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County Transportation Authority

Support Material Agenda Item No. 3

Transit Committee Meeting

December 9, 2021

9:00 AM

Location
San Bernardino County Transportation Authority

First Floor Lobby Board Room
1170 W. 3rd Street, San Bernardino, CA 92410

DISCUSSION ITEMS
Transit

3. Mountain Transit Short Range Transit Plan

That the Transit Committee recommend the Board, acting as the San Bernardino County Transportation Authority:

A. Receive and file a presentation on the Mountain Transit Short Range Transit Plan from Michelle Kirkoff of MK Consulting.

B. Approve the Mountain Transit Short Range Transit Plan for Fiscal Year 2021/2022 - 2025/2026.

The Mountain Transit Short Range Transit Plan is attached.

MOUNTAIN TRANSIT SHORT RANGE TRANSIT PLAN

FY 2021-22 to FY 2025-26

OCTOBER 2021

PREPARED FOR:

MOUNTAIN TRANSIT

PREPARED BY:

mk consulting LLC

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Executive Summary

In order for Mountain Transit (MT) to apply for and receive local, State and Federal funding, MT is required to prepare, adopt and submit a Short Range Transit Plan (SRTP) to the county transportation commission, the San Bernardino County Transportation Authority (SBCTA). Projects contained within the SRTP provide the basis for the Regional Transportation Improvement Program, which is the programming instrument for Federal funds that implement the Regional Transportation Plan.

An up to date SRTP is also the tool that drives the Agency's guiding vision and mission for service provision and future investments. It is a living document that uses current information, financial resources, and performance targets to plan for local public transit services. The Fiscal Year (FY) 2022 through FY 2026 SRTP balances MT's projected costs and revenues over a five-year timeframe.

As such, the SRTP process has included the following activities:

1. Opportunities for current transit riders ("riders"), the public and stakeholder input into the future of public transportation services throughout the MT service area.
2. Market research that provides a profile of current MT patrons, their satisfaction level with services provided and priorities for improvements.
3. Review of current service and recommendations for future service.
4. Development of five-year Operating, Capital and Financial Plans, that uses conservative, anticipated expenses matched with likely revenue sources.

Mountain Transit is a unique transit agency in that it serves two very different mountain communities. The Big Bear Valley (BBV) encompasses the communities in the eastern portion of the San Bernardino Mountains, including, but not limited to the City of Big Bear Lake as well as the unincorporated communities of Big Bear City, Erwin Lake, Fawnskin, Lake Williams and Sugarloaf. The communities in the western portion of the San Bernardino Mountains (RIM area), includes but is not limited to the unincorporated communities of Lake Arrowhead, Blue Jay, Twin Peaks, Rim Forest, Top Town, Crestline, Cedar Pines and Running Springs. When the document refers to the "Mountain Communities", this is a reference to both the BBV and the RIM communities.

Service Plan. The process that created the SRTP used feedback from riders, the public and stakeholders, to craft the following recommended service strategies. These strategies are presented in detail in Chapter 4: Service Plan and are key service enhancements that have been budgeted for and included in the financial portion of the five-year SRTP.

BBV Service. All existing routes will be enhanced, streamlined, and re-imagined starting in FY 2021-22, with the key transfer point being in the Big Bear Lake Village ("Village") and with two of the three fixed route' schedules are timed so as to minimize transfer delays at the Interlaken/Staters' shopping centers. The near- and long-term changes include:

1. BBV fixed route 1 and 11: will increase headways to 30 minutes seven days a week, and in October 2021 will no longer charge fares directly to the riders. The Blue Line (former Route 1) will travel between the Village to Boulder Bay, and the Red Line (former Route 11) will travel from the Village to Erwin Lake.
2. BBV fixed route 3: will begin with 60-minute headways seven days a week, and in October 2021 will no longer charge fares directly to the riders. The Gold Line (former Route 3) will expand its travel on the North Shore of the Valley between Paradise Way to Stanfield Cutoff, to the Village. Beginning in FY 2024-25, the Gold Line will increase its headways to 30 minutes.
3. BBV fixed route 9: this seasonal route will now provide all transit services from the Big Bear Mountain Resorts (BBMR) remote parking lots, to and from Bear Mountain and Snow Summit resorts. The Green Line (former Route 9) will operate from November through April with 15 minute headways seven days a week and will be offered at no charge to the riders.
4. BBV Dial-a-Ride (DAR): with other BBV fixed route service provided at no charge to the rider in October 2021, BBV DAR will no longer charge a fare; however, at this time the service will be limited to individuals who meet the Americans with Disabilities Act (ADA) guidelines for companion services to fixed route transit services.
5. Airport Connexx: is an on-demand service between the BBV Airport to the Village or Resorts, at no charge to the riders, on weekends and holidays. In FY 2024-25, the service will expand further adding more hours mid-week and during holiday periods.
6. BBV Off The Mountain (OTM) / Route 5: there are currently two trips on Mondays and Fridays which provide long distance connections to the San Bernardino Valley. In FY 2022-23, a third day will be added to the schedule and the route will be adjusted to provide connectivity to Redlands Passenger Rail (branded as "Arrow"), which is scheduled to begin service on the nine-mile rail route from Redlands to San Bernardino, in 2022.

RIM Service. All current routes and fare structures will remain but will be streamlined and improved during the five-year planning period. The near- and long-term changes include:

1. RIM fixed route 2: although there are no planned changes to the route or headways, MT will continue to work with local stakeholders and employers to continue to refine the route.
2. RIM fixed route 4: currently operating on Thursdays, Friday and Saturdays, at 100-minute headways, MT will work towards adding additional days each FY so that by FY 2025-26, the route will be seven days a week.
3. RIM fixed route 8 "Weekend RIM Trolley": due to the pandemic and cancellation of most of the weekend events in Lake Arrowhead, this route was suspended in May of 2020 and has continued to not operate. Beginning in FY 2022-23, the Route will resume on weekends from May until October.

4. RIM OTM / Route 6: this service will continue to provide three trips a day, Mondays through Fridays, to target RIM commuters that use OTM to travel to and from work, in the San Bernardino Valley.
5. RIM DAR: this service will continue to be open to the public, seven days a week, with slightly reduced hours of operations on weekends.

Operating Plan. The SRTP Operating Plan has been developed to support the services proposed in the Chapter 4: Service Plan. The key recommendations from the Chapter 5: Operating Plan, include:

1. **Expenditure Assumptions.** The COVID-19 pandemic created an employee and materials shortage, which has impacted the expense side of this Plan. Although the increases in salaries and supplies are not expected to continue to increase at the current pace during the five-years, it has resulted in a marked increase in expenditures for FY 2021-22. Beyond the first FY, the rate of increase for operational expenses will be between 1% to 3% (wages, benefits, insurance and maintenance activities).
2. **Ridership Projections**.
    a. **BBV**: due to the introduction of free fares, BBMR service, additional service, as well shorter headways on fixed routes, the anticipated increase in ridership from FY 2020-21 to FY 2021-22 is anticipated to increase over 400%. This increase is projected based on the performance of the routes pre-pandemic, as well as research on transit systems that introduced free fares. Beyond FY 2021-22, the growth will slow between 5% to 14.5% year over year.
    b. **RIM**: due to adjustments to routes in FY 2021-22, MT will work towards recovering ridership to pre-pandemic levels, by the end of year three of the SRTP. With minor improvements and additional VSHs added to RIM routes starting each year beginning in FY 2022-23, ridership is projected to increase between years three and four by 8%, then an additional 12% between years four and five.
3. **Staffing**. Hiring and retaining employees has become a challenge during the pandemic period. The RIM staffing compliment will remain relatively stable during the five-year period; however, there will be marked increases to the BBV staff beginning in FY 2021-22, and the driver compliment will increase when the seasonal BBV Green Line service begins in November 2021. There were slight adjustments to the organizational structure in FY 2020-21, and it is anticipated that this structure will remain during the Plan period.

Capital Plan. The SRTP Capital Plan (Chapter 6) has been developed to support the Chapter 4:Service Plan and includes a program of projects in five categories: revenue buses (which includes gasoline, diesel, and battery electric buses or BEBs), facilities, transit enhancement (bus stops and shelters), equipment and agency support vehicles. The focus of is to introduce enough revenue buses to provide for increases in service, while looking to the future when the fleet must transition to zero emission BEBs. The other high capital priority is the completion of administrative and maintenance facilities in RIM and BBV. There are issues surrounding all major capital projects, creating delays and increases to construction costs. During the pandemic, the manufacturing of all buses (gasoline and BEB) has been severely impacted, with a lack of product availability resulting in large price increases. The same manufacturing issues have impacted construction prices, where MT has been working with the current design teams to ensure that the new facilities will meet their short- and long-term needs, all the while delivered within the budget parameters set by MT and its funding partner, SBCTA. Last, the

Agency has concerns that based on current BEB product availability, it will be a challenge for electric buses to accommodate the Agency's needs, including vehicle reliability with an ability to navigate and travel through the windy mountain roads, in grade conditions, during four seasons weather conditions. This concern is on top of the BEB product availability for cutaway buses (which MT primarily utilizes) and the large increases in price these buses now cost as a result of the pandemic.

Financial Plan. The SRTP combines the expenses from the Operating and Capital Plans and matches them with a revenue stream to ensure that the Agency can implement the service strategies outlined in Chapter 4 throughout the five-year period.

1. The revenue streams proposed are the traditional funding sources the Agency has received in the past. Many of the funds that are passed through or allocated by SBCTA, and those annual funding estimates were provided by SBCTA and incorporated into the five-year plan.
2. The most significant change to the Financial Plan is the introduction of free fares in the BBV. This has been developed in partnership with key private and public sector agencies ("Partners"), that also share MT's vision that free fares can stimulate the economy and assist employees with a solution to travel to/from work and activities, all the while reducing traffic and improving air quality. The BBV Partners will contribute 10% to the cost of fixed route (Red, Blue and Gold Lines), DAR and airport on demand services (Airport Connexx) with BBMR providing 100% of the cost of transportation to and from the resorts (Green Line).
3. The RIM fare structure has been more challenging to address, in that the current routes travel long distances with a zonal fare structure. Over the years, both drivers and riders have found the zones to be confusing; however, changing to a flat fare structure would disadvantage a portion of the current riders. Therefore, based on the success of the BBV free fare structure, Staff will pursue partnerships in the RIM area with the goal that a free fare fixed route strategy may be applied to the RIM area. Should this not come to fruition, it is recommended MT restructure the RIM fixed routes to shorten the route lengths and introduce a flat rate fare structure (as currently done in the BBV).
4. With the introduction of BBV Partners that provide revenue to replace fares with partnership contributions, this strategy will also assist with the Agency's overall farebox return where in FY 2021-22, MT anticipates a system-wide return of 20.0%.

SRTP Organization. The FYs 2022-2026 SRTP is organized in the following manner:

1. Chapter 1 is an introduction to MT service, administration, and capital projects, as well as a review of the fares and standards.
2. Chapter 2 provides a summary of key population, employment and demographic trends and compares those trends to the 2021 Rider/Public Survey, as well as other observations from the Stakeholder Survey.
3. Chapter 3 revisits the recommended performance standards from the 2016 SRTP and provides recommendations to monitor the ongoing performance of all transit services.
4. Chapter 4 is the Service Plan, which provides an evaluation of MT transit services and needs, provides recommendations to improve upon existing service and options for service expansion and future opportunities.
5. Chapter 5 provides the Operating Plan, including assumptions for staffing and expenses over the five-year period.
6. Chapter 6 outlines the Capital Plan, with assumptions for costs over the SRTP period.

7. Chapter 7 contains the Financial Plan for the five-year period, describing sources and uses of funding for the operating and capital programs, in an anticipated and conservative funding environment.
8. Chapter 8 is an Action Plan with recommendations itemized by fiscal year. The Action Plan is broken down further by grouping strategies into four functional areas.
9. Appendices are at the end of this document and are identified and referenced throughout the Plan.

Chapter 1: Introduction

Figure 1: MT Bus in the Big Bear Village

1.1 Purpose

Public transit strategies play a crucial role in overall transportation planning for the San Bernardino Mountain communities. The Mountain Communities are a unique and sensitive environment, situated primarily within National Forest and containing a weather environment that boasts of all four seasons at high altitude. As such, this environment almost entirely precludes the ability to address mobility issues through expansion of roadways. While bicycle and pedestrian travel has an important role (particularly for shorter trips), harsh winter weather sometimes limits the overall effectiveness of non-motorized travel. As a result, transit services are the key strategy in achieving transportation goals.

The role that transit can play in the early years of this SRTP can be crucial, as Southern California (and the world) recover from the COVID-19 pandemic, which has impacted every industry and all aspects of life. The real estate market, land use and visitor patterns in the Mountain Communities has changed, as have the local resorts and businesses. As a result, the increase in visitors and with the increases in traffic they bring, has impacted community mobility and has become a detraction, which underscores the importance of transit services in achieving regional mobility goals.

At the same time, the Mountain Communities present challenges to provide effective transit services:

1. There are dozens of unincorporated communities in a rural setting, with wilderness or forest in between communities, on top of low density, which all combined reduces the ability of effective and convenient transit services.

2. There are one incorporated City and two county supervisorial seats in the service area, which create jurisdictional issues as well as the need to also provide services outside of Mountain Transit (MT) service area.
3. Roadway congestion is serious enough to significantly impact transit running times, along with no dedicated transit right-of-way to allow transit to avoid these delays.
4. The "seasonality" of the need for transit services complicates the development of effective transit strategies.
5. The Mountain Communities are very expansive low-density areas with dispersed populations of transit-dependent elderly, disabled, and low-income populations.
6. There is a need for additional non-emergency medical transportation outside of the Mountain Communities.
7. There is a lack of transportation for those who don't own or cannot afford an automobile for access to jobs in and around the Mountain Communities, and an even bigger issue of connecting to jobs "off the mountain".
8. Although there has been some improvement to federal, local and state transit funding resources, these traditional sources for rural transit agencies are allocated using residential population as the base. This type of funding allocation methodology is insufficient to accomplish the needs of a community that has huge influxes of visitors throughout the year.
9. The past eighteen months has presented a new issue for the Agency: a lack of affordable housing for MT employees (and all lower income employees residing in the Mountain Communities). Many non-Mountain residents have left their urban/dense areas to now reside in these Mountain Communities, and others permanently relocated to their existing part time mountain homes to take advantage of telecommuting (which has and continues to be acceptable during the pandemic). As a result, affordable homes are gone and many of the former long-term rentals have turned into short-term rentals. Some of the work force has left the Mountain Communities which presents an employee shortage for not only MT, but for all mountain employers and businesses. The bottom line is that employees are difficult to recruit and retain in this new economic environment.

This Plan provides a thorough review of existing transit services currently provided in the MT service area with an in-depth look at the transit system currently in place, evaluation of the optimal way transit can meet the public's needs within this dynamic area, and a careful definition of where transit resources should be devoted over the short-range planning period. Given the dramatic changes to the mountain communities over the past year, the Plan will also address a path to collaborate even more so with the businesses, government partners and stakeholders. As a result, the Plan will provide a comprehensive regional transit strategy to help attain mobility and environmental goals.

1.2 Mountain Transit Services and Agency Overview

1.2.1 Modes.

MT's service consists of the following transit modes, by area (BBV or RIM). Services consist of fixed route, Off the Mountain (OTM) and weekend fixed route Trolley modes, which all utilize a time-transfer system with multiple transfer points. Dial-A-Ride (DAR) is an on-demand service to seniors (60 years and older) and persons with disabilities, and in the RIM area, DAR also services the public living more than 3/4 mile beyond existing fixed routes. The BBV airport shuttle service (Airport Connexx) is an on-demand service for the public to limited destinations. Due to COVID-19, some

of the services have been reduced or suspended. Changes because of the pandemic will be discussed with each mode, along with the current state of that service.

A. Big Bear Valley Area:

1. Fixed Route:
   a. Route 1 (basis for the future Blue Line): provides 13 trips each direction between Boulder Bay to the west, and Interlaken shopping Center to the east, between 5:30 a.m. to 6:30 p.m. Monday through Sunday.
   b. Route 3 (basis for the future Gold Line): is a loop that provides nine trips between Mountain Meadows Senior Apartments, Stater Bros., Interlaken Center, Bear Valley Community Hospital and Gold Mountain/North Shore Drive, between 8:20 a.m. and 5:10 p.m. Monday through Friday.
   c. Route 9 (basis for the future Green Line): provides seasonal winter service from the remote parking lot locations to the Big Bear Mountain Resorts (BBMR).
   d. Route 11 (basis for the future Red Line): provides 10 runs each direction between Erwin Lake, Sugarloaf, Big Bear City and Interlaken Center, between 5:30 a.m. to 6:20 p.m. Monday through Sunday.

Figure 2: Big Bear Valley Routes

2. OTM Route 5:
   a. Provides long distance fixed route service between the BBV and Running Springs, and the Cities of Highland and San Bernardino.
   b. Provides connectivity to various locations in the City of San Bernardino including the Metrolink station, San Bernardino Transit Center (connecting with Omnitrans and Victor Valley Transit Authority services), Greyhound, County offices, the San Bernardino Courts, St. Bernadine Hospital, as well as Walmart in Highland.
   c. As a result of COVID-19, the service has been reduced from three round trips seven days a week, to two round trips on Mondays and Fridays, leaving Interlaken Shopping Center in Big Bear Lake at 8:30 a.m. and 12:20 p.m., and arriving back at Interlaken Shopping Center at 11:50 a.m. and 3:40 p.m.
3. The Airport Shuttle (basis for future Airport Connexx service) is an on-demand service, connecting guests flying into the Big Bear Airport, to the Resorts or the BBV Village Shops and Restaurants, Monday through Sunday between the hours of 7:00 a.m. and 6:00 p.m.

4. BBV Weekend Trolley Route 8: this service has been suspended because of COVID-19, and will be integrated into the future Blue, Red and Gold Lines.
   a. Provides fixed route service on weekends and holidays in the BBV tourist areas.
   b. A circular route providing trips to and from the Alpine Slide, the Village, Moonridge Zoo/Bear Mountain, Interlaken Shopping Center, and many local hotels and restaurants.
5. DAR: service hours are Monday through Sunday 5:45 a.m. to 7:00 p.m. and are available to the public. All trips must be reserved and scheduled, in advance.

B. RIM Area:

1. Fixed Route:
   a. Route 2: provides nine eastbound and westbound trips, from Lake Arrowhead to the east to Cedarpines Park to the west. Service hours are Monday to Saturday between 5:45 a.m. to 7:05 p.m., with reduced runs/service on Sundays.
   b. Route 4: provides five eastbound and westbound trips, from Mountain Community Hospital to the west in Lake Arrowhead to Running Springs to the east. Service hours are Thursdays, Fridays, and Saturdays from 8:20 a.m. to 4:36 p.m.

Figure 3: RIM Area Routes

2. OTM Route 6:
   a. Operates fixed route, long distance service between Lake Arrowhead, Twin Peaks and Crestline, and the City of San Bernardino
   b. Provides connectivity to the Auto Zone, San Bernardino Metrolink Station, Greyhound, Omnitrans, San Bernardino Transit Center (connecting to Omnitrans and VVTA services), to County Offices and the San Bernardino Courts.
   c. Operates four round trips per day, Monday to Friday, departing Arrowhead Village at 5:15 with the last trip returning to Arrowhead Village at 8:17 p.m.
3. RIM Weekend Trolley Route 8: this service has been suspended since May 2020 due to COVID-19. Provides fixed route service on weekends and holidays during the summer months connecting the RIM communities to summer activities (such as the Lake Arrowhead concert series and the Crestline Fresh Market nights).

4. DAR: service hours are Monday through Friday 5:30 a.m. to 7:45 p.m., Saturdays from 5:30 a.m. through 6:45 p.m. and on Sundays from 10:30 a.m. to 5:15 p.m. All trips must be scheduled in advance.

1.2.2 Ridership

For Fiscal Year (FY) 2019-20, MT system-wide ridership decreased over FY 2018-19 by 15.2%, and ridership dropped between FY 2019-20 to FY 2020-21 by an additional 32.1%. Between the two most recent FYs, RIM area ridership decreased by almost 40%, with the BBV ridership decreasing by almost 30%. The ridership decline is tied directly to the shelter in place restrictions which were issued by the Governor of California beginning on March 19, 2020 because of the COVID-19 pandemic surging throughout California. Although the shelter in place order was ultimately lifted in late spring of 2020, San Bernardino County continued to have sufficient COVID-19 cases that restricted indoor and outdoor activities for most of FY 2020-21. Refer to Exhibit 1-1 for a summary of MT's FY 2020-21 ridership, broken down by area and mode. Note that during FY 2020-21, Trolley service was suspended in both the BBV and RIM areas.

Exhibit 1-1 Summary of MT's FY 2020-21 Ridership by Area and Mode

Area	Fixed Route	DAR	OTM	Total	% of Total
BBV	72,776	6,583	1,858	81,214	78%
RIM	14,634	4,865	3,926	23,425	22%
Total	**87,410**	**11,448**	**5,784**	**104,639**	**100%**

1.2.3 Fares

Beginning in FY 2020-21, MT introduced a new payment platform, called Token Transit. In advance to taking an MT trip, a rider downloads the Token Transit application on their mobile device, the rider purchases a fare media via their device. and payment is made by showing the "ticket" on their mobile device to the driver upon boarding the bus. The system eliminated cash and ticket transactions between driver and riders, which assisted with improved sanitary conditions on board buses and reduced passenger dwell time when boarding the bus. Although Token Transit was introduced during COVID-19, for several months MT did not collect fares from riders.

MT offers half the price of regular fares to seniors (60 years and over with valid I.D. cards), to Veterans (with valid Veteran ID cards) and to persons with disabilities (MT identification cards are required). Children five years of age and under ride for free (up to three children per paying adult). Currently, MT accepts three forms of payment on board buses: Token Transit, a multi-trip punch card (which are currently sold only at the BBV Mountain Transit's offices with cash, check, Visa or MasterCard), and/or the exact cash amount (for individual trips).

The MT fare structure varies from mode to mode and the structures are described below. Although at the time of preparing the Plan the punch cards are offered and honored by MT, MT is working diligently to eliminate all hard copy forms of media.

A. Big Bear Valley

1. Fixed Route: $1.50 one-way cash fare, a day pass for unlimited rides ($4.00), a week pass for unlimited rides ($20.00) and 10-ride punch pass ($13.50) are also available. Beginning in October 2021, riders are no longer required to pay this

fare on any BBV fixed routes, including the Green Line (seasonal service to and from the Resorts).

2. DAR: one-way cash fare within 3/4 mile of the fixed routes is $5.00 per trip. Beyond of 3/4 miles of the fixed routes, as well as for residents of Fawnskin, Baldwin Lake and Lake Williams, the one-way cash fare is $7.50 per trip. In addition, a 20-punch pass is available at $45.00 with each punch is good for $2.50 towards the fare. Beginning in October 2021, riders are no longer required to pay this fare; however, the service will be restricted to individuals that meet the Americans with Disabilities Act (ADA) service parameters.
3. Off the Mountain: based on the distance between designated zones (four in total) the cost ranges from $2.50 to $10.00 for a one-way fare. A 24-zone punch pass is also available at $54.00 with each punch is good for $2.50 towards the fare.
4. Airport Shuttle: for Airport passengers travelling to Bear Mountain or Snow Summit, the trip was paid for by BBMR. All other passengers traveling to the Village, the fare was $5.00 per passenger, per trip. Beginning in October 2021, riders are no longer required to pay this fare and the service will be branded as "Airport Connexx".
5. When the Trolley operated on weekend and holidays, year round, the fare was $5; however, the "ticket" was good all weekend while riding the Trolley route.

B. RIM

1. Fixed Route: based on the distance between designated zones (four in total) the fares range from $1 to $4 for a one-way fare. A day pass for unlimited rides ($5.00) and a weekly pass for unlimited rides ($20.00). A 10-zone punch pass ($9.00) is available that has a $1.00 value per punch and is punched based on how many zones the rider will travel through.
2. DAR: based on the distance between designated zones (four in total) and fares range from $4 to $10 for a one-way fare. A 20-punch pass is also available ($36.00) with each punch valued at a $2.50 and is punched based on how many zones the rider will travel through.
3. OTM: based on the distance between designated zones (four in total) with one-way fares ranging from $1.50 to $7.50. A 30-punch pass is also available ($40.50) with each punch valued at $1.50 and is punched based on how many zones the rider will travel through.
4. When the Trolley operated during the summer (weekends and holidays), the fare was $5; however, the "ticket" was good all weekend while riding the Trolley route.

MT works with Omnitrans and Metrolink, honoring $1.00 off the cash fare for transfers to MT's "Off the Mountain" service. Omnitrans also utilizes Token Transit for its fare collection system.

1.2.4 Staffing/Administrative

MT employees directly perform operations, facility, and maintenance activities. Given the impacts from the pandemic, as well as the upcoming FY 2021-22 service enhancements, the current full time employee equivalent is budgeted for 60 positions. Of these, 15 are non-union employees providing all management, administrative, maintenance and utility

functions. The remaining 45 positions are drivers and dispatchers, which are currently members of the Teamsters Union Local 572.

Of the non-union staff, there are two Maintenance Supervisors (one located in the BBV and one in RIM, at each "base"), a mechanic at each base with three Utility Workers (two housed in BBV and one in RIM). MT maintenance staff perform all preventive and vehicle repair maintenance and utilize local contractors as necessary for major or complex facility repairs (such as electrical and plumbing). The Operations Manager is located at the RIM facility, who manages two Operations Supervisors housed at each base. Landscaping, bus stop upkeep, janitorial services, snow removal and other light duty work is performed by the Utility Workers. Hazardous waste disposal is contracted out. Please refer to Figure 4: Mountain Transit Organizational Chart.

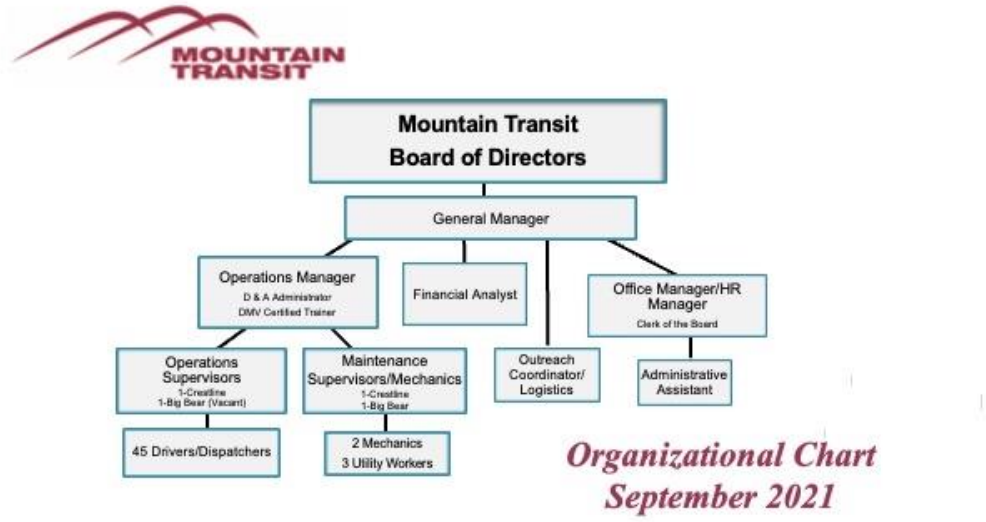

Figure 4: Mountain Transit Organization Chart, September 2021

1.2.5 Capital Assets

MT's capital assets can be categorized into four areas, including the MT Fleet (revenue and non-revenue vehicles), Equipment (including Management Information Systems/Information Technology or MIS/IT), Transit Enhancements (including bus stop signs and shelters) and Facilities. Each category is further described below.

A. Fleet:

1. All of the existing 26 revenue vehicles utilize either gasoline or diesel fuel. Most are cutaways, with the smaller on demand vehicles provided by vans, ranging from 22' to 37' in length. Because of the narrow roadways and steep and windy mountainous terrain, MT does not purchase nor own traditional 40' buses.
2. Revenue vehicles are purchased primarily through the CalACT Purchasing Cooperative and non-revenue vehicles through the State of California's General Service Administration purchasing cooperative.
3. There are no fueling capabilities at either of the MT facilities, and fuel is obtained at the sheriff facility through a contract with the County. Moonridge Fuel (in the City of Big Bear Lake) is a back-up supplier for the Big Bear Valley vehicles. Crestline has no back-up fuel supply.

4. The non-revenue fleet consists of eight vehicles with four-wheel drive (4 X 4) or all-wheel drive capabilities, four reside at Crestline and four are located at the Big Bear Lake facility.

DAR Bus

Ford F550 Cut-away

Trolley

37' Freightliner

Figure 5: Revenue Buses

B. Equipment:

1. MT does not currently have an Information Systems Master Plan or documented decision-making process for IT systems.
2. Buses are equipped with Global Positioning System (GPS) and Automatic Vehicle Location (AVL) technology for fleet tracking and to provide real-time information to the public with arrival/departure information and data to MT on actual arrival/departure times through a third party platform called DoubleMap. All scheduling is done manually, and dispatching utilizes utilizing DoubleMap software to group rides on the DAR service. Buses do not contain automatic passenger counting capabilities.
3. In July 2020, MT implemented Token Transit, a mobile ticketing application providing riders a cashless fare payment choice for single trips and pass mechanisms. Token Transit is a free app which allows riders to purchase their bus passes on their smart phones using a credit or debit card. The app displays a digital pass on the rider's phone screen, which is shown to the driver as the passenger gets on board. In addition to reducing cash payments (and counting of cash required when the bus returns to the base) the system will facilitate smoother boarding onboard buses.
4. MT's personal computers (PC) are networked with two servers. In addition, there are three laptops, of which two are dedicated to vehicle diagnostics. MT does not have in house IT staff and instead utilizes a contracted IT technical consultant for maintaining computer equipment and systems.
5. MT uses RTA Fleet Management software to record and track maintenance activities, parts, and overall inventory.
6. Buses are equipped with an integrated video camera system, as well as video cameras are in place at both facilities.

7. Fare counting activities are performed by employees at both facilities.
8. Engines and transmissions are purchased from the Original Equipment Manufacturer (OEM) and Transtar respectively. Due to limited bus bay space, they are outsourced for repair. Body repair and painting is contracted to A-Z Bus Sales.
9. Batteries are provided through a contract with Centennial.
10. Tires are leased through a contract with Goodyear.
11. Most parts are sourced from local Ford and GM dealerships. Inventory is limited to mostly consumables.
12. Support for retrieval and towing of vehicles is contracted.
13. OTM incident road calls and vehicle replacement response are time consuming. MT has created a Memorandum of Understanding with Omnitrans for road call/ passenger assistance when the MT vehicles are in the San Bernardino valley.

C. Bus Stop Signs and Shelters:

1. In the Mountain Communities, MT provides service to and from 182 bus stops: 137 bus stops in the BBV and 45 in the RIM area. If a stop is served by two or more routes, the stop is counted once for this purpose. MT owns and maintains four of the systems' shelters located in Fawnskin, Running Springs and two in the City of Big Bear Lake.

Figure 6: Shelter at a Bus Stop

2. Other shelters are owned and maintained by private non-profits or 3rd party advertising vendors. MT has finished installing a shelter at the newly constructed Stater Bros. bus turnout, located on eastbound Big Bear Boulevard.
3. Shelters and revenue buses feature advertising, that is procured, maintained and coordinated through a 3rd party vendor.
4. All bus stop signs are owned by MT and were installed by a contractor in City, County or Caltrans right-of-way.

D. Facilities: MT owns two facilities, as well as two property parcels, one within the City of Big Bear Lake, will be the future location of the Big Bear Lake facilities, and the other within the community of Crestline, will provide bus storage and administrative support during the future construction of the Crestline facility.

1. The Big Bear Lake administrative and maintenance facility is located at 41939 Fox Farm Road, Big Bear Lake, CA 92315.
   a. The Big Bear Lake facility is a steel-on-frame building and has two bays capable of servicing up to a 35’ vehicle.
   b. Also housed at this location is the Agency’s administrative headquarters.
   c. Portable floor lifts are used and will accommodate all two-axle vehicles.
   d. There is no on-site fueling or drive through bus wash and there is insufficient capacity to perform additional maintenance.
   e. Tires are stored in a shipping container to increase space inside the maintenance area.
2. The planned Big Bear Lake administrative and maintenance facility will be constructed on land purchased by MT in 2020. The three-acre parcel is located

at the corner of Sandalwood Dr. & Business Center Dr. and is 1/3 of a mile for the current facility.

3. The Crestline facility is located at 621 Forest Shade Road, Crestline, CA 92325.
   a. Crestline is a 35' X 50' wood-frame building.
   b. Although two bus bays, only one has a lift to for up to a 27' vehicle.
   c. There is no vehicle lifting capability, no on-site fueling or drive through bus wash. There is insufficient capacity to perform additional maintenance.
   d. This facility was not designed as a transit yard and is not sufficient to accommodate buses longer than 27' feet in length, which are needed to operate OTM service.
   e. The bus yard is very small and it is very difficult to maneuver buses.
   f. The Crestline Facility has experienced flooding during heavy precipitation and there are run off issues with neighboring facilities.
   g. The facility was damaged by fire in 2019.
4. Additional property was purchased in Crestline, at 24042 Pioneer Camp Road, which is located 350 feet from the current facility on Forest Shade Road. The Pioneer Camp property has been as an interim administrative building while the current RIM facility is renovated.

1.3 Systemwide Performance

Exhibit 1-2 provides an overview of MT's system-wide performance since the approval of the former 2016 Short Range Transit Plan (SRTP). MT had overcome many challenges during this five-year period, in the initial years with expansion to service and demonstration projects, which impacted Agency costs. In addition, costs and services have been tremendously impacted in the last 18 months, due to the COVID-19 pandemic. As a result, the operating costs throughout the four-year period averaged an increase of 1.1% per year, with the cost per vehicle service hour (VSH) increasing over the same period by 8.4%.

Exhibit 1-2 FY 2017 through FY 2021 System-wide Performance

Total MT All Services	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Actual
Annual Base Statistics					
Passengers	158,366	179,240	181,781	154,181	104,642
VSHs	35,397	37,329	38,465	33,833	27,679
Operating Costs	$2,921,650	$2,567,887	$3,377,393	$3,519,558	$3,052,859
Fare Revenue	$357,410	$343,253	$439,602	$333,569	$285,132
Performance					
Pass./VSH	4.5	4.8	4.7	4.6	3.8
Cost Per Pass.	$18.45	$14.33	$18.58	$22.83	$29.17
Cost/VSH	$ 82.54	$ 68.79	$ 87.81	$ 104.03	$ 110.30
Farebox Recovery	12.23%	13.37%	13.02%	9.48%	9.34%
Average Fare	$ 2.26	$ 1.92	$ 2.42	$ 2.16	$ 2.72

Ridership suffered as well during the prior 18-month period, which between FY 16/17 and FY 20/21, there was an overall decrease in ridership by -8.5%. However, prior to the pandemic, ridership had increased 7.4% over the three-year period. Farebox recovery followed similar patterns, where over the five-year period it decreased by -5.9%. Prior to the pandemic, farebox

had increased by 3.2%. Given the service adjustments proposed in Chapter 4, the SRTP projects a steady increase in performance as a result of system-wide improvements; however, because of supply chain issues and rising costs, these issues may continue during the upcoming five-year period.

The farebox recover ratio in Exhibit 1-2 demonstrates actual fare revenue collected during the past five-year period, including the pandemic periods of FY 2019-20 and FY 2020-21. Although the ratio was below the 10% threshold as required by the State of California in order for MT to receive State funding, MT is permitted to infuse other local funding so as to bring the average farebox ratio to the 10% minimum level.

Chapter 2: Transit Needs

This chapter reviews the socioeconomic characteristics of the population in the Mountain Transit (MT) service area based on the 2010 Federal Census, as well as annual updates to certain indictors performed by the Federal Census Administration. Although the 2020 Census has been conducted and is complete, the analysis and resulting demographic information will not become available until December 2021. The chapter also presents the socioeconomic characteristics of existing riders from the 2021 public survey efforts. Finally, this chapter summarizes the perspectives from key stakeholders that were asked to complete a stakeholder survey.

2.1 Socioeconomic Characteristics

As mandated by the United States' Constitution, America gets one chance each decade to count its entire population. The most recent decennial Census where data is available and can be utilized for analysis purposes, may be found at the United States Census Bureau at http://www.census.gov. In addition to census data, the American Community Survey (ACS) has provided U.S. communities with detailed information critical for making informed decisions about their people, places, and economy. The data allows users to identify trends for social and economic characteristics for even the smallest communities on a more frequent basis than the decennial Census process. As the nation's largest ongoing, random, household survey, the ACS produces statistics annually at all levels of geography, down to the block group level for every community in the nation. Data from a state, county, or community level from the Census, 2019 ACS surveys are found at https://www.census.gov/programs-surveys/acs/data.html. The ACS survey is a rolling survey that represents one point in time, or a period of several years. Since all survey–based estimates are subject to sampling error, the reader should note that the data from the ACS should be used with caution since the sampling errors are relatively large in comparison to the estimate. It is encouraged that the ACS data be utilized as a starting point for discussion relative to data point category and cross-referenced should local socioeconomic data become available.

Refer to Appendix A, a comparison of key 2019 ACS indicators, as well as 2010 and preliminary 2020 Census data, in the Mountain Communities, in comparison to the State of California and the County of San Bernardino. For the Big Bear Valley (BBV), information was gathered from two Census Designated Places (CDPs):

- The incorporated City of Big Bear Lake; and
- The Big Bear City CDP, which consists of the communities of Erwin Lake, Lake Williams, Baldwin Lake and Sugarloaf.

Figure 7: Map of CDPs in Big Bear Valley Are

Served by MT but excluded from a Census CDP (and therefore not included in the statistics), are households east of the dam/bridge off of North Shore Drive heading west to North Division Drive, which also includes the community of Fawnskin.

Information was gathered from three CDPs in the RIM Area ("RIM" area is the western Mountain Communities surrounding Lake Arrowhead, Crestline and Running Springs):

- Lake Arrowhead CDP consists of the communities of Lake Arrowhead, Twin Peaks, Blue Jay, Cedar Glen, Sky Forest and Rim Forest;
- Crestline CDP consists of the communities of Lake Gregory, Top Town, Valley of Enchantment and Cedar Pines; and
- Running Springs CDP consists of the communities of Running Springs and Arrowbear.

Served by MT but excluded from a CDP designation (and therefore not included in the statistics), is the community of Green Valley Lake.

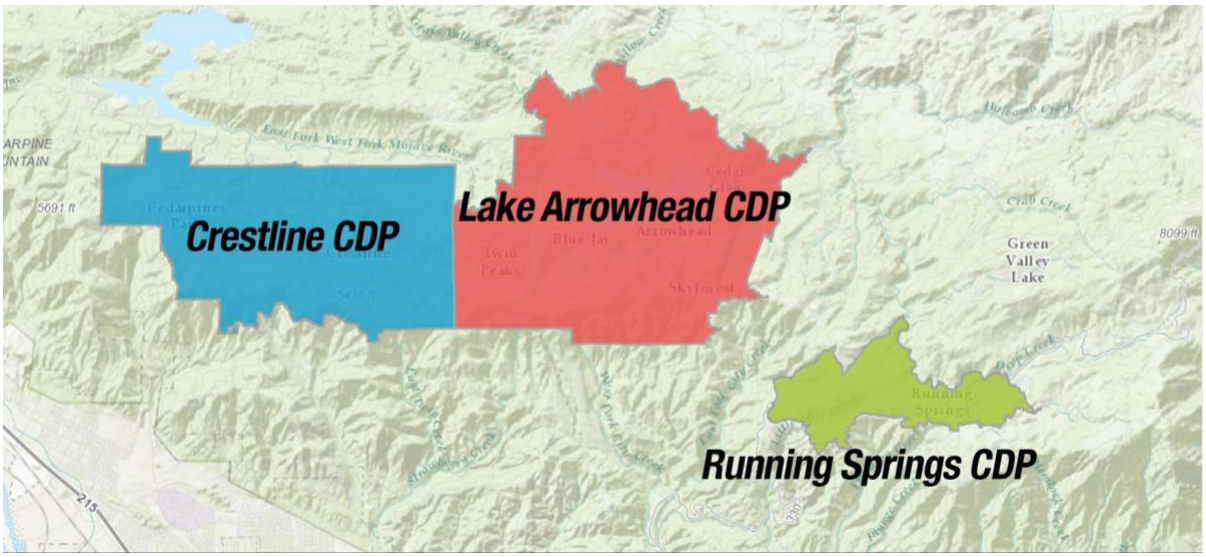

Figure 8: Map of CDPs in RIM Area

In Appendix A, each of these CDPs are presented individually, then combined to represent the BBV and the RIM communities and combined to represent the entire MT market.

Data categories of interest, which vary from either the State of California as a whole, or from the County of San Bernardino, or the Mountain Communities market, include the following:

1. **Population**. The BBV area increased in population 2.7% between the 2020 Census and the 2010 Census, and the RIM area increased by 4.5%. However, both communities fall behind gains made by the County and the State (7.2% and 6.1% respectively). Five years ago, the RIM area had seen a decline in population, which local economists attributed to the recession as well impact from prior fires where homes were destroyed or damaged and a portion of the population permanently left the area. This increase in population and the recovery over the past five years, is a definite benefit for the RIM community.
2. **Age**. While the median age for the County is 33.8 and 37.0 for the State, the average MT median age is much higher at 43.7. The MT market area is similar to the County and State in the 20 to 64 age range, but where there is a tradeoff is the youth vs. persons 65 years and older, where the MT market has a larger share of elderly population and

smaller share of youth population. The 65 and older is 19.9%, compared to 11.9% for the County and 14.8% for the State. The aging population of the MT market area has an impact on MT services and is a consideration to ensure sufficient DAR services are offered, and with service planning on fixed route services to accommodate elderly individuals boarding/dis-embarking from buses.

3. **Ethnicity**. The MT market area is primarily Caucasian (71.9% compared to 27.3% Countywide) with the next largest ethnic group being Hispanic/Latino (21.9% compared to Countywide of 54.4%). In addition, the non-English languages spoken in a home were markedly lower (14.8% of total population) than the County or State (42.1% and 44.2% respectively).
4. **Veterans**. The County rate of Veterans to the general population is 4.2%, whereas the average for the MT market is 6.6%, with the greatest Veteran population residing in the BBV (9.2% of the population). Only the Lake Arrowhead CDP has a Veteran population more in line with the County average (4.3% of the population).
5. **Housing**. The most recent ACS survey showed a marked increase in owner-occupied housing units, whereas the MT service area average is much higher than that of the County or the State. The average MT owner-occupied housing is at 67.4%, whereas the County is at 59.8% and the State is at 54.8%.
6. **Commute Travel Time**. The BBV residents commute to work fewer minutes one-way (26.2 minutes) as compared to the County (31.6 minutes) or the State (29.8 minutes). However, RIM residents travel longer than the County/State average, with a 35.4-minute travel time to work, with the longest commute documented for Crestline residents, at 39.4 minutes.
7. **Income**. Mean (average) income of the BBV household ($51,633) is 22.7% under the County average of $63,352. The average income for the RIM household average income of $61,545 is slightly under the County average by 3.0%. The lowest average household income in the MT service area is in the City of Big Bear Lake at $51,060, which is slightly under the next lowest average income in the Big Bear City CDP ($51,875).
8. **Poverty Level**. Persons recording an income level below the poverty level varies by Mountain Community, but in general is much higher than that of the County or the State. With a County average of 13.3% and a State average of 11.8% of the population below the poverty level, the MT service area average was 15.5%. The City of Big Bear Lake had the highest percentage of poverty at 17.9%. The Crestline and Running Springs CDPs had the lowest rates (14.4% and 14.6% respectively).

2.2 Rider and Public Survey Demographic Results

The Rider and Public Survey was conducted during the COVID-19 pandemic, and instead of focusing on the ever-changing socioeconomic climate of the Mountain Communities, MT management focused this survey instrument on travel/rider behavior as well as seeking suggestions for service improvements. To be consistent with past surveys, several questions were crafted to be identical to questions asked in the 2016 Onboard Survey, and where appropriate, the responses will be compared to the prior survey's responses.

Be aware that the 2016 Onboard Survey was conducted on-board buses, with hard copy surveys in English and Spanish, with the intention that the rider would complete and hand back to the driver before disembarking the bus. This is an advantageous manner for riders to complete a survey (while they are a captive audience onboard a bus); however, since the 2021 Survey was conducted during the COVID-19 pandemic, MT believed it was safer to provide cards to riders

and request that they go online (either on a computer or a smart device) and respond to the survey through SurveyMonkey.com. MT also provided an option for the respondent to call in their survey responses, if they did not have access to a computer or mobile device. Thus, to differentiate between the two survey methodologies, the 2016 survey process will be referred to as the "Onboard Survey" and the 2021 process is referred to as the "Rider/Public Survey".

As riders boarded MT buses during this survey period, the driver handed them a small card describing the process and requesting their assistance to complete the online survey. The rider was directed to a SurveyMonkey.com link, which was optimized to complete on a mobile device or computer. Upon entering the survey, the respondent could select an English or Spanish version of the survey. Upon completing the survey, if the respondent provided their area (RIM or BBV) and mobile phone number, a MT one-day pass was uploaded to their Token Transit account as a thank you for filling out the survey.

The 2021 Rider Survey was presented to MT riders and the public as a voluntary survey, and the survey process was not conducted in a distributed manner to gather weighted information by route or provide statistical significance. Since this survey was conducted during the COVID-19 pandemic, and MT had already experienced a drop in ridership, the resulting survey respondents of 81 is a very small sample size to draw any definitive patterns or conclusions or compare/contrast against other survey results. Keep in mind the results may not reflect the entire universe of MT ridership or public perspective; but rather, be of interest to the reader and provide options on improving future service.

The 2021 Rider Survey was conducted and collected over a three-and-a-half-week period, from March 27, 2021 through April 21, 2021. During this period, the same survey instrument was promoted to the public via social media and on the MT website, and MT requested area stakeholders to blast out information on their survey to their members/constituents. Because all survey responses were entered by the respondent on SurveyMonkey.com, it is unknown as to how many of the respondents were notified while onboard an MT bus or were members of the public. Based on past survey responses, it should be assumed that most respondents are and were made aware of the survey while riding an MT bus.

A total of 49 surveys were collected from BBV riders/public and 32 from RIM riders/public, for a total of 81 completed survey responses. Please refer to Appendix B, which contains a summary of the Rider/Public Survey process, the survey questions, and topline results of the responses. In Appendix B the responses are broken down by total survey responses, then by BBV and RIM responses. For a copy of the actual printed survey instrument in English (questions only, no response or analysis), please refer to Appendix D.

The questions that were of a demographic and/or socioeconomic nature, are presented first in this section so the reader can better understand the MT rider. In addition to observations/findings with this data set, the results have been compared to the 2016 Onboard Survey and/or compared to the ACS data.

> **Question #15**: ***What is your home/permanent residence zip code?***
> Of the respondents, 73 (90.1%) stated their home/permanent zip code was in one of the Mountain Communities. Of those, 49 (67.1%) reside in the BBV, 32 (32.9%) are in the RIM area. Big Bear City and Crestline riders represented 63% of the survey respondents (30.9% and 19.8% respectively). Of the eight respondents who live "off the mountain", only one was out of state (Washington) and the remaining residences included: Costa Mesa, Colton, Loma Linda, Los Angeles and Wildomar. This

question correlated closely to 2016 Onboard Survey Question #10, where 94.1% of those who responded indicated that they were permanent Mountain Communities' residents.

When compared to the ACS Survey, RIM population represents 62.2% of the Mountain Communities and the BBV population represents 37.8% of the total population. From a ridership perspective, the BBV area (with the resorts, campgrounds, and publicly accessible lake which all brings to the area an influx of tourists) the BBV routes have provided higher ridership of the two service areas. For example, in FY 2020-21, BBV services provided trips to 77.6% of the total system ridership and RIM trips constituted 22.4% of total system ridership. In the 2016 Onboard Survey, the BBV residents were 43% of the respondents, and the RIM were 40%. In this survey, the percentages more closely align with the ridership, with BBV residents making up 60.3% of the respondents and RIM residents consisting of 39.7%.

Exhibit 2-1 Rider/Public Survey Question #15 Responses – Home Zip Codes

Zip Code	Community	Survey Area	Total	% of Total	BBV	% of BBV	RIM	% of RIM
92314	Big Bear City	BB	25	30.9%	25	51.0%	0	0.0%
92315	Big Bear Lake	BB	12	14.8%	12	24.5%	0	0.0%
92386	Sugarloaf	BB	7	8.6%	7	14.3%	0	0.0%
92317	Blue Jay	RIM	2	2.5%	0	0.0%	2	6.3%
92322	Cedarpines Park	RIM	1	1.2%	0	0.0%	1	3.1%
92325	Crestline	RIM	16	19.8%	0	0.0%	16	50.0%
92352	Lake Arrowhead	RIM	5	6.2%	0	0.0%	5	15.6%
92382	Running Springs	RIM	2	2.5%	0	0.0%	2	6.3%
92391	Twin Peaks	RIM	3	3.7%	0	0.0%	3	9.4%
Home Zip Codes Off Mountain*			8	9.9%	5	10.2%	3	9.4%
Total			**81**	**100%**	**49**	**100%**	**32**	**100%**
Service Area % of Total Respondents						60.5%		39.5%
Resident % of Total Respondents						60.3%		39.7%

* BBV Other Zip Codes: Los Angeles, Costa Mesa (two), Colton, Spokane WA
RIM Other Zip Codes: Colton, Wildomar, Loma Linda

Question #16: ***How old are you?***
When comparing the average age of the 81 respondents, the BBV and RIM average rider age tracks closely with the ACS survey data, with the average BBV survey respondent at 42.6 years of age (compared to ACS survey data of 45.4) and the RIM survey respondent average age was 44.4 (compared to ACS survey data of 43.3). This data continues to emphasize the older age of the mountain resident and the MT transit rider.

Question #17: What is your total annual household income?
Of the 81 respondents, 17 (11.2%) preferred not to respond to this question. Of the 64 who responded, 31.3% reported an income level below $15,000. In the 2016 Onboard Survey, over half (51.6%) reported income less than $15,000. The respondents from the BBV had the lowest income level (36.1% below $15,000) with RIM respondents having the greatest percentage in the over $35,000 range of 46.4%. Although these

levels are slightly improved in comparison to the 2016 Onboard Survey responses, with fewer respondents in 2021, and given the pandemic, one may also assume that those currently unemployed were not riding MT during this period and thus not responding. Since the survey instrument did not ask how many persons are in the respondent's household, it is difficult to compare these responses to poverty level responses contained within the ACS Survey. Utilizing averaging in each income category, the average household income for those that responded in both areas, averages to approximately $45,000, which continues to be well below the average ACS household average for these communities of $57,806.

Exhibit 2-2 Rider/Public Survey Question #17 - Income Level

Income Category	Total		BBV		RIM	
Less than $10,000	12	18.8%	7	19.4%	5	17.9%
$10,000 to $14,999	8	12.5%	6	16.7%	2	7.1%
$15,000 to $19,999	8	12.5%	5	13.9%	3	10.7%
$20,000 to $24,999	2	3.1%	1	2.8%	1	3.6%
$25,000 to $34,999	7	10.9%	3	8.3%	4	14.3%
$35,000 to $49,999	5	7.8%	4	11.1%	1	3.6%
$50,000 to $74,999	7	10.9%	5	13.9%	2	7.1%
$75,000 to $100,000	9	14.1%	1	2.8%	8	28.6%
More than $100,000	6	9.4%	4	11.1%	2	7.1%
Total	**64**	**100%**	**36**	**100%**	**28**	**100%**
No Response	17	11.2%	13	16.0%	4	5.6%
Total Respondents	81		49		32	

2.3 Outreach Efforts to Determine Needs and Issues

Mountain Transit staff are extensively involved with BBV and RIM regional public agencies, chambers, private non-profit groups, and local committees (Stakeholders). The following is a list of regular meetings and committees that MT staff attend, which presents an excellent opportunity to receive ongoing feedback from stakeholders and groups.

1. Big Bear Valley Regional Traffic Advisory Group (RTAG),
2. Big Bear Community Organization Active in Disaster (COAD),
3. Big Bear Lake Village Business Association (VBA),
4. Big Bear Valley Chamber of Commerce,
5. City of Big Bear Lake Council Meetings,
6. Crestline Community Development Association (CCDA).
7. Crestline Connection,
8. Crestline Municipal Advisory Council (MAC),
9. Lake Arrowhead Chamber of Commerce.
10. Lake Arrowhead MAC,
11. Mountain Mutual Aid (MMA),
12. RIM Community Organization Active in Disaster (COAD).
13. RIM MAC,
14. Running Springs Chamber- of Commerce,
15. Rim Community Resource Network (RCRN), and
16. SBCTA Public Safety and Specialized Transportation Advisory and Coordination Council (PASTACC) meetings.

In addition to the type of feedback received on a regular basis from the groups above, as well as feedback from riders during the Rider/Public Survey process (mentioned in Section 2.2), the SRTP process formally contacted Stakeholders via an online survey mechanism.

The Stakeholder Survey was developed and created also through the survey tool SurveyMonkey.com, and was available for input from Wednesday April 7, 2021, through Wednesday April 21, 2021. The Stakeholder Survey was promoted and distributed through the following mechanisms:

1. On April 7, 2021, a SurveyMonkey.com email was sent to emails of 118 Stakeholders in the Mountain communities. The system was monitored so that emails returned/undeliverable were identified and resolved, with a follow up request to the corrected emails.
2. On April 15, 2021, a reminder email was sent to those that had yet to complete the survey.
3. On April 7, 2021, an email was sent to the four Chambers of Commerce in the Mountain Communities, requesting they email to their members a request to complete the survey. The Team worked with the Chambers on the message and the survey link to incorporate in their transmittal.
4. Of all the Stakeholder contacts, MT highlighted those that were critical in receiving their feedback, and those individuals were followed up by both the SRTP consultant and MT, so as to ensure a response.

Please refer to Appendix C for topline results of the Stakeholders' Survey, which also contains summaries of the open-ended responses.

To analyze potential transit needs and identify any issues raised during the outreach mechanisms, Section 2.3.1 will cover questions that were asked in all survey mechanisms, comparing responses among the different response audience. The following sections contain the remaining observations of the Rider/Public Survey (Section 2.3.2) and the Stakeholder Survey (Section 2.3.3). Where appropriate, responses will be compared to responses from the 2016 Onboard Survey.

2.3.1 Questions Asked in All Surveys

The following is a summary of questions that were asked in both survey instruments. Each question is presented by the question number from the Rider/Public survey, with a summary of the response, general observations and then the results (which in some exhibits are presented by survey mechanism).

Question #1: ***Have you ridden Mountain Transit before?***

Of the 81 Rider/Public Survey responses, 64 (79.0%) responded "Yes", and 17 (21%) responded "No". In the Stakeholder survey, the question was expanded further to ask if anyone in their family or household had ridden Mountain Transit, with 22 (43.1%) stating that the Stakeholder had ridden before, with an additional 14 (27.4%) responses saying that a Stakeholder's household member had ridden Mountain Transit. The Stakeholder response was very positive, in that the 2016 Onboard Survey only one Stakeholder had used Mountain Transit.

Question #6: *On a scale of 7 to 1, how would you rate Mountain Transit bus service?*

This question was asked in both survey mechanisms using the following scale/rating system as depicted in Exhibit 2-3 below:

Exhibit 2-3 Onboard Survey Question #6 - Satisfaction Scale/Rating System Format

Very Satisfied	Satis-fied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Dis-satisfied	Very Dissatisfied
7	6	5	4	3	2	1

Each Respondent was asked to select a number, based on their experience and/or knowledge of MT service, whether they have ridden the service or not. Exhibit 2-4 is the result of the average rating/ranking, by survey mechanism:

Exhibit 2-4 Rider/Public Survey Question #6
Satisfaction with MT Services Responses

Survey Group	Average Rating
Total Rider/Public Survey Respondents	6.09
Big Bear Valley Respondents	5.92
RIM Respondents	6.34
Stakeholder Survey Respondents	5.78

Of interest, is that the most critical audience was the Stakeholders, with an average rating of 5.78, which on a positive note is higher than the 2016 Onboard Survey average of 5.4. Much of their reasoning for providing the rating as they did is reflected in the open-ended responses contained in Appendix C. It must be noted that the Stakeholders as a group are a very thoughtful/thinking audience. For those Respondents who have never ridden MT before, their assignment is based on hear-say and tend to assign a more conservative rating. Others express they never assign the highest mark in any satisfaction rating scale, in that there is always room for improvement. The take-away from the Stakeholders responses is MT can see a positive improvement in comparison from the prior Survey.

In the 2016 Onboard Survey, the average response by riders and the public, is statistically identical. Although MT would have liked to have seen an improvement in this rating scale by riders over the past five years, given the impacts on service due to the COVID-19 pandemic, the 2021 average result speaks highly of the excellent job that MT has done over the past 18 months.

Question #9: ***Which Mountain community do you live in, or more often visit?***
For the Rider/Public survey, the Respondent was first asked which Mountain Community they live in or more often visit. Based on this response, they were directed to the question with locations for improvement, specific to their area (BBV or RIM). Whereas the in the Stakeholder Survey, the Respondents could respond to all of the suggested location improvements, in both areas combined. Of all Survey Respondents:

- Rider/Public survey: Of the 81 Respondents, 49 (69.5%) stated that they primarily reside/visit the **BBV** area. Of the 49 Respondents, ALL provided suggestions.
- Rider/Public survey: Of the 81 Respondents, 32 (39.5%) stated that they primarily reside/visit the **RIM** area. Of the 32 Respondents, four (12.5%) stated that they had no suggestions and did not respond to this question.

- Stakeholder survey: Of the 51 Respondents, 2 (3.9%) did not provide suggestions.

Question #10 and #11: ***Select up to THREE of the following locations from the Big Bear Valley and/or RIM area that Mountain Transit should consider adding service to & from:***

BBV: The top suggested BBV locations from both surveys included:

1. Big Bear to Redlands (#1 priority with Riders/Public, the #2 priority with Stakeholders),
2. Discovery Center (#1 priority with Stakeholders, the #2 priority with Riders/Public), and
3. East Boat Launch / Walking Path tied with the North Shore Peter Pan Community in the Rider/Public survey (lower priority on the list with the Stakeholders).

With expanded service to the Resorts and to the Village, on the south side of Big Bear Lake, it is not surprising the responses would focus on north shore locations as well as more options for travelling off the mountain communities.

Additional "write in" suggestions from four of the 49 BBV Rider/Public Survey Respondents, included:

- Car rentals,
- Victorville (which MT did offer service several years ago and discontinued the service due to very low ridership).
- Baldwin Lake, and
- North Shore / Pacific Crest Trail (PCT) Trailheads.

RIM: The suggested RIM locations between the two surveys were ranked in a different manner, with the following three options rising to the top:

1. RIM to Redlands (#1 priority in the Rider/Public survey, the #3 priority in the Stakeholder survey),
2. Sky Park (#2 priority in the Rider/Public survey, the #1 priority in the Stakeholder survey), and
3. RIM Forest (#3 priority in the Rider/Public survey, the #5 priority in the Stakeholder survey).

Clearly the Stakeholder responses focused on expanded transit service to business opportunities (Snow Valley and RIM Forest were #4 and #5 selections), as well as to the High School (#2 selection for Stakeholders).

Additional "write in" suggestions from four of the 32 RIM Rider/Public Survey Respondents, included:

- Hospital/Medical offices (which currently can be accessed through RIM OTM services),
- Loma Linda,
- Crestline to Lake Arrowhead Village (currently accessed through Route 4),
- RIM To Rialto Renaissance Marketplace,
- OTM stop in the Villas and Ontario Airport.

Stakeholder Other Location Suggestions: Of the 51 Stakeholders, 12 (23.5%) identified other locations that they would like to see MT service. With some of these

responses, it is unclear as to whether they would like to see service from RIM or BBV; as a result, the following is the best manner to break out their suggestions:

1. **RIM**: RIM to BBV, Green Valley Lake, RIM to Hospitals/medical offices.
2. **BBV**: Big Bear High School, Village to Big Bear Alpine Zoo.
3. **Both**: Hospital/San Bernardino, Airport, Victorville, Mountains to San Bernardino.

Exhibit 2-5 summarizes the top suggested BBV locations by the Riders/General Public and the Stakeholders. Exhibit 2-6 summarizes the top suggested RIM locations by the Riders/General Public and the Stakeholders.

Exhibit 2-5 Rider/Public Survey Question #10
Additional BBV Service Locations

Big Bear Locations	All Responses		BBV Riders		Stakeholders	
Big Bear To Redlands	42	28.0%	28	57.1%	14	22.2%
The Discovery Center	38	25.3%	19	38.8%	19	30.2%
East Boat Launch / Walking Path	27	18.0%	15	30.6%	12	19.0%
N. Shore Peter Pan Community	17	11.3%	15	30.6%	2	3.2%
Meadow Park	19	12.7%	10	20.4%	9	14.3%
Other Locations	6	4.0%	4	8.2%	6	9.5%
None of the above	1	.7%	0	0.0%	1	1.6%
Total Responses	**150**	**100%**	**91**	**100%**	**63**	**100%**

Exhibit 2-6 Rider/Public Survey Question #11
Additional RIM Service Locations

RIM Locations	All Responses		RIM Riders		Stakeholders	
Sky Park	31	24.6%	14	43.8%	17	25.4%
RIM to Redlands	28	22.2%	15	46.9%	13	19.4%
Snow Valley	19	15.1%	9	28.1%	10	14.9%
Rim Forest	17	13.5%	10	31.3%	7	10.4%
RIM High School	17	13.5%	4	12.5%	13	19.4%
Other Locations	9	7.1%	6	18.8%	6	9.0%
None of the Above	5	4.0%	4	12.5%	1	1.5%
Total Responses	**126**	**100%**	**62**	**100%**	**67**	**100%**

Question #12: ***Select up to THREE areas MT could improve bus service.***
Of the 81 Rider/Public Respondents, 11 (13.6%) did not respond to this question. Of the 51 Stakeholder Respondents, five (9.8%) did not respond to this question or have additional suggestions. The top four suggestions of all surveys combined included (in order of responses):

- Buses running earlier/later in the day,
- More weekend service,
- Provide seats and shelters at existing bus stops, and
- More frequent service on existing routes.

Both the RIM and BBV Respondents overwhelmingly selected the above four responses. Note that the option "Electric Buses" was not included as an option in the Rider/Public Survey. In addition to the responses above, the Stakeholders had three additional top responses that focus on providing additional services to visitors that will encourage them to use public transportation, and those responses include:

- An area to park my car & take the bus to resort/attractions,
- More trolleys, and
- Provide convenient service from my door to area attractions.

Interestingly enough, the top four combined responses are identical to the responses from the 2016 Onboard Surveys where the Respondents selected choices, in this order:

- More frequent service,
- Service later in the evening,
- Shelters at existing bus stops, and
- More weekend service.

Exhibit 2-7 summarizes the top features that warrant improvement, from the Rider/Public Survey (split out by area) and the Stakeholder Survey.

Exhibit 2-7 Rider/Public Survey Question #12 - Suggested Areas for Improvement

Areas for Improvement	Total		BBV Riders		RIM Riders		Stakeholders	
Buses running earlier/later in the day	34	42.0%	25	51.0%	9	28.1%	12	23.5%
More weekend service	30	37.0%	16	32.7%	14	43.8%	16	31.4%
Provide seats/shelters at existing stops	28	34.6%	21	42.9%	7	21.9%	16	31.4%
More frequent service on existing routes	26	32.1%	18	36.7%	8	25.0%	12	23.5%
None of the above - I have no suggestions	11	13.6%	3	6.1%	8	25.0%	5	9.8%
An area to park my car & take the bus to resort/attractions	10	12.3%	4	8.2%	6	18.8%	20	39.2%
Ski/snowboard racks on buses	9	11.1%	6	12.2%	3	9.4%	5	9.8%
Other areas not included in the selections above*	9	11.1%	7	14.3%	2	6.3%	3	5.9%
More reliable arrival/departure times	7	8.6%	3	6.1%	4	12.5%	4	7.8%
More trolleys	5	6.2%	2	4.1%	3	9.4%	12	23.5%
Provide convenient service from my door to area attractions	5	6.2%	1	2.0%	4	12.5%	10	19.6%
Electric buses	5	6.2%	Not asked		Not asked		5	9.8%
Security & safety at bus stops / shelters	3	3.7%	2	4.1%	1	3.1%	2	3.9%
Security & safety on the bus	3	3.7%	3	6.1%	0	0.0%	2	3.9%
Bus driver courtesy/professionalism	2	2.5%	2	4.1%	0	0.0%	3	5.9%
Shorter travel time	2	2.5%	2	4.1%	0	0.0%	1	2.0%
Total Responses	**189**		**115**		**69**		**128**	
Total Respondents	81	100%	49	100%	32	100%	51	100%

*Other Stakeholder responses: include Green Valley Lake; Get the word out to locals to be able to grab a ride from commercial to residential areas and between commercial areas; Possibly support schools with High School transportation.

*Other BBV Rider/Public responses: Pickup at Metrolink and Redlands Rail; fire your racist employees; more OTM during week; OTM on weekends; more good-looking men; OTM on weekend; heat lamps in shelters.

*Other RIM Rider/Public response: don't cancel when it snows; avoid turn around & repeat the same route scheduling (e.g., from Twin Peaks going to Blue Jay, I have either 15 minutes to shop or I have to wait 90 minutes more); service to medical offices & the MCH.

2.3.2 Rider/Public Survey Highlights and Responses

The following are questions that were asked in the Rider/Public Survey in addition to the questions and responses above. Where appropriate, comparisons may be made to the 2016 Onboard Survey.

Question #2: ***Select how many DAYS each week you usually ride Mountain Transit services. Please respond to every row. If you do not ride a particular service, select "Never". If this is your first time riding, or if you rarely ride a particular route, select "Less than 1".***

This question was responded by 64 of the 81 Rider/Public Survey Respondents. As anticipated, the more travelled routes demonstrated more use by the Respondents, with Route 11 (Erwin Lake to Interlaken Center) showing the highest average usage, followed by Route 3 (Big Bear City/North Shore), and Route 2 (Crestline to Lake Arrowhead). The Trolley routes were not included as an option, since both the BBV and RIM Trolley routes were discontinued during the COVID-19 pandemic. What is of interest, although the ridership had declined from the 2016 Onboard survey and service had been reduced because of the pandemic, those that responded demonstrated more rides on current routes, than the prior survey. In the 2016 Onboard survey, the average number of rides per week was 4.66, whereas in the 2021 Rider/Public Survey the average per rider was 6.99 rides per week.

In reference to the 17 of the 81 Respondents who have not ridden a MT bus before, either they did not understand they were on an MT bus, or they were responding as the general public. The survey cards were distributed to BBV Route #9 riders, that travel in the winter from remote resort parking lots to the resorts. Some may have been confused and believed they were on a BBMR resort shuttle, and not an MT bus. Nonetheless, their responses will be considered throughout as responses from the public.

Please refer to Exhibit 2-8 on the next page, which depicts the responses, by route, and their average frequency of rides each week.

Exhibit 2-8 Rider/Public Survey Question #2
Frequency Riding Mountain Transit

Route/Service	Total Ave. Response	% of Total	BBV Ave. Response	BBV % of Total	RIM Ave. Response	RIM % of Total
Big Bear Rt.1	1.22	17.5%	1.76	22.9%	0.26	4.6%
Big Bear Rt. 3	1.20	17.2%	1.83	23.8%	0.09	1.6%
Big Bear Rt. 11	1.50	21.5%	2.17	28.2%	0.30	5.3%
Big Bear OTM	0.50	7.2%	0.54	7.0%	0.43	7.6%
Big Bear Resorts' Shuttle	0.19	2.7%	0.24	3.1%	0.09	1.6%
Big Bear Airport Shuttle	0.05	0.7%	0.00	0.0%	0.13	2.3%
Big Bear DAR	0.63	9.0%	0.83	10.8%	0.26	4.6%
RIM Rt. 2	0.53	7.6%	0.07	0.9%	1.35	23.7%
RIM Rt. 4	0.31	4.4%	0.07	0.9%	0.74	13.0%
RIM OTM	0.55	7.9%	0.12	1.6%	1.30	22.8%
RIM DAR	0.31	4.4%	0.07	0.9%	0.74	13.0%
Total Ave. Rides @ Wk:	**6.99**	**100%**	**7.70**	**100%**	**5.69**	**100%**

Question #3: ***In general, when you use MT, what is the MAIN purpose of your trip?***

Almost half (48.0%) utilize MT for shopping/errands, followed by travelling to/from work (35.9%). Social/recreation uses of MT buses was third (14.1%), followed by Doctor/medical visits (6.3%), then school (3.1%). Given the pandemic-induced unemployment, as well as the area schools conducting remote learning, it is not surprising the results varied greatly from the 2016 Onboard survey, where work was the primary response (48.0%) then shopping/errands (20.4%).

There were some differences between the two areas, where RIM responses were split almost evenly by work, shopping/errands and then social/recreational. Whereas BBV Riders were evenly split between shopping/errands or work. Refer to Exhibit 2-9 for a breakdown of the responses, by area.

Exhibit 2-9 Rider/Public Survey Question #3 - Trip Purpose

Responses	Total	Total %	BBV Total	BBV %	RIM Total	RIM %
Work	23	35.9%	15	36.6%	8	34.8%
Shopping or errands	26	40.6%	18	43.9%	8	34.8%
Social Services	0	0.0%	0	0.0%	0	0.0%
Social or recreation	9	14.1%	3	7.3%	6	26.1%
School	2	3.1%	1	2.4%	1	4.3%
Doctor / medical visits	4	6.3%	4	9.8%	0	0.0%
Total	**64**	**100%**	**41**	**100%**	**23**	**100%**

Question #4: ***What is the ONE main reason you ride or MAY ride Mountain Transit in the future?***

All 81 Respondents responded to this question. The primary reason for taking transit is similar across many transit systems – MT ridership market is highly transit dependent in both areas. However, the transit dependency factor has decreased in both areas from the 2016 Onboard Survey where the average response was 70.4%. More than half (50.6% stated MT is their only form of transportation, followed by a distant second that MT is convenient (18.5%), then to avoid traffic and parking (13.6%). Refer to Exhibit 2-10 for a breakdown of the responses, by area.

Exhibit 2-10 Rider/Public Survey Question #4 - Trip Reason

Responses	Total	% of Total	BBV	BBV % of Total	RIM	RIM % of Total
My only transportation	41	50.6%	28	57.1%	13	40.6%
Convenience	15	18.5%	10	20.4%	5	15.6%
Avoid traffic & parking	11	13.6%	5	10.2%	6	18.8%
Avoid driving in bad weather	5	6.2%	1	2.0%	4	12.5%
Save money	5	6.2%	2	4.1%	3	9.4%
Other *	2	2.5%	1	2.0%	1	3.1%
Environmental benefits	1	1.2%	1	2.0%	0	0.0%
I have not & will not ride MT	1	1.2%	1	2.0%	0	0.0%
Total	**81**	**100%**	**49**	**100%**	**32**	**100%**

*Other responses: attend a group event and use transit to LAX airport.

Question #5: ***How likely are you to ride Mountain Transit in the next 12 months?***

This question had not been asked in prior surveys, where the Respondent was asked to rate their response on a scale of 1 to 5, with 5 being "Very Likely" to ride MT in the future, and 1 being "Not Likely at All". The average response was 4.32, with BBV riders being more likely to ride (4.39 average response) than RIM riders (4.22 average response). Refer to Exhibit 2-11 for a breakdown of the responses, by area.

Exhibit 2-11 Rider/Public Survey Question #5 - Likelihood to Use MT Again

Scale:	Very Likely 5	Likely 4	Neutral 3	Unlikely 2	Not Likely At All 1	Total	Average Rating
Total	54	8	12	5	2	81	**Total Ave. 4.32**
% of Total	66.7%	9.9%	14.8%	6.2%	2.5%	100%	
BBV	35	3	7	3	1	49	**BBV Ave. 4.39**
BBV % of Total	71.4%	6.1%	14.3%	6.1%	2.0%	100%	
RIM	19	5	5	2	1	32	**RIM Ave. 4.22**
RIM % of Total	59.4%	15.6%	15.6%	6.3%	3.1%	100%	

Question #7: ***When thinking about this past year during the COVID-19 pandemic, do any of the following apply to you (select ALL that apply):***

This question had not been asked in prior surveys, whereas in this survey MT seeks to gauge the impact of the pandemic on their riders' livelihood and commuting behavior.

Of importance is to gauge the number of riders that did not feel comfortable taking public transit and of those that selected this response (nine or 11.1%). Those Respondents were asked a follow-up question (#8 below). In a positive nature, almost half of the Respondents did not at the time of the survey experience any of these impacts from the pandemic. Refer to Exhibit 2-12 for a breakdown of responses, by area.

Exhibit 2-12 Rider/Public Survey Question #7 - COVID-19 Impacts

Choices	Total	% of Total	BBV	BBV % of Total	RIM	RIM % of Total
None of these apply to me	34	42.0%	22	44.9%	12	37.5%
Places I would like to go to are closed	20	24.7%	13	26.5%	7	21.9%
I worked from home part time AND commuted to work	9	11.1%	2	4.1%	7	21.9%
I have not felt safe using public transit	9	11.1%	6	12.2%	3	9.4%
I retired	8	9.9%	4	8.2%	4	12.5%
I worked from home full time, instead of commuting to work	8	9.9%	3	6.1%	5	15.6%
I became unemployed	7	8.6%	3	6.1%	4	12.5%
I took classes online, instead of going to school in person	3	3.7%	1	2.0%	2	6.3%
I stopped going to school	2	2.5%	1	2.0%	1	3.1%
Total Responses	**100**		**55**		**45**	
Total Respondents	81	100%	49	100%	32	100%

Question #8: Of the nine respondents who said "I have not felt safe using public transit" the Survey asked*: When do you think you will use public transit again?*
Of the nine Respondents, three stated that they *ARE* comfortable using public transit (it is assumed they were confused on the prior question). Of the remaining six Respondents, the response was:

- When I am vaccinated – 2 responses
- I do not expect to use public transit any time soon – 2 responses
- When more service becomes available – 1 response
- I don't know– 1 response

All in all, since a pandemic of this nature has been new to our world and has had substantial impacts on public transportation, these responses were positive in that at the time of the survey, most of the Respondents were planning to continue to use public transportation, now and in the future.

Question #13: *Have you used any of the following when seeking information and/or about to take a trip on Mountain Transit? Select ALL that you have used.*
Mountain Transit has embarked on a variety of communication and technological solutions intended to assist riders gather information on services, service change updates, real time transit information and contactless payment forms. This question is critical in understanding if riders are aware of and/or use any of these strategies. A

similar question was asked in the 2016 Onboard Survey, and a few of the more interesting differences, include:

- In 2016 more Riders relied on Calling MT (49%), Printed schedules and talking with drivers (38% each).
- The DoubleMap app had not been launched in 2016, and in 2021 riders' awareness of the app was 44.4%, which is high and encouraging of it use by riders. The difference in this response between areas is also of interest (57.1% in BBV vs. 25% in RIM), where MT may embark on focused marketing in the RIM area to increase those riders' awareness of the app.
- Google Transit penetration has more than doubled since 2016, which was a 7% share vs. 19.8% in 2021.
- The Token Transit payment system was introduced in July 2020. It is very encouraging that almost 20% of the riders have used this platform.

Refer to Exhibit 2-13 for a breakdown of responses, by area.

Exhibit 2-13 Rider/Public Survey Question #13
MT Informational & Technological Tools

Methods	Total	% of Total	BBV	BBV % of Total	RIM	RIM % of Total
MountainTransit.org	45	55.6%	28	57.1%	17	53.1%
Talking with a bus driver	40	49.4%	24	49.0%	16	50.0%
Calling Mountain Transit	39	48.1%	24	49.0%	15	46.9%
DoubleMap	36	44.4%	28	57.1%	8	25.0%
Information/schedules at bus stops	21	25.9%	14	28.6%	7	21.9%
Information on board buses	18	22.2%	10	20.4%	8	25.0%
Word of mouth	17	21.0%	9	18.4%	8	25.0%
Google Transit	16	19.8%	12	24.5%	4	12.5%
Token Transit	16	19.8%	13	26.5%	3	9.4%
Mountain Transit's Facebook page	2	11.1%	7	14.3%	2	6.3%
None of the above	5	6.2%	1	2.0%	4	12.5%
Radio	3	3.7%	1	2.0%	2	6.3%
Newspaper	3	3.7%	0	0.0%	3	9.4%
Total Responses	**268**		**171**		**97**	
Total Respondents	81	100%	49	100%	32	100%

Question #14 (Residency while in the Mountains): *Are you . . .*
This question was asked in the 2016 Onboard Survey, to determine the breakdown of riders that are permanent/local residents vs visitors. In the 2016 Survey, 94.1% were permanent residents as compared to 84% in the 2021 survey, showing a change with an increase of non-residents/visitors. Those visiting for at least one night were 11.1% of the total, and those visiting for the day represented 3.9% of the total. Given the differences between the two Mountain Communities, it is not surprising that a visitor to the RIM area is more likely to spend the day (9.4% compared to 4.9% in the BBV) vs. a BBV visitor who is more likely to be spending at least one night in the BBV

(14.6% compared to 6.2% in the RIM area). Refer to Exhibit 2-14 for a breakdown, by area.

Exhibit 2-14 Rider/Public Survey Question #14 - Residency while in the Mountains

Choices	Total	% pf Total	BBV	BBV % of Total	RIM	RIM % of Total
A permanent / full-time Mountain resident	68	84.0%	41	83.7%	27	84.4%
Staying at a friend or family-owned home	6	7.4%	5	10.2%	1	3.1%
Staying at least one night in a hotel, short term rental, Airbnb, etc.	3	3.7%	2	4.1%	1	3.1%
Visiting the Mountains for the day	4	4.9%	1	2.0%	3	9.4%
Total Respondents	**81**	**100%**	**49**	**100%**	**32**	**100%**

2.3.3 Stakeholder Survey Highlights and Responses

Please refer to Appendix C, which provides the Stakeholder Survey Topline results, as well as summaries of the responses to the several open-ended questions. Responses to Stakeholder survey questions #4, #7, #19 and #11 are discussed and addressed in Section 2.3.1 above, since these were identical questions asked in both survey mechanisms.

In general, the responses and comments from the variety of Stakeholders were very positive. The overwhelming theme of the responses was the great improvements that MT has made in the past five years regarding improved and reliable service, improvements in driver courtesy, and responsive/qualified staff.

In the end, 51 individuals responded to the survey (which is three more than the 2016 Stakeholder Survey), with extensive representation across the Mountain Communities and between public and private entities. Be aware that of the 51 Respondents, many represent different areas within the Mountain Communities. With that said, the Agency representation can be broken into:

- Broad Representation of all Mountain Communities were 18 individuals (11.5%), which included MT Board Members, and representatives from the San Bernardino County Transportation Authority (SBCTA), the County, Omnitrans and social service agencies.
- BBV area representation (42% of Respondents), which included public agency representatives, newspapers, school district and private sector businesses.
- RIM area representation (46.5% of Respondents), which included public agency representatives, social service agencies, recreational entities, churches, and news services.

Not surprisingly, when asked why the Respondent had never ridden or rarely ride MT, the greatest response was because they drive their own vehicle (70% - compared to 89.6% from the 2016 survey). The next popular response was 12 of the 51 do use MT (23.4%) and therefore, these reasons do not apply. The next response was that a bus stop was not near to their home end (8 Respondents or 15.7%).

Given the recent impacts of COVID-19 to the Mountain Communities, the next two questions focused on MT's role in the community. Question #8 asked "***Rate the importance Mountain Transit's role should be in meeting community needs. Rate each***

need on criteria where 5 is very important, and 1 is not at all important." The results are compiled in Exhibit 2-15, showing the importance of each statement, where the Respondent ranked whether the statement was very important, to not important at all. The top two responses deal with affordability, followed by providing local circulators for recreation and events and connecting communities for residents. This specific question format was not presented in the 2015 Stakeholder Survey.

Exhibit 2-15 Stakeholder Survey Question #8 - Ranking of MT's Role

Role	Very	Fairly	Important	Slightly	Not at All	Weighted Average
Provide an affordable option for people to get to medical/human service appointments	42	7	2	0	0	**4.78**
Provide an affordable option for people to get to work or school	39	8	4	0	0	**4.69**
Provide local circulators / shuttles for recreation/events	33	13	4	1	0	**4.53**
Connect communities for residents	35	8	7	1	0	**4.51**
Improve traffic flow	29	6	11	3	2	**4.12**
Provide short, shared ride, door to door trips	23	13	10	5	0	**4.06**
Support the economy	22	11	17	0	1	**4.04**
Improve air quality	20	9	13	6	3	**3.73**

Stakeholder Survey Question #9 followed up with "***What do you see as Mountain Transit's PRIMARY role in the Mountain Communities in the next five years***?" requiring the Respondent to select ONE primary role. Affordability again had the most responses, followed by connecting community for residents and local circulators. This specific question format was not presented in the 2015 Stakeholder Survey. Refer to Exhibit 2-16 for a breakdown of the responses.

Exhibit 2-16 Stakeholder Survey Question #9 - MT's Primary Role

Primary Role	Total	% of Total
Provide affordable option for residents to/from work/school	17	33.3%
Connect communities for residents	11	21.6%
Local circulator/shuttles for recreation/events	9	17.6%
Connect residents to/from medical/human service needs	5	9.8%
Improve air quality	5	9.8%
Provide short, shared ride, door to door trips	3	5.9%
Not sure what MT's role should be in the next five years	1	2.0%
Support the economy	0	0.0%
Total	**51**	**100%**

The final open-ended question asked for any addition comments or suggestion for MT as they consider service, purpose, and partnership in the Mountain Communities over the next five years. Of the 51 respondents, 40 (78%) had no further comments. Of the 11 (22%)

who had additional comments, the themes again were to partner, assist those who are economically or socially disadvantaged, and continue to work towards becoming a primary mode of transportation in the Mountain Communities.

Refer to Appendix C which provides a topline result of the survey along with all responses provided to the open-ended questions.

Chapter 3: Performance Standards

3.1 Purpose

As discussed in Section 1.3: System Performance, Mountain Transit (MT) has done an excellent job containing costs during the period prior to the COVID-19 pandemic, which impacted cost and service over the prior eighteen months. Between Fiscal Years (FY) 2017 and 2019, MT ridership increased 14.8%, farebox revenue increased by 7.1% and the cost per Vehicle Service Hour (VSH) increased only by 6.4%. During the same period, MT realized a positive increase in productivity of 4.4% (as measured by system-wide average passengers per revenue vehicle service hours or P/VSHs). The recommendations contained in the Service Plan in Chapter 4 focus on improvements and adjustments to existing service which will result in continued improvements to productivity and ridership over the next five years. The proposed service expansion and demonstration projects have also been crafted with the intent to maintain or improve upon productivity and ridership.

The reporting of performance standards is a critical factor for both the public and elected officials to monitor how the Agency functions and allocates its resources over a period of time. When comparing key standards against targets, the transit agency also demonstrates to the public that they are accountable and are keeping an eye on resource allocation and accountability. In addition, the annual budget and annual service plan can be crafted and refined based on anticipated performance and then be measured against past performance and future targets, and service expansion can be measured against standards for comparable levels of service. With that said, the following is an analysis of past recommended performance standards and a plan to improve upon this work so that standards can be easily documented and reported to the MT Board and public on a regular basis.

During the development of the 2016 Short Range Transit Plan (SRTP), the MT Board adopted the following Vision and Mission Statement:

> **Vision Statement:** Effortless transportation options for the residents, workforce and guests of our diverse San Bernardino Mountain communities.
>
> **Mission Statement:** Work in partnership with communities, businesses and organizations to develop, deliver and promote innovative and sustainable transportation solutions for travel to and around the San Bernardino Mountain region.

During the 2016 SRTP process, the Board incorporated the following goals into the SRTP, to further the measurement of performance targets:

1. Provide transportation services that are safe, reliable and accessible.
2. Provide transportation services that are cost efficient and sustainable.
3. Provide transportation alternatives that are user-friendly and tailored to the needs of the variety of customers that use Mountain Transit services.
4. Work in partnership with area businesses and organizations to promote economic development.
5. Work in partnership with human service organizations to ensure that all residents can participate fully in the community.
6. Promote utilization of alternative modes that reduce the use of private vehicles and assist in improving traffic congestion.

Some of these goals can be measured or analyzed through the collection of data which is already being gathered. However, some are best measured by surveying riders and/or stakeholders to determine perceptions of safety, reliability, accessibility, user-friendliness, experience and satisfaction. While MT and partners can promote the use of alternative modes, the results of such promotional efforts are extremely difficult to measure and quantify. It is recommended that this topic be addressed in all survey efforts in order to gather insight on guest mode choice and mode-swapping.

3.2 Background

The two prior SRTPs (approved in FYs 2012 and 2016) recommended key performance standards be implemented, tracked and reported to the Board. Transit agencies adopt and track performance standards for the purpose of comparing actual performance results on a monthly and/or annual basis, against a minimum and targeted performance standard.

To track performance, staff gathers data from various software systems and reports, and data is either uploaded to or staff manually inputs the data into TransTrack. TransTrack (TransTrackSystems.net) is an online software platform that the San Bernardino County Transportation Agency (SBCTA) requires of its County transit operators to input into and maintain data. With consistent input and methodology for how transit data is reported, SBCTA generates standardized reports and can report on and compare all County transit agencies, apples to apples. Standardized reports are generated each month and presented to the MT Board during the monthly Board meetings. Reports presented, include:

- System Summary Performance Report depicts the prior six months of ridership, complaints, miles, roadcalls and farebox recovery, also compared to the prior FY period. The report is also presents some of the indicators in a chart format.
- System Performance Ridership Report depicts the prior six months of ridership by route, and also presents the indicators in a graphical format.
- The month's financials are generated through the financial/accounting platform QuickBooks, where each month MT presents a Profit and Loss statement, comparing all expense and revenue categories to the prior FY month, and a FY-to-date summary, showing a percentage of the budget remaining.

TransTrack is a very robust software platform, where MT has the ability to enter standards into the system, by service area, by route, or by any performance criteria. However, it would take additional staff efforts to compile such a report and MT staff has yet to see a benefit to reporting at that level of detail. As a result, standards are not currently incorporated into the Board's monthly reporting package.

MT integrates into TransTrack other standard criteria, such as DAR cancellations and/or on-time performance. MT also has a software platform that gathers Automatic Vehicle Locator (AVL) and Global Positioning System (GPS) technology, installed on each revenue vehicle, to identify if a bus is on time at each bus stop and precisely calculates on-time performance by run, route and system-wide. This information is also uploaded and integrated into TransTrack.

3.3 Recommended Standards

The standards developed during the 2016 SRTP are still sound and applicable to the current system and operations. The following standards will continue to assist MT to accomplish the goal of accountability, while fine tuning areas of performance that can be easily tracked, monitored, and reported.

The difficulty with updating standards and targets during this SRTP, is that MT experienced a dramatic drop in ridership when the California Governor issued a shelter in place order in March 2020, in response to the COVID-19 pandemic. As the economy improves and riders regain confidence that taking transit is safe (even though the pandemic continues to take its toll on the public), MT has increased its ridership, although not yet to the level prior to March 2020. An additional complication is the increases in both labor and material costs that MT is dependent upon (drivers, fuel, parts, equipment, buses, etc.), have all had cost increases as a result of the pandemic. This SRTP assumes that by the end of FY 2022-23, not only will MT regain lost riders, but it the Big Bear Valley (BBV) ridership will increase several times over, with the introduction of free fares for fixed route and demand-response services.

Standards should be established annually during the FY budget preparation and service planning processes. Once established, then the resulting standards are to be compared against to current year and prior year actual results. Standards can then be adjusted or MT may choose to go back and adjust budget and or service planning inputs. This results in an iterative process until the annual budget, service plan and standards are final. At which time MT's ridership has stabilized, the following Standards are recommended as targets, broken down into Efficiency and Service Quality/Reliability Standards.

A. Efficiency Standards:

1. Annual Ridership: 1-2% Annual Increase	An annual ridership target increase is based on maintaining or increasing VSHs, marketing and assistance from project Partners, as well as other level of service indicators. The proposed target is reasonable, depending upon the level of service proposed and other external influences and factors.
2. P/VSHs: 2% Annual Increase	There is no need to increase or estimate this standard, as it will be based on budgeted VSHs in the annual budget, along with the ridership estimates as described in Section 3.3 A.1 above. The goal is to increase over the prior year, by 2%, bringing the standard up by a tenth of a percent. P/VSH is an indicator of cost efficiency and sustainability of targeted markets.
3. **Cost per VSH: Maintain or Slight Increase**	This is calculation derived from the budgeted costs and VSHs devised during the annual budget process. The goal is to maintain or realize slight increases year over year. Managing and controlling operating costs are important in MT's ability to evaluate cost efficiency and sustainability in order to measure how well those goals are being met.
4. **Subsidy per Passenger Trip: 1-2% Annual Decrease**	This is derived from total anticipated revenues, from both fares, group sales and Partner contributions (which replace fare revenue). The goal is to continue to decrease the subsidy by 1% to 2% over the prior FY. When the subsidy per passenger is on target, it is measuring the efficiency of the service as well as the success of attracting riders; successful operations attract riders (and fare revenues) that reduce the per-passenger subsidy.

5. **Farebox Recovery Ratio: 1-2% Annual Increase**

Based on the targeted subsidy per passenger trip and total anticipated revenues, the annual target is a simple calculation. The goal is to increase this amount by a minimum of 1% to 2% year over year, revisiting in the outer years to evaluate the likelihood of continued increases. This is the "other side" of the subsidy per passenger performance measure that helps to measure service cost efficiency. This standard is somewhat complicated by the BBV free fare demonstration, where BBV Partners are providing the revenue that would have been generated by paying riders. The issue is, should ridership double, then the Partner contribution should also increase accordingly. Absent that increase in Partner contributions, the farebox recovery will decline. This standard should be monitored closely during the demonstration and MT may discuss with Partners the impact and additional support required from Partners so as to maintain the farebox ratio.

B. Service Quality/Reliability Standards:

1. **Maintenance Standard - Fleet Average Lifetime Miles 70,000 miles annually per vehicle**

For MT, and rural transit systems in general, there tend to be fewer reportable incidents and accidents as compared to larger/urban providers. As a result, this is not a measurement that MT needs to report to the Board. A critical factor that drives much of the fleet and resulting service, is the average age or miles of the revenue fleet. Because of the lengthy funding cycle to seek capital funds and prepare a purchase package, and then the timeline from order to delivery, the replacement cycle can be greatly delayed from external factors out of MT's control. In addition, given the change in service and vehicle miles as a result of the pandemic, it is important MT revisit the average lifetime miles at least twice per year, and create scheduled targets for replacement. Based on the current fleet mix a reasonable annual goal would be 70,000 average miles. This performance category contributes to the ability to indirectly measure one component of safety, in that newer and well-maintained vehicles are less likely to be involved in incidents or accidents due to vehicle failures.

2. **Complaints per 100,000 Passengers 20 complaints or less**

MT staff responds to all complaints generated by passengers and the public, with each and every complaint entered into TransTrack. It is recommended that MT establish a performance target of no more than 20 complaints per 100,000 passengers. Complaints, or lack there-of, and the types of complaints, provide some visibility into rider perceptions on safety, reliability, and user-friendliness.

3. **DAR "No Shows" (Trips) Target of 2.5%** — The higher the rate of trips that are scheduled but the passenger does not show at the designated time and pick up location (also known as "no shows"), the greater the impact on DAR service productivity and reliability. There are mechanisms that MT can deploy to reschedule and re-route DAR vehicles to assist in productivity. But with MT's transition in the BBV to a more restrictive DAR program (with free fares, for those that qualify under the Americans with Disabilities Act or ADA), gathering and tracking these occurrences, communicating with the market to correct and prevent no shows, will be critical to keeping this service productive, efficient and reliable.

The table in Exhibit 3-1 contains the above performance standards to the left, with the recommended Agency goals in the top row. The columns with an "X" indicate which performance measurements can be used to reach each Agency goal. This is a useful tool to ensure that the categories that MT is measuring and monitoring are beneficial in determining if the Agency goals are or are not being met. In addition, an additional "strategy" is added as No. 9, where through surveys of passengers and stakeholders can be crafted to determine if all of the goals are being met but may be the most beneficial in the areas marked below.

Exhibit 3-1 Summary of Performance Measurements by Strategies and Goals

Measure	Goal 1: Safe, Reliable	Goal 2: Cost, Sustainable	Goal 3: User Friendly	Goal 4: Partnerships	Goal 5: Human Services	Goal 6: Alternatives
Efficiency Standards						
1. Ridership	X		X			X
2. P/VSH		X		X	X	
3. Cost/VSH		X				
4. Subsidy/Trip		X		X		
5. Farebox		X		X		
Service Quality/Reliability Standards						
6. Maintenance	X					
7. Complaints	X		X	X	X	
8. DAR No-Shows		X			X	
9. Surveys			X	X	X	X

3.4 Implementation

The above recommended standards are relatively easy for MT to implement; however, this will require additional staff resources and time. Given the proposed workload on MT's plate over the next couple of years, and since the Agency continues to be in the midst of pandemic recovery, MT may consider the following activities and incorporate as needed:

1. Develop a periodic plan and mechanism to survey riders and Stakeholders, to gather feedback as to whether or not Agency goals are being met. Once implemented, analyze and report on the survey results and update/amend targets and goals are needed
2. Incorporate the above standards into the next FY service plan development. For any route additions or modifications, the tasks of planning for implementation include:
    a. Decide exactly upon service implementation timing.
    b. Field test routing for time and miles, stops, turn-outs, capacity and driver amenities.

   c. Finalize service parameters (as hours of operation, service frequency and other potential costs, such as additional drivers, signage, etc.).
   d. Write schedules.
   e. Develop bus runs and driver work runs.
   f. Identify target markets for marketing materials and outreach.
   g. Prepare materials for public hearings and/or Board approval (if required).
3. Incorporate service plans into the upcoming FY budget development process.
4. Once Agency ridership and costs have stabilized, input performance targets into TransTrack, so staff can generate annual Board reports, comparing targets to actual performance, with the goal to create and take to the board on a quarterly basis.
5. One final suggested strategy that is implemented by larger transit agencies, is to present certain performance reports/graphs/charts presented to the Board, on the MT website. A page could be added and called "Performance Reporting" to highlight to the public and Stakeholders MT's accountability and results in these measured areas. An agency who does this well is the Orange County Transportation Authority, go to their website: http://www.octa.net/About-OCTA/Who-We-Are/Performance-Measures/Transit/.

Chapter 4: Service Plan

The following Service Plan is first broken down by the service area: Big Bear Valley (BBV) and RIM. Within each service area is a discussion of proposed changes by mode: fixed route, Dial-A-Ride (DAR), on-demand services and Off the Mountain (OTM). Following each area and mode, will be a discussion surrounding adjustments to the service and/or if there is planned expansion, and if so, the Plan will provide those recommendations along with an analysis and impact.

Service increases may be minimal, such as adding vehicle service hours (VSHs) or additional days. Increases to service may be more significant and require fleet expansion. As each type of service is being changed or expanded, operational impacts will be evaluated and addressed, such as the amount of time it takes to operate the service end to end, deadheading (operating out of service) and how buses and drivers are assigned. All of these factors will come into play when Mountain Transit (MT) develops an annual Service Plan each year prior to budget preparation, as MT fine tunes its upcoming service, develops new schedules and implements other changes as suggested throughout Chapter 4.

During typical SRTP planning processes, when discussing performance for each of the areas and service types, TransTrack data is used for evaluation purposes, comparing data from prior FYs to the most recently completed FY. However, due to the impact of the COVID-19 pandemic, the past two years of data has been tremendously skewed. Thus, past performance and standards have been reviewed and considered in the development of the SRTP; however, MT is now in a recovery period so assumptions will be made that may not be based on past performance, history or any kind of past experience on how a system could recover from a serious pandemic – MT is charting new territory.

The other impact to both service areas is the tremendous amount of tourism that occurred throughout the pandemic and continues at this writing. The local government and Stakeholders are extremely concerned about the impact this has had on traffic and congestion in the rural Mountain Communities. To that end, BBV Partners have committed to contributing revenue and resources to expanding certain BBV services, so as to mitigate traffic and encourage residents and visitors alike to utilize free MT services. This is a tremendous effort that will be the focus of the Agency during the early years of the SRTP. Since MT has limited labor and resources to implement a program of this scale, enhancements to other services will be limited to years four and five of the SRTP and may be delayed as the BBV free fare demonstration proceeds. It is important that MT can ensure the free services are sustainable for the long run. Should the BBV free fare program be sustainable and should RIM partners join MT in preparing a similar free fare program for RIM fixed route and DAR services, MT will apply the BBV model to the RIM area.

Note that for all of the service changes that are proposed to be implemented during the SRTP period, the recommendations are structured to consider pre-pandemic performance, current opportunities and MT's financial and labor constraints. One must also keep in mind the ever changing economic, population and social conditions in the Mountain Communities, as this area continues to recover from the COVID-19 pandemic impacts. And also one may consider the very different mountain communities that MT serves.

4.1 RIM

RIM services consist of threes fixed route (Route 2, Route 4 and the weekend Trolley Route 8), DAR services which compliment fixed route services, and OTM Route 5, travelling to and from the San Bernardino Valley. The weekend Trolley was eliminated as a result of the pandemic; however MT intends to implement that service again in FY 2022-23. The other routes and services have been impacted as result of the pandemic, with both service reductions and declines in ridership. It is the goal of the RIM Service Plan, that by the end of year 3 there will be a ridership level that is equal to or greater than pre-pandemic ridership. Future enhancements are focused on Route 2, which is an extremely long route (from Lake Arrowhead to Running Springs) that has suffered ridership issues even before the pandemic. However, there are new business opportunities and other partner opportunities that may assist in making that route more productive.

In crafting the recommendations below, the results of the two survey mechanisms were considered (as presented and discussed in detail in Chapter 2: Transit Needs). The most frequent request for new service by riders and the public, was to incorporate stops in Redlands in OTM service, as well as service to SkyPark and Rim Forest. The Stakeholders echoed those suggestions, and also saw value in providing service to RIM High School and Snow Valley. When asked how MT can improve upon existing features of the system, the most common response was for MT to provide more weekend service, have buses run earlier/later in the day, and more frequent service on existing routes (improve headways). Stakeholders also thought it was important for MT to provide area(s) to park residents/visitors' cars so as to take MT BBMR and/or other area events and attractions. Based on the survey results, along with anticipated recovery from the pandemic, the following summarizes the proposed service opportunities in the RIM area. There are specific planned service improvements outlined, along other suggested enhancement should appropriate "triggers" occur, along with available resources and new partnerships to implement and sustain additional services.

4.1.1 RIM Fixed Route 2

Route 2 provides connections "across" the RIM area from Valley of Enchantment (far west of the RIM service area) to Lake Arrowhead to the east, Monday through Sunday, between 5:45 a.m. and 7:05 p.m. about every 90 minutes. Travel time the entire length of the route is approximately 35 minutes.

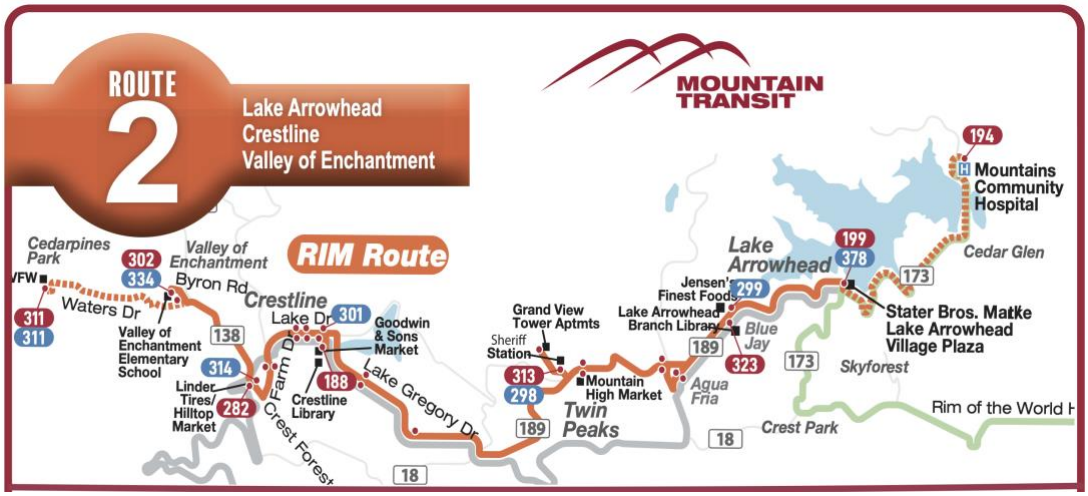

Figure 9: Map of RIM Route 2

Past Performance. Pre-pandemic, MT provided similar service seven days a week, with a stable ridership productivity averaging at 4.5 P/VSH. Service was improving prior to the onset of the pandemic with FY 2019-20 P/VSH increasing to 5.1. However, during FY 2021-22, the P/VSH dropped to 3.4. The farebox return also followed a similar pattern, with pre-pandemic averaging at 10.9% year, dropping to 6.4% at pandemic onset with 4.3% farebox recovery in FY 2021-22.

Considerations. Although a very long route with which the fare structure is based on zones, this has been the RIM's most productive route and at times also serves as a "feeder" into RIM OTM Route 6. As with Route 4, a big issue is Route 2's length, along with the zonal fare structure which confuse both riders and MT drivers. However past analysis to transition the fare structure to a flat rate (as currently in the BBV) would improve MT farebox return, but disadvantage some of the long distance riders. There continues to be interest with area partners (Arrowhead resorts and the Chambers of Commerce's) to increase service so as to connect residents (employees) and visitors to events and area services.

Recommendations:

Years 1 through 5: Stay the course and continue to adjust schedules to reflect the changing conditions in the service area. As MT evaluates its free ride program and partnerships in the BBV area, MT will continue to work with RIM stakeholders and to seek financial contributions so that free fares may be provided on Route 2. MT will consider a demonstration with RIM fixed route services should partnerships develop to provide financial resources, should surveys and conditions reflect that a demonstration of this nature could be a success and sustainable. Note that this type of a demonstration has not been incorporated into the SRTP as the current route parameters and fare structure remain constant within this SRTP.

4.1.2 RIM Fixed Route 4

Route 4 provides service between Lake Arrowhead and Running Springs, three days a week on Thursdays, Fridays and Saturdays, between 8:20 a.m. and 4:35 p.m., about every 90 minutes. Prior to the pandemic, the route had a few more VSHs each day with service provided Monday through Friday.

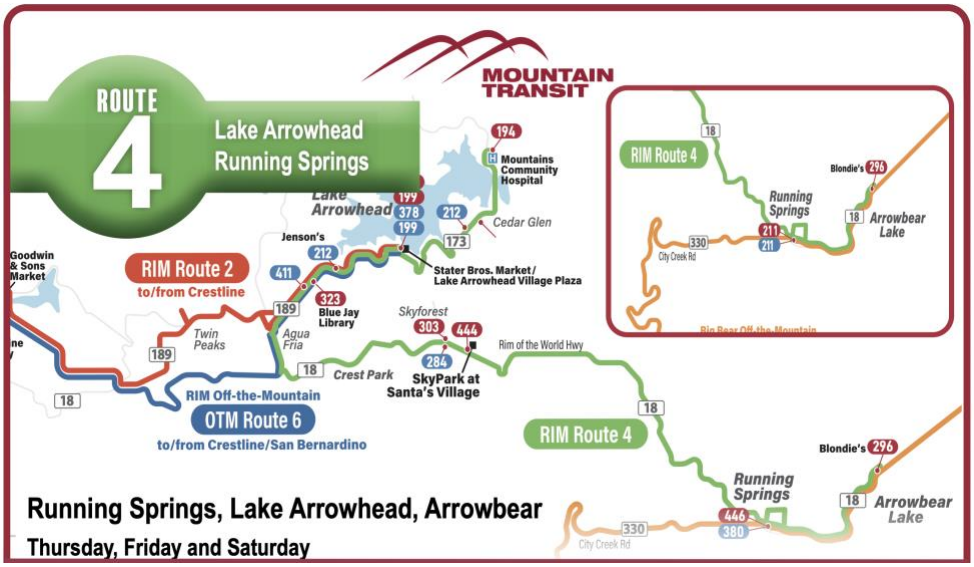

Figure 10: Map of RIM Route 4

Past Performance. Pre-pandemic, the five-day a week service resulted in ridership productivity averaging at 2.2 P/VSH. Productivity had started to decline by the time the onset of the pandemic, with FY 2019-20 P/VSH at 1.7. However, during FY 2021-22, ridership dropped to .08 P/VSH. The farebox return also followed a similar pattern, with pre-pandemic averaging at 3.7% year, dropping to .09% farebox recovery in FY 2021-22. In the prior SRTP period, Route 4 averaged a similar pre-pandemic ridership between 2.2 to 2.4 P/VSH and in general, the Route has rarely performed better than RIM DAR services.

Considerations. Over the years, there have been many changes to, as well as trial and error approaches to adjust the service schedule so as to maintain VSHs without sacrificing coverage and with no or minimal ridership impacts. The greatest issue is the length of the route, along with the zonal fare structure (that to this day, continues to confuse both riders and MT drivers). However past analysis to transition the fare structure to a flat rate (as currently in the BBV) would improve MT farebox return, but disadvantage some of the long distance riders. Over the SRTP period, MT would like to gradually increase the route's days of service so that by the end of the SRTP period service is provided seven days a week. In parallel with the proposed service expansion, MT is engaged with area stakeholders (such as SkyPark and Snow Valley) to discuss should their employee ride MT with an increase in service, as well as bringing visitors and residents to these event centers. Pending additional economic development of Snow Valley, SkyPark at Santa's Village or other RIM economic development areas, MT may consider expansion to provide service to assist in the mobility of residents, the workforce or visitors to the event centers. This may take the form of route extensions, span increases, or special feeders to events, depending on emerging ridership markets and partnering opportunities.

Recommendations:

The recommendations below will gradually increase service and provide a much needed seven days a week service by the end of Year 5. MT is encouraged to also survey and monitor each expansion year, to ensure productivity and ridership goals are met. As MT evaluates its free ride program and partnerships in the BBV area, MT will continue to work with RIM stakeholders and to seek financial contributions so that free fares may be provided on Route 4. MT will consider a demonstration with RIM fixed route services should partnerships develop to provide financial resources, should surveys and conditions reflect that a demonstration of this nature could be a success and sustainable. Note that this type of a demonstration has not been incorporated into the SRTP as the current route parameters and fare structure remain constant within this SRTP.

Tentatively, SkyPark's revitalization will provide a higher level of economic activity when it re-opens post-pandemic. The facility is designed for year-round recreational and event use. Also in the vicinity, are other possible event centers that MT may consider adding bus stops, including, but not limited to the RIM Continuation High School, the Mountain Skies Astronomical facility, Dogwood Campground and the Tudor House Dinner Theater. However, with SkyPark, there are many unknowns about the operating characteristics or attendance, where the visitors and employees will be coming from (permanent residents, versus weekend visitors vs. day trippers from San Bernardino and beyond or coming from visitors to the BBV). It is also unknown as to the willingness or ability of the workforce or the mountain residents to also take MT to and from the recreational area. The impact from the proposed service expansion and

resulting ridership should be closely monitored for an indication as to when and if the need for additional service is developing. Service increases could take the form of higher frequency service along Route 4, an overlay circulator service (such as a trolley) to serve the other locations, or some other version of an overlay service. As such, MT will focus on the following improvements to Route 4:

Year 1: Maintain the current schedule of 1,500 VSHs, operating service Thursdays, Fridays and Saturdays, between 8:20 a.m. and 4:35 p.m., with an approximate 90 minute headway.
Year 2: Maintain the hours of service and headways; but increase the days of service by adding an additional day, so service is provided Thursdays through Sundays. This will result in an additional 510 VSHs added to the service with no additional shifts or buses to assign to the schedule.
Year 3: Maintain the hours of service and headway; but increase the days of service by adding an additional day, so service is provided Wednesdays through Sundays. This will result in an additional 509 VSHs added to the service with no additional shifts or buses to assign to the schedule.
Year 4: Continue with the VSHs and days of service as implemented in Year 3.
Year 5: Maintain the hours of service and headways; but increase the days of service so service is provided seven days a week. This will result in an additional 1,039 VSHs added to the service with no additional shifts or buses to assign to the schedule.

4.1.3 RIM Route 6 / Off the Mountain (OTM)

Route 6 is also known as RIM OTM service, providing connections from the Mountain Communities of Crestline, Lake Arrowhead, Running Springs and surrounding areas to the City of San Bernardino. The service operates Monday through Friday between Arrowhead Village shopping area and the San Bernardino Court at 4th and Arrowhead, serving the Metrolink station, the Greyhound station, the San Bernardino Transit Center (SBTC), St. Bernardino Hospital, and other points along the route.

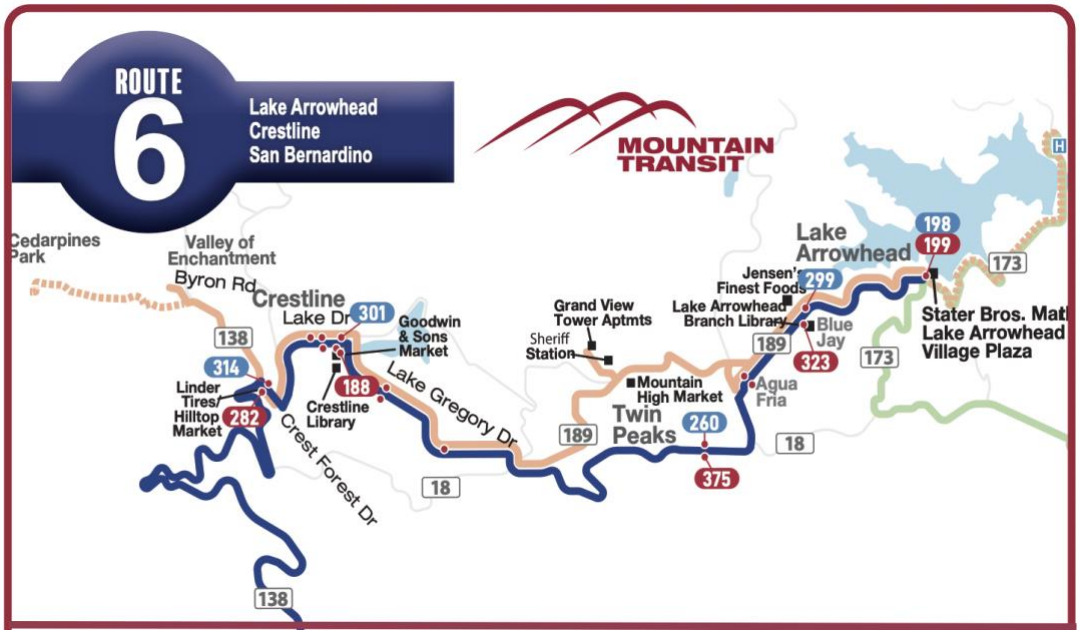

Figure 11: Map of RIM Route 6 / OTM Service

Weekday service operates between the hours of 5:15 a.m. and 8:17 p.m., currently providing four downhill trips and four uphill trips. The current trips focus generally on providing service for commuters traveling to and from work during peak commute times, with a gap in service during the middle of the day.

OTM service meets a variety of needs, providing residents with access to employment opportunities, as well as "lifeline" access to courts, shopping, educational, medical and social services without needing a car. The OTM connections to Metrolink and Greyhound, also expands the opportunities to travel to and from Los Angeles and other points along the way.

Past Performance. Pre-pandemic, MT provided service on Saturdays as well, with a stable ridership productivity on a passenger per Vehicle Service Hour (P/VSH) level, averaging at 3.2 passengers per VSH. As service was suspended at the onset of the pandemic, the P/VSH dropped to 2.7, and then to 1.5 in FY 2021-22. The farebox return also followed a similar pattern, with pre-pandemic averaging at 16.6% year, dropping to 9.6% at pandemic onset with 4.2% farebox recovery in FY 2021-22.

Considerations. RIM OTM service has been devised to meet a range of needs with a small allocation of resources. Service objectives are to assist commuters to connect with additional transit services buses (such as Omnitrans or Metrolink), as well as provide residents access to the courts, shopping, medical and social services. Over the years, the schedule has been adjusted to synch with transit service schedules at the SBTC (east of Interstate 215 & W. Rialto Ave.), as well as Metrolink commuter rail service at the Santa Fe Depot (west of Interstate 215 and 2nd St.). The current 3rd mid-day OTM run has seen very low ridership and as a result, the schedule will be adjusted in October 2021 to eliminate this run and focus on three runs per day, Monday through Friday.

MT anticipates further service adjustments to Route 6 as Redlands Passenger Rail (funded by the San Bernardino County Transportation Authority or SBCTA and operated by Metrolink) is completed and service will launch in 2022. This service, branded as "Arrow", will connect to the SBTC, travel south and provide additional connections to Omnitrans sbX bus rapid transit (BRT) services, with a terminus at the University of Redlands. During morning and afternoon peak commute hours, trains will operate every 30 minutes. During non-commute or off-peak hours, trains will operate every 60 minutes. Weekday and weekend service is planned to start at 5 a.m. and run until 10 p.m.

Recommendations:

Year 1: Reduce service from four to three round trips, Monday through Friday. The three runs will be adjusted to the following schedule:

- 5:15 a.m. leaving Arrowhead Village and terminating at the SBTA at 6:22 a.m., and returning to Arrowhead Village at 8:12 a.m.
- 8:30 a.m. leaving Arrowhead Village and terminating at the SBTA at 9:37 a.m., and returning to Arrowhead Village at 11:12 a.m.
- 4:40 p.m. a.m. leaving Arrowhead Village and terminating at the SBTA at 5:47 p.m., and returning to Arrowhead Village at 7:22 p.m.

Continue to collect and monitor data to make schedule changes needed for maintaining convenient connections with other transit operations and to prepare for connections to the Arrow service when operational in 2022. In this FY, MT may consider to survey its

riders to determine their interest in connecting with Arrow, in preparation of service adjustments in Year 2.

Years 2 through 5: Evaluate the performance of Year 1, along with any rider survey data, and adjust the VSH and schedules to connect OTM to Arrow passenger rail service. The goal is to adjust service with little or no cost impacts, but with the result of increases in ridership due to new transit connectivity options. Although not incorporated into the SRTP, depending on operating resources and revenue from partnerships, consider adding span trips and/or mid-day round trips to increase travel opportunities and to close the gap in the schedule on weekdays and/or weekends.

4.1.4 RIM Fixed Route 8 / RIM Trolley

The RIM Trolley was a recommendation from the prior SRTP and was implemented in FY 2016-17. The Trolley route was scheduled as a fixed route focusing on service to the Lake Arrowhead concert series that occurred on weekend and holiday evenings from mid-May through mid-October. Another pre-pandemic regular attraction was the Crestline Fresh market night, offered during the summer months on Friday nights. Due to the pandemic, the Trolley service was not provided in the summer of 2020, and because of continuing pandemic conditions, along with limited weekend/holiday events in the Lake Arrowhead/Crestline area, MT has not resumed this service for FY 2021-22.

Past Performance. Since this service commenced, the ridership productivity ranged from 1.5 to 2.5 P/VSHs. The VSHs also fluctuated due to events provided during each summer period but ranged from 332 in the first year of operations (FY 2016-17) to 1,089 VSHs in the 2nd year. When the pandemic began in March 2020, that is when MT suspended service for the 2020 summer series, but the FY 2019-20 statistics reflect service provided between July 2019 through October 2019, providing 935 VSHs during that period. The farebox return also varied greatly during this past period, from 4.0% in FY 2019-20, to a high of 13.7% in FY 2017-18.

Considerations. As mentioned, this service is dependent on the events and attractions provided on weekends and holidays in the RIM area. MT has relied on event sponsors and other partners to promote the service and make employees, residents and visitors aware of an alternative transportation to/from these events. Given all the post-pandemic changes to the residential population, businesses and events offered, MT will implement Trolley service starting in FY 2022-23, but will adjust the schedule and route based on the ever changing conditions. There continues to be interest with area partners (sponsors of the summer music series and the Chambers of Commerce) to increase service so as to connect residents (employees) and visitors to these events.

Recommendations:

Year 1: MT does not have VSHs budgeted for the RIM Trolley in this FY.

Years 2 through 5: MT will introduce the Trolley in Year 2, budgeting 521 VSHs each FY. Service is dependent on pandemic recovery, as well as regularly scheduled summer events. MT is encouraged to also survey and monitor each expansion year, to ensure productivity and ridership goals are met. As MT evaluates its free ride program and partnerships in the BBV area, MT will continue to work with RIM stakeholders and to seek financial contributions so that free fares may be provided on the RIM Trolley. MT will consider a demonstration with RIM fixed route services should partnerships develop to provide financial resources, should surveys and conditions

reflect that a demonstration of this nature could be a success and sustainable. Note that this type of a demonstration has not been incorporated into the SRTP as the current route parameters and fare structure remain constant within this SRTP.

4.1.5 RIM DAR

The RIM DAR service complies with the Americans with Disabilities Act (ADA) and thus, MT provides accessible vehicles used throughout the service area covering the same days and times that the fixed route service operates. It is demand-response, meaning that per the ADA riders must have reservations at least 24 hours in advance of planned travel. Reservations can be made up to two weeks before the day of travel, and MT may accept reservations in as little as two hours in advance, space permitting. In the RIM area, DAR is open to the public; however, should DAR schedules have difficulty fulfilling all the requests, priority is given to persons with disabilities and seniors. In general, DAR services are rarely productive from a P/VSH point of view, but as mentioned in this section, it is a federal requirement to provide as complementary service to fixed route services and does fulfill a needed transportation gap for those that may have difficulty accessing fixed route services. Current RIM DAR first and last reservations are provided:

- Mondays through Fridays from 5:30 a.m. to 7:45 p.m.,
- Saturdays from 5:30 a.m. through 6:45 p.m., and
- Sundays from 10:30 a.m. through 5:15 p.m.

Past Performance. Pre-pandemic, the seven-day a week service resulted in ridership productivity averaging at 1.6 P/VSH. Productivity during the pandemic timeframe dropped to 1.4 P/VSH. The farebox return followed a similar pattern, with pre-pandemic averaging at 6.4% each FY, dropping to 4.2% farebox recovery by FY 2021-22. In the prior SRTP period, RIM DAR had very similar performance results, which again emphasizes in general the chronically low productivity of DAR services.

Considerations. As the population ages, the need for additional DAR services will continue to only increase. Much of this demand may come from a segment of the population who can no longer walk to or from bus stops but may not need to use a mobility device. They may not fully qualify under the ADA but will continue to require some form of curb-to-curb service. In the RIM area there is currently no taxi service and no on-demand private transportation (such as Uber or Lyft), so residents are, and will continue to be, transit dependent. DAR services continue to provide a value mobility gap in the mountain communities.

Recommendations:

Years 1 through 5: Given that DAR is a complementary service to parallel RIM fixed route service hours, DAR will continue to be offered seven days a week, with the similar resources throughout the SRTP period. As fixed route services are adjusted, as the population ages with assumed increases the demand for DAR services, MT software systems will assist in identifying travel patterns and create small travel groups for some trips, with the goal that over time, productivity may slowly improve.

Big Bear Valley

Even prior to the pandemic, the Big Bear Valley (BBV) has seen much change in the past several years. Although MT's route configuration, service hours and service offerings have been consistent during that period, the greatest change has been to the largest BBV employer, Big Bear Mountain Resorts (BBMR). The ownership of the Resorts changed twice during the

past five years, that brought even more visitors and snow play enthusiasts to the BBV during the winter season. The current owners are very willing to partner with MT to assist with bringing employees and visitors to the Resorts, while reducing traffic congestion and providing a pleasant travel experience throughout the Valley. Past winter seasons have seen a higher than average snowfall, adding thousands of visitors into the mix on most winter weekends, that has created traffic and poor mobility throughout the BBV. Then the onset of the COVID-19 pandemic, brought even further change to the BBV. The onslaught of day visitors continued from Memorial weekend of 2020, through today. There has also been a significant change to the long term rentals, vacant homes and part-time homes, in that many were purchased or transitioned to provide short term rentals so as to take advantage of the increase visitation in the BBV during the pandemic. A number one concern of residents, employers and governing agencies, is to address the increase in visitors, the lack of reasonable long term rentals for the employee market, and finally, the traffic and congestion that has increased dramatically since March 2020.

MT has been discussing with BBMR and BBV Partners to address these issues, and even prior to the pandemic had been negotiating with BBMR to take on more of their transit needs. As a result, MT has re-imagined the fixed route services with improvements to headways and better connectivity to attractions and employment centers, along with providing services, at no charge to the rider (aka free fares). These are in addition to MT's agreement with BBMR to provide ALL remote transportation from BBMR remote parking lots to and from the Resorts. The Partners have committed to two years of funding for the new and improved fixed route services throughout the BBV. With this change in the fare structure to the BBV fixed routes, MT will transition the current DAR service to a free service as well (as MT is required to compliment the fixed route hours and pricing). However, MT will restrict DAR reservations to those that qualify for service as outlined in the ADA. In addition, MT will provide free on demand service form the BBV Airport to the Village and other attractions.

In crafting the recommendations below, the results of the two survey mechanisms were considered (as presented and discussed in detail in Chapter 2: Transit Needs). The most frequent request for new service by riders, the public and Stakeholders, was to incorporate stops in Redlands in OTM service, as well as provide service to The Discovery Center and the communities/attractions on BBV's North Shore. When asked how MT can improve upon existing features of the system, the most common response was for MT to have buses run earlier/later in the day, improvements to existing bus stops and more frequent service on existing routes (improve headways). Stakeholders also thought it was important for MT to provide area(s) to park residents/visitors' cars so as to take MT BBMR and/or other area events and attractions. Based on the survey results, along with anticipated recovery from the pandemic, the following summarizes the proposed service opportunities in the BBV. There are specific planned service improvements outlined, along other suggested enhancement should appropriate "triggers" occur, along with available resources and new partnerships to implement and sustain additional services.

With MT re-imagining the BBV routes and re-naming the Route names, the fixed routes will be presented first (Red, Blue and Gold Lines), followed by the expanded BBMR winter services (Green Line), then Airport Connexx, DAR and BV OTM/Route 5. Given the increase in some of the fixed route headways, as well as the goal for the Village to be a transfer point for most of the fixed routes, MT has decided to eliminate altogether the separate weekend

Trolley (former Route 7). Last, the final section will address other special event services that are requested of MT in the BBV area and MT provides service on an as needed.

4.1.6 BBV Blue Line (former Fixed Route 1)

Route 1 currently operates seven days a week, from 5:30 a.m. until 6:23 p.m., between Boulder Bay (near the west end of Big Bear Lake) to Big Bear Mountain Resort and Bear Valley Community Hospital, terminating at the Interlaken Shopping Center. The route operates with hour headways, seven days a week.

Past Performance. Pre-pandemic, MT saw a stable ridership productivity averaging at 9.8 P/VSH. With the pandemic onset, the P/VSH reduced to 8.3, dropping further to 5.5 P/VSH in FY 2021-22. The farebox return followed a similar pattern, with pre-pandemic averaging at 18.8% year, dropping to a 10.5% farebox recovery in FY 2021-22.

Considerations. Route 1 currently is a long route travelling between the East to the West end of the City of Big Bear Lake, terminating near Boulder Bay Park. The route also travels along Big Bear Blvd and does not divert into residential areas. The re-design of the Route 1 into the Blue Line will provide 30-minute headways originating in the Village, at no charge to the passenger. In the winter months when the Resorts close at 4:00 p.m., the travel between the Village to Boulder Bay is often bumper to bumper with traffic traveling down the mountain. For this reason, the Route will operate from 7:00 a.m. to 4:00 p.m., so as to assist primarily BBMR employees travel to/from the Resorts. To add any additional service beyond 4:00 p.m. would result in much longer headways and buses sitting in traffic with other vehicles. In addition, a new timed-transfer location will be located in the Village where riders may disembark or get on another fixed route to travel further into the BBV.

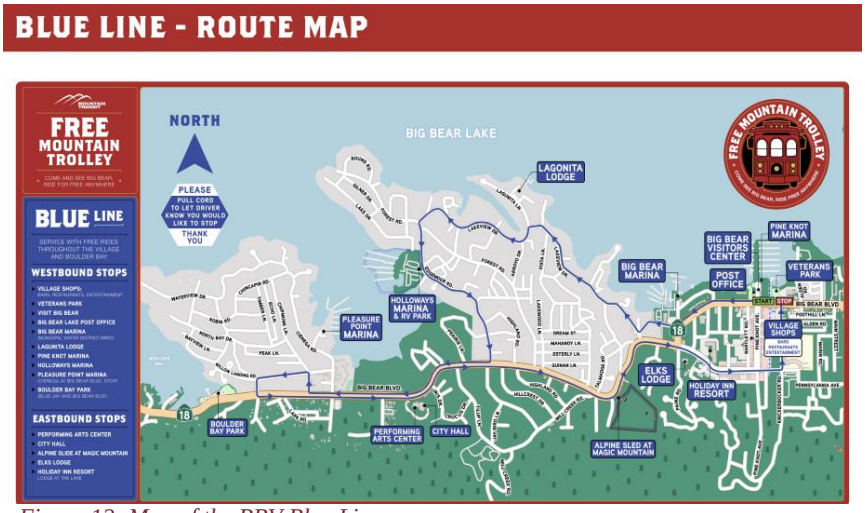

Figure 12: Map of the BBV Blue Line

Recommendations:

Year 1: Beginning in October 2021, MT will transition Route 1 to the new service and brand the route as the Blue Line, providing service between the Knickerbocker parking lot in the Village, with new stops at Veterans Park, the Municipal Water District, two marinas, hotels and terminate near Boulder Bay Park. Service will be seven days a week, from 7:00 a.m. to 4:00 p.m., with 30 minute headways. This Route will also be funded by a variety of Partners, so that the riders will not be charged a fare.

The details on the funding and the partnership are discussed in Chapter 7: Financial Plan.

Years 2 through 5: With the BBV Partners committing to a two-year demonstration program, it is MT's intent that the service will be successful, albeit making scheduling and other routine route adjustments, as needed. Based on this assumption, there are no additional planned enhancements to the Blue Line for the remainder of the SRTP period.

4.1.7 BBV Red Line (former Fixed Route 11). Route 11 currently operates seven days a week, from 5:30 a.m. until 6:20 p.m. The Route travels between Erwin Lake (far east side of BBV) through Big Bear City, along Big Bear Blvd., with eastbound stops in the Sugarloaf community. The westbound run diverts north on Paradise Way to North Shore, then South on Greenway Dr., back to Big Bear City, with the Route terminating at the Interlaken Shopping Center. The route operates with hour headways, seven days a week.

Past Performance. Pre-pandemic, MT saw a stable ridership productivity averaging at 8.1 P/VSH. With the pandemic onset, the P/VSH reduced to 5.4, dropping further to 3.8 P/VSH in FY 2021-22. The farebox return followed a similar pattern, with pre-pandemic averaging at 14.7% year, dropping to a 7.7% farebox recovery in FY 2021-22.

Considerations. Route 11 currently picks up passengers along the North Shore communities, which will be eliminated in the redesign since enhanced North Shore services will be provided by the future Gold Line (former Route 3). The new route will also include a stop at the BBV Airport and to both ski resorts (BBMR). The goal is for the many of these runs to be utilized by east valley BBMR employees, who will have a quick and convenient ride to and from work. In addition, current headways are one hour, which does not accommodate the employee workforce that works either earlier or later in the day, nor visitors who are enjoying BBV restaurants and entertainment venues until later in the evening. The re-design of the fixed route system will not only improve headways and increase days of service but will provide improved connections at the terminus in the Village – at no charge to the passenger. For those that do disembark at the Village, there will be timed transfer points to the other fixed route services.

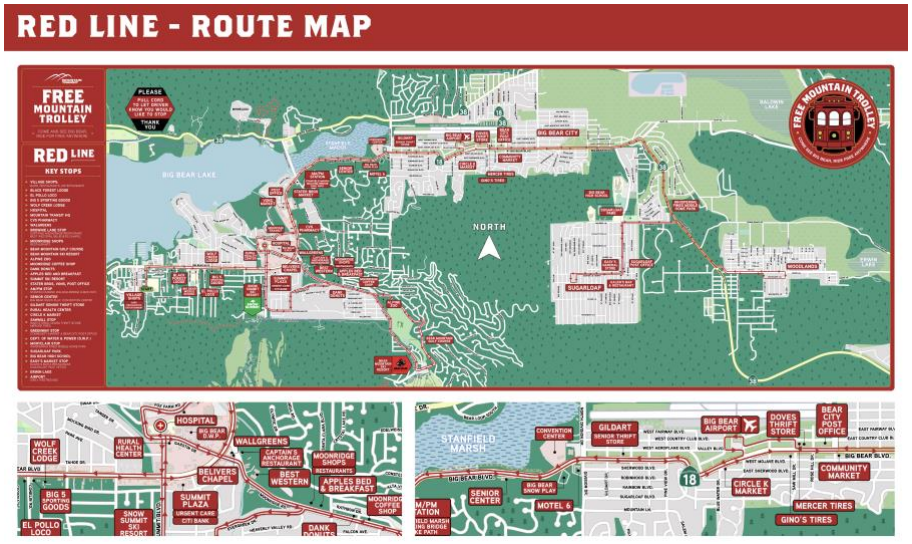

Figure 13: Map of the BBV Red Line

Recommendations:

Year 1: Beginning in late October 2021, MT will transition Route 11 to the new service and brand the route as the Red Line, providing service between the Knickerbocker parking lot in the Village, with eastbound stops at both ski resorts, Stater Brothers shopping center, Sugarloaf and terminating in the Erwin Lake residential community. The westbound route will originate in Erwin Lake and provide service to the BBV Airport, the Convention Center, Interlaken Shopping Center, the BBMR resorts and terminate in the Village. Service will be seven days a week, from 7:00 a.m. to 8:10 p.m., with 30 minute headways which will be sufficient coverage to address needs of residents, employees and visitors alike. This Route will also be funded by a variety of Partners, so that the riders will not be charged a fare. The details on the funding and the partnership are discussed in Chapter 7: Financial Plan.

Years 2 through 5: With the BBV Partners committing to a two-year demonstration program, it is MT's intent that the service will be successful, albeit making scheduling and other routine route adjustments, as needed. Based on this assumption, there are no additional planned enhancements to this the Red Line for the remainder of the SRTP period.

4.1.8 BBV Gold Line (former Fixed Route 3)

Route 3 currently operates from 8:20 a.m. until 5:10 p.m., with service between the MT transfer point at Fox Farm Rd., travelling east on Big Bear Blvd. to Greenway, where the Route diverts to the North Shore in two locations, then back west on Big Bear Blvd. through the Stater Brothers shopping center, to BBMR, the Hospital and then through he Village terminating at the Mountain Meadows Senior Apartments. Over the years this route has been refined with many schedule changes, so as to better serve residents for social service trips and/or errands. The route operates with hour headways, Mondays through Fridays.

Past Performance. Although this route did not perform to the productivity levels pre-pandemic of Routes 1 or 11, ridership has been relatively stable at 5.8 P/VSH on average per FY. In FY 2019-20, productivity dropped to 5.0 P/VSH, then to 3.5 P/ VSH in FY 2021-22. The farebox return also followed a similar pattern, with pre-pandemic averaging at 18.8% per FY, dropping to 8.6% at pandemic onset with 6.2% farebox recovery in FY 2021-22.

Considerations: With planned improvements to the other two Routes, MT has re-designed Route 3 to eliminate duplication and provide expanded access to both North Shore and Big Bear Lake residential communities. In addition, the new Gold Line will operate seven days per week, year round. Many of the key stops important to residents will remain: Mountain Meadows Senior Community, Big Bear Community Hospital, Interlaken Shopping Center and the Village. MT will be adding a new stop at Meadow Park (for both east and westbound runs), additional stops on the North Shore of Big Bear City from Stanfield Cutoff to Paradise Way and will also create stops that access the Eagle Point residential community in central Big Bear Lake. Although the immediate headways will remain at one hour, the intent is to increase service levels in Year 4 to match the Red and Blue Line. In the end, these service enhancements should greatly benefit both residents and visitors to the BBV.

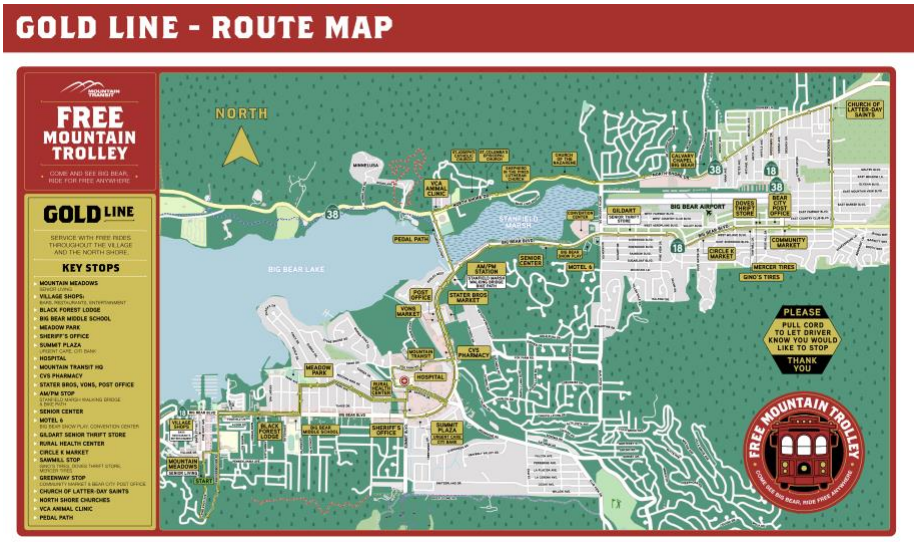

Figure 14: Map of the BBV Gold Line

Recommendations:

Year 1: Beginning in October 2021, MT will transition Route 3 to the new service and brand the route as the Gold Line, providing eastbound service between the Mountain Meadows Senior Center (in the west part of the City of Big Bear lake) to Meadow Park, Summit Plaza, the Hospital and ending at Paradise Way. The westbound route will travel north to North Shore Dr., and to the south on Stanfield Cutoff, to the Interlaken Shopping Center, Eagle Point Community, the Village and then back to Mountain Meadows. Although initially hour headways, with now seven days a week service from 10:00 a.m. to 7:00 p.m., the Gold Line will provide valuable service to residents to meet their social service, shopping and personal transportation needs. This Route will also be funded by a variety of Partners so the riders will not be charged a fare. The details on the funding and the partnership are discussed in Chapter 7: Financial Plan.

Years 2 and 3: With the BBV Partners committing to a two-year demonstration program, it is MT's intent that the service will be successful, albeit making scheduling and other routine route adjustments, as needed.

Years 4 and 5: Assuming the service is a success and the partnerships continue, in Year 4 MT will increase the headways to 30 minutes and expand the daily service hours to 7:00 a.m. to 9:30 p.m., so as to conform with the Red Line and Blue Line service parameters. With three years of operations completed, by Year 4 MT may also have opportunity to adjust the service further and the stops, so as to better serve residents and visitors. The expansion will add an addition 2,187 VSHs to the operating budget and require an additional shift and bus.

4.2.4 BBV Green Line (former Fixed Route 9)

Since FY 2016-17, MT has entered into an annual contract with BBMR to provide seasonal fixed route service from remote parking locations to and from the two ski Resorts. The exact routes, stops and schedule has varied season to season, based on the weather and amount of snowfall, as well as increases in BBMR guests and the need to park them at overflow remote parking locations during peak periods. The peak periods that MT most often provided service was during the week of Thanksgiving, the weeks before, during and after

Christmas and New Year's, holiday period, as well as weekends and holidays from January to March. Initially MT service was targeted to assist BBMR employees, so as to reduce employee parking close to each Resort (and reserve those spots for guests). As time passed, MT stepped in to provide even more service transporting Resort guests from the remote parking lots to the Resorts. Passengers (either Resort guests or BBMR employees) were not charged a fare for this service, and BBMR reimbursed MT 100% for the service. Since the service was offered as an MT fixed route (outreach and schedules) the service was open to the public and therefore there were also non-Resort patrons who used the route and therefore paid the traditional fare.

Past Performance. Since MT had a captive market and for many BBMR guests, this was the only option to and from the Resorts, the Route performed very well, with a first FY of service at 5.5 P/VSH and an 11.0% farebox return. Even before and during the pandemic, the Route performed better with an average 22.6 average P/VSH from FY 2017-18 through FY 2020-21. In FY 2020-21, the farebox recovery was 83.8%.

Considerations. BBMR has stated to MT on many occasions, they are not in the transportation business and have never been excited about providing these services. After years of MT providing limited service, BBMR and MT have entered into an agreement for MT to provide all of BBMR's transportation services, Monday through Sunday, to and from all remote parking to the two Resorts. BBMR will reimburse MT 100% for these services, which will commence in mid-November until the Resorts close (which can be anytime from mid-March through mid-April). With the re-imagined Green, Red, Blue and Gold Lines, BBV residents and visitors will have free fixed route service with excellent transfer points and connectivity. It is MT's goal that by adding the Green Line (which coordinates with and is branded like all other MT fixed route services), MT will increase and streamline services available to both guests and residents, reducing confusion and increasing use of public transit to both. The safety of these services will also improve, in that MT will utilize enclosed buses for all BBMR transportation.

The biggest impact to MT will be resources – hiring and training seasonal drivers to meet the Green Line needs. In addition, this service will move MT into a premier position, in that MT will become the largest employer for commercial drivers in the BBV thereby increasing professional driving staff and removing "competition" for drivers. Recruiting and hiring drivers and MT's approach to this issue, is discussed further in Chapter 5: Operating Plan.

Recommendations:

Year 1: Service will commence in mid to late November when the Resorts open for the winter season (which is always weather dependent). During peak guest periods, MT will utilize eight buses, with two shifts, seven days a week, from 8:00 a.m. to 5:30 p.m., using 15 minute headways, at no cost to the rider. Note that for BBMR employees who require to be at the Resorts before 8:00 a.m., or stay past 5:30 p.m., given the Red Line service commences at 6:30 a.m. and continues until 7:30 p.m., and the Blue Line runs from 7:00 a.m. to 4:00 p.m., employees can utilize these free services to complete their trips. As part of the BBMR/MT contract, BBMR is reimbursing MT for a portion of these early morning routes in the winter season, for this purpose. In Year 1, Green Line ridership is anticipated to be on average 20 P/VSHs, and given that BBMR is reimbursing MT 100%, this service will assist MT in raising the system-wide farebox ratio to comply with State and Federal funding requirements. The seasonal contract is

$790,960 which provides for up to 11,027 VSHs for the Green Line (in addition to funding 876 VSHs to offset Red Line winter service for BBMR employee transportation).

Year 2: Assuming success of this service, MT anticipates providing identical services in Year 2, with a renewed or extended agreement between MT and BBMR.

Years 3 to 5: Service hours/levels are anticipated to remain the same, with a recommendation that MT increase the contract costs for the remainder of the SRTP period.

4.2.5 BBV Airport Connexx

Past Performance. During FY 2020-21, MT began to utilize excess DAR resources in the BBV to provide limited on demand service, for residents and visitors that fly into the BBV Airport. The service was available seven days a week, with pick-ups between 7:00 a.m. and 6:00 p.m. The service was branded as Airport Transport, and BBMR funded this service (at no charge to the rider) for those traveling to and from the Resorts. For those who were not visiting the Resorts, MT transported passengers to their destination (such as the Village, the Alpine Zoo or the Discovery Center) for $5 per trip per passenger. From November 1, 2020 through April 2020, the service provided 611 rides with BBMR paying for 441 guests trips and 170 passengers paying the one-way fare.

Considerations. With a successful initial year of MT providing on demand service to and from the Airport, MT approached the Airport Authority to seek their interest in partnering with MT in subsequent FYs. The Airport has not only agreed to contribute to dedicated, on demand route, but the Airport will also allow MT to install a sheltered bus stop on Airport property and designate parking spaces for transit customers. As mentioned in the section on the Red Line services, this re-imagined service will also pickup and drop off riders at this new Airport bus stop, with 30 minute headways. Therefore, the initial on demand service will focus on busy weekend and holiday periods, and based on anticipated success, will expand further in subsequent FYs.

Recommendations:

Years 1 through 3: Service will commence in October along with the other fixed route service changes, providing 130 days of service with 1,133 VSHs, on weekends and peak holiday periods, from 9:00 a.m. to 5:00 p.m. One bus and one shift will be dedicated to the service, and trips will be provided at no charge to the rider. Destinations will be limited to the Resorts and the Village, as there are opportunities for visitors to travel to other areas within the BBV on the other free fixed route services.

Years 4 and 5: Assuming successful implementation and continued partnership with the Airport to assist to offset the fares, MT will increase the number of days of service from 130 to 174, which will increase the VSHs to 1,516 in each of these FYs.

4.2.6 BBV DAR

MT's BBV DAR complies with the ADA and thus, MT provides accessible vehicles used throughout the service area covering the same days and times that the fixed route service operates. It is demand-response, meaning that per the ADA riders must have reservations at least 24 hours in advance of planned travel. Reservations can be made up to two weeks before the day of travel, and MT may accept reservations in as little as two hours in advance, space permitting. Currently in the BBV, DAR is open to the public; however, should DAR schedules have difficulty fulfilling all the requests, priority is given to persons

with disabilities and seniors. In general, DAR services are rarely productive from a P/VSH point of view, but as mentioned in this section, it is a federal requirement to provide as complementary service to fixed route Services and does fulfill a needed transportation gap for those that may have difficulty accessing fixed route services. Current BBV DAR first and last reservations are provided from 5:45 a.m. through 7:00 p.m. seven days a week. Service also available to/from Fawnskin, Baldwin Lake, and Lake Williams for an additional surcharge.

Performance: Pre-pandemic, the seven-day a week service resulted in ridership productivity averaging at 2.0 P/VSH. Productivity during the pandemic timeframe dropped slightly to 1.7 P/VSH by the end of FY 2020-21. The farebox return had a different pattern, with pre-pandemic averaging at 8.1% each FY, then rising in FY 2021-22 to an 8.6% farebox return. In the prior SRTP period, BBV DAR had very similar performance results, which again in general emphasizes the chronically low productivity of DAR services.

Considerations. In addition to the typical concerns of an aging population, especially in rural and mountainous community, the BBV DAR service will be transitioning in a significant manner as all BBV fixed route services transition to free fares. Per the ADA, if fixed route services do not charge riders, then the complementary ADA service must also not charge riders. However, if the BBV DAR service were to continue to operate in its current state (where the public can also schedule and take DAR trips, in addition to Seniors and Persons with Disabilities) with no charge to the rider, the demand would be unsustainable from a cost and resource perspective. Therefore MT will be transitioning the DAR service to a strict ADA-only rider service, where those that qualify for the ADA service will be Seniors and Persons with Disabilities who are unable to access the fixed route services. MT will be providing extensive outreach to the current DAR ridership, will be establishing an application process that will require all riders to become pre-approved in the scheduling system, and MT will provide approved riders with identification so that they can easily schedule and plan trips on the new service. MT will now follow the ADA service parameters, as allowed for by the ADA and the Federal Transit Administration. It is MT's goal that much of the prior DAR customers will see value in riding the streamlined, frequent service Red, Blue, Gold and Green Lines, instead of scheduling the less available DAR service.

Recommendations:

Years 1 through 5: MT will transition its current DAR service to a service that follows ADA parameters, beginning in October 2021 along with the other BBV service changes. The service hours will mirror the fixed route hours of seven days a week from 7:00 a.m. to 9:30 p.m., at no charge to the rider, and MT will provide one bus with one shift, utilizing 5,765 VSHs per FY. MT has integrated new software into its scheduling system, that should make scheduling and combining trips more easily, with the goal to begin transporting at least 2.0 P/VSHs beginning in FY 2021-22 and increasing the productivity little by little over the five-year SRTP period to 2.2 P/VSH.

4.2.7 BBV OTM / Route 5

Route 5 (or BBV OTM service) provides connections between the Mountain Communities of Big Bear Lake, Fawnskin, Snow Valley Mountain Resort, Running Springs, to the Cities of Highland and San Bernardino. The service operates Mondays and Fridays, with service starting at the Interlaken Shopping Center in Big Bear Lake and terminating at the SBTC in downtown San Bernardino. Other major stops once off

mountain, is the Highland Walmart, San Bernardino Metrolink Station, Greyhound Station and the County of San Bernardino Courts and Government offices.

Figure 15: Map of BBV Route 5 / OTM Service

The service provides two runs each day, with the first leaving Big Bear Lake at 8:30 a.m., arriving at the SBTC at 10:00 a.m., then leaving at 10:15 a.m. for the trip back into Big Bear Lake by 11:50 a.m. The 2nd run leaves Big Bear Lake at 12:20 p.m., arriving at the SBTC at 1:50 p.m., then leaving at 2:05 p.m. In prior years, the service was operated seven days a week with two additional runs to accommodate BBV commuters working in the San Bernardino Valley and beyond. However, even before the pandemic, the type of rider had changed to residents travelling for medical or personal errands, and not for employment. Therefore over time, MT had reduced the days of service and number of runs to accommodate the changing ridership. In general the current route structure provides service for residents to meet their occasional off the mountain appointments or errands. Even with the reduced runs, the BBV OTM provides residents with a "lifeline" access to courts, shopping, educational, medical and social services, without needing a car. The OTM connections to the San Bernardino Metrolink and Greyhound stations, and also expands mountain residents' opportunity to travel to and from Los Angeles and other points along the way.

Past Performance. Pre-pandemic, MT provided seven days of service, three trips a day with two trips on Sundays. The FY average VSHs were 10K per FY and the service resulted in an average of 3.0 P/VSH. Given the cost charged to the passenger due to the extremely long trip length, the farebox return was quite high during this period at an average of 24.6%. By the 2nd year of the pandemic, the FY 2021-22 VSHs were reduced to 1,858 and the P/VSH dropped to 1.8.

Considerations. With the focus of the BBV to assist residents with their travel to/from their worksites, as well as encouraging visitors to take transit to reduce traffic congestion, BBV OTM service will continue with two runs a day to provide residents with additional services and activities off mountain. Over the years, the schedule has been adjusted to synch with transit service schedules at the SBTC (east of Interstate 215 & W. Rialto Ave.), as well as Metrolink commuter rail service at the Santa Fe Depot (west of Interstate 215

and 2nd St.). With that said, MT also anticipates that there will be further service adjustments as the future Arrow rail project is completed and service is anticipated to launch in 2022. This service is considered commuter bus, a long distance service that although operates on fixed routes, is outside of the fixed route arena and will continue to charge fares to the customers during the SRTP period.

Recommendations:

Year 1: Continue to operate BBV OTM service as is, with two roundtrip runs a day, on Mondays and Friday. Gather and monitor data to make schedule changes needed for maintaining convenient connections with other transit operations and to prepare for connections to the Arrow service when operational in 2022. MT may consider to survey its riders to determine their interest in connecting with Arrow, in preparation of service adjustments in Year 2.

Years 2 through 5: Maintain the two runs per day, but in Year 2 add Wednesdays to the schedule, thus increasing the service from 1,110 to 1,529 VSHs per FY. Also during this FY should there be rider survey data, MT may adjust the VSH and schedules to connect OTM to Arrow passenger rail service. The goal is to adjust service with little or no cost impacts, but with the result of increases in ridership due to new transit connectivity options.

4.2.7 BBV Special Events

The Big Bear Valley area is host to a range of special events. Some, such as Oktoberfest, are annual, while others may not be that regular or long in duration. While Oktoberfest is for eight weekends, other events may only be one-day event, or series of smaller events clustered together, such as during a holiday weekend when tourism is at its peak. MT addresses providing services during special events, on a case by case basis depending on the situation, partnerships and resource availability.

The taxi, charter and on-demand private transportation companies in the BBV have limited vehicles and service offerings, and to date are non-existent or are available but cannot accommodate large groups or transporting persons with wheelchair needs. This leads to a shortage of options for event organizers to use when mitigating traffic, parking, and addressing safety issues. Some special events do not fall entirely within the standard operating hours of MT service. Specific venues may or may not be directly adjacent to current routing of fixed route services. In addition, event attendees don't necessarily live directly along the fixed route alignment and this is a concern for getting them home safely without them driving or walking home under the influence of alcohol or in inclement weather conditions.

MT responds to special event service needs by working with the event sponsors to design, fund and operate the service. In most cases, MT will provide services should MT have the available resources (drivers and buses), should the service not confit with current service and/or compliments existing service. MT is hopeful that given the BBV re-design which provides for shorter headways along with free rides to many of the special event venues (the Village and the Convention Center), that additional Special Event services will not be needed and now becomes one less expense a Special Event provider has to bear.

However, should in the future MT be requested to provide such service, MT has the ability to meet Special Event service needs by extending or adjusting existing fixed route and/or

DAR services. Regular fixed route services can operate with an extended day, going into the late evening and following the regular alignment as long as all of the regular stops are 'open door' making the service available to people who have not attended the event. Depending on the location of the venue, alignment extensions or alternate alignments can be designed and incorporated into the regular schedule. When this is done, the service is only available during special events, and with a special schedule that is dictated by the event itself. Last, DAR can be used to address door-to-door travel needs related to special events, and MT staff may utilize its software scheduling system to assist riders going to common destinations and group them together for scheduling purposes. Under the ADA MT is not required to honor a specific time window for scheduling non-ADA customer trips.

Last, since most of these services in the past have been funded by the Event Sponsor at 100% reimbursement of costs to MT, this financial assistances benefits MT's farebox recovery, in addition to MT providing a valuable service to local Stakeholders and sponsors, as well as their employees and visitors to the events.

Recommendations: Since Event Sponsors approach MT on a case by case basis, MT will evaluate each request, consider the impact to current service, consider their available resources and will plan and incorporate the services accordingly. Where possible, MT will adjust current fixed route services to accomplish the service request. Should that not be possible, MT will consider providing on-demand services where the Event Sponsor would reimburse MT for 100% of those additional services. Since this type of service is provided on a request basis, the VSHs nor projected costs have been incorporated into the SRTP.

4.3 Impact of Service Expansion

The MT Board has approved the FY 2021-22 service plans, which includes the BBV free fare fixed route, Airport Connexx and revamped DAR services. The MT Board has also approved all partnership agreements, so the funding is in place to provide and conduct these expanded service levels. MT is in the process of finalizing detailed service designs, scheduling, hiring drivers and securing revenue buses. Given the tremendous amount of work that MT has undertaken (in addition to the difficulties resulting from a continued pandemic) the changes in the BBV services will be the priority and focus of the Agency over the next two FYs, along with finalizing major construction projects for new facilities in both service areas.

Once these services are up and running and deemed successful, MT will turn its focus on other triggers so as to plan and implement additional service enhancements in the RIM area. MT will continue to work with RIM key players and Stakeholders, to continue to build on and improve RIM services, with an eye towards the future for free RIM fixed route and DAR services. Mountain Partners are essential in both service areas to provide a variety of support, not only financial, but also to referring potential customers to MT services, assisting with service parameters, providing operating considerations (such as providing bus turn around locations or park'n'rides) and marketing support.

Prior to each FY as MT develops its upcoming service plan, MT should revisit the feasibility/ranking of projects, revisit the appropriate triggers and funding availability to re-evaluate which demonstrations (if any) should be initiated and during what timeframe. It is also during this phase that MT should match specific projects with potential revenue services for which a given project may qualify. MT may also consider contracting out expansion services where contractor availability makes sense from a cost and operational point of view,

and particularly those which may require fleet-intensive capital costs. For example, MT may consider pursuing a grant for BBV OTM services that could call for 10-20 busloads of people coming up the mountain in the morning and returning at the end of the day. MT should then establish a budget and, in addition to cost per VSH, consider incremental administrative support needs (additional mechanics, supervision, etc.), signage, technology needs/impacts and outreach.

Exhibits 4-1 and 4-2 contain summaries of the proposed expansion services by service area, identifying the number of days to operate each service during that FY, the estimated annual VSHs, estimated annual costs and impact to the existing MT fleet. For some service expansion offerings, additional vehicles are not required or needed. Keep in mind should the fleet not expand, but VSHs are added, the resulting impact to the current fleet would generate miles added to the fleet therefore warranting replacement earlier than scheduled (if replacement is based on the vehicles' miles). The table is also organized by priority based on the FY of implementation, and ties to the narrative above. Depending upon overall Agency priorities, as well economic and other external "triggers" as well as the availability of grant or other funding to implement the expansion service, the implementation priority may change or the project may not be implemented at all.

Exhibit 4-1 – Summary of RIM Expansion Services

FY	Rt.	Proposed RIM Service Expansion	FY VSHs	FY Costs*
FY 2223	#8	Provide RIM Trolley service, Fridays, Saturdays and Sundays, from Mid-May to Mid-October	521	$ 55,022
FY 2223	#4	Add Sundays (in addition to Thursdays through Saturdays)	510	$ 53,815
FY 2324	#4	Add Wednesdays (in addition to Thursdays through Sundays)	510	$ 54,891
FY 2526	#4	Add Mondays and Tuesdays, so that service is seven days per week	1,029	$ 115,316
		Total	**2,570**	**$ 279,044**

Exhibit 4-2 Summary of Big Bear Valley Expansion Services

FY	Rt.	Proposed BBV Service Expansion	FY VSHs	FY Costs*
FY 2223	#5/OTM	Add Wednesdays (in addition to Mondays and Fridays)	419	$ 44,199
FY 2425	Gold Line	Increase headways to 30 minutes and operate seven days a week from 7 a.m. to 9:30 p.m.	2,187	$ 240,166
FY 2425	Airport Connexx	Provide additional days to the service, expanding annual VSHs	383	$ 42,111
		Total	**2,989**	**$ 326,476**

Notes pertaining to the Exhibits 4-1 and 4-2:

* Annual costs are estimated at $103.50 per VSH and are based on the adjusted 2021-22 budget. VSH costs above are not inflated during year of implementation.

None of the expanded RIM services will require additional buses in order to fulfill the service days and/or hours, as current buses in the fleet will be available for these services. In the BBV, when the Gold Line transitions to expanded hours and to seven days a week, an additional bus will be added to the fleet. All other BBV expansions services proposed will utilize existing revenue buses for those services.

Exhibit 4-3 is a summary of the expansion services, showing the total VSHs, costs and fleet impacts, in comparison to the current FY 2021-22, summarizing total impacts by the end of the SRTP period (FY 2025-26). Note that costs are estimated at $103.50 per VSH and are based on the adjusted 2021-22 budget. VSH costs above are not inflated during year of implementation.

Exhibit 4-3 Summary of MT Expansion Services from FY 2023 through FY 2026

Area	Four Year Total VSH	Four Year Total Costs	Fleet Impact
RIM	6,682	$691,625	0
Big Bear Valley	6,815	$705,321	1
Agency Total	**13,497**	**$1,396,946**	**1**

Chapter 5: Operating Plan

5.1 Introduction

This chapter focuses on the level of operation staff and expense categories required over the Short Range Transit Plan (SRTP) to implement the current level of service, as well as the service expansion outlined in Chapter 4. It is anticipated that based on current and projected costs and inflationary factors, Mountain Transit (MT) will generate sufficient revenue sources and income to operate existing and proposed expansion service during the next five-year period. The Operating Plan will focus on the cost (use) side of the equation, with the expense categories primarily dependent upon three cost components, which are:

1. Wages, benefits and payroll taxes,
2. Cost of fuel, vehicle maintenance, and
3. Insurance.

Each cost category will be discussed in further detail followed by a summary of the Operating Plan, expense components, and recommendations. The expense line items included in the Operating Plan are identical to the Board adopted FY 2021-22 Operations Budget, as amended in September 2021. While crafting the SRTP, the past five years of Operating Budgets were reviewed to look at trends and year-by-year historical cost increases. Even with this review, much of this history and analysis is moot, given the impact of the recent events. As mentioned throughout this document, MT has experienced tremendous increases in costs (labor and materials) as a result of the COVID-19 pandemic. At this point in the Plan development, the country is eighteen months into the pandemic and by now all had hoped that the issues that persisted during the pandemic would have stabilized or recovered. Unfortunately, MT (along with other employers) continues to experience labor shortages, the manufacturing supply chain continues to experience labor and materials shortages (impacting MT's ability to purchase revenue vehicles) in addition to the local crisis of lack of affordable housing for many employees. Given the jump in a costs between FY 2020-21 to the current FY, the SRTP assumes that costs will stabilize over the next five-year period with operations, maintenance and administrative costs in general increasing between 1.0% to 3,0% year over year. There are some exceptions in certain line items, and those exceptions as well as the reasoning behind the variance will be discussed throughout this chapter.

5.2 Wages, Benefits and Payroll Taxes

Operations Budget: Of the total budget, the 45 budgeted drivers and dispatchers and their benefits account for 31.5% of the operating budget. This number is significant since these employees' wages and benefits are negotiated through a Teamsters union contract. The current contract will begin negotiation in the spring of 2022 to be renewed by July 1, 2022. Given recent increases in driver salaries and additional benefits provided (in response to the economy and providing valuable services during the pandemic) the SRTP assumes that driver/dispatch contract rates will not increase dramatically during the SRTP period, and that contingencies contained within the SRTP are sufficient to cover anticipated Union wage and benefit increases as a result of the forthcoming contract negotiations. To address potential one-time bumps/increases in Union wages and benefits, the SRTP will increase driver/dispatchers salaries by 1.0% every year, as a placeholder for potential increases at which time MT negotiates a new union contract.

The other major change that is driven by personnel wages and benefits is an incremental increase during the year of a service expansion. The line items impacted by service expansion (assuming additional drivers are hired and the vehicles burn more fuel) are driver/dispatch wages, maintenance consumables, uniforms and driver/dispatch insurance and benefits. These are one-time increases in the year of the service expansion and are based on the proportional increase of vehicle service hours (VSHs) added. These increases remain in the line item and increase with inflation each year thereafter (assuming the service remains in the system).

There are two operations supervisors (one for each base), they are also non-union and their wages/salaries are included in the Operations category within the Budget. The operations supervisors report to the Operations Manager. The non-union operations salaries and benefits will increase each FY during the SRTP period, by 2.0%. On average, the driver, dispatch, operations staff, consumables and other miscellaneous items will increase each FY during the SRTP period by 1.7%.

Maintenance Budget: MT's maintenance staff consist of: two maintenance supervisors (one at each base that also serve as lead mechanics), two mechanics (one at each base) and three utility workers (two located in BBV and one in RIM). These wages/salaries are contained in this budget category, and all of these employees are non-union. The maintenance supervisors are also responsible for reporting and administrative functions in the maintenance arena, and they report to the Operations Manager. On average, the maintenance staff salaries, maintenance repairs and maintenance outside services will increase each FY during the SRTP period by 2.0%.

Administrative Budget: Administrative labor costs account for 7.5% of the total budget, which is reasonably low for an agency of this size. For the most part, Administrative wages are fixed and do not vary by the amount of service supplied. However, given the large increases to service commencing in FY 2021-22, along with the proposed service expansion and capital projects to be implemented throughout the life of the SRTP, MT may have difficulty administering the projects in the short term. Towards the end of the SRTP period, MT will begin to transition its revenue fleet to battery electric buses. To properly implement in a cost-effective manner, MT will pursue grant opportunities which although provide a great financial benefit, but applying for grants and upon award, monitoring and reporting brings additional administrative burdens. Although not incorporated into this SRTP, it is recommended that towards the end of the five-year period, MT consider one additional administrative staff to assist with the administration of the conversion of buses to electric. MT may also consider either promoting or recruiting for an Assistant General Manager that will assist with Agency with its managerial succession planning.

On average, administrative salaries, insurance, equipment and professional services expenses in this category are assumed to increase year-over-year, during the SRTP period, by 2.0%.

5.3 Fuel

Throughout the pandemic, fuel costs have been volatile and all hope these costs will flatten or decrease in the future. Historically, fuel prices fluctuate significantly due to factors that are beyond MT's control. As a result, MT takes a conservative approach and budgets on the high side. For example, in FY 2020-21 MT budgeted $334,000 for fuel costs, but

expended 72.9% or $243,370. With that said, MT did anticipate increases in service during the FY (assuming a recover from the pandemic) which of course only slightly occurred.

Given the volatility in fuel prices and the rapid increase that has occurred between the summer of 2020 to the summer of 2021, in addition to MT's service expansion, MT has sufficiently padded fuel costs in the FY 2021-22 budget. With this high starting point, the SRTP will continue to pad the fuel costs and will increase this line item year-over-year by 3.0%. Given that in past years the cost of fuel does not necessarily tie to inflation and is instead more dependent upon other external factors, it is recommended that this cost category continue to be closely monitored and adjusted as needed.

One other impact of note in both fuel and oil/fluids category, is in Year 5 of the SRTP when MT introduces electric buses into the fleet. This line item will decrease accordingly, as electric buses do not require fossil fuels or consumables. However, MT will see an increase in electricity costs, through Southern California Edison who is the electric provider for the Crestline facility, and through Bear Valley Electric who is the provider in the BBV. Given that the transition will not begin until Year 5, and that very likely a decrease in fossil fuels will be replaced by an increase in electricity costs, this line item will serve as tradeoff for both categories as electric buses are introduced into the fleet.

5.4 Insurance

MT budgets all insurance and healthcare costs for both union and non-union staff as a cost component in the Administrative category of the Budget. This one line consists of 20.4% of the total operating budget and as such, is closely monitored.

Although MT has streamlined its Liability and Workers' Compensation insurances costs, during the SRTP period this one line item may be impacted further, due to the following projects. As MT improves bus stops (with transit enhancements, shelters, benches and other Agency-owned amenities), as well completes the facility construction projects, MT may consult its agent to understand the incremental costs that the increases in these assets will incur. In addition, more bus shelters and amenities may have additional legal and liability implications of Agency-owned assets placed on primarily non-Agency right of way. There may be no additional cost or liability implications, but with any improvements or upgrades to these assets, MT is advised to keep its insurance provider abreast of these changes and adhere to their advice accordingly. Because of future uncertainties, along with a history of this cost item fluctuating, this line item is projected to increase year-over-year throughout the SRTP by 3.0%.

5.5 Organizational Structure

The MT Agency structure (depicted in Figure 16 on the next page) is a traditional "flat" organization, with many functions/staff reporting to either the General Manager or to the Operations Manager. This is a traditional approach for small, rural agency such as MT. However, as the staffing needs in this section are discussed and as additional positions are added in the future, MT may consider at that point in time to transition to a more "divisional" structure with a bit more hierarchy and levels.

While MT's staffing level is adequate to manage and administer current operations, the ability of in-house staff to handle special projects, one-time studies or intermittent expansion service needs and projects, is limited. The Agency operates on a "lean and mean" basis and staff workloads are at capacity. MT has effectively been able to procure consultants to provide as-needed coverage, and this approach will continue to be

implemented on a project-by-project basis unless and until additional administrative position(s) are justified and fundable. Many times, when a new position is funded and warranted at MT, the position supports multiple functions. This is a common approach at similarly sized transit agencies as well as at larger properties.

As mentioned above, given the aggressive service expansion in Year 1, along with the new partnerships and funding arrangements, MT may consider hiring additional staff to address the increasing administrative and grant management requirements. This recommendation is in line with other transit agencies that as their service levels increase and as the organizational structure becomes more complicated, bringing on additional management staff is warranted. The Agency is further complicated by running two distinct service, from two bases more than 33 miles and one hour away (by bus).

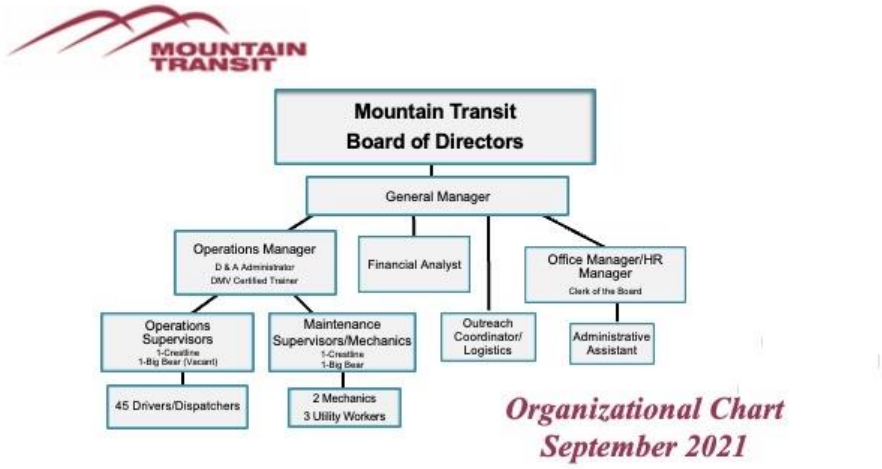

Figure 16: Mountain Transit Organizational Chart, September 2021

Should MT recruit additional administrative staff, whether to address the increasing complexities, or to bring in an Assistant General Manager for succession planning purposes, the Agency may then consider transitioning from a flat structure to a divisional structure with more of a hierarchy. This consideration will absolutely depend upon the staff at the time, their supervisory abilities and many other factors.

5.6 Baseline Five-Year Operating Plan

The Operating Plan was constructed to first assume that the current baseline service VSHs will remain constant with very minor increases year-after-year system wide, to account for minor adjustments and to maintain a small pool of resources in the event there are minor changes to service.

In addition to the cost assumptions outlined above, the following are additional impacts to the system and service area that have been used to build the Operating Plan:

1. As MT transitions its BBV DAR to a limited ADA service, MT will be incorporating additional software to assist with the scheduling effort. One impact will the ability to group riders more easily into one trip, thus increasing productivity and the ability to schedule more riders into the service. Although DAR services rarely show increases in productivity, the SRTP does include very modest increases, year-over-year, based on this minor productively gain.
2. The Chapter 4: Service Plan calls for adjustments to both BBV and RIM OTM services, beginning in FY 2022-23, to incorporate Redlands Passenger Rail into the

schedule. The SRTP shows modest gains in ridership with the assumption that the new Arrow service may attract additional riders to OTM, that feeds into the rail service.

3. The final assumption, which impacts both ridership and the budget, are fare prices. There are two distinct fare structures, based on each area, which will change further with the new service commencing in the BBV in FY 2021-22. The first to address, is the BBV. Beginning in October 2021, the only fares that will be charged in the BBV will be for BBV OTM/Route 5. All other services will have fares subsidized by BBV Partners. MT is not proposing any fare changes to the BBV OTM during the SRTP period and this route will continue with a zonal fare structure (due to the long distance of this route).
    - As such, the OTM fares will continue to be based on the distance between designated zones (four in total) with one-way fares ranging from $2.50 to $10.00.
4. In regard to RIM fares, the SRTP proposes to retain the current RIM fare structure, with the goal that towards the end of the SRTP period, some of these routes may transition to a free fare demonstration. RIM services are based on a zone structure (which continues to confuse to both drivers and riders) and past efforts to streamline the structure to a flat fare approach (like previously implemented in the BBV) resulted in groups of riders benefiting from the flat fare; however, others would realize an increase in costs. This is due to the very long distances of RIM routes, which is why a zonal structure was implemented in the first place. In addition, should MT be successful with the BBV partnership to offer free fares, and can replicate this model in the RIM area, then the effort and research it would take to change the Rim fare structure would be moot. Therefore, it is recommended that MT stay the course with the RIM fare structure as is, monitor the BBV free fare program and continue to seek and foster similar partnerships in the RIM area. Therefore, the RIM area will maintain the following fare structure during the SRTP period:
    - Fixed Routes 2 and 4: based on the distance between designated zones (four in total) the fares range from $1 to $4 for a one-way fare. A day pass for unlimited rides ($5.00) and a weekly pass for unlimited rides ($20.00). A 10-zone punch pass ($9.00) is available that has a $1.00 value per punch and is punched based on how many zones the rider will travel through.
    - DAR: based on the distance between designated zones (four in total) and fares range from $4 to $10 for a one-way fare. A 20-punch pass is also available ($36.00) with each punch valued at a $2.50 and is punched based on how many zones the rider will travel through.
    - OTM: based on the distance between designated zones (four in total) with one-way fares ranging from $1.50 to $7.50. A 30-punch pass is also available ($40.50) with each punch valued at $1.50 and is punched based on how many zones the rider will travel through.
    - Trolley/Route 8: $5 fare that is good from Friday through the end of the weekend or holiday period.

    MT must keep in mind that although not increasing fares over the course of the SRTP will definitely be of benefit to the riders and will allow MT to focus their efforts in other areas; but the end result is that with no increase to the current paid fare structure or should the BBV Partner contributions to replace the fares not keep

up with increases in ridership, the farebox ratio for those services will continue to slowly decline.

Should the BBV partnerships change, should other funding not come to fruition or should there be other factors that would require MT to levy fares or to increase existing fares, MT should keep in mind elasticity concepts. Based on review of prior elasticity studies, as well as the impact of past fare changes on the MT system, for every 10% increase in fares, there will be a 3% decrease in ridership. In addition, should MT change the free fares to a passenger paid structure, additional research will need to be conducted to understand the elasticity impact on ridership when going from free to paid fares. It is assumed that similar to the transition from paid fares to free fares, the opposite will occur with MT seeing a dramatic decrease in ridership as a result.

With these assumptions in hand, Exhibit 5-1 is a summary of System-wide key performance criteria during the five-year SRTP period.

Exhibit 5-1 Summary of SRTP System-wide Key Performance Criteria

All MT Services	FY 2021-22	FY 2022-23	FY 2034-24	FY 2024-25	FY 2025-26
Passengers	459,462	508,345	581,363	646,785	684,258
Cost per VSH	$ 96.33	$ 98.19	$ 101.17	$ 103.22	$ 105.14
VSHs	58,363	59,813	60,322	62,893	63,922
Pass/VSH Costs	7.9	8.5	9.6	10.3	10.7
Costs	$5,621,847	$5,872,868	$6,103,023	$6,491,464	$ 6,720,712
Pass. Revenue	$1,126,973	$1,161,521	$1,261,774	$1,312,387	$ 1,337,725
Revenue/Pass.	$ 2.45	$ 2.28	$ 2.17	$ 2.03	$ 1.96
Farebox	20.0%	19.8%	20.7%	20.2%	19.9%

Exhibit 5-2 depicts the percentage increase or decrease (shown as a negative number) with each performance category over the prior year.

Exhibit 5-2 Summary of SRTP System-wide Key Performance Criteria Increase / (-Decrease) Over Prior FY

Criteria	FY 2122	FY 2223	FY 2324	FY 2425	FY 2526
Passengers	339.1%	10.6%	14.4%	11.3%	5.8%
Cost per VSH	-12.7%	1.9%	3.0%	2.0%	1.9%
VSHs	110.9%	2.5%	0.9%	4.3%	1.6%
Pass./VSH Costs	108.2%	8.0%	13.4%	6.7%	4.1%
Costs	84.2%	4.5%	3.9%	6.4%	3.5%
Pass. Rev.	295.2%	3.1%	8.6%	4.0%	1.9%
Revenue/Pass.	-10.0%	-6.8%	-5.0%	-6.5%	-3.7%
Farebox	114.6%	-1.3%	4.5%	-2.2%	-1.5%
Cost/VSH	-12.7%	1.9%	3.0%	2.0%	1.9%

The increase in most of the categories between FY 2020-21 to FY 2021-22 (Year 1 of the SRTP) can be attributed the BBV service expansion (where there is more than a doubling of costs, service and passengers). As mentioned before, given that costs are increasing at a greater pace than fare revenue, the farebox will slowly decline over time which is shown in Exhibit 5-2.

The revenue side to the annual Operating Plan are based on assumptions provided primarily by the San Bernardino County Transportation Authority (SBCTA) as the County's Transportation Commission (CTC) and Regional Transportation Planning Association (RTPA), SBCTA is the primary driver in providing and estimating operating and capital revenues for the five-year SRTP period and beyond. The specific revenue sources and combined Financial Plan are discussed in more detail in Chapter 7: Financial Plan. However, while reviewing the SRTP period expenses and uses, keep these points in mind:

1. The Agency advertising continues to ramp up and MT is constantly seeking new options and partnerships to generate advertising revenue. The fixed route buses include audio and visual announcement devices, that could provide advertising opportunities in addition to announcing upcoming bus stops. The buses may be considered "wrapped" with advertising or advertisements may be placed inside or outside of the buses. In addition, as the Agency expands the bus shelter program, there will be new opportunities for revenue generation at Agency-owned shelters. As a result, they advertising revenue line item has a constant growth over the SRTP period and beyond, as these strategies are reviewed and implemented. Be aware that revenue generated by advertising is considered local source of revenue and enhances the farebox return.
2. The fare revenue (when paid for by the passenger) is based on the average generation by mode and by area and based on current productivity as measured by passenger per VSH.
3. The BBV services that provide free fares, in the end are not really free as they are being provided on behalf of the rider but multiple Partners. MT takes a flat 10% of the service costs, and attributes that cost to be paid for by a combination of Partner revenue streams. As service becomes more productive and ridership increases, along with increases in costs, the Partner contributions will have to also increase commensurately.
4. Should additional partnerships be realized, or MT provides Special Event services where the Sponsor pays for all or most of the service, MT is typically reimbursed for the cost of the hourly VSH rate. All reimbursements will be added to the fare revenue line item and will assist in enhancing farebox return. In addition, the BBMR services (Green Line and a portion of the Red Line) are paid for 100% by BBMR. It is recommended that MT continue to enter into a Memorandum of Understandings and/or a formal Agreement with any public or private entity that enters into this type of service reimbursement arrangement, whether on a one-time or annual basis.

On the next page, refer to Exhibit 5-3, a summary of the Operating Plan uses (expenses) during the SRTP.

Exhibit 5-3 Operating Plan Expenses (Uses) FY 2021-22 through FY 2025-26

Use Cost Category	FY 2021-22	FY 2022-23	FY 2034-24	FY 2024-25	FY 2025-26	SRTP Total
Operations						
Driver/Dispatch	$1,771,316	$1,789,029	$1,806,919	$1,824,989	$1,843,239	$ 9,035,492
Driver/Dispatch Testing	$ 6,600	$ 6,600	$ 6,600	$ 6,600	$ 6,600	$ 33,000
Operations Staff	$ 244,962	$ 249,861	$ 254,858	$ 259,955	$ 265,154	$ 1,274,790
Maint Consumables	$ 862,000	$ 887,860	$ 914,496	$ 941,931	$ 970,189	$ 4,576,475
ITS Lic./Radio Fees	$ 3,960	$ 3,960	$ 3,960	$ 3,960	$ 3,960	$ 19,800
Operations Uniforms	$ 9,800	$ 9,800	$ 9,800	$ 9,800	$ 9,800	$ 49,000
Operations Subtotal	**$2,898,638**	**$2,947,110**	**$2,996,633**	**$3,047,235**	**$3,098,941**	**$14,988,557**
% > Over Prior Year	116.9%	1.7%	1.7%	1.7%	1.7%	
Maintenance						
Facility Mnt/Repair	$ 75,000	$ 76,500	$ 78,030	$ 79,591	$ 81,182	$ 390,303
Maintenance Staff	$ 420,632	$ 429,044	$ 437,625	$ 446,378	$ 455,305	$ 2,188,984
Mnt Outside Services	$ 136,965	$ 139,704	$ 142,498	$ 145,348	$ 148,255	$ 712,770
Mnt. Inspections/Fees	$ 2,200	$ 2,200	$ 2,200	$ 2,200	$ 2,200	$ 11,000
Mnt Uniforms	$ 7,500	$ 7,500	$ 7,500	$ 7,500	$ 7,500	$ 37,500
Maintenance Subtotal	**$ 642,296**	**$ 654,948**	**$ 667,853**	**$ 681,016**	**$ 694,443**	**$ 3,340,557**
% > Over Prior Year	62.1%	2.0%	2.0%	2.0%	2.0%	
Administrative						
Admin Staff	$ 421,505	$ 425,720	$ 429,977	$ 434,277	$ 438,620	$ 2,150,099
Advertising	$ 1,200	$ 1,200	$ 1,200	$ 1,200	$ 1,200	$ 6,000
Banking/Payroll	$ 8,911	$ 8,911	$ 8,911	$ 8,911	$ 8,911	$ 44,555
Board	$ 11,750	$ 11,750	$ 11,750	$ 11,750	$ 11,750	$ 58,750
Dues/Subscriptions	$ 23,700	$ 23,700	$ 23,700	$ 23,700	$ 23,700	$ 118,500
Insurance/Benefits	$1,147,370	$1,181,791	$1,217,245	$1,253,762	$1,291,375	$ 6,091,544
Marketing/Promotions	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 250,000
Office Equipment	$ 90,380	$ 91,284	$ 92,197	$ 93,119	$ 94,050	$ 461,029
Office Supplies	$ 14,000	$ 14,000	$ 14,000	$ 14,000	$ 14,000	$ 70,000
Postage/Delivery	$ 900	$ 900	$ 900	$ 900	$ 900	$ 4,500
Printing	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 75,000
Professional Services	$ 195,000	$ 196,950	$ 198,920	$ 200,909	$ 202,918	$ 994,696
TREP	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 100,000
Utilities	$ 81,180	$ 81,992	$ 82,812	$ 83,640	$ 84,476	$ 414,100
Admin. Subtotal	**$2,080,896**	**$2,123,198**	**$2,166,611**	**$2,211,167**	**$2,256,900**	**$10,838,772**
% > Over Prior Year	18.0%	2.0%	2.0%	2.1%	2.1%	
Total Operating Exp.	**$5,621,830**	**$5,725,256**	**$5,831,098**	**$5,939,418**	**$6,050,284**	**$29,167,886**
% > Over Prior Year	84.1%	1.8%	1.8%	1.9%	1.9%	
Service & Performance						
Total VSH	58,363	59,813	60,322	62,893	63,922	
Cost per VSH	$ 96.33	$ 98.19	$ 101.17	$ 103.22	$ 105.14	
Farebox	20.0%	19.8%	20.7%	20.2%	19.9%	

5.7 Operating Plan Recommendations

Several key service elements of the expansion plan would benefit significantly from a concerted effort to implement and expand partnerships going forward, even further than what is in place as of FY 2021-22. As MT has discovered, partnerships are most useful in supporting operating costs, marketing and promotions, providing ridership incentives, and providing administrative and operations coordination. These needs should be included in specific ways for each new service or category of services, which provide partnering opportunities, and should be captured in Memorandums of Understanding and/or Agreements to enumerate the costs, benefits and responsibilities of each party.

This strategy is even more effective in resort areas, where markets are most easily identified and quantified. Partnerships can also be helpful in achieving higher farebox recovery or guaranteeing cost recovery, sourcing matching funds for demonstration projects and expansive advertising and promotion of services, which benefit their customers.

There are several major capital recommendations that will impact the Operating Plan. The changes to the Crestline and Big Bear Lake facilities will have both positive and negative impacts on the MT budget, staff productivity and organizational structure, as well as how MT conducts its day-to-day business and operations. As those plans and efforts are being finalized and implemented, it is recommended that MT consider the impact to operations, staff productivity and potential increases or decreases in operational costs.

In addition, MT's commitment to continue to revamp most bus stop within the service area, so they are more easily accessed by all customers in these rural, mountainous settings, in addition to now being maintained and owned by MT, will also have an impact to the operational budget. As those capital upgrade efforts are implemented, the impact to the operational budget should also be considered and MT should act and budget accordingly.

As MT grows and expands its capital assets, the need to securely manage and maintain those assets will also become greater. Evaluating MT's security measures, protocols and techniques will also have an operational impact in the future. As discussed earlier as MT service expands and the fleet increases, additional grants are secured and monitoring and reporting requirements increase. There are assumptions in the Financial Plan to add additional administrative staff for oversight and administration.

Chapter 6: Capital Plan

6.1 Introduction

The Mountain Transit (MT) capital projects are in a very dynamic situation at the moment. Between securing revenue buses so as to meet the demands of the re-vamped Big Bear Valley (BBV) services as outlined in Chapter 4: Service Plan, and the current efforts underway to design and construct new maintenance and administrative facilities at the RIM and BBV bases, in the short-term the Agency has its hands full. In the long-term MT intends to undertake improvements to its bus stops and shelters, as well as will be preparing to comply with the California Air Resources Board's (CARB) Innovative Clean Transit (ICT) mandate. This mandate requires that beginning January 1, 2026, of MT purchases during that calendar year, 25% of its revenue fleet that are 14,000 gross vehicle weight rating (GVWR) or greater, must utilize zero emissions technology. MT is electing to meet this mandate by introducing battery electric buses (BEB) into the fleet, so that by Fiscal Year (FY) 2029-30 100% of MT's purchases will be BEBs so as to comply with the ICT mandate. All of these major efforts will fall under the four capital project categories for expenditures anticipated during the five-year period in the Short Range Transit Plan (SRTP), which are:

1. Vehicles (revenue and non-revenue),
2. Equipment (software, surveillance and maintenance equipment),
3. Transit Enhancements (improvements to bus stops, shelters and other on route amenities), and
4. Facilities.

6.2 Revenue Vehicles

The revenue fleet consists of both active and inactive (spares) vehicles and totals 26 buses. In addition, there are eight non-revenue (staff support) vehicles, of which four are located at each base. The non-revenue vehicles will be addressed separately in Section 6.3.

In past SRTPs, this section looked at the bases as two separate fleets and were analyzed and programmed separately. In discussion with MT, the fleet is much more fluid in that vehicles move from one base to another, and may serve multiple modes even within one day, all depending upon needs. Should certain vehicles be taken out of service, buses are moved around even more to meet pullout and service requirements. Although in TransTrack (MT's asset management and operations tracking software platform) as revenue vehicles are entered into the system, they are assigned a mode and to an operating base; however, the reality is, those assignments may change on a regular basis.

In 2019 MT worked with their consultant MK Consulting, LLC, as well as the San Bernardino County Transportation Authority (SBCTA) and their consultant (WSP USA) to develop a BEB plan, in response to and in compliance with CARB's ICT regulation. This plan reviewed in detail the current and future fleet, looked at the locations and preliminary plans for the future facilities at both locations, discussed with electric provider infrastructure needs and costs, and these assumptions have all been incorporated into the fleet and infrastructure plan. The ICT mandate does not require MT to introduce BEBs until the 5th year of the SRTP, when beginning on January 1, 2026, MT is required to purchase at least 25% of their revenue vehicle purchases, greater than 14K GVWR, as zero emissions. SBCTA requested that MT provide a ten-year fleet plan

in preparation of SBCTA updating their long range funding strategic plans. Those replacement projections and costs, which were broken down into conventional fuel (gasoline and diesel) and electric, were provided to SBCTA in July of 2021, and will be the basis for the following fleet plan. The analysis will look at the entire fleet and group current vehicles into vehicle classes by length and vehicle type.

Before the analysis begins, it is important to understand the difficulties that MT faces with purchasing and maintaining a fleet, in a mountainous, four season environment, on top of issues that are now present as a result of the COVID-19 pandemic.

- Buses are primarily purchased with Congestion Mitigation / Air Quality (CMAQ) funds, as allocated by the SBCTA. CMAQ funds must first be approved by the SBCTA Board, then they are programmed in the various transportation plans. At which point MT procures and desires to enter into a purchase order (PO) for buses, MT must first complete forms to outline the procurement steps and provide a draft PO with detailed costs, to Caltrans. After Caltrans review, they then provide the information to the Federal Transit Administration (FTA), and MT must then wait for their approval. Upon approval, MT may then enter into a PO with the vendor. The issue at hand, is that given the shortage of revenue vehicles and the disruption to the supply chain as a result of the pandemic, by the time MT has approvals to enter into a PO, the vehicles are no longer available and have been sold to another buyer.
- Due to the pandemic, there is a disruption to bus manufacturing and as a result, prices have increased. Although the re-vamped BBV service desires to utilize all Trolleys on the routes, based on current prices and availability, this approach is not cost-effective nor sustainable, as the prices have doubled for gasoline trolleys and more than tripled for electric trolleys (if they can even be found).
- MT has considered purchasing used Trolleys and cutaway buses; however, CMAQ funds cannot be used to purchase used buses. Therefore, should MT even find buses that meets their needs, MT has to use other restricted capital funds or use funding that was previously set aside for operations, to purchase used vehicles.
- MT has considered leasing buses (especially for the seasonal Green Line service, to and from the ski Resorts). However, CMAQ funds cannot be used to lease used buses if the intent is not to eventually buy the bus. Should MT even find buses to lease, MT would have to utilize operating funds for this purpose, which also lowers MT's farebox return, on top of MT would have to utilize funding that was previously set aside for operations, to lease vehicles.
- To comply with Federal procurement guidelines and at the same time avoid a lengthy and costly procurement process when purchasing buses, MT buys revenue vehicles through the CalACT/Morongo Basin Transit Authority (MBTA) cooperative. In the most recent CalACT/MBTA procurement, only one bid was received from a Trolley vendor and the price was so high and the vendor would not reduce their price, resulting in no Trolleys available on the current CalACT/MBTA bid list. As a result, if MT can even find Trolleys to purchase, MT would have to conduct their own procurement (so as to comply with federal procurement requirements), which is a lengthy and time consuming effort.
- Given the mountainous terrain and four season environment, the MT fleet has issues that other transit agencies do not have to contend with. For example, low floor buses are very popular, are easier for riders to board/disembark, and persons in

wheelchairs utilize ramps to board/disembark (as opposed to wheelchair lifts which can breakdown and are costly to maintain). However, with the mountainous terrain, snowy conditions, along with frequent obstructions in roadways, low floor buses are easily damaged and therefore do not work in this environment. MT also has to install chains on all buses, so as to operate during winter conditions. MT has to ensure when purchasing buses that by installing chains it will not void the manufacturer warranty. In general, MT buses must be very rugged and sturdy, and also withstand ski equipment being taken on and off the buses. As a result, MT buses tend to be more expensive, but more durable, so that MT is not having to repair or send off the mountain for body work on a frequent basis.

- When a bus does have damage or requires repair that MT mechanics cannot or should not perform, there are no repair shops in either mountain community and/or the bus is required to be repaired by the vendor (if the repair is covered under the vehicle's warranty). The coordination of transporting the buses off mountain, is time consuming, along with the period of time the buses are typically gone for these repairs. Even before the upcoming service expansion, this has always been an issue and has impacted the MT's ability to meet pullout (with a reduced fleet with buses off mountain for repairs). It is very important that MT continue to buy reliable, durable, buses and minimize the need for off mountain repairs.
- Because of the mountainous terrain, and narrow and windy roads with steep inclines, MT must buy cutaways or vans so they are able to navigate these types of roadways. Most transit agencies are excited when a route requires transitioning to a higher capacity bus, so as to keep operating costs down and increase ridership on the same route by switching to a larger bus. MT will not be able to ever go in that direction, due to the limitations of the terrain and in fact, the RIM area has even more difficulty and in general cannot handle buses larger than 28' in length.
- The use of smaller cutaway buses also impacts MT's transition to a BEB fleet. The current BEB market will first bring 40' BEBs into large scale production. Then the market takes that same bus and cuts it down to a cutaway bus. As a result, the BEB cutaways are extremely expensive, which is another reason why they SRTP recommends to wait as long as possible prior to that transition.

Keeping all of this in mind the current revenue fleet consists of several types of vehicles that have been grouped into the categories below for determining costs and a replacement cycle. Note that all vehicles are cutaways, and all are fueled by gasoline except for the two Freightliners, which are diesel and provide service to the BBV OTM service. In addition to the seating configuration by category, all buses have two wheelchair positions so as to comply with the Americans with Disabilities Act (ADA).

Exhibit 6-1 Summary of MT's FY 2021-22 Fleet Mix and Needs

Ex. Make/Model	Length Range	Seats	GVWR Range	Useful Life Yrs/Miles	#	FY 22 Buys
Mini Trolley/E450	22'	12	Less than 14.5K	4 yrs/100K	5	3
Trolley / E450	25'- 28'	16-20	14.5 to 22K	5 yrs/150K	13	4
Ford F550	33'	22-24	19.5K	7 yrs/200K	6	0
Freightliner	37'	26	26K	10 yrs/350K	2	0
				Total	**26**	**7**

In addition to the above annual revenue buses needed to meet the expansion planned in FY 2021-22, MT also intends to lease up to six buses, for service on the Green Line (seasonal service to big Bear Mountain Resorts).

The current FY capital funding is programmed and available for the purchase of the seven revenue vehicles in order to fulfill FY 2021-22 service requirements. However, for the balance of the SRTP, Exhibit 6-2 summarizes the five year, inflated SRTP revenue bus needs.

Exhibit 6-2 MT's Revenue Vehicle Schedule and Costs

	22' Gas		25'-28' Gas		33' Gas		33' BEB			
FY	**#**	**Bas Cost; $116,283**	**#**	**Base Cost: $285,000**	**#**	**Base Cost $185,000**	**#**	**Base Cost $375,000**	**Total**	**Costs**
2021-22	3	$207,520	4	$1,140,000					7	$1,347,520
2022-23			1	$ 293,550					1	$ 293,550
2023-24	2	$246,729	4	$1,209,426					6	$1,456,155
2024-25	1	$127,066	4	$1,245,709	2	$404,309			7	$1,777,083
2025-26	4	$523,510	1	$ 320,770	2	$416,438	2	$844,132	9	$2,104,850
Total	**10**	**$1,104,825**	**14**	**$4,209,455**	**4**	**$820,747**	**2**	**$844,132**	**30**	**$6,979,159**

As mentioned earlier, the final year of he SRTP will begin the transition to a BEB fleet. It is at this time that MT would also purchase and install an on-site stationary battery energy storage unit for resiliency (generator) with a RIM full load of 300 kW and a Big Bear Lake (BBL) full load of 600 kW. At this time because two BEBs will be introduced into the fleet, one charging station would be installed, with the capability to charge two buses at once. It is the intent that during facility construction of both bases, the plans would make the facilities' EV ready, and include sufficient power/panels/infrastructure (below ground) so at which time BEBs are introduced, the only additional effort will be to install the above ground chargers. The FY 2025-26 cost to incorporate these infrastructure expenses, totals $1.9M.

A final recommendation is for MT to continually monitor the fleet age, miles accrued, bus condition, and prepare at least nine months in advance to when the procurement cycle should begin to replace that particular vehicle. In addition to ensuring the capital funding is in place for the purchase, MT has internal tools to monitor fleet's mileage/age, and the fleet's overall condition. In past years, MT typically initiates procurements in the fall of one FY, with the intent the vehicle will be delivered and paid for a year later in the following FY. Due to this lengthy funding approval and purchasing cycle, on top of the pandemic issues cited above, MT is encouraged to revisit the fleet at the beginning of each calendar year, to prepare for and amend any funding requests for the next cycle. In the past, the manufacturing cycle had been six months from when the PO was placed, until delivery. However, MT must assume for new buses this schedule will be lengthened over the next few years. By adhering to a strict procurement schedule, MT will be able to keep its fleet in a new condition, minimize repairs and untimely out of service situations and adhere to a Service Quality and Reliability Standard established in Chapter 3.

6.3 Non-Revenue Vehicles

The current mix of non-revenue vehicles consists of the following vehicles shown below in Exhibit 6-3. There are four assigned to each base, and the BBL assignments are highlighted in gray. Per Federal Transit Administration (FTA) guidelines, light duty non-revenue vehicles have a useful life of four years or 100,000 miles.

Exhibit 6-3 Non-Revenue Fleet Mix

ID	Location & Assignment	Year	Make	Model	Fuel	Miles as of Aug 21
63	BBL Operations	2018	Toyota	Rav 4 AWD	Gas Hybrid	28,255
62	Crestline Ops Sup.	2018	Toyota	Rav 4 AWD	Gas Hybrid	31,927
61	BBL General Manager	2018	Ford	Explorer AWD	Gas	32,233
59	Crestline Mnt Rd Calls	2016	Chevy	Silverado 4X4 Truck	Gas	49,248
58	BBL Mnt Rd Calls	2016	Chevy	Silverado 4X4 Truck	Gas	53,429
60	Crestline Ops Manager	2018	Ford	Explorer AWD	Gas	56,745
57	Crestline Snow-Plow	2009	Chevy	Silverado 4X4 Truck	Gas	78,324
56	BBL Snow-Plow	2009	Chevy	Silverado 4X4 Truck	Gas	101,344

Non-revenue vehicles are purchased through the State of California's General Service Administration annual bid list. This is a similar process to the CalACT/MBTA purchasing cooperative, where the State procures light duty fleet vehicles through a competitive process and smaller agencies may purchase off of the State's list so as to comply with procurement requirements. This process saves MT time and resources; however, MT is limited to the vehicle offerings specific to the State's list for that particular procurement cycle, and many of the features about to be discussed may not be available at the time MT needs to replace a support vehicle.

Because of the distance separating the operating bases, each base requires a minimum of four non-revenue vehicles at each location, for the following purposes:

- The Board has incorporated into the benefit packages of the General Manager (GM) and the Operations Manager, a vehicle for their work and personal use. Since both staff are required to attend meetings away from the base, or travel to the other base for meetings, the vehicles are used often for that purpose.
- Maintenance Road Calls: maintenance staff at each base require a vehicle at their ready to assist buses that break down while in service (road calls and repairs), in addition to traveling to dealerships/automotive stores to and obtain parts.
- Operations: Each base always has an Operations Supervisor, or a lead Operations staff on site while revenue service is running. Staff need to leave the base to transport driers to/from their shifts, assist drivers upon request during service and in the field, monitor or audit drivers, respond to accidents or other incidents, perform schedule checks, as well as other needs throughout the workday.
- Snow-Plow: the vehicles assigned to this function have permanent equipment installed on each truck to remove snow from the property during winter conditions. The trucks that have been retrofitted with snowplow equipment are older and beat up, in addition to the constant toll that snow plowing takes on vehicles. Given the plow equipment permanently installed, this is the best use for these aging vehicles. In addition, due to their high mileage and that they are not driven often, these vehicles will continue to serve only this purpose for the Agency for several more years.

Several of the non-revenue vehicles above have met their useful life based on their age (#56, $57,#58 and #59, two of which are snowplow vehicles) and only one of those has met its useful life based on miles (#56 a snowplow vehicle).

Important features when considering the procurement of support vehicles, includes:

1. It is desirable for the shop/maintenance vehicles to continue to purchase vehicles with a truck/hauling capacity with four-wheel drive (4 X 4) or all-wheel drive (AWD) capabilities.
2. For staff vehicles, it is recommended MT continue to purchase a sports utility type vehicle with AWD or 4 X 4 capabilities and if cost-effective and available, consider purchasing hybrid-electric vehicles.
3. From a maintenance perspective, staff have suggested purchasing vehicles from the same manufacturer for ease of repair and parts. However, the type of vehicle and similarity in manufacturers will always be based on what is available from the State bid list at the time of procurement.

Given the newer and low mileage condition of the staff, maintenance and operations support vehicles, during Year 5 of the SRTP only the two snow-plow vehicles will be scheduled for replacement (estimated at $91K). At this time it is recommended that MT retrofit both of the existing Silverado trucks (converting them to snow-plow functionality) and use the newly procured trucks for Maintenance Road Call purposes.

6.4 Equipment

Equipment purchases are an important element of MT operations, and include office equipment, technology and software, as well as maintenance and shop equipment. The equipment category includes the following types of purchases:

1. **Office Equipment**. This category includes the normal replacement of computers, printer, modems, routers and other support equipment that MT owns and maintains. It also includes an allowance for replacement of chairs, desks and filing cabinets as needed. Given the upcoming facility construction that will indeed require some new office equipment for those facilities, this Plan assumes that those costs will be wrapped into the building construction line item.
2. **Technology & Software**. In FY 2016, MT procured software and equipment to install Automatic Vehicle Location (AVL) and Global Positioning System (GPS) technology on every bus. The system provides real-time tracking, monitoring, dispatching and reporting capabilities, along with the providing real time bus arrival and departure information to customers through a mobile application. Since much of the initial software development and installation of hardware and integration onboard buses has occurred, the SRTP incorporates the annual licensing costs for these services. For future replacement or expansion buses, the cost to install hardware has been incorporated into the bus purchase costs. Also included in this line item, are contingencies for security equipment not included in the vehicle, upon purchase. Although MT incorporates bus surveillance camera installation with each new bus purchase price, should there be a need for additional software or hardware to review and maintain camera data and footage, those costs would be included in this category. Should MT lease a vehicle then MT would utilize funds from this category to retrofit the bus with camera, AVL or GPS technology. As far as new facility security hardware and integration, those costs will be wrapped into the facility construction costs. As the fleet, technology onboard buses and as security system evolve, MT may

require additional security services and contracts for their properties, facilities and/or transit centers.

3. **Maintenance/Shop Equipment.** This line item allows for normal replacement and upgrade of maintenance shop equipment. With the assumption that the Crestline and the Big Bear Lake Facilities with complete their construction during the five-year plan, there is a placeholder amount for procurement of new shop equipment for both facilities. This figure should be updated/amended and incorporated into the feasibility studies to be conducted for both location upgrades.

6.5 Transit Enhancements

The past SRTP incorporated into the transit enhancement (TE) category, repairs to and new shelters, benches, signage, as well as other minor improvements to routes and facilities. MT has conducted a study to inventory every bus stop in the system to better understand the location, placement, functionality and amenities located at each stop. Past study efforts have led to an improvement plan so that MT can move into the next phase of passenger comfort and system visibility. As the system matures, and in order to attract additional riders and accommodate the harsh climate of the mountain communities, additional enhancements may be required. With the recent bus stop inventory, along with MT taking over the ownership and maintenance of all shelters from the prior advertising contractor, MT is poised to slowly enhance and complete this project. There are currently 16 shelters in key locations in the City of Big Bear Lake, with MT contracting out to a 3rd party to secure advertisements for not only the shelters, but on the exterior of buses. MT is continuing to re-vamp and put an emphasis on their sales of advertisements on shelters and onboard buses, with the goal to generate additional revenue and consider even more partnerships that could improve upon the shelters and bus stop enhancement program.

Keep in mind that the current FTA definition of transit enhancements are beyond bus shelters and signage, and also include:

- Landscaping,
- Public art,
- Pedestrian access and walkways to transit facilities,
- Bicycle access, facilities and equipment,
- Transit connection to parks and recreation centers, and
- Americans with Disabilities Act (ADA) enhanced access.

Many times, there are local, State and Federal grant opportunities to encourage transit ridership through transit enhancements. In fact, SBCTA has a TDA Article 3 call for projects every other year that MT may apply for. With improvements already made over the past few years, after the facility construction projects are funded and well underway, it is recommended MT focus on the TE element that can greatly enhance and grow the market and ridership. Even though MT customers have ample system information at their fingertips through mobile applications, improvements to existing bus stops and shelters may encourage some discretionary riders to ride the system, but they may find the lack of amenities at the various bus stops frustrating. In fact during the 2021 Rider/ Public survey, improving amenities at existing stops and shelters was the number three priority of those that responded to the survey. The SRTP will incorporate cost assumptions for these types of TE improvements, for each year of the Plan. MT has worked closely with the City of Big Bear Lake, the County and Caltrans, to understand when road improvements are to occur and to ensure that transit needs (and non-motorized needs in general) are accommodated in all funding and design efforts.

For example, MT has worked extensively with the City of Big Bear Lake to assist in the funding, design and completion of the bus turnout in front of the Stater Brothers Shopping Center. MT has participated in meetings with the City of Big Bear Lake to advise on design of the Moonridge Corridor, which currently includes incorporating non-motorized types of amenities that will benefit the public and transit riders (such as bike lanes, bus turnouts and bus shelters). Any effort for MT to provide input while another agency is designing roadway or non-motorized projects, is a win for all involved. As MT has discovered, the cost to design, retrofit and construct projects of this magnitude, on their own, is not only cost prohibitive, but expends much staff time that the Agency does not have.

It is recommended that MT conduct bi-annual meetings with each of the entities responsible for road design and repair, to see if other transit-benefitting type projects can be incorporated into the funding and design. In addition to bus turnouts, there may be other pedestrian and bicycle access, shelters, and other transit amenities that could benefit the system. MT may also suggest these agencies incorporate into their permitting and checklists, transit considerations into the approval process.

6.6 Facilities

As identified in the 2016 SRTP and as discussed throughout prior chapters of this SRTP, the existing MT Administrative and Maintenance facilities (located in the City of Big Bear Lake and Crestline) have significant issues that simple repairs or retrofits will not address. MT has sought funding, has purchased property and is in different phases of this process so that construction of both new base facilities should occur within the timeframe of this SRTP. So as not to focus on the shortcomings of the current facilities (which were well documented in the 2016 SRTP), and since the design of both projects are underway, the SRTP will address the recent planning and funding efforts to complete these projects within this SRTP timeframe. Note that the BEB plan developed to comply with CARB's ICT mandate, has been provided to design teams and electric infrastructure will be incorporated into the facility design. All above ground electric infrastructure will be procured and installed when BEBs are purchased and ready for service.

6.6.1 Big Bear Lake Facilities

The current Administrative and Maintenance facility is located at 41939 Fox Farm Road in the City of Big Bear Lake. MT has purchased a three acre parcel that is within walking distance of the current base that is also within the City of Big Bear Lake. This parcel is in an ideal location, is on level ground and is large enough to not only include a maintenance facility that can fully enclose current and future buses but will have sufficient room for an administrative office building with a customer service center and a bus shelter/transfer point for BBV routes.

MT has procured and is working with an architectural firm on the new building design. These preliminary design concepts have been presented to the MT Board, the City of Big Bear Lake and to SBCTA for feedback and the Team continues to refine the design so as to meet MT funding and operational requirements.

Refer to Figure 17 on the next page to view a map depicting both properties with the bottom right is the current base, and to the upper left is the location of the three-acre parcel for future construction. The following image is a rendering of the new facilities.

Figure 17: Map of the two Big Bear Lake Properties and Rendering of the Future Facilities

Next Steps: Due to the COVID-19 pandemic, construction costs have sky-rocketed and have impacted MT's approach to fund and construct a new base. Given the near term BBV service plans and needs to expand the bus fleet so as to meet future ridership needs, moving forward with this project is more important than ever. MT has discussed with the City of Big Bear Lake (the jurisdiction who will permit the construction) ways to reduce costs and to phase in the construction, with the hope that costs will level off by the time MT procures for a contractor. To this end, MT will split the construction into two phases, where the Maintenance facility and land improvements (parking, signage, landscaping) will be constructed first, followed by a separate Administrative facility. At the time of developing the SRTP, the design team has presented to MT only preliminary costs. Based on these preliminary costs, the SRTP will incorporate assumptions for construction phasing and the funding required to complete the project. However, those costs and timeframes will be refined after the SRTP is finalized and the funding for each phase should be discussed in conjunction with available capital funding through SBCTA. Refer to Appendix F for a Fact Sheet on the current design, project phases and costs.Refer to Exhibit 6.4 which contains a summary of the SRTP Capital Planalong with preliminary BBL facility construction costs.

6.6.2 Crestline Facilities. The current Administrative and Maintenance facility is located at 621 Forest Shade Road in the community of Crestline. Several years ago MT purchased property within walking distance of the current base, which is located at 24042 Pioneer Camp Road in Crestline. The intent of this purchase was that a new RIM Administrative and Maintenance facility would be constructed on the new property and RIM service could continue to operate out of the Forest Shade facility during construction. However, in August of 2019 a fire occurred at the Forest Shade property which made that facility uninhabitable for a long period of time. As MT worked to mitigate the impact from the fire, and after bringing in an architectural and engineering firm to assist in assessing both properties, MT determined it was in their best interest to construct a new facility on the Forest Shade property and use the Pioneer Camp property as an interim facility and for bus storage. Refer to Figure 18 for a map that depicts both properties, with the current facility outlined in maroon to the upper right (Forest Shade Road) and the new property outlined in maroon to the lower left (Pioneer Camp Road).

Figure 18: Map of the two Crestline Properties/Facilities

Next Steps: Since this project is located in an unincorporated area, all permits and approvals are handled through the County of San Bernardino (County). Due to the COVID-19 pandemic, the County has not had staff available to review the plans, provide feedback and approve the permits, so that the project can proceed on to the next phase. With these additional delays, there are concerns that increases in construction costs that will render the current funding already allocated by SBCTA, insufficient to complete this project. MT is hopeful that the County will finalize/approve all plans by mid fall of 2021, then MT will procure a contractor, with the goal to break ground by the spring of 2022. The design team states that construction will take up to eight months, so the SRTP will assume that the new facility will be ready to occupy by the end of FY 2022-23. During construction, staff, buses and resources will work and be staged out of the Pioneer Camp property. Once the new facility is complete, MT will reconsider whether the Pioneer Camp property should remain for bus storage or be sold. Refer to Appendix G for a Fact Sheet on the current design, project phases and costs.

6.7 Capital Plan Summary

The Chapter 7: Financial Plan provides a detailed explanation of the revenue sources for both the planned MT operations and capital program during the five-year Plan. However, some of the key revenue assumptions that are required to complete the Capital Plan, include:

1. In the prior SRTP, during each FY SBCTA allocated to MT $560K in CMAQ funding (along with the required match) for revenue vehicle purchases. Because of the looming CARB ICT requirement and that SBCTA is in the process of updating its Long Term Financial Plan, MT has provided to SBCTA a ten-year revenue bus replacement schedule, that also includes assumptions for BEB purchases and infrastructure. The inclusion of BEBs into the fleet begins in Year 5 of the SRTP and will continue until January 1, 2029 when CARB requires that 100% of revenue vehicle purchases be with zero emission technology. It is assumed that all revenue bus purchases (whether gas or electric) will be through a combination of SBCTA allocated CMAQ, as well potentially additional State grants.
2. All estimates of capital funding sources overseen by SBCTA, have been provided by SBCTA: State Transit Assistance funding (STA), State of good Repair (SGR), Low Carbon Transit Operations Program (LCTOP). However, due to the facility

construction projects and the changes to the revenue fleet, the SRTP assumes that SBCTA will provide additional funding, above and beyond what has already been allocated, and those requests are identified as "SBCTA TBD".

3. MT's allocation of Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA) funding allocation must be expended by the end of FY 2021-22. As such, the remaining balance is obligated towards specific capital projects and those purposes and amounts have been incorporate into the Capital Plan. Upon expending those funds, this funding program will cease to exist.
4. Unused Local Transportation Funding (LTF) or other unrestricted funds are the primary source of a fund balance at the end of each FY, that can be used to backfill capital needs in years where the traditional capital funding is insufficient. Although not a set aside or defined "Reserve", the SRTP assumes that any excess funding is a goal to attain each FY, to ensure the Agency has sufficient funds to withstand service, revenue and economic fluctuations, as well as potential capital cost overruns during facility construction. A reserve is the only manner to ensure operational and fiscal health during a period of such economic uncertainties and uncontrollable costs.

To demonstrate that the planned expenditures are viable during the SRTP period, Exhibit 6-4 on the next page is summary of the capital improvement costs over the five-year SRTP period by the cost categories described above.

As noted earlier, placeholder values are included for the facility projects, and example revenue sources from SBCTA are also an estimate that can be refined upon MT completion of both facilities' final design and engineering.

Due to the nature of the funding source of many of the capital projects listed below, the funding source always equals the expense. Therefore, there will never be a fund balance or excess funds at the end of each FY (like there is in the Operating Plan).

Exhibit 6-4 Capital Plan Summary FY 2021-22 through FY 2025-26

Expenses	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Transit Enhancements	$ 295,004	$ 142,635	$ 144,347	$ 146,094	$ 57,034	$ 785,115
Facility Construction	$ 4,441,738	$ 8,550,000	$ 7,000,000	$ 2,500,000	$ -	$ 22,491,738
Gas Buses (28)	$ 1,347,520	$ 293,550	$ 1,456,154	$ 1,777,083	$ 1,260,717	$ 6,135,025
BEB Buses (2)	$ -	$ -	$ -	$ -	$ 844,132	$ 844,132
BEB Infrastructure	$ -	$ -	$ -	$ -	$ 1,878,053	$ 1,878,053
Equipment	$ 27,229	$ 27,229	$ 27,229	$ 27,229	$ 27,229	$ 136,145
Support Vehicles (2)	$ -	$ -	$ -	$ -	$ 90,841	$ 90,841
Subtotal Expenses	**$ 6,111,491**	**$ 9,013,414**	**$ 8,627,731**	**$ 4,450,406**	**$ 4,158,006**	**$ 32,361,048**
Revenue	**2021-22**	**2022-23**	**2023-24**	**2024-25**	**2025-26**	**Total**
CMAQ	$ 998,168	$ 293,550	$ 1,456,154	$ 1,777,083	$ 3,363,389	$ 7,888,344
STA-POP (SBCTA TBD)	$ -	$ 7,500,000	$ 7,000,000	$ 2,500,000	$ -	$ 17,000,000
STA-POP (Allocated)	$ 3,808,579	$ 1,050,000	$ -	$ -	$ -	$ 4,858,579
STA-OP	$ 27,229	$ 27,229	$ 27,229	$ 27,229	$ 27,229	$ 136,145
SGR POP & OP	$ 83,923	$ 85,601	$ 87,313	$ 89,060	$ 90,841	$ 436,739
SGR (Prior FY)	$ 292,318	$ -	$ -	$ -	$ -	$ 292,318
LCTOP POP & OP	$ 57,034	$ 57,034	$ 57,034	$ 57,034	$ 57,034	$ 285,170
LCTOP (Prior FY)	$ 208,004	$ -	$ -	$ -	$ -	$ 208,004
LTF Reserves	$ 549,235	$ -	$ -	$ -	$ -	$ 549,235
BEB Grants	$ -	$ -	$ -	$ -	$ 150,000	$ 150,000
EV Charging Grants	$ -	$ -	$ -	$ -	$ 469,513	$ 469,513
City/Bus Turnout	$ 87,000	$ -	$ -	$ -	$ -	$ 87,000
Subtotal Revenue	**$ 6,111,491**	**$ 9,013,414**	**$ 8,627,731**	**$ 4,450,406**	**$ 4,158,006**	**$ 32,361,048**

* Many of the revenue sources funding capital projects, utilize carry over funding allocated to MT in prior years.

Chapter 7: Financial Plan

7.1 Introduction

Financing the operation, construction and maintenance of public transportation systems involves many different types of funding sources, such as local and State sources of funding, Federal and non-Federal grants, as well as partnership with public and private entities. Thus, the financial analysis contained in the Financial Plan of the Short-Range Transit Plan (SRTP) is an essential element of the SRTP. The financial analysis combines the service plan strategies identified in Chapter 4 which are incorporated into the five-year Operational Plan in Chapter 5 and the five-year capital projects in Chapter 6. When combining the Service, Operational and Capital Plans together, they serve as the program direction and strategies over the five-year period. The analysis in this chapter now compares the five-year projected costs of these service plans and capital projects with the anticipated revenue sources for that same period and analyzes whether the anticipated total costs can be covered by those revenue streams. The five-year combined plans have been carefully crafted to ensure that services implemented, can be sustained, and funded during the SRTP period.

The sources of data used to develop the Financial Plan came primarily from a review of current and past expenses as contained within MT's TransTrack database, historical data, Board reports and annual audit reports. In addition, the adopted FY 2020-21 MT Budget was used as the starting point for all of the operating and capital expenditure projections.

As the Regional Transportation Planning Agency (RTPA) and the County Transportation Commission (CTC) for San Bernardino County, the San Bernardino County Transportation Authority (SBCTA) has oversight and allocation responsibilities in the distribution of many of the MT funding sources. As such, SBCTA also provided input and guidance into many of the revenue streams that are contained within the Financial Plan. Annually, SBCTA allocates a variety of funding to MT, as well as to the other transit, rail and Consolidated Transportation Services Agency (CTSA) operators within the County. SBCTA's role and oversight in some of the funding sources varies, as well as the parameters by which MT can use the funds. Measure I, Local Transportation Fund (LTF) and State Transit Assistance (STA) funding are included in the appropriate SBCTA Fiscal Year budget and then become available for allocation to MT for that FY. The other Federal sources of funding, as well as Proposition 1B funds, are received directly by MT and, therefore, are not included in the SBCTA FY Budget.

Although the Financial Plan is built on many known factors and projections based on historical precedence, there continues to be much uncertainty facing public transportation financing. As we have experience through the COVID-19 pandemic, there are always unknowns with revenue source growth and projections that are based on population, the workforce and the economy. Two of the critical, local revenue sources are based on expenditures on goods/merchandise (sales tax) and directly correlate with economic health. Federal revenue sources (formula and discretionary) are always uncertain as those are tied to a multi-year Federal transportation bills, and then are further dependent on annual appropriations made by Congress. There will also be additional Federal revenue for the purpose of assisting transit agencies recover from the COVID-19 pandemic, and those revenue assumptions will also be incorporated into this chapter. Even with the financial uncertainties, the resulting financial plan

will be "constrained" in that both the revenue and expenses are based on conservative revenue projections and the most likely scenario.

The following sections describes each funding source under the appropriate distribution method, whether local, State, Federal, as well as other and discretionary categories, which includes Partner contributions.

7.2 Local Funding Sources

A primary source of local funding is through the Local Transportation Fund (LTF). SBCTA considers LTF as a local source of funding in that although the source is implemented by the State and is part of the State-enacted Transportation Development Act (TDA). The LTF half-cent sales tax is imposed to on a county, at that county's discretion. For the purposes of the SRTP, the LTF funding source will be discussed under other TDA sources of funding in the State Funding Sources in Section 7.3.

The other primary local funding source available to MT is through Measure I, the half-cent sales tax collected throughout San Bernardino County for transportation improvements. San Bernardino County voters first approved Measure I in November 1989 to ensure that needed transportation projects were implemented countywide for a 20-year period from 1990 through 2010. In 2004, San Bernardino County voters approved the extension of the Measure I sales tax for a 30-year period, from 2010 through 2040. SBCTA is the Administrator of all Measure I revenue, is responsible for determining which projects receive Measure I funding and ensures that transportation projects funded by Measure I are implemented. The SBCTA Measure I Strategic Plan (https://www.gosbcta.com/plan/measure-i-strategic-plan/) delineates the policies approved by the SBCTA Board of Directors to implement the Expenditure Plan. The Measure I Ordinance identifies funding for the six Subareas, which cover the entire County. The MT service area is primarily within the Measure I Mountains subarea, but MT also provides service into the San Bernardino Valley subarea. The Measure I Plan regards the non-urbanized Subareas as the "Rural Mountain/Desert" Subareas, which are the Mountains (City of Big Bear Lake), North Desert (City of Barstow), Morongo Basin (Town of Yucca Valley) and Colorado River (City of Needles).

7.2.1 Measure I Senior and Disabled Transit Program (SDT)

The Measure I SDT funding program is a local source of funding derived from one-half of one percent general sales and use tax collected in San Bernardino county for transportation purposes. The use of these funds is dictated by the Measure I Strategic Plan, which requires MT reduce its fares for Senior and Disabled passengers, and in return, the Measure I program provides the balance of the fare revenue to stabilize fares for this group of riders. In addition, the Measure I Plan requires that this funding be returned to each Subarea based on the tax generation during the period (aka, "return to source"). Although SBCTA projects what that amount may be over the five-year period, after the end of each FY, SBCTA reconciles the actual to the allocation, and adjustments are made in subsequent FYs.

Assumptions: SBCTA assumes a 7.9% increase ($127K) in revenue between FY 2020-21 to FY 2021-22, a decrease of 6.2% in FY 2022-23, then a 2.9% increase in each FY from years three to five, which results in a five-year average of 2.1% year over year.

3.2.2 Measure I Project Development and Traffic Management Systems Program (PDTMS)

The Measure I PDTMS funding program is a local source of funding derived from one-half of one percent general sales and use tax collected in San Bernardino County for transportation purposes. A source of funding for the Measure I Rural Mountain/Desert Subareas, PDTMS funds are used for project development and traffic management systems projects, as well as environmental enhancement projects. These funds are available on a project-by-project basis and must be requested and approved by SBCTA and the subarea that generates the funds (Mountains).

Assumptions: Since this is a discretionary funding source, PDTMS funds were not included in the five-year SRTP period. However as the Mountain Communities look to MT to assist with traffic mitigation, this funding source may be a future alternative for one-time projects or upgrades to the MT's IT systems and technological tools.

7.2.3 Measure I Traffic Management Systems Program (TMS)

The Measure I TMS funding program is a local source of funding derived from one-half of one percent general sales and use tax collected in San Bernardino County for transportation purposes. This is a source of funding utilized in the San Bernardino Valley Subarea for project development, traffic management systems projects, as well as environmental enhancement projects. The Subarea may allocate funding to any public or private entity, including San Bernardino county transit operators that operate within the subarea. These funds are available on a project-by-project basis and must be requested and approved by SBCTA.

Assumptions: Since this is a discretionary funding source, TMS funds were not included in the five-year SRTP period. However, should MT work on a park'n'ride project to shuttle visitors from the San Bernardino Valley to the mountains, this may be a viable source for MT for one-time projects or upgrades to the MT's IT systems and technological tools.

7.2.4 Local Discretionary Sources of Funding

There are several local discretionary sources of funding available from time to time from which transit agencies in San Bernardino County have received funding in the past and may be eligible for in the future. Typically, the funding agency will issue a "call for projects," in which it will specify maximum eligible funding amounts, funding parameters and goals and objectives to be accomplished by the funding notice. Because these calls for projects are not released on a regular basis and are discretionary in nature (where MT has to apply and most often compete for funding), these sources are therefore not considered an ongoing and reliable source of funding and, unless previously awarded, are not included or assumed in the Financial Section of the SRTP. Local funding agencies that have released discretionary funding in the past, and most likely will do so again in the future, include the following:

1. **South Coast Air Quality Management District (SCAQMD).** The SCAQMD is the air quality/environmental regulatory agency for the South Coast Air Basin (SCAB), of which the Mountain Communities are included within their jurisdiction. The agency has several grant programs that are made available to its residents and businesses each year and incudes program purposes such as research,

development, and demonstration efforts to transition fleets to clean energy. Co-funding or in kind contributions are typically required (most often a minimum of 25% of project costs) and most grants must be applied for and awards are selected on a competitive basis. The various grant programs that are available change from year to year but can be found at the SCAQMD's website.

2. **Mobile Source Air Pollution Reduction Review Committee (MSRC)**. The MSRC also has jurisdiction within the SCAB and provides grants for projects implemented in the San Bernardino Valley and the Mountains subareas. The MSRC is funded through Assembly Bill 2766, which directs a portion of a State motor vehicle registration fee to the Committee for projects that reduce mobile sources of pollution. The MSRC typically operates on a two-year cycle and calls for projects in the past few years have surpassed $35 million for the two-year period. Past programs that may be of interest to MT include the Major Event Center Transportation Program and the Alternative Fuel Infrastructure Program.

Assumptions: These discretionary sources of funding were not included in the five-year SRTP period.

7.3 State Funding Sources

The Mills-Alquist-Deddeh Act (better known as the Transportation Development Act or TDA) generates revenue for the Local Transportation Fund (LTF) and State Transit Assistance (STA) Fund, which are major sources of State funding for public transportation. The Act allows each California county to impose a 1/4 percent sales tax to be collected by the State Board of Equalization and returned to the county on a pro rata basis for public transportation purposes. These funds are for the development and support of public transportation needs that exist in California and are allocated to areas of each county based on the parameters described below. Section 99214 of the California Public Utilities Code designates SBCTA as the acting RTPA for the purpose of administering TDA funds. This responsibility includes the approval of the LTF and STA apportionments, issuance of LTF and STA allocation instructions to the County of San Bernardino Auditor-Controller, and authorization of LTF and STA payments in accordance with the claim amounts filed by the claimant. SBCTA also provides oversight of the public hearing process used to identify unmet transit needs.

Caltrans provides interpretation of and initiates changes or additions to legislation and regulations concerning all aspects of the TDA. Caltrans also provides training and documentation regarding TDA statutes and regulations. Caltrans ensures local planning agencies complete performance audits required for participation in the TDA. Note that although transit operators may expend TDA on operating or capital, as well retain unused TDA funds that were not expended during the FY the funds were generated, there are other requirements that operators must adhere to continue to receive TDA funds. One such requirement is a minimum farebox return that will impact other funding sources that will be described later in this chapter.

In addition to TDA funding, there are other State sources of funding available to transit operators for both operating and capital purposes, which are also discussed further below.

7.3.1 Local Transportation Fund (LTF)

Local Transportation Fund (LTF) revenue is derived from 1/4 cent of the retail sales tax collected statewide and was enacted as part of the TDA. Although SBCTA considers LTF

as a local funding source, for the purpose of the SRTP the LTF will be treated as a State Funding source. LTF is the most flexible funding source available for transit as it can be used for capital and operations with minimal restrictions and does not require matching funds. LTF is a "return to source" to the County based on the tax revenue generated, and then SBCTA in turn allocates to the subareas based on the same "return to source" generation principal.

After the State Board of Equalization reduces the County's allocation with their fees, the TDA statute then allows for additional fees/allocations to go to the County Auditor Controller and to SBCTA for administrative, planning, and programming. SBCTA, in accordance with the priorities outlined in Section 99233, has identified the following set-asides as priority use, prior to allocations to the transit operators:

1. TDA administrative costs as needed,
2. 3% for SBCTA planning efforts,
3. .75% for Southern California Association of Governments (SCAG for the County's Metropolitan Planning Organization "MPO" planning efforts), and
4. 2% for pedestrian and bike facilities - note that MT is eligible to apply for funding under this LTF Article. SBCTA issues a call for projects and the funds are awarded based on a competitive nature and approved by the SBCTA Board.

In accordance with TDA, the remainder of LTF may be set aside for rail passenger service operations, capital improvements and community transit services prior to area apportionment. However, SBCTA does not elect to use these set-asides for these purposes, although SBCTA will retain a portion of LTF or excess LTF generated in a FY, which SBCTA refers to as "carry over funds" that can be re-apportioned in future years (should there be downturn in the economy and a reduced level of LTF). Other than the carry over funds, SBCTA allocates to rail after apportioning the remaining balance geographically based on population, in this manner by Subarea that are contained within the MT service area:

1. In the San Bernardino Valley and Morongo Basin Subareas, LTF is entirely used for transit purposes with the focus on maintaining a steady flow of operation funding available into the future.
2. In the Victor Valley Subarea, LTF is allocated to the individual transit operators based on population of their service areas. As in prior years, it is anticipated that after using the available LTF for transit purposes, the transit operators have had surplus LTF available that, in accordance with the TDA unmet needs process, can be returned to the local jurisdictions in their service area for road maintenance purposes.
3. In the Mountain Subarea, as well as the Colorado River and North Desert Subareas, the amount of LTF is allocated to the individual transit operators based on population of their service areas. LTF allocations from the North Desert are included with the Victor Valley Transit Authority's (VVTA) allocations, as the City of Barstow joined the VVTA joint powers agreement on July 1, 2015.

Since MT's service area covers three County subareas, MT receives three separate allocations from LTF, and SBCTA crafts specific assumptions based on the area which generates the allocation, and those are:

1. **City of Big Bear Lake LTF:** all of the LTF generated within the jurisdiction of the City of Big Bear Lake, is allocated to MT for transit services.

   Assumptions: SBCTA is releasing carryover funds in FY 2021-22, which will provide a 4.4% increase from the prior FY, resulting in a $260K allocation. Future FYs have only slight gains, that results in a five-year average of only .3% increase, year over year. Given the tremendous amount of tourism that has and continues to be active within the City, it is hoped that since this is a return to source funding stream, the eventual revenue received will be higher during the five-year period. For the purposes of the SRTP, MT will keep the SBCTA projections.

2. **San Bernardino Valley Subarea LTF:** a portion of the Valley's LTF is provided to MT to assist with funding the Off the Mountain (OTM) service, originating from the RIM and Big Bear Valley (BBV) areas with stops/locations within the San Bernardino Valley.

   Assumptions: SBCTA recommended 3% ongoing increase year over year during the five-year SRTP period, with the FY 2021-22 allocation at $263K.

3. **County of San Bernardino LTF:** the majority of MT's service area is within unincorporated areas of San Bernardino County. As such, this is MT's largest allocation of LTF and is a critical source of funding.

   Assumptions: SBCTA is releasing carryover funds in FY 2021-22, which will provide a 5.5% increase from the prior FY, resulting in a $2.3M allocation. Future FYs have only slight gains, that results in a five-year average of only .5% increase year over year. Given the tremendous amount of tourism that has and continues to be active within the Mountain Communities, it is hoped that since this is a return to source funding stream, the eventual revenue received will be higher during the five-year period. For the purposes of the SRTP, MT will keep the SBCTA projections.

7.3.2 State Transit Assistance (STA)

STA funding is derived from the statewide sales tax on diesel fuel and is deposited in the Public Transportation Account in the State Transportation Fund. As part of the annual budget process, the State legislature approves the amount of STA funds allocated to the program which serves as a second source of TDA funding for transportation planning, public transportation, and community transit purposes as specified by the Legislature. Unlike LTF, STA funds may not be allocated for fund administration, streets, roads, or pedestrian/bicycle facility purposes.

The allocation to MT is approved via a resolution adopted by the RTPA's governing board (SBCTA). The County auditor, in accordance with the allocation instructions, makes payments from the STA fund directly to the Transit Operators (MT). Allocations are made as follows:

1. **STA-Population Share (STA-Pop)**: allocations are dictated by PUC Section 99313, where 50% of STA funding is allocated to the County based on the ratio of the population of the County as compared to the entire State. Each January the State provides a STA-Pop Share revenue estimate for the following year. Using the same

allocation methodology, SBCTA then further apportions the STA-Pop funds to the San Bernardino Valley and Rural Mountain/Desert subareas, based on population. STA-Pop Share is then allocated to transit operators in each respective subarea, on an as-needed basis, as approved by the SBCTA Board.

Assumptions: SBCTA has two current STA-Pop allocations available to MT, as a one-time revenue stream for facility construction. Those include $3.1M for FY 2021-22, and $1.1M for FY 2022-23. This is a viable revenue source to pursue as MT solidifies its building construction costs.

2. **STA-Operator Share (STA-Op):** allocations are dictated by PUC Section 99314, where 50% of STA funding is allocated to each transit operator based on the ratio of the total region's prior year transit operator passenger fare and local support revenues, to the total revenue of all operators in the State and member agencies. At MT's discretion, STA-OP may be used for either capital or operating projects.

   Assumptions: SBCTA recommended a fixed STA-OP allocation for each FY ($27,229) in the five-year Plan. SBCTA's reasoning is that prior to COVID-19, STA was stabilized by an infusion of Senate Bill (SB) 1 revenue. However, since the start of the pandemic, given the reduction in automobile and truck traffic in much of 2020, SBCTA is concerned this source may decrease even further. Given the increase in service that will occur in the BBV in FY 2021-22, along with the infusion of Partners contributions to replace fare revenue, this stream should increase over time (as MT takes a greater share of revenues statewide). However, this is a big unknown as to what an increase in this funding source may be. For the purposes of the SRTP MT will keep the SBCTA projections.

7.3.3 State of Good Repair (SGR)

The Road Repair and Accountability Act of 2017, Senate Bill (SB) 1 (Chapter 5, Statues of 2017), includes a new funding program to provide revenue for transit infrastructure repair and service improvements, called SGR. The revenue is generated from a portion of a new Transportation Improvement Fee imposed on vehicle registrations in the State. Funds are allocated to eligible transit agencies for maintenance, rehabilitation and capital projects. Agencies must submit applications/program of projects to the State, and upon approval, allocated funds are forwarded to the transit agencies on a quarterly basis. Transit agencies have up to four fiscal years to expend the funds. Eligible projects include capital projects or services to maintain or repair an operator's existing fleet or facilities; design/purchase/construction of new vehicles or facilities; and/or services that complement local efforts for repair and improvement of local transportation infrastructure.

Assumptions: As a rather new State funding source generated from a fee charged on vehicle registration, SBCTA anticipates that this source will not be impacted by the COVID-19 pandemic. The FY 2021-22 allocation is approximately $84K and SBCTA anticipates it will increase 2.0% year over year during the five-year period.

7.3.4 Low Carbon Transit Operations Program (LCTOP)

LCTOP is one of several programs that are part of the Transit, Affordable Housing, and Sustainable Communities Program established by the California Legislature in 2014 through Senate Bill 862 (SB 862). SB 862 established LCTOP as a noncompetitive,

formulaic program, with 5.0% of annual auction proceeds being continually appropriated since the beginning of 2015. This program is funded by auction proceeds from the California Air Resources Board (CARB) Cap-and-Trade Program whereby 5.0% of future annual proceeds will continue to be appropriated to the LCTOP. However, caution must be taken as this funding source is reliant upon the market generated from the State's Cap-and-Trade Program, which varies year-to-year. In 2016, the Legislature allowed LCTOP funds to be expended by transit agencies on operating and capital assistance that reduce GHG emissions and improve mobility, with a priority on serving Disadvantaged Communities (DAC).

LCTOP is allocated to MT using the same STA program formula (a population and an operator allocation), based on the ratio of the revenue of MT's jurisdiction to the total revenue of all operators in the state. SBCTA receives LCTOP apportionments and apportions based on population between the San Bernardino Valley Subarea and the Rural Mountain/Desert Subareas, and further allocates both shares to the transit agencies, based on the agencies share of population. While SBCTA is responsible for allocating LCTOP funds to projects in the County, the transit operators must work directly with Caltrans to receive their LCTOP funding. Receipt of funds is contingent on several reporting requirements to the State, including progress reports, fiscal and compliance audits, and a close-out report once the project is complete. The LCTOP funds are then allocated to projects in accordance with all allocation principles approved by the SBCTA Board in July 2015.

Assumptions: The past few years have seen a decrease in this funding source, where MT has realized an allocation of $57K per year. Given the economic uncertainty and the recent decline in this revenue source, SBCTA recommends a consistent allocation during the SRTP period. Given the increase in service that will occur in the BBV in FY 2021-22, along with the infusion of Partners contributions to replace fare revenue, this stream should increase over time (as MT takes a greater share of revenues statewide). However, this is a big unknown as to what an increase in this funding source may be. For the purposes of the SRTP MT will keep the SBCTA projections.

7.3.5 Proposition 1B Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA)

The PTMISEA was created by Proposition 1B, the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006. Of the nearly $20 billion available to Transportation, $3.6 billion was allocated to PTMISEA to be available to transit operators over a 10-year period. PTMISEA funds may be used for transit rehabilitation, safety or modernization improvements, capital service enhancements or expansions, new capital projects, bus rapid transit improvements, or rolling stock (buses and rail cars) procurement, rehabilitation, or replacement. Past funds have been allocated and approved by SBCTA, with all funds having to be expended by no later than June 30, 2022.

MT has allocated the remainder of the PTMISEA towards FY 2021-22 revenue bus purchases and upon that purchase, this funding source will no longer exist.

Assumptions: Of the initial PTMISEA allocation to MT, $1.5M remains which will be budgeted and expended in FY 2021-22 for bus purchases and for bus stop improvements. Upon this expenditure, this funding source will no longer exist.

7.3.6 State Discretionary Funding Sources

There are several State discretionary sources of funding available from time to time that MT has received in the past and may be eligible for discretionary funding in the future. As with similar discretionary programs mentioned elsewhere in this analysis, the funding agency typically will issue a "call for projects," which identifies funding amounts and funding parameters, as well as specific goals and objectives to be accomplished by the funding source. Because these calls for projects are not released on a regular basis and are discretionary in nature (where an agency has to apply and most often compete for funding), these sources are therefore not considered an ongoing and reliable source of funding, and thus are not assumed in the Financial Section of the SRTP.

Agencies that have released discretionary funding in the past, and most likely will in the future, include the following:

1. California Air Resources Board (CARB). As a regulatory body, CARB also receives State funding to assist State agencies to comply with clean fleet mandates, in addition to voluntary fleet transition to alternative fuels, construction, upgrade and installation of alternative fueling stations, as well as project research and demonstration of cutting edge alternative fuel technology.
2. California Energy Commission (CEC). These calls for projects have focused on conversion/transition of vehicles to alternative fuels, construction, upgrade and installation of alternative fueling stations, as well as project research and demonstration of cutting edge alternative fuel technology.
3. California Department of Transportation (Caltrans). Caltrans' calls for projects have been issued for the new Active Transportation Program, whose purpose is to encourage increased use of "active" (i.e., non-auto) transportation, such as pedestrian crossings and bicycle infrastructure. Shelters, signage and pedestrian enhancements such as safer routes to schools have also been funded.

Assumptions: These discretionary sources of funding were not included in the five-year SRTP period.

7.4 Federal Funding Sources

The Federal Transit Administration (FTA) is one of eleven modal agencies within the United States Department of Transportation (DOT). The FTA provides the majority of Federal financial and technical assistance to local public transit systems in all states, the District of Columbia, and the territories. The public transportation modes overseen by the FTA include buses, subways, light rail, commuter rail, monorail, passenger ferry boats, trolleys, inclined railways and people movers. The Federal government, through the FTA, provides financial assistance to develop new transit systems and improve, maintain, and operate existing systems. The FTA oversees grants to state and local transit providers, primarily through its ten regional offices.

The recipient agencies ("grantees") are responsible for managing their programs in accordance with Federal requirements, and the FTA is responsible for ensuring that grantees follow Federal mandates along with statutory and administrative requirements.

Each year Congress passes legislation which, when signed by the President, appropriates funds for the DOT and related agencies. After this legislation is enacted, FTA publishes a Notice in the Federal Register, which provides an overview of the apportionments and allocations based

on these funds for the various FTA programs as well as statements of policy and guidance on public transit administration. The FTA website contains the current and prior fiscal year apportionments for each grant program.

In the autumn of 2015, Congress passed and President Obama signed the first long-term reauthorization of Federal surface transportation programs in a decade, known as the Fixing America's Surface Transportation (FAST) Act. Although the Act was to expire in 2020, due to the COVID-10 pandemic it was extended through FY 2021-22. The following review of the Federal programs are specific to MT, in that they have received past funding and most likely will be eligible to continue to receive future Federal funding, either via a formula or a discretionary funding approach. The eligible programs and grants are most often overseen and provided through the FTA or the Federal Highway Administration (FHWA). In addition, there are discretionary grant opportunities through the FTA and other Federal departments, and those are identified below as well.

7.4.1 FTA Section 5311 Formula Grants Other Than Urbanized Areas

This is a rural funding program that is formula-based and provides funding to states for the purpose of supporting public transportation in rural areas, with population of less than 50,000. The program provides the following services:

1. Enhance the access of people in nonurbanized areas to health care, shopping, education, employment, public services, and recreation.
2. Assist in the maintenance, development, improvement, and use of public transportation systems in nonurbanized areas.
3. Encourage and facilitate the most efficient use of all transportation funds used to provide passenger transportation in nonurbanized areas through the coordination of programs and services.
4. Assist in the development and support of intercity bus transportation.
5. Provide for the participation of private transportation providers in nonurbanized transportation.

As a non-urbanized "rural" Federal funding source, MT may utilize 5311 funds for operations or for capital. FTA apportions Section 5311 funds to states by a statutory formula using the latest available U.S. decennial census data. The formula consists of an 80% statutory basis using each state's nonurbanized population. The remaining 20% of the formula is based on land area. No state may receive more than 5% of the amount apportioned for land area. In addition, FTA adds amounts apportioned based on nonurbanized population according to the growing states formula factors of 49 U.S.C. 5340 to the amounts apportioned to the states under the Section 5311 program.

Assumptions: These allocations have fluctuated greatly in the past, due to the dependency on Federal reauthorization appropriations. During the past five years, there was an increase between FY 2016-17 to 2017-18, then the allocation remained flat. With the FAST Act still under an extension, it is uncertain as to what future allocations may be. SBCTA projects a 7.6% increase from FY 2020-21 to 2021-22 and will keep the allocation flat for the remainder of the SRTP period at $309K each FY.

7.4.2 FTA Section 5311(f) Rural Transit and Intercity Bus

The purpose of FTA 5311(f) funding is to provide supplemental funding for public transportation equipment and service connecting rural areas to urbanized areas. Caltrans

administers the FTA 5311(f) funding for State of California. The current 5311(f) funding guidelines adopted in California have a criterion of intercity services that have a one-way route length greater than 50 miles. However, the Federal authorizing legislation does not have such a stipulation and emphasizes "program goals of providing a 'meaningful connection' to the national intercity bus network." Both the Rim and the BBV Off the Mountain (OTM) services not only provide a meaningful connection to Greyhound, Amtrak and Metrolink, the services also connect residents to medical and social services. MT's OTM services are what FTA 5311(f) was intended to accomplish and MT has sought and received a waiver for the 50-mile requirement in order to enable funding for the RIM OTM service (in that the BBV OTM already qualifies with the Caltrans mileage guidelines of a route length greater than 50 miles).

Assumptions: The 5311(f) funding program will provide MT for OTM services in FY $215K. As OTM services are expanded in future years, the 5311(f) funding will increase accordingly to provide 34% of OTM operating costs throughout the SRTP.

7.4.3 FTA Section 5311 COVID-19 Assistance

The Federal Government has stepped in several times during the COVID-19 pandemic, to provide financial assistance to transit agencies, as ridership plummeted and agencies have struggled to provide the public with services during this unprecedented time.

1. The first financial relief was provided through the Coronavirus Aid, Relief, and Economic Stimulus (CARES) Act. The U.S. Department of Transportation (DOT) and FTA have made available $25 billion in funding for public transportation operations, maintenance, capital, and administrative expenses at 100-percent Federal share with no local match required. All rural and urban transit operators were provided funding for any eligible operating expenses incurred beginning on or after January 20, 2020. Reimbursable expenses included additional safety efforts/bus cleaning in response to COVID-19, expenses to maintain transit services as service was suspended, as well as paying for administrative leave for transit personnel due to reduced operations during an emergency. MT received $1.9M in CARES funding, and of that, $644K remains and is included in the FY 2021-22 budget.
2. The second financial relief was provided through the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA). This Act provided $14 billion in supplemental appropriations for COVID-19 relief to support transit agencies as the pandemic continued. Similar to the CARES Act, the supplemental funding has been provided at 100-percent Federal share, with no local match required. Funding will support expenses eligible under the relevant program, although the Act directs recipients to prioritize payroll and operational needs. MT received $2.0M in CRRSAA funding which has been included in the FY 2021-22 budget.
3. The third financial relief was provided through the American Rescue Plan Act of 2021 (ARP), signed by President Biden signed on March 11, 2021, to provide $26.6 billion in continued 100% Federal share relief in response to the pandemic. The exact funding amount to be allocated to MT has not yet been determined. However, based on past CARES and CRRSAA allocations, this SRTP anticipates $2.0M from this funding source which has been programmed into Year 2 of the SRTP.

For all three programs, Caltrans provides the formula-based funding amount for each region to the MPOs/RTPAs (SCAG/SBCTA), who sub-allocate projects based on regional transportation needs. Once projects are selected the transit agencies will submit their application directly to Caltrans. Funding will be provided at a 100-percent Federal share, with no local match required, and will be available to support capital, operating, and other expenses generally eligible under those programs to prevent, prepare for, and respond to COVID-19.

Assumptions:

1. It is assumed that these are one-time allocations, that will not be repeated in subsequent FYs.
2. The total amount of CARES funding that remains during the SRTP period is $644K.
3. The total amount of CRRSAA funding MT anticipates to receive, is $2.0M.
4. MT anticipates that the ARP funding will be close to or exceeding the CRRSAA funding amount, therefore, the SRTP will assume a conservative $2.0M allocation, that has been included in the FY 2022-23 operating budget.

7.4.4 FHWA Congestion Mitigation and Air Quality (CMAQ)

As a Federal formula funding program, CMAQ funds are apportioned based on population and emissions weighting factors specific to air quality air basins (such as the SCAB, which is where MT services are located and provided). Caltrans suballocates to SBCTA, who is responsible for selecting projects and allocating CMAQ funding to those specific projects. As approved each year by the SBCTA Board, CMAQ funds are then apportioned to Measure I Subareas based on population and need. Activities typically eligible for CMAQ funding include high occupancy vehicle lanes, transit improvements, travel demand management strategies, traffic flow improvements such as signal synchronization, and public fleet conversions to cleaner fuels. SBCTA is responsible for updating CMAQ funding in the Federal Transportation Improvement Program (FTIP) as well as submitting a CMAQ annual report to the FHWA. The annual report documents the results of emission reduction assessment for projects in San Bernardino County using CMAQ funding for each Federal fiscal year. Each CMAQ project must be analyzed using calculation methodologies recommended and approved by Caltrans and CARB.

The Fast Act continued the CMAQ program, providing a flexible funding source to state and local governments for transportation projects and programs to help meet the requirements of the Clean Air Act. Funding is available to reduce congestion and improve air quality for areas that do not meet the National Ambient Air Quality Standards for ozone, carbon monoxide, or particulate matter (nonattainment areas) and for former nonattainment areas that are now in compliance (maintenance areas). Once each state's total Federal-aid apportionment is calculated, an amount is set aside for the state's CMAQ program through a calculation based on the size of the state's prior CMAQ apportionment relative to the state's total prior apportionments. Since the FAST Act expired at the end of FY 2019-20, and has been extended each FY since that time, the estimates of expected revenues are thus projections of expected formula funding based on recent history of the CMAQ program.

SBCTA has previously funded all MT revenue vehicle purchases, at 100% using CMAQ funding and available match funding. With the requirement for MT buses to transition to

electric, the CMAQ contribution for revenue vehicle purchases will increase in the years to come.

Assumptions: MT's FY 2021-22 CMAQ allocation of $998K has been approved by both SBCTA and MT Boards for the purchase of revenue buses. Based on detailed revenue vehicle replacement schedules that includes additional buses needed to expand the BBV fleet in FY 2021-22, along with the cost to begin to prepare the Agency for an electric bus conversion, the revenue vehicle needs over the remaining four-year SRTP period (inflated) is $7.0 million. MT intends that the revenue vehicle replacement and expansion program be funded entirely through CMAQ (including a SBCTA-provided match); however, MT will also pursue State subsidies and incentives that will offset electric bus and infrastructure costs, as described in Section 7.3.6.

7.4.5 FTA Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities

To improve mobility for seniors and individuals with disabilities by removing barriers to transportation service and expanding transportation mobility options. This program supports transportation services planned, designed, and carried out to meet the special transportation needs of seniors and individuals with disabilities in all areas, urbanized and rural. Eligible projects include both traditional capital investment and nontraditional investment beyond the ADA complementary paratransit services. Funds are apportioned to direct recipients:

1. States for rural and small urban areas (small UZAs) and designated recipients chosen by the Governor of the state for large urban areas (large UZAs); or
2. State or local governmental entities that operates a public transportation service.

Section 5310 funding allocations are based on Census data. The formula funds are apportioned to each state based on the number of older adults and individuals with disabilities and allocated by area: Large UZAs: 60%, Small UZAs: 20% and Rural: 20%. The State suballocates to the RTPA (SBCTA) who then allocates to County transit operators.

Assumptions: Although MT has never applied for these funds, as MT introduces free fares for its BBV Dial-A-Ride program in conjunction with the fixed route and Airport Connexx free fares, MT may consider additional means by which to fund and provide ADA services to its constituents.

7.4.6 Federal Discretionary Grant Opportunities

There are several Federal discretionary sources of funding available from time to time under which transit agencies in San Bernardino County have received past funding and may be eligible for future discretionary funding. Most often the Federal discretionary sources are competitive in nature, are typically for capital projects, and are promoted on the website Grants.gov (a Federal government-wide website for announcing and managing competitive grant opportunities). Not only can Federal grants be researched and explored on this website, but this is also the website where one applies online for the grant/funding source.

Most often Federal discretionary grants are awarded based on legislative or agency-determined criteria. Unlike many of the FTA formula grants addressed in prior federal Sections above, there is no set allotment for a geographic area or based on population.

However, at times the grant process will ensure that awards are to be distributed throughout the nation with some sort of geographic equity. These programs typically allow for a Federal share of 50% to 80% of the project capital cost, but the exact match requirement will always be identified in each grant opportunity notice (referred to as the Notice of Funding Opportunity or "NOFO").

Many of the FTA discretionary grant programs are targeted toward large, urbanized areas, and the resulting awards are in the millions with onerous requirements (where most often only larger systems can compete for and successfully implement). However, from time-to-time other funding programs are offered to smaller agencies such as MT. In addition to discretionary grants provided through the FTA, other granting agencies may include the Department of Transportation (DOT) Transportation, the Department of Energy (DOE) as well as the Department of Homeland Security (DHS).

Assumptions. Similar to the local and State discretionary funding sources, these competitive and discretionary Federal grants are not released on a regular basis; therefore, these sources are not considered an ongoing and reliable source of funding and are not included or assumed during the SRTP period.

7.5 Other Revenue Sources

MT has other revenue sources that are considered local in nature and are generated as a result of MT's operations. Due to the source of these revenues, they do not carry restrictions because they are not derived from legislation or statute, and they do not have as stringent use restrictions or match requirements like the State and Federal sources above.

However, there are other parameters in that the FTA considers any revenue generated from a federally-funded asset, Federal "Program Income". Program income includes income from fees for services performed (fares and/or Partner contributions to supplant fares), from the sale of advertising and concessions, from the use or rental of real or personal property acquired with grant funds, from social service contract revenue, and from the sale of commodities or items fabricated under a grant agreement. Except as otherwise provided in regulations, Program income does not include interest on grant funds; nor does Program income include rebates, credits, discounts, refunds, and interest earned on any of them.

7.5.1 Fare Revenue

The amount of revenue generated by passenger fares (aka "fare revenue" or "farebox") is a highly monitored revenue source. All transit operators (including MT) have farebox goals and standards that they must adhere to and track on a regular basis and are reviewed in detail every three years as part of the triennial performance audit required for the utilization of TDA funds. The main TDA qualifying requirement is that MT must maintain a minimum ratio of fare revenue to operating cost of at least 10%. This amount is lower than the urbanized transit agency requirement of 20%, due to the rural setting. A higher farebox recovery ratio translates into either the passenger sharing a higher cost in the operations and/or an operator managing and keeping operating costs lower, resulting in a higher farebox return. There are no restrictions on the use of fares except for the FTA guidelines mentioned above.

Prior to the COVID-19 pandemic, MT had done an excellent job to improve its farebox recovery, with a system-wide low at 12.2% in FY 2016-17, to a high of 13.4% in FY 2017-18, and with FY 2018-19 close behind at 13.0%. Unfortunately, due to the shelter in place

order implemented at the onset of the pandemic in March 2020, the last three and a half months of FY 1920-21 dropped the system-wide average farebox ratio to 9.5%. Even with ridership improving slowly throughout FY 2020-21, the cost to retain drivers and employees, along with increases in all areas of operating costs, the system-wide farebox was 9.3%. Note that although MT has dropped below the threshold of 10% for rural transit operators, the State and FTA have waived that requirement until such time there is a recovery and overall improvement to transit agency's finances and ridership.

The Financial Plan has been crafted so as to keep fares stable from a customer point of view, with no planned fare increases to the passenger. To assist with the reaching the minimum farebox percentage, MT will supplant the BBV fixed route and DAR customer fares with sources from "Partners", so as to meet or exceed the 10% required minimum throughout the five-year period. As MT embarks on a variety of partnerships in the BBV that will provide for passenger fares on the fixed route and DAR services (see Section 7.5.2 below), in lieu of passengers paying fares directly, MT will continue to collect fares from passengers for the BBV OTM service, and for all services in the RIM area. MT anticipates that this demonstration of free fares will be a success, will result in improved ridership, will exceed the TDA farebox requirement, and the goal is to apply this strategy eventually to the RIM area.

Assumptions: As discussed in the Chapter 5: Operating Plan, there are a variety of ridership assumptions that impact the amount of farebox revenue generated directly from passengers. The ridership assumptions were developed considering past growth patterns, current economic conditions, recovery from the pandemic, as well as other external forces in play. As a result, along with anticipated increases in costs, the passenger-paid fares for the BBV OTM and RIM services are anticipated to be $100K in year one and should increase to $163K by year five of the SRTP. The resulting passenger-paid farebox return is anticipated to be low in the RIM area (ranging from 2% to 8% over the five-year period), with the BBV OTM return much higher by year five at 25%.The impact from the BBV Partners supplanting their revenue on BBV fixed and on demand route fares will be addressed in the next section.

7.5.2 Partnerships

MT has developed a collaboration ("partnership") in the BBV, with the City of Big Bear Lake, Big Bear Mountain Resorts (BBMR), Big Bear Airport Authority, San Bernardino County 3rd District Supervisor Rowe and Visit Big Bear ("Partners") to contribute revenue so as to supplement passenger fares on fixed routes and on demand routes in the BBV. With these partnerships, the MT passenger on these BBV routes will not be charged a fare with the goal to increase ridership to reduce traffic congestion, contribute to air quality preservation and provide reliable transportation for the workforce, residents and visitors. To ensure that the provided service is comprehensive and attractive to both residents and visitors, MT will provide expanded fixed route service with 30-minute headways on two routes (Red and Blue Lines), and an expanded route with a 60-minute headway (Gold Line). The seasonal resort fixed route services (Green Line) will provide 15-minute headways at no charge to the rider. The Airport Connexx service will provide weekend and holiday service to those flying into the Airport, at no charge to the customer. To complement the free fares on the fixed route services, MT will transition its DAR service to free fares for those eligible under the ADA. Refer to Chapter 4: Service Plan for a

summary of all service changes that are part of this partnership, commencing in FY 2021-22.

An extensive marketing plan will educate visitors about the free service, the stops, routes, and schedules and encourage visitors to "park once" during their stay in the BBV. These BBV partnerships are assumed to continue and free fares will be provided for these services throughout the SRTP period. It is anticipated with a successful deployment and demonstration that this partnership model can be demonstrated as sustainable with the intent that this approach can be implemented with Partners in the RIM service area (although not assumed or demonstrated in this SRTP).

> **Assumptions**: With the Partner agreements in place for FY 2021-22, the revenue generated that will supplant BBV fixed routes Red, Blue and Gold Lines, Airport Connexx and DAR fares, for a total of $304.4K for the FY which equates to a 10% farebox return that would have otherwise been paid for by the passenger. The Green Line (winter service to BBMR) will provide for 100% of passenger fares, at approximately $722.6K for the FY. Assuming that this approach and expanded service is successful and demonstrates an increase in ridership, and with the proposed expansions to Airport Connexx and the Gold in in Year 4, MT assume that there will be increases in Partner contributions beginning in Year 3 of the SRTP. These assumptions vary by Partner and are included in the Operating Plan, under Revenues.

7.5.3 Advertising

In the past MT has sought arrangements with private businesses to provide their advertising products on shelters and in return, the business provided to MT a portion of the advertising revenue as compensation. Transit agencies in urban settings often procure advertisement services through public relations firms, who then work with a variety of clients in that market to advertise on the transit assets. MT has transitioned to owning and maintaining all of its bus shelters in the system. In addition, MT has allowed for advertisements to be placed on the back of the buses and has contracted with local businesses and marketing firms to assist in expanding this revenue generation opportunity on both buses and on shelters. As mentioned in Section 7.2.4.1, all advertising revenue generated has a positive impact on farebox return and productivity.

> **Assumptions:** During the past five years, the average annual advertising revenue return was approximately $10K per FY, which is an improvement over the prior five-year period which the average revenue was $4K per FY. There are hopes that given improvements to the economy and the influx of tourism as a result of the pandemic, that businesses may purchase more advertising from MT. However, these opportunities are still an unknown and therefore the SRTP assumes this revenue stream will continue at an average of $10K each FY.

7.5.4 Other Revenue / Program Income

Other types of revenue generation that MT has incorporated and may consider in the future, include:

1. The use or rental of real or personal property,
2. Revenue generated when providing services to social service or other agencies, and

3. From the sale of commodities or items purchased under a grant agreement (such as the sale of a revenue vehicle when it has reached the end of its useful life and is no longer needed by the transit agency).

There are no restrictions on the use of revenues generated in the situations above, except for the FTA guidance's mentioned previously. As mentioned in Section 7.5, all revenue generated in scenario 2 above, has a positive impact on farebox return and productivity.

MT has and will continue to provide services to Mountain special events, as well as assist Social Services agencies, upon request and upon vehicle and driver availability. When services are provided, MT will seek 100% reimbursement for the services, so that there is no direct impact to the budget.

Assumptions: All Special Event and/or Social Services transit services provided will be reimbursed 100% by the sponsoring agency. Since these types of services are unknown and typically not requested of MT until a few months before the event, the SRTP does not include assumptions for these services.

7.6 Financial Plan

This section combines the operating expenses identified in Chapter 5 and the capital expense in Chapter 6. The major expense categories are collapsed and the projected revenue for both operating and capital programs are provided for the five-year period. The revenue assumptions are based on the various revenue sources and their assumptions, as outlined in the prior subsections described above.

Exhibit 7-1 is a five-year SRTP period's sources (revenue) and uses (expenses) summary. The five-year SRTP period results in $61.5M in uses (expenses) and the Agency will generate a slightly higher revenue stream of $62.4M. A slight surplus/positive fund balance is very much encouraged, so as to have a contingency, as well as funds in the bank while seeking reimbursement from some of the revenue streams and grants (where funds are expended first prior to seeking reimbursement). Due to the influx of federal pandemic funding in the early years of the SRTP, there are healthy ending fund balances each FY (when at the end of each FY any excess revenue has been retained after all expenses are paid out). However, as the Agency implements its robust facility construction projects and begins to embark on an electric bus transition, these healthy fund balances are definitely needed. The ending fund balance at the end of FY 2025-26 is projected to be $1.9M, which is more than sufficient to ensure Agency health and maintain a positive cash flow accounting requirement. In addition, SBCTA may require that MT contribute a portion of its reserves towards facility construction projects. Therefore, this high ending balance will most likely not be at this level by the end of the five-year period.

Be aware that many of the revenue sources funding capital projects, utilize carry over funding allocated to MT in prior years.

Given today's economic uncertainties and nuances with the funding sources, the Agency is in good health to implement the strategies outlined in the SRTP and continue to service the mountain communities.

Exhibit 7-1 Sources and Uses FY 2021-22 through FY 2025-26

Year #: / Fiscal Year:	1 2021-22	2 2022-23	3 2023-24	4 2024-25	5 2025-26	SRTP Total
Operating Expenses						
Operations	$ 2,898,638	$ 2,947,110	$ 2,996,633	$ 3,047,235	$ 3,098,941	$ 14,988,557
Maintenance	$ 642,296	$ 654,948	$ 667,853	$ 681,016	$ 694,443	$ 3,340,557
Administrative	$ 2,080,896	$ 2,123,198	$ 2,166,611	$ 2,211,167	$ 2,256,900	$ 10,838,772
Subtotal Operating Exp.	**$ 5,621,830**	**$ 5,725,256**	**$ 5,831,098**	**$ 5,939,418**	**$ 6,050,284**	**$ 29,167,886**
Operating Revenue						
Prior FY Fund Bal/(Def)		$ 1,631,333	$ 3,126,111	$ 2,840,278	$ 2,411,538	
Fares/Advertising	$ 111,500	$ 120,999	$ 142,875	$ 159,009	$ 177,396	$ 711,778
Federal	$ 3,155,040	$ 2,544,900	$ 549,614	$ 554,423	$ 559,328	$ 7,363,306
LTF/State	$ 2,832,613	$ 3,107,509	$ 3,137,630	$ 3,077,882	$ 3,070,609	$ 15,226,243
Measure I	$ 127,050	$ 119,168	$ 122,680	$ 126,295	$ 130,015	$ 625,208
Big Bear Mnt. Resorts	$ 791,960	$ 791,960	$ 943,414	$ 943,414	$ 943,414	$ 4,414,163
Big Bear Partners	$ 230,000	$ 530,000	$ 643,000	$ 643,000	$ 643,000	$ 2,689,000
Other	$ 5,000	$ 5,500	$ 6,050	$ 6,655	$ 7,321	$ 30,526
Subtotal Op. Rev.	**$ 7,253,163**	**$ 8,851,367**	**$ 8,671,375**	**$ 8,350,957**	**$ 7,942,623**	**$ 31,060,225**
Operating Bal./(Def.)	**$ 1,631,333**	**$ 3,126,111**	**$ 2,840,278**	**$ 2,411,538**	**$ 1,892,339**	**$ 1,892,339**
Capital Expenses						
Transit Enhancements	$ 295,004	$ 142,635	$ 144,347	$ 146,094	$ 57,034	$ 785,115
Facility Construction	$ 4,441,738	$ 8,550,000	$ 7,000,000	$ 2,500,000	$ -	$ 22,491,738
Gas Buses	$ 1,347,520	$ 293,550	$ 1,456,154	$ 1,777,083	$ 1,260,717	$ 6,135,025
Battery Electric Buses	$ -	$ -	$ -	$ -	$ 844,132	$ 844,132
Electric Infrastructure	$ -	$ -	$ -	$ -	$ 1,878,053	$ 1,878,053
Equipment	$ 27,229	$ 27,229	$ 27,229	$ 27,229	$ 27,229	$ 136,145
Support vehicles	$ -	$ -	$ -	$ -	$ 90,841	$ 90,841
Subtotal Capital Exp.	**$ 6,111,491**	**$ 9,013,414**	**$ 8,627,731**	**$ 4,450,406**	**$ 4,158,006**	**$ 32,361,048**
Capital Revenue						
LTF Reserves	$ 549,235	$ -	$ -	$ -	$ -	$ 549,235
CMAQ-Rev.Vehs.	$ 998,168	$ 293,550	$ 1,456,154	$ 1,777,083	$ 3,363,389	$ 7,888,344
STA (POP-Discr.)	$ 3,808,579	$ 8,550,000	$ 7,000,000	$ 2,500,000	$ -	$ 21,858,579
STA (OP)	$ 27,229	$ 27,229	$ 27,229	$ 27,229	$ 27,229	$ 136,145
SGR	$ 376,241	$ 85,601	$ 87,313	$ 89,060	$ 90,841	$ 729,057
LCTOP	$ 265,038	$ 57,034	$ 57,034	$ 57,034	$ 57,034	$ 493,174
State BEB/Infr. Grants	$ -	$ -	$ -	$ -	$ 619,513	$ 619,513
City of BBL	$ 87,000	$ -	$ -	$ -	$ -	$ 87,000
Subtotal Capital Rev.	**$ 6,111,491**	**$ 9,013,414**	**$ 8,627,731**	**$ 4,450,406**	**$ 4,158,006**	**$ 32,361,048**
Capital Balance/(Def.)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Expenses	**$ 11,733,321**	**$ 14,738,671**	**$ 14,458,828**	**$ 10,389,824**	**$ 10,208,290**	**$ 61,528,934**
Total Revenue	**$ 13,364,654**	**$ 17,864,782**	**$ 17,299,106**	**$ 12,801,363**	**$ 12,100,629**	**$ 63,421,272**
Fund Balance/(Def.)	**$ 1,631,333**	**$ 3,126,111**	**$ 2,840,278**	**$ 2,411,538**	**$ 1,892,339**	**$ 1,892,338**

As a result of the SRTP anticipated service costs and projected vehicle service hours (VSHs), Exhibit 7-2 summarizes the base statistics and performance as a result of the five-year SRTP period. The Agency continues to be productive and provide cost-effective service, given the anticipated increases in costs and impacts resulting from the pandemic.

Exhibit 7-2 System-wide Performance During the SRTP Period

All MT Services	FY 2021-22	FY 2022-23	FY 2034-24	FY 2024-25	FY 2025-26
Passengers	459,462	508,345	581,363	646,785	684,258
Cost per VSH	$ 96.33	$ 98.19	$ 101.17	$ 103.22	$ 105.14
VSHs	58,363	59,813	60,322	62,893	63,922
Pass/VSH	7.9	8.5	9.6	10.3	10.7
Costs	$5,621,847	$5,872,868	$6,103,023	$6,491,464	$6,720,712
Pass. Revenue	$1,126,973	$1,161,521	$1,261,774	$1,312,387	$1,337,725
Revenue/Pass.	$ 2.45	$ 2.28	$ 2.17	$ 2.03	$ 1.96
Farebox	20.0%	19.8%	20.7%	20.2%	19.9%

Service expansion projects as contained in Chapter 4, are considered demonstrations and the costs and revenue may be excluded from the Agency's farebox return calculations. However, for the SRTP purposes, the expansion project's costs and resulting farebox revenue were included into the Agency five-year farebox return ratios. Even so, the Agency continues to demonstrate a greater than 10% farebox return ratio and shows over the five-year period a steady farebox return.

Chapter 8: Action Plan

The resulting Mountain Transit (MT) Short Range Transit Plan (SRTP) is a very robust, change-oriented Plan, with a great deal of activity throughout the five-year period. On the horizon are significant changes and a re-design of service in the Big Bear Valley (BBV), incorporating the new Redlands Passenger Rail service into both Off the Mountain (OTM) services, an expansion of Route 2 service days in the RIM area, in addition to a demonstration of free fares with BBV fixed routes, Dial-A-Ride (DAR) and Airport Connexx services. Growth plans call for the completion of new facilities and upgrades to existing facilities, significant fleet replacement with an eye to transitioning the fleet to battery electric buses (BEB) starting in the last year of the Plan, as well as an increase in the size of the revenue fleet to accommodate the increase in service and resulting ridership. There is a myriad of new partnering opportunities with government agencies, local businesses and non-profits, to support existing and proposed transit services and assist to supplant fares to meet State and Federal farebox requirements. There are also opportunities to pursue new funding sources and/or expand existing revenue sources. Lastly, given the technological tools in place and MT's focus on future strategies, MT has new opportunities to communicate with riders, as well as collect performance data that will be critical to future MT administrative and planning activities.

This all adds up to a demanding workload for MT staff and for the Board to manage, maintain and guide the Agency through the exciting changes during the five-year period. This Action Plan summarizes the key recommendations throughout the SRTP. As a result, the Action Plan is more or less an index or a quick-reference guide to assist staff and the Board to anticipate and track the year-to-year changes that have been recommended, as well as easily identify where unplanned changes or opportunities can be inserted as they emerge for annual plan updates. Each fiscal year (FY) is further broken down into the following action plan functional areas:

A. Management and Finance,
B. Marketing,
C. Service and Schedules, and
D. Capital.

To simplify the Action Plan, it is recommended that during each FY MT conduct the following activities, which are routine tasks and are independent of one-time special projects or service improvements that are specific to a FY. These activities include:

A. Management and Finance:
    1. As operating or capital budgets change, or as new revenue sources become available, prepare and take to the Board in January a Budget amendment to update that FY's Budget.
    2. In the early spring, develop the next FY's service plan, solidifying the Vehicle Service Hours (VSH), service changes, changes to drivers and operational costs and use this plan as the basis for developing the next FY's operational and capital budget.
    3. Should the service changes be of substance or impact the fare schedules, MT may need to review its Title VI plan, as well as schedule public hearings to seek public

input prior to bringing those changes to the Board for approval. .

4. Based on changes to the operating and capital plan that may divert from the currently approved-SRTP, discuss SRTP amendments with the San Bernardino County Transportation Authority (SBCTA) to see if any additional analysis or updates are required so as to comply with the currently approved SRTP.
5. Develop a draft FY operation and capital budget, and present to the Board for approval at the June meeting.

B. Marketing:
1. Conduct periodic surveys of the market, in preparation for scheduled service changes for the upcoming FY service. Analyze and summarize survey results and if appropriate, incorporate potential changes/implementation plans into the next FY budget (item A.5).
2. Continue to refine marketing and outreach strategies, with lessons learned from the prior FY.
3. Based on service changes or service expansion, update website and outreach materials.

C. Service and Schedule:
1. Monitor performance of expansion service, compare service to the adopted performance standards, and adjust and/or consider terminating service.
2. Upon request from area Sponsors for MT to provide one-time special even transportation services, work with Sponsors to determine needs for BBV and/or RIM Special Events. Develop the routes/service, find resources, create an implementation plan, develop an agreement and operate limited Special Event services.

D. Capital:
1. Complete bus stop and shelter improvements, as programmed in the capital plan.
2. Based on the SRTP and the next FY's capital needs, prepare applications (CMAQ, LCTOP, SGR, etc..) or seek additional grant opportunities for funding. Seek Board approval if required.
3. Based on the capital needs and procurement requirements, prepare Purchase Orders or procurement mechanisms for the next FY's purchases. Seek Board approval if required.
4. Develop a capital plan for the next FY, based on these activities.

The activities below are specific to each of the FYs and are consistent with the proposed service and capital plans contained within the SRTP.

FY 2021-22 Action Plan (Year 1)

A. Management and Finance: Evaluate the benefits and impacts from the BBV free fares demonstration. If deemed a success and based on increases in costs due to inflation or increases in ridership, seek out and finalize FY 2022-23 Partner contributions so as to sustain the BBV free fare program.

B. Marketing:
1. Given the significant changes to BBV fixed route services, develop a plan to survey riders and stakeholders to gather additional information to assist to fine tune future service changes, and determine if Agency-approved goals are being met.
2. Along with assistance from Partners and Stakeholders, develop a marketing plan

and budget to inform the public of service changes, new services and changes to fare policies, and changes to the DAR service becoming an ADA only service.
3. Due to the system re-design, determine incremental costs and needs to bus stop signage and customer outreach materials, and implement.

C. Service and Schedule:
1. Upon completion of the Stater Bros. bus turnout/shelter project, reroute/adjust schedules to move all bus activity from in front of Stater Bros. to the new turnout on Big Bear Boulevard.
2. BBV DAR: create eligibility criteria, develop procedures to vet and approve riders to use the new service, and fine tune scheduling, dispatch and operational procedures.
3. Solidify plans to incorporate the following service enhancements into the FY 2022-23 budget:
    a. BBL OTM/#6: add Wednesdays to the schedule and adjust for Redland Rail
    b. RIM #4: Add Sundays to the schedule.
    c. RIM #8/Weekend Trolley: coordinate with Sponsors on event centers so as to develop a route and schedule service to commence in FY 2022-23 and coordinate a marketing and outreach plan with the Sponsors.

D. Capital:
1. Complete the bus turn-out and shelter in front of the Stater Brothers' Center. Seek reimbursement for funds expended.
2. Purchase seven revenue buses and seek reimbursement for funds expended.

FY 2022-23 Action Plan (Year 2)

A. Management and Finance:
1. Evaluate new partnerships implemented in the prior FY and as needed, modify policies, agreements and guidelines.
2. Seek out and finalize next FY's Partner contributions so as to sustain the BBV free fare program. If feasible, seek multi-year commitments from Partners.
3. Seek out potential RIM Partners to consider a free fare demonstration program in the RIM service area.

B. Marketing: continue to improve on outreach as implemented in the prior FY. Plan for the next FY.

C. Service and Schedule:
1. Implement new service:
    a. BBL OTM Rt. #6: add Wednesdays and incorporate service to Redland's Rail
    b. RIM OTM Rt. #5: adjust service to incorporate Redlands' Rail
    c. RIM Rt. #4: add a 4th day (Sundays) to the schedule.
    d. Reinstate RIM Rt. #8/Weekend Trolley
2. Solidify plans to incorporate the following service enhancements into next year's budget:
    a. BBL RIM Rt. #4: add a 5th day (Wednesday) to the schedule.
3. BBV fixed routes/DAR/Airport Connexx Services: monitor services and ridership to ensure smooth running headways and minimize any overcrowding impacts as a result of free fares.

D. Capital: Purchase one revenue buses and seek reimbursement for funds expended.

FY 2023-24 Action Plan (Year 3)

A. Management/Finance: Based on impact of ridership due to BBV free fares and negotiations in FY 2022-23, the agreements and partnerships should be in place with BBV Funding Partners so as to sustain services for the next three FYs.
B. Marketing: continue to improve on outreach as implemented in the prior FY. Plan for the next FY.
C. Service and Schedule:
    1. Implement new service: RIM Rt. #4: add a 5th day (Wednesdays) to the schedule.
    2. Solidify plans to incorporate the following service enhancements into next year's budget:
        a. BBV Gold Line: increase headways to 30 minutes and expand service hours to match the Red Line.
        b. BBV Airport Connexx – add additional days to the service.
D. Capital: Purchase six revenue buses and seek reimbursement for funds expended.

FY 2024-25 Action Plan (Year 4)

A. Management and Finance:
    1. Consider reporting performance data on the MT website, for public view.
    2. Prepare and release an RFP for the FY 2026-27 through FY 2031-32 SRTP.
B. Marketing: continue to improve on outreach as implemented in the prior FY. Plan for the next FY.
C. Service and Schedule:
    1. Implement new service:
        b. BBV Gold Line: increase headways to 30 minutes and expand hours of service to match the Red Line.
        c. BBV Airport Connexx – add additional days to the service.
    2. Solidify plans to incorporate the following service enhancements into next year's budget: RIM Rt. #4: expand service to seven days a week.
D. Capital:
    1. Purchase seven revenue buses and seek reimbursement for funds expended.
    2. Seek and apply for grants to offset electric infrastructure costs needed to introduce battery electric buses into the fleet in Year 5.

FY 2025-26 Action Plan (Year 5)

A. Management and Finance:
    1. Conduct the FY 2026-27 through FY 2031-32 SRTP.
    2. Seek out and finalize next FY's Partner contributions so as to sustain the BBV free fare program. If feasible, seek multi-year commitments from Partners.
B. Marketing: continue to improve on outreach as implemented in the prior FY. Plan for the next FY.
C. Service and Schedule: Implement: RIM Rt. #4: expand to seven days a week.
D. Capital
    1. Purchase seven gasoline buses and two electric buses.
    2. Install one charger to service the two electric buses, along with backup generators at both bases. Seek reimbursement for funds expended
    3. Purchase two non-revenue trucks.

Appendix A

Census Data Comparison of Big Bear and RIM Communities to the County of San Bernardino and State of California

Data Category	Big Bear Lake	Big Bear City CDP	Big Bear Total/Ave	Lake Arrowhead CDP	Running Springs CDP	Crestline CDP	RIM Total/ Ave	BB + RIM Total/ Ave	County of San Bernardino	California
Population										
2020 Census Population (est.)	5,046	12,738	17,784	12,401	5,268	11,650	29,319	47,103	2,181,654	39,538,223
2010 US Census	5,019	12,304	17,323	12,424	4,862	10,770	28,056	45,379	2,035,210	37,253,956
% >/(<) over 2010 Census	0.5%	3.5%	2.7%	-0.2%	8.4%	8.2%	4.5%	3.8%	7.2%	6.1%
Female persons	50.2%	50.2%	50.2%	51.2%	49.0%	48.6%	49.8%	49.9%	50.2%	50.3%
Male persons	49.8%	49.8%	49.8%	48.8%	49.3%	51.0%	50.2%	50.1%	49.8%	49.7%
Age										
Persons under 5	5.0%	6.5%	6.1%	3.1%	7.3%	4.2%	4.3%	5.0%	7.0%	6.0%
Persons under 6 to 19	20.1%	4.0%	8.6%	19.6%	26.2%	18.6%	20.4%	15.9%	0.3%	22.5%
Persons 20 to 64	54.0%	67.0%	63.3%	64.4%	64.1%	64.1%	64.2%	63.9%	64.0%	63.9%
Persons 65 and older	20.9%	19.6%	20.0%	22.7%	20.8%	16.3%	19.8%	19.9%	11.9%	14.8%
Median Age	43.7	42.2	42.6	45.8	41.8	44.0	44.4	43.7	33.8	37.0
Ethnicity										
Caucasian	65.5%	68.9%	67.9%	70.9%	74.8%	77.6%	74.3%	71.9%	27.3%	36.5%
Hispanic/Latino	30.0%	26.8%	27.7%	22.7%	12.7%	16.5%	18.4%	21.9%	54.4%	39.4%
Asian	2.7%	0.6%	1.2%	1.4%	1.6%	1.1%	1.3%	1.3%	8.0%	15.5%
African American/Black	0.3%	1.2%	0.9%	1.1%	3.3%	2.2%	1.9%	1.6%	9.4%	6.5%
Two or more Races	0.9%	2.2%	1.8%	2.8%	6.7%	2.7%	3.5%	2.8%	3.6%	4.0%
Other Ethnicities*	0.6%	0.3%	0.4%	1.1%	0.9%	0.0%	0.6%	0.5%	0.3%	1.0%
Other Demographics										
Non Eng. spoken at home	22.2%	14.2%	16.5%	20.7%	4.3%	10.7%	13.8%	14.8%	42.1%	44.2%
With a Disability (% of ttl)	10.6%	9.0%	9.5%	6.5%	8.4%	13.8%	9.7%	9.6%	7.4%	6.7%
Veterans (% of total)	9.6%	9.0%	9.2%	4.3%	6.0%	5.3%	5.0%	6.6%	4.2%	4.0%
Education										
HS graduate or > of 25+	89.2%	89.9%	89.7%	89.6%	94.6%	94.1%	92.3%	91.3%	80.0%	83.0%
Bachelor's or > of 25+	28.3%	17.7%	20.7%	30.6%	27.6%	26.9%	28.6%	25.6%	21.0%	33.9%
Housing										
Housing units	9,864	12,950	12,074	12,076	3,756	7,209	8,647	9,941	731,400	13,366,336
Owner-occupied unit rate	53.2%	65.0%	61.7%	72.7%	65.8%	71.1%	70.8%	67.4%	59.8%	54.8%
Work Commute										
Mean work trvl. time in min.	20.5	28.4	26.16	31.8	35.0	39.4	35.39	31.9	31.6	29.8
Income										
Mean household income	$51,060	$ 51,875	$51,644	$ 61,732	$60,200	$61,953	$ 61,545	$ 57,806	$ 63,362	$ 75,235
Persons in poverty	17.9%	16.4%	16.8%	15.0%	14.6%	14.4%	14.7%	15.5%	13.3%	11.8%
Geography										
Sq. miles Land 2010 Census	6.35	31.95	38.3	17.73	4.21	13.84	35.78	74.1	20,057.0	155,779
Sq. mile Pop. 2010 Census	791	385	452	701	1,155	778	784	613	102	239

ACS is the American Community Survey, on the Federal Census website at: https://www.census.gov/quickfacts/fact/table/US/PST045219.
CDP is a Census Designated Place for unincorporated communities to track Census statistics.
*Other ethnicities tracked in the ACS include Native Hawaiian, Other Pacific Islander alone, as well as other races.

Appendix B

Topline Summary of The 2021 Mountain Transit Rider/Public Survey

Survey Purpose

The survey was a critical piece in the Fiscal Years 2022-2026 Mountain Transit (MT) Short Range Transit Plan (SRTP) development process, to gather information about riders and non-riders in the MT service area and to seek input they have on future MT service and priorities. More specifically, the survey was designed to accomplish the following:

1. Obtain information/travel behavior on riders and non-riders,
2. Identify locations MT should consider adding service,
3. Identify potential service improvements,
4. Gather information on the impact that COVID-19 pandemic has had on their commuting, and
5. Gather basic demographic information (resident vs. visitor, home zip code, age, and household income).

The survey was conducted entirely online, through SurveyMonkey.com:

1. Survey Link: https://www.surveymonkey.com/r/MTSurvey2021
2. Targeted Audience: Transit riders and the general public in the Big Bear Valley and RIM service areas.
3. Languages: The survey's home page provided the respondent an option to take the survey in English or in Spanish.
4. Duration: The survey was open from Saturday March 27, 2021 through Wednesday April 21, 2021.
5. Number of Questions: 18
6. Outreach: MT promoted the survey through a variety of means:
    a. Beginning on Saturday March 27th and for a three-week period, MT Drivers handed to boarding riders a card that had information about the survey process. The card was in English and Spanish, provided the URL and a QR code that they could scan on their mobile device to take them directly to the survey. In addition, MT stated on the card that those who complete a survey and provide their mobile number, will be provided one day pass (deposited into their Token Transit account).
    b. Beginning on Monday March 29, 2021, MT promoted the survey on their website and began a social media campaign encouraging riders and the general public to respond.
    c. MT contacted the four Chambers of Commerce and requested they also promote the survey to the general public.

Comparison to Mountain Transit's 2016 SRTP Onboard Survey

The 2016 SRTP effort gathered Onboard Survey data during the fall of 2015. This survey was conducted in a different manner, in that it was provided to the riders while onboard the buses, and the Consulting Team inputted the responses manually into SurveyMonkey.com. Surveys conducted in this manner (as opposed to entirely online) tend have a higher response rate. However, given COVID-19 and other factors, it was decided an entirely online survey was the

best approach in 2021. Of the 18 questions in the 2021 Survey, 12 questions were identical to questions asked in the 2015 Survey, which will be helpful in determining if there are any changes over the last five years. Those questions included:

1. #2: Frequency riding on MT routes
2. #3: Trip purpose
3. #4: Main reason why respondent rides MT
4. #6: Satisfaction rating
5. #10: Big Bear Valley respondents to select up to three locations MT should add service to/from
6. #11: RIM respondents to select up to three locations MT should add service to/from
7. #12: Select up to three areas MT could improve existing service
8. #13: How the respondent gathers information about MT
9. #14: Residency status
10. #15: Home zip code
11. #16: Age
12. #17: Income level

Comparison to Mountain Transit's 2021 Stakeholder Survey

The following four questions included in the 2021 Rider/Public Survey were also asked on the 2021 Stakeholder Survey. The question number identified is the question number from the Rider/Public Survey mechanism:

1. #6: Satisfaction rating
2. #10: Big Bear Valley respondents to select up to three locations MT should add service to/from
3. #11: RIM respondents to select up to three locations MT should add service to/from
4. #12: Select up to three areas MT could improve existing service

The following topline survey results are broken down by total responses, then by Big Bear Valley (BBV) rider/resident responses (shaded in gray), then by RIM rider/resident responses. The results identify the number of respondents, followed by the percentage that the group represents.

Topline Summary of the 2021 Mountain Transit Rider/Public Survey
81 Completed Surveys (49 Big Bear Valley or BBV & 32 RIM)

Note: Most questions required one response only, unless directed to "Select all that apply". For ease of viewing the information, BBV statistics are separated out and highlighted in gray.

Your Familiarity with Mountain Transit

1. Have you ridden Mountain Transit before?

Response	Total	% of Total	BBV	BBV % of Total	RIM	RIM % of Total
Yes	64	79.0%	41	83.7%	23	71.9%
No	17	21.0%	8	16.3%	9	28.1%
Total	81	100%	49	100%	32	100%

Please Tell Us How You Use Mountain Transit Services

2. Select how many DAYS each week you usually ride Mountain Transit services. Please respond to every row. If you do not ride a particular service, select "Never". If this is your first time riding, or if you rarely ride a particular route, select "Less than 1".

Route/Service	Total Ave. Response	% of Total	BBV Ave. Response	BBV % of Total	RIM Ave. Response	RIM % of Total
Big Bear Rt.1	1.22	17.5%	1.76	22.9%	0.26	4.6%
Big Bear Rt. 3	1.20	17.2%	1.83	23.8%	0.09	1.6%
Big Bear Rt. 11	1.50	21.5%	2.17	28.2%	0.30	5.3%
Big Bear OTM	0.50	7.2%	0.54	7.0%	0.43	7.6%
Big Bear Resorts' Shuttle	0.19	2.7%	0.24	3.1%	0.09	1.6%
Big Bear Airport Shuttle	0.05	0.7%	0.00	0.0%	0.13	2.3%
Big Bear DAR	0.63	9.0%	0.83	10.8%	0.26	4.6%
RIM Rt. 2	0.53	7.6%	0.07	0.9%	1.35	23.7%
RIM Rt. 4	0.31	4.4%	0.07	0.9%	0.74	13.0%
RIM OTM	0.55	7.9%	0.12	1.6%	1.30	22.8%
RIM DAR	0.31	4.4%	0.07	0.9%	0.74	13.0%
Total Ave. Rides @ Week	6.99	100%	7.70	100%	5.69	100%

3. In general, when you use MT, what is the MAIN purpose of your trip? Note: Responded by 64 of the total 81 respondents, who had ridden Mountain Transit before.

Responses	Total	% of Total	BBV Total	BBV % of Total	RIM Total	RIM % of Total
Shopping or errands	26	40.6%	18	43.9%	8	34.8%
Work	23	35.9%	15	36.6%	8	34.8%
Social or recreation	9	14.1%	3	7.3%	6	26.1%
Doctor or medical visits	4	6.3%	4	9.8%	0	0.0%
School	2	3.1%	1	2.4%	1	4.3%
Social Services	0	0.0%	0	0.0%	0	0.0%
Total	64	100%	41	100%	23	100%

Mountain Transit Use and Satisfaction

4. What is the ONE main reason you ride or MAY ride MT in the future?

Responses	Total	% of Total	BBV	BBV % of Total	RIM	RIM % of Total
My only transportation	41	50.6%	28	57.1%	13	40.6%
Convenience	15	18.5%	10	20.4%	5	15.6%
Avoid traffic & parking	11	13.6%	5	10.2%	6	18.8%
Save money	5	6.2%	2	4.1%	3	9.4%
Avoid driving in bad weather	5	6.2%	1	2.0%	4	12.5%
Other *	2	2.5%	1	2.0%	1	3.1%
Environmental benefits	1	1.2%	1	2.0%	0	0.0%
I have not and will not ride MT	1	1.2%	1	2.0%	0	0.0%
Total	81	100%	49	100%	32	100%

* Other Responses: attend a group event; use transit to LAX airport.

5. How likely are you to ride Mountain Transit in the next 12 months?

Scale:	Very Likely 5	Likely 4	Neutral 3	Unlikely 2	Not Likely at All 1	Total	Average Rating
Total	54	8	12	5	2	81	Total Ave. 4.32
% of Total	66.7%	9.9%	14.8%	6.2%	2.5%	100%	
BBV	35	3	7	3	1	49	BBV Ave. 4.39
BBV % of Total	71.4%	6.1%	14.3%	6.1%	2.0%	100%	
RIM	19	5	5	2	1	32	RIM Ave. 4.22
RIM % of Total	59.4%	15.6%	15.6%	6.3%	3.1%	100%	

6. Overall, how would you rate Mountain Transit bus service?

Scale:	Very Satisfied 7	Satisfied 6	Somewhat Satisfied 5	Neutral 4	Somewhat Dis-satisfied 3	Dis-satisfied 2	Very Dis-satisfied 1	Average Rating
Total	39	25	9	4	2	1	1	Total Ave. 6.09
% of Total	48.1%	30.9%	11.1%	4.9%	2.5%	1.2%	1.2%	
BBV	20	17	7	1	2	1	1	BBV Ave. 5.92
BBV % of Total	40.8%	34.7%	14.3%	2.0%	4.1%	2.0%	2.0%	
RIM	19	8	2	3	0	0	0	RIM Ave. 6.34
RIM % of Total	59.4%	25.0%	6.3%	9.4%	0.0%	0.0%	0.0%	

What a Year We Have Had!

7. When thinking about this past year during the COVID-19 pandemic, do any of the following apply to you (select ALL that apply):

Choices	Total	% of Total	BBV	BBV % of Total	RIM	RIM % of Total
None of the above apply to me	34	42.0%	22	44.9%	12	37.5%
Places I would like to go to, have been closed	20	24.7%	13	26.5%	7	21.9%
I have not felt safe using public transit	9	11.1%	6	12.2%	3	9.4%
I worked from home part time AND commuted to work	9	11.1%	2	4.1%	7	21.9%
I worked from home full time instead of commuting to work	8	9.9%	3	6.1%	5	15.6%
I retired	8	9.9%	4	8.2%	4	12.5%
I became unemployed	7	8.6%	3	6.1%	4	12.5%
I took classes online, instead of going to school in person	3	3.7%	1	2.0%	2	6.3%
I stopped going to school	2	2.5%	1	2.0%	1	3.1%
Total Responses	100		55		45	
Total Respondents	81	100%	49	100%	32	100%

8. Of the nine respondents who selected this response "I have not felt safe using public transit" we asked: "When do you think you will use public transit again?"

Choices	Total Responses	% of Total	BBV	BBV % of Total	RIM	RIM % of Total
Other: I am using public transit again	3	33.3%	2	33.3%	1	33.3%
When I am vaccinated	2	22.2%	2	33.3%	0	0.0%
I do not expect to use public transit any time soon	2	22.2%	1	16.7%	1	33.3%
I don't know	1	11.1%	1	16.7%	0	0.0%
Other: when more service becomes available	1	11.1%	0	0.0%	1	33.3%
After Memorial Weekend	0	0.0%	0	0.0%	0	0.0%
After Labor Day	0	0.0%	0	0.0%	0	0.0%
In 2022	0	0.0%	0	0.0%	0	0.0%
Total Responses and Respondents	9	100%	6	100%	3	100%

Your Service Area

9. Which Mountain community do you live in, or more often visit?

Area	Response	% of Total
Big Bear Valley	49	60.5%
RIM	32	39.5%
Total	81	100%

Big Bear Valley Service Recommendations

10. Of the 81 total Respondents, 49 selected Big Bear Valley as their Mountain community. Those 49 responded to this question: Select up to THREE of the following locations from the Big Bear Valley area that Mountain Transit should consider adding service to & from:

Response	BBV Response	BBV % of Total
Big Bear to Redlands	28	57.1%
The Discovery Center	19	38.8%
East Boat Launch / Walking Path	15	30.6%
North Shore Peter Pan Community	15	30.6%
Meadow Park	10	20.4%
Other Location(s) Not Identified Above*	4	8.2%
None of the above - I have no suggestions	0	0.0%
Total Responses	91	
Total Respondents	49	100%

* Other locations: Car rentals, Victorville, Baldwin Lake, N. Shore / PCT Trailheads.

RIM Service Recommendations

11. Of the 81 total Respondents, 32 selected RIM as their Mountain community. Those 32 responded to this question: Select up to THREE of the following locations from RIM area that Mountain Transit should consider adding service to & from:

Response	RIM Response	RIM % of Total
RIM to Redlands	15	46.9%
Sky Park	14	43.8%
RIM Forest	10	31.3%
Snow Valley	9	28.1%
Other Location(s) Not Identified Above*	6	18.8%
None of the above - I have no suggestions	4	12.5%
RIM High School	4	12.5%
Total Responses	62	
Total Respondents	32	100%

* Other locations: Hospital/Medical offices, Loma Linda, Crestline to LA Village, RIM to Rialto Renaissance Marketplace, OTM stop in Villas, Ontario Airport

Tell Us How We Can Improve Mountain Transit Services

12. Select up to THREE areas Mountain Transit could improve bus services:

Areas for Improvement	Total		BBV		RIM	
Buses running earlier/later in the day	34	42.0%	25	51.0%	9	28.1%
More weekend service	30	37.0%	16	32.7%	14	43.8%
Provide seats & shelters at existing bus stops	28	34.6%	21	42.9%	7	21.9%
More frequent service on existing routes	26	32.1%	18	36.7%	8	25.0%
None of the above - I have no suggestions	11	13.6%	3	6.1%	8	25.0%
An area to park my car & take MT to resort/attractions	10	12.3%	4	8.2%	6	18.8%
Ski/snowboard racks on buses	9	11.1%	6	12.2%	3	9.4%
Other areas not included in the selections above*	9	11.1%	7	14.3%	2	6.3%
More reliable arrival/departure times	7	8.6%	3	6.1%	4	12.5%
Provide convenient service from my door to attractions	5	6.2%	1	2.0%	4	12.5%
More trolleys	5	6.2%	2	4.1%	3	9.4%
Security & safety at bus stops / shelters	3	3.7%	2	4.1%	1	3.1%
Security & safety on the bus	3	3.7%	3	6.1%	0	0.0%
Bus driver courtesy/professionalism	2	2.5%	2	4.1%	0	0.0%
Shorter travel time	2	2.5%	2	4.1%	0	0.0%
Total	184		115		69	
Total Respondents	81	100%	49	100%	32	100%

* BBV Other: PU Metrolink & Redlands Rail; fire your racist employees; more OTM during week; OTM on weekends; more good looking men; OTM on weekend; heat lamps in shelters.
* RIM Other: Don't cancel when it snows; avoid turn around & repeat the same route scheduling; when going from Twin Peaks to Blue Jay, I have either 15 minutes to shop or I have to wait 90 minutes more. Also what happened to the delayed service to medical offices & the MCH.

13. Have you used any of the following when seeking information and/or about to take a trip on Mountain Transit? Select ALL that you have used.

Methods	Total		BBV		RIM	
MountainTransit.org	45	55.6%	28	57.1%	17	53.1%
Talking with a bus driver	40	49.4%	24	49.0%	16	50.0%
Calling Mountain Transit	39	48.1%	24	49.0%	15	46.9%
DoubleMap	36	44.4%	28	57.1%	8	25.0%
Information / schedules at bus stops	21	25.9%	14	28.6%	7	21.9%
Information on board buses	18	22.2%	10	20.4%	8	25.0%
Word of mouth	17	21.0%	9	18.4%	8	25.0%
Google Transit	16	19.8%	12	24.5%	4	12.5%
Token Transit	16	19.8%	13	26.5%	3	9.4%
Mountain Transit's Facebook page	9	11.1%	7	14.3%	2	6.3%
None of the above	5	6.2%	1	2.0%	4	12.5%
Radio	3	3.7%	1	2.0%	2	6.3%
Newspaper	3	3.7%	0	0.0%	3	9.4%
Total Responses	268		171		97	
Total Respondents	81	100%	49	100%	32	100%

Tell Us About Yourself

14. Are you . . .

Choices	Total	% pf Total	BBV	BBV % of Total	RIM	RIM % of Total
A permanent / full-time Mountain resident	68	84.0%	41	83.7%	27	84.4%
Staying at a friend or family-owned home	6	7.4%	5	10.2%	1	3.1%
Visiting the Mountains for the day	4	4.9%	1	2.0%	3	9.4%
Staying at least one night in a hotel, short term rental, Airbnb, etc.	3	3.7%	2	4.1%	1	3.1%
Total Respondents	81	100%	49	100%	32	100%

15. What is your home / permanent zip code?

Zip Code	Community	Survey Area	Total	% of Total	BBV	% of BBV	RIM	% of RIM
92314	Big Bear City	BB	25	30.9%	25	51.0%	0	0.0%
92315	Big Bear Lake	BB	12	14.8%	12	24.5%	0	0.0%
92386	Sugarloaf	BB	7	8.6%	7	14.3%	0	0.0%
92317	Blue Jay	RIM	2	2.5%	0	0.0%	2	6.3%
92322	Cedarpines Park	RIM	1	1.2%	0	0.0%	1	3.1%
92325	Crestline	RIM	16	19.8%	0	0.0%	16	50.0%
92352	Lake Arrowhead	RIM	5	6.2%	0	0.0%	5	15.6%
92382	Running Springs	RIM	2	2.5%	0	0.0%	2	6.3%
92391	Twin Peaks	RIM	3	3.7%	0	0.0%	3	9.4%
Home Zip Codes Off Mountain*			8	9.9%	5	10.2%	3	9.4%
Total			81	100%	49	100%	32	100%

16. How old are you?

Area	Average Response	Respondents
Big Bear Valley	47.8	49
RIM	52.1	32
Average Age	49.5	81

17. What is your total annual HOUSEHOLD income?

Income Category	Total		BBV		RIM	
Less than $10,000	12	18.8%	7	19.4%	5	17.9%
$10,000 to $14,999	8	12.5%	6	16.7%	2	7.1%
$15,000 to $19,999	8	12.5%	5	13.9%	3	10.7%
$20,000 to $24,999	2	3.1%	1	2.8%	1	3.6%
$25,000 to $34,999	7	10.9%	3	8.3%	4	14.3%
$35,000 to $49,999	5	7.8%	4	11.1%	1	3.6%
$50,000 to $74,999	7	10.9%	5	13.9%	2	7.1%
$75,000 to $100,000	9	14.1%	1	2.8%	8	28.6%
More than $100,000	6	9.4%	4	11.1%	2	7.1%
Total	64	100%	36	100%	28	100%
No Response	17	11.2%	13	16.0%	4	5.6%
Total Respondents	81		49		32	

Token Transit Day Pass

18. Your Mountain Community and Mobile Phone Number

Area	Total Respondents	Those Providing a Mobile #	Respondents
Big Bear Valley	49	30	61.2%
RIM	32	18	56.3%
Total	81	48	59%

Appendix C

Topline Summary of The 2021 Mountain Transit Stakeholder Survey

Survey Purpose

The survey was an important piece in the Fiscal Year 2021-2026 Mountain Transit (MT) Short Range Transit Plan (SRTP) development process, to gather information from key Stakeholders in the service area and seek Stakeholder input on future MT service and priorities. More specifically, the survey was designed to:

1. Obtain background on Stakeholders and their familiarity with MT services,
2. Seek short term perspectives, issues and goals for MT services,
3. Gain Stakeholders' beliefs as to MT's primary role(s) in the service areas, as well as other issues facing the Mountain Communities, and
4. Identify potential service improvements.

Survey Design

The survey was conducted entirely online, through SurveyMonkey.com:

a. Survey Link: https://www.surveymonkey.com/r/MTStakeholder2021
b. Targeted Audience: Big Bear, Crestline/Lake Gregory, Lake Arrowhead and the Running Springs Chamber of Commerce members; MT Board Members; City of Big Bear Lake Council members; and other RIM and Big Bear Valley Community Stakeholders in as identified by MT. This survey allowed multiple responses from the same agency and the survey required the respondent to identify him/herself, as well as the agency he/she works for.
c. Language: English
d. Duration: The survey was open from Wednesday April 7, 2021, through Wednesday April 21, 2021.
e. Number of Questions: 12
f. Outreach: MT requested Stakeholders to complete the survey, through multiple means:
    5. On April 7, 2021, an email request through SurveyMonkey.com was sent to 118 Stakeholder emails in the Mountain communities. The system was monitored so that emails returned/undeliverable were identified and resolved, with a follow up request to the correct emails.
    6. On April 15, 2021, a reminder email was sent to those that had yet to complete the survey.
    7. On April 7, 2021, an email was sent to the four Chambers of Commerce, requesting that they email to their members a request to complete the survey. The Team worked with the Chambers on the message and correct link to convey in their transmittal. Both the consultant and MT followed up with the Chambers to ensure the correct information was emailed to their members.
    8. Of all the Stakeholder contacts, MT highlighted those that were critical in receiving their feedback, and those individuals were followed up by both the consultant and MT, so as to ensure a response.

Comparison to Mountain Transit's 2021 Rider and Public Survey

The following four questions included in the 2021 Stakeholder survey were also asked on the

2021 Rider/Public Survey. The question number identified is the question number from the Stakeholder Survey mechanism:

5. #7: Satisfaction rating
6. #10: For the Big Bear Valley area, select up to three locations MT should add service to/from
7. #10: For RIM area, select up to three locations MT should add service to/from
8. #11: Select up to three areas MT could improve existing service

Topline Summary of the 2021 Mountain Transit Stakeholder Survey
51 Completed Surveys

Note: Most questions required one response only, unless directed to "Select all that apply".

Tell Us About Yourself and the Agency You Represent

1. ***Respondent's Name*** (responses were documented, but not included in this summary).
2. ***Respondent's Agency*** he/she represents:

Community	Responses	% of Total
Big Bear Valley	19	37.3%
RIM	18	35.3%
All Mountain Communities	14	27.5%
Total	51	100%

3. Which Mountain Community(s) does your Agency/Organization serve or you represent? (check ALL that apply).

Community	Total	% of Total
Lake Arrowhead	21	13.4%
City of Big Bear Lake	19	12.1%
Crestline	19	12.1%
All of the Mountain Communities	18	11.5%
Running Springs	17	10.8%
Other RIM unincorporated areas	16	10.2%
All of the Big Bear Valley	15	9.6%
Big Bear City	13	8.3%
Other unincorporated areas of the Big Bear Valley	10	6.4%
Fawnskin	9	5.7%
Total	157	100%

Your Familiarity with Mountain Transit

4. Have you, your family or household members ever used Mountain Transit bus services? (select ALL that apply).

Selection	Total	% of Total
To my knowledge, no one in my family/household have ridden MT	26	51.0%
Myself	22	43.1%
Other family member living with me	12	23.5%
Other person living in my household	2	3.9%
Children	0	0.0%
Grandchildren	0	0.0%
Parent, Grandparent, Aunt or Uncle	0	0.0%
Total Responses	62	
Total Respondents	51	100%

5. If YOU personally have never ridden or rarely ride Mountain Transit, why not? (Select up to THREE reasons why not).

Reason	Total	% of Total
I drive my own vehicle	36	70.6%
I DO USE MT - none of these reasons apply to me	12	23.5%
A bus stop is not close to my home end	8	15.7%
Do not reside in the Mountain Communities	3	5.9%
Too many physical barriers to get to and from bus stops	3	5.9%
I need earlier or later bus service	2	3.9%
I ride with family and/or friends	1	2.0%
A bus stop is not close to where I need to go	1	2.0%
Too few buses along a route - need more frequent service	1	2.0%
Not sure how to read bus schedules / when buses arrive or depart	0	0.0%
I am concerned I might get lost	0	0.0%
It is too expensive	0	0.0%
Service is not reliable	0	0.0%
Total Responses	67	
Total Respondents	51	100%

Mountain Transit Satisfaction

6. Briefly describe your general opinion and/or perception of Mountain Transit service, system and operations. Of the 51 Respondents, 17 (33.3%) had no initial opinion of Mountain Transit. The remaining 34 (66.7%) provided the following initial comments:

a. No strong opinion in terms of practical use due to very limited use.
b. It continues to be a well-run and efficient public transportation organization.
c. As a service for our senior citizen members, we offer vouchers for rides on Mountain Transit. The voucher is used by the senior and the driver marks the route and keeps the voucher until the end of the month. The vouchers and invoice are sent to the Senior Club where payment is then made. This service has been offered successfully since 2007! Ridership has been down with covid-19 but will resume soon.
d. Does a good job of addressing the difficult demands of alpine-rural public transportation.
e. Great alternative to solving winter traffic issues and when special events are held
f. My experience was positive.
g. I think it provides a valuable service across the mountain top. Buses are modern, service is good, and staff is professional
h. Service appears to be well-managed and focused on serving the community's needs.
i. I think it’s great and should be used more! maybe someday I will! there is a stop right at Pali. the old director used it to get to work!
j. Mountain Transit is viable, respected and needed.
k. Love that it services the park. I would like to do more with the surrounding community to develop more users.

l. It seems like Mountain Transit works hard to serve the community that does not have personal transportation.
m. I believe this service is highly needed for the mountain communities and is a well-run organization.
n. I have always found the services to be very pleasant.
o. I manage Marta Paratransit passengers, and my initial thoughts is that they do not apply for the paratransit services and that they get upset when they realize San Bernardino Omnitrans does have an official application protocol.
p. Impressed with the upgraded buses and routes.
q. Not reliable in poor weather, doesn't go near anywhere I want to go, (including schools) ,... except for the summer trolley to the concerts in Lake Arrowhead Village ... If I get somewhere on the bus, I can't get back home in a reason able time frame either stuck at someplace for too many hours or not enough time between buses to get shopping, etc. completed.
r. My personal experience with Mountain Transit has been good. Drivers are kind and reliable. I was disappointed to hear that Off the Mountain trips were reduced.
s. The drivers I've met are very nice and helpful. The vans are clean and service appears to be reliable. I just wish I saw more people taking advantage of it, locals and tourists alike. I think tourists miss out on the opportunity to "tour" the mountain via Mountain Transit.
t. It seems to me that Mountain Transit attempts to meet the needs of the community in many ways
u. service from the mountains to San Bernardino are needed
v. It's a great service for seniors, students, I love the availability for mountain folks!
w. My overall opinion is good. The buses seem well maintained and are pleasant to see on the road. The drivers are courteous safe in traffic. We have ridden the buses as part of a shuttle service at several community events (Halloween at LGE, Fireworks, Pinecone Festival, Rim Graduation) and had a great experience!
x. I have used the off-the-hill service a few times and love having this option available. I also love the look of the Trolleys and feel more of these visual transport options would gain more ridership volume, along with more stops up and down the Blvd, to encourage more public transport use vs cars, especially our visitors. Keep up the great work!
y. Our people should not be left off your schedule.
z. I am glad it is available for those who need or choose to ride.
aa. Mountain Transit service is great. I appreciate its availability to help our residents who do not have reliable transportation.
bb. It is a valuable service which provides good options to getting around without having to drive on your own and worry about finding parking.
cc. Mountain Transit is critical to the community as there is a predominate older population that lives on the mountain.
dd. I think MARTA is great! The dial a ride option is super useful for our elderly and/or disabled folks. I also think its very affordable which is super important for our communities. I'd like to see more tourists utilizing the transit system though.
ee. I like Mountain Transit and the service they provide.
ff. The service closes way too early for employees and visitors. The buses do not always stop for the customers waiting at the bus stop. This makes it very challenging for

people going to work. Just this week my niece was at a Moonridge stop waving at the driver and the bus did not stop, this was the second time in just a couple of weeks.

gg. The dedication to the community is very evident, from the services provided to the active involvement and support of local businesses. It seems each Mountain Transit employee is invested in the area, not just the job.

hh. They do a good job - but need more push from Government offices and utilities.

7. Overall, how would you rate Mountain Transit bus service? Even if you have never ridden Mountain Transit, please respond based on your knowledge of the service.

Scale:	Very Satisfied 7	Satisfied 6	Somewhat Satisfied 5	Neutral 4	Somewhat Dissatisfied 3	Dis-satisfied 2	Very Dis-satisfied 1	Total	Average Rating
Total	17	22	1	9	0	1	1	51	Total Ave. 5.78
% of Total	33.3%	43.1%	2.0%	17.6%	0.0%	2.0%	2.0%	100%	

These Questions Pertain to the Next Five Years in the Mountain Communities

8. Rate the importance Mountain Transit's role should be in meeting community needs. Rate each need on criteria where 5 is very important, and 1 is not at all important.

Role	Very	Fairly	Impor-tant	Slightly	Not at All	Weighted Average
Provide an affordable option for people to get to medical/human service appointments	42	7	2	0	0	4.78
Provide an affordable option for people to get to work or school	39	8	4	0	0	4.69
Provide local circulators/shuttles for recreation/events	33	13	4	1	0	4.53
Connect communities for residents	35	8	7	1	0	4.51
Improve traffic flow	29	6	11	3	2	4.12
Provide short, shared ride, door to door trips	23	13	10	5	0	4.06
Support the economy	22	11	17	0	1	4.04
Improve air quality	20	9	13	6	3	3.73

9. What do you see as Mountain Transit's PRIMARY role in the Mountain Communities in the next five years?

Primary Role	Total	% of Total
Provide affordable option for residents to/from work/school	17	33.3%
Connect communities for residents	11	21.6%
Local circulator/shuttles for recreation/events	9	17.6%
Connect residents to/from medical/human service needs	5	9.8%
Improve air quality	5	9.8%
Provide short, shared ride, door to door trips	3	5.9%
Not sure what Mountain Transit's role should be in the next five years	1	2.0%
Support the economy	0	0.0%
Total	51	100%

Respond to these questions as you think on the next two to three years in the Mountain Communities

10. Select up to THREE of the following locations from the Big Bear Valley area that Mountain Transit should consider adding service to & from:

Locations	Total	% of Total
The Discovery Center	19	37.3%
Sky Park	17	33.3%
Big Bear to Redlands	14	27.5%
RIM High School	13	25.5%
RIM to Redlands	13	25.5%
East Boat Launch / Walking Path	12	23.5%
Other locations*	12	23.5%
Snow Valley	10	19.6%
Meadow Park	9	17.6%
RIM Forest	7	13.7%
North Shore Peter Pan Community	2	3.9%
None of the above, I have no suggestions	2	3.9%
Total Responses	130	
Total Respondents	51	100.0%

* Other locations: San Bernardino Hospitals; Airport; Victorville; RIM to BBV; Green Valley Lake; Mountains to San Bernardino; Lake Arrowhead Village, Blue Jay, Crestline; Big Bear HS; Village to BB Alpine Zoo; RIM to Hospitals/medical offices.

11. Select up to THREE areas Mountain Transit could improve bus services:

Areas for Improvement	Total	% of Total
An area to park my car & take the bus to resort/attractions	20	39.2%
More weekend service	16	31.4%
Provide seats & shelters at existing bus stops	16	31.4%
Buses running earlier/later in the day	12	23.5%
More frequent service on existing routes	12	23.5%
More trolleys	12	23.5%
Provide convenient service from my door to area attractions	10	19.6%
None of the above - I have no suggestions	5	9.8%
Ski/snowboard racks on buses	5	9.8%
Electric buses	5	9.8%
More reliable arrival/departure times	4	7.8%
Bus driver courtesy/professionalism	3	5.9%
Other areas not included in the selections above*	3	5.9%
Security & safety at bus stops / shelters	2	3.9%
Security & safety on the bus	2	3.9%
Shorter travel time	1	2.0%
Total Responses	128	
Total Respondents	51	100%

12. Do you have any further comments or suggestions for Mountain Transit as they consider service, purpose and partnership in the Mountain Communities over the next few years? Of the 51 Respondents, 4 (78%) had no additional comments or suggestions for Mountain Transit. The remaining 1 (22%) provided the following comments:

a. As I am not one who rides MT, I don't have much input however, the more public transportation that can be available seems to me to be a good goal. It would cut down on traffic, parking issues, and make travel easier for those without their own vehicles.
b. Either a year pass for locals or an affordable pass for Veterans and Seniors payable via the VA and/or Medicare. It might also be considered as an alternative and affordable means for local students to and from schools on the mountains. Lastly, adding a route down the mountain to at least 40th street and Waterman would be a huge service.
c. I'd love to see Mountain Transit become a primary mode of transportation in the mountain's region over the next five years. It's safer, better for the environment, and much needed for locals and tourists alike. A world where more folks use public transportation than their own vehicles is a world I want to live in. The entire mountain communities would benefit if we all used Mountain Transit.
d. More shelters with good seating at more locations.
e. Mountain Transit management has never been better. Their willingness to work with the Airport District and our community shows there dedication to Big Bear as a whole.
f. MT has an opportunity to be an important part of mitigating the impacts of tourism and associated congestion.
g. Only to consider the aging population which is growing substantially in the mountain and their needs. Being able to get places once seniors no longer drive provides them with independence once again which is so appreciated.
h. Thank you for all you do.
i. There is a huge opportunity to partner with the Resort, lodges and rentals to provide a valley wide bus service that will reduce traffic congestion and visitor parking issues. I have skied numerous ski resorts all through the west and Big Bear is the only place that I have experienced that does not have a comprehensive mass transit system to address visitor needs.
j. Would like to see far more trolleys in operation.
k. Your requirement for the door-to-door service of the home being too far from a bus stop, is not efficient for California residents on the mountain. It is difficult to walk the streets, without sidewalks. so they should not discriminate by the homes' location in proximity to a bus stop.... besides that bus may not go where the person wants to go.

Appendix D

2021 Mountain Transit Survey

Thank you for taking the time to fill out this brief survey. Your responses will be confidential and will help us improve transit service in the Mountains. If you have filled out this survey before, thank you - we only need ***ONE*** survey per person. Select one response per question, unless you are directed otherwise. Let's get started!

Your Familiarity with Mountain Transit

1. Have you ridden Mountain Transit before?
   a. Yes
   b. No {skip to Q4}
   c. I don't know

Please Tell Us How You Use Mountain Transit Services

2. Select how many ***DAYS*** each week you usually ride Mountain Transit services. Please respond to every row. If you do not ride a particular service, select "Never". If this is your first time riding, or if you rarely ride a particular route, select "Less than 1".

a.	Big Bear Rt. 1	7	6	5	4	3	2	1	Less than 1	Never
b.	Big Bear Rt. 3	7	6	5	4	3	2	1	Less than 1	Never
c.	Big Bear Rt. 11	7	6	5	4	3	2	1	Less than 1	Never
d.	Big Bear OTM	7	6	5	4	3	2	1	Less than 1	Never
e.	Big Bear Resorts' Shuttle	7	6	5	4	3	2	1	Less than 1	Never
f.	Big Bear Airport Shuttle	7	6	5	4	3	2	1	Less than 1	Never
g.	Big Bear Dial-A-Ride	7	6	5	4	3	2	1	Less than 1	Never
h.	RIM Rt. 2	7	6	5	4	3	2	1	Less than 1	Never
i.	RIM Rt. 4	7	6	5	4	3	2	1	Less than 1	Never
j.	RIM OTM	7	6	5	4	3	2	1	Less than 1	Never
k.	RIM Dial-A-Ride	7	6	5	4	3	2	1	Less than 1	Never

3. In general, when you use Mountain Transit, what is the ***MAIN*** purpose of your trip?
   a. Work
   b. Shopping or errands
   c. Social services
   d. Social or recreation
   e. School
   f. Doctor or medical visit
   g. Other (please specify a purpose not included in the selections above): _____

Mountain Transit Use and Satisfaction

4. What is the ***ONE*** main reason you ride or **MAY** ride Mountain Transit in the future?
   a. My only transportation
   b. Convenience
   c. Save money
   d. Avoid traffic & parking
   e. Environmental benefits
   f. Avoid driving in bad weather
   g. I have not and will not ride Mountain Transit
   h. Other (please specify the MAIN reason not included in the selections above): _____

5. How likely are you to ride Mountain Transit in the next 12 months?

Likelihood	Very Likely	Likely	Neutral	Unlikely	Not Likely At All
	5	4	3	2	1

6. Overall, how would you rate Mountain Transit bus service?

Very Satisfied	Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Dissatisfied	Very Dissatisfied
7	6	5	4	3	2	1

What a Year We Have Had!

7. When thinking about this past year during the COVID-19 pandemic, do any of the following apply to you (select **ALL** that apply):
   a. I have not felt safe using public transit {go to Q8}
   b. I worked from home full time, instead of commuting to work
   c. I worked from home part time AND commuted to work
   d. I became unemployed
   e. I retired
   f. I took classes online, instead of going to school in person
   g. I stopped going to school
   h. Places I would like to go to, have been closed
   i. None of the above

Public Transit Use Post COVID-19

8. When do you think you will use public transit again?
   a. When I am vaccinated
   b. After Memorial Weekend
   c. After Labor Day
   d. In 2022
   e. I don't know
   f. I do not expect to use public transit any time soon
   g. Other (please specify a timeframe when you think you will use public transit again):
      _____

Your Service Area

9. Which Mountain community do you live in, or more often visit?
   a. Big Bear Valley area, includes City of Big zebra Lake, Big Bear City, Fawnskin & surrounding communities {go to Q10a}
   b. RIM area, includes Crestline, Lake Arrowhead, Running Springs & surrounding communities {go to Q10}

Big Bear Valley Service Recommendations

10a. Select up to **THREE** of the following locations the Big Bear Valley area that Mountain Transit should consider adding service to & from:
   a. The Discovery Center
   b. East Boat Launch / Walking Path
   c. North Shore Peter Pan Community
   d. Meadow Park
   e. Big Bear to Redlands
   f. Other Location(s) Not Identified Above:
      _____
   g. None of the above, I have no suggestions.

RIM Service Recommendations

10. Select up to **THREE** of the following locations from the RIM area that Mountain Transit should consider adding service to & from:
    a. Snow Valley
    b. Sky Park
    c. RIM High School
    d. RIM Forest
    e. Other Location(s) Not Identified Above: _____
    f. None of the above – I have no suggestions

Tell Us How We Can improve Mountain Transit Services

11. Select up to **THREE** areas Mountain Transit could improve bus service:
    a. More frequent service on existing routes
    b. More reliable arrival/departure times
    c. Bus driver courtesy & professionalism
    d. Security & safety at bus stops/shelters
    e. Security & safety on the bus
    f. Provide seats & shelters at existing bus stops
    g. Shorter travel time
    h. An area to park my car & take the bus to resorts/attractions
    i. Buses running earlier/later in the day
    j. More weekend service
    k. Ski/snowboard racks on buses
    l. Provide convenient service from my door to area attractions
    m. More trolleys
    n. None of the above - I have no suggestions
    o. Other (please specify an area not included in the selections above): _____

12. Have you used any of the following when seeking information and/or about to take a trip on Mountain Transit? Select ***ALL*** that you have used in the past.
    a. MountainTransit.org
    b. Google Transit
    c. Mountain Transit's Facebook page
    d. Calling Mountain Transit
    e. Information / schedules at bus stops
    f. Information on board buses
    g. Word of mouth
    h. Talking with a bus driver
    i. Token Transit (smart phone app fare payment system)
    j. DoubleMap (an app that shows where buses are on the roads)
    k. Radio
    l. Newspaper
    m. None of the above

Tell Us About Yourself

13. Are you ….
    a. A permanent/full-time Mountain resident
    b. Staying at a friend or family-owned home
    c. Staying at least one night in a hotel, short term rental, Airbnb, etc.
    d. Visiting the Mountains for the day

14. What is your home / permanent zip code? _____

15. How old are you? ____

16. What is your total annual **HOUSEHOLD** income?

a. less than $10,000
b. $10,000 to $14,999
c. $15,000 to $19,999
d. $20,000 to $24,999
e. $25,000 to $34,999
f. $35,000 to $49,999
g. $50,000 to $74,999
h. $75,000 to $100,000
i. More than $100,000
j. Prefer not to respond

Mountain Transit wants to thank you by providing you a Day Pass. Enter your **Token Transit** mobile number and your area. No Token Transit account? Fill in the fields below and when you create a Token Transit account the one-day Mountain Transit Day Pass will appear in your account (one Day Pass per account / phone number).

17. Your Mountain Community and Mobile Phone Number

a. Big Bear Valley
b. RIM
c. No Thank You

Mobile Phone Number in a XXX-YYY-ZZZZ format

Thank you for your responses. For information on Mountain Transit and the services provided, visit MountainTransit.org.

Appendix E

2021 Mountain Transit Stakeholder Survey

You and/or your Agency have been identified as a Stakeholder in the Mountain Communities. **Mountain Transit** is updating its five-year service and business plan and is seeking your input to improve transit services in the Mountain Communities.

So that we may better understand your responses, please provide your name and your Agency. However, when compiling responses, we will not identify responses by person or Agency and will compile and analyze all responses in an aggregate manner. Select one response per question, unless you are directed otherwise. If you have filled out a survey before, thank you, as we only need one survey per respondent/agency. Please do not forward this link to the general public or another stakeholder. If you have questions about this process, feel free to contact us at this **email**.

Thank you for your time and assistance in helping Mountain Transit understand the perspective of its partners and stakeholders.

Let's begin - select the "Next" button below.

Tell Us About Yourself and the Agency You Represent

1. Provide your first and last name:
2. Identify the Agency you work for or represent:
3. Which Mountain Community(s) does your Agency serve, or, you represent? (select **ALL** that apply)
   a. City of Big Bear Lake
   b. Big Bear City
   c. Fawnskin
   d. Other unincorporated areas of the Big Bear Valley
   e. All of the Big Bear Valley (City of Big Bear Lake and all of the unincorporated areas)
   f. Crestline
   g. Lake Arrowhead
   h. Running Springs
   i. Other RIM unincorporated areas
   j. All of the Mountain Communities (RIM and Big Bear Valley)
   k. Other area not identified above: _____

Your Familiarity with Mountain Transit

4. Have you, your family or household members ever used Mountain Transit bus services? (select *ALL* that apply)
   a. Myself
   b. Other family member living with me
   c. Other person living in my household
   d. To my knowledge, no one in my family/household have ridden Mountain Transit

5. If **YOU** personally have never ridden or rarely ride Mountain Transit, why not? (select up to *THREE* reasons why not)
   a. I drive my own vehicle
   b. I ride with family and/or friends
   c. Not sure how to read bus schedules / when buses arrive or depart
   d. I am concerned I might get lost
   e. A bus stop is not close to where I need to go
   f. A bus stop is not close to my home end

g. It is too expensive
h. Service is not reliable
i. I need earlier or later bus service
j. Too few buses along a route - need more frequent service
k. Too many physical barriers to get to and from bus stops
l. I DO USE MT services - none of these reasons apply to me
m. Other reason not identified above, please explain: _____

Mountain Transit Satisfaction

6. Briefly describe your general opinion and/or perception of Mountain Transit service, system and operations.

   a. I have no opinion of Mountain Transit service, system and operations
   b. I have a few initial thoughts (describe): _____

7. Overall, how would you rate Mountain Transit bus service? Even if you have never ridden Mountain Transit, please respond, based on your knowledge of the service.

Very Satisfied	Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Dissatisfied	Very Dissatisfied
7	6	5	4	3	2	1

These Questions Pertain to the Next Five Years in the Mountain Communities

8. Rate the importance Mountain Transit's role should be in meeting community needs. Rate each need where 5 is very important, and 1 is not at all important.
   a. Improve traffic flow
   b. Improve air quality
   c. Support the economy
   d. Provide an affordable option for people to get to work or school
   e. Provide an affordable option for people to get to medical/human service appointments
   f. Provide local circulators / shuttles for recreation/events
   g. Provide short, shared ride, door to door trips
   h. Connect communities for residents

9. What do you see as Mountain Transit's ***PRIMARY*** role in the Mountain Communities in the next five years?
   a. Improve traffic flow
   b. Improve air quality
   c. Local circulator mobility for recreation/events
   d. Support the economy
   e. Connect communities for residents
   f. Provide affordable options for residents to/from work/school
   g. Connect residents to/from medical/human service needs
   h. Provide short, shared ride, door to door trips
   i. Not sure what Mountain Transit's role should be in the next 5
   j. Mountain Transit's ***PRIMARY*** role (not provided above) should be (describe): _____

b.

Respond to these questions as you think on the next two to three years in the Mountain Communities

10. Select up to **THREE** of the following locations that Mountain Transit should consider adding service to and from?
    a. The Discovery Center
    b. East Boat Launch / Walking Path
    c. North Shore Peter Pan community
    d. Meadow Park
    e. Big Bear to Redlands
    f. Other Location(s) Not Identified Above: _____
    g. Snow Valley
    h. Sky Park
    i. RIM High School
    j. RIM Forest
    k. None of the above – I have no suggestions

11. Select up to **THREE** areas Mountain Transit could improve bus service:
    a. More trolleys
    b. Provide convenient service from my door to area attractions
    c. Ski/snowboard racks on buses
    d. More weekend service
    e. Buses running earlier/later in the day
    f. An area to park my car & take the bus to resorts/attractions
       More frequent service on existing routes
    g. Shorter travel time
    h. Provide seats & shelters at existing bus stops
    i. Security & safety at bus stops/shelters
    j. Security & safety on the bus
    k. Bus driver courtesy & professionalism
    l. More reliable arrival/departure times
    m. More frequent service on existing routes
    n. Electric buses
    o. Other service features(s) not identified above: _____
    p. None of the above - I have no suggestions

12. Do you have any further comments or suggestions for Mountain Transit as they consider service, purpose and partnership in the Mountain Communities over the next few years?
    a. No, I am finished
    b. Yes (please describe): _____

7.

Thank you for your time and assistance in helping Mountain Transit understand the perspective of its Partners and Stakeholders.
For more information about Mountain Transit, visit MountainTransit.org or email us at MTSRTP@gmail.com.
Have a great day!

Appendix F

MT Big Bear Lake Administrative and Maintenance Facilities Fact Sheet

Location: 160-170 Business Center Drive, Big Bear Lake, CA 92315

Project Type: Construction & Site Work of Maintenance and Administration/Office Facilities

Zoning/Land Use: C2 Commercial

LEED Certification: None

Bus Maintenance Building:

- 11,400 square feet using pre-manufactured metal building construction
- Scope: two offices, two locker rooms, two restrooms, four bus bays (21' x 60' each) and one each of: breakroom, parts storage room, fluid storage room, general equipment room, electrical room, custodial room, wash bay (21' x 60'), wash bay control room and a wash bay equipment room.

Administrative/Office Building:

- 11,335 square feet using stud frame construction
- Scope: seven all gender restrooms, 11 offices, open office space for eight employees, and one each of: lobby, reception area, boardroom, chair storage room, breakroom, conference room, work room, records room and dispatch.

Site Area Needs for the 3.55 Acre Parcel:

- Landscaping to mimic existing local contextual landscaping
- Exterior patios at administration building for outdoor events
- Landscape Areas for excess snow collection in the winter
- 21 bus parking stalls for 40' long buses and nine bus parking stalls for 30' long buses
- 46 standard car parking spaces (staff and visitors)
- Electrical infrastructure for bus charging at all bus stalls
- Electrical infrastructure for future bus canopies and solar panel carports
- New bus stop at Business Center Drive
- Metal fencing completely surrounding the maintenance building and bus parking stalls
- There will be no fencing at the administrative building and staff/ visitor parking lot

Schedule: Assumes MT will start construction for Phase 2, immediately after Phase 1 plans have been approved by the City of Big Bear Lake.

Phase 1: Maintenance Building and Site Work

- Design Development & Construction Documents: November 2021 through March 2022
- City of Big Bear Lake Plan/Entitlement Approval: April 2022 through June 2022
- Bidding: July 2022 through August 2022
- Construction: September 2022 through June 2023
- Occupancy: July 2023

Phase 2: Administration Building

- Design Development & Construction Documents: July 2022 through November 2022
- Plan approval by the City of Big Bear Lake: December 2022 through February 2023
- Bidding: March 2023 through April 2023
- Construction: May 2023 through November 2025
- Occupancy: December 2025

Total Project Costs: $19M

	Maintenance Building - Phase I		Administrative Building - Phase 2		
FY	**Activity**	**Cost**	**Activity**	**Cost**	**FY Costs**
2021/22	Document development fees	$ 491,738			**$ 1,991,738**
	Construction	$ 1,500,000			
2022/23	Construction	$ 4,500,000	Document development fees	$ 500,000	**$ 7,500,000**
			Construction	$ 2,500,000	
2023/24	Construction	$ 3,000,000	Construction	$ 4,000,000	**$ 7,000,000**
2024/25			Construction	$ 2,500,000	**$ 2,500,000**
	Total	**$ 9,491,738**	**Total**	**$ 9,500,000**	**$ 18,991,738**

Appendix G

MT Crestline Administrative and Maintenance Facilities Fact Sheet

Location: 621 Forest Shade Road, Crestline CA 92325

Project Type: Construction & Site Work of Maintenance and Administration/Office Facilities

Zoning/Land Use: C2 Commercial

LEED Certification: None

Building:

- 3,200 square feet for the Maintenance building, using pre-manufactured metal building construction
- 2,706 square feet for the Administrative building, using stud frame construction
- Scope:
    - Four offices (12’ X 17’ sq. ft.)
    - Three restrooms
    - Lobby/reception area
    - One breakroom
    - One storage room
    - One dispatch room
    - One elevator

Site Area Needs:

- Landscaping to mimic existing local contextual landscaping
- Landscape areas for excess snow collection in the winter
- 13 bus parking stalls for buses
- 6 standard car parking spaces (staff and visitors)
- Electrical infrastructure for bus charging at all bus stalls
- Electrical infrastructure for future bus canopies and solar panel carports

Schedule:

- Design Development & Construction Documents: July 2021 through December 2021
- County Plan/Entitlement Approval: October 2021 through December 2021
- Bidding: January 2022 through March 2022
- Construction: April 2022 through May 2023
- Occupancy: June 2023

Total Project Costs: $3.5M