Kings County Association of Governments
Transit Development Plan

Final Report

Kings County
Association of Governments

Prepared for the

Kings County Association of Governments

Prepared by

LSC
TRANSPORTATION
CONSULTANTS, INC.

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Kings County Transit Development Plan

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Prepared for the

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INTRODUCTION

The Kings County Transit Development Plan (TDP) was commissioned by the Kings County Association of Governments (KCAG) to ensure that future improvements in public transit services will reasonably meet the needs of area residents and visitors. The plan is based upon a detailed analysis of transit demand and existing public transportation services throughout Kings County, focusing on services provided by the Kings Area Rural Transit (KART) and Corcoran Area Transit (CAT). After evaluation of a wide range of alternatives, financially-constrained five-year transit plans were prepared for both transit systems. KART and CAT staffs will use this TDP as a guide over the course of the next five years.

This Transit Plan is developed to

- Identify issues in the community regarding transit
- Determine the public's need for service
- Consider the strengths and weaknesses of the current transit services
- Define solutions to improve transit
- Provide a course of action for implementing improvements

EXISTING CONDITIONS IN THE PLAN AREA

The study area consists of Kings County, including the incorporated cities of Hanford, Lemoore, Avenal, and Corcoran and also considers connection services beyond the county. The demographics of the area can be summarized as:

- The population of the Kings County as a whole was just over 137,000 in the U.S. 2010 Census. Growth since then has been strongest in Hanford, Corcoran, and Lemoore.

- The "transit dependent" population is relatively high:

  - The percentage of elderly is slightly higher in Kings County than statewide (12.1 versus 11.8 percent), with relatively high concentrations of elderly in areas north and east of Hanford and the area between Hanford and Corcoran.

  - A total of 6.7 percent of households in Kings County had no vehicle available. This was particularly high in Corcoran and north of Hanford, where more than 13.0 percent of households are without a vehicle.

  - The number of individuals living in poverty is 20 percent countywide, compared to 14 percent in California as a whole. Some areas of Hanford and Corcoran have over 30 percent of residents living in poverty, and 39 percent of Avenal residents were living in poverty.

Avenal and Kettleman City are long distances from population and service centers, making them more difficult to serve with transit.

EVALUATION OF KINGS AREA RURAL TRANSIT

KART provides local fixed-route services in the cities of Hanford and Lemoore, and County routes from Hanford to Avenal, Corcoran, Fresno, Laton, Lemoore Naval Station, Fresno and Visalia. The Hanford Routes consist of six paired-hourly routes, one forty minute route, and a 30-minute route. The Lemoore Route consists of a 70-minute round trip from Hanford through Armona to Lemoore and back, serving West Hills College, with half-hour departures from throughout the day and evening on weekdays, and reduced hours on Saturday. The County routes run two to five times daily, except to Lemoore, which operates three buses continuously throughout the day on 65 minute headways. Service is provided weekdays, with Saturday service available in Hanford, Lemoore and Lemoore NAS, and Avenal. Dial-a-Ride services are also available in Hanford and Lemoore.

KART Operating and Financial Characteristics

- **Ridership** on KART services has grown rapidly. Approximately 2/3 of the ridership is on the Hanford Routes and 1/3 on the County Routes. Within Hanford, 1/3 of the ridership is on Route 6, which is the only half-hourly route.

- The **base fare** is $1.00 in Hanford and $1.50 for County routes. The Hanford routes are in line with peer systems, but the County route fares are somewhat low. The transit system has a relative strong **farebox recovery ratio** of 18 percent, which meets minimum Transportation Development Act (TDA) regulations requirements of 15 percent. Fares are reasonable and sustainable.

- The **subsidy per passenger-trip** directly relates the key public input to a public transit program (subsidy funding) with the key "output" (passenger-trips). The most effective services are the Corcoran Route ($1.40) and the Hanford routes ($1.90), while the Lemoore Naval Air Station (LNAS) route requires $13.44.

- KART derives its **revenues** from a number of sources, the largest being Federal Transit Administration (FTA) funds and Local Transportation Fund (LTF) monies apportioned to the jurisdictions in the County. In 2014-15, $930,000 in LTF funds is available to KART and $1.7 million in FTA Section 5307 (grants for urbanized areas). Fares will account for approximately $625,000 in revenue in 2014-15.

- KART **expenses** were in the range of $3.75 million for the past two fiscal years (excluding capital outlay). Professional services (the transportation contract) accounts for 75 percent of this cost, while salaries and benefits account for approximately 9 percent of the budget, and fuel approximately 13 percent of the budget.

- KART has a **fleet** of 31 vehicles. The peak vehicle requirement is 14 fixed route vehicles and 6 Dial-a-Ride (DAR) vehicles. This provides a more than adequate spare ratio, although some of the vehicles are ready for retirement. Most of the vehicles are CNG vehicles, and KART has a CNG fueling station in Hanford.

- KART owns its **operations and maintenance facility** located in Hanford and leases a portion to the contractor (currently MV Transportation). The facility has six maintenance bays, a small administrative space, and a small space for drivers. The facility lacks administrative space for both KART and MV, and lacks an adequate space to conduct ADA eligibility evaluations.

EVALUATION OF CORCORAN AREA TRANSIT

Corcoran Area Transit (CAT) is a general public curb-to-curb Dial-a-Ride service in Corcoran. Service is provided using five vehicles, Monday through Friday, 6:30 a.m. to 5:30 p.m. The service operates within the City limits and unincorporated fringe area, including out to the Corcoran State prison at the south end of town.

CAT Operating and Financial Characteristics

CAT services were evaluated by reviewing operating characteristics and financial data of the past several years. The following observations were made.

- **Ridership** on CAT services has been steady in the past several years, from just over 33,000 passenger boardings in 2011-12 to just over 36,000 in 2012-13 and 2013-14. Approximately 2/3 of the ridership is general public (including students aged 9 or older), and 13 percent are students aged 8 and younger. Seniors make up 22 percent of the ridership, and people with disabilities account for less than 1 percent of the ridership.

- The **base fare** is $1.00, with discounted fares of $0.25, which are extremely low fares for a Dial-A-Ride service. Furthermore, CAT generates a low farebox return ratio of 3.5 percent, which is significantly below the 10 percent required by the TDA. The farebox is met through additional sales of Amtrak and KART tickets.

- The **subsidy per passenger-trip** averages $17.72.

- CAT derives its **revenues** from a number of sources, the largest being Local Transportation Fund (LTF) monies. In 2013-14, this source provided $511,105. The next largest funding source is Federal Transit Administration (FTA) funds, in the amount of $200,000, and then Amtrak ticket sales ($49,000). Fare revenue was approximately $23,600.

- CAT **expenses** were in the range of $800,000 in 2013-14, and are projected to be $774,000 for 2014-15. Nearly half of this cost is for salaries and benefits. Overhead costs account for 21 percent of the budget, while fuel costs are just below 6 percent.

- CAT has a **fleet** of six vehicles, of which all but two have reached the end of their useful life.

- The City of Corcoran owns its **operations and maintenance facility** located in Corcoran off of North Avenue. The facility currently meets the needs of the transit program.

SURVEY RESULTS

Surveys were conducted on KART and CAT services in May, 2014. Highlights of the survey include the following:

- 273 surveys were completed on the **Hanford County Routes**:

  - Passengers use the service most often for work (34 percent) or school (22 percent), personal business (12 percent) and medical or dental appointments (11 percent).
  - Most riders (72 percent) walk to the bus.

- 78 percent of riders did not have a vehicle available to them, and 64 percent do not have a drivers' license, indicating a high level of transit dependency.
- Quality of service ranked from a high of 4.5 for driver courtesy and 4.4 for system safety to a low of 3.9 for on-time performance and bus stops and shelters. The average ranking was 4.2.
- The most requested improvement was for Sunday service, followed by increased service frequency.

- 318 valid surveys were completed on the **Hanford Routes:**

  - Most trips were for shopping (21 percent), school (16 percent), work (15 percent) and personal business (15 percent).
  - Most riders (82 percent) walk to the bus.
  - 84 percent of riders did not have a vehicle available to them, and 66 percent do not have a drivers' license, indicating an even higher transit dependency than on the County routes.
  - On a scale of 1 (poor) to 5 (excellent), passengers ranked driver courtesy at 4.5 for driver courtesy, system safety at 4.4, with the lowest ranking of 3.8 for on-time performance and bus stops and shelters. The average ranking was 4.1.
  - The most requested improvement was for Sunday service, followed by increased service frequency.

- 12 valid surveys were completed on the **Hanford Dial-a-Ride:**

  - Half surveyed made reservations one day prior to their trip, while one made a reservation two days in advance and three were subscription trips.
  - Passengers' main purpose for using the service was for medical appointments, followed by personal business.
  - Only one of twelve passengers had a vehicle available for the trip.
  - The primary reason passengers used Dial-a-Ride instead of fixed route is that there is not a stop near their home and/or they have a disability which makes using fixed route difficult.

- 24 valid surveys were completed on the **CAT service:**

  - Almost all of the respondents (23 of 24) made same-day reservations. One had a standing reservation.
  - The most common reason for using the service was for shopping and personal business.
  - 89 percent of the respondents did not have a car available for the trip and 92 percent did not have a drivers' license.
  - 62 percent of the survey respondents said they would walk if the service were not available, while 27 percent said they would get a ride and just 3 percent said they would not make the trip.
  - 82 percent of the passengers were aged 25 to 59 (which indicates not many of the students who often ride completed the survey)
  - Quality of service ranked from a high of 4.7 for bus comfort and 4.6 for bus cleanliness, to a low of 3.6 for on-time performance and 3.9 for the website. The average ranking was 4.3.

TRANSIT DEMAND

Given the rural nature of Kings County, the coverage of transit service is very good. An area is typically considered well served by transit if it is within a quarter mile of a transit stop, so that Hanford and Corcoran in particular are well served on the local level. Lemoore and Avenal have large areas with low service coverage. In particular, the Hamblin neighborhood east of Hanford is only served by DAR, yet this area has a high concentration of mobility-limited and low income persons, and a moderate number of households without a car available.

SERVICE PLAN

Based on the evaluation of a range of potential service alternatives, vetting through public outreach efforts, and discussions with KART and CAT staff, the following service modifications are included in the Kings County Transit Development Plan:

- **Shorten Hanford Route 7 and Add Routes 9 and 10:** Shortening Route 7 by returning south on 12th Avenue instead of 13th Avenue will allow better on-time performance of that route and its pair (Route 4), as well as provide coverage to the new Kings County Jail and Probation Department. The new Route 9 will serve College of Sequoia via Lacey Boulevard to 13th Avenue, providing increased frequency along the high-activity corridor. A new Route 10 which will serve the Hamblin neighborhood east of Hanford, a currently unserved area with low income households. Furthermore, this area is slated for new commercial growth.

- Implement **Sunday Service in Hanford**: A modest Sunday service using four buses and one DAR vehicle will enhance resident's access to social, shopping, recreational, and employment opportunities and meet minimum performance standards recommended for KART. This service should be started under the next service contract in Fiscal Year 2018-19.

- Introduce **local fixed route service in Lemoore**: To improve coverage of service in Lemoore, a two-route local fixed route service is recommended.

- Introduce **local fixed route service in Corcoran in 2018-19**: Given the level of current and potential ridership in Corcoran, local fixed route service is recommended. Fixed route service offers a greater level of convenience because passengers are not required to make a reservation, and can board at any location any time the service is available. A two-route hourly headway fixed route service is recommended.

A number of other transit services were evaluated and found not to be cost-effective. In total, this service plan will increase the need for KART vehicles, but decrease the need for CAT vehicles.

KART CAPITAL IMPROVEMENTS

KART Vehicle Purchases/Refurbishing

- Purchase Four 30-passenger CNG buses
- Refurbish Eight Bluebird Buses
- Purchase Eight 10-passenger DAR vehicles

Miscellaneous Capital

- Bus Stop Improvements (for new routes and for upkeep)
- Replace Shop Equipment
- Avenal Transit Center
- New KCAPTA Administrative Facility

These capital improvements are estimated to total $3,756,420 over the six years between FY 2014/15 and 2019/20.

CAT CAPITAL IMPROVEMENTS

The capital plan for CAT over the next five years consists of the following:

Vehicle Purchases

- Four replacement buses

Miscellaneous Capital

- Electronic Fareboxes for new buses
- Computerized Scheduling Software and Equipment
- Bus Stop Installations

These capital improvements are estimated to total $1,090,300 over the six years between FY 2014/15 and 2019/20.

MARKETING STRATEGIES

The Kings County Transit Development Plan provides an assessment of current marketing efforts and provides strategies for improving marketing. Some of the highlights of the strategies include:

KART Marketing

- **Riders Guides:** These are being updated for KART, and will need to be renewed with service changes or potential re-branding. The Plan includes tips for developing successful guides.

- **Web Site:** The website can be improved with better color-schemes and graphics, and better drop-down menus. The information provided is thorough, but not optimally presented.

- **Passenger Facilities:** Because these are provided throughout the County (there are over 100 stops), passenger amenities are a great tool to convey transit information as well as provide a positive image. Bus stop signs should be quickly recognizable as KART stops, with visible color scheme, logo, and phone number.

- **Outreach:** This is a strong effort by KART staff, and should continue. Currently, KART is developing a public presentation aimed at high school students. KART should continue to develop and engage in this type of cost-effective marketing.

CAT Marketing

- **Riders Guides:** Currently available information is policy-focused and does not provide clear information for the casual user. With the implementation of fixed route service, new Riders Guides will be needed. This is a potentially strong marketing tool for the new service.

- **Web Site:** The web site can be improved with better color-schemes and graphics which will make it easier to navigate.

- **Vehicles:** The transit vehicles should be instantly recognized as a positive statement of transit in the community. The Plan offers tips for making the vehicles attractive and recognizable, including developing a logo unique to CAT.

- **Passenger Facilities:** The new fixed route service will require development of passenger amenities. These are a great tool to convey transit information (a recognizable logo and a phone number at each stop) as well as provide a positive image.

- **Outreach:** CAT should engage in more opportunities for community outreach by attending special events and making presentations at schools, senior centers, and other programs.

- **Branding:** CAT should develop a unique logo and color scheme for buses, bus stops, riders guides, etc. Because KART also operates in the area, it will be important to brand the system with its own identity.

FINANCIAL PLAN

KART Plan

Overall, annual operating costs under this plan increase from $4.32 million in FY 2015-16 to $4.82 million in FY 2019-20 (reflecting the cost impacts of the service plan, as well as an assumed 2 percent annual inflation rate). The specific impacts of the service plan are forecast to increase annual operating costs by $91,960 to $246,650 per year (or approximately 5.4 percent over current costs). It is recommended the programs be funded through the following sources:

- FTA Section 5307
- FTA Section 5339
- FTA Section 5311
- Local Transportation Fund
- State Transit Assistance (STA)
- Congestion Mitigation and Air Quality (CMAQ) Improvement Program funds
- Transportation Development Credits (Toll Credits)
- Low Carbon Transit Operations Program (LCTOP) funds
- Remaining Prop 1b PTMISEA monies from project savings
- Bus Fares
- Advertising

No increase in the KART transit fares is recommended.

The plan elements will increase ridership by 18 percent and only increase operating costs by 14 percent. As a result, the overall cost-effectiveness of the KART transit program will be increased.

The operating budget is balanced over the planning period, provides a 25 percent operating reserve (per KCAPTA's policy) and also builds a capital reserve of just over $1.03 million in anticipation of high capital demands in the years following the plan period.

CAT Plan

Overall, annual operating costs under this plan increase from $789,800 in FY 2015-16 to $887,140 in FY 2019-20 (reflecting the cost impacts of the service plan, as well as an assumed 2 percent annual inflation rate). The specific impacts of the service plan are forecast to increase annual operating costs by $31,610 to $32,240 in the last two years of the plan (4 percent over base costs).

It is recommended the programs be funded through the following sources:

- Local Transportation Fund
- State Transit Assistance (STA)
- FTA Section 5311
- Amtrak Ticket Sales
- Low Carbon Transit Operations Program (LCTOP) funds
- Bus Fares
- Capital Reserve

- An increase in the discounted DAR fare is recommended for the plan, from $0.25 per one-way passenger trip to $0.50 per passenger trip. This is still far below typical discounted DAR fares in other communities (typically $2.00).

- The plan elements will increase ridership by 40 percent (primarily due to the introduction of fixed route service in the last two years) and only increase operating costs by 3.7 percent. As a result, the CAT transit program will become more cost-effective.

- The operating budget is balanced over the planning period, but does not build an operating and slightly reduces the capital reserve, drawing on LTF only as required to balance the budget.

SOCIAL SERVICES ACTION PLAN

The TDP includes a Social Services Action Plan designed to review the existing status of coordination efforts in Kings County, provide an inventory of Social Services Transportation Providers, identify needs and gaps, and make recommendations for improved coordination to better serve the elderly, low income, and disabled individuals of Kings County. Below is a summary of the findings from the Social Services Action Plan.

Status of Previous Efforts

The previous Social Services Transportation Action Plan included in the 2009 TDP was reviewed, but no actionable recommendations were included. Recommendations from the 2007 Human Services Transportation Coordination Plan (HSTCP) were reviewed, and the status of each recommendation was reported. In short, many of the recommendations are policy related

in terms of finding opportunities to coordinate whenever possible. KCAG, KCAPTA, and CAT made the most progress in the following areas:

- **Cooperative Purchasing:** KART currently has joined five other transit agencies for a cooperative purchase of cutaway buses. This is a regular practice.

- **Create transit friendly amenities:** KART continues to improve passenger amenities and improve capital equipment for greater safety and comfort of the passengers. CAT also has improved its fleet to better meet the needs of passengers, and the TDP will continue these practices.

- **Increase public awareness of transit through outreach and marketing strategies:** KART in particular has created an effective public outreach program, and this TDP recommends further efforts for both KART and CAT.

- **Address the needs of the aging population/Transportation for those who can no longer drive:** The Social Services Transportation Advisory Council (SSTAC) was formed and meets regularly to address specific needs of the aging population. The SSTAC provides insight to senior programs, including the Kings County Commission on Aging, for driver wellness and training programs. Additionally, marketing efforts by KCAPTA also address these needs.

Social Services Transportation Inventory

Extensive inventories were developed for public transportation providers, private non-profit and for-profit, program-related services, and school transportation. The role of each type of provider and the most influential providers are presented in the TDP.

Gaps and Needs

The gaps and needs were identified through stakeholder interviews, and can be summarized as follows:

- Lemoore is probably ready for fixed route.

- In Corcoran, school children who live less than two miles but more than walking distance (half a mile) are dependent on private rides or CAT service.

- At Owens Valley Career Development Center, when an individual's transit pass expires, there are still needs within the family.

- Residents would like to see increased service in Avenal. There is a senior center with 27 to 47 participants for the Monday-Friday hot meals. The only transportation available to them is through informal vanpools and carpooling, and the KART route is not synced with those meal times.

- Tribe: KART has previously tried to coordinate services with the Tribe, but the work schedules were highly variable (and the casino operates 24/7). The casino has 1,200 employees, but the schedules change weekly, so employees are not willing to rely on transit for their jobs. It makes it difficult for the casino's recruitment as well.

- Day camp: The Kings County Mental Health Department operates a successful junior high and high school summer camp for at risk teens. This is a good program. Therapists drive participants in from outlying areas—even the drive is very therapeutic. Mental Health would like KART to take on more of the transportation end of this program, but it would be a difficult role for KART.

- People want Sunday service in Kings County, and Saturday Service in Corcoran.

Recommendations

Recommendations for the Social Services Action Plan were to continue to make progress on the items identified for the HSTCP. Additionally, several plan elements address the desired progress for coordination efforts, including the following:

- **Increased service frequency and areas in Hanford:** The restructuring of Routes 1, 2, 3, 6, and 7 and the introduction of new Routes 9 and 10 in Hanford provide greater coverage and frequency of service, which is a benefit to transportation dependent individuals in Hanford. In particular, Route 10 will serve a low-income neighborhood of Hanford which currently is only served by DAR. The fixed route service to this area will reduce the need for DAR in the area, and thereby increase DAR capacity.

- **New Local Service in Lemoore:** The introduction of local fixed route service in Lemoore will provide direct service to the senior center south of town, and also serve numerous low income housing locations. This also will reduce the reliance on DAR for some passengers, freeing up capacity and offering more cost-efficient service.

- **Sunday Service in Hanford:** Introducing service on Sundays will allow individuals with no other means of transportation greater access. Furthermore, with daily service provided in Hanford, more individuals (particularly seniors who should no longer drive) might more willingly choose to give up their cars altogether.

- **Fixed Route Service in Corcoran:** The recommended fixed route for Corcoran will allow residents of the community to use transit service without planning ahead. This removes a barrier for some who would not otherwise use transit services. Furthermore, many individuals who can use fixed route would prefer to do so over using DAR service, which will allow the DAR service to focus on meeting the needs of individuals with disabilities.

- **Improved Passenger Amenities:** Capital plans for both KART and CAT include improved passenger amenities, which provide a better experience for passengers and make them feel safer and more comfortable. This includes installation of bus stop signs for clear identification of stops, installation of new shelters, scheduled maintenance, and development of a new transit center in Avenal. Additionally, the purchase and upkeep of vehicles provides more reliable and comfortable transportation as well.

- **Marketing Efforts:** The marketing efforts recommended for the plan benefit all passengers, but in particular, outreach is recommended to specific market targets, such as seniors, students, and social service organizations. KART in particular has developed strong outreach marketing tools, and it is recommended CAT staff also develop outreach programs.

Chapter 1
Introduction and Key Study Issues

INTRODUCTION

Public transportation is a vital service to many residents of Kings County. Transit services provide mobility to residents, including access to important medical, recreational, social, educational, and economic services and opportunities. In addition to being important to the quality of life of residents in the region, public transit services assist in the functioning of educational programs, public and private employers, and social service programs throughout the region.

A Transit Development Plan (TDP) study has been conducted to assess transit and related transportation issues in the county and provide a "road map" for improvements to the public transit program over the upcoming five years. The intent of this study was to evaluate the specific needs for transit services, as well as to develop plans for improvements and service revisions. This was accomplished through the review of existing transit conditions and evaluation of operations, as well as through public outreach via onboard surveys and community-based meetings. A wide range of alternatives was evaluated in order to provide a comprehensive strategy of short-range service, capital, and institutional improvements, with a supporting financial and implementation plan.

STUDY ISSUES

This study takes direction from specifically identified study issues surrounding transit in the region. These issues were identified by Kings County Association of Governments (KCAG), the Kings County Area Public Transit Agency (KCAPTA) staff, the Corcoran Area Transit (CAT) staff, and local stakeholders and community representatives. The study issues include the following:

- **Service Efficiency**: What is the most appropriate service plan to meet the varied transit needs? What routing and scheduling changes are necessary to maximize efficiency? Is a different service plan warranted, such as local fixed route service in Lemoore? Midday service to outlying communities? What are the costs and benefits of a new service plan?

- **Service Growth:** Transit services and ridership have been growing rapidly in the region. What is the best method to allocate resources effectively and equitably?

- **Air Quality:** Kings County must reduce air pollutants by 5 percent by 2020. In 2006, the legislature passed Assembly Bill 32 (AB 32) which requires California to reduce greenhouse gas (GHG) emissions to 1990 levels by 2020 and to 80% below 1990 levels by 2050. What is the best strategy for using transit to help effectively reduce emissions?

- **Funding:** What public and private sources of revenue are available? What is the funding outlook for the next five years? What cost-sharing opportunities or expectations are involved?

- **Bus Stop Development**: Passenger amenities are an important element in providing a quality transit service. Are the current bus stops appropriately placed, signed and visible?

Are shelters or benches needed? What passenger amenities should be provided? How can various jurisdictions best work together to insure installation and maintenance of passenger amenities?

- **Transit Technology:** Smart buses are coming to the Kings Area Rural Transit (KART) system. How can advanced transit technologies best benefit passengers? How can these technologies improve reporting and management strategies?

- **Farebox Ratio in Corcoran:** CAT has relied on Amtrak ticket sales to boost its farebox revenue. If this source of revenue becomes unavailable, what other options does CAT have to increase its farebox recovery ratio? Is a fare increase possible/desirable? Can CAT balance DAR by providing commuter service?

- **Performance Measures:** Any transit system needs a realistic set of performance measures to evaluate transit services. A review and update of performance measures, goals, and objectives for KART and CAT is an important element of this TDP.

- **Intercity Connections:** Connections to Amtrak are an important part of meeting the intercity transit needs for Kings County. Insuring good connections and continued coordination is important.

These issues have been considered as part of a comprehensive look at the role of transit in Kings County and the service plan that best serves this role. Overall, this study provides a comprehensive analysis and evaluation of the transit services in the next five years and identifies the optimal manner in which public transit can meet both the present and the future needs of the area.

Chapter 2
Study Area Characteristics

Geography of Kings County

Kings County is located in the south central San Joaquin Valley encompassing approximately 1,400 square miles. Within extensive agricultural areas are the incorporated cities of Avenal, Corcoran, Lemoore, and Hanford (the county seat) along with the unincorporated towns of Armona, Kettleman City, and Stratford. The county is bisected by Interstate 5 in the north-south direction through the western portion of the county, with State Highway 99 providing access to the region on the eastern portion of the County. State Route 198 provides the main east-west access, with State Routes 41 and 43 providing major north-south access as well. The study area is shown in Figure 1.

Population

Current Population

Estimates of current population (as of 2012) are available through the U.S. Census Bureau and the California Department of Finance Demographic Section. Of the total countywide population in 2012, nearly 40 percent (54,324) reside in Hanford and 18 percent (24,738) reside in Lemoore. Population by census tract is shown in Table 1 and Figure 2.

Historic Population

The population in Kings County has outpaced the growth rate in California over the past three decades. However, the County population in the most recent decade has slowed to just 1.7 percent annually, compared to 2.5 percent and 3.2 percent annual averages in previous decades. From 1970 to 2010, the population grew from 66,717 to 152,982. While some of the growth in Avenal and Corcoran is due to the prison population, both cities have had strong growth. The population within cities was just over half the population in 1980, but is now more than three-quarters of the County population. This data is depicted in Table 2.

Projected Population

Population projections have been developed by age group for Kings County by the California Department of Finance Demographic Section, as shown in Table 3. As indicated, the total population is projected to grow at approximately 1.5 percent annually. The fastest growing age group will be seniors over 65 years old, which is forecast to grow by 78 percent between 2010 and 2020, and a full 169 percent between 2010 and 2030. Overall, the growth in elderly population indicates a strong growth in the need for specialized transportation services.

Transit-Dependent Population

Nationwide, public transit ridership is drawn in large part from the potentially transit-dependent population consisting of elderly and youth, low-income, disabled, and members of households with no available vehicles. These populations are discussed below, and exclude incarcerated populations in prisons located in Avenal and Corcoran.

Figure 1

Kings County Site and Location Map

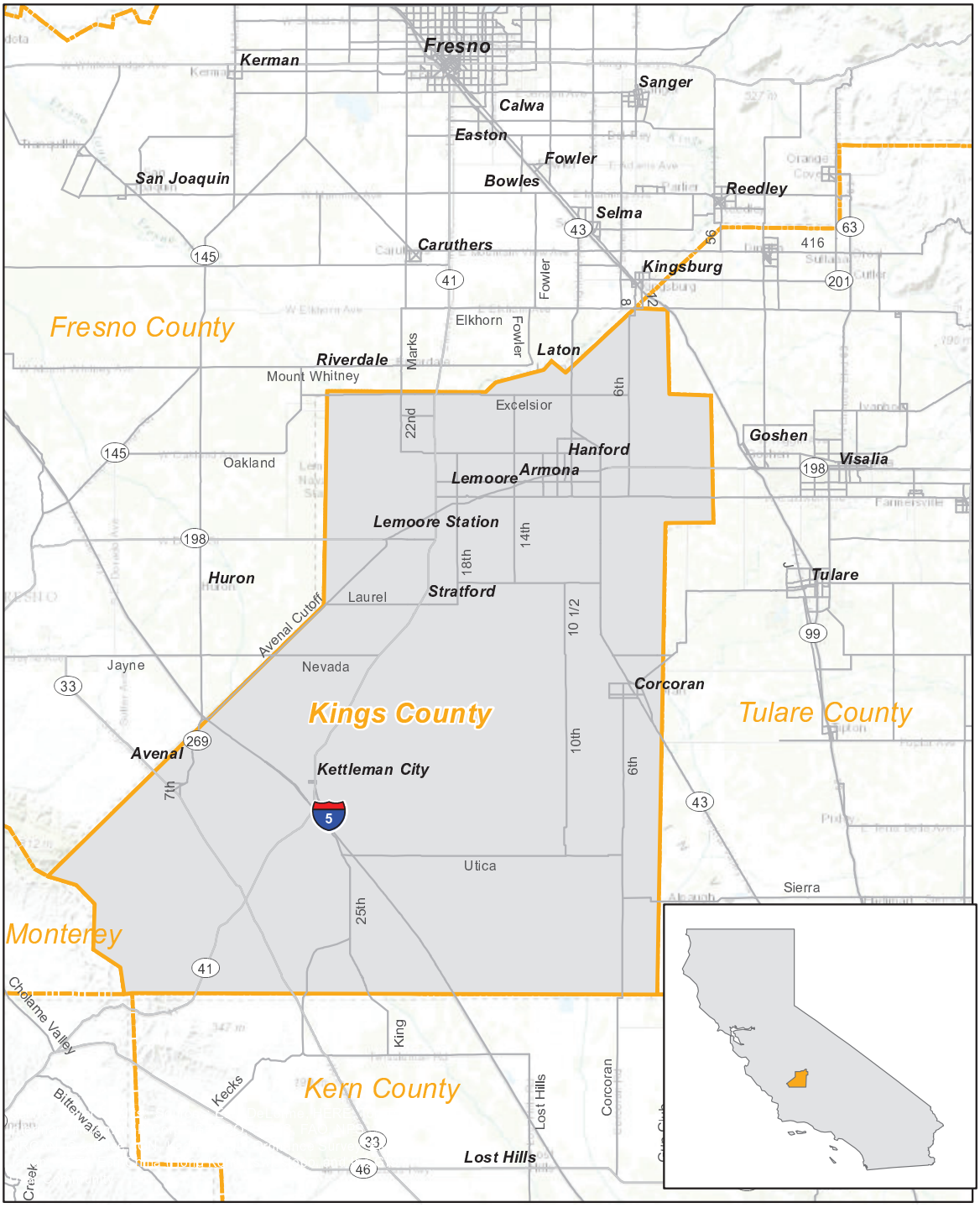


TABLE 1: Kings County 2012 Population Characteristics

Census Tract	Area Description	Square Miles [1]	Total Persons [2]	Housing Units	Total Households [3]	Youth (10-17) [2]		Elderly (65+) [2]		Persons with a Disability [4]		Below Poverty [5]		Zero Vehicle Households [3]	
						#	%	#	%	#	%	#	%	#	%
1	Northeast of Hanford (rural)	98.5	3,610	1,259	1,206	498	13.8%	574	15.9%	323	8.9%	389	10.8%	10	0.8%
2	Lemoore to Lemoore NAS	62.8	2,229	845	755	221	9.9%	397	17.8%	307	13.8%	296	13.3%	24	3.2%
3	Lemoore NAS	27.1	7,190	1,634	1,566	532	7.4%	0	0.0%	124	1.7%	554	7.7%	23	1.5%
4.02	Lemoore (surrounding area)	25.6	4,951	1,822	1,654	604	12.2%	609	12.3%	427	8.6%	693	14.0%	57	3.4%
4.03	Lemoore (north)	1.8	5,330	1,804	1,719	618	11.6%	538	10.1%	442	8.3%	994	18.6%	80	4.7%
4.04	Lemoore (west)	1.9	10,262	3,346	3,120	1,160	11.3%	913	8.9%	1,114	10.9%	1,306	12.7%	82	2.6%
4.05	Lemoore (east)	1.7	5,377	2,116	1,867	559	10.4%	651	12.1%	475	8.8%	1,090	20.3%	144	7.7%
5	Armona	12.1	4,992	1,559	1,468	794	15.9%	754	15.1%	524	10.5%	1,194	23.9%	114	7.8%
6.01	Hanford (north)	3.0	9,812	3,037	2,878	1,501	15.3%	805	8.2%	513	5.2%	1,315	13.4%	89	3.1%
6.02	Hanford (north)	1.0	5,988	2,518	2,156	820	13.7%	1,138	19.0%	814	13.6%	299	5.0%	100	4.6%
7.01	Hanford (north)	1.3	5,398	1,938	1,865	615	11.4%	1,166	21.6%	738	13.7%	417	7.7%	50	2.7%
7.02	Hanford (northeast)	1.6	4,226	1,570	1,519	448	10.6%	811	19.2%	512	12.1%	570	13.5%	26	1.7%
8	Hanford (central east)	4.0	5,173	1,636	1,586	678	13.1%	926	17.9%	563	10.9%	1,329	25.7%	179	11.3%
9	Hanford (central)	1.5	7,883	3,058	2,789	891	11.3%	1,332	16.9%	1,000	12.7%	2,043	25.9%	389	13.9%
10.01	Hanford (northwest)	2.6	4,362	1,543	1,382	414	9.5%	807	18.5%	531	12.2%	138	3.2%	115	8.3%
10.02	Hanford (west central)	1.2	5,108	1,349	1,259	705	13.8%	741	14.5%	534	10.5%	1,887	36.9%	139	11.0%
10.03	Hanford (southwest)	2.1	5,727	1,597	1,501	773	13.5%	458	8.0%	477	8.3%	1,106	19.3%	69	4.6%
11	Hanford (southeast)	3.8	6,395	1,898	1,748	812	12.7%	774	12.1%	916	14.3%	2,138	33.4%	278	15.9%
12	Hanford to Corcoran (rural)	152.7	2,743	931	898	420	15.3%	518	18.9%	312	11.4%	220	8.0%	42	4.7%
13	Corcoran (outlying)	17.6	3,954	1,160	1,080	395	10.0%	439	11.1%	431	10.9%	1,328	33.6%	124	11.5%
14.01	Corcoran (south)	0.1	3,041	797	774	429	14.1%	262	8.6%	230	7.6%	546	18.0%	68	8.8%
14.02	Corcoran (east)	0.5	2,056	667	546	238	11.6%	247	12.0%	279	13.6%	664	32.3%	66	12.1%
15	Corcoran (west)	1.1	4,607	1,322	1,262	640	13.9%	654	14.2%	735	16.0%	1,136	24.7%	126	10.0%
16.01	Stratford and rural area	655.4	4,484	1,256	1,137	695	15.5%	265	5.9%	271	6.0%	1,172	26.1%	13	1.1%
17.01	Avenal and area	304.5	12,454	3,175	3,032	1,768	14.2%	834	6.7%	1,023	8.2%	4,855	39.0%	320	10.6%
Total County [7]		1,388	*137,352*	*43,837*	*40,767*	*17,230*	*12.5%*	*16,612*	*12.1%*	*13,615*	*9.9%*	*27,679*	*20.2%*	*2,727*	*6.7%*

Note 1: US Census Table G001, Geographic Identifiers, American Community Survey (ACS) 2008-2012

Note 2: Table S0101, Age and Sex, ACS 2012

Note 3: Table DP04, Selected Housing, ACS 2008-2012

Note 4: Table DP02, Selected Social Characteristics, ACS 2008-2012.

Note 5: Table S1701, Poverty Status in the Past 12 Months, ACS 2008-2012

Note 6: Table B080201, Household Size by Vehicles Available, ACS 2007-2011

Note 7: Does not include incarcerated population.

Figure 2

Kings County Total Population by Census Tract

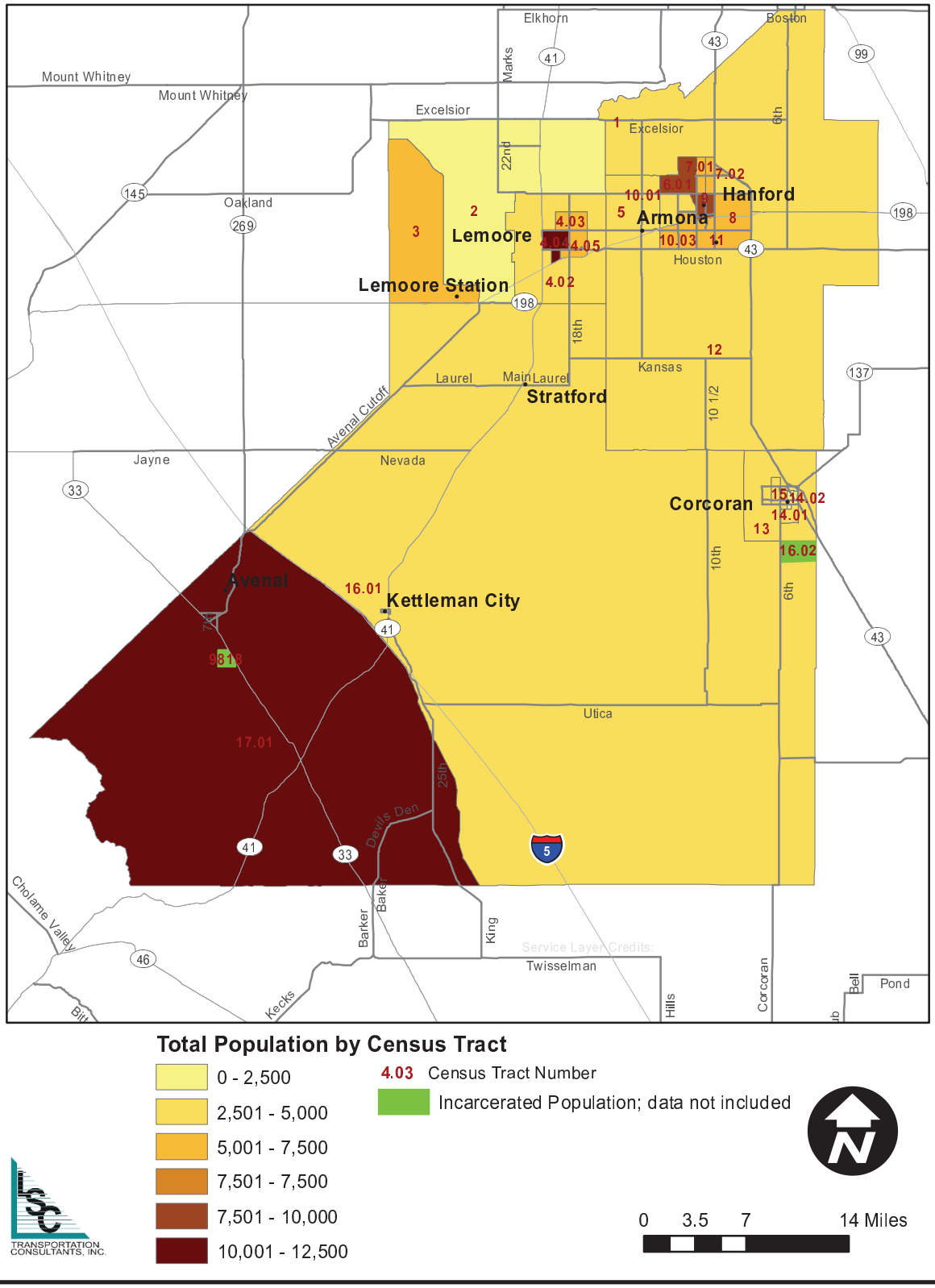


TABLE 2: Kings County Historic Population

	1970	1980	1990	2000	2010	2020
City of Avenal	--	4,137	9,770	14,674	15,505	--
Annual Percent Growth	--	--	9.0%	4.2%	0.6%	--
Over Previous 10 years	--	--	136.2%	50.2%	5.7%	--
City of Corcoran	5,249	6,454	13,364	20,835	24,813	--
Annual Percent Growth	--	2.1%	7.6%	4.5%	1.8%	--
Over Previous 10 years	--	23.0%	107.1%	55.9%	19.1%	--
City of Hanford	15,179	20,958	30,897	41,686	53,967	--
Annual Percent Growth	--	3.3%	4.0%	3.0%	2.6%	--
Over Previous 10 years	--	38.1%	47.4%	34.9%	29.5%	--
City of Lemoore	4,219	8,832	13,622	19,712	24,531	--
Annual Percent Growth	--	7.7%	4.4%	3.8%	2.2%	--
Over Previous 10 years	--	109.3%	54.2%	44.7%	24.4%	--
Kings County Population	66,717	73,738	101,469	129,461	152,982	176,647
Annual Percent Growth	--	1.0%	3.2%	2.5%	1.7%	1.4%
Over Previous 10 years	--	10.5%	37.6%	27.6%	18.2%	15.5%
California Population	19,953,134	23,667,902	29,760,021	33,871,648	37,253,956	40,643,643
Annual Percent Growth	--	1.7%	2.3%	1.3%	1.0%	0.9%
Over Previous 10 years	--	18.6%	25.7%	13.8%	10.0%	9.1%

Source: US Census, California Department of Finance and KCAG

TABLE 3: Kings County Population Projections by Age Category

Year	Total (All ages)	Preschool Age (0-4 years)	School Age (5-17 years)	College Age (18-24 years)	Working Age (25-64 years)	Young Retirees (65-74 years)	Mature Retirees (75-84 years)	Seniors (85 or more years)
2010	152,656	12,745	29,497	17,680	80,701	6,865	3,820	1,348
2020	176,647	13,125	33,813	19,111	91,240	12,200	5,160	1,998
2030	205,627	13,686	37,141	22,949	100,721	18,451	9,716	2,963
2010-20 Change								
#	23,991	381	4,317	1,431	10,539	5,335	1,340	649
%	16%	3%	15%	8%	13%	78%	35%	48%
2010-30 Change								
#	52,971	941	7,644	5,269	20,021	11,585	5,896	1,614
%	35%	7%	26%	30%	25%	169%	154%	120%

Source: California Demographic Research Unit, Report P-1

– **Youths** represent a transportation-dependent population, as those younger than 18 are often unable to drive and may not have a parent available to transport them. In particular, junior high school students who are independent enough to attend after-school activities but

are unable to drive are a representative group. The population between 10 and 17 years of age (inclusive), by census tract, is presented in Table 3 and Figure 3. Approximately 17,230 potentially transit-dependent youths live in Kings County, comprising 12.5 percent of the (non-incarcerated) population. The youth population is particularly high in Armona, Avenal, and the northeastern area of Hanford and is relatively low in Lemoore, Lemoore NAS, and the northwestern area of Hanford. The proportion of youths (though not the absolute number) has been declining slightly and is projected to continue to decline in the next decade. Youths make up 12.5 percent of the Corcoran census tracts, which is average.

- **Elderly** population 65 years of age and older comprise 12.1 percent of the countywide population (16,612 individuals), which is a little higher than the statewide average of 11.4 percent. The proportion of elderly has been increasing in the county. The population of elderly is shown by Census Tract in Table 3 and Figure 4. The areas north and northwest of Hanford as well as the rural area between Hanford and Corcoran have particularly high proportions of elderly (18.9 to 21.6 percent), while Stratford and Avenal have low proportions of elderly (5.9 and 6.7 percent, respectively).

- **Individuals with a disability** are often transit dependent. The latest Census changed the definitions of disability to better identify the impacts of disabilities rather than the fact that someone had a specific disability. If an individual is found to have one or more of six classified difficulties, they are identified as having a disability. Table 3 and Figure 5 depict the population with disabilities by census tract. As indicated, the east and west areas of Corcoran have the highest percentages of persons with disabilities, while the highest number of individuals with disabilities are found in west Lemoore, central and southeast Hanford, and in and around Avenal.

- The U.S. Census also counts the **population living below the poverty level**, defined by a number of factors including household income and the number of dependent children. Residents living below the poverty level comprise 20.2 percent of the countywide population, compared to 15.3 statewide. As shown in Table 3 and Figure 6, the areas with the greatest percentage of population below the poverty level include the western central portion of Hanford, as well as the eastern portion and outlying areas of Corcoran, and in and around Avenal. These areas have poverty levels over 30 percent, with almost 40 percent in Avenal.

- Finally, one of the strongest indicators of transit dependency is the number of **households without a vehicle available.** There are a total of 2,727 households in Kings County without a vehicle, with particularly high proportions in portions of Hanford and Corcoran, as shown in Table 3 and Figure 7.

Economy

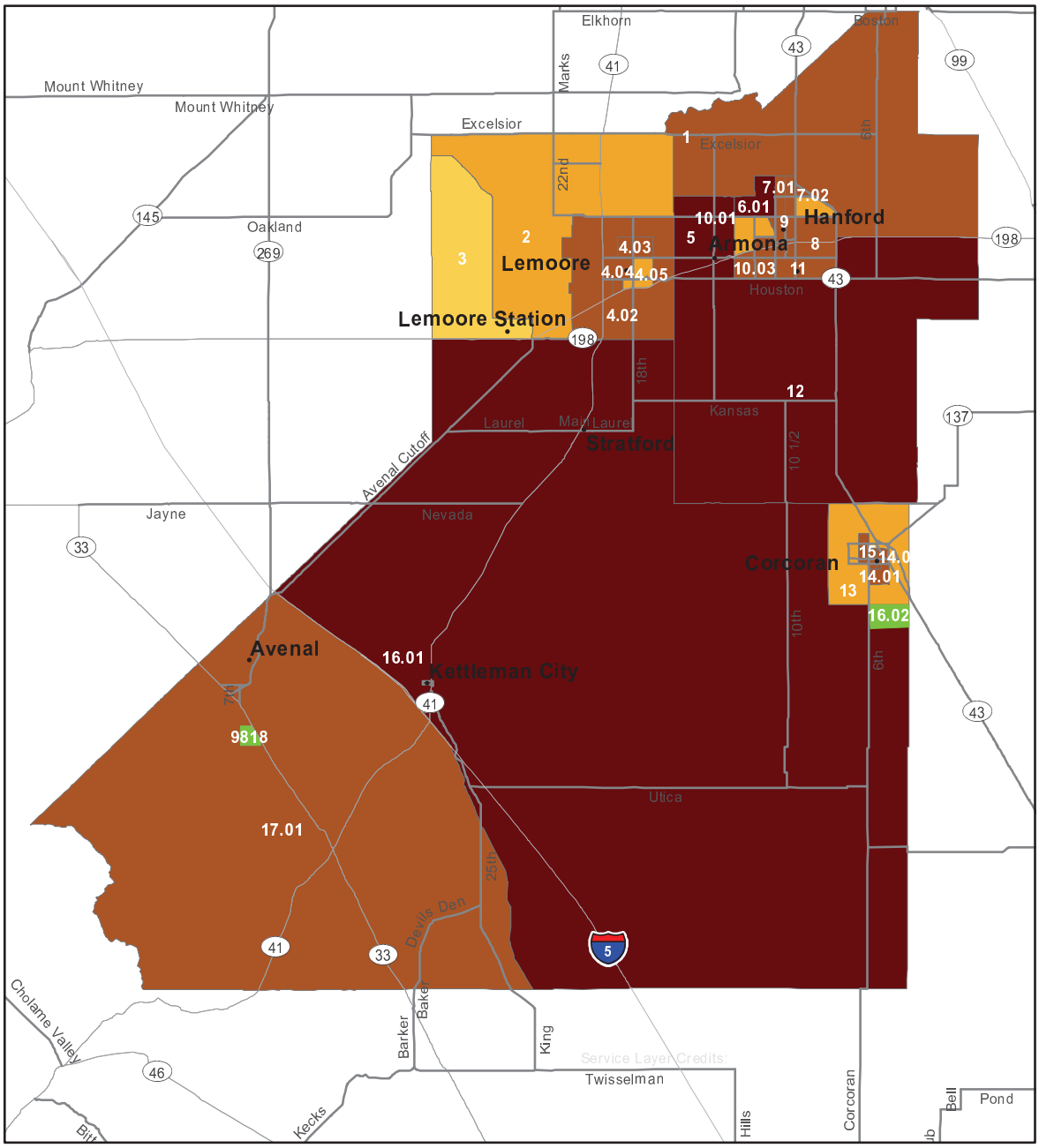
While Kings County has an agricultural-based economy, the largest employers are the state prisons in Corcoran and Avenal, and the Naval Air Station in Lemoore, as shown in Table 4. The Adventist Hospital and the County government also are major employers. Several of the large employers provide a high number of seasonal jobs rather than year-round employment, such as Del Monte in Hanford and J.G. Boswell in Corcoran.

Labor Force

The American Community Survey (ACS), conducted by the U.S. Census, provides data on the number of individuals in the labor force and employment rates, as shown in Table 5. According

Figure 3

Percent Youth Population By Census Tract



Percent Youth Population (Aged 10-17)

- 0% - 5%
- 5.1% - 9%
- 9.1% - 11%
- 11.1% - 15%
- 15.1% - 16%

Incarcerated Population; data not included

4.03 Census Tract Number

0 3.5 7 14 Miles

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Figure 4

Percent Elderly Population by Census Tract (Age 65 and Over)

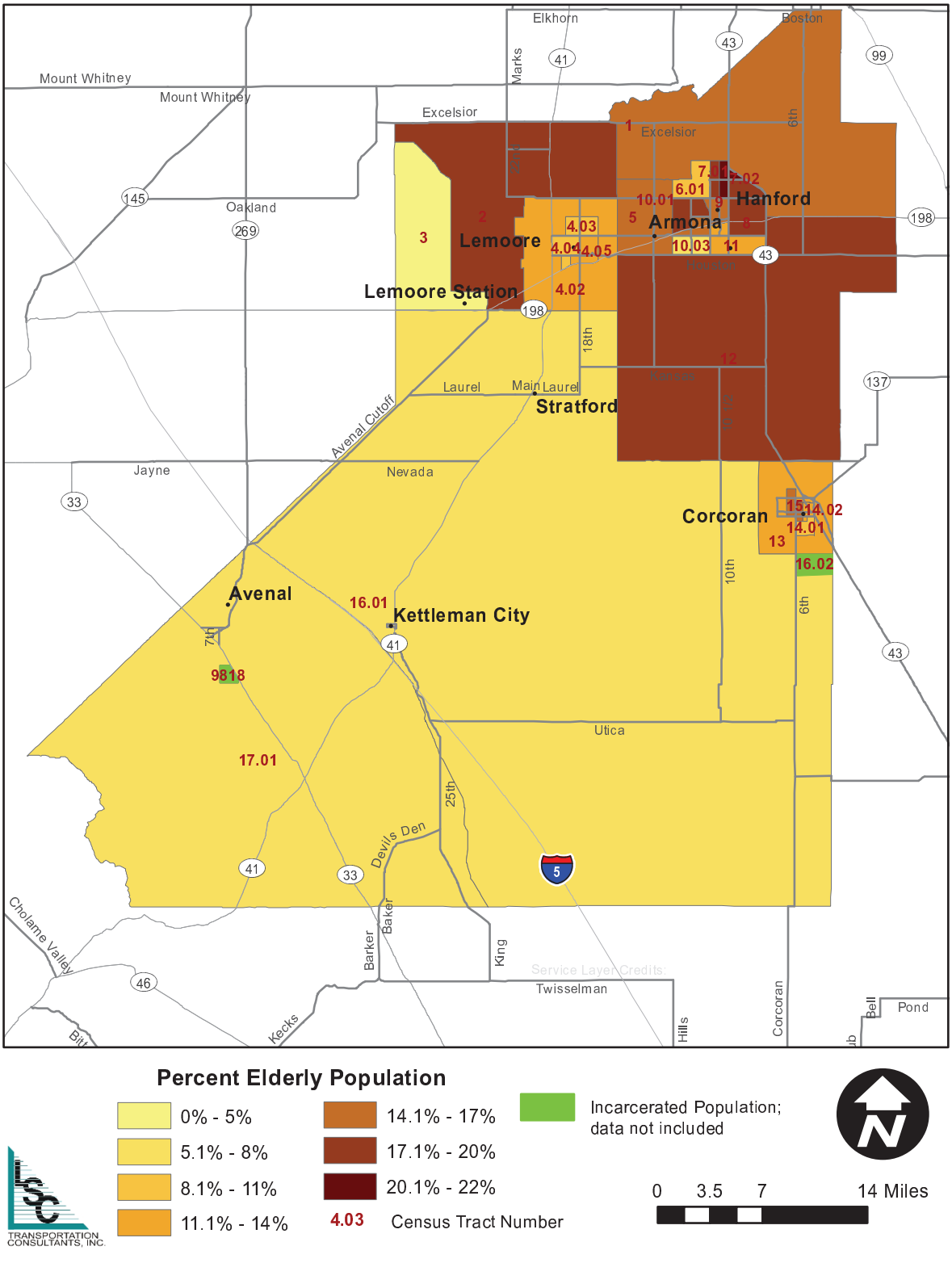
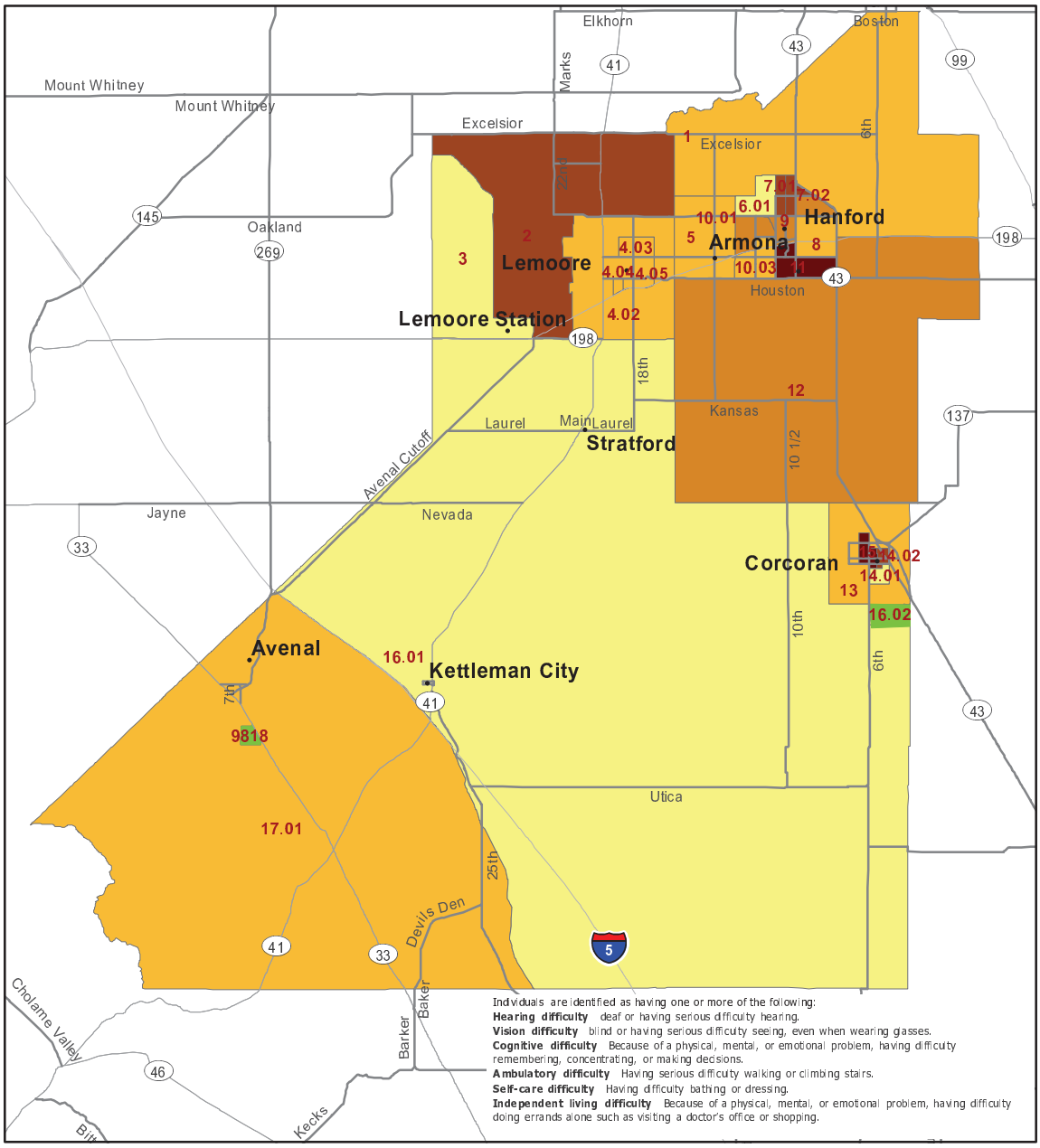


Figure 5

Percent of Population With A Disability



Percent of Population With Disability

- 0% - 8%
- 8.1% - 8%
- 8.1% - 11%
- 11.1% - 13%
- 13.1% - 14%
- 14.1% - 16%

4.03 Census Tract Number

Incarcerated Population; data not included

0 3.5 7 14 Miles

LSC TRANSPORTATION CONSULTANTS, INC.

Figure 6

Percent of Population Living Below Poverty

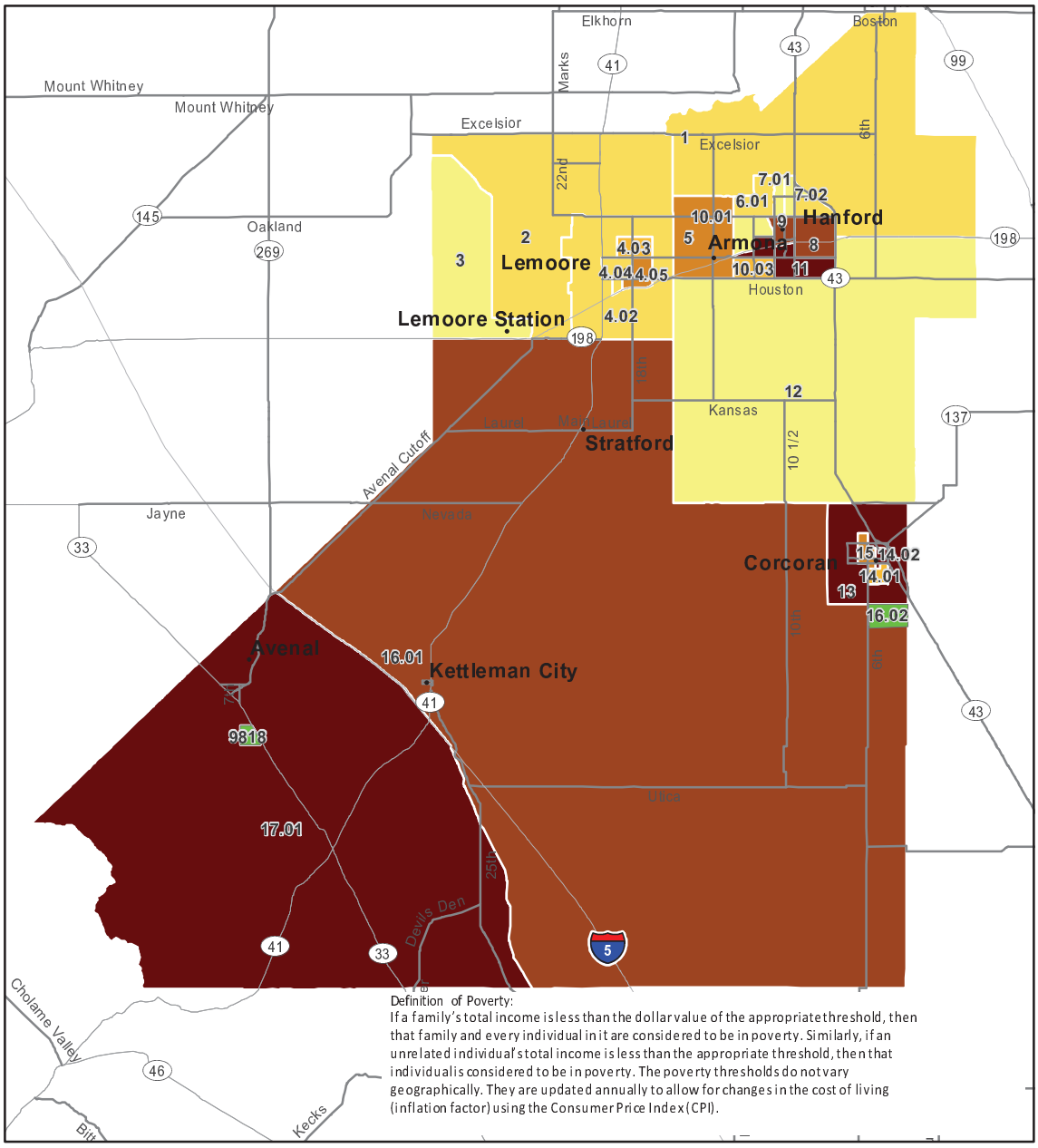
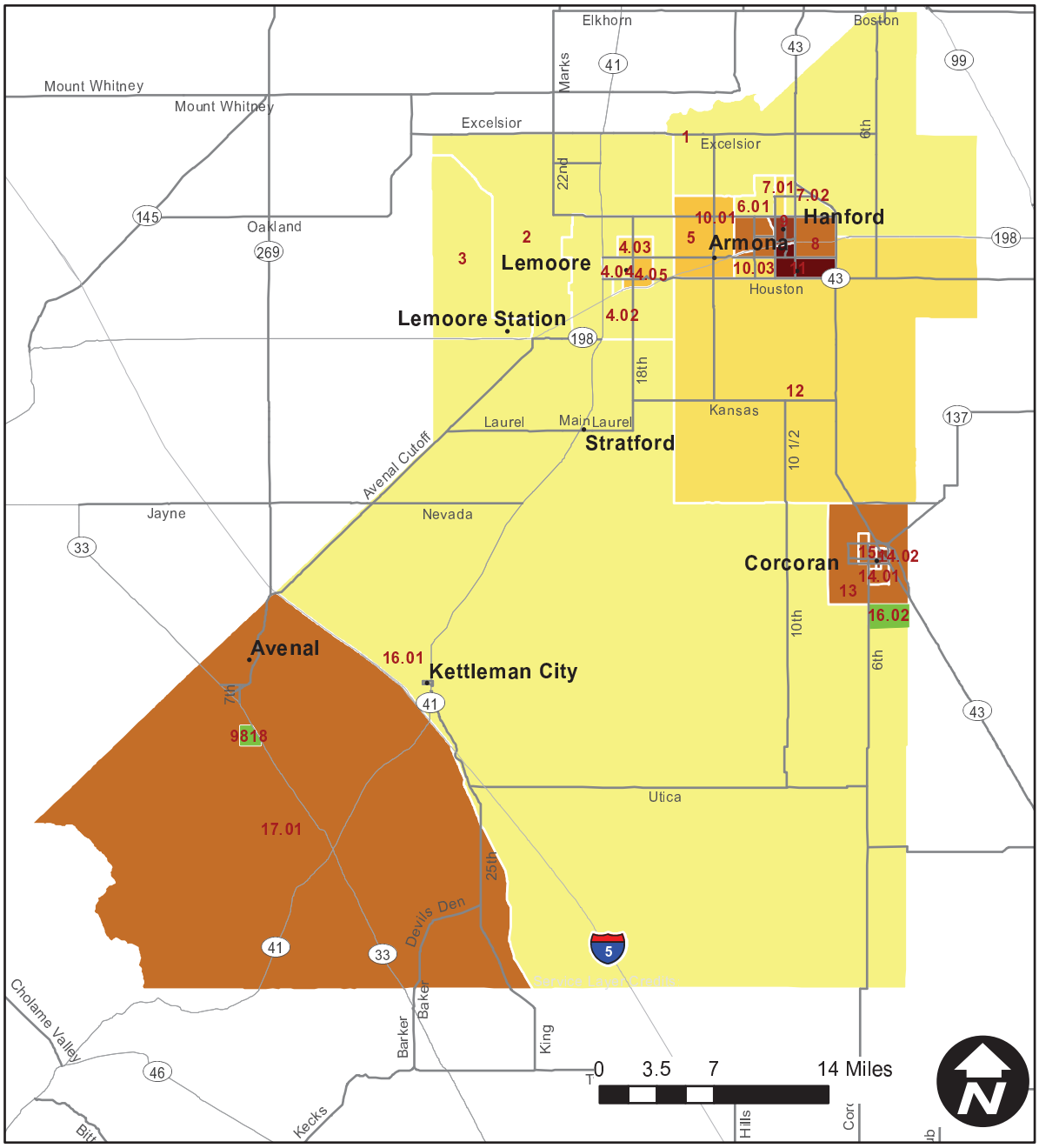


Figure 7

Percent of Households Without a Vehicle Available



Percent of Households Without A Vehicle

- 0% - 4%
- 4.1% - 6%
- 6.1% - 8%
- 8.1% - 8%
- 8.1% - 12%
- 12.1% - 14%
- 14.1% - 16%
- Incarcerated Population; data not included
- 4.03 Census Tract Number

TRANSPORTATION CONSULTANTS, INC.

TABLE 4: Major Employers in Kings County

Employer	Location	Industry	# Employed	Notes
Corcoran State Prison	Corcoran	Correctional Facility	1,500	
California Substance Abuse Facility -	Corcoran	Correctional Facility	1,400	
Lemoore Naval Air Station	Lemoore	Naval Support	1,400	Civilians only
Avenal State Prison	Avenal	Correctional Facility	1,300	
Kings County	Hanford	County Government	1,041	
Adventist Health	Hanford	Hospitals	890	
The Palace Casino	Lemoore	Gaming Complex	800	
Leprino Foods (East & West)	Lemoore	Mozzarella Cheese	670	
Paramount Farms	Avenal	Agricultural	600	
Hanford Elementary School District	Hanford	Elementary School	520	
Del Monte	Hanford	Tomatoes	435	1,500 seasonal
Corcoran Unified School District	Corcoran	Education	389	
Marquez Brothers International Inc.	Hanford	Hispanic Cheese & Dairy Products	306	
Reef Sunset Unified School	Avenal	Education	306	
Central Valley Meat Co.	Hanford	Slaughterhouse	270	
Communication Services for the Deaf	Lemoore	Relay Call Service	250	
Conagra	Hanford	Garlic Dehydration	250	
Warmerdam Packing	Hanford	Crop Preparation Services	250	
J.G. Boswell Company	Corcoran	Farming	225	1,200 seasonal
Exopack, Inc.	Hanford	Flexible Packaging/Multi-wall Mfr.	220	
J.G. Boswell Company	Corcoran	Cotton/Safflower Oil	150	
Kings Community Action Organization	Hanford	Community Service	138	
Exopack, Inc.	Hanford	Corrugated Cardboard Mfr.	124	
International Paper	Hanford	Corrugated Cardboard Mfr.	112	
Keenan Farms	Avenal	Cattle Feed / Milk Bioproducts	100	
Sears	Hanford	Department Store	92	
Hanford Sentinel	Hanford	Newspaper	85	
Savemart	Lemoore	Retail Foods	80	
McClellan Industries	Hanford	Equipment / Party Rentals	67	
Pacific Gas and Electric	Avenal	Natural Gas Compressor Plant	66	
Food King Market	Lemoore	Retail Food	65	
K-Mart	Lemoore	Retail Sundries	60	
Kings Waste and Recycling Authority	Hanford	Waste Management	55	Up to 200
Mecury Luggage/Seward Trunk	Corcoran	Luggage	55	
Camfil Farr Company	Corcoran	Blowers and Fans	52	
Days Inn	Lemoore	Accommodations	50	
Gilkey Enterprises	Corcoran	Farming	50	
Proctor Crookshanks	Corcoran	Ready-mix Concrete	50	
SK Foods	Lemoore	Tomato Paste	50	300 seasonal
Penny Newman Milling	Hanford	Grain and Feed	48	
Baker Commodities	Hanford	Tallow Rendering	40	
California State Prison Regional Accounting	Corcoran	Accounting Center	40	
Farr Company	Corcoran	Filtration Equipment	40	

Source: Kings County Economic Development Corporation.

TABLE 5: Kings County 2010 Employment Statistics

Census Tract	Area Description	Population Over 16 yrs	In Labor Force		Employed		Unemployed	
			Number	Percent	Number	Percent	Number	Percent
1	Northeast of Hanford (rural)	2,796	1,716	61.4%	1,564	91.1%	152	8.9%
2	Lemoore to Lemoore NAS	1,769	1,100	62.2%	957	87.0%	143	13.0%
3	Lemoore NAS	4,881	1,336	27.4%	1,103	82.6%	233	17.4%
4.02	Lemoore (surround)	3,825	2,573	67.3%	2,179	84.7%	394	15.3%
4.03	Lemoore (north)	4,048	2,300	56.8%	1,870	81.3%	430	18.7%
4.04	Lemoore (west)	7,577	5,023	66.3%	4,528	90.1%	495	9.9%
4.05	Lemoore (east)	3,835	2,251	58.7%	1,998	88.8%	253	11.2%
5	Armona	3,654	2,384	65.2%	1,937	81.3%	447	18.8%
6.01	Hanford (north)	6,940	4,518	65.1%	4,038	89.4%	480	10.6%
6.02	Hanford (north)	4,427	2,835	64.0%	2,656	93.7%	179	6.3%
7.01	Hanford (north)	4,353	2,645	60.8%	2,351	88.9%	294	11.1%
7.02	Hanford (northeast)	3,295	2,179	66.1%	1,859	85.3%	320	14.7%
8	Hanford (central east)	3,860	2,520	65.3%	2,190	86.9%	330	13.1%
9	Hanford (central)	5,588	3,596	64.4%	3,075	85.5%	521	14.5%
10.01	Hanford (northwest)	3,472	1,901	54.8%	1,733	91.2%	168	8.8%
10.02	Hanford (west central)	3,500	1,837	52.5%	1,514	82.4%	323	17.6%
10.03	Hanford (southwest)	4,112	2,829	68.8%	2,430	85.9%	399	14.1%
11	Hanford (southeast)	4,660	2,891	62.0%	2,224	76.9%	667	23.1%
12	Hanford to Corcoran (rural)	2,083	1,280	61.4%	1,220	95.3%	60	4.7%
13	Corcoran (outlying)	2,964	1,680	56.7%	1,296	77.1%	384	22.9%
14.01	Corcoran (south)	2,103	1,251	59.5%	1,057	84.5%	194	15.5%
14.02	Corcoran (east)	1,440	878	61.0%	743	84.6%	135	15.4%
15	Corcoran (west)	3,392	1,683	49.6%	1,386	82.4%	297	17.6%
16.01	Statford and area, rural	3,043	1,854	60.9%	1,545	83.3%	309	16.7%
17.01	Avenal and area	8,121	5,657	69.7%	4,467	79.0%	1,190	21.0%
Total County [1]		99,738	60,717	60.9%	51,920	85.5%	8,797	14.5%

Note 1: Does not include incarcerated population.

Source: U.S. Census Bureau, Table DP03: Selected Economic Characteristics, 2008-2012 American Community Survey.

to the ACS, there are 99,738 individuals over the age of 16 in Kings County, of which 60,717 are in the labor force. Of these, 51,920 are employed and 8,797 are unemployed, indicating an unemployment rate of 14.5 percent. The unemployment rate varies widely throughout the county, however, with a low of 4.7 percent in the rural census tract between Hanford and Corcoran and a high of 23.1 percent in the southeast area of Hanford.

Commute Flow and Distances

The U.S. Census Bureau maintains the "Longitudinal Employment-Household Dynamics" dataset, which provides detailed information on where employees live and work, and where employed residents live and work. However, this data is collected based on permanent residence, and so there may be inaccuracies due to where military personnel and seasonal employees identify their permanent residences. Nonetheless, the data gives some useful insight regarding the general flow of commuters. Table 6 shows the in-flow and out-flow of workers. As shown, there are 38,443 individuals as employed in Kings County and 44,077 employed persons living in the county, indicating a net flow of 5,634 commuters out of the county.

TABLE 6: Kings County Commuting Inflow/Outflow

	Number	Percent
All Jobs in Kings County		
Employed in Kings County	38,443	
Employees Living in Kings County	44,077	
Net Job Inflow (+) or Outflow (-)	-5,634	
In-Area Labor Force (All Jobs)		
Living in Kings County	44,077	100.0%
Living and Employed in Kings County	21,299	48.3%
Living in Kings County but Employed Outside	22,778	51.7%
In-Area Employment (All Jobs)		
Employed in Kings County	38,443	100.0%
Employed and Living in Kings County	21,299	55.4%
Employed in Kings County but Living Outside	17,144	44.6%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011

Additionally, while there are 44,077 employees living in the county, only 21,299 of these employees work in the county, with the remaining 22,778 working elsewhere. (Again, however, this data may be skewed by the location of permanent residences: the American Community Survey only identifies 20 percent of individuals working outside of the county). In the opposite direction, there are 17,144 employees who work in the county but reside elsewhere. This data indicates a high proportion of distance commuting into and out of the county.

This dataset also provides data on the distance that residents travel for work, as shown in Table 7. According to this data, while many workers commute less than ten miles to work (40 percent), a significant number (11,069 or 25 percent) commute distances of more than 50 miles for work. Table 8 shows where employees work who are living in Kings County. A total of 19.0 percent of workers are employed in Hanford (8,385 workers) and 7.2 percent (3,193 workers) in Lemoore, while 5.4 percent (2,385 workers) commute to Fresno and 5.0 percent (2,221 workers) commute to Visalia. Finally, Table 9 shows where employees live who are employed in Kings County. Over a quarter (26.5 percent) of persons employed in Kings County live in Hanford and another 11.1 percent in Lemoore, while 39.9 percent live in “other areas” (not in any particular concentration). Overall, this data indicates that commuting into/out of Kings County is widespread, but there is a pattern of travel between Hanford and Fresno/Visalia.

TABLE 7: Travel Distance for Persons Employed in Kings County

	Employees	
Travel Distance	#	%
Less than 10 miles	17,425	40%
10 to 24 miles	7,558	17%
25 to 50 miles	8,025	18%
Greater than 50 miles	11,069	25%
Total	44,077	

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011

TABLE 8: Where Employees Work Who Live in Kings County

Work Location	Employees	
	Number	%
Hanford	8,385	19.0%
Lemoore	3,193	7.2%
Fresno	2,385	5.4%
Visalia	2,221	5.0%
Corcoran	2,213	5.0%
Avenal	1,292	2.9%
Coalinga	1,068	2.4%
Los Angeles	758	1.7%
Sacramento	657	1.5%
Bakersfield	615	1.4%
All Other Locations	21,290	48.3%
Total Workers	44,077	

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011

TABLE 9: Where Employees Live Who Work in Kings County

Residential Location	Employees	
	Number	%
Hanford	10,182	26.5%
Lemoore	4,256	11.1%
Visalia	2,185	5.7%
Corcoran	1,999	5.2%
Fresno	1,410	3.7%
Tulare	880	2.3%
Avenal	597	1.6%
Clovis	583	1.5%
Porterville	526	1.4%
Armona Census Data Place	477	1.2%
All Other Locations	15,348	39.9%
Total Workers	38,443	

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011

Activity Centers

Throughout Kings County and neighboring counties, there are activity centers which are transit trip generators. These are considered both in terms of areas that produce transit trips (residential locations) and those that attract transit trips (commercial, employment, educational, recreational, medical and social service agency locations).

Residential areas which are likely to generate the highest transit demand are those with high-density housing, such as apartments or other multi-family housing, areas with a high percentage of households without vehicles available, or areas with high proportions of transit dependent populations (as defined earlier as youth, elderly, low income and mobility limited). Residential areas with the highest potential to generate transit trips include the following:

- Higher density residential areas and apartment complexes, particularly housing for low-income, disabled and/or elderly residents. These are listed in Table 10, along with a list of current transit services which operate within a quarter mile of the locations. It should be noted that some of the locations are served by fixed routes with regular headways, while others, specifically those outside of Hanford, Corcoran and Lemoore, are served by intercity trips on a two- to three-times per day basis. Also, while many locations are served by dial-a-ride, that service is limited to qualified individuals with disabilities. The table shows that within Hanford and Lemoore, the majority of larger apartment complexes are served by transit. In Avenal, which does not have regular fixed route or dial-a-ride service, the larger apartment complexes are 0.5 to 0.7 miles from the intercity route.

- Residential areas which have a relatively high number of individuals living in poverty include the eastern area of Lemoore and Armona; Hanford near 10th Avenue north to south and Lacey Street between Douty Street and 9 ¼ Avenue, as well as south of Highway 198 in the Home Garden area; and much of Corcoran and Avenal. These areas also have the highest number of households without a vehicle available, and they are fairly well covered by transit services.

Commercial, medical, and employment centers which have the potential to attract a high number of transit trips are listed in Table 11. Again, the locations within Hanford have frequent coverage, often from multiple routes. Regionally-important locations such as medical facilities in Fresno can be reached via intercity services.

Locations offering services to elderly, low income, or individuals with disabilities are listed in Table 12. As indicated, the majority of these sites are served by Hanford or Corcoran Dial-A-Ride services, and a few have limited access through the two- to three-times daily intercity routes. The senior centers in Lemoore and Avenal are currently served by deviations on the fixed route service.

Finally, education facilities are potential transit trip generators. Schools and colleges are shown in Table 13. Trips to and from secondary schools are likely to be local trips, so it is not of particular importance that these are served by intercity services. However, it is important that colleges in Visalia receive service by intercity routes.

REVIEW OF PREVIOUS STUDIES AND PROJECTS

There are a number of recent studies and projects that have preceded this study which address transit issues and planning. These studies and their relevance to the current plan are described below.

Kings County Transit Development Plan, Kings County Association of Governments, January, 2009

The previous Transit Development Plan was conducted by KCAG in 2008. The report reviews existing conditions; describes the transit program (including an overview of the social services

TABLE 10: Major Residental Activity Centers in Kings County

Served by Transit (Within Quarter Mile Walk Distance of a Stop)

√ = Served on 30-60 minute headways
* = Served as Intercity Route 2-3 times per day.
D = Served by DAR, ADA eligible only
D = Served by DAR, including general public

Name of Housing or Neigborhood	# of Units	Location	Served by Transit (Within Quarter Mile Walk Distance of a Stop)													
					Hanford Downtown Routes								Hanford County Routes			
			CAT	DAR	1	2	3	4	5	6	7	8	LM	NAS	Corc	Avenal
El Palmar Apartments	80	Whitney Street, Avenal														
Hearthstone Apartments	80	7th Avenue, Avenal														
Villa Esperanza	80	East Alpine Street, Avenal														
Willow Lakes	69	Dairy Avenue, Corcoran	D												*	
Kings Manor	80	North Avenue, Corcoran	D												*	
Carolyn Apartments	100	6 1/2 Avenue, Corcoran	D												*	
Whitely Garden Apartments	88	Whitely Avenue, Corcoran	D												*	
Amberwood I & II	88	Oakview Drive, Hanford		D					√			√				
Casa Del Sol	80	Hanford Armona Road, Hanford		D					√							
Cedarbrook	80	Rodgers Road, Hanford		D	√						√					
Heritage Park	113	Centennial Drive, Hanford		D						√	√					
Kings Garden Apartments	100	Fernot Way, Hanford		D			√									
Toscana Apartments	80	Hanford		D						√	√					
View Road Apartments	121	9 1/2 Avenue, Hanford		D			√									
Alderwood Apartments	77	Fox Street, Lemoore		D									√			
Brookfair Manor	72	Beech Lane, Lemoore		D												
Montclair Apartments	79	19th Avenue, Lemoore		D									√			
Westberry	100	Hanford Armona Road, Lemoore		D									√			
Summer Place Apartments	60	289 N. 19th Ave		D									√			

Source: LSC Transportation Consultants and KART staff

TABLE 11: Major Commercial, Medical and Employment Activity Centers in Kings County

Served by Transit (Within Quarter Mile Walk Distance of a Stop)

√ = Served on 30-60 minute headways
D = Served by DAR, ADA eligible only
* = Served as Intercity Route 2-3 times per day.
D = Served by DAR, including general public

				Hanford Downtown Routes								Hanford County Routes						
Name	Location	CAT	DAR	1	2	3	4	5	6	7	8	LM	NAS	Laton	Corc	Avenal	Visalia	Fresno
Wal-Mart	Hanford		D						√									
Downtown Hanford	Hanford		D	√	√	√	√	√	√	√	√	√	√	*	*	*	*	*
Hanford Mall	Hanford		D						√	√								
Hanford Towne Center	Hanford		D	√					√	√								
Downtown Lemoore	Lemoore		D									√						
Lemoore Plaza/Depot	Lemoore		D															
Downtown Corcoran	Corcoran	D													*			
Corcoran State Prison	Corcoran	D													*			
NAS Lemoore	Lemoore												√					
Adventist Health Medical Center	Hanford		D						√									
Central Valley Hospital	Hanford			√	√													
Valley Family Health Center	Lemoore											√						
Valley Family Health Center	Armona											√						
Valley Family Health Center	Hanford								√	√								
Avenal Community Health Center	Avenal															*		
Kaiser	Selma																	*
Childrens Hospital	Clovis																	*
Community Regional Medical Center	Fresno																	*
Veterans Hospital	Fresno																	*
Avenal State Prison	Avenal															*		
Kaweah Delta	Visalia																*	
Fresno Surgical Center	Fresno																	*

Source: LSC Transportation Consultants and KART staff

TABLE 12: Major Activity Centers Serving Seniors, Low Income and/or Individuals with Disabilities in Kings County

Served by Transit (Within Quarter Mile Walk Distance of a Stop)

√ = Served on 30-60 minute headways
D = Served by DAR, ADA eligible only
* = Served as Intercity Route 2-3 times per day.
D = Served by DAR, including general public

				Hanford Downtown Routes								Hanford County Routes						
Name	Location	CAT	DAR	1	2	3	4	5	6	7	8	LM	NAS	Laton	Corc	Avenal	Visalia	Fresno
Avenal Senior Center	Avenal															*		
Corcoran Senior Center	Corcoran	D													*			
Lemoore Senior Center	Lemoore		D									*						
Hanford Senior Center	Hanford		D															
Lemoore Senior Day Care	Lemoore		D															
Kings County Rehabilitative Services	Hanford		D				√				√							
Kings County Human Resources	Hanford		D															
Kings County Government Center	Hanford		D						√	√								
KCAO Family Resource Center	Hanford		D					√	√									
Hanford Family Resource Center	Hanford		D	√	√													
United Cerebral Palsy	Hanford		D	√	√	√	√	√	√	√								
Soup Kitchen	Hanford		D	√	√													
Salvation Army	Hanford		D	√	√													
St Vincent Depaul	Hanford		D				√											
Hacienda Health	Hanford		D															
Kings Rehabilitation Service	Hanford		D															
Diamond Terrace	Hanford		D															
Valley Chritian Home	Hanford		D															
Remington Assisted Living	Hanford		D	√														
Lemoore Resource Center	Lemoore												*					
Kettleman City Resource Center	Kettleman City															*		
Corcoran Family Resource Center	Corcoran	D													*			

Source: LSC Transportation Consultants and KART staff

TABLE 13: Major Education Activity Centers Serving Kings County

Served by Transit (Within Quarter Mile Walk Distance of a Stop)

√ = Served on 30-60 minute headways
D = Served by DAR, ADA eligible only
* = Served as Intercity Route 2-3 times per day.
D = Served by DAR, including general public

				Hanford Downtown Routes								Hanford County Routes						
Name	Location	CAT	DAR	1	2	3	4	5	6	7	8	LM	NAS	Laton	Corc	Avenal	Visalia	Fresno
Avenal High School	Avenal															*		
Sunrise High School	Avenal															*		
Reef Sunset Middle School	Avenal															*		
Avenal Adult School	Avenal															*		
Corcoran High School	Corcoran	D																
Kings Lake Education Center	Corcoran	D																
RAC Recreation Association of Corcoran	Corcoran	D																
John Muir Middle School	Corcoran	D																
John C Fremont Elementary	Corcoran	D																
Mark Twain Elementary	Corcoran	D																
Brett Harte Elementary	Corcoran	D																
Lemoore High School	Lemoore											√	√					
Lemoore High School	Lemoore											√	√					
Lemoore Middle College HS	Lemoore											√						
Hanford High	Hanford			√	√													
Hanford West High	Hanford								√	√								
Sierra Pacific High	Hanford									√								
Johnson High	Hanford			√	√	√												
Hanford Adult School	Hanford								√	√								
West Hills College	Lemoore											√				*		
College of the Sequoias	Hanford									√								
College of the Sequoias	Visalia					√											*	
Woodrow Wilson	Hanford					√												
John F Kennedy	Hanford					√												
Shelly Baird	Hanford					√												
John Simas	Hanford									√								
Martin Luther King	Hanford							√			√							
Crossroad Charter School	Hanford			√	√	√	√	√	√	√	√							
Fresno City College	Fresno																	*
Fresno State University	Fresno																	*

Source: LSC Transportation Consultants and KART staff

transportation); discusses the transit policies, goals and objectives; summarizes available funding programs; and concludes with an Action Element. Recommendations from the Action Element are generally presented as policy statements rather than specific operational recommendations. The plan lists the capital equipment to be purchased in the five year planning period and presents annual estimations of revenue and expenses (not itemized) for the five year period.

Kings County Regional Transportation Plan, Kings County Association of Governments, 2011

The Regional Transportation Plan (RTP) provides a coordinated, 20-year vision of the regionally significant transportation improvements and policies needed to efficiently move goods and people in the region. The Plan defines the mobility conditions, needs, and actions necessary for a coordinated and balanced regional transportation system. It is based on the existing system and describes the development needs for all transportation modes in the county.

Kings County Human Services Transportation Coordination Plan, Kings County Association of Governments, December, 2007

As a requirement to receive certain FTA funds, transit agencies must complete a Human Services Transportation Coordination Plan (HSTCP). The KCAG completed their HSTCP in December 2007. Some of the recommendations for near-term improvements included:

- *Shared use of vehicles:* This practice can cut redundancy in local agencies and encourage collaboration: sharing vehicles can also reduce cost for agencies.

- *Reduce operating costs:* It is recommended that transit providers strive to develop joint purchasing programs for items such as fuel, operating supplies, and other expenses related to vehicle operations.

- *Create transit friendly amenities* to encourage transit use, particularly for seniors and individuals with special needs.

- *Increase the availability of qualified transit drivers:* Agencies have different requirements for vehicle safety, driver training, driver licensing, and employment qualifications. Consistent standards could increase the availability of qualified drivers in the region, and eliminate the cost of duplicated training programs.

- *Increase public awareness* of transit through outreach and marketing strategies.

- *Increase revenue resources:* The core issue for any public or private transit provider is funding. It is recommended that KART and other local agencies enlist assistance from transit advocacy groups such as CalAct, United We Ride, and the American Public Transit Association to advocate for new and expanded resources to fund small urban area grants.

- *The growing older-adult population* will create new challenges in providing transportation in the near future. KCAG should assist agencies or organizations in seeking funding resources to develop local driver and wellness training programs.

- *Developing volunteer driver programs* to address the growing demand of people in outlying areas who are without transit service.

- *Finding a ride online to* encourage ride-sharing and to provide mobility for those without a means of transportation.

- *Create "transit-ready" environments* by working with land use planners.

- *Resolving inter-jurisdictional transportation:* Working in coordination with surrounding counties will help increase mobility and provide for transportation access throughout the region.

- *Shared maintenance facilities:* Many small transit providers do not have a maintenance facility and purchase vehicle maintenance service from local businesses. Shared maintenance facilities could reduce the cost of service and facility investments. Smaller service providers could work with KART to access their maintenance facilities.

- *Investing in infrastructure:* State and local needs must be considered in development and implementation of multi-modal transportation projects. Two of the goals of the Regional Blueprint Planning Program are to "reduce costs and time needed to deliver transportation projects through informed early public and resource agency involvement" and "improve mobility through a combination of strategies and investments to accommodate growth in transportation demand and reductions in current levels of congestion." KCAG adopted new Sustainable Community Strategies with the 2014 Regional Transportation Plan (SCS/RTP) that pertain to land use and transportation and promote transit by: increasing connectivity of housing to commercial and community facilities; encouraging mixed use development; developing near job clusters or along transit commuter routes to improve travel options and access, particularly for low income workers; increasing investment in public transportation with concentrations and connectivity, and rural transit centers, particularly in outlying unincorporated communities and Avenal; synchronizing traffic lights with Intelligent Transportation Systems on arterials and channelization to reduce and avoid congestion; and, streamlining the California Environmental Quality Act (CEQA) process for transit priority projects. Local agencies are encouraged to update their general plans and implement the RTP/SCS in the delivery of transportation projects to improve air quality and reduce greenhouse gas emissions.

Triennial Performance Audits of the Kings County Association of Governments, Kings County Area Public Transit Agency, and Corcoran Area Transit, FY 2009/10 to 2011/12, Nelson\Nygaard, 2013

As mandated by state law, Triennial Performance Audits were completed in December of 2012 for the Kings County Association of Governments and the Transit Providers (Kings Area Rural Transit and Corcoran Area Transit). The major findings from each audit are listed below.

KCAG Triennial Performance Audit

The auditor found that KCAG functioned in an effective, efficient, and economical manner during the period under review (FY 2009/10 through FY 2011/12). The recommendations included in the audit were designed to help KCAG improve its performance and increase its effectiveness in the county and region:

1. Develop a Transportation Development Plan (TDP) for the two transit providers in Kings County (per the current study).

2. Transition to an electronic system for submitting TDA Claims.

3. Reinstate The Interchange Quarterly Publication.

4. Update computer equipment.

Kings Area Rural Transit Triennial Performance Audit

During the audit period, KART was undergoing many changes which, as described in the audit. Based on the findings, the audit made the following recommendations:

1. Revise recording, calculation, and reporting of revenue hours for the first and last DAR trips in Hanford and Lemoore. (This has subsequently been completed).

2. Ensure that the website contains up-to-date and non-conflicting information. (This has subsequently been completed)

3. Collaborate with KCAG to develop attainable performance standards and goals, and create expanded periodic summary reports that tie performance statistics directly to adopted goals. (This will be completed as part of this current TDP).

Corcoran Area Transit Triennial Performance Audit

The auditor found that with a few exceptions, Corcoran Area Transit's operations remained relatively constant over the course of the audit period, and the City made some key investments in equipment and facilities that bolstered the ability of the City to provide clean, efficient service. Based on this and additional findings, the following recommendations were made:

1. The City of Corcoran should accurately allocate FTEs to account for all staff time spent on transit operations. (In process)

2. City of Corcoran Transit Division staff should provide annual updates on Corcoran Area Transit to the City Council. (In process)

3. Continue to check for accuracy of the farebox ratio in the annual fiscal audits. (Ongoing)

4. City of Corcoran staff should expand the scope of its marketing program. (In process)

5. Collaborate with KCAG to develop performance standards and goals that reflect actual conditions in Corcoran. (To be completed as part of this current TDP).

6. Consider instituting a zonal fare system for the Dial-A-Ride service. (In process)

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Chapter 3
Review of Existing Transit Services

Public transportation services are provided by a number of providers in Kings County and the surrounding region. Kings Area Rural Transit (KART), operated by the Kings County Area Public Transit Agency (KCAPTA), and Corcoran Area Transit (CAT), operated by the City of Corcoran, are the primary focus of this Transit Development Plan. This chapter reviews existing KART and CAT services in detail, and provides an overview of additional available transportation options.

KINGS COUNTY AREA PUBLIC TRANSIT AGENCY

Kings County Area Public Agency (KCAPTA) is a Joint Powers Authority (JPA) formed between Kings County and the Cities of Hanford, Lemoore, and Avenal. KCAPTA is governed by an elected five-member Board of Directors. KCAPTA oversees the operations of the Kings Area Rural Transit (KART) system, establishes the operating policies, and defines the services to be provided by KART, including service hours and days, fares, and routes. The day-to-day management and actual operation of the system are carried out under contract with a private firm (currently MV Transportation Inc.). All KART operating personnel (manager, dispatcher, mechanics, and drivers) are employees of MV Transportation. KCAPTA staff monitors and interfaces with MV Transportation on a daily basis.

KCAPTA staff includes an Executive Director, Office Manager, Transit Assistant, and a Facilities and Fleet Specialist. An organization chart is shown in Figure 8.

KINGS AREA RURAL TRANSIT

KART has regular fixed route service in Hanford, Armona, and Lemoore. Intercity service is provide between Hanford and Lemoore-NAS, Stratford, Kettleman City, Avenal, Corcoran, Laton Visalia, and Fresno. Dial-a-Ride service is available providing parallel transportation service to the disabled public.

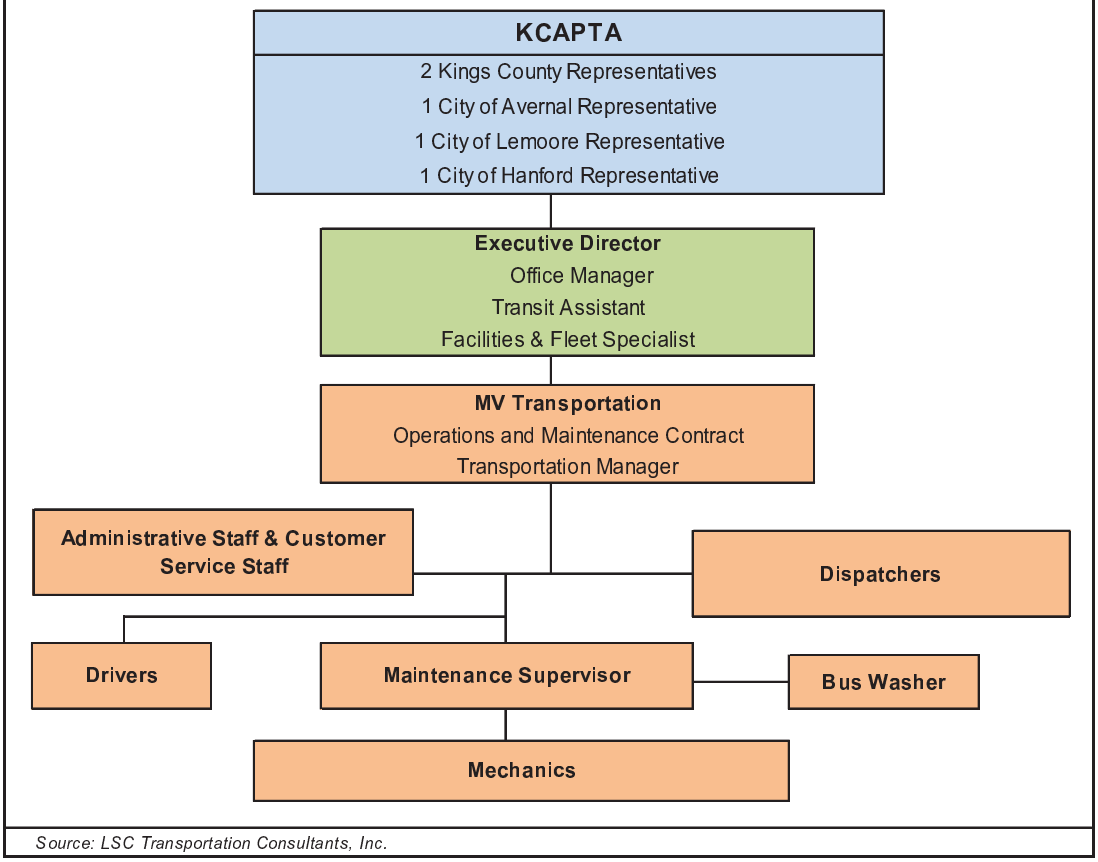
KART Hanford Routes

The City of Hanford is the largest city in the county. KART operates the Hanford routes, which provide coverage of nearly the entire city. Six of the routes are interlined (Routes 1/3, 2/5 and 4/7) and provide service every 60 minutes from 6:30 AM to 9:30 PM Monday through Friday, and 9:30 AM to 5:00 PM on Saturdays. Route 6 is a 30 minute loop operating every half hour with the same operating hours. Route 8 is approximately a 45 minute loop which operates ever hour from 7:05 AM to 4:35 PM Monday through Friday, with no service on Saturday. The Hanford routes are shown in Figure 9.

KART Hanford/Lemoore Route

Hanford - Lemoore: A 70-minute round trip travel thru Armona to Lemoore and back that operates on half-hour headways Monday through Friday, 5:50 AM to 10:45 PM, and a reduced 60 minute round-trip from 9:35 AM to 5:30 PM on Saturday (which does not serve West Hills College).

FIGURE 8: Kings County Area Public Transit Agency Organization Chart



Source: LSC Transportation Consultants, Inc.

KART County Routes

KART also provides a series of intercity County Routes, consisting of the following:

- Hanford – NAS: Five times daily on Monday through Friday is a route that serves the Naval Air Station from Hanford, and includes stops in Lemoore.

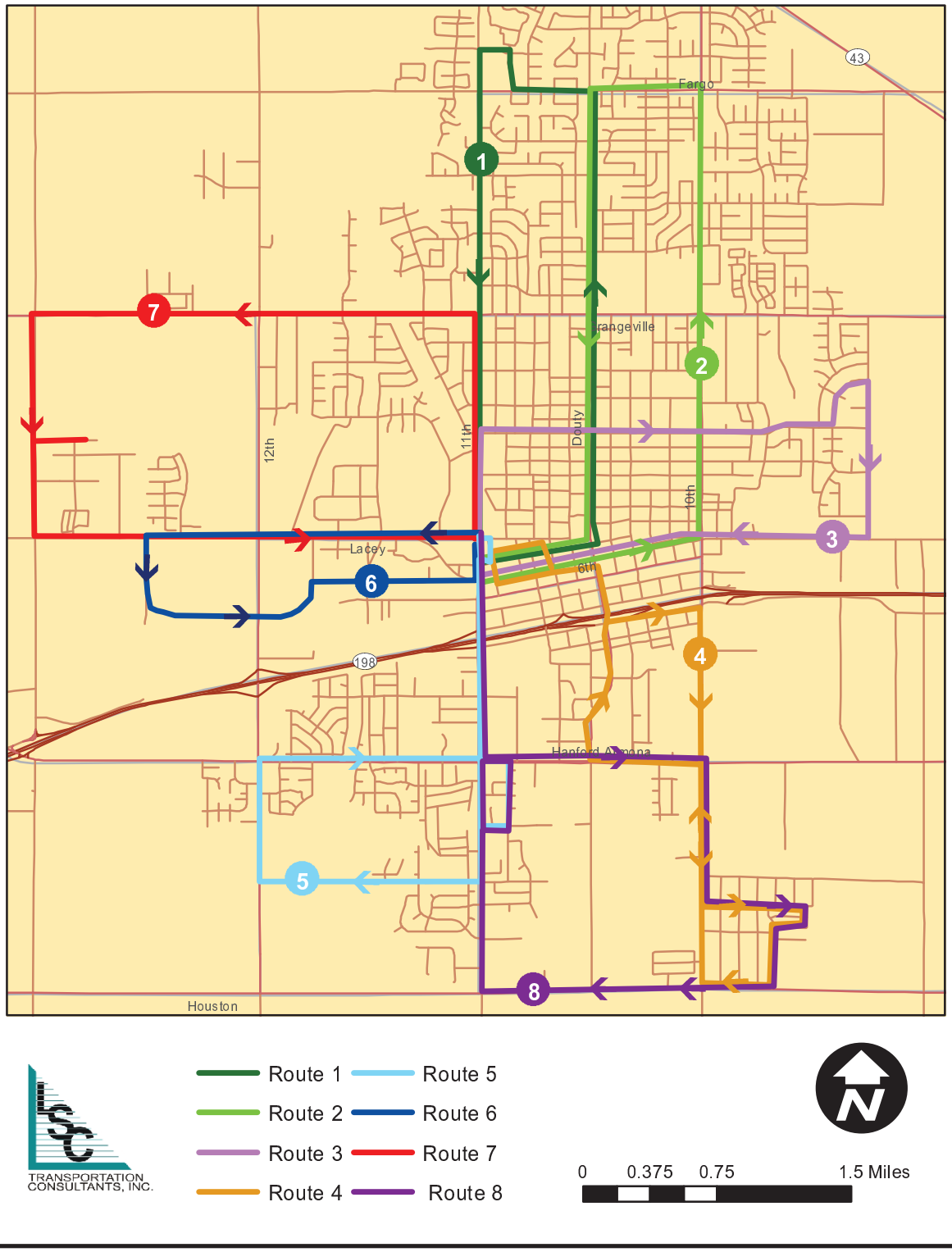
- Hanford – Avenal: Four times daily Monday through Friday and twice daily on Saturday, a route operates from Hanford to Avenal and back. The first, second, and last weekday trips are express and take an hour to serve, while other trips, which include stops in Armona, Lemoore, West Hills College, Stratford and Kettleman City, take an hour and 35 minutes.

- Hanford – Laton: At 9:00 a.m. and 2:10 p.m., Monday through Friday, a 50-minute round trip is operated between Hanford, Laton, Hardwick, and Grangeville. Laton is just outside of Kings County in Fresno County.

- Hanford – Corcoran: At 6:45 a.m. and 3:10 p.m., Monday through Friday, a 2 hour morning and 2 hour and 20-minute afternoon round trip is operated between Hanford and Corcoran. The route loops through Corcoran, serving much of the city twice daily, and also goes south to Corcoran State Prison.

Figure 9

KART Hanford Routes



- Hanford – Visalia: At 7:00 a.m., 11:15 a.m. and 4:15 p.m. Monday through Friday, a route operates from Hanford to Visalia (in Tulare County) and back. The route takes between 1 hour and 45 minutes to 2 hours depending on the time of day. The primary destination in Visalia is to the College of the Sequoias.

- Hanford – Fresno: At 9:00 a.m. and 2:30 p.m., Monday through Friday, a 1 hour and 45 minute round trip is operated between Hanford and Fresno, primarily to serve medical appointments.

The County Routes are shown in Figure 10.

KART Dial-A-Ride

KART operates Dial-A-Ride (also known as Paratransit, or origin-to-destination service) to ensure the needs of individuals with disabilities are met. The service is available within ¾ of a mile of the Hanford Routes and the Hanford-Lemoore Route. Passengers must be ADA-eligible (Americans with Disabilities Act) and receive certification through an application process. Eligible individuals must make a reservation for Dial-A-Ride service by calling before 5:00 p.m. at least one day in advance.

KART Fare Structure

Fares for service on the Hanford Routes are $1.00 each way, or $40.00 for a 30-day pass. Out-of-town route fares are $1.50 each way or $50.00 for a 30-day pass. Dial-A-Ride fares are $2.00 each way or $60.00 for a 30-day pass. Children age 6 and under ride for free. Transfers are free to complete a one-way trip; however, transferring to a more expensive route requires the passenger to pay the fare difference between the two routes. Fares are available at half price for seniors aged 65 and over, ADA card holders, KART certified disabled I.D. card holders. Medicare card holders can ride on regular fixed routes all day Monday – Saturday.

KART Ridership

Ridership by service and fare type is shown in Table 14 for fiscal year 2012-13 and Table 15 for fiscal year 2013-14 to date (April 2014). The ridership in 2013-14 is approximately 3 percent lower than the previous year in the same 10 months (657,958 currently compared to 681,185 in 2012-13 through April), however, this may be due in part to lost data in January, 2014. Youth ridership, adult ridership, and transfers are approximately 7 percent lower, while College of the Sequoia students, senior and disabled passengers, and monthly pass riders have increased by approximately 6 percent. Ridership has decreased on the Hanford routes by 4 percent overall, particularly on Routes 3, 4, 5 and 6, while increasing on Routes 2, 7 and 8. The out of town routes have overall shown a slight decrease, with increases on the Visalia and Laton Routes offset by declines on the Lemoore and Corcoran Routes. Dial-a-Ride ridership is down approximately 10 percent.

As shown in Figure 11, the largest segment of the ridership based on fare type is adults (ages 18 to 59), followed by transfers and monthly passes, which include all types of riders, and then passengers who are either seniors and/or disabled. Figure 12 shows that approximately a third of the ridership is on the out of town routes and nearly two thirds on the Hanford routes, while just fewer than 4 percent use Dial-A-Ride. The busiest routes are Hanford Route 6 and the Hanford/Lemoore Route.

Figure 10

Kings County Routes

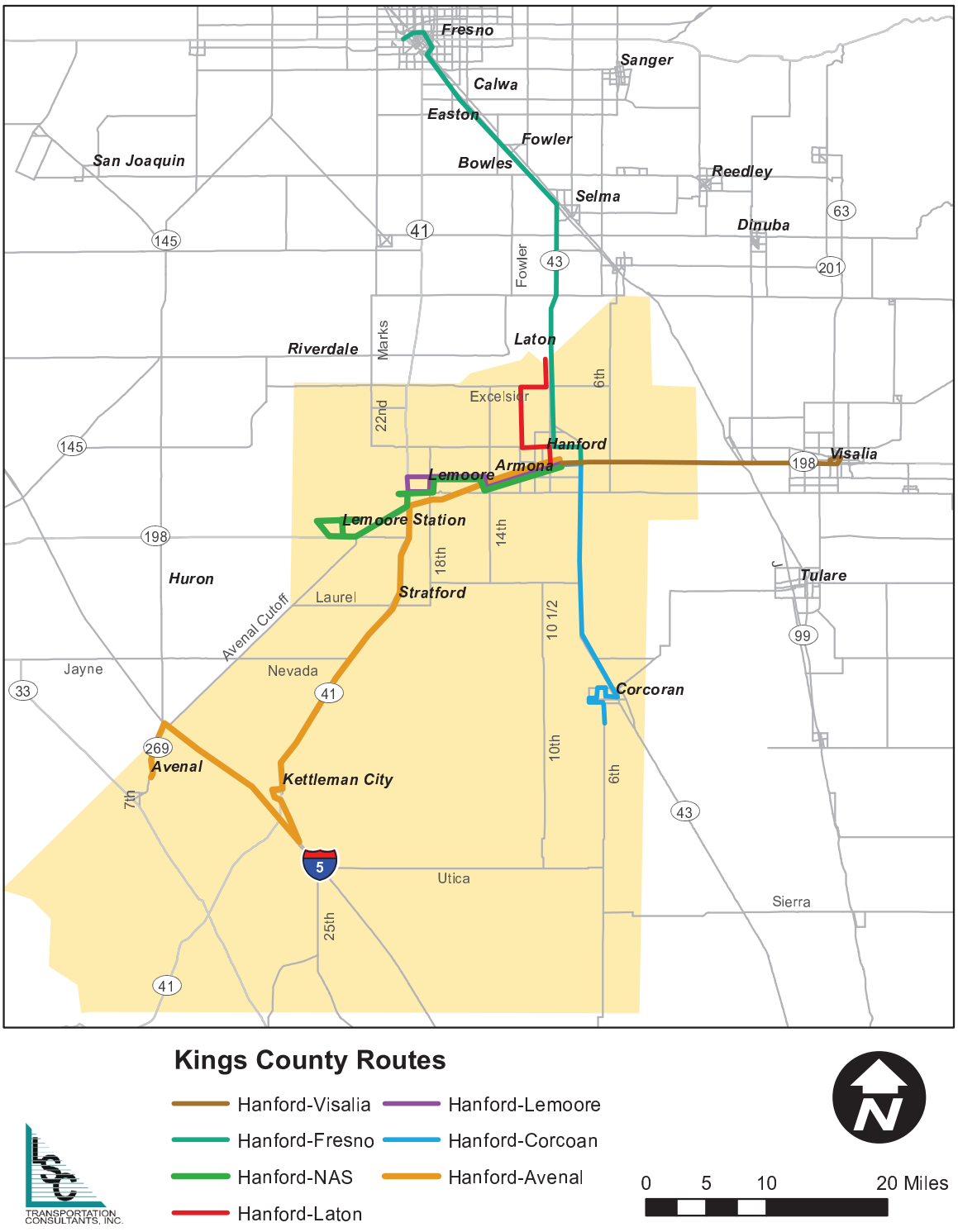


TABLE 14: KART Annual Ridership by Type, FY 2012-13

Routes	Youth	COS Students	Senior or Disabled	Adult	Misc [1]	Monthly Pass	Transfers	Total
Hanford Routes								
Downtown Route 1	5,590	1,326	6,502	15,278	390	6,981	16,663	52,730
Downtown Route 2	6,528	1,106	5,726	19,617	547	8,474	19,992	61,990
Downtown Route 3	10,914	1,028	9,046	22,866	414	9,347	21,782	75,397
Downtown Route 4	7,531	1,723	6,206	18,262	552	8,907	15,203	58,384
Downtown Route 5	8,004	1,195	5,491	17,901	387	5,964	16,323	55,265
Downtown Route 6	17,876	1,356	21,959	44,543	1,885	21,902	43,500	153,021
Downtown Route 7	3,068	5,049	3,564	8,967	260	3,699	9,340	33,947
Downtown Route 8	2,937	217	3,450	7,672	294	3,239	4,646	22,455
Downtown Total	62,448	13,000	61,944	155,106	4,729	68,513	147,449	513,189
Out of Town Routes								
Hanford/Lemoore	12,524	1,553	24,114	71,432	1,368	40,307	28,500	179,798
Hanford/NAS	108	7	548	2,119	89	6,499	358	9,728
Hanford/Avenal	2,769	65	1,399	15,824	16	1,336	1,047	22,456
Hanford/Corcoran	719	342	446	7,947	363	5,306	1,021	16,144
Hanford/Laton	516	28	65	2,216	158	295	483	3,761
Hanford/Visalia	671	7,995	351	11,111	224	725	2,415	23,492
Hanford/Fresno	859	76	191	4,559	297	227	2,276	8,485
Special	--	--	--	3,057	--	--	--	3,057
Out of Town Total	*18,166*	*10,066*	*27,114*	*118,265*	*2,515*	*54,695*	*36,100*	*266,921*
Dial-a-Ride								
Hanford	78	0	14,213	6,191	2,259	2,419	314	25,474
Lemoore	19	0	3,861	1,479	1,064	265	193	6,881
Dial-a-Ride Total	*97*	*0*	*18,074*	*7,670*	*3,323*	*2,684*	*507*	*32,355*
System Total	80,711	23,066	107,132	281,041	10,567	125,892	184,056	812,465

Note 1: Miscellaneous = free (such as personal care attendants) and short fares.
Source: KART, compiled by LSC Transportation Consultants, Inc.

Figure 13 shows KART ridership by month for the past three years. The pattern of usage shows that ridership peaks in October, and drops off in November and December, with the remaining months fairly consistent. This pattern likely reflects school and college enrollment.

KART Service Performance Analysis

To gain further insight into the efficiency and effectiveness of the KART services, it is useful to conduct an analysis of ridership and operating data on a service category basis. Ridership and operating statistics for FY 2013/14 were reviewed to identify average passenger activity, fares, and operating quantities. The operating cost was calculated using administrative, contract and fuel costs provided by KART for the fixed route and dial-a-ride services, as summarized in Table 16. The cost to operate each service was applied to service quantities to calculate a series of "performance indicators" for the various services. The performance indicators are illustrated in Figures 14 and 15 and Table 17, and summarized below:

- Figure 14 graphically illustrates the service productivity. As shown, KART is fairly productive in terms of **passenger-trips per service hour**, with a systemwide average of 15.4 passengers per hour and 25.8 passengers per hour served on the Hanford routes. As is typical for transit systems, the Dial-A-Ride routes are less productive, with an average of 2.6 passenger trips per hour. Among the County routes, the Lemoore-Hanford route is most productive at 15.4 passenger trips per hour, followed by Visalia at 11.8, while Lemoore NAS

TABLE 15: KART Annual Ridership by Type, 2013-14

Routes	Youth	COS Students	Senior or Disabled	Adult	Misc [2]	Monthly Pass	Transfers	Total
Hanford Routes								
Downtown Route 1	4,541	1,255	5,030	11,192	349	5,767	12,598	40,732
Downtown Route 2	5,874	1,943	5,147	14,707	657	7,667	16,307	52,302
Downtown Route 3	8,574	894	7,509	16,723	474	6,995	16,704	57,873
Downtown Route 4	4,268	2,013	4,417	11,317	465	8,040	10,077	40,597
Downtown Route 5	5,636	2,048	4,605	13,362	380	4,450	12,097	42,578
Downtown Route 6	14,814	1,648	17,800	33,140	1,549	17,217	35,403	121,571
Downtown Route 7	2,564	5,256	3,271	7,444	282	3,541	8,179	30,537
Downtown Route 8	3,585	507	4,451	8,515	324	4,018	4,902	26,302
Downtown Total	*49,856*	*15,564*	*52,230*	*116,400*	*4,480*	*57,695*	*116,267*	*412,492*
Out of Town Routes								
Hanford/Lemoore	2,891	114	26,148	58,584	1,412	37,305	23,328	149,782
Hanford/NAS	7	0	303	1,530	33	4,708	150	6,731
Hanford/Avenal	2,536	22	586	13,183	37	1,215	879	18,458
Hanford/Corcoran	600	293	357	5,914	193	3,699	999	12,055
Hanford/Laton	737	10	111	2,213	71	377	544	4,063
Hanford/Visalia	671	7,995	351	11,111	224	725	2,239	23,316
Hanford/Fresno	162	9	122	3,871	42	186	2,340	6,732
Out of Town Total	*7,604*	*8,443*	*27,978*	*96,406*	*2,012*	*48,215*	*30,479*	*221,137*
Dial-a-Ride								
Hanford	111	0	11,025	4,840	1,584	1,288	206	19,054
Lemoore	5	0	2,912	1,053	861	349	95	5,275
Dial-a-Ride Total	*116*	*0*	*13,937*	*5,893*	*2,445*	*1,637*	*301*	*24,329*
System Total	57,576	24,007	94,145	218,699	8,937	107,547	147,047	657,958

Note 1: To date (April, 2014)
Note 2: Miscellaneous = free (personal care attendants, etc) and short fares.
Source: KART, compiled by LSC Transportation Consultants, Inc.

and Avenal routes are least productive at 5.2 and 8.6 passenger trips per hour, respectively. As most of the costs of providing transit services are related to the hours (rather than miles) operated, this is a particularly important measure.

- Also shown in Figure 14 is the service effectiveness of the KART system based on the number of **passenger-trips per service miles**. Overall, the KART system carried 1.1 passengers per mile of service, with the Hanford Routes showing efficiency with 2.5 passenger trips per mile. The Lemoore route was also fairly efficient at 0.9 passenger trips per mile.

The operating cost allocations in Table 16 were used to estimate the operating cost of each route. Dividing these operating costs by the number of passenger-trips served on each route yields the **cost per passenger-trip**. As shown in Figure 15 and Table 17, the operating cost ranges from $1.90 per passenger trip on the Hanford Routes, to $25.95 per passenger trip on the Lemoore Dial-A-Ride. The Dial-A-Ride trips are more expensive to provide, considering the low passenger loads and curb-to-curb nature of the service. The County routes ranged from $1.40 per passenger trip on the Corcoran route, to $7.99 per passenger trip on the Avenal route, and as high as $13.44 per passenger trip on Lemoore NAS service. The systemwide average cost per passenger trip is $3.66.

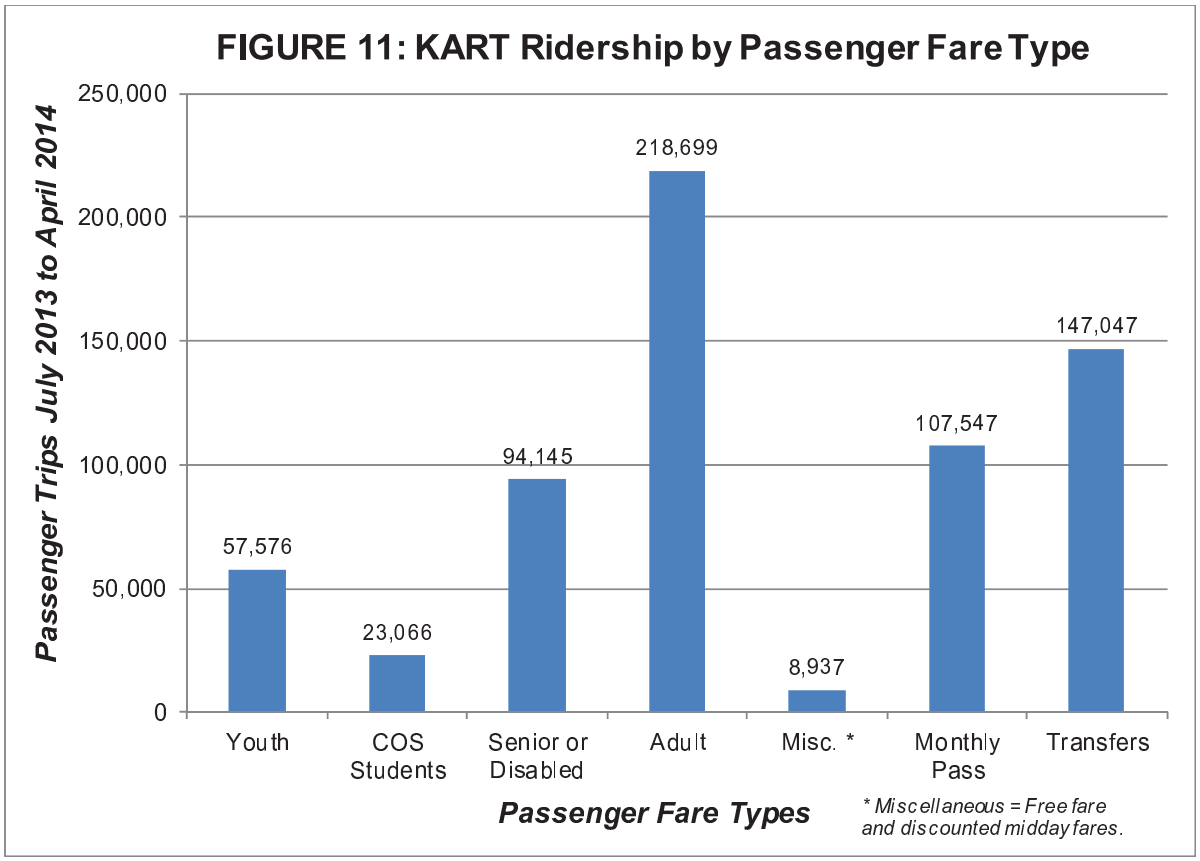


FIGURE 11: KART Ridership by Passenger Fare Type
Passenger Trips July 2013 to April 2014
250,000
200,000
150,000
100,000
50,000
0
57,576
23,066
94,145
218,699
8,937
107,547
147,047
Youth
COS Students
Senior or Disabled
Adult
Misc. *
Monthly Pass
Transfers
Passenger Fare Types
* Miscellaneous = Free fare and discounted midday fares.

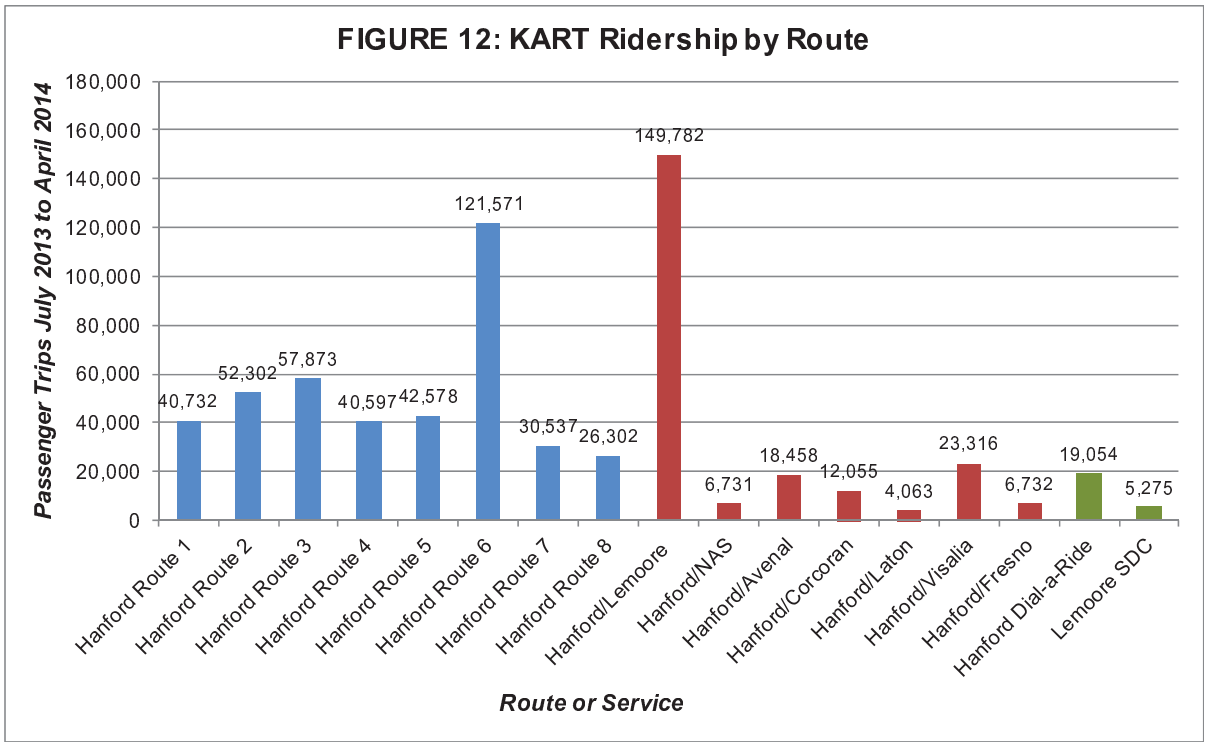
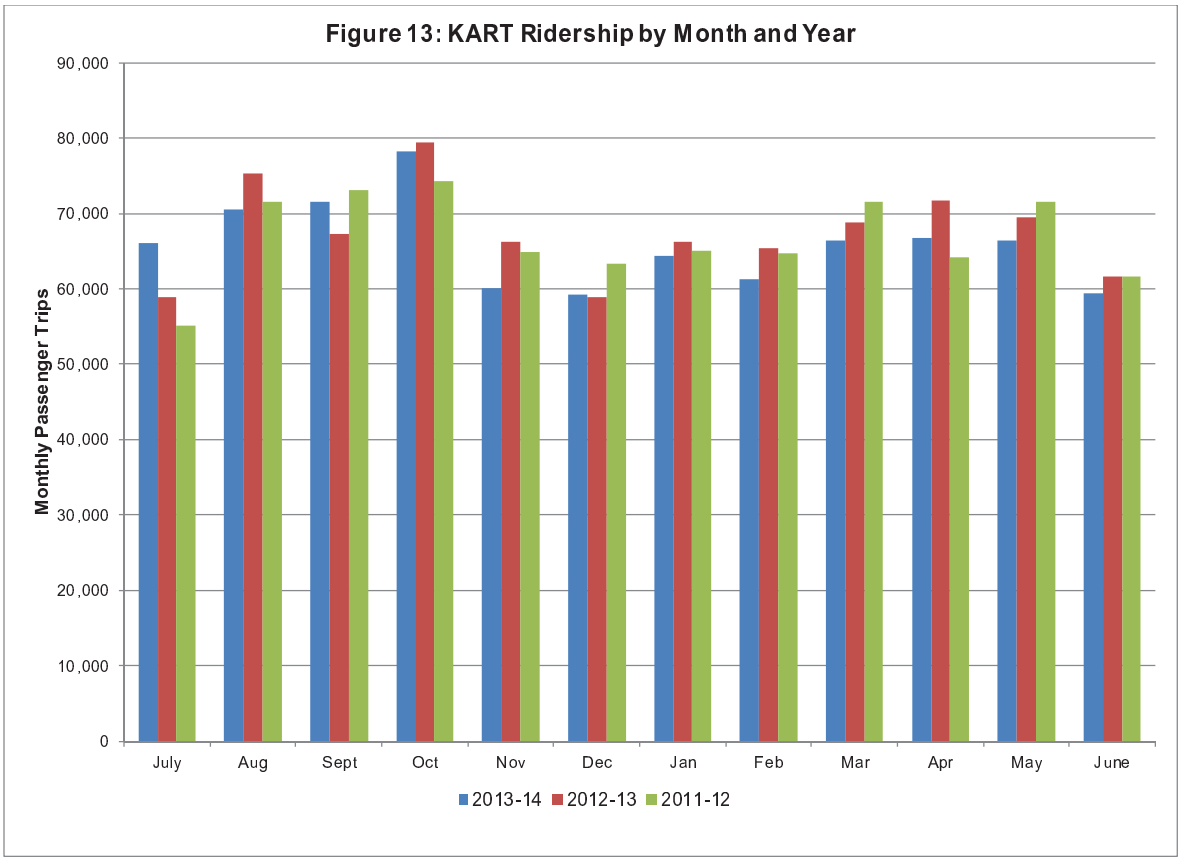


FIGURE 12: KART Ridership by Route
Passenger Trips July 2013 to April 2014
180,000
160,000
140,000
120,000
100,000
80,000
60,000
40,000
20,000
0
40,732
52,302
57,873
40,597
42,578
121,571
30,537
26,302
149,782
6,731
18,458
12,055
4,063
23,316
6,732
19,054
5,275
Hanford Route 1
Hanford Route 2
Hanford Route 3
Hanford Route 4
Hanford Route 5
Hanford Route 6
Hanford Route 7
Hanford Route 8
Hanford/Lemoore
Hanford/NAS
Hanford/Avenal
Hanford/Corcoran
Hanford/Laton
Hanford/Visalia
Hanford/Fresno
Hanford Dial-a-Ride
Lemoore SDC
Route or Service



- The **subsidy per passenger-trip** is calculated by subtracting fare revenues from the operating cost of each route and dividing by the number of passenger-trips. This is a particularly useful performance measure, as it directly relates the key public input to a transit program (subsidy funding) with the key output (passenger-trips). As shown in Figure 15 and Table 17, the system-wide subsidy per passenger-trip was $3.66. The Hanford routes require just $1.90 of subsidy per passenger trip, while Dial-A-Ride has a subsidy per passenger trip of $25.30.

- The **farebox ratio** is calculated by dividing the passenger revenues by the operating costs. As shown in Figure 16, the farebox ratio ranges from 4.4 percent on the Lemoore Dial-A-Ride to 25.5 percent on the Hanford routes, and 42.0 percent on the Corcoran route. KART is required to maintain a minimum farebox return ratio of 15.0 percent in order to receive TDA funding. At a system-wide average of 18.8 percent, KART is exceeding this threshold.

KART Boarding and Alighting Activity

KART periodically tracks boarding and alighting activity on randomly selected runs of each route. Sample data from 2013 and 2014 was summarized and is detailed in Appendix A, with a highlight of the most active stops shown in Table 18. As available, data for up to ten runs for each route was tallied and used to factor the average daily ridership of each route to estimate the average daily ridership by stop. Not surprisingly, the KART Terminal in downtown Hanford is by far the busiest stop in the system, with 908 passengers boarding per weekday. Other busy stops are at West Hills College (79 passengers), the Wal-Mart in Hanford (70 passengers), and

TABLE 16: KART Operating Cost Allocation, 2013-14

Cost Category	Fixed Route	Dial-a-Ride	Systemwide
Administrative	$489,055	$202,323	$691,378
Contract	$1,891,221	$657,595	$2,548,816
Fuel	$209,210	$73,228	$282,437
Total	$2,589,485	$933,146	$3,522,631
Contract Costs			
Fixed Monthly	--	--	$118,881
Per Hour	$17.52	$16.99	--
Per Mile	$0.27	$0.27	--

Routes	Estimated Operating Cost per Service [1]
Hanford Routes	$1,257,528
Hanford/Lemoore	$847,843
Hanford/NAS	$122,384
Hanford/Avenal	$208,630
Hanford/Corcoran	$33,704
Hanford/Laton	$33,704
Hanford/Visalia	$102,623
Hanford/Fresno	$72,475
Fixed Route Total	*$2,733,761*
Hanford Dial-a-Ride	$616,578
Lemoore Dial-a-Ride	$172,291
Dial-a-Ride Total	*$788,870*
Systemwide Total	**$3,522,631**

Note 1: Estimated by applying per hour and per mile contract costs to units operated, and distributing the remainder of costs in proportion to the number of service hours operated for each service.

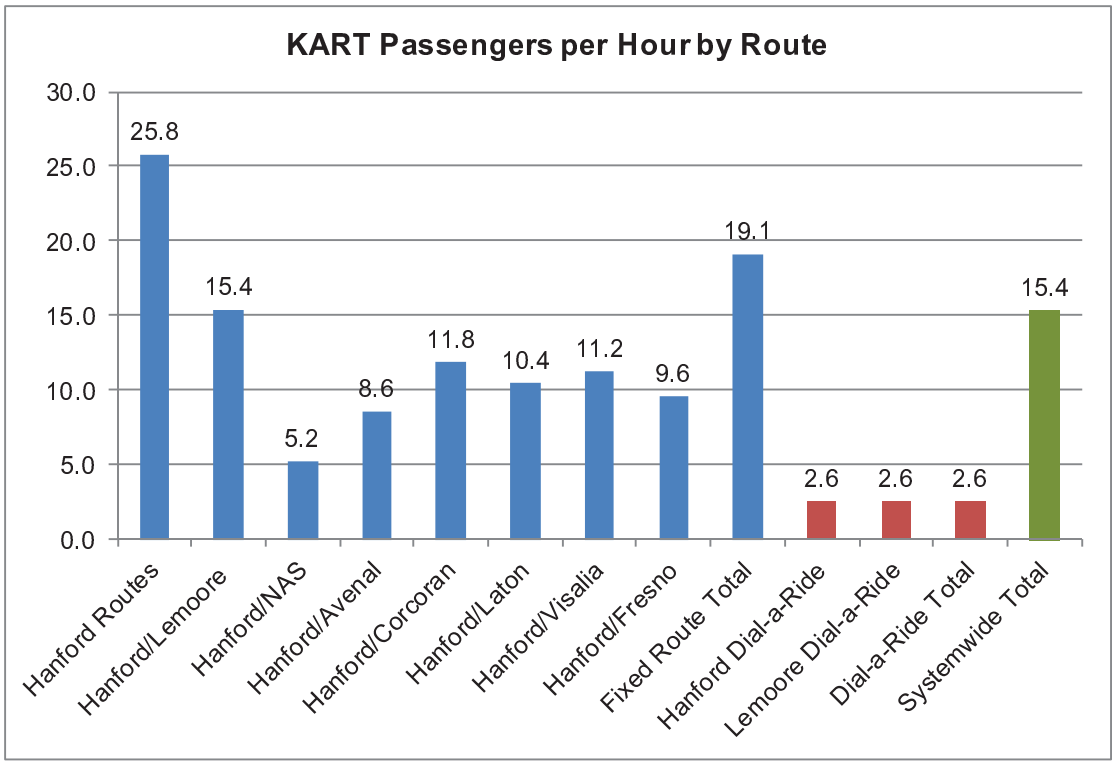
Source: KART 2013-14 Operating Cost; LSC Allocation

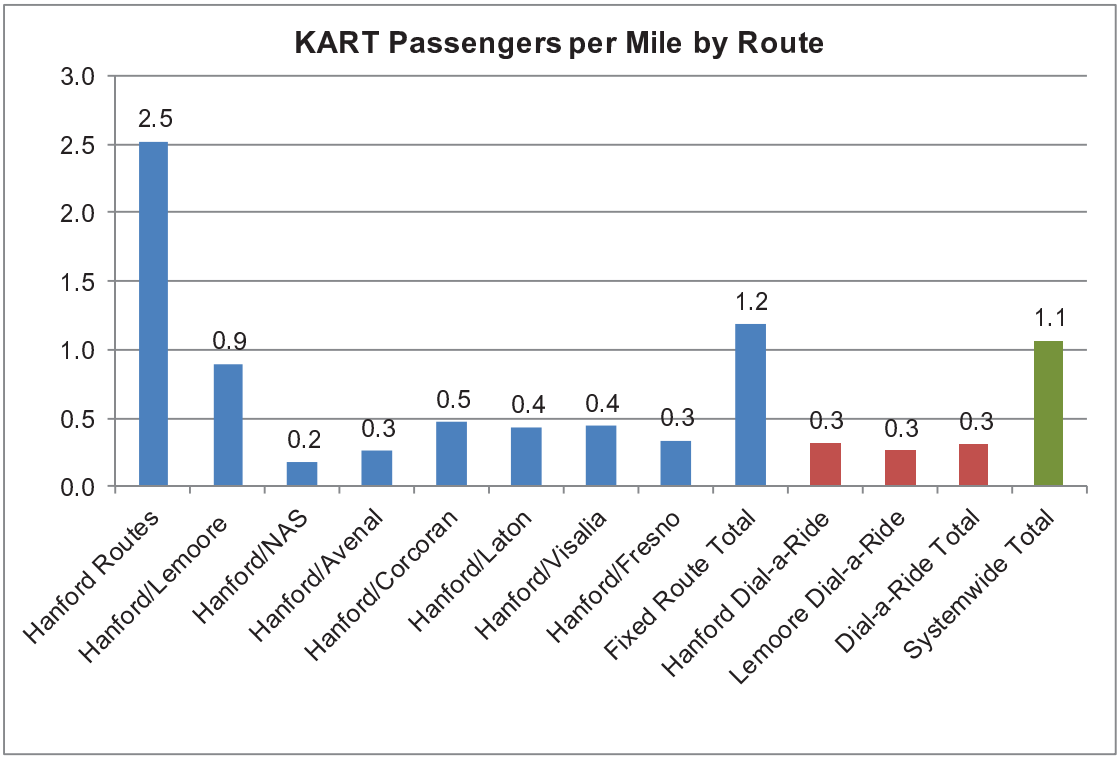
the stops in Lemoore on Hanford-Armona Road and at 18th Avenue at the Senior Center (38 and 30 passengers, respectively). As a whole, the system serves 32 stops with 10 or more boardings per day.

KART Vehicle Fleet

The KART vehicle fleet consists of 33 active vehicles, as shown in Table 19. All of the vehicles are wheelchair accessible, with one or two wheelchair tie-down positions. They range in seating capacity from 8 to 30 passengers, and 21 have bike racks. Vehicles are fueled either by Compressed Natural Gas (CNG) or by unleaded gasoline. A CNG fueling station is located at the maintenance facility in Hanford. Based on the age of the vehicles, 7 have reached the end of their useful life and 15 will reach the end of their useful life in the next five years.

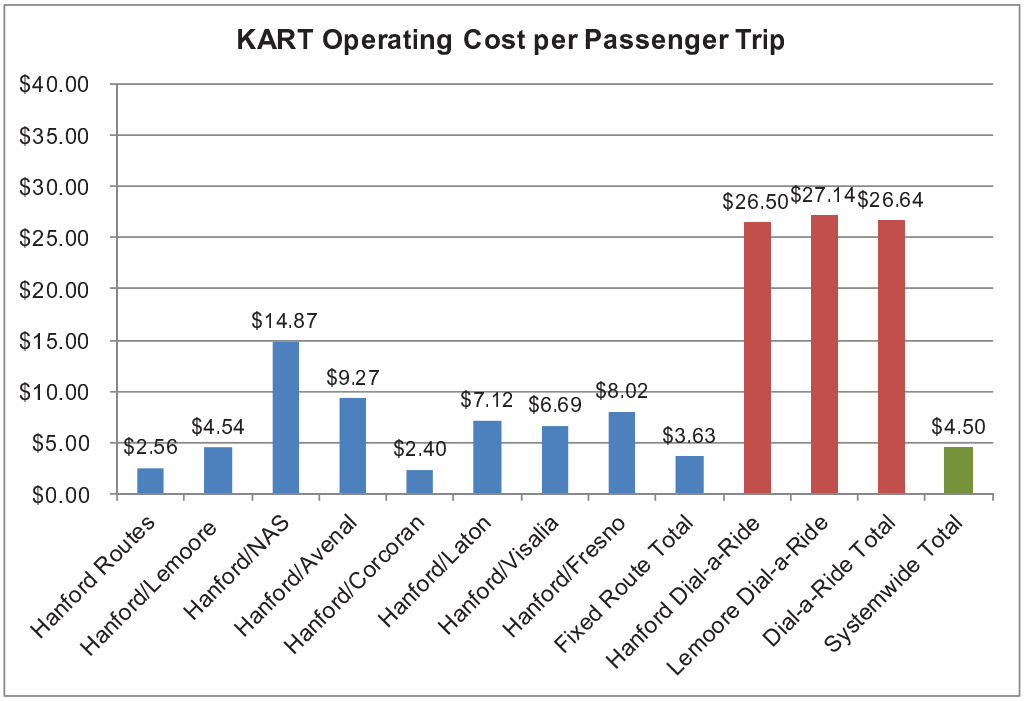
FIGURE 14: KART Performance Measures FY 2012-13

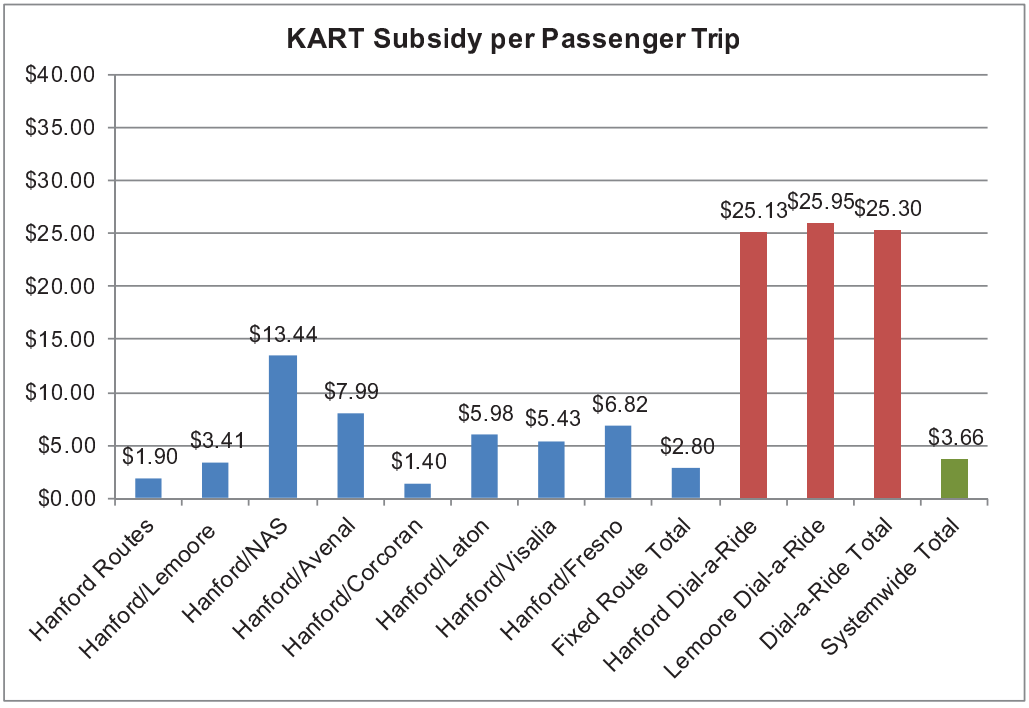




Source: KART1213.xls and 12-13 Monthly Ridership.xls

FIGURE 15: KART Performance Measures FY 2013-14



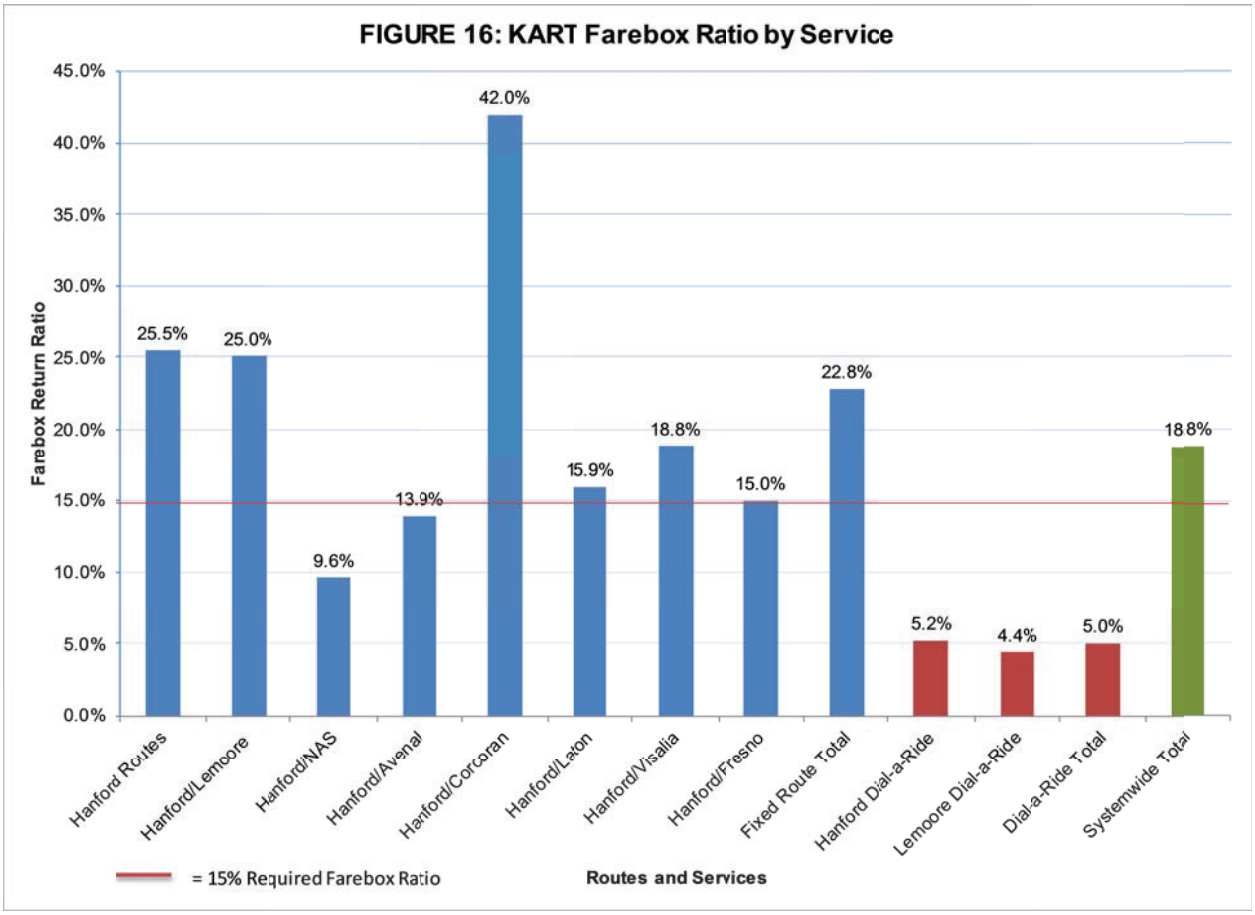


Note: Operating costs based on costs allocations in Table 16.
Source: KART1314.xls and 13-14 Monthly Ridership.xls

TABLE 17: KART Performance Measures, FY 2013-14

Routes	Hours	Miles	Passenger Trips	Psgr Trips / Hour	Psgr Trips / Mile	Fare Revenue	Operating Cost	Operating Subsidy	Op Cost / Psgr Trip	Op Sub / Psgr Trip	Relative Farebox Ratio
Hanford Routes	19,076	195,277	492,172	25.8	2.5	$320,052	$1,257,528	$937,476	$2.56	$1.90	25.5%
Hanford/Lemoore	12,100	207,177	186,555	15.4	0.9	$212,360	$847,843	$635,482	$4.54	$3.41	25.0%
Hanford/NAS	1,581	46,305	8,229	5.2	0.2	$11,788	$122,384	$110,596	$14.87	$13.44	9.6%
Hanford/Avenal	2,626	85,784	22,497	8.6	0.3	$28,979	$208,630	$179,651	$9.27	$7.99	13.9%
Hanford/Corcoran	1,184	29,607	14,015	11.8	0.5	$14,148	$33,704	$19,556	$2.40	$1.40	42.0%
Hanford/Laton	454	10,919	4,737	10.4	0.4	$5,365	$33,704	$28,338	$7.12	$5.98	15.9%
Hanford/Visalia	1,367	34,738	15,338	11.2	0.4	$19,315	$102,623	$83,309	$6.69	$5.43	18.8%
Hanford/Fresno	944	26,674	9,040	9.6	0.3	$10,843	$72,475	$61,632	$8.02	$6.82	15.0%
Fixed Route Total	*39,332*	*636,481*	*752,583*	19.1	1.2	$622,851	$2,733,761	$2,110,910	$3.63	$2.80	22.8%
Hanford Dial-a-Ride	9,099	72,643	23,267	2.6	0.3	$31,950	$616,578	$584,628	$26.50	$25.13	5.2%
Lemoore Dial-a-Ride	2,477	24,101	6,349	2.6	0.3	$7,512	$172,291	$164,779	$27.14	$25.95	4.4%
Dial-a-Ride Total	*11,575*	*96,744*	*29,616*	2.6	0.3	$39,462	$788,870	$749,407	$26.64	$25.30	5.0%
Systemwide Total	50,907	733,225	782,199	15.4	1.1	$662,314	$3,522,631	$2,860,317	$4.50	$3.66	18.8%

Source: KART1314.xls and 13-14 Monthly Ridership.xls



KART Passenger Amenities

KART has a total of 200 bus stops with poles and signs, and 214 schedule holders. There are 49 benches and 30 shelters installed along the routes, and KART is actively working to install additional passenger amenities in Hanford. The main transit center is located in downtown Hanford on 7th Street and has eight bus pull-ins, with additional space on the curb for buses. The transit center was recently constructed and has covered waiting areas for passengers, and a customer kiosk for information. Contract staff uses the building at the transit center to conduct operations, but the building is not open to the public.

KART Maintenance and Operations Facility

The KART maintenance and operations facility is located on Davis Street in Hanford. This location has an administrative building, a maintenance bay with storage for parts, a bus wash, a CNG fueling station, and ample parking in a fenced lot. KART administrative staff, dispatch staff and maintenance staff operate from this location.

KINGS COUNTY TRANSIT DEVELOPMENT ACT FUNDING

A mainstay of funding for transit programs in California is provided by the Transportation Development Act (TDA). The major portion of TDA funds are provided through the Local Transportation Fund (LTF). These funds are generated by a 1/4 cent statewide sales tax, returned to the county of origin. The returned funds must be spent for the following purposes:

TABLE 18: KART Most Active Boarding Locations

Bus Stop Description	Routes Served by Stop	Average Weekday Boardings
KART Terminal	All	908
Bush & College-West Hills College	Lemoore	79
12th Ave. - Wal-mart at shelter	Route 6, Avenal	70
Hanford-Armona Rd. @ Blockbuster Shelter	Lemoore	38
18th & Club @ at Pizza Hut	Lemoore	30
Lacey Blvd. - Black Bear at shelter	Route 6, Avenal	25
13th Ave @ Sierra Pacific High School	Route 7	21
7th St - Senior Villa Apts at green fence	Route 6	19
Mall Drive & 7th - N/E corner of 7th	Route 6	19
Hanford-Armona Rd. @ Generations	Lemoore	18
Lacey Blvd. - Carl's Jr. - at shelter	Route 6, Avenal	17
Lacey Blvd. - North side across from Applebees	Route 6, Avenal	17
Bush & Bell Haven	Lemoore	16
Bush & D. St.- Kings River Apts.	Lemoore	16
Bush @ St Peters Church Crosswalk	Lemoore	16
North Star & 11th - Remington @ Bench	Route 1	16
Lacey & 9 1/4 - across from Basic Foods	Route 3	15
Lacey Blvd. - Before Centennial entrance at bench	Route 6	15
10th Ave & Home - N/E corner	Route 4	14
9 1/4 - View Road Apartments	Route 3	13
Douty South of Fargo @ Brick Wall	Route 2	13
Douty - At Bench by Library	Route 1	13
Bush & 19th @ South Valley Community Church	Lemoore	12
Bush & Champion @ park shelter	Lemoore	12
Otis & Whitley @ AMTRAK	Corcoran	11
Grangeville & 11th Ave @ McDonalds	Route 7	11
11th Ave @ Amberwood Apartments	Route 8, 5	11
Florinda & Whitmore - Woodrow Wilson	Route 3	11
Home & 2nd - at speed sign	Route 4	10
19th & Cypress corner	Lemoore	10
Front & 14th Ave @ Armona Club	Lemoore	10
Douty & Lorita	Route 2	10
Hanford-Armona Rd & 12th - S/E corner	Route 5	9
11th & Cameron - First Southern Baptist Church	Route 7, 1	9
10th Ave & Leland - N/E corner	Route 2	9
Douty & 11th St.	Route 2	9
18th & D St. corner @ dentist office	Lemoore	8
10th Ave & Grangeville - at Glad Tidings Church	Route 2	8
10th Ave & Ivy - S/E corner at crosswalk	Route 2	8
9 ¼ Ave - Kings Garden Apartments	Route 3	8
Hanford-Armona Rd - west of 10th at Rehab Center	Route 4	8

Source: Estimated by LSC Transportation Consultants based on KART randomly counted runs in 2013-14.

TABLE 19: KART Transit Vehicle Roster

Vehicle Number	Year	Chassis Make	Fuel Type	Fixed Seats	End of Useful Life	Fund Source	Primary Use
2001	2008	FORD E 350	Gas	8	2015	PROP 1B	DAR
2002	2008	FORD E 350	Gas	8	2015	PROP 1B	DAR
2003	2008	FORD E 350	Gas	8	2015	PROP 1B	DAR
2004	2008	FORD E 350	Gas	8	2015	PROP 1B	DAR
2005	2008	FORD E 350	Gas	8	2015	PROP 1B	DAR
2006	2008	FORD E 350	Gas	8	2015	PROP 1B	DAR
2007	2008	FORD E 350	Gas	8	2015	PROP 1B	DAR
2008	2010	FORD E 350	Gas	8	2017	PROP 1B	DAR
2009	2010	FORD E 350	Gas	8	2017	PROP 1B	DAR
2010	2010	FORD E 350	Gas	8	2017	PROP 1B	DAR
2011	2010	DODGE CARAVAN	Gas	3	2017	STATE/ARRA	DAR
2012	2010	DODGE CARAVAN	Gas	3	2017	STATE/ARRA	DAR
3515	2007	BLUE BIRD	CNG	30	2019	5311	HANFORD
3516	2007	BLUE BIRD	CNG	30	2019	5311	HANFORD
3517	2007	BLUE BIRD	CNG	30	2019	5311	HANFORD
3518	2007	BLUE BIRD	CNG	30	2019	5311	HANFORD
3519	2007	BLUE BIRD	CNG	30	2019	5311	HANFORD
3520	2007	BLUE BIRD	CNG	30	2019	5311	HANFORD
3521	2007	BLUE BIRD	CNG	30	2019	5311	HANFORD
3522	2007	BLUE BIRD	CNG	30	2019	5311	HANFORD
3523	2009	BLUE BIRD	CNG	30	2021	STA	HANFORD
3524	2010	NEW FLYER	CNG	30	2022	ARRA	All Others
3525	2010	NEW FLYER	CNG	30	2022	ARRA	All Others
3526	2010	NEW FLYER	CNG	30	2022	ARRA	All Others
3527	2010	NEW FLYER	CNG	30	2022	CMAQ	All Others
3528	2010	NEW FLYER	CNG	30	2022	CMAQ	All Others
3529	2010	Glaval	Gas	24	2017	ARRA	NAS
3530	2010	Glaval	Gas	24	2017	ARRA/STA	NAS
3531	2012	NEW FLYER	CNG	30	2024	STA	All Others
3532	2012	NEW FLYER	CNG	30	2024	STA	All Others
3533	2013	NEW FLYER	CNG	30	2025	PROP 1B	All Others
3534	2013	NEW FLYER	CNG	30	2025	PROP 1B	All Others
3535	2013	NEW FLYER	CNG	30	2025	PROP 1B	All Others

Source: KART. Mileage as of April 2014

- Two percent may be provided for bicycle facilities per TDA statues. (Article 3)

- Up to five percent may be claimed by a CTSA for its operating costs, purchasing vehicles, or purchase of communications and data processing equipment. (Article 4.5). Currently, there is no CTSA in Kings County.

- The remaining funds must be spent for transit and paratransit purposes, unless a finding is made by the KCAG Transportation Policy Committee that no unmet transit needs exist that can be reasonably met. Funds may also be claimed to administer the TDA and for transportation planning activities. (Article 4 or 8)

- If a finding of no unmet needs exist that are reasonable to meet is made, or that there are any unmet needs that are reasonable to meet, remaining funds after funding the unmet transit needs can be spent on roadway construction and maintenance purposes (Article 8).

Table 20 shows the distribution of LTF shares within Kings County for 2014-15. A total of $3.6 million is projected to be available. This amount is approximately $900,000 more than in 2013-14, but just slightly more than in 2012-13. Of this amount, $930,600 will be available to KART and $468,010 will be available to CAT for transit operations. Additional funds will be available for planning purposes, with an estimated $2.0 million available for streets and roads.

In addition to LTF funding, the TDA includes a State Transit Assistance (STA) funding mechanism which is derived from the statewide sales tax on diesel fuel. Statute requires that 50% of STA funds be allocated according to population and 50% be allocated according to operator revenues from the prior fiscal year. Table 20 shows how the available STA funds will therefore be allocated within Kings County: $116,284 will be available to CAT and $838,282 will be available to KART in 2014-15. This funding source is generally less predictable than LTF. The STA has ranged from $778,881 in 2011-12 to $954,566 in 2014-15.

CORCORAN AREA TRANSIT

Corcoran Area Transit (CAT) is a transit service operated by the City of Corcoran within the Public Works Department. CAT is managed by the Public Works Director, with oversight provided by the Corcoran City Council. A Transit Coordinator works under direction of the Public Works Director to oversee the day-to-day operations of the transit program, which includes a staff of four drivers and one full time dispatcher/coordinator. An organization chart is shown in Figure 17.

CAT Services

CAT operates Dial-A-Ride origin-to-destination services within and near the City of Corcoran using four vehicles. Service is available between 6:30 a.m. and 5:30 p.m. Passengers may call up to two weeks in advance or one hour in advance for a reservation or scheduled pick-up; however, passengers requesting a pick-up between the hours of 6:30 a.m. to 8:00 a.m. must call at least one business day before for availability. Passengers are scheduled by availability with no preferences for passenger types or needs.

TABLE 20: Kings County Transportation Revenue Shares FY 2014-15

LTF Distribution (LTF Estimate = $3,600,000) [1]

Funding Program	Jurisdiction					Total	Balance After Allocation
	Avenal	Corcoran	Hanford	Lemoore	Kings County		
Population-based Shares	$317,354	$539,708	$1,325,193	$606,013	$811,732	$3,600,000	
	Allocations						
Admin/Article 8 Planning [2]	$7,467	$12,698	$31,179	$14,258	$19,098	$84,700	$3,515,300
Article 4 Transit [3, 7]	$55,022	-	$490,346	$161,085	$224,147	$930,600	$2,584,700
Article 8 Transp Services [4]	$4,000	--	--	–	–	$4,000	$2,580,700
Article 4 Corcoran DAR [5]	--	$468,010	--	--	–	$468,010	$2,112,690
Article 8 Corcoran [6]	--	$59,000	--	--	–	$59,000	$2,053,690
Article 8 for Streets & Roads [7]	$250,865	$0	$803,668	$430,670	$568,487	$2,053,690	$0

STA Distribution (STA Estimate = $954,566) [8]

Funding Program	Transit Agency		Total
	Corcoran Area Transit	Kings County Area Public Transit Agency	
Population-based Article 6.5 [9]	$111,971	$634,904	$746,875
By Revenue [10]	$4,313	$203,378	$207,691
Total	$116,284	$838,282	$954,566

Note 1: Estimate of LTF for 2014-15 by Kings County Auditor pursuant to Section 6620 of the California Administrative Code.
Note 2. Planning cost for KCAG.
Note 3. Public Transit (KART). Not shared by Corcoran.
Note 4. Transportation program for Avenal.
Note 5. For CAT, from Corcoran's TDA share.
Note 6. Sales revenue to Corcoran for selling KART and AMTRAK ticket.
Note 7: Due to the receipt of Transportation Development Credits, LTF funds were reallocated to Streets and Roads (not shown in this table).
Note 8. Estimate for 2014-15 by State Controller pursuant to Section 99312.7 of the Public Utilities Code.
Note 9. Article 6.5 is divided among public transit providers based on populations served.
Note 10. STA is distributed to public transit providers based on revenues.

Source: KCAG, September 2014

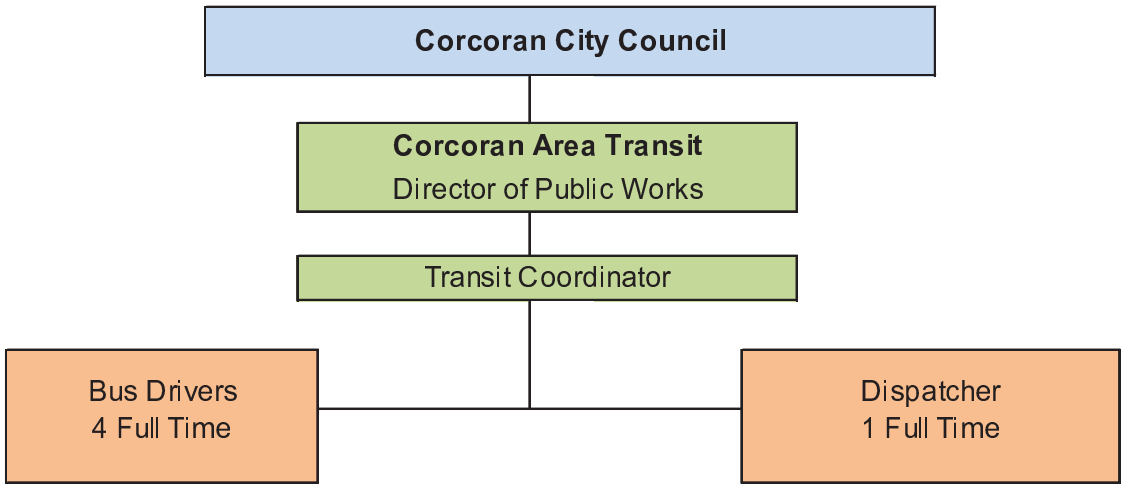
CAT Fares

Fares are $1.00 for the general public, or $0.25 for discounted fares. Discounts apply to seniors aged 60 and over, youths aged 8 and under when accompanied by an adult, and general disability or ADA eligibility.

CAT Ridership, Revenue Miles and Revenue Hours

CAT operating data for the past three years is depicted by month in Table 21. Ridership grew from 33,580 in 2011-12 to 36,770 in 2012-13, and remained steady at 36,056 in 2013-14. Additionally, during these nine months of each year, the number of passenger trips per hour was 6.8 in 2011-12, 7.0 in 2012-13, and 7.3 in 2013-14, indicating improved service efficiency.

FIGURE 17: Corcoran Area Transit Organization Chart



Source: LSC Transportation Inc.

TABLE 21: CAT Trips, Miles and Hours by Month and Year

	FY 2011-12			FY 2012-13			FY 2013-14		
	Passenger Trips	Revenue Miles	Revenue Hours	Passenger Trips	Revenue Miles	Revenue Hours	Passenger Trips	Revenue Miles	Revenue Hours
July	2,381	3,438	346	2,947	3,943	447	3,071	4,189	465
August	3,097	3,929	384	3,642	4,499	496	3,478	4,618	488
September	3,264	3,926	390	2,902	3,698	378	3,231	4,294	455
October	3,343	4,277	459	3,438	4,404	472	3,747	4,902	512
November	3,016	3,915	597	2,890	3,966	420	2,898	4,052	366
December	2,620	3,767	404	2,455	3,332	385	2,777	3,601	384
January	1,966	2,760	286	3,158	4,261	472	2,998	4,319	429
February	2,631	3,569	362	2,940	3,886	419	2,987	3,933	385
March	2,594	3,725	381	2,868	3,938	423	2,857	3,824	388
April	2,666	3,805	425	3,184	4,302	448	2,863	3,767	400
May	3,149	4,065	443	3,503	4,397	481	2,642	3,536	349
June	2,853	3,919	441	2,843	3,840	415	2,507	3,356	348
Total	*33,580*	*45,095*	*4,917*	*36,770*	*48,466*	*5,256*	*36,056*	*48,391*	*4,968*

Source: Corcoran Area Transit (CAT), October, 2014. FY = Fiscal Year

CAT operating data for the most recent year (Fiscal Year 2013-14) is shown in Table 22. CAT records the average wait time of each passenger trip, as well as the average travel time per trip. The average wait time varied was generally just over 14 minutes to just under 20 minutes, while travel time ranged from 8.3 to 10.7 minutes. CAT also records the number of no-shows, which occur when the driver arrives at a location, but the passenger is not there to board within three minutes of the vehicle's arrival. There was an average of 121 "no-shows" (persons making reservations but not present within the pick-up window) per month, or 4.0 percent of the total ridership. This is within normal standards.

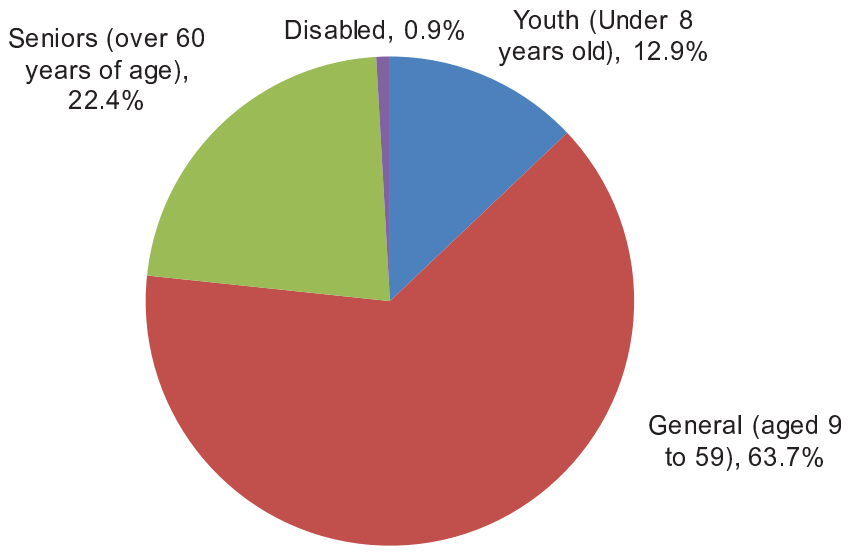
Ridership by passenger type is also shown in Table 22 and in Figure 18. As indicated, the majority of the ridership (63.7 percent) is general public riders between the ages of 9 and 59 years of age. The next largest group is seniors age 60 and older, which account for 22.4 percent of the ridership. The youth ridership (8 years and younger) account for 12.9 percent of the population, and the general public (non-elderly) disabled account for less than 1 percent of the ridership.

TABLE 22: CAT Ridership Data by Month

	Average Minutes of...		No Show			Passenger Trips by Type					
Month	Wait Time	Travel Time	#	%	Cancelled	General Ages 9 to 59	Seniors 60+	Personal Care Attendent	Youth 0 to 8	General Disabled	Total Monthly
July '13	15.4	8.3	152	4.9%	29	1,650	836	3	549	33	3,071
August '13	16.2	9.0	134	3.9%	26	1,969	890	7	582	30	3,478
September '13	14.4	10.0	145	4.5%	25	2,117	736	9	335	34	3,231
October '13	14.2	10.3	133	3.5%	31	2,490	826	6	395	30	3,747
November '13	15.4	9.6	91	3.1%	22	1,931	609	4	333	21	2,898
December '13	15.4	9.2	122	4.4%	19	1,750	548	5	448	26	2,777
January '14	15.4	8.5	140	4.7%	11	1,914	669	6	394	15	2,998
February '14	16.6	9.4	138	4.6%	22	2,103	567	6	289	22	2,987
March '14	14.7	9.0	127	4.4%	22	1,911	580	7	335	24	2,857
April '14	16.5	9.7	100	3.5%	30	1,840	648	12	339	24	2,863
May '14	19.8	10.7	89	3.4%	15	1,807	518	20	267	30	2,642
June '14	15.6	8.7	83	3.3%	14	1,434	642	15	383	33	2,507
Total	15.8	9.4	1,454	4.0%	266	22,916	8,069	100	4,649	322	36,056

Source: CAT Monthly Reports, summarized by LSC Transportation Inc. FY 2013-14

FIGURE 18: CAT Ridership by Type



Source: CAT monthly reports FY 2013-14. Compiled by LSC Transportation Consultants, Inc.

CAT Operating Expenses and Revenues

The Corcoran Area Transit revenues and expenses are presented in Table 23 for Fiscal Years (FY) 2011/12 and 2012/13 (actual) and 2013/14 (budgeted). Most of the revenues and expenses shown are for operations, but a *Public Transportation Modernization Improvement and Service Enhancement Act* (PTMISEA) grant was received in 2012-13 for bus wash purchase, and budgeted for expenditure in 2013-14. The largest source of operating revenue has been Transportation Development Act (TDA) funds which accounted for 39 percent of revenue in 2011-12, 76 percent in 2012-13, and 64 percent in 2013-14. The next largest operating revenue sources are "transportation grants" which include Federal Transit Administration (FTA) grants. Bus fares and Amtrak ticket sales make up the next largest sources of revenue. Operating revenues were $645,610 in 2011-12, $863,655 in 2012-13, and are budgeted at $801,305 for 2013-14.

As indicated in Table 23, operating expenditures have ranged from $772,321 in 2011-12 to $842,762 (omitting the PTMISEA expenditure) in 2013-14. Part of this increase is due to having a budget which is typically slightly higher than actual expenditures. For example, $5,000 is budgeted for travel and training, but typically actual costs have been under $600, and there is $20,000 budgeted for cash shortages should this occur. However, the largest real increase in cost has been for salaries and benefits, which increased by 7 percent in 2012-13 and by 15 percent in 2013-14. At the same time, overhead costs decreased by increased by 4 percent in 2012-13 and by 16 percent in 2013-14.

CAT Cost Allocation

The operating costs for 2012-2013 presented in Table 23 were used to develop a cost allocation equation for CAT services. Costs were allocated in three categories – vehicle-hour, vehicle-mile, or fixed – depending upon the service parameter that most directly generates the cost item. For example, fuel costs are allocated to vehicle-miles. Salaries and wages were allocated to hourly costs, and overhead and office costs were allocated as fixed costs. This equation allows an accurate estimation of costs associated with specific services. As shown in Table 24, $295,989 can be attributed to per-hour costs; $52,239 can be attributed to per-mile costs; and $426,060 is considered fixed costs. The resulting cost equation is as follows:

Annual Operating/Administrative Cost = $56.31 X vehicle-hours of service +
$1.08 X vehicle-miles of service + $426,060

This cost equation can be used to estimate service alternatives later in the planning process.

CAT Performance

CAT performance data is presented in Table 25. Ridership and operating statistics for FY 2012/13 were reviewed to identify average passenger activity, fares, and operating quantities.

The performance indicators are summarized below:

- As shown in Table 25, CAT is moderately productive in terms of **passenger-trips per service hour** considering it operates as an on-demand service. On average, 7.0 passenger trips are carried per hour of service. As most of the costs of providing transit services are related to the hours (rather than miles) operated, this is a particularly important measure.

TABLE 23: CAT Budgets for 2012, 2013 and 2014

Revenues	2012 (Actual)	2013 (Actual)	2014 (Budgeted)
TDA Funds	$253,241	$655,832	$511,105
Transportation Grants	$169,223	$129,354	$200,000
PTMISEA funds	$143,793	$608,136	$0
Bus Fares	$24,633	$24,907	$23,600
Amtrak Ticket Sales	$50,207	$47,704	$49,000
KART Pass Sales	$0	$0	$12,000
Interest	$46	$1,769	$2,000
Rents	$4,200	$3,600	$3,600
Miscellaneous	$266	$490	$0
Totals	**$645,610**	**$1,471,791**	**$801,305**
Expenses	**2012**	**2013**	**2014**
Salaries & Benefits	$274,993	$295,989	$339,162
Uniforms	$1,380	$1,380	$1,725
Liability & Property Tax	$9,560	$10,639	$11,300
Equipment Mnt/Repair	$5,584	$12,417	$8,000
Radio Maintenance	$618	$618	$620
Advertising	$5,099	$5,604	$6,000
Taxes & Fees	$312	$300	$500
Publications, Travel, Training	$933	$621	$5,550
Professional Services	$4,560	$3,545	$5,000
Special Dept Supplies	$2,972	$1,282	$2,500
Telephone	$1,682	$1,473	$2,000
Utilities	$12,140	$9,793	$12,500
Fuel	$37,524	$41,243	$40,000
Vehicle Maint/Repairs	$23,544	$10,378	$25,000
Amtrak Tickets	$95,876	$95,290	$100,000
KART Passes	$0	$3,900	$0
Cash Short / Over	$0	$0	$20,000
Parks Allocation Cost	$0	$0	$45,017
Depreciation	$76,987	$70,195	$0
Buildings	$0	$0	$25,000
Non-bldg Improvements	$0	$0	$608,000
Cal BMA Grant	$0	$0	$17,000
Overhead	$218,607	$209,621	$175,888
Total	**$772,371**	**$774,288**	**$1,450,762**
Ending Balance	**-$126,761**	**$697,503**	**-$649,457**

Capital revenue/expenses (all others are operating)

Source: CAT Summary Trial Balance, summarized by LSC Transportation Consultants, Inc.

TABLE 24: CAT Cost Allocation Model for FY 2012-13

Operating Expenses	Total	FY 2012-13 Actual: Service Hrs	FY 2012-13 Actual: Service Miles	FY 2012-13 Actual: Fixed
Salaries and benefits	$295,989	$295,989		
Uniforms	$1,380			$1,380
Liability & Property Insurance	$10,639			$10,639
Equipment Maintenance & Repairs	$12,417			$12,417
Radio Maintenance	$618		$618	
Advertising	$5,604			$5,604
Taxes and Fees	$300			$300
Publications	$546			$546
Professional Services	$3,545			$3,545
Special Dept Supplies	$1,282			$1,282
Telephone	$1,473			$1,473
Utilities	$9,793			$9,793
CAT Fuel	$41,243		$41,243	
Vehicle Maintenance & Repairs	$10,378		$10,378	
Travel & Training	$75			$75
Amtrak Tickets	$95,290			$95,290
KART Passes	$3,900			$3,900
Depreciation	$70,195			$70,195
Overhead	$209,621			$209,621
OPERATING TOTAL	$774,288	$295,989	$52,239	$426,060
Unit Quantities		5,256	48,466	--
Cost Per Unit		**$56.31**	**$1.08**	**$426,060**

Source: CAT Budget, miles/hours spreadsheets, 2013-14

- Also shown in Table 25 is the service effectiveness of the CAT system based on the number of **passenger-trips per service-miles**. CAT carried 0.8 passengers per mile of service.

- Dividing operating costs (not including Amtrak and KART ticket sales) by the number of passenger-trips served on each route yields the **cost per passenger-trip**, which averages $18.36, as shown in Table 25.

- The **subsidy per passenger-trip** is calculated by subtracting fare revenues from the operating cost and dividing by the number of passenger-trips. This is a particularly useful performance measure, as it directly relates the key public input to a transit program (subsidy funding) with the key output (passenger-trips). As shown in Table 25, the system-wide subsidy per passenger-trip was $17.72, just slightly less than the overall cost per passenger trip.

- The **farebox ratio** is calculated by dividing the passenger revenues by the operating costs. For CAT, this can be calculated either in consideration of Amtrak and KART ticket sales, or without such sales. With Amtrak and KART sales, the farebox ratio in 2012-13 was 9.7 percent—just under the required 10 percent minimum. Without the ticket sales, CAT farebox revenue was just 3.7 percent.

TABLE 25: CAT Operating Performance

	FY 2012-13								
	Passenger Trips	Revenue Miles	Revenue Hours	Operating Cost [1]	Fare Revenue	Passengers per Hour	Passengers per Mile	Subsidy per Passenger Trip	Cost per Passenger
July	2,947	3,943	447	$57,250		6.6	0.7		$19.43
August	3,642	4,499	496	$63,598		7.3	0.8		$17.46
September	2,902	3,698	378	$48,795		7.7	0.8		$16.81
October	3,438	4,404	472	$60,705		7.3	0.8		$17.66
November	2,890	3,966	420	$53,995		6.9	0.7		$18.68
December	2,455	3,332	385	$49,180		6.4	0.7		$20.03
January	3,158	4,261	472	$60,521		6.7	0.7		$19.16
February	2,940	3,886	419	$53,883		7.0	0.8		$18.33
March	2,868	3,938	423	$54,391		6.8	0.7		$18.96
April	3,184	4,302	448	$57,707		7.1	0.7		$18.12
May	3,503	4,397	481	$61,735		7.3	0.8		$17.62
June	2,843	3,840	415	$53,338		6.8	0.7		$18.76
Total	***36,770***	***48,466***	***5,256***	**$675,098**	**$23,600**	**7.0**	**0.8**	**$17.72**	**$18.36**

Note 1: Includes overhead, variable and fixed operating costs, but does not include purchase of Amtrak or KART tickets.
Source: Corcoran Area Transit (CAT) data, LSC Transportation Consultants, Inc.

CAT Fleet

The CAT vehicle fleet consists of six vehicles, as shown in Table 26. All of the vehicles are wheelchair accessible with two wheelchair tie-down positions, and range in seating capacity from 15 to 22 passengers. Vehicles are fueled either by diesel or by unleaded gasoline. Based on the age of the vehicles, four of six buses have reached the end of their useful life.

TABLE 26: CAT Transit Vehicle Roster

Chassis Make	Year	Fuel Type	Fixed Seats	Wheel-Chair	Mileage	End of Useful Life	Fund Source
Ford E450	2001	Diesel	15	2	341,652	2011	LTF
Ford E450	2002	Diesel	15	2	105,079	2012	CMAQ 2015
Eldorado	2003	Gas	22	2	158,183	2013	CMAQ
Eldorado	2003	Gas	22	2	157,445	2013	CMAQ
Ford E450	2010	Diesel	15	2	55,270	2020	ARRA
Ford E450	2010	Diesel	15	2	54,142	2020	ARRA

Source: CAT. Mileage as of June 2014.
Notes: LTF = Local Transportation Fund; CMAQ = Congestion Mitigation and Air Quality improvement funding; ARRA = American Recovery and Reinvestment Act funding.

OTHER TRANSIT PROVIDERS

There are a number of regional and intercity transit providers which serve the county and/or connect with KART or CAT services. A brief description of each of these providers is given below.

Kings Rehabilitation Services

The Kings Rehabilitation Services is a non-profit organization serving developmentally disabled individuals throughout Kings and Tulare Counties. The organization was established in 1965 and currently serves approximately 221 individual adults, 65 of whom are working clients receiving job support, and 53 of whom are Tulare residents. Approximately 40 percent of the clientele are elderly. As part of its program, Kings Rehabilitation Services provides transportation for clients to meet every day needs such for shopping, medical appointments, recreation, social services and employment. The transportation service area includes Kings, Tulare, and Fresno Counties.

The organization has 27 vans which carry between 5 and 13 passengers. All of the vehicles are wheelchair equipped, and 42 percent of clients require mobility devices. Working clients typically have jobs which require multiple stops throughout the day, such as grounds-keeping jobs. It is not unusual for vans carrying these passengers to make twenty stops in a day, so that employment trips generate upwards of 150,000 passenger trips per year. The program is funded 90 percent through the Central Valley Regional Foundation, which authorizes funding for transportation. The transportation operating costs total $470,000 annually. Kings Rehabilitation Services is a regular recipient of FTA 5310 funds for capital purchases, receiving $46,000 in 2012-13 and $92,000 in 2013-14, with a request for $276,000 in 2014-15.

Visalia Transit

Visalia Transit operates twelve fixed routes within Visalia, as well as a Dial-A-Ride service, a Downtown Trolley, and a summer shuttle to Sequoia National Park. The transit system provides approximately 1.65 million passenger-trips annually. The fixed routes are operated Monday through Friday from 6 a.m. to 9:30 p.m. and weekends from 8:00 a.m. to 6:30 p.m.. General public one-way fares are $1.25 and $1.00 for seniors, youths or individuals with a disability. Off-peak fares are offered for $0.50. Daily passes are available for $3.25 per day, or $2.50 for discounted day passes. Fares on the Downtown Trolley are $0.25 and the Sequoia Shuttle is $15.00 round trip.

KART's Hanford-Visalia route serves the Visalia Transit Center, providing connections to the Visalia service. Connections are also provided to College of the Sequoias (COS), which has a main campus in Visalia and a satellite campus in Hanford, and which is the primary purpose passengers use this route.

Fresno Area Express

Fresno Area Express (FAX) operates 16 fixed-routes and Handy Ride Paratransit Service to serve the greater Fresno Metropolitan Area. FAX has a fleet of over 100 buses and provides over 12 million one-way passenger trips annually on the fixed route service. It is the largest transit system in the San Joaquin Valley. The stops served by KART's Hanford–Fresno route, which serves medical facilities in the region, also provide transfer opportunities to FAX.

Amtrak San Joaquin / Amtrak Thruway Operated by Orange Belt

The Amtrak San Joaquin line travels between San Francisco (or Sacramento) and Bakersfield, serving stops including Fresno, Hanford, and Corcoran. Amtrak Thruway connections are available via Orange Belt Stages to Visalia-Hanford-Lemoore-Kettleman City-San Luis Obispo, and also to and from Las Vegas (through Bakersfield and Visalia) with one departure in each direction daily. Table 27 shows the schedule for southbound and northbound runs Amtrak runs. There are six southbound trains from San Francisco serving Hanford and Corcoran, plus an additional early morning train from Fresno. There are also six northbound trains to San Francisco, plus one late train to Fresno.

TABLE 27: Amtrak Schedule To and From Kings County

Southbound					
Departs			Arrives		
San Francisco	Sacramento	Fresno	Hanford	Corcoran	Bakersfield
--	--	6:00 AM	6:50 AM	--	8:30 AM
4:50 AM	6:40 AM	9:55 AM	10:28 AM	10:44 AM	12:02 PM
7:00 AM	7:45 AM	11:35 AM	12:09 PM	12:25 PM	1:41 PM
9:35 AM	10:25 AM	2:10 PM	2:44 PM	3:00 PM	4:11 PM
12:45 PM	1:25 PM	5:20 PM	5:54 PM	6:10 PM	7:26 PM
2:35 PM	4:55 PM	8:06 PM	8:39 PM	8:55 PM	10:07 PM
5:15 PM	6:25 PM	9:55 PM	10:28 PM	10:44 PM	11:56 PM
Northbound					
Departs			Arrives		
Bakersfield	Corcoran	Hanford	Fresno	Sacramento	San Francisco
4:55 AM	5:53 AM	6:12 AM	6:50 AM	10:05 AM	11:20 AM
7:15 AM	8:13 AM	8:32 AM	9:10 AM	12:30 PM	1:20 PM
10:05 AM	11:07 AM	11:26 AM	12:05 PM	3:15 PM	4:40 PM
1:20 PM	2:23 PM	2:42 PM	3:20 PM	6:35 PM	7:45 PM
3:45 PM	4:47 PM	5:06 PM	5:45 PM	9:05 PM	10:15 PM
6:20 PM	7:21 PM	7:40 PM	8:18 PM	11:30 PM	12:35 AM
9:25 PM	--	11:00 PM	11:50 PM	--	--

Source: http://www.amtrak.com/ccurl/87/724/San-Joaquin-Schedule-060914.pdf

Fares for Amtrak service are shown in Table 28 and range from just $5.00 between Hanford and Fresno to $40.00 between San Francisco and Corcoran.

TABLE 28: Amtrak Fares for Kings County

	And	
Between	Hanford	Corcoran
San Francisco	$36.00	$40.00
Sacramento	$32.00	$35.00
Fresno	$5.00	$13.00
Bakersfield	$17.00	$15.00

Source: http://tickets.amtrak.com/itd/amtrak

CalVans

CalVans is a ridesharing program which had its start in Kings County, but now also serves El Dorado, Fresno, Kern, Madera, Merced, Monterey, Napa, Placer, San Benito, Santa Barbara, Santa Cruz, Sutter, Tulare, Ventura, Yolo and Yuba counties. The project, which began in 2001 with one van, was originally established as an offshoot of KCAPTA. CalVans has grown to include more than 200 vanpools tailored to meet the needs of commuters, plus nearly 150 vans especially designed for farm worker transportation.

Headquarters for CalVans is in Hanford, and is overseen by the California Vanpool Authority (CVA). All vanpools are self-supporting. CalVans uses a website as a one-stop resource for driving, joining and forming a vanpool in a CalVans vehicle. CalVans staff includes a Director, an Office Manager and three Transit Assistants, as well as accounting and outreach staff.

CalVans is overseen by a Board of Directors with members from the various counties which participate in the program as a Joint Powers Authority. Currently, 55 vanpools operate out of Hanford and 29 out of Lemoore. CalVans customers include commuters, agricultural workers, and students. Interested participants can either join an existing vanpool or establish a new one and can apply as either a driver or a passenger. Drivers must meet minimum requirements. The driver sets rules of conduct for passengers and determines drop off and pick-up locations.

Private For-Profit Transportation Providers

In addition to the public providers discussed above, Kings County has a number of for-profit taxi companies, charter services and medical transportation providers, including the following:

- Lemoore Taxi Cab
- Lemoore Kings Cab
- Hanford Cab Company
- Orange Belt Stages
- D & S Taxi
- Classic Charters
- Marathon Cab
- Central Valley Cab
- Kings Medical Transport
- Employ America
- Tri-County Medical Transport
- Community Home Care
- Kings Convalescent Center
- Kings Manor

Private Non-Profit Transportation Providers

A number of service organizations, including non-profit and government supported programs, provide transportation in support of their programs. These include, but are not limited to, the following programs:

- American Red Cross
- American Cancer Society

- Armona Senior Center
- Best Care Home Health
- Central Valley Regional Center
- Cornerstone Recovery
- RAC Recreation Association of Corcoran
- Bienvenidos Visitor Shuttle
- Lemoore Naval Air Station
- Kings County
  - Human Services Agency
  - Job Training Office
  - Mental Health
  - Probation
  - Public Health
- Kings Community Action Organization:
  - Head Start
  - Respite Care
  - Teen Pregnancy
  - Emergency Services
- Owens Valley Career Development Center
- Kings Rehabilitation Center Inc.
- Kings View Mental Health
- Kings/Tulare Area Agency on Aging
- Santa Rosa Rancheria
- Salvation Army
- Valley Christian Home

A list of the public, private-for-profit, non-profit, and program transportation providers is shown in Table 29. Many of these organizations are direct providers of transportation, meaning they have vehicles and drivers who provide transportation services, as indicated in the table. Others, such as the American Cancer Society, support transportation indirectly by reimbursing qualifying individuals (cancer patients in this case) for mileage or gas purchases. Some providers have eligibility requirements, also indicated in Table 29, such as restricting services to clients only, or by age or disability. School Districts, for example, only provide transportation for enrolled students, and often this is restricted to students living a certain distance from the school or students with disabilities. This inventory provides an overview of the complex transportation services which are available within and beyond Kings County.

TABLE 29: Inventory of Direct and Indirect Transportation Providers in Kings County (Page 1 of 2)

	Provider / Agency [1]		Type of Service	Group Served [2]	Service Area	General Hours of Operation Weekdays	Saturdays	Sundays
Public	Amtrak	√	Intercity Train/Bus	P	National	--Schedules vary by location--		
	CalVans	√	Public Vanpool Program	P	Kings County, beyond	As needed am/pm weekdays		
	Corcoran Area Transit (CAT)	√	General Public Dial-a-Ride	P	Corcoran	6:30 am-5:30 pm	None	None
	Kings Area Rural Transit (KART)	√	Hanford Fixed Route	P	Hanford	6:30 am-9:30 pm	9:30 am-5:00 pm	None
		√	Hanford - Lemoore	P		5:50 am-10:45 pm	9:30 am-5:00 pm	None
		√	Other County Routes	P	Avenal, Corocran, Laton, Fresno, Visalia	Varies	reduced	None
		√	Dial-a-Ride	S/D	Avenal, Hanford, Lemoore	--same as local fixed routes--		
Non-Profit & Program	American Cancer Society	•	Mileage Reimbursement	M	Kings County, beyond			
	American Red Cross	•		M				
	Armona Senior Center	•	Senior Center	Sr	Armona	Noon meals weekdays		
	Best Care Home Health	√	Medical/Hospice	M	Hanford			
	Central Valley Regional Center	•	Developmental Disabilities Support	D	Kings County, beyond			
	Community Services and Employment Training	•	Counseling, training & support services	Y/F/S				
	Recreation Assoc of Corcoran	•	Youth programs	Y	Corcoran	5 am-9 pm	9 am-7 pm	Closed
	Bienvenidos	√	Corcoran State Prison	F	Depot/Hotels to Prison	None	Scheduled weekly	
	Oasis Visitor Center	•	Avenal State Prison	L				
	Cornerstone Recovery	•	Drug/Alcohol Recovery	M				
	Employ America Adult Care	•	Job Training	D				
	Kings Community Action Organization	√	Emergency Services	M				
		•	Head Start	Y/L				
		•	Respite Care	D				
		•	Teen Pregnancy	L				
	Kings County Departments	•	Behavioral Health	G/D/L				
		•	Commission on Aging	G/S				
		•	Human Services	G/D/L				
		•	Job Training	G/D/L				
		•	Mental Health	G/D/M				
		•	Probation	G				
		•	Public Health	G/D/L				
	Kings County Commission on Aging	•	Senior Programs	S	Kings County			
	Kings Rehabilitation Services	√	Program	D	Kings County			
	Kings County YMCA	•		Y				
	Kings / Tulare Area Agency on Aging	•		S				
	Kings View Mental Health	•	Program	D/M				
	Lemoore Naval Air Station	√	Employee Transportation	G				
	Owens Valley Career Development Center	•	Tribal Employment Development	L/T	Kings County, to Hanford	varies	--	--
	Salvation Army	•		S/D/M/L				

TABLE 29: Inventory of Direct and Indirect Transportation Providers in Kings County (Page 2 of 2)

	Provider / Agency [1]		Type of Service	Group Served [2]	Service Area	General Hours of Operation: Weekdays	Saturdays	Sundays
Private For Profit	Santa Rosa Rancheria							
	American Medical Response	√	Private Medical transport	M/D		-- On demand --		
	All Family Transportation	√	Private Medical transport	M/D		-- On demand --		
	Central Valley Health Transport	√	Private Medical transport	M/D		-- On demand --		
	On Point Medical Transport	√	Private Medical transport	M/D		-- On demand --		
	Wilson's Abbey Medi Cab	√	Private Medical transport	M/D		-- On demand --		
	The Remington	√	Independent Living	S	Hanford	-- On demand --		
	Tri-County Medical Support	√	Private Medical transport	M/D	Kings County, beyond	-- On demand --		
	Valley Christian Home	√	Retirement Home	S	Hanford	-- On demand --		
	Coach USA Central	√	Intercity Bus	P	Kings County, beyond	-- On demand --		
	Orange Belt Stages	√	Intercity Bus	P	Kings County, beyond	Daily		
	Classic Charters	√	Intercity Bus	P	Kings County, beyond	-- On demand --		
	American Cab Co.	√	Taxi	P	Kings County, beyond			
	ABC Yellow Taxi	√	Taxi	P	Kings County, beyond			
	Kings Cab Taxi	√	Taxi	P	Kings County, beyond			
	Mendez Brothers	√	Taxi	P	Kings County, beyond			
	Marthon Cab	√	Taxi	P	Kings County, beyond			
	Taxi Steve	√	Taxi	P	Kings County, beyond			
	CalVans	√	Public Vanpool Program	P	Kings County, beyond	As needed, generally weekday morning and afternoon commutes		
School	Armona Union SD	√	School	Y	Corcoran	School days & hours		
	Central Union Elementary SD	√	School	Y	Lemoore/NAS	School days & hours		
	Corcoran Joint Unified SD	√	School	Y	Corcoran	School days & hours		
	Hanford Joint Union High SD	√	School	Y	Hanford	School days & hours		
	Hanford Elementary SD	√	School	Y	Hanford	School days & hours		
	Island Union Elementary SD	√	School	Y	Hanford	School days & hours		
	Kings River-Hardwick Joint Union SD	√	School	Y	Hanford	School days & hours		
	Kit Carson Union SD	√	School	Y	Hanford	School days & hours		
	Lakeside SD	√	School	Y	Hanford	School days & hours		
	Lemoore Union Elementary SD	√	School	Y	Lemoore	School days & hours		
	Lemoore Union High SD	√	School	Y	Lemoore	School days & hours		
	Pioneer Union SD	√	School	Y	Hanford	School days & hours		
	Reef-Sunset Unified SD	√	School	Y	Avenal/Kettleman City	School days & hours		

Note 1: √ = Direct provider of Transportation (operates vehicles) ● = Indirect (arranges or helps pay for transportation)

Note 2: P = Public D = Disabled M = Medical S = Seniors Y = Youths L = Low Income G = Government F = Families

Source: LSC Transportation Consultants, Inc. and KCAG

Chapter 4
Public Outreach

INTRODUCTION

An important element of this Transit Development Plan is public outreach. A number of activities were developed to reach the public in general and passengers in particular. These activities included the following:

- **Stakeholder Interviews:** Stakeholders representing a broad representation of the community were identified early in the study and contacted by phone and/or email for interviews regarding transit issues. Stakeholders included social services department staff, senior center staff, politicians, transit staff, and school representatives.

- **Onboard Surveys:** Onboard surveys were conducted over several weekdays from May 6 to 15, 2014. The survey results are summarized below, with comments detailed in Appendix B.

- **Online Surveys:** To reach the non-riding general public as well as the riders, online surveys were made available from May 23 to June 30, 2014. Announcements for the surveys were posted at major bus stops, on buses, at social service agencies, at public libraries, et cetera. However, the responses were so few as to be non-representative of the community, and are not summarized.

STAKEHOLDER INTERVIEWS

Stakeholders were contacted by phone and/or by email. Stakeholders were asked what they saw as major transit or transportation issues in the region, their opinion of how well KART and/or CAT services were performing, particularly in regards to meeting transit needs, and were asked to provide general comments they thought would be pertinent to the study. The highlights of the interviews are provided below.

Important Issues

- Corcoran: It is essential that CAT maintain the Amtrak sales. The farebox is very low, around 4%, and CAT needs about $50,000 from Amtrak sales to boost the ratio over the required 10%. This has been the approach for over 20 years.

- CAT is selling KART tickets at a discount, which helps their farebox revenue, but there are few takers.

- CAT has a special license requirement to pick up school kids. CAT also keeps a minimum staff which impacts transit service during times staff members (drivers) are on vacation.

- CAT fares are $1.00 for general public and $0.25 for elderly, disabled, and children 8 years and under attended by an adult. Approximately half of fares are general public (mostly students). It is probably time to consider fare increases.

Regarding Service Area / Needs:

- KART Service is growing, coverage is good—especially in Hanford.
- Lemoore is probably ready for fixed route.
- CAT tried fixed route services in Corcoran in the past, but demand was too low.
- In Corcoran, the school bus only picks up students who live two or more miles away from the school (and most live closer). This leaves many students who are less than two miles but more than a quarter to half a mile dependent on CAT.
- Major trip generators in Corcoran: senior housing on Sherman, senior housing across from Depot, subsidized housing behind Head Start on 6 ½ Avenue; Recreation Association of Corcoran (RAC)—especially after school; schools; and grocery store.
- Owens Valley Career Development Center (OVCDC) offers KART passes to clients, or reimburses family members to provide transportation (up to $120/month). Most live in the Home Garden area, and most choose the reimbursement over passes. On a daily basis, 5-10 individuals need transportation to and from the Center; most do not have their own transportation.
- Sometimes when an individual "times out" at OVCDC, there are still needs within the family. For example, one parent had a child who was receiving a KART pass to go to school, but when their services timed out, the child had to switch to home schooling. It would be nice if there were another way to support this child's need to get to school.
- Quite a few OVCDC clients come from Corcoran. A midday trip would be great, because now they have to sit around for hours for a bus. Sometimes they come into our office to wait because it's too hot outside.
- Most of what OVCDC staff knows about KART is what they hear from clients. It seems to work well, but there have not been many negative or positive comments about the service. However, administratively, KART works really well with OVCDC; they have been very accommodating with billing and purchasing passes.
- We would like to see increased service in Avenal. There is no local service, but there is a high senior population. There is a prison there too. It is the fourth most populated community in the County. There is a senior center with 27 to 47 participants for the M-F hot meals. The only transportation is through informal vanpools and carpooling. It might be beneficial to have a local dial-a-ride for that. There aren't many wheelchair users; these are primarily mobile, but poor seniors.
- West Hills College in Lemoore would like KART to coordinate more with them on meeting the needs based on their schedules. However, their needs are seasonal, and although they start with an enrollment of 3,000, it drops significantly over the semester. Also, students who stay tend to find rides among their peers, so the transit demand drops significantly over the course of the semester, making it very difficult to serve. In addition, there are more online classes all of the time.

- Tribe: KART tried working with the tribe, but the work schedules are highly variable (and the casino operates 24/7). The casino has 1,200 employees, but the schedules change weekly, so no one is willing to rely on transit for their jobs. It makes it difficult for the casino's recruitment as well.

- Lemoore NAS: They are adding 2 squadrons, plus a helicopter squadron. Within 1 ½ years, there will be growth. For security purposes, it's difficult to go on base. There are 3 access points, and usually only one is open. It would probably work best if KART provided service to/from the gate, and the NAS provided service within their facility to the gate. Most of the single quarters are closer to the gate, with single family residences further back. Housing is within ¼ to ¾ of a mile from the gate.

- Day camp: Mental Health operates a successful junior high and high school summer camp for at risk teens. This is a good program. Therapists drive participants in from outlying areas—even the drive is very therapeutic. Mental Health would like KART to take on more of the transportation end of this program, but it would be a difficult role for KART.

- People want Sunday service.

- There do not seem to be any gaps or holes in services. KART does a really good job and is very responsive to community needs. For example, there was a request for service to Children's Hospital in Clovis. Despite the distance, KART starting providing service once per week, and serving other medical facilities enroute. Demand increased enough that it is now served Monday through Friday. The needs have been met, because KART is responsive.

- KART does well; they operate efficiently, have attentive drivers. All is good. There is no Sunday service, which would be nice to have, but that is not cost effective.

Regarding Amenities:

- CAT Vehicles—there was some objection to going with the large vehicles at first, but people like them now. They are more comfortable and better looking (kneeling buses).

Regarding Service Quality:

- KART on-time performance is an issue (it is around 88%). The delays mostly come from train track crossings; wheelchair loadings on Hanford Routes 4, 5 & 6; school traffic.

- Corcoran DAR is a good, important service and we would like to continue to provide it.

ONBOARD SURVEYS

Onboard surveys were conducted over several weekdays from May 6 to May 15, 2014. Each run of each route was surveyed during the course of the surveys, though not necessarily on the same day. Trained, bilingual surveyors rode the buses and handed out forms and pencils to passengers and encouraged them to complete the surveys.

Hanford County Route Surveys

A total of 273 valid surveys were completed on the Hanford County Routes. Given there are approximately 600 passenger trips daily (excluding transfers and youth), and that at least two-thirds are likely to be round trips, it is estimated that approximately 68 percent of individual riders completed the survey. The responses for the County Routes are shown in Tables 30 and 31. Additionally, comments submitted through the survey are included in Appendix B.

Some of the highlights of the survey include:

- Other than trips home, people used the bus most for work (34 percent) or school (22 percent), personal business (12 percent), and medical or dental appointments (11 percent). *This indicates that the County routes play an important role in the getting residents to work and college, impacting the local economy and creating a better quality of life and mobility for residents.*

- The majority of riders (72 percent) walked to the bus. Approximately 5 percent rode their bikes. *This indicates that walking routes to/from the stops are an important factor. Bike racks are an important amenity for transit*

- 78 percent of riders did not have a vehicle available to them, and 64 percent do not have a drivers' license. *This indicates that riders are highly transit dependent, but some are likely discretionary riders as well.*

- 6 percent of riders required the wheelchair lift.

- 76 percent of riders were adults, 17 percent youths, and 8 percent seniors.

- Quality of service ranked from a high of 4.5 for driver courtesy and 4.4 for system safety to a low of 3.9 for on-time performance and bus stops and shelters. The average ranking was 4.2. *This indicates that passengers are generally satisfied with service, but there is room for improvement.*

- The most requested improvement was for Sunday service, followed by increased service frequency.

Hanford Surveys

A total of 318 valid surveys were completed on the Hanford Routes. Given there are approximately 810 passenger trips daily (excluding transfers and youth), and that at least two thirds are likely to be round trips, it is estimated that approximately 58 percent of individual riders completed the survey. The responses for the Hanford Routes are shown in Tables 32 and 33, with a list of comments received through the survey included in Appendix B.

Some of the highlights of the Hanford survey include:

- Other than trips home, people used the bus most for shopping (21 percent), school (16 percent), work (15 percent) and personal business (15 percent). *This indicates that the Downtown routes play an important role in the quality of life and mobility for residents, allowing them to tend to day-to-day basic needs.*

TABLE 30: Responses for KART County Route Onboard Surveys

Questions 1 to 8

Questions	Answers								
Route Surveyed	**Avenal**	**Corcor**	**Fresno**	**Laton**	**Lemoor**	**NAS**	**Visalia**	**SUM**	
Number of Respondents	4	18	0	8	211	9	23	**273**	
Percent of Respondents	1%	7%	0%	3%	77%	3%	8%	100%	
Q1. What time did you board the bus?	**5-6 AM**	**6-7 AM**	**7-8 AM**	**8-9 AM**	**9-10 AM**	**10-11 AM**	**11 AM - 12 PM**	**12-1 PM**	**1-2 PM**
Number of Respondents	0	13	17	16	14	12	22	23	25
Percent of Respondents	0%	6%	8%	8%	7%	6%	11%	11%	12%
	2-3 PM	**3-4 PM**	**4-5 PM**	**5-6 PM**	**6-7 PM**	**7-8 PM**	**8-9 PM**	**After 9**	**SUM**
Number of Respondents	11	20	16	15	4	0	0	0	**208**
Percent of Respondents	5%	10%	8%	7%	2%	0%	0%	0%	100%
Q2. Where did you come	**School/College**		**Work**		**Shopping**		**Medical/Dental**		
Number of Responses	47		31		15		18		
Percent of Responses	17%		11%		5%		6%		
	Rec/Soclal		**Home**		**Personal**		**Other**		**SUM [1]**
Number of Respondents	4		141		16		9		**281**
Percent of Respondents	1%		50%		6%		3%		100%
Q3. How did you get to the bus?	**Walked**		**Bicycled**		**Drove Alone**		**Dropped Off**		
Number of Responses	190		10		10		29		
Percent of Responses	72%		4%		4%		11%		
	Transferred		**Other**		**SUM**				
Number of Respondents	13		11		**263**				
Percent of Respondents	0%		4%		95%				
Q4. How will you complete trip?	**Transfer**		**Dial-a-Ride**		**Walk**		**Bicycle**		
Number of Responses	68		4		155		19		
Percent of Responses	24%		1%		56%		7%		
	Drive Alone		**Ride**		**Other**		**SUM [1]**		
Number of Respondents	11		9		12		**278**		
Percent of Respondents	4%		3%		4%		100%		
Q5. Where are you going?	**School/College**		**Work**		**Home**		**Shopping**		
Number of Responses	60		37		94		18		
Percent of Responses	22%		14%		35%		7%		
	Medical/Dental		**Rec/Social**		**Personal**		**Other**		**SUM [1]**
Number of Respondents	17		7		22		14		**269**
Percent of Respondents	6%		3%		8%		5%		100%
Q6. How often do you ride?	**Daily**		**2-4 days/week**		**1 day/week**		**1-4 days/mo**		
Number of Respondents	117		93		19		26		
Percent of Respondents	44%		35%		7%		10%		
	< 1 day/mo		**First Time**		**SUM**				
Number of Respondents	6		2		**263**				
Percent of Respondents	2%		1%		100%				
Q7. Car available for trip?	**Yes**	**No**	**SUM**	**Q8. Have driver's**			**Yes**	**No**	**SUM**
Number of Respondents	53	193	**246**	Number of Respondents			90	157	**247**
Percent of Respondents	22%	78%	**100%**	Percent of Respondents			36%	64%	100%

Note 1: The sum might be greater than the number of surveys completed in some cases where multiple answers were permitted.

Source: Data collected May 6-15, 2014. LSC Transportation Consultants, Inc.

TABLE 31: Responses for KART County Route Onboard Surveys

Questions 9-15

Questions	Answers								
Q9. Do you use other transit services?			**Yes**	**No**	**SUM**				
Number of Respondents			209	64	**273**				
Percent of Respondents			77%	23%	100%				
Q9. If so, which ones?	**Avenal**	**Corcoran**	**Fresno**	**Laton**	**Lemoore**	**NAS**	**Visalia**	**Amtrak**	**Other**
Number of Responses	3	3	4	1	9	3	6	56	13
Percent of Responses	1%	1%	1%	0%	2%	1%	1%	11%	2%
	Han 1/3	**Han 2/5**	**Han 4/7**	**Han 6**	**Han 8**	**Other Hanford**		**SUM**	
Number of Respondents	123	96	74	97	31	14		**533**	
Percent of Respondents	23%	18%	14%	18%	6%	3%		100%	
Q10: Require WC lift?	**Yes**	**No**	**SUM**	**Q12: College student?**			**Yes**	**No**	**SUM**
Number of Responses	16	242	**258**	Number of Responses			86	156	**242**
Percent of Responses	6%	94%	100%	Percent of Responses			36%	64%	100%
Q11. Age group?	**< 12**	**13-18**	**19-24**	**25-59**	**60-74**	**75+**	**SUM**		
Number of Respondents	2	41	76	117	18	3	**257**		
Percent of Respondents	1%	16%	30%	46%	7%	1%	100%		

	Number Answering *1 = poor to 5 = excellent*						
Q13. Opinion of Service?	**1**	**2**	**3**	**4**	**5**	**Average**	
System safety	3	4	32	69	154	4.4	Average 4.2
On time performance	10	25	56	72	98	3.9	Lowest 3.9
Service Frequency	9	8	48	76	117	4.1	Highest 4.4
Driver Courtesy	5	10	15	67	163	4.4	
Travel time	6	14	32	82	126	4.2	
Areas served	12	15	35	68	124	4.1	
Bus cleanliness	4	6	28	73	151	4.4	
Telephone information services	6	11	38	69	124	4.2	
Printed information materials	10	12	40	69	116	4.1	
Website	13	12	35	56	105	4.0	
Bus stops and shelters	15	18	46	65	101	3.9	
Overall services	2	3	30	86	129	4.3	

Q14: Service improvements?	**More Frequent**	**New/Ext Routes**	**Bus Stop Imprv.**	**Earlier Wkdy**	**Other**
Number of Responses	76	54	37	24	14
Percent of Responses	15%	11%	7%	5%	3%
	Later Wkd	**Earlier Sat**	**Later Sat**	**Sunday**	**SUM**
Numer of Respondents	51	55	89	113	**513**
Percent of Respondents	10%	11%	17%	22%	100%

Note 1: The sum might be greater than the number of surveys completed in some cases where multiple answers were permitted.

Source: Data collected May 6-15, 2014. LSC Transportation Consultants, Inc.

- The majority of riders (82 percent) walked to the bus. Approximately 2 percent rode their bikes.

- 84 percent of riders did not have a vehicle available to them, and 66 percent do not have a drivers' license. *Indicates riders are highly transit dependent—more so than on the County routes.*

- 10 percent of riders required the wheelchair lift

- 77 percent of riders were adults, 11 percent youths, and 11 percent seniors.

- Quality of service ranked from a high of 4.5 for driver courtesy and 4.4 for system safety to a low of 3.8 for on-time performance and bus stops and shelters. The average ranking was 4.1. *Indicates passengers are generally satisfied with service, but there is room for improvement.*

- The most requested improvement was for Sunday service, followed by increased service frequency.

Hanford Dial-A-Ride Surveys

Surveyors rode the Dial-A-Ride (DAR) for a total of eight hours and collected a total of 12 valid surveys. Comments received through the survey are included in Appendix B.

Highlights of the Hanford DAR survey include:

- Six of the survey respondents made reservations one day prior to their trip, while one made a reservation two days in advance and three were subscription trips.

- Passengers' main purpose for using the service was for medical appointments, followed by personal business.

- Only one of twelve passengers had a vehicle available for the trip.

- Five passengers said they would not have made the trip without DAR available, and three would have relied on a care provider.

- Approximately half of the respondents said they also use the CAT Dial-A-Ride.

- The primary reason passengers used DAR instead of fixed route is that there is not a stop near their home and/or they have a disability which makes using fixed route difficult.

- Seven passengers were elderly (three over age 75) and four were non-elderly adults.

- The most often requested improvement was for Sunday service, followed by improved on-time performance.

TABLE 32: Responses for KART Hanford Downtown Onboard

Questions 1 to 8

Questions	Answers								
Route Surveyed	**Han 1/3**	**Han 2/5**	**Han 4/7**	**Han 6**	**Han 8**	**Other**	**SUM**		
Number of Respondents	69	77	45	87	38	2	**318**		
Percent of Respondents	22%	24%	14%	27%	12%	1%	100%		
Q1. What time did you board the bus?	**5-6 AM**	**6-7 AM**	**7-8 AM**	**8-9 AM**	**9-10 AM**	**10-11 AM**	**11 AM - 12 PM**	**12-1 PM**	**1-2 PM**
Number of Respondents	0	12	31	20	21	24	12	17	14
Percent of Respondents	0%	5%	14%	9%	9%	10%	5%	7%	6%
	2-3 PM	**3-4 PM**	**4-5 PM**	**5-6 PM**	**6-7 PM**	**7-8 PM**	**8-9 PM**	**After 9**	**SUM**
Number of Respondents	14	20	13	13	6	11	0	0:00	**229**
Percent of Respondents	6%	9%	6%	6%	3%	5%	0%	0%	100%
Q2. Where did you come from?	**School/College**		**Work**		**Shopping**		**Medical/Dental**		
Number of Responses	20		27		38		20		
Percent of Responses	6%		8%		11%		6%		
	Rec/Socal		**Home**		**Personal**		**Other**		**SUM [1]**
Number of Respondents	14		167		27		21		**334**
Percent of Respondents	4%		50%		8%		6%		100%
Q3. How did you get to the bus?	**Walked**		**Bicycled**		**Drove Alone**		**Dropped Off**		
Number of Responses	253		5		1		16		
Percent of Responses	82%		2%		0%		5%		
	Other		**SUM [1]**						
Number of Respondents	34		**309**						
Percent of Respondents	11%		100%						
Q4. How will you complete trip?	**Transfer**		**Dial-a-Ride**		**Walk**		**Bicycle**		
Number of Responses	134		7		138		6		
Percent of Responses	44%		2%		45%		2%		
	Drive Alone		**Ride**		**Other**		**SUM [1]**		
Number of Respondents	2		10		10		**307**		
Percent of Respondents	1%		3%		3%		100%		
Q5. Where are you going?	**School/College**		**Work**		**Home**		**Shopping**		
Number of Responses	45		34		86		48		
Percent of Responses	14%		11%		27%		15%		
	Med/Dental		**Rec/Social**		**Personal**		**Other**		**SUM [1]**
Number of Respondents	35		7		35		31		**321**
Percent of Respondents	11%		2%		11%		10%		100%
Q6. How often do you ride the bus?	**Daily**		**2-4 days/week**		**1 day/week**		**1-4 days/mo**		
Number of Respondents	140		107		16		32		
Percent of Respondents	46%		35%		5%		10%		
	< 1 day/mo		**First Time**		**SUM**				
Number of Respondents	8		4		**307**				
Percent of Respondents	3%		1%		100%				
Q7. Car available for	**Yes**	**No**	**SUM**	**Q8. Have driver's license?**			**Yes**	**No**	**SUM**
Number of Respondents	43	223	**266**	Number of Respondents			89	176	**265**
Percent of Respondents	16%	84%	**100%**	Percent of Respondents			34%	66%	**100%**

Note 1: The sum might be greater than the number of surveys completed in some cases where multiple answers were p

Source: Data collected May 6-8, 2014. LSC Transportation Consultants, Inc.

TABLE 33: Responses for KART Hanford Downtown Onboard Surveys

Questions 9-15

Questions	Answers								
Q9. Do you use other transit services?			**Yes**	**No**	**SUM**				
Number of Respondents			245	73	**318**				
Percent of Respondents			77%	23%					
Q9. If so, which ones?	**Avenal**	**Corcoran**	**Fresno**	**Laton**	**Lemoore**	**NAS**	**Visalia**	**Amtrak**	**Other**
Number of Responses	2	2	4	2	2	0	3	50	12
Percent of Responses	0%	0%	1%	0%	0%	0%	0%	6%	2%
	Han 1/3	**Han 2/5**	**Han 4/7**	**Han 6**	**Han 8**	**Other H**	**SUM [1]**		
Number of Respondents	179	176	139	132	66	5	**774**		
Percent of Respondents	23%	23%	18%	17%	9%	1%	100%		
Q10: Require WC lift?	**Yes**	**No**	**SUM**	**Q12: College student?**			**Yes**	**No**	**SUM**
Number of Responses	27	232	**259**	Number of Responses			49	209	**258**
Percent of Responses	10%	90%	100%	Percent of Responses			19%	81%	100%
Q11. Age group?	**< 12**	**13-18**	**19-24**	**25-59**	**60-74**	**75+**	**SUM**		
Number of Respondents	2	30	47	176	30	4	**289**		
Percent of Respondents	1%	10%	16%	61%	10%	1%	100%		

	Number Answering *1 = poor to 5 = excellent*					
Q13. Opinion of Service?	**1**	**2**	**3**	**4**	**5**	**Average**
System safety	1	1	46	83	163	4.4
On time performance	13	21	76	77	106	3.8
Service Frequency	9	10	58	81	132	4.1
Driver Courtesy	2	6	29	71	189	4.5
Travel time	5	14	52	95	120	4.1
Areas served	7	14	60	85	120	4.0
Bus cleanliness	5	7	44	93	142	4.2
Telephone information services	8	16	54	79	118	4.0
Website	16	17	58	66	113	3.9
Printed information materials	13	22	46	64	104	3.9
Bus stops and shelters	24	14	55	80	109	3.8
Overall services	3	6	44	83	141	4.3

Average	4.1
Lowest	3.8
Highest	4.4

Q14: Service improvements?	**More Frequent**	**New/Ext Routes**	**Bus Stop Imprv.**	**Earlier Wkdy**	**Other**
Number of Responses	72	50	53	33	11
Percent of Responses	12%	8%	9%	6%	2%
	Later Wkd	**Earlier Sat**	**Later Sat**	**Sunday**	**SUM [1]**
Numer of Respondents	52	60	100	**160**	**591**
Percent of Respondents	9%	10%	17%	27%	100%

Note 1: The sum might be greater than the number of surveys completed in some cases where multiple answers were permitted.

Source: Data collected May 6-8, 2014. LSC Transportation Consultants, Inc.

Corcoran Area Transit Surveys

A surveyor was on CAT services for a total of ten hours and collected 20 valid surveys. The responses for the CAT surveys are shown in Tables 34 and 35. Comments from the survey are provided in Appendix B.

Highlights of the CAT surveys include:

- Almost all of the respondents (23 of 24) made same-day reservations. One had a standing reservation.
- The most common reason for using the service was for shopping and personal business.
- 89 percent of the respondents did not have a car available for the trip and 92 percent did not have a drivers' license.
- 62 percent of the survey respondents said they would walk if the service were not available, while 27 percent said they would get a ride and just 3 percent said they would not make the trip.
- 55 percent of respondents said they use other transit services, which include KART Hanford Routes (53 percent), KART Dial-A-Ride (24 percent) and KART County Routes (24 percent).
- 82 percent of the passengers were aged 25 to 59 (which indicates not many of the students who often ride completed the survey)
- Quality of service ranked from a high of 4.7 for bus comfort and 4.6 for bus cleanliness, to a low of 3.6 for on-time performance and 3.9 for the website. The average ranking was 4.3.

TABLE 34: Responses for Corcoran Area Transit Onboard Surveys

Questions 1 to 10

Questions	Answers							
Q1. What time did you board the bus?	**10-11 AM**	**11 AM - 12 PM**	**12-1 PM**	**1-2 PM**	**2-3 PM**	**3-4 PM**	**No Answer**	**SUM**
Number of Respondents	4	2	0	8	2	4	9	**29**
Percent of Respondents	14%	7%	0%	28%	7%	14%	31%	100%
Q2. Time of reservation?	**10-11 AM**	**11 AM - 12 PM**	**12-1 PM**	**1-2 PM**	**2-3 PM**	**3-4 PM**	**Other**	**SUM**
Number of Respondents	2	2	0	0	1	0	24	**29**
Percent of Respondents	7%	7%	0%	0%	3%	0%	83%	100%
Q3. When did you make reservation?	**Today**		**1 day advance**		**2 days adv.**		**3 days adv.**	
Number of Respondents	23		0		0		0	
Percent of Respondents	96%		0%		0%		0%	
	4-7 days adv.		**7+ days ago**		**Subscription**		**SUM**	
Number of Respondents	0		0		1		**24**	
Percent of Respondents	0%		0%		4%		100%	
Q4. Trip purpose?	**School/College**		**Work**		**Shopping**		**Medical/Dental**	
Number of Responses	3		4		6		4	
Percent of Responses	12%		15%		23%		15%	
	Senior Ctr		**Personal**		**Rec/Social**		**Other**	**SUM**
Number of Respondents	0		5		4		0	**26**
Percent of Respondents	0%		19%		15%		0%	100%
Q5. Car available for trip?	**Yes**	**No**	**SUM**	**Q6. Have driver's license?**			**Yes**	**No**	**SUM**
Number of Respondents	3	24	**27**	Number of Respondents			2	24	**26**
Percent of Respondents	11%	89%		Percent of Respondents			8%	92%	
Q7. How else would you make trip?	**Walk**		**Drive**		**Get a Ride**		**No trip**	
Number of Responses	16		0		7		3	
Percent of Responses	62%		0%		27%		12%	
	Other		**SUM**					
Number of Respondents	0		**26**					
Percent of Respondents	0%		100%					
Q8. Require wheelchair ramp?			**Yes**	**No**	**SUM**			
Number of Respondents			5	22	**27**			
Percent of Respondents			19%	81%	100%			
Q9. How often do you ride the bus?	**Daily**		**2-4 days/week**		**1 day/week**		**1-4 days/mo**	
Number of Respondents	4		13		0		1	
Percent of Respondents	20%		65%		0%		5%	
	< 1 day/mo		**First Time**		**SUM**			
Number of Respondents	2		0		**20**			
Percent of Respondents	10%		0%		100%			
Q10. Do you use other transit services?			**Yes**	**No**	**SUM**			
Number of Respondents			16	13	**29**			
Percent of Respondents			55%	45%	100%			
Q10. If so, which ones?	**KART Hanford**		**KART County**		**KART DAR**		**SUM**	
Number of Responses	9		4		4		**17**	
Percent of Responses	53%		24%		24%		100%	

Note 1: The sum might be greater than the number of surveys completed in some cases where multiple answers were permitted.

Source: Data collected May 13-14, 2014. LSC Transportation Consultants, Inc.

TABLE 35: Responses for Corcoran Area Transit Onboard Surveys

Questions 9-15

Questions	Answers						
Q12. Age group?	**< 12**	**13-18**	**19-24**	**25-59**	**60-74**	**SUM**	
Number of Respondents	0	1	1	18	2	**22**	
Percent of Respondents	0%	5%	5%	82%	9%	100%	
	Number Answering *1 = poor to 5 = excellent*						
Q13. Opinion of Service?	**1**	**2**	**3**	**4**	**5**	**Average**	
System safety	1	0	0	9	16	4.5	Average 4.3
On time performance	2	3	5	7	8	3.6	Lowest 3.6
Driver courtesy	1	1	2	7	15	4.3	Highest 4.7
Travel time	1	1	3	7	15	4.3	
Areas served	0	1	4	12	9	4.1	
Bus cleanliness	0	0	1	9	16	4.6	
Bus comfort	0	0	0	9	18	4.7	
Reservation procedures	1	0	3	8	11	4.2	
Telephone information services	1	0	1	5	12	4.4	
Website	0	3	2	3	6	3.9	
Printed information materials	1	1	2	6	10	4.2	
Overall	0	0	3	5	10	4.4	

Q14: Service improvements?	**More Frequent**	**More Direct Service to**	**More Direct Service from**	**Earlier Wkdy**	**Other**
Number of Responses	1	2	0	4	0
Percent of Responses	3%	7%	0%	13%	0%
	Later Wkd	**Sat Service**	**Sunday**	**On Time**	**SUM**
Numer of Respondents	5	13	2	**3**	**30**
Percent of Respondents	17%	43%	7%	10%	100%

Note 1: The sum might be greater than the number of surveys completed in some cases where multiple answers were permitted.

Source: Data collected May 13-14, 2014. LSC Transportation Consultants, Inc.

Chapter 5
Transit Demand and Unmet Need

INTRODUCTION

An important step in developing and evaluating transit plans is a careful analysis of the mobility needs of various segments of the population and the potential demand for transit services. This is a somewhat difficult task for Kings County because it includes areas of suburban development, small urban centers, and rural areas, and is thus not easily classified. Moreover, demand for one target market often overlaps with the needs of another target market. In this chapter, existing transit demand is quantified, and factors which will influence future demand are discussed.

Existing Transit Need and Demand

The transit planning profession has developed differing methodologies for evaluation of transit demand in urban areas in comparison with small cities or rural areas. Accordingly, demand for Hanford and Lemoore is evaluated using methods for urbanized areas (over 50,000 population), while demand for, Corcoran and Avenal use a “small city” formula, and the remainder of the county is evaluated using methods for rural areas. In addition, there are several sub-categories of demand that address both urban and rural areas. It is important to note that these various methods overlap, and the demand assumes a very high level of transit in both frequency and coverage. The demand estimation represents an upper limit of demand which is not typically feasible to meet. Nonetheless, identifying the relative need is helpful in terms of determining which areas of demand are most underserved and which areas have the greatest potential for new growth.

Employment Demand

Transit demand generated by persons commuting to employment sites is one area of demand to consider. Using the employment flow data presented earlier in Table 6, potential employment commute trips were identified in Kings County assuming a 0.5% to 1.0% mode split (the lower mode split is used for intercity trips and the higher mode split is used for local trips). The number of employees commuting to the various communities within Kings County are shown in Table 36 for all locations which had more than 300 total commuters. Using the mode split, and assuming employees make an average of two passenger trips daily, the potential number of trips by transit is identified. As indicated, only a few locations within the county would generate five or more transit trips per day, with the highest potential for transit trips within local communities: for example, within Hanford, an estimated 51 trips daily would be to and from work. The next highest would be in Lemoore, with an estimated 13 daily trips for employment if regular service were provided.

General Public Trips – Urban Core

The demand for general public trips in Hanford is based upon a simple mode split which estimates that one percent of the population would use transit on a daily basis, making an average of 3.5 trips per day. This method generates an estimated demand for all trips within Hanford at 641,300 transit trips annually.

TABLE 36: Kings County Employee Transit Demand

Employee Residential Location	Employee Work Location	Total Commuters	Transit Mode Share	Daily Commuters	Annual 1-Way Psgr Trips
Kings County	Kings County	21,299	0.5%	106	53,200
Kings County	Outside of County	22,778	0.5%	114	56,900
Outside Kings County	Kings County	17,144	0.5%	86	42,900
Avenal	Avenal	331	0.5%	2	800
Corcoran	***Corcoran***	***1,204***	***1.0%***	***12***	***6,000***
Corcoran	Fresno	307	0.5%	2	800
Hanford	***Hanford***	***5,094***	***1.0%***	***51***	***25,500***
Hanford	***Visalia***	***1,065***	***0.5%***	***5***	***2,700***
Hanford	***Lemoore***	***978***	***0.5%***	***5***	***2,400***
Hanford	Fresno	839	0.5%	4	2,100
Hanford	Corcoran	499	0.5%	2	1,200
Hanford	Avenal	434	0.5%	2	1,100
Lemoore	***Lemoore***	***1,327***	***1.0%***	***13***	***6,600***
Lemoore	***Hanford***	***973***	***0.5%***	***5***	***2,400***
Lemoore	Fresno	366	0.5%	2	900
Lemoore	Coalinga	356	0.5%	2	900
Lemoore	Avenal	308	0.5%	2	800
Fresno	Hanford	637	0.5%	3	1,600
Visalia	Corcoran	414	0.5%	2	1,000
Visalia	Hanford	874	0.5%	4	2,200

Bold Italics = locations with greatest potential for transit mode

Source: LSC, derived from U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011

Rural Area Demand

The demand analyses used in the "rural" area of Kings County (outside of Hanford) are based on methodologies developed for the Transportation Research Board (TRB) of the American Academy of Scientists. The demand estimation models are presented in *Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation* published as a web-based document in 2009 by the Transit Cooperative Research Program and authored by Vanasse Hangen Brustlin; LSC Transportation Consultants, Inc.; and Erickson Consulting, LLC. The methodology developed for this project is based on data available through the US Census (American Community Survey) and is an update of initial work on estimating demand for rural

passenger transportation that was published in 1995 in TCRP Report 3. The applications of the methodologies are discussed below.

Rural Program (Sponsored) Trips

In rural or small urban areas, the transit trips made by residents to and from specific social programs (such as for job training or sheltered workshops) typically comprise a large part of the total transit demand. This demand differs from other types of demand, in that clients in each program specifically generate this need for service. The TCRP B-3 methodology applies observed trip rates to estimate program demand, applied to the estimated number of clients in each program based on demographic characteristics of the area. The input data and analysis results are presented in Table 37. Based on the selected input, the forecasted demand is estimated at 673,200 one-way trips annually, with the largest demand (236,900) by mental health services and the next largest demand (105,000) for developmental services.

TABLE 37: Kings County Program Transit Demand

INPUT DATA VALUES		
Area	*Square Miles*	*1,388*
Total Population	*Persons*	*137,352*
Persons Age 3 to 4	*Persons*	*5,095*
Persons Age 16 to 59	*Persons*	*97,351*
Persons Age 16 to 64	*Persons*	*102,954*
Persons Age 16 and Above	*Persons*	*114,982*
Persons Age 60 or Over	*Persons*	*16,943*
Persons Age 75 and Above	*Persons*	*5,186*
Total Persons with a Mobility Limitation	*Persons*	*13,615*
Persons Age 16 to 64 With a Mobility Limitation	*Persons*	*3,866*
Families Below Poverty Level	*Families*	*5,683*

Program Type	# of Participants	Annual Ridership (1-Way Psgr-Trips)
Developmental Services	248	105,000
Developmental Services: Case Management	115	4,500
Developmental Services: Pre-School	180	40,300
Group Home	37	14,200
Headstart	197	51,800
Job Training	545	74,700
Mental Health Services	680	236,000
Mental Health Services: Case Management	865	5,500
Nursing Home	149	1,600
Senior Nutrition	374	92,800
Sheltered Workshop	122	46,800
TOTAL		673,200

SOURCE: "TCRP Report 3: Workbook for Estimating Demand for Rural Passenger Transportation"

Rural Non-Program-Related Transit Demand

In addition to program demand, demand for transit services is generated by non-program travel. The TCRP methodology also provides analysis methodologies to estimate this element of demand. The TCRP analytical technique uses a "logit model" approach to the estimation of transit demand, similar to that commonly used in urban transportation models. This model incorporates an exponential equation that relates the quantity of service and the demographics of the area.

As with any other product or service, the demand for transit services is a function of the level of supply provided. To use the TCRP methodology to identify a feasible maximum demand, it is necessary to assume a high supply level, as measured in vehicle-miles of annual transit service per square mile of service area. For rural areas, a reasonable maximum level of service would be to serve every portion of the county with four round-trips of transit service daily, Monday through Friday. This equates to approximately 2,400 vehicle-miles of transit service per square mile per year. The TCRP methodology for general public (non-elderly or disabled) demand estimation was found to not be applicable to the study area, as existing ridership exceeds the results of the methodology. A mode-split evaluation was therefore applied. Based upon a review of transit mode split for well-served similar areas, an estimated maximum mode split of 0.5 percent was identified. This factor was applied to the non-elderly/disabled population, and multiplied by an average of 3.5 person-trips per day in rural areas to yield the transit demand.

As shown in Table 38, a total demand of 569,020 one-way passenger-trips is generated by non-program demand in rural areas. Of this, the majority (456,400 or 80 percent) is generated by the general public, while 20 percent is generated by elderly and/or disabled persons.

TABLE 38: Rural Non-Program Demand
Kings County (Not Including Urbanized Areas)

Census Tract	Area Description	Estimated Annual Passenger-Trip Demand: Elderly	Mobility Limited	Elderly + Mobility Limited	General Public	Total	Estimated Daily Transit Demand: #	Regional %
1	Northeast of Hanford (rural)	2,350	950	3,300	11,600	14,900	58	2.6%
2	Lemoore to Lemoore NAS	1,890	900	2,790	6,100	8,890	35	1.6%
3	Lemoore NAS	0	360	360	31,500	31,860	125	5.6%
4.02	Lemoore (surrounding area)	2,780	1,250	4,030	16,500	20,530	81	3.6%
5	Armona	3,050	1,540	4,590	15,900	20,490	80	3.6%
12	Hanford to Corcoran (rural)	2,190	920	3,110	8,000	11,110	44	2.0%
13	Corcoran (outlying)	1,830	1,270	3,100	13,300	16,400	64	2.9%
14.01	Corcoran (south)	1,250	680	1,930	10,900	12,830	50	2.3%
14.02	Corcoran (east)	1,260	820	2,080	6,300	8,380	33	1.5%
15	Corcoran (west)	2,940	2,160	5,100	13,400	18,500	73	3.3%
16.01	Stratford and rural area	1,080	800	1,880	17,400	19,280	76	3.4%
	Rural Study Area Total	**20,620**	**11,650**	**32,270**	**150,900**	**183,170**	**718**	**32.2%**

Source: LSC Transportation Consultants, Inc.

Small City Transit Demand

The TCRP methodologies include a specific methodology for small urban areas (less than 50,000 population) which is applicable to Avenal, Corcoran and Lemoore. This methodology simply takes into consideration the total population and estimated annual vehicle hours of service. Assuming 4,992 vehicle hours of service (which is approximately two vehicles providing service for 8 hours a day, six days per week), the forecast ridership would be an estimated 28,400 one-way trips in Avenal; 40,700 one-way trips annually in Corcoran (which is currently very nearly met) and 94,700 in Lemoore.

SUMMARY OF TRANSIT DEMAND

A summary of the results of the various demand methodologies above are presented in Table 39. These estimates are not cumulative; some are different approaches to the same target market, and different methods forecast demand for different target markets. While the demand forecasts have highly variable results, they are useful in determining a range of service which might be appropriate in the future, particularly in light of what service is available. Table 36 also presents the current service available to Kings County residents. Currently, an estimated 694,728 vehicle trips are made on the KART and CAT services in Kings County.

TABLE 39: Summary of Kings County Transit Demand

Estimation Methodology	TOTAL
General Public Demand	
General Public Rural Non-Program	183,170
Program Demand	673,200
Urban Core Mode Split (Hanford Demand)	641,300
Small City Fixed Route TCRP Method	
Avenal	28,400
Corcoran	40,700
Lemoore	94,700
Employment Demand	
Within Kings County	53,200
Out of Kings County	56,900
Into Kings County	42,900

NOTE: Demand Methodologies overlap. Demand assumes high level of transit service and coverage.

Current Level of Service in Kings County	TOTAL
Intercity (County Routes)	71,355
Urban (Hanford)	412,492
Small City (Lemoore, Corcoran including CAT)	186,552
Dial-a-Ride	24,329
Total	694,728

Source: LSC Transportation Consultants, Inc.

FUTURE TRENDS IN TRANSIT DEMAND

Future change in actual transit demand will be influenced by a variety of factors, including:

Increasing Fuel Costs – The increase in gas prices over the last several years has increased the demand for public transit services across the nation. Fuel increases particularly affect low income and discretionary riders, and has less of an impact on program-related demand. This factor was not considered in developing the transit demand methodologies used above.

Change in Senior Population -- The change in the senior population will also impact transit demand. The elderly population will outpace other age categories in the coming decades, increasing from the current 7.9 percent in 2010 to 11.0 percent in 2020 and 15.1 percent in 2035. This will increase the demand for services, particularly DAR (unless seniors adapt to using fixed route and the fixed route provides access to local shopping and services).

Changes in Travel Patterns Among Young Adults – There is increasing evidence that young adults are shifting their travel away from auto use, and delaying their drivers' licenses. Researchers indicate that this is probably due to increased costs of auto ownership and use, reduced employment and income, as well as that the spread of mobile internet technologies make travel by transit more attractive relative to driving. As a result, transit systems are seeing growing use of services among teenagers and young adults.

Availability of Medical Services – Availability of medical services has a large impact on the need for non-emergency medical transportation. If local medical services decrease (which is a trend in many rural areas), the demand for out-of-area medical trips will increase.

Air Quality Management – Kings County is a non-attainment area for State mandated air quality standards. To alleviate air pollution, the County may look for ways to encourage transit use as a means of reducing vehicle miles traveled, which might increase the demand for transit services.

Chapter 6
Goals, Objectives and Performance Standards

INTRODUCTION

An important element in the success of any organization is a clear and concise set of goals and objectives, and the standards needed to attain them. In the goals of the 2009-2012 Triennial Performance Audit, both KART and CAT were encouraged to develop performance measures in order to better assess the operations of their organizations. Per requirements of the California Transportation Development Act (TDA), both organizations track and record the five following standards:

- Operating cost per passenger
- Operating cost per vehicle service hour
- Passengers per vehicle service hour
- Passengers per vehicle service mile
- Vehicle service hours per employee

In addition to these five quantitative measures, the Policy Element of the 2009 Kings County Transit Development Plan also discussed qualitative policies which would be appropriate for creating mobility in the County and in encouraging successful transit operations. Those policies are still appropriate for both organizations. This chapter evaluates and recommends additional quantitative measures which are useful in evaluating the success of the organization as a whole and which are useful in reviewing the performance of specific routes or services. Methodologies for calculating the measures are also provided. The measures can be used to guide contract providers in meeting minimum standards of service quality. Furthermore, the measures are also important for evaluating the potential success of new or planned services.

There are many approaches to developing goals, objectives and standards for transit agencies, and doing so requires an iterative process with transit staff, local decision-makers, and transit stakeholders. To begin this process, a list of goals and standards are presented below and in Tables 40 and 41, with suggested standards for both KART and CAT given current operating conditions. It should be noted that goals, objectives, and standards are somewhat fluid in response to on-the-ground performance, available resources, and constant review of what a transit agency is trying to achieve. Particularly as these goals and standards are new to the transit agencies, they should undergo regular evaluation and refinement to best reflect the conditions and desires in the local communities.

KART GOALS AND STANDARDS

1. Service Efficiency Goal: *To maximize the level of services that can be provided within the financial resources associated with the provision of transit services*. The standards should not be strictly applied to new routes for the first two years of service, so long as 60 percent of the standard is achieved after one full year of service and a favorable trend is maintained.

Farebox Recovery Ratio Standard: In simple terms, the farebox return ratio is the ratio of the operating income (largely fare revenues, but also including advertising revenue) divided by the non-capital expenses. Under TDA ruling, populations under 500,000 may establish a farebox ratio of 15 percent overall. Appropriate farebox ratios for KART to aim to achieve would be 22 percent for Local Routes, 15 percent for Regional or County Routes, and 5 percent for DAR, and 15 percent overall, as shown in Table 40.

TABLE 40: Goals and Performance Measures for KART and CAT

Service Efficiency and Service Effectiveness Goals

= Does Not Meet Standard

Service	*1. Service Efficiency Goal* — Operating Farebox Return Ratio Standard (Minimum)[1]	*1. Service Efficiency Goal* — Operating Cost Per Passenger-Trip Standard (Maximum)[1]	*1. Service Efficiency Goal* — Operating Cost Per Vehicle Hour Standard (Maximum)[1]	*2. Service Effectiveness Goal* — Passenger-Trips per Vehicle Service Hour (Minimum)
KART Services				
Standard	**22.0%**	**$3.00**	**$80.00**	**20.0**
Hanford Routes	25.5%	$2.56	$65.92	25.8
Standard	**15.0%**	**$6.50**	**$80.00**	**10.0**
County Routes	21.3%	$5.46	$70.17	12.9
Standard	**5.0%**	**$25.00**	**$80.00**	**2.5**
Dial-A-Ride	5.0%	$26.64	$68.15	2.6
Standard	**15.0%**	**$5.00**	**$80.00**	**14.0**
Systemwide	18.8%	$4.50	$69.20	15.4
CAT Services				
Standard	**10.0%**	**$20.00**	**$100.00**	**6.0**
Local Service	3.7%	$56.31	$128.44	7.3

Note 1: CAT farebox ratio does not include Amtrak ticket sales. With Amtrak sales, farebox is 10% which allows CAT to meet the standard.

Note 2: KART performance data is presented in Table 17. CAT performance data is presented in Tables 23 and 26. includes ad revenue

Current: In 2013-14, KART had farebox ratios of 25.5 on the Hanford routes; 21.3 percent on the County routes; 5.0 percent on the DAR, and 18.8 percent overall. KART therefore exceeds the recommended measures. Nonetheless, these are appropriate minimum farebox recovery ratios to achieve given the unpredictability of revenue sources, and the potential for operating costs (particularly fuel costs) to rise rapidly.

Operating Cost Per Passenger-Trip Standard: The fully allocated operating cost per passenger trip should not exceed $3.00 on Local Routes, $6.50 on Regional or County Routes, and $25.00 on DAR. “Fully allocated” costs include the contract costs (hourly, per mile and fixed) as well as all administrative and fixed costs. These costs are allocated by service in proportion to the number of service hours and miles provided. Figures are in 2014 dollars, and can change with inflation (as calculated using the consumer price index).

TABLE 41: Goals and Performance Measures for KART and CAT

Service Quality Goal

Performance Measure / Service	*3. Service Quality Goal*									
	Passenger Amenity Standard (Shelters & Seating)	Service Availability Standard	On-Time Performance Standard (Minimum % of Trips On-Time)	DAR Reservation Time Standard	Missed Trips (Maximum)	No Shows (Maximum)	In-Vehicle Travel Time (Maximum)	Service Headway Standard (Minimum)	Trip Denial Standard
KART Services									
Standard	**Seating >= 5 psgrs/day**	**Shelter >= 10 psgrs/day**	**1/2 mile of urban residents, and DAR within 3/4 mile of routes?**	**85%**	**NA**	**1%**	**NA**	**Less Than 3 Times Auto Travel Time**	**60 Minutes**	**N/A**
Hanford Routes	Yes	Yes	Yes	No	–	ND	--	Yes	Yes	N/A
Standard	**Seating >= 5 psgrs/day**	**Shelter >= 10 psgrs/day**	**Service to populations of 1,000 or more?**	**85%**	**NA**	**1%**	**NA**	**Less Than 3 Times Auto Travel Time**	**Twice daily**	**N/A**
County Routes	No	No	Yes	Yes	--	ND	--	Yes	Yes	N/A
Standard	**N/A**	**N/A**	**Service Within 1/2 mile of urban residents?**	**NA**	**Advanced reservation within 1 hr of request**	**1%, and no pattern of denials**	**1 in 20**	**75% of Trips within 45 min, 100% Within 60 min**	**NA**	**No Pattern of ADA Denials**
Dial-A-Ride	--	–	Yes	--	Yes	ND	ND	ND	–	Yes
Standard	**Seating >= 5 psgrs/day**	**Shelter >= 10 psgrs/day**	**NA**	**85%**	**NA**	**1%**	**NA**	**NA**	**NA**	**N/A**
Systemwide	No	No	–	ND	--	ND	--	--	–	N/A
CAT Services										
Standard	**N/A**	**N/A**	**90% of population within service area?**	**NA**	**Advanced reservation within 1 hr of request**	**1%, and no pattern of denials**	**1 in 20**	**75% of Trips within 10 min, 100% Within 60 min**	**N/A**	**No Pattern of ADA Denials**
Local Service	--	–	Yes	--	Met	Met	1 in 25	Yes	–	Met

= Does Not Meet Standard NA = Not applicable. ND = no data--not available.

Current: KART currently has fully allocated operating costs per passenger trip of $2.56 on Local Routes, $5.46 on Regional or County Routes, and $26.64 on DAR. Therefore, the standard is met on the fixed routes but not on the DAR.

Operating Cost Per Vehicle Service Hour Standard: The fully allocated operating cost per vehicle service hour should not exceed $80.00 on all services, in 2014 dollars, increasing with inflation.

Current: The fully allocated operating cost per vehicle service hour in 2013-14 was $65.92 per hour on Hanford routes; $70.17 on County routes; $68.15 on DAR services, and $69.20 per hour systemwide.

2. Service Effectiveness Goal: *To maximize the ridership potential of KART service*. The criteria should not be strictly applied to new routes for the first two years of service, so long as 60 percent of standard is achieved after one year and a favorable trend is maintained.

Passenger-trips Per Vehicle Service Hour Standard: Serve a minimum of 20.0 passenger-trips per vehicle service hour on the Local Routes, 10.0 passenger-trips per hour on the Regional and County service, 2.5 passenger-trips per hour on the DAR service.

Current: In 2013-14, KART served 25.8 passenger-trips per vehicle service hour on the Local Routes, 12.9 passenger-trips per hour on the Regional and County service, 2.6 passenger-trips per hour on the DAR service.

3. Service Quality Goal: *To provide safe, reliable, and convenient transit services*.

Passenger Amenity Standard: Systemwide, benches should be provided at locations serving 5 or more passengers per day, and shelters should be provided at locations serving 10 or more passengers per day, so long as passenger amenities can be installed in full compliance with requirements of the ADA.

Current: An evaluation of boarding and alighting data would be required to confirm this standard, but preliminary data indicates this standard is largely being met within Hanford. Due to the difficult roadside terrain in much of the County, particularly in Avenal, passenger amenities cannot be installed in compliance with the ADA.

Service Availability Standard, Complementary Paratransit: On the Local Services, the standard is to provide complementary DAR service within ¾ mile of the routes. Currently, as County service consists of commuter routes, complementary service is not required.

Current: This standard is currently being met.

Service Availability Standard; Service Coverage: At least 80 percent of the population in urban areas should be within half a mile of a bus stop. Service should be provided to all rural communities exceeding 1,000 in population.

Current: Based on a review of census information, an estimated 90 percent of the population is currently within one mile of a bus stop and this standard is currently being met. All communities with populations over 1,000 are currently being served.

On-Time Performance Standard: All route services should be on-time 85 percent of the time (with "on-time" defined as not early and not more than 5 minutes late).

> *Current:* While only limited data is currently available, it indicates that all routes have difficulty meeting this standard, particularly the local routes. On-time performance is currently approximately 80 percent.

DAR Reservation Time Standard: A reasonable KART standard, based on ADA standards, is that all ADA-eligible trips should be scheduled within one hour of the time requested provided that a reservation is made at least one day in advance.

> *Current:* This is currently being done.

Missed Trips/Denials Standard: All fixed route services have a maximum of no more than 1.0 percent missed or denied trips. For Dial-A-Ride, no pattern of trip denials to ADA eligible passengers shall exist due to vehicle unavailability.

> *Current:* A missed run occurs when a scheduled departure is canceled, or when a bus departs more than 15 minutes after the published departure time. In 2013-14, KART's missed trip rate was 0. 7%.
>
> This data is being tracked by new software installed in July 2014 for Dial-A-Ride service, so data is somewhat incomplete. However, in September, 2014, 0.65 percent of trips were denied, indicating this standard is being met.

No Shows Standard: No more than 1 in 20 DAR trips should be a "no show" (defined as a passenger not acknowledging the bus within 5 minutes of its arrival). The practice is to arrive, and honk the horn within, and leave after five minutes.

> *Current:* Data is not well tracked to determine the current no-show rate, but newly installed software will make this information available for the next fiscal year.

Ride Time Standard: For fixed routes, travel time should not take more than three times what it would take to drive in an automobile, as calculated by a typical trip. For Dial-A-Ride, 75 percent of demand response passenger-trips should be completed within 30 minutes, and 100 percent should be completed within 60 minutes.

> *Current:* Within Hanford, routes are on half-hourly to hourly headways, so that most trips take less than an hour by bus, which is less than three times what it would take to drive. For example, traveling from Villa Senior Apartments to the Hanford Mall takes 25 minutes by bus, but would be approximately 10 minutes by car (thus meeting the standard). A trip from Hanford to Lemoore takes approximately an hour and 20 minutes by bus, or 20 minutes by car, also meeting the standard.

Service Headway Standard: Service headways should be 60 minutes minimum for Local Routes, and County service should be provided a minimum of 2 trips per day.

> *Current:* This standard is currently being met in Hanford and on the County routes.

Miles Between Roadcalls Standard: A standard should be established of 20,000 miles between roadcalls.

Current: In 2012 and 2013, KART averaged 32,400 miles between road calls. This standard is currently being met.

Miles Between Accidents Standard: There shall be 100,000 miles between preventable accidents.

Current: In 2012 and 2013, KART averaged 116,400 miles between preventable accidents. This standard is currently being met.

4. Planning and Management Goal: *To evaluate strategies which help management maximize productivity while meeting the transit needs of the community and develop a transit program that supports comprehensive planning goals*.

Planning Criteria: Transit Development Plans shall be updated at a minimum of every five years, with financial plans updated annually.

Current: This is currently being done.

Service Monitoring Standard: Monitoring reports on the effectiveness and efficiency of transit service will be collected and reviewed monthly. A summary will be provided annually.

Current: This is being done for most categories. Missed/refused trips, on-time performance, and tracking of no-shows reporting should be standardized and reported in a format (such as a spreadsheet) to allow annual summaries.

Transportation Development Act Standard: The requirements of the Transportation Development Act shall be fully met, particularly with regard to addressing those unmet transit needs of the community that are "reasonable to meet."

Current: This is being done.

Land Use Planning Standard: Development proposals shall be reviewed with the Kings County, Lemoore, Hanford, Avenal, and Corcoran Planning Departments to assess the effects of development on transit service, and to encourage land development that is compatible with transit service. In addition, roadway modification plans along existing or planned transit service routes shall be reviewed by transit staff.

Current: This is being done.

Coordination Standard: On at least a quarterly basis, potential coordination opportunities with all other public transportation providers in the service area shall be reviewed to ensure convenient connections between services and to avoid unnecessary duplication of service.

Current: This is being done.

Marketing Standard: Marketing efforts shall be conducted to ensure that all service area residents are aware of KART services. Targeted marketing efforts shall be conducted for high-potential groups, including elderly, disabled, and low-income residents. A minimum of 2 percent

of total annual operating/administrative budget should be expended on marketing efforts. Up-to-date schedules and route maps should be conveniently available to the public at all times.

Current: KART spent $15,879 in Fiscal Year 2012-13, $12,508 in Fiscal Year 2013-14, and $35,132 is budgeted for Fiscal Year 2014-15. This is between 0.4 and 1.2 percent of the operating budget.

Administrative Cost Standard: Administrative costs should be 20.0 percent or less of total operating costs.

Current: KART spent 19.6 percent of its operating budget on administration in 2013-14.

ADA Paratransit Service Eligibility and Service Criteria

Beginning this year (2014/2015), Americans with Disabilities Act (ADA) Paratransit service will only be provided to certified disabled individuals in Kings County. There are three categories for ADA Paratransit eligibility:

"(1) Any individual with a disability who is unable, as the result of a physical or mental impairment (including a vision impairment), and without the assistance of another individual (except the operator of a wheelchair lift or other boarding assistance device), to board, ride, or disembark from any vehicle on the system which is readily accessible to and usable individuals with disabilities.

(2) Any individual with a disability who needs the assistance of a wheelchair lift or other boarding assistance device and is able, with such assistance, to board, ride and disembark from any vehicle which is readily accessible to and usable by individuals with disabilities if the individual wants to travel on a route on the system during the hours of operation of the system at a time, or within a reasonable period of such time, when such a vehicle is not being used to provide designated public transportation on the route.

(3) Any individual with a disability who has a specific impairment-related condition which prevents such individual from traveling to a boarding location or from a disembarking location on such system."

As a practical matter, eligibility criteria #2 is not applicable, as all Kings County Transit buses are accessible based on ADA criteria.

ADA complementary paratransit regulations allow for conditional eligibility based on one of the three categories above. Eligibility certification can conditionally allow certain trips to be made with ADA Paratransit.

Kings County Transit would provide services according to ADA service criteria describing below, based on ADA complementary paratransit regulations adopted for all transit systems by the Federal Government:

- Service area - ADA complementary paratransit service must be provided to-and-from any point within 3/4 –mile of a fixed route.
- Response time - ADA complementary paratransit service must be provided on at least a "next-day" basis, and may be scheduled up to 14 days in advance. Pickup times can be negotiated within one hour on either side of the request. Subscription service (consistent time/destination trip that may be scheduled more than 14 days in advance) is permitted but not required.

Kings County Transit's current practice is to provide next day ADA Paratransit service. Reservations must be made between 8 am and 5 pm the day before, Monday through Friday.

- Fares – The fare for the ADA complementary paratransit service cannot exceed twice the "undiscounted" regular fixed-route fare for a similar trip, including transfers and premium charges. A companion may be charged the paratransit fare; a personal care attendant rides free, but all "accompanying persons" must have the same origin and destination as the eligible passenger. "Agency trips" can be charged a higher fare. Agency trips are typically arranged by a social service agency on behalf of their clients.
- Trip purpose restrictions – restrictions or priorities based on trip purposes are not allowed, except within a subscription service, where regular trips are scheduled in advance.

  ADA certified individuals can make any trip they would like. The Kings County Area Public Transit Agency has the discretion to make trip purpose restrictions for Paratransit service that goes beyond what is required by ADA.
- Hours and days of service – ADA complementary paratransit service must be available throughout the same hours and days as the entity's fixed route service.
- Capacity constraints – Specified limits to the availability of complementary service to ADA paratransit-eligible individuals are not allowed. These include: restrictions on the number of trips to individuals; waiting lists for access to the service; or "any operational pattern or practice that significantly limits the availability of service to ADA paratransit eligible persons."

CAT GOALS AND STANDARDS

The City of Corcoran does list its policies and procedures for transit on its website. The following statement could be considered a mission statement for transit:

> "The City of Corcoran (Corcoran Area Transit - CAT) is committed to providing affordable quality services that
> enhance the safety, economic diversity, and environment, where citizens and employees can thrive in an atmosphere of courtesy, integrity and respect."

Furthermore, the policies listed do include some guidance, which will be noted where relevant in the discussion below, but in general, the policies to not include quantitative measures.

1. Service Efficiency Goal: *To maximize the level of services that can be provided within the financial resources associated with the provision of transit services.* The standards should not be strictly applied to new routes for the first two years of service, so long as 60 percent of the standard is achieved after one full year of service and a favorable trend is maintained.

Farebox Recovery Ratio Standard: The ratio of farebox income to operating costs is set at 10.0 percent for CAT services.

> *Current:* CAT has a farebox ratio of 3.7, not considering Amtrak ticket sales, and 10.0 percent considering Amtrak ticket sales.

Operating Cost Per Passenger-Trip Standard: The fully allocated operating cost per passenger trip should not exceed $20.00.

Current: CAT currently has fully allocated operating cost per passenger trip of $18.36.

Operating Cost Per Vehicle Service Hour Standard: The fully allocated operating cost per vehicle service hour should not exceed $100.00 on all services.

Current: The fully allocated operating cost per vehicle service hour in 2012-13 was $128.44 on all services.

2. Service Effectiveness Goal: *To maximize the ridership potential of CAT service*. The criteria should not be strictly applied to new routes for the first two years of service, so long as 60 percent of standard is achieved after one year and a favorable trend is maintained.

Passenger-trips Per Vehicle Service Hour Standard: Serve a minimum of 6.0 passenger-trips per vehicle service hour.

Current: In 2012-13, CAT served 7.3 passenger-trips per vehicle service hour.

3. Service Quality Goal: *To provide safe, reliable, and convenient transit services*.

Service Availability Standard; Service Coverage: Throughout Corcoran, 90 percent of the population should be within the service area.

Current: Service is available within the entire city limits.

Reservation Time Standard: Ninety-five percent of all passenger trip requests should be scheduled within one hour of the time requested provided that a reservation is made at least one day in advance.

Current: Passengers may call up to two weeks in advance or as little as one hour in advance for a reservation / scheduled pick-up (although passengers requesting a pick-up between the hours of 6:30 a.m. to 8:00 a.m. must call at least the business day before for availability). In practice, outside of a handful of standing reservations, almost all passengers request rides the day of, and typically just within an hour of their desired trip. Reservations are only accepted when all drivers are scheduled to work and provided that the reservation request is available. All reservations are on a first come, first serve basis (no priority for ADA-eligible). Nonetheless, CAT is able to meet the majority of reservation requests.

Service "On Time" Standard: All reservation / schedule (times) should be provided within a 20 minute "on time window".

Current: CAT states "Transit Operators will perform all trips within a reasonable period." Additionally, existing CAT policy is that all trips should be provided within 10 minutes before to 10 minutes after the reserved or scheduled time of the ride (a 20 minute on-time window).

Missed Trips/Denials Standard: All services have a maximum of no more than 1.0 percent missed or denied trips. No pattern of trip denials to ADA eligible passengers shall exist due to vehicle unavailability.

Current: CAT rarely denies trips (outside of suspensions for passenger rule violations). No pattern of denials exists.

No Shows Standard: No more than 1 in 20 trips should be a "no show" (defined as a passenger not acknowledging the bus within 3 minutes of its arrival). The practice is to arrive, honk the horn, call if no one comes within the first two minutes (if the phone number is provided), and leave after three minutes.

Current: The "no show" rate in 2013-14 was 1,454 of 36,056, or 1 in 25 trips, which meets the standard.

Ride Time Standard: 75 percent of demand response passenger-trips should be completed within 10 minutes, and 100 percent should be completed within 60 minutes.

Current: CAT reports that the average travel time of all trips was 9.4 minutes in 2013-14.

Miles Between Roadcalls Standard: A standard should be established of 20,000 miles between roadcalls.

Current: Roadcalls are infrequent: this standard is currently being met.

Miles Between Accidents Standard: There shall be 100,000 miles between preventable accidents.

Current: This standard is currently being met.

4. Planning and Management Goal: *To evaluate strategies which help management maximize productivity while meeting the transit needs of the community and develop a transit program that supports comprehensive planning goals*.

Planning Criteria: Transit Development Plans shall be updated at a minimum of every five years, with financial plans updated annually.

Current: This is currently being done.

Service Monitoring Standard: Monitoring reports on the effectiveness and efficiency of transit service will be collected and reviewed monthly. A summary will be provided annually.

Current: This is being done. Missed/refused trips, on-time performance, and tracking of no-shows reporting are provided in a format (Excel spreadsheet) to allow annual summaries.

Transportation Development Act Standard: The requirements of the Transportation Development Act shall be fully met, particularly with regard to addressing those unmet transit needs of the community that are "reasonable to meet."

Current: This is being done.

Land Use Planning Standard: Development proposals shall be reviewed with the Corcoran Planning Department to assess the effects of development on transit service, and to encourage land development that is compatible with transit service. In addition, roadway modification plans along existing or planned transit service routes shall be reviewed by transit staff.

Current: This is not currently being done.

Coordination Standard: On at least a quarterly basis, potential coordination opportunities with all other public transportation providers in the service area shall be reviewed to ensure convenient connections between services and to avoid unnecessary duplication of service.

Current: This is being done.

Marketing Standard*:* Marketing efforts shall be conducted to ensure that all service area residents are aware of CAT services. Targeted marketing efforts shall be conducted for high-potential groups, including elderly, disabled, and low-income residents. A minimum of 2 percent of total annual operating/administrative budget should be expended on marketing efforts.

Current: CAT spent 1.0 percent of its operating budget on marketing in 2013-14.

Administrative Cost Standard: Administrative costs should be 25 percent or less of total operating costs.

Current: CAT spent 31 percent of its operating budget on administration in 2012-13.

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Chapter 7
Evaluation of Operating and Capital Needs

INTRODUCTION

Previous chapters of this document presented the setting for transportation services in Kings County, including a detailed analysis of KART and CAT transit services, as well as providing an evaluation of transit demand. Based on the detailed analysis of current services, outreach efforts (surveys, stakeholder interviews, and SSTAC meetings) and in response to issues identified through this process, this chapter provides an evaluation of alternatives for service and capital needs. Subsequent chapters will then evaluate the appropriate financing for the transit services in Kings County.

The service alternatives presented below include an analysis of resources necessary to implement the alternative (including capital equipment and cost of the service), ridership impacts, and expected fare revenues. The advantages and disadvantages of each alternative are also described. Based upon the recommended service plan, capital requirements, funding requirements and appropriate institutional and management strategies can be determined.

It should also be noted that the service analyses reflect long-term ridership estimates for each alternative. Typically, it takes new transit services three years to reach the total ultimate ridership potential. This reflects the fact that it takes potential transit riders roughly two years to become aware of new services and to adjust their travel patterns. While this chapter reflects this long-term ridership potential, the Transit Plan chapter will reflect this "lag" in ridership response.

KART SERVICE ALTERNATIVES

Cost of Services

The first step in evaluating service alternatives is to determine the current operational cost factors, which include fixed cost (administrative costs, monthly fixed contract fee, etc.) as well as costs per unit of service (hourly contract costs, cost per mile based on fuel, and maintenance costs). Adding hours and miles of service increases the operating cost proportionally, whereas fixed costs do not typically change unless service is increased substantially. This evaluation of service alternatives therefore uses the "marginal" costs based on the fees which KART pays to its contractors, as well as fuel costs which KART directly covers. The marginal costs which are used for evaluating transit alternatives are as follows for Fiscal Year 2014-15:

KART Fixed Routes
- Hourly Costs = $17.56
- Per Mile Costs = $0.61 ($0.28 per contract for maintenance, plus $0.33 per mile for fuel)

KART Dial-A-Ride
- Hourly Costs = $17.30
- Per Mile Costs = $1.04 ($0.28 per contract for maintenance, plus $0.76 per mile for fuel)

The current service contract (which expires in July 2015) also includes a monthly fixed fee of $118,181, which does not change unless service hours are increased by 10,000 or more. The

costs above will be applied to service changes in the alternatives analysis below to determine the cost impact and relative performance of each alternative.

Status Quo

A good starting point for the evaluation of service alternatives is the consideration of the impacts of the "status quo" – if current services remain unchanged over the upcoming planning period. The vehicle requirements, operating costs, ridership, and miles of service for the current KART services is shown in Table 17, above. The current services are generally adequate and provide good coverage of service for Hanford and much of Lemoore. The service also provides mobility to residents of outlying areas by bringing them to the County seat for quality-of-life services. Additionally, service to Fresno provides county residents with medical access, and service to Visalia provides access to higher education. Finally, service to Corcoran is available for commuters or for residents wishing to visit the prison. In short, the essential transportation needs of the majority of residents are currently being met.

Based on service evaluations, stakeholder interviews, demand analysis and survey results, the following elements of transit service could, nonetheless, potentially be improved:

- Better on-time performance and better transfer opportunities: because the transit service in Hanford operates on a pulse system, timely transfers between routes are important in keeping overall travel time low and in getting passengers to their destinations on time. If a passenger just misses a connection, they typically will need to wait a minimum of a half hour before they can catch the next bus.

- The Hamblin neighborhood east of Hanford is currently unserved. This neighborhood of approximately 250 residents has a high percentage of low income population. Furthermore, new commercial is planned adjacent to the neighborhood on the east side.

- Kings County is in the process of building a new jail and courthouse and expanding services on Kings County Drive.

- A "sober living" home is planned for the Armona area which will have up to 60 residents, most of whom will be transit dependent.

- Route 6 is the best performing route, in part because it is on 30-minute headways, but also because it serves an important commercial core, social services, medical facilities and senior housing. This route should continue to "anchor" the service.

- Increased service locally in Lemoore. Passengers have expressed a desire for more service within Lemoore. While service between Hanford and Lemoore is frequent, local service is limited and less frequent to the main thoroughfares.

Based on these observations, alternatives were developed as described below.

Hanford Service Alternatives

1A: Re-Routing of Existing Hanford Routes; Adding Two New Routes

Currently, there are eight Hanford routes operating on a "pulse" system, with all buses meeting at the transit center on 7th Street. Six of the routes are paired, providing hourly headways; Route

6 provides half-hour headways; and Route 8 takes just over 40 minutes and is operated on an hourly headway (with shorter hours of service than the remaining routes). While the current service provides relatively good coverage, there are a few areas not served, and on-time performance issues make the service less functional. To address these concerns, the following changes are evaluated below and depicted in Figure 19 and Table 42.

Routes 1, 2 and 3: instead of Routes 1 and 2 both serving the full length of North Douty Street, Route 1 would travel outbound on 11th to Grangeville Boulevard, travel east to Douty Street, and return via Fargo Avenue and North 11th Avenue. Route 2 would depart via Douty Street to Florinda Street, with the route otherwise remaining the same. Route 3 would travel on East 7th Street to North 10th Street (instead of serving Florinda Street from 11th Street), and would travel on Grangeville Boulevard to 9 ¼ Avenue, south to Lacey Boulevard (including the currently served loop on Lassen and Florinda).

Two-directional service would still be maintained on Douty Street between Fargo Street and Grangeville Boulevard and on 11th Street between Grangeville Boulevard and East 7th Street. The routes would still intersect enough to provide multi-directional service at multiple locations. A few route segments would be eliminated (outbound service from Florinda to Grangeville on Douty on Route 1; and outbound service on Florinda between 11th and Douty on Route 3), but these eliminated sections still leave passengers within a quarter mile of the routes. Furthermore, new segments of service are added (inbound on Route 1 on Grangeville between 11th and Douty and on 11th between Florinda and 7th Street; and an entirely new area outbound on Route 3 on Grangeville from 10th to 9 ¼ Avenue). The Route 1 and Route 2 schedules would need to be offset to provide the best coverage, as is currently the case.

One disadvantage of this route is that Route 1 would no longer serve 8th Street, which has a clinic at Redington Street. However, Route 2 would continue to serve this at 20 minutes after the hour, and Route 4 could return on 8th Street to provide service around 50 minutes after the hour, or Route 8 could make an extra loop around the block to serve 8th and Redington just before returning to the transit center at approximately 40 minutes after the hour. Seventh Street would still be served inbound by Route 3.

Routes 6, 7 and 9: Currently, Route 6 operates on a 30-minute headway as a one-way loop going out on Lacey and returning on Seventh. Route 7 operates as a large "lollipop" loop in a counter-clockwise direction up 11th, out Grangeville, south on 13th, and returning on Lacey. Together, these two routes provide half-hourly outbound and hourly inbound service on Lacey between Centennial and 11th. Under this alternative, a new Route 9 would be introduced to increase frequency on Lacey and on Seventh, as well as to shift service on to Kings County Drive to serve the new Court House. The three routes would serve the western area of Hanford as follows:

- Route 6 would go outbound on Seventh instead of on Lacey, providing half-hourly service to Senior Villa Apartments, Wal-Mart, the Hanford Mall, and the Adventist Hospital.

- Route 7 would go north on Eleventh Street, west on Grangeville, but then return via Twelfth Street and Kings County Drive, completing the route on Lacey. This would shorten the current route from 30 minutes to 23 minutes, which will help the Route 4/Route 7 pair stay on-time more easily.

Figure 19

Hanford Route Alternative

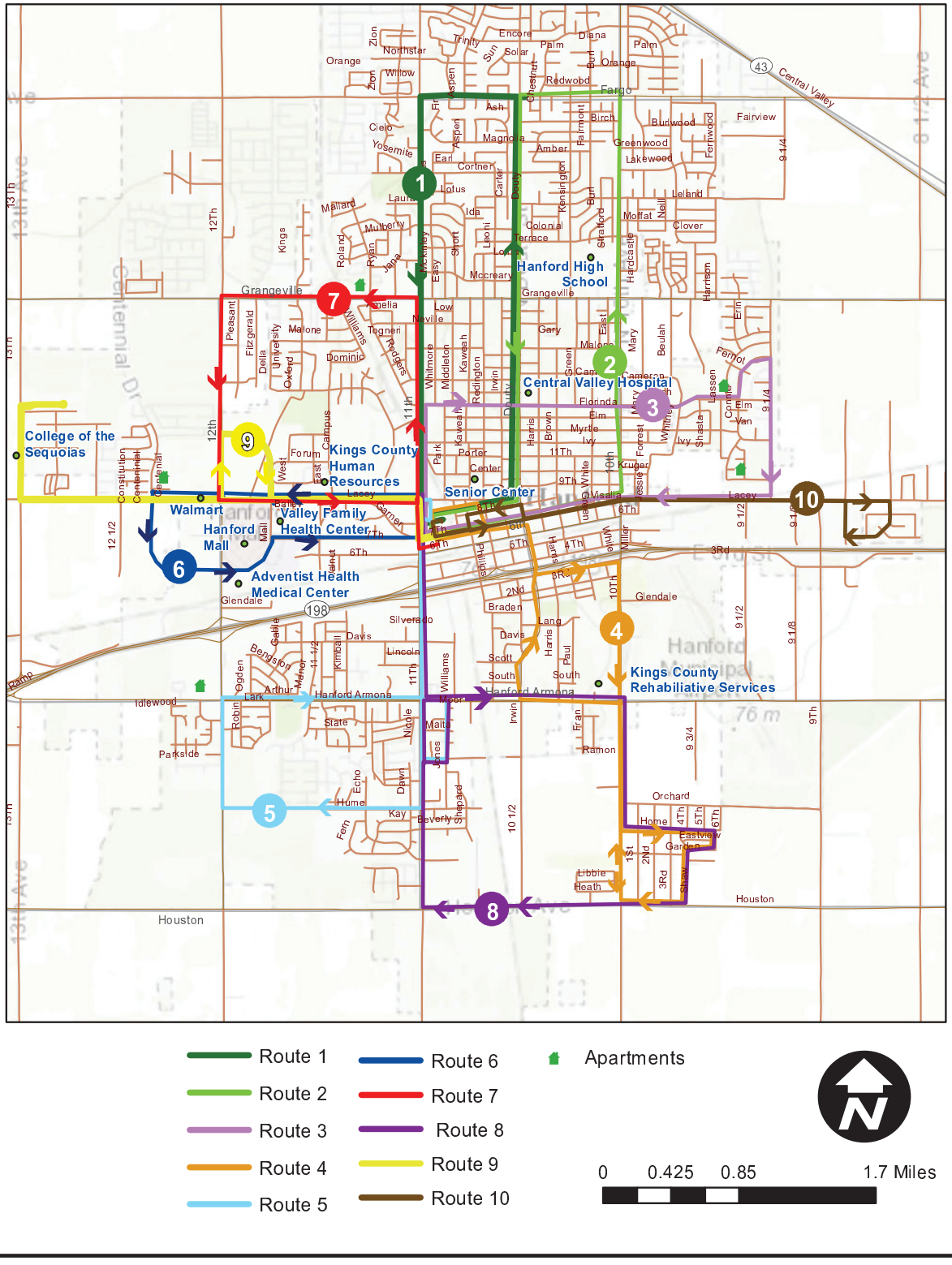


TABLE 42: KART Hanford Service Alternatives

Alterntiaves	Change in Required: Vehicles [1]	Change in Required: Vehicle Miles	Change in Required: Total Annual Vehicle Hours [3]	Change in Required: Marginal Operating Cost [2, 3]	Ridership Impact [4] (One-Way Trips): Daily	Ridership Impact [4] (One-Way Trips): Annual	Change in: Farebox Revenue	Change in: Subsidy Required
1A Revised Routes 1, 2, 3	0	3,420	0	$2,080	4	1,110	$720	$1,360
Revised Routes 6&7; New Routes 9, 10	1	38,310	3,860	$92,180	128	39,040	$25,380	$66,800
Subtotal of Revised Hanford Services	*1*	*41,730*	*3,860*	$94,260	*132*	*40,150*	*$26,100*	*$68,160*
1B 30-Minute Frequency from 9 to 5								
Route 1/3	1	23,540	2,000	$50,000	94	28,730	$18,680	$31,320
Route 2/5	1	22,080	2,000	$49,100	87	26,620	$17,310	$31,790
Route 4/7	1	22,940	2,000	$49,600	69	21,190	$13,780	$35,820
Subtotal	*3*	*68,560*	*6,000*	$148,700	*251*	*76,540*	*$49,770*	*$98,930*
1C Sunday Service 9 AM - 4 PM								
Routes 1/3; 2/5; 4/7	0	11,160	1,090	$26,240	290	15,930	$10,360	$15,880
Route 6 & 8	0	5,220	360	$9,600	163	8,950	$5,820	$3,780
Complementary ADA	0	3,460	360	$8,530	22	1,100	$1,510	$7,020
Additional Support Costs	--	--	--	$9,100	--	--	--	--
Subtotal	0	*19,840*	*1,810*	*$53,470*	*474*	*25,980*	*$17,690*	*$35,780*

Note 1: Excluding spares, which can only be calculated for the system as a whole.

Note 2: Using contract costs for FY 2014-15: assumes $17.85 per fixed route service hour and $17.30 per DAR service hour (MV Contract); plus $0.61 per fixed route service mile and $1.04 per DAR service mile (MV Contract plus actual per-mile fuel costs from 2013-14).

Note 3: Adding 10,000 service hours or more would trigger negotiations for increased fixed monthly fees with the contractor. Sunday service would also add administrative costs because no services are currently in operation on Sundays.

Note 4: Assumes 250 weekdays, 55 Saturday/holidays, 52 Sundays.

Source: LSC Transportation Consultants, Inc.

- Route 9 would go out Lacey, north to serve Kings County Drive in the outbound direction (in compliment to the inbound service on Route 7), return to Lacey to Thirteenth, serving the commercial corridor and a mobile home park near Lacey and Thirteenth (riders from the mobile home park currently have to make an unsafe crossing to catch Route 7 which serves the stop in the eastbound direction). The route would then go to the current College of the Sequoias/Sierra Pacific High School turn-around, and return via Thirteenth Street and Lacey. This route would be on hourly headway paired with another new route described below.

These new and restructured routes would increase service in this high-activity corridor of Hanford by providing half-hourly service on Seventh from Route 6, and hourly two-directional service on Lacey from Routes 7 and 9. Kings County Drive would also get service in each direction each hour. The alternative eliminates the low-productivity portion of Route 7 on Grangeville between 12th and 13th. And by shortening Route 7, the Route 4/7 pair will more easily be able to stay on time. However, this alternative will require the purchase of an additional vehicle and additional operating cost.

Routes 4, 5 and 8: Routes 4, 5 and 8 would remain unchanged.

Route 10: This new route would be paired with Route 9 and would serve the Hamblin neighborhood off of Lacey Boulevard east of town. The route would travel eastbound on Seventh from the Transit Center and stay on Lacey until Carolyn Avenue, where it would turn right (south). At 8 ¾ Avenue, the route would turn north, returning westbound on Lacey and on Seventh. At Douty, the bus would head north to make a loop onto 8th Street to serve the clinic before returning to the transit center.

The changes to Routes 1, 2 and 3 would not impact the hours of operation, but approximately one mile would be added per service hour, increasing the route mileage by 3,420 annually at marginal costs of $2,080 annually. The change in service area would result in a net increase of passengers, estimated at 1,110 additional passenger trips annually. Given that the average fare collected on these routes is $0.65 per trip, the increased fare revenue would be $720; therefore this alternative would require a $1,360 annual subsidy. However, a possible detractor from this alternative is that by adding approximately 5 minutes per hour of running time on the Route 1/3 pair, on-time performance may be negatively affected, and might negate the ridership gains.

There would be no cost changes to Routes 6, but Route 7 would be shortened, reducing annual miles by 7,410. Implementing the new Route 9 and 10 would increase service by a total of 3,860 hours annually, and an additional 45,720 miles. The marginal cost of these changes would be $96,680, as shown in Table 42. The ridership would most be impacted by adding new service (Route 7 split into two with the addition of Route 9, and Route 10 to a new service area). It is estimated these total changes of this alternative would generate 40,150 passenger trips annually, with projected fare revenue of $25,380, and therefore would require an annual subsidy of $66,800.

These route changes will require purchase of a new expansion vehicle to initiate Routes 9 and 10 at a cost of approximately $500,000. Additionally, new boarding and alighting data will start to be collected in January 2015 which could help to identify high activity route segments to reaffirm that these changes will be beneficial. Because of this, the route changes would be implemented in July, 2015, which is the start of the fiscal year.

1B: Increased Frequency on Hanford Routes 1/3, 2/5 and 4/7 on Weekdays

An often-requested service improvement is for increased frequency. Currently, Hanford routes operate largely on hourly headways. Ridership patterns indicate that ridership is highest from 9:00 a.m. to 5:00 p.m., and therefore, under this alternative, service would be operated on half-hourly headways (except on Route 8) during these hours.

This alternative would annually add 6,000 hours of service and 68,560 miles of service, resulting in an increased cost of $148,700 in operating cost. Ridership impacts can be estimated by conducting an elasticity analysis. Based on standard microeconomic methods, an elasticity analysis considers the change in a quality of service (in this case, service frequency) and the resulting change in ridership, as observed in similar transit systems, applied to the existing KART ridership levels. This analysis yields an increase of 76,540 passenger trips annually, which would generate $49,770 in annual additional farebox revenue. Therefore, an additional $98,930 would be required in annual subsidy for this service. Additionally, this alternative would require the purchase of three vehicles to operate the service, which would add approximately $1.5 million in capital cost.

1C: Sunday Service in Hanford

The most frequently requested improvement on the KART onboard surveys was for Sunday service. Operating Sunday service on Routes 1 through 8 in Hanford would add 1,810 hours and 19,840 miles of service at a marginal cost of $44,370 annually (including complementary Dial-A-Ride service). While there would be no additional capital costs (vehicles would be available), there would be additional fixed costs based on the need for dispatchers and a road supervisor. Estimating roughly $25 per hour of additional administrative and office support would bring the total operating cost of this alternative to an estimated $53,470 annually. Ridership on Sundays at the limited number of smaller urban systems that offer Sunday service is typically approximately 25 percent of that generated on weekdays. Applying this factor to KART ridership, this alternative would generate approximately 25,980 passenger trips annually and $17,690 in fare revenue, for an annual subsidy of $35,780.

Lemoore Service Alternatives

2A: Lemoore Local Fixed Route Service

The Lemoore route is integral to KART services, generating approximately a quarter of the transit system's ridership. The current routing structure consists of three 70-minute interlined routes between downtown Hanford and downtown Lemoore, which provide departures every half hour Monday through Friday. An alternative was evaluated which would provide an hourly express route between Hanford and Lemoore using just two buses and making the third bus available for a local route. An hourly express route would improve overall scheduling, and providing a local route would allow greater coverage of service within Lemoore. However, although this alternative would provide a desirable schedule for direct travel between Hanford, Lemoore, and West Hills College, it would not provide adequate service to Armona, and so was disregarded. Nonetheless, this may be a desirable option in the future.

In order to provide better coverage of local service but still serve Armona, and in particular, Hanford-Armona Road between Armona and Lemoore, the current Route 20 service is recommended to stay the same. However, for better local coverage, a two-route hourly fixed route has been evaluated, as shown in Table 43 and Figure 20. The local fixed route would

TABLE 43: KART Lemoore and County Service Alternatives

FY 2013-2014 Ridership and Cost Analysis

Service Alternatives	Change in Required …. Vehicles [1]	Total Annual Vehicle Miles	Total Annual Vehicle Hours	Operating Cost [2]	Ridership Impact (One-Way Trips) Daily	Ridership Impact (One-Way Trips) Annual	Change in Farebox Revenue	Change in Subsidy Required
2A Lemoore 2-Loop Fixe Route Service	1	44,370	3,110	$82,480	124	37,300	$24,260	$58,220
2B Corcoran Midday Service	--	11,300	420	$14,400	16	4,100	$4,100	$10,300
NAS Reduced Service								
2C Reduced to 4 Runs per Day	–	-9,260	-320	-$11,340	-4	-900	-$1,290	-$10,050
2D Reduced to 3 Runs per Day	–	-18,520	-630	-$22,500	-8	-1,900	-$2,720	-$19,780

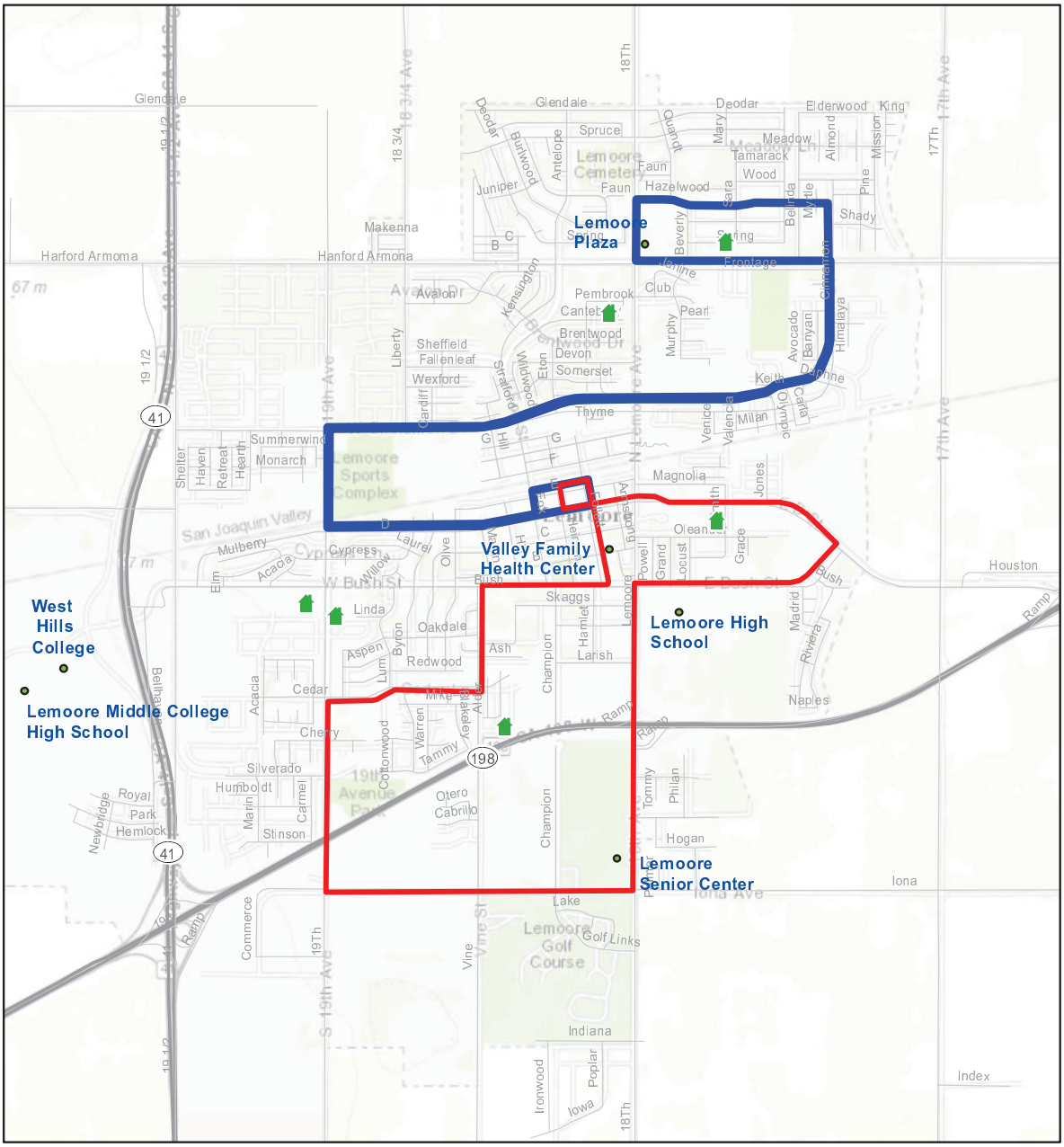
Note 1: Excluding spares, which can only be calculated for the system as a whole.

Note 2: Using contract costs for FY 2014-15: assumes $17.85 per fixed route service hour and $17.30 per DAR service hour (MV Contract); plus $0.61 per fixed route service mile and $1.04 per DAR service mile (MV Contract plus actual per-mile fuel costs from 2013-14).

Source: LSC Transportation Consultants, Inc.

Figure 20

Lemoore Fixed Route Alternative



operate using one bus to depart the Depot each half hour: first, in a north loop, then in a south loop. The north loop would travel westbound on E Street, turn left on Fox Street, and head westbound on West D Street to 19th Avenue, where it would turn right (north) to Cinnamon Drive. This would serve the large sports complex and playing fields at this location. The route would continue eastbound and northbound on Cinnamon to Hanford-Armona Road, where the bus would turn eastbound to 18th Avenue, serving a number of apartment complexes and a commercial center at the corner of 18th and Hanford-Armona Road. The route would loop north on 18th, East on Hazelwood Drive, and return on the same route via Cinnamon, 19th, and D Street. The north route would be 8.2 miles, but much of the travel would be 35 miles per hour, and the route could be served in 30 minutes.

The south loop would also head westbound on E Street to Fox to D Street, but then would eastbound on D Street to East Bush Street, and then south on 18th to go out to the Senior Center located near Iona Avenue. There is no safe place to adequately turn around, so the route would return via Iona Street to 19th Avenue, Cedar Lane and Vine Street. This route would serve several important locations including Health Valley Medical Group at the corner of D Street and East Bush; Lemoore High School at the corner of East Bush and 18th, the Senior Center; City Park, and numerous residential areas and apartments. The route would be 6.1 miles and would take approximately 20 minutes to operate, given the relative high average speed of travel south of Highway 198.

Both routes would serve the Lemoore Depot with opportunities to transfer to the Lemoore Route 20 eastbound or westbound every half hour. The local fixed routes would initially operate from 7:00 a.m. to 6:00 p.m. Monday through Friday, and 9:00 a.m. to 5:00 p.m. Saturdays. A total of 44,370 service miles and 3,110 hours of service would be operated annually at a marginal cost of $82,480. The fare structure would be the same as for the local Hanford routes, so it can be assumed an average of $0.65 would be collected per passenger trip. A small amount of ridership would shift from using the current Route 20 to the local fixed route, and the service would be expected to generate new ridership, particularly seniors to the senior center, locals going shopping or on errands, some work trips, and youth going to schools and recreation sites. It is estimated the local routes would generate approximately 37,300 passenger trips per year, for fare revenue of $24,260. The required subsidy would therefore be $58,220. This alternative would also require the purchase of an additional vehicle at approximately $500,000.

Other County Service Alternatives

As part of the public outreach process, transit staff, passengers, the SSTAC, and local stakeholders provided input regarding the priorities for service improvements in Kings County. Given the finite financial resources for transit, and based on a review of existing services, service improvements will likely focus on the communities of Hanford and Lemoore. A brief review of the current status of service levels and potential service options in other parts of the County is summarized below:

Avenal Service**:** Some passengers indicated a desire for Sunday transit service to Avenal on passenger surveys. Currently, three round trips are operated between Hanford and Avenal on weekdays and two round trips on Saturdays. The route also stops in Stratford and Kettleman City. As described in the evaluation of Sunday service in Hanford presented above, operating Sunday would result in increased costs not only to pay for increased hours and miles of service, but also for the increased administrative costs required to staff the office on Sundays (including providing dispatchers and a road supervisor). Given the relatively low ridership that would be generated by offering Sunday service (approximately 875 passenger trips per year for one

morning and one afternoon Sunday trip, at a cost of $11,300), this option does not warrant further evaluation.

2B Hanford to Corcoran Service: The Corcoran route is operated as a commuter route in the mornings and afternoons. Some requests for midday service were requested on passenger surveys, which would allow half-day trips (such as for shopping) at a cost to the passenger of $3 per round trip, rather than the $18 per round trip required on the six-times-a-day San Joaquin Amtrak service (or $6.50 if purchased at the Corcoran Depot from CAT). A mid-day round trip, operated each weekday (serving the downtown Corcoran area, but not the prisons) would cost approximately $14,400 per year and would generate a ridership of approximately 4,100 passenger trips, as shown in Table 43.

Fresno Service: The Fresno service is operated mid-morning and mid-afternoon on weekdays to address the non-emergency medical needs of Kings County residents. The bus serves the Selma Kaiser, Fulton Mall, Community Regional Center, Veterans Hospital, Fresno Kaiser, and Children's Hospital. The service started as one to two days per week, and has expanded to five weekdays. Amtrak also provides seven trips in each direction between Fresno and Hanford at a fare of $5.00 each way. This results in a reasonably high level of service between the two communities, and no additional service is warranted.

Laton Service: The town of Laton is in Fresno County, which helps financially support the service. KART operates service between Hanford and Laton mid-morning and mid-afternoon, meeting basic needs of residents to access services in Hanford or Laton. Expanding service to meet commuting needs would double costs. Given the low population of Laton (1,824 people), the current level of service meets the existing demand and no additional service is warranted.

2C/2D Lemoore NAS Service**:** The service to Lemoore NAS is offered five times per day, weekdays. The LNAS base is a difficult facility to serve due to the security protocols at entrances to the base. Furthermore, the LNAS facility is somewhat self-contained by providing groceries, schools, entertainment, etc., within the confines of the base. Of the nine passengers who completed surveys on the route, all were using the bus for work, half of those passengers had a vehicle available, and all had a drivers' license, indicating the passengers have greater discretion in using the service than on other routes where passengers without cars or a drivers' license make up as much as 80 percent of the ridership. Furthermore, this route is the lowest performing fixed route in the KART system. Therefore, it is worthwhile to consider reducing the number of runs to LNAS. As shown in Table 43, eliminating one run (the 11:40 AM has the lowest ridership) would reduce costs by $11,340, and would result in a loss of 900 one-way trips annually, thereby reducing the overall subsidy required by $10,050. Reducing the service to three runs per day would reduce costs by $22,500, with a loss of 1,900 passenger trips and a reduction of $19,780 annually in subsidy for the service.

Visalia Service**:** Service is provided to Visalia three times per weekday. Onboard surveys indicated passengers on this route would like to see increased service as well as weekend service. While this service performs relatively well at an average of 11.8 passenger trips per hour, the service is intended to meet the needs of Kings County residents accessing higher education, and the current schedule meets this need. The City of Visalia does not contribute to the operating cost of this service, and input through staff and the SSTAC indicates increasing this service is not a high demand. As limited operating subsidy funding can better serve Kings County residents through improvements in services within Kings County, enhancements to this service are not a priority.

COMPARISON OF KART SERVICE ALTERNATIVES

A quantitative comparison of the service alternatives is presented in Table 44. The operating characteristics of each of the alternatives are shown, with the assumption that each would be individually implemented in addition to or as a replacement of the current services, as appropriate. Performance measures of the alternatives shown in Table 44 can be evaluated in terms of how the change in service would impact the transit program. A review of this summary indicates the following:

- The impact of the various alternatives on annual ridership ranges from a decrease of 900 to 1,900 passenger trips per year if the LNAS service were reduced to three or four runs per day, to an addition of 76,540 passenger trips if service frequency were increased to half-hourly in Hanford.

- The impact on annual marginal subsidy requirements ranges from a reduction of $19,780 by reducing LNAS service to three runs per day, to an increase of $98,930 to implement half-hour frequency on the paired routes in Hanford.

- The estimated additional passenger-trips provided per vehicle-hour of transit service ranges from a loss of 2.8 to 3.0 passenger trips per hour on the LNAS service if runs were reduced, to an increase of 10.4 on the revised and new Hanford Routes, or 12.8 for increased service frequency. Despite the typically low ridership of Sunday service in comparison to weekday service in typical transit programs, the option of implementing fixed route and DAR service on Sundays in Hanford would generate the largest hourly increase of 14.4 passenger trips per hour.

- The marginal subsidy per passenger-trip relates the key public input to transit service (subsidy funding) to the key desired output (passenger-trips). A lower value is “better” in that it indicates a lower funding requirement for every new trip. The best alternative by this measure is increasing Hanford local fixed route service to half-hour frequency, which would have a subsidy of $1.29 per passenger trip, followed by Sunday service at $1.38 per trip and revised Hanford routes at $1.70 per passenger trip. Corcoran midday service would be the most expensive to subsidize at $2.41 per passenger trip.

- The “farebox return ratio” is the ratio of the net change in fare revenues to the total operating costs. The farebox return ratios in Table 44 are relative since they are based on marginal costs, but they offer a basis of comparison among the alternatives. The best performing would be the increased frequency in Hanford and Sunday service (both around 33 percent) followed by the Lemoore service at 29 percent relative farebox ratio.

Overall, this performance analysis indicates that the better alternatives include the increased frequency of Hanford Routes, Sunday service in Hanford, the new Lemoore local routes and the Hanford revised routes. While alternative 1B (increased frequency in Hanford) outperforms alternative 1A (revised Hanford routes and two new routes) in quantitative terms, there are a few considerations which make the 1A option more desirable. First, the new Route 10 would serve an area of Hanford which has a high transit dependency, thereby serving an area which currently is only served by Dial-A-Ride service. This increases transportation options for those residents, and reduces the demand on the less efficient Dial-A-Ride services. Another benefit of the 1A option is that Route 9 would provide a more direct connection to the COS and high school campus by avoiding two train crossings on 11th and Grangeville and having less out-of-direction travel on the route. Route 9 will also provide access to the new Kings County services

TABLE 44: KART Service Alternatives Performance Measures

Services	Vehicle Hours	Marginal [1] Operating Cost	Ridership	Farebox Revenue	Relative [2] Farebox Ratio	Required Marginal [1] Subsidy	Marginal [1] Subsidy/ Psgr Trip	Passenger Trips per Veh-Hour
Status Quo								
Hanford Routes	*19,080*	*$459,260*	*492,170*	*$320,050*	*69.7%*	*$139,210*	*$0.28*	*25.8*
Lemoore	*12,100*	*$847,840*	*186,560*	*$212,360*	*25.0%*	*$635,480*	*$3.41*	*15.4*
Lemoore NAS	*1,580*	*$122,380*	*8,230*	*$11,790*	*9.6%*	*$110,590*	*$13.44*	*5.2*
County Routes	*11,580*	*$451,130*	*65,640*	*$78,650*	*17.4%*	*$372,480*	*$5.67*	*5.7*
Dial-A-Ride	*11,580*	*$788,870*	*29,620*	*$39,460*	*5.0%*	*$749,410*	*$25.30*	*2.6*
KART Systemwide: Status Quo	*55,920*	*$2,669,480*	*782,220*	*$662,310*	*24.8%*	*$2,007,170*	*$2.57*	*14.0*
Alternatives (Impact of Additional Services)								
Revised Hanford Services	3,860	$94,260	40,150	$26,100	*27.7%*	*$68,160*	*$1.70*	*10.4*
30-Minute Frequency from 9 to 5	6,000	$148,700	76,540	$49,770	*33.5%*	*$98,930*	*$1.29*	*12.8*
Sunday Service 9 AM - 4 PM	1,810	$53,470	25,980	$17,690	*33.1%*	*$35,780*	*$1.38*	*14.4*
Lemoore 2-Loop Fixe Route Service	3,110	$82,480	37,300	$24,260	*29.4%*	*$58,220*	*$1.56*	*12.0*
Corcoran Midday Service	420	$14,400	4,100	$4,100	*28.5%*	*$10,300*	*$2.51*	*9.8*
NAS reduced to 4 Runs per Weekday [3]	-320	-$11,340	-900	-$1,290	*11.4%*	*-$10,050*	*-$11.17*	*-2.8*
NAS reduced to 3 Runs per Weekday [3]	-630	-$22,500	-1,900	-$2,720	*12.1%*	*-$19,780*	*-$10.41*	*-3.0*

Note 1: Marginal costs include only variable costs (hourly and mileage) and exclude fixed costs. As a result, subsidies are also "marginal".
Note 2: The farebox ratio is "relative" because it considers marginal costs, not total costs.
Note 3: Reductions in services represent reduced fare revenues. Negative subsidies represent a lowering of costs required to operate the service.
Source: LSC Transportation Consultants

on Kings County Road. Finally, shortening Route 7 will help with on-time issues for that route and its paired Route 4, which would have an overall impact in better timed transfers at the Transit Center. Increasing the frequency of service (option 1B) would also improve on-time performance as the trip loads would be more spread out, allowing each route to more easily stay on time.

As shown in Table 44, both options 1A and 1B improve service efficiency, increase ridership, and have relatively low per-passenger subsidies. Option 1A has lower operating costs and capital costs, which would better accommodate choosing one of the other options in addition. For example, Sunday service in Hanford (option 1C) would respond to customer requests, and is a relatively good performing alternative. The two fixed-routes option for locally serving Lemoore (option 1C) is also projected to have performance measures which meet the goals of the transit system and respond to requests for additional service in Lemoore. A further analysis of year-by-year operating and capital costs is necessary to determine which service alternatives are financially sustainable given expected revenue sources.

The current LNAS route structure was developed specifically to meet the commuting needs of residents of the base. At 5.2 passengers per vehicle service hour, this route operates far below the recommended performance standard of 10 passenger-trips per hour. It is clear from the data that the current five-runs-a-day service level is exceeding the level warranted by demand. Furthermore, survey responses indicate a much lower transit dependency of riders, with half of those surveyed indicating they had a vehicle available (versus only 16 percent on Hanford Routes) and all of those surveyed on the LNAS route had a driver's license (versus only 34 percent on the Hanford Routes. All of these factors would argue for reducing LNAS service. However, reducing LNAS service by one (option 2C) or two (option 2D) runs daily would only improve this to 5.8 to 6.7 passenger trips per hour, respectively, and would save 10,050 to $19,780 in subsidies annually. However, rather than reduce service, KCAPTA should consider asking the LNAS to help subsidize this route if they believe it is valuable to the base.

CORCORAN SERVICE ALTERNATIVES

As with KART services, the first step in evaluating CAT service alternatives is to determine the current cost of operations, including fixed costs (administrative costs, office expenses, overhead, et cetera) as well as costs per unit (hourly costs, such as driver salaries, and cost per mile based on fuel and maintenance costs). This was done for completed services in 2012-13 in earlier in Table 24. The 2013-14 budget has recently been preliminarily audited and the 2014-15 budget has been adopted, so that these numbers can be updated. In 2014-15, for example, the hourly costs are budgeted at $260,246 (salaries and benefits for drivers and dispatchers). This will cover approximately 5,050 hours (based on the average of the past three fiscal years). The fuel and mileage costs are budgeted at $76,750 for 47,320 miles of service (averaged over the past three years). Therefore, the marginal costs which are used for evaluating transit alternatives are as follows:

CAT Marginal Costs
- Hourly Costs = $260,246 / 5,050 hours = $51.53 per hour of service
- Per Mile Costs = $76,750 / 47,320 miles = $1.62 per mile of service
- Fixed Costs (remainder, not including depreciation) = $378,410

These marginal costs are used for estimating the cost of potential changes in service in the alternatives evaluated below.

Status Quo

As a point of comparison, the operating characteristics of the existing services are shown in Table 45. The current services are available to the general public throughout Corcoran and provide a good level of mobility for residents. The service is primarily used by students and senior citizens. Connections to Hanford can be made twice daily on KART for a base fare of $1.50 per one-way trip (or for $2.00 round trip if purchased at the Depot from CAT), or on Amtrak six times daily for $13.00 one-way (or, if purchased from CAT, $3.25 one-way and $6.50 round trip). In short, the essential transportation needs of the majority of residents are currently being met locally, but not as well regionally due in part to the high cost of Amtrak. Furthermore, for local service, residents must call in to request each trip they make, which can be time consuming and inflexible in comparison to boarding a fixed route bus.

Local Fixed Route

One alternative to consider is operating a local fixed route within Corcoran. A fixed route allows patrons to use the transit system without making a reservation, giving them greater short-term flexibility in trip-making. While many people like the curb-to-curb service offered by Dial-A-Ride, others prefer the flexibility of catching a bus without pre-arranging reservations. Additionally, by offering lower fares to reflect the more cost-effective nature of fixed route service, passengers can be encouraged to use this option.

Under this alternative, one of the existing vehicles would be used to operate two local fixed routes on an hourly headway, as depicted in Figure 21. Both routes would start at the Corcoran Depot and would operate in a counter-clockwise direction. The routes are designed to serve all current high-activity DAR locations (as determined through a review of DAR passenger logs). The north route, depicted in red, would first serve the eastern end of commercial Corcoran and the service core on Hanna, then would travel to the residential neighborhood north of Whitley via Norboe Avenue. The route would stop at Kings Manor Apartments, then turn south on Letts Avenue to Patterson in order to serve John Muir Middle School and Fremont Elementary School (stopping near the campuses, but not on school property). A stop at Patterson and Dairy would provide access to passengers going to the Senior Center, Family Resource Center, and RAC kitty-corner from this stop. The route would continue north on Dairy, and turn left on North Avenue to 6 ½ Avenue, where it would turn south. After serving Avalon Apartments, the route would turn left into the Whitley Garden Apartment complex (if permission is granted to access this private property), and right onto Whitley Avenue continuing to 7th Avenue turning south. From 7th Avenue, the route would turn north on James to serve the residential neighborhood, returning to Whitley via 6 ½ Avenue. On Whitley, the route would serve Cost Less Groceries and Kings Lake Education Center and Corcoran High School, and would return to the Depot. This route would be 5.8 miles and would take approximately 25 minutes to operate.

The south route, depicted in yellow, would depart the Depot and turn right onto Whitley. The route would travel north on Josephine Avenue to Patterson to serve the Senior Center, family resource center, and RAC on this route, and then return to Whitley from Dairy (the Kings Education Center and Cost Less Groceries are on the south side of Whitely at Dairy, where a crosswalk is available). The route would next serve the Whitely Apartments, then return to Whitley until 7th Avenue where it would turn south to Sherman. On Sherman, the bus would serve across the street from the Westgate Manor Apartments and continue to Diary, turning south to serve the Sierra Vista Apartments, then left on Oregon and right on Josephine, stopping two blocks from Mark Twain elementary school. From Josephine, the route would turn

TABLE 45: CAT Service Alternatives

FY 2014-2015 Ridership and Cost Analysis

Alternative	Operating Characteristics [2] Vehicles Required [1]	Total Annual Vehicle Miles	Total Annual Vehicle Hours	Operating Cost [2] Marginal	Fixed	Total	Ridership (One-Way Trips) Daily	Annual	Annual Farebox Revenue	Annual Subsidy Required
Status Quo--CA Services										
Monday - Friday Dial-a-Ride	5	47,320	5,050	$337,000	$378,410	$715,400	141	36,060	$24,910	$690,490
Corcoran Alternatives										
3A *Local Fixed Route Service + General Public Dial-a-Ride*										
Local Fixed Route ($1.00 fare, $0.50 discounted)	1	26,040	2,810	$187,000	--	–	139	35,360	$33,200	–
General Public DAR ($2.00 fare, $1.00 discounted)	2	16,120	2,810	$171,000	–	--	30	7,720	$12,110	--
Subtotal	3	42,160	5,620	$358,000	$378,410	$736,410	169	43,080	$45,310	$691,100
Total Service Impact	*-2*	*-5,160*	*570*	–	--	*$21,010*	*28*	*7,020*	*$20,400*	*$610*
3B *Local Fixed Route Service + General Public Dial-a-Ride*										
Local Fixed Route ($0.50 fare, $0.25 discounted)	1	26,040	2,810	$187,000	--	–	174	44,440	$20,870	–
General Public DAR ($1.00 fare, $0.50 discounted)	2	21,180	2,810	$179,200	–	--	40	10,190	$7,990	--
Subtotal	3	47,220	5,620	$366,200	$378,410	$744,610	214	54,630	$28,860	$715,750
Total Service Impact	*-2*	*-100*	*570*	–	--	*$29,210*	*73*	*18,570*	*$3,950*	*$25,260*
3C *Local Fixed Route Service + Senior/Disabled DAR*										
Local Fixed Route ($1.00 fare, $0.50 discounted)	1	26,040	2,810	$187,000	--	–	140	35,730	$34,310	–
Elderly and Disabled DAR ($2.00 fare)	2	14,060	2,810	$167,600	--	–	19	4,880	$4,880	–
Subtotal	3	40,100	5,620	$354,600	$378,410	$733,010	159	40,610	$39,190	$693,820
Total Service Impact	*-2*	*-7,220*	*570*	–	--	*$17,610*	*18*	*4,550*	*$14,280*	*$3,330*
3D *Local Fixed Route Service + Senior/Disabled DAR*										
Local Fixed Route ($0.50 fare, $0.25 discounted)	1	26,040	2,810	$187,000	--	–	176	44,920	$21,570	–
Elderly and Disabled DAR ($1.00 fare)	2	18,550	2,810	$174,900	--	–	25	6,440	$6,440	–
Subtotal	3	44,590	5,620	$361,900	$378,410	$740,310	201	51,360	$28,010	$712,300
Total Service Impact	*-2*	*-2,730*	*570*	–	--	*$24,910*	*60*	*41,170*	*$3,100*	*$21,810*

Note 1: Excluding spares, which can only be calculated for the system as a whole.

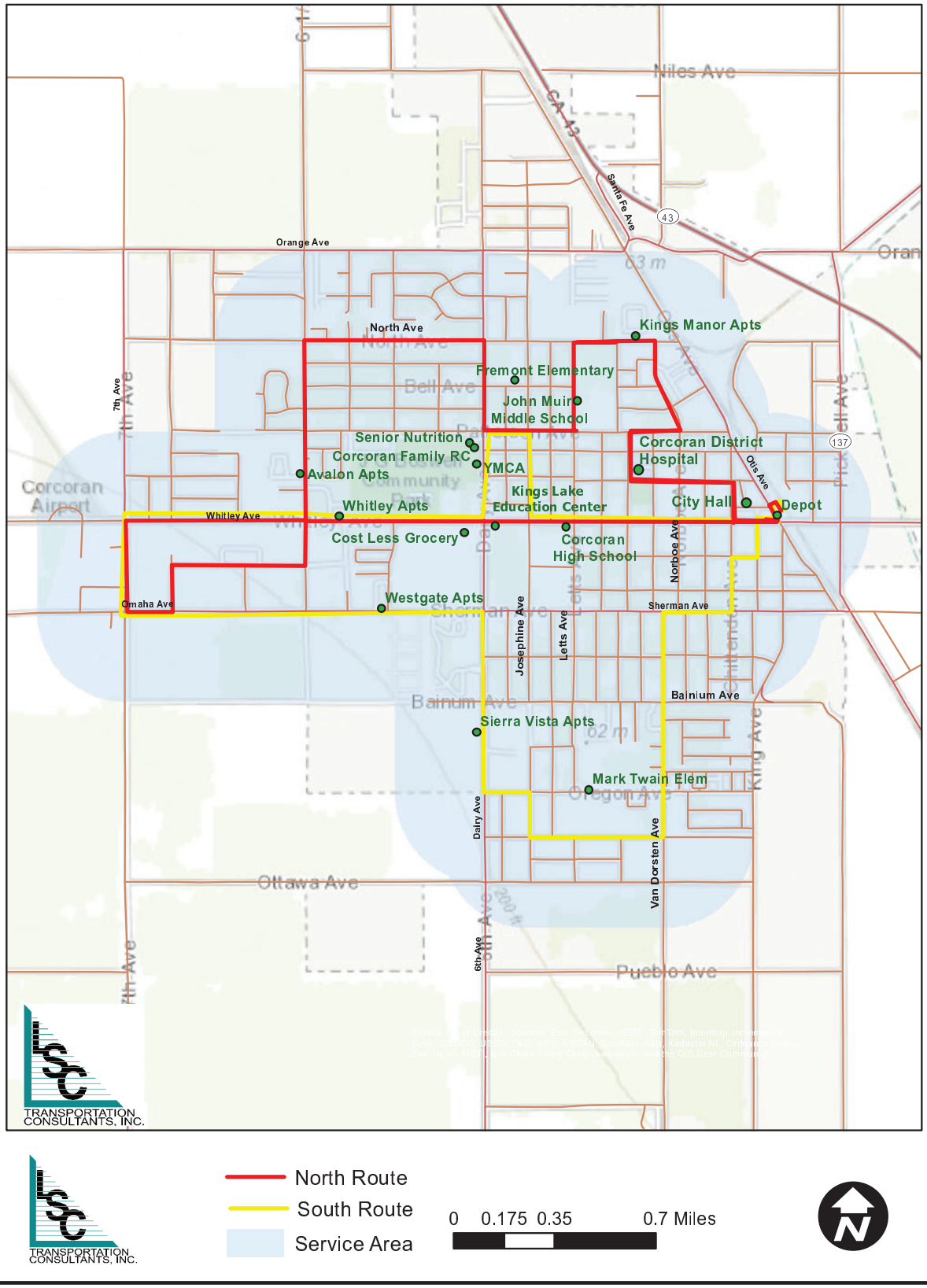
Note 2: Using cost formula from Table 24, updated using 2014-15 budget: assumes $51.53 per service hour and $1.62 per service mile in marginal costs, and $378,410 in fixed costs (excluding depreciation). Assumes hours and miles of service based on averages of past three years.

Note 3: Fare structure: Fixed route at $1.00 general, $0.50 discount and DAR at $2.00 general, $1.00 discount.

Note 4: Fare structure: Fixed route at $0.50 general, $0.25 discount and DAR at $1.00 general, $0.50 discount.

Source: LSC Transportation Consultants, Inc.

Figure 21
CAT Fixed Route Alternative



left on Osage and left on Van Dorsten to provide the best coverage of the residential area in south Corcoran. The route would continue north to Sherman, turning right, and returning to the Depot via Chittenden Avenue, Jepsen Avenue and Whitley Avenue. This route would be 6.2 miles and would take approximately 25 minutes to operate.

The actual routing is subject to change to best address the details of optimal bus stop placement. The two routes would operate from 6:30 a.m. to 5:30 p.m., concurrent with the existing Dial-A-Ride schedule. A sample schedule is shown in Table 46.

TABLE 46: CAT Fixed Route Sample Operating Schedule

Route/Stops	Length (Miles)	Schedule (Minutes after the hour)
North Route		
Depart Depot	0.0	:00
Kings Manor Apartments	0.9	:04
Patterson & Dairy	1.6	:06
Avalon Apartments	2.7	:11
Whitley & 7 Avenue	3.4	:14
Whitley & 6 1/2 Avenue	4.4	:18
Whitley & Dairy	4.9	:20
Arrive Depot	5.8	:23
Layover (7 minutes)		
South Route		
Depart Depot	0.0	:30
Whitley & Letts Avenue	0.6	:32
Senior Center	1.2	:35
Whitley Apartments	1.8	:37
Whitley & 7th Avenue	2.5	:40
Westgate Apartments	3.5	:44
Sierra Vista Apartments	4.1	:46
Van Dorsten Ave at Oregon	5.0	:50
Arrive Depot	6.2	:55
Layover (5 minutes)		

Several fare structures were evaluated for this alternative to determine their impacts. As evaluated below and in Table 47, two options look at a fixed route with DAR which is open to the public, versus DAR which is offered only to seniors and ADA-eligible disabled individuals.

3A Fixed Route and DAR Open to the General Public, at Moderate Fares: Under this option, the DAR would be open to the general public. The fixed route fares would be $1.00 for the general public and $0.50 for seniors and disabled, with children aged 5 and under riding free with an accompanying adult. The DAR fares would be $2.00 for the general public and $1.00 for seniors and disabled, also with children 5 and under riding free with an accompanying adult.

TABLE 47: CAT Service Alternatives Performance Measures

	Services	Vehicle Hours	Marginal [1] Operating Cost	Fixed Cost	Total Operating Cost	Ridership	Farebox Revenue	Farebox Ratio	Required Subsidy	Subsidy/ Psgr Trip	Passenger Trips per Veh-Hour
	Status Quo										
	CAT General Public Dial-a-Ride	*5,050*	*$337,000*	*$378,410*	*$715,410*	*36,060*	*$24,910*	*3.5%*	*$690,500*	*$19.15*	*7.1*
	Alternatives Impacts										
3A	Local Fixed Route, GP Dial-a-Ride / Moderate Fares [2]	5,620	$358,000	$378,410	$736,410	43,080	$45,310	*6.2%*	*$691,100*	*$16.04*	*7.7*
3B	Local Fixed Route, GP Dial-a-Ride / Low Fares [3]	5,620	$366,200	$378,410	$744,610	54,630	$28,860	*3.9%*	*$715,750*	*$13.10*	*9.7*
3C	Local Fixed Route, Elderly/Disabled DAR at Moderate Fares [2, 4]	5,620	$354,600	$378,410	$733,010	40,610	$39,190	*5.3%*	*$693,820*	*$17.08*	*7.2*
3D	Local Fixed Route, Elderly/Disabled DAR at Low Fares [3, 4]	5,620	$361,900	$378,410	$740,310	51,360	$28,010	*3.8%*	*$712,300*	*$13.87*	*9.1*

Note 1: Marginal costs include only variable costs (hourly and mileage) and exclude fixed costs.
Note 2: "Moderate Fares" for fixed route are $1.00 for general public and $0.50 discounted for seniors and disabled passengers. DAR fares are $2.00 for general public, $1.00 for seniors and disabled passengers. Age 5 and under ride free with an adult.
Note 3: "Low Fares" for fixed route are $0.50 for general public and $0.25 discounted for seniors and disabled passengers. DAR fares are $1.00 for general public, $0.50 for seniors and disabled passengers. Age 5 and under ride free with an adult.
Note 4: DAR is limited to seniors and disabled only (no discounted fares on DAR)
Source: LSC Transportation Consultants

3B Fixed Route and DAR Open to the General Public, at Low Fares: Under this option, the DAR would be open to the general public. The fixed route fares would be $0.50 for the general public and $0.25 for seniors and disabled, with children aged 5 and under riding free with an accompanying adult. The DAR fares would be $1.00 for the general public and $0.50 for seniors and disabled, also with children 5 and under riding free with an accompanying adult.

3C Fixed Route and DAR for Seniors and Disabled Only, at Moderate Fares: Under this option, the DAR would be restricted to seniors and disabled individuals. The fixed route fares would be $1.00 for the general public and $0.50 for seniors and disabled, with children aged 5 and under riding free with an accompanying adult. The DAR fares would be $2.00 for seniors and disabled.

3D Fixed Route and DAR for Seniors and Disabled Only, at Low Fares: Under this option, the DAR would be restricted to seniors and disabled individuals. The fixed route fares would be $0.50 for the general public and $0.25 for seniors and disabled, with children aged 5 and under riding free with an accompanying adult. The DAR fares would be $1.00 for seniors and disabled.

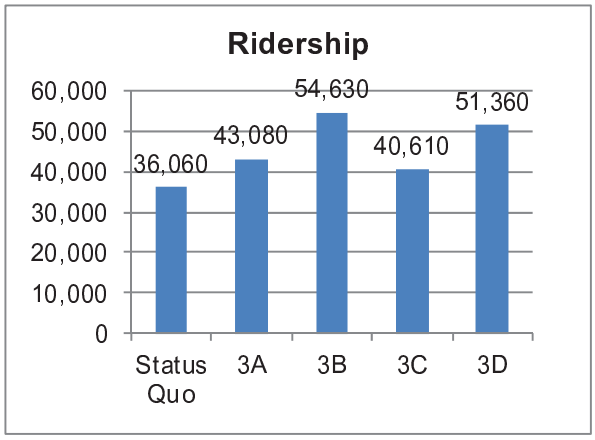
COMPARISON OF CAT SERVICE ALTERNATIVES

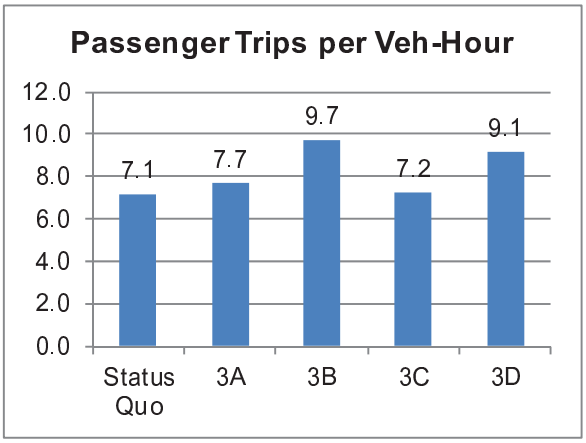
Each of the fixed route service alternatives would require complementary Dial-a-Ride service to meet requirements of the American Disabilities Act (ADA). ADA-eligible passengers must be able to make a reservation within one hour of the time fixed-route service is offered, so DAR service must be offered essentially the same hours as the fixed route, and therefore, each alternative presented has an equal number of DAR hours as fixed route hours. In reality, because many of the passengers would switch to fixed route service, the demand on DAR will decrease significantly and the number of trips will decrease. This will therefore require fewer miles of service, which is where small savings occur in the alternatives.

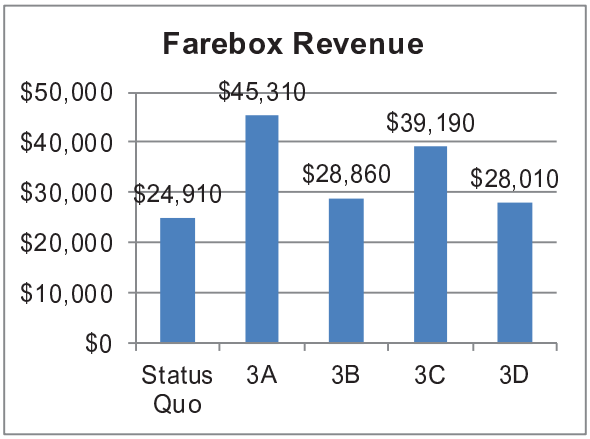
The factors affecting the alternatives are then availability and cost. The first two alternatives offer DAR to the public; the second two alternatives restrict the DAR to seniors and ADA-eligible disabled individuals. The costs are either considered moderate ($1.00 base fare for general public fixed route, $0.50 for discounts $2.00 base fares on DAR with $1.00 discount) or low ($0.50 base for general public fixed route, $0.25 for discounts $1.00 base on DAR with $0.50 discount). While these fares are generally an increase over existing fares, the existing fares are extremely low in comparison to peer transit systems.

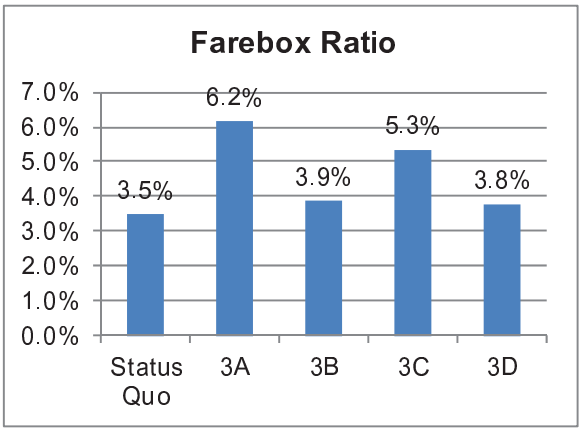
Table 47 shows the impacts of each alternative. As indicated, due to the requirement of complementary DAR, each alternative would require 5,620 service hours to operate, which is an increase of 570 hours over current services. The marginal operating costs vary slightly depending on the ridership, which in turn affects the number of miles operated. Ridership was estimated by comparing rides per capita per hour of service in several similarly sized transit systems to determine a baseline of expected service for the fixed routes, and then a fare elasticity equation was used to determine the ridership at various fare levels. Using this methodology, all of the fixed route alternatives are expected to increase ridership above the status quo. The 3B alternative (general public DAR, low fares) would increase the ridership the most, with an expected 54,630 annual passenger trips per year, and the 3C (restricted DAR, moderate fares) would have the lowest increase at 40,610 annual passenger trips. This data is also shown in Figure 22. Additional performance measurements of the alternatives include the following:

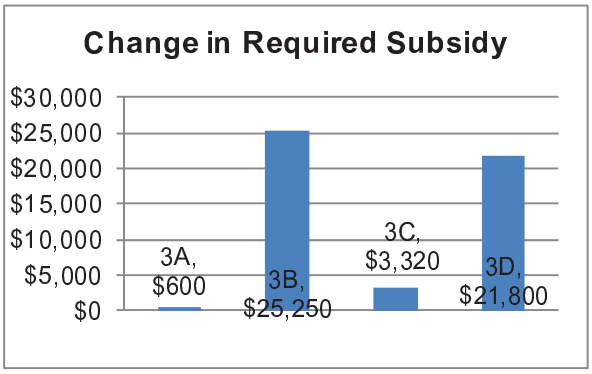
FIGURE 22: Performance Comparison of CAT Service Alternatives

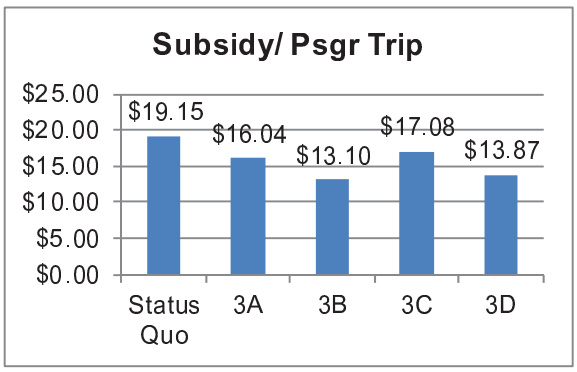












3A Fixed Route, GP DAR / Moderate Fares
3B Fixed Route, GP DAR / Low Fares
3C Fixed Route, Limited DAR/ Moderate Fares
3D Fixed Route, Limited DAR/ Low Fares

Source: LSC Transportation Consultants, Inc.

- The estimated passenger-trips provided per vehicle-hour of transit service ranges from 7.1 on the status quo, to 7.2 passenger trips on the 3C alternative, and a high of 9.7 on the 3B alternative, as shown in Figure 22.

- The farebox revenue generated by the new ridership and varying fare structures is also presented in Figure 22. As indicated, the status quo and the three alternatives with lower fare structures generate fare revenue in the $28,010 to $28,860 range, while the two alternatives with higher fare rates generate $39,190 to $45,310 in annual fare revenue.

- The subsidy required (the operating cost, minus the fare revenue generated) drops slightly $600 to $3,320) with the moderate fare alternatives, and increases by $21,800 to $25,250 in the alternatives with low fares.

- The "farebox return ratio" is the ratio of the net change in fare revenues to the total operating costs. The current farebox ratio is estimated to be 3.5 percent, and would remain in this range if low fares continue to be offered. Raising fares brings the farebox revenues up to just 5.3 to 6.2 percent, which still does not meet the minimum 10 percent required under the TDA. This implies that regardless of the alternative selected, additional monies will be needed to increase the subsidy (such as Amtrak ticket sales or money from the Corcoran general fund).

- Finally, the subsidy per passenger-trip relates the key public input to transit service (subsidy funding) to the key desired output (passenger-trips). A lower value is "better" in that it indicates a lower funding requirement for every new trip. The best alternative by this measure is 3B (fixed route/general public DAR at low fares), which would require a subsidy of $13.10 per passenger trip provided, compared to the status quo $19.15 per passenger trip. All of the alternatives out-perform the status quo on this measure.

Overall, this performance analysis indicates that the best alternative is 3B (fixed route service with general public DAR offered at lower fares). This alternative would cost $715,750 and would generate $28,860 in fare revenue for an annual subsidy of $736,410. It would increase the ridership to 54,630 passenger trips annually (an average of 9.7 passenger trips per hour of service). However, given the need to install stops, plan marketing events and prepare for fixed route, it is recommended fixed route service should be implemented in 2017 or 2018.

CAPITAL NEEDS

The continued success of the transit programs, as well as any potential improvements, depends on the ongoing provision of reliable equipment and facilities. Below is an evaluation of the ongoing capital needs of KART and CAT, as well as any potential new capital needs related to the recommended service strategies. In particular, this discussion evaluates the vehicle replacement needs, facility needs (maintenance and operations), and passenger amenities needs. The revenue for capital costs will be primarily through Federal and State capital grants. These funding sources and the financial plan for purchasing capital equipment are discussed in Chapter 10.

KART VEHICLE NEEDS

This Transit Development Plan evaluates the retirement schedule and replacement schedule of the existing KART fleet, and reviews the need for any additional vehicles, as discussed below.

KART Replacement Vehicles

KART currently has a fleet of 33 vehicles, all of which are in "active" status (insured and available for use). Of these, 12 of these vehicles are used actively or as back-ups for Dial-A-Ride service, and the remaining 21 are used for fixed route service, as shown in Table 48. During peak service, 6 DAR vehicles are needed and 14 fixed route vehicles (18 vehicles total), as depicted in the vehicle utilization chart in Table 49. Therefore, the spare ratio for DAR service is fairly high (40 percent, as two of the DAR vehicles have limited carrying capacity). However, more than half of these DAR vehicles have reached the end of their useful life and should be retired. The spare ratio for the fixed route service is currently 33 percent, though in this case too, eight of the vehicles are ready for retirement. Additionally, the 24-passenger vehicles are too small for most of the fixed-routes and will eventually be replaced with 30-passenger vehicles.

A large number of vehicles are expiring at one time, making replacement a challenge in years when vehicles expire. In order to create a better replacement schedule for future purchase, the replacement of vehicles is staggered over the plan period. Additionally, rather than replace the 2007 Bluebirds, they can be refurbished at a much lower price, extending the useful life by five to seven years. Table 48 includes a replacement schedule for the current vehicles as recommended in order to maintain a fleet in good operating order. As shown, two DAR vehicles will be replaced in the current and next three fiscal years. The cost of these vehicles is estimated at $105,000 per vehicle, plus an estimated two percent annual inflation. A total of eight fixed route vehicles will be refurbished in 2015-16 at a cost of $52,000 per vehicle, and a total of four fixed route vehicles will be replaced between 2015 and 2019 at a cost of $500,000 per vehicle plus inflation. The total cost of KART vehicle replacements over the time period of the plan is estimated at $2,447,200, as shown in Table 50.

New KART Vehicles

One vehicle is needed to implement the local Lemoore fixed route alternative, and one vehicle is needed to implement the new Hanford Routes 9 and 10, increasing the peak number of vehicles required from 14 to 16. As refurbishing and replacing vehicles in the schedule shown in Table 48 will maintain a fixed-route fleet of 21 vehicles, additional vehicles will not be necessary. The current spare ratio of seven vehicles (33 percent) will decrease to a spare ratio of five vehicles (24 percent).

KART Passenger Amenities

The quality of a passenger's experience while waiting for a bus is an important factor in one's overall perception of transit as a mobility option. This is particularly true among those with ready access to a car. The importance of bus stop amenities (especially shelters) is heightened in Kings County both by the limited schedule of transit services in rural areas (which increases waiting time at stops) and the often high temperatures in the region. Below is a discussion of bus stop improvements for the plan period.

Bus Stop Signs

KART has bus stop signs at all current regular stops (except the Lemoore Depot, which is currently without a sign pending approval to meet design guidelines). New signs will be required for new stops in Lemoore and Hanford as new routes are introduced. Additionally, KART should budget for annual bus sign replacements to regularly replace signs as they receive wear-and-

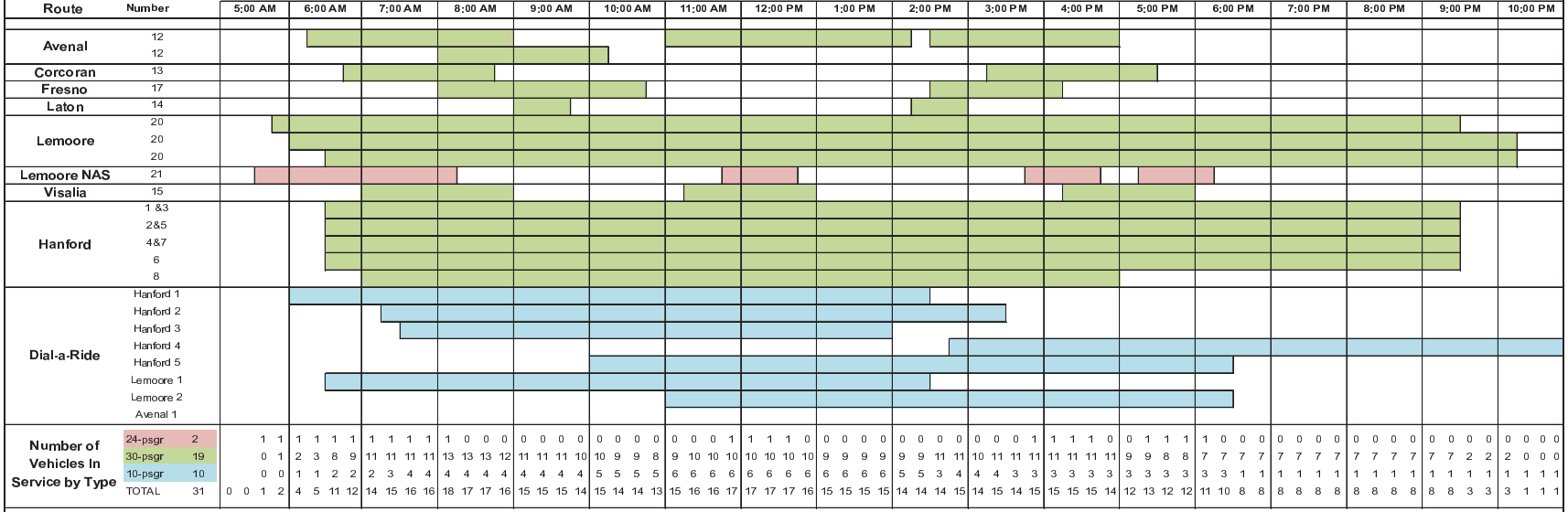
tear. New bus stop signs are estimated to be in the range of $500 per copy (including installation, although tear. New bus stop signs are estimated to be in the range of $500 per copy (including installation, although this can vary greatly if pads are needed to comply with ADA), with a total of 53 needed for the Lemoore Routes and 14 needed for Hanford Route revisions, totaling an estimated $33,500. An annual budget of $5,000 is also recommended for regular bus stop sign and shelter maintenance.

TABLE 48: KART Vehicle Replacment

Vehicle #	Vehicle Type	Year	Expires	Status	Fiscal Year 14/15	15/16	16/17	17/18	18/19	19/20
2001	10 psgr DAR van	2008	2015	Back-up	X					
2002	10 psgr DAR van	2008	2015	Back-up	X					
2003	10 psgr DAR van	2008	2015	Active		X				
2004	10 psgr DAR van	2008	2015	Back-up		X				
2005	10 psgr DAR van	2008	2015	Active			X			
2006	10 psgr DAR van	2008	2015	Back-up			X			
2007	10 psgr DAR van	2008	2015	Back-up				X		
2008	10 psgr DAR van	2010	2017	Active				X		
2009	10 psgr DAR van	2010	2017	Active					E	
2010	10 psgr DAR van	2010	2017	Back-up					E	
2011	3 psgr mini-van	2010	2017	Back-up						
2012	3 psgr mini-van	2010	2017	Back-up						
3515	30 psgr bus	2007	2019	Back-up		√				X
3516	30 psgr bus	2007	2019	Back-up		√				X
3517	30 psgr bus	2007	2019	Back-up		√				
3518	30 psgr bus	2007	2019	Back-up		√				
3519	30 psgr bus	2007	2019	Back-up		√				
3520	30 psgr bus	2007	2019	Back-up		√				
3521	30 psgr bus	2007	2019	Back-up		√				
3522	30 psgr bus	2007	2019	Back-up		√				
3523	30 psgr bus	2009	2021	Active					X	
3524	30 psgr bus	2010	2022	Active						
3525	30 psgr bus	2010	2022	Active						
3526	30 psgr bus	2010	2022	Active						
3527	30 psgr bus	2010	2022	Active						
3528	30 psgr bus	2010	2022	Active						
3529	30 psgr bus	2010	2017	Active			X			
3530	24 psgr bus	2010	2017	Active			X			
3531	24 psgr bus	2012	2024	Active						
3532	30 psgr bus	2012	2024	Active						
3533	30 psgr bus	2013	2025	Active						
3534	30 psgr bus	2013	2025	Active						
3535	30 psgr bus	2013	2025	Active						

X = replace vehicle √ = Refurbish vehicle E = Evaluate need and replace if necessary.
Source: KCAPTA, LSC Transportation Consultants, Inc.

Table 49: KART Weekday Vehicle Utilization by Route & Time of Day



Route	Number	5:00 AM	6:00 AM	7:00 AM	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM	10:00 PM
Avenal	12																		
	12																		
Corcoran	13																		
Fresno	17																		
Laton	14																		
Lemoore	20																		
	20																		
	20																		
Lemoore NAS	21																		
Visalia	15																		
Hanford	1 &3																		
	2&5																		
	4&7																		
	6																		
	8																		
Dial-a-Ride	Hanford 1																		
	Hanford 2																		
	Hanford 3																		
	Hanford 4																		
	Hanford 5																		
	Lemoore 1																		
	Lemoore 2																		
	Avenal 1																		
Number of Vehicles In Service by Type	24-psgr 2		1 1	1 1 1 1	1 1 1 1	1 0 0 0	0 0 0 0	0 0 0 0	0 0 0 1	1 1 1 0	0 0 0 0	0 0 0 0	0 0 0 1	1 1 1 0	0 1 1 1	1 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
	30-psgr 19		0 1	2 3 8 9	11 11 11 11	13 13 13 12	11 11 11 10	10 9 9 8	9 10 10 10	10 10 10 10	9 9 9 9	9 9 11 11	10 11 11 11	11 11 11 11	9 9 8 8	7 7 7 7	7 7 7 7	7 7 7 7	7 7 2 2	2 0 0 0
	10-psgr 10		0 0	1 1 2 2	2 3 4 4	4 4 4 4	4 4 4 4	5 5 5 5	6 6 6 6	6 6 6 6	6 6 6 6	5 5 3 4	4 4 3 3	3 3 3 3	3 3 3 3	3 3 1 1	1 1 1 1	1 1 1 1	1 1 1 1	1 1 1 1
	TOTAL 31	0 0 1 2	4 5 11 12	14 15 16 16	18 17 17 16	15 15 15 14	15 14 14 13	15 16 16 17	17 17 17 16	15 15 15 15	14 14 14 15	14 15 14 15	15 15 15 14	12 13 12 12	11 10 8 8	8 8 8 8	8 8 8 8	8 8 3 3	3 1 1 1

Note 1: The Dial-A-Ride driver schedule for October, 2013 was used for this analysis.

TABLE 50: KART Capital Plan

Project Description		Estimated FY14-15	Projected FY15-16 [1]	Projected FY16-17 [1]	Projected FY17-18 [1]	Projected FY18-19 [1]	Projected FY19-20 [1]	6-Year Total
KART Replacement Buses [2]								
KART 30-passenger CNG Buses	#	0	0	2	0	1	1	4
	cost	$0	$0	$1,040,400	$0	$541,200	$552,000	$541,200
KART 10-passenger DAR Vehicles	#	2	2	2	2	0	0	8
	cost	$210,000	$214,200	$218,500	$222,900	$0	$0	$865,600
KART Refurbished Vehicles	#	0	8	0	0	0	0	8
	cost	$0	$416,000	$0	$0	$0	$0	$416,000
Total Number of Vehicles		2	10	4	2	1	1	19
Total Vehicle Cost		*$210,000*	*$214,200*	*$1,258,900*	*$222,900*	*$541,200*	*$552,000*	*$2,447,200*
Miscellanous Capital Equipment [2]								
Bus stop signs for new Lemoore Routes		--	--	$26,500	--	--	--	$26,500
Bus stop signs for Hanford Rt 7, 9, 10		--	$7,000	--	--	--	--	$7,000
Shelters		--	$9,100	$9,300	$9,400	$9,600	$9,800	$37,400
Annual Sign and Shelter Maintenance [3]		--	$5,000	$5,000	$5,000	$3,000	$3,000	$18,000
Replace Shop Maintenance Equipment		--	$50,000	--	--	--	--	$50,000
Avenal Transfer Center [4]		$670,320	--	--	--	--	--	$670,320
Administrative Space [5]		--	$500,000	--	--	--	--	--
Total Miscellaneous Capital Equipment Costs		*$670,320*	*$571,100*	*$40,800*	*$14,400*	*$12,600*	*$12,800*	*$1,309,220*
Total KART Capital Costs		**$880,320**	**$785,300**	**$1,299,700**	**$237,300**	**$553,800**	**$564,800**	**$3,756,420**

Note 1: Assumes 2 percent annual rate of inflation.

Note 2: See Table 53 for planned funding sources.

Note 3: Bus stop and shelter maintenance.

Note 4: Site has been identified and initial plans developed; prelimnary scoping has been done by the City of Avenal.

Note 5: Cost of administrative space will depend on many variables: rent versus own, shared space, etcetera.

Source: KART staff and LSC Transportation Consultants, Inc.

Bus Stop Benches and Shelters

KART has regularly installed and updated benches and shelters system-wide, and is nearing completion of installation of stops in Hanford. New services in Lemoore and Hanford will likely require additional shelters, although shelters are in place at high activity locations on current services. Boarding and alighting data (which will be more readily available in 2015 with activation of KART's new ATV system) should be reviewed to determine which stops in the new services warrant a shelter and/or bench. Installed shelters cost approximately $8,000. Table 50 includes a new shelter for each year of the plan starting in 2016, including two percent inflation, at a total cost of $37,400 over the plan period.

Transit Center in Avenal

Working together, KART staff and City of Avenal staff have identified a site for a new passenger transit center in Avenal. This facility will have one bus pull-out, an information kiosk, parking, and a covered seating waiting area. Engineering and environmental work for the site are just being initialized, and an MOU between KCAPTA and the City of Avenal for maintenance and use of the city property is being completed. Funding for this project in the amount of $670,320 has already been allocated and set aside. This project is included in Table 50.

Expanded Administrative Space for KART Staff

Currently, KCAPTA owns the facility at 629 Davis Street in Hanford. KCAPTA administrative staff works out of this facility, as does the contractor's administrative and maintenance staff. The facility is inadequate for KCAPTA administrative services; in particular, there is no adequate space to conduct ADA eligibility evaluations, and no place for additional staff, although one new staff member is being hired. It is recommended KCAPTA purchase a new administrative space in the upcoming fiscal year. The cost will be approximately $500,000 as shown in Table 50.

KART Capital Purchase Plan

Based on the capital needs identified above, the capital requirements identified for the plan are summarized in Table 50, and amount to $3,756,420 over the six years (the current year, plus the five year planning period). These expenditures will result in a reliable transit fleet and well-maintained passenger amenities. The sources of revenue for this plan are identified in the year-by-year implementation plan presented in Chapter 10 of this TDP.

CAT VEHICLE NEEDS

New and Replacement Vehicles

Currently, CAT has a fleet of six vehicles, with a maximum of five in service at one time (a 13 percent spare ratio). As shown in Table 26 in Chapter 3, four of the six vehicles have reached the end of their useful life and should be replaced as soon as possible. One new 22-passenger vehicle is being purchased this year at a price of $330,900, which will allow the 2001 15-passenger bus to be retired. It is helpful to spread the purchasing of the vehicles so that funding needs are not excessive in any one year; therefore, two replacement vehicles should be purchased in 2015-16, and one in 2016-17, which will allow all expired vehicles to be retired.

Introducing fixed route service to Corcoran actually decreases the total need for vehicles. The recommended alternative (3B) requires one fixed-route vehicle in service plus two vehicles for

DAR service. Therefore, when service is started in 2018, the four newer vehicles will be adequate for the service. After a year of operating fixed route service, CAT staff can determine if a larger vehicle is required to meet the needs of the fixed route service. The purchase of four vehicles will cost $1,019,500 over the plan period, as shown in Table 51.

Electronic Fareboxes for Vehicles

Electronic fareboxes are highly recommended for the transit vehicles. Electronic fareboxes automate the process of collecting and counting fares, making boarding much easier for passengers and drivers, and therefore helping with on-time performance. Electronic fareboxes also alleviate problems of miscounted or underpaid fares. The cost per vehicle is approximately $8,000. As a number of vehicles are being retired, it is recommended that fareboxes are purchased for new vehicles. This will therefore require the purchase of one farebox in 2014-15, two in 2015-16, and one in 2016-17 at a total cost of $32,600 for the plan period.

CAT Passenger Amenities

Introducing fixed route service will require development of passenger amenities. The bus stop signs, benches, and shelters will reflect the image of CAT, so it will be a good marketing opportunity to install these amenities with a pre-determined CAT logo and color scheme that is easy to recognize. Below is a discussion of bus stop improvements required for the plan period.

Bus Stop Signs and Shelters

The new routes will require a total of approximately 45 new bus stop signs. The KART route which currently serves Corcoran has installed signs, and CAT can use five of these same stops simply by adding a CAT bus stop sign to the existing poles. Bus stop signs cost approximately $40 per copy, plus $400 for installation. The actual installation costs can vary depending on whether any additional concrete work must be done to accommodate wheelchairs per the ADA requirements. For planning purposes, the initial cost for installing signs for the routes is estimated to be $18,200 in 2018-19, as shown in Table 51. Additionally, shelters will be required at stops with the highest use. After operating the service for a year, CAT can determine which stops warrant shelters and benches. Optimally, stops with more than five passenger boardings per day should have a bench and stops with ten or more boardings per day should have a shelter. An installed shelter costs approximately $8,900 currently. The five year plan includes one new shelter in 2019-20 at a cost of $9,800 given the rate of inflation. The five year plan period will require $18,200 for bus stop sign installation and shelters assuming implementation of fixed route service in 2018-19.

Other CAT Capital Requirements

In addition to passenger amenities and vehicle needs, CAT would benefit from purchasing and using computerized software for scheduling and dispatching. The cost of scheduling programs ranges from quite basic to very elaborate, but a mid-range program and computer equipment is estimated to cost approximately $20,000. Table 51 shows this amount programmed for 2015-16.

CAT Capital Purchase Plan

Based on the capital needs identified above, the capital requirements identified for the plan are summarized in Table 51, and amount to $1,090,500 over the five-year planning period. These

expenditures will result in a reliable transit fleet and well-maintained passenger amenities. The sources of revenue for this plan are identified in the year-by-year implementation plan presented in Chapter 10 of this TDP.

TABLE 51: CAT Capital Plan

Project Description		Estimated FY14-15	Projected FY15-16 [1]	Projected FY16-17 [1]	Projected FY17-18 [1]	Projected FY18-19 [1]	Projected FY19-20 [1]	**6-Year Total**
CAT Vehicle Plan [2]								
CAT Replacement Vehicles	#	1	2	1	0	0	0	4
	cost	$330,900	$337,500	$351,100	$0	$0	$0	**$1,019,500**
Miscellanous Capital Equipment [2]								
Electronic Fareboxes		$8,000	$16,300	$8,300	$0	$0	$0	$32,600
Bus Stop Shelters and Signage (new installed, plus annual maintenance)		$0	$0	$0	$0	$18,200	$9,800	$18,200
Computerized Scheduling Software and Equipment		$0	$20,000	$0	$0	$0	$0	$20,000
Total Miscellaneous Capital Equipment Costs		$8,000	$36,300	$8,300	$0	$18,200	$9,800	**$70,800**
Total CAT Capital Costs		**$338,900**	**$373,800**	**$359,400**	**$0**	**$18,200**	**$9,800**	**$1,090,300**

Note 1: Assumes 2 percent annual rate of inflation.
Note 2: See Table 55 for planned funding sources.
Source: CAT staff and LSC Transportation Consultants, Inc.

Chapter 8
Marketing Plan

MARKETING

This document reviews the current marketing activities undertaken by KCAPTA and CAT and provides suggestions for improving marketing. Transit marketing in small urban and rural areas is a particular challenge because the transit agency is typically dealing with a small target audience and a small budget. Marketing tools in a small urban or rural area can include the following:

Branding: Transit vehicles and bus stops/amenities are a transit system's form of "packaging." They are the most visible and cheapest communication tool. The image they create is a reflection of how the public views the transit system.

Passenger Information/Riders Guide: A transit system's passenger guide provides directions for using the product and is a promotional tool. It should work well for both purposes. Information should be provided in an attractive format, but should be completely functional as well. For function, the guide should provide a map, bus stop locations, a schedule, fares, transfer information, and tell how to get assistance.

Passenger Information/Online Information: Transit passengers are increasingly using the internet, and it is a vital tool for a transit organization. In addition to trip-planning tools, it is imperative that rural transit systems maintain a user-friendly, updated website.

Testimonial Advertising: Transit systems inevitably have grateful passengers. The transit agency should let the rider tell their story. This can be done as a newspaper story, as part of a flyer or poster, or as a radio spot. Identify regular passengers on your transit system (a single mom, a student, a disabled passenger, a local politician, etc.) and ask why they ride, what they like about the service, and how transit personally helps them. Sharing this with the public can be inspirational and put your transit system in a positive light.

Public Presentations: Public speaking is the ultimate low cost marketing tool. It shows confidence in your message and is a great image builder (if done well). It puts a face on the transit organization. It can be done interactively so that the speaker can answer questions and convey customized information. The target audience would likely be seniors, students, social service program clients, and employee groups. Presentations to schools and the college, businesses, employers, social services, senior residences, senior centers, and neighborhood associations would therefore be appropriate. The presentation can be tailored for non-users as well. Speaking to members of civic and business organizations enables the transit agency to set up an identity as part of the community. It is also useful to present to decision makers and elected officials to maintain a positive image.

Bus Displays: The information on vehicle head signs and internal bulletin display boards on the buses are highly visible to passengers. It is important that the information contained within these displays is attractive, informative, and quickly conveys information.

***Social Media*:** Mirroring the rest of American society, transit services are increasingly using social media as part of a comprehensive marketing strategy. The proportion of Americans using social media, even among seniors and lower income individuals, continues to increase.

The Transit Cooperative Research Program's *Synthesis 99: Uses of Social Media in Public Transportation* provides a good summary of current practices in U.S. transit systems (though it focuses on systems serving larger cities). Survey results in this document indicate that the most prevalent platform for social media use is Twitter, which is used by 86 percent of respondents for distributing agency news, and 77 percent for real-time service alerts. This compares with 80 percent using Facebook for agency news and 49 percent for service alerts. Facebook is used more prevalently for feature stories and contests/promotions. In comparison, other platforms (YouTube, LinkedIn, individual blogs) had substantially lower use levels.

Social media is found by transit agencies to be particularly useful in communicating with existing riders (keeping "brand loyalty" by distributing real-time information about services, in particular), as well as distributing general service information. It has been found to be relatively effective in reaching everyday riders (such as commuters) as well as students/young adults, and moderately effective in reaching minorities, persons with disabilities, and seniors.

One potential issue with social media is concern over loss of control of the conversation, as the public responds to social media posts in negative or inappropriate ways. This can be controlled by focusing social media efforts on "outgoing" messages (such as real-time service information bulletins), and posting a policy to only respond to comments received through more controlled channels, such as phone calls or email. A more significant issue is the staff time needed to conduct social media marketing. A survey of seven small urban/rural systems indicates that, on average, they each devote approximately 24 staff hours per week to social media efforts. However, given the limited funding available for KART marketing, it would be appropriate for KART to spend no more than five to ten hours per week of staff time on average for social media.

KART Marketing

Below is a review of some of the strategies KART currently uses, as well as suggestions for enhancing their marketing strategies.

Branding: KART has a unified color theme (orange and blue on a white background) which is used on the vehicles, the website banner, bus stop signs and printed brochures. The website and brochure also include a logo with the KART acronym and a picture of a crown to represent Kings County. This is an effective use of branding and makes the system quickly recognizable to most residents of the County. The condition of the buses is generally good, with passengers ranking bus cleanliness as 4.2 out of 5 in onboard surveys. However, passengers were less satisfied with shelters and stops, ranking these an average of 3.9, and providing numerous comments that they would like to see more shelters at more locations, particularly in outlying areas of the County (see discussion of capital in the previous chapter). Having visible bus stop signs, benches, and shelters well maintained throughout the County will provide good visibility for KART.

KART Riders Guides: In May of 2014, KART staff prepared a new Rider's Guide in a booklet format which is a significant improvement over previous printed schedules. The booklet

maintains the KART color scheme and logo, provides the effective date of service so customers can know that it is current. The guide is comprehensive, providing a mission statement, fare and pass information, a list of holidays, general information, Dial-A-Ride information, and contact phone numbers. The guide has a simplified map of each route with numbered stops. Each stop has a scheduled service time (although it does not indicate if the time is arrival or departure). There are minor errors in the publication, which will be revised and republished in early 2015.

Suggestions for the new publication include that the schedule should indicate arrival and departure times for stops that have a layover, and that a statement be included that unless otherwise noted, scheduled times are for departures from the stop. Additionally, while all stops should be presented on the map as depicted by a symbol, only major stops should include a time (approximately every three to five minutes for local Hanford Routes, for example).

KART Website: The KART website provides all of the basic and desired information passengers look for: route maps, schedules, fare information, contact information, rider rules, and a list of holidays. Information can be accessed in English or Spanish. The site uses a banner with the logo and clickable tabs with drop-down menus at the top of each page, but the tabs are glitchy, and if the mouse is not aligned perfectly, the drop-down menus are difficult to click on. However, the same links can be easily followed at the bottom of the page. The layout would be improved by having just one location with clickable links. The top location would be preferable, but the tabs should be cleaner looking.

The website route maps include a simplified map of the route similar to what is in the printed Rider's Guide, but the Hanford Routes do not include a schedule such as those printed in the guide. When the guide is updated, the same information should be presented on the website. Reviewing websites of other transit systems can offer format and layout ideas for KART.

Outreach: There is no substitution for meeting people face-to-face to distribute information and educate them on the capabilities and limitations of transit. Currently, KART conducts presentations about fixed route and paratransit services to Social service liaisons (such as Behavioral Health or KCAO Head start). Additionally, KART staff attends events to create greater visibility. A presentation is being developed for High Schools, targeting Juniors and Seniors, as well as one for seniors at senior living facilities.

Bus Displays: The information on vehicle head signs and internal bulletin display boards on the buses are highly visible to passengers. It is important that the information contained within these displays is attractive, informative and quickly conveys information.

***Social Media*:** A recommended social media marketing strategy for KART consists of the following:

- Create and Maintain a Twitter Account – Twitter is particularly useful for transit services in providing real-time service information, as it is more readily accessible by a wider range of cell phones and smartphones. California transit systems that maintain Twitter accounts include Tri-Delta Transit, Roseville Transit, and Torrance Transit, along with many larger systems. KART could create a Twitter account which would allow it to send operational updates instantly to followers. Announcements could be made regarding schedule delays, transfers, fare specials, etc. This would require dispatch or management staff to regularly create postings, but this is a fast and efficient method for releasing timely, short messages.

- Email List -- These same messages could also be distributed via email, for those that would prefer this option. Once the Twitter message has been created, it would be a matter of only a few minutes to also send out the email to a maintained list of those requesting email alerts. This may include social service agencies and others in office environments that could then pass the information along to program participants. Individuals would be invited to receive emails by creating announcements on the website, posting flyers on buses and at stops and other prominent activity centers. Kings County Rehabilitation Services, Social Services, the senior center, and West Hills Community College staffs could all be enlisted to provide information on subscribing to emails. Each email sent out would offer an opportunity to unsubscribe, but nonetheless, email maintenance would still be required.

KART would need to develop policies with regards to the social media efforts, including who is authorized to make postings, the level of service interruption that warrants a post, appropriate messaging, and how to handle incoming posts and messages. Once these policies are developed in an appropriate manner, however, it is expected that the additional staff time could be accommodated among existing administrative and dispatch staff.

CAT Marketing

CAT is a relatively small transit program with a small marketing budget, so it is important to get the best exposure for the least amount of money. Below is a review of CAT's current marketing efforts, and suggestions for improvements.

Branding: As a department of the City of Corcoran, CAT uses the City Seal in emails and correspondences, but does not have a separate transit logo. The buses have a color scheme somewhat similar to KART buses (gold and white lettering on a light blue and dark blue background). The writing on the buses is large and clear, making it an effective design. Though the colors are similar to KART's, these colors are the City colors as well as the local high school colors, making them an appropriate choice.

It would be a benefit to CAT to develop a quickly recognized logo which it could include on correspondence, publications and on bus stop signs (should fixed route service be implemented) and buses to give the transit service higher visibility and an independent identity.

CAT Riders Guides: There is a downloadable PDF of the "Policies and Procedures" on the CAT website, but this reads much more as a technical document than as information for typical transit passenger, and it does not work as a promotional tool. The "Policies and Procedures" document should continue to be available, but a print and web format of a Riders Guide would also be appropriate. The guide should provide days and hours of operations (including a list of non-operating holidays), fares, reservation procedures, and contact information including how to get assistance. If fixed route service is implemented, the guide should also include a map, bus stop locations, and transfer information. Given the importance of KART and Amtrak information for the area, links to those systems' websites should also be on the Riders Guide.

A tri-fold brochure would be adequate for providing the information. The brochure should include a color scheme which matches the buses and a logo. Many transit systems include PDFs of their brochures on their websites, and these provide some very good examples of simple but informative Riders Guides.

CAT Website: The CAT website is a sub-page of the City of Corcoran website. The title on the page lets you know right away that you are on the correct site, although a Transit Logo would also be a benefit in branding here. There is a photograph of a CAT bus in the parking lot of the Depot, although you cannot actually read the Corcoran Area Transit sign on the bus, so a closer shot or different angle might be better.

There are links to the "Policies and Procedures" and "Title VI" documents so that any visitor to the website can get extensive information about the system. Phone numbers, mailing address, hours of operations and fares are all easy to see on the web page. It is a very functional website, providing all of the basic and desired information which passengers are likely to seek. Information can be accessed in English or Spanish. There are navigation links to the left of the page, but at first glance, it is not obvious that the links are for transit because they also include other City of Corcoran links. The website would be more effective if it popped up as a full transit system website, not a department of the City, and if the links related to CAT were displayed more boldly. The navigation pane includes links to the subsidized ticket program (Amtrak and KART tickets), an "about us" link with an overview of CAT and contact information, including clickable email addresses, a "FAQ" page with questions and answers about basic procedures, and a link to the Title VI statement.

Outreach: Meeting people face-to-face to distribute information and educate them on the capabilities and limitations of transit is a cost-effective marketing tool. CAT does not currently engage in such outreach efforts. It would be a benefit to CAT to develop a brief presentation for schools which can be particularly effective at the beginning of the school year. CAT staff can provide information on how to use the transit service, as well as what is expected behavior on a bus. Presentations for seniors are effective both for conveying information on how to ride (hours, reservation procedures, policies, etc.) as well as through a hands-on opportunity to practice boarding the bus. Having a bus on site at a location such as the senior center or senior housing can ease fears about how to board the bus. CAT staff might coordinate with KART staff on developing outreach materials and attend some of the KART outreach events to learn what their presentations involve.

"Unveiling" Activities: Any time a transit program makes substantial changes, such as the introduction of fixed route services or a new route, or even the purchase of a new vehicle, it is a great opportunity to promote the transit system. The Park City Transit system, for example, received five new buses around the Christmas holiday, and wrapped the buses which it parked at the transit center for a day to create excitement over their reception. The next day, the buses were unwrapped, revealing five unique designs, as well as the standard logo. Something on a smaller scale would be appropriate for CAT in introducing new bus stop signs and a new logo.

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Chapter 9
Funding Sources and Opportunities

INTRODUCTION

A wide number of potential transit funding sources are available, particularly within California. This chapter presents an overview of Federal and state funding programs, as well as options for local funding. As some of these funding sources are available on a competitive basis, and the amounts available vary year-by-year for all sources, this chapter is intended to identify the most likely sources for funding transit operations and capital. Based on this discussion, and the recommended alternatives from Chapter 7, a financial plan will be developed in Chapter 10.

FARE ALTERNATIVES

Passenger revenues are an important source of revenue. Fares can be very flexible in that they can be reduced for portions of the population (such as the elderly and disabled) that are least able to pay. When the available supply of transit service is exceeded by demand, fares can ration service so those who most need the service (and are thus most willing to pay) are provided with service.

Within California, transit systems must maintain a minimum farebox return ratio in order to be eligible for Transit Development Fund (TDA) monies. The farebox return ratio is calculated by dividing qualified fare revenues by the total operating costs. In order to qualify, a transit claimant must maintain a ratio of fare revenues to operating cost at least equal to the ratio it had during 1978/79, or 20 percent if the claimant is in an urbanized area, or 10 percent if the claimant is in a non-urbanized area, whichever is greater. In addition to actual fare revenues, revenues from advertising and from ticket sales (such as sales for Amtrak or Greyhound fares or package services) can also be counted toward farebox revenue. If farebox revenue cannot be met through these sources, a local entity such as a City or County can contribute from its general fund to meet the minimum farebox ratio.

For KART, which serves an area that is a mix of urban and rural, the required farebox return ratio is 15 percent, which it currently easily meets through fare revenues and advertising revenues. Given the high proportion of low-income passengers on the transit system and the strong farebox return ratio, there is no reason to consider raising the fares within the plan period unless there were unforeseen circumstances, such as a large drop in TDA revenues. In fact, KART recently extended its daytime discount provided to seniors and individuals with disabilities to include all fixed route hours instead of just off-peak hours.

The minimum farebox return ratio for CAT is 10 percent, which is barely met through a combination of actual fares and revenues from the sales of Amtrak and KART tickets. The revenue generated from fares alone is in the 3 percent range. As indicated in the alternatives analysis section, more than doubling current fares to a moderate level still does not result in a minimum 10 percent farebox return ratio, primarily because of the relatively high fixed costs required to operate the small rural transit system. It would be very difficult to meet the required minimum 10 percent farebox ratio on CAT services strictly through fare revenues, particularly given the high administrative costs of the system. As the transit program operating costs are between $725,000 and $800,000, the minimum farebox revenue required is between $72,000

and $80,000. Actual transit farebox revenues are typically between $23,600 and $26,000, requiring in the range of $46,000 to $56,000 in additional revenues to meet the minimum farebox ratio at current operating costs. Therefore, the minimum farebox return ratio must be met through one or a combination of the following strategies:

- Continued sales of Amtrak tickets, which has historically generated just under $50,000 in revenue which can be counted toward farebox. The location of CAT offices within the multi-modal depot facilitates this activity, and this approach has been sufficient to meet the minimum farebox revenue to date.

- Continued sales of KART tickets; Similar to the Amtrak program, CAT purchases KART tickets at full value, and sells them at half value to patrons, so that any expenditure by CAT garners a 50 percent farebox revenue ratio.

- Cost sharing of the KART Corcoran Route; The Corcoran route operated by KART is a benefit to Kings County as a whole, and Corcoran in particular. It would be appropriate for Corcoran to share in the cost of this service and to count the fare revenue from this route as part of its systemwide revenues. Currently, the marginal cost of the Corcoran Route is approximately $33,700 and revenues are $14,100 (see Table 17 in Chapter 3). If Corcoran shared the cost by paying KART half the marginal cost, $16,800, and collected $7,500 in fare revenue, this would increase CAT's farebox ratio from the current 3.5 percent to approximately 4.5 percent. KART would experience a slight decrease in its overall farebox return ratio, but would remain well within minimum requirements. Without other revenues, however, the ratio would still remain well below the 10 percent requirement.

- Reduce Operating Costs: Another consideration is that CAT could examine ways to reduce its operating costs to improve the farebox return ratio. Currently, marginal operating costs and fixed costs are relatively high in comparison to KART services and peer systems. This strategy would require an internal audit to identify how and if costs could be reduced.

- Contribute from the Corcoran General Fund: While politically unpopular, the City of Corcoran could contribute $46,000 to $56,000 from the City's general funds in order to meet the ten percent farebox ratio. This amount could be less if coupled with other strategies mentioned above.

For the plan period, the existing strategy of combining the fare revenues and Amtrak ticket sales should be continued. It should be noted that a newly introduced service (such as the fixed route service in Corcoran) is given a grace period of two years to allow ridership to grow before the farebox minimum is mandated. If meeting the minimum farebox return ratio proves to be difficult after these two years, the strategies listed above should be implemented as necessary, prioritized in order as presented.

FEDERAL TRANSIT FUNDING SOURCES

The Federal Transit Administration (FTA) administers a variety of public transit grant programs across the nation. The latest legislation for funding transportation programs is MAP-21, the *Moving Ahead for Progress in the 21st Century* Act (P.L. 112-141), signed into law on July 6, 2012. Funding surface transportation programs at over $105 billion for fiscal years (FY) 2013 and 2014, MAP-21 is the first long-term highway authorization enacted since 2005 (which was extended ten times). MAP-21 is intended to create a streamlined and performance-based surface transportation program building on many of the highway, transit, bike, and pedestrian

programs and policies established in 1991. Below is a description of the various grant programs, some of which are new, and some of which have been consolidated or changed from previous programs.

NEW PROGRAMS UNDER MAP-21

FTA Section 5339 Bus and Bus Facilities Program

A new formula grant program, established under Section 5339, replaced the previous Section 5309 discretionary Bus and Bus Facilities. This capital program provides funding to replace, rehabilitate, and purchase buses and related equipment, and to construct bus-related facilities. Authorized funding is $422 million in FY 2013 and $428 million in FY 2014. Each year, $65.5 million is allocated with each state receiving $1.25 million and each territory (including DC and Puerto Rico) receiving $500,000. The remaining funding is distributed by formula based on population, vehicle revenue miles and passenger miles. This program requires a 20 percent local match. KART has a FTA 5339 grant of $176,433 for fiscal year 2014-15.

FTA Section 5326 Asset Management Provisions

MAP-21 requires FTA to define the term "state of good repair" and create objective standards for measuring the condition of capital assets, including equipment, rolling stock, infrastructure, and facilities. Based on that definition, FTA must then develop performance measures under which all FTA grantees will be required to set targets. All FTA grantees and their sub-recipients are required to develop transit asset management plans. These plans must include, at a minimum, capital asset inventories, condition assessments, and investment prioritization. Each designated recipient of FTA formula funding will be required to report on the condition of its system, any change in condition since the last report, targets set under the above performance measures, and progress towards meeting those targets. These measures and targets must be incorporated into metropolitan and statewide transportation plans and transportation improvement programs (TIPs). FTA supports this effort through technical assistance, including the development of an analytical process or decision support tool that allows recipients to estimate their capital investment needs over time and assists with asset investment prioritization.

CONSOLIDATED PROGRAMS UNDER MAP-21

FTA Section 5307 Urbanized Area Formula Grants

The largest of FTA's grant programs, this program provides grants to urbanized areas (50,000 population or more per the U.S. Census, which includes Hanford and Lemoore as an "urbanized area" per the 2010 census) to support public transportation. Funding is distributed by formula based on the level of transit service provision, population, and other factors. The program remains largely unchanged with a few exceptions:

- *Job access and reverse commute activities now eligible*: Activities eligible under the former Job Access and Reverse Commute (JARC) program, which focused on providing services to low-income individuals to access jobs, are now eligible under the Urbanized Area Formula program. This includes operating assistance, with a 50 percent local match required for job access and reverse commute activities. In addition, the urbanized area formula for distributing funds now includes the number of low-income individuals as a

factor. There is no floor or ceiling on the amount of funds that can be spent on job access and reverse commute activities. Services to the Hamblin neighborhood on the proposed Route 10 might be eligible for this funding.

- *Expanded eligibility for operating expenses for systems with 100 or fewer buses:* MAP-21 expands eligibility for using Urbanized Area Formula funds for operating expenses. Previously, only urbanized areas with populations below 200,000 were eligible to use Federal transit funding for operating expenses. Now, transit systems in urbanized areas over 200,000 can use their formula funding for operating expenses if they operate no more than 100 buses. Systems operating between 76 and 100 buses in fixed route service during peak service hours may use up to 50 percent of their "attributable share" of funding for operating expenses. Systems operating 75 or fewer buses in fixed-route service during peak service hours may use up to 75 percent of their "attributable share" of funding for operating expenses. This expanded eligibility for operating assistance under the Urbanized Area Formula program excludes rail systems. KART would fall under the category of 75 or fewer buses in fixed-route service.

- *New takedown for safety oversight:* MAP-21 sets aside one half of one percent (approximately $22 million per year) of Urbanized Area Formula funds for State safety oversight grants (see above section on safety).

Kings County is a combination of urban and rural areas. KART has a FTA 5307 grant of $1.7 million for fiscal year 2014-15.

FTA Section 5311 Rural Area Formula Grants

This program provides capital, planning, and operating assistance to support public transportation in rural areas, defined as areas with fewer than 50,000 residents. Funding is based on a formula that uses land area, population, and transit service. The program remains largely unchanged with a few exceptions:

- *Job access and reverse commute activities eligible:* Activities eligible under the former Job Access and Reverse Commute (JARC) program, which provided services to low-income individuals to access jobs, are now eligible under the Rural Area Formula program. In addition, the formula now includes the number of low-income individuals as a factor. There is no floor or ceiling on the amount of funds that can be spent on job access and reverse commute activities.

- *Tribal Program:* The Tribal program now consists of a $25 million formula program and a $5 million discretionary grant program. Formula factors include vehicle revenue miles and the number of low-income individuals residing on tribal lands.

- *Other Programs:* The set-aside for States for administration, planning, and technical assistance is reduced from 15 to 10 percent. The cost of the unsubsidized portion of privately provided intercity bus service that connects feeder service is now eligible as in-kind local match.

The FTA 5311 grant program has been an important revenue source for KART in the past. In California, a 16.43 percent local match is required for capital programs and a 47.77 percent match for operating expenditures. The bulk of the funds are apportioned directly to rural

counties based on population levels. The remaining funds are distributed by Caltrans on a discretionary basis and are typically used for capital purposes.

FTA Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities

This program provides formula funding to increase the mobility of seniors and persons with disabilities. Funds are apportioned based on each State's share of the targeted populations and are now apportioned to both non-urbanized (for all areas with population under 200,000) and large urbanized areas (over 200,000). The former New Freedom program (5317) is folded into this program. The New Freedom program provided grants for services for individuals with disabilities that went above and beyond the requirements of the Americans with Disabilities Act (ADA). Activities eligible under New Freedom are now eligible under the Enhanced Mobility of Seniors and Individuals with Disabilities program.

Projects selected for funding must be included in a locally developed, coordinated public transit-human services transportation plan; and the competitive selection process, which was required under the former New Freedom program, is now optional. At least 55 percent of program funds must be spent on the types of capital projects eligible under the former section 5310 -- public transportation projects planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable. The remaining 45 percent may be used for: public transportation projects that exceed the requirements of the ADA; public transportation projects that improve access to fixed-route service and decrease reliance by individuals with disabilities on complementary paratransit; or, alternatives to public transportation that assist seniors and individuals with disabilities. Using these funds for operating expenses requires a 50 percent local match while using these funds for capital expenses (including acquisition of public transportation services) requires a 20 percent local match.

For Kings County, this funding source might be appropriate for the new Route 10, which will reduce reliance of residents on the DAR service which is currently the only option for residents living in east Hanford (the Hamblin neighborhood).

Congestion Mitigation and Air Quality Improvement (CMAQ) Program

The Clean Air Act of 1970 has had several amendments which led to funding for transit programs. In 1990, the act was amended to newly authorize the Congestion Mitigation and Air Quality Improvement (CMAQ) Program. The CMAQ program was implemented to support surface transportation projects and other related efforts that contribute air quality improvements and provide congestion relief. CMAQ is jointly administered by FHWA and the Federal Transit Administration (FTA), with the latest authorization through the Moving Ahead for Progress in the 21st Century Act (MAP-21) in July, 2012. The MAP-21 provides funding to areas in nonattainment or maintenance for ozone, carbon monoxide, and/or particulate matter. In addition, those State that have no nonattainment or maintenance areas still receive a minimum apportionment of CMAQ funding for either air quality projects or other elements of flexible spending. As a non-attainment area, Kings County, and KART in particular, have been recipients of CMAQ funding. In 2014-15, KART is budgeted to receive $25,000 in CMAQ funds.

STATE TRANSIT FUNDING SOURCES

Transportation Development Act Local Transportation Fund Program

A mainstay of funding for transit programs in California is provided by the Transportation Development Act (TDA). The major portion of TDA funds are provided through the Local Transportation Fund (LTF). These funds are generated by a one-fourth cent statewide sales tax, returned to the county of origin. The returned funds must be spent for the following purposes:

- Two percent may be provided for bicycle facilities per TDA statues.
- The remaining funds must be spent for transit and paratransit purposes, unless a finding is made by the Transportation Commission that no unmet transit needs exist that can be reasonably met. (Article 4 or 8)
- If a finding of no unmet needs reasonable to meet is made, remaining funds can be spent on roadway construction and maintenance purposes. (Article 8)

In Kings County, in recent years, Corcoran is the only jurisdiction receiving TDA funds which does not use them for streets and roads. Kings County received approximately $3.6 million in TDA funds in 2014-15, of which approximately $2.0 million was designated for streets and roads.

State Transit Assistance (STA) Funds

In addition to LTF funding, the TDA includes a State Transit Assistance (STA) funding mechanism. The sales tax on gasoline is used to reimburse the state coffers for the impacts of the 1/4 cent sales tax used for LTF. Any remaining funds (or “spillover”) are available to the counties for local transportation purposes. In years past, this has been a somewhat unpredictable funding source, though in recent years it has been steadier. As a result, many transit agencies typically allocate these funds for capital purchases, rather than relying on them for ongoing operating funding. Kings County anticipates $0.94 million in STA revenues for FY 2014-15, of which $116,284 will be allocated to Corcoran Area Transit and $838,282 will be allocated to KCAPTA.

Transportation Development Credits in Lieu of Non-Federal Match Funds

Federal-aid highway and transit projects typically require the project sponsors to provide a certain amount of non-federal funds as match to the federal funds, as described above. Through the use of “Transportation Development Credits” (sometimes referred to as toll revenue credits), the non-federal share match requirement in California can be met by applying an equal amount of Transportation Development Credit and therefore allow a project to be funded with up to 100% federal funds for federally participating costs. Caltrans has been granted permission by the FTA to utilize toll credits, and has begun to make credits available for FTA Section 5310, 5311, and 5316 programs. Kings County was a recipient of Transportation Development Credits in 2014-15, allowing KCAG to move funds allocated from Local Transit Funds (described below) for transit to streets and roads.

Low Carbon Transit Operations Program / Greenhouse Gas Reduction Fund

The Low Carbon Transit Operations Program (LCTOP) is one of several programs that are part of the Transit, Affordable Housing and Sustainable Communities Program established by the California Legislature in 2014 by Senate Bill 862. The LCTOP was created to provide operating and capital assistance for transit agencies to reduce greenhouse gas emission and improve mobility, with a priority on serving disadvantaged communities. Approved projects in LCTOP will support new or expanded bus or rail services, expand intermodal transit facilities, and may include equipment acquisition, fueling, maintenance and other costs to operate those services or facilities, with each project reducing greenhouse gas emissions. For agencies whose service area includes disadvantaged communities, at least 50 percent of the total moneys received shall be expended on projects that will benefit disadvantaged communities. Senate Bill 852 (Statues of 2014) appropriates $25 million for LSCTOP for 2014-15 and Senate Bill 862 continuously appropriates 5 percent of the annual auction proceeds in the Greenhouse Gas Reduction Fund (GGRF) for LCTOP beginning in 2015-16.

Senate Bill 862 establishes the LCTOP as a formulaic program instead of a state-level competitive program. While the California Department of Transportation (Caltrans) is responsible for ensuring that the statutory requirements of the program are met, locally, the recipient (most likely KCAG or KCAPTA) would be responsible to ensure projects selected provide maximum public benefits. As such, recipients are strongly encouraged to select those projects that maximize public benefits for transit ridership, greenhouse gas reduction, disadvantaged community benefit, and other co-benefits. Benefits would likely include, but not be limited to, encouragement of infill development, low income housing, protection of disadvantaged communities from displacement, active transportation benefit and other health benefits. This program will be administered by Caltrans in coordination with the Air Resources Board and the State Controller's Office (SCO).

Eligible grant recipients could be either a transportation planning agency (such as KCAG) or a transit operator (KCAPTA or CAT). The allocation share is determined by formula based on the ratio of the revenue of the transit operator's jurisdiction to the total revenue of all operators in the state. Eligible projects can include:

- Transit Capital Projects, such as:
  - New or expanded bus or rail services, facilities and equipment (new construction, modernization of buildings, bus shelters, or transit centers)
  - Purchase of equipment for rehabilitation, safety or modernization (e.g. bus engines, computer systems and signage)
  - Expanded intermodal transit facilities (e.g. modernization of bus shelters, transit centers, and operations and maintenance facilities, etc.)
  - Bus rapid transit (BRT)
  - Rolling stock (e.g. purchase, replace or rehabilitate transit vehicles)
  - Purchase of equipment and or materials that will enhance or modernize transit operations

- Transit Operations Projects:
  - Fueling for transit fleet
  - Costs of operational revisions that will increase mode share, increase ability to reduce GHG emission and benefit residents of a DAC.
  - Outreach to communities to increase transit ridership

- Transit passes or discounts that increase transit ridership.
- Other costs to operate transit service or facilities.

- Transit Maintenance Projects
  - Costs of revisions to maintenance procedures
  - Costs of converting equipment to enhance efficiency of the fleet or equipment.
  - Other costs to maintain transit services or facilities.

Transit operations and maintenance investments made in one year may be included in subsequent year's project plans. For example, if a transit operator uses LCTOP funds to expand transit service in one year, future years' projects may include the continuation of that same service, through the funding of related operations or maintenance costs.

Projects must be consistent with the project sponsor's most recent TDP or RTP. If the project sponsor is a Metropolitan Planning Organization (MPO), the project should also be consistent with the Sustainable Communities Strategy as required by SB 375. A certified Board Resolution authorizing the capital, operational, or maintenance project also meets this requirement.

Based on formula, Kings County is eligible to receive $51,481 in LCTOP funding for the current fiscal year (about 10 percent allocated based on CAT revenues and 90 percent based on KART revenues). Applications are due in February or April, 2015. In subsequent years, the amount available is anticipated to double. Although this is not a large revenue source, many of KCAPTA and CATs capital and operational needs would easily fall within the guidelines of eligibility for such funding. In Kings County, the towns of Avenal and Corcoran are both designated Disadvantaged Communities (DAC's), as are Kettlemen City, Stratford, Armona, and the Home Garden area of Hanford. Projects which might be ideal for LCTOP funding, then, would include the transit center in Avenal, as well as all of the capital equipment outlined in the Corcoran plan (particularly passenger amenities and computer equipment and software). The operational costs of fixed route service in Corcoran would also be a likely candidate for LCTOP funding as it expands access to the DAC and increases overall ridership.

LOCAL TRANSIT FUNDING SOURCES

AB 2766 Vehicle Air Pollution Fees

California Assembly Bill 2766 allows local air quality management districts to level a $2 to $4 per year fee on vehicles registered in their district. These funds are to be applied to programs designed to reduce motor vehicle air pollution, as well as the planning, monitoring, enforcement, and technical study of these programs. Across the state, these funds have been used for local transit capital and operating programs.

Sales Tax

A sales tax election could be held with funds to go to transit service. Sales tax is the financial base for many transit services in the West. The required level of sales tax would depend upon the service alternative chosen. One advantage is that sales tax revenues are relatively stable and can be forecast with a high degree of confidence. In addition, sales tax can be collected efficiently and it allows the community to generate revenues from visitors to the area. This source would require a vote of the people to implement. In addition, a sales tax increase could be seen as inequitable to residents not served by transit. This disadvantage could be offset by

the fact that sales taxes could be rebated to incorporated areas not served by transit. Transit services, moreover, would face competition from other services which may seek to gain financial support through sales tax.

California law provides the opportunity for counties to become a "self help county" by passing up to an additional half-cent of sales tax for transportation purposes (including transit). To date, 19 of the state's counties (all of the major urban areas, as well as Tulare, Madera and Imperial Counties) have voted to impose this local tax, which is a major funding source behind the larger mass transit systems in the state. Passage requires a two-thirds supermajority approval by the voters, however, which is a challenging hurdle to overcome.

Traffic Mitigation Fees

Traffic mitigation fees are one-time charges on new developments to pay for required public facilities, and to mitigate impacts created by or reasonably related to development. There are a number of approaches to charging developers, however, in all cases, these fees must be clearly related to the costs incurred as a result of the development with a rational connection between fee and development type. Furthermore, fees cannot be used to correct existing problems or pay for improvements needed for existing development. A county may only levy such fees in the unincorporated area over which it has jurisdiction, while a city must levy fees within the city limits. Any fee program must have the cooperation of all jurisdictions affected.

Advertising

One modest but important source of funding for many transit services is on-vehicle and bus stop advertising. The largest portion of this potential is for exterior advertising, rather than interior "bus card" advertising, as the potential funds generated by advertising placed with the vehicles is comparatively low. KART has regularly generated revenue from advertising which it counts as farebox revenue. In 2014-15, KART expects to generate approximately $66,000 from advertising, which is approximately two percent of the transit agency's total revenue. CAT does not currently generate revenue from advertising, and has a much more limited audience given the small size of the City and given that buses remain local.

Cost Sharing and Fare Agreements

Another common source of revenue for transit agencies is cost sharing and/or fare agreements, particularly where one group or community generates a high demand for transit. For example, KART has a fare agreement with College of the Sequoias (COS), whose students are frequent consumers of the transit service. In order to provide a more predictable schedule and predictable fare revenue, COS pays a set amount annually ($20,000 in 2014-15), and exchange students are allowed to use the transit system free of charge. KART staff coordinates with COS staff to ensure schedule changes continue to meet students' needs. KART benefits by having a predictable revenue source, and students benefit from having county-wide transit access at no additional cost. In 2013-14, 23,066 passenger trips were made by COS students, which was 4.5 percent of total systemwide ridership (not including transfers).

Additionally, KART provides service to Laton, Fresno, and Visalia, which are all out-of-County locations. The service is a benefit to Kings County residents, as well as to the areas served. Fresno County reimburses KART for the Laton service and helps to subsidize the Fresno service. The Visalia service, however, is not subsidized by the City of Visalia, even though it is a benefit to that community. Within Corcoran, a large number of students use the transit service,

but there is no funding or fare agreement between the City and the school districts. Particularly, if services that benefit a specific activity center or community are expanded, it would be appropriate to investigate the potential for cost sharing.

Chapter 10
Five Year Transit Development Plan

INTRODUCTION

In light of the characteristics and transit needs of the study area, as documented in previous sections of this report, the following Transit Development Plan has been developed for Kings County. This Plan is intended to address the following factors:

- The desire of the KCAG, KCAPTA, CAT, the SSTAC, and the general public to improve existing service quality, while being good stewards of public funds.
- Provision, where warranted, of expanded transit service.
- The need to address service efficiency issues through management, financial, and service modifications.
- The requirements of the Americans with Disabilities Act, Transportation Development Act, and other state and federal regulations.

The plan elements recommended below are presented in detail in previous chapters; the reader is encouraged to refer to these previous chapters for additional details. The plan recommendations summarize the plan elements and are incorporated into an overall financial and implementation plan.

KART PLAN

KART SERVICE PLAN

Based on the results of the service and capital needs evaluation, financial constraints, and the goals of the transit program, a moderate expansion of transit service is recommended. These various elements are designed to address current service quality concerns and provide balanced new capacity throughout both the existing service area as well as new service areas. Figures 19 and 20 in Chapter 7 presented the recommended Lemoore and Hanford fixed route strategies, with final recommendations described below.

Hanford Service Alternatives

Restructure Route 7; Add Routes 9 and 10

Currently, Route 7 overlaps some of the Route 6 service area on the return from College of the Sequoias. To expand the area within a convenient walk of the transit routes (including providing service to the soon-to-be opened Kings County Center), it is recommended that Route 7 be shortened. Additionally, two new routes should be implemented. Route 9, extending west on 7th Avenue and serve West Hills College, will increase frequency of service in this important corridor and provide more direct service to West Hills College. Shortening of Route 7 will allow it and its paired Route 4 to maintain better on-time performance. In addition, the introduction of Route 10 (operated by a single bus alternating with Route 9) to the Hamblin neighborhood east

of Hanford will increase frequency in the downtown Hanford corridor and provide additional service to this low-income neighborhood in the eastern portion of the community. It will also provide flexibility to serve new activity centers in this neighborhood as they develop.

Sunday Service in Hanford

In response to frequent requests, and because it meets minimum performance measures, it is recommended that KART introduce Sunday service. This limited service (a total of four buses and one DAR vehicle providing hourly service on Routes 1 through 8 between 9:00 a.m. and 4:00 p.m.) will provide valuable mobility to the community for social, shopping, and employment purposes. However, for better planning purposes and in order to allow KART and its contractor to address administrative and staffing issues, it is recommended that Sunday service be implemented in the next contract cycle in FY 2018-19.

Lemoore Service Alternatives

Lemoore Local Fixed Route Service

The Lemoore route is integral to KART services, generating approximately a quarter of the transit system's ridership. While current services provide good access for passengers going between Hanford and Lemoore and out to West Hills College, local service is not available in many low income neighborhoods in Lemoore or to the Senior Center south of town. It is recommended that a two-route fixed route service be implemented, as shown in Figure 20 in Chapter 7.

KART CAPITAL PLAN

The KART Capital Plan outlines needed equipment to maintain a safe and reliable vehicle fleet, as well as recommendations for passenger amenities and maintenance equipment. The KART vehicle replacement program will both improve vehicle reliability, as well as meet stringent vehicle fleet requirements enacted by the California Air Resources Board. Additionally, KART will be improving and adding to its passenger amenities.

Vehicle Fleet Improvements

Over the course of the next six years (current 2014-15 included), KART will need to replace 12 of its vehicles and refurbish 8 vehicles to implement new services and continue to maintain a recommended spare ratio and to implement the Hanford Route 9 and 10, and the Lemoore North and South Routes.

Miscellaneous Capital Equipment

Additional needs for KART over the next six years include:

- Bus Stop Signs -- Existing stops on the current Hanford Lemoore can be used for the new routes, but the expanded area will require installation of an estimated 53 new stops. In Hanford, the rerouting of existing routes and introduction of new routes will require an additional 14 bus stop signs.

- Shelters -- KART has had an aggressive effort to install and update shelters throughout Kings County and in Hanford in particular. Most high-activity bus stops which warrant

shelters already have them installed. To accommodate new service, one shelter per year of the plan (five total) will meet the need.

- Annual Maintenance and Maintenance Equipment -- To protect KARTs capital investment, it is important to include a maintenance budget for repairs and upkeep of stops and shelters. Additionally, shop equipment should be replaced in the first year of the plan.

- Avenal Transit Center -- KCAPTA staff and City of Avenal staff have identified a site for a new transit center in Avenal. Currently, an MOU is being developed for KCAPTA's use of this land (owned by Avenal) and maintenance responsibilities. This facility will have one bus pull-out, an information kiosk, parking, and a covered seating waiting area. Funding for this project in the amount of $670,320 has already been allocated for this project, which will break ground within the next year.

- Expanded Administrative Space for KCAPTA Staff -- Currently, KCAPTA owns the facility at 629 Davis Street in Hanford. KCAPTA administrative staff works out of this facility, as does the contractor's administrative and maintenance staff. The facility is inadequate for KCAPTA's expanding administrative services, and in particular is inadequate for conducting ADA eligibility evaluations. Additional administrative space is recommended for 2015-16. It is anticipated this will cost in the range of $500,000, which will be funded from STA carry-over and interest.

KART MARKETING PROGRAM

KART has a reasonably well developed marketing program. The recommended service changes (introduction of new Hanford and Lemoore Routes and Sunday service) are great opportunities for KART to develop marketing campaigns to tout the improvements. Numerous other marketing suggestions were outlined in Chapter 8 of this plan. Some specific recommendations include the following:

- Update Riders Guide to incorporate new services.
- Update website, which has glitches and could benefit from an improved layout.
- Continue KARTs strong outreach program of presentations to community groups.
- Develop social media outreach (Twitter and email lists).

ESTABLISH TRANSIT GOALS AND OBJECTIVES FOR KART

As outlined in Chapter 6, it is recommend that KART revise a number of performance measures, as well as adopt several new measures. These steps will be helpful in improving monitoring and improving system performance. Additionally, KART will continue to meet the requirements of the ADA as outlined in Chapter 6 of this plan.

KART FINANCIAL PLAN

Fund Transit Operations and Capital Programs through Existing Local, State, and Federal Programs

It is recommended that KART's existing funding programs be relied upon over the coming five years to fund ongoing operating costs and capital improvements. Additionally, a limited amount of Local Carbon Transportation Operations Program (LCTOP) funds will be available and are

recommended for capital purchases. A year-by-year financial plan is presented in Tables 52 and 52. Specifically, the following methodology was followed in developing this plan:

- First, forecasts of annual operating costs were developed, as presented in Table 52. "Existing costs" were estimated using the current 2014-15 adopted budget, assuming a 2 percent annual inflation rate on current costs each year. The existing costs assume the continuation of all existing services. Next, operating cost estimates were identified for each operating plan element, based on the analyses presented in the alternatives analysis section of this report (Tables 42 and 43). These costs also assume a 2 percent annual inflation factor.

TABLE 52: KART Plan Operating Costs, Ridership and Fare Revenue

Project Description	Projected FY15-16	Projected FY16-17	Projected FY17-18	Projected FY18-19	Projected FY19-20	5-Year Total
PLAN OPERATING COSTS [1]						
Existing Costs [2]	$4,233,200	$4,317,900	$4,404,300	$4,492,400	$4,582,200	$22,030,000
Revised Hanford Services [3]	$91,960	$93,800	$95,680	$97,590	$99,540	$478,570
Sunday Hanford Service 9 AM - 4 PM [3]	--	--	--	$56,700	$57,830	$114,530
Lemoore 2-Loop Fixed Route Service [3]	--	$84,130	$85,810	$87,530	$89,280	$346,750
Total Operating Costs	$4,325,160	$4,495,830	$4,585,790	$4,734,220	$4,828,850	$22,969,850
ESTIMATED RIDERSHIP [4]						
Existing Services	797,860	813,820	830,100	846,700	863,630	4,152,110
Revised Hanford Services [4]	39,040	39,820	40,620	41,430	42,260	203,170
Sunday Hanford Service 9 AM - 4 PM [4]	--	--	--	27,570	28,120	55,690
Lemoore 2-Loop Fixed Route Service [4]	--	38,050	38,810	39,590	40,380	156,830
Systemwide Ridership	836,900	891,690	909,530	955,290	974,390	4,567,800
ESTIMATED FAREBOX REVENUE [4]						
Existing Services [2]	$637,500	$650,250	$663,260	$676,530	$690,060	$3,317,600
Revised Hanford Services [4]	$25,890	$26,410	$26,940	$27,480	$28,030	$134,750
Sunday Hanford Service 9 AM - 4 PM [4]	--	--	--	$19,150	$19,530	$38,680
Lemoore 2-Loop Fixed Route Service [4]	$24,260	$25,240	$25,740	$26,250	$26,780	$128,270
Systemwide Farebox Revenue	$687,650	$701,900	$715,940	$749,410	$764,400	$3,619,300

Note 1: Assumes an annual inflation rate of 2 percent.
Note 2: Total existing operating cost and expected revenue per KART 2014-15 budget.
Note 3: Marginal operating costs, KART contract for FY 2014-15: assumes $17.85 per fixed route service hour and $17.30 per DAR service hour (MV Contract); plus $0.61 per fixed route service mile and $1.04 per DAR service mile (MV Contract plus actual per-mile fuel costs from 2013-14).
Note 4: From Tables 42 and 43. Ridership (and therefore farebox) is projected to grow at 2 percent annually.
Source: LSC Transportation Consultants, Inc.

- Next, ridership for each service was estimated, as also indicated in Table 52. The existing services ridership reflects expected ridership assuming no changes in service, and assumes an increase in population of the service area (2.0 percent annually). Ridership is therefore projected to grow 2 percent annually. The impact of each service plan element is then identified and summed. In total, implementing all plan elements are forecast to increase system-wide ridership from a 2015-16 base case figure of 797,860 trips per year to a Year 5 total of 974,390 – an 18 percent increase.

- Based on the ridership forecasts, the passenger fare revenues presented in Table 52 were next identified. Revenues were estimated using historical average fares collected. In total, under the plan, farebox revenues are expected to increase from a 2015-16 base case figure of $637,500 to a 2019-20 total of $764,400, corresponding to an increase of 17 percent.

- The next element necessary in the development of the funding plan is to match the plan operating costs (from Table 52) and capital costs (from Table 50) with revenues, as shown in Table 53. Throughout the planning period, just over 35 percent of operating revenues will come from various FTA funds; 23 percent from LTF funds; 15 percent from fares; 15 percent from STA funds; 9 percent from Transportation Development Credits; and 1 percent from advertising (which is included in the fare revenue). Costs will increase in 2015-16 with introduction of new Hanford services; again in 2016-17 with introduction of Lemoore services; and in 2018-19 with the introduction of Sunday service in Hanford. However, it is forecast that adequate revenue can be provided by using the identified funding sources.

The capital costs will not require use of the Capital Reserves, which will continue to accumulate in anticipation of vehicle replacement needs in 2022 (past the planning period of this TDP), as shown in Table 53. The capital program is aggressive in terms of vehicle replacement and expansion, but this is necessary due to the aging fleet and spare ratio needed to operate a dependable service. Additionally, numerous capital items are necessary to improve maintenance, and passenger comfort and safety. In total, roughly $3.4 million is needed for the capital program over the next five years.

The funding plan meets the requirement for local match, with 20 percent or more local match for all capital revenues, and 50 percent or more local match for operating revenue.

While there is no certainty for funding, this plan relies primarily on existing funding sources, though LCTOP funding will be sought for matching funds for new vehicles or expansion of fixed route services. This plan also relies on Transportation Development Credits. If either of these revenue sources fails to be acquired, the plan will need to draw additional monies from the LTF fund.

The plan elements will increase ridership by 18 percent and only increase operating costs by 14 percent. As a result, the KART transit program will continue to be cost-effective, adjusting for the effects of inflation. Finally, under this plan the capital elements of the transit program, including the fleet, bus stops, and maintenance equipment, will be improved.

KART IMPLEMENTATION PLAN

This schedule provides a timeline of the actions necessary to successfully implement the improvements identified in this plan. This is a general guide to assist KART management, not intended as a directive, and may be adjusted as factors such as funding availability come into play.

TABLE 53: KART Financial Plan

Project Description	Projected FY15-16	Projected FY16-17	Projected FY17-18	Projected FY18-19	Projected FY19-20	5-Year Total
OPERATING PLAN						
Total Costs (from Table 52)	$4,325,160	$4,495,830	$4,585,790	$4,734,220	$4,828,850	$22,969,850
Operating Revenues						
Local Transportation Fund Income [1, 2]	$1,426,390	$1,261,200	$994,320	$989,280	$815,120	$5,486,310
State Transit Assistance [2]	$669,220	$569,810	$777,980	$750,680	$771,150	$3,538,840
Passenger Fares (from Table 52)	$687,650	$701,900	$715,940	$749,410	$764,400	$3,619,300
FTA Section 5311 [2]	$106,080	$108,200	$110,360	$112,570	$114,820	$552,030
FTA Section 5307 [2]	$1,344,320	$939,094	$1,914,476	$1,629,251	$1,836,136	$7,663,276
Transportation Development Credits [3]	$389,680	$864,960	$0	$443,040	$451,840	$2,149,520
CMAQ [2]	$25,500	$26,010	$26,530	$27,060	$27,600	$132,700
Advertisement Revenue [2]	$66,000	$67,320	$68,670	$70,040	$71,440	$343,470
Total	$4,714,840	$4,538,494	$4,608,276	$4,771,331	$4,852,506	$23,485,447
Balance	$389,680	$42,660	$22,490	$37,110	$23,660	--
Net Funds to Operating Reserves	$389,680	$42,660	$22,490	$37,110	$23,660	
Operating Reserve Fund Balance						
Starting Balance	$1,100,000	$1,100,000	$1,142,660	$1,165,150	$1,202,260	
Net Income	$0	$42,660	$22,490	$37,110	$23,660	
Ending Balance	**$1,100,000**	**$1,142,660**	**$1,165,150**	**$1,202,260**	**$1,225,920**	
Percent Reserves	*25%*	*25%*	*25%*	*25%*	*25%*	
CAPITAL PLAN						
Capital Costs (From Table 50) [4]	$785,300	$1,299,700	$237,300	$553,800	$564,800	$3,440,900
Capital Revenues						
LCTOP Funds [5] (as Match)	$51,000	$56,100	$61,700	$67,900	$74,700	$311,400
FTA Section 5339 [2, 6]	$179,970	$183,570	$187,240	$0	$0	$550,780
FTA Section 5307 [7]	$389,680	$864,960	$0	$443,040	$451,840	$2,149,520
Prop 1B PTMISEA [8]	$500,000	$0	$0	$0	$0	$0
Rent to MV Transportation [9]	$84,000	$84,000	$0	$0	$0	$252,000
State Transit Assistance (as Match) [10]	$78,550	$192,920	$0	$42,860	$38,260	$352,590
Total	$1,283,200	$1,381,550	$248,940	$553,800	$564,800	$4,032,290
Net Funds to Capital Reserve	$497,900	$81,850	$11,640	$0	$0	$591,390
Capital Reserve Fund Balance						
Starting Balance	$447,900	$945,800	$1,027,650	$1,039,290	$1,039,290	
Funds From Operating Fund Balance	$0	$0	$0	$0	$0	
Funds From Capital Fund Balance	$497,900	$81,850	$11,640	$0	$0	
Funds Required for Capital Improvements	$0	$0	$0	$0	$0	
Ending Balance	$945,800	$1,027,650	$1,039,290	$1,039,290	$1,039,290	

Note 1: KART strives to maintain an operating reserve of 25 percent of total operating costs in case of budget short-falls.
Note 2: Growth rate is estimated to increase at the rate of inflation (2 percent annually).
Note 3: Toll Credits are available on a competitive basis.
Note 4: Capital unit costs assumed to increase at a 2 percent rate of inflation.
Note 5: Low Carbon Transit Operations Program is a new formula-based funding source. Projections shown include a 10 percent annual growth rate, as a conservative projection based on the Caltrans estimate of a doubling of funds in five years.
Note 6: FTA 5339 is a discretionary grant for capital purchases only.
Note 7: FTA 5307 will be used for capital as necessary, with the maximum balance available used for operating.
Note 8: Remainder of Prop 1B funds from project savings will be used toward purchase of new adminstrative building.
Note 9: Rent agreement in place for two years. Uncertain income past these two years.
Note 10: LCTOP funds will be used as capital match where possible. The balance of match will be provided through STA funds.
Source: LSC Transportation Consultants, Inc.

Current Fiscal Year (2014-15)

- Procure three Dial-A-Ride buses
- Determine locations for new bus stops for expanded Hanford Service
- Prioritize list of passenger improvements for implementation next fiscal year
- Add signage to Lemoore Depot Bus Shelter
- Complete designs for the Avenal Transit Center
- Adopt revised Goals and Performance Measures for KART operations
- Establish email list and Twitter account
- Plan marketing activities for kick-off of new Hanford services
- Monitor system performance to ensure system goals are being achieved
- Develop new Riders Guides for upcoming service changes

Fiscal Year 2015-16

- Procure two fixed route and three Dial-A-Ride buses
- Install new bus stop signs for restructured and new routes in Hanford
- Revise Hanford route 7
- Introduce Hanford routes 9 and 10
- Conduct marketing activities in connection with new services
- Install one new shelter in Hanford
- Build the Avenal Transit Center
- Plan bus stop locations for Lemoore Route
- Initiate marketing activities for kick-off of new Lemoore Routes
- Replace shop maintenance equipment
- Monitor system performance to ensure system goals are being achieved

Fiscal Year 2016-2017

- Procure one fixed route and three Dial-A-Ride buses
- Install Lemoore bus stop signs
- Install one new shelter in Lemoore
- Conduct marketing for kick-off of Lemoore routes
- Initiate Lemoore local fixed route service
- Plan for implementation of Sunday service in Hanford
- Monitor system performance to ensure system goals are being achieved

Fiscal Year 2017-2018

- Procure four fixed route and two Dial-A-Ride buses
- Install one new shelter in Lemoore
- Continue marketing activities
- Plan marketing activities for kick-off of Hanford Sunday service
- Plan for implementation of Sunday service in Hanford
- Monitor system performance to ensure system goals are being achieved

Fiscal Year 2018-2019

- Procure two fixed route and two Dial-A-Ride buses
- Install one new shelter in Lemoore
- Monitor system performance to ensure system goals are being achieved

- Begin Sunday service in Hanford

Fiscal Year 2019-2020

- Procure two fixed route and two Dial-A-Ride buses
- Install one new shelter in Lemoore
- Monitor system performance to ensure system goals are being achieved
- Procure professional services to update the Transit Development Plan

CAT PLAN

CAT SERVICE PLAN

The population level City of Corcoran and resulting transit needs have grown to the level where a fixed route transit service would be a net benefit to the community. The analysis for service options in Chapter 7 determined that Corcoran would benefit from introducing fixed route service. Nonetheless, preparation for such service is needed, including determining the best locations for bus stops, purchasing larger vehicles, and perhaps most importantly, educating drivers and passengers on the upcoming changes. For this reason, it is recommended that fixed route service be introduced in 2018. Until that time, DAR service should continue as currently provided, although an increase in discounted fares from $0.25 to $0.50 per one-way trip is recommended. This increase would bring fares closer to peer fares and improves the farebox ratio slightly.

CAT CAPITAL PLAN

The CAT Capital Plan outlines needed equipment to maintain a safe and reliable vehicle fleet, as well as recommendations for passenger amenities and maintenance equipment. The CAT vehicle replacement program will improve vehicle reliability and increase carrying capacity, which will be a particular benefit when there are heavy loads of student passengers.

Vehicle Fleet Improvements

Over the course of the next six years (current 2014-15 included), CAT will need to replace four of its vehicles.

Miscellaneous Capital Equipment

Additional needs for CAT over the next six years include:

- Electronic Fareboxes -- For better efficiency in collecting fares and for better record keeping, as new vehicles are purchased, it is recommended they be equipped with electronic fareboxes.

- Computerized Scheduling Software -- CAT uses outdated methods of scheduling trips. For better scheduling efficiency, it is recommended scheduling software be purchased.

- Bus Stop Signs -- New fixed route service will require the installation of an estimated 53 new stops. This will include adding new bus stop signs to 5 existing KART stops in Corcoran, and installing 45 new stops.

- Shelters -- After CAT fixed route service is in place for a year, boarding and alighting data will determine the appropriate locations for installing shelters. One new shelter should be installed annually until the need for shelters has been satisfied.

CAT MARKETING PROGRAM

As is typical of many small transit systems, CAT has limited staff and financial resources to undertake marketing activities. Nonetheless, particularly with regards to service changes, it is important to engage in as much marketing as possible. Numerous marketing suggestions were outlined in detail in Chapter 8 of this plan. Some specific recommendations include the following:

- Create brand recognition / develop a CAT logo
- Develop a Riders Guide (simple format for Dial-A-Ride, additional guide for fixed route)
- Develop a community outreach program
- Update website

ESTABLISH TRANSIT GOALS AND OBJECTIVES FOR CAT

As outlined in Chapter 6, it is recommend that CAT revise a number of performance measures, as well as adopt several new measures. These steps will be helpful in improving monitoring and improving system performance.

CAT FINANCIAL PLAN

Modifications to Fares

Given current financial conditions and increases in operating costs, it is appropriate to increase the discounted DAR fare from the current $0.25 to $0.50 starting July 1, 2015. This new fare level will still remain low compared with DAR fares in the large majority of other communities in the region (generally $2.00 for general public and $1.00 for discounted fares). When fixed route service is introduced, fares for fixed-route services should be lower than for DAR fares, or $0.50 for the base fare and $0.25 for discounted fares. After a year of operations, ridership patterns should be reviewed to identify whether fares require adjustment to adequately ensure that passengers make use of the lower-cost fixed route services. For the purposes of this plan, it is assumed the DAR discounted fare will be increased to $0.50, and new fixed route service will be introduced at $0.50 base fare and $0.25 discounted fare in 2018.

Fund Transit Operations and Capital Programs through Existing Local, State, and Federal Programs

It is recommended that CAT's existing funding programs be relied upon over the coming five years to fund ongoing operating costs and capital improvements. As mentioned, a $0.25 fare increase is recommended for the discounted DAR services. While this would have a slight negative impact on ridership in the short term, fare revenues over the plan period would recover, and introduction of fixed route services would increase fare revenues.

A year-by-year financial plan is presented in Tables 54 and 55. Specifically, the following methodology was followed in developing this plan:

- First, forecasts of annual operating costs were developed, as presented in Table 54. "Existing costs" were estimated using the current 2014-15 adopted budget, assuming a 2 percent annual inflation rate of current costs each year. The existing costs assume the continuation of the DAR service as it currently exists. Next, operating cost estimates were identified for the introduction of fixed route service (Table 45). These costs also assume a 2 percent annual inflation factor.

TABLE 54: CAT Plan Operating Costs, Ridership and Fare Revenue

Project Description	Projected FY15-16	Projected FY16-17	Projected FY17-18	Projected FY18-19	Projected FY19-20	5-Year Total
PLAN OPERATING COSTS [1]						
Existing Costs [2, 3]	$789,800	$805,600	$821,700	$838,100	$854,900	$4,110,100
Change in Cost with Fixed Route Service [4]	--	--	--	$31,610	$32,240	$63,850
Total Operating Costs	$789,800	$805,600	$821,700	$869,710	$887,140	$4,173,950
ESTIMATED RIDERSHIP [5]						
Existing Services	36,780	37,520	38,270	39,040	39,820	191,430
Change with Fare Increase [6]	-3,220	-1,610	-810	-410	-210	-6,260
Change with Fixed Route	--	--	--	20,100	20,500	40,600
Systemwide Ridership	33,560	35,910	37,460	58,730	60,110	225,770
ESTIMATED FAREBOX REVENUE [5]						
Existing Services	$25,410	$25,920	$26,440	$26,970	$27,510	$132,250
Change with Fare Increase	-$810	-$400	-$200	-$100	-$50	-$1,560
Change with Fixed Route	--	--	--	$4,280	$4,370	$8,650
Systemwide Farebox Revenue	$24,600	$25,520	$26,240	$31,150	$31,830	$139,340

Note 1: Assumes an annual inflation rate of 2 percent.
Note 2: Total existing operating cost per CAT 2014-15 budget.
Note 3: Cost equation assumes $51.53 per service hour and $1.62 per service mile in marginal costs, and $378,410 in fixed costs, plus $70,195 depreciation.
Note 4: Fixed Route service planned to be introduced in July 2018 with $0.50 general public fare and $0.25 discounted fare to attract DAR passengers.
Note 5: From Table 47. Ridership (and therefore farebox) is projected to grow at 2 percent annually. Fare increase is introduced July 1, 2015.
Note 6: Assumes fare increases as discussed in alternatives would be implemented in 2015-16, and again with introduction of fixed route service in 2018-19.
Source: LSC Transportation Consultants, Inc.

- Next, ridership was estimated, as indicated in Table 54. The existing services ridership reflects expected ridership assuming no changes in service, and assumes an increase in population of the service area (2.0 percent annually). The impact of each service plan (increased fare increases in 2015-16 and introduction of fixed route service in 2018-19) is then identified and summed. The fare increase will be expected to result in an 8 percent drop in ridership in 2015-16 and 4 percent in 2016-17, with a lessened impact each year. The introduction of fixed route service is expected to increase ridership. In total, implementing these changes are forecast to increase system-wide ridership from a 2015-16 base case figure of 33,560 trips per year to a Year 5 total of 60,110 – a 40 percent increase.

- Based on the ridership forecasts, the passenger fare revenues presented in Table 54 were next identified. Revenues were estimated using historical average fares collected and taking into account the fare increase. In total, under the plan farebox revenues are expected to increase from a 2015-16 base case figure of $24,600 to a 2019-20 total of $31,830, corresponding to an increase of 22 percent.

- The next element necessary in the development of the funding plan is to match the plan operating costs (from Table 54) and capital costs (from Table 51) with revenues, as shown in Table 55. Throughout the planning period, just over 55 percent of operating revenues will come from LTF funds; 25 percent from FTA 5311 grant funds; 16 percent from STA funds; and 3 percent from fares. Costs will increase in 2018-19 with introduction of fixed route services. However, it is forecast that adequate revenue can be provided by using the revenue sources identified.

TABLE 55: CAT Financial Plan

Project Description	Projected FY15-16	Projected FY16-17	Projected FY17-18	Projected FY18-19	Projected FY19-20	5-Year Total
OPERATING PLAN						
Total Costs (from Table 54)	$789,800	$805,600	$821,700	$869,710	$887,140	$4,173,950
Operating Revenues						
Local Transportation Fund Income [1]	$442,590	$448,600	$452,270	$480,340	$478,010	$2,301,810
State Transit Assistance [1]	$118,610	$123,400	$130,950	$141,740	$156,490	$671,190
Passenger Fares (from Table 54)	$24,600	$25,520	$26,240	$31,150	$31,830	$139,340
FTA Section 5311 [1]	$204,000	$208,080	$212,240	$216,480	$220,810	$1,061,610
Total	$789,800	$805,600	$821,700	$869,710	$887,140	$4,173,950
Net Revenues	$0	$0	$0	$0	$0	
CAPITAL PLAN						
Capital Costs (From Table 51) [2]	$373,800	$359,400	$0	$18,200	$9,800	$761,200
Capital Revenues						
Capital Reserve	$31,710	$29,700	$0	$0	$0	$61,410
LCTOP Funds [3]	$5,670	$6,240	0	$14,410	$8,300	$34,620
FTA Section 5311	$336,420	$323,460	$0	$3,790	$1,500	$665,170
Total	$373,800	$359,400	$0	$18,200	$9,800	$761,200
Net Capital Revenues	$0	$0	$0	$0	$0	
FUND BALANCE						
Starting Balance	$702,280	$670,570	$640,870	$640,870	$640,870	–
Income	$0	$0	$0	$0	$0	–
Expenses	$31,710	$29,700	$0	$0	$0	–
Ending Balance	$670,570	$640,870	$640,870	$640,870	$640,870	–

Note 1:Growth rate is estimated to increase at the rate of inflation (2 percent annually).
Note 2: Capital unit costs assumed to increase at a 2 percent rate of inflation.
Note 3: Low Carbon Transit Operations Program is a new formula-based funding source. Projections shown include a 10 percent annual growth rate, as a conservative projection based on the Caltrans estimate of a doubling of funds in five years.
Note 5: Capital Reserve fund is used for local match.
Source: LSC Transportation Consultants, Inc.

The capital costs will require successful applications for FTA 5311 grant funds and matching funds from capital reserve and LCTOP. The capital plan replaces aging vehicles and provides computer equipment and software for better dispatching. Additionally, passenger amenities are included for the introduction of fixed route services in 2018-19. In total, $761,200 is needed for the capital program over the next five years. Because the capital reserve is used for local match, it is reduced from $702,280 in 2015-16 to $640,680 in 2019-20. The funding plan meets the requirement for local match, with 10 to 20 percent local match for all capital revenues, and 50 percent or more local match for operating revenue.

While there is no certainty for funding, this plan relies primarily on existing funding sources, though LCTOP funding will be sought for matching funds for capital needs. This plan does not

include Transportation Development Credits, although it is possible that this source of funding will be available.

CAT IMPLEMENTATION PLAN

This schedule provides a timeline of the actions necessary to successfully implement the improvements identified in this plan.

Current Fiscal Year (2014-15)

- Procure one new 22-passenger vehicle
- Procure electronic farebox for new vehicle

Fiscal Year 2015-16

- Procure two 22-passenger vehicles
- Procure two electronic fareboxes for new vehicles
- Purchase scheduling software
- Increase discounted DAR fare from $0.25 to $0.50
- Adopt revised Goals and Performance Measures for CAT operations.
- Develop a CAT logo
- Design a Riders Guide for Dial-A-Ride Service
- Plan an outreach program
- Monitor system performance to ensure system goals are being achieved

Fiscal Year 2016-2017

- Procure one 22-passenger vehicle
- Procure one electronic farebox for new vehicle
- Conduct marketing outreach activities
- Monitor system performance to ensure system goals are being achieved

Fiscal Year 2017-2018

- Continue marketing activities
- Monitor system performance to ensure system goals are being achieved

Fiscal Year 2018-2019

- Design a Riders Guide for Fixed Route Services
- Purchase and install bus stop signs
- Conduct kick-off marketing activities for new fixed route service
- Monitor system performance to ensure system goals are being achieved

Fiscal Year 2019-2020

- Install one new shelter
- Continue marketing outreach program
- Monitor system performance to ensure system goals are being achieved
- Procure professional services to update the Transit Development Plan

Chapter 11
Social Services Transportation Action Plan

INTRODUCTION and PURPOSE

Kings County is served by a variety of human service organizations, senior centers, and private transportation companies as well as Kings Area Rural Transit (KART) and Corcoran Area Transit (CAT) public transit operators. Funding for transportation is limited at both the state and federal level. Furthermore, funding sources for human services, particularly for transportation within programs, is often complex. It is therefore important for these myriad organizations to coordinate transportation services in order to maximize mobility for the elderly, disabled and persons of limited means, and to reduce or eliminate duplication of services.

The Social Service Transportation Act of 1979 (Assembly Bill 120) was enacted for the purpose of promoting the consolidation and/or coordination of the transportation activities of social service agencies. The goal of the legislation was to develop certain benefits from reducing unnecessary duplication of services and to use existing resources more efficiently. Regional transportation planning agencies (RTPA) were required to prepare and adopt an Action Plan that described in detail the steps required to accomplish the consolidation of social service transportation services. In Kings County, the Kings County Association of Governments (KCAG) is the designated Regional Transportation Planning Agency (RTPA). This document meets this requirement. Previous documents included the following:

- The original Action Plan was prepared by Kings County in 1981 and recommended that the Kings Area Rural Transit and Senior Transportation Services, operated by the Kings/Tulare-Area Agency on Aging, be consolidated into a single transportation service agency. The consolidation of KART and Senior Transportation Services took place on October 1, 1982, which consisted of KART taking over the functions of providing transit service to the elderly.

- In 1988, the Social Service Transportation Improvement Act was amended by SB 826, requiring the Action Plan prepared pursuant to AB 120 to be updated every two years or to prepare a report on the progress of an Action Plan which had been implemented. An update is to include a discussion of the progress by the RTPA in implementing its Action Plan, any obstacles that may have been encountered, any proposed actions to be taken to overcome the obstacles, and any other proposed actions needed to further implement the Action Plan.

  The second Action Plan prepared pursuant to SB 826 was prepared in 1989 and included the evaluation of the effectiveness of the services being provided to the elderly, disabled, and low income residents of Kings County and identified coordination opportunities to improve the general transportation services of these target groups. Recommendations for coordinating transit services, vehicle operations, vehicle maintenance, information and referral, training programs, planning, and marketing were included in the 1989 Action Plan. A progress report or a new action plan is required every two years.

- In 2007, KCAG developed the *Human Services Transportation Coordination Plan* (HSTCP) along with local transit operators, social service providers, and transit users. The HSTCP, and extension of the social services plan, aimed to improve transportation services for persons with disabilities, older adults, and individuals with lower incomes by ensuring that communities coordinate transportation resources provided through multiple federal

programs. This coordination was planned to enhance transportation access, minimize duplication of services, and facilitate the most appropriate cost effective transportation possible with available resources. The Kings County HSTCP was adopted in December 2007 and was found to be SAFETEA-LU compliant.

- In 2009, the *Kings County Transit Development Plan* (TDP, of which this document is an update) included a Social Service Transportation Overview and Action Plan. The Action Plan provided an overview of the Americans with Disabilities Act (ADA), developed an inventory of Social Service Transportation provided within Kings County, presented the guidelines for creating and discussed the role of the Social Services Transportation Advisory Council (SSTAC, which has taken an active role in development of this current TDP), and discussed the role and function of a Consolidated Transportation Service Agency (CTSA).

STATUS OF PREVIOUS RECOMMENDATIONS

The 2009 Social Service Transportation Action Plan did not include any specific recommendations. However, the 2007 HSTCP did include general implementation strategies, the statuses of which are reviewed below:

- **Shared use of vehicles** for cost savings.

  Status: KART is exploring the potential for shared use of accessible wheelchairs with social service transportation providers, but no sharing currently occurs.

- **Reduce operating costs through cooperative purchasing**. It was recommended that transit providers strive to develop joint purchasing programs for items such as fuel, operating supplies, and other expenses related to vehicle operations.

  Status: KART currently has joined five other transit agencies for a cooperative purchase of cutaway buses. This is a regular practice.

- **Create transit friendly amenities** to make consumers feel safer and more comfortable.

  Status: KART has undertaken an extensive inventory of transit amenities and is continuing to upgrade amenities. In particular, numerous new benches and shelters have been installed throughout Hanford, and the transit center is a modern and attractive amenity. Furthermore, KART is working with the City of Avenal to develop a Transit Center which will include parking and a covered waiting area.

  As a Dial-a-Ride system, CAT has few transit amenities, but customer service is provided at the Depot, which also is a modern and well-maintained facility. With implementation of fixed route services, CAT will begin to develop user-friendly transit amenities as well.

- **Increase the availability of qualified transit drivers:** Agencies have different requirements for vehicle safety, driver training, driver licensing, and employment qualifications. Consistent standards could increase the availability of qualified drivers in the region, and eliminate the cost of duplicated training programs. As an example, it was noted that transit providers often require a driver to have a Class B driver license for operating a vehicle over 26,000 lbs. The entry level wage for a transit driver tends to be

lower than other types of business, making Class B drivers difficult to obtain. Many para-transit operators are purchasing smaller vehicles that only require a standard Class C driver's license, therefore eliminating the need for a Class B license.

Status: There are many internal factors which also affect the type of vehicle to be driven. Furthermore, in Corcoran, drivers have been required to have additional licensing in order to stop on school grounds. This practice could be eliminated if CAT stops were to remain off campuses, but the drawback is that children would then have to cross streets which could be a safety issue.

- **Increase public awareness of transit through outreach and marketing strategies**. This is discussed both in terms of service referral assistance (including on websites and by phone), postings at shopping areas and community sites, and at transit kiosks.

  Status: Many of these activities are already in practice, and are further described in the Marketing Plan Chapter of the TDP. KART in particular continues to develop outreach presentations and marketing materials.

- **Increasing revenue resources**: Identified as the core issue for any public or private transit provider is funding. It was recommended that KART and other local agencies enlist assistance from transit advocacy groups such as CalAct, United We Ride, and the American Public Transit Association to advocate for new and expanded resources to fund small urban area grants.

  Status: KART is a CalAct member and staff participates at conferences and is aware of legislative actions through the CalAct newsletter.

- **Address the needs of the aging population.** The HSCTP noted the increase in the aging community and suggested one option would be to keep older adults driving safely for as long as possible through driver wellness and training programs for older adults. The plan recommended KCAG contact senior advocacy groups, senior centers, and retirement homes regarding sponsoring driver safety and wellness programs for seniors in the region. It was also recommended that KCAG assist agencies or organizations in seeking funding resources to develop local driver and wellness training programs.

  Status: Social Service providers for the elderly in Kings County either rely on or include the public paratransit service (Dial-A-Ride) and public transit system available through KART to provide transportation services other than their own to their clients. The Social Service Transportation Advisory Council (SSTAC) can provide insight to senior programs, including the Kings County Commission on Aging, for driver wellness and training programs. Therefore, KCAG has not pursued this recommendation except to assist local social service providers in seeking federal grants for capital purchases to improve their transportation services for their clients and as a part of the application process, has reviewed driver safety and wellness programs for purpose of those grant(s). Thus, driver safety and wellness programs for seniors are at the discretion of the social service providers and senior facilities to promote and manage.

  KART is developing a public transportation presentation geared to the Kings County senior population. In 2015, KART will begin actively marketing its transit system by conducting outreach and presenting at senior centers and senior living

facilities. Additionally, the introduction of Sunday service in Hanford, as recommended in the TDP, will allow seniors access to public transportation daily, which may encourage them to give up their vehicles altogether.

- **Transportation for those who can no longer drive:** It was noted that while individuals desire to drive as long as possible, there comes a point when individuals cannot or should no longer drive. The plan recommended identifying which public, private, and community transportation services were available to help individuals keep their independence. In particular, it was suggested members of the SSTAC attend local senior centers, meetings, organizations, and advocacy groups to provide information about public transit options. Also, it was recommended future residents should be informed of transportation options in the area before they relocate (i.e. through the Kings County Board of Realtors, and other land-related agencies).

  Status: see above status for meeting the needs of an aging population. This applies for individuals with disabilities as well.

- **Developing volunteer driver programs:** The plan suggested a volunteer driving program would be an effective way to help get transit dependent individuals to appointments and other resources. In particular, it was recommended that KART, KCAG, and the SSTAC research resources available to fund volunteer driver programs, and seek potential agencies to administer a volunteer driver program.

  Status: No action has been taken toward this recommendation.

- **Finding a ride online:** Even in 2007, it was suggested finding a ride online might help to meet some of the transportation needs. It was also suggested that commuters in particular could find transportation options via KART and other websites.

  Status: KART's new intelligent bus transportation system will support the Google Transit mobile application, which will allow riders to find routes and plan their trips via public transit.

- **Create "transit-ready" environments:** Land-use patterns also have a major impact on the mobility of those requiring specialized transportation. KCAG has received a Regional Blueprint Planning Grant that will identify land uses and land-use types supporting community goals related to the regional economy, environment, and social equity. Adoption of the Kings County Blueprint Plan will be incorporated into local general plans, review policies, and the Regional Transportation Plan. The HSTCP recommendation was that the KCAG should encourage local agencies to include Regional Blueprint strategies, such as transit-oriented development, in their plans.

  Status: As a result of the Kings County Blueprint effort spearheaded by KCAG, staff worked with Kings County and the cities of Avenal, Corcoran, Hanford, and Lemoore, and Lemoore Naval Air Station (LNAS) to develop the Kings County Blueprint Planning Principles to build upon the values of the residents of Kings County. Many of the local agencies have already developed land use policies/strategies to reflect these smart growth principles in their respective General Plan documents. This includes strengthening the transit environment through strategies that will improve urbanized areas, infrastructure, and air quality.

KCAG adopted a Sustainable Communities Strategy with the 2014 Regional Transportation Plan (RTP/SCS). The scenario selected included a 10-15 percent increase in transit investments. The scenario takes into account local agency general plan updates and future updates that integrate the Regional Blueprint Principles, including land use recommendations pertaining to land use and transportation, promoting transit by: increasing connectivity of housing to commercial and community facilities; encouraging mixed use development; developing near job clusters or along transit commuter routes to improve travel options and access, particularly for low income workers; increasing investment in public transportation with concentrations and connectivity, and rural transit centers, particularly in outlying unincorporated communities and Avenal; synchronizing traffic signals with Intelligent Transportation Systems on arterials, and channelization to reduce and avoid congestion; and, streamlining the California Environmental Quality Act (CEQA) process for transit priority projects. Local agencies are encouraged to update their general plans and implement the RTP/SCS in the delivery of transportation projects to improve air quality and reduce greenhouse gas emissions. The selected SCS Scenario with the 10-15 percent increase in transit investments included the following projects: 1) add a morning route for the Hanford/Stratford/Kettleman/Avenal transit service in 2014; 2) add a midday route for the Hanford/Corcoran transit service in 2015; and 3) install Bus Intelligent Systems throughout Kings County in 2015.

- **Resolving inter-jurisdictional transportation:** An efficient coordination process must be established and maintained for identifying, reviewing, and resolving inter-jurisdictional transportation concerns in the region. Working in coordination with surrounding counties will help increase mobility and provide for transportation access throughout the region.

  Status: KART currently provides service daily to the city of Laton in neighboring Fresno County, and the city of Visalia in Tulare County. Service is also provided to the City of Fresno Monday through Friday. KART staff regularly coordinates with both counties to coordinate. In addition, this countywide TDP study has addressed means of coordinating services.

- **A ride for everyone:** In areas with limited public transportation, it was suggested there might be capacity from some providers with strict rider criteria by re-evaluating and easing their rider eligibility.

  Status: While this is something to continually consider, in reality, most agencies who provide transportation services have eligibility requirements beyond their control (such as requirements imposed by state or federal funding programs), making it difficult to coordinate.

- **Shared maintenance facilities:** Many small transit providers do not have a maintenance facility and purchase vehicle maintenance service from local businesses. It was suggested shared maintenance facilities could reduce the cost of service and facility investments and that smaller service providers could work with KART to access their maintenance facilities.

  - **Status:** No action has been taken toward implementing this recommendation.

- **Consolidation of operations and service delivery into one system:** The HSCTP noted that the most comprehensive coordination strategy involves consolidation of operations and service delivery into one coordinated transportation system.

  Status: While there are many benefits to consolidating on a large scale, what is sometimes lost is the potential for locals to respond to their specific needs in a timely manner and in a way they determine most appropriate. There has been no movement towards consolidating existing transportation entities.

SOCIAL SERVICE TRANSPORTATION INVENTORY

The Social Services Transportation Improvement Act requires each Regional Transportation Planning Agency (RTPA) to inventory social service transportation.

The key elements of the AB 120 inventory include:

- An inventory and description of all existing public and private social service transportation services within the RTPA's geographic area of jurisdiction;

- A description of the overall role of the service in the community, and any other pertinent information necessary to adequately document and describe the service.

There are varying levels of transportation services, from public transit, such as that provided by CAT and KART, to long distance carriers such as Amtrak and Orangebelt, to specialized transportation services such as those provided to clients of the Kings Rehabilitation Center, and indirect transportation services such as the mileage reimbursement program overseen by the American Cancer Society. Each plays an important role in Kings County, but the ability to coordinate and consolidate can be limited by funding restrictions or client requirements. The first step in determining the ability to coordinate is to develop an inventory of all transportation services in the County.

Developing the Inventory

Several steps were used to develop this inventory. First, KCAG maintains a contact list of known transportation providers, many of which are stakeholders for planning processes on a regular basis in the County. This list was further augmented by researching potential providers on the internet, and updating contact information that was no longer valid. KART and CAT staffs were heavily involved in the planning process for the current TDP, and therefore, extensive data has been provided on their behalf. For the remaining transportation providers, a "Provider Survey" was emailed requesting all providers to submit data about their general purpose, number of clients, type of transportation provided, number of vehicles available, etc. A copy of this survey form is included in Appendix C. Limited data was returned from most of those contacted, so these providers can only be discussed in very general terms which is often sufficient for the level of planning required here. For providers who are more essential in the provision of social service transportation, such as the Kings Rehabilitation Center, these were contacted by phone to gather pertinent information. The inventory of providers is presented below.

Public Transportation Providers

Public transportation is provided by KART, CAT, Amtrak and CalVans, as shown in Table 56. These services are generally open to the public, although Dial-A-Ride service operated by KART is restricted to ADA-eligible passengers, and CalVans are specifically designed to meet commuters' needs. A description of these services is as follows:

Kings Area Rural Transit (KART): KART is administered by the Kings County Area Public Agency and operates regular fixed route service in Hanford, Armona, and Lemoore. Intercity service is provided between Hanford and Lemoore-NAS, Stratford, Kettleman City, Avenal, Corcoran, Laton, Visalia, and Fresno. Service is generally available weekdays between 6:30 a.m. and 9:30 p.m., and between 9:30 a.m. and 5:30 p.m. on Saturdays, with no service on Sundays. Annual operating costs are approximately $3.4 million, and over 780,000 passenger trips are carried annually. KART has a fleet of 31 transit vehicles, all of which are ADA accessible. This is by far the largest transportation provider in the County and meets much of the transportation demand county-wide.

Corcoran Area Transit (CAT): CAT is operated by the City of Corcoran, within the city limits. Origin-to-destination Dial-A-Ride service is available to the general public at very low fares ($1.00 per one-way trip, or $0.25 for discounted youth, elderly and disabled fares). Service is available from 6:30 a.m. to 5:30 p.m. weekdays only. Annual operating costs are approximately $775,000, and 36,000 passenger trips are provided annually. CAT has six vehicles, all ADA accessible.

Amtrak: Amtrak is technically a private, for-profit company, but it is heavily subsidized and regulated by the Federal Government and its role is to provide rail and intercity bus transportation to the public. Amtrak is an important provider in Kings County because it operates frequent service (six times daily) at stops located in downtown Hanford and Corcoran. Amtrak service provides both regional and intercity service, and with $5.00 fares offered between Hanford and Fresno it is a viable option for many Hanford residents to get access to jobs, education and medical care in Fresno. However, because of its national status and role, opportunities to coordinate with Amtrak are generally fairly limited.

CalVans: Calvans is a grassroots organization (established for Visalia to Corcoran commutes) which has grown to serve nearly a dozen counties in the Central Valley. The transportation fills a specific niche: commuter transportation through vanpools. CalVans has grown to include more than 200 vanpools tailored to meet the needs of commuters, plus nearly 150 vans especially designed for farm workers.

Private Non-profit and Program Providers

Private non-profit and program (both government and private) transportation providers are listed in Table 57. These include direct providers of transportation as well as organizations and agencies that support transportation either through financial support or through referrals. Participants of these programs typically have the greatest needs for transportation services and would be most benefitted by coordination activities. At the same time, the individual trip needs are of these clients are often unpredictable (served in crisis or with short notice), or transportation funding for trips is significantly restricted by type of rider (must be enrolled in a program or meet other eligibility needs). Descriptions of the more significant transportation providers in this group are listed below.

TABLE 56: Inventory of Transportation Providers in Kings County--Public Transit

Provider / Agency [1]		Type of Service	Group Served [2]	Ridership/Assistance Eligibility	Service Area	General Hours of Operation			Annual Operations				# of Vehicles
						Weekdays	Saturdays	Sundays	Cost	Miles	Hours	Ridership	
Amtrak	√	Intercity Train/Bus	P	None	National	--Schedules vary by location--			--	--	--	--	--
Corcoran Area Transit (CAT)	√	General Public Dial-a-Ride	P	None	Corcoran	6:30 am-5:30 pm	None	None	$774,288	48,391	4,968	36,056	6
Kings Area Rural Transit (KART)		Hanford Fixed Route	P	None	Hanford	6:30 am-9:30 pm	9:30 am-5:00 pm	None	$1,257,528	195,277	19,076	492,172	5
		Hanford - Lemoore	P	None	Hanford, Lemoore	5:50 am-10:45 pm	9:30 am-5:00 pm	None	$635,482	207,177	12,100	186,555	3
	√	Other County Routes	P	None	Avenal, Corocran, Laton, Fresno, Visalia	Varies	reduced	None	$483,081	234,027	8,156	73,856	4
		Dial-a-Ride	S/D	ADA	Avenal, Hanford, Lemoore	--same as local fixed routes--			$749,407	96,744	11,575	29,616	6
CalVans	√	Public Vanpool Program	P	Membership	Kings County, beyond	As needed, generally am/pm weekdays							

Note 1: √ = Direct provider of Transportation (operates vehicles) ● = Indirect (arranges or helps pay for transportation)
Note 2: P = Public D = Disabled M = Medical S = Seniors Y = Youths L = Low Income G = Government F = Families
Source: LSC Transportation Consultants, Inc. and KCAG

TABLE 57: Inventory of Transportation Providers in Kings County
Private Non-Profit and Program

Provider / Agency [1]		Type of Service	Group Served [2]	Ridership/ Assistance Eligibility	Service Area
American Cancer Society	●	Mileage Reimbursement	M	Patients	Kings County, beyond
American Red Cross	●		M		Kings County, beyond
Armona Senior Center	●	Senior Center	Sr		Armona
Best Care Home Health	√	Medical/Hospice	M	Patients	Hanford
Bienvenidos	√	Corcoran State Prison	F	Prison families	Depot to Prison
Central Valley Regional Center	●	Developmental Disabilities Support	D	Program	Kings County, beyond
Community Services and Employment Training	●	Counseling, training & support services	Y/F/S		Kings County, beyond
Recreation Assoc. of Corcoran	●	Youth programs	Y	Youth	Corcoran
Cornerstone Recovery	●	Drug/Alcohol Recovery	M	Addicts	Kings County
Employ America Adult Care	●	Job Training	D		Kings County
Friends Outside	√	Corcoran State Prison	L	Prison Associates	Corcoran
Kings Community Action Organization	√	Emergency Services	M	In crisis	Kings County
	●	Head Start	Y/L	Participants	Kings County
	●	Respite Care	D	Disabilities	Kings County
	●	Teen Pregnancy	L	Participants	Kings County
Kings County Departments	●	Behavioral Health	G/D/L		Kings County
	●	Commission on Aging	G/S		Kings County
	●	Human Services	G/D/L		Kings County
	●	Job Training	G/D/L		Kings County
	●	Mental Health	G/D/M		Kings County
	●	Probation	G		Kings County
	●	Public Health	G/D/L		Kings County
Kings County Commission on Aging	●	Senior Programs	S	Seniors	Kings County
Kings Rehabilitation Services	√	Program	D	Clients	Kings County
Kings County YMCA	●		Y		Kings County
Kings / Tulare Area Agency on Aging	●		S	Seniors	Kings County, beyond
Kings View Mental Health	●	Program	D/M	Disabled	Kings County
Lemoore Naval Air Station	√	Employee Transportation	G	Residents	Lemoore NAS
Oasis Visitor Center	●	Avenal State Prison	L	Prison Associates	Avenal
Owens Valley Career Development Center	●	Tribal Employment Development	L/T	Tribal members in program	Kings County, to Hanford
Salvation Army	●		S/D/M/L		Kings County, beyond
Santa Rosa Rancheria					Taichi

Note 1: √ = Direct provider of Transportation (operates vehicles) ● = Indirect (arranges or helps pay for transportation)

Note 2: D = Disabled M = Medical S = Seniors Y = Youths L = Low Income G = Government F = Families T = Tribes

Source: LSC Transportation Consultants, Inc. and KCAG

Armona Senior Center**:** Provides services to seniors in Armona and surrounding area. Operates Monday through Friday, 8:00 a.m. to 1:00 p.m. Does not provide direct transportation. Provides senior meals Tuesday through Friday from noon to 1:00 p.m., and Saturday brunch between 9:00 to 11:30 a.m.

Corcoran Senior Center: Operates Tuesday through Friday offering congregate meals and services for seniors. CAT provides a free ride to and from the senior center.

Lemoore Senior Center: Provides services to seniors in Lemoore and surrounding area. Provides meals on-site Monday through Thursday at 11:30 a.m. KART serves the meal site on these days with the Dial-A-Ride.

Central Valley Regional Center: The Regional Center for Kings, Tulare, and Fresno Counties. Serves developmentally disabled adults, including approximately 40 percent senior disabled. Does not directly provide transportation, but reimburses transportation costs for clients in the program (see Kings Rehabilitation Services).

Owens Valley Career Development Center (OVCDC): This is a Tribal organization with headquarters in Bishop, California and an office in Hanford. OVCDC offers KART passes to clients, or reimburses family members to provide transportation (up to $120/month). Most live in the Home Garden area, and most choose the reimbursement over passes. On a daily basis, 5-10 individuals need transportation to and from the Center; most do not have their own transportation.

Private For-Profit Providers

The private for-profit transportation providers fill an important role in Kings County. Most of the providers listed in Table 58 operate medical transportation services (often reimbursed by Medicare or insurance), public taxi transportation, or long-distance intercity transportation.

One particular provider, Central Valley Health Transport, provides free transportation to patients of Adventist Health through a contract with the hospital. Adventist Health patients in the Hanford, Armona, and Lemoore areas can request a shuttle between 8:00 a.m. and 6:00 p.m. Monday through Friday. Patients arriving from out of town (such as by train from Corcoran) can request a shuttle meet them at the depot. Approximately 25 passengers are served daily. The program has been in effect for one year.

School Transportation

In recent years, many school districts in the nation have severely reduced availability of school transportation for students. Table 59 lists the school districts and their requirements for eligibility to use the service. All of the school districts provide transportation to individuals with disabilities as identified through Individual Education Programs (IEPs). Most other students are eligible for transportation only if they live too far from the school to reasonably walk (such as in Corcoran, where only students living two miles or further from their school are eligible to receive transportation). Students who live in Hanford and Corcoran can and often do use the publicly available services to get to and from school. School transportation provided by the school districts is provided under strict guidelines by which generally restrict opportunities for coordination in terms of shared services, though there are sometimes opportunities for joint fueling or maintenance facilities and shared driver training or emergency services training.

TABLE 58: Inventory of Transportation Providers in Kings County Private For-Profit

Provider / Agency [1]		Type of Service	Group Served [2]	Ridership / Assistance Eligibility	Service Area
American Medical Response	√	Private Medical transport	M/D	Patients	Kings County, beyond
All Family Transportation	√	Private Medical transport	M/D	Patients	Kings County, beyond
Central Valley Health Transport	√	Private Medical transport	M/D	Patients	Kings County
On Point Medical Transport	√	Private Medical transport	M/D	Patients	Kings County, beyond
Wilson's Abbey Medi Cab	√	Private Medical transport	M/D	Patients	Kings County, beyond
The Remington		Independent Living	S	Residents	Hanford
Tri-County Medical Support	√	Private Medical transport	M/D	Patients	Kings County, beyond
Valley Christian Home		Retirement Home	S	Residents	Hanford
Coach USA Central	√	Intercity Bus	P	None	Kings County, beyond
Orange Belt Stages	√	Intercity Bus	P	None	Las Vegas; San Luis Obispo
Classic Charters	√	Intercity Bus	P	None	Kings County, beyond
American Cab Co.	√	Taxi	P	None	Kings County, beyond
ABC Yellow Taxi	√	Taxi	P	None	Kings County, beyond
Kings Cab Taxi	√	Taxi	P	None	Kings County, beyond
Mendez Brothers	√	Taxi	P	None	Kings County, beyond
Marthon Cab	√	Taxi	P	None	Kings County, beyond
Taxi Steve	√	Taxi	P	None	Kings County, beyond

Note 1: √ = Direct provider of Transportation (operates vehicles) ● = Indirect (arranges or helps pay for transportation)

Note 2: P = Public D = Disabled M = Medical S = Seniors Y = Youths L = Low Income

Source: LSC Transportation Consultants, Inc. and KCAG

TABLE 59: Inventory of Transportation Providers in Kings County School Transportation

Provider [1]	Service Area	Alternatives Available
Armona Union SD	Armona Area	Private vehicles, walking
Central Union Elementary SD	Lemoore/NAS	Private vehicles, walking
Corcoran Joint Unified SD	Corcoran	CAT, private vehicles, walking
Hanford Joint Union High SD	Hanford	KART, private vehicles, walking
Hanford Elementary SD	Hanford	KART, private vehicles, walking
Island Union Elementary SD	Lemoore	Private vehicles, walking
Kings River-Hardwick Joint Union SD	Hanford	Private vehicles, walking
Kit Carson Union SD	Hanford	Private vehicles, walking
Lakeside SD	Hanford	Private vehicles, walking
Lemoore Union Elementary SD	Lemoore	Private vehicles, walking
Lemoore Union High SD	Lemoore	Private vehicles, walking
Pioneer Union SD	Hanford	Private vehicles, walking
Reef-Sunset Unified SD	Avenal/Kettleman City	Private vehicles, walking

Note 1: For eligibility to ride, schools typically have a distance-based criteria; however, all students with disabilities as identified in Individualized Education Programs (IEP) are eligible for transportation services for school.

Source: LSC Transportation Consultants, Inc. and KCAG

POTENTIAL FUNDING SOURCES FOR COORDINATED TRANSPORTATION

Public Transit Funding Sources

The Federal Transit Administration (FTA) administers a variety of public transit grant programs across the nation. The latest legislation for funding federal surface transportation programs is MAP-21, the Moving Ahead for Progress in the 21st Century Act, signed into law on July 6, 2012. Funding surface transportation programs at over $105 billion for fiscal years (FY) 2013 and 2014, MAP-21 is the first long-term highway authorization enacted since 2005 (which was extended ten times). MAP-21 is intended to create a streamlined and performance-based surface transportation program building on many of the highway, transit, bike, and pedestrian programs and policies established in 1991. Below is a description of the various grant programs, some of which are new, and some of which have been consolidated or changed from previous programs.

FTA Section 5311 Rural Area Formula Grants

This program provides capital, planning, and operating assistance to support public transportation in rural areas, defined as areas with fewer than 50,000 residents. Funding is based on a formula that uses land area, population, and transit service. The program remains largely unchanged with a few notable exceptions:

- Job access and reverse commute (JARC) activities eligible: Activities eligible under the former JARC program, which provided services to low-income individuals to access jobs, are now eligible under the Rural Area Formula program (5311). In addition, the formula now includes the number of low-income individuals as a factor. There is no floor or ceiling on the amount of funds that can be spent on job access and reverse commute activities. JARC projects must be derived from a Coordinated Plan.

- Tribal Program: The Tribal program now consists of a $25 million formula program and a $5 million discretionary grant program. Formula factors include vehicle revenue miles and the number of low-income individuals residing on tribal lands.

- Other Programs: The set-aside for States for administration, planning, and technical assistance is reduced from 15 to 10 percent. The cost of the unsubsidized portion of privately provided intercity bus service that connects feeder service is now eligible as in-kind local match.

For the FTA 5311 program, a 16.43 percent local match is required for capital programs and a 47.77 percent match for operating expenditures. The bulk of the funds are apportioned directly to rural counties based on population levels. The remaining funds are distributed by Caltrans on a discretionary basis and are typically used for capital purposes.

FTA Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities

This program provides formula funding to increase the mobility of seniors and persons with disabilities. Funds are apportioned based on each State's share of the targeted populations and are now apportioned to both non-urbanized (for all areas with population under 200,000) and large urbanized areas (over 200,000). The former New Freedom program (5317) is folded into this program. The New Freedom program provided grants for services for individuals with

disabilities that went above and beyond the requirements of the Americans with Disabilities Act (ADA). Activities eligible under New Freedom are now eligible under the Enhanced Mobility of Seniors and Individuals with Disabilities program.

Projects selected for funding must be included in a locally developed, coordinated public transit-human services transportation plan. At least 55 percent of program funds must be spent on the types of capital projects eligible under the former section 5310 -- public transportation projects planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable. The remaining 45 percent may be used for: public transportation projects that exceed the requirements of the ADA; public transportation projects that improve access to fixed-route service and decrease reliance by individuals with disabilities on complementary paratransit; or, alternatives to public transportation that assist seniors and individuals with disabilities. Using these funds for operating expenses requires a 50 percent local match while using these funds for capital expenses (including acquisition of public transportation services) requires a 20 percent local match.

Toll Credit Funds in Lieu of Non-Federal Match Funds

Federal-aid highway and transit projects typically require the project sponsors to provide a certain amount of non-federal funds as match to the federal funds, as described above. Through the use of “Transportation Development Credits” (sometimes referred to as toll revenue credits), the non-federal share match requirement in California can be met by applying an equal amount of Transportation Development Credit and therefore allow a project to be funded with up to 100% federal funds for federally participating costs.

Caltrans has been granted permission by the FTA to utilize Toll Credits and in the past has made credits available for FTA Section 5310, 5311, 5316, and 5317 programs. At this time it is unclear whether or not Toll Credits will be made available as local match for FTA 5310 projects for the next funding cycle.

Transportation Development Act Local Transportation Fund Program

A mainstay of funding for transit programs in California is provided by the Transportation Development Act (TDA). The major portion of TDA funds are provided through the Local Transportation Fund (LTF). These funds are generated by a 1/4 cent statewide sales tax, returned to the county of origin. The returned funds must be spent for the following purposes:

- Two percent may be provided for bicycle facilities per TDA statues. (Article 4 and 4.5)
- Up to five percent may be claimed by a CTSA for its operating costs, purchasing vehicles or purchase of communications and data processing equipment. (Article 4.5)
- The remaining funds must be spent for transit and paratransit purposes, unless a finding is made by the Transportation Commission that no unmet transit needs exist that can be reasonably met. (Article 4 or 8)
- If a finding of no unmet needs reasonable to meet is made, remaining funds can be spent on roadway construction and maintenance purposes. (Article 8)

State Transit Assistance (STA) Funds

In addition to LTF funding, the TDA includes a State Transit Assistance (STA) funding mechanism which is derived from the statewide sales tax on diesel fuel. Statute requires that 50% of STA funds be allocated according to population and 50% be allocated according to operator revenues from the prior fiscal year.

Other Human Service Agency Funding Sources

There are a variety of federal and state grant programs for social service agencies. Each one has specific eligible uses. Common social service funding sources which can be used for transportation purposes are listed below.

Older Americans Act (1965)

The Older Americans Act (OAA) address senior's access to health care and their general well-begin. The Act established the federal Administration on Aging which is charged with the duty of implementing a range of assistance programs aimed at seniors, especially those at risk of losing their independence. Providing access to nutrition, medical and other essential services are all goals of the Act. There is no specific portion of the funding dedicated to transportation; however, funding can be used for transportation under Title II (Support and Access Services, Title IV (Grants to American Indian Tribes), and the Home and Community-Based Services (HCBS) program.

Medi-Cal

Medi-Cal is California's health care program for children and adults with limited income and resources. Medi-Cal will pay transportation expenses for NEMT trips for individuals who require a wheelchair van, ambulance, litter van or simply a high level of care. However, the transportation provider must be licensed by Medi-Cal.

Regional Centers

Regional Centers are private non-profit companies which contract with the Department of Developmental Services (DDS) to provide or coordinate services and supports for individuals with developmental disabilities. The Central Valley Regional Center, with office located in Fresno, Visalia and Merced, is the regional center serving Kings County. DDS funding is funneled through the Central Valley Regional Center to local agencies such as Kings Rehabilitation Services who provide transportation to/from their day programs and other services.

Private Sources

Donations

Private donations play a large role in human service agency funding. Many organizations such as Community Services and Employment Training and Bienvenidos depend on donations for part of their funding. It is not uncommon to request donations for trips on coordinated transportation services.

POTENTIAL COORDINATION OPPORTUNITIES

Existing Coordination

As demonstrated in the transportation provider inventory tables, multiple agencies have some type of a vehicle available to transport passengers to medical appointments or other needs. In most cases these vehicles cannot be shared with other agencies due to funding restrictions and scheduling complications. While KART has been exploring the potential to contract with Kings Rehabilitation Center to use their vehicles for paratransit needs, nothing has yet been arranged. KART and CAT staffs remain open to the potential to coordinate, but to date, have not had success in most areas of coordination.

One important step occurred in 2009, when KCAG established the SSTAC. Over time, this will likely be the most productive action toward coordinating transportation, as members of this advisory committee are representative of the elderly, low income and disabled individuals throughout Kings County and therefore have their pulse on the community needs. As the SSTAC regularly meets with transit staff, there is a constant exchange of information and ideas, which helps coordination activities.

Major Barriers to Coordination

Despite good intentions, there are multiple factors which limit the various transportation providers' ability to coordinate resources and trips. Major barriers to coordination include the following:

1. In some cases, combining trips for multiple agency clients poses challenges. Clients of some County departments, such as Behavioral Health or Social Services, may require a certain degree of confidentiality or level of discreteness.

2. Perhaps one if the greatest limits to coordination efforts is that many members of the transit dependent population require a high level of personal assistance throughout the duration of the trip. Coordination efficiency is limited if door to door transportation is required, particularly for longer trips.

3. While multiple human service agencies have small vehicles available to transport passengers to appointments or other critical needs, most are used primarily to carry staff, and only used to carry clients for specialized trip purposes, often including crisis appointments on short notice. Typically, vehicle insurance or agency/county rules prohibit the use of these vehicles by other agencies. The use of these vehicles for client transportation purposes is also limited by staff time available.

4. Driver requirements vary widely by type of agency. Driver's license class, drug and alcohol testing, wheelchair loading and unloading, and customer service are all areas where compliance varies greatly by organization, by the type of client served, and by the source of funding for the transportation.

5. Although fares are relatively low on KART and particularly low on CAT, the fare for using public transit services can dissuade travel by very low-income individuals.

6. Some human service agencies are aware of the grant opportunities available to purchase vehicles for the purpose of transporting elderly and disabled clients. However, the

regulations and reporting requirements attached to FTA funding vehicles and the lack of staff time to apply for a grant is a barrier to coordinating transportation.

The greatest barrier to coordination for all rural counties is lack of funding and lack of staff time. There is simply not enough money available to meet all transportation needs for the target population, particularly in light of the dispersed development pattern and long travel distance in Kings County. As such, the various human service agencies piece meal together trips for the most critical needs.

Duplication of Services

The primary goal of coordination is to maximize limited transportation resources by eliminating duplication of the same type of transportation services. Examples of duplication of services may include:

- Multiple agency vans providing transportation along the same route at the same time.
- Multiple volunteer driver programs which, if combined, could maximize the use of volunteers as well as administrative staff time.
- Vehicles which lay idle for a good portion of the week.
- Multiple contracts for vehicle maintenance. Through economies of scale, several agencies could potentially obtain a lower rate for maintenance.
- Eligibility requirements for program services sometimes result in duplication of services. For example, grant funding for senior services may only be used to transport seniors even if the van stops near a "non-senior" activity center.

There is not significant duplication of services in Kings County (based on the limited information provided by agencies contacted). For the most part, human service agencies refer transit dependent clients to KART or CAT when possible, and only provide transportation to/from destinations outside the public transit service area and hours, or on short notice for emergency situations.

Gaps in Service

The gaps in service identified as part of this coordinated planning study are the same as those which have been identified as part of transit planning efforts over the past five years. As with all rural counties, Kings County is plagued with the problem of how to connect transit dependent residents living in remote outlying areas to services in the larger communities. Whether it is due to a lower cost of living or a higher quality of life, there will always be a part of the transit dependent population who live far from the goods and services they require. Unfortunately, it is not anticipated that the level of public transit funding will increase to a point where KART can provide more frequent and convenient public transit service to and from all of these areas. Below is a discussion of specific transportation needs for the target population in Kings County.

<u>Unmet Needs</u>

The Transportation Development Act requires that the RTPA establish an appropriate citizen participation process including at least one public hearing represented by the SSTAC to hear

the transit needs of the transit disadvantaged population. The City of Corcoran and KCAPTA both hold unmet needs hearings annually. Both providers have received oral and written comments, but none qualified as "unmet transit needs reasonable to meet." Nonetheless, CAT and KCAPTA both strive to address passengers needs as they arise throughout the year. For example, KART routes were adjusted to meet the requests of passengers on the Lemoore route (night hours were added at West Hills College, and route service to LNAS was added).

However, through stakeholder interviews and survey results, some unmet needs were discussed, as follows:

- Lemoore is probably ready for fixed route.

- In Corcoran, the school bus only picks up students who live two or more miles away from the school (and most live closer). This leaves many students who are less than two miles but more than a quarter to half a mile dependent on CAT.

- Sometimes when an individual "times out" at Owens Valley Career Development Center (OVCDC), there are still needs within the family. For example, one parent had a child who was receiving a KART pass to go to school, but when their services timed out, the child had to switch to home schooling. It would be nice if there were another way to support this child's need to get to school.

- Quite a few OVCDC clients come from Corcoran. A midday trip would be great, because now they have to sit around for hours for a bus. Sometimes they come into our office to wait because it's too hot outside.

- Most of what OVCDC staff knows about KART is what they hear from clients. It seems to work well, but there have not been many negative or positive comments about the service. However, administratively, KART works really well with OVCDC; they have been very accommodating with billing and purchasing passes.

- Residents would like to see increased service in Avenal. There is no local service, but there is a high senior population[1]. There is a prison there too. It is the fourth most populated community in the County. There is a senior center with 27 to 47 participants for the M-F hot meals. The only transportation is through informal vanpools and carpooling. It might be beneficial to have a local Dial-a-ride for that. There aren't many wheelchair users; these are primarily mobile, but poor seniors.

- West Hills College in Lemoore would like KART to coordinate more with them on meeting the needs based on their schedules. However, their needs are seasonal, and although they start each semester with an enrollment of approximately 3,000, it drops significantly over the semester. Also, students who stay tend to find rides among their peers, so the transit demand drops significantly over the course of the semester, making it difficult to serve. In addition, there are more online classes all of the time.

[1] This opinion is not reflected by census data. Avenal had 834 seniors in 2010, equal to 6.7 percent of the total population. In comparison, 12.1 percent of the County-wide population was elderly. Nonetheless, given the low income of the community, the seniors may be particularly transit dependent.

- Tribe: While KART tried coordinating services with the Tribe, but the work schedules are highly variable (and the casino operates 24/7). The casino has 1,200 employees, but the schedules change weekly, so employees are not willing to rely on transit for their jobs. It makes it difficult for the casino's recruitment as well.

- Lemoore NAS: The Station is adding two new squadrons, plus a helicopter squadron. Within 1 ½ years, there will be growth. For security purposes, it's difficult to go on base. There are three access points, and usually only one is open. It would probably work best if KART provided service to/from the gate, and the NAS provided service within their facility to the gate. Most of the single quarters are closer to the gate, with single family residences further away. Housing is within ¼ to ¾ of a mile from the gate.

- Day camp: Mental Health operates a successful junior high and high school summer camp for at risk teens. This is a good program. Therapists drive participants in from outlying areas—even the drive is very therapeutic. Mental Health would like KART to take on more of the transportation end of this program, but it would be a difficult role for KART.

- People want Sunday service in Kings County.

- There do not seem to be any gaps or holes in services. KART does a really good job and is very responsive to community needs. For example, there was a request for service to Children's Hospital in Clovis. Despite the distance, KART starting providing service once per week, and serving other medical facilities enroute. Demand increased enough that it is now served Monday through Friday. The needs have been met, because KART is responsive.

- KART does well; they operate efficiently, have attentive drivers. All is good. There is no Sunday service, which would be nice to have, but that is not cost effective.

SOCIAL SERVICE TRANSPORTATION ACTION PLAN STRATEGIES AND CONCLUSIONS

The overview of previous planning documents, the current inventory of social service transportation providers, and a review of needs and recommendations provided in this chapter present an understanding of the state of transportation coordination in Kings County. As with many rural and small urban communities, there are extensive barriers to coordination, but also opportunities for engaging in coordination. The recommendations provided in the 2007 HSTCP remain valid and worthy of pursuing. Additionally, some specific plan elements of the TDP which further this coordination and meet the needs of seniors, low income individuals and persons with disabilities in particular, include the following recommendations:

- **Increased service frequency and areas in Hanford:** the restructuring of Route 7 and the introduction of new Routes 9 and 10 in Hanford provide greater coverage and frequency of service, which is a benefit to transportation dependent individuals in Hanford. In particular, Route 10 will serve a low-income neighborhood of Hanford which currently is only served by DAR. The fixed route service to this area will reduce the need for DAR in the area, and thereby increase DAR capacity.

- **New Local Service in Lemoore:** the introduction of local fixed route service in Lemoore will provide direct service to the senior center south of town, and also serve numerous low

income housing locations. This also will reduce the reliance on DAR for some passengers, freeing up capacity and offering more cost-efficient service.

- **Sunday Service in Hanford:** Introducing service on Sundays will allow individuals with no other means of transportation greater access. Furthermore, with daily service provided in Hanford, more individuals (particularly seniors who should no longer drive) might more willingly choose to give up their cars altogether.

- **Fixed Route Service in Corcoran:** The recommended fixed route for Corcoran will allow residents of the community to use transit service without planning ahead. This removes a barrier for some who would not otherwise use transit services. Furthermore, many individuals who can use fixed route would prefer to do so over using DAR service, which will allow the DAR service to focus on meeting the needs of individuals with disabilities.

- **Improved Passenger Amenities:** Capital plans for both KART and CAT include improved passenger amenities, which provide a better experience for passengers and make them feel safer and more comfortable. This includes installation of bus stop signs for clear identification of stops, installation of new shelters, scheduled maintenance, and development of a new transit center in Avenal. Additionally, the purchase and upkeep of vehicles provides more reliable and comfortable transportation as well.

- **Marketing Efforts:** The marketing efforts recommended for the plan benefit all passengers, but in particular, outreach is recommended to specific market targets, such as seniors, students and social service organizations. KART in particular has developed strong outreach marketing tools, and it is recommended CAT staff also develop outreach programs.

Volunteer Driver Program

In addition to the strategies discussed above, Kings County could benefit from a volunteer driver program if a sufficient advocate (such as a private, non-profit entity) could be identified to champion the effort.

Volunteer driver programs can be useful in serving rural areas and small urban areas where budgets will not allow all areas to be served, or demand is so low and infrequent that regular service is not warranted.

Some characteristics of existing programs in similar settings include:

- Volunteer driver programs typically start out from a grass roots effort based on an identified need.

- Overseeing the volunteers requires a dedicated individual, likely a paid employee. In some cases, the program is overseen by a board with the rotating chairman overseeing day-to-day operations.

- Some volunteer programs provide reimbursements, while some do not.

- The biggest challenge is to recruit and maintain volunteers, as they need to be motivated by feeling they are providing a worthwhile service. Turnover can be high due to burnout or declining driver ability.

- As gas prices and auto insurance costs increase, volunteers can be more difficult to recruit.

- Grant funding can be obtained to offset costs of reimbursed driver volunteer programs. Using such grants may limit trip purpose and client eligibility.

There are many models from existing programs that can be used as guidance, as discussed below.

Example: Tehama County, California

Tehama County has a volunteer driver program to provide medical transportation. This 25 year-old program is under direction of the Transit Manager (Department of Public Works), with a supervisor working part time Monday through Wednesday to oversee daily operations. The supervisor is paid $9.34 hourly without benefits and has an annual maximum of 1,000 hours.

Tehama County Medical Transportation Services (METS) currently has 12 volunteer drivers. Drivers use their personal vehicles and are reimbursed at the federal IRS rate. Drivers are recruited by word-of-mouth. Ten-year DMV records are required, but fingerprinting is not. Drivers are covered by Workman's Compensation Insurance.

The Supervisor coordinates appointments and assigns trips to drivers. This employee is also responsible for recruiting volunteers, record-keeping and reimbursing drivers. Efforts are made to assign drivers who live closest to the passenger in need for greatest efficiency.

Clients are asked for a $5.00 round trip donation within Tehama County or $10.00 round trip donation to Butte, Glenn, or Shasta Counties. An estimated 80 to 90 percent of clients pay this donation. There are 150 regular clients. The program provides between 60,000 to 90,000 reimbursed vehicle miles each year. While the program is for medical trips only, clients may do shopping in conjunction with picking up prescriptions at the driver's discretion. Clients must be ambulatory to use the service. Spouses or attendants may accompany the passenger if desired. Most of the clients are elderly, though some children and other adults use the service as well.

Example: Trinity County, California

In response to the need for increased transit services in rural Trinity County, the Trinity County Planning/Transit Department implemented a transportation assistance program for non-emergency medical transportation. Human Resource Network (HRN), a private non-profit organization, is contracted to administer the program for a total cost of $40,000 per year. The HRN program serves residents in the northern portion of the county where Trinity Transit services do not exist. Volunteer drivers are reimbursed for mileage.

Example: Community Resources Connection, Gualala, California

Located along the remote Sonoma/Mendocino Coast, Community Resources Connection (CRC) started in 1999 as a telephone referral service for South Coast Seniors, Incorporated. CRC gave referrals to individuals seeking services in the community, and offered a handy-person service wherein volunteers would go to callers' homes to do minor repairs. The majority of phone calls were inquiries regarding transportation services, primarily for medical appointments. Responding to this need, CRC organized a volunteer transportation program offering free transportation to anyone in the region with an "essential need."

Approximately 35 volunteer drivers provide the transportation, using their own private vehicles and gasoline or the CRC van which was made available through Mendocino Transit Authority. Van drivers must be fingerprinted and trained. Passengers are not charged a fare, but are encouraged to make a donation to the CRC; most donate a nominal amount. Only trips to important health-related appointments, significant community events and necessary errands are provided. For trips on the CRC van, appointments should be made between 11:00 AM and 4:00 PM.

CRC is a 501(c)(3) nonprofit corporation. CRC has a Board consisting of 11 volunteers who meet on a monthly basis to handle normal Board matters as well as manage the organization's administrative functions. In addition to Board members, CRC has volunteer committee chairs and members who are not on the Board.

The Redwood Coast Medical Services (RCMS), the only local medical clinic in the region, provides for the operating cost of the van (insurance, gasoline, and maintenance). The in-kind service by RCMS includes office space, office expenses including a toll-free phone number and insurance, maintenance and gasoline for the van. Approximately 60 RCMS clients use the van service annually.

In addition to costs covered by the RCMS, the CMC provides cash outlay of approximately $5,000 per year. This covers the cost for the Directors and Officers and General Liability Insurance, as well as office supplies and an annual volunteer appreciation dinner. Cash contributions are received from clients, the general public and board members.

CRC provides approximately 500 one-way passenger trips annually: 410 of these are local trips (less than 20 miles round trip) while 90 are to Fort Bragg or Santa Rosa (110 to 170 miles round trip). Passengers call CRC Monday through Friday between Noon and 4:00 PM to schedule trips, with 48-hour advance notice required. Most of the trips are for medical or dental appointments, or for other errands for daily living including grocery shopping. Phone volunteers who arrange the trips encourage the passenger to make efficient use of the service by completing several errands in one trip, rather than scheduling trips on multiple days.

Example: Riverside County, California

Riverside County provides the "TRIP" volunteer reimbursement program, which has proven to be successful in providing low cost transportation to seniors and disabled persons. It is organized as a trip reimbursement program, with volunteer drivers. Since its establishment in 1993, the program has provided over 1 million free trips for over 5,000 passengers. The program has completed 14.5 million miles of assisted travel through the help of nearly 1,000 volunteer drivers since 1993.

The Beverly Foundation has been promoting the Riverside County program as a model for new programs nationwide. Part of this effort has been the establishment of the ilpconnect.org website, which provides information regarding the benefits of the TRIP model, and the start-up requirements for a new program. Per the TRIP Model, passengers recruit their own drivers and rides are arranged between passengers and their drivers. This results in limited liability, staff and infrastructure for the organization sponsoring the reimbursement. After the ride is provided, the driver and rider must provide documentation to the sponsoring agency and the rider is provided with reimbursement to then pass along to their driver. In 2009, the cost per trip for the

Riverside model was less than $5.00. Not only does this model limit costs but it empowers riders by having them recruit their own drivers.

Establishing a Volunteer Program

Although priority should be given for medical purposes, a volunteer driver program in Kings County should be open to all trip types in order to accommodate the variety of transportation needs identified. Rider eligibility could be determined based on need and limited to elderly, low income and disabled. Volunteers could use their own vehicle and be reimbursed for mileage at the IRS rate or drive a shared agency vehicle purchased through the FTA 5310 program. Passenger donations could be requested to cover a portion of the fuel costs.

A coordinated volunteer program would require one agency to act as the administrator. The administrator would be responsible for processing trip reimbursements and coordinating trips between various human service agencies, when possible. For a less labor intensive model of the program, passengers would be responsible for choosing their own volunteer drivers. In a more "hands on" model, the program administrator would be responsible for recruiting, training, and screening of the volunteers. The program administrator should attempt to expand on the base of volunteers already established through other volunteer programs. One challenge associated with volunteer driver programs is insurance. Typically, if the volunteer uses his/her personal vehicle, the volunteer's liability insurance is used. If a shared agency vehicle is used, the volunteer should be covered under the policy for the shared vehicle. Time spent on program administration will vary depending on the number of trips provided but it is estimated that at a minimum 5-10 hours a week of agency staff time would be required. Given the cost of existing agency transportation programs, at least $10,000 in funds should be available for volunteer driver reimbursement.

Funding for Volunteer and Voucher Programs

Funding for "voucher based" or reimbursement programs is available from state LTF and federal funding programs. Both capital and operating grants for volunteer driver programs are available through the FTA Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities. Low interest rate loans are available to private companies through Community Development Transportation Lending Services for local matches, business startup costs, vehicle acquisition, operating expenses, etc. Information can be found on the Community Transportation Association of America website.

Appendix A

KART Boarding and Alighting Summary

TABLE A1: KART Hanford Route 1 Average Daily Boardings by Stop

Stop No.	Stop Description	Estimated Average Weekday Boardings
1	KART TERMINAL	63
2	8th and Crosswalk between Phillips and Redington	0
3	8th @ Downtown Plaza	0
4	Douty - At Bench by Library	13
5	Douty - S/E Corner of Ivy At Bench	6
6	Douty & Bush - at Bench by Central Valley Hospital	6
7	Douty & N/E Corner of Malone	0
8	Douty at High School @ Crosswalk	7
9	Douty & Leland	0
10	Douty & Cortner - N/E Corner	1
11	Fargo & Douty at speed sign	0
12	Aspen - N/E Corner at Speed Limit Sign	4
13	North Star & 11th - Remington @ Bench	16
14	11th & Fargo - S/W Corner @ Church Bench	4
15	11th & Cortner S/W corner (Hidden Valley Park)	3
16	11th & Jana @ N/W Corner	3
17	11th @ Neville S/W Corner	1
18	11th & Cameron - S/W Corner @ KCAO	6
19	11th @ Davita Dyalisis	3
20	KART TERMINAL	0
	Total	136

Source: KART Boarding data, summarized by LSC Transportation Consultants, Inc.

TABLE A2: KART Hanford Route 2 Average Daily Boardings by Stop

Stop No.	Stop Description	Estimated Average Weekday Boardings
1	KART TERMINAL	83
2	7th St - at crosswalk between Redington & Irwin	0
3	7th St -at crosswalk between Douty & Harris	2
4	7th & Brown - S/E corner	1
5	7th St - mid-block between White & East	0
6	10th Ave - north end of Oasis Car Wash	0
7	10th Ave & Ivy - S/E corner at crosswalk	8
8	10th Ave - at Fraternal Hall	2
9	10th Ave & Malone - at Recovery Center	0
10	10th Ave & Grangeville - at Glad Tidings Church	8
11	10th Ave & Leland - N/E corner	9
12	10th Ave & Birch - at wall	7
13	Fargo - west end of Rite-Aid driveway	4
14	Douty South of Fargo @ Brick Wall	13
15	Douty & Cortner - NW Corner	7
16	Douty & Leland	0
17	Douty & Lorita	10
18	Douty & Water	4
19	Douty & Florinda	6
20	Douty & 11th St.	9
21	Douty & 9th St.	2
22	8th between Irwin & Redington	0
25	KART TERMINAL	0
	Total	174

Source: KART Boarding data, summarized by LSC Transportation Consultants, Inc.

TABLE A3: KART Hanford Route 3 Average Daily Boardings by Stop

Stop No.	Stop Description	Estimated Average Weekday Boardings
1	KART TERMINAL	99
2	11th Ave - south of Railroad tracks	0
3	Florinda & Whitmore - Woodrow Wilson	11
4	Florinda & Kaweah - S/E Corner	2
5	Florinda & Redington - S/E corner	4
6	Florinda & Harris - at park	6
7	Florinda & Green - at bench	7
8	Florinda & 10th Ave - S/E corner	0
9	Florinda & Whitney - S/E corner	3
10	Lassen & Florinda - N/E corner	2
11	Lassen & Fernot - N/E Corner	7
12	9 ¼ Ave - Kings Garden Apartments	8
13	9 ¼ Ave & Florinda - N/W corner	1
14	9 1/4 - View Road Apartments	13
15	Lacey & 9 1/4 - across from Basic Foods	15
16	Lacey - at Kings Bowling Alley	2
17	Lacey - atSuper 8 Motel	1
18	Lacey - at Smart & Final	4
19	Lacey & Miller- N/W corner	5
20	7th - at United Market	3
21	7th & Brown - N/W corner	0
22	7th - at crosswalk between Harris & Douty	2
23	7th - crosswalk between Irwin & Redington	0
24	KART TERMINAL	0
	Total	193

Source: KART Boarding data, summarized by LSC Transportation Consultants, Inc.

TABLE A4: KART Hanford Route 4 Average Daily Boardings by Stop

Stop No.	Stop Description	Estimated Average Weekday Boardings
1	KART TERMINAL	46
2	6th St. between Irwin & Douty	1
3	3rd St. after Pickem Up Truck Store at Speed Limit Sign	3
4	3rd st midblock of green & white at Traffic Signal Sign	1
5	10th Ave @ Fast Tires & Wheels	6
6	10th Ave - south of City Yard driveway	1
7	10th Ave - @ Bakery	5
8	10th Ave & Orchard - west side of street	0
9	Home & 2nd - at speed sign	10
	Home & Shaw St	
	6th Place & Eastview St	
10	Garden & 2nd Pl	4
	Garden Midblock of 6th Pl and Shaw @ Trailer	
11	Garden & 10th Ave	3
12	10th Ave & Home - N/E corner	14
13	Hanford-Armona Rd - west of 10th at Rehab Center	8
14	Hanford-Armona Rd & Harris - N/W corner	4
15	Hanford-Armona Rd & Irwin - N/E corner	8
16	Irwin & Scott - east side of street	8
17	Douty & Lang - N/E corner	0
18	Douty & 2nd - N/E corner at church	3
19	6th - between Douty & Irwin at crosswalk	0
20	6th - between Irwin & Redington at crosswalk	0
21	KART TERMINAL	0
	Total	

Source: KART Boarding data, summarized by LSC Transportation Consultants, Inc.

TABLE A5: KART Hanford Route 5 Average Daily Boardings by Stop

Stop No.	Stop Description	Estimated Average Weekday Boardings
1	KART TERMINAL	76
2	11th Ave - north of HWY 198 entrance at shelter	4
3	11th Ave - north of Davis at Castle Square	2
4	11th Ave & Washington - S/W corner	2
5	11th Ave & Hanford-Armona Rd - S/W corner	6
6	11th Ave - across from Day Care Center	0
7	Hume & 11th Ave - east of school by speed sign	2
8	Hume & Echo	2
9	Hume - between Butternut and end of sidewalk	5
10	12th & Freestone - East side of road	2
11	Hanford-Armona Rd & 12th - S/E corner	9
12	Hanford-Arm Rd & Bengston - at Centennial Park	6
13	Hanford-Armona Rd & 11 ½ - S/E corner	2
14	Hanford-Armona Rd - west of 11th	7
15	Jones & Hanford-Armona Rd	7
16	Jones St @ Amberwood Apartments	3
17	11th Ave @ Amberwood Apartments	3
18	11th Ave & Hanford-Armona Rd - N/E corner	0
19	11th Ave & Davis - N/E corner	3
20	11th Ave & 5th - N/E corner	3
21	KART TERMINAL	0
	Total	142

Source: KART Boarding data, summarized by LSC Transportation Consultants, Inc.

TABLE A6: KART Hanford Route 6 Average Daily Boardings by Stop

Stop No.	Stop Description	Estimated Average Weekday Boardings
1	KART TERMINAL	227
2	Lacey Blvd. - Carl's Jr. - at shelter	15
3	Lacey Blvd. - Government Center - at shelter	8
4	Lacey Blvd. - North side across from Applebees	15
5	Lacey Blvd. - Black Bear at shelter	19
6	Lacey Blvd. - Before Centennial entrance at bench	15
7	12th Ave. - Wal-mart at shelter	61
8	Mall Drive & 7th - N/E corner of 7th	19
9	7th St - Senior Villa Apts at green fence	19
10	7th St. - Mid-block on south side	4
11	7th St. & 11th Ave. - S/W corner	0
12	KART TERMINAL	4
	Total	405

Source: KART Boarding data, summarized by LSC Transportation Consultants, Inc.

TABLE A7: KART Hanford Route 7 Average Daily Boardings by Stop

Stop No.	Stop Description	Estimated Average Weekday Boardings
1	KART TERMINAL	45
2	11th @ Baskin Robins	1
3	11th & Cameron - First Southern Baptist Church	3
4	Grangeville & 11th Ave @ McDonalds	11
5	Grangeville & Rodgers Rd - YMCA	2
6	Grangeville & University @ Bench	1
7	Grangeville Blvd & Fitzgerald - end of sidewalk	2
8	Grangeville Blvd & North Vintage- NW Corner	1
9	13th Ave @ Sierra Pacific High School	21
10	Lacey Blvd across from Four Seasons Mobile Park	4
11	Lacey Blvd & Centennial @ Lowes	2
12	Lacey Blvd - east of Dennys	7
13	Lacey Blvd & Mall Drive @ Cancer Center	0
14	Lacey Blvd & Campus Dr - Chubby's	2
15	Lacey Blvd & Greenfield	0
16	KART TERMINAL	0
	Total	102

Source: KART Boarding data, summarized by LSC Transportation Consultants, Inc.

TABLE A8: KART Hanford Route 8 Average Daily Boardings by Stop

Stop No.	Stop Description	Estimated Average Weekday Boardings
1	KART TERMINAL	43
2	11th Ave - north of HWY 198 entrance at shelter	2
3	11th Ave - north of Davis at Castle Square	3
4	11th Ave & Washington - S/W corner	0
5	Jones & Hanford-Armona Rd	0
6	Jones St @ Amberwood Apartments	3
7	11th Ave @ Amberwood Apartments	1
8	Hanford-Armona Road @ RN Market	1
9	Hanford-Armona Road @ Irwin St.	1
10	Hanford Armona Road & Jordan Way @ Terrace Apts	1
11	10th Ave - @ Bakery	1
12	10th Ave & Orchard - west side of street	0
13	Home & 2nd - at speed sign	1
14	Home & Shaw St.	2
15	6th Place & Eastview St.	1
16	Garden Midblock of 6th Pl and Shaw @ Trailer	0
17	Shaw Place @ Home Garden Health Center	1
18	Houston & Elvira St.	3
19	11t Ave & Bonneyview	3
20	11th Ave & Hume St.	6
21	11th Ave @ Preston Green Learning Center	3
22	11th Ave @ Amberwood Apartments	8
23	11th Ave & Hanford Armona Road	0
24	11th & Davis @ Uhaul Shelter	2
25	11th & 5th St @ El Mexicano	1
26	KART TERMINAL	0
	Total	88

Source: KART Boarding data, summarized by LSC Transportation Consultants, Inc.

TABLE A9: KART Hanford-Avenal Route Average Daily Boardings by Stop

Stop No.	Stop Description	Estimated Average Weekday Boardings
1	KART TERMINAL	15
	Centenniel - Wal- Mart & Target Road	
2	Lacey Blvd. - Carl's Jr. - at shelter	2
3	Lacey Blvd. - Government Center - at shelter	0
4	Lacey Blvd. - North side across from Applebees	2
5	Lacey Blvd. - Black Bear at shelter	6
6	Lacey Blvd. - Before Centennial entrance at bench	0
7	12th Ave. - Wal-mart at shelter	9
8	14th & Firestation	0
9	14th pass Hfd-Arm Rd @ Senior Center	0
10	Front & 14th Ave @ Armona Club	0
11	Hfd-Arm Rd.& 15th	0
12	Hfd-Arm Rd.& 16th	0
13	Hfd-Arm Rd.pass 17th @ brickwall across Westberry Apts.	0
14	Hfd-Arm Rd & Belinda @ church	0
15	Hfd-Arm Rd. before 18th @ pioneer square	0
	Hfd-Arm Rd @ Generations	
16	18th & Club @ at Pizza Hut	0
17	18th & D St. corner @ dentist office	0
	18th & Cinnamon @ Across Fastrip	
18	Bush @ St Peters Church Crosswalk	0
19	Bush & Champion @ park shelter	0
20	Bush & Olive corner	0
21	Bush & 19th @ South Valley Community Church	0
22	Bush & D. St.- Kings River Apts.	0
23	Bush & Bell Haven	0
24	Bush & College-West Hills College	1
25	Bush & Bell Haven	0
	Bush & 19th @ Best Buy Market	
	Bush & Vine corner	
	Bush & Elm - Kings Cab Taxi	
26	1st & Railroad Corner of School @Baseball Field	0
27	1st & Empire going to Avenal	0
28	Empire & Laurel going to Avenal	0
29	Front & East of Main near Post Office	0
30	Main St. @ Store	2
	Main St across Crisp Wharehouse @ Bench	
31	Milham & Becky Pease	0
32	Milham & 6th St.	0
33	3rd St. & Milham	3
34	3rd St. & General Petroleum	0
35	Genral Peteroleum & 5th St.	0
36	General Petroleum & School	0
37	Becky Pease & Standard Oil @ Store	2
38	San Joaquin Ave @ Post office	3
39	San Joaquin Ave @ 5th Ave	0
40	San Joaquin Ave @ 2nd Ave	2
41	San Joaquin Ave & Thurston	2
42	Skyline @ Circle K gas station	3
43	Skyline & Seventh @ State Market	1
44	Skyline & Chevron Shelter	1
	Total	58

Source: KART Boarding data, summarized by LSC Transportation Consultants, Inc.

TABLE A10: KART Hanford-Corcoran Route Average Daily Boardings by Stop

Stop No.	Stop Description	Estimated Average Weekday Boardings
1	KART TERMINAL	18
2	6th St. between Irwin & Douty	0
3	3rd St. after Pickem Up Truck Store at Speed Limit Sign	0
4	3rd st midblock of green & white at Traffic Signal Sign	0
5	10th Ave @ Fast Tires & Wheels	0
6	10th Ave - south of City Yard driveway	0
7	10th & E Hanford Armona @ Rehab	2
8	101/2 & Highland King community school	0
9	Otis @ Kings Mobil Lodge	0
10	Otis & Whitley across Amtrak	0
11	Whitley & Van Dorsten	0
12	Whitley & Letts	0
13	Whitley & Dairy	0
14	Dairy & Patterson	1
15	Dairy & North	0
16	Dairy & Charles	0
17	6 1/2 @ Gable St.	1
18	6 1/2 @ Garvey Bus Stop	0
19	6 1/2 & Whitley @ Carolyn Apts	1
20	Whitely & James	1
21	Sehrman & Branum	1
22	Sherman across Westgate Apts	0
23	Sherman & Dairy	0
24	Bainum & Dairy	0
25	Bainum & Letts	0
26	Bainum & Van Dorsten	1
27	Van Dorsten & Oregon	0
28	Van Dorsten & Ottawa	0
29	Van Dorsten & Pueblo	0
30	CSATF - Admin	0
31	CSATF - Tower 1	1
32	CSATF - Tower 5	0
33	CSP - Stop 1	0
34	CSP - Stop 2	0
35	Otis & Whitley @ AMTRAK	11
36	KART TERMINAL	0
	Total	40

Source: KART Boarding data, summarized by LSC Transportation Consultants, Inc.

TABLE A11: KART Hanford-Fresno Route Average Daily Boardings by Stop

Stop No.	Stop Description	Estimated Average Weekday Boardings
1	Children's Blvd @ Children's Hospital	2
2	Howard @ Kaiser Permanente (Fresno)	0
3	Fresno & Shaw @ Kaiser Medical Offices	0
4	Clinton & Fresno @ Veteran's Hospital	5
5	Fresno St @ Community Reginal Medical Center	2
6	Fulton Mall @ Blind School	2
7	Stillman St @ Kaiser Permanente (Selma)	2
9	Fowler & Dewoody @ Laton	0
10	KART Terminal	
	Total	14

Source: KART Boarding data, summarized by LSC Transportation Consultants, Inc.

TABLE A12: KART Hanford-Laton Route Average Daily Boardings by Stop

Stop No.	Stop Description	Estimated Average Weekday Boardings
1	KART Terminal	7
2	Lacey Blvd. - Carl's Jr. - at shelter	0
3	Lacey Blvd. - West Campus at bench	0
4	Lacey Blvd. - Government Center - at shelter	0
5	Lacey Blvd. - North side across from Applebees	1
6	Dewoody & Fowler @ Laton School District	1
7	Latonia & Gonser @ Los Primos Market	1
8	Dennis & Latonia	0
9	Paloma & Renn	1
10	Murphy & Fatima St	0
11	Murphy & Gosner St	0
12	2nd & Excelsior	0
13	Johnson between Second & First	1
14	Hardwick 1st & Excelsior	0
15	Lacey Blvd & Centennial @ Lowes	0
16	Lacey Blvd - east of Dennys	0
17	Lacey Blvd & Mall Drive @ Cancer Center	0
18	Lacey Blvd & Campus Dr - Chubby's	0
19	Lacey Blvd & Greenfield	0
20	KART TERMINAL	0
	Total	14

Source: KART Boarding data, summarized by LSC Transportation Consultants, Inc.

TABLE A13: KART Hanford-Lemoore Route Average Daily Boardings by Stop

Stop No.	Stop Description	Estimated Average Weekday Boardings
1	KART Terminal	174
2	11th & 5th-Costless	4
3	14th & Firestation	2
4	14th pass Hfd-Arm Rd @ Senior Center	6
5	Front & 14th Ave @ Armona Club	10
6	Hfd-Arm Rd.& 15th	4
7	Hfd-Arm Rd.& 16th	2
8	Hfd-Arm Rd.pass 17th @ brickwall across Westberry Apts.	0
9	Hfd-Arm Rd & Belinda @ church	4
10	Hfd-Arm Rd & Park Place Apts	4
11	Hfd-Arm Rd. before 18th @ pioneer square	4
12	18th & Club @ at Pizza Hut	30
13	Cinnamon & Lemoore Ave	4
14	Follett & Cinnamon @ Cinnamon Villas	0
15	Follett & E St.	4
16	18th & D St. corner @ dentist office	8
17	Bush @ St Peters Church Crosswalk	16
18	Bush & Champion @ park shelter	12
19	Bush & Olive corner	0
20	Bush & 19th @ South Valley Community Church	12
21	Bush & D. St.- Kings River Apts.	16
22	Bush & Bell Haven	16
23	Bush & College-West Hills College	79
24	Bush & Bell Haven	0
25	Bush & Elm - Kings Cab Taxi	0
26	19th & Cypress corner	10
27	19th & Windy Ln. @ bench	0
28	Liberty & Cinnamon Rd. @ corner	4
29	Liberty School @ Speed Limit Sign	0
30	Liberty & Hfd-Arm Rd. @ corner	0
31	Hfd-Arm Rd. & Bennington @ corner	0
32	Hfd-Arm Rd. @ Blockbuster Shelter	38
33	Hfd-Arm Rd. @ Generations	18
34	Hfd-Arm Rd. pass stoplight @ park	6
35	Hfd-Arm Rd. & Cinnamon	2
36	Hfd-Arm Rd. before 17th @ Westberry Apts.	0
37	Hfd-Arm Rd. & 16th @ Alano Club	0
38	Hfd-Arm Rd. & 15th	0
39	Hfd-Arm Rd. & 14 1/2	0
40	Hfd-Arm Rd. & 14th @ Armona Club	0
41	14th & Hfd-Arm Rd. corner @ church	2
42	14th-under bridge	6
43	11th & 5th corner-El Mexicano	0
43	KART Terminal	0
	Total	499

Source: KART Boarding data, summarized by LSC Transportation Consultants, Inc.

Appendix B

KART and CAT Onboard Survey Comments

Kings County TDP Transit Survey Responses

Question 14: Responses for where to extend service.

If b, where?	# Responses
Route 1	1
Route 2	4
Route 3	2
Route 4	1
Route 5	1
Route 6	1
Route 7	1
19th ave, lemoore	1
All	8
18th	1
19th avenue	1
Armona	1
Armona, north side	2
Avenal	1
Baseball complex, across from adult school	1
Central vallet meats inc.	1
change route 4, make route 7 first	1
Coalinga	2
Corcoran, midday	1
downtown	1
east to west	1
elder ave	1
Fargo	2
North 11th	1
Freedom Park to Leland and 5th	1
Fresno	2
Grangeville	2
hanford	4
houston and 13th	1
L.N.A.S	1
Laton	1
Lemoore	14
Lilly of the Valley Church	1
Mall	1
Palace	5
Pioneer area, for job	1
Riverdale	1
route 6, out and lacey	1
Side streets	1
stop 2 routes per bus, between hume and circle	1
Tulare	2
Visalia	11
West Hills	6

Kings County TDP Transit Survey Responses

Question 14: Responses for stop improvements are needed.

Route	Stop Improvements? Where?
Hanford - Corcoran	downtown buses get new buses
Hanford - Corcoran	new shelter at whitley and daran
Hanford - Corcoran	shelter at corcoran depot
Hanford - Laton	laton, sheltered
Hanford - Lemoore	20 west
Hanford - Lemoore	a place to sit or shade
Hanford - Lemoore	add a stop on cinnamon dr. when coming back from west hills
Hanford - Lemoore	all over
Hanford - Lemoore	all stops should have shade and seats
Hanford - Lemoore	armenia
Hanford - Lemoore	armona club stop
Hanford - Lemoore	bush & fallet needs a bench
Hanford - Lemoore	covered stops everywhere
Hanford - Lemoore	get shelter on stops with just benches
Hanford - Lemoore	lemoore area
Hanford - Lemoore	lemoore pizza hut stop
Hanford - Lemoore	more benches
Hanford - Lemoore	more stops on hanford routes
Hanford - Lemoore	need misters
Hanford - Lemoore	not enough shelters
Hanford - Lemoore	olive street
Hanford - Lemoore	R2, shelter for 12th and fargo
Hanford - Lemoore	right before you get on the highway
Hanford - Lemoore	route 3 @ kings garden apartments
Hanford - Lemoore	shade
Hanford - Lemoore	shade and benches at every stp
Hanford - Lemoore	sheltered bench near Monday sale
Hanford - Lemoore	somewhere closer to the 198 or lilly of the valley church
Hanford - Lemoore	well you should be able to get off anywhere
Hanford - Lemoore NAS	all locations and stops clearly marked
Hanford - Lemoore NAS	base hospital
Hanford 1	cortner shade and shelter rain
Hanford 1	hanford and 14th ave needs bench
Hanford 1	more shade
Hanford 1/3	9 1/2 needs shelter
Hanford 1/3	more buses w benches to sit and shade for rain or heat
Hanford 1/3	more signs for each bus stopsa nd seating shelter
Hanford 1/3	north 11th and jana way
Hanford 1/3	shelter at the bus stop bench
Hanford 1/3	Sunday
Hanford 2	better security at depot
Hanford 2	hanford ? shade and seats
Hanford 2	library stop needs to be where cars can't park
Hanford 2	more benches on some bus stops

Kings County TDP Transit Survey Responses

Question 14: Responses for stop improvements are needed.

Route	Stop Improvements? Where?
Hanford 2	put bus down when older person,don't park so far from curb
Hanford 2	seat belts
Hanford 2	seats to shelter from heat and cold
Hanford 2/5	centinnel park
Hanford 2/5	lot of stops don't have benches
Hanford 2/5	more benches or shelter
Hanford 2/5	shelter for heat and rain
Hanford 3	move benches
Hanford 3	the south side
Hanford 4/7	11th & fargo
Hanford 4/7	lemoore bush and olive
Hanford 4/7	near a church
Hanford 5	flea market stop
Hanford 6	benches cover from the sun
Hanford 6	bus stop by library
Hanford 6	everywhere
Hanford 6	everywhere,most areas don't have benches
Hanford 6	put lights in the bus stops
Hanford 6	route 8 needs benches by dmv
Hanford 6	shade/covers every bus stop
Hanford 6	those with no shelters
Hanford 6	trash cans where there are none
Hanford 7	far off town
Hanford 7	route 7 silver oaks bench
Hanford 8	amberwood
Hanford 8	buses should be equipped with child safety seats
Hanford 8	homegarden area,no shelter at every stop
Hanford 8	route 4, on harris street and hanford arm road church
Hanford 8	shelters at every stop

Kings County TDP Transit Survey Responses

Question 14: Responses for other improvemnts.

Route	Other?
Hanford - Corcoran	living in corcoran service is bad
Hanford - Laton	more buses that come to layton
Hanford - Laton	would like to have a Saturday laton bus route
Hanford - Lemoore	drivers not consistent w/rules, printed info kept more updated
Hanford - Lemoore	express routes Hanford - Lemoore
Hanford - Lemoore	fast passes for longer time
Hanford - Lemoore	hanford and lemoore
Hanford - Lemoore	longer buses for out of town routes
Hanford - Lemoore	more buses running on Saturday and Sunday, buses to run on Sunday
Hanford - Lemoore	no change needed
Hanford - Lemoore	they should lend a hand to church
Hanford - Lemoore	to meet fresno train to fresno - 6:00 AM
Hanford - Visalia	weekend service for visalia route
Hanford 1/3	including sundays would be great
Hanford 1/3	longer Sunday, Saturday
Hanford 1/3	more great drivers
Hanford 2	make it easier for customer to get on the dial ride instead of calling in advance to come get you
Hanford 2/5	1 route per bus
Hanford 4/7	if I go somewhere on sundays
Hanford 6	NAS lemoore runs on Saturday and Sunday
Hanford 6	Sunday, for holidays and events
Hanford 8	#8 on saturdays

Kings County TDP Transit Survey Responses

Question 15: "Other" comments?

Route	Comments
Hanford - Corcoran	have a recycle box in the buses
Hanford - Corcoran	I need to get to and from corcoran every day with more frequent trips
Hanford - Corcoran	more buses to corcoran
Hanford - Corcoran	the KART bus is my way to get to school and I like how the bus driver is
Hanford - Corcoran	this has been a very pleasant experience. The driver is awesome
Hanford - Corcoran	we just need more service in corcoran
Hanford - Laton	more buses to layton
Hanford - Laton	services should be on Saturday mornings in layton
Hanford - Laton	would like weekend service, and all longer service
Hanford - Lemoore	be cool if KART ran to hanford-visalia on the weekends
Hanford - Lemoore	bus can get a little rowdy during certain times
Hanford - Lemoore	bus driver needs to stop at stop and not be in a hurry, give people a chance to come on board
Hanford - Lemoore	bus should have more hours and run weekends all time, more routes for lemoore, stop in front of st. peter's church
Hanford - Lemoore	buses need to be more earth friendly
Hanford - Lemoore	come to the college for the 3 hours you don't lemoore route
Hanford - Lemoore	corcoran needs more buses
Hanford - Lemoore	difficult to attend classes at west hills during evening because no bus goes to the college between 6 and 9pm
Hanford - Lemoore	drivers are always friendly
Hanford - Lemoore	drivers are very nice
Hanford - Lemoore	drivers good attitude, more shade at stops
Hanford - Lemoore	each bus should have their own routes
Hanford - Lemoore	for the most part bus drivers are kind and helpful, might be easier to have two buses going to lemoore, one for college students and one for around town, also it is hard for students to be stranded at the college from 6 to 9pm
Hanford - Lemoore	foster kids rely on this more than parent transportation
Hanford - Lemoore	great overall, If I remember correctly, some stops don't have info. Also, one of the phone number seems to never work other than efficient and relaible on the whole
Hanford - Lemoore	happy with how it is
Hanford - Lemoore	hate the fact in lemoore you have to get off bus in lemoore to catch another bus for in town lemoore take a lot of time they should have one on each side like olds days
Hanford - Lemoore	have bus go every half hour
Hanford - Lemoore	I come from Palmdale CA on sundays and I have no way to Lemoore CA but taxi costs too much
Hanford - Lemoore	I don't like that you have to book dial a ride a day in advance, sometimes you don't know what your plans are a day in advance
Hanford - Lemoore	I love this bus! The ones for question 13 that I didn't answer, I didn't understand
Hanford - Lemoore	I wish service was 7 days a week 24/7, KART is my only transportation
Hanford - Lemoore	I'm very happy with KART services

Kings County TDP Transit Survey Responses

Question 15: "Other" comments?

Route	Comments
Hanford - Lemoore	I'm wondering if I could be able to search on websites
Hanford - Lemoore	it's always so packed
Hanford - Lemoore	I've always been very happy, just would like more lines daily on fresno route
Hanford - Lemoore	keep up the good job
Hanford - Lemoore	keep up the good work
Hanford - Lemoore	keep up the great work
Hanford - Lemoore	love the friendly attitueds and patience of your drivers
Hanford - Lemoore	love your bus service, can't drive to work for $1.50
Hanford - Lemoore	more buses for corcoran
Hanford - Lemoore	more buses go up to west hills after 6:30 pm
Hanford - Lemoore	more routes in lemoore to have a quicker trip
Hanford - Lemoore	more seats and room
Hanford - Lemoore	more seats, more room
Hanford - Lemoore	more shelters in rainy season
Hanford - Lemoore	my only reliable transporation to west hills college lemoore is KART
Hanford - Lemoore	need more bus routes to west hill college at night so students don't have to wait on campus at night in the dark, it's scary
Hanford - Lemoore	need more room and a new long big bus
Hanford - Lemoore	new lemoore route that is just for lemoore
Hanford - Lemoore	no bus route out there but lots of people can use bus ride
Hanford - Lemoore	occasional bus user and overall service is good
Hanford - Lemoore	please put a bus bench or a pole @ kings garden apartments
Hanford - Lemoore	please, people do work on sundays
Hanford - Lemoore	riding the bus hurts our backs
Hanford - Lemoore	scary waiting on dark campus until 9:40 when my class ends at 6:50pm but the next bus isn't until 9:40pm
Hanford - Lemoore	seat belts for babys/car seats
Hanford - Lemoore	seatbelts
Hanford - Lemoore	should be separate bus to west hills college and fast passes should be longer, at least for 4 days because sundays it is not open
Hanford - Lemoore	Should have seatbelts for cars seats and seatbelts for toddlers
Hanford - Lemoore	some bus drivers are rude, have to pay $14 to get to visalia on weekends
Hanford - Lemoore	sometimes new bus drivers don't stop at requested stop
Hanford - Lemoore	the base bus should have more hours and work on Saturdays and pick up in armona north housing on front and oak
Hanford - Lemoore	the bus improvements made amajor difference
Hanford - Lemoore	the bus is always crowded and late
Hanford - Lemoore	the bus is always kind of crowded
Hanford - Lemoore	the dirvers sometimes break too hard
Hanford - Lemoore	the transfar slips should be sold at $1 each one, and make them plastic and reloadable
Hanford - Lemoore	there should be more options to get to visalia more frequently and with a later return time
Hanford - Lemoore	to make it to work on time buses should start running at 5AM

Kings County TDP Transit Survey Responses

Question 15: "Other" comments?

Route	Comments
Hanford - Lemoore	too long of a walk in between bus stops
Hanford - Lemoore	too many kids
Hanford - Lemoore	west hills college between 6-9 PM
Hanford - Lemoore	wheelchair access, more benches at stops, more shelters
Hanford - Lemoore	willing to drive
Hanford - Lemoore	would be great if bus showed up on time everyday, the lemoore bus shouldn't leave until all the buses have arrived, wait a couple of minutes at stops
Hanford - Lemoore	would be helpful if bus could run till 11pm from hanford to lemoore
Hanford - Lemoore	would like Sunday service to attend church
Hanford - Lemoore	you should have the right to listen to music if it's really low and not loud
Hanford - Lemoore NAS	base bus only 1 stop in lemoore, live on west bush and 19th ave.
Hanford - Lemoore NAS	every hour
Hanford - Lemoore NAS	smoking area at terminals and not at doors when passengers are exiting bus.suggest trial early service for bus on 11th to station to arrive on time for 6:50 NAS, currently arrives too late to connect
Hanford - Lemoore NAS	some people work on Saturday, some active duty don't own a car and the bus is the only way to town
Hanford - Lemoore NAS	would save a lot of lives, accidents, dui's at the base if buses were late on Monday through Friday and ran on the weekends
Hanford - Visalia	at tulare they need to hold 3 minutes,
Hanford - Visalia	good bus drivers
Hanford - Visalia	have bus for visalia come sooner, have bus come later Monday to Sunday, no visalia bus earlier or later than 5
Hanford - Visalia	have lately had safety concerns because of hazardous people
Hanford - Visalia	service from lemoore to hanford to visalia on the weekend would be excellent
Hanford - Visalia	the afternoon bus needs more bike rack room, only space for 2 bikes
Hanford - Visalia	there aren't enough buses that go to visalia and it forces us to get stuck there longer when we might have to get back to our home towns faster
Hanford - Visalia	visalia to hanford Saturday route, need more routes to fresno and more bike racks for out of town trops or first come first serve bike passes
Hanford - Visalia	would be great if KART would provide rides if you missed a bus and have somewhere important to be
Hanford - Visalia	would like to see weekend service
Hanford 1	ac/dc power units for power access
Hanford 1	more benches at bus stops
Hanford 1	more seats at bus stops
Hanford 1	run on time, often will walk to work because of this
Hanford 1	wife and I are grateful for bus
Hanford 1/3	certain amount of hours for the day
Hanford 1/3	enjoys the bus
Hanford 1/3	faster trips, no people and bus stops
Hanford 1/3	I enjoy being on the KART bus route

Kings County TDP Transit Survey Responses

Question 15: "Other" comments?

Route	Comments
Hanford 1/3	I grew up in the bay area and would love to have a way home to and from work. Work is at 6AM to 10PM need to get to work somehow and bus is the only thing I can rely on.
Hanford 1/3	I ride the bus everyday, they do a great job (up their pay)
Hanford 1/3	keep up the good work
Hanford 1/3	making schedules and frequency
Hanford 1/3	need to come on time
Hanford 1/3	recommend that drivers are more courteous. Drivers should be made to wait for people transferring from other buses. They do it when they want to and should do it all the time.
Hanford 1/3	thank you for providing safe transportation. You are the greatest
Hanford 1/3	the bus should service on Sunday, people have to do things
Hanford 1/3	tried to catch bus in Lemoore Kmart, clocked out early from work, bus stop sign says 2:25. I was walking out at 2:20 to watch my bus go by. Had to wait for next bus and take different route when I got back to transfer station, plus added extra walking. 2:25 should mean 2:25, not 2:20
Hanford 1/3	would like to see maybe more seats and a place to put strollers
Hanford 2	better awareness of crime element,safety of passengers, panhandling,etc.
Hanford 2	better service to handicap,better use of ? Feature on bus
Hanford 2	buses need to be more consistent,they are always late which means you have to wait for next connection,some drivers are very rude
Hanford 2	buses need to be more on time
Hanford 2	everything is okay to me
Hanford 2	fresno has Sunday and holidays service,other than that you guys are much better than fresno
Hanford 2	go back to old routes,decrease wait time stop,2 routes per bus
Hanford 2	I enjoy riding KART and will continue riding for future preferences
Hanford 2	I have no car and like to go to church
Hanford 2	I liked how the bus used to be where it came every half hour not every other hour
Hanford 2	I work 7 days a week and sometimes don't have ride
Hanford 2	many rude drivers,have been let off in the middle of a road and the bus was not lowered, literally had to sit down to get out
Hanford 2	more benches,I am disabled,hard for me to walk and stand
Hanford 2	overall pleased to have public transportation in area
Hanford 2	sometimes bus is late and causes us to miss our transfer bus
Hanford 2	we need 7 days a week buses and early and later bus services
Hanford 2	wish weekday bus times were back on the regular schedule not these times
Hanford 2/5	anotehr bench put back on hanford-armona rd by fig tree apartment across the street
Hanford 2/5	buses should run every 15 mins, need more buses
Hanford 2/5	good customer service
Hanford 2/5	great services, friendly drivers, very organized and punctual

Kings County TDP Transit Survey Responses

Question 15: "Other" comments?

Route	Comments
Hanford 2/5	like hourly buses better
Hanford 2/5	like the bus, no complaints
Hanford 2/5	more service to visalia
Hanford 2/5	off set cost by raising fare
Hanford 2/5	some locations do not provide shade or shelter from rain
Hanford 2/5	would be nice if buses were cleaner
Hanford 3	new buses like bus 3
Hanford 4/7	bus stops need roofing or some sort
Hanford 4/7	drivers should be nicer
Hanford 4/7	enjoy riding the bus. It gets me where I need to go
Hanford 4/7	good job
Hanford 4/7	I feel as if each route needs its own bus instead of 2 routes sharing one bus
Hanford 4/7	no other transportation,great job
Hanford 4/7	outside bus food stand for those who can't reach food anywhere for food on time
Hanford 4/7	to me everything is fine is exxcellent even. Bus drivers are nice & friendly but most of all are safe conductor
Hanford 5	I enjoy my rides
Hanford 6	2 runs out to the base on weekends,on early,one late(9pm) for people who work at the exchange
Hanford 6	A/C is cool
Hanford 6	all drivers are very nice and happy,very helpful to me
Hanford 6	dial a ride service needs improvement by having bus near you to pick you up instead of waiting for a bus from across town to pick you up
Hanford 6	drivers are very helpful, especially jeanie
Hanford 6	everything
Hanford 6	everything is great
Hanford 6	everything is great besides the weekend service
Hanford 6	good work
Hanford 6	I don't like the way they are handling the transfer
Hanford 6	I work on Sunday and have to walk to work
Hanford 6	If bus is running late or down, have a back up for people so they aren't stranded especially in bad weather and we have children!
Hanford 6	Just want to say thank you for this service, to have a safe transportation is the best
Hanford 6	KART bus is good, just wished it ran longer and went out to the country
Hanford 6	later on Sunday, only one bus per route
Hanford 6	laton
Hanford 6	make sure seats are clean sometimes have stuff spilled on them
Hanford 6	Sunday routes please, and stick to schedule
Hanford 6	Sunday service
Hanford 6	Sunday service can be every hour and end at 2pm
Hanford 6	thanks for taking and picking me up from work,great from
Hanford 6	would like Saturday bus in laton

Kings County TDP Transit Survey Responses

Question 15: "Other" comments?

Route	Comments
Hanford 7	I love riding Kart, it gets me where I need to go, thank you
Hanford 7	laton bus needs 3 racks for bicycles in the morning run
Hanford 8	KART is great service
Hanford 8	more shelters at stops for heat and rain
Hanford 8	should go on Sunday
Hanford 8	some of the bus drivers are rude,and the homegarden area gets treated poorly
Hanford 8	we need to have it Saturday till 8pm,Sunday till 5pm
Hanford Unspecified	every half hour would be nice
Corcoran Area Transit	the person at the call station needs to be more polite and honest about time arrival. Dial-a-ride should be able to wait if you only have a pickup for small things instead or calling them back for a pick-up. What would only take 10 min turns into at least an hour
Corcoran Area Transit	expand to more counties due to lack of public transportation

Appendix C

Kings County Social Service Provider Survey

Kings County Association of Governments
339 West D Street, Suite B, Lemoore, California 93245
(559) 852-2654 ❖ FAX (559) 924-5632
www.kingscog.org
Member Agencies: Cities of Avenal, Corcoran, Hanford and Lemoore, County of Kings

November 21, 2014

Kings County Behavioral Health
Mary Anne Ford-Sherman
450 Kings County Dr., Ste. 104
Hanford, CA 93230

RE: Survey for Kings County Transportation Providers for the 2014 Human Services Transportation Coordination Plan

Dear Ms. Ford-Sherman:

The Kings County Association of Governments (KCAG) is updating its five-year Transit Development Plan. As part of this process, it is important to identify and coordinate transportation services within the county provided to social service groups, such as the elderly, disabled, and/or persons with limited means. We are also updating the Social Service Transportation Action Plan, which will include a list of current social service transportation providers who serve Kings County residents.

The enclosed "Provider Survey" is for you to complete regarding the transport services available through your organization. **If you subcontract your transportation services,** please take a moment to write down your subcontractor name/address/phone number, so that we may gather complete information about the transportation provider inventory as possible.

Please complete and return the enclosed Provider Survey **no later than Friday December 12, 2014,** to:

KCAG
Attn: Teresa Nickell
339 W. D St., Ste. B
Lemoore, CA 93245

If you need assistance or have any questions, you may contact me at (559) 852-2657, or you may contact our consultant, Selena McKinney of LSC Transportation Consultants, Inc., at (916) 342-7895.

Sincerely,

KINGS COUNTY ASSOCIATION OF GOVERNMENTS
Terri King, Executive Director

Teresa Nickell
Regional Planner

Encl.

H:\RTPA\TDP\2014 Update\HSTCP 2014\Provider Survey Letter_Form.doc

Kings County Association of Governments

SOCIAL SERVICE TRANSPORTATION ACTION PLAN
PROVIDER SURVEY

NAME:
ADDRESS:
CONTACT PERSON:
PHONE NUMBER:

As part of the update to the five-year Transit Development Plan for Kings County, the Kings County Association of Governments (KCAG) is also updating the Social Service Transportation Action Plan. Please answer the following completely with as much detail as possible. Your participation is greatly appreciated.

Please give a brief background of your organization:

Eligibility Requirements *(i.e. income based, disability, elderly, program enrollment)***:**

Type and Number of Social Service Recipients:

Number of Vehicles and Drivers Available:

- Number of Dedicated (paid) Drivers: _____
- Number of Volunteer Drivers: _____
- Number of Employees who drive as side duty: _____
- Number of Vehicles Available: _____

Service Area and Hours/Days Covered:

Average Vehicle Miles Traveled Per Month:

Main Funding Sources:

For Social Service/Human Service Programs:_____

For Transportation Specifically (if Separate):_____

Annual Operating Cost:

- Operations (fuel, maintenance, labor) $_____
- Capital (vehicles/equipment) $_____
- Administrative (labor dedicated to transportation oversight) $_____
- Total Costs for Transportation Services: $_____

Advisory Board Information (Name of Board, # of members):

Future Concerns for your organization related to Transportation:

Coordination Interest:

Other Comments:

For information on completing this survey, please contact Selena McKinney, LSC Transportation Consultants, Inc. at (916)342-7895 or email to: Selena@lsctahoe.com.