

Fresno County Public Transportation Gap Analysis and Service Coordination Plan

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PREPARED FOR
THE CITY OF FRESNO



Volume I Draft Executive Summary



In association with: AMMA Transit Planning,
The Rios Company and Transit Marketing LLC

Executive Summary

Purpose and Overview

The purpose of the Fresno County Public Transportation Gap Analysis and Service Coordination Plan (hereinafter referred to as the Gap Analysis and Service Coordination Study) is to qualitatively and quantitatively define where mobility gaps exist between public transportation and human service agency transportation and to develop specific coordination strategies to address the existing mobility gaps.

There are four volumes in the final report. This executive summary, the first volume, is the synthesis of the key findings of the research effort and the coordination strategies recommended for implementation to address both mobility and information gaps in Fresno County.

The second volume is the Research Report that brings together the analysis and findings of all data collection efforts and provides the basis for developing specific strategies to address mobility and information gaps recommended in the Gap Analysis and Service Coordination Study.

The third volume is the Coordinated Public Transit-Human Services Transportation Plan (Coordinated Plan). This stand-alone document is the primary product of the Gap Analysis and Service Coordination Study. In order to receive Federal Funding under the Federal Transit Administration §5310 program, approval requires that projects submitted for funding must be included in the Coordinated Plan. Development of the plan requires extensive outreach efforts that were accomplished during the research phase. The Coordinated Plan establishes strategies and priorities to address unmet needs and mobility gaps. The mobility and information gaps were identified in both qualitative and quantitative terms during the research phase of the project.

Finally, the fourth volume includes appendices of technical documents and working papers that were prepared during the course of the project.

Federal Statute and Requirement

The *Coordinated Public Transit-Human Services Transportation Plan*, or the Coordinated Plan, brings together human service organizations and public transit agencies to identify and meet the mobility needs of older adults, persons with disabilities and persons of low income. The Coordinated Plan is the primary stand-alone product from the Gap Analysis and Service Coordination Plan Study. Building upon a history of coordination requirements within the §5310 program, the Coordinated Plan process helps leverage and extend scarce transportation resources by coordinating different and often separate “silos” service systems. Specifically, the Coordinated Plan is intended to identify strategies for coordinating services and for meeting mobility needs and gaps, while prioritizing these for implementation.

The requirement for the Coordinated Plan originated with the passage of the 2005 ***Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users***, Public Law 109-059 (SAFETEA-LU) which established a new transportation planning requirement for counties and regions. Federal authorization legislation of SAFETEA-LU linked two existing grant programs, §5316 - *Job Access and Reverse Commute* and §5310 - *Elderly and Persons with Disabilities* capital program, with a third

initiative called the §5317 - *New Freedom* program, through a Coordination Plan that was to be locally developed at the county or regional level. Its intent was to identify the transportation needs and mobility challenges of three populations:

- Individuals with disabilities
- Older adults
- Persons of low income

This was the basis of the development of the 2008 Coordinated Plan.

In 2012 new authorizing legislation, ***Mobility Action Plan for the 21st Century, Public Law 112-141*** (MAP-21), included changes that impacted the Coordinated Plan. MAP-21 repealed the programs of §5316 - *Job Access and Reverse Commute* and §5317 - *New Freedom*. It retained and strengthened the §5310 program, restating the requirement of the Coordinated Plan and providing for funding support for the strategies and projects recommended through the Coordinated Plan process.

The significant change introduced by MAP-21 that relates to the Coordinated Plan is that projects funded with §5310 dollars are “**projects in the Coordinated Plan**,” not simply derived from it as had been the case under SAFETEA-LU direction. This makes the public involvement and market research effort a critical component of the update process. It is necessary to ensure that a breadth of voices are providing input to the plan and that identified projects are as comprehensive as possible, in anticipation of future grant cycles and to build responsive coordinated projects.

Gap Analysis and Service Coordination Study Methodologies

The intent of the extensive research effort in the Gap Analysis and Service Coordination Study was to base prioritized strategies on direct input from the transportation disadvantaged population and stakeholders who work directly with persons of low income, older adults, and individuals with disabilities – the target populations for the study’s primary product, the Coordinated Plan. In order to receive the extensive qualitative and quantitative input to guide the formulation of specific strategies to address mobility and information gaps in Fresno, seven different public outreach and research efforts were employed. These efforts are summarized below.

Survey of Transportation Disadvantaged Populations

Surveys were conducted with 573 individuals in person at locations throughout Fresno County. The objective of the survey was to determine the characteristics of the populations most likely to be transportation disadvantaged due to low income, disability or other factors. The survey was designed to examine the demographics, attitudes and transportation behaviors of people likely to be more disadvantaged in terms of transportation options than the general population of Fresno County.

Interviewing these individuals by phone is impractical due to their high level of transience and use of prepaid cell phones (which cannot be sampled). The solution to this sampling challenge was to sample by cluster, defining “cluster” as locations at which people most likely to be at a disadvantage in terms of transportation would tend to congregate. A sample of clusters was developed by setting target quotas for urban and rural populations and having the consulting team select sites appropriate to filling the target clusters. For the most part, the locations at which surveying took place were rural and urban health or social service agencies serving lower income populations.

Surveying was primarily conducted orally, except for at the Central Valley Regional Center (CVRC) where the survey was self-administered, with staff assistance provided as needed. The surveys were in the language in which the respondent was most comfortable. The consulting team's bilingual speakers conducted the English and Spanish surveys. Interviewers conducted surveys in other languages, such as Hmong, with the assistance of translators.

Prior to analysis, the data were weighted to reflect the urban/rural population distribution in Fresno County. The resulting weighted sample is a very current and excellent representation of the populations with substantial unmet transportation needs. The reader should keep in mind that the data presented represent percentages of the targeted population that tend to be of low income households. It does not represent the total population of Fresno County because that was not the objective.

A more detailed report of the survey findings is included in Volume 4 Appendix 1.

Focus Groups of Transportation Disadvantaged Populations

To provide qualitative context for the survey data, focus groups were conducted with three groups of individuals drawn from populations with significant transportation disadvantage. These included:

- American Indian veterans (recruited and hosted by the American Indian Veterans Association)
- Spanish speaking adults from rural communities (recruited and hosted by Centro La Familia)
- Low income residents of Southwest Fresno (recruited and hosted by the West Fresno Family Resource Center)

Summaries of the focus group discussions are included Volume 4 Appendix 2.

Stakeholder Interviews

In-depth stakeholder interviews were conducted with 45 individuals representing 28 organizations. These interviews were conducted by senior consulting team members with elected officials, city managers, social service managers and transportation managers. The focus of the interviews was on understanding awareness and perception of transportation services among these individuals, and exploring their views on transportation needs and gaps among their constituents. These findings are presented in more detail in Volume 2, Research Report.

E-Survey of Social Service Providers

An e-survey was conducted of social service agency employees who work directly with clients to provide social, medical, legal or other types of services which focus on low-income, elderly, disabled and non-English speaking populations. More than 600 social service providers participated in the survey which explored transportation needs, barriers, gaps and awareness. This population is relevant to this study as they are often referents and sources of information relating to transportation services. Summary findings are presented in more detail in Volume 2 Research Report. More detailed results are presented in the Phase I Report, provided in Volume 4, Appendix 3.

Inventory of Public Transportation and Human Service Agency Transportation

An inventory of public transportation and human services transportation programs available in Fresno County was prepared, in terms of type and quantities of services provided to Fresno County residents. Information was drawn from the stakeholder interviews and the agency e-survey, supplemented by telephone and secondary sources research. The inventory includes a service description, the service

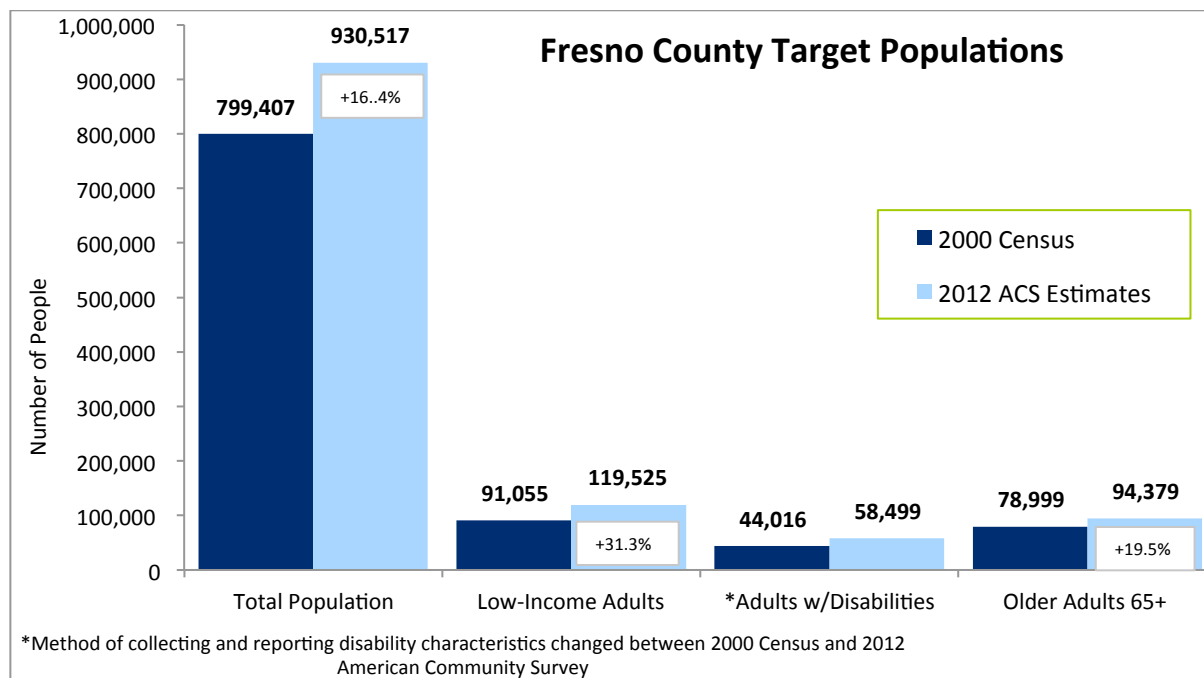
areas, fares, vehicles used, ridership, and contact information. The inventory of public transportation and human service agency transportation is provided in Volume 3, Coordinated Plan.

Demographic Analysis of Fresno County

The Federal regulatory direction for the Coordinated Plan establishes three groups of interest:

- Older adults
- Persons with disabilities
- Persons of low-income

Between 2000 and 2012, the population in Fresno County has increased by 16.4% but the number of low income adults living below the Federal Poverty Level increased from 91,055 in 2000 to 119,525 in 2012, an increase of 31% during this same period. The number of older adults 65+ has increased by almost 20% during this same time period.



The demographic analysis was utilized in the research effort for two primary purposes: (1) to assist with the location and distribution for the cluster sample for the survey of transportation disadvantaged populations, and (2) to contrast the sample of the transportation disadvantaged population to the general population of Fresno County. The most important information is included in Volume 3 of the Coordinated Plan. Additional demographic maps that were utilized to assist with the cluster analysis are provided in Volume 4 Appendix 5.

Mobility Enhancement Workshop

A follow-up workshop was held with 30 key stakeholders involved with the Gap Analysis and Service Coordination Plan Study on May 14, 2014. The *Mobility Enhancement Workshop: Closing the Information Gap in Fresno County* provided the opportunity to report and discuss the key findings of the Gap Analysis and Service Coordination Plan Study efforts.

The consulting team provided a preview of potential strategies to address mobility and information gaps. Presentations and stakeholder discussions were held on three strategies for addressing the Transportation “Information Gap.”

- **Web Portal:** Searchable on-line access to information about all transportation services within Fresno County.
- **Information at the Transit Stop:** How to deliver transit information at the point of use.
- **Transportation Coaches:** Active community partnerships to “coach” transit dependent individuals to confidently utilize available resources. *Modeled after the Promotora concept.*

Input from the key stakeholders was utilized to finalize several of the strategies recommended in the Coordinated Plan.



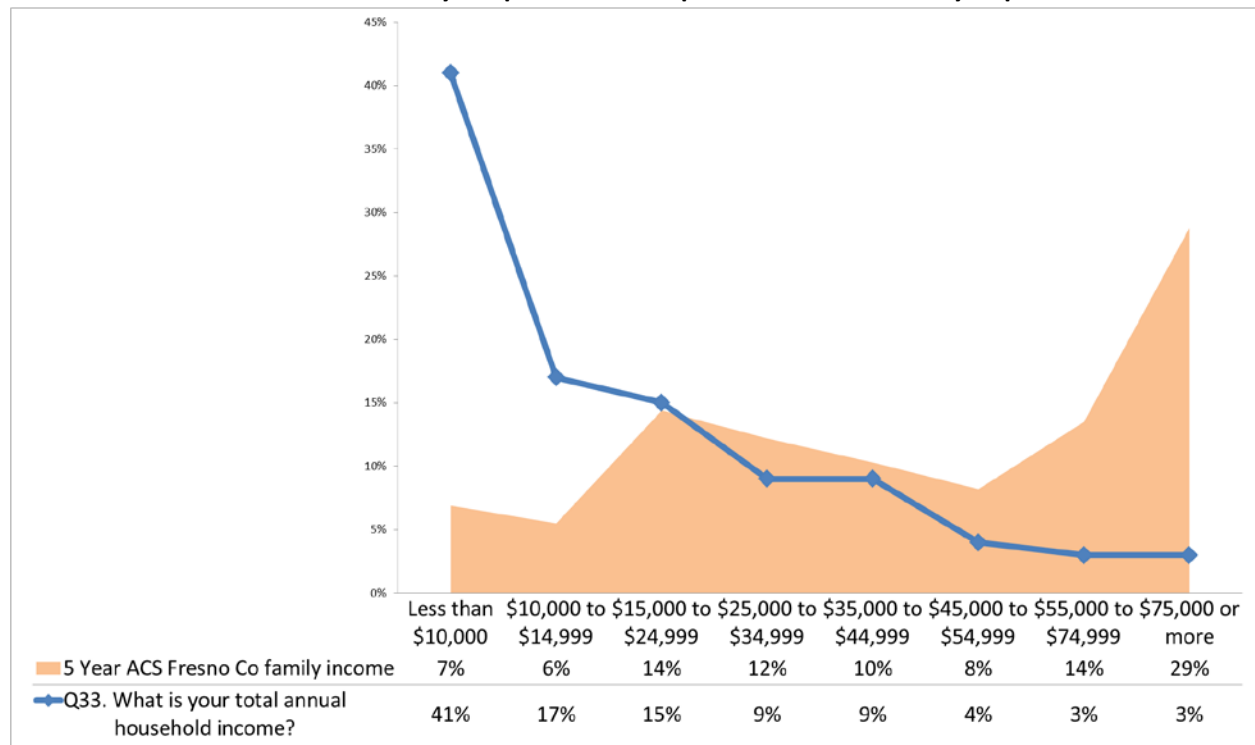
Summary of Research Conclusions

The recommended strategies that are being developed in the rest of this working paper build on the array of existing mobility services and conclusions synthesized from the compilation of the results of the six research efforts described above. The thirteen key conclusions of the research effort are summarized below.

1. **Fresno County’s population includes large segments likely to be transportation disadvantaged** due to low income (nearly one quarter of the population lives below the poverty level); limited English proficiency (19% speak English at a level lower than very well); not having a vehicle (9.1% of households); or due to being young, elderly or disabled.

The chart below shows the income levels of those who participated in the intercept survey as part of our market research effort to reach disadvantaged populations. The blue line is the distribution of incomes of the intercept survey. The orange graph shows the distribution of the incomes of the general public in Fresno County. For the general population, 13% of the family incomes are below \$15,000. The intercept survey of individuals likely to be transportation disadvantaged included 58% of the survey sample with incomes below \$15,000.

Household Income of Survey Respondents Compared to Fresno County Population



Source: ACS=American Community Survey and intercept survey of 573 individuals more likely to be transportation disadvantaged than general population.

2. There is a wide array of mobility services providing access to and from locations throughout Fresno County.

There is a very strong foundation of mobility services in Fresno County and the effort to develop these services have been nationally recognized for mobility management practices and rural connectivity. Fixed route transit, demand response services, vanpools, social service transportation and an array of other mobility strategies have been put in place to serve the diverse needs of residents in both urban and rural areas.

In FY 2012/13, there were 16.7 million trips provided by traditional public transportation, CTSA, and vanpool services. This does not include the number of human service transportation trips in Fresno County. This is 18.0 annual trips per capita countywide. In the FAX service area, this is 21.9 annual trips per capita. For sake of comparison, the Bakersfield GET service area had 15.9 annual transit trips per capita and the Sacramento Regional Transit area had 13.6 annual trips per capita.

Summary of FY 2012/13 Public Transportation*
Annual One-Way Passenger Trips

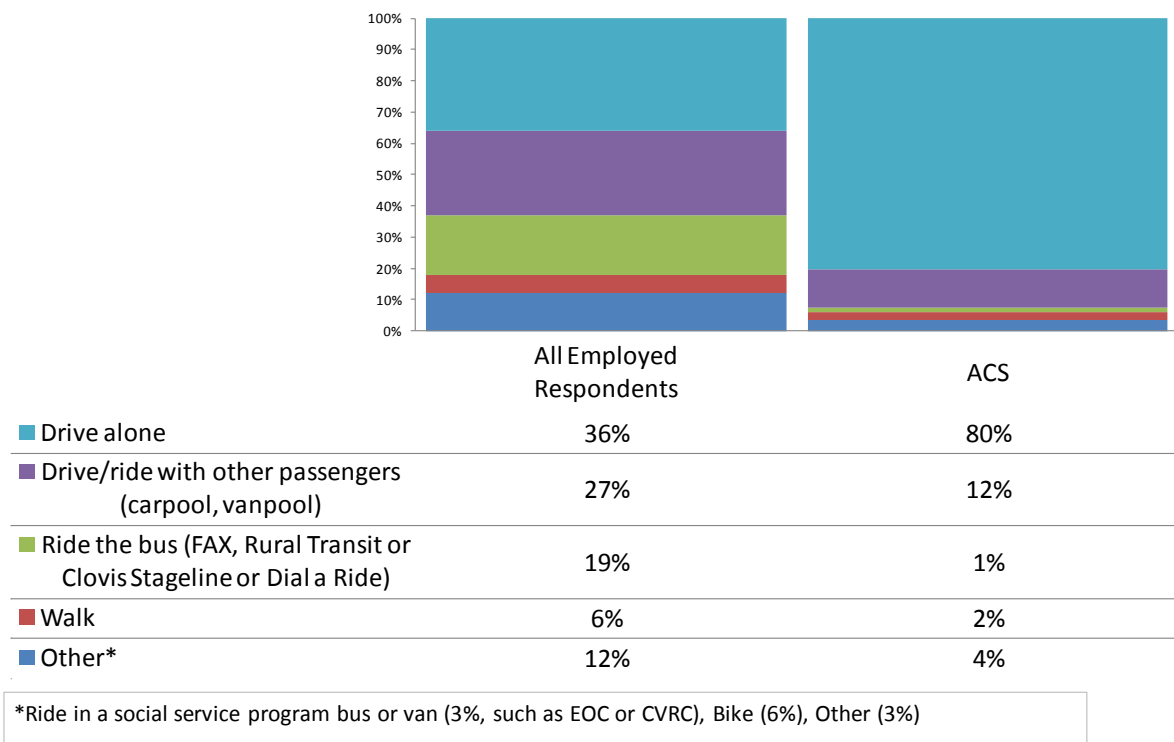
Fresno Area Express	
Fixed Route	14,304,222
Handy Ride	209,473
City of Clovis	
Stageline	171,925
Round Up	62,919
Fresno County Rural Transit Agency (FCRTA)	
Intercity and Inter-county services	96,777
Local community services	373,834
California Vanpool Authority (CalVans)	1,073,952
Fresno Economic Opportunities Commission (CTSA)	439,700
Total Annual Passenger Trips (FY 2012/13)	16,732,802
Total Population (ACS 2011)	930,450
Total Trips Per Capita	18.0
*See Volume 3, Coordinated Plan for more detailed breakdown	

- 3. There is heavy utilization of public transit and carpooling among the study population.** In the intercept survey of likely transportation disadvantaged individuals, 19% of all employed respondents ride the bus (22% if you include human service transportation) compared to 1% in the general population. 27% carpooled/vanpooled, compared to 12% of the population. Only 36% drove alone compared to 80% of the general population who drove alone according to the 2012 ACS survey as shown on the chart below. There is very good market penetration of public transportation among the employed target population, but ridesharing has even more market penetration.

For those low income individuals surveyed who do not own an automobile or have a driver's license in the household, and report that they can always or usually get around, walking and ridesharing were the most prevalent modes: 33% reported walking, 14% riding with someone and 12% participating in a vanpool. A total of 14% participated in public or human service transportation with 12% utilizing public transportation and 2% riding on a social service program bus or van.

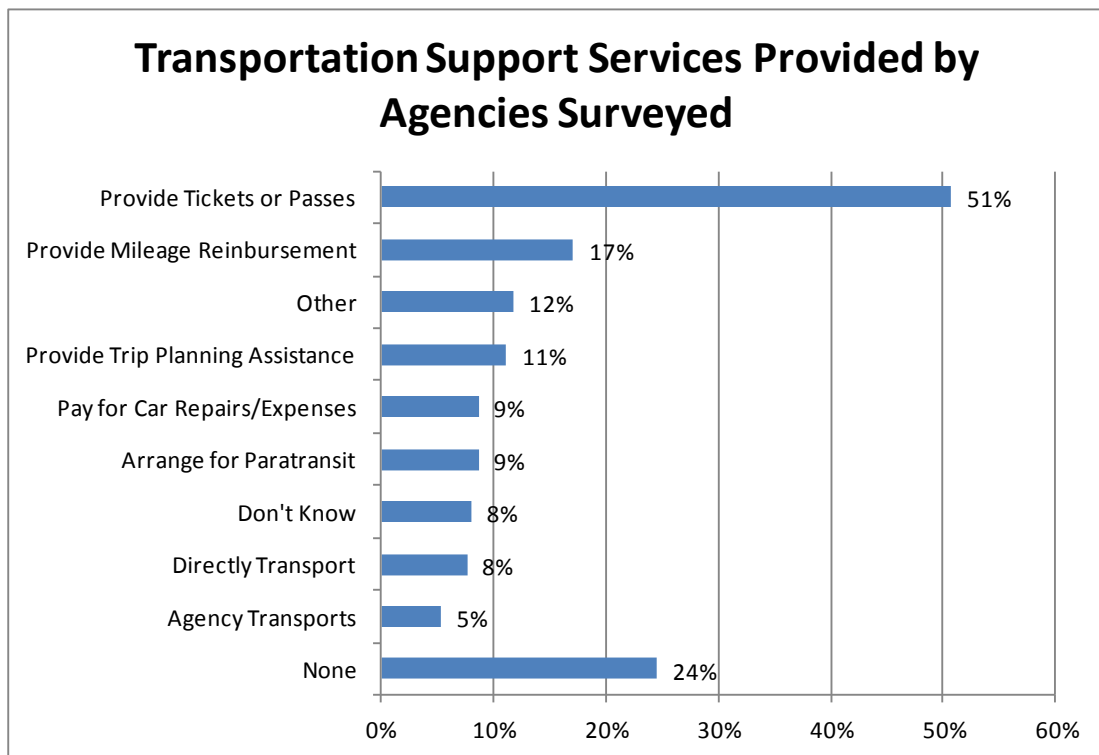
For those reporting difficulty getting around and lacking a car or license or both, 31% walk but 35% utilize public transportation or a social service program bus or van to medical appointments.

Survey Compared to ACS for Mode to Work (Fresno County)



Source: Intercept survey, 573 individuals more likely to be transportation disadvantaged than general population and the 2012 American Community Survey (ACS)

- Social Service agencies are actively engaged in subsidizing transportation for their clients**, as well as providing transportation for the most difficult to serve. More than half of the study population receives a transportation subsidy from a social service agency, school or employer. Both the social service e-survey and the inventory show that major social service providers are purchasing transit passes for their clients as well as providing other types of transportation subsidies. 17% of the study population receives mileage reimbursement from their social service agency.

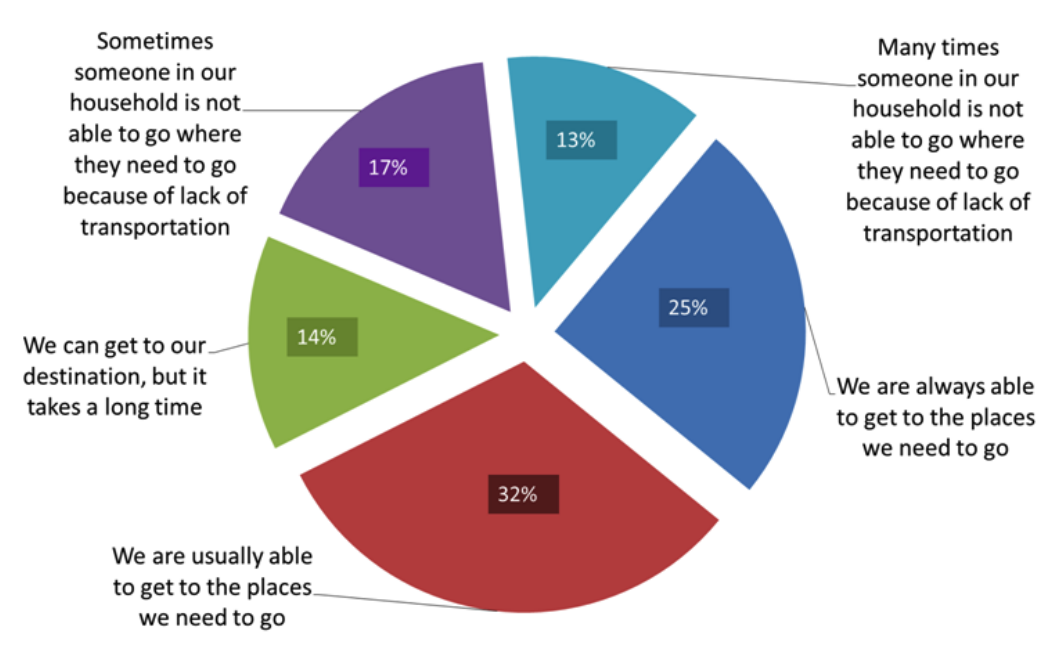


Source: Social service agency e-survey of 600 front line workers who work directly with transportation disadvantaged populations

5. **There are important partnerships in Fresno County that facilitate mobility for the transportation disadvantaged.** In Fresno County, there are exemplary partnerships that provide an array of mobility services. Just a few of the examples include partnerships between FCRTA and FEOC, FCRTA and CalVans, social service agencies and transit agencies to purchase transit passes, and Children's Hospital and FAX.
6. **Medical Programs and Social Service Agencies are providing services in rural communities,** making it easier for clients to access them. Sixty-two percent (62%) of rural residents surveyed get their medical care outside of Fresno. Many of those who lack access to a vehicle walked to their most recent medical appointment. This includes 12% among those who say they can usually or always get around although they lack access to a vehicle, and 25% among those who say they have challenges getting around and lack access to a vehicle.

However, Fresno is still an important destination for many types of trips. Stakeholders interviewed in Phase 1 felt that getting to Fresno for medical appointments, work and job training was the major transportation challenge their clients faced.
7. **The majority of the study population (57%) says that their transportation needs are adequately met** through private transportation, carpooling and existing transportation services. This is equally true for rural and urban populations.

Level of Transportation Disadvantage among Survey Respondents



Source: Intercept, 573 individuals more likely to be transportation disadvantaged than general population.

With the target population purposely very low income (58% of the sample have incomes of less than \$15K) and likely to be more transportation disadvantaged, the intercept survey found a significant majority (57%) self-reported that they are always or usually able to get to the places they need to go. Conversely, 43% have some difficulty in getting to the places they need to go with 14% stating they can get to their destination but it takes a long time, 17% stating that sometimes someone in the household is not able to get where they need to go because of a lack of transportation, and 13% stating that many times someone in the household is not able to get where they need to go because of a lack of transportation. It is the 43% that experience different degrees of mobility challenges, barriers or gaps that this study is addressing.

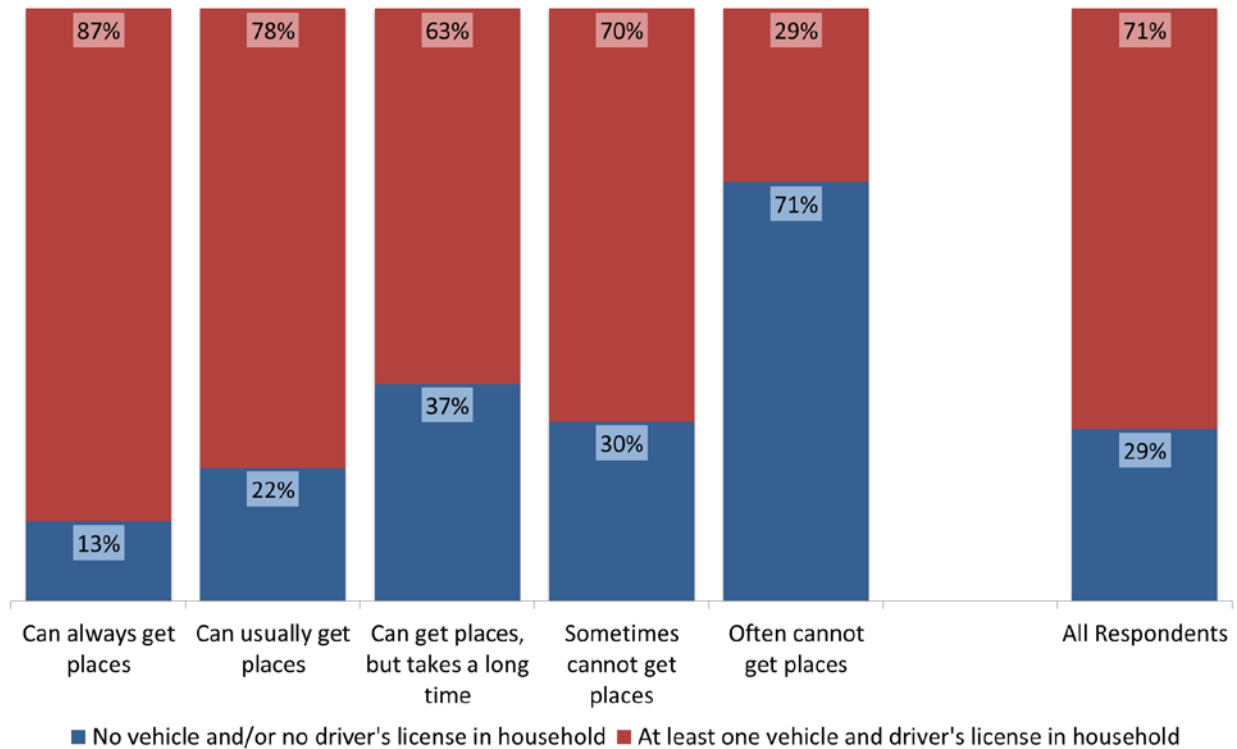
In the Social Service e-survey, 54% of case managers said that their clients' transportation needs were not fully met by personal transportation or existing transportation services. This perception was partly due to the lack of awareness of the mobility services that are potentially available to their clients.

- 8. Being transportation disadvantaged is a continuum rather than an absolute status.** An individual's level of transportation disadvantage is the combined result of household circumstances, availability of a vehicle and driver's license, geography, language and gender.

Having no vehicle and no driver's license in Fresno County tends to make getting places more difficult. Of our study population, 72% had at least one licensed driver and one vehicle in the household, while 28% lacked one or both.

Of the 13% who often cannot get places they need to go, 71% lack either a vehicle or a licensed driver in the household. For individuals who self-report they can always get places they need to go, only 13% do not own a vehicle or have a driver's license available.

Transit Dependency among Survey Respondents by Level of Disadvantage



Source: Intercept, 573 individuals more likely to be transportation disadvantaged than general population.

Even among those with incomes below \$10,000, a slight majority (53%) has at least one vehicle and a driver's license in the household. With incomes of \$25K or more, only 6% of households have no vehicle and/or no driver's license.

In many households, however, a vehicle is shared among multiple drivers meaning that it may not be available at all times. In 27% of households, there are more licensed drivers than vehicles. Hence in slightly more than half of the study households (27% with shared vehicle + 28% with no vehicle or license) there are likely to be times when a vehicle is unavailable to meet ones needs.

- Those who rely on public transit are more likely than others to perceive that they can't always get where they need to go or that it takes a long time.** There is a significant supply of mobility services available to Fresno County residents. Public transportation and human service agency transportation do meet many of the needs of the target population. However, the service quality (from focus groups), lack of directness of travel (stakeholder interviews), and limited frequency and span of service particularly in rural areas (stakeholders and survey), make it difficult for some low income residents to get to places they need to go, even when they are aware of the services available.

10. Ridesharing and walking are just as important as public transit to those without the option of driving themselves— for both commute trips and medical trips.

Among those who are employed or go to school and do not have a vehicle and licensed driver in the household, 25% get a ride or vanpool while 26% ride the bus or Dial-a-Ride. Note that a large number, 32%, walk to work or school.

Among those traveling to medical appointments, getting a ride is the dominant mode of travel. In the intercept survey, 39% of all rural respondents and 30% of all urban respondents said that they got a ride to their most recent medical appointment. This likely involves mostly family members, but is still an important finding regarding access mode.

Among survey respondents who reported being able to get where they needed to go despite not having a vehicle or driver's license in the household, 24% reported getting a ride with someone to a medical appointment, 28% rode the bus, 19% used Dial-a-Ride and 12% walked to their most recent medical appointment. For those having challenges getting around without a car, 25% got a ride with someone to their appointment while 34% rode the bus, 4% used Dial-a-Ride and 4% walked.

Mode to Medical Appointment

	Can get around, but lack car or license or both	Can get around and have car and license	Have challenges getting around and lack car or license or both	Have challenges getting around but have car and license
Rode the bus**	28%	5%	34%	21%
Use Dial-A-Ride*	19%	0%	6%	4%
Drove myself	14%	55%	1%	31%
Got a ride with someone	24%	33%	25%	34%
Walked	12%	2%	25%	4%
Biked	4%	2%	3%	3%
Took a Taxi	0%	0%	0%	2%
Other	0%	3%	6%	3%

*Rural Transit, HandyRide or Clovis Roundup **FAX, Rural Transit or Clovis Stageline

Source: Intercept, 573 individuals more likely to be transportation disadvantaged than general population.

In the social service agency survey the most prevalent transportation mode cited was getting a ride – 28% of agency respondents said that most or all of their clients get rides, while another 40% said that some do.

Carpools and vanpools offer significantly more flexibility for certain types of trips than public transit. There would appear to be an opportunity to build on the already high level of ridesharing.

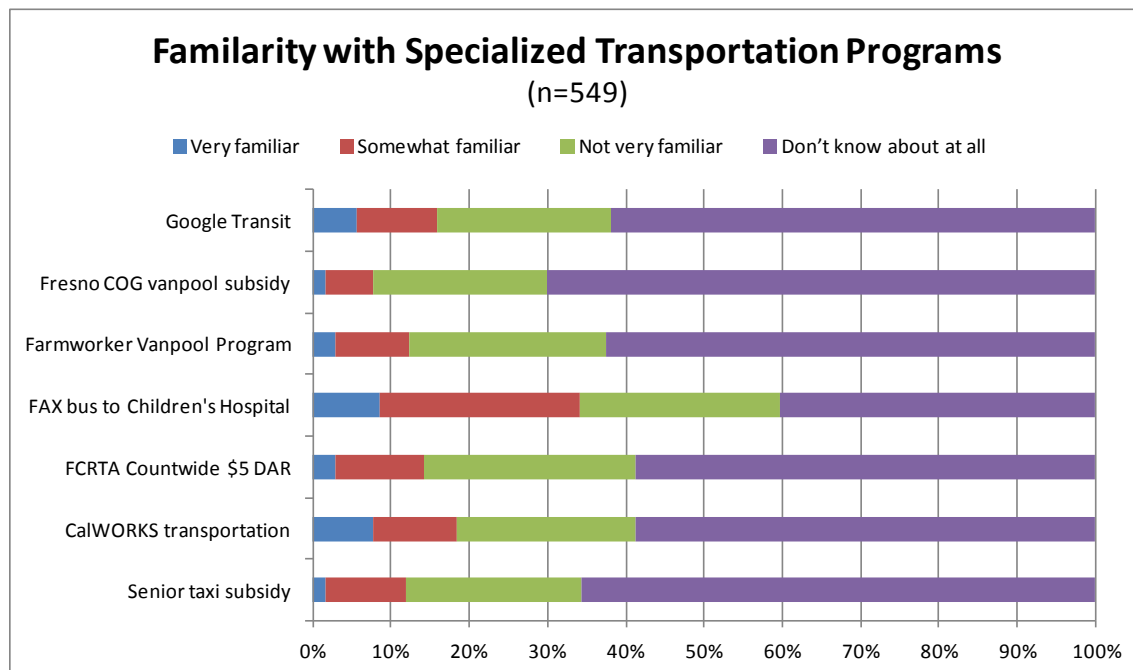
Ridesharing services and matching could be extremely useful in filling many of the mobility gaps. Multimodal trip planners should include significant ridesharing functions that overcome language barriers and are trusted through references on social media.

11. There is reasonably high awareness for public transit services among the transportation disadvantaged population; however it is based largely on word of mouth and information from drivers. There is a desire for better sources of information – printed schedules, bus stop

information displays, internet information and information from social service agencies – which would make the services easier to understand and access.

12. Awareness among social service agencies for public transit and especially for mobility

management services is very low. Social service agency personnel are somewhat familiar with the fixed route services but don't necessarily have the informational tools to help clients with trip planning. Even worse, most social service agency survey respondents were completely unaware of important mobility programs such as the Countywide Dial-a-Ride, Vanpool Programs and the Senior Taxi Subsidy. The social service agencies should be a critical link between the transportation providers and the transportation disadvantaged populations. However, they appear to lack the knowledge and informational tools necessary to serve this role. In stakeholder interviews, social service agencies expressed openness to procedures that they would participate in to keep better informed regarding available transportation services.

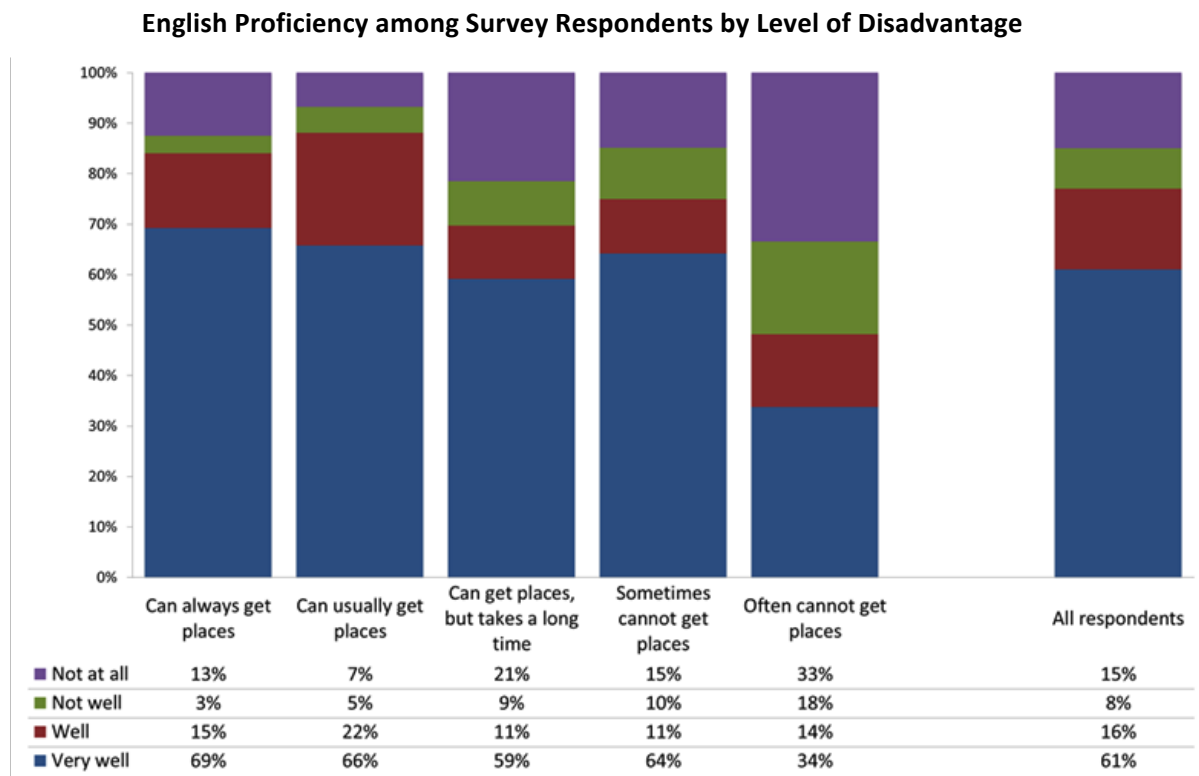


Source: E-survey of 549 social service agency front line workers who work with transportation disadvantaged populations

13. Limited English proficiency, being unemployed and being female are factors that increase the likelihood of being transportation disadvantaged.

Individuals who speak English "not well" or "not at all" made up only 23%¹ of our study sample, but 51% of the most transportation disadvantaged group, individuals who self-reported they "often cannot get places they need to go."

¹ 15% of all respondents of the intercept survey do not speak English at all plus 8% of all respondents who speak English "not well."



Source: Intercept survey 573 individuals more likely to be transportation disadvantaged than general population.

Hmong speakers are particularly challenged. Hmong speakers made up 16% of the sample, but 38% of the most disadvantaged group, those who reported they often cannot get places they need to go.

Those who are employed are less likely to say that they can't get to the places they need to go – likely because employment provides them with the resources to afford transportation options.

Women made up 60% of the study sample, but 72% of the most transportation disadvantaged group.

In summary, there is a very strong foundation of mobility services in Fresno County and the effort to develop these services have been nationally recognized for mobility management practices and rural connectivity. The transportation disadvantaged population in Fresno County relies heavily on these services. The top priority is sustaining the existing array of mobility services available. The priority for addressing mobility gaps in Fresno County is providing additional information tools and the human resources necessary to connect the culturally and language diverse transportation disadvantaged population in Fresno County to the wide array of mobility services available.

Prioritized Goals and Strategies to Address Information and Mobility Gaps

Based on the extensive public outreach and market research on the mobility needs of the transportation disadvantaged population in Fresno County, there are five specific goals of the Coordinated Plan:

Goal #1: Maintain and strategically expand public and human service transportation when resources allow.

Goal #2: Enhance mobility information and education.

Goal # 3: Formalize a mobility management function to better connect persons with the mobility services they need.

Goal # 4: Fill remaining mobility gaps with cost-effective services and self-help tools.

Goal # 5: Develop a more effective customer feedback and performance system to ensure that high service quality is maintained.

Critical Priorities

A critical priority is to sustain the network of mobility services in Fresno County. It has taken decades to develop this significant coordinated network of services which meets a diversity of needs. Preservation and enhancement of this important foundation is critical to providing high quality mobility services in Fresno County in the future.

It is critical that local non-profit and public agencies continue to receive FTA 5310 funding for replacement bus, expansion buses and equipment needs. FTA 5310 funding can also be utilized for mobility management initiatives.

Another way in which this critical priority will be addressed is through the implementation of recommendations of the FCMA Strategic Service Evaluation. These will address many of the concerns expressed in the urban outreach for more direct and frequent service to reduce the time taken to travel between locations in the urbanized area. Expanded evening and weekend service would also address many of the market research concerns.

High Priority Strategies

To provide the institutional framework for coordinating and ensuring implementation of the recommendations in the Coordinated Public Transit-Human Services Transportation Plan, a high priority strategy is the establishment of a Countywide Mobility Manager. The Mobility Manager would be responsible for nurturing existing partnerships that enhance mobility options but also seek to develop additional partnerships to facilitate implementation of the recommendations in the Coordinated Plan.

A key function of the Countywide Mobility Manager would be supervising a team of 4-6 local community mobility managers who would provide the human link between the mobility network and the populations addressed by the Coordinated Plan. He/she would also manage the contract for the development and maintenance of a countywide mobility website (discussed below) that would serve as an information resources for the mobility management team, social service staff and transit users.

While there is a vast array of mobility services and financial incentives available in Fresno County, navigating the information system to find out what mobility services are available for the trips a person needs to make is not easy. Planning a single trip often involves making multiple phone calls or navigating several web sites. This is further complicated by the multitude of cultures and languages spoken throughout Fresno County. Providing information access and educating the general public on the availability of the mobility services is a high priority.

In order to address the information gaps, this plan recommends a four-pronged approach that provides (1) a one-stop online tool we will call “Find-A-Ride,” (2) human resources to educate and inform hard to reach transportation individuals on mobility options (3) better information at bus stops so that individuals who speak different languages can get needed mobility information at the bus stop nearest their home and (4) multi-lingual printed information.

The first strategy for narrowing the information gap is the development of a one-stop online countywide mobility resource that we are calling “Find-A-Ride.” This website will serve as a comprehensive transportation information source for the increasing number of Fresno County residents that have or will have access to a computer or smart phone. This same tool will be a resource for front line social service agency personnel who work directly with transportation disadvantaged individuals. The “Find-A-Ride” website will provide accessibility in multiple languages.

Related to the website development is the strategy of insuring that up-to-date information for all fixed route transit services in Fresno County is integrated into Google Maps (Clovis Transit is not currently included). This short-term effort will make a countywide transit trip planner through Google Transit almost immediately functional.

Recognizing that many transportation disadvantaged individuals will not have direct access to an online resource, the second information strategy involves the establishment of 4-6 local community based Mobility Managers (supervised by the Countywide Mobility Manager discussed above). These individuals would serve a transportation “coach” function, modeled on Fresno County’s successful Promotora program. The “coaches” would provide direct human contact with transportation disadvantaged individuals, “coaching” them to confidently utilize available mobility resources. The focus will be on providing direct human contact with hard to reach populations including mono-lingual, illiterate and isolated elderly/disabled persons.

The third information strategy is to develop information at key bus stops in both rural and urbanized areas where service operates hourly or less frequently. Many rural routes have service only a few times a day and stop only at one or two locations in a community. The bus stop sign would clearly identify the bus stop location, while an information panel would show what route serves the stop, where the route goes and the times and days when service is provided.

And finally, the Fresno Council of Governments is currently providing a pocket guide that will provide a good overview of existing transit services in Fresno County. This should be complimented with three bi-lingual, sub-regional rural transit route and schedule guides that provide good guidance on local rural trips but also show how to get to key destinations in the Fresno/Clovis urbanized area (such as medical and education institutions) on public transportation utilizing FCRTA and FAX/Clovis services.

Other high priority strategies address the continuation and expansion of vanpooling in Fresno County. The Coordinated Plan includes specific strategies for the continuation of vanpool partnerships, as well as for creating 90 additional vanpools over five years with a targeted public education campaign.

Medium Priority Strategies

To address spatial gaps which exist in remote rural areas without FCRTA fixed route or demand response services, the Coordinated Plan recommends a volunteer mileage reimbursement program. The first phase of the program would be designed to have program sponsors such as social service agencies pair clients who are elderly and disabled individuals who live in remote rural areas with volunteers who provide a ride for \$0.35 per mile. Sponsors would be asked to provide 50% of the direct mileage reimbursement costs for social service agency program participants. A staff analyst would administer the overall program policies and procedures that limit the mileage reimbursements to those who really need the mobility for the trips they are making.

Ridesharing is an important, widely used mode among Fresno County residents. The Coordinated Plan recommends the development of an on-line resource to facilitate rideshare matching for non-recurring, non-commute trips such as medical, shopping, and recreational trips. Valley Rides currently provides rideshare matching for commute trips only.

FAX conducts regular customer satisfaction surveys of its transit passengers. The Plan recommends that regular customer satisfaction surveys be expanded to all public transportation and CTSA services in Fresno County. Additional questions should be added which address satisfaction with coordination of schedules and fares between systems. The results should be reported in the annual Transit Productivity Evaluation Report produced by FCOG. Taking advantage of AVL technology, the actual wait times for transfers between Fresno County systems should also be regularly reported.

The table below summarizes the three levels of priority for each of the goals with associated strategies. Details on each of these goals and strategies with associated costs when available are provided in Chapters 5 and 6 of the Coordinated Plan, Volume 3.

Fresno County 2014 Coordinated Plan Strategy Priorities

GOAL	Strategies	Priority
Goal 1 – Maintain and strategically expand public and human service transportation when resources allow	1. Retain and strategically enhance existing Public Transportation Services. 2. Retain, support and improve Human Service Transportation. 3. Continue to utilize FTA 5310 grant funding for procurement of replacement and expansion vehicles by non-profit and public agencies serving mobility needs of low income, seniors and disabled persons. 4. Retain, support and expand Vanpool program.	Critical Critical Critical High
Goal 2 – Enhance mobility information and education	5. Integrate all Fresno County transit services into Google Maps and the FAX Trip Planner. 6. Develop an Online Web Portal that will provide access to comprehensive information about local transportation options and programs. 7. Distribute printed, bilingual passenger information guides for all public transit services. 8. Provide route/schedule information at the bus stop, particularly for low-frequency routes.	High High High High
Goal 3 – Formalize a mobility management function to better connect persons with the mobility services they need	9. Hire a Countywide Mobility Manager. 10. Develop a network of Local Mobility Managers in the role of Transportation Coaches.	High High
Goal 4 – Fill remaining mobility gaps with cost-effective services and self-help tools	11. Provide non-recurring trip ridesharing matching capability. 12. Develop a Fresno County volunteer driver, mileage reimbursement program.	Medium Medium
Goal 5 – Develop a more effective customer feedback and performance system to ensure that high service quality is maintained	13. Incorporate all transit services into future customer satisfaction surveys and Inter-System Connectivity Satisfaction questions 14. Report transit Inter-System Connectivity measures annually in Productivity Evaluation Report	Medium Medium