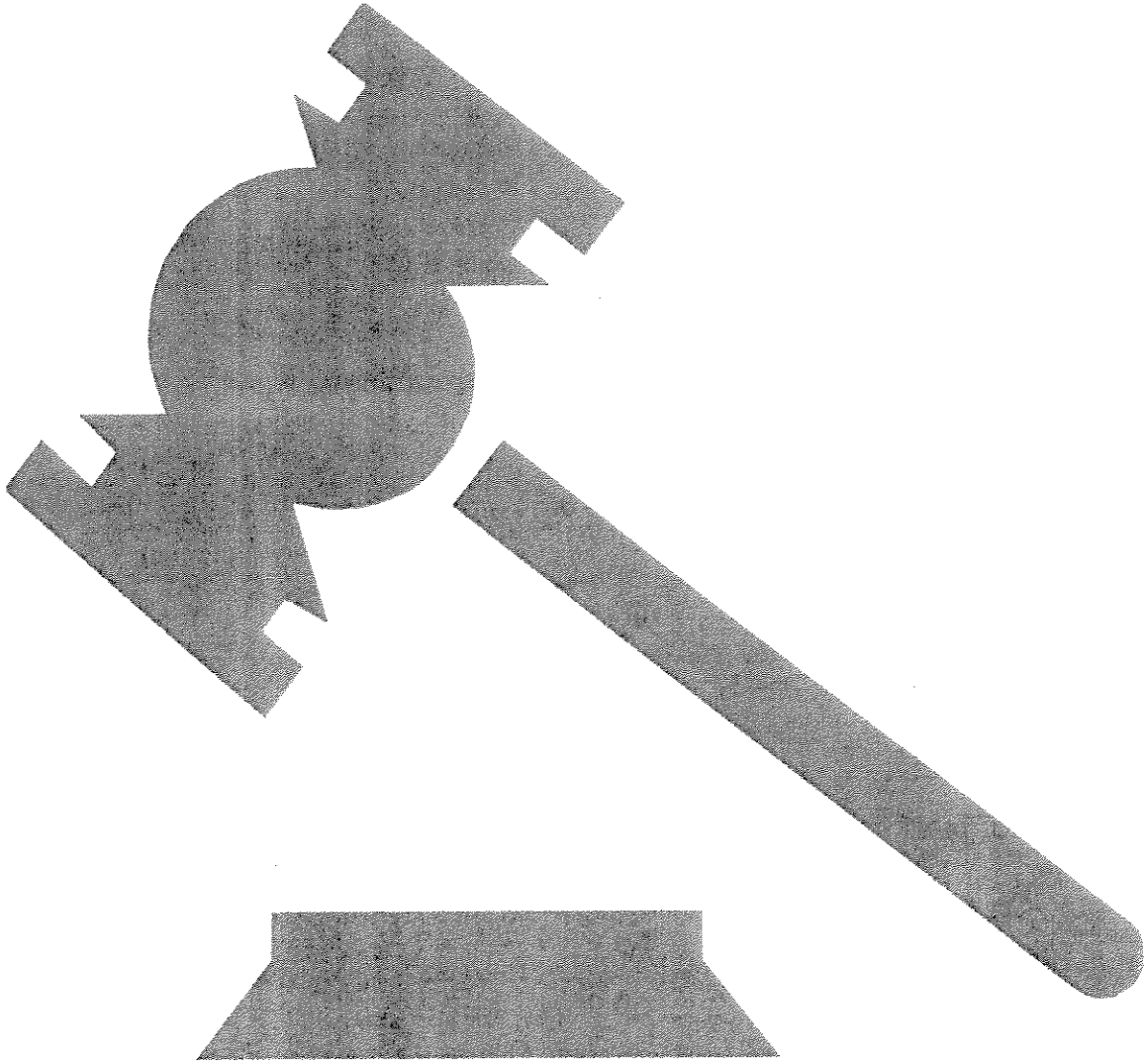




***TRANSPORTATION
CONSENT ITEMS
AGENDA ITEMS II A-C.***

**CONSOLIDATED
TRANSPORTATION SERVICES AGENCIES**

**OPERATIONS PROGRAM & BUDGET
FY 2007-08**

**WORKING DRAFT
DISCUSSION ONLY**

**Fresno Urban CTSA
Fresno Rural CTSA**

Submitted April 20, 2007

Prepared By:

Fresno County Economic Opportunities Commission

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**CONSOLIDATED TRANSPORTATION
SERVICES AGENCIES
OPERATIONS PROGRAM & BUDGET
FY 2007/08**

FOR THE

**FRESNO URBAN CTSA
FRESNO RURAL CTSA**

Prepared by:

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Submitted April 20, 2007

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SECTION I. INTRODUCTION

The Consolidated Transportation Services Agencies (CTSA) *Operations Program and Budget* (OPB) for the Fresno Metropolitan Area and Rural Fresno County has been developed by the Fresno County Economic Opportunities Commission (FCEOC) in cooperation with the Council of Fresno County Governments (COFCG) and its co-designates; the City of Fresno (Fresno Area Express/FAX) and the Fresno County Rural Transit Agency (FCRTA).

The OPB is intended to serve the following purposes:

1. Provide a program of operations, including an implementation schedule for new and/or modified services and a program budget for CTSA coordinated and consolidated social service transportation services for the program year July 1, 2007 through June 30, 2008.
2. Serve as a resource document for local-elected officials, social service agencies and the general public.
3. Demonstrate the CTSA's compliance with Section 99275.5 of the Public Utilities Code concerning Transportation Development Act (TDA) Local Transportation Funds (LTF) Article 4.5 claim evaluation criteria and required findings, and with the COFCG Assembly Bill *AB 120 Action Plan* adopted February 1982 and as amended in April 1990.
4. Document efforts to improve coordination and consolidation of social service transportation services in order to:
 - a. Demonstrate compliance with Chapter 1120 of the 1979 California Statutes by addressing and substantiating which of the coordination benefits specifically listed in the legislation should be pursued by the co-designated CTSA's in the Fresno Metropolitan Area and Rural Fresno County.
 - b. Create additional opportunities to utilize supplemental grant funding available from federal, state and local assistance programs to support social service transportation services by demonstrating that "coordination criteria" have been addressed.

SECTION II. GOALS, OBJECTIVES, AND POLICIES

The Fresno Urban and Fresno Rural CTSA has adopted the primary CTSA goals, objectives and policies delineated in Chapter 1120 of the 1979 California Statutes and the Assembly Bill 120 Action Plan. These are as follows:

GOAL:

PROVIDE SAFE, RELIABLE TRANSPORTATION FOR AGENCIES BY PROMOTING IMPROVED COORDINATION AND CONSOLIDATION OF AVAILABLE TRANSPORTATION.

OBJECTIVES:

1. Centralize administration to eliminate duplicative administrative requirements.
2. Identify and consolidate all sources of funding to provide more effective and cost-efficient services.
3. Centralize dispatching for more efficient vehicle use.
4. Centralize maintenance for adequate, regular and more cost-effective vehicle maintenance.
5. Implement an exemplary driver-training program for safer vehicle operation and lower insurance costs.
6. Combined purchasing and pricing bids/quotes for more effective cost savings.

POLICIES:

1. Any centralized administration shall utilize, to the maximum extent possible, existing public and private administrative capabilities and expertise.
2. The following policies provide a framework for developing a sound public transportation system throughout Fresno County. They expand upon previously stated overall Regional Transportation Plan (RTP) goals, objectives and policies and are more specifically targeted toward the public and social service transportation system.
 - Continue to pursue expanded federal, state and local funding for both public and social service transportation.
 - Provide transportation to the eligible agencies within defined service areas, focusing on transportation needs of low-income, elderly and disabled persons.
 - Support coordination and consolidation of social service transportation and promotes effective and efficient use of existing resources.
 - Encourage safety, appropriate frequency of bus service, reasonable fares and the provision of adequate service to satisfy transportation need which is

reasonable to meet.

- Incorporate a variety of public transportation services and vehicles, as warranted, throughout the County.
 - Encourage the private sector to engage in the provision of public transportation services.
 - Advantages and disadvantages of projects are considered; factors include, economic, environmental and social factors.
3. Existing sources of funding utilized prior to the Social Service Transportation Improvement Act (Assembly Bill 120) shall, to the maximum extent possible, be continued.
 4. Consolidation of services shall, to the maximum extent possible, utilize existing agency operating and maintenance personnel and expertise.
 5. The COFCG shall utilize its regulatory role over Transportation Development Act (TDA) funds by monitoring and evaluating the performance of the CTSA's through the TDA claim process, an annual financial audit, an annual productivity evaluation, a triennial performance audit, and the CTSA's compliance with the AB 120 Action Plan.
 6. The COFCG, as part of its on-going transportation planning process, which includes review by various technical committees, shall review CTSA designates' compliance with the AB 120 Action Plan annually, at a minimum.
 7. The COFCG shall review, through the Executive Order 12372 review process, the transportation services offered by social service agencies and their appropriate comments and findings encouraging their participation with the CTSA's, as part of the final A-95 Clearinghouse commentary.
 8. The COFCG shall encourage members to evaluate their financial commitments to local social service projects (which either in full or in part provide transportation services) and make appropriate recommendations for proper coordination with the CTSA in order to maximize the effective use of local transportation dollars.
 9. Overall TDA/LTF Article 4.5 funds shall not be expended without the minimum match requirement with other available funds to the CTSA.
 10. CTSA's shall be required to maintain, at a minimum, an overall farebox revenue-to-operating cost ratio of Fifty Five percent (55%) for all CTSA transportation services. The required farebox revenue may consist of fares, donations and/or social service agency revenues.
 11. CTSA services shall be evaluated annually by the COFCG's Social Services Transportation Advisory Council (SSTAC) Productivity Evaluation Committee. SSTAC evaluation shall include recommendations regarding changes and improvements in existing CTSA services. The SSTAC shall be responsible for reviewing performance standards to be used in the evaluation process. Performance standards shall take into consideration the special needs that are being responded to by the CTSA and also the goals of AB 120. The SSTAC evaluation process shall take place prior to the annual submission of the OPB

to the COFCG to allow for the inclusion of any SSTAC recommendations in the OPB.

12. All new services initiated by the CTSA will be subject to a one-year evaluation process. Each new service will be required to meet specified performance objectives. Public transit systems operated under contract with the CTSA shall be subject to the performance standards and evaluation process used for transit systems operated directly by FCRTA member agencies and other private contractors. The first three months of operations will be utilized to establish and market the new service. New service will be monitored and evaluated at three-month intervals. Modifications to the service, if appropriate, will be recommended and implemented during this time. If, after nine months, it is the opinion of the SSTAC that the service will not meet performance standards, the SSTAC may recommend that the service be discontinued. If the service is to be terminated, the period between nine and twelve months will be used to provide an orderly phase out.

III. DESCRIPTION OF RURAL CTSA SERVICES

The FCEOC and FCRTA, as co-designated CTSA's, have jurisdiction in the Rural Fresno County area. FCEOC is the lead agency responsible for overall program administration, including the following:

- Liaison with social service agencies
- Data collection
- Development and implementation of Rural OPB
- Execution of service contracts
- Administrative responsibilities

FCRTA, as the claimant of TDA/LTF Article 4.5 funds for Rural CTSA operations, is the prime administrator of those funds. FCRTA provides technical assistance for OPB development and the COFCG monitors and evaluates FCEOC performance.

Agencies and programs, which comprise the Fresno Rural CTSA, are shown on Exhibit B. Further detail on both the Urban and Rural CTSA services is provided in Sections V and VI.

IV. STATUS OF URBAN AND RURAL OPERATIONAL OBJECTIVES

Since its inception, the Fresno Urban and Rural CTSA has made significant progress in implementing several of its operational objectives, as follows:

A. Centralized Administration

The Fresno Urban and Rural CTSA currently administers transportation services for numerous social service programs and various FCRTA transit systems.

Centralized administration of the Fresno Urban and Rural CTSA has resulted in an ability to amalgamate with other agencies to provide a broader-based and a more comprehensive view of service needs and objectives. This enhanced planning capability has resulted in a more effective utilization of available funds. The Fresno Urban and Rural CTSA has continued to serve as a technical advisor and clearinghouse for small community-based organizations and other governmental member agencies. Staff time devoted to administration has been reduced and other cost savings have been affected as a result of increased technical expertise utilized in service planning and delivery. As the CTSA we continue to coordinate with various service agencies in preparing the FTA 5310 grant.

B. Staff Changes

During FY 2000/2001 we experienced turnover with one of our Supervisor/Behind the Wheel Trainers. We recruited statewide and were unsuccessful in obtaining a qualified candidate. In an effort to offer opportunities from within, we developed an in-house incentive for supervisory personnel to obtain classroom training and Behind-The-Wheel training certificates. Three levels of supervisors were initiated with Transit Supervisor III designated the higher level. During FY 2002/03, a Transit Supervisor II became a classroom trainer and elevated to Supervisor III status. He successfully completed the California Highway Patrol curriculum at the

Academy in Sacramento.

The duty supervisor concept, as opposed to the previously assigned specific Contract supervisor has proven beneficial and effective. The management staff is stronger and more knowledgeable in all areas of the operation. Our in-house promotion has proven successful and the concept will continue.

During FY 2006/07 A Transit Supervisor Trainee completed his 18th-month of a training program and was elevated to Transit Systems Supervisor I.

The year 2006/2007 continued to be a challenging year regarding the recruitment of drivers. The statewide shortage of drivers was severely felt in Fresno County. The CTSA, in an effort to recruit more drivers worked with our Human Resource Office to keep "open requisitions" throughout the year, which also included a Job Fair. We also started an in-house training program whereby we train interested parties who want a career in the transportation (driving) field. This has proven to be successful as we were able to fill all vacant positions. We have also established a relationship with a for-profit driver training and Fresno Center for New Americans for a source of potential drivers.

FCEOC has offered a benefit package to qualified CVRC drivers effective July 1, 2002 and continues to help promote work force longevity. Our in house training program and benefit package has allowed for greater driver longevity and retention.

C. Consolidation of Funding

The Fresno Urban and Rural CTSA anticipate various operating revenues from social service agencies in FY2007-08. Since August 1987, the Fresno Urban and Rural CTSA's have been collecting donations from participating seniors. This additional revenue helps achieve the farebox and program matching fund requirements.

The CTSA must rely on all available funding sources to replace existing vehicles that exceed budgeted maintenance costs due to age and high mileage. As necessary, the Fresno Urban and Rural CTSA applies for Federal Transportation Administration (FTA) Section 5310 capital grants to purchase new social service transportation vehicles and other equipment such as two-way radios, wheelchair lifts and computer equipment. Section 5310 grants require a 20% local match of funds.

We have applied for eight (8) in FY 2005/06 and we are expecting delivery in the summer of 2007.

Beginning in FY1993-94, the San Joaquin Valley Unified Air Pollution Control District initiated a process to apply for DMV Motor Vehicle Registration Fees (AB2766), now referred to as the REMOVE Program, earmarked specifically for clean air purposes. As appropriate, the FCEOC/CTSA will continue to appraise this valuable funding source and strive to play a role in improving air quality.

D. Centralized Dispatch and Route Consolidation

The CTSA continues to use the centralized dispatching system for transportation routes, both Urban and Rural. Kingsburg Transit's operation, however, requires the use of a previously existing dispatching system at the Kingsburg City Hall, which continues to run effectively. The Kingsburg dispatchers remain in contact with the CTSA central dispatch unit for emergency situations. During the 2001/2002-expansion year we were able to offer a full fringe benefit package to the Kingsburg dispatchers and will continue to do so in 2007.

FCEOC's Food Services Program continues to have a measurable positive effect on the routing system of the meal delivery program and related operations. As a direct result of this centralization effort, the Fresno Urban and Rural CTSA is able to consolidate different types of meal delivery systems, merge a number of existing routes and eliminate others.

FCEOC continues to seek timesharing and ridesharing opportunities to maximize its fleet efficiency. This is especially evident in our various supports of social service agencies and our accommodation for special field charter trips. We are able to include most field trip requests while continuing to serve our contracted services.

E. Centralized Maintenance

One of the major goals of the Fresno Urban and Rural CTSA is to establish and offer a preventative maintenance program that provides on-site maintenance for Fresno Urban and Rural CTSA-associated program vehicles. To accomplish this goal, all-preventative maintenance work (defined as tune-ups, oil changes and lubes, complete brake work and other minor repairs) is performed at the CTSA maintenance service facility, located at 3120 W. Nielsen Avenue in Fresno, by trained professional certified mechanics. This preventative repair work is required by California Highway Patrol regulations. All repairs are performed according to existing preventive maintenance schedules approved by the California Highway Patrol (CHP) for all motor carriers. All repairs are subsequently recorded and filed as approved by the California Motor Carrier Division for general record keeping and vehicle history documentation. Additionally the maintenance department is currently utilizing maintenance tracking software, which has greatly enhanced our record keeping, and reporting capabilities.

The Fresno Urban and Rural CTSA, as part of its OPB, commenced operation of a centralized maintenance facility on March 3, 1987. The original facility had two service bays and the necessary equipment to conduct repairs (i.e.; Sun Scope, brake lathe, overhead floor hoist and air compressor with overhead lines). The maintenance facility has five full-time staff comprised of one lead mechanic and three mechanics.

During 2004/2005, construction of a new maintenance facility was approved. The new facility is projected to be approximately 5,000 square feet, with eight service bays and new equipment. We received permits from the Fresno City Planning Department on December 2005 to begin construction. The facility was opened June 18, 2006.

The CTSA continues to offer very competitive labor rates for maintenance service to our customers.

F. Drivers Training and Safety

The Fresno Urban and Rural CTSA, as mandated by funding sources and its insurance carriers, have developed a comprehensive program for training and orientation of all CTSA and FCRTA drivers. The program is open to the City of Fresno, Fresno Area Express (FAX), the City of Clovis, the Fresno County Rural Transportation Agency (FCRTA), as well as various other transit agencies working with the CTSA.

On January 1, 1989, the General Public Paratransit Vehicle (GPPV) Driver's Licensing Requirements became effective. General public, demand-response transit drivers were required to obtain a new "certificate" through the CHP by July 1, 1989. The CTSA developed and implemented a program, in coordination with the Fresno Unified School District (FUSD) and the FCRTA, designed to provide forty hours of specified instruction and behind-the-wheel training to equip each driver with the knowledge required to pass the CHP test and receive the GPPV driver's certificate and/or a school bus certificate and consistently implements all pertinent information and requirements.

FCEOC continues to use the expanded mandatory driver inservice meetings held six times per year. This training is to allow for the demands of specialized and more situational training for the diverse clientele FCEOC is now serving.

The Transit Systems reformatted its Safety Team in the fall of 1999. This Safety team is now comprised of two employees in the driver classification or mechanic classification, a supervisor and a manager. The goal of this team is to discuss any vehicle or workers compensation accidents and identify safety precautions and measures in an effort to prevent or reduce future incidents. Drivers have the opportunity on a monthly basis to offer safety suggestions. The safety committee will review these suggestions and be reviewed at the mandatory safety meetings.

The FCEOC has recently implemented a Zero Accident Program for all Workers Compensation injuries. This is an incentive based program, which is to instill a safety first attitude for all FCEOC employees. In addition, FCEOC has changed Workers Compensation Carriers and has employed a broker who offers a practical approach regarding monitoring driver operations, including offering safety suggestions.

On-going training programs are routinely scheduled to orient new employees and satisfy in-service training requirements for on-board drivers. Certified supervisors, on a regular basis, conduct Cardiopulmonary Respiratory (CPR) and First Aid Certificates. Training is tailored to meet special group needs. In addition certified driver instructors conduct training, the CHP, American Red Cross and our insurance carrier representatives. A safety video library is continually being expanded to ensure a comprehensive and progressive training program for all participating CTSA agencies. During this past year we added the following video Safety Training tapes:

- Managing Threatening Confrontations
- 10 Commandments of Communicating with People with Disabilities
- The Potato Video (A look at misguided effort)
- A Credo for Support
- A Drivers Guide To drug and Alcohol Testing

Further, the Fresno Urban and Rural CTSA is active in the refinement of a Caltrans Risk Management Program, developed in cooperation with the California Association for Coordinated Transportation (CalACT). The CTSA's insurance carrier is the Non-Profits United Vehicle Insurance Pool of Oakland, California. They continue to refine the program to meet social service transportation program safety training and insurance needs.

The CTSA continues to be enrolled, as required by TDA regulations, in the California Department of Motor Vehicle (DMV) Pull Notice Program. This program allows the employer to request and receive updated driver information on employees DMV records automatically. This enables the CTSA to readily identify a driver who is accumulating a negligent operator's record and whose license has been suspended or revoked.

These training and risk management efforts have contributed to a significant reduction in preventable accidents therefore abating the increase in insurance premiums. The CTSA insurance carrier has worked with us in a continuing support for ideas to keep our training program on a forward track. These conversations have resulted in a more comprehensive plan to reduce accidents with a safety first attitude for all drivers and staff.

During 2004 the FCEOC began to study the possibility of our insurance carrier expanding its coverage to Worker's Compensation. After much study and deliberation, FCEOC became a charter member. We have received positive results from this endeavor as we are achieving lower Worker's Compensation rates and reducing claims.

G. Combined Purchasing

Since the relocation of the Fresno Urban and Rural CTSA in October 1985 to its facility at 3120 W. Nielsen Avenue in Fresno, combined purchasing has continued to maintain lower overall costs. This allows us to receive discount pricing due to volume purchasing. Vendor deliveries are used to keep on hand inventories at minimum, but efficient levels. In August 1993, the CTSA transitioned to an automated retail card lock system for vehicle fueling for improved cost and management controls. This system continues to work well in 2006. Vehicle purchasing is done in accordance with FCEOC purchasing procedure, which has proven to be effective in the overall cost savings to Transit Systems

The maintenance facility plays an integral role in the effort to maximize potential savings of combined purchasing which will lower the cost of providing transportation to Fresno Urban and Rural CTSA clients and participating agencies.

SECTION IV. PERFORMANCE EVALUATION

The productivity evaluation is conducted annually to assess the progress of transit operators who receive State Transportation Development Act funds and to recommend potential productivity improvements. The California Public Utilities Code 99244 requires that "Each transportation planning agency shall annually identify, analyze and recommend potential productivity improvements which could lower the operating cost of those operators who operate at least 50% of their vehicle service miles...within the area under its jurisdiction."

The Consolidated Transportation Service Agencies (CTSA's) for both the metropolitan and rural areas were evaluated in accordance with the "Assembly Bill 120 Action Plan" (February 1982) policy.

State law also requires a Triennial Performance Audit of each transit operator (PVC 99246-99249). During FY 2004/2005 Arthur Bauer and Associates, Inc., conducted our TDA Performance Audit. The audit reflected FY's 2000/2001, 2001/2002 and 2002/2003. Final recommendation and progress are reflected in this section of the Operation Program and Budget in sub-heading II. Preparations are underway for the 2003/2004, 2004/2005 and 2005/2006 years which will be conducted in the Spring of 2007.

The Council of Fresno County Governments (COFCG) undertakes both of these evaluations. The results of these evaluations and performance assessments are described below.

I. PRODUCTIVITY EVALUATION 2005/2006: EVALUATION RECOMMENDATION AND PROGRESS

A. *Comply, where feasible, with the Triennial Performance Audit Recommendations for FY 00/01, 01/02, 02/03.*

Arthur Bauer & Associates, Inc., conducted the Triennial Performance Audit for FY 2000/01, 2001/02, 2002/03 and made two recommendations. FCEOC's progresses towards implementing these recommendations are as follows:

Recommendation (1)

- Management should request that the annual fiscal auditors reconcile the performance indicators and include their results in the fiscal audit reports annually. Complying with this recommendation will serve as a check for all reports the district distributes, and would ease the reconciliation process of the performance indicators on an annual basis versus a triennial basis.

FCEOC Transit Systems discussed this with the Arthur Bauer & Associates, Inc.. The required financial audit is performed under agreement with an Independent CPA firm. They are not required nor would they have the expertise to include productivity data analysis in their financial audit. Performance Audit conducted by Arthur Bauer & Associates, Inc. for the 2000/2001 through 2002/2003 periods.

Recommendation (2)

- Management Study feasibility of expanding maintenance facility. At a very minimum adding a second hydraulic lift would make for a more efficient operation.
- Staff space is tight and not conducive for private one on one meeting between supervision and reporting personnel.

FCEOC Transit Systems (September 2003) has developed a feasibility study and determined it is feasible and cost effective to build a new facility.

The architect has developed a floor/building plan for a eight (8) bay facility, in which includes four (4) hydraulic lifts, one (1) (Transit) Bus wash station, and supervisors' offices. The FCCOG Transportation Technical Committee, the Policy Advisory Board and the FCOG Board of Directors approved a carry-over fund for this project. The project is scheduled for completion in May 2006.

B. Pursue contracting of service and continue to consider the potential for and encourage private sector participation in the public transportation planning/service delivery process, and investigate other potential funding sources.

We continue to utilize Local Transportation Funds efficiently and maximize utilization of these funds. We continue to pursue social service contracts. Recently we contracted with the West Fresno Health Care Coalition, Inc. to provide a driver for the Mobile Education Units. We continue to work with the Fresno County Rural Transit Agency, Fresno Area Express/Handy Ride and Clovis Transit. We are active participants in the annual Unmet Needs hearing that occurs in Fresno County.

We continue to seek private sector participation and seek other potential funding sources.

C. Continue to coordinate with other general public paratransit service providers to jointly provide the State-required 40 hours of specified training and behind-the-wheel instruction.

FCEOC Transit Systems coordinates annually with the Mountain Area School Bus for In-Service Training with our School Bus Drivers. In addition, we take advantage of our transportation associates with CalACT to participate in training when offered. We will participate in the California Transportation Association Passangers Assistance Service Training (PAST) in July of 2003 to obtain CTAA Certifications for our trainers. FCEOC staffs 4 California Highway Patrol/Dept. of Education Academy for Behind-the-Wheel training.

D. Address responsibilities under the Americans with Disabilities Act of 1990.

The FCEOC is complying with objectives of the ADA, where appropriate, and is staying current on ADA issues through attendance at workshops, seminars, etc. Federal Transit Administration (FTA) Section 5310 lift-equipped vehicles are applied for routinely to enhance the Fresno Urban and Rural Area CTSA's ability to offer high quality services to the disabled. The current FTA award of eight (8) new vehicles is pending delivery from the Bus Distributor of the Federal Budget. Eight (8) additional ADA vehicles had been recently awarded for the most recent funding cycle.

This commitment is also demonstrated by vehicle replacement by which use procured approximately 28 new vehicles in 1999. These vehicles include several ADA lift equipped buses. We are currently seeking replacement of eight (8) vehicles that are approaching their useful life.

Ordered are ADA accessible vehicles with full wheel-chair tracking and lift seats to be able to accommodate the maximum amount of disabled passengers as possible, while still remaining adaptable to configure the vehicles for our varied passenger needs.

E. Address responsibilities under the Clean Air Act Amendments of 1990, the San Joaquin Valley Unified Air Pollution Control District Air Quality Plan, the City of Fresno Transportation Management Plan, and the Council of Fresno County Governments Transportation Control Measures Plan, and the Congestion Management System (CMS).

The FCEOC continuously reviews the progress and recommendations from the Air District and the COFCG regarding the feasibility of implementing transportation control measures applicable to public/social service transportation. Currently there are two (2) CNG vehicles included in the fleet. In FY 1997/98, FCEOC received funding from the Air District for REMOVE Program (Assembly Bill 2766) funds for alternatively fueled vehicles to support its transportation program.

FCEOC is reviewing the actual implementation of this contract due to the inherent nature of CNG restraints on vehicle range, fuel tank remodification costs, fuel accessibility, longer refueling time, and the effects of the valley heat on CNG fuel tank capacity. FCEOC remains committed to explore alternate fueled vehicles as expressed by our recent training of FCEOC maintenance mechanics in CNG related repairs.

F. Coordinate with the Fresno County Department of Social Services to address issues raised by the Federal and State Welfare Reform Legislation to the maximum extent possible.

FCEOC participated in the Fresno County Social Service Health and Welfare fair and the Head Start's Parent Conference by staffing a booth where information and brochures were given to caseworkers and potential clients. FCEOC continues to

coordinate with Fresno County Department of Social Services regarding the CalWORKs program. More detailed on this program is under "G" below. FCEOC will participate in the CalWORKS Provider Training when scheduled.

G. Coordinate with the Fresno County Department of Social Services to plan and implement transportation strategies focused on addressing the State mandated Welfare to Work-CalWORKS program.

FCEOC continues to renew its contract with the Fresno County Department of Social Service to transport CalWORKS clients during non-traditional hours from 6:00 pm to 6:00 am seven days a week. FCEOC continues to have a positive impact on the lives of these participants that are transported to work, training sites, and to children to day care centers. Meetings are held regularly with the County to assure eligible clients are receiving these services. An RFP for fiscal year 2007/2008 has been submitted.

II. TRIENNIAL PERFORMANCE AUDIT

Arthur Bauer & Associates, Inc, completed a Triennial Performance Audit for FY2000/01, 01/02 and 02/03.

Functional areas of the CTSA along with their recommendations for improvement and suggested implementation time frames are listed below. These recommendations are incorporated into the proposed FY2003-2004 CTSA Productivity Evaluation.

Listed below are our responses to their recommendations:

1. Develop performance-reporting program to monitor transit service.

FCEOC should develop an executive style reporting system that allows transit management to review key indicators of the transit system in one comprehensive format. The data could include year-end summaries of Ridership, cost, total vehicle breakdowns, and total incidents.

Select performance indicators should be developed which represent a cross section of the system, including operations, maintenance, and administration. The TDA indicators used in this audit provide a sample set of such performance standards. These performance indicators would be derived from the year-end data that is already being collected and reported. An executive report would provide a consolidated picture of how the transit system is performing from various aspects of the system, while also showing potential areas for improvement.

The FCEOC CTSA agrees with this recommendation and has requested that the auditor reconciles the performance indicator in the annual audit report.

FCEOC concurs and will comply with the recommendations.

2. Ensure a continued program for vehicle replacement.

The audit performance measures show a pattern of increased vehicle maintenance needs. This is due to several factors, including an aging fleet that requires replacement and the conversion to ADA accessible vehicles. FCEOC utilizes federal

grants to replace a number of vehicles, and should continue to evaluate its replacement schedule to ensure the rotation of its vehicles. With a growing fleet of over 100 vehicles coupled with state and federal budgetary constraints. FCEOC is challenged with replacing its fleet and should pursue alternative measures when feasible. This might include providing ample training for its social service clients that, in turn, might be able to procure their own vehicles using other funding sources.

FCEOC concurs and will comply with the recommendations

3. Closely monitor performance trends in service.

A review of performance conducted for this audit shows trends that should continue to be monitored closely, as some trends show slight declines in service efficiency and effectiveness. This recommendation ties into the reporting system also recommended in this audit, but emphasizes the need to closely monitor the trends. Graphic displays and/or other illustrations should be generated to determine historic patterns (e.g. last five years) for both passenger and meal delivery transportation. The performance data should be used for improvements to the service, including negotiations with clients over such areas as maintenance costs and hours and miles of service relative to client trips.

FCEOC concurs and will comply with the recommendations.

SECTION V. THE FRESNO URBAN CTSA

I. BACKGROUND

The COFCG's "AB120 Action Plan" co-designates FCEOC and the City of Fresno as the CTSA's with jurisdiction in the Fresno Metropolitan Area. The FCEOC, as lead social service agency, is responsible for coordinating and consolidating the transportation services of social service agencies. This includes development of social services transportation data, needs assessment, implementation strategy for consolidated/coordinated operations, contractual relationships, marketing and outreach and overall administration of urban social service transportation operations.

The Fresno Urban CTSA initiated services on April 1, 1983. The Fresno Urban CTSA provides coordinated/consolidated transportation services to the clients of social service agencies operating social service programs. The FCEOC's CTSA provides service to a myriad of agencies, which are described in greater detail below.

The OPB primarily reflects the services CTSA provides in the Fresno Urban and Rural areas for which TDA/LTF Article 4.5 funds are allocated. Some of the non-LTF Article 4.5 services provided by the CTSA, however, are described later in this section to provide a comprehensive view of the diversity of services offered by the CTSA. As a claimant of TDA/LTF Article 4.5 funds, FCEOC is a fiscal agent for Fresno Urban CTSA operations involving participating social service agencies in the Fresno Metropolitan Area.

II. DESCRIPTION OF EXISTING AND PROPOSED CTSA SERVICES IN THE FRESNO METROPOLITAN AREA (SUPPORTED BY TDA/LTF ARTICLE 4.5 FUNDS)

The agencies listed below currently and are proposed to continue to participate in the Fresno Urban CTSA in FY2007/08.

AGENCY	PROGRAM
1. Local Conservation Corps	(Vehicle Maintenance)
2. FMAAA Senior Transportation	(Elderly Transportation)
3. FCEOC	<i>Senior Meals/Summer Lunch</i> (Congregate Meal Delivery) (Vehicle Maintenance) <i>Head Start</i> (Student Transportation) (Congregate Meal Delivery) (Vehicle Maintenance)
4. St. Agnes - ADHC	(Elderly Transportation) (Vehicle Maintenance)
5. Masten Towers	(Elderly Passenger Transp.) (Vehicle Maintenance)
6. Nikkei	(Vehicle Maintenance)
7. West Fresno Health Coalition	Driver (Passenger Transportation)
8. Sanctuary	(Vehicle Maintenance)
9. Senior Citizens Village	(Elderly Transportation) (Vehicle Maintenance)
10. Fresno County Cal WORKSs	(Passenger Transportation)
11. Central Valley Regional Center	(Develop. Disabled Transportation) (Vehicle Maintenance)
12. Various Chartered trips for Social Service Agencies and Non-Profits	(Vehicle Maintenance) (General Transportation)
13. United Cerebral Palsy	(Emergency Coordinated Back-up Transportation)
14. Third Floor Program	(Emergency Coordinated Back-up Trans.)

15. West Fresno Health Care Coalition (General Transportation as needed)
16. Fresno County Department Of Education (General Transportation)

A more detailed description of CTSA's overall services is provided on the following pages, the categories "Timesharing and Ridesharing Services" versus "Consolidated Services."

A. Fresno Urban Timesharing and Ridesharing Services

Timesharing and Ridesharing Services provided by the Fresno Urban CTSA are consolidated into the City Transportation Network consisting of seventeen shared routes providing transportation and meal delivery to eight social service programs. A description of each program is provided in addition to program activity over the past two fiscal years (refer to Exhibit C).

1. FMAAA Senior Transportation Program

This program provides passenger transportation for senior citizens to locations throughout the City of Fresno. Service is provided each weekday.

2. FCEOC Food Services Senior Congregate Meal Program

The Congregate Program provides meal delivery service to various metropolitan area sites for the senior citizens of Fresno. Hot meals are delivered to specified sites each weekday.

3. Head Start Program - Meal Delivery

This program provides meal delivery for students to designated sites throughout Fresno each weekday. Services are provided to seventeen urban Head Start sites during the school year. The service operates approximately 154 days annually during the school year.

4. St. Agnes - Adult Day Health Care (ADHC)

The Urban CTSA provides a fixed route service five days per week for a total of seven routes. Services for this program started December 9, 1996. This program provides transportation for clients of St. Agnes ADHC program.

5. Masten Towers

This program provides passenger transportation services to senior citizens living at the Masten Towers Complex in Downtown Fresno. This service assists these citizens with inner-city mobility and provides transportation service to special outings as needed. One vehicle provides service three days a week and is available for special trips upon request.

6. Central Valley Regional Center

FCEOC has been providing contract services with CVRC to provide weekday round-trip passenger service from the program's developmentally disabled consumer's residence to various training and educational sites throughout Fresno county.

7. Charter Trips for social service agencies and Non-Profits.

Transit Systems provides special transportation services for non-profit groups,

such as the Police Activities League, Barios Unidos, Headstart sites, Hinton Center, Fresno County Dept. of Education, City of Fresno, Fresno County Rural Transit Agency etc. upon availability of vehicles and driving personnel.

8. Third Floor

Third Floor provides emergency vehicle back-up services to FCEOC upon request. Coordinated training and dispatch service made available.

9. Fresno County CalWorks

Provides ridesharing for clients during non-traditional hours 6:00 pm 6:00 a.m seven days per week. Clients are transported to job training or day care facilities for their children.

B. Fresno Urban Consolidated Services

The Fresno Urban CTSA provides consolidated transportation services to a variety of social service programs as described below.

1. Local Conservation Corps

The Urban CTSA provides vehicle maintenance for this program, which provides conservation training at designated sites.

2. FCEOC Head Start Program - Transportation

This program provides transportation service each weekday during the school year for students to fifteen Head Start sites.

3. Nikkei Program

The Urban CTSA provides vehicle maintenance and back up services to this program. The Nikkei Program provides passenger transportation service for Asian American seniors throughout Fresno. The Fresno Urban CTSA provides this service under subcontract with Nikkei. This service operates approximately 7.5 hours a day. The Urban CTSA provides back-up services.

4. Sanctuary

The Urban CTSA provides vehicle maintenance for the Sanctuary vehicle. Transportation services are provided to clients of this program, which is designed to provide a safe environment for at-risk youth.

5. Senior Citizens Village

The CTSA initiated service on April 8, 1994 under contract with the Senior Citizens Village located on South Chestnut Avenue. The CTSA provides demand-responsive transportation services for Senior Citizens Village residents eight hours Friday's using one fifteen passenger van.

SECTION III. PROPOSED FY 2007-08 BUDGET

The Urban CTSA FY 2007-08 combined capital and operating budget is estimated at \$5,324,240. This revenue includes a projected \$855,280 in Article 4.5 TDA funds, TDA 4.5 carryover of \$342,698, \$3,681,841 in social service revenue, and a FTA proposed grant of \$444,421.

I. BACKGROUND

FCRTA, as the claimant of TDA/LTF Article 4.5 funds for Rural CTSA operations, is the prime administrator of those funds. FCRTA provides technical assistance for OPB development and the COFCG monitors and evaluates FCEOC performance.

Much has been achieved with continued progress made to improve coordination and consolidation of social service transportation within Fresno County. In June 1988, an inventory of public and private social service agencies in Fresno County was completed by a consultant retained by the COFCG and is contained in two documents entitled "Updated Rural AB120 Action Plan - 1988" and "Updated Social Service Transportation Inventory - 1988." The documents were further updated since that date.

II. DESCRIPTION OF EXISTING AND PROPOSED CTSA SERVICES IN RURAL FRESNO COUNTY AREA (SUPPORTED BY TDA/LTF ARTICLE 4.5 FUNDS)

The agencies listed below currently and are proposed to continue to participate in the Fresno Rural CTSA in FY2004-05.

AGENCY	PROGRAM
1. FMAAA Senior Transportation	(Elderly Transportation) (Vehicle Maintenance)
2. FCEOC	<i>Food Services Senior Meals</i> (Congregate Meal Delivery) (Vehicle Maintenance) <i>Head Start</i> (Student Transportation) (Summer Food Service Program) (Congregate Meal Delivery) (Vehicle Maintenance)
3. Fresno County Rural Transit Agency (Public Agency Contract Services)	Fowler Transit (Shared General Public & Social Service)

- Kingsburg Transit*
(General Public)
 - Orange Cove Transit*
(General Public Inter-City Service)
 - Selma Transit* (Saturday Only)
(General Public)
 - Southeast Corridor Service*
(Back-Up Service to Inter-City Common Carrier Service for Elderly and Disabled)
- 4. Ridesharing Services
 - Firebaugh Transit*
(Public Agency Contract Services)
(Shared General Public & social service)
 - Huron Transit*
(Shared General Public & social service)
 - Mendota Transit*
(Shared General Public & social service)
 - Orange Cove Transit* (In-City)
(Shared General Public & social service)
 - Parlier Transit*
(Shared General Public & social service)
 - San Joaquin Transit*
(Shared General Public & social service)
 - Auberry Transit*
(Shared General Public & social service)
- 5. Del Rey Service Center (Elderly Transportation& General Public)
- 6. Fresno County Office of Education (Student Transportation)
- 7. Central Valley Regional Center (Disabled Passenger Transportation)
- 8. Charter Trips for Social Service agencies And Non-Profits. General Public transportation (Vehicle Maintenance)
- 9. Fresno County Department of Education
Provides transportation to two programs: Transports students pursuing medical

oriented education from rural areas to Sunnyside High School.; and students involved in Court School Education to the South Valley.

A. Fresno County Rural Timesharing Services

The social service programs and public transit contracts listed below comprise the Rural CTSA Timesharing operations. A description of each program is provided in addition to existing FY2005-2006 and projected FY2006-2007 program activity (refer to Exhibit I).

1. Senior Transportation Programs

Approximately five (5) hours of daily transportation service is provided for seniors living in Auberry and the surrounding areas.

Del Rey Service Center operates four (4) hours per day five days per week transporting seniors to the Del Rey Meal Center and Sanger region.

2. FCEOC Food Services Senior Meals and Summer Lunch Program

Congregate senior meal delivery service is provided to nineteen rural communities and anticipates serving fifteen sites for Summer Lunch programs.

3. FCEOC Head Start Program - Meal Delivery

This program provides meal delivery for students to fifteen (15) designated sites throughout Fresno County each weekday. Services are provided during the school year. Meal delivery is also provided to other rural Head start sites on a requested basis.

B. Fresno Rural Ridesharing Services

1. Central Valley Regional Center (CVRC)

FCEOC has been providing contract services with CVRC to provide Weekday round-trip passenger service from the program's Developmentally Disabled consumer's residence to various training and Educational sites Throughout Fresno County.

2. Special Functions

Transit Systems provides transportation for special functions for various non-profit agencies within Fresno County such as miscellaneous Head start field trips, and the summer job training seminars for the Workforce Development Board.

C. Fresno County Rural Consolidated Services

The Rural CTSA augments senior travel on the following routes.

1. Auberry Transit

FCRTA contracts with FCEOC to provide service as Auberry Transit. Service was provided by an ADA-accessible, alternatively fueled van, a recent change of vehicles was to which is fueled by unleaded gas. The FCEOC operates this system for (6) hours per day as a general public and senior transportation route.

2. Del Rey Transit

The Rural CTSA began operations of the Del Rey community service in September 1984. The service provides intra-community service and inter-city community service to Sanger on a demand-response basis four hours per weekday. The service is primarily oriented to serve senior citizens.

3. Firebaugh Transit

The FCRTA contracted with FCEOC/CTSA to provide lift-equipped, intra-city public transit services. Intra-city service hours increased one hour to match activities and programs at the Senior Center (7:00 A.M. to 5:30 P.M.)

4. FCEOC Head Start Program - Transportation

The Rural CTSA provides transportation services to twelve Head Start sites in Rural Fresno County. The service operates a total of approximately five days per site, 168 days per year; hours fluctuate due to various field trip outings.

5. Huron Transit

The transit is provided under contract with FCEOC/CTSA. Lift-equipped services are available (5 days a week Monday - Friday) from 6:00 A.M. to 5:00 P.M.

6. Mendota Transit

Mendota Transit provides demand-responsive, lift-equipped in-city services in its Sphere of Influence from 7:00 a.m to 5:30 p.m. Mendota Transit is operated by the FCEOC/CTSA in cooperation with FCRTA.

Recent residential and commercial development has resulted in increased demand for transit service. Marketing programs have been implemented in an attempt to attract a patronage representative of a community the size of Mendota.

7. Orange Cove Transit

Orange Cove Transit has operated a lift-equipped van within its Sphere of Influence for ten hours each weekday on a demand-response basis. Orange Cove Transit is operated by the FCEOC/CTSA in cooperation with FCRTA.

8. Parlier Transit

Parlier Transit operates lift-equipped, demand-response service within its Sphere of Influence from 7:00 am to 4:00 pm. (5 six days per week Monday thru Friday). Parlier Transit is operated by the FCEOC/CTSA in cooperation with FCRTA.

9. Fresno County Office of Education

This contract, awarded February 1998, transports students from the Fowler/Selma/Laton south valley areas for specialized training classes for the Fresno County Office of Education Tielman Center. Additionally a separate service transports students from the south valley area to Sunnyside High for a Doctors Academy program.

D. General Public Transit Service (FCRTA Contracts)

1. Auberry Inter-City

Driver circulates to pickup passengers with prior reservations between 8:00 a.m to 10:00 a.m. The driver transports to Fresno-Clovis Metro Area and drops between 10:00 a.m to 11:30 a.m. The driver resumes Picking up passengers in Fresno-Clovis Metro Area between 1:00 p.m to 3:00 p.m and transport passengers back home between 3:00 p.m to 5:00 p.m. This service operates one day per week on Tuesdays.

2. Biola Transit

Biola Transit began operations in October 2006, as an 8 hour t5 day per week service. Due to lack of ridership it began in 2-07 as a 1 day per week service, for general public and seniors.

3. Fowler Transit

Fowler Transit began operations in July 2006, as a 10 hour 5 day per week service, provides demand-responsive, lift-equipped in-city service in its Sphere of Influence from 7:00 a.m to 5:30 p.m. Fowler transit is operated by the FCEOC/CTSA in cooperation with FCRTA.

4. Huron inter-City Transit

Inter-City, lift-equipped services to Fresno are available via Coalinga Transit six days per week. Rider ship is generally high due to day care, senior, disabled and general public activity.

5. Kingsburg Transit

Kingsburg Transit provides 55 hours of weekly intra-city service with one lift-equipped vehicle.

6. Orange Cove Inter-City Transit

Inter-city, lift-accessible fixed-route service is also offered twice daily, linking Orange Cove to Fresno via Reedley, Parlier and Sanger to Fresno. This service provides transportation 5 days per week 6:00 am-6:00 pm.

7. San Joaquin Transit

San Joaquin Transit has consolidated with Westside Transit to provide lift-equipped demand-responsive service in its Sphere of Influence and the unincorporated communities of Cantua Creek, El Porvenir, Halfway, Three Rocks and Tranquillity weekdays for eight hours daily.

8. Selma Transit

Intra-City and Inter-City Operations

Selma Transit operates three lift-equipped vehicles on a demand-response basis during a ten-hour period each weekday. Saturday service also is available through an FCEOC/FCRTA contract. Limited "on-call" service to the Selma Airport is available on request.

City dispatch personnel have controlled ridership demand through trip grouping and coordination of vehicles.

9. Southeast Corridor Service

An inter-city service responsibility for the patrons desiring elderly and disabled service from Kingsburg, Selma and Fowler to Fresno is provided through a contractual service agreement between the FCRTA and the Rural CTSA. A lift-equipped vehicle is provided by the FCRTA.

10. Westside Corridor

An inter-city service responsibility for the patrons desiring elderly and disabled service from Firebaugh, Mendota, Kerman and San Joaquin Transit to Fresno is provided through a contractual service agreement between the FCRTA and the Rural CTSA. A lift-equipped vehicle is provided by the FCRTA.

III. PROPOSED FY 2006-07 CTSA SERVICES IN RURAL FRESNO COUNTY AREA.
A. Service Priorities

The Rural CTSA established the following as priorities for new services.

1. Support specialized inter-city transportation for the elderly and disabled.
2. Support specialized service to unincorporated areas.
3. Work with FCRTA to support social service transportation coordination with public and private agencies.

A major objective of the rural program is to eliminate duplication of service, which occurs where services are not responsive to client needs. Coordination of inter-city service scheduling and dispatch would have the greatest priority.

Support of services in the unincorporated areas would be predicated on the ability of such service to meet reasonable performance goals and objectives.

In order to promote greater equity in the funding of CTSA services, it is recommended that TDA/LTF Article 4.5 support of specialized services for the elderly and disabled be allocated, to the extent possible, to various cities based on the proportion which would be justified given the population of the city and the surrounding areas. These funds would be used to support both intra-city and inter-city services. If additional funds were required to support specialized services to a given city, TDA/LTF Article 8c funding should be utilized. The TDA/LTF Article 4.5 funds allocated to the Rural CTSA (based on the unincorporated population in Fresno County) should be used to support specialized services in unincorporated areas and inter-city services in unincorporated areas and inter-city disabled accessible "back-up" services. Any remaining funds should be used to augment specialized services provided by the FCRTA sub-systems. These expanded services would be required to meet reasonable performance goals.

In those cities where public transit exists primarily to meet elderly and disabled needs, it is recommended that services be provided in a manner that emphasizes "specialized services" rather than "general public." Funding should be shifted from TDA/LTF Article 4 to a combination of Article 4, 4.5 and 8c. This would enhance the contracting of services with a provider who is responsive in addressing elderly and disabled transportation needs.

IV. PROPOSED FY 2007-08 BUDGET

The total FY 2007-08 Rural CTSA capital and operating budget is estimated at \$2,285,735. This includes operating revenue projected at \$1,807,278 in social service funding and \$451,208 in TDA 4.5 funds, and \$27,249 in TDA 4.5 carryover funds.

SECTION VII. FY2006-07 URBAN AND RURAL CTSA SERVICE IMPROVEMENT PROGRAM

1.I. SERVICE IMPROVEMENT PROGRAM OBJECTIVES

The following reflects program development objectives to be used as guidelines in the implementation of Fresno Urban and Rural FY 2007-08 OPB.

A. General Administration

1. Utilize to the maximum extent possible LTF funds to help subsidize qualified social service agencies with their transportation needs.
2. Continue to seek more efficient and cost effective measures as a means of maximizing resources in an effort to meet the transportation need of social service agencies.
3. Seek additional transportation contracts, to the extent possible, that do not require additional TDA/LTF Article 4.5 funding in an effort to lower overhead and stretch the LTF funds.
4. Consolidate transportation service where feasible.
5. Encourage and support supervisory staff to obtain higher training certificates
6. Continue to explore funding to purchase routing/scheduling software
7. Continue to foster cooperative working relationships between the Fresno Urban and Rural CTSA co-designates in an effort to assure effective coordination between public transit and social service transportation providing focusing on the following areas:
 - a. Seek additional areas for coordination/consolidation of transportation routes and subsystem to eliminate duplication and assure a seamless and effective system.
 - b. Compatibility of administrative system, such as management information system (MIS) and accounting system, in order to eliminate duplicated efforts and assures smooth transition to coordinate services where public transit operators provide social services.

- c. Shared cost-saving measures, such as coordinated management, purchasing of fuel, maintenance and supplies, and insurance, coordinate driver training programs and coordinated central dispatching.
8. Continue to be active in the Social Service Transportation Advisory Committee (SSTAC) and Transportation Technical Committee (TTC).

B. Personnel Management and Training

1. Examine staffing requirements necessary to manage growth and encourage Supervisor staff to obtain higher training certificates.
2. Review personnel management practices and provide training to program supervisors on personnel management, performance evaluation and disciplinary practices.
3. Continued compliance with Department of Transportation Drug and Alcohol Testing Program.
4. Provide maximum training opportunities for staff development.
5. Continued compliance with Assembly Bill 1611, mandating fingerprinting for all drivers of developmentally disabled persons.
6. Hold six (6) mandatory in-service/training sessions for all drivers

C. Operations

1. Continue to ensure optimal scheduling of dispatchers and drivers.
2. Monitor farebox collection procedures and ensure that strict procedures are adhered.
3. Continue to require drivers to provide complete and accurate driver logs on a daily basis to facilitate input into the management information system and ensure its effectiveness. Develop procedures to insure timely input analysis, and feedback to supervisors, drivers, and funding sources to enhance accountability.
4. Evaluate accident-reporting procedures to ensure timeliness and accuracy. Post accident evaluation rate as 'at fault,' 'not at fault,' 'preventable,' and 'not preventable' as per TDA Performance Evaluation Guidelines.
5. Assure all pre-trip inspections are submitted in a timely fashion.

D. Service Planning/Program Development

1. Working through the Fresno Urban and Rural CTSA's seek to establish service needs and set priorities for service provision.
2. Work to ensure program continuity and accumulate sufficient operations data to evaluate service.
3. Work with participating social service agencies and FCRTA to continue to record complaint-handling and incident procedures.
4. Work with all interested qualified social service agencies to explore the potential of consolidating their existing routes with public transit and Fresno Urban and Rural CTSA services.
5. Based on evaluation efforts, prepare and submit an updated OPB and associated TDA/LTF Article 4.5 claims.
- 6.

E. Maintenance

1. Continue to bid out high volume, expensive parts to the local vendors. Assure that we are utilizing our warranty repairs through the vehicle dealers, and continue seeking the best quality and for cost sublet repair stations.
2. Document vehicle down time due to inspections or repair and the frequency and cause of mechanical failures.
3. Evaluate mechanics schedules and adjust operating hours to more efficiently provide preventative maintenance and minimize out-of-service vehicles.
4. Seek resources to improve the maintenance facility capacity and personnel performance.
5. Maintain an updated "Fleet Plan" consistent with proposed service programs and to serve as a key basis for determining short-range and long-range vehicle replacement and expansion requirements.
6. Develop a graph to show maintenance cost per vehicle.

F. Marketing

1. Continue to expand marketing program efforts through regular outreach with social service agencies throughout Fresno County. Utilize the newly prepared FCEOC Transit Systems CTSA operation brochure at workshop and conference events.
2. Keep informed of air quality and congestion management requirements and assesses the potential of FCEOC's transit services to serve as a critically needed mitigation measure.

G. Funding

1. Seek to maximize operating and capital revenue through all potential federal, state and local funding sources.

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EXHIBIT A
URBAN CTSA SERVICES
2007/2008

AGENCY	TRANSPORTATION				MEAL DELIVERY	MAINTENANCE VEHICLES
	GENERAL	ELDERLY	DISABLED	STUDENT		
CENTRAL VALLEY REGIONAL CENTER			X			X
Fresno County CalWORKS	X					X
LOCAL CONSERVATION CORPS				X*		X
FMAAA SENIOR TRANSPORTATION		X	X			X
Food Services Senior Meals (FMAAA & CITY OF FRESNO)					X	X
HEAD START				X	X	X
Special Functions					X	X
ST. AGNES ADULT DAY HEALTH CARE		X	X			X
MASTEN TOWERS		X	X			X
NIKKEI SENIOR CENTER		X**				X
SANCTUARY				X*		X
SENIOR CITIZENS VILLAGE		X				X
SPECIAL EVENTS-NON PROFIT CHARTER TIMESHARES	X	X	X			X

* Provide own transportation.

** Urban CTSA provides back-up.

2007/2008

“ Provide own transportation and Driver

EXHIBIT C
FRESNO URBAN CTSA SERVICES

SERVICE DESCRIPTION	TYPE	FY 2006-07 (ESTIMATED)				FY 2007-08 (PROJECTED)			
		PASSENGER		VEHICLE		PASSENGER		VEHICLE	
		TRIPS	HOURS	TRIPS	MILES	TRIPS	HOURS	TRIPS	MILES
PASSENGER TRANSPORTATION									
Senior Programs	Rideshare	10,034	3,106	50,230		10,134	3,139	50,732	
FMAAA - All routes	Timeshare	1,674	1,183	10,828		1,691	1,195	10,936	
Masten Tower	Timeshare	2,388	1,396	19,296		2,412	1,410	19,489	
Nikkei	Rideshare	768	220	1,840		776	222	1,858	
Senior Citizens Village									
<i>Subtotal</i>		14,864	5,907	82,194		15,013	5,966	83,016	
Student (School Bus) Programs									
Head Start	Consolidate	161,046	10,685	121,211		162,656	10,792	122,423	
<i>Subtotal</i>		161,046	10,685	121,211		164,267	10,899	123,635	
Disabled Programs									
St. Agnes ADHC	Timeshare	18,838	6,440	109,575		19,026	6,504	110,671	
Central Valley Regional Center	Timeshare	135,455	50,572	963,463		136,810	51,078	973,098	
<i>Subtotal</i>		154,293	57,012	1,073,038		155,836	57,582	1,083,768	
Low Income/Social Service Programs:									
Fresno County Calworks Night Transportation	Timeshare	5,766	2,874	81,022		5,824	2,903	81,832	
Special Functions	Timeshare	2,615	378	5,239		2,641	382	5,291	
<i>Subtotal</i>		8,381	3,252	86,261		8,465	3,285	87,123	
Passenger Total		338,584	76,856	1,362,704		343,580	77,731	1,377,543	
MEAL DELIVERY TRANSPORTATION									
ALL FCEOC Meal Delivery	CONGREGATE Timeshare	473,028	3,370	67,648		477,758	3,404	68,324	
<i>Delivery Total</i>		473,028	3,370	67,648		477,758	3,404	68,324	
FRESNO URBAN CTSA TOTAL		811,612	80,226	1,430,352		821,339	81,135	1,445,868	

EXHIBIT D

FRESNO URBAN CTSA PERFORMANCE INDICATORS
(Estimated and Projected)

FY 2006-07	TOTAL				COST PER			TRIPS/MEALS PER		
	SERVICE DESCRIPTION	TRIPS	HOURS	MILES	COSTS *	TRIP	HOUR	MILE	HOUR	MILE
	Passenger Transportation	338,584	76,856	1,362,704	\$3,707,294	\$10.95	\$48.24	\$2.72	4.4	0.2
	Delivery Transportation	473,028	3,370	67,648	\$120,000	\$0.25	\$35.61	\$1.77	140.4	7.0
	Totals//Average	811,612	80,226	1,430,352	\$3,827,294	\$4.72	\$47.71	\$2.68	10.1	0.6

FY 2007-08	TOTAL				COST PER			TRIPS/MEALS PER		
	SERVICE DESCRIPTION	TRIPS	HOURS	MILES	COSTS	TRIP	HOUR	MILE	HOUR	MILE
	Passenger Transportation	343,580	77,731	1,377,543	\$3,772,319	\$10.98	\$48.53	\$2.74	4.4	0.2
	Delivery Transportation	477,758	3,404	68,324	\$122,500	\$0.26	\$35.99	\$1.79	140.4	7.0
	Totals//Average	821,338	81,135	1,445,867	\$3,894,819	\$4.74	\$48.00	\$2.69	10.1	0.6

* Vehicle Lease , Depreciation, and Capital costs excluded from operating costs basis.

EXHIBIT E

**FRESNO URBAN CTSA REVENUE
(Estimated)
FY 2006-07**

BUDGET

1. CAPITAL REVENUE	
A. FTA Section 5310 (05/06 cycle)	\$444,421
B. 5310 Match TDA	\$57,579
C. TDA Carryover	\$175,000
TOTAL CAPITAL REVENUE	\$677,000
2. OPERATING REVENUE	
A. Contract Service Revenue	
1. Central Valley Regional Center	\$2,279,999
2. FMAAA Senior Transportation	52,620
3. Masten Towers	37,000
4. Seniors Citizens Village	6,700
5. Nikkei	1,000
6. FCEOC - Head Start Transportation	456,000
7. St. Agnes - ADHC	127,218
8. FCEOC-Food Services -All Meal Delivery	85,500
9. Special Trips	19,000
10. Fresno County CALWORKS Transportation	302,515
11. Projected Fuel Surcharge Revenue	45,000
TOTAL Operational SERVICE REVENUE	\$3,412,552
B. TDA / LTF 4.5	\$757,440
TOTAL OPERATING REVENUE	\$4,169,992
3. OTHER	
TOTAL REVENUE	\$4,846,992

EXHIBIT F

FRESNO URBAN CTSA EXPENDITURES
(Estimated)
FY 2006-07

	URBAN	SOC SVC	FTA	
CATEGORIES	LTF	FUNDS	5310	TOTAL
1. CAPITAL				
A. Vehicles - FTA Grant Cycle (05/06)	\$57,579	\$0	\$444,421	\$502,000
B. Facility Expansion and Renovation	\$175,000	\$0	\$0	\$175,000
TOTAL CAPITAL EXPENSES	\$232,579	\$0	\$444,421	\$677,000
2. DIRECT OPERATING				
A. Service Contracts	\$9,600			\$9,600
B. Direct Operating Costs				
(1) Fuel	\$80,864	\$409,136		\$490,000
(2) Maintenance/Registration	\$59,058	\$265,942		\$325,000
(3) Depreciation/Interest/Vehicles	\$37,434	\$168,566		\$206,000
(4) Insurance	\$49,972	\$225,028		\$275,000
(5) Uniform Costs	\$909	\$4,091		\$5,000
(6) Radio Service	\$3,340	\$15,042		\$18,382
TOTAL DIRECT OPER EXPENSES	\$241,177	\$1,087,805	\$0	\$1,328,982
3. TRANSIT PERSONNEL				
A. Drivers/Driver Aides	\$208,975	\$941,025		\$1,150,000
B. Supervision/Dispatch/Admin.	\$56,878	\$256,122		\$313,000
C. Fringe Benefits	\$145,374	\$654,626		\$800,000
TOTAL PERSONNEL EXPENSES	\$411,227	\$1,851,773	\$0	\$2,263,000
4. ADMINISTRATION				
A. FCEOC Administration	\$42,086	\$189,514		\$231,600
B. Telephone/Utilities	\$4,621	\$20,808		\$25,429
C. Supplies	\$6,001	\$27,025		\$33,026
D. Miscellaneous	\$8,470	\$38,143		\$46,613
E. Audit	\$922	\$4,151		\$5,073
F. Contingency	\$42,934	\$193,335		\$236,269
TOTAL ADMIN EXPENSES	\$105,034	\$472,976	\$0	\$578,010
TOTAL OPERATING EXPENSES	\$757,438	\$3,412,554	\$0	\$4,169,992
TOTAL EXPENDITURES	\$990,017	\$3,412,554	\$444,421	\$4,846,992

EXHIBIT G

**FRESNO URBAN CTSA REVENUE
(Projected)
FY 2007-08**

BUDGET	
1. CAPITAL REVENUE	
A. FTA Section 5310 (05/06 cycle)	\$444,421
B. FTA 5310 Match-TDA 07/08	\$60,000
C. Transit Building Renovation - TDA 07/08	\$282,302
D. Transit Building Renovation - TDA carryover	\$67,698
E. City of Fresno Water Main Extension- TDA carryover	\$175,000
F. Vehicle Replacement - Meal Delivery TDA carryover	\$100,000
TOTAL CAPITAL REVENUE	\$1,129,421
2. OPERATING REVENUE	
A. Contract Service Revenue	
1. Central Valley Regional Center	\$2,536,132
2. FMAAA Senior Transportation	52,620
3. Masten Towers	36,133
4. Seniors Citizens Village	6,679
5. Nikkei	0
6. FCEOC - Head Start Transportation	482,475
7. St. Agnes - ADHC	132,312
8. FCEOC-Food Services -All Meal Delivery	121,490
9. Special Trips	25,000
10. Fresno County CALWORKS Transportation	289,000
TOTAL Operational SERVICE REVENUE	\$3,681,841
B. TDA / LTF 4.5 (07/08)	\$512,978
TOTAL OPERATING REVENUE	\$4,194,819
TOTAL REVENUE	\$5,324,240

EXHIBIT H

FRESNO URBAN CTSA EXPENDITURES
(Projected)
FY 2007-08

	URBAN	SOC SVC	FTA	Total
CATEGORIES	LTF	FUNDS	5310	Budget
1. CAPITAL				
A. Vehicles - FTA Grant Cycle (05/06)	\$60,000	\$0	\$444,421	\$504,421
B. Facility Renovation-TDA 07/08	\$282,302	\$0	\$0	\$282,302
C. Transit Building Renovation-TDA carryover	\$67,698			\$67,698
D. City of Fresno Water Main extension-TDA carryover	\$175,000			\$175,000
E. Vehicle Replacement-Meal Delivery TDA carryover	\$100,000			\$100,000
TOTAL CAPITAL EXPENSES	\$685,000	\$0	\$444,421	\$1,129,421
2. DIRECT OPERATING				
A. Service Contracts	\$9,600			\$9,600
B. Direct Operating Costs				
(1) Fuel	\$80,864	\$373,277		\$454,141
(2) Maintenance/Registration	\$41,095	\$294,143		\$335,238
(3) Depreciation/Interest/Vehicles	\$6,013	\$43,038		\$49,051
(4) Insurance	\$31,296	\$224,009		\$255,305
(5) Uniform Costs	\$541	\$3,872		\$4,413
(6) Radio Service	\$1,584	\$11,339		\$12,923
TOTAL DIRECT OPER EXPENSES	\$170,993	\$949,678	\$0	\$1,120,671
3. TRANSIT PERSONNEL				
A. Drivers/Driver Aides	\$145,896	\$1,044,275		\$1,190,171
B. Supervision/Dispatch/Admin.	\$40,849	\$292,380		\$333,229
C. Fringe Benefits	\$100,052	\$716,142		\$816,194
TOTAL PERSONNEL EXPENSES	\$286,797	\$2,052,797	\$0	\$2,339,594
4. ADMINISTRATION				
A. FCEOC Administration	\$24,675	\$176,619		\$201,294
B. Telephone/Utilities	\$3,110	\$22,259		\$25,369
C. Supplies	\$1,353	\$9,685		\$11,038
D. Miscellaneous	\$7,860	\$56,256		\$64,116
E. Audit	\$728	\$5,209		\$5,937
F. Contingency	\$17,463	\$409,337		\$426,800
TOTAL ADMIN EXPENSES	\$55,189	\$679,365	\$0	\$734,554
TOTAL OPERATING EXPENSES	\$512,978	\$3,681,841	\$0	\$4,194,819
TOTAL EXPENDITURES	\$1,197,978	\$3,681,841	\$444,421	\$5,324,240

**EXHIBIT 1
FRESNO RURAL CTSA SERVICES**

SERVICE DESCRIPTION	TYPE	FY 2006-07 (ESTIMATE)			FY 2007-08 (PROJECTED)		
		PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES	PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES
PASSENGER TRANSPORTATION:							
Student (School Bus) Programs							
Head Start	Consolidate	109,776	6,182	81,964	110,874	6,244	82,784
Other Programs							
Central Valley Regional Center	Timeshare	66,717	24,908	474,541	67,384	25,157	479,286
Fresno County Office of Education -Court School	Consolidate	8,110	3,166	26,920	8,191	3,198	27,189
Fresno County Office of Education -Medical School	Consolidate	7,308	1,176	25,608	7,381	1,188	25,864
Special Trips	Consolidate	764	238	3,719	772	240	3,756
Subtotal		82,899	29,488	530,788	83,728	29,783	536,096
FCRTA (Public Transportation)							
Kingsburg Transit		17,680	3,261	27,776	17,680	3,261	27,776
Selma Transit (Saturdays)		3,210	392	4,303	3,210	392	4,303
Southeast Corridor Service		10,140	2,091	39,638	10,140	2,091	39,638
Westside Corridor		9,580	2,244	49,526	9,580	2,244	49,526
Huron Inter-City		7,048	1,230	27,790	7,048	1,230	27,790
Orange-Cove Inter-City-In-City		32,348	4,960	62,180	32,348	4,960	62,180
Subtotal		80,006	14,178	211,213	80,006	14,178	211,213
FCRTA (Shared Public & Social Svc)	Rideshare						
Auberry Transit (Incls. Inter-City)		4,082	1,920	30,934	4,082	1,920	30,934
Bioia		604	504	8,739	604	504	8,739
Firebaugh Transit		23,838	2,442	30,948	23,838	2,442	30,948
Fowler Transit		13,986	2,452	21,602	13,986	2,452	21,602
Huron Transit		62,382	2,752	11,504	62,382	2,752	11,504
Juvenile Justice		992	1,108	26,782	992	1,108	26,782
Mendota Transit		19,980	2,460	38,954	19,980	2,460	38,954
Del Rey Transit		6,542	1,984	31,022	6,542	1,984	31,022
Parlier Transit		9,830	1,994	18,658	9,830	1,994	18,658
San Joaquin Transit		3,328	1,984	33,478	3,328	1,984	33,478
Subtotal		145,564	19,600	252,621	145,564	19,600	252,621
Passenger total		418,245	69,448	1,076,586	420,172	69,805	1,082,714
MEAL DELIVERY TRANSPORTATION:							
Congregate							
FCEOC Meal Delivery -All	Timeshare	387,026	5,274	157,848	390,896	5,327	159,426
Delivery Total		387,026	5,274	157,848	390,896	5,327	159,426
FRESNO RURAL CTSA TOTAL		805,271	74,722	1,234,434	811,068	75,131	1,242,140

EXHIBIT J

FRESNO RURAL CTSA PERFORMANCE INDICATORS
(Estimated and Projected)

FY 2006-07		TOTAL			COST PER			TRIPS PER	
SERVICE DESCRIPTION	TRIPS	HOURS	MILES	COSTS	TRIP	HOUR	MILE	HOUR	MILE
Passenger Transportation	192,675	35,670	612,752	\$1,925,800	\$10.00	\$53.99	\$3.14	5.4	0.3
Delivery Transportation	387,026	5,274	157,848	\$248,816	\$0.64	\$47.18	\$1.58	73.4	2.5
Total/Average	579,701	40,944	770,600	2,174,616	\$3.75	\$53.11	\$2.82	14.2	0.8

FY 2007-08		TOTAL			COST PER			TRIPS PER	
SERVICE DESCRIPTION	TRIPS	HOURS	MILES	COSTS	TRIP	HOUR	MILE	HOUR	MILE
Passenger Transportation	194,602	36,027	618,880	\$2,029,455	\$10.43	\$56.33	\$3.28	5.4	0.3
Delivery Transportation	390,896	5,327	159,426	\$256,280	\$0.66	\$48.11	\$1.61	73.4	2.5
Total/Average	585,498	41,354	778,306	2,285,735	\$3.90	\$55.27	\$2.94	14.2	0.8

FCRTA Transit Numbers not included in above indicators.

EXHIBIT K

RURAL CTSA REVENUE Estimated FY 2006-07

	Budget
1. CAPITAL REVENUE	
TDA / LTF 4.5	
Social Service Revenue -	
<i>TOTAL CAPITAL REVENUE</i>	\$0
2. OPERATING REVENUE	
A. Contract Service Revenue:	
1. Central Valley Regional Center	\$1,122,985
2. FCEOC Headstart - Transportation	\$365,000
3. FCEOC Meal Delivery- All	\$112,500
4. Fresno County Office of Education- Court School	\$41,000
5. Fresno County Office of Education- Medical School-Sunnyside	\$36,000
6. Special Trips	\$11,970
7. Projected Fuel Surcharge	\$27,000
<i>TOTAL SERVICE REVENUE</i>	\$1,716,455
B. TDA / LTF 4.5	\$427,592
TDA carryover @ 6-30-06	\$30,569
<i>TOTAL OPERATING REVENUE</i>	\$2,174,616
TOTAL REVENUE	\$2,174,616

EXHIBIT L

FRESNO RURAL CTSA EXPENDITURES
(Estimated)
FY 2006-07

CATEGORIES	RURAL LTF	SOC SVC FUNDS	FTA SEC 16	Total Budget
1. CAPITAL				
A. Vehicles		\$0	\$0	\$0
TOTAL CAPITAL EXPENSES	\$0	\$0	\$0	\$0
2. DIRECT OPERATING				
A. (1) Service Contracts-FCRTA Augmentation	\$34,308	\$130,792		\$165,100
(2) Senior Transit Passes -FCRTA Rural Systems	\$15,000			\$15,000
B. Direct Operating Costs				
(1) Fuel	\$57,145	\$244,855		\$302,000
(2) Maintenance/Registration	\$40,521	\$154,479		\$195,000
(3) Depreciation/Interest/Vehicles	\$5,403	\$20,597		\$26,000
(4) Insurance	\$32,832	\$125,168		\$158,000
(5) Uniform Costs	\$416	\$1,584		\$2,000
(6) Radio Service	\$2,414	\$9,204		\$11,618
TOTAL DIRECT OPER. EXPENSES	\$188,039	\$686,679	\$0	\$874,718
3. TRANSIT PERSONNEL				
A. Drivers	\$119,536	\$455,710		\$575,246
B. Supervision/Dispatch	\$25,975	\$99,025		\$125,000
C. Fringe Benefits	\$77,925	\$297,075		\$375,000
TOTAL PERSONNEL EXPENSES	\$223,436	\$851,810	\$0	\$1,075,246
4. ADMINISTRATION				
A. FCEOC Administration	\$22,390	\$85,360		\$107,750
B. Telephone/Utilities	\$3,340	\$12,731		\$16,071
C. Supplies	\$4,338	\$16,536		\$20,874
D. Miscellaneous	\$6,121	\$23,336		\$29,457
E. Audit	\$520	\$1,981		\$2,500
F. FCRTA Administration	\$2,078	\$7,922		\$10,000
G. Contingency	\$7,896	\$30,104		\$38,000
TOTAL ADMIN EXPENSES	\$46,683	\$177,969	\$0	\$224,652
TOTAL OPERATING EXPENSES	\$458,158	\$1,716,458	\$0	\$2,174,616
TOTAL EXPENDITURES	\$458,158	\$1,716,458	\$0	\$2,174,616

EXHIBIT M

RURAL CTSA REVENUE (Projected) FY 2007-08

	Budget
1. CAPITAL REVENUE	
TDA / LTF 4.5	
Social Service Revenue -	
<i>TOTAL CAPITAL REVENUE</i>	\$0
2. OPERATING REVENUE	
A. Contract Service Revenue:	
1. Central Valley Regional Center	\$1,249,140
2. FCEOC Headstart - Transportation	\$356,594
3. FCEOC Meal Delivery- All	\$84,372
4. Fresno County Office of Education- Court School	\$46,800
5. Fresno County Office of Education- Medical School-Sunnyside	\$45,360
6. Special Trips	\$25,012
<i>TOTAL SERVICE REVENUE</i>	\$1,807,278
B. TDA / LTF 4.5	\$451,208
TDA carryover @ June 30, 2006	\$27,249
<i>TOTAL OPERATING REVENUE</i>	\$2,285,735
TOTAL REVENUE	\$2,285,735

EXHIBIT N

FRESNO RURAL CTSA EXPENDITURES
(Projected)
FY 2007-08

CATEGORIES	RURAL LTF	SOC SVC FUNDS	FTA SEC 16	Total Budget
1. CAPITAL				
A. Vehicles		\$0	\$0	\$0
TOTAL CAPITAL EXPENSES	\$0	\$0	\$0	\$0
2. DIRECT OPERATING				
A. Service Contracts-FCRTA Augmentation	\$34,308	\$130,792		\$165,100
Senior Transit Passes -FCRTA Rural Systems	\$15,000			\$15,000
B. Direct Operating Costs				
(1) Fuel	\$47,880	\$222,979		\$270,859
(2) Maintenance/Registration	\$40,846	\$155,716		\$196,562
(3) Depreciation/Interest/Vehicles	\$5,392	\$20,557		\$25,949
(4) Insurance	\$31,107	\$118,588		\$149,695
(5) Uniform Costs	\$538	\$2,049		\$2,587
(6) Radio Service	\$1,575	\$6,002		\$7,577
TOTAL DIRECT OPER. EXPENSES	\$176,644	\$656,685	\$0	\$833,329
3. TRANSIT PERSONNEL				
A. Drivers	\$120,877	\$460,820		\$581,697
B. Supervision/Dispatch	\$27,523	\$104,926		\$132,449
C. Fringe Benefits	\$79,421	\$302,776		\$382,197
TOTAL PERSONNEL EXPENSES	\$227,820	\$868,523	\$0	\$1,096,343
4. ADMINISTRATION				
A. FCEOC Administration	\$16,333	\$62,269		\$78,602
B. Telephone/Utilities	\$2,579	\$9,833		\$12,412
C. Supplies	\$1,122	\$4,278		\$5,400
D. Miscellaneous	\$5,543	\$21,130		\$26,673
E. Audit	\$604	\$2,301		\$2,905
F. FCRTA Administration	\$2,078	\$7,922		\$10,000
G. Contingency	\$45,734	\$174,337		\$220,071
TOTAL ADMIN EXPENSES	\$73,993	\$282,070	\$0	\$356,063
TOTAL OPERATING EXPENSES	\$478,457	\$1,807,278	\$0	\$2,285,735
TOTAL EXPENDITURES	\$478,457	\$1,807,278	\$0	\$2,285,735

**CONSOLIDATED TRANSPORTATION SERVICE AGENCY
OPERATIONS PROGRAM AND BUDGET
FOR FISCAL YEAR 2007-2008
CLOVIS URBAN AREA**

Draft Date: May 2007

**WORKING DRAFT
DISCUSSION ONLY**

**SUBMITTED TO
THE COUNCIL OF FRESNO COUNTY GOVERNMENTS**

**PREPARED BY
CITY OF CLOVIS
THE CLOVIS CONSOLIDATED TRANSPORTATION SERVICE AGENCY**

**1033 Fifth Street
Clovis, CA 93612
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OPERATIONS AND PROGRAM BUDGET OF THE CLOVIS URBAN CONSOLIDATED TRANSPORTATION SERVICE AGENCY

INTRODUCTION

The City of Clovis operates two types of public transit service. Clovis Stageline provides general public, fixed-route service within the City limits and to California State University, Fresno. Clovis Roundup operates specialized demand-responsive service for elderly and disabled residents with scheduled trips within Clovis/ Fresno metropolitan area. The City of Clovis has designated Roundup services as the Consolidated Transportation Service Agency (CTSA) for the Clovis Transit service area.

INTRODUCTION

The Consolidated Transportation Service Agency (CTSA) Operations Program and Budget (OPB) for the Clovis Urban Area has been developed in cooperation with the Council of Fresno County Governments (COFCG). The OPB is intended to:

1. Provide a program of operations, including an implementation schedule for new or modified services, and a program budget for CTSA coordinated and consolidated social service transportation services for the program year, July 1, 2007 through June 30, 2008.
2. Serve as a resource document for local elected officials, social service agencies, and citizens.
3. Demonstrate the CTSA's compliance with Section 99275.5 of the Public Utilities Code concerning Article 4.5 claim evaluation criteria and required findings, and with the COFCG Assembly Bill 120 Action Plan (adopted February 1982).
4. Document efforts to improve coordination and consolidation of social service transportation services in order to:
 - a. Demonstrate compliance with Chapter 1120 of the 1979 California Statutes by addressing and substantiating which of the coordination benefits specifically listing in the legislation should be pursued by the CTSA.
 - b. Create additional opportunities to utilize supplemental grant funding available from federal and state assistance programs to support social service transportation services by demonstrating that "coordination criteria" have been met.

Operational concerns for FY08 include:

- Continued coordination for elderly and disabled riders between the fixed route and demand responsive services;
- Close monitoring of time performance on fixed route service;
- Additional demand for service to newly expanded service areas to the northwest and northeast, especially the Harlan Ranch area and southeast urban area;
- Evening and weekend service; including the taxi voucher program service;
- Addition of weekend Stageline service, additional bus on Route 50 and extension of Route 10, and complementary paratransit service;
- Sufficient vehicles and staff for service at the end of the school day, especially school runs to Buchanan and Reagan education complexes;
- Coordination with the City of Fresno to transition expected changes in paratransit services to/from Clovis for Fresno residents;
- Clovis Transit will have to work closely with the City's Roads and Streets division to restrict parking near designated drop off points for both paratransit and fixed route service;
- Focus marketing on routes with low productivity by targeting population served by the routes. Some of the challenges include staff development, state-of-the-art equipment management such as computerized dispatching and monitoring, and fiscal systems which assist in the decision making process

GOALS, OBJECTIVES, AND POLICIES FOR CONSOLIDATED TRANSPORTATION SERVICE AGENCIES (STATE AND REGIONAL MANDATES)

In 1985 the Clovis City Council adopted the following goals, objectives and standards for Clovis Transit as part of the transit planning process. Annually the Council reviews and amends these standards as needed.

Chapter 1120 of the 1979 California Statutes and the Assembly Bill 120 Action Plan declare goals, objectives and policies which apply "generally" to CTSA services. These are as follows:

GOAL

Improve transportation service required by social service fund recipients by promoting the improved coordination and consolidation of transportation services.

Objectives Which May Apply

1. Centralized administration for the elimination of duplicated administrative requirements.
2. Identification and consolidation of all sources of funding for the provision of more effective and cost efficient services.
3. Centralized dispatching for more efficient vehicle use.
4. Centralized maintenance for adequate, regular and more cost effective vehicle maintenance.
5. Adequate driver training programs for safer vehicle operation and lower insurance costs.
6. Combined purchasing for more effective cost savings.

Policies

1. Any centralized administration shall utilize, to the maximum extent possible, existing public and private administrative capabilities and expertise to achieve the system goals.
2. Existing sources of funding utilized prior to the Social Service Transportation Improvement Act (Assembly Bill 120) shall, to the maximum extent possible, be continued.
3. The consolidation of services shall, to the maximum extent possible, utilize existing agency operating and maintenance personnel and expertise.
4. The COFCG shall utilize its regulatory roll over Transportation Development Act (TDA) moneys by monitoring and evaluating the performance of the CTSA's through the TDA claim process, an annual financial audit, and annual productivity evaluation, a triennial performance audit, and the CTSA's compliance with the Action Plan.
5. The COFCG, as part of its on going transportation planning process, which includes review by various technical committees, shall review CTSA designates compliance with the Action Plan at least annually.
6. The COFCG shall review, through the Executive Order 12372 review process, the transportation services offered by social service agencies and their consistency with the Action Plan, and make appropriate comments and findings encouraging their participation with the CTSA, as part of the final Clearinghouse commentary.
7. The COFCG shall encourage members to evaluate their financial commitments to local social service projects (which either in full or part provide transportation services) and make appropriate recommendations for proper coordination with the CTSA in order to maximize the effective use of local transportation dollars.
8. Transportation Development Act/Local Transportation Fund (TDA/LTF) Article 4.5 moneys shall not be expended without a minimum dollar for dollar match with other available funds to the CTSA.

9. The CTSA shall be required to maintain, at a minimum, an overall farebox revenue to operating cost ratio of 10% for all CTSA transportation services. The 10% farebox recovery may also be provided for by CTSA contractual arrangements or donations. The funding formula would then be 45% TDA/LTF Article 4.5 moneys and 55% local match.

GOALS, OBJECTIVES, AND STANDARDS FOR THE CLOVIS CONSOLIDATED TRANSPORTATION SERVICE AGENCY (LOCAL MANDATES)

In 1985 the Clovis City Council adopted the following goals, objectives and standards for Clovis Transit as part of the transit planning process. Annually the Council reviews and amends these standards as needed.

GOAL 1. SERVICE LEVELS: CLOVIS TRANSIT WILL PROVIDE PUBLIC TRANSPORTATION SERVICE TO A MAXIMUM NUMBER OF PEOPLE IN THE CLOVIS AREA.

Objective A: To provide a transit system that meets the public transportation needs of the service area.

Standard 1: Clovis Transit's demand responsive service (Roundup) will operate five (5) days a week (Monday-Friday) with Saturday & Sunday service upon demand or for special events. Operational hours for demand responsive service is 6:15 A.M. to 6:15 P.M. Monday through Friday. Saturday & Sunday hours are 7:00am to 2:30pm.

Standard 2: Clovis Transit's CTSA Roundup services shall implement "real time dispatching" for demand responsive service to improve overall operations and increase ridership.

Objective B: To provide CTSA Roundup transit services that adequately serves the elderly and disabled residents.

Standard 1: Clovis Transit should maintain base fare levels for elderly and disabled riders, those qualifying for ADA/curb-to-curb or door-to-door service pay twice the base fare for service.

Standard 2: As per The Americans with Disabilities Act of 1990 (ADA) all new vehicles purchased must have ADA lifts. All vehicles meet those regulations as of March 16, 1997.

Objective C: To secure a stable and sufficient local funding mechanism.

Standard 1: Clovis Transit should identify and coordinate funding mechanisms that will address all transportation funding needs in the Clovis Area.

Standard 2: Clovis Transit should identify short and long range needs and maximize revenue resources, utilizing all funding mechanisms including federal grants, State enabling legislation, and farebox revenue.

GOAL 2. SERVICE QUALITY: CLOVIS TRANSIT WILL PROVIDE A QUALITY SERVICE.

Objective A: To provide reliable public transit service.

Standard 1: Clovis Transit's CTSA Roundup Services should operate its demand response service within five (5) minutes before the scheduled pick up time and no more than fifteen (15) minutes after the scheduled pick up time. Drivers shall not wait for patrons for more than five (5) minutes after arrival at the designated pick up time. Passengers going to Fresno must be ready an hour before the pick-up time and may wait 45 minutes to one hour for a ride back to Clovis.

Objective B: To provide clean, attractive and comfortable vehicles and facilities.

Standard 1: All CTSA Roundup vehicles returning to the yard after revenue service should be swept and dusted before being assigned for service the following day.

Standard 2: The exteriors of Clovis Transit vehicles should be cleaned at least once-a-week.

Standard 3: In winter, the heaters on Clovis Transit vehicles should work 100% of the time.

Standard 4: In summer, at least 95% of all vehicles on the street should have operable air-conditioners.

Objective C: To provide a safe system.

Standard 1: Clovis Transit vehicles should operate in excess of 150,000 miles between preventable accidents, and bus operators should be formally recognized for their safe driving.

Standard 2: Buses should be checked daily for proper operation and condition of lights, mirrors, radios, and fluids; detailed mechanical inspections should be done every 3,000 miles/45 days. Operations, maintenance, and other employees will be provided safety training at the beginning of their employment and such training will be updated on a regularly scheduled basis.

Objective D: To record and respond to all public comments.

Standard 1: Clovis Transit should continue to track and evaluate all compliments, complaints, and inquiries from the public.

GOAL 3: SERVICE PRODUCTIVITY: CLOVIS TRANSIT WILL OPERATE AN EFFICIENT AND EFFECTIVE BUS SYSTEM.

Objective A: To establish and maintain system-wide productivity indicators.

Standard 1: Clovis Transit should achieve a 10% farebox recovery ratio for demand responsive (CTSA Roundup Service) and 20% for fixed route (Stageline Services).

Standard 2: Clovis Transit should record and report, at least monthly with quarterly reports forwarded to Clovis City Council, the following performance indicators.

Total Monthly Ridership
Total Monthly Revenue
Total Monthly Expense
Total Revenue Hours
Passengers Per Revenue Mile
Total Revenue Miles
Total Non-Revenue Miles
Average Weekday Ridership
Farebox Ratio
Total Road Calls
Total Operating Expense Per Passenger
Total Operating Expense Per Revenue Hour
Total Operating Expense Per Revenue Mile
Total Revenue Per Revenue Hour
Total Revenue Per Revenue Mile
Passengers Per Revenue Hour
Equivalent Full Time Employees

GOAL 4 SYSTEM IMAGE: CLOVIS TRANSIT WILL STRIVE TO PROMOTE ITS SERVICE AND IMPROVE ITS IMAGE.

Objective A: To develop and implement a fixed-route Request for Proposal requirement in which the Contractors will assist in the update of the Clovis Transit Marketing Program.

Standard 1: Clovis Transit will continue to review and update its marketing program.

Standard 2: Clovis Transit should stress the positive impact of Clovis Transit in the community through press releases, speeches, and involvement in community activities on the average of at least once-a-month.

Standard 3: Through effective marketing and implementation of route changes, Clovis Transit should increase overall system ridership.

Objective B: To provide complete and accurate public transit information.

Standard 1: Current bus schedules and system information should be available to the public at all major public facilities.

Standard 2: Telephone service information should be available to the public at all times during hours of operation.

Objective C: To provide for community involvement in transit system affairs.

Standard 1: Clovis Transit should become involved in and work with citizens groups, the Chamber of Commerce, the Downtown Association and other area merchant associations, to communicate the services and benefits of Clovis Transit.

Standard 2: Clovis Transit should develop a public relations program with area schools to educate children about the bus system

OVERVIEW

The "Assembly Bill 120 Action Plan for Fresno County" (February 1982) developed by the COFCG designated the City of Clovis as the CTSA for the Clovis Urbanized Area. The Clovis CTSA is coordinated by the Transit Supervisor and Community Services Manager.

Clovis Roundup provides demand-responsive, curb-to-curb and door-to-door transportation service for the elderly and disabled residents within the City's existing Sphere of Influence. Service is available Monday through Friday and limited weekend service within the Clovis area, and Monday through Friday to Fresno.

The program was originally funded with an Older Americans Act Grant but now is funded by City and TDA/Local Transportation Funds. The most significant social service provider in Clovis is the Clovis Senior Service Center. Most social services in the area are provided by or through the Senior Center. In FY 88, the Clovis City Council designated its Roundup service solely as a Consolidated Transportation Service Agency (CTSA) function. Due to increasing operational costs, (specifically greatly increased maintenance costs, fuel costs, and salary increases) local Measure "C" dollars are used to provide the necessary match of TDA/LTF Article 4.5 funds.

Roundup service operates within Clovis Monday through Friday, 6:15 A.M. to 6:15 P.M. and weekends from 8:00 A.M. to 3:00 P.M. Service to Fresno is available Monday through Friday, 7:00 A.M. to 4:00 P.M. Reservations can be made up to fourteen (14) days in advance and next day reservations with ADA riders having priority service.

Effective January 2002 the Clovis City Council approved a fare increase for the Roundup services: \$1.00, within the Clovis area per one-way trip. The zonal fares for curb-to-curb service within Fresno range from \$1.75 to \$2.50 depending upon the destination within the zones and for door-to-door service for an additional \$1.00 per trip. Fares were standardized with Stageline:

General Public \$1.00 per one-way, senior and disabled riders \$.50 per one-way trip. The system utilized eighteen vehicles with two backup vehicles all of which are wheelchair lift-equipped and met ADA standards. Clovis Transit also operates two Ford Freestar vans to transport ambulatory passengers during peak times.

Marketing efforts in FY 06-07 included radio advertising, print advertising and community events. Clovis Transit information is listed in the City of Fresno FAX guide. The Metro Pass, which is valid on both Stageline and FAX buses at a cost of \$40.00 per month, has been a successful program and is continuing. A county-wide registering farebox system is also being evaluated.

A taxi voucher program was initiated in 2002 to allow cross over riders to stay late or ride very early into the transit areas. The taxi voucher rules were revised in 2003 to provide service for essential trips only such as school, work, and medical appointments. All taxi voucher trips must be approved in advance.

In 2004 and 2005 two Ford minivans were added to the fleet. They are operated specifically by van drivers and help serve those passengers who do not need the wheelchair lift.

With the passage of Measure C, Clovis Transit is planning service expansion starting in FY 07-08. Some of the projects planned for fiscal year FY 07-08 include:

- Additional Stageline fixed-route bus on Route 50 to increase frequency from 1-hour to 30-minutes.
- Additional Stageline fixed-route bus and expansion of Route 10 to provide service to the Willow/Nees/Herndon area.
- Implementation of weekend Stageline fixed-route service.
- Expanded weekend Roundup service to coincide with weekend Stageline service.
- A weekend dispatcher/clerical for Roundup and Stageline
- Additional clerical staff

Staff is continuing coordination with Fresno Area Express and Fresno County Rural Transit for a county-wide registering farebox system.

DESCRIPTION OF EXISTING PARATRANSIT SERVICES

A. CITY OF CLOVIS - ROUNDUP

1. Background

Roundup, is a demand-responsive service providing both curb-to-curb and door-to-door service. Service is available to qualified riders requesting transportation within the service area and provides essential service to many ambulatory and non-ambulatory passengers. Service is currently provided by radio dispatched, lift-equipped mini-buses as well as two mini-vans for ambulatory passengers.

2. Service Area

Roundup, operated by the City of Clovis, provides both curb-to-curb and door-to-door service on a demand-responsive basis to elderly and disabled residents within its existing boundaries, primarily along Shepherd Avenue to the north, Dakota Avenue to the south, De Wolf Avenue to the east and west to the City limits. Zonal service is also operated within the City of Fresno as far north as Shepherd Avenue, south to Kings Canyon, west to West Avenue and south to Downtown Fresno.

3. Days and Hours of Operation

Currently, Roundup operates within Clovis' Sphere of Influence Monday through Friday from 6:15 A.M. to 6:15 P.M. and Saturday & Sunday service from 7:30 A.M. to 2:30 P.M. as demand requires. Service to Fresno operates Monday through Friday 7:00 A.M. to 4:00 P.M. Taxi voucher service is available on a case by case basis for rides needed to Fresno outside of Roundup's hours of operation.

4. Response Time

Service is provided on both an advance-reservation basis and a real-time, space-available basis. Passengers may make reservations up to fourteen (14) days in advance or the required 24 hours/one working day in advance and could displace non ADA riders. Service is offered on a first-called/first-served basis. Roundup policy requires the passenger to be ready at least one (1) hour before a scheduled Fresno ride and 45 minutes for a Clovis ride with pick-up within 5 minutes of designated time and no longer than 15 minutes after designated time for pick-up.

5. Eligibility

Service is available to those persons who have been ADA certified and/or are over 55 years in age. To become certified, the applicant must complete an ADA application and return it to the administrative offices located at 155 N. Sunnyside Ave. Applications are reviewed by an outside rehabilitation center and the dispatcher maintains a file of ADA certified ridership. Clovis Transit

utilizes the same vendor for the application approval process which standardized the ADA process for riders utilizing either Clovis Transit or Fresno Area Express.

6. Fares

CURB-TO-CURB

Curb-to-curb services is provided for elderly or disabled passengers with no driver assistance. An \$18.00-20 ride convenience pass transferable to Stageline is also offered. An attendant may ride free with a certified ADA passenger. One-way **curb-to-curb** fares are as follows:

- \$1.00 within Clovis
- \$1.75 for travel to Fresno north to Shepherd, south to McKinley, and west to Palm.
- \$2.50 for travel to Fresno north to Shepherd, south of McKinley to Kings Canyon and downtown Fresno, and west of Palm Avenue to West Avenue.

DOOR-TO-DOOR

Door-to-door service is provided for elderly or disabled passengers with driver assistance as needed. Such assistance includes opening and locking of exterior doors, pushing wheelchairs from the door to the bus, assisting on and off the bus, carrying parcels to and from the bus, etc. Such assistance does not include providing assistance inside the passenger's residence. The fare for one-way, **door-to-door** service for passengers requiring special assistance are is an additional \$1.00 per trip.

7. Restriction on Trip Purpose and Capacity Constraints.

Roundup does not restrict trips based on trip purpose. Dispatchers schedule as many trips as can be accommodated beyond pre-scheduled subscription trips (less than 50%) on a space-available basis.

Roundup policies do not restrict the number of trips provided to an individual nor is a waiting list maintained. Roundup's operational practices do not allow for substantial numbers of untimely pick-ups, trip denials, missed trips, or excessively long trips that would limit availability of service.

8. Automated Dispatching

Clovis Transit has purchased and installed a dispatching computer program with GIS mapping systems and automates all dispatching, routing and scheduling functions as well as create reports regarding ridership, fares, and operating costs.

9. Vehicle Profile

Roundup operates with ten (10) lift-equipped mid-size buses and one (1) lift-equipped mid-size bus which is used as a back-up vehicle. Roundup also operates two mini-vans for ambulatory passengers.

Vehicle Profile -- Roundup Fleet

Year	Model	Number	Lift Equipped
1998	Goshen	3	Yes
2001	El Dorado Cutaway	5	Yes
2003	Goshen Cutaway	3	Yes
2004	Ford Freestar	1	No
2005	Ford Freestar	1	No
Total		13	

10. Ridership

Year	Inter-city Trips to Fresno	Trips within Clovis	Total
FY03-04	15,335	22,165	37,500
FY04-05	16,320	25,567	41,887
FY05-06	16,988	28,543	45,531
FY06-07 Projected	17,563	29,937	47,500
FY07-08 Est.	19,342	32,908	52,250

CLOVIS ROUNDUP

Annual Productivity Trends FY 2004 - 2008

Indicator	Fiscal Year					Percent Change		
	2003-2004	2004-2005	2005-2006	Est. 2006-2007	Proj. 2007-2008	04-05	05-06	06-07 07-08
Total Passengers	37,500	41,887	45,531	47,500	52,250	11.7%	8.7%	4.3% 10%
Vehicle Hours	16,762	21,241	19,784	22,465	24,711	26.7%	-6.9%	13.5% 10%
Vehicle Miles	198,365	251,407	268,930	285,844	314,428	26.7%	7.0%	6.3% 10%
Operating Costs	\$940,092	\$995,522	\$1,181,610	\$1,376,116	\$1,635,594	5.9%	18.7%	16.4% 18.9%
Fares*	\$94,009	\$99,552	\$118,161	\$137,611	\$163,559	5.9%	18.7%	16.4% 18.9%
Employees	8.5	8.5	9.5	9.5	10.5	0.0%	11.8%	0.0% 10.5%
Passengers/Hour	2.24	1.97	2.30	2.11	2.11	-12.1%	16.7%	-8.3% 0.0%
Passengers/Mile	.19	.17	.17	.17	.17	-10.5%	0.0%	0.0% 0.0%
Cost/Vehicle Hour	\$56.08	\$46.87	\$59.73	\$61.25	\$66.18	-16.4%	27.4%	2.5% 8.0%
Cost/Vehicle Mile	\$4.74	\$3.96	\$4.39	\$4.81	\$5.20	-16.4%	10.8%	9.6% 8.1%
Veh. Hours/Employee	1,972	2,499	2,082	2,364	2,353	26.7%	-16.9%	13.5% -5%
Op Subsidy/Passenger	\$24.42	\$22.29	\$24.52	\$27.35	\$29.55	-8.7%	3.1%	11.5% 8.0%
Farebox Ratio	10%	10%	10%	10%	10%	0.0%	0.0%	0.0% 0.0%
Fbox ratio w/out Meas C	5.9%	6.2%	5.5%	5.6%	5.6%	5.1%	-11.3%	1.8% 0.0%

- FY04 fares include \$35,988 in Measure C funds
- FY05 fares include \$37,667 in Measure C funds
- FY06 fares include \$52,962 in Measure C funds
- FY07 fares include \$56,290 est. in Measure C funds

ROUND-UP TRANSIT ESTIMATE BUDGET FISCAL YEAR 06-07
C.T.S.A.

	FARES/ ADVERTISING/ MISC.	ARTICLE 4 FUNDS	STA FUNDS	SOC. SVCS. FUNDS*	T.D.A. ARTICLE 4.5 FUNDS	TOTAL EXPENDITURES
OPERATING EXPENSES- PERSONNEL						
Personnel (Salaries)		\$334,583			\$145,700	\$480,283
Extra Help	\$85,000	\$90,000				\$175,000
Benefit Package		\$240,727				\$240,727
OPERATING EXPENSES-						
SERVICES, MATL'S & SUPPLIES						
Vehicle Charges		\$280,106		\$10,194		\$290,300
Communication				\$5,000		\$5,000
Marketing and Promotion				\$11,000		\$11,000
General Services/Admin Charges				\$134,840		\$134,840
Training, Dues and Subscriptions				\$3,320		\$3,320
Travel and Meeting Expenses				\$2,025		\$2,025
Software Maintenance/Service				\$11,500		\$11,500
Insurance				\$14,621		\$14,621
Other				\$7,500		\$7,500
CAPITAL EXPENSES						
Vehicles			\$379,627			\$379,627
TOTALS	\$85,000	\$945,416	\$379,627	\$200,000	\$145,700	\$1,755,743

*Includes projected fares

ROUND-UP TRANSIT PROJECTED BUDGET FISCAL YEAR 07-08
C.T.S.A.

	FARES/ MISC.	ARTICLE 4 FUNDS	STA FUNDS	SOC. SVCS. FUNDS*	T.D.A. ARTICLE 4.5 FUNDS	TOTAL EXPENDITURES
OPERATING EXPENSES- PERSONNEL						
Personnel (Salaries)		\$394,086			\$150,000	\$544,086
Extra Help	\$78,000	\$209,000				\$287,000
Benefit Package		\$281,887				\$281,887
OPERATING EXPENSES-						
SERVICES, MATL'S & SUPPLIES						
Vehicle Charges		\$222,621		\$120,679		\$343,300
Communication				\$8,000		\$8,000
Marketing and Promotion				\$12,000		\$12,000
General Services/Admin Charges				\$130,300		\$130,300
Training, Dues and Subscriptions				\$3,350		\$3,350
Travel and Meeting Expenses				\$2,050		\$2,050
Software Maintenance/Service				\$3,000		\$3,000
Insurance				\$12,121		\$12,121
Other				\$8,500		\$8,500
CAPITAL EXPENSES						
Vehicles			\$300,000			\$300,000
TOTALS	\$78,000	\$1,107,594	\$300,000	\$300,000	\$150,000	\$1,935,594

*Includes projected fares

FOLLOW-UP ACTIONS ON THE TRIENNIAL PERFORMANCE AUDIT FISCAL YEARS 2001-2003

The latest Triennial Performance Audit of the City of Clovis Transit System was completed by Arthur Bauer and Associates, Inc. in June, 2004. The audit concluded that during the audited period the City of Clovis was conducting its transit operations in an effective manner. The audit recommended the following:

FUNCTIONAL REVIEW, FINDINGS AND RECOMMENDATIONS

Triennial Audit Findings

1. All TDA compliance requirements were met except for the late submittal of State Controller's Reports in two of the past three fiscal years.
2. The operating budget increased in each of the audit years, the largest increase occurring in FY 2001. It was indicated that part-time driver wages were increased to match the hourly wage of full time drivers to ensure parity among driver compensation.
3. The prior audit recommendation is no longer applicable, as it recommended that fiscal audit to contain a set of performance indicators. The farebox indicator is in the fiscal audit. However, other indicators of service are already contained in other reports such as the Transit Productivity Evaluation.
4. Operating costs systemwide increased by 70 percent from the base year of 2000 through 2003. Several factors contributed to the cost increase, including a change in part time driver pay to match those of full time drivers on a per driver basis, the addition of a new Stageline route serving the southeast quadrant of the city, major route changes, and the commencement of the taxi voucher program in November 2002. Increased maintenance costs on a few aging buses also contributed to the cost increase.
5. Total ridership for Clovis Transit increased by 9 percent during the audit period. By mode, Stageline ridership increased by 6 percent and Roundup ridership increased by 17 percent. Efficiencies in transfers between buses were created from the route changes instituted during the audit period. This had the effect of lowering ridership numbers since passengers transferred less, but to their benefit of not needing to transfer as often.
6. Roundup service operates on weekends; however, the operations data provided in the State Controller's report do not show weekend service. This should be rectified to reflect between weekday and weekends service.
7. A review of performance indicators that Clovis transit should closely monitor trends, including the growth in cost per passenger and per hour, and the decline in passengers per hour and per mile.

8. Reliance has continued to grow on the local Measure "C" sales tax, as indicated by the growth in the subsidy over the past three years.
9. Clovis Transit is providing another community service with the addition of the taxi voucher program which supplements both the Stageline and Roundup service for after-hours trips.
10. In August 2002, Clovis Transit relocated its operations to the new City Corporation Yard on North Sunnyside. This allowed office personnel, drivers, vehicle storage, fueling, and maintenance to all be at one location. In addition, there is greater flexibility in maintenance of vehicles from a larger facility.
11. An innovative program for addressing missed pick-ups on Roundup was developed to provide evidence that the vehicle arrived at the destination.
12. The implementation of Automated Vehicle Locator (AVL) technology has greatly assisted with tracking the location of vehicles in revenue service, and to assist with monitoring of operational trends.
13. An informal process is undertaken to address a complaint, including reviewing the nature of the complaint, checking the location and time of the vehicles where the complaint occurred, and delivering a formal letter to the rider, often with a free ride pass. Formal written policy and procedures for addressing complaints should be developed to ensure public accountability that an adopted process is in place.
14. Staff is studying whether to pursue federal funding. A consultant study was completed in February 2004 with recommended alternatives.
15. The transit system is guided by goals and objectives contained in various documents, including the SRTP and the Operations Program and Budget.
16. Transit employees receive updated training to ensure compliance with applicable state laws and to emphasize safety.

Triennial Audit Recommendations

1. Submit State Controller Reports On-Time.

A schedule should be developed to ensure that the State Controller Report is prepared and submitted by the required deadline. During the audit period, the State Controller's Report was submitted late twice. Generally, as contained on the Controller's report cover, the deadline for written reports is 90 days after the end of the fiscal year of reporting, or September 30. For electronic reporting over the Internet, the deadline is 110 days after the end of the fiscal year of reporting, or October 20.

Transit staff has discussed the issue with the City's finance department which completes the report. The finance department will make every effort to ensure the reports are submitted on time.

2. Report Roundup weekend hours in the State Controller Report.

A review of the State Controller's Report shows that Roundup service hours are not divided between weekday and weekend service. Roundup provides weekend demand response service, and the hours should be reflected in the annual Controller's report.

Transit staff is now separating the weekend and weekday operational information. The City's finance department will breakdown the weekend operational information separate from weekday in the state Controller's report.

3. Develop formal written procedures for handling and resolving customer complaints.

This recommendation is made as a prevention measure to ensure that a formal standard process is in place for addressing and handling any public concerns and issues with the service. Basically, the current process of handling complaints should be documented and included in the operations manual as part of standard transit procedures.

City staff is designing a new system for tracking complaints and concerns. The operations manual will be revised to reflect the new procedures.

4. Closely monitor performance trends in service

A review of performance conducted for this audit shows trends that should continue to be monitored closely, as some trends show slight declines in service efficiency and effectiveness. These trends include systemwide operating cost per hour, operating cost per passenger, passengers per mile and passengers per hour. It is acknowledged, however, that part of the decline could be attributable to the fixed route restructuring that resulted in less transfers between buses, which is a benefit to the rider, but a subsequent drop in passenger count. The farebox before Measure "C" funds should also be closely monitored as well, as Clovis Transit has increased its reliance on the local sales tax for support over the last three years. The trends provide an indication of the performance outcomes of the system and should be regularly analyzed to provide assistance in the planning of future service.

City staff will continue to monitor these trends and plan for service changes accordingly.

**CLOVIS STAGELINE/ROUNDUP:
2006 PRODUCTIVITY EVALUATION COMMITTEE RECOMMENDATIONS**

A. *Comply, where feasible, with the FY01 through FY03 Triennial Performance Audit Recommendations.*

This is ongoing

B. *Continue to monitor effectiveness of Stageline service, optimize routing, and seek ways to increase ridership to maintain the State-mandated 20% farebox ratio without continued reliance on Measure C farebox subsidy.*

Although the farebox ratio was not achieved directly from ridership contributions, the Clovis City Council allocated Measure "C" funds be utilized on the Local Transportation Fund Claim to meet the State mandated 20% ratio.

C. *Continue to improve CTSA potential through increased coordination and consolidation with local social service transportation providers to reduce its reliance on Measure C farebox subsidy.*

Currently, Clovis Transit is working with CVRC by transporting clients and providing assistance in the transitional training of special needs riders who are able to travel on either demand responsive or fixed-route service. This on-going coordination with local social service agencies to improve independent living skills of special riders will continue. Additional coordination occurs with Clovis Unified School District to assist special needs classes in travel training and education regarding transportation available to the disabled.

D. *Continue to coordinate with FAX to consolidate services for maximum efficiency and effectiveness.*

This is ongoing. Most recently, Clovis, Fresno County Rural Transit and FAX are working together on a request for proposal for a county-wide farebox system.

E. *Implement responsibilities under the Americans with Disabilities Act of 1990.*

Full compliance has been obtained. All vehicles are accessible, weekend reservation system via voice mail and plans are in place for a weekend clerical position in the FY 07-08 budget.

F. *Address responsibilities under the Clean Air Act of 1990, the San Joaquin Valley Unified Air Pollution Control District Clean Air Plan, the Council of Fresno County Governments Transportation Control Measures Plan and Congestion Management Plan (CMP).*

This is ongoing. When operationally feasible, Clovis Transit will purchase low emission vehicles to help reduce emissions.

- G. Coordinate with the Fresno County Department of Social Services to plan and implement transportation strategies focused on addressing the State mandates Welfare to Work - CalWorks Program.***

Coordination with Human Services is ongoing including coordinating with bus pass purchases. A number of students in the program attend the Clovis Adult School, which is served every 30 minutes.

- H. Prepare for the TDA Triennial Performance Audit for FY 2003-2004 through FY 2005-2006.***

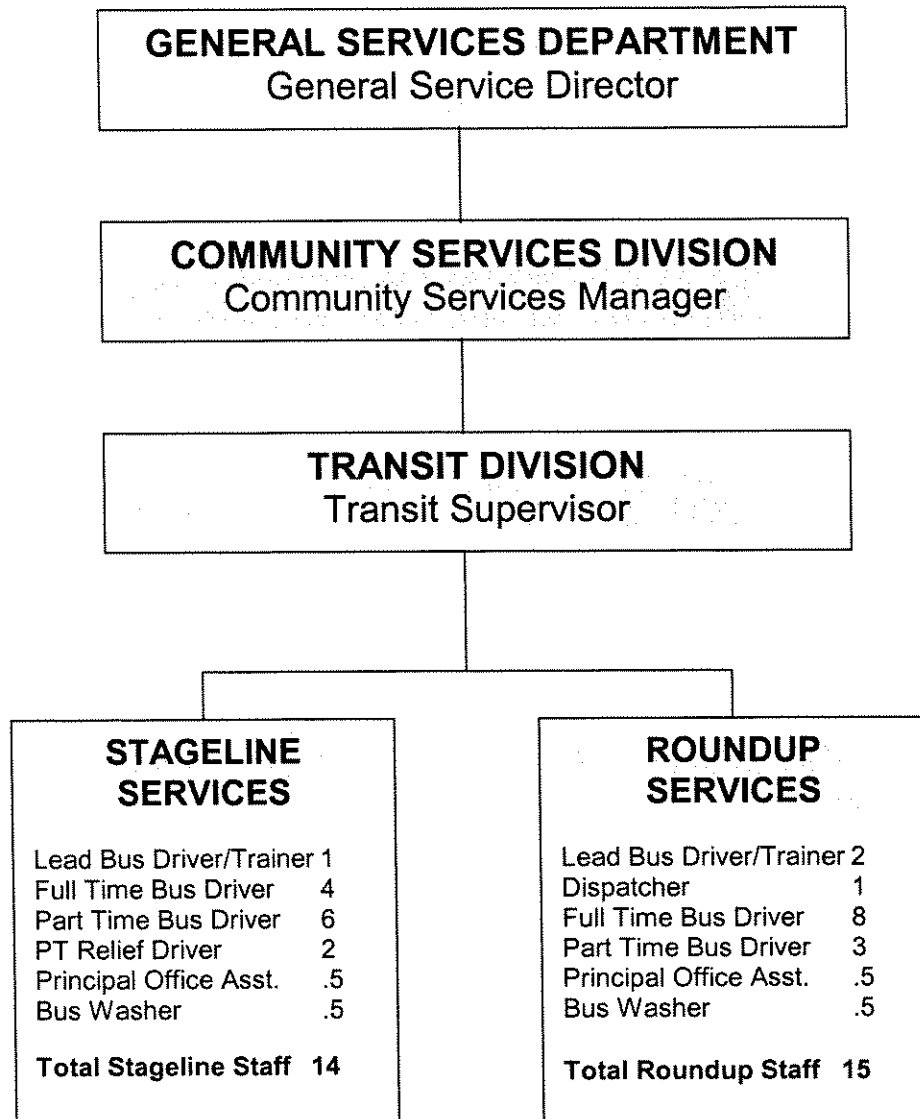
This is ongoing.

- I. Prepare and adopt updated Short Range Transit Plans / Operation Program and Budget to reflect the inclusion of Measure C funded programs.***

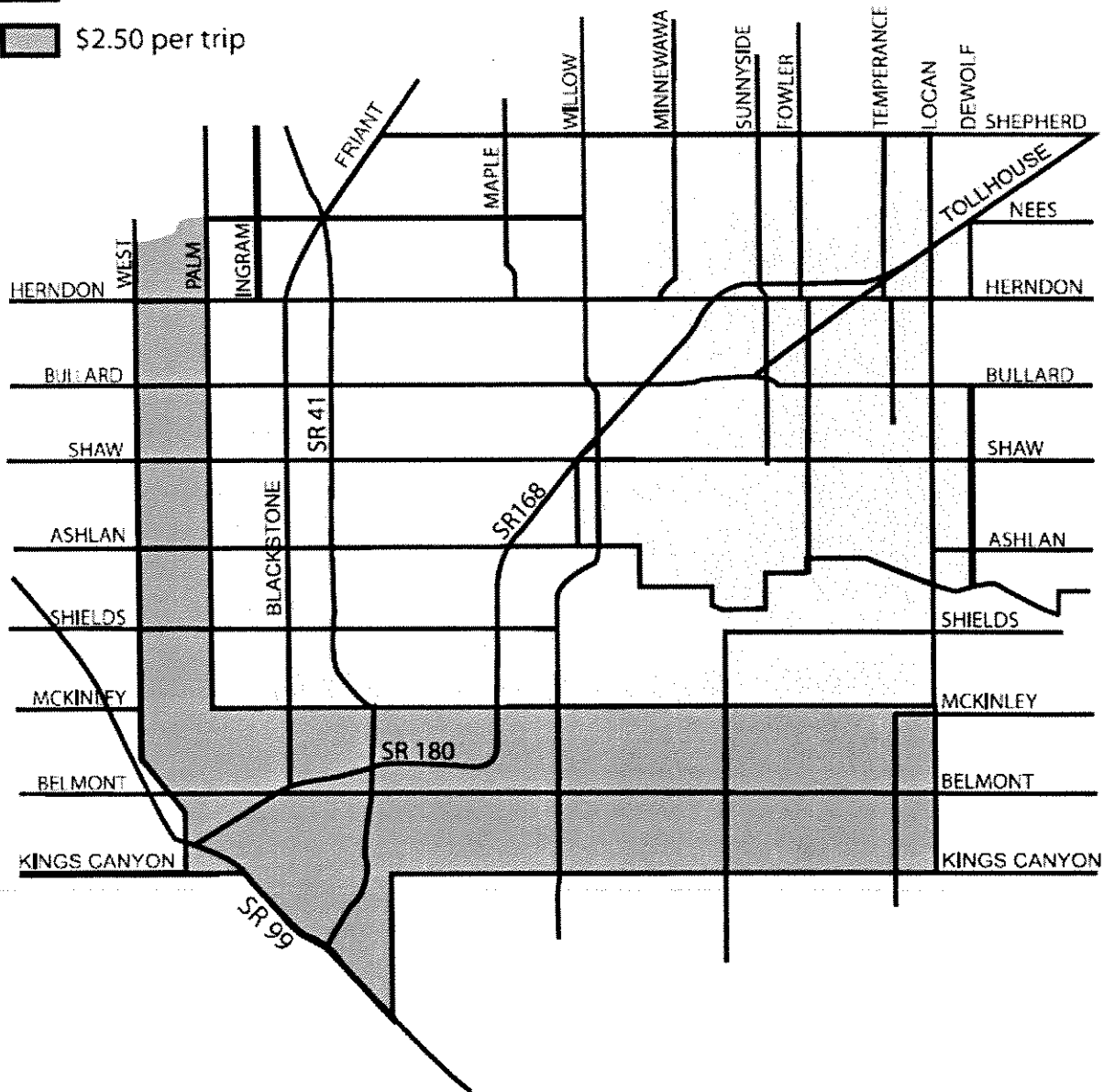
With the passage of Measure C in November 2006, Clovis Transit has initiated the planning process to address the expenditure plan as presented to the voters. Some service expansion is planned on both Roundup and Stageline services.

AMERICANS WITH DISABILITIES ACT OF 1990 ADA PARATRANSIT PLAN

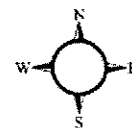
As of 1996, the City of Clovis has been in full compliance with the ADA. Clovis Transit's entire fleet is lift-equipped. ADA reports have been completed until 1996 and letters of compliance completed for each year thereafter.



-  \$1.00 per trip
-  \$1.75 per trip
-  \$2.50 per trip



-  FRESNO SERVICE AREA BOUNDARY
-  MUST RESIDE WITHIN THIS BOUNDARY



**SHORT
RANGE
TRANSIT
PLAN**

2007 - 2012

**WORKING DRAFT
DISCUSSION ONLY**

FRESNO-CLOVIS URBANIZED AREA

SHORT RANGE TRANSIT PLAN

2007-2012

May 8, 2007

Prepared by:

**City of Fresno
Fresno Area Express
Planning Division
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Fresno, California 93706**

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Chapter 1

Introduction

1.1.0 Purpose of SRTP

The Fresno Area Express (FAX) Short-Range Transit Plan (SRTP), FY 2007-2012, is the every two years update to the operating plan and the capital program. The purpose of this Plan is to promote a comprehensive, coordinated and continuous planning process for transit service in the Fresno-Clovis Metropolitan Area (FCMA) over a five-year planning horizon. This plan proposes specific recommendations for implementing the long-range objectives of Fresno County's Regional Transportation Plan, and will guide the provision of transit services in the FCMA over the next five years.

The Plan is also used to develop transit capital programming documents which are the basis for State and Federal funding decisions. The Plan provides both the Federal Transit Administration (FTA) and the Council of Fresno County Governments (COFCG) with the detailed planning justification for awarding operating and capital grants to FAX. This Plan was developed through an analysis of existing needs and available services, and provides an evaluation of projected needs and funding availability for the next five years.

1.2.0 Summary of Existing Transit System

The Department of Transportation/FAX is governed by the Fresno City Council. The City of Fresno is the responsible agency for implementing this SRTP, and for providing transit service within the city limits. FAX's ability to deliver transit service will be impacted by laws, regulations, and policy decisions of several external agencies. These agencies include: the Federal Transit Administration (FTA), the State of California Transportation Department (CALTRANS), the Council of Fresno County Governments (COFCG), Fresno County, the City of Clovis, the Fresno County Rural Transit Agency (FCRTA), the Consolidated Transportation Service Agencies (CTSA), and various private transportation operators. Although the City of Fresno is the agency responsible for providing metropolitan transit service and for implementing the Plan's recommendations, its actions will be influenced by the actions of these external agencies. This document will also address the same issues for Handy Ride and the City of Clovis Transportation systems which are described as follows;

- The FAX fixed-route network follows a modified grid pattern with intersecting north-south and east-west bus lines. The Plan proposes to maintain the grid network in the service area, provide higher levels of service and improved amenities to make transit more attractive and implement innovative approaches to address congestion and air quality concerns. The Plan establishes an ongoing process of system evaluation and management to assess the effectiveness and efficiency of existing and proposed services.
- Handy Ride is a demand-responsive program oriented toward providing a high level of service to elderly and disabled persons who, because of physical or mental disabilities, are unable to ride

the fixed-route system. In December, 2005, FAX awarded the contract for Handy Ride services to MV Transportation. The Plan proposes to evaluate MV to ensure that FAX meets its responsibilities under the Americans with Disabilities Act (ADA) for Handy Ride service.

FAX operates some service within the City of Clovis and the unincorporated urban areas and receives funding from Clovis and Fresno County for this service. It is appropriate that both agencies have a role in the policy making process impacting FAX. The Plan includes a mechanism for such a role.

1.2.1 Mission Statements

In 1997, Fax and Handy Ride adopted the following Mission Statements which set a strategic direction and a framework for making policy, planning, and budgetary decisions:

FAX Mission Statement

"The mission of Fresno Area Express is to provide a comprehensive transportation system that improves the quality of life in our community."

Handy Ride Mission Statement

"Handy Ride provides transportation comparable to the FAX City fixed-route bus system to meet the needs of American with Disabilities Act (ADA) eligible persons who cannot functionally use the FAX City fixed-route bus system."

1.2.2 Public Transportation Policy Directions

The policies contained in the Regional Transportation Plan for Fresno County, 15th Edition, (proposed adoption by the Council of Fresno County Governments, June 2004) provides general guidance to transit operations within the metropolitan area. The following Goals, Objectives, and Policies provide the framework for developing a sound public transportation system throughout Fresno County. They are specifically targeted toward the public and social service transportation systems.

Policy Direction for FAX

- Continue to pursue expanded federal, state, and local funding for both public and social service transportation.
 - ▶ Provide transportation that meets the public transportation needs of the service area.
 - ▶ Provide transit services that serve elderly, disabled, and related communities.
 - ▶ Support the coordination and consolidation of social service transportation.

- Encourage safety, appropriate frequency of bus service, reasonable fares and the provision of adequate service to satisfy all transit needs which are reasonable to meet.
 - Provide reliable and convenient public transit service.
 - Provide clean attractive and comfortable vehicles and facilities.
 - Provide a system which is safe for both passengers and the general public.
- Provide complete and accurate information that makes public transportation user friendly.
 - Create and produce publications that promote the use of public transportation
- Develop a multi-modal transportation network.
 - Coordinate service to facilitate multi-modal and inter-system transfers.
 - Coordinate fare and transfer policies along with service information programs.
- Support transportation investments that work toward accomplishing air quality goals, optimize utilization of land and encourage a stable economic base.
 - Provide incentives to reduce dependency on automobile travel without compromising travel mobility.
 - Evaluate the transportation system for air quality, energy and efficiency impacts.

1.2.3 Strategic Plan

At the core of FAX strategic plan are seven goals, each with specific performance measures. The performance measures encompass the full range of FAX's responsibilities. The transit specific performance measures reflect FAX's current targets for achievement and are discussed below;

Goals for FAX

GOAL 1: SERVICE LEVELS

FAX WILL PROVIDE PUBLIC TRANSPORTATION SERVICE TO A MAXIMUM NUMBER OF PEOPLE IN THE FRESNO-CLOVIS METROPOLITAN AREA.

Objective A: To provide a transit system that meets the public transportation needs of the service area.

Standard 1: FAX's fixed-route bus system should be designed so that a minimum of 90% of the service area population resides within one-half mile of a bus route.

Standard 2: FAX scheduled service should provide for maximum headways of 60 minutes on every route whenever service is operated.

- Standard 3: FAX should meet the demand for public transit service, at some level, seven days a week.
- Objective B: To provide a transit service (fixed-route and demand-responsive) that adequately serves the elderly and disabled population.
- Standard 1: FAX should maintain fixed-route fare levels for elderly and disabled persons no higher than one-half the base fare.
- Standard 2: All wheelchair lifts should be operable at all times.
- Standard 3: FAX will continue to operate Handy Ride demand-response service in compliance with the requirements of the Americans with Disabilities Act of 1990.
- Objective C: To secure a stable and sufficient local funding mechanism.
- Standard 1: FAX should identify and coordinate funding mechanisms that will address all transportation funding needs in the Fresno-Clovis Metropolitan Area.
- Standard 2: FAX should identify short and long-range funding needs, and maximize revenue resources utilizing all funding mechanisms including federal grants, state enabling legislation and farebox revenue.

GOAL 2: SERVICE QUALITY

FAX WILL PROVIDE A QUALITY, CONVENIENT AND RELIABLE SERVICE.

- Objective A: To provide reliable and convenient public transit service.
- Standard 1: FAX should operate its fixed-route buses so that on-time performance is achieved at least 92% of the time. A bus is considered "on-time" if it leaves no more than five minutes after the scheduled departure time.
- Standard 2: FAX should complete 99.5% of all scheduled trips.
- Objective B: To provide clean, attractive and comfortable vehicles and facilities.
- Standard 1: All buses returning to the yard after revenue service should be vacuumed and dusted before being assigned for service the following day.
- Standard 2: The exteriors of FAX buses should be cleaned at least once a week, when there is inclement weather, or as needed.
- Standard 3: Bus stops should be serviced weekly, to including sign, bench and shelter repair, litter removal and weed control as needed.
- Standard 4: In the winter, the heaters on FAX buses should work 100% of the time.

Standard 4: In the winter, the heaters on FAX buses should work 100% of the time.

Standard 5: In the summer, 100% of all buses on the street should have operable air-conditioners.

Objective C: To provide a safe system.

Standard 1: FAX buses should, at a minimum, operate in excess of 100,000 miles between preventable accidents, and bus operators should be formally recognized for their safe driving.

Standard 2: Buses should be checked daily for proper operation and condition of lights, mirrors, radios and fluid. Detailed mechanical inspections should be done every 1,000 miles. Operations, Maintenance and other employees will be provided safety training at the beginning of their employment and such training will be updated on a regularly-scheduled basis.

Standard 3: FAX should continue to implement a security program.

Objective D: To record and respond to all public comments.

Standard 1: FAX will continue to track, evaluate, and follow-up to all compliments, complaints and inquiries from the public.

GOAL 3: PROVIDE EFFICIENT AND EFFECTIVE SERVICE

FAX WILL OPERATE AN EFFICIENT AND EFFECTIVE BUS SYSTEM.

Objective A: To establish and maintain system-wide productivity indicators.

Standard 1: FAX should achieve a 28% farebox recovery ratio.

Standard 2: FAX should achieve a system-wide standard of 40 boardings per revenue hour system wide.

Standard 3: FAX should record and report at least, monthly, the following performance indicators:

Total Monthly Ridership
Total Monthly Expenses
Total Revenue Miles
Total Operating Expense Per Passenger
Total Revenue Per Revenue Hour
Total Revenue Per Revenue Mile
Passengers Per Revenue Mile
Average Saturday Ridership
Percentage of Scheduled Trips Completed
Total Road Calls

Total Monthly Revenue
Total Revenue Hours
Farebox Ratio
Total Operating Expense Per Revenue Hour
Total Operating Expense Per Revenue Mile
Passengers Per Revenue Hour
Average Weekday Ridership
Average Sunday Ridership
Percentage of Trips on Time

GOAL 4: SYSTEM IMAGE

FAX WILL PROMOTE ITS SERVICE AND IMAGE IN THE COMMUNITY.

Objective A: To maintain an active marketing program.

Standard 1: FAX should stress the positive impact of its operation in the community through press releases, speeches and involvement in community activities.

Standard 2: FAX should become involved in and work with citizens groups, the Chamber of Commerce, the Downtown Association and other area merchant associations to communicate its services and benefits.

Standard 3: FAX should maintain public outreach programs with area employers to promote transit.

Objective B: To provide complete and accurate public transit information.

Standard 1: Current bus schedules and system information should be available to the public at all major public facilities, trip generators and transfer points.

Standard 2: Service information should be available by telephone to the public at all times.

GOAL 5: PRIVATE SECTOR AND CITIZEN INVOLVEMENT

FAX WILL PROVIDE OPPORTUNITIES FOR CITIZENS AND PRIVATE BUSINESS TO PARTICIPATE IN PUBLIC TRANSPORTATION OPERATIONS.

Objective A: To provide opportunities for citizen input into FAX's operations.

Standard 1: FAX will hold public hearings, as required by the federal government;

(a) When there is a change in any fare, except promotional fare changes for up to 180 days.

(b) When there is a service change leading to a 25 percent or greater reduction in total revenue service hours or revenue service miles.

Standard 2: FAX should coordinate and cooperate with the Council of Fresno County Governments (COFCG) in its annual "unmet transit needs" process, including participation in the COFCG Social Services Transportation Advisory Council (SSTAC) meetings and Public Hearing.

GOAL 6: INTEGRATED MULTI-MODAL TRANSPORTATION

FAX WILL PROVIDE AN INTEGRATED MULTI-MODAL TRANSPORTATION SYSTEM WHICH FACILITATES THE MOVEMENT OF PEOPLE.

Objective A: Develop a multi-modal transportation network.

Standard 1: FAX will provide transit service to all airport and passenger rail facilities in the FCMA.

GOAL 7: COORDINATE TRANSPORTATION, LAND USE, AND AIR QUALITY POLICIES

FAX WILL COORDINATE TRANSPORTATION POLICIES WITH LAND USE AND AIR QUALITY POLICIES.

Objective A: Support transportation investments, which work toward accomplishing air quality goals, optimize utilization of land and encourage a stable economic base.

Standard 1: Evaluate FAX system for air quality, energy, and efficiency impacts.

Standard 2: FAX will coordinate with City, County, and Regional agencies to promote efficient transportation policies.

1.2.4 Organization

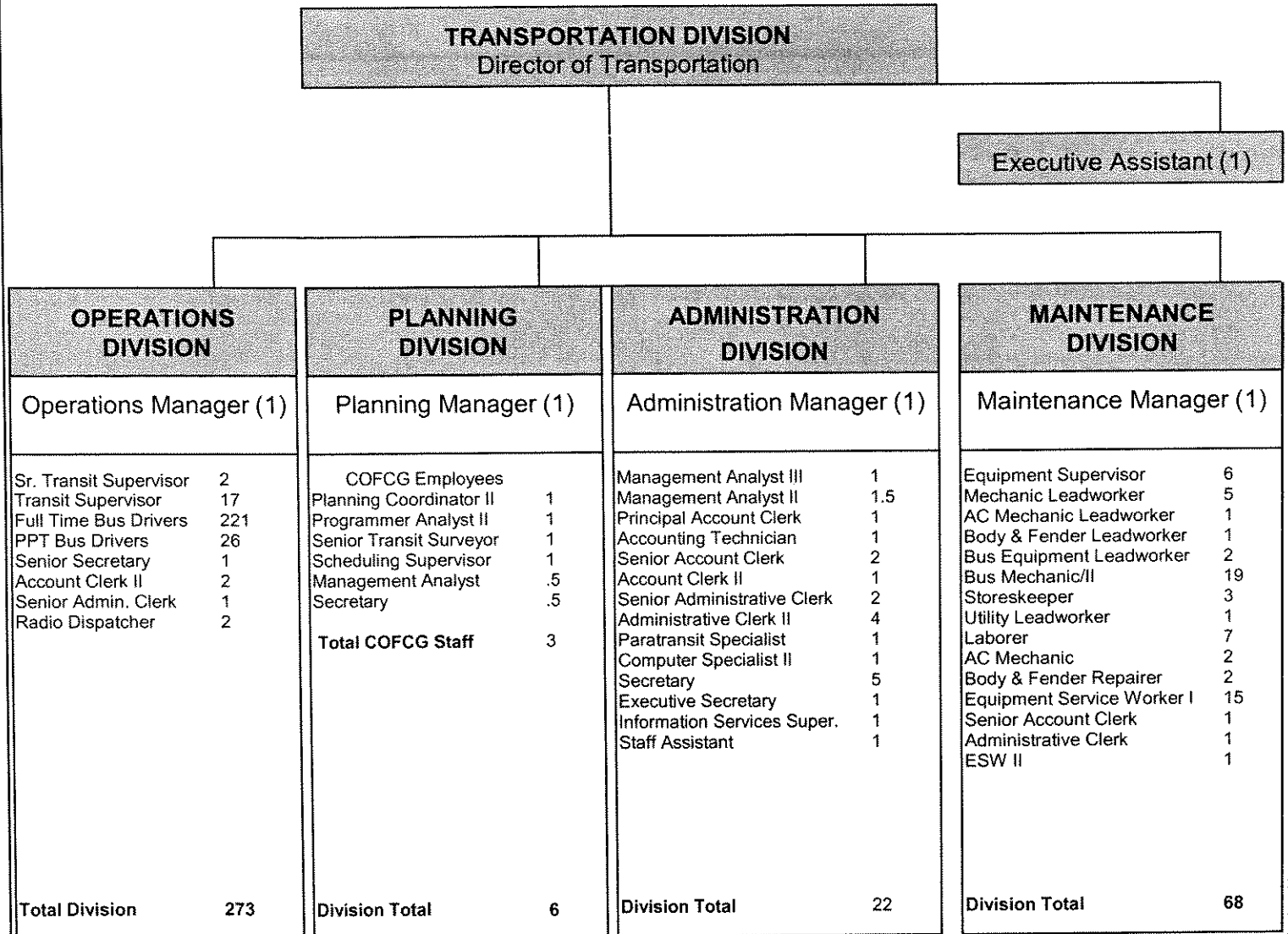
FAX

FAX is operated by the City of Fresno and is a department headed by the City's Director of Transportation. The Organizational Structure of FAX is shown on Exhibit 1.1.

Fresno City Council

The Fresno City Council consists of seven members within seven jurisdictions of the City of Fresno, and is the policy making board for FAX. The Council is responsible for setting operating policy and annually adopting the budget. FAX underwent a major reorganization of the Department in FY87. The reorganization eliminated the Research and Development Division. The COFCG is under a contract agreement with FAX and is responsible for planning, service evaluation, service development, and public outreach functions. This cooperative agreement between the agencies has eliminated duplication of effort and has resulted in substantial cost savings.

Exhibit 1.1
FAX Organizational Chart



FAX Committees

The FAX Americans with Disabilities Act (ADA) Committee was established by the City of Fresno and provides input into the decision making process. The ADA Committee is a standing committee which consists of members of the public and provides FAX with input on key issues relating to the provision of transit services in the FCMA. This committee provides recommendations regarding accessible services to the Fresno City Council. In addition, the Social Services Transportation Advisory Committee (SSTAC) was formed by the COFCG Policy Board to aid in its review of transit issues with emphasis on the annual identification of transit needs within Fresno County. These include the needs of transit dependent and transit disadvantaged persons, including the elderly, disabled and persons of limited means. This Advisory Council to the COFCG consists of a committee of members from the public who advises the COFCG Board on any major transit issues. FAX staff participate as part of this committee on a regular basis.

FAX Staff

The Department of Transportation is responsible for the day to day management of FAX and reports directly to the Assistant City Manager. FAX consists of four divisions, all headed by the Director of Transportation. Divisions include Administration, Operations, Maintenance and Planning.

The Administration Division is responsible for intergovernmental coordination, budgets, grant management, data collection, computer services, personnel, contract administration and policy development.

Operations is responsible for managing the day-to-day operations of transit service, including driver training. In FY05, FAX vehicle operations consisted of 221 permanent bus driver positions and seventeen field supervisor positions. Weekday service currently requires an average of 150 drivers with Saturday and Sunday service requiring 90 drivers. The remaining drivers are designated for the extra-board, vacation and sick relief.

Maintenance is responsible for maintaining the fixed-route vehicles, monitoring the maintenance of Handy Ride vehicles, and maintaining bus stops and shelters.

Planning prepares transit related documents such as the Short Range Transit Plan and Regional Transportation Plan, as well as develops routes and scheduling of transit service. Planning analyses ridership data of the FAX system in order to do system evaluation and system adjustments. The FAX Planning Division is also responsible for public information and outreach.

1.3.0 Overview of SRTP

The SRTP is divided into 5 chapters:

- **Chapter 1** provides an overview of FAX and Handy Ride, and the purpose for the SRTP.
- **Chapter 2** provides a general overview of the existing FAX and Handy Ride transit systems, including descriptions of current transit services and transit related programs.
- **Chapter 3** describes the proposed service improvement plan for FAX and Handy Ride, including recommendations for enhancing customer service and improving mobility and access.
- **Chapter 4** sets out the detailed five-year financial plan for FAX and Handy Ride. It also describes the Capital Plans which support the services described in Chapters 2 and 3.
- **Chapter 5** provides an overview of the existing City of Clovis transit system, including descriptions of current transit services, recommendations for enhancing customer service, and a detailed five-year financial plan for the transit system.

The SRTP includes appendices which provide more detailed information on the Fleet Inventories of each transit agency. In addition, a Glossary of terms is included in **Appendix F** to provide assistance in defining transportation related terms.

Chapter 2

System Description

2.1.0 Introduction

Public transit began in Fresno, as in many cities, with horse drawn street cars. The first horse car franchise was issued to the Fresno Street Railroad in 1887, and it began operation in 1889. By the turn of the century, interest in electric street cars had grown to a point where the Fresno City Railway (FCRY) had been granted a 50 year franchise for the operation of electric streetcars. The system started operations in 1902, and by the end of World War I (now the Fresno Traction and Rail Company) had 50 miles of track. In 1939 the bus service completely replaced the street car system. A description of the current services is as follows:

Fixed-Route Service

From the 1930's to 1961, fixed-route bus service was provided by Fresno City Lines, Inc., which was a private corporation. In 1961 the corporation sought to discontinue public transportation due to increasing deficits. The City of Fresno entered into a lease-purchase agreement with Fresno City Lines, Inc., in 1961, and established the City of Fresno as the operator of transit services in the Fresno metropolitan area. The early system configuration consisted of a modified radial pattern with all routes originating in the downtown area. This pattern remained essentially the same until 1977. During FY77, FAX instituted numerous changes which increased service to nearly all of the urbanized FCMA, the most significant being the implementation of a grid system consisting of 19 lines in place of the former 13 line radial system. The change was made possible by the purchase of 50 full-sized buses. Today FAX operates 18 routes on 10, 15, 30, 45, and 50, 60-minute headways. The system continues to be operated on a modified grid pattern with nine routes intersecting in downtown Fresno, six connecting at Manchester Transit Center, and seven making connections at The Market Place Shopping Center.

Demand-Responsive Service

Specialized transportation service for Fresno's elderly and disabled was started in 1967 by the West Fresno Federation, a non-profit corporation. The City provided increasing support to the program, and in 1975 assumed the service. In April 1977, FAX began operating Handy Ride service. Handy Ride operates as a generalized demand-responsive service for those who are unable to use the regular fixed-route service due to a disability. Handy Ride offers advanced reservation and limited subscription service to "ADA Certified" riders. In order to effectively carry out the provisions of the Americans with Disabilities Act of 1990, FAX awarded the contract for Handy Ride service to Laidlaw (formerly Mayflower) Contract Service effective April 3, 1993. In December 2005 the Paratransit Contract was awarded to MV Transportation. Service hours for Handy Ride mirror those of FAX fixed-route service, and same day reservations are allowed in order to comply with ADA regulations. FAX is in full compliance with the ADA and for a more detailed discussion of the ADA, refer to the Americans with Disabilities Act Section 2.3, or the FAX ADA Paratransit Service Plan Update in June 2003.

2.2.0 Bus Transit

FAX's service area population is shown on Table 2.1. The service area is consistent with the Planned Urbanized Area (PUA) of the Fresno County General Plan and represents the area planned for urban growth during the 20 year planning period. Within the PUA are the Cities of Fresno (2000 census population of 427,652) and Clovis (2000 census population of 68,468). The 2000 census population of the Fresno-Clovis Metropolitan Area (FCMA), an area slightly larger than the PUA, is 570,169 (Fresno COFCG). The FCMA contains 299 square miles; and a population of 628,655 (2000 Census) and the overall average population density is 3 persons/acre. In the more populated areas of the FCMA, the average density ranges from four to fifteen persons per acre.

Table 2.1 FCMA Population Trend		
Year	Population	Source
1970	289,200	Decennial Census
1980	358,800	Decennial Census
1990	477,400	Decennial Census
2000	628,655	Decennial Census
2010	674,500	COG

2.2.1 Bus Services

The core bus routes which are operated by FAX and other service agencies are as follows;

City of Fresno

The City of Fresno, through FAX, provides two categories of public transportation service in the FCMA. First, the Transit Division provides fixed-route service for the general public seven days a week. And secondly, Handy Ride service, which is contracted through MV Transportation, provides demand-responsive service seven days a week. Handy Ride generally serves those persons unable to use the regular fixed route bus service.

- **FAX Fixed Route** - The metropolitan area has developed north, west and east of the Central Business District (CBD). The Central Business District is the regional and local governmental center for federal, state, county, city and educational offices. In addition, the Community Hospital facility located on a 58 acre area bounded by McKenzie Ave., Fresno, Q, and Diana Streets in downtown Fresno has expanded. The CBD is a regional financial and legal center, as well as regional shopping center (Fulton Mall). The Convention Center, Community Hospital, two major hotels, various private office buildings, and the railroad and bus station are also located in this area. Nine of FAX's seventeen routes converge in the CBD. There are four other regional shopping centers located within the FCMA. They include: Fresno Fashion Fair (First/Shaw), Manchester Center (Blackstone/Shields), Sierra Vista Mall in Clovis (Clovis/Shaw), and the Market Place at River Park (Blackstone/El Paso). While FAX operates service to all of these Centers, Manchester Center and the Market Place are major connection locations. Six routes converge at the Manchester Transit Center to form a major transfer point in Fresno's geographic center, and six routes serve Market Place in north Fresno.

Other commercial land uses are spread throughout the FCMA with strip commercial concentrated along Shaw and Blackstone Avenues. Additional office commercial is located along Shaw Avenue, N. First Street and in the vicinity of the Fresno Yosemite International Airport (FYI). Significant residential and commercial development is underway in the Woodward Park community near the River Park Business Complex (Friant/Audubon) and Kaiser Permanente Hospital (First/Nees). The FAX network serves various high schools, colleges and universities as well as numerous parks and entertainment complexes. The FCMA population has a broad ethnic diversity, including a substantial Hispanic population and significant numbers of African American and Asian residents. In the 2000 Census, 8.0% of the population of the City of Fresno was described as African American, 11.1% as Asian or Pacific Islander, and 39.9% as Hispanic.

FAX operates on a modified grid system and provides service on fifteen transit corridors on weekdays and Saturdays and Sundays. The route system is composed of nine lines that provide service in two directions to and from downtown and five cross-town lines. In 2004, FAX also introduced a free downtown trolley service which connects to parking, retail, and restaurants services in the downtown area. The system is designed to facilitate bus travel by making transfers convenient between intersecting lines and between ten lines which converge in the CBD. The FAX system map is shown in Exhibit 2.1.

- **Handy Ride Demand Response - Handy Ride's** service area is bounded by Copper to the north, Central Avenue to the south, Temperance Avenue to the east, and Polk Avenue to the west as identified in Exhibit 2.2. Handy Ride service is available to persons who, because of an impairment or disability, are unable to use Fresno Area Express fixed-route system. Population numbers developed for the FAX Americans with Disabilities Act Paratransit Service Plan indicate that the FCMA contains between 7,000 and 12,500 persons who would be eligible for paratransit service under these guidelines.

Fresno County

Fresno County reimburses FAX to partially offset operating costs for fixed-route and Handy Ride services in the unincorporated urbanized area. As of January 1, 2002, an estimated 45,000 unincorporated area residents lived within one-half mile of a FAX route. Fresno County also provides support for rural transit services as described below;

- **Fresno County Rural Transit Agency (FCRTA)** - In August 1979, a joint powers agency was created to coordinate and operate rural transit services in Fresno County. FCRTA, through contract providers or private carriers, provides intra-city and inter-city service to rural communities and downtown Fresno. Inter-city service to Fresno is provided via municipal providers and through Greyhound and Orange Belt Stages. The rural systems interface with FAX in downtown Fresno.
- **Consolidated Transportation Service Agency (CTSA)** - In 1980, the Council of Fresno County Governments (COFCG) adopted "Assembly Bill 120 Action Plan for Fresno County" (AB120, September 1979) to coordinate social service transportation in Fresno County. The Plan co-designates the City of Fresno and the Fresno County Economic Opportunities Commission (FCEOC) as the CTSA for the Fresno Metropolitan Area and the City of Clovis as the CTSA for the Clovis Urbanized Area. The Fresno County Rural Transit Agency and FCEOC are the co-designated CTSA for the rural area.

Social service transportation in the FCMA began in April 1983 and was initiated in the rural county area in May 1983. Services are provided through vehicle timesharing, ridesharing and consolidation and include those agencies and services listed on Exhibit 2.3.

- **Private Operators** - Inter-city bus service to the FCMA is provided by Abbey Charter, Greyhound Lines, Transportation Specialties, and Orange Belt Stages while Amtrak provides inter-city rail service. The FCMA is served by numerous private taxi companies and a dial-a-ride service providing shared-ride, demand-responsive service. Several non-profit agencies and private companies operate services designed to accommodate disabled riders. Exhibit 2.3 lists current public and private transportation providers in the FCMA.
- **Ridesharing** - The COFCG is responsible for administering the Program and retains a Rideshare Coordinator to implement the Program. The Rideshare Coordinator has been instrumental in developing an effective outreach program to major employers throughout Fresno County for providing match lists for both carpools and vanpools.
- **Vanpool** - The City of Fresno, in conjunction with The Council of Fresno County Governments (DOG) and Enterprise Rideshare, developed the vanpool program. FAX initiated the program with (7) vehicles and now has (18) vans with over 200 commuters.

Exhibit 2.1
FAX Service Area

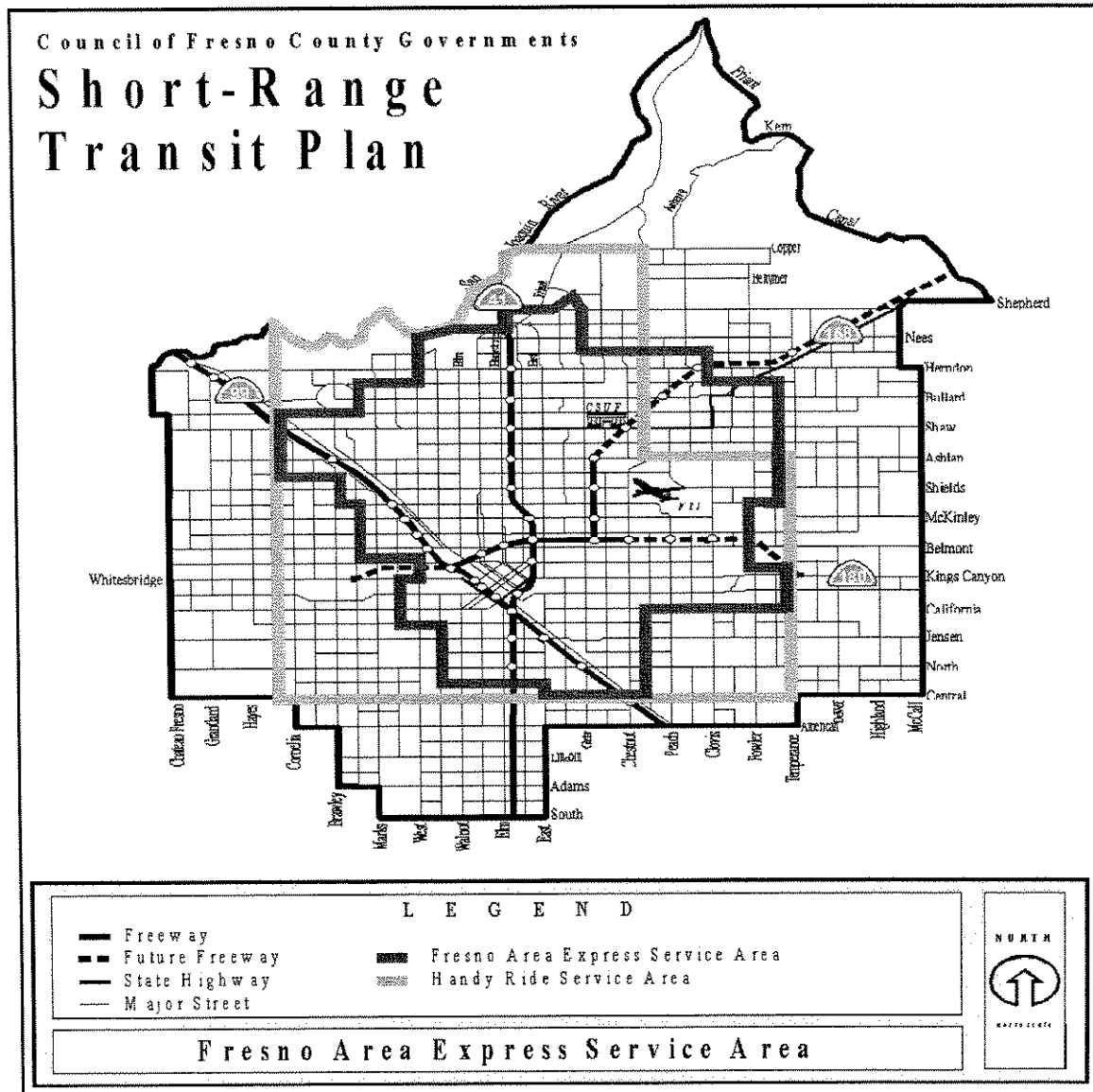


Exhibit 2.2
Handy Ride Service Area

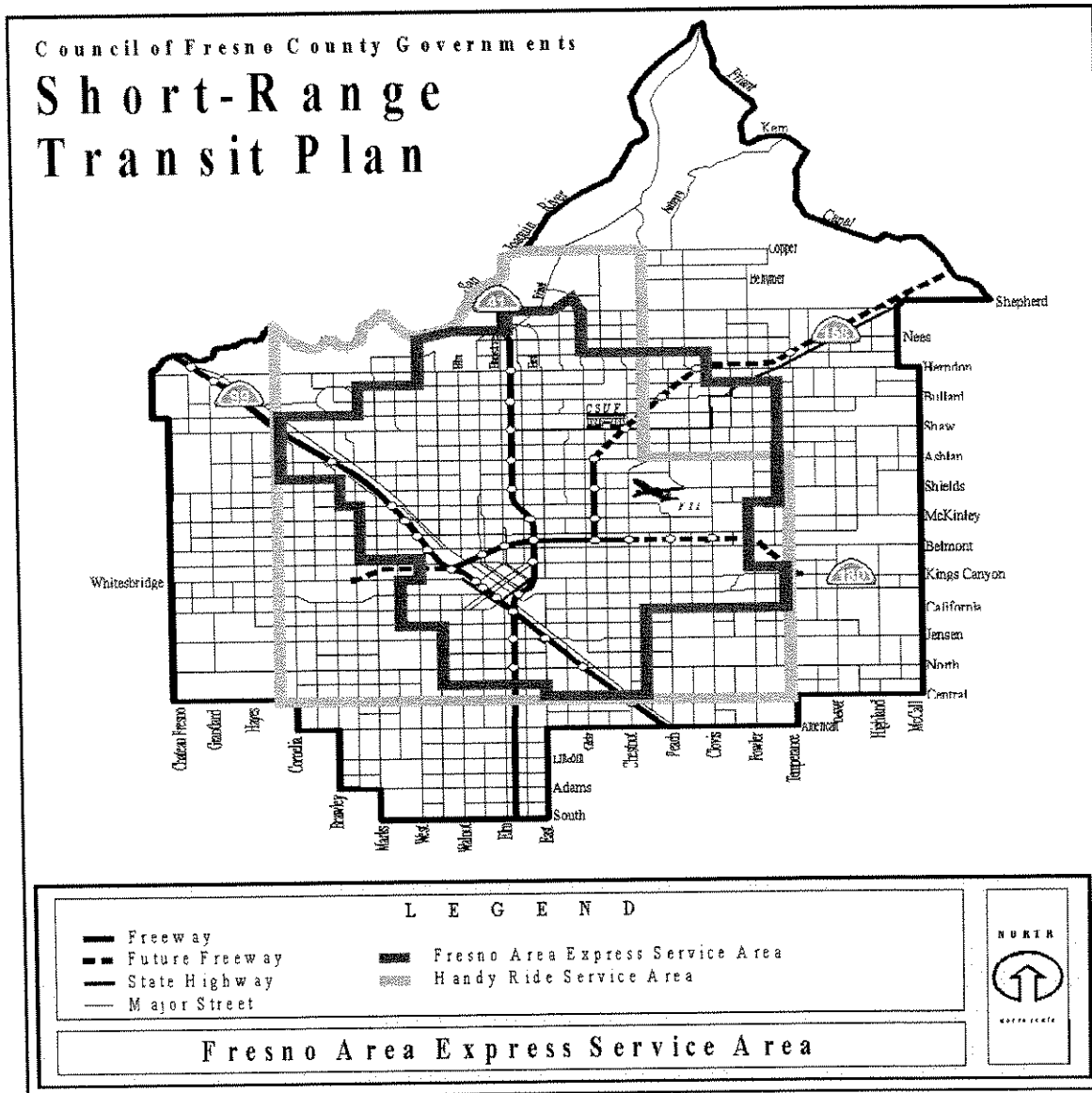


Exhibit 2.3
Service Providers in the FCMA – 2005

BUS LINES & VAN SERVICE

Fresno Transportation Center
Clovis Roundup*
Clovis Stage Lines*
Fresno County Consolidated Transportation
Agency*
Fresno County Rural Transit Agency*
Fresno Handy Ride*
Fresno Area Express*
Greyhound Bus Lines
Transportation Specialties
MV Transportation

BUSES CHARTER & RENTAL

Golden Charm Tours
Golden Eagle Charter
VIA Adventures
Classic Charter
Best Tours
Laidlaw Contract Services
Cloud 8 Travel
Orange Belt Stages
Ruiz Tours
Silverado Stages

**BUSES -- SCHOOL TRANSPORTATION
SERVICES**

Abbey School Bus Transportation
Laidlaw

DIAL-A-RIDE

Dial-A-Lift
Dial-A-Ride
Handicab
Fresno County Rural Transit Agency

AMBULANCE NON-EMERGENCY

American Ambulance
Fresno Transportation Company

TAXICABS

AAA Taxi Cab
ABC Yellow Cab
Abe's Yellow Cab
Ace Yellow Cab Co.
Abby Yellow Cab
Aafast Yellow Cab
American Yellow Cab
A-1 Taxi Cab
ASAP 24-7 Any City Yellow Cab
Alpha Cab
Bulldog Cab Co.
California Cab
Casey's Yellow Cab
City Wide Yellow Cab
City Cab Company
Clovis City Cab Company
Clovis Yellow Cab
Express Transport
Faretta Cab Company
Fiesta Cab
Golden Express Taxi
Independent Checker Cab
Kiddie Cab
Liberty Cab
Mexico Cab
Royal Checker Cab Co.
Taxi Latino
Trans Mexico
Taxi Azteca
Taxi Fresno Indio.
Veteran's Cab Co.
Union Cab
United Cab Co
Yellow Cab
Yellow Cab A
Yellow Express
Yellow Diamond Cab

* Public Agency

Source: Pacific Bell Yellow Pages.

2.2.2 Bus Fleet

FAX- FAX's policy is to operate equipment which is suitable to the needs of the public, and is cost effective to operate and maintain. In making decisions regarding vehicle procurement, FAX considers passenger needs and comfort, standardization of parts and equipment, ease of operation and maintenance, and conformity to the latest clean air, accessibility and safety requirements.

FAX currently has an active fleet of 108 vehicles, which includes 10 New Flyer Compressed Natural Gas buses which were delivered in the summer of 2006. In addition, all FAX buses are low floor buses, which are outfitted with ramps that are much easier to maneuver than traditional lifts. The low floor buses also have the ability to lower or kneel to reduce the angle of the ramp. These buses are an interim technology to fuel cell or zero emission buses and provide emission reductions which are comparable to an alternate fuel bus. In 2008, FAX will be receiving an additional three gasoline hybrid buses which showcases FAX's commitment to cleaner vehicles and cleaner environment.

FAX also has four (4) Ford Econoline vans, two (2) of which are used for the Fresno Area Neighborhood Service (FANS) circulator route in the southeast part of the City. Overall, FAX's fleet is projected to increase to 120 buses by FY10. See Appendix C.

All new buses meet the accessibility requirements of the Americans with Disabilities Act (ADA), the standards mandated by the Federal Clean Air Act (CAA), the California Air Resources Board (CARB) exhaust emissions standards, the Federal Transit Administration (FTA) First Article Bus Durability Tests and the California Highway Patrol (CHP). Buses in the active fleet operate an average of 45,000 miles annually. An inventory of the current bus fleet is presented in Table 2.2. Bus replacement needs are detailed in Chapter 4 of this document.

Table 2.2
FAX Fleet Inventory

#	Make	Model	Year	Comments
15	New Flyer	CNG	2006	40' Low Floor
10	New Flyer	CNG	2005	40' Low Floor
2	New Flyer	Gas/Hybrid	2005	40' Low Floor
4	Optima	CNG Trolley	2004	30' Lift Equipped
25	Orion	CNG	2003	40' Lift Equipped
2	Orion	Hybrid Drive	2000	40' Hybrid Electric
3	Ford	El Dorado	2000	22' Lift Equipped
10	Gillig	Phantom	1999	40' Low Floor
14	Gillig	Phantom	1997	40' Lift Equipped
6	Gillig	Phantom	1996	40' Lift Equipped
3	Gillig	Phantom	1994	40' Lift Equipped
13	Gillig	Phantom	1993	40' Lift Equipped
1	Gillig	Phantom	1991	40' Lift Equipped
108	Total Active Fleet			

Handy Ride- Handy Ride offers demand-responsive, curb-to-curb service seven days a week during the same hours as the Fixed-Route service. Handy Ride service is provided throughout the service area covered by the Fixed-Route, and additionally extends out 3/4 mile further than FAX routes. The current service area is bounded by Copper to the north, Central Avenue to the south, Temperance Avenue to the east, and Hayes Avenue to the west. The requests for service are accepted on a previous day basis for ADA Certified City of Fresno residents and visitors, as well as same day, if space is available. A contract was awarded to MV Transportation for the provision of the Handy Ride service. FAX monitors MV in order to assure compliance with the city contract and with the ADA.

Handy Ride's fleet is composed of 34 wheelchair lift-equipped mini-buses and 9 sedans operated and maintained by MV Transportation and will increase to 45 vehicles by FY10. See Appendix D.

2.3.0 Accessible Transit Service

FAX's ADA Advisory Committee advises FAX staff on accessibility issues for all transit services, facilities and programs. This section describes existing accessible transit and paratransit services and addresses FAX's implementation of the Americans with Disabilities Act (ADA).

2.3.1 Americans with Disabilities Act

The Americans with Disabilities Act (ADA) was signed into law on July 26, 1990. FAX implemented key ADA requirements and compliance regulations issued by the U.S. Department of Transportation (DOT) and the Architectural and Transportation Barriers Compliance Board as described below:

- *All newly constructed transit facilities such as bus stops and transit centers must meet ADA accessibility design guidelines.* The renovation of the Manchester Transit Center in 2001 helped to meet the standards. Over the last year new bus stop signs which meet the standard have been installed Citywide, and FAX has improved over 570 bus benches and 190 shelters to meet ADA requirements.
- *All procurement of bus vehicles must meet the ADA accessibility design guidelines.* FAX has procured over 100 buses since 1992 that meet ADA standards. All future vehicle procurement will meet the standards, including recently received Hybrid Electric buses, Vans and Clean Fuel buses.
- *Information distributed to the public is also required to be made available in accessible formats, such as audio cassettes, discs, large print, via telephone etc.* FAX has prepared and distributed a video which highlights FAX fixed route services. This video provides passengers with relevant information on the FAX system and is made available to the public upon request.
- *As an operator of a fixed route service, FAX is required to provide complimentary paratransit services.* A combination of accessible fixed route transit service and paratransit services are provided for the transportation needs of individuals with disabilities and senior citizens.

The FAX ADA Paratransit Service Plan and subsequent updates have been adopted by the Fresno City Council and approved by the FTA. The Paratransit Service Plan addresses FAX's responsibilities under the ADA for both fixed-route and demand-responsive service. The FAX Complementary paratransit service has been in complete compliance with federal requirements since 1995.

Among other things, these mandated changes required FAX to expand Handy Ride hours of service to match those of FAX fixed-route service, and as a result, FAX has implemented a same day advanced reservations for ADA certified City of Fresno residents and visitors.

2.3.2 Accessible Bus Service

FAX designated all buses as accessible effective July 1, 1997. All of FAX's buses are equipped with devices to secure a wheelchair or other mobility devices and with lifts for boarding passengers using common mobility devices. Buses purchased since 1993 are equipped with automatic announcements to assist passengers with visual impairments. The announcements are activated when the doors are opened and provide information on the route number and destination.

FAX has adopted standard operating policies and procedures for compliance with ADA which include the following: regular maintenance and prompt repair of accessibility equipment; providing assistance with boarding; calling out bus stops and stations; providing alternative transportation if a passenger cannot be boarded because of failure of accessibility equipment; allowances for service animals; and specialized training for operators.

2.3.3 ADA Paratransit Services

Paratransit service is a specialized form of transportation operated for people, who, because of their disabilities cannot use conventional public transit service. As an operator of a fixed route bus service, FAX is required under ADA to ensure that paratransit service is provided to eligible individuals with disabilities. The level of service provided must be comparable in terms of hours of service and area served to the service provided through the fixed route bus system. Since 1990, FAX has been in full compliance with ADA paratransit provisions.

FAX - FAX contracts for paratransit services with MV Transportation. Eligible riders call MV to schedule their trips and MV provides the trips accordingly. MV also provides subscription trips according to policies developed and adopted by FAX.

In FY06, FAX's annual operating budget for MV was \$2.7 million. MV provided almost more than 190,000 paratransit trips during this period, which included over 50,000 taxi trips during this period. MV's operating budget for FY07 is \$3.1 million with an increase in service demand estimated at over 210,000 passenger trips to be provided.

2.4.0 Transit Maintenance Program

FAX takes a functional approach to the maintenance and servicing of all vehicles, equipment, and facilities, and emphasizes preventative maintenance, comprehensive inspections and overall efficiency and cost effectiveness to ensure reliable and safe transit service.

The mission of FAX's Maintenance Division is to provide clean, reliable, safe and well maintained vehicles, equipment, and facilities through the efforts of a competent and committed work force using modern facilities, tools and equipment. The purpose of FAX's Maintenance Plan is to provide consistent, systematic and integrated program guidance that will enable the Maintenance Division to properly maintain and service the assigned vehicles, equipment and facilities in support of revenue operation. Policies of the Maintenance Division reflect the following:

- Standardized procedures and practices;
- Compliance with all applicable regulatory requirements;

- An effective maintenance program.

Key components of FAX's current Transit Maintenance Program are as follows:

- A comprehensive bus vehicle maintenance program that includes daily maintenance.
- An aggressive preventative maintenance and component change out program.
- A running repair procedure to avoid removing vehicles from service.
- A centralized overhaul and repair program.
- A new maintenance management system.

Maintenance Program

The following maintenance functions are described below:

- Bus Maintenance
- Facilities Maintenance

Bus Maintenance

Components of FAX's Bus Maintenance program are as follows:

Daily Servicing - Daily servicing items include the following:

- Vault pull
- Driver defect card analysis
- Fuel island servicing
- Interior/exterior cleaning
- Seat and window cleaning/replacement

Preventative Maintenance - Regular maintenance is performed at prescheduled cycles to ensure optimal performance, efficiency, safety and reliability of assigned equipment. Preventative maintenance inspections are performed within four hundred miles of scheduled cycles. Table 2.3 shows FAX's Preventative Maintenance cycles.

Table 2.3
FAX Maintenance Schedule

P.M.Type	Inspection	Cycle	Within
Minor/safety	A	3,000 miles	+/- 400 miles
Intermediate	B	12,000/14,000 miles	+1,000/-400 miles
Intermediate	C	18,000/21,000 miles	+1,000/-400 miles
Major	D	24,000/28,000 miles	+1,000/-400 miles
Special Service	Winter	Seasonal	
	Summer	Seasonal	

Note: Services vary by mile ranges depending upon warranty and manufacturer's requirements.

Running Repair/Corrective Maintenance - This establishes a procedure to repair items identified by operators during the daily operation of a bus. These repairs are usually completed without removing or withholding a vehicle from normal service. Maintenance repairs or actions for road calls are documented in the fleet information system to assure that proper corrections are made, to provide for consideration of fleet inspections, and to modify the Preventative Maintenance Program, as needed.

Scheduled Component Change Out - FAX's component change out program is based on manufacturer's recommendations, failure history and failure analysis. Designated components are tracked and monitored to ensure that the program is efficient and cost effective. This program allows for the preparation of complete standardized kits with standardized replacement practices for improved efficiency.

Overhaul and Repair Program - The O & R Program is a centralized maintenance program which includes paint and body repair, upholstery, farebox repair, component overhaul, and heavy repair/rebuild of engines and other components.

Facilities Maintenance

FAX's Facilities Maintenance includes overall environmental regulatory record keeping and oversight; hazardous waste disposal and manifests; timely and reliable maintenance, preventative maintenance, inspections, repair and servicing of FAX's communication system, buildings, shelters, grounds, bus stops and related equipment.

FAX's maintenance facility consists of 49,000 square feet and can accommodate up to 150 buses. However, limited bus parking space has prevented this facility from serving more than 100 buses. The Maintenance Division provides standard bus maintenance and has facilities for body work, painting, welding, machine tooling, and air conditioning. Since the facility enables FAX to perform nearly all maintenance work in-house, reliability of the fleet maintenance is ensured.

In FY06, FAX's service level required approximately 81,000 gallons of diesel fuel per month and an additional 51,700 therms of CNG fuel per month. FAX has four underground diesel fuel storage tanks each providing 19,500 gallons of capacity. Approximately 23 days of service could be provided with the existing fuel storage capacity. FAX installed a Compressed Natural Gas (CNG) fueling station which was fully operational in January 2006 that provides over 30,000 therms of CNG fuel per month for the 54 existing CNG vehicles.

Handy Ride - Handy Ride maintains a total of thirty-four vans and 9 sedans which are maintained and serviced by MV Transportation. The preventative maintenance schedule for Handy Ride vehicles include a regular tune-up of vehicles to ensure that the maximum performance and fuel economy are obtained. Gasoline tune-ups are performed at 12 months or 24,000km/15,000 mile intervals. Additional vehicle components such as brakes and oil filters are changed at various intervals according to MV Transportation's certified inspection interval and procedures maintenance plan.

2.5.0 Transit Passenger Facilities

This section describes FAX's passenger facilities including transit centers, transit stop improvements and amenities. It also addresses actions to improve operations and passenger convenience as part of FAX's goal to enhance customer focus and improve mobility and access.

2.5.1 Transit Improvements and Amenities

FAX

Bus Stop Accessibility - FAX maintains one transfer center at Manchester Mall and three additional transfer centers in the downtown area, all within the City of Fresno. The transfer centers are safe and convenient facilities for bus to bus transfers as well as for intermodal passenger transfers. Due to age and usage, periodic rehabilitation of FAX's transit amenities have been necessary to maintain them in an attractive, safe and functional condition. Examples of rehabilitation needs include sidewalk repair, painting and repair of structures, and replacement of benches and trash receptacles. Minor enhancements planned in conjunction with rehabilitation include upgrading of information signage, security lighting, and bicycle accommodations. In 2002, the Manchester Center was improved and upgraded to accommodate more client service.

In addition, FAX has more than 2,000 bus stops which need to be maintained. An ongoing transit stop improvement program provides convenient passenger access and assures safe operation of transit service. Passenger amenities such as shelters, benches, information signs, and trash receptacles are provided at many transit stops. Transit stop improvements are provided by FAX and by private developers as conditions of project approval by the City.

Bus Stop Accessibility Improvements - To assure compliance with ADA, FAX established a program to construct passenger waiting pads, sidewalk extensions, and wheelchair curb ramps where needed. These bus stop improvements benefit transit operations by improving the efficiency of boardings by disabled patrons and reducing the need for ADA paratransit trips. These improvements also provide improved accessibility to non-disabled transit riders. In addition, it should be noted that these improvements are the responsibility of the City of Fresno and not the Transit operator.

Bus Stop Shelter Program - FAX shelters are designed to include a brown frame with a dome, lighting for security, and a bus bench and trash receptacle. Design and placement of shelters complies with ADA guidelines. FAX inspects, cleans and maintains shelters as required. 2006 began a Shelter Refurbishing Program. FAX also works closely with the community in providing shelter service and has allowed one of the local high schools to paint the bus shelter with their school colors.

Transit Stop and Information Signs - FAX maintains over 2,000 bus stop information signs throughout the service area. Since 1999, FAX replaced most of its bus stop signs with more customer friendly informational signs.

Bus Stop Amenities - Benches are provided at over 500 bus stops for the comfort of waiting passengers, and are often provided at bus stops with concentrations of elderly and mobility impaired patrons. Benches are installed based on passenger request, ridership and acceptable site conditions, although the current bench program consists primarily of replacement of old or damaged benches.

Bikes on Transit - In 1997, FAX installed bike racks on all fixed route buses. The "Bikes on the Bus Program" significantly enhanced mobility and access for cyclists in the Fresno City area and helped to increase transit ridership by creating a new ridership market. FAX has experimented with a three-bike rack, but due to restrictions by the California Highway Patrol (CHP), we have been unable to proceed. To date, all FAX buses have bike racks which can hold two bicycles at a time. FAX will continue to work with its vendors to develop a higher capacity bike rack that will conform to CHP standards.

2.6.0 Fare Structure

As part of FAX's Strategic Goal to provide affordable fares, FAX has not requested a fare increase since 1991. However, in FY02, FAX initiated a fare increase of its regular one way fare from the current \$.75 to \$1.00 which became effective in August 2002. FAX did however retain the Senior/Disabled one way fare at \$.35. Beginning in 2005, FAX introduced the Metro Pass, which allows passengers access to unlimited use of the FAX and Clovis fixed route systems. See Table 2.4 for Fare Structure.

Table 2.4
FAX Fare Structure

Fare Category	Adult Fare FAX	Adult Fare HANDY RIDE
Single Ride	\$1.00	\$1.00
Token/10 Tokens	\$.85/\$8.50	N/A
Metro Pass	\$40.00	N/A
Monthly Pass	\$35.00	\$25.00
*Half month pass	\$*17.50	N/A
	Senior/Disabled Fare FAX	Senior/Disabled Fare HANDY RIDE
Single Ride	\$.35	\$.75
Monthly pass	\$10.00	N/A

* The FAX Half month pass is available after on the 15th day of each month

The FAX Metro Pass is for use on FAX and Clovis Stageline services

Note: FAX fare increase became effective August 1, 2002.

2.7.0 Customer Services

FAX has made a commitment to provide high quality service, and to portray a positive image of FAX, Handy Ride and public transit in general by providing customer services described below:

2.7.1 World Wide Web

FAX as part of the City of Fresno maintains a World Wide Web page on the Internet (<http://www.fresno.gov>) which includes maps and schedules of the transit system.

2.7.2 Public Information Programs

Public information is the cornerstone of a successful transit system. FAX's public image has been enhanced and shaped by a focus on accuracy and consistency of message. Described below are various information services and programs FAX offers to meet the needs of our customers.

Information Services - FAX provides transit information and trip planning services by phone, through mail or in person. FAX's maps and schedule guides are available in over 30 locations citywide. In FY 2004, FAX introduced the 621-RIDE number which provides easier access for passengers to all FAX services. FAX has installed announcements on all buses which provide passengers with bus stop locations and times while on the buses. FAX has also installed On Street

Display at the MTC and Downtown Shelters, Cesar Chavez Adult School and the intersection of Fresno Street and Shaw Avenue which provides actual real arrival and departure times for all routes while passengers are waiting for instant assurance that they have not missed their bus. Currently FAX is working with California State University, Fresno to install On-Street Displays on campus.

Manchester Information Center - FAX operates a walk-up Customer Service Center at Manchester Mall in central Fresno. The center allows customers to receive personalized trip planning, pick up schedules, purchase passes and tickets, retrieve items from the lost and found or even register a passenger suggestion or complaint.

Downtown Information Center - FAX operates a walk-in Customer Service Center in the Downtown area. The office which is located near the Downtown shelters will provide passengers with access to FAX services such as route information, trip planning, a pass outlet, Lost and Found, and other customer related issues.

Outreach and Partnership Programs - FAX provides public outreach to various social service groups in the area including Senior groups, Students and new immigrants in an attempt to familiarize citizens with the advantages of using transit. In FY06, FAX staff attended 29 different events in the community. Staff provided these public groups with information on how to use public transit, how to read schedules and maps, and about the role transit plays in protecting the environment.

Multi-cultural Marketing Programs - FAX provides bilingual materials and use of bilingual advertisements to reach, educate, and promote ridership among the multi-cultural communities. In a July 2004 customer satisfaction survey conducted by AIS Research determined that over 45% of FAX passengers were from the multi-cultural community.

Employer Services Program - FAX's employer services program is designed to benefit local employers by increasing awareness and interest in FAX services. Among the services offered are free informational and promotional materials, on site promotions, trip planning assistance, as well as a vanpool program for downtown employees. FAX also provides service to several major employers in the area and continues to seek ways to encourage Single Occupant Vehicle riders to consider alternative transportation choices.

Media Relations - FAX interacts as needed with local media to promote existing and new services, programs and issues involving transit. Information is provided in English, and Spanish, and is designed to provide general awareness of FAX to both the media and the public alike.

2.7.3 Transit Security Program

FAX customers value safety and security when using the transit system and address these concerns:

Transit Security Plan - FAX security plan provides a highly visible security presence for our transit customers and employees. FAX uses City of Fresno police officers to deliver system wide protection. Our customers see uniformed patrol officers on buses and at transit facilities. As a result of the police presence, passengers feel safer, and public property has been protected from vandalism and graffiti. Since the introduction of the police officers, the number of crimes has been reduced.

Video Surveillance System - In an effort to prevent graffiti and vandalism on buses, FAX identified the need for an On Board Video Surveillance program. It is believed that the presence of the video surveillance cameras serve as a deterrent to vandalism and other crimes.

2.7.4 Special Community Services

FAX considers itself a good neighbor and a vital part of the community we serve. The following programs illustrate steps FAX has taken to give more than just transit services to the community;

Project Safeplace - FAX is leading the nation in transit properties for the number of youth who have taken advantage of the Safeplace Program. The program is a national partnership of community organizations, schools and neighborhood businesses that provide Safeplace designated locations for children and runaways who may be exposed to crime and exploitation. Each one of FAX's 108 buses is a designated Safeplace, and since the inception of the program, over 300 youth have been assisted through the program. In FY04, FAX was awarded the National Safeplace Award for its local bus Safeplace Program, which was received at the National Safeplace Conference in Kentucky.

Bus Interior Public Service - In an effort to work more closely with the non-profit community, FAX provides space within the buses for various organizations to provide information at no charge. During FY06, over 20 different agencies used this service to provide information regarding social services such as Narcotics Anonymous, Girl Scouts of America, and the Workforce Development Department.

Clean Fuels Program - FAX has been very involved in converting its fleet to cleaner burning fuels in an attempt to attain maximum efficiencies and to protect the environment. As part of its overall fleet FAX has 50 CNG buses, with 4 hybrid electric buses, 4 CNG trolleys, and 62 vehicles converted with aftermarket Cleaire kits which will reduce NOx emissions by 30% and PM10 by 90%. FAX also has two gasoline hybrids and has completed an on site CNG fueling station which will provide fuel for the entire fleet. The City of Fresno's aggressive approach to clean air was awarded by the National Clean Cities Program as the Fleet of the Year confirming FAX's commitment to the community.

2.8.0 Integration of Transportation and Land Use

Continuing growth in the FCMA over the past decade has led to increasing traffic and air quality concerns, and has elevated the role of efficient land use planning and its relationships to transportation. Land use determines commute patterns by influencing where people live and work and what convenient means of transportation are available to them to travel between these two points. The sprawling leap frog development patterns that have characterized the growth in Fresno have placed increased pressure on the roadway system and have reduced the convenience of alternate options, such as transit, bicycling and walking. The transportation system also shapes land use patterns as development tends to occur along major transportation corridors. A key effort in achieving this goal is the City of Fresno's General Plan update which was adopted in 2003. Implicit in this document is a section on transportation and land use strategies to create better communities with multiple transportation choices such as Transit Oriented Developments (TOD's) and Pedestrian Oriented Developments (POD's).

FAX has no direct control over land use decisions. Land use policy rests with the cities and County. However, in 2002 FAX updated its Long Range Transit Master Plan which provided two strategies for encouraging growth around transit stops and stations. One of the two scenarios envisaged is a

Productivity-oriented system designed to run high quality service where demand is high, and little or no service where demand is low. However, since transit is a public service paid by all taxpayers, the Productivity goal must be balanced against its opposite, the need to provide benefit to everyone, which is the purpose of the Coverage system. Coverage-oriented service penetrates parts of the community where transit cannot expect to operate with high productivity, either due to low densities of a built environment that is unsafe and unpleasant for pedestrians. Transit exists to serve a diverse range of purposes, including community goals for environmental quality, redevelopment, and mobility for people who cannot drive, among many others. FAX has intended to strike a balance between the two systems over the last few years, but continues to seek an optimal system.

More recently, FAX completed a Regional Public Transportation Infrastructure Study which defined a countywide public transportation system that maximizes personal mobility by providing functional access to work, education, health care, recreation and other essential services for all county residents. The project also focused on identifying ways to reduce vehicle miles traveled, improve air quality, and identify alternatives to the private automobile. The final plan will provide some strategies for a countywide transportation system that will be sustainable over a 50 year horizon. This study is being undertaken by a dynamic mix of firms and was completed in 2006.

2.8.1 Development Review Program

The City of Fresno has a Development Review Committee which reviews all significant projects. Under this program, the City refers proposed new development projects to FAX for comment during the approval process. After comprehensive review, FAX submits recommendations for project conditions or mitigation measures to the City/County. The intent of the Development Review Board is to ensure compatibility between the transportation system and the development project. FAX reviews over 100 development submittals from the City per year and as a result has been essential in ensuring the construction of numerous transit related and transit friendly improvements by the private sector, such as new bus stops, bicycle and pedestrian pathways and street improvements. FAX continues to be involved in major project development at Copper River and Fancher Creek to ensure that transportation issues are given the fullest consideration.

Chapter 3

Transit Service Improvement Program

3.1.0 Introduction

FAX's Strategic Goals reflects a strong commitment to making transit a more attractive option for travelers within the FCMA. To achieve these goals, FAX plans some significant investments in system improvements. The fast growing population and employment base of the Valley has resulted in a tremendous need for additional transit services. FAX is responding to this need through an ambitious expansion plan with innovative programs and improvements to our existing services. However, in order to achieve the level of service improvements needed, FAX has to mitigate for the array of Federal, State and locally-mandated programs and priorities including air quality, energy, congestion management, Welfare Reform, and alternative fuels. The need for additional transit funding to provide FAX the flexibility to not only conform with mandated requirements, but also to improve the quality of service and initiate progressive transit measures is crucial. The following provides an overview of these areas which will ultimately impact FAX over the next five years and beyond.

Air Quality - Modifying travel demand is an increasingly important issue for the future, both in terms of congestion management and modifying travel demand. Current financial, energy, and environmental resources are overburdened, and the seriousness of this region's air quality problems may lead to implementation of more stringent measures to reduce future vehicle travel. Public transit will continue to play a major role in any proposed transportation systems management activities which are undertaken. This makes it critically important that the state and federal governments continue at least their present level of resource allocation to support local transit programs.

The Federal Clean Air Act Amendments of 1990 (FCAAA) placed tough requirements on the sources and causes of air pollution in areas which fail to meet federal air quality standards, such as the San Joaquin Valley. The Amendments require substantial reductions from all pollution sources, including transportation, and established a strengthened conformity requirement to ensure that these reductions are achieved. The term "air quality conformity" refers to the process whereby transportation plans, programs and projects are shown to conform to the requirements of the Clean Air Act Amendments and applicable State implementation Plan (SIP).

The California Air Resources Board (CARB) has designated the entire San Joaquin Valley a non attainment area with respect for the National Ambient Air Quality Standards for ozone and PM10. Carbon monoxide (CO) has been a problem in the past, but the FCMA was re-designated in attainment in 1998. This makes it critically important that the state and federal governments continue at least their present level of resource allocation to support local transit programs.

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Federal Requirements - Federal and state legislation requires an integrated transportation/air quality planning process. The FCAAA reaffirmed that all areas have to attain the National Ambient Air Quality Standards. The Amendments called for implementation of all reasonably available control measures to reduce air pollution levels. Numerous specific reductions of emissions and an aggressive attainment time frame were required. Although the Air District is responsible for implementing most Federal Clean Air Act requirements, the Metropolitan Planning Organization is responsible for the development and implementation of transportation control measures and conformity. Further, the FCAAA states that highway and sewer funding sanctions can be imposed on those areas which do not meet the applicable air quality standards.

Charter Service - On August 11, 1987, FAX discontinued operation of its charter service as mandated by FTA. On April 13, 1987, FTA issued charter service regulations which prohibited public transit operators from utilizing federally-funded equipment or facilities for charter service if there are any willing and able private charter operators available. FAX, however, may provide charter service if it qualifies for one or more of the exceptions stated in Federal Register 49 CFR Section 604.9(b), as follows:

- If there are no willing and able private charter operators.
- If the private charter operator enters into a contract agreement with FAX to provide service because the private charter operator does not have the vehicle capacity or is unable to provide accessible equipment to elderly and disabled persons itself.
- If a private charter operator is unable to provide service for special events. Privatization of Transit Services - Federal Policy: The Federal Transit Administration (FTA) rescinded its guidance on private enterprise participation on May 26, 1994. The previous guidance had been in effect since October 22, 1984, and was designed to provide guidance to FAX and the Council of Fresno County Governments for developing and documenting the local process for considering private sector participation in the public transportation process.

Local Policy: FAX's "Private Sector Participation Policy" was developed in response to FTA guidance which had required FTA grantees to use a "locally developed process" for consideration of private enterprise participation. This policy was adopted by the Fresno City Council on July 31, 1986 as an integral part of the "Short Range Transit Plan". The Council of Fresno County Governments also developed a separate private sector participation policy which was adopted by the Policy Board on September 24, 1987. The local policy has been amended to reflect changes at the federal level.

State Requirements - The California Legislature passed a bill, known as the California Clean Air Act. The passage of this bill was partly in response to Congress' inability to reenact/amend the federal legislation. From a transportation perspective, the bill requires Air Pollution Control Districts to adopt and implement regulations to reduce emissions from indirect and area wide sources and to encourage mobile source strategies and transportation control measures (TCM) such as ridesharing, vanpooling,

flexible work hours, and increased multi-passenger trips through mass transit or other measures in order to reduce vehicle usage. These adopted transportation control measures can be enforceable.

State legislation was passed during FY91 which allowed the formation of an eight-county San Joaquin Valley Air Pollution Control District (SJVAPCD). The eight counties are Fresno, Kern, Kings, Madera, Merced, San Joaquin, Stanislaus and Tulare. The SJVAPCD represents a centralized agency responsible for developing and enforcing pollution controls spanning the entire valley. As proposed, Fresno County's Clean Air Plan has been integrated into a unified Air Quality Attainment Plan for the Valley. Ultimately, the role of mass transit will be reflected in this plan and will become an important factor in alleviating traffic congestion and improving air quality.

Local Programs - One program is from AB2766 which allows air districts to levy a four dollar annual fee on all motor vehicles registered within the district. The revenue from these fees is allocated by Air Pollution Control Districts to fund qualifying air quality improvement projects. These funds, however, must be used "to reduce air pollution from motor vehicles and to carry out related planning, monitoring, enforcement and technical studies necessary for implementation of the California Clean Air Act of 1990". In the past, programs such as auto buy-back, heavy duty vehicle incentive for cleaner engines, vehicle exhaust smoke monitoring and related TCM's have been funded.

With the chaptering of AB 2419 (Bowler), Fresno County's Congestion Management Program became optional if local agencies decided to exempt themselves from Congestion Management Program (CMP) requirements. In November, 1996, the state CMP requirements were suspended for Fresno County either until such time that it is determined that the state CMP is required to fulfill federal Congestion Management System (CMS) requirements.

Federal Congestion Management System - Fresno County's Congestion Management System was developed to fulfill legislative requirements that the planning process in Transportation Management Areas (TMA) include a CMS. This means that Federal funds may not be programmed for carbon monoxide and/or ozone nonattainment TMA for any highway project that will result in a significant increase in single-occupant-vehicle (SOV) capacity unless the project is based on an approved CMS. Fresno County is designated as a nonattainment TMA for both PM¹⁰ and ozone and as such is required to follow both planning regulations.

Need for Additional Transit Funding - The key problem facing all transportation modes is still the lack of available financing. For public transportation, both service enhancement and ongoing operations and maintenance funding issues remain. Traditional sources of transit funding even when augmented by a locally approved 1/4 percent sales tax, are inadequate to meet identified public transportation needs within the FCMA. Other sources such as the SJVAPCD Remove grants and Moyer funds, and Petroleum Escrow Violation Account (PEVA) funds continue to be pursued. While these sources may provide some onetime capital or short-term project demonstration funds, necessary ongoing operating revenues must be obtained if public transportation is to meet the goals outlined in the Regional Transportation Plan.

Safe, Accountable, Flexible, Efficient, Transportation Equity Act: A Legacy for Users-

On August 10, 2005, the President signed into law the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). With guaranteed funding for highways, highway safety, and public transportation totaling \$244.1 billion, SAFETEA-LU represents the largest surface transportation investment in our Nation's history. SAFETEA-LU promotes more efficient and effective Federal surface transportation programs by focusing on transportation issues of national significance, while giving State and local transportation decision makers more flexibility for solving transportation problems in their communities.

SAFETEA-LU continues a strong fundamental core formula program emphasis coupled with targeted investment, featuring:

- Safety
- Equity
- Innovative finance
- Congestion Relief
- Mobility & Productivity
- Efficiency
- Environmental Stewardship
- Environmental Streamlining

Dedicated Local Support - Measure C is a significant milestone for transportation in Fresno County and has provided funding for transit operations. The reauthorization of Measure C in November 2006, will provide FAX with a reliable funding source for the next 20 years. Unlike the original Measure C, where funds could be provided for FAX or used entirely for streets and roads at the discretion of the Fresno City Council, these funds are dedicated to public transit. This funding source will provide an excess of \$400 million to Regional Transportation in Fresno County, with approximately \$235 million to be directed to Fresno Area Express.

One of the difficulties that local public transportation operators face, is continually having to seek financial support. The ability to provide consistent and dependable levels of service becomes extremely difficult when funding mechanisms vary from year to year. Transit ridership and the ability to increase farebox revenues are directly related to transit's ability to provide service on a consistent basis. In order to accomplish this fundamental task, it will be necessary to develop continued and reliable transit support. The extension of Measure C will help, but additional funding sources will need to be identified in order to maintain the service improvements.

3.2.0 Improvement Program for Current Service

In order to achieve the goal of maintaining financial stability, FAX must continuously seek improvements in service productivity and cost effectiveness. Since the majority of FAX's budget is spent to provide service on the street, it is critical that service be regularly monitored to ensure these resources are being utilized to the fullest extent possible. FAX has addressed system productivity by instituting an ongoing program of service evaluation to identify inefficient use of resources and respond with corrective measures. To address cost effectiveness, FAX has instituted programs to reduce operating costs and help achieve the highest farebox revenue return as possible. The TDA requires FAX to meet a 20% farebox, and in FY06, FAX exceeded this requirement with a 24% farebox return.

Transit service as a means of reducing air emissions has been much debated over the years. Transit serves an essential social need and is necessary for many transit-dependent residents. As Fresno Area Express (FAX) and other transit agencies work to convert their older diesel fleet to compressed natural gas (CNG), we will definitely see an improvement over current air quality emissions. Current CNG standards and emissions, including in-use testing, show emission benefits over older diesel engines. However, using bus transit versus light-duty vehicles as "key" to solving our air quality problems is somewhat difficult to justify, given the average number of non-transit dependent

passengers that would need to be on each bus. Nonetheless it is one of the pieces of the clean-air puzzle we will pursue.

Ozone is formed by a reaction of sunlight, NO_x, and Reactive Organic Gases (ROG). Buses typically have lower ROG emissions, which would lower the number of passengers necessary to see an emissions benefit. In 2003, staff reviewed emission factors related to bus and light-duty vehicles in order to determine the effect of bus transit on reducing vehicle emissions. NO_x was the primary pollutant of concern and considered most relevant for the comparison for several reasons:

- (1) Most of the recommended calculations and funding programs for bus and heavy-duty diesel engines, including Carl Moyer and the Congestion Mitigation and Air Quality (CMAQ) program, focus primarily on NO_x and Particulate Matter (PM₁₀) emissions. Emission factors for ROG are not usually provided.
- (2) Pollutant interactions make the analysis more complex with a greater time requirement.
- (3) NO_x is considered by the San Joaquin Valley Air District to be a "keystone pollutant". While ROG is primarily a concern with ozone in the summer months, NO_x is a significant precursor to ozone in the summer and particulate matter (PM₁₀ and PM_{2.5}) during the fall and winter.
- (4) Direct comparisons of PM₁₀ emissions may not represent the true health risk and contributions to air quality. Higher health risks are associated with diesel PM₁₀. The Air Resources Board (ARB) has listed Diesel Exhaust PM₁₀ as a toxic air contaminant; in fact, Diesel Exhaust PM₁₀ is believed to represent over 70% of the ambient airborne toxics cancer risk in the state.

Estimates are based on emission factors from EMFAC (Emission Factors model), which is ARB's model for local, regional, and state emission calculations, and ARB's "Methods to Find the Cost-Effectiveness of Funding Air Quality Projects," which is often used for calculation of emission reductions and cost-effectiveness for programs such as the CMAQ program.

In summary, staff used EMFAC with model runs for 2002 and 2010 to determine the appropriate emission factors. The results for 2002 suggest that buses with 14 passengers would have lower emission factors than passenger vehicles. By 2010, buses need to carry 25 passengers to have a lower emission factor.

ARB Calculation Methodology for CMAQ and other air quality projects provide the emission factors for various vehicle types. Using these standard factors, which are not necessarily representative of the on-road vehicle fleet, staff determined that with this scenario, diesel buses with 1998 standards never achieved a lower emission rate than light-duty vehicles. CNG buses, similar to those used by FAX, need to carry 25 passengers to realize an emissions benefit.

Additional analysis provided by the Air Resources Board has estimated that a 4.0 g/bhp-hr bus (1998 standards) will "break-even" with passenger vehicles carrying approximately 20 passengers. If a bus has improved emission standards, the number of passengers necessary to "break-even" is even lower.

These analyses indicate that transit can have a positive impact on air quality, but the results vary considerably. Several points from these analyses are worth noting: (1) older, diesel buses do not seem to provide an emissions benefit; (2) with improved technology in future years, buses need to carry more passengers to offset the improvements in passenger vehicle emissions, and (3) the passengers must not be transit dependent to achieve an emissions benefit.

3.2.1 Route Evaluation Process

The primary assessment of transit service is accomplished by measuring individual route performance using FAX's route evaluation process. When appropriate, corrective action is taken to modify route alignments, change the service schedule to ensure that resources are used in the most productive manner.

3.2.2 Key Transit System Performance Indicators

There are many methods for evaluating the efficiency and effectiveness of public transportation service. Because each method has unique strengths and weaknesses, FAX employs several service evaluation methods. Among the methods used are: peer review analysis, system minimums assessment, and passenger surveys.

Peer Review Analysis:

Peer Review Analysis uses standard service measurement criteria to compare one system's performance against another. This kind of analysis is most valuable when standard, well controlled data sets are available, and when the systems being evaluated have similar operating environments.

FAX Peer Review Analysis - For this Peer Review Analysis, five California transit agencies were selected: Modesto Area Express (MAX), Visalia City Coach, Sacramento RTD, Bakersfield (GET), and Stockton RTD. All five agencies are Federal Transit Administration (FTA) Grant Recipients, and therefore, required to provide their system performance data to the National Transit Database (NTD). Furthermore, because these are all California agencies, they must operate under the same California State Transportation Development Act Guidelines.

Modesto Area Express (MAX) and Visalia City Coach were selected because they operate in the closest proximity to Fresno. Sacramento RTD, Stockton RTD, and Bakersfield (GET) were selected because they are closest in fleet size and operating characteristics to Fresno. None of these properties are an exact match to FAX; however, their experience will help define FAX's stature among peer agencies.

As shown in Table 1, System Comparison - Cost Effectiveness, FAX places very well among the selected peers in two of the four categories. With an average of 33.56 passengers per hour, 36 percent higher than the peer system average, FAX ranked number one in this important productivity indicator. In the Cost per Passenger trip comparison, FAX is ranked third with a cost per passenger trip that is 23.3 percent lower than the peer system average.

Table 1 shows FAX's operating expense per hour as \$86.27, or 11.3 percent higher than the peer system average. However, an analysis of peer systems also reveals the three lowest hourly expense figures come from properties where the transit operators are contracted outside of the agencies, leading to lower labor costs.

Table 3.1
System Comparison - Cost Effectiveness
National Transit Database FY2005

System	Passengers /Mile	Passengers /Hour	Cost/ Passenger	Operating Expense/ Hour	Overall Ranking
Fresno (FAX)	2.74 (1)	33.56 (1)	\$2.57 (3)	\$86.27 (4)	9 (1)
Modesto (MAX)*	2.19 (3)	29.23 (2)	\$2.23 (1)	\$65.17 (3)	9 (1)
Sacramento RTD	2.30 (2)	25.27 (4)	\$4.13 (5)	\$104.47 (6)	17 (4)
Visalia City Coach*	1.26 (5)	16.75 (6)	\$3.12 (4)	\$52.32 (1)	16 (3)
Bakersfield (GET)*	1.98 (4)	25.56 (3)	\$2.42 (2)	\$61.92 (2)	11 (2)
Stockton RTD	1.12 (6)	16.92 (5)	\$5.62 (6)	\$95.05 (5)	26 (5)
System Average	1.93	24.55	\$3.35	\$77.53	

(* These systems are operated under contracts with private operators.)

It is important to remember that each of the systems used in this comparative analysis has its own unique set of operating properties that can have significant impacts on various performance measures. For instance, Sacramento RTD's passengers per hour, while less than that of FAX, also includes longer service hours for evening and weekend service and more frequent service headways, typically RTD operates on 15-minute headways rather than FAX's typical 30-minute headways. Because night service is universally less productive, by providing longer service hours RTD's passenger productivity data is driven down.

The same is true for providing more frequent service, increasing service frequency from 30-minute to 15-minutes effectively doubles the number of service hours; however, only in very rare cases would this lead to a doubling of passenger trips. So, while improved service frequency and longer service hours are important and positive service improvements, they also reduce overall passenger productivity.

Similarly, Stockton RTD provides a high level of commuter service to the Bay Area. Commuter services are predominantly composed of long distance express service. In terms of productivity, commuter services tend to be lower in passenger per hour and mile, and higher in cost per passenger. This is certainly reflected in Stockton RTD productivity,

When viewing the cost per hour of the systems under comparison, one notes that costs appear to increase in unison with the size of the system, and/or of the population served. In fact, this turns out to be generally true among all transit systems. There are many reasons for this to happen. First, the cost of living tends to be higher in larger urban areas. We might compare the cost of housing in Fresno versus San Francisco or Sacramento. The higher cost of living in turn drives up the cost of labor.

Another fundamental difference in larger systems versus smaller systems is the level of expectation for certain passenger amenities including transit stations and transfer facilities. Further, public information materials and supportive services such as customer service agents and other support staff add significantly to the cost of doing business.

As with improved service frequencies and service duration, improvements in passenger amenities and supportive services are positive improvements in customer service; however, these improvements come at a significant cost.

System Minimums Assessment:

System Minimums Assessment uses measurements from the system under evaluation to assess minimum levels of efficiency and effectiveness of its component sub-systems. The strength of this service evaluation method is that it makes allowances for unique operating practices and environments.

FAX Systems Minimums Assessment - FAX Minimum Standards are established both through legislation and local effort. From a legislative perspective, Federal and State regulations require public transit operators to provide and maintain service in some very specific ways. FTA has rules governing the provision of "Charter Service." Also, Title VI of the Civil Rights Act of 1964 states the following:

"No person in the United States shall, on the grounds of race, color, or national origin be excluded from participation in, be denied the benefits of, or be subjected to discriminations under any program or activity receiving Federal financial assistance."

As part of the Title VI regulations, FAX must provide a Title VI Evaluation Report every three years. There are two sections to this report. The first section, General Reporting Requirements, contains information concerning active lawsuits and complaints, a description of any pending applications for Federal financial assistance, a summary of civil rights compliance review activities, FTA civil rights assurances, and fixed-facility impact analysis. The second section, Program Specific Requirements, contains information regarding the Title VI internal review process for service delivery, the internal monitoring process, the service standard policies, and a description of service changes specific to the Fresno Area Express fixed-route transit system and its impacts on the minority population. The Title VI assessment is designed to ensure that FAX provides its services equally among various population groups. Specifically, census tracts designated as "Minority Census Tracts" must be evaluated and compared to Non-Minority Census Tracts to determine whether any discriminatory practices are evident.

The State TDA regulations require FAX to maintain a minimum 20 percent farebox recovery ratio. The TDA also places restrictions on the use of State Transit Assistance (STA) Funds. Regulations require transit agencies to keep cost increases under the State Cost of Living Index (CPI). If cost increases exceed the State CPI, transit agencies are not allowed to use STA Funds for operating expenses. Finally, local and regional concerns are used to develop minimum productivity standards. For FAX, these standards are developed through a coordinated, comprehensive, continuous process carried out by the Council of Fresno County Governments (COFCG). The COFCG's Regional Transportation Plan (RTP) and Short-Range Transit Plan (SRTP) for the Fresno-Clovis Urbanized Area, set guidelines for service evaluation. Additionally, each year the COFCG prepares the Annual Transit Productivity Analysis. This document assesses all public transit operators in Fresno County, and reviews the most recent Triennial Audit recommendations.

In 1981, a Transit Corridor Analysis was completed which evaluated the efficiency and effectiveness of service on a route-by-route basis. At that time, service measures were developed to assist in

performance measures continue to be the basis of local service evaluation. At a minimum, an individual route should exceed 60 percent of the system-wide average for a number of key indicators. The 60 percent figure is an overall industry standard that assumes a transit system may tolerate some low performing routes if they provide an important component of the system, and especially if the component helps meet the needs of the transit dependant riders. FAX uses several operational indicators to measure the performance and financial status of the system and individual routes. Individual routes should achieve 60 percent of the system average, except for those indicators which measure cost efficiency. Cost performance measures should not exceed 140 percent of the total system average, with 140 percent representing the system maximum. Table 3.3 shows individual routes and their performance in various categories.

Table 3.2 reflects individual routes and their performance in various categories. The bottom line of the table shows the total gross indicators, and the system-wide performance measure. Starting with the first minimum indicator, Passengers / Service Hour, 60 percent of 35.60 is 21.36. Indicators that do not meet the system standard are shown in **boldface** type. Moving to Cost / Service Hour, the system-wide average is \$82.49, with 140 percent of that being \$115.49. Route indicators which exceed this maximum are shown in **boldface** type. The third indicator is Cost / Passenger. The FAX system-wide average is \$2.32, with 140 percent of that being \$3.25. As with the other indicators, those that exceed the maximum have been **boldfaced**. The final indicator is a farebox recovery ratio. The FAX system-wide average is 28.0 percent, with 60 percent of that being 16.8 percent. Again, those indicators that do not achieve the minimum are shown in **boldface** type.

Table 3.2
FAX Summary of Key Operational Indicators
July - June 2005-2006

Route	Passengers	Miles	Hours	Farebox	Cost	Pass/ Hour	Pass/ Mile	Cost/ Hour	Cost/ Pass.	Fare/ Op. Cost
Route 9	621,045	294,083	19,442	\$405,638	\$2,140,924	31.94	2.11	\$110.12	\$3.45	18.9%
Route 20	634,967	260,151	19,245	\$454,389	\$1,893,899	32.99	2.44	\$98.41	\$2.98	24.0%
Route 22	776,969	297,504	22,796	\$517,258	\$2,165,829	34.08	2.61	\$95.01	\$2.79	23.9%
Route 26	1,367,558	509,126	39,115	\$923,745	\$3,706,437	34.96	2.69	\$94.76	\$2.71	24.9%
Route 28	1,789,020	461,670	42,487	\$1,141,428	\$3,360,958	42.11	3.88	\$79.11	\$1.88	34.0%
Route 30	1,309,977	408,336	36,064	\$820,928	\$2,972,686	36.32	3.21	\$82.43	\$2.27	27.6%
Route 32	1,077,495	298,379	28,018	\$675,398	\$2,172,199	38.46	3.61	\$77.53	\$2.02	31.1%
Route 33	339,465	141,239	9,961	\$217,960	\$1,028,220	34.08	2.40	\$103.22	\$3.03	21.2%
Route 34	903,300	294,317	25,027	\$592,547	\$2,142,628	36.09	3.07	\$85.61	\$2.37	27.7%
Route 35	199,921	79,726	6,527	\$122,437	\$580,405	30.63	2.51	\$88.92	\$2.90	21.1%
Route 38	1,204,776	415,320	29,951	\$808,808	\$3,023,530	40.22	2.90	\$100.95	\$2.51	26.8%
Route 41	945,760	334,286	23,781	\$613,599	\$2,433,602	39.77	2.83	\$102.33	\$2.57	25.2%
Route 45	274,318	184,825	12,442	\$188,562	\$1,345,526	22.05	1.48	\$108.14	\$4.90	14.0%
*Route 18	25,110	4,186	363	\$15,654	\$30,474	69.17	6.00	\$83.95	\$1.21	51.4%
*Route 58	17,710	64,280	3,783	\$14,915	\$467,958	4.68	0.28	\$123.70	\$26.42	3.2%
Route 12	21,129	70,880	3,693	\$9,381	\$516,006	5.72	0.30	\$139.73	\$24.42	1.8%
*Route 5	475	3,189	348	\$51	\$23,216	1.36	0.15	\$66.71	\$48.88	0.2%
*Route 4	90,979	23,723	2,806	\$0	\$172,703	32.42	3.84	\$61.55	\$1.90	0.0%
11,599,975 4,145,220 325,849 \$7,522,698 \$30,177,202						35.60	2.80	\$92.61	\$2.60	24.9%
System-Wide Totals						System-Wide Ratios				

(* Routes indicated receive funding support from outside agencies.)

At this point in the analysis, it is important to note the routes marked with an asterisk. Routes 18, 58, 5 and 4, are routes that are subsidized by outside agencies. In the case of Route 18, Fresno County Unified School District pays the incremental costs associated with this service in order to maintain service to the Regional Occupational Program (ROP) Campus located at Teilman and Nielsen Avenues. Route 58 provides service to Children's Hospital of Central California (Children's Hospital), and receives incremental funding from Children's Hospital. Route 4 is the Downtown Parking Trolley service, and is paid for through an agreement with Fresno County. Incremental costs are the direct costs associated with the service (such as fuel, tires, and driver wages). Incremental costs do not include overhead costs (such as, FAX Administration costs or facility costs). Revenues received from the farebox on these routes are earned in addition to incremental costs.

The two routes shown in gray fill indicate service performance outside of established minimum or maximum standards (Routes 45 and 12) deserve further explanation. Route 45 (Herndon Avenue, MTC, Ashlan Avenue) is the only weekday route that FAX operates on an hourly headway. This route has had low performance in every evaluation over the last ten years. In 1999, at the request of Council, Route 45 was extended north of Shaw on Palm, and east on Herndon to serve the medical center located at Herndon and Milburn. At the time, Council had received numerous requests to serve the medical facility.

Currently, Route 45 is the only route providing service to the medical facilities at Herndon and Milburn, and is also the only route providing service to the Association of Retarded Citizens (ARC) Production Center located at Shields and Clovis Avenue. This route has the highest number of disabled riders in the system.

Route 12, the Fresno Area Neighborhood Service (FANS), is a deviated fixed-route circulator service. This is an unconventional service which is a hybrid between conventional fixed-route service and demand-responsive service. Residents in this area can call as little as an hour ahead of time and reserve a ride to or from any location within the FANS service area. Other customers use the service as a conventional fixed-route system. Although the FANS service is performing well below established FAX fixed-route norms, the system is operating at twice the productivity level of our typical demand-responsive service. This program is primarily serving the residents of the Senior Citizens Village in southeast Fresno.

FAX Route Ranking – Table 3.3 reflects how each route compares with other routes in the system. Using five key indicators including, Percent of Farebox Recovery, Passenger Trips per Revenue Hour, Passengers per Mile, Operating Cost per Hour and Operating Cost per Passenger. The five key indicator scores for each route were then averaged to develop an overall route ranking score. As expected, the overall ranking places the routes which exceeded system minimum and maximum standards at the bottom of the list. We must note that Route 5 (Lunchtime Trolley) was only operated for a brief period during the fourth quarter of FY04, and therefore limited data may skew its performance ranking. Also, Routes 4, 5, 18 and 58 operated on schedules limited under contracts with outside agencies.

Table 3.3
FAX Route Ranking
July - June 2005-2006

Route	Passengers/ Hour	Passengers/ Mile	Cost/ Hour	Cost/ Passenger	Farebox Recovery	Score
*18	1	1	6	1	1	2.0
28	2	2	4	2	2	2.4
32	5	4	3	4	3	3.8
30	6	5	5	5	4	5.0
34	7	6	7	6	5	6.2
38	3	7	12	7	6	7.0
*4	12	3	1	3	18	7.4
41	4	8	13	8	7	8.0
26	8	9	9	9	8	8.6
22	9	10	10	10	10	9.8
20	11	12	11	12	9	11.0
35	14	11	8	11	12	11.2
33	10	13	14	13	11	12.2
9	13	14	16	14	13	14.0
*5	18	18	2	18	17	14.6
45	15	15	15	15	14	14.8
12	16	16	18	16	16	16.4
*58	17	17	17	17	15	16.6

(* Routes indicated receive funding support from outside agencies.)

Express Weekend Service Indicators - Table 3.4 (Fresno Area Express Saturday Service), and Table 3.5 (Fresno Area Express Sunday Service Indicators) utilize a similar methodology to assess weekend route performance. As indicated by the **bold type**, three routes show indicators outside of acceptable standards (Routes 9, 45 and 58). System-wide, FAX's weekend service provides 32.36 passengers per revenue hour on Saturday, and 27.4 passengers per revenue hour on Sunday. The minimum acceptable would be 60 percent of those measures, or 19.4 passengers per revenue hour for Saturday and 16.4 passengers per revenue hour for Sunday.

Cost per passenger average on Saturday was \$2.98 and on Sunday \$3.53. Using the 140 percent standard, the Saturday maximum would be \$4.80 and the Sunday maximum would be \$4.94. The farebox recovery ratio for Saturdays averaged 22.0 percent, while on Sundays the average farebox recovery ratio was 18.2 percent. As with the passengers per hour measure, we evaluate individual routes based on a minimum of 60 percent of the system average, or 13.2 percent for Saturdays and 10.9 percent for Sundays. As noted earlier, Route 58 receives funding support from Children's Hospital.

As noted earlier, Route 9 (Shaw Avenue) fails to meet performance standards twice (passengers per mile and cost per passenger) on Sundays; however, close examination shows that cost per passenger is also very close on Saturday with the maximum standard of \$4.18, and a performance of only \$3.91.

Table 3.4
Fresno Area Express Saturday Service Indicators
July 2005 to June 2006

Route	Passengers	Miles	Hours	Revenue	Operating Cost	Pass/ Hour	Pass/ Mile	Cost/ Hour	Cost/ Pass	Farebox Recovery
9	75,157	40,368	2,661	\$50,627	\$293,879	28.24	1.86	\$110.43	\$3.91	17.2%
20	44,470	23,610	1,628	\$30,207	\$171,881	27.32	1.88	\$105.58	\$3.87	17.6%
22	61,989	26,568	1,998	\$40,789	\$193,415	31.03	2.33	\$96.80	\$3.12	21.1%
26	97,180	38,808	2,669	\$64,150	\$282,522	36.42	2.50	\$105.87	\$2.91	22.7%
28	168,870	46,209	3,830	\$105,178	\$336,402	43.57	3.61	\$87.83	\$2.02	31.3%
30	125,305	38,913	3,395	\$79,741	\$283,287	36.91	3.22	\$83.45	\$2.26	28.1%
32	108,588	40,581	3,463	\$71,002	\$295,430	31.36	2.68	\$85.31	\$2.72	24.0%
33	29,102	14,056	913	\$19,551	\$102,328	31.86	2.07	\$112.04	\$3.52	19.1%
34	100,113	39,336	3,351	\$65,410	\$286,366	29.87	2.55	\$85.45	\$2.86	22.8%
35	15,859	8,428	618	\$10,555	\$61,356	25.66	1.88	\$99.27	\$3.87	17.2%
38	110,471	52,992	3,844	\$73,856	\$385,782	28.74	2.08	\$100.37	\$3.49	19.1%
41	80,967	28,140	1,932	\$54,331	\$204,859	41.91	2.88	\$106.03	\$2.53	26.5%
45	21,187	19,968	1,344	\$14,797	\$145,367	15.76	1.06	\$108.15	\$6.86	10.2%
*58	583	7,461	431	\$656	\$54,316	1.35	.08	\$126.17	\$93.17	1.2%
System-Wide Totals						System-Wide Averages				
1,037,841 425,438 32,076 \$680,849 \$3,097,189						32.36	2.44	\$96.56	\$2.98	22.0%

* Note Route 58 is subsidized by Children's Hospital of Central California (Children's Hospital).

Table 3.5
Fresno Area Express Sunday Service Indicators
July 2005 to June 2006

Route	Passengers	Miles	Hours	Revenue	Operating Cost	Pass/ Hour	Pass/ Mile	Cost/ Hour	Cost/ Pass	Farebox Recovery
9	45,098	33,638	2,218	\$29,907	\$244,885	20.34	1.34	\$110.42	\$5.43	12.2%
20	32,526	19,518	1,347	\$21,383	\$142,091	24.15	1.67	\$105.49	\$4.37	15.0%
22	43,781	22,138	1,665	\$28,110	\$161,165	26.30	1.98	\$96.81	\$3.68	17.4%
26	74,246	32,338	2,224	\$47,805	\$235,421	33.39	2.30	\$105.86	\$3.17	20.3%
28	111,089	38,503	3,192	\$67,407	\$280,302	34.81	2.89	\$87.83	\$2.52	24.0%
30	84,400	32,427	2,829	\$52,880	\$236,069	29.84	2.60	\$83.45	\$2.80	22.4%
32	80,069	33,815	2,886	\$51,328	\$246,173	27.74	2.37	\$85.29	\$3.07	20.9%
33	19,565	11,563	752	\$12,756	\$84,179	26.02	1.69	\$111.95	\$4.30	15.2%
34	70,712	32,777	2,793	\$45,780	\$238,617	25.32	2.16	\$85.44	\$3.37	19.2%
35	11,932	7,244	534	\$7,452	\$52,736	22.37	1.65	\$98.85	\$4.42	14.1%
38	92,445	44,164	3,203	\$61,766	\$321,514	28.86	2.09	\$100.39	\$3.48	19.2%
41	51,504	23,448	1,610	\$33,611	\$170,701	31.89	2.20	\$106.03	\$3.31	19.7%
45	13,580	16,638	1,120	\$9,298	\$121,125	12.13	0.82	\$108.15	\$8.92	7.7%
*58	481	6,217	358	\$424	\$45,260	1.35	0.08	\$126.57	\$94.10	0.9%
System-Wide Totals						System-Wide Averages				
731,428 354,428 26,728 \$469,905 \$2,580,236						27.37	2.06	\$96.54	\$3.53	18.2%

* Note Route 58 is subsidized by Children's Hospital of Central California (Children's Hospital).

Express Weekend Service Ranking - As with the weekday service, Tables 3.6 and 3.7 use performance standards to rank each route in the system, with routes that fall below the minimum standard ranked at the bottom.

Table 3.6
Fresno Area Express Saturday Service Ranking
July 2005 - June 2006

Route	Pass/Hour	Pass/Mile	Cost/Hour	Cost/Pass	Revenue	Rank
28	1	1	4	1	1	1.6
30	3	2	1	2	2	2.0
32	6	4	2	4	4	4.0
41	2	3	10	3	3	4.2
34	8	5	3	5	5	5.2
26	4	6	9	6	6	6.2
22	7	7	5	7	7	6.6
38	9	8	7	8	8	8.0
33	5	9	13	9	9	9.0
20	11	10	8	10	10	9.8
35	12	11	6	11	11	10.4
9	10	12	12	12	12	11.4
45	13	13	11	13	13	12.6
*58	14	14	14	14	14	14.0

* Note Route 58 is subsidized by Children's Hospital of Central California (Children's Hospital).

Table 3.7
Fresno Area Express Sunday Service Ranking
July 2005 - June 2006

Route	Pass/Hour	Pass/Mile	Cost/Hour	Cost/Pass	Revenue	Rank
28	1	1	4	1	1	1.6
30	4	2	1	2	2	2.2
32	6	3	2	3	3	3.4
26	2	4	9	4	4	4.6
41	3	5	10	5	5	5.6
34	9	6	3	6	6	6.2
38	5	7	7	7	7	6.4
22	7	8	5	8	8	7.2
20	10	10	8	10	10	9.6
33	8	9	13	9	9	9.6
35	11	11	6	11	11	10.0
9	12	12	12	12	12	12.0
45	13	13	11	13	13	12.6
*58	14	14	14	14	14	14.0

* Note Route 58 is subsidized by Children's Hospital of Central California (Children's Hospital).

Night Service - Table 3.8 below includes productivity data for FAX night service. Night service is defined as all weekday service after 6:00 p.m. As with the day service evaluations, individual routes are evaluated using system productivity standards. A minimum of 60 percent for passenger performance measures, and a system maximum of 140 percent for system cost measures is applied to the system averages for service after 6:00 p.m. Again, indicators not performing as required are shown in boldface type. In the case of FAX night service, Routes 35 and 45 are the only routes performing outside of productivity guidelines. We note that Route 45 service stops at 9:00 p.m., and is the earliest end time for all night service routes.

As the table shows, FAX night service performance is far lower than either day or weekend service performance; however, this is typical of transit systems across the country.

Table 3.8
Fresno Area Express Night Service
July 2005 - June 2006

Routes	Passengers	Miles	Hours	Operating Cost	Revenue	Pass/ Hour	Pass/ Mile	Cost/ Pass	Farebox Recovery
9	66,548	58,968	4,939	\$429,287	\$28,056	13.47	1.13	\$6.45	6.5%
20	56,784	41,580	3,276	\$302,702	\$23,150	17.33	1.37	\$5.33	7.6%
22	77,011	64,764	5,292	\$471,482	\$27,635	14.55	1.19	\$6.12	5.9%
26	132,531	116,172	9,324	\$845,732	\$46,355	14.21	1.14	\$6.38	5.5%
28	136,302	74,844	7,560	\$544,864	\$54,324	18.03	1.82	\$4.00	10.0%
30	113,083	66,024	6,048	\$480,655	\$42,480	18.70	1.71	\$4.25	8.8%
32	94,992	59,724	5,141	\$434,791	\$33,987	18.48	1.59	\$4.58	7.8%
33	33,624	22,428	1,890	\$163,276	\$11,376	17.79	1.50	\$4.86	7.0%
34	78,758	60,984	5,267	\$443,964	\$32,098	14.95	1.29	\$5.64	7.2%
35	21,897	38,052	3,213	\$277,019	\$6,736	6.82	0.58	\$12.65	2.4%
38	107,254	86,940	6,653	\$632,923	\$43,612	16.12	1.23	\$5.90	6.9%
41	99,897	76,860	5,443	\$559,541	\$35,792	18.35	1.30	\$5.60	6.4%
45	19,577	32,760	2,240	\$238,493	\$7,013	8.74	0.60	\$12.18	2.9%
System-Wide Totals						15.66	1.30	\$5.61	6.7%
System-Wide Averages									

Clean Air Express Vanpool Program – Based on the results of the FY03 downtown employers survey, FAX initiated a vanpool program that began with seven Clean Air Express vehicles. The program has expanded to eighteen vanpools with over 200 commuters, thus reducing the reliance on single occupant vehicles. As indicated in the table below, vanpools recorded over 400,000 vehicle miles in FY2006. This represents an 81.34% increase over the previous year. The reauthorization of Measure C, Fresno County's ½ cent sales tax, includes \$19.9 million for farm worker and vanpool transportation.

The data depicted in Table 3.9 reflects the Vanpool service.

Table 3.9
Vanpool Service
July 2005 – June 2006

Vehicle No.	Passenger Trips	Vehicle Miles	Lease Cost	Less Participant Funding	Total Cost	Total Cost/ Mile	Total Cost/ Trip
1	4,000	6,750	\$14,160	\$3,360	\$10,800	\$1.60	\$2.70
2	3,000	6,750	\$10,440	\$2,250	\$7,920	\$1.17	\$2.64
3	3,500	7,000	\$10,440	\$2,940	\$7,500	\$1.07	\$2.14
4	3,500	6,750	\$14,160	\$2,940	\$11,220	\$1.66	\$3.21
5	5,500	18,500	\$14,400	\$4,620	\$9,780	\$0.53	\$1.78
6	5,000	39,000	\$15,720	\$7,800	\$7,920	\$0.20	\$1.58
7	6,000	12,500	\$15,000	\$5,040	\$9,960	\$0.80	\$1.66
8	4,500	19,000	\$14,340	\$3,780	\$10,560	\$0.56	\$2.35
9	4,500	14,000	\$13,560	\$3,780	\$9,780	\$0.70	\$2.17
10	6,000	26,000	\$16,440	\$5,040	\$11,400	\$0.44	\$1.90
11	5,500	6,750	\$14,100	\$4,620	\$9,480	\$1.40	\$1.72
12	5,500	35,000	\$15,720	\$8,580	\$7,140	\$0.20	\$1.30
13	3,500	17,500	\$10,440	\$2,940	\$7,500	\$0.43	\$2.14
14	3,000	15,750	\$10,440	\$2,520	\$7,920	\$0.50	\$2.64
15	5,500	31,500	\$15,720	\$4,620	\$11,100	\$0.35	\$2.02
16	6,000	55,000	\$18,120	\$5,040	\$13,080	\$0.24	\$2.18
17	6,000	44,000	\$17,160	\$9,360	\$7,800	\$0.18	\$1.30
18	6,000	42,500	\$15,720	\$9,360	\$6,360	\$0.15	\$1.06
Total	86,500	404,250	\$256,080	\$88,860	\$167,220	\$0.68	\$2.03
System Totals						System Averages	

Findings - FAX placed well in the peer review process, with the highest passenger per hour and passengers per mile overall. Further, FAX placed third in operating cost per passenger trip overall, and among the transit operators who employ their own drivers, FAX had the lowest operating cost per passenger trip. In an overall ranking with the peer systems, FAX tied for first place position with Modesto Area Transit (MAX), and FAX scored better than MAX in every category except Operating Cost per Hour and Cost per Passenger where MAX, as a smaller contract property, has a clear advantage.

In the systems minimum/maximum standard assessment, four routes were shown to fall outside of accepted standards. However, one of the routes, Route 5, only had a few weeks of operation during the fiscal year under analysis, and the limited amount of data may be misleading. Route 58 is subsidized through a contract with Children's Hospital which pays the incremental cost of operation, and as such, provides service to the citizens of Fresno at no extra cost.

Of the two remaining routes, the City of Fresno has chosen to maintain Route 45 because of its very high patronage by disabled citizens even though it has been a poor performing route for many years. It should also be noted that Route 45, at 22.05 passengers per hour, surpasses the average ridership of Stockton RTD (21.96), and approaches the peer system average performance of 24.5 passengers per hour. Further, by applying the FAX minimum standard to the peer systems we see that only 14.73 Passengers per hour would be required, and Route 45 would safely achieve that standard.

FAX Route 12 is a deviated fixed-route service which offers limited demand-responsive trip options within a specified service area. While ridership on Route 12 has grown significantly since its inception, the nature of this hybrid service does not lend itself to high productivity. Instead, it places a premium on convenience by deviating off of its route to pick up and deliver passengers to points very near to their destinations. Route 12's productivity is slightly more than twice Handy Ride's (5.72 to 2.36), but only a fraction of the FAX system average of 35.60. The operating cost per passenger for Route 12 in FY 2006 was \$24.42, while operating cost per passenger system-wide was \$2.60, and for Handy Ride \$21.00.

While the deviated route concept is popular among many passengers because of the convenience it offers, the convenience comes at a significant cost which is nearly as high as the cost of traditional paratransit service. The high cost per trip of Route 12 subverts one of the primary justifications for the service; that it would reduce the demands on FAX's paratransit service Handy Ride. The decision whether to continue operating premium services such as Route 12 must be carefully evaluated in light of the high cost per passenger trip.

Conclusions - The bottom line of table 3.2 shows the total gross indicators, and the system-wide performance measure. Starting with the first minimum indicator, Passengers per Service Hour, 60 percent of 35.60 is 21.36. Indicators that do not meet the system standard are shown in **boldface** type. Moving to Cost per Service Hour, the system-wide average is \$92.61, and 140 percent of that is \$129.66. Route indicators which exceed this maximum are shown in **boldface** type.

The Third indicator is Cost per Passenger. The FAX system-wide average is \$2.60, and 140 percent of that is \$3.64. As with the other indicators, those that exceed the maximum have been **boldfaced**. The final indicator is a farebox recovery ratio. The FAX system-wide average is 24.9 percent and 60 percent of that is 15.0 percent. Again, those indicators that do not achieve the minimum are shown in **boldface** type.

At this point in the analysis, it is important to note the routes marked with an asterisk: Route 18, 4, and 58 are routes that are subsidized by outside agencies. In the case of Route 18, Fresno County Unified School District pays the incremental costs associated with this service in order to maintain service to the Regional Occupational Program (ROP) Campus located at Teilman and Neilson Avenues. Route 58 is the weekday service to Valley Children's Hospital (VCH), and receives incremental funding from Children's Hospital of Central California. Incremental costs are the direct costs associated with the service (such as fuel, tires and driver wages). Incremental costs do not include overhead costs (such as FAX Administration costs, or facility costs). Revenues received from the farebox on these routes are earned in addition to incremental costs. Route 4 is a free downtown shuttle service that provides transportation for County employees, jurors and the general public. This service is subsidized through parking revenues.

Passenger Surveys:

Passenger surveys allow public transit operators to include human aspects of service in the evaluation mix. Measurements of satisfaction, friendliness, and of opinions about services provided are most appropriately collected through customer surveys. Additionally, customer surveys provide an effective way to measure customer expectations and needs, and provide valuable information for quality decision making.

Passenger Surveys - One of the most important elements of the FAX service evaluation process is the passenger survey. FAX utilizes a variety of survey methods including inexpensive self-administered surveys which are provided in every schedule guide, and more detailed and expensive on-board interviews.

These surveys are used to collect information that is required by Federal and State agencies including passenger demographics, origin/destination information, and travel habits. This data also provides FAX with insights into the concerns of our passengers. For example, it was one of these passenger surveys that allowed FAX to prioritize service improvement options and select night service in 1999.

FAX Rider Origin, Destination and Needs Assessment

In conjunction with the Council of Fresno County Governments (COFCG), FAX has hired various firms to conduct Customer Satisfaction Survey's since 1994. The purpose of the surveys is to identify areas which need improvement. Based on the survey findings, FAX has developed training programs and procedures to improve customer satisfaction in specifically identified areas. The surveys include a telephone survey and on-board surveys. The on-board surveys consisted of over 400 passenger interviews with randomly selected bus riders. The primary purpose of the surveys was to assess the extent to which FAX customers are satisfied with the service they receive. Results of the previous surveys are identified on Table 3.11. Specific areas of inquiry included the following:

- Frequency of riding the bus
- Trip purpose
- Availability of a car for the current trip and other trips
- The extent and ease of using the bus lift
- Interest in training on how to use the lift
- Method of fare payment
- Convenience of the locations where tokens, tickets, and passes are sold
- The extent to which drivers announce the next stop
- Helpfulness of bus stop announcements
- The extent to which riders feel safe while waiting for the bus and while on the bus
- Reasons for not feeling safe
- Effect of knowing that the bus is equipped with a working video camera
- Effect of knowing that there is a vehicle tracking system in place
- Satisfaction with evening service
- Suggestions for improving FAX's overall service
- Respondent demographics such as employment, age, ethnicity, income, and gender

Using a traditional academic grading system, FAX riders gave FAX an 'A' for the majority of service attributes including Overall Service, Driver Courtesy and Helpfulness, Driving Skills, Bus Stop Locations,

Value, Safety and Comfort. FAX received a 'B' for running buses on time, service frequency, Bus Stop Safety, and Cleanliness of Vehicles and Stops. The lowest grade FAX received was a 'D' for hours of operation, indicating a strong desire for service later in the evening and/or earlier in the morning.

Table 3.10 is the complete FAX report card including a description of the methodology used to develop the grading system.

Table 3.10
Fresno Area Express Passenger Survey Report Card
Moore & Associates - June 2005

Service Attribute	Mean Satisfied with Problem	Mean Satisfied Without a Problem	Gap Value	% Who Had a Problem	Impact Score	Report Card
Q7. Buses running on time	2.38	2.13	0.25	7.6	1.90	B
Q8. Frequency of the buses	2.43	2.20	0.23	7.2	1.66	B
Q9. A second bus running right behind the first bus during busy hours	2.46	2.22	0.24	7.7	1.85	B
Q10. Cleanliness inside FAX buses	2.43	2.19	0.24	7.4	1.78	B
Q11. Cleanliness of the bus stops and exchanges	2.38	2.20	0.18	5.7	1.03	B
Q12. Bus drivers' customer service	2.13	1.98	0.15	4.6	0.69	A
Q13. Bus drivers' driving skills	2.01	1.92	0.09	2.9	0.26	A
Q15. The overall comfort of the bus rides	2.14	2.03	0.11	1.1	0.12	A
Q16. Availability of FAX route/schedule information	2.16	2.02	0.14	4.3	0.60	A
Q17. Bus hours of operation/service in a week	2.59	2.25	0.34	11.1	3.77	D
Q18. Proximity of bus stops to home	2.12	1.98	0.14	4.1	0.57	A
Q19. Proximity of bus stops to destination	2.13	2.00	0.13	3.6	0.47	A
Q20. Value provided by FAX for the fare/price paid	2.15	2.02	0.13	3.8	0.49	A
Q21. Overall service provided by FAX	2.20	2.02	0.18	5.5	0.99	A
Q22. Safety riding on FAX buses*	1.62	1.56	0.06	2.7	0.16	A
Q23. Safety at bus stops and exchanges*	2.04	1.87	0.17	8	1.36	B

REPORT CARD RATING NOTES:

1. Q22 and Q23 are measured on a 4-point scale. Percent with problem is equated to percent who felt "Very Unsafe."
2. For all other attributes, Q7 thru' Q21 (see Questionnaire for details), a six-point measure was used. Percent with problem is equated to total percent who felt "Dissatisfied" or "Very Dissatisfied."
3. Impact Score = Gap Value X % who had Problem. Gap Value = Mean Satisfied. With Problem - Mean Satisfied. Without Problem
4. Adopted Grade Cutoff: < 1 = A; < 2 = B; < 3 = C; < 4 = D; > 4 = F; Mean Impact Score = 0.865; Std Dev. = 1.022

Table 3.11
Historical Survey Results

Research Firm	Moore 2005	AIS 2004	AIS 2001	Godbe 2000	Franz 1998
Trip Purpose					
Work	26.7%	39.0%	26%	37%	26.7%
School	19.0%	14.0%	31%	20%	21.2%
Shopping	10.5%	7.0%	20%	8.4%	14.4%
Medical	7.1%	13.0%	8%	5.5%	10.4%
Recreation	4.3%	8.0%	N/A	N/A	N/A
Personal Business	23.8%	9.0%	N/A	N/A	N/A
Other	8.6%	1.0%	N/A	N/A	N/A
Transit Dependant	83%	73%	73%	71.9%	79.7%
Total Annual Household Income Less Than \$15K	N/A	46%	46%	52.9 %	35.8%
Employed Full or Part Time	44%	41%	41%	32%	32%
Student	20%	31%	31%	36%	26.4%

The most recent survey findings by Moore & Associates in June 2005 discovered that the largest group of FAX riders (25.7 percent) uses the service more than twelve times per week, and 25.5 percent of riders surveyed indicate that they use the FAX system at least five times per week. In terms of trip purpose, 26.7 percent of riders said their primary purpose for riding the bus at the time of the interview was to get to work. The second most frequently stated trip purpose was personal business at 23.8 percent. Rider demographics are somewhat reflective of the trip purpose findings with 44 percent of all riders interviewed being employed either part-time or full-time, and 20 percent of all riders interviewed are students. A noticeable trend over the last ten years is that although a significant number of trips by passengers are still for work related activity, passengers are using the FAX system more and more for shopping and recreational activities.

Other demographics show that riders tend to be young with 62.6 percent of riders less than 35 years of age. In addition, Caucasians comprised 24.8 percent of those surveyed, while African-Americans and Hispanics comprising 22.9 percent and 41.6 percent respectively. Asian-Americans comprised less than 4 percent of the riders interviewed. Finally, over 53.7 percent of the riders interviewed were female.

The Moore & Associates final report identified several areas for possible improvement including frequency of the buses, hours of operation, and on-time performance. Survey findings show that overall satisfaction with FAX as a transit provider was solid at 26.4% very satisfied, 44.1% satisfied, and 19.6% slightly satisfied for a combined approval of 90.1%. Most FAX riders do not have transportation alternatives for work or school. The fact that FAX riders tend to be young, low-income and ethnic minorities, serves to underscore the importance of FAX service in an era of welfare reform. It is also

significant to recognize that there is substantial demand for providing more frequency of service and more routes. To the extent that providing such service is feasible, it might well increase access to jobs, education, and increase ridership.

Handy Ride - Handy Ride offers demand-responsive, curb-to-curb service seven days a week during the same hours as the Fixed-Route service. The Handy Ride service area is somewhat larger than the fixed-route area, and is described in Chapter I. Reservations for ADA Certified individuals are accepted during normal business hours the day before the desired trip. Service hours for Handy Ride mirror those of the FAX system.

To address growing demand for Handy Ride service, FAX issued a Request for Proposal (RFP) for the privatization of Handy Ride services. Two contracts were awarded to Laidlaw Contract Services, one in April 1993, and again in April 1998. FAX continues to closely monitor Handy Ride service in order to assure compliance with the city contract and with the ADA, Handy Ride's ridership has grown from 102,976 passenger rides in FY2002 to 209,424 passenger rides in FY06. Table 3.13 presented below shows Handy Ride's annual ridership. Beginning in late 2002, Handy Ride changed its reservation system from 14 days in advance to 1 day in advance. This has resulted in no trip denials for Handy Ride passengers, however it has resulted in the need for taxis as a backup service, which will be reflected as increased ridership in the future.

Table 3.12
FAX Fixed Route Service Annual Mileage and Ridership FY78 - FY06

Fiscal Year	Revenue Miles	Revenue Passengers	Total Transfers	Total Passengers	Percent Change
1977-78(2)	4,261,915	5,583,352	1,007,558	6,590,910	4.1%
1978-79	4,336,300	6,315,284	1,199,250	7,514,534	14.0%
1979-80(3)	4,353,209	7,215,085	1,675,679	8,890,764	18.3%
1980-81	4,323,980	7,056,039	1,526,715	8,582,754	-3.5%
1981-82(4)	3,323,085	5,896,767	1,587,875	7,484,642	-12.8%
1982-83(5)	3,202,706	5,667,147	1,533,030	7,200,177	-3.8%
1983-84	3,128,881	5,866,666	1,485,673	7,352,339	2.1%
1984-85(6)	3,177,165	6,419,373	1,538,071	7,957,444	8.2%
1985-86(7)	3,275,000	6,790,820	1,121,811	7,912,631	-0.6%
1986-87(8)*	2,981,923	6,410,164	1,009,520	7,419,684	-6.2%
1987-88(9)*	2,979,980	7,005,165	1,213,572	8,218,737	10.8%
1988-89(10)	2,996,568	7,138,525	1,447,374	8,585,876	4.5%
1989-90	2,994,049	7,403,482	1,578,114	8,981,596	4.6%
1990-91(11)	2,983,317	7,454,390	1,613,109	9,067,499	1.0%
1991-92	3,056,519	6,702,708	1,439,454	8,142,162	-10.2%
1992-93	3,027,376	6,576,724	1,369,259	7,945,982	-2.4%
1993-94	3,023,817	6,695,555	1,400,201	8,095,756	1.9%
1994-95(12)	3,053,058	6,156,948	1,314,860	8,552,797	5.6%
1995-96	3,048,962	6,512,910	1,369,626	9,225,096	7.9%
1996-97	3,053,058	6,886,261	1,474,869	9,545,574	3.5%
1997-98	3,050,894	7,573,274	1,624,443	10,399,087	8.9%
1998-99	3,552,000	7,858,921	1,648,014	11,021,716	5.9%
1999-00(13)	4,262,424	10,184,761	2,041,800	12,419,412	12.6%
2000-01(14)	4,277,175	10,437,540	2,040,597	13,178,495	6.1%
2001-02	4,289,968	9,424,821	1,861,718	11,905,195	-14.91
2002-03	4,026,408	8,952,453	1,808,194	11,213,049	-5.81%
2003-04 (15)	3,957,463	8,710,249	1,775,878	10,854,859	-3.30%
2004-05	4,101,325	8,750,802	1,769,101	11,241,838	3.44%
2005-06	4,229,020	9,269,713	1,855,098	11,808,724	4.80%

- (1) 50 new buses, major expansion and improvements
- (2) Base fare increase to \$.25
- (3) Base fare increase to \$.35
- (4) Base fare increase to \$.40, major service reductions
- (5) Moderate service reductions
- (6) Sunday service re-established
- (7) Base fare increase to \$.50
- (8) Significant service changes

- (9) Increased marketing activity
- (10) Base fare increase to \$.60
- (11) Base fare increase to \$.75
- (12) National Transit Database Data begins
- N/R: Not reported in NTDB reports
- (13) Night Service established
- (14) Base Fare increase to \$1.00
- (15) Vanpool service added

Table 3.13
Handy Ride Annual Mileage and Ridership FY84 - FY06

FISCAL YEAR	VEHICLE MILES	% CHANGE	TOTAL PASS.	%CHANGE	MILES/ PASS.
1983-84	220,227	6.6%	33,157	4.8%	6.6
1984-85	230,953	4.9%	34,688	4.6%	6.7
1985-86	239,802	3.8%	35,505	2.3%	6.8
1986-87	254,618	6.2%	41,387	16.6%	6.2
1987-88	264,199	3.8%	43,457	5.0%	6.1
1988-89	260,689	- 1.3%	46,040	5.9%	5.7
1989-90	255,279	- 2.1%	45,047	- 2.2%	5.7
*1990-91	274,719	7.6%	52,130	15.7%	6.1
*1991-92	266,539	- 2.9%	53,303	2.2%	5.3
*1992-93	329,387	23.5%	60,599	12.0%	5.4
1993-94	468,151	42.1%	71,227	17.5%	6.6
▼1994-95	575,345	22.9%	89,256	25.3%	6.4
▼1995-96	526,562	-8.4%	87,466	-2.0%	6.0
▼1996-97	402,443	-23.6%	86,504	-1.1%	4.7
▼1997-98	635,611	57.9%	96,026	11.0%	6.6
▼1998-99	687,902	8.2%	97,566	1.6%	7.0
▼1999-00	773,874	12.5%	95,603	-2.0%	8.0
▼2000-01	868,861	12.2%	100,832	5.4%	8.6
▼2001-02	920,744	5.9%	102,976	2.1%	8.9
▼2002-03	1,011,081	16.9%	133,483	29.63%	7.5
▼2003-04	1,182,065	5.9%	169,898	27.01%	6.9
▼2004-05	1,084,752	-8.23%	192,556	13.34%	5.6
▼2005-06	1,330,740	22.7%	209,424	8.72%	6.4

Source: Handy Ride Operating Summaries

* Passenger Data includes FCEOC weekday contract service.

▼ National Transit Database Data

Handy Ride Assessment of Service and Rider Needs - In March 1994, Bartels Research Inc. was contracted to conduct the first telephone survey of Handy Ride users. The major objective of the survey was to determine whether or not the current contractor should continue to provide the service, and to determine how the service could be improved.

The sample of respondents was drawn from a list of recent Handy Ride users, all of which had used the service within the four weeks previous the survey. A list of users was supplied by FAX. FAX contracted with Bartels Research Inc. for five additional surveys October 1994, April 1995, November 1996, November 1997, and November 1998. Each survey used the same methodology to determine the survey sample, and the questions have remained the same since the November 1996 survey. Beginning in 1999, 2000, 2002 and 2004, AIS Market Research was contracted to do the surveys and maintained the same survey techniques. The last survey in June 2005 was completed by Moore and Associates and did not include a Handy Ride survey because the current service provider, Laidlaw Transit was working

on a month to month contract with a potential contractor change scheduled for the end of 2005. AIS Research will conduct the 2007 survey, again using similar survey techniques in order for FAX to continue to develop a consistent data set which provides a means for assessing performance and measuring improvements.

The purpose of the study was to understand expected usage patterns for Handy Ride in the future. Based on passenger's self evaluation of their ridership plans, ridership is expected to increase in the future due to more frequent Handy Ride trips anticipated ahead. While average cost per Handy Ride trip borne by FAX is high, demarketing Handy Ride services would be challenging. First, 75 percent of Handy Ride users do not make more than four one-way trips in a typical week. There isn't a large segment of heavy users to target. Handy Ride passengers use the service primarily to get to medical appointments. An opportunity to lessen the demand for Handy Ride services is to persuade riders who could, or have taken FAX's fixed-route bus to supplement more of their trips. Overall, a report card with letter grades was generated for the first time in a report on FAX's Handy Ride satisfaction performance. Handy Ride earned 12 As, 2 Bs, and 3 Ds on the seventeen service attributes evaluated. The relatively less satisfactory performance area was Handy Ride's on-time performance. This includes scheduled reservations and Will Call pick-ups.

Riders may, themselves, have contributed to this lower satisfaction over Handy Ride pick up times. Only 21 percent of the sample indicated "always allowing a two hour window between their requested pick-up time and their appointment time". Riders who were late to their appointments or late getting home may have attributed the delay to Handy Ride's long wait times. Riders may feel that the "two hour window" was unnecessary as most of their rides were typically shorter than 30 minutes. Finally, excluding the wait times where Handy Ride was allegedly late, the typical and longest median pick-up times were very reasonable and well within FAX's allowable wait times.

3.3.0 Program for New Transit Service

FAX is pursuing an aggressive program for new and increased transit service as part of an overall effort to increase mobility. Furthermore, FAX has made a commitment to reducing crowding issues created by increases in passenger loads, wheel chair boarding, and by traffic congestion. Transit improvements will be targeted to high growth areas while maintaining our commitment to seniors and the transit dependent community. Specific components of FAX's expansion program and the basis for this program are discussed below.

3.3.1 Basis for Increased Transit Service

An analysis of the FAX system has demonstrated that the services provided are highly utilized and efficient when examined under peer analysis, with the highest ridership per service hour (36 percent higher than the peer average), and 78 cents less than the peer average for cost per passenger trip. An internal Systems Minimums Analysis has demonstrated that only four routes are performing at less than acceptable standards, and two of those routes (4 and 58) are supported by outside agencies. Of the remaining low performers, Route 45 meets peer level performance standards.

The other route performing below standards was Route 12, a hybrid between demand-response and traditional fixed-route service. Deviated fixed-routes are a relatively new design in public transit, and are being evaluated as a potential system for improving transit's market share. Unfortunately, the transit industry has not had enough experience with this service delivery system to have readily available

service standards. However, as more operators experiment with this innovative service design, refinements may improve productivity. Initially conceived as a service that would reduce reliance on traditional paratransit service and add transfer connectivity to the rest of the FAX system, the service is not performing as expected. With the cost per passenger trip approaching that of the paratransit service the system is not an effective way of reducing the demand for Handy Ride.

Finally the two routes shown in gray fill indicate service performance outside of established minimum or maximum standards (Routes 45 and 12) and deserve a little explanation. Route 45 (Herndon Avenue, MTC, and Ashlan Avenue) is the only weekday route that FAX operates on an hourly headway. This route has had low performance in every evaluation over the last ten years. In 1999, at the request of Council, Route 45 was extended north of Shaw on Palm, and east on Herndon to serve the medical center located at Herndon and Milburn. At the time, Council had received numerous requests to serve the medical facility. Currently, Route 45 is the only route providing service to the medical facilities at Herndon and Milburn, and is also the only route providing service to the Association of Retarded Citizens (ARC) Production Center located at Shields and Clovis Avenue. This route has the highest level of disabled riders in the system.

Route 12, the Fresno Area Neighborhood Service (FANS), is a deviated fixed-route circulator service. This is an unconventional service which is a hybrid between conventional fixed-route service and demand responsive service. Residents in this area can call as little as one hour ahead of time and reserve a ride to or from any location within the FANS service area. Other customers use the service as a conventional fixed-route system. Although the FANS service is performing well below established FAX fixed-route norms, the system is operating at twice the productivity level of our typical demand-responsive service. This program is primarily serving the residents of the Senior Citizens Village in southeast Fresno.

The survey information shows a high level of interest and need for more frequent service and better on time performance. Other requests stated the need for night service on weekends, and later service on weekdays in order to accommodate work schedules.

Based on passenger surveys, the most popular suggestion is to increase service frequency on heavily used or severely impacted routes. In 2005, FAX received CMAQ funding and implemented 15 minute frequencies on Route 28 and Route 30. Additional service had been offered on Route 30 in 2004 in an attempt to reduce the crowding on buses. Unfortunately, at that time there were not enough resources to significantly reduce headways (achieve 20 or 15-minute frequencies) on any of the other main routes. CMAQ funding has allowed FAX to expand 15-minute frequencies on one additional route (Route 38). The funding for these service increases is temporary and will expire after three years of service. Fortunately, the reauthorization of Measure C will allow FAX to continue this service, add up to two additional routes and potentially add service hours to either weekday or weekend service. In June 2007, FAX will introduce 15-minute frequencies on route 34, bringing the total number of routes with 15-minute service to four. As the Peer Analysis and passenger surveys have demonstrated, FAX service is often impacted by high ridership and traffic congestion. Route 9, Shaw Avenue, was experiencing significant delays due to traffic congestion. FAX added a bus to this line and almost immediately improved on-time performance from 75.8% to 93.1% as of May 2007.

FAX has been providing service within the Downtown area using a CNG Replica trolley. This service has been offered every ten minutes and has been used for shuttling downtown employees from parking lots to their workplace. The service has also been used to provide transportation to downtown restaurants, and jury service trips for the public. The service was modified and expanded to provide transportation to the Tower District during the lunch hours. The Tower District Shuttle was discontinued due to poor

ridership. The Downtown trolley service is available to the public at no charge and will continue to operate through the next year.

FAX is also committed to the Downtown Express Vanpool Program which has been in operation since 2004 and has increased to eighteen vans with over 200 participants. The program has expanded from commuter trips to the Downtown area only, to areas throughout the County of Fresno as far as Bakersfield, Visalia, Madera, Reedley, and Sanger. The Measure C extension has a provision of \$19.9 million to expand the current vanpool program and to include a farm worker plan.

More recently, FAX undertook a Regional Public Transportation Infrastructure Study with the purpose of defining a countywide public transportation system that maximizes personal mobility by providing functional access to work, education, health care, recreation and other essential services for all county residents. The project focused on identifying ways to reduce vehicle miles traveled, improve air quality, and identify alternatives to the private automobile. The final plan provided some strategies for a countywide transportation system that will be sustainable over a 50 year horizon. The study is included a dynamic mix of firms and was completed in 2006.

FAX is also in the process of investigating options for a Regional District Formation which will be prepared and finalized on 2007. The study is intended to look at various options including the formation of a Regional Transportation District to include Fresno Area Express, the City of Clovis, and the FCRTA. The study will also determine which transportation services could be coordinated without the need for a regional formation, as well as exploring the possibility of an MOU between agencies to provide a more efficient delivery of Countywide transit services.

3.3.2 Bus Service Expansion Program

Unmet Transit Needs

Beginning in April, 1999, FAX began operating the same level of service on Sunday as had been operated on Saturday previous to these changes. Currently, this expanded service is provided on all routes except 2, 4, 12 and 18. Areas which now receive Sunday service are: Clovis, Malaga, Saint Agnes Hospital, Kaiser Hospital, the Peoples Church, the Market Place, Tarpey Village, and the Fresno Yosemite International Airport.

In addition, night service was introduced in September 1999, and extended weekday service hours on all regular routes to at least 10:00 p.m. This has ensured connection and transfer opportunities for all FAX passengers until 10:00 p.m., and has provided service on some routes as late as 11:30 p.m. All route frequencies remained unchanged in order to encourage maximum use. The success of the night service is evident in the overall increase in ridership from FY99 of 11.2 million passengers to FY00 ridership total of over 12.5 million.

Over the last year, FAX has worked closely in providing service to new areas within the City as well as expanding service to unserved areas. FAX continues to operate the Fresno Area Neighborhood Service (FANS) which is a fixed-route service in southeast Fresno that has a deviated service component. The service is designed to provide personalized rides for those passengers who make a reservation in advance. Although FANS is not a door to door service, it has been designed to provide passengers with some service in fast growing areas where trunk line fixed route service is not likely to be provided in the future.

FAX continues to work with major employment centers throughout the City in assessing service to those areas. FAX assessments have included employee surveys and meetings with personnel teams to design a service which will benefit the employees' schedules. Past trials include: service provided to east central Fresno to the GAP Distribution Center which has over 1,000 employees; and service to the Internal Revenue Office in Southeast Fresno which has over 5,000 employees. This service was not successful and was discontinued after 60 days. Another express service was provided to the southern end of Fresno where there is a business park and several major employers which were surveyed and expressed an interest in service. The service began in March 2001, and was discontinued in May due to a lack of ridership. Fresno Area Express determined this market would be better serviced through vanpools, and implemented a pilot program in January 2004 to the downtown area. This service has been successful in part because commuters do not want to use the transit bus even if it is providing express service. A vanpool is more comfortable and allows passengers to set their own travel time to and from work. Measure C will provide funding to expand the program throughout Fresno County.

Future Bus Service Improvements/Expansion Plans

Working with land use and transportation policy makers, FAX hopes to ensure transit friendly development along the principal transit corridors identified in the City of Fresno General Plan. This will allow FAX to concentrate transit resources and provide high frequency service along these designated routes. FAX will be monitoring route level and system-wide performance indicators to evaluate the effectiveness of the Service Improvements. Refinements in running time, coordinated transfers, on-time performance, and peak period service enhancements will be developed and implemented as funding allows.

In the future, route terminals or end points will become more important as transfer locations following the model of the Market Place at River Park. Common route terminals facilitate interlining, which in turn, create opportunities for time and equipment savings. Where multiple routes share terminal points the opportunity for transfer centers are best. As such, FAX will be evaluating the opportunities for restructuring routes to facilitate terminal ending at these locations. These major transfer points may also act as collector locations for suburban shuttle and circulator type services as well as park-and-ride facilities.

Maintain Service Reliability - FAX has been experiencing major increases in ridership during peak period service. These capacity issues occur most frequently near schools, and are present for only short periods of time, often less than one hour. On Route 26, additional trippers have been provided to help offset the high ridership. The 15-minute service frequencies on route 28, which provides service to California State University, Fresno, two major shopping malls, and the University Medical Center has improved peak service concerns on one of FAX's busiest routes. FAX, with funding from local CMAQ funds and reauthorized Measure C will be providing 15 minute service on Routes 28, 30, 38 and 34. These routes have been experiencing increased service demand and have been congested and delayed for a long period of time.

Increase Service Coverage - As the urbanized area continues to spread, more and more development is occurring where public transportation does not currently exist. These newly developed areas, as a rule, do not have the density to justify fixed-route service on 30 minute headways. Additionally, adjusting trunk line service is a difficult and often very costly solution. For these reasons, this SRTP proposes to evaluate circulator service as an option for providing service in currently unserved and newly developing areas. As discussed earlier, the introduction of the FANS service was an attempt to assess new areas for ridership without the cost of a system wide adjustment. There are many good reasons for selecting

South East Fresno including the existence of several generators which have the potential to show significant transit ridership. Among these generators are: the new Sunnyside High School, which is located at Peach and Kings Canyon Avenues, a new middle school to be located at Willow and Church Avenues, Pacific College, the Internal Revenue Service, and the Senior Citizens Village. All of these sites are significant generators in south east Fresno. Additionally, there are many new residential developments in the area. In FY07, FAX will be constructing a new transit facility in the Southeast corridor which will provide more transportation access to passengers in the area. The center will act as a transit multimodal center which will include access to transit, bikeways, walking and some nearby multi family housing. This facility will be the first multimodal Transportation Oriented Development (TOD) in Fresno and should be in place by early 2008.

Among the considerations for future service adjustments will be an evaluation of service frequency during peak, off peak, night, and weekend service. Determinations about the effectiveness of the FANS circulator will lead to proposals to either develop new service models, or to implement additional circulator service. Also, with the installation of the Siemens AVL/GPS Radio System, FAX and Handy Ride have been provided with real time schedule adherence data. The data collected through the Siemens Radio System has allowed FAX planning staff to assess various problems within the FAX and Handy Ride systems so that adjustments can be made accordingly. The Siemens System has also opened the door for FAX to consider a myriad of other ITS technologies including Smart Card Fareboxes, Automatic Passenger Counters (APC), and Real Time Customer Information Services which have been installed at the Manchester Transit facility and Courthouse Park. This technology is a real time arrival information system which displays bus arrivals and departures in a similar manner as is commonly provided in airports. In July of 2001, FAX installed APC's in four buses and currently has thirty-eight vehicles with APC's. These units will allow a more accurate count of ridership characteristics. Ultimately, it is anticipated that this data will lead to FAX's ability to attract new customers, and to improve the service for existing passengers.

3.4.0 Customer Services and Public Information Program

FAX desires to increase ridership while enhancing customer satisfaction with transit services. To accomplish this, new initiatives have been implemented and described below.

Public Information and Outreach - In FY06, FAX established the position of Community Coordinator. This position is responsible for the implementation of various Marketing and Service Development strategies. Continued efforts are being made to provide a program of public information and outreach activities with the intent to increase public awareness and ridership as well as improve public perception of public transportation in the FCMA.

FAX Planning staff continue to work with employee transportation coordinators (ETC's) at work sites throughout the FAX service area. Work site visits were conducted to promote transit services and gather suggestions to improve existing services. Transit user guides such as transit schedules, bike rack user guides, system maps, transit commuter benefit information, FAX newsletters, and service change announcements were made available. Additionally, transit trip planning was provided to assist new passengers.

FAX introduced the Silver Sundays Program in 2004, which allows seniors to use the FAX fixed-route system each and every Sunday at no charge. Measure C will expand this service to include all operating days and may provide taxi script to seniors over seventy.

FAX again, operated the "FAX Christmas Bus" during the winter holiday season. A bus is decorated by the FAX Maintenance Division and circulated on various routes. Passengers are offered a free ride on the bus as a token of appreciation for riding FAX. The bus helps in promoting the Christmas spirit and to increase public awareness of transit. The bus is showcased at elementary schools during the Christmas season and in the Downtown Fresno Christmas parade. FAX also provided free trolley service along Van Ness Avenue's Christmas Tree Lane for transit dependent individuals and others. This has become a very popular and successful event.

In FY06, FAX opened a downtown service office, which includes a pass outlet, trip planning, and other transit services. The facility is located along Tulare Avenue and is a short walk from the downtown transit shelters. In addition, FAX will be working on a system wide Marketing Plan which will include a new FAX theme bus, which will be available for community events.

FAX has also purchased land to develop a Transit Oriented Development along Kings Canyon Avenue, which will provide a transit shelter, some market rate housing, bus stops, access to bikeway and walkway, and other transit facilities such as an information kiosks and restrooms. This project will be initiated in 2006 and will require extensive participation from the City of Fresno, FAX, and the development community. The success of this TOD project will set the benchmark for future projects of this type. FAX has also included some low cost marketing strategies which were developed by Odyssey Research in 2004 as part of an Environmental Justice Study conducted in the Fresno Area. Some of the strategies include a Downtown Way finding Map, a Photo novella, and Road Reads, which includes information on various bus drivers and are placed on the buses for all passengers to enjoy.

Financial Plan

4.1.0 Introduction

The Financial Plan presents FAX's financial forecasts associated with projected transit services including capital projects to maintain, enhance, and expand FAX services. The Baseline Plan demonstrates that FAX has the financial capacity to operate and maintain all planned services without assuming any significant new local sources of operating revenue. The COFCG recently conducted a survey on the Measure C funds, and determined that over the next twenty-year period there will be an increased demand for transit, therefore, public policies in the future should favor support of transit. More recently, FAX is undertook a Regional Public Transportation Infrastructure Study which highlighted transportation needs for the future and the possible need for future funding sources such as Measure C funds.

4.2.0 Capital Program

FAX presently operates 108 transit buses including 4 replica trolleys, 34 Handy Ride paratransit cut-a-ways, 9 paratransit sedans, 3 transit vans, a maintenance facility, an administrative office and a transit center. Table 4.1 summarizes costs and funding sources for currently identified capital projects from FY07 through FY12. Costs and revenue are shown in FY06 dollars. FAX is proposing some significant capital improvements over the next five years.

The total five-year Capital Improvement Program (CIP) for FY08 through FY12 is projected to cost \$52.5 million as identified in Table 4.2 Capital expenditures are targeted in seven primary project areas including:

- Heavy duty 40-foot buses,
- New multimodal facility
- Hydrogen Project
- Passenger amenities and facility upgrades,
- Handy Ride vehicle purchases, and
- Planning
- Marketing

Additionally, planning expenditures for projects and services performed by COFCG staff assigned to FAX are included in the CIP. Preventative maintenance programs and vehicle tire leases are capitalized for reimbursement through FTA. Capital leases for paratransit vehicle tires and the paratransit facility are capitalized, as well as the paratransit maintenance program provided through a contractual agreement with MV Transportation.

Table 4.1
FAX Five Year Operating Budget
FY07 through FY12
(\$thousands)

OPERATING REVENUES	FY07	FY08	FY09	FY10	FY11	FY12
Passenger Fares (0.0601 annual increase)	\$8,219	\$8,153	\$8,211	\$8,296	\$8,632	\$8,979
FTA Section 5307 (0.029 annual increase)	\$9,350	\$7,700	\$7,475	\$7,700	\$7,931	\$8,169
City of Fresno (Measure C)	\$1,813	\$8,764	\$10,500	\$10,815	\$11,139	\$11,474
LTF Funds (0.0325 annual increase)	\$15,997	\$17,701	\$18,138	\$18,682	\$19,243	\$19,820
STA Funds (0.01 annual increase)	\$1,800	\$2,540	\$2,710	\$2792	\$2,875	\$2,962
Advertising Revenue	\$225	\$225	\$250	\$250	\$250	\$250
Other Revenues (0.01 annual Increase)	\$216	\$309	\$418	\$317	\$137	\$(87)
Misc. Revenues	\$0	\$130	\$130	\$130	\$130	\$130
Transfers (STA to Capital 00.029 annual increase)	\$(317)	\$1,375	\$3,708	\$2,862	\$2,916	\$1,993
Transfer Fund Balance	\$(603)	\$787	\$1,480	\$1,409	\$1,506	\$(29)
TOTAL OPERATING REVENUES	\$36,700	\$47,242	\$53,020	\$53,253	\$54,759	\$53,661

OPERATING COSTS	FY07	FY08	FY09	FY10	FY11	FY12
Employee Services (0.03 annual increase)	\$22,649	\$25,218	\$25,975	\$26,754	\$27,557	\$28,383
Professional & Technical (0.05 annual increase)	\$699	\$817	\$857	\$900	\$945	\$992
Property Services (0.03 annual increase)	\$1,468	\$1,680	\$1,730	\$1,782	\$1,836	\$1,891
Other (0.03 annual increase)	\$357	\$464	\$488	\$512	\$537	\$563
Supplies (0.05 annual increase)	\$5,054	\$6,163	\$6,471	\$6,795	\$7,135	\$7,492
In-Lieu payments	\$322	\$322	\$322	\$322	\$322	\$322
Interdepartmental (0.0937 annual increase)	\$3,070	\$3,912	\$4,225	\$4,563	\$4,928	\$5,322
Paratransit Contract (0.03 annual increase)	\$3,078	\$4,002	\$4,202	\$4,412	\$4,633	\$4,865
TOTAL OPERATING COSTS	\$36,697	\$42,578	\$44,270	\$46,040	\$47,893	\$49,830
TOTAL OPERATING SURPLUS/(DEFICIT)	\$3	\$4,664	\$8,750	\$7,213	\$6,866	\$3,831

*NOTE: All Revenue and Operating Cost data are projected. Includes FTA reimbursements for capital, planning and preventative maintenance expenses.

4.2.1 Revenue Vehicles and Vehicle Equipment

FAX's revenue service vehicles include buses and paratransit vans. Replacement of existing revenue vehicles, when due, is one of FAX's highest capital priorities. As another priority, FAX will be increasing the number of buses from 108 in 2007 to 120 during the SRTP period. The SRTP projects an annual operating budget of \$36.7 million in FY07 increasing 35 percent to \$49.8 million in FY12 (see Table 4.1). Projected operating revenues are anticipated to offset total costs over the five-year period and will result in an estimated reserve of \$3.8 million by FY12. The projected operating budgets assume a one percent annual increase in fares and a three percent increase in State LTF funds. FTA Section 5307 operating assistance was eliminated in FY99; however, SAFETEA LU allows the capitalization of preventative maintenance programs, which more than offsets the loss of FTA operating assistance.

Bus Replacement

Cost estimates for replacement buses programmed in FY05 and beyond are based primarily on APTA survey data for 30 foot, 35 foot, 40 foot and 60 foot (articulated) buses. Primary funding for replacement buses is assumed to be from the Federal Transit Administration (FTA) Section 5307 (Urbanized Area Capital) program, with approximately 20 to 25% FAX local match. In support of a gradual increase in bus service through FY12, FAX will continue to operate a small number of older buses for a limited time even after replacements for these buses have been placed into service.

Full-size buses - The CIP includes 3 additional hybrid electric buses to arrive in FY08. Also, 20 replacement 40-foot buses are budgeted in FY08, 25 in FY09, and 20 in FY10.

FAX has purchased Hybrid Electric vehicles which comprise the best available technology for reducing harmful vehicle emissions. With their purchase, FAX and the COFCG are implementing their commitment to cleaner air by demonstrating this cutting edge technology. In 2008, FAX will also receive delivery of 3 Hybrid gasoline vehicles for the fleet. The total five-year fleet replacement program cost is over \$23 million.

Paratransit buses - As part of the CIP, FAX will be ordering paratransit buses in FY08 through FY12. A total of thirteen replacement vehicles and five expansion vehicles are programmed for a five-year program cost in excess of \$800,000. This figure does not include any vehicle funded through the Caltrans 5310 program which includes funding for the replacement and expansion of paratransit vehicles. FAX will continue to apply for these competitive grants in the future to help offset the costs of vehicle replacements.

Bus Expansion

System efficiencies based on productivity will continue to be the basis for shifting system resources in the future. Route cost analysis based on fully-allocated costs will be an integral part in determining feasible tradeoffs and future service improvements. Within the proposed service level, service adjustments will be made during the planning period on individual routes and schedules to reflect existing and changing ridership characteristics and needs. The SRTP recommends that any future required service adjustments continue to be made on the basis of the goals, standards and objectives listed in Chapter I. This type of vehicle will provide relief for some of FAX's highest volume bus routes. Service changes will be made on the busiest routes as required to address on time performance.

Hydrogen Project

FAX's commitment to improving the environmental efficiency of transit operations is demonstrated in its commitment to the Hydrogen Project. Renewable hydrogen energy systems hold one potential answer to our energy needs. However, the massive costs of manufacturing hydrogen-powered vehicles and building a fueling infrastructure to support them, hinders hydrogen development. Recognizing that, a new fuel has been developed that may serve as the stepping stone the hydrogen economy. The trademarked Hythane fuel mixes a small amount of hydrogen into a fuel already used in many fleets—compressed natural gas. A blend of 15 percent hydrogen by volume with 85 percent natural gas amplifies the clean burning properties of CNG to reduce overall emissions up to 50 percent. Any CNG-powered vehicle can be retuned to run on Hythane, and CNG filling stations can be fitted with a specially designed dispenser to pump the fuel blend. The Department of Transportation/FAX is partnering with the City of Fresno's Fleet Services to evaluate and test the potential of Hythane fuel in the City fleet.

4.2.2 Support Vehicles

FAX has determined that the optimal point to replace non revenue vehicles to minimize capital outlays, maximize reliability and minimize repair costs ranges between 6 and 20 years and a minimum of 85,000 miles, depending on vehicle type and usage. Vehicles are generally scheduled for replacement according to age, mileage, vehicle condition, and reliability requirements for each vehicle type as follows;

Field supervisor accessible handivans	6 years or 100,000 miles
Sedans & passenger vans	8 years or 85,000 miles
Mini pickups, station wagons, Road call trucks, utility vehicles	10 years or 100,000-120,000 miles
Cargo vans, medium trucks	12 years or 100,000 -120,000 miles
Heavy trucks, utility equipment	15-20 years

FAX's fleet of non-revenue vehicles assists in the operation of the fixed-route service. This fleet is composed of stock vans which are used to make driver shift changes, provide for road supervisor inspection and assistance and response to road calls. Also included are large trucks, pickup trucks, fork lifts and trailers which are used in maintenance and operations.

4.2.3 Passenger Facilities Expansion and Rehabilitation

FAX's passenger facility capital improvement program includes bus stop improvements, and replacement of transit passenger amenities such as information signs, benches and bike lockers.

Bus Stop Accessibility Improvements - To meet ADA requirements for bus stop accessibility, FAX has developed a program to upgrade all deficient bus stops. To date, improvements to over 550 of the over 1,900 stops have been completed, including overhead shelters at over 350 stops. FAX is continuing to work with various intercity departments to establish standards for all new construction. These standards

will improve stop locations by providing, where available, extended concrete pads, reinforced curbs and gutters and a reliable source of electricity. The last of these will allow for the future installation of lights, providing a safer environment for our passengers. Currently FAX has installed 21 shelter lighting units, 15 solar lighting units and 16 iStops, a security light and signaling device.

In FY 2006, FAX began a bus shelter refurbishing program designed to improve the quality of existing shelters.

Planning Projects - Planning projects provide support of planning functions. An on-going planning function is necessary to provide FAX with information to adjust the system for long-range and short-range transit needs, and to meet the various complex Federal and State Transportation planning requirements. COFCG planning staff performs all service planning functions for FAX, through a contractual agreement with the City of Fresno, Department of Transportation. A Transit Supervisor is included in the FAX Planning section to perform scheduling duties. Consultant studies are also coordinated by COFCG staff which includes the Regional Transit District Formation Study and the Transit Master Plan which will be completed in 2008. Planning Projects are programmed for a total of \$2.0 million over the life of the SRTP.

4.2.4 Total Capital Program

The total capital program to be undertaken by FAX includes both the Capital Program and the Measure C Program.

FTA - Operating and Maintenance expense reimbursement

This project provides FTA reimbursements for expenses in programs directly related to preventative maintenance on fixed-route and paratransit vehicles, capital lease of vehicle tires, and allowable contracted paratransit expenses. Fixed-route vehicle preventative maintenance programs are eligible for 80 percent FTA reimbursement. Handy Ride contracted vehicle maintenance expenses are eligible for 25 percent reimbursement, while contracted vehicle operations are eligible for 20 percent FTA funding.

Table 4.2
FAX Five Year Capital Improvement Plan
FY08 through FY12

Project Descriptions	FAX Fiscal Year	FY07/08	FY08/09	FY09/10	FY10/11	FY11/12
Federal CMAQ Projects						
Kings Canyon Intermodal Facility		\$1,818,000				
40 Foot Bus Purchase		\$1,320,071	\$1,320,071	\$1,452,069		
Hydrogen Project		\$500,000				
40 Foot Bus Purchase - Prior CMAQ		\$311,500				
Downtown Circulator		\$1,062,360				
Total CMAQ Projects		\$5,011,931	\$1,320,071	\$1,452,069		
Federal Projects (5307, 5309 & 5310)						
Passenger Amenities		\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Hydrogen Project			\$2,000,000			
40 Foot Bus Purchase - Replacement		\$3,600,000	\$5,670,000	\$3,969,000		
40 Foot Bus Purchase - Expansion		\$1,800,000	\$2,268,000	\$1,984,500		
Bus Rapid Transit - Planning Study		\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Kings Canyon Intermodal Facility			\$7,000,000			
Marketing and Branding		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Paratransit Buses		\$300,000				
Total Federal Projects		\$6,880,000	\$18,118,000	\$7,133,500	\$1,180,000	\$1,180,000
Measure C / STA						
Paratransit Bus Expansion/Replacement		\$250,000		\$257,500		\$265,225
Planning Studies		\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Passenger Amenities		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Paratransit Marketing		\$50,000				
Marketing Signage		\$50,000				
Transit Police Vehicles		\$130,000				
Total Measure C / STA		\$1,080,000	\$600,000	\$857,500	\$600,000	\$865,225
Congestion Mitigation Air Quality (CMAQ) Funds						
Congestion Mitigation Air Quality (CMAQ) Funds		\$5,011,931	\$1,320,071	\$1,452,069	\$0	\$0
Federal Projects (5307, 5309 & 5310)		\$6,880,000	\$18,118,000	\$7,133,500	\$1,180,000	\$1,180,000
Measure C / STA		\$1,080,000	\$600,000	\$857,500	\$600,000	\$865,225
Total Capital Local Match Funds Required		\$1,538,069	\$3,093,029	\$1,089,631	\$240,000	\$240,000
Total Capital Projects (All Sources)		\$100,000	\$23,131,100	\$10,532,700	\$2,020,000	\$2,285,225

Third Shift and Weekend Evening Service

The SRTP does not provide for extended fixed-route evening service on weekends, nor does it provide for third shift service at any time. The first weekend coach run ends around 6:00 P.M., and all weekend operations are completed by 7:30 P.M. The need for night service on weekends, and the potential need for third shift service to satisfy the needs of transit dependant populations to seek and maintain employment will be evaluated during the course of this SRTP.

Service to Newly-Developing Areas

Many of the new moderate-income areas within FAX's service area are developing beyond existing transit routes. The SRTP provides for limited extension of some existing routes into these new areas with proposed circulator service. However, FAX cannot assure additional expansion of service over the next five years in order to meet this tremendous growth. Additional service to new areas will be evaluated and implemented when warranted, and as funding allows.

4.3.0 Transit Revenues

Projected revenues and expenditures for operation of the transit system are summarized in dollars.

FAX State TDA and STA - The State Local Transportation Funds (LTF) and the State Transit Assistance (STA) funds have remained relatively stable, reflecting population growth, inflation and sales tax revenues (Table 4.1) The passage of Proposition 111, assured that funds would be made available for STA subject to budget appropriations.

Measure C funds - Local funding for public transit historically had been limited to general revenue sharing funds. FAX, however, currently receives no general revenue funds. In November 2006, a local proposal to extend a one-half cent sales tax county-wide for the next twenty years was approved by a majority of voters in Fresno County. The Measure C local sales tax has dedicated 24% of the revenue to regional public transportation in Fresno County. This will provide a stable funding source of approximately \$235 million over the next 20 years for Fresno Area Express.

Farebox and Other Revenues from Operations - FAX Strategic Plan envisions an increase in transit service with major gains in ridership and farebox revenues. Fare revenues are projected based on ridership forecasts and assume an increase in ridership based on the increases over the last few years. In FY06, FAX provided almost 12 million passenger rides. This accounted for a less than 5% increase from the prior year. Passenger trips are anticipated to remain relatively flat for the next year resulting in only minor gains in revenue.

In January 2001, FAX entered into an agreement with Vista Media to provide exterior advertising on all FAX buses. To date, over 97% of the buses have some form of advertising and over a three year period this program has provided FAX with close to a \$1,000,000 in revenue.

Table 4.4 reflects FAX's overall operating budget for both fixed-route and demand-responsive service for the past ten fiscal years. As shown, fixed-route service historically has averaged 92.2 percent of the overall operating budget. Since that time, the department's operating budget has been reduced to an average of 89.3%, a reduction of 2.9%. This demonstrates the escalating cost of paratransit services provided by FAX and the need to address this trend. Table 4.5 shows the Transit Division's operating budget broken out by major cost categories for the same period and includes the following categories: "Employee Service"; wages, salaries, and fringe benefit costs, "Operation, Maintenance and Training"; fuel, parts, inventory, supplies, building maintenance, training and travel, and "Interdepartmental Charges"; self-insurance, fleet rental, data processing, and fixed reimbursements to the General Fund. The Transit Division's operating budget has increased from \$17.5 million in FY97 to \$34.6 million in FY06.

Table 4.3
Transportation Development Act Fund History - FY96 through FY06
(thousands)

FY	LTF Article 6	STA	Total	% Change
1996	\$9,338,034	\$539,066	\$9,877,100	
1997	\$9,125,034	\$569,711	\$9,694,745	-1.85%
1998	\$9,262,800	\$642,900	\$9,905,700	2.18%
1999	\$8,482,107	\$814,559	\$10,296,970	-6.15%
2000	\$10,364,732	\$802,559	\$11,167,291	20.12%
2001	\$11,059,197	\$818,100	\$11,877,297	6.36%
2002	\$11,951,407	\$830,000	\$12,781,407	7.61%
2003	\$12,578,340	\$1,057,424	\$13,635,764	6.68%
2004	\$13,509,775	\$852,069	\$14,361,844	5.32%
2005	\$14,573,134	\$1,103,979	\$15,677,113	9.16%
2006	\$16,288,683	\$1,093,151	\$17,381,834	10.87%

Table 4.4
FAX Operating Budget - FY96 through FY06
(\$ thousands)

FY	Transit Division	% Costs	Handy Ride	% Costs	Total Operating Costs
1996	\$15,322	93.4	\$1,075	6.6	\$16,397
1997	\$16,403	93.5	\$1,147	6.5	\$17,550
1998	\$16,526	91.2	\$1,599	8.8	\$18,125
1999	\$18,509	91.4	\$1,749	8.6	\$20,258
2000	\$21,778	92.3	\$1,829	7.7	\$23,607
2001	\$22,967	92.4	\$1,891	7.6	\$24,858
2002	\$23,987	92.5	\$1,957	7.5	\$25,944
2003	\$25,172	89.8	\$2,844	10.2	\$28,016
2004	\$26,965	88.6	\$3,480	11.4	\$30,445
2005	\$27,596	88.7	\$3,505	11.3	\$31,101
2006	\$31,184	90.1	\$3,418	9.9	\$34,602

Table 4.5
FAX Operating Budget by Major Cost Category
FY02 through FY06

	(\$ thousands)				
FY	2002	2003	2004	2005	2006
Employee Services	\$15,556	\$16,100	\$16,663	\$19,406	\$22,101
Oper., Maint. & Training	\$4,011	\$4,251	\$4,506	\$3,183	\$6,346
Interdepartmental	\$3,130	\$3,423	\$3,743	\$2,694	\$2,737
In Lieu Payments	\$555	\$555	\$555	\$322	\$322
Paratransit	\$585	\$4,287	\$4,978	\$3,505	\$3,418
Total Operating Costs	\$25,944	\$28,016	\$30,445	\$31,101	\$34,602

Percentage of Total Annual Operating Budget

FY	2002	2003	2004	2005	2006
Employee Services	59.96%	58.47	54.73%	62.40%	63.87%
Oper., Maint., & Training	15.46%	15.17%	14.80%	10.23%	18.34%
Interdepartmental	12.06%	12.22%	12.29%	8.66%	7.91%
In Lieu Payments	2.14%	1.98%	1.82%	1.04%	0.93%
Paratransit	7.54%	10.15%	11.43%	11.27%	9.88%
Total Operating Costs	100.0%	100.0%	100.0%	100.0%	100.0%

Handy Ride - In August 1980, the State Attorney General's Office ruled that Handy Ride and Transit's divisional budgets could be combined for purposes of using the Transit Division's farebox recovery revenues in excess of 20 percent to offset Handy Ride's farebox recovery requirements. Thus, in September 1980, Handy Ride became part of the general use system and part of the Transit Division's 20 percent farebox recovery requirements.

Table 4.4 shows Handy Ride's operating budgets for the past ten fiscal years. The operating budget for Handy Ride as part of the overall budget has increased from 6.5% in FY97 to as high as 11.5% in 2004, representing a need for more paratransit service in the community. A Request for Proposals (RFP) for the paratransit contract was released in April 2007. It is anticipated that the overall cost of the program will be more stabilized under a new contract. During the next fiscal year FAX will be evaluating its certification process to ensure qualified individuals are approved for Handy Ride and to reduce costs associated with passengers able to ride fixed-route.

Federal Government (FTA) - On August 10, 2005, the President signed into law the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). With guaranteed funding for highways, highway safety, and public transportation totaling \$244.1 billion, SAFETEA-LU represents the largest surface transportation investment in our Nation's history. The provisions of SAFETEA-LU specifically fund the authorization of transit and highway funds for FY 2005 through FY 2009.

Although the previous law, TEA 21 eliminated operating assistance for operators serving urbanized areas with populations greater than 200,000, it did allow FAX to fund 80 percent of its preventative maintenance (PM) program using capital grants. This represents a 60 percent increase over the previous fiscal year, and more than offsets the loss in Federal Operating Assistance.

FTA Section 5307 (formerly Section 9) capital grants have been the primary funding source for capital expenditures with City or State funds used to meet the local 20 percent share requirement. The federal government appears committed to funding capital assistance. The Plan, therefore, assumes that nearly 80 percent of all capital projects (including PM) for the next five years will be funded by FTA and CMAQ grants.

State of California - The State's Transportation Development Act (TDA) provides two sources of transit revenue, the Local Transportation Fund (LTF) and the State Transit Assistance Fund (STA). The LTF is generated by a quarter-cent statewide sales tax and then apportioned back to counties by population. The COFCG apportions these funds within Fresno County on the basis of population. In FY08, the City of Fresno is projected to receive approximately \$17.7 million from these funding sources. All of these funds are allocated to FAX.

The LTF resources are legislated to continue indefinitely, and the Plan's projected LTF revenues are based upon projections provided by the COFCG, but the actual revenue will fluctuate based on the economy and inflation. To qualify for LTF, FAX must recover a minimum of 20 percent from farebox revenues.

Transit operators cannot rely on the availability of STA funds from year to year. Further, as a condition for receiving STA funds, Senate Bill 3 (Katz) also requires operators to meet an efficiency standard based on operating cost per hour beginning in FY92. Over the last ten years the STA apportionment to Fresno County fluctuated dramatically from a high of \$1.4 million in FY81 to a low of only \$16,000 in FY90. The total estimated STA allocation for FAX in FY08 is \$2.5 million.

City of Fresno

1. General Fund: Until FY82, the City annually allocated \$500,000 from the General Fund as the local matching requirement for capital grants and transit operations. The City did not allocate any General Funds to transit in the FY83 or FY84 budgets. The City Council, however, funded the pilot Sunday service program for \$500,000 using General Revenue Sharing (GRS) monies in FY85 and for \$435,000 in FY86. **General Fund contributions have not been programmed since FY86.**

2. Local Option Sales Tax - Measure C: In FY08 an additional source of local funding support will become available to FAX as a result of the reauthorization of Measure C in November 2006. The passage of a dedicated one-half cent local option sales tax represents unprecedented voter approval to improve the funding for local transportation projects within Fresno County. The local option sales dollars will provide a balance between public transit, road improvements and other transportation programs that improve mobility and air quality within the City of Fresno and the surrounding area. The distribution of taxes collected will no longer be at the discretion of the Fresno City Council, but dedicated to local transportation. The funding anticipated to be received by FAX over the next twenty years is approximately \$235 million

Consolidated Transportation Service Agency(CTSA) - In 1980, the state mandated through "Assembly Bill 120" that an inventory of social service agencies be conducted to determine the degree of transportation services provided by these agencies and to identify additional transportation needs. The objective of the legislation was to improve the efficiency of providing transportation within the community through the formation of Consolidated Transportation Service Agencies and to promote increased coordination and consolidation of transportation services. The COFCG developed an action plan that designates the City of Fresno/FAX and the Fresno County Economic Opportunities Commission (FCEOC) as the CTSA co designates for the Fresno Urbanized area. The City of Clovis is the CTSA designate for its area.

The sources of funding for the CTSA are 45% from Transportation Development Act, (Article 4.5 funds allocated by COFCG), a 45% match from participating social service agencies and 10% from farebox recovery.

As the primary CTSA transportation provider in the Fresno metropolitan area, FCEOC provides transportation brokerage service to all eligible social service agencies assuring efficient, low-cost transportation service within the Fresno urbanized area.

4.4.0 Financial Summary and Reserve Projections

For FY07, FAX system revenues from FTA grants represent 25.5 percent of the total, while LTF/STA revenue equals 48.5 percent of the total revenue. Other revenue sources, such as Measure C and exterior bus advertising, amount to an additional 5.5 percent of FAX's total budget revenues. The remaining revenue comes from passenger fares projected to provide 20.5 percent.

Under a contract with the City of Fresno, the County pays for a portion of the public transit and paratransit services provided for County residents who live within the fixed-route service area as described by the Transportation Development Act (TDA). County residents within the service area receive the same level of transit and paratransit service as Fresno City residents who live within the service area.

Chapter 5

City of Clovis SRTP

5.1.0 Purpose of SRTP

The City of Clovis Short-Range Transit Plan (SRTP), FY 2007-2012, is the bi-annual update to the operating plan and the capital program. The purpose of this Plan is to promote a comprehensive, coordinated and continuous planning process for transit service in the Fresno-Clovis Metropolitan Area (FCMA) over a five-year planning horizon. This plan proposes specific recommendations for implementing the long-range objectives of Fresno County's Regional Transportation Plan, and will guide the provision of transit services in the FCMA over the next five years.

5.1.1 Summary of Existing Transit System

This document will address the City of Clovis Transportation systems which are described as follows;

- The City of Clovis provides the general public fixed route service through Clovis Stageline. This service consists of four fixed-routes with specialized school transportation within the City of Clovis. The City of Clovis also offers demand responsive service to elderly and disabled persons through Clovis Roundup.

FAX operates some service within the City of Clovis and the unincorporated urban areas and receives funding from Clovis and Fresno County for this service. It is appropriate that both agencies have a role in the policy making process impacting FAX. The Plan includes a mechanism for such a role.

5.1.2 Public Transportation Policy Directions

The policies contained in the Regional Transportation Plan for Fresno County, Fourteenth Edition, (adopted by the Council of Fresno County Governments, November 2001) provides general guidance to transit operations within the metropolitan area. The following Goals, Objectives, and Policies provide the framework for developing a sound public transportation system throughout Fresno County. They are specifically targeted toward the public and social service transportation systems.

In 1985, the Clovis City Council adopted the following policies for Clovis Transit as part of the transit planning process. Annually, the Council reviews and amends these standards as needed. Chapter 1120 of the 1979 California Statutes and Assembly Bill 120; Action Plan declare policies and goals which apply to CTSA services.

Policy Direction for Clovis

- Centralized administration for the elimination of duplicated administrative requirements.
- Identification and consolidation of all sources of funding for the provision of more effective and cost efficient services
- Centralized dispatching for more efficient vehicle use.
- Centralized maintenance for adequate, regular and more cost effective vehicle maintenance.
- Adequate driver training programs for safer vehicle operation, and lower insurance costs.
- Combined purchasing for more effective cost savings.

5.1.3 Strategic Plan

At the core of the City of Clovis' strategic plan are four goals, each with specific performance measures. The performance measures encompass the full range of Clovis' responsibilities. The transit specific performance measures reflecting Clovis' current targets for achievement are discussed below;

Goals for Clovis

GOAL 1: SERVICE LEVELS

CLOVIS TRANSIT WILL PROVIDE PUBLIC TRANSPORTATION SERVICE TO A MAXIMUM NUMBER OF PEOPLE IN THE FRESNO-CLOVIS METROPOLITAN AREA.

Objective A: To provide a transit system that meets the public transportation needs of the service area.

Standard 1: Clovis Transit fixed-route service (Stageline) should operate five days a week (Monday-Friday) from 6:15 a.m. to 6:15 p.m.; demand response service (Roundup) will operate seven days a week (Monday-Sunday). Operational hours for demand response service are 6:15 a.m. to 6:15 p.m., Monday through Friday, and upon demand from 7:00 a.m. to 2:30 p.m. weekends.

Standard 2: Clovis Transit shall implement real time dispatching for demand responsive service to improve overall operations and increase ridership.

Objective B: To provide a transit service that adequately serves the elderly and disabled population.

Standard 1: Clovis Transit should maintain base fare level for elderly and disabled riders, those qualifying for ADA/curb to curb. Door to door service pay an additional \$1.00.

Standard 2: As per ADA, all new vehicles purchased must have ADA lifts.

Objective C: To secure a stable and sufficient local funding mechanism.

Standard 1: Clovis Transit should identify and coordinate funding mechanisms that will address all transportation funding needs in the Clovis Area.

Standard 2: Clovis Transit should identify short and long-range funding needs and maximize revenue resources, utilizing all funding mechanisms including federal grants, State enabling legislation and farebox revenue.

GOAL 2: SERVICE QUALITY

CLOVIS TRANSIT WILL PROVIDE A QUALITY, CONVENIENT AND RELIABLE SERVICE.

Objective A: To provide reliable and convenient public transit service.

Standard 1: Clovis Transit should operate its demand responsive service within five (5) minutes before the scheduled pick-up time and no more than fifteen (15) minutes after the scheduled pick-up time. Drivers shall not wait for patrons for more than five (5) minutes after arrival at the designated pick-up time. Passengers going to Fresno must be ready an hour before the pick-up time and may wait 45 minutes to one hour for a ride back to Clovis.

Objective B: To provide clean, attractive and comfortable vehicles and facilities.

Standard 1: All vehicles returning to the yard after revenue service should be swept and dusted before being assigned for service the following day.

Standard 2: The exteriors of Clovis Transit buses should be cleaned at least once a week.

Standard 3: In the winter, the heaters on Clovis Transit buses should work 100% of the time.

Standard 4: In the summer, at least 95% of all vehicles on the street should have operable air-conditioners.

Objective C: To provide a safe system.

Standard 1: Clovis Transit buses should operate in excess of 150,000 miles between preventable accidents, and bus operators should be formally recognized for their safe driving.

Standard 2: Buses should be checked daily for proper operation and condition of lights, mirrors, radios and fluid; detailed mechanical inspections should be done every 3,000 miles/45 days. Operations, maintenance and other employees will be provided safety training at the beginning of their employment and such training will be updated on a regularly-scheduled basis.

Objective D: To record and respond to all public comments.

Standard 1: Clovis Transit will continue to track and evaluate all compliments, complaints and inquiries from the public.

GOAL 3: SERVICE PRODUCTIVITY

CLOVIS TRANSIT WILL OPERATE AN EFFICIENT AND EFFECTIVE BUS SYSTEM.

Objective A: To establish and maintain system-wide productivity indicators.

Standard 1: Clovis Transit should achieve a 10% farebox recovery ratio for demand responsive (Roundup service) and 20% for fixed route (Stageline Services).

Standard 2: Clovis Transit should record and report, at least monthly, the following performance indicators.

Total Monthly Ridership	Total Monthly Revenue
Total Monthly Expenses	Total Revenue Hours
Total Revenue Miles	Farebox Ratio
Total Operating Expense Per Passenger	Total Op Expense Revenue Hour
Revenue Hour	Total Op Expense Revenue Mile
Total Revenue Per Revenue Mile	Passengers Per Revenue Hour
Passengers Per Revenue Mile	Average Weekday Ridership
Average Saturday Ridership	Average Sunday Ridership
Percentage of Scheduled Trips Completed	Percentage of Trips on Time
Total Road Calls	

GOAL 4: SYSTEM IMAGE

CLOVIS TRANSIT WILL STRIVE TO PROMOTE ITS SERVICE AND IMAGE IN THE COMMUNITY.

Objective A: To develop and implement an RFP requirement in which Contractors will assist in the update of the Clovis Transit Marketing Program.

Standard 1: Clovis Transit will continue to review and update its marketing efforts.

Standard 2: Clovis Transit should stress the positive impact of Clovis Transit in the community through press releases, speeches, and involvement in community activities at least once a month.

Standard 3: Through effective marketing, Clovis Transit should increase overall system ridership by at least 5% during the fiscal year.

Objective B: To provide complete and accurate public transit information.

Standard 1: Current bus schedules and system information should be available to the public at all major public facilities and via the internet.

Standard 2: Telephone service information should be available to the public at all times.

Objective C: To provide for community involvement in transit system affairs.

Standard 1: Clovis Transit should become involved in and work with citizens groups, the Chamber of Commerce, the Old Town Association and other area merchant associations, to communicate the services and benefits of Clovis Transit.

Standard 2: Clovis Transit should develop a public relations program with area schools to educate children about the bus system.

5.1.4 Organization City of Clovis

In 1988, The Clovis City Council designated its Roundup service solely as a Consolidated Transportation Service Agency (CTSA) function. Local Measure C dollars are used to provide the necessary match of TDA/LTF Article 4.5 funds. The most significant social service provider in Clovis is the Clovis Senior Service Center. Most social services in the area are provided by or through the Senior Center.

Clovis City Council

The City of Clovis consists of five at-large members one of which is selected to be mayor for a two year term.

Committees

The City of Clovis has two standing committees which provide input into the decision making process. The National Organization for the Disabled (NOD) is a standing committee which consists of members of the public and makes recommendations to the City Council. The Social Services Transportation Advisory Committee (SSTAC) also consists of members from the public with varied interests, and makes recommendations on policy and technical issues to the City of Clovis and to the COG.

Clovis Staff

The Transportation department is under the City of Clovis Community Services Division and is part of the General Services Department. The Transit Division is overseen by a Transit Supervisor who

manages the day to day management of Clovis Transit. The division includes a staff of 33 full and part-time employees.

5.2.0 Introduction to Clovis Transit System

The City of Clovis operates two types of public transit service. Clovis Stageline provides general public, fixed-route service within the City limits. Clovis Roundup operates specialized demand-responsive service for elderly and disabled residents with scheduled trips into Fresno. The City of Clovis has designated Roundup services as the Consolidated Transportation Service Agency (CTSA) for the Clovis transit service area.

5.2.1 Bus Service

City of Clovis

Fixed Route- This service was originally offered in July 1980 as demand responsive, replacing fixed-route service formerly provided by FAX. On August 13, 1990, Stageline's fixed route service was initiated. Originally operated by contractors, the City of Clovis personnel brought the Stageline system in-house to be operated by City employees in September 1999. Clovis Stageline operates 3 routes on 30 minute headways with one route on one-hour headways with special routes for early morning and late afternoon to accommodate school transportation. Stageline buses connect within minutes to and from four of FAX's routes. The service operates Monday through Friday from 6:15 a.m. to 6:15 p.m. Clovis Stageline generally operates within the Clovis city limits (See Exhibit 5.1). FAX and Clovis Stageline accept inter-system transfers, and Clovis Stageline vehicles are lift-equipped. Clovis presently reimburses FAX, through a formal contract, to partially offset operating costs for fixed-route service to Clovis. FAX Lines 28 and 45 currently provide service to Clovis residents.

Demand Response - The second service provided by Clovis Transit is Clovis Roundup, which is a demand-responsive system providing both curb to curb and door to door service. It is the backbone of elderly and disabled transportation in the Clovis area. Service is available to qualified riders requesting transportation within the service area and provides essential service to many ambulatory and non-ambulatory passengers. Service is provided by radio dispatched, lift equipped mini buses. The City of Clovis has designated Roundup services as the Consolidated Transportation Service Agency (CTSA) for the Clovis transit service area.

The City of Clovis' demand-responsive service, Clovis Roundup, (See Exhibit 5.2) transports elderly (55 years and older) and disabled residents within its sphere of influence, primarily along Shepard Avenue to the north, Dakota Avenue to the south, DeWolf Avenue to the east and Winery Avenue to the west. Zonal service is provided within the City of Fresno as far north as Shepherd Avenue, south to Kings Canyon, west to West Avenue and south to Kings Canyon Ave including downtown Fresno. The system operates on weekdays from 6:15 a.m. to 6:15 p.m., and upon demand on weekends 7:00 a.m. until 2:30 p.m. Fresno is served Monday to Friday from 7:00 a.m. until 4:00 p.m. Service is provided on both an advance reservation and a real time space available basis. Passengers may make reservations up to 14 days in advance or the required 24 hours in advance and could displace non ADA riders. Roundup policy requires passengers to be ready at least one hour before a schedule Fresno ride and 45-minutes for a Clovis ride with pick-up within five minutes of the designated pick-up time and no longer then 15 minutes after the designated pick-up time.

Service is available to those persons over the age of six who are certified that because of an ambulatory impairment, are unable to use the Clovis Transit's fixed route system. To become certified, the applicant must complete an ADA application which is evaluated by an outside agency for eligibility. Roundup does not restrict trips based on purpose. Dispatchers schedule as many trips as can be accommodated beyond pre-scheduled subscription trips. The service does not restrict the number of trips provided to an individual nor is a waiting list maintained. Roundup's operational practices do not allow for substantial numbers of untimely pick-ups, trip denials, missed trips or excessively long trips which would limit availability of service.

5.2.2 Bus Transit

The service area is consistent with the Planned Urbanized Area (PUA) of the City of Clovis General Plan and represents the area planned for urban growth during the 20 year planning period. Within the PUA are the Cities of Fresno (2000 census population of 427,652) and Clovis (2000 census population of 68,468). The 2000 census population of the Fresno-Clovis Metropolitan Area (FCMA), an area slightly larger than the PUA, is 570,169 (Fresno COFCG). The FCMA contains 299 square miles; and a population of 628,655 (2000 Census) and the overall average population density is 3 persons/acre. In the more populated areas of the FCMA, the average density ranges from four to fifteen persons per acre.

5.2.3 Bus Fleet

City of Clovis - The City of Clovis has a fleet of seven buses which are serviced by the City of Clovis fleet department. Roundup operates with seven lift equipped 18 passenger buses and one lift equipped passenger bus which is used as a backup vehicle.

5.2.4 Accessible Bus Service

City of Clovis - All City of Clovis Stageline buses used to provide fixed route Service are wheelchair accessible. Roundup service also meets the ADA compliance requirements. For additional reference to the ADA requirements, See Section 2.3.0.

5.2.5 Transit Maintenance Program

City of Clovis - The City of Clovis has a City wide maintenance facility which is used to maintain and service Clovis Transit's 24 vehicles.

5.2.6 Fare Structure

The fare for the Clovis Stageline service is \$1.00 with a convenience pass sold for \$18.00 for 20-rides and the Clovis Roundup fare varies from \$1.00 to \$2.50 depending on the end location. Clovis Transit is evaluating a possible fare increase to help offset increased operational costs; especially from increased fuel costs. See Table 5.1 for current Fare Structure.

Exhibit 5.1
Clovis Stagline Service Area

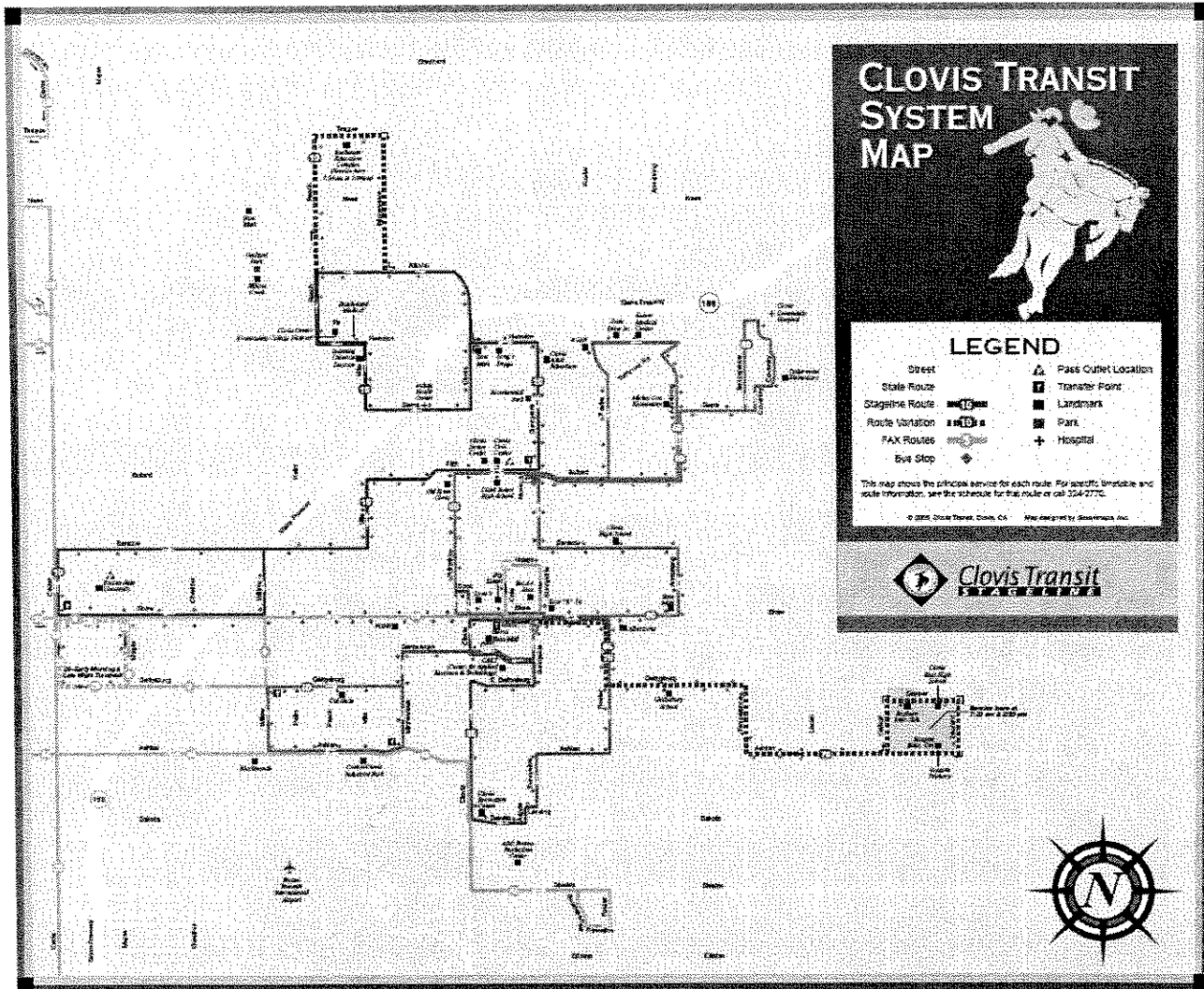


Exhibit 5.2
Clovis Round up Service Area

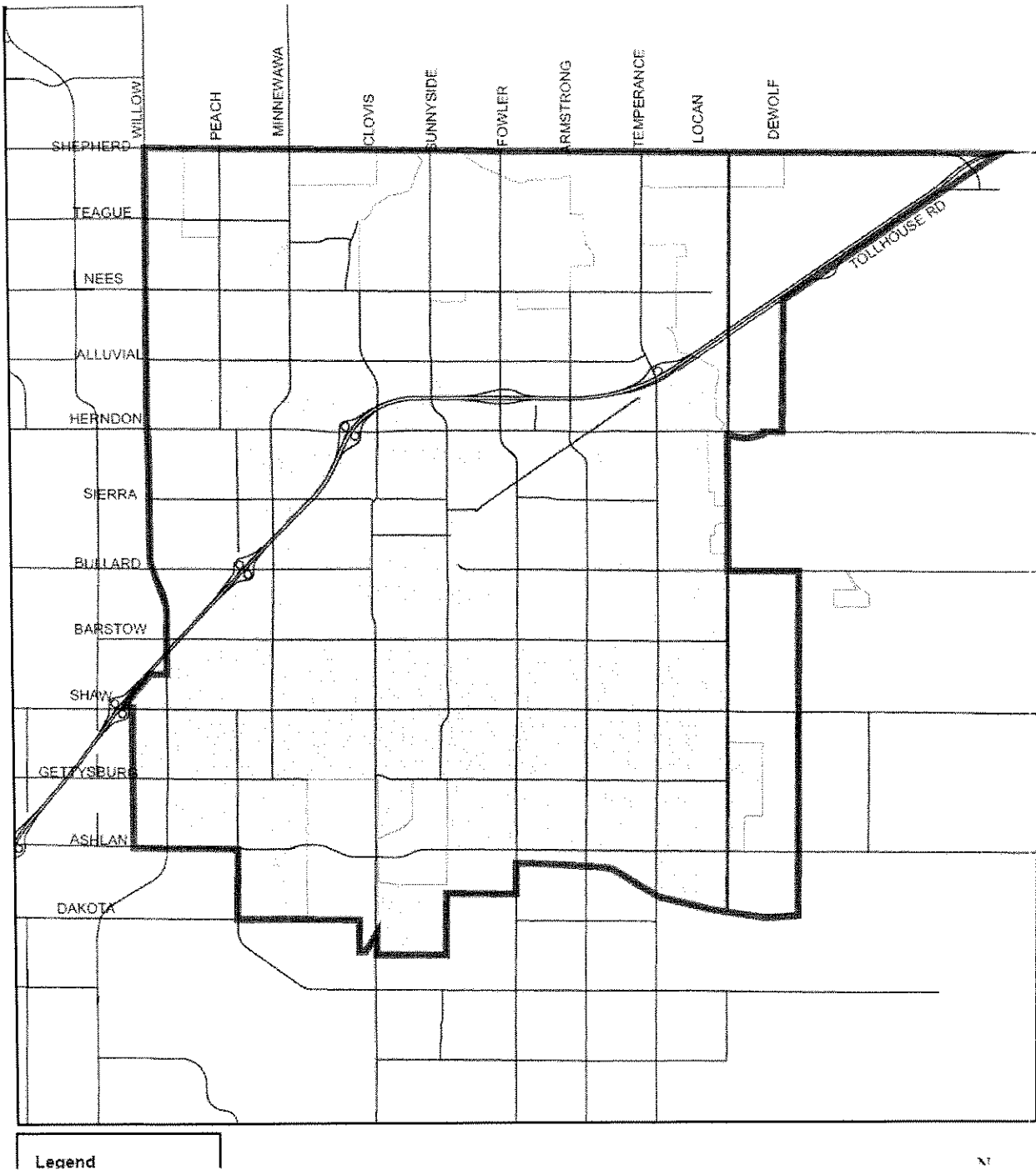


Table 5.1
Clovis Fare Structure

Fare Category	STAGELINE
Single Rider (Adult)	\$1.00
Senior and Disabled	\$.50
Monthly Pass	\$18 for 20 rides
Children Under Age 6	Free with fare paying adult
ROUNDUP	
Within Clovis	\$1.00
To/From Fresno south to McKinley & west to Palm	\$1.75
To/From Fresno south to Kings Canyon and west to West Ave.	\$2.50
Door-to-Door service	\$1.00 additional
Monthly passes	\$13.50 for 20 \$.75 rides or \$18.00 for 20 \$1.00 rides

5.2.7 Integration of Transportation and Land Use

The Clovis Air Quality Element establishes a policy foundation for implementation of local government control measures. The Element also provides the framework for coordination of air quality planning efforts with surrounding jurisdictions. The amount, location and type of land uses in the Clovis Project Area has long term air quality implications. A pattern of land uses that facilitates an efficient urban form is essential to improving and maintaining air quality. The integration of land uses can eliminate the length and number of vehicle trips. Automobile use is the single greatest contributor to air pollution in California. Most of the air quality problems stems from our dependence on the automobile. A very effective strategy for improving air quality involves making fewer automobile trips and when such trips are necessary, making them shorter. The provision and availability of alternative modes of transportation are essential to the success of this strategy. Alternative transportation demand strategies can increase the efficiency of the transportation system, reduce congestion and improve regional air quality.

In addition energy generation results in the emission of pollutants. Through energy conservation, the demand for energy generation is reduced which decreased emissions of pollutants. Recycling efforts also reduce the amount of energy required for production of goods and materials as well as emissions for landfills.

The City of Clovis has prepared a Circulation Element as part of their General Plan. This element presents goals and policies that will coordinate the transportation and circulation system with planned land uses. It will also promote the efficient movement of people, goods and services within the project area and will utilize the existing system to its fullest extent and plan for practices that will improve the quality of the environment of Clovis. The Element is also intended to guide the development of the City's circulation system in a manner that is compatible with the Land Use Element and other elements of the General Plan.

5.2.8 Development Review Program

The strategy which will be undertaken by the City of Clovis involves the appropriate management of the transportation system. With the ever increasing traffic volumes and limited resources to expand the capacity of some of the existing streets, transportation system management will play an important role in the future. The goal of the Clovis Transportation Management system is to expand the carrying capacity of streets and transit systems through the implementation of low cost strategies. The strategies are to be used to prolong or avoid costly expansion of the facility or service. Traffic signal timing or coordination, additional lanes at intersections, transit service enhancements, parking management and traffic management are all examples of transportation system management strategies which can be expected to be used by Clovis throughout the development review process. Coupled with air quality and congestion management, these strategies will result in significant improvement of the operating characteristics of the existing facilities and services.

5.3.0 Key Transit System Performance Indicators

Clovis Transit - Clovis Transit ridership for fixed route has increased 44% from FY04 of 96,872 passenger rides to 139,622 passenger rides in FY06. With City of Clovis management overseeing the system, there has been more accurate reporting of ridership numbers. Clovis Transit has continued marketing programs such as newspaper, and targeted marketing radio advertisements.

Overall Roundup ridership has increased from 37,500 passenger rides in FY04 to 45,531 passenger rides in FY06. Roundup intercity trip destinations has increased since FY04 from 15,335 intercity trips to Fresno to 16,988 trips in FY06. The trips within Clovis has increased from 22,165 in FY04 to an estimated 28,543 trips in FY06. Overall, total vehicle hours, total vehicle miles and operation for Roundup have increased since FY04. One reason for the operating cost increase is the additional cost of fuel, wages and a fleet which is essentially out of warranty. A taxi voucher service is also in place for essential ADA certified trips after regular Roundup service hours.

With the passage of the local sales tax Measure C, plans are underway for improvements to Roundup and Stageline services. While still in the planning and approval stages, the following is a list of some of the planned improvements between FY 2007 and 2012:

- Addition of weekend Stageline service
- Expanded weekend service hours for Roundup
- Registering farebox system allowing for a single pass system between local agencies
- Increase headway on existing Route 50
- Expand service into new build areas

A consultant is planned for FY08 to conduct surveys and analyze the entire fixed-route service.

Table 5.2
Clovis Stageline Operating and Productivity Trends FY02- FY06

Indicator	FY						% Change					
	FY02	FY03	FY04	FY05	FY06		FY03	FY04	FY05	FY06		
Total Passengers	100,689	96,734	96,872	119,538	139,622		-3.9%	.1%	23.4%	16.8%		
Vehicle Hours	15,374	15,455	16,075	16,678	16,825		.5%	4.0%	3.8%	1.0%		
Vehicle Miles	246,382	247,809	258,871	268,136	277,718		.6%	4.5%	3.6%	3.6%		
Operating Costs	\$794,039	\$779,847	\$979,505	\$1,260,520	\$1,125,486		-1.8%	25.6%	28.7%	-10.7%		
Fares	\$158,808	\$155,969	\$195,901	\$252,104	\$225,097		-1.8%	25.6%	28.7%	-10.7%		
Employees	10	10	10	10	10		0.0%	0.0%	0.0%	0.0%		
Passenger/Hour	6.55	6.26	6.03	7.17	8.3		-4.4%	-3.7%	18.9%	15.8%		
Passenger/Mile	.41	.39	.37	.45	.50		-4.9%	-5.1%	21.6%	11.1%		
Cost/Vehicle Hour	\$51.65	\$50.46	\$60.93	\$75.58	\$66.89		-2.3%	20.7%	24.0%	-11.5%		
Cost/Vehicle Mile	\$3.22	\$3.15	\$3.78	\$4.70	\$4.05		-2.2%	20.0%	24.3%	-13.8%		
Veh Hours/Employee	1,537	1,545	1,608	1,667	1,683		.5%	4.1%	3.7%	1.0%		
Op Subsidy/Passenger	\$7.35	\$7.49	\$9.53	\$8.26	\$7.24		1.9%	27.2%	-13.3%	-12.4%		
Farebox Ratio	20%	20%	20%	20%	20%		0.0%	0.0%	0.0%	0.0%		
Fbox ratio w/out Measure C	6.7%	7.1%	5.7%	6.4%	10.1%		6.0%	-19.7%	12.3%	57.8%		

Table 5.3
Roundup Operating and Productivity Trends FY02-FY06

Indicator	FY						/				% Change		
	FY02	FY03	FY04	FY05	FY06		FY03	FY04	FY05	FY06	FY04	FY05	FY06
Total Passengers	35,418	37,269	37,500	41,887	45,531		5.2%	1.0%	11.7%	8.7%			
Vehicle Hours	14,747	18,456	16,762	21,241	19,784		25.2%	-9.2%	26.7%	-6.9%			
Vehicle Miles	178,749	198,206	198,365	251,407	268,930		10.9%	1.0%	26.7%	7.0%			
Operating Costs	\$702,833	\$846,215	\$940,092	\$995,522	\$1,181,610		20.4%	11.1%	5.9%	18.7%			
Fares*	\$70,283	\$84,621	\$94,009	\$99,552	\$118,161		20.4%	11.1%	5.9%	18.7%			
Employees	8	8.5	8.5	8.5	9.5		6.3%	0.0%	0.0%	11.8%			
Passenger/Hour	2.40	2.02	2.24	1.97	2.30		-15.8%	10.9%	-12.1%	16.7%			
Passenger/Mile	.20	.19	.19	.17	.17		-5.0%	0.0%	-10.5%	0.0%			
Cost/Vehicle Hour	\$47.66	\$45.85	\$56.08	\$46.87	\$59.73		-3.8%	22.3%	-16.4%	27.4%			
Cost/Vehicle Mile	\$3.93	\$4.27	\$4.74	\$3.96	\$4.39		8.7%	11.0%	-16.4%	10.8%			
Veh Hours/Employee	1,843	2,171	1,972	2,499	2,082		17.8%	-9.2%	26.7%	-16.9%			
Op Subsidy/Passenger	\$18.65	\$22.71	\$24.42	\$22.29	\$24.52		21.8%	7.5%	-8.7%	10.0%			
Farebox Ratio	10%	10%	10%	10%	10%		0.0%	0.0%	0.0%	0.0%			
Fbox ratio w/out Measure C	6.1%	6.3%	5.9%	6.2%	5.5%		3.3%	-6.3%	5.1%	-11.3%			

5.4.0 Capital Financial Plan

Clovis - Clovis Transit's five year Capital Plan projects a balanced budget despite the increase in service demand. Clovis Transit's CIP includes service improvements such as modification and expansion of the system. The Plan also includes Management programs such as updating documents, transit productivity evaluation and monitoring for ADA and STA conformance. Most notably, Clovis Transit is expecting delivery of three replacement vehicles in spring 2007. The City has also has funds to purchase 4-7 new vehicles with remaining funds for FY07 and new funds in FY08.

Table 5.4
Stageline Operating and Revenue Budget FY02-FY06

Operating Revenue	2001/02	2002/03	2003/04	2004/05	2005/06
Grants/Other	\$40,670			\$39,347	\$39,265
Passenger Fares	\$53,481	\$55,611	\$56,237	\$67,783	\$77,164
Measure C	\$80,000	\$102,000	\$125,000	\$162,000	\$120,000
LTF	\$665,197	\$1,025,515	\$778,188	\$1,079,081	\$977,233
STA				\$119,437	\$261,137
Total Operating Revenues	\$839,348	\$1,183,126	\$959,425	\$1,467,648	\$1,474,799
Operating Costs	2001/02	2002/03	2003/04	2004/05	2005/06
Employee Services	\$380,914	\$435,515	\$489,173	\$595,141	\$634,818
Operations, Maint. & Training	\$159,157	\$234,667	\$217,451	\$306,223	\$329,321
Direct Operating Expenses	\$111,713	\$109,666	\$107,051	\$111,614	\$127,359
Transit Contracts	\$145,281	\$153,172	\$176,867	\$184,822	\$193,340
Capital	337,135*	\$29,036**	\$52,358	\$46,853	\$0**
Total Operating Costs	\$794,039	\$962,056	\$1,042,900	\$1,244,653	\$1,284,838

* Roll-over funds from prior year. **Funds for vehicle purchase rolled-over into following year

Table 5.5
Roundup Operating and Revenue Budget FY02-FY06

Operating Revenue	2001/02	2002/03	2003/04	2004/05	2005/06
Local Match					
Passenger Fares	\$42,202	\$53,158	\$55,893	\$61,884	\$65,553
Measure C	\$230,000	\$130,000	\$150,000	\$190,000	\$200,000
LTF	\$604,866	\$579,900	\$880,552	\$681,416	\$917,782
STA	\$162,769	\$103,281	\$112,140		
Total Operating Revenues	\$1,039,837	\$866,339	\$1,298,585	\$933,300	\$1,183,445
Operating Costs	2001/02	2002/03	2003/04	2004/05	2005/06
Employee Services	\$454,571	\$573,159	\$658,028	\$663,928	\$748,263
Operations, Maint. & Training	\$155,362	\$177,318	\$153,628	\$194,722	\$295,829
Direct Operating Expenses	\$92,273	\$87,647	\$128,436	\$136,269	\$137,019
Capital	\$320,669	\$2,518	\$257,393	\$502	
Total Operating Costs	\$1,022,875	\$840,642	\$1,197,485	\$995,421	\$1,181,111

Appendices

Appendix A

Caltrans Public Transportation, Ridesharing & Park-And-Ride and Bicycle Policies

Caltrans Public Transportation, Ridesharing, Park-and-Ride and Bicycle Policies Public Transportation Policies

Caltrans will support the provisions of public transportation services, as appropriate, within urban areas, within rural areas, and between regions. In both urban and rural areas, adequate public transportation services are required to meet the mobility needs of the poor, the elderly, and the disabled (in general, those person who are financially unable or physically incapable of owning and operating an automobile). In urban areas, public transportation is also needed to serve additional objectives (particularly as they relate to home-to-work or commuter trips); namely, relief of congestion, savings in energy consumption, and improvement in air quality. Interregional intercity or longer distance public transportation is needed, both to serve the transit-dependent population and to serve long-term environmental and social objectives such as reduction in energy consumption.

The Department's authorities and responsibilities in the transit area were clarified and broadened in 1979 with the passage of SB 620, which enables the Department to engage in the design and construction of transit facilities. The statute also indicates the Legislature's intent that there is a state commitment to investments in rail and guide way systems, transit stations, park-and-ride lots, and local transit services. It is departmental policy to aggressively make such investments as expeditiously as possible.

In a more general sense, Caltrans will concentrate its transit activities in the following five areas (not listed in order or priority):

- 1) Assure adequate transportation facilities and services for low-mobility people in all regions of the State.
- 2) Foster development of interregional public transportation. The Department will promote a continuing program of intercity and commuter rail service and intercity bus services.
- 3) Support measures to better integrate transit facilities and services with other parts of the transportation system in a given area. Specifically, along these lines, the Department will:
 - a) Support measures to increase bus ridership on State highways in urban areas, thus making more efficient use of these highway facilities;
 - b) Aid in the securing and protection of corridors for fixed guide way transit service, either on a shared basis with existing highway or rail routes or along abandoned rail lines or vacant highway rights of way;

- c) Develop a program of Intermodal transfer facilities to provide connections between different modes and to connect interregional transit services with local transit systems;
- d) Support measures to coordinate social service transportation and increase services provided by the private sector.
- 4) Sponsor and evaluate transit demonstration projects where the results of the project may have applicability in several jurisdictions.
- 5) Provide technical, financial, and other assistance and services to transit operators to ensure equitable, efficient, and effective use of available resources.

Ridesharing and Park-and-Ride Policies

A goal of the State is to reduce the automobile's contribution to air pollution, energy use, and traffic congestion. Two of the primary means of achieving this goal are to reduce the number of vehicles entering urbanized areas and increasing the number of passengers per vehicle entering these areas. These are emphasized through departmental programs which:

- * Provide for the development of fringe area park-and-ride lots rather than the development of new single-occupant vehicle parking facilities in core areas.
- * Give priority on freeways to high-occupancy vehicles (HOVs) by providing special lanes for these vehicles which results in reduced commute time.
- * Provide centralized offices in several areas of the District that coordinate and encourage the use of carpools, van pools, and bus pools by all employers in the area.
- * Set an example for the private sector by providing preferential parking facilities for HOVs.
- * Encourage RTPA's to plan and coordinate local governments and private industry to implement urban parking strategies which are measures taken to alter the supply or cost of parking to either reduce automobile travel in a selected area or to make the operation of the urban street system more efficient.

Bicycle Policies

It is departmental policy to develop programs and projects which encourage the use of bicycles as an alternative to use of the automobile. Particular emphasis is toward bicycle facilities in urban areas to increase use of the bicycle for commute and other short utilitarian trips. In order to encourage bicycle use, it is Department policy to:

- 1) Provide for continuous and convenient bicycle routes to places of employment, shopping centers, universities, and other high activity areas with potential for increased bicycle use.
- 2) Encourage the development of safe bicycle storage facilities, and other support facilities, i.e., those which would encourage increased bicycle usage.

- 3) Provide coordination and assistance to Federal, State, regional, local, and private agencies in developing plans and facilities to encourage bicycle usage.
- 4) Give consideration to bicyclists' needs through TSM and Air Quality Maintenance Plan (AQMP) strategies.
- 5) Encourage the integration of bicycles with other modes of transportation such as promoting the carrying of bicycles on mass transit vehicles or the provision of safe bicycle storage at transit terminals.
- 6) Make improvements on or adjacent to State Highway corridors to increase safety and convenience of bicyclists.
- 7) Provide route information and education materials to bicyclists.

Appendix B

Elderly, Disabled and Minority Service Considerations

Fixed-Route Service

Fresno Area Express' (FAX) fixed-route service presently serves areas of significant concentrations of elderly population. In evaluating new service requests special consideration is given to areas of significant senior citizen and disabled population.

The entire FAX bus fleet is wheelchair accessible making all FAX buses accessible to persons with disabilities. All FAX fixed-routes were accessible to persons in wheelchairs starting in October of 1991, and starting in 1993, all base period buses were wheelchair accessible.

The fare structure for the fixed-route service provides for a senior citizen disabled base fare (\$.35) or approximately 50% of the general fare (\$1.00). Seniors are also allowed to ride free on Sundays. In addition, monthly passes for senior and disabled persons are \$10.00, representing a \$15.00 discount off the regular convenience pass cost of \$25.00. FAX has not had a fare increase since 1990. FAX accepts red, white and blue Medicare Cards, DMV Disabled Parking Placards, ADA Paratransit Certification, and FAX Special Rider I.D. cards for reduced fares. FAX also accepts all appropriate identification showing ages 62 and older for reduced fares.

Demand-Responsive Service

Service for the elderly and disabled population also is provided by Handy Ride which covers the same service area as the fixed-route system. The system is demand-responsive, and trip requests are made 24 hours in advance for certified users. No priority is given to trip type, and there are no trip number limits. Senior and disabled persons pay a \$.75 cash fare or \$25.00 for a monthly convenience pass. An attendant may ride free with the passenger.

As discussed in Chapter 2, The Americans with Disabilities Act of 1990 has had a significant impact on FAX fixed-route and demand-responsive service. A more detailed analysis of the impact of transit services to the elderly and disabled population in the metropolitan area is contained in the FAX ADA "Paratransit Service Plan".

Minority Service Considerations

The FAX Title VI Report evaluates minority population concentrations within the FCMA including African-Americans, Hispanics and Southeast Asians. Hispanics and African-Americans are the most significant minority populations. The existing transit service serves all areas of minority concentrations with the exception of the southwest corner of the FCMA. This area is presently outside of the transit service area and is sparsely populated, making fixed- route service unfeasible at this time.

Handy Ride also provides specialized service to most areas of minority concentrations. Expansions of service into new areas are evaluated for minimum productivity standards and

limited by budgetary constraints. Demands for service outside the current service area will be monitored and depending on future funding and productivity warrants, adjustments may be made.

Marketing of transit service to the Hispanic population includes media contacts with Spanish radio and television stations, news releases to Spanish newspapers, and the publication of route information in Spanish. In addition, bilingual staff is available at the FAX administration office and satellite facilities. FAX began printing schedules in Hmong during FY94, and currently prints schedule guides in Spanish and English.

A more detailed analysis of the impact of transit services on the minority population in the metropolitan area can be found in FAX's "Title VI" report.

Appendix C

Fixed-route Vehicle Fleet Replacement Schedule

	FY07	FY08	FY09	FY10	FY11	FY12
Total Fleet	126	132	133	133	134	134
Active Fleet	116	120	120	120	120	120
Peak Service	96	102	102	102	102	102
Contingency Fleet	8	10	10	10	10	10
Bone Pile Fleet	2	2	3	3	4	4
Replacement Buses	15	10	15	10	15	0
Expansion Buses	6	5	6	5	0	0
Disposition	15	10	15	10	15	0
Spare Bus Ratio	20%	20%	20%	20%	20%	20%

Appendix D

Handy Ride Vehicle Fleet Replacement Schedule

	FY07	FY08	FY09	FY10	FY11	FY12
TOTAL FLEET	37	37	39	39	41	41
ACTIVE FLEET	35	35	36	36	37	37
PEAK SERVICE	35	35	36	36	37	37
INACTIVE FLEET	2	2	3	3	4	4
BONE PILE FLEET	0	0	0	0	0	0
REPLACEMENT BUSES	12	10	0	4	0	4
EXPANSION BUSES	0	2	0	2	0	2
DISPOSITION	12	10	0	4	0	4
SPARE BUS RATIO	5%	5%	8%	8%	9%	9%

Appendix E

Non-revenue Vehicle Fleet Replacement Schedule

VEHICLE NUMBER	MODEL YEAR	SERVICE	REPLACEMENT YEAR
120023	1998	Operations	None
120029	1999	Operations	None
120040	1999	Operations	None
120041	1999	Operations	None
120042	1999	Operations	None
120043	1999	Operations	None
120044	1999	Operations	None
120046	1999	Operations	None
16004	1996	Operations	None
16003	1996	Operations	None
16005	1996	Operations	None
1688	1993	Operations	2003
1689	1993	Operations	2003
1693	1995	Operations	None
1695	1995	Operations	None
1696	1995	Operations	None
6307	1979	Maintenance	None
1956	1987	Maintenance	1998
2010	1987	Maintenance	1997
2614	1988	Maintenance	1997
2116	1992	Maintenance	2003
2773	1992	Maintenance	2000
2795	1994	Maintenance	None
4408	1982	Maintenance	None

APPENDIX F

GLOSSARY

ADA	<i>Americans with Disabilities Act</i> was signed into law on July 26, 1990. The law requires transit systems to make services fully accessible to persons with disabilities, as well as to underwrite a parallel network of paratransit service for those who are unable to use the regular transit system.
AVO	<i>Average Vehicle Occupancy</i> is determined by the number of employees who arrive at a worksite divided by the number of vehicles those employees use to arrive at the worksite.
AVL	<i>Automated Vehicle Location</i> is the use of electronic technologies to allow fleet managers to know where vehicles are located at a given time. In addition to its primary use by transit dispatchers and supervisors, AVL can be linked into other systems and used to provide real time arrival information for transit customers.
AQMP/AQAP	<i>Air Quality Attainment Plan</i> is a plan prepared by an Air Pollution Control District/Air Quality Management District designated as a nonattainment area, for incorporation into the State Implementation Plan for purpose of meeting the requirements of the National and/or California Ambient Air Quality Standards.
CALTRANS	<i>California State Department of Transportation</i> is responsible as the owner operator of the state highway system for its safe operation and maintenance. Caltrans is the implementing agency for most state highway projects, intercity rail, interregional roads, sound wall, toll bridge and aeronautics programs.
CAA	<i>Clean Air Act</i> is a federal law established in 1970 that regulated air emissions. The CAA gives the U.S. Environmental Protection Agency (EPA) authority to establish National Ambient Air Quality Standards (NAAQS) for the protection of the public and the environment. The Act was amended in 1990 (FCAAA).
CARB	<i>California Air Resources Board</i> is a state regulatory agency charged with regulating the air quality in California.
CEQA	<i>California Environmental Quality Act</i> is a state law intended to protect the environment of California. CEQA established mandatory ways by which governmental decision makers are informed about the potential significant environmental effects of proposed projects and identifies ways to avoid or significantly reduce damage to the environment .

CIP	<i>Capital Improvement Plan</i> is a seven year program of projects developed to maintain or improve the traffic level-of-service and transit performance standards, and to mitigate regional transportation impacts identified in the CMP Land Use Analysis Program, which conforms to transportation related vehicle emissions air quality mitigation measures.
CONFORMITY	<i>Conformity</i> means that under the Federal Clean Air Act transportation plans, programs and projects are required to conform to applicable state implementation plans. The conformity determinations must be based on the most recent estimated of emissions and those emissions estimates must be based upon the most recent population, employment, travel, and congestion estimates as determined by the MPO's.
CMA	<i>Congestion Management Agency</i> is responsible for developing the Congestion Management Program and coordinating and monitoring its implementation.
CMP	<i>Congestion Management Program</i> is a state mandated multi-jurisdictional program to reduce traffic congestion. Required of every county in California with an urbanized area as defined by the Census Bureau of at least 50,000 people.
CMAQ	<i>Congestion Mitigation and Air Quality Improvement Program</i> is a new funding program established by ISTEA specifically for projects and programs that will contribute to the attainment of a national ambient air quality standard. The funds are available to non attainment areas for ozone and carbon monoxide based on population and pollution severity.
COG	<i>Council of Governments</i> is a voluntary consortium of local government representatives, from contiguous communities, meeting on a regular basis, and formed to cooperate on common planning and solve common development problems of their area. COG's can function as the Regional Transportation Agencies and Metropolitan Planning Organizations in urbanized areas.
CO SIP	<i>Carbon Monoxide State Implementation Plan</i> is a required by the Federal Clean Air Act to attain and maintain national ambient air quality standards for Carbon Monoxide (CO). CO is a colorless, odorless gas resulting form the incomplete combustion of fossil fuels. The plan is adopted by local air pollution control districts/air quality management district and the State Air Resources Board.
CTC	<i>California Transportation Commission</i> is a body appointed by the Governor and confirmed by the legislature that reviews Regional Transportation Improvement Programs (RTIP) and the Proposed State Transportation Improvement Program (PSTIP) and adopts some transportation projects from these programs into the State Transportation Improvement Program (STIP).

CTSA	<i>Consolidated Transportation Services Agency</i> is responsible for contract services to various social service agencies within the Fresno County area. The CTSA also receives funding from TDA and LTF Article 4.5 revenues.
DBE	<i>Disadvantaged Business Enterprise Program</i> was designed to ensure maximum opportunity for disadvantaged business enterprises to compete for and perform FAX contracts. Consistent with Federal requirements, the definition of socially disadvantaged and economically disadvantaged individuals for the DBE program includes women as well as minority business enterprises.
DOT	<i>Department of Transportation</i> is the department of the federal government that includes the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA).
EPA	<i>Environmental Protection Agency</i> is the Federal Agency charged with setting policy and guidelines, and carrying out legal mandates for the protection of national interests in environmental resources.
FCMA	<i>Fresno/Clovis Metropolitan Area</i> includes the geographical boundaries of both the Cities of Fresno and Clovis and the unincorporated areas within the City of Fresno.
FCRTA	<i>Fresno County Rural Transit Agency</i> provides fixed route services throughout the rural unincorporated cities which link communities with each other and with the FCMA.
FHWA	<i>Federal Highway Administration</i> is a component of the US Department of Highways (US DOT), established to ensure development of an effective national road and highway transportation system. It assists states in constructing highways and roads, and provides financial aid at the local level.
FTA	<i>Federal Transit Administration</i> is the Federal Department of Transportation, which is under USDOT. The sister agency to FHWA.
FTIP	<i>Federal Transportation Improvement Program</i> is a federally required document produced by the regional transportation planning agency that states the investment priorities for transit and transit-related improvements, mass transit guide ways, general aviation and highways.
ISTEA	<i>Intermodal Surface Transportation Efficiency Act of 1991</i> is a piece of legislation passed by Congress in December of 1991 that provides for a major restructuring of the highway program. Key components of this Act include an increased flexibility in the programming of projects, a level playing field between highway and transit projects with consistent 80/20 matching ratio, ties to the Federal Clean Air Act and American with Disabilities Act.

LTF	<i>Local Transportation Funds</i> are derived from the 1/4 cent of the statewide sales tax. LTF revenue is returned to local governments for transportation purposes with public transportation the primary focus. LTF is distributed to each city and unincorporated area based on population.
MEASURE C	A Fresno County ballot measure that raised the local sales tax by one quarter cent for a twenty year period until 2006. The measure identified a specific program of priority transportation improvement project throughout the County.
MPO	<i>Metropolitan Planning Organization</i> is the federal designation for COFCG. MPO works with technical advisory committees, interested citizens, and other government agencies. A coordinated effort has been made to develop a multi modal regional transportation plan for Fresno County.
PAC	<i>Policy Advisory Board</i> is composed of the Chief Administrative Officer of each member agency. With the exception of urgency matters, all items must be considered by the PAC before submission to the Policy Board.
PM-10	<i>Particulate Matter</i> is a major air pollutant consisting of solid or liquid matter such as soot, dust aerosols, fumes and mists less than 10 microns in size.
RTIP	<i>Regional Transportation Improvement Plan</i> is a State mandated document which includes a list of proposed transportation projects submitted by the CTC and by the regional transportation planning agency as a request for State funding. The RTIP has a seven year planning horizon, and is updated every two years.
RTP	<i>Regional Transportation Plan</i> is a comprehensive twenty year plan for the region, updated every two years by the regional transportation planning agency. The RTP includes a policy, an action, and a financial element.
SIP	<i>State Implementation Plan</i> is a document prepared by each State describing existing air quality conditions and measures which will be taken to attain and maintain National Ambient Air Quality Standards. It is adopted by local air pollution control districts/air quality management districts and the State Air Resources Board.
SJVAPCD	<i>San Joaquin Valley Air Pollution Control District</i> is the designated air district for the eight county nonattainment area which includes San Joaquin, Stanislaus, Merced, Madera, Kings, Kern, Fresno and Tulare Counties.
SSTAC	<i>Social Services Transportation Advisory Council</i> is a council composed primarily of elderly, handicapped, and persons of limited means that was established in 1988 by COFCG. The council participates annually in identifying transit needs and working closely with COFCG to recommend appropriate action.

STA	<i>State Transit Assistance</i> is a fund derived from a portion of the Motor Vehicle Fuel Tax. The STA supports public transportation services, and is apportioned through the Regional Transportation Planning Agencies to their member agencies on a population basis.
STP	<i>Surface Transportation Program</i> is a new funding program established by ISTEA that allows for mass transit and highway projects. Ten percent of the projects funded under this program must be transportation enhancement activities and 10 percent for safety projects.
TCM	<i>Transportation Control Measures</i> are intended to reduce pollutant emissions from motor vehicles. Examples of TCM's include programs to encourage ridesharing or public transit usage, city or county trip reduction ordinances, and the use of cleaner burning fuels in motor vehicles.
TDA	<i>Transportation Development Act</i> is a California law which provides funding for transit through the Local Transportation Fund and the State Transit Assistance fund.
TIP	<i>Transportation Improvement Program</i> is an expenditure program that is updated every two years. It lists the highway and transit capital improvement projects that have been prioritized in the County for state and federal gas tax funds.
TMA	<i>Transportation Management Area</i> is defined by ISTEA, and is designated by the Secretary of Transportation for all urbanized areas over 200,000. TMA's must include a congestion management system in their planning process. In TMA areas, MPO's are responsible for project selection.
TSME	<i>Transportation Systems Management</i> is designed to identify short term, low cost capital improvements that improve the operational efficiency of the existing transportation infrastructure.
TTC	<i>Transportation Technical Committee</i> is a part of the Areawide Transportation Policy Committee, composed of technical staff from member agencies, other interested agencies, public members and Caltrans. TTC evaluates specific regionally-significant issues and projects.
VMT	<i>Vehicles Miles Traveled</i> is the sum of the linear distance covered by all vehicles in a given time period.

APPENDIX G

Bus Service and Air Quality

A comparison of emissions per passenger mile and bus occupancy

The following charts compare emissions per passenger mile traveled from urban transit buses with various rider occupancy rates to emissions per passenger mile for an average calendar year 2001 light-duty vehicle with 1.2 passengers. The bus model years were selected to represent NOx emission rates of 4.0, 2.0, and 0.2 g/bhp-hr.

Emission rates

The following table shows the model years of the buses selected to represent NOx emission rates of 4.0, 2.0, and 0.2 g/bhp-hr.

Applicable Standards		
Model Year of Bus	NOx (g/bhp-hr)	PM (g/bhp-hr)
2001	4.0	0.05
2003	2.5 (NOx+HC)	0.01
2008	0.2	0.01

The 2.5 g/bhp-hr emission standard for NOx plus HC is typically associated with 2.0 NOx and 0.5 HC. EMFAC 2000, version 2.02 was used to determine the grams per mile emission rates for each bus model year. Since the 2.5 g/bhp-hr standard first applies in the last quarter of 2002, model year 2003 was selected so that the EMFAC model run would accurately reflect full implementation of the 2002 standard. Similarly, the 0.2 NOx standards will apply in 2007; thus, model year 2008 was selected for the EMFAC model run.

The bus emission standards shown above are for the diesel path of the Transit Bus Regulation. In 2007 the diesel path and alternative-fuel path have the same emission limits.

Emission rates in grams per mile for transit buses and average light-duty vehicles are shown below.

Grams per mile			
	NOx	ROG	PM10
Bus MY 2001	18.31	1.23	0.39
Bus MY 2003	6.81	0.65	0.06
Bus MY 2008	0.67	0.34	0.06
LDVs CY 2001	1.18	1.24	0.02

Source: EMFAC 2000, version 2.02

Methodology:

The bus emissions represent urban diesel bus emissions divided by VMT for the chosen model years. Emissions are based on EMFAC 2000, version 2.02. The light-duty vehicle emissions represent light-duty cars, trucks, and motorcycles for the typical calendar year 2001 fleet. Emissions are from starts, soaks, running evaporatives, and running exhaust were divided by VMT. (Resting losses and diurnal emissions were excluded.)

The vehicle occupancy rate for light-duty vehicles was assumed to be 1.2 persons per vehicle based on the peak-period occupancy rate given in the 1991 Statewide Travel Survey.

Caveats

Three issues associated with transit travel are not accounted for in the charts. First, studies show that about 25 percent of transit riders are transit dependent*, meaning they could not make the trip without transit. This means it would take about 19 passengers to represent 15 light-duty vehicles replaced on the road.

Second, transit passengers often arrive at the transit station by way of light-duty vehicle. Therefore, there are emissions associated with traveling by way of transit that are not represented in the grams per mile emissions of the transit bus itself.

Last, the light-duty vehicle fleet is getting cleaner as time goes by due to the LEV II program. As a result, the number of bus riders needed to offset bus emissions in calendar year 2008 will be more than in 2001. This is because the typical light-duty vehicle in 2008 will be substantially cleaner than in 2001.

* While many metropolitan transit rider surveys indicate that over 50 percent of bus riders are "transit dependent" (they don't own a vehicle), over half of this population say they would have someone drive them to their destination if transit was not available. Thus, about 25 percent of bus riders would make the trip in a vehicle.

Table 1. ARB Calculation Methodology Emission Factors (g/mi) and Passenger Offsets

	NOx		ROG		Total Ozone		PM10	
	Emission Factor	Number of Passengers	Emission Factor	Number of Passengers	Emission Factor	Number of Passengers	Emission Factor	Number of Passengers
Diesel Bus	20.4	*	1.17	13	21.57	*	0.58	*
CNG Bus	8.60	25	0.65	7	9.25	21	0.025	3
Light-Duty Vehicle	0.35	N/A	0.1	N/A	0.45	N/A	0.01	N/A

* Indicates that bus emissions exceed light-duty vehicle emissions (per passenger) at full capacity (i.e., 40 passengers on the bus).

Table 2. 2002 EMFAC Summer Ozone/Annual PM10 Emission Factors (g/mi) and Passenger Offsets

	NOx		ROG		Total Ozone		PM10	
	Emission Factor	Number of Passengers	Emission Factor	Number of Passengers	Emission Factor	Number of Passengers	Emission Factor	Number of Passengers
Transit Buses	11.88	14	3.52	4	15.39	9	0.24	7
Light-Duty Vehicles	0.9	N/A	1	N/A	1.91	N/A	0.04	N/A

