 Service Recommendations – Phase 2

Category	Program	Recommendation	Source	Phase
Administrative/Policy	Fixed-Route, Dial-A-Ride	Prepare long-term financial plan to convert vehicle fleet to electric-generated technology.	Consultant	2
Administrative/Policy	Dial-A-Ride	Submit grant to continue Volunteer Driver (mileage) Reimbursement Program (Currently funded by VCTC).	Community	2
Operational	Fixed-Route	Extend weekday service hours to begin at 4:30 am.	Community	2
Operational	Fixed-Route, Dial-A-Ride	Extend weekday and weekend service hours until 9:30 pm.	Community	2
Operational	Fixed-Route	Implement Sunday service as a 90-day pilot program to quantify demand.	Community	2
Operational	ECTA	Implement weekend service as a 90-day pilot program to quantify demand.	Community	2
Operational	Fixed-Route	Develop deviated-route service to serve less-dense neighborhoods.	Community	2
Operational	Fixed-Route	Extend transit service to Agoura Hills	Consultant	2
Operational	Fixed-Route	Introduce bi-directional service along Moorpark Road, with connections to Transportation Center, The Oaks, and CLU.	Consultant	2
Capital	Fixed-Route	Incremental installation of bus stop amenities (lighting, shelters, benches, trash cans, bike racks, etc).	Consultant/City staff recommendation	2

Exhibit 5.3 Service Recommendations – Phase 3

Category	Program	Recommendation	Source	Phase
Operational	Express shuttle	Develop "AirBus" program for travel to LA area airport(s).	Community	3
Operational	Fixed-Route	Extend transit service to Simi Valley (Wood Ranch).	Consultant	3
Capital	Fixed-Route, Dial-A-Ride, ECTA Dial-A-Ride	Develop vehicle replacement plan to include timeline for conversion to electric fleet.	City staff	3
Capital	Fixed-Route, Dial-A-Ride, ECTA Dial-A-Ride	Formalize transfer facility at The Oaks.	Discussion with City staff	3

Administrative Recommendations

Phase 1

Develop Phone Application

Thousand Oaks Transit should develop an application for smart phone devices to streamline scheduling. According to survey results, NextBus, Mobi application, and Google Transit were the most common sources of gathering Thousand Oaks Transit information.

Current smart phone applications include TransitApp, Acehopper, Dadnab, and MyBus, and provide smart phone users with real-time tracking and scheduling of bus, subway, and metro trips. Transit providers such as New Jersey Transit (NJ Transit) and Massachusetts Bay Transportation Authority (MBTA) offer unique phone applications (NJ Transit Mobile App and mTicket App, respectively) to users with the opportunity to purchase and display a pass or ticket securely by phone.

Develop “Incentive Program” for Local Employers

Providing “incentive-based” programs such as Guaranteed Ride Home (GRH) and “ride free for a week” will encourage transit usage, while also reducing traffic congestion and air pollution. The Guaranteed Ride Home Program, offered by LA Metro, reimburses employees transportation costs, for those who rideshare to work, in the event of an emergency. This benefit is offered at no charge to commuters who carpool, vanpool, ride transit, bike, or walk to work. Employees must work for a company enrolled in the GRH program. Programs such as GRH provide employees with incentive to use alternative means of transportation.

On average, a person will save an estimated \$1,400 annually by choosing to commute to work/school by public transit (Cost/mile estimate based on AAA’s “2013 Your Driving Costs” brochure).³ By comparison, that same person will save an estimated \$700 annually carpooling to work, and \$735 if commuting by Vanpool.

Travel Training Programs

Currently, Thousand Oaks Transit offers an average of one travel training session per month. These sessions provide the community, and specifically, the senior and ADA populations with the needed knowledge for riding public transit in Thousand Oaks while also promoting all the public transit services available throughout the community.

Transit District

Also considered a Public Transit Authority or Regional Public Transit Authority, a transit district is a fully state-enabled organization. The metropolitan public transit authority or regional public transit authority (RPTA) has the greatest authority to govern and operate a transit program of all management structure models. Some key powers of a public transit authority are:

- Provide a public transportation system and the facilities necessary or convenient for public transportation service within or partly within the boundaries of the authority.
- Collect revenues and monies.
- Borrow money and issue bonds.
- Enter into contracts.

³ <http://www.rideshareonline.com/Commuters/calculator.html>

A public transit authority has the ability to generate its own dedicated revenue via taxes and bonds. Public transit authorities also have the authority to develop their own policies and procedures. Within California, there are more than 100 public transit and bus districts, serving individual cities, entire counties, or regions.

Phase 2

Prepare long-term Financial Plan to Convert Vehicle Fleet to Electric-Generated Technology

The City's vision is to convert its entire vehicle fleet to green technology. This undertaken requires the necessary financial planning to fully meet this goal.

According to the Transit Cooperative Research Program, diesel-electric hybrid buses can have between 14 percent and 48 percent better fuel efficiency than conventional diesel buses, while significantly reducing vehicle emissions.⁴ However, fully-electric vehicle fleets are quickly becoming the standard-bearer in the industry with Foothill Transit and Antelope Valley Transit Authority (AVTA) building all-electric transit vehicle fleets.

An electric drivetrain is a perfect fit for a transit bus because electric motors have very high torque, and transit buses require high torque to accelerate. Electric buses also use 20 percent of the raw energy of a diesel bus to travel a similar distance. An electric bus can also get an estimated 21 miles per gallon, while diesel buses may only get four miles per gallon. With less moving parts, an electric drivetrain is much easier to take care of. The net result is a 35 percent lower lifetime cost to own and operate an electric bus. Environmentally, an electric bus emits four to six times fewer greenhouse gases than a diesel or natural gas bus.⁵

Submit Volunteer Driver Reimbursement Program Grant

Ventura County currently has in place a grant, funded by the Ventura County Transportation Commission (VCTC), to reimburse drivers willing to volunteer their time and vehicle to transport individuals to their destinations who would normally use Thousand Oaks Transit services. We recommend the City encourage VCTC to extend the program into the future, as it has been a successful venture since its inception.

Medicaid Reimbursement

Medicaid is a social health care program for economically disadvantaged families and individuals. This federal program provides health care to the elderly and disabled, who often do not have the means to pay for such health care benefits as routine check-ups, physical therapy sessions, and doctor's office visits. In accordance with the Affordable Care Act, states are given the opportunity to provide Medicaid coverage to individuals less than 65 years of age with income up to 133 percent of the federal poverty level.⁶

⁴ TCRP, Assessment of Hybrid-Electric Transit Bus Technology, TCRP Report 132, 2009, pp.2, 71, <http://www.trb.org/Publications/Blurbs/162703.aspx>; see also Hybrid Center (a project of the Union of Concerned Scientists), Hybrid Watchdog: Hybrid Transit Buses – Are They Really Green?, <http://www.hybridcenter.org/hybrid-transit-buses.html>

⁵ Tech Crunch, Urban Transportation Will Go All-Electric Sooner Than You Think, 2015, <http://techcrunch.com/2015/05/29/urban-transportation-will-go-all-electric-sooner-than-you-think/>

⁶ Medicaid Patients Inc, 2014

The primary goal of Medicaid is to provide medically-needed individuals with access to health care. This is not limited to just providing affordable health care, but also providing the needed transportation to access a doctor's appointment or routine check-up.

The Federal government allows each state to organize for non-emergency medical transportation (NEMT). NEMT refers to the transport of Medicaid recipients, not in a critical or emergency situation, to and from medical appointments. Determining which transportation provider is eligible to receive Medicaid as a form of payment for transportation services is left up to each state.

In California, to become an eligible provider, you must meet all requirements outlined in the application process. Exhibit A.7 in the appendix provides the Medi-Cal Medical Transportation Provider instructions and application.

Operational Recommendations

Phase 1

The following recommendations present route reconfigurations to be implemented in Phase 1. The timeline for completion is 18 months from project approval. Phase 1 includes six modified or reconfigured routes. Key features of the recommended route system are presented below.

- Provide bi-directional service along major corridors.
- Increase frequency along all routes.
- Increase connectivity throughout the region.
- Improve route directness.
- Improve efficiency and cost-effectiveness.
- Offer new transfer connection opportunities at The Oaks.

Each of the six recommended routes is provided below with a detailed map. The recommended service span remains consistent with the current service, 5:00 a.m. to 8:00 p.m. Monday through Friday, and 8:00 a.m. to 8:00 p.m. on Saturday.

Route 1 – Thousand Oaks Boulevard/Westlake Village

Route 2 – Hillcrest Drive/Westlake Village

Both Thousand Oaks Boulevard and Hillcrest Drive are vital thoroughfares in Thousand Oaks, providing east/west access to many of the community's important destinations (Thousand Oaks City Hall, The Oaks, Janss Marketplace, Thousand Oaks Civic Arts Plaza, retail and restaurants). Currently, Route 3 (Red) and Route 4 (Blue) provide service on a 70-minute loop. Concerns from the community regarding single-direction bus service along both Thousand Oaks Boulevard and Hillcrest Drive have provided demand for modifications to Route 3 (Red) and Route 4 (Blue) to include more frequent bidirectional service.

Route 3 (Red) and Route 4 (Blue) will be streamlined to provide bidirectional service along Thousand Oaks Boulevard and Hillcrest Drive. Route 1 will serve Thousand Oaks Boulevard between The Oaks Mall and Westlake Village with stops at the City Transportation Center. Route 2 will provide bidirectional service along Hillcrest Drive between The Oaks Mall and Westlake Village.

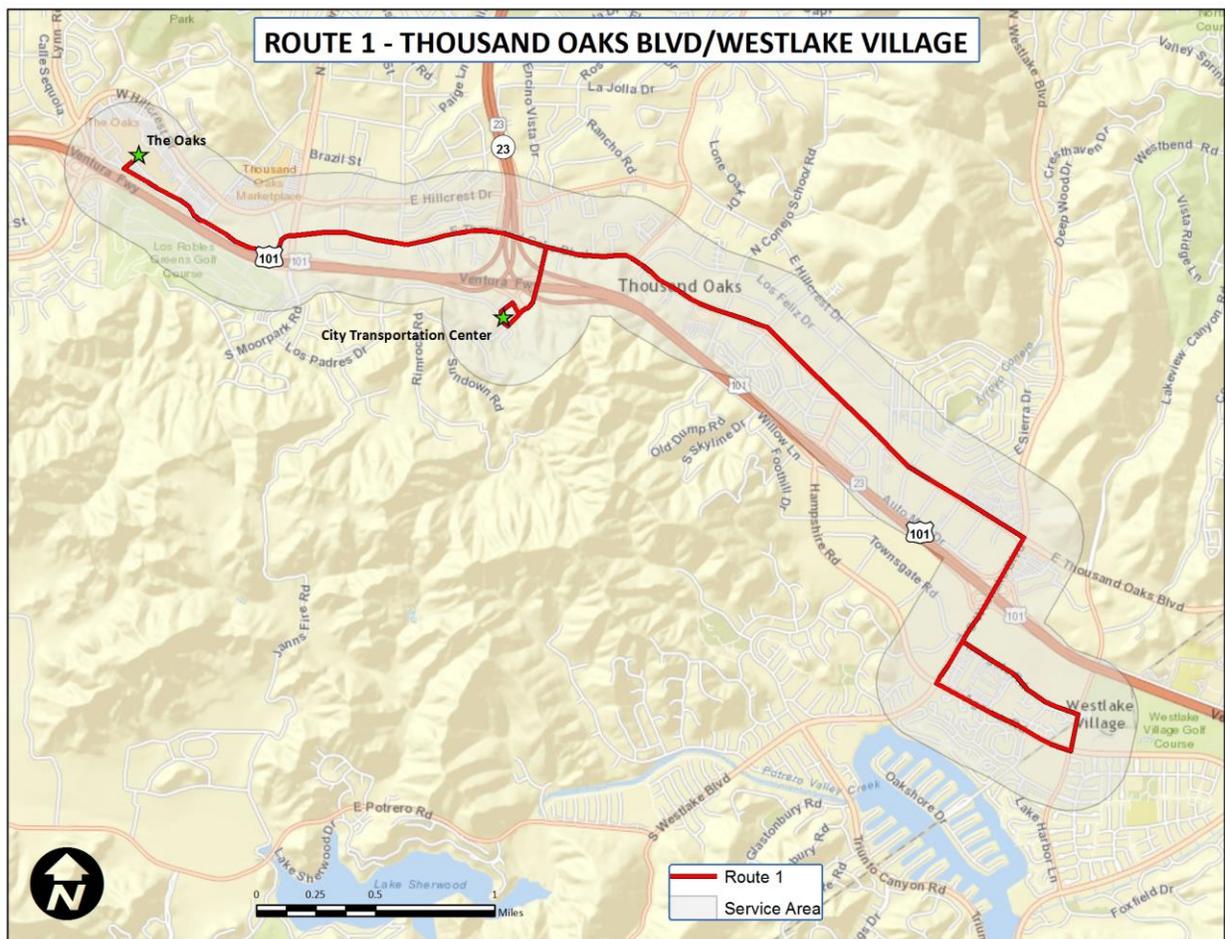
Routes 1 and 2 will provide 60-minute service, giving Thousand Oaks residents better access to retail, recreation, and important destinations along Thousand Oaks Boulevard, Hillcrest Drive, and in Westlake Village.

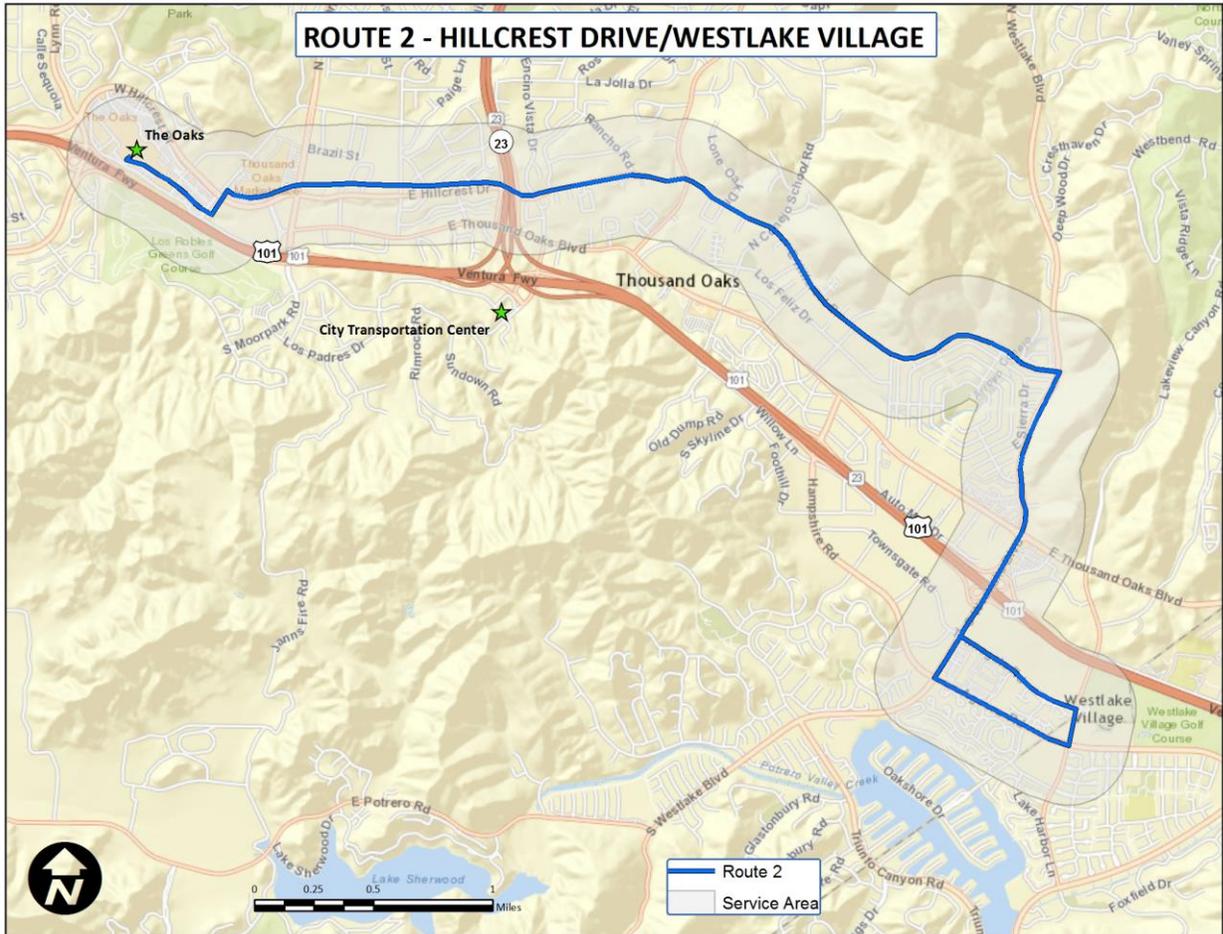
Routes 1 and 2 Attributes:

- Headway: 60 minutes
- Number of buses: 1 per route
- Daily trips: 15 per route
- Transfer Centers/Transit Connections: City Transportation Center and The Oaks Mall

Exhibits 5.4 and 5.5 present Route 1 and Route 2 with fixed-route service areas extending one-quarter mile from each route.

Exhibit 5.4 Proposed Route 1





Route 3 – The Oaks Mall/Newbury Park

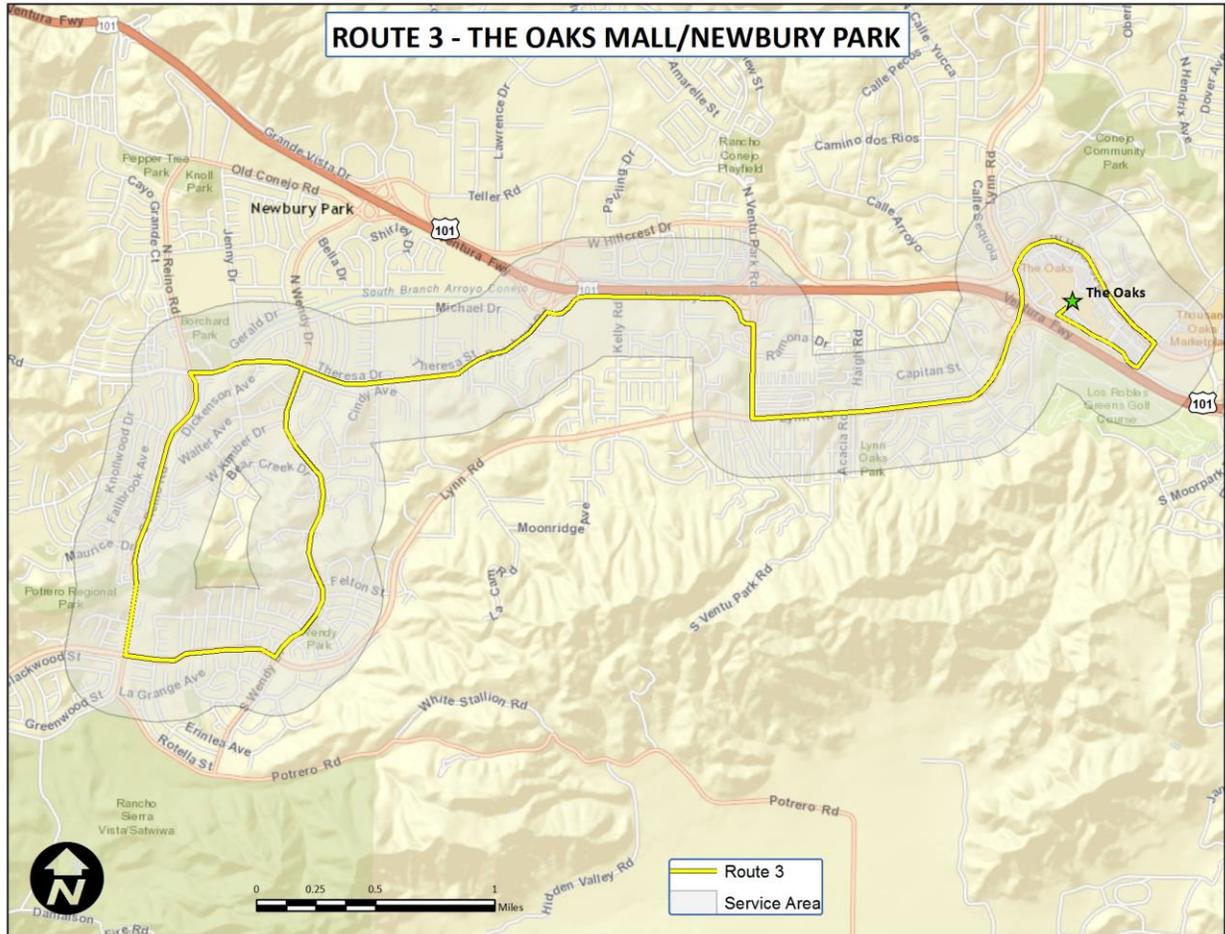
Route 4 – Hillcrest Drive/Newbury Park

Newbury Park consists mostly of residential neighborhoods. Thousand Oaks Transit currently provides service to this area via Route 1 (Gold) on 75-minute headways. Through public outreach it was determined Route 1 (Gold) in its current form does not meet the needs of the community as there is demand for 60-minute service from Newbury Park to The Oaks Mall and Thousand Oaks Boulevard. We have proposed Route 1 (Gold) be split into two separate but efficient routes. The new routes will provide service every 60 minutes to Newbury Park and western Thousand Oaks. Route 3 will provide bi-directional service from The Oaks Mall to Newbury Park via Lynn Road, and Route 4 will provide bi-directional service along Hillcrest Drive west of The Oaks Mall.

Route 3 and 4 Attributes:

- Headway: 60 minutes
- Number of buses: 1 per route
- Daily trips: 15 per route
- Transfer Centers/Transit Connections: The Oaks Mall

Exhibits 5.6 and 5.7 present Route 3 and Route 4 with fixed-route service areas extending one-quarter mile from each route.





Route 5 – Central Thousand Oaks

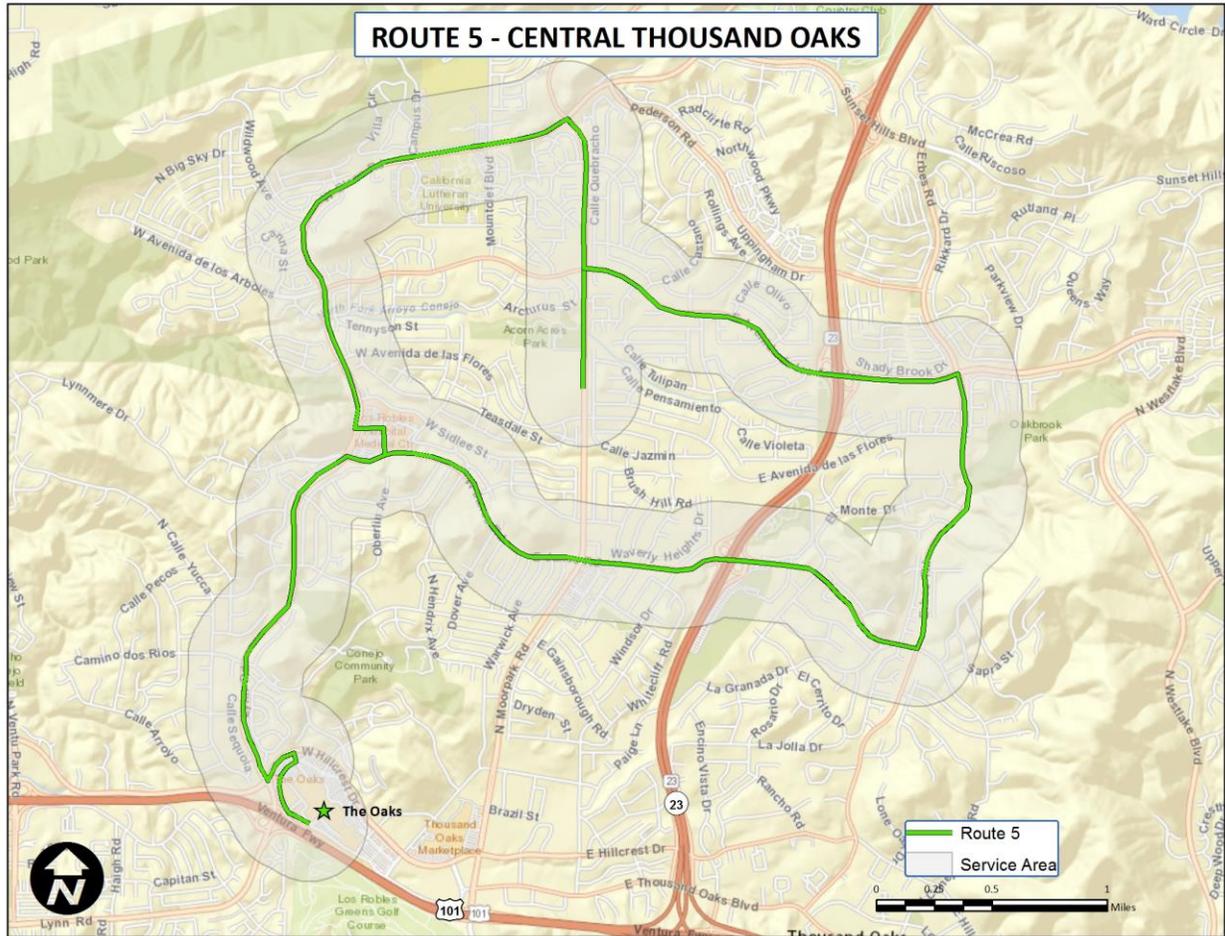
In its current form, Route 2 (Green) provides service throughout the center of Thousand Oaks, with stops at Los Robles Hospital, CLU, and The Oaks Mall. Service is provided every 70 minutes on a clockwise loop. In Fall 2015, a second transit bus was added to the service to meet additional demand, which also resulted in 60-minute frequency.

To streamline Route 3 (Green) we propose shortening the route by eliminating service along Pederson Road, Moorpark Road, and State Route 23. Demand for a separate service along Moorpark Road will be addressed in Phase 2. The modified service will travel through central Thousand Oaks every 60 minutes on both a clockwise and counter-clockwise loop, providing more frequent service in both directions to the community.

Route 5 Attributes:

- Headway: 60 minutes
- Number of buses: 2
- Daily trips: 30
- Transfer Centers/Transit Connections: The Oaks Mall

Exhibit 5.8 presents Route 5 with the fixed-route service area extending one-quarter mile from the route.



Metrolink Commuter Shuttle – Moorpark/Amgen

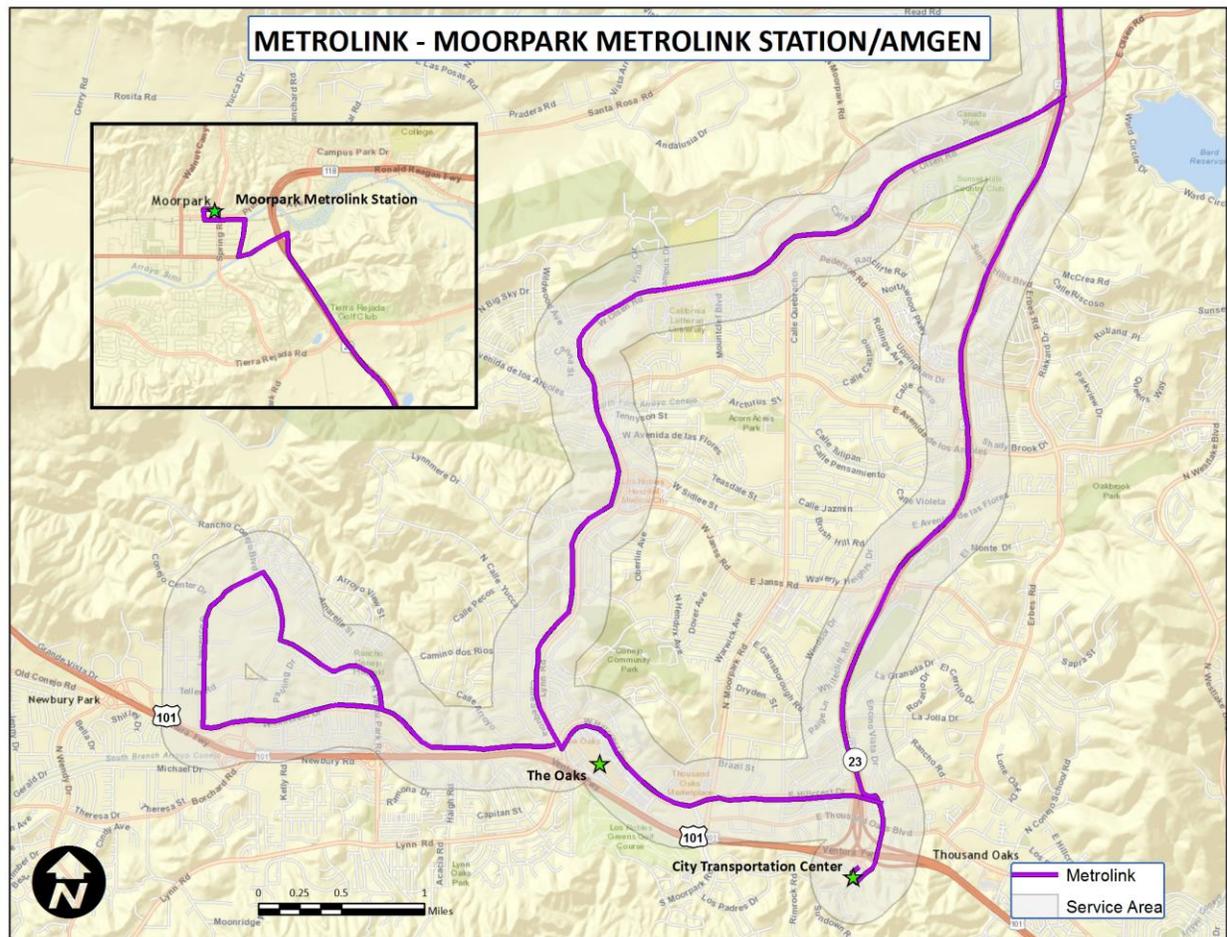
Metrolink Commuter Shuttle currently provides bidirectional service from the City Transportation Center to the Moorpark Metrolink Station via Lynn Road/Olsen Road and State Route 23. Three trips are provided during the AM Peak period and three trips during the PM Peak period. In its current form, Metrolink Shuttle riders with a final destination along Ventu Park Road (Amgen) must transfer at The Oaks Mall to Route 1 (Gold) or Route 3 (Red). The proposed Metrolink route provides similar service along Lynn Road/Olsen Road but also provides service along Ventu Park Road.

Metrolink Shuttle Attributes:

- Number of cutaway buses: 2
- Daily trips: 3 trips during AM Peak and 3 trips during PM Peak
- Transfer Centers/Transit Connections: The Oaks Mall and City Transportation Center

Exhibit 5.9 presents the Metrolink Commuter Shuttle with the fixed-route service area extending one-quarter mile from the route.

Exhibit 5.9 Proposed Metrolink Commuter Route



Summary of Phase 1 Recommendations

Exhibit 5.10 presents a summary of the current service by route, and Exhibit 5.11 summarizes recommended changes to the current fixed-route system. The total number of daily Vehicle Service Hours (VSH) recommended in Phase 1 is 99, while total current daily VSH for Route 1 (Gold), Route 2 (Green), Route 3 (Red), Route 4 (Blue), and Metrolink Shuttle combined is 75. Phase 1 routes will provide 96 daily trips while status quo routes provide 59 trips.

Exhibit 5.10 Status Quo Service Summary

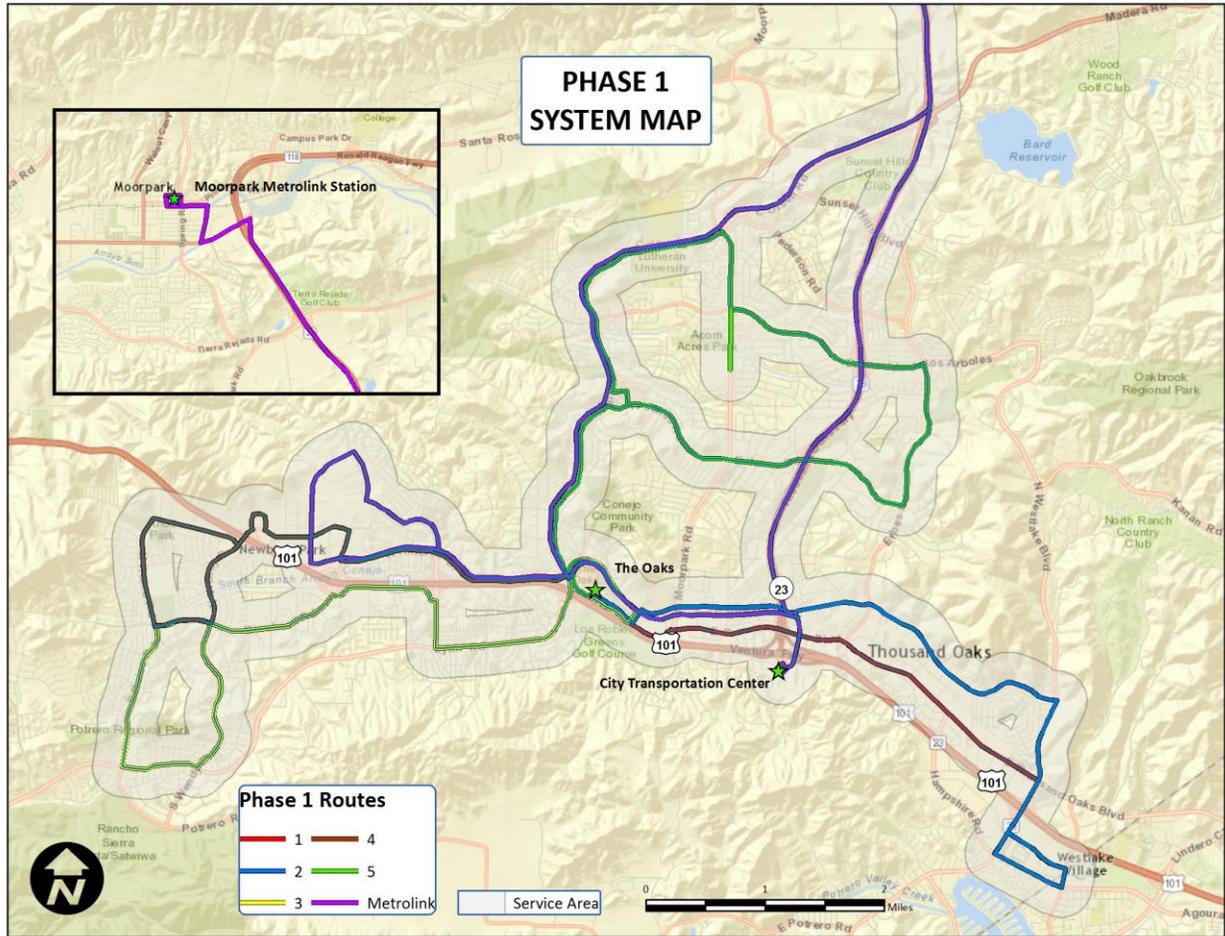
Route	Service Type	Headway	Daily Roundtrips	Daily VSM	Daily VSH	Number of Vehicles	Vehicle Type
Route 1 (Gold)	Clockwise Loop	60	14	263	15	1	Transit Bus
Route 2 (Green)	Clockwise Loop	60	16	407	15	2	Transit Bus
Route 3 (Red)	Counter Clockwise Loop	90	11	190	15	1	Transit Bus
Route 4 (Blue)	Clockwise Loop	80	12	163	15	1	Transit Bus
Metrolink - AM	Bidirectional	90	3	87	7.5	1	Cutaway
Metrolink - PM	Bidirectional	90	3	87	7.5	1	Cutaway
Total	Bidirectional, Loop	470	59	1,197	75	7	N/A

Exhibit 5.11 Phase 1 Summary

Route	Service Type	Headway	Daily Roundtrips	Daily VSM	Daily VSH	Number of Vehicles	Vehicle Type
Route 1	Bidirectional	60	15	195	15	1	Transit Bus
Route 2	Bidirectional	60	15	200	15	1	Transit Bus
Route 3	Bidirectional	60	15	218	15	1	Transit Bus
Route 4	Bidirectional	60	15	180	15	1	Transit Bus
Route 5	Bidirectional	60	30	436	30	2	Transit Bus
Metrolink - AM	Counter Clockwise Loop	90	3	89	5	2	Cutaway
Metrolink - PM	Clockwise Loop	90	3	89	5	2	Cutaway
Total	Bidirectional, Loop	480	96	1,407	99	8	N/A

Exhibit 5.12 presents Phase 1 routes with service areas covering one-quarter mile from each route.

Exhibit 5.12 Phase 1 Summary Map



Phase 2

The following recommendations present route reconfigurations to be implemented in Phase 2. The timeline for implementation spans 18 to 24 months from project approval. Phase 2 includes two additional routes to complement Phase 1 service. Key features of the recommended route system are presented below:

- Provide bidirectional service along Thousand Oaks Boulevard and Moorpark Road.
- Increase frequency along all routes.
- Increase connectivity throughout the region.
- Provide service to Agoura Hills.
- Implement flex service to low-density communities and/or those with limited existing road networks.
- Improve route directness.
- Improve efficiency and cost-effectiveness.
- Provide new transfer connection opportunities at The Oaks Mall.

The two recommended routes are provided below with a detailed map. Phase 2 service is proposed to span 4:30 a.m. to 9:30 p.m. Monday through Friday, and 8:00 a.m. to 9:30 p.m. on Saturday.

In addition, there are certain neighborhoods within Thousand Oaks that, given their relative low density and/or existing road network, are not conducive to the provision of traditional public transit service. However, there have been residents from such communities who have indicated a desire for some basic level of transit service. Therefore, as a transitional strategy, we recommend establishing a flex service in such neighborhoods. The anticipated flex service would utilize a smaller vehicle and travel throughout a defined service area providing periodic access to the nearest traditional fixed-route bus stop. Two communities that might benefit from this are Dos Vientos and Sunset Hills.

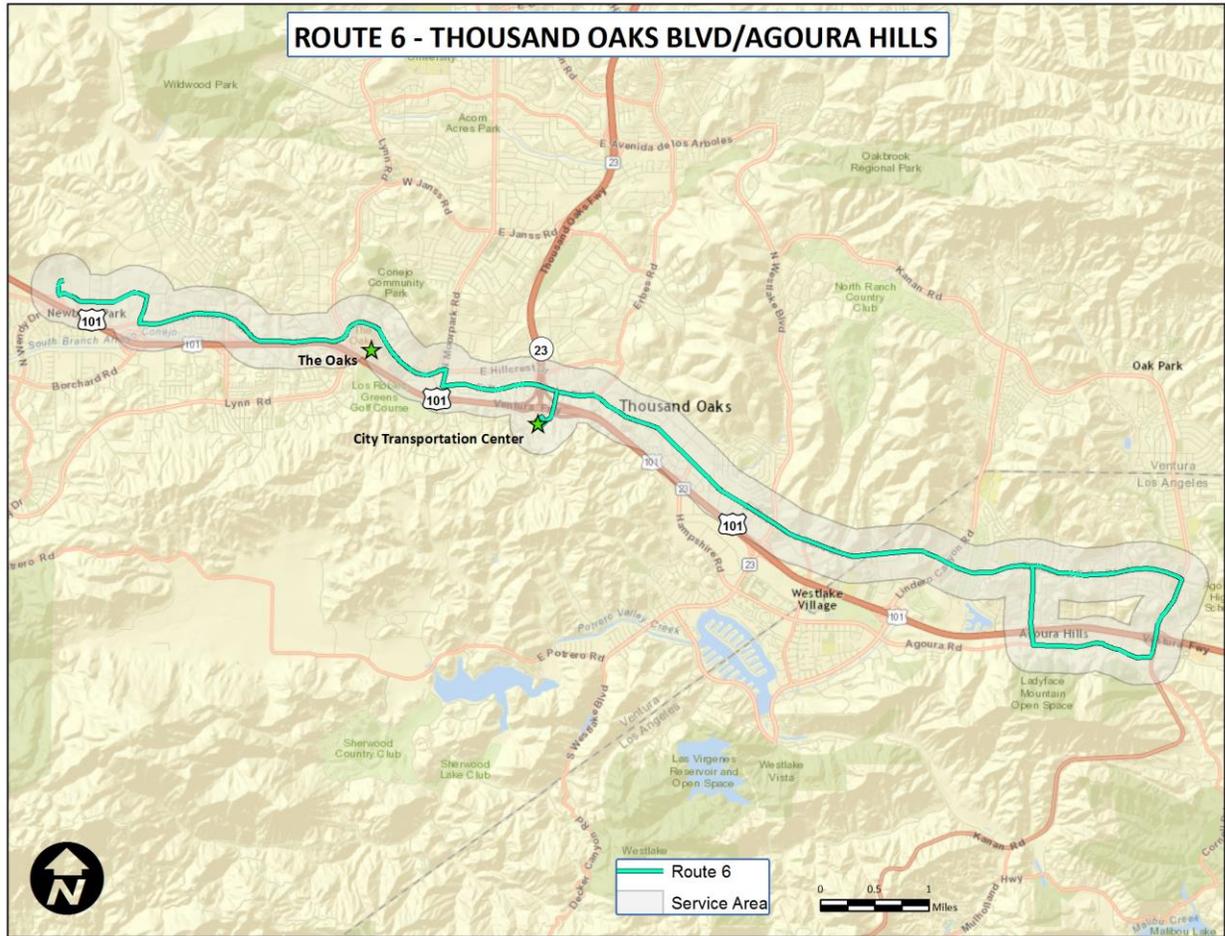
Route 6 – Thousand Oaks Boulevard/Agoura Hills

In Phase 2, additional bidirectional service will be provided along Thousand Oaks Boulevard via Route 6 service from Newbury Park to Agoura Hills. Two transit buses will serve the corridor on two-hour headways, providing 15 daily trips with a frequency of 60 minutes.

Route 6 Attributes:

- Headway: 120 minutes
- Number of buses: 2
- Daily trips: 17
- Transfer Centers/Transit Connections: City Transportation Center and The Oaks Mall

Exhibit 5.13 presents Route 6 with the fixed-route service area extending one-quarter mile from the route.



Route 7 – Moorpark Road/California Lutheran University

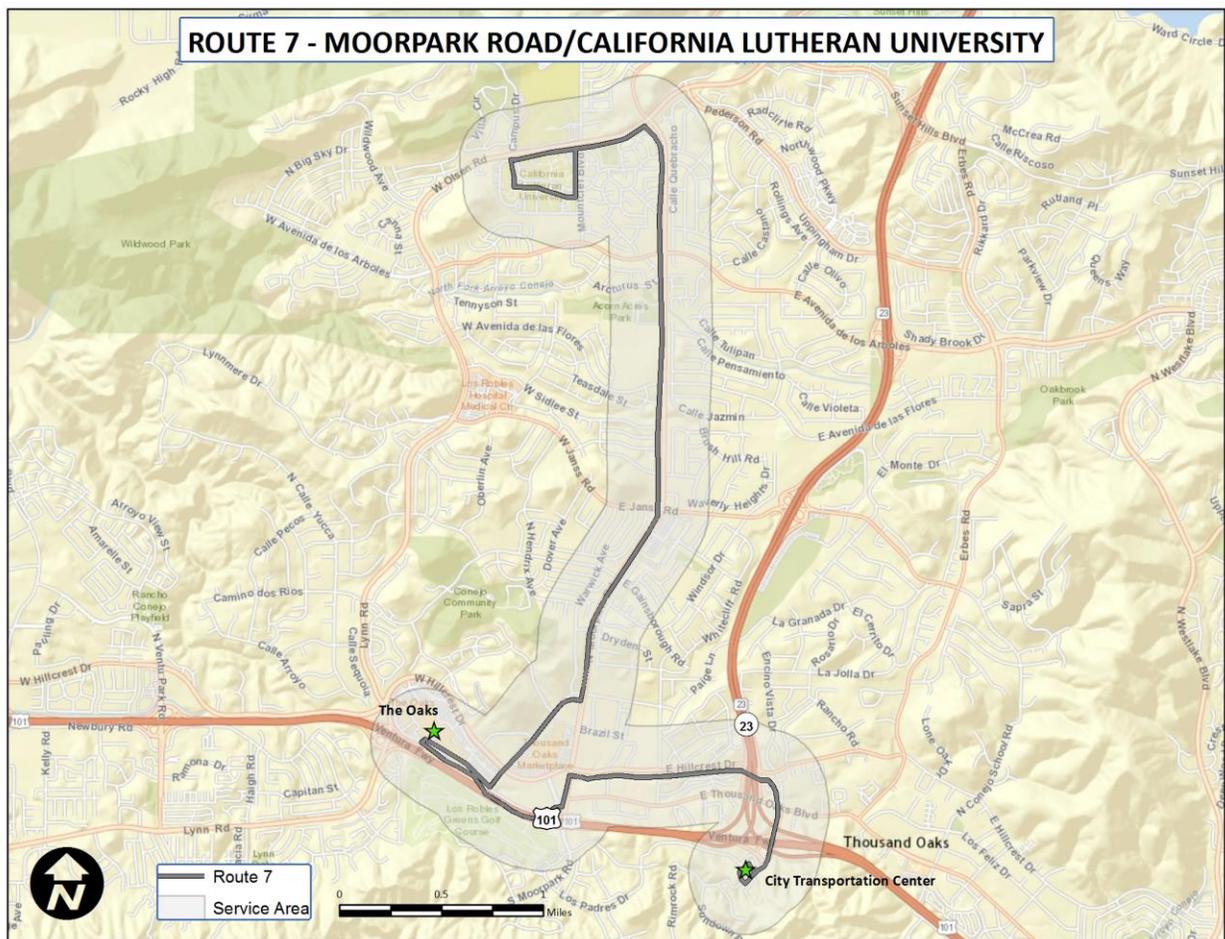
In its current form, Route 2 (Green) provides service throughout central Thousand Oaks, with service along Moorpark Road every 70 minutes on a clockwise loop. Both City and community feedback suggested the need more frequent service along Moorpark Road. Phase 1 proposed initial modifications to Route 2 (Green) that eliminated service along Moorpark Road. Due to the demand, we thought it prudent to provide a separate service along Moorpark Road. This new service will be bidirectional, running every 60 minutes with service to California Lutheran University (CLU), The Oaks Mall, and the City Transportation Center.

Route 7 Attributes:

- Headway: 60 minutes
- Number of buses: 1
- Daily trips: 17
- Transfer Centers/Transit Connections: City Transportation Center and The Oaks

Exhibit 5.14 presents Route 7 with the fixed-route service area extending one-quarter mile from the route.

Exhibit 5.14 Proposed Route 7



Summary of Phase 2 Recommendations

Exhibit 5.15 summarizes recommended additions to proposed Phase 1. New service will be provided along Moorpark Road and additional service will be provided along Thousand Oaks Boulevard with service to Agoura Hills. The total number of additional daily VSH in Phase 2 will be 63. Both Phase 1 and Phase 2 combined will provide 162 VSH. The additional number of Phase 2 daily trips will be 46, and in combination with Phase 1 will be 142. Exhibit 5.16 presents Phase 1 and Phase 2 summary tables with extended morning (4:30 a.m.) and evening (9:30 p.m.) service.

Exhibit 5.15 Phase 2 Summary

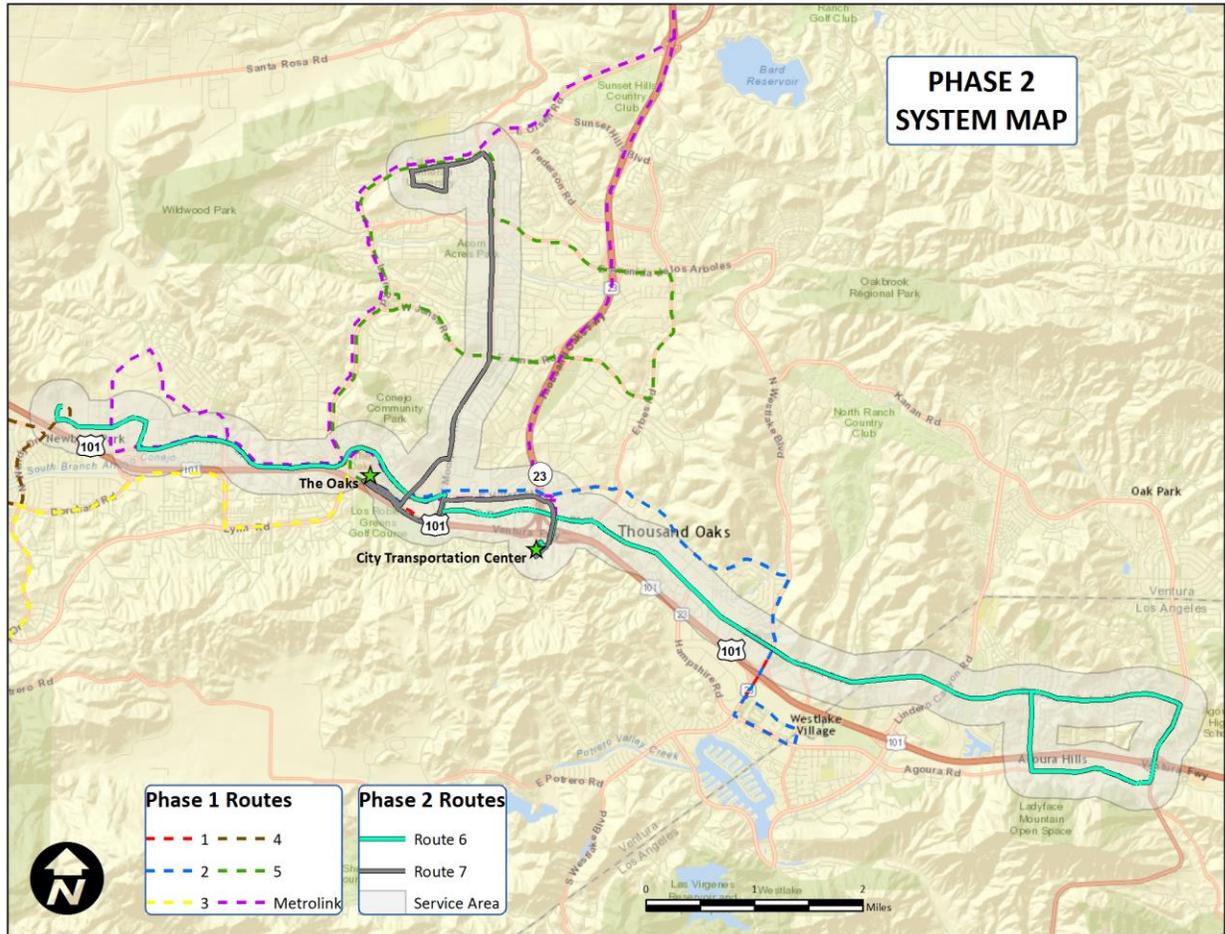
Route	Service Type	Headway	Daily Roundtrips	Daily VSM	Daily VSH	Number of Vehicles	Vehicle Type
Route 6	Bidirectional	60	17	459	34	2	Transit Bus
Route 7	Bidirectional	60	17	229	17	1	Transit Bus
Total	Bidirectional	120	34	688	45	3	N/A

Exhibit 5.16 Phase 1 and Phase 2 Summary With Extended Hours

Route	Service Type	Headway	Daily Roundtrips	Daily VSM	Daily VSH	Number of Vehicles	Vehicle Type	Phase
Route 1	Bidirectional	60	17	221.3	17	1	Transit Bus	1
Route 2	Bidirectional	60	17	226.1	17	1	Transit Bus	1
Route 3	Bidirectional	60	17	247.2	17	1	Transit Bus	1
Route 4	Bidirectional	60	17	204.0	17	1	Transit Bus	1
Route 5	Bidirectional	60	34	494.4	34	2	Transit Bus	1
Route 6	Bidirectional	60	17	459.0	34	2	Transit Bus	2
Route 7	Bidirectional	60	17	228.8	17	1	Transit Bus	2
Metrolink - AM	Counter Clockwise Loop	90	3	89	5	2	Cutaway	1
Metrolink - PM	Clockwise Loop	90	3	89	5	2	Cutaway	1
Total	Bidirectional, Loop	600	142	2,258	162	11	N/A	N/A

Exhibit 5.17 presents Phase 2 routes with fixed-route service areas extending one-quarter mile from each route.

Exhibit 5.17 Phase 2 Summary Map



Phase 3

The following recommendations present route reconfigurations to be implemented in Phase 3. The timeline for implementation spans two to three years from project approval. Phase 3 includes one new route. This service will complement Phase 1 and Phase 2 services. Key features of the recommended route system are presented below:

- Provide service to Simi Valley (Wood Ranch).
- Increase frequency along all routes.
- Increase connectivity throughout the region.
- Improve route directness.
- Improve efficiency and cost-effectiveness.
- Provide new transfer connection opportunities at The Oaks Mall.

The additional recommended service is provided below with a detailed map. Phase 3 recommended service is consistent with Phase 2 proposed extended service hours.

Route 8 – Moorpark Road/Simi Valley (Wood Ranch)

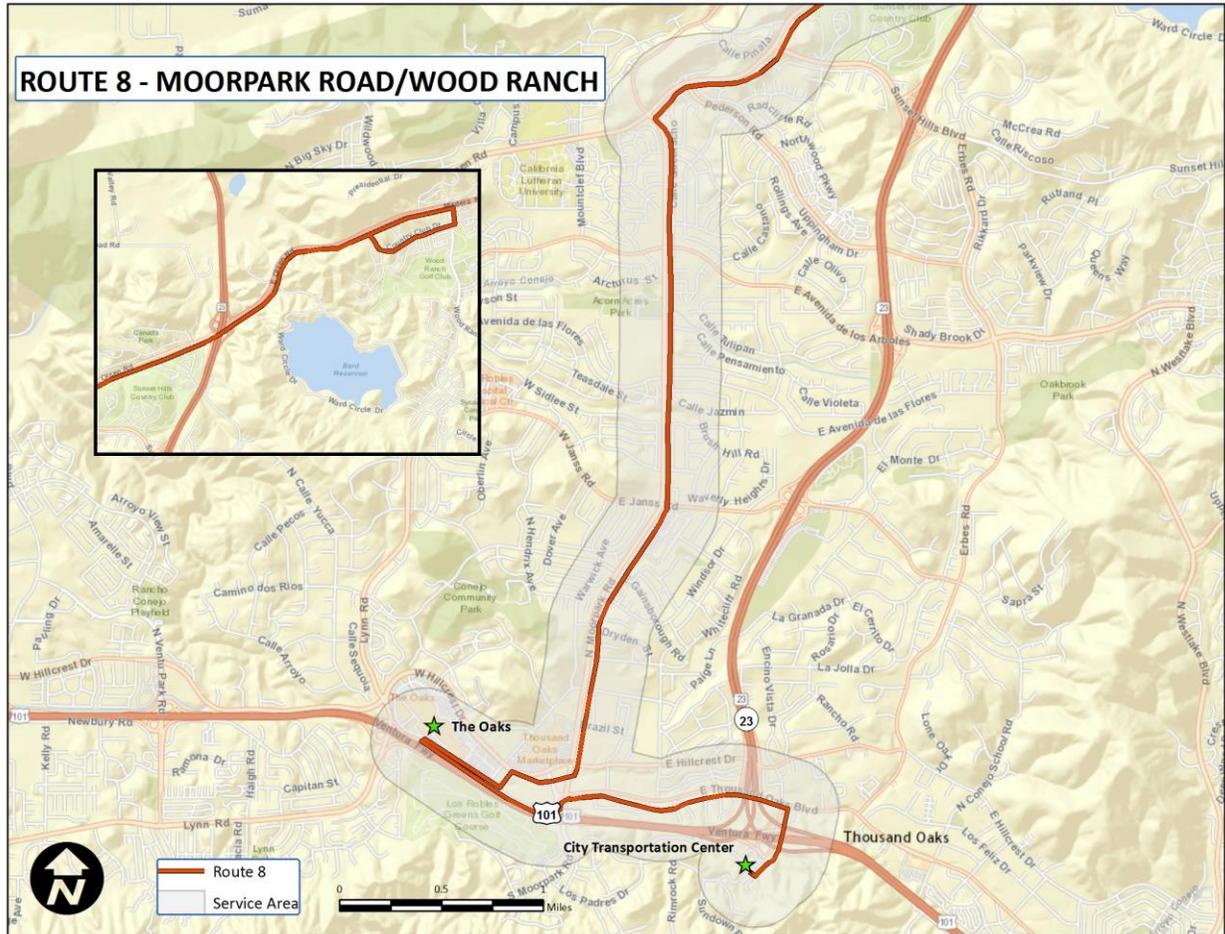
City and community feedback indicated demand for connecting service to Simi Valley. Route 8 will run every 60 minutes to Wood Ranch, providing Thousand Oaks residents with a connection to Simi Valley. We suggest this fixed-route service be provided by the East County Transit Alliance (ECTA).

Route 8 Attributes:

- Number of cutaway buses: 1
- Daily trips: 17
- Transfer Centers/Transit Connections: The Oaks Mall and City Transportation Center

Exhibit 5.17 presents Route 8 with the fixed-route service area extending one-quarter mile from the route.

Exhibit 5.18 Proposed Route 8



Summary of Recommended Service Restructure

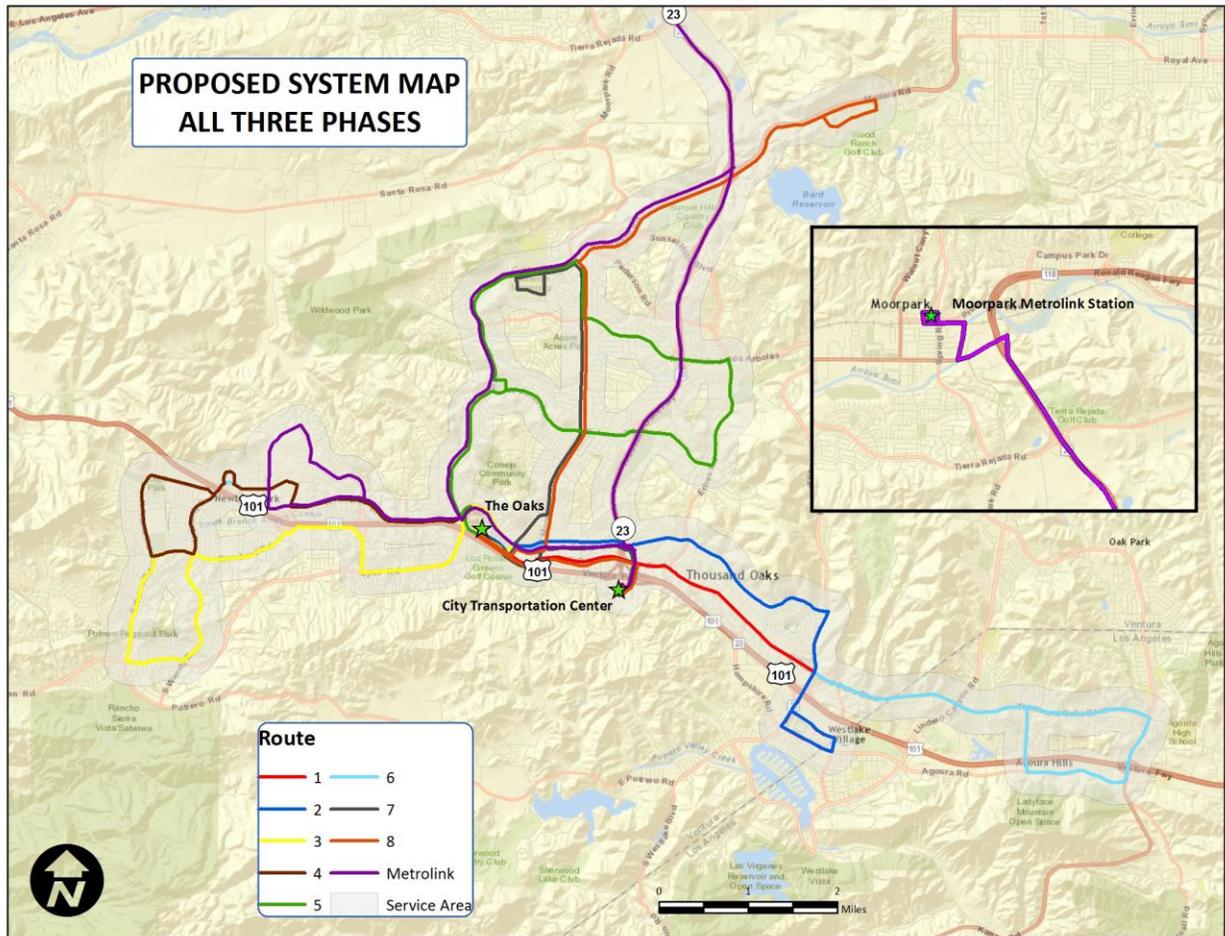
Exhibit 5.19 summarizes Phase 1 through Phase 3 recommended changes to the current fixed-route system. The total number of daily Vehicle Service Hours for all three Phases will be 179 and total daily trips will be 159. Total number of vehicles needed to serve all three Phases will be 12: nine transit buses and three cutaways.

Exhibit 5.19 Phase 3 Summary

Route	Service Type	Headway	Daily Roundtrips	Daily VSM	Daily VSH	Number of Vehicles	Vehicle Type	Phase
Route 1	Bidirectional	60	17	221	34	1	Transit Bus	1
Route 2	Bidirectional	60	17	226	17	1	Transit Bus	1
Route 3	Bidirectional	60	17	247	17	1	Transit Bus	1
Route 4	Bidirectional	60	17	204	17	1	Transit Bus	1
Route 5	Bidirectional	60	34	235	34	2	Transit Bus	1
Route 6	Bidirectional	60	17	459	17	2	Transit Bus	2
Route 7	Bidirectional	60	17	229	17	1	Transit Bus	2
Route 8	Counter Clockwise Loop	60	17	235	17	1	Cutaway	3
Metrolink - AM	Counter Clockwise Loop	90	3	89	5	2	Cutaway	1
Metrolink - PM	Clockwise Loop	90	3	89	5	2	Cutaway	1
Total	Bi-directional, Loop	660	159	2,233	179	12	N/A	N/A

Exhibit 5.20 presents the complete system restructured after completion of all three phases. The fixed-route service area extends one-quarter mile from each route.

Exhibit 5.20 Proposed System Map (All Phases)



Summary

Assuming, historic land-use development continues (i.e., no significant increase in population within the City’s primary transit service area), the service development focus within years five to ten would be two-fold:

1. Increase frequency on existing transit routes through increased Vehicles Service Hours, and
2. Provide bi-directional service along all transit routes not already providing such service.

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CHAPTER 6

ORGANIZATIONAL RECOMMENDATIONS

Staffing Plan

Historically, Thousand Oaks Transit staffing levels have been modest. In the last four years, the City has doubled transit services, with little, if any, increase in transit staffing. However, this approach has left little room for future progress development. With significant changes proposed to the current fixed-route service, corresponding changes must be made to Thousand Oaks Transit staffing. Below are additional staffing positions we believe appropriate for the level of expansion recommended over the next three years. Each position would cost an estimated \$125,000 to implement (\$113/hour), including salary, benefits, overhead, and training.

Finance/Grants Coordinator: This is a full-time position responsible for daily accounting, budgeting, financial analysis of current and future funding, and overall financial oversight of the transit program. This position would be responsible for the preparation of grant applications while also seeking new funding opportunities, as well as maintaining current grants and oversight grant requirements. This position is part of Phase 1 implementation (FY 2016/2017). The full cost to the City would be \$78.09 per hour, and includes salary, benefits, and overhead.

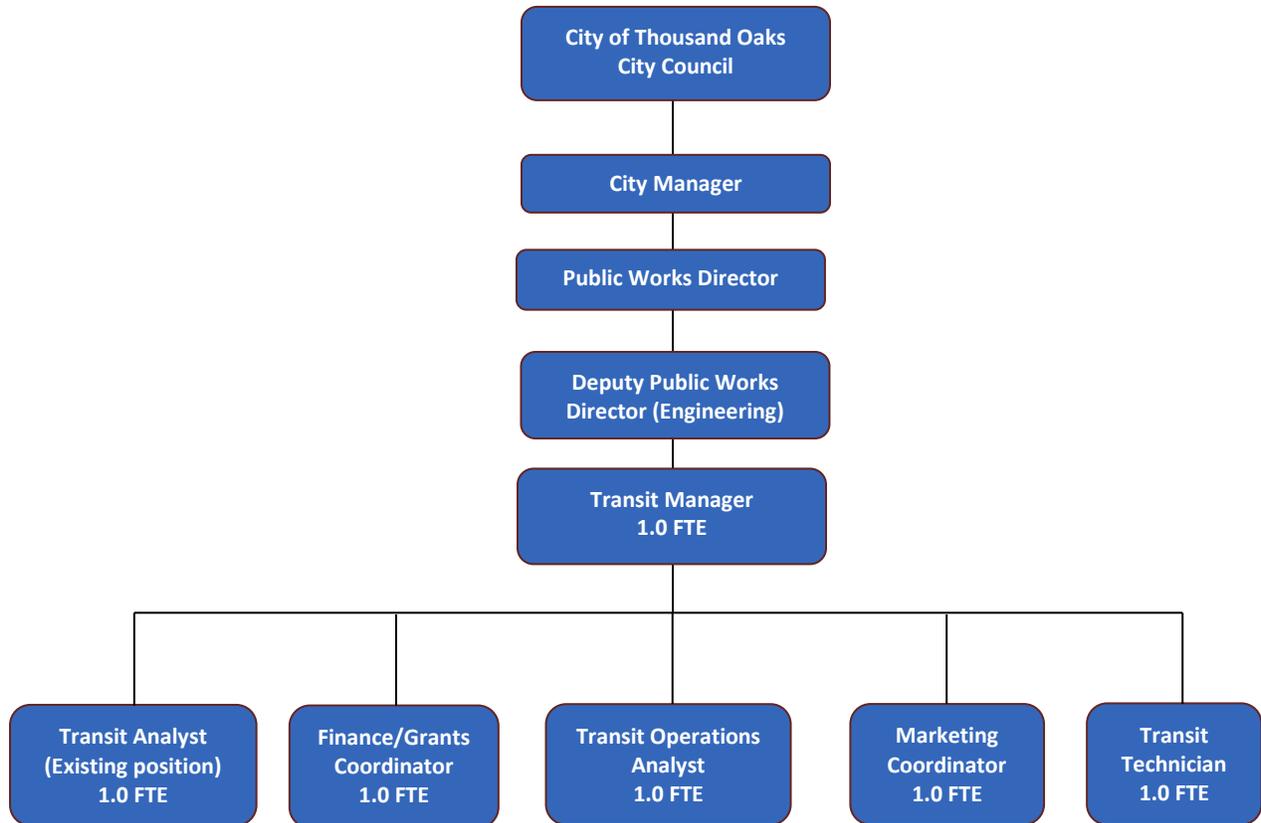
Transit Operations Analyst: This is a full-time position performing a variety of responsibilities in support of transit operations, including oversight of all contractual obligations with MV Transportation. This position would be implemented in Phase 2 (FY 2017/2018) with a full cost to the City of \$78.30 per hour, including salary, benefits, and overhead.

Marketing Coordinator: This is a full-time position responsible for overseeing the development and implementation of marketing, outreach, and education strategies to promote and induce transit use, increase revenue generation, and educate the community and public of transit use benefits. This position would be implemented in Phase 2 (FY 2017/2018) with a full cost to the City of \$77.99 per hour, including salary, benefits, and overhead.

Transit Technician: This is a full-time position performing a variety of responsibilities in support of transit operations, including assisting supervisory staff in the field, assist customers in the field, respond and resolve customer complaints, provide dispatcher relief, and maintain route and bus stop amenities. This position would be implemented in Phase 3 (FY 2018/2019) with a full cost to the City of \$76.49 per hour, including salary, benefits, and overhead.

An organizational chart inclusive of all proposed positions is provided in Exhibit 6.1. This chart excludes current part-time transit staff, as these positions will be phased out in FY 2017/2018.

Exhibit 6.1 Proposed Organizational Chart



Internal Processes and Efficiencies

We expect that the City’s Transit Manager would continue to have/provide direct oversight of City transit staff. The addition of “specialized” staff is expected to improve overall department efficiency as well as operations contract oversight.

Reporting

It is anticipated that additional “specialized” staff will likely improve the City’s reporting efficiencies/timeliness regarding federal, state, local reporting requirements.

Regional Planning

The City’s Transit Manager participates in a variety of transit/transportation related committees organized by the Ventura County Transportation Commission (VCTC).

Improvements to Data Collection Processes

The City will continue to enhance its transit data collection efforts largely through “new technology” (fareboxes, Automated Vehicle Locators (AVL), and Automated Passenger Counts (APC)). Historically, such advances have been coordinated on the regional level (i.e., thru VCTC).

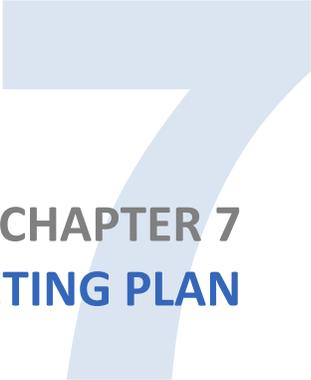
Alternative Service Provision Models

Transit providers have the opportunity to contract out various aspects of their operations with contractors, such as operating the service, vehicles, maintenance, security, and administrative services. Contracting arrangements can range from a transit agency contracting out all aspects of its operations (i.e., staffing, management, maintenance), to contracting out only specific components of operations, such as staffing.

The benefit of a service provider having direct operations and maintenance is the freedom to make decisions regarding vehicle maintenance and staffing. However, a contract arrangement such as the agreement the City has with MV Transportation is that MV Transportation makes all staffing decisions regarding its operations, such as maintenance, dispatch, and drivers. Many day-to-day operational tasks are left up to MV Transportation, leaving the administrative duties to the City.

Another aspect of the agreement between the City and MV Transportation is the owning and leasing of DAR caravans. While the City owns and maintains all fixed-route and DAR cutaway vehicles, MV Transportation purchases the DAR caravans and then leases them back to the City. The City benefits by not having to provide the funding to purchase and maintain the caravans. The City can then allocate that funding to different areas or projects.

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CHAPTER 7 MARKETING PLAN

Marketing is defined by the American Marketing Association as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.” Therefore, to effectively market Thousand Oaks Transit, the **value** provided to all residents of and visitors to Conejo Valley, both non-riders of public transit as well as those who ride, should be clearly communicated in the “marketing mix.”

The “marketing mix,” which consists of product, price, place and promotion, is the cornerstone of traditional marketing. This chapter focuses upon marketing communications, the promotional element of the marketing mix.

Current Marketing Materials

The City currently utilizes a series of brochures as well as online resources to communicate its service offerings. The printed materials include:

- Routes 1-4 System Map and Schedule brochure,
- Metrolink Commuter Shuttle System Map and Schedule brochure,
- Senior Dial-A-Ride brochure,
- ADA Dial-A-Ride System Map and Schedule brochure, and
- Bikes on Buses brochure.

Service information can also be found in the pocket-size (miniature) version of the Routes 1-4 System Map and Schedule brochure. Information about inter-community Dial-A-Ride service is provided in the ECTA CONNECT InterCity Dial-A-Ride brochure.

All brochures are printed full-color and unfold to three or more panels. All schedule brochures include an ADA compliance statement and Title VI information in English, Spanish, and Chinese, but are otherwise in English. The Bikes on Buses brochure is available in English only. All brochures are also available digitally on the website.

The City’s primary online presence is via the Thousand Oaks Transit website, located at www.totransit.org. It is a subset of the City’s main website and includes header links to other City information. A sidebar provides convenient links to key service information, including:

- Routes and Schedules (including route maps and timetables),
- Fares/Prepaid Passes,
- General Information,

- Bikes on Buses,
- Dial-A-Ride/ADA,
- ECTA Intercity,
- Regional Transportation,
- Contact Us, and
- Español (provides all page information in Spanish).

The main portion of the webpage features information of interest to Thousand Oaks Transit riders and the community. While some of the information is a permanent part of the site, other features change depending on current events or news. At the time of this review, the main page included the following:

- Web banner and link to the Thousand Oaks Transit Master Plan Project webpage;
- Red Route bus stop closure information (due to City construction);
- Links (via easily recognizable logos) to email the City or access Facebook, Twitter, and NextBus;
- Google Trip Planner form;
- Web banner and video link announcing the City's CalACT awards;
- Summer Beach Bus web banner;
- Graphic featuring how to use the mobi app;
- Link for information about the County's Kanan Shuttle;
- Announcement about Saturday bus service;
- Item regarding Metrolink Commuter Shuttle Service;
- Item regarding NextBus;
- Item regarding multi-ride passes; and
- Item promoting the features of the Thousand Oaks Transportation Center.

Contact information for the City's transit program can be found at the bottom of the main page, including email address, physical address of the Transportation Center, and contact phone numbers.

Other marketing tools used by the City to market its transit program include info-posts, schedules and maps at bus stops, onboard notices (car cards), social media, flyers, and print advertisements.

Market Segmentation

Market segmentation is a strategic way to categorize the marketplace. It sets the framework for marketing communication strategies. Market segmentation helps communicate the right message to the right people by guiding decisions on what to say, how to say it, and where to say it. Messaging can be customized to target specific market segments once identified. The more targeted the marketing and public communication strategies, the more effective the messaging.

Clearly defining the segments will focus the messaging, making it more powerful by identifying which media channels most effectively reach that particular segment. The marketplace may be segmented many ways including demographic, geographic, ethnic, psychographic (such as culturally or by age), or in combinations of the aforementioned.

Strengths, Weaknesses, Opportunities and Threats Analysis

A Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, as implied by the name, provides insight into an organization’s existing strengths, weaknesses, opportunities and threats.



- *Strengths* are internal attributes that can be used as a basis for developing a competitive advantage or work toward achievement of specified goals.
- *Weaknesses* are internal attributes that may work against these objectives.
- *Opportunities* represent external conditions that are helpful in achieving objectives.
- *Threats* are external conditions that work against the objectives.

Typically, the administering entity has some control over its strengths and weaknesses, and less control over opportunities and threats. By pairing strengths with opportunities, strategies can be developed that maximize the likelihood of success. Conversely, relating strengths to threats can result in advance preparation of strategies to address future challenges or potential problems. In addition, review of weaknesses and threats can often identify any disparity between actual weaknesses and customer/community perceptions and attitudes (threats).

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Affordable fares • Broad coverage geographically • Nationally recognized focus on sustainability • Less expensive than private vehicle • Easy-to-use, accessible real-time arrival information • User-friendly website 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Limited awareness beyond historic transit-dependent population • Perceived service ineffectiveness • Limited service hours in the evening • Single-direction service along major corridors • Long travel times • Challenges with connectivity
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Volatility of gas prices • Willingness of residents to consider alternative transportation options • Educate and interact with the community’s tech-savvy millennial population • National trend of young people putting off getting driver licenses 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Limited community understanding of service specifics • High personal/private vehicle ownership • Overall community affluence • Fickle millennial perceptions • Preference for DAR usage versus fixed-route service among seniors, persons with disabilities

Marketing Communications Strategies and Tactics

Before marketing communications strategies and tactics can be identified for Thousand Oaks Transit, clear marketing goals should be established. Serving the transit-dependent population is important, yet expansion of the customer base is essential to support program sustainability.

Goals

We believe the most effective marketing goals are SMART:

- **Specific** – What is the desired outcome and who is responsible?
- **Measurable** – How will progress toward the objective be quantified?
- **Attainable** – Is the objective reasonably achievable?
- **Realistic** – Can the objective be achieved given the available time and resources?
- **Time-dependent** – Includes a defined start and end date.⁷

Generally speaking, the most traditional measures of marketing success are achievement of the following core objective: To increase ridership and farebox revenue.

The marketing communications strategies that follow are explicitly recommended to assist the City successfully pursue the following marketing goals:

- To **educate and strengthen relationships** with stakeholders and existing customers, which is intended to increase ridership and fare revenue;
- To develop positive **“top of mind” awareness** for Thousand Oaks Transit and the services it provides among Conejo Valley residents and visitors alike, which is also intended to increase ridership and fare revenue; and
- To improve **outreach efforts** to businesses and communities throughout greater Ventura County, especially areas beyond the city of Thousand Oaks such as Simi Valley, Moorpark and Westlake Village.

All marketing strategies and tactics should be kept simple and easy for the general public to understand. The more simplistic the message, the more likely people will have the ability to recall it.

Simplicity is the ultimate sophistication.

Leonardo da Vinci

Customer Service

Customer service is an integral part of any service industry and should not be overlooked. Customer service entails much more than simply answering phones – it includes the entire customer experience from trip planning to trip completion. Ideally, the public will perceive the entire Thousand Oaks Transit staff as friendly and helpful, from the person answering the phone to dispatchers and drivers alike. Focusing on customer service may help improve the “fair” rating Thousand Oaks Transit received from nearly 40 percent of the 2015 community survey respondents.

Every aspect of a customer’s experience influences that person’s overall perception. Therefore, Thousand Oaks Transit must be mindful of every interaction riders and non-riders have with the agency. Each customer interaction is a “touch point,” an opportunity for Thousand Oaks Transit to intensify its brand equity. Whether it is visiting the Thousand Oaks Transit website, searching collateral materials for

⁷ “Establishing Goals and Objectives,” National Business Information Clearinghouse, fgnw.natbic.org.

an answer, calling the office with a question, or physically riding the bus, all experiences impact overall customer perceptions and subsequently purchase behaviors as well as the likelihood to refer Thousand Oaks Transit to others. The following tactics are targeted more at riders and potential riders than the community at large. These will assist the City in delivering an exceptional customer experience to each individual during every interaction.

- Each person who answers the Thousand Oaks Transit phone should be armed with an arsenal of **“talking points”** that reinforce Thousand Oaks Transit’s position as a smart transportation choice.
- All **vehicles** in the fleet should reflect the high-quality service provided by Thousand Oaks Transit with a visually attractive, consistent branding image, as each bus is essentially a mobile billboard. The Thousand Oaks Transit fleet already prominently displays the Thousand Oaks Transit logo along with the website URL.
- Onboard messaging – whether audio messages spoken by drivers or printed car cards – should be consistently reinforcing Thousand Oaks Transit’s brand and value proposition. **Car cards**, which are essentially posters hung onboard buses, and seat drops, which are essentially flyers or postcards placed upon the empty seats of a bus prior to the first trip of the day, are direct communications with customers.
- **A system brochure** should be created that clearly depicts each route. An alternative is to have route-specific brochures for each individual route that also depicts how that specific route incorporates into the overall system. These route-specific brochures would allow for more detailed information for each respective route than can be achieved with a single system brochure that depicts all routes. For example, maps may depict more detail and landmarks of each specific route, or information pertinent only to that specific route. In addition, an agency brochure may be created that summarizes the services provided by Thousand Oaks Transit as well as educates the reader about regional connectivity with other transportation providers. Keeping service information (**brochures**) stocked onboard the vehicles provides riders access to the most up-to-date information.
- If Thousand Oaks Transit is seeking feedback from riders regarding a specific operational aspect or marketing element, onboard comment cards or written **surveys** may be used.
- **Real-time bus tracking technology** enables transit staff to instantaneously communicate with riders. Service alerts and system emergencies should be communicated simultaneously via the Internet, mobile phone applications, and text messaging. Such expedient communications reinforce Thousand Oaks Transit’s position as a responsive public transit provider. Consequently, the City should leverage its presence on Google Transit, NextBus and thebus.mobi app.
- **Bus stop signage and infoposts** at each stop should contain the most recent, relevant information for riders. Each bus stop also serves as an advertisement for non-riders. Thus, this marketing tactic cannot be overlooked.
- **Bus stop amenities** are capital items such as shelters, benches, or lighting located at bus stops. After taking inventory of each bus stop, consistent standards for signage and amenities can be established and adhered to. The condition of the bus stop influences the perceptions of riders and non-riders alike, especially regarding the safety and quality level of the service provided.

Public Communications and Marketing Campaigns

Communication with the public is essential to build awareness for Thousand Oaks Transit as well as build trust. The more an organization communicates with the public, the more transparent its operations are

and accountable the organization is, which tends to result in deeper customer loyalty. Ultimately, a loyal customer base results in greater revenue and creates ambassadors for the organization.

When developing campaigns, the City can leverage brand strengths, such as its prestigious position as a leader in sustainability and real-time arrival technologies. Clear messaging that communicates relative competitive advantages will help achieve the goal of educating and strengthening Thousand Oaks Transit's position in the marketplace.

The City would benefit from aggressively promoting **thebus.mobi app**. This can be promoted in tandem with Thousand Oaks Transit's presence on Google Transit and NextBus.

Similarly, Thousand Oaks Transit should aggressively promote all of its buses are equipped with **FREE Wi-Fi service**. This may bolster Thousand Oaks Transit's image of "coolness," especially within the tech-savvy millennial market. Plus, it is priced at a cost younger riders can afford.

An annual "**report card**" should be prepared that reports to the City Council and other transportation committees the strategies and tactics being employed to assist the City in achieving its marketing goals.

Electronic Communications

In today's digital era, marketing communications plans incorporate electronic communications. The following marketing communications strategies are recommended to develop "top of mind" awareness and a positive perception of Thousand Oaks Transit. The target of this messaging will reach beyond riders and potential riders to Conejo Valley residents and visitors alike.

- **Websites** are the cornerstone of electronic marketing today. The website is the "go to" source of information for many, especially for young adults. The www.TOTransit.org site is visually appealing and has a simple menu that is easy to navigate. The most aesthetically pleasing site is rendered ineffective if a visitor to the site gets frustrated because he/she cannot find desired information. The website must be updated frequently with new changes and important information to keep riders informed and promote reliability. Electronic communications and printed collateral pieces need a consistent cohesive look. This helps strengthen the brand and increase brand equity.
 - Rider Alerts should be posted prominently on the home page, perhaps as a direct Twitter feed.
 - Banners on the site's homepage could be used to announce services changes and technology updates.
 - A "Comment Corner" or "Ask the Experts" could be created on the home page of the website, inviting individuals to provide their comments or ask questions. This would be an excellent mechanism for capturing testimonials. Testimonials are particularly powerful with Millennials who care about the opinions of others. An alternative is to enhance the existing "Contact Us" page with a form that allows site visitors to easily provide feedback. An automated "thank you for your feedback" email assuring the person who provided the feedback that his/her input is being taken into account should be sent. A personalized email response should also be sent after action has actually been taken with respect to the person's comment. Responses should also notify the individual specifically when no action can be taken on the issue and explanations provided if necessary. People who go through the effort of providing input deserve a

thoughtful response. This will make the person feel valued, and will increase the likelihood of this person becoming a loyal transit customer and/or ambassador of Thousand Oaks Transit. Millennials in particular are accustomed to two-way electronic communications. Being responsive electronically will help build and maintain Thousand Oaks Transit's credibility overall, and with younger markets in particular.

- If the decision to develop a newsletter – either printed or electronic – is made, it would be beneficial to have a link on the website for individuals to sign-up to receive the newsletter or “announcements.” This will allow the City to build a contact database for future communication campaigns.
- **Social media** is an effective communications channel for public transportation providers, particularly when targeting young adults between the ages of 17 and 36. According to a study released in 2012 by the Transportation Research Board of The National Academies, which analyzed data from 34 transportation organizations nationwide, 97 percent found social media to be “very important” in communicating with current riders, 85 percent said it was “very important” to improving customer satisfaction, and 76 percent indicated it was “very important” in improving the agency's image. The most frequently utilized social media networks among responding agencies to achieve the aforementioned goals were Twitter (91 percent), Facebook (89 percent), and YouTube (80 percent).⁸
 - **Twitter** in particular has seen a dramatic increase in usage in the past few years. Twitter currently has over 302 million active users and facilitates more than 500 million tweets per day.⁹
 - **Facebook** is an electronic platform where transit staff can post periodic content that is not time-sensitive. This is the ideal medium for engaging with Millennials as they are continually connected and relentlessly searching the Internet for credible information. According to MillennialMarketing.com, 46 percent of Millennials reported having more than 200 Facebook friends¹⁰. Thus, building loyalty with a single individual through Facebook interactions can have exponential reach.
 - Short informational **YouTube videos** may be created with instructions regarding new technologies or services. These videos can be hosted for free on YouTube and shared through websites and social media accounts. Consider a contest inviting individuals to post videos of themselves attesting to why they use public transit. “Winning” videos can be selected for prizes such as passes or something from a local business partner. (See Affinity Marketing section for more details.)
- **E-blasts** are an electronic alternative to traditional (printed) direct mail postcards. These messages can be designed professionally with aesthetically pleasing graphics and emailed to entire databases simultaneously. Existing databases may be used, original ones can be created, or lists can be purchased base upon specified criteria. The content of the messages must be relevant to the target audience. Cooperative campaigns can be undertaken with other regional operators such as Metrolink, VCTC, LA Metro, and LADOT. To increase the effectiveness of a campaign, multiple messages may be created at one time, and the blasts may be scheduled in advanced to be sent on predetermined days.

⁸ “Uses of Social Media in Public Transportation,” Transportation Research Board of the National Academies, 2012.

⁹ <http://www.internetlivestats.com/twitter-statistics/>

¹⁰ www.millennialmarketing.com

- A **quarterly e-newsletter**, which is essentially an online newsletter, should be sent as an e-campaign as well as offered in downloadable format on the www.TOTransit.org website. Having a standard format for the e-newsletter will improve the efficiency of e-newsletter creation for each issue.

Earned Media

Earned media refers to coverage in publications – both online and in print – arising from media releases, events, and other newsworthy activities. Thousand Oaks Transit should proudly proclaim its reputation as a national leader of alternative fuel vehicles and infrastructure. Its support for electric vehicle charging stations throughout Thousand Oaks and Ventura County is commendable. Having 57 percent of the fleet use compressed natural gas is noteworthy. Therefore, the City may employ the following avenues to communicate its leadership on sustainability:

- Disseminate **media releases** on a monthly basis to communicate occurrences such as service enhancements, ridership milestones, and/or technological advances in addition to its sustainable efforts.
- Solicit coverage in industry publications such as *Passenger Transport*, *Transit California*, and *Mass Transit* in the form of **feature articles and “white papers”** or by having someone from the Thousand Oaks Transit staff **quoted as an expert** in the public transportation industry. Publishing “white papers” on subjects such as the sustainable nature of public transportation can build Thousand Oaks Transit’s credibility in the marketplace, especially with Millennials who are more likely to use the services of a company they perceive as a knowledgeable industry leader.
- Explore opportunities for a staff member to become a **presenter** at an industry conference. Perhaps an opportunity exists to co-present with an expert from a regional transportation partner from Metrolink, VCTC, LA Metro and/or the LADOT.
- Pursue **public speaking opportunities** at transportation industry events or general community events because speakers are perceived as experts in their field, building credibility for Thousand Oaks Transit staff will consequently strengthen the public’s perception of Thousand Oaks Transit overall.
- **Public Service Announcements (PSAs)** may be provided and/or interviews may be scheduled for Thousand Oaks Transit personnel on non-commercial KCLU (<http://www.kclu.org/>).
- Slides may be created or interviews scheduled for the City’s transit staff on TOTV or PBSsocial (www.pbssocal.org).

Industry Awards

Since the 2015 community survey revealed perceptions that Thousand Oaks Transit provides only “fair” service, it would benefit the City to explore opportunities for industry awards. The following are examples of industry-recognition opportunities for sustainability and beyond that the City may consider pursuing:

- Sustainable Transport Award (STA), which is presented annually to a city that has shown leadership and vision in the field of sustainable transportation and urban livability;
- American Public Transportation Association (APTA) Sustainability Commitment Program or Bus Safety Awards;
- Community Transportation Association of America's (CTAA) State Leadership Award;
- People's Choice award, sponsored by the American Association of State Highway and Transportation Officials (AASHTO), AAA, and the U.S. Chamber of Commerce;
- California Transportation Foundation Transportation Awards;
- Transportation Planning Excellence Awards, a biennial awards program developed by the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) and co-sponsored by the American Planning Association; and
- American Public Transportation Association (APTA) AdWheel awards, which are presented in six main media categories: print, electronic, campaigns, social media, special events, and a special recognition award.

Direct Mail

Direct mail is a relatively low-cost, high-impact method for targeted marketing campaigns. During a direct mail campaign, postcards can be designed and distributed to strategically target households, businesses, and schools in close proximity to specific transit routes. Databases are available commercially for purchase or Thousand Oaks Transit can build its own database of contacts through community outreach, online, and customer service call logs. Postcards may also be used as seat drops for messaging that targets existing riders. The postcards could feature essential messaging, social media integration, and QR codes to track the success of specific campaigns.

Market-specific and/or route-specific messaging can be developed at a relatively low cost. We recommend the City consider the following campaigns:

- Key employers located along/near Thousand Oaks Transit routes.
- Monthly distribution of a postcard introducing public transit to new residents of the current service area. Marketers have discovered that new residents, whether they are homeowners or renters, spend more money on home-related expenses in the first three months subsequent to their move than the average family spends on the same purchases over a five-year period. This is the optimal time to communicate the benefits of using Thousand Oaks Transit as they solidify their mobility behaviors. The mailer could be conducted in coordination with the chamber of commerce or local businesses of significant communities. Including a free trial pass/coupon may motivate new residents to give Thousand Oaks Transit a try.
- Residents of multi-family dwellings, such as apartment and condominium complexes, are often likely to be open to transit use.
- Thousand Oaks Transit information can be placed into the hands of thousands of potential riders via utility bill inserts.
- Dial-A-Ride services can be promoted directly through campaigns targeting senior living complexes and members of senior activity centers such as Goebel Senior Activity Center, Belmont Village, and The Reserve at Thousand Oaks.
- A cooperative direct mail campaign may be developed with regional transit providers to highlight the connectivity of public transportation throughout the entire Conejo Valley, not just within the city limits of Thousand Oaks.

Outreach and Promotions

Outreach focuses on a more personal method of getting the message out than marketing communications strategies that target an entire city or service area. Outreach involves interacting more intimately with the public, riders and non-riders alike. Employers, for example, are gatekeepers to large groups of potential riders. Therefore, regular communication with business associations and grassroots canvassing with employers can be effective ways to communicate with an important market segment within Thousand Oaks Transit's core service area (target audience). The following approaches will help improve Thousand Oaks Transit's brand image.

Distribution Partners

A distribution database of local businesses and organizations should be created for collateral materials (i.e., brochures and posters/flyers). The locations that were willing to display posters/flyers promoting the 2015 community survey are likely candidates for this. These distribution partners should be contacted, at a minimum, once each quarter to determine if any restocking is needed. Encourage distribution locations to request more materials (whether service brochures or posters/flyers) before their stock is depleted. A postage-paid brochure request postcard that allows the distributor to check which items they need could be provided to each distribution location. Monitor the stock of collateral materials via quarterly phone calls to distribution locations. Track quantities to determine which locations use the most collateral materials. These distribution quantities can then be compared to ridership figures and distribution efforts may then focus upon areas where growth is desired.

Posters or flyers should be designed and produced for prominent display at civic and community centers (e.g., senior centers, libraries, social service centers, public buildings, transit hubs) throughout each of the Thousand Oaks Transit-served communities. Bus shelters, as previously mentioned, also provide an opportunity for reaching riders and non-riders.

Affinity Marketing

Local businesses that offer potential cooperative marketing opportunities should be identified. When local businesses host events such as health or mobility fairs, Thousand Oaks Transit should consider sponsorship or participation in these events. The greater Thousand Oaks Transit's participation in local events, the stronger the top-of-mind awareness there will be in the community. Partnering with other local businesses communicates Thousand Oaks Transit's commitment in the community. The following programs may help Thousand Oaks Transit achieve its goal of educating and strengthening relationships with riders and non-riders throughout the communities it serves.

1. A cooperative affinity program may be developed with a local theater group or sports teams. Discounts may be given to individuals who show their theater or game ticket and vice versa, discounts may be given at these venues to individuals who show their bus pass. The business can promote Thousand Oaks Transit as a shrewd transportation choice so they don't need to fret about finding a parking space or traffic congestion associated with the event.

2. Environmental groups and businesses, such as American Environmental Group in Westlake Village or businesses that are City of Thousand Oaks Certified Green Businesses, may also be interested in cooperative marketing opportunities.

Millennial Outreach

A “Millennial” (as defined by the US Chamber of Commerce Foundation) is someone born between 1980 and 1999¹¹. Sometimes this generation, comprised of individuals who are currently in their late teens to mid-30s, is also referred to as Generation Y. They are typically categorized as social-minded multitasking individuals focused intently on community and sustainability. Based upon US Census Bureau statistics, they are the largest population cohort in US history, consisting of at least 80 million individuals and making up approximately 25 percent of today’s US population¹². Due to sheer numbers alone, they are a market worth targeting. They represent a key demographic for transit because individuals who become public transit customers early in life are more likely to continue using it throughout their adult lives. According to MillennialMarketing.com, Millennials make up 21 percent of consumer discretionary purchases which results in more than one trillion dollars in direct buying power. At this rate, they will have more spending power than any other generation in US history.

To overcome the perception of public transit being “not cool,” as revealed in the 2015 community survey results, Thousand Oaks Transit should develop campaigns specifically targeting youth. According to MillennialMarketing.com, for something to be considered “cool” by Millennials, it must serve a purpose. This site also states that approximately 50 percent of Millennials are more willing to make a purchase from a company if their purchase supports a “good cause.” Given that Thousand Oaks Transit does serve a clear purpose, and that purpose is environmentally friendly, Thousand Oaks Transit *should* be perceived by Millennials as “cool.” Communication to this market is required to educate the market on the environmental benefits of public transit.

The Millennial market may include students of area community colleges and universities. Outreach efforts may involve travel training events (described in more detail under the heading of “Training and Educating Social Services Liaisons), participation at collegiate events and/or development of e-campaigns, especially through social media channels since a world connected by social media is the only world Millennials have known.

1. Since Millennials are early technology adopters who build relationships through social media, Facebook, Twitter, and YouTube are the best channels for communications with this market. According to the US Chamber of Commerce Foundation, Millennials not only seek believable content, they are more likely to produce and upload content online than non-Millennials (60 percent of Millennials compared to 20 percent of non-Millennials)¹³. This market welcomes opportunities to be heard and give opinions. Therefore, social media campaigns targeting this market are most effective if they are interactive and contain a call for action. The interaction is what will build loyalty and strengthen the Thousand Oaks Transit brand within this socio-demographic cohort.

¹¹ www.millennialmarketing.com

¹² www.census.gov

¹³ <https://www.uschamberfoundation.org/reports/millennial-generation-research-review>

2. Visit secondary school classes to provide presentations on how to use the bus system, read the schedule, communicate rules and responsibilities, etc. These presentations would be a good way to get information directly into the hands of potential riders. This demographic could likely handle a straightforward presentation, but such activities as a Jeopardy-type game with giveaways might help keep their attention and make the material more fun and engaging.
3. Coordinate events on the campuses of colleges and universities like California Lutheran University, Biola University, and Moorpark College as well as other post-secondary institutions. These events will be more like general community events. The collegiate websites and social media channels are effective methods of communication with this young market.

Local Events

The best way to build awareness among eastern Ventura county residents and visitors is to be involved in local community events such as farmers' markets or events at The Oaks Mall. Participation would entail handing out essential collateral (i.e., bus schedules, brochures) and promotional items. These items could remain ready to go at all times as a "booth in a box." Booth visitors may also be invited to sign up for Thousand Oaks Transit "announcements," newsletters, and/or e-blasts. An incentive can be offered to encourage visitors to register. If an incentive is used, capture both email and phone contact information for ease of prize notification and distribution. This is an excellent method for building a database for future communication campaigns.

National Promotions

The City could develop campaigns to promote the value of its public transit program during the following national events:

- National Earth Day (April),
- National Bike to Work Day (May),
- National Dump the Pump Day (third Thursday in June), and
- National Rideshare Week (Spring and Fall).

These national events are typically one-day outreach opportunities that provide an avenue for Thousand Oaks Transit to reach environmentally minded residents, many of whom support public transportation even if they are not actual users. Beyond participating in an actual event, a communications campaign may be launched as an e-blast or direct mailer to recognize the national promotion of the day/week while simultaneously building awareness for Thousand Oaks Transit. It is the prime opportunity to promote transit use and reward those who already ride public transit.

Travel Training (Senior/Millennial Outreach)

The goal of travel training is two-fold: to persuade paratransit riders to become fixed-route riders as well as to educate as many Conejo Valley residents as possible about Thousand Oaks Transit. This outreach to seniors may occur at the Goebel Senior Adult Center in Thousand Oaks or Agoura Hills Recreation & Event Center. These should also be scheduled within senior living communities such as Belmont Village and The Reserve at Thousand Oaks or Assisted Living Connections and Meadowhook Senior Living in Agoura Hills, to name a few. Staff members as well as residents are all invited to the travel training.

When doing travel training for a group of seniors, it is important that social service liaisons also have a thorough understanding of Thousand Oaks Transit services so they can help senior and disabled individuals understand Dial-A-Ride service as well as the benefits of fixed-route options. Seniors in particular need to understand that fixed-route service is a viable option for them.

When training the general public about Thousand Oaks Transit, it is important to share testimonials of individuals who have actual experience with Thousand Oaks Transit. This is an especially effective tactic with Millennials who greatly respect the authentic opinions of individuals who use a service.

The 2015 community survey identified the need to better educate the community about the services and routes of Thousand Oaks Transit. Travel training programs introduce attendees to transit in a comfortable, small-group setting. Each attendee will receive customized trip-planning assistance including the following:

- An understanding of Thousand Oaks Transit's route network and bus schedules,
- An explanation of how to pay for a trip and make transfers or connections,
- Recommendations for appropriate behavior while riding, and
- Tips for staying safe at the bus stops.

Other topics may also be incorporated upon request. Travel trainers help the group coordinate a group trip. An opportunity to ride a bus and gain first-hand experience may also be offered. Finally, the travel trainers work with individuals to help plan a trip to a specific destination using the existing bus routes and schedules. Once this step is completed many participants feel confident about using public transportation to travel. These travel training seminars may be held with local businesses as well.

Advertising

If earned media opportunities cannot be achieved, consideration may be given to paying for advertisements. Advertising is paid, strategic placement of messaging. It encompasses local print media, radio spots, local television stations, and other unconventional advertising channels. The following recommendations will span various advertising mediums to facilitate broad reach throughout eastern Ventura County. The intention is to help increase farebox revenue and improve Thousand Oaks Transit's public image, increasing brand awareness and strengthening community relations.

Print Publications

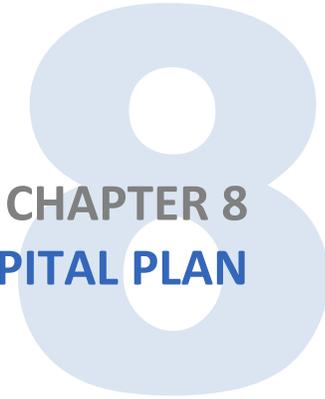
Display advertising in local newspapers can be an efficient means of reaching a broad customer group within a defined geographical area while delivering important, practical information.

Acorn Newspapers is the primary publisher of print publications in this market. *The Acorn* serves Agoura Hills, Calabasas, Oak Park, and Westlake Village while the other Acorn newspapers serve their respective geographic areas (i.e., *Thousand Oaks Acorn*, *Simi Valley Acorn*, *Camarillo Acorn*, and *Moorpark Acorn*). Acorn Newspapers also publishes *Beyond the Acorn*, a lifestyle magazine. The *Ventura County Star* offers a broader reach throughout Ventura County and the Conejo Valley.

Additional Advertising Channels: Online, TV, and Radio

Most print media corporations today offer bundled pricing for packages that include print ads coupled with online ads. Similarly, community events are often promoted through printed materials as well as on visitor center and chamber websites (www.conejovalleyguide.com and www.conejochamber.org). If participating in a community event, Thousand Oaks Transit may also wish to place an ad to bolster awareness or simply promote its involvement via the event website. Online advertising campaigns may be launched via social media as well. Facebook and Twitter have pay per click campaign options, and budget limits are set not to be exceeded.

Radio advertising and sponsorships, which are generally less expensive than TV airtime, are an effective means of reaching commuters in route to/from work during drive-time hours. Though radio advertising often reaches well beyond the target populations given its broadcast range, focusing on locally-based stations such as non-commercial KCLU can increase the value of this tactic.



CHAPTER 8 CAPITAL PLAN

Capital Improvement Program (CIP)

The Capital Improvement Program (CIP) presents a framework for the ongoing development of the infrastructure necessary for the effective and efficient provision of public transit service throughout the Thousand Oaks Transit service area. This element includes an inventory of all vehicles, amenities, and facilities currently in use (as provided by Thousand Oaks Transit), as well as a strategy for the development of additional capital resources across the next twenty years to support transit service enhancements, ultimately leading to an increase transit ridership and fare revenue.

The CIP is divided into two elements: fleet and bus stops. Each plays an important role in the efficient provision of public transit services within the study area. Within each element we outline existing conditions followed by discussion of those steps necessary to support recommended service enhancements as well as reflect to community input arising throughout the Transit Master Plan process.

Revenue Fleet

Effective fleet development and replacement is crucial to the continued success of Thousand Oaks Transit. The reliability and safety, as well as cleanliness, of rolling stock plays a vital role in retaining and attracting customers. While ride-dependent customers may exhibit a greater tolerance for an outdated fleet, “discretionary riders” expect newer vehicles incorporated the latest amenities. Maintenance and proper timing of vehicle replacement is critical in resource management and sustainability of the transit program. The following is a discussion of TOT’s vehicle fleet, which includes local fixed-route, Metrolink Shuttle, and Dial-A-Ride services.

Exhibit 8.1 presents detailed information for each vehicle in the Thousand Oaks Transit fleet. The fleet is composed of 29 vehicles: nine local fixed-route, two Metrolink Shuttle, and 18 Dial-A-Ride vehicles.

The Federal Transit Administration (FTA) recognizes two types of vehicles: active and contingency. According to the FTA, buses may be stockpiled in an inactive contingency fleet in preparation for emergencies. No bus may be stockpiled before it has reached the end of its service life. Buses assigned to a contingency fleet must be properly stored, maintained, and documented within a contingency plan. The plan should be updated as necessary, to support the continuation of a contingency fleet. These vehicles do not factor in the calculation of an operator’s vehicle spare ratio.

Exhibit 8.1 Local Fixed-Route Fleet*

Fleet ID	Year	Make	Model	Fuel	Mileage (4/1/2016)	Capacity	Wheelchair Capacity	Bicycle Capacity	Service Type	Assignment
36*	2008	Orion VII	Bus	CNG	384,699	34	2	3	FR	TO Fixed-Route
37*	2008	Orion VII	Bus	CNG	388,571	34	2	3	FR	TO Fixed-Route
38*	2008	Orion VII	Bus	CNG	344,730	34	2	3	FR	TO Fixed-Route
39*	2008	Orion VII	Bus	CNG	331,044	34	2	3	FR	TO Fixed-Route
54*	2015	Gillig	Bus	CNG	49,956	28	2	3	FR	TO Fixed-Route
55*	2015	Gillig	Bus	CNG	55,909	28	2	3	FR	TO Fixed-Route
41*	2009	Starcraft	Cutaway	CNG	63,300	24	2	2	FR	TO Fixed-Route
73*	2014	Ford	Cutaway	CNG	38,295	16	2	2	FR	TO Fixed-Route
74*	2014	Ford	Cutaway	CNG	33,608	16	2	2	FR	TO Fixed-Route
101**	2014	Dodge	Caravan	Gasoline	58,899	3	1		DAR	TO DAR
102**	2014	Dodge	Caravan	Gasoline	58,425	3	1		DAR	TO DAR
103**	2014	Dodge	Caravan	Gasoline	66,257	3	1		DAR	TO DAR
104**	2014	Dodge	Caravan	Gasoline	59,811	3	1		DAR	TO DAR
105**	2014	Dodge	Caravan	Gasoline	55,352	3	1		DAR	TO DAR
106**	2014	Dodge	Caravan	Gasoline	62,324	3	1		DAR	TO DAR
107**	2014	Dodge	Caravan	Gasoline	52,277	3	1		DAR	TO DAR
108**	2014	Dodge	Caravan	Gasoline	59,583	3	1		DAR	TO DAR
109**	2014	Dodge	Caravan	Gasoline	59,401	3	1		DAR	TO DAR
110**	2014	Dodge	Caravan	Gasoline	55,548	3	1		DAR	TO DAR
111**	2014	Dodge	Caravan	Gasoline	53,605	3	1		DAR	TO DAR
112**	2015	Dodge	Caravan	Gasoline	24,419	3	1		DAR	TO DAR
457*	2014	Ford	Cutaway	CNG	48,490	12	2		DAR	TO DAR
458*	2014	Ford	Cutaway	CNG	50,942	12	2		DAR	TO DAR
459*	2014	Ford	Cutaway	CNG	51,786	12	2		DAR	TO DAR
460*	2014	Ford	Cutaway	CNG	53,612	12	2		DAR	TO DAR
461*	2014	Ford	Cutaway	CNG	46,425	12	2		DAR	TO DAR
462*	2014	Ford	Cutaway	CNG	36,663	12	2		DAR	TO DAR
70^*	2009	Chevy	5500	CNG	175,135	14	2	2	FR	MetroLink Shuttle
71^*	2009	Chevy	5500	CNG	181,899	14	2	2	FR	MetroLink Shuttle
*Owned by the City of Thousand Oaks										
**Leased by MV Transportation										
^Will be retired June 2016.										

Exhibit 8.2 presents the peak vehicle requirement and active spare vehicles for each service and route operated by Thousand Oaks Transit. In total, Thousand Oaks Transit fixed-route operations requires seven vehicles during peak-hour operations (five transit buses and two Metrolink Shuttles); assigning three vehicles as spare. This translates to 0.67 spare vehicles per peak vehicles in operation, or 67-percent spare ratio.

$$\text{Spare Ratio} = \frac{\text{Total active fleet} - \text{Peak vehicle requirement}}{\text{Peak vehicle requirement}}$$

Peak or max service is defined as the revenue vehicle count during the peak season of the year, on the week and day that maximum service is provided. It excludes atypical days and one-time special events. For fleets with fewer than 50 fixed-route vehicles, judgment must be applied to determine what a reasonable number of spare vehicles would be. Even though Thousand Oaks Transit does not have a fixed-route fleet size exceeding 50 vehicles, it is recommended that they follow the FTA-stated spare ratio not exceeding 20 percent.

Typically, to maintain current *fixed-route* services in the Thousand Oaks service area during peak operating times, seven vehicles would be required with 1.4 assigned spare vehicles. This equates to a spare ratio of 20 percent. This meets the FTA-recommend spare ratio as discussed above. However, two to three fixed-route transit vehicles each day are unavailable due to scheduled inspection, routine maintenance, or service failure. That leaves one transit vehicle available as a spare each day. We recommend Thousand Oaks Transit purchase two additional transit buses and two additional cutaway buses to maintain a fleet spare ratio consistent with everyday vehicle availability.

In an effort to make all transit vehicles available each day, we recommend that fleet maintenance activities be conducted across a six-day week.

Recommendations presented in Chapter 5 include the restructuring of the entire fixed-route service. These recommendations increase the overall peak requirement for Thousand Oaks Transit fixed-route and Metrolink Shuttle from seven to twelve vehicles once all three phases have been implemented. To accommodate the additional local fixed-route vehicles as discussed in Chapter 4 Recommendations, we recommend Thousand Oaks Transit replace (at a minimum) by FY 2020, the four oldest transit buses in the fleet, all five cutaway buses, as well as purchase two additional cutaway buses and six large transit buses (see Exhibit 8.3). This also assumes Thousand Oaks Transit intends to replace vehicles as their useful life expires (see Exhibit 8.4).

Exhibit 8.2 Peak Vehicle Requirement – Status Quo

	Current	Recommended
Thousand Oaks Fixed-Route Peak Vehicles		
Route 1 (Gold)	1	1
Route 2 (Green)	2	2
Route 3 (Red)	1	1
Route 4 (Blue)	1	1
Local Fixed-route Peak Fleet Total	5	5
Local Fixed-route Fleet Spares	1	2
Local Fixed-route Spare Ratio	20.0%	40.0%
Cutaway Buses	2	2
Cutaway Peak Fleet Total	2	2
Cutaway Fleet Spares	1	2
Local Fixed-route Spare Ratio	50.0%	100.0%
Thousand Oaks Dial-A-Ride Peak Vehicles		
Dial-A-Ride	18	18
TO Dial-A-Ride Peak Fleet Total	13	13
TO Dial-A-Ride has no spare ratio requirements		

Exhibit 8.3 Peak Vehicle Requirement – Proposed Routes

	Proposed	Recommended
Thousand Oaks Fixed-Route Peak Vehicles		
Transit Buses (30'-35')		
Route 1	1	1
Route 2	1	1
Route 3	1	1
Route 4	1	1
Route 5	2	2
Route 6	2	2
Route 7	1	1
Route 8	1	1
Local Fixed-route Peak Fleet Total	10	10
Local Fixed-route Fleet Spares	2	2
Local Fixed-route Spare Ratio	20.0%	20.0%
Cutaway Buses	7	7
Cutaway Buses Peak Fleet Total	4	4
Cutaway Buses Fleet Spares	3	3
Local Fixed-route Spare Ratio	75.0%	75.0%

Fleet Replacement Strategy

The fleet replacement strategy presented in Exhibits 8.4 and 8.5 was generated based on anticipated service levels. In general, replacement strategies are based primarily on FTA-stipulated “useful life” standards adopted for a specific vehicle type. These standards must be adhered to by transit organizations purchasing vehicles using federal capital funds. Vehicles must be in service for a stipulated period of time (years) and/or number of miles prior to said vehicle’s retirement to ensure effective use of federally-funded assets. There are five different service-life categories which vary depending on vehicle specifications and other characteristics (as specified in FTA Circular 9030.1B). Other factors contributing to vehicle expansion or replacement include adjustments in spare ratios, as well as expansions or reductions in service levels. Given the recommendations presented in Chapter 5 reflect vehicle requirement changes, implementation of said recommendations will require Thousand Oaks Transit to purchase additional transit and cutaway buses to meet service requirements.

FTA regulations stipulate large, heavy-duty vehicles—such as the transit buses in the Thousand Oaks Transit fixed-route fleet—must be operated in revenue service for at least 12 years (or 500,000 miles, whichever comes first) to be eligible for replacement funding. Large cutaway buses, utilized for fixed-route operations, have a useful life of five years (or 150,000 miles, whichever comes first). Thousand Oaks Transit purchased two new transit buses in FY 2014/15 to replace two existing transit buses in its fixed-route vehicle fleet. Of the remaining fixed-route fleet, four transit buses will approach FTA useful life requirements starting in FY 2019/20. Thousand Oaks Transit is aware of the need to begin replacement of said vehicles and the following replacement strategy identifies a sustainable timeline for replacement. In addition, all five existing fixed-route cutaway buses will approach FTA useful life requirements starting in FY 2016/2017. Replacement vehicles for each are represented in Exhibit 8.4. Additional operational expenses may be incurred due to increased maintenance of aging fleet vehicles. We recommend a replacement schedule for the next twenty fiscal years in order to replenish the aging fleet and to stagger vehicle replacement, thereby returning to the FTA useful life cycle. Doing so would ultimately reduce maintenance costs as the average age of the fleet would be reduced. The replacement schedule proposed for these types of vehicles is presented in Exhibits 8.4 and 8.5.

The replacement strategy in Exhibit 8.4 illustrates each vehicle in the Thousand Oaks fixed-route fleet and the year of replacement. Given the majority of the vehicles in this fleet were purchased prior to 2010, vehicle replacement should begin in FY 2016/17. The following schedule also reflects procurements for fleet expansion.

Exhibit 8.5 illustrates the fleet replacement strategy for TO DAR vehicles. FTA regulations also stipulate light-duty vehicles, including small bus cutaways and mini-vans—such as the vehicles used primarily for Thousand Oaks DAR services —be kept in service at least four years (or 100,000 miles, whichever comes first) to be eligible for replacement funding. DAR cutaway buses, owned by the City, will approach FTA useful life starting in FY 2016/2017, and as such, reflected in the twenty-year capital plan. A DAR caravan replacement schedule was also included in Exhibit 8.5. However, as these vehicles are leased by MV Transportation, replacement vehicles are not included as part of the capital plan.

Exhibit 8.4 TO Fixed-Route Fleet Expansion and Replacement Schedule

Fleet ID	Year Purchased	Make	Model	Fuel	Mileage (8/1/2015)	Rehabilitation Year	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036
36	2008	Orion VII	Bus	CNG	351,319	-																				
37	2008	Orion VII	Bus	CNG	349,853	-																				
38	2008	Orion VII	Bus	CNG	327,768	-																				
39	2008	Orion VII	Bus	CNG	304,717	-																				
54	2015	Gillig	Bus	CNG	18,525	-																				
55	2015	Gillig	Bus	CNG	23,161	-																				
41	2009	Starcraft	Cutaway	CNG	53,913	-																				
70	2009	Chevy	Cutaway	CNG	175,135	-																				
71	2009	Chevy	Cutaway	CNG	181,899	-																				
73	2014	Ford	Cutaway	CNG	38,295	-																				
74	2014	Ford	Cutaway	CNG	33,608	-																				
Expansion	2017		Cutaway			-																				
Expansion	2017		Cutaway			-																				
Expansion	2017		30'/35' Bus			-																				
Expansion	2017		30'/35' Bus			-																				
Expansion	2018		30'/35' Bus			-																				
Expansion	2018		30'/35' Bus			-																				
Expansion	2019		30'/35' Bus			-																				
Expansion	2019		30'/35' Bus			-																				

Green indicates replacement year.

Exhibit 8.5 TO DAR Fleet Expansion and Replacement Schedule

Fleet ID	Year Purchased	Make	Model	Fuel	Mileage (8/1/2015)	Rehabilitation Year	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036	
101*	2014	Dodge	Caravan	Gasoline	36,579	-																					
102*	2014	Dodge	Caravan	Gasoline	36,444	-																					
103*	2014	Dodge	Caravan	Gasoline	44,130	-																					
104*	2014	Dodge	Caravan	Gasoline	36,084	-																					
105*	2014	Dodge	Caravan	Gasoline	34,803	-																					
106*	2014	Dodge	Caravan	Gasoline	38,399	-																					
107*	2014	Dodge	Caravan	Gasoline	30,865	-																					
108*	2014	Dodge	Caravan	Gasoline	41,939	-																					
109*	2014	Dodge	Caravan	Gasoline	36,122	-																					
110*	2014	Dodge	Caravan	Gasoline	31,226	-																					
111*	2014	Dodge	Caravan	Gasoline	30,738	-																					
112*	2015	Dodge	Caravan	Gasoline	24,419																						
457^	2014	Ford	Cutaway	CNG	17,749	-																					
458^	2014	Ford	Cutaway	CNG	26,152	-																					
459^	2014	Ford	Cutaway	CNG	20,815	-																					
460^	2014	Ford	Cutaway	CNG	24,882	-																					
461^	2014	Ford	Cutaway	CNG	23,158	-																					
462^	2014	Ford	Cutaway	CNG	18,003	-																					
463^^	2014	Ford	Cutaway	CNG	19,689	-																					
464^^	2014	Ford	Cutaway	CNG	18,681	-																					

*Leased by MV, not reflected in Capital Plan. Replacement vehicles will transition to alternative fuel source.
^Owned by TOT, reflected in Capital Plan.
^^Transitioning to FR bus fleet in FY 2017 and will be replaced in DAR vehicle fleet at that time.
Green indicates replacement year.

Bus Stop Element

This portion of the Capital Improvement Program includes an assessment of current bus stop amenities as well as a strategy for the installation of new bus stops to be completed during each phase of the proposed route restructuring.

Thousand Oaks Transit currently has three different types of bus stops:

1. Stops with sign poles,
2. Stops with benches, and
3. Stops with bus shelters.

Exhibit 8.6 presents the essential bus stop amenities for each phase of the project, as well as a twenty year replacement schedule for each amenity.

Exhibit 8.6 Bus Stop Schedule

Bus Stop Amenities	Phase 1	Phase 2	Phase 3
Pole	10	10	10
Info-Post Schedule Holder	40	40	40
Info Signs	40	40	40
Bench	20	20	20
Shelter	0	40	10
Trash Receptacles	5	5	5
Bike Racks	5	5	5

Bus shelters can play a key role in the success of a public transit program. Shelters build awareness of the service and can generate advertising revenue, yet first and foremost bus stop shelters contribute toward transit rider safety and comfort. Industry research has confirmed bus shelters can also play a vital role in attracting additional ridership. The absence of adequate amenities at bus stops can deter both potential and existing patrons from using transit given the relative comfort and convenience inherent in a personal vehicle.

Capital Plan

The twenty-year Capital Plan (Exhibit 8.7) identifies cost figures for anticipated future improvements or capital purchases, recommendations included within the Capital Improvement Program, as well as improvements/capital purchases recommended to support proposed recommendations.

To support the operational recommendations presented in the Capital Improvement Program, the consultant team prepared a comprehensive fleet replacement strategy which reflects a staggered approach toward replacing vehicles beyond the industry useful life standards.

Twenty-year capital expenses have been developed using the following assumptions:

- Implementation of recommendations would begin in FY 2016/17;
- A 1.9-percent annual inflation rate (California Department of Finance, 2014) for vehicle costs and bus stop signage/equipment (baseline unit cost shown under FY 2015/16); and
- Purchases of replacement vehicles would occur during the fiscal year identified in the Capital Improvement Plan (see Exhibits 8.4 and 8.5).

	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021		FY 2022		FY 2023		FY 2024		FY 2025		FY 2026		FY 2027		FY 2028		FY 2029		FY 2030		FY 2031		FY 2032		FY 2033		FY 2034		FY 2035		FY 2036			
	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost		
Fleet																																										
Fixed-Route																																										
2008 Orion VII		\$0		\$0	4	\$2,221,989		\$0		\$0		\$0		\$0		\$0		\$0		\$0	2	\$1,267,451		\$0		\$0		\$0	4	\$2,785,044		\$0		\$0		\$0		\$0		\$0		
2015 Gillig		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		
2009 Starcraft Cutaway		\$0	1	\$166,138		\$0		\$0		\$0		\$0	1	\$182,532		\$0		\$0		\$0		\$0	1	\$200,544		\$0		\$0		\$0	1	\$220,334		\$0		\$0		\$0		\$0		
2009 Chevy Cutaway	2	\$320,000		\$0		\$0		\$0		\$0	2	\$351,577		\$0		\$0		\$0		\$0	2	\$386,271		\$0		\$0		\$0	2	\$424,388		\$0		\$0		\$0		\$0		\$0		
2014 Ford Cutaway		\$0	2	\$332,276		\$0		\$0		\$0		\$0	2	\$365,064		\$0		\$0		\$0	2	\$401,088		\$0		\$0		\$0	2	\$440,668		\$0		\$0		\$0		\$0		\$0		
Expansion Cutaway	2	\$320,000		\$0		\$0		\$0		\$0	2	\$351,577		\$0		\$0		\$0		\$0	2	\$386,271		\$0		\$0		\$0	2	\$424,388		\$0		\$0		\$0		\$0		\$0		
Expansion 30'-35' Bus	2	\$1,050,000	2	\$1,069,950	2	\$1,090,279		\$0		\$0		\$0		\$0		\$0		\$0		\$0	2	\$1,316,072	2	\$1,341,077	2	\$1,366,557		\$0		\$0		\$0		\$0		\$0		\$0		\$0		
Fixed-Route Subtotal	6	\$1,690,000	2	\$1,069,950	5	\$1,588,692	4	\$2,221,989	0	\$0	4	\$703,155	0	\$0	3	\$547,596	0	\$0	0	\$0	6	\$2,039,992	0	\$0	5	\$1,917,704	2	\$1,341,077	2	\$1,366,557	8	\$3,633,819	0	\$0	3	\$661,001	0	\$0	0	\$0		
Dial-A-Ride (Leased by MV Transportation)**																																										
2014 Dodge Caravan		\$0	12	\$571,369		\$0		\$0		\$0	12	\$616,046		\$0		\$0		\$0	12	\$664,217		\$0		\$0	12	\$716,154		\$0		\$0		\$0		\$0	12	\$772,153		\$0		\$0		
Dial-A-Ride Leased Subtotal	0	\$0	12	\$571,369	0	\$0	0	\$0	0	\$0	12	\$616,046	0	\$0	0	\$0	0	\$0	12	\$664,217	0	\$0	0	\$0	12	\$716,154	0	\$0	0	\$0	0	\$0	0	\$0	12	\$772,153	0	\$0	0	\$0		
Dial-A-Ride (City-owned)																																										
2014 Ford	2	\$240,000		\$0	6	\$747,620		\$0		\$0	2	\$263,683		\$0	6	\$821,394		\$0		\$0	2	\$289,703		\$0	6	\$902,449		\$0		\$0	2	\$318,291		\$0	6	\$991,502		\$0		\$0		
Dial-A-Ride City-owned Subtotal	2	\$240,000	0	\$0	6	\$747,620	0	\$0	0	\$0	2	\$263,683	0	\$0	6	\$821,394	0	\$0	0	\$0	2	\$289,703	0	\$0	6	\$902,449	0	\$0	0	\$0	2	\$318,291	0	\$0	6	\$991,502	0	\$0	0	\$0		
Bus Stops and Equipment																																										
Pole and Installation	10	\$2,500	10	\$2,548	10	\$2,596	3	\$794	3	\$809	3	\$824	3	\$840	3	\$856	3	\$872	3	\$888	3	\$905	3	\$923	3	\$940	3	\$958	3	\$976	3	\$995	3	\$1,014	3	\$1,033	3	\$1,052	3	\$1,072		
Info Post Schedule Holder	40	\$6,000	40	\$6,114	40	\$6,230	3	\$476	3	\$485	3	\$494	3	\$504	3	\$513	3	\$523	3	\$533	3	\$543	3	\$554	20	\$3,760	20	\$3,832	20	\$3,904	3	\$597	3	\$608	3	\$620	3	\$631	3	\$643		
Info Signs	40	\$1,200	40	\$1,223	40	\$1,246	3	\$95	3	\$97	3	\$99	3	\$101	3	\$103	3	\$105	3	\$107	3	\$109	3	\$111	3	\$113	3	\$115	3	\$117	3	\$119	3	\$122	3	\$124	3	\$126	3	\$129		
Bench and Installation	20	\$30,000	20	\$30,570	20	\$31,151	20	\$31,743	5	\$8,086	5	\$8,240	5	\$8,397	5	\$8,556	5	\$8,719	5	\$8,884	5	\$9,053	5	\$9,225	5	\$9,401	4	\$7,663	4	\$7,809	4	\$7,957	4	\$8,108	4	\$8,263	4	\$8,420	4	\$8,579		
Shelter and Installation*		\$0	40	\$407,600	10	\$103,836	10	\$105,809	10	\$107,819	5	\$54,934	4	\$44,782	4	\$45,633	4	\$46,500	4	\$47,384	4	\$48,284	4	\$49,201	4	\$50,136	4	\$51,089	4	\$52,059	4	\$53,048	4	\$54,056	4	\$55,083	4	\$56,130	4	\$57,197		
Trash Receptacles	5	\$3,750	5	\$3,821	5	\$3,894	5	\$3,968	5	\$4,043	3	\$2,472	3	\$2,519	3	\$2,567	3	\$2,616	3	\$2,665	5	\$4,527	5	\$4,613	5	\$4,700	5	\$4,790	5	\$4,881	5	\$4,973	5	\$5,068	5	\$5,164	5	\$5,262	5	\$5,362		
Bike Racks	5	\$5,000	5	\$5,095	5	\$5,192	5	\$5,290	5	\$5,391		\$0		\$0		\$0		\$0		\$0	5	\$6,035	5	\$6,150	5	\$6,267	5	\$6,386	5	\$6,507		\$0		\$0		\$0		\$0				
Bus Stops and Equipment Subtotal	120	\$48,450	160	\$456,971	130	\$154,145	49	\$148,175	34	\$126,731	22	\$67,063	21	\$57,142	21	\$58,228	21	\$59,334	21	\$60,461	28	\$69,456	28	\$70,776	45	\$75,317	44	\$74,832	44	\$76,254	22	\$67,690	22	\$68,976	22	\$70,286	22	\$71,622	22	\$72,983		
Other Capital Acquisitions*																																										
Transit Bus Equipment Enhancements	1	\$200,000	1	\$200,000	1	\$200,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000		
Transit Technology Upgrades	1	\$200,000	1	\$200,000	1	\$200,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$200,000	1	\$30,000	1	\$30,000	1	\$200,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$30,000	1	\$200,000	1	\$30,000
Security Upgrades (security cameras, Etc.)	1	\$100,000	1	\$100,000		\$0		\$0	1	\$100,000		\$0		\$0	1	\$100,000		\$0		\$0	1	\$100,000		\$0		\$0	1	\$100,000		\$0		\$0	1	\$100,000		\$0		\$0	1	\$100,000		
Transportation Center CNG Improvements		\$0		\$0	1	\$1,250,000	1	\$1,250,000		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		
Bus Parking Canopy at MCS	1	\$1,000,000		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0				
Transportation Center Bus Parking		\$0	1	\$1,975,000		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0				
Fueling Island Upgrade	1	\$400,000		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0				
Fleet Canopy Installation	1	\$300,000		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0				
Transit Administration Building		\$0		\$0		\$0	1	\$2,000,000	1	\$2,000,000		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0				
Bus Stop Traffic Lane Turnouts		\$0	3	\$100,000		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0				
Other Capital Acquisitions Subtotal	6	\$2,200,000	7	\$2,575,000	3	\$1,650,000	4	\$3,310,000	7	\$2,260,000	2	\$60,000	2	\$230,000	6	\$260,000	2	\$60,000	2	\$60,000	3	\$330,000	2	\$60,000	3	\$160,000	2	\$230,000	2	\$60,000	3	\$160,000	2	\$60,000	2	\$60,000	2	\$230,000	2	\$60,000		
Total	134	\$4,178,450	169	\$4,101,921	144	\$4,140,457	57	\$5,680,164	41	\$2,386,731	30	\$1,093,901	23	\$287,142	36	\$1,687,219	23	\$119,334	23	\$120,461	39	\$2,729,152	30	\$130,776	58	\$2,955,470	49	\$1,575,909	48	\$1,672,811	34	\$4,079,800	25	\$228,976	33	\$1,782,790	24	\$301,622	24	\$		

Potential Future Funding Sources

Transportation Infrastructure Finance and Innovation Act (TIFIA)

The Transportation Infrastructure Finance and Innovation Act (TIFIA) provides financing to surface transportation projects of regional significance through the form of direct loans, loan guarantees, and standby lines of credit. TIFIA credit offers more favorable interest rates as well as more flexible repayment terms than many of the private financing alternatives.

Bus and Bus Facilities (FTA Section 5339)

This program provides capital funding to replace, rehabilitate, and purchase buses and related equipment and to construct bus-related facilities. In Fiscal Year 2014, the FTA allocated \$427.8 million in support of the Bus and Bus Facilities program. Funds are eligible to be transferred by the state to supplement urban and rural formula grant programs. This program replaced Section 5309.

Transportation Investment Plan

In November 2016, Ventura County will propose a 0.5 cent sales tax increase through a Transportation Investment Plan. The 30-year Transportation Plan initiative is projected to total more than \$390 million in transportation funding, with a portion of that funding allocated to Thousand Oaks Transit. If the bill passes, The City could potential see an additional \$1 million each year for a variety of transit-related projects.

Exhibit 8.8 Future Funding Sources

Funding Source	Description	Potential Revenues	Advantages
Transportation Infrastructure Finance and Innovation Act (TIFIA)	Provides financing to projects of regional significance through the form of direct loans, loan guarantees, and standby lines of credit.	Competitive grant	- Favorable interest rates. - Flexible repayment terms
Bus and Bus Facilities Program (FTA Section 5339)	Provides capital funding to replace, rehab and purchase buses and related equipment and to construct bus-related facilities.	Competitive grant	
Transportation Investment Plan (.5 cent sales tax)	Provides dedicated funding to transportation projects with a specific transit component.	County-wide funding initiative	

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CHAPTER 9

FINANCIAL PLAN

The Financial Plan forecasts those expenditures needed to implement the recommendations included within the Service Recommendations and Capital Plan chapters (Chapters 5 and 8). These recommendations vary in scope from administrative, policy, and marketing amendments to capital purchases and the introduction of new routes. The Plan also includes estimated funding from grant programs supporting the implementation of each proposed service restructuring.

The Financial Plan is organized to follow the structure of the Findings and Recommendations chapters. Timeframes for implementation will be presented in addition to the fiscal impact and effects on performance metrics for the system.

Financial Plan (Baseline Scenario – no changes to operating expenses)

Twenty-year operating expenses have been developed using the following assumptions:

1. Operational costs and capital purchases are based on agency-provided data (i.e., Operating Budget and State Controller Reports).
2. Fixed-route and Dial-A-Ride operating costs are forecast to increase at 1.9 percent per annum (California Department of Finance – rate of inflation, 2014)
3. Fixed-route and Dial-A-Ride ridership is projected to increase two percent per annum.
4. Any operating expenses not covered through farebox recovery or grants (i.e., FTA Section 5307) would be covered through local subsidy (i.e., Local Transportation Funds).

The Baseline Scenario represents the status quo, projecting out to FY 2036 the Financial Plan, presented in the City of Thousand Oaks FY 2015-2016/2016-2017 Operating Budget for transportation. Exhibit 9.1 presents the farebox returns based on the status quo scenario at a cost per passenger of \$1.52 (FY 2015).

Exhibit 9.1 Farebox (System Total)

Fiscal Year	Cost	Passengers	Fare Revenue*
2017	\$6,955,467	262,689	\$401,913
2018	\$7,094,576	267,942	\$409,952
2019	\$7,236,468	273,301	\$418,151
2020	\$7,381,197	278,767	\$426,514
2021	\$7,528,821	284,342	\$435,044
2026	\$8,312,427	313,937	\$480,324
2031	\$9,177,591	346,612	\$530,316
2036	\$10,132,802	375,184	\$574,031

All revenue sources are listed at the top of Exhibit 9.2, which include customer fares, federal and state grants, and local subsidy from other revenue resources. As presented in Exhibit 9.2, in the event forecast revenue exceeds costs in a given year, the difference is included within the “Carryover” line item for the following year. All expenses are listed at the bottom of Exhibit 9.2, which include operations and capital outlay (i.e., vehicles, bus stop amenities, and facilities).

In order to fund necessary capital expenses such as vehicle replacements, the City should pursue additional federal and state grant funding. In past years the City received funding through Section 5339, which is a formula grant which provides operators capital assistance for new and replacement buses (among other uses). We recommend seeking Section 5339 funding in the future in order to assist in vehicle purchases as called for in Chapter 8, Exhibit 8.7.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036
Revenue																					
User Fees																					
Fixed-Route Fares	\$374,850	\$382,347	\$389,994	\$397,794	\$405,750	\$413,865	\$422,142	\$430,585	\$439,197	\$447,980	\$456,940	\$466,079	\$475,400	\$484,908	\$494,607	\$504,499	\$514,589	\$524,880	\$535,378	\$546,086	\$557,007
Dial-A-Ride Fares																					
Federal Formula Funding	\$1,100,000	\$1,100,000	\$1,120,900	\$1,142,197	\$1,163,899	\$1,186,013	\$1,208,547	\$1,231,510	\$1,254,908	\$1,278,752	\$1,303,048	\$1,327,806	\$1,353,034	\$1,378,742	\$1,404,938	\$1,431,632	\$1,458,833	\$1,486,550	\$1,514,795	\$1,543,576	\$1,572,904
Federal and State Grants (Competitive-based)	\$300,000	\$300,000	\$300,000	\$300,000	\$1,435,317	\$1,073,987	\$300,000	\$300,000	-\$994,908	\$300,000	\$300,000	-\$997,806	\$300,000	\$300,000	-\$1,244,938	-\$1,201,632	-\$1,398,833	\$300,000	-\$1,454,795	\$300,000	\$300,000
Sales Tax on Gasoline, SB 325	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000
TDA and Formula Funding Reserves		\$6,300,000	\$4,688,929	\$3,080,948	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Local Subsidy																					
Other Revenue 12% of Non-City Bus Service)	\$258,200	\$273,200	\$277,441	\$281,762	\$286,166	\$290,653	\$295,225	\$299,884	\$304,632	\$309,470	\$314,400	\$319,424	\$324,543	\$329,759	\$335,075	\$340,491	\$346,010	\$351,635	\$357,366	\$363,206	\$369,156
Interest Income	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Transportation Investment Plan (0.5 cent sales tax)*	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Subtotal	\$6,543,050	\$6,565,547	\$6,598,335	\$6,631,753	\$7,801,131	\$7,474,517	\$6,735,914	\$6,771,979	\$5,513,829	\$6,846,202	\$6,884,388	\$5,625,503	\$6,962,977	\$7,003,409	\$5,499,681	\$5,584,990	\$5,430,599	\$7,173,065	\$5,462,744	\$7,262,867	\$7,309,068
Expenditures																					
Operations																					
Administration	\$305,600	\$312,311	\$318,245	\$324,179	\$330,225	\$336,385	\$342,776	\$349,289	\$355,925	\$362,688	\$369,579	\$376,601	\$383,756	\$391,048	\$398,478	\$406,049	\$413,764	\$421,625	\$429,636	\$437,799	\$446,117
Operations (Fixed-Route and Dial-A-Ride)^	\$7,963,818	\$8,592,267	\$8,764,112	\$8,939,395	\$9,118,182	\$9,300,546	\$9,486,557	\$9,676,288	\$9,869,814	\$10,067,210	\$10,268,554	\$10,473,925	\$10,683,404	\$10,897,072	\$11,115,013	\$11,337,314	\$11,564,060	\$11,795,341	\$12,031,248	\$12,271,873	\$12,517,310
Capital Expenditures	\$3,330,000	\$2,808,450	\$3,031,971	\$3,050,178	\$5,680,164	\$2,260,000	\$60,000	\$230,000	\$260,000	\$60,000	\$60,000	\$330,000	\$60,000	\$60,000	\$160,000	\$230,000	\$60,000	\$160,000	\$60,000	\$230,000	\$60,000
Subtotal	\$11,599,418	\$11,713,028	\$12,114,328	\$12,313,752	\$15,128,571	\$11,896,931	\$9,889,333	\$10,255,577	\$10,485,739	\$10,489,898	\$10,698,133	\$11,180,526	\$11,127,160	\$11,348,120	\$11,673,491	\$11,973,363	\$12,037,824	\$12,376,966	\$12,520,884	\$12,939,672	\$13,023,428
Surplus (Deficit)	(\$1,726,368)	(\$2,339,031)	(\$2,484,022)	(\$2,631,821)	(\$1,647,276)	(\$2,162,413)	(\$3,093,419)	(\$3,253,598)	(\$4,711,910)	(\$3,583,696)	(\$3,753,745)	(\$5,225,024)	(\$4,104,183)	(\$4,284,711)	(\$6,013,810)	(\$6,158,373)	(\$6,547,225)	(\$5,043,901)	(\$6,998,140)	(\$5,446,805)	(\$5,654,360)

*Proposed sales tax increase on November 2016 ballot. Proposed revenue stream is not reflected in total revenue.

Financial Plan (Growth Scenario)

Twenty-year operating expenses have been developed using the following assumptions:

1. Operational costs are based on agency-provided data (i.e., Operating Budget and State Controller Reports).
2. Operating Cost/VSH based on FY 2014/15 data.
3. Fixed-route and Dial-A-Ride operating costs combined are forecast to increase at 7.7 percent per annum.
4. Fixed-route and Dial-A-Ride ridership and fare revenue are projected to increase an average of five percent per annum.
5. Any operating expenses not covered through farebox recovery or grants (i.e., FTA Section 5307) would be covered through local subsidy (i.e., Local Transportation Funds).

Exhibits 9.3-9.5 summarizes the effects implementing the three phases would have on annual Vehicle Service Hours and operating cost. To show the fiscal impact, we provide the Impact on Farebox Revenue tables to display cost implications across the next five planning years.

Exhibit 9.3 Summary of Operating Costs (Phase 1 Growth Scenario)

	Current/Baseline		Growth Scenario		Cost/VSH	Annual Operating Cost		
	Weekly	Annually	Phase 1 (FY2016-2017)			Current/Baseline	Growth	Difference
			Weekly	Annually				
Fixed-Route	75	23,100	99	30,492	\$105.99	\$2,448,369	\$3,231,847	\$783,478
Dial-A-Ride	120	36,960	160	49,280	\$61.57	\$2,275,627	\$3,034,170	\$758,542
Total	195	60,060	259	79,772		\$4,723,996	\$6,266,017	\$1,542,020

Exhibit 9.4 Summary of Operating Costs (Phase 2 Growth Scenario)

	Current/Baseline		Growth Scenario		Cost/VSH	Annual Operating Cost		
	Weekly	Annually	Phase 2 (FY2018-2019)			Current/Baseline	Growth	Difference
			Weekly	Annually				
Fixed-Route	75	23,100	162	49,896	\$105.99	\$2,448,369	\$5,288,477	\$2,840,108
Dial-A-Ride	120	36,960	160	49,280	\$61.57	\$2,275,627	\$3,034,170	\$758,542
Total	195	60,060	322	99,176		\$4,723,996	\$8,322,647	\$3,598,650

Exhibit 9.5 Summary of Operating Costs (Phase 3 Growth Scenario)

	Current/Baseline		Growth Scenario		Cost/VSH	Annual Operating Cost		
	Weekly	Annually	Phase 3 (FY2020-2021)			Current/Baseline	Growth	Difference
			Weekly	Annually				
Fixed-Route	75	23,100	179	55,132	\$105.99	\$2,448,369	\$5,843,441	\$3,395,072
Dial-A-Ride	120	36,960	160	49,280	\$61.57	\$2,275,627	\$3,034,170	\$758,542
Total	195	60,060	339	104,412		\$4,723,996	\$8,877,610	\$4,153,614

The figures shown in Exhibit 9.6 are modest projections for fare revenue and ridership. Assuming all operations and administrative recommendations regarding system schedule improvements and fixed-route restructuring are implemented, we anticipate increased levels of ridership and fare revenue beginning in FY 2016/17 when Phase 1 route restructuring is recommended to take place.

Exhibit 9.6 Impact on Farebox Revenue (System Total)

Fiscal Year	Cost	Passengers	Fare Revenue
2017	\$6,266,017	257,250	\$393,593
2018	\$8,322,647	282,975	\$432,952
2019	\$8,877,610	311,273	\$476,247
2020	\$9,047,454	342,400	\$523,872
2021	\$9,220,546	352,672	\$539,588
2026	\$10,136,970	408,843	\$625,530
2031	\$11,144,479	473,961	\$725,161
2036	\$12,252,126	549,451	\$840,660

All revenue sources are listed at the top of Exhibit 9.7. Revenue sources include customer fares, federal and state funding grants, and local subsidy among other revenue resources. As presented in the following exhibit, in the event forecast revenue exceeds cost in a given year, the difference is included within the “Carryover” line item for the following year. All expenses are listed at the bottom of Exhibit 9.7. Factors contributing to increased operating cost are limited to the implementation of the increased service hours. All expenses are listed at the bottom of Exhibit 9.7, which include operations and capital outlay (i.e., vehicles, bus stop amenities, and facilities). See Capital Plan (Exhibit 8.7) for more details.

Fare Structure

The current fare structure (regular one-way trip fare, \$1.50, and Seniors/Disabled/Medicare one-way fare, 75 cents) provides little room for fare elasticity. More than 70 percent of the fixed-route onboard survey respondents indicated a household income of less than \$30,000 annually (Section 4.1). The same survey also indicated more than 85 percent of respondents do not have access to a vehicle. According to the Dial-A-Ride (DAR) (Section 4.2), 29.9 percent of respondents indicated other transportation services were too expensive or they had limited or no access to a personal vehicle, as reasons for riding DAR.

It is also worth noting that Thousand Oaks regular one-way trip fare of and Seniors/Disabled/Medicare one-way trip fare compare favorably with other regional transit agencies such as Simi Valley (regular one-way trip - \$1.50, Senior/ADA – 75 cents), and Gold Coast Transit (regular one-way trip - \$1.50, Senior/ADA – 75 cents).

	FY 2016	FY 2017*	FY 2018**	FY 2019***	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036
Revenue																					
User Fees																					
Fixed-Route Fares	\$374,850	\$393,593	\$432,952	\$476,247	\$523,872	\$539,588	\$555,775	\$572,449	\$589,622	\$607,311	\$625,530	\$644,296	\$663,625	\$683,534	\$704,040	\$725,161	\$746,916	\$769,323	\$792,403	\$816,175	\$840,660
Dial-A-Ride Fares																					
Federal Formula Funding	\$1,100,000	\$1,100,000	\$1,120,900	\$1,142,197	\$1,163,899	\$1,186,013	\$1,208,547	\$1,231,510	\$1,254,908	\$1,278,752	\$1,303,048	\$1,327,806	\$1,353,034	\$1,378,742	\$1,404,938	\$1,431,632	\$1,458,833	\$1,486,550	\$1,514,795	\$1,543,576	\$1,572,904
Federal and State Grants (Competitive-based)	\$300,000	\$300,000	\$300,000	\$300,000	\$3,595,546	\$1,200,718	\$300,000	\$300,000	\$432,311	\$300,000	\$300,000	\$1,401,346	\$300,000	\$300,000	\$170,971	\$241,179	\$2,620,967	\$300,000	\$267,995	\$300,000	\$300,000
Sales Tax on Gasoline, SB 325	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$4,500,000
TDA and Formula Funding Reserves		\$6,300,000	\$3,618,979	\$920,719	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Local Subsidy																					
Other Revenue 12% of Non-City Bus Service)	\$258,200	\$273,200	\$277,441	\$281,762	\$286,166	\$290,653	\$295,225	\$299,884	\$304,632	\$309,470	\$314,400	\$319,424	\$324,543	\$329,759	\$335,075	\$340,491	\$346,010	\$351,635	\$357,366	\$363,206	\$369,156
Interest Income	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Transportation Investment Plan (0.5 cent sales tax)^^^	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Subtotal	\$6,543,050	\$6,576,793	\$6,641,293	\$6,710,206	\$10,079,482	\$7,726,972	\$6,869,548	\$6,913,843	\$7,091,473	\$7,005,533	\$7,052,978	\$8,202,872	\$7,151,202	\$7,202,034	\$7,125,023	\$7,248,463	\$9,682,726	\$7,417,508	\$7,442,558	\$7,532,956	\$7,592,721
Expenditures																					
Operations																					
Administration^^	\$305,600	\$427,311	\$685,430	\$823,453	\$839,099	\$855,041	\$871,287	\$887,842	\$904,711	\$921,900	\$939,416	\$957,265	\$975,453	\$993,987	\$1,012,873	\$1,032,117	\$1,051,727	\$1,071,710	\$1,092,073	\$1,112,822	\$1,133,966
Operations (Fixed-Route and Dial-A-Ride)^	\$4,723,996	\$6,266,017	\$8,322,647	\$8,877,610	\$9,047,454	\$9,220,546	\$9,396,951	\$9,576,730	\$9,759,949	\$9,946,673	\$10,136,970	\$10,330,908	\$10,528,556	\$10,729,985	\$10,935,268	\$11,144,479	\$11,357,692	\$11,574,985	\$11,796,435	\$12,022,122	\$12,252,126
Capital Expenditures	\$3,330,000	\$4,178,450	\$4,101,921	\$4,140,457	\$5,680,164	\$2,386,731	\$1,093,901	\$287,142	\$1,687,219	\$119,334	\$120,461	\$2,729,152	\$130,776	\$2,955,470	\$1,575,909	\$1,672,811	\$4,079,800	\$228,976	\$1,782,790	\$301,622	\$132,983
Subtotal	\$8,359,596	\$10,871,778	\$13,109,998	\$13,841,520	\$15,566,716	\$12,462,319	\$11,362,139	\$10,751,714	\$12,351,879	\$10,987,908	\$11,196,847	\$14,017,325	\$11,634,785	\$14,679,442	\$13,524,050	\$13,849,407	\$16,489,220	\$12,875,671	\$14,671,298	\$13,436,566	\$13,519,075
Surplus (Deficit)	\$1,513,454	(\$116,535)	(\$2,366,784)	(\$2,990,857)	\$192,930	(\$2,348,616)	(\$3,398,690)	(\$3,550,729)	(\$3,573,186)	(\$3,863,041)	(\$4,023,408)	(\$3,085,301)	(\$4,352,807)	(\$4,521,937)	(\$4,823,118)	(\$4,928,133)	(\$2,726,694)	(\$5,229,187)	(\$5,445,949)	(\$5,601,987)	(\$5,793,371)
*Reflects Phase 1 restructuring																					
**Reflects Phase 2 restructuring																					
***Reflects Phase 3 restructuring																					
^Includes Marketing Budget of three percent of total operating expenses per annum and Non-city Bus Service expense (88%).																					
^^Reflects recommended staff expansion at \$150,000 per salary position.																					
^^^Proposed sales tax increase on November 2016 ballot. Proposed revenue stream is not reflected in total revenue.																					



APPENDIX
SURVEY INSTRUMENTS

Thousand Oaks Transit 2015 Rider Survey
(Español al revés)

Section 1: Tell us about your trip today.

1. What route are you telling us about today?
 1 (Gold) 2 (Green) 3 (Red) 4 (Blue)
 Metrolink Shuttle
 Date: _____
 Time: _____

2. Where did you board the bus today?
 Cross-streets: 1 _____ and 2 _____
 Location: _____

3. Where will you get off the bus today (bus stop)?
 Cross-streets: 1 _____ and 2 _____
 Location: _____

4. How did you get to the bus stop today?
 Walked Drove self
 Bicycled Someone drove me
 Rode a bus Carpool/vanpool
 Other – specify: _____

5. How will you get from the bus stop to your final destination today?
 Walk Drive
 Bicycle Have someone drive me
 Transfer to another bus Carpool/Vanpool
 Other (specify): _____

6. Does this trip include a transfer? Yes No
 a. If yes, specify to/from:
 Another TOT bus Metrolink Shuttle
 VCTC LADOT Commuter Express
 Metro Other

7. What is the primary purpose for today's trip?
 Work Shopping Visiting friends
 School Healthcare Personal business
 Other (specify): _____

8. Why did you choose TOT for this one-way trip?
 Cost Proximity to my destination
 Lack of car Avoid traffic/parking
 Other (specify): _____

9. How often do you ride TOT?
 Less than once a week 1-2 times a week
 3-4 times a week 5 or more times a week

10. How do you typically pay for your TOT trip?
 Cash fare (single ride) Pre-paid trip ticket
 TOT pass VCTC pass Free transfer/free fare

11. What fare category typically applies to you?
 Regular fare
 Senior/Disabled/Medicare discounted fare
 ADA/DAR free fare

Section 2: Tell us about our service.

12. Which of the following would cause you to ride the bus more often?
 If employer paid all or part of cost More frequent service
 Earlier morning service Later evening service
 Sunday service Assistance with trip planning
 Having someone to ride with
 Other (specify): _____

13. How many additional trips would you make each week if the option you selected in Question 12 was implemented?
 No change Less than 1 1-2 trips
 3-4 trips 5 or more trips

14. How would you describe the current fare you pay to ride TOT?
 Just right Too low Too high

15. Where do you typically obtain information about TOT services? (Check all that apply)
 Printed schedule TOT website Bus driver
 On the bus At the bus stop or transit center
 Next Bus Mobi app Google Trip Planner
 Other (specify): _____

16. On a scale of 1-5 (where 1=poor and 5=excellent), rate the following service attributes:
 a. Service frequency 1 2 3 4 5
 b. Time it takes to travel via TOT 1 2 3 4 5
 c. Operating hours 1 2 3 4 5
 d. Comfort onboard vehicle 1 2 3 4 5
 e. Safety onboard vehicle 1 2 3 4 5
 f. Fare or cost 1 2 3 4 5
 g. Safety at bus stops 1 2 3 4 5
 h. Reliability of service 1 2 3 4 5
 i. Accessibility of service 1 2 3 4 5
 j. Availability of service info 1 2 3 4 5
 k. Overall satisfaction with TOT 1 2 3 4 5

17. Which of the following is most important to you? (Choose only one)
 More frequent service More weekend service
 Shorter travel time Later operating/service hours
 Earlier operating/service hours
 Different destination(s) (specify): _____
 Other (specify): _____

Section 3: Tell us about yourself.

18. How long have you been a TOT customer?
 Less than 1 year 1-2 years
 3-4 years 5 years or more

19. What is your home zip code? _____

20. What is your race/ethnicity? (Check all that apply)
 Latino Black White Asian/Pacific Islander
 American Indian Other (specify): _____
 Decline to respond

21. Please indicate which languages are spoken in your home. (Check all that apply)
 English Spanish Chinese (Mandarin)
 Other (specify): _____ Decline to respond

22. What is your gender?
 Male Female Decline to respond

23. What is your age?
 Under 16 16 to 18 19 to 24
 25 to 34 35 to 44 45 to 54
 55 to 64 65 or older Decline to respond

24. What was your total household income in 2014?
 Less than \$10,000 \$10,001 to \$20,000
 \$20,001 to \$30,000 \$30,001 to \$40,000
 \$40,001 to \$50,000 \$50,001 to \$75,000
 \$75,001 to \$100,000 \$100,000 to \$200,000
 More than \$200,001 Decline to respond

25. Please indicate your employment status. (Check all that apply)
 Employed full-time Employed part-time
 Student (full-time) Student (part-time)
 Retired Work at home or homemaker
 Not employed/seeking employment Decline to respond

26. How many people live in your household?
 1 2 3 4 5 6 7 or more

27. Did you have a car or other vehicle to make this trip today?
 Yes No

28. Do you have a valid driver license?
 Yes No

29. Please check the box that best describes the household you live in:
 There is a car available for every adult in the household I live in
 There are more adults than cars in the household I live in
 There are more cars than adults in the household I live in

30. Do you own or regularly use a ...?
 Smartphone Tablet Computer

Provide your contact information to be entered into a random drawing for a \$50 VISA gift card.

Name: _____

Phone/Email: _____

All personal information will be kept confidential.

Thousand Oaks Transit 2015 Encuesta del Cliente
(English on reverse)

Sección 1: Cuéntenos sobre su viaje de hoy.

1. ¿De qué ruta nos está contando hoy?
 1 (Gold) 2 (Green) 3 (Red) 4 (Blue)
 Metrolink Shuttle
 Fecha: _____
 Hora: _____

2. ¿En dónde se subió al autobús hoy (parada de autobús)?
 Cruce de calles: 1 _____ y 2 _____
 Ubicación: 3 _____

3. ¿En dónde se bajará del autobús hoy (parada de autobús)?
 Cruce de calles: 1 _____ y 2 _____
 Ubicación: 3 _____

4. ¿Cómo llegó a la parada para este viaje de hoy?
 Caminé Conduje mi auto En bicicleta
 Alguien me trajo a la parada En autobús
 Carpool/Vanpool
 Otro (especifique) _____

5. ¿Cómo va a llegar a su destino de la parada hoy?
 Caminar Manejar Bicicleta
 Alguien me va manejar Transferencia a otro autobús
 Carpool/vanpool Otro (especifique) _____

6. ¿Este viaje incluye una transferencia? Sí No
 a. Si Sí, especifique a/de:
 Otro autobús TOT Metrolink Shuttle VCTC
 LADOT Commuter Express Metro Otro

7. ¿Cuál es el propósito de su viaje de hoy?
 Trabajo Ir de compras Visitar amigos
 Escuela Cuidado médico Asunto personal
 Otro (especifique): _____

8. ¿Por qué escogió TOT para este viaje de una ida?
 Costo Proximidad a mi destino
 No tengo auto Evitar tráfico/estacionamiento
 Otro (especifique): _____

9. ¿Con qué frecuencia viaja con TOT?
 Menos de una vez por semana 1-2 veces por semana
 3-4 veces por semana 5 o más veces por semana

10. Típicamente, ¿cómo pagas por su viaje en TOT?
 En efectivo (un viaje) Boleto pre-pagado
 Pase TOT Pase VCTC Transferencia gratis/tarifa gratis

11. ¿Cuál categoría de tarifa aplica a usted?
 Tarifa regular
 Tarifa descontado de Mayores/Discapacitado/Medicare
 Tarifa gratis ADA/DAR

Sección 2: Díganos sobre nuestro servicio.

12. ¿Cuál de los siguientes te causaría a viajar en el autobús más frecuentemente?
 Si el empleador paga todo o parte del costo. Servicio más frecuente
 Servicio de mañana más temprano Servicio de noche más tarde
 Servicio en domingo Asistencia con planear viaje
 Tener alguien con quien viajar
 Otro (especifique) _____

13. ¿Cuántos más viajes de una vía adicional haría usted cada semana si la mejora que ha seleccionado fue introducido?
 No cambio Menos den 1 1-2 viajes
 3-4 viajes 5 o más viajes

14. ¿Cómo describiría la tarifa actual que se paga a viajar con TOT?
 Justo Muy bajo Muy alto

15. Típicamente, como obtengas información y/o preparas por su viaje en TOT? (marque todos que aplican)
 Horario impreso Sitio web TOT
 En la parada del autobús o centro de tránsito Conductor
 NextBus App Mobi Google Trip Planner
 Otro (especifique) _____

16. En una escala de 1-5 (donde 1=pobre y 5=excelente), califica los siguientes atributos del servicio:
 a. Frecuencia del servicio 1 2 3 4 5
 b. Tiempo requisito para viajar 1 2 3 4 5
 c. Horas de operación 1 2 3 4 5
 d. Comodidad abordo el vehículo 1 2 3 4 5
 e. Seguridad abordo vehículo 1 2 3 4 5
 f. Tarifa o costo 1 2 3 4 5
 g. Seguridad en las paradas 1 2 3 4 5
 h. Confiabilidad del servicio 1 2 3 4 5
 i. Accesibilidad del servicio 1 2 3 4 5
 j. Disponibilidad de información del servicio 1 2 3 4 5
 k. Satisfacción con TOT en general 1 2 3 4 5

17. ¿Cuál de los siguientes mejores posibles son más importante a usted? (Escoge solo uno)
 Servicio más frecuente Más servicio en fin de semana
 Menos tiempo de viajar Horas de servicio/operación más tarde
 Horas de servicio/operación más temprano
 Destino(s) diferente(s) (especifique): _____
 Otro (especifique): _____

Sección 3: Díganos sobre usted.

18. ¿Cuánto tiempo ha sido cliente de TOT?
 Menos de 1 año 1-2 años
 3-4 años 5 años o más

19. ¿Qué es su código postal? _____

20. ¿Qué es su raza/etnicidad?
 Latino Negro Blanco
 Asiático/Isiánico Pacífico Indio Americano
 Otro - especifique: _____
 Prefiero no responder

21. Por favor indique qué idiomas se hablan en su hogar (marque todos que aplican)
 Inglés Español Chino (Mandarín)
 Otro - especifique: _____
 Prefiero no responder

22. ¿Cuál es su género?
 Hombre Mujer Prefiero no responder

23. ¿Cuál es su edad?
 Menor de 16 16 a 18 19 a 24 25 a 34
 35 a 44 45 a 54 55 a 64 65 o mayor
 Prefiero no responder

24. ¿Cuál fue el ingreso anual total de su hogar en 2014?
 Menos de \$10,000 \$10,001 - \$20,000
 \$20,001 - \$30,000 \$30,001 - \$40,000
 \$40,001 - \$50,000 \$50,001 - \$75,000
 \$75,001 - \$100,000 \$100,000 - \$200,000
 Más de \$200,001 Prefiero no responder

25. Por favor indique su situación laboral (marque todos que aplican).
 Empleado tiempo completo Empleado tiempo parcial
 Estudiante tiempo completo Estudiante tiempo parcial
 Retirado Trabajo desde mi hogar o ama de casa
 No empleado/buscando empleo Prefiero no responder

26. ¿Cuántas personas viven en su hogar?
 1 2 3 4 5 6 7 o más

27. ¿Tuviste un carro disponible para hacer este viaje? Sí No

28. ¿Tienes una licencia de conducir valida? Sí No

29. Por favor marque la caja que mejor describe el hogar en donde vives:
 Hay un caro por cada adulto disponible en el hogar en donde vivo
 Hay más adultos que caros en el hogar en donde vivo
 Hay más caros que adultos en el hogar en donde vivo

30. ¿Eres dueño de o regularmente utilizas un...?
 Teléfono inteligente (Smartphone) Tableta Computadora

Proporcione su información de contacto para entrar en una rifa para ganar una tarjeta de regalo VISA con valor de \$50.
 Todo información personal será confidencial.

Nombre: _____
 Teléfono/Email: _____

Thousand Oaks Transit Community Survey



Thank you for participating in the Thousand Oaks Transit 2015 Community Survey. This survey is being conducted in support of the City of Thousand Oaks Transit Master Plan, which will offer short- and long-term visions for public transit in Thousand Oaks. Your responses will help ensure Thousand Oaks Transit is responsive to the needs of the community across the years to come.

Section 1. Tell us about your transit use

1. In the last 90 days, have you used either the City's fixed-route bus or Dial-A-Ride paratransit service?

₁ Yes → Go to Question 1A

₂ No → Go to Question 1B

1A. Which City transit service have you used?

₁ Thousand Oaks Transit (TOT) fixed-route

→ Continue to Section 2

₂ Dial-A-Ride service

→ Skip to Section 3

₃ Both services

→ Continue to Section 2

1B. What is the primary reason you do not use the City's fixed-route bus service or Dial-A-Ride service? (check only one)

₁ Don't know how to use it.

₂ Service doesn't start early enough in the morning.

₃ Service doesn't run late enough in the evening.

₄ Bus stop too far away.

₅ Doesn't go where I need to travel.

₆ Takes too long (i.e., time on bus).

₇ Cost is too high.

₈ Prefer to drive own vehicle.

₉ I need my car during the day.

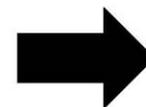
₁₀ Condition of bus stops.

₁₁ Concerns about safety.

₁₂ Service information is too confusing/not easy to understand.

₁₃ Other (specify):

→ Skip to Section 5



¹⁴ A Spanish version of the Community Survey was available online only.

Section 2. Fixed-Route Riders

The following questions pertain to the City’s fixed-route service.

2. **In a typical week, how many one-way trips do you take on the City’s fixed-route bus system?**
 - ₁ Less than one trip (i.e., once or twice a month)
 - ₂ 1-2 trips
 - ₃ 3-4 trips
 - ₄ 5 or more trips

3. **On a four-point scale (where one is “poor” and four is “excellent”), how would you rate your overall satisfaction with the City’s fixed-route system?**
 - ₁ 1 - Poor ₂ 2 - Fair ₃ 3 - Good ₄ 4 - Excellent

4. **When riding Thousand Oaks Transit what is your most common trip purpose? (check only one)**
 - ₁ Work ₂ Shopping
 - ₃ Visiting friends ₄ School
 - ₅ Healthcare ₆ Personal business
 - ₇ Other (specify): _____

5. **Which fixed route do you use most often?**
 - ₁ Route 1: Newbury Park – The Oaks (Gold)
 - ₂ Route 2: The Oaks – Los Robles Hospital – CLU – Senior/Teen Center – City Transportation Center (Green)
 - ₃ Route 3: City Transportation Center – Thousand Oaks Blvd – Hillcrest Dr. – The Oaks (Red)
 - ₄ Route 4: City Transportation Center – The Oaks – Hillcrest Dr. – Thousand Oaks Blvd. (Blue)
 - ₅ Metrolink Commuter Shuttle

6. **On a scale of one to four (wherein one equals “poor” and four equals “excellent”), please rate the following Thousand Oaks Transit service attributes.**

	Attribute	1	2	3	4
		Poor	Fair	Good	Excellent
a.	Service frequency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Time it takes to travel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Operating hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	Comfort onboard vehicle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	Safety onboard vehicle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	Fare or cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g.	Safety at bus stops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h.	Reliability of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i.	Accessibility of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j.	Availability of service information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. How important a role does cost (the fare you pay) play in making your decision to ride Thousand Oaks Transit?

- ₁ Not important ₂ Somewhat important
- ₃ Important ₄ Very important

- If you have ridden Dial-A-Ride in the past 90 days, **continue to Section 3.**
- If you have not ridden Dial-A-Ride in the past 90 days, **skip to Section 4.**

Section 3. Dial-A-Ride Riders

The following questions pertain to the City’s Dial-A-Ride service.

8. **In a typical week, how many one-way trips do you take on the City’s Dial-A-Ride?**
 - ₁ Less frequently (i.e., once or twice a month)
 - ₂ 1-2 trips
 - ₃ 3-4 trips
 - ₄ 5 or more trips

9. **On a four-point scale (where one is “poor” and four is “excellent”), how would you rate your overall satisfaction with the City’s Dial-A-Ride service?**
 - ₁ 1 - Poor ₂ 2 - Fair ₃ 3 - Good ₄ 4 - Excellent

10. **When riding the City’s Dial-A-Ride, what is your most common trip purpose?**
 - ₁ Work ₂ Shopping
 - ₃ Visiting friends ₄ School
 - ₅ Healthcare ₆ Personal business
 - ₇ Other (specify): _____

11. **On a scale of one to four (wherein one equals “poor” and four equals “excellent”), please rate the following Thousand Oaks Dial-A-Ride service attributes.**

	Attribute	1	2	3	4
		Poor	Fair	Good	Excellent
a.	Time it takes to travel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Operating hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Comfort onboard vehicle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	Safety onboard vehicle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	Fare or cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	Reliability of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g.	Accessibility of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h.	Availability of service information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. How important a role does cost (the fare you pay) play in making your decision to ride the City’s Dial-A-Ride?

- ₁ Not important ₂ Somewhat important
- ₃ Important ₄ Very important

→ Continue to Section 4.

Section 4. All Riders

13. Where have you typically obtained information regarding the City's public transit services? (check all that apply)

- ₁ Printed schedule
- ₂ Thousand Oaks Transit website
- ₃ At the bus stop/transit center
- ₄ Asking the bus driver
- ₅ NextBus
- ₆ Mobi app
- ₇ Google Trip Planner
- ₈ Other (specify): _____

→ Continue to Section 5.

Section 5. All Respondents

14. What times of day are you most likely to travel? (check up to three)

- ₁ Earlier than 5:00 a.m.
- ₂ 5:00 a.m. to 6:29 a.m.
- ₃ 6:30 a.m. to 8:29 a.m.
- ₄ 8:30 a.m. to 11:29 p.m.
- ₅ 11:30 a.m. to 3:29 p.m.
- ₆ 3:30 p.m. to 6:59 p.m.
- ₇ 7:00 p.m. to 9:59 p.m.
- ₈ Later than 10:00 p.m.

15. Do you know the location of the Thousand Oaks Transit bus stop nearest to your home?

- ₁ Yes
- ₂ No

16. What is your most frequent travel purpose in and around the Thousand Oaks area? (check only one)

- ₁ Tourism
- ₂ Work
- ₃ School
- ₄ Shopping
- ₅ Recreation/Social
- ₆ Health/Social Services
- ₇ Other (specify): _____

17. Where do you travel the most?

- ₁ Within Thousand Oaks/Westlake Village/Newbury Park
- ₂ Eastern Ventura County (Moorpark/Simi Valley)
- ₃ Western Ventura County (Oxnard/Ventura)
- ₄ Los Angeles County
- ₅ Other (specify): _____

18. What is your primary means of transportation?

- ₁ Walk/bicycle
- ₂ Personal vehicle
- ₃ Public transit
- ₄ Family/friend
- ₅ Taxi
- ₆ Social services
- ₇ Carpool/vanpool
- ₈ Uber/Lyft
- ₉ Other (specify): _____

19. If your primary means of transportation was not available, would you consider riding Thousand Oaks Transit or Thousand Oaks Dial-A-Ride?

- ₁ Yes
- ₂ No

20. What change, if any, could cause you to ride Thousand Oaks Transit or Thousand Oaks Dial-A-Ride? (check up to two)

- ₁ More frequent service
- ₂ More weekend service
- ₃ Shorter travel time
- ₄ Later operating/service hours
- ₅ Earlier operating/service hours
- ₆ Higher gas prices (specify price): _____
- ₇ Different destination(s) (specify destinations): _____
- ₈ Nothing would change my mind
- ₉ Other (specify): _____

21. If your employer offered discounted bus passes, would this cause you to begin riding local public transit?

- ₁ Yes
- ₂ No

22. Do you have access to the internet at your home?

- ₁ Yes
- ₂ No

23. Have you visited the City's public transit website within the past 90 days?

- ₁ Yes
- ₂ No

24. Have you seen any advertising for Thousand Oaks Transit within the past 90 days?

- ₁ Yes (where?): _____
- ₂ No

25. Do you believe public transit plays an important role in your community's quality of life?

- ₁ Yes
- ₂ No

26. Do you have a valid driver license?

- ₁ Yes
- ₂ No

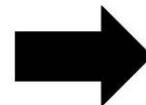
27. Do you have access to a personal vehicle?

- ₁ Yes
- ₂ No

The City of Thousand Oaks is investigating the introduction of a "Downtown Trolley" traveling along Thousand Oaks Blvd. between The Oaks Mall and Westlake Blvd. to increase mobility to local destinations and businesses. Your answers to the following questions will help us to further evaluate this potential service.

28. How often would you use a local "Downtown Trolley" service for trips within downtown?

- ₁ Frequently (once a week or more)
- ₂ Occasionally (a couple of times a month)
- ₃ Rarely or never



29. What time of day would you most likely use a "Downtown Trolley?"

- Weekday morning (10:00 a.m. to 12:00 p.m.)
- Weekday afternoon (12:00 p.m. to 4:00 p.m.)
- Weekday late afternoon/early evening (4:00 p.m. to 7:00 p.m.)
- Weekday evening (7:00 p.m. to 10:00 p.m.)
- Weekend morning (10:00 a.m. to 12:00 p.m.)
- Weekend afternoon (12:00 p.m. to 4:00 p.m.)
- Weekend late afternoon/early evening (4:00 p.m. to 7:00 p.m.)
- Weekend evening (7:00 p.m. to 10:00 p.m.)
- I would not use a "Downtown Trolley"

30. The current Thousand Oaks Transit one-way fare costs \$1.50. How much would you pay to ride a "Downtown Trolley"? (Individuals over the age of 65 and persons with disabilities would pay half the fare.)

- No fare/free
- \$0.25 - \$0.50
- \$0.51 - \$1.00
- \$1.01 - \$1.50
- Other (specify): _____

31. How often would you want the "Downtown Trolley" to operate?

- Every 15 minutes
- Every 30 minutes
- Every 60 minutes/hour

32. How long should a trip on the "Downtown Trolley" take from one end of the route to the other?

- 20 minutes
- 30 minutes
- 45 minutes

→ Continue to Section 6

Section 6. Tell us about yourself and your household

33. What is your age?

- 16 to 18
- 19 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 or older
- Decline to respond

34. Do you use social media to stay connected with Thousand Oaks Transit?

- Facebook
- Twitter
- None
- Other (specify): _____

35. What is your gender?

- Male
- Female
- Decline to respond

36. Do you consider yourself...? (check all that apply)

- Latino
- African-American
- Caucasian
- Asian/Pacific Islander
- American Indian
- Decline to respond
- Other (specify): _____

37. Please indicate which languages are spoken in your home (select all that apply).

- English
- Spanish
- Chinese (Mandarin)
- Decline to respond
- Other (specify): _____

38. Which of the following describes you best?

- Employed full-time → **Work zip code:** _____
- Employed part-time → **Work zip code:** _____
- Student (full-time)
- Student (part-time)
- Retired
- Work at home or homemaker
- Not employed/seeking employment
- Decline to respond

39. What is your home zip code? _____

40. What is your approximate annual household income?

- Less than \$10,000
- \$10,001 to \$20,000
- \$20,001 to \$30,000
- \$30,001 to \$40,000
- \$40,001 to \$50,000
- \$50,001 to \$75,000
- \$75,001 to \$100,000
- \$100,001 to \$200,000
- More than \$200,000
- Decline to respond

Thank you for your feedback. For more information about the Thousand Oaks Transit Master Plan, visit the project webpage at www.TOTransitMasterPlan.com. You are also invited to participate in upcoming community workshops being held throughout the Thousand Oaks Transit service area on December 4, 5, 7, and 8. See the webpage for times and locations. We look forward to seeing you there!

Please let us know if you have any other comments that you would like to share.



**City of Thousand Oaks
2015 Dial-A-Ride Customer Survey**

The City of Thousand Oaks is committed to providing safe, efficient, and quality transportation throughout the Conejo Valley. The City is currently preparing a Transit Master Plan to guide service delivery over the next two decades and, is seeking your opinion about transit services. Please complete this brief survey and return it in the attached postage-paid envelope no later than **December 4, 2015**. If you prefer to take the survey online please visit TOTransitMasterPlan.com. By completing the survey you will be entered into a random drawing for a \$25 Visa gift card! Please complete only one survey. If you are a caregiver for a Dial-A-Ride user, please complete the survey on behalf of the Dial-A-Ride patron in your care. If you have a question, you can reach us by phone at 805-449-2499, or by email at TOTransit@toaks.org. Thank you.

Si desea contestar la encuesta en Español, favor de visitar el sitio web TOTransitMasterPlan.com.

A. Tell us about your trip.

1. Where do you normally begin your typical Dial-A-Ride trip?

1 Thousand Oaks location 4 Oak Park
 2 Westlake Village Area 5 Unincorporated area of Ventura County
 3 Newbury Park portion of Thousand Oaks

2. Where does your typical Dial-A-Ride trip end?

1 Thousand Oaks location 4 Oak Park
 2 Westlake Village Area 5 Unincorporated area of Ventura County
 3 Newbury Park portion of Thousand Oaks

3. What is your primary trip purpose?

1 Access to healthcare 3 Recreation
 2 Travel to/from school 4 Attend religious service/activity
 3 Travel to/from work 5 Other (specify): _____
 4 Shopping/personal errands

4. What is your primary motivation for using Dial-A-Ride?

1 No or limited access to personal vehicle 4 Other transportation services are too expensive
 2 Don't drive/no longer drive 5 Other (specify): _____
 3 Convenience

5. If the City's Dial-A-Ride was not available, how would you most likely travel?

1 Public transit 3 Drive self
 Specify transit service: _____ 4 Social service transportation service
 2 Ride with a friend/family member 5 Faith-based transportation service
 3 Wouldn't make the trip UBER/LYFT/TAXI
 4 Walk/wheelchair/scooter 5 Other (specify): _____

6. When traveling, are you typically accompanied by a companion, personal care attendant (PCA), or service animal?
 (Select all that apply.)

1 Companion 3 Service animal
 2 Personal Care Attendant (PCA) 4 Other (specify): _____

7. When do you normally reserve your trip?

1 On-demand (no advanced notice) 3 5 to 7 days before
 2 Same day 4 More than 7 days before
 3 1 or 2 days before 5 Standing reservation (subscription)
 4 3 or 4 days before

B. Tell us about the service.

8. How would do you rate the City's Dial-A-Ride service in the following areas? (Scale: 1= Poor, 2 = Fair, 3 = Good, 4 = Excellent.)

1 On time performance (on-demand service) 3 Vehicle cleanliness
 2 On time performance (advanced reservations) 4 Ride comfort
 3 Customer service: Office/Dispatch 5 Convenience
 4 Customer service: Drivers 5 Ease of making reservations



9. Which of the following service improvements are most important to you? (Select up to two.)

- 1 Shorter time on board vehicle
- 2 Shorter wait time for vehicle to arrive (on-demand service)
- 3 Other reservation options such as email and on-line
- 4 Customer service: Office/Dispatch
- 5 Driver sensitivity/attitude
- 6 Vehicle improvements (specify): _____
- 7 Longer service hours (specify when): _____
- 8 Other improvement (specify): _____

C. Tell us about yourself.

10. How frequently do you ride the City's Dial-A-Ride service?

- 1 Less than once a week
- 2 1-2 times a week
- 3 3-4 times a week
- 4 5 or more times a week

11. How long have you been a Dial-A-Ride rider?

- 1 Less than 1 year
- 2 1-2 years
- 3 3-4 years
- 4 5 years or longer

12. Is the City's Dial-A-Ride your primary means of transportation?

- 1 Yes
- 2 No

13. What is your most common source of information about the City's Dial-A-Ride service?

- 1 Printed schedule/brochure
- 2 Driver/on the vehicle
- 3 Thousand Oaks Transit OR City website
- 4 Thousand Oaks Transit information line (805-375-5467)
- 5 Other (specify): _____

14. Which of the following best describes you?

- 1 Employed full-time
- 2 Employed part-time
- 3 Full-time student
- 4 Seeking employment
- 5 Retired
- 6 Not employed

15. Which of the following transit services do you use?

- 1 Thousand Oaks Transit (local bus service)
- 2 Metrolink Shuttle
- 3 VCTC Intercity Bus (VISTA) service
- 4 Los Angeles Metro (Bus 161)
- 5 Metrolink Train service
- 6 LADOT Commuter bus Express (Buses 422 and 423)
- 7 Other (specify): _____
- 8 None of the above

16. Do you have an impairment that limits your personal mobility?

- 1 Yes
- 2 No
- 3 Decline to respond

17. What is your home zip code? _____

18. What is your race/ethnicity? (Check all that apply)

- 1 Hispanic/Latino
- 2 African American/Black
- 3 White
- 4 Asian/Pacific Islander
- 5 American Indian
- 6 Other (specify): _____
- 7 Decline to respond

19. Please indicate which languages are spoken in your home. (Check all that apply)

- 1 English
- 2 Spanish
- 3 Chinese (Mandarin)
- 4 Other (specify): _____
- 5 Decline to respond

20. What is your gender?

- 1 Male
- 2 Female
- 3 Decline to Respond

21. What is your age?

- 1 Under 16
- 2 16 to 18
- 3 19 to 24
- 4 25 to 34
- 5 35 to 44
- 6 45 to 54
- 7 55 to 64
- 8 65 or older
- 9 Decline to respond

22. How many people live in your household?

- 1 1
- 2 2
- 3 3
- 4 4
- 5 5
- 6 6
- 7 7 or more

Provide your contact information for a chance to win a \$25 VISA gift card!

All information will remain confidential.

Name: _____ Email: _____ OR

Phone: _____

2015 Customer Survey
East County Transit Alliance
CONNECT ADA and Senior InterCity



The East County Transit Alliance (ECTA) is committed to enhancing mobility throughout the region. As a CONNECT ADA and Senior InterCity Dial-A-Ride (ECTA Dial-A-Ride) patron, your opinion is important. Please complete this brief survey and return it in the provided postage-paid envelope no later than **December 4, 2015**. If you prefer to take the survey online please visit **TOTransitMasterPlan.com**. By completing a survey you will be entered into a random drawing for a \$25 Visa gift card! Please complete only one survey. If you are a caregiver, please complete the survey on behalf of the ECTA Dial-A-Ride patron in your care. If you have a question, you can reach us by phone at 805-449-2499, or by email at TOTransit@toaks.org. Thank you.

Si desea contestar la encuesta en Español, favor de visitar el sitio web TOTransitMasterPlan.com.

A. Tell us about your trip.

1. In which community do you typically begin your ECTA Dial-A-Ride trip?

- Thousand Oaks (including Newbury Park and Westlake Village)
- Moorpark
- Simi Valley
- Unincorporated area of Ventura County
- LA ACCESS Transfer Point (Westlake Blvd.)
- GO ACCESS Transfer Point (Central Ave.)

2. In which community does your ECTA Dial-A-Ride trip typically end?

- Thousand Oaks (including Newbury Park and Westlake Village)
- Moorpark
- Simi Valley
- Unincorporated area of Ventura County
- Camarillo
- LA ACCESS Transfer Point (Westlake Blvd.)
- GO ACCESS Transfer Point (Central Ave.)

3. What is your primary reason for using ECTA Dial-A-Ride?

- No or limited access to personal vehicle
- Don't drive/no longer drive
- Convenience
- Other transportation services are too expensive
- Other (specify): _____

4. What are your most common trip purposes when using ECTA Dial-A-Ride? (Select up to three that apply.)

- Healthcare
- Shopping
- Work
- Recreational/Social
- Personal errand/business
- Religious service/activity
- Other (specify): _____

5. When traveling, are you typically accompanied by a companion, personal care attendant (PCA), or service animal?

(Select any that apply.)

- Companion
- Personal Care Attendant (PCA)
- Service animal
- None of the above
- Other (specify): _____

6. Is the ECTA Dial-A-Ride your primary means of transportation?

- Yes
- No

7. On average, how often do you ride ECTA Dial-A-Ride?

- Less than once a week
- 1-2 times a week
- 3-4 times a week
- 5 or more times a week

8. If ECTA Dial-A-Ride was not available, how would you most likely travel?

- Public transit
Specify transit service: _____
- Ride with a friend/family member
- Wouldn't make the trip
- Walk/wheelchair/scooter
- Drive self
- Social service transportation service
- Faith-based transportation service
- UBER/LYFT/TAXI
- Other (specify): _____

9. How do you typically obtain information about ECTA Dial-A-Ride? (Check all that apply.)

- Printed schedule/brochure
- Driver/on the vehicle
- Senior Adult Center/Library
- Thousand Oaks Transit website
- Thousand Oaks Transit information line (805-375-5467)
- Other (specify): _____



B. Tell us about the service.

10. Which of the following service improvements is most important to you?

- | | |
|--|---|
| <input type="checkbox"/> 1 Shorter time on board vehicle | <input type="checkbox"/> 6 Larger service area (specify where): _____ |
| <input type="checkbox"/> 2 Shorter wait time for vehicle to arrive | <input type="checkbox"/> 7 Driver sensitivity/attitude |
| <input type="checkbox"/> 3 Other reservation options such as email and on-line | <input type="checkbox"/> 8 Vehicle changes (specify): _____ |
| <input type="checkbox"/> 4 Improved phone support | <input type="checkbox"/> 9 Longer service hours (specify when): _____ |
| <input type="checkbox"/> 5 Weekend service | <input type="checkbox"/> 10 Other improvement (specify): _____ |

11. Please rate your satisfaction with ECTA Dial-A-Ride (Scale: 1 = Poor, 2 = Fair, 3 = Good, 4 = Excellent)

- | | |
|--|--|
| <input type="checkbox"/> 1 On time performance | <input type="checkbox"/> 6 Driver courtesy and professionalism |
| <input type="checkbox"/> 2 Customer service: Dispatch/Reservations | <input type="checkbox"/> 7 Safety on the bus |
| <input type="checkbox"/> 3 Ease of making reservations | <input type="checkbox"/> 8 Cost |
| <input type="checkbox"/> 4 Dependability | <input type="checkbox"/> 9 Overall service |
| <input type="checkbox"/> 5 Hours of operation | |

C. Tell us about yourself.

12. Do you have an impairment that limits your personal mobility?

- 1 Yes 2 No 3 Decline to Respond

13. What is your home zip code? _____

14. What is your race/ethnicity? (Check all that apply.)

- 1 Hispanic/Latino 2 African American/Black 3 White 4 Asian/Pacific Islander
 5 American Indian 6 Other (specify): _____ 7 Decline to respond

15. Please indicate which languages are spoken in your home. (Check all that apply.)

- 1 English 2 Spanish 3 Chinese (Mandarin) 4 Other (specify): _____
 5 Decline to respond

16. What is your gender?

- 1 Male 2 Female 3 Decline to Respond

17. What is your age?

- | | |
|-------------------------------------|---|
| <input type="checkbox"/> 1 Under 16 | <input type="checkbox"/> 6 45 to 54 |
| <input type="checkbox"/> 2 16 to 18 | <input type="checkbox"/> 7 55 to 64 |
| <input type="checkbox"/> 3 19 to 24 | <input type="checkbox"/> 8 65 or older |
| <input type="checkbox"/> 4 25 to 34 | <input type="checkbox"/> 9 Decline to respond |
| <input type="checkbox"/> 5 35 to 44 | |

18. What is your employment status?

- | | |
|---|---|
| <input type="checkbox"/> 1 Employed full-time | <input type="checkbox"/> 6 Seeking employment |
| <input type="checkbox"/> 2 Employed part-time | <input type="checkbox"/> 7 Retired |
| <input type="checkbox"/> 3 Full-time student | <input type="checkbox"/> 8 Not employed |

19. How many people live in your household?

- 1 2 3 4 5 6 7 or more

Provide your contact information for a chance to win a \$25 VISA gift card!

All information will remain confidential.

Name: _____ Email: _____ OR

Phone: _____

2015 City of Thousand Oaks Transit Master Plan Project Stakeholder Survey

Organization Name _____ Date _____

Contact Person _____ Title _____

Mailing Address _____

Telephone (_____) _____ Fax (_____) _____

Email _____

Office/Local Street Address (if different from mailing address): _____

A. ORGANIZATION INFORMATION

Please provide information about your organization and the type of services provided to your clientele.

1. Which of the following best describes your organization?

Private, non-profit Private, for-profit Public Other: _____

2. Which service(s) does your organization provide? (check all that apply)

- | | | |
|---|---|--|
| <input type="checkbox"/> Adult Day Care | <input type="checkbox"/> Head Start | <input type="checkbox"/> Residential Care |
| <input type="checkbox"/> Business Organization | <input type="checkbox"/> Home-Delivered Meals | <input type="checkbox"/> School/Education/Training |
| <input type="checkbox"/> CalFresh | <input type="checkbox"/> Job Placement | <input type="checkbox"/> Senior Center |
| <input type="checkbox"/> (formerly Food Stamps) | <input type="checkbox"/> Medical/Dental | <input type="checkbox"/> Sheltered Employment |
| <input type="checkbox"/> Child Day Care | <input type="checkbox"/> Medicare | <input type="checkbox"/> Supported Employment |
| <input type="checkbox"/> Chore Services | <input type="checkbox"/> Mental Health | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Congregate Nutrition | <input type="checkbox"/> Recreational/Social | <input type="checkbox"/> Volunteer Opportunities |
| <input type="checkbox"/> Counseling | <input type="checkbox"/> Rehabilitation | <input type="checkbox"/> Other, please specify |
| <input type="checkbox"/> Employer | <input type="checkbox"/> Religious | _____ |

3. Does your organization have eligibility requirements for its clients? Yes No

4. What geographic area(s) does your organization serve within the Conejo Valley? Please be specific.

5. On average, how many **unique clients** does your organization serve in a year?

1 – 50 101 – 500 1001 or more
 51 – 100 501 – 1000 N/A

6. On average, how many **employees** does your organization currently employ?

1 – 50 101 – 500 1001 or more
 51 – 100 501 – 1000 N/A



Follow the project's progress at
www.TOTransitMasterPlan.com

2015 City of Thousand Oaks Transit Master Plan Project Stakeholder Survey

7. Please describe your organization's hours of operation (days/times services are available to clients).

8. Do you provide services to clients at more than one location? Yes No

If your organization is primarily a social service provider or other service-based agency, please complete Section B. If your organization provides direct transportation services please complete Section C. Otherwise, please skip to Section D (next page).

B. OVERVIEW OF CLIENT TRANSPORTATION NEEDS AND AVAILABLE SERVICES

Please describe how clients access your organization's programs and services.

9. Do your clients typically have trouble getting to your program/site? Yes No

10. Approximately what percentage of your clients use a mobility device and/or need a specially equipped vehicle (such as a wheelchair, walker, or scooter)?

0-25% 26-50% 51-75% 76-100%

11. Approximately what percentage of your clients require some other form of specialized transportation assistance (i.e., escort/attendant, reservation assistance, service animal, etc.)?

0-25% 26-50% 51-75% 76-100%

12. For which activities does your organization provide, purchase, or reimburse for client transportation? (check all that apply)

- | | | |
|---|--|--|
| <input type="checkbox"/> Adult Day Care | <input type="checkbox"/> Head Start | <input type="checkbox"/> Religious |
| <input type="checkbox"/> Child Day Care | <input type="checkbox"/> Job Placement | <input type="checkbox"/> Senior Center |
| <input type="checkbox"/> Congregate Nutrition | <input type="checkbox"/> Medical/Dental | <input type="checkbox"/> Sheltered Employment |
| <input type="checkbox"/> Counseling | <input type="checkbox"/> Mental Health | <input type="checkbox"/> Social Services |
| <input type="checkbox"/> Education/Training | <input type="checkbox"/> Recreational/Social | <input type="checkbox"/> Supported Employment |
| | <input type="checkbox"/> Rehabilitation | <input type="checkbox"/> Volunteer Opportunities |

C. TRANSPORTATION PROVIDERS

If your organization provides direct transportation, please complete this section. If it does not directly provide direct transportation services to clients, **please skip to Section D** (next page).

13. What types of transportation services do you provide? Please specify.



Follow the project's progress at
www.TOTransitMasterPlan.com

2015 City of Thousand Oaks Transit Master Plan Project Stakeholder Survey

14. Does your organization charge a fare or request patron contribution for transportation?
_____ Yes _____ No

15. What are the hours of operation for your transportation services?

16. Which statement best describes your transportation services?

_____ Operating below capacity (seats available on most trips)

_____ Operating at capacity (most seats filled on most trips)

_____ Often deny trips because vehicles/trips are at capacity

D. FUTURE TRANSPORTATION NEEDS (OPTIONAL)

17. What are your primary concerns regarding transportation with respect to your organization?

18. Does your organization have any formal plan to expand (or reduce) its transportation programs or services? If so, how would said changes impact your clientele (i.e., shift demand to public Dial-A-Ride service)?

Thank you very much for your time and participation. The information you provide us will be used in the development of the Caltrans-funded City of Thousand Oaks' Transit Master Plan. Should you have any questions regarding this survey, please email us at TOTransit@toaks.org.

Please return the completed worksheet in the postage-paid envelope provided by December 18, 2015. Or, if you prefer, you can take the survey online at www.TOTransitMasterPlan.com.

For additional information and to follow the project's progress visit: www.TOTransitMasterPlan.com.



Follow the project's progress at
www.TOTransitMasterPlan.com

Page 3 of 3



State of California—Health and Human Services Agency
Department of Health Care Services



EDMUND G. BROWN JR.
GOVERNOR

Dear Applicant:

Thank you for your recent inquiry regarding participation in the Medi-Cal program. Please complete the enclosed Medi-Cal provider enrollment application package and return it to:

Department of Health Care Services
Provider Enrollment Division
MS 4704
P.O. Box 997412
Sacramento, California, 95899-7412

Please read all the instructions included in the application package carefully and complete each item requested. Incomplete application packages will be returned.

PLEASE NOTE: Applicants and providers are required to submit their National Provider Identifier (NPI) with each Medi-Cal provider application package. Applicants are required to attach a copy of the CMS/National Plan and Provider Enumeration System (NPPES) confirmation for each NPI listed in the application package. If providers are not eligible to receive an NPI, they should instead enter the word "atypical" in any NPI fields. These "atypical providers" will receive a unique Medi-Cal provider number once the application is approved.

Applicants and providers may be required to submit an application fee or proof of payment to or enrollment with Medicare or other state Medicaid programs. Effective January 1, 2013, Department of Health Care Services (DHCS) requires certain applicants and providers to submit an application fee when requesting an enrollment action. The application fee collected is used to offset the cost of conducting the required screening as specified in Title 42 Code of Federal Regulation, Section 455, Subpart E. Please reference the Medi-Cal Regulatory Provider Bulletin, "Medi-Cal Application Fee Requirements for Compliance with 42 Code of Federal Regulations Section 455.460," for further information.

It is your responsibility to report to the DHCS any modifications to information previously submitted within 35 days from the date of the change. Most changes may be reported on the most current version of a *Medi-Cal Supplemental Changes* form (DHCS 6209, rev. 01/13). However, you must complete a new application package if you are reporting a change of ownership of 50 percent or more, a change of business address, or one of the other changes identified in *California Code of Regulations* (CCR), Title 22, Section 51000.30, subsections (a) through (b).

Provider Enrollment Division
MS 4704
P.O. Box 997412, Sacramento, CA 95899-7412
Phone: (916) 323-1945
Internet Address: www.dhcs.ca.gov/provgovpart/Pages/PED.aspx

If you are planning to sell your business or buy an existing business, you may find it helpful to refer to the Medi-Cal Provider Enrollment page at www.medi-cal.ca.gov. The Provider Enrollment page contains information about enrollment options available to you whenever there is a sale or purchase of a Medi-Cal enrolled provider or business, including the option to submit a *Successor Liability with Joint and Several Liability Agreement* (DHCS 6217, rev. 02/08).

Enrollment forms are available at www.medi-cal.ca.gov or by contacting the Telephone Service Center (TSC) at 1-800-541-5555. For more information about the forms and the regulatory requirements for participation in the Medi-Cal program, please visit our website at www.medi-cal.ca.gov and click the "Provider Enrollment" link.

If you have any additional enrollment questions, please contact the Provider Enrollment Message Center at (916) 323-1945, or submit your question(s) to the address on the previous page or via email at PEDCorr@dhcs.ca.gov.

In order to submit claims electronically, providers must request a submitter number by completing the most current version of the *Medi-Cal Telecommunications Provider and Biller Application/Agreement* (DHCS 6153, rev. 11/13), available on the Medi-Cal website at www.medi-cal.ca.gov, under "Provider Resources", "Forms", and then "Billing."

Provider Enrollment Division

Enclosures

(Rev. 04/15)

INSTRUCTIONS FOR COMPLETION OF THE MEDI-CAL MEDICAL TRANSPORTATION PROVIDER APPLICATION

DO NOT USE staples on this form or on any attachments.

DO NOT USE correction tape, white out, or highlighter pen or ink of a similar type on this form. If you must make corrections, please line through, date, and initial in ink.

DO NOT LEAVE any questions, boxes, lines, etc. blank. Enter N/A if not applicable to you.

This form is part of an application for enrollment or continued enrollment as a provider in the Medi-Cal program. Applicants and providers must also provide additional information and documentation. Applicants and providers may be subject to an on-site inspection and to unannounced visits prior to enrollment or approval for continued enrollment in a program. In addition to this form and requested documentation, a MEDI-CAL DISCLOSURE STATEMENT (DHCS 6207) and a MEDI-CAL PROVIDER AGREEMENT (DHCS 6208) must also be completed for enrollment or continued enrollment. Additional information can be found on the Medi-Cal Web site (www.medi-cal.ca.gov) by clicking the "Provider Enrollment" link.

Omission of any information or documentation on this form or the failure to sign any of these documents may result in any of the denial actions identified in California Code of Regulations (CCR), Title 22, Section 51000.50.

You must attach copies of Centers for Medicare and Medicaid Services/National Plan and Provider Enumeration System (CMS/NPPES) confirmation for each National Provider Identifier (NPI) submitted with your application package. You may not submit an NPI for use in Medi-Cal billing unless that NPI is appropriately registered with CMS and is in compliance with all NPI requirements established by CMS at the time of submission.

You must submit an application fee and/or fee waiver request unless you are exempt from paying the fee. DHCS will only accept a cashier's check made payable to the State of California, Department of Health Care Services, in the amount required for the calendar year in which DHCS receives your application. Information regarding the current fee is available on the DHCS Web site at www.dhcs.ca.gov. Failure to submit a cashier's check when required may result in denial of your application.

Enrollment action requested—check all that apply. Enter the date you are completing the application.

"New provider"—check if the applicant is not currently enrolled in the Medi-Cal program as a provider with an active provider number. Include the current National Provider Identifier (NPI) for the business address indicated in item 4.

"Change of business address"—check if the applicant is currently enrolled in the Medi-Cal program and is requesting to relocate to a new business address and vacate the old location. Indicate the business address applicant is moving from.

"Additional business address"—check if the applicant is currently enrolled in the Medi-Cal program and is requesting enrollment for an additional business location.

"New Taxpayer ID Number"—check if a new Taxpayer Identification Number (TIN) was issued by the IRS.

"Change of ownership"—check if there is a change of ownership as defined in CCR, Title 22, Section 51000.6. Indicate the effective date in the space provided. Indicate the effective date in the space provided.

"Cumulative change of 50 percent or more in person(s) with ownership or control interest"—check if there is a cumulative change of 50 percent or more in the person(s) with an ownership or control interest, as defined in CCR, Title 22, Section 51000.15, since the information provided in the last complete application package that was approved for enrollment. Indicate the effective date in the space provided.

"Sale of assets (50 percent or more)"—check if 50 percent or more of the assets owned by the corporation, at the location for which a provider number has been issued, are sold or transferred. Indicate the effective date in the space provided.

"Continued Enrollment"—check if the applicant is currently enrolled as a Medi-Cal provider and has been requested by the Department to apply for continued enrollment in the Medi-Cal program. Do not check this box unless you have received notification from the Department, pursuant to CCR, Title 22, Section 51000.55. List current provider number(s).

Check the box labeled "I intend to use my current . . ." if you intend to use your current provider number to bill for services delivered at this location while this application request is pending. This action places the provider on provisional provider status, pursuant to CCR, Title 22, Section 51000.51.

Medi-Cal Application Fee – check all that apply.

Check the box labeled "I am currently enrolled in the Medicare program..." if you are currently enrolled in the Medicare program at the business address indicated on page 4, item 4 of the application, and under the legal name listed on page 4, item 1 of the application. Provider locations are exempt from paying the fee if currently enrolled in Medicare pursuant to Welfare and Institutions (W&I) Code Section 14043.25(d) and the provider bulletin, "Medi-Cal Application Fee Requirements for Compliance with 42 Code of Federal Regulations Section 455.460," January 2013. Verification is required: provide an official notice from the enrolling agency that specifies the applicant's/provider's legal name and physical business address as identified on this application.

Check the box labeled "I am currently enrolled in another State's..." if you are currently enrolled in another State's Medicaid or Children's Health Insurance Program (CHIP) at the business address indicated on page 4, item 4 of the application, and under the legal name listed on page 4, item 1 of the application. Provider locations are exempt from paying the fee if currently enrolled in another State's Medicaid or CHIP pursuant to W&I Code Section 14043.25(d) and the provider bulletin, "Medi-Cal Application Fee Requirements for Compliance with 42 Code of Federal Regulations Section 455.460," January 2013. Verification is required: provide an official notice from the enrolling agency that specifies the applicant's/provider's legal name and physical business address as identified on this application.

Check the box labeled "I have paid the application fee..." if you have paid the application fee to a Medicare contractor or another State's Medicaid or CHIP for the enrollment of the business address indicated on page 4, item 4 of the application, and under the legal name listed on page 4, item 1 of the application. Providers are exempt from paying the fee if they have already paid the fee to a Medicare contractor or another State's Medicaid or CHIP for the same business address pursuant to W&I Code Section 14043.25(d) and the provider bulletin, "Medi-Cal Application Fee Requirements for Compliance with 42 Code of Federal Regulations Section 455.460," January 2013. Verification is required: provide official proof of payment that specifies the applicant's/provider's legal name and physical business address as identified on this application.

Check the box labeled "I have included an application fee..." if you included with the application either an application fee cashier's check, fee waiver request, or both. Providers that do not meet the exemptions specified in the above boxes are required to pay the fee pursuant to W&I Code Section 14043.25(d) and the provider bulletin "Medi-Cal Application Fee Requirements for Compliance with 42 Code of Federal Regulations Section 455.460," January 2013. **DHCS will only accept a cashier's check as payment of the application fee – made payable to the State of California, Department of Health Care Services.**

"Type of entity"—check the box which applies to your business structure. Your corporate status will be verified using the corporate number and state in which incorporated. If a partnership, you must attach a legible copy of the partnership agreement. If you check "other", list the type of legal entity.

"Type of transportation"—check all that apply.

"Specific mode of transportation"—check all that apply.

1. "Legal name" is the name listed with the Internal Revenue Service (IRS).
2. "Business name" is the name of the applicant or provider if different from that listed in number 1. If this is a fictitious business name, provide the Fictitious Business Name Statement/Permit number and effective date. Attach a legible copy of the recorded/stamped Fictitious Business Name Statement to the application.
3. "Business telephone number" is the primary business telephone number used at the business address. A beeper number, cell phone, answering service, pager, facsimile machine, biller or billing service, or answering machine shall not be used as the primary business telephone.
4. "Business address" is the actual business location including the street name and number, room or suite number or letter, city, county, state, and nine-digit ZIP code. A post office box or commercial box is not acceptable.
5. "Pay-to address" is the address at which the applicant or provider wishes to receive payment. The pay-to-address should include, as applicable, the post office box number, street number and name, room or suite number or letter, city, state, and nine-digit ZIP code.
6. "Mailing address" is the location at which the applicant or provider wishes to receive general Medi-Cal correspondence. General Medi-Cal correspondence includes bulletin updates and Provider Manual updates.
7. "Previous business address" is the address where the applicant or provider was previous enrolled. If the applicant or provider is not submitting an application for a change of location, enter N/A.
8. Enter each taxonomy code(s) associated with your NPI. Attach additional sheet(s) if needed.
9. Enter the Taxpayer Identification Number (TIN) issued by the IRS under the name of the applicant or provider. Attach a legible copy of IRS Form 941, Form 8109-C, Letter 147-C, or Form SS-4 (Confirmation Notification).
10. If the business is a sole proprietorship not using a TIN, provide the social security number of the sole proprietor. (See Privacy Statement on page 6)
11. Enter any NPI for the business address indicated in item 4, registered with other carriers including, but not limited to Medicare. Attach a copy of the CMS/NPPES confirmation for each.
12. "Hours of operation" are business days and hours that the applicant or provider is available for service to Medi-Cal beneficiaries.
13. Check the appropriate box to indicate whether you have Workers' Compensation insurance as required by state law. If applicable, attach proof. If not applicable, check N/A and provide an explanation.
14. "Geographic area(s) served" are those areas in which you will be transporting Medi-Cal beneficiaries. Attach a copy of the city/county business license/permit to the application. If the city/county does not require a license/permit, you must attach a letter from that city/county confirming licensing/permit requirement with the application. It is the applicant's or provider's responsibility to verify with the city/county in which transportation services will be provided for vehicle and driver's permits. If you intend to conduct business in either the City of Los Angeles or the City of San Diego, you must apply for their vehicle and driver's permits. For more information, contact either the City of Los Angeles Department of Transportation or the San Diego Metropolitan Transit Development Board.
15. Provide the following information and attach legible copies if applicable:
 - Ambulance:
 - Certificate number issued by the California Highway Patrol (CHP)—attach a legible copy of CHP certificates (301 and 360A) to the application
 - Issue date
 - Vehicle Identification Number (VIN) of each vehicle that will be used to transport beneficiaries
 - Make and model of vehicle
 - Year of vehicle
 - License plate number of vehicle
 - EMS verification—attach a legible copy of EMS certificate to the application
 - Driver information:
 - Full legal name of driver
 - Driver's license number and expiration date—attach a legible copy of license to the application
 - Ambulance Driver Certificate number—attach a legible copy to the application

16. Provide the following information and attach legible copies if applicable:
- Certificate number issued by the Federal Aviation Administration (FAA)—attach a legible copy of the certificate to the application
 - Name and address where the aircraft is hangared—This statement must also be on your company letterhead and be attached to the application
 - EMS verification—attach a legible copy of EMS certificate to the application
- Pilot information:
- Full legal name of pilot
 - Pilot's license number—the number issued by the FAA on the pilot's license of the individual named
 - Driver's license number and expiration date—attach a legible copy of license to the application
17. Provide the following information and attach legible copies if applicable:
- Litter and/or wheelchair van:
- VIN of each vehicle that will be used to transport beneficiaries—attach a legible copy of the DMV registration to the application
 - Photographs of vehicle (i.e., view of inside, back exit door, side exit door, and view of business name)
 - Make and model of vehicle
 - Year of vehicle
 - License plate number of vehicle
 - Brake and Lamp Certificate
 - Proof of vehicle insurance
 - Special vehicle permit (if applicable)
- Driver:
- Full legal name of driver
 - Driver's license number and expiration date—attach a legible copy of license to the application
 - DMV driving history printout for each driver
 - Certificates for first aid and CPR for each driver
 - DMV DL-51 form signed by a physician for each driver
 - Standard pre-employment drug and alcohol tests lab results for each driver
18. "Printed name of provider"—print first, middle, and last name of the provider as the sole proprietor, partner, corporate officer, or government official when applying to the Department for enrollment or continued enrollment as a provider in the Medi-Cal program.
19. Check the gender of the individual named in number 18.
20. Enter the driver's license or state-issued identification number and state of issuance of the individual named in number 18. Attach a legible copy.
21. Enter the date of birth of the individual named in number 18.
22. Provide the social security number of individual named in number 18. (Optional, see Privacy Statement on page 6)
23. An original signature is required of the individual named in number 18. Enter the title of the person signing the application; include city, state, and date where and when the application was signed. **See CCR, Title 22, Section 51000.30(a)(2)(B) to determine whether you have the authority to sign this application.**
24. Applicants and providers licensed pursuant to Division 2 (commencing with Section 500) of the Business and Professions Code, the Osteopathic Initiative Act, or the Chiropractic Initiative Act ARE NOT REQUIRED to have this form notarized. If it must be notarized, the Certificate of Acknowledgement signed by the Notary Public must be in the form specified in Section 1189 of the Civil Code.
25. To assist in the timely processing of the application package, enter the name, e-mail address, and telephone number of the individual who can be contacted by Provider Enrollment staff to answer questions regarding the application package. Failure to include this information may result in the application package being returned deficient for item(s) that an applicant can readily provide by fax or telephone.
- ✓ Remember to attach a legible copy of current documentation, if applicable:
- Verification of enrollment in Medicare or another State's Medicaid/CHIP (if applicable)
 - Proof of application fee payment to a Medicare contractor or another State's Medicaid/CHIP (if applicable)
 - Fictitious Business Name Statement/Permit
 - TIN verification
 - CHP certificates (301 and 360A)
 - DMV commercial vehicle registration
 - Proof of insurance
 - Brake and Lamp Certificate
 - FAA certificate
 - FAA Pilot's License for each pilot
 - Driver's license for each driver
 - Certificates for first aid and CPR for each driver
 - DMV DL-51 form signed by a physician for each driver
 - Standard pre-employment drug and alcohol tests lab results for each driver
 - Ambulance Driver Certificate
 - DMV driving history printout for each driver
 - City/county business license/certificate
 - Driver's license or state-issued identification card of person signing the application
 - Verification of Emergency Medical Services (EMS)
 - Photographs of litter and/or wheelchair van (i.e., view of inside, back exit door, side exit door, and view of business name)
 - Signed Medi-Cal Provider Agreement (DHCS 6208)
 - Signed Medi-Cal Disclosure Statement (DHCS 6207)
 - Successor Liability Agreement (if applicable)
 - National Provider Identifier verification (CMS/NPPES confirmation)

State of California—Health and Human Services Agency

Department of Health Care Services



MEDI-CAL MEDICAL TRANSPORTATION PROVIDER APPLICATION

FOR STATE USE ONLY

Important:

- Read *all* instructions before completing the application.
- Type or print clearly, in ink.
- If you must make corrections, please line through, date, and initial in ink.
- Return completed forms to: Department of Health Care Services
Provider Enrollment Division
MS 4704
P.O. Box 997412
Sacramento, CA 95899-7412
(916) 323-1945

- **Do not use staples on this form or on any attachments.**
- **Do not leave any questions, boxes, lines, etc. blank. Enter N/A if not applicable to you.**

Current provider number (NPI): _____

Date: / /

Enrollment action requested (check all that apply)

- | | |
|--|---|
| <input type="checkbox"/> New provider
<input type="checkbox"/> Change of business address (see item 6.a. below)
<input type="checkbox"/> Additional business address
<input type="checkbox"/> New Taxpayer ID number
<input type="checkbox"/> *Change of ownership (per CCR, Title 22, Section 51000.6)
<input type="checkbox"/> *Cumulative change of 50 percent or more in person(s) with ownership or control interest (per CCR, Title 22, Section 51000.15)
<input type="checkbox"/> *Sale of assets (50 percent or more, per CCR, Title 22, Section 51000.30)
For items marked with * indicate the effective date: ___/___/___ | <input type="checkbox"/> Continued enrollment (Do not check this box unless you have been requested by the Department to apply for continued enrollment in the Medi-Cal program pursuant to CCR, Title 22, Section 51000.55.)
<input type="checkbox"/> I intend to use my current provider number to bill for services delivered at this location while this application request is pending. I understand that I will be on provisional provider status during this time, pursuant to CCR, Title 22, Section 51000.51.
* A provider agreement may not be transferred or assigned to another. However, an applicant may be joined to the provider agreement by strict compliance with the provisions of CCR, Title 22, Section 51000.32 entitled "Requirements for Successor Liability with Joint & Several Liability."
Indicate the change of ownership effective date: ___/___/___ |
|--|---|

Medi-Cal Application Fee (check all that apply)

- I am currently enrolled in the Medicare program under this legal name and at this business address. (Attach verification)
- I am currently enrolled in another State's Medicaid or Children's Health Insurance Program (CHIP) under this legal name and at this business address. (Attach verification)
- I have paid the application fee to a Medicare contractor or another State's Medicaid or CHIP under this legal name and for this business address. (Attach proof of payment)
- I have included an application fee check and/or an application fee waiver request with this application. (Attach cashier's check and/or waiver request)

Type of entity (check one)

- | | | |
|--|---|--|
| <input type="checkbox"/> Sole proprietor | <input type="checkbox"/> Partnership (attach legible copy of agreement) | <input type="checkbox"/> Government entity |
| <input type="checkbox"/> Corporation | <input type="checkbox"/> Limited liability company (LLC) | <input type="checkbox"/> Nonprofit corporation |
| Corporate number: _____ | LLC number: _____ | Type of nonprofit: _____ |
| State incorporated: _____ | State registered/ filed: _____ | <input type="checkbox"/> Other: _____ |

Type of transportation

- Emergency Both
- Nonemergency

Specific mode of transportation (check all that apply)

- Helicopter Wheelchair van Litter van
- Fixed-wing Both wheelchair and litter van Ambulance

1. Legal name of applicant or provider (as listed with the IRS)		3. Business telephone number ()	
2. Business name, if different			
Is this a fictitious business name? <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, list the Fictitious Business Name Statement/Permit number	Effective date / /	
(Attach a legible copy of the recorded/stamped Fictitious Business Name Statement/Permit.)			

4. Business address (number, street)	City	County	State	Nine-digit ZIP code
5. Pay-to address (number, street, P.O. Box number)	City		State	Nine-digit ZIP code
6. Mailing address (number, street, P.O. Box number)	City		State	Nine-digit ZIP code

For a change of business address, enter location moving from:

7. Previous business address (number, street) City State Nine-digit ZIP code

8. Primary Taxonomy Code Taxonomy Code Taxonomy Code

9. Taxpayer Identification Number (TIN) (attach a legible copy of the IRS form) 10. Social security number—if sole proprietor not using a TIN, you must disclose this number. (See Privacy Statement on page 6.)

11. Medicare/Other NPI (See instructions) 12. Business days and hours of operation:
Days: _____ Hours: _____

13. Does the applicant have Workers' Compensation insurance as required by state law? Yes No N/A
If applicable, attach proof of maintenance of Workers' Compensation insurance. If not applicable, check N/A and provide an explanation below:

14. Geographic area(s) served (list county(ies), including each city served, and attach copy(ies) of business tax permit(s)/license(s)

15. Ambulance and Driver Information—see *instructions* (attach separate sheet, if necessary)

Ambulance Information

CHP Certificate Number	Issue Date	Vehicle Identification Number(s)	Make and Model of Vehicle(s)	Year	License Number
	/ /				
	/ /				
	/ /				

Ensure legible copies of the following documents for each ambulance are attached to the application:
 CHP 301 certificate EMS Certificate, local CHP 360A Ambulance license

Driver Information

Legal Name	Ambulance Driver's Certificate Number	California Driver's License Number	Expiration Date
			/ /
			/ /

Ensure legible copies of the following documents for each driver are attached to the application:
 Ambulance Driver Certificate California Driver's License

16. Aircraft and Pilot Information—see *instructions* (attach a separate sheet, if necessary)

Aircraft Information

FAA Certificate Number	Name and Address Where Aircraft is Hangared

Ensure legible copies of the following documents for each aircraft are attached to the application:
 FAA Certificate EMS Certificate Statement on company letterhead of where aircraft is hangared

Pilot Information

Legal Name	Pilot's License Number	California Driver's License Number	Expiration Date
			/ /
			/ /

Ensure legible copies of the following documents for each pilot are attached to the application:
 FAA Pilot's License California Driver's License

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