

KERN COUNCIL OF GOVERNMENTS

CITY OF SHAFTER

TRANSIT DEVELOPMENT PLAN

FINAL REPORT

MAY 2016



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CHAPTER 1

EXECUTIVE SUMMARY

There are many inherent challenges to providing transit services in a small, rural community such as Shafter. Population is usually sparse, creating trips of greater distances; access to all destinations can prove to be troublesome due to budget constraints; and road networks may lack the appropriate capacity to accommodate public transportation. Given those challenges, the City of Shafter continues to provide a quality, affordable travel alternative to the community.

The Transit Development Plan (TDP) for the City of Shafter is being funded by the Kern Council of Governments through state Transportation Development Act (TDA) funds. The TDP is a recurring planning activity updated on a three- to five-year cycle.

The purpose of the Transit Development Plan is to assess the performance of existing public transit services offered within the city of Shafter as well as adjacent unincorporated areas, recommend sustainable enhancements, and identify capital needs across the short-term.

As a supplement to the traditional scope of work, this project included an assessment of the SR-43 Corridor. Intercity fixed-route service is provided along this corridor (Kern Transit Routes 110 and 115) linking Bakersfield and Delano.

The public transit services provided within the study area include Shafter Transit Dial-A-Ride (DAR), a general public demand-response program; Shafter Transit on-demand fixed-route service; and Kern Transit fixed-route service (Routes 110 and 115). The DAR and on-demand fixed-route services are provided within city limits as well as the adjacent unincorporated areas. Kern Transit Routes 110 and 115 provide intercity transit service between Bakersfield, Delano, and Lost Hills, with a service point in Shafter.

Our project team evaluated the current and projected transit demand within Shafter using data from the federal census along with Dial-A-Ride and SR-43 customer surveys, a community survey, and community workshops. Using this data, we were able to quantify current demand and forecast future demand among a variety of population segments.

We evaluated the current Shafter Transit services through daily trip sheet analysis and field observations. Through this analysis we formulated an objective “snapshot” of actual Shafter Transit performance. Our project team also conducted multiple surveys throughout the course of the Plan process. We surveyed the Shafter community as well as Dial-A-Ride and Kern Transit customers. The resulting data presented a true picture of local and regional transit demand. Based on the preceding, we crafted a set of attainable service recommendations, both operational and administrative. Such recommendations will provide Shafter Transit with new avenues to obtain desired performance.

Along with the Capital and Financial Plans, we developed an Implementation Plan for the proposed recommendations. This Implementation Plan outlines the suggested time frame for the introduction of each service recommendation, as well as appropriate length of time for implementation.

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CHAPTER 2

MARKET ANALYSIS AND EXISTING CONDITIONS ASSESSMENT

SECTION 2.1 – MARKET ANALYSIS

Existing Conditions

The City of Shafter operates the Shafter Dial-A-Ride (DAR) program which functions as a curb-to-curb, reservation-based, shared-ride, demand-response service open to the general public.

Demographics Assessment

This section provides analyses of demographic and socio-economic data including population, age, race/ethnicity, gender, employment, poverty, disability, housing, and transportation. Data was gathered from Census 2000 and Census 2010, the 2010-2014 American Community Survey (ACS), Kern Council of Governments' (Kern COG) 2014 Regional Transportation Plan/Sustainable Communities Strategy, and the California Department of Finance. The following paragraphs provide analysis of Exhibits 2.1.1 through Exhibit 2.1.11.

Summary of Findings

- The city of Shafter's population (estimated at 17,261) has increased by 1.6 percent since 2010.
- 11,347 or 65.7 percent of the population is 18 years of age or older.
- The median age is 26.6 years old, which is 9 years younger than the median age for California (35.6).
- Median household income within Shafter is \$41,107, lower than California (\$61,489) and the nation (\$53,482).
- An estimated 14 percent of individuals aged 65 and older (159) live in poverty.
- The major racial or ethnic categories for residents that are defined as either single race or a combination with one or more races are: Hispanic or Latino (13,938), White alone (2,903), Black or African-America (120), Asian (31), and Native American or Alaska Native (70).

Social Profile

According to the American Community Survey (FY 2010-2014), the Shafter median age is 26.6 years, while the median age in California is 35.6 years. In 2014, the median household income for Shafter was \$41,107. By comparison, both California and national median household incomes were \$61,489 and \$53,482, respectively.

Within Shafter, an estimated 41.6 percent of the population 25 years and older lacks a high school diploma. This does not compare favorably with California average (18.5 percent lacking a high school diploma) and national average (13.7 percent lacking a high school diploma). There is an even greater divergence in the percentage of individuals who have at least a Bachelor's degree. Within Shafter, 7.2 percent have at least a Bachelor's degree compared to California and national averages (31.0 percent

and 29.3 percent, respectively). However, a review of the population 25 years and older with a high school diploma (including equivalency) indicates Shafter (30 percent) compares favorably with both California and national averages of 20.7 percent and 28 percent, respectively.

Exhibit 2.1.1 Summary of Demographic Characteristics

	Median Age	Median Household Income	Percentage of population over 25		
			No High School Diploma	High School Graduate (Less than Bachelor's)	Bachelor's Degree or Higher
Shafter	26.6	\$41,107	41.6%	30.0%	7.2%
California Average	35.6	\$61,489	18.5%	20.7%	31.0%
National Average	37.4	\$53,482	13.7%	28.0%	29.3%

*ACS 5-Year Estimate (2010-2014)

Mode of Travel

The mode most often cited as the means of home-to-work travel within the city of Shafter is the personal vehicle. More than 78 percent of residents indicated driving solo to work in 2014. Exhibit 2.1.2 revealed five percent of both California and national populations chose public transit as a means of travel to work, while less than one percent of Shafter residents chose public transit. Interestingly, 13.7 percent of Shafter residents indicated using “rideshare” as a means of daily commuting.

Exhibit 2.1.2 Means of Travel to Work

	Public Transportation	Carpool	Walk	Bicycle, Motorcycle, Taxi	Drove Alone	Work at Home
Shafter	0.6%	13.7%	1.6%	3.6%	78.3%	2.2%
California Average	5.2%	11.1%	2.4%	2.4%	73.7%	5.1%
National Average	5.0%	9.6%	2.4%	1.8%	76.9%	4.2%

*ACS 5-Year Estimate (2010-2014)

Economic Profile

The unemployment rate in Shafter was 15.5 percent based on the 2014 American Community Survey. By comparison, the unemployment rate in California was 11 percent while the national average was 9.2 percent in 2014. A review of 2000 unemployment figures for Shafter reveals an increase of 43.5 percent in the unemployment rate over 14 years. This compares favorably with California (155.8 percent) and national (148.6 percent) unemployment trends.

Exhibit 2.1.3 Unemployment Rate

	Unemployment Rate		
	2000	2014	Percent Change
Shafter	10.8%	15.5%	43.5%
California Average	4.3%	11.0%	155.8%
National Average	3.7%	9.2%	148.6%

*ACS 5-Year Estimate (2010-2014)

Housing Profile

Median single-family dwelling prices in Shafter (\$136,700) are considerably lower than either California (\$371,400) or national (\$175,700) averages, as are median rental costs. Average wages paid by employers within Shafter are typically lower than wages statewide. Available data does not indicate how many families are living within the same residence. It is likely within Shafter (particularly within Latino/Hispanic families) that multiple families are sharing the cost of housing so as well as various day-to-day expenses. This may translate to a “hidden” demand for public transit service.

Exhibit 2.1.4 Summary of Housing Characteristics

	Median Rooms/Structure	Owner-occupied Median Value	Renter Occupied Median Rent
Shafter	5	\$136,700	\$745
California Average	5.1	\$371,400	\$1,243
National Average	5.5	\$175,700	\$920
*ACS 5-Year Estimate (2010-2014)			

Population

Population projections for the city of Shafter were developed by Kern Council of Governments (Kern COG) in conjunction with its 2014 Regional Transportation Plan/Sustainable Communities Strategy. Population projections for California were developed by the California Department of Finance.

According to ACS estimates, total population within Shafter was 17,261, an increase of 35.5 percent over 2000. By comparison, California population has increased by 12.4 percent over the same time-period. Exhibit 1.5 provides population projections for the city of Shafter through 2020. Projections for Shafter indicate a 37.3 percent increase between 2014 and 2020. By comparison, California projections forecast a 6.7 percent increase over the same period.

Exhibit 2.1.5 Population Change

	Shafter	California
Total Population 2000*	12,736	33,871,648
Total Population 2010*	16,988	37,253,956
Total Population 2014**	17,261	38,066,920
Percent Change (2000-2014)	35.5%	12.4%
Projected 2020	23,700^	40,619,346~
Percent Change (2014-2020)	37.3%	6.7%
*Census 2000 and 2010		
**ACS 5-Year Estimate (2010-2014)		
^Kern COG 2014 Regional Transit Plan		
~California Department of Finance - Population Projections		

Mobility-Dependent Populations

In many American communities, historically transportation-disadvantaged populations include youth, elderly, persons with disabilities, individuals with incomes at or below the state poverty level (in California, \$23,850 annually for a family of four in 2014), and one- or no-vehicle households (See Exhibit

2.1.6). Persons within these groups typically have a greater propensity to use public transit due to the absence of other mobility options.

Population projections were obtained from the 2014 Kern County Regional Transportation Plan/Sustainable Communities Strategy, California Department of Finance, and federal census. Other transportation-disadvantaged population groups were identified using a step-down approach which proportionally derives an area’s population (Shafter) from projections of a larger region (Kern County) to which the area belongs. These projections were also based on demographic trend lines calculated using data from both the federal Census and California Department of Finance.

Exhibit 2.1.6 Ride-Dependent Populations

	Youth	Senior	Persons with Disabilities	Poverty	Minority	Zero-car Households	One-car Households
Population 2000*	4,667	1,028	2,363	623	9,043	525	1,100
Population 2010**	6,121*	1,124*	1,933	710	14,104	347	1,386
Population 2014^	5,914	1,141	1,645	748	14,358	308	1,336
*Census 2000 and 2010							
**ACS 2010 5-Year Estimates (2006-2010)							
^ACS 5-Year Estimate (2010-2014)							

Youth Population

For the purposes of this study, the term “youth” is defined as individuals 18 years of age or younger. The “youth share” of total population in Shafter was 34.3 percent in 2014 (5,914). By comparison, the “youth share” of total population in California was 24.2 percent in 2014 (See Exhibit 2.1.7). This suggests strong demand for mobility options. Assuming the relative share of total population mirrors that of Kern County, the youth population in Shafter will increase by 12.6 percent (or 6,660 persons) by 2020.

Typically, the mobility needs of youth are addressed by family, friends, or the local school district; making public transit unnecessary for many trips. In smaller communities (such as Shafter and Wasco) an efficient and reliable public transit service can be a welcome alternative for parents and local school districts.

Exhibit 2.1.7 Youth Population

	Shafter^~		California~		United States^^	
	Youth	Percent of Total Population	Youth	Percent of Total Population	Youth	Percent of Total Population
Population 2010*	6,121	36.0%	9,295,040	25.0%	74,181,467	24.0%
Population 2014**	5,914	34.3%	9,212,288	24.2%	73,777,658	23.5%
Projected 2020	6,660	28.1%	9,231,881	22.7%	74,128,000	22.2%
Percent Change (2014-2020)	12.6%	-18.1%	0.2%	-6.2%	0.5%	-5.7%
*Census 2010						
**ACS 5-Year Estimate (2010-2014)						
^Kern COG 2014 Regional Transit Plan - Population Projections						
^^Census Population Projections						
~California Department of Finance - Population Projections						

Senior Population

For the purposes of this study, the term “senior” is defined as individuals 65 years of age or older. The senior population within the city of Shafter was estimated at 1,141 or 6.6 percent of the total population in 2014. By comparison, in California, persons aged 65 years and older comprised a larger share at 12.1 percent (See Exhibit 2.1.8).

Assuming the relative share of total population mirrors that of Kern County, the senior population in Shafter will increase by 138.9 percent (2,726) by 2020. By contrast, California at-large is forecasted to increase 35.6 percent (6,261,534).

Ensuring those persons 65 years and older have access to healthcare and other day-to-day services is critical to both the Shafter’s and Kern County’s overall quality of life.

Exhibit 2.1.8 Elderly Population

	Shafter [~]		California [~]		United States ^{^^}	
	Senior	Percent of Total Population	Elderly	Percent of Total Population	Elderly	Percent of Total Population
Population 2010*	1,124	6.6%	4,246,514	11.4%	40,267,984	13.0%
Population 2014**	1,141	6.6%	4,617,907	12.1%	43,177,961	13.7%
Projected 2020	2,726	11.5%	6,261,534	15.4%	56,441,000	16.9%
Percent Change (2014-2020)	138.9%	74.0%	35.6%	26.9%	30.7%	22.7%
*Census 2010						
**ACS 5-Year Estimate (2010-2014)						
^Kern COG 2014 Regional Transit Plan - Population Projections						
^^Census Population Projections						
~California Department of Finance - Population Projections						

Persons with Disabilities

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

In 2014, the disabled population within the city of Shafter was estimated at 1,645 or 9.8 percent of the total population. In comparison, the disabled population within California reflected a slightly larger share at 10.3 percent (See Exhibit 2.1.9).

Exhibit 2.1.9 Disabled Population

	Shafter ^{^~}		California [~]		United States ^{^^}	
	Disabled	Percent of Total Population	Disabled	Percent of Total Population	Disabled	Percent of Total Population
Population 2010*	1,933	11.7%	3,680,548	10.1%	36,390,471	12.1%
Population 2014**	1,645	9.8%	3,851,442	10.3%	37,874,571	12.3%
Projected 2020	3,413	14.40%	5,118,038	12.60%	46,830,420	14%
Percent Change (2014-2020)	107.5%	46.9%	32.9%	22.3%	23.6%	13.8%
*Census 2010						
**ACS 5-Year Estimate (2010-2014)						
[^] Kern COG 2014 Regional Transit Plan - Population Projections						
^{^^} Census Population Projections						
[~] California Department of Finance - Population Projections						

Low-Income Population

The federal census considers individuals with an annual income of \$11,888 or less as living in poverty. ACS 2014 five-year estimates reveal Shafter as having a relatively high percentage of households in poverty (19.3 percent). This compares unfavorably with both California (12.3 percent) and the nation (11.5 percent).

Individuals within this demographic are likely to be dependent upon alternate modes of travel including public transit for day-to-day mobility. Given the significant percentage of persons identified as low-income, increasing affordable and accessible mobility options to key destinations would likely translate to an enhanced quality of life for such individuals.

Exhibit 2.1.10 Low-Income Population

	Shafter ^{^~}		California [~]		United States ^{^^}	
	Poverty	Percent of Total Population	Poverty	Percent of Total Population	Poverty	Percent of Total Population
Population 2010*	710	18.6%	866,523	10.2%	7,701,686	10.1%
Population 2014**	748	19.3%	1,065,953	12.3%	8,850,177	11.5%
Projected 2020	1,226	20.1%	1,529,276	11.0%	13,198,623	10.3%
Percent Change (2014-2020)	138.9%	4.1%	35.6%	-10.3%	30.7%	-10.7%
*Census 2010						
**ACS 5-Year Estimate (2010-2014)						
[^] Kern COG 2014 Regional Transit Plan - Population Projections						
^{^^} Census Population Projections						
[~] California Department of Finance - Population Projections						

Race Distributions

The single largest non-white and/or racial group residing within Shafter is Hispanic/Latino (80.7 percent). Other groups identified through the 2014 ACS 5-Year estimates include African American (0.7 percent), Asian (0.2 percent) and Native American or Alaska Native (0.4 percent) (See Exhibit 2.1.11).

Exhibit 2.1.11 Race Distributions

Race	2014	Percentage
White	2,903	16.8%
African American	120	0.7%
Native American/Alaska Native	70	0.4%
Asian	31	0.2%
Native Hawaiian/Pacific Islander	0	0.0%
Other	83	0.5%
Two or More Races	116	0.7%
Hispanic or Latino Race	13,938	80.7%
ACS 5-Year Estimate (2010-2014)		

Trip Generators

Identifying likely trip generators is the first step in a conventional four-step transportation model used for forecasting travel demand. A travel demand model supports predictions of the number of trips originating or destined for a particular location. Among other factors, trip generation typically looks at the destination of trips and trip attractors. Trip attractors usually include non-residential land uses such as commercial activity, educational facilities, and large industries. Also worth noting are special generators such as medical facilities, post-secondary schools, shopping centers, and military facilities. Special generators have different trip generation characteristics that should not be treated as regular employers. Post-secondary schools tend to have different travel patterns as students travel patterns differ from a typical “nine-to-five” job. Hospitals are open twenty-four hours a day without a peak period. Large shopping centers typically attract the largest number of trips on weekends and in the evenings. Both typical and special travel generators can have a major impact on the local transportation network.

The identification of trip generators provides a basis for:

- Quantifying demand for public transit service, and
- Identifying temporal and spatial gaps in available transit service.

Exhibit 2.1.12 presents a list of trip generators within Shafter’s Sphere of Influence. Many of the larger employers are located within Shafter city limits. These include school districts, government facilities (i.e., city hall, libraries, social service centers), as well as a number of smaller retail and commercial establishments. Educational destinations warranting public transit service (i.e., high schools) are also located within city limits.

Exhibit 2.1.12 Probable Trip Generators

Trip Generators	Address
Sequoia Elementary School	500 Fresno Avenue
Shafter High School	526 Mannel Avenue
Central Valley High School	527 Mannel Avenue
Shafter City Hall	336 Pacific Avenue
Shafter Senior Center	550 Sunset Avenue
Dollar General	337 East Lerdo Highway
Dollar General	252 Central Avenue
Shafter Library	236 James Street
Shafter Post Office	322 State Avenue
Shafter Community Health Center	655 Central Valley Highway
Golden Living Centers- Shafter	140 East Tulare Avenue
Richland Junior High School	331 North Shafter Avenue
Colony Market	18699 Beech Avenue

Literature Review

In support of the Shafter Transit Development Plan, Moore & Associates reviewed the following documents, and determined their relevance/impact specific to this project:

Exhibit 2.1.13 Literature Review

Reference Number	Document	Relevancy
1	California High-Speed Rail Authority - Statewide Rail Modernization Plan (2013)	Medium
2	City of Shafter General Plan (2005)	Medium
3	Kern COG Commuter Rail Feasibility Study (2012)	Low
4	Kern County Coordinated Human Services Transportation Plan (2013)	High
5	Kern County General Plan - Circulation Element (2009)	Medium
6	Regional Transportation Plan/Sustainable Communities Strategy (2014)	Medium
7	Western Kern Transit Development Plan (2007)	High

Review findings:

- The City's General Plan promotes coordination of new public facilities with transit services and non-motorized transportation facilities, including bicycles, and design structures to enhance transit, bicycle, and pedestrian use (Reference Number 2).
- The City looks to continue its support of paratransit service while also promoting fixed schedule transit service locally and encourage transit connections regionally (Reference Number 2).
- Many of the prior TDP's recommendations have yet to be implemented. Examples include efforts to increase community awareness as well as the development of transit policies and programs (Reference Number 7).
- Kern Transit is an important regional partner providing access to certain northwestern Kern county for Shafter area residents (Reference Number 7).

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- A Commuter Rail Feasibility Study identified northwest Kern county as one of six commuter rail corridors. Study concludes that commuter rail service in Kern County warrants further study (Reference Number 3).
- The City is focused on transit improvements and amenities where transit service can be made available, including dedicated bus turnouts and sufficient rights-of-way for transit movement, bus shelters, and pedestrian easy access to transit (Reference Number 2).
- Located within the the city of Shafter’s Sphere of Influence are several proposed projects (Reference Number 6):
 - Intermodal high speed rail heavy maintenance facility north of 7th Standard Road along the BNSF tracks.
 - Proposed 17 miles of bicycle facilities.
 - 7th Standard Road widening project.
 - Expansion of Wonder Company Logistics Park, translating to an inland port hub.
 - Large-scale planned community within International Trade and Transportation Center (ITTC) along 7th Standard Road.
 - Upgrades to State Highway 43 and State Highway 46.
- The General Plan land-use map characterizes land use in and around Shafter as very-low to low density residential (Reference Number 2).
- The City’s transportation-related goal is to develop and maintain a well-balanced transportation system that maximizes freedom of movement; provides for the efficient and safe transportation of goods within and through the city of Shafter (Reference Number 2).
- A critical issue facing Dial-A-Ride service is the recruitment and retention of qualified drivers (Reference Number 2).
- The City and region should continue to support transit use at both the local level and on a regional scale (Reference Number 2).

SECTION 2.2 – EXISTING CONDITIONS ASSESSMENT

The Service and System Evaluation of the City of Shafter’s public transit program provides an overview of the current services available within the Shafter Sphere of Influence (SSI), evaluating system performance through quantifiable indicators. The goals of this evaluation include an objective assessment of current transit operations, identification of areas for improvement and enhancement, and foundation for service enhancement recommendations.

Prior Study

In 2007, Kern Council of Governments (Kern COG) sponsored the Western Kern Transit Development Plan with a five-year horizon for the cities of Wasco, Shafter, and McFarland. The recommendations presented therein were categorized as service, administrative, and marketing recommendations. Exhibit 2.2.1 presents each of the proposed recommendations from the 2007 TDP along with a status update (Complete, Ongoing, and Incomplete) regarding implementation of that specific recommendation/task. Each recommendation/task’s status is representative of information provided by Shafter City staff.

Exhibit 2.2.1 Prior Study Recommendations Status

Shafter Recommendations	Status
Implement a 24-hour advance reservation system	Incomplete
Implement a dedicated grocery shopping trip service	Incomplete
Implement school service through a joint operation with local school districts	Incomplete
Expand vehicle fleet to include ADA-accessible vehicles	Ongoing
Hire a dispatcher to schedule trips	Incomplete
Develop bilingual information brochure to include service policies, complaint/comment section, and fare and basic information.	Complete
Post transit information on City website	Ongoing
Implement a marketing plan to increase community awareness and support for Shafter Transit	Ongoing
Build relationships with local private businesses	Ongoing
Implement new reporting structure for submitting TDA claims	Incomplete
Implement restrictions on children riding bus to school before and after bell times	Incomplete
Adopt transit service policies including fare structure and fare policy	Ongoing

Existing Transit Service

Shafter Transit is funded and operated by the City of Shafter. The current program features a local Dial-A-Ride service provided to the general public within the city of Shafter and unincorporated areas contiguous to the city. Shafter also provides an on-demand fixed-route service to Minter Field, Mexican Colony, and North Kern Labor Camp. This weekday service provides four scheduled stops to each of the three locations on a reservation basis. The service area is accessible via State Highway 43 which travels north-south through Shafter, and State Highway 99 traveling north-south from the east. The following table summarizes Shafter DAR service operating hours and fares.

Exhibit 2.2.2 Current DAR Service Hours

Service Type	Service Name	Weekday	Weekend
Demand-Response	Dial-A-Ride	7:30 a.m. to 4:30 p.m.	None

Exhibit 2.2.3 Current FR Service Hours

Minter Field	Mexican Colony Smith's Corner	N. Kern Labor Camp
8:30 a.m.	9:00 a.m.	10:00 a.m.
11:00 a.m.	11:30 a.m.	12:00 p.m.
1:00 p.m.	1:30 p.m.	2:00 p.m.
3:00 p.m.	3:30 p.m.	4:00 p.m.

Exhibit 2.2.4 Current Service Fares

Fare Category	Dial-A-Ride
Adult	\$1.00
Senior and Youth	\$0.75
Children (under 5 years of age)	\$0.50

Fleet

Shafter Transit utilizes a fleet of varied composition. State and federal funding received by the City in prior years allowed the City to procure a number of new, electric passenger vans (e.g., 2015 Zenith) for Dial-A-Ride service. Currently, one vehicle is ADA accessible (Zenith van). However, the City has placed an order for one additional Zenith electric passenger van that will be lift-equipped. A fleet summary is presented below.

Exhibit 2.2.5 Fleet

Fleet ID	Year	Make	Model	Mileage (9/30/2015)	ADA Accessible
T 11	2007	Ford	FreeStar SE Van	107,465	No
T 12	2006	Ford	FreeStar SE Van	109,644	No
T 14	2012	Dodge	Grand Caravan	60,737	No
T 15	2012	Dodge	Grand Caravan	53,239	No
T 16	2014	Dodge	Grand Caravan	362	No
T 17	2015	Zenith	Passenger Van	139	Yes
T 18	2015	Zenith	Passenger Van	161	No
T 19	2015	Zenith	Passenger Van	114	No

Performance Indicators

For the purpose of evaluating transportation services, performance goals and metrics were established to assess overall efficiency and areas of potential improvement. The following section will detail Dial-A-Ride performance across three fiscal years (FY 2012/2013 through FY 2014/2015).

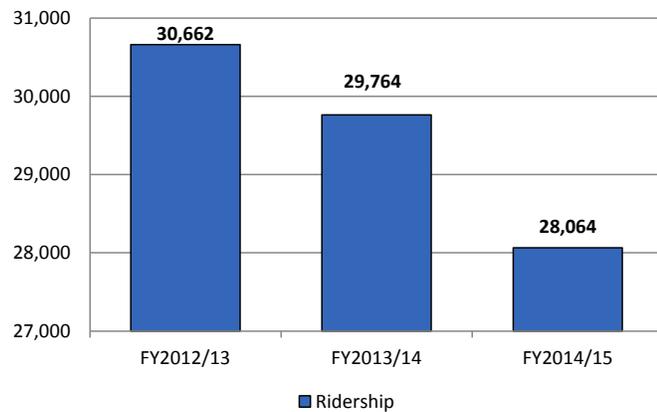
Exhibit 2.2.6 System Performance

Performance Measures	FY 2012/2013	FY 2013/2014	FY 2014/2015
Operating Cost	\$248,819	\$272,567	\$270,313
<i>Annual Change</i>		9.5%	-0.8%
Fare Revenue	\$26,932	\$26,649	\$24,930
<i>Annual Change</i>		-1.1%	-6.5%
Vehicle Service Hours (V SH)	3,902	2,905	2,788
<i>Annual Change</i>		-25.6%	-4.0%
Vehicle Service Miles (VSM)	51,126	51,422	48,734
<i>Annual Change</i>		0.6%	-5.2%
Ridership	30,662	29,764	28,064
<i>Annual Change</i>		-2.9%	-5.7%
Performance Metric			
Operating Cost/VSH	\$63.77	\$93.83	\$96.96
<i>Annual Change</i>		47.1%	3.3%
Operating Cost/VSM	\$4.87	\$5.30	\$5.55
<i>Annual Change</i>		8.9%	4.6%
Operating Cost/Passenger	\$8.11	\$9.16	\$9.63
<i>Annual Change</i>		12.8%	5.2%
Passengers/VSH	7.9	10.2	10.1
<i>Annual Change</i>		30.4%	-1.8%
Passengers/VSM	0.60	0.58	0.58
<i>Annual Change</i>		-3.5%	-0.5%
Fare/Passenger	\$0.88	\$0.90	\$0.89
<i>Annual Change</i>		1.9%	-0.8%
Farebox Recovery	10.8%	9.8%	9.2%
<i>Annual Change</i>		-9.7%	-5.7%
VSM/VSH	13.1	17.7	17.5
<i>Annual Change</i>		35.1%	-1.3%

Ridership

Ridership has declined across the past three years (See Exhibit 2.2.7). Ridership peaked in FY 2012/2013, at 30,662 riders. Overall, DAR ridership averaged 29,497 riders annually over the last three fiscal years. Statewide fuel costs have declined. Consequently, when fuel costs decline, ridership tends to decline as riders use their personal vehicles more frequently.

Exhibit 2.2.7 Annual Ridership

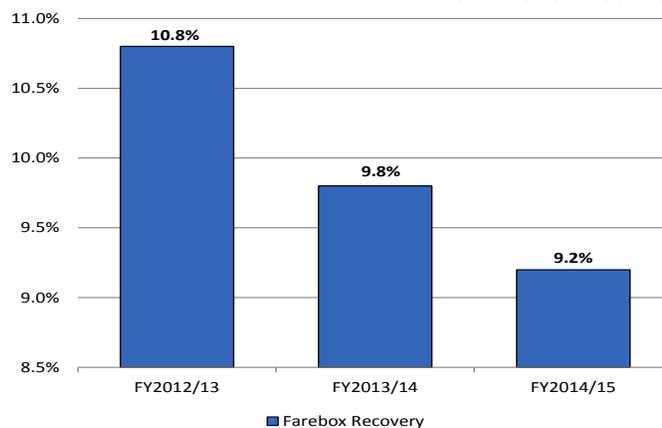


Farebox Recovery

Farebox Recovery Ratio calculates the percentage of operating cost realized through payment of passenger fares. It is the most common measure of public subsidy of a transit service. Exhibit 2.2.8 reveals farebox recovery at 9.2 percent in FY 2014/2015, a decrease of 14.8 percent since FY 2012/2013. Declining ridership combined with rising operating costs has impacted farebox recovery efforts.

A cornerstone strategy for improving farebox recovery is to increase ridership while maintaining or reducing operating costs. A discussion of tactics to improve farebox recovery is included in the Service Recommendations chapter.

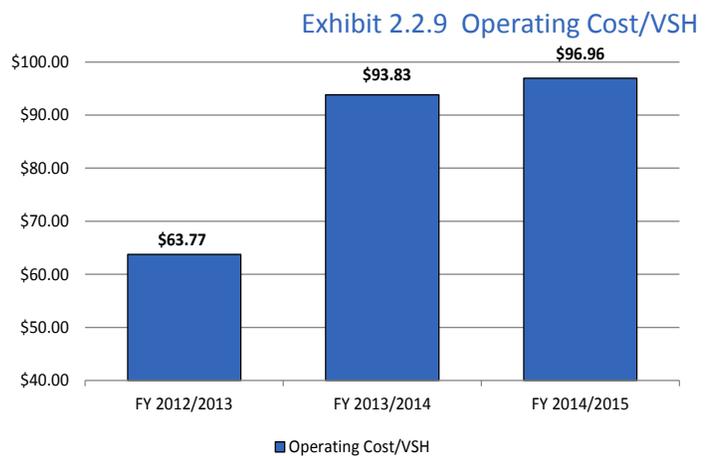
Exhibit 2.2.8 Farebox Recovery



Operating Cost/Vehicle Service Hours (VSH)

This metric calculates service efficiency, reflective of the total cost to provide a single hour of revenue service. As shown in the Exhibit 2.2.9, cost/vehicle service hours increased across the evaluation period, ranging from a low of \$63.77/VSH in FY 2012/2013 to a high of \$96.96/VSH in FY 2014/2015. Overall, there has been an alarming increase in Cost/VSH across the last three fiscal years. Rising operating costs combined with declining ridership have contributed to the drastic increase.

Factors having the most impact on operating costs in a small rural transit program include local road network configuration, fuel and maintenance costs, and traveled distance (route length). Also of consideration when evaluating operating cost is the number of revenue hours spent delivering services to the community. Providing the optimal level of service, meaning, reducing the revenue hours of under-performing services while increasing ridership (via targeted marketing), could improve this and other performance metrics.

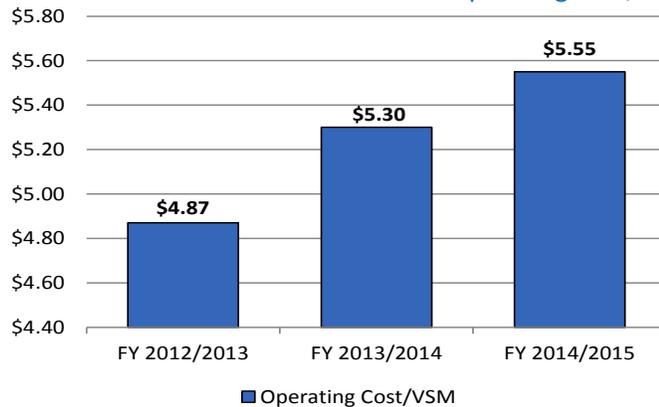


Operating Cost/Vehicle Service Mile (VSM)

Operating Cost/VSM for Shafter DAR ranged from a low of \$4.87 in FY 2012/2013 to a high of \$5.55 in FY 2014/2015. Overall, DAR experienced a 14 percent increase (See Exhibit 2.2.10). The rise in Cost/VSM can be attributed to increased operating costs combined with declining revenue miles.

The variable nature of demand-responsive service means the City is less likely to realize operating efficiencies and improvements based on cost/mile metrics. In order to improve this metric, the City should optimize the efficiency of the Dial-A-Ride through more effective trip clustering whenever feasible.

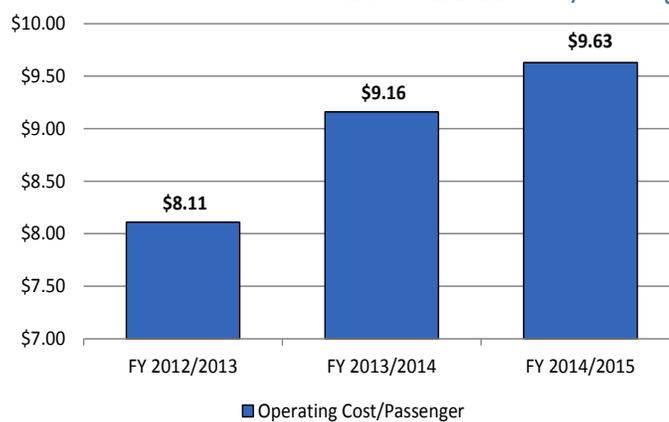
Exhibit 2.2.10 Operating Cost/VSM



Operating Cost/Passenger

Another measure of cost-effectiveness, Operating Cost/Passenger, tracks the amount the City expends for a single unlinked passenger trip. As shown in Exhibit 2.2.11, the City spent \$9.63/passenger in FY 2014/15, increasing 18.7 percent over three fiscal years.

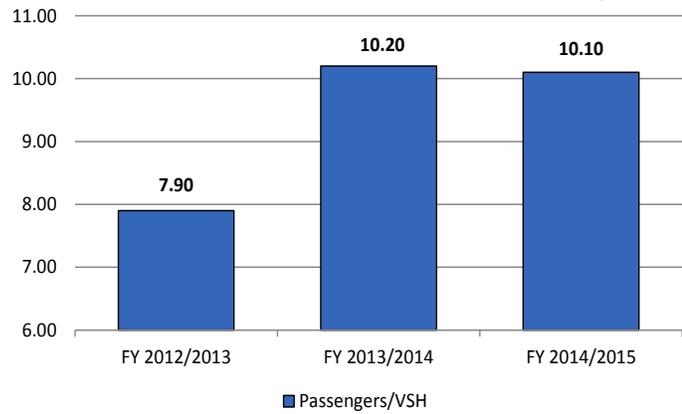
Exhibit 2.2.11 Cost/Passenger



Passenger/VSH

Passengers/VSH calculates the productivity level and efficiency of a transit service during revenue-hours. This metric quantifies the number of rides provided during each revenue or service hour. Exhibit 2.2.12 reveals Passengers/VSH increased 27.8 percent across three fiscal years. We believe this change can be attributed to a 28.5 percent decrease in Vehicle Service Hours across three fiscal years while ridership declined by 8.5 percent.

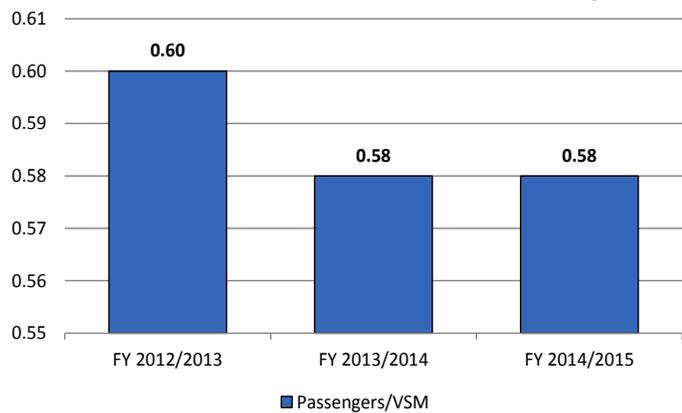
Exhibit 2.2.12 Passengers/VSH



Passenger/VSM

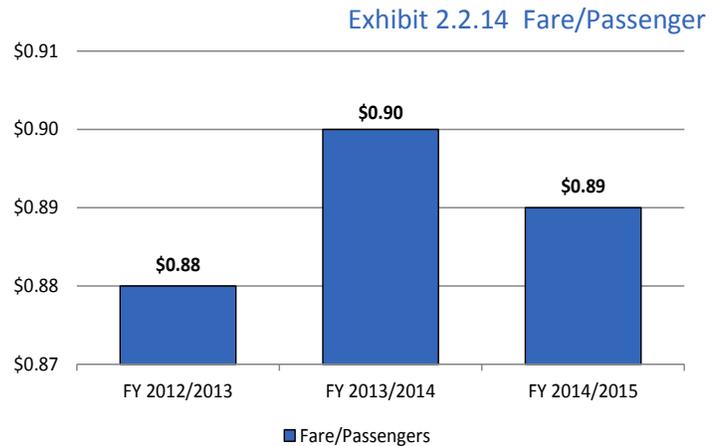
Passengers/VSM for Shafter DAR experienced a net decrease of 3.3 percent between FY 2012/2013 and FY 2014/2015, as shown by Exhibit 2.2.13.

Exhibit 2.2.13 Passengers/VSM



Fare/Passenger

This metric calculates the average fare paid for each unlinked trip. A review of fare/passenger shows relatively no change in fare/passenger across three fiscal years, averaging 89 cents per customer.



Dial-A-Ride Trip Log Review

A review of a typical two-week period of DAR trip logs was completed. The period from October 1, 2015 to October 15, 2015 was selected as a typical period. Our review of trip logs revealed the following:

1. The most requested drop-off locations include Sequoia Elementary School, Shafter High School, the Apple Market, La Hacienda Market, City Hall, Shafter Senior Center, and the Omni Family Health Clinic.
2. Sequoia Elementary School represents more than 8 percent of total trips.
3. An estimated 2 percent of trip pick-ups are located at City Hall, which is the only bus stop in Shafter with direct connection to Kern Transit's Route 110 and Route 115.

A review of the Dial-A-Ride trip logs also revealed a number of ways in which to improve reporting efficiency and reduce staff time required to develop reports. Further discussion is presented in the Service Recommendations chapter.

Title VI Compliance

This section provides a summary of the City of Shafter's transit program compliance with Title VI of the Civil Rights Act of 1964. In June 2014, the City of Shafter adopted a Caltrans-approved Title VI Program. This was the City's first Title VI (transit) submittal reflecting the guidelines established in the FTA Circular 4702.1B revision (effective October 1, 2012). The Title VI Program was completed in collaboration with City staff, local stakeholders, and Caltrans.

Compliance with Title VI for transit operators receiving federal funding (either directly or as a sub-recipient) requires an assessment of the following categories, policies, and procedures:

- A. Title VI notification to the public;
- B. Locations where notice is posted;
- C. Complaint policy and procedures;
- D. List of any Title VI investigations, complaints, or lawsuits filed since prior assessment;
- E. Public Participation Plan inclusive of:
 - 1. A summary of outreach efforts made, and
 - 2. An Outreach Plan to engage minority and limited-English proficient populations;
- F. Limited English Proficiency (LEP) Plan inclusive of:
 - 1. Four-Factor Analysis,
 - 2. Safe Harbor Provision (applicable to written documents),
 - 3. Provision of language assistance services,
 - 4. Description of how the City monitors/updates LEP Plan elements, and
 - 5. Description of employee training with respect to interactions with LEP populations;
- G. Racial breakdown of non-elected planning/advisory councils, boards, or committees;
- H. Title VI equity analysis for recently constructed facilities;
- I. Board Resolution approving/adopting the Title VI Plan; and
- J. Fixed-route performance and service standards.

The City's Title VI submittal program was found to be in compliance with all applicable Title VI requirements, and the adopted Plan is available for public review at Shafter city hall.

CHAPTER 3

PUBLIC INVOLVEMENT

SECTION 3.1 – DIAL-A-RIDE SURVEY

In Spring 2016, the consultant team conducted a survey of Dial-A-Ride customers as part of the Transit Development Plan. The survey was designed to capture details regarding Dial-A-Ride (DAR) customer travel habits, perceptions, and mobility needs.

The surveys were conducted utilizing a direct-mail methodology and a supplemental online version between February 22, 2016 and March 15, 2016.

Survey Development and Administration

Survey Instrument Design

The DAR Customer Survey was developed in conjunction with Kern COG and City staff. Once the instrument was approved, it was translated into Spanish. The printed English version of the instrument referred Spanish speakers to the project webpage to access the Spanish version.

Data Collection

Shafter DAR drivers were given copies of the survey and postage-paid return envelopes to distribute to riders. In total, 75 surveys were distributed. Customers began receiving the surveys on February 22, 2016, and responses were accepted until March 15, 2016. In total, the survey garnered 48 valid responses.

The survey instruments are included in the Appendix of this report.

Data Processing

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

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

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

Key Findings

Respondents to the DAR Survey reported moderate use of the City’s DAR program with nearly 80 percent using the service three or more times per week. Of the respondents who filled out a survey, an overwhelming majority (74 percent) were very satisfied with the DAR service. However, if given the choice, an overwhelming majority of DAR users (70.8 percent) would add Saturday service. Nearly 60 percent of respondents (58.3 percent) used one of Kern Transit Routes 110 and 115.

Travel preferences

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

- Top travel purposes were shopping (56.3 percent), healthcare/medical (47.9 percent), and social/recreational (35.4 percent).
- Unable to drive or no longer drive was the primary reason for using Shafter Dial-A-Ride (41.7 percent).
- More than 70 percent (70.2 percent) of riders responded to using Shafter DAR at least three times per week.

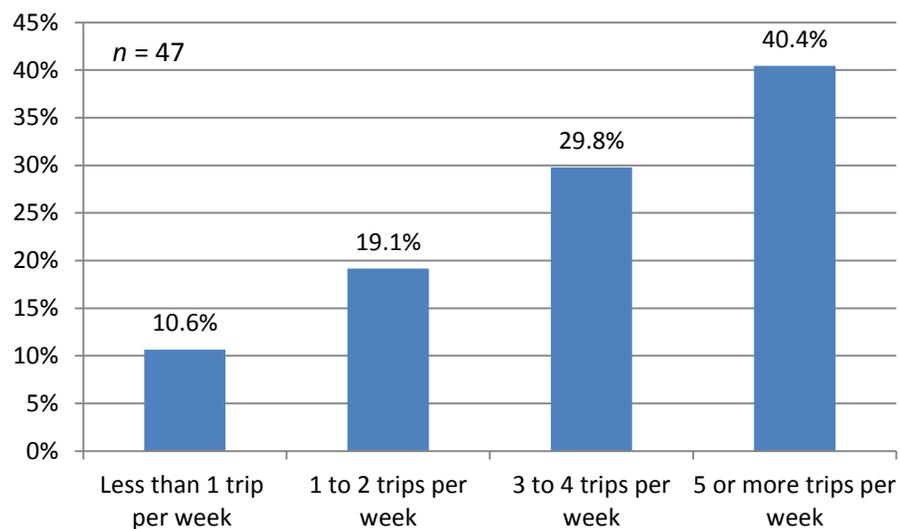
Demographics

Among the findings of demographic questions:

- More than 50 percent of respondents (54.2 percent) commonly speak Spanish within the home.
- More than 30 percent of respondents (32.6 percent) were 65 years of age or older.
- More than half of respondents (61.7 percent) reported being unemployed or retired.
- More than half of respondents (55.8 percent) reported not having access to personal vehicle.

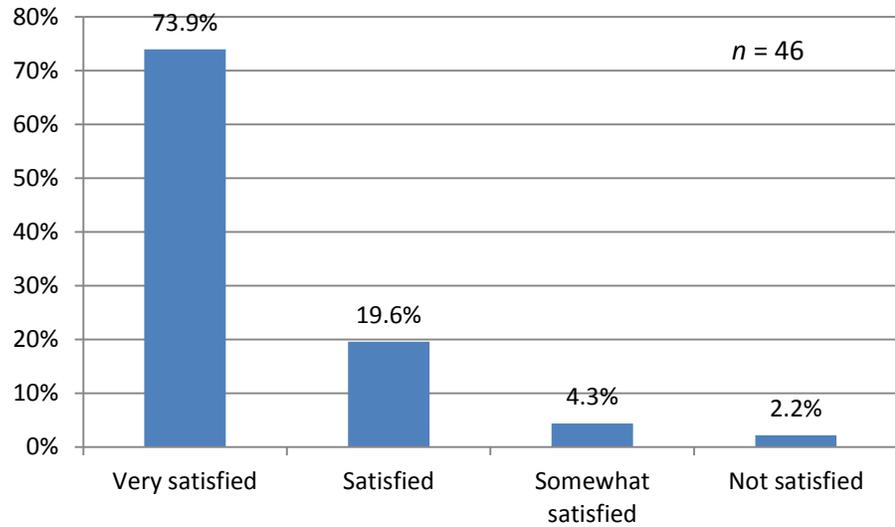
Question 1: On average, how many one-way rides do you take on Dial-A-Ride each week?

Exhibit 3.1.1 Frequency of DAR Trips



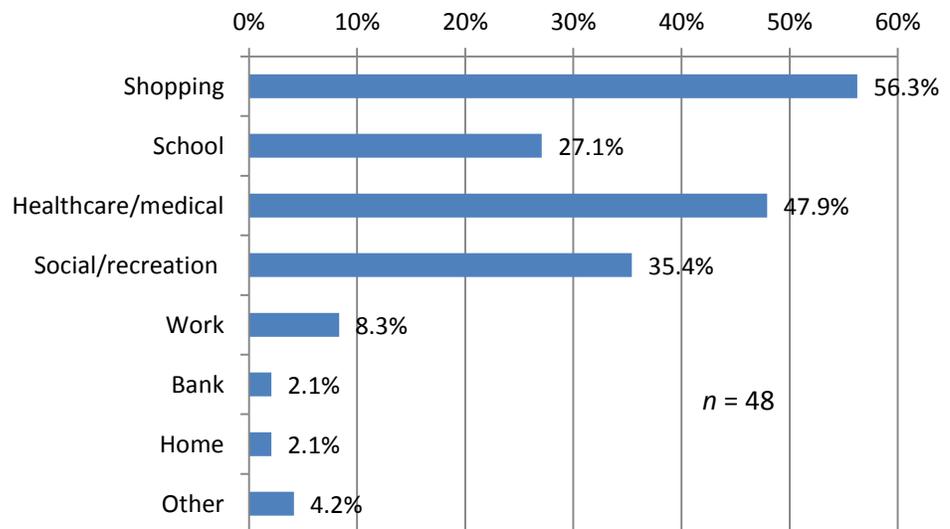
Question 2: What is your overall satisfaction with the City's Dial-A-Ride?

Exhibit 3.1.2 Satisfaction with DAR



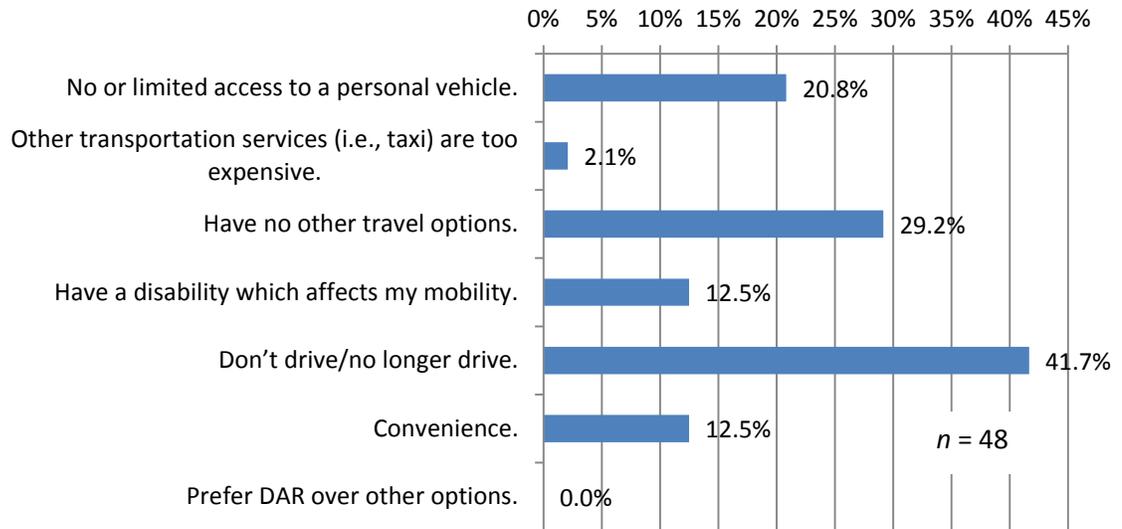
Question 3: What is your most common trip purpose when riding Dial-A-Ride?

Exhibit 3.1.3 Primary DAR Trip Purposes



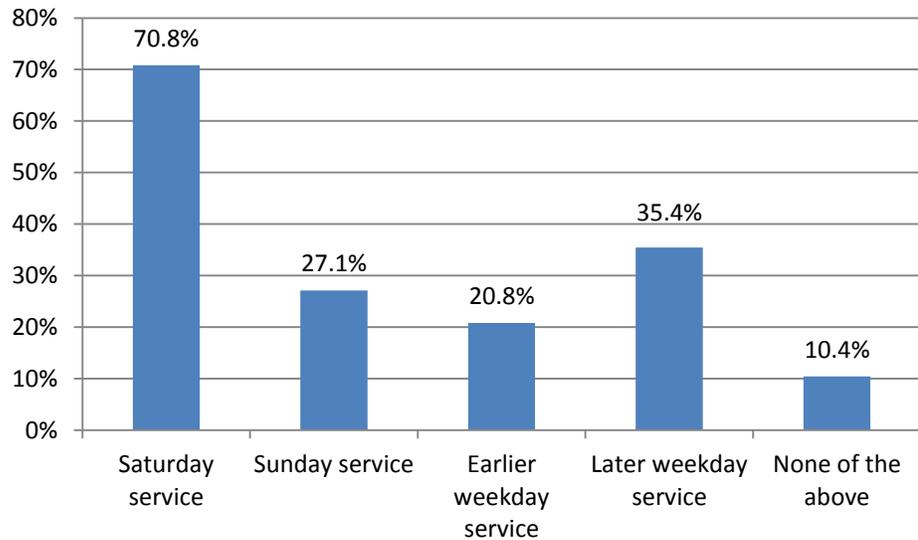
Question 4: What is your primary reason for using Dial-A-Ride?

Exhibit 3.1.4 Primary Purpose for Riding DAR



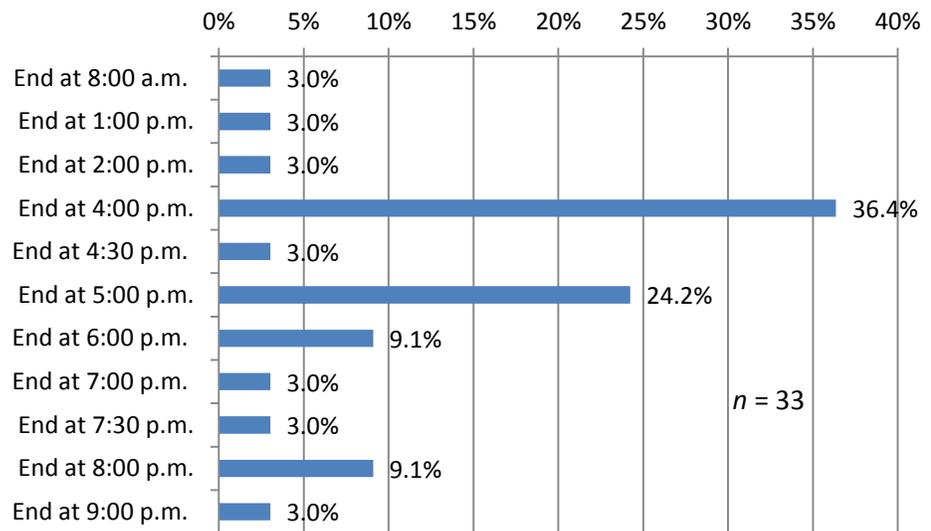
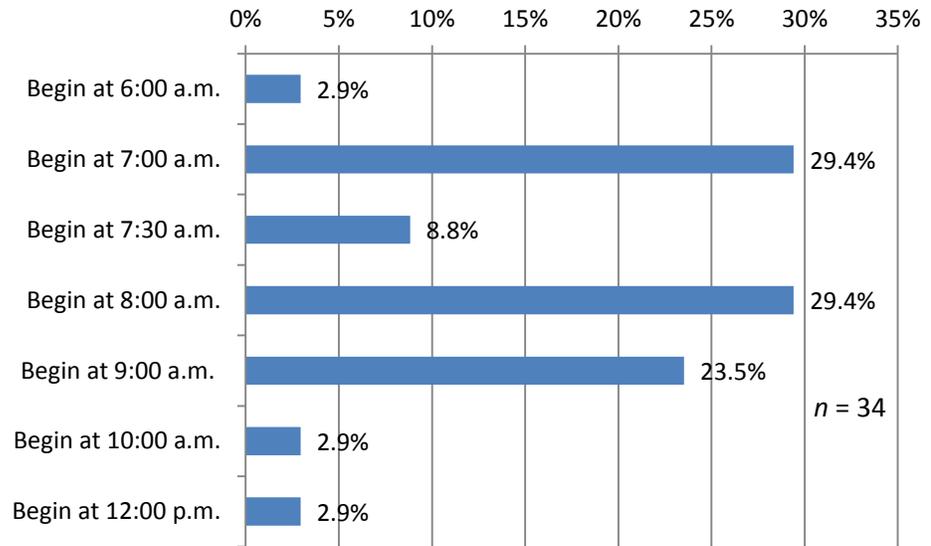
Question 5: How would you improve the Dial-A-Ride service?

Exhibit 3.1.5 Preferred Service Improvement



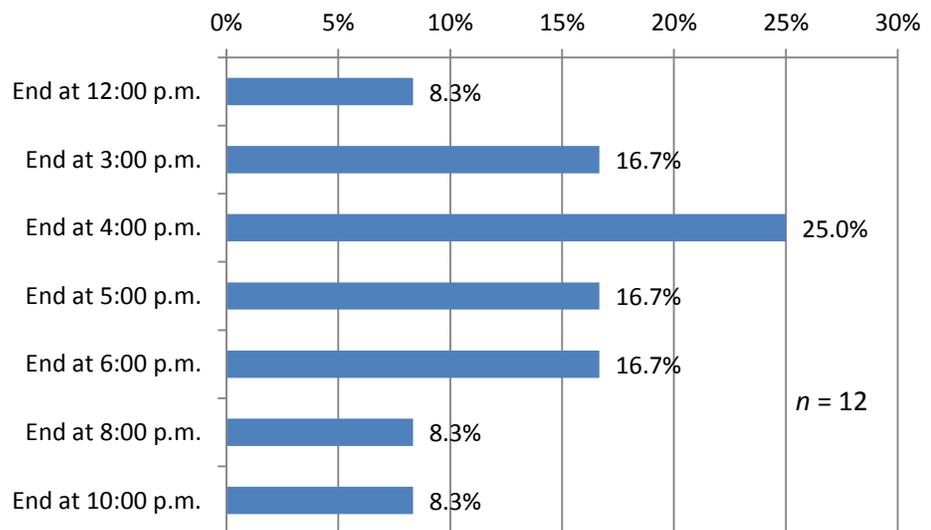
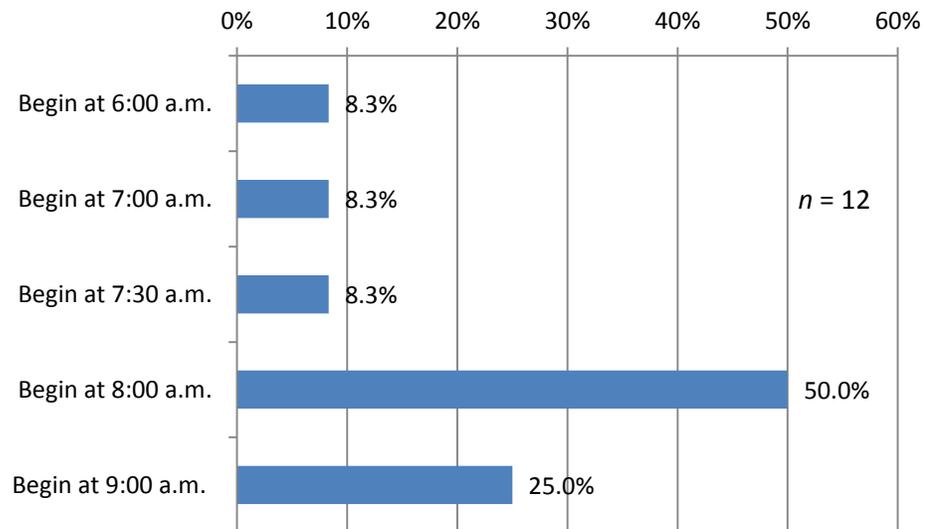
Question 5.a: Saturday service time.

Exhibit 3.1.6 Preferred Saturday Service Times



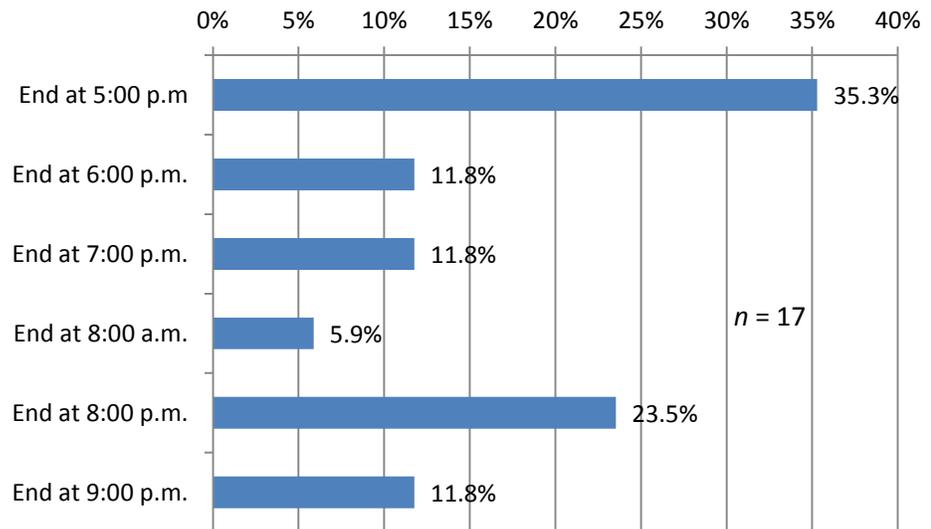
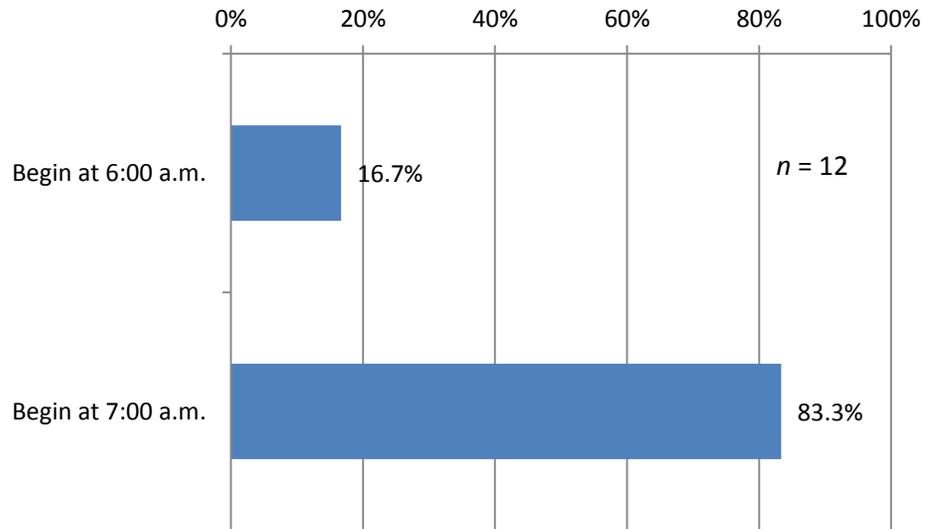
Question 5.b: Sunday service time.

Exhibit 3.1.7 Preferred Sunday Service Times



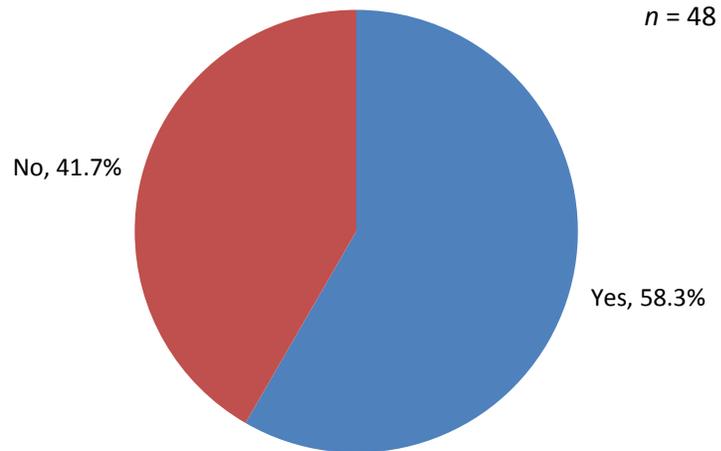
Question 5.c: Weekday service time.

Exhibit 3.1.8 Preferred Weekday Service Times



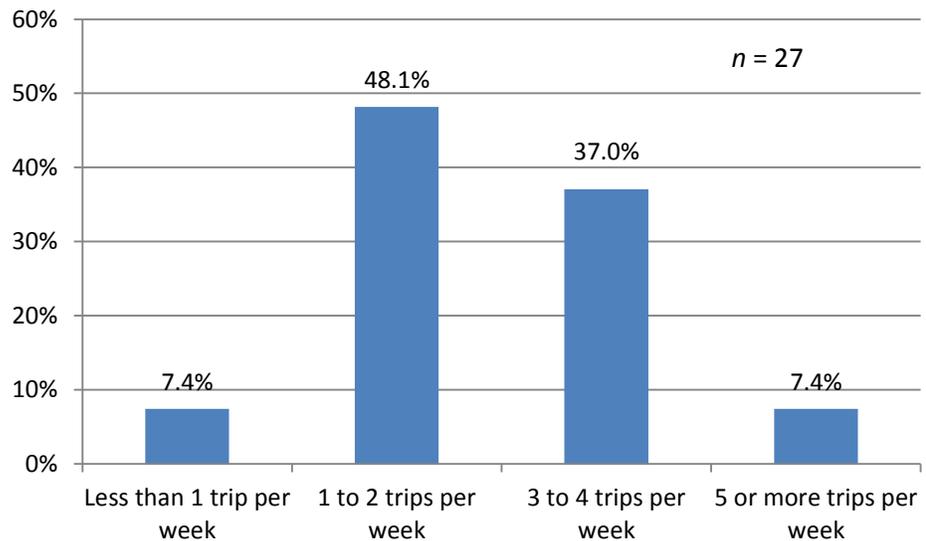
Question 8: Have you used Kern Transit’s intercity Route 110 (Bakersfield-Delano) or Route 115 (Bakersfield-Lost Hills) within the past 90 days?

Exhibit 3.1.9 Kern Transit Usage



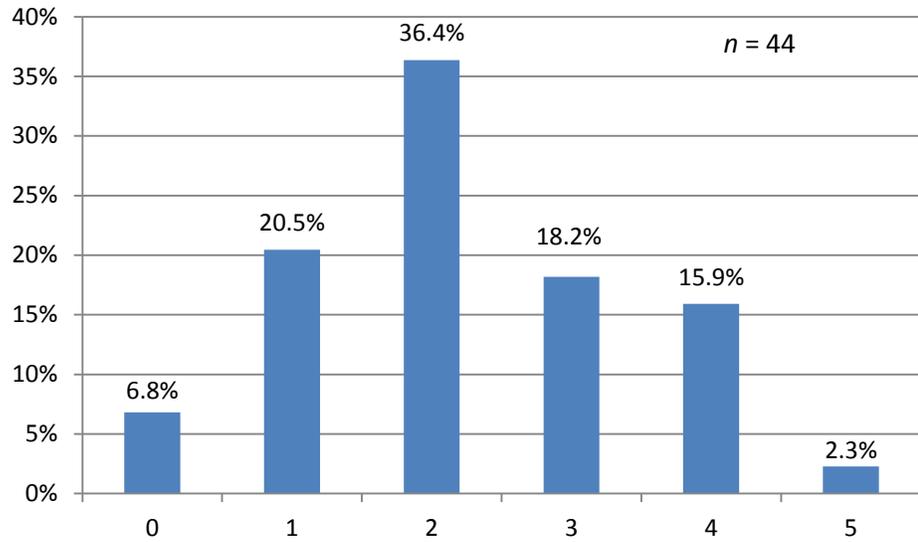
Question 9: On average, how many one-way rides do you make each week on either of these Kern Transit routes?

Exhibit 3.1.10 Frequency of Kern Transit Use



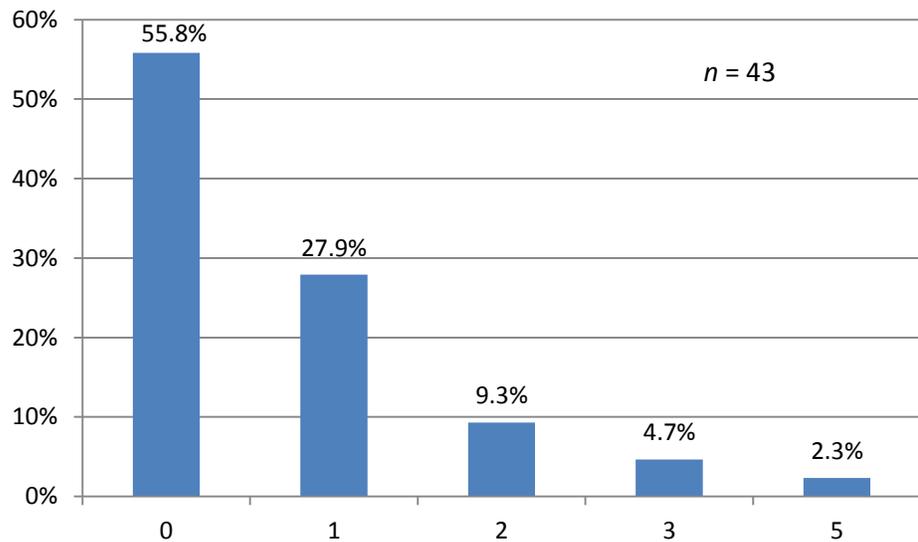
Question 10: How many adults (age 18 and above) reside within your household?

Exhibit 3.1.11 Adults per Household



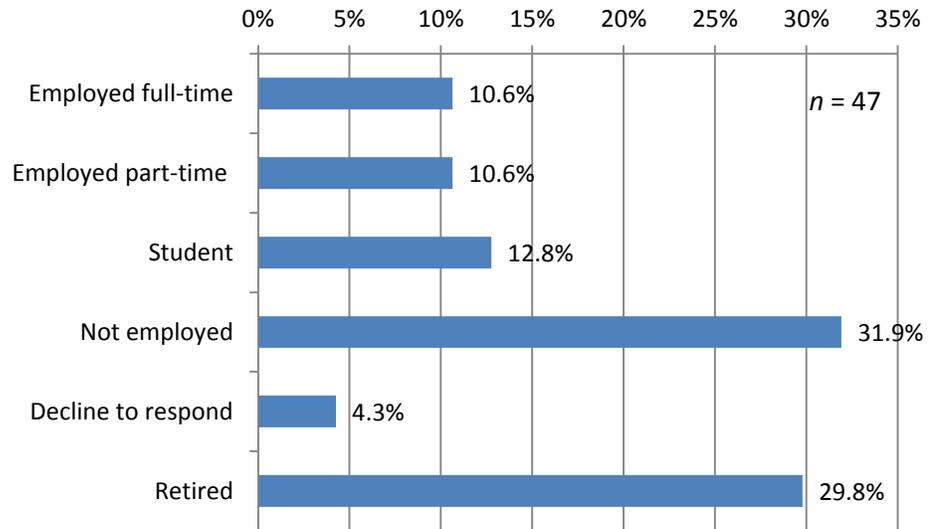
Question 11: How many personal vehicles are available to your household?

Exhibit 3.1.12 Access to a Vehicle



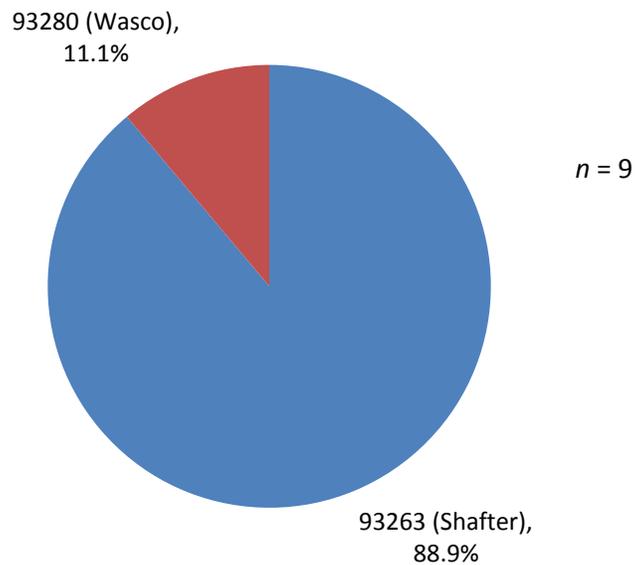
Question 12: What is your current employment status?

Exhibit 3.1.13 Employment Status



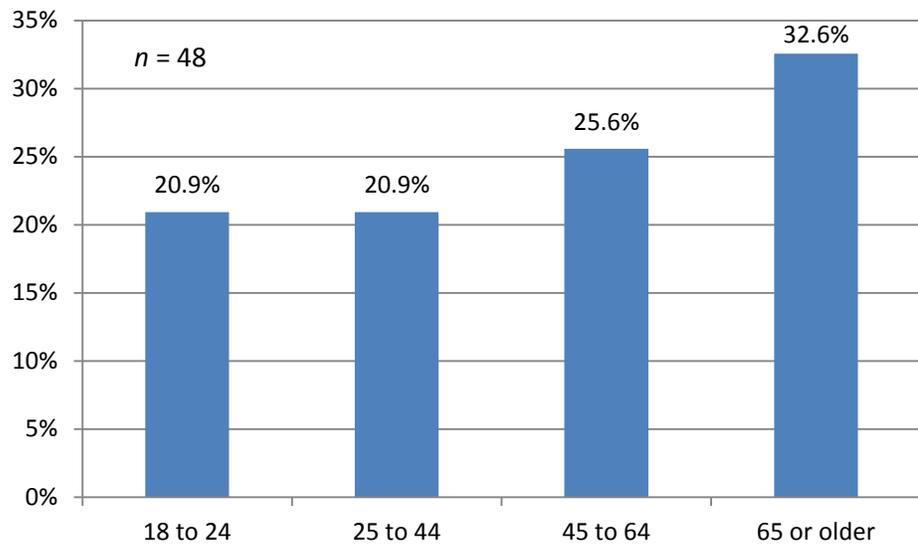
Question 13: If employed, what is the zip code of your primary work location?

Exhibit 3.1.14 Employment Location



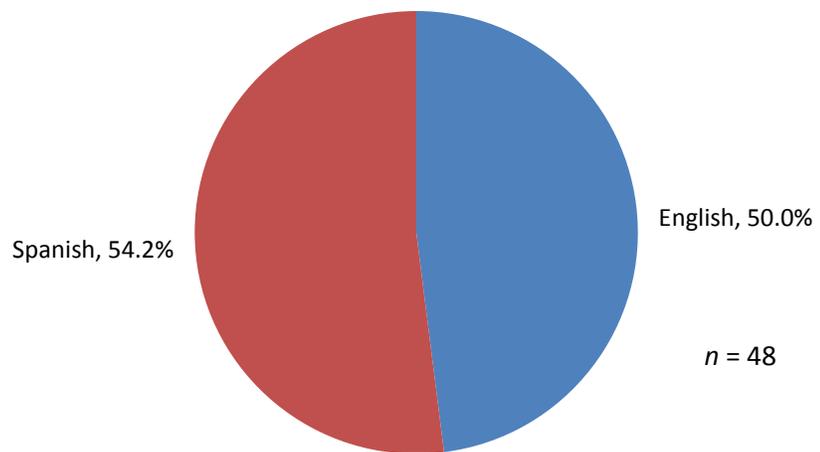
Question 14: What is your age?

Exhibit 3.1.15 Age



Question 15: Which languages are commonly spoken within your household? (Select all that apply)

Exhibit 3.1.16 Languages Spoken at Home



SECTION 3.2 – COMMUNITY SURVEY

In Spring 2016, the consultant team conducted a community survey as part of the City of Shafter’s Transit Development Plan. The survey was designed to identify community mobility need, perceptions of the City’s transit services among riders and non-riders, and barriers to use as well as potential motivators for use. Such data can help guide service evaluation and identify potential areas of improvement.

Survey Development and Administration

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

The survey collection effort garnered 204 valid surveys, translating to a statistical accuracy of 95 percent and a margin of error of ± 7 percent.

Data Processing

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

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

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

Key Findings

Respondents to the Community Survey reported modest use of the City’s transit program. Of the 30 percent who indicated having used the City’s Dial-A-Ride service in the 90 days prior to survey contact, 89 percent were either satisfied or very satisfied in the service.

The primary barrier to ridership included a preference for personal vehicles.

Nearly 70 percent of respondents (67.5 percent) were aware of at least one of Kern Transit Routes 110 and 115. However, only 22.9 percent of respondents said they rode either Kern Transit Route 110 or 115.

Travel preferences

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

- Top travel purposes were shopping (24.3 percent), travel to/from work (18.5 percent), and healthcare/medical (29.5 percent).
- Personal vehicles were overwhelmingly preferred as a primary means of transportation (75 percent).
- Top motivators for increasing transit usage were loss of personal vehicle (38.2 percent), loss of drivers license (27.9 percent), and more Saturday service (19.6 percent).
- Decreasing the transit fares is not perceived as an important motivating factor (2.5 percent).

Transit awareness

The Community Survey included a series of questions related to awareness of transit marketing and information. Among the findings:

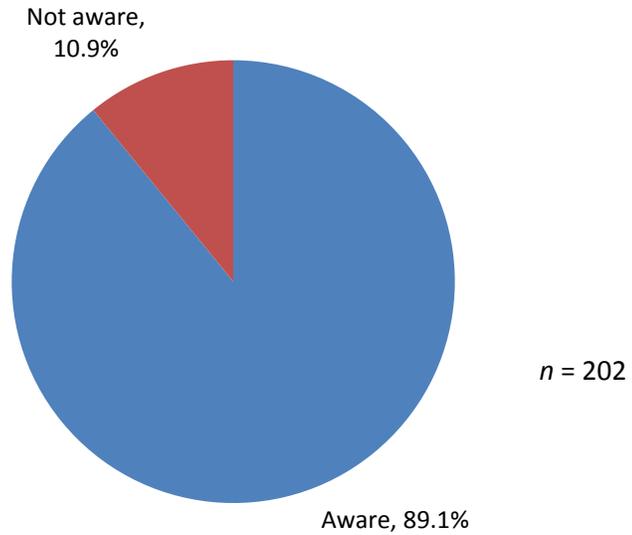
- Respondents indicated high awareness of Shafter Dial-A-Ride (89.1 percent).
- Respondents indicated moderate level of awareness of both Kern Transit Route 110 and 115 (58.5 percent).

Demographics

- More than 40 percent of respondents (46 percent) commonly speak Spanish at home.
- More than 70 percent of respondents (70.9 percent) were between 25 to 64 years of age.
- More than half of respondents (62 percent) reported being actively employed (full and part-time) or a student.
- More than half of respondents (56.6 percent) reported having access to two to three vehicles at home.
- More than 60 percent of respondents (66.1 percent) reported working within the city of Shafter.

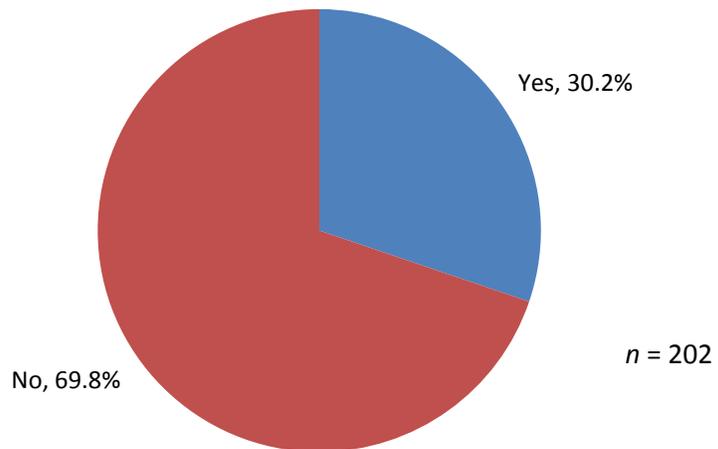
Question 1: Are you aware the City of Shafter operates a Dial-A-Ride service?

Exhibit 3.2.1 Awareness of DAR



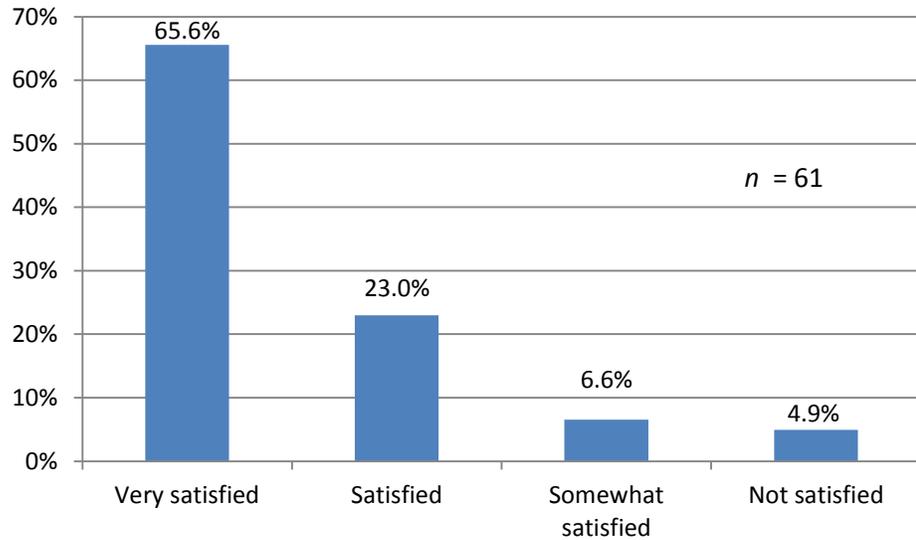
Question 2: Have you used Shafter's Dial-A-Ride within the past 90 days?

Exhibit 3.2.2 Frequency of Use



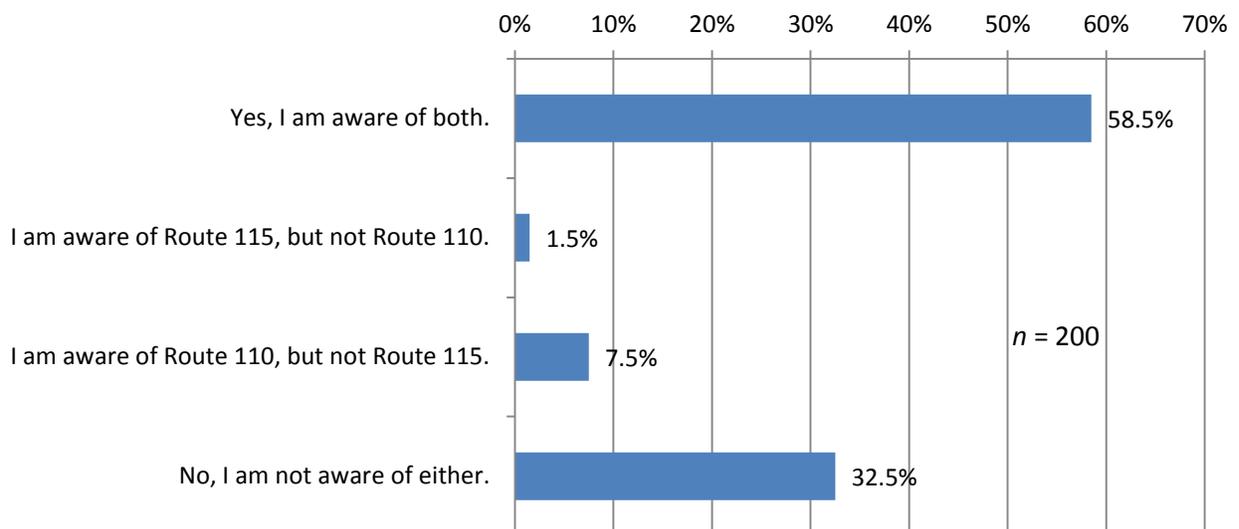
Question 3: If yes, what is your overall satisfaction with Shafter Dial-A-Ride?

Exhibit 3.2.3 Satisfaction with DAR



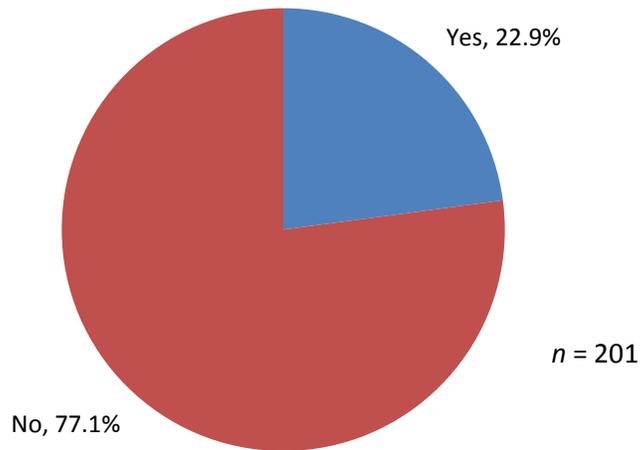
Question 4: Are you aware Kern Transit operates an intercity service linking Bakersfield and Delano (Route 110), as well as from Bakersfield to Lost Hills (Route 115), which includes a stop in Shafter?

Exhibit 3.2.4 Awareness of Kern Transit



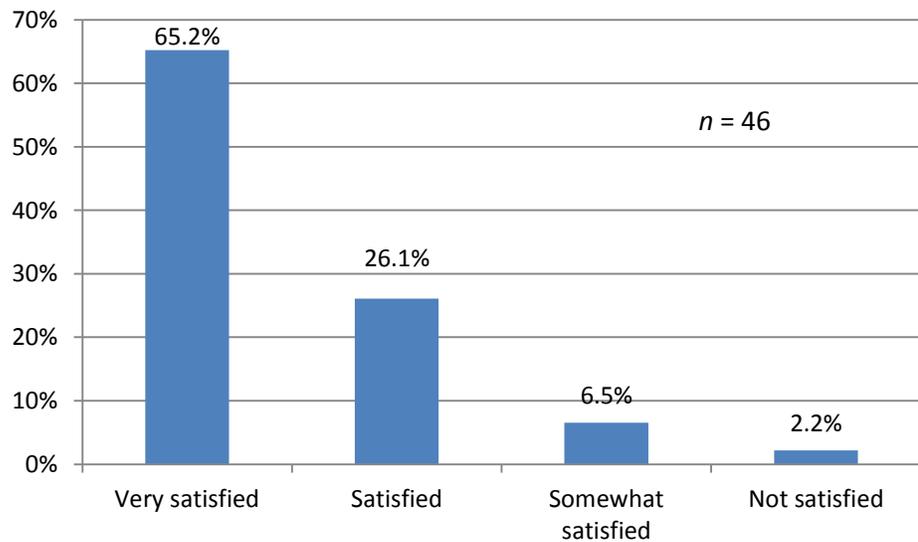
Question 5: Have you used Kern Transit Route 110 or Kern Transit Route 115 within the past 90 days?

Exhibit 3.2.5 Kern Transit Usage



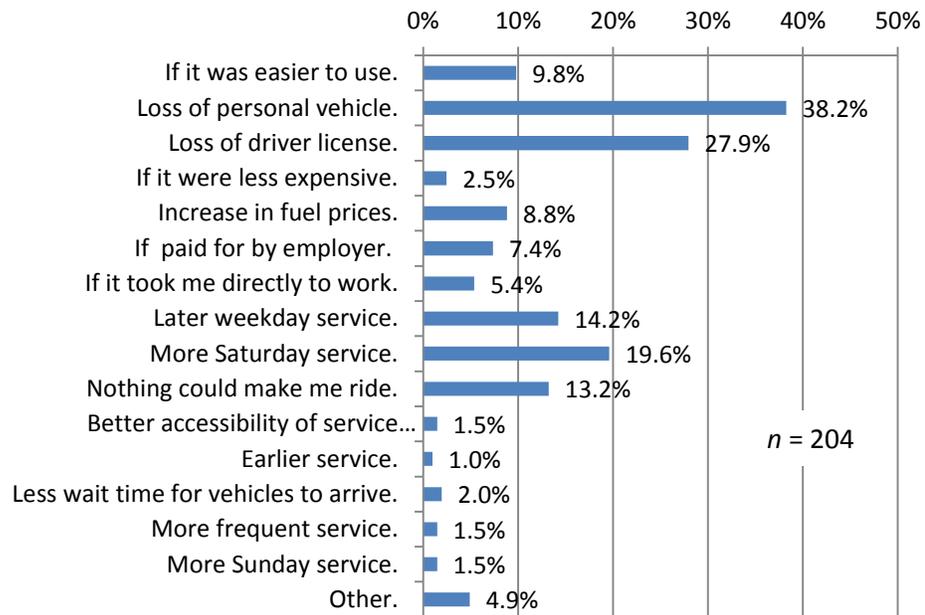
Question 6: If yes, what is your overall satisfaction with Kern Transit?

Exhibit 3.2.6 Satisfaction with Kern Transit



Question 7: Which of the following could increase your use of the City's Dial-A-Ride or Kern Transit's intercity service?

Exhibit 3.2.7 Motivators for More Frequent Usage



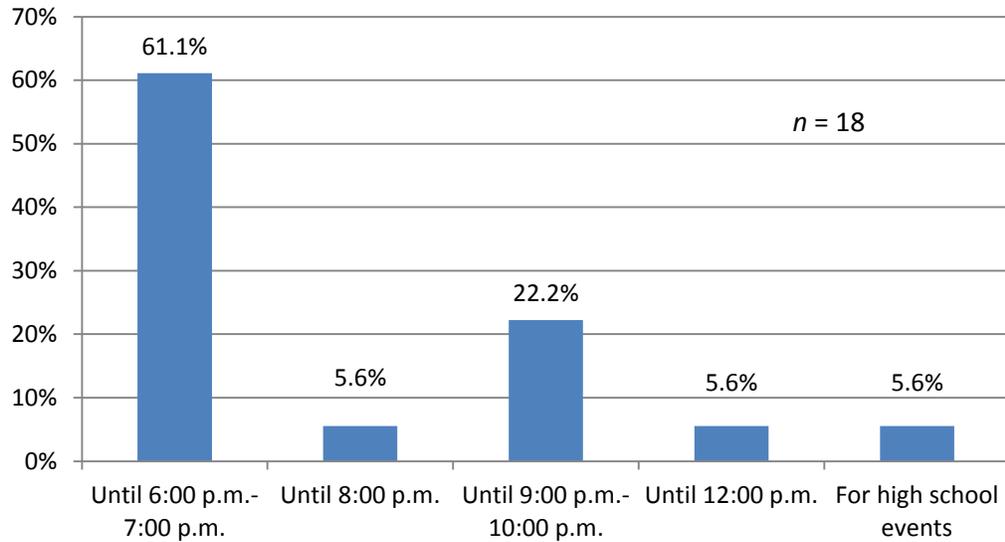
Question 8: If you selected "If it took me directly to work", please specify the location (address or cross-streets).

Exhibit 3.2.8 Location of Employment

Address
Bakersfield - 2470 Enos Lane
Bakersfield - Fairfax Middle School
Bakersfield - The Marketplace
Delano - Cecil Avenue and Wasco Pond Road
Shafter - 7th Standard Road and Zachary Avenue
Taft College
Wasco - 6th Street and H Street
Wasco State Prison

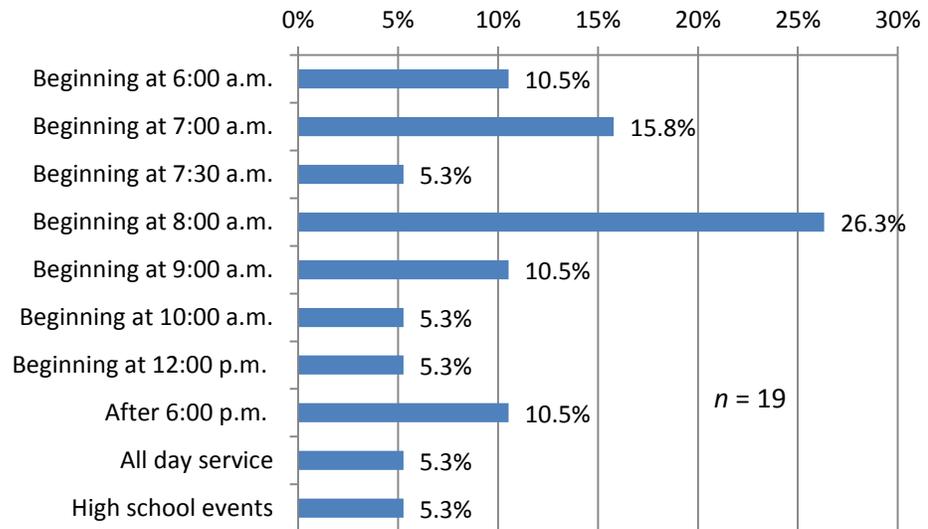
Question 9: If you selected "Later weekday service", please specify the times on weekdays.

Exhibit 3.2.9 Extended Weekday Hours

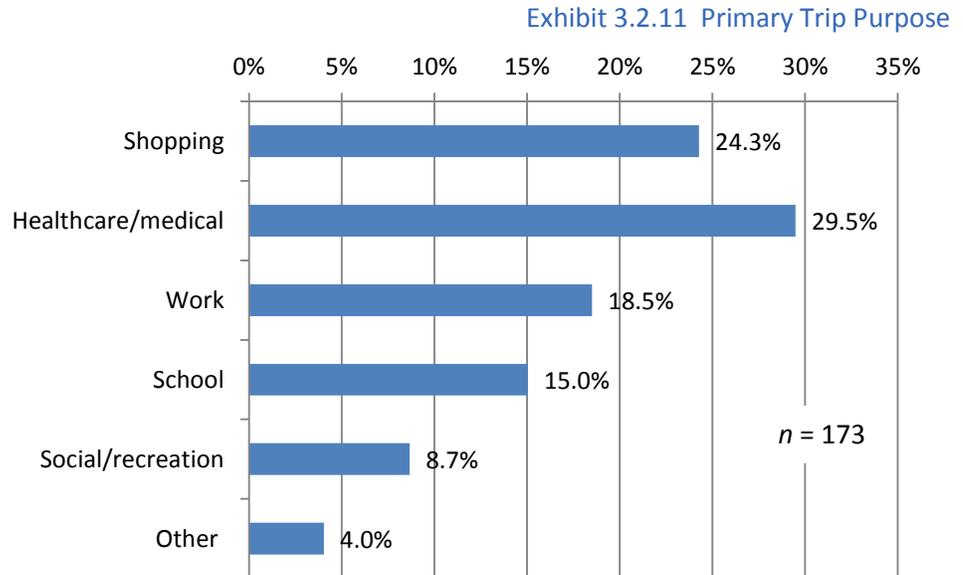


Question 10: If you selected "More Saturday service", please specify the Saturday times.

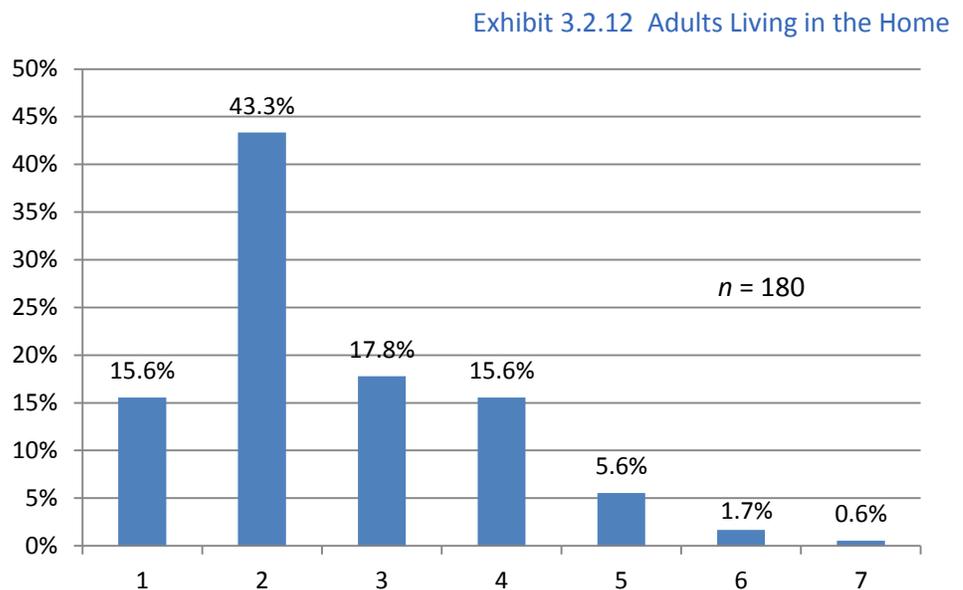
Exhibit 3.2.10 Extended Saturday Hours



Question 11: If you ride either the City’s Dial-A-Ride or Kern Transit’s intercity service, what is your most common trip purpose? (select up to two)

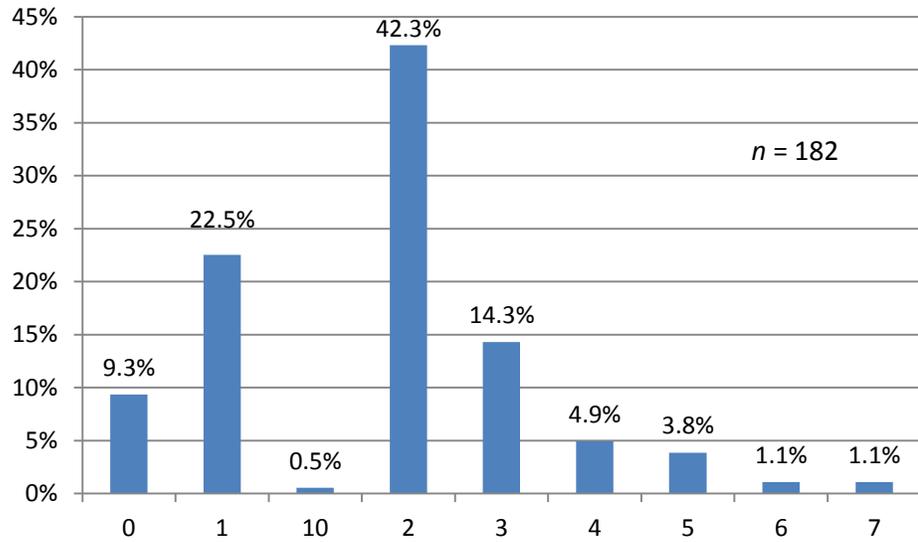


Question 12: How many adults (age 18 and older) reside within your household?



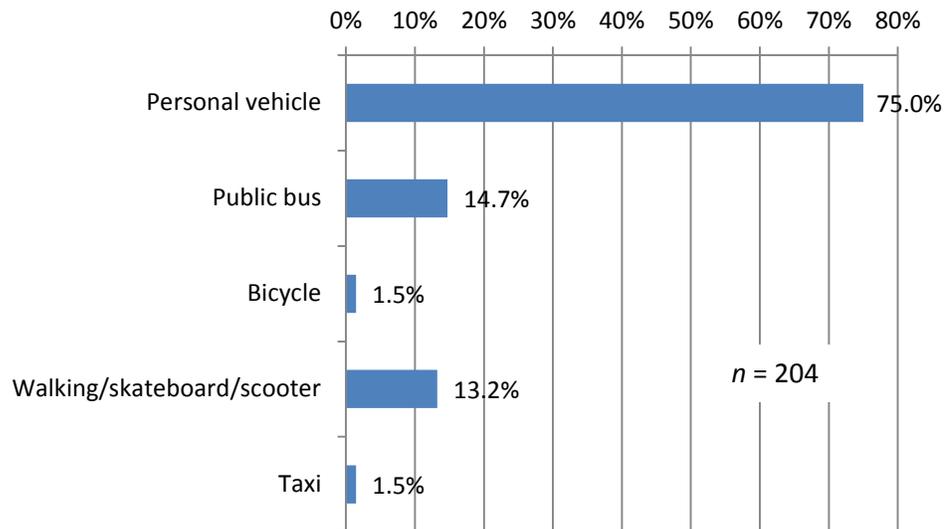
Question 13: How many personal vehicles are available to your household?

Exhibit 3.2.13 Vehicle Availability



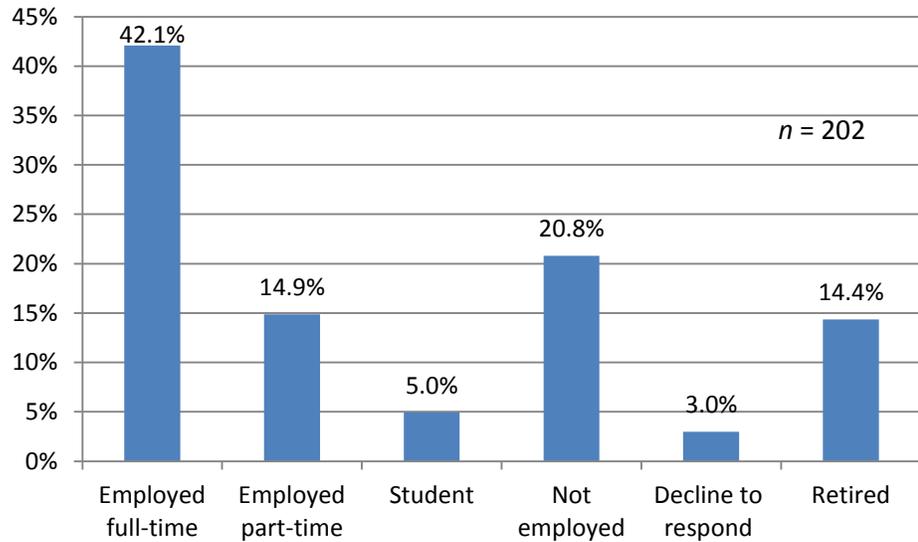
Question 14: What is your primary means of transportation?

Exhibit 3.2.14 Means of Transportation



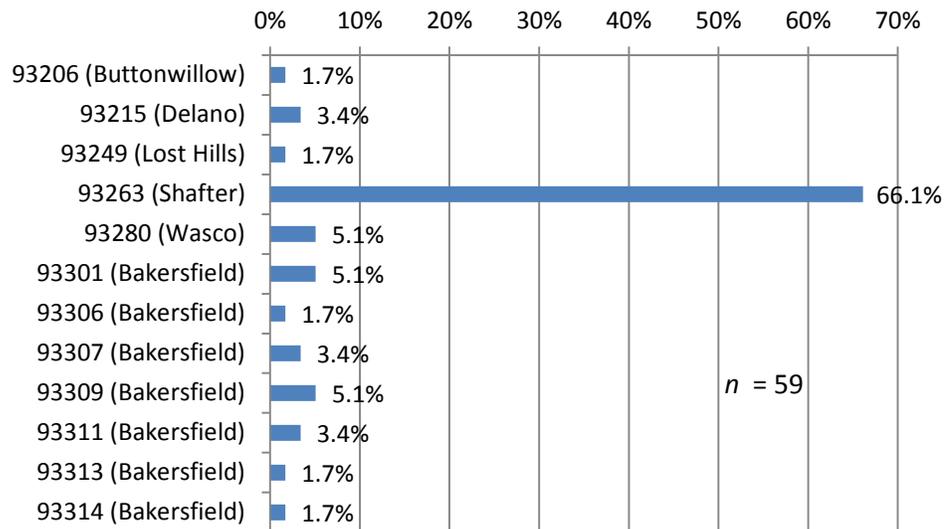
Question 15: What is your current employment status?

Exhibit 3.2.15 Employment Status



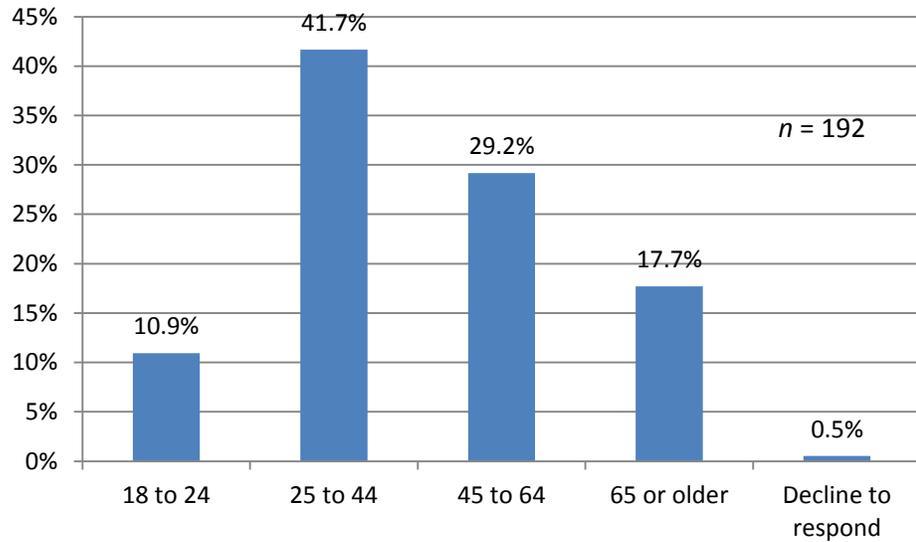
Question 16: If employed, what is the zip code of your primary work location?

Exhibit 3.2.16 Work Zip Code



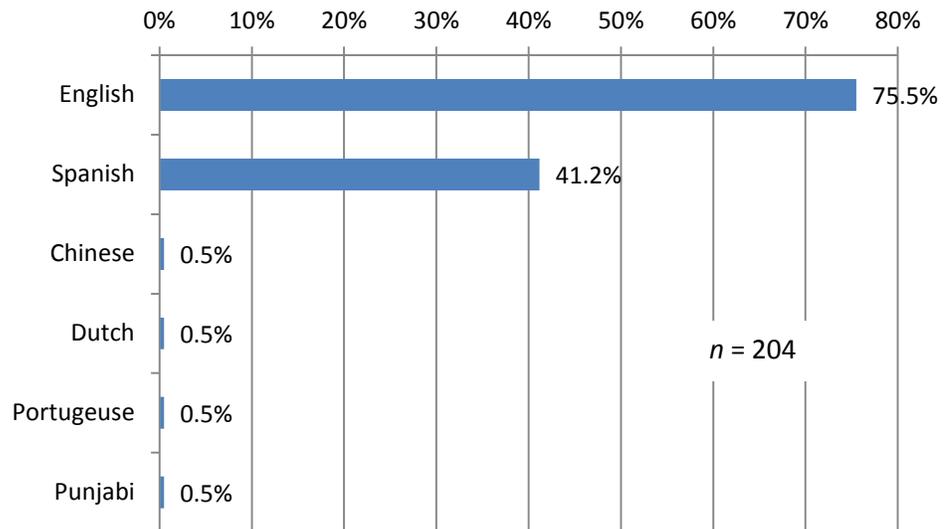
Question 17: What is your age?

Exhibit 3.2.17 Age



Question 18: Which languages are commonly spoken within your household? (Select all that apply)

Exhibit 3.2.18 Languages Spoken at Home



SECTION 3.3 – ROUTE 110 SURVEY

A survey was administered among riders onboard Kern Transit-Route 110 vehicles on March 9 and March 10, 2016. The survey was intended to identify travel patterns, frequency of use, and potential demand.

Methodology

The bilingual (English and Spanish) customer survey instrument was conducted using intercept methodology onboard Kern Transit Route 110 vehicles. Moore & Associates staff either distributed surveys to riders both waiting for and onboard a Kern Transit-Route 110 vehicle or assist the respondent in completing a survey. We also surveyed customers at both the Shafter city hall bus stop and the Wasco Amtrak station.

In conducting the survey, trained surveyor staff introduced themselves on behalf of Kern Council of Governments (Kern COG) and asked for each respondent's permission to conduct the survey. Upon agreeing, a surveyor assisted the respondent in completing a survey.

The survey garnered 49 valid responses, a 27-percent response given an average daily ridership of 180.

Summary

To gain further insight into Kern Transit Route 110 users, a series of questions was asked of transit riders. Through analysis of data frequencies, Moore & Associates compiled a profile of the "typical" travel patterns for a Route 110 customer:

- Board the bus in either Shafter or Wasco (75 percent),
- Board the bus at Shafter city hall (50 percent),
- More than half of riders (52.6 percent) have their final destination in Bakersfield,
- Rides Route 110 three to five days per week (56.3 percent) (*Exhibit 3.3.5*),
- Does not have access to a vehicle as the primary reason for riding Route 110 (66.7 percent),
- Pays cash to purchase bus fare (95.8 percent), and
- Connects with either Shafter or Wasco Dial-A-Ride service (56.2 percent) (*Exhibit 3.3.8*).

Question 1: Please tell us where you normally board Kern Transit’s Route 110. Provide an address or nearest cross-streets.

Exhibit 3.3.1 Boarding Address

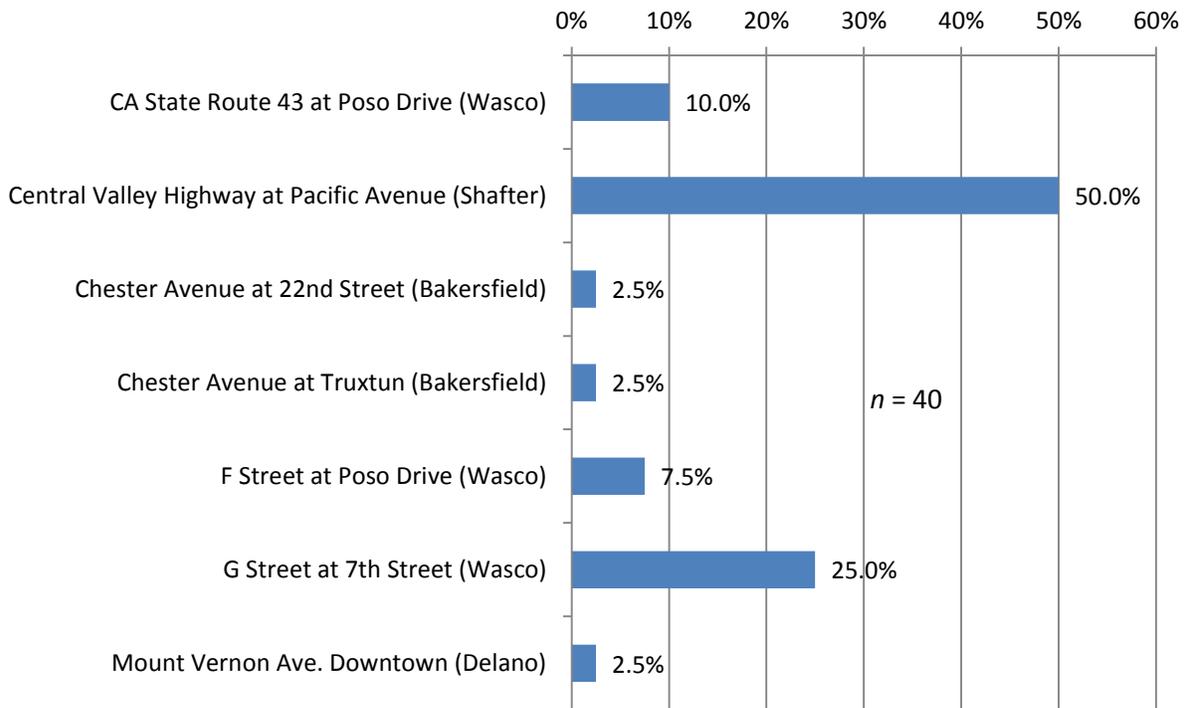
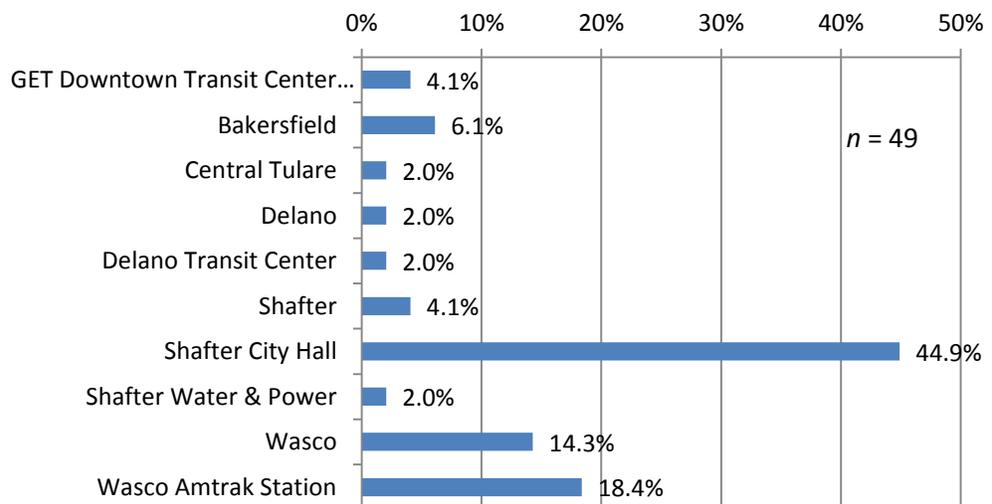


Exhibit 3.3.2 Boarding Location



Question 2: Please tell us the location where you normally get off the Kern Transit Route 110. Provide an address or nearest cross-streets.

Exhibit 3.3.3 Drop-off Address

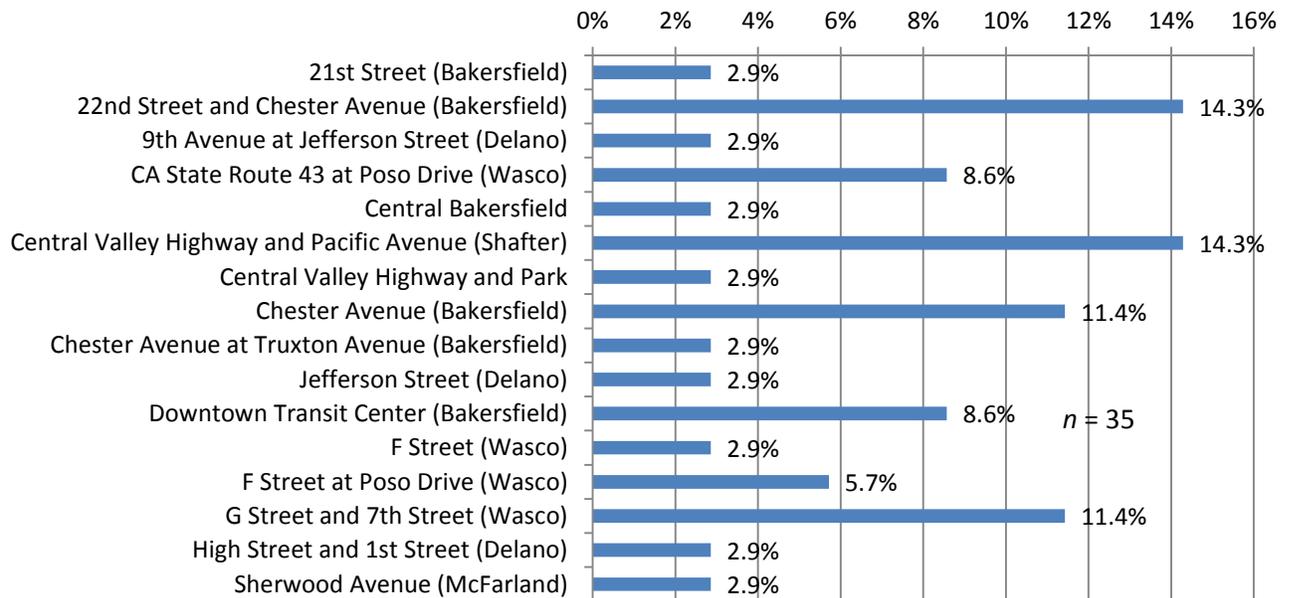
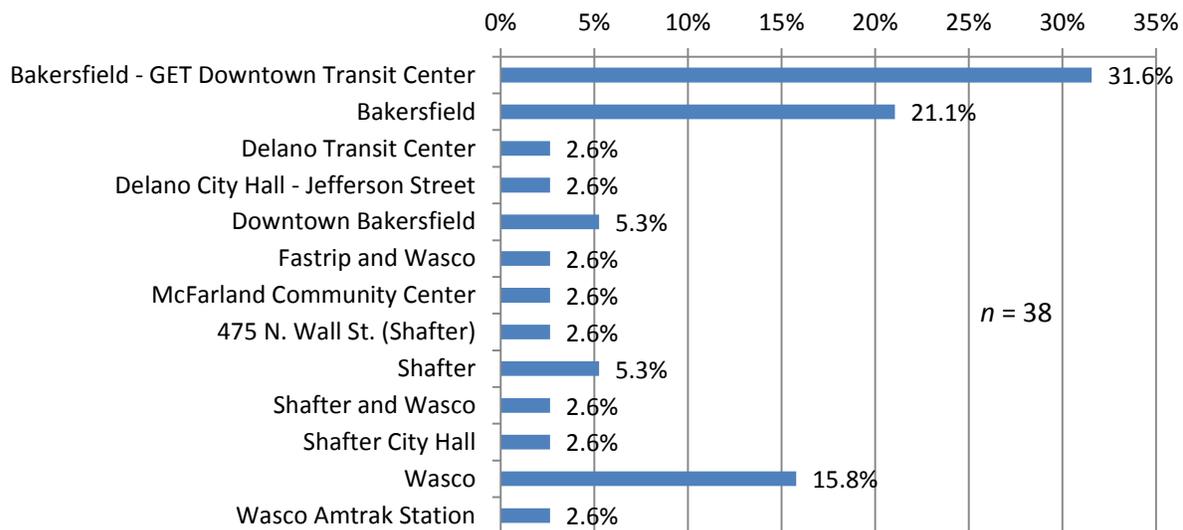
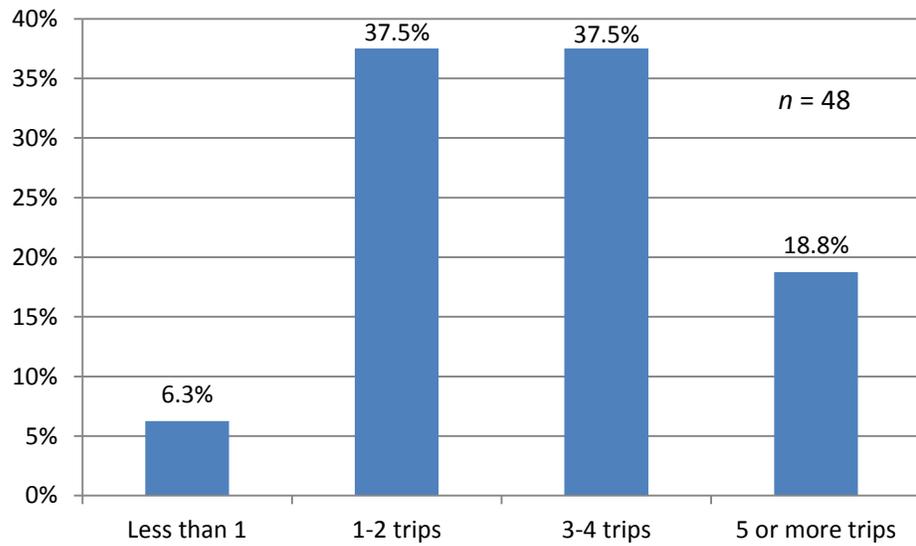


Exhibit 3.3.4 Drop-off Location



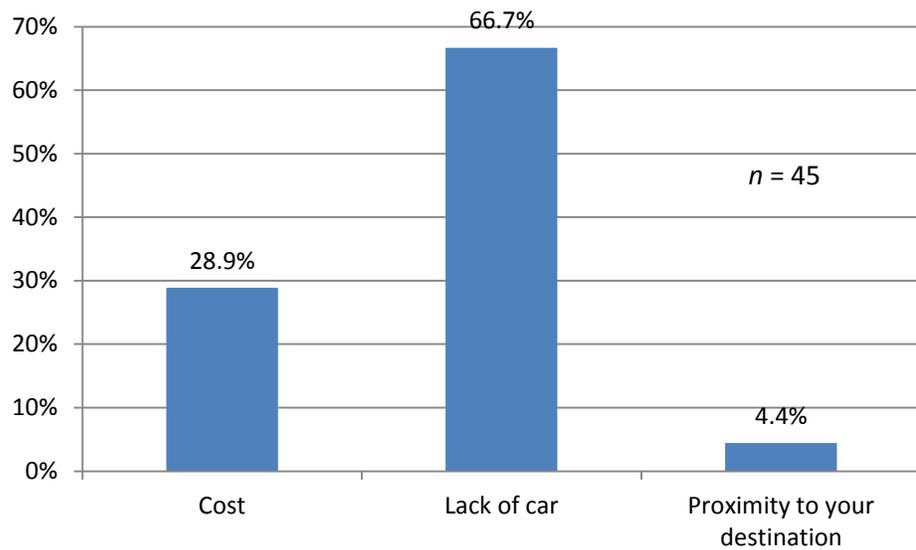
Question 3: In a typical week, how many one-way trips do you make on Kern Transit's Route 110?

Exhibit 3.3.5 Number of One-Way Trips



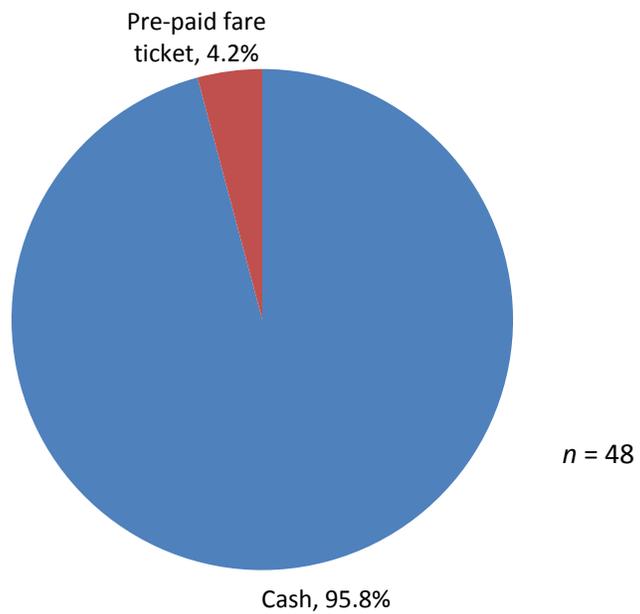
Question 4: What is the most common reason you ride Kern Transit's Route 110?

Exhibit 3.3.6 Reason for Riding



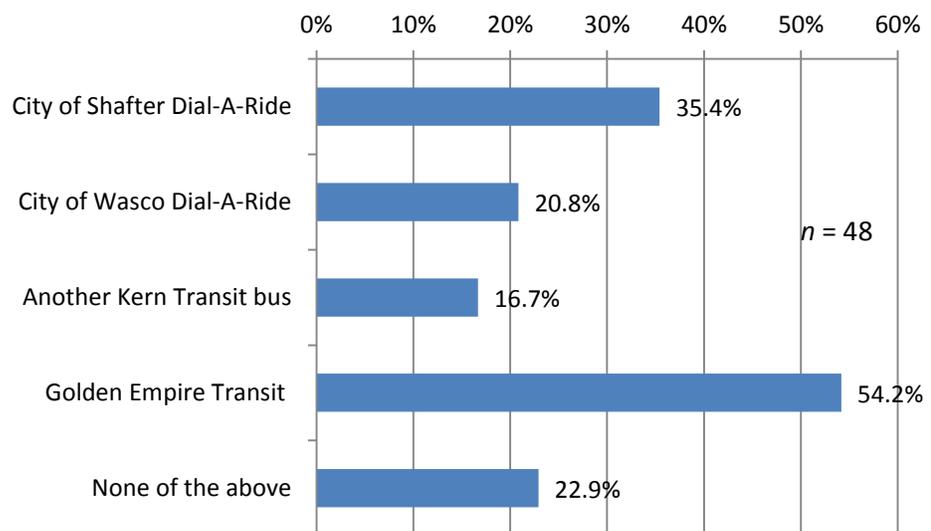
Question 5: How do you normally pay for your bus ride?

Exhibit 3.3.7 Fare Type



Question 6: Does your travel on Kern Transit's Route 110 usually include a connection to or from the following (mark all that apply):

Exhibit 3.3.8 Connection with Other Public Transit Services



SECTION 3.4 – COMMUNITY MEETING

Community meeting location:

Saturday, April 16, 2016

- W.C. Walker Senior Center
505 Sunset Avenue, Shafter
1:30 pm – 3:00 pm

A summary of the consultant’s proposed recommendations as well as a copy of the workshop presentation were provided at the beginning of the community meeting. The presentation summarized project goals, community engagement activities, community input received, proposed service recommendations, and project next steps. A discussion of proposed service recommendations, based on community feedback from prior surveys, offered attendees an opportunity to provide feedback to the City staff and consultant team. Additional workshop materials provided included comment cards, and Kern Transit Route 110 and Route 115 schedules.

CHAPTER 4

SERVICE RECOMMENDATIONS

In 1981, the City of Shafter began operating a curb-to-curb, general public demand-response service. The service is comprised of a reservation-based shared ride service that operates within Shafter city limits, and an on-demand fixed-route that provides service to locations within the adjacent unincorporated county area.

The recommendations presented herein reflect an objective and comprehensive evaluation of Shafter’s demand-response service known as Dial-A-Ride (DAR). Our evaluation included a site visit, interviews with City staff, quantifiable rider surveys, and community workshops

Exhibit 4.1 presents the service recommendations matrix categorized by type (administrative or operations) and catalyst for each recommendation.

Exhibit 4.1 Service Recommendations

Type	Recommendation	Catalyst
Administrative	Implement a 24-hour advance reservation system.	Prior TDP recommendation
Administrative	Adopt formal transit service policies including fare structure and fare policy.	Prior TDP recommendation
Administrative	Create and implement a marketing plan to increase ridership and fare revenue for the City’s transit program (especially on the fixed-route service).	Prior TDP recommendation
Administrative	Implement a fare increase to support farebox recovery goals (current pricing is lower than many Kern County operators).	Consultant recommendation
Administrative	Revise fare policy to allow two children (age 4 and under) to ride free with each fare-paying adult.	Consultant recommendation
Administrative	Adopt and enforce formal carry-on bag policy.	Community input
Operations	Create a dispatcher position rather than having drivers self-dispatch.	Prior TDP recommendation
Operations	Implement a 90-day pilot program offering Saturday Dial-A-Ride service from 8:00 a.m. to 3:00 p.m. (using one vehicle).	Community input
Operations	Extend weekday Dial-A-Ride service hours to begin at 7:00 a.m. and end at 6:00 p.m.	Community input
Capital/Operations	Participate in the RTPA’s Active Transportation Plan and implement infrastructure to support active transportation.	Community input
Capital	Implement bus stop improvements amenities and provide local service information at Kern Transit connection points in Shafter.	Consultant recommendation

Administrative

Implement a 24-hour Advance Reservation System

The implementation of a 24-hour advanced reservation system would make scheduling a trip more attractive for both existing and potential riders. This would allow the City to organize trips in a more efficient manner, saving on fuel and maintenance while providing the users with quick and reliable trips. We recommend the City purchase message recording software to provide residents with the opportunity during closed-business hours to reserve a ride in advance. Same-day requests would still be provided, but on a space-available basis. This recommendation also appears in the City’s prior Transit Development Plan (TDP).

Adopt a Formal Transit Service Policy

A formal service policy with respect to fares is crucial in establishing consistency and reliability in a transit program. Inconsistently applied policy, particularly with respect to fares, fare collection, and fare changes, erodes customer confidence in service delivery, and could potentially result in complaints or more serious (i.e., litigious) actions. As was recommended in the City's prior TDP, Shafter should develop formal fare policy for children riding its DAR service. To stay competitive with other western Kern County services, we recommend children traveling with a fare-paying adult age 5 and younger ride for free. This can be limited to two children per fare-paying adult, with each additional child charged a nominal (\$0.25) fare.

Develop and Implement Marketing Plan

Based upon responses from public outreach efforts current marketing and outreach efforts are not deemed to be effective in promoting the City's existing transit services. The City should develop and implement a marketing plan that effectively promotes and educates the public on available transit services. The City's transit service should be clearly branded and identified whenever the program is referenced. Additional print collateral clearly presenting the service's "rules of the road," program hours of operation, cost to ride the services, and applicable Title VI and ADA policies, should be readily available throughout the community. Initial distribution location should include city hall, grocery stores, schools, and various community outlets.

A successfully developed and implemented Marketing Plan provides a strategic approach to enhancing a transit program's image and awareness within the service area. It identifies objectives, target markets and specific strategies to enhancing the system's image and ridership. The Marketing Plan should also include cost estimates to implement the recommendations, along with timeframes for implementation.

Fare Increase

Currently, fares for the general public are one dollar with discounted fares of 75 cents for seniors, persons with disabilities, and youth/children under the age of 13. Neighboring transit programs in Wasco and Delano provide similar services as the Shafter Dial-A-Ride though with higher per-trip fares. The Wasco Dial-A-Ride adult fare is \$1.75, and Delano charges \$2.25 per trip. We recommend phasing in fare increases (at not more than 25 cents per year) until the Shafter Dial-A-Ride fares are comparable to nearby communities such as Wasco and Delano. Fare increases will likely result in slight decreases in ridership, though will ultimately aid the City in attaining the TDA-minimum farebox ratio of 10-percent.

Adopt and Enforce Formal Carry-on Bag Policy

Currently, Shafter does not have a formal policy regarding the number of bags a passenger is able to carry on a transit vehicle. We recommend the City implement and drivers enforce a two-bag carry-on limit per passenger. The two-bag limit promotes safety practices on-board all transit vehicles while also preserving seat-space for other passengers.

Operations

Create a Dispatcher Position

Currently, Shafter Transit utilizes a driver self-dispatching system in which each driver takes trip requests by radio-phones. Drivers are required to pull over to answer customer trip requests, plan, and program such trip requests into daily manifests, and then continue picking up and dropping off customers. This can be viewed as a safety risk as well as inefficient dispatch policy. A dedicated dispatcher position will

provide immediate increases in service delivery efficiency, ranging from increased responsiveness to customer trip requests and compliments/complaints/concerns, as well as improved routing, trip prioritization, and scheduling of driver breaks. Further, this position would serve as an emergency/relief driver in case of driver sick-outs or vacation, and could also assist the City's program coordinator in compiling, evaluation, and reporting on program performance. While a full-time position is recommended for implementation as quickly as possible, the City could elect to initiate the position as a part-time position during weekday peak periods to reduce immediate impacts to the City's operating budget.

Trial Saturday Service

Through evaluation of completed public outreach, we recommend the City develop and implement a 90-day pilot program for Saturday Dial-A-Ride service. The service would operate with the same operating parameters as weekday service, though be limited to a single vehicle until the end of the demonstration period. The Saturday driver would self-dispatch (eliminating the additional need/cost of a Saturday dispatcher) and depending on demand could also begin taking reservations for customer trips the following Monday. Initial service would be provided from 8:00 a.m. to 3:00 p.m. with a break in service during the midday for driver lunch. Demonstration project operating costs would need to be tracked independently of regular weekday service, to ensure the additional operating costs incurred do not negatively impact the required farebox ratio.

Extend Weekday Service

Through community outreach it has been determined there exists sufficient demand to warrant extending current Dial-A-Ride hours to begin at 7:00 a.m. each weekday morning (versus the current 7:30 a.m.), and extend service to 6:00 p.m. each weekday evening (versus the current 4:30 p.m.). Further, extending current service hours during the week will result in addressing temporal gaps identified through the public outreach process within the service area. Only one vehicle is recommended for the extension service hours until community demand warrants further increases in service delivery.

Capital/Operations

Develop and Implement Active Transportation Policy

In support of Caltrans latest Alternative Transportation Policy (ATP) we recommend the City actively participate in the Regional Transportation Planning Agency's (RTPA) development of an ATP, and the infrastructure to support the resulting Plan. The most difficult aspect of a transit rider's travel is the first and last mile of his or her commute. To alleviate those concerns we recommend the City consider purchasing bike racks for both transit vehicles and transit customer amenities (sidewalk furniture) at current Kern Transit connection points, at high-volume transit activity locations (i.e., schools, city hall), and at public spaces along the City boundary. We also recommend the City consider installation of sidewalk connections at those high-demand DAR pick-up locations. Bike racks, bike and sidewalk amenities, combined with Shafter DAR will create needed intermodal facilities throughout the community, providing residents with travel options beyond the single-occupant vehicle.

Capital

Bus Stop Amenities

Transit amenities at bus stop locations help promote safety and comfort as well as provide the opportunity to inform the public about the route and schedule and build awareness of the system.

Signed bus stops and bus shelters can play a key role in the success of the transit program. It is recommended that the City purchase and install a total of four bus shelters. Specifically, install two bus shelters at high-volume transit activity locations (i.e., schools, city hall). We also recommend that the City initiate discussions with Kern Transit about sharing the cost of purchasing bus shelters to be installed at Kern Transit stops.

CHAPTER 5

CAPITAL AND FINANCIAL PLANS

This section presents capital requirements and five-year operating budget projections required to support the proposed recommendations.

This section is composed of:

- A Capital Plan forecasting capital costs associated with implementing the proposed recommendations, and
- A Financial Plan estimating the cost of implementing the proposed recommendations.

SECTION 5.1 – CAPITAL PLAN

The Capital Plan identifies cost figures for the proposed service recommendations. To support the operational recommendations within this chapter, we developed a fleet replacement strategy that will ensure sustainable provision of transit service in Shafter. A discussion of alternative fuel vehicles and capital funding sources follows.

Federal Capital Funding Sources

Various capital grant programs are available to public transit agencies through the federal government's Moving Ahead for Progress in the 21st Century (MAP-21) legislation. These grants range from Federal Transit Administration (FTA) Section 5339 which allocates capital funding to replace, rehabilitate, and purchase buses and related equipment and to construct bus-related facilities, to FTA Section 5311 which provides funding to support public transit in rural areas.

The City of Shafter is eligible for transit capital grants through FTA Section 5311. Shafter currently collects only Section 5311 funds for operating costs given its transit program does not receive, or is not eligible for, any other federal sources of operating funds.

Section 5311 and 5339 are the most likely sources for future capital funding for the City's transit fleet and for bus stop amenity replacement and expansion.

The State's Funding Sources

The Transportation Development Act (TDA) provides two important sources of funding for public transportation: The Local Transportation Fund (LTF) and the State Transit Assistance (STA) fund. LTF revenues are derived from one-quarter cent of the general statewide sales tax and are returned by the State to the county in which the fees were collected. STA revenues are derived from the sales tax on gasoline and diesel fuel.

The allocation of LTF and STA funds is subject to the statutory and regulatory provisions of the TDA, which includes achievement of a 10-percent farebox recovery ratio.

TDA funding cited here is from the LTF, which is administered through the Kern Council of Governments. Estimates for LTF funds have been generated based upon historic allocations.

Proposition 1B

Proposition 1B, the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006, was approved by California voters in November 2006. This legislation authorizes the sale of \$19.925 billion in state general obligations bonds. Those monies are held in fourteen different accounts across three categories: Transportation; Air Quality; and Safety, Security, and Disaster Preparedness. Sale of the bonds is subject to annual appropriations in the State budget and is expected to be spread across various fiscal years.

Bond proceeds fund several specific transportation programs, from which Kern County and each city will receive a specific amount, by formula. The transit-related programs include:

- Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA); and
- Transit System Safety, Security, & Disaster Response Account (TSSSDRA).

PTMISEA allocate \$3.6 billion to transit operators nationally over a ten-year period. These funds may be used for transit rehabilitation, safety or modernization improvements, capital service enhancements or expansion, new capital projects, bus rapid transit improvements, or rolling stock (buses and rail cars) procurement, rehabilitation or replacement. Eligible projects must also have a useful life not less than the required useful life for capital assets pursuant to the State General Obligation Bond (Government Code Section 16727 (a)) and be consistent with the organization's most recently adopted transit plan or other publicly adopted plan that programs or prioritizes transit capital improvement funds.

California Government Code Section 16727 (a) states:

- Proceeds from the sale of any bonds issued pursuant to this chapter shall be used only for the costs of construction or acquisition of capital assets. "Capital assets" mean tangible physical property with an expected useful life of 15 years or more. "Capital assets" also means tangible physical property with an expected useful life of 10 to 15 years, but these costs may not exceed 10 percent of the bond proceeds net of all issuance costs. "Capital assets" include major maintenance, reconstruction, demolition for purposes of reconstruction of facilities, and retrofitting work that is ordinarily done no more often than once every 5 to 15 years or expenditures that continue or enhance the useful life of the capital asset. "Capital assets" also include equipment with an expected useful life of two years or more. Costs allowable under this section include costs incidentally but directly related to construction or acquisition, including, but not limited to, planning, engineering, construction management, architectural, and other design work, environmental impact reports and assessments, required mitigation expenses, appraisals, legal expenses, site acquisitions, and necessary easements.

Should similar regional funding streams such as Proposition 1B be made available in the future, it will be worth reviewing for possible additional avenues of capital project funding.

Exhibit 5.1 Federal Capital Funding Sources

Program Name	Description	Eligibility	Recipient	Grant Type
5311 Rural and Small Urban Areas	This is a formula-based program for rural communities (population less than 50,000) providing funding to states for the purpose of supporting public transportation in rural/non-urbanized areas. The program improves access for people living in non-urbanized areas to health care, shopping, education, employment, public services, and recreation; assists in the maintenance, development, improvement, and use of public transportation systems ; assists in intercity bus transportation development; and, provides for the participation of private transportation providers.	Funds may be used for capital, operating, and administrative assistance to state agencies, local public bodies, Indian tribes, and non-profit organizations, and operators of public transportation services.	State	Formula
5339 Bus and Bus Facilities	Provides capital funding to replace, rehabilitate, and purchase buses and related equipment and to construct bus-related facilities. This program replaced Section 5309.	Capital projects to replace, rehabilitate and purchase buses, vans, and related equipment, and to construct bus-related facilities.	State	Formula
TDA Funds	Funds provided by the State of California for transportation projects. Funds are collected from California fuel taxes and sales revenue. Allocated through two main mechanism, STA funds and LTF funds.	LTF funds are used for TDA administration costs, as well as public transportation capital, operating and planning costs. STA funds may also be claimed for operating, capital, and planning projects and costs. LTF funds may be claimed by the RTPA (Kern COG) and STA funds may be claimed by operators of transportation programs directly.	Kern COG	Formula
Proposition 1B	A measure allocating approximately \$20 billion for a wide range of transportation projects within California, such as public transportation, congestion mitigation, air quality improvements, and transportation safety issues.	Funds may be used for congestion reduction, highway and local road improvements, capital improvements to local transit services and the state's intercity rail service, projects to improve the movement of goods, to improve air quality by reducing emissions related to goods movement and replacing or retrofitting school buses, and projects to increase protection against a security threat or improve disaster response capabilities.	State	Formula

*Source: Federal Transit Administration

The Capital Plan presented in Exhibit 5.2 reflects the capital purchases necessary to maintain the current transit program while also implementing the proposed service recommendations. It addresses the necessary acquisition of vehicles and bus stop amenities (i.e., bus stop shelters) each fiscal year, as well as the value of replacement vehicles when the useful life (5 years or 150,000 miles) of the new vehicles has been reached.

It is recommended that the City look into the placement of two bus shelters at high-volume transit activity locations (i.e., schools, senior centers) as a way of enhancing the customer experience. These bus shelters could potentially improve program efficiency. We also recommend the City install bike racks on all transit vehicles and bike amenities (sidewalk furniture) at locations throughout the community. The City may want to initiate discussions with Kern Transit regarding cost-sharing opportunities for bus stop amenities proposed and installed at Kern Transit connection points.

Kern Council of Governments
City of Shafter 2016 Transit Development Plan
Final Report

Exhibit 5.2 Capital Plan

	FY 2017			FY 2018			FY 2019			FY 2020			FY 2021		
	Number	Cost/Unit	Total Cost												
Fleet**															
2006 FreeStar SE Van	1	\$46,726	\$46,726												
2007 FreeStar SE Van															
2012 Grand Caravan							1	\$64,692	\$64,692						
2012 Grand Caravan										1	\$65,921	\$65,921			
2012 Grand Caravan													1	\$67,173	\$67,173
Subtotal	1		\$46,726	0		\$0	1		\$64,692	1		\$65,921	1		\$67,173
Bus Stops															
Shelter*				1	\$10,190	\$10,190				1	\$10,581	\$10,581			
Bike Racks	1	\$600	\$600	1	\$611	\$611	1	\$623	\$623	1	\$635	\$635	1	\$647	\$647
Bike Amenities (Sidewalk furniture)	1	\$3,000	\$3,000	1	\$3,057	\$3,057				1	\$3,174	\$3,174	1	\$3,235	\$3,235
Subtotal	2		\$3,600	3		\$13,858	1		\$623	3		\$14,390	2		\$3,882
Total	3		\$50,326	3		\$13,858	2		\$65,315	4		\$80,311	3		\$71,055
*Includes bench, shelter, and signage placement.															
**All Replacement vehicles should be ADA accessible.															

SECTION 5.2 – FINANCIAL PLAN

The Financial Plan forecasts the costs of implementing the recommendations included within this TDP. The Plan presents anticipated funding sources for the implementation of the service recommendations.

Operating Funding Sources

Numerous operational grant programs are available to public transit operators through the Federal government’s Moving Ahead for Progress in the 21st Century (MAP-21) legislation. These grants include Federal Transit Administration (FTA) Section 5311 which allocates funding for transit program operating in communities with 50,000 residents or less. Currently, the City of Shafter is eligible and utilizes operational grants through FTA Section 5311 as well as TDA funds (LTF). The Federal Transit Administration allows transit operators to use Section 5311 funds to cover up to 50 percent of annual operating costs, while the other 50 percent is to be collected through a local match. In FY 2014/2015, the City used Section 5311 funds amounting to approximately eleven percent of its total operating budget.

Funding sources listed in both Exhibits 5.1 and 5.3 are not mutually exclusive, and total funds available may apply to both capital and operational allocations. What this means is that if the City elects to use all Section 5311 funds for capital expenses, it would have no funding available for operating purposes.

Exhibit 5.3 Operating Funding Sources Matrix

Program Name	Description	Eligibility	Recipient	Grant Type
5311 Rural and Small Urban Areas	Provides operating funding to states for the purpose of supporting public transportation in areas less than 50,000 residents. Enhances mobility of local residents and assists in the maintenance, development, improvement, and use of public transportation systems.	Funds may be used for capital, operating, and administrative assistance to state agencies, local public bodies, Indian tribes, and non-profit organizations, and operators of public transportation services.	State	Formula
TDA Funds	Funds provided by the State of California for transportation projects. Funds are collected from California fuel taxes and sales revenue. Allocated through two main mechanism, STA funds and LTF funds.	LTF funds are used for TDA administration costs, as well as public transportation capital, operating and planning costs. STA funds may also be claimed for operating, capital, and planning projects and costs. LTF funds may be claimed by the RTPA (Kern COG) and STA funds may be claimed by operators of transportation programs directly.	Kern COG	Formula

Administrative Recommendations

Exhibit 5.4 presents the estimated annual cost for hiring a full-time dispatcher, as part of the proposed service recommendations. The cost reflects full-time salary plus all costs to the City (i.e., benefits).

Exhibit 5.4 Administrative Recommendations and Costs

	Fiscal Impact		Annual Cost		
	Current	Additional	Current	Additional	Proposed
Dispatcher	\$0	\$50,000	\$629,842*	\$50,000	\$679,842
Total	\$0	\$50,000	\$629,842*	\$50,000	\$679,842
*FY 2014/2015					

Operations Recommendations

The following table presents the necessary operating hours and projected costs for the proposed additional revenue hours.

Exhibit 5.5 Operating Costs

	Current/Baseline		Extended Hours Scenario		Cost/VSH**	Annual Operating Cost		
	Weekly	Annually	Weekly	Annually		Current/Baseline	Growth	Difference
DAR Weekday	50	2,788	60	3,360	\$96.96	\$270,313	\$325,786	\$55,473
DAR Weekend*	0	0	7	182		\$0	\$17,647	\$17,647
Total	50	2,788	67	3,542		\$270,313	\$343,432	\$73,119

*Represents 90-day trial period.

**Cost ratio derived from FY 2015 State Controller Report data.

Exhibit 5.6 presents the five-year City of Shafter financial plan. The City revenue sources are listed at the top of the table and include fare revenue, State TDA funds (LTF - Article 4), FTA Section 5311, County contributions, Capital Grants, and Interest. All expenses are listed on the bottom of Exhibit 5.5, and include administrative, operating, and capital outlay (i.e., transit vehicles, bus stop shelters). Administrative costs are included within operating costs. These expenses include both known and projected costs.

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

1. All recommendations would be implemented.
2. Purchases of replacement vehicles would take place during the fiscal year identified in the Capital Plan.
3. Other capital purchases would take place during the fiscal year identified in the Capital Plan.
4. Operational costs are based on City-provided data and State Controller Report data.
5. The annual rate of inflation is projected at two percent per annum.
6. Ridership is projected to increase two percent per annum.
7. Future TDA funding increase at rate of inflation, two percent per annum.
8. Any operating expenses not covered through farebox recovery or federal/state operating funds (i.e., Section 5311, TDA funding) will be covered through Local Subsidy (i.e., transfers from general fund).
9. All capital expenses will be covered through federal capital funds.

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Exhibit 5.6 Financial Plan

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Revenue							
Fare Revenue	\$26,000	\$26,520	\$27,050	\$27,591	\$28,143	\$28,706	\$29,280
Shafter TDA Article 4	\$211,443	\$215,672	\$219,985	\$224,385	\$228,873	\$233,450	\$238,119
Kern County Contract	\$15,000	\$15,300	\$15,606	\$15,918	\$16,236	\$16,561	\$16,892
Section 5311	\$67,050	\$68,391	\$69,759	\$71,154	\$72,577	\$74,029	\$75,509
Capital Grant	\$283,000	\$0	\$0	\$0	\$0	\$0	\$0
Interest	\$136	\$139	\$141	\$144	\$147	\$150	\$153
Shafter Local Subsidy	(\$27,213)	(\$99,876)	(\$152,200)	(\$117,769)	(\$171,305)	(\$188,420)	(\$181,327)
Total Revenue	\$629,842	\$425,898	\$484,742	\$456,962	\$517,281	\$541,317	\$541,281
Expenditures							
Operations							
Operating Costs	\$296,842	\$425,898	\$434,416	\$443,104	\$451,966	\$461,006	\$470,226
Subtotal	\$296,842	\$425,898	\$434,416	\$443,104	\$451,966	\$461,006	\$470,226
Capital Plan							
Vehicles	\$180,000	\$0	\$46,726	\$0	\$64,692	\$65,921	\$67,173
Bus Shelters	\$0	\$0	\$0	\$10,190	\$0	\$10,581	\$0
Bike Racks	\$0	\$0	\$600	\$611	\$623	\$635	\$647
Bike Amenities (Sidewalk furniture)	\$0	\$0	\$3,000	\$3,057	\$0	\$3,174	\$3,235
Other	\$153,000	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$333,000	\$0	\$50,326	\$13,858	\$65,315	\$80,311	\$71,055
Total Expenditures	\$629,842	\$425,898	\$484,742	\$456,962	\$517,281	\$541,317	\$541,281

Additional Resources Required

Fare

Currently, Shafter’s DAR has a general public fare of one dollar per ride. A review of transit programs in neighboring Wasco and Delano reveal a higher general fare per ride. To stay comparable with those other transit programs we recommend a phased approach where general fare would increase 25 cents annually. Exhibit 5.7 provides the phased in price increase for general public fare.

Exhibit 5.7 Fare Structure

Dial-A-Ride						
Fare Category	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
General Public	\$1.00	\$1.25	\$1.50	\$1.75	\$2.00	\$2.25
Senior and Youth	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75
Children (under 5 years of age)	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50

Marketing

In an effort to provide a safe, sustainable, integrated and efficient transportation system to enhance California’s economy and livability, Caltrans has developed a Sustainable Transportation Planning Grant Program. Annually Caltrans accepts applications for a variety of transportation-related projects, including transit planning and marketing. The demographic makeup of the City of Shafter (low-income, racially/ethnically diverse, aging population, potential language barrier) presents a strong case for grant funding through this program. It is our recommendation that the City submit an application to fund the

development of a Marketing Plan as proposed in the Service Recommendations chapter. A successfully developed and implemented Marketing Plan provides a practical approach to enhancing a transit program's image and awareness within the community.

CHAPTER 6

IMPLEMENTATION PLAN

The primary goal of this section is to craft a strategic series of steps for the timely implementation of the proposed service recommendations. The Implementation Plan provides a schedule of key tasks associated with the steps necessary to enact each service recommendation. Each step provides a brief explanation detailing the required resources and allocation of those resources.

Both the administrative and operational recommendations will improve and enhance transit service efficiency, public awareness, as well as rider experience. These recommendations are as follows:

- Implement a 24-hour advance reservation system;
- Adopt a formal transit service policy including fare structure and fare policy;
- Develop and implement marketing plan;
- Increase fares;
- Revise fare policy to allow two children to ride free with each fare-paying adult;
- Create a dispatcher position (1.0 FTE);
- Implement a trial Saturday service;
- Extend weekday service;
- Participate in the RTPA's Active Transportation Plan and implement infrastructure to support active transportation; and
- Implement bus stop improvements.

Exhibit 6.1 presents the timeframe for implementation for each recommendation/task proposed above. The completion timelines for the respective service improvements are flexible. The duration of each service recommendation is proposed based upon grant application timelines, observations, and professional opinions. The hashed markings represent "variable" times on the calendar, indicating partial completion or initiation of a given recommendation/task. Tasks marked as "ongoing" are to be continued after initial inception has occurred.

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Exhibit 6.1 Service Recommendations Implementation Schedule

Task	FY 2017				FY 2018	FY 2019	FY 2020	FY 2021
	Quarter 1	Quarter 2	Quarter 3	Quarter 4				
1 Implement a 24-hour advance reservation system.								
2 Adopt a formal transit service policy.								
3 Develop and implement marketing plan.								
4 Increase General Public fare.								
5 Revise fare policy to allow two children to ride free.								
6 Adopt and enforce formal carry-on bag policy.								
7 Create and hire dispatcher position.								
8 Implement a trial Saturday service.								
9 Extend weekday service.								
10 Participate in ATP and implement infrastructure.								
11 Implement bus stop improvements.								

Legend	
	Variable (i.e., entire quarter or year may not be necessary)
	Ongoing Task
	Begin-by date
	Complete-by date

CHAPTER 7

STATE ROUTE 43 CORRIDOR ASSESSMENT

Background

The State Route 43 (SR-43) corridor included for study in this project originates west of Delano at Garces Highway (SR-155) and continues south to Rosedale Highway (SR-58) west of Bakersfield. The corridor includes Shafter and Wasco as well as a number of small, unincorporated communities. Key employers/activity generators along or adjacent to the corridor include the North Kern State Prison (Delano), Wasco State Prison, Supreme Almonds (Shafter), Nikkel Iron Works (Shafter), Starrh and Starrh Farms (Shafter), Shafter Community Correctional Center, Wonder Company Logistics Park (Shafter), Argo Chemical (Shafter), and Valley Pacific Petroleum Services (Bakersfield).

Intercity fixed-route service throughout the corridor is provided by Kern Transit's Delano-Bakersfield route (Route 110) and Lost Hills-Bakersfield route (Route 115). At present, this is the only transit service offered along the SR-43 corridor, and both routes only operate on SR-43 between Wasco (SR-46) and Shafter (Lerdo Highway). The cities of Shafter and Wasco also provide local Dial-A-Ride service within their respective city limits. Wasco is also served by Amtrak's San Joaquin Valley line.

At the time of the report preparation, Kern Transit was providing weekday roundtrips on its Route 110. The County expects to introduce a new transit fare policy later in 2016. As proposed, the new fare policy would introduce distance-based fares. Further, the County is considering adding an early evening round-trip (downtown Bakersfield to Delano, via Shafter and Wasco), and extending some Route 110 trips eastward to Bakersfield College's main campus.

The Kern Council of Governments (Kern COG) oversees a regional rideshare program entitled CommuteKern. CommuteKern offers ridesharing resources and tools to aid employers as well as employees throughout the region. Services include carpool/vanpool ride-matching services, information regarding park and ride locations, and resources to assist in bicycle commuting. CommuteKern also provides assistance with teleworking/remote work options, and provides information and links to regional public transit providers, including the City of Shafter's Dial-A-Ride. Further, CommuteKern provides opportunities for regional social-service organizations to partner with Kern COG to work towards the goal of improving air quality throughout the region.

Kern COG commissioned the assessment of the defined SR-43 corridor with the following goals in mind:

- Reduce local and regional reliance upon single-occupancy vehicle trips;
- Increase mobility options for persons employed within Corridor;
- Enhance the attractiveness of SR-43 corridor businesses as prospective employers.

Methodology

Moore & Associates worked closely with Kern COG, the City of Shafter, and CommuteKern's Regional Rideshare Coordinator Susanne Campbell, to successfully implement a comprehensive outreach plan

designed to obtain insight from SR-43 stakeholders. Stakeholders included nearby employers, residents, transit customers, and governmental/social service organizations.

Through multiple discussions and communications with CommuteKern, a list of potential stakeholders was developed and approved by the Project Steering Committee (PSC). In addition, Moore & Associates followed-up on initial conversations with a “windshield tour” of the specified SR-43 corridor, as well as the cities of Shafter and Wasco and nearby unincorporated communities along the corridor.

Moore & Associates developed an Employer Survey in early March 2016, which was distributed to all employers within the approved stakeholder list. A total of 28 employers were mailed a survey packet. Survey participation was incentivized via a \$50 VISA gift card for the first ten respondents. Each organization was contacted via phone if a response was not received prior to the submittal deadline of March 18, 2016. Eighteen employers completed and submitted survey responses. Exhibit 7.1 presents a list of organizations contacted with the survey respondents highlighted in red.

Exhibit 7.1 Employer Contact and Respondent List

Employer Contact List	
Baker Hughes	Nikkel Iron Works
Bakersfield Pipe and Supply	NSM Recycling
Bakersfield Quality Distribution Center	Omni Family Health - Shafter
Chevron USA Inc.	Paramount Farms Inc.
City of Shafter	Ross Dress for Less Distribution Center
City of Wasco	Shafter Self Storage
Formica Corporation	Shafter Wasco Ginning
Furrow Farms	Smith-Mi Swaco
Halliburton	Starrh Farms
Helena Chemical	State Hwy. 43 Shafter/Wasco
Hillman Group	Supreme Almonds of California
Kern High School District	Target Distribution Center
Leland Bell Farms	Wasco State Prison
Llanis Pumping Service	Wilbur Ellis

Below are presented key findings from the analysis of the employer survey:

- Responding employers represent up to 2,600 employees.
- 33.3% of respondents operate multiple locations.
- All respondent employers offer year-round employment.
- 88.3% of respondents *do not* offer transportation assistance of any kind.
 - The primary reason cited is “No demand from employees.”
- Only 50% of respondents showed any interest in free rideshare information/programs.

The following exhibits present response frequencies to the employer survey.

Exhibit 7.2 Number of Employees

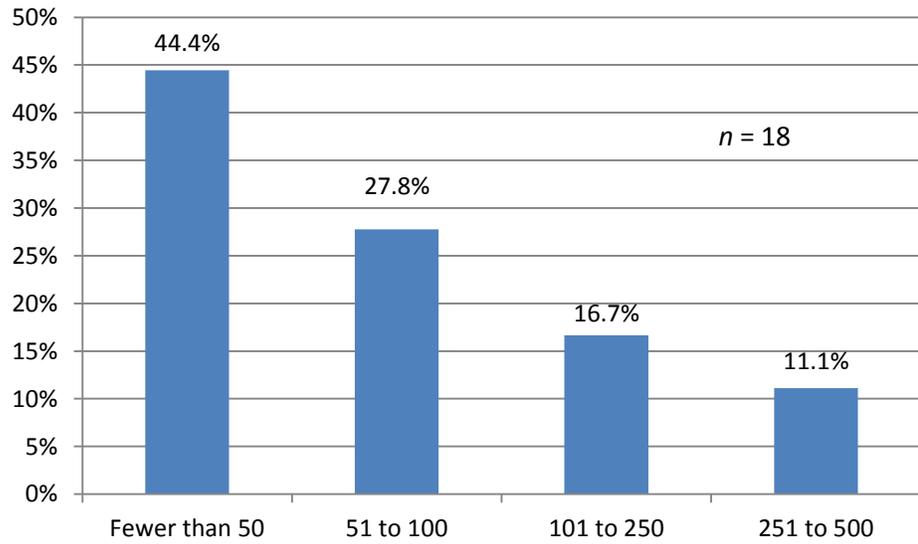


Exhibit 7.3 Workers at Additional Locations

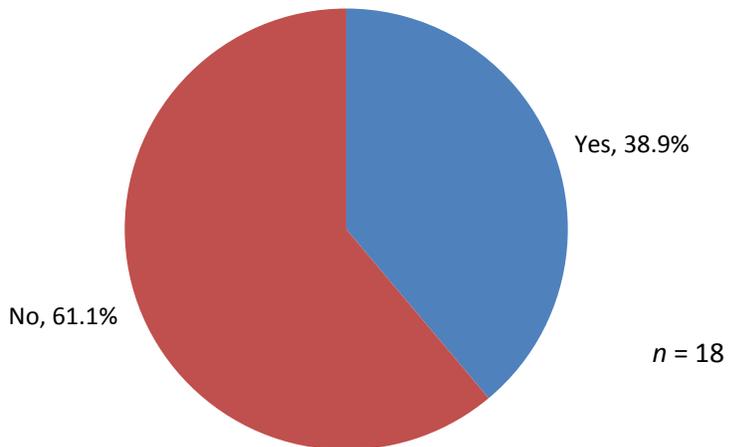


Exhibit 7.4 Typical Work Days

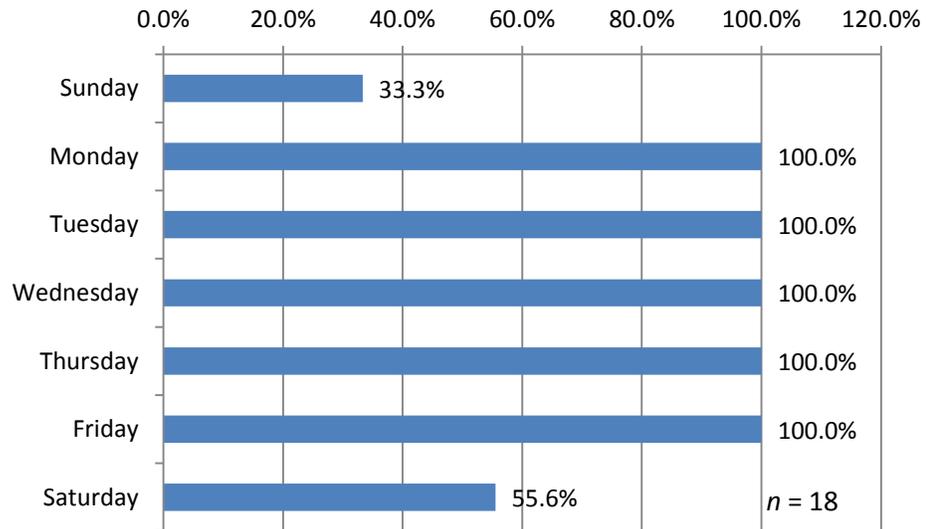


Exhibit 7.5 Typical Work Hours

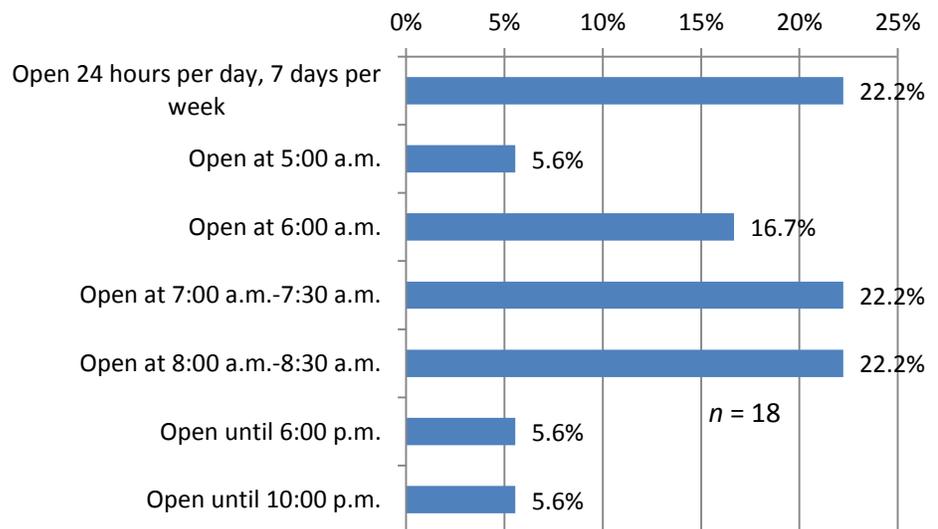


Exhibit 7.6 Provides Transportation Assistance

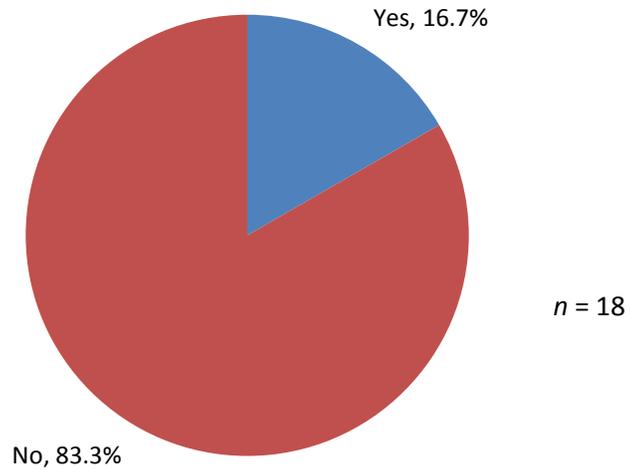
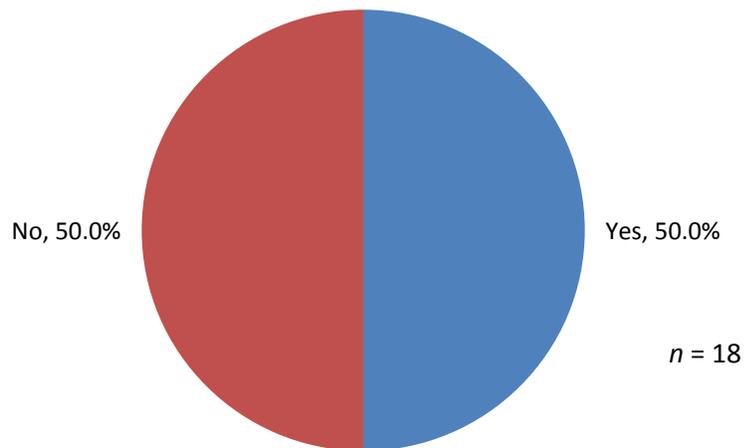


Exhibit 7.7 Rideshare Interest



Next Steps

Given the relatively modest interest received from employers along the SR-43, it is critical that efforts be focused on the interested entities, and to provide a rapid response to said interest. Kern COG and CommuteKern should follow-up with the interested employers and refine exactly which ridesharing strategies are most attractive to them as employers as well as to their employees. A dedicated employee survey should be developed and distributed to all employees of interested organizations. The employee survey should be distributed within the current calendar year and be designed with the goals of identifying preferred ridesharing strategies, potential barriers to use, and preferred incentive/reward for participation. Subsequent to analysis of the employee survey, CommuteKern should work to identify an on-site program contact and representative to manage and spearhead ridesharing efforts within each organization.

High-Speed Rail

In July 2012, Senate Bill 1029 was signed into law, initiating the nation's first-ever high speed rail project. The high-speed rail project will span 800 miles, from Sacramento to San Diego, with up to 24 stations when completed¹. The project will also include a state-wide rail modernization component.

The San Joaquin Valley (specifically Kern County) will be part of the Initial Operating Section phase of the project, which will generate an estimated 20,000 jobs during the five-year construction forecast for completion by 2018. This phase will include dedicated high-speed rail infrastructure. However, due to the dynamic nature of the project and its many moving parts, timelines must be considered fluid.

As a direct benefit of the high-speed rail project, the City of Shafter could be selected for an intermodal high-speed rail heavy maintenance facility. This facility would result in additional permanent jobs to Shafter, Wasco, and the region.

Commuter Rail

With the high-speed rail project being signed into law, and the direct impact it would have on commuter rail service throughout the Central Valley and Kern County, Kern COG commissioned a Commuter Rail Feasibility Study to examine alternative approaches to providing commuter rail service within Kern County. From this study, six potential commuter rail corridors were examined based on existing freight rail corridors. The objective of the study was to identify corridors with potential for future commuter rail service. The study also included potential future commuter rail station locations to serve these corridors².

The SR-43 Corridor is located along one of the six proposed commuter rail corridors (Northwest Corridor). Currently, there are only two Amtrak stops along the SR-43 corridor; one in Bakersfield and one in Wasco. Demand for increased commuter rail service within Kern County as well as the San Joaquin Valley has brought considerable attention to the need for additional Amtrak connections. In FY 2011-2012 Amtrak's San Joaquin route was the fifth busiest corridor in the country with more than 1.1 million riders.

As part of a larger strategy to reduce greenhouse gas emissions and reduce vehicle trips within Kern County, Kern COG believes the addition of Amtrak service points along the SR-43 Corridor between Bakersfield and Wasco should be one of its policy objectives³. The addition of these Amtrak service points could result in passenger rail service to rural employment sites along the SR-43 Corridor. Exhibit 7.8 presents the potential Amtrak station locations.

¹ California High Speed Rail Statewide Rail Modernization Plan, <http://www.hsr.ca.gov/>, May 2013

² Kern Council of Governments: *Commuter Rail Feasibility Study*, July 20, 2012.

³ Kern Council of Governments: *Regional Transportation Plan*, June 2014.

Exhibit 7.8 Proposed Amtrak Station Locations

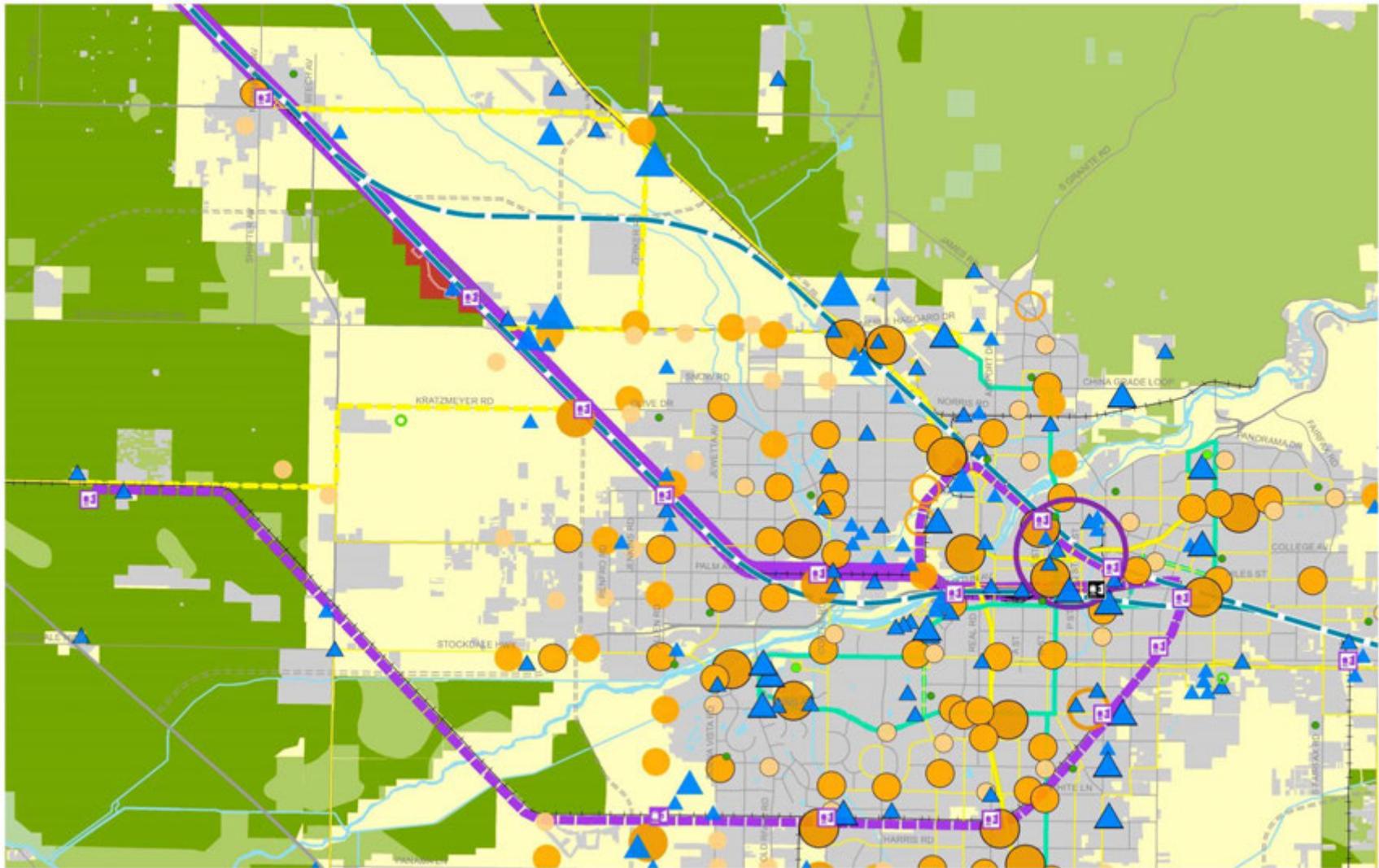


Exhibit 7.8 Proposed Amtrak Station Locations - Legend

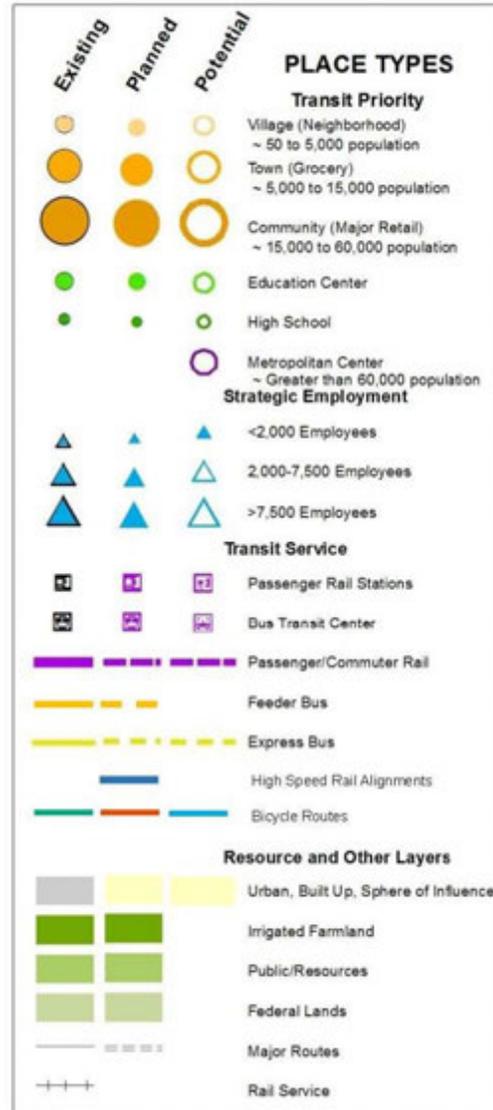


Exhibit A.1 Onboard Survey Instrument (English)




2016 Shafter Dial-A-Ride Customer Survey

The Kern Council of Governments, in cooperation with the City of Shafter, is conducting a survey of the City's Dial-A-Ride customers to identify travel habits, mobility needs, and opportunities for improvement. Your participation is important because it ensures the City's transit program reflects the community's needs and priorities. Thank you for taking this survey. **Every completed survey will be entered into a raffle to win one of several \$50 VISA gift cards!** Please return the survey using the postage-paid envelope provided by March 15, 2016.

1. On average, how many one-way rides do you take on Shafter Dial-A-Ride each week?

<input type="checkbox"/> Less than 1 trip per week	<input type="checkbox"/> 1 to 2 trips per week
<input type="checkbox"/> 3 to 4 trips per week	<input type="checkbox"/> 5 or more trips per week
2. What is your overall satisfaction with Shafter Dial-A-Ride?

<input type="checkbox"/> Very satisfied	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Somewhat satisfied	<input type="checkbox"/> Not satisfied
---	------------------------------------	---	--
3. What is your most common trip purpose when riding Shafter Dial-A-Ride?

<input type="checkbox"/> Shopping	<input type="checkbox"/> Healthcare/medical	<input type="checkbox"/> Work
<input type="checkbox"/> School	<input type="checkbox"/> Social/recreation	<input type="checkbox"/> Other (specify: _____)
4. What is your primary reason for using Shafter Dial-A-Ride? (check only one)

<input type="checkbox"/> No or limited access to a personal vehicle	<input type="checkbox"/> Don't drive/no longer drive
<input type="checkbox"/> Other transportation services (i.e., taxi) are too expensive	<input type="checkbox"/> Convenience
<input type="checkbox"/> Have no other travel options	<input type="checkbox"/> Prefer DAR over other options
<input type="checkbox"/> Have a disability which affects my mobility	
5. How would you improve the Shafter Dial-A-Ride service? (select up to two responses)

<input type="checkbox"/> Saturday service from _____ to _____ (indicate times)
<input type="checkbox"/> Sunday service from _____ to _____ (indicate times)
<input type="checkbox"/> Earlier weekday service from _____ to _____ (indicate times)
<input type="checkbox"/> Later weekday service from _____ to _____ (indicate times)
<input type="checkbox"/> None
6. Have you used Kern Transit's intercity Route 110 (Bakersfield-Delano) or Route 115 (Bakersfield-Lost Hills) within the past 90 days? Yes No
 - 6a. If yes, on average, how many one-way rides do you make each week on either of these Kern Transit routes?

<input type="checkbox"/> Less than 1 trip per week	<input type="checkbox"/> 1 to 2 trips per week
<input type="checkbox"/> 3 to 4 trips per week	<input type="checkbox"/> 5 or more trips per week
7. How many adults (age 18 and above) reside within your household? _____
8. How many personal vehicles are available to your household? _____
9. What is your current employment status?

<input type="checkbox"/> Employed full-time	<input type="checkbox"/> Employed part-time	<input type="checkbox"/> Student
<input type="checkbox"/> Not employed	<input type="checkbox"/> Decline to respond	<input type="checkbox"/> Retired

9a. If employed, what is the zip code of your primary work location? _____
10. What is your age?

<input type="checkbox"/> Under 18	<input type="checkbox"/> 18 to 24	<input type="checkbox"/> 25 to 44
<input type="checkbox"/> 45 to 64	<input type="checkbox"/> 65 or older	<input type="checkbox"/> Decline to respond
11. Which languages are commonly spoken within your household?

<input type="checkbox"/> English	<input type="checkbox"/> Spanish	<input type="checkbox"/> Other (specify: _____)
----------------------------------	----------------------------------	---

Please provide your contact information so you can be entered in the \$50 VISA gift card drawing. Your information will be kept confidential.

Name: _____

Phone/Email: _____

Thank you for your participation!




Encuesta de Pasajero Shafter Dial-A-Ride 2016

El Consejo de Gobiernos de Kern, en cooperación con la ciudad de Shafter, está realizando una encuesta de pasajeros de Dial-A-Ride de la Ciudad para identificar los hábitos de viaje, las necesidades de movilidad y las oportunidades de mejora. Su participación es importante porque asegura que el programa de tránsito de la Ciudad refleje las necesidades y prioridades de la comunidad. Gracias por tomarse unos minutos para completar esta encuesta. **Cada encuesta completada será entrada en una rifa para una de varias tarjetas de regalo VISA ¡con valor de \$50!** Por favor, devuelva la encuesta en el sobre con franqueo pagado que se incluye antes del 15 de marzo 2016.

- En promedio, ¿cuántos paseos unidireccionales se toma en Shafter Dial-A-Ride cada semana?

<input type="checkbox"/> Menos de 1 viaje por semana	<input type="checkbox"/> 1 a 2 viajes por semana
<input type="checkbox"/> 3 a 4 viajes por semana	<input type="checkbox"/> 5 o más viajes por semana
- ¿Cuál es su satisfacción general con Shafter Dial-A-Ride?

<input type="checkbox"/> Muy satisfecho	<input type="checkbox"/> Satisfecho	<input type="checkbox"/> Un poco satisfecho	<input type="checkbox"/> No satisfecho
---	-------------------------------------	---	--
- ¿Cuál es su propósito de viaje más común cuando viajando en Shafter Dial-A-Ride?

<input type="checkbox"/> Compras	<input type="checkbox"/> Cuidado de la salud/medico	<input type="checkbox"/> Trabajo
<input type="checkbox"/> Escuela	<input type="checkbox"/> Social/recreación	<input type="checkbox"/> Otro (especifique: _____)
- ¿Cuál es su razón principal para el uso de Shafter Dial-A-Ride? (marque sólo una)

<input type="checkbox"/> No o limitado acceso a vehículo personal	<input type="checkbox"/> No manejo/ya no manejo
<input type="checkbox"/> Otros servicios de transportación (i.e., taxi) son muy caros	<input type="checkbox"/> Conveniencia
<input type="checkbox"/> No tengo otro opciones de viajar	<input type="checkbox"/> Prefiero DAR sobre otros opciones
<input type="checkbox"/> Tengo discapacidad que impacta mi movilidad	
- ¿Cómo mejoraría el servicio Shafter Dial-A-Ride? (seleccione hasta dos respuestas)

<input type="checkbox"/> Servicio en sábado de _____ a _____ (indica tiempos)
<input type="checkbox"/> Servicio en domingo de _____ a _____ (indica tiempos)
<input type="checkbox"/> Servicio más temprano entre semana de _____ a _____ (indica tiempos)
<input type="checkbox"/> Servicio más tarde entre semana de _____ a _____ (indica tiempos)
<input type="checkbox"/> Ningún
- ¿Has utilizado la Ruta 110 interurbana de Kern Transit (Bakersfield-Delano) o Ruta 115 (Bakersfield-Lost Hills) entre los pasados 90 días? Sí No
 - 6a. Si "Sí", en promedio, cuántos paseos unidireccionales haces cada semana en cualquiera de estas rutas de Kern Transit?

<input type="checkbox"/> Menos de 1 viaje por semana	<input type="checkbox"/> 1 a 2 viajes por semana
<input type="checkbox"/> 3 a 4 viajes por semana	<input type="checkbox"/> 5 o más viajes por semana
- ¿Cuántos adultos (de 18 años y más) residen dentro de su hogar? _____
- ¿Cuántos vehículos personales están disponibles para su hogar? _____
- ¿Cuál es su situación laboral actual?

<input type="checkbox"/> Empleado tiempo-completo	<input type="checkbox"/> Empleado tiempo-parcial	<input type="checkbox"/> Estudiante
<input type="checkbox"/> No empleado	<input type="checkbox"/> Prefiero no responder	<input type="checkbox"/> Jubilado/Retirado
- 9a. Si eres empleado, ¿qué es el código postal de su lugar principal de trabajo? _____
10. ¿Cuál es su edad?

<input type="checkbox"/> Menor de 18	<input type="checkbox"/> 18 a 24	<input type="checkbox"/> 25 a 44
<input type="checkbox"/> 45 a 64	<input type="checkbox"/> 65 o mayor	<input type="checkbox"/> Prefiero no responder
11. ¿Qué idiomas se hablan dentro de su hogar? (Seleccione los que aplican)

<input type="checkbox"/> Inglés	<input type="checkbox"/> Español	<input type="checkbox"/> Otro (especifique: _____)
---------------------------------	----------------------------------	--

¡Proporcione su información para tener la oportunidad de ganar una tarjeta VISA de regalo de \$50! Toda la información permanecerá confidencial.

Nombre: _____

Teléfono/Email: _____

¡Gracias por su participación!

2016 City of Shafter Community Survey
To be completed by one member of your household age 18 or older.

The Kern Council of Governments, in cooperation with the City of Shafter, is conducting a survey of Shafter residents to identify travel habits, mobility needs, and opportunities for improvement. Your participation is important because it ensures the City's transit program will reflect the community's needs and priorities. Thank you for taking a few moments to complete this survey. Please return the survey using the postage-paid envelope provided by February 26, 2016

1. Are you aware the City of Shafter operates a Dial-A-Ride program? Yes No
2. Have you used Shafter Dial-A-Ride within the past 90 days? Yes No
 - 2a. If yes, what is your overall satisfaction with Shafter Dial-A-Ride?

 Very satisfied Satisfied Somewhat satisfied Not satisfied
3. Are you aware Kern Transit operates an intercity service linking Bakersfield and Delano (Route 110) as well as from Bakersfield to Lost Hills (Route 115) which includes stops in Shafter?

 Yes, I was aware of both I was aware of Route 110, but not Route 115

 I was aware of Route 115, but not Route 110 No, I was aware of neither
4. Have you used Kern Transit Route 110 or Kern Transit Route 115 within the past 90 days?

 Yes No
 - 4a. If yes, what is your overall satisfaction with Kern Transit?

 Very satisfied Satisfied Somewhat satisfied Not satisfied
5. What changes could increase your use of either Shafter Dial-A-Ride or Kern Transit's intercity service? (select up to three)

 If it was easier to use If it were less expensive

 Loss of your personal vehicle An increase in fuel prices

 The loss of your driver license If it was paid for by employer

 If it took me directly to work (where: _____)

 Later weekday service (when: _____)

 More Saturday service (when: _____)

 Nothing could make me ride

 Other (specify _____)
6. If you ride either the City's Dial-A-Ride or Kern Transit's intercity service, what is your most common trip purpose? (select up to two)

 Shopping Healthcare/medical Work

 School Social/recreation Other (specify: _____)

 I do not ride public transit
7. How many adults (age 18 and older) reside within your household? _____
8. How many personal vehicles are available to your household? _____
9. What is your primary means of transportation?

 Personal vehicle Public bus Bicycle

 Walking/skateboard/scooter Taxi
10. What is your current employment status?

 Employed full-time Employed part-time Student

 Not employed Decline to respond
 - 10a. If employed, what is the zip code of your primary work location? _____
11. What is your age?

 18 to 24 25 to 44 45 to 64

 65 or older Decline to respond
12. Which languages are commonly spoken within your household? (Select all that apply)

 English Spanish Other (specify: _____)

Thank you for your participation!

Encuesta Comunitaria De La Ciudad de Shafter 2016
Debe ser completada por un miembro de su hogar 18 años de edad o mayor.

El Consejo de Gobiernos de Kern, en cooperación con la ciudad de Shafter, está realizando una encuesta de residentes de Shafter para identificar los hábitos de viaje, las necesidades de movilidad y las oportunidades de mejora. Su participación es importante porque asegura que el programa de tránsito de la Ciudad refleje las necesidades y prioridades de la comunidad. Gracias por tomarse unos minutos para completar esta encuesta. Por favor, devuelva la encuesta en el sobre con franqueo pagado que se incluye **antes del 26 de febrero 2016.**

1. ¿Es usted consciente que la Ciudad de Shafter opera un programa de Dial-A-Ride? Sí No
2. ¿Has utilizado Shafter Dial-A-Ride entre los pasados 90 días? Sí No
 - 2a. Si "SI", ¿Cuál es su satisfacción general con Shafter Dial-A-Ride?

 Muy satisfecho Satisfecho Un poco satisfecho No satisfecho
3. ¿Es usted consciente que Kern Transit opera un servicio interurbana conectando Bakersfield y Delano (Ruta 110) también desde Bakersfield a Lost Hills (Ruta 115) cuales incluye paradas en Shafter?

 Sí, consciente de los dos Consciente de Ruta 110, pero no Ruta 115

 Consciente de Ruta 115, pero no Ruta 110 No, no soy consciente de ningún
4. ¿Has utilizado Kern Transit Ruta 110 o Kern Transit Ruta 115 entre los pasados 90 días?

 Sí No
 - 4a. Si "SI", ¿cuál es su satisfacción general con Kern Transit?

 Muy satisfecho Satisfecho Un poco satisfecho No satisfecho
5. ¿Qué cambios podrían aumentar su uso de cualquiera de Shafter Dial-A-Ride o el servicio interurbano de Kern Transit? (seleccione hasta tres)

 Si fuera más fácil para utilizar Si fuera menos caro

 Pérdida de mi vehículo personal Un aumento en costo de gasolina

 Pérdida de mi licencia de conducir Si fuera pagado por mi empleador

 Si me llevara directamente a donde trabajo (donde: _____)

 Servicio más tarde entre semana (cuando: _____)

 Más servicio en sábado (cuando: _____)

 Nada me haría viajar

 Otro (especifique _____)
6. Si utiliza cualquiera del Dial-A-Ride de la Ciudad o el servicio interurbano de Kern Transit, ¿cuál es su propósito más común de viaje? (seleccione un máximo de dos)

 Compras Cuidado de la salud/medico Trabajo

 Escuela Social/recreación Otro (especifique: _____)

 Yo no utilizo tránsito público
7. ¿Cuántos adultos (de 18 años y más) residen dentro de su hogar? _____
8. ¿Cuántos vehículos personales están disponibles para su hogar? _____
9. ¿Cuál es su método de transportación primario?

 Vehículo personal Autobús público Bicicleta

 Caminar/patineta/scooter Taxi
10. ¿Cuál es su situación laboral actual?

 Empleado tiempo-completo Empleado tiempo-parcial Estudiante

 No empleado Prefiero no responder

10a. Si eres empleado, ¿qué es el código postal de su lugar principal de trabajo? _____
11. ¿Cuál es su edad?

 18 a 24 25 a 44 45 a 64

 65 o mayor Prefiero no responder
12. ¿Qué idiomas se hablan dentro de su hogar? (seleccione los que aplican)

 Inglés Español Otro (especifique: _____)

¡Gracias por su participación!



2016 State Route 43 Employer Survey

Kern Council of Governments, in partnership with the Cities of Shafter and Wasco, is working to improve and expand transportation options along State Route 43. As an employer within the SR-43 Corridor, your input is important to the success of this project. Please complete this short survey and return it in the enclosed postage-paid envelope. The first ten employers to return a survey by **Friday, March 18** will receive a \$50 VISA gift card. Thank you in advance for your participation!

1. How many persons are currently employed at this location?
 Fewer than 50 51 to 100
 101 to 250 251 to 500
2. Do you employ additional workers at other locations? Yes No

 2a. If yes, please indicate the zip code of other locations as well as the number of employees:

 2b. If yes, do employees typically:
 Work in a single location or Work in more than one location?
3. What are the typical work days and hours at this location? (check all days that apply)
 Sunday Monday Tuesday
 Wednesday Thursday Friday Saturday
 Hours: _____
4. Which of the following best describes the operations at this location?
 Seasonal Year-round

 4a. If you selected seasonal, what are the typical months of operation?

5. Does your company currently provide any transportation assistance for its employees at this location?
 Yes No
6. If you answered "Yes" to Question 5, please mark all that apply.
 Bus fare subsidy
 Carpool
 Vanpool
 Bike lockers/shower facilities
 Flextime
 Guaranteed ride home
 Telecommuting
 Other (specify: _____)
7. If you answered "No" to Question 5, which of the following statements is most accurate?
 No demand from employees
 Unaware that such services exist/are available
 Other (specify: _____)
8. Would you be interested in receiving information regarding no-cost ridesharing services for your employees? Yes No
9. Please provide your contact information so that we may follow up with you if we have any further questions.

 Company: _____

 Company Address: _____

 Your name: _____

 Email: _____

 Phone: _____

Thank you for your participation!



2016 Kern Transit Customer Survey

Kern Council of Governments, in partnership with Kern Transit, is working to identify travel habits, mobility needs, and opportunities for improvement along the State Route 43 Corridor. As an individual using public transit within this Corridor, your input is important to the success of this project. Please complete this short survey by **Tuesday, March 15** for a chance to win a **\$25 VISA gift card**.

1. Please tell us where you normally board Kern Transit's Route 110. Provide an address or nearest cross-streets.

Cross-streets: 1 _____ and 2 _____

Location: 3 _____

2. Please tell us the location where you normally get off the Kern Transit Route 110. Provide an address or nearest cross-streets.

Cross-streets: 1 _____ and 2 _____

Location: 3 _____

3. In a typical week, how many one-way trips do you make on Kern Transit's Route 110?

- Less than 1
- 1-2 trips
- 3-4 trips
- 5 or more trips

4. What is the most common reason you ride Kern Transit's Route 110?

- Cost
- Lack of car
- Other (specify): _____
- Proximity to your destination
- Avoid traffic/parking

5. How do you normally pay for your bus ride?

- Pay cash
- Use pre-paid fare ticket

6. Does your travel on Kern Transit's Route 110 usually include a connection to or from the following (mark all that apply):

- City of Shafter Dial-A-Ride
- City of Wasco Dial-A-Ride
- Another Kern Transit bus
- Golden Empire Transit (GET bus)
- None of the above

Provide your contact information to be entered into a random drawing for a \$25 VISA gift card.

Name: _____

Phone/Email: _____

All personal information will be kept confidential.
Thank you for your participation!



Encuesta de Pasajero Kern Transit 2016

El Consejo de Gobiernos de Kern, en cooperación con Kern Transit, está trabajando para identificar los hábitos de viaje, las necesidades de movilidad y las oportunidades de mejora a lo largo del Corredor de Ruta 43 del Estado. Como un individuo utilizando transito publico dentro este Corredor, su opinión es importante al éxito del proyecto. Completa la encuesta comunitaria antes del 15 de Marzo para una oportunidad de ganar una **tarjeta VISA de \$25!**

- 1. Por favor díganos donde normalmente sube a Ruta 110 de Kern Transit.** Proporciona una dirección o cruce de calles más cercanas.

Cruce de calles: 1 _____ V2 _____

Ubicación: 3 _____

- 2. Por favor díganos la ubicación donde normalmente se baja de la Ruta 110 de Kern Transit.** Proporciona una dirección o cruce de calles más cercanas.

Cruce de calles: 1 _____ V2 _____

Ubicación: 3 _____

- 3. En una semana típica, ¿cuántos viajes unidireccionales haces en la Ruta 110 de Kern Transit?**

- Menos de 1
 1-2 viajes
 3-4 viajes
 5 o más viajes

- 4. ¿Cuál es su razón más común por utilizar la Ruta 110 de Kern Transit?**

- Costo Proximidad a mi destinación
 Falta de carro Evitar trafico/estacionamiento
 Otro (especifique): _____

- 5. Normalmente, ¿cómo pagas por su viaje de autobús?**

- Pago en efectivo Uso tarifa de boleto pre-pagado

- 6. ¿Su viaje en la Ruta 110 de Kern Transit típicamente incluye una conexión a, o de, uno de los siguientes? (marque todos que aplican):**

- Dial-A-Ride Ciudad de Shafter
 Dial-A-Ride Ciudad de Wasco
 Otro autobús de Kern Transit
 Golden Empire Transit (autobús GET)
 Ningún de los arriba

Proporciona su información de contacto para entrar en una rifa al azar por una tarjeta de regalo VISA con valor de \$25.

Nombre: _____

Teléfono/Email: _____

Toda la información personal será mantenido confidencial.

[Gracias por su participación!]

FOR IMMEDIATE RELEASE
March 23, 2016



CONTACT: Bob Snoddy
Kern Council of Governments
(661) 861-2191

Residents Invited to Share Transit Priorities, Needs at Upcoming Workshops

Shafter/Wasco, CA – Residents of Shafter and Wasco are invited to take part in an open discussion about public transit at two upcoming workshops. The cities of Shafter and Wasco, in partnership with Kern Council of Governments (Kern COG), will be hosting these workshops at which residents will be encouraged to discuss their mobility needs, review initial findings from the current transit planning process, and learn about preliminary transit program recommendations for each community.

Two free workshops are scheduled for Saturday, April 16:

- **Wasco Old Courthouse** (810 8th Street, Wasco), from 10 am to 11:30 am; and
- **W.C. Walker Senior Center** (505 Sunset Avenue, Shafter), from 1:30 pm to 3 pm.

Following a presentation of the initial findings and discussion of local mobility needs, workshop participants will have the opportunity to learn about potential recommendations for their community's local transit program. All participants will be invited to "vote" on their preferred priorities and preferences. Feedback from these workshops will be used to shape the final recommendations for transit in each community.

Spanish interpretation will be available at each workshop. Light snacks/refreshments and children's activities will be provided. Participants are encouraged to stop by and offer feedback even if unable to stay for the entire session.

Initial community input has been undertaken through a community survey, which was administered through in-person interviews, online, and via mail. Residents who have not yet completed a survey may do so online at www.TransitPlan4NorthKern.com through April 16.

The community workshops and other engagement efforts are part of the development of five-year Transit Development Plans for each community, sponsored by Kern COG. "These Plans provide an opportunity to improve public transit within each community, while also evaluating current and future regional and inter-community connections," said Bob Snoddy, Regional Planner with Kern COG. "The workshops offer a unique opportunity for residents to make their voices heard so that the local transit programs can truly reflect the needs of the community – both now and in the near future." Completion of the plans is slated for this summer.

Kern Council of Governments (Kern COG) is a voluntary association of city and county governments primarily created to address regional transportation issues. Its member agencies include the County of Kern and its 11 incorporated cities. Learn more about Kern COG's prestigious awards program and planning initiatives at www.kerncog.org. Questions regarding this project can be directed to Bob Snoddy at bsnoddy@kerncog.org.



SHARE YOUR TRANSIT PRIORITIES COMPARTA SUS PRIORIDADES DE TRÁNSITO

Two free workshops are scheduled at the following times and locations:

Dos talleres gratuitos están programados en los siguientes horarios y lugares:

SATURDAY, APRIL 16 / SÁBADO, 16 DE ABRIL

- **Old Courthouse Building, 10 a.m. - 11:30 a.m.**
810 8th Street, Wasco, CA 93280
- **W.C. Walker Senior Center, 1:30 p.m. - 3 p.m.**
505 Sunset Avenue, Shafter, CA 93263

COMPLETE AN ONLINE SURVEY
FOR A CHANCE TO WIN A
\$50 VISA GIFT CARD!

¡COMPLETE LA ENCUESTA EN
LINEA PARA LA OPORTUNIDAD
DE GANAR UNA TARJETA DE
REGALO VISA DE \$50!

The cities of Shafter and Wasco, in partnership with Kern Council of Government (Kern COG), will be hosting two public workshops. Come discuss your mobility needs, review initial findings from current transit planning, and learn about preliminary transit program recommendations for each community.

Las ciudades de Shafter y Wasco, en colaboración con el Consejo de gobierno de Kern (Kern COG), organizará dos talleres públicos. Venga y hable de sus necesidades de movilidad, revise los resultados iniciales del tránsito corriente y aprenda sobre las recomendaciones preliminares del programa de tránsito para cada comunidad.



www.kerncog.org
661.861.2191



www.ci.wasco.ca.us
661.758.7214



www.Shafter.com
661.746.5001

Take the survey at www.TransitPlan4NorthKern.com.
Tome la encuesta en www.TransitPlan4NorthKern.com.

*Printed copies (8 ½" x 11" flyers) mailed to the following:

- DAR operator in Wasco (4 laminated copies) and Shafter (6 laminated copies)
- City of Wasco Park & Rec (50 copies) and City of Shafter (5 laminated copies)
- Faith-based organizations in Wasco (18 copies) and Shafter (22 copies)
- e-Blast sent March 29 and April 11 to 43 recipients (27% open rate for both mailings)

Exhibit A.10 Media Clippings - Community Workshops

Page 2 Wednesday, MARCH 9, 2016 • THE SHAFTER PRESS

Community invited to Transit Study

The cities of Wasco and Shafter are preparing a Transit Development Plan (TDP) for their respective public transit programs. Currently, each city operates a demand-response service, commonly known as Dial-A-Ride. Funded by the Kern Council of Governments (Kern COG), each Transit Development Plan will serve as a blueprint for the continued development of public transit service within each community. Completion of the plans are slated for early summer.

Residents of Wasco and Shafter are invited to share details concerning mobility needs and public transportation preferences via a survey available online at www.TransitPlan4NorthKern.com. As a thank you for participating, everyone who completes a survey will be entered into a random drawing for a \$50 VISA gift card. A printed version of the survey was mailed to more than 1,000 households, and in-person interviews are being conducted at locations in each community.

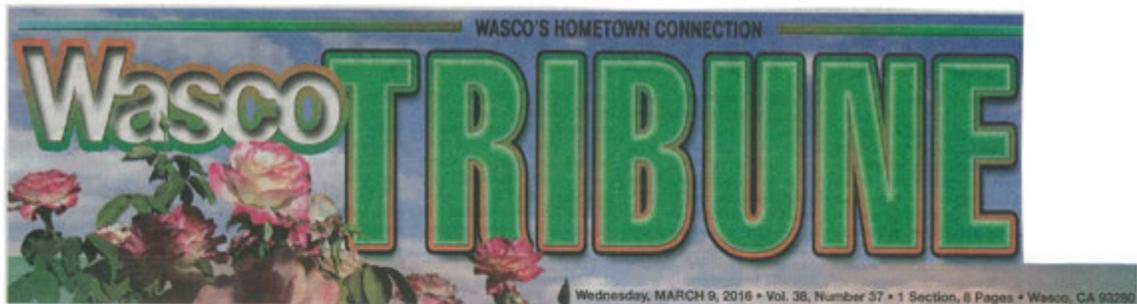
"We see this project as an opportunity to learn more

about the transportation needs and preferences of persons living and/or working in Wasco and Shafter," explained Bob Snoddy of Kern Council of Governments. "This input will lead to a presentation of practical ideas designed to address these needs and preferences," he added.

Questions regarding this project can be directed to Bob Snoddy at bsnoddy@kerncog.org.

Kern Council of Governments (COG) is an association of city and county governments primarily created to address regional transportation issues. Its member agencies include the County of Kern and its 11 incorporated cities.

Learn more about Kern COG's prestigious awards program and planning initiatives at www.kerncog.org.



City invites community to participate in Transit Study

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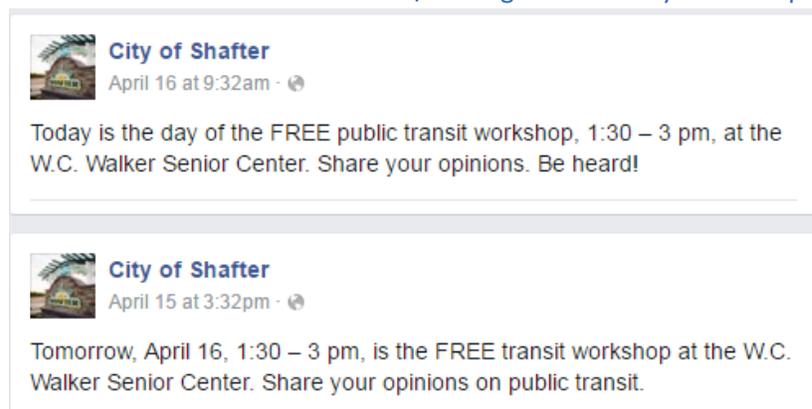
*Media releases sent to Shafter Press/Wasco Tribune (March 2 and March 29, 2016).

Exhibit A.11 Social Media Content/Posting - Community Survey



*Media release and social media copy emailed to the following (March 2, 2016): City of Wasco, Wasco Chamber of Commerce, Shafter City social media/website contact, and Shafter Chamber of Commerce

Exhibit A.12 Social Media Content/Posting - Community Workshops



*Media release, flyer, and social media copy emailed on March 29 to the following: City of Wasco, City of Shafter, Wasco Chamber of Commerce, Shafter Chamber of Commerce, and Kern COG.