



City of Delano

2022 Long Range Transit Plan

FINAL REPORT
SEPTEMBER 2022



Table of Contents

Section 1 Executive Summary	1
Section 2 Existing conditions	5
2.1 Mission, Vision, Goals, and Objective	5
2.2 Community Demographics	5
2.3 Description of Transit Service	7
2.4 Regional Connectivity	11
2.5 Transit User Profile	11
2.6 Prior Planning Efforts	11
2.7 Transit System Performance	13
Section 3 Status of Prior LRTP Recommendations	17
Section 4 Public Engagement	22
4.1 Fixed-route Rider Survey	22
4.2 Dial-A-Ride Rider Survey	33
4.3 Stakeholder Survey	37
Section 5 Recommendations	40
Section 6 Financial and Capital Plans	52
6.1 Funding Sources	52
6.2 Financial Plan	53
6.3 Capital Plan	59
6.4 Fleet Replacement Plan	60
Appendix Survey Instruments	62

Table of Exhibits

Exhibit 2.2.1 Community demographics	7
Exhibit 2.2.2 Youth population.....	1
Exhibit 2.2.3 Senior population.....	2
Exhibit 2.2.4 Minority population	3
Exhibit 2.2.5 Population living in poverty	4
Exhibit 2.2.6 Population with a disability.....	5
Exhibit 2.2.7 Households without vehicle access	6
Exhibit 2.2.8 Population change	7
Exhibit 2.3.1 DART weekday routes	8
Exhibit 2.3.2 DART Saturday loop (through September 25, 2022)	9
Exhibit 2.3.3 DART fixed routes.....	9
Exhibit 2.3.4 DART fare structure.....	10
Exhibit 2.3.5 Delano fleet inventory	10
Exhibit 2.7.1 System operating cost.....	13
Exhibit 2.7.2 Fare revenue	13
Exhibit 2.7.3 Farebox recovery ratio	14
Exhibit 2.7.4 Cost per vehicle service hour	14
Exhibit 2.7.5 Ridership	15
Exhibit 2.7.6 Average fare per passenger	15
Exhibit 2.7.7 Passengers per vehicle service hour	15
Exhibit 2.7.8 Passengers per vehicle service mile.....	16
Exhibit 4.1.1 Fixed-route route distribution	23
Exhibit 4.1.2 Fixed-route distribution of transfers.....	24
Exhibit 4.1.3 Fixed-route trip purpose	24
Exhibit 4.1.4 Fixed-route length of patronage.....	25
Exhibit 4.1.5 Fixed-route length of patronage.....	25
Exhibit 4.1.6 Fixed-route length of patronage.....	26
Exhibit 4.1.7 Fixed-route alternatives to transit	26
Exhibit 4.1.8 Fixed-route satisfaction.....	27
Exhibit 4.1.9 Fixed-route satisfaction.....	27
Exhibit 4.1.10 Fixed-route respondent age.....	28
Exhibit 4.1.11 Fixed-route respondent employment status	29
Exhibit 4.1.12 Fixed-route access to personal vehicle	29
Exhibit 4.1.13 Fixed-route personal vehicles available to household.....	30
Exhibit 4.1.14 Fixed-route respondent race	30
Exhibit 4.1.15 Fixed-route respondent identification as Hispanic/Latino	31
Exhibit 4.1.16 Fixed-route respondent languages spoken at home	31
Exhibit 4.1.17 Fixed-route respondent English proficiency	32

Exhibit 4.1.18 Fixed-route respondent household income..... 32

Exhibit 4.1.19 Fixed-route respondent household size 33

Exhibit 4.2.1 Dial-A-Ride frequency of ridership..... 34

Exhibit 4.2.2 Dial-A-Ride trip purpose..... 34

Exhibit 4.2.3 Dial-A-Ride advance reservations 34

Exhibit 4.2.4 Dial-A-Ride reason for riding..... 35

Exhibit 4.2.5 Dial-A-Ride typical fare payment 35

Exhibit 4.2.6 Dial-A-Ride typical fare category..... 35

Exhibit 4.2.7 Dial-A-Ride satisfaction 36

Exhibit 4.2.8 Dial-A-Ride use of other transportation services..... 36

Exhibit 4.2.9 Dial-A-Ride access to technology 36

Exhibit 4.2.10 Dial-A-Ride riders traveling with a companion/attendant..... 37

Exhibit 4.3.1 Stakeholder populations served 38

Exhibit 4.3.2 Stakeholder transportation challenges..... 39

Exhibit 5.1 Impact of micro-transit on ridership..... 40

Exhibit 5.2 Micro-transit service expansion target areas 41

Exhibit 5.3 Potential three-zone micro-transit service area 42

Exhibit 5.4 Potential zone-based microtransit pricing..... 43

Exhibit 5.5 Demographic forecast for Delano (from 2018 RTP)..... 47

Exhibit 5.6 Location of proposed site..... 48

Exhibit 5.7 Aerial view of proposed site..... 48

Exhibit 6.2.1 Financial plan (status quo) 56

Exhibit 6.3.1 Capital plan..... 59

Exhibit 6.4.1 Fleet replacement plan 61

Exhibit A.1 Fixed-route rider survey instrument (English) 63

Exhibit A.2 Fixed-route rider survey instrument (Spanish)..... 65

Exhibit A.3 Dial-A-Ride rider survey instrument (English) 67

Exhibit A.4 Dial-A-Ride rider survey instrument (Spanish) 69

Exhibit A.5 Stakeholder survey letter..... 71

Exhibit A.6 Stakeholder survey instrument..... 72

Section 1 | Executive Summary

The purpose of this Executive Summary is to give necessary context for the City of Delano’s Long-Range Transit Plan as well as provide an overview of the contents of the Plan.

California Transit Operators and the COVID-19 Pandemic

Public transit throughout California has been significantly impacted by the COVID-19 pandemic, which began in March 2020. While reactions varied throughout the country, California’s governor responded by instituting a stay-at-home order, limiting travel to essential personnel and essential trips (such as grocery shopping).

Measures designed to restrict transmission of the coronavirus included social distancing, use of hand sanitizer, and face masking. For transit operators, these measures resulted in many adjustments to their daily operations. Most transit providers responded by limiting vehicle capacity, procuring personal protective equipment (PPE) for employees, and requiring passengers to wear masks while onboard. Many operators installed protective shields around the driver, implemented rear-door boarding, conducted frequent sanitizing of vehicle interiors, and installed hand sanitizer dispensers onboard. Some operators reduced service frequency and /or service span. Others chose to shift service delivery modes, typically due to a lack of drivers, as some drivers were infected with the virus, opted to stay home due to being high-risk, or simply no longer were willing to risk exposure.

More than two years after the start of the pandemic, most of the restrictions have been lifted, vaccines are readily available, and many organizations have resumed in-person activities. However, many public transit operators are far from back to “normal.” The pandemic continues to impact transit providers in four key areas: operations, workforce, funding, and ridership.

- **Operations.** Operationally, transit operators have experienced increased costs due to inflation (including fuel) as well as delays in vehicle deliveries as well as critical parts for fleet maintenance. Operators using gasoline and diesel fuel have experienced large fluctuations in fuel prices since the onset of the pandemic. Vehicle maintenance has been impacted when parts are delayed due to supply chain issues, and new vehicle orders have been delayed as well chiefly for the same reasons.
- **Workforce.** Workforce issues have resulted in higher operating costs as well as personnel shortages. Increases in minimum wage as well as the salary required to attract qualified candidates has resulted in higher operating costs. However, with some drivers departing the industry (due to layoffs, furloughs, health issues, or a desire to pursue different employment), many transit operators have experienced vacancies, and it is often been quite difficult to recruit and retain drivers.

The nation-wide driver shortage has required transit operators to offer higher wages than ever before, as many are now competing with many industries seeking to fill a broad range of positions. Another workforce issue which impacted transit operators during the pandemic was delays in DMV testing for new driver recruits.

- **Funding.** State and local transportation funding sources are typically highly dependent on sales tax revenues. While these may not have been impacted as much as initially anticipated, some revenue sources have decreased. Fare revenues have also decreased due to ridership loss, although some transit providers opted to use alternative funds (such as LCTOP) to provide free rides in an effort to both relieve riders of the cost of public transit use as well as attract new riders.
- **Ridership.** The State of California’s stay-at-home order implemented at the beginning of the pandemic decimated transit ridership throughout California. While the stay-at-home order has since been lifted, transit ridership has yet to return to pre-pandemic levels in most California communities. This can be attributable to a variety of factors. First, some riders have transitioned to working from home all or part of the week, thereby reducing the number of trips taken via transit. Second, some riders stopped riding during the pandemic for a variety of reasons, including job loss, remote school learning, or simply not feeling safe onboard a transit bus. Since then, many former riders have discovered alternatives to public transit, such as driving alone, ridesharing, or walking or riding a bike. Some riders, including those who are elderly or immunocompromised, may simply not be going out into the community as much, and therefore no longer ride (or ride less often). Each of these factors has contributed to lower ridership that (so far) has been slow to return.

Recent state and federal legislation have provided some relief for public transit operators. On the federal side, passage of the Coronavirus Aid, Relief, and Economic Security (CARES) Act and Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), and, most recently, the American Rescue Plan have provided additional funds for public entities (including transit operators) throughout the pandemic. The California legislature enacted Assembly Bills 90 and 149 which offered relief from some Transportation Development Act (TDA) compliance requirements (including the farebox recovery ratio requirement) and changed how some funding allocations (such as State Transit Assistance) would be calculated so as to mitigate the impact of ridership loss. While these measures have been helpful, they are expected to remain temporary in nature. The final year for TDA compliance waivers is FY 2022/23, and federal funding is available until it is expended. Most transit operators have already expanded their respective allocation of federal relief funding, or will do so within the next fiscal year.

City of Delano Transit Operations

The City of Delano has operated a transit program for 34 years, and has a long-standing two-tier service (fixed-route and ADA paratransit) which operates throughout the city. At present, the transit program includes four weekday fixed routes (each operating within a different quadrant of the city, and coming together at the Delano Transit Center), one Saturday route (which covers much of the city), and a Dial-A-Ride service providing ADA paratransit service as well as general public service for persons outside the fixed-route service area.

On July 9, 2022, the City introduced DART-N-GO, an on-demand micro-transit service that will co-mingle ADA and general public trips, on Saturdays. Initially provided using a single vehicle, the service is similar to Lyft or Uber in that riders can request trips when travel is needed, and do not have to reserve a trip in advance or meet eligibility requirements. Unlike Lyft and Uber, the service utilizes both City-owned vehicles as well as drivers.

Ultimately the City has indicated a desire to transition to a fully on-demand model, eliminating all fixed-route service. The next step in this progression is the elimination of the Saturday Loop after September 24, 2022, which would leave DART-N-GO as the only Saturday service effective October 1, 2022.

In addition to the change in service delivery, the City is also looking at two significant initiatives within the next few years. The first is the need to chart a course toward the state-mandated transition to a zero-emission fleet. The California Air Resources Board's (CARB) Innovative Clean Transit (ICT) legislation mandates the purchase of zero-emission vehicles beginning in 2026. Therefore, the City must develop a Zero-Emission Vehicle Rollout Plan by June 30, 2023, in order to remain compliant with ICT. Such a plan is also necessary for the City to qualify for certain vehicle-related federal capital grants.

The second initiative is the development of a new transit operations and maintenance facility. Transit currently operates out of the City's Corporation Yard (maintenance and storage) and the Delano Transit Center (operations). The current facilities are beyond capacity and do not offer the space needed to transition to a zero-emission fleet. The City has identified the site of the former Delano Modified Community Correctional Facility (MCCF) as the optimal location of a new maintenance and operations facility, and is in the process of securing funding for development of the site.

Purpose of the Plan

The cornerstone purpose of a long-range transit plan (LRTP) is to provide a vision to guide the development of the City's transit program across the next 10 years. Many LRTPs offer a 20-year horizon. However, in the current COVID environment, it is more appropriate to discuss only the next 10 years.

A long-range transit plan is different from a short-range transit plan (SRTP) in its scope and planning horizon. An SRTP, which typically has a five-year planning horizon, looks at the immediate future and recommendations are more specific, focusing on the "how" as well as the "what." LRTPs are more visionary, providing direction (the "what") across a longer period without as much of the "how." This is intentional, as the horizon of the LRTP does not allow for the same level of funding detail as the SRTP. In addition, the LRTP includes recommendations that may require advance planning and funding. Further, a LRTP can be used to support grant and funding applications as well as justify more focused planning efforts.

An LRTP looks at the big picture. It can identify potential anticipated funding shortfalls, provide guidance on where and when to utilize funding reserves, document implementation deadlines for required programs or legislation, and offer direction toward a vision for local transit. It helps staff and elected officials in decision-making and establishing funding priorities. Finally, the LRTP serves as a "blueprint" which City staff can utilize in navigating the next 10 years.

Structure of the Plan

The 2022 Delano Long-Range Transit Plan is divided into five sections. Section 2, Existing Conditions, provides an overview of the current transit program as well as community demographics, a summary of regional connectivity, a profile of current transit users, a review of prior planning efforts, and an evaluation of recent transit system performance. This section focuses on the "now" to provide important insight into current conditions within Delano, both specific to transit as well as the community itself.

Section 3 provides an overview of the implementation status of the 15 recommendations included in the prior LRTP, which was completed in 2017 and amended in 2021. Section 4 summarized public engagement activities undertaken in connection with the LRTP update, including a fixed-route rider survey, Dial-A-Ride rider survey, and community stakeholder survey.

Section 5 introduces recommendations specific to the current LRTP update. It includes seven recommendations such as transition to an on-demand service model, transition to a zero-emission fleet, implementation of marketing activities, development of the new maintenance and operations facility, and working with other Kern County public transit operators to consider introduction of a regional fare media.

Section 6 looks at financial and capital components of the plan, including a fleet replacement plan. It also provides an overview of funding sources that can potentially be used to fund operations, capital projects, and the purchase of rolling stock.

Finally, the appendices provide supplemental information such as survey instruments.

Section 2 | Existing conditions

Delano, the second most populous city in Kern County, is located approximately 30 miles north/northwest of Bakersfield and just south of the border with Tulare County. In 2010, it was reclassified as an urbanized area due to the inclusion of the incarcerated population at two state prisons. Delano's economy is highly reflective of the area's agriculture industry, with other top industries including healthcare and education.

2.1 Mission, Vision, Goals, and Objective

The City's mission and goals for the Transit department, as identified in the FY 2021/22 and FY 2022/23 approved budget are as follows.

Mission statement:

To be the premier provider of fast, environmentally friendly and convenient public transit services to the residents and visitors of the City of Delano and surrounding unincorporated county areas that are clean, affordable, reliable, efficient, and safe, which would improve the quality of life and reduce congestion on Delano roadways.

Department goals:

1. To develop a comprehensive marketing, outreach, advertising and public information program which would attribute to a goal of at least increasing ridership by 5% each fiscal year. This program will include a new Rider's Guide with system map, website upgrades, the development of a brand, improving customer service, and provide an avenue for outreach to DART passengers efficiently.
2. To reduce costs for achieving a 10% farebox recovery ratio in accordance with the Transportation Development Act (TDA) and work towards a 20 percent farebox recovery ratio due to Delano's reclassification as an urbanized area.
3. To review and modify the current transit routes, fares, schedules, service policies and procedures to ensure that the transit system is operating efficiently and in the most cost-effective way possible.
4. Continue to pursue additional local, state, and Federal funding to support the transit system and reduce the need for General Fund support.

2.2 Community Demographics

The city of Delano had a population of 52,821 per the 2020 American Community Survey five-year estimate. In 2010, Delano had an institutionalized population of 10,897, of which 98 percent were housed in correctional facilities (primarily state prisons). With the closure of the Delano Modified Community Correctional Facility (MCCF) in 2020, that population has declined to approximately 7,100 (most of which is housed at the North Kern State Prison and Kern Valley State Prison).

Delano's youth (under age 18) comprises 25.6 percent of the total populations, which is slightly lower than Kern County (28.9 percent) yet higher than California as a whole (22.8 percent). Seniors (age 65 and older) represent 8.6 percent of Delano's population, which is lower than both Kern County (11 percent) and California (14.3 percent). (See Exhibits 2.2.2 and 2.2.3.) DART defines seniors as those over age 60

for purposes of reduced-fare eligibility. Seniors (age 60 and older) represent 13 percent of Delano's population, which is lower than both Kern County (15.9 percent) and California (20.1 percent).

With respect to race, 58.1 percent of Delano residents are racially White¹. Just over 13 percent indicate being Asian, while 11 percent each are "some other race" or "two or more races." Only 4.2 percent of residents are Black/African American. With respect to ethnicity, 76.9 percent of Delano residents identify as Hispanic or Latino of any race. This is significantly higher than both Kern County (53.9 percent) and the state of California (39.1 percent). "Minority" residents, defined as White alone and not Hispanic/Latino, comprise 94.7 percent of Delano's population. This is also significantly higher than Kern County (66.8 percent) and California (63.5 percent). (See Exhibit 2.2.4.)

The median annual household income in Delano is \$47,042. This is 14 percent lower than Kern County and 40 percent lower than the statewide median. Nearly 19 percent of Delano residents live below the poverty level, a lower percentage than Kern County but higher than the state as a whole. (See Exhibit 2.2.5.)

Six percent of the civilian noninstitutionalized population of Delano is considered to have a disability. (See Exhibit 2.2.6.) This is less than both Kern County (7.9 percent) and the state as a whole (10.7 percent). The greatest populations of persons with disabilities are those with an ambulatory or independent living challenges.

There are 11,444 occupied housing units in Delano, of which 17.8 percent are multi-family units. Five percent of households have no vehicle available, while nearly 28 percent have only a single vehicle. (See Exhibit 2.2.7.) The average household size is 3.87 individuals. This is comparable to Kern County, which has 17.3 percent multi-family units, 6.4 percent of households with no vehicles, and 29.6 percent of households with a single vehicle. While vehicle availability is comparable to California at-large, while the state has a much higher rate of multi-family housing (31 percent of occupied housing units).

Nearly 27 percent of households in Delano are considered limited English-speaking households. This is significantly higher than Kern County (9.2 percent) and California (8.7 percent).

Like Kern County and California, the majority of Delano workers drive alone to work. Just over 19 percent of Delano residents carpool with someone else, while only 0.1 percent use public transportation.

The unemployment rate in Delano in 2020 (11.9 percent) was higher than Kern County (9.1 percent) and California (6.2 percent). However, the most recent unemployment rates available (June 2022²) were 23.7 percent for Delano, 6.8 percent for Kern County, and 4.0 percent for California. (It is unclear whether the figure for Delano includes the incarcerated population as "unemployed.")

¹ The census defines the White race as persons "having origins in any of the original peoples of Europe, the Middle East, or North Africa." As a result, there are many individuals classified as White in the census that would otherwise be considered minorities/people of color.

² <https://www.labormarketinfo.edd.ca.gov/data/unemployment-and-labor-force.html>.

Exhibit 2.2.1 Community demographics

	Delano		Kern County		California	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Population						
Total population	52,821	-	892,458	-	39,346,023	-
Youth (under 18)	13,539	25.6%	258,159	28.9%	8,956,641	22.8%
Senior (60 and over)	6,841	13.0%	141,654	15.9%	7,898,685	20.1%
Senior (65 and over)	4,519	8.6%	97,864	11.0%	5,644,497	14.3%
Race/Ethnicity						
White	30,692	58.1%	603,368	67.6%	22,053,721	56.1%
Black/African American	2,226	4.2%	48,530	5.4%	2,250,962	5.7%
American Indian/Alaska Native	262	0.5%	8,462	0.9%	311,629	0.8%
Asian	7,045	13.3%	43,381	4.9%	5,834,312	14.8%
Native Hawaiian/Other Pacific Islander	133	0.3%	1,380	0.2%	149,636	0.4%
Some other race	5,978	11.3%	112,122	12.6%	5,623,747	14.3%
Two or more races	6,485	12.3%	75,215	8.4%	3,122,016	7.9%
Hispanic/Latino of any race	40,606	76.9%	480,700	53.9%	15,380,929	39.1%
Minority (not white alone, not Hispanic/Latino)	50,041	94.7%	595,953	66.8%	24,980,878	63.5%
Income/Poverty						
Median household income	\$47,042	-	\$54,851	-	\$78,672	-
Below poverty level	8,345	18.9%	175,902	20.4%	4,853,434	12.6%
Disability						
Total civilian noninstitutionalized population	44,331	-	864,023	-	38,838,726	-
Total population with a disability	2,679	6.0%	67,931	7.9%	4,146,951	10.7%
Hearing difficulty	353	0.8%	23,470	2.7%	1,147,500	3.0%
Vision difficulty	401	0.9%	19,029	2.2%	778,145	2.0%
Cognitive difficulty	958	2.2%	36,914	4.3%	1,585,969	4.1%
Ambulatory difficulty	1,513	3.4%	51,480	6.0%	2,118,765	5.5%
Self-care difficulty	640	1.4%	21,131	2.4%	964,579	2.5%
Independent living difficulty	1,486	3.4%	35,762	4.1%	1,654,210	4.3%
Households						
Occupied housing units	11,444	-	281,498	-	13,475,623	-
Multi-family units (occupied)	2,040	17.8%	48,699	17.3%	4,177,443	31.0%
No vehicle available	571	5.0%	17,920	6.4%	920,362	6.8%
One vehicle available	3,183	27.8%	83,360	29.6%	3,935,693	29.2%
Average household size	3.87	-	3.67	-	2.94	-
Limited English-speaking household	3,031	26.5%	25,055	9.2%	1,134,348	8.7%
Employment						
Workers 16 years and older	17,484	-	339,931	-	18,239,892	-
Drive alone to work	13,717	78.5%	272,448	80.1%	13,146,038	72.1%
Carpool	3,362	19.2%	41,476	12.2%	1,817,094	10.0%
Public transportation	15	0.1%	2,266	0.7%	843,498	4.6%
Walk	173	1.0%	3,680	1.1%	461,980	2.5%
Unemployment rate	-	11.9%	-	9.1%	-	6.2%

Exhibit 2.2.4 Minority population

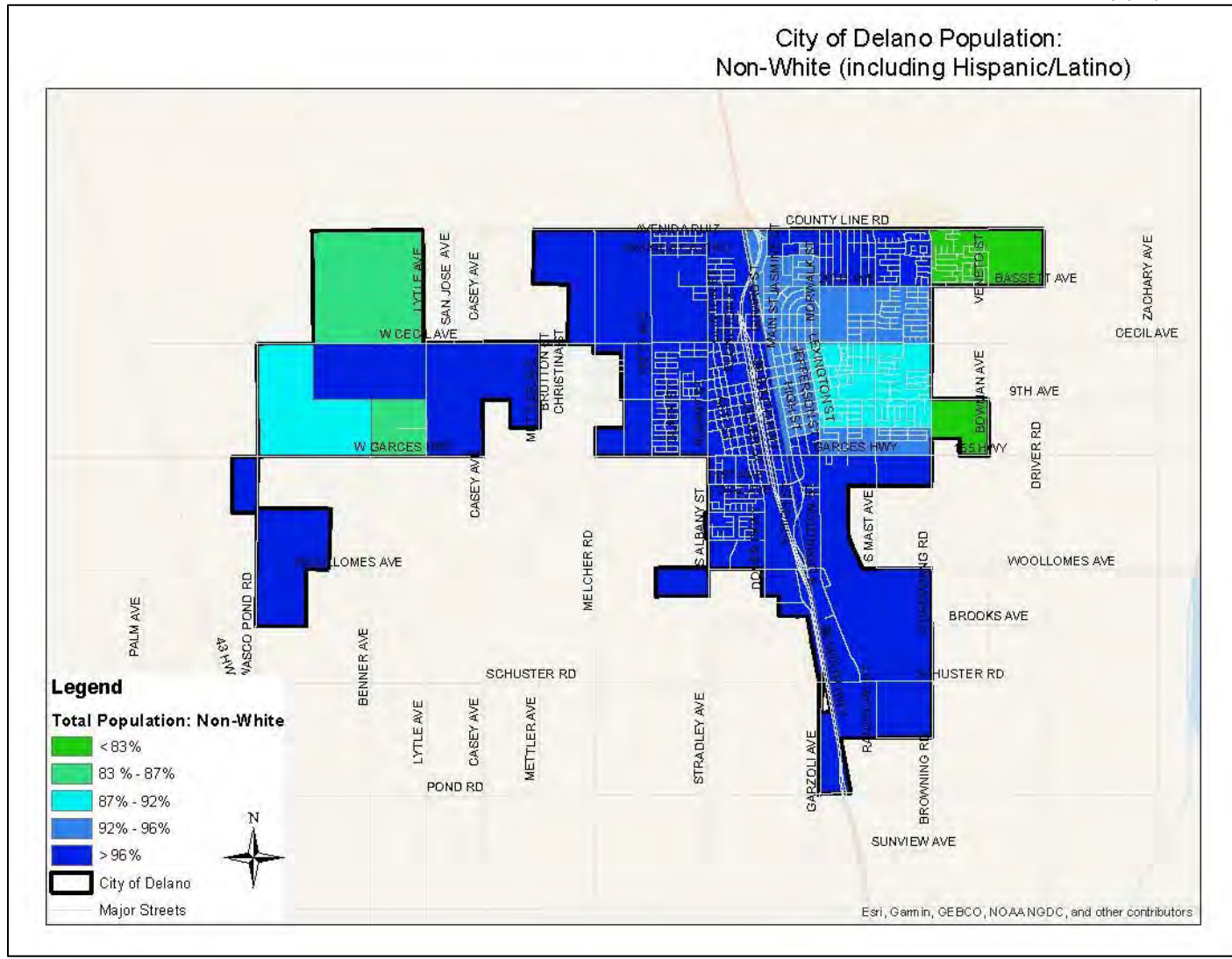


Exhibit 2.2.5 Population living in poverty

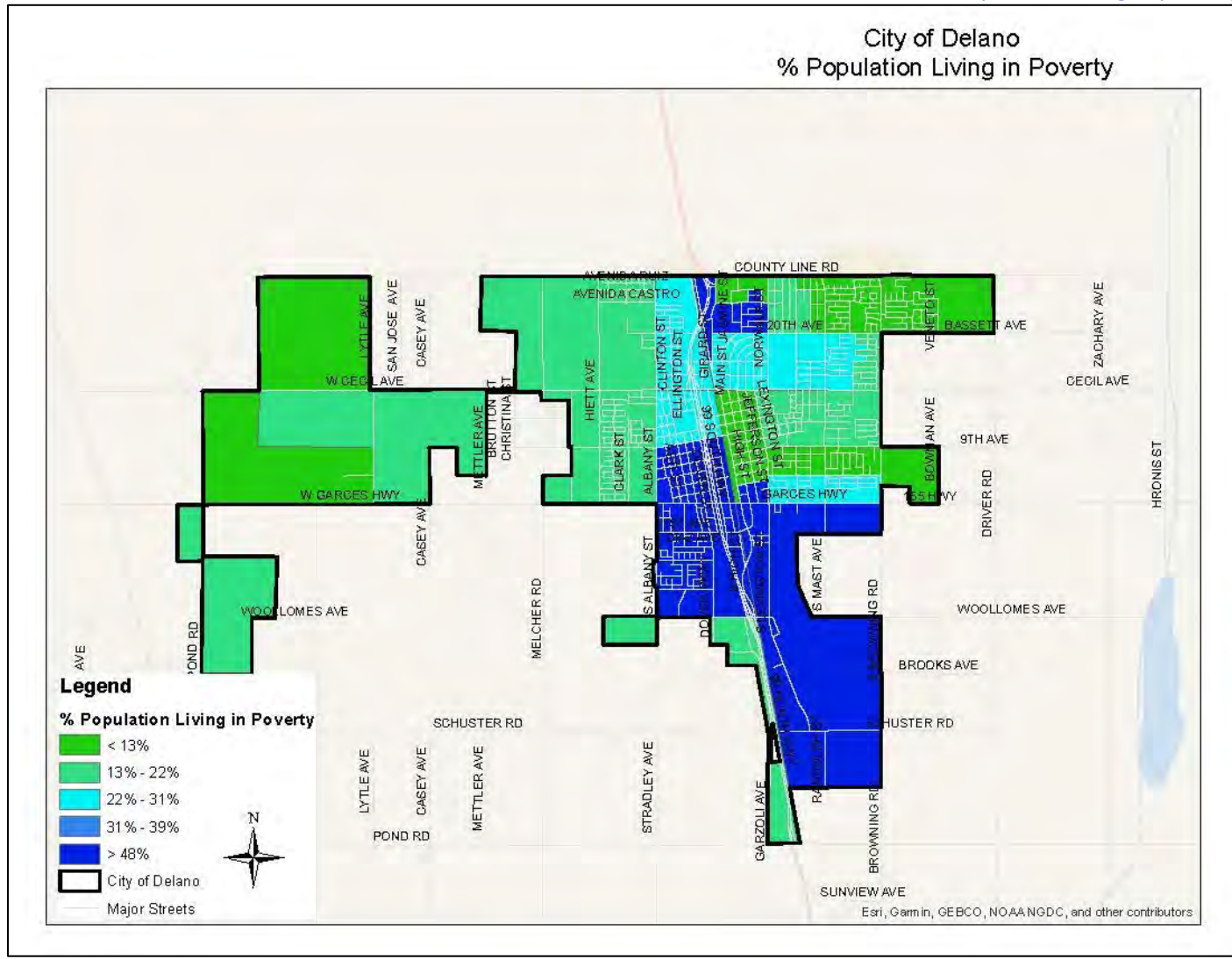


Exhibit 2.2.6 Population with a disability

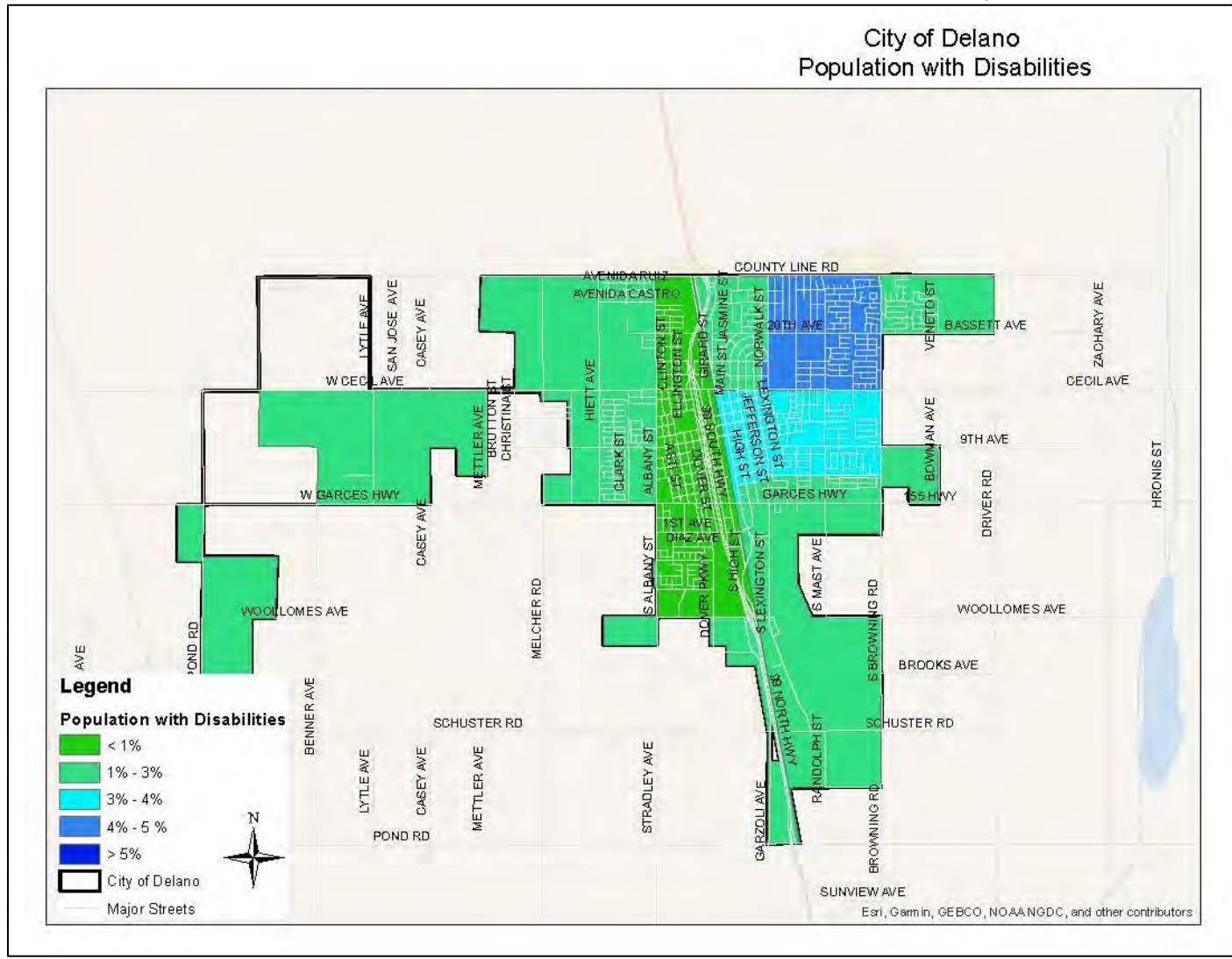
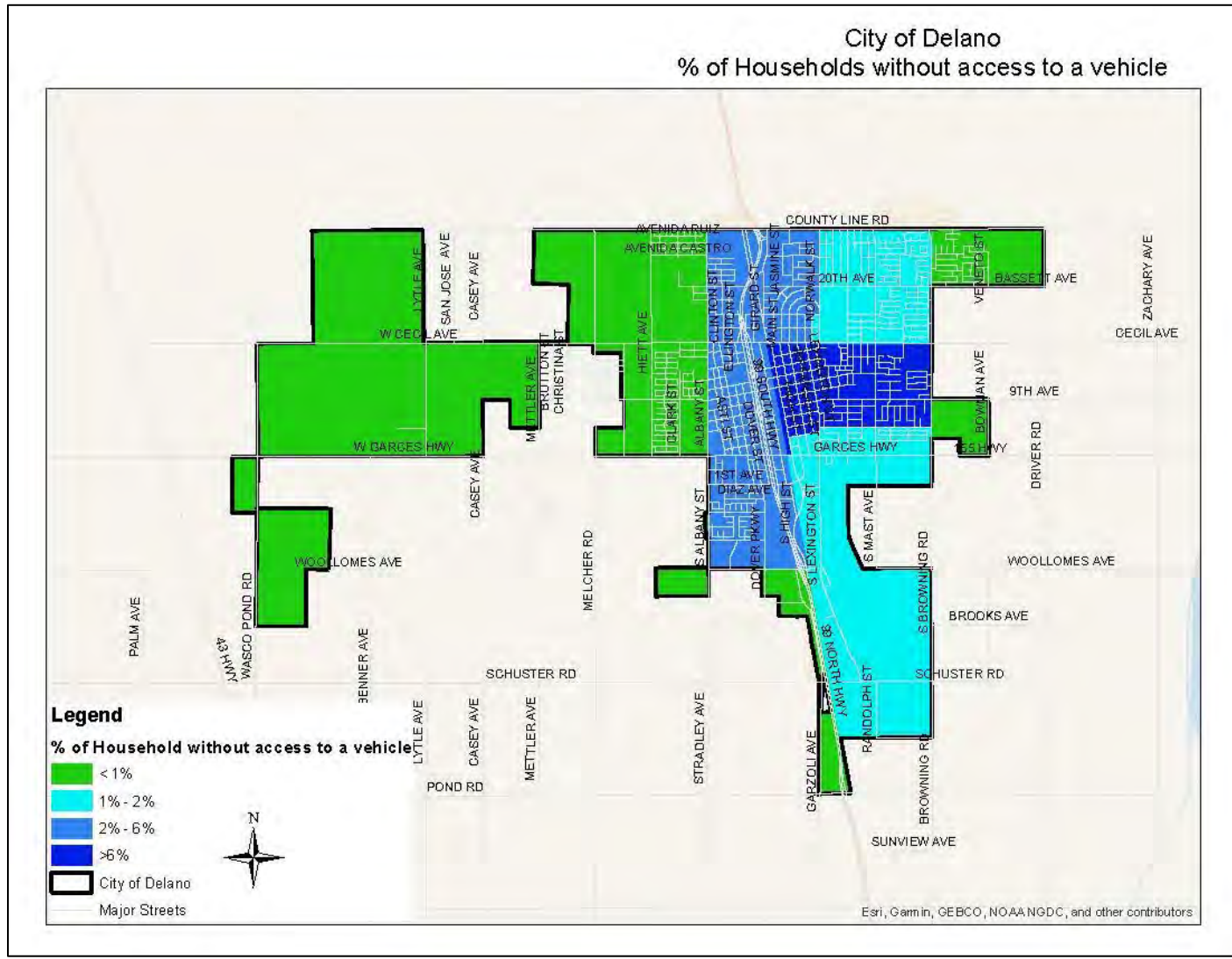


Exhibit 2.2.7 Households without vehicle access



The overall population of Delano has remained largely static over the past ten years, despite continuing forecasts for growth. The rate of growth anticipated in the City’s General Plan Update (2005) has slowed, and the 2020 population is about 15 percent lower than the anticipated 2020 population in that document. The percentage of youth residents has been steadily decreasing, while the senior population has been steadily increasing.

Exhibit 2.2.8 Population change

	ACS 2010		ACS 2015		ACS 2017		ACS 2020	
Total population	51,310	-	52,807	-	52,709	-	52,821	-
<i>Annual change</i>				+2.9%		-0.1%		+0.2%
Youth (under 18)*	15,083	29.4%	14,809	28.0%	14,176	26.9%	13,539	25.6%
<i>Annual change</i>				-1.8%		-4.3%		-4.5%
Seniors (62+)	4,164	8.1%	4,969	9.4%	5,441	10.3%	5,928	11.2%
<i>Annual change</i>				+19.3%		+9.5%		+9.0%

**Data for ACS 2010 and ACS 2015 is Youth (under 18).*

2.3 Description of Transit Service

The City of Delano operates a public transit program marketed as Delano Area Rapid Transit (DART). DART provides service within city limits through four fixed routes and a demand-response (Dial-A-Ride) service that also serves unincorporated areas of Kern County immediately adjacent to Delano. Prior to July 9, 2022, the City also operated a Saturday loop. Service is currently provided Monday through Friday from 7:00 a.m. to 5:00 p.m., and on Saturday from 8:30 a.m. to 4:00 p.m.

Beginning July 9, 2022, the City began providing on-demand micro-transit service (DART-N-GO) on Saturday as a pilot program as a supplement to the existing fixed-route and ADA paratransit service. The service combines on-demand micro-transit and paratransit services using a single vehicle. Using the Spare technology platform, the micro-transit service eliminates the need for advance reservations. The City plans to transition all Saturday service to DART-N-GO beginning October 1, 2022.

Exhibit 2.3.1 DART weekday routes

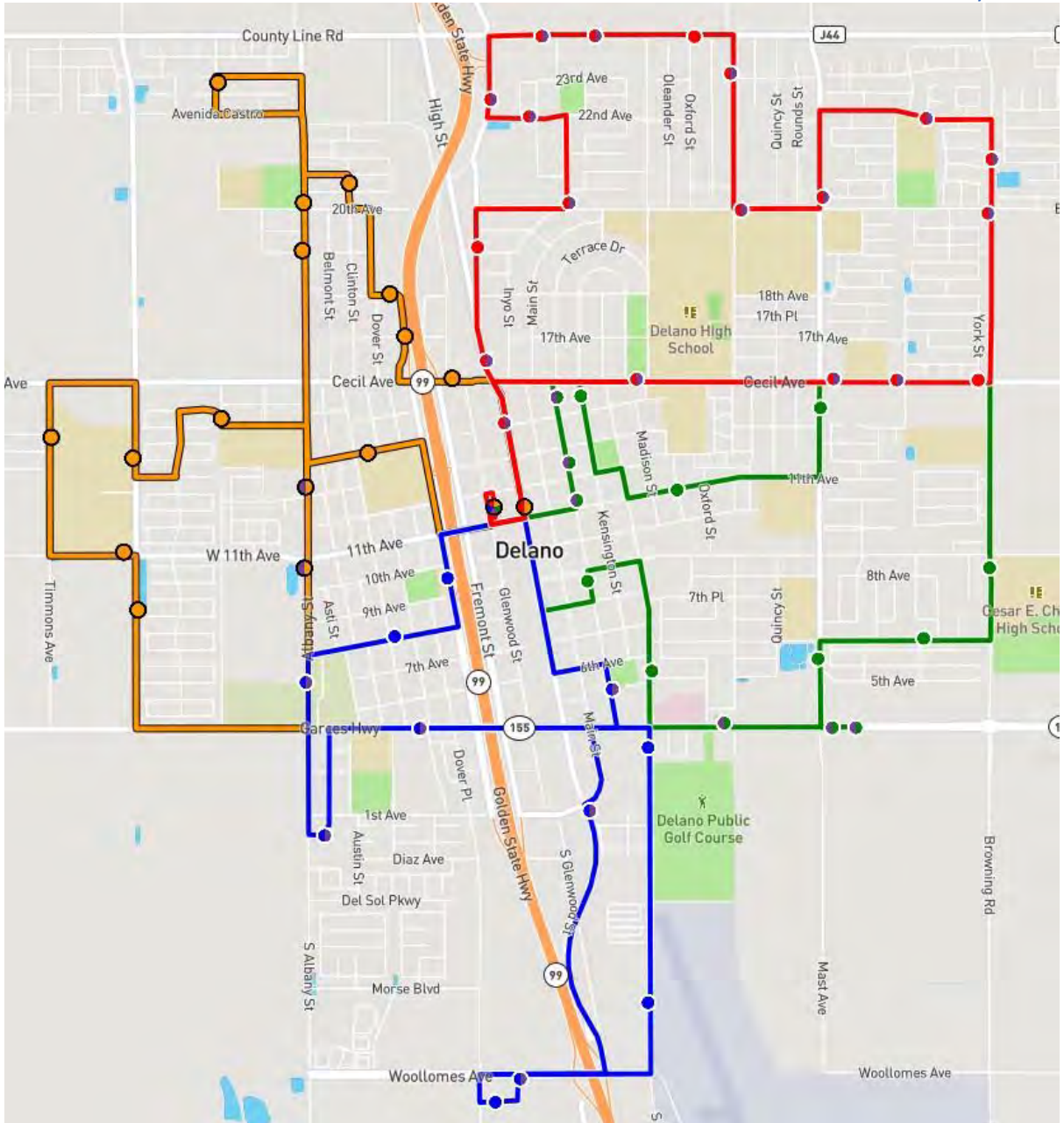


Exhibit 2.3.2 DART Saturday loop (through September 25, 2022)

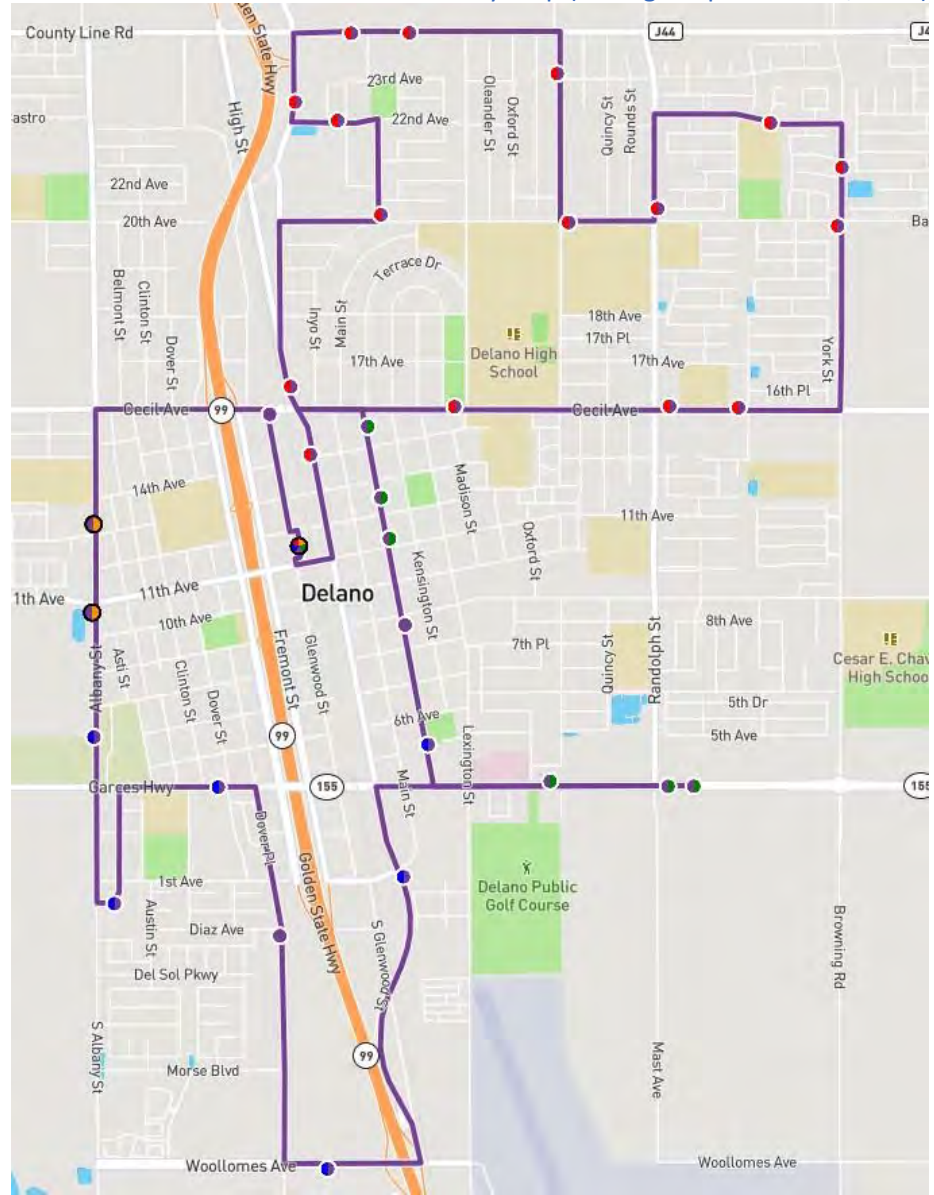


Exhibit 2.3.3 DART fixed routes

Route	Service Area	Service Days	Service Span
Route 1	East Delano	Monday – Friday	7:00 a.m. – 4:54 p.m.
Route 2	South Delano	Monday – Friday	7:00 a.m. – 4:57 p.m.
Route 3	West Delano	Monday – Friday	7:00 a.m. – 4:56 p.m.
Route 4	North Delano	Monday – Friday	7:00 a.m. – 4:54 p.m.
Route 5	Weekend Loop*	Saturday	8:30 a.m. – 4:20 p.m.

*Micro-transit service began operating alongside fixed route on July 9, 2022.
 Weekend Loop slated to be replaced by micro-transit on October 1, 2022.

While the base fare for the fixed-route service is \$1.50, the City is offering a fare-free program through the end of FY 2022/23.

Exhibit 2.3.4 DART fare structure

Fare	Cost
Fixed-route fares	
Base cash fare (age 6-60)	\$1.50
Seniors (age 61+), ADA, Medicare cardholders	\$0.75
Children, 5 and under (first child)	Free
Children, 5 and under (additional children)	\$0.50
Transfers	Free
Day pass, general	\$6.00
10-ride book, general	\$15.00
10-ride book, senior/ADA/Medicare	\$7.50
Monthly unlimited pass, general	\$40.00
Monthly unlimited pass, youth (age 6-18)	\$30.00
Dial-A-Ride fares	
Senior (age 61+), ADA, Medicare cardholders	\$3.00
Personal care attendant (PCA)	Free
Children, 5 and under (first child)	Free
Children, 5 and under (additional children)	\$0.75
10-ride book, senior/ADA/Medicare	\$30.00

Exhibit 2.3.5 Delano fleet inventory

Fleet #	Make/Model	Model Year	Fuel Type	Mileage (as of 6/30/2022)	FTA Useful Life (years)	Eligible Replacement Year
3517	Ford 550 Cutaway	2013	Diesel	194,636	7	2020
3518	Ford 550 Cutaway	2013	Diesel	175,712	7	2020
3519	Ford 550 Cutaway	2013	Diesel	185,082	7	2020
3520	Ford 550 Cutaway	2013	Diesel	194,763	7	2020
3522	Ford 550 Cutaway	2015	Diesel	136,934	7	2022
3523	Ford 5500 Cutaway	2015	Diesel	145,807	7	2022
3524	Ford 5500 Cutaway	2015	Diesel	136,677	7	2022
3527	Dodge Minivan	2015	Gas	70,058	4	2019
3528	Dodge Minivan	2015	Gas	70,086	4	2019
3529	Dodge Minivan	2015	Gas	60,567	4	2019
3530	Ford Cutaway	2017	CNG	38,936	7	2024
3535	Ford Cutaway	2017	CNG	55,382	5	2023
3536	Ford Cutaway	2019	CNG	5,309	7	2026
3537	Ford Cutaway	2021	CNG	19,779	7	2028
3538	Ford Van	2021	Gas	4,985	4	2025
3539	Ford Van	2021	Gas	6,226	4	2025
3540	Ford Van	2021	Gas	2,063	4	2025

2.4 Regional Connectivity

DART currently offers connections with two regional transit operators: Kern Transit and Tulare County Regional Transit Authority (TCRTA).

- Kern Transit Route 110 (Delano – Bakersfield) (five roundtrips each weekday, two roundtrips each weekend day)
- TCRTA Route 20 (South County) (10 roundtrips each weekday, four roundtrips each weekend day)

Kern Transit offers connectivity to Bakersfield and Santa Clarita, from which riders can access the Los Angeles Metro area. TCRTA provides access to Tulare and Visalia, from which riders can continue onward to Fresno and Sequoia National Park.

Delano is also served by the privately operated Eagle Mountain Casino bus (Route 3), although service was suspended due to the COVID-19 pandemic.

2.5 Transit User Profile

Transit riders in Delano tend to be ride-dependent, with riders using public transit primarily for local shopping and access to medical/healthcare travel. Many of the current riders have few travel options other than DART or Dial-A-Ride. Profiles of “typical” fixed-route and Dial-A-Ride users are provided below.

Fixed-route riders

Half of surveyed riders indicated using DART for shopping (50 percent), followed by medical/healthcare and recreation/social (14 percent each). Nearly 40 percent have used DART for five years or longer, with only 10 percent starting riding in the six months prior to survey contact. The majority of riders (75 percent) ride DART at least three days per week, with 21 percent indicating riding every day.

The majority of DART riders have few other mobility options, with 66 percent indicating they would walk or bike to their destination if DART had not been available for the surveyed trip. Only one percent said they would drive alone. Nearly 90 percent of respondents indicated they did not have access to a personal vehicle. More than 77 percent of riders identify as Hispanic or Latino, while 50 percent speak Spanish at home.

Dial-A-Ride riders

Nearly 70 percent of surveyed riders indicated using Dial-A-Ride for medical/healthcare. The majority of riders (73 percent) ride Dial-A-Ride twice a week or less. Eighty-three percent make their reservation one to two days in advance. Approximately 26 percent of respondents also use the DART fixed-route service, and 26 percent also use Kern Transit.

2.6 Prior Planning Efforts

Similar to the prior LRTP, the current effort builds upon prior planning activities, both specific to transit and applicable to the city as a whole. Some plans were developed by the City, while others were coordinated by the Kern Council of Governments (Kern COG).

[Title VI Site Equity Analysis \(2022\)](#). Prepared concurrently with this LRTP update, the Title VI Site Equity Analysis reviewed the selection of the Delano MCCF as the potential site of a new transit operations and maintenance facility, with respect to its impact on low-income and minority residents. The analysis found there was no disparate impact on or disproportionate burden borne by either of these population groups.

[Delano Transit Asset Management \(TAM\) Plan \(2022\)](#). The 2022 TAM Plan is an update of the original 2018 TAM Plan, required by the Federal Transit Administration (FTA). It includes a fleet inventory as well as a fleet replacement program.

[Transit Maintenance Facility White Paper \(2021\)](#). The Transit Maintenance Facility White Paper was prepared on behalf of the City prior to the amendment to the LRTP that added the recommendation to transition the former Delano MCCF to a transit administration and maintenance facility. The White Paper provided an initial analysis of the facility conversion.

[Kern County Electric Vehicle Charging Station Blueprint \(2019\)](#). Kern COG and the Center for Sustainable Energy received an Electric Vehicle Ready Communities Challenge grant to develop an EV Charging Station Blueprint. The Blueprint sought to provide basic information about electric vehicles and charging infrastructure, quantified existing conditions, and identified sites throughout Kern County (including in Delano) for electric charging infrastructure.

[Kern County Coordinated Human Services Transportation Plan Update \(2019\)](#). The Coordinated Human Services Transportation Plan prepared by Kern COG is a county-wide inventory of transportation services, with a focus on mobility rather than individual transit operators. Inclusion of recommendation in the Plan is an important step in many funding processes. The Plan also provided a summary of alternative fuel options, transportation network companies (TNCs), and electric-fleet opportunities.

[Delano Transit Long-Range System Plan \(2017\)](#). The prior LRTP documented existing conditions, transit system performance, and public outreach. It offered a series of recommendations (detailed in Section 3) as well as a financial plan. This was the first transit-specific plan for the City of Delano to be completed since the Transportation Development Plan in 2012, just after the City was reclassified as an urban operator.

[City of Delano General Plan: Circulation Element \(2005\)](#). The City's General Plan is a long-term comprehensive framework guiding physical, social, and economic development within Delano. The Circulation Element reviews plans and issues related to circulation within the city, including identification of traffic problems as well as discussion of alternative transportation modes such as transit, aviation, rail, bicycle, pedestrian, etc. Given the age of the document, the transit system described in the Circulation Element is quite different than the current system.

2.7 Transit System Performance

When reviewing the City’s transit system performance, it is important to bear in mind that three of the prior five years have been impacted by the COVID-19 pandemic, which was characterized by stay-at-home orders, an increase in remote work, and significant decreases in transit ridership and fare revenue.

In the following exhibits, data for June 2022 is estimated based on average data from the prior 11 months. Actual data for June 2022 will be added prior to finalization of the report.

Exhibit 2.7.1 System operating cost

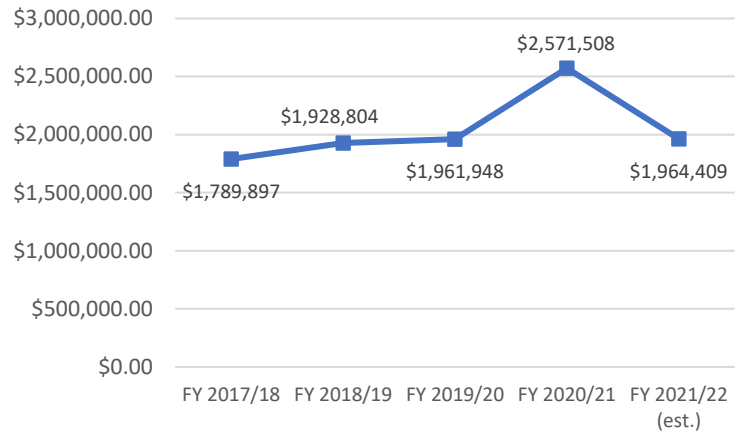


Exhibit 2.7.2 Fare revenue

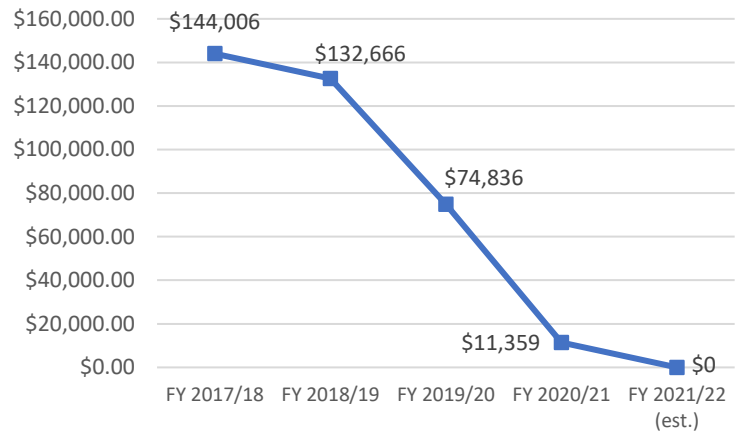


Exhibit 2.7.3 Farebox recovery ratio

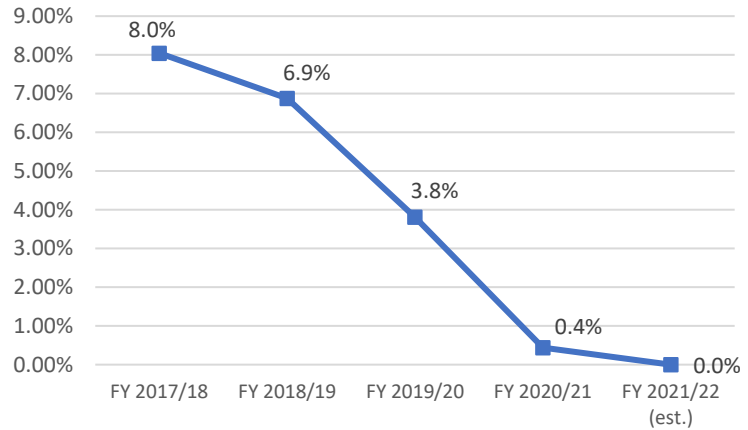
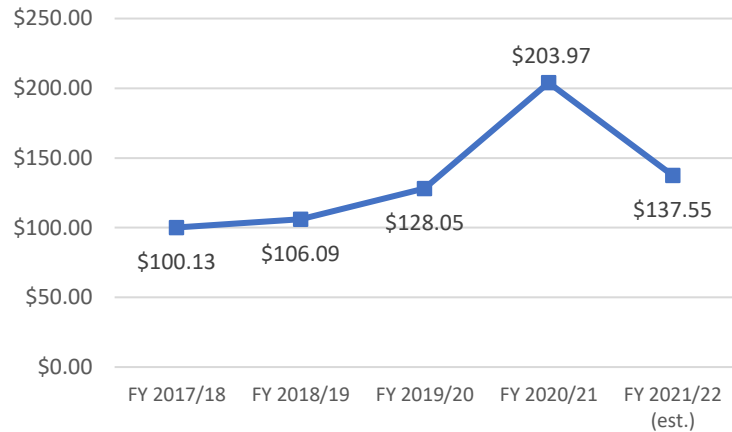


Exhibit 2.7.4 Cost per vehicle service hour



Fixed-route ridership began declining in FY 2018/19, even before the pandemic. Significant losses were observed in FY 2019/20 and FY 2020/21, due in large part to the pandemic. However, fixed-route ridership began rebounding in FY 2021/22, surpassing FY 2019/20 and ending at approximately 80 percent of FY 2018/19.

Dial-A-Ride ridership increased between FY 2017/18 and FY 2018/19, then declined due to the COVID-19 pandemic. Dial-A-Ride ridership began rebounding in FY 2021/22, ending at approximately 46 percent of FY 2018/19. It is not unusual for Dial-A-Ride ridership to recover more slowly than fixed-route ridership, given Dial-A-Ride riders may remain hesitant about resuming public transit travel.

Exhibit 2.7.5 Ridership

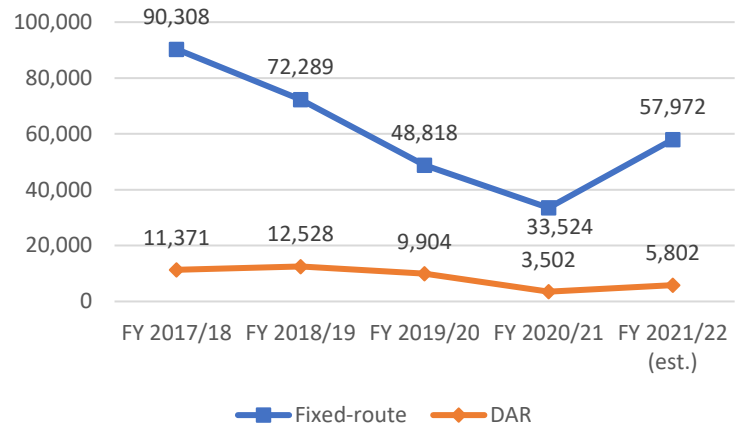


Exhibit 2.7.6 Average fare per passenger

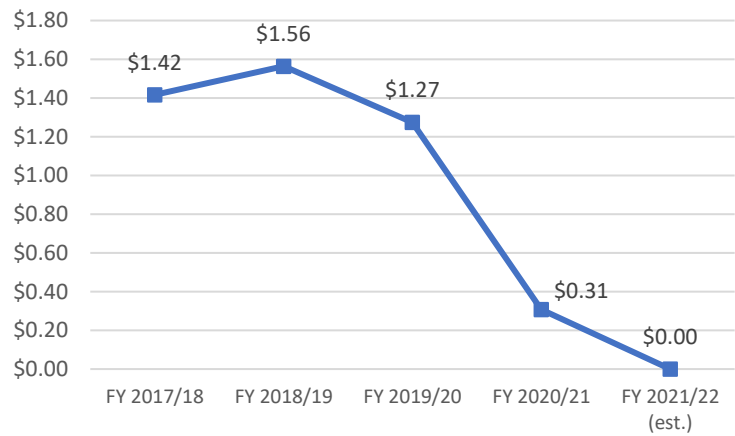


Exhibit 2.7.7 Passengers per vehicle service hour

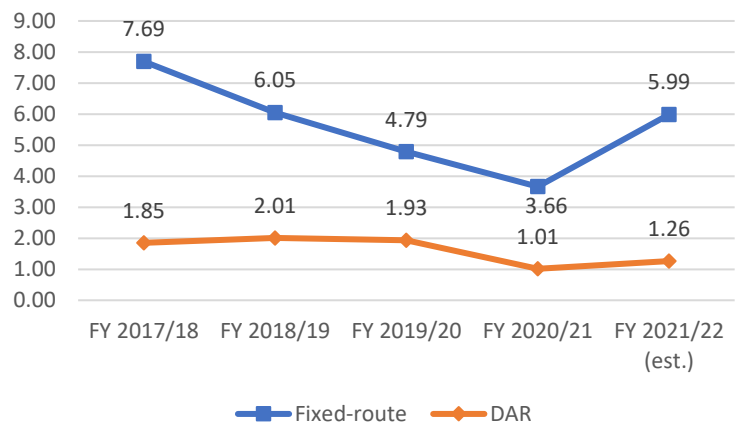
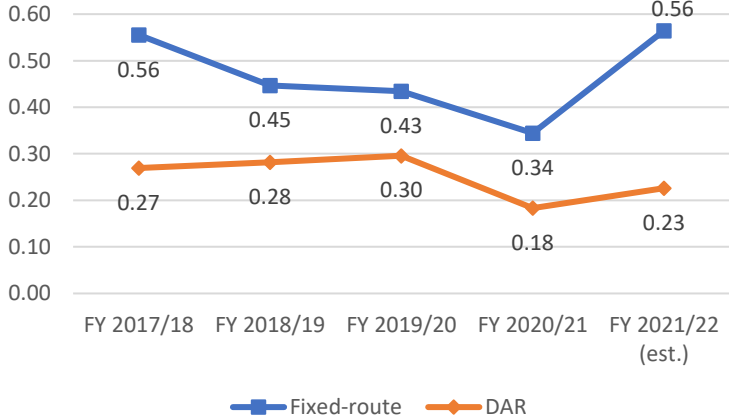


Exhibit 2.7.8 Passengers per vehicle service mile



Section 3 | Status of Prior LRTP Recommendations

The 2017 Long Range Transit Plan included 15 recommendations. This section reviews the implementation status of each recommendation, and determines whether any unimplemented recommendations warrant inclusion within the current LRTP.

1. Maintain current route structure; adjust service routes gradually to improve productivity.

The prior LRTP recommended the City maintain its current frequencies and route structure, except for minor adjustments for new street connections, street conditions, and new employers. It noted dramatic changes to routes or further reductions to frequency would not be well received by riders. All routes underwent such an adjustment effective February 18, 2017.

Status: *Implemented.*

2. Make design improvements along Cecil Avenue and Garces Highway to enable relocation of stops to these arterials.

The prior LRTP recommended restriping Cecil Avenue to create safe stopping locations out of the flow of traffic, which could be combined with other traffic calming measures. It also recommended adding curbs and sidewalks along Garces Highway in locations where stops are added. It noted many of the block faces on Garces Highway already had ADA ramps at the corners, so only a sidewalk from the corner to the stop would be required.

While there has been no action taken on Cecil Avenue, Garces Highway is part of the current Safe Routes to Schools effort. There are no current stops on Garces Highway, but the City may look to identify locations for safe on-demand stops.

Status: *Implementation in progress.*

3. Maintain Saturday service as a weekend loop.

The prior LRTP found Saturday service only attracted 20 percent of the ridership of weekday service. It recommended a Saturday loop with an hourly frequency, which would eliminate the need to transfer. It noted the implementation of real-time transit information would help mitigate the reduction from the 30-minute frequency.

The Saturday Loop (Route 5) went into service on September 1, 2016. It was suspended in August 2020 during the COVID-19 pandemic but service was reintroduced on April 23, 2022, following an unmet transit needs finding that resumption of the service was reasonable to meet. On July 9, 2022, Saturday service was supplemented by a micro-transit pilot project (DART-N-GO), which will combine a general public on-demand service with ADA paratransit service using a single vehicle. The City is planning to begin operating only the DART-N-GO on-demand micro-transit service on Saturday beginning October 1, 2022.

Status: *Implemented.*

4. Trial service expansion to better serve commuters.

This recommendation called for the City to expand service beyond 5:00 p.m. (to 6:00 or 7:00 p.m.) on a trial basis to facilitate usage by those using the service to travel to and from work or school. The extended service could run on an hourly, rather than half-hourly, basis. The prior LRTP called for the City to secure grant funding for this program, which would also include a strong marketing and employer outreach and education component. This recommendation also suggested supplementing the more costly Dial-A-Ride with a volunteer driver program or Uber/Lyft-type ridesourcing services in order to reduce Dial-A-Ride costs.

Service currently ends by 5:00 p.m. on weekdays, and by 4:30 p.m. on Saturday.

Status: *Not implemented.*

5. Modify/expand existing routes to enhance access to developing area.

The prior LRTP included both near-term and long-term route modifications. Near-term modifications focused on adjusting existing route alignments to address planned and emerging developments. The long-term modifications included strategies such as an additional route to serve the Amtrak station west of Wasco Pond Road (to provide connections to California High Speed Rail) and service to the relocated airport. It anticipated a 31 percent ridership growth by 2025 and a 42 percent growth by 2040, due to a combination of population growth and increased accessibility and travel benefits (cost and time).

The introduction of microtransit service on weekdays is expected to address the need for service to the developing areas.

Status: *Implementation in progress.*

6. Expand or transfer Bakersfield service.

At the time of the prior LRTP, the City operated an intercity service connecting Delano and Bakersfield. It operated three roundtrips per day. The LRTP recommended the City either expand the route to serve California State University – Bakersfield, offer a later roundtrip, and explore dedicated funding support; or divest itself of the service, either through simply terminating it or by transitioning the service to Kern Transit.

Kern Transit has provided service between Delano and Bakersfield via Highway 43 via its Route 110 (formerly the North Kern Express) for nearly four decades. However, the City's service, as recommended by the 2012 Transit Development Plan, provided express service between Delano and Bakersfield. As an express route, it traveled to Bakersfield via Highway 99, rather than traveling through McFarland, Wasco, and Shafter as Kern Transit's Route 110 does.

On April 15, 2019, the Delano city council voted to discontinue the Bakersfield route due to its high operating cost per hour and low ridership.

Status: *Implemented.*

7. Implement reduced-fare transit vouchers.

The City's prior LRTP recommended the City use Low Carbon Transit Operations Program (LCTOP) money or other local funding to fund a reduced fare program targeting riders for whom cost is a barrier to ridership. The City has since used LCTOP and other funds to offer free fares during FY 2021/22 and FY 2022/23.

Status: *Implemented.*

8. Real-time arrival information system (to increase ridership).

The City approved implementation of a real-time bus arrival system in 2016. The system would include informational screens incorporated in subsequent bus shelter installations. This recommendation was intended to mitigate uncertainty related to a lower service frequency (30 to 60 minutes). This program has yet to be implemented. However, real-time arrival information is available through the Spare app in conjunction with the DART-N-GO micro-transit service.

Status: *Not implemented.*

9. Transition CNG vehicles to plug-in hybrid or battery-electric vehicles.

The prior LRTP recommended the City begin purchasing plug-in hybrid or battery-electric buses to replace its current CNG vehicles as they reach the end of their useful lives. Diesel cutaway buses and vans would be replaced by battery-electric vehicles as those vehicles become available.

In July 2021, the City approved a Memorandum of Understanding with Kern COG for participation in the Electric Vehicle (EV) Ready Charge Program. The program would provide \$99,000 from Kern COG to assist the City in installing three level two electric vehicle charging stations. An additional \$32,000 would be from local tax funds. The City has yet to complete the charging stations.

The City expects to develop a Zero-Emission Vehicle transition plan during FY 2022/23. It has yet to purchase any electric vehicles.

Status: *Implementation in progress.*

10. Amend zoning to allow transit-supportive development.

The prior LRTP called for the City to amend zoning regulations for the Downtown Commercial Zone and select General Commercial and Neighborhood Commercial Zones adjacent to downtown to allow for greater density and transit-supportive development patterns to occur.

The City's Development Code has not been modified subsequent to the prior LRTP.

Status: *Not implemented.*

11. Increase community awareness of DART services.

Per the prior LRTP, the 2012 Transit Development Plan found there were significant knowledge gaps among the Delano community regarding DART. This should be addressed through formal and informal marketing outreach.

Overall, community awareness of DART is significantly higher than it was five to 10 years ago. Transit participates in National Night Out, Back to School nights, and other community events. It has also started giving out promotional items (bags, etc.). The microtransit program has recently been added to the website.

Status: *Implemented.*

12. Expand uses of buses.

Due to the relatively low capacity of DART buses, the prior LRTP suggested identifying alternative uses for the transit vehicles, such as local package or “meals on wheels” deliveries, providing parking shuttles for special events, or through promotion of bike-and-bus usages.

Following the prior LRTP, DART partnered with the City’s senior program and other local organizations to provide rides. This ultimately boosted Dial-A-Ride ridership, even though those partnerships did not continue. The City still provides periodic service for special activities (such as taking seniors to the fair).

Status: *Implemented.*

13. Explore vanpools as a supplement to, or substitute for, some service.

The prior LRTP suggested considering purchasing vans and managing commuter vanpools to Bakersfield College and/or CSU-Bakersfield in lieu of the Bakersfield intercity service.

Status: *Not implemented.*

14. Consider ridesourcing for first/last mile access to transit.

Shared-mobility pilot programs in Lamont-Arvin and Wasco using battery-electric vehicles for ridesourcing were cited in the prior LRTP as a potential strategy for addressing first- and last-mile transportation.

Status: *Not implemented.*

15. Conversion of MMCF to transit facility.

The November 2021 amendment to the prior LRTP recommended converting the former Delano Modified Community Correctional Facility (MCCF) located at 2727 West Industry Road into a transit operations and maintenance center. The City began moving forward with this recommendation and has secured the

majority of funding to purchase the property. It is in the process of securing funding to rehabilitate the property as well. This recommendation is carried forward to this LRTP.

Status: *Implementation in progress.*

Section 4 | Public Engagement

Multiple approaches to community engagement were employed throughout preparation of the City's Long Range Transit Plan to ensure broad representation from the Delano community. This included surveys specific to fixed-route riders and demand-response (dial-a-ride) customers, outreach to community stakeholders, and a bilingual online public comment mechanism. The result of each outreach activity is presented below.

4.1 Fixed-route Rider Survey

The transit customer engagement included two separate surveys. The first was conducted onboard the transit vehicles as well as at the City's transit center. Trained, bilingual surveyors distributed bilingual (English/Spanish) surveys to persons believed to be 16 years and older. The surveyors were also available to assist riders complete the survey upon request.

Bus ridership during the survey period continued to be impacted by the ongoing COVID-19 pandemic. A survey sample of 95 valid responses was achieved. Riders also had the option of completing an online version of the survey subsequent to their ride. These riders were provided a bilingual business card featuring a QR code link to the online survey.

The results of the survey were used to craft a profile of the typical fixed-route rider:

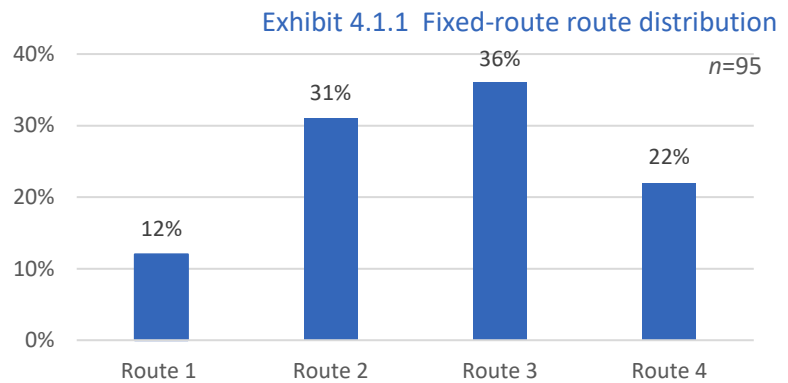
- Most common trip purpose: Access to local shopping (47 percent).
- Typically rides five or six days/week (40 percent).
- Would walk (60 percent) if the service was not available.
- Does not have access to a personal vehicle (73 percent).
- Is age 61 and older (30 percent).
- Is retired (22 percent).
- Lives in a household of two persons (23 percent).

At the time of the survey, scheduled service was provided on four distinct route alignments which operate Monday through Friday. Only one route (the Saturday Loop) operated on Saturday on an hourly frequency. At the time of the survey the Saturday Loop was in its second week of restored service (after being suspended due to the COVID-19 pandemic). As such, ridership was extremely limited.

Further, the service continued to operate on a fare-free basis during the survey period (a consecutive Thursday, Friday, Saturday in early May 2022). Therefore, questions regarding fare preference and/or fare collection were irrelevant.

On weekdays all routes offer 30-minute service and provide a time-transfer (connections) at the City's transit center. Connections with Kern Regional Transit and Tulare County Transit are also available at the City's transit center. The City's transit center was constructed in 2004.

Q1. Which route are you riding now?



Q2. Where did you board the bus for THIS trip?

The most frequent boarding location for the surveyed trips was the Delano Transit Center, located at 1120 Glenwood Street (25 responses), followed by Casa Hernandez senior apartments (six responses). Though some boarding locations could not be precisely identified (e.g., respondent only provided one cross street, or did not specify which location of a chain store they were referring to), multiple boardings were cited at Cecil Avenue and Randolph Street (3), County Line Road and Kalibo Street (2), County Line Road and Oxford Street (2), Delano Marketplace (Marketplace Drive and Woollomes Avenue) (2), Komoto Pharmacy (1017 Ellington Street) (2), Legacy Estates (Calle Felix and Clark Street) (2), Morningside Elementary School (2100 Summer Drive) (2), Social Security office (2234 Girard Street) (2), and Vallarta (location not specified) (2).

Q3. Where do you plan to get off THIS bus? (Cross-streets or landmarks)

The most frequent alighting location for the surveyed trips was the Delano Transit Center (1120 Glenwood Street) (18 responses), followed by Walmart (Delano Marketplace) (nine responses). Vallarta (820 Main Street) and Cecil Avenue and Randolph Street each generated four responses, while the Armory Hall (705 S. Lexington) was cited three times. Other stops with multiple alightings included 20th Avenue and Albany Street (2), Delano Garden Apartments (302 Garces Highway) (2), and Robert F. Kennedy High School (1401 Hiatt Street) (2). Some alighting locations could not be precisely identified given the respondent only provided one cross street or did not specify which location of a chain store they were referring to.

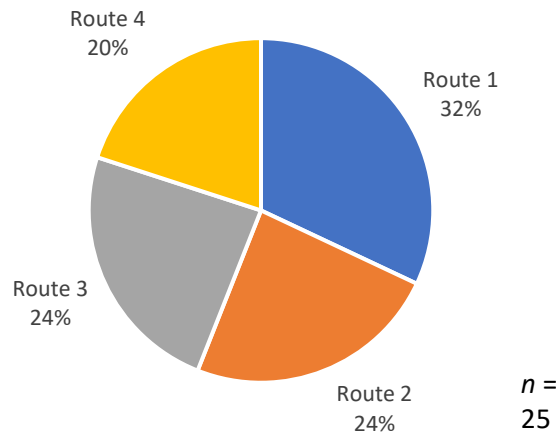
The stop at the Armory Hall is the closest stop the trailer park homes located at 615 South Lexington. Located across from the homes is the Memorial Park which is the site of community food distribution.

Q4. Does this one-way trip include a transfer to or from another bus?

Just over one-third of respondents (35.2 percent) indicated making a transfer as part of their surveyed trip. At the time of the survey, the City's fixed-route bus service was operating on a fare-free basis. Therefore, there was no cost associated with making a bus-to-bus transfer. With that said, one of the typical advantages of an on-demand (micro-transit) service is a reduction or elimination in the incidence of transfers (i.e., multi-seat trips). This usually results in a reduced travel time, which is perceived as a benefit to transit users.

The incidence of transfer was similar among the four routes, though Route 1 had a slightly higher transfer rate (possibly due to fewer riders originating on Route 1).

Exhibit 4.1.2 Fixed-route distribution of transfers



Q5. How did you pay for THIS ride?

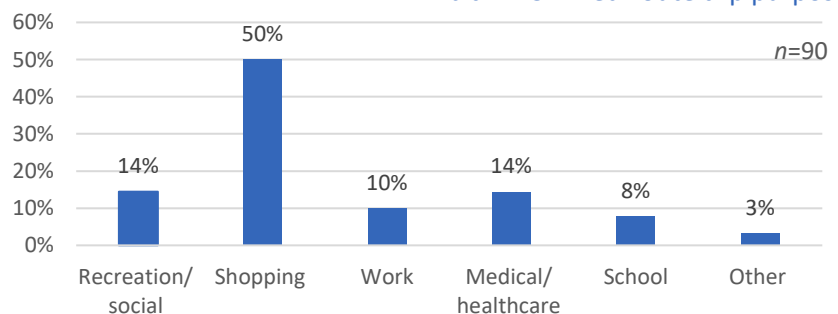
During the survey data collection period, the City has been using a portion of its federal transit funding to support a fare-free service. This policy was implemented shortly after the start of the COVID-19 pandemic. Providing free rides has been especially welcome given the economic impact of the pandemic as well as the high degree of transit-dependency reflected within the core transit ridership. The majority of respondents indicated paying no fare due to the fare-free program.

Q6. If you paid CASH, what fare category applies to you?

Here again, the City’s transit service operated on a fare-free basis during the survey period. However, a review of historic performance data suggests approximately 40 percent of fixed-route riders use some form of reduced/subsidized fare media (i.e., senior fare, ADA fare, Medicare cardholder, student/youth fare).

Q7. What is the primary reason you are making THIS trip?

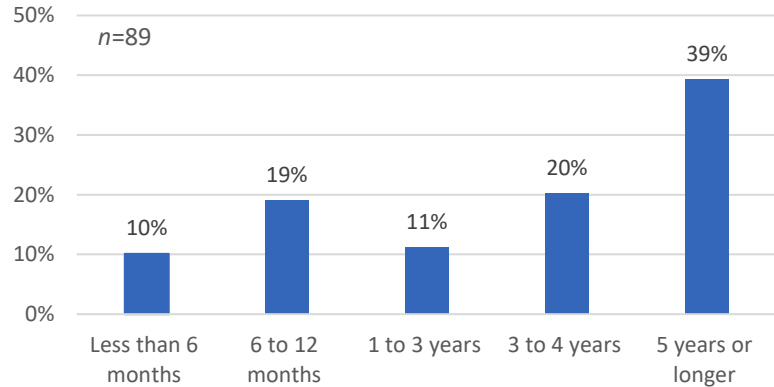
Exhibit 4.1.3 Fixed-route trip purpose



Q8. How long have you been a DART Rider?

A review of the overall survey data suggests there is a relatively high level of transit-dependency within DART’s core customer base. This supposition is borne out by the number of rides taken in a typical week as well as limited access to a personal vehicle.

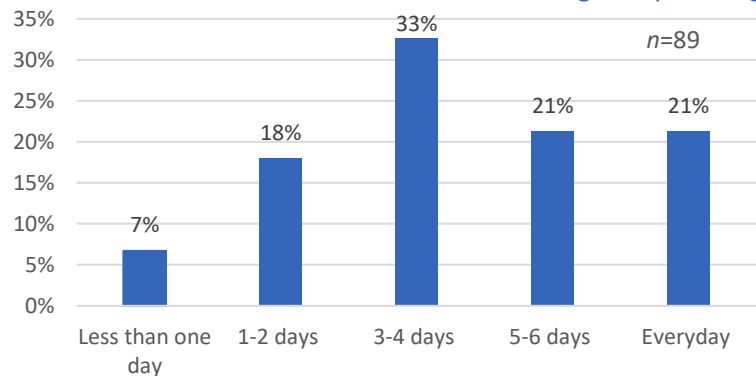
Exhibit 4.1.4 Fixed-route length of patronage



Q9. In a typical week, how often do you ride the DART bus?

At the time of the survey, the City’s fixed-route service was operating chiefly on a five-day week, with one route operating on Saturday. Approximately 40 percent of the riders surveyed indicated riding almost every day. Surveyor observations suggest many DART riders also make multiple trips each day.

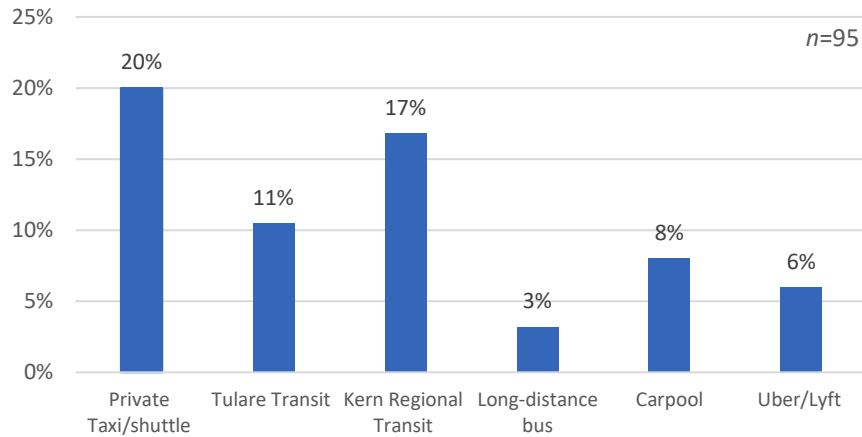
Exhibit 4.1.5 Fixed-route length of patronage



Q10. Do you currently use any of the following travel options in a typical month?

There are a number of independent taxi and shuttle companies operating in and around Delano. While a survey of current taxi fares is beyond the scope of this study, the consultant’s field observations along with discussions with City staff suggests the average taxi trip distance is relatively modest. Further, at least some of the local taxi operators allow multiple persons to travel on a single or reduced fare. Therefore, the fact 20 percent of the survey participants also use the local taxis isn’t particularly surprising. What is interesting is that nearly 20 percent also uses the County’s service linking Delano and Bakersfield. This suggests some important programs or services are not available in Delano.

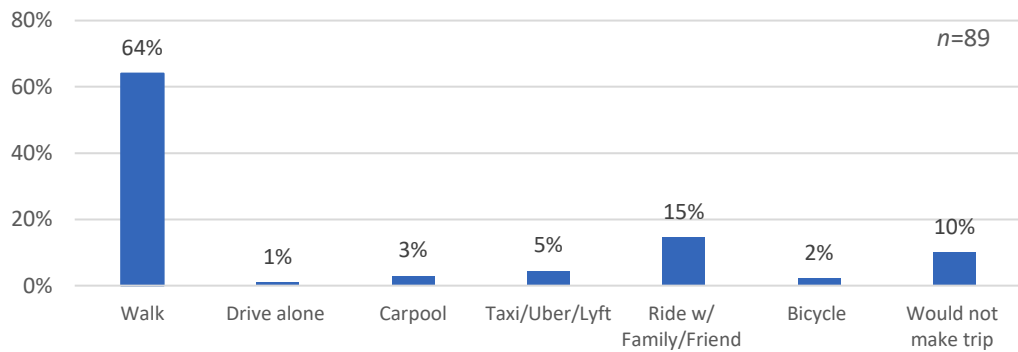
Exhibit 4.1.6 Fixed-route length of patronage



Q11. If the DART bus has not been available TODAY, how would you have made THIS trip? (Select only one.)

The results of Question 11 further underscore the supposition of a relatively high incidence of transit-dependency amongst DART’s core customer group.

Exhibit 4.1.7 Fixed-route alternatives to transit



Q12. Rate the following DART service attributes.

The responses to Question 12 suggest a high level of customer satisfaction regarding the City’s fixed-route transit service. The service attribute with the lowest mean rating was “information provided to customers,” followed by “reasonableness of cost or fare” (which is ironic given the service was operating on a fare-free basis at the time of the survey).

Exhibit 4.1.8 Fixed-route satisfaction

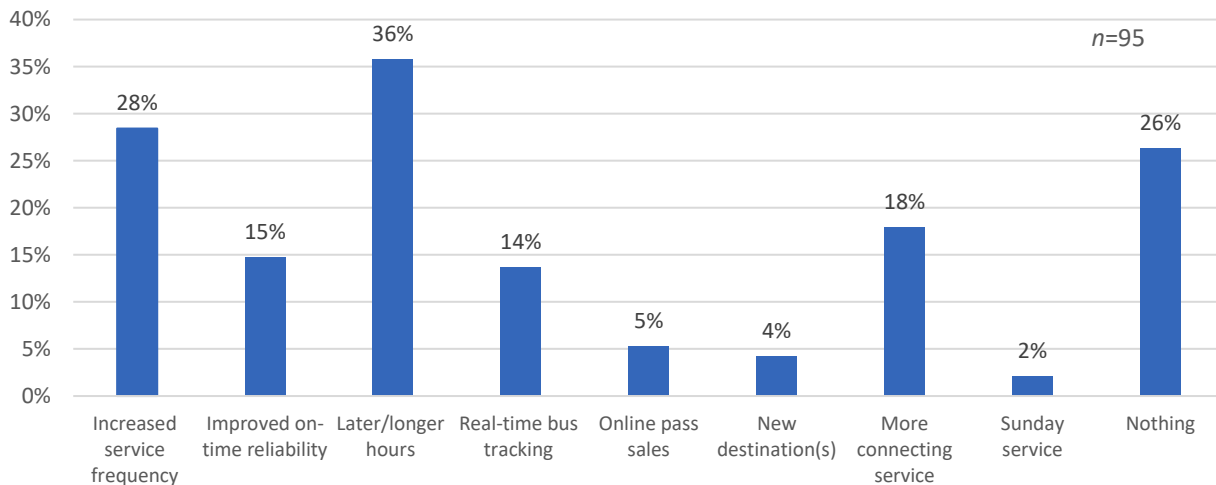
	Excellent	Good	Fair	Poor	Mean Rating
Courtesy of driver	64%	31%	5%	-	3.59
Safe operation of vehicle	57%	39%	4%	-	3.54
Cleanliness of vehicle	56%	39%	5%	-	3.51
Runs on time	55%	39%	6%	-	3.49
Reasonableness of cost/fare	49%	42%	10%	-	3.39
Information provided to customers	44%	48%	6%	1%	3.36
Service frequency	49%	44%	5%	1%	3.42
Overall service	57%	37%	6%	-	3.51

**The mean rating is based on a scale of 1 to 4, wherein 1 = poor and 4 = excellent.*

Q13. Which of the following potential changes is most important to you? (Select up to three.)

Given each of the routes currently operates on a 60-minute frequency, the request for increased service frequency is not surprising. This, as well as the desire for “later or longer service hours” should be ameliorated should the City introduce an on-demand (micro-transit) service in lieu of the current fixed-route service model.

Exhibit 4.1.9 Fixed-route satisfaction



Q13a. If you said “new destinations,” please specify where/location.

Four locations were identified by respondents who indicated service to new destinations was their desired improvement. These were County Line Road, Delano DMV, schools, and The Vineyard/Mayan Theater.

- Route 3 current provides service along County Line Road between Girard Street and Princeton Street. Absent additional detail, it is difficult to know what portion of County Line Road needs to be served.
- The Delano DMV (7th Avenue and Jefferson Street) is not directly served by a fixed route. The closest stops are Route 1 at Jefferson and 9th Avenue (Vallarta) and Route 2 at Jefferson and 6th Avenue. Both of these stops are less than one-quarter mile from the DMV.

- All schools in Delano appear to be served by a fixed route operating within less than one-quarter mile from the school. It is possible some stops may need to be adjusted to better serve the schools, especially for younger children.
- The Vineyard/Maya Theater are located northwest of the Delano Marketplace (Walmart), across Woollomes Avenue. However, it is approximately a half-mile from the nearest bus stop to the entrance to the theater.

Should the City introduce an on-demand (micro-transit) service in lieu of the current fixed-route service model, access to each of the identified locations should be included within the service area.

Q13b. If you said “more connecting service,” please specify where.

Bakersfield and Tulare were noted as locations where more connecting service is needed. However, Kern Transit currently offers five roundtrips each weekday and two roundtrips each weekend day between Delano and Bakersfield, and TCRTA offers 10 roundtrips each weekday and four roundtrips each weekend day between Delano and Tulare.

Q14. If the improvement(s) you selected in the prior question is introduced, how would that affect your use of DART?

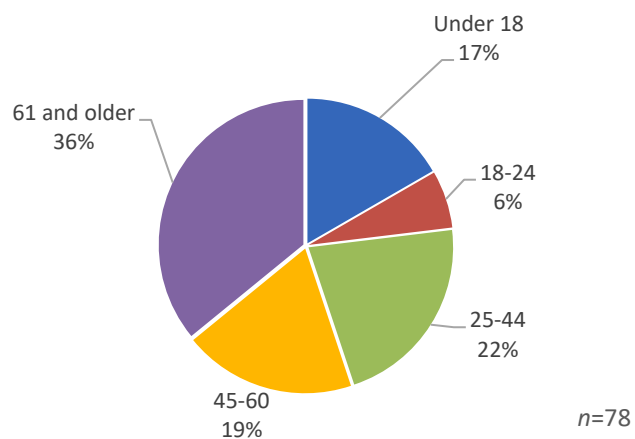
Approximately 48 percent of respondents said their use of DART would increase if their preferred improvement were introduced, while an equal number said their usage would stay the same. Just under five percent said they would ride less often.

Several of the following demographic questions were included to assist the City with future Title VI reporting.

Q15. Which of the following includes your age?

Among respondents who indicated their age, the majority (55 percent) were over the age of 45, with 36 percent over the age of 60.

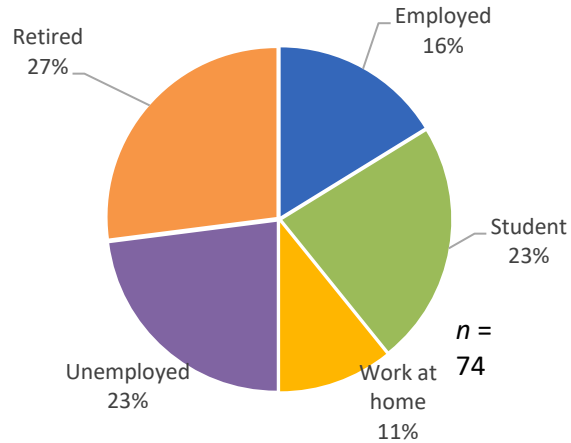
Exhibit 4.1.10 Fixed-route respondent age



Q16. Which of the following best describes your current employment status?

Among respondents who indicated their employment status, approximately 27 percent indicated being employed or working from home, while another 27 percent were retired. Students and unemployed persons each comprised 23 percent of the rider sample.

Exhibit 4.1.11 Fixed-route respondent employment status



Q17. Do you have ready access to a personal vehicle?

Q18. How many vehicles are in your household?

The results of Questions 17 and 18 further underscore the supposition of a relatively high incidence of transit-dependency amongst DART's core customer group.

Exhibit 4.1.12 Fixed-route access to personal vehicle

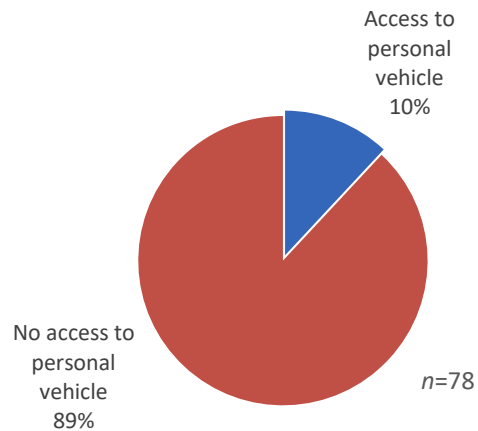
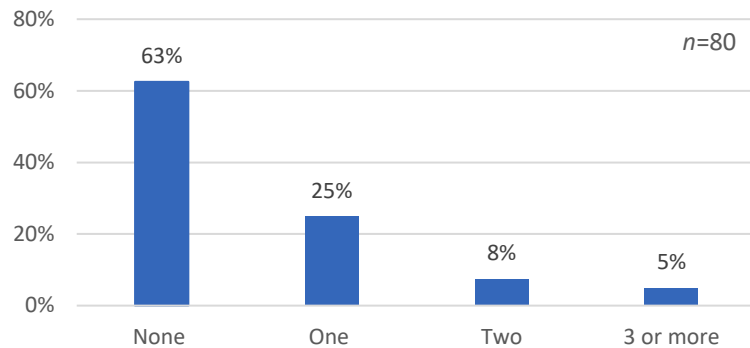


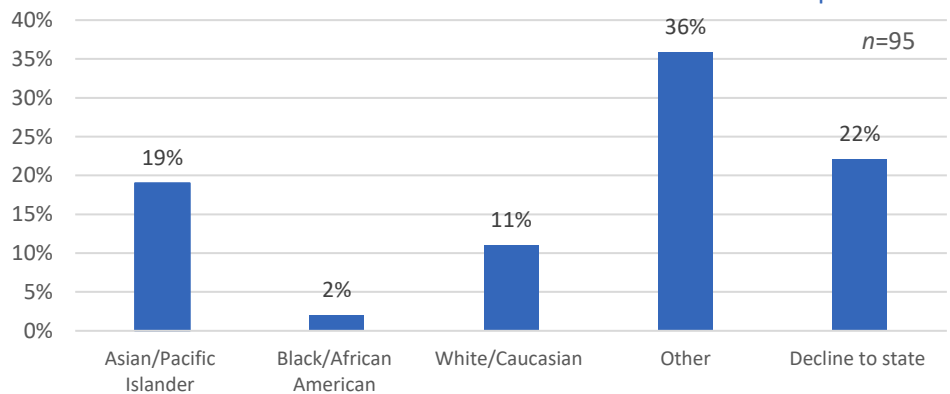
Exhibit 4.1.13 Fixed-route personal vehicles available to household



Q19. With which of the following do you most closely identify? (Check all that apply.)

This question inquires about race using the same definitions as the census. As discussed in Section 2, there is often confusion about this question for persons who identify as Hispanic or Latino, who may not consider themselves white but do not fit into another racial category. This question identifies a modest population of persons identifying as Asian/Pacific Islander and Black/African American. Question 20 provides a more accurate assessment of the Hispanic/Latino population. Those indicating “other” for Question 19 noted “Chicano,” “Hispanic,” “Latino,” “Mexican,” or “Spanish,” all of which are ethnicities, not races.

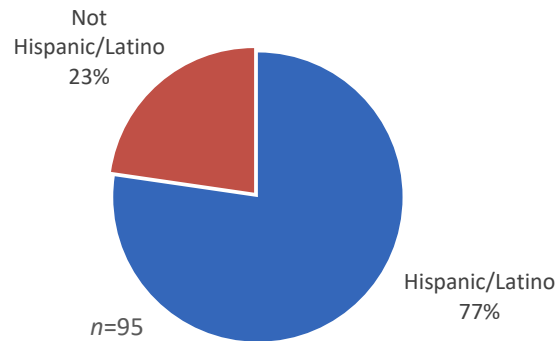
Exhibit 4.1.14 Fixed-route respondent race



Q20. Do you identify as Hispanic or Latino (of any race)?

More than three-quarters of respondents identify as Hispanic or Latino.

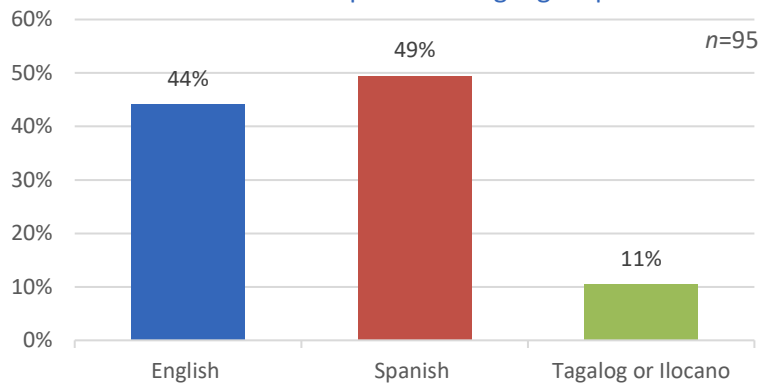
Exhibit 4.1.15 Fixed-route respondent identification as Hispanic/Latino



Q21. Which of the following languages is spoken in your home? (Check all that apply.)

Spanish is spoken in nearly half of the households of surveyed riders. Tagalog and/or Ilocano (both languages of the Philippines) are spoken in approximately 11 percent of rider households.

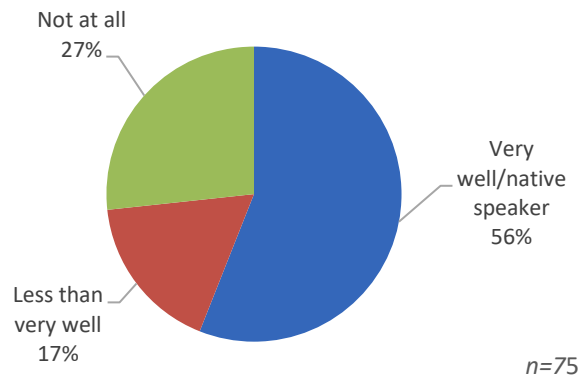
Exhibit 4.1.16 Fixed-route respondent languages spoken at home



Q22. How well do you speak English?

There appears to be a significant population of individuals with limited English proficiency among DART’s fixed-route riders. While 56 percent of those responding to the question indicated speaking English “very well,” 17 percent cited speaking English less than “very well,” and another 27 percent said they did not speak English at all. This results in a total of 44 percent of respondents who would require information and communications in a language other than English, most commonly Spanish.

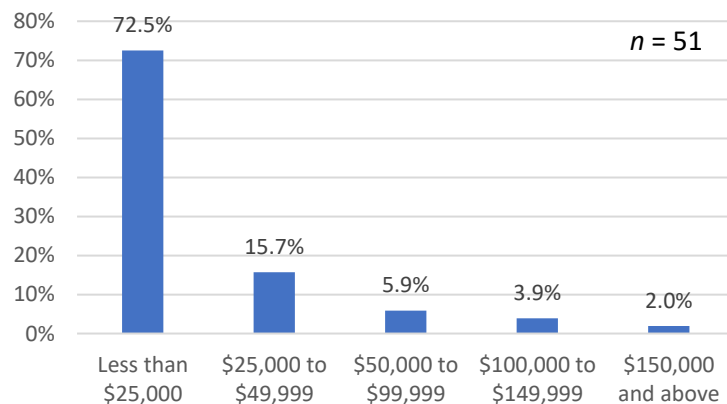
Exhibit 4.1.17 Fixed-route respondent English proficiency



Q23. What is your annual household income?

Among respondents who indicated their household income, nearly three-quarters cited an income of less than \$25,000 annually. For all but the smallest households, this income level lies below the federal poverty level.

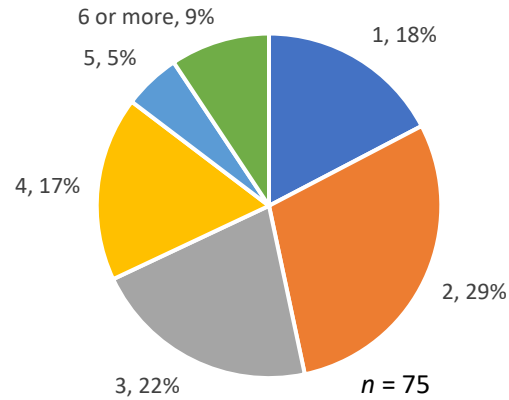
Exhibit 4.1.18 Fixed-route respondent household income



Q24. How many individuals (including yourself) live in your household?

Nearly half (47 percent) of respondents answering this question live in one- or two-person households. This translates to an average household size of approximately 2.9. As noted in Section 2, the average household size in Delano is 3.87 individuals.

Exhibit 4.1.19 Fixed-route respondent household size



4.2 Dial-A-Ride Rider Survey

A second transit rider survey, targeting dial-a-ride customers, was conducted using a database of registered program participants. A bilingual survey form was mailed to 250 persons identified as recent dial-a-ride customers.

The survey mailer included a postage-paid reply envelope as well as a participation incentive. 19 valid responses were received prior to the stipulated deadline.

The dial-a-ride service is open to seniors (age 61 and above) and persons with disabilities within Delano city limits as well as surrounding portions of Kern County. The service is also open to general public riders who need a ride to or from an area outside the City's fixed-route service area.

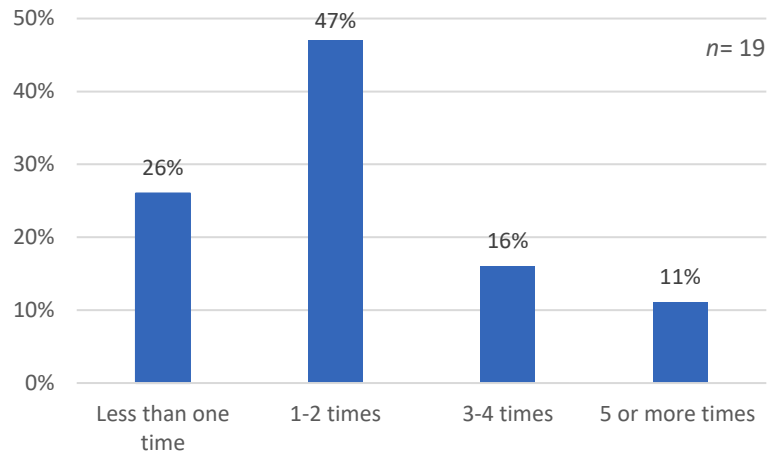
Data from the surveys was used to create a profile of the typical dial-a-ride customer:

- Rides twice a week or less (47 percent).
- Typically relies on a same-day trip request (47 percent).
- Most common trip purpose is to access healthcare services (68 percent).
- Uses the service because they don't drive or no longer drive (42 percent).
- Typically travels alone (74 percent).
- Typically pays cash for the ride (63 percent).
- Rates the overall service "excellent" or "good" (95 percent).

Q1. How often do you ride the City’s dial-a-ride service in a typical week?

At the time of the survey, the City’s dial-a-ride service was operating six days week.

Exhibit 4.2.1 Dial-A-Ride frequency of ridership



Q2. What is your most common trip purpose when using the City’s dial-a-ride service?

The majority of respondents cited healthcare/medical as their most common trip purpose. Given the demographic profile of the typical dial-a-rider customer, the preponderance of persons using the service to access healthcare services is not surprising.

Exhibit 4.2.2 Dial-A-Ride trip purpose

Purpose	Percentage
Healthcare/medical	68%
Shopping/errands	32%

Q3. How many days in advance do you typically make your ride reservation?

Given the near absence of trips denials, it appears the current trip request or ride reservation practice is working effectively.

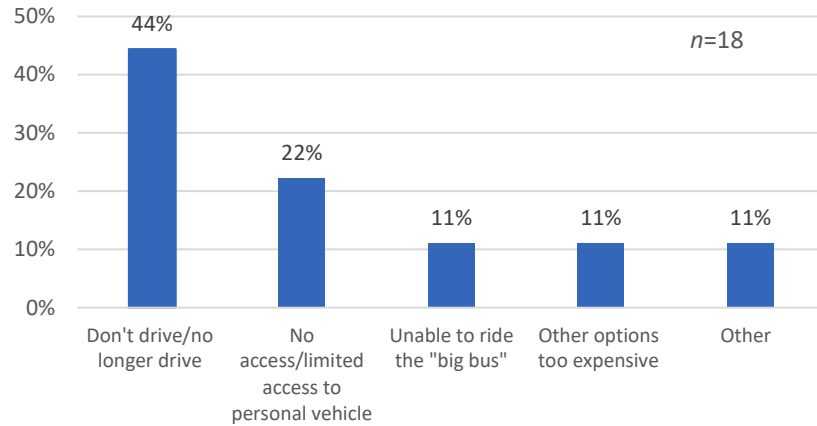
Exhibit 4.2.3 Dial-A-Ride advance reservations

Days	Percentage
1 or 2 days	83%
1 week	11%
Standing reservation	6%

Q4. What is the primary reason you use the City’s dial-a-ride service?

Although the City’s dial-a-ride service is open to the general public (on a space-available basis), the majority of riders are either seniors or persons with disabilities. Therefore, the reasons for reliance on dial-a-ride as a mobility option are not surprising.

Exhibit 4.2.4 Dial-A-Ride reason for riding



Q5. How do you typically pay for your fare on the City’s dial-a-ride service?

The service continued to operate on a fare-free basis during the survey period (April/May 2022). Therefore, questions regarding fare preference and/or fare collection were largely irrelevant.

Exhibit 4.2.5 Dial-A-Ride typical fare payment

Fare Media	Percentage
Cash	63%
10-ride pass	16%
Don't pay	11%
Medicare card	5%

Q6. Which fare category typically applies to you?

Although the City’s dial-a-ride service is open to the general public (on a space-available basis), the majority of riders are either seniors or persons with disabilities. Therefore, the fact nearly 80 percent of the surveyed riders indicated (typically) traveling on a reduced fare is not surprising.

Exhibit 4.2.6 Dial-A-Ride typical fare category

Fare Category	Percentage
Reduced fare	79%
Full fare	16%

Q7. Rate the following aspects of the City’s Dial-A-Ride service.

The responses to Question 7 reveal a high level of customer satisfaction regarding the City’s dial-a-ride service. The service attributes with the lowest mean ratings were “ability to obtain ride at desired time,” “on-time performance,” and “service hours.” These concerns stand in contrast to the near unanimous very positive rating given “overall service.” Therefore, the consultant team will follow-up with City staff regarding these (relatively) low-rated service attributes.

Exhibit 4.2.7 Dial-A-Ride satisfaction

	Excellent	Good	Fair	Poor	Mean Rating*
Ease of reservation making	58%	42%	-	-	3.58
Ability to obtain ride at desired times	42%	42%	16%	-	3.26
On-time performance	53%	32%	16%	-	3.37
Affordability/reasonableness of cost	58%	37%	5%	-	3.53
Courtesy of customer service staff	63%	26%	11%	-	3.53
Information provided to customers	53%	42%	5%	-	3.47
Service hours	42%	47%	-	5%	3.33
Driver courtesy	69%	26%	-	5%	3.58
Vehicle cleanliness (interior)	63%	32%	5%	-	3.58
Safety onboard vehicle	58%	26%	16%	-	3.42
Overall service	63%	32%	-	5%	3.53

**The mean rating is based on a scale of 1 to 4, wherein 1 = poor and 4 = excellent.*

Q8. Do you ever ride/use...?

There are a number of independent taxi and shuttle companies operating in and around Delano. While a survey of current taxi fares is beyond the scope of this study, the consultant’s field observations along with discussions with City staff suggests the average taxi trip distance is relatively modest. Further, at least some of the local taxi operators allow multiple persons to travel on a single or reduced fare. Therefore, the fact 21 percent of the survey participants also use the local taxis isn’t particularly surprising.

Exhibit 4.2.8 Dial-A-Ride use of other transportation services

Service	Percentage
Regular bus/DART	26%
Kern Regional Transit	26%
Private taxi	21%

Q9. To which of the following do you have access? (Select all that apply.)

The relatively high access to a smartphone within the dial-a-ride customer group suggests the potential transition to an on-demand (microtransit) service could be accomplished with relatively modest customer push-back (especially given the potential on-demand service would utilize the same City transit vehicles and transit drivers). However, an equally high percentage of riders cited no access to the technologies listed, which indicates an alternative to a smartphone app for booking microtransit rides (such as a phone number) would be necessary.

Exhibit 4.2.9 Dial-A-Ride access to technology

	Percentage
Internet	16%
Smartphone	42%
Email	21%
Text messaging	21%
None of the above	42%

Q10. Do you typically travel on Dial-A-Ride...?

The fact that nearly 75 percent of the surveyed riders indicated traveling alone suggests there will not be capacity issues should the City transition to an on-demand (micro-transit) service delivery model.

Exhibit 4.2.10 Dial-A-Ride riders traveling with a companion/attendant

	Percentage
Alone	88%
With companion	6%
With attendant	6%

4.3 Stakeholder Survey

Among the core objectives of the City of Delano’s Long Range Transit Plan is the identification of mobility needs and priorities specific to historically transportation-disadvantaged populations. Typically such groups include seniors, persons with disabilities, low-income individuals, and persons who either do not drive and/or have limited access to a personal vehicle.

Given per capita income as well as mobility limitations identified through the American Community Survey as well as the recent transit rider surveys, transportation-disadvantaged persons often do not participate in traditional engagement activities such as community meetings, workshops, and surveys. Rather it often falls to community and social service organizations to serve as their representatives or advocates with respect to transportation needs and priorities. With this in mind, Moore & Associates conducted a mobility needs survey targeting a variety of community stakeholders throughout Delano. This activity included direct outreach to local healthcare, education and training, senior, disabled, and other organizations whose core clientele includes historic transportation-disadvantaged individuals.

A short bilingual (Spanish/English) survey was mailed to a representative at 18 organizations either based in Delano or having a significant presence in the city. Survey completion time was estimated to be less than 10 minutes, and a modest response incentive was included as well as a postage-paid reply envelope. As the stipulated survey response deadline neared, up to three follow up attempts (via phone) were made to each organization. In some instances, a new or different contact at the respective stakeholder organization was identified. This effort resulted in 11 valid responses from the following organizations:

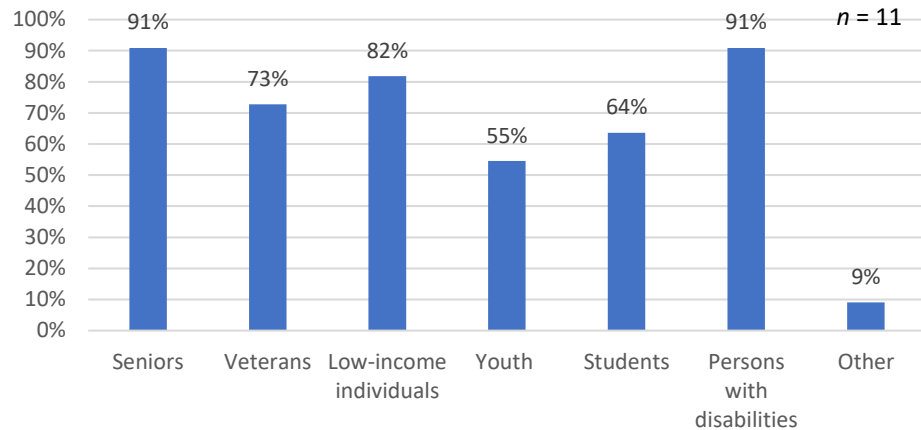
- Adventist Health Delano Hospital,
- California Farmworker Foundation,
- Community Connections Center,
- Da Vita Dialysis Center,
- Delano Adult School,
- Delano Association for the Developmentally Disabled,
- Delano Kidney Center,
- Filipino Community Cultural Center,
- Kern County Human Health Services,
- OLA Raza, and
- Proteus.

Of the eleven respondents, three indicated being “healthcare oriented,” two “education,” and four “social service.” The remaining two respondents were a non-profit and a Family Resource Center.

Q1. Which of the following groups does your organization serve? (Select all that apply.)

The most frequently served populations by stakeholder respondents are seniors and persons with disabilities, followed by low-income individuals. The “other” response was from a dialysis clinic, whose clientele do not fall into another category.

Exhibit 4.3.1 Stakeholder populations served



Q2. Which of the following programs and/or services does your organization provide? (Select all that apply.)

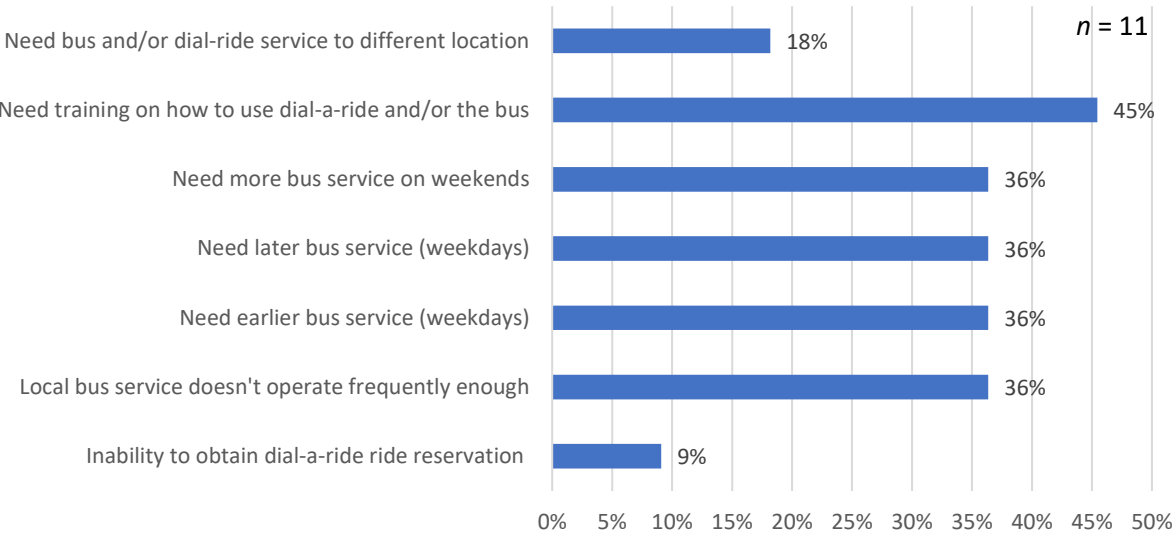
Four respondents indicated providing transportation-related programs and/or services. The Delano Association for the Developmentally Disabled and the Delano Filipino Community Center said they directly operate transportation services. Adventist Health and Kern County Health and Human Services purchase/subsidize transit passes, tokens, or tickets. Adventist Health also directly purchases transportation services for its clientele and subsidizes employee use of transit.

Q3. Which of the following factors do you believe represents the greatest transportation challenge to your clients/members?

A need for travel training was the most frequently cited transportation challenge, followed by more service on weekends, earlier and later service on weekdays, and increased frequency. Two stakeholders also expressed a need for service to Bakersfield and the Delano Filipino Community Center³.

³ While there is no DART fixed-route stop at the Filipino Community Center, there is a Saturday Loop stop less than 300 feet away and a Route 4 stop just over 500 feet away on Cecil Ave.

Exhibit 4.3.2 Stakeholder transportation challenges



Section 5 | Recommendations

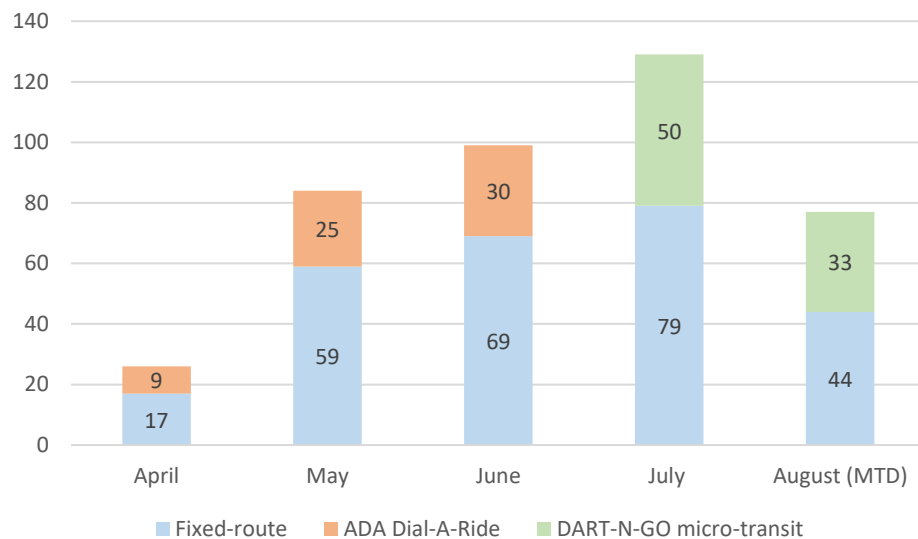
The following recommendations are based on current program performance, staff and community input, and consultant insight. While several of the recommendations should be implemented in the near-term, others may require a significant accumulation of capital or significant planning or enhanced coordination. The recommendations build upon the City’s existing and planned transit program as well as existing and anticipated community demographics and development.

1. Implement micro-transit service in Delano, either to extend the reach of the transit program (alongside fixed-route and ADA paratransit service) or to replace the two-tier service.

In July 2022, the City introduced a pilot micro-transit program (DART-N-GO), which was envisioned to replace the Saturday fixed-route loop on October 1, 2022, and supplement the fixed-route program by July 1, 2023. The program currently utilizes the Spare software platform to operate a comingled ADA paratransit and general public on-demand micro-transit program. Rides are scheduled by dispatcher via phone or through the rider-facing Spare app.

Saturday service, which had been suspended due to the COVID-19 pandemic, was reinstated in April 2022. In July and August 2022, Saturday service consisted of the Saturday Loop fixed route and the combined ADA paratransit and micro-transit on-demand service. In July, Saturday ridership exhibited a 30 percent increase over the prior month. August ridership represented in Exhibit 5.1 includes only about half of the month, and is on track to meet or exceed that of July.

Exhibit 5.1 Impact of micro-transit on ridership

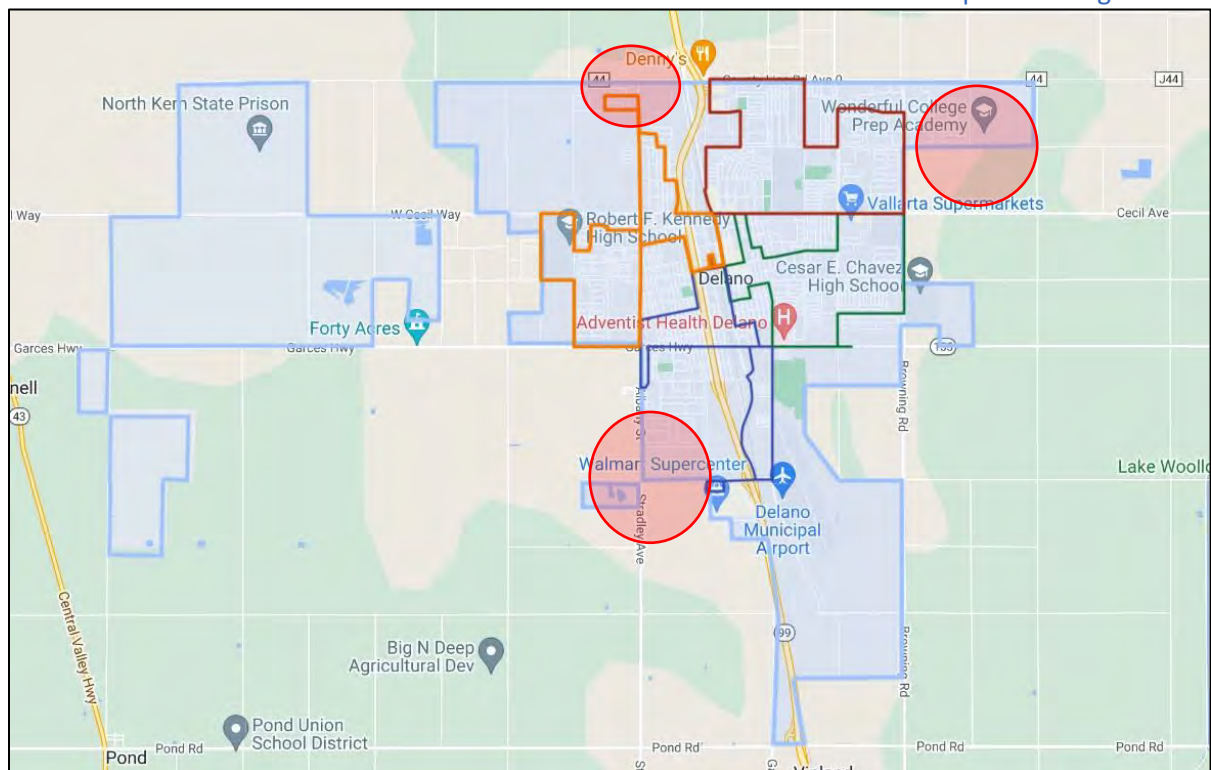


According to City staff, many of the current micro-transit riders are those coming into Delano via Tulare County’s regional service (formerly Tulare County Area Transit; now Tulare County Regional Transit Authority, or TCRTA). TCRTA’s South County route (Route 20) arrives at the Delano Transit Center at 9:38 a.m., 12:01 p.m., 3:14 p.m., and 5:37 p.m. DART’s Saturday Loop serves the Transit

Center hourly beginning at 8:30 a.m. and ending at 4:20 p.m., with no service between 12:30 p.m. and 1:30 p.m. TCRTA riders quickly discovered they could use DART-N-GO to avoid a lengthy wait upon arriving at the Transit Center. Many reservations are made by phone, but City staff are working to transition riders to the app as much as possible. Staff also receive a number of calls about using the micro-transit service during the week, but such service is not yet being offered.

Beginning November 1, 2022, the City plans to introduce weekday micro-transit service alongside its four fixed routes using up to two micro-transit vehicles. This would expand transit service to areas not currently served by the fixed-route service. These include areas that are currently under development and/or do not have an established road network that could accommodate fixed-route service or the City's larger buses. These areas are shown in Exhibit 5.2.

Exhibit 5.2 Micro-transit service expansion target areas



Implementation of Saturday micro-transit service, upon elimination of the fixed-route service, is expected to result in a reduction in vehicle revenue hours and an increase in ridership. Implementation of weekday micro-transit service will require the addition of a full-time micro-transit driver position.

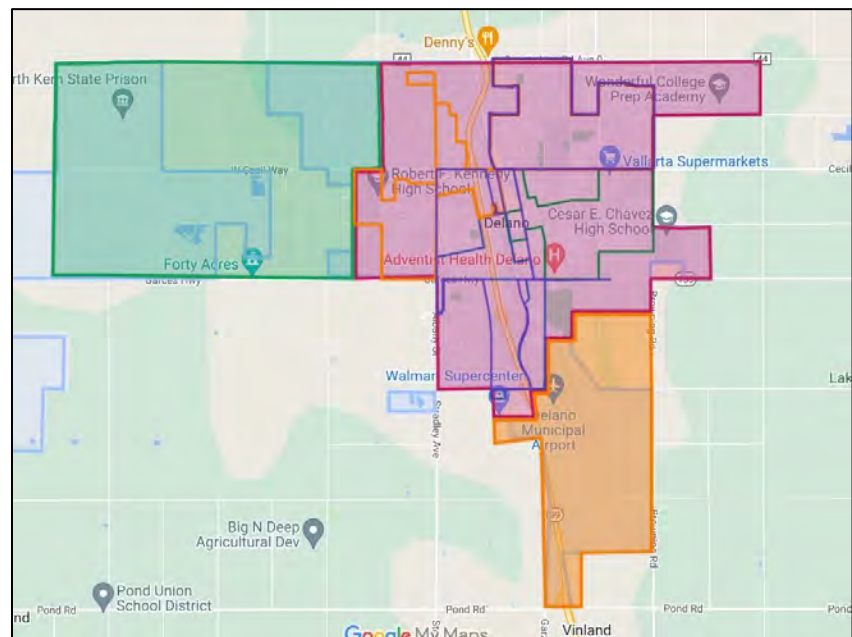
In the future, the City will have several options regarding micro-transit, depending on the success of the pilot program.

- A. The City could continue using micro-transit to provide Saturday service and supplement the current fixed-route and ADA paratransit service on weekdays.
- B. The City could replace its current fixed-route and ADA paratransit service with micro-transit.
- C. The City could reconfigure its service to provide less fixed-route service and more micro-transit service, while continuing to operate both modes.

One of City’s concerns about transitioning to a micro-transit-only service is the uncertainty about demand. With fixed-route service, vehicle service hours can be readily predicted and budgeted for. There is a significantly higher level of uncertainty with an on-demand service. Over the next few years, the City should be able to better determine whether full transition to a micro-transit service is feasible and/or desired. This will also allow for completion of some of the current residential developments, along with determination of whether fixed-route service could or should be extended to those areas.

Should the City decide to fully transition to a micro-transit service, it may wish to consider a zone-based approach, which would expand service to outlying areas while concentrating service in a core service zone. Exhibit 5.3 demonstrates a three-zone micro-transit system. All of the initial micro-transit expansion areas described above are included within the core service zone, as are areas currently served by the fixed-route service.

Exhibit 5.3 Potential three-zone micro-transit service area



With micro-transit introduced during a fare-free period (with fares covered with an LCTOP grant), the City will need to determine appropriate fare pricing prior to introducing fares. If micro-transit is used to supplement fixed-route service, the City may wish to charge a higher fare for micro-transit with fixed-route service remaining a lower-cost option. We recommend pricing all micro-transit trips the same as ADA paratransit trips (current \$3.00 per one-way trip), while keeping fixed-route fares at \$1.50 per one-way trip. The City will need to conduct a fare equity study prior to reintroducing fares since those fares will include new micro-transit fares.

If the City chooses to fully transition to micro-transit, we recommend implementing zone-based pricing. This would allow the City to charge a more modest price for short trips. Trips within the core Zone 1 (red) would be a flat fare. Given the size of the area, it is unlikely any single trip would be more than five miles in length. Riders traveling from Zone 1 to either Zone 2 (green) or Zone 3 (orange) would be charged a premium fare, as would trips covering all three zones. This would provide customers with access to outlying areas (such as the prisons), but at a higher fare to help offset the cost. Customers needing to travel within the existing service area could do so for a more modest cost. Given the on-demand nature of micro-transit, most vehicles could be concentrated in Zone 1, and requests for service to Zones 2 and 3 dispatched when a request is received.

A zone-based fare structure may or may not include separate pricing for ADA customers or reduced fare eligibility. Because the service is not a fixed-route service, there are no constraints regarding how ADA paratransit must be priced. In addition, if all service is co-mingled, there is no reason to charge a higher fare for ADA paratransit. A sample fare schedule is provided in Exhibit 5.4. Additional fare types (reduced fares, multi-ride passes), if used, would need to be supported by the software platform.

Exhibit 5.4 Potential zone-based microtransit pricing

Distance traveled	Fare
Travel within Zone 1, one-way	\$1.50
Travel between Zone 1 and either Zone 2 or 3, one way	\$3.00
Travel within all three zones, one way	\$5.00

A three-zone micro-transit system can be implemented in phases. Since Zone 1 encompasses the current ADA paratransit service area, it would be introduced first. Service to Zones 2 and 3 could be added later, either together or separately.

2. Convert the City’s transit fleet to zero-emission vehicles (ZEV).

As mandated under the California Air Resources Board’s (CARB) Innovative Clean Transit (ICT) legislation, all transit operators are required to plan for and begin a transition to a zero-emission fleet. Small operators (such as Delano) have until 2026 to begin purchasing zero-emission vehicles (including battery-electric or hydrogen) instead of traditionally fueled vehicles (such as gasoline or diesel). Starting January 1, 2026, 25 percent of all new bus purchases in each calendar year must be zero-emission. Starting January 1, 2029, all new bus purchases must be zero-emission. While this timeline provides smaller operators additional time to plan and fund a zero-emission fleet, there are certain steps that must be taken in order to ensure the City is able to comply with the ICT mandate.

It is important to note that replacement of existing traditionally fueled vehicles with zero-emission vehicles occurs as part of the regular replacement schedule. As such, it is likely the City will continue to operate gasoline, diesel, and/or CNG vehicles past 2029, through the end of each vehicle’s useful life.

There are two primary alternative fuels for zero-emission vehicles: battery-electric and hydrogen. Battery-electric buses are far more prevalent within the industry, given the relative ease of installing

charging infrastructure. The challenge with battery-electric buses (BEBs) is the time needed to fully charge the battery, which can be up to six hours depending on the size of the battery and the nature of the charger, as well as the range of the vehicle. In many cases, this calls for a larger fleet than would be necessary for traditionally fueled vehicles, as a bus may need to be charged (and thus switched out) before the end of the service day.

Hydrogen vehicles have the advantage of fueling quickly in a manner similar to gas or diesel. However, they also require either an on-site reformer or a storage facility so that hydrogen can be trucked in. There are currently no hydrogen fueling stations in Kern or Tulare County, so it would be a significant and expensive undertaking to fuel hydrogen vehicles in Delano. Hydrogen is considered a good alternative to BEBs in environments where routes are long and could not be completed on a single battery charge. Given the nature of the City's current routes and the size of the service area, hydrogen power is not necessary, and BEBs would easily be able to deliver multiple trips on a single charge.

Two specific activities are identified under this recommendation.

- A. [Prepare a Zero-Emission Vehicle Rollout Plan](#). Even with BEBs identified as the most likely path forward for the transit program, it is necessary for the City to develop a Zero-Emission Vehicle (ZEV) Rollout Plan. The need for such a plan is two-fold. First, under the ICT mandate, operators must complete a rollout plan by June 30, 2023. In addition, a rollout plan is needed in order to be eligible for FTA Section 5339 Low-No Emission Bus funding. While the two requirements have some differences, they can easily both be addressed within a single ZEV Rollout Plan.
- B. [Implement the ZEV Rollout Plan through infrastructure development and vehicle purchases](#). Once the ZEV Rollout Plan has been completed, it will provide a blueprint for the transition to a zero-emission fleet. It will identify what infrastructure is needed, range requirements for buses, potential funding sources, maintenance and workforce training requirements, fleet needs based on vehicle capabilities, and a fleet replacement plan.

3. [Expand fixed-route service area to include new residential development](#).

The city of Delano is currently experiencing growth, with new residential developments under construction in the northwest and southwest parts of the city. In order to effectively address the City's transportation needs, the City's transit program must keep pace with this development. A preliminary strategy for providing service to these areas in the short-term was included within the micro-transit recommendation above. However, depending upon how the City ultimately decides to develop its transit program, it may need to redesign its fixed-route service so as to incorporate service to these and other currently un-served areas. It is possible that micro-transit will be a long-term solution for accommodating new development. Alternately, the City may wish to redesign its fixed-route network to provide service to these new areas.

4. [Develop an ongoing marketing program to encourage transit ridership](#).

Marketing is an essential part of operating a transit program, even in a smaller community where it may feel like everyone already knows about it. Marketing helps keep transit "top of mind," which

makes it more likely non-riders will consider it a viable option if their regular mode of travel is not available, if their child needs to get to school, or if a change in residence or employment necessitates a change in travel. It is also an essential part of the introduction/launch of new programs or services.

A standard marketing budget for transit is three percent of the operating budget. However, there are plenty of effective activities that can be implemented even on a shoestring budget. This is why a marketing plan is essential. It programs out the marketing activities, identifies low- and no-cost activities as well as those that must be budgeted for, and helps ensure transit has a consistent presence in the community.

Three activities are identified under this recommendation.

- A. **Develop a marketing plan.** The marketing plan should cover a defined period and include both ongoing and periodic activities. Ongoing activities/materials are typically service information, website maintenance and updates, and social media. Periodic activities run the gamut from market research to participation in community events to marketing campaigns focused on a specific issue or topic. The marketing plan stipulates what design work might be needed, when certain activities should occur, and how much to budget for each activity. Often marketing plans can be scaled to accommodate any budget, and may include an additional “menu” of options should additional funding become available. A marketing plan may be completed in-house or through a consultant, but in either case it should be prepared by someone knowledgeable in transit program marketing in a small urban community.
- B. **Implement the marketing plan.** Once a marketing plan has been prepared, it should not be left to sit on the shelf! Instead, it should be viewed as a blueprint for transit marketing activities. It will be up to the City to determine whether it has the resources in-house to implement it effectively, or if an on-call consultant agreement would be more beneficial.
- C. **Implement a campaign to support the implementation of on-demand micro-transit.** In order to ensure a successful implementation of on-demand micro-transit, it is imperative the City undertake a robust marketing campaign. Such marketing is necessary at each step of the transition, including the initial pilot program (currently underway), the full transition to on-demand Saturday service, and the introduction of weekday service. Further activities would be warranted whenever there is a change to or expansion of the program.

There are three key components to the marketing program needed during each transition.

- **Information.** The marketing campaign must inform the public (riders and non-riders alike) about the facts of the change, including service hours, service area, fares, and how to ride. This may also include the “why” behind the change.
- **Education.** In addition to providing the facts, riders need to be educated in how to use the new service. The more technology that is implemented (such as a rider app), the more education will be needed. This component should focus on “how-to” materials.
- **Promotion.** Once people know of the change and how to use the system, promoting features and benefits of the new system is necessary to grow ridership.

Once the transition has been completed, informational and educational materials should be maintained on the City's transit website so that new riders can easily access them.

While a marketing plan typically only covers one year at a time, it does not necessarily need to be completely rewritten each year. There should, however, be an annual process to update the marketing plan. This would allow the City (or its marketing consultant) to assess what worked well and what did not work well, identify new opportunities, and update the marketing budget.

5. Convert the Delano MMCF to a transit administration and operations facility.

The City of Delano currently maintains a fleet of 19 transit vehicles: two sedans, six minivans, two small cutaways (≤ 25 ft), and nine larger cutaways (> 25 ft). The City does not expect to significantly expand its fleet, anticipating only one to three expansion vehicles across the next 20 years.

The City currently has gasoline, diesel, and CNG fueling at its Corporation Yard. It does not utilize external vendors. The City would like to have gasoline, diesel, and CNG fueling as well as battery-electric charging capabilities at a dedicated transit maintenance facility.

Transit vehicles are currently stored at the Corporation Yard. However, there is no dedicated parking space for transit vehicles. There is insufficient parking space for the transit fleet. Therefore, transit vehicles must be continuously shifted around in order to have parking. Nor is there sufficient space to accommodate any fleet expansion.

The current maintenance facility (Corporation Yard) is located two miles from the transit center. There are no dedicated maintenance bays, although two "general use" bays are usually available for transit work. While there is no dedicated mechanic, the City has one mechanic who typically works on transit vehicles.

Currently, the City outsources transit fleet maintenance and repairs with respect to tires, A/C service, maintenance on CNG pumps, heavy chassis work, and vehicle suspension. It would like to be able to provide tires, heavy chassis work, and all A/C maintenance and repairs in-house, but is currently unable to do so given space, facility, or equipment constraints.

Administrative offices for the City's transit program are located at the transit center. All administrative activities take place there, except for fleet maintenance and fueling (which occur at the Corporation Yard). The transit center features 2,700 square feet of administrative space and provides work space for a staff of 16 (transit manager, transit supervisor, lead driver, 10 drivers, two dispatchers, and one maintenance staffer). No non-transit functions currently operate from this location.

Transit management's primary concern regarding the current administrative space is not only that it is unable to accommodate future growth, but that it is already insufficient for the City's needs. Staff is concerned it will not have space for the new dispatcher it is about to hire. The transit center was

never intended to serve as the primary operations and administrative facility. The current space allocation arrangement also negatively impacts the customer experience as well.

Management’s primary concerns about the Corporation Yard include a lack of dedicated space for transit vehicle storage, lack of space to accommodate the planned battery-electric fleet charging infrastructure, lack of space for dedicated transit maintenance staff, and the inability to provide a full range of maintenance services due to a lack of space and/or equipment. As with the administrative space, it is already insufficient, and this will become more problematic as the City’s transit programs continue to develop.

There also is no current training space. Drivers need to train, and the current arrangement requires drivers to train on the street in active traffic.

With Delano’s population forecast to increase 35 percent between 2017 and 2042, the likelihood of needing to expand many of the City’s programs is high. Even if the Transit program saw little to no growth, increased population would ultimately result in a need for greater resources for other programs served by the Corporation Yard, such as police cars, fire trucks, garbage trucks, street maintenance vehicles, etc. Therefore, relocating Transit to a dedicated facility would not only provide Transit with ample space to operate and grow, but would free up the space it formerly occupied at the Corporation Yard for other programs.

Exhibit 5.5 Demographic forecast for Delano (from 2018 RTP)

	Est 2017	Forecast 2030	Forecast 2042	Forecast annual growth
Population	53,152	62,400	71,800	1.2%
Group Quarters	9,112	10,900	12,400	1.2%
Households	10,476	12,000	14,000	1.1%
Employment	14,469	18,200	22,100	1.6%

In addition, a very active rail line is located between the Corporation Yard and the transit center, and all crossings are at-grade. Depending on activity on the rail line, this can directly impact transit service on-time performance while also increasing vehicle deadhead time and (potentially) transit program operating cost. If activity on the rail line continues to increase (as is forecast), it is likely to have a greater impact on transit service delivery.

The City is currently considering a site located at 2727 West Industry Road in Delano. The site is owned by the City and is the former Delano Modified Community Correction Facility (MCCF). It is a six-acre lot with 60,000 square feet roofed and 18,000 square feet of open concrete courtyards. The facility includes a central administration building and two dormitory buildings, each of which includes an enclosed courtyard. The former MCCF site is located four miles from the transit center. There is no active rail line between this site and the transit center.

Exhibit 5.6 Location of proposed site

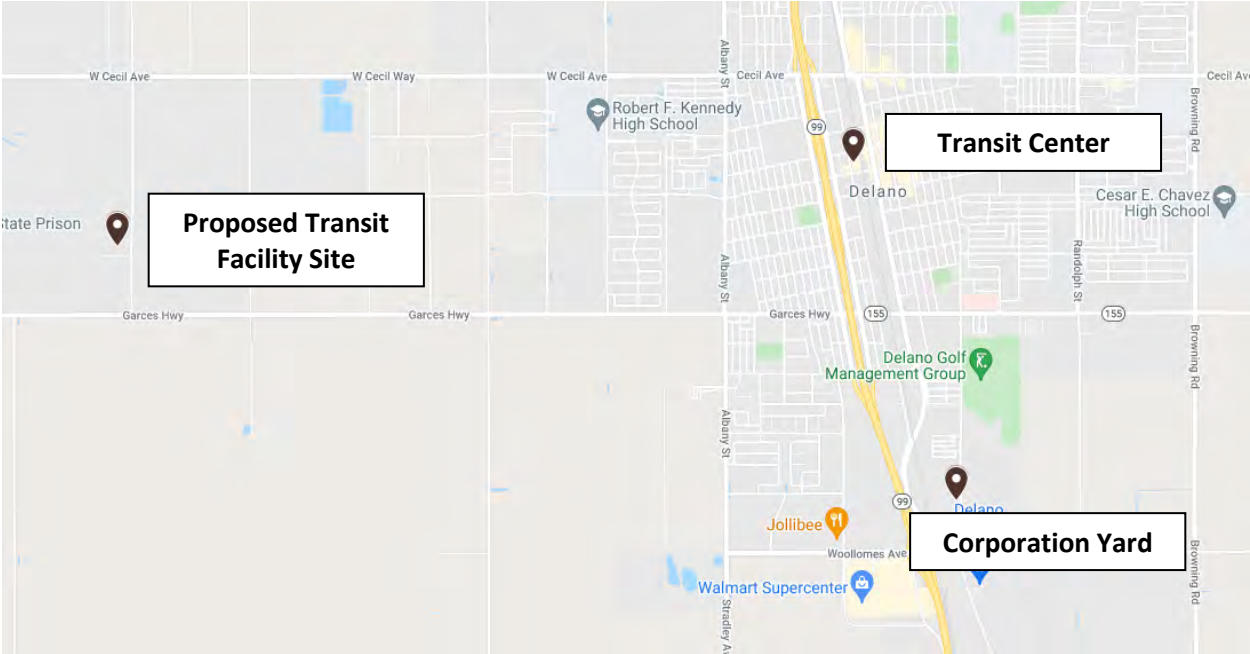


Exhibit 5.7 Aerial view of proposed site



Key facility features

In order for a potential dedicated transit maintenance facility to effectively meet the needs of the City's transit program across the next 20 years, it will need to include the following features upon full build-out:

- A. Effective allocation of space within the property – 50 percent for vehicle storage and circulation, 25 percent for employee parking, and 25 percent for building space.⁴ (Ideally, there would also be sufficient space to conduct driver “behind-the-wheel” training activities.)
- B. Two maintenance bays sized appropriately for current and future fleet vehicles.
- C. At least one in-ground or portable lift.
- D. Other fleet maintenance work areas and appropriate equipment.
- E. Tire shop and tire storage.
- F. Parts room/storage.
- G. Maintenance offices (with space for records storage).
- H. Security fencing, access gates, and lighting.
- I. Break room with kitchen.
- J. Transit administration/operations offices.
- K. Computer room and file storage.
- L. Dispatch office.
- M. Money room.
- N. Conference/training room.
- O. Restrooms/locker rooms.
- P. Reception area.
- Q. Fueling stations (gas, diesel, CNG, and battery-electric charging).
- R. Fuel storage and/or generation (above-ground).
- S. Utility area/bus wash.

At least one of the existing structures would likely need to be demolished to provide sufficient space for the fleet fueling infrastructure (storage tanks, pumps, battery-electric vehicle charging, etc.). From a site layout perspective, it would make the most sense to retain the central administration building and remove the east dormitory building so as to create sufficient space for the desired fueling infrastructure. The west dormitory building could also be demolished at a later date, or be excluded from the project altogether and used for another purpose.

A Title VI Site Equity Analysis was completed in June 2022, with no adverse impacts identified.

6. Work with regional Kern County operators to implement a regional fare media or transfer agreement.

The City should consider working with other Kern County operators (especially Kern Transit) should a regional fare media or transfer agreement be proposed. The City does not have any existing regional or transfer agreements with other operators, nor is it positioned to be the lead agency for a regional fare. However, implementation of a regional fare would allow for more convenient travel between

⁴ “A How-To Guide for Maintenance Facility Design,” *Fleet Maintenance*, by David A. Kolman, 11 July 2017.
<https://www.fleetmaintenance.com/shop-operations/shop-management/article/20864422/howto-guide-to-maintenance-facility-design>

Delano and Bakersfield (and the rest of Kern County). Should Delano move ahead with the transition to an on-demand (micro-transit) service, regional fare media with a stored-value feature (which could be used for all participating agencies) might be the best option.

While a transfer program with paper transfers is a low-tech solution, use of stored-value on a regional smartcard would likely require additional technology. This would not necessarily mean a full farebox replacement, but could utilize the addition of a validator on each bus. The GenFare Open Link validator has the capability of reading stored-value smartcards and has a current cost of \$2,400 per unit.

7. Institute a travel training program.

Travel training, as a mobility-enhancing strategy, has become increasingly commonplace, especially for transit programs in urbanized areas. This is especially true for transit programs which serve significant numbers of seniors and/or persons with disabilities. Effective travel training serves to mitigate the barrier of the “unknown,” assisting new or infrequent transit users to increase their comfort levels (and often that of their family members and/or caregivers). It is also an extremely valuable asset when a new program or service (such as micro-transit) is introduced.

Travel training programs serve a dual purpose. First, they raise awareness about what transit options are available; and second, they teach the skills needed to effectively use public transit. Travel training can be provided on an individual or group basis. This would enable social service organizations and other programs to host travel training sessions for their clients. Initial activities should focus on historically ride-dependent populations, including seniors, persons with disabilities, and low-income individuals, though holding some sessions open to the general public would be beneficial to increase familiarity with the micro-transit platform.

Moore & Associates believes many social service organization clientele warrant an additional educational step: on-site mobility or travel training. This would involve a qualified Visalia Transit representative visiting social service locations throughout the local service area to conduct short informational presentations, question/answer sessions, and “hands-on demonstrations” (e.g., how a wheelchair lift works, securing mobility devices, how to pay for a transit ride, rider behavior protocol, etc.).

In conducting successful travel training activities across the past 20 years, our approach has included a “tool kit” of service materials, a supply of free-ride tickets, a short (large font) presentation/discussion guide, and question/comment cards (for attendees too shy to verbally ask questions). We recommend limiting the group size to 12 and capping the session duration at 75 minutes. Given the likely target of the proposed travel training sessions would be mobility-limited/disadvantaged individuals, having an actual dial-a-ride vehicle and a driver also attend has helped break through the unfamiliarity or hesitancy barrier.

Finally, we recommend (initially) conducting two sessions/month, preferably assigning the same “trainer” as there is a rhythm which will emerge following completion of the first few sessions.

8. Enhance the City's Transit website.

While the City's transit website is functional and includes many of the essential components (schedules, maps, fares, policies, etc.), it is important to ensure the website is updated to reflect actual service conditions, including the introduction of the DART-N-GO micro-transit service.

At a minimum, the site should also include an easy-to-remember URL (such as www.DelanoDART.com; which can be redirected to the page on the City's website); micro-transit information (including days, hours, cost, and how to book a ride); links to download micro-transit apps; and all linked .pdf files provided in Spanish as well as English (the site's translation feature does not translated linked files). The site should also ensure all pages are able to be translated into Spanish.

Section 6 | Financial and Capital Plans

This section discussed financial considerations pertaining to both operating and capital revenues and expenditures. The following sub-sections include a description of major funding sources, a discussion of operating considerations and assumptions, a summary of proposed capital purchases, and a fleet replacement plan.

6.1 Funding Sources

The City of Delano currently funds its transit program's capital and operating programs primarily through a combination of state and federal funding sources. This section details the City's major sources of transit funding.

Federal sources

- **FTA Section 5307:** Section 5307 is the Federal Transit Administration's Urbanized Area Formula Grants program. An urbanized area is defined as an incorporated area with a population of 50,000 or more. Delano was designated as a small urbanized area (UZA) following the 2010 census. Section 5307 funding may be used by urbanized areas with a population under 200,000 for operating assistance or capital purposes. Apportionments for these areas is based on population and population density. For most capital expenditures, the federal share may not exceed 80 percent of the total project cost. For operating assistance, the federal share cannot exceed 50 percent of the total project cost.
- **FTA Section 5339:** Section 5339 is the Federal Transit Administration's Bus and Bus Facility Grants program, which provides funding for vehicle acquisition and rehabilitation as well as the construction of bus-related facilities. Funding is provided through a combination of formula allocations and competitive grants. One of the competitive grants (5339(b)) provides funding to rehabilitate or purchase buses and bus-related equipment and construct bus-related facilities. The other (5339(c)) is the Low- and No-Emission Vehicle Program, which provides funding for the purchase or lease of zero- and low-emission vehicles and development of supporting facilities.
- **Transportation Development Credits:** Formerly called Toll Revenue Credits, Transportation Development Credits provide a credit toward a project's local share for certain expenditures with toll revenues. While these are state-generated funds (and considered a local share for federally funded projects), they are often documented as federal funding for reporting purposes as they are awarded through a Federal Highway Administration (FHWA) program. Essentially, the federal government credits states for investments in toll roads and toll bridges and allows them to use the credits as a match on other federal funding programs.

State sources

- **Local Transportation Fund (LTF):** LTF is one of the funding sources created under the Transportation Development Act (TDA). It derives funds from a ¼ cent sales tax. The revenues generated under this sales tax are returned to the county in which they were collected. The Regional Transportation Planning Agency (RTPA) in each county is responsible for apportioning those funds to jurisdictions within the county based on population. LTF funds can be used for

operating or capital purposes. In some cases, LTF funding can also be used to fund streets and roads projects if it is determined there are no unmet transit needs that are “reasonable to meet.”

- **State Transit Assistance (STA) Fund:** The STA Fund is the other funding source created under the Transportation Development Act (TDA). STA revenues are generated from sales tax on gasoline and diesel fuel. STA funds are allocated based on population and transit revenues. STA funds can be used for capital or operating purposes, though there are some eligibility criteria regarding use for operating purposes.
- **Low Carbon Transit Operations Program (LCTOP):** LCTOP was created as part of the Transit, Affordable Housing, and Sustainable Communities Program under Senate Bill 862. It provides operating and capital assistance for transit agencies to reduce greenhouse gas emissions and improve mobility, especially in disadvantaged communities. Allocations are made to transit operators within each county, and RTPAs often coordinate the use of funds between operators within their jurisdiction. Projects are submitted to Caltrans for approval. Eligible projects may include new or expanded bus service, capital improvements to reduce greenhouse gas emissions, and projects benefitting disadvantaged communities. Many operators (including Delano) have used LCTOP to provide free fare programs to encourage transit use, especially those serving disadvantaged communities.
- **Senate Bill 1 (SB 1) – The Road Repair and Accountability Act of 2017:** SB 1 was signed into law on April 28, 2017, to provide \$54 million in funding over 10 years to fix roads, bridges, and freeways and expand transit and safety. SB 1 provides additional funding through the STA program (\$328 million annually) for public transit planning, operating, and capital purposes. It also provides funding under the State of Good Repair (SOGR) program to provide transit operators with a consistent and dependable revenue source to invest in the upgrade, repair, and improvement of transportation infrastructure and services.

Other revenues

The City of Delano also receives revenues through a number of other local sources. These include farebox revenues, revenues from Kern County for operations within the unincorporated area of Kern County surrounding Delano, investment earnings, transit advertising sales, CNG fuel sales, and the sale of real property. These local revenues supplement state and federal funding and help to increase the farebox recovery ratio with respect to TDA compliance.

6.2 Financial Plan

Any long-term financial plan relies heavily on assumptions, especially in times of high uncertainty. While a long range transit plan typically offers a path forward across the next 20 years, the financial plan contained herein offers guidance for only the next 10 years given the instability of the current funding environment. As a result, this plan focuses on likely funding availability for the next 10 years and offers general guidance for the subsequent 10-year period.

The financial plan makes the following assumptions:

- The City continues to fund its transit program primarily through FTA Section 5307 funds and Transportation Development Credits (Toll Credits). Exhibit 6.2.1 anticipates an increase of two percent per annum for each of these revenue sources.

- State Transit Assistance (STA) funds are also expected to increase at a rate of two percent per annum.
- The City does not currently claim LTF funds for transit, but instead opts to claim its allocation under Article 8 for streets and roads. Beginning in FY 2026/27, however, the City will likely need to claim some LTF funding for transit as operating costs are expected to increase at a greater rate than the federal and state allocations it relies on for the bulk of its funding.
- Most other local revenues are assumed to increase at a rate of two percent per annum.
- CNG sales (shows as Transfers In from Garage) are assumed to remain static as fleets transition toward zero-emission vehicles. This revenue source is likely to begin decreasing at some point, but may not do so appreciably until after FY 2032/33.
- Operating expenses are assumed to increase by five percent per annum through FY 2028/29, then by four percent per annum through the balance of the 10-year period.
- Fuel costs are assumed to remain static beginning in FY 2026/27 as the City begins its transition to battery-electric vehicles. While it will continue operating gas and diesel vehicles, the electricity cost for the battery-electric vehicles will likely offset any increase to fuel prices. Eventually this cost will decrease as the City operates more electric vehicles and fewer gasoline and diesel vehicles.
- CNG fuel costs are eventually expected to decrease as the City shifts away from conventional fuels. However, this is not likely to happen until after the 10-year financial plan horizon given the age of the CNG vehicles.

Operations funding observations

If FTA 5307 funding and Transportation Development Credits increase at a rate lower than inflation, the City will need to identify an additional funding source by FY 2026/27. The most readily available funding is LTF funding, which the City currently does not use for transit. For the balance of the 10-year period, the City would not need to use its full LTF allocation for transit, which would leave some funding available for streets and roads. Rather than using LTF as a primary funding source, as many operators do, the City should use LTF to make up the difference for any funding shortfall. This should enable the City to utilize the greatest amount of federal funding available while preserving as much funding for local streets and roads as possible.

Of some concern is the announcement by the Census Bureau regarding changes to the classification of urban and rural geographic areas. As a small urbanized area considered “urbanized” due to local correctional center populations, Delano is potentially at risk for being “downgraded” to a rural area. This would have a significant impact on federal funding, as the City would no longer qualify for Section 5307 funding, but would instead receive Section 5311 funding (for non-urbanized/rural areas). The final announcement of urban areas based on the 2020 census is expected to be released in December 2022. Should Delano be no longer considered an urbanized area, it would likely have to depend even more on LTF funding, possibly leaving little for streets and roads uses. It would also be responsible for a 10 percent farebox recovery ratio as a rural operator, rather than for the 20 percent normally required for urbanized operators.

At present, though, the City will be responsible for meeting a 20 percent farebox recovery ratio once the penalty waiver for non-compliance with this requirement of the Transportation Development Act (TDA) expires at the end of FY 2022/23. Therefore, beginning in FY 2023/24, assuming the City is still classified

as an urban operator, Delano will need to meet the 20 percent requirement. Given recent changes in the TDA that allow additional revenues (including federal funding) to be counted toward the farebox recovery ratio calculation, this is not expected to be an issue. However, this new calculation methodology only changes what can be included in the farebox recovery ratio calculation and does not result in any additional funding. As a result, the City may need to re-evaluate its fare structure in the coming years to determine if a fare adjustment is warranted to help it meet its revenue requirements. If so, a fare equity study must be prepared to ensure the City remains in compliance with federal Title VI.

As the City moves forward with development of the MCCF into a transit operations and maintenance facility and begins its transition to electric vehicles, operating and maintenance costs are likely to shift. However, the exact nature of how those costs will shift cannot be effectively predicted at present. In addition, the unclear completion timelines for each of these projects makes it even more difficult to effectively quantify their impact on the overall operating budget. It is likely the City will need to hire several new maintenance staff (including those with experience working on battery-electric vehicles) to be assigned to the new transit maintenance and operations facility once maintenance operations are transitioned to the new location. This will increase salary and benefits line items in the year of hire and in all subsequent years. These new staff positions are not reflected in the financial plan.

The introduction of battery-electric vehicles will ultimately increase the cost of electricity and decrease the cost of traditional fuels, but this transition is likely to take place gradually across the next 10 years as existing vehicles are replaced by battery-electric vehicles. While many of the City's vehicles have a maximum useful life benchmark (ULB) of seven years (according to the 2022 Transit Asset Management Plan), several vehicles are beyond their ULB by several years. Any vehicle replaced prior to January 1, 2023, may be replaced with a conventional fuel vehicles; after January 1, 2026, at least 25 percent of vehicle purchases each year must be zero-emission vehicles. After January 1, 2029, all vehicle purchases each year must be zero-emission vehicles (though conventional fuel vehicles still in active service may continue to be operated through the end of their useful life). As such, the City's operating and maintenance budget (including fuel) is forecast based on the status quo (FY 2022/23) rather than anticipating the introduction of battery-electric vehicles.

The City currently intends to introduce micro-transit service as a supplemental weekday service no later than July 1, 2023. As such, the status quo financial forecast for FY 2023/24 reflects the addition of salary and benefits for an additional full-time employee. This assumes an annual salary of approximately \$30,000 and benefits package of approximately \$15,000.

Exhibit 6.2.1 Financial plan (status quo)

	FY 2022/23 (budget)	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	FY 2030/31	FY 2031/32	FY 2032/33
OPERATING REVENUES											
FTA Section 5307	\$908,814	\$926,990	\$945,530	\$964,441	\$983,730	\$1,003,404	\$1,023,472	\$1,043,942	\$1,064,820	\$1,086,117	\$1,107,839
Toll credits	\$908,814	\$926,990	\$945,530	\$964,441	\$983,730	\$1,003,404	\$1,023,472	\$1,043,942	\$1,064,820	\$1,086,117	\$1,107,839
TDA - State Transit Assistance	\$401,591	\$409,623	\$417,815	\$426,172	\$434,695	\$443,389	\$452,257	\$461,302	\$470,528	\$479,938	\$489,537
State LCTOP	\$117,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Prop 1B	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TDA - LTF	\$0	\$0	\$0	\$0	\$112,384	\$289,358	\$353,600	\$421,461	\$493,104	\$568,703	\$648,437
TDA - STA Pop 6.5	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FTA Section 5307 - 6	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FR fares & tickets	\$0	\$62,000	\$63,240	\$64,505	\$65,795	\$67,111	\$68,453	\$69,822	\$71,219	\$72,643	\$74,096
DAR paid to operate	\$35,700	\$35,000	\$35,700	\$36,414	\$37,142	\$37,885	\$38,643	\$39,416	\$40,204	\$41,008	\$41,828
Kern COG OWP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DART Bakersfield route	\$8,670	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAR/ticket sales	\$0	\$6,400	\$6,528	\$6,659	\$6,792	\$6,928	\$7,066	\$7,207	\$7,352	\$7,499	\$7,649
Sale of real property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations to municipalities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Passenger fares - county	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unclaimed money revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer in from garage	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Transfer in from TDA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales tax revenue from county	\$25,500	\$30,000	\$30,600	\$31,212	\$31,836	\$32,473	\$33,122	\$33,785	\$34,461	\$35,150	\$35,853
Investment earnings	\$4,590	\$5,000	\$5,100	\$5,202	\$5,306	\$5,412	\$5,520	\$5,631	\$5,743	\$5,858	\$5,975
Transit advertising	\$2,856	\$10,000	\$10,200	\$10,404	\$10,612	\$10,824	\$11,041	\$11,262	\$11,487	\$11,717	\$11,951
Misc. revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Prior year carryover	\$0	\$203,174	\$242,451	\$206,333	\$89,600	\$0	\$0	\$0	\$0	\$0	\$0
Total revenues	\$2,513,835	\$2,715,177	\$2,802,695	\$2,815,781	\$2,861,622	\$3,000,188	\$3,116,647	\$3,237,769	\$3,363,738	\$3,494,749	\$3,631,004

OPERATING EXPENSES											
Salaries - FT	\$898,338	\$973,255	\$1,021,918	\$1,073,014	\$1,126,664	\$1,182,997	\$1,230,317	\$1,279,530	\$1,330,711	\$1,383,940	\$1,439,297
Medical/Life insurance	\$208,161	\$225,569	\$236,848	\$248,690	\$261,124	\$274,181	\$285,148	\$296,554	\$308,416	\$320,753	\$333,583
Pension	\$233,109	\$247,764	\$260,153	\$273,160	\$286,818	\$301,159	\$313,206	\$325,734	\$338,763	\$352,314	\$366,406
FICA	\$71,388	\$77,457	\$81,330	\$85,397	\$89,667	\$94,150	\$97,916	\$101,833	\$105,906	\$110,142	\$114,548
Workers Comp.	\$43,381	\$48,050	\$50,453	\$52,975	\$55,624	\$58,405	\$60,741	\$63,171	\$65,698	\$68,326	\$71,059
Part Time EE	\$51,351	\$53,919	\$56,614	\$59,445	\$62,417	\$65,538	\$68,160	\$70,886	\$73,722	\$76,671	\$79,737
Overtime pay	\$30,000	\$31,500	\$33,075	\$34,729	\$36,465	\$38,288	\$39,820	\$41,413	\$43,069	\$44,792	\$46,584
Cafet/Mgmt Inct	\$13,860	\$14,553	\$15,281	\$16,045	\$16,847	\$17,689	\$18,397	\$19,133	\$19,898	\$20,694	\$21,522
Other salaries & benefits	\$17,578	\$18,457	\$19,380	\$20,349	\$21,366	\$22,434	\$23,332	\$24,265	\$25,236	\$26,245	\$27,295
Total Salaries & Benefits	\$1,567,166	\$1,690,524	\$1,775,051	\$1,863,803	\$1,956,993	\$2,054,843	\$2,137,037	\$2,222,518	\$2,311,419	\$2,403,876	\$2,500,031

	FY 2022/23 (budget)	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	FY 2030/31	FY 2031/32	FY 2032/33
Admin O/H	\$197,949	\$207,846	\$218,239	\$229,151	\$240,608	\$252,639	\$262,744	\$273,254	\$284,184	\$295,551	\$307,374
Veh M/O labor	\$178,000	\$186,900	\$196,245	\$206,057	\$216,360	\$227,178	\$236,265	\$245,716	\$255,544	\$265,766	\$276,397
Vehicle M&O	\$70,000	\$73,500	\$77,175	\$81,034	\$85,085	\$89,340	\$92,913	\$96,630	\$100,495	\$104,515	\$108,695
OPEB - Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Veh M/O fuel	\$75,000	\$78,750	\$82,688	\$86,822	\$90,295	\$90,295	\$90,295	\$90,295	\$90,295	\$90,295	\$90,295
Liability insurance	\$75,978	\$79,777	\$83,766	\$87,954	\$92,352	\$96,969	\$100,848	\$104,882	\$109,077	\$113,440	\$117,978
Contractual maint.	\$55,000	\$57,750	\$60,638	\$63,669	\$66,853	\$70,195	\$73,003	\$75,923	\$78,960	\$82,119	\$85,404
CIS - purchase	\$24,255	\$25,468	\$26,741	\$28,078	\$29,482	\$30,956	\$32,194	\$33,482	\$34,822	\$36,214	\$37,663
1% of safety	\$9,000	\$9,450	\$9,923	\$10,419	\$10,940	\$11,487	\$11,946	\$12,424	\$12,921	\$13,438	\$13,975
Telephone	\$5,000	\$5,250	\$5,513	\$5,788	\$6,078	\$6,381	\$6,637	\$6,902	\$7,178	\$7,465	\$7,764
Electrical	\$7,000	\$7,350	\$7,718	\$8,103	\$8,509	\$8,934	\$9,291	\$9,663	\$10,050	\$10,451	\$10,870
Bad debt W/O	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water	\$8,000	\$8,400	\$8,820	\$9,261	\$9,724	\$10,210	\$10,619	\$11,043	\$11,485	\$11,945	\$12,422
CNG fuel	\$5,000	\$5,250	\$5,513	\$5,788	\$6,078	\$6,381	\$6,700	\$7,036	\$7,387	\$7,757	\$8,144
Professional/technical	\$5,000	\$5,250	\$5,513	\$5,788	\$6,078	\$6,381	\$6,637	\$6,902	\$7,178	\$7,465	\$7,764
General supply	\$6,500	\$6,825	\$7,166	\$7,525	\$7,901	\$8,296	\$8,628	\$8,973	\$9,332	\$9,705	\$10,093
Printing & copy	\$5,000	\$5,250	\$5,513	\$5,788	\$6,078	\$6,381	\$6,637	\$6,902	\$7,178	\$7,465	\$7,764
Office supplies	\$5,000	\$5,250	\$5,513	\$5,788	\$6,078	\$6,381	\$6,637	\$6,902	\$7,178	\$7,465	\$7,764
Dues/member/subscr	\$4,400	\$4,620	\$4,851	\$5,094	\$5,348	\$5,616	\$5,840	\$6,074	\$6,317	\$6,570	\$6,832
Travel, conf, & training	\$2,000	\$2,100	\$2,205	\$2,315	\$2,431	\$2,553	\$2,655	\$2,761	\$2,871	\$2,986	\$3,106
Advertising	-\$1,459	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Veh M/O - parts	\$2,900	\$3,045	\$3,197	\$3,357	\$3,525	\$3,701	\$3,849	\$4,003	\$4,163	\$4,330	\$4,503
Rents & leases	\$1,000	\$1,050	\$1,103	\$1,158	\$1,216	\$1,276	\$1,327	\$1,380	\$1,436	\$1,493	\$1,553
Bank svc fee	\$700	\$735	\$772	\$810	\$851	\$893	\$929	\$966	\$1,005	\$1,045	\$1,087
Computer supplies	\$500	\$525	\$551	\$579	\$608	\$638	\$664	\$690	\$718	\$747	\$776
Repairs, sp equip	\$1,000	\$1,050	\$1,103	\$1,158	\$1,216	\$1,276	\$1,327	\$1,380	\$1,436	\$1,493	\$1,553
Sems operations	\$772	\$811	\$851	\$894	\$938	\$985	\$1,025	\$1,066	\$1,108	\$1,153	\$1,199
<i>Total maint & operations</i>	<i>\$743,495</i>	<i>\$782,202</i>	<i>\$821,312</i>	<i>\$862,377</i>	<i>\$904,628</i>	<i>\$945,345</i>	<i>\$979,610</i>	<i>\$1,015,250</i>	<i>\$1,052,319</i>	<i>\$1,090,874</i>	<i>\$1,130,974</i>
Total operating expenses	\$2,310,661	\$2,472,726	\$2,596,362	\$2,726,180	\$2,861,621	\$3,000,188	\$3,116,647	\$3,237,768	\$3,363,737	\$3,494,749	\$3,631,005
Surplus (deficit)	\$203,174	\$242,451	\$206,333	\$89,600	\$0	\$0	(\$0)	\$0	\$0	\$0	(\$0)
Depreciation	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000
Expenses plus depreciation	\$2,660,661	\$2,822,726	\$2,946,362	\$3,076,180	\$3,211,621	\$3,350,188	\$3,466,647	\$3,587,768	\$3,713,737	\$3,844,749	\$3,981,005

Fiscal impact of recommendations

The financial impact of several of the recommendations set forth in Section 5 is reflected in the status quo financial plan shown above. This includes recommendations #1 (micro-transit), #2 (zero-emission vehicle transition), and #5 (maintenance and operations facility). The financial impact of each of the remaining recommendations is discussed below.

Recommendation #3: Expand fixed-route service area to include new residential development.

Expansion of the fixed-route service to include new residential development may be realized in a number of different ways, not all of which will require an increase in operating cost. If the City decides to continue serving these areas via micro-transit (as already planned), there may be little additional operating cost. In a similar manner, if the expansion areas can be incorporated into existing routes without adding more vehicle service hours, there would be little to no additional operating cost. However, if the City were to add more routes or significantly expand its fixed-route service, this would need to be detailed in a separate transit service plan.

Recommendation #4: Develop an ongoing marketing program to encourage transit ridership.

Ideally, the cost of transit marketing should comprise approximately three percent of the transit operating budget. For Delano, this would be a budget of roughly \$69,000 in FY 2022/23, increasing to \$110,000 in FY 2032/33. This funding may be secured by using LTF funds or by pursuing additional grant funding for the marketing program. Marketing programs can also be scaled to offer the maximum return on investment for a broad range of budgets, which offers considerable flexibility.

Recommendation #6: Work with regional Kern County operators to implement a regional fare media or transfer agreement.

This long-term recommendation is highly dependent upon whether there is regional interest in such a program, what the terms of the agreement are, and how the program is implemented. As such, no financial impact can be assessed at this time.

Recommendation #7: Institute a travel training program.

Like a marketing program, a travel training program is highly scalable to fit available funding. Given the City's transition in part to micro-transit service, providing instruction regarding how to use the service is a particularly timely activity. A starting annual budget of \$12,000 is recommended during the first couple of years, which would provide an average of two sessions per month. The program can be expanded as needed, with the budget increased by approximately \$500 per session to cover staff time and program materials. This can be incorporated into the marketing budget, if desired.

Recommendation #8: Enhance the City's Transit website.

The City's website needs to be updated to reflect changes to the transit program, including the introduction of micro-transit services. As such, the City should budget for a comprehensive "refresh" of its transit website in FY 2023/24 so as to be reflective of the current service. A budget of \$20,000 is recommended, with ongoing support (either in-house or via a consultant) to ensure the site is updated regularly and accurately reflects current service information. This can be incorporated into the marketing budget, if desired.

6.3 Capital Plan

The City has two primary capital project types specific to transit: Rolling stock and infrastructure. Rolling stock refers to the vehicles needed to provide and support the transit service. Infrastructure refers to facilities such as the transit center and new operations and maintenance facility, bus stops, and fueling infrastructure (including gasoline, diesel, CNG, and electric charging).

The City has been accumulating funding to purchase the decommissioned Delano Modified Community Correctional Facility (MCCF) property for conversion to a new transit operations and maintenance facility. The City intends to use FTA 5307 funding from FY 2016/17, FY 2017/18, FY 2018/19, FY 2019/20, and FY 2020/21 for the majority of the purchase price (\$8,000,000), and Transportation Development Credits (toll credits) for the remaining \$2,000,000. The City intends to use State of Good Repair funding (\$180,000 applied for) as well as State Transit Assistance funds (\$835,087; from FY 2020/21 and FY 2021/22) to rehabilitate the MCCF for use as a transit operations and maintenance facility.

The City recently replaced two diesel buses with CNG buses and will replace another two diesel buses with CNG buses in two years using FTA 5339 funding. The City also intends to use FTA 5339 funding to begin updating the transit infrastructure for electric vehicle charging. The transition to battery-electric vehicles is expected to be further detailed in the City’s Zero-Emission Vehicle Rollout Plan, to be completed in FY 2022/23. This document will provide a more comprehensive overview of the City’s rolling stock and infrastructure needs as well as the total cost of the transition. It is expected all existing transit vehicles will be replaced within the next 10 to 12 years. This will enable the City to meet the state’s goal of 100 percent electric fleets by 2040.

Exhibit 6.3.1 Capital plan

Project	FTA Section 5307	Transportation Development Credits	Total
Transit Operations & Maintenance Facility (purchase of property)	\$8,000,000	\$2,000,000	\$10,000,000
Project	State of Good Repair	State Transit Assistance	Total
Transit Operations & Maintenance Facility (rehabilitation of property)	\$180,000	\$835,087	\$1,105,087
Project	FTA Section 5339		Total
Purchase of two CNG cutaway buses (replace two diesel cutaway buses)	\$500,000		\$500,000
Project	FTA Section 5339		Total
Electrical charging infrastructure	TBD		TBD

6.4 Fleet Replacement Plan

Every four years, the City is responsible for preparing a Transit Asset Management (TAM) Plan. While the TAM Plan was recently updated for 2022, it typically forecasts fleet replacement across a four-year horizon. Exhibit 6.4.1 includes a summary of each current transit vehicle, its eligible year of replacement (based on the FTA useful life benchmark/ULB), and proposed transition of the fleet to electric vehicles. As mentioned in the prior section, the City's pending Zero-Emission Vehicle Rollout Plan, to be completed in FY 2022/23, will provide a more comprehensive overview of the City's fleet replacement strategy, as well as identify the potential need for an increased spare ratio to mitigate the impact of the battery-electric fleet.

It should be noted that some of the City's transit vehicles have relatively low mileage as compared to their age. As such, many of the vehicles will not need to be replaced when they reach the FTA-defined ULB, but rather when they reach the minimum mileage for retirement of that asset. (Note: Replacement mileage for non-revenue cars and trucks is not noted in Exhibit 6.4.1, only the ULB stipulated in the City's TAM Plan.)

The fleet replacement plan assumes the transition to electric vehicles could begin as early as FY 2024/25. One-quarter of new vehicle purchases beginning in 2026 must be zero-emission, and all vehicle purchases beginning in 2029 must be zero-emission.

Exhibit 6.4.1 Fleet replacement plan

Vehicle #	Vehicle type	Make/model	Model year	Fuel type	ULB (years)	ULB (miles)	Current mileage	Eligible replacement year	Replaces vehicle #	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	FY 33
3517	Cutaway	Ford 550	2013	Diesel	7	200,000	194,636	2020												
3518	Cutaway	Ford 550	2013	Diesel	7	200,000	175,712	2020												
3519	Cutaway	Ford 550	2013	Diesel	7	200,000	185,082	2020												
3520	Cutaway	Ford 550	2013	Diesel	7	200,000	194,763	2020												
3522	Cutaway	Ford 550	2015	Diesel	7	200,000	136,934	2022												
3523	Cutaway	Ford 5500	2015	Diesel	7	200,000	145,807	2022												
3524	Cutaway	Ford 5500	2015	Diesel	7	200,000	136,677	2022												
3527	Minivan	Dodge	2015	Gas	4	100,000	70,058	2019												
3528	Minivan	Dodge	2015	Gas	4	100,000	70,086	2019												
3529	Minivan	Dodge	2015	Gas	4	100,000	60,567	2019												
3530	Cutaway	Ford	2017	CNG	7	200,000	38,936	2024												
3533	Truck	Ford	2018	Gas	7		12,374	2025												
3535	Cutaway	Ford	2017	CNG	5	150,000	55,382	2022												
3536	Cutaway	Ford	2019	CNG	7	200,000	5,309	2026												
3537	Cutaway	Ford	2021	CNG	7	200,000	19,779	2028												
3538	Van	Ford	2021	Gas	4	100,000	4,985	2025												
3539	Van	Ford	2021	Gas	4	100,000	6,226	2025												
3540	Van	Ford	2021	Gas	4	100,000	2,063	2025												
3541	Car	Chevrolet	2021	Gas	7		7,254	2028												
3542	Car	Chevrolet	2021	Gas	7		2,754	2028												
3543	Car	Chevrolet	2016	Gas/hybrid electric	7		57,708	2023												
New	Cutaway		2023	CNG	7	200,000		2030	3518											
New	Cutaway		2023	CNG	7	200,000		2030	3519											
New	Cutaway		2024	CNG	7	200,000		2031	3517											
New	Cutaway		2024	CNG	7	200,000		2031	3520											
New	Minivan		2025	Gas or electric	4	100,000		2029	3527											
New	Minivan		2025	Gas or electric	4	100,000		2029	3528											
New	Minivan		2025	Gas or electric	4	100,000		2029	3529											
New	Cutaway		2026	Electric	7	200,000		2033	3522											
New	Cutaway		2026	CNG or electric	7	200,000		2033	3523											
New	Cutaway		2026	CNG or electric	7	200,000		2033	3524											
New	Cutaway		2027	Electric	7	200,000		2034	3530											
New	Truck		2028	TBD	7			2035	3533											
New	Cutaway		2028	Electric	7	200,000		2035	3535											
New	Car		2028	TBD	7			2035	3543											
New	Cutaway		2029	Electric	7			2036	3536											
New	Van		2031	Electric	4	100,000		2035	3538											
New	Van		2031	Electric	4	100,000		2035	3539											
New	Van		2031	Electric	4	100,000		2035	3540											
New	Cutaway		2032	Electric	7	200,000		2039	3539											
New	Car		2033	Electric	7			2040	3541											
New	Car		2033	Electric	7			2040	3542											

Appendix | Survey Instruments

Exhibit A.1 Fixed-route rider survey instrument (English)

2022 DART Customer Survey

The City of Delano is updating its Long Range Transit Plan. The goal of the Plan is to identify practical, cost-effective opportunities to improve both community mobility as well as the public bus service. As a DART customer your opinion is important. Please complete this short survey and return it either to the surveyor or the bus driver before you leave the bus today. **Your responses should focus on the trip you are making now.** Our surveyors are available to help you complete the survey form if you wish. Each person completing the survey will be entered into a random drawing for a series of \$25 VISA gift cards. Thank you for helping improve both local mobility as well as the public bus service.

Section 1: Tell us about THIS ONE-WAY TRIP.

1. Which route are you riding now?
 Route 1 Route 2
 Route 3 Route 4
 Route 5

2. Where did you board this bus for THIS trip?
 (cross- streets or landmark)

3. Where do you plan to get off THIS bus?
 (cross-streets or landmark)

4. Does this one-way trip include a transfer to or from another bus route?
 Yes No

 4a. If Yes, which connecting route?

5. How did you pay for THIS ride?
 Cash Day pass
 Student pass 10-ride pass
 Transfer Monthly pass
 Other (specify): _____

- 5a. If you paid Cash, what fare category applies to you?
 General fare Reduced fare
 Student fare Medicare/ADA fare

6. What is the primary reason you are making THIS trip?
 Work School
 Medical/Healthcare Shopping
 Recreation/Social
 Other (specify): _____

Section 2. Tell us about your travel habits.

7. How long have you been a DART rider?
 Less than 6 months 3-4 years
 6 months to 1 year 5 years or longer
 1-2 years

8. In a typical week, how often do you ride the DART bus?
 Less than 1 day per week
 1-2 days per week
 3-4 days per week
 5-6 days per week
 Every day

9. Do you currently use any of the following travel options in a typical month? (Select all that apply.)
 Private taxi Private shuttle
 Tulare Transit Carpool/rideshare
 Kern Regional Transit Uber/Lyft
 Long distance bus (Greyhound, etc.)
 Other (specify): _____

Section 3. Share your opinion about DART and its services.

10. If the DART bus had not been available TODAY, how would you have made THIS TRIP? (Select only one.)
 Walk Drive alone
 Carpool Taxi/Lyft/Uber
 Ride with family or friend
 Bicycle Would not make trip
 Other (specify): _____

Continued on back →

11. Please rate each of the following aspects of DART.

	Excellent	Good	Fair	Poor
Courtesy of driver	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safe operation of vehicle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of vehicle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Runs on-time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reasonableness of fare/cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information provided to customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frequency of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Which of the following potential changes would be important to you? (Select up to three.)

- Increased service frequency
- Improve on-time/reliability
- Later/longer hours
- Real-time bus tracking
- Online pass sales
- New destination(s): (specify): _____
- More connecting service to
 - Bakersfield
 - Tulare
 - Other(specify): _____
- Nothing
- Other (specify): _____

13. If the improvements you selected in Question 12 were introduced, how would it affect your use of DART bus?

- Ride more often Ride less often
- No change

Section 4. Tell us about you.

14. Which of the following includes your age?

- Under 18 45 – 60
- 18 - 24 61 and older
- 25 - 44 Decline to state

15. Which of the following best describes your employment status?

- Employed Unemployed
- Student Retired
- Homemaker/Work at home
- Decline to state
- Other (specify): _____

16. Do you have ready access to a personal vehicle?

- Yes No

17. How many vehicles/cars are in your household?

- None 1 2 3 or more

18. With which of the following do you most closely identify? (Check all that apply.)

- Asian/Pacific Islander
- Black/African American
- White/Caucasian
- Native American/Alaska Native
- Decline to state
- Other (specify): _____

19. Do you identify as Hispanic or Latino (of any race)?

- Yes No

20. Which of the following language(s) is spoken in your home? (Check all that apply.)

- English Spanish
- Other (specify): _____

21. How well do you speak English?

- Very well or native speaker Not at all
- Less than very well

22. What is your annual household income?

- Less than \$25,000 \$100,000 - \$149,999
- \$25,000 - \$49,999 \$150,000 or higher
- \$50,000 - \$74,999 Decline to state
- \$75,000 - \$99,999

23. How many individuals (including yourself) live in your household?

- 1 2 3 4 5 6 or more

Thank you for taking the time to complete this survey. Your feedback is important to us. To be entered into a random drawing for a series of \$25 VISA gift cards, provide your contact information. All contact information will remain confidential.

First Name: _____

Phone or Email: _____

Exhibit A.2 Fixed-route rider survey instrument (Spanish)

Encuesta de Clientes de DART 2022

La Ciudad de Delano está actualizando su Plan de Tránsito a Largo Plazo. El objetivo del Plan es identificar oportunidades prácticas y rentables para mejorar tanto la movilidad comunitaria como el servicio público de autobuses. Como un dardo cliente tu opinión es importante. Complete esta breve encuesta y devuélvala al encuestador o el conductor del autobús antes de salir del autobús hoy. **Tus respuestas deben enfocarse en el viaje que estás haciendo ahora.** Nuestros encuestadores están disponibles para ayudarte a completar el formulario de la encuesta si lo desea. Cada persona que completa la encuesta participará en un sorteo al azar de una serie de tarjetas de regalo VISA de \$25. Gracias por ayudar a mejorar ambos movilidad local, así como el servicio público de autobuses.

Sección 1: Cuéntenos sobre ESTE VIAJE DE IDA.

1. ¿Qué ruta estás recorriendo ahora?
 Ruta 1 Ruta 2
 Ruta 3 Ruta 4
 Ruta 5

2. ¿Dónde abordó este autobús para ESTE viaje?
 (cruce de calles o punto de referencia)

3. ¿Dónde piensa bajarse de ESTE autobús?
 (cruce de calles o punto de referencia)

4. ¿Este viaje de ida incluye un traslado hacia o de otra ruta de autobús?
 Sí No
 4a. En caso afirmativo, ¿qué ruta de conexión?

5. ¿Cómo pagó ESTE viaje?
 Efectivo Pase diario
 Pase de estudiante Pase de 10 viajes
 Transferencia Abono mensual
 Otro (especifique): _____

- 5a. Si pagó en efectivo, a qué categoría de tarifa se aplica ¿usted?
 Tarifa general Tarifa reducida
 Tarifa de estudiante
 Tarifa de Medicare/ADA

6. ¿Cuál es la razón principal por la que está haciendo ESTO? ¿viaje?
 Trabajo Escuela
 Médico/Cuidado de la salud Compras
 Recreación/Social
 Otro (especifique): _____

Sección 2. Cuéntenos sobre tus hábitos de viaje.

7. ¿Cuánto tiempo ha sido usuario de DART?
 Menos de 6 meses 3-4 años
 6 meses a 1 año 5 años o más
 1-2 años

8. En una semana típica, ¿con qué frecuencia viaja en el DART? ¿autobús?
 Menos de 1 día a la semana
 1-2 días a la semana
 3-4 días a la semana
 5-6 días a la semana
 Todos los días

9. ¿Utiliza actualmente alguno de los siguientes servicios de viaje? opciones en un mes típico? (Seleccione todas las que correspondan.)
 Taxi privado Transporte privado
 Tulare Transit Carpool/viaje compartido
 Tránsito regional de Kern Uber/Lyft
 Autobús de larga distancia (Greyhound, etc.)
 Otro (especifique): _____

Sección 3. Comparta su opinión sobre DART y sus servicios.

10. Si el autobús DART no hubiera estado disponible HOY, ¿Cómo hubieras hecho ESTE VIAJE? (Seleccione sólo uno.)
 Caminar Conducir solo
 Transporte compartido Taxi/Lyft/Uber
 Montar con familiares o amigos
 Bicicleta No haría el viaje
 Otro (especifique): _____

Continued on back →

11. Califique cada uno de los siguientes aspectos de DART

	Excelente	Bueno	Justo	Malo
Cortesía del conductor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operación segura del vehículo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Limpieza del vehículo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Funciona a tiempo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
razonabilidad de tarifa/costo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Información proporcionada a clientes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frecuencia del servicio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Servicio general	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. ¿Cuál de los siguientes cambios potenciales sería importante para ti? (Seleccione hasta tres.)

- Mayor frecuencia de servicio
- Mejorar la puntualidad/confiabilidad
- Horas más largas/más tarde
- Seguimiento de autobuses en tiempo real
- Venta de pases en línea
- Nuevo(s) destino(s): (especificar): _____
- Más servicio de conexión a
 - Bakersfield
 - Tulare
 - Otro (especifique): _____
- Nada
- Otro (especifique): _____

13. Si las mejoras que seleccionó en la Pregunta 12 se introdujeron, ¿cómo afectaría su uso de ¿Autobús DART?

- Montar con más frecuencia
- Conducir con menos frecuencia
- Sin cambios

Sección 4. Cuéntenos sobre usted.

14. ¿Cuál de los siguientes incluye su edad?

- Menos de 18 45 – 60
- 18 - 24 61 y mayores
- 25 - 44 Me niego a declarar

15. ¿Cuál de las siguientes describe mejor su ¿Estado de Empleo?

- Empleado Desempleado
- Estudiante Jubilado
- Ama de casa/Trabajo en casa
- Rechazo declarar
- Otro (especifique): _____

16. ¿Tiene acceso inmediato a un vehículo personal?

- Sí No

17. ¿Cuántos vehículos/automóviles hay en su hogar?

- Ninguno 1 2 3 o más

18. With which of the following do you most closely identify? (Check all that apply.)

- Asiático/Isleño del Pacífico
- Negro/afroamericano
- Blanco/caucásico
- Nativo americano/nativo de Alaska
- Declinar declarar
- Otro (especifique): _____

19. ¿Se identifica como hispano o latino (de cualquier raza)?

- Sí No

20. ¿Cuál de los siguientes idiomas se habla en ¿tu hogar? (Marque todo lo que corresponda.)

- Inglés Español
- Otro (especifique): _____

21. ¿Qué tan bien hablas inglés?

- Muy bien o hablante nativo Nada
- Menos que muy bien

22. ¿Cuál es su ingreso familiar anual?

- Menos de \$25,000 \$100,000 - \$149,999
- \$25,000 - \$49,999 \$150,000 o más
- \$50,000 - \$74,999 Declinar declarar
- \$75,000 - \$99,999

23. ¿Cuántas personas (incluido usted mismo) viven en tu hogar?

- 1 2 3 4 5 6 o más

Gracias por tomarse el tiempo para completar esta encuesta. Tu opinión es importante para nosotros. Para ser ingresado en un sorteo al azar de una serie de tarjetas de regalo VISA de \$25, proporcione su información de contacto. Todo contacto la información permanecerá confidencial.

Primer nombre: _____

Teléfono o correo electrónico: _____

Exhibit A.3 Dial-A-Ride rider survey instrument (English)

Encuesta de Clientes de Dial-A-Ride 2022

La Ciudad de Delano está preparando una actualización de su Plan de Tránsito a Largo Plazo. El Plan tiene tres objetivos: 1) evaluación objetiva del servicio de tránsito actual; 2) identificar prácticas, rentables estrategias para mejorar el servicio de tránsito de la ciudad, y 3) optimizar el valor de la comunidad inversión en su programa de tránsito.

Como cliente reciente del servicio dial-a-ride de Delano, su opinión es importante. Por favor complete la encuesta y devuélvala utilizando el sobre con franqueo pagado adjunto. cada uno completado encuesta recibida antes de la **30 de abril de 2022** se ingresará en un sorteo aleatorio por una serie de Tarjetas de regalo VISA de \$25. Gracias por compartir sus opiniones e ideas.

Entendemos que sus hábitos de viaje pueden haber cambiado debido a la pandemia de COVID-19. Si usted es actualmente no usa el servicio Dial-a-Ride, pero lo usó antes de la pandemia, cuéntenos sobre su Hábitos de viaje previos al COVID-19.

1. ¿Con qué frecuencia usa/usó el servicio de Dial-A-Ride en una semana típica?

- Menos de un viaje por semana/no montar cada semana
- 1-2 veces por semana
- 3-4 veces por semana
- 5 o más veces por semana

2. ¿Cuál es/fue tu viaje más habitual propósito o destino al usar el servicio de llamada de viaje? (Elija solo uno).

- Asistencia sanitaria/médica
- Compras/mandados
- Trabajo
- Escuela
- Recreación/actividades sociales
- Otro (especifique):

3. ¿Con cuántos días de anticipación, suele hacer su reservacion?

4. ¿Cuál es/fue la razón principal por la que usa el servicio dial-a-ride en lugar de otra forma de transporte?

- No conduzca o ya no conduzca.
- Acceso limitado o nulo a un vehículo.
- Incapaz de viajar en el autobús grande (Delano Tránsito/DART).
- Otras opciones demasiado costosas (es decir, taxis, Uber/Lyft)
- Otro (especifique):

5. ¿Cómo paga/pagó normalmente por su montar en dial-a-ride?

- Efectivo
- City Pass de diez viajes
- Pase del condado de diez viajes
- Otro (especifique):

6. Qué categoría de tarifa suele aplicarse ¿para ti?

- Tarifa reducida
- Tarifa complete

Continúa al dorso →

Encuesta de Clientes de Dial-A-Ride 2022

7. Califique cada uno de los siguientes aspectos del servicio dial-a-ride de la ciudad..

	Excelente	Bueno	Justo	Malo
Facilidad de Hacer Reservacion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disponibilidad de horario deseado	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Puntualidad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tarifas razonables	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Servicio al Cliente	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Información proporcionada al Cliente	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hoars de Servicio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cortesía del conductor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Limpieza del interior del Vehículo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seguridad abordó del vehículo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
servicio general	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. ¿Alguna vez montas/usas...

- Autobús urbano regular (DART)
- Tránsito regional de Kern
- Tránsito del condado de Tulare
- Uber/Lyft
- Taxi Privado

9. ¿A cuál de los siguientes tiene acceso? (Marque todo lo que corresponda.)

- Internet
- teléfono inteligente
- Correo electrónico
- Mensaje de texto
- Ninguna de las anteriores

10. ¿Viajaba/viajaba normalmente en el dial-a-ride...?

- Solo
- Con un compañero o amigo
- Con un asistente/cuidador

Gracias por tomarse el tiempo para completar esta encuesta. Para ser ingresado en un sorteo al azar de una serie de tarjetas de regalo VISA de \$25, proporcione su información de contacto. Todo contacto la información permanecerá confidencial.

Primer nombre:

Teléfono o correo electrónico:

Exhibit A.4 Dial-A-Ride rider survey instrument (Spanish)

Encuesta de Clientes de Dial-A-Ride 2022

La Ciudad de Delano está preparando una actualización de su Plan de Tránsito a Largo Plazo. El Plan tiene tres objetivos: 1) evaluación objetiva del servicio de tránsito actual; 2) identificar prácticas, rentables estrategias para mejorar el servicio de tránsito de la ciudad, y 3) optimizar el valor de la comunidad inversión en su programa de tránsito.

Como cliente reciente del servicio dial-a-ride de Delano, su opinión es importante. Por favor complete la encuesta y devuélvala utilizando el sobre con franqueo pagado adjunto. Cada uno completado encuesta recibida antes de la **30 de abril de 2022** se ingresará en un sorteo aleatorio por una serie de Tarjetas de regalo VISA de \$25. Gracias por compartir sus opiniones e ideas.

Entendemos que sus hábitos de viaje pueden haber cambiado debido a la pandemia de COVID-19. Si usted es actualmente no usa el servicio Dial-a-Ride, pero lo usó antes de la pandemia, cuéntenos sobre su Hábitos de viaje previos al COVID-19.

1. ¿Con qué frecuencia usa/usó el servicio de Dial-A-Ride en una semana típica?

- Menos de un viaje por semana/no montar cada semana
- 1-2 veces por semana
- 3-4 veces por semana
- 5 o más veces por semana

2. ¿Cuál es/fue tu viaje más habitual propósito o destino al usar el servicio de llamada de viaje? (Elija solo uno).

- Asistencia sanitaria/médica
- Compras/mandados
- Trabajo
- Escuela
- Recreación/actividades sociales
- Otro (especifique):

3. ¿Con cuántos días de anticipación, suele hacer su reservacion?

4. ¿Cuál es/fue la razón principal por la que usa el servicio dial-a-ride en lugar de otra forma de transporte?

- No conduzca o ya no conduzca.
- Acceso limitado o nulo a un vehículo.
- Incapaz de viajar en el autobús grande (Delano Tránsito/DART).
- Otras opciones demasiado costosas (es decir, taxis, Uber/Lyft)
- Otro (especifique):

5. ¿Cómo paga/pagó normalmente por su montar en dial-a-ride?

- Efectivo
- City Pass de diez viajes
- Pase del condado de diez viajes
- Otro (especifique):

6. Qué categoría de tarifa suele aplicarse ¿para ti?

- Tarifa reducida
- Tarifa complete

Continúa al dorso →

Encuesta de Clientes de Dial-A-Ride 2022

7. Califique cada uno de los siguientes aspectos del servicio dial-a-ride de la ciudad..

	Excelente	Bueno	Justo	Malo
Facilidad de Hacer Reservacion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disponibilidad de horario deseado	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Puntualidad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tarifas razonables	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Servicio al Cliente	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Información proporcionada al Cliente	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hoars de Servicio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cortesía del conductor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Limpieza del interior del Vehículo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seguridad abordó del vehículo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
servicio general	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. ¿Alguna vez montas/usas...

- Autobús urbano regular (DART)
- Tránsito regional de Kern
- Tránsito del condado de Tulare
- Uber/Lyft
- Taxi Privado

9. ¿A cuál de los siguientes tiene acceso? (Marque todo lo que corresponda.)

- Internet
- teléfono inteligente
- Correo electrónico
- Mensaje de texto
- Ninguna de las anteriores

10. ¿Viajaba/viajaba normalmente en el dial-a-ride...?

- Solo
- Con un compañero o amigo
- Con un asistente/cuidador

Gracias por tomarse el tiempo para completar esta encuesta. Para ser ingresado en un sorteo al azar de una serie de tarjetas de regalo VISA de \$25, proporcione su información de contacto. Todo contacto la información permanecerá confidencial.

Primer nombre:

Teléfono o correo electrónico:

Exhibit A.5 Stakeholder survey letter



Delano Area Rapid Transit
1120 Glenwood St.
Delano, CA 93215

April 7, 2022

Dear Community Stakeholder:


The City of Delano is preparing an update of its Long Range Transit Plan that will guide the way in which public transportation services will likely operate across the next five years. While access to safe, reliable, and affordable public transportation is important to the community, these services are especially important to individuals who are historically dependent on public transit as part of their daily lives. Typically these groups include seniors, persons with disabilities, low-income individuals, youth, and veterans.

To ensure the community's transportation needs and priorities are clearly identified, the City invites your organization to complete this short survey. The response deadline is **April 30, 2022**. Enclosed is a postage-paid envelope to return the completed survey. Each completed survey submitted by the deadline will be entered into a random drawing for a series of \$50 VISA gift cards.

Within the survey, we ask whether you may be interested in participating in a one-hour roundtable session in mid-May 2022 to further discuss your organization's transportation needs and priorities. These roundtables will bring together stakeholders serving similar demographic groups, and are intended to provide a more in-depth view of mobility needs and priorities in and around Delano. We hope you or a colleague from your organization will choose to join us for one of the sessions.

Should you have any questions regarding this survey or the overall project, please contact Viviana Zamora (Transportation Manager) at (661) 721-2284. Thank you for helping enhance public transportation throughout Delano.

Exhibit A.6 Stakeholder survey instrument



City of Delano
2022 Community Stakeholder Survey

1	Organization name:
2	Type of Organization (example: healthcare, education, social services, faith-based, other (specify):
3	Your name/title:
4	Contact information (email/phone):
5	Which of the following groups does your organization serve? (Check all that apply.) <input type="checkbox"/> Seniors <input type="checkbox"/> Veterans <input type="checkbox"/> Low-income individuals <input type="checkbox"/> Youth <input type="checkbox"/> Students <input type="checkbox"/> Persons with disabilities <input type="checkbox"/> Other (specify) _____
6	What is the address of your organization's primary facility in Delano?
7	Which of the following programs and/or services does your organization provide? (Check all that apply.) <input type="checkbox"/> Directly-operated transportation <input type="checkbox"/> Purchase transportation service for members/clientele <input type="checkbox"/> Purchase/subsidize bus or dial-a-ride passes/tokens/tickets <input type="checkbox"/> Subsidize employee use of bus or dial-a-ride
8	Of the factors listed below, which do you believe represents the greatest transportation challenge to your clientele/members? (Select up to two) <input type="checkbox"/> Inability to obtain dial-a-ride ride reservation <input type="checkbox"/> Local bus service doesn't operate frequently enough <input type="checkbox"/> Need earlier bus service (weekdays) <input type="checkbox"/> Need later bus service (weekdays) <input type="checkbox"/> Need more bus service on weekends <input type="checkbox"/> Need training on how to use dial-a-ride and/or the bus <input type="checkbox"/> Need bus and/or dial-a-ride service to _____ (specify location),
9	Would you be interested in participating in a one-hour roundtable session to further discuss your organization's transportation needs and priorities? <input type="checkbox"/> Yes <input type="checkbox"/> No
10	Would you be interested in distributing a short transportation needs survey to your clientele/members/staff? <input type="checkbox"/> Yes <input type="checkbox"/> No

Thank you for your participation.

RESOLUTION NO. 2022 - 58

Resolution of the City Council of the City of Delano, Delano Area Rapid Transit (DART) California adopting the 2022's Long Range Transportation Plan for the City's Transportation Department

WHEREAS, the City of Delano Transportation Department, Delano Area Rapid Transit (DART) recognizes the importance of public transportation, and;

WHEREAS, Long Range Transportation Plans are an essential element of an agency's transportation planning process.

WHEREAS, Long Range Transportation Plans include financial components that demonstrate how the recommended transportation plan can be implemented, identify the public and private resources expected to be available to carry out the plan, and recommend any additional financing strategies for needed projects and programs and;

WHEREAS, the cornerstone purpose of an long-range transit plan (LRTP) is to provide a vision to guide the development of the City's transit program across the next 10 years.

NOW THEREFORE, BE IT RESOLVED, as follows

1. The foregoing recitals are true and correct.
2. THAT THE CITY COUNCIL OF THE City of Delano considered adoption of the City's 2022 Long Range Transportation Plan at the Council's open public meeting.
3. THAT STAFF hereby recommends to the City Council that it adopt the 2022 Long Range Transportation Plan as proposed.

PASSED AND ADOPTED by the City Council of the City of Delano at a regular meeting held on the 7th day of November, 2022, by the following vote:

AYES: OSORIO/VASQUEZ/ALINDAJAO/MORRIS/SOLORIO-RUIZ

NOES: NONE

ABSENT: NONE

ABSTAIN: NONE


Bryan Osorio, Mayor

ATTEST:


Ricardo G. Chavez, City Clerk