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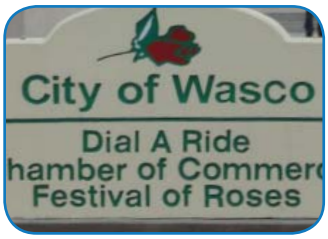
Kern Council
of Governments

Western Kern
Transit Development Plan

FINAL REPORT



Nelson|Nygaard
consulting associates

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Introduction

This document presents the five-year Transit Development Plan (TDP) for the cities of Wasco, Shafter and McFarland beginning in FY 2007/2008. This document complies with the applicable Federal, State and regional transportation planning guidelines and is to be used as a planning tool. The objective of the TDP is to evaluate the current transit services operated by the three cities and identify possible alternatives for providing improved service.

Community Profile

Western Kern County is largely an agricultural region, representing the southern-most portion of California's fertile Central Valley. Over the last decade, much of the agricultural land in the region has given way to large developments, including processing plants and industrial/distribution centers, as well as a growing number of suburban-style housing subdivisions. State Highway 99 is the primary freeway artery through the region; Interstate 5 skirts the west side of the region.

The employment base in Kern County is primarily military and agriculture based. The California Employment Development Department's (CEDD) county-level data (2002 estimates) show that agriculture is the largest employment sector in the county (17%), followed by Education and Health Services (16%), Government (14%), and Construction (13%). Historically, a large proportion of immigrants have been attracted to the Central Valley, including Kern County, for its agricultural employment opportunities. More recently, this has also included jobs in distribution and construction. None of the county's five largest employers are based in Western Kern County. The largest employer in the county is Edwards Air Force Base followed by Kern County and the China Lake Naval Weapons Station.

Wasco

Wasco is located about 25 miles northwest of Bakersfield. The primary east-west highway is State Highway 46, which provides direct access to Highway 99. State Highway 43 also provides a major thoroughfare for Wasco. The city's major retail and commercial establishments are primarily located along the Highway 46 corridor.

The city is home to Wasco State Prison and a regional medical facility, Northern Kern Hospital.

According to the 2000 census, Wasco has a population of 21,263, the largest population of the three cities in the study area for this project. Kern COG's 2003 projections show that

Wasco's population increased by about five percent to 22,267. Wasco is primarily an agricultural community, however the city continues to experience residential and commercial growth, with a growing number of retail and other service jobs.

Shafter

The City of Shafter is located to the southeast of Wasco, about 15 miles north of Bakersfield along State Highway 43. Like Wasco, the topography is mostly flat and the surrounding area is farmland, but Shafter has invested in its airport as a key distribution center. The Minter Field Industrial Center, located next to Shafter's Airport, is a 250 acre industrial park housing a number of commercial and government tenants. Shafter's close proximity to Bakersfield makes it an attractive option for new residential growth: several new housing developments have included mid-size and large single-family homes. The City of Shafter currently has plans for major development in the area north of Seventh Standard Road and east of Highway 43.

According to Kern COG data, the City of Shafter grew by about five percent from 2000 to 2003. The projected 2003 population is 13,343.

Shafter is a distribution base and an agricultural community. It has been designated a State Enterprise Zone, which makes a company investing in Shafter eligible for tax credits.

McFarland

The City of McFarland is predominantly an agricultural community. The city's motto is the "Heartbeat of Agriculture."

McFarland is bisected by State Highway 99. Although the larger part of the city, with most of the shopping and services, is west of the freeway, east of the freeway is a residential community with a number of small houses.

Future growth is planned south of Taylor Avenue. The city anticipates up to 5,000 new residents over the next 10 years with 500 homes currently planned or under construction, including 100 homes to be completed by next year.

According to Kern COG data, the City of McFarland grew by about 11% from 2000 to 2003. The projected 2003 population is 10,638.

Onboard Passenger Surveys

Onboard passenger surveys were conducted to gauge people's opinions about transit services provided in Wasco, Shafter and McFarland. The survey provided information on who is using the service, why they are making their trip and how they would have made their trip if transit service were not available. The survey also provided opportunities for respondents to rank different aspects of the service, provide feedback on improvements to

the service and make general comments. In general, passenger feedback was positive, and many respondents indicated a high level of satisfaction with the transit services.

The following are highlights from the on-board survey:

- Based on the results of the survey, the riders of Wasco Dial-A-Ride, Shafter Transit, and McFarland Transit, for the most part, do not have access to a car and their annual household income is well below the median household income in each city. This underscores the importance of the transit systems in the community.
- Respondents identified preferred improvements to transit. The most popular service improvements for the three dial-a-ride services were weekend service (more weekend service in Wasco), later weekday service and earlier weekday service.
- Survey respondents gave very high marks to Shafter Transit and McFarland Transit. For the overall system ratings for Shafter and McFarland, more than 90% of riders said the services were good or excellent.
- Most of the trips on dial-a-ride were for shopping or personal errands. In Wasco, nearly half of the riders indicated that their trip purpose was for shopping, while Shafter and McFarland each had about 30% shopping trips. Medical trips accounted for about one-third of all trips in McFarland, 21% in Wasco and 16% in Shafter.
- Survey respondents indicated that sometimes the bus does not operate on Wasco Dial-A-Ride and McFarland Transit.
- Most Wasco and Shafter riders use KRT service for trips to Bakersfield, while about half of McFarland riders travel to Delano on KRT.
- KRT survey results show that most KRT riders are transit dependent. Nearly 70% of the riders indicated that "no car was available" for their trip.
- Wasco Amtrak Station, Shafter City Hall, and Bakersfield were the top three boarding and alighting locations for KRT riders.
- Seventy-seven percent of KRT riders gave the service a rating of good or excellent.

Stakeholders

Stakeholder meetings presented an array of concerns voiced by representatives of local agencies and organizations, and community members representing a diversity of advocacy groups. In addition to interviewing over 15 individual stakeholders, meetings were held with more than 30 individuals participating in local senior center lunch programs in Wasco, Shafter and McFarland.

Kern COG staff identified stakeholders to provide a diversity of insight that would reflect the concerns of each community.

The questions included background information about the provider and how their clients or customers travel to appointments, interviews, activities, treatment, etc., and when they travel. We also asked stakeholders about the major transportation challenges in the community and their opinions about the issues that should be addressed in the transit planning process.

Although a few of the stakeholders interviewed said they had not given public transit a lot of thought prior to the discussion, the vast majority indicated that transit is one of many issues important to them.

Several key themes arose in the discussions. General issues include the following:

- **The overriding issue: better transit service for the communities.** According to the stakeholders, all of the service providers should focus on ways to improve transit in Western Kern County. Stakeholders pointed to key issues for improvement such as span of service, service days and more efficient trip scheduling.
- **Overall need for better public information.** KRT and the services provided by Wasco, Shafter and McFarland need to provide better public information. Stakeholders stated that all four of the systems need to do a better job of getting the word out to the communities that they serve.
- **More reliable service in Wasco and McFarland.** Both Wasco and McFarland's Dial-A-Ride services should focus on providing more reliable and consistent service. Dispatch and drivers need to work together to make sure that no trips are missed.
- **Bus Drivers.** Wasco, Shafter and McFarland need to address the challenges of training and keeping good bus drivers. The transit systems need to explore new avenues for bus driver retention.

Transit Services

Overview

Wasco

The City of Wasco operates an ADA-accessible general public dial-a-ride service in the City of Wasco and west on Route 46 to Valley Rose Golf Course and Wasco State Prison. The service operates Monday through Friday from 7:45 AM to 4:45 PM and Saturdays from 7:45 AM to 3:45 PM.

Wasco dial-a-ride averaged approximately 100 passengers per weekday for FY 2005/06. Saturday service averaged about 55 passengers.

Destinations

The three most requested stops were K-Mart, the Community Services Organization for Kern County (CSO), and the Wasco Medical Plaza, each with over 40 trips per week. The next most popular destinations were markets like Save Mart, Fiesta Latino Market, and El Pueblo Market.

Fare Structure

Wasco Dial-A-Ride offers riders cash fares and passes. The regular adult fare is $1.25 and the discounted fare available to seniors over 62 years old, disabled passengers, and youth (ages 5-12) is $0.75. Wasco Dial-A-Ride provides service to the Wasco State Prison and Valley Rose Golf Course on the west side of the city for $1.65.

A 10-ride ticket book can be purchased by seniors and disabled persons for $6.50. A 12-ride punch pass is available to the general public for $12.50.

Shafter

The City of Shafter operates a general public dial-a-ride service within Shafter and the unincorporated area contiguous to the city. The service operates Monday through Friday from 7:30 AM to 4:30 PM. The service is driver-dispatched, meaning drivers answer the telephones and take requests for rides, dispatching themselves as appropriate. According to City staff, the self-dispatching model has worked well for Shafter. Two vehicles are in service during most of the day except when a driver takes a break, leaving only one vehicle available to provide service. The City currently has one accessible vehicle in their fleet, which is utilized only when required for passengers using a mobility device.

Shafter Transit averaged approximately 140 passengers per weekday for FY 2005/06.

Destinations

In Shafter, the most popular destinations are schools, markets, clinics, and government buildings. The most requested trips were to Apple Market and Shafter High School followed by the Shafter Rural Health Clinic and Redwood Elementary School. A significant proportion of Shafter Transit service is provided to the schools in Shafter.

Fare Structure

The one-way adult fare is $1.00. Special fares are $0.75 for seniors, disabled persons, and youth between 5 and 12 years old, and $0.50 for children five and under. The fare outside the city limits is an additional $0.25. Ten-ride punch passes are available at a 10% discount off the full fare price (in town only) and can be purchased at City Hall or on the vehicles.

McFarland

The City of McFarland operates a general public dial-a-ride within the city limits. The service operates Monday through Friday, from 8:00 AM to 4:00 PM. Rides are scheduled by any number of City staff, and radio dispatched to the driver. No subscription trips or advanced scheduling is permitted on McFarland Transit.

No estimated time of arrival is given to passengers calling the service but, according to staff and based on a review of records, response time is quick when service is available. The City currently uses one ADA-accessible vehicle for all dial-a-ride trips. The greatest efforts to accommodate passengers are made for seniors going to the lunch program at the Senior Center, who have an informal standing reservation for dial-a-ride service. Students, who were once a significant proportion of the ridership, are no longer picked up by the service. Limited staffing affords only one in-service vehicle.

McFarland Transit averaged approximately 70 passengers per weekday for FY 2005/06.

Destinations

Palace Market and Sierra Vista Clinic were the most requested destinations by McFarland Transit passengers. Other popular destinations were the Post Office, Kern Avenue Pharmacy, Sonora Market, and City Hall.

Fare Structure

The one-way adult fare is $1.00. The discounted fare is $0.50 for seniors and disabled persons. Discounted 20-ride punch passes are available at City Hall for $18.00 (regular fare) and $9.00 for seniors and youth.

Kern Regional Transit (KRT)

KRT provides intercity fixed route bus service throughout Kern County on 12 routes, as well as local dial-a-ride services in many communities. Two intercity routes provide service to the study area: the North Kern Express and the Lost Hills route.

North Kern Express

The North Kern Express provides daily service between Golden Empire Transit's (GET) Downtown Transit Center in Bakersfield and Ranch Market in Delano, with scheduled stops in Shafter, Wasco, and McFarland. Bus stops are located in Shafter at City Hall, Wasco at the Amtrak Station, and McFarland at the Community Building. Stops are made at WESTEC in Shafter by request. Six northbound and seven southbound trips are offered on weekdays and three roundtrips are provided on weekends.

Lost Hills

The Lost Hills route provides service on Thursdays and Saturdays between Lost Hills and GET's Downtown Transit Center in Bakersfield. The route serves both Wasco and Shafter. Bus stops in Wasco are located at K-Mart, El Pueblo Market, and the Amtrak Station; in Shafter the bus stops at City Hall. Five Thursday round-trips and three Saturday round-trips are scheduled, but not all trips serve Shafter and Bakersfield.

Performance

Wasco

Operating costs fluctuated over the five year period. In FY 2004/05, costs increased by 13%. Prior to 2004, operating costs actually decreased from $234,112 in 2001 to $195,312 in 2003. Costs increased slightly from 2004 to 2005, possibly due to the introduction of Saturday service.

The number of passenger trips has fluctuated, rising approximately 10% in FY 2002/03 and then decreasing almost 11% the following year. In FY 2005/06, ridership increased over 15% to 26,112 annual passengers. The large increase may be due to the implementation of Saturday service that year.

Revenue hours have declined since FY 2003/04 with a 28% drop in FY 2003/04 and smaller decreases in subsequent years, even as ridership grew. The decline may be due to the shortage of available drivers and hence fewer vehicles on the road. Despite declining revenue hours, revenue miles have increased each year except FY 2003/2004 suggesting that drivers are traveling further between destinations. The data is also showing the effects of an additional service day.

With operating costs continuing to rise and revenue hours declining, the cost per revenue hour has increased steadily to $109.48 per revenue hour, far higher than what is appropriate for a service of this type.

The farebox recovery ratio has increased to approximately 9%. The ratio increased by about 3% between 2001 to 2005.

Shafter

Operating costs for Shafter Transit rose by more than 30% in FY 2003/04 but have since stabilized rising eight percent in FY 2004/05 before declining slightly in FY 2005/06.

Annual passengers rose by 25% in FY 2006 and have remained steady in subsequent years.

Revenue miles and revenue hours have remained relatively steady, except for an 11% increase in revenue miles in FY 2002/03. Due to the large increase in operating cost in FY 2002/03, cost per mile and cost per hour rose approximately 30%.

Since costs have outpaced ridership growth, the farebox recovery ratio has decreased from 21% in FY 2002/03 to almost 16% in FY 2005/06, still above the TDA-required farebox recovery ratio. Farebox revenue declined slightly, along with ridership, in FY 2005/06.

McFarland

Operating costs have more than doubled for McFarland Transit since FY 2000/01, with cost increases of over 20% in each year reviewed.

Revenue miles and hours have fluctuated, rising more than 30% in FY 2002/03, declining 20% in FY 2003/04 and making large gains again in FY 2005/06. As a result of the inconsistency in performance measures, cost per revenue hour and cost per revenue mile fluctuated. The cost per hour of the service declined seven percent in FY 2005/06 to $52.10. The cost per mile is approximately $5.00.

Ridership is up in the last two years, despite a 30% decrease in FY 2003/04. Recent ridership is approximately at the same level it was in FY 2001/02 and up almost 4,000 annual passengers since FY 2003/04.

The farebox recovery ratio fell from a high of 28.6% in FY 2001/02 to 10.6% in FY 2005/06 even though farebox revenues are rising in general. The decrease is due to the continuing rising costs and fluctuating ridership.

Revenue miles and revenue hours have followed the trend of fluctuating ridership although costs continue to rise.

Service Recommendations

Several key service changes are recommended in this plan:

Wasco

- Wasco should consider implementation of fixed route service. If carried forward, scheduled transit service should be provided to the higher density central core area of the city with its mix of residential, commercial, and medical/social services. Its primary purpose would be to provide a circulator that connects the major activity centers to the transfer center with connections to Amtrak and KRT.
- Dial-A-Ride service would continue to be available to the general public who live outside a ¼-mile buffer from the fixed route service. The ADA-eligible residents who live along the fixed route would have the option of using the fixed route service or Dial-A-Ride.
- A subscription service for Wasco Dial-A-Ride would allow passengers to schedule trips on a regular basis. With subscription service, passengers only have to call once to schedule a recurring ride.

- Providing service on-time and eliminating missed trips are key elements to a successful transit service. Wasco Dial-A-Ride needs to re-evaluate the current scheduling system and look for ways to make it more efficient and reliable.

Shafter

- Schoolchildren riding the bus in Shafter represent a significant transit market, but periodically overwhelm the small system. The City of Shafter could partner with the Richland and Kern High School Districts in order to provide additional service to the students in the area.
- The City should make it a top priority to transition its fleet to ADA-accessible vehicles over the next several years.
- According to the passenger survey results, the top two service improvements that riders requested were "weekend service" and "later evening service." Although these desired improvements are rarely cost-neutral, they are effective ways of making transit service more attractive and useful to riders.
- Shafter Transit should establish a more efficient system to serve areas outside of the core of the city including the new residential growth areas to the south, the Minter Field Industrial Center and WESTEC Training Center to the east on Lerdo Highway, the International Trade and Transportation Center at Zachary Street and 7th Standard Road, and the Shafter Community Health Center and migrant farm labor camp on Highway 43.

McFarland

- McFarland should operate transit service at all times during the scheduled service hours. Bus operators need to be available to drive vehicles during their shifts.
- Advanced scheduling for dial-a-ride trips should be implemented to make scheduling a ride more convenient for users. Passengers would be able to reserve a trip up to five days in advance allowing for more efficient trip planning for McFarland Transit staff.
- According to stakeholders and the results from the passenger survey, service is desired on Saturdays and Sundays for shopping and church trips. In addition, limited weekend service in McFarland would allow for residents to transfer to the North Kern Express line, which provides connections to Delano and Bakersfield.
- The City of McFarland is experiencing rapid residential growth to the south and west of the City. It is important that the Dial-A-Ride service area expand to serve these new growth areas. In order for McFarland Transit to provide expanded service, a second bus driver will need to be hired.

Administration and Marketing Recommendations

Region-wide

- A transit system management program is recommended whereby staff from these three Western Kern cities, and perhaps other transit operations throughout Kern County, would have a transit management and training workshop available to them.
- To ensure uninterrupted and reliable service, transit systems should have persons on staff who are trained to drive vehicles in the event of unforeseen circumstances. Having additional drivers available – known as extraboard drivers – ensures that service can operate without interruption.
- One area of transit system management for which the three cities can coordinate is the purchasing of some products and services.
- The goal of improving transit ridership can be supported through improvements to the physical environment in Wasco, Shafter and McFarland, and also enhancing stops in more rural areas.

Wasco

- The City of Wasco must improve fare collection and service efficiency. The City's farebox recovery ratio has remained below the 10% minimum required by the State TDA.
- No changes to the organizational structure are recommended at this time, but additional drivers may be needed if the city implements a fixed route to ensure ADA Dial-a-Ride coverage is available at the same time fixed route service is provided.
- The City of Wasco should periodically write press releases announcing major milestones and service changes.

Shafter

- It is recommended that Kern COG establish a firm deadline for submittal of TDA claims and that the City of Shafter comply with that deadline.
- Like the other transit agencies in Western Kern County, the City of Shafter provides only a basic service information brochure. Improvements to the transit brochure would include a listing of service policies for dial-a-ride (when to call to schedule a trip, age of rider restrictions, "no-show" policy, ways to share a comment or complaint, etc.).
- Shafter has an opportunity, which the other transit agencies do not have, to build some relationships with local private businesses at the Minter Field Industrial Center and the International Trade and Transportation Center.

- It is recommended that the City adopt a policy about providing service to schools and apply that policy evenly to all schools or to all children at a certain age level.
- It is recommended that the City of Shafter modify its policy of charging fares for children four years of age and under traveling with an adult.

McFarland

- Based on the goals, objectives and service standards presented in this report, McFarland should operate transit at all times the service is scheduled to operate.
- McFarland must develop a written set of transit service policies based on the recommended policies in this TDP.
- Several strategies are recommended as part of a program to increase awareness and improve the informational resources provided by McFarland Transit. These include better signs on the buses.

Financial Plan

The financial plans for transit services in Wasco, Shafter and McFarland cover fiscal years 2007/08 through 2011/12. For each transit service, capital projects are identified to support the recommended service improvements including passenger amenities for Kern Regional Transit. Operating cost projections are presented separately for each service based on recommended service levels and the administrative and marketing strategies presented in Chapter 7.

Wasco

The service plan recommends introduction of a fixed route circulator in central Wasco connecting major activity centers and providing connections to the transfer center in downtown Wasco. A total of 5,750 annual service hours are estimated for the service and are assumed to remain constant for the five-year planning period. Based on the hourly cost of $71 and an annual three percent inflation factor, the service costs in FY 2007/08 are estimated at $408,000, increasing to nearly $460,000 in the next five years. Added to service costs are $15,000 in one-time administrative costs for local marketing initiatives, $5,000 for regional marketing initiatives and $5,000 for recruitment and training on a region-wide level. With a projected modest two percent annual growth in ridership, productivity is expected to increase to nearly nine passengers per hour. With this level of ridership and no change in the fares, service is expected to recover about 8% of operating costs, nearly reaching the goal of 10%.

Shafter

No major service changes are proposed to the existing Dial-A-Ride Service in Shafter. Operating costs are projected assuming status quo service hours at 3,550 for the next five

years. Similar to Wasco and McFarland, $15,000 in one-time administrative costs are added to first year costs.

Ridership is projected conservatively at a modest growth of one percent per year even though changes in the school policy are recommended (See Chapter 7 for a detailed discussion on this topic). Passenger productivities are expected to hover at 11 passengers per hour. The farebox recovery ratio of 14% is projected to be maintained in the next five years.

McFarland

Operating cost projections are based on status quo service levels at 3,000 annual service hours. Administrative costs are estimated based on the following assumptions:

- $15,000 one-time costs in the first year for local marketing initiatives and McFarland's share of regional marketing initiatives and for recruitment and training of operating personnel on a region-wide level.
- Ongoing costs to support an additional 1.5 full-time employee equivalent (FTE) for enhanced service oversight.

Based on these assumptions, the operating costs were projected through FY 2011/12. First year costs total $225,000 and gradually increase to $236,000 in FY 2011/12. The service is expected to carry 11 passengers per hour, a healthy productivity figure for a small local service. The farebox recovery ratio is projected to hover around 12%.

Chapter 1. Introduction

This document presents the five-year Transit Development Plan (TDP) for the cities of Wasco, Shafter and McFarland beginning in FY 2007/2008. This document complies with the applicable Federal, State and regional transportation planning guidelines and is to be used as a planning tool. The objective of the TDP is to evaluate the current transit services operated by the three cities and identify possible alternatives for providing improved service.

The chapters following this introduction include:

Chapter 2 Community Profile

Chapter 2 presents a discussion of the geography and demographics of Kern County and the cities of Wasco, Shafter and McFarland. The chapter presents maps that highlight existing transit service and future growth.

Chapter 3 Transit Service Profiles and Performance

Chapter 3 provides an overview of dial-a-ride transit services in Wasco, Shafter and McFarland. The chapter also discusses organizational structures and an overview of other transit services in the area. In addition, this chapter presents performance trends for the three dial-a-ride services.

Chapter 4 Passenger Surveys

Bus riders on Wasco Dial-A-Ride, Shafter Transit, McFarland Transit, and Kern Regional Transit were surveyed in January 2007. The results of these surveys provide information about the types of transportation services needed in Western Kern County.

Chapter 5 Stakeholder Interviews

The consulting team conducted a series of interviews and meetings with a wide range of representatives of the communities in the study area. Stakeholders were asked a series of questions to better understand the successes, weaknesses and opportunities for transit and other transportation services in the region.

Chapter 6 Goals, Objectives and Performance Standards

Chapter 6 describes goals and objectives that were developed using several sources, including previous TDPs for Wasco, Shafter and McFarland; accepted standards for small transit systems; and input from stakeholders and transit staff representatives. The service standards also address the potential for fixed route service in Wasco.

Chapter 7 Service, Administration and Marketing Recommendations

Chapter 7 describes service alternatives for the three cities, as well as some suggested modifications to Kern Regional Transit routes serving Western Kern County. In addition to the service alternatives and recommendations, this TDP provides direction on administrative, marketing and fare changes.

Chapter 8 Capital and Financial Plan

Chapter 8 presents the capital and operating costs, as well as revenue projections for the five-year planning period for all three transit agencies.

Chapter 2. Community Profile

It is customary in the development of a TDP to review the environment in which transit services operate and to consider geography, population, and development characteristics. This chapter provides an overview of the current demographic and economic conditions in Western Kern County, focusing particularly on the cities of Wasco, Shafter and McFarland.

Community Overview

Western Kern County is largely an agricultural region, representing the southern-most portion of California's fertile Central Valley. Over the last decade, much of the agricultural land in the region has given way to large developments, including processing plants and industrial/distribution centers, as well as a growing number of suburban-style housing subdivisions. State Highway 99 is the primary freeway artery through the region; Interstate 5 skirts the west side of the region.

A mix of small cities and unincorporated residential communities exist, including Wasco, Shafter and McFarland. The planning area for this TDP is essentially bordered on the south by the greater Bakersfield area and on the north by Delano (Figure 2-2).

The employment base in Kern County is primarily military and agriculture based. The California Employment Development Department's (CEDD) county-level data (2002 estimates) show that agriculture is the largest employment sector in the county (17%), followed by Education and Health Services (16%), Government (14%), and Construction (13%). Historically, a large proportion of immigrants have been attracted to the Central Valley, including Kern County, for its agricultural employment opportunities. More recently, this has also included jobs in distribution and construction. None of the five largest employers are in Western Kern County. The largest employer in the county is Edwards Air Force Base followed by Kern County and the China Lake Naval Weapons Center (see Figure 2-1 below).

Figure 2-1 Largest Employers in Kern County

Company	Category	City	# of Employees
Edwards Air Force Base	Government	Edwards	11,500
County of Kern	Government	Bakersfield	7,475
China Lake Naval Weapons Center	Government	China Lake	5,000
Grimmway Farms	Agriculture	Bakersfield	2,500
Wm. Bolthouse Farms	Agriculture	Bakersfield	2,000

Wasco

Wasco is located about 25 miles northwest of Bakersfield. The primary east-west highway is State Highway 46, which provides direct access to State Highway 99. State Highway 43 also provides a major thoroughfare for Wasco. The city's major retail and commercial establishments are primarily located along the State Highway 46 corridor.

The city is home to Wasco State Prison and a regional medical facility, Northern Kern Hospital.

According to the 2000 census, Wasco has a population of 21,263, the largest population of the three cities in the study area for this project. Kern COG's 2003 projections show that Wasco's population increased by about five percent to 22,267.

Wasco is primarily an agricultural community, however the city continues to experience residential and commercial growth, with a growing number of retail and other service jobs. The Wasco Planning Department expects most of the future growth to occur to the south and east of the city. Currently, plans exist for a 1,800-acre industrial development in the area north of Kimberlina Road, south of State Highway 46 and east of State Highway 43. In addition, the city also plans to add an extension to the runway at Wasco Airport within the next year, hoping to capture a larger number of general aviation flyers and provide access to the planned industrial development.

Although Wasco is primarily an agricultural economy, the largest employer, Wasco State Prison, currently employs about 1,500 people. Persons working in the rose growing industry are employed by the second largest employer, Jackson and Perkins. The other large employers include education and retail. The major retail destinations in Wasco include Kmart, Savemart, and Fiesta Latino Market.

Shafter

The City of Shafter is located to the southeast of Wasco, about 15 miles north of Bakersfield along State Highway 43. Like Wasco, the topography is mostly flat and the surrounding area is farmland, but Shafter has invested in its airport as a key distribution center. The Minter Field Industrial Center, located next to Shafter's Airport, is a 250 acre industrial park housing a number of commercial and government tenants. Shafter's close proximity to Bakersfield makes it an attractive option for new residential growth: several new housing developments have included mid-size and large single-family homes. The City of Shafter currently has plans for major development in the area north of Seventh Standard Road and east of Highway 43.

According to Kern COG data, the City of Shafter has grown by about five percent from 2000 to 2003. The projected 2003 population is 13,343.

Shafter is a distribution base and an agricultural community. It has been designated a State Enterprise Zone, which makes a company investing in Shafter eligible for tax credits.

Shafter is the home of the International Trade and Transportation Center, which will become a major business hub and will be designated a Port of Los Angeles foreign trade zone. Shafter's three largest employers include the Target Distribution Center, Global Industrial and the Elk Corporation. According to city staff, Shafter's close proximity to Bakersfield's medical and retail sectors make it difficult to attract large-scale retail to the city. Currently, the major retail centers in Shafter include Apple Market, Rite Aid and Fuente Market.

McFarland

The City of McFarland is predominantly an agricultural community. The city's motto is the "Heartbeat of Agriculture."

McFarland is bisected by State Highway 99. Although the larger part of the city, with most of the shopping and services, is west of the freeway, east of the freeway is a residential community with a number of small houses.

Future growth is planned near the intersection of Taylor Avenue and Mast Avenue. The city anticipates up to 5,000 new residents over the next 10 years with 500 homes currently planned or under construction, including 100 homes to be completed by next year.

According to Kern COG data, the City of McFarland has grown by about 11% from 2000 to 2003. The projected 2003 population is 10,638.

McFarland is home to the 550-bed Golden Gate Correctional Facility, the 220-bed McFarland Community Correctional Facility, and the 550-bed Central Valley Correctional Facility. With three prisons, this industry is the largest in the city. Agriculture and government jobs are the second and third largest industries in McFarland. The major retail centers in McFarland include Palace Market and Sonora Market. Many residents travel to nearby Delano for other shopping needs.

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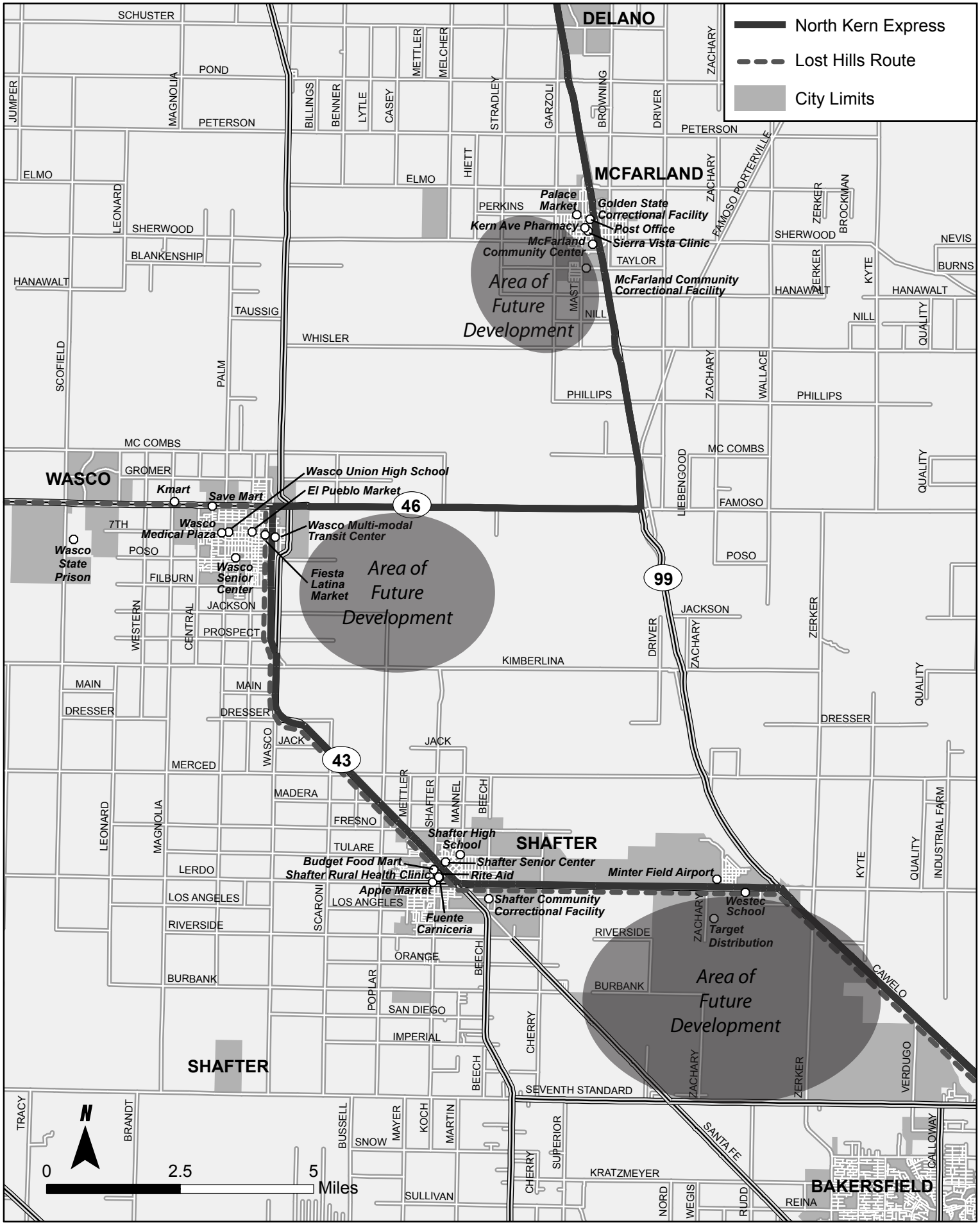
Figure 2-2: Western Kern County - Areas of Future Development



Nelson | Nygaard
consulting associates

GIS Data Source: County of Kern (online)
Location: Western Kern Co, CA

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Population

According to Kern COG, Kern County's estimated 2003 population is 702,873, a six percent increase over the 2000 population. Between 1990 and 2000, Kern County experienced a 25% increase in population. Western Kern County, in particular, grew at a rapid pace spurred by significant immigration and new residential development. In addition, two major prisons opened. The county is expected to continue to grow over the next 20 years, however projections show a more conservative growth pattern. Figure 2-3 shows population trends in Kern County.

Based on 2000 US Census data, the population of Kern County is predominantly white (49.5%) and Hispanic (38.4%). African Americans make up about six percent of the county's population, and all other races represent just over six percent (see Figure 2-4). In addition, nine percent of the county population is 65 years and over and 35% is under 19 years old. The average household size in Kern County (3.03 persons) is slightly higher than the state of California average of 2.87 persons per household.

Wasco

In the last two decades, the greatest growth of the three cities in the study area occurred in the City of Wasco. The city grew by more than 70% in the 1990's. Although Wasco experienced new residential growth, the greatest addition to the local population occurred with the opening of the Wasco State Prison in 1991. Although incarcerated, these individuals represent about 28% of Wasco's population.

Census data shows that Wasco is predominantly Latino (67%) followed by white (21%) and African American (10%). Seniors (65 years and over) make up only about five percent of Wasco's population while youth (19 years and under) comprise 30% of the population (2000). The average household in Wasco is 3.8 persons, slightly higher than the Kern County average (3).

According to Kern COG data, the most densely populated area in Wasco is located in the area bordered by Filburn to the South, Highway 46 to the north, Palm Avenue to the west and F Street to the east (see Figure 2-5).

Shafter

Shafter, like Wasco, had rapid growth in the 1990's. The population grew by over 50% from 1990 to 2000 as new commercial and residential development began to replace some of the agricultural land. Shafter does not have a state prison, however its close proximity to Bakersfield makes it an attractive and convenient location for suburban growth in Western Kern County.

Sixty eight percent (68%) of Shafter's population is Latino. Thirty percent of the population is white; African Americans and other races comprise two percent of the population.

Youth (19 years and under) account for about 40% of Shafter's population; eight percent of the population is 65 years of age or over. Shafter's average household size is almost four persons per household (3.7 persons). Most of the population density in Shafter is near the intersection of Los Angeles and Shafter Avenue.

McFarland

McFarland's population experienced a 37% increase between 1990 and 2000. The population growth was impacted by the new correctional facility that opened in the city during that time. Kern COG's projections show that the city continued to grow at a rapid pace after the 1990s with a 10% increase in population between 2000 and 2003.

McFarland's population is predominantly Latino (87%) and only 10% of the population is white. McFarland has a large youth population: nearly 40% of its residents are 19 years old or younger. Seniors 65 and over make up five percent of the total population. The average household size in the city is 4.3 persons per household, which is considerably higher than the county average of three persons per household. The most densely populated area in McFarland is between Perkins and Sherwood along the Highway 99 corridor.

Figure 2-3 Population Trends

Location	1990	% Change	2000	% Change	2003
Wasco	12,412	71.3%	21,263	4.7%	22,267
Shafter	8,409	51.5%	12,736	4.8%	13,343
McFarland	7,005	37.3%	9,618	10.6%	10,638
Kern County	*543,477*	*21.7%*	*661,645*	*6.2%*	*702,873*

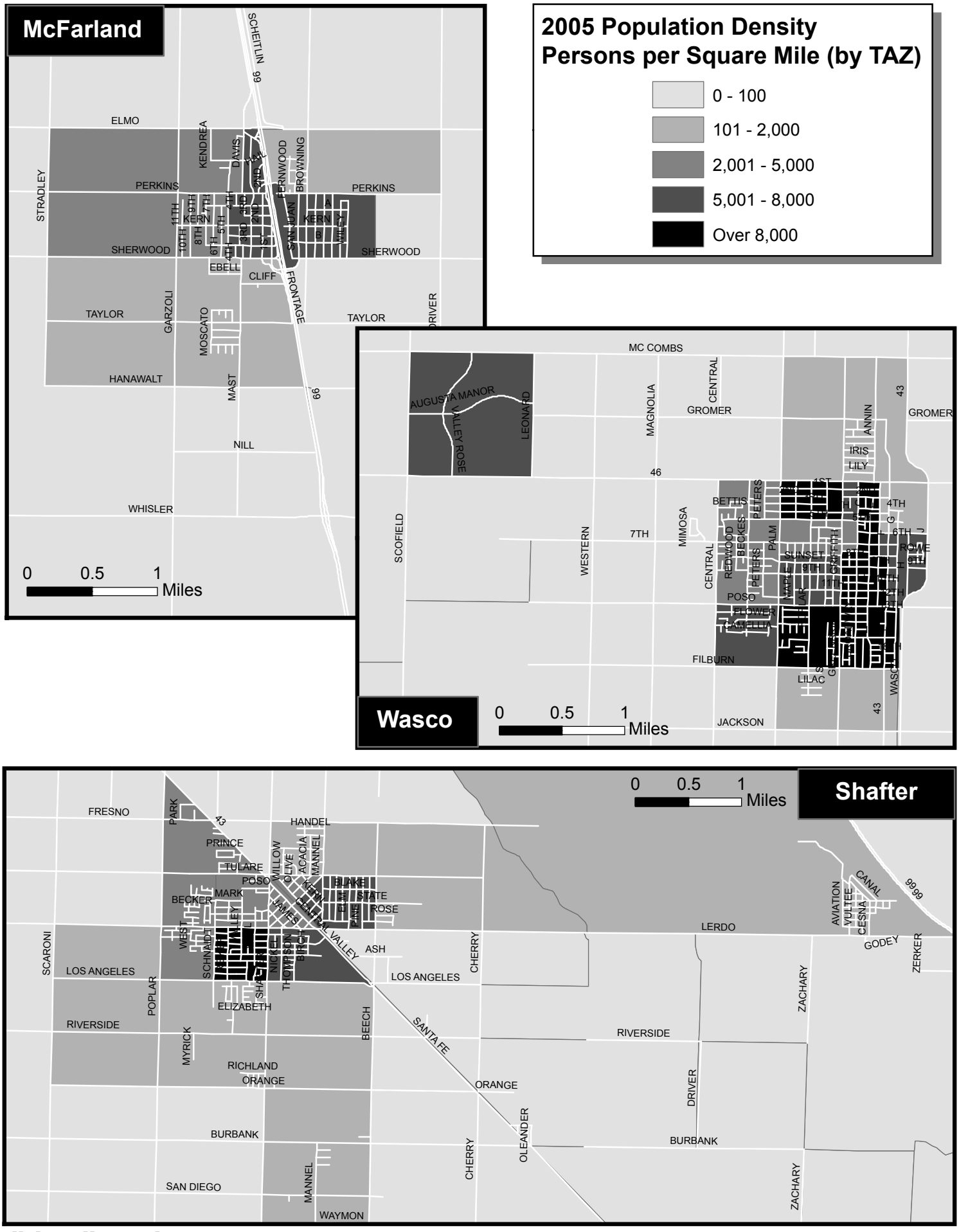
Source: Kern COG

Figure 2-4 Race and Ethnicity

County/City	Total Population	White	%	Hispanic	%	Black	%	Other	%
Wasco	21,263	4,588	21.5	14,187	66.7	2,088	9.8	400	1.9%
Shafter	12,736	3,693	29.0	8,667	68.1	181	1.4	195	1.5%
McFarland	9,618	977	10.2	8,239	85.6	273	2.8	129	1.3%
Kern County	*661,645*	*327,190*	*49.5*	*254,036*	*38.4*	*37,845*	*5.7*	*42,574*	*6.4%*

Source: 2000 US Census

Figure 2-5 Population Density



Nelson | Nygaard
consulting associates

GIS Data Source: County of Kern
Location: Western Kern Co, CA

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Income

Based on the 2000 US Census, the median household income for Kern County was $35,446 (see Figure 2-6). This was considerably lower than the median household income for the state of California ($47,493). Twenty percent (20%) of the county was living below the poverty level compared to 14% statewide and 12% nationwide (Figure 2-7).

Wasco

Wasco's median household income is about $6,000 lower than the Kern County average. Wasco has a high proportion of individuals living below the poverty line (27%) compared to 14% statewide.

Shafter

Shafter's median household income ($29,515) was slightly higher than Wasco's, but lower than the county average. Almost 30% of the population of Shafter is living below the poverty line.

McFarland

McFarland's median household income is the lowest of the three cities: $24,821. In addition, 35% of McFarland's population lives in poverty, about 200% higher than the national average. With new residential developments planned, McFarland is seeking to attract residents with higher incomes and will have a more economically diverse population base within 10 years.

Figure 2-6 Median Household Income

	Median Household Income
Wasco	$28,997
Shafter	$29,515
McFarland	$24,821
Kern County	*$35,446*

Source: 2000 US Census

Figure 2-7 Percent of Population Below Poverty Level

	% Below Poverty Level
Wasco	27%
Shafter	29%
McFarland	35%
Kern County	*20%*

Source: 2000 US Census

Commuting

Based on 2000 Census data, driving alone (74%) is the dominant commute mode in Kern County. Eighteen percent (18%) of Kern County residents commute by carpool or vanpool, which is four percent higher than the state average. Only 1.4% of the population commute to work using public transportation and almost three percent of the population work from home. Walking and other forms of transportation including riding a bicycle make up less than three percent of the modes used to travel to work. The average travel time to work is 23 minutes.

Wasco

More than one-quarter (27%) of Wasco residents commute to work by carpool or vanpool, nearly double the state average. Sixty-seven percent (67%) drive to work alone compared to 74% countywide. The high proportion of commuters traveling with other passengers could be a result of the large number of the farm workers sharing rides, as well as fewer vehicles per household than other communities. Less than one percent of commuters in Wasco commute by transit, and almost three percent walk to work. The average commute travel time is 23 minutes.

Shafter

Shafter also has a high percentage of commuters traveling by carpool or vanpool (24%). About 70% of Shafter residents drive alone to work, slightly lower than the county average. Persons who walk to work account for two percent of commuters; another two percent of Shafter residents work from home. Public transportation as a choice for work commute trips in the Shafter area accounts for less than one percent of all commuter trips. The average travel time to work is 27 minutes.

McFarland

McFarland has the highest number of carpoolers of the three cities (35%), with a large number of shared farm worker trips originating in McFarland. Only 57% of all commute

trips are made by persons driving alone. Persons who walk to work account for four percent of the commuters in McFarland. Persons using transit to travel to work make up less than one percent of residents.

Chapter 3. Transit Service Profiles and Performance

Transit Service Profiles

Wasco

The City of Wasco operates an ADA-accessible general public dial-a-ride service in the City of Wasco and west on Route 46 to Valley Rose Golf Course and Wasco State Prison. The service operates Monday through Friday from 7:45 AM to 4:45 PM and Saturdays 7:45 AM to 3:45 PM.

The City of Wasco recommends that passengers schedule their trips 30 to 45 minutes before they need to be at their destination. No subscription trips or advanced scheduling is permitted.

Calls are routed to and trips are scheduled by the dispatcher from the Wasco Dial-A-Ride office in the transit center and pick-up requests are radioed to the driver. Two vehicles are in service on weekdays (except during breaks) and one on Saturdays. Saturday service is "self-dispatched" by the driver, whereby phone calls are routed directly to the vehicle.

Wasco dial-a-ride averaged approximately 100 passengers per weekday for FY 2005/06. Saturday service averaged about 55 passengers.

Connections with Inter-City Services

Kern Regional Transit and Amtrak

KRT routes serving Wasco and Amtrak all meet at the Wasco Transit Center. The Wasco Dial-A-Ride dispatcher is located at the same location. Using dial-a-ride, a passenger can arrange to arrive at the transit center in order to connect to either service.

Greyhound

To access Greyhound, Wasco residents may take KRT's North Kern Express from the Wasco Transit Center to either Bakersfield or Delano. In Delano, the North Kern Express terminates at Ranch Market at 820 Main Street, which is approximately one-third mile from the Greyhound stop at 1112 High Street. In Bakersfield, the North Kern Express terminates at the GET Transit Center located at 22nd Street and Chester Avenue. The transit center is approximately a half mile from the Greyhound bus station located at 1820 18th Street.

Fare Structure

Wasco Dial-A-Ride offers riders cash fares and passes. The regular adult fare is $1.25 and the discounted fare available to seniors over 62 years old, disabled passengers, and youth (ages 5-12) is $0.75. Wasco Dial-A-Ride provides service to the Wasco State Prison and Valley Rose Golf Course on the west side of the city for $1.65.

A 10-ride ticket book can be purchased by seniors and disabled persons for $6.50. A 12-ride punch pass can be purchased for $12.50.

Figure 3-1 Wasco Dial-A-Ride Fares

Fare Type	Fare
Regular (within Wasco)	$1.25
Regular (Golf Course & State Prison)	$1.65
Senior (62 and older)	$0.75
Disabled	$0.75
Youth (5-12)	$0.75
Punch Pass (12 rides)	$12.50
10 ride ticket book (senior/disabled only)	$6.50

Destinations

Driver logs were reviewed for the week of October 2, 2006 to determine the location of the most popular destinations in Wasco. The three most requested stops were Kmart, the Community Services Organization for Kern County (CSO), and the Wasco Medical Plaza with over 40 trips each per week. The next most popular destinations were markets like Save Mart, Fiesta Latino Market, and El Pueblo Market.

Figure 3-2 Most Requested Wasco Destinations

Approximate Weekly Trips	Place Name
40 or more	Kmart
	CSO
	Wasco Medical Plaza
30 - 39	Fiesta Latina Market
20 - 29	El Pueblo Market
15 - 19	Savemart
	Wasco Arms Apartments
	Amtrak
10 - 14	WIC
	Rite Aid
	Bank of America
	Post Office
	La Canasta

*Trip information from driver logs, week of October 2, 2006

Marketing Materials

Wasco currently distributes an information brochure for the Dial-A-Ride which includes phone number, fares, service hours, holidays service is not available, passenger rules, and contact information. The brochure is available on Dial-A-Ride vehicles, at City Hall, and at the Transit Center. The City's website about the service includes contact phone number, service hours, and fare information.

Staff and Governance

Wasco Dial-A-Ride is operated as a unit of the Public Works Department and until recently was overseen by the Public Works Director. The department is now headed by a City Operations Manager hired in late 2006 to oversee transit service. The service is budgeted for three drivers and one dispatcher who supervises the other two drivers. One dispatcher schedules trips and radios drivers on weekdays. The City is looking into creating a new trainer position.

The Wasco City Council is the decision-making body for the transit service.

Facilities and Fleet

The City of Wasco uses three vehicles for the Dial-A-Ride service. The bus is owned by the city and the cutaway is leased. The City plans to purchase a diesel bus to replace the leased cutaway. Two additional vehicles are scheduled to arrive in Summer 2007 and were purchased with 5311 funds.

Wasco Dial-A-Ride is dispatched out of the new Transit Center located at 700 G Street. The new facility opened in September 2006 and also includes an Amtrak stop and an office for the Wasco Chamber of Commerce and Agriculture. Vehicle maintenance and storage is performed at the Public Works Corp Yard located at 801 8th Street. Using a Congestion Mitigation and Air Quality (CMAQ) grant, the City built a one-pump compressed natural gas (CNG) fueling station at the industrial park on North F Street.

Figure 3-3 Wasco Dial-A-Ride Fleet

Year	Make	License/VIN Number	Fuel	Own/Lease?	Wheelchair Accessible
2005	Freightliner Bus	4UZAACB276CN35976	CNG	Own	Yes
2005	Ford El Dorado National	1FDXE45P65HA66540	Diesel	Lease	Yes

Accomplishments

The City is very proud of their Dial-A-Ride service. The most important service change came with the introduction of Saturday service on April 15, 2006 which receives about 50 passengers per Saturday, half the weekday ridership. Other accomplishments the staff mentioned were:

- Improved quality of employees and training
- Few passenger complaints regarding on-time issues
- New vehicles are due in Summer 2007
- Radio dispatching and dispatcher are now used instead of driver self-dispatching
- New transit center opened in 2006 with facilities for the dispatcher and staff
- New CNG fueling station completed on North F Street
- New fleet management software
- Hiring a new City Operations Manager to oversee the service
- Want to hire an in-house trainer to avoid training issues and shortages

In addition, the City is considering plans to start a fixed route service to supplement the Dial-A-Ride.

Recent Issues

Wasco Dial-A-Ride is having difficulty recruiting and retaining drivers. The service is short staffed and while they have not had to shutdown services recently, they have had to in the past due to a driver shortage. Wasco also does not have the resources in-house to train new drivers and has to depend on outside help at this time.

Shafter

The City of Shafter operates a general public dial-a-ride within Shafter and the unincorporated area contiguous to the city. The service operates Monday through Friday from 7:30 AM to 4:30 PM. The service is driver-dispatched, meaning drivers answer the telephones and take requests for rides, dispatching themselves as appropriate. According to City staff, the self-dispatching model has worked well for Shafter. Two vehicles are in service during most of the day except when a driver takes a break, leaving only one vehicle available to provide service. The City currently has one accessible vehicle in their fleet, which is utilized only when required for passengers using a mobility device.

Shafter Transit averaged approximately 140 passengers per weekday for FY 2005/06.

Connections with Inter-City Services

Kern Regional Transit

The North Kern Express and Lost Hills bus stop is located at the Shafter City Hall. Shafter residents can call the dial-a-ride service and arrange for a trip to the bus stop in order to transfer to the route.

Amtrak

To access Amtrak, passengers may board the North Kern Express and transfer to Amtrak at the Wasco Transit Center or ride the bus to Bakersfield. Amtrak and the North Kern Express schedules are not coordinated.

Greyhound

To access Greyhound, Shafter residents may take KRT's North Kern Express from City Hall to either Bakersfield or Delano

Fare Structure

The one-way adult fare is $1.00. Special fares are $0.75 for seniors, disabled persons, and youth between 5 and 12 years old, and $0.50 for children five and under. The fare outside the city limits is an additional $0.25. Ten-ride punch passes are available at a 10% discount off the full fare price (in town only) and can be purchased at City Hall or on the vehicles.

Figure 3-4 Shafter Transit Fares

Fare Type	City	County
Regular	$1.00	$1.25
Seniors (62 and older)	$0.75	$1.00
Disabled	$0.75	$1.00
Youth (5-12)	$0.75	$1.00
Children (0-4)	$0.50	$0.75
Punch Pass (10 ride)	$9.00	$12.50

Top Destinations

In order to determine travel destinations in the City of Shafter, driver logs were reviewed for the week of October 2, 2006. In Shafter the most popular destinations by users are schools, markets, clinics, and government buildings. The most requested trips were to Apple Market and Shafter High School followed by the Shafter Rural Health Clinic and Redwood Elementary School. The destinations identified in Figure 3-5 underline how much service is provided to the schools in Shafter.

Figure 3-5 Most Requested Shafter Destinations

Approximate Weekly Trips	Place Name
40 or more	Apple Market
	Shafter High School
30 - 39	Shafter Rural Health Clinic
	Redwood Elementary School
20 - 29	Rite Aid
	Sequioa Elementary School
	Fuente Carniceria
	Golden Oak Elementary School
15 - 19	Budget Food Market
10 - 14	Dr. Moon's Office
	Richland Junior High School
	Post Office
	Central Valley High School
	City Hall
	Head Start
	Village Grill
	Youth Center

*Trip information from driver logs, week of October 2, 2006

Staff and Governance

The Shafter dial-a-ride is operated by the Finance Department and is supervised by the Administrative Services Director. The Finance Department is under the direct supervision of the City Manager. Three part-time drivers are employed by the service.

The Shafter City Council is the decision-making body for the transit service.

Fleet and Facilities

Currently six vehicles comprise the fleet available for Shafter Transit. The City operates five Chevy Venture minivans and one Collins bus. The Collins bus is the only wheelchair accessible vehicle in the fleet and is only used in service when the lift is needed. Three of the minivans are scheduled for replacement this year.

Vehicle storage and maintenance occurs at the City Corporation Yard located at East Tulare Avenue and North Shafter Avenue. Maintenance that cannot be completed at the yard is sent to local businesses like Jeffries Brothers Petroleum Distributors. Fuel is purchased via a card lock system at Shafter Express Oil Service located on South Beech Avenue.

Figure 3-6 Shafter Transit Fleet

Year	Make	Fuel	Own/Lease?	Capacity	Replacement Year	Wheelchair Accessible
1992	Collins Bus	Unleaded	Own	16		Yes
2001	Chevy Venture Mini Van	Unleaded	Own	7	2007	No
2001	Chevy Venture Mini Van	Unleaded	Own	7	2007	No
2001	Chevy Venture Mini Van	Unleaded	Own	7	2007	No
2002	Chevy Venture Mini Van	Unleaded	Own	7	2008	No
2003	Chevy Venture Mini Van	Unleaded	Own	7	2009	No

Marketing Materials

The City of Shafter has a bilingual brochure available for distribution. The brochure includes fare information, service hours, and a brief description of the service and its goals. The brochure also includes KRT's North Kern Express schedule, fare, and contact information. The materials are available on the transit vehicles and at City Hall. The brochures are occasionally given to retailers in town. The information was last updated in 2000. The transit page on the City of Shafter's website only lists the contact information for the department.

Accomplishments

Shafter Transit prides itself on the efficiency of the service. Since drivers self-dispatch a dedicated dispatcher is not needed. Also unlike neighboring transit services, Shafter Transit has not had to halt services due to driver shortages.

Recent Issues

According to staff, Shafter pays some of the lowest transit driver wages in the area. Driver training and retention is a continuing issue for the city.

McFarland

The City of McFarland operates a general public dial-a-ride within the city limits. The service operates Monday through Friday, from 8:00 AM to 4:00 PM. Rides are scheduled by any number of City staff, and radio dispatched to the driver. No subscription trips or advanced scheduling is permitted on McFarland Transit. No estimated time of arrival is given to passengers calling the service but, according to staff and based on a review of records, response time is quick when service is available. The City currently uses one ADA-accessible vehicle for all dial-a-ride trips. The greatest efforts to accommodate passengers are made for seniors going to the lunch program at the Senior Center, who have an informal standing reservation for dial-a-ride service. Students, who were once a

significant proportion of the ridership, are no longer picked up by the service. Limited staffing affords only one in-service vehicle.

McFarland Transit averaged approximately 70 passengers per weekday for FY 2005/06.

Connections with Inter-City Services

Kern Regional Transit

The North Kern Express bus stop is located at the McFarland Community Building on West Sherwood Avenue. McFarland residents can call the dial-a-ride service and arrange for a trip to the bus stop in order to transfer to the route.

Amtrak

To access Amtrak in Wasco, passengers may board the North Kern Express and transfer to Amtrak at the Wasco Transit Center. Amtrak and the North Kern Express schedules are not coordinated.

Greyhound

To access Greyhound, McFarland residents may take KRT's North Kern Express from the Community Building to either Bakersfield or Delano.

Fares

The one-way adult fare is $1.00. The discounted fare is $0.50 for seniors and disabled persons. Discounted 20-ride punch passes are available at City Hall for $18.00 (regular fare) and $9.00 for seniors and youth. It should be noted that no difference exists between the regular and discounted pass.

Figure 3-7 McFarland Transit Fares

Fare Type	Fare
Regular	$1.00
Senior	$0.50
Disabled	$0.50
Youth	$0.50
Punch Pass - Regular (20 ride)	$18.00
Punch Pass - Senior/Disabled/Youth (20 ride)	$9.00

Top Destinations

To determine where the most frequent destinations are located, driver logs were reviewed for a sample week from November 27 to December 1, 2006. Palace Market and Sierra

Vista Clinic were the most visited locations by McFarland Transit. Other popular destinations were the Post Office, Kern Avenue Pharmacy, Sonora Market, and City Hall.

Figure 3-8 Most Requested McFarland Destinations

Approximate Weekly Trips	Place Name
21 or more	Palace Market
10 - 20	Sierra Vista Clinic
5 - 9	Post Office
	Kern Avenue Pharmacy
2 - 4	Sonora Market
	City Hall
	WIC
	Top Discount Mart
	Maria's Pizza

*Trip information from driver logs, service between November 27 and December 1, 2006

Staff and Governance

The McFarland City Council is the decision-making body for the transit service.

McFarland Transit is operated by the Public Works Department with day-to-day operations and supervision performed by the Public Works Director. The Finance Officer oversees all budgetary issues relating to the service. McFarland currently employs two part-time drivers for the service and both drivers have other job responsibilities for the City of McFarland.

Fleet and Facilities

McFarland Transit has two vehicles used for revenue service. Both vehicles are Ford El Dorado National cutaways and seat twenty passengers. The vehicles are wheelchair accessible. The City is looking into replacing the vehicles since they are currently over their five year useful lifespan.

Vehicles are stored in the City Corporation Yard located behind City Hall at 401 W. Kern Avenue. Maintenance is performed by Jay's Automotive, a local vendor, and the Ford dealership in Bakersfield. Vehicles are fueled at a local gas station where the City has an account.

Figure 3-9 McFarland Transit Fleet

Year	Make	License/VIN Number	Fuel	Own/ Lease?	Capacity	Replacement Year	Wheelchair Accessible
1998	Ford El Dorado National	1FDXE40SWHB64031	Unleaded	Own	20	2008	Yes
1999	Ford El Dorado National	1FDXE45S7YHA18098	Unleaded	Own	20	2010	Yes

Marketing Materials

McFarland Transit currently does not have an informational flyer or brochure on the service and no information is available on the internet. One of the McFarland Transit's goals in the 1994 SRTP was to develop marketing materials and one of the findings of the 2004 Triennial Performance Audit was to develop a bilingual brochure for the service.

Accomplishments

McFarland Transit strives to serve transit dependent populations like the City's seniors. Due to the small size of the city, the system can offer a personalized service to patrons.

Recent Issues

Due to a driver shortage, only one driver is currently available to drive for McFarland Transit. The driver has other responsibilities as well, and at times, transit service does not operate. McFarland, like other cities in the area, is having trouble recruiting, training, and retaining drivers for the service. In addition, the transit vehicles are getting old and are prone to problems. City staff are in need of assistance to purchase new vehicles and would like assistance with funding applications.

Other Services

Kern Regional Transit (KRT)

KRT provides intercity fixed route bus service throughout Kern County on 12 routes, as well as local dial-a-ride services in many communities. Two intercity routes provide service to the study area: the North Kern Express and the Lost Hills route.

North Kern Express

The North Kern Express provides daily service between Golden Empire Transit's (GET) Downtown Transit Center in Bakersfield and Ranch Market in Delano, with scheduled stops in Shafter, Wasco, and McFarland. Bus stops are located in Shafter at City Hall, Wasco at the Amtrak Station, and McFarland at the Community Building. Stops are made

at WESTEC in Shafter by request. Six northbound and seven southbound trips are offered on weekdays and three roundtrips on weekends.

Fares for the North Kern Express are $1.50 for the base fare and an additional $0.50 for each city through which the vehicle travels beyond the boarding location. No discount fares are offered on the North Kern Express.

Medical trip riders can transfer to the Regional Transit Medical dial-a-ride in Bakersfield. Medical trips require at least one day advance reservation. The service is free to transfer to and from the North Kern Express.

Figure 3-10 North Kern Express Fares

Regular Fare	Delano	McFarland	Wasco	Shafter	Bakersfield
Delano	–	$1.50	$2.00	$2.50	$3.00
McFarland	$1.50	–	$1.50	$2.00	$2.50
Wasco	$2.00	$1.50	–	$1.50	$2.00
Shafter	$2.50	$2.00	$1.50	–	$1.50
Bakersfield	$3.00	$2.50	$2.00	$1.50	–

*No discounted fare available on North Kern Express

Lost Hills

The Lost Hills route provides service on Thursdays and Saturdays between Lost Hills and GET's Downtown Transit Center in Bakersfield. The route serves both Wasco and Shafter. Bus stops in Wasco are located at K-Mart, El Pueblo Market, and the Amtrak Station; in Shafter the bus stops at City Hall. Five Thursday trips and three Saturday trips are scheduled, but not all trips serve Shafter and Bakersfield.

Fares for the Lost Hills route are $2.00 from Wasco to Lost Hills. Discounted half fares are available for seniors over 62, persons with disabilities, and youth 5 to 15 years old. Fares are $1.50 for the base fare and an additional $0.50 for each city through which the vehicle travels through beyond the boarding location for other cities. The only exceptions are the fares to Lost Hills from Shafter or Bakersfield which are $3.50 and $4.00, respectively. No discount fares are offered between Wasco and Bakersfield.

The Regional Transit Medical dial-a-ride is available in Bakersfield. The service is free for riders on the Lost Hills route.

Figure 3-11 Lost Hills Fares

	Wasco	Shafter	Bakersfield	Lost Hills
Wasco	–	$1.50	$2.00	$2.00 ($1.00)
Shafter	$1.50	–	$1.50	$3.50
Bakersfield	$2.00	$1.50	–	$4.00
Lost Hills	$2.00 ($1.00)	$3.50	$4.00	–

*No discounted fares available from Wasco and Bakersfield/Half fare for senior/disabled/youth between Wasco and Lost Hills

Fleet and Facilities

Kern Regional Transit has a large fleet of 53 vehicles ranging from cutaways to full size transit buses. To operate the North Kern Express, two full-size, 31-seat, El Dorado buses are used during the morning and afternoon peaks and one bus is used during the off-peak times. For the Lost Hills route, one El Dorado 16-passenger cutaway is used. All vehicles in KRT's fleet are wheelchair accessible.

All vehicle maintenance for KRT is performed by the Kern County Roads Department. Vehicles are fueled and stored at the County Roads yard in Bakersfield.

Amtrak

Amtrak provides regional and national passenger rail service. Amtrak's San Joaquin Route travels between Bakersfield and Oakland, via Fresno, Modesto, and Stockton and also stops in Wasco in Kern County. Thruway bus connections are possible to many cities in the state, including Los Angeles, Sacramento, and San Francisco. Six northbound and southbound trains operate daily.

The Wasco Amtrak Station is located at 700 G Street and also serves as the operations center for Wasco Dial-A-Ride. The cities of Shafter and McFarland have no Amtrak service but residents can access the station via KRT.

Greyhound

Greyhound is a private regional and national bus service. Greyhound currently does not provide service to the cities of Wasco, Shafter, or McFarland. The nearest Greyhound stops are located in Delano and Bakersfield and provide service north to Fresno and south to Los Angeles. Seven northbound and southbound trips are scheduled daily from Delano. Greyhound stations can be accessed from KRT.

Orange Belt Stages

Orange Belt Stages is a private bus service and charter service provider in the Central Valley with service focused mainly on Tulare County. Orange Belt Stages does not provide service to the cities of Wasco, Shafter, or McFarland. One route connecting Fresno to Las Vegas serves the Greyhound stations in Delano and Bakersfield. The route operates one eastbound and westbound trip daily.

School Buses versus City Buses

Wasco

The City of Wasco's two school districts, Wasco Union School District and Wasco Union High School District, operate school bus service to Wasco's five schools for residents of Wasco and outlying areas. High school bus service is available to Lost Hills residents. Elementary and middle school service is provided on 11 morning and 10 afternoon routes; midday trips are available for kindergarten students. The high school has five morning and afternoon routes. All school service is free of charge to students in the school district.

School bus service is provided for *all* kindergarten and first grade students. For all other grades, service is available to students living beyond a mile from school (elementary school only) and to students living beyond "safety" barriers like highways and railroad tracks.

According to Wasco City staff, the only problem mentioned with students on the Dial-A-Ride is when parents are not home when their young children arrive home. The driver then must transport the child with them on the route until the parents get home.

Shafter

Richland School District in Shafter provides school bus service to Shafter's four elementary schools via six routes. Busing is provided to kindergarten through third grade students who live more than ¾ mile from school and fourth grade through eighth grade students who live more than one mile from school. Additionally any student in kindergarten through sixth grade can receive bus service if they have to cross railroad tracks to get to school.

Kern High School District provides bus service to Shafter High School students who live more than two miles from the school. All school service is free to students.

The City is working with the schools to get students to ride the school bus. With low staffing levels, the City of Shafter staff indicate they may have to stop serving students on the Shafter Transit. Dial-a-ride service to Golden Oak Elementary School has already been eliminated. Richland Middle School and Redwood Elementary School administrators still want the service to be available. City staff would prefer not to serve older students who may have an easier time finding their own rides to school.

McFarland

McFarland School District provides bus service to the city's four schools. No set boundaries are established in McFarland. Service is provided to all students living outside the city limits and to students living beyond "safety" barriers like highways and railroad tracks. Service is free to students.

McFarland Transit use by students was high until staff shortages forced the service to cut dial-a-ride access to students.

Transit Service Performance

This section describes transit performance, as well as goals and service trends for the local services in Wasco, Shafter and McFarland. It also presents performance data for KRT's routes that provide service in the Western Kern region.

Analyzing performance indicators like operating costs and ridership are key to assessing the productivity and cost effectiveness of a transit service. Nelson\Nygaard reviewed the last five years of operating data to determine the performance of each of the operators. The indicators reviewed were:

- Cost per passenger
- Cost per revenue mile
- Cost per revenue hour
- Passengers per revenue mile
- Passengers per revenue hour
- Farebox recovery ratio
- Average fare per passenger

The section also provides a review of past performance goals (to be updated in the forthcoming report) and existing revenue sources.

Wasco

Transit Performance Trends

Operating costs fluctuated over the five year period. In FY 2004/05, costs increased by 13%. Prior to 2004, operating costs actually decreased from $234,112 in 2001 to $195,312 in 2003. Costs increased slightly from 2004 to 2005, possibly due to the introduction of Saturday service.

The number of passenger trips has fluctuated, rising approximately 10% in FY 2002/03 and then decreasing almost 11% the following year. In FY 2005/06, ridership increased over 15% to 26,112 annual passengers. The large increase may be due to the implementation of Saturday service that year.

Revenue hours have declined since FY 2003/04 with a 28% drop in FY 2003/04 and smaller decreases in subsequent years, even as ridership grew. The decline may be due to the shortage of available drivers and hence fewer vehicles on the road. Despite declining revenue hours, revenue miles have increased each year except FY 2003/2004 suggesting that drivers are traveling further between destinations. The data is also showing the effects of an additional service day.

With operating costs continuing to rise and revenue hours declining, the cost per revenue hour has increased steadily to $109.48 per revenue hour, far higher than what is appropriate for a service of this type.

The farebox recovery ratio has increased to approximately 9%. The ratio increased by about 3% between 2001 to 2005.

Figure 3-12 Performance Measures for Wasco Dial-A-Ride

	FY 2001/02[1]	FY 2002/03[1]	FY 2003/04[2]	FY 2004/05[2]	FY 2005/06[2]
Operating Data					
Operating Cost	$234,112	$208,157	$195,312	$221,197	$226,070
Annual Change		*-11.1%*	*-6.2%*	*13.3%*	*2.2%*
Passengers	22,654	24,860	22,160	22,640	26,112
Annual Change		*9.7%*	*-10.9%*	*2.2%*	*15.3%*
Revenue Miles	24,300	25,600	24,277	26,996	32,575
Annual Change		*5.3%*	*-5.2%*	*11.2%*	*20.7%*
Revenue Hours	3,142	3,294	2,367	2,157	2,065
Annual Change		*4.8%*	*-28.1%*	*-8.9%*	*-4.3%*
Farebox Revenues	$13,018	$16,149	$14,182	$16,382	$19,918
Annual Change		*24.1%*	*-12.2%*	*15.5%*	*21.6%*
Performance Indicators					
Cost/Passenger	$10.33	$8.37	$8.81	$9.77	$8.66
Annual Change		*-19.0%*	*5.3%*	*10.9%*	*-11.4%*
Cost/Mile	$9.63	$8.13	$8.05	$8.19	$6.94
Annual Change		*-15.6%*	*-1.1%*	*1.8%*	*-15.3%*
Cost/Hour	$74.51	$63.19	$82.51	$102.55	$109.48
Annual Change		*-15.2%*	*30.6%*	*24.3%*	*6.8%*
Passengers/Mile	0.93	0.97	0.91	0.84	0.80
Annual Change		*4.2%*	*-6.0%*	*-8.1%*	*-4.4%*
Passengers/Hour	7.21	7.55	9.36	10.50	12.65
Annual Change		*4.7%*	*24.0%*	*12.1%*	*20.5%*
Farebox Recovery	5.6%	7.8%	7.3%	7.4%	8.8%
Annual Change		*39.5%*	*-6.4%*	*2.0%*	*19.0%*
Average Fare/Passenger	$0.57	$0.65	$0.64	$0.72	$0.76
Annual Change		*13.0%*	*-1.5%*	*13.1%*	*5.4%*

[1] Data from Triennial Performance Audit ending June 30, 2003
[2] Data from State Controller's Reports

Wasco Dial-A-Ride Revenue Sources

Funding information for Wasco Dial-A-Ride is shown below in Figure 3-13. A majority of funding comes from the Local Transportation Funds (LTF). LTF jumped 15% in FY 2003/04 and remains roughly 80% of funding. After LTF, State Transit Assistance (STA) funds make

up the most funding, comprising 7.5% of total revenues in FY 2006. Farebox revenue makes up approximately 5% of total transit funding.

Figure 3-13 Wasco Dial-A-Ride Funding Sources

	FY 2001/02		FY 2002/03		FY 2003/04		FY 2004/05		FY 2005/06	
	Dollar Amount	% of Total Revenue	Dollar Amount	% of Total Revenue	Dollar Amount	% of Total Revenue	Dollar Amount	% of Total Revenue	Dollar Amount	% of Total Revenue
Revenues										
LTF - Operations	$142,957	81.7%	$179,100	66.1%	$207,709	74.6%	$292,378	79.3%	$218,037	52.8%
DAR Fare Box	$13,238	7.6%	$16,149	6.0%	$14,182	5.1%	$16,382	4.4%	$19,918	4.8%
CMAQ - CNG Buses	–	–	–	–	–	–	–	–	$106,236	25.7%
STA	–	–	$35,826	13.2%	$31,000	11.1%	$31,000	8.4%	$31,000	7.5%
FTA Section 5311	$16,680	9.5%	$37,583	13.9%	$23,169	8.3%	$23,480	6.4%	$24,631	6.0%
Non-transportation Revenues (including Interest Revenue)	$2,158	1.2%	$2,157	0.8%	$2,331	0.8%	$5,280	1.4%	$13,170	3.2%
Total Revenues	$175,033	100.0%	$270,815	100.0%	$278,391	100.0%	$368,520	100.0%	$412,992	100.0%

Source: California Controller's Financial Report

Goals and Objectives

As part of the 1998 City of Wasco Transit Development Plan, the City updated their goals and objectives. Five goals were outlined in the 1998 TDP – two regarding service design and three regarding service delivery. The goals are as follows:

1. Provide public transit service that increases the general public's mobility while serving the specific needs of residents with mobility needs such as seniors, persons with disabilities, youth, and economically disadvantaged persons.

2. Support public transit access in Wasco's planning program.

3. Operate the transit system in an effective manner to maximize service quality and reliability.

4. Provide a level of transit service that ensures passenger comfort and maximizes safety.

5. Operate the transit system in an efficient manner to maximize service delivery and minimize costs within the available financial resources.

Each goal has associated objectives and performance standards allowing the City to review the goals easily with general service indicators.

Figure 3-14 Wasco Dial-A-Ride Goals and Objectives

GOAL	OBJECTIVE	PERFORMANCE MEASURE	STANDARD
1. SERVICE DESIGN: Provide public transit service that increases the general public's mobility while serving the specific needs of residents with particular mobility needs. These residents include seniors, persons with disabilities, economically disadvantaged persons and youth.	a) To provide the option of local transportation services for Shafter area residents with limited access to transportation, especially seniors and persons with disabilities.	Maintain service at a reasonable level	Greater than 6 passenger per vehicle revenue hour
		Have a wheelchair accessible vehicle available at all times	Wheelchair accessible vehicle
		Vehicle capacities and loads will be annually reviewed	Load factor shall not exceed 1:1
		Monitor trip denials	Trip denials shall not exceed 1 per day
		Conduct passenger surveys every two years to evaluate passenger concerns and opinions about the service	On-board passenger survey every two years
		Conduct small telephone surveys of residents every two years to determine if the general public in Wasco is aware of the service and how to use it	Telephone survey every two years
		Analyze requests for new service and service hours to determine when and how to expand service	Annual review of "unmet needs" and requests for new service
2. Service Delivery: Operate the transit system in an efficient manner to maximize service delivery and minimize costs within available financial resources.	a) Provide safe, reliable and convenient transit service	Transit service is to include efforts to minimize preventable vehicle accidents, preventable passenger accidents, passenger wait time, no shows and road calls	Less than 1 vehicle accident per 60,000 miles
			Less than 1 passenger accident per 50,000 miles
		Transit service is to include efforts to maximize on-time performance	80% of pick-ups within 10 minutes; 95% of pick-ups within 15 minutes
			Less than 5% no shows
			Less than 1 road call per 15,000 miles

GOAL	OBJECTIVE	PERFORMANCE MEASURE	STANDARD
2. SERVICE DELIVERY: Operate the transit system in an efficient manner to maximize service delivery and minimize costs within available financial resources. (cont'd.)	b) Exercise effective budgetary and cost controls	Prepare monthly or semi-annual analysis for each system productivity measure	Monthly reports shall include total passengers, revenue passengers, operating costs, revenue vehicle hours, revenue vehicle miles, preventable accidents, passenger injuries, passenger complaints
			Semi-annual reports shall include response times and pick-up deviation
		Passenger subsidies shall be reasonable	Operating cost per passenger less than $5.00
			Operating cost per service hour shall not exceed the local CPI
			Passenger farebox return shall be 10% or more
	c) A marketing plan shall be developed and implemented for the system	A brochure for distribution describing the McFarland Transit service to the public shall be developed and kept up to date	System brochure
		A plan for distribution of information about the system in the community shall be developed and implemented	Marketing plan
	d) Take advantage of additional funding and other transit support programs as they become available	Staff monitor the availability of such funds and programs	
	e) Periodically evaluate current service delivery arrangements	Review the current service delivery system to determine if alternate arrangements would provide improved service to Wasco residents	
3. Coordinate transit system development with community planning and development efforts and land use policy	a) Encourage new facilities which may have public transit impacts to locate in current service area	Staff review of development proposals	
	b) Coordinate alternative commute programs with the private sector and other transit providers	Conduct outreach with private employers	

The City has taken serious efforts to increase service. Wasco recently implemented Saturday service and is currently reviewing operating a fixed route bus line. Wasco Dial-A-Ride had 13.51 passengers per hour in FY 2005/06, well above the 8.0 passengers per hour standard.

Shafter

Transit Performance Trends

Operating costs for Shafter Transit rose over 30% in FY 2003/04 but have since stabilized rising eight percent in FY 2004/05 before declining slightly in FY 2005/06.

Annual passengers rose by over 25% in FY 2006 and have remained steady in subsequent years.

Revenue miles and revenue hours have remained relatively steady, except for an 11% increase in revenue miles in FY 2002/03. Due to the large increase in operating cost in FY 2002/03, cost per mile and cost per hour rose approximately 30%.

Since costs have outpaced ridership growth, the farebox recovery ratio has decreased from 21% in FY 2002/03 to almost 16% in FY 2005/06, still above the TDA-required farebox recovery ratio. Farebox revenue declined slightly along with ridership in FY 2005/06.

Figure 3-15 Performance Measures for Shafter Transit

	FY 2001/02[1]	FY 2002/03[1]	FY 2003/04[2]	FY 2004/05[2]	FY 2005/06[2]
Operating Data					
Operating Cost	$140,675	$137,440	$179,727	$193,950	$196,097
Annual Change		*-2.3%*	*30.8%*	*7.9%*	*1.1%*
Passengers	27,205	34,090	35,747	36,453	35,657
Annual Change		*25.3%*	*4.9%*	*2.0%*	*-2.2%*
Revenue Miles	46,571	51,844	53,277	51,498	51,069
Annual Change		*11.3%*	*2.8%*	*-3.3%*	*-0.8%*
Revenue Hours[3]	3,502	3,595	3,550	3,556	3,423
Annual Change		*2.7%*	*-1.3%*	*0.2%*	*-3.7%*
Farebox Revenues	$25,914	$29,313	$31,378	$31,820	$30,429
Annual Change		*13.1%*	*7.0%*	*1.4%*	*-4.4%*
Performance Indicators					
Cost/Passenger	$5.17	$4.03	$5.03	$5.32	$5.50
Annual Change		*-22.0%*	*24.7%*	*5.8%*	*3.4%*
Cost/Mile	$3.02	$2.65	$3.37	$3.77	$3.84
Annual Change		*-12.2%*	*27.3%*	*11.6%*	*2.0%*
Cost/Hour	$40.17	$38.23	$50.63	$54.55	$57.30
Annual Change		*-4.8%*	*32.4%*	*7.7%*	*5.0%*
Passengers/Mile	0.58	0.66	0.67	0.71	0.70
Annual Change		*12.6%*	*2.0%*	*5.5%*	*-1.4%*
Passengers/Hour	7.77	9.48	10.07	10.25	10.42
Annual Change		*22.1%*	*6.2%*	*1.8%*	*1.6%*
Farebox Recovery	18.4%	21.3%	17.5%	16.4%	15.5%
Annual Change		*15.8%*	*-18.1%*	*-6.0%*	*-5.4%*
Average Fare/Passenger	$0.95	$0.86	$0.88	$0.87	$0.85
Annual Change		*-9.7%*	*2.1%*	*-0.6%*	*-2.2%*

[1] Data from Triennial Performance Audit ending June 30, 2003
[2] Data from State Controller's Reports
[3] Revenue hours for FY 2004/05 based on conversation with Jo Barrick

Revenue Sources

The City of Shafter's transit revenues have fallen dramatically during the past five years from $191,000 in FY 2001/02 to $63,000 in FY 2005/06. The decrease is due to the City receiving no Local Transportation Funds (LTF) for the last three fiscal years. According to conversations with the City Finance Director, the City has not applied for the funds from Kern COG in the last few years due to limited staff resources, which has made it difficult to complete the applications. Due to the lack of LTF, farebox revenues make up nearly half of transit funding for FY 2005/06.

Figure 3-16 Shafter Transit Revenues

	FY 2001/02		FY 2002/03		FY 2003/04		FY 2004/05		FY 2005/06	
	Dollar Amount	% of Total Revenue	Dollar Amount	% of Total Revenue	Dollar Amount	% of Total Revenue	Dollar Amount	% of Total Revenue	Dollar Amount	% of Total Revenue
Revenues										
Farebox	$25,914	13.5%	$29,313	19.0%	$31,378	61.2%	$31,820	41.3%	$30,429	47.8%
FTA Section 5311	$20,346	10.6%	$12,120	7.8%	–	–	$13,836	18.0%	$14,079	22.1%
Auxilary Transportation Revenues	$15,684	8.2%	$14,965	9.7%	$16,527	32.2%	$15,993	20.8%	–	–
Non-Transportation Revenues (Interest Included)	$1,644	0.9%	$151	0.1%	$3,382	6.6%	$15,352	19.9%	$2,891	4.5%
LTF - Operations	$127,764	66.8%	$98,108	63.4%	–	–	–	–	–	–
General Operating Assistance	–	–	–	–	–	–	–	–	$16,245	25.5%
Total Revenues	$191,352	100.0%	$154,656	100.0%	$51,287	100.0%	$77,001	100.0%	$63,644	100.0%

Goals and Objectives

As part of the 1998 City of Shafter Transit Development Plan, City updated their goals and objectives. Five goals were outlined in the 1998 TDP, two regarding service design and three regarding service delivery. The goals are as follows:

1. Provide public transit service that increases the general public's mobility while serving the specific needs of residents with mobility needs such as seniors, persons with disabilities, youth, and economically disadvantaged persons.

2. Support public transit access in Shafter's planning program.

3. Operate the transit system in an effective manner to maximize service quality and reliability.

4. Provide a level of transit service that ensures passenger comfort and maximizes safety.

5. Operate the transit system in an efficient manner to maximize service delivery and minimize costs within the available financial resources.

Each goal has associated objectives and performance standards allowing the City to review the goals easily with general service indicators.

The system is surpassing a number of its established service standards. The farebox recovery ratio was approximately 16% in FY 2005/06 well above the 10% minimum. The service also carried 10.43 passengers per hour, exceeding the 8.0 passengers per hour standard.

Figure 3-17 Shafter Transit Goals and Objectives

GOAL	OBJECTIVE	PERFORMANCE STANDARD
1. SERVICE DESIGN: Provide public transit service that increases the general public's mobility while serving the specific needs of residents with particular mobility needs. These residents include seniors, persons with disabilities, economically disadvantaged persons and youth.	a) To provide the option of local transportation services for Shafter area residents with limited access to transportation, especially seniors and persons with disabilities.	At a minimum, local service should be provided Monday through Friday. Expansion of service to meet weekend travel needs should be considered only after basic weekday needs are met throughout the Shafter area.
		Service start and finish times should provide convenient daytime access to major trip destinations.
	b) Provide regular transit service to all residential areas and major activity and employment centers in Shafter and the immediate surrounding area.	Fewer than one service request denial per day.
		Provide service for 100 percent of ride requests.
	c) Provide opportunities for Shafter residents to travel outside of the city and for residents of other communities to travel to Shafter.	Provide daily service to and from key locations in immediate surrounding area.
		Provide service at least two days per week to Bakersfield and Wasco.
2. SERVICE DESIGN: Support public transit access in Shafter's planning program.	a) Encourage consideration of transit needs in the City's land use policies.	Transit service and capital improvements should be programmed for new developments. Transit decision makers in Shafter and Kern County should be included in the review and approval process for specific developments that could impact the ability to provide transit.
	b) Integrate local transit plans into regional plans to develop area-wide planning consistency, visibility, and political support.	Access to transit service and capital improvements included in county and regional transportation development plans.

GOAL	OBJECTIVE	PERFORMANCE STANDARD
3. SERVICE DELIVERY: Operate the transit system in an effective manner to maximize service quality and reliability.	a) Provide service that minimizes wait time and travel time.	*Local Dial-A-Ride:* 90 percent of requests picked up within 20 minutes. 98 percent of requests picked up within 30 minutes
		Fixed Schedule Service: 95 percent of departures on-time or up to 10 minutes late
		Average travel time less than two times auto drive time during off-peak; less than three times during peak.
		No more than three percent no-shows
	b) Provide high quality transit service for current and potential transit users in Shafter.	At least 75 percent of transit riders rate system as good
		Complaints represent less than 2 percent of passenger trips
	c) Provide a local paratransit system which meets all ADA criteria.	Paratransit service available on request with no more than previous day notice.
		All paratransit service calls served within one hour of the travel time requested by the passenger.
4. SERVICE DELIVERY: Provide a level of transit service that ensures passenger comfort and maximizes safety.	a) Service should be operated safely.	20,000 miles between traffic accidents for dial-a-ride service.
		1 passenger injury per 10,000 boardings for dial-a-ride service.
		10,000 miles between roadcalls for dial-a-ride service
		200,000 miles between preventable accidents
	b) Provide street shelters	At major stop locations
5. SERVICE DELIVERY: Operate the transit system in an efficient manner to maximize service delivery and minimize costs within available financial resources.	a) Operate service in a manner that will maximize system productivity.	8.0 passengers/hour
	b) Minimize the net cost of providing service.	Cost per passenger trip for service in a city the size and density of Shafter should remain under $5.00.
	c) Operate service that will maximize system efficiency.	Annual increases in operating cost per vehicle service hour should not exceed the Consumer Price Index (CPI) for the region.
		Attain a minimum farebox recovery ratio of 10 percent
		Annual increases in subsidy per passenger should not exceed the Consumer Price Index (CPI) for the region.
	d) Efficiently maintain vehicle fleet.	100% of PM inspections completed within 10% of scheduled mileage.

McFarland

Transit Performance Trends

Operating costs have more than doubled for McFarland Transit since FY 2000/01, with cost increases of over 20% in each year reviewed.

Revenue miles and hours have fluctuated, both rising more than 30% in FY 2002/03, declining over 20% in FY 2003/04 and making large gains again in FY 2005/06. As a result of the inconsistency in performance measures, cost per revenue hour and cost per revenue mile fluctuated. The cost per hour of the service declined seven percent in FY 2005/06 to $52.10. The cost per mile is approximately $5.

Ridership has increased in the last two years despite a large decrease of 30% in FY 2003/04. Recent ridership is approximately at the same level it was in FY 2001/02 and up almost 4,000 annual passengers since FY 2003/04.

The farebox recovery ratio fell from a high on 28.6% in FY 2001/02 to 10.6% in FY 2005/06 even though farebox revenues are rising in general. The decrease is due to the continuing rising costs and fluctuating ridership.

Revenue miles and revenue hours have followed the trend of fluctuating ridership although costs continue to rise.

Figure 3-18 Performance Indicators for McFarland Transit

	FY 2001/02[1]	FY 2002/03[1]	FY 2003/04[2]	FY 2004/05[2]	FY 2005/06[3]
Operating Data					
Operating Cost	$47,726	$64,498	$79,318	$101,361	$121,965
Annual Change		*35.1%*	*23.0%*	*27.8%*	*20.3%*
Passengers[3]	21,681	25,717	17,636	18,388	21,230
Annual Change		*18.6%*	*-31.4%*	*4.3%*	*15.5%*
Revenue Miles[3]	19,279	25,173	19,564	20,946	24,514
Annual Change		*30.6%*	*-22.3%*	*7.1%*	*17.0%*
Revenue Hours[3]	1,681	2,356	1,855	1,795	2,341
Annual Change		*40.2%*	*-21.3%*	*-3.2%*	*30.4%*
Farebox Revenues	$13,662	$14,599	$10,527	$12,587	$12,938
Annual Change		*6.9%*	*-27.9%*	*19.6%*	*2.8%*
Performance Indicators					
Cost/Passenger	$2.20	$2.51	$4.50	$5.51	$5.74
Annual Change		*13.9%*	*79.3%*	*22.6%*	*4.2%*
Cost/Mile	$2.48	$2.56	$4.05	$4.84	$4.98
Annual Change		*3.5%*	*58.2%*	*19.4%*	*2.8%*
Cost/Hour	$28.39	$27.38	$42.76	$56.47	$52.10
Annual Change		*-3.6%*	*56.2%*	*32.1%*	*-7.7%*
Passengers/Mile	1.12	1.02	0.90	0.88	0.87
Annual Change		*-9.2%*	*-11.8%*	*-2.6%*	*-1.3%*
Passengers/Hour	12.90	10.92	9.51	10.24	9.07
Annual Change		*-15.4%*	*-12.9%*	*7.7%*	*-11.5%*
Farebox Recovery	28.6%	22.6%	13.3%	12.4%	10.6%
Annual Change		*-20.9%*	*-41.4%*	*-6.4%*	*-14.6%*
Average Fare/Passenger	$0.63	$0.57	$0.60	$0.68	$0.61
Annual Change		*-9.9%*	*5.1%*	*14.7%*	*-11.0%*

[1] Data from Triennial Performance Audit ending June 30, 2003
[2] Data from State Controller's Reports
[3] All data for FY 2005/06 and total passengers, revenue miles, and revenue hours for FY 2003/04 is from the City of McFarland

Revenue Sources

Revenues for McFarland Transit have more than doubled in the last five years. Local Transportation Funds (LTF) comprise the highest percentage of funding, making up almost 70% of revenues in FY 2005/06. Due to increasing funding from other sources, farebox revenue represented about 11% of funding in FY 2005/06 compared to 28% in FY 2001/02.

Figure 3-19 McFarland Transit Revenue Sources

	FY 2001/02		FY 2002/03		FY 2003/04		FY 2004/05		FY 2005/06	
	Dollar Amount	% of Total Revenue	Dollar Amount	% of Total Revenue	Dollar Amount	% of Total Revenue	Dollar Amount	% of Total Revenue	Dollar Amount	% of Total Revenue
Revenues										
LTF - Operations	–	–	$49,898	77.4%	$55,098	84.0%	$56,329	55.6%	$84,708	69.9%
Farebox	$13,662	28.2%	$14,599	22.6%	$10,527	16.0%	$12,587	12.4%	$13,146	10.9%
Other State Cash Grants	–	–	–	–	–	–	$18,651	18.4%	–	–
Other Financial Assistance	–	–	–	–	–	–	$13,794	13.6%	–	–
FTA Section 5311	–	–	–	–	–	–	–	–	$23,247	19.2%
Subsidy from Other Sectors of Operations	$34,792	71.8%	–	–	–	–	–	–	–	–
Total Revenues	$48,454	100.0%	$64,497	100.0%	$65,625	100.0%	$101,361	100.0%	$121,102	100.0%

Goals and Objectives

The City of McFarland last updated their goals and objectives during their last Transit Development Plan in 1994. During that time, the City outlined three main goals for the system:

1. Provide a system of public transportation that will be responsive to the needs of the transit dependent in McFarland.

2. Provide effective and efficient transit service.

3. Coordinate transit system development with community planning and development efforts and land use.

Each goal has associated objectives, performance measures, and standards. McFarland Transit has exceeded its standard for passengers per hour and providing wheelchair accessible vehicles. The City however has not created a brochure explaining the service, a powerful marketing tool.

Figure 3-20 McFarland Transit Goals and Objectives

GOAL	OBJECTIVE	PERFORMANCE MEASURE	STANDARD
1. SERVICE DESIGN: Provide public transit service that increases the general public's mobility while serving the specific needs of residents with particular mobility needs. These residents include seniors, persons with disabilities, economically disadvantaged persons and youth.	a) To provide the option of local transportation services for Shafter area residents with limited access to transportation, especially seniors and persons with disabilities.	Maintain service at a reasonable level	Greater than 6 passenger per vehicle revenue hour
		Have a wheelchair accessible vehicle available at all times	Wheelchair accessible vehicle
		Vehicle capacities and loads will be annually reviewed	Load factor shall not exceed 1:1
		Monitor trip denials	Trip denials shall not exceed 1 per day
		Conduct passenger surveys every two years to evaluate passenger concerns and opinions about the service	On-board passenger survey every two years
		Conduct small telephone surveys of residents every two years to determine if the general public in McFarland is aware of the service and how to use it	Telephone survey every two years
		Analyze requests for new service and service hours to determine when and how to expand service	Annual review of "unmet needs" and requests for new service

GOAL	OBJECTIVE	PERFORMANCE MEASURE	STANDARD
2. SERVICE DELIVERY: Operate the transit system in an efficient manner to maximize service delivery and minimize costs within available financial resources.	a) Provide safe, reliable and convenient transit service	Transit service is to include efforts to minimize preventable vehicle accidents, preventable passenger accidents, passenger wait time, no shows and road calls	Less than 1 vehicle accident per 60,000 miles
			Less than 1 passenger accident per 50,000 miles
		Transit service is to include efforts to maximize on-time performance	80% of pick-ups within 10 minutes; 95% of pick-ups within 15 minutes
			Less than 5% no shows
			Less than 1 road call per 15,000 miles
	b) Exercise effective budgetary and cost controls	Prepare monthly or semi-annual analysis for each system productivity measure	Monthly reports shall include total passengers, revenue passengers, operating costs, revenue vehicle hours, revenue vehicle miles, preventable accidents, passenger injuries, passenger complaints
			Semi-annual reports shall include response times and pick-up deviation
		Passenger subsidies shall be reasonable	Operating cost per passenger less than $5.00
			Operating cost per service hour shall not exceed the local CPI
			Passenger farebox return shall be 10% or more
	c) A marketing plan shall be developed and implemented for the system	A brochure for distribution describing the McFarland Transit service to the public shall be developed and kept up to date	System brochure
		A plan for distribution of information about the system in the community shall be developed and implemented	Marketing plan

GOAL	OBJECTIVE	PERFORMANCE MEASURE	STANDARD
2. SERVICE DELIVERY: Operate the transit system in an efficient manner to maximize service delivery and minimize costs within available financial resources (cont'd.)	d) Take advantage of additional funding and other transit support programs as they become available	Staff monitor the availability of such funds and programs	
	e) Periodically evaluate current service delivery arrangements	Review the current service delivery system to determine if alternate arrangements would provide improved service to McFarland residents	
3. Coordinate transit system development with community planning and development efforts and land use policy	a) Encourage new facilities which may have public transit impacts to locate in current service area	Staff review of development proposals	
	b) Coordinate alternative commute programs with the private sector and other transit providers	Conduct outreach with private employers	

Kern Regional Transit

Transit Performance Trends

An analysis of performance indicators over the last five years was conducted to assess the productivity and cost effectiveness for the two transit routes serving the cities of Wasco, Shafter, and McFarland.

North Kern Express

Operating costs for the North Kern Express have increased over the last five years, with costs more than doubling in FY 2002/03 with the implementation of Saturday and Sunday service. Along with costs, revenue hours and miles increased sharply in FY 2002/03 but have since remained flat. Cost per revenue mile and hour remained relatively flat prior to FY 2004/05 when the system experienced an over 14% increase in both indicators.

Due to the increase in service, ridership made large gains during the period. Ridership grew by more than 50% in FY 2002/03 with the introduction of expanded services and improved marketing, and approximately 20% in both the following fiscal years. Ridership growth has since slowed. Thanks to the increase in ridership, cost per passenger fell in the last three years to $6.67 per passenger.

Farebox revenues continue to grow although growth has slowed in the last year. The farebox recovery ratio is approximately 28%.

Figure 3-21 Performance Indicators for the North Kern Express

	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Operating Data					
Operating Cost[1]	$112,735	$267,444	$261,112	$296,768	$308,490
Annual Change		*137.2%*	*-2.4%*	*13.7%*	*3.9%*
Passengers	19,312	30,177	37,166	43,931	46,275
Annual Change		*56.3%*	*23.2%*	*18.2%*	*5.3%*
Revenue Miles	72,450	178,457	182,700	181,496	182,646
Annual Change		*146.3%*	*2.4%*	*-0.7%*	*0.6%*
Revenue Hours	2,032	4,972	5,140	5,107	5,099
Annual Change		*144.7%*	*3.4%*	*-0.6%*	*-0.2%*
Farebox Revenues	$35,149	$56,251	$70,471	$83,072	$87,222
Annual Change		*60.0%*	*25.3%*	*17.9%*	*5.0%*
Performance Indicators					
Cost/Passenger	$5.84	$8.86	$7.03	$6.76	$6.67
Annual Change		51.8%	-20.7%	-3.8%	-1.3%
Cost/Mile	$1.56	$1.50	$1.43	$1.64	$1.69
Annual Change		-3.7%	-4.6%	14.4%	3.3%
Cost/Hour[2]	$55.48	$53.79	$50.80	$58.11	$60.50
Annual Change		-3.0%	-5.6%	14.4%	4.1%
Passengers/Mile	0.27	0.17	0.20	0.24	0.25
Annual Change		-36.6%	20.3%	19.0%	4.7%
Passengers/Hour	9.50	6.07	7.23	8.60	9.08
Annual Change		-36.1%	19.1%	19.0%	5.5%
Farebox Recovery	31.2%	21.0%	27.0%	28.0%	28.3%
Annual Change		-32.5%	28.3%	3.7%	1.0%
Average Fare/Passenger	$1.82	$1.86	$1.90	$1.89	$1.88
Annual Change		2.4%	1.7%	-0.3%	-0.3%

[1] Operating cost calculated using fully weighted cost/hour and total revenue hours
[2] Cost/hour data for FY 2001/02 and FY 2002/03 from Triennial Performance Audit ending June 30, 2003
Cost/hour data for FY 2003/04, FY 2004/05, and FY 2005/06 provided by Kern Regional Transit

Lost Hills

Operating costs increased approximately 27% in the last five years with the greatest gain in FY 2002/03, the first full year of Saturday service. Although service levels increased, ridership fell in every year except FY 2003/04, which saw a slight gain. As a result of rising costs and falling ridership, the cost per passenger has risen to over $35. Farebox revenues have also decreased by more than 20% in the last five years, leading to a farebox recovery ratio of about 4%.

Growth in revenue miles and hours has been flat overall since the implementation of full Saturday service in FY 2002/03 which led to increasing costs per mile and hour.

Figure 3-22 Performance Indicators for the Lost Hills Route

	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Operating Data					
Operating Cost[1]	$32,400	$36,201	$33,782	$39,428	$41,201
Annual Change		*11.7%*	*-6.7%*	*16.7%*	*4.5%*
Passengers	1,427	1,360	1,370	1,275	1,150
Annual Change		*-4.7%*	*0.7%*	*-6.9%*	*-9.8%*
Revenue Miles	19,741	22,544	23,929	22,678	22,655
Annual Change		*14.2%*	*6.1%*	*-5.2%*	*-0.1%*
Revenue Hours	584	673	665	679	681
Annual Change		*15.2%*	*-1.2%*	*2.0%*	*0.4%*
Farebox Revenues	$2,191	$2,195	$2,131	$1,903	$1,685
Annual Change		*0.2%*	*-2.9%*	*-10.7%*	*-11.5%*
Performance Indicators					
Cost/Passenger	$22.71	$26.62	$24.66	$30.92	$35.83
Annual Change		17.2%	-7.4%	25.4%	15.9%
Cost/Mile	$1.64	$1.61	$1.41	$1.74	$1.82
Annual Change		-2.2%	-12.1%	23.2%	4.6%
Cost/Hour[2]	$55.48	$53.79	$50.80	$58.11	$60.50
Annual Change		-3.0%	-5.6%	14.4%	4.1%
Passengers/Mile	0.07	0.06	0.06	0.06	0.05
Annual Change		-16.5%	-5.1%	-1.8%	-9.7%
Passengers/Hour	2.44	2.02	2.06	1.88	1.69
Annual Change		-17.3%	1.9%	-8.8%	-10.1%
Farebox Recovery	6.8%	6.1%	6.3%	4.8%	4.1%
Annual Change		-10.3%	4.0%	-23.5%	-15.3%
Average Fare/Passenger	$1.54	$1.61	$1.56	$1.49	$1.46
Annual Change		5.1%	-3.7%	-4.0%	-1.8%

[1] Operating cost calculated using fully weighted cost/hour and total revenue hours
[2] Cost/hour data for FY 2001/02 and FY 2002/03 from Triennial Performance Audit ending June 30, 2003
Cost/hour data for FY 2003/04, FY 2004/05, and FY 2005/06 provided by Kern Regional Transit

Goals and Objectives

KRT does not have any explicitly stated goals and objectives for the North Kern Express or the Lost Hills route. In general for rural routes, KRT strives to maintain a minimum farebox ratio of 10%.

The farebox recovery ratio is approximately 28% for the North Kern Express, more than exceeding the TDA-minimum level. The Lost Hills route provides more of a lifeline service to Lost Hills residents and only maintained a farebox ratio of about 4% in FY 2005/06.

Chapter 4. On-Board Passenger Survey

An important step in the process of determining existing conditions for passengers is to administer an on-board passenger survey. On-board surveys are one of the best and most cost-effective means of obtaining information about current passengers. Surveying current riders can provide useful data on who is using the service, how they are using it, and which service features meet or do not meet their transportation needs.

This chapter presents the results of the on-board survey of passengers on Wasco Dial-A-Ride, Shafter Transit, McFarland Transit, and Kern Regional Transit's (KRT) North Kern Express and Lost Hills routes. Survey results for Wasco, Shafter and McFarland are grouped together and presented in four sub-sections: Ridership Profile, Travel Behavior, Attitudes and Opinions and Intercity Services. Survey results for KRT routes are described in a separate section.

Methodology

In January 2007, a driver-administered passenger survey was conducted on Wasco Dial-A-Ride, Shafter Transit, McFarland Transit and KRT's North Kern Express and Lost Hills routes. The survey provided information on who is using the service, why they are making their trip and how they would have made their trip if transit service were not available.

Nelson\Nygaard developed a questionnaire that was printed in English and Spanish. For Wasco and Shafter, many of the questions mirrored questions asked in a 1998 on-board survey, and some comparisons between the surveys are in the following sections. Surveys were distributed over three weekdays on each route. Bus drivers handed the survey forms to passengers when they boarded the bus. Passengers were asked to complete the survey form while on the bus and return it to the driver prior to alighting.

A copy of each of the surveys can be found in Appendix A. In addition, the complete survey results for all four transit systems can be found in Appendix B. Detailed comments from the surveys are included in the Appendix.

Riders were asked to complete only one survey form per transit agency, even if they were riding the transit service more than one time during the survey period. A total of 243 surveys were collected including 104 on the Kern Regional Transit Routes, 82 from Shafter, 33 from Wasco and 24 from McFarland.

Figure 4-1 Total Survey Respondents

Service	English Surveys	Spanish Surveys	# of Respondents
Wasco	20	13	33
Shafter	42	40	82
McFarland	11	13	24
Kern Regional Transit	77	27	104
Total			243

Dial-A-Ride Survey Results from Wasco, Shafter and McFarland

Ridership Profile

In order to understand the ridership profile of the users, the survey included demographic questions.

Age

Information on age is only available for riders who completed the survey. None of the survey respondents were under 14 years old.

Wasco Dial-A-Ride

About one-third of Wasco Dial-A-Ride's survey respondents were 25 to 44 years old. Seniors, 62 and over, and youth, ages 14 to 18, account for 22% of respondents. Nearly 30% of respondents were working age adults, 45 to 61 years old. See Figure 4-2 for a breakdown of survey respondents by age.

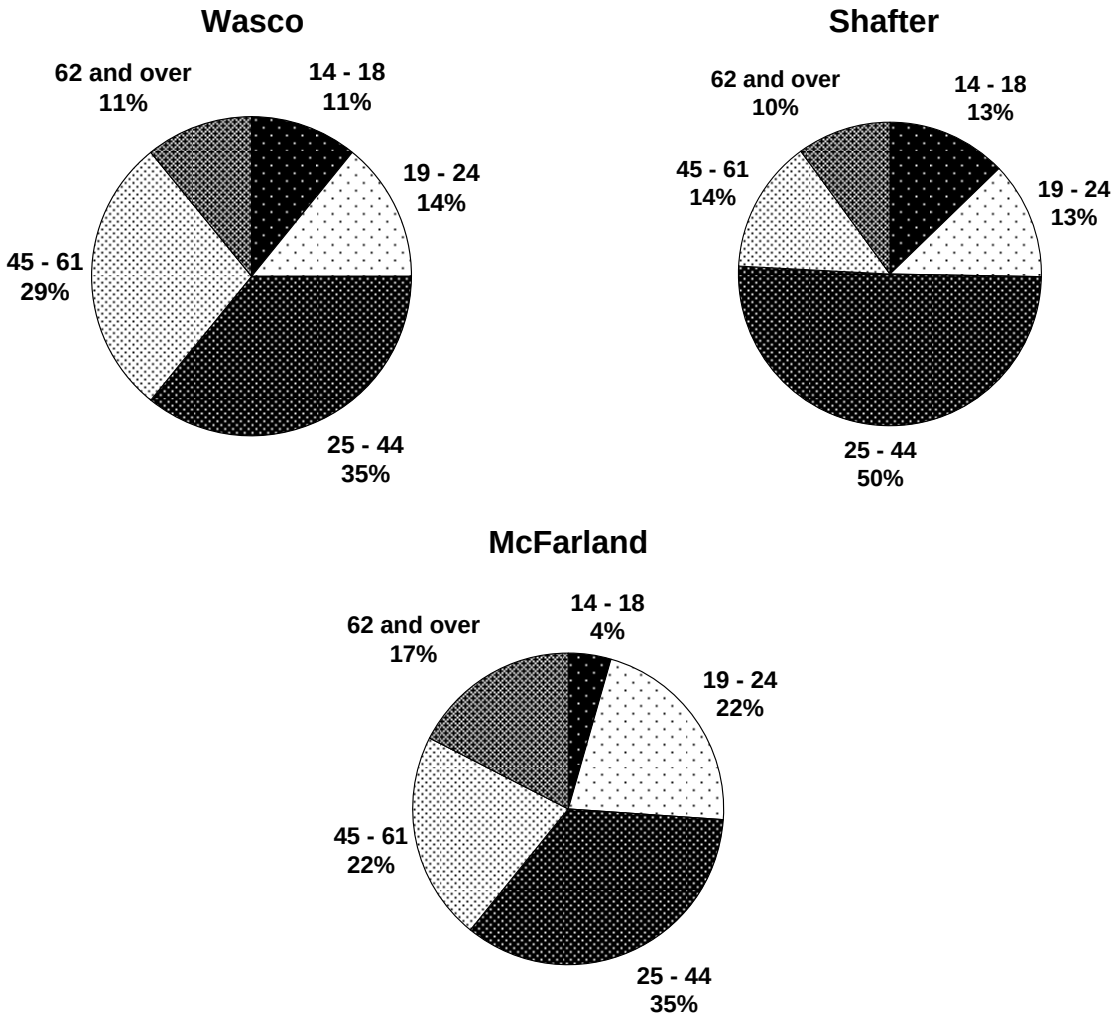
Shafter Transit

Two-thirds of Shafter Transit's respondents were working age adults 25 to 61. Ten percent of Shafter's survey respondents would be considered senior citizens and 15% are youth 14 to 18 years old.

McFarland Transit

McFarland Transit's ridership has a higher rate of senior riders than Wasco and Shafter. Seventeen percent of survey respondents were 62 years of age or over and only four percent were students age 14 to 18 years old. The largest number of respondents (35%) fell into the 25 to 44 category, followed by 45 to 61 and 19 to 24 with 22% each.

Figure 4-2 Age of Survey Respondents



Household Income

Wasco Dial-A-Ride

Nearly two-thirds (62%) of survey respondents indicated that they have a household income of $10,000 or less, which puts them far below the median household income for the city of Wasco. According to the 2000 US Census, the median household income was about $29,000. Only 12% of riders have a household income over $20,000. See Figure 4-3 for a graph of the results.

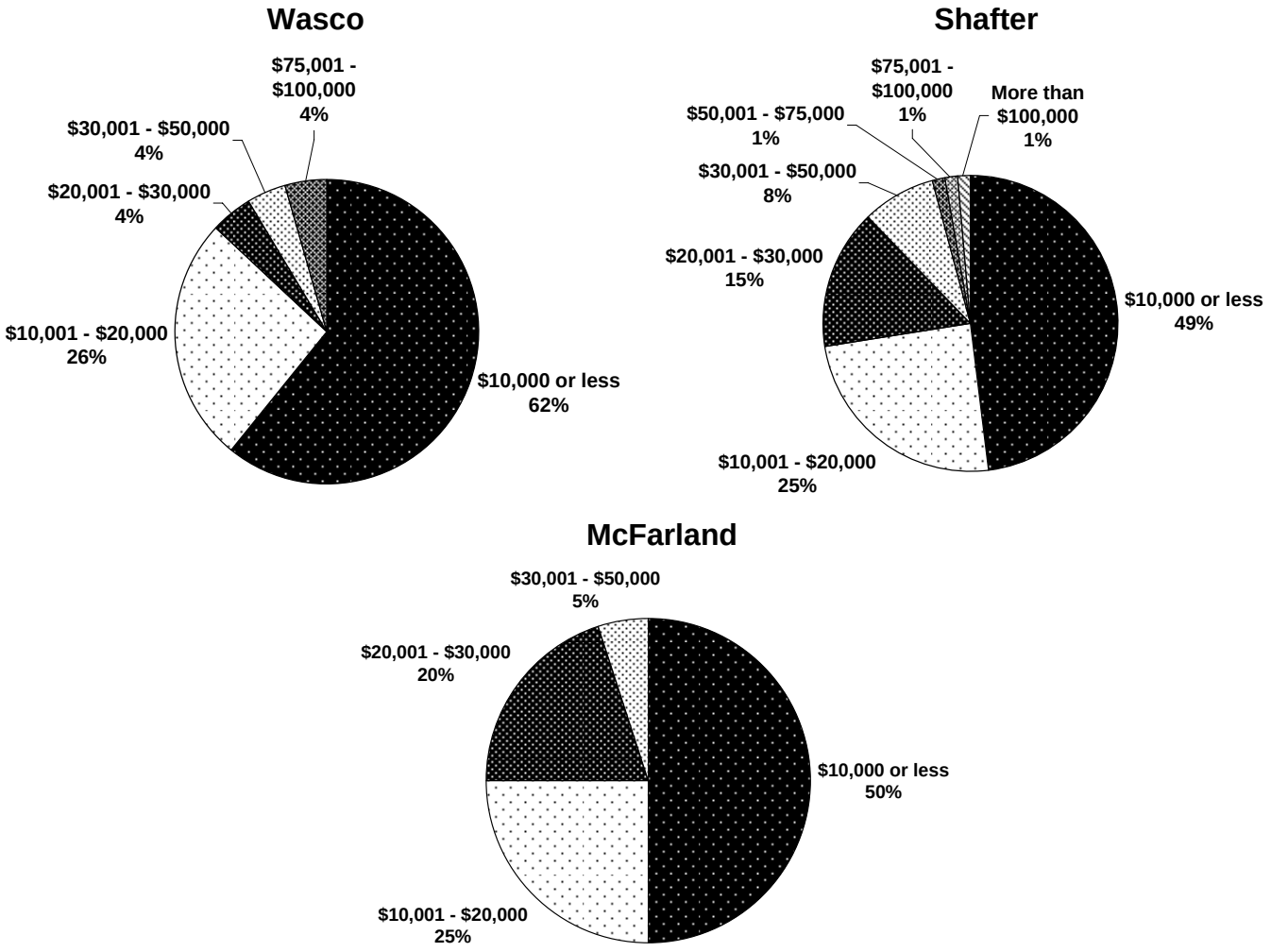
Shafter Transit

Eleven percent of respondents stated that their household income is over $30,000 while nearly half of respondents make under $10,000 per household per year. The survey results show that the vast majority of riders are seniors or students with very low or fixed incomes, or lower income adults.

McFarland Transit

Half of all respondents had a household income less than $10,000 per year. McFarland had a greatest proportion of survey respondents earning over $20,000 (25%). One-quarter of survey respondents from McFarland made between $10,001 and $20,000 a year.

Figure 4-3 Household Income



Automobile Availability

Wasco Dial-A-Ride

Respondents were asked if a car was available for their trip. Nearly half of riders (48%) indicated that they did have a car available for the trip, which is 11% lower than the survey results from 1998. An additional eight percent stated that they did have a car but it would be an inconvenience to others to use it for the trip. Forty-four percent did not have access to a car. The high percentage of people without convenient access to a car shows that a majority of Wasco Dial-A-Ride passengers are transit-dependent (see Figure 4-4).

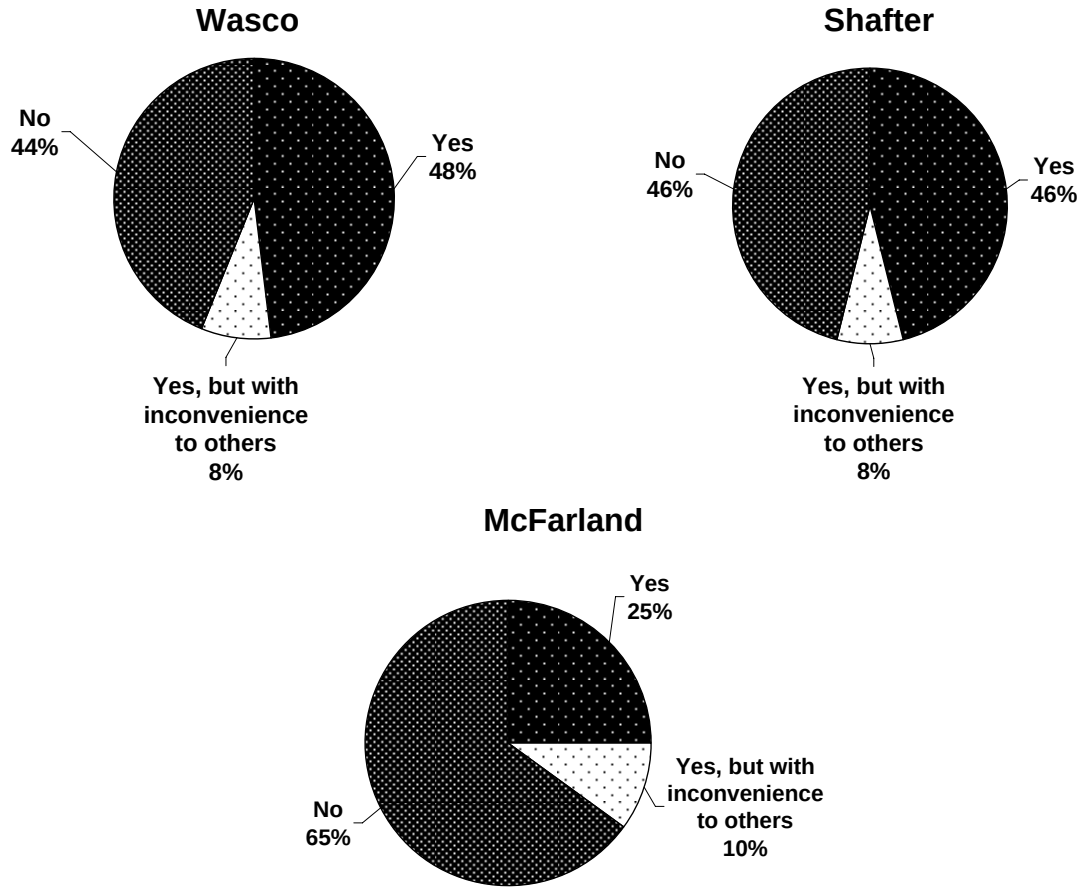
Shafter Transit

The results in Shafter are very similar to Wasco. Forty-six percent of riders have access to a car and 46% do not have access to a car. Eight percent have said their access to a car would inconvenience others.

McFarland Transit

A very high percentage of McFarland Transit riders indicated that no car was available for the trip (65%). When combined with the percentage of people who stated that they did not have convenient access to a car (10%), the total transit-dependent ridership, based on automobile availability is 75%. That is nearly 20% higher than the results in Wasco and Shafter.

Figure 4-4 Automobile Availability



Travel Behavior

The survey provides valuable information on passenger travel behavior including trip purpose, frequency of use and tenure of ridership.

On-Time Performance

Wasco Dial-A-Ride

Survey respondents reported that Wasco Dial-A-Ride had good on-time performance. Figure 4-5 shows that 87% of riders stated that the bus arrived on-time while 13% noted that the bus was late. This is considerably higher than the survey results from 1998, where no riders reported a late arrival. No riders said that the bus arrived earlier than the scheduled time.

Slightly more than half of the survey respondents reported that the bus was late by less than 10 minutes. Three people reported that the bus arrived between 20 to 30 minutes late. These results do not necessarily suggest that there is an ongoing on-time performance issue, however it appears that some buses arrive late throughout the day.

Shafter Transit

Survey respondents overwhelmingly reported good on-time performance for Shafter Transit (94%). Only three percent of respondents reported that the bus was early and three percent reported that the bus was late.

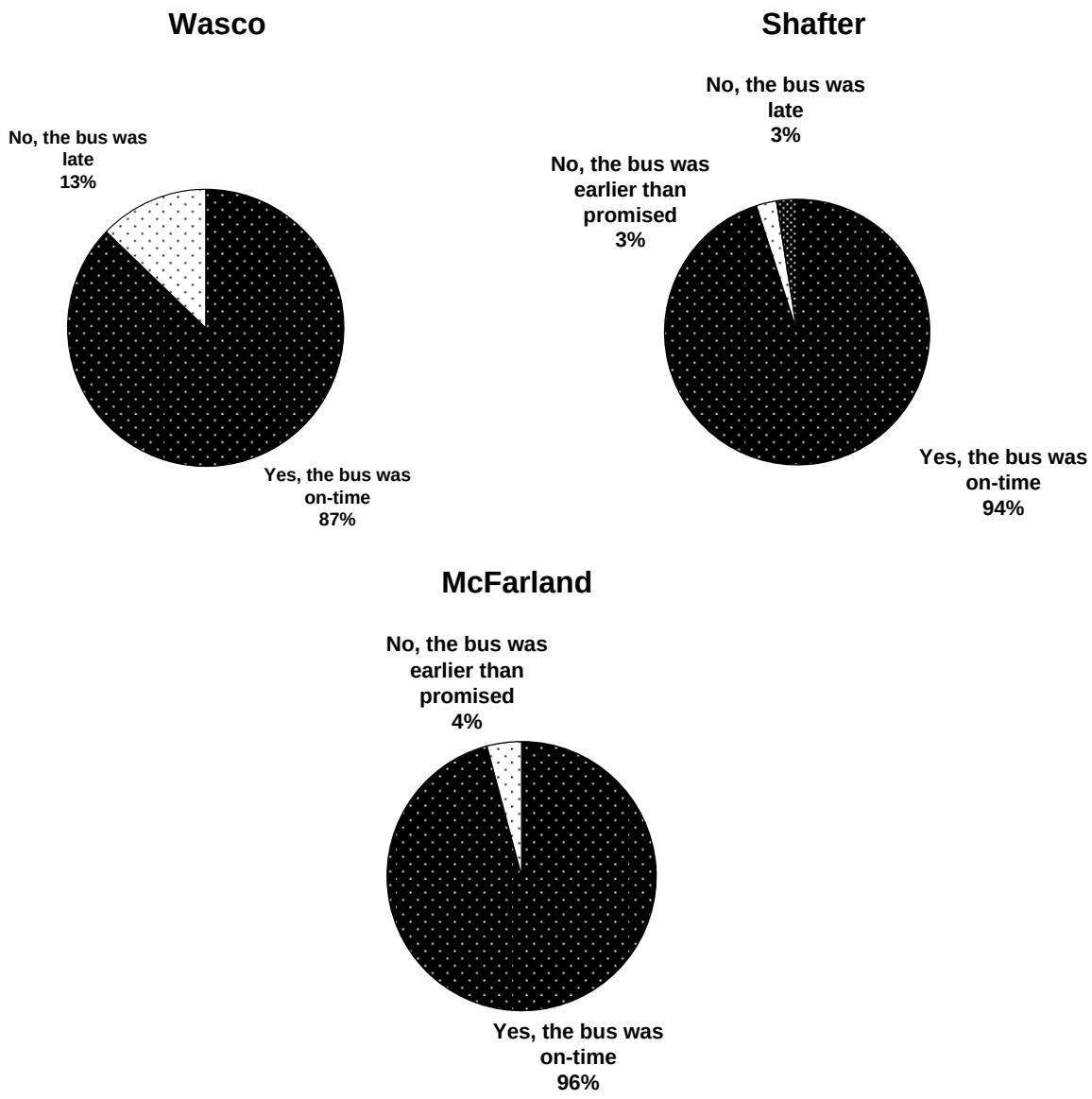
Only two respondents stated that the bus arrived more than 20 minutes late. Most riders reported that if the trip was early or late, it did not deviate by more than 10 minutes from the scheduled time (76%).

McFarland Transit

Respondents reported good on-time performance. Ninety-six percent of riders reported being picked up on-time. Four percent of the riders noted that the bus was earlier than the scheduled time. No riders reported a late pickup by McFarland Transit.

Of the riders who stated that the bus was early, only three people said that the bus arrived more than 10 minutes early. No McFarland Transit riders reported the bus being off-schedule by more than 20 minutes.

Figure 4-5 On-Time Performance



Availability of Service

Wasco Dial-A-Ride

About two-thirds of survey respondents indicated that they have requested a ride in the past during service hours and the Dial-A-Ride service was not available. The results suggest that Wasco Dial-A-Ride has some significant reliability problems. See Figure 4-6 for the detailed results.

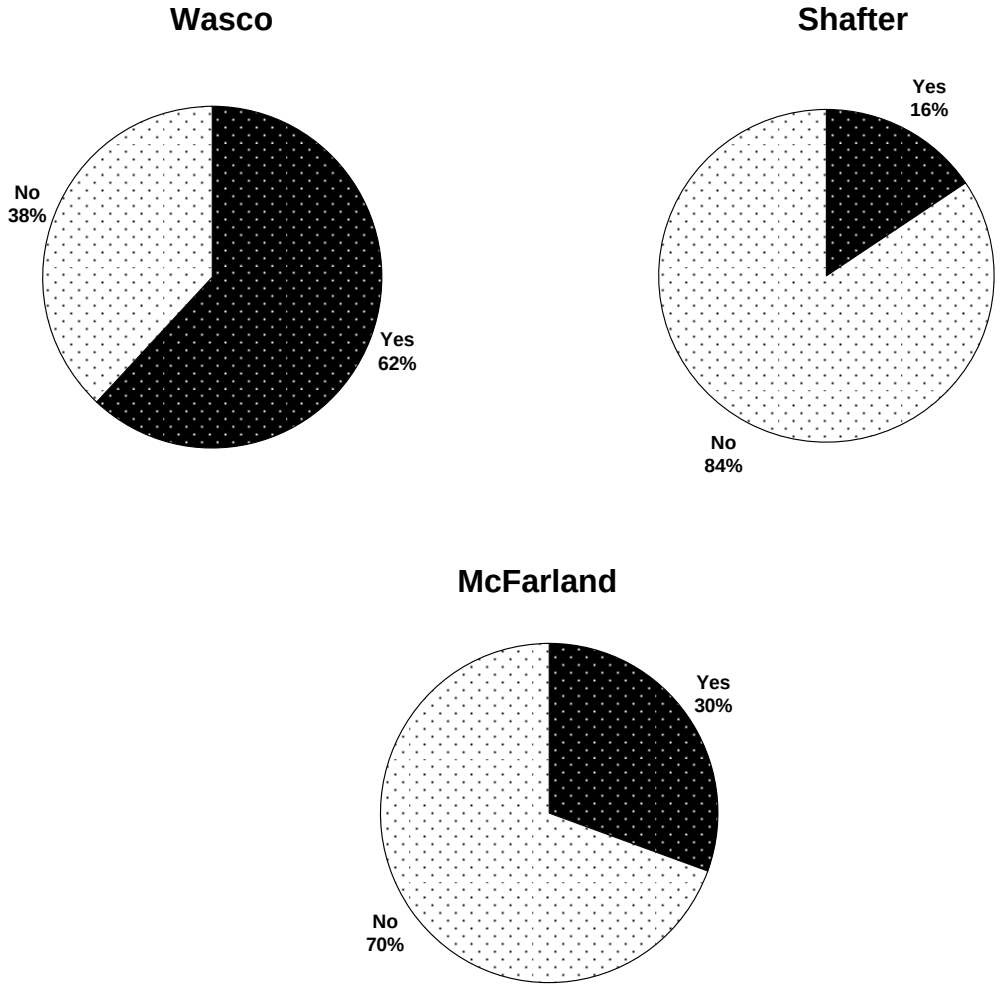
Shafter Transit

Shafter Transit's passengers reported few missed trips by the Dial-A-Ride service. Eighty-four percent of respondents stated that the service was always available during service hours.

McFarland Transit

Seventy percent of Dial-A-Ride passengers reported that the service has always been available during service hours. A significant number, 30%, stated that they have had some problems with the availability of the transit service.

Figure 4-6 Have You Ever Requested a Ride (During Service Hours) and the Dial-A-Ride Service Was Not Available?



Trip Purpose and Round-Trips

Wasco Dial-A-Ride

The majority of trips made on Wasco Dial-A-Ride are shopping trips (49%), followed by medical/dental trips (21%) and work trips (21%). Figure 4-7 shows trip purpose for riders on Wasco Dial-A-Ride.

A large majority of riders use the service for both directions (72%) of their trip. Only 28% of riders use the service for one-way trips. Of those who were not making a round-trip, eight riders indicated that they would walk and one rider said they would get a ride.

Shafter Transit

Most trips on Shafter Transit are for personal errands (31%), followed by shopping (29%) and medical/dental trips (16%). Only 11% of the Dial-A-Ride trips were for work and nine percent for school trips.

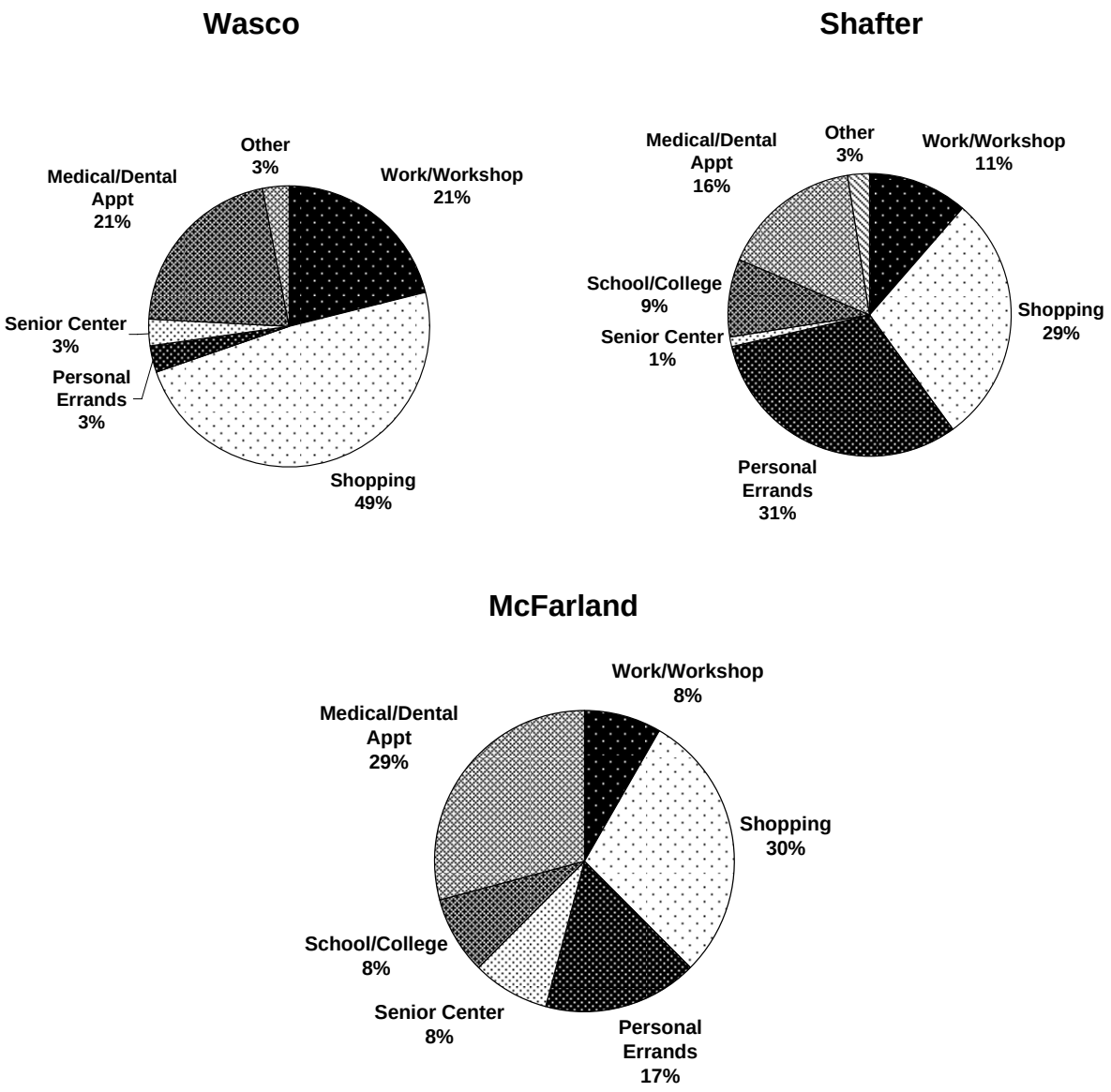
Sixty-two percent of passengers surveyed reported using the Dial-A-Ride service for both directions of their trip. Of the 38% of riders who traveled only one-way with Shafter Transit, 14 passengers stated that they would walk for their return trip while eight passengers reported getting a ride from someone else.

McFarland Transit

Nearly 60% of the trips on McFarland Transit are for shopping or medical and dental trips. Trips to the senior center and school only make up 16% of the trips combined.

The majority of McFarland Transit passengers indicated that they use the service for round-trips (71%). Of the 29% of riders who do not use Dial-A-Ride for both directions of their trip, three stated that they planned to get a ride and three riders said that they would walk.

Figure 4-7 Trip Purpose



Alternative Modes

Wasco Dial-A-Ride

Passengers were asked how they would make the trip if no Dial-A-Ride service were available. Most passengers reported that they would walk to their destination if the Dial-A-Ride service were not available (77%). Six people said that would not take the trip and one person stated that they could get a ride on a regular basis (see Figure 4-8).

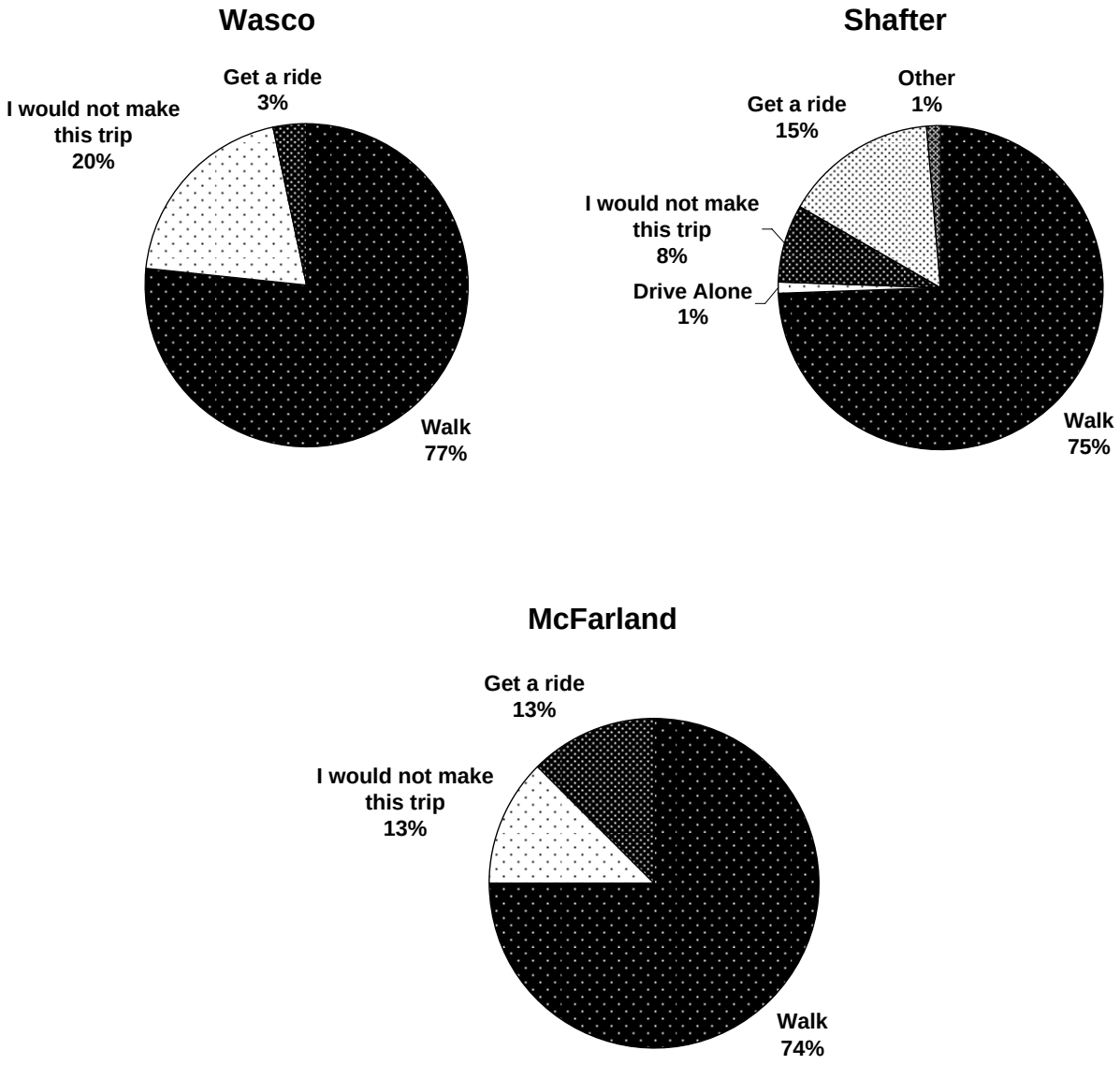
Shafter Transit

Eight percent of riders in Shafter indicated that they would not be able to make the trip without the transit service. Three-quarters of the respondents could walk to their destination and 16% would either drive alone or get a ride.

McFarland Transit

Three-quarters of respondents indicated that they would walk if transit service were not available. Three riders stated that they would not be able to make the trip without the transit service and three people said that they would get a ride.

Figure 4-8 Alternative Modes



Frequency of Use

Wasco Dial-A-Ride

Passengers on Wasco Dial-A-Ride are frequent users of the service. Over half (56%) of respondents ride the service three days a week or more. Twenty-five percent use the service 1 to 2 days a week and only thirteen percent use it less than one day a week. Figure 4-9 displays how often passengers use Dial-A-Ride.

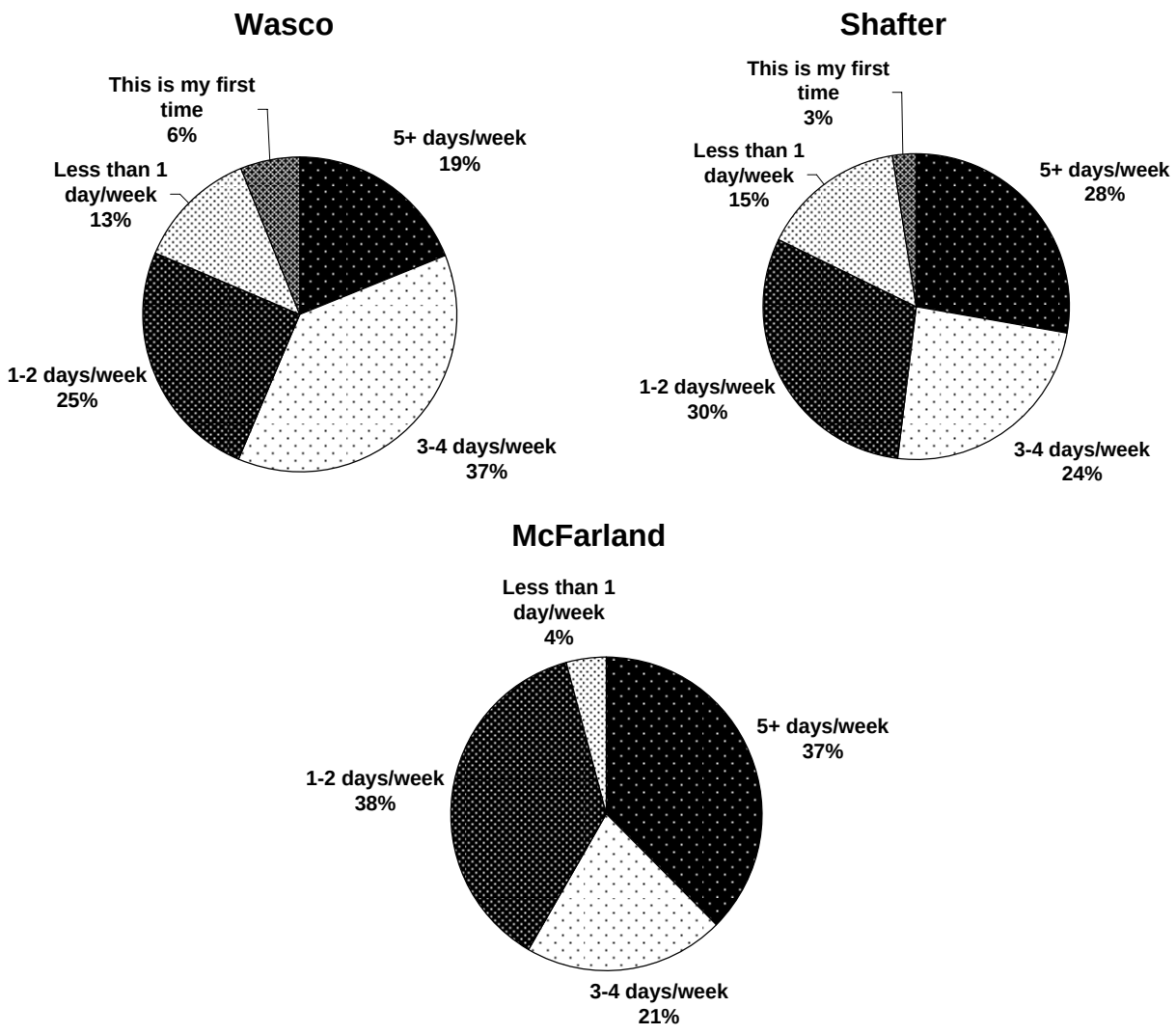
Shafter Transit

About half of all riders use the service three or more days a week. An additional thirty percent of respondents indicated that they use the service one to two days a week and fifteen percent use it less than a day a week. Two riders indicated that they were riding Shafter Transit for the first time.

McFarland Transit

Fifty-eight percent ride McFarland Transit three or more days a week. Nearly forty percent of respondents ride at least one to two days a week and only one person indicated using the service less than one day a week. No surveyed passengers on McFarland Transit were first-time riders.

Figure 4-9 Frequency of Use



Typical Destinations

Survey respondents were asked about typical destinations for two important Dial-A-Ride trip purposes: medical trips and grocery shopping trips.

Wasco Dial-A-Ride

Most Wasco Dial-A-Ride passengers indicated that they stay in Wasco for medical trips (81%). Ten percent of respondents said that they travel to Bakersfield for medical care. For grocery trips, most respondents reported shopping in Wasco (no specific store) or at Savemart (see Figures 4-10 and 4-11).

Shafter Transit

Shafter Transit passengers generally stay within Shafter to receive medical care. The most common responses for medical care included Shafter (no specific facility) (36%), Shafter Rural Health Clinic (25%) and Bakersfield (20%). For grocery trips, passengers generally indicated they stayed in Shafter (37%), and an additional 31% specified they shop at the Apple Market.

McFarland Transit

A large number of McFarland Transit riders travel to Delano for medical care (35%). Twenty-nine percent of respondents stay in McFarland and an additional 24% specifically indicated that they go to McFarland Clinic for medical care. About 60% of respondents stated that they shop in McFarland for groceries.

Figure 4-10 Typical Destinations for Medical Care

Wasco

Medical Services	Number/Percent of Responses
Wasco (No Specific Facility)	17 responses (81%)
Bakersfield (No Specific Facility)	2 responses (10%)
Delano (No Specific Facility)	1 response (5%)
Shafter (No Specific Facility)	1 response (5%)

Shafter

Medical Services	Number/Percent of Responses
Shafter (No Specific Facility)	23 responses (36%)
Shafter Rural Health Clinic	16 responses (25%)
Bakersfield (No Specific Facility)	13 responses (20%)
Dr. Moon	8 responses (13%)
Kern - MedCal	2 responses (3%)
Wasco (No Specific Facility)	2 responses (3%)

McFarland

Medical Services	Number/Percent of Responses
Delano (No Specific Facility)	6 responses (35%)
McFarland (No Specific Facility)	5 responses (29%)
McFarland Clinic	4 responses (24%)
Dr. Sign	1 response (6%)
Pueblo	1 response (6%)

Figure 4-11 Typical Destinations for Grocery Shopping

Wasco

Grocery Shopping	Number/Percent of Responses
Wasco (No Specific Store)	7 responses (29%)
Savemart	7 responses (29%)
K-Mart	4 responses (17%)
Fiesta Latina	3 responses (13%)
Bakersfield (No Specific Store)	1 response (4%)
Delano (No Specific Store)	1 response (4%)
Pueblo Market	1 response (4%)

Shafter

Grocery Shopping	Number/Percent of Responses
Shafter (No Specific Store)	24 responses (37%)
Apple Market	20 responses (31%)
Bakersfield (No Specific Store)	11 responses (17%)
Pueblo Market	4 responses (6%)
La Canasta	3 responses (5%)
Budget	2 responses (3%)
Fuente Carniceria	1 response (2%)

McFarland

Grocery Shopping	Number/Percent of Responses
Palace Market	6 responses (35%)
Delano (No Specific Store)	5 responses (29%)
McFarland (No Specific Store)	4 responses (24%)
99 Cent Store	1 response (6%)
Pueblo Market	1 response (6%)

Attitudes and Opinions

In order to retain current riders and attract new ridership, transit services must address the needs of passengers.

System Rating

Wasco Dial-A-Ride

Riders were asked to rate the existing Dial-A-Ride service. Seventy-one percent of Dial-A-Ride passengers rated the service as either "good" or "excellent." This is a decrease of 16% from 1998. Twenty-nine percent stated that the service was "fair." No passengers reported that the service was "poor."

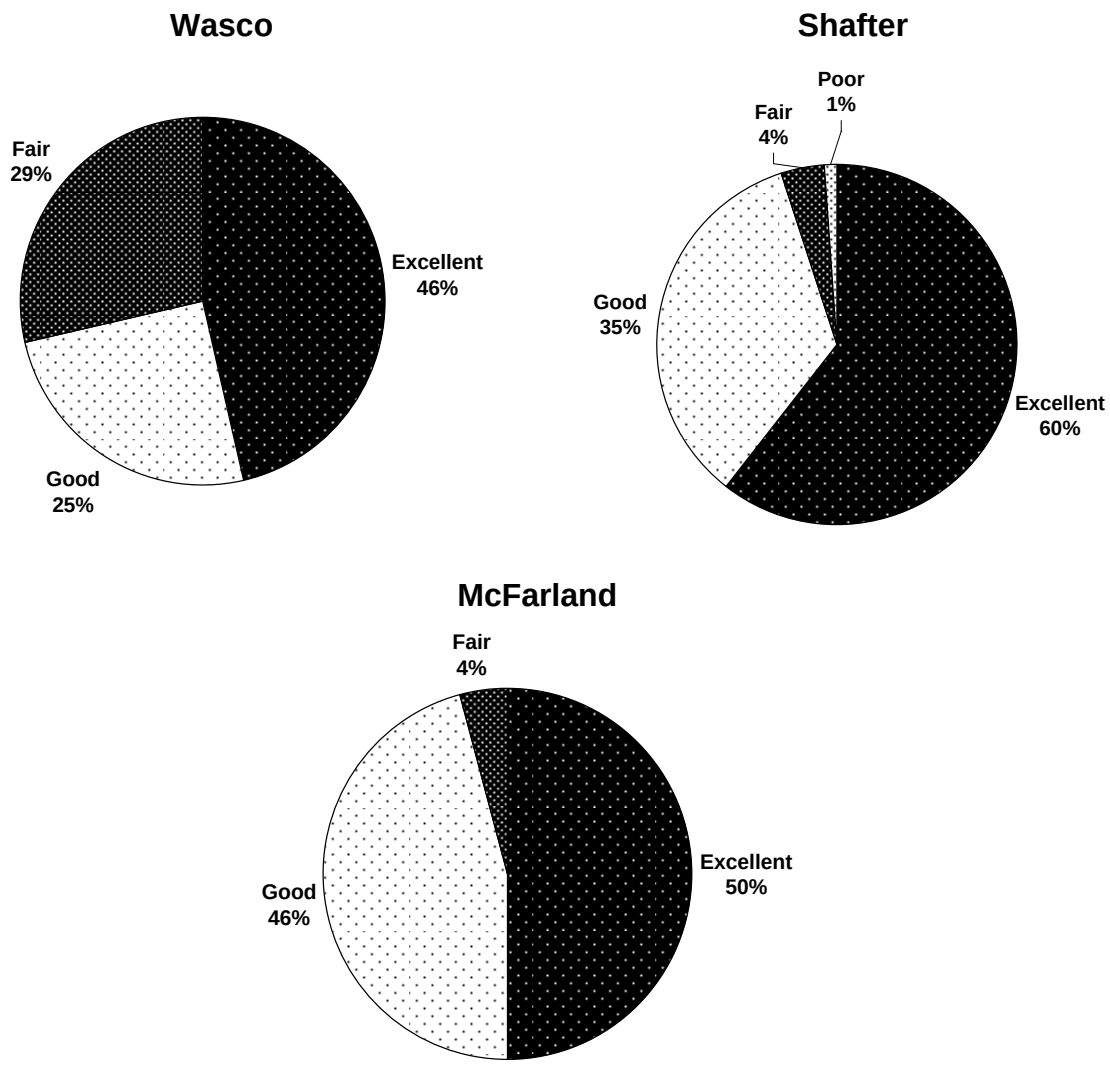
Shafter Transit

Survey respondents gave Shafter Transit a very high rating. Ninety-five percent of all riders rated the service as either "good" or "excellent," which is slightly higher than the rating in 1998. Only three people rated Shafter Transit as "fair" and one person gave the Dial-A-Ride a "poor" rating.

McFarland Transit

McFarland riders also gave the transit service very high ratings. Ninety-six percent of passengers rated the service as either "good" or "excellent." Only one person stated that the service was "fair" and no riders gave McFarland Transit a "poor" rating.

Figure 4-12 System Rating



Desired Improvements

Passengers were given the choice of service improvements and were asked to identify the two which were most important to them.

Wasco Dial-A-Ride

The most requested improvement for the Dial-A-Ride was later weekday service (28%) and earlier weekday service (21%). Figure 4-13 provides an overview of responses.

Shafter Transit

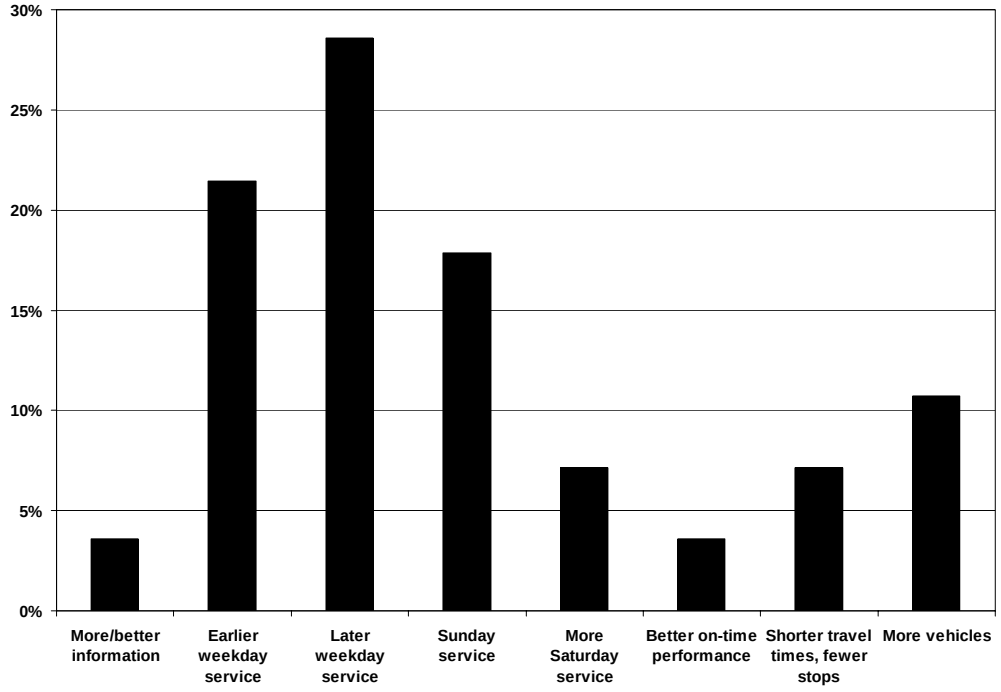
In Shafter, riders indicated that the most important improvement is weekend service (34%) followed by later weekday service (22%) and earlier weekday service (13%). This is consistent with the 1998 survey results, when riders requested weekend service over other improvements.

McFarland Transit

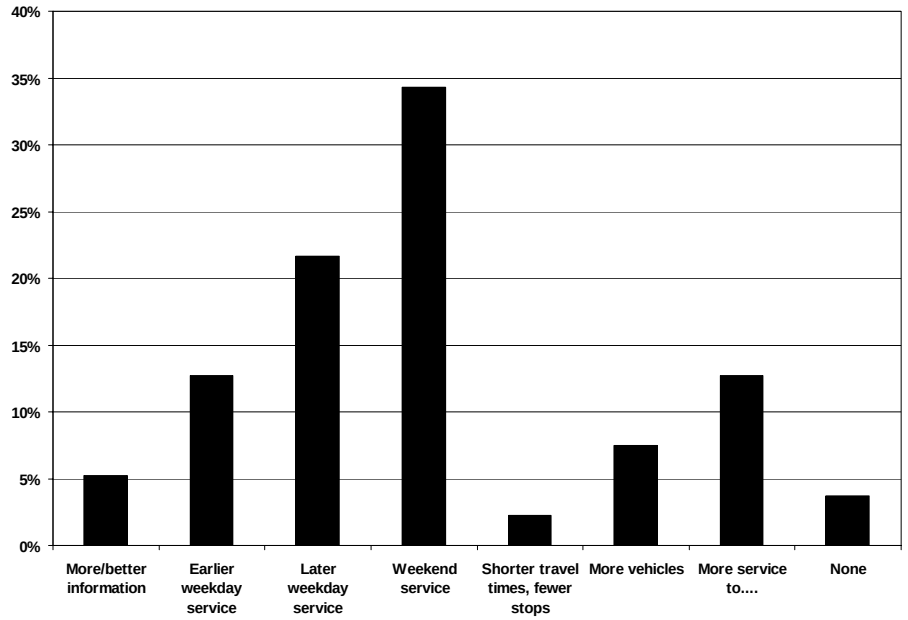
Most McFarland Transit riders indicated that they would like weekend service (43%) followed by earlier weekday service (19%).

Figure 4-13 Desired Improvements

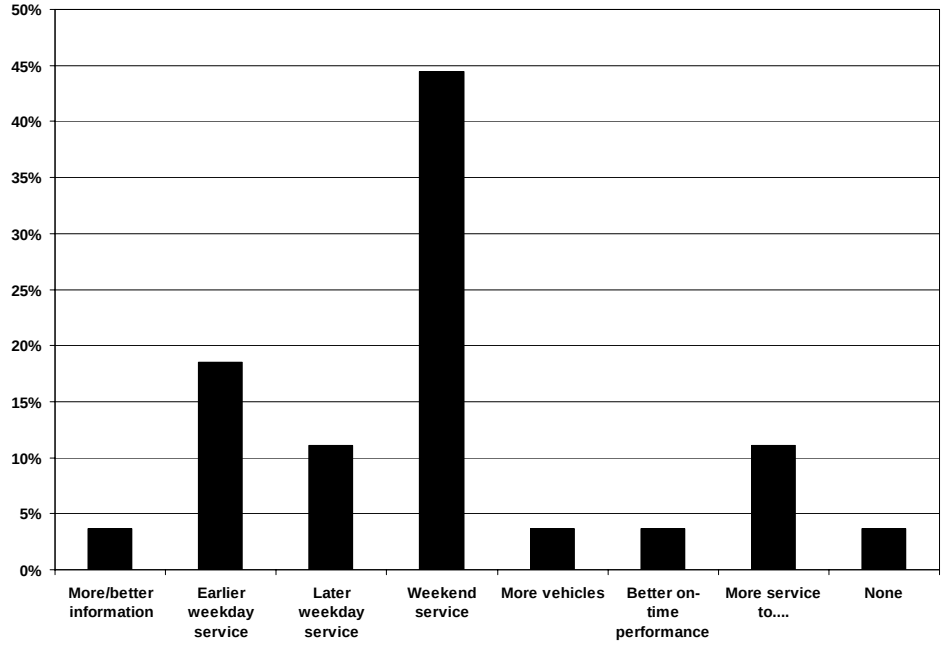
Wasco



Shafter



McFarland



Intercity Service

Survey respondents were asked whether they ride KRT service in Western Kern County, and if so, how often they ride.

KRT Service

Wasco Dial-A-Ride

Most passengers in Wasco indicated that they use KRT service to travel to Bakersfield (54%) and Delano (13%) (see Figure 4-14). Thirty-five percent of survey respondents stated that they use KRT 1 to 2 times a month (see Figure 4-15). Twenty-nine percent of passengers have never used the service before.

Shafter Transit

Sixty-two percent of Shafter Transit riders stated that they use KRT service to travel to Bakersfield. Fourteen percent use the service for trips to McFarland and an additional 14% stated that they travel to "other" destinations, however they did not include a city name in the space provided. Over one-half of Shafter Transit passengers indicated that they had never used KRT before, and about 20% use KRT less than once a month.

McFarland Transit

One-half of McFarland Transit survey respondents indicated that they use KRT for trips to Delano, followed by 36% who indicated "other." Forty percent of survey respondents have never used KRT service before and 35% stated that they use it three or more times per month.

Figure 4-14 Destinations of KRT

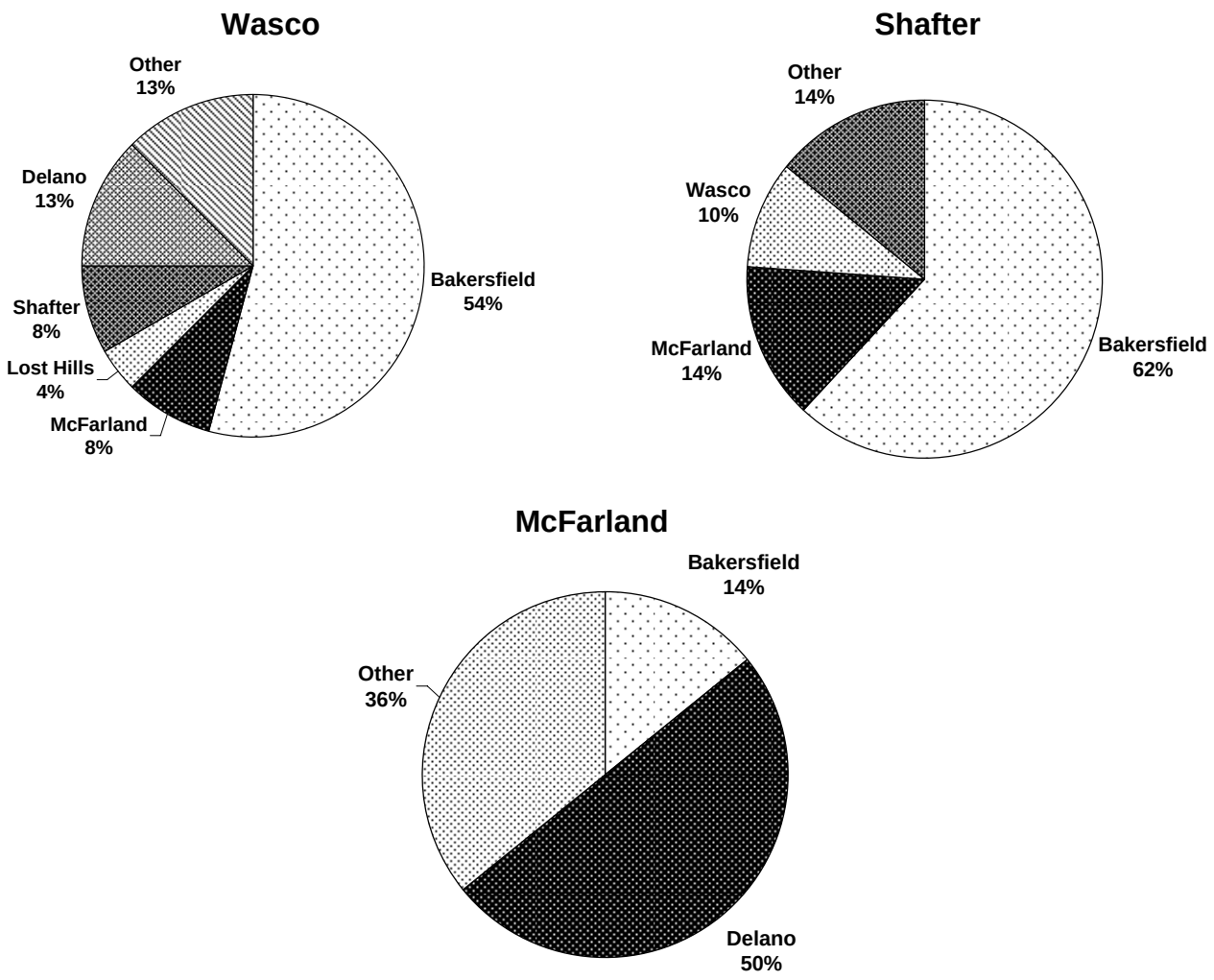
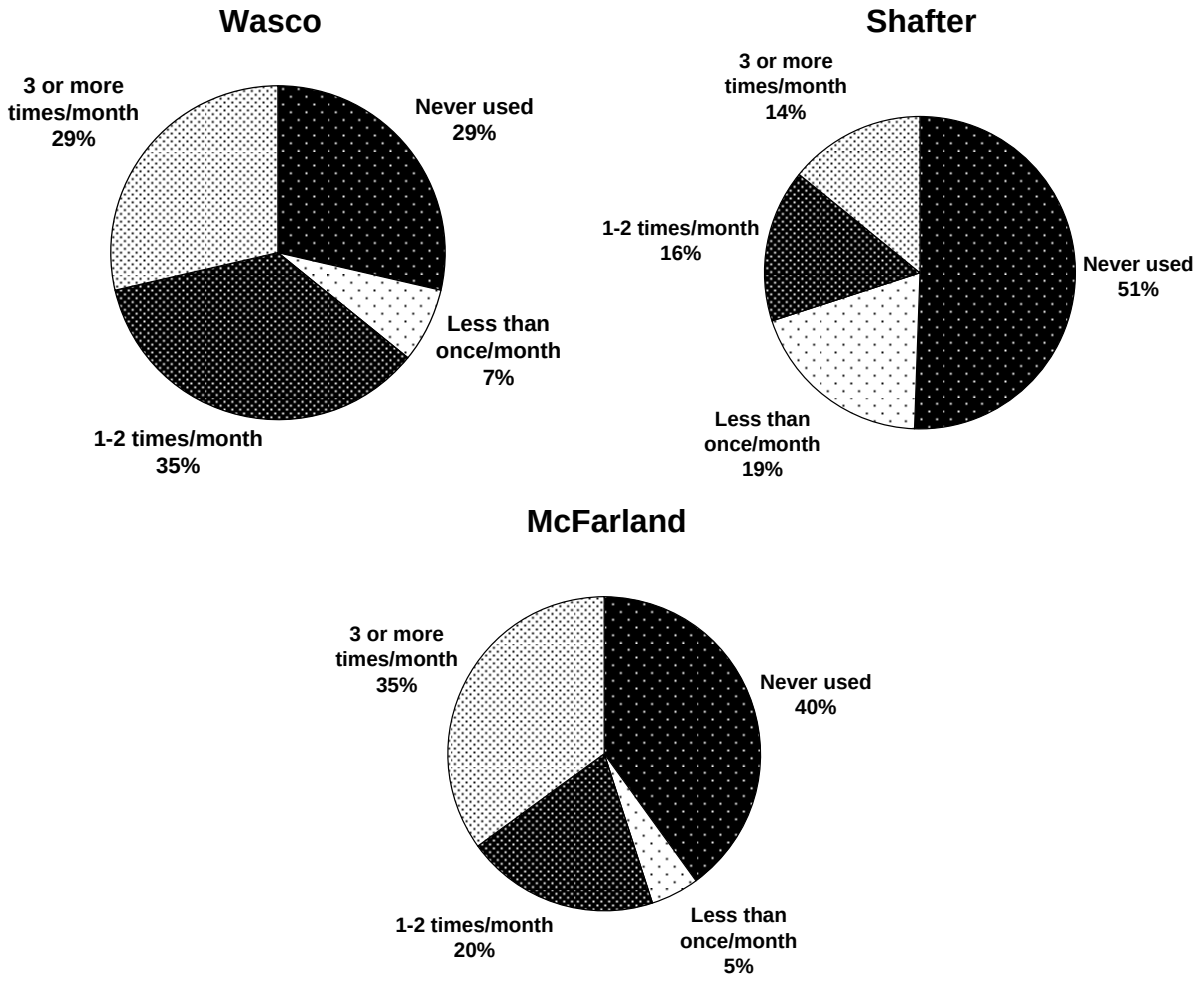


Figure 4-15 Frequency of Use of KRT



Kern Regional Transit Survey Results

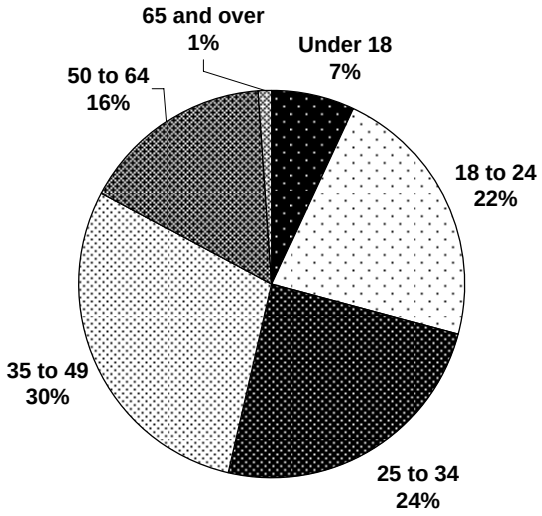
A total of 104 surveys was collected on the North Kern Express and the Lost Hills routes in January 2007. The survey was conducted during weekdays only and was administered in English and Spanish.

Ridership Profile

Age

Nearly half of KRT passengers fell into the 18 to 34 age group. Thirty percent of survey respondents were 35 to 49 years old. Seniors (65 years old and over) account for the smallest group of KRT riders (1%).

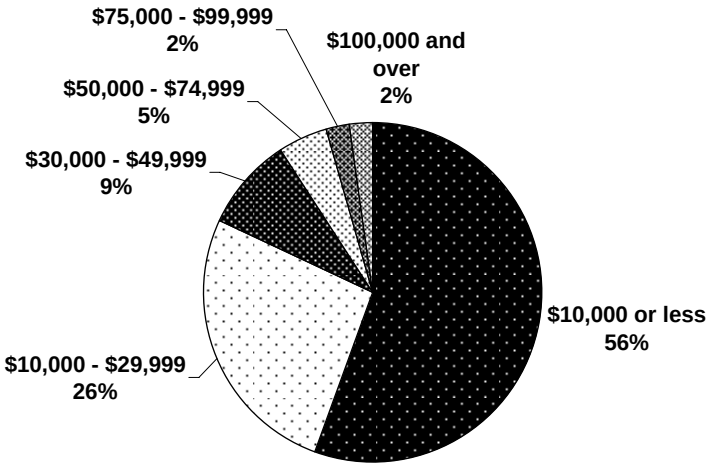
Figure 4-16 Age



Income

Over half (56%) of survey respondents reported a household income of less than $10,000 per year, well below the median household income levels in the cities of Wasco, Shafter and McFarland. About one-quarter of the riders indicated a household income of $10,000 to $29,999. Only four percent of the respondents had a household income above $75,000 annually (see Figure 4-17).

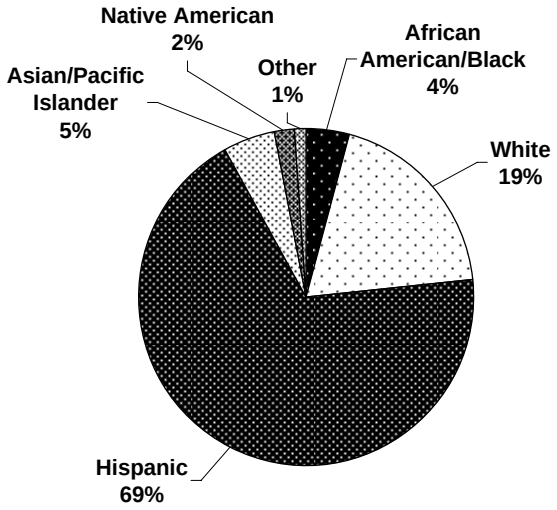
Figure 4-17 Income



Ethnic Origin and Gender

Most of the survey respondents (69%) described their ethnic origin as Hispanic, followed by white (19%) and Asian (5%). The results are consistent with the demographic make up of Western Kern County. The gender of KRT riders was balanced with females and males accounting for 50% each of the survey respondents.

Figure 4-18 Ethnic Origin

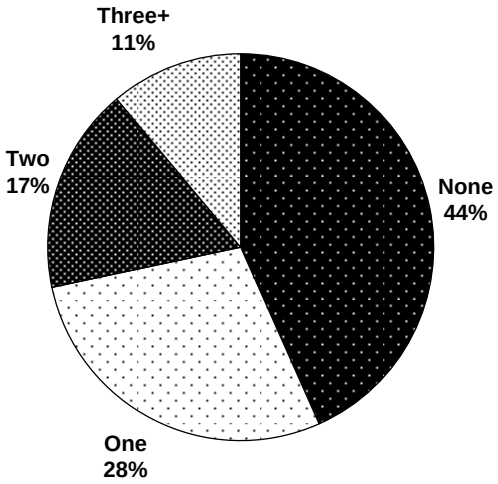


Household Vehicles

Almost half (44%) of the KRT riders indicated that they have no vehicles available in their household. Twenty-eight percent of riders have at least one working vehicle and 28% have two or more vehicles available .

The high percentage of people without access to a car underscores the importance of KRT service to its passengers. For these riders without a vehicle, KRT is providing a very important lifeline service.

Figure 4-19 Household Vehicles



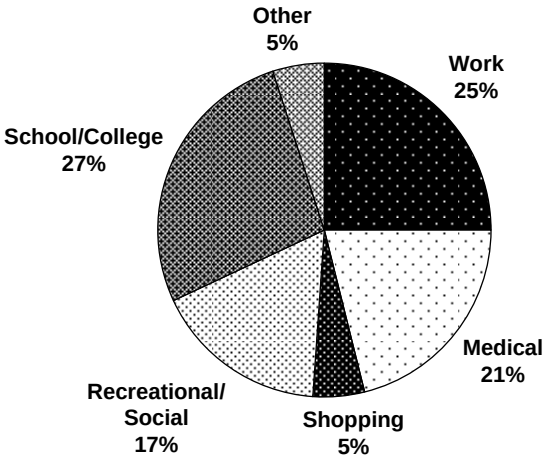
Travel Behavior

The survey included questions about trip purpose and frequency of use, as well as the origin and destination of the trip.

Purpose of Trip

The data shows that school or work are key trip destinations. Work and school trips combined make up over half of the reported trip purposes. Medical trips account for 21% of the trips and recreation/social trips make up 17% of trips. This data is shown in Figure 4-20.

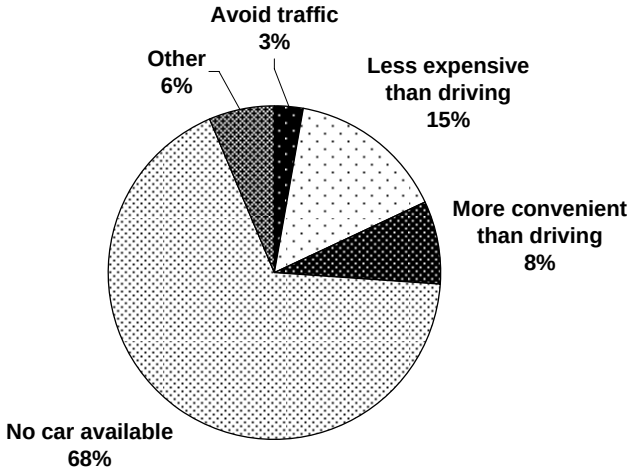
Figure 4-20 Purpose of Trip



Reason for Riding the Bus

KRT riders were asked why they were riding the bus. The most common response to the question (68%) was that no car was available for the trip. However, the survey results show that not all riders are transit-dependent. About one-quarter of the survey respondents reported that they were riding the bus to "avoid traffic," because it was more "convenient than driving," or because the bus was "less expensive than driving," indicating people with cars are opting to ride the KRT service.

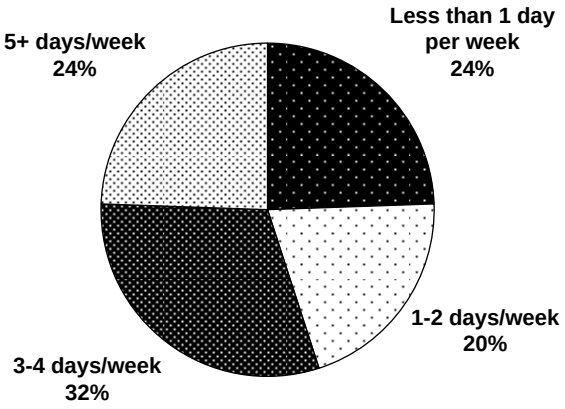
Figure 4-21 Reason for Riding the Bus



Frequency of Use

There was no clear trend of the frequency of use of KRT riders. The survey responses were evenly distributed among the answers, with about one-quarter of the respondents stating that they use the service five or more days per week and about one-quarter using the service less than one day a week.

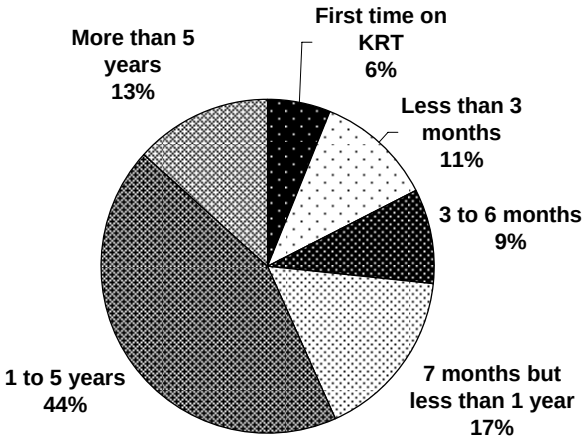
Figure 4-22 Frequency of Use



Length of Use

The majority of the riders said that they had used KRT for over a year (57%). Nearly 20% had used KRT for seven months to a year, and only six percent were first-time riders.

Figure 4-23 Length of Use



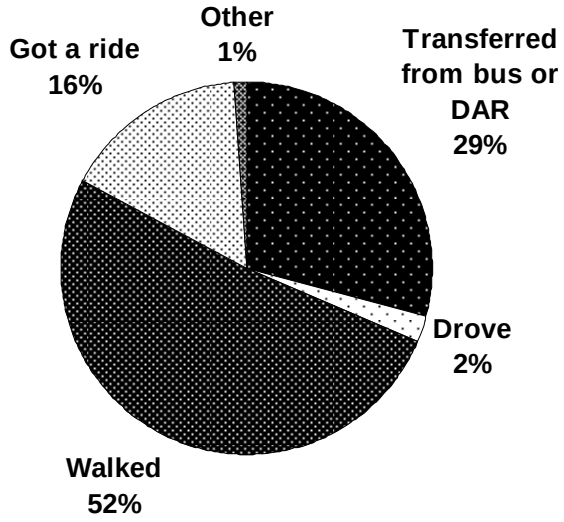
Access to and from Bus Stop

Over half of riders walked to the bus stop; 29% transferred from another bus. Of those who transferred, 11 transferred from GET, four from Wasco Dial-A-Ride, three from Shafter Transit and two from McFarland Transit.

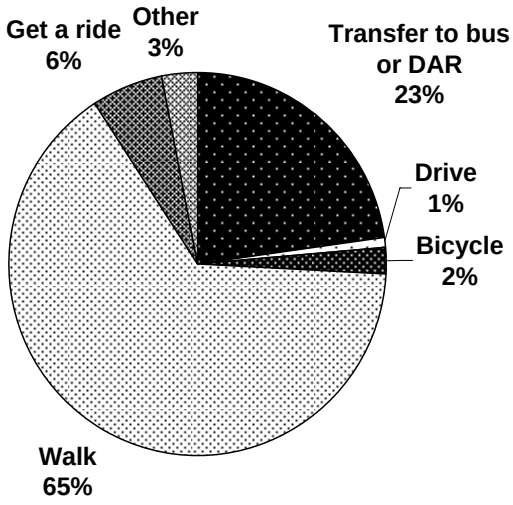
When leaving KRT, a large majority of survey respondents either walked (65%) from the bus stop or transferred to another transit service (23%). Of the riders who transferred, 86% transferred to a GET bus and 10% went to Delano Transit. One person transferred to Shafter Transit.

Figure 4-24 Access to and from Bus Stop

Access to the Bus Stop



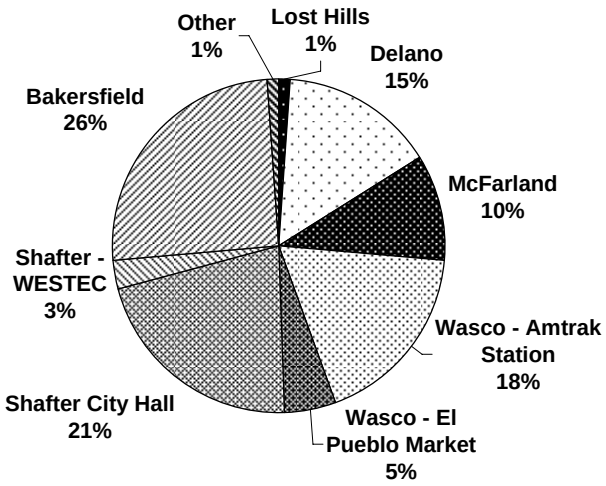
Access from Bus Stop



Bus Stop – Boarding

The highest percentage of riders boarded the bus in Bakersfield (26%) followed by Shafter City Hall (21%) and Wasco Amtrak Station (18%). Only three percent boarded WESTEC in Shafter and one percent in Lost Hills. The McFarland stop had 10% of the boardings.

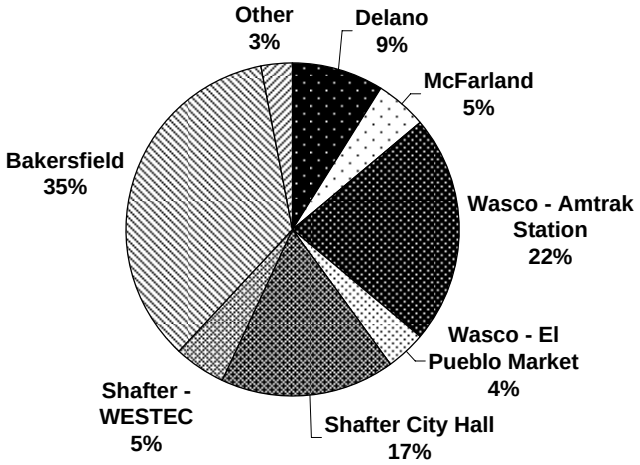
Figure 4-25 Bus Stop Boarding



Bus Stop – Alighting

The KRT survey alighting data followed a similar trend as the boarding results. Most riders got off of the bus in Bakersfield (35%) followed by Wasco Amtrak Station (22%) and Shafter City Hall (17%). Delano accounted for about 9% of alightings and WESTEC and McFarland accounted for five percent each.

Figure 4-26 Bus Stop Alighting



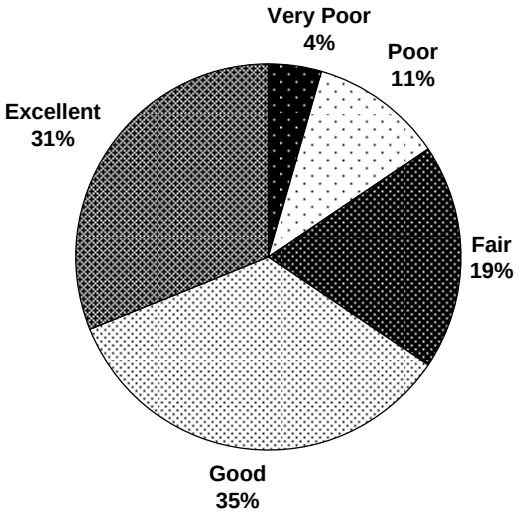
Attitudes and Opinions

The KRT survey measured rider attitudes and opinions regarding the transit service. The results are described below.

Location of Bus Stops

The majority (66%) of respondents rated the bus stop sign locations as either good or excellent. Fifteen percent rated bus sign location as either poor or very poor. KRT staff indicated they are interested in erecting more bus stop signs and shelters in Western Kern County.

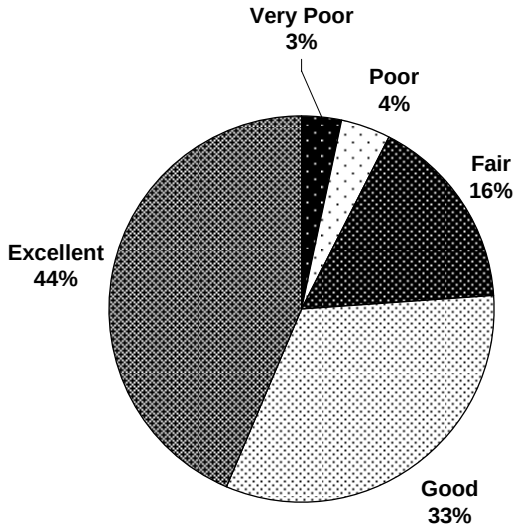
Figure 4-27 Location of Bus Stops



Routes Go Where I Want to Go

Most riders rated the KRT destinations as either good or excellent (77%). Only seven percent rated the routes as poor or very poor.

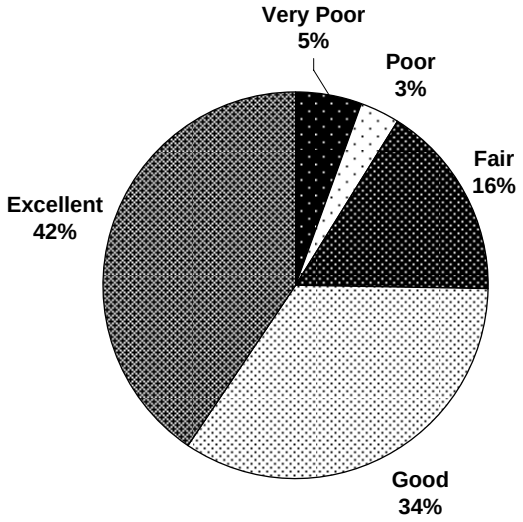
Figure 4-28 Routes Go Where I Want to Go



Availability of Seats

Most survey respondents (76%) rated the availability of seats as either good or excellent. Only eight percent rated the availability of seats as either poor or very poor. The results indicate that overcrowding may not be an issue on most KRT trips, although some stakeholders reported that KRT buses en route to Bakersfield during the morning commute have very few seats available by the time the bus reaches Shafter.

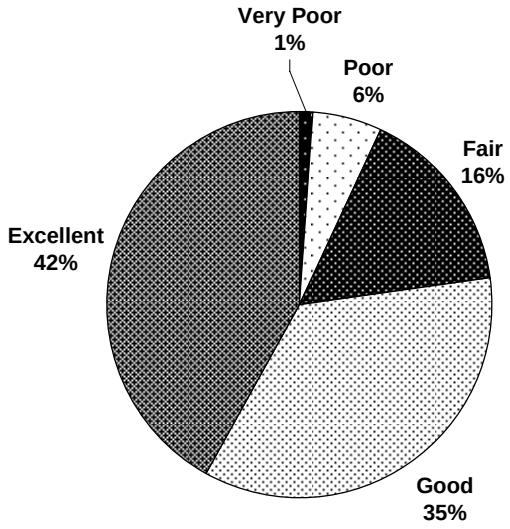
Figure 4-29 Availability of Seats



Overall Bus Service

Survey respondents gave the overall service of KRT high marks. The large majority of riders rated the service as either good or excellent and 16% rated KRT's service as fair.

Figure 4-30 Overall Bus Service



Summary

The following are highlights from the on-board survey:

- Based on the results of the survey, the riders of Wasco Dial-A-Ride, Shafter Transit, and McFarland Transit, for the most part, do not have access to a car and their annual household income is well below the median household income. This underscores the importance of the transit systems and the lifeline service they provide for the community.
- The most popular service improvements for the three dial-a-ride services were weekend service (more weekend service in Wasco), later weekday service and earlier weekday service.
- Survey respondents gave very high marks to Shafter Transit and McFarland Transit. The overall system ratings for Shafter and McFarland were over 90% good or excellent.
- Most of the trips on dial-a-ride were for shopping or personal errands. In Wasco, nearly half of the riders indicated that their trip purpose was for shopping, while Shafter and McFarland each had about 30% shopping trips. Medical trips accounted for about one-third of all trips in McFarland and 21% in Wasco and 16% in Shafter.
- Survey respondents indicated that missed trips occur on Wasco Dial-A-Ride and McFarland Transit.
- Most Wasco and Shafter riders use KRT service for trips to Bakersfield, while about half of McFarland riders travel to Delano on KRT.
- KRT survey results show that most KRT riders are transit-dependent. Nearly 70% of the riders indicated that "no car was available" for their trip.
- Wasco Amtrak Station, Shafter City Hall, and Bakersfield were the top three boarding and alighting locations for KRT riders.
- Seventy-seven percent of KRT riders gave the service a rating of good or excellent.

Chapter 5. Stakeholder Interviews

The intention of this chapter is to present the array of concerns voiced by representatives of local agencies and organizations, and community members representing a diversity of advocacy groups. In addition to interviewing over 15 individual stakeholders, meetings were held with more than 30 individuals participating in local senior center lunch programs in Wasco, Shafter and McFarland.

Stakeholder Process

Individuals commented on a number of issues regarding transit services. This section provides a summary of the range of perspectives on issues related to transit.

Kern COG staff identified stakeholders to provide a diversity of insight that would reflect the concerns of each community: Wasco, Shafter and McFarland. These individuals were relied upon to describe the "pulse of the community," but do not necessarily represent the full range of concerns among the citizens of the service areas. Thus, these stakeholder interviews serve as one element of the project input process that includes meetings with staff of all three cities, Kern COG, and the riding public through the on-board survey.

The questions included background information about the provider and how their clients or customers travel to appointments, interviews, activities, treatment, etc., and when they travel. We also asked stakeholders about the major transportation challenges in the community and their opinions about the issues that should be addressed in the transit planning process.

The list of stakeholders included in the interview process is included in Appendix C.

Stakeholder Issues

The interview format afforded stakeholders an opportunity to discuss their concerns about transit in each community and in some cases the region. Different stakeholders were identified from different cities and spoke about local transit issues, but individuals from all three cities provided comments about KRT service.

Strengths and Weaknesses of Transit

Kern Regional Transit (KRT)

According to stakeholders, KRT's strongest points are as follows:

- **Intercity routes provide a good service.** People are generally satisfied with availability, routings, customer service, and service frequencies.

- **The system provides important connections to Bakersfield and Delano**. Stakeholders in all three cities said that not all shopping, recreational, employment and medical needs can be met locally. Both Bakersfield and Delano are important destinations for residents of these three cities.

Weaknesses of KRT include issues related to the following:

- **Public information (marketing resources and maps) is limited**. Although the service is good, not enough information is available about the service. Many seniors said they were familiar with KRT, but did not know how to get information about the schedules and route structures.
- **Not all bus stops have KRT signs.** Some stops have signs; others do not. Consistent signage, along with other amenities such as benches and shelters, will help promote local understanding of KRT's services.

City of Wasco Dial-A-Ride

According to stakeholders, Wasco Dial-A-Ride's strongest points are as follows:

- **Dial-A-Ride provides good coverage within the service area.** Stakeholders are happy that the service exists and that it serves not only the central part of the city, but also the prison and golf course.
- **The drivers and dispatchers are friendly.** Wasco Dial-A-Ride provides good customer service.

Weaknesses of Wasco Dial-A-Ride include the following:

- **Service can be unreliable.** In the past, service was not always available at all days and times when it was scheduled. Stakeholders stated that passengers are passed on a regular basis.
- **Service hours.** The transit system's service hours are limited, operating only from 8:00 AM to 4:30 PM.

Shafter Transit

According to stakeholders, the Shafter Transit's strongest points are as follows:

- **Shafter Transit provides important connections.** The service offers trips to schools, medical services and does a good job of serving senior transportation needs. It also connects with KRT.
- **Service is reliable.** Service is consistent and operates as promised.

Weaknesses of Shafter Transit include issues related to the following:

- **Shafter needs better marketing and outreach.** Several stakeholders were unaware of the service hours and service policies. The lack of printed rules and regulations was identified as a challenge in understanding how the system works and what the responsibilities are of riders.
- **Service does not have the capacity to get kids to school on-time.** Shafter Transit provides a valuable service for many school children, but because it is not a school bus, it cannot guarantee on-time service for children. This is a big issue that Shafter must grapple with.
- **Customer service improvements are encouraged.** Seniors, in particular, remarked that the drivers are not always customer-oriented. One driver, for example, according to a couple of stakeholders, honks the vehicle horn multiple times while waiting for passengers.

McFarland Transit

According to stakeholders, McFarland Transit's greatest strengths are as follows:

- **McFarland Transit provides important transportation service for seniors.** Seniors receive the most reliable transit service on McFarland Transit compared with other rider groups.
- **Drivers are professional and friendly.** Stakeholders appreciate the friendly service, even if somewhat unreliable.

Weaknesses of McFarland Transit's include the following:

- **McFarland Transit needs better marketing and outreach.** The service provides no printed informational materials in English or Spanish and has no written service policies.
- **Service is not always available during the hours of operation.** Stakeholders noted, as well as staff, that service does not always operate as scheduled due to limited staffing and the need to use staff for other city services.

Needs and Priorities for Transit in Western Kern County

Almost all stakeholders indicated that all of the cities and KRT are providing important services for seniors, persons with disabilities and the transit-dependent population. However, a number of persons interviewed stated that the services could be improved.

Stakeholders identified a range of primarily short-term priorities. A sample of comments from stakeholders regarding transit priorities is presented in Figure 5-1.

According to stakeholders, short-term transit priorities for KRT are as follows:

- **More direct service to medical facilities.** Stakeholders complained that seniors are forced to make a transfer in Delano in order to access the Delano Regional Medical Center.
- **Longer service hours.** According to stakeholders, service should operate more midday trips and later in the evening.
- **Better marketing and public information is needed**. Many people indicated marketing materials were hard to find and use. Better public information should include more informative brochures, better maps, and clearer schedules for KRT. Stakeholders indicated that some stops do not have signs and other stops need better amenities such as benches and shelters.

For Wasco Dial-A-Ride, short-term transit priorities include the following:

- **Subscription service is needed.** Seniors indicated that Wasco needs to implement subscription service for regularly scheduled medical appointments.
- **Service can be unreliable.** According to stakeholders, trips are missed on a regular basis due to buses breaking down and capacity limitations.
- **Longer service hours.** According to stakeholders, service should operate later in the evening.
- **Wasco needs to hire additional bus drivers**. Wasco is having difficulty hiring bus drivers. The requirements for qualified drivers are becoming more stringent and driver pay for the city services is low, making it difficult for the system to compete with school bus driver jobs.

Short-term transit priorities For Shafter Transit are:

- **Better marketing and public information is needed**. Better public information should include more informative materials. Stakeholders indicated that Shafter Transit has the potential to partner with local organizations such as the airport and the adjacent business park.
- **Service is unreliable for school transportation.** According to stakeholders, Shafter Transit does not have the capacity to provide transportation to school kids.
- **Shafter needs to hire additional bus drivers.** Like Wasco, Shafter is also having difficulty hiring bus drivers. Shafter pays its drivers low wages and some drivers trained in Shafter end up working elsewhere for higher pay.

Short-term transit priorities for McFarland Transit are similar to some of the priorities for the other services:

- **More service days.** According to stakeholders, service is needed on Saturdays and Sundays for shopping and church trips.
- **More reliable service.** Stakeholders said that the service is not always available during the posted span of service.
- **McFarland needs additional bus drivers**. Like Wasco and Shafter, McFarland is also are having difficulty hiring skilled bus drivers and paying their wages. This has impacted service reliability.

Longer-term priorities for KRT, Wasco, Shafter and McFarland include the following:

1. **Regional high-capacity transit system is needed.** Stakeholders say that KRT service should eventually become faster and more efficient. Stakeholders recommended that the region start planning for light rail transit or bus rapid transit along the State Highway 99 corridor.
2. **Transit service needs to serve the new growth areas.** Stakeholders felt that KRT and each community's Dial-A-Ride service need to plan ahead and design routes that will serve the residential growth in the region.

Figure 5-1 Selected Comments: Transit Priorities

Short-Term
KRT • Need a bus stop sign at Westec. • Need more amenities at bus stops. • Buses are not stopping at the facility facing Pacific, instead they are making passengers walk to grassy area near Central Valley Highway in Wasco. • KRT has been able to maintain service levels after increasing bus driver's wages. • It's good to know the service exists if I ever need to take it. Wasco • Vehicles are clean and well kept. • Drivers are friendly. • Buses miss trips occasionally. • Not enough buses are available to transport wheelchairs. • Some drivers drive too fast. Shafter • Need to partner more with organizations in the area such as Westec and the airport. • Shafter Transit does not have the capacity to get kids to school on-time in morning. • Need better marketing! A lot of people don't know that the service is available. • The service needs to keep up with growth in the Seventh Standard area. McFarland • Service is good and drivers are friendly. • Need weekend service for grocery shopping and church services. • Not enough drivers are free to drive the bus: service is not always available. • The 20-ride punch pass works well. • May need to add more service to the growth areas in southern part of the city.

Conclusion

Although a few of the stakeholders interviewed said they had not given public transit a lot of thought prior to the discussion, the vast majority indicated that transit is one of many issues important to them.

Several key themes arose in the discussions. General issues that were referenced as part of the service planning process include the following:

- **The overriding issue: better transit service for the communities.** All of the service providers should focus on ways to improve transit in Western Kern County.

Stakeholders pointed to key issues for improvement such as span of service, service days and more efficient trip scheduling.

- **Overall need for better public information.** KRT and the services provided by Wasco, Shafter and McFarland need to provide better public information. Stakeholders stated that all four of the systems need to do a better job of getting the word out to the communities that they serve.
- **More reliable service in Wasco and McFarland.** Both Wasco and McFarland's Dial-A-Ride services should focus on providing more reliable and consistent service. Dispatch and drivers need to work together to make sure that no trips are missed.
- **Bus Drivers.** Wasco, Shafter and McFarland need to address the challenges of training and keeping good bus drivers. The transit systems will need to explore new avenues for bus driver retention.

Chapter 6. Goals, Objectives and Performance Standards

Introduction

This chapter presents goals and objectives, as well as performance standards for the transit services provided by the cities of Wasco, Shafter and McFarland. The 1998 Wasco Dial-A-Ride TDP, the 1998 Shafter Transit TDP and the 1994 McFarland Transit TDP established goals and objectives for the cities in the study area. Using these existing goals and objectives as a foundation, this chapter outlines a complete set of proposed goals and objectives. These new goals and objectives are based on transit system standards and are derived from the findings described in previous chapters, including staff interviews and stakeholder meetings.

The first section of this chapter highlights goals, objectives and performance measures that are recommended for the small transit operations in all three cities. The second section of this chapter describes goals, objectives and performance standards that are unique to each city's transit system.

Shared Goals, Objectives and Standards for Wasco, Shafter and McFarland

Goals and Objectives

The overall role of transit service in Western Kern County is to provide mobility. The goals and objectives for the three cities should be concise and should reflect each community's vision for transit. Riders and potential riders should be able to relate to and understand the stated goals and objectives.

The public transportation systems in Wasco, Shafter and McFarland should enhance mobility for seniors, persons with disabilities and persons with limited incomes. Fares must remain affordable, connections need to be available between key trip generators and attractors, and useful information must be available to allow people to use the services. Transportation also must respond to market changes, as growth occurs or new regional services are offered. Several goals have been developed and revised through discussions with stakeholders, staff from each city and Kern COG. These are large-scale goals that the consultant finds appropriate for all three cities, but that build on each city's current goals. These are presented with recommended objectives.

Goal 1: Provide public transit service that increases the general public's mobility while serving the specific needs of residents with particular mobility needs.

Objectives

1. To provide the option of local transportation services for Wasco, Shafter and McFarland area residents with limited access to transportation, especially seniors, lower income residents and persons with disabilities.

Goal 2: Operate the transit system in an efficient manner to maximize service delivery and minimize costs within available financial resources.

Objectives

1. Provide safe, reliable and convenient transit service.
2. Exercise effective budgetary and cost controls.
3. Develop and implement marketing strategies for the systems.
4. Take advantage of additional funding and other transit support programs as they become available.
5. Periodically evaluate current service delivery arrangements.

Goal 3: Coordinate transit system development with community planning and development efforts, and land use policy.

Objectives

1. Encourage new facilities that may impact local transit services to locate within the current service area.
2. Coordinate alternative commute programs with the private sector and other transit providers.

Goal 4: Increase the visibility, awareness and availability of information about transportation options.

Objectives

1. Take a proactive approach to providing information about transportation services.
2. Focus on providing good customer service for existing and potential users.
3. Provide accessible outreach and public information about services.
4. Enhance training, assistance and outreach programs.
5. Offer information via telephone, the Internet, and printed materials in English and Spanish and appropriate formats.

6. Educate business representatives and elected officials about the value of public transportation services.

Performance Measures

The goals address a vision for transit services. Monitoring system performance and designing the "right" services remains critical to the design and sustainability of each service. Performance measures are used to evaluate progress in addressing goals and establish a basis for service, administrative and marketing recommendations.

While specific standards can vary, industry practice generally uses two categories for service performance and design:

- Efficiency standards
- Service quality/reliability standards

In addition, service design standards are also important for route planning and are discussed later in this chapter when fixed route standards are presented for Wasco.

This section proposes standards for the transit services to meet the shared goals and objectives. Indicators and standards were developed based on a combination of existing performance and characteristics of the transit operating environment in Western Kern County.

Recommended Efficiency 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 cost, farebox revenue recovery, vehicle revenue miles, vehicle revenue hours and boardings (passenger trips).

In order to minimize the impact on staff to collect and analyze a broad range of performance data, recommended efficiency performance standards are limited to key indicators that will provide Wasco, Shafter and McFarland with a good picture of how well service is doing. Recommended efficiency performance standards include the following:

- **Operating Cost per Passenger:** This is 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. This measure is useful when service cuts or enhancements are being considered so they can be justified. The existing benchmark –- about ten years old –- is less than $5 an hour per passenger. This may no longer be realistic. The benchmark has been updated to a more obtainable standard of less than $10 per passenger.

- **Operating Cost per Revenue Hour:** This is 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 systemwide efficiency and should be tracked on a monthly and annual basis. This factor has been updated to no more than $55 per revenue hour.
- **Revenue to Non-Revenue Hour Ratio:** Non-revenue hours include deadheading between the garage and the location where the buses go in and out of service. Non-revenue hours can also include paid operator time before and at the end of their shifts (vehicle checks, sign in time and time spent refueling buses etc.) and the time to deliver replacement buses when a bus is taken out of service because of an accident or breakdown.
- **Passengers per Revenue Hour:** This is 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 critical to the establishment of design standards and benchmarks for the expansion of transit service. A benchmark of six passengers per hour was established in the last TDPs and is maintained in this plan.
- **Farebox Recovery Ratio:** The farebox recovery ratio is calculated by dividing all farebox revenue by total operating and administrative costs. Farebox recovery evaluates both system efficiency (through operating costs) and productivity (through boardings). Farebox recovery ratio benchmarks are critical to the establishment of passengers per revenue hour benchmarks. A benchmark of 10% farebox recovery was set in the existing standards, based on California TDA requirements. This plan assumes this baseline is to be met, and that farebox recovery can actually be higher.

The selected indicators comply with the basic performance indicators required by the National Transit Database (NTD) and are largely consistent with operating and cost data already collected. All of these factors should be used in combination with one another to provide a complete picture of each systems performance. This will help account for any data outliers that may be impacted by fuel prices or other factors. Figure 6-1 presents suggested service performance standards.

Figure 6-1 Efficiency Standards

Performance Standard	Benchmark	Comments
Operating Cost/Passenger	Dial-a-Ride: <$10.00	The previous benchmark was less than $5.00 per hour per passenger. Given higher operating costs, this benchmark has been raised.
Operating Cost/ Revenue Hour	Within a five-year period, the annual operating cost/revenue hour should not exceed $55.00	Rising fuel prices impact operating costs and may require adjustments to these benchmarks.
Revenue to Non-Revenue Hour Ratio	Non-revenue hours should not exceed 10% of total revenue and non-revenue hours for all service types.	
Passengers/ Revenue Hour	Dial-a-Ride: 6	To be determined by farebox recovery policy and reflect the number of passengers required per revenue hour to achieve the minimum farebox recovery ratio.
Farebox Recovery Ratio	Dial-a-Ride: 10% minimum	Farebox goals could be established over a five-year period with annual improvement to 15%.

Recommended Service Quality/Reliability Standards

Dial-a-ride service quality and reliability standards should reflect system goals and support the measurement of success in achieving specific objectives and policies. Figure 6-2 summarizes the key service quality and reliability standards.

Figure 6-2 Service Quality and Reliability Standards

Quality/Reliability Standard	Benchmark	Comments
On-Time Performance	90% of all dial-a-ride demand response passenger pick-ups must be within the policy pick-up window established for the service.	Can be monitored by dispatch and supervisors conducting point checks at dial-a-ride start times. Bus arrival and departure times can be recorded on a regular monitoring schedule.
Passenger Complaints/ Passengers Carried	The number of complaints for all services shall not exceed 0.10 % of the total boardings. Benchmark = 1 complaint/1,000 boardings	Requires the systematic recording of passenger complaints.
Preventable Accidents/Revenue Mile Operated	While no preventable accidents should occur, a benchmark has been established to permit some flexibility in the evaluation of training efforts. Benchmark = 1 preventable accident/ 60,000 revenue miles	Operator training efforts should increase as the number of preventable accidents increases. The curriculum can also be adjusted to address the types of accidents that occur.
Road Calls/Revenue Mile Operated	The number of road calls should not exceed 0.01% of total revenue miles operated. Benchmark = 1 roadcall/10,000 revenue miles	A high number of road calls reflects poor bus reliability and may indicate the need for a more aggressive bus replacement program or changes to maintenance procedures and practices.
Bus Trips Cancelled	No scheduled bus trips shall be cancelled. Benchmark = zero tolerance	Cancelled trips usually occur because too few roadworthy buses are available or drivers are absent or assigned to other duties at the beginning of the day. Cancelled trips can also occur during the service day because of breakdowns or accidents.

Specific Goals, Objectives and Standards for Wasco, Shafter and McFarland

This section focuses on goals and objectives that are unique to each city based on transit needs, demographics and key findings.

Wasco Dial-A-Ride

In addition to the dial-a-ride goals and objectives outlined in the first part of this chapter, it is appropriate to identify specific standards for the City of Wasco that address fixed route service. Wasco is currently considering adding fixed route or flex-route service. The transit operator is looking for a way to serve the general public with a fixed route system, while maintaining some form of the existing general public dial-a-ride service.

Stakeholders reported that Wasco Dial-A-Ride missed trips on a consistent basis and service was unreliable. A new set of goals and standards should be established to address this on-going issue.

Goals and Objectives

As part of this effort, a set of designated goals and obtainable objectives has been created with specific performance targets for fixed route transit services that could be implemented in Wasco. In addition, goals and objectives have been established for service reliability. Benchmarks and standards for dial-a-ride service have already been defined in the existing performance measures.

Goal W1: Provide a wide array of transportation options for all populations and for all trip types.

Objectives

1. Offer services that meet medical, work, school, shopping and recreational needs.
2. Build a transportation network that attracts frequent transit riders.
3. Offer transportation services at peak travel times.
4. Provide a combination of dial-a-ride and fixed route services for different types of trips.
5. Provide timed-transfers with KRT at the transfer center.

Goal W2: Provide reliable transportation services.

Objectives

1. Improve on-time performance to build a more reliable system.
2. Offer consistent service with no missed trips at all times.
3. Offer reliable service with ADA accessible vehicles at all times.

Performance Measures for Possible Fixed Route Service in Wasco

The performance standards noted in Figure 6-3 are designed to address the needs of any new fixed route transit service.

Figure 6-3 Fixed Route Service Performance Standards

Performance Standard	Benchmark
Operating Cost/Passenger	Fixed Route: <$7.00
Operating Cost/Revenue Hour	Within a five-year period, the annual operating cost/revenue hour should not exceed $60.00
Revenue to Non-Revenue Hour Ratio	Non-revenue hours should not exceed 10% of total revenue and non-revenue hours for all service types
Passengers/Revenue Hour	Fixed Route: 10
Farebox Recovery Ratio	Fixed Route: 10%

Recommended Service Design Standards for Wasco Fixed Route Service

Service design standards are critical planning tools to justify and prioritize the expansion of service to new areas and potential markets, and to guide how the service will be delivered.

Recommended service design standards for any fixed route service in Wasco are summarized in Figure 6-4.

Figure 6-4 Fixed Route Service Design Standards

Standard	Benchmark/Criteria
Introduction of New Service	This can include the introduction of a new route, the expansion of an existing route, and an increase in service frequency. New service should be introduced if anticipated hourly productivity will meet the productivity performance standard established for the service. New service should be operated on a trial basis for up to 18 months to allow ridership to develop.
Bus Stop Spacing	Bus stops should be located at key population concentrations and major destinations along the route. Minimum stop spacing is usually 1/4 to 1/2 miles in a city like Wasco.
Minimum Bus Stop Design	All designated bus stops should be clearly marked with proper signage including the designated route name and, ideally, route information. Benches should be considered for individual stops where the average per trip boardings exceed 5 passengers.
Passenger Loads	Maximum passenger loads should not exceed 1.5 passengers/seat.
Service Headways	Service headways should be such that passenger load standards are not exceeded on a continual basis.
Recovery Time	All route schedules should include a minimum of 10% recovery time to ensure on-time performance.
Timed Transfers	Wasco fixed route schedules should be designed to ensure timed transfers to/from KRT routes at the Amtrak Station.
Consistent Headways	When efficient and cost-effective, schedules should be designed to ensure the departure of buses from each bus stop at the same time each run.
Minimum Bus Specifications	All buses should meet all federal, state and local safety, emissions, accessibility and mechanical fitness requirements. In addition, all buses should have sufficient capacity to meet passenger load standards and meet full service day fuel capacity requirements.

Shafter Transit

- Shafter Transit needs clear and effective standards to address some of the key challenges the transit service faces. Updated goals, objectives and standards can help guide the service over the next five years. Key issues that need to be addressed include:
- Overcrowding caused by schoolchildren riding the bus to and from school.
- Limitations on availability of an ADA-accessible vehicle.

Goal S1: Improve the level and overall quality of transit service.

Objectives

1. Provide school service only through a joint operation with the school district buses in order to eliminate overcrowding and to provide on-time and reliable service.
2. Ensure ADA-accessible service is available at all times by having a full fleet of ADA-accessible vehicles.

McFarland Transit

In addition to the established goals and objectives described in the first part of this chapter, McFarland Transit should adopt standards and policies to address the following issues:

- A dispatcher must be on duty at all times.
- Dial-A-Ride service needs to be available at all times during scheduled service hours.

Goal M1: Provide consistent and reliable service.

Objectives

1. Ensure dedicated staff schedule trips and answer phones during service hours to provide consistent and reliable service.
2. Ensure that service is available at all times during service hours.

Conclusion

Achievable goals and objectives provide a "foundation" for transportation services.

Service standards provide a formal, quantifiable structure for how the service should perform and be implemented. They reflect and support the community goals for transit. Service standards also ensure compliance with all applicable federal and state regulatory requirements and facilitate simple, straightforward service evaluation. Having the service standards in place provides a clear rationale for service increases (increased frequency or service span), service expansion and service reductions (what services should be reduced when budgets are cut or if resources have to be reallocated to increase or expand service elsewhere).

Chapter 7. Service, Administration and Marketing Recommendations

Introduction

The objective of this analysis is to improve the transit service provided by the three cities located in the study area. It is important for the transit services to strive to provide residents with excellent mobility options while focusing on cost effectiveness. This chapter uses information from previous chapters of this report including proposed goals and objectives, to define service issues and alternatives and propose administrative recommendations.

Key Issues

This chapter reviews many of the key issues identified throughout this existing conditions report. The quantitative data — as well as the insight provided by stakeholders — sets the stage for the next steps of the Western Kern TDP. We have identified a number of concerns and important issues that are addressed later in this chapter.

Responding to Growth in Western Kern County

Population growth is the primary factor putting increasing pressure on transit services in the region, creating demand in areas that previously may not have warranted regular transit service. Unfortunately, the majority of new development is not very transit-oriented, yet service demands will require cities and the county to examine how service can be provided. Single-family developments that are low density are specifically designed to discourage through-traffic. This type of development is currently being built, and similar developments are planned around the southern part of McFarland and the southeast portion of Shafter near Seventh Standard Road.

Limited Public Information and Marketing

User-friendly marketing and useful public information are key elements of successful transit systems. Transit information for Wasco and Shafter is available on the buses and at city hall. In addition, Wasco has limited information about Dial-A-Ride on the city's website. McFarland has no printed informational materials available whatsoever, making it perhaps the only municipal transit service in the state that provides information only by word of mouth. While stakeholders say that the dial-a-ride services are important, they note that the transit systems have not actively marketed service to residents.

Many people indicated that KRT marketing materials were hard to find and use, but the consultant found them to be well distributed at senior centers and public buildings. According to stakeholders, better public information for KRT should include more informative brochures, better maps, and clearer schedules. In addition, some bus stops are marked with a bus stop sign, while some are unmarked. Many bus stops could use amenities, such as benches and shelters.

Staff Resources

The most critical issue for all three dial-a-ride services is the retention of bus drivers. Wasco, Shafter and McFarland are currently in need of drivers, and through interviews with other stakeholders, it is clear this issue is not limited to these three cities, but also affects other Kern County providers such as Delano and KRT. Staff from the three cities said that it is difficult to find qualified drivers, train them, and retain them. Opportunities may exist for the cities in Western Kern County to pool resources as part of a pilot coordination effort to train new drivers and supply backup drivers.

Service Challenges

Although most riders praise their local transit services and are pleased with the connections afforded to them by KRT, not all of the transit services are reliable at all times. A couple of examples are as follows:

- Stakeholders, as well as transit staff, said that service does not always operate as scheduled in McFarland due to limited staffing and the need to use staff for other city services.
- In Wasco, stakeholders reported that Dial-A-Ride missed trips on a consistent basis and service was unreliable overall. In addition, two-thirds of passenger survey respondents in Wasco indicated that they have requested service in the past during service hours and the Dial-A-Ride was not available.
- Schoolchildren riding the bus in Shafter represent a significant transit market, but periodically overwhelm the small system. Shafter is grappling with policies to curtail service to the schools.

Service as usual may not be appropriate for all of the transit operators in Western Kern County. More efficient services might be provided via flex routes, advanced scheduling, and potential service coordination with other cities.

Wasco is currently considering adding fixed-route or flex-route service. The transit service is looking for a way to serve the general public with a fixed route system, while maintaining its general public service on Dial-A-Ride.

Policies and Guidelines

No city has updated goals and policies since the 1994 or 1998 TDPs. The lack of clear transit service policies and guidelines is a barrier for providing effective transit service in all three cities. For example, one recent challenge has been the different guidelines used by KRT and the City of Shafter regarding which passengers with very severe medical conditions they must carry without an attendant.

Neither Shafter nor McFarland has a written set of transit service policies, and Wasco only recently developed a set of policies for staff. The lack of printed policies and rider guidelines/expectations also means that riders may be unfamiliar with their own responsibilities.

Performance and Operating Costs

Transit performance is uneven across the services. For example, in Wasco, based on cost information provided by the City, the cost per revenue hour for the most recent fiscal year was nearly $110, making it among the most costly services in Kern County. This suggests that the service has some significant inefficiencies that need to be examined closely. The City's calculated farebox recovery ratio of eight percent[1] does not meet TDA farebox requirements.

In Shafter, operating costs have increased, but the service has remained relatively efficient. The number of annual passengers has increased over the past five years, and the current farebox recovery ratio is at 16%.

McFarland, which in years past had one of the highest passengers per hour and farebox recovery ratios has had uneven performance in recent years, but the cost per hour is less than one-half of Wasco's cost at about $52.00. The farebox recovery ratio fell from a high of 29% in FY 2001/02 to 10.6% in FY 2005/06.

New goals and performance standards have been developed for this study, and formal adoption of these standards by each city council will be recommended to ensure service is not only consistent and at a high level of quality, but also operates efficiently.

One of the questions that must be addressed is whether the individual cities are trying to keep costs low at the expense of providing good service. City managers and finance staff from all three cities emphasized their objective is to use as much TDA funding for streets and roads as possible. It is important that each city addresses its transit demands.

[1] Farebox recovery ratio date for 2005/06 is from the State Controller's Reports.

Opportunities for Coordination

Kern COG's Regional Rural Transit Strategy identified opportunities for enhanced transit service coordination in Kern County. A challenge in implementing large-scale coordination efforts in this county is that Kern County is so large. Nevertheless, one of the recommendations in this plan was to implement coordination efforts on the regional level. Western Kern County may provide the right set of challenges and opportunities to implement some pilot coordination efforts to address training/staffing, marketing, and even equipment purchases.

Staff of all three cities were asked about their willingness to coordinate service. Staff in both Shafter and McFarland expressed interest, and suggested that as long as a high quality of service could be provided for the lowest cost — and little drain on staff resources — they would consider some coordination proposals. Opportunities for coordinated efforts to improve the availability and quality of service in Wasco, Shafter and McFarland are addressed in the Service Alternatives section of this chapter.

Fares and Fare Policy

With declining farebox recovery ratios in all three cities and some complexity in fares, fare policies must also be reviewed. Each city has different fares and different policies. For example, Wasco has a zone fare for the longer trips between the prison and the city center. All riders must pay a fare in Shafter, regardless of age: even small children are assessed a fare. In McFarland, a single pass is produced for all passengers but sold at different prices depending upon whether the purchaser is an older adult, has a disability or is a member of the general public. Although it may not be prevalent, this suggests the potential for fraud. Fare mechanisms for all three cities are easy to duplicate, and in some situations drivers make change.

Service Alternatives

Service alternatives are presented as follows:

- Kern Regional Transit
- Wasco Dial-A-Ride
- Shafter Transit
- McFarland Transit Service.

Kern Regional Transit (KRT)

KRT operates two routes that serve the three cities in the study area. They are:

1. The North Kern Express that operates seven days a week with seven trips on weekdays and three trips on weekends; and
2. The Lost Hills/Bakersfield Intercity route that operates twice a week with five round trips on Thursdays and three round trips on Saturdays.

The two routes provide important regional transit service to the communities in Western Kern County with connections to Bakersfield and Delano. Based on information from the passenger surveys, passenger counts, and stakeholder interviews, the KRT service is highly regarded in the communities it serves. It provides an important lifeline link from the smaller towns to the jobs, schools and medical facilities in Bakersfield and Delano. Nevertheless, the results of the survey and the stakeholder interviews illustrate two service improvement opportunities for KRT in Western Kern County. These issues are described in the following sections.

Bus Stop Improvements

To improve safety for passengers, motorists and bus operators, and to provide important information to riders and potential riders, established bus stops with clearly marked bus stop signs are recommended for KRT. While most bus stops in the three cities have signs, a number of stops, such as the WESTEC stop in Shafter and the stop in McFarland, have no indication that a bus serves the area.

Bus stop signs provide riders with basic information about the service and are an excellent marketing tool for promoting transit and attracting new riders. KRT should consider establishing a bus stop database to provide an inventory of all bus stops signs (and amenities) in the system. The database should go beyond identifying signs, and should include the condition and amenities at each stop, which would be useful in making decisions about future capital improvements. The database could also include a maintenance schedule for sign or decal replacement.

KRT should also consider adding amenities to stops based on the volume of passengers that use the stop. Additional factors to consider include proximity to senior housing and if the shelters (or other amenities) are funded by other sources. Shafter and Wasco have sheltered waiting areas near their downtown stops; McFarland does not.

A typical high-volume bus stop could include any combination of the following amenities:

- Bench
- Shelter
- Route Information
- Trash Receptacle
- Lighting

Additional Bus Stop Location in McFarland

In an effort to provide improved access to the North Kern Express route in McFarland, a second bus stop should be added along 1st Street between Perkins Avenue and Kern Avenue. Currently, the route stops once in McFarland at the Community Building located near the intersection of the Frontage Road to State Highway 99 and Sherwood Avenue. The bus travels to the stop by entering and exiting State Highway 99 at Sherwood Avenue in the northbound and southbound directions. However, a large number of residents live on the east side of State Highway 99 and walk over a long pedestrian bridge to access the stores and community/medical facilities on the west side of the freeway. A second bus stop would be closer to the bridge terminus point located just north of Kern Avenue, allowing for easier access to the North Kern Express for people who use the bridge and for residents who live in the north central part of the city. It would also eliminate the need for some residents to rely on local dial-a-ride service in McFarland to make the connection to KRT.

The new routing would add only a few minutes to the schedule: the route would simply parallel the existing freeway routing, but would allow the bus to travel easily through the city. In the southbound direction the bus would exit at Elmo Highway in north McFarland and travel south on the Frontage Road/1st Street stopping near Kern Avenue before continuing south to the Community Building. The bus would then resume its current routing by entering State Highway 99 southbound at Sherwood Avenue.

In the northbound direction, the route would exit State Highway 99 at Sherwood Avenue and travel west to the Community Building. The route would continue north on 1st Street, stopping near Kern Avenue before entering northbound State Highway 99 at Perkins Avenue.

Wasco Dial-A-Ride

The City of Wasco is currently considering adding fixed-route service in addition to its Dial-A-Ride service. The new route would operate in central Wasco connecting major activity centers and providing connections to the transfer center in downtown Wasco.

Fixed Route Service

In addition to offering general public dial-a-ride service, the City of Wasco is interested in implementing a fixed route circulator in central Wasco. The fixed route service is designed to provide scheduled transit service to the higher density central core area of Wasco with its mix of residential, commercial, and medical/social services. Its primary purpose is to provide a circulator that connects the major activity centers to the transfer center with connections to Amtrak and KRT.

Proposed Routing

The proposed Central Wasco route is designed to replace part of the current general public Dial-A-Ride service. The route would operate in a two-way loop through central Wasco connecting the Kmart at State Highway 46 and Central Avenue to the Amtrak station in downtown (see Figure 7-1 for a map of the route). In the counter-clockwise direction, the bus would travel east on State Highway 46 from the Kmart, right on Beckes Street to Poso Drive, left on Poso Drive, right on Palm Avenue, left on Filburn Street, left on Poplar Avenue and back to Poso Drive. The route would continue past Barker Park left on F Street, right on 8th Street, left on G Street to the Amtrak Station/Transfer Center at the intersection of 7th and G Streets. The route should be scheduled to provide timed-transfers to KRT at the transfer center. The route would then continue west on 7th Street to Beckes Street, right on Beckes Street and left on State Highway 46 to the Kmart.

The route would operate with one vehicle with 60-minute headways in each direction. In other words, the bus should take about 30-minutes to complete a one-way loop (including recovery time and layover) and 60-minutes to cycle the loop in both directions. This estimate is very conservative and it includes ample recovery time.

The route is designed to provide direct service to the most popular destinations that the Dial-A-Ride currently serves, including the following locations:

- K-Mart
- CSO
- Wasco Medical Plaza
- Fiesta Latina Market
- Wasco Arms Apartments
- Amtrak
- WIC

The service could operate with one of the current vehicles in the fleet in the short-term. Depending on demand, additional service and a larger vehicle may be needed in the future. As with any new service, the route should be closely monitored and refined as needed. Dial-A-Ride service would continue to be available to the general public who live outside a ¼ mile buffer from the fixed route service (see Figure 7-2). The ADA-eligible residents who live along the fixed route will have the option of using the fixed route service or Dial-A-Ride. In order to provide the necessary connections to KRT, the fixed-route service should operate until at least 6:40 PM.

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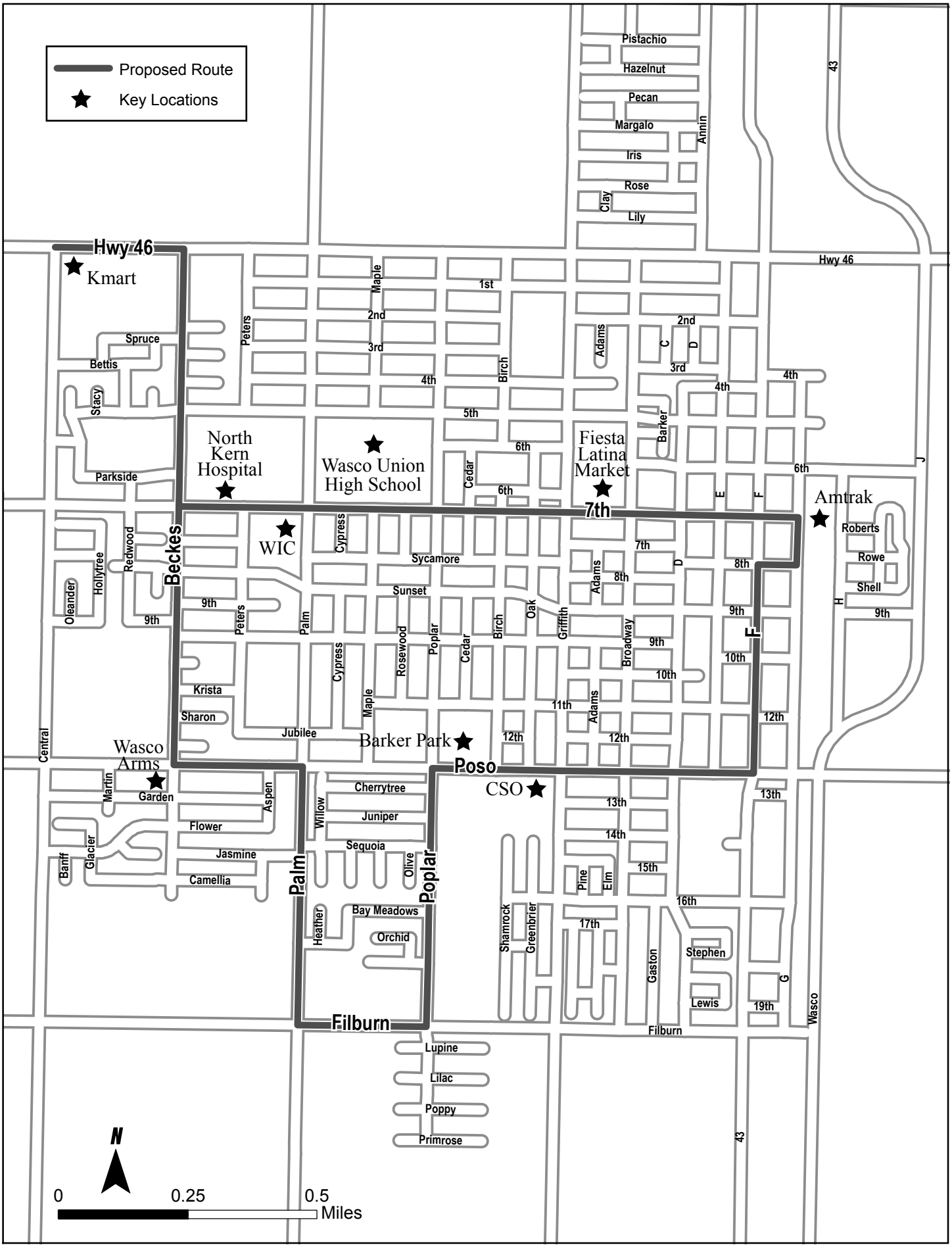
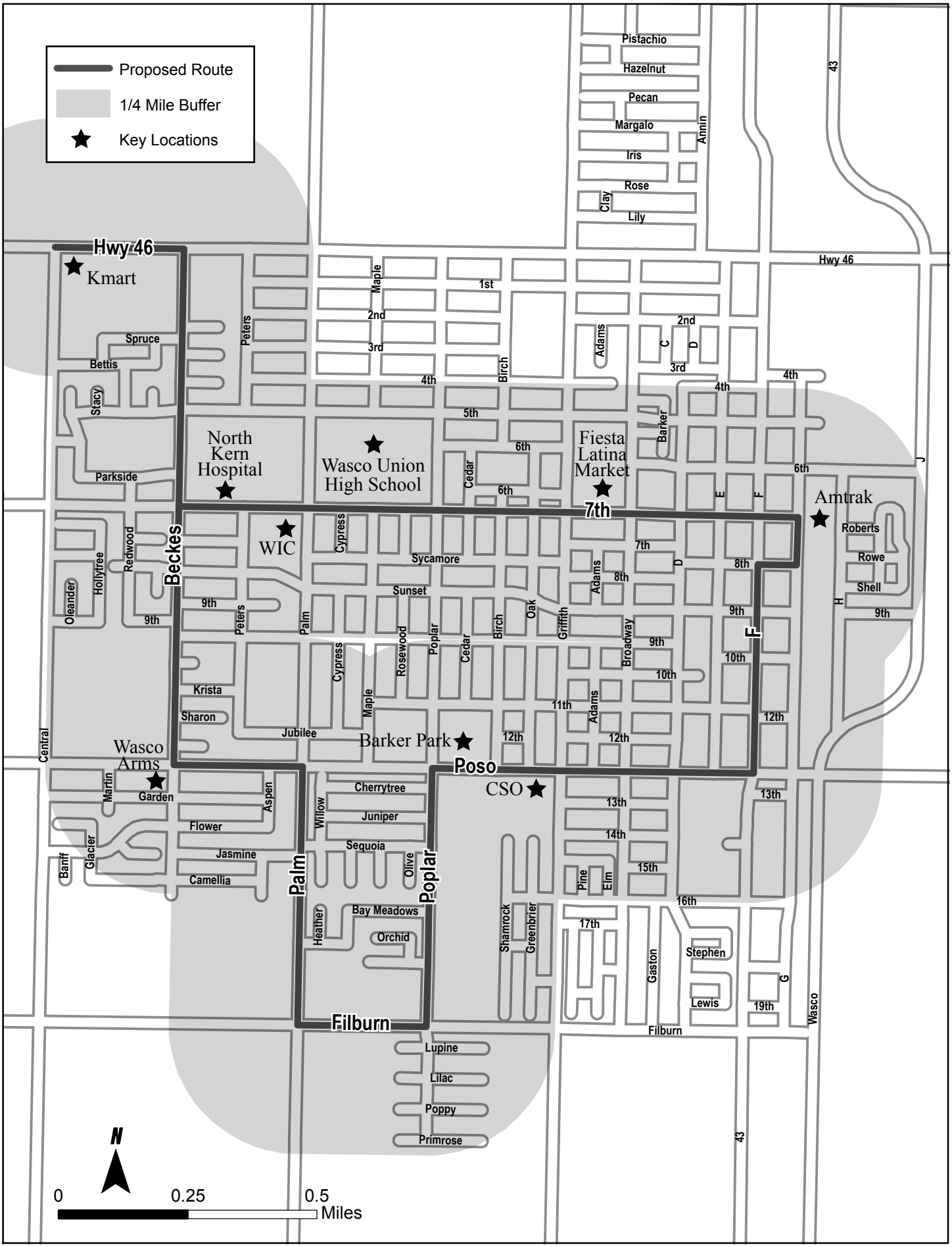
Figure 7-1 Proposed Fixed Route



Nelson|Nygaard consulting associates

GIS Data Source: County of Kern
Location: Western Kern Co, CA

Figure 7-2 Quarter Mile Buffer to Fixed Route



Nelson | Nygaard
consulting associates

GIS Data Source: County of Kern
Location: Western Kern Co, CA

Flex Route

Flex-route service is designed to provide demand response transit service in areas where there may not be sufficient demand to support fixed route transit service and where dial-a-ride service may not be as productive as it could be. Flex route service may be an option for serving some of the transit generators in the City that are not located along the proposed fixed route. Important locations that could be served by the flex route include:

- Shopping centers on State Highway 46 between Palm Avenue and F Street
- The multi-family housing complex near the intersection of F Street and 16th Street
- The migrant farm worker housing located along H Street across the railroad tracks from the Amtrak station

Flex route service should not be implemented until the fixed route has had time to develop a ridership base. The recommended new fixed route service represents important changes for transit service in Wasco. The City should allow enough time to market the fixed route, build ridership and work out any kinks before introducing flex route service. If the fixed route is successful and meets the goals and standards outlined, then the City should consider introducing flex route service.

Bus Stops

Transitioning to fixed route service will require bus stops. Bus stop signs are recommended in the capital program. Comprehensive bus stop signs show people that the fixed route service exists. They also reassure riders that they are at the correct boarding location — something of great concern when buses run with limited frequency.

Bus stops should be clearly marked with bus signs that provide as much information as possible. A good bus stop sign should include the system name and logo, stop and frequency information, as well as a contact telephone number or website whenever possible. Adding shelters, benches and an information board is recommended for high-volume stops.

Placement of bus stops is an important factor that should be considered carefully. Most transit agencies are transitioning to far-side bus stops. Far-side stops generally encourage pedestrians to cross behind the bus and can improve pedestrian safety since it eliminates the sight-distance restriction caused by the bus when it stops on the near side of an intersection.

Subscription Service

A subscription service for Wasco Dial-A-Ride would allow passengers to schedule trips on a regular basis. With subscription service, passengers only have to call once to schedule a recurring ride. In some cases, passengers need to make the same trip multiple times in a

week. Subscription service would allow for recurring medical appointments or senior nutrition visits to be scheduled ahead of time making it easier for users to schedule trips and more efficient for Wasco Dial-A-Ride staff to plan a schedule in advance. Subscription service should only be available during regular Dial-A-Ride hours.

Service Reliability

About two-thirds of survey respondents indicated that they have requested a ride during regular service hours and the Dial-A-Ride service was not available. Providing service on-time and eliminating missed trips are key elements to a successful transit service. Wasco Dial-A-Ride needs to re-evaluate the current scheduling system and look for ways to make it more efficient and reliable. The introduction of fixed-route service may help to reduce the number of dial-a-ride trips and minimize over bookings. However, if late pick ups and missed trips continue after the implementation of fixed route service, the City of Wasco should consider adding another vehicle to the service during peak periods.

The proposed service standards outlined in Chapter 6 state that 90% of all trips should be within the 10 minute pick-up window and that no trips should ever be cancelled or missed.

Service Hours and Days

According to the passenger survey results, the top three service improvements that riders requested were "later weekday service", "earlier weekday service" and "Sunday service". While these improvements are almost always less productive than weekday peak service, providing service at these times may enable workers to take advantage of transit for more trips. For the system to be useful for service workers (employed by retail stores, restaurants, etc.), it must be available seven days a week and at times when they may need to work. In addition, Sunday service would allow for residents to make church and shopping trips as well as provide connections to the North Kern Express, which operates seven days a week.

Shafter Transit

No major service changes are proposed to the existing Dial-A-Ride service in Shafter. Although the local Dial-A-Ride has been relatively efficient, input from stakeholder and staff interviews show that new policies need to be implemented to address school service.

School Service

The Dial-A-Ride service becomes overwhelmed with school kids during the hours that children are traveling to school in the morning (before 8:00 AM) and returning home in the afternoon school (after 2:30 PM). The overcrowding causes a ripple effect that negatively impacts on-time performance and the overall schedule.

The City of Shafter could partner with the Richland and Kern High School Districts in order to provide additional service to the students in the area. A general public dial-a-ride does not have the capacity to handle a high volume of school trips. Alternatives are presented later in this chapter to establish a policy restricting or eliminating service to schools for children at certain times. One option would be to acquire and operate larger vehicles during the school commute times. Larger vehicles would also enable the City to expand service as discussed below. Because the school districts have expressed interest in maintaining the service, the City of Shafter could offer school trippers (special school bus trips that pick up children and drop them off at schools) that would be paid for through a cooperative funding agreement between the City and the school districts.

Fleet

Another important issue for Shafter is the need for a fully accessible fleet. Currently, only one of the six vehicles in the Shafter Transit fleet is ADA-accessible. The accessible vehicle is only placed in service when the lift is needed because it is an older bus in poor condition. The City should make it a top priority to transition its fleet to ADA accessible vehicles over the next several years.

Scheduling and Dispatch

Shafter Transit currently uses a driver-dispatch system in which the two drivers answer radio-phones and take requests for rides while they are in their vehicles. Self-dispatch has been very successful and it has worked well for Shafter. It is also a highly efficient and cost effective dispatch system. However, there are safety issues involved with the driver-dispatch system. Drivers must talk on their phones and schedule rides while they are driving. This system causes a distraction for the drivers, which may put them and their passengers at a higher risk of an accident. As the City and the transit service continue to grow, Shafter Transit should consider hiring a dispatcher to schedule trips, making the system safer as well as more centralized and efficient.

Service Hours and Days

According to the passenger survey results, the top two service improvements that riders requested were “weekend service“ and “later evening service.” Although these desired improvements are rarely cost-neutral, they are effective ways of making transit service more attractive and useful to riders. Many workers, especially those working in lower income jobs, do not leave work before Shafter Transit ends weekday service (4:30 PM), nor do they work weekdays only. Expanding service hours will allow for regional connections to KRT in the evenings and weekends. Shafter residents will have the option of transferring from Shafter Transit to North Kern Express on weekends for connections to Delano and Bakersfield.

Service Growth

Shafter Transit should establish a more efficient system to serve areas outside of the core of the city including the new residential growth areas to the south, the Minter Field Industrial Center and West Tec Training Center to the east on Lerdo Highway, the International Trade and Transportation Center at Zachary Street and Seventh Standard Road, and the Shafter Community Health Center and migrant farm labor camp on State Highway 43. The Dial-A-Ride currently provides important connections to these areas; however, Shafter Transit should consider adopting a 24-hour advance reservation system to help plan these longer distance trips more efficiently. The current driver-dispatch system should not be used for the advanced scheduled trips. Instead, advance scheduling should be done by administrative staff to allow for more carefully planned and coordinated schedules. The advanced trip planning would give the Dial-A-Ride service an opportunity to group trips with similar origins and destinations and trip times together, thus providing a more efficient and cost-effective service.

The Dial-A-Ride should also consider establishing dedicated grocery shopping trips. The passenger survey results and driver logs showed that Apple Market is one of the most popular destinations in Shafter. Regularly scheduled shuttle service that circulates in the residential areas before dropping off at the Apple Market could operate every Tuesday and Thursday. Passengers would still need to schedule a ride in advance. This type of regularly scheduled service should be more cost-effective; however, it will need to be marketed to the community prior to implementation.

McFarland Transit

The City of McFarland should continue to operate as a demand-responsive general public operation within the current service area. In order to improve service delivery, McFarland Transit should focus on staffing and reliability issues. New policies are encouraged to enhance service efficiencies for the Dial-R-Ride service.

Operate Service During Scheduled Service Hours

McFarland should operate transit service at all times during the scheduled service hours. Bus operators need to be available to drive vehicles during their shifts. The bus operator in McFarland currently splits time between driving buses and street sweeping, causing unpredictable and unreliable service. Consistently missing trips is unacceptable.

In addition, a second bus driver should be hired to fill the open position. By having two drivers available, McFarland Transit would be able to provide a more consistent service to the community. A second driver would also help to extend the dial-a-ride service to the areas of growth on the south and west sides of the city as more development occurs.

A part-time or dedicated dispatcher position, who would also have office assistant and clerical responsibilities, should be created by the City for McFarland Transit service. The current system allows for a number of city staff members to answer the transit hotline and schedule trips. Having one dedicated person responsible for reservations and scheduling the service would allow for more consistency and a more reliable service overall. The dispatcher position would also be responsible for tracking rides, logging denials and tracking reservations. Having one person handling these duties would streamline the dial-a-ride scheduling process and would help produce more efficient schedules.

Advanced Scheduling

Advanced scheduling for dial-a-ride trips should be implemented to make scheduling a ride more convenient for users. Passengers would be able to reserve a trip up to five days in advance allowing for more efficient trip planning for McFarland Transit staff. Trips that are scheduled more than a week in advance have a higher proportion of cancellations and "no-shows," which can impact the overall efficiency of the service, and thus only five-day advanced scheduling is recommended.

Standing appointments should also be made available, allowing for weekly doctor visits or other regularly scheduled or recurring appointments to be established ahead of time. Currently, these reoccurring trips are informally scheduled by seniors going to the senior lunch program.

When a trip is scheduled, a "pick-up window" should be used. Passengers would be expected to be ready 10 minutes in advance of their scheduled pick-up time and understand that the bus may run up to 10 minutes beyond the scheduled pick-up time. This would allow both the dispatcher and the McFarland Transit drivers more flexibility and potentially improve on-time performance and productivity.

While not eliminating same day bookings — these can be provided on a space-available basis — the role of transit should be to provide reliable service for residents, which they can schedule and plan for in advance. Transit customers should be encouraged to think about making their reservations for "next day" trips (at least 24 hours). Drivers would pick up the trip schedule at the beginning of the day from City Hall and be responsible for adding trips as they are radioed by the dispatcher throughout the day.

Dial-A-Ride Routing

Some minor enhancements to the existing dial-a-ride service in McFarland are proposed to improve the efficiency of the service. The goal is to ensure that intra-city mobility is available between the residential area on the east side of the city and the social services and businesses located on the west side of State Highway 99.

A circulation pattern could be established to allow for the buses to operate one-third of the time on the east side and two-thirds of the time on the west side. Service could operate

every 30 minutes by circulating on the east side of State Highway 99 for the first 10 minutes and traveling on the west side for the next 20 minutes. This travel pattern could ensure a more equitable service, allowing for more time in the larger section of the city where most of the growth is occurring, but still allowing ample time for pick-ups and drop-offs on the more isolated east side. In this scenario, dispatchers would schedule the trips to ensure that pick-ups are grouped based on the origin of the ride.

As McFarland continues to grow to the south and west, circulation patterns may have to be adjusted to 60-minute intervals to cover the entire service area. The dispatcher also has the option of scheduling alternating travel patterns with one bus starting on the west side and the other bus beginning service on the east side during high ridership periods. The introduction of advanced scheduling will also help to establish a more efficient circulation pattern.

Weekend Service

According to stakeholders and the results from the passenger survey, service is desired on Saturdays and Sundays for shopping and church trips. In addition, limited weekend service in McFarland would allow for residents to transfer to the North Kern Express line, which provides connections to Delano and Bakersfield.

Service Expansion

The City of McFarland is experiencing rapid residential growth in the south and west parts of the City. It is important that the Dial-A-Ride service area expand to serve these new growth areas. In order for McFarland Transit to provide expanded service, a second bus driver will need to be hired. Unfortunately, not all of the newer developments have land use patterns that are transit friendly. A number of residential neighborhoods are being built with inconsistent sidewalk networks and indirect, circuitous streets, which means buses must travel longer routes, resulting in longer travel times.

Service to Schools

McFarland Transit discontinued school service last year after staff reductions resulted in a one driver/one vehicle system. Operating statistics show that productivity was much higher with the school trip service. Current service is comprised mostly of trips to the senior center for the lunch program and to the Palace Market and Sierra Vista Clinic. By adding a second driver and vehicle to the system, the Dial-A-Ride service should be capable of resuming service to the schools. The school tripper runs would operate only during school commute times with one trip in the morning and another trip in the afternoon. This would allow the Dial-A-Ride to provide service again to the substantial school population and to improve its productivity at the same time.

Administrative, Marketing and Fare Recommendations

In addition to the service alternatives and recommendations, a series of enhancements are recommended to ensure the transit operations are meeting their goals and objectives. This section presents administrative recommendations to support and sustain the three local transit operations. For each of the operators, a discussion of key issues is presented, along with a series of administrative and marketing recommendations. Fare recommendations are also included.

Region-Wide Recommendations

Transit System Management

All three cities manage their transit operations on a shoestring. Administrative staff overseeing each transit system have many job responsibilities, and transit is only one of them. All transit staff are encouraged to better understand the responsibilities for managing a small transit system, including the collection of data, training, reporting, marketing and funding.

- Although Shafter does a good job of managing the day-to-day operations of its dial-a-ride, the city does not submit funding applications and reports on-time. Kern COG does not penalize cities for late submission of funding requests.
- Wasco has retooled its service procedures and policies, but costs are high and farebox performance is poor, not meeting the 10% TDA requirement.
- McFarland is unable to operate transit service on all scheduled days and at all scheduled times.

A transit system management program is recommended whereby staff from these three Western Kern cities, and perhaps other transit operations throughout Kern County, attend a transit management and training workshop. The complete workshop may take several days and would cover the wide array of responsibilities required to manage a small transit system. It would also include an overview of Kern COG reporting requirements and Kern COG's expectations for transit operators in Kern County.

Such a program could be led by Kern COG, with outside assistance from a contractor or bus operator.

Transit management programs are also periodically offered throughout the US by the American Public Transit Association (APTA), the Community Transportation Association of America (CTAA), and the National Rural Transit Assistance Program (RTAP). The California Transit Association (CTA) and the California Association for Coordinated Transportation

(CalACT) also provide training programs. Operators could send staff to scheduled classes and workshops or work with one of these organizations to provide training in Kern County.

In addition, transit staff from the three Western Kern County cities are encouraged to review TCRP Report 54, the *Management Toolkit for Rural and Small Urban Transportation Systems*. This report provides an assessment tool and guidance for managing a small transit system.

Recruitment and Training

Some of the most significant challenges faced by all three cities are the recruitment of drivers, having back-up drivers available if one driver calls in sick, and providing training for staff.

Recruitment

Recruitment is primarily an issue of salary: what other transit providers pay and what other comparable jobs pay are factors in one city's ability to attract skilled transit staff. The consulting team reviewed driver wages for the city transit systems and compared them with wages for KRT drivers and three other transit systems. Some transit providers increased their wages as this study got underway.

As of February 2007, Wasco has the highest pay scale among any of the transit operations in Western Kern County (Figure 7-3). Staff at some cities, such as Shafter, noted that Wasco's higher wages makes it more difficult for them to keep drivers. Staff in Shafter, for example, shared stories of drivers who had been trained by the City only to fail their exams, or drivers who had gone to school districts or Wasco after receiving training in Shafter.

Figure 7-3 Bus Driver Wage Comparison

	Hourly Wage		
Operator	Training	After 6 Months	After 1 Year
Wasco Dial-A-Ride	$15.58	$15.58	$15.58
Shafter Transit	$11.00	$12.00	$12.00
McFarland Transit	$10.00	$10.00	$11.00
Kern Regional Transit	$7.50	$9.55	$9.80
Delano Transit	$10.08	$10.58	$11.11
Taft Area Transit	$13.62	$14.29	$15.02
Fresno (FCRTA)	$10.16	$10.16	$10.16

Notes: Shafter pays an additional $40 a month for bilingual (English/Spanish) drivers
Fresno's wages are for non-air brake vehicle drivers

According to data from the California Employment Development Department, 2001 wages for bus drivers statewide averaged $13.48, compounding for an annual wage of $28,021. Given this data was last collected six years ago, drivers today in Kern County generally are making less than the statewide average, where hourly wages were generally between $10.17 and $16.77. It should be noted that in Kern County, based on 2005 labor statistics data from the California Employment Development Department, the median hourly wage for a retail salesperson is $8.86, 35 percent lower than Shafter's $12.00 hourly wage. This suggests that actively soliciting bus driver positions to other potential service sector employees may be worthwhile. Nevertheless, the median hourly pay rate for correctional officers, another significant industry in this portion of Kern County, is about $28.00, assuming one year of training; truck driver wages are over $17.50 per hour.

Wasco found that by raising its pay rate, it had fewer challenges attracting qualified drivers. Higher wages for drivers in Shafter and McFarland will help to make the job more attractive in these cities as well, allowing the cities to hire individuals who already have the requisite training.

Given the training that is required to drive a bus and special requirement for a California Class B driver's' license (if the transit agency uses buses that carry more than 10 passengers), the potential job pool is somewhat limited because many other comparably paid jobs do not require the same level of training. Bus drivers are required to renew their licenses every five years and are required to take a physical exam every two years.

Employer-covered training costs and licensing costs provide an additional benefit for potential drivers. To ensure the cities do not lose money training employees who then leave for other agencies (a problem noted by city staff in Shafter), the cities should offer to cover training and licensing costs only by reimbursing drivers after they complete one-year of service on the job.

Local school districts have a pool of trained drivers. Although some of the cities have had tenuous relationships with the local school districts in the past, they are encouraged to work with the districts to share staff and recruit part-time drivers for the public transit operations. It may require higher wages, but will make available a larger of pool of qualified drivers.

Transit system contractors and recruiters emphasize that their jobs provide training, competitive salaries, full-time schedules (or part-time flexibility), benefits, and a good work environment to attract bus drivers. The cities are encouraged to emphasize that the bus driver job is about attracting individuals who are customer-service oriented, take pride in their local community, enjoy public agency benefits, like to meet new people, and can work in their home town.

Contracting Option

Although some of the Western Kern transit services are operated efficiently, many cities find that staff can dedicate more time to other city needs by contracting with a transit provider. To save staff resources, the City of Tehachapi gave up the operation of its local transit service, instead contracting directly with Kern Regional Transit for its provider, First Transit, to operate the local service in Tehachapi. According to staff in Tehachapi, it was a good decision, allowing city staff to focus on other priorities and letting an operator familiar with the city and having the resources in place provide the local service. Based on feedback from the City of Tehachapi, an initial reduction in service quality was experienced during the transition due to the unfamiliar operating environment and some political challenges, with rider loyalties to the previous operation. These were overcome and most recent on-board surveys in Tehachapi found overall strong satisfaction with the local transit service operated by KRT. The other advantage of the contract was that it allowed local riders who were making intercity trips to travel on the "same system," whereby transfers to the intercity route could be more easily coordinated by the dispatcher. The operation today is fully a turnkey operation, where KRT's contractor, First Transit, does scheduling, operations and maintenance, and the vehicles are provided by KRT.

Currently, the cities contract for several county services, including police/sheriff, water and fire. Contracting for transit services through the Kern County Roads Department would not be very different than these other contracts.

Although city staff in all three of the cities included in this Western Kern TDP expressed a willingness to consider contracting their operation, they also were very clear about not wanting to reduce the quality of service and not wanting to give up local policy control regarding how the service would function. If all three cities -- Wasco, Shafter and McFarland – were to contract with KRT, some overall economies of scale might be realized.

Back-Up Drivers

All three transit operations are small. As a small operator, it is difficult to staff the service if a driver calls in sick or additional service is needed because it is unlikely additional drivers are available. To ensure uninterrupted and reliable service, transit systems should have persons on staff who are trained to drive vehicles in the event of unforeseen circumstances. Having additional drivers available – known as extraboard drivers – ensures that service can operate without interruption.

Regional Extraboards

One of the opportunities offered is to develop a shared pool of extraboard drivers. Distances between Shafter, McFarland and Wasco are not so great that it would be prohibitive for a driver to go to another community, if needed.

To develop a Western Kern County driver pool will require coordination between the three cities, and could also include Delano and KRT. Under a driver pool agreement, the cities would make available their regular and back-up drivers to fill in at other transit systems. Drivers would need to be familiar with all of the participating communities, the different vehicle types, radio dispatch equipment and pickup procedures and policies. Thus, drivers who agree to participate in the extraboard pool would be required to complete a training program developed by the participating transit agencies. Drivers should be paid for completing the training, and eligible for additional wages when driving as an extraboard driver for a different city. Funding for the training program would be shared by the participating cities, and a funding agreement for sharing the costs would need to be developed.

The advantage of this effort is that a small pool of available drivers would be available in Western Kern County. It would also allow for cross-training of staff and may lead to a set of uniform procedures that could be adopted by participating providers. The greatest challenges in implementing this alternative are that comprehensive training would be required, as would additional costs to cover training and to cover driver wages. Cities will have to verify that drivers would still be covered by insurance policies for their respective providers. Cities could be invoiced by the city providing the back-up driver for these services at an agreed-upon rate.

Cross-Training of City Staff

Another option is for other city staff to be trained as back-up drivers and/or dispatchers. In a small city transit operation, this is the customary method for backfilling on a temporary basis. Although this is currently done, not all of the cities prioritize the use of the cross-trained staff member for the transit operation when a regular driver is out. Wasco's street sweeper and another employee both have their passenger endorsement, and the City of Wasco's Public Works Department does a lot of cross-training. McFarland's driver has

other responsibilities, including street sweeping, which are given priority over the transit operation, forcing the operation to shut down, often several times per month.

Bus drivers should be fully employed within the transit operation, but should also have skills in dispatch and other transit-related responsibilities. Dispatchers and transit managers ideally should be trained and licensed to drive vehicles as needed. Other administrative staff and/or maintenance staff should be trained to assume transit responsibilities.

Training

Training was identified as another obstacle to hiring and managing transit operations. Currently, each transit operation must handle its own training programs, which can be a drain on resources. Coordinating training could result in lower training costs and help standardize the training curriculum so that all of the operators have similar operating procedures and are in compliance with Kern COG and State regulations. Training programs are needed for a wide range of purposes, including the following:

- **Driver safety.** Programs are required to train drivers of public transportation vehicles. Some very specialized training programs may be required by only a limited number of providers (for example, training required for air brakes).
- **Scheduling/routing/operations and dispatch professionals.** Training is needed for planning services, ADA requirements, the use of scheduling and dispatch software, etc.
- **Administration.** A small provider like McFarland has limited experience in-house to develop grant proposals, conform to hiring regulations, find funding opportunities and requirements, and understand the fundamentals of transit operations. Administrative staff could be trained as part of a transit system management training program.
- **Maintenance.** Specialized maintenance certification programs are required for different vehicle types.
- **Other training programs.** These include alcohol and drug training, sexual harassment, or sensitivity training.

Each of the cities is trying to address this issue on its own, but this is an issue that could be addressed through a coordinated effort. The transit agencies in Western Kern County -- in fact, throughout all of Kern County -- could benefit from sharing resources for training purposes.

Some training coordination already exists. The City of Delano offered defensive driving and safety classes to the other cities in Western Kern County. The City of McFarland relied on those classes, provided by a contractor, to keep driver certifications up-to-date. Expansion of this type of resource-sharing on a regional level would greatly benefit the transit operators.

The Kern County Superintendent of Schools offers a bus driver training program that is frequently used by local transit systems throughout Kern County. The service is provided to public agencies on an hourly "fee for service" basis. In addition, persons wishing to participate in an organized driver training program can pay $150 for the program (certification renewal training classes are offered for $75), and most classes can be completed in about one week. These classes are offered in Bakersfield, but individualized training programs are available on-site at transit properties.

The consulting firm contacted some large transit contractors that provide training for their staff and for others. For example, a representative at MV Transportation said their company can provide many different types of training for an hourly fee (approximately $40 per hour) to agencies that wish to purchase their services. This type of arrangement could be organized by any of the transit operators in Western Kern County, or could be overseen on a countywide level by a larger entity, such as Kern County or Kern COG.

Likewise, for overall transit system management training, Kern COG could take the lead, offering an annual workshop on requirements for managing a small city or rural transit system, submitting information to Kern COG, applying for grants, and ensuring compliance with all State and Federal regulations.

Coordinated Purchasing and Maintenance

One area of transit system management for which the three cities can coordinate is the purchasing of some products and services. This could be as extensive as a single contract for maintenance services, or as seemingly inconsequential as an effort for several transit providers to purchase tires or printing services.

Possible areas for purchasing coordination are as follows:

- Vehicle purchases
- Maintenance equipment for vehicles
- Facilities/transit amenities
- Driver and dispatcher training
- Materials (tickets, printing of materials)
- Software (scheduling and data collection)
- Contracted maintenance operations
- Other equipment (radios, telephone systems)

With the diversity of vehicles, facilities and fare mechanisms, Western Kern County has some obstacles for effective joint procurement. For example, Wasco's large buses and Shafter's small vans illustrate the different vehicle composition among the transit operators.

As an element of enhanced coordination, Western Kern County's transit providers are encouraged to coordinate purchasing. For coordinated purchasing to be effective, operators should begin with small items, such as office equipment, software, vehicle parts, etc. Although the outcome of the effort may result in little cost savings or convenience for transit operators for smaller items, the process will have been established whereby coordinated purchasing can be carried forward for larger items such as vehicles and fueling facilities. On the other hand, the outcome may illustrate savings with regard to cost, as well as time and effort on the part of all of the individual transit agencies. Ideally, any administrative cost savings (staff time, multiple bid solicitations, etc.) will be reviewed. Even if equipment costs savings are minimal, the reduction in the duplication of effort among multiple transit operators may merit continued coordinated purchases in the future.

Caltrans will work with local transit providers to answer questions about the procurement process. Caltrans has not played an active role in coordinated purchasing in California, but the agency's staff has indicated a willingness to assume a greater role in such efforts.

For Federal assistance, FTA has been able to facilitate the coordinated procurement process for capital equipment, and offers guidelines for transit agencies to follow. FTA also provides contracts and agreements so several transit operators can enter into a joint procurement effort. Transit agencies are provided an opportunity to "piggyback" on an original procurement agreement when the same supplies or equipment are desired by another entity working with the agency that submitted the original procurement application.

One opportunity for better coordinating maintenance is to see if one transit agency that does in-house maintenance, such as Delano, would be willing to provide some maintenance services for Shafter, Wasco and McFarland. Alternatively, the Kern County Superintendent of Schools Office performs bus maintenance for all types of agencies, including public transit operators. Their service center does everything from engine work to glass and upholstery, to welding, and stocks many transit vehicle parts.

Marketing

All of the transit operators, including KRT, provide a telephone number for making reservations or for asking service questions. KRT, Wasco and Shafter each also provide brochures. Only KRT has much of a web presence, with downloadable information about routes and contact information. No formal mechanism is in place for transit agencies to share schedule updates or to offer information about connecting transit services to their customers. Often, a rider of one transit system is directed to call the neighboring agency for information about making transfers to those services.

Marketing for transit should accomplish several things. It should inform and educate the public, elected officials and stakeholders about the availability of transit services. It should also provide information about accessing and using public transit services.

Maintaining loyalty is one of the principles of good marketing for any product or service. If consumers can continue to be convinced that the decision they have made to use transit service is the right one, they will continue to be satisfied with the service. They will also share their good experiences with co-workers, friends, and family members.

Although capacity can become an issue for a transit system over time, in the short-term, all three local systems have additional capacity and can expand if demand expands. Thus, marketing each transit operation should ultimately increase ridership and demand for public transit in Western Kern County.

Marketing recommendations are described for each operator later in this chapter, but it is worth considering a coordinated marketing approach for Western Kern County. To launch the effort would be a single plan. The purpose of the plan would be to identify the key regional transit markets (riders, public, officials, business, etc.) that need to be targeted. The plan would develop the best strategies to reach them and culminate in the implementation of a marketing campaign.

As part of the coordinated marketing strategy several regional informational tools are recommended, including a single map with all of the transit operators in Western Kern County, including connecting points between services. The map could be developed along with an information brochure that describes the two KRT routes in Western Kern County and the local services, transfer points, fares and contact information.

Rather than having each transit operator develop an individual website, an effective regional transportation information website could be developed. A regional transit information website would provide a single referral point and information source for all local and regional transit services, including Wasco, Shafter and McFarland's services, as well as KRT, GET and Delano Transit. Any information presented in the coordinated information brochure could be further developed, and comprehensive schedules for KRT routes can be included, along with links to all services.

Either in conjunction with developing a regional transit marketing plan or as a separate short-term initiative, the local transit services should coordinate with one another to provide information brochures for connecting services on board vehicles and at the KRT bus stops. Thus, Delano information would be provided at the McFarland KRT bus stop, Shafter transit service information would be distributed in Wasco, etc. Enough people are traveling between the cities that this type of information distribution is warranted. Information about each agency should be provided to customer service agencies, and "backdoor" phone numbers should be available for transit agency staff to contact one another for information on trip coordination.

Coordination with KRT

Although an ongoing working relationship has been established between the cities and Kern County, opportunities to strengthen and formalize the coordination between the

agencies should be pursued with regard to enhanced referrals, better communication between dispatchers of the transit operations, shared marketing (as described above) and bus stop maintenance.

KRT carries more than 47,000 passengers per year on the two routes serving Western Kern County, which is a higher number of trips than any of the cities provide annually. City and KRT staff should meet to develop specific procedures for referrals and cross-marketing of the services. Back-door phone numbers for both agencies are also recommended.

One of the challenges identified early in the planning process is the different requirements that the cities and KRT have regarding eligibility to use the services if people have certain medical conditions. No uniform requirement is in place in Western Kern County for an attendant to ride with a passenger who needs special medical assistance. For example, a passenger who cannot control bladder function must be properly dressed and accompanied by an attendant. If that passenger urinates on the bus, the transit agency can deny the passenger service.

For all of the systems, any passenger who would need an attendant should be required to complete an application for an attendant to accompany them on their trips. A medical professional's signature may also be required. After this application is submitted and approved by the transit provider, the name should be entered in a database and provided to all other transit providers. Attendants must be permitted to ride the bus with a passenger free of charge.

Clear policies for arranging transfers between the services are also recommended. While it is not always easy to transfer between services, steps can be taken to minimize the burden on passengers. For example, McFarland riders who are traveling to Shafter or Bakersfield and are able to transfer to KRT should have a safe, secure and comfortable place to wait for the next vehicle. In the service plan, locations for transfers are identified. Representatives from each of the cities are encouraged to work with Kern County to ensure that their local KRT stop has the appropriate amenities, including shelters, benches and posted information on local services and KRT, along with a telephone number.

Because in each city two separate agencies are involved, both the cities and KRT staff should work together to formalize the trip scheduling process, review ridership eligibility requirements, and establish a process for facilitating transfers between local services and KRT.

Transit-Supportive Development

The goal of improving transit ridership can be supported through improvements to the physical environment in Wasco, Shafter and McFarland, and also enhancing stops in more rural areas.

Land use, transportation, and urban design (the design of streets and open spaces and the way that development relates to these public spaces) all impact the potential ridership of a transit system. With the implementation of service improvements, the cities have a good opportunity to establish policies and a framework for the built environment in these rapidly growing cities. Currently, some areas of these Western Kern cities have elements that could make them transit-supportive, but they are missing other elements. For example, the area around the transit center in Wasco has pockets of high employment and even clusters of higher residential density, and it has good multi-modal access and pedestrian facilities. Other portions of all three communities have, thus far, developed in a way that does not support transit ridership. These areas lack development intensities and pedestrian circulation improvements that are necessary to create a transit-supportive environment. Many of the new residential subdivisions in all three cities are not located in areas where it is easy to walk to commercial areas, and not all have sidewalks connecting the neighborhoods to the rest of the city. Most are on the outskirts, meaning that transit vehicles must travel longer distances, and some of them are comprised of cul de sacs, which can make driving distances between points longer.

Three principles and concepts provide a framework for evaluating existing built environments and policy conditions in the three cities. They suggest local strategies that could be adopted to make improvements in the future:

- **Support transit use at the local level and on a regional scale**. Potential transit ridership and multi-modal opportunities should be considered in planning new growth areas, developing land use policies for existing developed areas, and planning for major infrastructure investments. The focus should be on improving the form of the region with particular emphasis on pedestrian centers in Wasco, Shafter and McFarland as the core of more intense development.
- **Focus development and infrastructure on urban cores and major corridors.** Transit ridership will be highest when it effectively serves key origins and destinations. Transit becomes an attractive alternative to the automobile when it is accessible, convenient, and efficient. In order to maximize the attractiveness of transit, service should be focused on existing cores served by KRT. Dial-a-ride services in Wasco and Shafter may eventually be modified to fixed route services along key local commercial corridors. New growth areas should be developed using these same principles.
- **Design streets and new developments to foster street activity and encourage transit use**. Streets are the centers of activity for transit-oriented districts: they are the civic spaces where people walk to transit and support the public life of the districts. Street activity can be generated by increased land use intensity and through-street designs that provide comfortable access for all modes of travel. Street improvements such as sidewalk widening, street tree planting, and pedestrian lighting can be coupled with land use changes to maximize the benefit of public infrastructure investments. The

pairing of these decisions will result in complementary planning of land uses and transportation systems.

High quality urban design, including street and building design, can support increased transit use and pedestrian and bicycle activity. Streets should be designed to support use by multiple modes, including transit, bicycles, and pedestrians, through proper scaling and provision of lighting, landscaping, and amenities. Amenities must be designed to provide comfortable walking environments. The impact of parking on the public realm should also be minimized by siting parking lots behind buildings or screening elements (walls or landscaping). For example, in Shafter, the development of the new Rite Aid allows it to blend into the neighboring shopping district by putting parking on the back and side of the building.

City of Wasco

Monitoring of Service and TDA Compliance

The City of Wasco must improve fare collection and service efficiency. The City's farebox recovery ratio has remained below the 10% minimum required by the State TDA.

The consultants' review of financial data found significant swings in productivity and some erroneous information, which makes it difficult to monitor the effectiveness of service on a regular basis. The transit system is encouraged to submit a monthly report to the City Council that identifies a number of performance characteristics and measures. By making this part of the monthly report, the City must collect data, enter it into a database or spreadsheet and determine whether it is meeting its performance standards, discussed in Chapter 2.

Elements that should be included on the monthly report are as follows:

- Total operating costs
- Total passengers and passengers by fare type
- Operating cost/passenger
- Operating cost/revenue hour
- Passengers/revenue hour
- Farebox recovery ratio
- On-time performance
- Passenger complaints or passenger complaints/passengers carried
- Preventable accidents
- Road calls/revenue mile operated
- Number of no-shows

- Late pick-ups
- Trips cancelled

Keeping this information up-to-date and monitoring performance will allow the City of Wasco to make adjustments to service as needed. Wasco completed a *Service Policies and Procedures Manual* in February 2006, which outlines its operational programs and policies. The monthly report may also refer to additional elements of the manual to ensure the agency is in compliance with its own policies.

Staffing

Wasco has made great strides in improving the staffing and oversight of transit services. The agency uses radio dispatch, conducted by a clerk in the Intermodal Center. The Public Works Director reports to the City Manager, and also oversees the work of the City Operations Manager in the Public Works Department. He is responsible for day-to-day management and planning for the transit system. The City Operations Manager has transit experience and began working for Wasco at the beginning of 2007.

The system employs three drivers and one clerk. One of the drivers is a supervising driver who will take a lead role in training the driving staff. She also runs special trips for disabled riders if needed.

No changes to the organizational structure are recommended at this time, but additional drivers may be needed if the city implements a fixed route to ensure ADA Dial-a-Ride coverage is available at the same time fixed route service is provided. The city is encouraged to continue cross-training employees in public works to ensure they have additional drivers and dispatch staff as needed.

Marketing

Wasco's marketing is limited. The City provides a phone number for information and reservations, and offers a basic transit brochure. Much of the knowledge of the system spreads by word of mouth, but printed information is necessary to convey the city's transit service policies.

Most buses are unmarked, limiting the ease of understanding the system and recognizing the service is available to residents. Buses should be marked, with signs that illustrate they provide general public dial-a-ride transit services, and should include the phone number to call for more information.

The City of Wasco has a city logo, which could be applied to the buses and information brochures. Another alternative would be for the City of Wasco to develop a transit logo for the vehicles, any signs (at the Intermodal Center, K-Mart, downtown) and for informational resources such as the brochure and website.

Wasco Transit provides basic information about its services on a simple brochure. This brochure can be enhanced with more detailed information about service policies, now that these have been developed by the city, including no-shows and scheduling. It should also provide general regional transit service information about how the local system connects with KRT. Wasco's transit brochure could include a map of the service area, clearly illustrating the two fare zones. The brochure must be available in both English and Spanish, and should be distributed throughout the city, to schools, businesses, apartment buildings, the library and social services.

The same comprehensive information that is in the brochure should also be presented on the City website, or on a special website developed exclusively for the transit system (or on a regional coordinated transit information website). Information on transit on the website should also be in both English and Spanish.

The City of Wasco has done much to upgrade its transit services in the last year, and it would be worthwhile to develop press releases to announce the changes. The City of Wasco should periodically write press releases announcing major milestones and service changes. These should be submitted not only to local radio stations and the *Wasco Tribune*, but also papers in nearby cities such as Shafter and McFarland, as well as Bakersfield.

Fares and Fare Instruments

Wasco Transit provides a 12-ride punch pass and a 10-ride ticket booklet for seniors and people with disabilities. These alternative fare instruments enable riders to use the system without paying cash, and provide the option for social service agencies to pre-purchase multi-ride passes for their clients. These fare instruments can continue to be used, but it would be appropriate to standardize the two types of fare instruments, providing 10-ride ticket books for both the general public and seniors and people with disabilities or providing 12-ride passes for both groups. Thus, the agency would only have one type of pass to print and reconcile. If this is carried forward, it is recommended that tickets be professionally printed on different colored stock, each individually numbered with an expiration date. The ticket for seniors and people with disabilities should clearly state this eligibility requirement and note that it is not transferable.

The City of Wasco has raised transit fares once in the past ten years to the current rates (general public fares are $1.25 in central Wasco and $1.65 to the Golf Course and State Prison). Given Wasco's poor farebox recovery, the City must operate service more efficiently or achieve higher farebox revenue. Thus, it may be appropriate to raise fares once again, but this is not recommended in the immediate short-term. Instead this plan is assuming that the agency can operate a more cost-efficient service and greatly increase ridership through service enhancements and improved marketing.

City of Shafter

Overall management of the transit system in Shafter is good. Nevertheless, staff have multiple responsibilities, and transit is only one of several city services administered by staff.

Reporting and TDA Claims

Under the direction of the Finance Department, one of the City's goals is to limit spending on transit as much as possible. Nevertheless, the City often does not submit TDA claims. Over the two previous TDA performance audits, it was found that the City of Shafter had not submitted several years' worth of TDA claims.

It is recommended that Kern COG establish a firm deadline for submittal of TDA claims and that the City of Shafter comply with that deadline. Unclaimed amounts may be carried forward to the next fiscal year for use during that time period. By not claiming funds that have been allocated to the City, Shafter impacts the overall reporting and funding procedures adopted within Kern COG.

The City is not receiving the TDA funds it is owed because staff report they do not have enough time to submit the required documents. In the interim, the City of Shafter has other funding sources that are being used for transit. On top of its TDA funds, this suggests that the City may be able to receive additional public funds by contributing a greater local match, meaning that an expansion of transit services may be feasible. The consultant presumes this is not the City's intention. Thus, it is important for the City to submit claims on time.

Information Brochure and Website

Like the other transit agencies in Western Kern County, the City of Shafter provides only a basic service information brochure. Improvements to the transit brochure would include a listing of service policies for dial-a-ride (when to call to schedule a trip, age of rider restrictions, "no-show" policy, ways to share a comment or complaint, etc.). Fares and other basic information about the service should also be included. The brochure should be translated into Spanish and printed in both languages. The same information should also be included on a transit web page as part of the City's website or as part of a regional coordinated transit website.

Shafter's vehicles look good. Minivans have the city logo and say "Dial-a-Ride" with the phone number. It would also be helpful if they said "Public Transit" to make it clear that the service is available to all residents, employees and other visitors. A dial-a-ride bus stop may also be helpful to include at the KRT bus stop locations. The bus stop signs could feature the city logo, the words "Shafter Dial-a-Ride Public Transit," and indicate, "For a pick-up, call 746-2955."

It is also worthwhile posting information about the transit system in regional newspapers, telephone books and via neighboring transit systems. Shafter is encouraged to provide regular, informative notices to the public about the service and any holiday service changes. No costly advertising strategy is recommended for Shafter at this time.

Building Relationships with Private Businesses in Shafter

Shafter has an opportunity, which the other transit agencies do not have, to build some relationships with local private businesses at the Minter Field Industrial Center, which includes Shafter Airport, about six miles from central Shafter. Nearby is the International Trade and Transportation Center (ITTC), which has robust development plans, and includes a Target Stores distribution center. Existing and future employers are not fully aware of the availability of public transit services provide by the City of Shafter and KRT.

Many residents face significant hurdles getting from one place to another, especially people with low incomes who do not have access to a car or cannot afford to pay increasing gasoline prices. Reaching out to employers also is critical because employers can have an impact on how their employees get to work by offering incentives, constructing new facilities in transit friendly locations and coordinating with transit providers to offer the services their employees need.

The City of Shafter is encouraged to meet with major businesses and employers to involve them in the transit outreach process. One way to encourage Shafter employees to ride transit or carpool to work is to enlist the help of employers at the Airport and ITTC. Opportunities may exist for employer funding of bus passes, funding for the development of transit amenities at these locations (bus shelters and waiting areas) and using internal communications to provide information about transit services. The City could undertake a pilot program with an interested employer that would subsidize pass sales for employees and may qualify the employer for a tax incentive in doing so.

Kern COG's Commuter Connection program offers a wide range of tools to help commuters and employers change the way they travel to work in Kern County. Efforts focus on carpooling initiatives, vanpooling, and public transit. Kern Commuter Connection conducts some employer outreach which the City of Shafter could piggyback on or expand at the local level.

Policies

Although the City of Shafter has many unwritten policies, the City's policies should be reevaluated. Providing good information will help the system to manage rider expectations. One example is when one driver will help a certain passenger carry multiple grocery bags onto the bus, while another says it is not his or her job responsibility. If the transit system does not have a set of written policies, then a rider who complains about service received on a recent trip -- when the driver would not assist with groceries -- cannot be directed to the policies.

The lack of transit service policies and guidelines is an obstacle to defending decisions about how and when transit service is provided. A written set of transit service policies should be developed and printed by the City of Shafter.

Transit to School

Richland School District in Shafter provides school bus service to Shafter's four elementary schools via six routes. Busing is provided to kindergarten through third grade students who live more than ¾ mile from school, and fourth grade through eighth grade students who live more than one mile from school. Additionally any student in kindergarten through sixth grade can receive bus service if he or she has to cross railroad tracks to get to school.

Kern High School District provides bus service to Shafter High School students who live more than two miles from the school. All school service is free to students.

City staff have been working with the schools to get students to ride the school-provided buses. Staff have indicated that they may eliminate service to schools.

It is recommended that the City adopt a policy about providing service to schools and apply that policy evenly to all schools or to all children at a certain age level. For example, school trips for children could be restricted such that a parent must accompany all children using transit to school. This would eliminate most high school trips via transit and would limit the number of parents who could rely on the service to take their children to school, because a round-trip would be charged for a parent riding to school and back home. In addition, a policy could be developed that allows school service for unaccompanied children (over the age of eight) only during midday hours, allowing the service as a convenience when bus service is not operating.

Fares and Fare Policy

Fare Security

In order for drivers to make change, Shafter's drivers do not put fares in a locked container onboard the vehicles. It is suggested that Shafter adopt a policy that only exact fares and pre-paid tickets will be accepted. Fare security recommendations were identified in Shafter's two prior audits, and it was noted that a small amount of change could be kept separately by the driver for making change, with the majority of the fares deposited in the locked container.

Although theft has not been a problem, the service is a general public transit operation. Theft has been reported on small transit operations in other communities and drivers are at less risk of robbery by a passenger if they are unable to access the fares collected. Likewise, a system is better able to track and manage fares collected when using a farebox.

Fare Increase

Shafter's fares are lower than those in Wasco, but equivalent to those in McFarland. Shafter Transit last raised the general public fare for local dial-a-ride service in June 1993 from 60¢ its current rate of $1.00. The fare structure for county fixed schedule trips was also raised at that time to $1.25 for the general public, $1.00 for seniors and persons with disabilities and 75¢ for children under 5 years old.

Although Shafter achieves the 10% TDA farebox requirement, because farebox recovery has been declining since 2002, it may be appropriate to raise some fares. A fare increase could be implemented so that only general public fares are raised by 25¢, leaving discounted fares as they currently are, making them a more attractive discount. The fare increase would not need to be implemented during the first year of the plan. Such an increase will be considered in the development of the forthcoming financial plan in the next phase of this study.

Although only required for recipients of FTA 5307 funds, which Shafter is not, fares for senior and disabled riders typically provide a discount of 50 percent of the general public transit fare. By raising only the general public fare, these discounted fares would reflect a greater discount over the regular fare.

Fare Policy

The City of Shafter charges fares for any child riding with an adult. This can cause a hardship to parent with babies and very young children. A review of all of the transit systems in Western Kern County found no other service has a similar policy in place, except GET-A-LIFT, which provides paratransit service only for ADA-eligible riders. The comparison of fare policies is shown in Figure 7-4.

Figure 7-4 Comparison of Policies for Children Traveling with Fare-Paying Adult

System	Free Ride Policy
City of Shafter	No free rides for children of any age
City of Arvin	Children 4 and under riding with an adult
City of Delano	Fixed Route: Children under 4 riding with an adult Dial-a-ride: One child free of charge
City of McFarland	Children 5 and under riding with an adult
City of Taft	Children under 5 riding with an adult
City of Wasco	Children under 5 riding with an adult
Kern Regional Transit	Children 4 and under riding with an adult
Golden Empire Transit (GET)	Fixed Route: Children 5 and under riding with an adult GET-A-LIFT (ADA Paratransit): No free rides for children of any age

Source: Phone calls to each transit provider, April 2007

It is recommended that the City of Shafter modify its policy of charging fares for children four years of age and under traveling with an adult. Shafter's transit riders generally are low-income riders, and charging for infants is an inconvenience. Although space limitations exist in small minivans, children four and under are not a significant ridership market. The system could limit each fare-paying adult to one child age four and under to travel free with a paying adult.

City of McFarland

Several specific administrative and marketing recommendations are provided for the City of McFarland's transit operation. These are described in the following sections.

Staffing, Oversight and Management

McFarland's transit system is not appropriately managed. Although the staff is friendly and are interested in providing quality service, the limited oversight of the system, lack of system policies and lack of adherence to accepted transit operating procedures makes McFarland's local transit service among the least reliable services in California. Based on the goals, objectives and service standards presented in Chapter 2, McFarland should operate transit at all times the service is scheduled to operate. Simply not operating service because the bus driver must do street sweeping or because a staff member has called in sick is unacceptable in the realm of transit operations.

Current staffing levels are also insufficient to support sustainable growth. Limited resources do not afford staff the time to be "field personnel" conducting spot checks on service quality, to carefully monitor potential fraudulent use of tickets, or to implement more comprehensive marketing. With significant growth planned in McFarland, the system must not only catch up to meet current demands, but also expand capacity for anticipated growth in ridership.

McFarland's staff resources are limited to about 1.5 full-time employee equivalents (FTEs) – one bus driver plus other staff providing basic oversight, maintenance and scheduling services. The system is actually down one driver from one year ago, when it provided a significant number of school trips. Due to that driver's departure, the system cut back on its services. As the city of McFarland grows, increasing roles and responsibilities require additional staff resources.

Although a small system like McFarland's does not require a full-time administrator or manager, it requires a full-time driver, a back-up driver and persons dedicated to dispatch. Short-term staffing recommendations are as follows:

- Increase McFarland Transit's transit staff from 1.5 to 2.5-3 FTEs
- Prepare detailed job descriptions outlining responsibilities for staff

- Recruit and hire new staff members

Recommended staffing and responsibilities for McFarland Transit are as follows:

Part-Time Transit Manager (.5 FTE)

- Oversee all aspects of transit service planning and operations
- Coordinate and collaborate with local agencies, schools, KRT and Kern COG
- Prepare annual operating and capital budgets
- Track ridership information and performance trends; monitor expenditures and prepare and present quarterly performance reports
- Monitor goals and objectives
- Prepare and submit funding grant applications
- Monitor transportation policy, legislation and other relevant activity in Kern County
- Research and follow through on new funding opportunities
- Oversee/delegate work to staff
- Provide overall agency direction
- Develop and refine informational and operational materials
- Develop and implement distribution channels for all public information materials
- Conduct periodic surveys and other methods to track customer satisfaction
- Monitor service quality through field observations

Part Time Office Assistant/Clerk/Dispatcher (.5 FTE)

- Schedule trips and dispatch
- Enter reservations into reservations database
- Document and enter ridership reports into database
- Log ticket use and prepare fare reports
- Receive, document, track, and respond to customer complaints and commendations
- Handle all general receptionist duties, i.e. answering phones and general clerical work as needed

Drivers (1.5 FTE)

Conduct safety checks of the bus

Drive the bus and be dedicated only to driving the bus during transit service hours

Collect fares and record pick-ups, no-shows and use of wheelchair ramps use, etc.

Fuel bus

Report maintenance problems

Turn in fares and daily rider logs

It should be noted that an additional 0.5 FTE may be required of city maintenance staff and the City Manager.

These staffing levels will allow McFarland to provide a higher quality transit service to meet the demands of local residents and respond to growth.

Establishing Policies/Guidelines and Tracking Performance

McFarland has not updated goals and policies since the 1994 TDP. The lack of clear transit service policies and guidelines is a barrier for providing effective transit service. McFarland must develop a written set of transit service policies based on the recommended policies in this TDP. Currently, the lack of printed policies and rider guidelines/expectations means that riders – and drivers -- may be unfamiliar with their own responsibilities.

Based on the information received form the City of McFarland, the transit system is not adequately tracking and reporting the service it provides. Passengers who schedule a trip and do not show up (a "no-show") should be tracked and reported, as should all denials: when a passenger is unable to schedule a trip for the time he or she requests either because the bus is picking up other passengers at that time or the bus is not in service during posted service hours.

In addition, the city should monitor roadcalls to ensure it is meeting its standards identified in Chapter 2. Monitoring roadcalls is helpful to determine the effectiveness of vehicle maintenance procedures and the overall quality of the equipment.

Marketing and Public Information

McFarland does not produce any public information about its transit system. No brochures, handouts or posters are printed. As a demand-responsive service, the system has no bus stops; all pick-up and drop-off locations are by request only, so few opportunities exist for posting bus stop signs around the city. Although old, the vehicles are attractive, painted with a McFarland Transit logo making the buses recognizable as part of the local transit service.

Several strategies are recommended as part of a program to increase awareness and improve the informational resources provided by McFarland Transit. These include better signs on the buses. A head sign that indicates the service is a general public dial-a-ride should be developed. In addition, McFarland Transit information should be available at the two recommended KRT stops in the city.

Print advertisements are not necessary for a long-term run, but it would be worthwhile to place advertisements in the local newspaper in the short-term. The system's poor reliability and recent (and recommended) service changes may impact the way residents perceive the system and the ability to use it. In addition, with construction of new neighborhoods being completed on an ongoing basis over the next several years, new residents may be unfamiliar with the service. Ads should include the phone number, hours and fares, as well as basic service information.

Most important is a printed information brochure about McFarland Transit. The lack of information means that the transit system cannot clearly communicate its service policies and parameters to existing and potential riders. The brochure does not need to be expensive, but should be prepared in both English and Spanish. It should also be reviewed and updated annually.

Finally, McFarland has a website. Although it has not been maintained and updated regularly, it is still the electronic face of the city. Information about McFarland Transit should be added to the website, in addition to being included on a Western Kern regional transit information website.

Fare Instrument

Other than cash, McFarland offers one fare instrument: a multi-ride pass that is produced for all passengers, but sold at a price that is dependent upon whether the purchaser is an older adult, has a disability or is a member of the general public. The pass is about the size of an index card and printed on green cardstock. Use of the pass is inherently limited to the purchaser, but it is conceivable that a pass purchased at a discount could be used by a member of the general public. The ticket is easy to duplicate on a photocopier, which also increases the potential for fraud.

New passes are recommended in McFarland. If the punch pass is maintained, different passes should be designed and professionally printed on different colors of card stock for general public, senior, youth or disabled riders. It is recommended that the passes be individually numbered and laminated, or printed with a watermark, to make it more difficult to produce a counterfeit pass. All passes should also be printed with an expiration date in case fares are changed in the future. A two-year expiration date would be very appropriate and generous.

No significant changes are recommended to McFarland's fares at this time. Because the provision of service has been spotty, the system should maintain its one-way adult fare at $1.00 and continue to provide discounted fares of $0.50 for seniors and disabled persons. McFarland could charge the full adult fare to all youth riders as a way of managing youth ridership to schools once the system is fully staffed and operating one to two dial-a-ride vehicles. Even when McFarland had two vehicles in service, the farebox recovery ratio was very good, so it would be expected to return to strong levels.

Discounted 20-ride punch passes should remain $18.00 (regular fare), while passes for seniors and persons with disabilities could remain $9.00. The youth pass could be sold at less of a discount than the senior/disabled pass, perhaps $14.00. Because service in McFarland has been unreliable, historic data upon which to base any modifications to fares cannot be easily applied at this time. Once the system returns to full operations, fares can be re-evaluated if the system is struggling to meet a 10 percent farebox return baseline.

Capital Needs

McFarland's vehicles must be appropriately maintained and replaced. A capital replacement plan is forthcoming and will be presented as part of the Draft Final Report.

Summary

Most of the strategies described in this chapter are relatively easy to implement, depending on the availability of staff and necessary resources. Figure 7-5 summarizes recommended strategies described in this chapter. Requirements for additional funding or capital purchases will be addressed in the forthcoming financial plan.

Figure 7-5 Summary of Administrative and Marketing Recommendations

Strategy	Implementation Activities	
Region-Wide Recommendations		
Transit System Management Program	Provide tools to assist smaller cities with the management and operations of a transit system; provide support for meeting Kern COG policies	
Recruitment and Training	*Recruitment*	Increase recruitment efforts; Provide competitive wages; Offer employer-paid training reimbursement
	Back-Up Drivers	Develop pool of regional extraboards; Provide cross-training of city staffs
	Training	Coordinated training, training oversight by Kern COG
Coordinated Purchasing and Maintenance	Offer program for coordinating purchasing; coordinate vehicle maintenance with other providers	
Marketing	Develop regional transit maps and a regional transit information website; Distribute and share information with other Western Kern County transit providers	
Coordination with KRT	Standardize some policies between local and regional provider; Facilitate transfers between services	
Transit-Supportive Development	Work with city planning officials to develop communities where transit can better address needs and where automobile dependence can be reduced	
City of Wasco		
Monitoring of Service and TDA Compliance	Review service quality; ensure TDA compliance with 10% farebox recovery standard	
Staffing	Provide additional if required (fixed route implementation or service expansion).	
Marketing	Make improvements/enhancements to brochure and website; provide information on buses and improve bus signage	
Fares and Fare Instruments	Standardize/simplify fare media	
City of Shafter		
Reporting and TDA Claims	Submit TDA claims on-time	
Information Brochure and Website	Update information; provide bilingual brochure; put transit information on City website	
Building Relationships with Private Businesses in Shafter	Work with major employers to encourage transit system use by employees; solicit funding for support of transit	
Fares and Fare Policy	*Fareboxes on Buses*	Secure fare storage on buses
	Fare Increase	Increase general public fare
	Fare Policy	Change child fare policy to allow free fares for small children
Policies	Formulate and publish a set of transit service policies	
Transit to School	Implement restrictions on children riding bus to school before and after bell times	
City of McFarland		
Staffing, Oversight and Management	Ensure better system management; Hire additional staff	
Establishing Policies/Guidelines	Establish, publish and distribute transit service policies; Track performance	
Marketing and Public Information	Develop and print bilingual brochures; Create a transit website, Develop signage, Implement other informational tools	
Fare Instrument	Establish a new fare for the youth pass; Print different passes to reduce potential for fraud	
Capital Needs	Replace and maintain vehicles as required	

Chapter 8. Financial Plan

This chapter presents five-year financial plans for transit services in Wasco, Shafter and McFarland covering fiscal years 2007/08 through 2011/12. For each transit service, capital projects are identified to support the recommended service improvements including passenger amenities for Kern Regional Transit. Operating cost projections are presented separately for each service based on recommended service levels and the administrative and marketing strategies presented in Chapter 7. The chapter concludes by discussing the funding sources to pay for both capital improvements and support ongoing operations.

Region wide Costs

In addition to administrative and marketing recommendations for each of the three local services, there are a series of strategies recommended on a region-wide basis. While all of the strategies require enhancing staff or personnel resources, some strategies also require additional financial resources. One-time costs would be incurred for developing regional transit maps and a regional transit information website. These costs are incorporated into the individual plans for Wasco, McFarland and Shafter. These regional costs could also be shared with other jurisdictions that would benefit from enhanced marketing information such as Delano, the County and Bakersfield (GET).

Wasco Transit Service

The service plan recommends introduction of a fixed route circulator in central Wasco connecting major activity centers and providing connections to the transfer center in downtown Wasco. A total of 5,750 annual service hours are estimated for the service and assumed to remain constant for the five year planning period. Based on an hourly cost of $71 and an annual three percent inflation factor, the service costs in FY 2007/08 are estimated at $408,000 with an increase to nearly $460,000 in the next five years. Added to service costs are $15,000 in one-time administrative costs for local marketing initiatives, $5,000 for regional marketing initiatives and $5,000 for recruitment and training on a region-wide level. Operating costs and revenues are presented in Figure 8-1 including Federal Transit Administration (FTA) Section 5311, State Transit Assistance (STA) funds, passenger fares and the required level of Local Transit Funds to balance the budget.

Figure 8-2 displays major performance indicators. With a projected modest two percent annual growth in ridership, productivity is expected to increase to nearly nine passengers per hour. With this level of ridership and no change in the fares, service is expected to recover about 8% of operating costs, nearly reaching the goal of 10%.

Figure 8-1 Five-Year Operating Cost and Revenue Projections – Wasco Transit Recommended Service Plan

	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12
Operating Costs					
Service Hours	5,750	5,750	5,750	5,750	5,750
Ridership	46,000	46,920	47,860	48,820	49,800
Subtotal Service Costs	$408,250	$420,498	$433,112	$446,105	$459,489
One-Time Administrative Costs (1)	$15,000				
Total Operating Costs	$423,250	$420,498	$433,112	$446,105	$459,489
Operating Revenues					
Passenger Revenues	$34,500	$35,190	$35,895	$36,615	$37,350
FTA 5311	$25,000	$25,000	$25,000	$25,000	$25,000
STA	$31,000	$31,000	$31,000	$31,000	$31,000
Other Revenues	$10,000	$10,000	$10,000	$10,000	$10,000
LTF Required to Balance Budget	$322,750	$319,308	$331,217	$343,491	$356,139
Total Operating Revenues	$423,250	$420,498	$433,112	$446,105	$459,489

(1) These costs consist of $5,000 for local marketing initiatives, $5,000 for regional marketing initiatives and $5,000 for recruitment and training on a region-wide level.

Capital costs are needed only if fixed route service is implemented in the five year planning period

Figure 8-2 Key Performance Measures – Wasco Transit Service

	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12
Farebox Recovery	8.2%	8.4%	8.3%	8.2%	8.1%
Cost/Passenger	$9.20	$8.96	$9.05	$9.14	$9.23
Subsidy/Passenger	$8.45	$8.21	$8.30	$8.39	$8.48
Cost/Hour	$73.61	$73.13	$75.32	$77.58	$79.91
Avg fare/Passenger	$0.75	$0.75	$0.75	$0.75	$0.75
Passengers/Hour	8.0	8.2	8.3	8.5	8.7

Two new diesel buses are scheduled to arrive in summer 2007. They will not require replacement until beyond the five year time frame of this plan. Capital costs are needed only if fixed route service is implemented in the five year planning period. This consists of bus stop signs and poles and bus stop shelters and benches at the two main stops in Wasco. Capital expenses would be minimal in the next five years totaling $20,000, as presented in Figure 8-3. Five-year operating and capital costs are combined for the five year period and presented in Figure 8-4 along with projected revenues.

Figure 8-3 Five-Year Capital Plan – Wasco Fixed Route Service (Assumes Implementation)

Capital Expense Item	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	5-Year Total
Bus Stop Signs	$15,000	$0	$0	$0	$0	$15,000
Passenger Amenities	$0	$2,500	$2,500	$0	$0	$5,000
Total Capital Expenses	$15,000	$2,500	$2,500	$0	$0	$20,000

Two new diesel buses are scheduled to arrive in summer 2007. They will not require replacement until beyond the five year time frame of this plan.

Assumes 30 new bus stops would be needed if fixed route service is implemented. Bus stop signs and posts are estimated at $500 each.

Assumes passenger amenities at two main bus stops in Wasco. Assumes $2,500 per location for shelters and benches.

Figure 8-4 Five-Year Financial Plan – Wasco Transit Service

	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12
System Expenses					
Operating Expenses	$423,250	$420,498	$433,112	$446,106	$459,489
Capital Expenses (1)	$15,000	$2,500	$2,500	$0	$0
Total Expenses	$438,250	$422,998	$435,612	$446,106	$459,489
Revenues					
Passenger Fares	$34,500	$35,190	$35,895	$36,615	$37,350
FTA 5311	$25,000	$25,000	$25,000	$25,000	$25,000
LTF	$337,750	$321,808	$333,717	$343,491	$356,139
STA	$31,000	$31,000	$31,000	$31,000	$31,000
Other Revenues	$10,000	$10,000	$10,000	$10,000	$10,000
Total Revenues	$438,250	$422,998	$435,612	$446,106	$459,489

(1) Assumes Wasco implements fixed route service. Without this service there would be no capital expenses in the next five years.

Shafter Transit Service

No major service changes are proposed to the existing Dial-A-Ride Service in Shafter. Operating costs are projected assuming status quo service hours at 3,550 for the next five years. Similar to Wasco and McFarland, $15,000 in one-time administrative costs are added to first year costs. The five year costs and revenues to support ongoing operation are presented in Figure 8-5.

Ridership is projected conservatively at a modest growth of one percent per year even though changes in school policy are recommended (See Chapter 7 for a detailed discussion on this topic). Passenger productivities are expected to hover at 11 passengers per hour. The farebox recovery ratio of 14% is projected to be maintained in the next five years. See Figure 8-6 below.

Figure 8-5 Five-Year Operating Cost and Revenue Projections – Shafter Transit Recommended Service Plan

	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12
Operating Costs					
Service Hours	3,550	3,550	3,550	3,550	3,550
Ridership	36,920	37,290	37,665	38,045	38,425
Subtotal Service Costs	$209,517	$215,803	$222,277	$228,945	$235,814
One-Time Administrative Costs (1)	$15,000				
Total Operating Costs	$224,517	$215,803	$222,277	$228,945	$235,814
Operating Revenues					
Passenger Revenues	$31,751	$32,070	$32,392	$32,718	$33,046
FTA 5311	$15,000	$15,000	$15,000	$15,000	$15,000
LTF Required to Balance Budget	$177,766	$168,733	$174,885	$181,227	$187,768
Total Operating Revenues	$224,517	$215,803	$222,277	$228,945	$235,814

(1) These costs consist of $5,000 for local marketing initiatives, $5,000 for regional marketing initiatives and $5,000 for recruitment and training on region-wide level.

Figure 8-6 Key Performance Measures – Shafter Transit

	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12
Farebox Recovery	14.1%	14.9%	14.6%	14.3%	14.0%
Cost/Passenger	$6.08	$5.79	$5.90	$6.02	$6.14
Subsidy/Passenger	$5.22	$4.93	$5.04	$5.16	$5.28
Cost/Hour	$63.24	$60.79	$62.61	$64.49	$66.43
Avg fare/Passenger	$0.86	$0.86	$0.86	$0.86	$0.86
Passengers/Hour	10.4	10.5	10.6	10.7	10.8

Shafter Transit has six vehicles in its fleet. Three of the minivans are scheduled for replacement in FY 2006/07. The only capital needs in the next five years are limited to replacing two vehicles for a total cost of just under $84,000 as listed in Figure 8-7. The five-year financial plan combining operating and capital costs and revenues is presented in Figure 8-8.

Figure 8-7 Five-Year Capital Plan – Shafter Transit

Vehicle Needs	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	5-Year Total
Number and Type of Vehicles		1- 7 passenger vehicle	1- 7 passenger vehicle			
Replacement Vehicle Costs	$0	$41,200	$42,436	$0	$0	$83,636

One minivan would be replaced in FY 2008/09 and another replacement is programmed in FY 2009/10.
Assumes vehicle cost of $40,000 and annual Inflation of 3%.

Figure 8-8 Five-Year Financial Plan – Shafter Transit

	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12
System Expenses					
Operating Expenses	$224,517	$215,803	$222,277	$228,945	$235,814
Capital Expenses	$0	$41,200	$42,436	$0	$0
Total Expenses	$224,517	$257,003	$264,713	$228,945	$235,814
Revenues					
Passenger Fares	$31,751	$32,070	$32,392	$32,718	$33,046
FTA 5311	$15,000	$15,000	$15,000	$15,000	$15,000
LTF	$177,766	$173,471	$179,765	$181,227	$187,768
CMAQ	$0	$36,462	$37,556	$0	$0
Total Revenues	$224,517	$257,003	$264,713	$228,945	$235,814

McFarland Transit Service

Operating cost projections are based on status quo service levels at 3,000 annual service hours. Administrative costs are estimated based on the following assumptions:

- $15,000 one-time costs in the first year for local marketing initiatives and McFarland's share of regional marketing initiatives and of recruitment and training of operating personnel on region-wide level.

- Ongoing costs to support an additional 1.5 full-time employee equivalent (FTE) for enhanced service oversight. (Refer to Chapter 7 for further details).

Based on these assumptions, the operating costs were projected through FY 2011/12. First year costs total $225,000 and gradually increase to $236,000 in FY 2011/12. The bottom portion of Figure 8-9 shows the level and type of funds required to balance the budget. A review of operating and capital revenues is presented at the end of this chapter.

Figure 8-10 displays major performance indicators. The service is expected to carry 11 passengers per hour, a healthy productivity figure for a small local service. The farebox recovery ratio is projected to hover around 12%.

Figure 8-9 Five-Year Operating Cost and Revenue Projection – McFarland Transit Recommended Service Plan

	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12
Operating Costs					
Service Hours	3,000	3,000	3,000	3,000	3,000
Ridership	33,000	33,327	33,660	33,995	34,336
Subtotal Service Costs	$165,000	$169,950	$175,049	$180,300	$185,709
One-Time Administrative Costs (1)	$15,000	$0	$0	$0	$0
Ongoing Supplemental Administrative Costs (2)	$45,000	$46,350	$47,741	$49,173	$50,648
Total Operating Costs	$225,000	$216,300	$222,790	$229,473	$236,357
Operating Revenues					
Passenger Revenues	$20,130	$20,329	$20,533	$20,737	$20,945
FTA 5311	$23,000	$23,000	$23,000	$23,000	$23,000
LTF Required to Balance Operating Budget	$181,870	$172,971	$179,257	$185,736	$192,412
Total Operating Revenues	$225,000	$216,300	$222,790	$229,473	$236,357

(1) These costs include one-time administrative costs of $5,000 for local marketing initiatives, $5,000 for regional marketing initiatives and $5,000 for recruitment and training on region-wide level.
(2) These are ongoing costs to support an additional 1.5 FTE for improved system management. Refer to Chapter 4 for further details.

Figure 8-10 Key Performance Measures – McFarland Transit

	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12
Farebox Recovery	12.2%	12.0%	11.7%	11.5%	11.3%
Cost/Passenger	$5.00	$5.10	$5.20	$5.30	$5.41
Subsidy/Passenger	$4.39	$4.49	$4.59	$4.69	$4.80
Cost/Hour	$55.00	$56.65	$58.35	$60.10	$61.90
Avg fare/Passenger	$0.61	$0.61	$0.61	$0.61	$0.61
Passengers/Hour	11.0	11.1	11.2	11.3	11.4

The capital plan consists of replacing the two cutaway vehicles McFarland uses for revenue service. Both vehicles have exceeded their five year useful lifespan and are recommended for replacement in FYs 2008/09 and 2009/10. With an estimated cost of $75,000 per vehicle and a three percent inflation factor, the cost for two vehicles is approximately $152,000. See Figure 8-11 below.

Figure 8-11 Five-Year Capital Plan – McFarland Transit

Vehicle Needs	FY 2007/08	FY 2008/09	FY 20091/0	FY 2010/11	FY 2011/12	5-Year Total
Number and Type of Vehicles		1- 20 passenger vehicle	1- 20 passenger vehicle			
Replacement Vehicle Costs	$0	$75,000	$77,250	$0	$0	$152,250

Assumes vehicle cost of $75,000 and annual Inflation of 3%.

Five-year operating and capital costs and revenues are presented in Figure 8-12. In addition to passenger fares, FTA Section 5311 and LTF, Congestion Mitigation and Air Quality (CMAQ) funds are assumed to be available to help pay for the two replacement vehicles.

Figure 8-12 Five-Year Financial Plan – McFarland Transit

	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12
System Expenses					
Operating Expenses	$225,000	$216,300	$222,790	$229,473	$236,357
Capital Expenses	$0	$75,000	$77,250	$0	$0
Total Expenses	$225,000	$291,300	$300,040	$229,473	$236,357
Revenues					
Passenger Fares	$20,130	$20,329	$20,533	$20,737	$20,945
FTA 5311	$23,000	$23,000	$23,000	$23,000	$23,000
LTF	$181,870	$181,596	$188,141	$185,736	$192,412
CMAQ		$66,375	$68,366		
Total Revenues	$225,000	$291,300	$300,040	$229,473	$236,357

Assumes CMAQ funds will cover 88.5% of vehicle costs and LTF will cover the 11.5% balance.

Capital Projects for Kern Regional Transit

In addition to the capital projects identified for Wasco, McFarland and Shafter, a new bus stop is recommended in McFarland (1st Street and Kern Avenue) and passenger amenities at high volume bus stops in Shafter, McFarland and Wasco. These amenities include shelters, benches and lighting for a total of $5,000 per location. Figure 8-13 below lists these projects. Costs would be borne by Kern Regional Transit.

Figure 8-13 Capital Projects – Kern Regional Transit

Capital Requirements	FY 2007/08	FY 2008/09	FY 20091/0	FY 2010/11	FY 2011/12	5-Year Total
New Bus Stop in McFarland	$500	$0	$0	$0	$0	$500
Bus Stop Amenities	$0	$5,000	$10,300	$0	$0	$15,300

Assumes passenger amenities at high volume bus stops in Shafter, McFarland and Wasco. Assumes $5,000 per location for shelters, benches and lighting for a total of three bus stop locations.
Annual inflation factor is 3%.

Funding Sources

The transit services are funded by a combination of federal and local funds. The primary funds to support operations are Local Transportation Funds (LTF) including State Transit Assistance (STA) funds, Federal Transit Administration (FTA) Section 5311 and passenger

fares. Capital funding sources generally come from federal capital grants with required matching funds from local sources. A brief description of these sources and the assumptions used in revenue projections follow. Potential funds that could be used to enhance transit services are also discussed at the end of this section.

FTA Section 5311

This is a FTA formula grant program to support transit in rural areas and small urban areas (less than 50,000 in population). This program nearly doubled in funding with the passage of SAFETEA-LU. These funds are used for transit capital and operating purposes in non-urbanized areas. Section 5311 funds provide up to 50 percent of operating costs to support transit operations. The plan assumes that these funds will continue to support operations and will remain constant in the next five years.

Transportation Development Act (TDA) Funds

TDA funds consist of Local Transportation Funds (LTF) and State Transit Assistance (STA) funds. LTF is a state authorized revenue source which returns 1/4 cent of tax revenues to the county of origin for transportation purposes. TDA funds are distributed by the Kern Council of Governments (Kern COG) to the County and the incorporated cities in the County based on the LTF population formula. TDA funds can be used for streets/roads or transit projects. The level of expenditure of TDA funds on transit varies by jurisdiction. TDA funds used for transit can be spent on capital expenditures or operations or a combination thereof.

Transportation Development Act (TDA) funds provide the major source of revenue for transit services in Western Kern County. The level of TDA funds required to support operations and capital needs are calculated and programmed in the five-year financial plans for Wasco, McFarland and Shafter.

Passenger Fares

Passenger fares account for a small percentage of transit service revenues. For local services in small cities and towns and rural areas, the farebox recovery ratios typically range between 10% and 15%. The farebox recovery ratio for services in Western Kern County is about average in the transit industry with a low of 8% in Wasco to a high of 14% in Shafter. The suggested standard is 10% and is consistent with the State of California TDA requirements.

Congestion Mitigation and Air Quality (CMAQ) Program

The Congestion Mitigation and Air Quality (CMAQ) Program provides funding for projects that help improve air quality in regions that are designated as non-attainment or maintenance areas as defined by air quality standards. Kern County is designated as a non-attainment area. Projects classified as Transportation Control Measures (TCMs) are eligible.

TCMs are projects such as carpool lanes, mass transit investments, transportation demand management programs, signal coordination, and bicycling facilities. Funds cannot be used for projects that increase capacity of single occupancy vehicle facilities. CMAQ funds can be used for capital purchases covering up to 88.5% of the cost. This plan assumes that CMAQ funds will be used to help pay for vehicle replacements for Shafter and McFarland.

Potential Revenue Sources

In addition to the existing revenue sources described above, there are other fund sources which could be used for capital purchases and to help support operation. These sources and their potential availability for Western Kern County transit services are presented below.

Job Access and Reverse Commute (JARC)

The purpose of the JARC program is to fund local programs that offer job access services for low-income individuals. JARC funds are distributed to states on a formula basis, depending on that state's rate of low-income population. This approach differs from previous funding cycles, when grants were awarded purely on an "earmark" basis. JARC funds will pay for up to 50% of operating funds to support the project budget, and 80% for a capital project. The remaining funds are required to be provided through local match sources.

Examples of eligible JARC projects include:

- Late-night and weekend service
- Guaranteed Ride Home Programs
- Vanpools or shuttle services to improve access to employment or training sites
- Car-share or other projects to improve access to autos
- Access to child care and training

New Freedom Program

The New Freedom Program provides funding to serve persons with disabilities. Overall, the purpose of the program is to go "beyond" the minimal requirements of the Americans with Disabilities Act (ADA). Funds are distributed to states based on that state's population of persons with disabilities. The same match requirements as for JARC apply for the New Freedom Program.

Examples of eligible New Freedom Program projects include:

- Expansion of paratransit service hours or service area beyond minimal requirements
- Purchase of accessible taxi or other vehicles

- Promotion of accessible ride sharing or vanpool programs
- Administration of volunteer programs
- Building curb-cuts, providing accessible bus stops
- Travel Training programs

Public/Private Partnerships

Local businesses will often be interested in advertising on bus stop benches and shelters in communities where they do business. They may also be interested in providing "in kind" services such as free or low-cost printing for marketing brochures. For example, Shafter Transit may consider partnering with the International Trade and Transportation Center or the airport to help fund some of the small scale capital improvements.

Impact Fees

Impact Fees on new development are used throughout California to finance the costs of growth. Given that Kern County is growing rapidly, such fees are an attractive means to supplement other sources of funds for transit capital. Fees must be supported by a nexus study proving the connection between growth and the costs of growth, and therefore fees vary greatly by types of development and by location. Impact fees are generally imposed at the city level, although they may also be applied on a countywide level. They are often indexed to inflation or construction cost, with annual adjustments in fee levels. Given the cyclical nature of development, fee income varies greatly from year to year and is thus not a good source for operational funding. Many communities use a portion of fee revenue to pay for transit impacts, generally financing transit facilities and bus purchases.

APPENDIX A

PASSENGER SURVEY FORMS

Wasco Dial-A-Ride Passenger Survey

ESPANOL☞

If you already have completed a Wasco survey this week, do not complete another.

Wasco Dial-A-Ride needs your help to improve local transit service.
Please tell us about the one-way trip you are making NOW.

Complete this form and return it with the pencil to the driver.

About Your Trip

1. *Did the bus arrive on time for this trip?*
   - ☐ 1 Yes, the bus was on-time (☞ *Skip to Question 3*)
   - ☐ 2 No, the bus was earlier than promised
   - ☐ 3 No, the bus was late

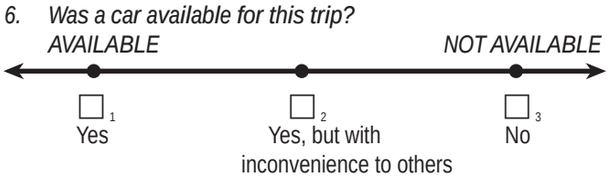
2. *If the bus was late or early for your pick-up, how much did the pick up time differ from the time you were told?*
   - ☐ 1 Less than 10 minutes
   - ☐ 2 10 to 20 minutes
   - ☐ 3 20 to 30 minutes
   - ☐ 4 Over 30 minutes

3. *Have you ever requested a ride (during service hours) and the Dial-A-Ride service was not available?*
   - ☐ 1 Yes
   - ☐ 2 No

4. *What is the <u>main</u> purpose of your trip? Check only one.*
   (If you are going home, what was the purpose of your trip?)
   - ☐ 1 Work/ Workshop
   - ☐ 2 Shopping
   - ☐ 3 Sightseeing
   - ☐ 4 Personal Errands
   - ☐ 5 Recreational/Social
   - ☐ 6 Senior Center
   - ☐ 7 School/College
   - ☐ 8 Medical/Dental Appointment
   - ☐ 99 Other (What purpose?)_____

5. *Are you making a ROUND TRIP on Dial-A-Ride today?*
   (Using the bus for both directions of your trip?)
   - ☐ 1 Yes
   - ☐ No →
     If NO, how will you/did you make the other part of the trip?
     - ☐ 2 Walk
     - ☐ 4 Bike
     - ☐ 3 Drive alone
     - ☐ 5 Get a Ride
     - ☐ 99 Other (specify)_____

6. *Was a car available for this trip?*



7. *If there was no Dial-A-Ride, how would you make this trip?*
   - ☐ 1 Walk
   - ☐ 2 Drive alone
   - ☐ 3 I would not make this trip
   - ☐ 4 Bike
   - ☐ 5 Get a ride
   - ☐ 99 Other (specify)_____

What Do You Think?

8. *How often do you use the Dial-A-Ride service?*
   - ☐ 1 5+days/week
   - ☐ 2 3-4 days/week
   - ☐ 3 1-2 days/week
   - ☐ 4 Less than 1 time/week
   - ☐ 5 This is my first time

9. *How do you rate Dial-A-Ride service?*
   - ☐ 1 Excellent
   - ☐ 2 Good
   - ☐ 3 Fair
   - ☐ 4 Poor

10. *How often do you ride Kern Regional Transit (KRT)?*
    - ☐ 1 Never used
    - ☐ 2 Less than once/month
    - ☐ 3 1-2 times/month
    - ☐ 4 3 or more times/month

11. *Where do you travel on KRT?*
    (You may mark more than one answer):
    - ☐ 1 Bakersfield
    - ☐ 2 McFarland
    - ☐ 3 Lost Hills
    - ☐ 4 Shafter
    - ☐ 5 Delano
    - ☐ 99 Other

12. *Which TWO (2) service improvements are MOST important to you? (CHOOSE NO MORE THAN TWO)*
    - ☐ 1 More/better information
    - ☐ 2 Earlier weekday service
    - ☐ 3 Later weekday service
    - ☐ 4 Sunday service
    - ☐ 5 More Saturday service
    - ☐ 6 Better on-time performance
    - ☐ 7 Shorter travel times, fewer stops
    - ☐ 8 More vechicles
    - ☐ 9 More service to_____
    - ☐ 10 None
    - ☐ 99 Other_____

13. *Where do you go most often for medical appointments? List location and city/town.*

    _____

14. *Where do you go most often for your grocery shopping? List store and city/town.*

    _____

Tell Us About Yourself

15. *What is your age?*
    - ☐ 1 Under 14
    - ☐ 2 14-18
    - ☐ 3 19-24
    - ☐ 4 25-44
    - ☐ 5 45-61
    - ☐ 6 62 and over

16. *Total household income (before taxes) of all persons in your household?*
    - ☐ 1 $10,000 or less
    - ☐ 2 $10,001 - $20,000
    - ☐ 3 $20,001 - $30,000
    - ☐ 4 $30,001 - $50,000
    - ☐ 5 $50,001 - $75,000
    - ☐ 6 $75,001 - $100,000
    - ☐ 7 More than $100,000

Your Opinion Counts!

Your comments and opinions are important to us. Please use this space.

Cuestionario de Pasajero de Wasco Dial-A-Ride

ENGLISH☞

Si a completado un cuestionario hoy u otro dia, por favor no complete otro.

Wasco Dial-A-Ride necesita su ayuda para mejorár su servicio de tránsito local. Por favor diganos de su viaje de ida hoy.

Complete este forma y entrégueselo con el lápiz al manejador. Gracias.

De su viaje

1. *Llegó a tiempo el camión hoy?*
   - ☐ 1 Sí, llegó a la hora prometida. (☞ *Pase a la pregunta 3)*
   - ☐ 2 No, llegó temprano.
   - ☐ 3 No, llegó tarde.

2. *Sí Llegó el camión tarde o temprano, ¿cuál era la diferencia del tiempo citado?*
   - ☐ 1 Menos de 10 minutos
   - ☐ 2 10-20 minutos
   - ☐ 3 20-30 minutos
   - ☐ 4 Mas de 30 minutos_____ (Cuánto tiempo?)

3. *¿Alguna vez ha solicitado un viáje durante las horas de servicio y este no ha estado disponible?*
   - ☐ 1 Sí
   - ☐ 2 No

4. *Cuál es el propósito principal de su viaje? Favor de marcar solamente uno (Si está en camino a casa, cuál era el proposito de su viaje?).*
   - ☐ 1 Trabajo/taller
   - ☐ 2 Ir de compras
   - ☐ 3 Viaje de placer
   - ☐ 4 Mandados personales
   - ☐ 5 Recreación o visita social
   - ☐ 6 Centro de ancianos (Senior Center)
   - ☐ 7 Escuela/universidad
   - ☐ 8 Cita con el médico o el dentista
   - ☐ 99 Otro (propósito)_____

5. *Está viajando de IDA y de VUELTA en el Dial-A-Ride? (Usando el camión de ida y vuelta?)*
   - ☐ 1 Sí
   - ☐ No ——→ *Sí ha respondido "No", como va hacer o iso la otra parte de su viaje?*
     - ☐ 2 Caminé o camenaré
     - ☐ 3 Manejé o majejaré solo
     - ☐ 4 Por bicicleta
     - ☐ 5 Fui recogido o seré recogido
     - ☐ 99 Otro (favor de especificar)_____

6. *Habia un auto disponible para este viaje?*

   FUE DISPONIBLE ——— *NO FUE DISPONIBLE*

   ☐ 1 Sí — ☐ 2 Sí, pero con inconveniencia para otros — ☐ 3 No

7. *Sí no hubiera transporte de Dial-A-Ride, cómo hiciera este viaje?*
   - ☐ 1 Caminado
   - ☐ 2 Manejando solo
   - ☐ 3 No hiciéra este viaje
   - ☐ 4 Bicicieta
   - ☐ 5 Transporte con otra persona
   - ☐ 99 Otro (especifique)_____

Qué piensa usted?

8. *Cuantas veces usa el transporte de Dial-A-Ride?*
   - ☐ 1 5 o más viajes por semana
   - ☐ 2 3-4 viajes por semana
   - ☐ 3 1-2 viajes por semana
   - ☐ 4 Menos de un viaje por semana
   - ☐ 5 Es mi primera vez

9. *Cómo calificaria Ud. el servicio de Dial-A-Ride?*
   - ☐ 1 Excelente
   - ☐ 2 Bueno
   - ☐ 3 Mediamente bueno/regular
   - ☐ 4 Malo

10. *Cuantas veces viaja Kern Regional Transit (KRT)?*
    - ☐ 1 Nunca
    - ☐ 2 Menos de un viaje por mes
    - ☐ 3 1-2 viajes Por mes
    - ☐ 4 3 o mas viajes por mes

11. *Dónde viaja en KRT?*
    - ☐ 1 Bakersfield
    - ☐ 2 Shafter
    - ☐ 3 Lost Hills
    - ☐ 4 McFarland
    - ☐ 5 Delano
    - ☐ 99 Other_____

12. *Cuáles Dos (2) mejoramientos de servico son las MÁS importantes para Ud.? (Escoge DOS nomas)*
    - ☐ 1 Más y mejor información
    - ☐ 2 Servicio más temprano
    - ☐ 3 Servicio más tarde
    - ☐ 4 Servicio del Domingo
    - ☐ 5 Más servicio del Sábado
    - ☐ 6 Mejoria en la puntualidad
    - ☐ 7 Viajes de menos duración, menos paradas
    - ☐ 8 Más camiones
    - ☐ 9 Servicio para_____
    - ☐ 10 Nada
    - ☐ 99 Otro_____

13. *A dónde va con mas frequencia para citas de medico? Liste la localidád y ciudad/pueblo.*

    _____

14. *A dónde va con mas frequencia para comprar? Liste la localidád y ciudad/pueblo.*

    _____

Díganos algo de usted

15. *Qué es su edad?*
    - ☐ 1 Menos de 14 años
    - ☐ 2 14-18 años
    - ☐ 3 19-24 años
    - ☐ 4 25-44 años
    - ☐ 5 45-61 años
    - ☐ 6 62 o mayor

16. *INgresos totales en el hogar:*
    - ☐ 1 Menos de $10,001
    - ☐ 2 $10,001 a $20,000
    - ☐ 3 $20,001 a $30,000
    - ☐ 4 $30,001 a $50,000
    - ☐ 5 $50,001 a $75,000
    - ☐ 6 $75,001 a $100,000
    - ☐ 7 $100,000+

Su opinion cuenta

Sus comentarios opiniones son importantes para nosotros. Por favor escríbalos aguí.

Shafter Dial-A-Ride Passenger Survey

ESPANOL☞

If you already have completed a Shafter survey this week, do not complete another.

Shafter Dial-A-Ride needs your help to improve local transit service.
Please tell us about the one-way trip you are making NOW.

Complete this form and return it with the pencil to the driver.

About Your Trip

1. *Did the bus arrive on time for this trip?*
   - ☐ 1 Yes, the bus was on-time (☞Skip to Question 3)
   - ☐ 2 No, the bus was earlier than promised
   - ☐ 3 No, the bus was late

2. *If the bus was late or early for your pick-up, how much did the pick up time differ from the time you were told?*
   - ☐ 1 Less than 10 minutes
   - ☐ 2 10 to 20 minutes
   - ☐ 3 20 to 30 minutes
   - ☐ 4 Over 30 minutes

3. *Have you ever requested a ride (during service hours) and the Dial-A-Ride service was not available?*
   - ☐ 1 Yes
   - ☐ 2 No

4. *What is the <u>main</u> purpose of your trip? Check only one.*
   (If you are going home, what was the purpose of your trip?)
   - ☐ 1 Work/ Workshop
   - ☐ 2 Shopping
   - ☐ 3 Sightseeing
   - ☐ 4 Personal Errands
   - ☐ 5 Recreational/Social
   - ☐ 6 Senior Center
   - ☐ 7 School/College
   - ☐ 8 Medical/Dental Appointment
   - ☐ 99 Other (What purpose?)_____

5. *Are you making a ROUND TRIP on Dial-A-Ride today?*
   (Using the bus for both directions of your trip?)
   - ☐ 1 Yes
   - ☐ No →
     If NO, how will you/did you make the other part of the trip?
     - ☐ 2 Walk
     - ☐ 3 Drive alone
     - ☐ 4 Bike
     - ☐ 5 Get a Ride
     - ☐ 99 Other (specify)_____

6. *Was a car available for this trip?*

   AVAILABLE — *NOT AVAILABLE*

   ☐ 1 Yes — ☐ 2 Yes, but with inconvenience to others — ☐ 3 No

7. *If there was no Dial-A-Ride, how would you make this trip?*
   - ☐ 1 Walk
   - ☐ 2 Drive alone
   - ☐ 3 I would not make this trip
   - ☐ 4 Bike
   - ☐ 5 Get a ride
   - ☐ 99 Other (specify)_____

What Do You Think?

8. *How often do you use the Dial-A-Ride service?*
   - ☐ 1 5+days/week
   - ☐ 2 3-4 days/week
   - ☐ 3 1-2 days/week
   - ☐ 4 Less than 1 time/week
   - ☐ 5 This is my first time

9. *How do you rate Dial-A-Ride service?*
   - ☐ 1 Excellent
   - ☐ 2 Good
   - ☐ 3 Fair
   - ☐ 4 Poor

10. *How often do you ride Kern Regional Transit (KRT)?*
    - ☐ 1 Never used
    - ☐ 2 Less than once/month
    - ☐ 3 1-2 times/month
    - ☐ 4 3 or more times/month

11. *Where do you travel on KRT?*
    (You may mark more than one answer):
    - ☐ 1 Bakersfield
    - ☐ 2 McFarland
    - ☐ 3 Lost Hills
    - ☐ 4 Wasco
    - ☐ 5 Delano
    - ☐ 99 Other_____

12. *Which TWO (2) service improvements are MOST important to you? (CHOOSE NO MORE THAN TWO)*
    - ☐ 1 More/better information
    - ☐ 2 Earlier weekday service
    - ☐ 3 Later weekday service
    - ☐ 4 Weekend service
    - ☐ 5 Better on-time performance
    - ☐ 6 Shorter travel times, fewer stops
    - ☐ 7 More vechicles
    - ☐ 8 More service to_____
    - ☐ 9 None
    - ☐ 99 Other_____

13. *Where do you go most often for medical appointments?*
    List location and city/town.

    _____

14. *Where do you go most often for your grocery shopping?*
    List store and city/town.

    _____

Tell Us About Yourself

15. *What is your age?*
    - ☐ 1 Under 14
    - ☐ 2 14-18
    - ☐ 3 19-24
    - ☐ 4 25-44
    - ☐ 5 45-61
    - ☐ 6 62 and over

16. *Total household income (before taxes) of all persons in your household?*
    - ☐ 1 $10,000 or less
    - ☐ 2 $10,001 - $20,000
    - ☐ 3 $20,001 - $30,000
    - ☐ 4 $30,001 - $50,000
    - ☐ 5 $50,001 - $75,000
    - ☐ 6 $75,001 - $100,000
    - ☐ 7 More than $100,000

Your Opinion Counts!

Your comments and opinions are important to us. Please use this space.

Cuestionario de Pasajero de Shafter Dial-A-Ride

ENGLISH☞

Si a completado un cuestionario hoy u otro dia, por favor no complete otro.

Shafter Dial-A-Ride necesita su ayuda para mejorár su servicio de tránsito local. Por favor diganos de su viaje de ida hoy.

Complete este forma y entrégueselo con el lápiz al manejador. Gracias.

De su viaje

1. *Llegó a tiempo el camión hoy?*
   - ☐ 1 Sí, llegó a la hora prometida. (☞ *Pase a la pregunta 3)*
   - ☐ 2 No, llegó temprano.
   - ☐ 3 No, llegó tarde.

2. *Sí Llegó el camión tarde o temprano, ¿cuál era la diferencia del tiempo citado?*
   - ☐ 1 Menos de 10 minutos
   - ☐ 2 10-20 minutos
   - ☐ 3 20-30 minutos
   - ☐ 4 Mas de 30 minutos_____ (Cuánto tiempo?)

3. *¿Alguna vez ha solicitado un viáje durante las horas de servicio y este no ha estado disponible?*
   - ☐ 1 Sí
   - ☐ 2 No

4. *Cuál es el propósito principal de su viaje? Favor de marcar solamente uno (Si está en camino a casa, cuál era el proposito de su viaje?).*
   - ☐ 1 Trabajo/taller
   - ☐ 2 Ir de compras
   - ☐ 3 Viaje de placer
   - ☐ 4 Mandados personales
   - ☐ 5 Recreación o visita social
   - ☐ 6 Centro de ancianos (Senior Center)
   - ☐ 7 Escuela/universidad
   - ☐ 8 Cita con el médico o el dentista
   - ☐ 99 Otro (propósito)_____

5. *Está viajando de IDA y de VUELTA en el Dial-A-Ride? (Usando el camión de ida y vuelta?)*
   - ☐ 1 Sí
   - ☐ No ——↓
     Sí ha respondido "No", como va hacer o iso la otra parte de su viaje?
     - ☐ 2 Caminé o camenaré
     - ☐ 3 Manejé o majejaré solo
     - ☐ 4 Por bicicleta
     - ☐ 5 Fui recogido o seré recogido
     - ☐ 99 Otro (favor de especificar)_____

6. *Habia un auto disponible para este viaje?*

   FUE DISPONIBLE ——— *NO FUE DISPONIBLE*

   ☐ 1 Sí — ☐ 2 Sí, pero con inconveniencia para otros — ☐ 3 No

7. *Sí no hubiera transporte de Dial-A-Ride, cómo hiciera este viaje?*
   - ☐ 1 Caminado
   - ☐ 2 Manejando solo
   - ☐ 3 No hiciéra este viaje
   - ☐ 4 Bicicieta
   - ☐ 5 Transporte con otra persona
   - ☐ 99 Otro (especifique)_____

Qué piensa usted?

8. *Cuantas veces usa el transporte de Dial-A-Ride?*
   - ☐ 1 5 o más viajes por semana
   - ☐ 2 3-4 viajes por semana
   - ☐ 3 1-2 viajes por semana
   - ☐ 4 Menos de un viaje por semana
   - ☐ 5 Es mi primera vez

9. *Cómo calificaria Ud. el servicio de Dial-A-Ride?*
   - ☐ 1 Excelente
   - ☐ 2 Bueno
   - ☐ 3 Mediamente bueno/regular
   - ☐ 4 Malo

10. *Cuantas veces viaja Kern Regional Transit (KRT)?*
    - ☐ 1 Nunca
    - ☐ 2 Menos de un viaje por mes
    - ☐ 3 1-2 viajes Por mes
    - ☐ 4 3 o mas viajes por mes

11. *Dónde viaja en KRT?*
    - ☐ 1 Bakersfield
    - ☐ 2 Wasco
    - ☐ 3 Lost Hills
    - ☐ 4 McFarland
    - ☐ 5 Delano
    - ☐ 99 Other_____

12. *Cuáles Dos (2) mejoramientos de servico son las MÁS importantes para Ud.? (Escoge DOS nomas)*
    - ☐ 1 Más y mejor información
    - ☐ 2 Servicio más temprano
    - ☐ 3 Servicio más tarde
    - ☐ 4 Servicio entre fin de Semana
    - ☐ 6 Mejoria en la puntualidad
    - ☐ 7 Viajes de menos duración, menos paradas
    - ☐ 8 Más camiones
    - ☐ 9 Servicio para_____
    - ☐ 10 Nada
    - ☐ 99 Otro_____

13. *A dónde va con mas frequencia para citas de medico? Liste la localidád y ciudad/pueblo.*

    _____

14. *A dónde va con mas frequencia para comprar? Liste la localidád y ciudad/pueblo.*

    _____

Díganos algo de usted

15. *Qué es su edad?*
    - ☐ 1 Menos de 14 años
    - ☐ 2 14-18 años
    - ☐ 3 19-24 años
    - ☐ 4 25-44 años
    - ☐ 5 45-61 años
    - ☐ 6 62 o mayor

16. *INgresos totales en el hogar:*
    - ☐ 1 Menos de $10,001
    - ☐ 2 $10,001 a $20,000
    - ☐ 3 $20,001 a $30,000
    - ☐ 4 $30,001 a $50,000
    - ☐ 5 $50,001 a $75,000
    - ☐ 6 $75,001 a $100,000
    - ☐ 7 $100,000+

Su opinion cuenta

Sus comentarios opiniones son importantes para nosotros. Por favor escríbalos aguí.

McFarland Dial-A-Ride Passenger Survey

ESPANOL☞

If you already have completed a McFarland survey this week, do not complete another.

McFarland Dial-A-Ride needs your help to improve local transit service.
Please tell us about the one-way trip you are making NOW.

Complete this form and return it with the pencil to the driver.

About Your Trip

1. *Did the bus arrive on time for this trip?*

   ☐ 1 Yes, the bus was on-time (☞ *Skip to Question 3)*
   ☐ 2 No, the bus was earlier than promised
   ☐ 3 No, the bus was late

2. *If the bus was late or early for your pick-up, how much did the pick up time differ from the time you were told?*

   ☐ 1 Less than 10 minutes ☐ 3 20 to 30 minutes
   ☐ 2 10 to 20 minutes ☐ 4 Over 30 minutes

3. *Have you ever requested a ride (during service hours) and the Dial-A-Ride service was not available?*

   ☐ 1 Yes ☐ 2 No

4. *What is the <u>main</u> purpose of your trip? Check only one.*
   (If you are going home, what was the purpose of your trip?)

   ☐ 1 Work/ Workshop ☐ 5 Recreational/Social
   ☐ 2 Shopping ☐ 6 Senior Center
   ☐ 3 Sightseeing ☐ 7 School/College
   ☐ 4 Personal Errands ☐ 8 Medical/Dental Appointment
   ☐ 99 Other (What purpose?)_____

5. *Are you making a ROUND TRIP on Dial-A-Ride today?*
   (Using the bus for both directions of your trip?)

   ☐ 1 Yes ☐ No →
   If NO, how will you/did you make the other part of the trip?
   ☐ 2 Walk ☐ 4 Bike
   ☐ 3 Drive alone ☐ 5 Get a Ride
   ☐ 99 Other (specify)_____

6. *Was a car available for this trip?*

   AVAILABLE — *NOT AVAILABLE*

   ☐ 1 Yes ☐ 2 Yes, but with inconvenience to others ☐ 3 No

7. *If there was no Dial-A-Ride, how would you make this trip?*

   ☐ 1 Walk ☐ 4 Bike
   ☐ 2 Drive alone ☐ 5 Get a ride
   ☐ 3 I would not make this trip ☐ 99 Other (specify)_____

What Do You Think?

8. *How often do you use the Dial-A-Ride service?*

   ☐ 1 5+days/week ☐ 4 Less than 1 time/week
   ☐ 2 3-4 days/week ☐ 5 This is my first time
   ☐ 3 1-2 days/week

9. *How do you rate Dial-A-Ride service?*

   ☐ 1 Excellent ☐ 3 Fair
   ☐ 2 Good ☐ 4 Poor

10. *How often do you ride Kern Regional Transit (KRT)?*

    ☐ 1 Never used ☐ 3 1-2 times/month
    ☐ 2 Less than once/month ☐ 4 3 or more times/month

11. *Where do you travel on KRT?*
    (You may mark more than one answer):

    ☐ 1 Bakersfield ☐ 4 Shafter
    ☐ 2 Wasco ☐ 5 Delano
    ☐ 3 Lost Hills ☐ 99 Other

12. *Which TWO (2) service improvements are MOST important to you? (CHOOSE NO MORE THAN TWO)*

    ☐ 1 More/better information ☐ 7 More vechicles
    ☐ 2 Earlier weekday service ☐ 8 More service to_____
    ☐ 3 Later weekday service ☐ 9 None
    ☐ 4 Weekend service
    ☐ 5 Better on-time performance
    ☐ 6 Shorter travel times, fewer stops
    ☐ 99 Other_____

13. *Where do you go most often for medical appointments? List location and city/town.*

    _____

14. *Where do you go most often for your grocery shopping? List store and city/town.*

    _____

Tell Us About Yourself

15. *What is your age?*

    ☐ 1 Under 14 ☐ 4 25-44
    ☐ 2 14-18 ☐ 5 45-61
    ☐ 3 19-24 ☐ 6 62 and over

16. *Total household income (before taxes) of all persons in your household?*

    ☐ 1 $10,000 or less ☐ 5 $50,001 - $75,000
    ☐ 2 $10,001 - $20,000 ☐ 6 $75,001 - $100,000
    ☐ 3 $20,001 - $30,000 ☐ 7 More than $100,000
    ☐ 4 $30,001 - $50,000

Your Opinion Counts!

Your comments and opinions are important to us. Please use this space.

Cuestionario de Pasajero de McFarland Dial-A-Ride

ENGLISH☞

Si a completado un cuestionario hoy u otro dia, por favor no complete otro.

McFarland Dial-A-Ride necesita su ayuda para mejorár su servicio de tránsito local. Por favor diganos de su viaje de ida hoy.

Complete este forma y entrégueselo con el lápiz al manejador. Gracias.

De su viaje

1. *Llegó a tiempo el camión hoy?*
   - ☐ 1 Sí, llegó a la hora prometida. (☞ *Pase a la pregunta 3)*
   - ☐ 2 No, llegó temprano.
   - ☐ 3 No, llegó tarde.

2. *Sí Llegó el camión tarde o temprano, ¿cuál era la diferencia del tiempo citado?*
   - ☐ 1 Menos de 10 minutos
   - ☐ 2 10-20 minutos
   - ☐ 3 20-30 minutos
   - ☐ 4 Mas de 30 minutos_____ (Cuánto tiempo?)

3. *¿Alguna vez ha solicitado un viáje durante las horas de servicio y este no ha estado disponible?*
   - ☐ 1 Sí
   - ☐ 2 No

4. *Cuál es el propósito principal de su viaje? Favor de marcar solamente uno (Si está en camino a casa, cuál era el proposito de su viaje?).*
   - ☐ 1 Trabajo/taller
   - ☐ 2 Ir de compras
   - ☐ 3 Viaje de placer
   - ☐ 4 Mandados personales
   - ☐ 5 Recreación o visita social
   - ☐ 6 Centro de ancianos (Senior Center)
   - ☐ 7 Escuela/universidad
   - ☐ 8 Cita con el médico o el dentista
   - ☐ 99 Otro (propósito)_____

5. *Está viajando de IDA y de VUELTA en el Dial-A-Ride? (Usando el camión de ida y vuelta?)*
   - ☐ 1 Sí
   - ☐ No ——→ *Sí ha respondido "No", como va hacer o iso la otra parte de su viaje?*
     - ☐ 2 Caminé o camenaré
     - ☐ 3 Manejé o majejaré solo
     - ☐ 4 Por bicicleta
     - ☐ 5 Fui recogido o seré recogido
     - ☐ 99 Otro (favor de especificar)_____

6. *Habia un auto disponible para este viaje?*

   FUE DISPONIBLE ←——————→ *NO FUE DISPONIBLE*

   ☐ 1 Sí — ☐ 2 Sí, pero con inconveniencia para otros — ☐ 3 No

7. *Sí no hubiera transporte de Dial-A-Ride, cómo hiciera este viaje?*
   - ☐ 1 Caminado
   - ☐ 2 Manejando solo
   - ☐ 3 No hiciéra este viaje
   - ☐ 4 Bicicieta
   - ☐ 5 Transporte con otra persona
   - ☐ 99 Otro (especifique)_____

Qué piensa usted?

8. *Cuantas veces usa el transporte de Dial-A-Ride?*
   - ☐ 1 5 o más viajes por semana
   - ☐ 2 3-4 viajes por semana
   - ☐ 3 1-2 viajes por semana
   - ☐ 4 Menos de un viaje por semana
   - ☐ 5 Es mi primera vez

9. *Cómo calificaria Ud. el servicio de Dial-A-Ride?*
   - ☐ 1 Excelente
   - ☐ 2 Bueno
   - ☐ 3 Mediamente bueno/regular
   - ☐ 4 Malo

10. *Cuantas veces viaja Kern Regional Transit (KRT)?*
    - ☐ 1 Nunca
    - ☐ 2 Menos de un viaje por mes
    - ☐ 3 1-2 viajes Por mes
    - ☐ 4 3 o mas viajes por mes

11. *Dónde viaja en KRT?*
    - ☐ 1 Bakersfield
    - ☐ 2 Wasco
    - ☐ 3 Lost Hills
    - ☐ 4 Shafter
    - ☐ 5 Delano
    - ☐ 99 Other_____

12. *Cuáles Dos (2) mejoramientos de servico son las MÁS importantes para Ud.? (Escoge DOS nomas)*
    - ☐ 1 Más y mejor información
    - ☐ 2 Servicio más temprano
    - ☐ 3 Servicio más tarde
    - ☐ 4 Servicio entre fin de Semana
    - ☐ 6 Mejoria en la puntualidad
    - ☐ 7 Viajes de menos duración, menos paradas
    - ☐ 8 Más camiones
    - ☐ 9 Servicio para_____
    - ☐ 10 Nada
    - ☐ 99 Otro_____

13. *A dónde va con mas frequencia para citas de medico? Liste la localidád y ciudad/pueblo.*

    _____

14. *A dónde va con mas frequencia para comprar? Liste la localidád y ciudad/pueblo.*

    _____

Díganos algo de usted

15. *Qué es su edad?*
    - ☐ 1 Menos de 14 años
    - ☐ 2 14-18 años
    - ☐ 3 19-24 años
    - ☐ 4 25-44 años
    - ☐ 5 45-61 años
    - ☐ 6 62 o mayor

16. *INgresos totales en el hogar:*
    - ☐ 1 Menos de $10,001
    - ☐ 2 $10,001 a $20,000
    - ☐ 3 $20,001 a $30,000
    - ☐ 4 $30,001 a $50,000
    - ☐ 5 $50,001 a $75,000
    - ☐ 6 $75,001 a $100,000
    - ☐ 7 $100,000+

Su opinion cuenta

Sus comentarios opiniones son importantes para nosotros. Por favor escríbalos aguí.

Kern Regional Transit (KRT) Passenger Survey

Dear KRT Bus Rider:
Please take a minute to fill this out and help us evaluate our service.
Complete this form and return it with the pencil to the driver.

1. Why are you riding this bus today?
(Check all that apply)

- ☐ 1 Avoid traf c
- ☐ 2 Less expensive
- ☐ 3 More convenient
- ☐ 4 No car available
- ☐ 5 Parking problems
- ☐ 6 Other *(Specify)*:_____

2. What is the main purpose of your trip today?

- ☐ 1 Work
- ☐ 2 Medical
- ☐ 3 Shopping
- ☐ 4 Visit/Personal
- ☐ 5 School
- ☐ 6 Other *(Specify)*:_____

3. How did you get to the bus stop for this bus today?

- ☐ 1 Transferred from Bus or Dial-A-Ride:_____
- ☐ 2 Drove
- ☐ 3 Bicycle
- ☐ 4 Walked
- ☐ 5 Got a ride
- ☐ 6 Other *(Specify)*:_____

4. On your trip today, please indicate the bus stop where you got <u>on</u> this bus?

- ☐ 1 Lost Hills
- ☐ 2 Delano
- ☐ 3 McFarland
- ☐ 4 Wasco-Amtrak Station
- ☐ 5 Wasco-El Pueblo Market
- ☐ 6 Wasco - Kmart
- ☐ 7 Shafter City Hall
- ☐ 8 Shafter - West Tec
- ☐ 9 Bakers eld

5. On your trip today, please indicate the bus stop where you plan to get <u>off</u> this bus?

- ☐ 1 Lost Hills
- ☐ 2 Delano
- ☐ 3 McFarland
- ☐ 4 Wasco-Amtrak Station
- ☐ 5 Wasco-El Pueblo Market
- ☐ 6 Wasco - Kmart
- ☐ 7 Shafter City Hall
- ☐ 8 Shafter - West Tec
- ☐ 9 Bakers eld

6. How will you get from the bus stop to your destination today?

- ☐ 1 Transfer to Bus or Dial-A-Ride:_____
- ☐ 2 Drive
- ☐ 3 Bicycle
- ☐ 4 Walk
- ☐ 5 Get a ride
- ☐ 6 Other (Specify):_____

18. Please rate KRT's performance on a 1-5 scale, with 1 being very poor and 5 being excellent.

		Very Poor	Poor	Fair	Good	Excellent
a.	Frequency of buses (how often they run)	1	2	3	4	5
b.	Quality of bus shelters	1	2	3	4	5
c.	Routes go where I need to go	1	2	3	4	5
d.	Reliability	1	2	3	4	5
e.	Travel time on the bus	1	2	3	4	5
f.	Value for fare paid	1	2	3	4	5
g.	Availability of seats	1	2	3	4	5
h.	Cleanliness	1	2	3	4	5
i.	Information at bus stops	1	2	3	4	5
j.	Driver courtesy	1	2	3	4	5
k.	Personal safety on buses	1	2	3	4	5
l.	Wheelchair securement	1	2	3	4	5
m	Location of bus signs	1	2	3	4	5
n	Bus service overall	1	2	3	4	5

Finally, for statistical purposes, please tell us a little about yourself. All replies are confidential.

13. How often do you ride the KRT?
(Check one)

- ☐ 1 5+ days per week
- ☐ 2 1-2 days per week
- ☐ 3 3-4 days per week
- ☐ 4 Less than once a week
- ☐ 5 First time riding

14. How long have you been using KRT service?

- ☐ 1 Less than 3 months
- ☐ 2 3 to 6 months
- ☐ 3 6 months to 1 year
- ☐ 4 1 to 5 years
- ☐ 5 More than 5 years

15. Your age is . . .

- ☐ 1 Under 18 years
- ☐ 2 18 to 24 years
- ☐ 3 25 to 34 years
- ☐ 4 35 to 49 years
- ☐ 5 50 to 64 years
- ☐ 6 65 year or more

16. Your ethnic origin is . . .

- ☐ 1 African American/Black
- ☐ 2 White
- ☐ 3 Hispanic
- ☐ 4 Asian/Paci c Islander
- ☐ 5 Native American
- ☐ 6 Other *(Specify)*: _____

17. You are:

- ☐ 1 Female
- ☐ 2 Male

18. How many working motor vehicles are available in your household?

- ☐ 1 None
- ☐ 2 One
- ☐ 3 Two
- ☐ 4 Three+

19. Your total annual household income is . . .

- ☐ 1 Less than $10,000
- ☐ 2 $10,000-$29,999
- ☐ 3 $30,000-$49,999
- ☐ 4 $50,000-$74,999
- ☐ 5 $75,000-$99,999
- ☐ 6 $100,00 and over

20. Please give us any other comments you have on the KRT service.

_____

_____

_____

Thank you for your participation in this survey. Your responses will be kept strictly confidential.

Kern Regional Transit (KRT) Encuesta al Usuario

Estimado Usuario de los Autobuses de KRT:
Por favor tómese un minuto para completar esta encuesta y ayudarnos a evaluar nuestros servicios. Complete este encuesta y devuélvala con el lápiz al conductor. Si usted ya ha completado esta encuesta esta semana por favor no complete otra.

1. ¿Cuál es la razón principal de su viaje? (si está yendo a su casa, ¿cuál fue el propósito de su viaje?)

- ☐ 1 Trabajo
- ☐ 2 Médico
- ☐ 3 Compras
- ☐ 4 Visita/Personal
- ☐ 5 Escuela
- ☐ 6 Otro *(especifique)*: _____

2. ¿Por qué está viajando en el autobús hoy? *(Marque todas las que correspondan)*

- ☐ 1 Evitar trá co
- ☐ 2 Más económico que manejar
- ☐ 3 Más conveniente que manejar
- ☐ 4 No tengo auto (carro)
- ☐ 5 Otro *(especifique)*:_____

3. ¿Hoy, cómo llegó a la parada del autobús para hacer su viaje?

- ☐ 1 Transferí del Autobús o Dial-A-Ride (DAR)
  Por favor especi que...
  - ☐ a Wasco DAR
  - ☐ b Shafter DAR
  - ☐ c McFarland DAR
  - ☐ d Delano Transit
  - ☐ e GET
  - ☐ f Otro:_____
- ☐ 2 Manejé
- ☐ 3 Llegué en bicicleta
- ☐ 4 Caminé
- ☐ 5 Me trajeron en auto
- ☐ 6 Otro *(especifique)*:_____

4. En su viaje hoy, por favor indique la parada del autobús donde usted subió al autobús.

- ☐ 1 Lost Hills
- ☐ 2 Delano
- ☐ 3 McFarland
- ☐ 4 Wasco - Amtrak Station
- ☐ 5 Wasco - El Pueblo Market
- ☐ 6 Wasco - Kmart
- ☐ 7 Shafter City Hall
- ☐ 8 Shafter - WESTEC
- ☐ 9 Bakers eld
- ☐ 10 Otro *(especifique)*:_____

5. En su viaje hoy, por favor indique la parada del autobús donde usted tiene planeado bajarse.

- ☐ 1 Lost Hills
- ☐ 2 Delano
- ☐ 3 McFarland
- ☐ 4 Wasco - Amtrak Station
- ☐ 5 Wasco - El Pueblo Market
- ☐ 6 Wasco - Kmart
- ☐ 7 Shafter - City Hall
- ☐ 8 Shafter - WESTEC
- ☐ 9 Bakers eld
- ☐ 10 Otro *(especifique)*:_____

6. ¿Hoy cómo va a llegar desde la parada del autobús hasta su destino nal?

- ☐ 1 Trans riendo al Autobús o Dial-A-Ride (DAR)
  Por favor especi que...
  - ☐ a Wasco DAR
  - ☐ b Shafter DAR
  - ☐ c McFarland DAR
  - ☐ d Delano Transit
  - ☐ e GET
  - ☐ f Otro: _____
- ☐ 2 Manejando
- ☐ 3 En bicicleta
- ☐ 4 Caminando
- ☐ 5 Me llevarán en auto
- ☐ 6 Otro *(especifique)*:_____

Continúe Otro Lado

7. Por favor cali que el desempeño de KRT en una escala de 1 a 5, donde 1 es "muy malo" y 5 es "excelente".

		Muy Malo	Malo	Regular	Bueno	Excelente
a.	Frecuencia de los autobuses (que tan seguido pasan)	1	2	3	4	5
b.	Disponibilidad o conveniencia	1	2	3	4	5
c.	Calidad de las casetas de las paradas del autobús	1	2	3	4	5
d.	Las rutas van hacia donde yo necesito ir	1	2	3	4	5
e.	Puntualidad (a tiempo)	1	2	3	4	5
f.	Tiempo de viaje en el autobús	1	2	3	4	5
g.	Valor del boleto	1	2	3	4	5
h.	Disponibilidad de asientos	1	2	3	4	5
i.	Limpieza	1	2	3	4	5
j.	Información en las paradas del autobús	1	2	3	4	5
k.	Cortesía del conductor	1	2	3	4	5
l.	Seguridad personal en los autobuses	1	2	3	4	5
m.	Ubicación de las señales para el autobús	1	2	3	4	5
n.	En general todo el servicio del autobús	1	2	3	4	5

8. ¿Cuánto tiempo ha utilizado los servicios de KRT?

- ☐ 1 Primera vez en KRT
- ☐ 2 Menos de 3 meses
- ☐ 3 De 3 a 6 meses
- ☐ 4 7 meses pero menos de un año
- ☐ 5 De 1 a 5 años
- ☐ 6 Más de 5 años

9. ¿Cuántas veces viaja en KRT?
(Marque sólo uno)

- ☐ 1 Menos de un día por semana
- ☐ 2 1-2 días por semana
- ☐ 3 3-4 días por semana
- ☐ 4 Más de 5 días por semana

10. ¿Cuántos vehículos en buen funcionamiento tiene usted en su hogar?

- ☐ 1 Ninguno
- ☐ 2 Uno
- ☐ 3 Dos
- ☐ 4 Más de tres

11. Su origen étnico es . . .

- ☐ 1 Afro-Americano
- ☐ 2 Anglo-Sajón
- ☐ 3 Hispano
- ☐ 4 Asiático/Islas del Pací co
- ☐ 5 Indígena
- ☐ 6 Otro *(especifique)*: _____

12. Usted es:

- ☐ 1 Mujer
- ☐ 2 Hombre

13. Usted tiene . . .

- ☐ 1 Menos de 18 años
- ☐ 2 18-24 años
- ☐ 3 25-34 años
- ☐ 4 35-49 años
- ☐ 5 50-64 años
- ☐ 6 65 años o mas

14. Su ingreso anual es de. . .

- ☐ 1 Menos de $10,000
- ☐ 2 $10,000-$29,999
- ☐ 3 $30,000-$49,999
- ☐ 4 $50,000-$74,999
- ☐ 5 $75,000-$99,999
- ☐ 6 $100,000 y mas

15. Por favor escriba otros comentarios que usted tenga sobre el servicio KRT.

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Muchas gracias por su participación en esta encuesta. Sus respuestas se mantendrán estrictamente de manera confidential.

APPENDIX B

PASSENGER SURVEY RESULTS

Wasco Dial-A-Ride Passenger Survey Results
January 2007

Language

		Frequency	Percent
Valid	English	20	60.6%
	Spanish	13	39.4%
	Total	33	100.0%

Q1. Did the bus arrive on-time for this trip?

		Frequency	Percent
Valid	Yes, the bus was on-time	27	87.1%
	No, the bus was late	4	12.9%
	Total	31	100.0%

Q2. If the bus was late or early for your pick-up, how much did the pick up time differ from the time you were told?

		Frequency	Percent
Valid	Less than 10 minutes	11	52.4%
	10 to 20 minutes	7	33.3%
	20 to 30 minutes	3	14.3%
	Total	21	100.0%

Q3. Have you ever requested a ride (during service hours) and the DAR service was not available?

		Frequency	Percent
Valid	Yes	18	62.1%
	No	11	37.9%
	Total	29	100.0%

Q4. What is the main purpose of your trip?

		Frequency	Percent
Valid	Work/Workshop	7	21.2%
	Shopping	16	48.5%
	Personal Errands	1	3.0%
	Senior Center	1	3.0%
	Medical/Dental Appt	7	21.2%
	Other	1	3.0%
	Total	33	100.0%

Q5. Are you making a roundtrip on the DAR today?

		Frequency	Percent
Valid	Yes	23	71.9%
	No	9	28.1%
	Total	32	100.0%

Q5a. If "no", how will you/did you make the other part of your trip?

		Frequency	Percent
Valid	Walk	8	88.9%
	Get a ride	1	11.1%
	Total	9	100.0%

Wasco Dial-A-Ride Passenger Survey Results
January 2007

Q6. Was a car available for this trip?

		Frequency	Percent
Valid	Yes	12	48.0%
	Yes, but with inconvenience to others	2	8.0%
	No	11	44.0%
	Total	25	100.0%

Q7. If there was no DAR, how would you make this trip?

		Frequency	Percent
Valid	Walk	23	76.7%
	I would not make this trip	6	20.0%
	Get a ride	1	3.3%
	Total	30	100.0%

Q8. How often do you use the DAR service?

		Frequency	Percent
Valid	5+ days/week	6	18.8%
	3-4 days/week	12	37.5%
	1-2 days/week	8	25.0%
	Less than 1 day/week	4	12.5%
	This is my first time	2	6.3%
	Total	32	100.0%

Q9. How do you rate the DAR service?

		Frequency	Percent
Valid	Excellent	13	46.4%
	Good	7	25.0%
	Fair	8	28.6%
	Total	28	100.0%

Q10. How often do you use Kern Regional Transit (KRT)?

		Frequency	Percent
Valid	Never used	8	28.6%
	Less than once/month	2	7.1%
	1-2 times/month	10	35.7%
	3 or more times/month	8	28.6%
	Total	28	100.0%

Q11. Other

		Frequency	Percent
Valid			
	Lamont	1	
	Wasco	1	

Wasco Dial-A-Ride Passenger Survey Results
January 2007

Q11. Where do you travel on KRT?

		Frequency	Percent
Valid			
	Bakersfield	13	54.2%
	McFarland	2	8.3%
	Lost Hills	1	4.2%
	Shafter	2	8.3%
	Delano	3	12.5%
	Other	3	12.5%
	Total	24	100.0%

Q12. Which two service improvements are most important to you?

		Frequency	Percent
Valid	More/better information	1	3.6%
	Earlier weekday service	6	21.4%
	Later weekday service	8	28.6%
	Sunday service	5	17.9%
	More Saturday service	2	7.1%
	Better on-time performance	1	3.6%
	Shorter travel times, fewer stops	2	7.1%
	More vehicles	3	10.7%
	Total	28	100.0%

Q12. Which two service improvements are most important to you (Other)?

		Frequency	Percent
Valid	More vehicles	1	
	Be able to get home	1	

Q13. Where do you go most often for medical appointments?

		Frequency	Percent
Valid			
	Bakersfield	2	9.5%
	Delano	1	4.8%
	Shafter	1	4.8%
	Wasco	17	81.0%
	Total	21	100.0%

Q14. Where do you go most often for grocery shopping?

		Frequency	Percent
Valid			
	Bakersfield y Delano	1	4.2%
	Delano	1	4.2%
	Fiesta Latina	3	12.5%
	K-Mart	4	16.7%
	Pueblo Market	1	4.2%
	Save Mart	7	29.2%
	Wasco	7	29.2%
	Total	24	100.0%

Wasco Dial-A-Ride Passenger Survey Results
January 2007

Q15. What is your age?

		Frequency	Percent
Valid	14 - 18	3	10.7%
	19 - 24	4	14.3%
	25 - 44	10	35.7%
	45 - 61	8	28.6%
	62 and over	3	10.7%
	Total	28	100.0%

Q16. What is your household income?

		Frequency	Percent
Valid	$10,000 or less	14	60.9%
	$10,001 - $20,000	6	26.1%
	$20,001 - $30,000	1	4.3%
	$30,001 - $50,000	1	4.3%
	$75,001 - $100,000	1	4.3%
	Total	23	100.0%

Comments

		Frequency	Percent
Valid			
	A very good service for Wasco		
	Deberian tener mejor servicio a tiempo		
	Es Un buen servicio y sobre todo el schofer leonel es una buena persona		
	EVerything is excellent, there could be later weekday service. Thanks		
	Favor de que el camion este dispuripe es su horario		
	Gracias por ober este transporte porque todos lo necesitamos para los que no tener mas carro. Gracias.		
	Hasta hahorita he recibido un buen trato por parte del conductor y paciencia con sus pasajeros		
	I enjoy the nice and safe drive to my drop off place. Thanks.		
	I have noticed that when the lady drives, she takes longer to get there, she takes her time for everything. Theman tries to get you quicker, I always see him smiling.		
	Me gusta el servicio. Siempre esta a tiempo		
	Pues el servicio es bueno y estoy muy contenta		
	Pues, que vieramas servicio para otros lugares y a quien Wasco		
	Thank you for your service		
	Very good for emergencies like today		
	What is needed is a city transit with set stops and routes		
	You have a very helpful and respectful gentleman driver. Need later hours, people get out of work at 5 p.m.		
	Total		

Shafter Transit Passenger Survey Results
January 2007

Language

		Frequency	Percent
Valid	English	42	51.2%
	Spanish	40	48.8%
	Total	82	100.0%

Q1. Did the bus arrive on-time for this trip?

		Frequency	Percent
Valid	Yes, the bus was on-time	75	94.9%
	No, the bus was earlier than promised	2	2.5%
	No, the bus was late	2	2.5%
	Total	79	100.0%

Q2. If the bus was late or early for your pick-up, how much did the pick up time differ from the time you were told?

		Frequency	Percent
Valid	Less than 10 minutes	31	75.6%
	10 to 20 minutes	8	19.5%
	20 to 30 minutes	1	2.4%
	Over 30 minutes	1	2.4%
	Total	41	100.0%

Q3. Have you ever requested a ride (during service hours) and the DAR service was not available?

		Frequency	Percent
Valid	Yes	12	15.6%
	No	65	84.4%
	Total	77	100.0%

Q4. What is the main purpose of your trip?

		Frequency	Percent
Valid	Work/Workshop	9	11.3%
	Shopping	23	28.8%
	Personal Errands	25	31.3%
	Senior Center	1	1.3%
	School/College	7	8.8%
	Medical/Dental Appt	13	16.3%
	Other	2	2.5%
	Total	80	100.0%

Q4_OTHER

		Frequency	Percent
Valid			
	Ride Home	1	100.0%
	Total	1	100.0%

Q5. Are you making a roundtrip on the DAR today?

		Frequency	Percent
Valid	Yes	49	62.0%
	No	30	38.0%
	Total	79	100.0%

Shafter Transit Passenger Survey Results
January 2007

Q5a. If "no", how will you/did you make the other part of your trip?

		Frequency	Percent
Valid			
	Walk	14	60.9%
	Get a ride	8	34.8%
	Other	1	4.3%
	Total	23	100.0%

Q5A_OTHR

		Frequency	Percent
Valid			
	Other Bus	1	100.0%
	Total	1	100.0%

Q6. Was a car available for this trip?

		Frequency	Percent
Valid	Yes	30	46.2%
	Yes, but with inconvenience to others	5	7.7%
	No	30	46.2%
	Total	65	100.0%

Q7. If there was no DAR, how would you make this trip?

		Frequency	Percent
Valid	Walk	58	74.4%
	Drive Alone	1	1.3%
	I would not make this trip	6	7.7%
	Get a ride	12	15.4%
	Other	1	1.3%
	Total	78	100.0%

Q8. How often do you use the DAR service?

		Frequency	Percent
Valid	5+ days/week	22	27.8%
	3-4 days/week	19	24.1%
	1-2 days/week	24	30.4%
	Less than 1 day/week	12	15.2%
	This is my first time	2	2.5%
	Total	79	100.0%

Q9. How do you rate the DAR service?

		Frequency	Percent
Valid	Excellent	49	60.5%
	Good	28	34.6%
	Fair	3	3.7%
	Poor	1	1.2%
	Total	81	100.0%

Shafter Transit Passenger Survey Results
January 2007

Q10. How often do you use Kern Regional Transit (KRT)?

		Frequency	Percent
Valid	Never used	39	50.6%
	Less than once/month	15	19.5%
	1-2 times/month	12	15.6%
	3 or more times/month	11	14.3%
	Total	77	100.0%

Q11. Where do you travel on KRT?

		Frequency	Percent
Valid			
	Bakersfield	26	61.9%
	McFarland	6	14.3%
	Wasco	4	9.5%
	Other	6	14.3%
	Total	42	100.0%

Q11. Other

		Frequency	Percent
Valid			
	Shafter	1	

Q12. Which two service improvements are most important to you?

		Frequency	Percent
Valid	More/better information	7	5.2%
	Earlier weekday service	17	12.7%
	Later weekday service	29	21.6%
	Weekend service	46	34.3%
	Shorter travel times, fewer stops	3	2.2%
	More vehicles	10	7.5%
	More service to....	17	12.7%
	None	5	3.7%
	Total	134	100.0%

Q12. More service to....

		Frequency	Percent
Valid			
	More help for disabled	1	25.0%
	Outer Shafter	1	25.0%
	Outside of Shafter	1	25.0%
	Smith Corners and Colony	1	25.0%
	Total	4	100.0%

Shafter Transit Passenger Survey Results
January 2007

Q13. Where do you go most often for medical appointments?

		Frequency	Percent
Valid	Bakersfield	13	20.3%
	Clinic	16	25.0%
	Dr. Moon	8	12.5%
	Kern - MedCal	2	3.1%
	Shafter - Bequesfil	1	1.6%
	Shafter	22	34.4%
	Wasco	2	3.1%
	Total	64	100.0%

Q14. Where do you go most often for grocery shopping?

		Frequency	Percent
Valid	Apple Market	20	30.8%
	Bakersfield - Vons	1	1.5%
	Bakersfield	9	13.8%
	Budget	2	3.1%
	Downtown	5	7.7%
	Pharmacy	1	1.5%
	FoodsCo - Bakersfield	1	1.5%
	Fuente Carniceria	1	1.5%
	La Canasta	3	4.6%
	Pueblo	4	6.2%
	Shafter - Bequesfil	1	1.5%
	Shafter	17	26.2%
	Total	65	100.0%

Q15. What is your age?

		Frequency	Percent
Valid	14 - 18	10	12.7%
	19 - 24	10	12.7%
	25 - 44	40	50.6%
	45 - 61	11	13.9%
	62 and over	8	10.1%
	Total	79	100.0%

Q16. What is your household income?

		Frequency	Percent
Valid	$10,000 or less	35	47.9%
	$10,001 - $20,000	18	24.7%
	$20,001 - $30,000	11	15.1%
	$30,001 - $50,000	6	8.2%
	$50,001 - $75,000	1	1.4%
	$75,001 - $100,000	1	1.4%
	More than $100,000	1	1.4%
	Total	73	100.0%

Shafter Transit Passenger Survey Results
January 2007

Comments

Valid

Always on time, service is good
Buen Transporte
Bus should travel farther to Bakersfield, Wasco, Buttonwillow and they should close around 6 p.m.
Cortesia, buen servicio y puntualidad
Dial-A-Ride is a fabulous way of transportation
Dial-A-Ride is a great help for me
Dial a ride is very important
Drivers are courteous and helpful
El servicio es excelente
Es muy bueno su servicio
Excellent Service
Good Service, keep up the good work
I like Ride-A-Dial
Keep up the good work
Mas Caros y mas temprano y mas tarde porque trabajamos en el fiel sailmos tarde y entramos temprano
Me gustaria que tardara 10 minutos para llegar
Mejor empeno en su trabajo
No gustaria que vierva mas servicia en fin de semana y mastorole el transporte "grasia"
Pues, todo esta bien nada mas opino. Que Trabajen un poco mas temprano
Que se necesita el vas todos los dias y el fin de semana
Son muy amables las raiteras
The drivers are very polite and helpful, lease keep it up
Total

McFarland Transit Passenger Survey Results
January 2007

Language

		Frequency	Percent
Valid	English	11	45.8%
	Spanish	13	54.2%
	Total	24	100.0%

Q1. Did the bus arrive on-time for this trip?

		Frequency	Percent
Valid	Yes, the bus was on-time	23	95.8%
	No, the bus was earlier than promised	1	4.2%
	Total	24	100.0%

Q2. If the bus was late or early for your pick-up, how much did the pick up time differ from the time you were told?

		Frequency	Percent
Valid	Less than 10 minutes	14	82.4%
	10 to 20 minutes	3	17.6%
	Total	17	100.0%

Q3. Have you ever requested a ride (during service hours) and the DAR service was not available?

		Frequency	Percent
Valid	Yes	7	30.4%
	No	16	69.6%
	Total	23	100.0%

Q4. What is the main purpose of your trip?

		Frequency	Percent
Valid	Work/Workshop	2	8.3%
	Shopping	7	29.2%
	Personal Errands	4	16.7%
	Senior Center	2	8.3%
	School/College	2	8.3%
	Medical/Dental Appt	7	29.2%
	Total	24	100.0%

Q5. Are you making a roundtrip on the DAR today?

		Frequency	Percent
Valid	Yes	17	70.8%
	No	7	29.2%
	Total	24	100.0%

Q5a. If "no", how will you/did you make the other part of your trip?

		Frequency	Percent
Valid	Walk	3	50.0%
	Get a ride	3	50.0%
	Total	6	100.0%

Q6. Was a car available for this trip?

		Frequency	Percent
Valid	Yes	5	25.0%
	Yes, but with inconvenience to others	2	10.0%
	No	13	65.0%
	Total	20	100.0%

McFarland Transit Passenger Survey Results
January 2007

Q7. If there was no DAR, how would you make this trip?

		Frequency	Percent
Valid	Walk	18	75.0%
	I would not make this trip	3	12.5%
	Get a ride	3	12.5%
	Total	24	100.0%

Q8. How often do you use the DAR service?

		Frequency	Percent
Valid	5+ days/week	9	37.5%
	3-4 days/week	5	20.8%
	1-2 days/week	9	37.5%
	Less than 1 day/week	1	4.2%
	Total	24	100.0%

Q9. How do you rate the DAR service?

		Frequency	Percent
Valid	Excellent	12	50.0%
	Good	11	45.8%
	Fair	1	4.2%
	Total	24	100.0%

Q10. How often do you use Kern Regional Transit (KRT)?

		Frequency	Percent
Valid	Never used	8	40.0%
	Less than once/month	1	5.0%
	1-2 times/month	4	20.0%
	3 or more times/month	7	35.0%
	Total	20	100.0%

Q11. Where do you travel on KRT?

		Frequency	Percent
Valid			
	Bakersfield	2	14.3%
	Delano	7	50.0%
	Other	5	35.7%
	Total	14	100.0%

Q11. Other

		Frequency	Percent
Valid			
	McFarland	3	1250.0%

McFarland Transit Passenger Survey Results
January 2007

Q12. Which two service improvements are most important to you?

		Frequency	Percent
Valid	More/better information	1	3.7%
	Earlier weekday service	5	18.5%
	Later weekday service	3	11.1%
	Weekend service	12	44.4%
	More vehicles	1	3.7%
	Better on-time performance	1	3.7%
	More service to....	3	11.1%
	None	1	3.7%
	Total	27	100.0%

Q12. More service to....

		Frequency	Percent
Valid			
	Delano	1	416.7%

Q13. Where do you go most often for medical appointments?

		Frequency	Percent
Valid			
	Delano	6	35.3%
	Dr. Sign	1	5.9%
	McFarland	5	29.4%
	McFarland Clinic	4	23.5%
	Pueblo	1	5.9%
	Total	17	100.0%

Q14. Where do you go most often for grocery shopping?

		Frequency	Percent
Valid			
	99 Cent Store	1	5.9%
	Delano	5	29.4%
	McFarland	4	23.5%
	Palace Market	6	35.3%
	Pueblo	1	5.9%
	Total	17	100.0%

Q15. What is your age?

		Frequency	Percent
Valid	14 - 18	1	4.3%
	19 - 24	5	21.7%
	25 - 44	8	34.8%
	45 - 61	5	21.7%
	62 and over	4	17.4%
	Total	23	100.0%

McFarland Transit Passenger Survey Results
January 2007

Q16. What is your household income?

		Frequency	Percent
Valid	$10,000 or less	10	50.0%
	$10,001 - $20,000	5	25.0%
	$20,001 - $30,000	4	20.0%
	$30,001 - $50,000	1	5.0%
	Total	20	100.0%

Comments

Valid

Es importante tener el camion
Estoy contenta porque fume mas este servicio. Gracias.
I don't drive so I depend on the bus a lot.
Me gustaria que el bus anduveria trabajando los fines de semana. Muchas gracias por su servicio y amabilidad
Very Good service

KRT Passenger Survey Results
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Language

		Frequency	Percent
Valid	English	77	74.0%
	Spanish	27	26.0%
	Total	104	100.0%

Q1. What is the main purpose of your trip?

		Frequency	Percent
Valid	Work	25	25.0%
	Medical	21	21.0%
	Shopping	5	5.0%
	Recreational/Social	17	17.0%
	School/College	27	27.0%
	Other	5	5.0%
	Total	100	100.0%

Q2. Why are you riding this bus today? (A)

		Frequency	Percent
Valid	Avoid traffic	3	2.7%
	Less expensive than driving	17	15.3%
	More convenient than driving	9	8.1%
	No car available	75	67.6%
	Other	7	6.3%
	Total	**111**	100.0%

Q2. Other

		Frequency	Percent
Valid		101	9711.5%
	auto en reparado	1	96.2%
	Get home	1	96.2%
	Restricted License	1	96.2%
	Total	104	10000.0%

Q3. How did you get to the bus stop for this bus today?

		Frequency	Percent
Valid	Transferred from bus or DAR	29	29.3%
	Drove	2	2.0%
	Walked	51	51.5%
	Got a ride	16	16.2%
	Other	1	1.0%
	Total	99	100.0%

Q3-1. If transferred, from what service?

		Frequency	Percent
Valid	Wasco DAR	4	16.7%
	Shafter DAR	3	12.5%
	McFarland DAR	3	12.5%
	Delano Transit	2	8.3%
	GET	11	45.8%
	Other	1	4.2%
	Total	24	100.0%

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Q4. On your trip today, please indicate the bus stop where you got on this bus?

		Frequency	Percent
Valid	Lost Hills	1	1.0%
	Delano	15	15.2%
	McFarland	10	10.1%
	Wasco - Amtrak Station	18	18.2%
	Wasco - El Pueblo Market	5	5.1%
	Shafter City Hall	21	21.2%
	Shafter - WESTEC	3	3.0%
	Bakersfield	25	25.3%
	Other	1	1.0%
	Total	99	100.0%

Q5. On your trip today, please indicate the bus stop where you plan to get off this bus?

		Frequency	Percent
Valid	Delano	9	9.0%
	McFarland	5	5.0%
	Wasco - Amtrak Station	22	22.0%
	Wasco - El Pueblo Market	4	4.0%
	Shafter City Hall	17	17.0%
	Shafter - WESTEC	5	5.0%
	Bakersfield	35	35.0%
	Other	3	3.0%
	Total	100	100.0%

Q6. How will you get from the bus stop to your destination today?

		Frequency	Percent
Valid	Transfer to bus or DAR	22	22.7%
	Drive	1	1.0%
	Bicycle	2	2.1%
	Walk	63	64.9%
	Get a ride	6	6.2%
	Other	3	3.1%
	Total	97	100.0%

Q6. How will you get from the bus stop to your destination today (Other)?

		Frequency	Percent
Valid			
	Shafter DAR	1	4.5%
	Delano Transit	2	9.1%
	GET	18	81.8%
	Wheelchair	1	4.5%
	Total	22	100.0%

Q7-A. Frequency of buses

		Frequency	Percent
Valid	Very Poor	4	4.3%
	Poor	8	8.5%
	Fair	27	28.7%
	Good	28	29.8%
	Excellent	27	28.7%
	Total	94	100.0%

KRT Passenger Survey Results
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Q7-B. Availability

		Frequency	Percent
Valid	Poor	6	7.2%
	Fair	23	27.7%
	Good	26	31.3%
	Excellent	28	33.7%
	Total	83	100.0%

Q7-C. Quality of bus shelters

		Frequency	Percent
Valid	Very Poor	4	4.4%
	Poor	7	7.7%
	Fair	18	19.8%
	Good	30	33.0%
	Excellent	32	35.2%
	Total	91	100.0%

Q7-D. Route goes where I need to go

		Frequency	Percent
Valid	Very Poor	3	3.3%
	Poor	4	4.3%
	Fair	15	16.3%
	Good	30	32.6%
	Excellent	40	43.5%
	Total	92	100.0%

Q7-E. Reliability

		Frequency	Percent
Valid	Very Poor	6	6.7%
	Poor	4	4.5%
	Fair	26	29.2%
	Good	20	22.5%
	Excellent	33	37.1%
	Total	89	100.0%

Q7-F. Travel time

		Frequency	Percent
Valid	Very Poor	1	1.1%
	Poor	3	3.3%
	Fair	20	22.2%
	Good	34	37.8%
	Excellent	32	35.6%
	Total	90	100.0%

Q7-G. Value of fare paid

		Frequency	Percent
Valid	Very Poor	2	2.4%
	Poor	3	3.6%
	Fair	12	14.3%
	Good	26	31.0%
	Excellent	41	48.8%
	Total	84	100.0%

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Q7-H. Availability of seats

		Frequency	Percent
Valid	Very Poor	5	5.5%
	Poor	3	3.3%
	Fair	15	16.5%
	Good	31	34.1%
	Excellent	37	40.7%
	Total	91	100.0%

Q7-I. Cleanliness

		Frequency	Percent
Valid	Very Poor	1	1.2%
	Fair	8	9.3%
	Good	32	37.2%
	Excellent	45	52.3%
	Total	86	100.0%

Q7-J. Information at bus stops

		Frequency	Percent
Valid	Very Poor	3	3.3%
	Poor	4	4.4%
	Fair	21	23.3%
	Good	27	30.0%
	Excellent	35	38.9%
	Total	90	100.0%

Q7-K. Driver courtesy

		Frequency	Percent
Valid	Very Poor	1	1.1%
	Poor	1	1.1%
	Fair	12	13.6%
	Good	23	26.1%
	Excellent	51	58.0%
	Total	88	100.0%

Q7-L. Personal Safety

		Frequency	Percent
Valid	Very Poor	2	2.2%
	Poor	2	2.2%
	Fair	12	13.3%
	Good	36	40.0%
	Excellent	38	42.2%
	Total	90	100.0%

Q7-M. Location of bus signs

		Frequency	Percent
Valid	Very Poor	4	4.4%
	Poor	10	11.1%
	Fair	17	18.9%
	Good	31	34.4%
	Excellent	28	31.1%
	Total	90	100.0%

KRT Passenger Survey Results
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Q7 (N). Bus service overall

		Frequency	Percent
Valid	Very Poor	1	1.1%
	Poor	5	5.7%
	Fair	14	15.9%
	Good	31	35.2%
	Excellent	37	42.0%
	Total	88	100.0%

Q8. How long have you been using KRT service?

		Frequency	Percent
Valid	First time on KRT	6	6.2%
	Less than 3 months	11	11.3%
	3 to 6 months	9	9.3%
	7 months but less than 1 year	16	16.5%
	1 to 5 years	42	43.3%
	More than 5 years	13	13.4%
	Total	97	100.0%

Q9. How often do you ride Kern Regional Transit (KRT)?

		Frequency	Percent
Valid	Less than 1 day per week	24	24.5%
	1-2 days/week	20	20.4%
	3-4 days/week	30	30.6%
	5+ days/week	24	24.5%
	Total	98	100.0%

Q10. How many working motor vehicles are available in your household?

		Frequency	Percent
Valid	None	43	43.4%
	One	28	28.3%
	Two	17	17.2%
	Three+	11	11.1%
	Total	99	100.0%

Q11. Your ethnic origin is...

		Frequency	Percent
Valid	African American/Black	4	4.0%
	White	19	19.2%
	Hispanic	68	68.7%
	Asian/Pacific Islander	5	5.1%
	Native American	2	2.0%
	Other	1	1.0%
	Total	99	100.0%

Q12. Gender

		Frequency	Percent
Valid	Female	49	50.0%
	Male	49	50.0%
	Total	98	100.0%

KRT Passenger Survey Results
January 2007

Q13. What is your age?

		Frequency	Percent
Valid	Under 18	7	7.1%
	18 to 24	22	22.2%
	25 to 34	24	24.2%
	35 to 49	29	29.3%
	50 to 64	16	16.2%
	65 and over	1	1.0%
	Total	99	100.0%

Q14. What is your household income?

		Frequency	Percent
Valid	$10,000 or less	49	55.7%
	$10,000 - $29,999	23	26.1%
	$30,000 - $49,999	8	9.1%
	$50,000 - $74,999	4	4.5%
	$75,000 - $99,999	2	2.3%
	$100,000 and over	2	2.3%
	Total	88	100.0%

Q15. Comments

		Frequency	Percent
Valid		61	5865.4%
	Apple Market needs a stop	1	96.2%
	Deberia de haber mas rutes de Shafter a Bakersfield y vice versa.	1	96.2%
	Drivers are great!	1	96.2%
	el servicio es muy bueno. Gracias	1	96.2%
	En este autobus todo esta bien, pero en otros los conductores son muy desantentos. estan en el celular mientras que van manejando.	1	96.2%
	estoy bien con la horario y las paradas. Gracias	1	96.2%
	Falta de segurdiad you he visto devidos alcolicas y objectos peligrosos	1	96.2%
	Good service	3	288.5%
	gracias pro sus servicios	1	96.2%
	Have extended times in the morning and afternoon	1	96.2%
	I am grateful for KRT	1	96.2%
	I would like to have a bench to sit at	1	96.2%
	KRT is the best thing that ever happened to me. IT kept me employed.	1	96.2%
	Me gustaria que hubiera mas ruta de Delano a Bakersfield especialidad en los fins de semana	1	96.2%
	Me gustaria que hubiera una parada en capri market en McFarland	1	96.2%
	More stops in Shafter	1	96.2%
	More weekend buses!	1	96.2%
	More weekend routes	1	96.2%
	Need late bus from colleg, class out at 6 p.m.	1	96.2%
	Need late bus from Delano to Bakersfield	1	96.2%
	Need later buses after 6:25	1	96.2%
	Need more stops at different times, especially on the weekends	1	96.2%
	Need to add another northbound route before 11:30 to come home sooner	1	96.2%
	Need transit to stop on the east side of mcfarland. i don't have transportation and i have to walk over the bridge.	1	96.2%

KRT Passenger Survey Results
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People with children occupy disabled seats when they have no disability.		
Crowded buses.	1	96.2%
Put shed and bench at stops and please adjust time schedule of trip 6 to be more like trip 5	1	96.2%
Que el servio es ecelente y que si yan adeiante	1	96.2%
Que sean mas puntuales lo demos es bueno	1	96.2%
Some drivers are un social and give an un approachable vibe	1	96.2%
Thank you	2	192.3%
The bus is sometimes too crowded. The five thirty bus is late 75% of the time	1	96.2%
There should be more buses in the afternoon to avoid overcrowding	1	96.2%
There should be more buses to Delano, especially at 5:40 because there are too many people and not enough room.	1	96.2%
They are nice to us	1	96.2%
This is a great service, especially for those who cannot afford cars.0	1	96.2%
This is one of the best transportation systems we have. Being a native of Kern county, linking the communities but for more efficient services, KRC	1	96.2%
Very convienent, bus driver are nice.	1	96.2%
Very good	1	96.2%
Would like to see earlier routes on weekend s to go to church	1	96.2%
You need a route between Delano and Bakersfield. Another trip between the 7:50 and 11:55 bus routes.	1	96.2%
Total	104	10000.0%

APPENDIX C

LIST OF STAKEHOLDERS

List of Stakeholders

As of February 1, 2007

- Dan Allen, City of Wasco
- Jo Barrick, City of Shafter
- Marilyn Beardslee, Kern COG
- Lynn Clark, Kern Regional Center
- Iva Cox, City of Wasco
- Sylvia Granillo, City of Shafter
- Marty Jones, City of Wasco
- Randy Kizzar, Westec
- Lyle Mack, Richland School District
- Arolen Maldonado, Boyle Engineering (City of McFarland)
- Larry Pennell, City of Wasco
- Andrew Richter, County of Kern Roads Department
- Herman Rudell, Minter Field Airport
- Bob Snoddy, Kern COG
- Linda Wilbanks, County of Kern Roads Department
- Keith Woodcock, Planning Director, City of Wasco

- McFarland Senior Lunch Program
- Shafter Senior Lunch Program
- Wasco Senior Lunch Program

APPENDIX D

BUS DRIVER WAGE COMPARISON

Bus Driver Wage Comparison

As of February 2007

	Wage		
Operator	Training	6 Months	1 Year
Wasco Dial-A-Ride	$15.58	$15.58	$15.58
Shafter Transit	$11.00	$12.00	$12.00
McFarland Transit	$10.00	$10.00	$11.00
Kern Regional Transit	$7.50	$9.55	$9.80
Delano Transit	$10.08	$10.58	$11.11
Taft Area Transit	$13.62	$14.29	$15.02
Fresno (FCRTA)	$9.87	$9.87	$9.87

Notes:
Shafter pays an additional $40 a month for bilingual (English/Spanish) drivers
Fresno's wages are for non-air brake vehicle drivers and FCRTA has a 3% pay raise planned in April 2007