

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

**OPERATIONS PROGRAM & BUDGET**

**2019/2020 Board of Directors**

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Draft Submitted:	April 25, 2019
Initial 45 Day Review:	May 8, 2019
Proposed Adoption:	June 30, 2019

**CONSOLIDATED TRANSPORTATION SERVICE  
AGENCY**

**OPERATIONS PROGRAM & BUDGET  
FY 2019/20**

**FOR THE**

**FRESNO URBAN CTSA  
FRESNO RURAL CTSA**

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**Submitted May 8, 2019**

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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-designates, the City of Fresno (Fresno Area Express/FAX) and the Fresno County Rural Transit Agency (FCRTA).

The OPB is intended to serve the following purposes:

1. Provide a program of operations, including an implementation schedule for new and/or modified services and a program budget for CTSA coordinated and consolidated social service transportation services for the program year July 1, 2019 through June 30, 2020.
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 2018/2019**

### **Overall Budget**

The Draft Operations Budget for 2019/2020 totals \$2,454,052 for the Rural CTSA and \$4,432,094 for the Urban CTSA. These figures are slightly larger than the 2017/2018 year with the rural increasing by 2.0% and the urban increasing by 4.7%. Combined, the overall Rural and Urban Budget for 2018/2019 is \$6,886,146. The Urban budget does not reflect a Capital revenue projection for FY 2019/20; however, a new 5310 funding cycle is underway and the CTSA is applying for funds to purchase five additional vehicles

### **Planned Revenue**

The Rural CTSA shows an overall very slight increase in funding in the social service and TDA revenues. The Urban CTSA operational revenue reflects an increase primarily from a new contract with the County Department of Mental Health.

### **Planned Expenditures**

Expenditures in both the Urban and Rural CTSA have been projected to include an increase in labor cost effective July 1, 2019. A contingency is budgeted for uncontrollable expenses such as fuel and vehicle maintenance costs. 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, 2019/2020, the TDA 4.5 funds increased slightly from 2018/2019. Urban TDA 4.5 funds and Rural TDA 4.5 funds both increased by 2.5 percent. In addition, the \$1,432,801 in carryover funds are also available. The CTSA applies for the FTA 5310 vehicle grant each cycle (approximately every other year. In the 2016/2017 FTA grant cycle Fresno EOC has applied for six (6) vehicle replacements. This award was approved by the Federal Transit Administration in early 2019 and will be completed before the end of the current fiscal year. A new cycle of funding has been published and the CTSA will again be submitting a project for replacement vehicles.

### **Service Contract Changes**

The following major service changes are noted for the upcoming FY 2019/2020.

- Head Start Federal Funding was increased slightly resulting in an increase of Head Start School Bus services for the 2019/2020 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 of its reduced services. There is also a plan to shift several Head Start sites from three-hour to six-hour classes. This change will result in fewer transportation services, because transportation is not provided for six-hour sites. It is possible that the Head Start program will shift some of the transportation services to other sites/needs. The Head Start program has also authorized the purchase of replacement buses, due to the age of the existing fleet.

- There has been very little change in FMAAA funded services since the reduction in FMAAA funding several years ago. Recently the FMAAA added a new requirement to provide a minimum number of senior trips. The CTSA responded by expanding the boundaries for the three remaining sites and doing outreach activities to help promote the service. The result of these efforts has been an increase in the FMAAA senior trips provided. A fourth site at Inspiration Park was also added to the program.

### **CTSA Service Contracts**

<b>Customer</b>	<b>Projected Revenue</b>	<b>Service</b>	<b>Area</b>
CVRC	\$ 3,350,000	Developmentally Disabled	Urban & Rural
EOC Meal Delivery	\$ 326,400	Elderly	Urban & Rural
EOC Head Start	\$ 605,880	Student Transportation / Meals	Urban & Rural
Fresno CalWORKS	\$ 403,620	Disadvantaged Transportation	Urban
Dept. Of Behavior Health	\$ 200,000		Urban & Rural
Nikkei Senior Center (*Driver provided by Nikkei)	*	Elderly	Urban
Soul School (* assist with bus tokens)	*	Student Transportation	Urban

### **Vehicle Procurement**

The 2017/2018 FTA 5310 cycle is being administered by the Fresno COG offices. The CTSA applied for five (5) vehicles. The application has been submitted and federal approval was granted.

### **Vehicle Inventory**

The CTSA fleet, as of April 15, 2019, consists of the following:

<b>Number of Vehicles</b>	<b>Description</b>	<b>Fuel Type</b>
29	School Buses	Diesel
59	Wheelchair Cutaway Vans	Gasoline
5	Small Mini-Vans	Gasoline
31	Meal Delivery Vans	Gasoline
124	Total Vehicles	

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

## **Personnel**

With the retirement of the Transit Systems and Food Service Director, the position was split and two new Directors were hired. The new Food Service Director, as well as other food service employees, are not included in the OPB. The Food Service Drivers are part of the OPB. In addition, the Business Manager retired and the position was changed to an Operations & Financial Supervisor. The CTSA, as of May 5, 2019 is staffed as follows:

1	Transit Systems Director
1	Operations & Financial Supervisor
5	Operational Supervisors
1	Vehicle Maintenance Managers
1	Route Planner/Scheduler
11	Dispatchers
113	Drivers (includes relief staff)
2	Vehicle Detailers
5	Mechanics/Technician (Vehicle and CNG)
<u>1</u>	<u>Janitor/Weekend Wash Lead</u>
141	Total

## **Looking Back 2018/19**

2018/2019 Fiscal Year proved to be a reorganizing year as new contracts were added and others were discontinued. Some budgets increased but most remained constant. The largest contract, CVRC, experienced a slight increase in the number of consumers. Labor costs have increased with the renewed bargaining union agreement; however, this has been offset by the increase Special Trips.

The cost of fuel continues to be volatile, with an increase in state fuel taxes. Service levels with our contracts continue to be nearly the same as the previous year, with a slight increase in the senior transportation, due to some targeted senior outreach by CTSA staff.

Meal delivery service levels, have remained at a constant 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 (FMAAAA) the volumes are set for 2019/20.

## **Looking Ahead 2019/2020**

The 2019/2020 year will be another challenging year as budget constraints continue to keep pressure on funding sources for disabled and elderly programs. With the CVRC increase in funding, part of the uncertainty has improved; however, all programs are listed as potential reductions under the new federal administration. 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.



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. In addition, increased fuel taxes will also need to be absorbed.

CVRC did provide an increase for Department of Social Services funding for the Central Valley Regional Center in 2018 of about 10%. CTSA will continue to negotiate with its entire social service contracts for increases to balance the subsidy in LTF funding. CVRC has also contracted with CTSA to provide transportation in Madera and Chowchilla; however, the Madera service is accounted for separately and is not part of the CTSA operations.

The CTSA will evaluate strategies in an effort to seek new contracts in 2019/2020. We are negotiating with the Veterans Home of California Fresno to provide weekly trips for their residents to various activities. Several small communities have partnered with Fresno EOC to provide special service, such as Cantua Creek, Huron, and Kerman. These Cities have approached FEOC to partner with them in new grant opportunities aimed at providing targeted transportation services.

First Aid and CPR training will generate revenue for 2019/2020 and the CTSA will continue the maintenance contract for the ARC of Fresno and Madera Counties.

### **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:**

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

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

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

FCOG 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.

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

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 450 consumers from home to approximately 18 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 2019/2020. 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 2018/2019 combined Urban and Rural fare box exceeded the required minimum match of 55% to the level of 77%. In 2019/2020 the fare box match is planned at 76% 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 six (5) FTA 5310 vehicles in the 2017/2018 grant cycle and was awarded all five. The CTSA is currently awaiting delivery of 5 awarded vehicles from the 2017/2018 cycle. These five were awarded through the new regional Fresno COG procurement method, rather than the statewide competitive grant process.

## **C. Centralized Dispatching**

The CTSA has consolidated dispatching into one central center. The specific benefits of dispatch consolidation are 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. During the 2017-18 FY the Fresno EOC purchased dispatching software with tablets to use on the buses.

Currently the CTSA utilizes a two-way radio system. During the 2017-18 FY Fresno EOC expanded the telephone system using a new fiber optic phone line. This expanded the number of possible concurrent calls from 20 to 70. Fresno EOC also expanded the number of dispatchers employed to 11 and added two additional dispatch stations to a total of nine. Each of the nine (9) dispatcher stations is equipped with a multi-line telephone system, a computer with dual monitors. The two software systems have 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.

A phone system was included with the equipment that includes call-accounting features. This allows EOC to determine the call volume to each of the 9 dispatch phone lines. This is used as a tool to measure current 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 eleven (11) dispatchers assigned to the Fresno EOC Transportation Center. All dispatchers are supervised 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.

#### **D. 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 Fresno EOC maintenance department is currently utilizing maintenance tracking software, which has greatly enhanced record keeping, and reporting capabilities. In August of 2018 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 was added as a customer in 2017 for 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 facility is in need of expansion in order to meet current alternative fuel vehicle needs. Additional shifts could be used to increase the number of vehicles serviced. This has been implemented by the Fresno EOC fleets.

Fresno EOC 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, 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 five mechanics, two assigned 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.

**E. Driver Training and Safety Programs:**



The Fresno Urban and Rural CTSA have developed a comprehensive program for training and orientation of all CTSA. 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 and Cal/OSHA 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. One event may include a session on vehicle breakdowns or when and how emergency red triangles are set up physically and safely.

Other events may include bus evacuation demonstrations, blind spots tips and use of mirrors, wheelchair safety inspection, and wheelchair 7-point tie down system and wheelchair lift procedures.

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 five 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 of 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 meetings.

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 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.

#### **F. 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 2016/2017: EVALUATION RECOMMENDATION AND PROGRESS

#### ***A. Comply with the Triennial Performance Audit Recommendations for FY 2012/13, 13/14 and 14/15.***

Fresno EOC has reviewed and concurs with the Triennial Performance Audit Recommendations for 2012-2015. 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 (2) full time certified Behind the Wheel and two (2) 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.

Fresno EOC is currently participating with the following partnerships on specific clean air projects:

- Green Commuter Electric Van for Cantua Creek: This project is funded to purchase and operate an electric vehicle to provide vanpool-type service for residents of Cantua Creek and surrounding communities. This service will help eliminate gaps in the current public transit system and connect the residents to other services currently available.
- 2017 ARB and CEC grant opportunities: FEOC Transit Systems has been approached by several groups working on new grant opportunities to provide additional gap service in various small communities within Fresno County, such as San Joaquin, Mendota, Orange Cove and Parlier. These grants will include the purchase or lease of electric vehicles, if awarded.

Fresno EOC continues to study the positive aspects and the inherent nature of CNG restraints on vehicle range, fuel tank modification 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.

## **TRIENNIAL PERFORMANCE AUDIT**

Michael Baker International completed a Triennial Performance Audit for FY 2012/2013, 2013/2014 and 2014/2015.

Michael Baker International was awarded the contract by Fresno COG to conduct the Triennial Performance Audit for 2012/2013, 2013/2014 and 2014/2015. The CTSA submitted the requested documents, and participated in 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:

***I. Review the contract structure for Central Valley Regional Center***

FEOC received an increase in the CVRC contract rate for FY 16/17. FEOC initiated discussions with CVRC during FY 17/18 to potentially incorporate performance-based criteria, including a fuel stipend provision to protect against fuel price spikes, in particular for higher mileage of the rural CTSA trips.

**2. Develop expanded performance standards for CTSA service efficiency and effectiveness.**

In FY 18/19 FEOC will review alternative performance indicators beyond typical transit metrics more applicable to CTSAs. Suggested alternative measures to be considered include on-time performance, trip denials, cancellations, no-shows, complaints, passengers per TDA funding, and value for money measures. The last recommended measure included two alternative approaches; development of measures reflecting the net impact or opportunity cost of providing access to daily requirements, including healthcare services and employment, or measures for impact on individuals and healthcare delivery (e.g., consumers missing appointments or requiring more expensive medical interventions as a result of not accessing preventive care).

**3. Continue efforts to attract and retain a strong driver workforce.**

FEOC has, and will continue to, focus on enhancing methods to recruit and retain drivers. FEOC has entered a new agreement with the Amalgamated Transit Union (ATU) which has revised the employee wage scales consistent with changes in the minimum wage. In addition, FEOC will be encouraging employees to take advantage of free training opportunities to upgrade driver license certifications, making them eligible for higher paying job classifications within FEOC. This will accomplish multiple objectives including retention of a well-trained driver workforce, improved customer service, improved service reliability, and the ability to pursue additional transportation service contracts.

## **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 and Rural revenues.

**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 2019/2020.

<u>AGENCY</u>	<u>SERVICE</u>
1. Central Valley Regional Center	Developmentally Disabled Transportation Vehicle Maintenance
2. Fresno County CalWORKS	Passenger Transportation
3. Fresno EOC Local Conservation Corps	Vehicle Maintenance
4. FMAAA Senior Transportation	Elderly Transportation Vehicle Maintenance
5. Fresno EOC Food Service	Senior Meals/Summer Lunch Congregate Meal Delivery Vehicle Maintenance
6. Fresno EOC Head Start	Student Transportation Congregate Meal Delivery Vehicle Maintenance
7. Other Meal Delivery	Meal Delivery
8. Nikkei	Senior Center Vehicle Maintenance/Training
9. Fresno EOC Sanctuary	Vehicle Maintenance/Training
10. Fresno EOC Soul School	Vehicle Maintenance
11. ARC of Fresno and Madera Counties	Vehicle Maintenance



- |  |                               |
|--|-------------------------------|
| 12. United Cerebral Palsy                  | Emergency Coordinated Back-Up |
| 13. Special Event trips for Social Service | Vehicle Maintenance           |
| 14. Agencies and Non-Profits               | General Transportation        |

A more detailed description of CTSA’s overall services is provided below under “Timesharing and Ridesharing Services” and “Consolidated Services.”

**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 CTSA 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**

Provides ridesharing for clients during non-traditional hours 6:00 p.m. to 7:00 a.m. seven days per week. Clients are transported to job training or day care facilities for their children.

**3. FMAAA Senior Transportation Program**

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**

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**

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. Special Trips for Social Service Agencies and Non-Profits**

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. Demand for these trips has increased exponentially in the past two years, especially during the summer months.

## **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. The CTSA also provides Defensive Driver Training for their employees.

### **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.

### 1. PROPOSED FY 2019-2020. URBAN BUDGET

The Urban CTSA FY 2019- 2020 combined capital and operating budget is projected at \$4,432,094. This revenue includes TDA 4.5 funds at an estimated \$1,103,197 and Social Service funds of \$3,328,897. 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.

For many years, 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.

### 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 2015-2016.

<b>AGENCY</b>	<b>SERVICE</b>
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 | Congregate Meal Delivery<br>Delivery Service<br>Vehicle Maintenance |
| 4. Special Trips for Social Service     | General Public Transportation                                       |
| 5. Agencies and Non-Profits             | 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.

**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 2019/20 contracts listed below comprise the Rural CTSA Timesharing operations. (**Refer to Exhibit B**).

**1. 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.

**2. 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.

**3. 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.

**4. 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.

### **3. PROPOSED FY 2019-2020 BUDGET**

The total FY 2019-2020 Rural CTSA capital and operating budget is estimated at \$2,454,052. This includes operating revenue projected at \$1,723,100 in Social Service funding, and \$550,952, in TDA 4.5 funds. See **Exhibit H** for details. This is subject to change depending on the results of the RFP process currently in process.

## **SECTION VIII: FY 2019-2020 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 2019-2020 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 providers 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.

7. 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.
2. 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.
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.
4. Work with all interested qualified social service agencies to explore the potential of consolidating their existing routes with public transit and Fresno Urban and Rural CTSA services.
5. Based on evaluation efforts, prepare and submit an updated OPB and associated TDA/LTF Article 4.5 claims.

#### **E. Maintenance**

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

## **F. Marketing**

1. Continue to expand marketing program efforts through regular outreach with social 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 2018 the Fresno EOC Transit participated in the State wide 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.

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

## **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 2016/17 the CTSA has an estimated social service fare ratio of 85% for the Urban services and 79% for the Rural services. The Fresno EOC works in conjunction with the FCRTA and City to study and consider 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 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 Board for final acceptance/approval.

## **SECTION XIII: PERSONNEL MANAGEMENT**

The CTSA Management team consists of a Transit Systems Director, Transit Systems Operations & Financial Supervisor, Two Transit Systems Maintenance Supervisors, A Dispatch Supervisor and five (5) Transit Systems Driver 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
- Special Trip Coordination
- Team 21 Coordination
- In Service Meeting Coordination
- Quarterly Report FTA Section 5310
- Head Start Route Authorization

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. One supervisors and the Trainer are certified by the California Department of Education as Bus Driver Instructors both Behind-the-Wheel and classroom. Two supervisors are certified by the United States Department of Transportation as Paratransit Instructors.

The Maintenance staff are 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. One additional management staff is currently attending these courses.

**TRANSIT VEHICLES:**

	EOC Vehicle #	2 VIN last five digits	3 Vehicle yr/make	4 Passenger Capacity amb/wc	5 Fuel Type	Contract Use
<b><u>Passenger Vehicles</u></b>						
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	41	32271	2014 Braun minivan	5/2	unleaded gas	CalWorks
5	42	32272	2014 Braun minivan	5/2	unleaded gas	CalWorks
6	90	10961	'95 GMC	48	diesel	Head Start
7	91	10962	'95 GMC	48	diesel	Head Start
8	92	10963	'95 GMC	48	diesel	Head Start
9	93	10964	'95 GMC	48	diesel	Head Start
10	94	10965	'95 GMC	48	diesel	Head Start
11	95	10960	'95 GMC	48	diesel	Head Start
12	96	10449	'96 GMC	48	diesel	Head Start
13	99	32496	99 GMC	48	diesel	Head Start
14	100	32497	99 GMC	48	diesel	Head Start
15	101	32498	99 GMC	48	diesel	Head Start
16	102	32499	99 GMC	48	diesel	Head Start
17	103	45725	2002 Ford	10/2w-c	diesel	Head Start
18	104	66461	2003 Thomas	48	diesel	Head Start
19	105	66462	2003 Thomas	48	diesel	Head Start
20	106	66463	2003 Thomas	48	diesel	Head Start
21	107	66464	2003 Thomas	48	diesel	Head Start
22	108	66465	2003 Thomas	48	diesel	Head Start
23	109	66466	2003 Thomas	48	diesel	Head Start
24	110	66467	2003 Thomas	48	diesel	Head Start
25	120	15034	2004 Thomas	60/34/2w-c	diesel	Head Start

26	121	15032	2004 Thomas	60/34/2w-c	diesel	Head Start
27	122	15033	2004 Thomas	60/34/2w-c	diesel	Head Start
28	123	34404	2005 Blue Bird	60/34/2w-c	diesel	Head Start
29	124	79641	2009 Thomas	60/34/2w-c	diesel	Head Start
30	128	17879	2011 Intl.	60/34/2w-c	diesel	Head Start
31	129	17880	2011 Intl.	60/34/2w-c	diesel	Head Start
32	130	17881	2011 Intl.	60/34/2w-c	diesel	Head Start
33	131	94706	2012 Intl.	60/34/2w-c	diesel	Head Start
34	465	85238	2004 E450	6/16	unleaded gas	CVRC / Misc. B/P
35	478	23989	2006 E450	5/14	unleaded gas	CVRC / Misc. B/P
36	479	23991	2006 E450	5/14	unleaded gas	CVRC / Misc. B/P
37	481	23993	2006 E450	5/14	unleaded gas	CVRC / Misc. B/P
38	482	23994	2006 E450	5/14	unleaded gas	CVRC / Misc. B/P
39	484	29906	2006 E450	5/14	unleaded gas	CVRC / Misc. B/P
40	485	18795	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
41	486	18819	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
42	487	18816	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
43	488	18804	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
44	489	18811	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
45	490	18815	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
46	491	18820	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
47	492	43845	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
48	493	81012	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
49	494	74510	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
50	495	59754	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
51	496	78034	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
52	497	74512	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
53	498	74511	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
54	499	59755	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
55	500	78033	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
56	501	1415	2010 E450	5/14	unleaded gas	CVRC / Misc. B/P
57	502	1416	2010 E450	5/14	unleaded gas	CVRC / Misc. B/P
58	503	3754	2010 E450	5/14	unleaded gas	CVRC / Misc. B/P
59	504	3755	2010 E450	5/14	unleaded gas	CVRC / Misc. B/P
60	505	3758	2010 E450	5/14	unleaded gas	CVRC / Misc. B/P
61	506	12409	2011	5/14	unleaded gas	CVRC / Misc. B/P
62	507	12411	2011	5/14	unleaded gas	CVRC / Misc. B/P
63	508	7276	2011	5/14	unleaded gas	CVRC / Misc. B/P
64	509	7275	2011	5/14	unleaded gas	CVRC / Misc. B/P

65	510	7277	2011	5/14	unleaded gas	CVRC / Misc. B/P
66	511	7278	2011	5/14	unleaded gas	CVRC / Misc. B/P
67	512	7279	2011	5/14	unleaded gas	CVRC / Misc. B/P
68	513	91443	2011	5/14	unleaded gas	CVRC / Misc. B/P
69	514	12410	2011	5/14	unleaded gas	CVRC / Misc. B/P
70	515	11418	2007	5/14	unleaded gas	CVRC / Misc. B/P
71	516	51034	2013	6/14	unleaded gas	CVRC / Misc. B/P
72	517	51037	2013	6/14	unleaded gas	CVRC / Misc. B/P
73	518	56969	2013	6/14	unleaded gas	CVRC / Misc. B/P
74	519	56970	2013	6/14	unleaded gas	CVRC / Misc. B/P
75	520	56972	2013	6/14	unleaded gas	CVRC / Misc. B/P
76	521	56975	2013	6/14	unleaded gas	CVRC / Misc. B/P
77	522	56974	2013	6/14	unleaded gas	CVRC / Misc. B/P
78	523	56977	2013	6/14	unleaded gas	CVRC / Misc. B/P
79	524	7604	2015	6/14	unleaded gas	CVRC / Misc. B/P
80	525	7594	2015	6/14	unleaded gas	CVRC / Misc. B/P
81	526	7601	2015	6/14	unleaded gas	CVRC / Misc. B/P
82	527	7596	2015	6/14	unleaded gas	CVRC / Misc. B/P
83	528	7602	2015	6/14	unleaded gas	CVRC / Misc. B/P
84	529	7597	2015	6/14	unleaded gas	CVRC / Misc. B/P
85	530	7612	2015	6/14	unleaded gas	CVRC / Misc. B/P
86	531	7609	2015	6/14	unleaded gas	CVRC / Misc. B/P
87	532	17737	2015	2/20	unleaded gas	CVRC / Misc. B/P
88	533	17746	2015	2/20	unleaded gas	CVRC / Misc. B/P
89	534	19893	2015	2/20	unleaded gas	CVRC / Misc. B/P
90	535	50427	2016	6/14	unleaded gas	CVRC / Misc. B/P
91	536	51406	2016	6/14	unleaded gas	CVRC / Misc. B/P
92	537	51414	2016	6/14	unleaded gas	CVRC / Misc. B/P
93	538	51418	2016	6/14	unleaded gas	CVRC / Misc. B/P



EXHIBIT A

**93** Total Transit Psgr. Vehicles

	<u>Meal Delivery Vehicles</u>					
1	330	69523	02 ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
2	331	22644	03 ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
3	337	39374	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
4	338	39375	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
5	339	37376	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
6	340	39377	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
7	341	1807	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
8	342	1681	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
9	343	10692	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
10	344	38434	2009 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
11	345	7289	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
12	346	7288	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
13	347	7290	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
14	348	7291	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
15	349	34554	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
16	350	34555	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
17	351	34556	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
18	352	34557	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
19	353	34558	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
20	354	61583	2013 Ford	Ford Box Truck w/lift	unleaded gas	Sr. Meals / HS meals
21	355	61119	2013 Ford	Ford Freezer van	unleaded gas	Sr. Meals / HS meals

22	356	49088	2013 Ford	Ford Freezer van	unleaded gas	Sr. Meals / HS meals
23	357	61130	2013 Ford	Ford Freezer van	unleaded gas	Sr. Meals / HS meals
24	358	19700	Chevy Cargo Van	FMAAA donated	unleaded gas	Sr. Meals / HS meals
25	359	96272	2016 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
26	360	96273	2016 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
27	361	96274	2016 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
28	362	96275	2016 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
29	363	96276	2016 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
30	364	96277	2016 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
31	365	96278	2016 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals

<b>31</b>	<b>TOTAL Meal Delivery Vehicles</b>
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**EXHIBIT B  
URBAN CTSA SERVICES  
2019/2020**

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
Clinica Sierra Vista							X
United Cerebral Palsy							X
Special Events / Non-Profit Charter Timeshare	X	X	X	X			X

**RURAL CTSA SERVICES**

**'2019/2020**

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 Timeshare	X	X	X	X			X

\* Provides own Driver.

\*\* Urban CTSA provides back-up.

EXHIBIT C  
DISPATCH WEEKDAY AVERAGE CALL 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

2-3
4-5
5-6
3-4
2

**EXHIBIT D  
URBAN CTSA RIDERSHIP STATISTICS**

SERVICE DESCRIPTION	TYPE	FY 2018-19 (ESTIMATED)			FY 2019-20 (PROJECTED)		
		PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES	PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES
<b>PASSENGER TRANSPORTATION</b>							
Senior Programs	Rideshare	7,400	1,700	28,000	7,400	1,700	28,000
FMAAA - All routes	Timeshare	845	930	8,000	845	930	8,000
Nikkei	Rideshare	75	20	280	0	0	0
Senior Citizens Village							
<b>Subtotal</b>		<b>8,320</b>	<b>2,650</b>	<b>36,280</b>	<b>8,245</b>	<b>2,630</b>	<b>36,000</b>
<b>Student (School Bus) Programs</b>							
Head Start	Consolidate	89,000	6,000	72,000	89,000	6,000	72,000
<b>Subtotal</b>		<b>89,000</b>	<b>6,000</b>	<b>72,000</b>	<b>89,000</b>	<b>6,000</b>	<b>72,000</b>
<b>Disabled Programs</b>							
Central Valley Regional Center	Timeshare	144,000	37,000	590,000	144,000	37,000	590,000
Department of Behavioral Health		0	0	0	250	850	38,250
<b>Subtotal</b>		<b>144,000</b>	<b>37,000</b>	<b>590,000</b>	<b>144,250</b>	<b>37,850</b>	<b>628,250</b>
<b>Low Income/Social Service Programs:</b>							
Fresno County Calworks Night Transportation	Timeshare	6,000	2,500	85,000	6,000	2,500	85,000
Special Functions ( Field Trips)	Timeshare	6,000	1,000	11,000	6,000	1,000	11,000
<b>Subtotal</b>		<b>12,000</b>	<b>3,500</b>	<b>96,000</b>	<b>12,000</b>	<b>3,500</b>	<b>96,000</b>
<b>Passenger Totals</b>		<b>253,320</b>	<b>49,150</b>	<b>794,280</b>	<b>253,495</b>	<b>49,980</b>	<b>832,250</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>
<b>MEAL DELIVERY TRANSPORTATION</b>	Center & Hmbnd.						
ALL FCEOC Meal Delivery	Timeshare	754,000	8,000	119,100	754,000	8,000	119,100
<b>Delivery Total</b>		<b>754,000</b>	<b>8,000</b>	<b>119,100</b>	<b>754,000</b>	<b>8,000</b>	<b>119,100</b>
<b>FRESNO URBAN CTSA TOTALS</b>		<b>1,007,320</b>	<b>57,150</b>	<b>913,380</b>	<b>1,007,495</b>	<b>57,980</b>	<b>951,350</b>

**RURAL CTSA RIDERSHIP STATISTICS**

SERVICE DESCRIPTION	TYPE	FY 2018-19 (ESTIMATED)			FY 2019-20 (PROJECTED)		
		PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES	PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES
<b>PASSENGER TRANSPORTATION</b>							
Student (School Bus) Programs	Consolidate	33,000	2,100	32,500	33,000	2,100	32,500
Head Start							
Disabled Programs	Timeshare	63,000	18,000	317,000	63,000	18,000	317,000
Central Valley Regional Center		0	0	0	250	850	38,250
Department of Behavioral Health							
<b>Low Income/Social Service Programs:</b>							
Special Functions	Timeshare	100	100	1,000	100	100	1,000
<b>Subtotal</b>		<b>96,100</b>	<b>20,200</b>	<b>350,500</b>	<b>96,350</b>	<b>21,050</b>	<b>388,750</b>
<b>Passenger Totals</b>		<b>96,100</b>	<b>20,200</b>	<b>350,500</b>	<b>96,350</b>	<b>21,050</b>	<b>388,750</b>
<b>MEAL DELIVERY TRANSPORTATION</b>	Center & Hmbnd.						
ALL FCEOC Meal Delivery	Timeshare	616,000	12,500	277,900	616,000	12,500	277,900
<b>Delivery Total</b>		<b>616,000</b>	<b>12,500</b>	<b>277,900</b>	<b>616,000</b>	<b>12,500</b>	<b>277,900</b>
<b>FRESNO RURAL CTSA TOTALS</b>		<b>712,100</b>	<b>32,700</b>	<b>628,400</b>	<b>712,350</b>	<b>33,550</b>	<b>666,650</b>

EXHIBIT E

URBAN CTSA PERFORMANCE INDICATORS  
(Estimated and Projected)

SERVICE DESCRIPTION	TOTAL				Costs *	Cost per TRIP	Cost per HOUR	Cost per MILE	Trips per HOUR	Trips per MILE
	TRIPS	HOURS	MILES	COSTS						
Passenger Transportation	253,320	49,150	794,280	\$4,316,980	\$17.04	\$87.83	\$5.44	5.2	0.3	
Delivery Transportation	754,000	8,000	119,100	\$324,934	\$0.43	\$40.62	\$2.73	94.3	6.3	
<b>Totals/Average</b>	<b>1,007,320</b>	<b>57,150</b>	<b>913,380</b>	<b>\$4,641,914</b>	<b>\$4.61</b>	<b>\$81.22</b>	<b>\$5.08</b>	<b>17.6</b>	<b>1.1</b>	

SERVICE DESCRIPTION	TOTAL				Costs	Cost per TRIP	Cost per HOUR	Cost per MILE	Trips per HOUR	Trips per MILE
	TRIPS	HOURS	MILES	COSTS						
Passenger Transportation	253,495	49,980	832,250	\$4,439,483	\$17.51	\$88.83	\$5.33	5.1	0.3	
Delivery Transportation	754,000	8,000	119,100	\$334,155	\$0.44	\$41.77	\$2.81	94.3	6.3	
<b>Totals/Average</b>	<b>1,007,495</b>	<b>57,980</b>	<b>951,350</b>	<b>\$4,773,638</b>	<b>\$4.74</b>	<b>\$82.33</b>	<b>\$5.02</b>	<b>17.4</b>	<b>1.1</b>	

RURAL CTSA PERFORMANCE INDICATORS  
(Estimated and Projected)

SERVICE DESCRIPTION	TOTAL				Costs	Cost per TRIP	Cost per HOUR	Cost per MILE	Trips per HOUR	Trips per MILE
	TRIPS	HOURS	MILES	COSTS						
Passenger Transportation	96,100	20,200	350,500	\$1,472,957	\$15.33	\$72.92	\$4.20	4.8	0.3	
Delivery Transportation	616,000	12,500	277,900	\$572,817	\$0.93	\$45.83	\$2.06	49.3	2.2	
<b>Total/Average</b>	<b>712,100</b>	<b>32,700</b>	<b>628,400</b>	<b>2,045,774</b>	<b>\$2.87</b>	<b>\$62.56</b>	<b>\$3.26</b>	<b>21.8</b>	<b>1.1</b>	

SERVICE DESCRIPTION	TOTAL				Costs	Cost per TRIP	Cost per HOUR	Cost per MILE	Trips per HOUR	Trips per MILE
	TRIPS	HOURS	MILES	COSTS						
Passenger Transportation	96,350	21,050	388,750	\$1,637,317	\$16.99	\$77.78	\$4.21	4.6	0.2	
Delivery Transportation	616,000	12,500	277,900	\$636,735	\$1.03	\$50.94	\$2.29	49.3	2.2	
<b>Total/Average</b>	<b>712,350</b>	<b>33,550</b>	<b>666,650</b>	<b>2,274,052</b>	<b>\$3.19</b>	<b>\$67.78</b>	<b>\$3.41</b>	<b>21.2</b>	<b>1.1</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 2018-2019					FY 2019-2020				
	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		\$0	\$0	\$0		\$0	\$0	\$0		
* toll credits to be used for 5310 match		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										
B. Direct Operating Costs										
(1) Fuel	\$157,424	\$342,576		\$500,000	154,520	\$345,480		\$ 500,000		
(2) Maintenance/Registration	\$83,750	\$182,250		\$266,000	82,019	\$183,381		\$ 265,400		
(3) Depreciation/Interest/Vehicles	\$0	\$0			0	\$0				
(4) Insurance	\$44,897	\$97,703		\$142,600	44,069	\$98,531		\$ 142,600		
(5) Uniform Costs	\$3,306	\$7,194		\$10,500	3,245	\$7,255		\$ 10,500		
(6) Radio Service	\$2,204	\$4,796		\$7,000	2,163	\$4,837		\$ 7,000		
(7) Contingency- Fuel/Misc.	\$4,723	\$10,277		\$15,000	4,636	\$10,364		\$ 15,000		
<b>TOTAL DIRECT OPER EXPENSES</b>	<b>\$296,304</b>	<b>\$644,796</b>	<b>\$0</b>	<b>\$941,100</b>	<b>290,651</b>	<b>\$649,848</b>	<b>\$0</b>	<b>\$ 940,500</b>		
<b>3. TRANSIT PERSONNEL</b>										
A. Drivers	\$545,663	\$1,187,437		\$1,733,100	551,826	\$1,233,792		\$ 1,785,618		
B. Supervision/Dispatch/Admin.	\$178,519	\$388,481		\$567,000	183,986	\$411,364		\$ 595,350		
C. Fringe Benefits	\$247,943	\$539,557		\$787,500	255,537	\$571,338		\$ 826,875		
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$972,124</b>	<b>\$2,115,476</b>	<b>\$0</b>	<b>\$3,087,600</b>	<b>991,349</b>	<b>\$2,216,494</b>	<b>\$0</b>	<b>\$ 3,207,843</b>		
<b>4. ADMINISTRATION</b>										
A. Fresno EOC Administration	\$73,989	\$161,011		\$235,000	76,255	\$170,495		\$ 246,750		
B. Telephone/Utilities	\$9,445	\$20,555		\$30,000	9,271	\$20,729		\$ 30,000		
C. Supplies	\$5,982	\$13,018		\$19,000	5,872	\$13,128		\$ 19,000		
D. Miscellaneous	\$102,393	\$222,822		\$325,215	100,544	\$224,802		\$ 325,345		
E. Audit	\$1,259	\$2,741		\$4,000	1,298	\$2,902		\$ 4,200		
<b>TOTAL ADMIN EXPENSES</b>	<b>\$193,069</b>	<b>\$420,146</b>	<b>\$0</b>	<b>\$613,214</b>	<b>193,241</b>	<b>\$432,055</b>	<b>\$0</b>	<b>\$ 625,295</b>		
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,461,497</b>	<b>\$3,180,417</b>	<b>\$0</b>	<b>\$4,641,914</b>	<b>1,475,241</b>	<b>\$3,298,397</b>	<b>\$0</b>	<b>\$ 4,773,638</b>		
<b>TOTAL EXPENDITURES</b>	<b>\$1,461,497</b>	<b>\$3,180,417</b>	<b>\$0</b>	<b>\$4,641,914</b>	<b>\$1,475,241</b>	<b>\$3,298,397</b>	<b>\$0</b>	<b>\$ 4,773,638</b>		

EXHIBIT H

**RURAL CTSA REVENUE**  
 Estimated  
 FY 2018-19

**RURAL CTSA REVENUE**  
 (Projected)  
 FY 2019-20

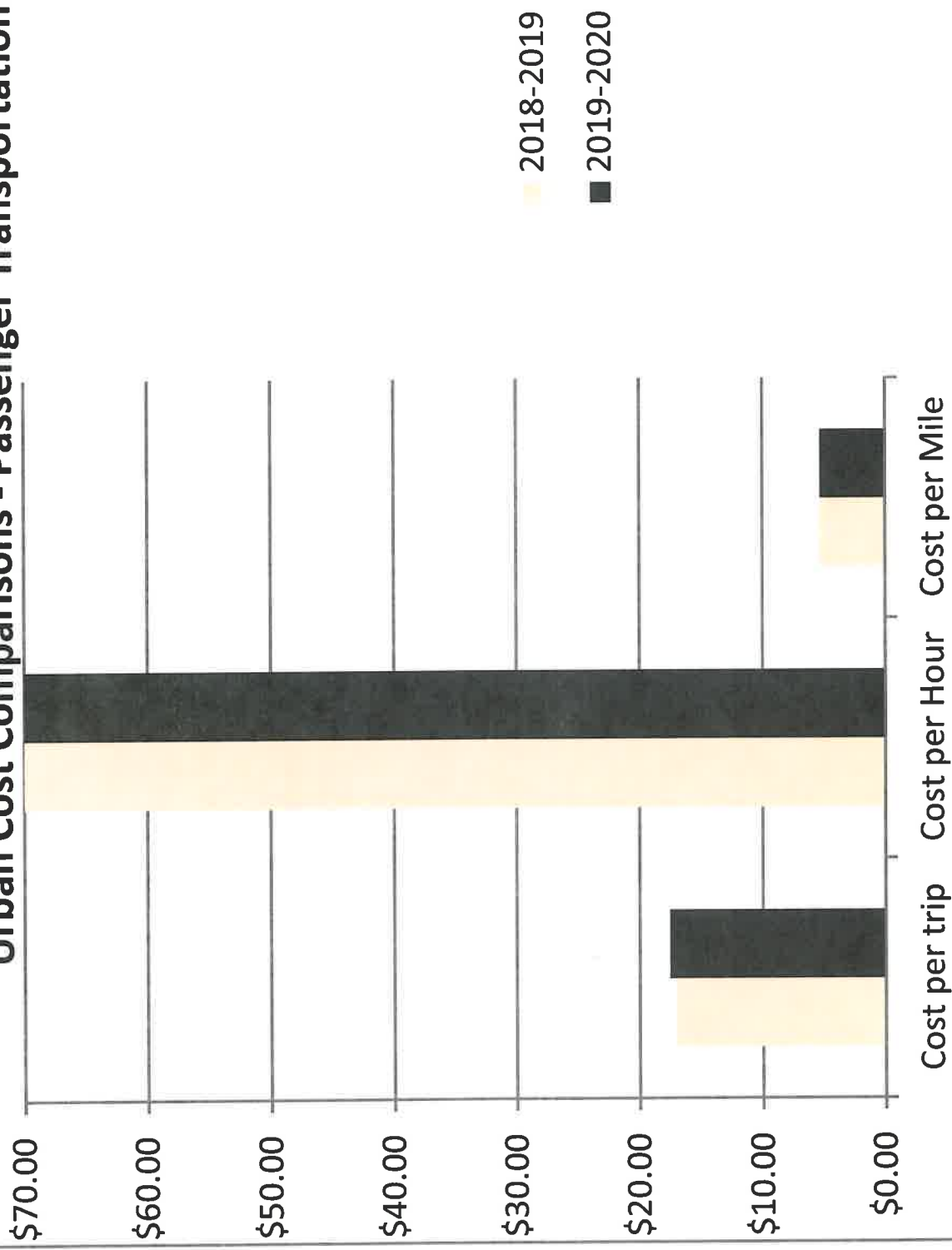
1. CAPITAL REVENUE	Budget	1. CAPITAL REVENUE	Budget
TDA / LTF 4.5		TDA / LTF 4.5	\$0
Social Service Revenue -		Social Service Revenue -	\$0
<b>TOTAL CAPITAL REVENUE</b>	\$0	<b>TOTAL CAPITAL REVENUE</b>	<b>\$0</b>
2. OPERATING REVENUE		2. OPERATING REVENUE	
A. Contract Service Revenue:		A. Contract Service Revenue:	
1. Central Valley Regional Center	\$1,200,000	1. Central Valley Regional Center	\$1,300,000
2. Fresno EOC Headstart - Transportation	\$130,000	2. Fresno EOC Headstart - Transportation	\$132,600
3. Fresno EOC Meal Delivery- All	\$165,500	3. Fresno EOC Meal Delivery- All	\$165,500
4. Special Trips	\$25,000	4. Special Trips	\$25,000
5. Department of Behavioral Health	\$0	5. Department of Behavioral Health	\$100,000
<b>TOTAL SERVICE REVENUE</b>	<b>\$1,520,500</b>	<b>TOTAL SERVICE REVENUE</b>	<b>\$1,723,100</b>
B. TDA / LTF 4.5	\$525,274	B. TDA / LTF 4.5	\$550,952
	\$0		
<b>TOTAL OPERATING REVENUE</b>	<b>\$2,045,774</b>	<b>TOTAL OPERATING REVENUE</b>	<b>\$2,274,052</b>
<b>TOTAL REVENUE</b>	<b>\$2,045,774</b>	<b>TOTAL REVENUE</b>	<b>\$2,274,052</b>

EXHIBIT I

CATEGORIES	RURAL CTSA EXPENDITURES Estimated FY 2018-19				RURAL CTSA EXPENDITURES Projected FY 2019-20			
	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>				\$165,000	\$165,000			\$165,000
A. Service Contracts-FCRTA Augmentation	\$165,000	\$0		\$165,000	\$165,000			\$165,000
B. Direct Operating Costs								
(1) Fuel	\$46,809	\$203,191		\$250,000	\$44,776	\$205,224		\$250,000
(2) Maintenance/Registration	\$18,723	\$81,277		\$100,000	\$17,911	\$82,089		\$100,000
(3) Depreciation/Interest/Vehicles	\$0	\$0		\$0	\$0	\$0		\$0
(4) Insurance	\$18,349	\$79,651		\$98,000	\$17,552	\$80,448		\$98,000
(5) Uniform Costs	\$1,123	\$4,877		\$6,000	\$1,075	\$4,925		\$6,000
(6) Radio Service	\$1,254	\$5,446		\$6,700	\$1,200	\$5,500		\$6,700
(7) Contingency - Fuel Inflation/misc.	\$1,872	\$8,128		\$10,000	\$1,791	\$8,209		\$10,000
<b>TOTAL DIRECT OPER. EXPENSES</b>	<b>\$253,131</b>	<b>\$382,569</b>	<b>\$0</b>	<b>\$635,700</b>	<b>\$249,305</b>	<b>\$386,395</b>	<b>\$0</b>	<b>\$635,700</b>
<b>3. TRANSIT PERSONNEL</b>								
A. Drivers	\$143,141	\$621,359		\$764,500	\$172,747	\$791,753		\$964,500
B. Supervision/Dispatch	\$37,447	\$162,553		\$200,000	\$35,821	\$164,179		\$200,000
C. Fringe Benefits	\$46,809	\$203,191		\$250,000	\$44,776	\$205,224		\$250,000
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$227,397</b>	<b>\$987,103</b>	<b>\$0</b>	<b>\$1,214,500</b>	<b>\$253,345</b>	<b>\$1,161,155</b>	<b>\$0</b>	<b>\$1,414,500</b>
<b>4. ADMINISTRATION</b>								
A. Fresno EOC Administration	\$23,404	\$101,596		\$125,000	\$26,866	\$123,134		\$150,000
B. Telephone/Utilities	\$4,419	\$19,181		\$23,600	\$4,227	\$19,374		\$23,600
C. Supplies	\$2,153	\$9,347		\$11,500	\$2,060	\$9,440		\$11,500
D. Miscellaneous	\$4,282	\$18,592		\$22,874	\$4,684	\$21,468		\$26,152
E. Audit	\$487	\$2,113		\$2,600	\$466	\$2,134		\$2,600
F. FCRTA Administration	\$10,000	\$0		\$10,000	\$10,000	\$0		\$10,000
<b>TOTAL ADMIN EXPENSES</b>	<b>\$44,745</b>	<b>\$150,828</b>	<b>\$0</b>	<b>\$195,574</b>	<b>\$48,302</b>	<b>\$175,550</b>	<b>\$0</b>	<b>\$223,852</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$525,274</b>	<b>\$1,520,500</b>	<b>\$0</b>	<b>\$2,045,774</b>	<b>\$550,952</b>	<b>\$1,723,101</b>	<b>\$0</b>	<b>\$2,274,052</b>
<b>TOTAL EXPENDITURES</b>	<b>\$525,274</b>	<b>\$1,520,500</b>	<b>\$0</b>	<b>\$2,045,774</b>	<b>\$550,952</b>	<b>\$1,723,101</b>	<b>\$0</b>	<b>\$2,274,052</b>

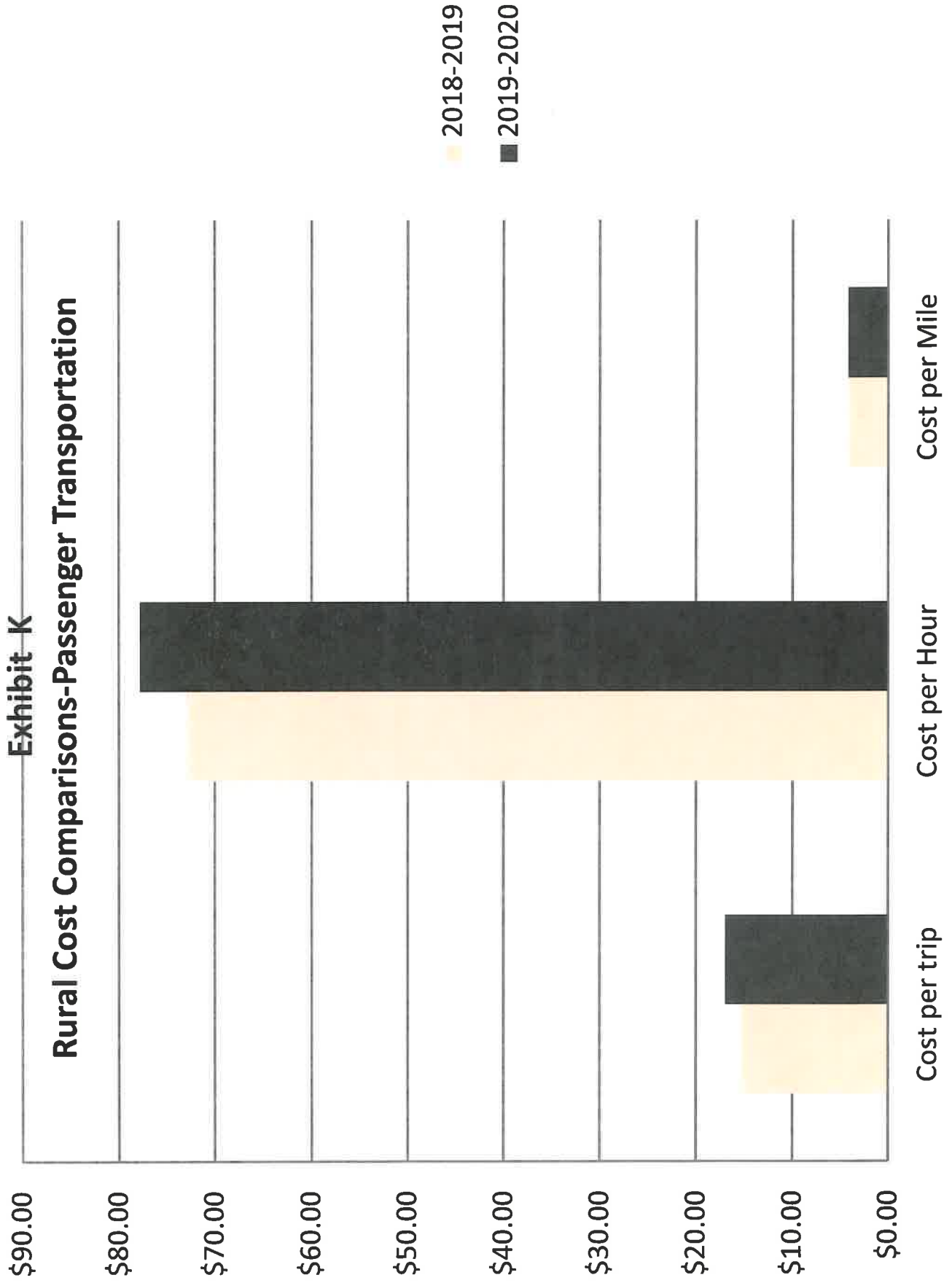
# Exhibit J

## Urban Cost Comparisons - Passenger Transportation



### Exhibit K

## Rural Cost Comparisons-Passenger Transportation



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

