

The Fresno Economic Opportunities Commission  
Transit Systems  
**CONSOLIDATED TRANSPORTATION SERVICE AGENCY**

**OPERATIONS PROGRAM & BUDGET**

**2016/2017 Board of Directors**

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Draft Submitted:	April 15, 2016
Initial 45 Day Review:	May 13, 2016
Proposed Adoption:	June 30, 2016

**CONSOLIDATED TRANSPORTATION SERVICE  
AGENCY**

**OPERATIONS PROGRAM & BUDGET  
FY 2016/17**

**FOR THE**

**FRESNO URBAN CTSA  
FRESNO RURAL CTSA**

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**Submitted April 15, 2016**

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## SECTION I. INTRODUCTION

The Consolidated Transportation Service Agency (CTSA) *Operations Program and Budget* (OPB) for the Fresno Metropolitan Area and Rural Fresno County has been developed by the Fresno Economic Opportunities Commission (FRESNO EOC) in cooperation with the Fresno Council of Governments (COG) and its co-designees, the City of Fresno (Fresno Area Express/FAX) and the Fresno County Rural Transit Agency (FCRTA).

The OPB is intended to serve the following purposes:

1. Provide a program of operations, including an implementation schedule for new and/or modified services and a program budget for CTSA coordinated and consolidated social service transportation services for the program year July 1, 2016 through June 30, 2017.
2. Serve as a resource document for local-elected officials, social service agencies and the general public.
3. Demonstrate the CTSA's compliance with Section 99275.5 of the Public Utilities Code concerning Transportation Development Act (TDA) Local Transportation Funds (LTF) Article 4.5 claim evaluation criteria and required findings and with the COG Assembly Bill *AB 120 Action Plan* adopted February 1982 and as amended in April 1990.
4. Document efforts to improve coordination and consolidation of social service transportation services in order to:
  - a. Demonstrate compliance with Chapter 1120 of the 1979 California Statutes by addressing and substantiating which of the coordination benefits specifically listed in the legislation should be pursued by the co-designated CTSA's in the Fresno Metropolitan Area and Rural Fresno County.
  - b. Create additional opportunities to utilize supplemental grant funding available from federal, state and local assistance programs to support social service transportation services by demonstrating that "coordination criteria" have been addressed.

## **SECTION II: MANAGEMENT SUMMARY 2016/2017**

### **Overall Budget**

The Draft Budget for 2016/2017 totals \$2,081,079 for the Rural CTSA and \$4,075,849 for the Urban CTSA. These figures are up very slightly by 4.1% or, \$81,136, for the Rural CTSA and up 3.3% or \$131,437 in the Urban CTSA from the previous year's 2015/2016 budgets. Combined, the overall Rural and Urban Budget for 2016/2017 is \$6,156,928. This equates to an overall 3.5% increase of \$212,573 over the previous year's budget. Most of this increase is due to TDA increases and the reinstatement of two additional Head Start school bus routes.

### **Planned Revenue**

The Rural CTSA shows an overall very slight decrease in revenue mainly due to a reallocation of revenue between the Urban and Rural components. The Urban CTSA revenue has increased by \$ 212,573. This increase will be used to replace the absence of the previously awarded FTA JARC funding which was eliminated after the 2014/2015 fiscal period.

### **Planned Expenditures**

Expenditures in both the Urban and Rural CTSA have been affected positively by the fluctuating fuel costs. A fuel cost contingency was budgeted in the Urban CTSA due to this fluctuation. This contingency is required due to these volatile fuel prices. Some transportation agreements were negotiated with a fuel surcharge rate as part of the reimbursement to help offset this unforeseen cost fluctuation. Overall expenses have been budgeted as conservatively as possible given the tight funding restraints presented.

### **TDA 4.5 Funds and Grants**

The TDA 4.5 funding is allocated on the estimated Sales Tax Revenues for Fresno County and approved by the Fresno Council of Governments. In the upcoming fiscal period, 2016/2017, the TDA 4.5 funds increased by 8.90%, or \$41,560 in the Rural CTSA and 9.4%, or \$86,646 in the Urban CTSA. Combined Urban and Rural TDA 4.5 funds increased by 9.2%, or \$128,206. The CTSA applies for the FTA 5310 vehicle grant each year. In the 2013/2014 FTA grant cycle the CTSA has applied for seven replacement vehicles and was awarded 6 new vehicles, which have been ordered through the Fresno COG office and are now pending delivery. Fresno EOC anxiously awaits the next FTA grant offering.

### **Service Contract Changes**

The following major service changes are noted for the upcoming FY 2016/2017.

- Head Start Federal Funding was increased slightly resulting in an increase of Head Start School Bus services for the 2016/2017 School Year. The result of this proposed increase is included in this Budget. In 2013/2014 eight initial Head Start sites were eliminated due to the federal sequestration. Head Start is slowly reinstating some reduced services in the last two fiscal periods.
- Some senior center sites were relocated or eliminated; this created a small decrease in overall senior center transportation costs. The Pinedale senior center was initially eliminated due to very little senior ridership; one to two seniors on average attended daily. Del Rey senior center and Hinton senior center had its seniors relocate to the Sanger senior center and the Mary Ellen Brown senior center respectfully. There has been very little change in FMAAA funded services since this reduction in service level.

**CTSA Service Contracts**

<b>Customer</b>	<b>Projected Revenue</b>	<b>Service</b>	<b>Area</b>
CVRC *	\$ 2,870,335	Developmentally Disabled	Urban & Rural
EOC Meal Delivery	\$ 395,136	Elderly	Urban & Rural
EOC Head Start	\$ 561,169	Student Transportation / Meals	Urban & Rural
Fresno CalWorks*	\$ 320,399	Disadvantaged Transportation	Urban
Senior Citizens Village*	\$ 7,153	Elderly	Urban
Nikkei Senior Center (Driver provided by Nikkei)		Elderly	Urban
Soul School (assist with bus tokens)		Student Transportation	Urban

**Vehicle Procurement**

The 2013/2014 cycle is being administered by the Fresno COG offices. This is due to new Federal Transit regulations encompassing the MAP 21 guidelines. The CTSA applied for seven (7) vehicles. The application has been submitted and scoring was performed. Six vehicles were awarded. The CTSA has included the anticipated capital amount of \$418,430 in the 2015/2016 capital budget figures.

\* Operated by Fresno EOC Transit Systems

**Vehicle Inventory**

The CTSA fleet, as of April 15, 2016, consists of the following:

<b>Number of Vehicles</b>	<b>Description</b>	<b>Fuel Type</b>
34	School Buses	Diesel
66	Wheelchair Cutaway Vans	Gasoline
3	Small Mini-Vans	Gasoline
35	Meal Delivery Vans	Gasoline
138	Total Vehicles	

Complete Vehicle Inventory Detail is found in **Exhibit A**.

**Personnel**

The CTSA, as of April 15, 2016 is staffed as follows:

1	Transit System/Food Service Director
1	Business Manager
1	Operations Supervisor
5	Operational Supervisors
2	Vehicle Maintenance Managers
1	Trainer/Driver
1	Route Planner/Scheduler
9	Dispatchers
107	Drivers (includes relief staff)
2	Vehicle Detailers
2	Maintenance Shuttle Drivers
7	Mechanics/Technician (Vehicle and CNG)
1	Janitor/Weekend Wash Lead
131	Total

**Looking Back 2015/16**

2015/2016 Fiscal Year proved to be a challenging year as anticipated. The largest contract, CVRC, continues to be depressed as the State budget continues to be frozen although costs have remained fairly constant through a pricing formula change we negotiated an increase in rate reimbursement for all rural CVRC consumer rides. These JARC funds are no longer available, making the CVRC rate increase crucial to continued service level stability.

The cost of fuel continues to be volatile. Service levels with our contracts continue to be nearly the same as the previous year, with a very slight decrease in the senior transportation, due to some senior site adjustments in transportation due to low ridership.



Meal delivery service levels, which increased in 2014, have now remained at that level for the upcoming period. With the recent award of all Home Delivered and In-center meal contracts from the Fresno Madera Area Agency on Aging (FMAAA) the volumes are set for 2016/17.

### **Looking Ahead 2016/2017**

The 2016/2017 year will be another challenging year as budget constraints continue to keep pressure on as funding sources for disabled and elderly remain at previous levels, negotiations will be underway with the CVRC for an increase in funding. Past sequestration and its effects on the local budget continue to have a significant impact in the areas of Head Start transportation, as well as senior service transportation. Head Start funding is slowly increasing with the reinstatement of two additional school sites for school bus service.

Fuel prices have not stabilized and continue to create concerns, as prices rise and fall based on market demands. It remains a significant part of the budget. A negotiated .11 cents off the pump price is in effect until June 30, 2016. Fresno EOC will aggressively negotiate pricing structures for 2016/2017.

CVRC continues their budget freeze, but the recently signed new State budget does allow an increase for Department of Social Services funding for the Central Valley Regional Center. It is possible that a 5% increase could be awarded to all supportive service agencies, such as Fresno EOC, sometime in the upcoming 2016/2017 fiscal period. The FTA JARC Grant is crucial to the CVRC service; however EOC has been notified that future FTA JARC funding is no longer available, due to the new MAP 21 funding reorganization. CTSA will negotiate with its entire social service contracts for increases to balance the subsidy in LTF funding.

The CTSA will evaluate strategies in an effort to seek new contracts in 2016/2017. The CTSA continues to work with the FCRTA in areas of expansion including commercial vehicle detailing, mobility training and new demonstration projects. The FCRTA Mobility Training Program was established with \$80,000 in funding from FCRTA (\$40,000 from an FTA grant and \$40,000 in Measure C funds). In addition to the training provided to FCRTA riders, a brochure and training manual were developed by Fresno EOC to sustain this training effort. Plans are currently underway for the second year of the Big Trees Transit summer shuttle service. This service is operated with funding from the Fresno County Rural Transit Agency (FCRTA) with vehicles purchased directly by Fresno EOC. The service connects public to and from Fresno to Sequoia/Kings Canyon National Park and stops within the park as a demonstration project. Current funding is at \$522,000 for the two year demonstration project. Two additional rural routes have also been implemented by the FCRTA for college transportation to Reedley College from Kingsburg, Selma, Parlier, and Fowler.

The other college route is on the west county areas to the Firebaugh campus of West Hills College from Firebaugh, Mendota, Kerman, San Joaquin, and Tranquility. The future of these college routes will be determined by their volume of ridership.

First Aid and CPR training will generate revenue for 2016/2017 and the CTSA will continue the maintenance contract for the ARC of Fresno and Madera Counties.

In 2015/2016 the CTSA also completed Mobility training funded by the FCRTA with Measure C and FTA revenue, in the rural areas for riders that needed assistance in navigating routes and transfers. This also encompasses rider safety training to those elderly and disabled passengers. The key points of this training included the proper use of wheelchairs walkers and other mobility devices. Continued training of this sort in the future is possible. The continuance of the new FCRTA vehicle maintenance is anticipated to continue.

**SECTION III. GOALS, OBJECTIVES AND POLICIES**

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

**GOAL:**

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

**OBJECTIVES:**

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

**POLICIES:**

- 1. Any centralized administration shall utilize, to the maximum extent possible, existing public and private administrative capabilities and expertise.
- 2. The following policies provide a framework for developing a sound public transportation system throughout Fresno County. They expand upon previously stated overall Regional Transportation Plan (RTP) goals, objectives and policies and are more specifically targeted toward the public and social services transportation system.
  - A. Continue to pursue expanded federal, state and local funding for both public and social service transportation.
  - B. Provide transportation to the eligible agencies within defined service areas, focusing on transportation needs of low-income, elderly and disabled persons.

- C. Support coordination and consolidation of social service transportation and promotes effective and efficient use of existing resources.
  - D. Encourage safety, appropriate frequency of bus service, reasonable fares and the provision of adequate service to satisfy transportation needs which are determined to be reasonable to meet.
  - E. Incorporate a variety of public transportation services and vehicles, as warranted, throughout the County.
  - F. Encourage the private sector to engage in the provision of public transportation services.
  - G. Advantages and disadvantages of projects are considered; factors include economic, environmental and social factors.
3. Existing sources of funding utilized prior to the Social Service Transportation Improvement Act (Assembly Bill 120) shall, to the maximum extent possible, be continued.
  4. Consolidation of services shall, to the maximum extent possible, utilize existing agency operating and maintenance personnel and expertise.
  5. The COG shall utilize its regulatory role over Transportation Development Act (TDA) funds by monitoring and evaluating the performance of the CTSA's through the TDA claim process, an annual financial audit, an annual productivity evaluation, a triennial performance audit, and the CTSA's compliance with the AB 120 Action Plan.
  6. The COG, as part of its on-going transportation planning process, which includes review by various technical committees, shall review CTSA designates' compliance with the AB 120 Action Plan annually, at a minimum.
  7. The COG shall review, through the Executive Order 12372 review process the transportation services offered by social service agencies and their appropriate comments and finding encouraging their participation with the CTSA's, as part of the final A-95 Clearinghouse commentary.
  8. The COG shall encourage members to evaluate their financial commitments to local social service projects (which either in full or in part provides transportation services) and make appropriate recommendations for proper coordination with the CTSA in order to maximize the effective use of local transportation dollars.
  9. Overall TDA/LTF Article 4.5 funds shall not be expended without the minimum match requirement with other available funds to the CTSA.
  10. CTSA's shall be required to maintain, at a minimum, an overall farebox revenue-to-operating cost ratio of fifty-five percent (55%) for all CTSA transportation services. The required fare box revenue may consist of fares, donations and/or social service agency revenues.

11. CTSA services shall be evaluated annually by the COG's Social Services Transportation Advisory Council (SSTAC) Productivity Evaluation Committee. SSTAC evaluation shall include recommendations regarding changes and improvements in existing CTSA services. The SSTAC shall be responsible for reviewing performance standards to be used in the evaluation process. Performance standards shall take into consideration the special needs that are being responded to by the CTSA and also the goals of AB 120. The SSTAC evaluation process shall take place prior to the annual submission of the OPB to the COG to allow for the inclusion of any SSTAC recommendations in the OPB.
  
12. All new services initiated by the CTSA will be subject to a one-year evaluation process. Each new service will be required to meet specified performance objectives. Public transit operated under contract with the CTSA shall be subject to the performance standards and evaluation process used for transit systems operated directly by FCRTA member agencies and other private contractors. The first three months of operations will be utilized to establish and market the new service. Modifications to the service, if appropriate, will be recommended and implemented during this time. If, after nine months, it is the opinion of the SSTAC that the service will not meet performance standards, the SSTAC may recommend that the service be discontinued. If the service is to be terminated, the period between nine and twelve months will be used to provide an orderly phase out.

## **SECTION IV: OVERVIEW OF CTSA SERVICES**

### **1. URBAN AND RURAL CTSA DESIGNATIONS**

COG has co-designated the City of Fresno (FAX) and FRESNO EOC as the CTSA for the Fresno Metropolitan Area. FCRTA and FRESNO EOC are the CTSA co-designates for Rural Fresno County as the Fresno and Rural CTSA's. These agencies are responsible for working toward improved social service transportation through coordination and consolidation of transportation services. The Fresno Urban and Rural CTSA's also are to work to achieve the following six objectives.

- A. Centralized Administration
- B. Consolidated Funding
- C. Centralized Dispatching
- D. Centralized Maintenance
- E. Driver Training Programs
- F. Combined Purchasing

FRESNO EOC is the administrator and operator of the Fresno Urban and Rural CTSA services and as the lead social service agency FRESNO EOC provides liaison with the social service agencies participating in the Fresno Urban and Rural CTSA program. The City of Fresno and FCRTA, as public agencies, provide public accountability for CTSA operations.

The Fresno Urban and Rural CTSA is composed of various social service agencies operating various social service programs. Occasional activities (i.e., special trips not funded by TDA monies) are not included in calculations and statistics. The Fresno Urban and Rural CTSA attempts to maximize resource utilization while responding to needs through the coordination of existing resources combined with new resources.

### **2. DESCRIPTION OF URBAN CTSA SERVICES**

The FRESNO EOC, as lead social service agency, is responsible for coordinating and consolidating the transportation services of social service agencies. Responsibilities include the following:

- A. Development of social services transportation data
- B. Needs assessment
- C. Implementation strategy for consolidated/coordinated operations
- D. Contractual relationships
- E. Overall administration of urban and social service transportation operations

As a claimant of TDA/LTF Article 4.5 funds, FRESNO EOC is a fiscal agent for Fresno Urban CTSA operations involving participating social service agencies in the Fresno Metropolitan Area.

Services which comprise the Fresno Urban CTSA are shown on **Exhibit B**. Further detail on the Urban CTSA services is provided in section.

**3. DESCRIPTION OF RURAL CTSA SERVICES**

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

- A. Liaison with social service agencies
- B. Data collection
- C. Development and implementation of the Rural OPB
- D. Execution of service contracts
- E. Administrative responsibilities

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

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

**4. OBJECTIVES STATUS OF URBAN AND RURAL OPERATIONAL**

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

**A. Centralized Administration**

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

Centralized administration of the Fresno Urban and Rural CTSA has resulted in the ability to amalgamate with other agencies to provide a broader-based and a more comprehensive view of service needs and objectives. This enhanced planning capability has resulted in a more effective utilization of available funds.

The Fresno Urban and Rural CTSA has continued to serve as a technical advisor and clearinghouse for small community-based organizations and other

governmental member agencies. Staff time devoted to administration has been reduced and other cost savings have been affected as a result of increased technical expertise utilized in service planning and delivery.

For example, the Central Valley Regional Center (CVRC) requires transportation for approximately 500 consumers from home to approximately 20 work locations or training centers each day. Centralized Administration allows for CVRC staff and home providers to communicate with a single source to coordinate a very complex operation each day.

The Fresno Madera Area Agency on Aging (FMAAA) uses the CTSA to coordinate the transportation of senior citizens each day to congregate meal sites to participate in fellowship and nutritious meals in the Urban and Rural areas. The CTSA coordinates the daily rides and makes individual and route adjustments as necessary.

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

## **B. Consolidation of Funding**

Consolidating funding under the CTSA allows for economics of scale when purchasing capital equipment and leveraging funds for the operations. The Fresno Urban and Rural CTSA anticipate various operating revenues from social service agencies in FY 2016/2017. These revenues, along with donations from seniors participating in the congregate meal program, contribute to the minimum required fare box match requirements of 55%. In 2015/2016 combined Urban and Rural farebox exceeded the required minimum match of 55% to the level of 72% in the. In 2016/2017 the fare box match is planned at 72% or above for the combined urban and rural areas. These match projected percentages include all non TDA funds as match.

Consolidation of funds increases leverage in purchasing vehicles. As necessary, the Fresno Urban and Rural CTSA applies for Federal Transportation Administration (FTA) Section 5310 Capital Grants to purchase new vehicles and other equipment, such as two way radios, wheelchair lifts and computer equipment/software, in an effort to keep the fleet current. Keeping the fleet up to date is important for the reliability of vehicle service to our customers; it also assists in maintaining a more constant vehicle maintenance expense and cost of maintenance per vehicle.

Currently those FTA Grants are utilizing toll credits for the local match. Fresno EOC did use TDA funds for any local match required for vehicle costs exceeding the maximum allowable per vehicle cost set by the FTA.

The CTSA applied for eight (8) FTA 5310 vehicles in the 2012/2013 grant cycle and was awarded all eight.

The CTSA is currently awaiting delivery of 6 awarded vehicles from the 2013/2014 cycle. These six were awarded through the new regional Fresno COG procurement method, rather than the statewide competitive grant process.

### **Centralized Dispatching**

The CTSA has consolidated dispatching into one central center. The specific benefits of dispatch consolidation is the reduction of transferred calls, a better regional awareness within the County, consistency, expertise, economic and operational efficiencies and better accountability, data and customer service. This collaboration has been made possible because of cooperative effort with our CTSA co-designee the Fresno County Rural Transit Agency with their purchase of dispatching software, tablets and modems.

Currently the CTSA utilizes a two-way radio system and the FCRTA vehicle equipped computer tablets that connect each vehicle to the central dispatch center base station. Computer tablet for the EOC fleet are expected to be installed during the 2016/2017 period. Each of the six (6) dispatcher stations is equipped with a multi-line telephone system, a computer with dual monitors and newly procured Dispatching software(Mobilitat) used for electronically dispatching the public transit portion of the Transit Systems' service. This software has scheduling, data-base and mapping systems. Each Dispatch station also has two-way radio microphones with separate audio listening devices, and various protocol references and quick reference procedures. The internet service is supported by fiber optic service lines for maximum speed and capacity. Phone systems call accounting was installed just over a year ago; this allows EOC to determine the call volume to each of the 6 dispatch phone lines. This is used as a tool to measure performance and future growth.

Bilingual dispatchers are on duty and a number of bilingual personnel are available for interpreting needs in several languages. There are nine (9) dispatchers assigned to the Fresno EOC Transportation Center. All dispatchers are supervised by a Dispatch Supervisor located at the Fresno CTSA Transit Systems Nielsen Operation Center.

In 2015/2016 a call volume study was conducted at the Fresno Station to reflect the call volume in a typical 24 hour period. Additional studies have been performed. The results of the most recent Fresno call volume may be found in **Exhibit C**. The results showed the Fresno Center has a capacity to more than double in volume. Phone caller count software was installed in 2014 to allow this call computation reporting.



### **C. Centralized Maintenance**

One of the major goals of the Fresno Urban and Rural CTSA is to establish and offer a preventative maintenance program that provides on-site maintenance services. To accomplish this goal, all-preventative maintenance work (defined as tune-ups, oil changes and lubes, complete brake work and other minor repairs) is performed at the CTSA maintenance service facility, located at 3110 W. Nielsen Avenue in Fresno, by trained professional certified mechanics.

This preventative repair work is required by California Highway Patrol regulations. All repairs are performed according to existing preventative maintenance schedules approved by the California Highway Patrol (CHP) for all motor carriers. All repairs are subsequently recorded and filed as approved by the California Motor Carrier Division for general record keeping and vehicle history documentation.

Additionally the maintenance department is currently utilizing maintenance tracking software, which has greatly enhanced record keeping, and reporting capabilities. In August of 2015 the CTSA received a "satisfactory" rating from the California Highway Patrol (CHP) Motor Carrier Division, this is the highest rating given by the CHP. The CTSA has earned this satisfactory rating each year since inception.

The CTSA continues to look to market its services to other Social Service Agencies. The ARC of Fresno & Madera vehicle maintenance service is a result of recent marketing efforts. The Fresno Urban and Rural CTSA, as part of its OPB, commenced operation of a centralized maintenance facility on March 3, 1987. The original facility had two service bays. During 2004/2005, construction of a new maintenance facility was approved. The new facility was constructed at 5,000 square feet, with eight service bays and new state of the art equipment, went before the Fresno City Planning Department. Permits were obtained and in December 2005 construction began. The facility was opened June 18, 2006 and continues to be a productive and efficient operation. Mechanic productivity and all vehicle repairs are entered into a vehicle maintenance software tracking program. Mechanic productivity meets labor industry standards. Due to increased maintenance volume with the ARC, FCRTA, and perspective new business Fresno EOC is embarking on a General Plan for the Nielsen Complex that includes the addition of more maintenance bays and expansion of the Food Preparation Center.

The CTSA continues to offer very competitive labor rates for maintenance services. We provide all maintenance for the transit fleet as well as a few other local social service programs such as the Local Conservation Corps, Sanctuary Youth Services Program, Head Start site staff vehicles, and the fleet for ARC for Fresno Madera counties.

**Service Schedule:**

All repairs and Preventive Maintenance services are scheduled based on the Daily Driver Pre-Trip Report forms which are turned in each day after the route is completed. These forms log the daily miles traveled and note any problems that the vehicle may have on a particular day. The service intervals are based on mileage or days. (School Bus-3,000 miles/45 Days; B-Bus-5,000 miles/90 Days, whichever comes first).

**Labor Rate:**

The shop labor rate is set well below most regular shop labor rates due to operational efficiencies and our non-profit status. All outside agencies will receive the lowest negotiated rate possible for their fleet size.

**Equipment/Parts:**

The maintenance facility is equipped with tools such as scanners, brake lathes, high tonnage lifts, automated lube equipment, tire machinery and other necessary shop tools. The parts storage room is stocked with filters, alternators, specialty vehicle parts and various dealer items. Bids are taken annually to assure best possible price and service.

**Mechanics:**

The six mechanics, two assigned to FCRTA and four to Fresno EOC vehicle accounts, have a combined experience of over 100 years and each mechanic is ASE Certified in various categories. All are capable of working on a variety of vehicles from gasoline, CNG, and diesel fueled. Electronic vehicles are in our future and mechanic training will occur as necessary.

**Driver Training and Safety Programs:**

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

General Public, demand-response transit drivers are required to obtain a Special Driver Certificate through the California Highway Patrol. All drivers who seek a certificate or need to renew a certificate must complete the California Department of Education's approved Bus Driving Course. Our California State Certified Instructors are certificated through the Department of Education to teach this course.

The training for an original applicant consist of a minimum of 40 hours of total instruction, which includes but not limited to 20 hours of classroom and 20 hours of behind the wheel training.

The renewal driver must acquire 10 hours of in-service each year and when they are up for renewal, they must complete 10 hours of classroom.

This course provides the applicant with the information needed to become a professional bus driver.

The minimum 20 hours of classroom instruction includes, but not limited to, knowledge of laws and regulations, defensive driving, specialized defensive driving, passenger loading and unloading and special needs for the developmental disabled. This is to ensure efficient safe transportation and proper training to pass the state-required driving test.

The study materials used are current and up-to-date DMV California Driver handbook, DMV Commercial Handbook, Passenger Transportation Safety Handbook, and other materials required for each lesson.

The CTSA conducts mandatory driver in-service meetings held five times a year. The mandatory driver in-service meetings are specialized training for the drivers. Topics covered include but not limited to defensive driving techniques, emergency procedures, passenger management, loading and unloading passengers safely, use of special equipment such as wheelchairs, w/c lifts, w/c 7 point tie-downs, and vehicle safety and ADA requirements. Drivers are informed of any new or existing laws or regulations that are added or changed.

One of the five meetings is hands-on training. This is where vehicles and events are planned and drivers get hands-on training through demonstrations. Training events include varied topics such as vehicle breakdowns procedures or wheelchair loading and deployment procedures. Other events may include bus evacuation demonstrations, blind spots tips on use of mirrors, wheelchair safety inspection, wheelchair 7 point tie down system and wheelchair lift procedures. Also provided are breakout sessions for Social Service, School Bus, and General Public Vehicles.

The Safety Team consists of a Manager/Director, Agency Safety Coordinator, a Transit Supervisor and two non-management employees one of which is a mechanic. The Safety Team meets six times per year. The goal of this team is to discuss on-the-job injuries and/or vehicle accidents prevention. This team has made a positive impact on the safety record. The CTSA encourages employees to offer safety suggestions. The Safety Team reviews all suggestions and they are reviewed at the mandatory safety meetings.

The CTSA has established a nomination program, to recognize employees for safe driving. This program increases safety awareness, while decreasing the number or work related injuries by rewarding employees when no injuries or accidents occur. This proactive safe behavior creates a safe working culture. Each Transit employee is eligible for the recognition. Employees are recognized at one of the mandatory in-service training meeting.

The CTSA has a safety video library. The library consists of training videos and is expanding to ensure up-to-date education on vital safety procedures and the critical elements of safe driving.

The CTSA offers an instructional class in American Red Cross First Aid and Cardiopulmonary Resuscitation (CPR). All CTSA supervisors are American Red Cross certified to teach First Aid and Cardiopulmonary Respiratory (CPR). All drivers attend this course and every two years renew their certificate. This course teaches drivers to identify and eliminate potentially hazardous conditions in their environment, recognize emergencies and make appropriate decisions for first aid care. It teaches the knowledge and skills that individuals in the workplace need to know to give immediate care to an ill or injured person until more advanced medical care arrives.

The CTSA continues to be enrolled, as required by TDA regulations, in the California Department of Motor Vehicles (DMV) Pull Notice Program.

This program allows the employer to receive updated information on each driver. It is generated every 11 months. If a driver has any activity on his or her driving record, DMV will generate a pull notice to the employer.

The DMV Pull Notice Program enables the CTSA to identify drivers who may be receiving a suspension or revocation. The driver is informed about the actions and may take care of any situations before the suspension. If a suspension takes place, the employer can take measures to ensure the driver does not drive until the action is lifted.

The Fresno Urban and Rural CTSA are active in the refinement of a Caltrans Risk Management Program, developed in cooperation with the California Association for Coordinated Transportation (CalACT). The CTSA's insurance carrier continues to refine the safety program to meet social service transportation program safety training and insurance needs.

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

The CTSA in cooperation with co-designee FCRTA has developed a Mobility Training Program that emphasizes safety, on-board behavior, transfers and proper use of wheelchairs, walkers, and other mobility devices. This training is available on-site or at congregate sites.

#### **D. Combined Purchasing**

The CTSA conforms to the purchasing policy as established by the Fresno EOC Finance Department and is reviewed by the Internal Auditors. Annual bidding is performed in order to compare market costs and utilize the lowest cost for goods and services. This bidding includes vehicle best quality at the parts, fuel, insurance policy coverage's and all other major goods and services. All goods and services over \$3,000 are purchased with a minimum of three (3) vendor quotes. Goods and services over \$75,000 must follow a formal bid procedure. Any purchases over \$150,000 must follow formal bid purchases and be approved by the Fresno EOC Board. A separate CTSA audit is performed annually along with an Agency wide Audit.

Vehicle purchasing is planned and programmed based on vehicle life expectancies. The majority of the CTSA vehicle replacement plan is performed through the State of California administered FTA 5310 vehicle grant program. The CTSA also assists other non-profit agencies in reviewing and coordinating their FTA 5310 application grant requests. Combined purchasing allows for better value and pricing to the CTSA and its partners.

### **Section V      PRODUCTIVITY PERFORMANCE EVALUATION**

#### **1. PRODUCTIVITY EVALUATION 2014/2015: EVALUATION RECOMMENDATION AND PROGRESS**

##### ***A. Comply with the Triennial Performance Audit Recommendations for FY 09/10, 10/11, and 11/12.***

Fresno EOC has reviewed and concurs with the Triennial Performance Audit Recommendations for 2009-2012. Please see Section 2 below for Triennial Performance detail.

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

The CTSA remains committed to contracting with the sector of the population that meets its mission. The CTSA provides drivers and back-up vehicles as necessary and continues to seek other potential funding sources.

The CTSA continues to encourage and make aware the services available to other transportation agencies that meet the CTSA mission. The CTSA has entered into an agreement with United Cerebral Palsy (UCP) which enables UCP to utilize a CTSA vehicle while they are having their vehicles maintained.

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

The CTSA continues to train drivers to meet state and federal regulations. The CTSA employs three (3) full time certified Behind the Wheel and three (3) Classroom Instructors. Also, the CTSA staff continues to provide CPR/First Aid, and safety training to other agencies. The CTSA continues to seek opportunities with other social service agencies to offer driver-training programs.

Fresno EOC, acting as the CTSA for Fresno County, encourages and assists many local agencies with a coordinated plan for Driver Training and acquisition of accessible vehicles via the Federal Transit Administration (FTA) 5310 grant vehicle program. The CTSA also encourages these agencies to attend the Driver Training meetings scheduled five (5) times per year. These meetings cover variety of topics including Sensitivity Training for elderly and disable clients, Defensive Driving, Emergency and Evacuations procedures, and Safety Equipment-Fire Extinguishers/Flares/First Aid Kits and loading and unloading of passengers. Behind-the-Wheel Training is available as necessary.

Annually, CTSA participates in the California Association of School Training Officials (CASTO) and the Yosemite Community Education seminar.

***C. Address responsibilities under the Americans with Disabilities Act of 1990.***

The American Disability Act (ADA) of 1990 supports services that accommodate the objectives of ADA. Fresno EOC continues to attend ADA sponsored workshops and seminars to remain effective/current in ADA related issues. Following the Federal Transit Administration (FTA) Section 5310, Fresno EOC continues to provide wheelchair equipped/accessible school buses and vehicles.

The CTSA has in its fleet ADA accessible Buses with full wheel-chair tracking and flip-seat systems. Not only does this allow the maximum amount of disabled passengers possible, but it also allows configuration to meet other passenger needs. A complete listing of all CTSA vehicles is shown in **Exhibit A**.

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

The CTSA continuously reviews the progress and recommendations from the Air District and the COFCG regarding the feasibility of implementing transportation

control measures applicable to public/social service transportation.

In FY 1997/1998, Fresno EOC received funding from the Air District for REMOVE Program (Assembly Bill 2766) for alternatively fueled vehicles to support its transportation program.

Fresno EOC is partnershopped with the Green Commuter ZEV shuttle project and as applied for an Air Resources Board for two electric vehicles and charging stations to be used for the CalWorks account. We are awaiting the results of that grant opportunity.

Fresno EOC continues to study the positive aspects and the inherent nature of CNG restraints on vehicle range, fuel tank remodification costs, fuel accessibility, longer refueling time, maintenance costs, and the effects of the valley heat on CNG fuel tank capacity. The current vehicle listing indicating: Make, Model, Year, Fuel Type and expected useful life is shown in **Exhibit A**.

***E. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of public transit.***

The CTSA continues to consolidate and coordinate services by its outreach and marketing efforts. The CTSA works with Fresno County Case Workers to increase ridership on the CalWORKS systems to assure efficiency and productivity. The CTSA participates in community service events to advertise and market services. In cooperation with CTSA co-designee FCRTA, Mobility Training has been conducted in rural Fresno County.

***G. Work with the Social Service Transportation Administration Council (SSTAC) on implementation of the COG Fresno County Coordination Human Services Transportation Plan (SAFETEA-LU)***

The CTSA participated in the development and implementation of the Fresno COG Coordinated Human Services Transportation Plan. The Fresno COG, as the designated Metropolitan Planning Organization (MPO), is responsible for transportation planning in Fresno County. This includes development and adoption of planning, and transportation policy direction. The COG was the lead agency for the development of the SAFETEA-LU Plan. This plan provides a strategy for meeting local needs which prioritizes transportation service for funding and implementation, with an emphasis on the transportation need of individuals with disabilities, older-adults and low income people.

As a member of the SSTAC the Fresno EOC was very involved in the development and implementation of the Plan. The Plan was adopted on June 24, 2008. Fresno EOC also participated in the COG Mobility Group process and study by assisting in developing and prioritizing key strategies to addressing existing transportation needs and mobility gaps. See Section XI for further details on the plan.

## 2. TRIENNIAL PERFORMANCE AUDIT

Pacific Municipal Consultants, Incorporated completed a Triennial Performance Audit for FY 2009/2010, 2010/2011 and 2011/2012.

Pacific Municipal Consultants Incorporated was awarded the contract by Frsno COG to conduct the Triennial Performance Audit for 2012/13, 2013/14, and 2014/15. The CTSA has recently submitted the requested documents to initiate the audit for that period. Functional areas of the CTSA along with their recommendations for improvement and suggested implementation time frames are listed below

Listed below are our responses to their recommendations:

**1. *Closely monitor performance indicator trends identified from the performance audit.***

The CTSA's structure of reporting Urban and Rural sectors sometimes makes it arbitrary to attempt to isolate an urban activity from a rural activity in cases where a contracted agency requests transportation services in both areas. The CTSA has, in the last few budgeting cycles, combined both Urban and Rural performance indicators to show the overall cost associated to services. This makes for a better cost related indicator and monitoring indicator.

**2. *Continue coordination efforts with other public transit and social service agencies in funding and offering consolidated travel training and ambassador services.***

In cooperation with co-designee FCRTA, the CTSA conducted mobility training in the rural Fresno county area for all riders, concentrating on the elderly and people with disabilities. The proper use of wheelchairs, walkers, and other mobility devices was emphasized in this training.

**3. *Advance the role of the CTSA into furthering new business and social enterprise initiatives.***

The CTSA has recently marketed its vehicle maintenance work to the ARC of Fresno and Madera Counties (ARC) agency. The ARC serves thousands of developmentally disabled persons in both Fresno and Madera counties. The ARC fleet is now under the CTSA maintenance umbrella, it consists of more than fifty (50) vehicles. The new CTSA detailing shop operation is currently detailing the Fresno County Rural Transit (FCRTA) Fleet of over seventy (70) vehicles. The FCRTA serves as the public transit provider for Fresno County. The CTSA also is providing Compressed Natural Gas pump service and maintenance via a CNG trained mechanic for CNG pumps located throughout Fresno County for the FCRTA fleet. The CTSA continues to allow the community to utilize the Nielsen Conference Center when not used for CTSA trainings and meetings.



**SECTION VI: THE FRESNO URBAN CTSA**

**1. BACKGROUND**

The COG’s “AB 120 Action Plan” co-designates Fresno EOC and the City of Fresno as the CTSA’s with jurisdiction in the Fresno Metropolitan Area. The Fresno EOC, as lead social service agency, is responsible for coordinating and consolidating the transportation services of social service agencies. This includes development of social services transportation data, needs assessment, implementation strategy for consolidated/coordinated operations, contractual relationships, marketing and outreach and overall administration of urban social service transportation operations.

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

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

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

The agencies listed below currently and are proposed to continue to participate in the Fresno Urban CTSA in FY 2016/2017.

<b>AGENCY</b>	<b>SERVICE</b>
1. Central Valley Regional Center *	Developmentally Disabled Transportation
2. Fresno County CalWORKS *	Vehicle Maintenance Passenger Transportation
3. Fresno EOC Local Conservation Corps **	Vehicle Maintenance

4. FMAAA Senior Transportation *	Elderly Transportation Vehicle Maintenance
5. Fresno EOC Food Service Congregate Meal Delivery	Senior Meals/Summer Lunch Vehicle Maintenance
6. Fresno EOC Head Start	Student Transportation Congregate Meal Delivery Vehicle Maintenance
7. Other Fresno EOC Meal Delivery	Meal Delivery
8. Nikkei Senior Center**	Vehicle Maintenance/Training And Assistance
9. Fresno EOC Sanctuary	Vehicle Maintenance/Training
10. Fresno EOC Soul School	Vehicle Maintenance And Assistance
11. Senior Citizens Village *	Elderly Transportation
12. ARC of Fresno and Madera Counties **	Vehicle Maintenance
13. United Cerebral Palsy **	Emergency Coordinated Back-Up
14. Special Event trips for Social Service Agencies and Non-Profits *	Vehicle Maintenance General Transportation

A more detailed description of CTSA’s overall services is provided on the following pages, under Timesharing and Ridesharing Services and “Consolidated Services.”

\* Operated by Fresno EOC Transit Systems

\*\* Not Operated by Fresno EOC Transit Systems

**A. Fresno Urban Timesharing and Ridesharing Services**

Today, more than ever, the Central Valley faces air quality, mobility and traffic congestion problems because of vehicle use. A flexible approach that allows vehicle Timesharing and Ridesharing sets up in a dynamic system that provides an opportunity for a safe, flexible, convenient and affordable service that utilizes vehicles in a most efficient way. The CTSA, because of its designation, has the ability and the obligation to advance Timesharing and Ridesharing services. A description of each program is provided in addition to program activity in the following narrative.

1. Central Valley Regional Center (CVRC)  
The Fresno EOC Transit Systems has been providing contract services with CVRC to provide weekday round-trip passenger service from the program's developmentally disabled consumer's residence to various training and educational sites throughout Fresno County.
2. Fresno County CalWORKS (Operated by Fresno EOC Transit)  
Provides ridesharing for clients during non-traditional hours 6:00 p.m. to 6:00 a.m. seven days per week. Clients are transported to job training or day care facilities for their children.
3. FMAAAA Senior Transportation Program (Operated by Fresno EOC Transit)  
This program provides passenger transportation for senior citizens to locations throughout the City of Fresno. Services are provided each weekday.
4. Food Services Senior Congregate Meal Program  
The Congregate Program provides meal delivery service to various metropolitan area sites for the senior citizens of Fresno. Hot meals are delivered to specified sites each weekday.
5. Head Start Program – Student Transportation and Meal Delivery (Operated by Fresno EOC Transit)  
This program provides meal delivery for students to designated sites throughout Fresno each weekday. Services are provided to seventeen urban Head Start sites during the school year. The service operates approximately 154 days annually during the school year.
6. Other Meal Delivery (Operated by Fresno EOC Transit)  
Fresno EOC has agreement to deliver meals both congregate, homebound, and sack lunches to various non-profit and social service agencies throughout Fresno County.
7. Senior Citizens Village (Operated by Fresno EOC Transit)  
The CTSA initiated service on April 8, 1994 under contract with the Senior Citizens Village located on South Chestnut Avenue. The CTSA provides demand-response transportation services for Senior Citizen Village residents eight hours Friday's using one fifteen passenger van.
8. Special Trips for Social Service Agencies and Non-Profits (Operated by Fresno EOC Transit)  
The CTSA provides special transportation services for non-profit groups, such as the Police Activities League, Fresno Farm Bureau, Head Start, Hinton Center, Fresno County Dept. of Education, City of Fresno etc., upon availability of vehicles and driving personnel.

## **B. Fresno Urban Consolidated Services**

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

### 1. Fresno EOC Local Conservation Corps

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

### 2. Nikkei Program

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

### 3. Fresno EOC Sanctuary

The Urban CTSA provides vehicle maintenance for the Sanctuary vehicle. Transportation services are provided to clients of this program, which is designed to provide a safe environment for at-risk youth. Bus Token subsidy is also provided for these low-income and disadvantaged students.

### 4. Soul School

The Soul Charter School has some vehicle maintenance. It also receives assistance from the EOC Transit Systems by means of bus token subsidy for its student population.

### 5. ARC of Fresno and Madera

The CTSA provides vehicle maintenance for entire fleet of over fifty vehicles for the ARC.

## **2. PROPOSED FY 2016-2017 URBAN BUDGET**

The Urban CTSA FY 2016- 2017 combined capital and operating budget is projected at \$4,075,849. This revenue includes TDA 4.5 funds at an estimated \$1,008,348. Social Service funds of \$2,680,601 and FTA proposed grants of \$386,900. See attached budget **Exhibit F** for further details.

**SECTION VII: THE FRESNO RURAL CTSA**

**1. BACKGROUND**

The COG’s “AB120 Action Plan” co-designates Fresno EOC and the Fresno County Rural Transit Agency (FCRTA) as the CTSA’s with jurisdiction in the Rural Fresno County Area. The Fresno EOC, as lead social service agency, is responsible for overall program administration including liaison with social service agencies, data collection, development and implementation of the rural OPB, execution of service contracts, and related administrative tasks.

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

Much has been achieved with continued progress made to improve coordination and consolidation of social service transportation within Fresno County, In June 1988, an inventory of public and private social service agencies in Fresno County was completed by a consultant retained by the COFCG and is contained in two documents entitled “Updated Rural AB120 Action Plan – 1988” and “Final Fresno County Coordinated Public Transit-Human Services Transportation Plan dated February 2015.

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

The agencies listed below currently and are proposed to continue to participate in the Fresno Rural CTSA in FY 2016-2017.

AGENCY	SERVICE
1. Central Valley Regional Center *	Disabled Passenger Transportation
2. Fresno EOC Head Start	Student Transportation Vehicle Maintenance Congregate Meal Delivery
3. Fresno EOC Food Services Senior Meal Delivery Service	Congregate Meal Delivery Vehicle Maintenance
4. Special Trips for Social Service Agencies and Non-Profits	General Public Transportation Vehicle Maintenance

- 6. **Fresno EOC Food Services Senior Congregate Meal Program**  
 The Congregate Program provides meal delivery service to various rural area sites for the senior citizens of Fresno County. Hot meals are delivered to specified sites each weekday. Frozen meal deliveries to senior homes began via an agreement with the FMAAA in the summer of 2013.

\* Operated by Fresno EOC Transit Systems

**A. Fresno Rural Timesharing and Ridership Services**

Today, more than ever the Central Valley faces air quality, mobility and traffic congestion problems because of vehicle use. A flexible approach that allows vehicle Timesharing and Ridesharing set up in a dynamic system that provide an opportunity for a safe, flexible, convenient and affordable service that utilizes vehicles in a most efficient way. The CTSA, because of it designation, has the ability and the obligation to advance Timesharing and Ridesharing services. The social service programs and public transit for FY 2016/17 contracts listed below comprise the Rural CTSA Timesharing operations. **(Refer to Exhibit B).**

- 1. **Senior Transportation Programs \***  
 Approximately three (3) hours of daily transportation service is provided for seniors living in Auberry and the surrounding areas. The remainder of the daily service is dedicated to general public rides.  
 Del Rey Service Center operates approximately three (3) hours per day five days per week transporting seniors to the Del Rey Meal Center and Sanger region. The remainder of the eight hour day is for general public transportation.
- 2. **Food Services Senior Meals and Summer Lunch Program \*\***  
 Congregate senior meal delivery service is provided to nineteen rural communities and anticipates serving fifteen sites for Summer Lunch Programs.
- 3. **Fresno EOC Head Start Program – Meal Delivery**  
 This program provides meal delivery for students to fifteen (15) designated sites throughout Fresno County each weekday. Services are provided during the school year. Meal delivery is also provided to other rural Head Start sites on a requested basis.
- 4. **Central Valley Regional Center (CVRC) \***  
 Fresno EOC has been providing contract services with CVRC to provide weekday round-trip passenger service from the program’s Developmentally Disabled consumer’s residence to various training and Educational sites throughout Fresno County.

### 5. **Special Functions**

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

\* Operated by Fresno EOC Transit Systems

## **B. Fresno Rural Consolidated Services**

The Rural CTSA augments senior travel on the followings routes:

### 1. Auberry Transit

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

### 2. Del Rey Transit

The Rural CTSA began operations of the Del Rey community service in September 1984. The service provides intra-community service and inter-city community service to Sanger on a demand-response basis five (8) hours per weekday. The service is primarily oriented to serve senior citizens.

### 3. Firebaugh Transit

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

### 4. Fowler Transit

The FCRTA contracted with Fresno EOC/CTSA to provide lift-equipped, intra-city public transit services. Intra-city service hours increased one hour to match activities and programs at the Senior Center

### 5. Huron Transit

The transit is provided under contract with Fresno EOC/CTSA. Lift-equipped services are available (5 days a week Monday – Friday) from 7:00 a.m. to 5:30 p.m.

### 6. Kingsburg Transit

The FCRTA contracted with Fresno EOC/CTSA to provide lift-equipped, intra-city public transit services. Intra-city service hours increased one hour to match activities and programs at the Senior Center

## 7. Mendota Transit

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

## 8. Orange Cove Transit

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

## 9. Parlier Transit

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

## 10. Selma Transit

The FCRTA contracted with Fresno EOC/CTSA to provide lift-equipped, intra-city public transit services. Intra-city service hours increased one hour to match activities and programs at the Senior Center

## 11. Sanger Transit

Sanger Transit operates 3 on-demand routes and one fixed route with a part-time route to cover the staggered lunch periods of each of these routes. Sanger Transit is operated by the Fresno EOC/CTSA in cooperation with FCRTA.

### 3. PROPOSED FY 2016-2017 BUDGET

The total FY 2016-2017 Rural CTSA capital and operating budget is estimated at \$2,081,079. This includes operating revenue projected at \$1,574,472 in Social Service funding and \$506,607, in TDA 4.5 funds. See **Exhibit H** for details.



## **SECTION VIII: FCRTA-General Public Transit Services ( FCRTA Contracts)**

Listed below are the FCRTA – General Public Transit Service that FRESNO EOC provides only drivers and dispatch services for.

### **1. Auberry Inter-City**

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

### **2. Del Rey Transit**

The Rural CTSA began operations of the Del Rey community service in September 1984. The service provides intra-community service and inter-city community service to Sanger on a demand-response basis four (4) hours per weekday. The service is primarily oriented to serve senior citizens.

### **3. Firebaugh Transit**

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

### **4. Fowler Transit**

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

### **5. Huron In-City**

Huron In-City Transit is comprised of two lift-equipped vehicles. Services are available (5 days a week Monday – Friday) from 7:00 a.m. to 5:30p.m.

### **6. Huron Inter-City Transit**

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

7. Kingsburg Transit  
Kingsburg Transit provides 55 hours of weekly intra-city service with two lift-equipped vehicles.
8. Mendota Transit  
Mendota Transit provides demand-responsive, lift-equipped in-city services in its Sphere of Influence from 7:00 a.m. to 5:30 p.m. Mendota Transit is operated by the FRESNO EOC/CTSA in cooperation with FCRTA.
9. Orange Cove In-City  
Orange Cove Transit has operated a lift-equipped van within Sphere of Influence for ten hours each weekday on a demand-response basis. Orange Cove Transit is operated by the FRESNO EOC/CTSA in cooperation with FCRTA.
10. Orange Cove Inter-City Transit  
Inter-city, lift-accessible fixed-route service is also offered twice daily, linking Orange Cove to Fresno via Reedley, Parlier and Sanger to Fresno. This service provides transportation 5 days per week 6:00 am-6:00 pm.
11. Parlier Transit  
Parlier Transit operates lift equipped, demand-response service within its Sphere of Influence from 7:00 a.m. to 4:00 p.m. (5 five days per week Monday thru Friday). Parlier Transit is operated by the FRESNO EOC/CTSA in cooperation with FCRTA.
12. Sanger Transit  
FCRTA consolidated the public transit service in Sanger to the CTSA operation umbrella in the summer of 2013. Its service consists of 3.75 demand response routes operating 5 days a week and a single vehicle operating on Saturdays.
13. San Joaquin Transit  
San Joaquin Transit has consolidated with Westside Transit to provide lift-equipped demand-responsive service in its Sphere of Influence and the unincorporated communities of Cantua Creek, El Porvenir, Halfway, Three Rocks and Tranquility weekdays for ten hours daily.

14. Selma Transit  
Intra-City and Inter-City Operations:  

Selma Transit operates 3.5 lift-equipped vehicles on a demand-response basis during a eight-hour period each weekday. This is to be expanded to 4 full-time routes in May of 2015. Saturday service also is available through a Fresno EOC/FCRTA contract. Limited “on-call” service to the Selma Airport is available on request. City dispatch personnel have controlled ridership demand through trip grouping a coordination of vehicles.
15. Southeast Corridor Service  

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

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

An intercity service was created by the FCRTA due to increased demand of Mendota residents desiring transportation to Firebaugh and vice-versa. The Firebaugh/Mendota shuttle service operates 8 hours per day serving this purpose.
18. SPECIAL FCRTA Rural Area Trips  

The FCRTA has implemented the use of a mini-van service for general public riders living in Fresno County and outside of existing rural township boundaries. This service is on a reservation basis.
19. Sanger/Reedley Shuttle Service  

This service was implemented due to high ridership demand for general public and College students needing public transportation to and from City of Sanger and the Reedley Community College campus. It operates 5 days a week during the Reedley Community College school year (8/11/16-5/20/17).
20. Big Trees Transit Service  

This new service began on Memorial Day in 2015 as a two year demonstration project. The second year will begin on Saturday, May 30, 2016 and continue through Labor Day, September 4, 2016. Changes have been made for this second year’s schedule to try and improve ridership. It will provide two vehicles with stops in Fresno and Sanger continuing to the entrance of Kings Canyon National Park, then shuttling park visitors along with a third transit vehicle at several stops in and around the Grant Grove area of Kings Canyon National Park.

In an effort to improve ridership and convenience to the passengers, a more efficient and streamlined route structure is in place for 2016 for seven day a week service. Two round-trip departures a day, 7:30 a.m. and 9:30 a.m., will depart the Fresno Greyhound/Amtrak station with stops at Fresno State College, Fresno Yosemite Airport, Sanger Depot, and Squaw Valley with a final destination of Grant Grove Village in Kings Canyon National Park. A third vehicle will depart Sanger at 7:56 a.m. each day. Big Tree riders will enjoy free shuttle service to popular designated area stops operating 19 loops per day. The stops will include, John Muir Lodge, Crystal Springs Campground, Grant Tree, Azalea Campground, Sunset Campground and Big Stump before returning to Grant Grove.

The vehicles used are ADA certified and can carry up to 20 passengers. The Big Trees website continues to be a popular site for information and purchasing tickets. Amtrak passengers are able to purchase tickets on Big Trees Transit when they purchase the rail ticket.

- 21. West Hills College and Southeast Reedley College Service  
 These two routes were implemented in January 2016 as a demonstration project by FCRTA. General public and College students are transported from the communities in both Westside and Southeast Fresno county areas and taken to either Reedley College or the Firebaugh satellite campus of West Hills College. This service is a fixed route bus service.

**SECTION IX: FY 2016-2017 URBAN AND RURAL CTSA SERVICE IMPROVEMENT PROGRAM**

**1. SERVICE IMPROVEMENT PROGRAM OBJECTIVES**

The following reflects program development objectives to be used as guidelines in the implementation of Fresno Urban and Rural FY 2016-2017 OPB.

**A. General Administration**

- 1. Utilize to the maximum extent possible LTF funds to help subsidize qualified social service agencies with their transportation needs.
- 2. Continue to seek more efficient and cost- effective measures as a means of maximizing resources in an effort to meet the transportation need of social service agencies.
- 3. Seek additional transportation contracts, to the extent possible, that do not require additional TDA/LTF Article 4.5 funding in an effort to lower overhead and stretch the LTF funds.
- 4. Consolidate transportation service where feasible.

5. Encourage and support supervisory staff to obtain higher training certificates.
6. Continue to explore funding to purchase routing/scheduling software.
7. Continue to foster cooperative working relationships between the Fresno Urban and Rural CTSA co-designates in an effort to assure effective coordination between public transit and social service transportation providing focusing on the following areas:
  - a. Seek additional areas for coordination/consolidation of transportation routes and subsystem to eliminate duplication and assure a seamless and effective system.
  - b. Compatibility of administrative system, such as management information system (MIS) and accounting system in order to eliminate duplicated efforts and assures smooth transition to coordinate services where public transit operators provide social services.
  - c. Shared cost-saving measures, such as coordinated management, purchasing of fuel, maintenance and supplies and insurance, coordinate driver training programs and coordinated central dispatching.

Continue to be active in the Social Service Transportation Advisory Committee (SSTAC) and Transportation Technical Committee (TTC).

**B. Personnel Management and Training**

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

### **C. Operations**

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

### **D. Service Planning/Program Development**

1. Working through the Fresno Urban and Rural CTSA's seek to establish service needs and set priorities for service provision.
2. Work to ensure program continuity and accumulate sufficient operations data to evaluate service.
3. Work with participating social service agencies and FCRTA to continue to record complaint-handling and incident procedures. Establish a documented procedure and reporting process.
4. Work with all interested qualified social service agencies to explore the potential of consolidating their existing routes with public transit and Fresno Urban and Rural CTSA services as long as they are not Medical, School or Charter Services.
5. Based on evaluation efforts, prepare and submit an updated OPB and associated TDA/LTF Article 4.5 claims.

### **E. Maintenance**

1. Continue to bid out high volume, expensive parts to the local vendors. Assure that we are utilizing our warranty repairs through the vehicle dealers, and continue seeking the best quality and for cost sublet repair stations.

2. Document vehicle down time due to inspections or repair and the frequency and cause of mechanical failures.
3. Evaluate mechanics schedules and adjust operating hours to more efficiently provide preventative maintenance and minimize out-of-service vehicles.
4. Seek resources to improve the maintenance facility capacity and personnel performance.
5. Maintain an updated “Fleet Plan” consistent with proposed service programs and to serve as a key basis for determining short-range and long-range vehicle replacement and expansion requirements.
6. Develop a graph to show maintenance cost per vehicle.
7. Since Fresno EOC is performing maintenance on public transit vehicles, additional training needs to be acquired and maintained in order to keep up with industry standards for public transit operations and to stay in compliance with CHP Motor Carrier Regulations and to stay in compliance with CHP Vehicle and Terminal inspections.

#### **F. Marketing**

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

#### **G. Funding**

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

## **SECTION X. Awards and Accolades**

Since 2007 the California Association for Coordinated Transportation (CalACT) has given out annual awards at its spring conferences. CalACT is a statewide, non-profit organization that has represented the interests of small, rural, and specialized transportation providers since 1984. The membership is comprised of individuals and agencies from diverse facets of transportation, including operators of small and large systems, planning and government agencies, social service agencies, suppliers and consultants. CalACT has over 300 members and is governed by a member-elected Board of Directors who volunteers their time and expertise and the Association is managed by a professional staff according to adopted by laws and an adopted business plan.

In 2007, CalACT commenced a state wide annual awards program for eight categories presented at the Spring Conference.

In 2007 the Fresno EOC/CTSA received an award for Outstanding Paratransit Program which honors a Paratransit program that has demonstrated achievement in efficiency, effectiveness and customer service. The measures are based on safety, operations, customer service, financial management, community relations and administration.

In 2009 the Fresno EOC/CTSA was recognized for twenty-five years of continuing CalACT membership in good standings. Fresno EOC/CTSA was a founding member of the association and attends and participates in conference regularly.

In 2011 the Fresno EOC/CTSA was awarded the Outstanding Rural Program Award which honors a rural transportation program that has demonstrated achievement in efficiency, effectiveness and customer service. The Fresno EOC/CTSA contracts with the Fresno County Rural Transit Agency (FCRTA) to provide drivers and dispatch service for their Agency and works closely with them to coordinate social service transportation.

Outstanding Achievement Awards are given to Fresno EOC drivers during the year for those drivers that maintain an excellent safety record and for drivers that go above and beyond the call of duty. In 2013 eight (8) drivers were recognized for Outstanding Achievement Awards.

In 2014, at its CalACT conference the CTSA received a Distinguished Membership Award for 30 years of continuous membership.

In its 2014 annual employee recognition luncheon, the Fresno EOC Board of Directors recognized a Fresno EOC/CTSA Driver, for above and beyond the call of duty in controlling a medical situation while on route.

In 2015, the United States Department of Agriculture, through the California State Department of Education awarded its annual "Sunshine" award to Fresno EOC/CTSA for exemplary performance in sponsoring over 75 Summer Food Service programs to needy children. Production workers and drivers were congratulated in this significant accomplishment.



In 2016 the Fresno EOC Transit placed 4<sup>th</sup> in the Statewide vehicle skills competition at the Clovis Roadeo event.

## SECTION XI

### **Fresno County Coordinated Human Resource Transportation Plan**

The Fresno County Economic Opportunities Commission (Fresno EOC) played a significant role in developing the Fresno County Coordinated Human Resource Transportation Plan that was adopted on January 24, 2008. A Final updated version was approved in February 2015.

The Fresno Council of Governments (COG), as the designated Metropolitan Planning Organization (MPO) is responsible for transportation planning in Fresno County. This includes development and adoption of planning policies and documents review and coordination of transportation planning and policy direction. The COG is the lead agency for the development of a Coordinated Human Service Transportation Plan (CHSTP) under the direction of the Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A legacy for Users (SAFETEA-LU). This coordinated public transit humane-service transportation plan provides a strategy for meeting local transportation needs. This plan prioritizes transportation services for funding and implementation, with an emphasis on the transportation needs of individual with disabilities, older-adults and people with low-income.

In 1980, California passed the Social Service Transportation Improvement Act, which established the Consolidated Transportation Service Agency (CTSA). Along with this, the Fresno Council of Governments developed the AB120 Action Plan. This plan made it possible to maintain their existing levels of Transit Planning Commitments for social service agencies in Fresno County, while setting aside up to 5% of the annual TDA funds to further coordinate and expand transit services to these agencies. The Fresno CTSA, operated by Fresno EOC, was established in 1983. The CTSA, operating as one of the very successful CTSA's in California, was the foundation of the CHSTP. The plan includes sections on demographics of Fresno County, Existing Coordination, current service providers and costs associated with transportation. Included in the plan are detailed sections on rider needs and gaps, land-use issues, funding shortfalls, and duplication of services.

Barriers to coordination are listed and possible solutions indicated. Short range strategies and priorities were developed including (1) Finding a ride online, (2) Travel Training, (3) Increase the availability of qualified transit drivers, (4) develop a volunteer driver program, (5) addressing the issues of older-adult population (6) a national 511 Information systems for traveling (7) improved coordination by expanding participation in the CTSA, (8) shared used of vehicles, (9) reduction of operating costs, (10) the creation of transit fueling amenities, (11) increase public awareness through marketing, (12) making connection easily, (13) increase revenue resources, (14) transportation for those that can no longer drive, (15) creation of "transit-ready" environment and (16) resolving inter-jurisdictional transportation.

The CTSA is resolved to work with the COG to address these priorities. Mobility strategies begin with and understanding and commitments among local community leaders, elected

officials and transportation managers that meeting the needs of older-adults and persons with special needs are critical. Increased mobility promotes independence and improves the quality of life for all citizens. The CTSA is proud to share its work with the FMAAA in providing seven vehicles to take Older Americans to congregate meal centers and transport them to medical appointments shopping/banks as necessary. The CTSA is equally proud to transport 500 CVRC consumers each day to jobs and training centers for income and socialization.

Coordination and consolidation continues to be forefront for the CTSA as the short range priorities are addressed and expand the CTSA to additional Social Service agencies beyond Fresno EOC.

The final Fresno County Coordinated Public Transit-Human Services Transportation Plan was approved in February 2015. It contains GAP analysis regarding several areas:

- Planning and Plan Purposes
- Transportation Resources
- Mobility Needs and Gaps in Fresno County
- Coordination Opportunities to Address Gaps, strategies of Response
- Moving forward with prioritized strategies

On December 4, 2015, President Obama signed the Fixing America's Surface Transportation (FAST) Act providing long-term certainty for surface transportation infrastructure planning and investment. As a CTSA, Fresno EOC Transit will be looking for ways to dovetail this bill into its operation in the areas of highway and motor vehicle safety, public transportation, motor carrier safety and research technology.

## SECTION XII

### CTSA Memorandum of Understanding (MOU)

The Fresno County Economic Opportunities Commission (Fresno EOC) entered into a memorandum of Understanding between the Fresno County Rural Transit Agency (FCRTA) and the City of Fresno in February 1983 that sets forth and defines a formal working relationship and how the agencies will contribute to an effective coordinated process to improve social service transportation coordination. This MOU is in accordance with Chapter 1120 of the 1979 California statutes, the Fresno Council of Governments the FCRTA and the City.

The MOU affirms that a formal working relationship between the three Agencies will contribute to an effective coordinated process to improve social service transportation coordination with mutual and specific responsibilities relating to the social service needs of the elderly, the disabled and other low mobility groups.

Listed below are some of the major coordinate efforts:

- **Administration Coordination**  
The agencies shall coordinate efforts and shall provide for review of the CTSA goals, policies and work program by the policy making bodies of the agencies. The MOU recognizes that Fresno EOC will perform the day-to-day administrative task relating to the development and implementation of the CTSA Operation Program and Budget (OPB) Since its inception in 1987 the Fresno EOC, an operation of the CTSA, has continually prepared the OPB each year and its responsibilities in coordinating and consolidation social service transportation with Agencies within Fresno County. The CTSA has grown significantly since 1983. The CTSA continues to work closely with the FCRTA, the City and its governing bodies to assure goals and objectives are met.
- **Fresno EOC Responsibilities**  
Fresno EOC continues to be the lead agency responsible for administration of the overall program to improve social service coordination and consolidation. The Fresno EOC provides policy direction, develops CTSA goals and objectives and establishes administrative procedures necessary to carry out the development and implementation of the CTSA OPB. The Fresno EOC administers and executes contracts for the Rural and Urban CTSA Operations. The Fresno EOC has established a system of accounts and maintains financial records in accordance with the Uniform System of accounts and accepted accounting principles.

An independent audit of all Transit Systems is conducted each year. Fresno EOC currently has Financial Advantage software to maintain its accounting system including the CTSA Operations and Budget. Data for the CTSA and all operations are kept including ridership, revenue, operation and non-operation costs and fare ratios. In 2014/15 the CTSA has a estimated social service fare ratio of 79%. The Fresno EOC works in conjunction with the FCRTA and City to study and look into unmet needs.

The CTSA in cooperation with its agencies conduct demonstration projects and studies to assure that ridership needs are met.

The Fresno EOC works with other social service agencies in its pursuing of coordinated with consolidation transportation. One forum for this is the Social Service Transportation Advisory Council that meet regularly. This sixteen (16) member group, appointed by the, Fresno Council of Governments (COG) represents various groups of under several transit users and provide recommendation to the COG an Unmet Transit needs. Included in these groups are dependent and transit disadvantage persons, including the elderly, disabled, and person with limited means. The COG's, SSTAC, AB120 Action Plan and the CTSA programs form the foundation for development of the coordinated public transit human services transportation program for Fresno County. The Fresno County has provided development services for the OPB that includes an estimate of revenue, operating costs, and ridership, a marketing programs and the preparation of an independent fiscal audit pursuant to PUC Code, Section 99245 and 99276. The CTSA includes social service transportation with the Urban (City of Fresno) and its Rural (FCRTA) and keeps separate records data and financial records for both.

### **Oversight**

The FCRTA and the City of Fresno provides policy direction, contributes to developing CTSA goals and objectives through the Annual Productivity Evaluation and establishes administration procedures necessary to carry out the development and implementation of the CTSA OPB.

The CTSA presents the OPB, Annual Productivity Evaluation and Triennial Performance Evaluation, all Grants and service contracts to the Fresno EOC Board of Directors. Once approved, the reports and progress are reviewed by the COG's, SSTAC, Transportation Technical Committee (TTC), and the Policy Advisory Committee (PAC) and then to the COG Policy and FCRTA Board for final acceptance/approval.

### **SECTION XIII: PERSONNEL MANAGEMENT**

The CTSA Management team consists of a Transit Systems/Food Services Director, Transit Systems Business Manager, Transit Systems Maintenance Supervisor and five (5) Transit Systems Supervisors.

The management team holds regularly scheduled management meetings to discuss operations, training, safety administrative issues and other items on the agenda.

The Supervisors are given annual accountability responsibilities as follows:

- Vehicle Wash Program
- Facilities Janitorial Duties
- Property Maintenance
- Dispatchers
- CalWORKS Liaison
- Monthly Ridership Report for FMAAA
- Quarterly Report for FMAAA
- Employee Annual Vacation Coordinator
- Safety Team Coordinator
- CVRC Operations Management
- First Aid/CPR Instructor Schedule
- Personnel Hiring
- ID Badges/Photo
- FCRTA Operations Management
- Special Trip Coordination
- Team 21 Coordination
- In Service Meeting Coordination
- Quarterly Report FTA Section 5310
- Head Start Route Authorization
- FCRTA Operations

Aside from these duties supervisors are given projects throughout the year. Example of current projects are: Dispatcher Ranges/Duties, yard lighting safety, senior mobility training, policy manual converted to electronic version, marketing, alternate fuel vehicles, GPS system, power point for transit system, dispatcher handbook and study Checkmate Safety System. Other projects may come up during the year. All Four supervisors and the Trainer are First Aid/CPR certified instructors. Two supervisors and the Trainer are certified by the California Department of Education as Bus Driver Instructors both Behind-the-Wheel and classroom. One supervisor is certified by the United States Department of Transportation is certified as a Paratransit Instructor.

The Maintenance Supervisor is ASE Certified in many categories.

All Management personnel attend the annual agency harassment training and participate in as many other agency training such as Community Action Supervisor Training and Academy, Social Effectiveness Training, Performance Evaluation Training, Sensitivity Training, Writing Skills Training for effective communication and the like.

Four of the management personnel have completed the Paratransit/Transit Management Program either through Pepperdine University or the University of Pacific. Two additional management staff are currently attending these courses.

EXHIBIT A  
VEHICLE ROSTER C.T.S.A. 2016/2017

	EOC Vehicle #	VIN last five digits	Vehicle yr/make	Passenger Capacity amb/wc	Fuel Type	Contract Use
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TRANSIT VEHICLES:

Passenger Vehicles						
	EOC Vehicle #	VIN last five digits	Vehicle yr/make	Passenger Capacity amb/wc	Fuel Type	Contract Use
1	38	96736	2010 Braun minivan	5/2	unleaded gas	CalWorks
2	39	96738	2010 Braun minivan	5/2	unleaded gas	CalWorks
3	40	96741	2010 Braun minivan	5/2	unleaded gas	CalWorks
4	84	12643	'94 GMC	48	diesel	Head Start
5	85	12510	'94 GMC	48	diesel	Head Start
6	86	12795	'94 GMC	48	diesel	Head Start
7	87	12435	'94 GMC	48	diesel	Head Start
8	88	12752	'94 GMC	48	diesel	Head Start
9	89	12640	'94 GMC	48	diesel	Head Start
10	90	10981	'95 GMC	48	diesel	Head Start
11	91	10982	'95 GMC	48	diesel	Head Start
12	92	10963	'95 GMC	48	diesel	Head Start
13	93	10984	'95 GMC	48	diesel	Head Start
14	94	10965	'95 GMC	48	diesel	Head Start
15	95	10960	'95 GMC	48	diesel	Head Start
16	98	10449	'98 GMC	48	diesel	Head Start
17	99	32496	99 GMC	48	diesel	Head Start
18	100	32497	99 GMC	48	diesel	Head Start
19	101	32498	99 GMC	48	diesel	Head Start
20	102	32499	99 GMC	48	diesel	Head Start
21	103	45725	2002 Ford	10/2w-c	diesel	Head Start
22	104	88481	2003 Thomas	48	diesel	Head Start
23	105	66482	2003 Thomas	48	diesel	Head Start
24	106	68483	2003 Thomas	48	diesel	Head Start
25	107	88484	2003 Thomas	48	diesel	Head Start
26	108	66485	2003 Thomas	48	diesel	Head Start
27	109	66486	2003 Thomas	48	diesel	Head Start
28	110	88487	2003 Thomas	48	diesel	Head Start
29	120	16034	2004 Thomas	80/34/2w-c	diesel	Head Start
30	121	16032	2004 Thomas	80/34/2w-c	diesel	Head Start
31	122	16033	2004 Thomas	80/34/2w-c	diesel	Head Start
32	123	34404	2005 Blue Bird	80/34/2w-c	diesel	Head Start
33	124	79841	2009 Thomas	80/34/2w-c	diesel	Head Start
34	128	17879	2011 Intl	60/34/2w-c	diesel	Head Start
35	128	17880	2011 Intl	60/34/2w-c	diesel	Head Start
36	130	17881	2011 Intl	60/34/2w-c	diesel	Head Start
37	131	94706	2012 Intl	60/34/2w-c	diesel	Head Start
38	462	85228	2004 E450	6/16	unleaded gas	CVRC / Misc. B/P
39	463	85236	2004 E450	6/16	unleaded gas	CVRC / Misc. B/P
40	464	85237	2004 E450	6/16	unleaded gas	CVRC / Misc. B/P
41	465	85238	2004 E450	6/16	unleaded gas	CVRC / Misc. B/P
42	466	85239	2004 E450	6/16	unleaded gas	CVRC / Misc. B/P
43	468	85243	2004 E450	6/16	unleaded gas	CVRC / Misc. B/P
44	470	66058	2005 E450	6/16	unleaded gas	CVRC / Misc. B/P
45	472	56083	2005 E450	6/16	unleaded gas	CVRC / Misc. B/P
46	473	56081	2005 E450	6/16	unleaded gas	CVRC / Misc. B/P
47	476	19472	2005 E450	6/16	unleaded gas	CVRC / Misc. B/P
48	477	23988	2006 E450	5/14	unleaded gas	CVRC / Misc. B/P
49	478	23989	2006 E450	5/14	unleaded gas	CVRC / Misc. B/P
50	479	23991	2006 E450	5/14	unleaded gas	CVRC / Misc. B/P
51	481	23993	2006 E450	5/14	unleaded gas	CVRC / Misc. B/P
52	482	23994	2006 E450	5/14	unleaded gas	CVRC / Misc. B/P
53	484	29906	2006 E450	5/14	unleaded gas	CVRC / Misc. B/P
54	485	18795	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
55	486	18818	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
56	487	18816	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
57	488	18804	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
58	489	18813	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
59	490	18815	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
60	491	18820	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
61	492	43845	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
62	493	81012	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
63	494	74510	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
64	495	59754	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
65	496	78034	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
66	497	74512	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
67	498	74511	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
68	499	59755	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
69	500	78033	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
70	501	1415	2010 E450	5/14	unleaded gas	CVRC / Misc. B/P
71	502	1416	2010 E450	5/14	unleaded gas	CVRC / Misc. B/P
72	503	3754	2010 E450	5/14	unleaded gas	CVRC / Misc. B/P
73	504	3755	2010 E450	5/14	unleaded gas	CVRC / Misc. B/P
74	505	3758	2010 E450	5/14	unleaded gas	CVRC / Misc. B/P
75	506	12409	2011	5/14	unleaded gas	CVRC / Misc. B/P
76	507	12411	2011	5/14	unleaded gas	CVRC / Misc. B/P
77	508	7276	2011	5/14	unleaded gas	CVRC / Misc. B/P
78	509	7275	2011	5/14	unleaded gas	CVRC / Misc. B/P

to

infactio usgr. Door

EXHIBIT A  
VEHICLE ROSTER CTSA 2016/2017

Equipment

	1 EOC Vehicle #	2 VIN last five digits	3 Vehicle yr/make	4 Passenger Capacity amb/w/c	5 Fuel Type	6 Contract Use
79	510	7277	2011	5/14	unleaded gas	CVRC / Misc. B/P
80	511	7278	2011	5/14	unleaded gas	CVRC / Misc. B/P
81	512	7279	2011	5/14	unleaded gas	CVRC / Misc. B/P
82	513	91443	2011	5/14	unleaded gas	CVRC / Misc. B/P
83	514	12410	2011	5/14	unleaded gas	CVRC / Misc. B/P
84	515	11418	2007	5/14	unleaded gas	CVRC / Misc. B/P
85	516	51034	2013	6/14	unleaded gas	CVRC / Misc. B/P
86	517	51037	2013	6/14	unleaded gas	CVRC / Misc. B/P
87	518	58989	2013	6/14	unleaded gas	CVRC / Misc. B/P
88	519	56970	2013	6/14	unleaded gas	CVRC / Misc. B/P
89	520	56872	2013	6/14	unleaded gas	CVRC / Misc. B/P
90	521	56875	2013	6/14	unleaded gas	CVRC / Misc. B/P
91	522	56874	2013	6/14	unleaded gas	CVRC / Misc. B/P
92	523	56977	2013	6/14	unleaded gas	CVRC / Misc. B/P
93	524	7604	2015	6/14	unleaded gas	CVRC / Misc. B/P
94	525	7594	2015	6/14	unleaded gas	CVRC / Misc. B/P
95	526	7601	2015	6/14	unleaded gas	CVRC / Misc. B/P
96	527	7596	2015	6/14	unleaded gas	CVRC / Misc. B/P
97	528	7802	2015	6/14	unleaded gas	CVRC / Misc. B/P
98	529	7597	2015	6/14	unleaded gas	CVRC / Misc. B/P
99	530	7612	2015	6/14	unleaded gas	CVRC / Misc. B/P
100	531	7609	2015	6/14	unleaded gas	CVRC / Misc. B/P
101	532	17737	2015	2/20	unleaded gas	CVRC / Misc. B/P
102	533	17746	2015	2/20	unleaded gas	CVRC / Misc. B/P
103	534	19883	2015	2/20	unleaded gas	CVRC / Misc. B/P

103 Total Transit Psgr. Vehicles

Meal Delivery Vehicles						
1	248	44140	03 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
2	319	54974	96 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
3	321	71030	99 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
4	322	71039	99 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
5	330	89523	02 ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
6	331	22844	03 ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
7	332	39374	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
8	338	39375	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
9	339	37326	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
10	340	39377	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
11	341	1807	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
12	342	1881	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
13	343	10692	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
14	344	38434	2009 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
15	345	7269	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
16	346	7288	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
17	347	7290	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
18	348	7291	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
19	349	34554	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
20	350	34555	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
21	351	34556	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
22	352	34557	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
23	353	34558	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
24	354	61583	2013 Ford	Ford Box Truck with	unleaded gas	Sr. Meals / HS meals
25	355	61119	2013 Ford	Ford Freezer van	unleaded gas	Sr. Meals / HS meals
26	356	49088	2013 Ford	Ford Freezer van	unleaded gas	Sr. Meals / HS meals
27	357	81130	2013 Ford	Ford Freezer van	unleaded gas	Sr. Meals / HS meals
28	358	19700	Chrysler Cargo Van	FMAAA donated	unleaded gas	Sr. Meals / HS meals
29	359	66273	2015 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
30	360	66273	2015 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
31	361	96274	2015 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
32	362	56275	2015 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
33	363	96276	2015 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
34	364	96277	2015 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
35	365	96278	2015 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals

35 Meal Delivery Vehicles



**EXHIBIT B  
URBAN CTSA SERVICES  
2016/2017**

AGENCY	TRANSPORTATION				Meal Delivery		MAINTENANCE
	GENERAL	ELDERLY	DISABLED	STUDENT	Congregate	Home-Bound	VEHICLES
CENTRAL VALLEY REGIONAL CENTER			X				X
Fresno County CalWORKS	X						X
Fresno EOC LOCAL CONSERVATION CORPS							X
FMAAA SENIOR TRANSPORTATION		X	X				X
Fresno EOC Food Services Senior Meals (FMAAA & City of Fresno)					X	X	X
Fresno EOC HEAD START				X	X		X
Other Meal Delivery					X	X	X
NIKKEI SENIOR CENTER		X**	X**				X
Fresno EOC SANCTUARY				X*			X
Fresno EOC Soul School							X
SENIOR CITIZENS VILLAGE		X					X
ARC							X
United Cerebral Palsy							X
Special Events / Non-Profit Charter Timeshares	X	X	X	X			X

**RURAL CTSA SERVICES  
2016/2017**

AGENCY	TRANSPORTATION				Meal Delivery		MAINTENANCE
	GENERAL	ELDERLY	DISABLED	STUDENT	CONGRE-GATE	HOME-BOUND	VEHICLES
CENTRAL VALLEY REGIONAL CENTER			X				X
Fresno EOC Head Start				X	X		X
Fresno EOC FMAAA Senior Meal Delivery					X		X
Other Rural Meal Delivery					X	X	X
Special Events-Non-Profit Charter Timeshares	X	X	X	X			X

\* Provides own Driver  
 \*\* Urban CTSA provides back-up.

**Exhibit C  
Dispatch Weekday Caller Counts**

Incoming calls hourly basis

Sample Weekday	Mon.	Tues.	Wed.	Thurs.	Fri.
<b>6:00 - 7:00</b>	26	10	10	26	15
<b>7:00 - 8:00</b>	92	84	90	112	100
<b>8:00 - 9:00</b>	93	90	66	76	88
<b>9:00 - 10:00</b>	126	144	119	121	90
<b>10:00 - 11:00</b>	135	119	125	98	107
<b>11:00 - 12:00</b>	96	99	80	108	88
<b>12:00 - 1:00</b>	132	87	109	69	45
<b>1:00 - 2:00</b>	119	76	110	107	88
<b>2:00 - 3:00</b>	109	80	130	107	60
<b>3:00 - 4:00</b>	122	91	100	107	100
<b>4:00 - 5:00</b>	64	57	42	59	33
<b>5:00 - 6:00</b>	16	9	21	22	11

# Dispatchers  
on Duty

1
4
6
3
2

**EXHIBIT D  
URBAN CTSA RIDERSHIP STATISTICS**

SERVICE DESCRIPTION	TYPE	FY 2015-16 (ESTIMATED)			FY 2016-17 (PROJECTED)		
		PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES	PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES
<b>PASSENGER TRANSPORTATION</b> Senior Programs FMAAA - All routes	Rideshare	4,602	2,047	33,113	4,602	2,047	33,113
Nikkei Senior Citizens Village	Timeshare Rideshare	2,200 392	620 75	14,500 1,472	2,200 392	820 75	14,500 1,472
<i>Subtotal</i> Student (School Bus) Programs Head Start		<b>7,194</b>	<b>2,942</b>	<b>49,085</b>	<b>7,194</b>	<b>2,942</b>	<b>49,085</b>
<i>Subtotal</i> Disabled Programs Central Valley Regional Center	Consolidate	112,912	6,800	76,376	112,912	6,800	76,376
<i>Subtotal</i> Low Income/Social Service Programs: Fresno County Calworks High Transportation Special Functions ( Field Trips)	Timeshare Timeshare	133,958 8,400 2,310	47,000 5,000 225	725,410 98,983 2,607	133,958 8,400 2,310	47,000 5,000 225	725,410 98,983 2,607
<i>Subtotal</i> Passenger Totals		<b>10,710</b>	<b>5,225</b>	<b>101,590</b>	<b>10,710</b>	<b>5,225</b>	<b>101,590</b>
		<b>264,774</b>	<b>61,967</b>	<b>952,461</b>	<b>264,774</b>	<b>61,967</b>	<b>952,461</b>
<b>SERVICE DESCRIPTION</b>	<b>TYPE</b>	<b>PASSENGER MEALS</b>	<b>VEHICLE HOURS</b>	<b>VEHICLE MILES</b>	<b>PASSENGER MEALS</b>	<b>VEHICLE HOURS</b>	<b>VEHICLE MILES</b>
MEAL DELIVERY TRANSPORTATION ALL FCEOC Meal Delivery	Center & Hmbnd. Timeshare	643,978	7,169	110,073	643,978	7,169	110,073
<i>Delivery Total</i>		<b>643,978</b>	<b>7,169</b>	<b>110,073</b>	<b>643,978</b>	<b>7,169</b>	<b>110,073</b>
<b>FRESNO URBAN CTSA TOTALS</b>		<b>908,752</b>	<b>69,136</b>	<b>1,062,534</b>	<b>908,752</b>	<b>69,136</b>	<b>1,062,534</b>

**RURAL CTSA RIDERSHIP STATISTICS**

SERVICE DESCRIPTION	TYPE	FY 2015-16 (ESTIMATED)			FY 2016-17 (PROJECTED)		
		PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES	PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES
<b>PASSENGER TRANSPORTATION</b> Student (School Bus) Programs Head Start	Consolidate	55,210	2,796	25,480	55,210	2,796	25,480
Disabled Programs Central Valley Regional Center Low Income/Social Service Programs: Special Functions	Timeshare Timeshare	65,980 1,132	18,864 192	332,874 5,358	65,980 1,132	18,264 192	332,874 5,358
<i>Subtotal</i> Passenger Totals		<b>122,322</b>	<b>21,872</b>	<b>363,712</b>	<b>122,322</b>	<b>21,872</b>	<b>363,712</b>
		<b>122,322</b>	<b>21,872</b>	<b>363,712</b>	<b>122,322</b>	<b>21,872</b>	<b>363,712</b>
<b>MEAL DELIVERY TRANSPORTATION</b> ALL FCEOC Meal Delivery	Center & Hmbnd. Timeshare	526,888	12,327	283,099	526,888	12,327	283,099
<i>Delivery Total</i>		<b>526,888</b>	<b>12,327</b>	<b>283,099</b>	<b>526,888</b>	<b>12,327</b>	<b>283,099</b>
<b>FRESNO RURAL CTSA TOTALS</b>		<b>649,210</b>	<b>34,199</b>	<b>646,811</b>	<b>649,210</b>	<b>34,199</b>	<b>646,811</b>

EXHIBIT E

**URBAN CTSA PERFORMANCE INDICATORS**  
(Estimated and Projected)

FY 2015-16 SERVICE DESCRIPTION	TOTAL			Cost per TRIP	Cost per HOUR	Cost per MILE	Trips per HOUR	Trips per MILE
	TRIPS	HOURS	MILES					
Passenger Transportation	264,774	61,967	952,461	\$12.34	\$52.73	\$3.43	4.3	0.3
Delivery Transportation	643,978	7,169	110,073	\$0.40	\$36.02	\$2.35	89.8	5.9
<b>Totals/Average</b>	<b>908,752</b>	<b>69,136</b>	<b>1,062,534</b>	<b>\$3.88</b>	<b>\$51.00</b>	<b>\$3.32</b>	<b>13.1</b>	<b>0.9</b>

FY 2016-17 SERVICE DESCRIPTION	TOTAL			Cost per TRIP	Cost per HOUR	Cost per MILE	Trips per HOUR	Trips per MILE
	TRIPS	HOURS	MILES					
Passenger Transportation	264,774	61,967	952,461	\$12.82	\$54.77	\$3.56	4.3	0.3
Delivery Transportation	643,978	7,169	110,073	\$0.41	\$36.74	\$2.39	89.8	5.9
<b>Totals/Average</b>	<b>908,752</b>	<b>69,136</b>	<b>1,062,534</b>	<b>\$4.02</b>	<b>\$52.90</b>	<b>\$3.44</b>	<b>13.1</b>	<b>0.9</b>

Depreciation, Capital Costs and FCRTA Transit Numbers not included in above indicators.  
**RURAL CTSA PERFORMANCE INDICATORS**  
 (Estimated and Projected)

FY 2015-16 SERVICE DESCRIPTION	TOTAL			Cost per TRIP	Cost per HOUR	Cost per MILE	Trips per HOUR	Trips per MILE
	TRIPS	HOURS	MILES					
Passenger Transportation	122,322	21,872	363,712	\$12.05	\$67.41	\$4.05	5.6	0.3
Delivery Transportation	526,888	12,327	283,099	\$1.00	\$42.63	\$1.86	42.7	1.9
<b>Total/Average</b>	<b>649,210</b>	<b>34,199</b>	<b>646,811</b>	<b>\$3.08</b>	<b>\$58.48</b>	<b>\$3.09</b>	<b>19.0</b>	<b>1.0</b>

FY 2016-17 SERVICE DESCRIPTION	TOTAL			Cost per TRIP	Cost per HOUR	Cost per MILE	Trips per HOUR	Trips per MILE
	TRIPS	HOURS	MILES					
Passenger Transportation	122,322	21,872	363,712	\$12.72	\$71.12	\$4.28	5.6	0.3
Delivery Transportation	526,888	12,327	283,099	\$1.00	\$42.63	\$1.86	42.7	1.9
<b>Total/Average</b>	<b>649,210</b>	<b>34,199</b>	<b>646,811</b>	<b>\$3.21</b>	<b>\$60.85</b>	<b>\$3.22</b>	<b>19.0</b>	<b>1.0</b>

Depreciation, Capital Costs and FCRTA Transit Numbers not included in above indicators.



EXHIBIT G

URBAN CTSA EXPENDITURES (Estimated)      URBAN CTSA EXPENDITURES (Projected)

CATEGORIES	FY 2015-2016				FY 2016-2017			
	URBAN LTF	SOC SVC FUNDS	FTA 5310/5316	Total Budget	URBAN LTF	SOC SVC FUNDS	FTA 5310/5316	Total Budget
<b>1. CAPITAL</b>								
A. FTA Section 5310	\$31,530	\$0	\$386,900	\$418,430	\$31,530	\$0	\$386,900	\$418,430
* toll credits to be used for 13/14 5310 match		0		0				0
								0
								0
<b>TOTAL CAPITAL EXPENSES</b>	<b>\$31,530</b>	<b>\$0</b>	<b>\$386,900</b>	<b>\$418,430</b>	<b>\$31,530</b>	<b>\$0</b>	<b>\$386,900</b>	<b>418,430</b>
<b>2. DIRECT OPERATING</b>								
A. Service Contracts								
B. Direct Operating Costs								
(1) Fuel	\$141,378	\$418,622		\$560,000	163,587	\$448,914		612,500
(2) Maintenance/Registration	\$79,525	\$236,475		\$315,000	89,472	\$245,528		\$335,000
(3) Depreciation/Interest/Vehicles	\$0	\$0		\$0	0	\$0		
(4) Insurance	\$31,810	\$94,190		\$126,000	34,453	\$94,547		129,000
(5) Uniform Costs	\$1,941	\$4,859		\$6,500	1,736	\$4,764		6,500
(6) Radio Service	\$3,531	\$10,454		\$13,985	3,739	\$10,261		\$14,000
(7) Contingency- Fuel/Misc.	\$3,857	\$11,420		\$15,277	4,273	\$11,727		16,000
<b>TOTAL DIRECT OPER EXPENSES</b>	<b>\$261,742</b>	<b>\$775,020</b>	<b>\$0</b>	<b>\$1,036,762</b>	<b>297,260</b>	<b>\$815,739</b>	<b>\$0</b>	<b>1,113,000</b>
<b>3. TRANSIT PERSONNEL</b>								
A. Drivers	\$284,018	\$840,983		\$1,125,000	311,148	\$853,852		\$1,165,000
B. Supervision/Dispatch/Admin.	\$92,653	\$274,347		\$367,000	100,422	\$275,578		376,000
C. Fringe Benefits	\$174,558	\$516,871		\$691,429	185,621	\$509,379		695,000
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$551,228</b>	<b>\$1,632,201</b>	<b>\$0</b>	<b>\$2,183,429</b>	<b>597,191</b>	<b>\$1,638,809</b>	<b>\$0</b>	<b>2,236,000</b>
<b>4. ADMINISTRATION</b>								
A. FCEOC Administration	\$56,299	\$166,701		\$223,000	60,093	\$164,907		225,000
B. Telephone/Utilities	\$8,304	\$24,587		\$32,891	8,814	\$24,186		33,000
C. Supplies	\$3,689	\$10,916		\$14,605	4,038	\$11,081		15,119
D. Miscellaneous	\$7,574	\$22,426		\$30,000	8,007	\$21,994		30,000
E. Audit	\$1,337	\$3,958		\$5,296	1,416	\$3,884		5,300
<b>TOTAL ADMIN EXPENSES</b>	<b>\$77,202</b>	<b>\$228,589</b>	<b>\$0</b>	<b>\$305,791</b>	<b>82,367</b>	<b>\$226,052</b>	<b>\$0</b>	<b>308,419</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$890,172</b>	<b>\$2,635,810</b>	<b>\$0</b>	<b>\$3,525,982</b>	<b>976,818</b>	<b>\$2,680,601</b>	<b>\$0</b>	<b>3,657,419</b>
<b>TOTAL EXPENDITURES</b>	<b>\$921,702</b>	<b>\$2,635,810</b>	<b>\$386,900</b>	<b>\$3,944,412</b>	<b>\$1,008,348</b>	<b>\$2,680,601</b>	<b>\$386,900</b>	<b>\$4,075,849</b>

EXHIBIT H

RURAL CTSA REVENUE  
Estimated  
FY 2015-16

RURAL CTSA REVENUE  
(Projected)  
FY 2016-17

	Budget		Budget
<b>1. CAPITAL REVENUE</b>		<b>1. CAPITAL REVENUE</b>	
TDA / LTF 4.5		TDA / LTF 4.5	\$0
Social Service Revenue -		Social Service Revenue -	\$0
<b>TOTAL CAPITAL REVENUE</b>	\$0	<b>TOTAL CAPITAL REVENUE</b>	\$0
<b>2. OPERATING REVENUE</b>		<b>2. OPERATING REVENUE</b>	
A. Contract Service Revenue:		A. Contract Service Revenue:	
1. Central Valley Regional Center	\$1,121,896	1. Central Valley Regional Center	\$1,158,212
2. FCEOC Headstart - Transportation	\$163,000	2. FCEOC Headstart - Transportation	\$166,260
3. FCEOC Meal Delivery- All	\$225,000	3. FCEOC Meal Delivery- All	\$225,000
4. Special Trips	\$25,000	4. Special Trips	\$25,000
<b>TOTAL SERVICE REVENUE</b>	\$1,534,896	<b>TOTAL SERVICE REVENUE</b>	\$1,574,472
B. TDA / LTF 4.5	\$465,047	B. TDA / LTF 4.5	\$506,607
	\$0		
<b>TOTAL OPERATING REVENUE</b>	\$1,999,943	<b>TOTAL OPERATING REVENUE</b>	\$2,081,079
<b>TOTAL REVENUE</b>	\$1,999,943	<b>TOTAL REVENUE</b>	\$2,081,079

EXHIBIT I

RURAL CTSA EXPENDITURES  
Estimated

CATEGORIES	FY 2014-15				FY 2015-16			
	RURAL LTF	SOC SVC FUNDS	FTA SEC 16	Total Budget	RURAL LTF	SOC SVC FUNDS	FTA SEC 16	Total Budget
<b>1. CAPITAL</b>								
A. Vehicles		\$0	\$0	\$0		\$0	\$0	\$0
<b>TOTAL CAPITAL EXPENSES</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>2. DIRECT OPERATING</b>								
A. Service Contracts-FCRTA Augmentation	\$165,000	\$0		\$165,000	\$165,000	\$0		\$165,000
B. Direct Operating Costs								
(1) Fuel	\$51,966	\$257,159		\$309,125	\$56,477	\$268,104		\$324,581
(2) Maintenance/Registration	\$26,762	\$146,238		\$173,000	\$30,704	\$145,756		\$176,460
(3) Depreciation/Interest/Vehicles	\$0	\$0		\$0	\$0	\$0		\$0
(4) Insurance	\$14,680	\$70,320		\$85,000	\$15,312	\$72,688		\$88,000
(5) Uniform Costs	\$866	\$4,283		\$5,149	\$896	\$4,253		\$5,149
(6) Radio Service	\$1,039	\$5,143		\$6,182	\$1,076	\$5,107		\$6,182
(7) Contingency - Fuel Inflation/misc.	\$0	\$0		\$0	\$0	\$0		\$0
<b>TOTAL DIRECT OPER. EXPENSES</b>	\$260,312	\$483,144	\$0	\$743,456	\$269,465	\$495,908	\$0	\$765,373
<b>3. TRANSIT PERSONNEL</b>								
A. Drivers	\$59,600	\$480,400		\$570,000	\$104,139	\$494,361		\$598,500
B. Supervision/Dispatch	\$31,566	\$156,215		\$187,781	\$34,308	\$162,862		\$197,170
C. Fringe Benefits	\$50,000	\$276,608		\$326,608	\$59,671	\$283,267		\$342,938
<b>TOTAL PERSONNEL EXPENSES</b>	\$171,166	\$913,223	\$0	\$1,084,389	\$198,118	\$940,491	\$0	\$1,138,608
<b>4. ADMINISTRATION</b>								
A. FC/EOC Administration	\$14,811	\$95,189		\$110,000	\$20,010	\$94,990		\$115,000
B. Telephone/Utilities	\$3,687	\$18,245		\$21,931	\$3,816	\$18,116		\$21,931
C. Supplies	\$1,036	\$5,129		\$6,165	\$1,073	\$5,092		\$6,165
D. Miscellaneous	\$3,584	\$17,737		\$21,321	\$3,660	\$17,661		\$21,321
E. Audit	\$451	\$2,229		\$2,680	\$466	\$2,214		\$2,680
F. FCRTA Administration	\$10,000	\$0		\$10,000	\$10,000	\$0		\$10,000
<b>TOTAL ADMIN EXPENSES</b>	\$33,569	\$138,529	\$0	\$172,097	\$39,025	\$138,073	\$0	\$177,097
<b>TOTAL OPERATING EXPENSES</b>	\$465,047	\$1,534,896	\$0	\$1,999,943	\$506,607	\$1,574,471	\$0	\$2,081,079
<b>TOTAL EXPENDITURES</b>	\$465,047	\$1,534,896	\$0	\$1,999,943	\$506,607	\$1,574,471	\$0	\$2,081,079



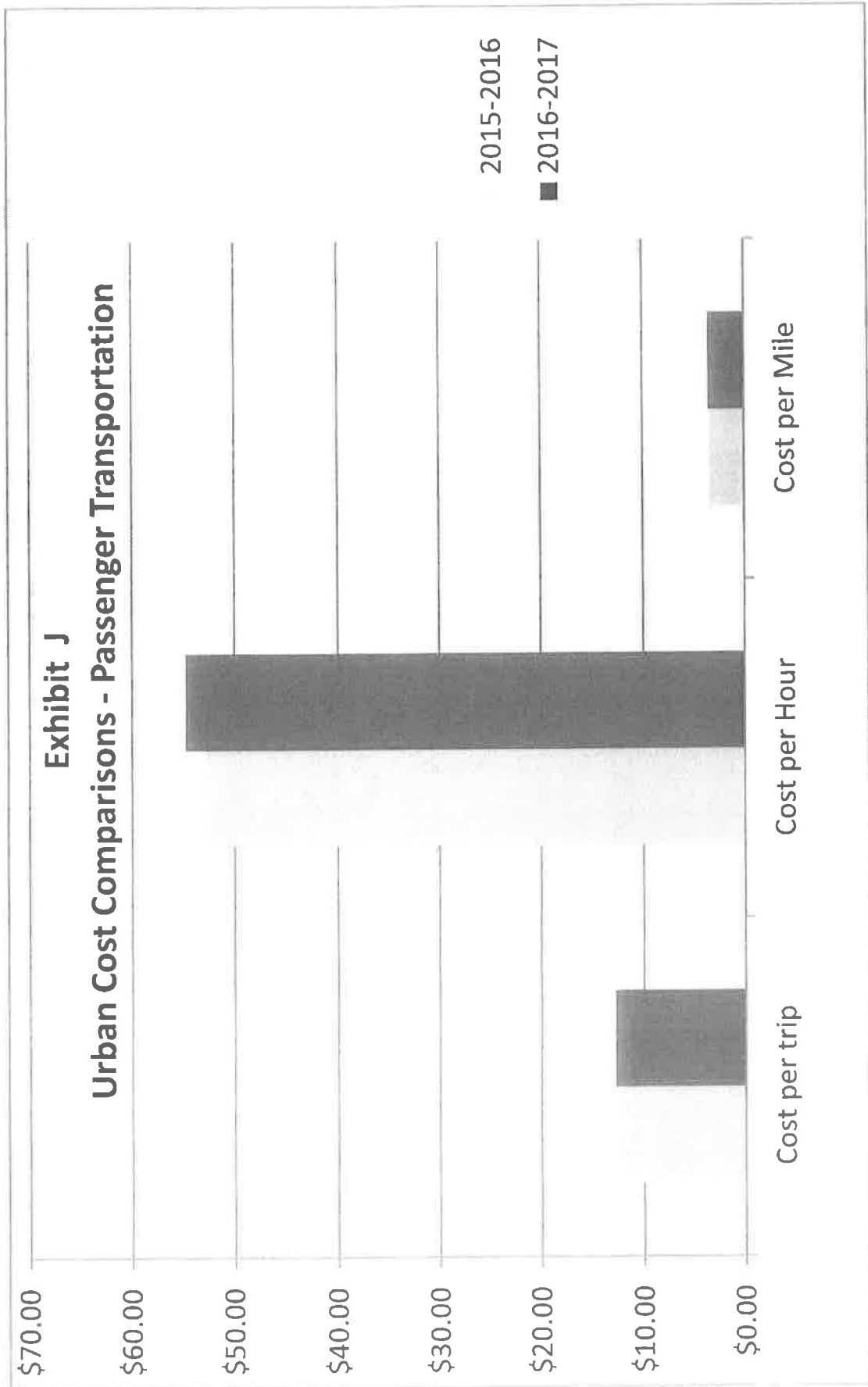
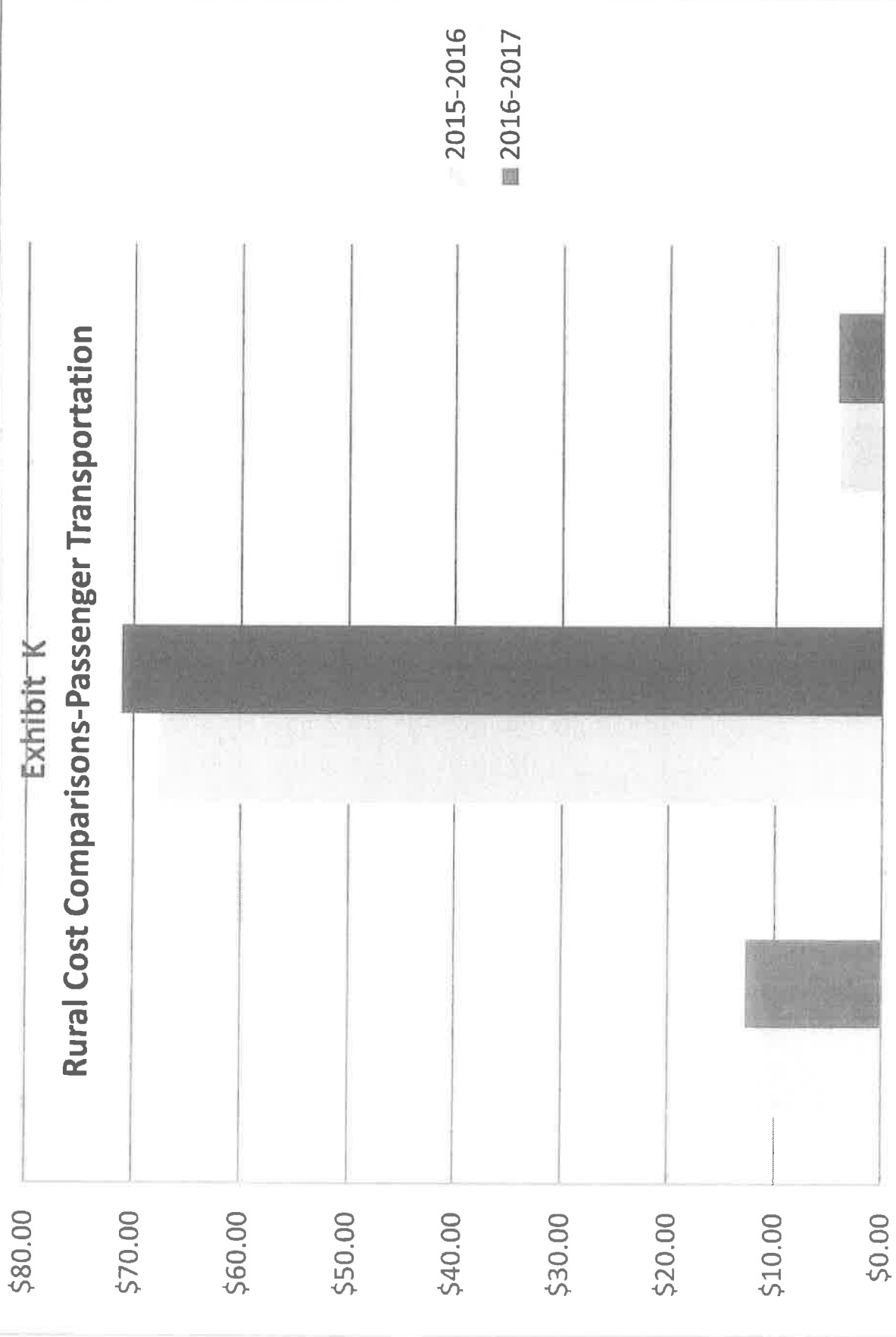


Exhibit K

Rural Cost Comparisons-Passenger Transportation



Cost per trip      Cost per Hour      Cost per Mile

**Exhibit L**  
**Urban & Rural Passenger Transportation Combined Averages**

