



# KERN COUNCIL OF GOVERNMENTS

City of McFarland Transit Development Plan

Final Report

April 2015





# TABLE OF CONTENTS

- 1. Executive Summary..... 1-1
- 2. Demand Assessment..... 2-1
- 3. Service Evaluation..... 3-1
- 4. Public Outreach..... 4-1
- 5. Service Recommendations ..... 5-1
- 6. Preferred Service Plan..... 6-1
  
- Appendix..... A-1

# Table of Exhibits

Exhibit 1.1	McFarland Total and Transit-Dependent Population Projections .....	1-4
Exhibit 1.2	Dial-A-Ride Performance.....	1-5
Exhibit 1.3	Service Recommendations.....	1-7
Exhibit 1.4	Preferred Service Alternative Projected Impacts .....	1-8
Exhibit 2.1	Summary of Demographic Characteristics.....	2-4
Exhibit 2.2	Method of Travel to Work.....	2-4
Exhibit 2.3	Vehicle Accessibility.....	2-5
Exhibit 2.4	Unemployment Rate.....	2-6
Exhibit 2.5	Summary of Housing Characteristics.....	2-7
Exhibit 2.6	Population Change.....	2-7
Exhibit 2.7	Transit-Dependent Population Projections.....	2-8
Exhibit 2.9	Youth Population.....	2-10
Exhibit 2.10	Senior Population.....	2-10
Exhibit 2.11	Persons with Disabilities Population.....	2-11
Exhibit 2.12	Low-Income Population.....	2-12
Exhibit 2.13	McFarland Racial Breakdown.....	2-13
Exhibit 2.14	McFarland Hispanic/Latino Population.....	2-14
Exhibit 2.15	Potential Transit Trip Generators.....	2-16
Exhibit 3.1	McFarland Dial-A-Ride Service Area.....	3-3
Exhibit 3.2	Current Service Hours and Service Fares.....	3-4
Exhibit 3.3	Transit Fleet.....	3-5
Exhibit 3.4	Dial-A-Ride Performance.....	3-6
Exhibit 3.5	DAR Ridership.....	3-7
Exhibit 3.6	Ridership by Day of Week and Fare Type.....	3-7
Exhibit 3.7	Farebox Recovery.....	3-8
Exhibit 3.8	Operating Cost/VSH.....	3-9
Exhibit 3.9	Operating Cost/VSM.....	3-9
Exhibit 3.10	Cost/Passenger.....	3-10
Exhibit 3.11	Passengers/VSH.....	3-11
Exhibit 3.13	Fare/Passenger.....	3-12
Exhibit 3.14	Kern Transit Route 110 Schedule.....	3-14
Exhibit 3.14 (continued)	Kern Transit Route 110 Schedule.....	3-15
Exhibit 3.15	Kern Transit Route 120 Alignment.....	3-16
Exhibit 4.1	Reasons for Not Riding.....	4-5
Exhibit 4.2	Potential Motivators.....	4-6

Exhibit 4.3 Primary Means of Transportation.....	4-7
Exhibit 4.4 Trip Purpose on Transit.....	4-7
Exhibit 4.5 Access to Personal Vehicle.....	4-8
Exhibit 4.6 Access to Personal Vehicle.....	4-8
Exhibit 4.7 Annual Household Income.....	4-8
Exhibit 4.8 Employment Status.....	4-8
Exhibit 4.9 Household Language Transit.....	4-8
Exhibit 4.10 Require Assistance to Ride Public.....	4-8
Exhibit 4.11 Tenure.....	4-9
Exhibit 4.12 Frequency of Use.....	4-9
Exhibit 4.14 Use DAR to Reach Bakersfield/Delano.....	4-10
Exhibit 4.15 Travel to Bakersfield/Delano.....	4-10
Exhibit 4.16 Primary Reason for Using Dial-A-Ride.....	4-10
Exhibit 4.17 Key Destinations.....	4-10
Exhibit 4.18 Promptly Reach Customer Service.....	4-11
Exhibit 4.19 Ability to Reserve Desired Trip.....	4-11
Exhibit 4.20 Dial-A-Ride Performance Ratings.....	4-11
Exhibit 4.21 Desired Improvements.....	4-12
Exhibit 4.22 Mobility Impairment.....	4-12
Exhibit 4.23 Travel with Personal Care Attendant.....	4-12
Exhibit 4.24 Stakeholder Populations Served.....	4-13
Exhibit 6.1 Projected Impacts.....	6-4
Exhibit 6.2 Potential Staff Schedule.....	6-5
Exhibit 6.3 Capital Plan.....	6-11
Exhibit 6.4 Preferred Service Plan Budget.....	6-12
Exhibit 6.5 Implementation Plan.....	6-13

**Appendix**

Exhibit A.1 Transit Community Survey.....	A-3
Exhibit A.2 McFarland Dial-A-Ride Customer Survey.....	A-4
Exhibit A.3 City of McFarland Stakeholder Survey.....	A-5

*This page intentionally blank.*

# 1

## EXECUTIVE SUMMARY

*This page intentionally blank.*

Home to a projected 14,037 residents in an area of just over 2.5 square miles, the city of McFarland is located in the northern portion of Kern County. Local transit service in McFarland is provided as a Dial-A-Ride. This program provides a demand-responsive, general public and ADA paratransit service within city limits. Inter-community bus service is provided by Kern Transit and Delano Area Rapid Transit, which connects McFarland with other communities throughout Kern County including Bakersfield and Delano.

### Key Findings

- Public awareness and support of public transit is high among McFarland residents, although this has not translated to specific knowledge of service parameters (such as operating hours and/or fares).
- The most frequently requested improvement to the Dial-A-Ride is expansion of service to include Saturday. This was followed by a desire to extend existing service later in the evening to at least 6:00 p.m.
- The busiest day of the week for the Dial-A-Ride is Tuesday, accounting for 23.1 of all ridership. The majority of riders pay the “general public” fare (45.8 percent).
- System ridership declined by eight percent to 28,958 in FY 2013/14. Annual system ridership was 31,462 in FY 2012/13.
- The City would benefit from the development of a dedicated transit “hub” which would support consolidated access to all public transit services (including Kern Transit and Delano Area Rapid Transit).

### Report Overview

The Transit Development Plan (TDP) presents a blueprint for short-term operational, financial, and capital improvements for McFarland’s transit services. The TDP, covering a five-year horizon, includes strategies to increase service efficiency and effectiveness as well as how to finance implementation of those strategies. These strategies reflect findings from rider and non-rider (community) input as well as an objective review of transit system performance.

An outline of this report’s contents is as follows:

1. Executive Summary,
2. Demand Assessment,
3. Service Evaluation,
4. Public Outreach,
5. Service Recommendations,
6. Preferred Service Plan (inclusive of Financial, Capital, and Implementation Plans), and

### Appendix

- a. Survey Instruments.

The [Demand Assessment](#) (Chapter 2) describes McFarland’s population characteristics, with a focus on those population groups most relevant to transit planning. It includes maps which provide a general idea of the geographic distribution of McFarland residents who are more likely to depend on public transportation for their mobility. In addition, it highlights how McFarland’s population and demographic characteristics compare to California’s population and the nation’s population as a whole. This chapter also takes into account the potential impacts to the City’s transit program from projected population changes. Exhibit 1.1 presents the current and projected transit-dependent populations in McFarland.

**Exhibit 1.1 McFarland Total and Transit-Dependent Population Projections**

McFarland				
Total Population 2000	9,618			
Total Population 2010	12,707			
Total Population 2013	12,582			
Percent Change (2010 - 2013)	-0.98%			
Projected 2020	14,600			
Projected 2030	16,800			

	Youth	Seniors	Persons with Disabilities	Low-Income
Population in 2010	4,626	534	Not Available	3,819
Population in 2013	5,033	503	909	3,826
Percent of Population in 2013	40.0%	4.0%	7.2%	30.4%
Projected 2020	5,840	584	1,055	4,440
Projected 2030	6,720	672	1,214	5,109

*Source: American Community Survey 2013*

The [Services Evaluation](#) (Chapter 3) evaluates the Dial-A-Ride service, providing a snapshot of current transit usage and system performance. Such data include ridership at the system level as well as a review of key trip destinations and origins. Also included is discussion of several performance measurements including riders per service hour and farebox recovery system-wide as well as by mode. A system overview can be seen in Exhibit 1.2.

Exhibit 1.2 Dial-A-Ride Performance

Performance Measure	FY 2012/13	FY 2013/14	FY 2014/15 (YTD)
Operating Cost	\$117,919	\$153,503	---
<i>Annual Change</i>	---	30.2%	---
Fare Revenue	\$21,004	\$19,677	\$11,256
<i>Annual Change</i>	---	-6.3%	---
Vehicle Service Hours (VSH)	2,672	2,907	1,735
<i>Annual Change</i>	---	8.8%	---
Vehicle Service Miles (VSM)	28,059	26,058	16,374
<i>Annual Change</i>	---	-7.1%	---
Ridership	31,462	28,958	16,343
<i>Annual Change</i>	---	-8.0%	---
<b>Performance Metric</b>			
Operating Cost/VSH	\$44.13	\$52.81	---
<i>Annual Change</i>	---	19.7%	---
Operating Cost/VSM	\$4.20	\$5.89	---
<i>Annual Change</i>	---	40.2%	---
Operating Cost/Passenger	\$3.75	\$5.30	---
<i>Annual Change</i>	---	41.4%	---
Passengers/VSH	11.78	9.96	9.42
<i>Annual Change</i>	---	-15.4%	---
Passengers/VSM	1.12	1.11	1.00
<i>Annual Change</i>	---	-0.9%	---
Fare/Passenger	\$0.67	\$0.68	\$0.69
<i>Annual Change</i>	---	1.8%	---
Farebox Recovery	17.8%	12.8%	---
<i>Annual Change</i>	---	-28.0%	---
VSM/VSH	10.5	9.0	9.4
<i>Annual Change</i>	---	-14.6%	---

Supplementing discussion of system performance, primarily gathered through city-provided data and ride checks, is extensive public outreach data. The [Public Outreach](#) section of this report (Chapter 4) describes the extensive public outreach conducted in development of this report. The public outreach conducted as part of this study included a combination of surveying techniques. There were four primary elements to the outreach conducted as part of this plan:

- Community survey,
- Dial-A-Ride customer survey,
- Stakeholder survey, and
- Small group discussions.

All survey elements included some form of online participation, whether via an equivalent online survey, or the opportunity to respond to survey questions via email. The surveys were promoted on the City of McFarland website as well as on the Kern COG website. All surveys were available in Spanish to encourage participation by residents with limited-English proficiency.

The community survey was conducted via an intercept/interview methodology. This survey was open from December 15, 2014 to February 9, 2015, and resulted in 83 unique responses. The Dial-A-Ride (DAR) customer survey was available from December 15 to 31, 2014 and was initially distributed by transit drivers during regular operations, and second wave of incentivized surveys was prepared and the supply provided to the City on January 5, 2015. This effort resulted in a combined total of 58 responses which we believe represents a significant portion of the current Dial-A-Ride customer group. A list of stakeholders was developed and vetted by the Project Steering Committee, and a unique survey was tailored to identify overall perceptions of existing services, and to identify the most immediate mobility needs for their respective clients. A total of 18 stakeholder organizations participated in the survey. A series of small-group workshop discussions open to the public were conducted on January 9, 2015, and on March 12, 2015, Moore & Associates attended the City of McFarland's 2015 Unmet Needs hearing held in conjunction with a regular city council meeting.

Review of most frequent responses to survey questions led to the identification of the "typical" respondent. The "typical" respondent has the following characteristics:

- Speaks English (93.9 percent)
- Is aware of the Dial-A-Ride service (75.3 percent)
- Has not ridden Dial-A-Ride within the past 90 days (84.1 percent)
- Lives in a household where no one rides transit (74.1 percent)
- Has access to a personal vehicle, and has a valid driver license (82.9 and 75.6 percent respectively)
- Is between the ages of 25 and 44 (41.5 percent)
- Reports an annual household income of under \$15,000 (39.4 percent)

The [Service Recommendations Plan](#) (Chapter 5) was developed based on findings from Chapters 2, 3, and 4, as well as discussions with City and Kern COG staff. Recommendations for service enhancements and increased marketing, as well as steps to maintain local, state, and federal compliance in years beyond the Plan's horizon are developed within the chapter. Exhibit 1.3 presents a summary matrix of the developed service recommendations as administrative, operational, or capital.

Exhibit 1.3 Service Recommendations

Administrative
Establish a full-time equivalent position for dispatching, customer service, and relief driving.
Formalize DAR phone procedures and responsibilities, including a dedicated phone line.
Improve DAR data collection, recording, and reporting procedures.
Establish a Joint-Powers Agreement (JPA) with the McFarland Parks Department and McFarland Unified School District for development and use of future transport related facilities.
Enhance marketing collateral and promotion of existing services.
Establish transfer agreement options with Kern Transit and Delano Area Rapid Transit (DART) for inter-city trips.
Operational
Implement Saturday general public Dial-A-Ride service on a 3- to 6-month trial basis.
Extend service to 6:00 p.m. on weekdays.
Introduce third vehicle during peak-hours (mid-day) as a “community sweeper” to connect east and west McFarland with in-city activity centers as well as connections with Kern Transit.
Investigate vanpool service for agricultural workers.
Enhance connectivity between City transit services and both Kern Transit and Delano transit services.
Establish a direct inter-city connector between McFarland and Delano on a trial basis.
Capital
Develop and implement a Bus Stop Improvement Program (BSIP) (contingent upon introduction of fixed-route service).
Develop a purpose-built central “hub” for transit-related operations, storage/fueling, and customer information.
Develop a park and ride facility adjacent to central transfer location(s) for regional travel and/or rideshare participants.

Following the Service Recommendations is the **Preferred Service Alternative** (Chapter 6). This chapter narrows down the potential recommendations into a single operating plan, based on maximizing the efficiency of City’s transit program, while ensuring sustainability and meeting the mobility needs of the community. The service recommendations selected for inclusion within the Preferred Service Alternative include those most desired by the City, current and potential riders, and stakeholders throughout McFarland. Anticipated costs and impacts to the City were developed for the selected recommendations. Exhibit 1.4 presents the preferred service Alternative options and their anticipated impact/costs to the existing program.

**Exhibit 1.4 Preferred Service Alternative Projected Impacts**

Administrative Recommendations	Estimated Impact	
	Current	Proposed
Establish a full-time equivalent position for dispatching, customer service, and relief driving.	\$0	\$27,000
Formalize DAR phone procedures and responsibilities, including a dedicated phone line.	\$0	\$600
Improve DAR data collection, recording, and reporting procedures.	\$0	\$0
Enhance marketing collateral and promotion of existing services.	\$0	\$5,500
Total	\$0	\$33,100
Operational Recommendations	Estimated Impact	
	Current	Proposed
Extend service to 6:00 p.m. on weekdays.	\$500	\$27,989
Implement Saturday general public Dial-A-Ride service on a 3-month trial basis.	\$0	\$4,436
Investigate vanpool service for agricultural workers.	\$0	\$4,000
Total	\$500	\$36,425
Capital Recommendations	Estimated Impact	
	Current	Proposed
Develop a purpose-built central “hub” for transit-related operations, storage/fueling, and customer information.	\$0	\$1,615,336
Develop a park and ride facility adjacent to central transfer location(s) for regional travel and/or rideshare participants.	\$0	\$323,067
Total	\$0	\$1,938,403

Within Chapter 6 is found a [Financial Plan](#) which identifies potential funding sources throughout the next five years using a combination of fare revenues, local and state subsidies, and federal grants, while providing a sustainable operating budget relative to the preferred service alternative. A [Capital Plan](#) is included within this chapter and identifies the anticipated vehicular and equipment needs for the program, as well as the needs for significant facilities and improvements. Finally, [the Implementation Plan](#) develops a hierarchy among the preferred service alternative recommendations and a proposed timeframe for developing each of the respective recommendations.

The [Appendix](#) includes copies of the survey instruments used in connection with the Transit Development Plan's public outreach activities.

*This page intentionally blank.*

# 2

## DEMAND ASSESSMENT

*This page intentionally blank.*

### Demographics Assessment

Demographic data sources include Census 2010, the American Community Survey (2013), and the California Departments of Finance and Employment Development. The consultant prepared maps of key populations, created data tables to illustrate the most relevant categories of Federal Transit Administration (FTA) reporting requirements, and summarized the key findings of the target populations. This assessment allows for the identification of locations in the city and surrounding areas which could benefit from enhanced transit service as well as identifies transportation-disadvantaged populations. These populations traditionally include minority groups, low-income individuals, persons with limited/no access to a personal vehicle, seniors, and youth.

### Summary of Findings

- The City of McFarland’s population (estimated at 12,582 by the American Community Survey) has decreased by less than one percent since 2010.
  - These population estimates do not include recent (2014) increases, and additional population growth is due to an increase in new building starts as well as additional inmates at correctional facilities. The current population is estimated at 14,037.
- Nearly 40 percent of the population is 20 years of age or older.
- The median age is 24.2 years old, which is 11.2 years younger than the median age for California.
- Median household income for the city of McFarland is \$35,433.
- A projected 125 individuals aged 65 and older live in poverty.
- The major ethnic categories for residents that are either one race alone or a combination with one or more races are as follows<sup>1</sup>: White – Not Hispanic (723), Hispanic or Latino (11,323), Black or African-American – Not Hispanic (240), Asian – Not Hispanic (79), Pacific Islander – Not Hispanic (8), Native American or Alaskan Native – Not Hispanic (21), and those citing two or more races – Not Hispanic (188).

### Social Profile

According to the American Community Survey FY 2009-2013, the McFarland median age is 24.2 years, significantly younger than the median age in California (35.4 years). The median household income for McFarland was \$35,433 in 2013. McFarland’s median household income is approximately 42 percent lower than the state average and 33.2 percent lower than the national average. Within McFarland, just over 59 percent of the population 25 years and older reported lacking a high school diploma or equivalent, 22.6 percent have high school diplomas, and approximately 3.9 percent have earned a bachelor’s degree.

---

<sup>1</sup> Data provided by Kern COG.

McFarland has a much lower rate of high school graduates and attainment of college degrees than both the state and the nation at-large. This is not entirely surprising given both the rural nature of the city and the large migrant population. Many residents are “first-generation Americans” and have emigrated

from countries where English is often not the primary language. This makes traditional schools setting challenging. In addition, many of the available employment opportunities within McFarland do not require extensive formal education. Given lower educational levels can be associated with lower income earnings potential, this data suggest a significant portion of the population could be at least partially transit-dependent, and therefore would benefit from transit service improvements made by the City. It should be noted the American Community Survey reports persons who have some college education (but did not obtain a degree) separately, which accounts for the variance in the population figures in the exhibits below.

**Exhibit 2.1 Summary of Demographic Characteristics**

	Median Age	Median Household Income	Percentage of population over 25:		
			No High School Diploma	High School Graduate	Bachelor's Degree or Higher
McFarland	24.2	\$35,433	59.1%	22.6%	3.9%
California Average	35.4	\$61,094	18.7%	20.7%	30.7%
National Average	37.3	\$53,046	13.9%	28.1%	28.8%

*Source: American Community Survey 2013*

**Mode of Travel**

The mode most often cited as the means of home-to-work travel within McFarland is the personal vehicle (60.3 percent). Nearly one-third of the local work force indicated ride-sharing to reach their place of employment. This indicates a strong opportunity for McFarland’s transit service to mode-shift these residents, as long as the transit source travels to the desired destinations at the desired times. Currently less than one percent utilize public transit to reach their place of employment. Modest numbers walk or ride bicycles to their work sites (2.4 and 3.1 percent, respectively). Given the current Dial-A-Ride service operating limitations, it is not surprising that few opt to ride transit to work, as many employment opportunities lie outside city limits. This presents an opportunity for both ridership and revenue to identify travel patterns and possibly expand service to increase both ridership and fare revenue.

**Exhibit 2.2 Method of Travel to Work**

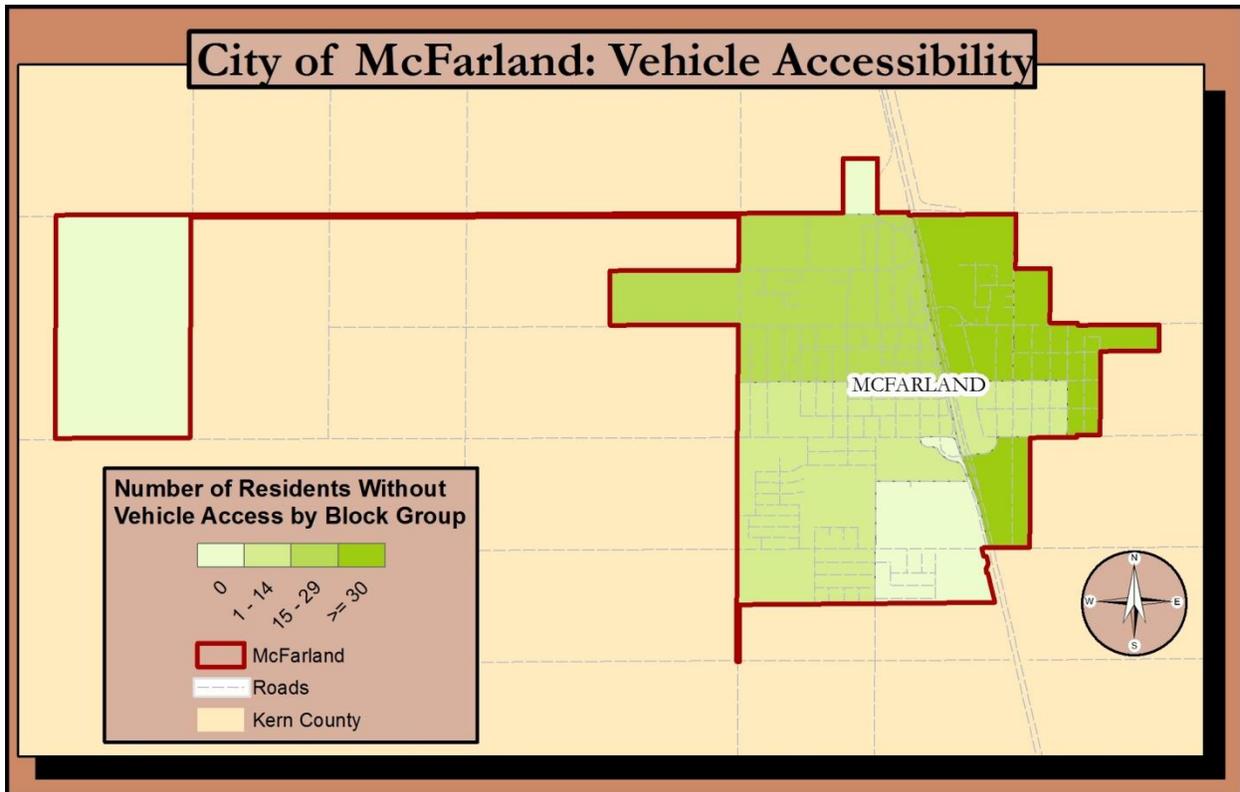
Public transportation	Carpool/Vanpool	Walk	Bicycle	Personal Vehicle	Work at Home
0.7%	32.9%	2.4%	3.1%	60.3%	0.6%

*Source: American Community Survey 2013*

Maps in this chapter present information at the block group level. Block groups are defined as containing between 600 and 3,000 people, and are used to present data and control block numbering. A block group consists of clusters of blocks within the same census tract. Block groups are the lowest level of geography published by the American Community Survey.

Exhibit 2.3 presents the number of residents without vehicle access throughout McFarland.

Exhibit 2.3 Vehicle Accessibility



Source: American Community Survey 2013

**Economic Profile**

Exhibit 2.4 presents unemployment figures for 2010 and 2014 within McFarland, California, and the nation at-large. The unemployment rate in McFarland amongst persons aged 20 and older increased 3.7 percent (from 16.2 to 19.9 percent) between 2010 and 2014.

The rate of increase of unemployment within McFarland does not mirror trends present throughout Kern County (15.9 in 2010 and 10.54 in 2014), nor does it appear to follow California and national trends. A higher level of reported unemployment can be interpreted as evidence of greater demand for public transit. Identifying opportunities for employment should be a focus for the City, followed by identifying the most efficient means of transporting residents to said employment. While employment rates may have increased, McFarland is planning on steady population growth and continues long-term planning efforts to ensure said growth does not negatively impact the overall community.

**Exhibit 2.4 Unemployment Rate**

	Unemployment Rate	
	2010	2014
McFarland	16.2%	19.9%
California Average	12.4%	7.6%
National Average	9.7%	6.2%

*Source: Bureau of Labor Statistics, California Employment Development Department, American Community Survey 2013*

**Housing Profile**

Median single-family dwelling prices in McFarland are considerably lower than either California or national averages, as are median rental costs. Average wages paid by employers within McFarland are typically lower than wages statewide. Available data does not indicate how many families are living within the same residence. It is likely within McFarland (particularly within Latino households) that multiple families (and possibly multiple generations) are sharing the cost of housing so that income can be allocated to other necessities such as food, utilities, and commuting expenses. This is similar to other small cities throughout Kern County (i.e., Arvin, Maricopa, Taft). This may translate to a “hidden” demand for transit which is further discussed and identified in later sections of this report.

*Exhibit 2.5 Summary of Housing Characteristics*

	Median Rooms/Structure	Owner-occupied	Renter-occupied
		Median Value	Median rent
McFarland	5.1	\$115,600	\$642
California	5.1	\$366,400	\$1,119
United States	5.5	\$176,700	\$752

*Source: American Community Survey 2013*

**Population**

Exhibit 2.6 presents population trends for the city of McFarland, as well as projections for 2020 and 203 (from Kern COG’s Regional Transportation Plan/Sustainable Communities Strategy).

Census 2000 population for the city of McFarland was 9,618, and Census 2010 identified a population of 12,707. McFarland’s population decreased by 0.98 percent between 2010 and 2013 (125 people). Despite this modest decrease in population, overall county-wide trends indicate there will be ongoing future growth in McFarland. The current population is projected to be 14,037. The City believes this growth can be attributed to new housing starts in 2013. The total population is anticipated to reach 14,600 in 2020, an increase of 16 percent. This significant growth could strain City resources (including transit), although the City is working with the Kern Council of Governments to continue development of a sustainable transportation system.

*Exhibit 2.6 Population Change*

McFarland	
Total Population 2000	9,618
Total Population 2010	12,707
Total Population 2013	12,582
Percent Change (2010 - 2013)	-0.98%
Projected 2020	14,600
Projected 2030	16,800

*Source: American Community Survey 2013, Kern COG*

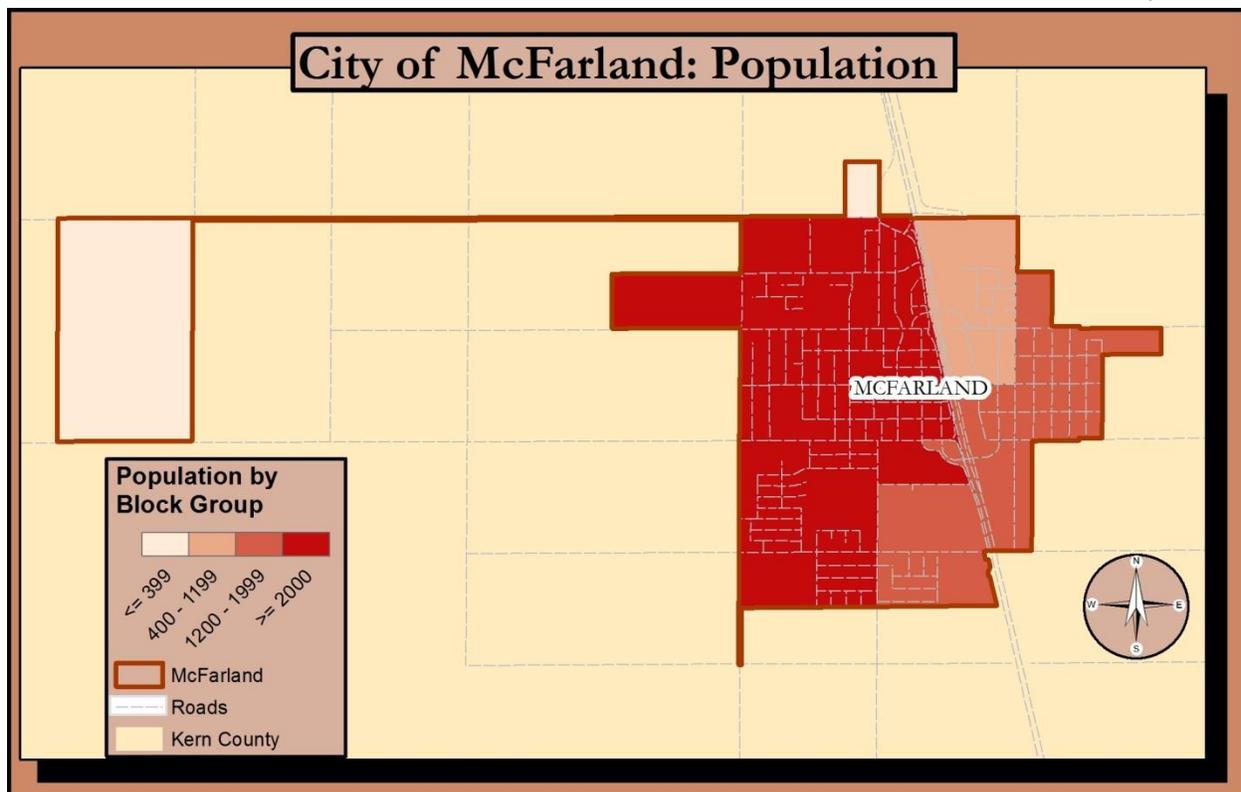
Exhibit 2.7 presents a summary of the traditionally transit-dependent populations within the city limits. The single largest of these populations is youth. This reflects McFarland’s median age of 24.2 years. Nearly one-third of the community lives below the poverty line (in California, \$23,550 annually for a family of four in 2013). Persons with disabilities represent approximately 7.2 percent of the population in 2013 (no data was available for McFarland in 2010). Individuals within these groups typically have a greater propensity to use public transit due to the absence of other mobility options. The population projections assume these populations increase at the same forecast rate as the population at-large. Exhibit 2.8 presents the total number of residents by block group.

Exhibit 2.7 Transit-Dependent Population Projections

	Youth	Seniors	Persons with Disabilities	Low-Income
Population in 2010	4,626	534	Not Available	3,819
Population in 2013	5,033	503	909	3,826
Percent of Population in 2013	40.0%	4.0%	7.2%	30.4%
Projected 2020	5,840	584	1,055	4,440
Projected 2030	6,720	672	1,214	5,109

*Source: American Community Survey 2013, 2010 Census*

Exhibit 2.8 Total Population



*Source: American Community Survey 2013*

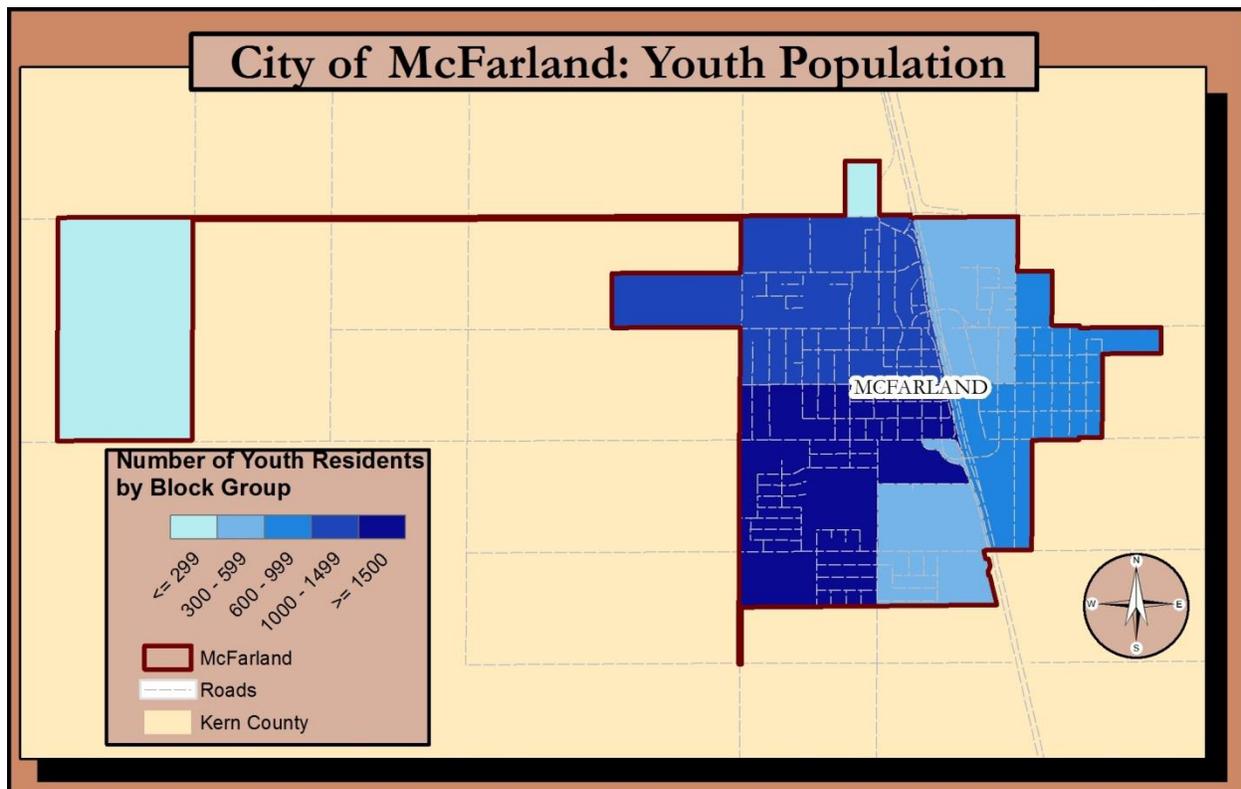
### Youth Population

For the purposes of this study, the term “youth” is defined as individuals 19 years of age or younger. Youth population in McFarland increased 8.8 percent (4,626 to 5,033) between 2010 and 2013.

Within McFarland, the youth share of total population was 40 percent in 2013. This suggests strong demand for mobility options. Assuming the relative share of total population remains at 40 percent in McFarland, youth population would rise to 5,840 in 2020 and 6,720 by 2030.

Typically, the mobility needs of youth are addressed by family, friends, or the local school district; making public transit unnecessary for many trips. In McFarland, however, many youth walk from the eastern end of the city into the western portion to access school and local businesses. This walking can be difficult given the bisecting of the community by State Highway 99. Youths need to walk along highway ramps to cross, adding risk. The City’s public transit service could alleviate some of this risk by providing a regularly scheduled service to/from popular destinations. Areas identified within Exhibit 2.9 with low youth populations are chiefly rural in nature and feature lower populations overall as well.

Exhibit 2.9 Youth Population



Source: American Community Survey 2013

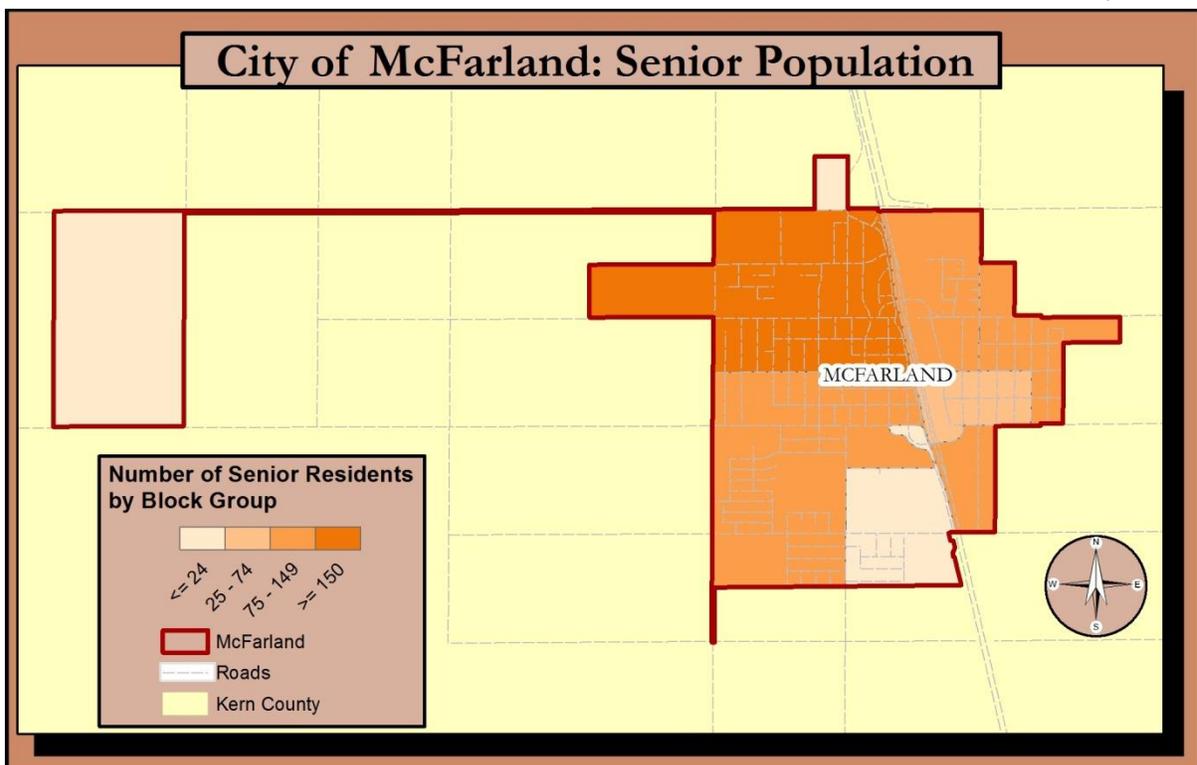
### Senior Population

For the purposes of this study, the term “senior” is defined as individuals 65 years of age or older. The senior population within McFarland was estimated at only 534 in 2010 and 503 in 2013. Assuming the relative share of seniors remains stable at four percent, McFarland’s senior population would increase to 584 by 2020 and 672 in 2030.

Seniors traditionally have a greater propensity to use public transit than other demographic groups. Market research conducted in support of this Transit Development Plan revealed one-third of seniors rely on public transit for day-to-day mobility. Further discussion can be found in the Public Outreach section of this plan. Ensuring seniors have access to healthcare and other day-to-day services is critical to McFarland’s overall quality of life. This includes providing access to regional transportation services should the desired destinations lie outside McFarland city boundaries.

This socio-demographic group is often transit-dependent, relying on either Kern Transit for transportation into Bakersfield, or Delano Area Rapid Transit for travel to Delano. Recent demands identified through public outreach have included more frequent and regular service to/from Delano to access the recently opened Wal-Mart. In addition, many more medical and healthcare options exist outside of McFarland which many seniors can only access with public transportation.

Exhibit 2.10 Senior Population

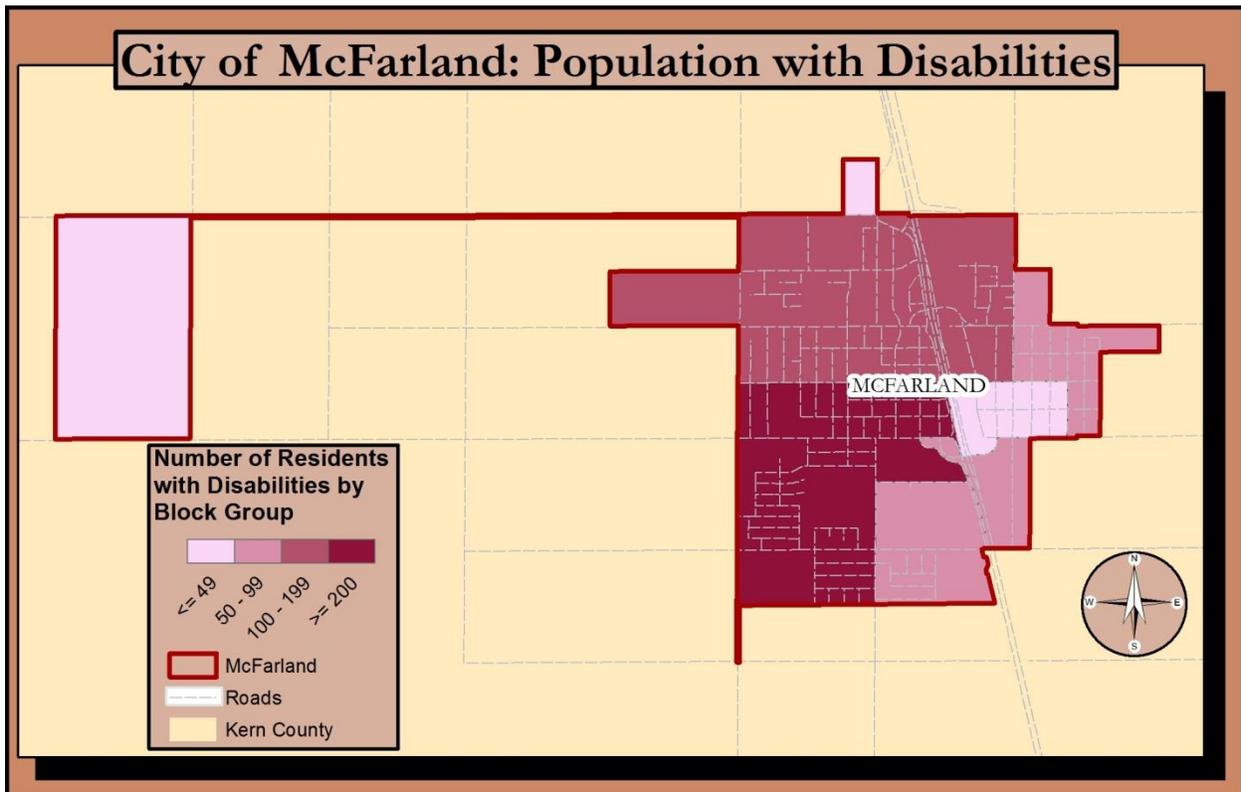


Source: American Community Survey 2013

### Persons with Disabilities

Persons with disabilities are distributed throughout McFarland in a similar pattern to both the senior and youth populations. As the City's Dial-A-Ride service is currently open to the general public, it fully meets the requirements of the Americans with Disabilities Act (ADA). Disabilities can be categorized in numerous ways, though in reality, persons with disabilities face increased barriers to accessing services and resources, including transportation. McFarland's Dial-A-Ride fleet is comprised solely of ADA-compliant vehicles.

Exhibit 2.11 Persons with Disabilities Population



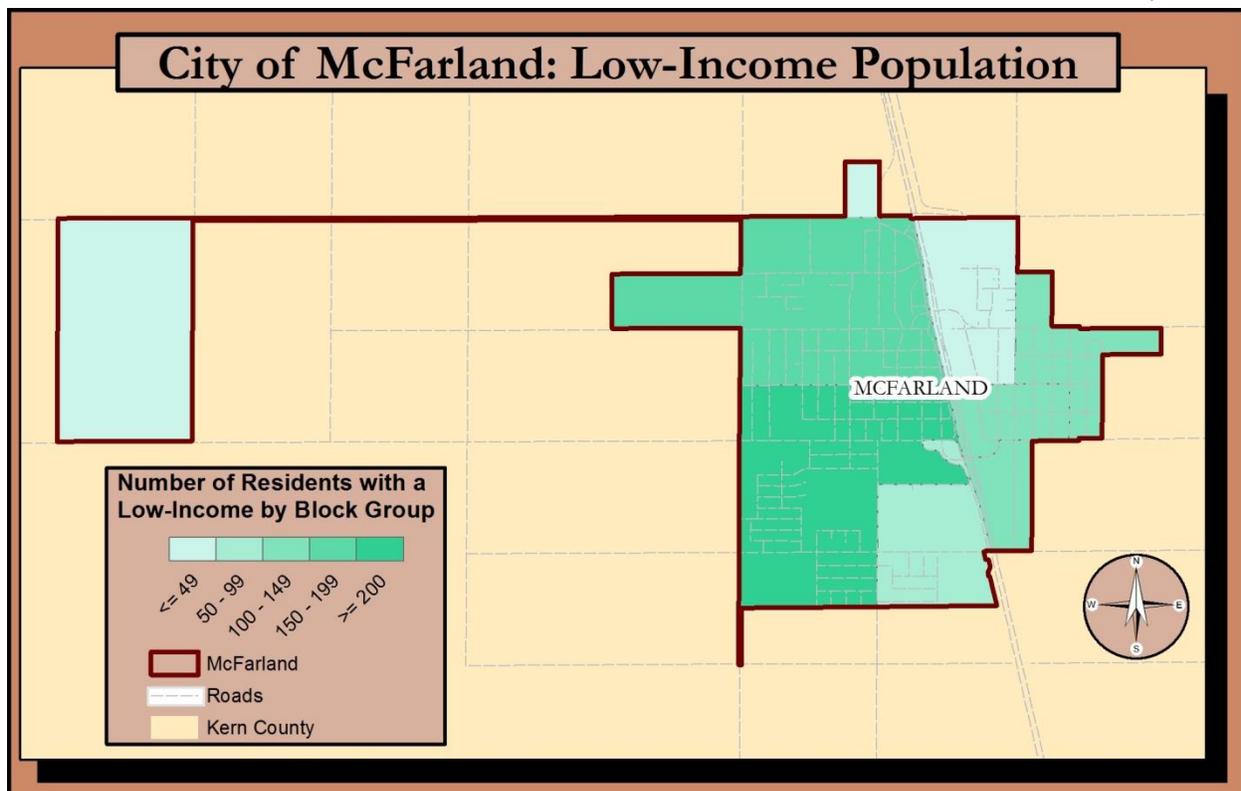
Source: American Community Survey 2013

### Low-Income Population

The share of low-income residents (defined as living below the poverty line for California) within McFarland is estimated at 30.4 percent. There was nearly no change in the overall percentage of the population living in poverty from 2010 (0.02 percent). Individuals within this demographic are likely to be dependent upon alternate modes of travel (including public transit) for personal mobility. Given the significant percentage of the total population identified as low-income, increasing affordable and accessible mobility options to important day-to-day travel destinations would likely translate to an enhanced quality of life for low-income individuals. This population includes youths, seniors, and persons with disabilities, and any modification to Dial-A-Ride fares (defined as an increase) should be weighed against the impact this may have upon transit riders.

Projections estimate there will be 4,440 low-income residents in 2020 and 5,109 in 2030. The significant number of low-income individuals found within McFarland indicates a strong likelihood of increased transit demand. Improved transit service awareness and targeted bilingual outreach (with respect to available services) throughout the study area would likely result in increased ridership and fare revenue.

Exhibit 2.12 Low-Income Population



Source: American Community Survey 2013

**Minority Populations**

The single largest ethnic and/or racial “minority” group within McFarland is “some other race” at 9.9 percent. Other groups identified through the 2013 American Community Survey include African-American (1.9 percent), Asian (0.6 percent), and Native American or Alaskan Native (0.3 percent).

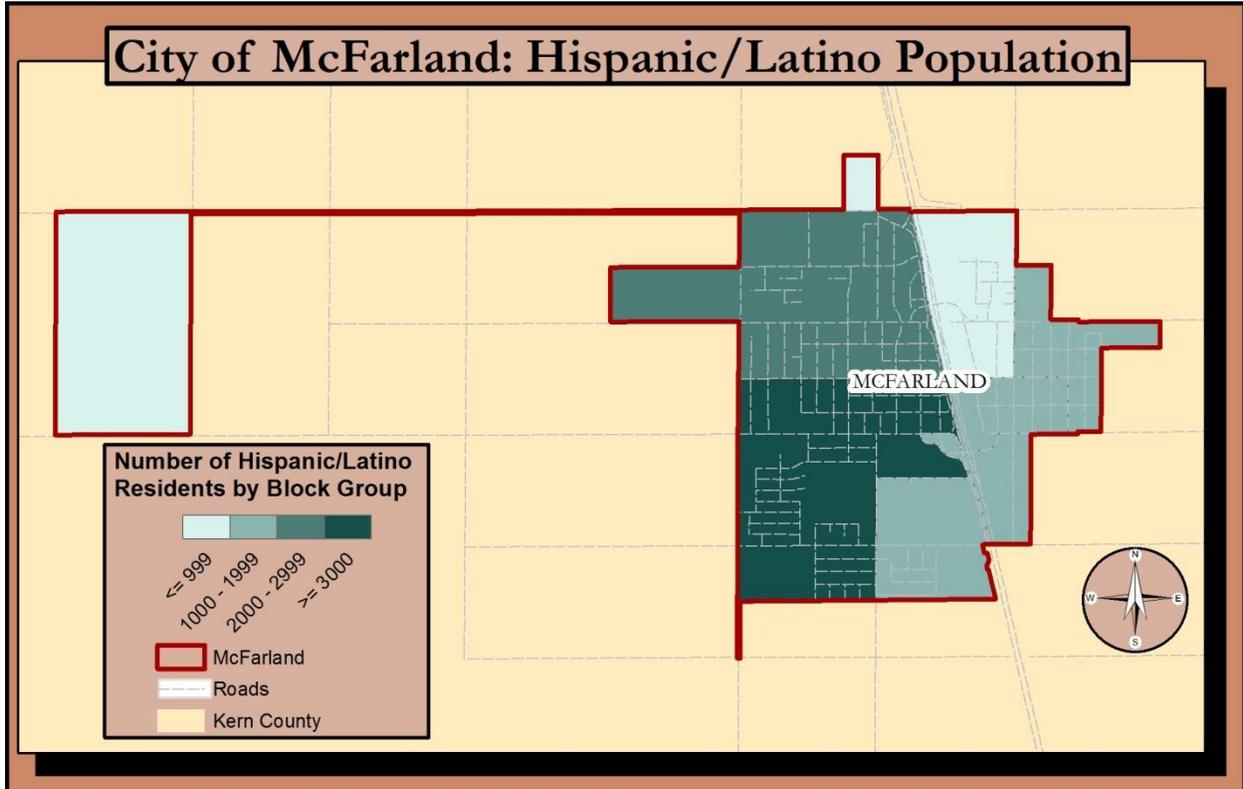
Exhibit 2.13 McFarland Racial Breakdown

Race	Population size
White	10,519
African-American	240
Native American/Alaska Native	38
Asian	79
Native Hawaiian/Pacific Islander	8
Some other race	1,249
Two or more races	449
Total Population	12,582

*Source: American Community Survey 2013*

We do not believe the racial breakdown provided by the American Community Survey adequately describes the Hispanic/Latino composition of the community. The majority of McFarland residents self-identified as Hispanic/Latino (11,323 residents, or 90 percent). Many Hispanic and Latino persons consider their race as “white or some other race,” although they may have less proficiency with the English language. This language barrier often results in barriers to their accessing available resources. This finding underscores the need for all McFarland Dial-A-Ride information to be produced in Spanish to increase accessibility and patronage within this important resident group. Exhibit 2.14 highlights the distribution of Hispanic/Latino populations within city limits.

Exhibit 2.14 McFarland Hispanic/Latino Population



Source: American Community Survey 2013

### Trip Generators

The identification of trip generators provides a basis for 1) quantifying demand for public transit service, and 2) identifying temporal and spatial gaps in available transit service.

Exhibit 2.15 presents an updated list of trip generators within McFarland city limits as well as neighboring communities. When assessed alongside the results of origin/destination data collected in 2014 (through stakeholder and community surveys), the City's public transit service can be seen as providing direct access (within ¼ mile corridor) to all local population trip generators. The majority of employers are located within McFarland city limits. These include school districts and government facilities (i.e., city hall, libraries, etc.), as well as some small retail and commercial establishments. Educational destinations warranting public transit service (i.e., elementary and high schools) are also located within city limits. Healthcare and recreational destinations (such as movie theaters) are located primarily outside McFarland and are accessible to residents through regional transit services (Kern Transit and Delano Area Rapid Transit).

Exhibit 2.15 Potential Transit Trip Generators

Trip Generator	Category
Browning Elementary School	Education
Kern Avenue Elementary School	Education
McFarland High School	Education
McFarland Independent School	Education
McFarland Middle School	Education
McFarland Unified School District	Education
San Joaquin High School	Education
Church of the Living Savior	Faith-based
First Missionary Baptist Church	Faith-based
Jehovah's Witnesses	Faith-based
Restoration Rock Church	Faith-based
Sherwood Baptist Church	Faith-based
St. Elizabeth Catholic Church	Faith-based
Clinica Sierra Vista	Medical
Family Dentistry	Medical
Singh Manbir MD	Medical
McFarland City Hall	Public Services
McFarland Library	Public Services
McFarland Post Office	Public Services
Arturo J. Munoz Park	Recreation
Browning Road Park	Recreation
Kern Avenue Basketball Courts	Recreation
Kern Avenue Playground	Recreation
McFarland Park	Recreation
Ritchey Park	Recreation
Villa del Caribe Park	Recreation
A&M Food Market	Shopping/Market
Basic Essentials	Shopping/Market
Community Market	Shopping/Market
Dollar General	Shopping/Market
Fiesta Market	Shopping/Market
Kern Food market	Shopping/Market
Palace Market	Shopping/Market
Ranchito Market	Shopping/Market
Women Infant Child Services	Social Services

# 3

## SERVICE EVALUATION

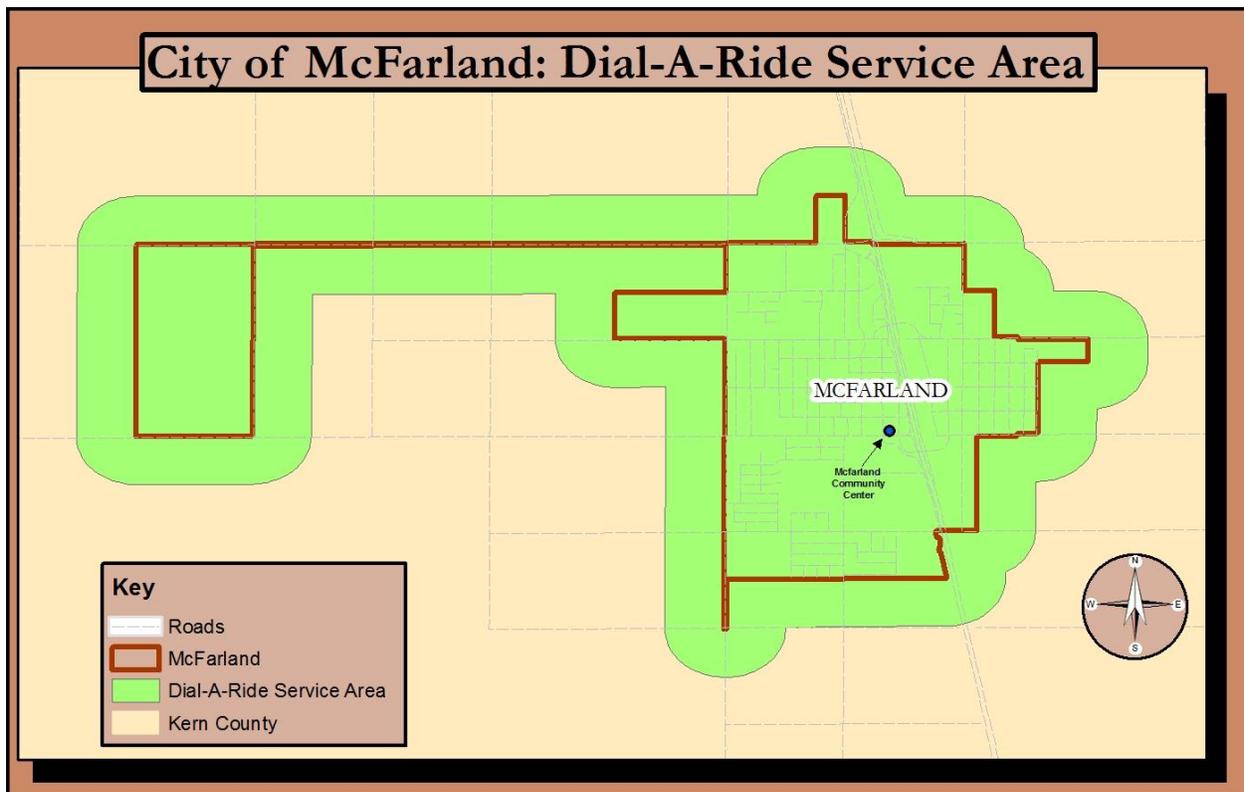
*This page intentionally blank.*

The Service and System Evaluation of the City of McFarland’s Dial-A-Ride program provides a summary of the current services available within the service area, determines the status of previously adopted service recommendations, and assesses program performance through quantifiable measures. The primary goal of this evaluation is to provide an objective assessment of current transit service, and identify areas for improvement and enhancement, while providing a foundation for proposed/potential service recommendations.

### Service Area

The McFarland Dial-A-Ride (DAR) service area is limited to the City of McFarland. The DAR operates as a “curb-to-curb” demand-response service open to the general public which does not feature any eligibility requirements. The service area is divided primarily by State Highway 99 runs north-south through McFarland, effectively bisecting the city into eastern and western portions. To the west is an area of incorporated land, though the majority of nearby farmland is unincorporated Kern County. The service is a first-come, first-served program where customers are asked to call and reserve their trips a minimum of one hour in advance. Reservations may be made up to a day in advance. Exhibit 3.1 presents a map of the current Dial-A-Ride service area.

Exhibit 3.1 McFarland Dial-A-Ride Service Area



**Current Transit Service**

In December 2014, Moore & Associates completed a direct observation of the City’s Dial-A-Ride service. Our staff rode with each of the two McFarland drivers during normal business hours, and observed the day-to-day procedures including trip reporting, dispatching procedures, and customer interaction.

The City’s DAR service provides general public demand-response service which operates within ¾ of a mile of McFarland city boundaries. There are two full-time drivers assigned to the DAR program, and support is provided by other City of McFarland staff. Assigned DAR staff are full-time City employees. Dispatching is primarily conducted by the staffer who answers the reservation or transit inquiry, and the information is relayed to the drivers, via radio. During periods of low activity, drivers return to McFarland city hall and answer customer calls, dispatch, and prepare reports; until they are needed to transport customers. There are two phone lines advertised to the community for scheduling reservations, though the primary number is shared with the main city hall line, and the second is advertised solely in Spanish fliers. It is not possible to distinguish the nature of a phone call to city hall until the line has been answered. A dedicated phone line and established answering procedures would allow staff to know in advance the calls are for the transit program, and would improve customer service by allowing the most appropriate person to answer the call.

Two vehicles are required to provide the service during the mid-day peak period. Driver shifts are staggered in that the first driver begins and ends their day half an hour earlier than the second driver. Lunch breaks are also staggered, resulting in two hours each service day where only one vehicle is in revenue service.

**Exhibit 3.2 Current Service Hours and Service Fares**

<b>Operating Hours</b>	
<b>Weekdays</b>	
8:00 a.m. to 4:15 p.m.	
<b>Fare Category</b>	<b>Dial-A-Ride</b>
General (Adult)	\$1.00
Senior	\$0.50
Youth (age 3+)	\$0.50
Children (under 3 with fare-paying adult)	Free

**Fleet**

The City’s DAR program utilizes a fleet of two gasoline-powered cut-away vehicles. Both vehicles are wheelchair accessible. The City has recently applied for capital grant funding to replace and upgrade its transit fleet to CNG-fueled vehicles. A fleet summary is presented in Exhibit 3.3.

Exhibit 3.3 Transit Fleet

Fleet ID	Year	Make	Model	Fuel	Mileage	Capacity	Wheelchair Capacity	Condition	Status
Transit #3	2008	Ford	E-350	Gas	79,014	14	1	Good	In service
Transit #4	2008	Ford	E-350	Gas	74,713	16	2	Good	In service

### Facilities

Day-to-day functions (including dispatching and customer service) are conducted from McFarland city hall at 401 West Kern Avenue. This location is adjacent to the vehicle storage and fueling facilities. The yard is shared by other City of McFarland vehicles, and the entrance to the storage area is electronically controlled. Routine maintenance is completed by City staff, and specialty/warranty repairs are completed as necessary by various manufacturer warranty technicians.

### Service Evaluation

The City of McFarland Dial-A-Ride seeks to assess its overall efficiency and identify areas of potential improvement. Data from Fiscal Years 2011 and 2012 were recorded electronically. However, the data was determined to be corrupted and therefore not available for the consultant's review/analysis. The following section presents program performance across the prior two fiscal years (FY 2012/13 through FY 2013/14) as well as year-to-date data (through January 2015). All performance data included herein reflects City reporting.

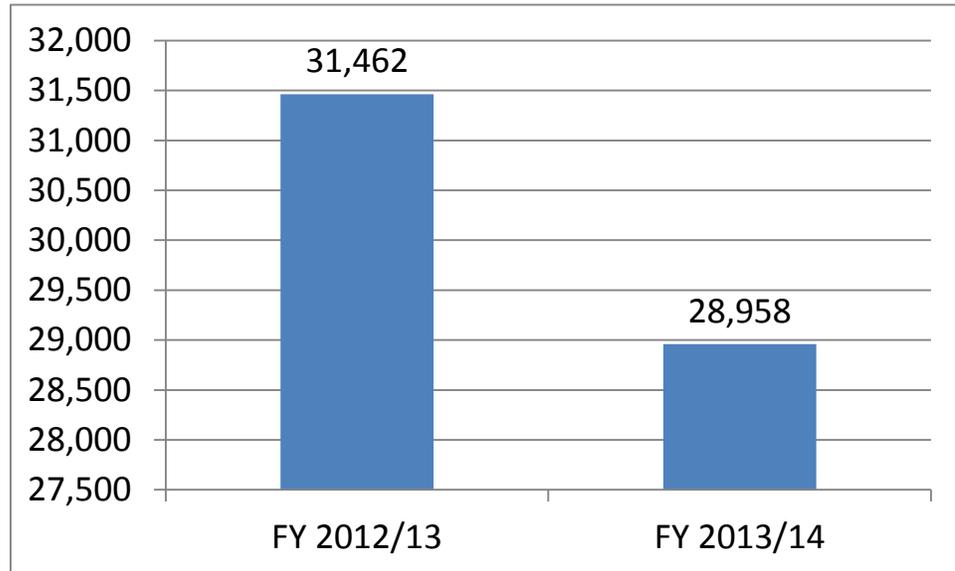
Exhibit 3.4 Dial-A-Ride Performance

Performance Measure	FY 2012/13	FY 2013/14	FY 2014/15 (YTD)
Operating Cost	\$117,919	\$153,503	---
<i>Annual Change</i>	---	30.2%	---
Fare Revenue	\$21,004	\$19,677	\$11,256
<i>Annual Change</i>	---	-6.3%	---
Vehicle Service Hours (VSH)	2,672	2,907	1,735
<i>Annual Change</i>	---	8.8%	---
Vehicle Service Miles (VSM)	28,059	26,058	16,374
<i>Annual Change</i>	---	-7.1%	---
Ridership	31,462	28,958	16,343
<i>Annual Change</i>	---	-8.0%	---
<b>Performance Metric</b>			
Operating Cost/VSH	\$44.13	\$52.81	---
<i>Annual Change</i>	---	19.7%	---
Operating Cost/VSM	\$4.20	\$5.89	---
<i>Annual Change</i>	---	40.2%	---
Operating Cost/Passenger	\$3.75	\$5.30	---
<i>Annual Change</i>	---	41.4%	---
Passengers/VSH	11.78	9.96	9.42
<i>Annual Change</i>	---	-15.4%	---
Passengers/VSM	1.12	1.11	1.00
<i>Annual Change</i>	---	-0.9%	---
Fare/Passenger	\$0.67	\$0.68	\$0.69
<i>Annual Change</i>	---	1.8%	---
Farebox Recovery	17.8%	12.8%	---
<i>Annual Change</i>	---	-28.0%	---
VSM/VSH	10.5	9.0	9.4
<i>Annual Change</i>	---	-14.6%	---

### Ridership

Annual ridership decreased by eight percent and averaged 30,000 riders throughout the evaluation period. When viewed next to the significant increase in operating cost from year to year, the ridership measure reflects a decrease in program efficiency. We believe the drop in ridership between FY 2013 and FY 2014 can be partially attributable to the slight decrease in total city population reported by the American Community Survey. Ridership for FY 2015 is on track to reach 28,000.

Exhibit 3.5 DAR Ridership



A review of a typical month’s worth of Dial-A-Ride trip logs was completed. The month of September 2014 was selected due to the availability of the data and September being a “normal month.” All schools were in session, and there was only one holiday (Labor Day) which could potentially impact ridership. The City’s DAR collects and reports the type of fare collected by day. This data revealed ridership is fairly evenly split throughout the week, with Tuesday and Wednesday being slightly more popular. Full-fare adult rides make up 45.8 percent of DAR trips, with the next most frequent riders being youth (those paying the “Child” fare) at 26.7 percent. This is not unexpected given youth account for 40 percent of the population of McFarland, and the historic popularity of using the DAR to access local schools. Seniors and persons with disabilities comprise only 10.7 percent of all rides, surpassed by children traveling for free (with fare-paying customer) at 16.2 percent of all trips. While available, single-ride “ticket” fares account for less than one percent of fare activity. We recommend ticket sales be eliminated.

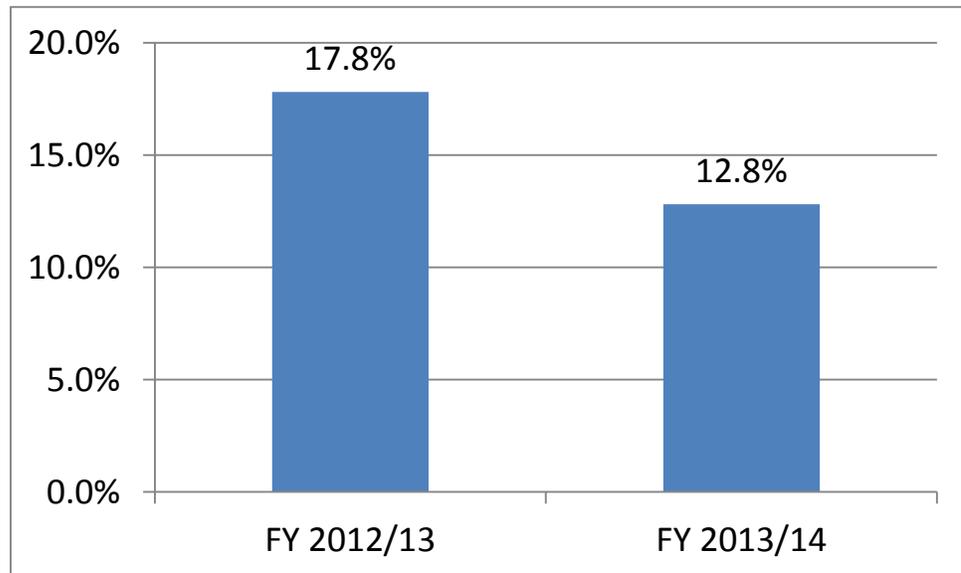
Exhibit 3.6 Ridership by Day of Week and Fare Type

	Monday	Tuesday	Wednesday	Thursday	Friday	Total
Percent Weekly Ridership	18.8%	23.1%	22.5%	17.0%	18.6%	100.0%
<b>Percent by Total Fare Revenue</b>						
General	47.9%	46.4%	43.7%	45.6%	45.5%	45.8%
Senior/ADA	10.8%	10.2%	9.5%	12.9%	10.6%	10.7%
Youth	23.6%	26.1%	28.2%	27.4%	27.9%	26.7%
Child (Free)	17.3%	16.6%	17.6%	13.5%	15.3%	16.2%
Ticket	0.4%	0.6%	1.1%	0.6%	0.7%	0.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

### Farebox Recovery

Farebox Recovery Ratio calculates the percentage of operating cost recovered through paid fares. It is the most common measure of public subsidy of a transit service. The City is responsible for achieving a farebox recovery of not less than ten percent of operating costs. While the City has not struggled to meet this metric in recent years, it has declined due to increases in operating cost without equivalent increases in ridership or fares collected. The overall farebox recovery stands at 12.8 percent for FY 2014 (decrease from 17.8 percent in FY 2013) and is on pace to reach \$19,296 in FY 2015. While the City is realizing adequate levels of fare recovery, any expansion in service (resulting in increased operating costs) will likely cause the farebox recovery to decline further until the expansion becomes familiar to the community and ridership increases. In addition, expansion to the service should be implemented as a demonstration project (as the City would receive up to 90 days exemption from farebox requirements) to assess service sustainability.

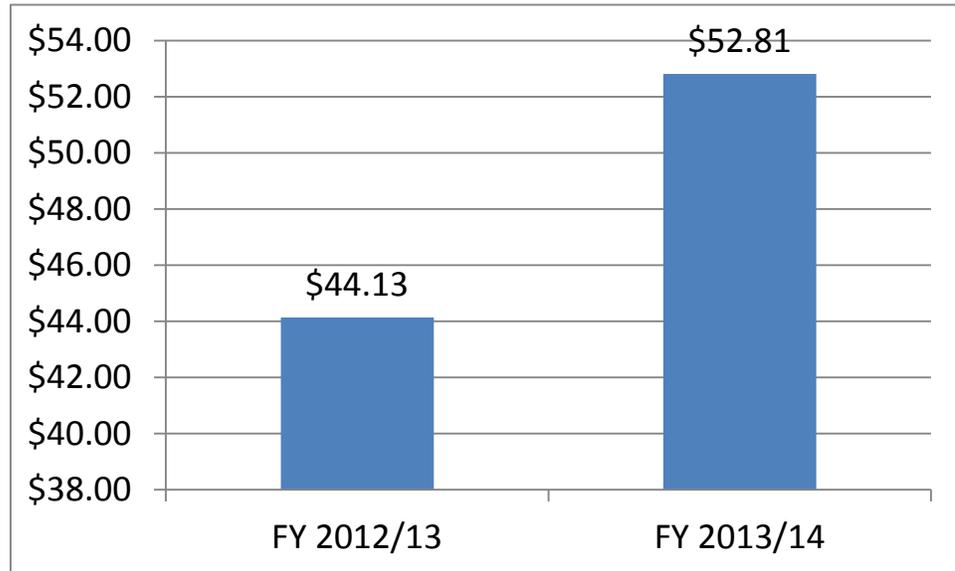
Exhibit 3.7 Farebox Recovery



### Operating Cost/Vehicle Service Hour (VSH)

This metric presents an idea of how efficient the service is operating based on the overall cost to provide a single hour of revenue service. Dial-A-Ride Operating Cost/VSH has increased across the evaluation period significantly (from \$44.13 to the current \$52.81). The primary cause for the increase in this metric is due to the significant (8.8 percent) increase in Vehicle Service Hours, which contributed to the significant increase in operating cost. This metric can be improved primarily through the reduction of service hours, though due to current demand for the DAR in McFarland, a reduction in revenue hours would cause increased challenges and decreased customer satisfaction for the program. We believe effective (targeted) marketing can realize increases in ridership which would improve operating efficiencies, leading to an improvement in this performance metric.

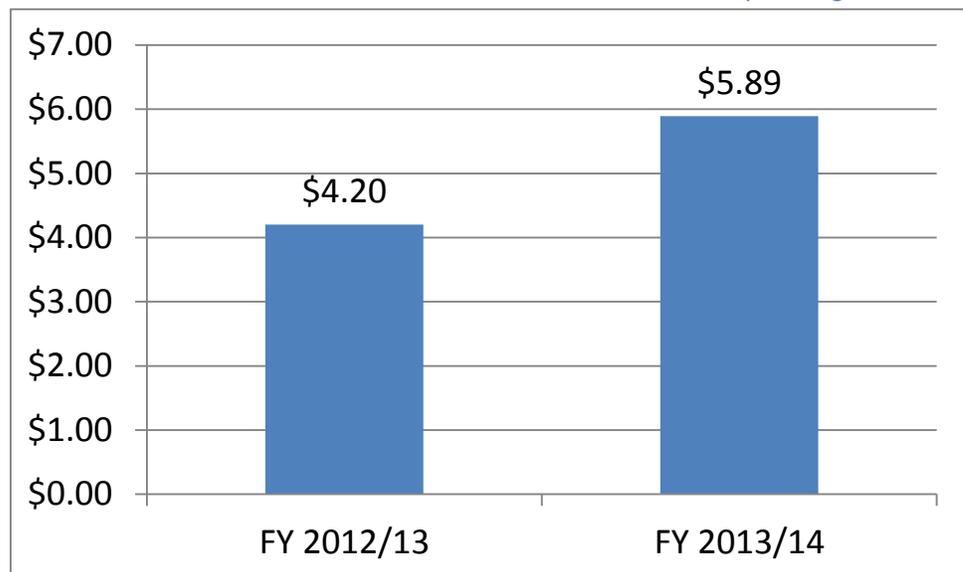
Exhibit 3.8 Operating Cost/VSH



Operating Cost/Vehicle Service Mile (VSM)

Similar to the Operating Cost/VSH metric, Operating Cost/VSM has increased to \$5.89 in FY 2014. This was not unexpected, as the increased VSH are expected to also include increased VSM. An increase in VSH without an increase in VSM equates to unproductive service operations. Interestingly, the increase in VSH did not result in a similar increase in VSM. In fact, VSM *decreased* by 7.1 percent, translating to a noticeable decrease in program efficiency (i.e., an increased Operating Cost/VSM metric). This indicates there are periods of the day where two drivers may not be required, and therefore presents an opportunity for program cost reduction.

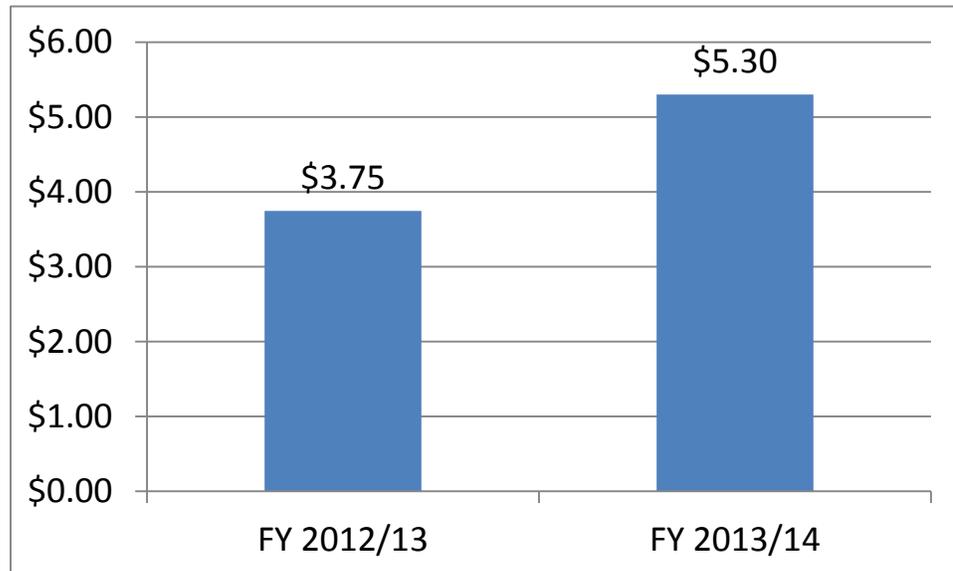
Exhibit 3.9 Operating Cost/VSM



### Operating Cost/Passenger

Another measure of cost-effectiveness, Operating Cost/Passenger, illustrates the cost of providing a single unlinked passenger trip. As shown in the exhibit below, Cost/Passenger increased from \$3.75 to \$5.30 throughout the evaluation period, a 41.4 percent increase. Ridership onboard the DAR did not keep pace with increased operating costs, translating to a decrease in efficiency based on this metric.

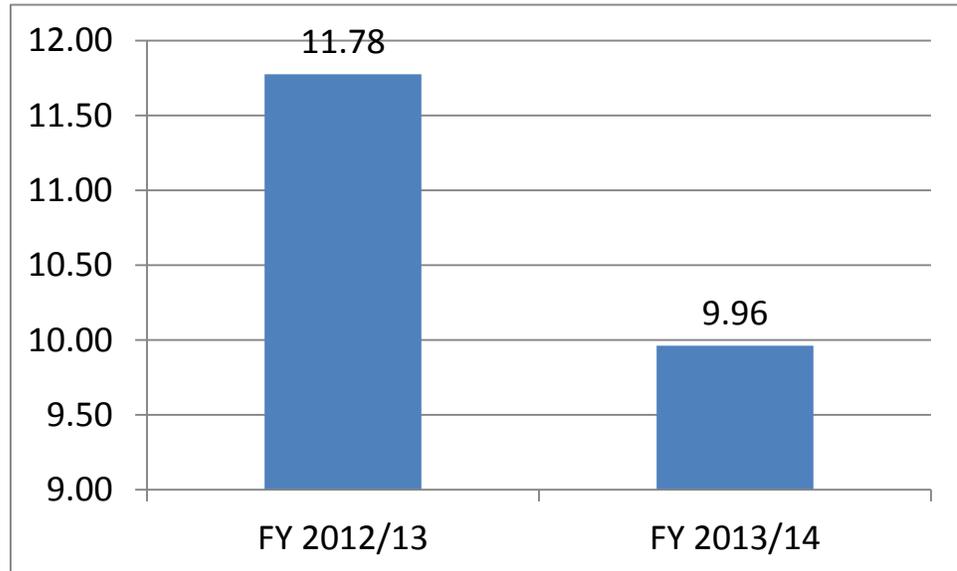
Exhibit 3.10 Cost/Passenger



### Passengers/VSH

The Passengers/VSH metric illustrates the productivity level and efficiency of a transit program during revenue-generating hours of operation. The City's DAR program has reported solid levels of performance based on Rides/VSH. Although overall this metric decreased 15.4 percent throughout the evaluation period, the program is providing nearly ten unlinked trips each hour. This is a result of the shared-ride nature of the service, the perceived value, trust placed on the program from long-time riders, and the relatively small service area. It is not unheard of for entire families to reserve trips onboard the DAR at the same time of day, effectively making DAR the equivalent of a personal auto. This could indicate that a regularly scheduled service (i.e., fixed-route) could be successful in mitigating the demand for the demand-response program. The DAR is expected to reach 9.42 Passengers/VSH in FY 2014/15.

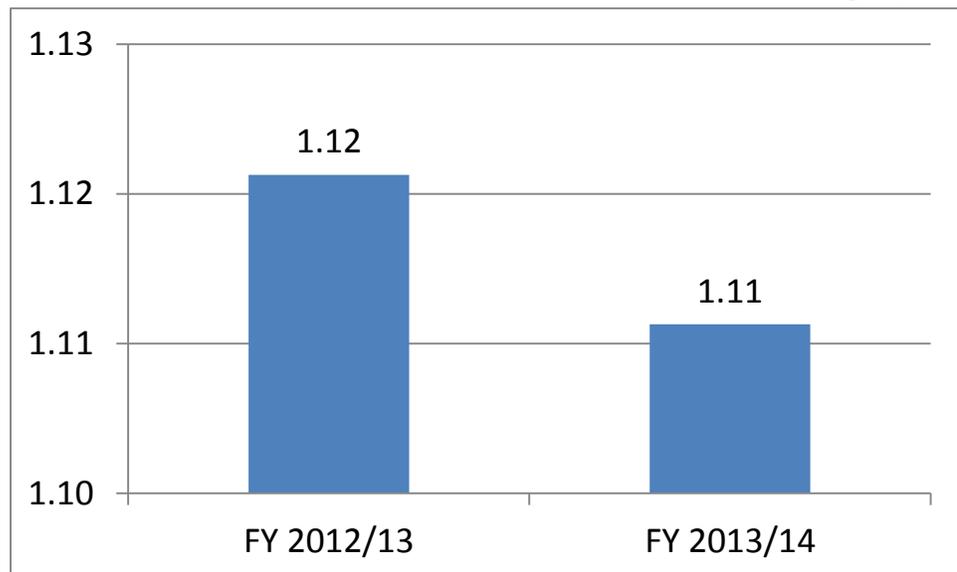
Exhibit 3.11 Passengers/VSH



Passengers/VSM

The City's DAR program Passengers/VSM experienced a modest net decrease of 0.9 percent from FY 2012/13 to FY 2013/14, as shown in Exhibit 3.12. DAR is on pace to achieve 1.00 Passengers/VSM in FY 2014/15.

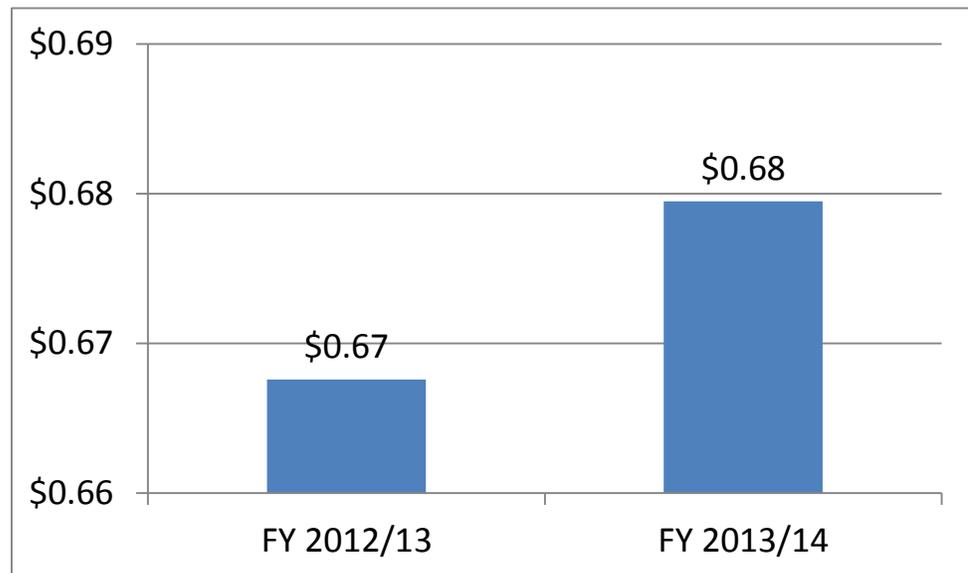
Exhibit 3.12 Passengers/VSM



**Fare/Passenger**

This metric calculates the average fare paid by each passenger (unlinked trip) on DAR. While ridership declined by eight percent, the average fare per passenger increased by one cent (1.8 percent). Given the City has not increased fares throughout the evaluation period, this metric indicates the DAR is providing an increasing number of trips to customers who require a fare (e.g., full-fare adult), and have likely reduced the incidence of free trips or fare evasion. Given the program continues to provide nearly 16 percent of its trips for free, efforts to reduce the incidence of free trips (such as establishing a limit on how many children travel free with a fare-paying adult) will improve program performance and help ensure long-term sustainability. The City's DAR program is currently on target to achieve an average 69-cents/passenger in FY 2014/15.

Exhibit 3.13 Fare/Passenger



### Kern Transit

As one of two additional public operators in the area, Kern Transit serves a vital role in mobility and accessibility to the McFarland. Kern Transit will provide a direct connection to any future High-Speed Rail station within the Bakersfield Metropolitan area.

Currently, Kern Transit provides multiple trips throughout the entire week (weekdays and weekends) to McFarland from Bakersfield via its Route 110 which connects McFarland with the cities of Bakersfield, Delano, Shafter, and Wasco. This route makes a stop at the McFarland Community Center on Sherwood Avenue. In Bakersfield, Route 110 accesses Golden Empire Transit's Downtown Transit Center, the DMV office, shopping centers, and Valley Plaza. In Delano Route 110 stops at Delano city hall, Delano Community Center, and Delano Transit Center. This route also has various stops in Shafter and Wasco.

In October 2014, Kern Transit Route 110 provided 5,404 weekday trips and 911 weekend trips. The majority of trips provided occurred during the week, which is not surprising as many of these trips involve accessing services which are not available in McFarland such as higher education, medical services, and social services. Many of these resources also remain closed during the weekend. Future developments in McFarland with respect to fixed-route service and amenities should be developed so as to allow for seamless connections with Kern Transit. This could include co-promotion of services, transfer agreements, and dedicated staging/break locations for Kern Transit and McFarland drivers. Exhibits 3.14 and 3.15 present the current Kern Transit Route 110 schedule and map.

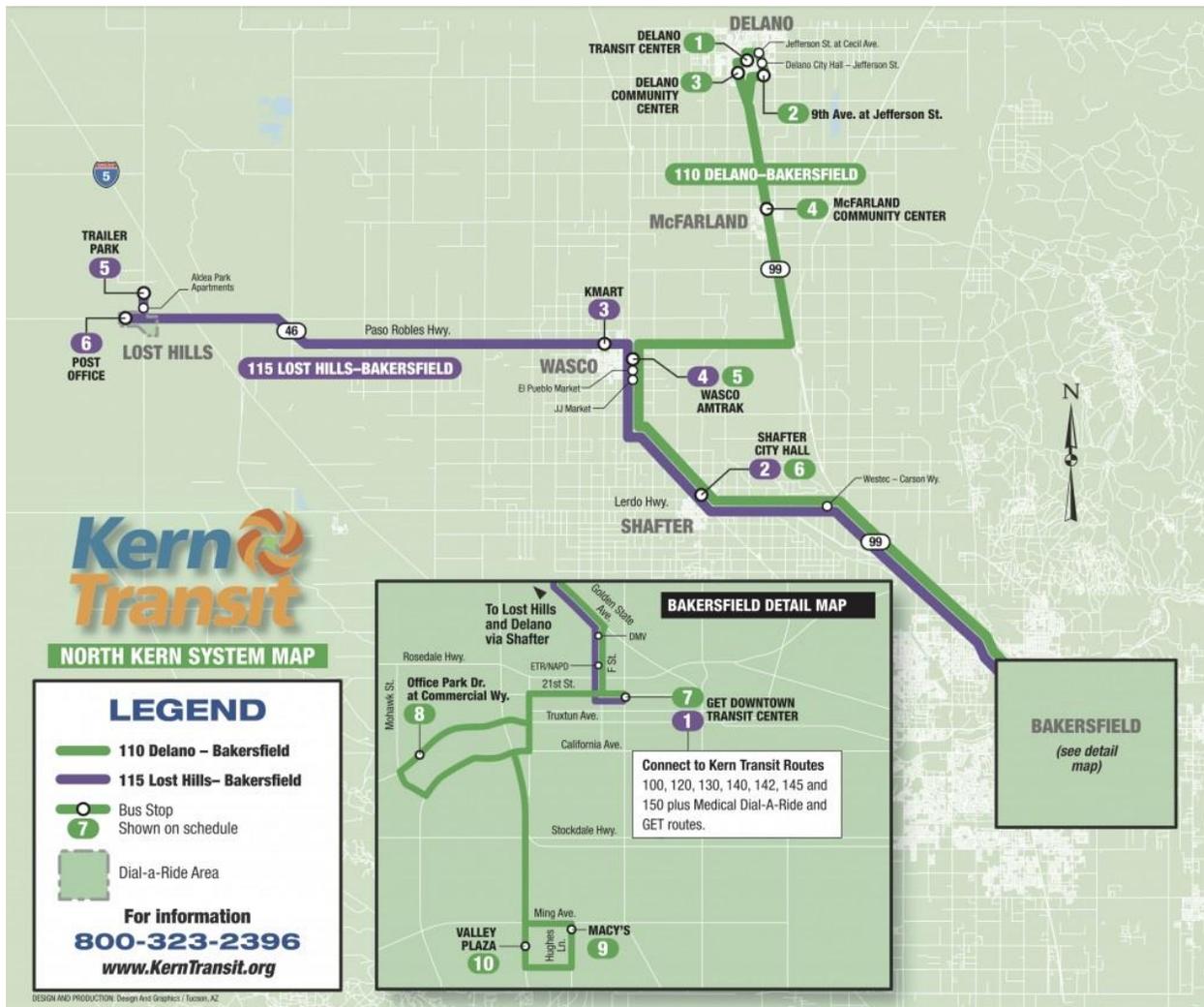
Exhibit 3.14 Kern Transit Route 110 Schedule

110 – Bakersfield to Delano										
Northbound / Monday through Friday										
							Sat/Sun ONLY			
Mon – Fri										
<b>BAKERSFIELD</b>										
Office Park Dr. at Commercial Way							1:48 PM	3:58 PM		
GET Downtown Transit Center	6:00 AM	7:15 AM	10:20 AM	2:00 PM	4:10 PM	5:40 PM	7:00 AM	11:10 AM	4:00 PM	
DMV – “F” St.	•	•	•	•	•	•	↓	↓	↓	
Macy’s – Hughes Lane	↓	↓	↓	↓	↓	↓	↓	11:20 AM	4:10 PM	
Valley Plaza – Wible Rd.	↓	↓	↓	↓	↓	↓	↓	11:25 AM	4:15 PM	
<b>SHAFTER</b>										
Westec – Carson Way	•	•	•	•	•	•	•	•	•	
Shafter City Hall – Pacific Ave.	6:25 AM	7:40 AM	10:47 AM	2:27 PM	4:37 PM	6:07 PM	7:25 AM	11:50 AM	4:40 PM	
<b>WASCO</b>										
“F” St. at Poso Dr.	•	•	•	•	•	•	•	•	•	
Wasco Amtrak	6:36 AM	7:51 AM	10:58 AM	2:38 PM	4:48 PM	6:18 PM	7:36 AM	12:01 AM	4:51 PM	
<b>MCFARLAND</b>										
McFarland Community Center – Sherwood Ave.	6:54 AM	8:09 AM	11:16 AM	2:56 PM	5:06 PM	6:36 PM	7:54 AM	12:19 PM	5:09 PM	
<b>DELANO</b>										
9th Ave. at Jefferson St.	7:05 AM	8:20 AM	11:28 AM	3:08 PM	5:18 PM	6:48 PM	8:05 AM	12:30 PM	5:20 PM	
Delano City Hall – Jefferson St.	•	•	•	•	•	•	•	•	•	
Jefferson St. at Cecil Ave.	•	•	•	•	•	•	•	•	•	
Delano Community Center – Ellington St.	7:12 AM	8:27 AM	11:36 AM	3:16 PM	5:26 PM	6:56 PM	8:12 AM	12:37 PM	5:27 PM	
Delano Transit Center – Glenwood St.	7:15 AM	8:30 AM	11:40 AM	3:20 PM	5:30 PM	7:00 PM	8:15 AM	12:40 PM	5:30 PM	

Exhibit 3.14 (continued) Kern Transit Route 110 Schedule

110 – Delano to Bakersfield										
Southbound / Monday through Friday										
	Mon - Fri							Sat/Sun ONLY		
<b>DELANO</b>										
Delano Transit Center – Glenwood St.	5:45 AM	7:35 AM	8:50 AM	12:00 PM	3:40 PM	5:50 PM	7:20 PM	8:40 AM	1:05 PM	5:50 PM
9th Ave. at Jefferson St.	5:48 AM	7:38 AM	8:53 AM	12:03 PM	3:43 PM	5:53 PM	7:23 PM	8:43 AM	1:08 PM	5:53 PM
Delano City Hall – Jefferson St.	•	•	•	•	•	•	•	•	•	•
Jefferson St. at Cecil Ave.	•	•	•	•	•	•	•	•	•	•
Delano Community Center – Ellington St.	5:55 AM	7:45 AM	9:00 AM	12:10 PM	3:50 PM	6:00 PM	7:30 PM	8:50 AM	1:15 PM	6:00 PM
<b>MCFARLAND</b>										
McFarland Community Center – Sherwood Ave.	6:04 AM	7:54 AM	9:09 AM	12:20 PM	4:00 PM	6:10 PM	7:39 PM	8:59 AM	1:25 PM	6:10 PM
<b>WASCO</b>										
Wasco Amtrak	6:22 AM	8:12 AM	9:27 AM	12:39 PM	4:19 PM	6:29 PM	7:57 PM	9:17 AM	1:44 PM	6:29 PM
"F" St. at Poso Dr.	•	•	•	•	•	•	•	•	•	•
<b>SHAFTER</b>										
Shafter City Hall – Pacific Ave.	6:33 AM	8:23 AM	9:38 AM	12:51 PM	4:31 PM	6:41 PM	8:08 PM	9:28 AM	1:56 PM	6:41 PM
Westec – Carson Way	•	•	•	•	•	•	•	•	•	•
<b>BAKERSFIELD</b>										
"F" St. at 30th St.	•	•	•	•	•	•	•	•	↓	↓
ETR/NAPD – "F" St.	•	•	•	•	•	•	•	•	•	•
GET Downtown Transit Center	7:00 AM	8:50 AM	10:05 AM	1:20 PM	5:00 PM	7:10 PM	8:35 PM	9:55 AM	2:25 PM	7:10 PM
Office Park Dr. at Commercial Way		9:02 AM	10:17 AM					↓	↓	
Macy's – Hughes Lane								10:05 AM	2:35 PM	
Valley Plaza – Wible Rd.								10:10 AM	2:40 PM	

Exhibit 3.15 Kern Transit Route 120 Alignment



### Delano Area Rapid Transit (DART)

DART is another public transit operator providing regional connections for residents of McFarland to Bakersfield and Delano. A recently implemented inter-city fixed-route departs the Delano Transit Center three times a day, Monday through Friday, and picks up and drops off customers at the McFarland Community Center bus stop, before proceeding directly to Bakersfield College, and then into the final stop location at Golden Empire Transit’s Downtown Transit Center. During northbound trips, the route links McFarland with the Delano Transit Center, where customers can transfer to local DART routes, accessing destinations such as Wal-Mart, medical centers, and Bakersfield College’s extension campus. This route is considered a premium service and has a different fare structure than the local DART routes (charging \$2.50 per trip versus \$1.00 for DART local routes).

# 4

## PUBLIC OUTREACH

*This page intentionally blank.*

## Methodology

The public outreach conducted as part of this study included a combination of surveying techniques. There were four primary elements to the outreach conducted as part of this plan:

- Community survey,
- Dial-A-Ride customer survey,
- Stakeholder survey, and
- Small group workshop discussions.

All survey elements included some form of online participation, whether via an equivalent online survey, or the opportunity to respond to survey questions via email. The surveys were promoted on the City of McFarland website as well as on the Kern COG website. All surveys were available in Spanish to encourage participation by residents with Limited-English skills. In-person intercept surveying was conducted by Moore & Associates' staff, and bilingual surveyors were present throughout each day of data collection.

The community survey was conducted via an intercept/interview methodology. This survey was open from December 15, 2014 to February 9, 2015, and resulted in 83 unique responses. Moore & Associates' staff completed two data collection waves, the first from December 18 to 19, 2014 and again from February 4 to 5, 2015. Locations throughout the city were visited, including popular destinations such as local parks, McFarland Library, McFarland City Hall, Dollar General, and local grocery stores such as Palace and Ranchito Markets. Local schools were also visited to survey parents as they dropped off or picked up their children.

The Dial-A-Ride (DAR) customer survey was available from December 15 to 31, 2014 and was initially distributed by transit drivers during regular operations. The survey packets included of a bilingual (English and Spanish) survey tailored to the Dial-A-Ride audience (i.e., large-print, custom questions regarding mobility, etc.), and a postage-paid reply envelope. Participation was incentivized via an opportunity to win a \$25 Visa gift card. A total of 13 surveys were initially collected. Subsequent to the first wave, Moore & Associates was informed by City staff that many of the regular DAR customers had left the area due to the holiday season and would not return until after the New Year. A second wave of incentivized surveys was prepared and the supply provided to the City on January 5, 2015. Again, drivers distributed the survey packets to all DAR riders across a full week. The second wave resulted in an additional 45 surveys for a combined total of 58 responses. We believe this represents a significant portion of the current DAR customer group.

A list of stakeholders was developed and vetted by the Project Steering Committee to ensure thorough representation of local businesses and organizations with a "stake" in the success of public transit throughout the McFarland DAR service area. These stakeholders were contacted via email as well as directly throughout phone communication, and some through in-person visits and discussion. The organizations contacted ranged from local business and employers, to social service groups, to medical

and health groups, to education and faith-based organizations. This survey was tailored to identify overall perceptions of existing services, and to identify the most immediate mobility needs for their respective clients. A total of 18 stakeholder organizations participated in the survey.

Moore & Associates coordinated a series of small-group workshop discussions open to the public on January 9, 2015. Two sessions were held, the first in the early afternoon, and the second in the early evening to facilitate community participation. The participants were asked to provide their insight with respect to transit and local mobility, and were also provided the opportunity to complete a community survey as well. In addition, on March 12, 2015, Moore & Associates participated in the City of McFarland's 2015 Unmet Needs hearing held in conjunction with a regular city council meeting. While no members of the general public indicated any unmet transit needs, Councilman Coker stated that some community members had told him they sought weekend (Saturday and Sunday) service. A total of seven participants provided their input during McFarland workshops and discussions.

All survey data was entered into electronic databases and cleaned/verified for accuracy utilizing SPSS. Response frequencies were developed for each survey question and used to develop response exhibits. It should be noted not all respondents answered every survey question. Each exhibit presents the total number of responses received for the question being evaluated, and is presented as the "n" value within the exhibit.

### Community Survey Analysis

This survey aimed at obtaining a representative sampling of the general community and anyone residing within McFarland was allowed to participate.

Review of most frequent responses to survey questions led to the identification of a "typical" McFarland respondent. The "typical" respondent has the following characteristics:

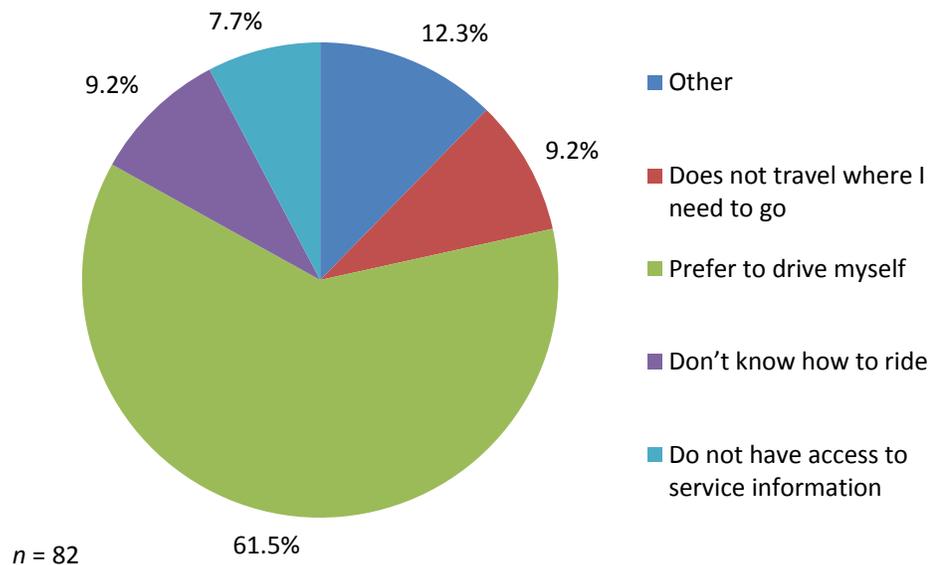
- Speaks English (93.9 percent)
- Is aware of the Dial-A-Ride (75.3 percent)
- Has not ridden Dial-A-Ride within the past 90 days (84.1 percent)
- Lives in a household where no one rides transit (74.1 percent)
- Has access to a personal vehicle and has a valid driver license (82.9 and 75.6 percent respectively)
- Is between the ages of 25 and 44 (41.5 percent)
- Reports an annual household income of under \$15,000 (39.4 percent)

Analysis of survey responses resulted in key findings and information critical to the development of service recommendations. The following exhibits highlight said findings.

It is interesting to note that the majority of respondents were aware that the City provided a public transit program (75.3 percent). This does not imply that respondents were familiar with the available service characteristics (general public, hours of operation, cost, etc.)

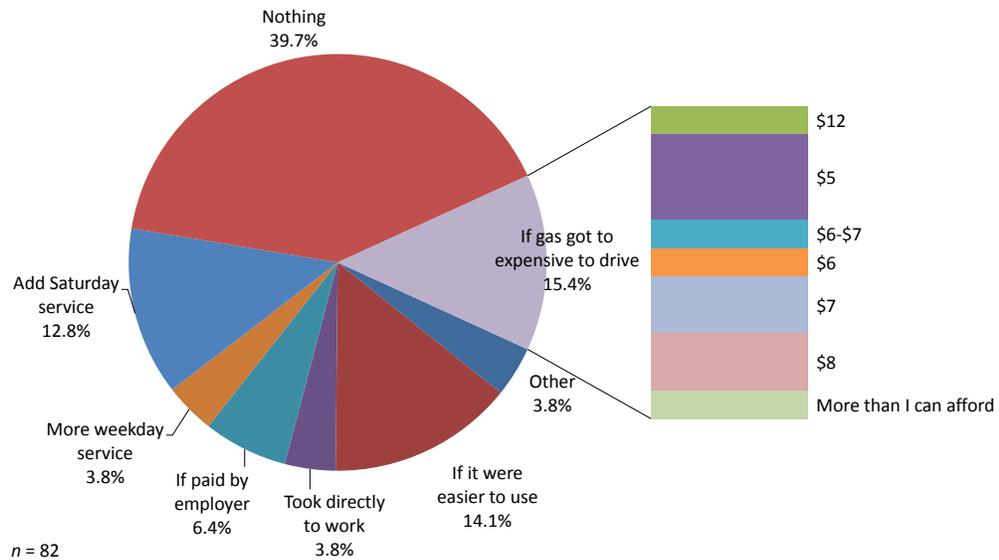
When asked if they had actually used available McFarland DAR services in the past 90 days, the majority indicated not having done so (84.1 percent). Exhibit 4.1 presents a cross-tabulation between respondents not having recently used the service and their primary reason why not. The exhibit reveals that they prefer to drive themselves (61.5 percent). The next most frequently cited a reason being “Other” (12.3 percent) which includes a variety of responses including family/friends as means of traveling or preferring to walk/exercise.

Exhibit 4.1 Reasons for Not Riding



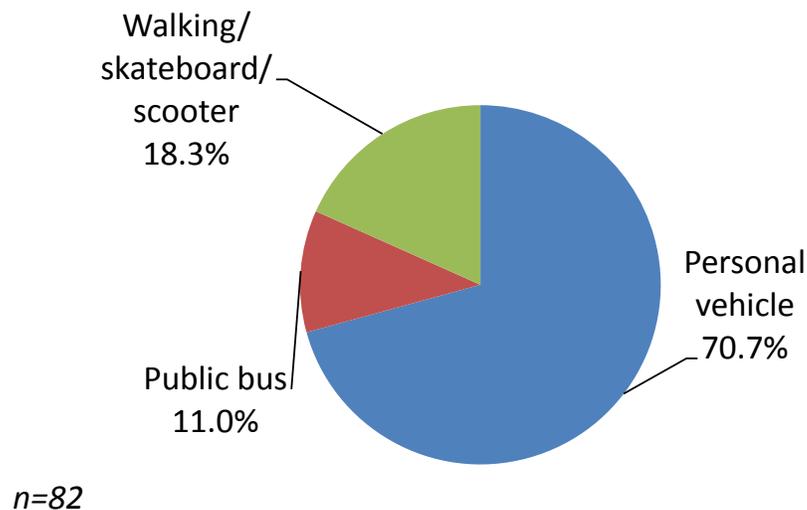
When asked what may cause them to consider using public transit for some or all of their trips, respondents indicated the likeliest change would be “if gas got too expensive to drive” and “if it was easier to use” (15.4 and 14.1 percent, respectively). The most frequently cited response however was “nothing could make me ride” at 39.7 of all responses. Adding Saturday service contributed to 12.8 percent of responses, indicating some respondents have less access to other travel options on the weekends. This is consistent with the reported household incomes and likelihood of one- or no-vehicle households in the service area. In addition weekend trips may be seen as recreational, or “optional” compared to required weekday travels. When investigated further, gas prices “being too high” could be defined as above \$5.00 for the typical respondent. This information is presented in Exhibit 4.2.

Exhibit 4.2 Potential Motivators



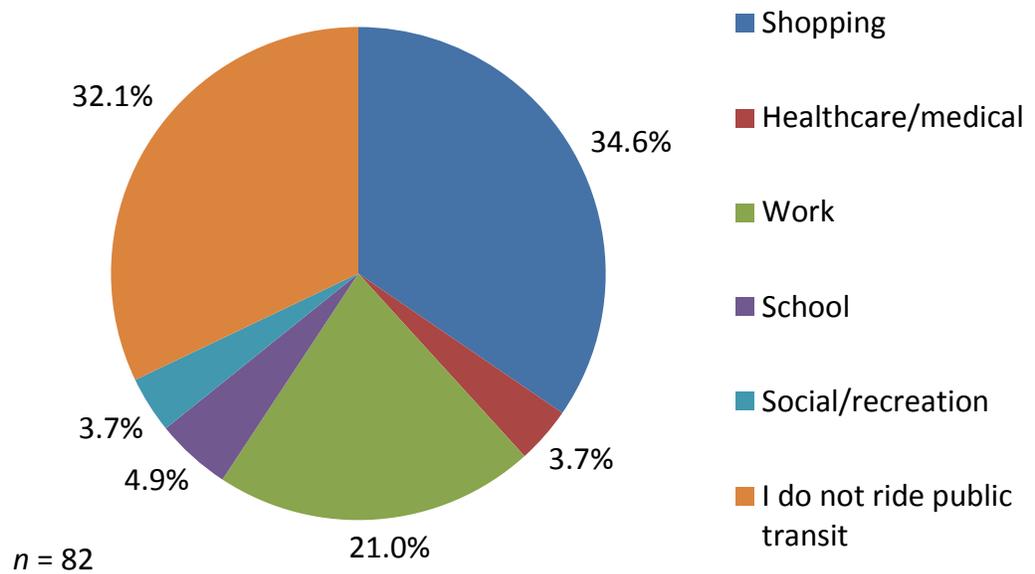
In McFarland, the primary mode of travel is unsurprisingly the personal vehicle (70.7 percent). The only other options selected included walking/skateboarding/scooter (18.3 percent), and public bus (11.0 percent). This indicates DAR is primarily in competition against the personal vehicle for choice riders, though the demand assessment reveals significant populations which are traditionally transit-dependent do reside within the City. The fact that nearly double the amount of residents walk/skateboard/scooter to their destinations indicates a strong potential to increase ridership. These residents may not be aware of the service at all, or may not have enough information to request a trip. In addition, they may be youths headed to school and may not be aware the service is open to them. This apparent discrepancy indicates there may be a significant “hidden” population which though did not participate in the community survey, may benefit from enhanced public transit options.

Exhibit 4.3 Primary Means of Transportation



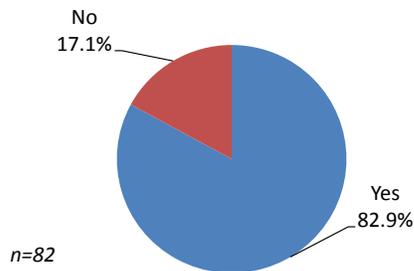
Survey respondents were asked to provide their most common trip purpose when riding public transit. Interestingly, though 84.1 percent of respondents indicated not having ridden in the past 90 days, only 32.1 percent cite they “do not ride public transit.” This may indicate the DAR is a source of transportation only in emergencies, or as a last resort. When electing to use public transit, most are traveling to shopping (34.6 percent), or work (21.0 percent).

Exhibit 4.4 Trip Purpose on Transit

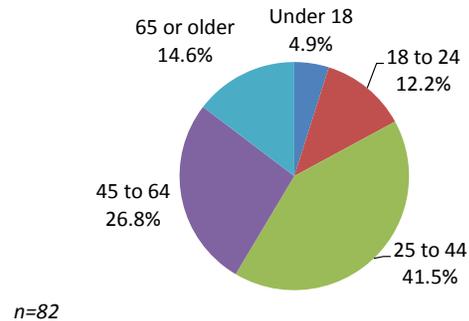


Community survey demographics are summarized in the following exhibits and include information regarding access to vehicles, age, income, employment, languages spoken at home, and personal mobility.

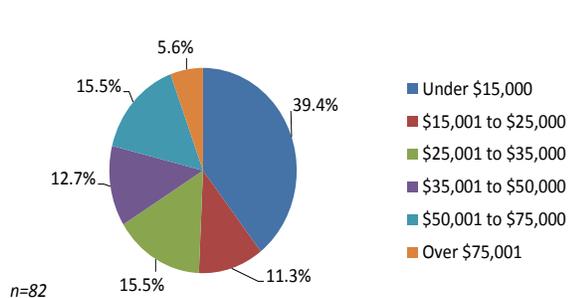
**Exhibit 4.5 Access to Personal Vehicle**



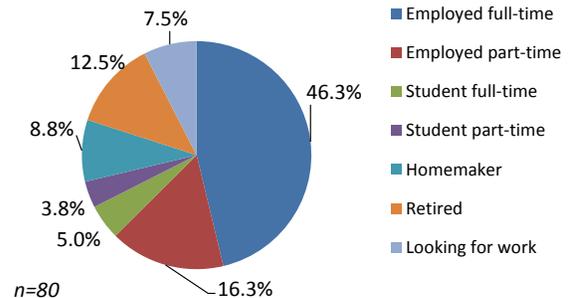
**Exhibit 4.6 Respondent Age**



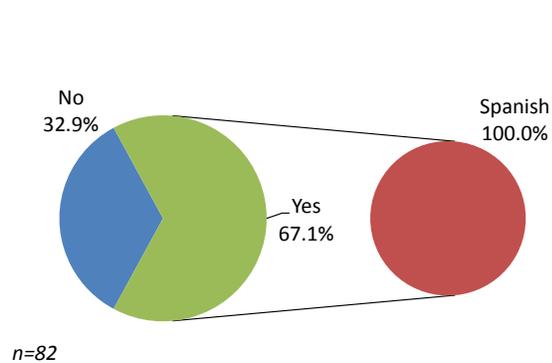
**Exhibit 4.7 Annual Household Income**



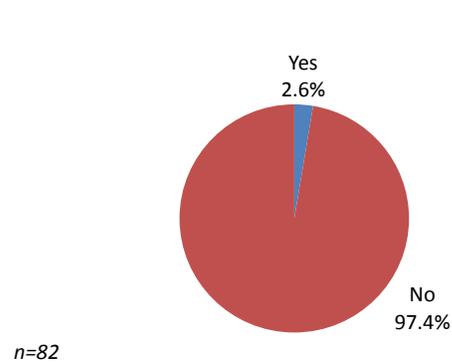
**Exhibit 4.8 Employment Status**



**Exhibit 4.9 Household Language**



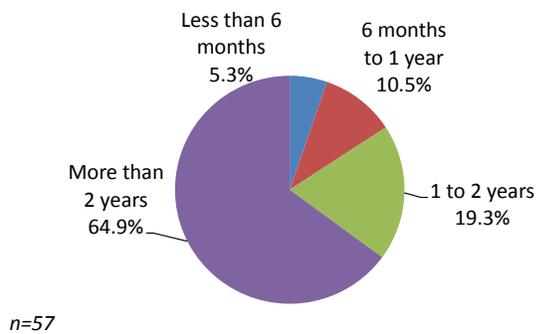
**Exhibit 4.10 Require Assistance to Ride Public**



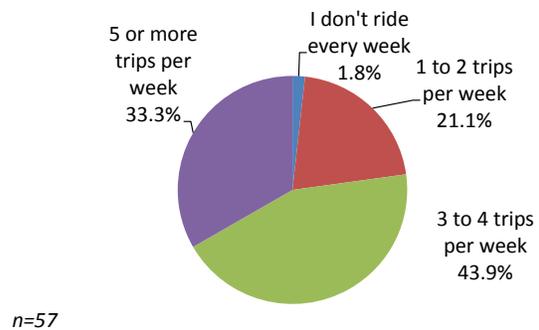
**Dial-A-Ride Customer Survey**

The majority of Dial-A-Ride customers have been using the service for over two years (64.9 percent) and many of those make at least 3 to 4 trips per week (43.9 percent) on the DAR. One-third of respondents indicate making five or more trips each week, and a combined 77.2 percent ride at least three times per week. This is consistent with the number of respondents citing lack of other options, and the likelihood they travel regularly to work, school, or other destinations. A cross-tabulation between frequency of use and primary reason for riding Dial-A-Ride confirms this (Exhibit 4.13), while also revealing a large portion of Dial-A-Ride customers use the service because they no longer drive and/or have limited access to personal vehicles.

**Exhibit 4.11 Tenure**



**Exhibit 4.12 Frequency of Use**

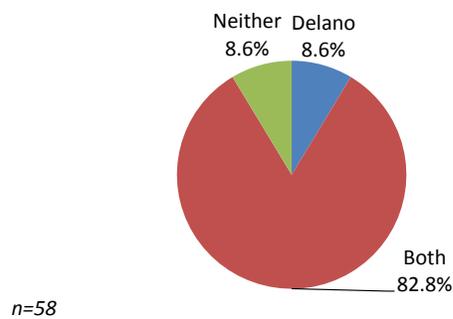


**Exhibit 4.13 Frequency of Use versus Primary Reason**

	No or limited access to a personal vehicle	Don't drive/ no longer drive	Other transportation services are too expensive (i.e., taxi)
I don't ride every week	0.0%	100.0%	0.0%
1 to 2 trips per week	25.0%	75.0%	0.0%
3 to 4 trips per week	40.0%	52.0%	8.0%
5 or more trips per week	15.8%	73.7%	10.5%
Overall	28.1%	64.9%	7.0%

Respondents were asked to indicate their propensity to utilize DAR for trips to Bakersfield and/or Delano. It is apparent amongst survey respondents that the option to travel beyond McFarland is an attractive prospect. Interestingly, more respondents would travel to Delano than Bakersfield on DAR (via the lack of any responses seeking travel to Bakersfield alone). A total of 93.4 percent of respondents seek travel beyond McFarland. The following question asked how often they would use said inter-city service. The majority indicated they would use the service at least once a week (86.2 percent). While this presents a significant desire for links to outside communities, McFarland must investigate the most cost-effective means of providing the desired links while not sacrificing service to those needing to travel within city bounds.

**Exhibit 4.14 Use DAR to Reach Bakersfield/Delano**



**Exhibit 4.15 Travel to Bakersfield/Delano**

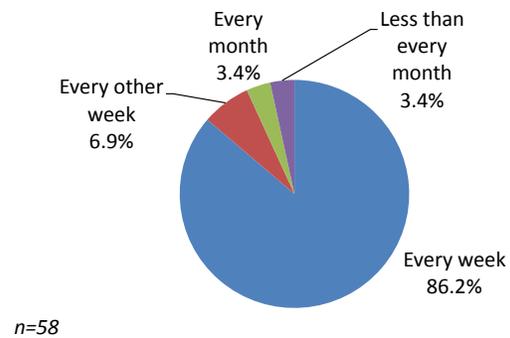
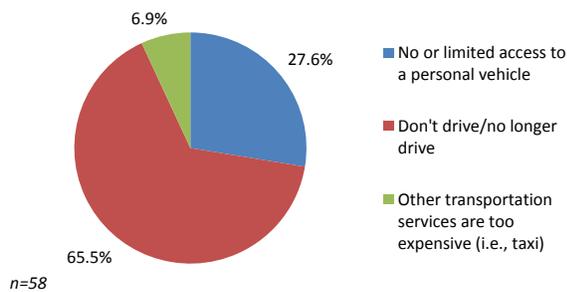


Exhibit 4.16 shows the most frequently cited reason for using Dial-A-Ride was “don’t drive/no longer drive” (65.5 percent). This was followed by lack or limited access to a personal vehicle at 27.6 percent. The only other response cited was “other services are too expensive” at 6.9 percent, which includes ownership/operation of a personal auto and taxi services. Customers were asked to provide the typical destinations onboard the DAR and Exhibit 4.17 presents a summary of the locations cited. Generic terms (clinic, pharmacy, and school) were frequently cited, though a few destinations were called out by name (Palace Market, Dollar General).

**Exhibit 4.16 Primary Reason for Using Dial-A-Ride**



**Exhibit 4.17 Key Destinations**

Location	Responses	Percent
Around town	2	3.4%
Church	1	1.7%
Clinic/Healthcare	18	31.0%
Government/Social Services	2	3.4%
Grocery store/Shopping	25	43.1%
School	9	15.5%
Work	1	1.7%
<b>Total</b>	<b>58</b>	<b>100.0%</b>

We received feedback from city staff stating there are no formal procedures or assignments for staff with respect to DAR customer phone service. When asked regarding their experience with phone support, the majority of respondents (87.7 percent) indicated being able to promptly reach a phone representative, presented in Exhibit 4.18. Slightly more respondents (89.5 percent) are able to reserve their originally desired trip at least “most of the time” which is presented in Exhibit 4.19. This is supplemented by respondent’s rating of dispatch at 88.9 percent “excellent” or “good.”

Exhibit 4.18 Promptly Reach Customer Service

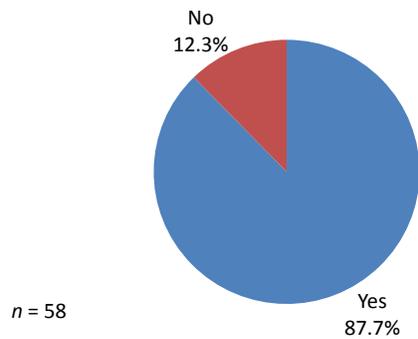
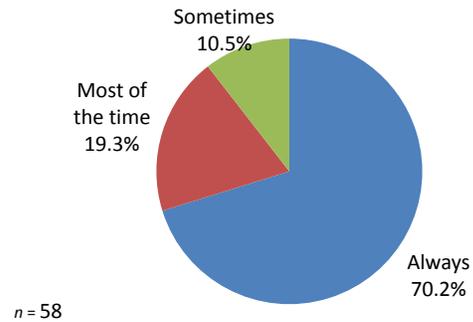


Exhibit 4.19 Ability to Reserve Desired Trip



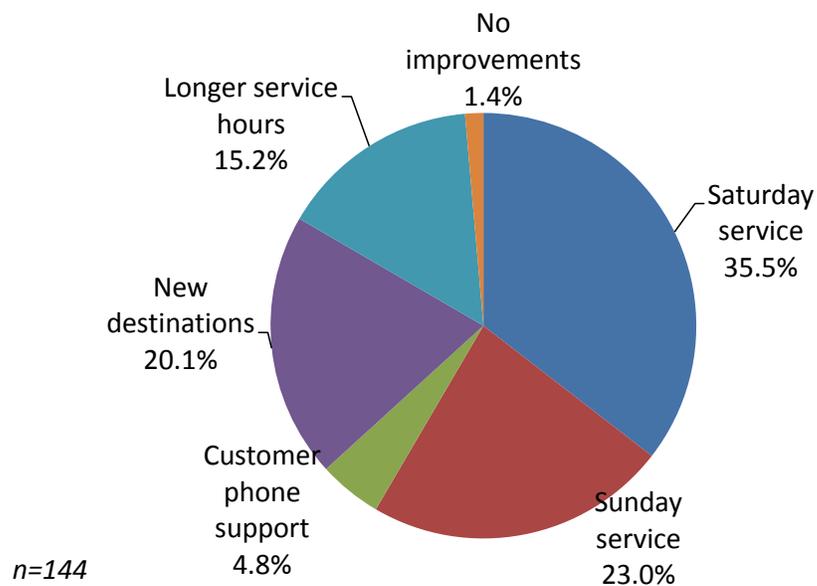
Customers of the Dial-A-Ride were also asked to rate the service on a four-point scale. Categories such as on-time performance and dependability were rated as “excellent”, “good,” “fair,” or “poor.” Overall the service rated a combined 98.1 percent “excellent” or “good” rating. The category with the lowest overall rating was on-time performance, though even this category achieved a combined 85.9 percent excellent or good rating. On-time performance was also the only category reporting a “poor” rating (10.5 percent). The cost of the service was rated as 96.1 percent either “excellent” or “good.” When taken as a whole, the Dial-A-Ride is a well-liked service and is perceived as a value to the community, while also performing exceedingly well. Exhibit 4.20 presents a summary of the ratings.

Exhibit 4.20 Dial-A-Ride Performance Ratings



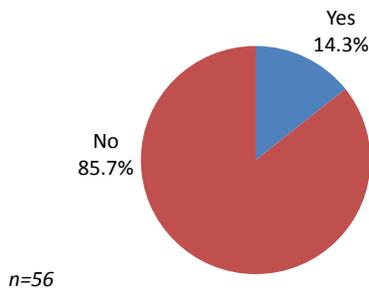
Exhibit 4.21 presents the responses received when we queried regarding respondent’s most desired improvements. The most frequently cited improvement desired is “Saturday service” at 35.5 percent of respondents, followed closely by “Sunday service” at 23.0 percent. New destinations were desired by 20.1 percent of respondents, and expansion of the current weekday service was desired by 15.2 percent of respondents. It is unsurprising that one-fifth of customers seek new destinations on the DAR, given the additional resources and destination available outside city bounds (i.e., Delano’s shopping and educational opportunities, and Bakersfield’s social services and health resources). With the availability of regional transportation services readily accessible to the City, this likely indicates a lack of awareness of other services as well as a perception of reduced convenience for McFarland customers. Targeted marketing and the provision of regular “sweeper service” to these regional operators could improve customer’s access to desired destinations without significantly increasing the operating cost of the program.

Exhibit 4.21 Desired Improvements

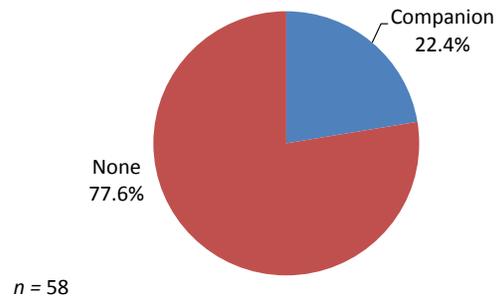


The following exhibits (Exhibit 4.22 and Exhibit 4.23) present a summary of the survey respondents with respect to their mobility and need for personal care attendants. While 22.4 percent of respondents cite traveling with a companion, this does not indicate the customer is in need of assistance. A companion would be required to pay for their travel onboard the DAR, and therefore does not significantly impact the DAR's cost-effectiveness.

**Exhibit 4.22 Mobility Impairment**



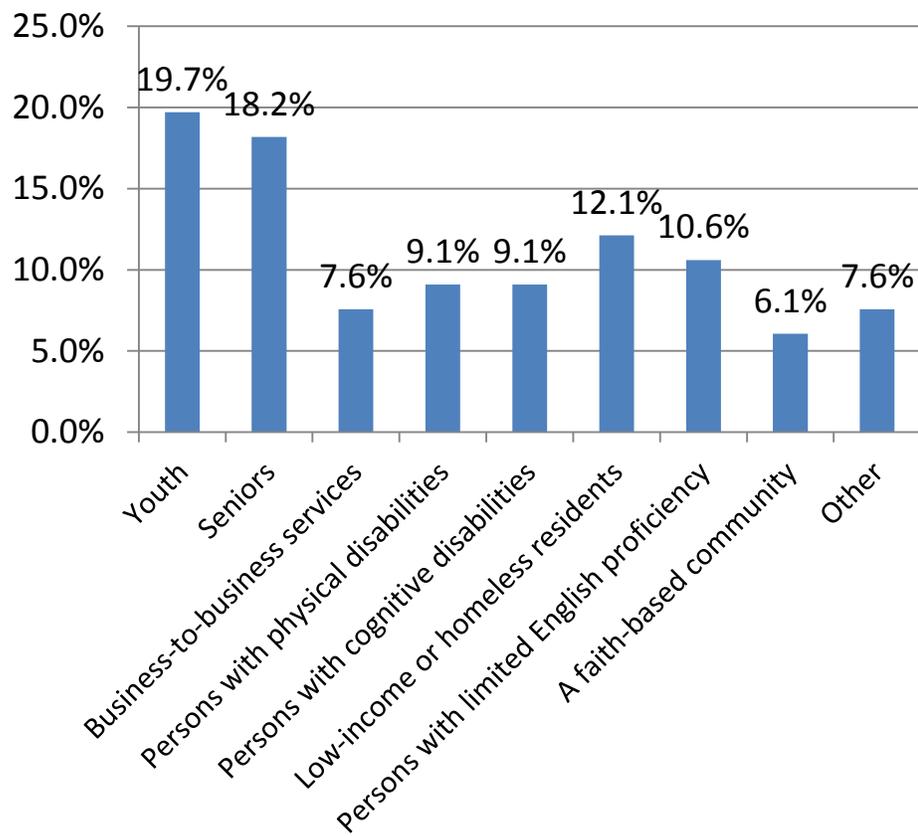
**Exhibit 4.23 Travel with Personal Care Attendant**



Stakeholder Survey and Small Group Workshop Discussions

The populations served by the 18 stakeholders who responded to the survey are broken down in Exhibit 4.24 below. The most frequently cited population was youth (19.7 percent), followed closely by seniors (18.2 percent). Not surprisingly, low-income members/clients were the next most frequently cited population (12.1 percent). These populations are traditionally transit-dependent, relying on options which are low cost and easy/convenient to access. The “other” category was comprised of responses including “everyone,” and agricultural/seasonal workers. Respondents were allowed to select more than one population.

Exhibit 4.24 Stakeholder Populations Served



Stakeholders were asked to provide their perceptions regarding the City's public transit services. As this was an open-ended question, responses varied from the service being good for the community at large, well run, and useful for transit-dependent populations. If an organization was aware of the service at all, it was deemed to be of value and useful to the community.

Only two organizations indicated providing regular transportation to their clients (11.1 percent). When asked regarding the most important transportation challenges in McFarland, the respondents indicated various issues including not having a "regular" bus service, the need for additional exposure, and no service on weekends. The physical separation of McFarland (due to Highway 99) was also mentioned.

When asked to provide a list of DAR strengths and weaknesses, stakeholders indicated the following:

Strengths:

- Availability
- Ease of accessibility
- Friendliness of staff
- Reliable

Weaknesses:

- Lack of vehicles
- Lack of frequency
- Need to expand service area (outside McFarland)

These perceptions fall in line with responses received from the general community and transit customers. The limitation to two service vehicles is impacting the perception of the DAR's ability to provide service, and a general lack of awareness is preventing residents from accessing already available inter-city transit options.

A near majority of respondents indicated their members/clients do in fact utilize DAR to access their services or for other trips (47.1 percent) and many were unsure of their client's travel habits (27.8 percent). An equal portion (27.8 percent) indicated their members did not use the DAR for their travels. This indicates an opportunity for the DAR to promote to these groups directly and increase awareness of available services to increase ridership and to notify existing customers of service changes/enhancements. This is further strengthened by responses to the question of whether the organizations would be interested in promoting public transit, with 73.3 percent indicating they would be.

The requested resources needed to assist in promoting DAR services focused primarily on the provision of service materials such as pamphlets, brochures, and fliers to be displayed/distributed. These are low cost and effective ways for DAR to increase awareness and promote existing services as well as any service enhancements/changes.

Stakeholders were asked to provide their thoughts on the most significant mobility need amongst their members which is not currently being met. Again, responses varied due to the open-ended nature of the question, though in general the respondents indicated a lack of evening and weekend service. In fact, 22.2 percent of respondents to this question mentioned weekend service. Evening/late weekday service was the next most frequently cited at 16.7 percent and not sure/none (22.2 percent). When asked regarding the single greatest improvement which could be made regarding local transportation, responses varied from providing weekend service, increased vehicle availability, and more “regular” service (fixed-route service). Additional bus stops (at key destinations such as grocery stores and schools) were also seen as the single greatest improvement regarding the DAR.

#### Small Group Workshop Discussions

The following is a summary of the small group discussions which were conducted in support of the TDP. The small groups were convened with the support of City staff, as well as through contacts made during initial outreach efforts including the community and stakeholder surveys.

#### McFarland Focus Group 1 - 2:30pm

- The only identifiable bus stop in the city is located on Sherwood Ave. across from the Veterans’ Hall and council chambers.
  - This bus stop gets “congested” with multiple vehicles staging there throughout the day.
  - Buses occasionally get “stacked” during peak times
  - Addition of another bus stop with nearby parking and landscaping would be beneficial. Would need to be an additional stop, and not a replacement.
- Cal Vans (working with Kern COG) could become a possible resource for enhancing mobility of the community.
- City hall vehicle storage yard is currently too small.
  - The City is seeking grant funding to develop a purpose-built transfer station on the east side of McFarland on a parcel owned by the City.
  - Facility would tie in to existing facilities for community use and include amenities such as pedestrian walkways and bike paths.
  - In addition the facility will have CNG fueling capabilities, and the ability to expand (Hydrogen, Electric, etc.).
  - Would be developed in partnership with other local agencies (Parks Department, local School District).
- Recommendations should be part of strategic growth and tie in to existing funding programs.
- Customer service issues have surfaced due to a need for structured phone answering procedure.
  - Any staffer at city hall can answer a DAR customer call.
  - No formal “chain of command” for answering calls, no way to tell why someone is calling prior to answering.

- High School kids can only take morning classes because they only have a ride in the morning.
- Families in McFarland are typically one car families.
- One of the City's largest disadvantages is the freeway (Highway 99) splitting the town into east and west sides.
  - Community perception: The east has nothing, while the west has everything.
  - Currently only one grade school over on the east side.
  - Students walking to school in the morning indicate crossing the freeway as a challenge to their mobility and safety.

#### McFarland Focus Group 2 - 5:30pm

- Drivers are aware of the Delano bus that serves McFarland.
  - Bus drivers promote the Delano schedules onboard the DAR vehicles.
- Travel onboard the DAR is primarily for obtaining "the necessities."
  - Medical/health is served by Dr. Sighs and the pharmacy on Kern Ave.
  - Fiesta market (fairly new), stores, and schools are key destinations.
  - Palace market remains a frequently requested destination.
  - Many customers want to go to Walmart in Delano.
- Kern Transit has a gap *when* people go to Walmart indicating a temporal challenge.
- Existing and potential customers desire later service.
  - As late as 6:00 p.m. to allow for trips after work.
  - Most work in the fields, and have to pick up their kids afterwards, so they carpool with other people.
  - If the service ran until 6:00 p.m., then they could do grocery shopping etc. after work.
- Promotion through local businesses would be beneficial, to post the schedules, and the service phone number.
- Middle of the day would be best for a dedicated dispatcher.
  - Most calls from 11:00 a.m. to 2:00 p.m.
- Lack of staffing presents a challenge for the City in submitting performance data to Kern COG.
- A primary issue is getting people to know about the service.
  - Awareness campaigns and an education program would be beneficial.
  - A lot of people are coming from Metro areas, but are not aware of the DAR.
  - The growth is on the west side, many people coming from the San Fernando Valley.
  - Awareness should be promoted through a "Church" model:
    - Hand to hand delivery.
    - Promotion in local newspaper.
    - Door to door has been the most successful awareness/promotion technique.
  - Pictographs (when feasible) are preferred to aid in accessibility.
- Trips are desired that leave city bounds:
  - Delano to access Walmart.
  - Bakersfield to access health/medical services.

[McFarland TDA Article 8 Unmet Needs Hearing](#)

The Unmet Needs Hearing was opened at approximately 7:00 p.m. as part of a regular city council meeting on March 12, 2015. No comments or unmet needs were provided by the general public. Councilman Coker stated that he had received comments from some of his constituents indicating a desire to expand existing service to the weekends (both Saturday and Sunday). City Manager John Wooner clarified that the City was currently undergoing an update to their Transit Development Plan, and that said plan would objectively investigate the possibility of such an expansion.

# 5

## SERVICE RECOMMENDATIONS

*This page intentionally blank.*

## Preface

The City of McFarland finds itself in an enviable position with respect to the provided public transportation services. Customers are extremely satisfied with the service as a whole and recent population growth has resulted in additional transit demand. These factors have caused the City to seek options for expanded (yet sustainable) transit service. The following section presents proposed recommendations grouped within three primary categories:

1. Administrative,
2. Operational, and
3. Capital.

The recommendations have been developed in an “a la carte” fashion, designed to provide the City flexibility in implementation while still providing a guided path towards the realization of the stated goal.

## Administrative Recommendations

These recommendations are intended to optimize available resources and provide the public with the most attractive transit program possible. Improvements made to administrative functions pertaining to DAR will lead to increased program efficiency and ultimately reduced operating expenses. Some of the recommendations are adjustments to existing program policies (internal as well as public).

1. **Establish a full-time equivalent position for dispatching, customer service, and relief driving.**

Rationale: City staff and DAR drivers have commented that the current reservation system for DAR has a significant impact to other day-to-day functions. There are no established procedures or protocols for answering phones, especially with respect to transit operations. In addition, there is no dedicated dispatcher for the program, with the drivers typically self-dispatching, or being routed by the person who happened to take the customer’s trip request. A dedicated dispatcher would also be cross-trained to provide relief driving support (such as during driver lunches or illness). This would require the staffer to complete all required driver training and certification programs.

2. **Formalize DAR phone procedures and responsibilities, including a dedicated phone line.**

Rationale: Lack of standard practices and formal phone handling procedures results in a less than optimum environment for city staff as well as transit customers. Currently the DAR reservation line is shared with the general city hall phone number and does not feature a dedicated line. Interestingly, the City does promote a different phone number on its Spanish DAR flier, indicating a second line is available. City staff is generally unaware of the nature of the phone call in advance of answering. A dedicated line (including supporting technology) not only would allow staff to identify the nature of the call in advance, it also allows the appropriate staff to be “first to the phone.” If paired with a dedicated dispatcher position, this recommendation would result in improved customer service, as well as increased efficiency in dispatching operations.

3. [Improve DAR data collection, recording, and reporting procedures.](#)

Rationale: The current procedure for collecting, recording, and reporting DAR service's performance needs improvement. While the required data is collected it is not currently a part of a routine for all involved staff. DAR trip manifests are recorded and collected daily, and this information is later compiled into monthly reports. It is apparent that the compiling and submitting of the monthly reports appears to be a challenge for City staff as the required monthly data is submitted to Kern COG sporadically. The primary issue is there appears to be a lack of available staff time to consolidate the reports on a monthly basis. The development of concise electronic databases would reduce the amount of time required for staff to develop monthly reports. Annual reports would become aggregates of the monthly reports already developed. Formalizing the responsibility of monthly reports (including identifying who collects, enters, verifies, and submits) and ensuring sufficient time is available will not only improve efficiency (i.e., staff time spent) but will also facilitate identification of operating deficiencies in the program by providing "at-a-glance" performance metrics.

4. [Establish a Joint-Powers Agreement \(JPA\) with the McFarland Parks Department and McFarland Unified School District for development and use of future transport related facilities.](#)

Rationale: As of the writing of this report, the City's transit program has formalized the JPA with the McFarland Parks Department, and the McFarland Unified School District. This JPA will share the responsibility of funding, developing, and maintaining a joint-use transit facility in eastern McFarland. The JPA will have an oversight committee comprised of local stakeholders and community members which will guide the development of future transit facilities in McFarland.

5. [Enhance marketing collateral and promotion of existing services.](#)

Rationale: Current available promotional material for the DAR is of modest value to the program. The only regular collateral available to the public is a single 8.5x11" flier (available in English and Spanish) with basic contact information, service hours and fares. Information is not disseminated in a planned way; rather customers may be able to obtain the information from the vehicle itself, or at city hall. No information is provided regarding service area or possible connections with regional services. A dedicated transit brochure would not only improve the distribution of information to the community, it would also provide an opportunity to increase awareness of the service and provide a concise format for providing transit-related information. Promotion of the service is not limited to print collateral, and could be expanded to incorporate partnerships with local markets, the library, and other government and social services to ensure transit-dependent populations are not only aware of the available service, but can readily understand how to use them.

6. **Establish transfer agreement options with Kern Transit and Delano Area Rapid Transit (DART) for inter-city trips.**

Rationale: Kern Transit and Delano Transit now provide service from McFarland to Bakersfield and Delano, via multiple trips each day, providing access to resources available outside McFarland. Survey respondents (both from the general community and existing customers) in McFarland seek service to destinations outside city boundaries. Rather than providing the service directly, it would be more efficient for McFarland to work with these agencies to facilitate trips on existing services, by making the connections as seamless as possible. The development of a transfer agreement between these entities/providers would provide structure for customers as well the agencies, reducing the possibility of confusion. Such an agreement could also involve the development of shared fare media, or other “invisible” methods to track usage. The inter-city agencies would benefit from increased ridership (as would McFarland DAR) while also improving the community’s access to regional resources.

**Operational Recommendations**

These recommendations focus primarily on improving day-to-day operational efficiency of the DAR program as well as presenting possible modifications to service delivery. The recommendations range from implementing new service on the weekend to establishing fixed-routes and schedules during peak service hours. As with the Administrative recommendations, these recommendations are not presented in hierarchical order.

1. **Implement Saturday general public Dial-A-Ride service on a 3- to 6-month trial basis.**

Rationale: Weekend service was the most frequently cited desired improvement to the DAR. If implemented, weekend service should be limited in service hours to require only one staff (a self-dispatching driver) and should be timed to provide trips during the day versus evenings. An initial limit of three or six months should be set to minimize the impact on farebox requirements. In addition, additional discretionary funding sources would be available for this type of service expansion. Separate performance metrics would be established for the service, and regular (not less than monthly) review of performance would be completed to assess the viability of the expansion.

2. **Extend service to 6:00 p.m. on weekdays.**

Rationale: Many McFarland residents work on the outskirts of the city in the agricultural sector. These residents typically return home after 5:00 p.m. Often these residents are unable to complete errands or make discretionary trips due to lack of vehicle, or the inability to schedule a DAR ride (the last trip of the day is scheduled for 4:15 p.m.). Extension of operating hours to 6:00 p.m. would allow many more residents the option of reserving trips to complete errands during the week, as well as have additional options with respect to getting their children home from school and after-school activities. This recommendation would not necessarily result in an

increase in operating cost, as it may only require adjustment of current staff schedules (via split shifts, or staggering) in order to accommodate the later service end.

3. **Introduce third vehicle during peak-hours (mid-day) as a “community sweeper” to connect east and west McFarland with in-city activity centers as well as connections with Kern Transit.**

Rationale: Customers and DAR drivers both indicated peak demand on the DAR is during the mid-day. During this period of each day, on-time performance is impacted, and phone calls/requests for reservations impact City staff. Introduction of a third vehicle during these peak times would not only reduce the demand on the other drivers and their vehicles, but also improve overall on-time performance and accessibility for the community. The third vehicle would function on a regular schedule across specific pick-up and drop-off locations, and be timed so as to provide convenient links with Kern Transit. The regulated nature of the sweeper would reduce the stress of needing to confirm a reservation at the right time to make a regional connection, and would provide residents from east McFarland a convenient way to access the Kern Transit stop near the Community Center until a similar location is developed on the east side.

4. **Investigate vanpool service for agricultural workers.**

Rationale: The agricultural industry is a primary employer in McFarland. Many residents work in adjacent fields throughout the year, and have limited options for accessing said jobs. While there is indication that many families already share their trips to and from their employment, the condition of the vehicles and safety of the residents is currently unknown/unmonitored. Working with large farms and agricultural employers, the City could lead a ridesharing program aimed at reducing the cost of commuting for residents, while also improving safety standards. Ridesharing statistics could be readily monitored and the City could collect the “credit” of said ridesharing. The reduction of trips would aid in future grant applications while reducing congestion throughout the city and improving air quality.

5. **Enhance connectivity between City transit services and both Kern Transit and Delano transit services.**

Rationale: While many survey respondents indicated a desire to travel to destinations outside city bounds, providing inter-city service may not be feasible/cost-effective for McFarland Transit. Both Kern Transit and Delano Transit provide multiple trips to/from Delano, McFarland, and Bakersfield during the week (and on Saturday via Kern Transit). Enhancing connectivity could include activities such as coordinating regular “group” reservations for the DAR to time with inter-city vehicle arrivals and departures, as well as timing a fixed-route “community sweeper” service with the regional buses.

6. **Establish a direct inter-city connector between McFarland and Delano on a trial basis**

Rationale: After weekend service, access to new destinations was the most desired improvement for McFarland residents and DAR customers. The McFarland DAR could expand

service to the city of Delano and provide one-seat access to additional shopping, medical/healthcare, and educational resources. The service would be developed as a demonstration project thereby reducing the expansion's impact on farebox recovery requirements, while also allowing sufficient time to monitor the success of the expansion and its sustainability. Initial alignments would be developed to minimize the operating cost to McFarland DAR while still remaining of value to customers. Examples include making connections only to the Delano Transit Center (versus direct access to multiple Delano locations) and establishment of timed transfers to/from Delano transit routes. The initial service could further be limited to only a few days a week (i.e., Mondays and Tuesdays only) to reduce the impact to operating costs. It is likely a third vehicle and driver would be needed in order to avoid negatively impacting current DAR customers.

### Capital Recommendations

1. [Develop and implement a Bus Stop Improvement Program \(BSIP\) \(contingent upon introduction of fixed-route service\).](#)

Rationale: Should the City implement any fixed-route, or regularly scheduled service with specific pick-up and drop-off locations, an appropriate level of planning for bus stop upgrades and future locations should be developed and implemented. The BSIP would identify the likeliest locations for initial bus stops, as well as identify any necessary or desired upgrades to the existing bus stops (McFarland Community Center). The BSIP would account for bus stop signage, information displays, and initial amenities (shelters, benches, trash cans, etc.). The BSIP would also provide guidance on regular inspection, cleaning, and replacement of bus stop equipment.

2. [Develop a purpose-built central "hub" for transit-related operations, storage/fueling, and customer information.](#)

Rationale: With the recent establishment of the JPA between the City of McFarland, the Parks Department, and the local school district, the development of a central transit hub would result in a mutually beneficial progression for all parties. The transit hub should be located in eastern McFarland, and be tied to other planned development. The ideal location would be adjacent to the newly opened "KaBoom Park." Developing the transit hub on the east side of the city eliminates the need for seniors and youth to cross Highway 99 to access regional services (and any future McFarland fixed-route services). It would also provide a location for the DAR vehicles to pick-up and drop-off customers similar to the bus stop at the Community Center. Additionally, this facility would house transit operations, provide dedicated customer services, and break facilities for drivers and the public. Vehicle storage and fueling capabilities would also benefit not only the transit program, but other city vehicles as well, as the City has recently applied for grant funding to complete a transition in fuel type for transit vehicles from gasoline to CNG. Limited parking space could be added to facilitate commute trips to Bakersfield or Delano, as well as employment-related ridesharing.

3. Develop a park and ride facility adjacent to central transfer location(s) for regional travel and/or rideshare participants.

Rationale: While local transit grows in McFarland, it is unlikely that the need for regional connections and travel will be diminished significantly within this plan's horizon. Planning for the development of a park and ride lot adjacent to a central transit "hub" would increase the attractiveness of not only public transit options (such as Kern Transit and Delano Transit) but ridesharing in general via car/vanpools. A well-lit, monitored (via cameras) park and ride facility provides potential customers additional ease of mind when considering planning their trip on transit.

# 6

## PREFERRED SERVICE PLAN

*This page intentionally blank.*

### Overview

This chapter is intended to provide the City with a clearly defined service enhancement scenario inclusive of impacts to ridership, farebox recovery, and other administrative, operational, and capital elements. The Preferred Service Plan was developed based on feedback from Kern Council of Governments (Kern COG), the City of McFarland, and our professional expertise. The following elements from the Service Recommendations chapter have been deemed to be of most value to the City and the McFarland Dial-A-Ride (DAR) program:

#### Administrative:

- Establish a full-time equivalent position for dispatching, customer service, and relief driving.
- Formalize DAR phone procedures and responsibilities, including a dedicated phone line.
- Improve DAR data collection, recording, and reporting procedures.
- Enhance marketing collateral and promotion of existing services.

#### Operational:

- Extend service to 6:00 p.m. on weekdays.
- Implement Saturday general public Dial-A-Ride service on a 3- to 6-month trial basis.
- Investigate vanpool service for agricultural workers.

#### Capital:

- Develop a purpose-built central “hub” for transit-related operations, storage/fueling, and customer information.
- Develop a park and ride facility adjacent to central transfer location(s) for regional travel and/or rideshare participants.

The projected impacts to the City’s Dial-A-Ride program are summarized in Exhibit 6.1 below.

Exhibit 6.1 Projected Impacts

Administrative Recommendations	Estimated Impact	
	Current	Proposed
Establish a full-time equivalent position for dispatching, customer service, and relief driving.	\$0	\$27,000
Formalize DAR phone procedures and responsibilities, including a dedicated phone line.	\$0	\$600
Improve DAR data collection, recording, and reporting procedures.	\$0	\$0
Enhance marketing collateral and promotion of existing services.	\$0	\$5,500
<b>Total</b>	<b>\$0</b>	<b>\$33,100</b>
Operational Recommendations	Estimated Impact	
	Current	Proposed
Extend service to 6:00 p.m. on weekdays.	\$500	\$27,989
Implement Saturday general public Dial-A-Ride service on a 3-month trial basis.	\$0	\$4,436
Investigate vanpool service for agricultural workers.	\$0	\$4,000
<b>Total</b>	<b>\$500</b>	<b>\$36,425</b>
Capital Recommendations	Estimated Impact	
	Current	Proposed
Develop a purpose-built central “hub” for transit-related operations, storage/fueling, and customer information.	\$0	\$1,615,336
Develop a park and ride facility adjacent to central transfer location(s) for regional travel and/or rideshare participants.	\$0	\$323,067
<b>Total</b>	<b>\$0</b>	<b>\$1,938,403</b>

**Administrative Recommendations**

The two full-time drivers for McFarland Dial-A-Ride (DAR) form the backbone of the service. Supporting these drivers are other City administrative staff which may or may not be in the direct transit “chain of command.” Day-to-day functions are impacted by lack of dedicated phone reservation and dispatching procedures. The City should seek to establish and fill a full-time equivalent position to support the current program. The primary duties of the position will be to answer all transit-related phone calls and to make trip reservations and dispatch the two DAR drivers. In addition, this position will be trained and certified to drive DAR vehicles during driver lunch breaks, and in case of vacation or illness. In addition, this position could serve as a full-time driver during one weekday (i.e., Monday), freeing another driver for the recommended Saturday service expansion. A potential work schedule is presented below.

**Exhibit 6.2 Potential Staff Schedule**

Position	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours/Week
Driver 1	7:45 a.m. to 4:45 p.m.	---	40				
Driver 2	---	9:15 a.m. to 6:15 p.m.	7:45 a.m. to 4:15 p.m.	40			
Dispatch/Relief Driver	9:15 a.m. to 6:15 p.m.	8:00 a.m. to 5:00 p.m.	---	40			

During driver illness or vacation, the dispatcher would take over the duties for the missing driver. When the dedicated dispatcher is required to drive, current City staff would follow established phone answering procedures and established policy with respect to DAR reservations and questions. This would include standardized phone greetings, availability of Spanish-language service during all business hours, and the standardization of dispatching reserved trips. The establishing of a dedicated DAR reservation phone line would also clarify the nature of the call in advance of answering, further simplifying the implementation of new procedures. We estimate the addition of a new dedicated phone line at \$50 per month or \$600 annually.

Standardization of DAR records, logs, and reporting will also improve operating efficiency, and would reduce the amount of time spent by staff on these tasks. The implementation of a full-time dispatch position would relieve non-transit city staff from the burden of answering day-to-day phone calls, allowing them to focus on their primary assignments. Improvements to data collection should include the development of electronic databases with limited editing capabilities/permissions, electronic reminders to keep staff advised of upcoming deadlines for reporting, and establishment of daily data entry for driver trip information (including cash-handling).

The City’s current transit marketing efforts are limited to basic information on the City’s website, and as loose-leaf fliers with the program’s reservation line, basic fare information and hours of operation. The lack of targeted marketing has impacted the program’s ability to reach potential riders. In McFarland, the establishment of an annual budget for marketing, at approximately 3-percent of the total operating

budget would significantly increase the program’s awareness throughout the community. Campaigns highlighting service expansions should also be developed with McFarland’s unique population in mind. Past efforts have shown that door-to-door outreach and word of mouth are two of the most effective means of distributing information to the community. Door-hangers in English and Spanish could be developed and distributed highlighting the DAR and any future service expansions. In addition, the City could utilize the marketing budget to inform the community of existing regional operators and available connections to access resources in both Bakersfield and Delano, versus having to implement a duplicative service.

### **Operational Recommendations**

#### **Extend weekday service to 6:00 p.m.**

The current DAR service day ends at 4:15 p.m. McFarland residents and current riders have expressed a need for the service to be available later in the evening for those who are employed outside McFarland and arrive after the current service has shut down for the day. An extension to 6:00 p.m. would allow those residents who work until after 5:00 p.m. an opportunity to use the service for errands after work hours. In addition, the extension of revenue service would allow students to use the service to access and return home from after school activities. This extension is estimated to cost the program \$27,989 annually, though this cost could be reduced significantly if driver shifts are staggered to reduce currently overlapping service. Should one of the drivers be assigned a split-shift, with an extended break in the middle of their shift, it is possible that this service expansion could be implemented with minimal increase in cost to the program.

#### **Saturday Service**

Currently the DAR does not provide service on weekends. Addition of service on the weekend was one of the most frequently requested enhancements received through the public outreach process. We recommend the City implement Saturday service wherein a single DAR vehicle operates on Saturdays for a 3-month (12-week) trial period. The Saturday service would provide up to seven revenue hours (eight hours of paid driver time, including fifteen minutes for pre- and post-trip inspections, and 30-minute lunch break). The Saturday driver would be self-dispatching, and record all activity and performance data (i.e., mileage, ridership, fare revenue, etc.) separately from weekday service to better monitor the success of the service. Saturday service should be operated by either a dedicated part-time driver, or by the recommended FTE dispatch/relief driver position recommended.

#### **Investigate Vanpool Program for Agricultural Workers**

The agricultural industry is a primary employer in McFarland. Many residents work in adjacent fields throughout the year, and have limited options for accessing said jobs. While there is indication that many families already share their trips to and from their employment, the condition of the vehicles and safety of the residents is currently unknown/unmonitored. Working with large farms and agricultural employers, the City could undertake a ridesharing program aimed at reducing the cost of commuting for residents, while also improving safety standards. Ridesharing statistics could be readily monitored and

the City could collect the “credit” of said ridesharing. The reduction of trips would aid in future grant applications while reducing congestion throughout the city and improving air quality.

### **Capital Recommendations**

#### **Dedicated Transit Facility**

With the recent establishment of the Joint Powers Agreement (JPA) between the City of McFarland, the Parks Department, and the local school district, the development of a central transit hub would result in a mutually beneficial progression for all parties. The transit hub should be located in eastern McFarland, and be tied to other planned development. The ideal location would be adjacent to the newly opened “KaBoom Park” located at 188 Industrial Street in east McFarland. Developing the transit hub on the east side of the city eliminates the need for seniors and youth to cross Highway 99 to access regional services (and any future McFarland fixed-route services). It would also provide a location for the DAR vehicles to pick-up and drop-off customers similar to the bus stop at the Community Center. Additionally, this facility would house transit operations, provide dedicated customer services, and break facilities for drivers and the public. Vehicle storage and fueling capabilities would also benefit not only the transit program, but other city vehicles as well, as the City has recently applied for grant funding to complete a transition in fuel type for transit vehicles from gasoline to CNG. Limited parking space could be added to facilitate commute trips to Bakersfield or Delano, as well as employment-related ridesharing.

While local transit continues to grow in McFarland, it is unlikely that the need for regional connections and travel will be diminished significantly within this plan’s horizon. Planning for the development of a park and ride lot adjacent to a central transit “hub” would increase the attractiveness of not only public transit options (such as Kern Transit and Delano Transit) but ridesharing in general via car/vanpools. A well-lit, monitored (via cameras) park and ride facility provides potential customers additional ease of mind when considering planning their trip on transit.

### Overview of Current and Potential Funding Sources

Currently the McFarland Dial-A-Ride program is funded through a combination of various sources (federal, state, and local). Below is a summary of potential funding sources to support the operation of the City's transit program. Additional sources of funding may become available within the horizon of this study.

### Federal

There are a number of available federal funding programs for which the City could apply which are regulated under the Moving Ahead for Progress in the 21st Century Act (MAP-21). MAP-21 is set to eclipse on May 31, 2015. It is anticipated that the funding measure will either be replaced with a new multi-year bill, or be granted a short-term extension. An extension of Map-21 would not significantly impact the federal funding outlook for the City of McFarland. It is difficult to anticipate the nature of a new funding bill, though a few key elements can be reasonably anticipated, such as the program being a compilation of primarily formula-based grants with established eligibility and disbursement parameters. Federal funding is often accompanied by local match requirements which must be made with funds other than federal such as state or local dollars, or services in kind.

#### FTA Section 5311

These funds are apportioned to the state on a formula basis, providing funding to support the administrative, operating, and capital costs of public transit services in urbanized areas. The direct recipient for these funds is Kern Council of Governments (Kern COG), which has the primary responsibility to provide for the fair and equitable distribution of funds to qualified applicants by developing and submitting regular Calls for Projects for funding. Job Access and Reverse Commute (JARC) and New Freedom grant programs (Sections 5316 and 5317) have since been absorbed into the Section 5311 program, with similar/eligible projects receiving funding from the 5311 "pot." The City should actively seek 5311 funding for operating assistance, particularly if any service expansions are implemented.

### Federal (Capital)

Given the strict requirements for application for, draw down of, and reporting of federal transit dollars, as well as the numerous other state and local options available, we do not recommend the City seek direct federal funding for capital projects at this time.

**Congestion Mitigation and Air Quality (CMAQ)** funds are disbursed to "non-attainment" areas where levels of certain pollution and particulate matter exceed federal standards. Non-attainment status is determined by the Environmental Protection Agency (EPA). CMAQ funds aim to help such non-attainment areas meet federal air quality standards by helping to finance transportation projects that reduce air pollution. Collectively, Kern County (via Kern COG) typically receives \$9.9 million in funding annually for CMAQ eligible projects.

## State

The California Transportation Development Act (TDA) is comprised of two primary funding sources: Local Transportation Fund (LTF) and State Transit Assistance (STA) Fund. Future STA funding is not anticipated throughout the horizon of this Transit Development Plan.

### TDA

TDA funds are collected by the state through a one-quarter-cent sales tax and a statewide sales tax on diesel fuel, and distributed within each jurisdiction through a formula based on total population. TDA funds are flexible and are used for both the operation of public transit throughout Kern County as well as for the required federal match for capital expenditures. Through an annual call for projects, these funds are managed and disbursed by Kern COG and have regular reporting and performance monitoring requirements. In addition, TDA funds are tied to farebox recovery ratios, with the City of McFarland, as a non-urbanized operator, being held to a minimum of ten-percent ratio. TDA funding accounts for the majority of operating funds for the McFarland Dial-A-Ride.

### Low Carbon Transit Operations Program (LCTOP)

This program has a primary goal of reducing greenhouse gas emissions through a variety of means. This program is funded through auction proceeds from the California Air Resource Board's cap-and-trade program. \$25 million is available statewide for FY 2015, with five percent continuously apportioned annually beginning in FY 2016. McFarland has been awarded \$4,210 for GPS equipment to be installed onboard DAR vehicles.

### PTMISEA

The PTMISEA program is managed locally by Kern COG, and provides funding for capital projects requested by qualifying transit providers. Funding availability is contingent upon state bond sales. The final appropriation of program funds was made in FY 2014-15. A final call for projects may be initiated during in FY 2015-16.

## Local

Local funding is comprised of a various local funding pools, primarily the fare revenues collected from the DAR program, sales of surplus vehicles/equipment, and interest income. No additional local funding sources are proposed or anticipated throughout the horizon of this plan.

### Public-Private-Partnerships

As the name indicates, this funding source is dependent upon the creation of partnerships with (typically) local organizations and businesses. The scale of the cooperatives varies based on the desired outcome. Potential partnerships may extend to simple agreements with local businesses, schools, and organizations to distribute information such as service brochures, or forward electronic notices and

advertisements to their clients/customers. In McFarland, this could also include coordination amongst the recently formed JPA partner organizations.

### Capital Plan

The Preferred Service Plan presented earlier in this chapter focuses primarily on operational and administrative enhancements to improve transit service efficiency. No expansions to revenue vehicle requirements are anticipated. Capital costs are limited primarily to infrastructure upgrade and expansion costs.

The following assumptions were made in the development of the Capital Plan:

- Costs in future years are increased by an annual rate of inflation of 2.5 percent from FY 2015 dollars.
- Bus stop equipment in FY 2017 is to be installed at transit facility.
- Cutaway vehicles are replaced as they reach the end of their useful life.
- Future transit facilities are fully funded and complete by the end of FY 2018.
  - Transit facility estimated at \$1,615,336.
  - Park and ride lot estimated at \$323,067 for a 30-space lot.
- Small equipment is budgeted in every year.

Exhibit 6.3 Capital Plan

	FY 2015		FY 2015/16			FY 2016/17			FY 2017/18			FY 2018/19			FY 2019/20		
	Cost/Unit	Total Cost	Quantity	Cost/Unit	Total Cost	Quantity	Cost/Unit	Total Cost	Quantity	Cost/Unit	Total Cost	Quantity	Cost/Unit	Total Cost	Quantity	Cost/Unit	Total Cost
<b>Fleet</b>																	
14-Passenger CNG Cutaway	\$75,000	\$0	2	\$76,875	\$153,750		\$78,797	\$0		\$80,767	\$0		\$82,786	\$0		\$84,856	\$0
Subtotal		\$0	2		\$153,750	0		\$0	0		\$0	0		\$0	0		\$0
<b>Bus Stops</b>																	
Bus Stop Signs	\$77	\$0		\$79	\$0	4	\$81	\$323		\$83	\$0		\$85	\$0		\$87	\$0
Info-posts	\$154	\$0		\$158	\$0	4	\$162	\$646		\$166	\$0		\$170	\$0		\$174	\$0
Bus Shelters	\$15,375	\$0		\$15,759	\$0	2	\$16,153	\$32,307		\$16,557	\$0		\$16,971	\$0		\$17,395	\$0
Subtotal		\$0	0		\$0	10	\$16,396	\$33,276	0		\$0	0		\$0	0		\$0
<b>Facilities/Equipment</b>																	
Transit Facility (eastern McFarland)	\$1,500,000	\$0		\$1,537,500	\$0		\$1,575,938	\$0	1	\$1,615,336	\$1,615,336		\$1,655,719	\$0		\$1,697,112	\$0
Park & Ride Lot	\$300,000	\$0		\$307,500	\$0		\$315,188	\$0	1	\$323,067	\$323,067		\$331,144	\$0		\$339,422	\$0
Small Equipment	\$1,000	\$0	1	\$5,235	\$5,235	1	\$5,366	\$5,366	1	\$5,500	\$5,500	1	\$5,638	\$5,638	1	\$5,778	\$5,778
Subtotal		\$0	1		\$5,235	1		\$5,366	3		\$1,943,903	1		\$5,638	1		\$5,778
		\$0		<b>Total</b>	\$158,985		<b>Total</b>	\$38,642		<b>Total</b>	\$1,943,903		<b>Total</b>	\$5,638		<b>Total</b>	\$5,778

**Operating Budget**

The following assumptions were utilized in development of the Preferred Service Plan budget presented in Exhibit 6.4.

**Assumptions**

- Each of the proposed recommendations in the Preferred Service Plan are implemented.
  - Saturday service costs are calculated on a full-year basis beginning FY 2016/17.
- Ridership and respective fare revenues would increase at not less than three percent/annum.
- Anticipated fare revenues are met in all years.
- A 2.5-percent rate of inflation<sup>1</sup> has been applied to all expenses except as specifically noted.
- Five-year useful life for light-duty transit vehicles.
- Vehicle costs in future years are calculated using a 2.5-percent/year rate of inflation.
  - Details in the Capital Plan (Page 6-9).
- All revenue and expenditure figures based on City- or Kern COG-provided data.

**Exhibit 6.4 Preferred Service Plan Budget**

	FY 2014/15*	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20
<b>Revenue</b>						
Farebox	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510	\$23,186
Federal Grant - 5311	\$49,495	\$50,732	\$52,001	\$53,301	\$54,633	\$55,999
Federal Grant - Capital	\$0	\$925	\$1,051	\$1,077	\$1,104	\$1,131
Federal Grant - CMAQ	\$0	\$153,750	\$0	\$838,445	\$0	\$0
State - TDA	\$111,653	\$183,969	\$203,520	\$231,569	\$213,605	\$218,832
State - LCTOP	\$0	\$4,210	\$0	\$0	\$0	\$0
JPA Partner Contributions	---	\$0	\$0	\$1,076,891	\$0	\$0
<b>Total</b>	<b>\$181,148</b>	<b>\$414,187</b>	<b>\$277,789</b>	<b>\$2,223,137</b>	<b>\$291,852</b>	<b>\$299,148</b>
<b>Expenses</b>						
Operating	\$133,938	\$137,286	\$140,719	\$144,237	\$147,842	\$151,539
Maintenance	\$9,200	\$9,430	\$9,666	\$9,907	\$10,155	\$10,409
Depreciation/Debt	\$38,010	\$38,960	\$39,934	\$40,933	\$41,956	\$43,005
Capital - Vehicles	\$0	\$153,750	\$0	\$0	\$0	\$0
Capital - Equipment	\$0	\$5,235	\$1,051	\$1,077	\$1,104	\$1,131
Capital - Facilities	\$0	\$0	\$0	\$1,938,403	\$0	\$0
Impact from Preferred Service Plan	---	\$69,525	\$86,420	\$88,580	\$90,795	\$93,064
<b>Total</b>	<b>\$181,148</b>	<b>\$414,187</b>	<b>\$277,789</b>	<b>\$2,223,137</b>	<b>\$291,852</b>	<b>\$299,148</b>

<sup>1</sup> Based on U.S. Department of Labor, Bureau of Labor Statistics.

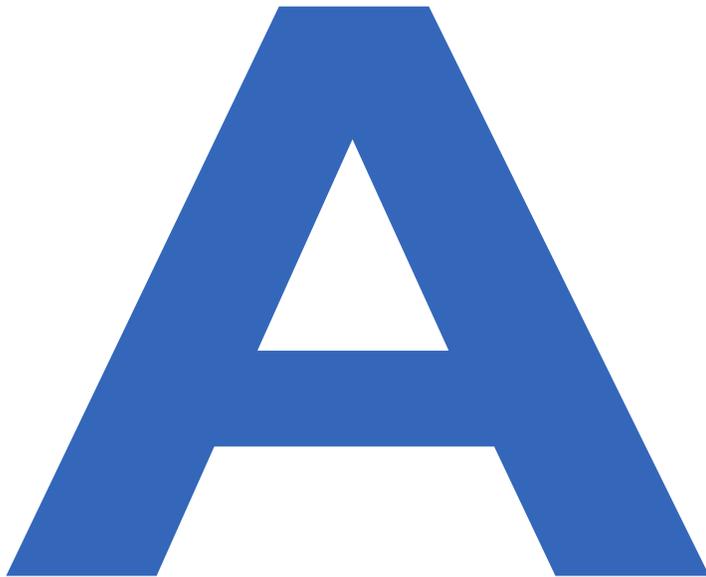
**Implementation Plan**

The recommendations within the Preferred Service Plan are designed to increase ridership, improve farebox recovery, and cost-effectively expand the City’s Dial-A-Ride service. The matrix below presents the timeframe for implementation of each recommendation in the Preferred Service Plan.

Exhibit 6.5 Implementation Plan

Recommendation	Begin		Complete	
	Year	Quarter	Year	Quarter
<b>Administrative</b>				
Establish a full-time equivalent position for dispatching, customer service, and relief driving.	FY 2016	1	FY 2016	4
Formalize DAR phone procedures and responsibilities, including a dedicated phone line.	FY 2016	1	FY 2016	1
Improve DAR data collection, recording, and reporting procedures.	FY 2016	1	FY 2016	1
Enhance marketing collateral and promotion of existing services.	FY 2016	1	FY 2017	1
<b>Operational</b>				
Extend service to 6:00 p.m. on weekdays.	FY 2016	1	FY 2016	1
Implement Saturday general public Dial-A-Ride service on a 3- to 6-month trial basis.	FY 2016	2	FY 2016	2
Investigate vanpool service for agricultural workers.	FY 2016	2	FY 2016	3
<b>Capital</b>				
Develop a purpose-built central “hub” for transit-related operations, storage/fueling, and customer information.	FY 2017	1	FY 2018	4
Develop a park and ride facility adjacent to central transfer location(s) for regional travel and/or rideshare participants.	FY 2017	1	FY 2018	4

*This page intentionally blank.*



# APPENDIX

*This page intentionally blank.*

Exhibit A.1 Transit Community Survey



Transit Community Survey

1. Are you aware the City of McFarland operates a public transit program?  
 Yes     No

2. Have you ridden the McFarland Dial-A-Ride within the past 90 days?  
 Yes     No (skip to Question 2b)

2a. Please indicate your satisfaction with respect to the following. Scale of one to four, wherein one is very dissatisfied and four is very satisfied.

	1.	2.	3.	4.
Accessibility				
Reliability				
Cost				
Safety				

2b. If no, why not?  
 Does not travel WHERE I need to go  
 Does not travel WHEN I need to go  
 Too expensive  
 Prefer to drive myself  
 Don't know how to ride  
 Do not have access to service information  
 Other (specify \_\_\_\_\_)

3. What change may cause you to use public transit more often?  
 If it was easier to use  
 If gas got too expensive to drive  
 How much per gallon? \_\_\_\_\_  
 If it took me directly to work  
 Where: \_\_\_\_\_  
 If it was paid by my employer  
 More weekday service (when: \_\_\_\_\_)  
 Add Saturday service (when: \_\_\_\_\_)  
 Nothing could make me ride  
 Other (specify \_\_\_\_\_)

4. Does anyone in your household use public transit?  
 Yes     No

5. Do you have access to a personal vehicle?  
 Yes     No

6. Do you have a valid driver license?  
 Yes     No

7. What is your primary method of transportation?  
 Personal vehicle  
 Public bus  
 Bicycle  
 Walking/skateboard/scooter  
 Taxi  
 Other \_\_\_\_\_  
 (specify \_\_\_\_\_)

8. What is your most common trip purpose when riding public transit?  
 Shopping  
 Healthcare/medical  
 Work  
 School  
 Social/recreation  
 Other (specify \_\_\_\_\_)  
 I do not ride public transit

9. What is your age?  
 Under 18     18 to 24  
 25 to 44     45 to 64  
 65 or older

10. What was your annual household income in 2013?  
 Under \$15,000     \$15,001 to \$25,000  
 \$25,001 to \$35,000     \$35,001 to \$50,000  
 \$50,001 to \$75,000     Over \$75,000

11. What is your employment status?  
 Employed full-time  
 Employed part-time  
 Student full-time  
 Student part-time  
 Homemaker  
 Retired  
 Looking for work

12. Do you speak a language other than English at home?  
 Yes (specify \_\_\_\_\_)  
 No

13. What are the cross-streets nearest your home?  
 \_\_\_\_\_  
 \_\_\_\_\_

14. Do you require assistance to ride public transit?  
 Yes     No

Exhibit A.2 McFarland Dial-A-Ride Customer Survey

**McFarland Dial-A-Ride Customer Survey**

As a McFarland Dial-A-Ride customer, your opinion is important. Please complete this brief survey and return it using the attached postage-paid envelope no later than January 26, 2015. If you are a caregiver or family member of the Dial-A-Ride customer to whom this survey is addressed, please complete the survey on their behalf. Contact information is required only if you would like to be entered into a random drawing for a \$25 VISA gift card. Thank you.

1. How long have you been using McFarland Dial-A-Ride?
  - 1 Less than 6 months
  - 2 6 months to 1 year
  - 3 1 to 2 years
  - 4 More than 2 years
2. On average, how many McFarland Dial-A-Ride trips do you take each week? (A round trip is considered one trip)
  - 1 I don't ride every week
  - 2 1 to 2 trips per week
  - 3 3 to 4 trips per week
  - 4 5 or more trips per week
3. What is your most common trip purpose when using McFarland Dial-A-Ride?
  - 1 Healthcare
  - 2 Work
  - 3 Shopping
  - 4 Recreation/social activities
  - 5 Other (specify): \_\_\_\_\_
4. Where do you typically travel using McFarland Dial-A-Ride?
 

Specify: \_\_\_\_\_
5. Would you ride McFarland Dial-A-Ride to get to Delano or Bakersfield?
  - 1 Delano       2 Bakersfield
  - 3 Both         4 Neither
6. If there was expanded service to Delano or Bakersfield, approximately how often would you travel to those locations?
  - 1 Every week       2 Every other week
  - 3 Every month      4 Less than every month
7. What is your primary reason for using McFarland Dial-A-Ride? (check only one)
  - 1 No or limited access to a personal vehicle
  - 2 Don't drive/no longer drive
  - 3 Other transportation services are too expensive (i.e., taxi)
  - 4 Other (specify): \_\_\_\_\_
8. When calling to place your ride request, are you able to promptly reach a Customer Service Representative?
  - 1 Yes       2 No
9. How often are you able to reserve your originally desired trip?
  - 1 Always       2 Most of the time
  - 3 Sometimes    4 Rarely
10. Do you have an impairment that impacts your personal mobility?
  - 1 Yes       2 No
11. When traveling, are you typically accompanied by a companion, personal care attendant (PCA), or service animal?
  - 1 Companion
  - 2 Personal care attendant (PCA)
  - 3 Service animal
  - 4 None of the above
12. Please indicate your satisfaction with the following McFarland Dial-A-Ride service characteristics by checking the appropriate box.
 

		Excellent	Good	Fair	Poor
A	On-time performance				
B	Customer service: dispatch				
C	Customer service: drivers				
D	Dependability				
E	Cost				
F	Overall quality				
13. How would you improve the McFarland Dial-A-Ride service? (select up to 3 responses)
  - 1 Saturday service from \_\_\_\_\_ to \_\_\_\_\_
  - 2 Sunday service from \_\_\_\_\_ to \_\_\_\_\_
  - 3 Customer phone support
  - 4 New destinations: \_\_\_\_\_
  - 5 Longer service hours from \_\_\_\_\_ to \_\_\_\_\_
  - 6 Other (specify): \_\_\_\_\_
  - 7 No improvements desired
14. Contact information (optional)
 

Name: \_\_\_\_\_

Phone/email: \_\_\_\_\_

Exhibit A.3 City of McFarland Stakeholder Survey



**City of McFarland  
Stakeholder Survey**

1. What populations does your organization primarily serve? (circle the letter of all which apply)
  - a. Youth
  - b. Seniors
  - c. Business-to-business services
  - d. Persons with physical disabilities
  - e. Persons with cognitive disabilities
  - f. Low-income or homeless residents
  - g. Persons with limited English proficiency
  - h. A faith-based community
  - i. Other (specify \_\_\_\_\_)
  
2. What are your perceptions of the City's public bus service?  
\_\_\_\_\_
  
3. Does your organization regularly provide transportation for its clients and/or members (i.e., shuttle bus, coordination of volunteer drivers, mileage reimbursement, etc.)?
  - a. If Yes, (please specify \_\_\_\_\_)
  - b. No
  
4. Please describe your views on the top transportation issues challenging the City of McFarland.  
\_\_\_\_\_
  
5. In your opinion, what are the strengths and weaknesses of public transportation in the City of McFarland?
  - a. Strengths: \_\_\_\_\_
  - b. Weaknesses: \_\_\_\_\_
  
6. Do clients or members use the City's local bus service (i.e., Dial-A-Ride) to access your organization's program or services?
  - a. Yes
  - b. No
  - c. Not sure
  
7. Would your organization be interested in promoting public transportation for the population you serve?
  - a. Yes
  - b. No
  - i. If Yes, what resources do you need? (\_\_\_\_\_)
  
8. What is the most significant mobility need you currently observe among your members or clients that is not being met?  
\_\_\_\_\_
  
9. What do you believe to be the single greatest improvement (regarding local transportation) which the City could make or implement?  
\_\_\_\_\_

*This page intentionally blank.*