

CITY OF TEHACHAPI  
TRANSIT DEVELOPMENT PLAN



APRIL 2012





# CITY OF TEHACHAPI

## 2012 TRANSIT DEVELOPMENT PLAN

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PREPARED FOR THE:  
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## EXECUTIVE SUMMARY

The Kern Council of Governments (KCOG) and the City of Tehachapi contracted with TPG Consulting, Inc. to prepare a five-year Transit Development Plan (TDP) as an update to the existing plan that was developed in 2003. This TDP covers fiscal years 2012/13 through 2016/17. The Tehachapi area currently has a dial-a-ride system operated by Kern Regional Transit. The community is also served by regional fixed route transit services via the East Kern Express. This TDP presents a summary of the existing conditions related to current dial-a-ride services and inter-city service; defines the goals, objectives and service standards for the dial-a-ride service; evaluates future service options or strategies, and presents a blueprint for operations and funding over the next five years.

### *Plan Objectives*

This TDP serves as the primary planning document for Tehachapi's transit systems. This TDP was developed to support the development of a safe, efficient, and economical transit system through the use of sustainable transportation principles and techniques that encourage public mobility, provide affordable transportation alternatives, reduce congestion, improve air quality, and support appropriate land use and development.

- *Evaluate the current operations*
- *Develop input from the riders*
- *Provide an understanding of current transit conditions*
- *Recommend strategies for the delivery of transit service*

### *Plan Approach*

The plan approach focused on seeking input and data related to the Tehachapi Dial-A-Ride service that would provide a solid base from which to most effectively plan the future use of transit services within the Greater Tehachapi area. Efforts focused on garnering input from those people that use the service, and reviewing available data from the prior three fiscal years. Information was collected in a variety of ways, including:

- A review of current and past operational and financial data
- An assessment of current transit developments
- Passenger and Community surveys

Public involvement is a primary key to the success of transit planning within any community. Public involvement was garnered for this project early in this TDP's development process. On-board passenger surveys were administered to gather passenger and public perceptions about the Tehachapi Dial-A-Ride and East Kern Express services. The survey analysis revealed that the average Tehachapi transit rider is transit dependent with no access to a vehicle. Most Tehachapi Dial-A-Ride riders use the service for social service trips within town; while Tehachapi residents use the East Kern Express service most often to travel to Bakersfield, Mojave or Lancaster.

### **Summary of Key Issues**

Major issues and concerns were identified during the preparation of this TDP update. The following are summaries of the key issues that need to be addressed over the five-year planning horizon of this Plan:

***Farebox Ratios*** – The TDA mandates a farebox recovery ratio of 10% for demand-response services operating within non-urbanized areas as a requirement for receiving TDA funding. TDA funding accounted for 52% to 79% of total revenues during the three fiscal years examined as part of this plan. The farebox ratio for Tehachapi's Dial-A-Ride service has been in the 3% range since FY 2006/07. Not only is this significantly below the 10% standard, but no actions in terms of reducing cost or increasing fare revenues have been taken. If the State was to examine the state of the Tehachapi service and noticed no actions have been taken to address the poor farebox recovery ratio, continued leniency may not continue to exist, and funding could be jeopardized.

***Operating Cost*** – The operational cost associated with the Tehachapi Dial-A-Ride service has increased 4% annually since FY 2005/06, and the FY 2010/11 operating cost was 10.5% higher than the next highest year during that time span. The biggest jump is seen in the "Purchased Transportation" element; that is, what the City of Tehachapi pays Kern County as per its agreement to have Kern Regional Transit administer, maintain and operate the Tehachapi Dial-A-Ride service.

*When examined more closely, the Purchased Transportation was greatly influenced by spikes in the cost of maintenance and fuel. The rising operating cost is not only a financial burden for all parties involved and hindrance on improving system efficiency and economy, but the rising cost levels make reaching the 10% farebox ratio an even more difficult process.*

***Ridership** – Although the population of the City of Tehachapi grew by 30% from 2000 to 2010, the ridership grew at a lesser rate (only 15% since FY 2006/07). More so, ridership is still down 30% from FY 2005/06 levels. This could be the result of a few factors: the population may have the ability (physical and financial), or may need, to use personal automobiles; the population is incapable of using the Dial-A-Ride services, potentially because they are small children; or the population may not see and understand the benefit of transit. Because the developed area is small and isolated there are not the typical destinations found throughout other transit systems.*

## **System Recommendations**

Service recommendations were developed to address service issues and constraints that were identified throughout the analysis process. The recommendations focus on providing an efficient transit service that meets required farebox ratios. Recommendations to be implemented over the five-year planning horizon include:

### **Tehachapi Dial-A-Ride Service**

- Increase the fare structure to make progress towards attainment of the State mandated 10% fare box ratio.
- Develop and implement an outreach marketing and education program to generate new ridership.
- Implement an aggressive cost containment program to assist in holding down cost increases over the next five years.
- Reduce service hours by two hours each weekday thus assisting in the overall reduction of operating costs.
- On a case-by-case basis, evaluate Saturday service with the goal of generating a minimum of 10% in fare revenues.



## *Service Implementation Schedule*

### *Year One (FY 2012/13)*

In year one of the plan, FY 2012/13, the Tehachapi Dial-A-Ride fare structure will be adjusted. The hours of operation will be reduced by two hours per day and additional cost containment strategies will be implemented. The marketing plan will be implemented with the publishing of a new transit brochure. The City and County should adjust the service area boundary to reflect the recent annexations to the City. The City, County and Kern COG should initiate discussions on the process for managing the State mandated fare box ratio requirements.

### *Year Two (FY 2013/14)*

The second year of the Transit Plan efforts to market the transit service will be continued. Additional cost containment strategies will be identified by the City and the County.

### *Year Three (FY 2014/15)*

The third year of the Plan will see another marginal increase in the fare structure. The marketing brochure and City website will be updated to reflect this change. Cost containment strategies will be reviewed and further refined to reflect the fare box ratio requirements.

### *Year Four (FY 2015/16)*

During the fourth year of this plan transit services will continue to operate at the established level. Additional marketing efforts will continue with the objective to increase ridership. A review of the fare box ratio will be completed.

### *Year Five (FY 2016/17)*

The fifth year of the Transit Plan will include a third fare structure increase.

## CHAPTER 1 - INTRODUCTION

The Kern Council of Governments (KCOG) contracted with TPG Consulting, Inc. to prepare a five-year Transit Development Plan (TDP) for the City of Tehachapi. The previous TDP was completed in 2003. The City of Tehachapi began its transit service in 1994. This 2012 Transit Development Plan (TDP) will evaluate current transit services available, and provide recommendations for improving the efficiency and effectiveness of them.

### **PURPOSE OF THE TDP**

The Tehachapi TDP is a federally mandated document that provides a blueprint for the delivery of public transportation services within the City of Tehachapi. The purpose of the plan is to promote a comprehensive, coordinated, and continuous planning process for transit service in the Tehachapi area over a five-year planning horizon. The TDP provides the community, policy makers, and city staff an opportunity to understand current transit conditions, defines the demand for service within the area, and establishes an operational and capital plan to meet those demands.

A TDP serves as the primary justification for receipt of federal and state funding for transit operations and capital projects. As such, Tehachapi City staff and City Council will use this TDP to help guide the planning, policy making, programming, and budgeting of transit activities over the next five years. The Kern Council of Governments (KCOG) will use this document for programming local, state and federal funding through the Federal Transportation Improvement Program (FTIP), and as documentation to support the projects included in the Regional Transportation Plan (RTP). The FTA will use the plan as documentation for supporting the use of federal funds.



## CONTENTS OF THE TDP

The Tehachapi TDP is presented in nine chapters:

*Chapter 1 continues with a profile of the Tehachapi service area and includes a transportation system overview. A summary of community demographics and economics is also provided.*

*Chapter 2 describes the history and organizational structure of the Tehachapi transit system. It also provides an overview of the Tehachapi Dial-A-Ride service, as well as a description of the regional fixed route service.*

*Chapter 3 presents a summary of passenger input gathered from on-board surveys conducted on both the Dial-A-Ride and regional fixed route systems.*

*Chapter 4 includes an operational analysis of the existing service. This section also includes future ridership demand estimates based on current system characteristics.*

*Chapter 5 outlines system goals, objectives, and service standards for Tehachapi's transit system.*

*Chapter 6 outlines the direction the system should take over the next five years. It includes a discussion of service strategies, and includes a comprehensive Management Plan and Marketing Plan.*

*Chapter 7 presents a statement regarding the capital plan for the Tehachapi Dial-A-Ride service.*

*Chapter 8 presents a complete five-year Financial Plan for the City of Tehachapi transit system, which includes estimates of operating and equipment expenditures and projections of revenues by source for the proposed services. This section also includes a discussion of potential funding sources, which may be investigated both now and in the future.*

*Chapter 9 contains a list of sources referenced during development of this Transit Development Plan.*

## **COMMUNITY PROFILE/SERVICE AREA**

### **Geographic Area**

The City of Tehachapi is located in Kern County, which is in the Southern portion of the San Joaquin Valley of California. The San Joaquin Valley is a rich agricultural area, and Kern County is recognized for its mineral extraction and is home to three of the five largest oil fields in the United States; accounting for one-tenth of the overall US oil production. Tehachapi has a land area of approximately 4 square miles, situated in the Tehachapi Mountains, above the San Joaquin Valley and Mojave Desert. It is approximately 20 miles west of Mojave, 35 miles southeast of Bakersfield, 45 northwest of Lancaster and 115 miles north of Los Angeles. California Highway 58 bisects the City of Tehachapi, connecting with US 99 and US 14.

### **Government and Community**

The City of Tehachapi was founded in 1876, and incorporated in 1909. Tehachapi functions as a general law city; governed by the California State Constitution and California General Law. The City has a five-member City Council, elected to serve staggered four-year terms.

The Tehachapi Unified School District operates in the City of Tehachapi. There are three elementary schools (Cummings Valley, Golden Hills, and Tompkins), one middle school (Jacobsen), and two high schools (Monroe, Tehachapi) that serve the youth of the community.





## Population and Demographics

Demographic profiles help to better understand the transportation needs of a community by identifying distinct transportation markets. Within Kern County, the population markets most likely to be dependent upon public transportation include seniors, individuals with disabilities, and low-income families. The demographic data contained herein was extracted from the 2010 U.S. Census, unless otherwise noted. Figure 3 shows the Tehachapi Dial-A-Ride service area in relation to City's boundaries.

As of the 2010 Census, the City of Tehachapi had a population of roughly 14,400. However, this number is not entirely representative of the population that could or would utilize the Tehachapi Dial-A-Ride

services because this count includes the all-male inmate population of the California Correctional Institution (CCI) that is part of the City of Tehachapi. Current Census data is not available for the number of institutionalized persons within the City of Tehachapi; but, the California Department of Corrections and Rehabilitation has monthly counts available as part of public records; *Monthly Report of Population*. To best match the 2010 Census data, with its April 1, 2010 due date, the CCI count from midnight on March 31, 2010 was chosen. At that moment, CCI reported 5,875 male inmates as its total population (211% of the designed capacity of 2,783). Thus, for this study's purposes the non-institutionalized population of the City of Tehachapi is roughly 8,500. Between 2000 and 2010 the population of Tehachapi increased by 30%, with an average annual growth rate of 2.6%, when the calculation includes the CCI inmate population. The non-institutionalized population for the City of Tehachapi grew by a larger amount (47%) during that same time period; an average annual growth rate of 3.9%. The overall population of the service area is approximately 17,000, which includes the surrounding county areas such as Golden Hills. This is a substantial population base for the transit service.

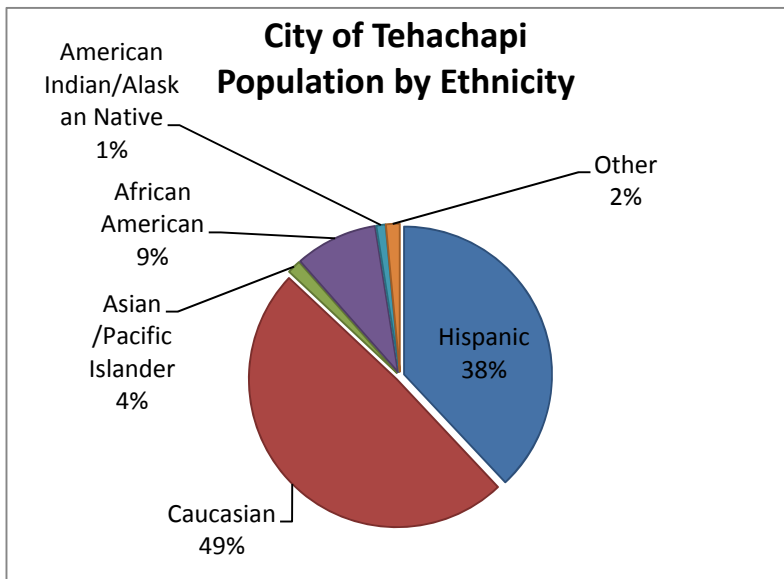
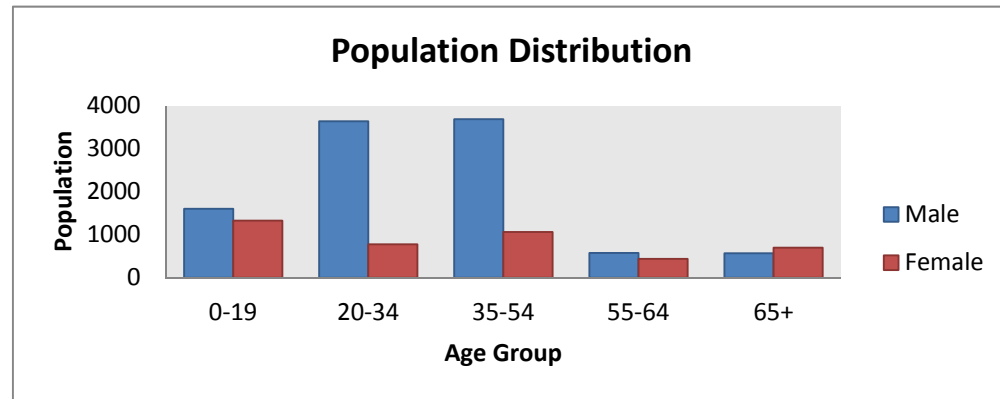
*Figure 1 – Project Location*

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*Figure 2 – Tehachapi Populating density*

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The population distribution of the Tehachapi area is shown in Figure 4. The 2010 Census revealed that Tehachapi's population is overwhelmingly male at 70%, with females making up only 30% of the population. This reflects the male population of the California Correctional Institution at Tehachapi; excluding that group, males account for roughly 50% of the non-institutionalized population. Of the total population, 20% are between the ages of 0 and 19, 31% are between the ages of 20 and 34, 33% are between the ages of 35 and 54, 7% are between the ages of 55 and 64, and 9% of the population is 65 years of age or older. The median age is 34.



Using the 2010 Census data, one sees that almost half of the population within the City of Tehachapi is Caucasian (49%). Another 38% of Tehachapi residents are of Hispanic descent. The remainder of the population is comprised of African Americans (9%), a mix of nationalities, and a portion of the population reporting multiple nationalities for their background.

In 2010, 70% of those twenty-five years of age or older in Tehachapi had at least a high school diploma. Of those people, 6% had an Associate's degree, 6% had a Bachelor's degree, and 6% had a Professional/Graduate degree. Conversely, 30% percent of persons twenty-five years of age or older did not have a high school diploma, and 6% of this population subset had less than a 9<sup>th</sup> grade education.

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*Figure 3 – Unemployment rate*

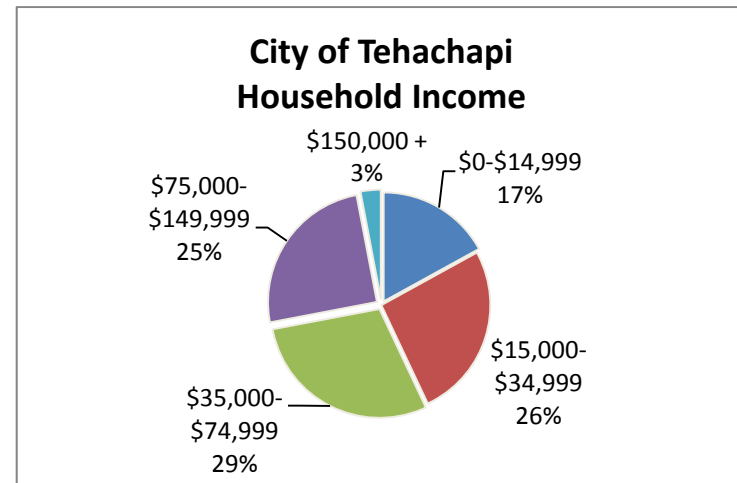
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*Figure 4 – Tehachapi Senior Citizen Distribution*

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Census data revealed that in 2010, 30% of residents aged 16 years and older were employed, with Tehachapi's unemployment rate being only 5.5% (this value arising from the reported 211 unemployed people that are part of the 3,824 reported individuals in the labor force). While that number is far lower than the regional, state and national average, just as notable is that 38% of the City's non-institutionalized population is not part of the labor force. This is significant to note because typical transit systems' base ridership consists of work commuters. Thus planning the future of Tehachapi's transit services needs to take this unique characteristic into account. According to the 2010 Census, Tehachapi had 3,116 workers commute to work; sixty-eight percent (68%) of who report driving alone to work, 10% carpool, 17% walk to work, 5% use other means of transportation or telecommute, and zero people use public transportation as part of their commute. This coincides with the above data showing that over two-thirds of the community is not employed nor seeking employment; fewer people over all working brings down the number of people using transit (typically the smallest mode share in more rural, isolated areas) for their work trips. The mean commute time to work in 2010 was 19 minutes.

The median household income for the City of Tehachapi in 2010 was \$46,000, while mean income was only \$57,000. Over forty percent (43%) of total households earned less than \$35,000 annually. Twenty-nine percent (29%) of households earned \$35,000 to \$74,999, 25% fell into the \$75,000 to \$149,999 income range, and 3% claimed household income of \$150,000 or more.



Low-income persons are more likely to rely on public transportation than those with higher, more disposable incomes. According to the 2010 Census data, 12% of Tehachapi's households were below the poverty level, with 15% of single mothers below poverty. While a larger portion of the Tehachapi community has sufficient incomes, and most likely sufficient means of transportation, this low-income segment's mobility needs cannot be overlooked and any feasible assistance that can be provided must be.

Persons who do not own or have access to a vehicle often rely on public transportation as their sole means of transportation. Of the 3,116 reported commuters within the City in 2010, 154 (5%) had no vehicle available for use; while 620 commuters (20%) had only one vehicle available for their use.

## Economy and Employment

Tehachapi's economy has a number of standout industries; the California Correctional Institution, the Tehachapi Unified School District, and GE Energy (wind power). According to the 2010 Census, 16% of employed residents over the age of sixteen are employed in public administration, 15% are part of the education/social/healthcare industry, and 15% are in the arts/entertainment/recreation/accommodation/food services employment arena. The occupational breakdown for residents of Tehachapi is also fairly balanced: 29% hold management/business/science/arts positions; 27% have service positions; 20% reported having sales/office roles; 14% hold natural resource/construction/maintenance related positions; and 11% claim production/transportation/material moving roles. Typically, those with professional, office or retail space oriented jobs take transit more than those with construction or production oriented jobs, as those have varying job sites or certain vehicle requirements for its employees.



<b>TABLE 1: MAJOR EMPLOYERS IN TEHACHAPI</b>	
<b><u>Employer</u></b> <i>(number of employees: descending order)</i>	<b><u>Industry</u></b>
California Correctional Institution	State Prison
Tehachapi Unified School District	Education
Tehachapi Hospital	Medical Care
GE Energy	Manufacturing
Lehigh SW Cement Company	Cement Production
Home Depot	Retail
Albertson's Supermarket	Retail
Big K-Mart	Retail
Benz Sanitation	Waste Management
City of Tehachapi	Government
Save Mart Supermarkets	Retail
Selecta Products, Inc.	Specialty Switches
Chemtool, Inc.	Specialty Lubricants

## Transportation System Overview

### *Highways*

Being situated up in the Tehachapi Mountains, the City of Tehachapi does not find itself at the crossroads of numerous highways. Highway 58 does laterally bisect the City, providing connections to Bakersfield, Mojave and other major routes that provide access to the rest of the state.

### ***Truck***

A variety of general transport and agricultural freight carriers provide service within and through the Tehachapi area. State Route 58 provides direct access to the state highway system.



### ***Rail***

The Union Pacific/Southern Pacific Railroad operates a major rail line through the community. The Tehachapi Railroad Line was built from 1874 to 1876 to connect California's fertile San Joaquin Valley with the then small agricultural town of Los Angeles on California's southern coast. Originally Southern Pacific, the company which nearly monopolized railroad transportation in California at that time, wanted the Tehachapi Line to bypass Los Angeles and instead go southeast through the Mojave Desert to Yuma, Arizona, and all points east. Ultimately state politics trumped Southern Pacific's desires and Los Angeles' bright future was cast in railroad steel.

The Tehachapi Railroad Line was the work of two talented civil engineers, William Hood and his chief of construction, J.B. Harris, both of who worked for Southern Pacific Railroad. The construction route extended south from Sacramento to the town of Caliente, just south of Bakersfield. As is normal in locating railroad lines, the Tehachapi followed the gentle grades of creeks like Caliente Creek as it made its way into the foothills of the mountains. There the two engineers encountered the challenge of getting the railroad over the steep Tehachapi Mountains which form the southern end of the Sierra Nevada Mountain Range. They chose a route across



Tehachapi Pass which, at 4,025 feet elevation, is the lowest pass across the Sierras and remains nearly snow-free in the winter.

Considered an engineering and construction marvel in its day, the Tehachapi Railroad follows the steep Tehachapi Creek, averaging a 2.2 percent grade over 28 miles. In order to do this the railroad line makes a series of twists, curves, and turns that include passes through six tunnels. The track finally gains an additional 90 feet of elevation as it dramatically spirals over itself at the Tehachapi Loop.

Most of the work to complete the railroad was done by laborers who came to the United States from Canton, China. As many as 3,000 laborers worked with picks, shovels, and dynamite to remove the granite rock of the mountains and haul it away in horse-drawn carts. Under the direction of Harris and Hood the entire Tehachapi Railroad Line was completed in less than two years, an amazing feat considering the complexity of the project.

Today the Tehachapi Railroad Line is in constant use and boasts being the busiest run of single-track railroad in North America. The track is basically unchanged from its construction over 130 years ago and sees an average of 36 railroad trains rumbling over its tracks every day. Trains using the tracks are still limited to 30 miles per hour as they travel the Loop and must pull over to sidings several times on the journey to avoid oncoming trains.

The State of California continues to plan and prepare for the implementation of an 800 mile long high speed rail (HSR) system; stretching from Los Angeles up to the Bay Area and Sacramento. There are proposed stations in Bakersfield and Palmdale; both areas easily accessible to residents of Tehachapi through connections with Kern Regional Transit. Because of the thorough planning process needed for such a project, a State and Nation experiencing financial limitations, political jockeying, and wavering public support, a timeline for the HSR system remains in fluctuation. However, with recent additional federal funding, made available through reallocation from states cancelling their HSR plans, the California HSR is slated to begin construction in 2012. As planned, both Bakersfield and Palmdale have been designated as station locations. It is anticipated that feeder bus service to Tehachapi and these stations will be deployed with the start of high speed rail service. As currently envisioned, service between Merced and Bakersfield could start as early as 2017. With additional funding services between Bakersfield and Palmdale and Los Angeles could be operating by 2021. As each stage is deployed the connector bus service to and from Tehachapi will need to be adjusted.

***Air***

There are two airports serving the Tehachapi area. The first is the Tehachapi Municipal Airport, located on the northern portion of the city. The second is a privately owned airport, open to the public; Mountain Valley Airport, located Southeast of downtown Tehachapi.

***Bus***

Along with the City's Dial-A-Ride system, Tehachapi residents are served by Kern Regional Transit. These services will be discussed in more detail in Chapter 2.



## CHAPTER 2 – SYSTEM DESCRIPTION

### HISTORY

Demand response transit services began in the City of Tehachapi in January 1994, under an agreement with Kern County. Today the Tehachapi Dial-A-Ride service continues to be provided by Kern County operating as Kern Regional Transit within the Greater Tehachapi area, Golden Hills and other adjacent unincorporated areas.

### ORGANIZATIONAL STRUCTURE

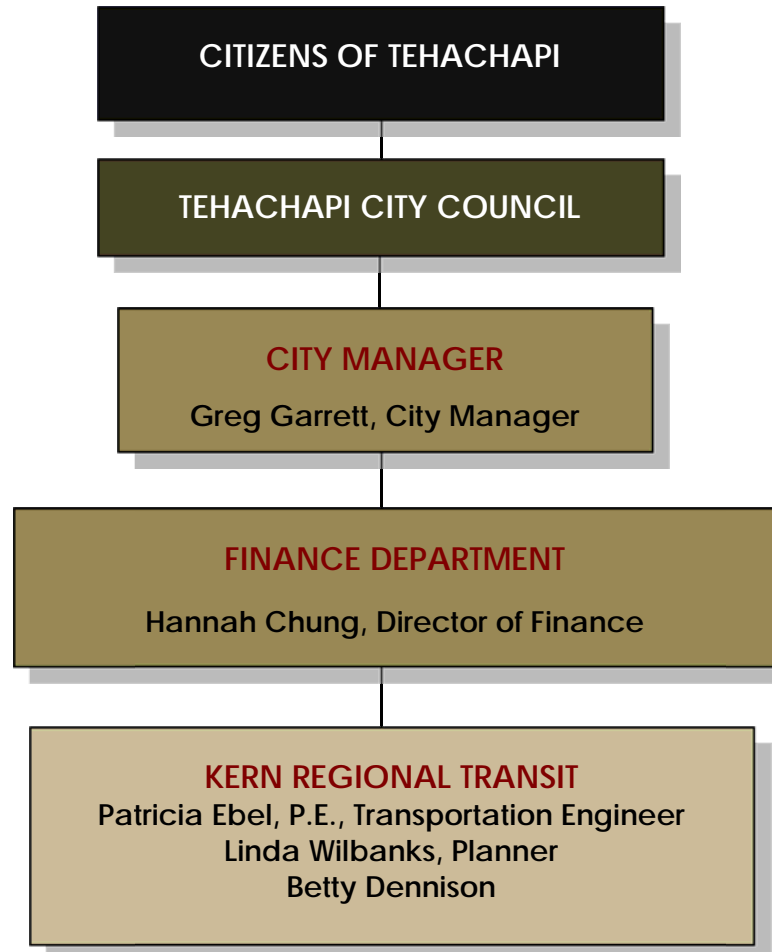
The Tehachapi Dial-A-Ride is owned and operated by Kern Regional Transit. The Tehachapi City Council is the policy-making body for the Tehachapi Dial-A-Ride service. It adopts the Transit Development Plan, and through the City's annual budgetary process, establishes operational and funding levels for the system. The City Council also sets operational policies and parameters for the service.

The administration, management, and operation of Tehachapi Dial-A-Ride are handled by Kern County and Kern Regional Transit. Kern Regional Transit purchases, manages and maintains any and all vehicles and other capital improvements used in supplying the Tehachapi Dial-A-Ride service. Administration and monitoring of the system is vested in the County's Director of Roads Department, or an individual appointed by the Director. The Tehachapi City Manager acts as the Transit Manager as well; overseeing the function of the City's Dial-A-Ride service.

Vehicles are dispatched from the Kern Regional Transit office in Mojave, but are stored at the Tehachapi Municipal Airport to reduce the number of deadhead miles each service day. Vehicle maintenance takes place at Kern County's maintenance facility in Bakersfield, where all routine vehicle work is conducted. Any warranty or specialized maintenance is contracted out. The bus drivers inspect their vehicles each day before beginning service.



## CITY OF TEHACHAPI DIAL-A-RIDE ORGANIZATIONAL STRUCTURE



## **TEHACHAPI DIAL-A-RIDE SERVICE OVERVIEW**

### **Description of Current Dial-A-Ride Service**

Kern Regional Transit operates Tehachapi Dial-A-Ride as the City of Tehachapi's demand-response service. Tehachapi Dial-A-Ride provides curb-to-curb transportation to the general public. Service is provided within a majority of the City's limits, and also to the unincorporated area of Golden Hills (located about four miles west of Tehachapi). Due to the varying degrees of development in the area, service is not provided on unpaved roads, non-maintained roads, or when conditions are unsafe. Figure 5 delineates the Tehachapi Dial-A-Ride service area.

### **Tehachapi Dial-A-Ride Service Days and Hours**

Tehachapi Dial-A-Ride operates Monday through Friday between the hours of 5:30 AM and 7:00 PM. The service does not operate on weekends, or major holidays, including New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving or Christmas.

### **Tehachapi Dial-A-Ride Fare Structure**

The current Tehachapi Dial-A-Ride fare structure is as follows:

<u>Category</u>	<u>Fares</u>
General Public	\$1.00/one-way trip
Seniors (age 62+) / Disabled / Youth (age 5-15)	75¢/one-way trip
Children (age 4 and under)	FREE

Fare tickets may be used in lieu of cash and can be purchased by mail or in person at the Kern County Public Services Building.

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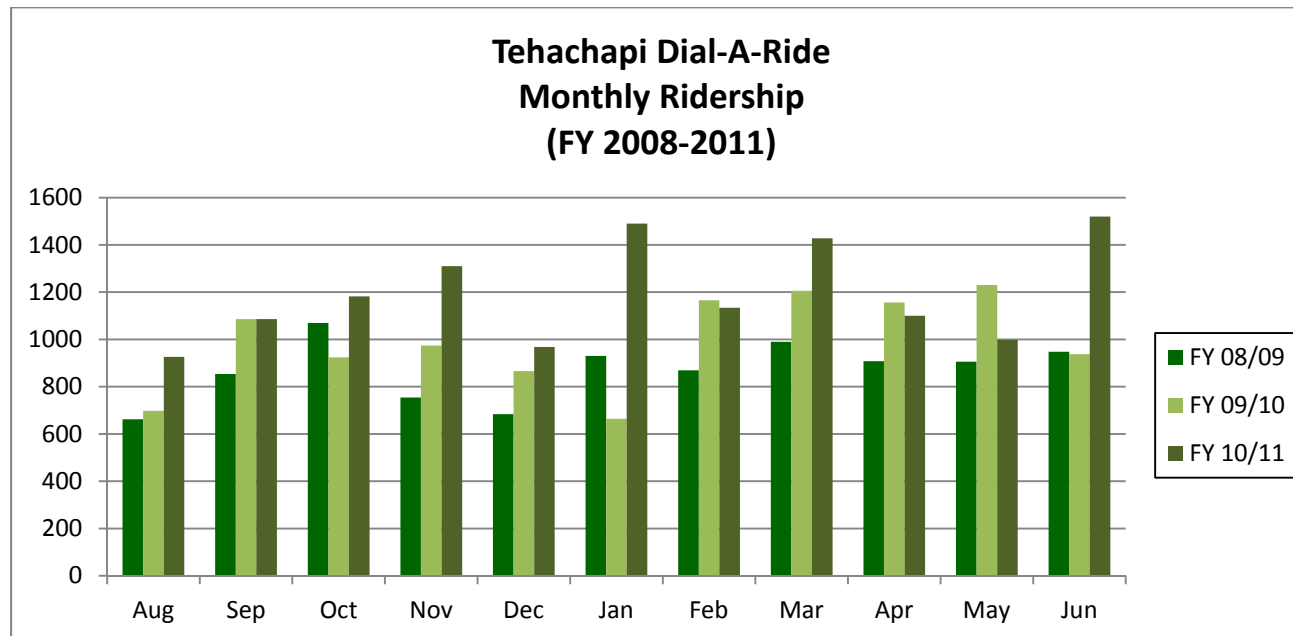
*Figure 5 – Tehachapi Dial-A-Ride Service Area*

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### Tehachapi Dial-A-Ride Ridership Profile

In FY 2010/11, ridership on Tehachapi Dial-A-Ride totaled 13,332 passengers. This is a 14.4% increase from the FY 2009/10 total of 11,652 passengers, and a 26.1% increase over the 10,576 passengers in FY 2008/09. When examining the breakdown of passengers by fare type, the general public saw a more prominent increase than did senior, disabled, or youth riders; this group also being made up of more “choice” riders is more price elastic. This increase is due to the state of the economy. Thus, as the price of fuel rises, they are more likely to consider alternative modes of transportation; in this case, the Tehachapi Dial-A-Ride services.

Each fiscal year examined had different months in which ridership peaked and bottomed. Further adding to the lack of pattern, January was the low month in FY 2009/10, but the high month in FY 2010/11. The FY 2010/11 peak was 1,490 passengers, with the low being 760 passengers in June 2011. The average monthly demand-response ridership for FY 2010/11 was 1,111 passengers. Following is Tehachapi’s Dial-A-Ride monthly ridership charted over the last three reported fiscal years (FY’s 2008/09, 2009/10, and 2010/11).



### **Tehachapi Dial-A-Ride Vehicle Profile**

Two vehicles are available during the Tehachapi Dial-A-Ride hours of operation. Because of the range of services and operating environments offered by Kern Regional Transit, the system regularly rotates its vehicles through the various dispatch offices to ensure even mileage patterns on all vehicles. As of November 2011, the Kern Regional Transit fleet consists of 30 buses with 12, 16 or 18 passenger seating capacity, and all buses capable of securing two passengers in wheelchairs in a fashion that conforms to the requirements of the Americans with Disabilities Act of 1990 (ADA). The vehicles are maintained at the Kern County maintenance facility in Bakersfield. All routine maintenance is handled at the facility, but warranty and specialized work are contracted out.

### **Tehachapi Dial-A-Ride Financial Profile**

Tehachapi Dial-A-Ride cost a total of \$257,499 to operate in FY 2010/11. The passenger fare revenue totaled \$9,734 during the same fiscal year which equates to approximately 3.8% of total operating revenues. Federal Transit Administration (FTA) Section 5311 funding, State Transit Assistance funds, the Local Transportation Fund, and farebox revenues are the main sources of revenue for Tehachapi Dial-A-Ride.

## **KERN REGIONAL TRANSIT SERVICE OVERVIEW**

### **Fixed Route Service to Tehachapi**

Kern Regional Transit operates one inter-city fixed route that serves the Tehachapi community – the East Kern Express. This route originates in Bakersfield and terminates in Lancaster, with stops in Keene, Tehachapi, Mojave, and Rosamond along the way. Connections with other area service providers can be made in each city, to include Amtrak, Antelope Valley Transit Authority (AVTA) and Eastern Sierra Transit Authority. Figure 6 depicts the East Kern Express alignment.

The East Kern Express runs Monday through Friday (5:00 AM to 10:00 PM), Saturday (4:00 AM to 7:00 PM), and Sunday (9:25 AM to 7:00 PM). No service is provided on the following holidays: New Year's Day, Easter, Memorial Day, Independence Day, Labor Day, Thanksgiving, and Christmas.

*Figure 6 – Kern Regional Transit: East Kern Express*

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Kern Regional Transit: East Kern Express fares are as follows:

<u>Category</u>	<u>Fares</u>
General Public	\$1.00 to \$5.00/one-way trip (depending on origin and destination)
Children (age 4 and under)	FREE (maximum of two with a fare-paying adult)

There are no discounted fare rates for this route and exact change must be provided as drivers do not make change. Passengers also have the option of using pre-paid fare tickets in lieu of cash. Ticket booklets can be purchased by mail or in person at the Kern County Public Services Building on the first floor from the Cashier.

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## CHAPTER 3 – PUBLIC OUTREACH

### ON-BOARD PASSENGER SURVEYS

Surveys are one of the most accurate and cost-effective means of obtaining information about all aspects of a transit system, including passenger demographics, trip characteristics, passenger perceptions about the quality of service and public knowledge of the system. Survey results are helpful in identifying unmet service needs, and determining potential marketing opportunities. On-board surveys were conducted for Tehachapi Dial-A-Ride Service. Survey results are summarized in the following sections.

#### Methodology

Surveys were administered on-board Tehachapi Dial-A-Ride Buses during the week of January 16, 2012. The day and times of the surveys were selected to represent a “typical” ridership period. Thus, survey results are assumed to be representative of overall ridership. TPG Consulting developed the on-board survey forms with input and approval from Kern Regional and Tehachapi staffs. Surveys were distributed by the bus drivers of each system during regularly scheduled trips. Riders were asked to fill out the survey during the course of their trip, with driver assistance, if needed. Surveys were available in both English and Spanish. Respondents were asked to complete the survey only once, so as to avoid skewing statistical analysis through duplication. Appendix A contains copies of the survey forms administered during the on-board survey process.

#### Tehachapi Dial-A-Ride Survey Results

Eighty (80) valid surveys were completed for the Tehachapi Dial-A-Ride service. Results of the surveys are summarized below.

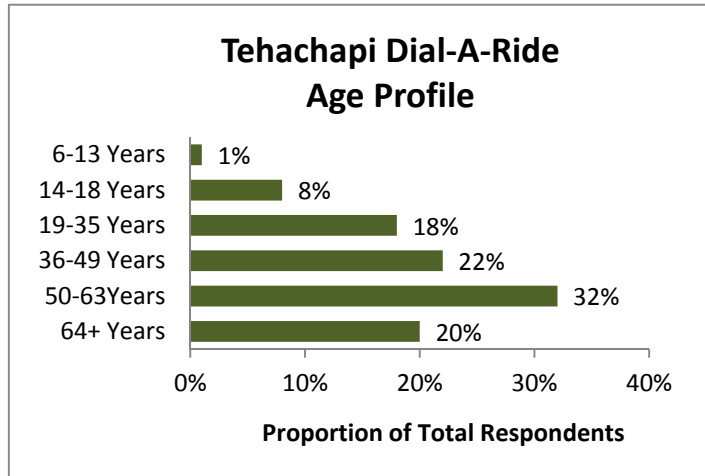
#### *Demographic Characteristics*

The average Tehachapi Dial-A-Ride rider is female, around the age of 46, with an average household income about \$21,000, and no access to an automobile.



Gender

Seventy percent (70%) of the respondents were female, while 30% were male. This is slightly different from the 50/50 gender split of the general population, but is an expected result as women are more willing to both use transit and respond to surveys. One hundred percent (100%) of respondents answered this question.



Age

Over half of the respondents (52%) were aged 50 years or older. The passenger age profile mirrors the general population distribution, being that much of the community is older and/or retired. Ninety-eight percent (98%) of respondents completed this question.

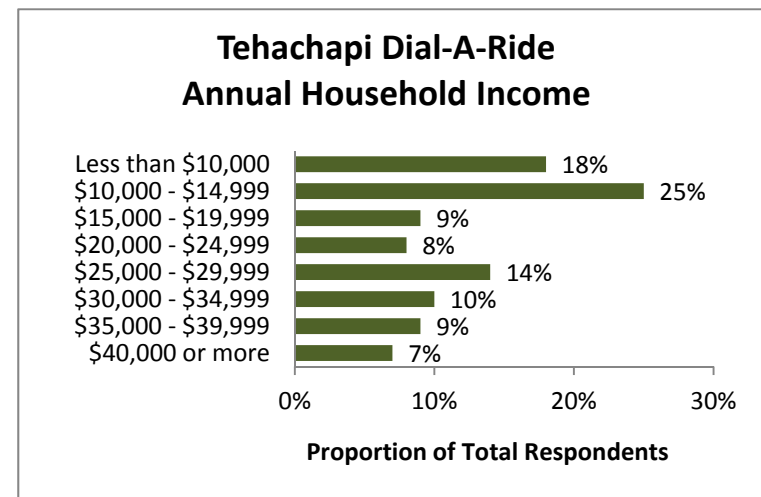
Ethnicity

Over seventy percent (71%) of respondents claimed white as their ethnicity, with the next largest group being Hispanics at 14%. This does not fall in line with the overall population ethnic distribution found in the 2010 Census data. This

question had a 98% answer rate from the 80 respondents.

Income

Income plays an important role in determining transit ridership. Forty-three percent (43%) of surveyed passengers make less than \$15,000 annually. This shows that the Tehachapi Dial-A-Ride services are indeed helping those in greatest need for transit. Ninety-six percent (96%) of respondents answered this question.

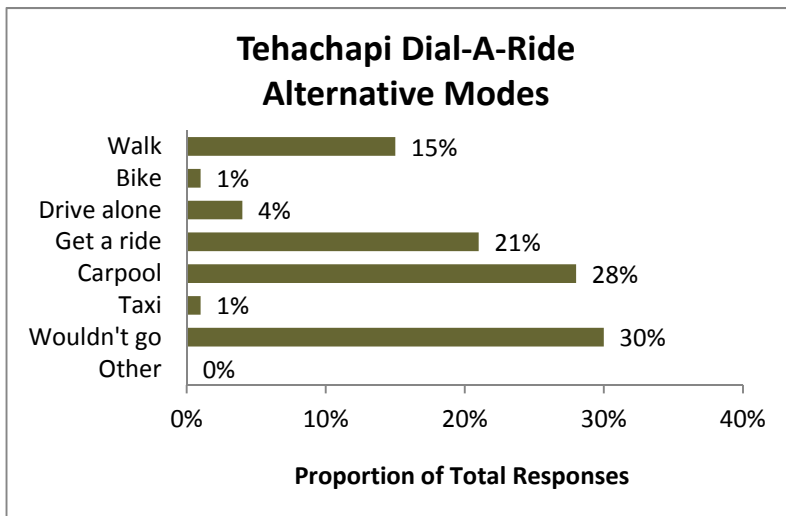


### Disability Status

Sixty-five percent (65%) of respondents replied that they do have a disability. This is a significantly high percentage of riders with a disability and suggests that the door-to-door service is improving the mobility needs of those with few or no other options. Ninety-eight percent (98%) of respondents filled in this question.

### Automobile Availability

Respondents were asked whether they had access to an automobile for their particular trip. The majority (75%) of passengers surveyed indicated that they did not have a car available for their trip, underscoring the importance of transit service to Tehachapi's core riders. Ninety-eight percent (98%) of respondents completed this question.



### Alternative Modes

Riders were asked if the Tehachapi Dial-A-Ride service were not available, by what other means, would they have made the trip they were currently on. Overall, 70% of respondents would have used alternate means to make the trip, while 30% of respondents reported that they would not have made the trip if the bus was not available. This indicates that many riders may have no other transportation options available to them due to age, disabilities, distance, or financial constraints. Much like the responses to the disability and automobile availability questions, this shows that the Tehachapi Dial-A-Ride service has a vital position in the livability of the Tehachapi community. Multiple answers were allowed;

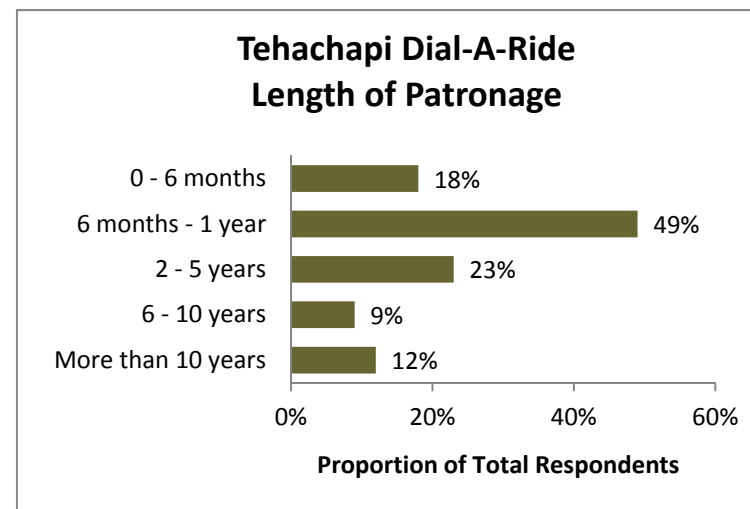
percentages are based on total responses received.

Residency

Patrons were also asked how long they have been residents of the Tehachapi, implying the Tehachapi area; yet another layer of evaluation for current and future service characteristics. Contrary to the recent population growth, and the predominance of “new” riders, which both suggest that riders are likely to be new residents, 59% of riders have lived in the Tehachapi area for eight years or longer. This could mean that long-time residents are either just now seeing the benefit of the Dial-A-Ride services or perhaps they have reached an age at which they are in need of the services provided. One hundred percent (100%) of respondents completed the residency question.

Length of Patronage

Almost half of respondents (57%) marked that they have been using the service for less than a year, indicating that Tehachapi Dial-A-Ride has a “new” and potentially growing ridership base. Another 23% of respondents have used the service for five years, and 12% for over 10 years. Ninety-six percent (96%) of respondents answered this question.

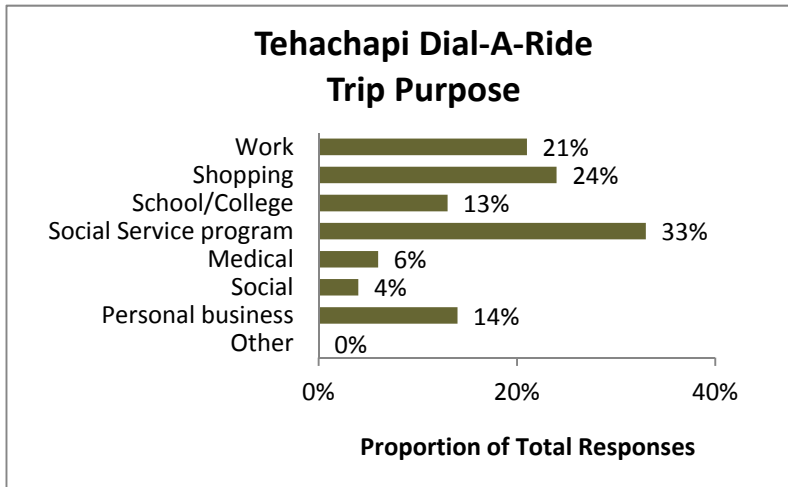


Use of Kern Regional Transit Services – East Kern Express

Passengers were asked to indicate whether or not they also use the transit services provided to Tehachapi residents through the East Kern Express, and if so, how often they use the service. Over half (54%) of respondents indicated that they use the service on a monthly basis; with Bakersfield being the predominant destination and Lancaster being second. Ninety-four percent (94%) of respondents answered this question.

Trip Characteristics

The average Tehachapi Dial-A-Ride trip is taken weekly to attend a social service program. Information regarding the service is most often obtained by asking a friend or family member; an expected practice in smaller communities.



### Trip Purpose

Passengers were asked to indicate the purpose of their trip. Respondents reported a variety of trip purposes, indicating that Tehachapi Dial-A-Ride serves a variety of different needs. Social service trips comprise 33% of all transit use, shopping accounted for 24% and work made up 21%. Work trips are important because they tend to be made more than once per week and therefore are typically a larger influence. Many respondents included multiple answers; percentages are based on total responses received.

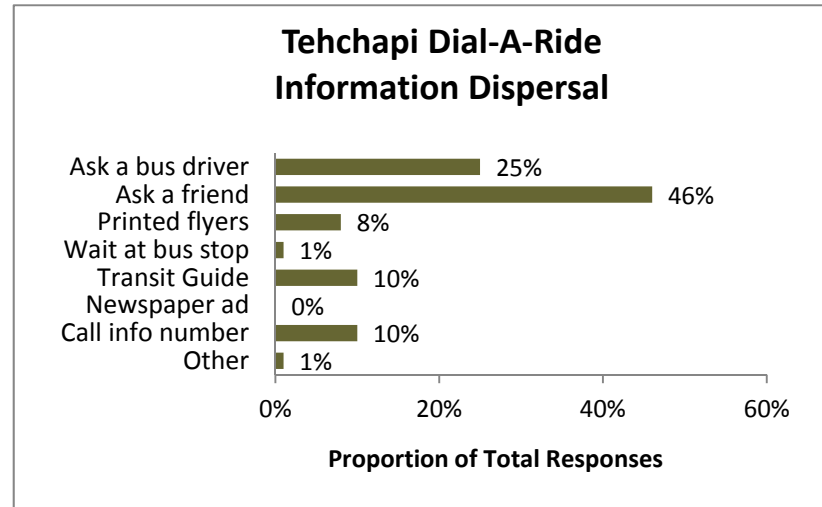
Those passengers, whose trip purpose was reported as “shopping”, were also asked how much money they had spent or expected to spend during their shopping trip. Forty-four percent (44%) of those replying to this question (more people responded to this question than those that responded with “Shopping” for their trip purpose, potentially skewing the results) said they anticipated to spend \$50 or more on their trip. The average expenditure was \$36 per shopper. Based on survey information and ridership statistics, it is estimated that Tehachapi Dial-A-Ride passengers spend approximately \$40,000 annually in the community.

### Frequency of Use

The frequency of ridership use is almost evenly distributed between daily passengers (43%) and weekly passengers (45%). So even though many of the surveyed passengers are relatively new to the system, they have made the Tehachapi Dial-A-Ride service a routine element in their weekly travels, using the system one to five days a week. Ninety-four percent (94%) of respondents answered this question.

Information Dispersal

Respondents were asked to indicate how they usually get information about the transit system. Forty-six percent (46%) responded that they acquire information by asking friends or family members. This is not unusual with small systems. Another 25% would ask the bus driver. An indication that community members are either unaware of marketing and information materials or the distribution of the marking and information materials is less than effective is that only 10% call the provided info number, 10% consult the information guide and 8% utilize informational flyers. Multiple answers were allowed; percentages are based on total responses received.

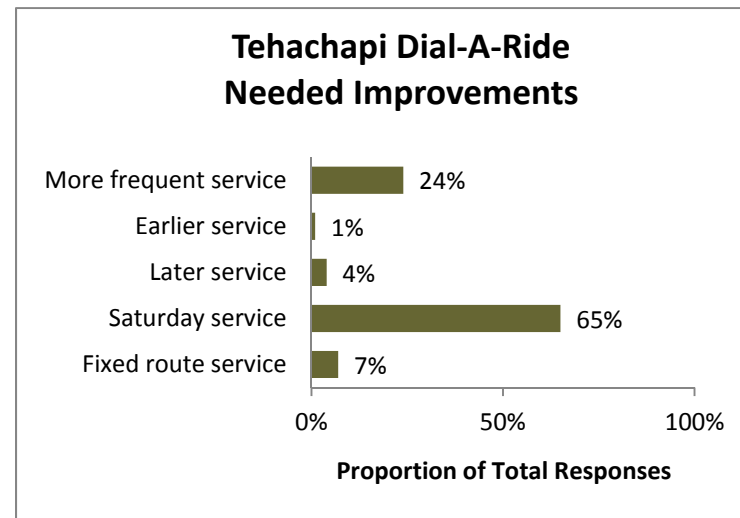


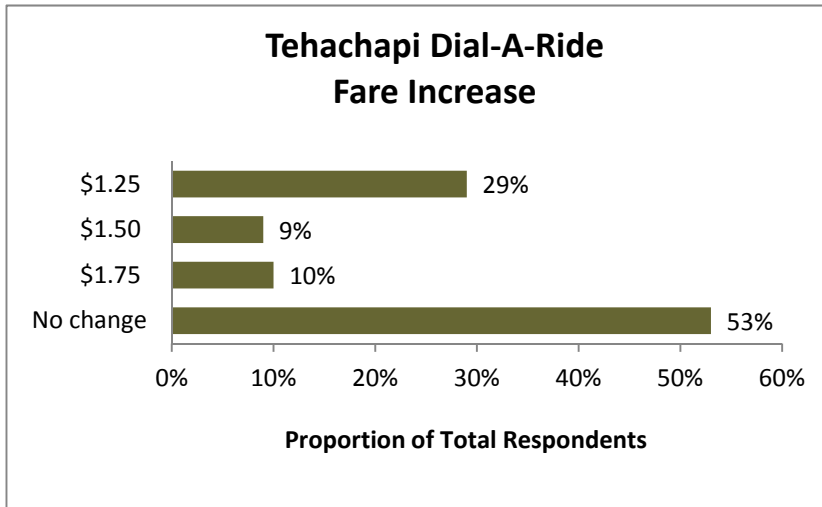
Rider Attitudes and Opinions

Tehachapi Dial-A-Ride riders would like to see one service enhancement in particular but are generally very happy with the current system's performance. The majority of riders surveyed also indicated that they would not be willing to pay more for service.

Needed Improvements

Survey respondents were asked to choose from a list of system improvements that they would most like to see addressed. Roughly two-thirds (65%) indicated that they would like Saturday service. Another 24% of respondents would like to see more frequent services. Multiple answers were allowed; percentages are based on total responses received.





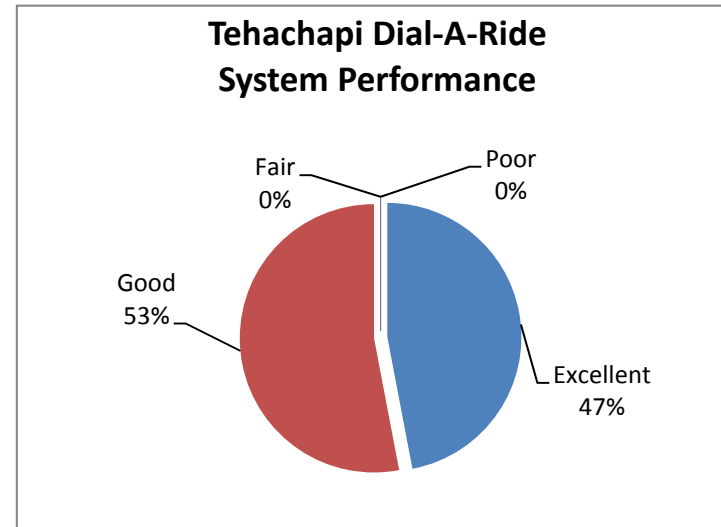
#### Fare Increase

The survey also asked respondents to indicate the amount they would be willing to pay for service if Kern Regional Transit needed to raise Tehachapi Dial-A-Ride fares. The majority (59%) of passengers surveyed were not in favor of such a move.

#### System Performance

All of the riders surveyed are very happy with the Tehachapi Dial-A-Ride system. In fact, 47% of respondents rated the system as "excellent" with the remaining 53% choosing "good". None of the respondents rated the system's performance as

"poor", or even as "fair", indicating that Tehachapi's Dial-A-Ride is doing an excellent job in the provision of services.



### Kern Regional Transit - East Kern Express Survey Results

Ninety-Five (95) valid surveys were completed for the East Kern Express. Passengers were only asked to respond to the survey if they were using the route to travel to, or from, the City of Tehachapi.

#### *Demographic Characteristics*

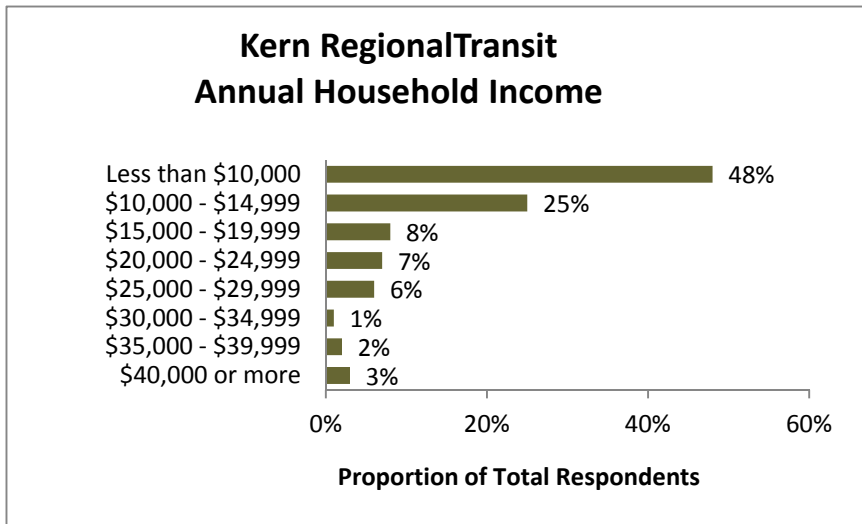
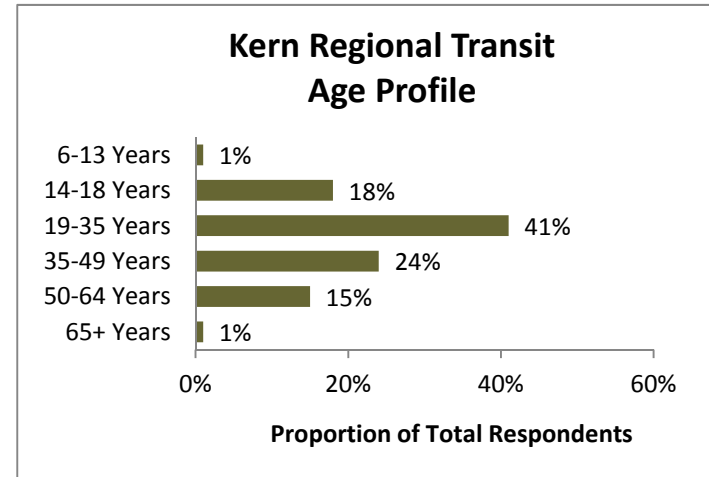
The average East Kern Express respondent was a female, between the ages of 19 and 35, with an average household income below \$15,000, and no access to an automobile.

#### Gender

The majority (66%) of surveyed riders who use Kern Regional Transit's inter-city fixed route service are female.

#### Age

Eighty-four percent (84%) of riders were under the age of 50, while only 1% was over the age of 64. This indicates that younger residents are willing, or in greater need, to travel farther to access goods and services. All survey respondents answered this question.



#### Income

Income plays an important role in determining transit ridership across the country. Typically, as income levels and available transportation options increase, the demand for transit services decreases. This correlation is apparent in the East Kern Express ridership base.

Forty-eight (48%) of respondents reported household incomes below \$10,000. Another 25% reported household incomes between \$10,000

and \$14,999. Although household size is not known, it is likely that many of these households are at, or near the poverty level. All survey respondents completed this question.

### Ethnicity

In contrast with the Tehachapi Dial-A-Ride survey results for this question, the East Kern Express ethnicity profile shows that roughly half (54%) of riders are white and Hispanic, with African Americans accounting for 37%. Ninety-eight percent (98%) of survey respondents answered this question.

### Disability Status

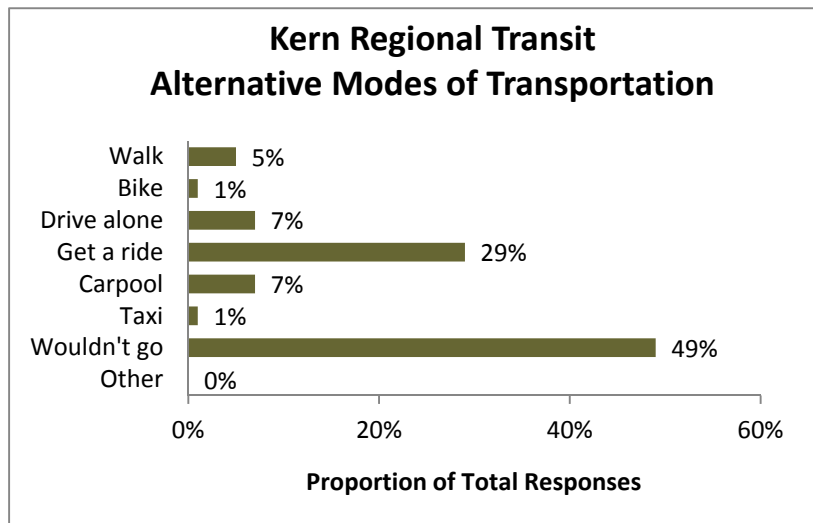
Twenty-four percent (24%) of respondents claim some form of disability, with all respondents answering this question. This is an average percentage of disabled riders. One-hundred percent (100%) of survey respondents answered this question.

### Automobile Availability

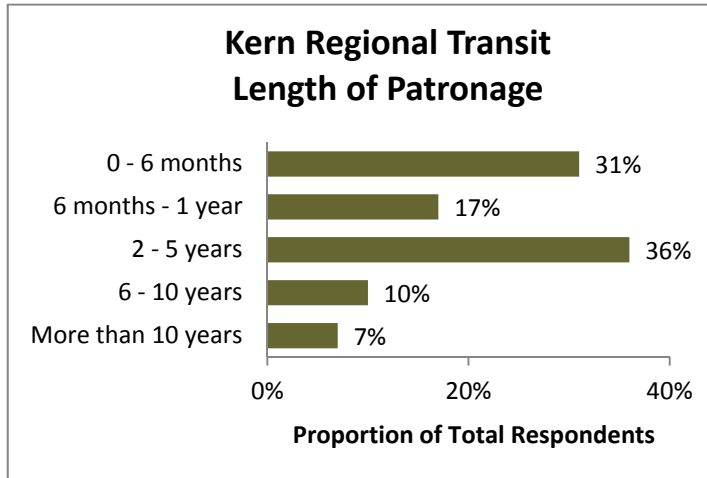
Respondents were asked whether they had access to an automobile for their particular trip. Almost all (90%) of the passengers surveyed indicated that they did not have a car available for their trip, underscoring the importance of regional transit service to Tehachapi residents and workers.

### Alternative Modes

Another question asked Kern Regional Transit riders how they would have traveled to and from their destination if transit service had not been available. Almost half of respondents (49%) reported that they would not have made the trip if the bus was not available. This indicates that many riders may have no other transportation options available to them due to age, disabilities, distance, or financial constraints. Another 29% reported that they would have obtained



a ride from a friend or family member. Overall, 50% of respondents would have used alternate means to make the trip. Many respondents included multiple answers; percentages are based on total responses received.



Length of Patronage

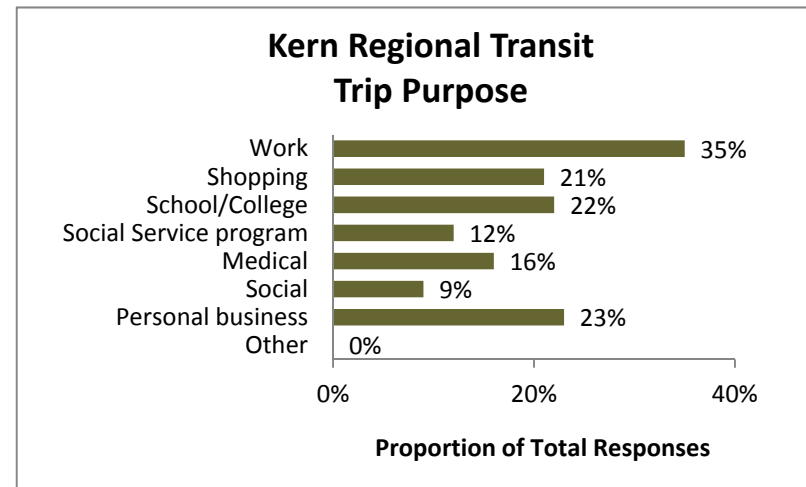
The largest percentage of respondents (36%) indicated that they have been using the service for at least two years. A loyal, established ridership base is always desired, but new patrons should be sought out to begin building a larger, long-term base.

Trip Characteristics

The average East Kern Express trip is taken daily to Mojave. Information regarding the service is most often obtained from the transit guide or city information phone number.

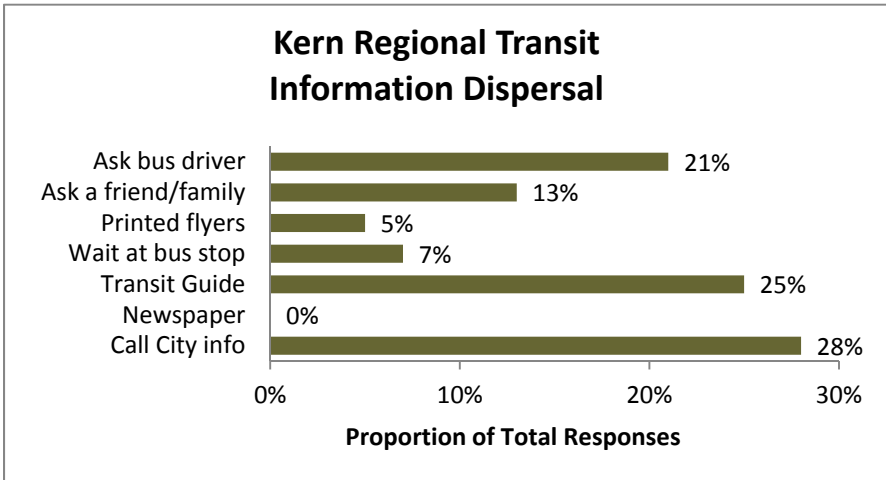
Trip Purpose

Passengers were asked to indicate the purpose of their trip. Respondents reported a variety of trip purposes, indicating that the East Kern Express serves a variety of regional needs. Work trips accounted for 35% of responses, with personal business trips receiving 23%, and school/college service programs and shopping each receiving around 20% of responses. Many respondents included multiple answers; percentages are based on total responses received.



Frequency of Use

Over half (62%) of riders surveyed, use the Kern Regional Express service daily. This indicates that many riders rely on the service to get to and from surrounding communities. Another 24% use it weekly, and 10% indicated that they use it on a monthly basis.

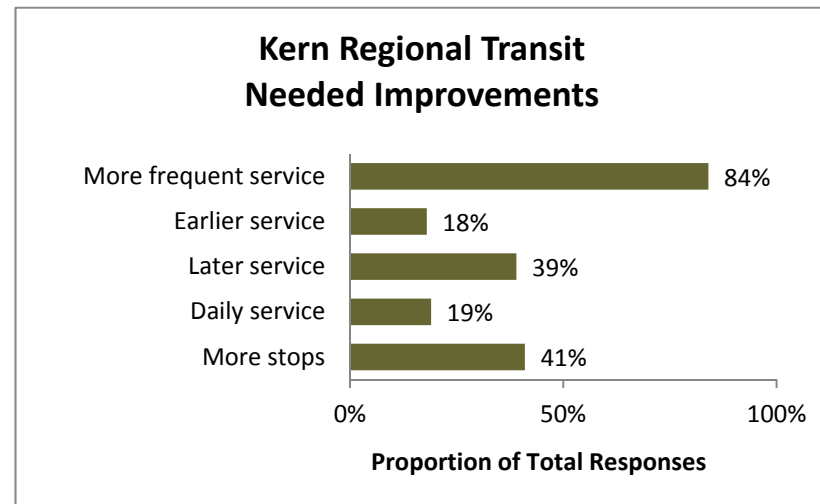


Information Dispersal

Respondents were asked to indicate how they usually get information about Kern Regional Transit services. Twenty-eight percent (28%) responded that they usually acquire information by calling the city info number. Another 25% would consult the transit guides, and 21% would ask a bus driver for information. Multiple answers were allowed; percentages are based on total responses received.

Needed Improvements

Survey respondents were asked to choose from a list of system improvements that they would most like to see addressed. Increased service frequency was overwhelmingly the top choice with 84% of respondents selecting the option. Another 41% would like to see more bus stops, and 39% desire services that run later each day. Multiple answers were allowed; percentages are based on total responses received.



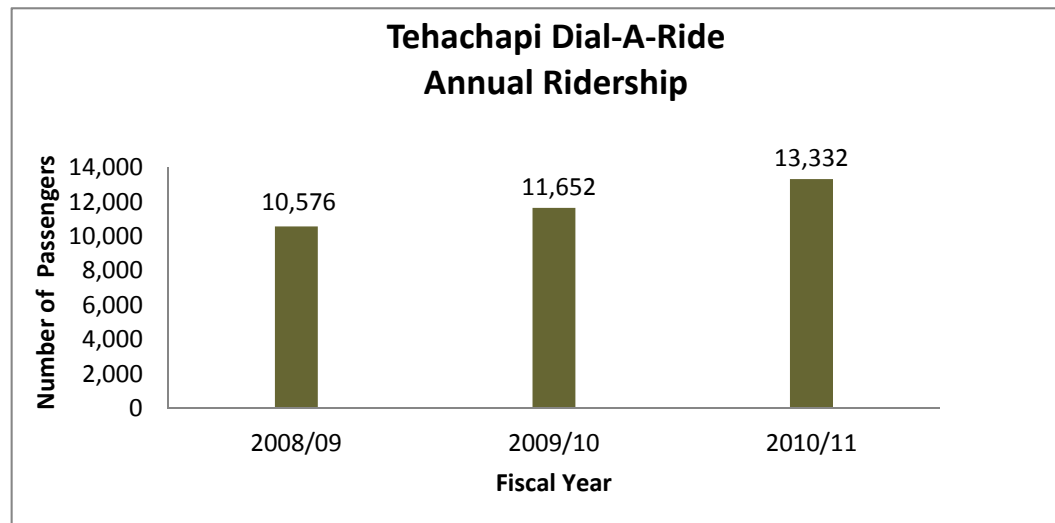
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## CHAPTER 4 – SYSTEM ANALYSIS

The Analysis Section will review various components of the Tehachapi Dial-A-Ride service. By analyzing service performance and operational trends a better understanding of the overall operation of the system can be achieved. The results of the analysis will identify performance issues which should be addressed over the next five years.

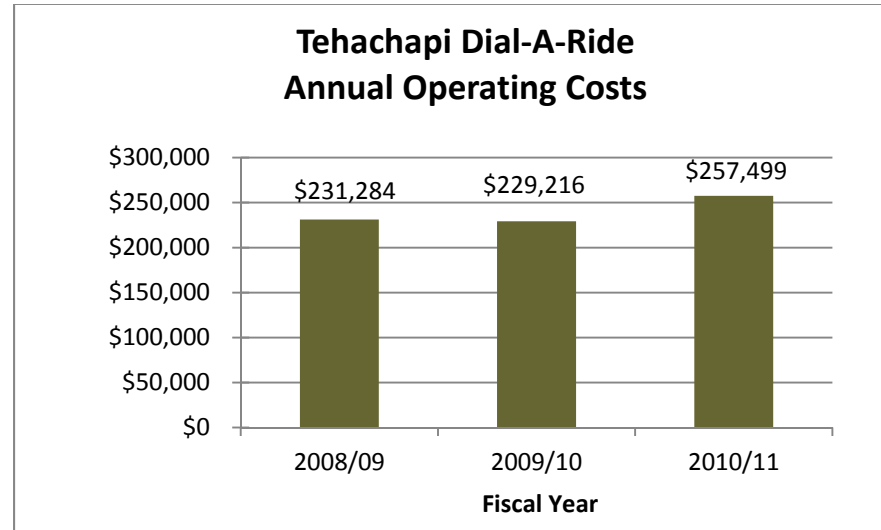
### TEHACHAPI DIAL-A-RIDE SERVICE PERFORMANCE

Using operating data and performance indicators, a series of assessments were completed to provide a better understanding of the operations and productivity of the demand-response service. The following graphs show a comparison of performance data over the last three fiscal years.



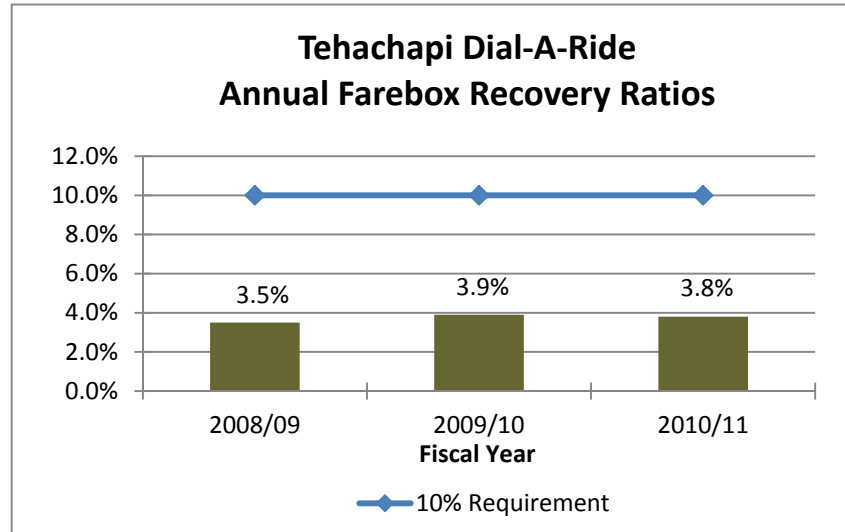
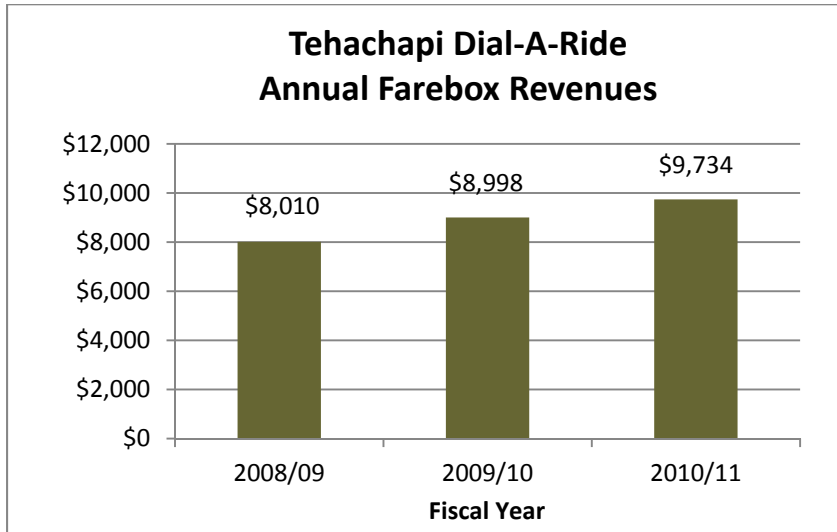
Tehachapi's ridership levels have been slowly increasing over the last three fiscal years. FY 2010/11 saw a 14.4% increase in ridership, attributable to an increase in general passengers. This group, often having more choice in

their mobility, likely shifted to the use of the Dial-A-Ride services for its benefits; be they convenience or economic. Overall, the service has seen a 26% increase in ridership over the past three years.



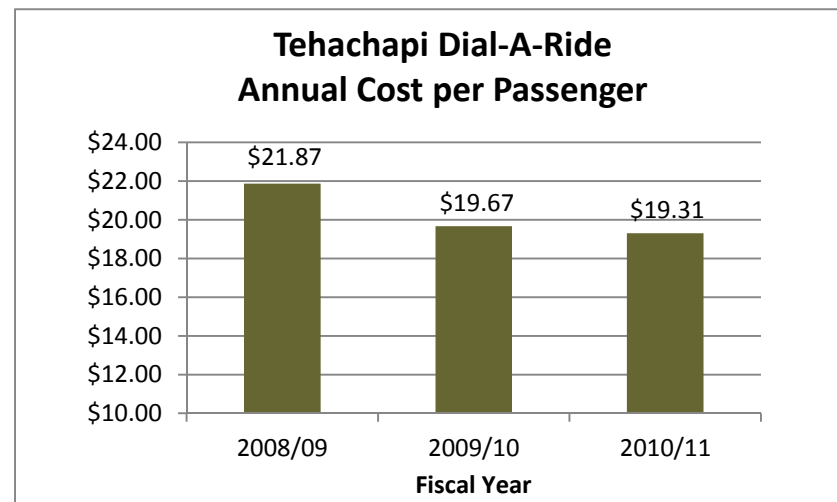
The annual cost of providing the Tehachapi Dial-A-Ride service increased by approximately 11.3% between FY 2008/09 and FY 2010/11. Looking closer at the components of operating cost, two items stand out. Fuel and maintenance expenses increased significantly in FY 2010/11 compared to the other years. Fuel increased from an average monthly expense in FY's 2008/09 and 2009/10 of about \$1,100 to \$1,840 per month in FY 2010/11; roughly a 68% increase. Meanwhile, maintenance expenses increased from an average monthly expense of \$1,500 in FY's 2008/09 and 2009/10 to \$2,698 per month in FY 2010/11; about an 80% increase. The increase in fuel prices nationwide rationalizes the increase seen in Tehachapi. A positive sign is the 26% increase in ridership with only an 11% increase in cost. This suggests Kern Regional Transit is doing an excellent job of minimizing cost increase, while maximizing the efficiency of the operations.

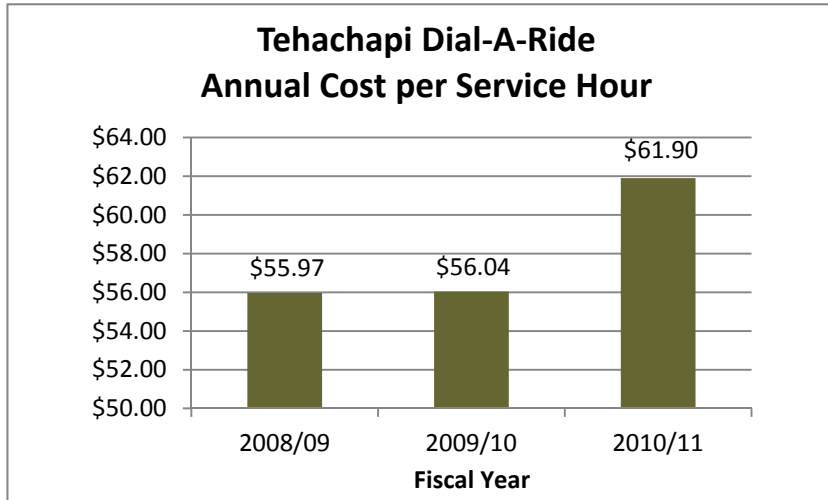
Tehachapi's farebox revenues increased by approximately 21.5% between FY 2008/09 and FY 2010/11. This increase can be attributed to the roughly 26% increase in ridership over the same time. This is a positive sign and will form the basis for future transit operations.



Tehachapi's farebox recovery ratios have long underperformed the 10% standard established by the Transportation Development Act. This suggests that ridership and fares for this service have been too low, while expenses are too high. The previous two Triennial Performance Audits (TPA), both recommended that the Tehachapi Dial-A-Ride service increase fares, but the City declined to do so after the 2007 TPA citing a concern for loss of ridership. A careful review of fare revenues and cost will follow later in the report.

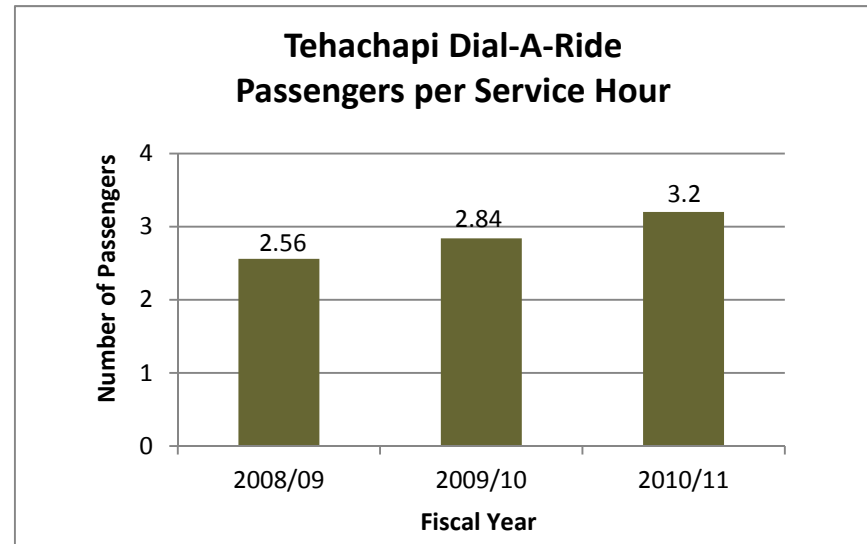
The annual cost per passenger using the Tehachapi Dial-A-Ride service has decreased approximately 11.7% over the past three fiscal years. This is solely attributable to the increase in ridership seen over this same time frame and is another positive indicator of operating efficiency.

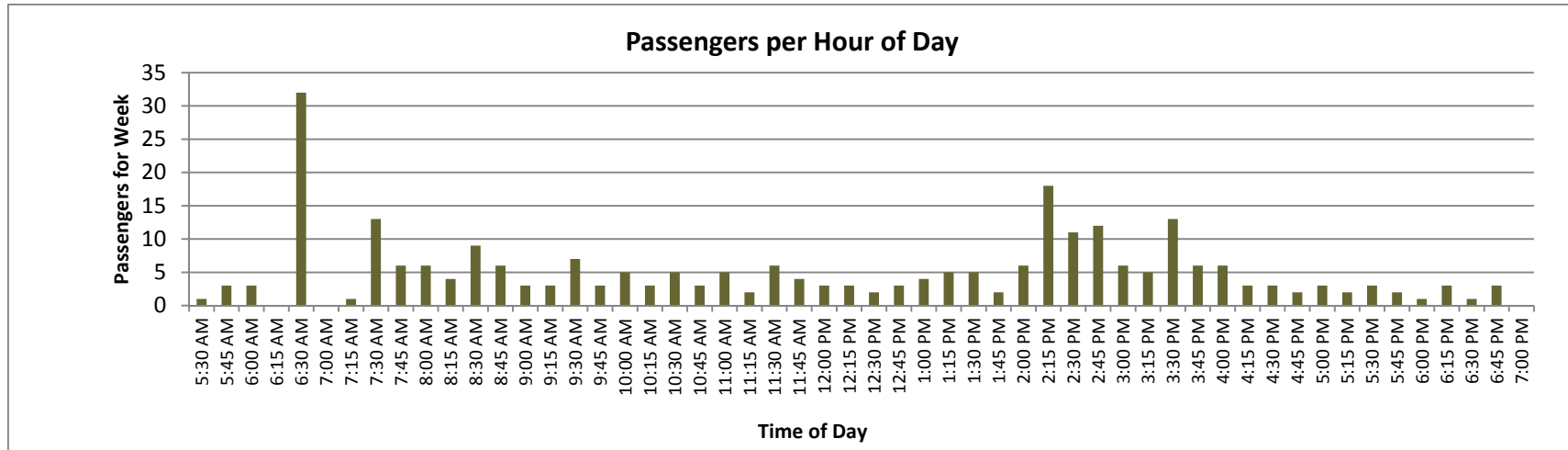




Operating cost per service hour is another indication of efficiency. Tehachapi's annual cost per service hour steadily increased over the years. This is in part because annual service hours have remained constant while expenses continue to increase. The data indicates the service is maintaining efficiency as this increases tracks with the increases in operations cost.

The number of passengers carried per service hour is a good measure of service productivity. Tehachapi's passengers per service hour indicator increased between FY 2008/09 and FY 2010/11 due to an increase in overall ridership. The system would benefit from a higher rate, as that will assist with attainment of the Fare Box Ratio requirement.





In an effort to understand the profile of current use of the service, data was analyzed for the time of day. Using sample data from dispatch logs, the following profile of time of day use was developed. This chart depicts the ridership in 15 minute increments for an entire week. This chart shows a distinctive peaking of demand in the morning, which is associated with commuters and students, as well as, in the early afternoon. The early morning and evening passenger levels were shown to be limited. Given the need to develop strategies for containing costs, the elimination of early morning service between 5:30 AM and 6:30 AM and evening service between 6:00 PM and 7:00 PM would reduce operating costs by approximately 15%. The proposed reduction of hours of service would need to be coordinated with a marketing campaign to encourage those passengers currently using the early morning or evening service to shift their trips to within the new hours of service (6:30 AM to 6:00 PM).

	FY 2010/11
<u>Operating Cost Per Passenger</u>	\$19.31
<u>Operating Cost Per Revenue Hour</u>	\$61.90
<u>Passengers Per Revenue Hour</u>	3.2
<u>Farebox Ratio</u>	3.78%

The FY 2010/11 indicators are shown below for perspective as to the state of the Tehachapi Dial-A-Ride service. From these indicators, and future service estimations, TPG developed the future performance standards by which the five years in this plan will be evaluated.

## FUTURE TRANSIT DEMAND

Estimation of future demand for transit can be based on a number of factors, including population, automobile ownership, income, service availability and historic ridership. An estimation of the five-year demand for transit service in Tehachapi was completed using two methods. Both methods assume the continuation of the existing type and scope of transit service. The first method looks at the per capita ridership at the time of the 2010 Census, and extrapolates ridership through FY 2016/17 using that ratio. The second method looks at historical ridership growth from FY 2006/07 through FY 2010/11; FY 2006/07 being the first year ridership declined significantly and FY 2010/11 being the most recent and complete data set.



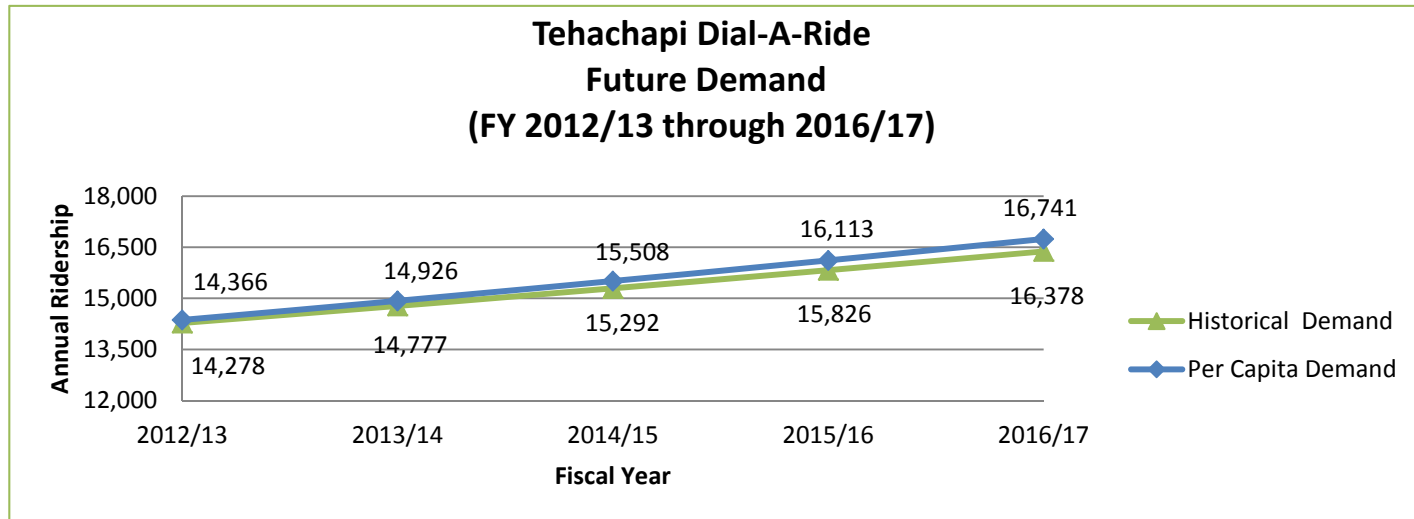
The first transit demand projection for continuation of services was calculated using the current annual per capita trip rate. Per capita trip rates reflect the transit trip-making characteristics of a community. The number of transit trips made per capita is reflective of the type and frequency of service, the fare structure and the socio-economic profile of the population. Thus any changes that occur in the demographics or the size of the population are reflected in the per capita trip rate.

- The estimation of future trips for continuation of the existing Tehachapi Dial-A-Ride service was based on the current non-institutionalized per capita trip rate of 1.5 trips per year. This factor was multiplied by the estimated

service area population to determine the projected annual ridership. The service area population is based on the 3.9% annual rate of growth from 2000 to 2010 discussed in Chapter 1.

The historical ridership transit demand projection looked at the annual rate of growth from FY 2006/07 to FY 2010/11. This method attempts to average out the fluctuations that can occur in a community's ridership from year to year; unlike the first method which uses a snapshot of the system to predict future ridership.

- The historic growth in ridership demand for Tehachapi Dial-A-Ride was found to be 3.49% annually. This rate was then applied to FY 2010/11 ridership and extrapolated through FY 2016/17 for the purposes of this planning document.



The above chart outlines the future transit demand for Tehachapi Dial-A-Ride in fiscal years 2012/13 through 2016/17. Using the per capita trip rate of the existing service, the Tehachapi Dial-A-Ride service can be expected to have an annual demand of approximately 16,700 passengers by FY 2016/17. This represents roughly a 25% increase in demand. This is depicted above as Per Capita. This estimation may be higher than what is counted for each year; the per capita rate is applied to the total ridership, but the county areas that make up a portion of the ridership will not likely grow at that same rate.

Using the historic transit demand for Tehachapi, the annual demand for transit service for FY 2016/17 is expected to be approximately 16,400 passengers. This would represent a 23% increase in ridership from FY 2010/11 figures. This is depicted above as Historic. This calculation may hold true for the first couple of years of this TDP, but the growth rate may slow the local, regional, state and national economies change. Therefore, this estimation may be higher than what comes to fruition.

**BASELINE SERVICE**

The following data is presented to provide a baseline for the evaluation of future service. The data represents a snapshot of the Tehachapi Dial-A-Ride service based on current service parameters and future transit demand, or the status quo. All projections are based on FY 2010/11 data.

<u>Fiscal Year</u>	<u>Ridership*</u>	<u>Fare Revenues</u>	<u>Operating Costs**</u>	<u>Net Costs</u>	<u>Farebox Ratio</u>
2012/13	14,400	\$10,500	\$279,000	\$266,000	3.8%
2013/14	14,900	\$10,900	\$290,000	\$279,000	3.8%
2014/15	15,500	\$11,300	\$301,000	\$290,000	3.8%
2015/16	16,100	\$11,800	\$313,000	\$301,000	3.8%
2016/17	16,700	\$12,200	\$326,000	\$314,000	3.7%

\*Ridership totals include revenue and non-revenue passengers and are based on the Per Capita demand projection

\*\*Operating costs assume the historical 4% annual rate of increase

Based on the above illustration, overall ridership on Tehachapi Dial-A-Ride is projected to increase approximately 25% over FY 2010/11 totals by FY 2016/17. The combined farebox ratio for the system will remain below the 10% minimum required by the Transit Development Act (TDA), as the rate at which operating costs increase continues to outpace the rate of population growth and the per capita trip rate.

Future efforts should focus on decreasing costs (via service reductions, fuel contracts, and maintenance oversight), increasing ridership (via marketing, outreach and educational efforts) and increasing fares.

## **FARE ANALYSIS**

The cost of providing transit service has steadily increased over the past several years, with a significant increasing occurring in FY 2010/11. Now, more than ever, transit systems must rely on fare revenues to offset operational costs. In addition, healthy farebox revenues are necessary to maintain stable farebox recovery ratios. The State Transportation Development Act mandates a farebox recovery ratio of 10% for systems operating in non-urbanized areas, thus 10% of the operating cost of service must be paid through passenger fares. Failure to maintain the 10% requirement could lead to the State and FTA withholding transit funding.

The current Tehachapi Dial-A-Ride fare system is comprised of general cash revenues, pre-paid fare tickets, discounted and free trips. General riders make up approximately 36% of Tehachapi's total ridership in FY 2010/11, up from 23% in FY 2008/09. This upward trend, should it continue, will result in a higher revenue per passenger value, as it is currently only \$0.72 per passenger.

As stated previously, the annual cost of providing the Tehachapi service has steadily increased over the past five years. Periodic fare increases help to maximize farebox revenues and will help the system reach the required 10% farebox recovery ratio. The last fare adjustment was initiated before FY 2003/04.

The City received feedback from local transit riders through on-board passenger surveys conducted during January of this year (2012). Customer feedback was less than favorable; 53% of passengers surveyed indicated that they would not be willing to pay a higher general fare for the service. Given the current economy, it is still more reasonable for many people to rely on the City's public transportation rather than operating their own private transportation, even with a fare increase. Part of the reluctance to see higher fares stems from the significant



amount of time that has passed since the last fare increase; the public has become comfortable and familiar with the \$1.00 fare, and people are reluctant to change; a scenario that has played out across the country for the past couple of decades.

Therefore, all future fare increases need to be done so marginally and at regular intervals, such that the public becomes accustomed to fare increases and understands that the Dial-A-Ride system they utilize does in fact become more expensive as time progresses, just like any other good or service they consume.

According to the *Financial Management for Transit: A Handbook*, published by the Institute for Urban Transportation in 1985, a special forecasting technique applies to fare revenue increases. Although fare increases are often required as a means of generating additional fare revenue, they usually result in the loss of a portion of the system's pre-increase passenger base. John F. Curtin's 1968 study, *Effects of Fares on Transit Riding*, established the Simpson-Curtin Rule, which predicts the percentage decrease in ridership as a function of the percentage increase in ridership. Because transit serves a relatively captive market within Tulare County, the Simpson-Curtin Rule generally over predicts passenger loss when applied to local systems. Because Tehachapi Dial-A-Ride passengers have few transportation options available to them, we would expect fare induced ridership loss to be less than expected for systems operating within metropolitan areas; a 2% decrease in ridership for every 10% increase in fares. Thus, any ridership loss should be negated by an increase in fare revenues.

A comparison of other service providers in the region shows that the Tehachapi City Dial-A-Ride fares for both general and discounted fare riders are not only some the lowest in the region, but also provide discounted fares, whereas Antelope Valley, Golden Empire and Victor Valley have only one fare category.



Based on the understanding that Tehachapi Dial-A-Ride is far from meeting the 10% farebox ratio requirement, any thoughts that because Mojave and McFarland have equal and lesser fares than Tehachapi the City should not have to raise its fares are too short-sighted. Each locality has unique funding streams, some of which are used to cover the gap passenger fare revenues leave when not meeting their ratio requirement. Unless the City of Tehachapi adamantly opposes raising fares and is willing to contribute additional funds to cover the gap left by low fares, it is recommended to look towards the systems that have raised their fares to meet present day fiscal constraints. Furthermore, Mojave's Dial-A-Ride is also operated by Kern Regional Transit, thus the similarity, and according to its schedule, the fares were updated no more recently than 2000. As all public entities are aware, revenues and expenses have changed significantly in the past twelve years, and holding on to a funding element from the past in today's volatile climate severely hinders the ability to improve and move forward.

**TABLE 4: FARE COMPARISON OF REGIONAL SERVICE PROVIDERS**  
(Fares current as of January 2012)

<u>Provider</u>	<u>General</u> (Dial-A-Ride)	<u>Children</u> (Dial-A-Ride)	<u>Seniors</u> (Dial-A-Ride)	<u>ADA</u> (Dial-A-Ride)
Antelope Valley Transit Authority (AVTA)	\$3.00-\$6.00	N/A	N/A	N/A
California City Dial-A-Ride	\$1.70	\$1.00	\$1.00	\$1.00
Golden Empire Transit Get-a-Lift	\$2.50	N/A	N/A	N/A
McFarland Dial-A-Ride	\$1.00	\$0.50	\$0.50	\$0.50
Mojave Dial-A-Ride (Kern Regional Transit)	\$1.00	\$0.75	\$0.75	\$0.75
Tehachapi Dial-A-Ride (Kern Regional Transit)	\$1.00	\$0.75	\$0.75	\$0.75
Victor Valley Transit Authority (VVTA)	\$2.50-\$6.00	N/A	N/A	N/A

*Note: Table does not include systems that operate Senior/ADA only services.*

## PARATRANSIT COMPLIANCE

The Americans with Disabilities Act of 1990 (ADA) requires that public entities which operate fixed route transit services also provide paratransit service to disabled persons who are unable to use the fixed route system. However, there is no complementary paratransit requirement for demand-response systems serving the general public, such as dial-a-ride or route deviation modes. The City of Tehachapi contracts with Kern County to operate the Tehachapi Dial-A-Ride as a general public demand-response service. The Dial-A-Ride

service is available to persons who meet the eligibility requirements of the ADA, other persons with disabilities, and seniors in addition to the general public. Because the City does not operate a fixed route service, they are not subject to paratransit requirements.

### **TRANSPORTATION DEVELOPMENT ACT (TDA)**

The following summary was taken from *TDA-Statutes and California Codes of Regulations (Jan. 2005)*:

The Transportation Development Act (TDA) of 1971, is a California law aimed at improving existing public transportation services and encouraging regional transportation coordination. The law provides funding to be allocated to transit and non-transit related purposes that comply with regional transportation plans. The TDA provides funding from the following two sources:

1. *Local Transportation Fund (LTF)*
2. *State Transit Assistance Fund (STA)*

TDA funds are distributed by the designated regional planning agencies, such as Kern Council of Governments. To ensure program compliance, fiscal and performance audits are conducted. Fiscal audits are conducted annually, and include transit operators' expense to revenue ratio known as farebox recovery. In order to qualify for funding under TDA, a transit claimant must maintain a ratio of fare revenues to operating cost at least equal to 10% if the claimant operates in a non-urbanized area. If a claimant fails to meet its farebox recovery ratio, the claimant must raise local support money to meet the ratio, or risk a reduction in TDA funding.

Performance audits are conducted every three years and include performance measures that verify



the efficiency and effectiveness of planning agencies and transit operators. The *2010 City of Tehachapi Triennial Performance Audit (TPA)* was the last completed for the City of Tehachapi. The audit covers the three-year period ending June 30, 2009. The audit found the City to be in compliance with seven out of the nine TDA compliance requirements applicable to the City. Recommendations from the audit are included below.

<b>TABLE 5: 2010 TRIENNIAL PERFORMANCE AUDIT (TPA) RECOMMENDATIONS</b>	
<u><b>Recommendation</b></u>	<u><b>Status</b></u>
Update the 1999 Transportation Development Plan to address decline in Farebox Revenue	This Transit Development Plan serves to complete this recommendation
Correctly calculate the FTE metric in State Controller reports (including City Manager time)	Implemented
Consider increasing the adult base fare to \$1.25 for general public and \$1.00 for seniors and persons with disabilities	Not Implemented; City declined to implement the proposed fare increase given its belief that said increase would have a negative impact on transit ridership; this TDP will once again recommend and outline a fare adjustment strategy
More targeted marketing should be implemented. Kern Regional Transit should take a more active role in marketing the service	Not Implemented; City staff stated its belief marketing efforts would not yield an increase in program ridership given everyone who would potentially use the service is already doing so; this TDP will once again recommend and outline a marketing strategy for the City of Tehachapi

## CHAPTER 5 – GOALS, OBJECTIVES AND SERVICE STANDARDS

System Goals, Objectives, and Policies represent the attitudes, values and aspirations of the community for their public transit services. This section of the TDP will outline the various policies that control the operation of the Tehachapi Dial-A-Ride system. In addition, this section will outline a set of service standards, which can be used by the City to test the attainment of the specified policies.

Goals, objectives, policies and standards are not static and should be updated periodically; the City should continuously test the service to determine its success and to highlight any problems that may arise. A goal is defined as the direction toward which the service is expending its efforts; it is general and timeless. An objective is an action or point to be reached; it is attainable and measurable. A policy is a specific course of action chosen from among a set of alternatives.

### SYSTEM GOAL

*“Provide an efficient and reliable transit service that meets the needs of Tehachapi residents and visitors.”*

Though the low ridership numbers relative to similar systems may suggest otherwise, there is a significant role for public transit service in the City of Tehachapi. The critical role for transit is serving the mobility requirements and travel needs of the transit-dependent who have no, or very limited access to a private vehicle. Low-income families, seniors, and persons with disabilities comprise the base transit markets in Tehachapi. But as more of the general public chooses to utilize the Dial-A-Ride services, this segment of the community will serve as the financial backbone of the system.

Transit-dependent individuals have few travel choices and rely heavily on publicly provided community transportation to access jobs and those goods, services and activities within the community and surrounding areas that influence social well-being and quality of life. The development of a transit system goal should recognize and focus on the importance of the system’s primary markets and the importance of an affordable transit service to the mobility of this dependent market.

## RECOMMENDED OBJECTIVES AND POLICY DIRECTIONS

### Objective A: Provide Increased Mobility to the Community

#### *Policies:*

1. Provide Dial-A-Ride service to all areas of the city and designated non-incorporated areas (Tehachapi Dial-A-Ride service area), including newly developing areas.
2. Ensure availability of wheelchair accessible vehicles at all times in order to accommodate service to the transit dependent (seniors, disabled, children, etc.)
3. Continue to work with the Kern County to ensure that adequate fixed route regional service is provided to Tehachapi residents.

### Objective B: Provide Effective Service

#### *Policies:*

1. Maintain affordable fares that are comparable to other area providers for low-income persons, seniors, and persons with disabilities on Tehachapi Dial-A-Ride.
2. Provide advance trip booking, and same-day service on Tehachapi Dial-A-Ride.
3. Operate Tehachapi Dial-A-Ride on schedule within adopted on-time service performance standards.
4. Ensure adequate demand-response capacity to meet all confirmed trips within adopted Tehachapi Dial-A-Ride wait times, maximum travel times, and on-time performance standards.
5. Ensure availability of sufficient safe and reliable in-service vehicles to meet the daily pullout requirements of Tehachapi Dial-A-Ride. Adopt and adhere to a zero tolerance standard for the cancellation of demand-response trips already confirmed with the passenger, unless service must be cancelled due to circumstances beyond the reasonable control of the City.
6. Ensure superior community knowledge of local and regional transit services through marketing and educational efforts.

## Objective C: Provide Efficient Service

### *Policies:*

1. Obtain and then maintain adopted farebox recovery ratio standards by operating productive and efficient services to minimize fare increases.
2. Maximize the use of state and federal funds available to the system.
3. Evaluate community demand for services, such that services are not over- or under-provided.

### **SERVICE STANDARDS AND BENCHMARKS**

Monitoring system performance remains an important task for transit operators. Standards can be set by federal, state and local regulatory requirements, as well as goal objectives and service priorities adopted by transit agencies. While specific standards vary, industry practice generally uses the following three categories for service performance and design:

- *Efficiency (performance) standards;*
- *Service quality/reliability standards; and,*
- *Service design standards.*

### **Recommended Performance and Service Quality/Reliability Standards**

Efficiency standards use operational performance data to measure the performance of a transit system. Monitoring operational efficiency and productivity requires data such as operating costs, farebox revenue recovery, vehicle revenue miles, vehicle revenue hours and boarding's (passenger trips).

Many communities the size of Tehachapi do not have the staff resources to collect and analyze a broad range of performance data. Therefore, there are limited efficiency performance standards to several key indicators that will provide transit managers with a good picture of how well their service is doing. Recommended efficiency performance standards for Tehachapi Dial-A-Ride include the following:

**Operating Cost per Passenger:** Calculated by dividing all operating and administrative costs by total passengers (with passengers defined as unlinked trips). The subsidy cost per passenger is a further refinement of this measure and is calculated by subtracting farebox revenue from gross operating and administrative costs and dividing by total passengers.

**Operating Cost per Revenue Hour:** Calculated by dividing all operating and administrative costs by the total number of vehicle revenue hours (with revenue hours defined as time when the vehicle is actually in passenger service). Operating cost per revenue hour measures system efficiency.

**Passengers per Revenue Hour:** Calculated by dividing the total number of passengers (unlinked trips) by the total number of vehicle revenue hours. The number of passengers per hour is a good measure of service productivity and is critical to the establishment of design standards and benchmarks for the expansion of transit service.

**Farebox Recovery Ratio:** Calculated by dividing all farebox revenue by total operating and administrative costs. The California Transportation Development Act (TDA) mandates a farebox recovery of 10% for transit systems operating in non-urbanized areas, or communities with an urbanized population of less than 50,000. Farebox recovery evaluates both system efficiency (through operating cost) and productivity (through passenger trips). Farebox recovery ratio benchmarks are critical to the establishment of passengers per revenue hour benchmarks and benchmarks for design standards.



The chosen indicators comply with the basic performance indicators required by the TDA and are consistent with operating and cost data already collected for Tehachapi Dial-A-Ride. Cost and productivity standards based on revenue miles were not included in the set of recommended performance standards because most transit costs, as well as budget projections, are based on operating or revenue hours. Revenue mile-based performance standards would be more relevant than hour-based standards for paratransit contracts, such as taxis contracts, where contractor

compensation is based on travel distance. It should be noted that the City does currently collect data related to vehicle mileage, and should continue to do so.

Tehachapi's Dial-A-Ride operating cost per revenue hour will be influenced by increasing labor, fuel, maintenance and inventory costs. The operating cost per revenue hour will be dependent on Kern County administrative overheads, and fleet maintenance costs. The operating cost per passenger and the achievement of the recommended farebox recovery ratio will be greatly influenced by the achievement of the passenger per revenue hour productivity benchmarks.

Service quality and reliability standards should reflect system goals and support the measurement of success in achieving specific objectives and policies. The following table summarizes performance and service quality/reliability standards for Tehachapi Dial-A-Ride. These standards were developed by examining recent performance trends and estimating future performance through the five year horizon of this TDP.

Please note that a zero tolerance applies to cancelled trips caused by equipment or manpower shortages and on-time performance. It does not apply to service cancellations resulting from conditions or circumstances beyond the control of Kern Regional Transit.

TABLE 6: TEHACHAPI DIAL-A-RIDE PERFORMANCE & SERVICE QUALITY/RELIABILITY STANDARDS

<u>Performance Standard or Service Quality/Reliability Standard</u>	<u>Tehachapi Dial-A-Ride</u>
Operating Cost per Passenger	\$20.00
Operating Cost per Revenue Hour	\$72.00
Passengers per Revenue Hour	3.6
Farebox Recovery Ratio	10.0%
On-Time Performance	90% of all pick-ups must be within the policy pick up window, and 90% of all drop offs will not be earlier than 20 minutes before, or 5 minutes after the requested drop off time, unless otherwise requested by the passenger.
Passenger Complaints per Passengers Carried	The number of complaints shall not exceed 0.30% of the total boardings. Standard = 3 complaints per 1,000 boardings
Preventable Accidents per Revenue Miles Operated	While there should be no preventable accidents, a benchmark has been established to permit some flexibility in the evaluation of training efforts. The number of preventable accidents shall not exceed 0.0005% of total revenue miles operated. Standard = 1 preventable accident per 200,000 revenue miles
Roadcalls per Revenue Miles Operated	The number of roadcalls should not exceed 0.01% of total revenue miles operated. Standard = 1 roadcall per 10,000 revenue miles
Bus Trips Cancelled	No scheduled (confirmed) passenger trips shall be cancelled because of insufficient vehicles to meet the scheduled in-service pullout requirement. Standard = zero tolerance
Trip Denials	No advance bookings by ADA certified registrants shall be denied.

### Recommended Service Design Standards

Service design standards are critical planning tools used to justify and prioritize the expansion of service to new areas and potential markets, and to guide the direction of service delivery. Transit service design incorporates a mix of interrelated social, political and economic factors. Generally these can include:

- The community's vision, goals, and objectives for transit;
- The marketability of the service(s) to be provided;
- Environmental and energy issues;
- Available technology;
- Budget limitations; and,
- Land use constraints and right-of-way design characteristics and limitations.

<b>Standard</b>	<b>Benchmark/Criteria</b>
<b>Service Eligibility</b>	Service will be provided to the general public residing in the City of Tehachapi and in designated urban areas within the County.
<b>Service Capacity</b>	Service capacity, as determined by the number of in-service vehicles, will be maintained at levels that support the minimum hourly productivity standard needed to achieve the farebox recovery ratio standard of 10%.
<b>Pick-Up Windows</b>	The pick-up windows confirmed with passengers will not exceed 30 minutes, and will not begin, beyond 60 minutes of the confirmed drop-off time.
<b>Drop-Off Window</b>	Unless otherwise advised by the passenger, no passenger will be dropped off earlier than 20 minutes before the confirmed drop-off time.
<b>Maximum On-board Travel Time</b>	On-board travel times for passengers will not exceed 45 minutes.
<b>Trip Booking Options</b>	All passengers shall be able to make advance, and same day bookings. Same-day bookings are limited to space availability.

**Minimum Vehicle Specifications**

All transit vehicles will meet all applicable federal, state, and city safety, emissions, accessibility, and mechanical fitness requirements.

## CHAPTER 6 – SERVICE PLAN

The Service Plan was developed to respond to current system constraints and transportation needs within the Greater Tehachapi area. This service plan identifies key service issues and outlines strategies to address those issues over the next five years. This section also includes a Management Plan and Marketing Plan for the system, and explores other topics for implementation within the scope of this TDP.

### KEY ISSUES

Transit in Tehachapi has a strong, captive market and a great potential for high service productivity and cost-effectiveness. City staff is committed to the provision of high quality service that meets local public transit needs, and overall customer satisfaction is extremely high. However, there are factors contributing to operational strains upon the system. Following is a summary of key issues impacting the current service and future planning decisions.

**Farebox Ratios** – The Transportation Development Act mandates a farebox recovery ratio of 10% for demand-response services operating within non-urbanized areas as a requirement for receiving TDA funding. TDA funding accounted for 52% to 79% of total revenues during the three fiscal years examined as part of this plan. The farebox ratio for Tehachapi's Dial-A-Ride service has been in the 3% range since FY 2006/07. Not only is this significantly below the 10% standard. This is a critical issue that must be addressed as part of this five-year plan. Since farebox ratio is the relationship of revenue to operating costs, all possible measures should be taken to increase system revenues, and to decrease operating costs associated with the provision of the demand-response service. Failure to achieve the 10% requirement will jeopardize the availability of Transportation Development Act funds for both transit and street uses.



**Operating Cost** – The operational cost associated with the Tehachapi Dial-A-Ride service has increased 4% annually since FY 2005/06, and the FY 2010/11 operating cost was 10.5% higher than the next highest year during that five-year time span. The biggest jump is seen in the “Purchased Transportation” element; that is, what the City of Tehachapi pays Kern County to administer, maintain and operate the Tehachapi Dial-A-Ride service. When examined more closely, the Purchased Transportation was greatly influenced by spikes in the cost of maintenance and fuel. The rising operating cost is not only a financial burden for all parties involved and hindrance on improving system efficiency and economy, but the raising levels make reaching the 10% farebox ratio an even more difficult process.

**Ridership** – Although the population of the City of Tehachapi grew by 30% from 2000 to 2010, the ridership grew at a lesser rate (only 15% since FY 2006/07). More so, ridership is still down 30% from FY 2005/06 levels.

## **PROPOSED SERVICE STRATEGIES**

### **Increase Tehachapi Dial-A-Ride Fares**

Given the historical challenge of achieving the mandatory fare box ratio, significant changes must be made to the fare structure. Over the course of this Transit Plan, fare revenue must increase by at least 35%. In order to achieve this, a phased approach is being proposed. Over the course of this Plan, incremental increases in the fare structure coupled with increases in ridership are intended to bring the fare box ratio into compliance with the State requirement. Annual reviews should be made to test the progress in achieving this goal and additional adjustments to fares and cost containment may need to be made.

In the first year of this plan, it is proposed that all fares be raised 50¢, with the result being the general public fare will be raised from \$1.00 to \$1.50 and the senior, disabled and youth fares being increased from 75¢ to \$1.25. The third year of the plan should see a second fare increase, with all fares being increased an additional 25¢. Lastly, in the final year of the plan, all fares should be raised again, with an additional 25¢ being added. Beginning in FY 2012/13, the City of Tehachapi, Kern County and Kern Regional Transit should annually examine the fare revenues, ridership and operating costs for Tehachapi’s Dial-A-Ride; ensuring a proper balance has been struck and making adjustments when they are needed.

<u>Tehachapi Dial-A-Ride Fare Category</u>	<u>Existing</u>	<u>FY 2012/13</u>	<u>FY 2014/15</u>	<u>FY 2016/17</u>
General Public	\$1.00	\$1.50	\$1.75	\$2.00
Seniors (62+)	75¢	\$1.25	\$1.50	\$1.75
Disabled	75¢	\$1.25	\$1.50	\$1.75
Youth (5-15)	75¢	\$1.25	\$1.50	\$1.75

**Examine and Remedy Fuel and Maintenance Costs**

With an understanding that fuel is an internationally traded and speculated commodity; the daily fluctuations in price cannot be predicted accurately in this planning document. Nevertheless, fueling contracts and sources should be examined to determine if the status quo is the best option for the City of Tehachapi, and thus Kern County. Discussions with Kern County and the fleet vehicle maintenance staff should be initiated to ensure that aggressive costs containment strategies are developed and implemented over the life of the Plan. The goal of this effort should be to keep cost increase below 2.5% annually. Failure to contain costs will jeopardize the possibility of attainment of the fare box ratio requirement.

**Implement a Substantial Marketing and Education Outreach Program**

The City of Tehachapi and Kern County should dedicate time and resources to an outreach program in the Greater Tehachapi community, with the direction of marketing the benefits of transit and educating various segments of the population on how and when they can use the Tehachapi Dial-A-Ride system. TPG estimates that the finances required for this project will result in a one-time increase of 1% in operating costs, to occur in FY 2013/14. The efforts are estimated to yield a 54% increase in the prior annual rate of ridership increase; bringing that rate from 2.6% to 4% annually.

**Decrease Hours of Operation**

Based on small survey of the times of day when patrons utilized the Tehachapi Dial-A-Ride service, there are clear times of the day during which ridership is minimal. In an effort to further decrease operating expense, and in turn improve the farebox ratio, it is recommended that the City of Tehachapi and Kern County

implement a reduction of service hours for the Tehachapi Dial-A-Ride service. The proposed changes will focus on the reduction of one hour of service from the morning, with services then starting at 6:30 AM, and one hour from the evening, with services then ending at 6:00 PM, each weekday. This would reduce the hours of operation by over 500 hours annually, and would reduce the operating cost by approximately \$33,000 the first year.

### **Special Saturday Service**

The City and passengers have expressed an interest in the implementation of a special Saturday service one weekend each month during the summer. This service would be coordinated with community events or special celebrations. With the challenges facing the dial-a-ride service in meeting the State required fare box ratio, the implementation of any additional service must be viewed in connection with the resulting fare box revenue. Saturday service, while a significant benefit for the community, must be evaluated on a case-by-case basis. Should an event request dial-a-ride service for a specific Saturday, an assessment should be completed to test the cost for the service (typical 8 hours of service will cost approximately \$560 per vehicle) vs. the fare revenue from the event. If the event can guarantee a minimum of \$56 per day, then the City should consider operating the Dial-a-Ride. If the event will generate less than the minimum, then service should not be provided.

### **Service to/from Bear Valley Springs**

The potential for extending the service boundaries to include Bear Valley were identified. While the population in this unincorporated community is significant, access is limited via a security gate. This limited access would result in passengers being picked up or dropped off at the entrance gate. Thus a corresponding Bear Valley shuttle is needed to ferry passengers between the entrance gate and their homes. Further discussions between the City, County and the Bear Valley Home Owners Association will be needed to determine if this is the proper level of service for this area or whether this area should continue without dial-a-ride service. Until such time as these detailed discussions resolve the level of service to be provided, it is recommended that no service be provided to this area.

Based on the recommended reduction of service hours, the containment of costs and the increased fare structure described above, the following projections are made for the next five years of service.

**TABLE 9: PROPOSED TEHACHAPI DIAL-A-RIDE SERVICE PROJECTIONS**  
 FY 2012/13 through FY 2016/17

<u>Fiscal Year</u>	<u>Ridership*</u>	<u>Fare Revenues</u>	<u>Operating Costs**</u>	<u>Net Costs</u>	<u>Farebox Ratio</u>
2012/13	13,800	\$15,500	\$246,000	\$230,500	6.3%
2013/14	14,300	\$16,000	\$252,000	\$236,000	6.3%
2014/15	14,600	\$19,100	\$258,000	\$238,900	7.4%
2015/16	15,200	\$19,900	\$264,000	\$244,100	7.5%
2016/17	15,600	\$23,400	\$271,000	\$246,600	8.6%

*\*Ridership totals include revenue and non-revenue passengers*

*\*\*Operating costs assume a 2.5% annual inflation rate and assumes an aggressive cost containment strategy is implemented.*

Given the significant increase in the fare structure, the recommended cost containment and no negative elasticity in ridership, the service is projected to continue to fail to meet the State required fare box ratio of 10%. Therefore, the Transportation Development Act requires that Kern COG reduce the amount of revenue provided to the City of Tehachapi and the County of Kern equal to the amount of the difference between the required fare revenue and the actual fares collected. That reduction would take place one year after the end of the fiscal year where the non-attainment occurred. In addition, the City of Tehachapi and the County of Kern will be required to demonstrate to Kern COG how they will achieve the required fare box ratio during that penalty year.

As an alternative, the City of Tehachapi and the County of Kern can agree to supplement the fare revenues with an amount of local support sufficient to clear the difference between the actual fare revenue and the amount required by the Transportation Development Act. So for example, beginning in 2013/14, the projected fare revenue will be \$9,200 below the required 10% fare box ratio. Therefore, the City and the County can jointly contribute that amount in non-Transportation Development Act and non-Federal Transit Administration funding to make the fare box ratio requirement whole. Through this additional subsidy process

the City and the County can avoid the potential problems associated with non-compliance with the State's fare box ratio requirement.

## **MANAGEMENT PLAN**

### **General Procedures**

The City of Tehachapi will continue to contract the Tehachapi Dial-A-Ride service out to Kern County and Kern Regional Transit. The City Council will continue to act as the governing body for the system. The County will continue to own and maintain all transit equipment and intends to continue to perform day-to-day operations in-house. As such, the County will be responsible for the employment of drivers and maintenance personnel, plus the tracking of all necessary ridership and operations data. Management of Tehachapi's transit system will continue to be vested with the County, but with oversight from the City's Transit Manager.

In addition, the City should continue to seek opportunities to develop partnerships with local social service agencies, such as the Tehachapi Chamber of Commerce, Tehachapi Unified School District and the California Correctional Institution. Emphasis should be placed on the dissemination of transit information to employees and fare payment methods, as well as development of service hours and operating parameters that meet the needs of employees (if warranted and feasible).

Finally, the City in consultation with Kern Regional Transit should annually review and adjust the system's performance standards. The review will include an assessment of the service's achievement of performance standards. Changes will be made to reflect inflation, changes in operations, passenger demand and modifications to operating agreements.

## **MARKETING PLAN**

An aggressive, ongoing and progressive marketing plan shall be implemented. The marketing plan shall reflect the role that transit plays in the community and shall target current and potential users. Transit in Tehachapi has a very definitive target market including commuters (students and employees) and low-income residents with limited access to a vehicle. The marketing plan will focus on low-cost community education with this transit market in mind. By reaching target markets with published materials and literature, the community will gain a higher level of understanding of the current service, and passengers will receive

valuable information to assist in their use of the system, with the goal being an increase in ridership and service productivity. The marketing will also assist in informing the target riders of service goals and lets them know that their patronage is appreciated.

Marketing efforts within the Tehachapi community should include both the City's Dial-A-Ride and East Kern Express regional service. Cross marketing of the services will assist current and potential riders in planning their trip options, and will encourage transfers between the two services. Focused marketing to the general public, particularly those members of the community that are retired, should include information on how to ride transit, and how to transfer from one system to another. Since a significant portion of Tehachapi's target transit market is Hispanic, all advertising should be made available in Spanish, as well as English. The marketing efforts proposed for the Tehachapi transit system include the following:



### **Brochure/Handout**

Updating the current Tehachapi Dial-a-Ride brochures is critical to begin the marketing campaign. A fresh brochure will clearly show the community a change has taken place and will encourage a “buzz” about those changes. This new brochure should be reflective of the unique character of Tehachapi and be updated to establish this identity within the public’s mind. This new brochure will be developed as part of this Transit Plan and will reflect the new hours of operation and fare structure. The brochure will also contain basic information including hours of operation, fares, policies, and dispatch numbers and will include other information such as “riding tips” and news related to service changes. This transit brochures will be developed in a format that provides the City and the County with easy of production, be coordinated with other common literature and will allow for ease of updating.

The brochures shall be made available at locations frequented by current and potential riders, including on board the bus, at City Hall, and community locations, banks, and major shopping and social service/medical centers. The City should also consider including the new brochure in utility billings or other direct mail vehicles to achieve the widest possible dispersion to the community. All printed material should be made available in English and Spanish.

### **Transit Information**

Information on the transit system should be easily available and prominently displayed for all target markets. The availability of service information on buses and at public spaces is important to keep transit users informed and to provide potential users with necessary information. Annual posters should be produced and placed in all significant public spaces, City Hall, the Senior Center, community centers, major shopping centers, medical facilities, schools and large employers. These posters should be centered on a theme or promotion and should encourage potential riders to try the service.

### **Marketing Promotions**

Marketing promotions involve efforts beyond printed information. Developing community-wide events to promote Tehachapi Dial-A-Ride will help to keep transit in the minds of residents as a viable transportation option. Promotions could be self-sponsored or held in conjunction with other local/global events such as National Transit Week, Earth Day, or local community events. Promotions should include the distribution of informational flyers and free bus passes (good for one round-trip) to attract potential riders. Transit personnel should be made available to answer service questions. All information should be made available in English and Spanish.

### **City Website**

The City of Tehachapi bus transportation webpage should be updated to include current transit service information and contact information for both City and County staff. The City may wish to add a link to the Kern Regional Transit website as well. This would allow the City to provide single point information about the regional service without having to update the website whenever the County implements service changes. In addition, the webpage should list the Dial-A-Ride reservations phone number: 1-800-323-2396. All information should be made available in English and Spanish.

## Travel Training

A common barrier to transit usage amongst the elderly, low-income and non-English speaking persons is a basic lack of knowledge about how to use the service. Fear of the unknown often prohibits potential users from even trying transit as a transportation alternative. Travel training is one effective method to overcoming these fears. Given the current workload of City staff, the City should consider seeking a volunteer to act a Transit Docent. This person should be knowledgeable of all aspects of the local and regional transit systems. The Tehachapi Dial-a-Ride Docent would be tasked with educating current and prospective riders on how to use both the Tehachapi Dial-A-Ride and Kern Regional Transit systems through presentations and on-the-bus assistance. For instance, the docent could work with the school district to help educate students and parents on the benefits of using the Dial-A-Ride, work with a social service agency's clients to help them understand how to get to their desired destination using transit, and work with local business to help build commute options for their employees. Travel training should be available in both English and Spanish.



## Free Advertising

Free advertising, in the form of press releases and media coverage, should be utilized whenever possible to promote transit services. Press releases directed to the Tehachapi News should announce major service changes and improvements to the system, including the addition of new buses. Media coverage should be targeted to highlight the positive aspects of using the Tehachapi Dial-A-Ride service (including flexibility and low cost) in light of the current economy. Service milestones, such as the 20<sup>th</sup> Anniversary of Tehachapi Dial-a-Ride in 2014 can provide the service with free advertising and promotion. Both English and Spanish media outlets should be utilized.

## Cross Marketing

As stated previously, the City should work closely with Kern Regional Transit staff to insure that the Tehachapi Dial-A-Ride and the East Kern Express services are cross marketed to all potential transit riders within the

Tehachapi community. Information on both services should be kept current on the City's web. East Kern Express service brochures should be available wherever Tehachapi Dial-A-Ride information is disseminated.

## **SAFETY AND SECURITY PLAN**

On August 25, 2005, President Bush signed The Safe Accountable Flexible Efficient Transportation Act: A Legacy for Users (SAFETEA-LU), replacing the Transportation Equity Act for the 21<sup>st</sup> Century (TEA 21). The passage of SAFETEA-LU brought about increased attention to addressing the issues of safety and security as stand-alone factors with regards to public transportation systems. This section includes a discussion of the measures that the City should/does take to ensure both the safety and security of its system, passengers, and employees. These measures were taken from the *Model Transit Bus Safety and Security Program*, developed by the FTA in cooperation with the American Public Transportation Association (APTA), the Community Transportation Association of America (CTAA), the American Association of State Highway and Transportation Officials (AASHTO), and other representative from the transit industry.

### **System Safety**

For the purpose of this plan, safety is defined as the protection of persons or property from unintentional damage or destruction caused by accidental or natural events. Core safety elements apply to all Section 5307 and 5311 transit providers, but their scope of implementation is dependent upon the size and scope of operations, and availability of resources. The following safety elements represent safety techniques applicable and appropriate to a transit service the size of Tehachapi Dial-A-Ride.

#### ***Driver/Employee Selection***

Drivers are hired and employed by First Transit, a nationwide transportation services provider.

#### ***Driver/Employee Training***

The Kern Regional transit agency should work with First Transit to ensure drivers be fully trained in safety issues specific to its fleet, as well as safety protocol related to breakdowns, accidents, and other service related issues. All buses should be equipped with safety protocol sheets which outline specific steps to follow in the event of an emergency.

### ***Vehicle Maintenance***

Proper maintenance of vehicles and equipment is critical to the continued safe operation of the transit system. Basic vehicle maintenance practices must regularly address safety-related vehicle equipment to ensure that no unsafe vehicles are dispatched for service. Tehachapi Dial-A-Ride vehicles are inspected daily by the driver to ensure that the vehicle is safe to operate prior to the start of each shift.

### ***Drug and Alcohol Abuse Programs***

The Omnibus Transportation Employee Testing Act of 1991 requires alcohol and drug testing of safety-sensitive employees in the aviation, motor carrier, railroad, and mass transit industries. Large transit employers, which are defined as those transit employers who operate in an area of 200,000 or more in population, are required to do random drug testing for all safety-sensitive transit employees. Small transit employers, operating in areas with less than 200,000 in population, are required to implement a random drug testing program.

Kern County is responsible for making sure this random drug testing program is implemented. This program includes pre-employment, reasonable suspicion, post-accident, random, return-to-duty, and follow-up drug testing. Employee tests are reviewed and interpreted by a physician before they are reported to the employer. All employee drug test results are confidential. Transit employers are required to provide information on drug use and treatment resources to safety-sensitive employees, as well as provide one hour of training on the dangers of substance abuse. The employer is not required to provide rehabilitation, pay for treatment, or reinstate the employee in his/her safety-sensitive position.

### ***Safety Data Acquisition/Analysis***

Understanding safety data is an important step toward allocating important (and often scarce) resources to implement safety program elements. Safety data relative to transit provider operations can be used to determine safety trends in system operation; the data are useful in hazard identification and resolution to help identify hazards before they cause accidents. Kern County should collect safety-related data for the Dial-A-Ride system, including accidents (and locations), passenger claims, and injuries.

## System Security

For the purpose of this plan, security is defined as the protection of persons or property from intentional damage or destruction caused by vandalism, criminal activity, or terrorist events. All transit providers must take all reasonable and prudent actions to minimize the risk associated with intentional acts against passengers, employees, and equipment/facilities. In addition, the bus driver carries a cell phone that can be used to notify City personnel in the event of an emergency.

## SERVICE IMPLEMENTATION PLAN

This section presents an action plan for implementing the Tehachapi Dial-A-Ride services proposed in this chapter. The implementation plan outlines service parameters for each of the five years covered by this TDP. This schedule assumes the availability of all projected funding, and should be reviewed annually to reflect current funding scenarios. Marketing and outreach efforts should be ongoing throughout the life of the TDP.

### Tehachapi Dial-A-Ride Service

The implementation plan assumes that the Tehachapi Dial-A-Ride service will continue to operate Monday through Friday. Weekend service is not anticipated during the next five years due to operational cost constraints, but could occur in a limited, special event scenario if hours of operation can be transferred from weekdays to Saturdays. The demand for a City-run fixed route service does not exist at this time.

#### Year One (FY 2012/13)

In year one of the plan, FY 2012/13, Tehachapi Dial-A-Ride fare structure will be adjusted. The hours of operation will be reduced by two hours per day and additional cost containment strategies will be implemented. The marketing plan will be implemented with the publishing of a new transit brochure. The City and County should adjust the service area boundary to reflect the recent annexations to the City. The City, County and Kern COG should initiate discussions on the process for managing the State mandated fare box ratio requirements.

#### Year Two (FY 2013/14)

The second year of the Transit Plan continued efforts to market the transit service will be continued. Additional cost containment strategies will be identified by the City and the County.

*Year Three (FY 2014/15)*

The third year of the Plan will see another increase in the fare structure. The marketing brochure and City website will be updated to reflect this change. Cost containment strategies will be reviewed and further refined to reflect the fare box ratio requirements.

*Year Four (FY 2015/16)*

During the fourth year of this plan transit services will continue to operate at the established level. Additional marketing efforts will be continued to increase ridership. A review of the fare box ratio will be completed.

*Year Five (FY 2016/17)*

The fifth year of the Transit Plan will include the third fare structure increase.

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## CHAPTER 7 – CAPITAL PLAN

As per the agreement between the City of Tehachapi and Kern County for the provision of Dial-A-Ride service by Kern Regional Transit in the Greater Tehachapi area, the City of Tehachapi has no direct capital obligations. The agreement calls for Kern County to own, operate, and maintain all capital equipment (buses and bus stops) that are used in the provision of the Tehachapi Dial-A-Ride service. Therefore, the development of a Capital Plan for the City of Tehachapi is retained as the responsibility of Kern Regional Transit. The City supports Kern County's maintenance and procurement of capital through its "Purchased Transportation" line item.



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## CHAPTER 8 – FINANCIAL PLAN

The Financial Plan includes estimates of operating expenditures and projections of revenues by source for the proposed service plan. Estimates are for the purposes of this study only and represent approximations of the costs of the anticipated operations. Actual values for annual operation will vary and will be determined through the City's annual budgeting process. It should be noted that the City of Tehachapi contributes to the operation of the service through its contract with Kern Regional Transit Agency. The Kern Regional Transit Agency is responsible for all capital acquisitions and capital grants. The purpose of this data is to provide comparative information for the review of this Transit Development Plan.

### **CURRENT FUNDING SOURCES**

Successful transit systems develop broad funding strategies to implement planned services and projects. Currently, the City of Tehachapi's primary revenue sources for the operation of its transit service come from the Federal Transit Administration Section 5311 funds, Transportation Development Act (TDA) funds, and passenger fares. The following is a brief description of these funding sources.

#### ***Fare Revenues***

Fare revenue collection is a necessary source of transit funding, but usually only accounts for 10-20% of the costs of transit operations. Fare collection incurs costs for farebox maintenance, cash management, and auditing. The City's fare revenues currently account for approximately 4% of their annual operating revenues. State law requires that at a minimum, 10% of the operating costs be collected from passenger fares. Failure to maintain this minimum, results in the loss of state revenue for transit. All future plans for the Tehachapi's Dial-a-Ride service should be tested against this requirement to ensure achievement of this standard.



### ***Transportation Development Act (TDA)***

Local Transportation Funds (LTF) and State Transit Assistance Funds (STAF) are California State sales tax funds that are available for transit operations and street and road purposes. Historically, LTF money has been derived from ¼ cent of retail sales tax collected in the State of California, and distributed to areas based on population, while STAF money has been generated by a gasoline sales tax and allocated to areas based on transit operator revenues. However, in 2009 the gas tax was eliminated as part of a compromise in the State Budget crisis. Legislative revisions are currently pending that will change the funding mechanisms for TDA money.



The use of TDA funds for public transit is of critical importance to the City of Tehachapi. Historically, a significant share of these funds, approximately \$400,000, have been used for street projects. State law requires that each year TDA funds first be

made available for transit purposes. If no transit needs exist that can reasonably be met, the funds can then be used for street projects.

### ***Federal Transit Administration - Section 5311 – Non-urbanized Area Formula Grant***

The Section 5311 program provides capital, operating, and planning assistance for operators of public transportation in non-urbanized areas with populations less than 50,000. In California, the 5311 program is administered by Caltrans on behalf of the Federal Transit Administration. Section 5311 funds must be matched by state and/or local funds. Capital projects require a 20% local match. Operating projects require a 50% local match. Local match funds can be cash or cash-equivalent, depending upon the expenditure. Some non-Department of Transportation (DOT) federal funds may be used as a match.

All 5311 projects must be included in an adopted Federal Transportation Improvement Plan (FTIP). The City has historically received approximately \$30,000 annually from this source and used these funds to assist with operational costs. It is assumed that the City will continue to use Section 5311 funds for operating assistance.

**PROJECTED EXPENDITURES**

The expenditure plan shown below anticipates an outlay in FY 2012/13 of \$246,000 for operating costs and the annual expenditures afterwards range up to \$271,000. Operating expenses assume a 2.5% annual inflation rate and will result in the following five-year expenditure plan. The expenditures represent total expenditure for the Tehachapi Dial-A-Ride services; showing both City and County combined. As per the contract for services between the two entities, expenditures are split equally.

<b>Table 10: Expenditures</b>						
<i>(FY 2012/13 through FY 2016/17)</i>						
	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>Total</b>
<b>Operating</b>	\$246,000	\$252,000	\$258,000	\$264,000	\$271,000	\$1,291,000

**PROJECTED REVENUES**

Federal funds are projected to cover 12% of total service costs over the next five years. These funds are anticipated to be used only for operating expenses. The local match is shown coming from the Transportation Development Act funds and are expected to provide 81% of the total operating costs of the Transit Plan. Finally, passengers are projected to provide only 7% of the total cost of the service over the next five years. The five-year expenditures outlined in the previous section will require the funding revenues as shown below.

<b>Table 11: Revenues</b>						
<i>(FY 2012/13 through FY 2016/17)</i>						
	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>Total</b>
<b>Local TDA</b>						
City of Tehachapi	\$100,250	\$103,000	\$104,450	\$107,050	\$108,800	\$523,550
Kern County	\$100,250	\$103,000	\$104,450	\$017,050	\$108,800	\$523,550
<b>FTA Sec. 5311</b>	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
<b>Passenger Fares</b>	\$15,500	\$16,000	\$19,100	\$19,900	\$23,400	\$93,900
<b>Total</b>	<b>\$246,000</b>	<b>\$252,000</b>	<b>\$258,000</b>	<b>\$264,000</b>	<b>\$271,000</b>	<b>\$1,291,000</b>

The following chart compares the Transportation Development Act funds that are projected to be available annually over the next five years. The projected level of funding needed for the demand-response service is also shown, with the projected balance available for street projects. The chart suggests that each year, some funds will be available for street projects.

<b>Table 12: City of Tehachapi's Transportation Development Act Fund Balance</b>						
<i>(FY 2012/13 through FY 2016/17)</i>						
	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>Total</b>
Transportation Development Act Available*	\$637,000	\$653,000	\$669,000	\$686,000	\$703,000	\$3,348,000
Transportation Development Act for Transit	\$100,250	\$103,000	\$104,450	\$107,050	\$108,800	\$523,550
<b>Balance</b>	<b>\$536,750</b>	<b>\$550,000</b>	<b>\$564,550</b>	<b>\$578,950</b>	<b>\$594,200</b>	<b>\$2,824,450</b>

## CHAPTER 9 – SOURCES CONSULTED

The data provided within this TDP was compiled and analyzed from a variety of sources, including the following.

1. California Department of Transportation (Division of Mass Transportation), Transportation Development Act (TDA) – Statutes and California Codes of Regulations, January 2005.
2. City of Tehachapi website.
3. City of Tehachapi, State Controller’s Reports, 2009, 2010 and 2011.
4. Curtin, J F. 1968. *Effect of Fares on Transit Riding*. Highway Research Board.
5. Kern Regional Transit Agency, Linda Wilbanks, Transit Planner.
6. Kern Regional Transit Agency, Unmet Transit Needs Report, FY 2010/11
7. Kern Regional Transit Agency, City of Tehachapi Transit Agreement, 2006
8. Kern Council of Governments, 2011/12 Transportation Development Act Allocations.
9. Kern Council of Governments, 2011 Federal Transportation Improvement Program.
10. Triennial Performance Audit of the City of Tehachapi, June 2010.
11. U.S. Census Bureau, *Census 2010 Data*, <http://www.census.gov>.

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## APPENDIX A

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# Tehachapi Dial-A-Ride & Kern Regional Transit On-board Surveys Forms

# REGIONAL TRANSIT SURVEY CALIFORNIA CITY & TEHACHAPI

Your input is needed if you have boarded the bus in California City or Tehachapi or you intend on un-boarding the bus in one of these cities. This survey will help plan for future transit service and improvements. Please answer the following questions and return this form to the bus driver. **If you have already filled out a survey form, you do not need to fill out another. THANK YOU for completing this survey!**

1) What is the purpose of your trip today?

- Work                       Shopping                       School/College                       Attending a Social Service Program  
 Medical                       Social                       Personal Business                       Other (specify) \_\_\_\_\_

2) If you answered "shopping" above (#1), about how much did you/will you spend during this shopping trip?

- \$10 or less                       \$11-\$25                       \$26-\$50                       Over \$50

3) Did you have a car available for this trip?                       Yes                       No

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

- Drive alone                       Bike                       Carpool                       Taxi  
 Walk                       Get a ride                       Wouldn't make the trip                       Other (specify) \_\_\_\_\_

5) How do you usually get information about Kern Regional Transit services?

- Ask a bus driver                       Ask a friend/family                       Printed flyers                       Go wait at a bus stop  
 Transit Guide                       Newspaper ad                       Call City info number                       Other (specify) \_\_\_\_\_

6) How often do you use Kern Regional Transit services?

- Daily (3-6 days/week)                       Weekly (1-2 days/week)                       Monthly (1-3 days/month)                       This is my first trip

7) Where are you going today?

- Bakersfield                       Mojave                       Lancaster                       Rosamond                       Inyokern                       Ridgecrest  
 Other \_\_\_\_\_

8) How long have you been using Kern Regional Transit services?

- 0-6 months                       6 months – 1 year                       2-5 years                       6-10 years                       More than 10 years

9) Overall, how would you rate Kern Regional Transit services?

- Excellent                       Good                       Fair                       Poor

10) Which of the following improvements would you most like to see (check all that apply)?

- More frequent service                       Earlier service                       Later service                       Daily service  
 More Stops                       Other (specify) \_\_\_\_\_

In order to better understand your transit needs, we need to know a little about our riders:

11) How long have you been a resident of California City or Tehachapi?

- 0-1 years                       Less than 3 years                       Less than 5 years                       6-7 years  
 8 years+

12) What is your gender?                       Male                       Female

13) What is your age?                       6-13                       14-18                       19-35                       36-49                       50-63                       64+

14) What is your ethnicity?

- White                       Black/African American                       American Indian  
 Hispanic                       Asian/Pacific Islander                       Other

15) What is the Estimated Annual income of all members of your household?

- Less than \$10,000                       \$10,000-\$14,999                       \$15,000-\$19,999                       \$20,000-\$24,999  
 \$25,000-\$29,999                       \$30,000-\$34,999                       \$35,000-\$39,999                       \$40,000 or more

16) Do you have a handicap or disability?                       Yes                       No

17) Do the California City transit services adequately meet your mobility needs?                       Yes                       No

If you answered "Yes" to question #17, please answer the following.

18) Do you require a wheelchair lift for your trip?                       Yes                       No

Necesitamos su ayuda para planear el futuro del sistema de Kern Regional Transit.  
**Si usted ha llenado una encuesta, no es necesario llenar otro. ¡Gracias por completar esta encuesta.**

- 1) ¿Qué es el propósito de su viaje hoy?  
 Trabajo       Compras       Educa/Colegio       Asistir un programa social de servicio  
 Médico       Social       Negocio de personaje       Otro (especifica)\_\_\_\_\_
- 2) ¿Si usted contestó las "compras" encima de (#2), acerca de cuánto usted/hizo que usted gasta durante este viaje de compras?  
 \$10 o menos       \$11-\$25       \$26-\$50       Más de \$50
- 3) ¿Tuvo usted un coche disponible para este viaje?       Sí       No
- 4) ¿Cómo habría hecho usted este viaje si un autobús de tránsito no estuvo disponible?  
 Conduzca sólo       Bicicleta       Coche de uso compartido       Taxi  
 Caminata       Consiga un paseo       No haría el viaje       Otro (especifica)\_\_\_\_\_
- 5) ¿Cómo consigue generalmente usted información sobre el servicio de Kern Regional Transit?  
 Pregunte a un conductor de autobús       Pregunte una amigo/familia       Aviadores impresos  
 Vaya espera en una parada de autobus       Guía de tránsito       Anuncio periodístico  
 Llame la Ciudad número de información       Otro (especifica)\_\_\_\_\_
- 6) ¿Con qué frecuencia utiliza usted los servicios de Kern Regional Transit?  
 Diario (3-6 días/semana)       Semanal (1-2 días/semana)       Mensual (1-3 días/mes)       Esto es mi primer viaje
- 7) ¿ Adónde va usted hoy?  
 Bakersfield       Mojave       Lancaster       Rosamond       Inyokern       Ridgecrest       Otra
- 8) ¿Cuánto tiempo ha estado utilizando servicios de Kern Regional Transit?  
 0-6 meses       6 meses – 1 año       2-5 años       6-10 años       Más de 10 años
- 9) ¿En términos generales, cómo clasifica el servicio de Kern Regional Transit?  
 Excelente       Bueno       Justo       Malo
- 10) ¿Cuál de las siguientes mejoras que más le gusta a ver (verifica todo que aplican)?  
 Más frecuente servicio       Servicio más temprano       Servicio posterior       Más servicio del Sábado  
 Más paradas       Más rutas       Otro (especifica)\_\_\_\_\_

Comprender mejor sus necesidades de tránsito, nosotros necesitamos para saber un pequeño acerca de nuestros jinetes:

- 11) ¿Cuánto tiempo usted ha vivido en California City o Tehachapi?  
 0-1 año       Menos de 3 años       Menos de 5 años       6-7 años       8 años o mas
- 12) ¿Qué es su género?       Macho       Hembra
- 13) ¿Qué es su edad?       6-13       14-18       19-35       36-49       50-63       64+
- 14) ¿Qué es su etnia?  
 Blanco       Negro/Africano Norteamericano       Indio Norteamericano  
 Hispano       Asiático / Isleño Pacífico       Otro
- 15) ¿Qué es los ingresos Anuales Estimados de todos miembros de su casa?  
 Menos de \$10,000       \$10,000-\$14,999       \$15,000-\$19,999       \$20,000-\$24,999  
 \$25,000-\$29,999       \$30,000-\$34,999       \$35,000-\$39,999       \$40,000 o más
- 16) ¿Tienes una minusvalía o discapacidad?       Sí       No
- Si usted contestó "Sí" preguntar #17, contestan por favor el siguiente.
- 17) ¿Necesita usted un ascensor de sillón de ruedas para completar su viaje?       Sí       No
- 18) ¿Los servicios de transporte Kern Regional adecuadamente completan sus necesidades de movilidad?       Sí       No

# CITY OF TEHACHAPI TRANSIT SURVEY

Your input is needed to help plan for future transit service and improvements. Please answer the following questions and return this form to the bus driver. **If you have already filled out a survey form, you do not need to fill out another. THANK YOU for completing this survey!**

- 1) What is the purpose of your trip today?
- Work                       Shopping                       School/College                       Attending a Social Service Program
- Medical                       Social                       Personal Business                       Other (specify) \_\_\_\_\_
- 2) If you answered "shopping" above (#2), about how much did you/will you spend during this shopping trip?
- \$10 or less                       \$11-\$25                       \$26-\$50                       Over \$50
- 3) Did you have a car available for this trip?                       Yes                       No
- 4) How would you have made this trip if a transit bus was not available?
- Drive alone                       Bike                       Carpool                       Taxi
- Walk                       Get a ride                       Wouldn't make the trip                       Other (specify) \_\_\_\_\_
- 5) How do you usually get information about Tehachapi transit services?
- Ask a bus driver                       Ask a friend/family                       Printed flyers                       Go wait at a bus stop
- Transit Guide                       Newspaper ad                       Call City info number                       Other (specify) \_\_\_\_\_
- 6) How often do you use Tehachapi transit services?
- Daily (3-6 days/week)                       Weekly (1-2 days/week)                       Monthly (1-3 days/month)                       This is my first trip
- 7) Do you also use the East Kern Express transit services provided by Kern Regional Transit, and if so, how often and to where?
- Daily                       Weekly                       Monthly
- Destination (specify) \_\_\_\_\_
- 8) How long have you been using Tehachapi Dial-A-Ride services?
- 0-6 months                       6 months – 1 year                       5 years                       10 years                       More than 10 years
- 9) Overall, how would you rate Tehachapi Dial-A-Ride services?
- Excellent                       Good                       Fair                       Poor
- 10) Which of the following improvements would you most like to see (check all that apply)?
- More frequent service                       Earlier service                       Later service                       Saturday service
- Fixed routes                       Other (specify) \_\_\_\_\_
- 11) If the City needs to raise transit fares, how much would you be willing to pay for the service (general public fares)?
- Dial-A-Ride                       \$1.25                       \$1.50                       \$1.75                       No Change
- In order to better understand your transit needs, we need to know a little about our riders:
- 12) How long have you been a resident of Tehachapi?
- 0-1 years                       Less than 3 years                       Less than 5 years                       6-7 years
- 8 years+
- 13) What is your gender?                       Male                       Female
- 14) What age group do you belong?                       6-13                       14-18                       19-35                       36-49                       50-63                       64+
- 15) What is your ethnicity?
- White                       Black/African American                       American Indian
- Hispanic                       Asian/Pacific Islander                       Other
- 16) What is the Estimated Annual income of all members of your household?
- Less than \$10,000                       \$10,000-\$14,999                       \$15,000-\$19,999                       \$20,000-\$24,999
- \$25,000-\$29,999                       \$30,000-\$34,999                       \$35,000-\$39,999                       \$40,000 or more
- 17) Do you have a handicap or disability?                       Yes                       No
- 18) Do the Tehachapi Dial-A-Ride services adequately meet your mobility needs?                       Yes                       No
- If you answered "Yes" to question #17, please answer the following.
- 19) Do you require a wheelchair lift for your trip?                       Yes                       No

Necesitamos su ayuda para planear el futuro del sistema de transportacion para la cuida de California City y Tehachapi. **Si usted lla llenado una encuesta, no es necesario llenar otro.**

**¡Gracias por completar esta encuesta.**

- 1) ¿Qué es el propósito de su viaje hoy?
- Trabajo                       Compras                       Educa/Colegio                       Asistir un programa social de servicio
- Médico                       Social                       Negocio de personaje                       Otro (especifica) \_\_\_\_\_
- 2) ¿Si usted contestó las "compras" encima de (#2), acerca de cuánto usted/hizo que usted gasta durante este viaje de compras?
- \$10 o menos                       \$11-\$25                       \$26-\$50                       Más de \$50
- 3) ¿Tuvo usted un coche disponible para este viaje?                       Sí                       No
- 4) ¿Cómo habría hecho usted este viaje si un autobús de tránsito no estuvo disponible?
- Conduzca sólo                       Bicicleta                       Coche de uso compartido                       Taxi
- Caminata                       Consiga un paseo                       No haría el viaje                       Otro (especifica) \_\_\_\_\_
- 5) ¿Cómo consigue generalmente usted información sobre el servicio de tránsito de California City y Tehachapi?
- Pregunte a un conductor de autobús                       Pregunte una amigo/familia                       Aviadores impresos
- Vaya espera en una parada de autobus                       Guía de tránsito                       Anuncio periodístico
- Llame la Ciudad número de información                       Otro (especifica) \_\_\_\_\_
- 6) ¿Con qué frecuencia utiliza usted los servicios de tránsito de California City y Tehachapi?
- Diario (3-6 días/semana)                       Semanal (1-2 días/semana)                       Mensual (1-3 días/mes)                       Esto es mi primer viaje
- 7) ¿También utiliza usted el servicio del Condado de Kern tránsito proporcionaron dentro del área de California City y Tehachapi, y si eso es el caso, con qué frecuencia y a dónde?
- Diariamente                       Semanalmente                       Mensualmente
- Destino (especifica) \_\_\_\_\_
- 8) ¿Cuánto tiempo ha estado utilizando servicios de tránsito de California City y Tehachapi?
- 0-6 meses                       6 meses – 1 año                       2-5 años                       6-10 años                       Más de 10 años
- 9) ¿En términos generales, cómo clasifica el servicio de tránsito de California City y Tehachapi?
- Excelente                       Bueno                       FERIA                       Pobre
- 10) ¿Cuál de las mejoras siguientes le hace la mayoría del quiere ver (verifica todo que aplica)?
- Más frecuente servicio                       Servicio más temprano                       Servicio posterior                       Más servicio del Sábado
- Más paradas                       Más rutas                       Otro (especifica) \_\_\_\_\_
- 11) ¿Si la Ciudad necesita humentar los precios del boleto, qué estaría usted dispuesto a pagar por el servicio (general)?
- Dile A Ride                       \$1.75                       \$2.00                       \$2.25                       Ningún cambio

Comprender mejor sus necesidades de tránsito, nosotros necesitamos para saber un pequeño acerca de nuestros jinetes:

- 12) ¿Cuánto tiempo usted ha vivido en California City o Tehachapi?
- 13) ¿Qué es su género?                       Macho                       Hembra
- 14) ¿Qué es su edad?                       6-13                       14-18                       19-35                       36-49                       50-63                       64+
- 15) ¿Qué es su etnia?
- Blanco                       Negro/Africano Norteamericano                       Indio Norteamericano
- Hispano                       Asiático / Isleño Pacífico                       Otro
- 16) ¿Qué es los ingresos Anuales Estimados de todos miembros de su casa?
- Menos de \$10,000                       \$10,000-\$14,999                       \$15,000-\$19,999                       \$20,000-\$24,999
- \$25,000-\$29,999                       \$30,000-\$34,999                       \$35,000-\$39,999                       \$40,000 o más
- 17) ¿Tiene usted una desventaja o lincapacidad?                       Sí                       No
- 18) ¿Necesita usted un ascensor de sillón de ruedas para completar su viaje?                       Sí                       No

Si usted contestó "Sí" preguntar #17, contestan por favor el siguiente.

- 19) ¿ necesita un ascensor para sillas de ruedas para su viaje?

Sí                       No

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**APPENDIX B**

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**Community Meeting (February 15, 2012)**

# Tehachapi Transit Plan

# Community Meeting

February 15, 2012



8 11:36A



## Introductions

- **City of Tehachapi**
  - Hannah Chung, Finance Director
- **Kern Regional Transit**
  - Linda Wilbanks, Planner
- **TPG Consulting**
  - Charles Clouse, AICP, PTP, Principal
  - Carrie Bauer, Transit Analyst

## Agenda

- Overview of Plan
- Review of Existing Service
- Discussion of Key Issues and Challenges
- Passenger Surveys
- Next Steps



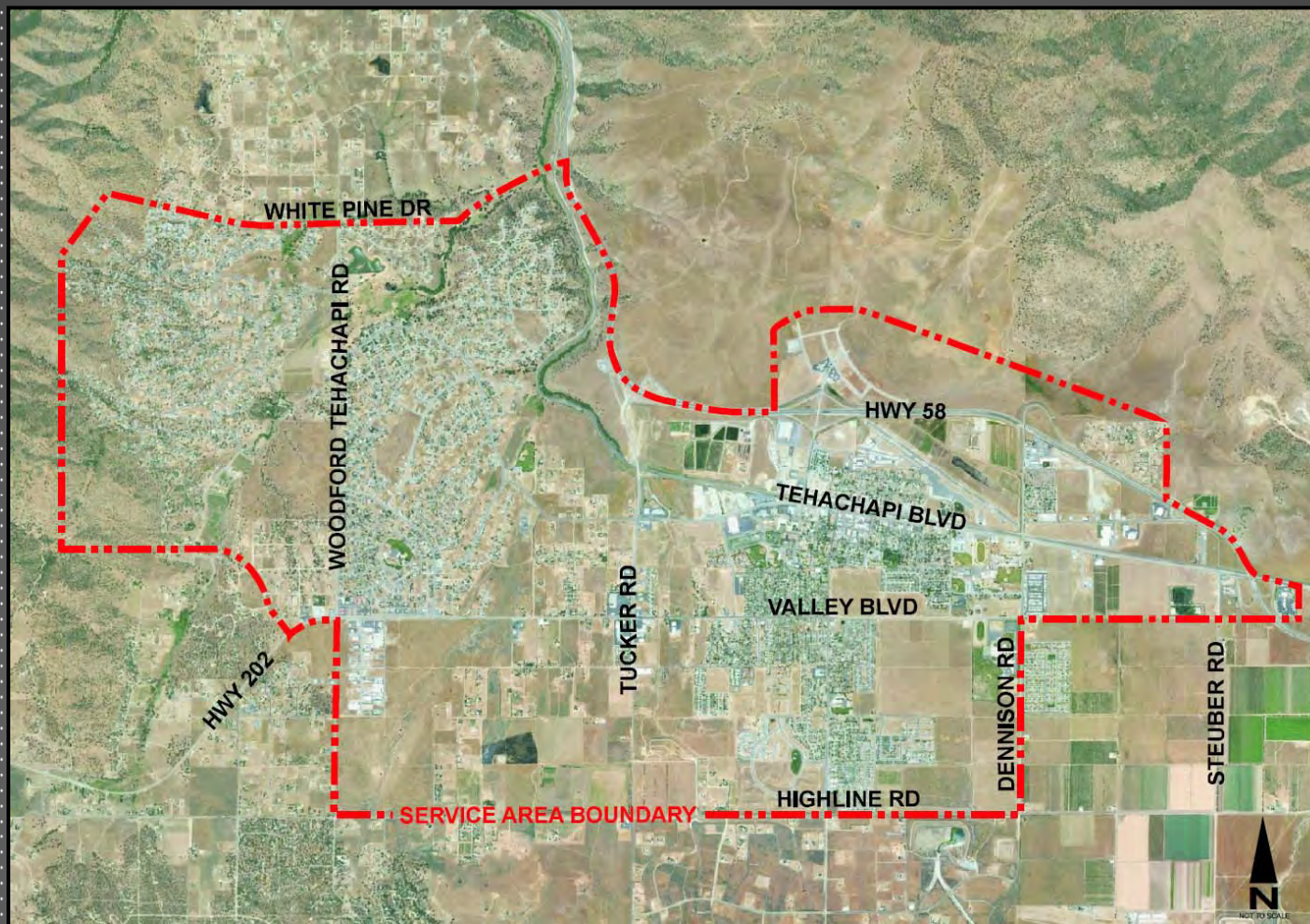
## Overview

- Update of the Transit Plan completed 10 years ago
- Purpose:
  - *Assess Current Services*
  - *Develop Plan for Future Service*
  - *Provide 5-year Operating and Capital Vision*
- Used by Local, Regional, State and Federal Agencies to Program Funds

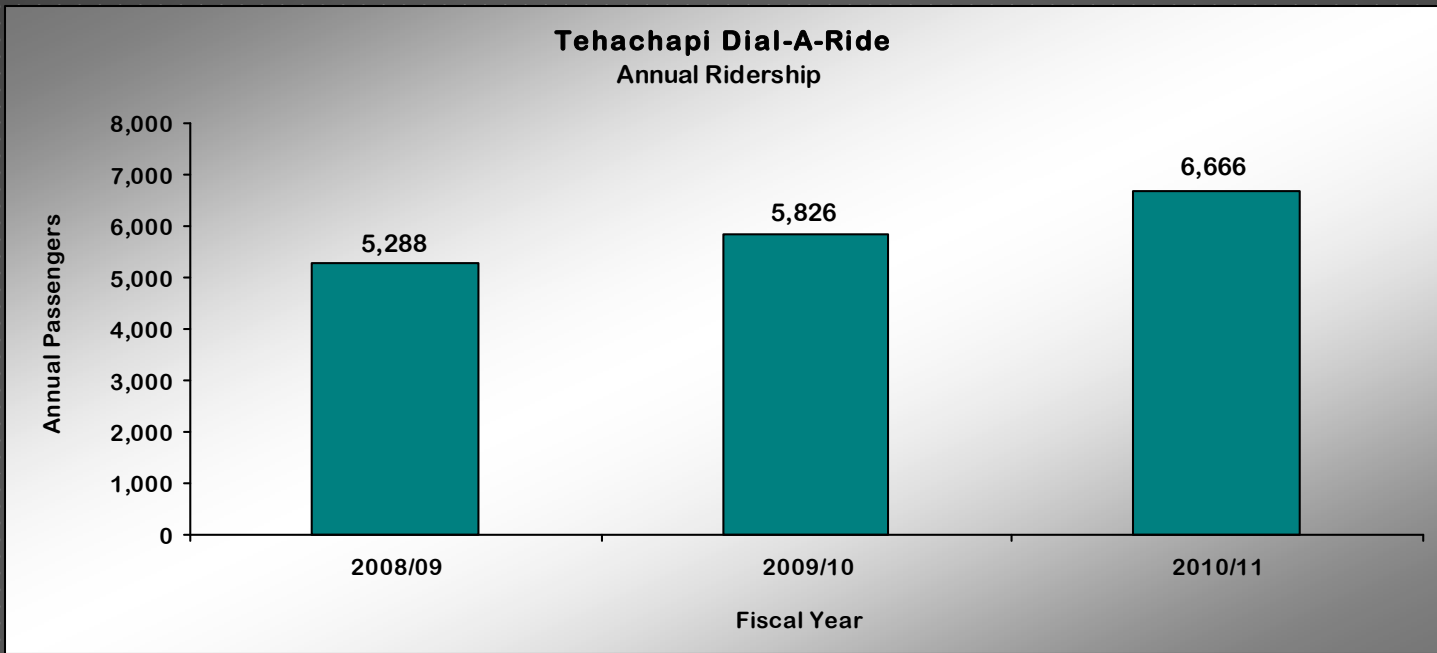


# Existing Dial-a-Ride Service

# Transit Plan

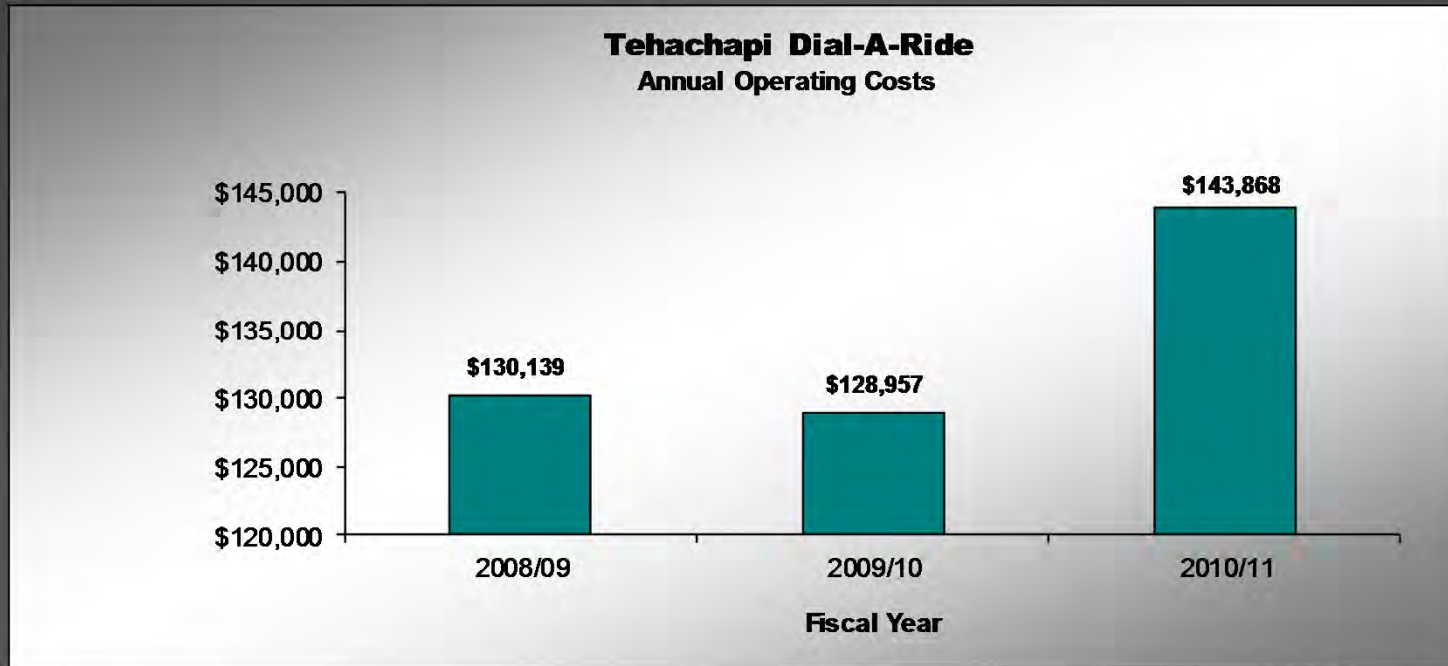


# Annual Ridership



*Annual ridership has increased 26% in the past 3 years. This is a significant increase and suggests further growth is possible.*

# Annual Operating Costs



*Annual operating costs increased 10% in the past year and is attributable to minor cost increases in labor.*

## Fare Box Ratio

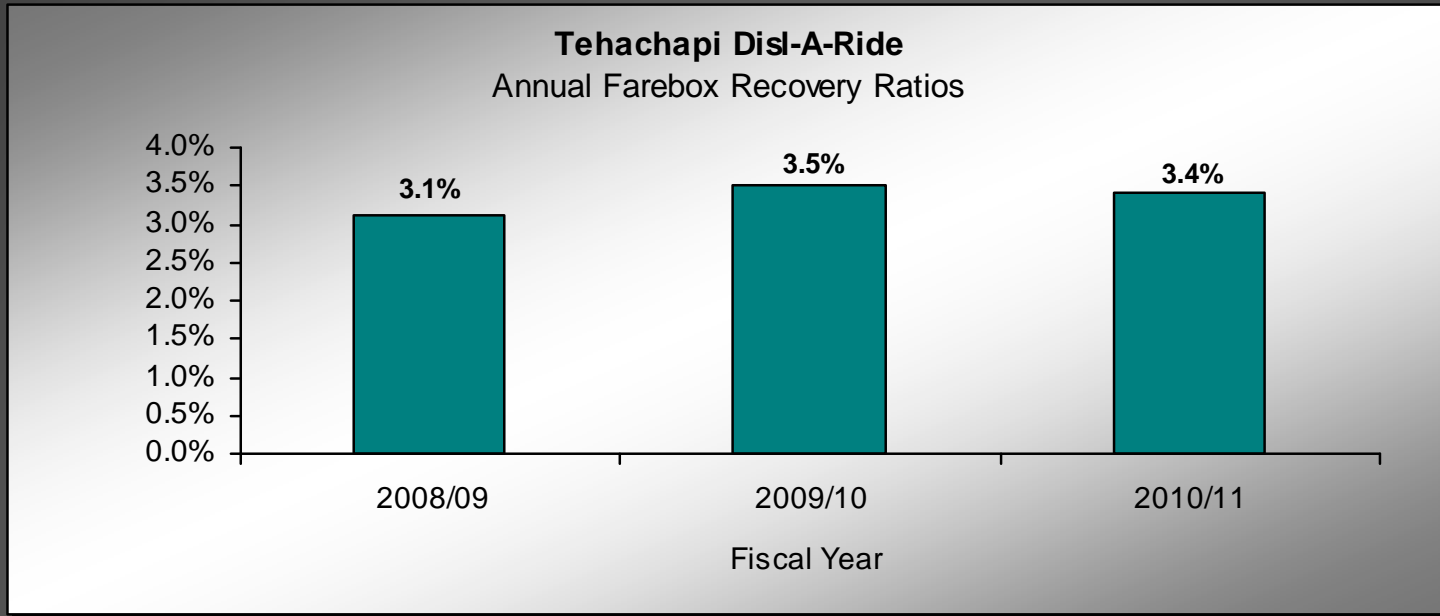
- State requires 10% of cost of service to be paid through passenger fares

$$\text{fares} \div \text{operating expenses} = \text{fare box ratio}$$



- The City and Kern Regional Transit have worked diligently over the past few years to aggressively control costs
- The Tehachapi Dial-a-Ride Service generates less than 4% of the cost of the service from fares
- Failure to maintain the 10% requirement can lead to loss of transit funding

# Annual Fare Box Ratios



*Annual fare box ratios have remained near 3% over the past 3 years. However, as the result of the increase in ridership, fare revenue has increased 21% during this same period.*

## Surveys

- Passenger surveys on Dial-a-ride buses

## Key Issues and Challenges

- Need to increase ridership
- Increase fare box revenue
- Attain required 10% fare box ratio

*“Challenging times yield spectacular results”*

## Next Steps

- Complete evaluation of current services
- Consider options for service adjustments
- Determine strategic changes needed to meet fare box ratio
- Prepare 5-year operating and capital plans
- Release Draft Transit Plan for public review and comment in April

## Thank you

- Please be sure you have signed in
- And if you have additional comments, please feel free to complete one of the comment cards
- Any additional comments or suggestions, please contact:

Charles Clouse, AICP, PTP

TPG Consulting

559.739.8072

[cclouse@tpgconsulting.net](mailto:cclouse@tpgconsulting.net)