Fresno County Public Transportation Gap Analysis and Service Coordination Plan

September 2014

PREPARED FOR
THE CITY OF FRESNO

Volume III

Draft Fresno County Coordinated Public Transit-Human Services Transportation Plan

mobility PLANNERS

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

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1. Introduction and Plan Purposes

This introductory section sets forth the statutory requirements of Fresno County's Coordinated Public Transit – Human Services Transportation Plan, describes its place within the larger Fresno County Transportation Gap Analysis and Service Coordination Plan, presents the key themes and priorities from the 2008 Plan, and the approach undertaken to develop the 2014 Coordinated Plan Update.

Federal Statute and Requirement

In 2005 the passage of the ***Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users,*** **Public Law 109-059** (SAFETEA-LU) 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 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

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 mobility needs of older adults, persons with disabilities and persons of low income. 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 "siloed" service systems. Specifically, the Plan is to identify strategies for coordinating services and for meeting mobility needs and gaps, while prioritizing these for implementation.

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 MAP-21 repealed the programs of 5316 – *Job Access and Reverse Commute* and Section 5317 – *New Freedom*.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. Chapter 6 includes the FTA Summary of MAP-21's 5310 program and other details about this funding source.

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 all the more important the public involvement processes 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.

With regard to ***how*** projects are included in the Coordinated Plan, recent regulatory guidance says:

> "FTA maintains flexibility in how projects appear in the coordinated plan. Projects may be identified as strategies, activities and/or specific projects addressing an identified service gap or transportation coordination objective articulated and prioritized within the plan." (FTA Circular 9070.1G, pp. V-1)

Indicating also that projects are "developed and approved through a process that include[s] participation by seniors, individuals with disabilities, representatives of public, private, and nonprofit transportation and human service providers and other members of the general public", this Coordinated Plan development process was designed to ensure a breadth of public involvement opportunities.

This Coordinated Plan's Purposes

This 2014 Coordinated Plan will address the following four objectives:

1. To ***ensure compliance with law*** by Fresno County, including Federal Transit Administration Circular 9070.1G that requires the regular conduct of a Coordinated Plan.
2. To ***validate past or identify new unmet transportation needs and mobility gaps*** of the target groups.
3. To ***engender dialogue between two service sectors***, the public transit provider and the human services agencies, serving Fresno County for purposes of identifying and supporting coordinated projects by which unmet needs and mobility gaps can be addressed.
4. To ***establish a list of responsive and prioritized projects and strategies*** to meet unmet needs and mobility gaps, positioning Fresno County stakeholders for pursuing grant and specialized transportation funding opportunities that support these over the next four years.

Relationship to the Fresno County Gap Analysis and Service Coordination Plan

The Coordinated Plan is an outgrowth and product of the ***Fresno County Public Transportation Gap Analysis and Service Coordination Plan*** effort (hereinafter referred to as the Gap Analysis). Its goals are 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. The Gap Analysis has produced four volumes of which this is the third:

- Gap Analysis Volume One is the ***Executive Summary*** which 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 gaps in the next phase of the study. It presents significant primary research about transportation disadvantaged individuals in Fresno County.

- The third volume is this ***Coordinated Public Transit-Human Service Transportation Plan*** (Coordinated Plan). As noted above, in order to receive Federal Funding under the Federal Transit Administration Section 5310, approval requires that projects submitted for funding must be included in the Coordinated Plan. It 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.
- The fourth and last volume is the Gap Analyses' ***Appendices***, a compilation of technical documents and working papers that were prepared during the course of the project.

Research Methodologies and Populations

This Coordinated Plan was developed from four market research efforts that comprised the Gap Analysis and which explored the perceptions and experiences of different populations relevant to the understanding of transportation needs and gaps. The methodologies included four primary market research efforts and two analyses of existing available data sets.

Survey of Transportation Disadvantaged Populations

In-person interviews were conducted with 573 individuals 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 Rios Company select sites appropriate to filling the target clusters.

Interviewing 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. Interviews were in the language in which the respondent was most comfortable. The Rios Company's bilingual speakers conducted the English and Spanish surveys. The Rios Company 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. In addition they were weighted to adjust for a disproportion in the sample caused by the great success of the CVRC staff in obtaining responses from clients. The resulting weighted sample and a detailed discussion of findings is presented in Volume II, Research Report, while key findings are

included in this Coordinated Plan. More detailed analysis is included in Volume IV, Appendix 1, Survey of Transportation Disadvantaged Populations.

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)

Key findings are brought into this Coordinated Plan and focus group discussion summaries are included in Volume IV, 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. Key findings are brought into this Coordinated Plan and are further discussed in Volume IV, Appendix 3, 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. Key findings are brought into this Coordinated Plan and are detailed in Volume II, Research Report. More details are provided in Volume IV, Appendix 3, Phase I Report.

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 of public transportation and human service agency transportation is discussed in Chapter 3 and detailed in Appendix B of this Coordinated Plan.

Demographic Analysis of Fresno County

2010 Census and American Community Survey data was utilized in the research effort for two primary purposes: (1) Assist with the location and distribution for the cluster sample for the survey of

transportation disadvantaged populations, and (2) contrast the sample of the transportation disadvantaged population to the general population of Fresno County. A more complete set of demographic maps is included in Volume IV, Appendix 4.

Priorities from 2007/2008 Coordinated Plan

Though this is a stand-alone document, this Updated Coordinated Plan builds upon the original Fresno County Coordinated Human Services Transportation Plan, developed in 2007/2008. Several issues related to the target groups' mobility identified during that process have continuing relevance for Fresno County's older adults, persons with disabilities, and persons of low income. Mobility gaps and unmet transit needs identified during 2007/2008 included the following:

- Transit services are currently lacking in rural areas.
    - For some communities, especially for target populations, a lack of transportation stands in the way of receiving adequate medical attention.
    - People with special transportation needs that live outside the three-quarters of a mile boundary are often unable to obtain service.
    - Some individuals are eligible for ADA paratransit services, but need a higher level of service than the transit agency provides.
- Ease of use: Learning how to use the public transit systems in Fresno County can be difficult for many riders.
    - The different transit systems have different fare schedules.
    - Some riders require help getting on and off a vehicle, but there is often no one available to help them at transfer points.
    - Paratransit systems generally do not provide same day service, which means riders must schedule trips in advance.
- Land Use: Existing land-use patterns and regulatory policies can make it difficult to provide and use specialized transportation.
    - Land-use can act as a physical barrier to public transportation as a result of disconnected, incomplete, or indirect bicycle, pedestrian, and/or ADA-compliant access to transit services.
- Lack of Funding: Funding is insufficient to meet needs for expanding fixed-route service and equivalent paratransit service.
- Duplication and Redundancy: Various sources of funding restrict different transportation services to specific populations for specific purposes. This results in service duplication and redundancy in multiple areas.

Other important themes of the 2008 Plan include:

- Fresno County has a higher percentage of disabled and low-income residents than statewide.
- Due to low residential density and a large service area, it is not feasible to expand traditional transit to serve a large service area.
- There are significant barriers to coordination among agencies, including:

- Service area boundaries differ between human-service programs and public transportation providers.
- Different agencies have different requirements for vehicle safety, driver training, driver licensing, or other standards.
- Transportation providers and brokers use different scheduling, dispatching, and reporting software, which makes sharing information difficult.
- Sharing information can be difficult due to privacy concerns.
- Indemnification issues prohibit agencies from sharing or loaning vehicles.
- Federal and state transportation funding agencies can make coordinated between agencies cumbersome.
- Federal, state, and local agencies that fund special needs transportation have different reporting requirements attached to their funds.

2. Transportation Resources in Fresno County

This chapter details the specific public transportation and human services transportation programs available in Fresno County, 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. Every effort was made to be as accurate as possible with the information reported at the time of writing.

Existing Public Transportation in Fresno County

Urban and Rural Public Transportation Services

Public transportation providers fall into several types. Urban public transit accounts for the majority of trips provided, operated directly or on behalf of the ***municipal transit programs*** of Fresno or Clovis:

- City of Fresno FAX fixed-route services and Fresno's Handy Ride paratransit program.
- City of Clovis Stageline fixed-route and Round Up paratransit services.

The almost 14.8 million trips these programs provided collectively in FY 2012/13 accounted for 88% of trips provided, using 39% of all 499 vehicles reported for public transportation services countywide.

Rural public transportation is provided through the Fresno County Rural Transit Agency (FCRTA), either as rural intercity, local rural community services and a limited number of inter-county services. Table 1 identifies these by community and by operator. FCRTA supports community-level transportation in fifteen (15) Fresno County intra-city programs and nine (9) intercity routes.

The ***rural intercity*** programs presented in Table 1 of Auberry, Coalinga, Del Rey, Dinuba Connection, Firebaugh-Mendota, Huron,

Table 1 FCRTA Public Transportation

FCRTA Public Transportation Services, as of December 2013

	Intra-City DR	Operated By:	Inter-City Deviated FR	Operated By:
1	Auberry Transit	EOC	Auberry Transit	EOC
2	Coalinga Transit	City of Coalinga	Coalinga Transit	City of Coalinga
3	Firebaugh Transit	EOC	Firebaugh-Mendota	EOC
4	Fowler Transit	EOC		
5	Huron	EOC	Huron Transit	EOC
6	Kerman Transit	City of Kerman		
7	Kingsburg Transit	EOC		
8	Mendota Transit	EOC		
9	Orange Cove Transit	EOC	Orange Cove Transit	EOC
10	Parlier Transit	EOC		
11	Reedley Transit	City of Reedley		
12	Rural Transit	EOC		
13	Sanger Transit	EOC		
14	San Joaquin Transit	EOC		
15	Selma Transit	EOC		
16			Del Rey Transit	EOC
17			Dinuba Transit	City of Dinuba
18			Southeast Transit	EOC
19			Westside Transit	EOC

	Total Programs	EOC Operated
Intra-City DR	15	12
Intercity - Deviated FR	9	7
Total	24	19

Orange Cover, Southeast Transit and Westside Transit provided a modest 96,777 trips, 0.6% of annual trips provided but making important regional connections for Fresno County residents. Some operate infrequently. For example, Auberry runs only on Tuesdays to Clovis and Fresno while the Dinuba Connection to Reedley operates only in the summer.

The 373,834 trips provided by FCRTA during FY 2013, combining all services, accounted for just 2.2% of trips countywide, while representing significant local mobility for residents of these small towns. The program's 28 active vehicles associated represent 5.6% of the public transportation fleet countywide.

Table 2 on the following page enumerates the trip levels and associated fleets of these public transit programs for FY 2012/2013.

CalVans Coordination and Support of Public Transit

Another important partnership is with CalVans, which provides vanpool services in collaboration with FCRTA and Fresno County. FCRTA purchased 70 vans in order to support the program and lower the vanpool rider costs. CalVans operates a network of 48 farmworker vanpools and 127 commuter vanpools, representing over 1 million trips last year or 6.4% of countywide public transit trips as of FY 2012/13. According to CalVans, Measure C provides $700,000 a year for the support of vanpool activities. An agricultural vanpool can receive up to $30 per day or $150 per week in subsidy support. A general vanpool group can receive $600 a month for the first year and $300 per month the second year. The San Joaquin Valley Air District provides $30 monthly vouchers for any rider in its eight county region. The vouchers are good for three years and represent a $1.2 million subsidy to San Joaquin Valley vanpoolers.

Overview of Public Transportation Trips and Vehicles

Table 2 following presents a summary of the 16.7 million trips provided in FY 2012/13 by public transit providers and by the Fresno County CTSA.

Almost eight in ten trips provided, 14.7 million trips or 88% of all trips, were made on Fresno's FAX, Handyride, Clovis Stageline or Round Up, using 195 of 499 vehicles reported. FCRTA services accounted for 374,000 rural local services and almost 97,000 intercity/ inter-county services, together almost 3% of all trips provided. CalVans provided over 6% of documented trips, almost 1.1 million vanpool trips with a fleet of 171 vehicles or about a third of all vehicles reported.

The Fresno County Consolidated Transportation Services Agency (CTSA) operated by the Fresno County Economic Opportunity Commission provided 440,000 trips, just under 3% of all trips provided with 95 vehicles (19% of all vehicles) with Table 2 detailing agency and program specifics.

Table 2 Public Transportation Trips, Fleet Sizes and Trips per Capita

Public Transportation Programs in Fresno County, FY 2012/13

		One-Way Passenger Trips			Vehicles	
Fresno Area Express	fixed route	14,304,222			118 buses	
Handy Ride	demand response	209,473			48 lift-equipped minibuses 7 sedans	
City of Clovis						
Stageline	fixed route	171,925			12 Buses, Lift-Equipped,1 trolley	
Round Up	demand response	62,919			17 Buses, 5 Passenger Vans, 2 wheelchair Acc	
			14,748,539	88.1%	195	39.1%
Fresno County Rural Transit Agency (FCRTA)						
FCRTA Inter-City and Inter-County Services						
Auberry		550			1	
Coalinga		8,806			1	
Del Rey		5,539			1	
Dinuba Connection		15,910			1	
Firebaugh		Not available			1	
Huron		5,760			2	
Orange Cove		36,765			1	
Southeast Transit		12,650			1	
Westside Transit		10,797			1	
			96,777	0.6%	10	2.0%
FCRTA Local Community Services						
Auberry		2,364			1	
Coalinga		11,988			1	
Firebaugh		11,392			1	
Fowler		7,369			2	
Huron		92,092			3	
Kerman		5,523			1	
Kingsburg		27,523			1	
Mendota		17,278			1	
Orange Cove		18,084			1	
Parlier		10,790			1	
Reedley		51,795			3	
Rural Transit		720			4	
Sanger		41,194			3	
San Joaquin		11,645			1	
Selma		64,077			4	
Total Local Rural Community Transportation			373,834	2.2%	28	5.6%
California Vanpool Authority						
CalVans (vanpools originating or ending Fresno County)		1,073,952			124 commuter vanpools 47 agricultural vanpools	
Total Vanpool			1,073,952	6.4%	171	34.3%
Consolidated Transportation Services Agency (CTSA)						
Fresno County Economic Opportunity Commision (FCEOC)						
Head Start Program		221,700			34	
Transit Programs (for seniors and disabled persons)		*14,650*			58	Fleet shared between Regional Center trips and Older Adult/ Disabilty transportation
Regional Center Transportation		194,000				
CalWorks Night Transportation		9,350			3	
Total CTSA Services			439,700	2.6%	95	19.0%
All Public Transportation Programs			**16,732,802**	**100%**	**499**	**100%**
			Trips		***Vehicles***	

Countywide Public Transit Service Utilization and Supply Measures		
Total Population (American Community Survey, 2011)	930,450	
Square Mileage (US Census)	5,958	
Per Capita Measures	**18.0**	**0.08**
	Trips per capita	***Vehicles per square mile***

Mobility Partnerships and Coordination

Supporting public transportation programs of fixed-route, paratransit and vanpools are various important partnerships in Fresno County that facilitate mobility for the transportation disadvantage and provide an array of mobility services. These mobility partnerships include:

CTSA Partnership with Human Service Agencies

An important mobility partnership is with the CTSA services – Consolidated Transportation Services Agency – operated by the Fresno Economic Opportunity Commission (FEOC). The partnership includes both human service agencies and public transportation provisions. The CTSA provides Head Start transportation for pre-school aged children; a CalWORKs night time service to transport enrolled CalWORKs participants to work or training between 6 pm and 6 am, 7 days a week; selected demand response transit services for older adults and persons with disabilities; and a contract with Central Valley Regional Center for their day program and supported employment trips for persons with developmental disabilities. These 440,000 trips provided by the CTSA represent 2.6% of the countywide total, operating with a fleet of 95 vehicles, 19% of the countywide fleet. The CTSA is also responsible for the operation of 15 of the rural transportation systems under contract to FCRTA.

Valley Rides Rideshare Coordination with Employers and Senior Services

Valley Rides, which helps to match individuals with one another, promotes ridesharing and carpools to commuters and employer-based ridesharing programs. Valley Rides also administers a taxi voucher program to subsidize the cost of taxis for older adults, a $20 book of tickets available to eligible seniors for $5. Both programs involve coordinating with key target groups – employers for the rideshare program and senior services programs for the taxi voucher program.

The Valley Rides resource is available to anyone commuting to and from Fresno and Tulare counties and surrounding communities. The ridematching service is designed to match traditional commuters with regular commuter hours. The ridematching service is designed for employed residents. In order to sign up for a matchlist, the user must register with an email address, provide a street address, and provide their employer name and address. It is designed for recurring commute trips.

The valleyrides.com website also offers valuable ridesharing incentives but only for recurring regular commute trips. A $1,000 monthly cash prize is offered for carpooling at least twice a week with at least one other person to work or school.

FAX and FCRTA Bus Pass Purchase Assistance to Human Service Agencies

The public transit programs, particularly FAX and FCRTA, have significant programs in place to assist human services agencies in purchasing bus passes on behalf of their consumers. As the largest such entity, the Dept. of Social Services spends $780,000 annually on bus passes, most passes are associated with the urban transit services of FAX but others are on the FCRTA rural programs. Other human service

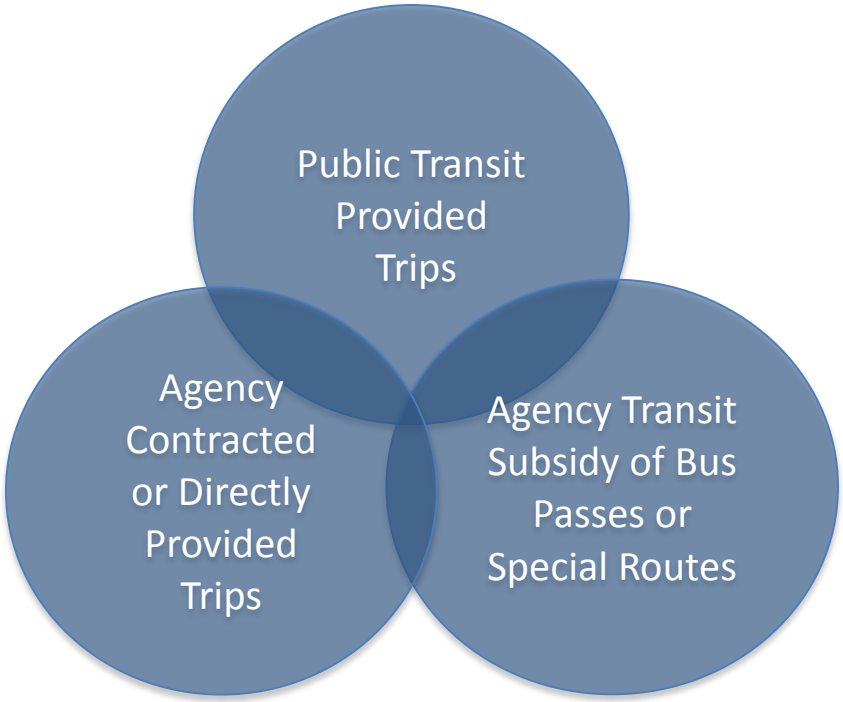
agencies are purchasing bus passes, as detailed subsequently. Both FAX and FCRTA work directly with agency personnel to facilitate the purchase of passes and to efficiently get these passes into the hands of consumers.

Human Service Agency Transportation

Human service agencies are also providing transportation, beyond the programs of the CTSA, often in partnership with public transportation agencies. Trips taken by human service agency clientele are provided via one of three means, as depicted in Figure 1 below:

- Trips provided by public transit programs, such as FAX, FCRTA and Clovis transit services;
- Trips provided by human services organizations, either directly or under contract;
- Trips subsidized through agency support of public transit routes or purchase of bus passes.

Figure 1 Types of Public and Human Services Transportation Partnership Programs



Some of the human services agencies in Fresno County ***offer transportation through a contracted service provider or directly operate*** a very modest level of transportation in-house to meet the immediate and short term needs of their clients. The Area Agency on Aging spends more than $50,000 per year under contract with FEOC to provide transportation to and from five meal sites in Fresno

County, while the Central Valley Regional Center's contract with FEOC draws from a fleet of 58 vehicles to deliver 194,000 annual passenger trips. A list of other human services agencies that directly operate transportation services are:

- Arc of Fresno and Madera Counties: Offers transportation to and from program sites for clients with a developmental or cognitive disability.
- Adult Protective Services - Fresno County Department of Social Services: Transportation programs include bus pass subsidies for the transportation disadvantaged, life sustaining trips for dependent adults, bus tokens for public transit.
- Disabled American Veterans: Provides transportation for disabled veterans to and from the VA Medical Center.
- Health Net/Cal Viva: Provides door through door transportation for some clients' specialty medical care appointments. Health Net/Cal Viva also provides seed money through awarding grants to agencies to provide medical transportation.
- United Health Centers: Offers clients free transportation to and from medical appointments.
- Valley Center for the Blind: Provides transportation training to clients through its Mobility Specialist. The Center also sells fixed-route bus passes.
- Youth Leadership Institute: Provides transportation to clients for trainings and social events.

The most common transportation function of human services agencies in Fresno County is the ***subsidy to provide clients with free bus passes***. A large agency such as the Department of Social Services is spending approximately $780,000 annually on bus passes and tokens to meet the mobility needs of the transportation disadvantaged while Clinical Sierra Vista reported spending only $4,500 per year on bus passes. A transportation subsidy is provided by Children's Hospital, where FAX is given $100,000 per year to run a special express route from the Riverpark shopping center to the hospital.

Additional human services agencies that provide a transportation subsidy include:

- Area Agency on Aging: Also provides a Taxi Voucher, bus passes for the city of Madera, and transportation information.
- Arc of Fresno and Madera Counties: Also provides FAX bus passes to clients riding fixed-routes.
- Central Valley Regional Center: Provides transportation to day programs for clients with developmental disabilities, purchases bus passes for clients, and provides vouchers to reimburse clients' transportation expenses.
- Fresno County Workforce Investment Board: Provides transportation assistance through transit and automobile reimbursements to clients for traveling to job-related training centers.
- Fresno Housing Authority: Provides buss pass subsidies for clients.
- Proteus: Provides gas vouchers for clients traveling for work and work-related trips.

Other human service transportation programs include:

- Catholic Charities: Provides mileage reimbursements to volunteers in the Senior Companion Program.

- Resources for Independence Central Valley: Conducts travel training for clients.

These lists are by no means comprehensive, but report on the human service transportation program identified by the Gap Analysis process. Additional information about each of these programs is provided in the Coordinated Plan's Inventory of Transportation Services in Appendix B.

Inter-Regional Carriers

Greyhound, Amtrak's corridor services and Transportes Intercalifornias are other regional and intercity transportation options available to Fresno County residents.

Amtrak operates twelve daily intercity San Joaquin trains that make multiple runs between the San Francisco Bay Area (or Sacramento) and Bakersfield serving Fresno County at the Santa Fe Passenger Depot in Downtown Fresno. Amtrak augments the San Joaquin trains with an extensive system of thruway buses that have guaranteed connections at train side.

Greyhound Bus Lines is the largest provider of intercity bus transportation in North America and offers multiple daily departures from the Downtown Fresno terminal to hundreds of possible locations nationwide. Greyhound fares vary depending on origin and destination. Discounted Greyhound tickets are available when bundled with Amtrak train ticketing.

Transportes Intercalifornias offers statewide intercity transportation, including three daily runs that originate from the international Mexican border cities of Tijuana and Mexicali to as far north as Sacramento, with multiple stops in between. Buses make stops in the Fresno County cities of Fresno, Firebaugh, Mendota, Dinuba, Kerman, and Kingsburg.

Transit Utilization and Comparison with Other Metropolitan Areas

The services enumerated in this section and further detailed in Appendix B, Transportation Services Inventory, represent an impressive array of mobility services. These are available throughout Fresno County and, collectively, are well utilized by Fresno County residents. This subsection considers two measures by which to assess use of public transit.

1. ***Trips per capita*** is a demand-side indicator that measures that utilization. ***Trips per capita*** provides a numeric indicator of the ratio of transit trips per resident per year, providing a way of assessing the volume of transit trips taken within the County in relation to its population.

2. ***Vehicles per square mile*** is the ratio of vehicles to countywide square miles, suggesting the transit supply available in relation to the county's size.

Fresno County's public transit services – combining fixed route and demand responsive programs, but excluding vanpool and CTSA services – provided 17.6 trips per capita countywide with a vehicle fleet that reflected 0.1 vehicles per square mile.

To provide some context for these numeric values, Table 3 following presents comparative information from eleven other jurisdictions, using data pulled from the National Transit Database for fixed-route services. Listed by size of service area population, the systems listed have varying service area sizes and fleet sizes, related to the characteristics of their particular environments.

As noted above Fresno County's public transit services – combining fixed route and demand responsive programs – provided 17.6 transit trips per capita countywide. In the FAX service area, the figure is 21.9 transit trips per capita. For comparison purposes, the Bakersfield GET Bus service has 15.1 trips per capita, Sacramento Regional Transit has 13.6 transit trips per capita, and the Riverside Transit Agency has just five transit trips per capita. Fresno County public transportation services are very well utilized compared to other metropolitan areas of similar and even larger size. In terms of individual systems presented in Table 3, FAX is providing significantly more trips per capita, at its 21.9, than Sacramento RT at 13.6 or Bakersfield's GET at 15.1. San Diego's MST has a comparable trips per capita rate at 25.1, above the FAX rate while serving a much larger service area.

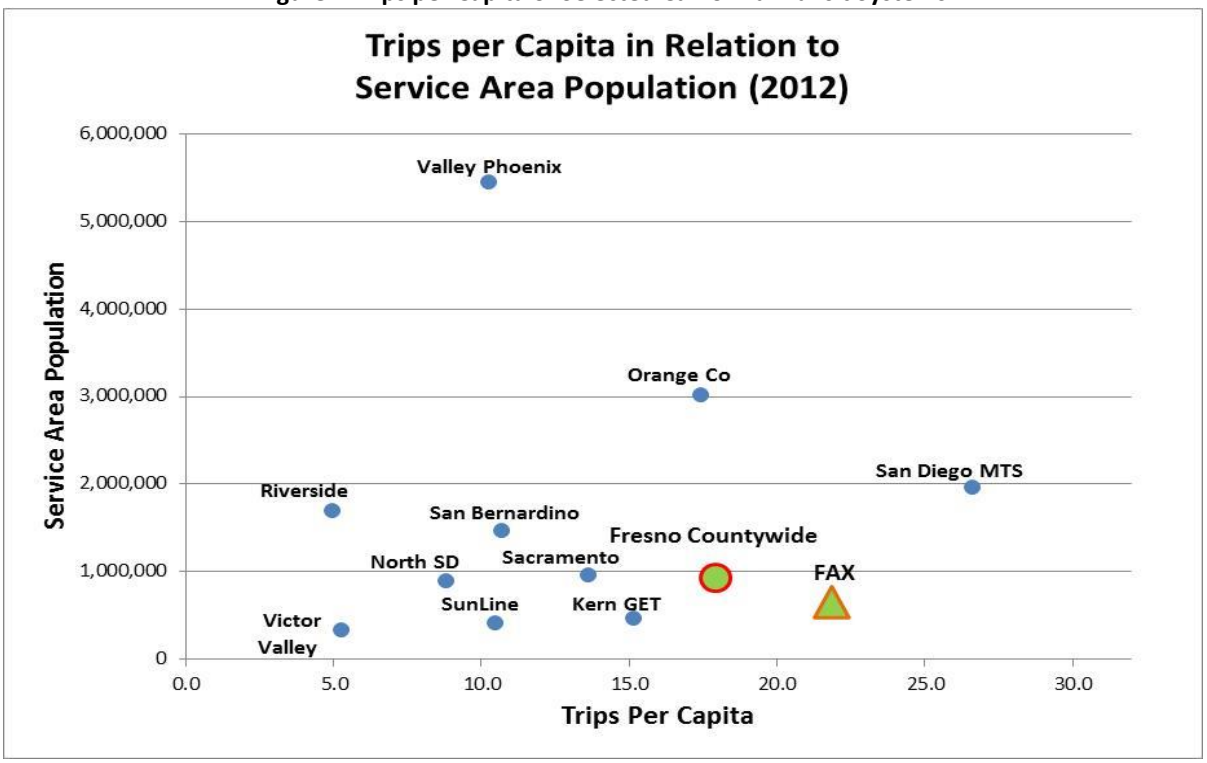
Table 3 Transit System Comparisons for Two Performance Indicators:
Trip per Capita* and *Vehicles per Square Mile

2012 NTD - Motor Bus Only Statistics	Service Area Population	Unlinked Passenger Trips	Trips per Capita	Fleet Size	Service Area Square Mileage	Vehicles Per Square Miles	Population per Square Mile (in persons)
Fresno County, All Public Transit Services	**947,895**	**16,674,593**	**17.6**	**527**	**5,958**	**0.1**	**159**
Frenso Area Express (FAX)	**654,628**	**14,304,222**	**21.9**	**105**	**133**	**0.8**	**4,922**
Fixed Route Only Operations							
LA Metro	8,626,817	360,002,885	41.7	2,284	1,513	1.51	5,702
Valley Metro - City of Phoenix, Tempe & Regional	3,629,114	55,441,517	15.3	203	732	0.28	4,958
Orange County Transit Authority	3,014,823	52,530,933	17.4	574	464	1.24	6,497
San Diego MTS	1,960,088	49,154,737	25.1	478	716	0.67	2,738
Riverside Transit Agency	1,700,356	8,420,303	5.0	177	2,725	0.06	624
San Bernardino - Omnitrans	1,470,000	15,673,759	10.7	183	463	0.40	3,175
Sacramento Regional Transit	966,629	13,145,864	13.6	151	221	0.68	4,374
North County Transit District (San Diego)	896,787	7,905,588	8.8	150	403	0.37	2,225
Bakersfield GET Bus	473,348	7,158,537	15.1	83	98	0.85	4,830
Sunline Transit Agency	423,644	4,436,917	10.5	69	1,120	0.06	378
Victor Valley Transit Authority	334,988	1,767,178	5.3	51	424	0.12	790

Source: National Transit Database (www.ntdprogram.gov)
2012 NTD Database - Agency Information
2012 NTD Data Tables - Table 19: Transit Operating Statistics: Service Supplied and Consumed

In terms of fleet size in relation to service area, Los Angeles County has the greatest fleet capacity; its measure of 1.51 vehicles per square mile is well above the 0.8 for the FAX service area or the 0.1 for Fresno County as a whole. Fresno County's standing in relation to this ***trips per capita*** indicator is further illustrated in Figure 2. The Fresno countywide measure of 17.6 trips per capita is identified with the large circle while the FAX trips per capita of 21.9 is identified with the large triangle.

Figure 2 Trips per Capita of Selected California Transit Systems



Planning Studies Providing Direction to Public Transportation

There are four recent planning studies that have direct relevance to the Coordinated Plan in that they represent opportunity and planning by which to address the needs and gaps identified here. A brief summary of relevant findings or direction from each follows.

Fresno-Clovis Metropolitan Area Public Transportation Strategic Service Evaluation Recommendation

The goal of the Fresno-Clovis Metropolitan Area (FCMA) Public Transportation Strategic Service Evaluation (Strategic Service Evaluation) is to define changes that can make transit a more viable alternative to the auto by reducing transit travel times, improving linkages to major trip generators and improving the overall productivity, cost effectiveness, and sustainability of transit.

The Study Area for this evaluation is defined as the City of Fresno and City of Clovis city boundaries. Fresno Area Express (FAX) operates a modified grid system with intersecting east-west and north-south routes. The system serves the FCMA including the City of Fresno as well as portions of unincorporated Fresno County and it supplements the City of Clovis system. The City of Clovis is served by both Stageline Transit, Round Up and FAX.

Policies, infrastructure investments, and service improvements that result from the Strategic Service Evaluation will likely address several of the key issues in the urbanized area such as the span of service, limited frequency in certain corridors, and directness of travel.

The strategic expansion of public transportation services in Fresno-Clovis area will be guided by the results of the Strategic Service Evaluation.

Bus Rapid Transit Recommendations and Implementation

In order to reduce both waiting and travel times for FAX riders on the Blackstone and Ventura/Kings Canyon corridor, the City of Fresno is planning to implement a modified Bus Rapid Transit (BRT) service. The features will include 10-minute service, bulb out to improve boarding times, queue jump lanes to provide priority for buses, and 40 foot buses. This will improve the directness of travel and improve travel times along two of Fresno's busiest corridors, addressing two critical issues identified in the Research Report for the urbanized area.

Fresno-Clovis Metropolitan Area Short Range Transit Plan

The FCMA Short Range Transit Plan 2014-18 was adopted on June 27, 2013 and provides a transit service and financial plan for the urbanized areas. The total five year Capital Improvement program for FY 2014 to FY 2019 is projected at $189.2 million and includes replacement of existing heavy duty 30/40 foot buses, Handy Ride vehicle purchases, a Paratransit Facility, Transit Signal Prioritization, Bus Rapid Transit, and Automatic Passenger Counters, among others.

Overall revenue and expenses for operating public transportation services in the FCMA is expected to increase from $45.1 million in FY 2014 to $52.2 million in FY 2014.

Much of the FCMA funding is devoted to maintaining and strategically improving service levels to the public transportation network in the FCMA area. Given the heavy utilization of transit services in the urbanized area by transportation disadvantaged populations, maintaining and strategically enhancing public transportation services is vital to individuals who rely on public transportation to get to jobs, education, shopping, medical appointments, etc.

Fresno County Rural Transportation Authority Short Range Transit Plan

The Fresno County Rural Transportation Authority (FCRTA) Short Range Transit Plan was adopted in June 2013. It provides a five year, action oriented program to implement the Public Transportation element of the Regional Transportation Plan. The SRTP for the Rural Fresno County area, as implemented, provides a basis for local governments to demonstrate that public transportation needs within their jurisdiction have been, and continue to be, reasonably met. The SRTP also serves to document the "planning basis" for Federal and State assistance programs for public transportation in rural areas of Fresno County. Finally, the SRTP serves as a valuable resource document of specific information for citizens and local elected officials.

A number of service improvements are recommended for consideration in the SRTP. Strategic improvements for the interface between the rural and metropolitan area transit systems are recommended. According to the 2013 SRTP, the "three transit agencies are currently working towards the purchase and implementation of a unified electronic farebox system to promote seamless transit travel throughout Fresno County."

In its financial plan, FCRTA is anticipating utilizing $47.2 million in revenue to operate FCRTA services, increasing from $7.7 million in 2013/14 to $8.4 million in FY 2017/18. Most of the operating revenue will be utilized to maintain the existing service levels of FCRTA services.

The capital plan anticipates $32.3 million in expenditures over the next five years. $27.2 million of this is for vehicle replacement in order to sustain existing service levels.

3. Mobility Needs and Gaps in Fresno County

This chapter presents the Gap Analysis' market research, discussed in relation to a demographic analysis of Fresno County's target populations, four measures of transportation disadvantage and the travel patterns of surveyed residents. This brings together demographic information and research findings from the survey of individuals, the Agency E-Survey and key agency stakeholder interviews. Twelve summary statements about needs and gaps are detailed at the end of this chapter.

Fresno County Target Populations

As noted, the Federal regulatory direction for the Coordinated Plan establishes three groups of interest:

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

Additionally, military veterans are included, considering their transportation needs may differ from the general public.

Population Changes among Target Populations

Fresno County's 2012 total population of 930,517 persons increased by 20.3% from the 2000 US Census reported total of 799,407 persons. Current and historical demographic information for Fresno County, reflecting population changes between the 2000 U.S. Census and the 2012 American Community Survey (ACS), is summarized in Table 4 following. Understanding the distribution of these populations, the differences between them, as well as change over time are all important to developing an understanding target group's specific mobility needs. This all helps to frame the types of solutions that are sought.

In addition to maps of population distribution presented in this chapter, several maps provided in Appendix A provide further information about these target populations, including vehicles per household and English proficiency.

Table 4 Fresno County Detailed Target Populations

2000 Census Attribute, Summary File 3 2008-2012 American Community Survey 5-Year Estimates	[2000 Census] Fresno County People by Category	% of Total County Population	[2012 ACS] Fresno County People by Category	% of Total County Population	% Change from 2000 to 2012
TOTAL POPULATION [1]	**799,407**	**100.0%**	**930,517**	**100.0%**	**16.4%**
ADULTS 18-64 [2]	**464,830**	**58.1%**	**559,140**	**60.1%**	**20.3%**
Low-income Adults, Ages 18-64 - 100% Federal Poverty Levels [3]	**91,055**	**11.4%**	**119,525**	**12.8%**	**31.3%**
with % of Adults 18-64	*19.6%*		*21.4%*		
Disability [4] (non-institutionalized) **Ages 16-64** "go-outside-home" disability (2000)	**44,016**	**5.5%**			
with % of Adults 18-64	*9.5%*				
Disability [4] (non-institutionalized) Ages 18-64 (2010)			**58,499**	**6.3%**	
with a hearing difficulty			*11,634*	1.3%	
with a vision difficulty			*14,174*	1.5%	
with a cognitive difficulty			*24,500*	2.6%	
with an ambulatory difficulty			*29,185*	3.1%	
with a self-care difficulty			*11,217*	1.2%	
with an independent living difficulty			*21,775*	2.3%	
OLDER ADULTS [2]	**78,999**	**9.9%**	**94,379**	**10.1%**	**19.5%**
Older Adults, ages 65-74	*41,201*		*50,221*		
with % of all older adults	*52.2%*		*53.2%*		
Older Adults, ages 75-84	*28,174*		*29,985*		
with % of all older adults	*35.7%*		*31.8%*		
Older Adults, ages 85+	*9,624*		*14,173*		
with % of all older adults	*12.2%*		*15.0%*		
Low Income Older Adults, Ages 65+ - 100% Federal Poverty Levels [3]	**7,526**	**0.9%**	**10,459**	**1.1%**	**39.0%**
with % of all older adults	*9.5%*		*11.1%*		
Disability [4] (non-institutionalized) Ages 65+ "go-outside-home" disability (2000)	**17,220**	**2.2%**			
with % of all older adults	*21.8%*				
Disability [4] (non-institutionalized) Ages 65+ (2010)			**38,439**	**4.1%**	
with a hearing difficulty			*16,716*	1.8%	
with a vision difficulty			*8,267*	0.9%	
with a cognitive difficulty			*11,409*	1.2%	
with an ambulatory difficulty			*25,654*	2.8%	
with a self-care difficulty			*10,705*	1.2%	
with an independent living difficulty			*18,259*	2.0%	
VETERANS [5]			**44,149**	**4.7%**	***n/a***
Civilian Population 18 years and over			**652,637**	**70.1%**	
Veterans By Period of Service					
Gulf War (9/2001 or later) veterans			9.7%		
Gulf War (8/1990 to 2001) veterans			12.2%		
Vietnam era veterans			35.7%		
Korean War veterans			11.5%		
World War II veterans			10.2%		
Veterans ages 18 to 34 years			7,285	0.8%	
Veterans age 35 to 54 years			11,699	1.3%	
Veterans age 55 to 64			8,256	0.9%	
Veterans age 65 to 74			8,256	0.9%	
Veterans age 75 years and older			8,653	0.9%	
Veteran population unemployment rate			11.9%		
Veteran population poverty status in the past 12 months			(X)		

NOTES:

[1] Census 2000 Summary File 3, Total Population P001. / B01003 Total Population 2012 American Community Survey 5-year Estimates

[2] Extrapolated from Census 2000 Summary File 3, Sex by Age P008 / B01001 Sex by Age, 2012 American Community Survey 5-year Estimates

[3] Extrapolated from Census 2000 Summary File 3, Poverty Status in 1999 by age P087 / B1701 Poverty Status in the Past 12 Months by Sex by Age 2012 American Community Survey 5-year Estimates

[4] Extrapolated from Census 2000 Summary File 3, Age by types of disability for the civilian non-institutionalized population 5 years & over with disabilities p041 / S1810 Disability Characteristics - 2012 American Community Survey 5-year Estimates

[5] Extrapolated from S2101 Veteran Status - 2012 American Community Survey 5-year Estimates

Older Adults

Fresno County's proportion of persons over the age of 65 grew by 19.5%, identical to the growth rate for the state of California but three points higher than the national average. This represents an increase from 78,999 persons in 2000 to 94,379 older adults in 2012.

In terms of income, the proportion of older adults at or below 100% of the Federal poverty level increased from 0.9% to 1.1% of the County's overall population, a modest increase considering the difficult economic times of this past decade. Overall, the number of older adults in poverty increased by 39% from 7,526 to 10,459 persons, representing 11% of all seniors. While other seniors may be above Federal poverty income thresholds, many struggle with modest fixed incomes that can impact their transportation choices. Coupled with the functional slowing of older adults, these seniors likely decrease and in some cases cease driving. Income levels and functional abilities of older residents each have implications for changes and improvements to Fresno County's transportation. It will be important that "senior-friendly" attributes are incorporated into transportation planning.

Persons with Disabilities

Due to the changes in how the Census categorizes and reports disabilities, it is not possible to directly compare and report change. However, among Fresno County adults, more than 29,000 people are reported to have ambulation difficulties, representing 3.1% of the County's population. Among older adults, almost 26,000 are reported to have ambulation difficulties, representing only 2.8% of the County's total population, but more than 27% of the older adult population. When coupled with other physical disabilities, including hearing or vision impairments, cognitive difficulties, self-care difficulty and independent living difficulty, the overall count of unique individuals with a disability is almost 58,499 adults and 38,439 older adults. Combined, this represents almost 97,000 people, or one-in-ten County residents, with many likely to have some level of transportation dependency.

Persons of Low-income

Demographic information for persons of low-income are based on persons within households living below the Federal poverty level. This varies by household size but ranges from $11,670 for a one-person household to $40,090 for an eight person household. There was a 31.3% increase in the number of low-income adults from 91,055 to 119,525 persons, which represents 21.4% of the total adult population under 65 years of age.

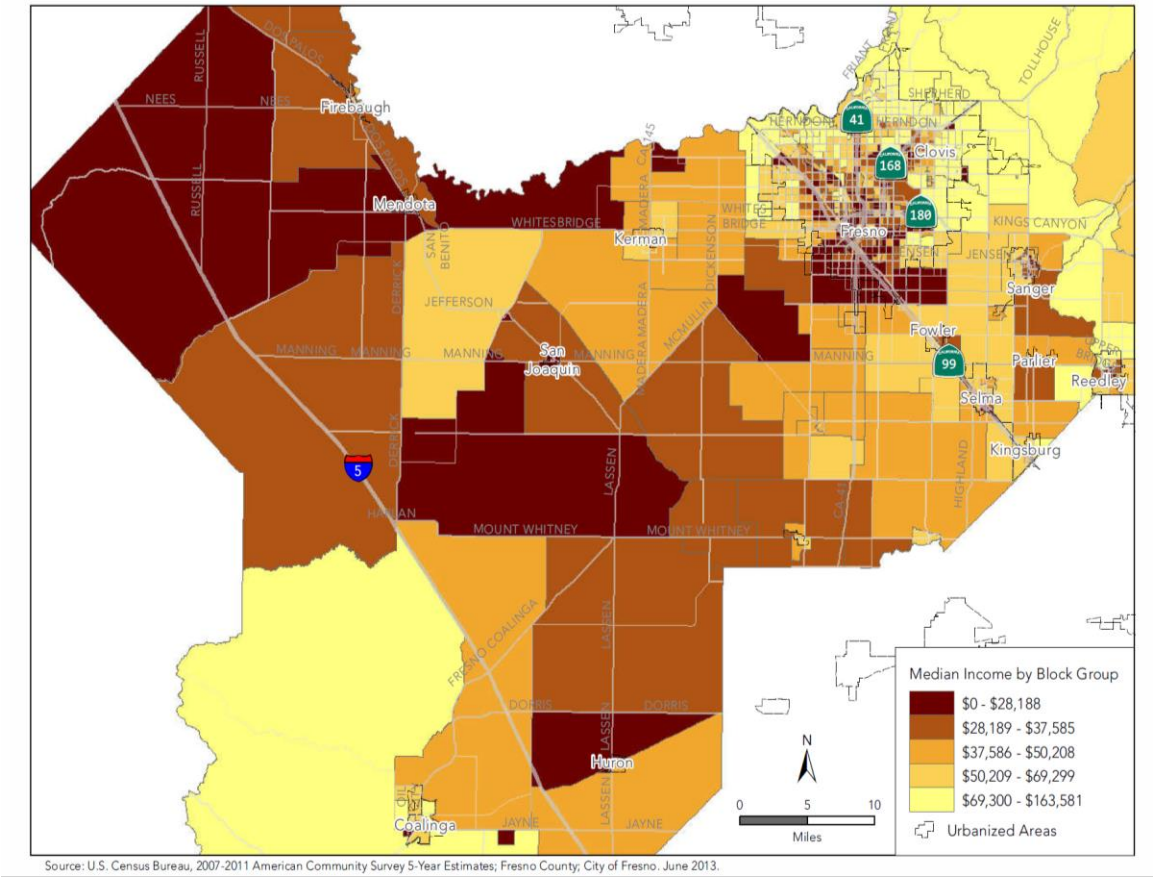
Amongst older adults, there was a 39% increase in the number of low-income persons from 7,526 to 10,459. In contrast to younger adults, older adults in poverty only represent 11.1% of the total older adult population. These may well be seniors who are aging-in-place on fixed-income.

Together, there are almost 130,000 individuals likely to struggle to keep vehicles operational and fueled, and will be more reliant upon public transportation and specialized transportation options.

Median Income

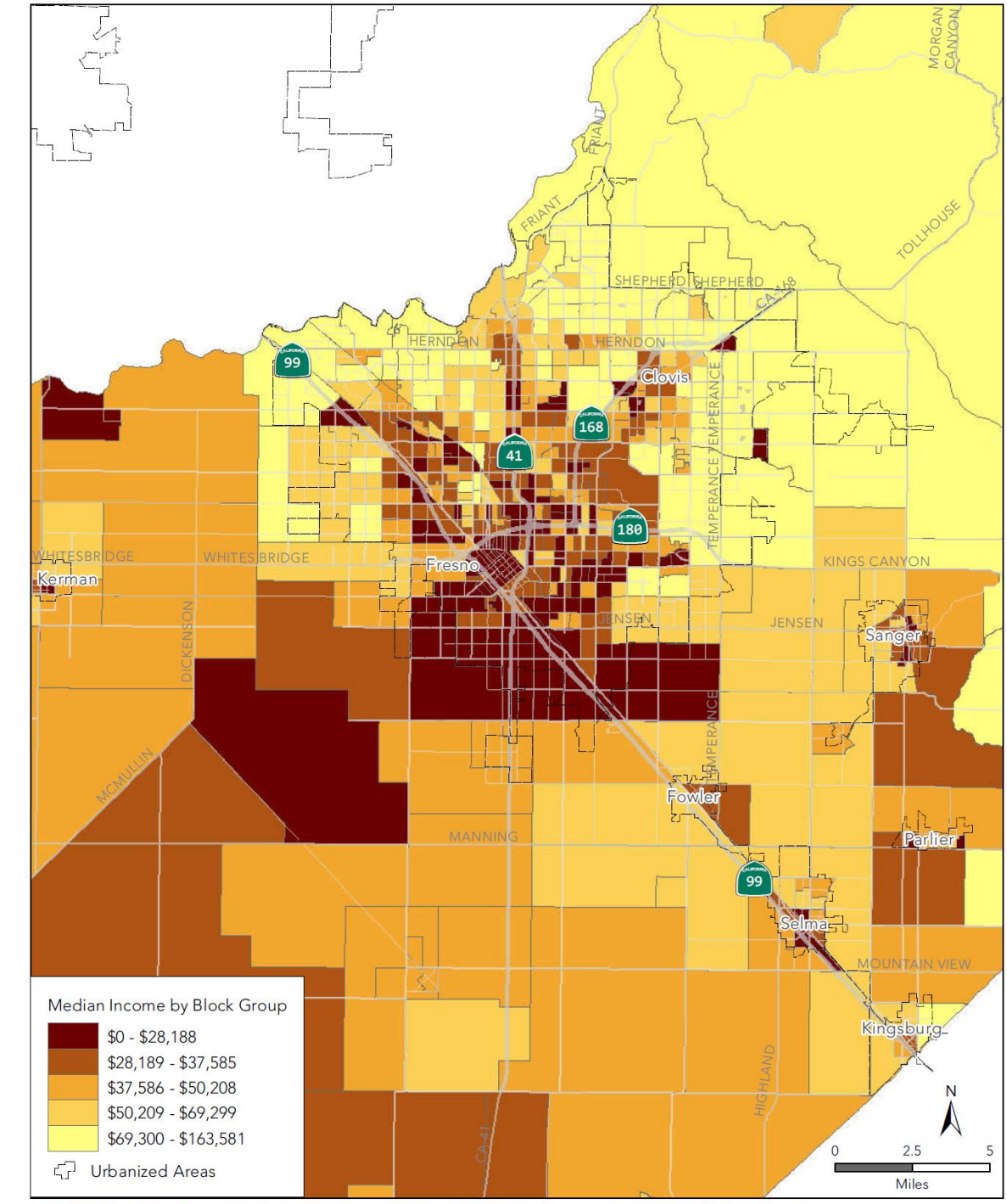
Median income for Fresno County residents is illustrated in Figure 3 below. For the rural parts of the county, the areas west of Mendota, south of San Joaquin, northwest of Kerman and the northern portion of Huron have the lowest incomes. This generally means that households in these areas earn less than $28,000 per year.

Figure 3 Median Income by Census Block Group – Fresno County



For the urbanized area of Fresno County, within the cities of Fresno and Clovis, Figure 4 below shows households with the lowest incomes have the highest concentration in the southern parts of Fresno. Income increases in the suburban areas on the west, north and east edges of the urbanized area.

Figure 4 Median Income by Census Block Group – Central Fresno County



Source: U.S. Census Bureau, 2007-2011 American Community Survey 5-Year Estimates; Fresno County; City of Fresno. June 2013.

Veterans

The nation's 22.6 million veterans are of continuing concern to Coordinated Plan processes. And many new veterans will be among the 1.4 million in active military duty who are or will be transitioning to civilian life as the military reduces the size of its ranks. In 2012 there were 44,149 veterans living in Fresno County, representing 4.7% of the total population and 6.7% of the population over age 18. The largest group of Fresno County veterans are of the Vietnam era, making up 35.7% of all Fresno County veterans. The remaining war era veteran populations range from 9.7% to 12.2% respectively, including World War II era veterans and the younger post 9/11 veterans. The non-war-era veterans make up almost 21% of all Fresno County veterans at 9,138 persons.

The US Census Bureau reported a 2012 veteran unemployment rate of 11.9% for Fresno County, 5 points higher than the national rate of 7%, and just under Fresno County's overall unemployment rate of 12.1%.

Market Research: Contrasting Gap Analysis Survey Sample with Coordinated Plan Target Populations

This subsection and the following two present the market research findings that were the primary research activities of the Gap Analysis and which inform this Coordinated Plan. To assist the reader, specific symbols are used to indicate the particular survey or interview effort of the Gap Analysis that is being reported[1]. These are:

☒ Survey of 573 transportation disadvantaged individuals

Key stakeholder interviews of 45 persons representing 28 organizations

E-survey of 600+ human service agency staff

☒ As noted previously, the survey of transportation disadvantaged populations was focused on individuals likely to belong to one of the groups described above and thus to suffer a transportation disadvantage. Individuals surveyed included persons living in communities throughout Fresno County and were diverse in terms of age and ethnicity. Following is a brief profile of the survey sample:

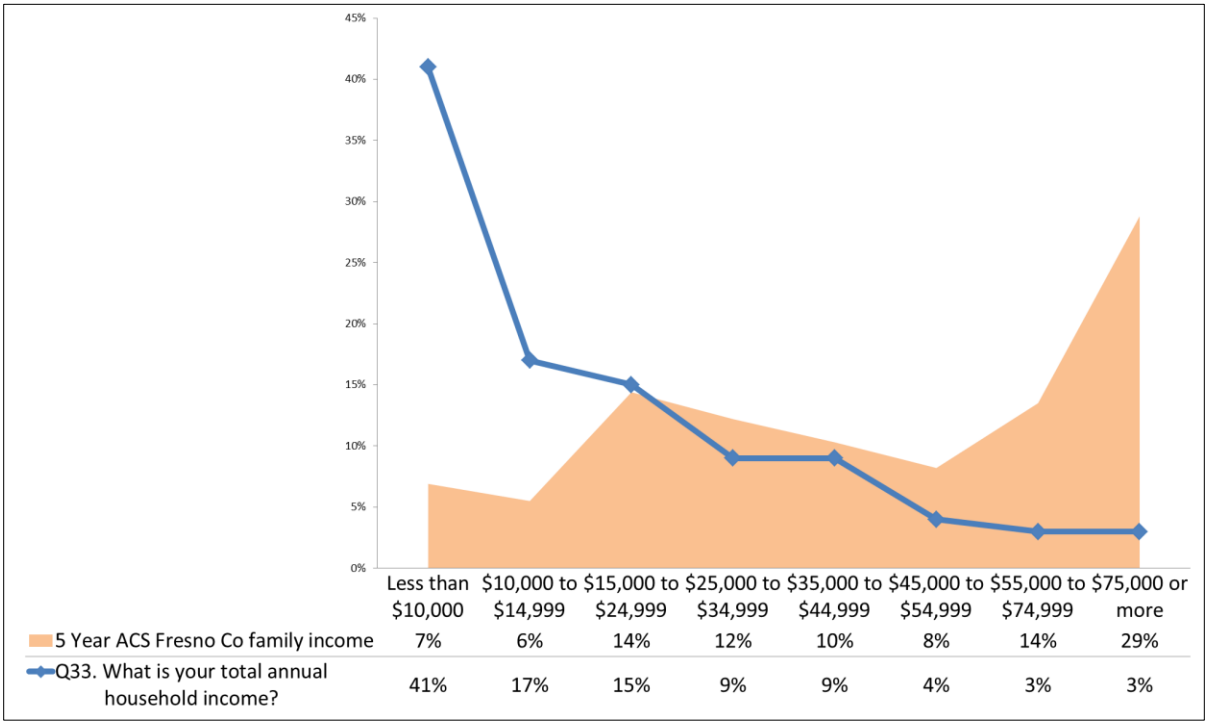
- 32% were employed full time or part time, 16% of respondents were students, and 57% were neither employed nor students.
- 60% of respondents were female, 40% male.
- 40% of respondents were 35 or younger, 33% were 35-59 and 27% were 60 or older.
- Respondents included a cross section of ethnicities including 46% Hispanic/Latino, 19% Asian, 18% Caucasian/White, 10% African American/Black and 6% Native American.

[1] Since this is a stand-alone document, relevant sections from Volume II, Research Report are reported here. However, for a more thorough reporting of the market research effort, readers should review Volume II.

- Respondents included individuals who speak a variety of languages – 52% English, 26% Spanish, and 16% Hmong – and who have varying levels of proficiency with English – 61% speak English very well, 16% well, 8% not well and 15% not at all.

One of the primary factors which characterize the transportation disadvantaged population is their low income. The income level of the survey sample was quite low compared to Fresno County's general population. This fact is illustrated in Figure 5 following, which compares the income distribution of Fresno County's population from the U.S. Census American Community Survey (beige area) to that of the survey sample (blue line).

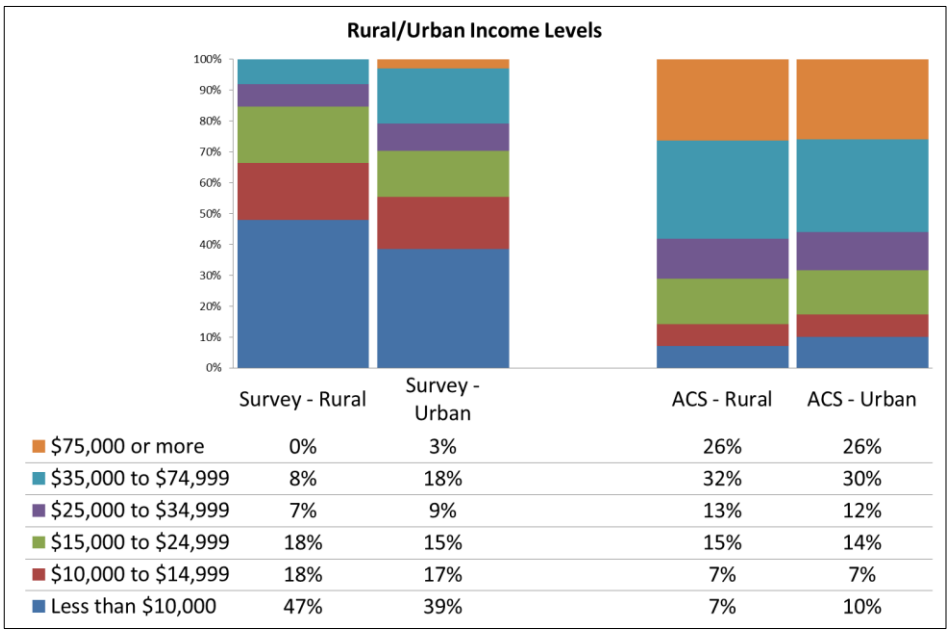
Figure 5 Income of Survey Sample Compared to Fresno County Population



	Less than $10,000	$10,000 to $14,999	$15,000 to $24,999	$25,000 to $34,999	$35,000 to $44,999	$45,000 to $54,999	$55,000 to $74,999	$75,000 or more
5 Year ACS Fresno Co family income	7%	6%	14%	12%	10%	8%	14%	29%
Q33. What is your total annual household income?	41%	17%	15%	9%	9%	4%	3%	3%

The majority of survey respondents (58%) had annual household incomes of under $15,000 compared to only 13% of the overall population that fall into this very low income group.

Figure 6 Income Differences between Rural and Urban Residents



	Survey - Rural	Survey - Urban	ACS - Rural	ACS - Urban
$75,000 or more	0%	3%	26%	26%
$35,000 to $74,999	8%	18%	32%	30%
$25,000 to $34,999	7%	9%	13%	12%
$15,000 to $24,999	18%	15%	15%	14%
$10,000 to $14,999	18%	17%	7%	7%
Less than $10,000	47%	39%	7%	10%

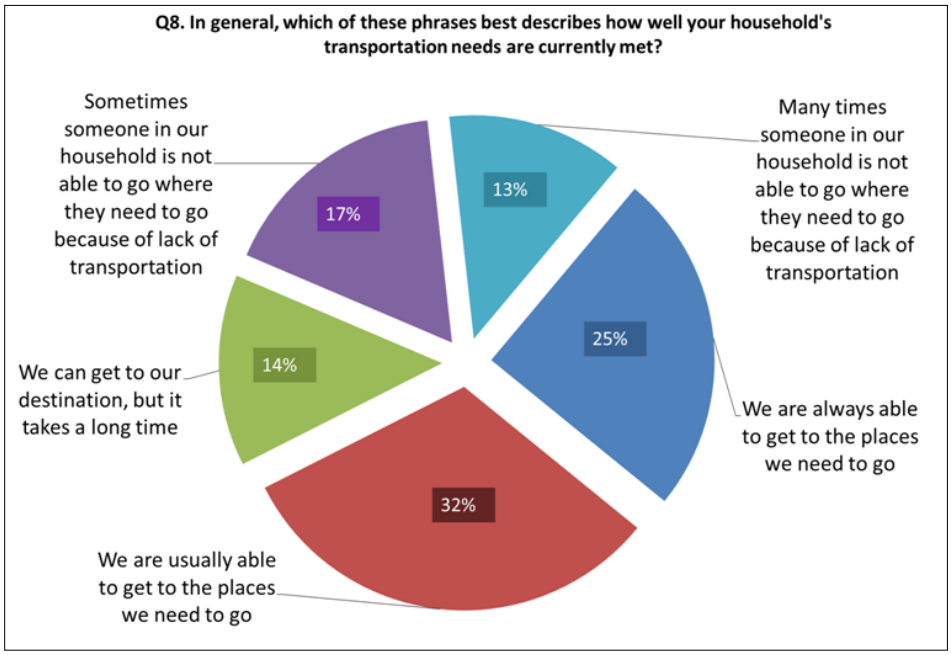
Fresno County's population includes two distinct segments – those who live in the Fresno-Clovis urbanized area and those who live in the widely dispersed rural communities. Figure 6 above compares the income distribution of rural and urban residents both from the survey sample and from the American Community Survey for the Fresno County population. Incomes are relatively comparable for the two populations within the County, with urban residents somewhat more likely to be in the lowest income category. Within the survey sample, rural residents were more likely to be in the lowest income category and less likely to have incomes above $35,000. However, it is clear that there are significant low-income populations in both rural communities and the Fresno-Clovis urban area.

Market Research: Four Measures of Transportation Disadvantage

Transportation disadvantage can be measured in a number of ways and survey questions sought to understand targeted Fresno County resident's experience of this. Transportation disadvantage can be measured as: 1) Perceived ability to get to the places one needs to go, 2) modal choice for making trips (based on the availability of a vehicle and licensed driver in the household), 3) proximity to a public transit stop or 4) the ability to utilize transportation services available.

1. Perceived Transportation Disadvantage

Figure 7 Perceived Transportation Disadvantage



☒ The survey of transportation disadvantaged populations explored all of these factors. However, it began by asking a question about perceived transportation challenges faced by the respondent and their household. The distribution of responses is shown at the right.

A quarter of respondents experience no transportation challenges – they say that they are always able to get to the places they need to go. Another 32% say they are usually able to get to the places they need to go. **So 57% of respondents feel their transportation needs are reasonably met.**

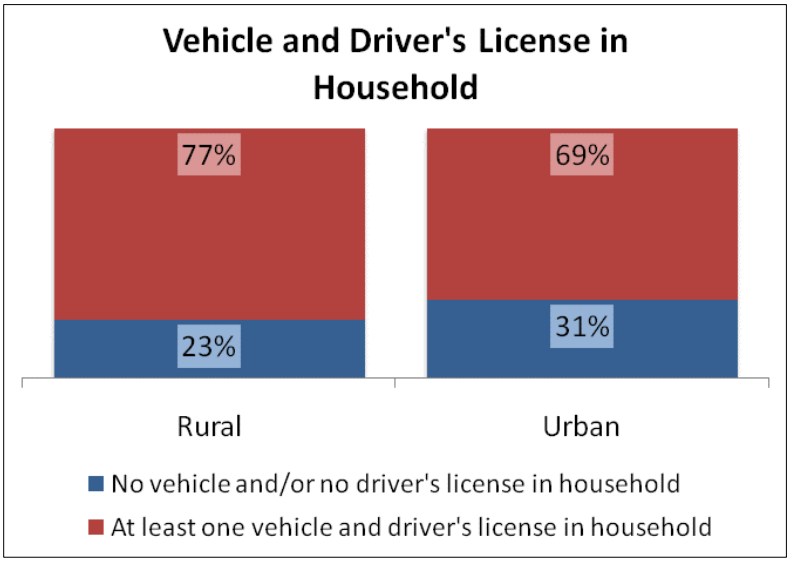
The other 43% of respondents face varying levels of difficulty getting to the places they need to go. Thirteen percent (13%) say that many times someone in their household is not able to go where they need to go because of lack of transportation, and another 17% say that this is sometimes the case. A final group, 14% of respondents, says that they can generally get to their destination but that it takes a long time.

The distribution of responses is very similar between rural and urban respondents. Neither group perceives itself to be significantly more disadvantaged than the other.

🚹 The option regarding "taking a long time" was included because it is a circumstance we heard a great deal about during the initial stakeholder interviews. For example, stakeholders noted that clients who needed to come from rural communities to Fresno for a brief medical or social service appointment had to spend an entire 10 hour day to do so travelling to the appointment, completing the appointment and then travelling home. Even within Fresno, it was noted that the need to transfer and unreliable transfer connections could make relatively short trips a lengthy undertaking.

2. Transportation Dependency

Figure 8 Vehicles & Drivers in Household



☒ Survey respondents were asked how many working vehicles were available for use in their household and how many licensed drivers there are. As Figure 8 at the right shows, 23% of respondents from rural communities and 31% from the urban area live in households which lack either a vehicle or a licensed driver.

Not surprisingly, these tend to be found primarily among the lowest income households. Among households with incomes of under $10,000, 48% lack either a vehicle or a licensed driver.

Another way to look at the option to drive is to compare the number of licensed drivers in the household to the number of available vehicles. The table at the right makes this comparison. Each cell represents the percent of the total sample with a specific combination of vehicles and drivers in their household.[2] We can sum the possibilities into three general categories:

Having Drivers and Vehicles Available to the Household

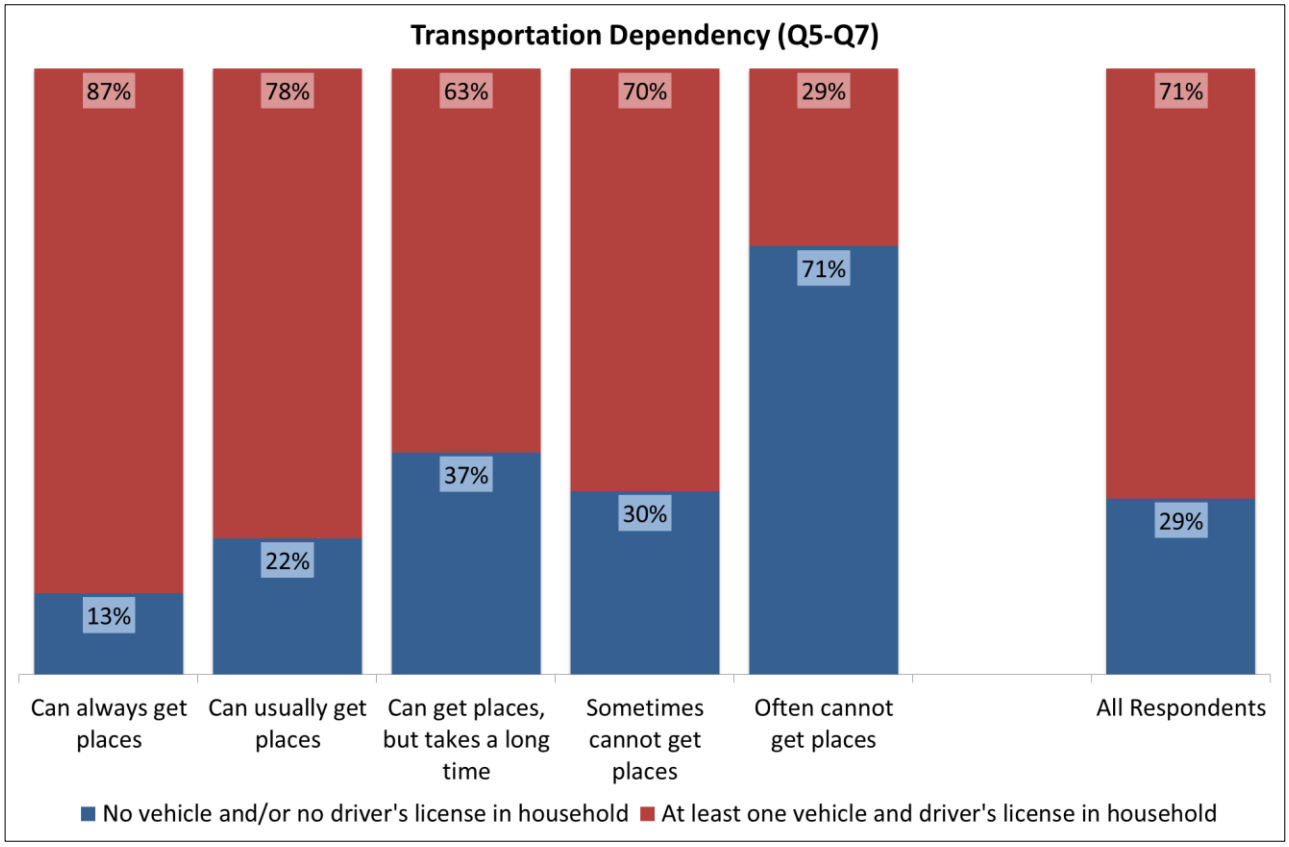
	Q6 Q7 Do you have a valid driver's license? How many others in the household have a valid driver's license?				
Q5 How many working vehicles does your hoousehold have use of?	**None**	**One lic driver**	**Two lic drivers**	**Three or more lic drivers**	Total
No vehicles	***12%***	***7%***	***3%***	***1%***	***23%***
One vehicle	***3%***	19%	13%	6%	**41%**
Two vehicles	***1%***	3%	10%	8%	**22%**
Three or more vehicles	*1%*	1%	4%	9%	**15%**
Total	***17%***	**30%**	**30%**	**24%**	**101%**

- ***Households with no vehicle or no licensed driver***. 28% of households fall into this category (the total of the blue cells above) and are thus relatively dependent on transportation services or rides with others.
- ***Households with fewer vehicles than licensed drivers.*** 27% of households fall into this category with 13% having two licensed drivers and one vehicle, 6% having three or more licensed drivers and one vehicle and 8% having three or more licensed drivers and two vehicles. These households share vehicles. Hence the option of driving exists, but not for everyone at once.

[2] The table sums to 101% due to rounding percentages to whole numbers. This is not significant.

- ***Households with at least one vehicle per driver***. 46% of households fall into this category – these households can be assumed to have the choice of driving to meet their transportation needs.

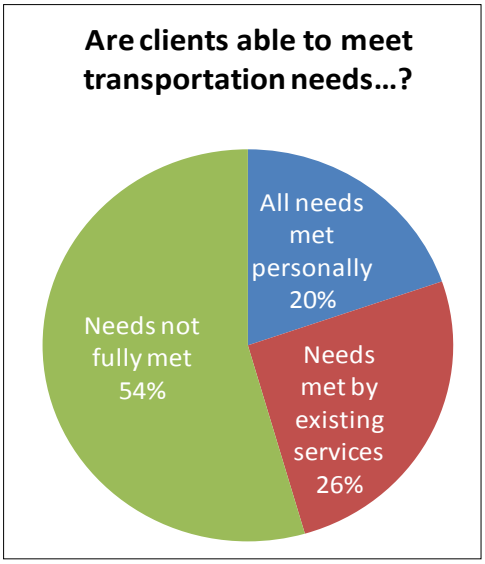
Figure 9 Transportation Dependency



☒ Figure 9 above combines the measures of Transportation Dependency and Perceived Disadvantage. Clearly those who say they often cannot get to the places they need to go are much more likely to be without a vehicle or licensed driver in the household (71%) than any of the other groups. Those who say they sometimes cannot get where they need to go or can get there but it takes a long time are also significantly more likely to lack a vehicle or licensed driver.

However, even among those who say they can always or usually get where they need to go, there are a significant number of persons who lack either a vehicle or driver's license. In the "Mode Usage" section, we will explore how these individuals travel.

Figure 10 Meeting Transportation Needs



The e-survey asked social service workers if their clients are able to meet all of their transportation needs either using personal transportation or with existing public and human service transportation services. Figure 10 depicts the twenty percent (20%) of respondents who said that all of their clients can meet their transportation needs personally, while 26% said they can meet them using existing transportation services. More than half of respondents (54%) said that they have clients who are not able to fully meet their transportation needs fully with personal transportation resources or existing transportation services. This perception of social service agency case managers is partly due to the lack of awareness of existing services that are available for their clients.

3. Access to and Awareness of Public Transit

Figure 11 Transit Access to Bus Stops

Urban - Rural Differences in Distances to the nearest Bus Stop

		Rural	Urban	All Respon-dents
Q20. Is the bus stop within walking distance of your home?	No, not in walking distance	47%	21%	30%
	Yes, in walking distance	53%	79%	70%
Q21 Minutes to bus stop if in walking distance	One to four minutes	7%	16%	14%
	Five to nine minutes	29%	28%	28%
	Ten to fourteen minutes	28%	29%	29%
	Fifteen minutes or more	36%	27%	29%

Bus Stop Access

Respondents were asked if they know the location of the public bus stop nearest their home and if that stop is within walking distance. Figure 11 documents that three-quarters (75%) of respondents said that they did know the location of the stop and 70% of those said it is within walking distance – generally within 15 minutes.

Forty-seven percent of rural respondents were not within walking distance of a bus stop compared to 21% of urban residents. 36% of rural respondents said it takes 15 minutes or more to walk to the bus stop compared to 27% for urban respondents.

Figure 12 Awareness of FAX Services

Q23. How familiar are you with FAX bus service in the Fresno area?	Rural	Urban
I don't know of such a service	49%	18%
I've heard of this service but have never used it	37%	19%
I've used this service at least once in the past six months	10%	27%
I use this service regularly	5%	36%

Urban Transit Awareness

All respondents were also asked how familiar they are with FAX. Figure 12 to the right shows the distribution of responses for rural and urban respondents. Among urban respondents, most people (82%) had heard of the service, and 63% had ridden at least once in the past six months. More than a third (36%) said they used FAX regularly.

Figure 13 Awareness of Rural Transit Services

Q24 and Q25. How familiar are you with…service in your local community?	Bus Service from your community to Fresno	Dial-a-Ride service in your home community
I don't know of such a service	32%	53%
I've heard of this service but have never	27%	31%
I've used this service at least once in the past six months	23%	10%
I use this service regularly	17%	6%

Rural Transit Awareness

As would be expected among rural respondents, there was lower awareness for FAX. About half were familiar with FAX (51%). Of that group, 37% had heard of FAX but never used it, 10% said they had used FAX at least once in the past month, while 5% said they use it regularly.

Rural residents only were also asked if they are familiar with bus service from their community to Fresno or Dial-a-Ride service in their home community. Figure 13 above shows how they responded. Two-thirds (68%) of respondents were aware of the rural bus routes and 40% had ridden the bus at least once. Seventeen percent said they use the rural bus routes regularly.

Awareness and usage was expectedly lower for the Dial-a-Ride services. Just under half of respondents (47%) had heard of the service. Sixteen percent had ridden at least once in the past six months and 6% said they are regular users of the Dial-a-Ride services.

4. Ability to Use Transit

☒ Various barriers limit an individual's transportation options. These include ***disabilities*** that prevent a person from driving or using public transportation, as well as ***non-physical barriers*** such as language or fear or concerns about safety.

Respondents were asked if anyone in their household has one of various types of physical disabilities. Seventy percent (70%) said that no one in their household had any of the disabilities described.

Figure 14 shows the percent of respondents in each "perceived disadvantage group" and for the overall sample that said that someone in their household faces each of these mobility challenges.

Vision impairments that prevent one from driving were the most commonly cited disability (15%). Use of a mobility device and a disability that keeps one from getting to the bus stop were each cited by 9% of the respondents. Only 6% of respondents said that someone in their household has a disability that prevents them from using public transit independently. There is not a strong relationship between having a disability and perceived transportation disadvantage.

Figure 14 Disabilities Among Household Members

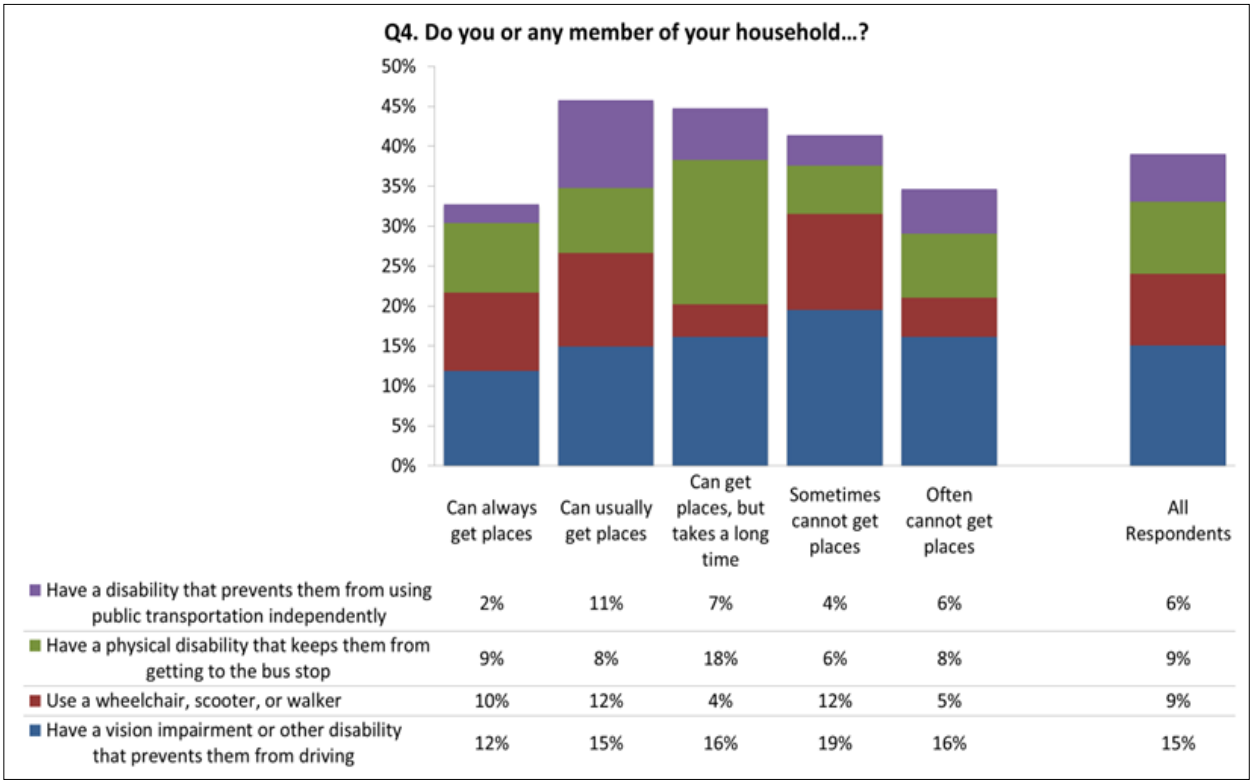
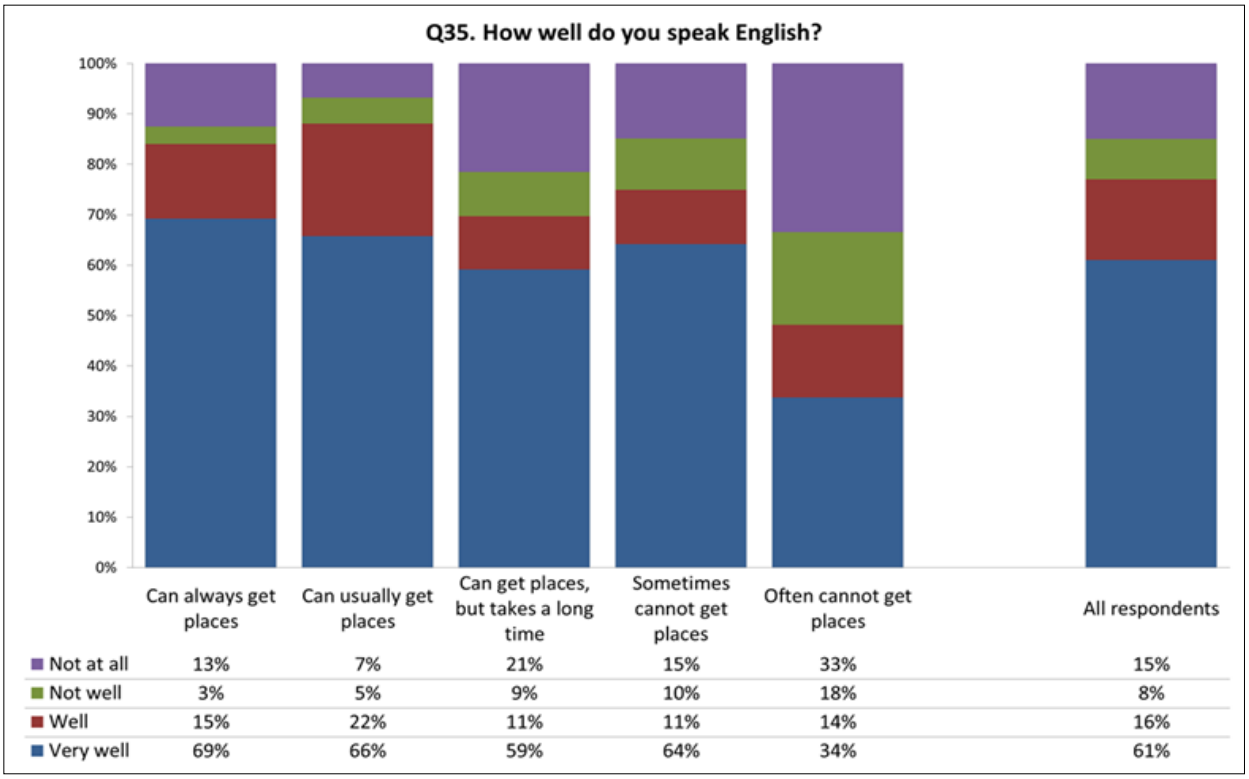


Figure 15 English Proficiency



☒ Another barrier to using public transit is ***limited English proficiency***. Figure 15 above compares the English proficiency of respondents in each of the "Perceived Disadvantage" groups and for all respondents. Those who experience difficulty getting places are much more likely to speak English "not well" or "not at all".

Respondents were also asked what language they speak at home. Respondents who say they often cannot get places are particularly likely to speak Hmong.

🧍 Stakeholders commented on a number of barriers that they believed kept people from using public transportation. These included:

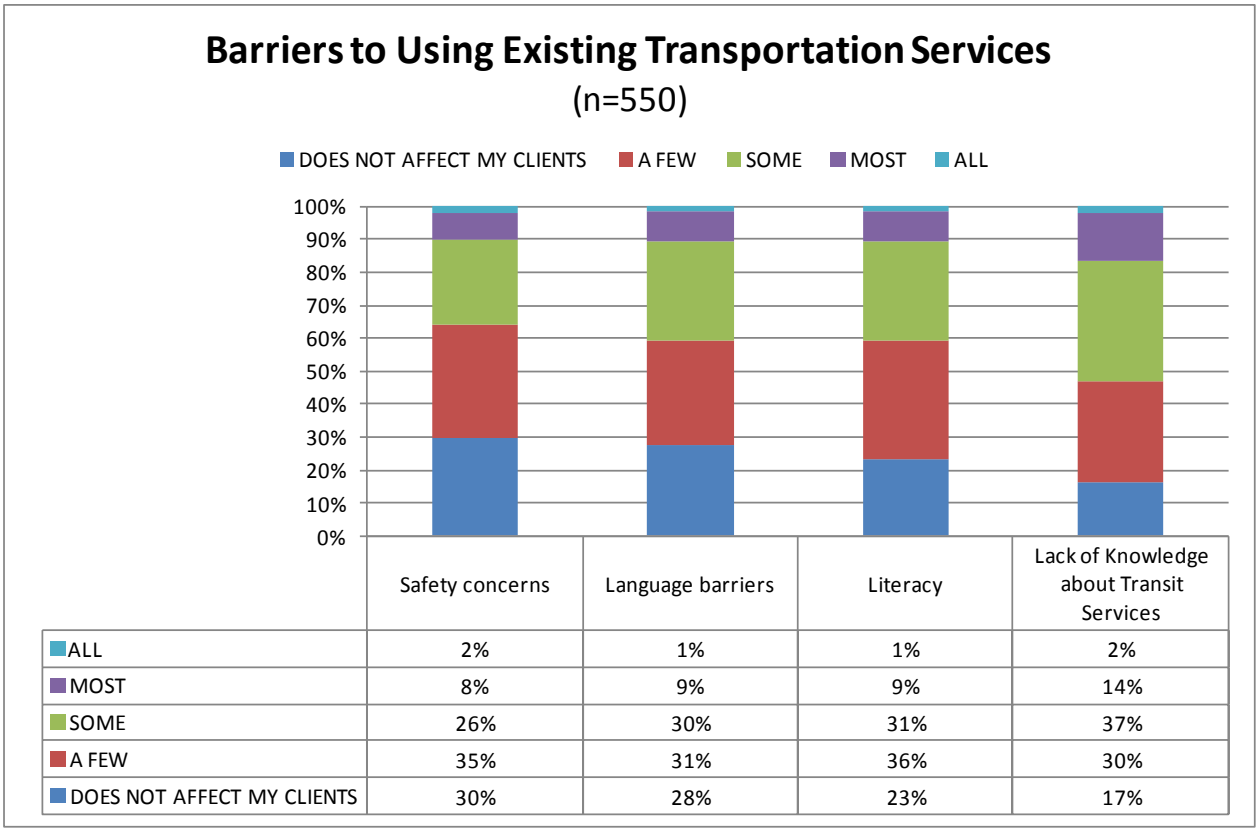
- ***Excessive travel time and limited schedules*** are often a barrier to utilization of fixed route services. This was true in both rural areas and in Fresno.
- ***Safety*** was an issue for many stakeholders – primarily concerns about safely walking to and waiting at the stop for youth and elderly persons.
- ***Limited English proficiency and literacy*** were seen as barriers for many potential transit users.

Lack of transportation information may be the greatest barrier to use of existing services. Repeatedly we encountered stakeholders who were not familiar with the innovative transportation services that have been implemented in Fresno County. Simultaneously, these agencies told us that they and their

clients are confused even by the existing service network of which they are aware – both rural and urban.

Social Service workers who participated in the e-survey were asked about the various barriers identified through the stakeholder interviews. Figure 16 below shows the distribution of answers to the question "For how many of your clients do the following barriers prevent them from accessing the available public and human services transportation options?"

Figure 16 Barriers to Use of Existing Transportation Services



	Safety concerns	Language barriers	Literacy	Lack of Knowledge about Transit Services
ALL	2%	1%	1%	2%
MOST	8%	9%	9%	14%
SOME	26%	30%	31%	37%
A FEW	35%	31%	36%	30%
DOES NOT AFFECT MY CLIENTS	30%	28%	23%	17%

Safety concerns (primarily with getting to or waiting at bus stops) were raised in several stakeholder interviews. In the e-survey, 36% of respondents said that safety concerns impact some to all of their clients (some 26%, most 8%, all 2%).

Forty percent of respondents to the e-survey said that ***language barriers*** prevent some to all of their clients from accessing transit services. The primary languages spoken by clients are Spanish and Hmong. However, respondents also cited smaller pockets of Punjabi, Vietnamese, Armenian, Russian and several other languages.

Limited English Proficiency (LEP) is more prevalent in rural areas. Among e-survey respondents who work primarily with rural clients, they report an average of 53% of their clients who have LEP. Among those working primarily with urban clients, the mean percent reported is 38%.

Literacy is another major language related barrier. 40% of respondents to the e-survey said that literacy is a barrier for some to all of their clients (some 31%, most 9%, all 1%).

The most prevalent barrier cited by social service workers is ***lack of information about transit services***. As Figure 16 above shows, among respondents to the agency e-survey, 16% said lack of information is a barrier for most (14%) or all (2%) of their clients, while another 37% said it is a barrier for some.

Market Research: Existing Travel Characteristics of the Survey Sample

Travel Patterns of Target Population

☒ ***Work and School Trips***

Survey respondents were asked their community of residence, where they travel for work or school (if applicable) and where they most recently traveled for medical services. This section will address the travel patterns for these two critical types of trips.

Figure 19 at the right looks at the distribution of work or school destinations among rural and urban respondents, and for the total weighted sample.

Figure 17 Work or School Destinations

Q15. Work or School Destination	Rural Respondents	Urban Respondents	Total Sample
Fresno	14%	79%	60%
Clovis	0%	9%	6%
Auberry	18%	0%	5%
Coalinga	1%	0%	0%
Firebaugh	2%	0%	1%
Fowler	1%	0%	0%
Huron	6%	1%	3%
Kerman	5%	1%	2%
Kingsburg	1%	0%	0%
Mendota	4%	1%	2%
Orange Cove	4%	0%	1%
Parlier	21%	1%	7%
Reedley	5%	1%	2%
San Joaquin	5%	3%	4%
Sanger	7%	1%	3%
Selma	4%	0%	1%
Other	3%	2%	2%

If we look at only the rural respondents who are employed or students, we find that the vast majority of work and school destinations are NOT in the urban area but in various other communities throughout the county. The largest concentrations of work and school destinations are in Parlier (21%) and Auberry (18%) for these rural respondents.

Medical Trips

Figure 18 presents the distribution of destinations for the respondent's most recent medical appointment – for urban respondents and rural respondents.

Figure 18 Medical Destinations

Q17. Medical Destination	Rural Respondents	Urban Respondents	Total Sample
Downtown Fresno	23%	27%	26%
NE Fresno	5%	28%	23%
NW Fresno	1%	16%	13%
SE Fresno	3%	12%	10%
SW Fresno	4%	8%	7%
Clovis	4%	8%	7%
Reedley	19%	0%	19%
Selma	15%	0%	15%
Coalinga	12%	0%	12%
Parlier	7%	0%	7%
Kerman	6%	0%	6%
Sanger	5%	0%	5%
Orange Cove	5%	0%	5%
Firebaugh	4%	0%	4%
Kingsburg	4%	0%	4%
Hanford	4%	0%	4%
Huron	4%	0%	4%
Mendota	3%	0%	3%
Dinuba	2%	0%	2%
Fresno	2%	0%	2%
Madera	2%	0%	2%
San Joaquin	1%	0%	1%
Other	1%	0%	1%

Urban respondents get their medical care at locations throughout the Fresno-Clovis urban area, with destinations somewhat concentrated in downtown and Northeast Clovis.

On the other hand, rural respondents are most often (62%) getting their medical care outside of Fresno. Reedley (19%), Selma (15%) and Coalinga (12%) were the most often cited rural locations.

This finding indicates that rural health clinics are somewhat reducing the need for individuals to travel to Fresno. However, most specialty care is still likely to occur in the urban area and in fact 39% of rural respondents said their last medical appointment was in Fresno-Clovis, mostly (23%) in downtown Fresno.

In the e-survey of Social Service Workers, the need for transportation to medical appointments in Fresno was the most frequent transportation challenge for clients in rural areas. It was cited as a need for some to all of their clients by 60% of the social service respondents.

Work, College and Training Trips

The need for transportation to jobs, college and training programs in Fresno was nearly as prevalent. 52% of e-survey respondents said that transportation to jobs in Fresno is a need for some to all of their clients, while 48% said that transportation to college or training programs was a need.

While the survey of transportation disadvantaged populations shows that there is a significant amount of travel among the rural communities, stakeholders and social service workers believed that the majority of the transportation challenges within Fresno County involved trips within Fresno and from rural communities to the urban area.

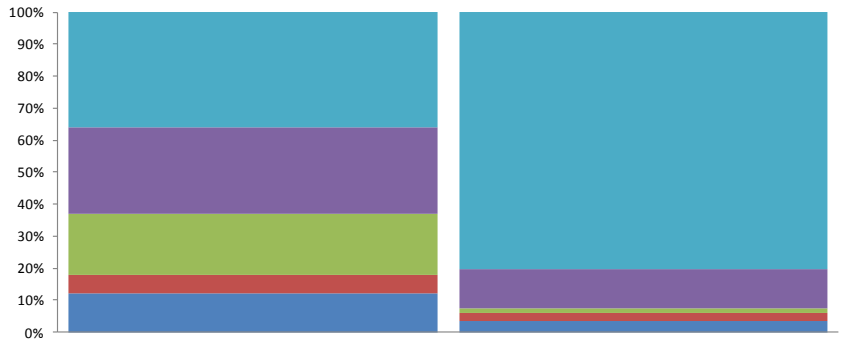
Current Mode Usage

Respondents were asked two questions about how they currently travel. One, if they were employed or students, they were asked how they most often travel to work or to school. Secondly, all respondents were asked how they had traveled to their most recent medical appointment.

Figure 19 below looks at the various ways respondents travel to work and compares this to the American Community Survey (ACS) for journey to work among the Fresno County population.

Figure 19 Commute Mode Compared to ACS

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



	All Employed Respondents	ACS
Drive alone	36%	80%
Drive/ride with other passengers (carpool, vanpool)	27%	12%
Ride the bus (FAX, Rural Transit or Clovis Stageline or Dial a Ride)	19%	1%
Walk	6%	2%
Other*	12%	4%

*Ride in a social service program bus or van (3%, such as EOC or CVRC), Bike (6%), Other (3%)

Just over a third (36%) of respondents drive alone to work. This is less than half the rate of driving alone found among the general population (80%).

Most of the difference is found among riders who carpool and those who use public transit. More than a quarter of respondents share a ride (27%) – either driving others or getting a ride with others. This is twice the level of carpooling found among the general population. Nearly one in five (19%) use public transit to get to work - making them 19 times as likely to use transit to commute as the general public.

A significant number walk (6%) or bike (6%) to work, while 3% use social service transportation.

Figure 20 Mode to Work or School

	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
Ride the bus***	10%	15%	31%	13%
Use Dial-A-Ride*	2%	2%	1%	0%
Ride in a social service program bus or van**	2%	2%	3%	4%
Drive alone	14%	37%	0%	32%
Ride in a Vanpool	12%	2%	13%	10%
Get a ride with someone (carpool)	14%	16%	13%	15%
Drive with other passengers (carpool)	0%	14%	0%	16%
Walk	33%	3%	31%	4%
Bike	12%	7%	0%	4%
Take a Taxi	0%	0%	6%	0%
Other	0%	5%	1%	4%

*Rural Transit, HandyRide or Clovis Roundup **Such as EOC or CVRC ***FAX, Rural Transit or Clovis Stageline

We noted previously that a number of respondents from households that lack a vehicle or a licensed driver nevertheless say that they can usually or always get to the places they need to go. Figure 20 above looks at the modes these individuals use for work and school trips. The first two columns show the modes used by individuals who said they can always or usually get where they need to go. The yellow column shows people who lack a vehicle or driver's license in the household while the green column includes those who have at least one vehicle and driver.

In the yellow column, among those lacking a vehicle/driver, a third (33%) walk to work or school, while a quarter (26%) carpool or vanpool. Note that 14% say they drive alone – despite having no vehicle or license in their household. Presumably they drive someone else's vehicle or drive without a license. Among this group that feel their transportation need are reasonably well met, only 10% use public transit.

The third (pink) and fourth (blue) columns in Figure 20 show the modes used by individuals who feel their transportation needs are not as well met – they say there are some or many times when someone in their household cannot get where they need to go, or that they are able to go but it takes a long time. The pink column includes individuals with no vehicle or licensed driver in the household, while the blue column includes those in households with at least one vehicle and driver.

Among the group lacking a driver (pink) in Figure 20, 31% walk and a similar number (31%) ride the bus. Twenty-six percent get a ride or vanpool and 6% use a taxi. They are using a variety of alternate modes of travel, however these modes are not meeting all of their trip needs.

Figure 21 below provides a similar analysis for medical trips. Since this question was asked of all respondents (rather than just those who were employed or students), it includes a wider sample.

Among groups without the option of driving (yellow and pink), large shares (47% and 40%) used public transit (bus or Dial-a-Ride) for their most recent medical appointment.

Figure 21 Mode to Medical Appointments

	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

The highest level of bus ridership is among those who say they have challenges getting where they need to go and lack the option of driving (pink column). Among this group, 34% used the bus for their last medical appointment. Among the group who can get where they need to go without a vehicle (yellow), 28% rely on the bus to get to medical appointments. For those individuals with self-reported transportation challenges in getting around who do have a vehicle/driver in the household (blue), 21% rode the bus to their last appointment.

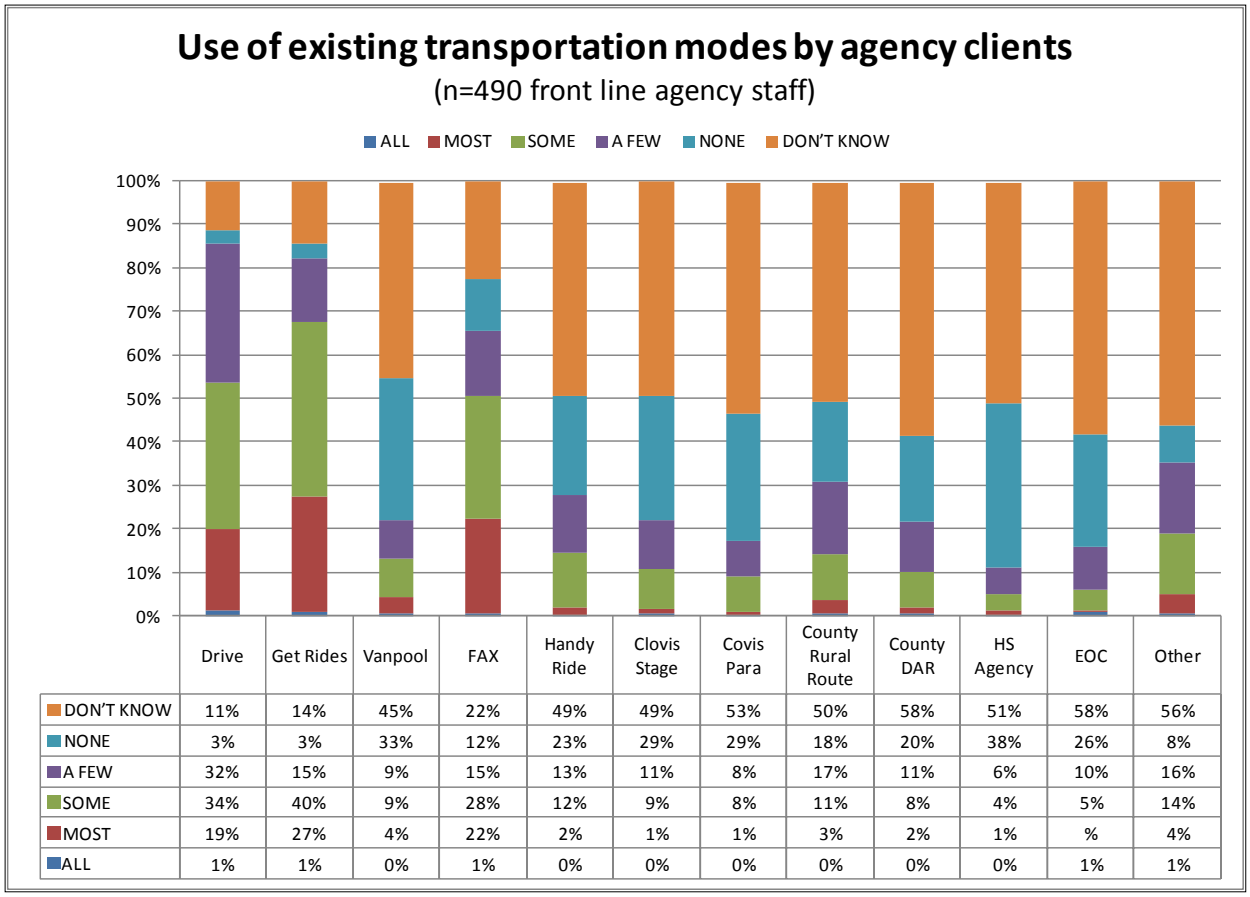
The highest level of Dial-a-Ride usage (19%) is among those who lack the option of driving but say that they can generally get where they need to go. Much smaller percentages of the respondents facing transportation challenges either with or without vehicles/drivers (pink and blue columns) use Dial-a-Ride.

In the e-survey of front line Social Service Workers, respondents were asked about the transportation modes used by their clients. Figure 22 below shows their estimates of how many of their clients use each mode. The most common mode appears to be getting a ride: 28% of respondents said most or all of their clients get rides, while 40% said some do. The next most common modes are FAX and driving alone with fairly similar numbers.

As with commuting to work and school, there is a high level of ridesharing for medical trips. A quarter or more of each group indicated that they got a ride to their last medical appointment. Among the segments without a vehicle/driver, a third got rides.

When it came to utilization of public transit services and human service transportation, half or more of the respondents said that they didn't know if clients used these transportation modes.

Figure 22 Mode Use by Social Service Clients



	Drive	Get Rides	Vanpool	FAX	Handy Ride	Clovis Stage	Covis Para	County Rural Route	County DAR	HS Agency	EOC	Other
DON'T KNOW	11%	14%	45%	22%	49%	49%	53%	50%	58%	51%	58%	56%
NONE	3%	3%	33%	12%	23%	29%	29%	18%	20%	38%	26%	8%
A FEW	32%	15%	9%	15%	13%	11%	8%	17%	11%	6%	10%	16%
SOME	34%	40%	9%	28%	12%	9%	8%	11%	8%	4%	5%	14%
MOST	19%	27%	4%	22%	2%	1%	1%	3%	2%	1%	%	4%
ALL	1%	1%	0%	1%	0%	0%	0%	0%	0%	0%	1%	1%

Market Research: Transportation Subsidies

In the e-survey of social service agencies, more than half of respondents said that their agency provides tickets or passes to clients, as indicated in Figure 23. To a much lesser extent, agencies also provide mileage reimbursement or other auto related transportation assistance.

☑ It was noted through the Inventory, that with the exception of CTSA services, the provision of bus tickets or passes, and sometimes mileage reimbursement is commonly reported by human service agencies as the manner in which they assist with their consumers' mobility difficulties.

Figure 23 Transportation Support Provided by Agencies

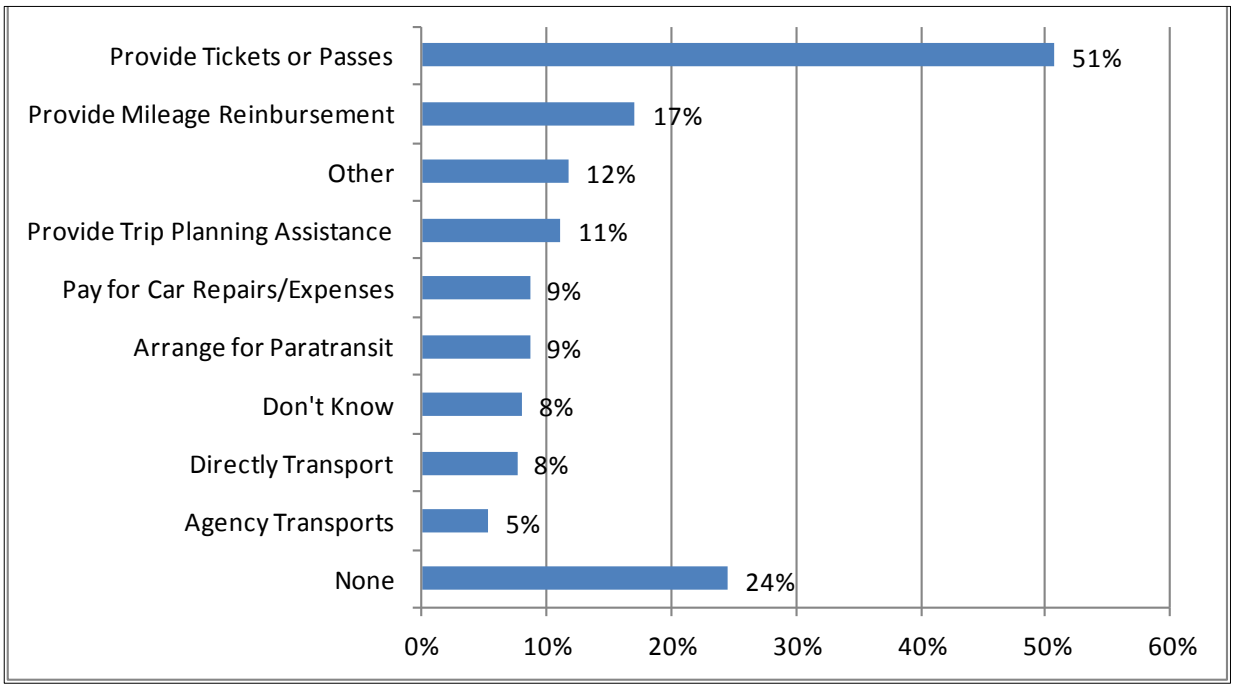
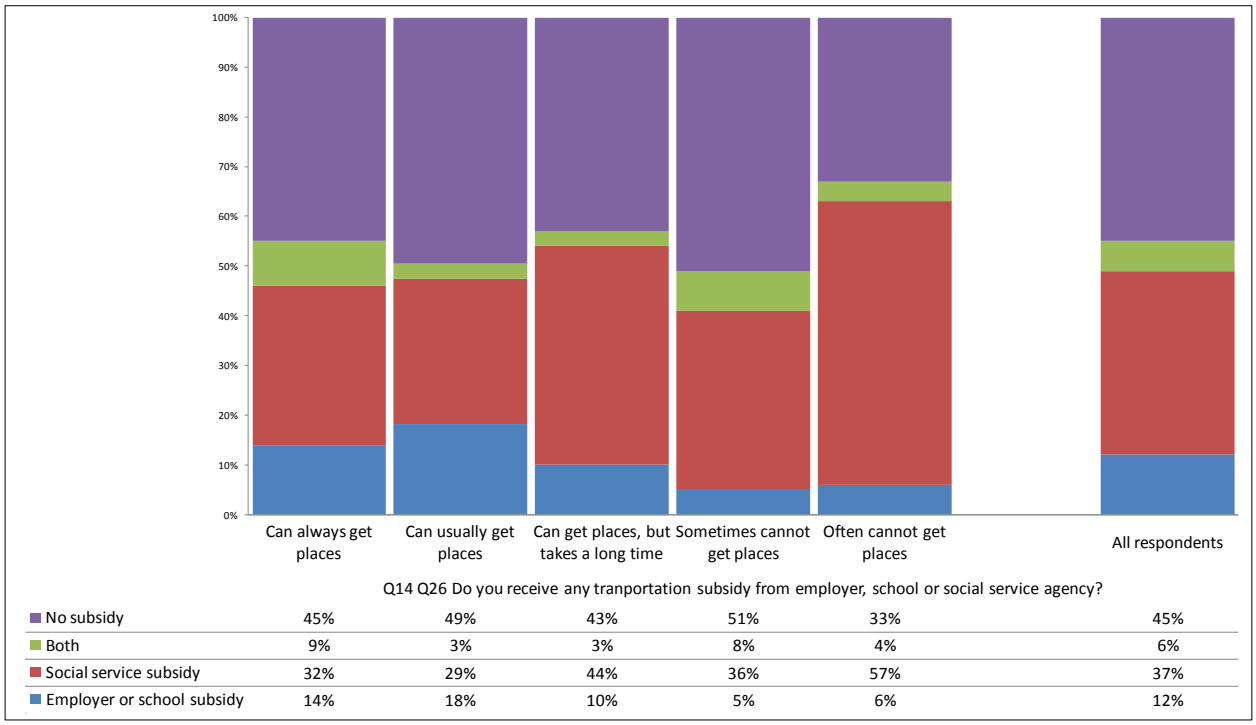


Figure 24 Transportation Subsidies Received



☒ This high level of agency subsidy of transit fares was also reflected in the survey of transportation disadvantaged populations.

More than half (55%) of respondents said they receive some type of transportation subsidy from an employer, school or social service agency. Figure 24 above shows the distribution of subsidies by perceived transportation disadvantage. Bus passes and tokens were the most common types of subsidy received cited by consumer respondents.

Those who can always or usually get where they need to go are more likely to be receiving subsidies from employer/school or from both employer/school and a social service agency. Of course, we saw earlier that they are more likely to be employed so this makes sense.

Those who say they often cannot get where they need to go are the most likely to be receiving a social service agency subsidy (57%) or a subsidy of any kind (67%).

Market Research: Getting Transit Information

☒ Knowing about the transportation services available is an important aspect of access to transportation. Respondents to the intercept survey of likely transportation disadvantaged individuals were asked how they currently get information about transit services and how they would like to get it.

Figure 25 Transit Information Sources: All

Transportation Disadvantage and How People Currently Seek Transit Information

	Q8. In general, which of these phrases best describes how well your household's transportation needs are currently met?					
Q29. If you need information about public transportation services, how do you currently get it?	Can always get places	Can usually get places	Can get places, but takes a long time	Sometimes cannot get places	Often cannot get places	All respondents
I've never tried to get public transit information	31%	27%	9%	18%	17%	23%
I use the internet	22%	28%	24%	14%	12%	21%
I ask a friend or family member	13%	14%	20%	39%	23%	20%
I call the transportation agency	18%	14%	14%	12%	5%	14%
I look in the phone book	10%	10%	15%	9%	6%	10%
I ask a bus driver	4%	4%	12%	15%	14%	8%
I use the system's printed passenger guide	11%	1%	7%	7%	10%	7%
I ask a social service provider, case worker or social worker	3%	2%	6%	3%	8%	4%
Other	4%	8%	6%	5%	10%	6%

Figure 26 Transit Information Sources: Urban Vs. Rural

How Urban and Rural Transportation Disadvantaaged Persons Currently Seek Transit Information	Urban / Rural Differences in seeking transit information		
Q29. If you need information about public transportation services, how do you currently get it?	Rural	Urban	All respondents
I've never tried to get public transit information	32%	20%	23%
I use the internet	17%	23%	21%
I ask a friend or family member	24%	19%	20%
I call the transportation agency	15%	13%	14%
I look in the phone book	15%	9%	10%
I ask a bus driver	2%	10%	8%
I use the system's printed passenger guide	2%	8%	7%
I ask a social service provider, case worker or social worker	4%	4%	4%
Other	1%	8%	6%

Figure 25 above shows the distribution of how respondents currently get information based on their perceived level of disadvantage. Figure 26 to the right compares the information sources of rural and urban respondents. Note that the columns may sum to more than 100% as individuals could choose more than one source.

Among those who have attempted to get information (more than three quarters of all respondents), the most cited sources were the internet (21%) and word of mouth (20% family and friends, 4% social service agency).

The three transportation disadvantaged groups are more likely to be relying on word of mouth sources – including family and friends, social service agencies and bus drivers. This may be partially the result of language or literacy barriers.

Among urban respondents the internet was more utilized (23%). Rural respondents are most likely to rely on word of mouth (24% family and friends, 4% social service agency). Three other sources vie for second place – the internet (17%), calling the transportation agency (15%) and the phonebook (15%). Only 2% of rural respondents and 8% of urban respondents rely on printed passenger information.

Preferred Methods to Obtain Information

The next set of tables look at how respondents say they would prefer to obtain transit Information. First, Figure 27 considers this issue in relation to the perceived transportation disadvantage categories. Figure 28 compares rural and urban respondents.

Figure 27 Desired Transit Information Sources: All

Transportation Disadvantage and How People Would Prefer to Obtain Transit Information

Q30. How would you like to get information about public transit services?	Q8. In general, which of these phrases best describes how well your household's transportation needs are currently met?					
	Can always get places	Can usually get places	Can get places, but takes a long time	Sometimes cannot get places	Often cannot get places	All respondents
By calling the transit agency on the telephone	21%	17%	27%	12%	8%	17%
In printed materials such as bus schedules or maps	17%	21%	13%	22%	23%	19%
On the internet	26%	36%	24%	13%	11%	24%
Displays or signs at the bus stop	9%	8%	9%	11%	23%	11%
From a social service provider, case worker, social worker or employer	7%	10%	10%	18%	12%	11%
From friends or family	21%	8%	17%	25%	23%	17%

Figure 28 Desired Transit Information Sources: Urban Vs. Rural

Preference for Seeking Transit Information

Q30. How would you like to get information about public transit services?	Urban / Rural Differences in seeking transit information		
	Rural	Urban	All respondents
By calling the transit agency on the telephone	22%	16%	17%
In printed materials such as bus schedules or maps	25%	18%	20%
On the internet	25%	24%	24%
Displays or signs at the bus stop	9%	11%	11%
From a social service provider, case worker, social worker or e	4%	13%	11%
From friends or family	15%	18%	17%

The internet continues to be the preferred source for the largest group of respondents (24%), however 19% say they would like to get information from printed maps and schedules. Many respondents would like to continue getting information from someone they know: 17% from family and friends and 11% from a social service agency or employer. Seventeen percent would like to get information by calling the agency, while 11% opted for displays at the bus stop.

Those in the two transportation disadvantage groups that cannot always get where they need to go are more likely to prefer word of mouth sources, printed materials and displays at the bus stop.

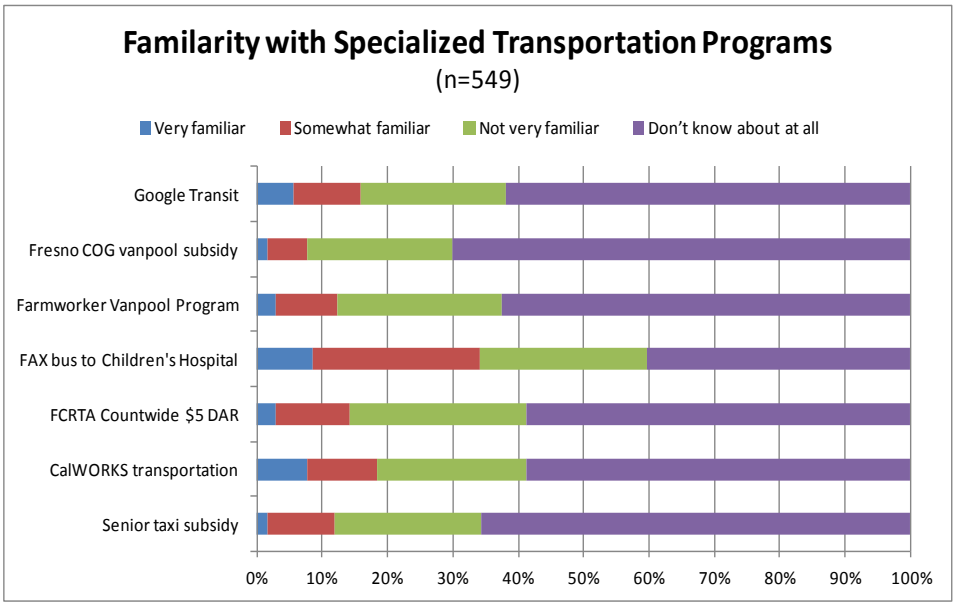
Rural respondents split their preferences primarily between the internet (25%), printed materials (25%) and calling the transit agency (22%). Urban respondents were equally likely to say the internet (24%) but were more diverse in their other choices.

Input from Stakeholder Interviews

- Repeatedly we encountered stakeholders who were not familiar with innovative transportation services that have been implemented in Fresno County.

- Simultaneously, these agencies told us that they and their clients are confused even by the existing service network of which they are aware – both rural and urban.

Figure 29 Agency Familiarity with Transportation Programs



The e-survey of front line social service workers reinforced the findings of the stakeholder interviews with social service managers and others.

As the chart at the right shows, most front line social service agency staff respondents working directly with transportation disadvantaged populations did not know about many of the excellent mobility options available in Fresno County.

Among respondents to the agency e-survey, 16% said lack of information is a barrier for most (14%) or all (2%) of their clients, while another 37% said it is a barrier for some.

Summary of Fresno County Mobility Needs, Services and Gaps

This rich array of findings leads to a series of thirteen concluding statements regarding the mobility needs, services and gaps of Fresno County persons who are transportation disadvantaged. These summary statements provide the basis for the direction presented in the balance of this Coordinated Plan.

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

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, in Bakersfield the GET service area had 15.9 annual transit trips per capita and Sacramento Regional Transit had 13.6 annual trips per capita.

3. **There is heavy utilization of public transit and carpooling among the study population.** In the intercept survey, 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% who drove alone in the general population according to Census figures. 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 sometimes 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.

4. **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 agency 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.

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.

   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% stated 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.

   Even among those with incomes below $10,000, a slight majority (53%) have at least one vehicle and a driver's license in the household. With incomes of $25K or more, only 6% of households had 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% + 28%) there are likely to be times when a vehicle is unavailable to meet ones needs.

9. **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 does 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 to those without the option of driving themselves as public transit** – 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 on 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, 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.

    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 have 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.

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% of our study sample, but 51% of the most transportation disadvantaged group. Hmong speakers are particularly challenged. They made up 16% of the sample, but 38% of the most disadvantaged group.

    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, the primary and secondary research of the Gap Analysis evidences a very strong foundation of mobility services in Fresno County. The effort to develop these services has been nationally recognized for mobility management practices and rural connectivity. The transportation disadvantaged populations in Fresno County rely heavily upon these services, although a variety of factors can make utilization difficult. A top priority must be sustaining the existing array of mobility services available. For addressing the mobility gaps evidenced through this research, further priority must be placed on providing additional information tools and the human resources necessary to connect the culturally and language diverse transportation disadvantaged populations in Fresno County to the wide array of mobility services available.

4. Coordination Opportunities to Address Gaps—Strategies of Response

This Chapter defines five goals and fourteen strategies derived from the overall Mobility Needs and Gap Analysis work effort and particularly the twelve statements presented at the end of Chapter 3. These goals and strategies provide a roadmap for coordinated initiatives and other activities by which to address Fresno County's mobility needs and gaps.

Coordinated Plan Goals

Five goals are presented, based upon the previously documented outreach and analysis efforts and by which to address the mobility concerns of Fresno County's transportation disadvantaged populations.

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.

In the following sub-sections, each goal is described in relation to key findings that support it. Relevant strategies are proposed by which each goal can be realized.

Additional details on individual strategies are included in Volume IV, Appendix 5, Strategies Working Paper.

Goal #1 Maintain and Strategically Expand Public and Human Service Transportation

As documented in Chapter 3, Fresno County has high levels of public and human service transportation, pointing to the importance of maintaining and expanding these services where feasible. In FY 2012/13, Fresno County realized 17.9 trips per capita countywide and within the FAX service area the figure is even higher with 23.9 trips per capita.

It is very important to retain and support the service levels that already exist in Fresno County. This is a first priority. Many individuals currently rely on both public transportation and human service transportation to meet their mobility needs.

Strategy #1: Retain and Strategically Enhance Existing Public Transportation Services

Objective and Purpose

There is a need to retain and strategically enhance existing public transportation services. There have been a number of planning studies in the Fresno County Metropolitan Area (FCMA) as well as the rural portions of the County that are already working towards implementing this strategy. The recently adopted Short Range Transit Plans for both FAX and FCRTA are designed to achieve this strategy. The ongoing FCMA Public Transportation Strategic Service Evaluation is designed to enhance public transportation service in the urbanized area. Plans for Bus Rapid Transit will improve the directness of travel and improve travel times along the Blackstone and Ventura/Kings Canyon corridors. Supporting and implementing the recommendations of these studies is of critical importance in retaining and strategically enhancing public transportation service levels.

Market Research Findings

The Gap Analysis research effort pointed to the heavy utilization of public transportation services among transportation disadvantaged populations.

- In the intercept survey targeted to individuals likely to be transportation disadvantaged, 19% utilize public transportation compared to the 1% countywide in the 2010 Census and American Community Survey (ACS) data.
- Among groups without the option of driving but self-reporting that they were able to get to the places they needed to go, 47% used public transit (bus or Dial-a-Ride) for their most recent medical appointment.
- The highest level of bus ridership is among those who say they have challenges getting where they need to go and lack the option of driving. Among this group, 34% used the bus for their last medical appointment. Among the group who can get where they need to go without a vehicle, 28% rely on the bus to get to medical appointments. Even among those with transportation challenges who do have a vehicle/driver in the household, 21% rode the bus to their last medical appointment, well above the Census-reported 1% utilization rate for work trips.
- The highest level of Dial-a-Ride usage (19%) is among those who lack the option of driving but say that they can generally get where they need to go.

- Stakeholders told the consulting team that the travel times needed to utilize public transportation, particularly in combining a rural and urban trip, were excessive, commonly double the drive-alone time and more.

- The Fresno County Department of Social Services purchases about $700,000 annually on bus passes and tokens from public transportation providers in Fresno County, also reflecting high levels of utilization of public transit by their clientele.

Strategy #2: Retain, Support and Improve Human Service Transportation

Objective and Purpose

In addition to the extensive network of public transportation service, there is an important array of human service agency transportation that is provided in Fresno County. It is also of critical importance that these services continue to be supported and sustained in Fresno County.

Market Research Findings

- In the intercept survey of the transportation disadvantaged population, about 3% of the population utilized a social service program bus or van for their trip to work of school. For those individuals who reported having challenges getting around and had no car or license, the percentage was 4%.

- The survey of social service agencies found that of the 490 front line staff responding, 10% reported that ***a few*** clients utilized human service agency transportation, while 4% reported ***some*** and 1% reported that ***most*** of their clients utilized human service agency transportation. Chapter 2 documents that the Fresno County Economic Opportunity Commission (FEOC) operated a total of 440,000 annual trips.

Strategy #3: Continue to utilize FTA 530 grant funding for procurement of replacement and expansion vehicles and related equipment by non-profit and public agencies serving mobility needs of low income, seniors and disabled persons.

Objective and Purpose

Regular replacement and strategic expansion of vehicles for transportation programs for the elderly and disabled through the FTA 5310 program has been an important priority of the Fresno Council of Governments that serves as the Regional Transportation Planning Agency for Fresno County. Given the extensive network of both public and human service agency transportation, it is very important that the Fresno Region continue to secure high scores in both the Statewide rural and Urbanized Area FTA 5310 call for projects. There are upcoming changes to the FTA 5310 process that are highlighted below.

Historical Background

In FY 2012/13, two applications were received by the Fresno Council of Governments for the Statewide FTA 5310 Program. Fresno Area Express (FAX) applied for $533,900 to replace eight buses and purchase 3 radio units. The Fresno Economic Opportunities Commission (FEOC) applied for $599,824 to replace eight buses and purchase forty-six computer tablets. The applications were scored and recommended by the Fresno County Social Services Transportation Advisory Council. Scores ranged from 94 to 99 points. The applications were forwarded to Caltrans for consideration and scoring by the California Transportation Commission.

The California Transportation Commission utilized project scoring criteria and a State Review Committee consisting of representatives from the State Departments of Rehabilitation, Development Services, and Aging and Transportation. A 15-member advisory committee made up from individuals from the Regional Transportation Agencies, state and local service agencies, CalACT, and Caltrans and Commission staff provided a statewide ranked list of projects for adoption by the CTC.

Both the FEOC and FAX applications score very highly in the statewide prioritized list and the CTC recommended funding for both the FEOC and FAX applications.

Changes to FTA 5310 Process Based on MAP-21 Guidelines

With the release on June 6, 2014 of new Section 5310 program guidance (FTA C 9070.1G), there are substantive changes in project eligibility and in the processes for application for Section 5310 funding.

Funds can be provided for capital or for operating projects that support overall program purpose. The new regulatory guidance provides grant funding for capital and operating projects that address one of four areas:

1. Public transportation projects for seniors and persons with disabilities where public transportation is insufficient, inappropriate or unavailable.
2. Public transportation projects that go beyond the Americans with Disabilities Act (ADA) requirements.
3. Public transportation projects that improve access to fixed route and decrease reliance on complimentary paratransit.
4. Alternative transportation projects that assist seniors and persons with disabilities.

Eligible entities continue to be private non-profit organizations or are state or local governmental entities that are approved to coordinated services for seniors and persons with disabilities or who can certify that there are no non-profit organizations that are readily available to provide transportation. Other entities, such as private taxi operators or commercial transportation providers can be

subrecipients responsible for the delivery of services.

Further Discussion of the MAP-21 changes related to the Section 5310 program are included in Chapter 6, to help guide applicants and prospective applicants in developing successful applications.

Application for and Granting of Section 5310 Funds under MAP-21

As of this writing, grant application and award procedures are still being determined but it is expected that there will be two general grant processes:

1. ***For rural Fresno County***, Caltrans will be releasing a Call for Projects on an annual or biennial process for grants serving the rural and non-urbanized areas of the State of California, including rural Fresno County. Caltrans will determine the evaluation criteria and processes on their website.

2. ***For the urbanized Fresno area,*** a Call for Projects will be released by the Fresno Council of Government on an annual or biennial basis for the apportionment received for the Fresno urbanized area.

Strategy #4: Retain, Support and Expand Vanpool Program

Objective and Purpose

Expand the FCRTA-CalVans partnership for 90 new vanpools to job training sites, community colleges, and work sites that employ low income workers over a five-year period. Utilize a portion of the new FTA 5307 funds generated by new vanpools for vanpool vehicle replacement and a public education campaign.

Historical Background

There has been tremendous success with vanpools in Fresno County, and this strategy would build upon this extremely successful foundation. CalVans provides vanpool services in collaboration with FCRTA and Fresno County. In 2014, CalVans is operating a network of 54 farmworker vanpools and 139 commuter vanpools, representing 1,616 daily trips within, to or from Fresno County. The agricultural vanpool program has finally gained acceptance by the growers. CalVans now has more than 75 vanpools that receive vouchers from their employers to cover the total cost of their trip. Both the general and agricultural vanpool programs are exemplary examples of filling mobility gaps not being served by traditional transit.

In particular, FCRTA has been an extremely valuable partner in this endeavor. Over the past several years, FCRTA purchased 70 vanpools for utilization by Fresno County residents. This purchase of the vans allowed CalVans to lower the monthly rate paid by rider over what they had been required to pay the normal monthly lease/purchase cost of a new van. Coupled with incentives from the San Joaquin Air Pollution Control District and Measure C in Fresno County, the growth in vanpools in Fresno County has

been quite impressive as show in Figure 30. The number of CalVans vanpools in Fresno County has grown from 138 in 2007 to 193 in 2014.

Figure 30 Growth in Fresno County Vanpools

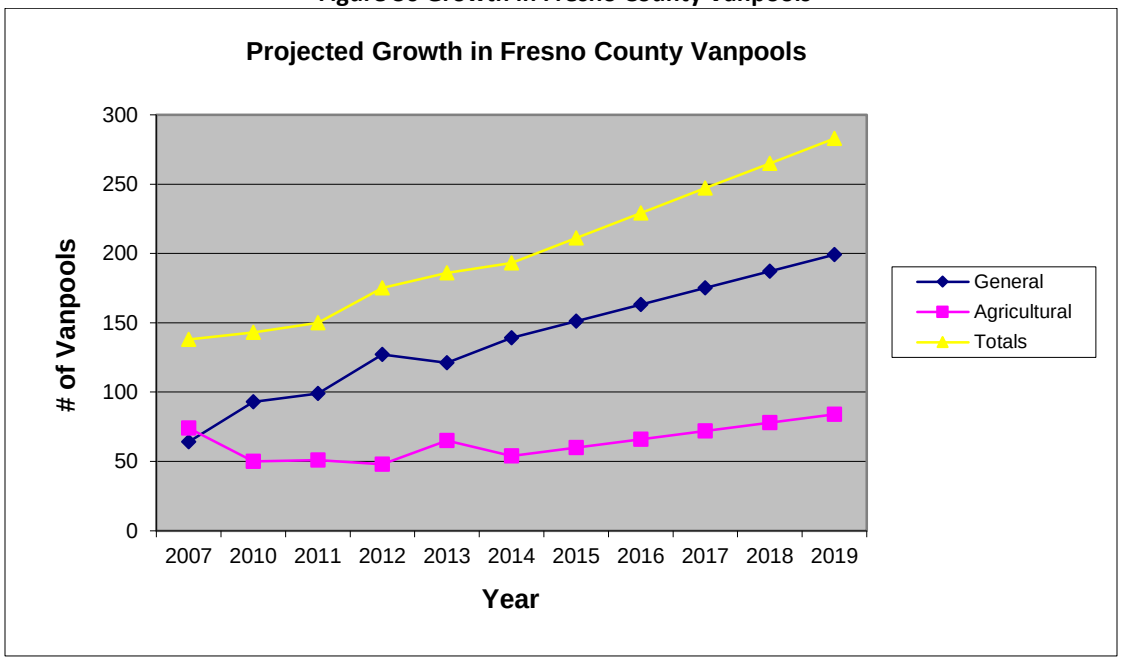


Figure 30 also shows the anticipated growth in vanpools over the next five years. There is untapped potential for increasing vanpools in Fresno County. In consultation with CalVans staff, it is projected that increasing the number of vanpools by 18 each of the next five years is an achievable objective.

Measure C in Fresno County provides significant incentives to form and maintain vanpool groups. An agricultural vanpool can receive up to $30 per day or $150 per week in subsidy support. A general vanpool group can receive $600 a month for the first year and $300 per month the second year. The San Joaquin Valley Air District provides $30 monthly vouchers for any rider in its eight county region. The vouchers are good for three years and represent a $1.2 million subsidy to San Joaquin Valley vanpoolers.

The growth of vanpools has contributed significantly to an increase in 5307 funding for FAX. This is achieved by reporting vanpool miles in the NTD database by CalVans. In FY 2011, with 150 vanpools on the road, $557,000 in FTA 5307 monies derived from vanpool miles in Fresno was apportioned to FAX. By 2013, with a total of 186 vanpools serving Fresno, FTA monies derived directly from vanpool miles increased to $1,874,819[3]. The amount of FTA 5307 funding derived from vanpools expected to receive by FAX is estimated to be approximately $2,500,000 in 2014.

[3] Source: Federal Transit Administration, Table 3A, FTY FY 2013 Section 5307 Operating Assistance Special Rule, under the column "FY 2013 Maximum Amount of Section 5307 Apportionment from Vanpool Reporting."

Market Research

The survey of the transportation disadvantaged population found that vanpools have had overall very good market penetration. Of the intercept survey of the transportation disadvantaged population, of the respondents who are employed or students, 6% currently ride in a vanpool. Combined carpools and vanpools represented 27% of trips.

Despite the significant growth in vanpools, there was generally very little knowledge about the vanpool option. Of the 549 social service agency staff who work directly with transportation disadvantaged populations, 70% did not know about the Fresno COG vanpool subsidy and another 20% were not very familiar with the subsidy program. A little more than 60% of the social service agency personnel were not familiar with the farmworker vanpool program and another 25% were not very familiar with the program. Overall, there is a need for better information access on vanpool opportunities to these front line staff of social service agencies that work with transportation disadvantaged populations.

Institutional Partners and Agency Responsibility

This strategy is to add another 90 vanpools for low income workers over the next five years. It would continue to build upon the existing partnerships that currently exist and are described above.

The proposed strategy is to invest new FTA 5307 monies back into the vanpool program by purchasing 90 vanpools over a five-year period with the new FTA 5307 monies. Each new vanpool is estimated to generate slightly more than $16,000 in additional FTA 5307 funds for FAX every year the vanpool exists. This assumes a shorter vanpool distance due to market incentive, with an average commute distance of 80 miles round trip. The new FTA monies would be provided to an established vanpool vendor to provide the vanpool service. It would also utilize monies to develop a public education campaign to promote vanpools in Fresno County.

The strategy to increase 90 vanpools over the next five years will take advantage of the existing incentives available. The benefits of having the vehicle purchased in combination with the $600 incentive the first month is significant as illustrated by Figure 31. The table assumes that the vehicle is purchased by a public entity and the $600 per month start-up cost for the first year is applied. With the $30 Air District voucher also included, an average 12-person vanpool with a 60 mile round trip would only have an $18 per month commute cost. When the $600 per month Measure C subsidy is through, the same trip would cost $68 monthly for the same 60 mile round trip. A 40 mile round trip without the Measure C subsidy would be $50 monthly with the air district voucher.

Figure 31 Vanpool Seat Costs with Public Entity Vanpool Purchase, $600 Measure C Incentive, 60 Mile Round Trip

Monthly cost per rider:

# of riders in Vanpool	Initial cost per Rider	Air District Voucher	Out of Pocket Cost
7	83	30	53
8	73	30	43
9	65	30	35
10	58	30	28
11	53	30	23
12	48	30	18
13	45	30	15
14	41	30	11
15	39	30	9

Proposed Revenues and Costs

The purchase of 90 vanpools with a vanpool public education campaign provides the means of leveraging funding that is generated in the region by adding additional vanpools and re-investing the monies generated in lower vanpool user costs. This expands the market for vanpools to shorten distance commutes within Fresno County. It should be stressed that the proposal utilizes the funding generated by NEW vanpools and does not take away the increased FTA 5307 monies that vanpools have added to FAX over the past several years. Figure 32 shows that the utilization of new FTA 5307 monies to purchase 90 vanpools and $500,000 for a public education campaign to promote vanpools would have a five year cost of $3.2 million. However, the addition of 90 vanpools would generate an estimated $4.3 million in additional FTA 5307 monies to the Fresno region over a five-year period under current Federal funding practices. This conservatively assumes that each new vanpool has an average of 80 miles round trip.

Figure 32 Estimated Vanpool Costs and Revenues

	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 2018/19	Total
No. vanpools purchased	18	18	18	18	18	90
Unit Price	$ 28,510	$ 29,366	$ 30,247	$ 31,154	$ 32,089	
Estimated Annual Captial Cost	$ 513,187	$ 528,583	$ 544,440	$ 560,774	$ 577,597	$ 2,724,581
Public Education Camaign	$ 150,000	$ 75,000	$ 75,000	$ 125,000	$ 75,000	$ 500,000
Total FTA 5307 monies utilized	$ 663,187	$ 603,583	$ 619,440	$ 685,774	$ 652,597	$ 3,224,581
Estimated FTA monies generat	$ 288,288	$ 576,576	$ 864,864	$ 1,153,152	$ 1,441,440	$ 4,324,320

Goal #2 Enhance Mobility Information and Education

Unlike traveling in a private vehicle, use of public transportation requires a significant amount of understanding, planning and coordination by the rider. This includes:

- Understanding of what transportation services are available, when they operate and how to access them;
- Planning to arrange appointments and destinations around the services that are available;
- Coordination of various systems – demand response and fixed route – to be able to get where you need to go, when you need to be there.

These represent significant challenges for transportation disadvantaged individuals – a population characterized by limited literacy, high levels of limited English proficiency and the attendant problems of limited income levels. Even for well-educated individuals, such as social service providers and human service agency personnel, lack of familiarity with public transit can make understanding and utilizing a diverse set of transportation services difficult.

Information Topics Considered

Current Information Resources and Initiatives in Fresno County

An individual seeking to navigate the wide array of transportation services available in Fresno County would need to consult an equally wide array of information sources. For example:

- **FAX and Handy Ride** – Information about FAX and Handy Ride is available on the City of Fresno website. Printed route guides and a system map are available for FAX. FAX is part of Google Transit. Bus stops are signed, but no additional information is provided at the stop. While the FAX website includes information about the Clovis routes, it does not reference the rural routes.
- **Clovis** – Information about Clovis Stageline and Roundup is available on the City of Clovis website and is incorporated into the FAX website and materials. The Clovis website has a "quick link" to the FAX website. Clovis also prints an all-inclusive passenger guide for their services. Clovis routes are not included in Google Transit. Bus stops are signed.
- **FCRTA** – The FCRTA website ruraltransit.org provides information about its array of demand response and fixed route services. General information is provided in both English and Spanish. However the website is extremely dated and not user friendly. The rural transit routes have recently been integrated into Google Transit though there is no indication of this on the website. Printed information regarding the various services is extremely limited and not widely distributed. Some bus stops are designated by shelters; however most bus stops are not signed, nor is other information provided at the stop.

- **Fresno COG - Measure C Programs** – information about the Measure C programs (ridesharing, vanpools, and taxi scrip programs) are provided on the Fresno COG website and also on two dedicated websites – Taxiscrip.org and Valleyrides.com – which can be found by searching.

- **Fresno County Transportation Guide** – In the past the COG has produced a comprehensive and bilingual Fresno County Transportation Guide. This has not been published since 2008 and the information is no longer current. However, the COG is currently working on a smaller pocket guide that will provide information about all available transportation services without actual schedules.

- **Fresno Economic Opportunities Commission (FEOC)** - **Contract Services** – FEOC operates specialized transportation services for CalWORKs, Head Start and other social service programs. It is not clear how eligible users learn about these services. Information is not readily available on the FEOC or the organization websites.

In addition to these existing information resources, a number of additional information tools are in development and will be implemented in the near future:

- Fresno Council of Governments has developed a pocket guide that will provide an introduction to the array of public transportation services available to Fresno County residents.

- FAX will be providing real-time information by bus top number via Interactive Voice Response (IVR) and on their website. This information will be available for FAX services only and will initially be available only in English. However, their plan is to expand the system to include Spanish.

- FAX will also be implementing a Trip Planner (in addition to Google Transit). This trip planner will initially be limited to FAX service, but FCRTA, Clovis and FAX are collaborating to incorporate the rural and Clovis routes into the trip planner.

- FAX will also be implementing an IVR system for Paratransit Reservations on Handy Ride.

- FCRTA has indicated an intention to develop an improved website for the rural services.

Nowhere is there a single resource that will help transportation disadvantaged residents or a social service worker working with a transportation disadvantaged individuals understand the array of transportation services that have been implemented in Fresno County for the trip they need to make. The Fresno County Transportation Guide was an excellent attempt at providing a comprehensive transportation guide but was not maintained. It is being replaced by FCOG by a soon to be released pocket guide that will provide an overview of services, but will not include schedules. Hence a "transportation seeker" will need to consult multiple websites or make multiple phone call to get information on when a bus will arrive at their bus stop and what connections are needed to get to their final destination. They'll need to consult another website for mobility management services (if they

know these exist), and they will be on their own for finding social service or private transportation providers.

Even after extensive study, it is difficult for this consulting team to fully understand the details of all of the services provided. Expecting a social service provider or user to discover it all on their own is unrealistic. Hence services are not fully utilized and needs are not fully met simply because of an information gap.

Given the already extensive array of mobility services available in Fresno County, the least expensive coordination strategies that can be implemented involve closing the "information gap" so that transportation disadvantaged individuals and the social service agencies that work with this population are aware of and have easy access to information about these services.

Market Research Findings

As a result of the factors described above, lack of information or understanding is often a significant barrier to utilization of the extensive array of transportation services operated within Fresno County. This was clearly demonstrated in the market research effort which had three key findings relating to transit awareness and information.

1. 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.

2. 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 that fill important needs.

3. Limited English proficiency increases the likelihood of being transportation disadvantaged. Among the most transportation disadvantaged group, 51% spoke English not well or not at all. Hmong speakers, while a smaller group than the Spanish-speaking population, are particularly challenged.

Recommended Communications Strategies for Closing the Information Gap

To bridge the information gap we are recommending four strategies:

> Strategy #5: Integration of all Fresno County transit services into Google Maps and the FAX Trip Planner.

Strategy #6: Development of an Online Web Portal that will provide access to comprehensive information about local transportation options and programs.

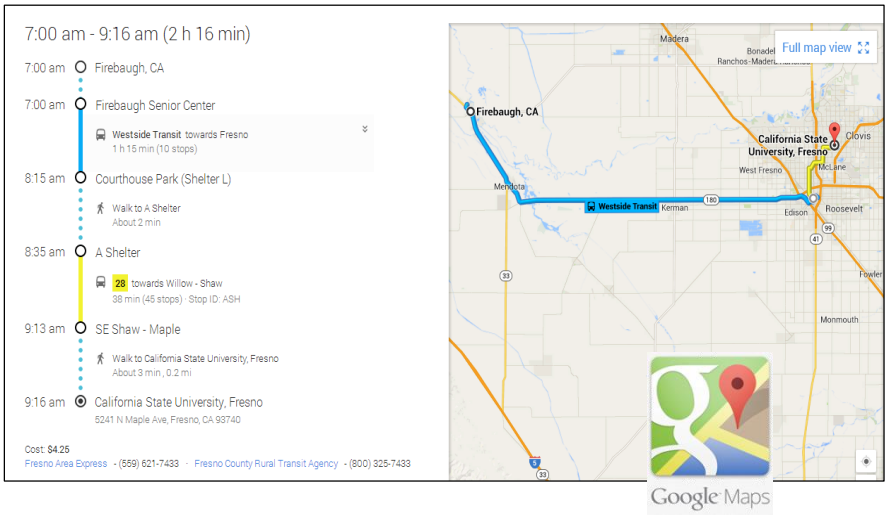
Strategy #7: Distribution of printed, bilingual passenger information guides for all public transit services.

Strategy #8: Provision of route/schedule information at the bus stop, particularly for low-frequency routes.

There is also a need for better information dissemination by leveraging existing community outreach channels to provide the information developed in Strategies #5-8. A strategy for transportation coaches is presented in the next section that focuses on the goal to formalize a mobility management function to better connect persons with the mobility services they need.

Strategy #5: Integration of all Fresno County Transit Services into Google Maps and the FAX Trip Planner

Reading transit maps and schedules is challenging for many people – both transit users and social service providers. Automated trip planners are an effective tool for overcoming this barrier.



For planning transit trips, both simple one system trips and those that require inter-system coordination, Google Maps offers a common platform that is familiar to most people. Google Transit can be accessed in dozens of languages and on a computer or mobile device. It allows an individual to easily switch between driving, transit, biking and walking directions and to zoom in on the map to see the exact location of bus stops. FAX's services have been integrated into Google Transit for some time and FCRTA has recently added its services. The Clovis Stageline service is not currently incorporated, but FAX is working on incorporating them into the GTFS feed.

In addition, FAX is developing its own trip planner that will initially include FAX service only, but is expected to incorporate FCRTA and Clovis Transit routes as well. The trip planner is due to launch before the end of the fiscal year.

It is recommended that both the FAX trip planner and Google Transit be expanded as soon as possible to include all fixed route services in Fresno County – FAX, FCRTA, Clovis and any local operated routes (e.g. Route operated by Coalinga). A "countywide" trip planner function should be included on the home page for each transit service. In addition, the trip planning capability should be widely promoted to social service agencies that are often responsible for finding transportation options for their clients.

At the May 14, 2014 workshop where this potential strategy was discussed with 30 key stakeholders including public agencies, transit organizations and community based organizations, 50% reported being familiar with Google Transit. There were concerns raised that some transportation disadvantaged market segments such as the elderly can have a problem in successfully utilizing internet sites. Other strategies are included below for more personalized and one-on-one assistance in accessing transportation information. However, when transportation disadvantaged populations were asked, "How would you like to get information about public transportation services?" 24% responded "on the internet", followed by "in printed materials such as bus schedules or maps" with 20%, and 17% by "calling the transit agency on the phone." Clearly, a multi-faceted approach is needed and other strategies recommended in this working paper address this need.

The Department of Social Services has 600 staff persons who work directly with transportation disadvantaged individuals on a regular basis. The research report and direct input at the May 14, 2014 workshop reported most of the staff have little knowledge of the transportation options available for their clients. In a follow-up meeting after the workshop among the consulting team, Department of Social Services, and Fresno Council of Government staff, the Department of Social Services decided that the utilization of Google Transit was an excellent available tool and is exploring how they might train staff to utilize this tool for trip planning for their clients.

Strategy #6: Development of an Online Web Portal that will Provide Access to Comprehensive Information about Local Transportation Options and Programs

While making countywide transit trip planning easier will address some needs, it will not resolve the special transportation challenges faced by many transportation disadvantaged populations and the social service agencies that serve them. To communicate the diverse array of transportation services and programs that have been implemented in Fresno County, we recommend the development of a comprehensive web portal for local transportation information.

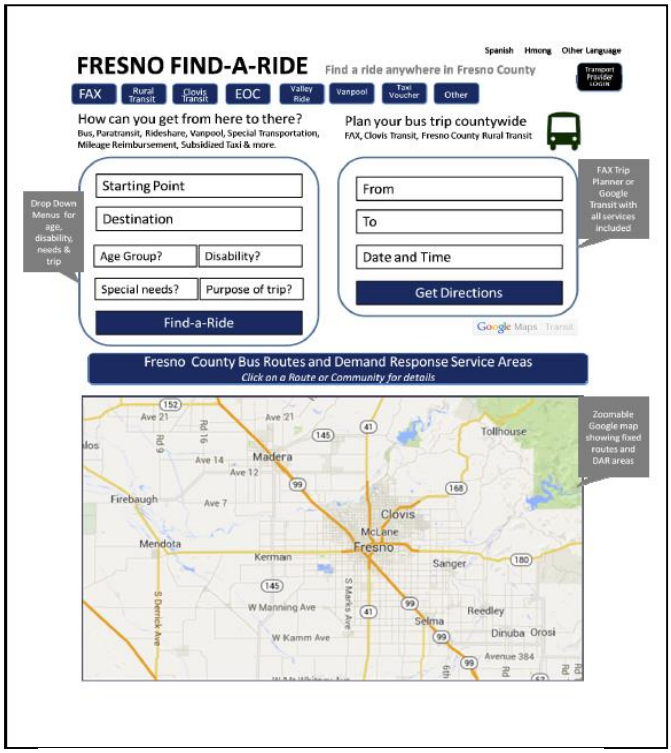
A preliminary concept for such a portal, which can be used both by residents and agencies, is illustrated in Figure 33. This presents the conceptual screen shots for find-a-ride web portal that invites some information about the trip origin and destination and brings back matches from a search of available transportation services.

Key Features of the Web Portal

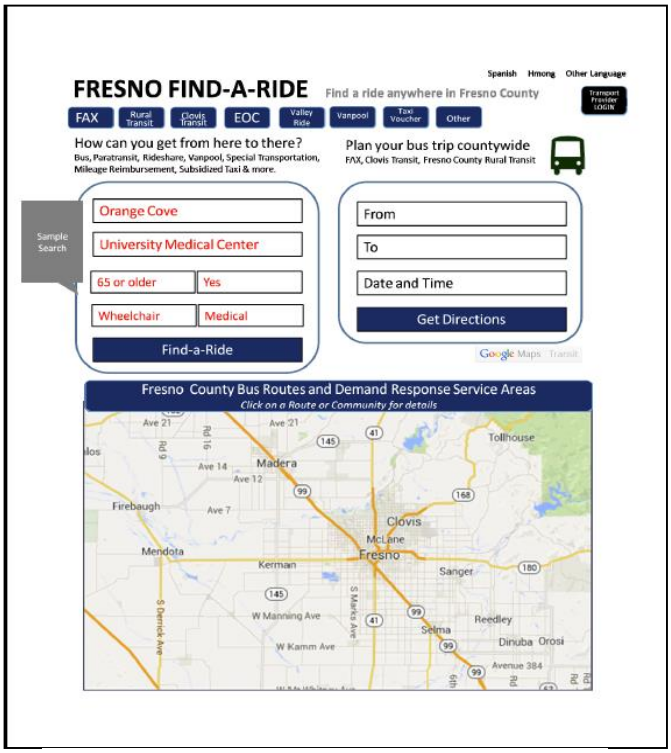
These would include:

- Quick links to all major transportation providers and programs.
- Find a Ride Search Tool. This will be a search function which will allow the user to input their origin, destination and special factors which may qualify them for additional services (e.g. age, disability and trip purpose). It will then return a list of all transportation services that might meet the need. These will be grouped by service type:
  - Public Transit Services
  - Paratransit or Dial-a-Ride services (if the person qualifies)
  - Special Transportation Services (e.g. Measure C programs or social service transportation)
  - Vanpool and Carpool options for both recurring commute trips and nonrecurring trips such as medical trips
  - Private Transportation Providers (NEMT, Taxi Companies, etc.)

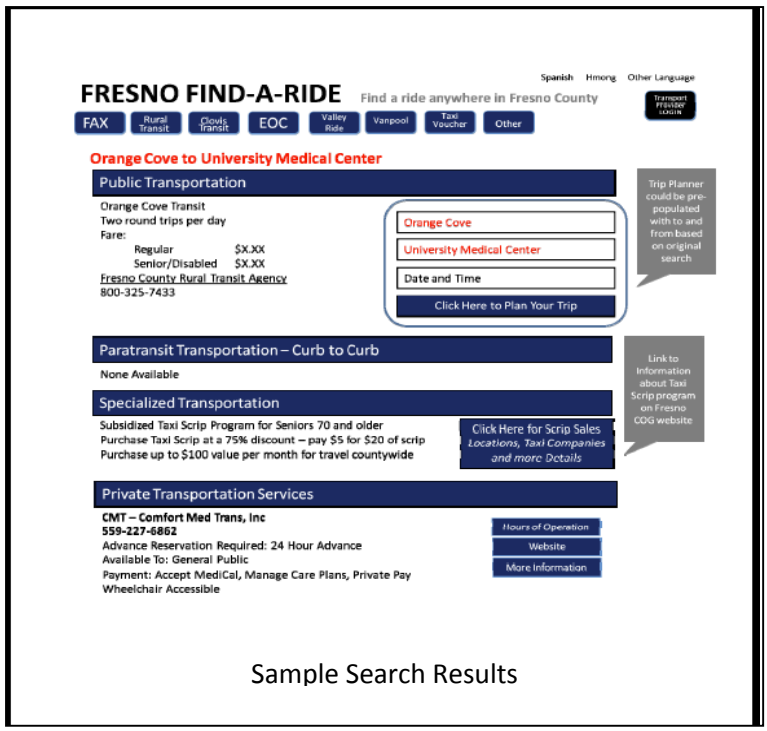
Figure 33 Online Web Portal Preliminary Concept



Homepage



Sample Search



Sample Search Results

For each service, basic pieces of information will be provided (as applicable to the type of service)

- Service provider and phone number
- Days and hours of service, frequency
- Who service is open to
- Advance Reservation Requirement
- Wheelchair Accessible
- Fare or payment options

A link will be provided to the provider website or to an email address that will allow the searcher to secure complete detailed information.

- Countywide Transit Trip Planner. The trip planner previously discussed (either Google Transit or the FAX trip planner) will be on the homepage for easy planning of transit trips countywide. If a person does a Find a Ride search for a trip that can be made on public transit, the results will include the trip planner with their origin and destination pre-populated so they can immediately see trip options including routes, schedules and fares.

- Zoomable County Map with clickable transit routes and paratransit/DAR service areas. A customized Google Map (based on the GTFS data) would show the fixed routes within Fresno County. In addition, DAR and paratransit service area boundaries could be "drawn in." An example of a zoomable map of this type can be found at http://sctransit.com/maps-schedules.

- Multi-lingual Functionality. A clearly visible link at the top of the homepage should allow the site to be viewed in Spanish, Hmong or other languages. This feature will allow the site to be useful both to mono-lingual individuals and to the people who assist them. For example, the Transportation Coaches described under the Mobility Management Program strategy could use the website as a resource to help mono-lingual (which they might be themselves) or illiterate individuals.

- Provider Access to Content Management System. Websites built using a Content Management System such as Word Press can be easily updated and maintained by multiple individuals. The web portal should be designed such that providers can easily update their own listings.

Feedback was received at the May 14, 2014 stakeholder workshop. The following are the categories of comments received:

- The web portal would provide definitions and guidelines for service delivery. For example, demand response services are shared ride services and passengers need to expect they will share rides with other passengers.
- Providing the multi-lingual capabilities up front is critically important.

- Social service agencies in particular were quite supportive of a one-stop source of information about all the transportation services available to their clients.

- Would be helpful to Veterans, seniors and disabled populations residing in rural areas. Social service agencies, faith based groups, non-profits, and the general public would all benefit from such a web portal.

- Overall, there needs to more education about the availability of mobility services in Fresno County. The web portal would be just one of several tools to point to during the education campaign. The web portal would be an important education tool for social service agency workers who provide mobility information to their clients.

- Updating and maintenance of such a website is an ongoing resource concern. The 511 system in San Joaquin Valley is a good example of a languishing website.

There was also discussion at the May 14, 2014 workshop on where the web portal should be housed. In the next section for Goal #3, a Mobility Manager is recommended for Fresno County. Institutional options are discussed for housing the Mobility Manager. The web portal development and maintenance should under the direction and management of the Mobility Manager.

Strategy #7: Distribution of Printed, Bilingual Passenger Information Guides for All Public Transit Services

Printed passenger guides serve a number of functions important to transportation disadvantaged populations:

- They make information readily available to individuals without internet access and in a form that can easily be taken along.
- Through visible distribution at high traffic locations within a community (such as social service offices, libraries, or medical clinics) they build awareness of transit services and educate potential users about how to access them.

The soon to be released pocket guide published by the Fresno Council of Governments will provide an overview of public transportation services in Fresno County. To provide specific information for the public transportation user, it is recommended that up-to-date route, schedule and fare information be made readily available for all public transit services provided within Fresno County. These materials should be designed to incorporate the following principals in order to be most useful to transportation disadvantaged populations:

- All guides should be bilingual – English and Spanish. If a route has a high proportion of a particular mono-lingual population, then other languages might be considered.

- Guides should be designed to include minimal text, and text should be large enough for easy reading. To the extent possible, information should be conveyed with color-coded maps, schedules and explanatory graphics. This will maximize their utility for customers with limited literacy.

- Guides should include complete information about bus stop locations, schedules, fares and basic usage tips.

High visibility displays at key destinations (such as the lobby of a social service office or medical clinic) can turn basic passenger information into an effective education tool for target populations. The display panel can be used for large maps showing the available transit services and the pockets can provide passenger guides relevant to the particular destination. It is often possible to coordinate with an employee at the location to assist with restocking and let the transit agency know when more guides are needed. If displays of this kind are established, it is critical that they be up-dated to reflect service changes.

Strategy #8: Provision of Route/Schedule Information at the Bus Stops, Particularly for Low-Frequency Routes

Bus stops can be an effective channel for conveying transit information. They are seen by thousands of people daily – not just transit users but potential users – as they are generally located in major travel corridors. A basic bus stop sign lets people know that transit is available in a given corridor to a given destination. Enhanced signage or information displays posted at the stop can let potential users see how to actually use the service.

FAX is in the process of implementing a real-time information system that will allow riders to use a bus stop number (to be added to bus stop signage) in order to call for next bus information or access it on line. This will be a significant benefit for riders.

While schedule information is valuable at any stop, it is particularly important on routes with low frequencies where a bus may only come every few hours or even just a few times per day.

It is recommended that the Fresno County transit agencies set some common standards for the level of information to be provided at bus stops based on the frequency of service and number of boardings per day.

For example:

- All bus stops should have basic signage with an international bus symbol, identification of the service provider and contact information (phone and/or website).

- Bus stops with service that operates less than every 2 hours should have posted information about the times when the stop is served. At the right is an example of an information panel that might be used on a rural route. It includes the following elements:
  - Route name
  - Route destinations shown on a simple line map with a "You Are Here" indicator
  - Days the route operates
  - Departure times for the specific route
  - Fares to Fresno
  - Phone number

  The sign is bilingual and uses a minimum of text. Place names and times are designed to be clear without reading.

  This type of information panel can be easily created and customized in Microsoft Publisher or other simple desktop publishing software. It can then be printed on a color printer, laminated and placed in a standard legal sized schedule holder such as those sold by Transit Information Products. These can mount to a shelter or existing sign post. When there is a service change, the insert can be quickly and easily replaced.

- At more frequently served bus stops, such as those in Fresno and Clovis, a sign such as that shown at the right might be appropriate to communicate what routes serve the stop, what their destinations are and on what days of the week they operate. In addition, this sign includes a bus stop number that can be used to get real time schedule information for the specific location.

- At major boarding locations, such as transit centers or transfer points served by a designated number of routes, static and/or electronic displays might be used

to show area maps, route maps, and schedules and transfer information.

- The principals could also address amenities beyond signage – such as when a bench or shelter is warranted.

The potential for increased information at the bus stop was discussed at the May 14, 2014 stakeholder workshop:

- From the operator perspective, there was concern expressed about vandalism and graffiti, and the need to continually maintain the information. For the FAX system, currently there are 2000 bus stops and the current bus stop signs are vandalized. Clovis has information tubes on the bus stop signs and each of them cost $350.
- From agency stakeholders representing rural clients, many rural residents do not know where the bus stop is, and how to get Spanish information. Having basic information at the bus stop would be helpful.
- Signage should include the telephone number, web address, as well as the route and schedule served by the bus stop. Providing such information would create more independent and informed riders.
- There is a need for additional bus shelters to provide shade from the sun.

Proposed Costs and Possible Revenues for Information Tools

Table 5 provides an estimate of the costs and revenues for enhancing mobility information and education. The strategy to enhance the GTFS feeds to incorporate Clovis has already been funded by FAX.

The Find-A-Ride Portal costs are based on a similar website in the Tucson area. The web portal would need to be tailored to meet the needs of Fresno County residents. The vendor for the Pima County Find-A-Ride site was Devobal Technologies in Simpsonville, South Carolina. This could be part of the same grant application for Strategies #9 and #10 described below.

There is a need for the development of three subregional rural passenger guides. This would cost $20,000 for initial development and $10,000 in printing. Additional printing annually would cost $10,000.

The additional 200 bus stop signs and schedule information at the stop for stops with low service frequency could come out of STA funding for FCRTA and FTA 5307 for FAX.

It should be noted that the funding sources listed below are candidate funding sources. Other funding sources are also possible and will be dependent on agency management to determine the appropriate funding source.

Table 5 Costs and Revenues for Enhancing Mobility Information and Education

Strategy	Start-up Cost	Responsibility	Annual Maintenance	Funding Source
Strategy #5 Google Transit				
Incorporate Clovis into GTFS feed	Planned	FAX		
Updates of GTFS feed	$3,000	FAX	$1,000	Funded
Strategy #6 Find-A-Ride Web Portal				
Design and testing Find-A-Ride	$40,000	CTSA/Non-Profit	$10,000	FTA 5310 Rural
Initial compilation of information	$ 15,000			
Strategy #7 Passenger Guides				
3 subregional rural passenger guides	$30,000	FCRTA	$10,000	LTF
Strategy # 8 Information at Bus Stop				
Bus stop signs and scheudle info. at	$70,000	FCRTA, FAX	$25,000	STA, FTA 5307
200 low frequency locations				

Goal #3 Formalize a Mobility Management Function to Better Connect Persons with Mobility Services They Need

Mobility Management Considered

Mobility management is defined by the National Resource Center for Human Service Transportation Coordination as "a process of managing a coordinated community-wide transportation service network comprised of the operations and infrastructure of multiple trip providers in partnership with each other." Referenced in federal legislation of SAFETEA-LU's 2005 authorization of Section 5316 - Job Access and Reverse Commute and Section 5317 – New Freedom programs, mobility management and the array of tools it employs seeks to better connect persons with the mobility services they need. As mentioned previously with Map-21, mobility management is a specific strategy mentioned in the FTA Circular for FTA 5310 monies.

In the working paper on peer best practices and in the research report, it was recognized that the programs of FCRTA and FEOC are themselves best practices. FEOC, as one of the earliest consolidated transportation services agencies (CTSAs), has demonstrated a long-standing ability to coordinate multiple programs under a single organizational umbrella at the trip and vehicle dispatching levels. Its almost 100-vehicle fleet and programs that embrace CalWorks, Head Start, the County Rural Transit Agency and other agency transportation contracts makes it a best practice that many have sought to emulate.

Similarly, FCRTA's twenty-four discrete transportation services reach expansive areas of the county, even as the organization coordinates with FAX and Handy Ride services in the greater Fresno area. Collectively this constitutes a best practice in regional coordination, acknowledged nationally by the

Community Transportation Association of America (CTAA) in giving its 2012 Community Transit Manager of the Year Award to Jeff Webster, FCRTA's general manager. The FCRTA's mix of local demand responsive programs, intercity deviated fixed route service and its lifeline intercity program of South Sierra Transit and elsewhere provide best practice examples of interest to regions seeking a similar balance of local mobility and rural regional connectivity.

Objectives and Purpose

The Fresno County Mobility Management program described here will meet the following objectives:

- Develop strategies to educate and inform the very culturally and language diverse population of Fresno County's family of transportation services, modes that will include public transit's fixed-route and demand response services, rideshare and vanpool services and key specialized transportation programs.
- Design strategies that will work, or can be modified to work, in rural and urban areas of Fresno County.
- Involve local communities, addressing needs of geographically isolated or culturally isolated persons to promote and expand the use of available transit resources.
- Use mobility management to support planning for enhancement and targeted expansion of available transit, ridesharing and other mobility services.
- Provide the resources to regularly educate social service agency staff who work with transportation disadvantaged individuals on the mobility services available in Fresno County.
- Adapt a proven Fresno County community outreach program of "promotora" to develop culturally sensitive Transportation Coaches.

Market Research Findings

Numerous findings from the market research point to the need for a formalized mobility management function that will help connect riders and mobility choices. These include:

1. **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. Most of the 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.
2. **Perception that available transportation is unable to meet needs.** The e-survey asked social service workers if their clients are able to meet all of their transportation needs either using personal transportation or with existing public and human service transportation services.

Twenty percent (20%) of respondents said that all of their clients can meet their transportation needs personally, while 26% said they could meet them using existing transportation services. More than half of respondents (54%) said that they have clients who are not able to fully meet their transportation needs with personal transportation resources or existing transportation services. This perception of social service agency case managers is partly due to the lack of awareness of existing services that are, in fact, available for their clients.

3. ***Difficulties of non-English speaking persons in navigating available transportation resources.*** Individuals who speak English not well or not at all made up only 23% of our study sample, but 51% of the most transportation disadvantaged group. Hmong speakers are particularly challenged. They made up 16% of the sample, but 38% of the most disadvantaged group. Limited English proficiency and literacy were seen as barriers for many potential transit users.

4. ***Language barriers can limit access to public transportation.***

   - 40% of respondents to the e-survey said that language barriers prevent some to all of their clients from accessing transit services. The primary languages spoken by clients are Spanish and Hmong. However, respondents also cited smaller pockets of Punjabi, Vietnamese, Armenian, Russian and several other languages.
   - Limited English Proficiency (LEP) appears to be a particular problem in rural areas. Among e-survey respondents who work primarily with rural clients, they report an average of 53% of their clients who have LEP. Among those working primarily with urban clients, the mean percent reported is 38%.
   - Literacy is another major language related barrier. 40% of respondents to the e-survey said that literacy is a barrier for some to all of their clients (some 31%, most 9%, all 1%).

5. ***Lack of knowledge about transit services was perceived as a barrier to its use by more than half*** of the agency personnel surveyed (n=55) with 14% saying lack of information is a barrier for most or all (2%) of their clients, while another 37% said it is a barrier for some – a total of 53%.

In order to achieve the goals and objectives cited above, and to respond to the market research findings, two specific strategies are recommended:

- Strategy #9: Hire a Countywide Mobility Manager.
- Strategy #10: Develop a Network of Local Mobility Managers in the Role of Transportation Coaches.

Strategy #9: Hire a Countywide Mobility Manager

It is recommended that a full-time Countywide Mobility Manager position be established in Fresno County. This regional Mobility Manager would be responsible for implementation and monitoring progress of the strategies recommended in the Coordination Plan. This working paper is providing the range of potential strategies that would be included in the Coordination Plan. This individual would

need a mix of leadership attributes and pragmatic program development and program management skills. He or she would have regular interaction with each of the public transit providers, the CTSAs and the transportation contractors.

Regional Mobility Management

Functional Responsibilities

This position would have six principal functions:

1. Educate Fresno County residents on the array of both public transportation and human service mobility options available to them.
2. Educate the stakeholders, line management and case workers who interact directly with clientele who may be transportation disadvantaged and need information on the broad array of mobility services available in Fresno County.
3. To sustain existing and develop new coordinated mobility projects, including securing or leveraging funding for these, from among partner agencies and targeted grant sources.
4. Oversee the grant writing, budgeting, development, implementation and maintenance of the Find-A-Ride web portal.
5. To direct the program of Transportation Coaches to promote Fresno County transportation services to underserved populations (discussed next as Strategy #10).
6. To provide information to Fresno County transit planners – at FCCOG, FAX, Handy Ride, Clovis Transit, FCRTA and FEOC, among others – about effective services and areas of unmet need.

The Mobility Manager should be bi-lingual with strong project management, coordination, project delivery, and communication skills. It will be best served by an individual comfortable working between systems, who can interact with the transit agency administrators, with agency personnel in need of Transportation 101 courses and with the Transportation Coaches described subsequently in Strategy #10.

It will be important too that this individual has an orientation to record-keeping, and the ability to record and report on outcomes of both his or her own position and those of Strategy #10's Transportation Coaches.

Where to Locate a Regional Mobility Manager

There are a number of options for housing the Mobility Manager. Organizational options for locating the Mobility Manager include:

1. CTSA such as FEOC.
2. Non-profit agency that works countywide with a mission that works directly with transportation disadvantaged populations.
3. Part of an existing transit agency such as FAX or FCRTA, likely a shared function between the agencies in order to have countywide perspective.
4. Fresno Council of Governments.

There are arguments in favor of locating a Mobility Management program in various places. For example, the FCTRA has rural county responsibilities. A recent performance audit finding encourages the development of travel training programs to encourage users to and inform them about its services. The Council of Governments has responsibility for various information and communications responsibilities, as well as the Measure C Taxi Subsidy, ridesharing incentive programs, and administration of Valley Rides. In the context of those roles, it could be a good fit for a countywide Mobility Management program.

Locating it within the FEOC brings the advantages both of its charter as a human services agency and its long-standing relationships with other Fresno County human service agencies. These present the strongest locational argument, given the envisioned program elements of Transportation Coaches and a volunteer driver mileage reimbursement project that the Mobility Manager will administer. Both programs will rely upon and benefit from ongoing relationships with other Fresno County human services organizations.

The Transportation Coaches initiative discussed in Strategy #10 following will lean heavily upon the human services network to identify good candidates, either new or existing "trusted messengers" within the four to six targeted communities who can further a community-level mobility management function and help connect individuals with available transportation.

The volunteer driver mileage reimbursement program, discussed as Strategy #12, will benefit from long-standing working relationships with Fresno County's human service agencies as these agencies will be invited to become sponsor organizations and consider putting their client-based transportation funding to the program. Such agency sponsorship will be easier to secure given FEOC's common organizational mission in conjunction with its demonstrated history of effective transportation through its various FCRTA and other transportation contracts.

Given the nature of the Mobility Manager position, it is probably most advantageous to house the position in an agency that works directly with the transportation disadvantaged populations. The individual would need to be a trusted messenger. Therefore, the consulting team would recommend either Option #1 or #2 above. The SSTAC should be actively involved in determining the housing of the Mobility Manager position. This will likely be done in conjunction with developing a grant proposal to fund the position.

Strategy #10: Develop a Network of Local Mobility Managers in the Role of Transportation Coaches

Purpose and Objective

The research effort and outreach for this study points to the need to have human contact in order to close some of the information gaps for hard to reach populations. This strategy recognizes that many

individuals need to be reached with trusted messengers that work in the community. Some of these individuals often do not have access to the internet or a cell phone. The transportation coaches are meant to provide information on mobility choices to low-income, mono-lingual, illiterate and disabled populations.

Historical Perspective

In Fresno County, a proven and effective way to involve local communities in the development and use of public services is through some adaptation of the concept of "promotoras."[4,5] Promotoras, or cultural brokers, are in use by Centro La Familia and funded through First Five Fresno. The program is a culturally competent approach to providing services in at-risk and low income communities. Promotoras are community experts who live in the community, and reflect the ethnic, linguistic, socio-economic, and experiential patterns of residents.

The concept was also evaluated by the Central Valley Health Policy Institute, which received funding from the Centers for Medicare and Medicaid Services, and studied the effectiveness of using a promotora health education model for improving Latino health care access.[6] With documented results of increased enrollment in health care and increased use of available health care, the promotora model provides training, answers questions and helps individuals develop confidence in navigating a service system.

While the concept is being used by agencies serving primarily Spanish-speaking populations, it is presumed that it can be adapted for transportation purposes for use in other ethnic communities, including Southeast Asian groups, such as the Hmong, and in low-income Caucasian communities. The important aspect is to ensure that information is provided through people active in a specific community, and that these individuals accurately reflect their communities.

Transportation Coaches is the generic term used for a transportation version of the promotora. The term is language neutral so that it inclusive of the multitude of languages spoken in Fresno County.

About the Local Mobility Managers (Transportation Coaches)

The Transportation Coaches could be connected to communities in several different ways. The concept is to add value to the existing network of community outreach and information provided by front line social service agency personnel who work directly with the transportation disadvantaged. The first

[4] Andrews, J. O., Felton, G., Wewers, M. E., & Heath, J. (2004). Use of community health workers in research with ethnic minority women. Journal of Nursing Scholarship, 36, 358-365.

[5] Swider, S. M. (2002). Outcome effectiveness of community health workers: An integrative literature review. Public Health Nursing, 19, 11-20.

[6] The Effectiveness of a Promotora Health Education Model for Improving Latino Health Care Access in California's Central Valley. Capitman, J; Gonzales, A.; Ramirez, M.; Pacheco, T. Central Valley Health Policy Institute, California State University, Fresno, 68 pages, undated.

possible avenue would be for the existing promotoras to also take on a transportation function in their daily community outreach to low income populations. The second potential for transportation coaches is for existing social service agency counselors to provide transportation coach services as part of their ongoing duties. Ongoing training and support would be provided. In this model, for example, the Department of Social Services may provide training for several existing staff to provide more in depth transportation information to clients. The Countywide Mobility Manager would manage and coordinate the local Mobility Managers with the transportation coach function.

These Local Mobility Managers will:

- Conduct outreach through presentations to local community groups and agencies in their areas.
- Use the Fresno County Find-a-Ride portal to assist individuals in trip-planning.
- Work with local groups to identify interest in and/or concerns about new programs (e.g. TRIP).
- Promote new and existing services by distributing flyers and schedules, promoting new services, and providing transit orientation to educate community members on their transit options and how to use these.
- Conduct local information-gathering, through periodic on-board surveys, needs-identification with local groups, and service quality monitoring.
- Provide some local mobility management functions through the provision of information about transportation options and how to access transportation.
- Bring attention to the relevance of transportation to other community needs (e.g. health, education, etc.) which cannot be met without transportation.

The Local Mobility Managers would be recruited from local communities, working with one another in an initial orientation and training program to be developed and conducted by the countywide Mobility Manager. After training, the Local Mobility Managers should meet as a group every 2-3 months, convened by the Countywide Mobility Manager to share findings and experiences across different communities.

Specifically, these quarterly meetings can be used to:

- Share experiences about locating consumers and community groups with whom to discuss transportation services.
- Learn about new or revised transportation programs.
- Share experiences with transportation services and implications of these in communicating with constituents, for example about transfer experiences, fare payments or new driver-related policies.
- Review findings from surveys and other information-gathering, either conducted by the Transportation Coaches or brought to them from the transportation providers.
- Review service quality indicators from surveys and discussions with local groups.
- Recommend priorities for transportation options and changes in local communities.
- Annually, meet with SSTAC to discuss mutual issues and concerns.

- Discuss proposed new services as these relate to the needs and priorities of local communities.
- Work with the Countywide Mobility Manager to identify community concerns and interest in transportation options.

Proposed Costs and Revenues for Mobility Managers and Transportation Coaches

Because these mobility managers and transportation coaches work in concert as an overall program, a combined budget is presented in Table 6. As presented, this envisions application to the Section 5310 program for funding as a Capital Mobility Management program to request 80 percent capital funding and 20% local match. The agency indirect expense in the budget below could, conceivably, be contributed as the 20% local match.

This budget reflects costs for the Countywide Mobility Manager, one full time position, and up to six part-time local mobility mangers with the transportation coach function, by the end of the full second year of operation. A three month start-up or planning period is envisioned to help get the program launched. During this time, the Countywide Mobility Manager and Local Mobility Managers can develop some promotional materials for use.

Table 6 Countywide and Local Mobility Managers Proposed Budget

Mobility Management Program			
Direct Labor	**Start-up**	**Year 1**	**Year 2**
Countywide Mobility Manager 1FTE	$15,000.00	$55,000.00	$57,000.00
Fringe/Benefits (25%)	$3,750.00	$13,750.00	$14,250.00
Local Mobility Managers: Transportation Coaches (40% to 50% time)			
Four positions in first full year; six in second full year.		$64,800.00	$97,200.00
	$18,750.00	$133,550.00	$168,450.00
Agency indirect expense associated with these positions (rent, utilites, etc.) @20% of Direct Labor	$3,750.00	$26,710.00	$33,690.00
	$22,500.00	$160,260.00	$202,140.00
Direct Expenses			
Computer equipment and basic Office software	$2,000.00		
Monthly Bus Passes (FCRTA) - Local Mobility Managers		$1,440.00	$2,160.00
Vehicle Mileage Reimbursement	$280.00	$2,240.00	$3,360.00
Marketing/Promotional Materials	$5,000.00	$5,000.00	$5,000.00
Office Supplies	$2,000.00	$1,200.00	$1,200.00
Local Travel and Meeting/Conference Expenses	$2,000.00	$5,000.00	$5,000.00
Total	**$33,780.00**	**$175,140.00**	**$218,860.00**

Four transportation coach positions are budgeted in the first full year, at 40% to 50% time and with an hourly rate of $15 per hour. This line item increases to six transportation coaches in the second year, anticipating that additional positions around the county will be recruited.

Start-up expenses are $33,780 for a three-month start-up phase. First year full operation costs of $175,140 are projected and second year costs of $218,860. Direct expenses include monthly bus passes on FCRTA for the Local Mobility Mangers at $30 per person per month. For some outreach, driving will be necessary and mileage reimbursement costs are included. Also budgeted is participation in annual state-level conferences, such as CalACT or a mobility manager conference, for one person in the start-up phase, up to three in the first full year and four to five in the second full year.

Grant Eligibility for Mobility Managers

The following is from Circular FTA C 9070.1G, under 14 Eligible Capital Expenses that Meet the 55 Percent Requirement:

f. Support for mobility management and coordination programs among public transportation providers and other human service agencies providing transportation. Mobility management is an eligible capital cost. Mobility management techniques may enhance transportation access for populations beyond those served by one agency or organization within a community. For example, a nonprofit agency could receive Section 5310 funding to support the administrative costs of sharing services it provides to its own clientele with other seniors and/or individuals with disabilities and coordinate usage of vehicles with other nonprofits, but not the operating costs of service. Mobility management is intended to build coordination among existing public transportation providers and other transportation service providers with the result of expanding the availability of service. Mobility management activities may include:

   (1) The promotion, enhancement, and facilitation of access to transportation services, including the integration and coordination of services for individuals with disabilities, seniors, and low-income individuals;

   (2) Support for short-term management activities to plan and implement coordinated services;

   (3) The support of state and local coordination policy bodies and councils;

   (4) The operation of transportation brokerages to coordinate providers, funding agencies, and passengers;

   (5) The provision of coordination services, including employer-oriented transportation management organizations' and human service organizations' customer-oriented travel navigator systems and neighborhood travel coordination activities such as coordinating individualized travel training and trip planning activities for customers;

   (6) The development and operation of one-stop transportation traveler call centers to coordinate transportation information on all travel modes and to manage eligibility requirements and arrangements for customers among supporting programs; and

(7) Operational planning for the acquisition of intelligent transportation technologies to help plan and operate coordinated systems inclusive of geographic information systems (GIS) mapping, global positioning system technology, coordinated vehicle scheduling, dispatching and monitoring technologies, as well as technologies to track costs and billing in a coordinated system, and single smart customer payment systems. (Acquisition of technology is also eligible as a standalone capital expense).

Mobility Management Program Pre-Requisites for Success

Some pre-requisites for successful adoption of the Fresno County Mobility Management program include ensuring support from a mix of key stakeholder agencies for the mobility management concept. Agencies already heavily invested with the transit dependent populations should be invited to participate in the planning and in the execution of this program. This could include Centro La Familia, First Five, Children's Hospital, FEOC, FCRTA, Dept. of Public Social Services and the area Agency on Aging, among others.

This support could involve agency-participation that is on-going through the SSTAC. Showcasing and reporting on successes could be part of a once annual invitation to the highest agency leadership levels and through continuing line-staff contacts with the countywide Mobility Manager.

For success at the local level, the Local Mobility Managers as Transportation Coaches, the adapted promotora model, will require commitment by individuals to provide ongoing outreach and communication with the local community, and to participate in regular meetings of the countywide mobility committee.

Success of the Transportation Coaches will also require agency recognition of their importance to the success of transportation in all parts of the County. The concept of individual Transportation Coaches will only work with recognition of its relevance to improved transportation and access to transportation on the part of government agencies.

Goal #4 Fill Remaining Mobility Gaps with Cost-Effective Services and Self-Help Tools

There are two recommended strategies to address this goal:

- Strategy #11: Provide Non-Recurring Trip Ridesharing Matching Capability
- Strategy #12: Volunteer Driver, Mileage Reimbursement Program

Strategy #11: Provide Non-Recurring Trip Ridesharing Matching Capability

Objective and Purpose

The primary purpose of this strategy is to build on the extensive utilization of ridesharing by transportation disadvantaged populations by providing tools to assist with ridesharing for non-recurring trips such as shopping and medical trips.

Market Research

In the survey of the transportation disadvantaged population, all respondents were asked to self-identity if they were able to travel to the places they needed to get to. In terms of respondents' reports of how they specifically get to medical appointments, the following was observed:

- 25% of the responding population get a ride to a medical appointment with someone else.
- A smaller proportion of self-reported transportation disadvantaged persons reported ownership of a car and license in their household by travel mode to medical appointments.
- Riding the bus or utilizing Dial-A-Ride represented 40% of the trips.
- Ridesharing has a very sizable market share for the transportation disadvantaged. Based on national research on ridesharing, most of these trips are typically provided by family members or friends in the community.

While this is already a sizable market segment, having a ridesharing tool for non-recurring trips would help those who do not have a family member or friend available for the trip they need to make. This is especially true for medical trips for individuals needing to go from rural areas to medical appointments in Fresno. Stakeholders identified this as a very important need during the research effort.

Valley Rides provides rideshare matching for regularly occurring commute trips. However, the market research indicates a need for having a ridematching service for ridesharing to work or school on a non-regular basis. Those with limited English proficiency must locate the language tab at the very bottom of the Valley Rides home page to provide Spanish translation. The Carpool App is available only in English.

For commute trips, the research would seem to indicate that some households with workers have fewer vehicles than licensed drivers. Those with jobs may have access to a car some of the time. There may be a need for ridesharing matching for some of their commute trips on a non-recurring basis. The level of ridesharing for commute trips among the transportation disadvantaged is quite sizable.

In terms of the ways in which respondents travel to work and how this compares with the American Community Survey (ACS) for journey to work among the Fresno County population, the following was observed:

- Among the general population, 12% of the work trips are made by ridesharing.
- A significant finding of the market research effort is that 27% of the transportation disadvantaged population utilizes carpool or vanpool to work. This is more than double the rate of ridesharing in the general population.

- For those individuals who have challenges getting around and lack a license or both, 13% vanpool to work and 13% carpool to work.
- For those who have challenges getting around and lack a license or both, 10% vanpool and 15% carpool to work.
- There is an important need to have rideshare matching services readily accessible in multiple languages.

A robust ridematching service that matches employees for both regular and non-recurring trips would be particularly helpful to the 27% of households among the transportation disadvantaged who have less vehicles than licensed drivers.

Ridesharing Internet and Mobile Apps

There are a growing number of ridesharing apps that are being increasingly utilized by the general population but more extensively by younger individuals in there 20 and 30s. Zimride, Lyft, and Uber are some of the most popular. While college students and younger people are utilizing many of the ridesharing apps, they may become a future ridesharing option for some non-recurring trips in the Fresno region for transportation disadvantaged populations. While the applications are NOT designed for most individuals who are transportation disadvantaged in Fresno County, the features are described in order to show the potential of non-recurring ridesharing using technology.

Zimride is a ridematching program that is quite popular for college campuses. It utilizes Facebook as a primary access point. This enables potential rideshare partners to "check" each other out via Facebook. It enables students to rideshare on a part-time basis to fit irregular schedules. The formal ridesharing service, designed for college campuses and some major employers such as Genentech and Gap, is fee based for the college, university, or major employer.

Zimride has a free ridematching service that is utilized for long-distance rides, for example from Fresno to Los Angeles. The drivers set the price for riders. This service is set up like a college campus ride board with posters offering rides or wanting a ride from an origin to a destination. It may be possible to work with Zimride or another ridesharing app vendor to offer an electronic ride board on the "Find-A-Ride" web portal recommended earlier.

Lyft (lyft.com) is a ridesharing app that is designed for non-recurring trips. This relatively new service is available in the Fresno area. The potential user needs to have a smart phone, credit card and email address to register. The credit card is for payment of the ride, as the driver accepts no cash. After uploading the app on the smart phone and enabling the location feature, the user logs onto the site with a Facebook account or the user's email and password. When ready to request a ride for a trip, the user just hits a button "Request Lyft" on the smartphone app. The app searches for nearby ridesharing drivers who have registered with Lyft. These drivers have gone through a background check, DMV printout, and a Lyft staff review of the car that will be utilized for the ride to check out the vehicle status including the wear and tear of tires. Drivers are covered by a $1,000,000 general liability insurance policy. When a ridesharing match is located, the app shows that a particular driver will arrive in say, 8

minutes. The picture of the driver and car that will pick the user up is shown. A consulting team member has utilized this app successfully in metropolitan areas and suburban areas for non-recurring ridesharing. The service is available in Fresno but the consulting team has not tested the service in the Fresno area. The smart phone updates the location of the car that will pick the user up in relationship to the pick-up location. Drivers tend to be individuals wanting additional part-time income and the site advertises that drivers earn about $35 per hour on average. The success of the app for non-recurring ridesharing is dependent upon the density of drivers available. The app is targeted at young people who utilize social media. In talking to numerous drivers, most of the rides are by young people going to and from the bar, but also for shopping and other recreation trips. Many of the Millennial demographic group who utilize such a service for a ride do not own a car. The cost is $2.50 for a pick-up and $1.60 per mile with minimum of $6 per ride. Once the ride is complete, both the driver and rider rate the experience and prior ratings are shown before both the rider and driver accept the ride. A receipt for the trip is sent by email.

Uber (uber.com) is a competitor to Lyft and is currently available in 40 countries and in many metropolitan US cities, but is currently not available in the Fresno area.

Ridescout (ridescout.com) is an application that provides an overview of real time information on the availability of transit, ridesharing, taxi, car share, and bike share options for the origin and destination of a trip. It compares the costs and travel times of various mobility options. This service is currently not available in Fresno but is available in Modesto, and could be available in Fresno in the near future.

There are an increasing number of ridesharing vendors in the marketplace. Several offer options for multimodal choices including transit, carpools and vanpools depending on the origins and destinations the trip specified.

Develop a Non-Recurring Ridesharing Capability on the Find-A-Ride Web Portal

The recommended strategy is to develop a non-recurring ridesharing capability with multi-lingual access on the Find-A-Ride portal. The ridesharing application would be targeted at the transportation disadvantaged population. An RFP would be developed that would include several features that could help to fill mobility gaps in Fresno County. Such features might include:

- An electronic ride board for rides to and from major medical centers, clinics, and social service agencies in Fresno County.
- Including ridescout.com or some other software application to provide an overview of real-time information on the mobility options available for the trip that needs to be taken.
- A trip reimbursement process for social service agencies utilizing taxis or one of the private sector ridesharing services such as Lyft or Uber. For some trips, the ability to reimburse a Lyft or other private ridesharing vendor may fill a mobility gap in a more cost-effective manner than other mobility options.

Potential Funding Sources for Ridesharing

The San Joaquin Valley Air Pollution Control District has a grant program called The Technology Advancement Program (TAP) which is the District's strategic approach to encouraging innovation and development of new emission reduction technologies. The TAP will consist of an ongoing review of new technology concepts, interagency partnerships, funding for technology advancement programs, and collaborations to build and expand local capacity for research and development in the San Joaquin Valley.

Strategy #12: Volunteer Driver, Mileage Reimbursement Program

Objective and Purpose

Volunteer driver, mileage reimbursement programs are low-cost transportation alternatives that can improve mobility of those Fresno County residents where there are no transit services or for those too frail or whose trip-making is too complicated to be served by public transit. This relates to the challenges of geography and those seniors and disabled individuals who are living in remote areas where FCRTA service is not available for the trip they need to make.

In the urbanized area, a volunteer driver, mileage reimbursement program is an alternative for some individuals who might be ADA certified for Handy Ride or Round Up but for whom use of public transportation, even complementary ADA paratransit, is beyond their capabilities. For these individuals, this becomes both a key mobility gap filler and can help to manage demand for scarce public paratransit resources.

Market Research

The research efforts of the Gap Analysis identified at least two types of mobility gaps that can be addressed by the volunteer driver, mileage reimbursement model presented here:

1. **Geographic gaps with no public transit**: Persons living in non-urbanized areas of Fresno County that include the foothill and mountain communities, for example, have no transportation services available. Fresno Rural Transit Authority (FCRTA) services travel no further east than Sanger, Reedley and Orange Cove. Among the 45 interviewed stakeholders many affirmed that agency caseloads included individuals in these remote rural areas who are transportation dependent and need some mobility alternatives.
2. **Specialized needs within existing transit service areas**: Some persons who may live within reasonable distance of a transit service may be too frail to walk to the stop or even to use pubic paratransit or Dial-a-Ride services. Almost 5% of Fresno County's residents are age 75 or older, in a period of life of increasing transit dependency. Many who are quite elderly are often good candidates for driver-assisted trips that a mileage reimbursement program can enable. Persons with disabilities who are chronically ill or those who have memory problems are also good candidates for a volunteer-based program with its escort and door-through-door transportation assistance features.

Specific research findings that point towards a volunteer driver, mileage reimbursement strategy are:

- The Gap Analysis Research Report reported that almost half of respondent households had some degree of transportation need that is not being met: 13% said *many times* someone in the household is not able to get where they need to go, 17% said *sometimes* someone is not able to go and 14% can get where they need to go but *it takes a long time.*

- Individuals in rural areas are less likely to be within walking distance of transit service: 47% of rural respondents are not within walking distance of a bus stop, compared to 21% of urban residents; while another 36% of rural respondents said it takes 15 minutes or more to walk to the bus stop compared to 27% for urban respondents.

- Safety getting to the bus stop was a concern raised in a number of stakeholder interviews. Lack of safety walking to and waiting at bus stops was a problem expressed on behalf of older adults and youth, primarily in the urban area. In the e-survey of social service caseworkers, 36% of respondents said that safety concerns impact some to all of their clients (some 26%, most 8%, all 2%).

- The Gap Analysis research further found that ridesharing and walking are significantly used modes for those without the option of driving themselves, particularly for work and for medical trips. It is not the intent of the volunteer driver, mileage reimbursement program to replace these options that are already working. Hence, it will be important to design the program in a way that focuses the resources on those populations unable to walk or secure rides without assistance.

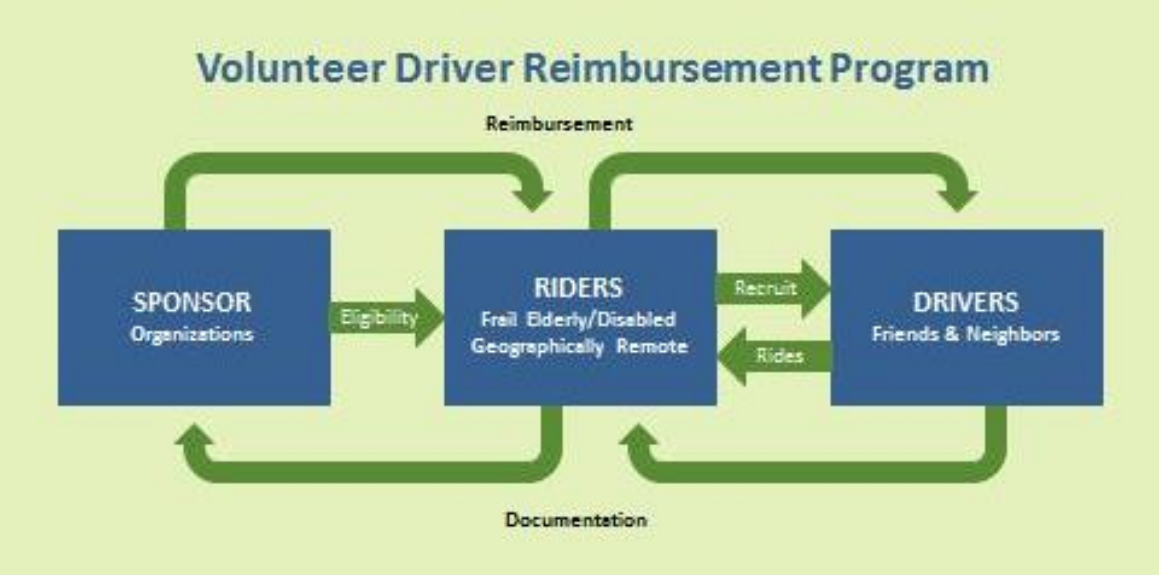
- Additionally, more than half of the intercept survey respondents (55%) indicated they receive some type of transportation subsidy from an employer, school or social service agency. Bus passes and tokens were the most common types of subsidy cited but enrollment in a mileage reimbursement program could be a viable alternative for some programs where public transit is neither available nor appropriate. Formalizing a mileage reimbursement program could provide these agencies with funds available for transportation subsidy with an important, gap-filling alternative.

Basic Program Description

The volunteer driver, mileage reimbursement construct presented here is adopted from Riverside County, CA TRIP, which has become a national model of such programs. It is a project of Riverside County's Independent Living Program (www.ILPconnect.org/TRIP). This was detailed in the Phase III Peer Best Practices Working Paper, incorporated in Volume IV Appendix 6. As envisioned for Fresno County, its volunteer driver, mileage reimbursement program could be phased in geographically, addressing two market groups: 1) The first phase would be for seniors and persons with disabilities living in remote rural areas of Fresno County where FCRTA service is not available for the trip they need to make; 2) If the first phase were successful, it could be expanded to serve frail elderly and disabled individuals in the urbanized areas.

Figure 34 shows the basic program elements: the sponsoring organization(s), the enrolled riders and the volunteer drivers that these riders locate. The mileage reimbursement is paid to the enrolled rider who, in turn, pays the driver that he or she has located. The strength of this model is that it does not require that a pool of volunteers be maintained, something that is difficult in low-income communities where volunteerism is not economically feasible or even in settings where there may be more resources but where a volunteer ethos is less common than it was some decades ago.

Figure 34 Volunteer Driver Reimbursement Program



Enrolled participants are assisted in finding a volunteer driver via program materials that provide language and ideas on "how to ask for a volunteer driver." Where this program is co-run with a Mobility Manager initiative, that individual may have identified active church communities and other community-based settings from which a driver might be sought. Certainly the Transportation Coaches and the Mobility Manager can assist individual enrollees in thinking about where to find individuals and who to ask for their assistance.

This program model is very scalable to the level(s) of available funding. Mileage reimbursements and the enrollment of participants can be "budgeted" by the number of miles available for reimbursement, as well as by the number of enrolled persons. Mileage reimbursements, budgeted here at $0.35 per mile, can be constrained via trip purpose eligibility or for a minimal level of miles per enrollee per month, or for a certain number of active participants, up to relevant budget parameters. The $0.35 mileage reimbursement rate is the same as the successful Riverside County program is operating. It is purposefully below the IRS mileage reimbursement rate of $0.56 for business and above the IRS rate for medical and moving purposes of $0.23. It is meant to cover the operating costs of fuel and maintenance for the volunteer driver.

Institutional Partners and Sponsorship

For Fresno County, three types of agency partnerships offer the potential to develop a strong, viable and sustainable coordinated program that is an effective gap-filling strategy:

1. ***Sponsoring organizations and partners***: Sponsor organizations may include any of the key stakeholders that are currently subsidizing transportation for their populations who are transit dependent and who see this program as extending their own mission. This can include but is not limited to Fresno County Dept. of Social Services, Fresno County Economic Opportunities Commission, Community Regional Medical Center, Children's Hospital and Catholic Charities.
2. ***Administrative partners***: This is anticipated as a program of the countywide Mobility Manager, although it could also be administered through one of the CTSA programs. The agency interested and willing to administer it, and to help secure funding for it, needs to be a matter of some discussion. The SSTAC should be the lead in this discussion.
3. ***Promotional partners***: These are likely to be a broad number of agencies, including line staff caseworkers, who as they become aware of the program can encourage their clientele, for whom other transportation alternatives are not viable, to apply.

Eligibility Determination of Riders and Trip Purposes Served

Rider applicants could apply to the program on their own or be referred in through a sponsoring organization. For example, where individual riders apply to the sponsor organization and are "accepted" into the program, this will be based upon the agency's eligibility criteria and organizational mission.

Rider-based eligibility criteria for Phase I, rural remote areas: Residential location in a rural remote area not served by FCRTA intercity routes, requiring that the following additional criteria are met:

- Only one rider per household
- Have no working vehicle or no licensed driver in the household
- Defined by certain zip codes or geographic designators

Trip-based eligibility determination: Another approach could focus tightly on certain trip types, for example require that all approved trips be for medical purposes. In this instance, riders who are older adults, persons with disabilities or even parents of children could all be eligible for volunteer mileage reimbursement for enrollees traveling to medical appointments.

Again, driven by the mission of the sponsoring organizations, eligibility determination for a Fresno County volunteer driver, mileage reimbursement program will be based upon whose trip needs can be met and may also be based upon the trip purpose, such as health care.

Application Review Process: In accepting individuals into the program, an applicant review committee is formed to review and consider requests against the program's eligibility criteria and in relation to its budgeted capacity. The eligibility review will consider the allocation of its resources on a monthly basis in relation to a "cap" of miles. Ensuring that no more than "x" number of miles per month are approved

is critical to managing the overall program budget. This process also means there is some necessary prioritizing of individual needs, again pointing to the importance of balancing certain trip types such as medical, but possibly in conjunction with basic life-sustaining trip purposes such as grocery shopping.

An applicant review committee can process and review applications on a monthly basis, establishing a review cycle that means that fully completed applications are reviewed and determinations made within three weeks of receipt.

Operations

Operational Components for Fresno County: The recommended strategy for a volunteer driver, mileage reimbursement program for Fresno County has the following overall attributes:

- Sponsoring organizations will define the screening and eligibility criteria, appropriate to their constituencies.
- Passengers are enabled to choose and recruit their own volunteer drivers from friends and neighbors they know and trust.
- The program is a low-cost, low-maintenance rider-focused approach that is scalable to available funds.
- Volunteer drivers receive mileage reimbursement payments through the passenger.
- Rides are scheduled between the passenger and the volunteer driver at mutually convenient times.
- Rides are free to the passenger.

Finding Drivers: In this volunteer driver, mileage reimbursement model, it is the responsibility of the rider to identify his or her own driver. This differs from other volunteer driver programs where a driver pool may be maintained and volunteers are assigned to those requesting trips.

It was commented by community-based organizations, during the May 2014 outreach session, that agencies are at capacity just managing regularly presenting needs and cannot readily take on new responsibilities without commensurate compensation. For the low-income areas of the county where this gap-filling strategy is anticipated to be most useful, maintaining volunteers is a complex and potentially difficult process.

And while it can be difficult for individuals to ask someone to be a driver, particularly for those who may be isolated by circumstance or geography, experience has shown that they are “findable” with support and assistance to the enrolled rider. The model relies upon various existing tools to assist individuals in “considering who” they might ask and then in helping them “find the language to ask.” This is particularly important for older adult participants who may have difficulty making such requests of friends or neighbors.

Drivers are generally not in the rider’s household. This presumes that household members’ bear some responsibility to assist with the transportation of family members and this program is not a “gap filler” in those instances. There are cases where some exception to this may be made, for example if there is

recurring long-distance medical trip-making, such as for chemotherapy or radiation treatments, it may make sense to provide some level of assistance to household members for these medical trip purposes of enrolled, eligible members.

Levels of Reimbursement and Key Procedures: Persons accepted into the program can be granted a monthly allocation of miles to be reimbursed and a duration set based upon their individual requirements and in line with the agency's budget parameters. For example, if an applicant is looking at a series of radiation or chemotherapy treatments with a round trip distance of 100 miles, conceivably they could be approved for three round trips per week over the six-week period of treatment.

If the mileage reimbursement rate was $0.35 per mile, that would be $35 per trip for this 100-mile trip or a monthly allotment of 1,200 miles and or $420 for mileage reimbursement in this high-use radiation/ chemotherapy example. Most individuals would not be approved for such a high level of trip-making. Commonly a range of between 200 to 300 miles per month will likely meet the needs of most applicants. At $0.35 reimbursement per mile – below the IRS-approved mileage reimbursement rate – this means a check of $105 per month paid to the participant to reimburse drivers for out-of-pocket fuel expense.

Notably, most Fresno County trips are likely to be shorter than a 100-mile example. The average trip costs for the Riverside County TRIP are $7 to $14, despite the considerable distances of its Western Riverside County service area. And in its North Shore Salton Sea project, recently completed and providing 37,053 trips to 264 participants over four months, the average per trip reimbursement was $5.65 per ride.

Most applicants receive a time-limited authority. Where applicants continue indefinitely, these should be reviewed at least annually, to determine if circumstances have changed. Checks are mailed to the accepted applicants *in arrears* of trip-making and upon receipt of a detailed reporting form that includes date, trip purpose, mileage and time. This supports detailed record-keeping on trips provided.

Volunteer drivers are asked to sign a formal release form and provide some information about their current motor vehicle insurance.

Promoting Fresno County Volunteer Driver, Mileage Reimbursement Program

In addition to promotion by its sponsor organization(s), a Fresno County volunteer driver, mileage reimbursement program should be initially marketed and promoted by the countywide Mobility Manager, as well as by any Transportation Coach that might be appointed for that region and by partner human services agencies who are providing other types of service in that area. Common promotional material can be developed and this could be somewhat tailored for agency participants within a given sponsoring organization's purview. For example, the Fresno EOC might have a general promotional flyer about eligibility criteria and processes of use by the general public. The Dept. of Public Social Services could develop a parallel, but more tailored promotional flyer about how eligibility criteria could follow its own internal eligibility determinations.

Importantly, this Fresno County volunteer driver, mileage reimbursement program will be an important resource to list and locate on the Fresno County Find-a-Ride portal. That will mean that it will need a website location on which to place applications, provide information about the program and to answer Frequently Asked Questions.

Reporting and Performance Indicators

As indicated, the trip data comes from the passengers, as a requirement for getting their mileage reimbursement checks. This provides for solid reporting on the trip experience and on its cost-effectiveness. As noted, Riverside County trips are between $7 and $12 in direct costs to the program. When the volunteer labor is factored in, at an average of $10 per hour, total trip costs range from $17 to the low $20s. The Eastern Coachella Valley average trip cost was below $6 per trip as these trip lengths were comparatively shorter.

Trip purpose information is useful as it helps to identify how the program is being used and what kinds of trip needs are being met. While the majority of trip purposes may well be medically-related, there could be some additional life-sustaining trip purposes that are important to allow.

Pre-Requisites for Success

Any Fresno County volunteer driver, mileage reimbursement program manager is strongly encouraged to participate in the training that has been budgeted with the Riverside County TRIP administrators. Its Executive Director has been providing technical assistance to new start-ups, through periodic webinars and training opportunities. More about training and technical assistance can be found at www.ILPconnect.org.

As was noted previously, the intent of the program is not to replace rides that are already being provided by family members, therefore the traditional TRIP program does not allow the use of family members but rather focuses on riders who need to find drivers out of the home. It will be important that Fresno County's volunteer driver mileage reimbursement program has a component to assist prospective passengers in thinking through how they "ask" someone to be their volunteer driver. This is difficult for some people but experience shows that with support it becomes possible. Thinking through the process of who is an eligible driver and how they are identified is important.

The adaptation of the program to Central Valley Fresno County and a poor, limited English proficient population will benefit by learning from the Riverside County's recent North Shore Salton Sea TRIP experience. Notably, that program moved very quickly through its budgeted resources, using a twelve-month level of funding in five months despite careful application review and evaluation processes. Demonstrating the type and level of need, its program administrators hope to use its significant trip-level data collection to inform fixed schedule service planning in the area.

Partnerships with human service agencies who share these constituencies are crucial. This saves the program the trouble and expense of establishing means testing capability. For agencies that already offer a bus pass subsidy, this program will provide another transportation tool to utilize when public transit is not available. The formal nature of the program, with consumer eligibility criteria and

enrollment, and ongoing monitoring of need provides a structured program in which agencies can confidently participate with their agency funding.

Ideally, eligibility processes will simply piggyback upon those of sponsoring institutions, the partner organizations with which the program develops affiliations. Such piggybacking can also enhance promotion and help to "get the word out" to caseworkers and others involved with individuals who could most benefit from the program.

Proposed Costs and Revenues for Volunteer Driver/ Mileage Reimbursement

This envisioned volunteer driver, mileage reimbursement program can anticipate at least two significant funding source options:

1. It is eligible for Section 5310 funding, with revised rules released in June 2014 (C. 9070.1G).
2. Sponsoring organizations may choose to use this as an additional opportunity to purchase bus passes, once the formalized program with controls and oversight is established.

This program is designed to leverage agency based funds for per-trip expenditures. In other words, agency transportation budgets can be used to support trips provided through this model. The partnership with social service agencies assumes that 50% of the total mileage reimbursement costs are agency based funds, and the remaining support is from grant funds.

A full-time staff analyst provides the necessary administrative support to develop and administer the program procedures described earlier. The budget below assumes that the average trip length is 25 miles from the remote rural areas to other rural areas and urban areas for medical appointments, shopping, and social service agency appointments. The mileage reimbursement level is $0.35 per mile, less than the current IRS reimbursement level of $0.56 but something sufficient to cover out-of-pocket gasoline expenses and routine car maintenance.

Table 7 An Illustrative Budget for Volunteer Mileage Reimbursement Program

Direct Expense	Year 1	Year 2	Two Year Totals
1 full-time Staff Analyst Salary	$31,200	$31,824	$63,024
Fringe/benefits (25%)	$7,800	$7,956	$15,756
1 computer and software	1,500	-	1,500
Marketing Materials	5,000	2,000	7,000
Supplies	500	500	1,000
Postage	300	300	600
Office space/ Rent	2,000	2,000	4,000
Utilities	1,200	1,200	2,400
Telephone	1,200	1,200	2,400
Accounting services	1,200	1,200	2,400
Banking service costs	200	200	400
Mileage reimbursements -	73,500	110,250	183,750
Additional agency funds contributed by sponsors on a per-rider basis	36,750	55,125	91,875
Net Total Program Costs	**$88,850**	**$103,505**	**$192,355**
Total Miles Supported	210,000	315,000	525,000
Estimated Trips Supported at a 25 Mile Average/One-way Trip	8,400	12,600	21,000

The first two years of the program show that a total of 525,000 miles and 21,000 trips receive mileage reimbursement to fill mobility gaps in remote rural areas.

Funding Revenue Qualifications

The volunteer mileage reimbursement program is an eligible funding source for seniors and disabled individuals in the FTA 5310 funding.

FTA funding circular 9070.1G, dated 6/6/14 for FTA includes the following under d. Public Transportation Alternatives that Assist Seniors and Individuals with Disabilities with Transportation.

(2) Supporting the administration and expenses related to voucher programs for transportation services offered by human service providers. This activity is intended to support and supplement existing transportation services by expanding the number of providers available or the number of passengers receiving transportation services. Vouchers can be used as an administrative mechanism for payment of alternative transportation services to supplement available public transportation. The Section 5310 program can provide vouchers to seniors and individuals with disabilities to purchase rides, including: (a) mileage reimbursement as part of a volunteer driver program; (b) a taxi trip; or (c) trips provided by a human service agency. Providers of transportation can then submit the voucher for reimbursement to the recipient for payment based on predetermined rates or contractual arrangements. Transit passes or vouchers for use on existing fixed-route or ADA complementary paratransit service are not eligible. Vouchers are an operational expense which requires a 50/50 (federal/local) match.

(3) Supporting volunteer driver and aide programs. Volunteer driver programs are eligible and include support for costs associated with the administration, management of driver recruitment, safety, background checks, scheduling, coordination with passengers, other related support functions, mileage reimbursement, and insurance associated with volunteer driver programs. The costs of enhancements to increase capacity of volunteer driver programs are also eligible. FTA encourages communities to offer consideration for utilizing all available funding resources as an integrated part of the design and delivery of any volunteer driver/aide program.

Phase II Mileage Reimbursement Program in the Urbanized Area

Expansion of this model to the urbanized area of Fresno County, including the city of Fresno and the city of Clovis, is desirable and could have value for those residents unable to use either fixed-route or the demand responsive programs in operation. Specifically, the Gap Analysis research identified frail elderly or chronically ill individuals who need an escort into their destinations, who may be too frail to use public transportation and for whom safety concerns override their ability to use public transportation. These persons will benefit from an urban application of this volunteer driver mileage reimbursement program. It is recommended that the rural model be established first, to build a

successful track record with the program before developing it in the urban settings where demand is potentially higher.

The model could readily be adapted to an urban application by addressing the following:

- Identifying sponsor agencies who will contribute to the mileage reimbursement for eligible urban residents and placing their representatives on the application eligibility review committee;
- Revising eligibility criteria to reflect the characteristics and service area location consistent with sponsor agencies;
- Establishing internal management controls to appropriately reflect expanded service area, eligibility criteria and program budget.

Goal #5 Sustain and Enhance the Customer Feedback and Performance Monitoring System to Ensure High Service Quality Delivery

Purpose and Objective

There is heavy reliance by transportation disadvantaged individuals on public and human services transportation to get to the places they need to go. There need to be continued efforts to provide an effective customer feedback and performance monitoring system to ensure that the array of mobility services are delivered in a high quality and reliable manner.

Market Research

The focus groups and stakeholder interviews, in particular, pointed to a need for more of a customer service focus in mobility service delivery. This includes better sensitivity training of drivers and dispatchers on the needs of disabled and non-English speaking populations.

In the focus groups, for example, a Veteran told about his experience in leaving very early to get to doctor's appointment, and arrived late after missing a transfer bus connection. Another told the story of the driver stopping four times on the route to smoke and use his cellphone, with passengers having to wait in excess of 10 minutes for each stop.

There were significant complaints raised during the focus groups that bus transfers were often not reliable and passengers then had to wait long time for the next bus and sometimes missed their medical appointments.

In another focus group in Mendota, participants indicated they have to call 1.5 hours in advance to schedule a pick-up by the public transit system. They are told to be ready 15 minutes prior to arrival of the bus. Frequently the bus does not arrive or arrives up to 1.5 hours after the bus was scheduled to arrive. This has negatively impacted the participants and resulted in them arriving late for appointments

or missing them all together. The participants reported they are not informed when the transit is running late.

Several participants identified issues with poor customer service by two women who answer the telephone and take reservations for the transit agency. One customer service agent is nice and the other treats them disrespectfully. One consumer reported the scheduler frequently treats her rudely and often lets out a long breath when they are asking to place a reservation and responds to them curtly.

According to some stakeholders, FAX drivers reportedly pass by passengers on a regular basis, and they were unaware of a customer feedback system to rectify the issue. On the FAX website, however, there is a process for making complaints against drivers. A Complaint Coordinator inputs the information from the complaint into a database for record keeping purposes. The procedure is that the transit supervisor speaks to the bus driver regarding the complaint and appropriate action is taken. A response to the complaint is then sent to the Complaint Coordinator. The Complaint Coordinator will send the Complainant a letter when the complaint investigation is completed.

Key stakeholders at three different agencies working with seniors indicated that Handy Ride reliability problems are reported on a daily basis.

Many of the anecdotal examples of customer service issues are contradicted by ongoing efforts to quantify customer satisfaction through the surveys and the processes put in place to address concerns raised.

Existing Transit Agency Efforts to Monitor Customer Satisfaction

In conjunction with Fresno Council of Governments, FAX has hired various firms to conduct Customer Satisfaction Surveys since 1994. The most recent RFP for a customer satisfaction survey was released in September 2013. The purpose of the surveys is to identify areas that 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 of over 1,000 passenger interviews with randomly selected bus riders. Specific areas of inquiry having included:

- The extent and ease of using the bus wheelchair lift
- Interest in training on how to use the wheelchair lift
- The extent to which driver announces the next stop
- Reasons for not feeling safe on the bus
- Effect of knowing that there is a vehicle tracking system in place
- Satisfaction with evening service
- Suggestions for improving FAX's overall service

Service attributes are also graded including: (partial list)[7]

Buses running on time: B-
Length of time to complete trip: B-
Bus drivers' helpfulness: B+
Bus drivers' safety awareness: B+
Bus hours of operation on weekends: D+
Overall service provided by FAX: B+

Every year, FCOG produces a detailed transit productivity evaluation with the stated purpose "to assess the progress of transit operators who receive State Transportation Development Act funds and to recommended potential productivity improvements." The Productivity Evaluation assesses:

1. Fresno Area Express (FAX) and Handy Ride
2. Clovis Stageline and Roundup
3. Fresno County Rural Transit Agency (FCRTA)
4. Consolidated Transportation Services Agency (CTSA) for the Metropolitan and Rural Areas

In the Productivity Evaluation, several system coordination activities are reported. In the FY 2012/13 report, the integrated and coordinated trip planning service that FAX is working towards implementing will achieve the following: "By linking and coordination information about Fresno's three public transit services, this project will reduce the information gap for trip making between jurisdictions, and facilitates more seamless inter-jurisdictional travel."

Two key Operation Performance indicators are reported relevant to customer satisfaction including Total Revenue Service Interruptions and Percentage of Trips on Time for FAX and percentage of trips on time for Handy Ride. Four-year trend data is provided. On time performance and revenue service interruptions are not reported for Stageline and Round Up in Clovis or for FCRTA fixed route and demand response services.

Overview of Strategies

There are two specific strategies recommended for the goal to sustain and enhance the customer feedback and performance monitoring system to ensure high service quality delivery:

- Strategy #13: Incorporate All Transit Services into Future Customer Satisfaction Surveys and Inter-System Connectivity Satisfaction Questions
- Strategy #14: Report Transit Inter-System Connectivity Measures Annually in Productivity Evaluation Report

[7] Table 3.10 Fresno Area Express Passenger Survey Report Card, AIS Market Research October 2011, p.76 of 2014-2018 Short Range Transit Plan FCMA.

Strategy #13: Incorporate All Transit Services into Future Customer Satisfaction Surveys and Inter-System Connectivity Satisfaction Questions

This strategy would broaden the customer satisfaction surveys conducted for FAX/Handy Ride to also include FCRTA, Clovis, and CTSA services. Questions should be added to provide feedback on the satisfaction with transfer opportunities between systems, transfer meet reliability, fare payment between systems, and the number of transfers among different transit operators to get to their final destination.

Strategy #14: Report Transit Inter-System Connectivity Measures Annually in Productivity Evaluation Report

Annually, the Fresno Council of Governments produces a Transit Productivity Evaluation Report. This strategy would be broadening this report to include customer satisfaction results from Strategy #13. In addition, new coordination measures could be included such as the average wait time between transfers between systems is documented and reported on a regular basis. This is increasingly feasible as AVL systems provide a tool for providing this information on an ongoing basis.

Ideally, the quantitative data would be supplemented with a focus group of passengers who transfer among the systems in Fresno County. Recruitment for the focus group could be conducted randomly at key transfer locations among the systems.

5. Moving Forward With Prioritized Strategies

This chapter synthesizes the preceding market research, discussions, and findings into prioritized goals and strategies and projects to allow for ease of use by stakeholders, grant applicants and to aide various planning purposes.

Defining 2014 Coordinated Plan Goals, Strategies and Projects

The five goals and fourteen strategies developed in the preceding chapter are reiterated here in summary form for two reasons. Table 8 which follow summarizes a complex program of projects by which the mobility needs and gaps of Fresno County's transportation disadvantaged can be addressed. The table can be used in at least two ways:

1. It can be used by policy makers, agency heads, planners and key stakeholders with a summary list of goals and strategies in the Coordinated Plan.

2. It can be used by Section 5310 applicants to identify how their proposed project is "in" the Coordinated Plan, a requirement in regulation for making any given project eligible for Section 5310 funding.

Table 8 Fresno County 2014 Coordinated Plan Goals, Strategies and Projects

STRATEGY		OBJECTIVE & PURPOSE	POTENTIAL PROJECTS
Goal 1 – Maintain and strategically expand public and human service transportation when resources allow.			
1.	**Retain and strategically enhance existing public transportation services.**	Given the heavy utilization of transit services in the urbanized area and throughout Fresno County by transportation disadvantaged populations, maintaining and strategically enhancing public transportation services is vital to individuals who rely on public transportation to get to jobs, education, shopping, medical appointments, etc.	- Strategic Service Evaluations that define changes that can make transit a more viable alternative to the auto by reducing transit travel times, improving linkages to major trip generators and improving the overall productivity, cost effectiveness, and sustainability of transit. - Implement projects identified in the Short Range Transit Plans of Fresno's FAX, Clovis public transit, and FCRTA. - Reduce both waiting and travel times for riders. - Improve the directness of travel and improve travel times. - Secure funding devoted to maintaining and strategically improving service levels to the public transportation network.
2.	**Retain, support and improve human service transportation.**	- Support and sustain the important array of human service agency transportation provided in Fresno County. - Foster and sustain the mobility partnerships with continued collaborative funding in future grant opportunities as well as adopted Short Range Transit Plans.	- Develop agency-based transportation information capabilities for agency staff, tightening the information connection between transit programs and personnel who work directly with consumers. - Secure grants to support agency transportation where these can extend the existing public transportation network and address unmet mobility needs. - Ensure that human service transportation personnel have access to relevant training and conference opportunities through CalACT and the RTAP program to build capacity and knowledge.
3.	**Continue to utilize FTA 5310 grant funding for procurement of**	Given the extensive network of both public and human service agency transportation, regular replacement of vehicles for transportation programs for the elderly and disabled through the	- Submit vehicle-based projects through EOC that sustain the existing array of services provided by EOC as the Fresno CTSA to human service agency clients. - As funds allow, submit Handyride and Clovis Round-Up

STRATEGY		OBJECTIVE & PURPOSE	POTENTIAL PROJECTS
	replacement and expansion vehicles by non-profit and public agencies serving mobility needs of low income, seniors and disabled persons.	FTA 5310 program has been an important priority of the Fresno COG that serves as the RTPA for Fresno County. Due to upcoming changes to the FTA 5310 process, planning strategies should continue to provide justification of the continued need for vehicle replacement and expansion.	vehicle-based projects that sustain ADA complementary paratransit services.
4.	**Retain, support and expand vanpool program.**	- Expand the FCRTA-CalVans partnership for 90 new vanpools to job training sites, community colleges, and work sites that employ low income workers over a five-year period. - Utilize a portion of the new FTA 5307 funds generated by new vanpools for vanpool vehicle replacement and a public education campaign.	- Add another 90 vanpools for low income workers over the next five years. - Continue to build upon the existing partnerships and take advantage of existing available incentives. - Invest new FTA 5307 monies back into the vanpool program by having public entity purchase 90 vanpools over a five-year period to reduce rider monthly costs.
Goal 2 – Enhance mobility information and education.			
5.	**Integrate all Fresno County Transit Services into Google Maps and the FAX Trip Planner.**	Automated trip planners are an effective tool for overcoming a barrier common to both transit users and social service providers—the challenge of reading transit maps and schedules	- Expand both the FAX trip planner and Google Transit as soon as possible to include all fixed route services in Fresno County – FAX, FCRTA, Clovis and any local operated routes (e.g. Route operated by Coalinga). - Include a "countywide" trip planner function on the home page for each transit service. - Widely promote the trip planning capability to social service agencies that are often responsible for finding transportation options for their clients.
6.	**Develop an online web portal that will provide access to**	Communicate the diverse array of transportation services and programs that have been implemented in Fresno County to transportation disadvantaged populations and the social service	- Secure funding and pursue low-cost, open source Find-a-Ride capabilities that can include demand response and specialized transportation programs. - Build upon the existing software development or seek

STRATEGY		OBJECTIVE & PURPOSE	POTENTIAL PROJECTS
	comprehensive information about local transportation options and programs.	agencies that serve them.	new models such as those being implemented nationally through the VTCLI initiatives of VetLink in Riverside/San Bernardino Counties or Atlanta, Georgia's MPO or through the MPO's Find-a-Ride for Pima County, Arizona.
7.	**Distribute printed, bilingual passenger information guides for all public transit services.**	Printed passenger guides serve a number of functions important to transportation disadvantaged populations, including readily available information and visibility at high traffic locations.	- Survey printed and other informational materials to identify those that are not yet available in bilingual formats. - Include in agency printing budgets the capability for bilingual passenger information for all transit services.
8.	**Provide route/schedule information at the bus stop, particularly for low-frequency routes.**	- Enhanced signage or information displays posted at the stop can let potential users see how to actually use the service. - Schedule information is particularly important on routes with low frequencies where a bus may only come every few hours or even just a few times per day.	- Set some common standards for the level of information to be provided at bus stops based on the frequency of service and number of boardings per day.
GOAL 3 – Formalize a mobility management function to better connect persons with the mobility services they need.			
9.	**Hire a countywide Mobility Manager.**	This regional Mobility Manager would be responsible for implementation and monitoring progress of the strategies recommended in the Coordination Plan.	- Define organizational home for Countywide Mobility Manager and submit and secure a 5310 grant for a Regional Mobility Manager. - Submit and secure a 5310 grant for the Transportation Coaches who will act as the local liaisons.
10.	**Develop a network of local Mobility Managers in the role of**	- Add value to the existing network of community outreach and information provided by front line social service agency personnel who work directly with the transportation disadvantaged.	- Enable existing Promotoras to also take on a transportation function in their daily community outreach to low income populations. - Enable existing social service agency counselors to

STRATEGY		OBJECTIVE & PURPOSE	POTENTIAL PROJECTS
	Transportation Coaches.	- Given that many individuals need to be reached with trusted messengers that work in the community, the transportation coaches are meant to provide information on mobility choices to low-income, mono-lingual, illiterate and disabled populations.	provide transportation coach services as part of their ongoing duties. - Schedule an annual Fresno County Transportation Coaches workshop or summit, including agency managers, supervisors or line staff who are regularly in contact with transportation disadvantaged consumers. - Provide ongoing training and support for coaches, including some level of annual participation in statewide mobility manager conferences or training.
GOAL 4 – Fill remaining mobility gaps with cost-effective services and self-help tools.			
11.	**Provide non-recurring trip ridesharing matching capability.**	Build on the extensive utilization of ridesharing by transportation disadvantaged populations by providing tools to assist with ridesharing for non-recurring trips such as shopping and medical trips.	Develop a non-recurring ridesharing capability with multi-lingual access on the Find-A-Ride portal. The ridesharing application would be targeted at the transportation disadvantaged population.
12.	**Develop a volunteer driver, mileage reimbursement program.**	Volunteer driver, mileage reimbursement programs are low-cost transportation alternatives that can improve mobility of those Fresno County residents where there are no transit services or for those too frail or whose trip-making is too complicated to be served by public transit. For these individuals, this becomes both a key mobility gap filler and can help to manage demand for scarce public paratransit resources.	- Identify a lead organization for development and promotion of a volunteer driver, mileage reimbursement program and include a visit to (or from) the national TRIP model in Riverside County. - Prepare and submit a Section 5310 grant to develop a Fresno County volunteer driver mileage reimbursement program, for Phase 1 for a Rural program; Phase II at an appropriate subsequent time period. - Promote and market the program through its sponsor organization(s), by the countywide Mobility Manager, as well as by any Transportation Coach that might be appointed for that region and by partner human services agencies who are providing other types of service in that area.

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.**	This strategy would broaden the customer satisfaction surveys conducted for FAX/Handy Ride to also include FCRTA, Clovis, and CTSA services.	- Examine procedures for complaint follow-up and determine procedural changes to help implement existing agency policies' regarding customer service. - Provide mechanisms for presenting Report Cards on service quality matters to the public. - Identify strategies for using the Transportation Coaches and Regional Mobility Manager to inform about service quality matters and to report on high quality, as well as problematic service components. - Involve the "Driver of the Year" or some such recognition program in the annual workshop or summit of Mobility Manager/Transportation Coaches.
14.	**Report transit inter-system connectivity measures annually in Productivity Evaluation Report.**	Broaden the annual Transit Productivity Evaluation Report to include customer satisfaction results from Strategy #13. In addition, new coordination measures could be included such as the average wait time between transfers between systems is documented and reported on a regular basis.	- Supplement data with a focus group of passengers who transfer among the systems in Fresno County. Recruitment for the focus group could be conducted randomly at key transfer locations among the systems. - Target high-use connections, such as to the Regional Hospital, between FCRTA and selected FAX routes for improved service levels and promote this to key stakeholders.

This section summarizes the recommended Coordination Plan goals and key strategies in relation to priorities that were developed, in part through a workshop with several dozen opinion leaders and key stakeholders in Fresno County. That process of prioritization is also discussed following. Appendix C presents the invitation list for this May 2014 workshop. Recommended priorities follow and are presented in Table 9 at the end of this subsection.

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 meet 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 seeking 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 resource 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 bilingual, 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 online 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.

Table 9 below provides a summary of the prioritized goals and strategies for the Coordination Plan.

Seeking MAP-21 Section 5310 Funding

Finally, the single designated funding source by which some of these strategies may be realized is the Federal Transit Administration's Section 5310. As was noted in Chapter 5, there have been changes to the Section 5310 program further solidifying this as a primary funding opportunity for many of the Coordinated Plan projects identified.

Central among the Section 5310 changes is that operating funding may now be requested, as well as capital funding. Capital funding for projects continues to fall into two categories: 1) traditional vehicle and vehicle-related projects and 2) mobility management projects. This subsection explores the types of eligible projects and activities eligible for 5310 funding support.

Eligible Activities

The new regulatory guidance requires that 55% of the funds available shall be used for "traditional Section 5310 projects", namely those public transportation capital projects planned, designed and carried out to meet the specific needs of seniors and individuals with disabilities when public transportation is insufficient, unavailable or inappropriate. The regulations make it clear that this 55% is a floor and not a ceiling and that entities can spend more than the 55% on traditional FTA 5310 projects.

Additionally, up to 45% of available funds can be spent for projects that will: (1) exceed the ADA minimum requirements, (2) improve access to fixed-route service and decrease reliance by individuals with disabilities on ADA-complementary paratransit, or (3) provide transportation alternatives that assist seniors and individuals with disabilities with transportation. While these projects must be targeted to older adults and persons with disabilities, they may also be used by the general public.

All projects that are selected for funding under the Section 5310 program must be "included in a locally developed, coordinated public transit-human services transportation plan."

Table 9 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.	**Critical**
	2. Retain, support and improve Human Service Transportation.	**Critical**
	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.	**Critical**
	4. Retain, support and expand Vanpool program.	**High**
Goal 2 – Enhance mobility Information and education.	5. Integrate all Fresno County transit services into Google Maps and the FAX Trip Planner.	**High**
	6. Develop an Online Web Portal that will provide access to comprehensive information about local transportation options and programs.	**High**
	7. Distribute printed, bilingual passenger information guides for all public transit services.	**High**
	8. Provide route/schedule information at the bus stop, particularly for low-frequency routes.	**High**
Goal 3 – Formalize a mobility management function to better connect persons with the mobility services they need.	9. Hire a countywide Mobility Manager.	**High**
	10. Develop a network of Local Mobility Managers in the role of Transportation Coaches.	**High**
Goal 4 – Fill remaining mobility gaps with cost-effective services and self-help tools.	11. Provide non-recurring trip ridesharing matching capability.	**Medium**
	12. Develop a Fresno County volunteer driver, mileage reimbursement program.	**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.	**Medium**
	14. Report transit Inter-System Connectivity measures annually in Productivity Evaluation Report.	**Medium**

Eligible Capital Expenses

At least 55% of funds shall be used to support rolling stock and related equipment items that include:

- Acquisition of expansion or replacement buses or vans and related testing, inspection and acceptance costs.
- Vehicle rehabilitation and overhaul.
- Preventative maintenance.
- Radios and communications equipment.
- Vehicle wheelchair lifts, ramps and securement devices.

Other categories of eligible capital expense include:

- Purchase and installation of benches, shelters and other passenger amenities.
- Support facilities and equipment for Section 5310-funded vehicles that may include extended warranties, computer hardware and software, transit related intelligent transportation systems, dispatch systems, fare collection systems.
- Leasing of equipment when a lease is more cost effective than a purchase.
- Acquisition of transportation services under contract, lease or other arrangement.

Finally, mobility management and coordination programs are an eligible capital cost. Mobility management functions may enhance transportation access for populations beyond those immediately targeted by a single agency or organization. Mobility management activities may include:

- Promotion, enhancement and facilitation of access to transportation services including the integration and coordination of services for individuals with disabilities, seniors and low-income individuals.
- Support for short-term management to plan and implement.
- Support of state and local coordination policy bodies and councils.
- Operation of transportation brokerages to coordinate providers, funding agencies and passengers.
- Provision of coordination services, including employer-oriented transportation management organizations, customer-oriented travel navigator and neighborhood travel coordination activities such as travel training and trip planning.
- Development of one-stop transportation traveler call centers.

- Acquisition of rolling stock and related activities to support ADA-complementary paratransit services may qualify toward the 55% requirement so long as the service in included in the Coordinated Plan.

Eligible Operating Expenses

Up to 45% of available funds may be used for operational costs of projects that address the purposes identified above including meeting special needs of seniors and persons with disabilities, projects that exceed the requirements of the ADA and enhance paratransit beyond the minimum requirements of the ADA, improve accessibility, or provide additional transportation alternatives for seniors and persons with disabilities.

This latter category of alternative transportation can include purchasing vehicles to support accessible taxis, supporting the administration and expenses related to voucher programs for transportation offered by human services or supporting volunteer driver and aid programs.

Fund Matching Requirements

For eligible capital projects, both traditional vehicle-related projects and mobility management projects, the match shall be 80% Federal dollars and 20% local funds.

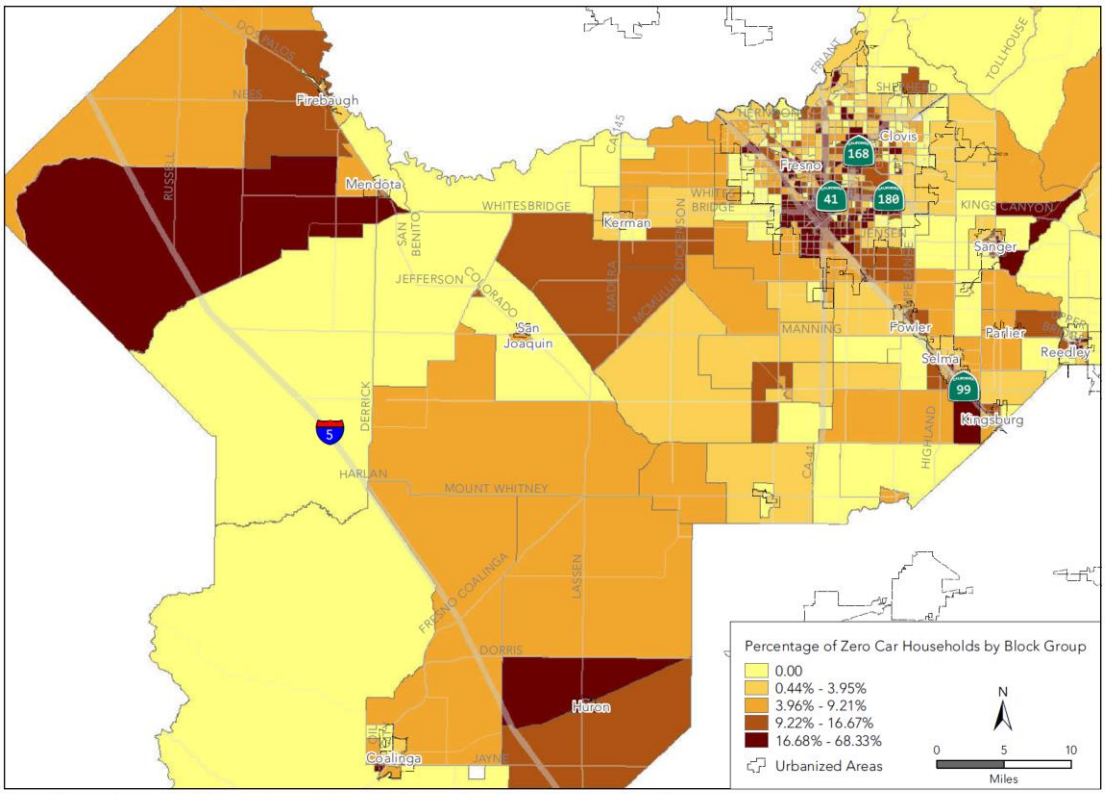
For eligible operating projects, the match shall be 50% Federal dollars and 50% local funds.

Appendix A: Additional Target Population Demographics

Zero Car Households

Figure 35 illustrates the percentage of households with no automobile ownership. These households relate closely in geography with low-income households, where lack of finances prohibits the purchase and upkeep of a vehicle, especially in the rural communities where residents must travel longer distances for shopping and medical facilities and public transit is less available.

Figure 35 Percentage of Zero Car Households by Census Block Group – Fresno County

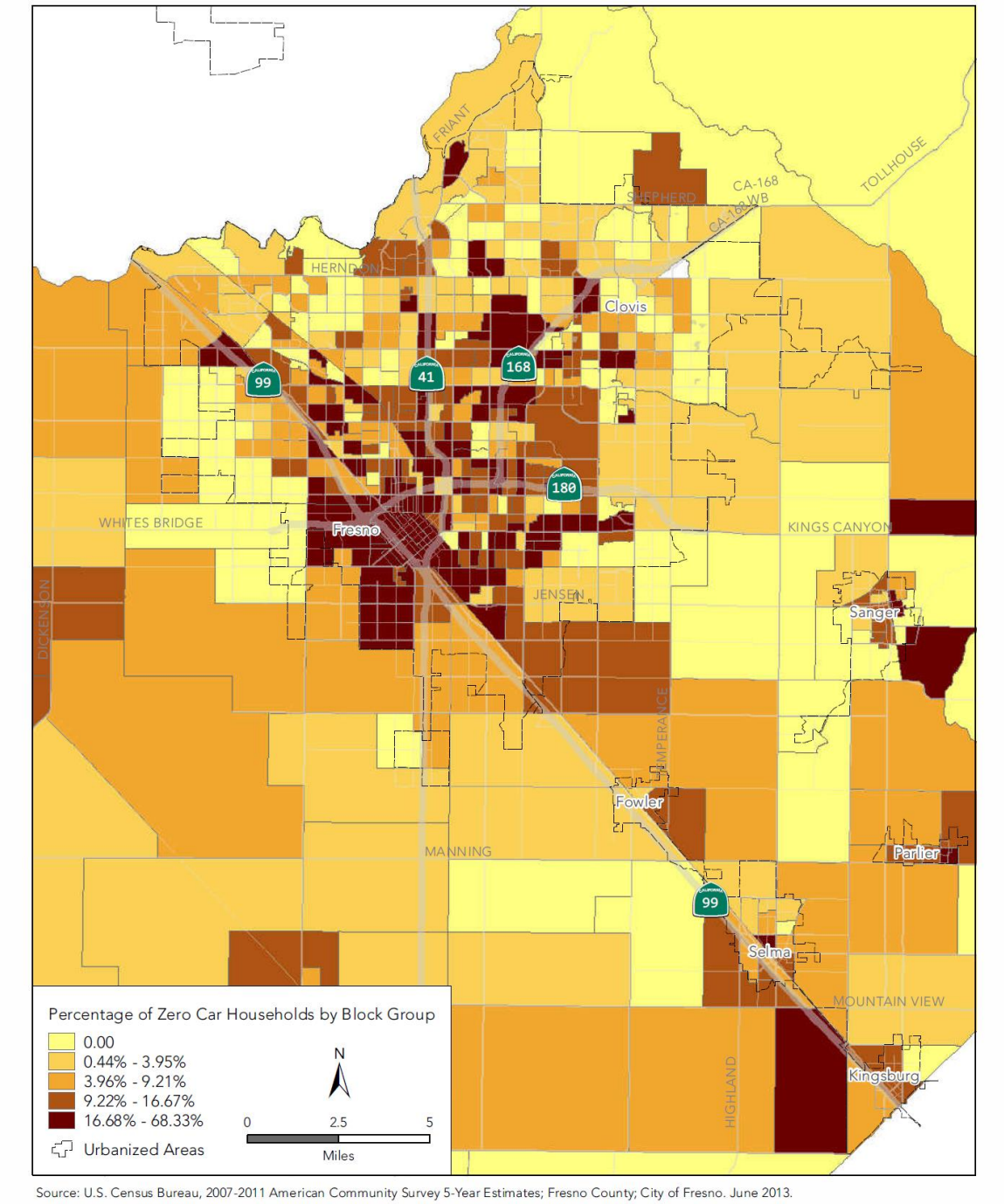


Source: U.S. Census Bureau, 2007-2011 American Community Survey 5-Year Estimates; Fresno County; City of Fresno. June 2013.

Again, in the urbanized area, the households with no vehicles mirror the concentrations of lower income households.

Figure 36 shows the heaviest concentration in the southwest portion of the city of Fresno and pockets travelling north and west into Clovis along highway 168. The highest concentration is measured as more than 17% of the households within a census block do not a vehicle at home.

Figure 36 Percentage of Zero Car Households by Census Block Group – Central Fresno County

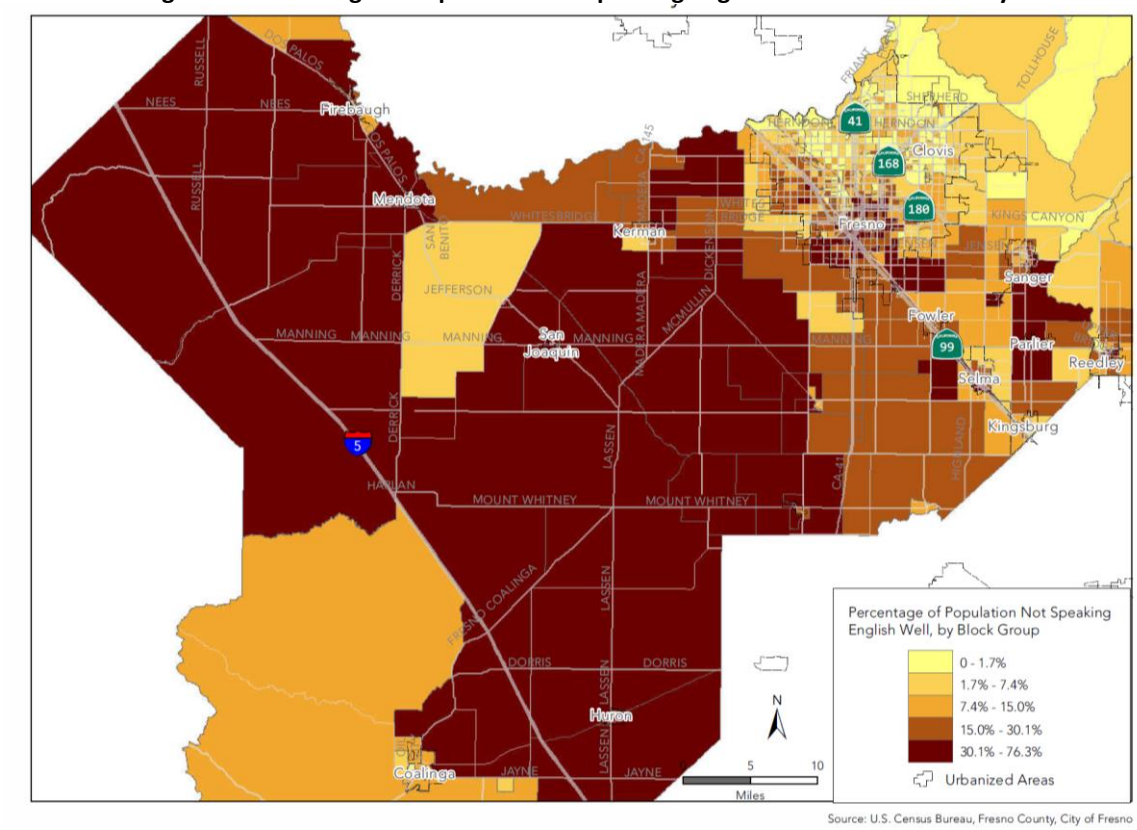


Source: U.S. Census Bureau, 2007-2011 American Community Survey 5-Year Estimates; Fresno County; City of Fresno. June 2013.

Limited English Proficiency

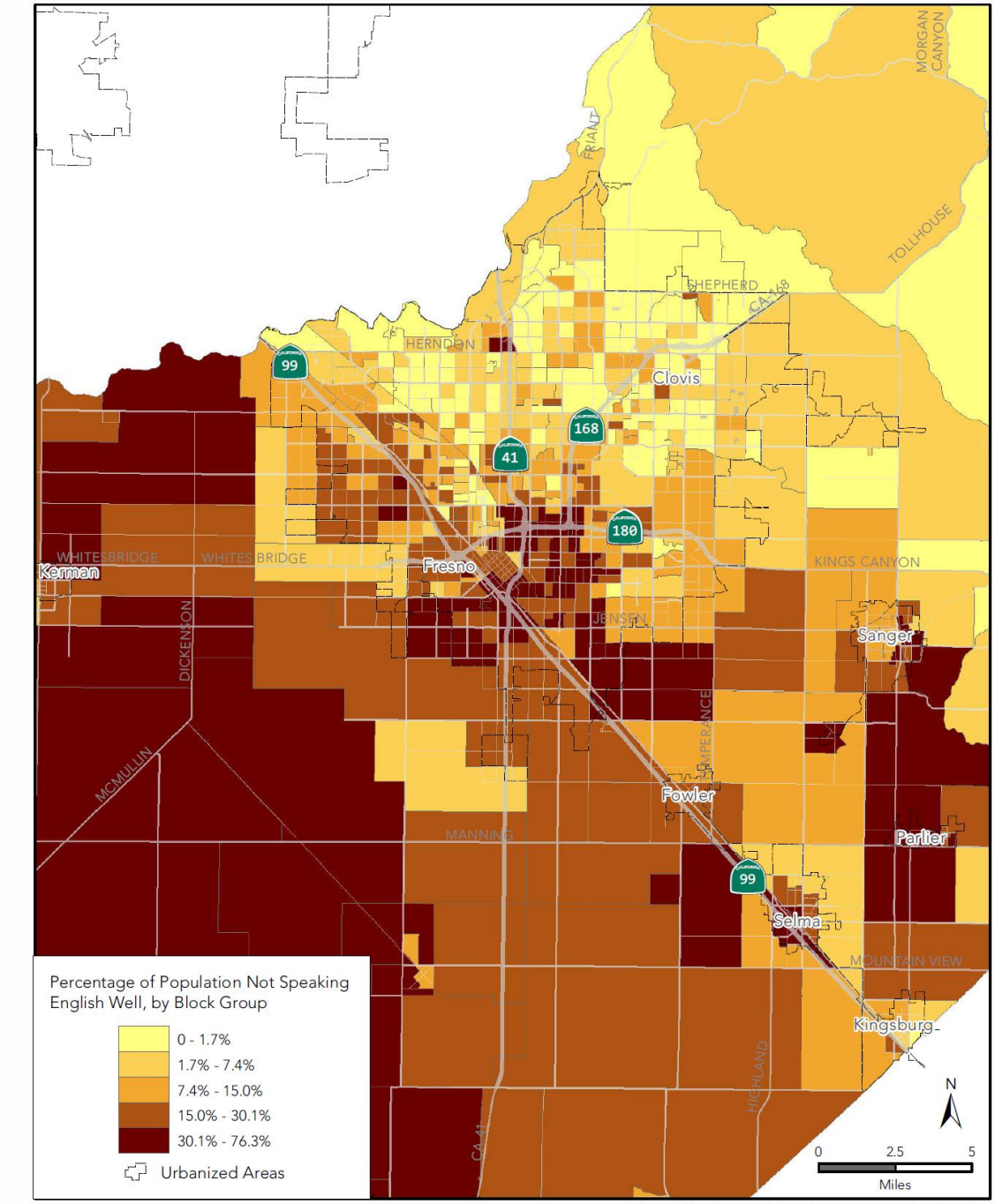
According to the U.S. Census Bureau, the census does not define Limited English Proficiency or non-Limited English Proficient populations. English-speaking ability represents the person's own perception about his or her English-speaking ability. Figure 37 shows that between 30% and 76% of the population in western rural Fresno County do not speak English well.

Figure 37 Percentage of Population Not Speaking English Well – Fresno County



Limited English proficiency for the urbanized area shows the southern portion of the city of Fresno as having the highest concentration of residents not speaking English well. There is also a higher concentration just outside of the urbanized area in Parlier, Selma and near Sanger.

Figure 38 Percentage of Population Not Speaking English Well – Central Fresno County



Source: U.S. Census Bureau, Fresno County, City of Fresno

Figure

Appendix B: Inventory of Transportation Services

Table 10 following presents an inventory of Fresno County's public transportation programs, providing additional detail for the public operators, human service agencies and inter-regional carriers related to service area, fares, span of service and transfer information, and other informational items.

Table 10 Transportation Inventory Matrix

PUBLIC TRANSPORTATION PROVIDERS									
Service	**Service Description**	**Reservations or Information**	**Service Area**	**Days and Hours of Service**	**Eligibility**	**Fare**	**Transfers/ Policies**	**Vehicles**	**Trips**
Fresno Area Express (FAX)									
Fixed-Route Bus	FAX is the largest mass public transportation provider in the San Joaquin Valley, serving the metropolitan area of Fresno.	For information contact: 559-621-RIDE www.fresno.gov	The service area boundaries are generally Copper Avenue to the north, east to Willow Avenue, south to Ashlan Avenue, east to Temperance Avenue, south to Central Avenue, west to Polk Avenue, north to the Fresno County line, and east to Copper Avenue.	Service Hours: Weekdays 5:30 a.m. - 10:00 p.m. Sat –Sun 6:30 a.m. - 7:00 p.m.	General Public	Base Fare: $1.25 Senior (65+): 60¢ Disabled: 60¢ Medicare Cardholder: 60¢ Children (under 6): Free (Limited to 4 children) Tokens (Singles): $1.25 Tokens (20 Token Roll): $22.50 Tokens (50 Token Roll): $55.00	Transfers are free, and allow you to use up to two additional buses in order to complete your one-way trip. Bus transfers can be made only where routes intersect, and are not valid for layovers or return trips. Transfers are valid for one hour past the time cut on the transfer.	118 buses	14,304,147
Handy Ride Paratransit	Handy Ride is a shared ride, curb-to-curb paratransit service, provided from any origin to any destination throughout the service area for any trip purpose. Handy Ride operates during the same hours and days as the FAX City bus system.	For reservations call: 559-621-5770 Reservations must be made between 1-2 days ahead. For information contact: 559-621-7433 www.fresno.gov	The service area boundaries are generally Copper Avenue to the north, east to Willow Avenue, south to Ashlan Avenue, east to Temperance Avenue, south to Central Avenue, west to Polk Avenue, north to the Fresno County line, and east to Copper Avenue.	Service Hours: Weekdays 5:30 a.m. - 10:00 p.m. Sat –Sun 6:30 a.m. - 7:00 p.m. Reservation Hours: Mon–Sun 8:00 a.m. - 5:00 p.m. Latest Scheduled Pick – Up Time Offered: Weekdays - 9:30 p.m. Sat – Sun - 7:00 p.m. Latest Time to Call for a Will-Call Pick-Up? Weekdays - 9:00 p.m. Sat-Sun - 6:00 p.m.	Handy Ride provides service to ADA eligible individuals, a personal care attendant, one companion, and limited to a maximum of 4 children under 6. Anyone meeting the eligibility criteria for ADA Para transit services are eligible for Handy Ride service. ADA Para transit, certified eligible visitors from outside of the FAX/Handy Ride service area may receive Handy Ride service up to 21 days.	ADA Eligible Individual: $150 ADA Eligible Monthly Pass $48.00 (60 one way trips) Personal Care Attendant: Free Individual's Companion: $1.50		48 lift-equipped mini buses 7 sedans	209,473

PUBLIC TRANSPORTATION PROVIDERS									
Service	**Service Description**	**Reservations or Information**	**Service Area**	**Days and Hours of Service**	**Eligibility**	**Fare**	**Transfers/ Policies**	**Vehicles**	**Trips**
Clovis Transit									
Stageline	Stageline operates along fixed routes with regularly scheduled stops.	For Stageline routes and information, call (559) 324-2770. www.Clovistransit.com	City of Clovis	Weekdays 6:15 am to 6:15 pm Limited service on Saturday 7:30 am to 3:30 pm Routes 10 and 50	General Public	- General public: $1.25 - Seniors 65 and over: FREE - Persons with disability*: FREE - Children under 6: Up to 4 children free - Transfers: Free - Twenty ride passes are $23. - Metro Pass, valid on Stageline and FAX: $48.00 Clovis Transit does not accept the Fresno Area Express regular monthly convenience pass or FAX tokens	Transfers to complete a one-way trip: Free (Transfers may be used on either Clovis or FAX buses) *Proof of disability for reduced fare includes any of the following: Medicare card, DMV issued disabled placard, Clovis Transit ID card, FAX special rider ID card, Fresno Handy Ride ID card, or disability identification from any public transit agency in the United States.	12 Buses, Lift-Equipped,1 trolley	171,925
Round Up	Round Up is a demand-response service for disabled residents who call in advance to schedule trips within Clovis and to Fresno	For Round Up reservations and information, call (559) 324-2760 www.clovistransit.com	City of Clovis and service to Fresno	Service in Clovis Weekdays 6:15 a.m. to 6:15 p.m. Saturday-Sunday 7:30 a.m. to 3:00 p.m. Service to Fresno Weekdays Only 7 a.m. to 4 p.m.	Riders must complete and submit an Americans with Disabilities Act form and be approved for eligibility before using Round Up for the first time. The form is available by telephoning (559) 324-2760.	One-way fares for Round Up within Clovis are $1.25. Travel to Fresno ranges from $2.00 to $2.75. Twenty ride passes are available for $23, $36, and $50, depending on destination.	Round Up provides service to ADA eligible individuals, a personal care attendant, one companion, and up to 4 children under the age of 6 years. ADA paratransit certified eligible visitors to the area (outside the Round Up service area) may receive Round Up service up to 21 days.	17 Buses, 5 Passenger Vans, 2 wheelchair Accessible vans	62,919

PUBLIC TRANSPORTATION PROVIDERS									
Service	**Service Description**	**Reservations or Information**	**Service Area**	**Days and Hours of Service**	**Eligibility**	**Fare**	**Transfers/ Policies**	**Vehicles**	**Trips**
Fresno County Rural Transit Agency (FCRTA) Inter-City Service									
Auberry	Intercity services to the Fresno-Clovis Metropolitan Area	24hr prior reservation For service information call 800-325-7433	Fresno-Clovis Friant Area Foothills Auberry	Intercity Service Only on Tuesdays 8:00 am to 5:00 pm	General Public	Intercity Service: $5.00 per round trip	Connections to other Inter-city service vary depending on origin and destination FCRTA offers informal connections to the Fresno - Clovis Metropolitan Area through the following providers: Fresno Area Express' (FAX) FAX's Handy Ride ADA services Clovis Transit's Stageline Clovis Round-Up	1	550
Coalinga	Scheduled, round-trip, intercity services, with route deviation	For service information call 951-935-1511 www.ruraltransit.org	Coalinga, Huron, Five Points, Five Star, Lanare, Riverdale, Caruthers, Raisin City, Fowler, Easton, Fresno-Clovis	Monday - Saturday 8:00 am to 6:15 pm	General Public	One-way: $2.00 to $6.75 Round Trip: $2.00 to $11.00		1	8,806
Del Rey	Scheduled, round-trip, intercity services, with route deviation	For service information call 800-325-7433 www.ruraltransit.org	Del Rey to Sanger	Weekdays 8:00am to 5:00pm	General Public	Elderly, disabled, children: $0.50 General Public: $0.75		1	5,539
Dinuba Connection	Inter-county service	For service information call 1-877-404-6473	Dinuba Reedley	Summer 7:05 am to 2:55 pm School Year 7:05 to 8:55	General Public	Full fare: $1.50 Youth (6-12) fare: $1.25 Senior/Disabled/Medicare: $1.25		1	15,910
Firebaugh-Mendota	Intercity service	For service information call 800-325-7433 www.ruraltransit.org	Firebaugh Mendota	Weekdays 7:00 a.m. to 5:30 pm	General Public	One-way: $1.00		1	Not available
Huron Intercity	Intercity services	For service information call 800-325-7433 www.ruraltransit.org	Huron and Coalinga	Weekdays 6:00 am to 6:00 pm	General Public	One-way: $2.00 Round-trip: $4.00		2	5,760
Orange Cove	Scheduled, multiple round-trip, intercity service, with route deviation.	For service information call 800-325-7433 www.ruraltransit.org	Orange Cove Reedley Parlier Sanger Fresno-Clovis	Weekdays 7:00 am to 5:30 pm	General Public	Gen Pub 1-way: $.85 to $2.00 Gen Pub R/T: $1.70 to $4.00 60+/ Dis/ Child 1-way:$.50 to $1 60+/Dis/Child R/T: $1 to $2		1	36,765
Southeast Corridor Transit	Scheduled, multiple round-trip, intercity service, with route deviation.	For service information call 800-325-7433 www.ruraltransit.org	Kingsburg Selma Fowler Fresno-Clovis	Weekdays 7:00 am to 5:30 pm	General Public	Gen Pub 1-way: $2.50 to $2.75 Gen Pub R/T: $2.25 to $4.75 60+/ Dis/ Child 1-way: $1.75 to $2.25 60+/Dis/Child R/T: $1.75 to $4.25		1	12,650
Westside Transit	Scheduled, multiple round-trip, intercity service	For service information call 800-325-7432 www.ruraltransit.org	Firebaugh Mendota Kerman Fresno-Clovis	Weekdays 7:00 am to 6:00 pm	General Public	Gen Pub 1-way: $.85 to $2.00 Gen Pub R/T: 1.70 to 4.00 60+/ Dis/ Child 1-way: $.50 to $1.50 60+/Dis/Child R/T: $ 1.75 to $4.25		1	10,797

PUBLIC TRANSPORTATION PROVIDERS									
Service	**Service Description**	**Reservations or Information**	**Service Area**	**Days and Hours of Service**	**Eligibility**	**Fare**	**Transfers/ Policies**	**Vehicles**	**Trips**
Fresno County Rural Transit Agency (FCRTA) Intra-City Service									
Auberry	Local inter-community services between foothill communities	Call 800-325-7433 the day before you wish to travel to request a service pick-up	Friant Area Foothills Auberry	Weekdays 8:00 am to 3:00 pm	General Public	Elderly and Children: $0.35 General Public: $0.50 Disabled: Free	Connections to other Inter-city service vary depending on origin and destination	1	2,364
Coalinga	Demand responsive services in Coalinga	To request Demand Response service call 559-935-1511.	Coalinga Fresno-Clovis Avenal-Huron Avenal Prison	Weekdays 6:00 am to 6:00 pm	General Public	Elderly and Children: $0.50 General Public: $0.50 Disabled: Free		1	11,988
Firebaugh	Demand responsive service	To request Demand Response service call 800-325-7433 www.ruraltransit.org	Firebaugh Fresno-Clovis Mendota-Kerman	Weekdays 7:00 am to 5:30 pm	General Public	Elderly and Children: $0.50 General Public: $0.50 Disabled: Free		1	11,392
Fowler	Demand responsive service in Firebaugh	To request Demand Response service call 800-325-7433 www.ruraltransit.org	Fowler	Weekdays 7:00 am to 5:30 pm	General Public	Elderly and Children: $0.50 General Public: $0.75 Disabled: Free		2	7,369
Huron	Demand responsive service in Huron	To request Demand Response service call 800-325-7433 www.ruraltransit.org	Huron	Weekdays 6:00 am to 6:00 pm	General Public	General Public: $0.75 Elderly and Children: $0.50 Disabled: Free Monthly pass: $30		2	92,092
Kerman	Demand responsive service in Kerman	To request Demand Response service call 559-846-7914 www.ruraltransit.org	Kerman	Monday to Saturday 7:00 am to 4:00 pm	General Public	General Public: $0.75 Elderly and Children: $0.50 Disabled: Free Monthly pass: $30		1	5,523
Kingsburg	Demand responsive service in Kingsburg	To request Demand Response service call 559-897-4311 www.ruraltransit.org	Kingsburg	Weekdays 7:00 am to 5:30 pm Saturday 8:00 am to 5:00 pm	General Public	General Public: $0.75 Elderly and Children: $0.50 Disabled: Free Monthly pass: $30		1	27,523
Mendota	Demand responsive service in Mendota	To request Demand Response service call 800-325-7433 www.ruraltransit.org	Mendota	Weekdays 7:00 am to 5:30 pm	General Public	General Public: $0.75 Elderly and Children: $0.50 Disabled: Free Monthly pass: $30		1	17,278

PUBLIC TRANSPORTATION PROVIDERS									
Service	**Service Description**	**Reservations or Information**	**Service Area**	**Days and Hours of Service**	**Eligibility**	**Fare**	**Transfers/ Policies**	**Vehicles**	**Trips**
Fresno County Rural Transit Agency (FCRTA) Local Community Services Cont'd									
Orange Cove	Demand responsive service in Orange Cove	To request Demand Response service call 800-325-7433 www.ruraltransit.org	Orange Cove	Weekdays 7:00 am to 5:30 pm	General Public	General Public: $0.50 Elderly and Children: $0.35 Disabled: Free Monthly pass: $30	Connections to other Inter-city service vary depending on origin and destination	1	18,084
Parlier	Demand responsive service in Parlier	To request Demand Response service call 800-325-7434 www.ruraltransit.org	Parlier	Weekdays 7:00 am to 4:00 pm	General Public	General Public: $0.75 Elderly and Children: $0.50 Disabled: Free Monthly pass: $30		1	10,790
Reedley	Demand responsive service in Reedley	To request Demand Response service call 559-637-4202 www.ruraltransit.org	Reedley	Weekdays 7:00 am to 5:30pm Saturday 8:00 am to 5:00 pm	General Public	General Public: $0.75 Elderly and Children: $0.50 Disabled: Free Monthly pass: $30		3	51,795
Rural Transit	Demand response service that provides gap service not covered in the sphere of influence of other available FCRTA rural services	24 hour Advanced Reservation call 800-325-7434 www.ruraltransit.org	Anywhere in rural Fresno County not within sphere of influence of other rural systems	Weekdays 7:00 to 5:00pm	General Public	One-Way: $5.00 Additional Stops: $2.50 each stop		4 Vans	720
Sanger	Demand responsive service in Sanger	To request Demand Response service call 559-224-9459 www.ruraltransit.org	Sanger	Weekdays 7:00 am to 5:30pm Saturday 8:00 am to 5:00 pm	General Public	General Public: $0.75 Elderly and Children: $0.50 Disabled: Free Monthly pass: $30		3	41,194
San Joaquin	Demand responsive service in and around San Joaquin	To request Demand Response service call 800-325-7433 www.ruraltransit.org	San Joaquin	Weekdays 8:00 am to 5:00 pm	General Public	General Public: $0.50 Elderly and Children: $0.35 Disabled: Free Monthly pass: $30		1	11,645
Selma	Demand responsive service in Selma	To request Demand Response service call 559-891-2221 www.ruraltransit.org	Selma Fowler Fresno-Clovis Kingsburg	Weekdays 7:00 am to 5:30pm Saturday 8:00 am to 5:00 pm	General Public	General Public: $0.75 Elderly and Children: $0.50 Disabled: Free Monthly pass: $30		4	64,077

Consolidated Transportation Services Agency (CTSA)									
Service	**Service Description**	**Reservations or Information**	**Service Area**	**Days and Hours of Service**	**Eligibility**	**Fare**	**Transfers/ Policies**	**Vehicles**	**Trips**
Fresno County Economic Opportunities Commission (FCEOC)									
Head Start Program	Transports students to and from the Tielman site to their homes in the South Valley	For more information contact: 559-263-1000 www.fresnoeoc.org	Fresno County	Varies depending on school hours	Applications are taken for children ages 2.6 years old to kindergarten enrollment age.	Head Start offers free services to families who meet federal low-income guidelines. Families who receive public assistance or other benefits may also be eligible.	N/A	34	221,700
Operator FCRTA	Operates 15 transportation systems in rural Fresno County for FCRTA. Of these 15 systems, EOC operates 12 Intracity programs and 7 Intercity programs	For more information contact FCRTA: www.ruraltransit.org 559-233-6789	Rural Fresno County	Varies depending on location of FCRTA service. See FCRTA website for more details	General Public/ Senior/ Disabled	Varies depending on location of FCRTA service. See FCRTA website for more details	Varies depending on location of FCRTA service. See FCRTA website for more details	See FCRTA services	See FCRTA services
Transit Systems	The Fresno EOC Transit Systems contracts with groups or other public and non-profit agencies to provide group transportation to their clientele.	Transit Systems service inquiries: 559-263-8005	Fresno County	Varies depending on agreement and parameters of partner agencies	Senior, disabled and other social services agency clients	Monetary donations are welcome to offset the cost of transporting the elderly and disabled.	N/A	58	14,650
Regional Center Transportation	Provides day program transportation as a contractor to the Regional center to support their clients with developmental disabilities	For more information contact: 556-276-4300 www.cvrc.org	Fresno County	Varies	Must be on enroll on Regional center caseload	N/A	N/A		194,000
CalWORKs Night Transportation	Transportation services to CalWORKs participants during non-traditional working hours, Transportation is provided to a place of employment, a training site, or to a childcare facility as requested by Fresno County caseworkers.	For more information contact: 877-600-1377 www.co.fresno.ca.us	Fresno County	Monday - Sunday 6:00 pm to 6:00 am	Must be enrolled in the Fresno County's CalWORKs program	N/A	N/A	3	9,350

OTHER INTERCITY AND REGIONAL SERVICES									
Service	**Service Description**	**Reservations or Information**	**Service Area**	**Days and Hours of Service**	**Eligibility**	**Fare**	**Transfers/ Policies**	**Vehicles**	**Trips**
California Vanpool Authority									
CalVans	The project, which began in 2001 with one van, was originally established as an offshoot of Kings Area Rural Transit. CalVans has grown to include more than 200 system-wide vanpools tailored to meet the needs of commuters, plus nearly 150 vans especially designed for farm workers.	For more information contact: 866-655-5444 www.calvans.org	El Dorado, Fresno, Kern, Kings, Madera, Merced, Monterey, Napa, Placer, Sacramento, San Benito, Santa Barbara, Santa Cruz, Sutter, Tulare, Ventura, Yolo and Yuba counties.	Vehicles are operated by members of the vanpool and travel times vary depending on participant work schedules.	General Public	Vanpools costs are incurred on a monthly basis and include fees for van lease, fuel, insurance, maintenance, and administration. These costs are shared equally across participants of the vanpool. There are subsidies available to financially assist vanpool participants, such as a $700k annual contribution from Fresno County's Measure C and $30 monthly vouchers provided over a 3-year period by the San Joaquin Valley Air District for any rider in its 8 county region.	N/A	Fresno County: 127 Commuter Vanpools 48 Agricultural Vanpools	1,073,952 One-way Trips
Valleyrides									
Ride matching and Information Portal	Valleyrides.com can match an individual with an appropriate carpool, and provide information on contacts for carpool and bike pool programs as well as other available transportation services. Also provides taxi cash vouchers for senior transportation	Contact: Online - www.valleyrides.com Phone - 559-441-7433	San Joaquin Valley	Website available 24 hours a day , 7 days a week	General Public for ride matching and information portal Ages 70+ for taxi scrip	Taxi Voucher Program: Seniors buy $20 taxi scrip books at a discounted price of $5. Taxi Scrip is then used as cash to pay the metered fare for a taxi trip.	N/A	N/A	Valleyrides spends $318,401 in taxi Scrip annually
Kings Area Public Transit Agency									
Kings Area Rural Transit (KART)	Fixed-route service from Hansford to Fresno and service from Laton to Kings County	For information contact: 1-800-675-8881 www.mykartbus.com	Fresno Selma Laton Hanford	Hanford-Fresno Weekdays 9:00 am to 2:30 pm Laton Weekdays 9:00 am to 3:00 pm	General Public	General Fare: $1.50 (one-way) $50.00 (monthly) Half Fare: Senior/ Disabled/ ADA/ Medicare, Ages 7-12	When you board the bus and pay your fare, the driver may give you a transfer to complete your one-way trip. Transferring to a more expensive route or service will require additional payment.	Hanford-Fresno (1) 32 Pax Bus Laton (1) 32 Pax Bus	Hanford-Fresno 9,645 Laton 5,400

OTHER INTERCITY AND REGIONAL SERVICES									
Service	**Service Description**	**Reservations or Information**	**Service Area**	**Days and Hours of Service**	**Eligibility**	**Fare**	**Transfers/ Policies**	**Vehicles**	**Trips**
Amtrak									
State-supported corridor services	Operates twelve daily intercity San Joaquin trains	For schedule and fare information, call (800) USA RAIL – for local Fresno Depot information call 559-486-7651, or visit www.amtrak.com on the internet.	To the South: Hanford, Corcoran, Wasco, Bakersfield To the North: Madera, Merced, Denair, Modesto, Sacramento, Lodi, Stockton, Antioch, Martinez, Richmond, Emeryville & Oakland	The Santa Fe Amtrak Station is open from 6:15 a.m. to 10:00 p.m.	General Public	For schedule and fare information, call (800) USA RAIL – for local Fresno Depot information call 559-486-7651, or visit www.amtrak.com on the internet.	Amtrak passengers use Greyhound to make connections to cities not served by rail on Amtrak Thruway service, by purchasing a ticket for the bus connection from Amtrak in conjunction with the purchase of their rail ticket.	12 Trains daily	Not available
Greyhound									
Nationwide Intercity Bus	Largest provider of intercity bus transportation in North America	Greyhound Terminal: 1033 H Street in downtown Fresno. For information call:? 559-268-1829 or 1-800-231-2222 or visit online at: www.greyhound.com	Daily service to 102 California destinations. Connections across North America	Station Hours: Open 24/7 Ticketing Hours: Open 24/7 Service Hours: Call 559-268-1829	General Public	Fares vary depending on destination	Amtrak passengers use Greyhound to make connections to cities not served by rail on Amtrak Thruway service, by purchasing a ticket for the bus connection from Amtrak in conjunction with the purchase of their rail ticket.	Not available	Not available
Transportes Intercalifornias									
Intercity Bus Service	Intercity Bus service between Mexico and Northern California	Located at: 1142 F St, Fresno, CA 93706 For information Call: 559-233-7488	Fresno to: Stockton, San Jose Bakersfield, San Fernando, Los Angeles, Santa Ana San Ysidro, Mexico and many points between.	Daily 5:00 am to 8:00 pm	General Public	Fares vary depending on destination	Makes the following stops in Fresno County: Firebaugh Mendota Kerman Dinuba Fresno	Not available	Not available

Human Services Agency Transportation							
Service	**Contact Information**	**Service Description**	**Reservations or Information**	**Service Area**	**Notes**	**Vehicles**	**Annual Trips**
Area Agency on Aging							
Taxi Voucher Program	Linda Descoteaux 559-660-4405 ldescoteaux@fmaaa.org	Provides mostly incidental taxi trips through Title IIIB funding, some contracted transportation for five meal sites in Fresno, bus passes for the City of Madera, and provides transportation information to its clients	For more information contact: 559-600-4405 www.fmaaa.org	Fresno and Madera Counties	Spends $50,880 on the FMAAA senior meal site transportation	See Transit Systems under EOC	Not available
Catholic Charities							
Senior Companion Program	Alan Lopes 559-237-0851 alopes@ccdof.org	Senior Companions assist in a wide range of areas including: light meal preparation, shopping, light household tasks, respite care , and offer their friendship and companionship.	For more information contact: 559-498-6377 www.ccdof.org	Fresno County	Program pays volunteers a stipend of $2.65 per hour and reimburse mileage at $.45 per mile up to 100 miles per month.	No agency vehicles	N/A
Central Valley Regional Center							
Transportation Program	Bill Hyatt Resource Developer 559-276-4341 bhyatt@cvrc.org	Provides day program transportation to support its clients with developmental disabilities; purchases bus passes for clients who use public transit; provides vouchers to reimburse clients other transportation expenses.	For more information contact: 556-276-4300 www.cvrc.org	6-County service area with offices in Fresno, Merced and Visalia	Eligibility: Persons with Developmental Disabilities	EOC Contractor has an available shared fleet of 58 vehicles	194,000 (See Economic Opportunities Commission)
Children's Hospital							
Medical Transportation	Tim Curley 559-353-8610 tcurley@childrenscentralcal.org	Subsidizes transportation in the form of passes on public transit, greyhound, and Amtrak. Also reimburses mileage.	For more information contact: 559-353-3000 www.childrenscentralcal.org	Madera and Fresno Counties	Contribute $100k to FAX to operate Route 58E from River Park shopping center	No agency vehicles	N/A
Clinica Sierra Vista							
Health Insurance Assistance Program	Sandra Celedon-Castro Programs Manager 559-457-5961 sandrac@clinicasierravista.org	Provides bus tokens on the FAX transit system to clients who have no transportation to or from medical appointments. Provides transportation to clients in staff vehicles for clients living in rural areas of the county.	Eligibility: Client must be an established care recipient with a scheduled medical appointment.	Fresno County	Generally to provide transportation to farmworkers, homeless, and behavioral health clients. Agency spends $4,500 per year on bus tokens.	No agency vehicles	Not applicable

Human Services Agency Transportation						
Service	**Service Description**	**Reservations or Information**	**Service Area**	**Notes**	**Vehicles**	**Annual Trips**
Department of Veterans Affairs						
Disabled veterans Transportation	Provides medical transportation for veterans to make trips to and from the V/A Medical Center. Vans are not lift equipped and the service is limited in the rural areas of Fresno County	For more information contact: 559-237-0273 www.DAV.org	Fresno-Clovis Some rural communities	Eligibility: Any man or woman who served in the armed forces during a period of war or under conditions simulating war, and was wounded, disabled to any degree, or left with long-term illness as a result of military service, and was discharged or retired from military service under honorable conditions.	Not available	Not available
Fresno County Arc						
Program Transportation	Provides transportation to its clients for travel to and from Arc program sites in Fresno County and provides bus passes on FAX services to clients that can utilize fixed-route bus service.	Eligibility: Must have a developmental or cognitive disability	Fresno and Madera Counties	Bus passes are only available to clients in Madera County	63 W/C accessible vehicles	Not available
Fresno County Dept. of Public Social Services						
Bus Pass Subsidy and APS Transportation	Spends $700k per year in bus passes and tokens to meet the mobility needs of the transportation disadvantaged. Adult protective services provides transportation to its clients for life sustaining trips and provides bus tokens for FAX bus.	For more information contact: 877-600-1377 www.co.fresno.ca.us	Fresno County	DPSS spends $700K annually on bus passes Eligibility - Cal works: CalFresh: Medi-Cal: APS: Must be a dependent adult on agency client roster.	APS: 9 Ford Taurus	Does not track APS trips
Fresno County Workforce Investment Board						
Transportation Assistance	Retrains unemployed and underemployed workers, reimbursing clients for public transit and automobile costs for travelling to the one-stop center for training.	For more information contact: Coalinga - (559) 935-7886 Firebaugh - (866) 452-5020 Fresno - (559) 499-3709 Reedley - (559) 637-2444 www.workforce-connection.com	Coalinga Firebaugh Fresno Reedley		No agency vehicles	Not applicable
Fresno Housing Authority/ City and County						
Bus pass Subsidy	Case workers provide support services for clients with transportation tokens.	For more information contact: 559-443-8400 www.fresnohousing.org	Fresno County		No agency vehicles	Not applicable
Health Net/ Cal Viva						
Medical Transportation	Provides seed money through grants to clinics such as United Health to provide transportation. Also provides door-to-door transportation for specialty care where 2-3 member are transported daily throughout Fresno, Merced and Kern counties.	Must make transportation arrangements 5 days in advance. For more information contact: 559-444-8700 www.healthnet.com	Fresno, Merced and Kern counties	Eligibility: An individual must not be able to use public transit.		

Human Services Agency Transportation						
Service	**Service Description**	**Reservations or Information**	**Service Area**	**Notes**	**Vehicles**	**Annual Trips**
Proteus						
Dept. of Labor Farmworkers Program (WIA 167)	Provides transportation assistance in the form of weekly or bi-weekly gas vouchers for travel to job search or job training	Eligibility for gas vouchers is based on income	Fresno County	Evaluates school/training attendance on a weekly base to ensure gas vouchers are being used appropriately.	No agency vehicles	Not applicable
Resources for Independence Central Valley						
Travel Training	Travel training for clients that are referred from partner agencies.		Anyone with disability	City of Fresno	No agency vehicles	Not applicable
United Health Centers						
Transportation Program	United Health Centers offers its patients free transportation to and from their medical appointments.	When the patient makes an appointment, they can schedule their ride at the same time.	Corcoran, Earlimart, Kerman, Mendota, Orange Cove, Parlier, Sanger			
Valley Center for the Blind						
Independent Living Skills	VCFB has an agreement with FAX to sell fixed-route bus passes. Has a newly hired Certified Mobility specialist that offers limited local transportation training to clients according to their eligibility.	Eligibility: Persons with visions impairment	Fresno County	Has a grant for seniors where they can pay for and get reimbursed for client transportation if needed. However, this has not been utilized in the past year.	1 (15 pax) Van	Not available
Youth Leadership Institute						
Friday Night Live	Transports youth clients to monthly training and social campaign events.	High school students are enrolled from high schools in Fresno, Kerman and Selma	Events are located in different parts of the county. Students are from Fresno, Selma, Kerman	Staff will transport students with their own vehicles for local trips. Agency will rent a bus for long distance trips.	No agency vehicles	Not available

Appendix C: May 2014 Workshop to Prioritize Strategies and Projects

	FName	LName	Company Name	Yes	Pending	SSTAC MEMBERS
1	Christine	Barker	FIRM-Flare Together		1	
2	Selena	Barlow	Transit Marketing, LLC	1		
3	Monica	Blanco-Etheridge	The Rios Company	1		
4	Donna	Blocker	Fresno Council of Governments	1		
5	Sandra	Celedon-Castro	Fresno Building Healthy Communities	1		
6	Cliff	Chambers	Mobility Policy Planners, LLC	1		
7	Marizol	Cortez-Alvarado	Fresno Housing Authority	1		
8	Sophia	DeWitt	FIRM	1		
9	John	Downs	City of Fresno, Council of Governments	1		
10	Carlos	Duarte	Handy Ride/ FAX	1		1
11	David	Elias	City of Fowler	1		
12	Veronica	Estrada	County of Fresno DSS, Selma Region Office	1		
13	Bertha	Felix-Mata	West Hills Community College District	1		
14	Henry	Flores	Fresno County Department of Social Services	1		
15	Jason	Flores	Kings Canyon Unified School District	1		
16	Ben	Gallegos	City of Firebaugh		1	
17	Philip	Gallegos	City of Kerman	1		
18	Anne	Gaston	West Fresno Family Resource Center	1		
19	Frank	Gonzalez	American Indian Veterans Association	1		
20	Javier	Guerrero	Fresno Barrios Unidos	1		
21	Shonna	Halterman	Clovis Transit	1		1
22	Kevin	Hamilton	Clinica Sierra Vista	1		
23	Ron	Hughes	CalVans		1	
24	Charles	Hunnicutt	Fresno County Veterans Services	1		

	FName	LName	Company Name	Yes	Pending	SSTAC MEMBERS
25	Bill	Hyatt	Central Valley Regional Center	1		1
26	Gary	Joseph	Fresno Economic Opportunities Commission	1		1
27	Harpreet	Kooner	Fresno County Public Works	1		1
28	Jeffrey	Long	City of Fresno		1	
29	Moises	Lozano	American Indian Veterans Association	1		
30	Maria	Macedo	Proteus Inc., Fresno Training Center	1		
31	Luisa	Medina	Central California Legal Services Inc.	1		
32	Vidal	Medina	Resources for Independence, Central Valley	1		
33	Heather	Menninger-Visscher	AMMA Transit Planning	1		
34	Sam	Norman	The Rios Company	1		
35	Naomi	Quiring-Mizumoto	Fresno Economic Opportunities Commission	1		
36	Margarita	Rocha	Centro La Familia Advocacy Services Inc.	1		
37	Mary Helen	Rodriguez	Fresno Housing Authority	1		
38	Joshua	Riojas	The Rios Company	1		
39	Angie	Rios	The Rios Company	1		
40	Sarah	Sharpe	Fresno Metro Ministry		1	
41	Moses	Stites	Fresno County Rural Transit Agency	1		1
42	Leoncio	Vásquez-Santos	Centro Binacional Para el Desarollo Indígena Oaxaqueño (CBDIO)	1		
43	Brenda	Veenendaal	Fresno Council of Governments	1		
44	Jeffrey	Webster	Fresno Council of Governments		1	1
45	Tony	Yamamoto	Children's Hospital Central California	1		
46	Lue	Yang	Fresno Center for New Americans	1		
Total				40	6	7