

FRESNO-CLOVIS METROPOLITAN AREA (FCMA) SHORT RANGE TRANSIT PLAN (SRTP)

2020-2024

**Adopted
June 27, 2019**

Prepared by:
City of Fresno
Fresno Area Express
Planning Division
2223 G Street
Fresno, California
93706



CITY of CLOVIS

FAX
FRESNO AREA
EXPRESS



Fresno Council
of Governments

The preparation of this report has been financed in part through a grant from the U.S. Department of Transportation, Federal Transit Administration and in part through local funds from the Fresno Council of Governments.

This Page Intentionally Left Blank

Table of Contents

	Page
Table of Contents	3
List of Tables	6
List of Figures	7
Chapter 1: Introduction	9
1.1.0 Purpose of SRTP	10
1.2.0 Overview of SRTP	11
1.3.0 Summary of Existing Transit System.....	14
1.3.1 FAX and Handy Ride Mission Statements.....	16
1.3.2 Public Transportation Policy Directions	16
1.3.3 FAX Strategic Plan	18
1.3.4 Organization	24
Chapter 2: System Description	27
2.1.0 History of Fresno's Transit Service.....	27
2.2.0 Bus Transit	28
2.2.1 Bus Services	28
2.2.2 Bus Fleet	36
2.3.0 Accessible Transit Service	37
2.3.1 Americans with Disabilities Act.....	38
2.3.2 Accessible Bus Service	38
2.3.3 ADA Paratransit Services	39
2.4.0 Transit Maintenance Program	39
2.5.0 Transit Passenger Facilities	42
2.5.1 Transit Improvements and Amenities	42
2.6.0 Fare Structure	44
2.7.0 Customer Services	45
2.7.1 Internet	45
2.7.2 Public Information Programs	45
2.7.3 Transit Safety and Security Program.....	47
2.7.4 Special Community Services.....	48

2.8.0	Integration of Transportation and Land Use	48
2.8.1	Development Review Program.....	49
Chapter 3: Transit Service Improvement Program.....		51
3.1.0	Introduction.....	51
3.2.0	Recent Improvements to Current Services.....	59
3.2.1	Unfunded Transit Needs:.....	60
3.2.2	Route Evaluation Process	63
3.2.3	Key Transit System Performance Indicators	63
3.3.0	Service Justification.....	89
3.3.1	Bus Service Expansion Program.....	90
3.4.0	Recent Planning Activities	91
Chapter 4: Financial Plan.....		95
4.1.0	Introduction.....	95
4.2.0	Capital Program	95
4.2.1	Revenue Vehicles and Vehicle Equipment.....	96
4.2.2	Support Vehicles	99
4.2.3	Passenger Facilities Expansion and Rehabilitation	100
4.2.4	Total Capital Program.....	101
4.4.0	Financial Summary and Reserve Projections.....	119
Chapter 5: City of Clovis SRTP.....		121
5.1.0	Purpose of SRTP	121
5.1.1	Summary of Existing Transit System.....	121
5.1.2	Public Transportation Policy Directions	122
5.1.3	Strategic Plan	122
5.1.4	Organization of City of Clovis	127
5.2.0	Introduction to Clovis Transit System.....	127
5.2.1	Bus Service	128
5.2.2	Bus Transit	129
5.2.3	Bus Fleet	130
5.2.4	Accessible Bus Service	130
5.2.5	Transit Maintenance Program	130
5.2.6	Fare Structure	130

5.2.7	Integration of Transportation and Land Use	134
5.2.8	Development Review Program.....	134
5.3.0	Key Transit System Performance Indicators	135
5.4.0	Capital Financial Plan.....	144
Appendices		147
Appendix A: Caltrans Public Transportation, Ridesharing, Park-and-Ride and Bicycle Policies		149
Appendix B: Elderly and Disabled Service Considerations.....		152
Appendix C: Title VI Compliance		155
Appendix D: Vehicle Fleet Replacement Schedules.....		157
Appendix E: Glossary		159

List of Tables

Table 2.1 FCMA Population Trend	28
Table 2.2 Service Providers in the FCMA in 2019.....	35
Table 2.3 FAX Fleet Inventory	37
Table 2.4 FAX Maintenance Schedule	41
Table 2.5: FAX Fare Structure	45
Table 3.1: System Comparison – Cost-Effectiveness National Transit Database FY2017	64
Table 3.2: FAX Summary of Key Operational Indicators by Route.....	69
Table 3.3: FAX Route Ranking July 2017 - June 2018.....	73
Table 3.4: FAX Saturday Service Indicators July 2017 to June 2018.....	74
Table 3.5: FAX Sunday Service Indicators July 2017 to June 2018.....	75
Table 3.6: FAX Saturday Service Ranking July 2017 - June 2018.....	76
Table 3.7: FAX Sunday Service Ranking July 2017 - June 2018	76
Table 3.8: FAX Night Service July 2017 - June 2018	77
Table 3.9: FAX Passenger Survey Report Card Rea and Parker Research - February 2018.....	80
Table 3.10 Historical Survey Results	81
Table 3.11: Handy Ride Annual Mileage and Ridership FY1999 – FY2018	88
Table 4.1: Operating Revenue and Expenditure Projections.....	96
Table 4.2: FAX Five-Year Capital Improvement Plan FY20 through FY24.....	97
Table 4.3: Capital Funding by Source FY2020-2024.....	98
Table 4.4: FAX Budget Changes	103
Table 4.5: Revenues Available for Transit Capital.....	106
Table 4.6: Revenues Available for Transit Operations and Maintenance.....	106
Table 4.7: Potential New Revenue Sources	107
Table 4.8: Potential New Revenue Sources for Fresno Transit Projects.....	112
Table 4.9 - FAX Operating Budget - FY11 through FY19.....	115
Table 4.10: FAX Operating Budget by Major Cost Category.....	115
Table 4.11 TDA Fund History 2009-2018	118
Table 5.1: Clovis Fare Structure	131
Table 5.2: Clovis Stageline Operating and Productivity Trends FY14-18.....	138
Table 5.3: Roundup Operating and Productivity Trends FY14 - 18.....	142
Table 5.4 - Stageline Operating and Revenue Budget FY14 - 18	144
Table 5.5 - Roundup Operating and Revenue Budget FY14 - 18.....	145
Table D.1: Fixed-Route Vehicle Fleet Replacement Schedule.....	157
Table D.2: Handy Ride Vehicle Fleet Replacement Schedule.....	157

List of Figures

Figure 2.1: FAX Service Area Map – 1/2 Mile Catchment Area from Existing Routes	32
Figure 2.2: FAX Route Map	33
Figure 2.3 Handy Ride Service Area	34
Figure 3.2: FAX Passengers per Revenue Hour Comparison with Peer Operators	65
Figure 3.3: FAX Operating Cost Per Revenue Hour Comparison with Peer Operators	65
Figure 3.4: FAX Operating Cost Per Passenger Comparison with Peer Operators	66
Figure 3.5: FAX Farebox Recovery Comparison with Peer Operators	67
Figure 3.6: FAX Passengers per Revenue Hour by Route in FY2018.....	70
Figure 3.7: FAX Operating Cost per Revenue Hour by Route.....	70
Figure 3.8: FAX Operating Cost per Passenger by Route.....	71
Figure 3.9: FAX Farebox Recovery by Route	72
Figure 3.10: FAX Fixed Route Annual Ridership FY1999 - FY2018.....	85
Figure 3.11: FAX Fixed Route Annual Operating Costs FY1999 - FY2018.....	86
Figure 3.12: Comparison of Ridership vs Operating Costs.....	87
Figure 5.1: Clovis Stageline Service Area	132
Figure 5.2 Clovis Roundup Service Area.....	133
Figure 5.3: Clovis Stageline Fixed Route Operating Costs FY2014-2018.....	139
Figure 5.6: Clovis Stageline Fixed Route Annual Ridership FY2014 – 2018.....	140
Figure 5.7: Clovis Stageline Fixed Route Annual Ridership and Operating Costs Comparison FY2014 – 2018	141
Figure 5.8: Clovis Transit Organization Chart.....	143

This Page Intentionally Left Blank

This Page Intentionally Left Blank

1.1.0 Purpose of SRTP

The Fresno-Clovis Metropolitan Area (FCMA) Short-Range Transit Plan (SRTP), FY 2020-2024, is the biennial update to the operating plans and capital programs of Fresno County's urban transit providers – Fresno Area Express (FAX) and Clovis Transit. The purpose of this Plan is to promote a comprehensive, coordinated and continuous planning process for transit service in the FCMA over a five-year planning horizon. This plan proposes specific recommendations for implementing the long-range objectives of Fresno County's 2018-2042 Regional Transportation Plan/Sustainable Communities Strategy, and will guide the provision of transit services in the FCMA over the next five years.

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

1.2.0 Overview of SRTP

The SRTP is divided into 5 chapters. The first four chapters focus primarily on FAX and Handy Ride. The fifth chapter focuses on the City of Clovis transit system. More specifically,

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

The SRTP includes appendices with more detailed information on the fleet inventories of each transit agency, a glossary of terms, Title VI implementation plans, and other important information.

Background

With Fresno County's population expected to grow from the current 995,975 people to 1.3 million people by 2042, the topics of growth management, transit investments and land development policies are timely for proactive planning that may stem the tide of Fresno County's past trends:

- Very little traffic congestion makes driving an automobile very attractive for those who can afford them.
- Low density development is occurring on Fresno's urban fringe where transit services don't exist now and will likely not exist in the future, ensuring automobile dependency.
- Development encroachment on farmland is an ongoing concern due to the high demand for agricultural products from this region.
- The San Joaquin Valley faces significant air quality challenges. The entire Valley is designated as non-attainment for both the national and California air quality standards for ozone and particulate matter.
- 77%¹ of FAX riders take the bus because they either don't drive or cannot afford a car. This rate is about double the transit dependency rate found in other cities of a similar size.
- Due to a number of factors the demand for Transit Oriented Development (TOD) is lower in Fresno-Clovis Metropolitan Area than other US cities of similar size, making it a challenge to build, finance and market these projects.

Most of Fresno's travel market has its origins and destinations in metropolitan Fresno. 92% of Fresno residents work in Fresno County, and only 8% commute to destinations outside the county. Of the total commute trips in Fresno County, 81% drive alone, 12% carpool or vanpool, and 1.7% take transit and 5.4% walk or bike.² Due to heavy rural-to-rural commute patterns of farm workers, prison guards and teachers in the San Joaquin Valley, carpools and vanpools represent the largest mode share after the single-occupant automobile. Transportation issues in Fresno exemplify the type of challenge that many cities in California face. The passage of Senate Bill (SB) 375, the Sustainable Communities and Climate Protection Act of 2008, calls for metropolitan planning areas in the state to commit to sustainable solutions that integrate transportation, land use, and housing policies to reduce greenhouse gas emissions. Transit is an important component of the equation.

Changing Priorities

The Fresno-Clovis Metro region has the most freeway lane miles per capita and local major street lane miles per capita of all the major cities in California with more lane miles planned and programmed into the long range transportation investment plan. Fresno

¹ Based on a 2018 FAX rider survey.

² 2012 California Household Travel Study.

³ FHWA Office of Highway Policy Information, 2015 Highway Statistics

County and City need new policies, goals and funding priorities that support a new direction in transportation and land use planning, along with education and public awareness of the issues and trade-offs that must occur with the shift away from automobile-dominated transportation planning.

Building a transportation system solely with the automobile in mind based on a level of service “C or D” for the peak 15 minute demand is one of the most expensive transportation systems to build and maintain. Through recent plans and projects, such as the implementation of the new Bus Rapid Transit (BRT) system along the Blackstone and Ventura/Kings Canyon corridors, 15 minute service frequencies along Shaw and Cedar (FAX 15), the update of the City of Fresno’s General Plan, the adoption of the 2018-2042 Regional Transportation Plan / Sustainable Communities Strategy, the transit oriented development (TOD) grants awarded by the Fresno Council of Governments, and the acceptance of the 2050 Long Range Transit Plan, the City of Fresno and the incorporated and unincorporated areas within the County of Fresno have been working toward new approaches that provide greater transportation alternatives to the single-occupancy vehicle.

Despite these efforts, challenges still remain, including the region’s poor air quality, land use patterns that continue to push development toward the edges of metropolitan area, and the high percentage of greenhouse gas emissions generated by our current transportation modes.

Fresno County currently does not meet air quality standards, including ozone and particulates. As a result, the County must satisfy Federal requirements calling for consideration of transportation control measures to reduce emissions and demonstrate conformity with the State Implementation Plan for Air Quality. It follows that whatever transportation projects are considered and ultimately implemented must not deteriorate the existing air quality and must support efforts to bring the County into air quality attainment.

Given that auto and truck travel account for about one-third of greenhouse gas emissions, Fresno County and its Cities must move toward implementing more-efficient, high-capacity modes of transportation that provide attractive options to the auto, with a focus on higher density and mixed-use corridors where large numbers of households and businesses can be well-served by transit investments. Such transportation modes must also provide suitable alternative travel options to parts of the population who have limited mobility, including the elderly and people with low incomes and disabilities. Currently the majority of Fresno’s transit riders use the system out of necessity, rather than choice. To maximize transit ridership and reduce congestion in the future, it will be important to continue to serve and attract ridership among households that need transit, as well as those who might choose to take transit though they can afford to drive. It will also be important to complement existing and future transit services with first and last mile services through innovative technologies and complete street approaches, as well as

through new demand-based transit services such as microtransit and other emerging trends, such as Mobility as a Service (MaaS).

1.3.0 Summary of Existing Transit System

Fresno Transit System: FAX fixed route transit system and Handy Ride para-transit system

FAX – Fresno Area Express – is a department of the City of Fresno and is governed by the Fresno City Council. The City of Fresno is the responsible agency for implementing FAX's portion of the SRTP, and for providing transit service within the city limits. FAX's ability to deliver transit service is impacted by laws, regulations, and policy decisions of several external agencies. These agencies include: the Federal Transit Administration (FTA), the State of California Transportation Department (CALTRANS), the Fresno Council of Governments (Fresno COG), Fresno County, the City of Clovis, the Fresno County Rural Transit Agency (FCRTA), the Consolidated Transportation Service Agencies (CTSA), and various private transportation operators. Although the City of Fresno is the agency responsible for providing metropolitan transit service and for implementing the Plan's recommendations, its actions will be influenced by the actions of these external agencies.

FAX is the largest provider of transit services in the region, with approximately 10 million annual boardings and an operating budget of approximately \$42 million per year. A highly efficient operation for its size, FAX service consists of 16 fixed routes in the City of Fresno with three major hubs: the downtown transit mall at Courthouse Park, the Manchester transit center at Blackstone and Shields Avenues north of downtown, and a transfer point at the River Park shopping center in north Fresno. The flagship service for FAX is the Q, a 15.7 mile bus rapid transit line that operates on Blackstone Avenue from north Fresno to downtown and along Ventura/Kings Canyon from downtown to Clovis Avenue. This service was implemented in February 2018 and operates at 10 minute frequency at peak times and 15 minutes off-peak. Additional high frequency service (15 minute) is available on Shaw Avenue (route 9) and Cedar Avenue (route 38).

The standard adult fare is just \$1.25; this is below market compared to other cities this size. Children under age 6 ride for free, and seniors and the disabled pay just 60 cents. Service frequencies vary from 10 minutes to 60 minutes with a majority of routes operating at 30 minute headways. Regular service stops at 10:00 pm on most routes on weekdays, with extended service until 1:00 am on the most heavily travelled sections of certain routes. The extended night service on weekdays is relatively new and was developed to address the limited viability of transit for many workers, students and low-income people who need public transportation outside of daytime operating hours. FAX operates its transit services until approximately 7 pm on weekends.

Service frequency on the weekends is at 30 minutes for all routes, excluding the four lowest performing routes.

The FAX fixed-route network follows a modified grid pattern with intersecting north-south and east-west bus lines. The SRTP proposes to maintain the grid network in the service area, as recommended in the 2015 Strategic Service Evaluation, provide higher levels of service and improved amenities to make transit more attractive, and implement innovative approaches to address congestion and air quality concerns. The Plan includes an ongoing process of system evaluation and management to assess the effectiveness and efficiency of existing and proposed services.

Handy Ride is a demand-responsive para-transit program oriented toward providing a high level of service to elderly and disabled persons who, because of physical or mental disabilities, are unable to ride the fixed-route system. In January 2013, FAX awarded the contract for Handy Ride services to Keolis Transit America. The Plan includes measures to evaluate Keolis Transit America to ensure that FAX meets its responsibilities under the Americans with Disabilities Act (ADA) for Handy Ride service. The contract with Keolis will expire soon, and as it has done every several years, FAX will again release a competitive procurement for continued para-transit services.

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

Clovis Transit System: Stageline fixed-route transit system and Round Up para-transit system:

Clovis Transit operates four Stageline fixed-route transit lines that serve the Clovis area and provide approximately 130,000 passenger trips annually at a cost of approximately \$2.3 million per year. . Two of the Stageline routes operate weekdays from approximately 6:00 am to 6:30 pm and Saturdays from 7:00 am to 3:00 pm. The other two routes serve local schools and operate on weekdays only on the Clovis Unified School District schedule. Clovis Transit also operates Round Up, a demand-response para-transit service for senior (age 65+) and disabled residents who call in advance to schedule trips. In addition, FAX operates Route 9 in Clovis on Shaw Avenue on weekdays from 6:30 am to 7:30 pm and on weekends from 8:15 am to 3:15 pm.

The fare for the general public from age 6 to 64 is \$1.25 per one-way trip. Seniors 65 and over, children under age 6, and the disabled ride for free. Clovis Transit accepts the FAX regular 31 Day Pass, which eliminates the need for transfers and makes transit more attractive to most users.

1.3.1 FAX and Handy Ride Mission Statements

The following FAX and Handy Ride Mission Statements set a strategic direction and framework for making policy, planning, and budgetary decisions:

FAX Mission Statement The mission of Fresno Area Express is to serve as a catalyst for investment by keeping communities safely connected.

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

1.3.2 Public Transportation Policy Directions

The following policies are contained in the [2018-2042 Regional Transportation Plan/Sustainable Communities Strategy](#) for Fresno County (adopted by the Fresno Council of Governments, June 2018) and provide general guidance to transit operators within the metropolitan area. They are specifically targeted toward the public transit and social service transportation systems.

Goal: FISCAL RESPONSIBILITY. An efficient and fiscally responsible public transportation mobility system.

Objective: Pursue federal, state and local funding for both public and social service transportation, to provide mobility opportunities to the maximum number of people in the region.

Policies:

- Provide a transit system that meets the public transportation needs of the service area.
- Provide transit services that serve low income, elderly, and disabled communities, and include those users in the project review process.
- Support the continued coordination and consolidation of social service transportation.

Goal: SAFE AND RELIABLE. A quality, convenient, safe and reliable public transportation service.

Objective: Encourage and prioritize safety, appropriate frequency of bus service, reasonable fares and the provision of adequate service to satisfy the transit needs which are reasonable to meet.

Policies:

- Provide reliable and convenient public transit service.
- Provide clean, attractive and comfortable vehicles and facilities.
- Provide a safe system.

Goal: EFFICIENT AND EFFECTIVE. An efficient and effective public transportation system.

Objective: Consider/evaluate advantages and disadvantages of projects, including economic, environmental and social factors.

Policies:

- Maximize public transportation patronage.
- Minimize operating and capital expenses.
- Encourage the private sector to provide service when economically feasible.

Goal: PUBLIC IMAGE. Public transit services with a positive public image in communities served.

Objective: Provide complete and accurate information that makes public transportation “user friendly.”

Policy: Create and produce publications that promote the use of public transportation to all segments of the region.

Goal: MULTI-MODAL. An integrated multimodal transportation system which facilitates the movement of people.

Objective: Develop a seamless multimodal transportation network.

Policies:

- Coordinate service to facilitate multimodal and intersystem transfers.

- Coordinate fare and transfer policies along with service information programs.

Goal: LAND USE AND AIR QUALITY. A coordinated policy for public transportation that complements land use and air quality/climate change policies.

Objective: Support transportation investments that work toward accomplishing air quality and climate change goals, optimizing the utilization of land and encourage a stable economic base.

Policy: Provide incentives to reduce dependency on single occupancy travel without compromising mobility.

Goal: STATE OF GOOD REPAIR. Achieve or maintain transit network in a state of good repair.

Objective: Maintain assets more effectively, using condition-based approaches and using predictive and preventive maintenance strategies to reduce costs while improving service delivery.

Policies:

- Implement a Transit Asset Management (TAM) program that uses asset conditions to help prioritize funding.
- Establish Condition Assessment Process and Measurement Procedures.
- Incorporate lifecycle cost, risk, and performance trade-offs into capital programming and operations & maintenance budgeting.

1.3.3 FAX Strategic Plan

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

Goal 1: Service Levels

FAX will provide public transportation service to a maximum number of people in the Fresno Area.

Objective A: To provide a transit system that meets the public transportation needs of the service area (see Figure 2.1).

Standard 1: FAX's fixed-route bus system should be designed so that a minimum of 85% of the service area population resides within one-half mile of a bus route.

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

Standard 3: FAX should meet the demand for public transit service, at some level, seven days a week.

Objective B: To provide a transit service (both fixed-route and demand-responsive) that adequately serves the elderly and disabled population.

Standard 1: FAX will maintain fixed-route fare levels for elderly and disabled persons no higher than one half the base fares.

Standard 2: All wheelchair lifts should be operable at all times.

Standard 3: FAX will continue to operate Handy Ride demand-response service in compliance with the requirements of the Americans with Disabilities Act of 1990.

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

Standard 1: FAX should identify and coordinate funding mechanisms that will address transportation funding needs in the Fresno Clovis Metropolitan Area.

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

Goal 2: Service Quality

FAX will provide a quality, convenient and reliable service.

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

Standard 1: FAX should operate its fixed route buses so that on time performance is achieved at least 85% of the time. A bus is considered "on time" if it leaves no more than five minutes after the scheduled departure time.

Standard 2: FAX should complete 99.5% of all scheduled trips.

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

Standard 1: All buses returning to the yard after revenue service should be vacuumed and cleaned before being assigned for service the following day.

Standard 2: The exteriors of FAX buses should be cleaned at least once a week, when there is inclement weather, or as needed.

Standard 3: Bus stops should be serviced weekly, including sign, bench and shelter repair, litter removal and weed control as needed.

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

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

Standard 6: Ensure public information at facility kiosks and in vehicles is accurate and up to date.

Objective C: To provide a safe system.

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

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

Standard 3: FAX will implement a Transit Asset Management Program (TAM) that uses asset conditions to help prioritize funding.

Standard 4: FAX will continue to implement a security program.

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

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

Goal 3: Provide Efficient and Effective Service

FAX will operate an efficient and effective bus system.

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

Standard 1: FAX should achieve a 20% farebox recovery ratio.

Standard 2: FAX should achieve a system wide standard of 30 boardings per revenue hour system wide.

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

- Total Monthly Ridership
- Total Monthly Revenue
- Total Monthly Expenses
- Total Revenue Hours
- Total Revenue Miles
- Farebox Ratio
- Total Operating Expense per Passenger
- Total Operating Expense per Revenue Hour
- Total Revenue per Revenue Hour
- Total Operating Expense per Revenue Mile
- Total Revenue per Revenue Mile
- Passengers per Revenue Hour
- Passengers per Revenue Mile
- Average Weekday Ridership
- Average Saturday Ridership
- Average Sunday Ridership
- Percentage of Scheduled Trips Completed
- On-Time Performance
- Total Road Calls

Goal 4: System Image

FAX will promote its service and image in the community and at large.

Objective A: To maintain an active marketing program.

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

Standard 2: FAX should become involved in and work with resident groups, the Chamber of Commerce, the Downtown Association and other area merchant associations to communicate its services and benefits both to local residents as part of a broader marketing strategy to attract new residents to Fresno who would want to live in a TOD environment.

Standard 3: FAX should maintain public outreach programs with area employers and community groups to promote transit, carpooling and rideshare programs.

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

Standard 1: Current bus schedules and system information should be available to the public at all major public facilities, on-line, trip generators and transit centers.

Standard 2: Service information should be available by telephone and on-line to the public.

Standard 3: FAX will actively seek out and engage members of Fresno's minority, low income and Limited English speaking populations to listen to their needs and provide meaningful information to them about use of the transit system.

Goal 5: Public Involvement

FAX will provide opportunities for the public to provide input on the transit system.

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

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

- (a) When there is a change in any fare, except promotional fare changes for up to 180 days.
- (b) When there is a service change leading to a 25 percent or greater change in total revenue service hours or revenue service miles.

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

Standard 3: FAX will participate on the City of Fresno’s Disability Advisory Commission Transportation Subcommittee.

Goal 6: Integrated Multi-Modal Transportation Network

FAX will provide an integrated multi-modal transportation system which facilitates the movement of people.

Objective A: To develop a multi-modal transportation network.

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

Standard 2: FAX will maintain bike racks on all fixed route buses and key transit facilities.

Standard 3: FAX will work with the City of Fresno Public Works Department to promote pedestrian access to transit stations.

Objective B: To use new and innovative technologies to facilitate multi-modal access to transit services.

Standard 1: FAX should explore and utilize up-to-date on-demand, real-time platform-based services that can include combinations of transportation methods (car-sharing, bike-sharing, taxis, micro-transit, and others) and provide a seamless customer experience, from travel planning to payments. Platform-based services should help address first- and last-mile challenges, helping customers connect to the transit network.

Goal 7: Coordinate Transportation, Land Use, and Air Quality Policies

FAX will coordinate transportation policies with land use and air quality policies.

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

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

Standard 2: FAX will coordinate with City, County, and Regional agencies to promote the integration of smart growth land use and transportation policies.

1.3.4 Organization

FAX

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

Fresno City Council

The Fresno City Council consists of seven members within seven jurisdictions of the City of Fresno, and is the policy-making board for FAX. The Council is responsible for setting operating policy and annually adopting the budget. FAX and the Fresno COG maintain a contractual agreement in which the two agencies share employees to coordinate planning, service evaluation, service development, and public outreach functions. This cooperative agreement between the agencies has eliminated duplication of effort and has resulted in substantial cost savings.

FAX Committees

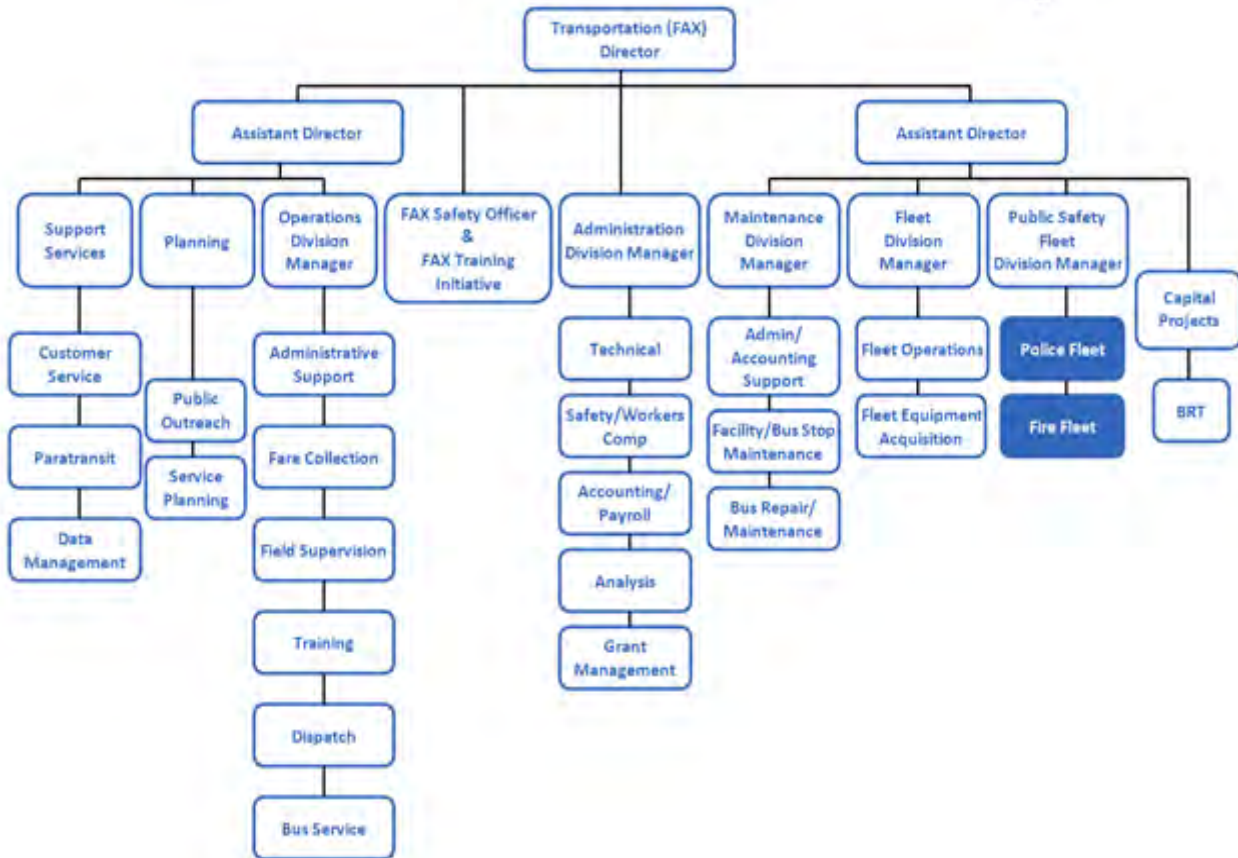
The City of Fresno established the Disability Advisory Commission (DAC) in 2008 to promote the inclusion of people with disabilities in all areas of community life. The Commission membership is representative of the diversity of the disabled community. In addition, the Fresno COG Policy Board formed the Social Services Transportation Advisory Committee (SSTAC) to aid in its review of transit issues with emphasis on the annual identification of transit needs within Fresno County. These include the needs of transit dependent and transit disadvantaged persons, including the elderly, disabled, and persons of limited means. This Advisory Committee to the Fresno COG consists of members from the public that advise the Fresno COG Board on major transit issues. FAX staff participates as part of this committee on a regular basis.

FAX Staff

The Department of Transportation is responsible for the day to day management of FAX and reports directly to the City Manager. FAX consists of six divisions, all headed by a Director of Transportation. Divisions include Administration, Operations, Planning, Maintenance, Fleet Management and Public Safety Fleet Management.

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

The Operations Division is responsible for managing the day to day operations of transit service, including driver training. In FY20, FAX vehicle operations will consist of 279 permanent full time bus driver positions, 10 permanent part time bus drivers, 21 Transit Supervisor I's and 3 Transit Supervisor II positions.



Weekday service currently requires an average of 163 drivers with Saturday and Sunday service requiring 98 drivers. The remaining drivers are designated for the extra board, vacation, and sick relief.

The Planning Division is responsible for all service planning, public outreach, development review, long-range planning, and short-range planning.

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

Fleet is responsible for the repair and maintenance of almost all City vehicles.

Public Safety Fleet Management services all first responder vehicles from the Fire and Police Departments

This Page Intentionally Left Blank

2.1.0 History of Fresno's Transit Service

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



Fixed Route Service

From the 1930's to 1961, fixed route bus service was provided by Fresno City Lines, Inc., which was a private corporation. In 1961 the corporation sought to discontinue public transportation due to increasing deficits. The City of Fresno entered into a lease purchase agreement with Fresno City Lines, Inc., in 1961, and established the City of Fresno as the operator of transit services in the Fresno metropolitan area. The early system configuration consisted of a modified radial pattern with all routes originating in the downtown area. This pattern remained essentially the same until 1977. During FY77, FAX instituted numerous changes which increased service to nearly all of the urbanized FCMA, the most significant being the implementation of a grid system consisting of 19 lines in place of the former 13 line radial system. The change was made possible by the purchase of 50 full sized buses. Today FAX operates 16 routes on 10, 15, 20, 30, 45, and 60 minute headways. The system continues to be operated on a modified grid pattern with eight routes intersecting in downtown Fresno, four connecting at Manchester Transit Center, and six making connections at The River Park Shopping Center.

Demand Responsive Service

Specialized transportation services for Fresno's elderly and disabled were started in 1967 by the West Fresno Federation, a nonprofit corporation. The City provided increasing support to the program, and in 1975 assumed the service. In April 1977, FAX began operating Handy Ride service. Handy Ride operates as a generalized demand responsive service for those who are unable to use the regular fixed route service due to a disability. Handy Ride offers advanced reservation and limited subscription service to "ADA Certified" riders. In order to effectively carry out the provisions of the Americans with Disabilities Act of 1990, FAX awarded the contract for Handy Ride service to Laidlaw

(formerly Mayflower) Contract Service effective April 3, 1993. In December 2005, MV Transportation assumed the contract and provided service until December 2012 when the contract was awarded to Keolis Transit America to continue paratransit operations. Service hours for Handy Ride mirror those of FAX fixed route service, and reservations are required one day in advance of the scheduled trip in order to comply with ADA regulations. A limited number of will calls are provided each day based on availability, with priority going to medical appointments. FAX is in full compliance with the ADA. For a more detailed discussion of the ADA, refer to the Americans with Disabilities Act Section 2.3 or the FAX ADA Paratransit Service Plan Updated in June 2003.

2.2.0 Bus Transit

FAX's service area consists of the urban spheres of the Fresno City and Clovis City General Plans with a combined Census 2010 population of 646,648. Within the urban spheres are the Cities of Fresno (2010 Census population of 494,665) and Clovis (2010 Census population of 95,631). The 2010 Census population of the Fresno-Clovis Metropolitan Area (FCMA), an area slightly larger than the Fresno and Clovis urban spheres, is 664,000. The FCMA contains 299 square miles with an overall average population density of 2,200 persons per square mile.

As shown in Table 2.1 below, the FCMA's population has increased 130% in the last 40 years.

Table 2.1 FCMA Population Trend		
Year	Population	Source
1970	289,200	Decennial Census
1980	358,800	Decennial Census
1990	477,400	Decennial Census
2000	570,299	Decennial Census
2010	664,000	Decennial Census

2.2.1 Bus Services

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

City of Fresno

The City of Fresno provides two categories of public transportation service in the FCMA. First, the Department of Transportation/FAX provides fixed route service for the general public seven days a week. Second, Handy Ride service, which is contracted through Keolis Transit America, provides demand responsive service to the elderly and disabled seven days a week. Handy Ride generally serves those persons unable to use the regular fixed route bus service.

FAX Fixed Route - The Fresno-Clovis Metropolitan Area (FCMA) has developed in all directions around the Central Business District (CBD). The CBD is the regional and local governmental center for federal, state, county, city and educational offices. In addition, Community Regional Medical Center is also located in the downtown triangle, which is bounded by Fwy 41, Fwy 180 and Fwy 99. The CBD is a regional financial and legal center, as well as regional shopping center (Fulton Street). The Fresno Convention Center, two major hotels, various private office buildings, the railroad and bus station, and the future high speed rail station, are also located in this area. Eight of FAX's sixteen routes converge in the CBD at Courthouse Park, including the Q, FAX's bus rapid transit with median stations on Van Ness at Mariposa. There are six other regional shopping centers located within the FCMA. They include: Fresno Fashion Fair (First/Shaw), Fig Garden Village (Palm/Shaw), Manchester Center (Blackstone/Shields), Sierra Vista Mall in Clovis (Clovis/Shaw), the Market Place at El Paseo (Freeway 99 and Herndon) and the Market Place at River Park (Blackstone/El Paso). FAX operates service to all but one of these regional shopping centers. Manchester Center and the Market Place at River Park serve as major connection locations. Four routes converge at the Manchester Transit Center to form a major transfer point in Fresno's geographic center, and six routes serve Market Place at River Park in north Fresno.

Other commercial land uses are spread throughout the FCMA with strip commercial concentrated along Shaw and Blackstone Avenues. Additional office commercial is located along Shaw Avenue, N. First Street, and in the vicinity of the Fresno Yosemite International Airport (FYI). Significant commercial development continues in the Woodward Park community near the River Park Business Complex (Friant/Audubon) and Kaiser Permanente Hospital (First/Nees). The FAX network serves various high schools, colleges and universities as well as numerous parks and entertainment complexes.

FAX operates on a modified grid system and provides service on 16 transit routes on weekdays and Saturdays and Sundays. The route system is composed of nine lines that provide service in two directions to and from downtown, six cross-town lines, and a 15.7 mile bus rapid transit line that operates on Blackstone Ave. from north Fresno to downtown and on Ventura/Kings Canyon from downtown to Clovis Ave. In addition to the BRT, FAX operates 15 minute frequencies on routes 9 (Shaw Ave.) and 38 (Cedar Ave.) The system is designed to facilitate bus travel by making transfers convenient between intersecting lines and between eight lines which converge in the Central Business District (CBD). The FAX system map is shown in Exhibit 2.1.

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

Fresno County

Fresno County reimburses FAX to partially offset operating costs for fixed route and Handy Ride services in the unincorporated urbanized area. As of the end of 2018, an estimated 450,000 people lived within one-half of a mile of a FAX route. Of those, approximately 45,000 are residents of Fresno County. Fresno County also provides support for rural transit services as described below.

- **Fresno County Rural Transit Agency (FCRTA)** - In August 1979, a joint powers agency was created to coordinate and operate rural transit services in Fresno County. FCRTA, through contract providers or private carriers, provides intra city and intercity service to rural communities and downtown Fresno. Intercity service to Fresno is provided via municipal providers and through Greyhound and Orange Belt Stages. The rural systems interface with FAX in downtown Fresno.
- **Consolidated Transportation Service Agency (CTSA)** - In 1980, the Fresno Council of Governments (Fresno COG) adopted "Assembly Bill 120 Action Plan for Fresno County" (AB120, September 1979) to coordinate social service transportation in Fresno County. The Plan co-designates the City of Fresno and the Fresno Economic Opportunities Commission (FEOC) as the CTSA for the Fresno Metropolitan Area and the City of Clovis as the CTSA for the Clovis Urbanized Area. The Fresno County Rural Transit Agency and FEOC are the co-designated CTSA for the rural area. Social service transportation in the FCMA began in April 1983 and was initiated in the rural county area in May 1983. Services are provided through vehicle timesharing, ridesharing, and consolidation and include those agencies and services listed on Table 2.2.
- **Private Operators** - Intercity bus service to the FCMA is provided by Greyhound Lines, Transportes Inter-Californias, and more recently, Flixbus, a new service provider utilizing an e-commerce platform. Amtrak provides intercity rail service. The FCMA is served by numerous private taxi companies and a dial a ride service providing shared ride, demand responsive service. Other private operators are Lyft and Uber, a transportation network company (TNC) connecting paying passengers with drivers who provide the transportation on their own non-commercial vehicles. Several nonprofit agencies and private companies operate services designed to accommodate disabled riders. Exhibit 2.3 lists current public and private transportation providers in the FCMA.
- **Ridesharing** - The Fresno COG is responsible for administering the Program and retains a Rideshare Coordinator to implement the Program. The Rideshare Coordinator has been instrumental in developing an effective outreach program to major employers throughout Fresno County for providing match lists for both carpools and vanpools. In addition, through Measure C, a ½ cent sales tax approved in 2006, the Fresno COG manages a Taxi Scrip program that allows seniors 70

years of age and older to purchase taxi scrip at a reduced rate. Measure C also provides a subsidy for vanpools originating in Fresno County.

- **Regional Vanpool Program** - The CalVans vanpool program is operated by Kings County Area Public Transit Agency (KCAPTA) in five Valley counties (Fresno, Kern, Kings, Madera, and Tulare), and in Monterey and Ventura Counties. KCAPTA is receiving State and national recognition and is expected to soon become a successful national model replicated throughout the United States. The multi-county Valley transit agency is at the forefront of this pioneering vanpool effort with about 230 vanpools currently operating region-wide.

KCAPTA is a Joint Powers Agency comprised of Kings County and the Cities of Avenal, Lemoore, and Hanford. The Agency is responsible for all transit functions in Kings County, its cities and communities. The Agency also operates route service between Hanford and Visalia, as well as between Hanford and Fresno. The CalVans vanpool program provides a high quality, low cost travel option for rural to rural commuters including farm workers, prison workers and teachers.

The Merced County Association of Governments (MCAG) commissioned a study to identify markets that can support inter-county commuter express transportation services in the San Joaquin Valley region. The study, entitled “San Joaquin Valley Express Transit Study (May 2009)”, finds that in the San Joaquin Valley “...for the foreseeable future, the expansion of ridesharing and vanpool opportunities should be the primary investment to increase transportation choices for inter-county commuters in most of the region. While the whole of the Valley can benefit from enhanced ridesharing opportunities, this will be the primary alternative to single-occupancy vehicle travel for most inter-county commuters travelling to employment destinations other than those along northern SR 99 corridor, the San Francisco Bay Area, and Sacramento.” The study further supports formation of a Joint Powers Authority; use of a single valley-wide ride-matching and vanpool website; and enhanced coordination between participating COGs.

Figure 2.1: FAX Service Area Map – 1/2 Mile Catchment Area from Existing Routes

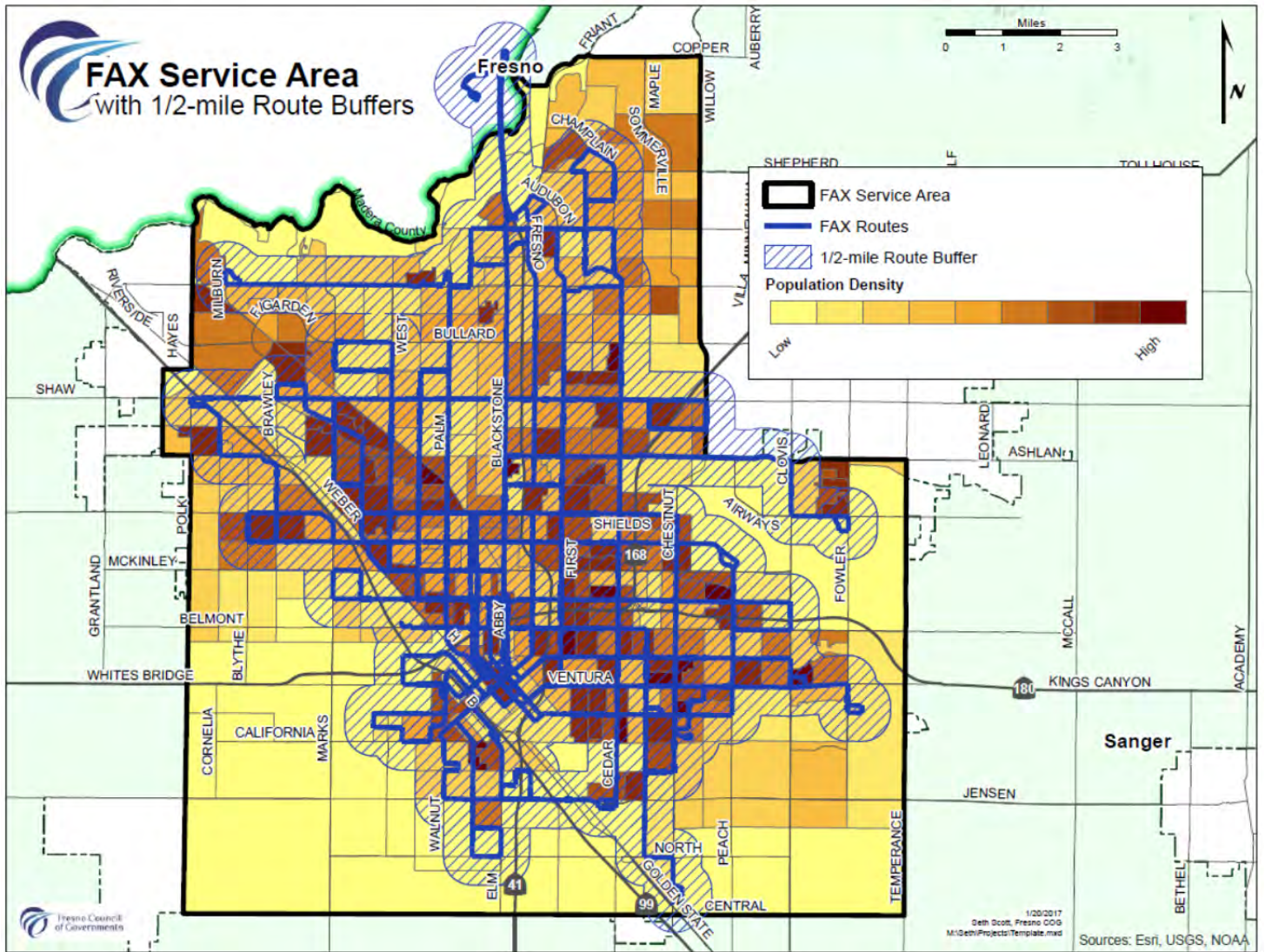


Figure 2.2: FAX Route Map

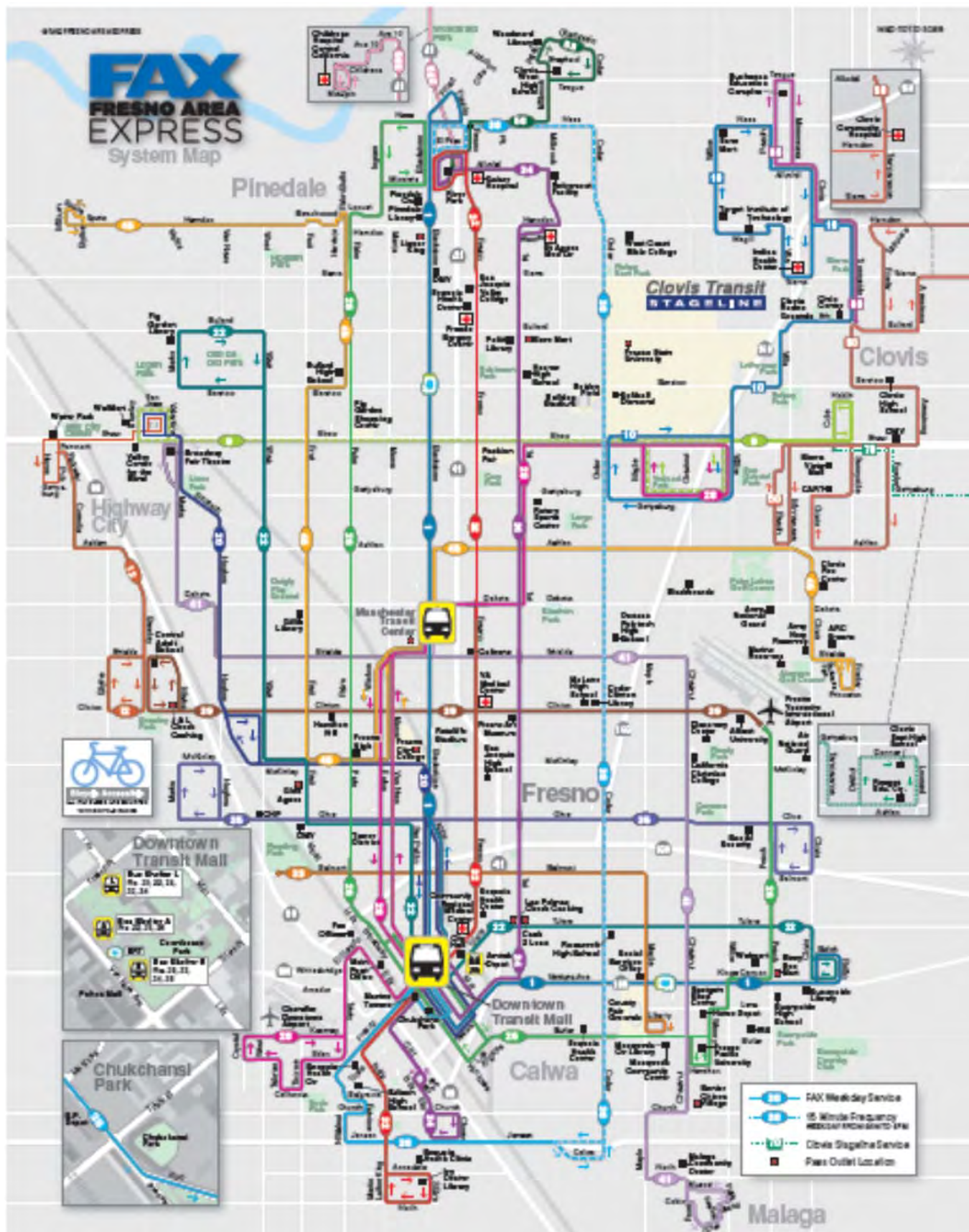


Figure 2.3 Handy Ride Service Area

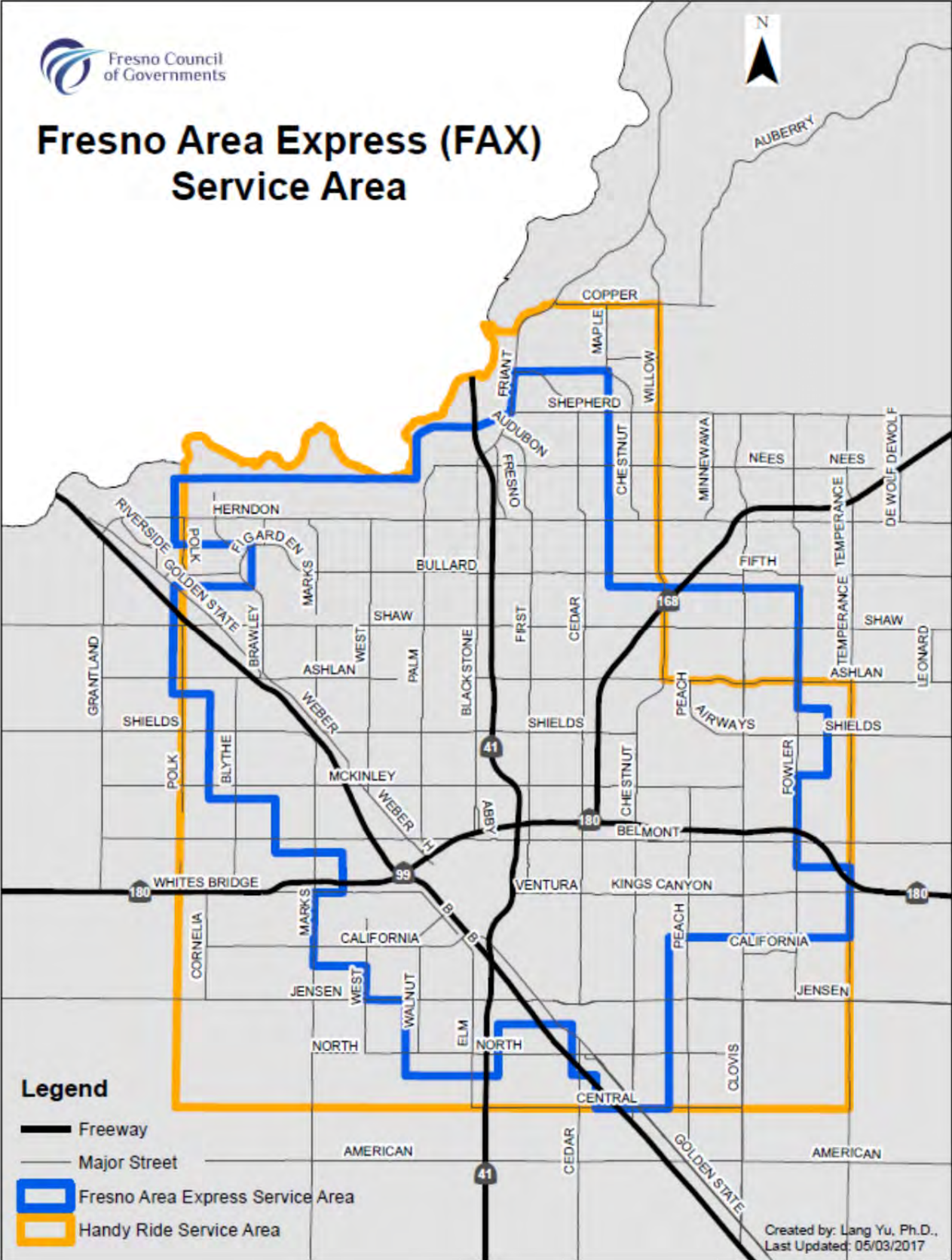


Table 2.2 Service Providers in the FCMA in 2019

BUS LINES & VAN SERVICE

Clovis Roundup*
 Clovis Stage Lines*
 Fresno Economic Opportunities
 Commission*
 Fresno County Rural Transit Agency*
 Fresno Handy Ride*
 Fresno Area Express*
 Greyhound Bus Lines
 Fresno Transportation Center
 Transportes Inter Californias

BUSES CHARTER & RENTAL

Fresno Transportation Center
 Golden Eagle Charter
 Limo For You
 Absolute Luxury Limo
 Classic Charter
 Rapid Connection
 Orange Belt Stages
 Via Trailways

**BUSES -- SCHOOL
 TRANSPORTATION**

Laidlaw
 Fresno County Rural Transit Agency

**BUSES – MEDICAL
 TRANSPORTATION**

Access Medical Transport
 Affordable Transport
 American Ambulance
 Comfort Med Trans Inc.
 Central Valley Medical Transportation
 Active Transport Medical Service
 On Point Medical Transport
 San Joaquin Medical Transport
 ABC Non-Emergency Medical Transport
 Hope Medical Transport

TAXICABS

24/7 Taxi Service
 A-1 Taxi Cab
 Ace Yellow Cab Co.
 Alpha Cab
 American Taxi
 American Yellow Cab
 Azteca De Cab
 Bulldog Cab Co.
 City Cab Company
 Checker Cab Company
 Clovis City Cab Company
 Clovis Yellow Cab
 Faretta Cab Company
 Fiesta Cab Company
 Fresno Independent Cab
 Fresno Yellow Cab
 Golden Express Taxi
 Hispano Taxi Cab Co
 Scrip Taxi
 Taxi Azteca
 Taxi El Cora
 Taxi Latino
 Taxi Mexico
 Taxi Tren
 Taxi Value Central Company
 USA Taxi Cab Co.
 White Star Cab Transportation
 Yellow Cab
 Yellow Cab of Fresno
 Yosemite Cab
 * *Public Agency*

Source: Pacific Bell Yellow Pages.

2.2.2 Bus Fleet

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

FAX currently has an active fleet of 110 vehicles, which are all Compressed Natural Gas buses and most are 40' long. In addition, all new FAX buses are low floor buses, which are outfitted with ramps for wheelchairs or mobility devices that are much easier to maneuver than traditional lifts. The low floor buses also have the ability to lower or kneel to reduce the angle of the ramp. FAX also uses three 30-foot CNG buses that replaced the 28-foot cut-away transit coaches previously used. FAX is continuing to evaluate the need for 60' articulated buses on routes that have higher than normal ridership.

In 2014, the California Air Resources Board approved a regulation setting a statewide goal for public transit agencies to transition to 100 percent zero-emission bus fleets by 2040, and requiring that all new bus procurements be carbon-free by 2029. FAX's most recent bus order included two Proterra all-electric battery 40-foot buses, anticipated to arrive in mid-2020 with an additional order of seven scheduled for revenue service in 2020. Through these investments, FAX continues to showcase its commitment to cleaner vehicles and a cleaner environment.

All new buses meet the accessibility requirements of the Americans with Disabilities Act (ADA), the standards mandated by the Federal Clean Air Act (CAA), the California Air Resources Board (CARB) exhaust emissions standards, the Federal Transit Administration (FTA) First Article Bus Durability Tests and the California Highway Patrol (CHP). Buses in the active fleet operate an average of 45,000 miles annually. An inventory of the current bus fleet is presented in Table 2.3. Bus replacement needs are detailed in Chapter 4 of this document.



**Table 2.3
FAX Fleet Inventory**

#	Make	Model	Year	Comments
1	Gillig	CNG	2018	40' Low Floor-Ramp
26	Gillig	CNG	2017	40' Low Floor-Ramp
17	Gillig	CNG	2016	40' Low Floor-Ramp
10	Gillig	CNG	2014	40' Low Floor-Ramp
3	Gillig	CNG	2012	30' Low Floor-Ramp
9	Gillig	CNG	2011	40' Low Floor-Ramp
1	New Flyer	Hybrid (Gas/Electric)	2009	40' Low Floor-Ramp
16	New Flyer	CNG	2009	40' Low Floor-Ramp
14	New Flyer	CNG	2006	40' Low Floor-Ramp
10	New Flyer	CNG	2005	40' Low Floor-Ramp
3	Orion	CNG	2003	40' Lift Equipped
110	Total Active Fleet			

Handy Ride - Handy Ride offers demand responsive, curb to curb service seven days a week during the same hours as the Fixed-Route service. Handy Ride service is provided throughout the service area covered by the Fixed-Route, and additionally extends out ¾-mile further than FAX routes. The current service area is bounded by Copper to the north, Central Avenue to the south, Temperance Avenue to the east, and Polk Avenue to the west. The requests for service are accepted on a previous-day basis for ADA Certified City of Fresno residents and visitors, and on the same day, if space is available, for ADA and Handy Ride general passengers. In January 2013, a contract was awarded to Keolis Transit America, Inc. for the provision of the Handy Ride service. FAX monitors Keolis in order to assure compliance with the city contract and with the ADA requirements. Handy Ride's fleet is composed of 48 wheelchair lift equipped mini buses and 9 sedans, all operated and maintained by Keolis Transit America.

2.3.0 Accessible Transit Service

In 2008, the City of Fresno created the Disability Advisory Commission (DAC). The Commission's charge is to advise the Mayor, City Council, and staff on issues affecting persons with disabilities and seek avenues for improving services for people with disabilities in the larger community. Included in this charge is public transportation. FAX staff are members of the commission, providing input to the DAC and providing sensitivity training to bus operators.

2.3.1 Americans with Disabilities Act

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

- All newly constructed transit facilities such as bus stops and transit centers must meet ADA accessibility design guidelines. The current renovation of the Manchester Transit Center is helping to meet the standards. Over the last year, new braille bus stop signs which meet the standard have been installed Citywide.
- All procurement of bus vehicles must meet the ADA accessibility design guidelines.
- Information distributed to the public is also required to be made available in accessible formats, such as audio cassettes, discs, large print, via telephone, etc.
- As an operator of a fixed route service, FAX is required to provide complimentary paratransit services. A combination of accessible fixed route transit service and paratransit services are provided for the transportation needs of individuals with disabilities and senior citizens.



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

Among other things, these mandated changes required FAX to expand Handy Ride hours of service to match those of FAX fixed route service.

2.3.2 Accessible Bus Service

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

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

2.3.3 ADA Paratransit Services

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

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

In FY18, FAX's annual operating cost for paratransit services was \$7.2 million. Handy Ride provided 213,026 paratransit trips during this period.

2.4.0 Transit Maintenance Program

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

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

- Standardized procedures and practices;
- Compliance with all applicable regulatory requirements;
- An effective maintenance program.

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

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

Maintenance Program

The following maintenance functions are described below:

- Bus Maintenance
- Facilities Maintenance

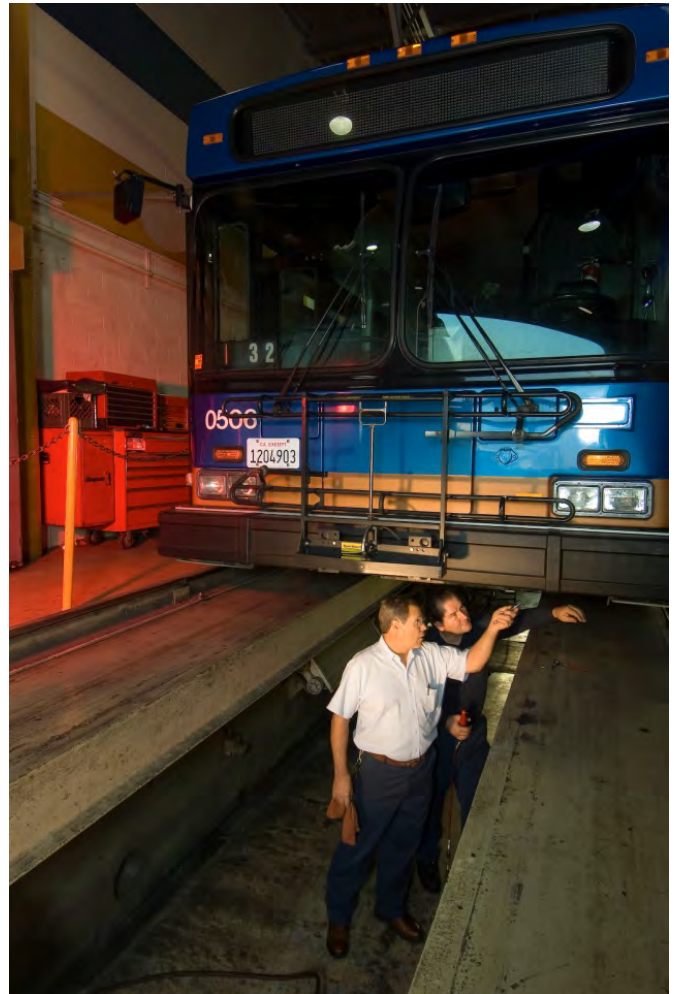
Bus Maintenance

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

Daily Servicing - Daily servicing items include the following:

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

Preventative Maintenance - Regular maintenance is performed at prescheduled cycles to ensure optimal performance, efficiency, safety and reliability of assigned equipment. Preventative maintenance inspections are performed within four hundred miles of scheduled cycles. Table 2.4 shows FAX's Preventative Maintenance cycles.



**Table 2.4
FAX Maintenance Schedule**

P.M. Type	Inspection	Cycle	Within
Minor/Safety	A	7,000 miles	+/- 400 miles
Intermediate	B	14,000 miles	+/-400 miles
Intermediate	C	21,000 miles	+/-400 miles
Major	D	28,000 miles	+/-400 miles
Special Service	Winter	Seasonal	
	Summer	Seasonal	

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

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

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

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

Facilities Maintenance

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

FAX's maintenance facility consists of 49,000 square feet and can accommodate up to 125 buses. The Maintenance Division provides standard bus maintenance and has

facilities for body work, painting, welding, machine tooling, and air conditioning maintenance. Since the facility enables FAX to perform nearly all maintenance work in-house, reliability of the fleet is ensured.

In FY18, FAX's service level required approximately 82,000 gasoline gallon equivalent GGE of compressed natural gas (CNG) per month. FAX has four natural gas compressors that provide for that need during on demand fueling. FAX has one of the largest CNG fueling stations in the area, which supplies the required CNG fuel for the 108 CNG buses. FAX is in the process of upgrading the natural gas compressors to increase the volume of fuel delivered and reduce the time needed to fuel our bus fleet.

Handy Ride - Handy Ride maintains a total of forty-eight vans and eight sedans which are maintained and serviced by Keolis Transit America. The preventative maintenance schedule for Handy Ride vehicles include a regular tune-up of vehicles to ensure that the maximum performance and fuel economy are obtained. Gasoline tune-ups are performed at 12 months or 24,000km/15,000 mile intervals. Additional vehicle components such as brakes and oil filters are changed at various intervals according to Keolis' certified inspection interval and procedures maintenance plan. FAX performs bi-annual inspections of the entire Handy Ride fleet to ensure Keolis is adhering to FAX's standards.

2.5.0 Transit Passenger Facilities

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

2.5.1 Transit Improvements and Amenities

FAX

New BRT Stations - A major accomplishment since the previous SRTP was the construction and start of service in FY18 of the Bus Rapid Transit (BRT) route, known as the "Q," on the Blackstone and Ventura/Kings Canyon corridor, with 52 upgraded lighted stations, real-time arrival and departure electronic signage, enhanced seating, enhanced shading, trash receptacles, and other amenities.

Bus Stop Accessibility - FAX maintains one transfer center at Manchester Mall and three additional transfer centers at Courthouse Park in the downtown area, all within the City of Fresno. The transfer centers are safe and convenient facilities for bus-to-bus transfers as well as for inter-modal passenger transfers. Due to age and usage, periodic rehabilitation of FAX's transit amenities have been necessary to maintain them in an attractive, safe and functional condition. Examples of rehabilitation needs include sidewalk repair, painting and repair of structures, and replacement of benches and trash receptacles. In 2018, Courthouse Park was improved to accommodate a new Bus Rapid Transit route and to upgrade customer amenities. The current upgrade project is for the

Manchester Transit Center facility. FAX is in the process of installing new shelters, creating new ADA accessible ramps, and adding LED safety and security lighting to the property. The next phase in the project will also include renovating the customer service area including restrooms for the transit riders.

In addition, FAX has more than 1,500 bus stops which need to be maintained. An ongoing transit stop improvement program provides convenient passenger access and



assures safe operation of transit service. Passenger amenities such as shelters, benches, information signs, and trash receptacles are provided at many transit stops. Transit stop improvements are provided by FAX and by private developers as conditions of project approval by the City.

Bus Stop Accessibility Improvements - To assure compliance with ADA, FAX established a program to construct passenger waiting pads, sidewalk extensions, and wheelchair curb ramps where needed. These bus stop improvements benefit transit operations by improving the efficiency of boardings by disabled patrons and reducing the need for ADA paratransit trips. These improvements also provide improved accessibility to non-disabled transit riders. A bus stop ADA condition assessment was developed in 2016 that documents improvements needed to bring the bus stops into compliance with ADA requirements. FAX is in progress of determining priority levels for bus stop improvements and implementing the appropriate resolutions. In addition, it should be noted that the construction of these improvements are the responsibility of the Public Works Department of the City of Fresno, not FAX, the transit operator.



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

Transit Stop and Information Signs - FAX maintains over 1,500 bus stop information signs throughout the service area. In 2012, FAX replaced all of its bus stop signs with more customer friendly, dual sided signs. In 2016, an additional sign for the visually impaired was installed at all stops. These signs include raised print as well as Braille.

Bus Stop Amenities - Benches are provided at over 500 bus stops for the comfort of waiting passengers and are often provided at bus stops with concentrations of elderly and mobility impaired patrons. Benches are installed based on passenger request, ridership figures, and acceptable site conditions. The current bench program consists primarily of replacement of old or damaged benches. The FAX maintenance crew continually assesses condition of equipment when servicing a bus stop, and documents when repairs are needed.

Bikes on Transit - In 1997, FAX installed bike racks on all fixed-route buses. The Bikes on the Bus Program significantly enhanced mobility and access for cyclists in the Fresno City area and helped to increase transit ridership by creating a new ridership market. Beginning in 2008, FAX began installing three position bike racks on a limited number of buses. As funding permits, FAX will continue retrofitting buses to the higher capacity bike rack. To date, all FAX buses have bike racks which can hold three bicycles at a time.

2.6.0 Fare Structure

FAX's regular adult fare is \$1.25 which became effective January 10, 2011. FAX's Senior/Disabled one way fare is 60 cents. With the introduction of electronic fare collection equipment in 2018 at all of the Bus Rapid Transit stations along the Route 1 "Q", FAX implemented new magnetic media. This allowed for new fare media, including a rolling 31-Day Pass (Regular and Reduced) and a 10-Ride Card (Regular and Reduced), to be purchased throughout the city at the 52 BRT stations. The 31-Day Pass still allows passengers access to unlimited use of the FAX and Clovis fixed-route systems. See Table 2.5 for Fare Structure.

Table 2.5: FAX Fare Structure

Fare Category	Regular Fare FAX	Reduced Fare FAX	HANDY RIDE
1 – Ride Card	\$1.25	\$.60	\$1.50
10 – Ride Card	\$ 11.25	\$ 6.00	N/A
31-Day Pass	\$48.00 (unlimited rides)	\$24.00 (unlimited rides)	\$48.00 (Valid for up to 60 rides)
Children under 6 (with fare paying family member)	Free	N/A	N/A

The 31-Day Regular Pass is for use on FAX and Clovis Stageline services.

2.7.0 Customer Services

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

2.7.1 Internet

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

2.7.2 Public Information Programs

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

Information Services - FAX provides transit information and trip planning services online, by phone, through mail or in person. FAX system and route maps are accessible on the FAX website, and included in the free schedule guides that are available in all FAX buses and at the Manchester Transit Center office. In FY 2018, FAX began the Bus Rapid Transit Service on the popular corridors of Blackstone and Ventura/Kings Canyon with 52 upgraded lighted stations with real-time arrival and departure electronic signage. In FY 2019, The City of Fresno introduced the free real time FAX bus app for residents to track live buses, plan trips and ride the bus.

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

Outreach and Partnership Programs - FAX provides public outreach to various agencies in the area including senior groups, students and new immigrants in an attempt to familiarize citizens with the advantages of using transit. In FY2018, FAX staff attended 35 different events in the community. Staff provided these public groups and individuals with information such as how to use public transit, how to read schedules and maps, and about the role transit plays in contributing to a cleaner environment. In FY2019, FAX partnered with Amtrak, the Downtown Fresno Partnership and the City's Development and Resource Management Department to promote businesses and transit connections in downtown Fresno.

Multi-Cultural Marketing Programs - FAX provides multi-lingual materials and use of multi-lingual advertisements to reach, educate, and promote ridership among the multi-cultural communities. According to 2014 ACS data, the FAX service area is comprised of 47.2% minority population groups who speak more than 9 languages requiring translation of key FAX documents. And 42% or over 204,000 people need language assistance to understand and communicate their basic travel needs. (See the detailed maps of minority, low income and Limited English Proficiency population concentrations in the Title VI Appendix of this document).

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

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

National Public Transit Day - FAX joined forces with 200 other transit agencies across the United States to spread the word about the first annual "Get On Board – For Public Transit" day on Thursday, April 25, 2019.

2.7.3 Transit Safety and Security Program

FAX customers value safety and security when using the transit system.

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



Video Surveillance System - In an effort to prevent graffiti and vandalism on buses, FAX identified the need for an On Board Video Surveillance program. It is believed that the presence of the video surveillance cameras serve as a deterrent to vandalism and other crimes. In 2012, FAX completed the installation of digital video systems on-board all of its buses. In addition, FAX utilized ARRA funds for transit facility security enhancements, including an access control system and base facility video monitoring. In FY19, video monitoring was added to all of the BRT stations.

Safety Management System (SMS) Plan - In support of the effort to provide continuous safety improvement in the delivery of transit services and to conform to the requirements of the Federal Transit Administration (FTA), FAX has adopted a Safety Management System (SMS) Plan. This Plan describes FTA SMS safety requirements and provides guidance, processes, and tools to FAX directors and managers for managing safety, and building on existing safety initiatives to support the daily activities of FAX staff. It describes the functions, components, and principles of the SMS and provides the guidance to apply them effectively.

Public Transit Agency Safety Plan (PTASP) - Moving Ahead for Progress in the 21st Century (MAP-21) grants the Federal Transit Administration (FTA) the authority to establish and enforce a comprehensive framework to oversee the safety of public transportation throughout the United States. As a component of this safety oversight framework, MAP-21 requires recipients of FTA Chapter 53 funding to develop and implement a Public Transit Agency Safety Plan (PTASP) that addresses performance measures, strategies, and staff training opportunities. Safety performance management is a critical tool that will support FAX in identifying safety concerns and monitoring progress in safety improvements. Safety performance targets will help transit agencies monitor their safety performance.

2.7.4 Special Community Services

FAX considers itself a good neighbor and a vital part of the community. The following programs provide examples of special services to the community:

Project Safeplace - FAX leads the nation in transit properties for the number of youth who have taken advantage of the Safeplace Program. The program is a national partnership of community organizations, schools, and neighborhood businesses that provide Safeplace designated locations for children and runaways who may be exposed to crime and exploitation. Each one of FAX's 110 buses is a designated Safeplace.

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

Clean Fuels Program - FAX has been very involved in converting its fleet to cleaner burning fuels in an attempt to attain maximum efficiencies and to protect the environment. As of FY 2019, all FAX buses have been converted to alternative fuel, compressed natural gas. FAX will also be receiving its first all-electric vehicles in 2020, and all future purchases will consist of all-electric vehicles.

2.8.0 Integration of Transportation and Land Use

Continuing growth in the FCMA over the past decade has led to increasing traffic and air quality concerns, and has elevated the role of efficient land use planning and its relationships to transportation. Land use determines commute patterns by influencing where people live and work and what convenient means of transportation are available to them to travel between these two points. The sprawling leap frog development patterns that have characterized the growth in Fresno have placed increased pressure on the roadway system and have reduced the convenience of alternative transportation options, such as transit, bicycling and walking. The transportation system also shapes land use patterns as development tends to occur along major transportation corridors. A key effort in achieving this goal is the City of Fresno's 2035 General Plan which was adopted in 2014 and includes Fresno's first form based codes. Implicit in this document is a section on transportation and land use strategies to create better communities with multiple transportation choices such as Transit Oriented Development (TOD) and Pedestrian Oriented Development (POD), identifying key segments of Blackstone and Kings Canyon/Ventura Avenues, downtown Fresno, and Shaw Avenue as the top priority for redevelopment and reinvestment through mixed use and infill development. In May 2019, the City of Fresno also approved the Southern Blackstone Avenue Smart Mobility Strategy to encourage complete streets investments along the Blackstone corridor, further supporting the region's investments in the BRT.

Benefits of Coordination

It is important not just to plan for smarter growth, but to take steps to implement it. Land use-transportation coordination efforts forge stronger connections between regional transportation planning, local transit planning, and local land use planning and decision-making.

Land use influences travel behavior and can be a powerful tool to improve the efficiency and effectiveness of the regional transportation system. If it is convenient for people to travel to common destinations by public transit, walking, or biking, the region can reap air quality and congestion-relief benefits at the local and regional scale.

Many aspects of the relationship between land use and transportation are well understood, including the effects of population and employment densities on travel behavior, and the effects of transportation investments on land use.

The Use of Transportation Funds

The City of Fresno/FAX should research a coordination program that could use transportation funds to provide financial incentives to encourage transit supportive development near transit centers and/or capital grants to local jurisdictions for small-scale transportation improvements. Proposals would be submitted by public agencies, and evaluated for how well they promote the San Joaquin Valley Blueprint and PTIS Principles, and the level of project maturity and commitment to actual physical construction. The program would fund both planning activities and construction of improvements consistent with those planning activities. It would place an emphasis on involving the public in decision-making and taking steps to create places that have the physical attributes that supports walking trips, compact development and civic vitality.

Capital grants may direct transportation dollars to support smaller-scale capital projects that can help promote transportation choices as well as support land use changes in the form of infill housing and transit-oriented development.

2.8.1 Development Review Program

The City of Fresno has a Development Review Committee which reviews proposed development projects. Under this program, the City routes proposed development projects to FAX for comment during the approval process. After comprehensive review, FAX recommends conditions or mitigation measures for project approval. From the FAX perspective, the Development Review process helps to ensure compatibility between the transit system and the proposed development project. FAX reviews all development proposals and, as a result, has played a critical role along with the Department of Public Works in ensuring the construction of improvements by the private sector that support the City's transit network, such as new/improved bus stops, bicycle and pedestrian pathways that connect to transit stops, and street improvements adjacent to transit stops.

This Page Intentionally Left Blank

3.1.0 Introduction

FAX's Strategic Goals reflect a strong commitment to making transit a more attractive option for travelers within the FCMA. To achieve these goals, FAX continually plans for the funding and implementation of system improvements. The City's socio-economic demographics, shifting employment base, and constrained transit budget result in the need for continual refinement of transit services within the FCMA in a cost-neutral manner. In order to achieve needed service improvements, FAX has to coordinate with federal, state, and locally mandated programs and priorities, ranging from air quality, energy, congestion management, and alternative fuels, to protection and the fair treatment of minorities, low income, and non-English speaking populations. The need for additional funding to provide FAX with the resources to conform with mandated requirements, improve the quality of service, and initiate progressive transit services is critical. The following provides an overview of these areas which will impact FAX over the next five years and beyond.

Air Quality - The very same characteristics that make the San Joaquin Valley the world's most productive agricultural region also create optimal conditions for creating and trapping air pollution. Due to the Valley's unique geography and meteorology, the bowl shaped valley is perfect for the creation of ozone in the long, hot summers and the trapping of particulates in the cold, damp winter months. This makes it critically important that the state and federal governments continue their present level of resource allocation to support local transit programs.

The San Joaquin Valley faces the serious environmental problem of poor air quality during the majority of the year. National Ambient Air Quality Standards (NAAQS) are established for criteria air pollutants in order to protect human health and welfare. Criteria pollutants are pollutants proven to be able to harm individuals' health and the environment, and cause property damage. Of the six criteria pollutants, particle pollution and ground-level ozone are the most widespread health threats. EPA calls these pollutants "criteria" air pollutants because it regulates them by developing human health-based and/or environmentally-based criteria (science-based guidelines) for setting permissible levels. Pursuant to federal law, the Environmental Protection Agency (EPA) has designated the entire San Joaquin Valley Air Basin (SJVAB) a nonattainment area that does not meet established standards for ozone and particulate matter. The San Joaquin Valley is designated as attainment/maintenance for PM10 and carbon monoxide (CO). In addition, the State of California also has set "health protective" standards for air pollutants that are even more stringent than federal levels. At the state level, the SJVAB is designated as nonattainment for ozone and particulate matter.

The following section summarizes the air pollutants that are of major concern in the San Joaquin Valley.

Ozone

Ground level ozone is the major component of Fresno County's summertime "smog" and it affects human health and vegetation. Ozone is formed when two chemicals, volatile organic compounds (VOCs) and nitrogen oxides (NOx), interact with sunlight and heat. (VOC is also referred to as reactive organic gases or ROG) Generally, low wind, stagnant air, no clouds, and warm temperatures provide the best conditions for ozone formation; the conditions in San Joaquin Valley Air Basin are ideal for this reaction. Since the formation of ozone occurs during warmer weather, it is mostly a problem in summer and early fall. Ozone does not form immediately, but occurs over time and distance; therefore, ozone is a regional pollutant and often impacts a large area. VOCs and NOx are emitted from fuel combustion, agricultural processes, and industrial processes, consumer products as well as from natural sources (biogenic sources such as some species of plants and trees). EPA has established ozone standards based on 1-hour averaging periods, and for 8-hour averaging periods.

Particulate Matter

The other significant pollutant in the San Joaquin Valley is particulate matter (PM). Particulate matter is a mixture of solid particles and liquid droplets in the air. The size of PM is directly related to potential health problems. EPA has set federal standards for PM10 (PM that is 10 microns or less in diameter) and PM2.5 (PM that is 2.5 microns or less in diameter). As a reference: a human hair is anywhere from about 50 to 100 microns. The chemical composition of PM is also a factor in the type and severity of health impacts. In addition to directly-emitted particles, "PM can form in the atmosphere through photochemical reactions of precursors. These particles can include basic elements such as carbon and metals, or can be complex mixtures such as diesel exhaust and soil.

Much of the ambient particulate matter is formed from atmospheric reactions of NOx (nitrogen oxides). NOx is also a precursor for ozone. Mobile sources are the major contributor to NOx.

In addition to the ozone problem in summer and early fall, the San Joaquin Valley exceeds the standards for particulate matter at other times of the year. The highest levels of particulate matter in Fresno County and the San Joaquin Valley are found in late fall (October) through winter (February). This, in combination with ozone, creates a year-round air pollution problem. This produces an additional concern for human health in our Valley in that we do not have a "clean" season that would allow for respiratory system recovery. The primary sources of particulate matter include farming operations, paved road dust, fugitive dust, unpaved road dust, and waste burning.

The finer particles pose an increased health risk, because they can reach deep into the lungs and are associated with both acute and chronic health effects including aggravation of existing respiratory diseases, heart and lung disease, coughing, and bronchitis. Diesel particulate matter is further recognized by California's Air Resources Board as a toxic air contaminant based on its ability to cause cancer and other health effects.

Carbon Monoxide

Carbon monoxide (CO) is formed by the incomplete combustion of fuels. The main source is motor vehicles. CO has been an air quality problem in the past, affecting four of the eight Valley counties in the San Joaquin Valley Air Basin, including Fresno, Kern, San Joaquin, and Stanislaus. The Fresno/Clovis Metropolitan Area was redesignated to a "maintenance area" when EPA proposed direct, final approval for the *1996 Carbon Monoxide Redesignation Request and Maintenance Plan*. Currently the San Joaquin Valley is designated as attainment for CO and has an adopted maintenance plan to ensure continued control. On April 26, 1996 ARB approved the *Carbon Monoxide Redesignation Request and Maintenance Plan*, EPA approved and redesignated on June 1, 1998; on October 22, 1998 ARB revised the SIP to incorporate the effects of ARB action to remove the wintertime oxygen requirement for gasoline in certain areas.

On October 25, 2018, ARB approved the update to the SIP to include a 2011 reasonable further progress (RFP) baseline year, 2017, 2020, 2023, 2026, 2029, and 2031 RFP milestone years, updated transportation conformity budgets with safety margins for RFP and attainment, RFP contingency, and attainment contingency.

A close relationship exists between Transportation Systems Management, Transportation Demand Management, air quality, and energy planning. Transportation Systems Management is the efficient management of existing transportation systems so as to improve upon the level of performance (i.e. traffic flow improvements), while Transportation Demand Management involves planning strategies for managing human behavior regarding how, when, and where people travel. Because Transportation System and Demand Management efforts have secondary benefits, (the associated reduction of vehicle miles traveled and fuel use), they prove to be effective strategies in reducing sources of air pollution from transportation sources.

Federal Requirements - The Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 redefined the joint regulations and created a new framework for linking air quality, transportation, and land use. It intended to produce a significant shift in federal transportation policy from reliance on roads and motor vehicles to a multimodal approach. ISTEA and its successors TEA-21, SAFETEA-LU, Moving Ahead for Progress in the 21st Century, (MAP-21), and the current Surface Transportation Reauthorization Act: Fixing America's Surface Transportation, (FAST Act), delegates major planning decisions to the states and MPOs. They also reinforce the goals of the Federal Clean Air Act by making air pollution a central concern of transportation planning and spending decisions.

Federal and state legislation requires an integrated transportation/air quality planning process. The Federal Clean Air Act Amendments of 1990 reaffirmed that all areas are required to attain the National Ambient Air Quality Standards. Numerous specific reductions of emissions and an aggressive attainment time frame were required.

Under certain conditions, failure to meet requirements may be met with sanctions imposed by the EPA.

State Implementation Plans (SIPs)

Federal clean air laws require areas with unhealthy levels of criteria air pollutants (designated as non-attainment) to develop plans, known as State Implementation Plans (SIPs). SIPs are comprehensive plans that detail how an area will attain National Ambient Air Quality Standards (NAAQS). SIPs are not single documents, but a compilation of new and previously submitted plans, programs, district rules, state regulations and federal controls.

Federal Title VI Requirements –

Title VI of the Civil Rights Act of 1964, Section 601 states: “No persons in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance.”³

FAX’s responsibility is to guarantee that all transit service, and access to its facilities, are equitably distributed and provided without regard to race, color, or national origin. FAX’s goal is also to ensure equal opportunities to all individuals to participate in all local, sub regional and regional transit planning and decision-making processes.

State Requirements - In addition to federal requirements, the State of California Air Resources Board requires local air districts to show progress toward meeting the California Clean Air Act (CCAA) air standards. The California Clean Air Act set air quality standards that are more stringent than the federal National Ambient Air Quality Standards. Local air districts are required to draft *California Clean Air Act Triennial Progress Report and Plan Review* which demonstrates local air districts’ reasonable progress to attain the more stringent California air pollution standards.

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

SB 375 (Chapter 728, Statutes of 2008) directs the California Air Resources Board to set regional targets for reducing greenhouse gas emissions. The law establishes a "bottom up" approach to ensure that cities and counties are involved in the development of

³ United States Department of Justice, Civil Rights Division, Title VI of the Civil Rights Act of 1964

regional plans to achieve those targets. SB 375 builds on the existing framework of regional planning to tie together the regional allocation of housing needs and regional transportation planning in an effort to reduce greenhouse gas (GHG) emissions from passenger vehicle trips. Public transit plays an important role in reducing transportation-related GHG emissions, and will play an even greater role as transit fleets are converted to zero-emission buses.

AB32

AB 32, California's Global Warming Solutions Act of 2006, gives the California Air Resources Board authority over sources of greenhouse gas emissions, including cars and light trucks. According to the California Air Resources Board, transportation accounts for some 40 percent of greenhouse gas emissions, with cars and light trucks accounting for almost three-quarters of those emissions (30 percent overall).

SB 375, authored by Senator Darrell Steinberg, directs the Air Resources Board to set regional targets for the reduction of greenhouse gas emissions. Aligning these regional plans is intended to help California achieve GHG reduction goals for cars and light trucks under AB 32, the state's landmark climate change legislation.

Because the existing regional transportation planning and housing allocation processes are overseen by local elected officials selected by their peers to serve on regional agency boards, the law is intended to ensure that cities and counties are closely involved in developing an effective plan for the region to achieve the targets. To increase public participation and local government input, the law strengthens several existing requirements for public involvement in regional planning. The new law establishes a collaborative process between regional and state agencies to set regional GHG reduction targets, and provides CEQA incentives for development projects that are consistent with a regional plan that meets those targets. Cities and counties maintain their existing authority over local planning and land use decisions.

Federal Congestion Management System

In June 1990, California voters approved legislation requiring that Congestion Management Plans (CA CMP) be developed in urbanized counties to address congestion on California's highways and roads. At the federal level, Congestion Management System (CMS) was first introduced in the Intermodal Surface Transportation Efficiency Act (ISTEA) in 1991. CMS became Congestion Management Process (CMP) when the Safe Accountable Flexible Efficient Transportation Equity Act – A Legacy for Users (SAFETEA-LU) was enacted in 2005. Fresno COG developed its first Congestion Management Program in November 1991, and it was updated subsequently based on legislative requirements. The passage of CA Assembly Bill 2419 (Bowler) in 1996 allowed counties to "opt out" of the California Congestion Management Program if a majority of local governments elected to exempt themselves from the California CMP. The Fresno COG Policy Board rescinded the Congestion Management Program on September 25, 1997 at the request of the local member agencies. The current Fresno County Congestion

Management Process is designed to meet the federal requirement under 23 CFR 500.109 and 450.320.

The SAFETEA-LU and the subsequent Moving Ahead for Progress in the 21st Century Act (MAP-21) and the Fixing America's Surface Transportation Act (FAST Act) mandate that Transportation Management Areas (TMAs), urban areas with population over 200,000, "shall address congestion management through a process that provides for effective management and operation, based on a cooperatively developed and implemented metropolitan wide strategy, of new and existing transportation facilities ... through the use of travel demand reduction and operation management strategies." It is further required that federal funds may not be programmed in a carbon monoxide and/or ozone non-attainment TMA for any highway project that will result in a significant increase in single-occupant-vehicle (SOV) capacity unless the project is based on an approved CMP. Fresno County is designated as a non-attainment TMA for ozone, and was so designated for carbon monoxide, but the Fresno Urbanized Area was reclassified as attainment for carbon monoxide effective on June 1, 1998. However, because of the ozone non-attainment status, Fresno COG is required to comply with such requirements.

Need for Additional Transit Funding

The key problem facing all transportation modes is still a lack of available funding. For public transportation, both service enhancement and ongoing operations and maintenance funding issues remain. Traditional sources of transit funding even when augmented by the locally approved Measure C 1/2 percent sales tax, are inadequate to meet identified public transportation needs within the FCMA. Other sources such as the SJVAPCD Remove grants and Moyer funds, and Petroleum Escrow Violation Account (PEVA) funds continue to be pursued. While these sources may provide some one-time capital or short-term project demonstration funds, necessary ongoing operating revenues must be obtained if public transportation is to meet the goals outlined in the Regional Transportation Plan.

The financial outlook assumes stable revenue sources over the next five years. Any significant unanticipated decline in this revenue stream likely would result in reduced levels of service to the community or increases in fares to offset any deficits.

FAST, the Fixing America's Surface Transportation Act (P.L. 114-94), was signed into law by President Obama on December 4, 2015. Funding surface transportation programs at over \$305 billion for fiscal years 2016 through 2020, FAST Act is the first federal law in a decade to provide long term funding certainty for surface transportation infrastructure, planning and investment.

The FAST Act maintains our focus on safety, keeps intact the established structure of the various highway-related programs we manage, continues efforts to streamline project delivery and for the first time, provides a dedicated source of federal dollars for freight projects.

Dedicated Local Support - On November 7, 2006 the voters of Fresno County authorized the continuation of a ½ cent retail transaction and use tax over twenty years. The sales tax extension was estimated to provide an estimated \$1.7 billion in new revenues for transportation improvements throughout the county according to projections estimated through 2027. Prior Measure C funds that were dedicated to the City of Fresno were allocated at the discretion of the Fresno City Council. The reauthorized measure allocated approximately 13% of the Measure C revenues to FAX as a Local Agency Pass-through. Through Measure C, FAX was estimated to receive \$235 million over the 20-year-life of the measure, amounting to approximately \$11.7 million per year. Based on the estimated revenue streams, FAX established two programs in 2007 to guide the expenditures of Measure C funds:

Primary Program – The goal of the Primary Program was to improve the level of public transit services within the City of Fresno and to continue to seek ways to coordinate and/or consolidate public transit services to achieve a seamless transit system for the public.

- Improve bus frequencies to every 15 minutes on the busiest routes on the public transportation system in Fresno
- Enhance the delivery of paratransit services to the disabled community consistent with federal and state law
- Install and integrate a regional Automated Fare Collection System (AFC) to enhance transit coordination and seamless passenger travel between transit systems
- Complete fleet conversion to low emission buses
- Expansion of service areas to all riders, as Fresno’s sphere of influence changes

Secondary Program – Secondary Programs included improvements that would be funded after projects in the Primary Program were implemented, provided funding availability.

- Extend weekend service hours
- Enhance the delivery of paratransit services to the senior community
- Pursue other alternative mass public transportation options such as bus rapid transit, automated people movers, light rail, etc.
- Deploy other operational and infrastructure improvements such as “real time” bus arrival and departure information displays to provide better service to transit users
- Taxi Scrip Program for Seniors 70 years of age and older

Measure C has had a major impact on public transit in the City of Fresno, and to date, a number of the programs goals have been implemented, such as; senior taxi scrip, the Automated Fare Collection System an 15 minute frequency on key corridors. Measure C revenue has increased from pre-economic downturn value and is projected to be \$10.5

million in FY 2019. This is still less than the original projection of more than \$11 million. Fiscal year 2020 is budgeted to be \$11.4 million, moving closer to the original projections. Using federal and state funds to match and supplement Measure C funds, projects in both the Primary and Secondary Programs have been implemented, but more remains to be done.

In addition, Measure C will expire in 2026. Efforts are underway by the Fresno COG to initiate regional conversations on the extension of Measure C, but there are no guarantees that the extension, if it passes with the required 2/3 vote, will provide the current funding levels. Given the steady funding that Measure C currently provides to the transit operators, it will be critical for the transit operators to find a continued funding source.

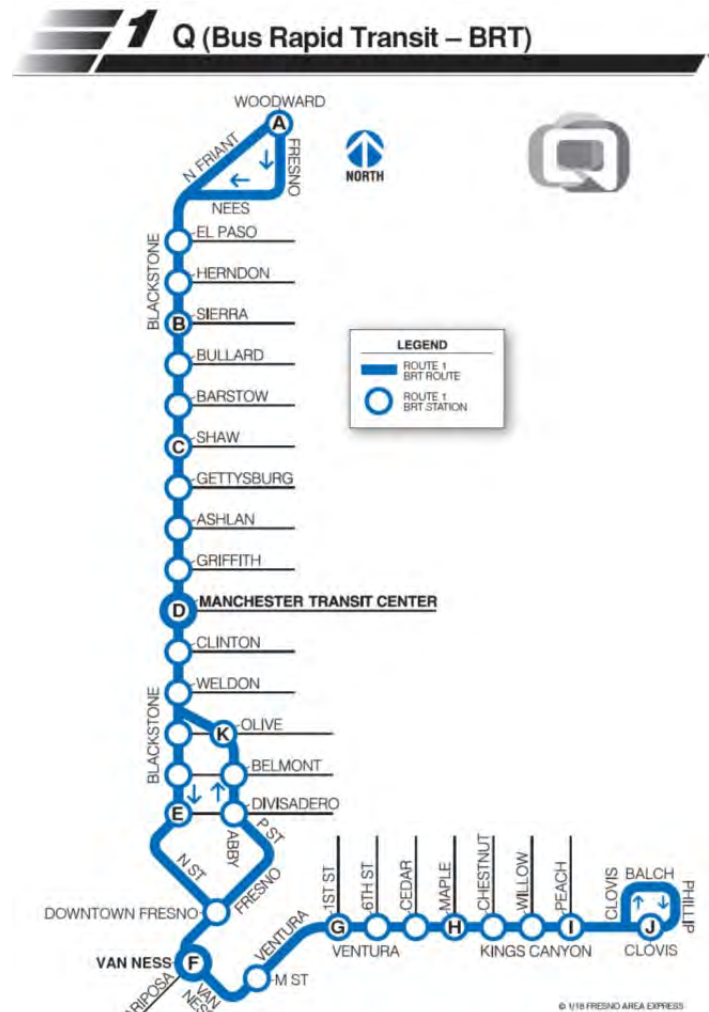
3.2.0 Recent Improvements to Current Services

In order to achieve the goal of maintaining financial stability, FAX must continuously seek improvements in service productivity and cost-effectiveness. Since the majority of FAX’s budget is spent to provide transit service on the street, it is critical that service be regularly monitored to ensure these resources are being utilized to the fullest extent possible. FAX has addressed system productivity by instituting an ongoing program of service evaluation to identify inefficient use of resources and respond with corrective measures. To address cost-effectiveness, FAX has instituted programs to reduce operating costs and help achieve the highest fare box revenue return as possible. The TDA requires FAX to meet a 20% farebox recovery ratio, and in FY18, FAX missed this requirement, achieving only a 15% farebox return.

Bus Rapid Transit: Bus Rapid Transit, the Q began revenue service in February 2018. The Q spans 15.7 miles along Blackstone Avenue into downtown and then east along Ventura/Kings Canyon. The route consists of 18 dedicated buses running at 10-minute frequencies during the peak hours, 24 station pairs, two terminal stations, and one transit station. In its first full year of service, the Q generated over 2 million passenger trips, and increased ridership across the system by almost 10 percent.

Night Service: Night Service was implemented on segments of the 5 busiest routes in the FAX system. The segments are:

1. Route 1; the Q (BRT);
2. Route 9; Shaw Ave from Brawley to Cedar;
3. Route 28; Downtown to Manchester Center;
4. Route 32; North Ave to Downtown; and
5. Route 38; Cedar Ave from Jensen to Shaw.



Night service operates until approximately 1:00 am, Monday through Friday, and includes service to higher education facilities, major retail and entertainment centers, and Chukchansi Park.

Increased Weekend Service: Increased frequencies on weekends were implemented on four routes (Routes 20, 22, 26, and 41). Now, all routes except Routes 33, 35, 41 and 58 operate at 30 minute frequency on Saturday and Sunday until approximately 7 p.m.

FAX 15 on Shaw and Cedar Avenues: As part of the Frequent FAX Network, FAX 15 was initiated on Routes 9 (Shaw) and 38 (Cedar). FAX 15 is 15 minute frequency on Shaw Avenue from Fresno State to Brawley Avenue and on Cedar Avenue from Fresno State to Jensen Avenue. These are the busiest sections of the routes and warranted high frequency service. The FAX 15 operates Monday through Friday from approximately 6:00 a.m. to 6:00 p.m.

Service to Inspiration Park: Inspiration Park is the first handicapped-accessible park of any kind in the Central Valley and hosts the first handicapped-accessible skate park in the nation. Inspiration Park showcases the dedication of the Fresno community to create an all-inclusive park where everyone – regardless of age, mobility, or special needs – is able to come together to enjoy a safe, accessible, and fun environment. Service to Inspiration Park is via Route 12, which is the detached section of the southeast portion of Route 9. Route 9 was split into 2 routes in order to serve Inspiration Park effectively and also to increase reliability of Route 9 (FAX 15) on Shaw Avenue.

3.2.1 Unfunded Transit Needs:

Proposed Transit Projects over Next Five Years, Pending Funding Availability

As referenced in Chapter 4, the situation for capital and operating transit funding in Fresno County is challenging. By necessity, FAX operates a cost-neutral transit system to maintain the services currently in place. However, FAX continually strives to improve the transit network and meet all legislative requirements. In this context, FAX identifies and plans ahead for proposed transit projects to improve the system. The SRTP identifies the implementation of transit projects in the following four categories over the next five years, pending funding availability: (1) Increased Service Frequencies; (2) Additional Coverage; (3) Enhanced Access and Passenger Facilities; and (4) System Performance Enhancements and Infrastructure Investments. This section provides an overview of proposed projects in these categories.

(1) Increased Service Frequencies

In 2014, FAX and the Fresno Council of Governments completed the FCMA Public Transportation Strategic Service Evaluation (SSE), which, included a “Frequent Service Network.” The Frequent Service Network is intended to serve a large share of Fresno’s population (though not necessarily its land area) with a level of service that will improve transit for existing riders and make transit more appealing for potential riders. The

Frequent Service Network establishes a long-term set of priority corridors for implementing more frequent transit service as funding becomes available.

The priority order of these corridor segments is based on current ridership, density, and stakeholder and staff input. The Priority 1 and 2 segments for increased service frequencies, as funding becomes available, are listed below. Priority 3 and 4 segments are described in the SSE, and will be included in future SRTP's.

- Jensen Avenue (Cedar to Downtown Fresno) (Route 38)
- First Street (Route 34)
- Martin Luther King (North Ave. to Downtown) (Route 32)
- Fulton Street/Van Ness (Downtown to Manchester Transit Center) (Route 28)
- Shields Ave (Hughes Ave. to Clovis Ave.) (Route 41)
- Palm Ave (Route 26)
- Chestnut Ave (Route 41)
- Clinton Ave (Route 39)
- Peach Ave (Route 26)
- Olive (Route 35)
- Fresno (Route 32)
- Extend weekend service hours

Additional Coverage; Enhanced Access and Passenger Facilities; and System Performance Enhancements and Infrastructure Investments

In addition to the increased service frequencies described above, FAX anticipates implementing the following projects over the next five years, as funding becomes available. These projects are drawn from the [2018-2042 Regional Transportation Plan](#), the [2050 Long Range Transit Plan](#), and staff refinements, and represent the most realistic near-term projects to be initiated and/or completed within the five-year SRTP planning timeframe (2020-2024).

(2) Additional Coverage

- Add East-West service on Herndon Avenue
- Add East-West service on Ashlan Avenue

- Add service to the relocated Fresno County Department of Social Services complex on Peach between Ashlan and Dakota
- Extend the Kings Canyon BRT line to Fancher Creek
- Evaluate higher-frequency services and potential BRT to the Southwest Fresno Specific Plan area
- Evaluate transit service to areas west of Highway 99 in the West Area Specific Plan
- Test micro-transit in areas with less frequent fixed route transit services
- Evaluate service to North Pointe Industrial Park
- Evaluate feasibility and funding for BRT service on the Cedar Avenue and/or Shaw Avenue transit corridors, serving Fresno State University

(3) Enhanced Access and Passenger Facilities

- Develop a transit center at Fancher Creek
- Enhance on-street transfer locations at intersecting routes across the city
- Invest in enhanced transit station amenities, including ADA compliance, and improved passenger-waiting environments across the city
- Support and participate in the complete streets transformation effort envisioned in the adopted Southern Blackstone Avenue Smart Mobility Strategy
- Establish partnerships with transportation network companies (TNCs) to facilitate access to transit stations
- Explore innovative technologies and Mobility as a Service (MaaS) (rideshare, car-share, bike-share programs linked to transit through on-line apps)
-
- Design a new intermodal transit station in Downtown Fresno at the anticipated Fresno High Speed Rail station
- Evaluate demand and explore funding for a downtown circulator serving Chinatown, the future High Speed Rail Station, the regional medical center
- Market FAX transit services more broadly and proactively

(4) System Performance Enhancements and Infrastructure Investments

- Install Transit Signal Priority (TSP) on corridors with the highest frequencies
- Add Wi-Fi to the BRT, fixed route buses, and select transit stations
- Implement smart card and mobile fare payment systems
- Replace or upgrade the Computer Aided Dispatch/Automatic Vehicle Locator (CAD/AVL) system
- Purchase zero-emission vehicles and related supporting infrastructure
- Conduct feasibility study to add 60' articulated buses to the fixed-route system
- Implement security and safety enhancements for the transit system
- Implement system-wide ADA improvements
- Update City of Fresno development standards to include standard drawings and specifications for transit-related facilities
- Explore dedicated Business Access Transit (BAT) lanes in key locations

3.2.2 Route Evaluation Process

The primary assessment of transit service is accomplished by measuring individual route performance using FAX's route evaluation process, using key transit system performance indicators (listed below), compared against other similar regions. When appropriate, corrective action is taken to modify route alignments, and change the service schedule to ensure that resources are used in the most productive manner.

3.2.3 Key Transit System Performance Indicators

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

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

FAX Peer Review Analysis - For this Peer Review Analysis, an automated peer selection process that identifies comparable transit systems for peer analyses was used. This approach was derived by the Florida Transit Information System (www.ftis.org) and uses a variety of criteria in the selection process. Criteria include: Urban Area Population, Vehicle Miles Operated, Operating Budget, Population Density, Service Area Type, Population Growth Rate, Percent Low Income, and others. The five transit agencies selected were: El Paso, TX; Albuquerque, NM; Tucson, AZ; Bakersfield, CA (GET); and Stockton, CA (RTD). All five agencies are Federal Transit Administration (FTA) Grant Recipients, and therefore, required to provide their system performance data to the National Transit Database (NTD). Furthermore, two are California agencies that must operate under the same California State Transportation Development Act Guidelines.

**Table 3.1: System Comparison – Cost-Effectiveness
National Transit Database FY2017**

	Passengers Per Hour	Passengers Per Mile	Cost Per Hour	Cost Per Passenger	Farebox Recovery	Score	Ranking
Tucson	3	2	1	1	2	1.80	1
FAX	1	1	5	2	1	2.00	2
El Paso	4	4	2	2	4	3.20	3
Albuquerque	2	3	4	3	6	3.60	4
Bakersfield	6	6	2	5	3	4.40	5
Stockton	5	5	6	6	5	5.40	6

As shown in Table 3.1, System Comparison - Cost-effectiveness, FAX places very well among the selected peers in three of the five categories. With an average of 28.23 passengers per hour, 21 percent higher than the peer system average of 23.22. FAX ranked number one in this important productivity indicator.

Figure 3.2: FAX Passengers per Revenue Hour Comparison with Peer Operators

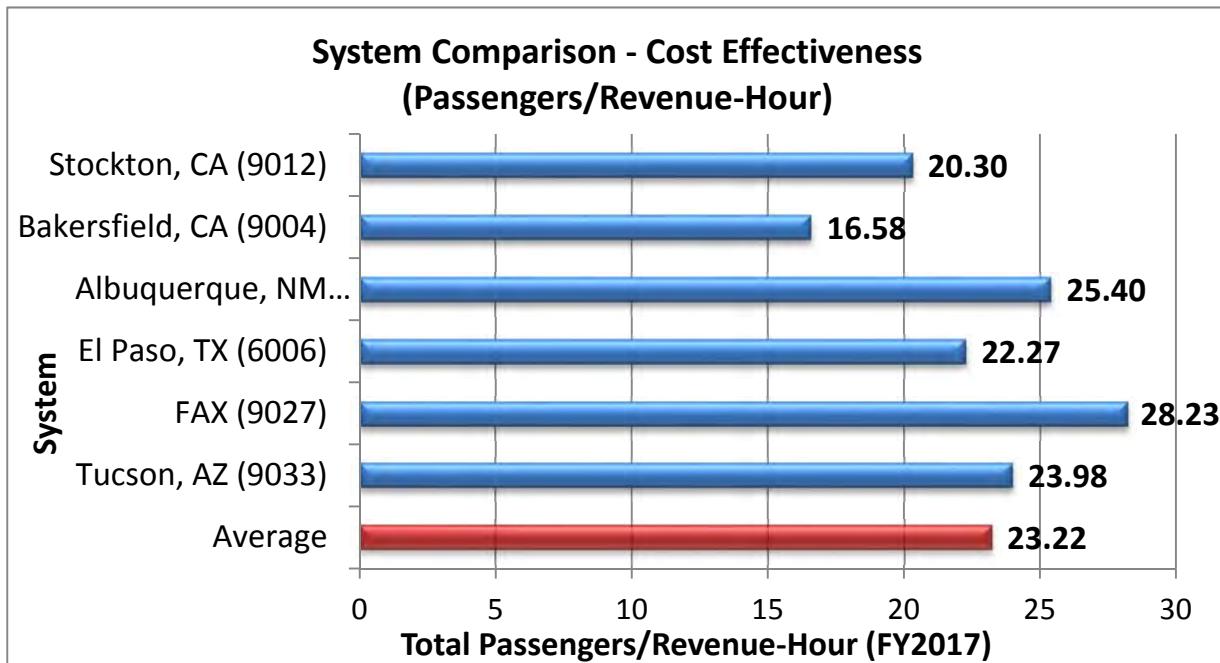
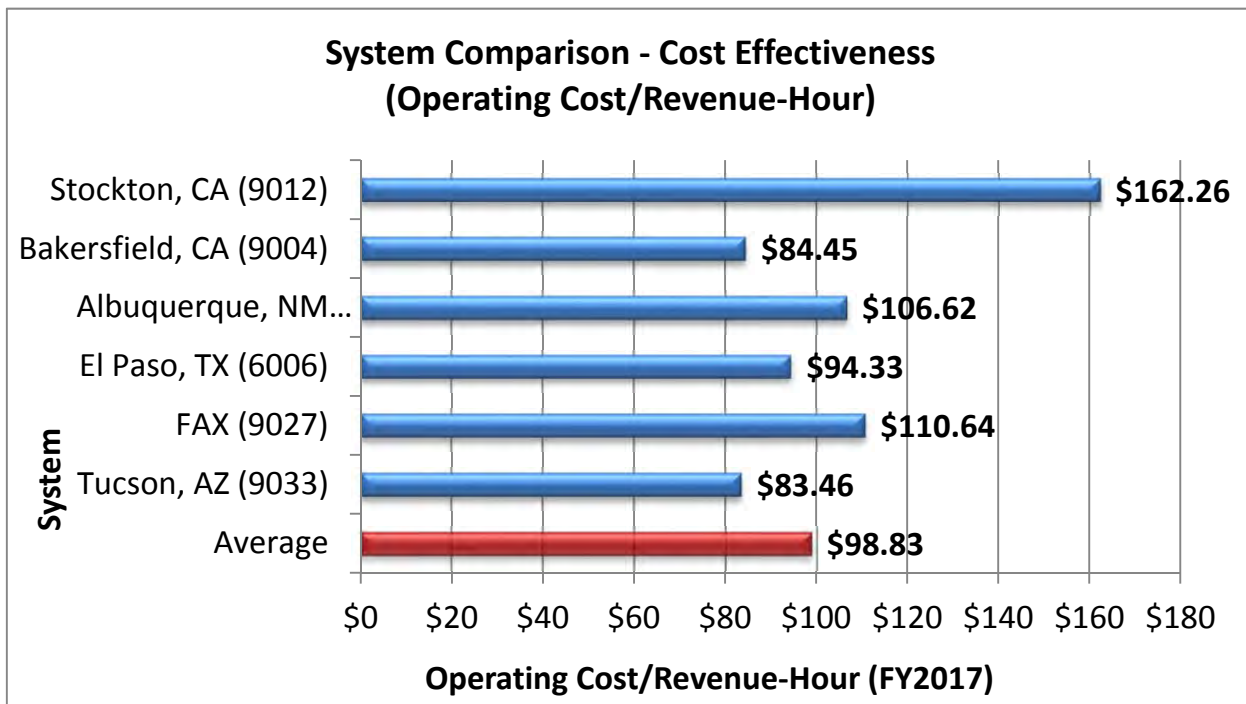


Figure 3.2 above clearly illustrates that FAX is operating an incredibly efficient transit service, carrying 5 more passengers per hour than the average of the peer operators.

Figure 3.3: FAX Operating Cost Per Revenue Hour Comparison with Peer Operators



At just over \$110 per hour, FAX is operating above the peer systems average cost per hour and is operating at below the cost of just one of the five peer systems. FAX's

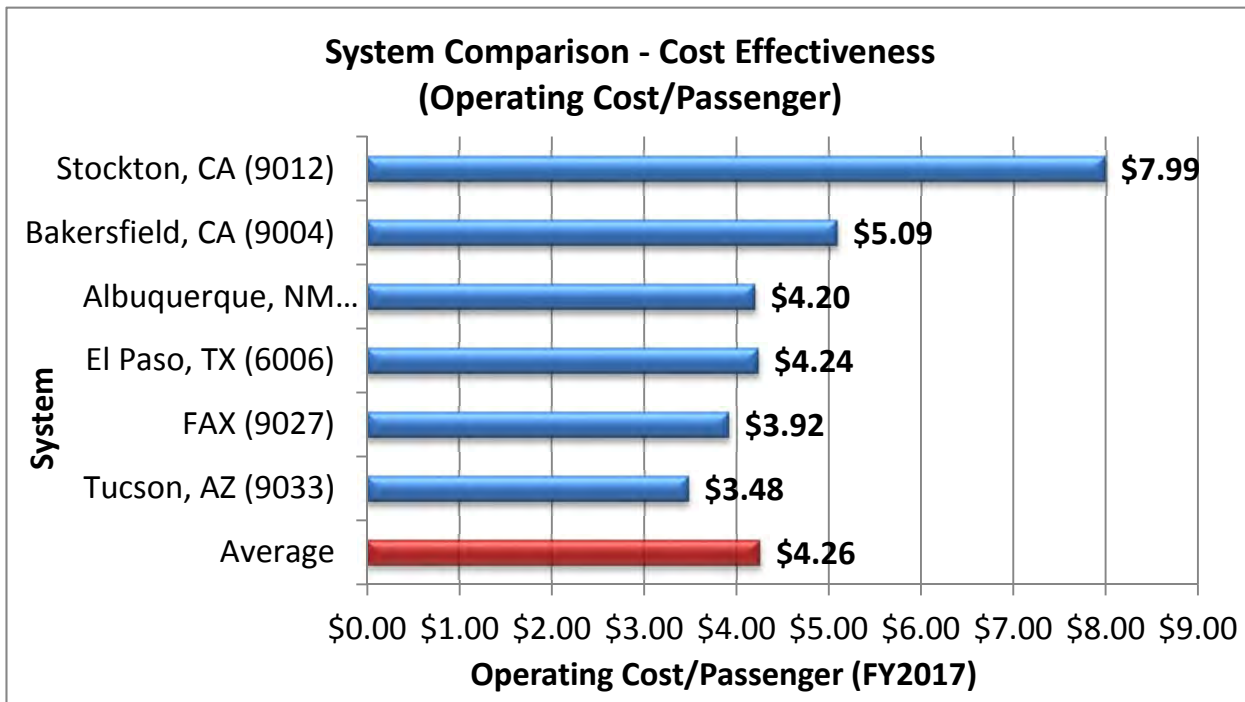
operating expense per hour is \$110.64, or 12 percent higher than the peer system average of \$98.83. FAX ranks fifth in terms of operating expense per hour.

It is important to remember that each of the systems used in this comparative analysis has its own unique set of operating properties that can have significant impacts on various performance measures.

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

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

Figure 3.4: FAX Operating Cost Per Passenger Comparison with Peer Operators

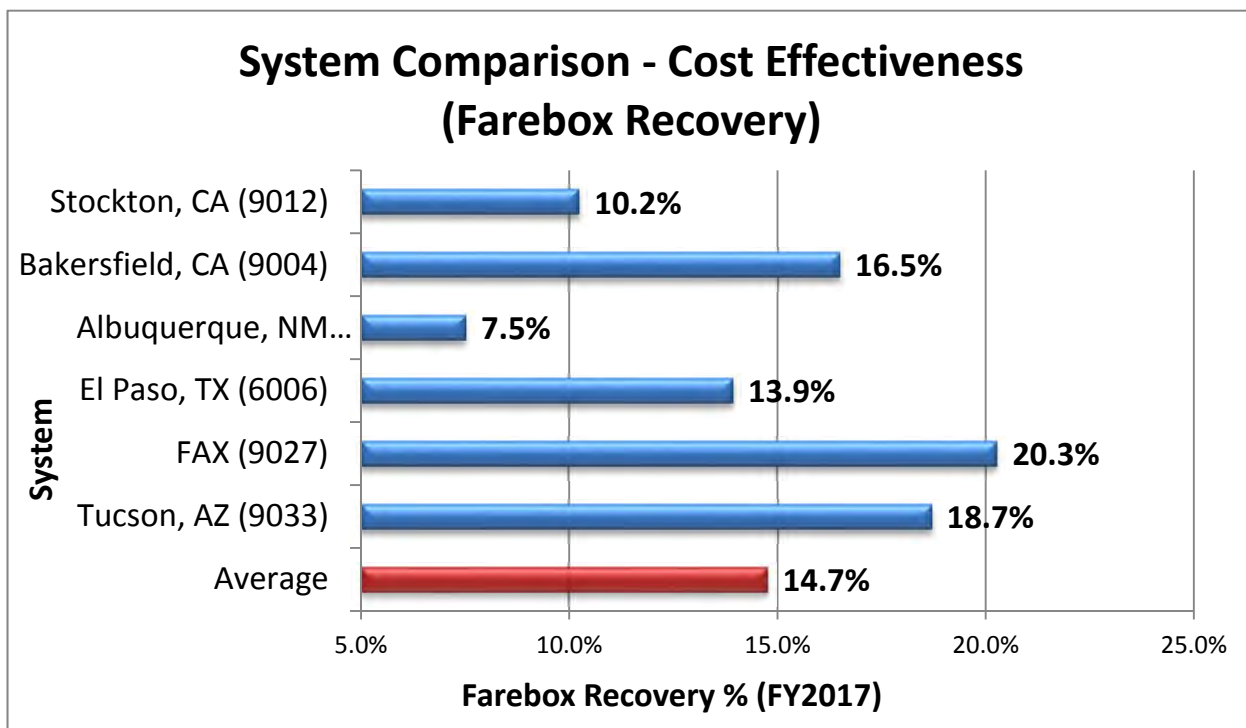


FAX's operating cost per passenger of \$3.92 is lower than the peer operators' average of \$4.26 and is ranks second among the peer operators. FAX operates a very cost efficient transit service.

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

System Minimums Assessment — System Minimums Assessment uses measurements from the system under evaluation to assess minimum levels of efficiency and effectiveness of its component sub systems. The strength of this service evaluation method is that it makes allowances for unique operating practices and environments. FAX Minimum Standards are established both through legislation and local effort. From a legislative perspective, Federal and State regulations require public transit operators to provide and maintain service in some very specific ways. FTA has rules governing the provision of "Charter Service."

Figure 3.5: FAX Farebox Recovery Comparison with Peer Operators



FAX's farebox recovery rate of 20.3% exceeded the system average of 14.7% in FY2017.

The State TDA regulations require FAX to maintain a minimum 20 percent farebox recovery ratio. The TDA also places restrictions on the use of State Transit Assistance (STA) Funds. Regulations require transit agencies to keep cost increases under the State Cost of Living Index (CPI). If cost increases exceed the State CPI, transit agencies are not allowed to use STA Funds for operating expenses. Finally, local and regional concerns

are used to develop minimum productivity standards. For FAX, these standards are developed through a coordinated, comprehensive, continuous process carried out by the Fresno Council of Governments (Fresno COG). The Fresno COG's Regional Transportation Plan (RTP) and Short Range Transit Plan for the Fresno Clovis Urbanized Area (SRTP), set guidelines for service evaluation. Additionally, each year the Fresno COG prepares the Annual Transit Productivity Analysis. This document assesses all public transit operators in Fresno County, and reviews the most recent Triennial Audit recommendations.

In 1981, a Transit Corridor Analysis was completed which evaluated the efficiency and effectiveness of service on a route by route basis. At that time, service measures were developed to assist in evaluating individual route performance in relation to the system wide performance. Those minimum performance measures continue to be the basis of local service evaluation.

At a minimum, an individual route should exceed 60 percent of the system wide average for a number of key indicators. The 60 percent figure is an overall industry standard that assumes a transit system may tolerate some low performing routes if they provide an important component of the system, and especially if the component helps meet the needs of the transit dependent riders.

FAX uses several operational indicators to measure the performance and financial status of the system and individual routes. Individual routes should achieve 60 percent of the system average, except for those indicators which measure cost efficiency. Cost performance measures should not exceed 140 percent of the total system average, with 140 percent representing the system maximum. Table 3.2 shows individual routes and their performance in various categories.

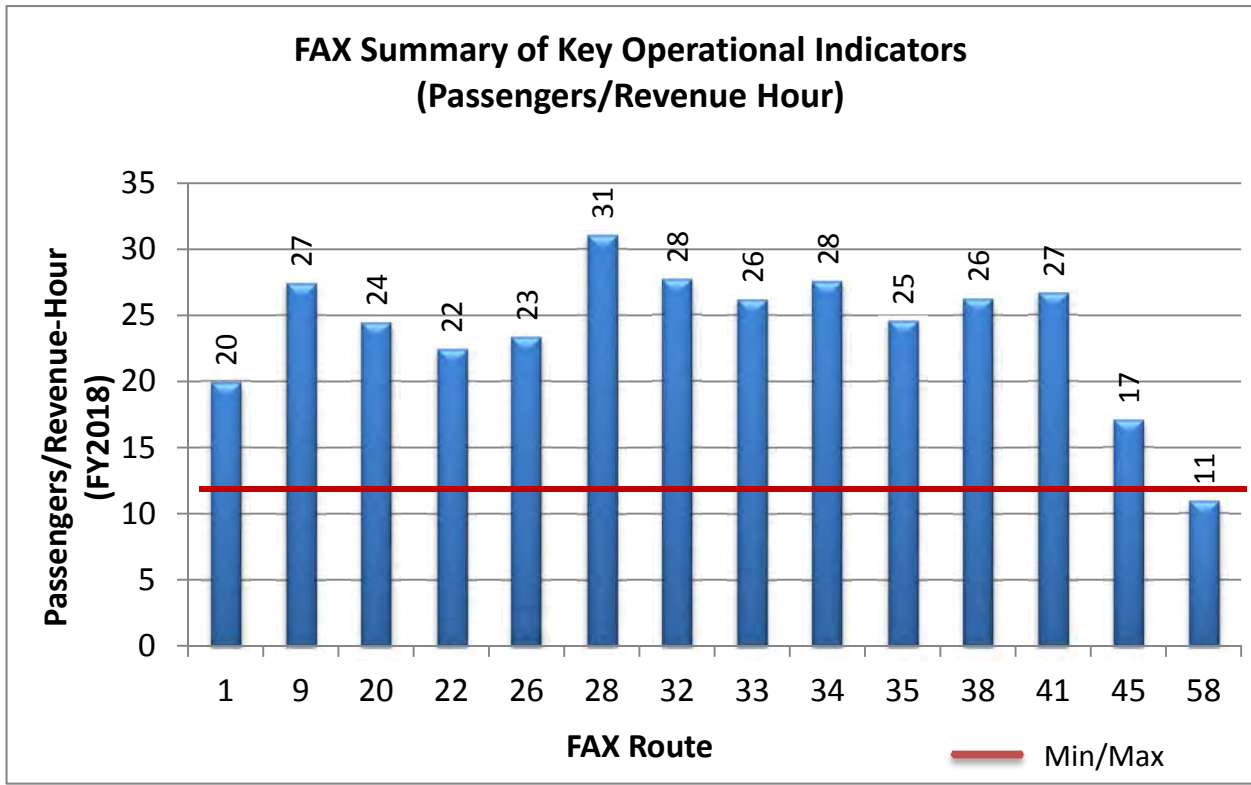
**Table 3.2: FAX Summary of Key Operational Indicators by Route
July 2017 to June 2018**

Route	Passengers	Miles	Hours	Farebox	Cost	Pass/ Hour	Pass/ Mile	Cost/ Hour	Cost/ Pass.	Fare/ Op. Cost
1	1,405,472	766,214	70,467	\$1,088,225	\$7,355,654	19.95	1.83	\$104.38	\$5.23	14.8%
9	1,014,297	419,539	36,949	\$570,605	\$4,027,574	27.45	2.42	\$109.00	\$3.97	14.2%
20	369,882	187,133	15,124	\$233,561	\$1,796,477	24.46	1.98	\$118.78	\$4.86	13.0%
22	547,561	298,718	24,361	\$376,208	\$2,867,693	22.48	1.83	\$117.72	\$5.24	13.1%
26	977,887	507,234	41,848	\$646,261	\$4,869,446	23.37	1.93	\$116.36	\$4.98	13.3%
28	1,175,545	414,689	37,800	\$583,747	\$3,981,014	31.10	2.83	\$105.32	\$3.39	14.7%
32	709,192	270,326	25,575	\$394,956	\$2,595,130	27.73	2.62	\$101.47	\$3.66	15.2%
33	210,114	98,218	8,012	\$123,730	\$942,893	26.22	2.14	\$117.69	\$4.49	13.1%
34	923,156	357,384	33,433	\$516,307	\$3,430,886	27.61	2.58	\$102.62	\$3.72	15.0%
35	339,703	167,843	13,813	\$213,315	\$1,611,293	24.59	2.02	\$116.65	\$4.74	13.2%
38	1,099,797	553,237	41,848	\$646,261	\$5,311,075	26.28	1.99	\$126.91	\$4.83	12.2%
41	708,354	330,648	26,519	\$409,534	\$3,174,221	26.71	2.14	\$119.70	\$4.48	12.9%
45	226,786	186,835	13,264	\$204,837	\$1,793,616	17.10	1.21	\$135.22	\$7.91	11.4%
58	43,053	65,650	3,926	\$60,629	\$630,240	10.97	0.66	\$160.53	\$14.64	9.6%
	9,750,799	4,623,668	392,939	\$6,068,176	\$44,387,213	24.82	2.11	\$112.96	\$4.55	13.7%
				<i>Min/Max</i>		14.89	1.27	\$158.15	\$6.37	8.2%
System Wide Totals						System Wide Ratios				

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

It is important to note that Route 58 is subsidized by an outside agency. Route 58 provides service to Valley Children’s Hospital (VCH), and receives incremental funding from VCH. Incremental costs are the direct costs associated with the service (such as fuel, tires, and driver wages). Incremental costs do not include overhead costs (such as, FAX Administration costs or facility costs). Revenues received from the farebox on these routes are earned in addition to incremental costs.

Figure 3.6: FAX Passengers per Revenue Hour by Route in FY2018



As Figure 3.6 illustrates, FAX Route 58 was the only one operating below the minimum standard of 14.89 passengers per hour, which is 60% of the system average.

Figure 3.7: FAX Operating Cost per Revenue Hour by Route

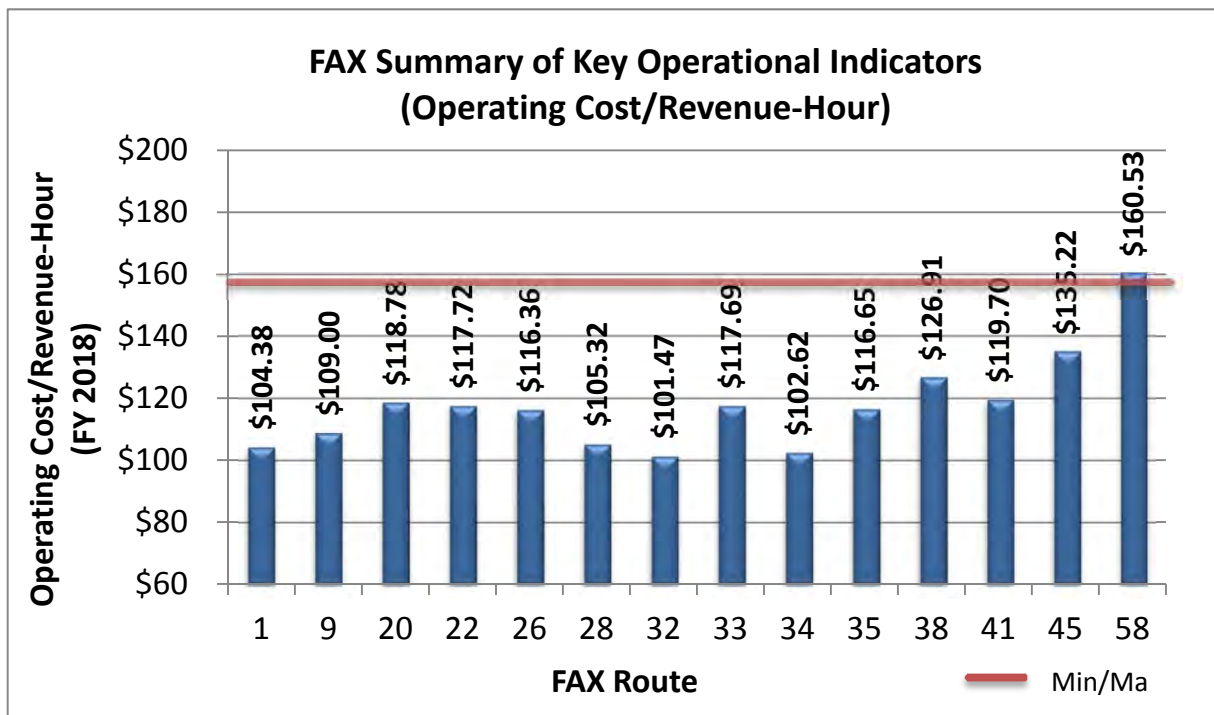


Figure 3.7 illustrates that currently all FAX routes are operating at below the cost per hour system maximum of \$158.15 except route 58 which is operating at \$160.53 per hour (1.51%).

Figure 3.8: FAX Operating Cost per Passenger by Route

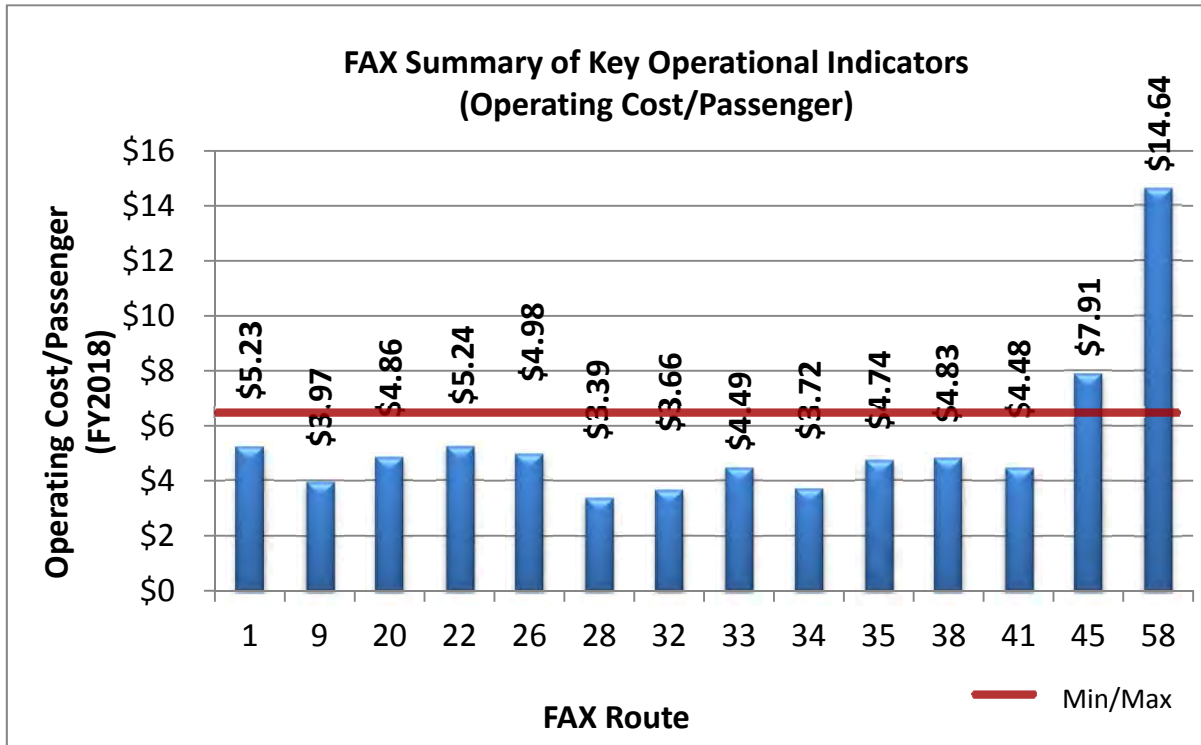


Figure 3.8 illustrates that route 58 had the highest operating cost per passenger in FY2018.

Figure 3.9: FAX Farebox Recovery by Route

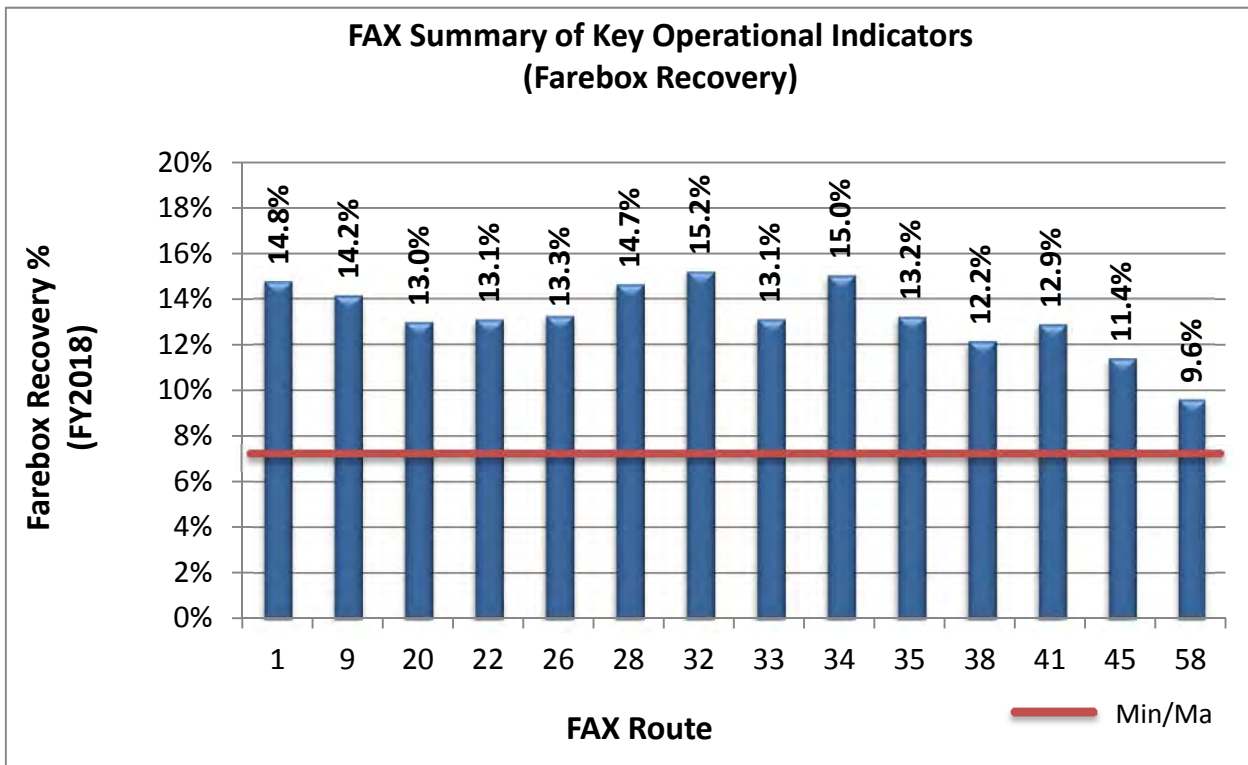


Figure 3.9 above illustrates the best farebox recovery is on routes 32 and 34..

FAX Route Ranking – Table 3.3 below shows how each route compares with other routes in the system. Using five key indicators including, Percent of Farebox Recovery, Passenger Trips per Revenue Hour, Passengers per Mile, Operating Cost per Hour and Operating Cost per Passenger. The five key indicator scores for each route were then averaged to develop an overall route ranking score. As expected, the overall ranking places the routes which exceeded system minimum and maximum standards at the bottom of the list.

**Table 3.3: FAX Route Ranking
July 2017 - June 2018**

Route	Passengers/ Hour	Passengers/ Mile	Cost/ Hour	Cost/ Passenger	Farebox Recovery	Score	Overall Ranking
38	6	1	3	9	2	4.2	1
1	12	5	6	1	3	5.4	2
34	3	9	2	4	9	5.4	3
32	2	4	9	3	10	5.6	4
41	5	10	7	2	5	5.8	5
20	9	3	10	7	1	6.0	6
33	7	2	5	10	7	6.2	7
28	1	11	12	5	6	7.0	8
22	11	8	8	6	4	7.4	9
26	10	7	1	11	12	8.2	10
35	8	6	4	12	11	8.2	11
9	4	12	11	8	8	8.6	12
45	13	13	13	13	13	13.0	13
58	14	14	14	14	14	14.0	14

Route 58 operated on schedules limited by contract with an outside agency.

Weekend Service Indicators - Table 3.4 (Fresno Area Express Saturday Service), and Table 3.5 (Fresno Area Express Sunday Service Indicators) utilize a similar methodology to assess weekend route performance. As indicated by the **bold type**, two routes show indicators outside of acceptable standards (Routes 45 and 58). System-wide, FAX's weekend service provides 17.84 passengers per revenue hour on Saturday, and 17.51 passengers per revenue hour on Sunday. The minimum acceptable would be 60 percent of those measures, or 10.7 passengers per revenue hour for Saturday and 10.5 passengers per revenue hour for Sunday.

Passengers per mile averaged 1.46 on Saturday, and 1.43 on Sunday, therefore, the minimum productivity standards is 0.87 and 0.86 respectively. Cost per passenger average on Saturday was \$6.60 and on Sunday \$6.73. Using the 140 percent standard, the Saturday maximum would be \$9.24 and the Sunday maximum would be \$9.43. The

farebox recovery ratio for Saturdays averaged 9.4 percent, while on Sundays the average farebox recovery ratio was 9.2 percent. As with the passengers per hour measure, we evaluate individual routes based on a minimum of 60 percent of the system average, or 5.6 percent for Saturdays and 5.5 percent for Sundays. As noted earlier, Route 58 receives funding support from Children’s Hospital.

**Table 3.4: FAX Saturday Service Indicators
July 2017 to June 2018**

Route	Revenue	Revenue Miles	Revenue Hours	Total Passengers	Operating Cost	Pass/ Hour	Pass/ Mile	Cost/ Hour	Cost/ Pass	Farebox Recovery
1	\$74,862	86,936	7,883	120,745	\$834,586	15.32	1.39	\$105.87	\$6.91	9.0%
9	\$51,044	42,553	3,304	82,329	\$408,509	24.92	1.93	\$123.64	\$4.96	12.5%
20	\$15,933	26,372	2,121	25,698	\$253,171	12.12	1.97	\$119.36	\$9.85	6.3%
22	\$32,954	42,951	3,532	53,151	\$412,330	15.05	1.24	\$116.74	\$7.76	8.0%
26	\$46,043	72,053	5,484	74,263	\$691,709	13.54	1.03	\$126.13	\$9.31	6.7%
28	\$53,079	41,843	3,622	85,611	\$401,693	23.64	2.05	\$110.90	\$4.69	13.2%
32	\$39,178	37,812	3,537	63,190	\$362,995	17.87	1.67	\$102.63	\$5.74	10.8%
33	\$9,872	8,402	685	15,922	\$80,659	23.24	1.90	\$117.75	\$5.07	12.2%
34	\$49,421	39,841	3,577	79,711	\$382,474	22.28	2.00	\$106.93	\$4.80	12.9%
35	\$18,464	17,285	1,430	29,780	\$165,936	20.83	1.72	\$116.04	\$5.57	11.1%
38	\$53,921	54,533	4,023	86,969	\$523,517	21.62	1.59	\$130.13	\$6.02	10.3%
41	\$37,146	47,067	3,419	59,913	\$451,843	17.52	1.27	\$132.16	\$7.54	8.2%
45	\$9,015	20,103	1,418	14,540	\$192,989	10.25	0.72	\$136.10	\$13.27	4.7%
*58	\$1,023	7,586	445	1,650	\$72,826	3.71	0.22	\$163.65	\$44.14	1.4%
Totals	\$491,953	545,337	44,480	793,472	\$5,235,235	17.84	1.46	\$117.70	\$6.60	9.4%
					Min/Max	10.70	0.87	\$164.78	\$9.24	5.6%

* Note: Route 58 is subsidized by Valley Children’s Hospital.

**Table 3.5: FAX Sunday Service Indicators
July 2017 to June 2018**

	Total Passengers	Revenue	Revenue Miles	Revenue Hours	Operating Cost	Pass/ Hour	Pass/ Mile	Cost/ Hour	Cost/ Pass	Farebox Recovery
Route										
1	93,400	\$57,908	75,344	6,832	\$723,302	13.67	1.24	\$105.87	\$7.74	8.0%
9	62,228	\$38,581	36,879	2,844	\$354,038	21.88	1.69	\$124.49	\$5.69	10.9%
20	22,944	\$14,225	22,856	1,838	\$219,418	12.48	1.00	\$119.38	\$9.56	6.5%
22	46,890	\$29,072	37,224	3,058	\$357,350	15.33	1.26	\$116.86	\$7.62	8.1%
26	68,362	\$42,384	62,446	4,753	\$599,482	14.38	1.09	\$126.13	\$8.77	7.1%
28	71,097	\$44,080	36,264	3,139	\$348,134	22.65	1.96	\$110.91	\$4.90	12.7%
32	56,812	\$35,223	32,770	3,067	\$314,592	18.52	1.73	\$102.57	\$5.54	11.2%
33	14,378	\$8,914	36,264	593	\$69,907	24.25	1.97	\$117.89	\$4.86	12.8%
34	72,141	\$44,727	7,282	3,100	\$331,478	23.27	2.09	\$106.93	\$4.59	13.5%
35	25,165	\$15,602	34,529	1,239	\$143,808	20.31	1.68	\$116.07	\$5.71	10.8%
38	77,047	\$47,769	14,980	3,443	\$453,715	22.38	1.63	\$131.78	\$5.89	10.5%
41	50,506	\$31,314	40,791	2,963	\$391,594	17.05	1.24	\$132.16	\$7.75	8.0%
45	12,260	\$7,601	17,423	1,229	\$167,261	9.98	0.70	\$136.10	\$13.64	4.5%
*58	473	\$293	6,574	386	\$63,110	1.23	0.07	\$163.50	\$133.43	0.5%
Totals	673,703	\$417,696	472,624	38,484	\$4,537,190	17.51	1.43	\$117.90	\$6.73	9.2%
					<i>Min/Max</i>	10.50	0.86	\$165.06	\$9.43	5.5%
* Note Route 58 is subsidized by Valley Children's Hospital.										

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

**Table 3.6: FAX Saturday Service Ranking
July 2017 - June 2018**

Route	Passengers/ Hour	Passengers/ Mile	Cost/ Hour	Cost/ Passenger	Farebox Recovery	Score	Rank
28	2	1	4	1	1	1.8	1
34	4	2	3	2	2	2.6	2
9	1	3	9	3	3	3.8	3
33	3	4	7	4	4	4.4	4
32	7	6	1	6	6	5.2	5
35	6	5	5	5	5	5.2	5
1	9	8	2	8	8	7.0	7
38	5	7	11	7	7	7.4	8
22	10	10	6	10	10	9.2	9
41	8	9	12	9	9	9.4	10
26	11	11	10	11	11	10.8	11
20	12	12	8	12	12	11.2	12
45	13	13	13	13	13	13	13
58	14	14	14	14	14	14	14

* Note Route 58 is subsidized by Valley Children's Hospital.

**Table 3.7: FAX Sunday Service Ranking
July 2017 - June 2018**

Route	Passengers/ Hour	Passengers/ Mile	Cost/ Hour	Cost/ Passenger	Farebox Recovery	Score	Rank
34	2	2	3	1	1	1.8	1
33	1	1	7	2	2	2.6	2
28	3	3	4	3	3	3.2	3
32	7	7	1	4	4	4.6	4
9	5	5	9	5	5	5.8	5
35	6	6	5	6	6	5.8	5
38	4	4	11	7	7	6.6	7
22	9	9	6	8	8	8.0	8
1	11	11	2	9	8	8.2	9
41	8	8	12	10	10	9.6	10
26	10	10	10	11	11	10.4	11
20	12	12	8	12	12	11.2	12
45	13	13	13	13	13	13.0	13
58	14	14	14	14	14	14.4	14

* Note Route 58 is subsidized by Valley Children's Hospital.

Night Service - Table 3.8 below includes productivity data for FAX night service. Night service is defined as all weekday service after 6:00 p.m. As with day-to-day service evaluations, individual routes are evaluated using system productivity standards. A minimum of 60 percent for passenger performance measures, and system maximum of 140 percent for system cost measures is applied to the system averages for service after 6:00 p.m. Again, routes not performing as required are shown in boldface type. In the case of FAX night service, routes 20, 22, 33, and 45 are all performing outside of productivity guidelines in one or more indicators.

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

**Table 3.8: FAX Night Service
July 2017 - June 2018**

Routes	Passengers	Miles	Hours	Revenue	Operating Cost	Pass/ Hour	Pass/ Mile	Cost/ Pass	Farebox Recovery
1	265,220	157,979	12,640	\$102,436	\$1,516,598	13.07	1.05	\$9.18	6.8%
9	105,731	71,713	5,878	\$65,553	\$688,445	17.99	1.47	\$6.51	9.5%
20	34,306	25,338	2,071	\$21,270	\$243,245	16.56	1.35	\$7.09	8.7%
22	39,186	32,954	2,580	\$24,295	\$316,358	15.19	1.19	\$8.07	7.7%
26	69,770	63,799	4,900	\$43,257	\$612,470	14.24	1.09	\$8.78	7.1%
28	117,960	80,794	6,985	\$73,135	\$775,622	16.89	1.46	\$6.58	9.4%
32	59,409	44,937	4,131	\$36,834	\$431,395	14.38	1.32	\$7.26	8.5%
33	14,144	9,172	713	\$8,769	\$88,051	19.84	1.54	\$6.23	10.0%
34	958	43,041	3,773	\$40,274	\$413,194	17.22	1.51	\$6.36	9.7%
35	35,844	27,108	2,111	\$22,223	\$260,237	16.98	1.32	\$7.26	8.5%
38	102,009	64,954	4,440	\$63,246	\$623,558	22.98	1.57	\$6.11	10.1%
41	54,794	39,726	2,839	\$33,972	\$381,370	19.30	1.38	\$6.96	8.9%
45	19,165	26,380	1,802	\$11,882	\$253,248	10.64	0.73	\$13.21	4.7%
Totals	882,496	687,895	54,863	\$547,148	\$6,603,792	16.09	1.28	\$7.48	8.3%
					<i>Min/Max</i>	9.65	0.77	\$10.48	5.0%

In FY 2018, FAX extended night service on routes 1, 9, 28, 32 and 38. These routes operate till approximately 1:00am Monday through Friday.

Findings - For this SRTP, an automated peer selection process that identifies comparable transit systems for peer analyses was used. This approach was derived by the Florida Transit Information System (www.ftis.org) and uses a variety of criteria in the selection process. Criteria include: Urban Area Population, Vehicle Miles Operated, Operating Budget, Population Density, Service Area Type, Population Growth Rate, Percent Low Income, and others. The five transit agencies selected were: El Paso, TX; Albuquerque, NM; Tucson, AZ; Bakersfield, CA ; and Stockton, CA . All five agencies are Federal Transit Administration (FTA) Grant Recipients, and therefore, required to provide their system performance data to the National Transit Database (NTD). Furthermore, two are California agencies that must operate under the same California State Transportation Development Act Guidelines.

FAX placed well in the peer review process, with the highest passenger per hour and passengers per mile overall. Further, FAX placed first in farebox recovery. In an overall ranking with the peer systems, FAX scored first in three out five categories, placed second in cost per passenger, and fifth in cost per hour.

In the systems minimum/maximum standard assessment, only one route was shown to fall outside of accepted standards. Route 58 is subsidized through a contract with Valley Children's Hospital which pays the incremental cost of operation, and as such, provides service to the citizens of Fresno at no extra cost.

Conclusions - The bottom line of Table 3.3 shows the total gross indicators, and the system wide performance measure. Starting with the first minimum indicator, Passengers per Service Hour, 60 percent of 24.82 is 14.89. Indicators that do not meet the system standard are shown in boldface type. Moving to Cost per Service Hour, the system wide average is \$112.96 and 140 percent of that is \$15.15. Route indicators which exceed this maximum are shown in boldface type.

The Third indicator is Cost per Passenger. The FAX system wide average is \$4.55, and 140 percent of that is \$6.37. As with the other indicators, those that exceed the maximum have been boldfaced. The final indicator is a farebox recovery ratio. The FAX system wide average is 13.7 percent and 60 percent of that is 8.2 percent. Again, those indicators that do not achieve the minimum are shown in boldface type.

At this point in the analysis, it is important to note the route marked with an asterisk: Route 58 is a route that is subsidized by an outside agency. Route 58 is the weekday service to Valley Children's Hospital (VCH), and receives incremental funding from VCH. Incremental costs are the direct costs associated with the service (such as fuel, tires and driver wages). Incremental costs do not include overhead costs (such as FAX Administration costs, or facility costs). Revenues received from the farebox on these routes are earned in addition to incremental costs.

Passenger Surveys:

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

FAX utilizes detailed on board surveys. These surveys are used to collect information that is required by Federal and State agencies including passenger demographics, origin/destination information, and travel habits. This data also provides FAX with insights into the concerns of our passengers.

FAX Rider Origin, Destination and Needs Assessment - In conjunction with the Fresno Council of Governments (Fresno COG), FAX has hired various firms to conduct Customer Satisfaction Surveys since 1994. The purpose of the surveys is to identify areas which need improvement. Based on the survey findings, FAX has developed training programs and procedures to improve customer satisfaction in specifically identified areas. The surveys include a telephone survey and on-board surveys. The most recent survey, completed in 2018, consisted of 1,803 completed survey forms with a margin of error of +/-2.3%. The primary purpose of the surveys was to assess the extent to which FAX customers are satisfied with the service they receive. Results of the previous surveys are identified on Table 3.10 further below. Specific areas of inquiry included the following:

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

Using a traditional academic grading system, FAX riders gave FAX an 'A' for the following attributes; Bus Drivers Helpfulness, Driving Skills, Safety Awareness, and Courtesy; Value

for the Price Paid; Closeness of Bus Stops to Home and Destination; and Overall Comfort of Bus Rides. FAX received a 'B' for Safety on Board the Buses, Availability of Route/Schedule Information and Hours of Operation – Weekdays, On Time Performance, Service Frequency, , Time to Complete Trip, and Cleanliness Inside Buses. The overall service provided by FAX received an A-. Table 3.9 is the complete FAX report card including a description of the methodology used to develop the grading system.

**Table 3.9: FAX Passenger Survey Report Card
Rea and Parker Research - February 2018**

Service Attribute	Mean Rating	Report Card
Bus drivers' safety awareness	1.82	A-
Bus drivers' driving skills	1.84	A-
Bus drivers' helpfulness	1.90	A-
Value provided by FAX for the price paid	1.95	A-
Proximity of bus stops to destination	1.97	A-
Bus drivers' courtesy	1.98	A-
Proximity of bus stops to home	1.99	A-
The overall comfort of the bus rides	1.99	A-
Safety on-board buses	2.04	B+
Availability of route/schedule info	2.07	B+
Bus hours of operation on weekdays	2.13	B+
Safety at bus stops/stations	2.24	B+
Time to complete trip	2.27	B+
Frequency of buses	2.29	B+
On-time performance	2.33	B+
Cleanliness inside buses	2.37	B
Cleanliness of bus stops/stations	2.45	B
Bus hours of operation on weekends	2.64	B
Overall service provided by FAX	1.89	A-

Table 3.10 Historical Survey Results

Research Firm	R & P 2018 *	R & P 2014 *	AIS 2011 *	AIS 2009*	AIS 2007*
Trip Purpose					
Work	26.0%	31.0%	42.0%	47.0%	41.0%
School	28.0%	32.0%	38.0%	40.0%	40.0%
Shopping	11.0%	11.0%	25.0%	31.0%	26.0%
Medical	8.0%	7.0%	17.0%	18.0%	11.0%
Recreation	6.0%	3.0%	21.0%	24.0%	16.0%
Personal Business	17.0%	14.0%	39.0%	38.0%	26.0%
Other	4.0%	2.0%	2.0%	N/A	6.0%
Transit Dependent	77%	79%	77%	82%	83%
Total Annual Household Income Less Than \$20K	76%	82%	71%	70%	55%
Employed Full or Part-time	50%	46%	41%	41%	43%
Student	24%	21%	28%	30%	27%

* Respondents were allowed to select multiple answers for trip purpose.

2018 Rea and Parker Key Survey Findings

Fresno Area Express (FAX) has elected to conduct a statistically reliable customer opinion and satisfaction survey among customers of the system. The purpose of the survey is to provide current information and opinions concerning customer satisfaction and travel behavior regarding the FAX system and to compare the results of this 2018 study with the results from prior studies, in particular the more recent 2011 and 2014 FAX customer satisfaction studies.

The survey was conducted through intercept and on-board interviews of 1,803 FAX passengers, which yields a margin of error of +/-2.3 percent at the 95 percent level of confidence.

Rider Demographics

- Just over one-half of respondents (52 percent) are female and English is the primary language spoken in the home for over 9 in 10 (91percent) of respondents.

- The average household size is 3.5 persons with over two fifths (41 percent) reporting either a 1-person household (23 percent) or a two-person household (18 percent).
- Respondents are primarily Hispanic/Latino (47 percent), African-American/Black (22 percent) and White (18 percent).
- Well over one half of respondents (54 percent) earn an annual household income of less than \$10,000 and another 22 percent earn between \$10,000 and \$19,999 on an annual basis. The median respondent annual household income is \$9,300.
- Nearly one-half of respondents (48 percent) are between 18 and 34 years of age with another 27 percent recorded as between 35 to 54 years of age. Over 7 in 10 (71 percent) have a high school education or less while 17 percent have a college degree or more education.
- Nearly two-fifths (37 percent) of these respondents are either employed full-time (20 percent) or employed part-time (17 percent) and another 24 percent are students (8 percent employed and 16 percent not employed). Among non-student respondents, 14 percent are unemployed.
- The major residential zip codes of the respondents are as follows: 93706 (12 percent) with 93726, 93702, and 92727 (10 percent each).

Customer Travel Characteristics

- Nearly 8 in 10 (79 percent) of respondent customers who received their survey form on a particular route identified that route as one of their regular routes. The remaining 21 percent identified another bus route as a regular route.
- The dominant typical trip purposes of FAX respondent customers are work/business (26 percent), college (19 percent), and errands/personal (17 percent). Similar patterns are found in previous survey results.
- Nearly two fifths (39 percent) of respondent FAX customers made fewer than 5 trips per week. In 2014 and 2011, 34 percent and 25 percent, respectively, made fewer than 5 trips per week.
- More than three-fourths (77 percent) of respondent customers do not have access to a car or other vehicle. This is consistent with the results of previous survey periods.
- Among the 23 percent who do have access to a vehicle, over one-third (35 percent) use FAX instead of their vehicle because they wish to save gasoline noting that the bus is less expensive than using their vehicle. Similar results are found in previous survey periods.
- One half of respondents (50 percent) pay their bus fare with cash or at the vending machine; 19 percent use 31-day passes, and another 14 percent use a school card to pay their bus fare. Cash customers have decreased since 2014 when 64 percent paid their fare using cash.
- Nearly 8 in 10 bus customers (78 percent) are willing to use an electronic fare payment system if such a system becomes available.

Customer Satisfaction with FAX Bus Service

- Customers express substantial overall satisfaction with the FAX bus system. Nearly four fifths (79 percent) are either very satisfied (42 percent) or satisfied (37 percent). Another 15 percent are slightly satisfied. On a scale of 1 to 6, where 1 = very satisfied and 6 = very dissatisfied, the mean satisfaction rating is 1.9. This represents a notable increase in satisfaction from the 2014 survey period where the mean rating was 2.3. The 2018 satisfaction rating also exceeds the ratings from 2011 where mean satisfaction ratings were 2.1.
- The highest overall satisfaction with the FAX bus system is accorded to bus routes 41 (1.79), 1 and 20 (1.80 each), and 45 (1.82).
- Customers provide the highest mean ratings for drivers' characteristics including drivers' driving skills and drivers' safety awareness (mean of 1.8 each), drivers' helpfulness (mean of 1.9), and drivers' courtesy (mean of 2.0). These satisfaction means represent a distinct increase over the 2014 survey ratings.
- With regard to time considerations, respondents are most satisfied with the hours of operation on weekdays (mean of 2.1) and also satisfied with time to complete trip, on time performance, and frequency of buses (each with a mean of 2.3). Customers are less satisfied with the hours of operation on weekends (mean of 2.6). It is noteworthy that these five categories of time characteristics show strong improvement in satisfaction levels over the previous two survey periods.
- Regarding bus features that revolve around the proximity of bus stops and safety considerations, customers are comfortably satisfied with closeness of bus stops to home, closeness of bus stops to destination, safety on-board buses (each with a mean satisfaction rating of 2.0). Customers also express a reasonable level of satisfaction with safety at bus stops/stations (mean of 2.2). Again, it is clear that each of these characteristics regarding safety and proximity of bus stops depicts distinct improvement in customer satisfaction over the 2014 survey results.
- With regard to cleanliness, customers are somewhat satisfied with the cleanliness inside the buses (mean rating of 2.4) and with the cleanliness of bus stops/stations (mean rating of 2.5). Customers report very good levels of satisfaction with value for price paid, overall comfort of bus riders (each with a mean satisfaction rating of 2.0) and the availability of route/schedule information (mean rating of 2.1). The current ratings for these characteristics represent a distinct improvement in satisfaction from the 2014 survey period.
- Customers identify on-time performance as the most important weighted bus feature (35 percent) followed by frequency of buses (18 percent). Customers accord the next level of weighted importance to time to complete trip (13 percent) followed by safety on-board buses (10 percent) and hours of operation – weekends (9 percent). These same bus service features were accorded similar levels of weighted importance in the 2014 survey.
- Based upon a satisfaction/importance quadrant analysis, the following bus features are the core characteristics that lead to the overall rating of the FAX bus service as very satisfactory: drivers' courtesy, safety on-board buses, and drivers' driving skills. On-time performance, frequency of buses, time to complete trip, and hours of operation on weekends are potential characteristics for improvement. The core characteristics as well as the features that would aid overall satisfaction were they to be improved are identical to those identified in the 2014 survey.

- The “report card” that was developed for prior surveys shows that FAX has been a consistent success with high customer satisfaction. In fact, the level of satisfaction has markedly improved since the previous two survey periods.

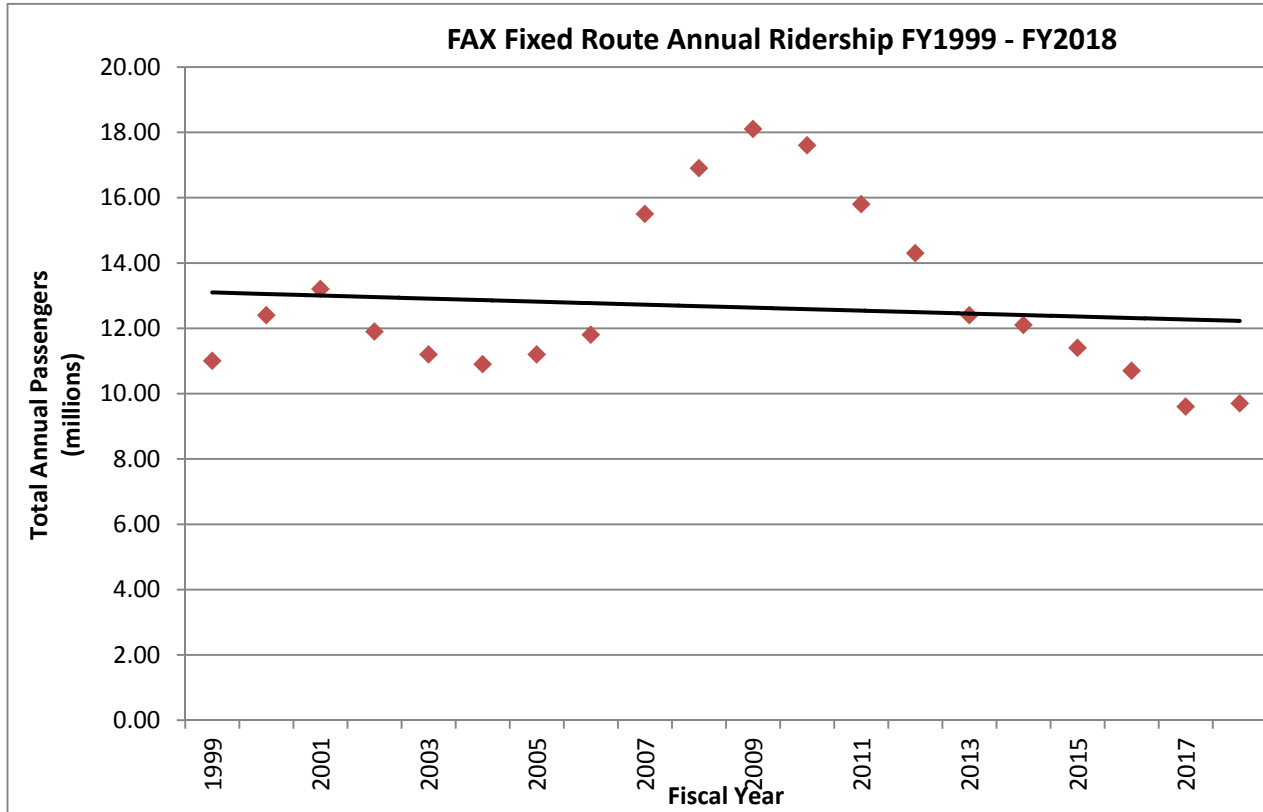
Customer Preferences for Receiving FAX Communications

- About one third (33 percent) of customer responses indicate a preference for pamphlets and printed materials in their effort to obtain information about routes, schedules, and fares. Another 40 percent orient to posters on board the bus. This general preference for traditional, non-electronic materials represents a substantial decline from the preferences for such material in 2014.
- In 2018, customer responses show a growing preference to receive information electronically (31 percent each for FAX website and for mobile phones, 27 percent for the FAX app, 16 percent for social media, and 15 percent for e-mail. This represents an enormous change in preference from the 2014 and 2011 survey results.
- Smart phones are possessed by 81 percent of FAX riders, of whom 33 percent have downloaded the My FAX app. Just less than one half of customers (48 percent) use a Smart Phone but have not downloaded the My FAX app. About one-fifth (19 percent) of customers do not use a Smart Phone.
- Approximately 8 in 10 bus customers (79 percent) have access to the internet on a daily basis.

Conclusion

There is strong evidence that FAX customers demonstrate a very high level of satisfaction for the services provided by the bus system. This overall satisfaction with the FAX system has been sustained and documented throughout the history of FAX conducting satisfaction surveys. In fact, the level of satisfaction for all features of bus service has improved significantly since the previous two survey periods.

Figure 3.10: FAX Fixed Route Annual Ridership FY1999 - FY2018



Annual Ridership on FAX bus routes has steadily decreased since its peak in 2009. FY 2018 was the first time ridership did not decrease. Overall, FAX ridership has decreased 27.4% in the 20-year period of time from 1999 to 2018 from 12,419,412 riders in FY1999 to 9,750,802 riders in FY2018.

Figure 3.11: FAX Fixed Route Annual Operating Costs FY1999 - FY2018

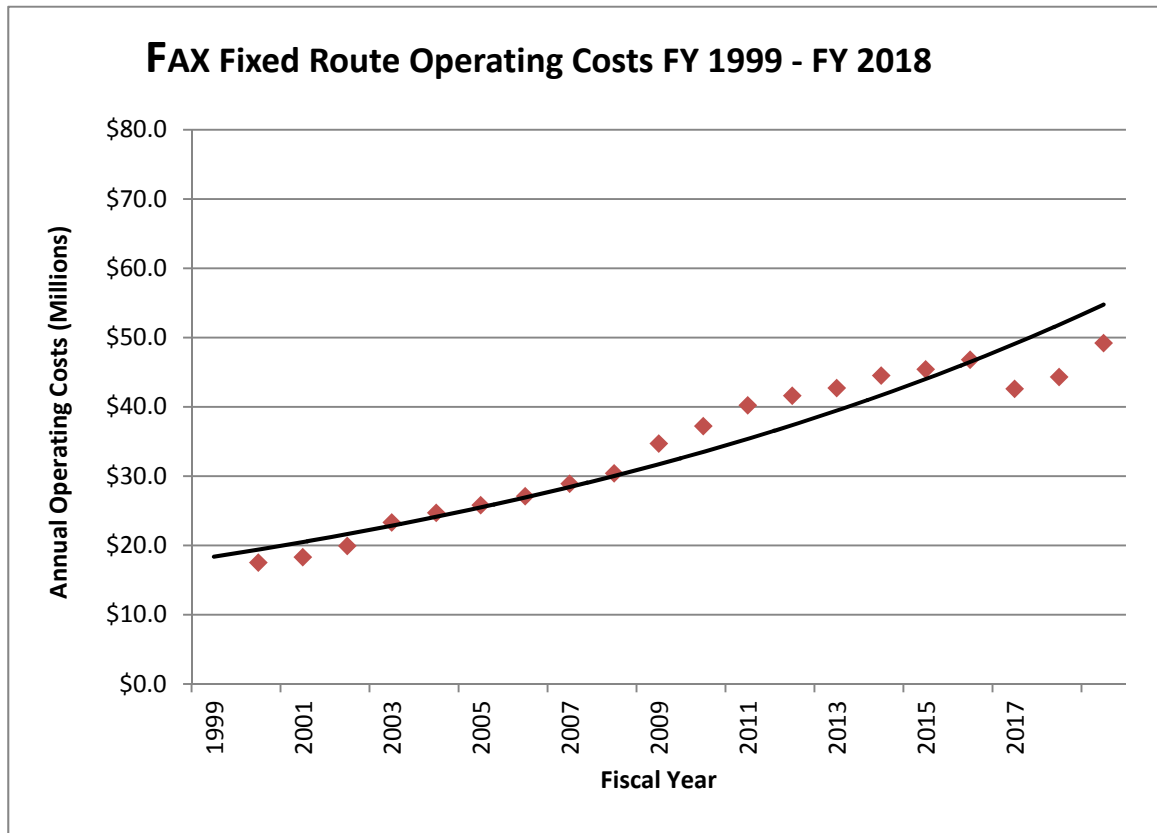


Figure 3.11 illustrates how annual operating costs for the FAX system have steadily increased year after year – from \$17.5 million in FY1999 to \$49.2 million in FY2018.

Figure 3.12: Comparison of Ridership vs Operating Costs

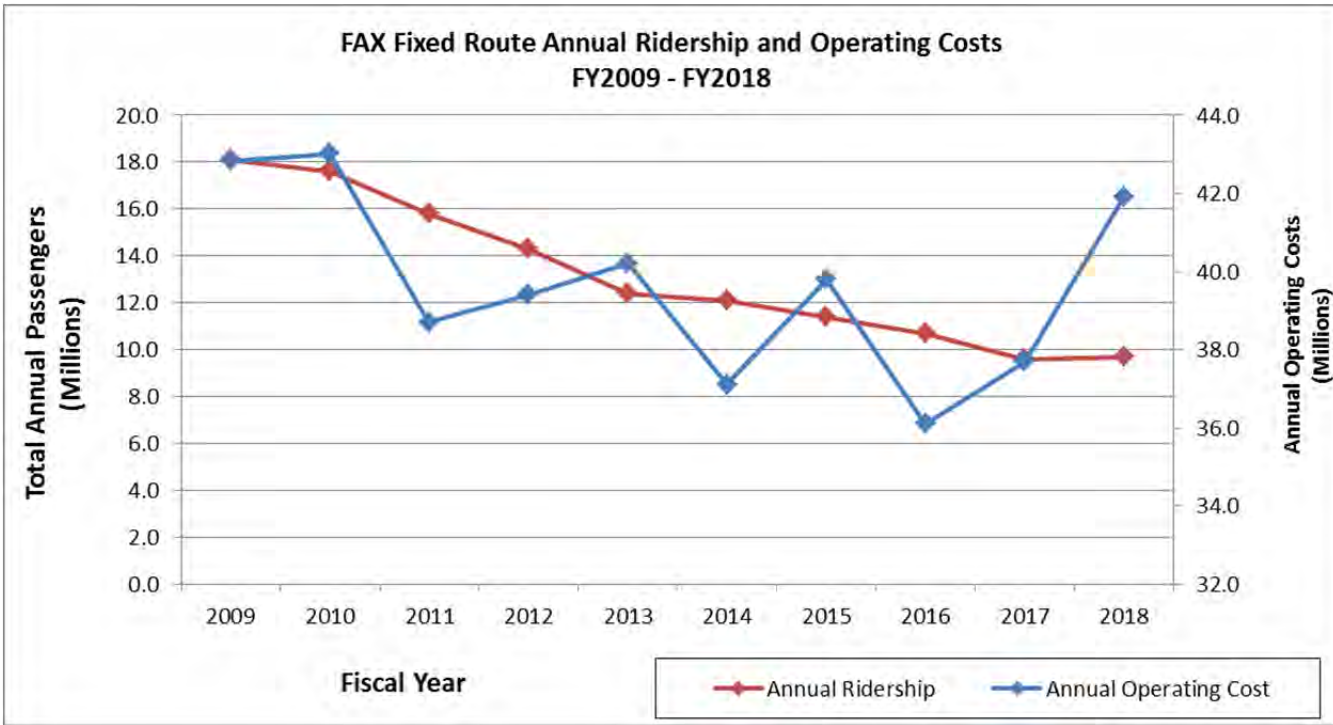


Figure 3.12 illustrates that ridership, since the economic downturn, has fallen faster than operating costs. Prior to 2010, ridership was trending up while operating costs were remaining relatively flat. Between 2017 and 2018, FAX invested in higher frequency service on Routes 1 (BRT), 9 and 38. There were also increases in frequency on the weekends and later weeknight service. All of these services have increased the operating budget. At the end of FY2018, FAX showed the first ridership increase since the economic downturn and is currently trending a 10% increase for FY 2019. Because of the effects on service from the economic downturn, FAX began building an operating reserve. Historically, there has been no money set aside for reserves that are used to cover capital expenses prior to reimbursement or to provide for additional operating revenue.

Table 3.11: Handy Ride Annual Mileage and Ridership FY1999 – FY2018

FISCAL YEAR	VEHICLE MILES	% CHANGE	TOTAL PASS.	%CHANGE	MILES/ PASS.
1999	687,902	8.20%	97,566	1.60%	7.1
2000	773,874	12.50%	95,603	-2.0%	8.1
2001	868,861	12.20%	100,832	5.40%	8.6
2002	920,744	5.90%	102,976	2.10%	8.9
2003	1,011,081	16.90%	133,483	29.63%	7.6
2004	1,182,065	5.90%	169,898	27.01%	7.0
2005	1,084,752	-8.23%	192,556	13.34%	5.6
2006	982,540	-10.40%	182,818	-5.30%	5.4
2007	963,836	-1.94%	180,674	-1.20%	5.3
2008	1,172,610	21.66%	222,428	34.00%	5.3
2009	1,119,986	-4.49%	234,423	5.12%	4.8
2010	1,609,206	43.68%	238,707	1.79%	6.7
2011	1,191,892	-25.93%	227,955	-4.72%	5.2
2012	1,123,401	-5.75%	209,473	-8.82%	5.4
2013	1,094,217	-2.60%	203,999	-2.68%	5.4
2014	1,091,972	-0.21%	207,322	1.60%	5.3
2015	1,147,886	5.12%	209,431	1.01%	5.5
2016	1,140,144	-0.67%	201,826	-3.77%	5.6
2017	1,156,767	1.46%	199,948	-0.93%	5.8
2018	1,212,603	4.83%	213,026	6.54%	5.7

Handy Ride Assessment of Service and Rider Needs:

In November 2018, FAX commissioned Rea and Parker Research to conduct a statistically reliable customer opinion and satisfaction telephone survey among Handy Ride's customer base. The purpose of the survey is twofold – first, to provide current information and opinions concerning customer satisfaction regarding the Handy Ride system and second to compare the results of this 2018 study with the results of the 2004, 2007, 2011, and 2014 Handy Ride customer satisfaction studies.

The survey was conducted by a random telephone sample of 306 customer respondents selected from a list of 2,007 Handy Ride customers during the period February 1, 2018-to-July 31, 2018. This sample yields a margin of error of +/-5.0 percent at the 95 percent level of confidence. Based on the survey results, there is strong evidence that Handy Ride customers demonstrate a very high level of satisfaction for the services provided on the system. This high overall satisfaction with the Handy Ride system has been sustained and documented over a fourteen-year period – since the 2004 Customer Satisfaction Survey. This satisfaction is further evidenced by a strong record of customer retention.

Features of the Handy Ride system that are closely related to the performance of the drivers demonstrate the highest levels of satisfaction. These include drivers' courtesy, drivers' driving skills, and drivers' safety consciousness. Driver courtesy is particularly relevant because it is not only highly satisfactory in the opinion of the customers, but it is also very important to them. Driver courtesy, therefore, is a core feature of Handy Ride that results in the high regard customers have for the system. Features of the Handy Ride system for which improvement would lead to even higher satisfaction ratings are will-call pickups and scheduled on time pickups.

3.3.0 Service Justification

In June of 2015, the Fresno Council of Governments approved the FCMA Public Transportation Strategic Service Evaluation. This study was commissioned by the Fresno COG to examine metro travel patterns through extensive origin and destination studies; transit ride check and transfer studies; and public and stakeholder input with a goal of reducing transit travel times, increasing service reliability, and improving linkages to major trip generators. The Strategic Services Evaluation identified a preferred transit system network for the City of Fresno and recommended what is referred to as a 'Frequent Service Network.' The Frequent Service Network emphasizes 15 minute or more frequent service on key corridors serving the densest development, increasing productivity throughout the system. Other network strategies included a coverage strategy that emphasized serving a larger area with less frequent service, but attracted fewer riders and promised lower productivity.

To implement the service recommendations from the Strategic Service Evaluation, FAX contracted with VRPA Technologies to complete the 2016 Title VI Service Equity Analysis, including the development of a disparate impact policy and a disproportionate burden policy. A Service Equity Analysis is required by the FTA anytime changes exceed the identified threshold for a Major Service Change as defined in the disparate impact and disproportionate burden policies. For Fresno Area Express, this is 25%.

3.3.1 Bus Service Expansion Program

Unmet Transit Needs

The annual Unmet Needs Report, administered by the Fresno COG has not had any findings related to FAX for the last two years and is not expecting any unmet needs to be identified in FY 2020.

The City of Fresno, in cooperation with the Fresno COG, has reached out to all the major employers in the greater Fresno metropolitan area to determine the public's awareness of the availability of the Fresno Area Express (FAX) bus service and the Valley Rides program. Both services offer excellent transportation alternatives to people driving alone and are almost sure to save them significant costs.

FAX has been experiencing capacity issues during peak period service. These capacity issues occur most frequently near schools, and are present for only short periods of time, often less than two hours. The major routes that are impacted have been improved to 15-minute frequency. This has helped, but capacity issues are still prevalent in the system. Additional tripper service is provided when resources are available.

Service Coverage - As the urbanized area continues to spread, more and more development is occurring where public transportation does not currently exist. These newly developed areas do not generally have sufficient densities to justify fixed-route transit service on 30 minute headways. Additionally, adjusting trunk line service is a difficult and often a costly process. FAX has evaluated microtransit service as an option for providing service in currently un-served and newly developing areas. The microtransit service is a form of demand responsive transit offering flexible routing of smaller minibus vehicles. The on-going concern is the low productivity of this type of service and its ability to meet productivity standards.

FAX continues to promote increased densities in key corridors in order to provide a transit system that functions more effectively and efficiently. FAX encourages businesses and social service agencies that serve the transit-dependent to consider locating in transit-developed corridors whenever relocation is needed.

3.4.0 Recent Planning Activities

Recent planning studies that have a relationship to this SRTP are detailed below.

The Public Transportation Infrastructure Study (PTIS), Kimley-Horn and Associates, 2008-2011

The PTIS study, funded by Measure “C” monies, made detailed recommendations to enhance walking, bicycling and transit use by intensifying development densities in close proximity to the planned high capacity transit corridors. The PTIS policy recommendations illustrated how FAX policies could be integrated into an implementation action plan.



Summary of PTIS Policy Recommendations:

Policy recommendations were made by the consulting team on the PTIS Study for implementation by the City of Fresno, Fresno County, and the cities and towns of greater Fresno County to meet the study objectives. These land use recommendations, endorsed by City of Fresno staff fell under seven broad categories:

1. Locate a major portion of all new households, office and retail/commercial employment within planned and proposed high capacity transit corridors.
2. Approve general plan and zoning authorization to support high capacity transportation corridors: 15 to 18 du/ac average residential infill density within ½ mile proximity and 8 to 12 du/ac within ½ to 1 mile proximity of planned and proposed transit corridors and downtown of Fresno.
3. Implement general plan and zoning authorization, together with other incentives and creative public-private partnerships to facilitate establishment of transit oriented developments that provide a variety of housing types to serve broad range of household sizes and incomes within BRT and other identified transit corridors and downtowns of Fresno, Clovis and other Fresno County cities.
4. Reduce the parking requirements for new development within planned BRT and other designated transit corridors and downtown Fresno and Clovis to promote a higher return on investment for TOD projects.
5. Reduce the existing over-supply of surface parking within the planned BRT corridors and downtown Fresno, utilizing shared parking agreements, reciprocal access agreements, public parking facilities and the conversion of surface parking to other uses.

6. Limit the extent of fringe development and expansion of the sphere of influence within the County of Fresno and the incorporated cities in conjunction with the other identified strategies to promote infill development and achieve the smart growth objectives.

7. Require that proposed new development located within the fringe areas of the Fresno-Clovis Metropolitan Area and the surrounding Fresno County area bear the full costs of providing public infrastructure improvements together with the long-term maintenance of these public facilities.

FCMA Public Transportation Strategic Service Evaluation

In 2013, the Fresno Council of Governments (COG) embarked on a Strategic Service Evaluation of the Fresno-Clovis Metropolitan Area (FCMA). The study's goal: Define changes that would make transit a better option than the auto. The study revealed that this could be accomplished by reducing travel times, improving linkages to major trip generators and boosting overall productivity, including cost effectiveness and sustainability of transit.

The Strategic Service Evaluation focused on three main transit considerations:

- Long-term policy goals – review of the current federal, state and local policies that influence transit service.
- Cost-effectiveness – evaluation of current transit system performance, including revenue hour/vehicle hour, max load factors and boardings per hour.
- Customer service and safety – review of existing travel patterns on both transit and auto modes and consider public opinion of the current transit

The Fresno COG circulated the Public Transportation System Assessment publicly and solicited feedback from transit users and key stakeholders. This outreach effort culminated in the identification of a Preferred Network Plan for possible implementation. The Preferred Network solidified the FAX bus service as a productivity-based network through a series of operational and capital improvements that work together to improve efficiencies, customer service, and address perceptions of safety.

A key component of the Preferred Network was the establishment of a Frequent Service Network. With the Frequent Service Network, popular routes operate 15-minute or better frequencies throughout peak and midday periods, serving a large share of Fresno's population (though not its land area) with a level of service that improves transit for existing riders and makes transit more appealing to potential riders.

In addition to the recommended service and capital improvements, a series of policy changes were proposed to facilitate the potential implementation of the Preferred Network.

Fresno County Public Transportation GAP Analysis and Service Coordination Plan

Completed in January 2015, this planning and research project met the goals of the Fresno County Human Services Coordinated Transportation program by identifying specific needs of transportation-disadvantaged people in Fresno County and preparing an implementable plan to meet those needs. Identifying the barriers and gaps experienced by these groups as they seek to gain employment or simply travel to and from work, and determining the best methods to overcome those barriers were of highest priority.

Fixed Route System Restructure/Public Involvement Services

The Fixed Route System Restructure and Public Involvement Services project was completed in 2016. The purpose of this project was a follow-up to the 2015 Strategic Services Evaluation and further defined the FAX Preferred Network Plan, performed the Service Equity Analysis, developed the public information and involvement plan, and completed the public outreach and review process. One of the main components was the Service Equity Analysis.

The Service Equity Analysis was an FTA requirement based on the level of service changes. As part of the project FAX was able to redefine the major service change threshold, develop a disparate impact policy and a disproportionate burden policy. Each of these was taken into consideration during the service analysis to determine no protected classes would be adversely affected.

2018-2042 Regional Transportation Plan / Sustainable Communities Strategy

Adopted in August 2018 by the Fresno COG, the Regional Transportation Plans address the mobility needed to keep our region moving and our communities connected. [Fresno COG's 2018 Regional Transportation Plan \(RTP\)](#) charts the long-range vision of Regional Transportation through the year 2042. As we address new requirements for reducing greenhouse gas emissions it has been and will remain our goal to plan in partnership with our communities throughout the region, providing transportation choices that encourage and cultivate thriving economies and cultural richness. This RTP identifies existing and future transportation related needs, while considering all modes of travel, analyzing alternative solutions, and identifying what can be completed with anticipated available funding for the over 3,000 projects and multiple programs included within it. It contains of a variety of different elements or chapters, augmented by additional documentation contained the Appendices.

Long Range Transportation Plan

Adopted in April 2019 by the Fresno COG, the [Fresno County Regional Long Range Transit Plan \(LRTP\)](#) will guide transit and multimodal investments and services in the Fresno region through the year 2050. The plan builds on Fresno COG's 2018 Regional

Transportation Plan (RTP) and prior transit planning studies, and will inform the 2022 RTP. More importantly, the LRTP will integrate appropriate and effective public transportation planning and projects into the fabric of the region's overall circulation networks and systems.

The LRTP has been developed in line with state and federal transportation goals, guidance and funding programs. It creates a blueprint for a sustainable, safe, innovative, integrated, and efficient transit system to enhance the region's economy and livability for all.

Specifically, the LRTP will:

- Integrate the efforts, projects, and future operations of the major transit providers serving Fresno County through the year 2050
- Identify a preferred long-range vision for Fresno County's public transit system
- Provide guidance for future investments, projects and programs to enhance transit service
- Identify transit projects and alternatives that consider and improve sustainability, preservation, mobility, safety, innovation, economy, health and equity
- Integrate regional bicycle and pedestrian planning with public transit plans and projects

4.1.0 Introduction

The Financial Plan presents FAX's financial forecasts associated with projected transit services, including capital projects, to maintain, enhance, and expand FAX services. The Baseline Plan demonstrates that FAX has the financial capacity to operate and maintain all planned services without assuming any significant new local sources of operating revenue. The Fresno COG conducted a survey on Measure C funds, and determined that over the next twenty years there will be an increased demand for transit; therefore, public policies in the future should favor support of transit. FAX presently operates 111 buses, 48 Handy Ride paratransit vans, 9 sedans, a maintenance facility, and a transit center. Table 4.1 summarizes costs and funding sources for operations from FY19 through FY23. Costs and revenue are shown in FY 19 dollars.

4.2.0 Capital Program

The Department's capital improvement program continues to focus on improving amenities, convenience, and service for our customers that address air quality, enhance transportation options for our community, maintain capital assets, and improve safety for our customers and employees

The total five year Capital Improvement Program (CIP) for FY20 through FY24 is projected to cost \$66.9 million, as identified in Tables 4.2 and 4.3. Capital expenditures are targeted in the primary project areas including:

- Heavy duty 40' buses
- Manchester Center Remodel
- Fixed Route Facility Remodel
- Transit Signal Prioritization
- Bus Wash/Vault Facility
- CAD/AVL System Replacement
- Passenger amenities and facility upgrades
- Handy Ride vehicle purchases and equipment
- Non-revenue vehicle replacements
- Planning

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

Table 4.1: Operating Revenue and Expenditure Projections

**Department of Transportation - Fresno Area Express
FY2019-FY2023 Operating Revenue and Expenditure Projections**

	2019	2020	2021	2022	2023
Carryover					
Carryover	\$ 2,859,233	\$ 318,235	\$ 3,769,921	\$ 636,027	\$ 468,713
Carryover Total	\$ 2,859,233	\$ 318,235	\$ 3,769,921	\$ 636,027	\$ 468,713
Revenue					
TDA/LTF	\$ 22,362,232	\$ 22,839,500	\$ 23,524,685	\$ 24,230,426	\$ 24,957,338
Passenger Fares	\$ 5,436,800	\$ 7,000,000	\$ 7,210,000	\$ 7,570,500	\$ 7,797,615
Measure C	\$ 10,548,500	\$ 11,380,200	\$ 11,206,606	\$ 11,542,804	\$ 11,889,088
5307 - FTA	\$ 6,951,200	\$ 12,000,000	\$ 6,500,000	\$ 8,000,000	\$ 8,000,000
Grant Funding	\$ 2,684,039	\$ 4,851,900	\$ 2,228,128	\$ 891,000	\$ 891,000
Transfers	\$ (3,000,000)	\$ (2,500,000)	\$ (2,000,000)	\$ (500,000)	\$ (600,000)
Misc. Revenue	\$ 973,200	\$ 758,200	\$ 780,946	\$ 804,374	\$ 828,506
CNG Rebate	\$ 803,100	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
LCSF Credit		\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Renewable Energy		\$ 500,000	\$ 500,000	\$ 500,000	\$ 250,000
Interest	\$ 42,888	\$ 4,774	\$ 56,549	\$ 9,540	\$ 7,031
Revenue Total	\$ 46,801,960	\$ 57,934,574	\$ 51,106,914	\$ 54,148,645	\$ 55,120,578
Expenditure					
51000 - Employee Services	\$ 32,866,417	\$ 34,445,510	\$ 35,134,420	\$ 35,837,109	\$ 36,553,851
53000 - Purchased Prof and Tech	\$ 5,689,798	\$ 5,689,798	\$ 5,803,594	\$ 5,919,666	\$ 6,038,060
54000 - Purchased Property Service	\$ 1,454,716	\$ 1,454,716	\$ 1,483,810	\$ 1,513,486	\$ 1,543,756
55000 - Other Purchased Services	\$ 216,336	\$ 288,080	\$ 293,842	\$ 299,718	\$ 305,713
56000 - Supplies	\$ 2,906,800	\$ 3,741,464	\$ 3,778,879	\$ 3,816,668	\$ 3,854,835
57000 - Property	\$ 30,272	\$ 356,800	\$ 22,653	\$ 23,332	\$ 24,032
58000 - Other Objects	\$ 697,119	\$ 857,520	\$ 874,670	\$ 892,164	\$ 910,007
59000 - Interdepartmental Charges	\$ 5,481,500	\$ 7,649,000	\$ 6,848,939	\$ 6,013,816	\$ 5,142,548
Expenditure Total	\$ 49,342,958	\$ 54,482,888	\$ 54,240,807	\$ 54,315,959	\$ 54,372,801
Net Operating Surplus/(Deficit)	\$ 318,235	\$ 3,769,921	\$ 636,027	\$ 468,713	\$ 1,216,489

Note: All Revenue and Operating Cost data are projected. Includes FTA reimbursements for planning and preventative maintenance expenses.

4.2.1 Revenue Vehicles and Vehicle Equipment

FAX's revenue service vehicles include buses and paratransit vans. Replacement of existing revenue vehicles is one of FAX's highest capital priorities. The SRTP projects an annual operating budget of \$49.3 million in FY19, increasing 10.1 percent to \$54.4 million in FY20 (see Table 4.1). Projected operating revenues are anticipated to offset total costs over the five year period and will result in an estimated surplus of \$1,216,489 by FY23. The projected operating budgets assume fares will increase by 28 percent in FY20 and experience a stable growth moving forward, and a 3% increase in State LTF funds.

Table 4.2: FAX Five-Year Capital Improvement Plan FY20 through FY24

Project Descriptions	Funding Source	Funding					5-Year Total
		FY2020	FY2021	FY2022	FY2023	FY2024	
BRT Closeout Project	FTA Small Starts	\$1,300,000					\$1,300,000
CAD/IVLU System Replacement	PTMISEA	\$2,945,200					\$2,945,200
Downtown Station Area Improvements	5307, 5309	\$450,100					\$450,100
Electric Bus Charging Infrastructure	TIRCP	\$3,566,000					\$3,566,000
Fixed-Route Bus Purchases (CNG and Electric)	5307, 5308, PTMISEA, SB1, TIRCP	\$12,946,600		\$1,010,000		\$1,010,000	\$14,966,600
Fixed-Route Bus Rehab	5339, TIRCP	\$2,825,000		\$1,400,000		\$1,400,000	\$5,625,000
High-Frequency Network Bus Stop Improvements	TIRCP	\$3,996,000					\$3,996,000
Main Facility Parking Lot Reconfiguration and Security	PTMISEA	\$1,780,000	\$75,000	\$50,000		\$50,000	\$1,955,000
Microtransit Pilot Project	Measure C - New Technology	\$224,300					\$224,300
Miscellaneous Facility Improvements, Repairs, Deferred Maintenance	5307, 5339, Clean Air Grants, PTMISEA	\$10,948,200	\$2,750,000		\$2,750,000		\$16,448,200
Manchester Transit Center Rehabilitation	CMAQ	\$593,000					\$593,000
Non-Revenue Vehicle Purchases	5307, PTMISEA, TIRCP	\$925,500	\$50,000		\$50,000		\$1,025,500
Paratransit Vehicles and Equipment	5310, 5339	\$1,563,500		\$850,000		\$850,000	\$3,263,500
Passenger Amenities	5307, 5317, CMAQ, LCTOP, PTMISEA	\$5,381,300	\$207,000	\$200,000	\$200,000	\$200,000	\$6,188,300
Planning Projects	5307	\$1,577,100	\$200,000	\$200,000	\$200,000	\$200,000	\$2,377,100
System-Wide Traffic-Signal Priority	CMAQ	\$1,517,700					\$1,517,700
Transit Asset Management	5307	\$310,000					\$310,000
Trip Planning	5316	\$119,200					\$119,200
TVM Maintenance	TIRCP	\$60,000					\$60,000
Total Capital Projects (All Sources)		\$53,028,700	\$3,282,000	\$3,710,000	\$3,200,000	\$3,710,000	\$66,930,700

Table 4.3: Capital Funding by Source FY2020-2024

Funding Source	Fiscal Year					5 Year Total
	2020	2021	2022	2023	2024	
5307	\$6,292,400	\$300,000	\$300,000	\$300,000	\$300,000	\$7,492,400
5308	\$2,264,600					\$2,264,600
5309	\$60,000					\$60,000
5310	\$561,300		\$500,000		\$500,000	\$1,561,300
5316	\$119,200					\$119,200
5317	\$563,900					\$563,900
5339	\$1,733,100	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$8,733,100
Clean Air Grants	\$852,200					\$852,200
CMAQ	\$2,135,700					\$2,135,700
FTA Small Starts	\$1,300,000					\$1,300,000
LCTOP	\$395,200					\$395,200
Measure C – New Tech	\$224,300					\$224,300
PTMISEA	\$13,506,000					\$13,506,000
SB1	\$2,240,000		\$1,010,000		\$1,010,000	\$4,260,000
TIRCP	\$12,601,100					\$12,601,100
FAX Capital (non-grant/match)	\$8,179,700	\$1,232,000	\$150,000	\$1,150,000	\$150,000	\$10,861,700
Total Capital Funding (all sources)	\$53,028,700	\$3,282,000	\$3,710,000	\$3,200,000	\$3,710,000	\$66,930,700

Bus Replacement

Cost estimates for replacement buses programmed in FY16 and beyond are based primarily on APTA survey data for 30-foot, 35-foot, 40-foot, and 60-foot (articulated) buses. Primary funding for replacement buses is assumed to be from the Federal Transit Administration (FTA) in the form of Section 5307 (Urbanized Area Capital) and Section 5309/5339 (Bus and Bus Facilities). Each of these programs requires approximately 20% FAX local match. Additional funding can come from Congestion Mitigation and Air Quality (CMAQ) grants and from the San Joaquin Valley Air Pollution Control District (SJVAPCD).

FAX has placed an order for battery electric vehicles which comprise the best available technology for reducing harmful vehicle emissions. With their purchase, FAX and the Fresno COG are implementing their commitment to cleaner air. The total five-year fleet, as shown in Table D-1, Fleet Replacement Schedule will purchase a total of 46 buses

comprised of 12 new additional buses and 34 replacements; 11 will be battery electric buses, costing over \$36.1 million.

Paratransit buses - As part of the CIP, FAX will order paratransit buses in FY19 through FY23. A total of 28 replacement vehicles are programmed for a five-year program cost of \$3.3 million. This figure includes all vehicles funded through the Caltrans 5310 program in addition to funding for the replacement and expansion of paratransit vehicles. FAX will continue to apply for these competitive grants in the future to help offset the costs of vehicle replacements.

Bus Expansion

System efficiencies based on productivity will continue to be the basis for shifting system resources in the future. Route cost analysis based on fully allocated costs will be an integral part in determining feasible tradeoffs and future service improvements. Within the proposed service level, service adjustments will be made during the planning period on individual routes and schedules to reflect existing and changing ridership characteristics and needs. Any future required service adjustments will continue to be made on the basis of the goals, standards, and objectives listed in Chapter 1. This type of service will provide relief for some of FAX's highest volume bus routes. Service changes will be made on the busiest routes as required, to address on-time performance.

Paratransit Facility

FAX is required by law, to provide transit service to ADA-certified eligible citizens, in an overlay of its fixed-route transit service in time and geography. This service, known as Handy Ride, is demand-response and therefore requires extensive reservation and dispatch functions, including computer and radio technology applications, and the staff to operate the system. Additionally, Handy Ride encompass the paratransit staff and equipment involved in the certification of ADA eligible customers, as well as a fleet of 57 vehicles that require secure parking and maintenance facilities. Since February 2012, FAX's Handy Ride facility on north Blackstone, just south of Gettysburg, has allowed FAX staff and the contract provider to reside in the same building. This has improved relations and provides FAX with direct access for contract monitoring.

4.2.2 Support Vehicles

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

Field supervisor accessible vans	6 years or 100,000 miles
Sedans & passenger vans	8 years or 85,000 miles

Mini pickups, station wagons, Road call trucks, utility vehicles	10 years or 100,000-120,000 miles
Cargo vans, medium trucks	12 years or 100,000 -120,000 miles
Heavy trucks, utility equipment	15-20 years

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

4.2.3 Passenger Facilities Expansion and Rehabilitation

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

Bus Stop Accessibility Improvements - To meet ADA requirements for bus stop accessibility, FAX has developed a program to upgrade all deficient bus stops. To date, 550 improvements have been completed out of the 1,200 stops. Upgrading bus stop areas for convenience, comfort, and safe passenger waiting areas, will also include upgrading of benches and bus shelters in the project area. FAX has installed and/or replaced over 500 benches and 190 bus shelters, and will continue to upgrade these facilities throughout the system. Manchester Transit Center, located at 3590 North Blackstone Avenue, is a major transit hub for FAX and allows customers to transfer between six separate bus lines. Staff recognizes the facility has suffered from deferred maintenance due to economic constraints. The remodel and revitalization of Manchester Transit Center, currently underway, will address the following elements:

- New transit shelters and associated amenities.
- Redesigned and improved path of travel between transit shelters and customer service building.
- Improved ADA access to transit shelters and customer service building.
- Redesigned landscaping and security lighting.
- Modernized exterior façade of the customer service building.
- Infrastructure for future transit technology and security devices.
- Right of way improvements, including revised grades, curbs cuts, and reinforced bus pads.
- New color message display boards.

With the implementation of increased frequencies on sections of two of the busiest corridors in the FAX system, FAX seeks to add modernized passenger amenities at 64 locations, servicing and intersecting bus routes 9 and 38 along Cedar and Shaw Avenues. Planned passenger amenities may include new bus shelters, security lighting, benches, and trash cans.

Planning Projects - Planning projects provide support of planning functions. An ongoing planning function is necessary to provide FAX with information to adjust the system for long range and short range transit needs, and to meet the various complex federal and state transportation planning requirements. FAX and Fresno COG planning staff members perform service planning functions for FAX. In addition, a Transit Scheduler is included in the FAX planning section to perform scheduling duties. Consultant studies are also coordinated by FAX and Fresno COG staff. Planning projects are programmed for a total of \$2.37 million over the life of the SRTP.

Bus Stop Spacing Evaluation: FAX has implemented, and will continue to implement, a significant number of service improvements. In the past year, we have adjusted stops on many of our routes. We will continue to look at stop locations, distance between stops, assigned geocode location, and routes utilizing the stops. With Automatic Passenger Counters on 100% of the fleet, it is critical to reporting accuracy to have these stops properly identified within the Trapeze scheduling system. As we move forward with new technology, including mobile applications, it is imperative that our route and stop data is accurate and timely.

4.2.4 Total Capital Program

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

FTA - Operating and Maintenance Expense Reimbursement - This project provides FTA reimbursements for expenses in programs directly related to preventative maintenance on fixed-route and paratransit vehicles, capital lease of vehicle tires, and allowable contracted paratransit expenses. Fixed-route vehicle preventative maintenance programs are eligible for 80% FTA reimbursement. Handy Ride contracted vehicle maintenance expenses are eligible for 25% reimbursement, while contracted vehicle operations are eligible for 80% of 40% of the total cost.

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

4.3.0 Transit Revenues

The outlook for funding new transit infrastructure in Fresno exists within a larger economic and transit environment. This section of the Financing Plan places the identified infrastructure expansions within this larger context, and identifies opportunities and challenges for paying to build, operate, and maintain them. The Financing Plan includes:

- Current and future environment for transit infrastructure investment
- Potential funding sources for capital and operating needs
- Key elements of a successful financial plan
- Funding plans for specific projects
- Summary

CURRENT AND FUTURE ENVIRONMENT FOR INFRASTRUCTURE INVESTMENT

Current Environment

The situation for capital and operating transit funding in Fresno County is very challenging. Sources that traditionally fund transit capital and operating costs include sales taxes and gas taxes. The state of California has diverted some transportation revenues to be used for other purposes. In an effort to stabilize the State funding sources and provide funding for transportation projects across the state, the California Legislature passed Senate Bill 1 (Beal), which was signed by Governor Brown on April 28, 2017. After SB 1 was enacted, opponents began work to qualify a measure for the November 2018 ballot which would eliminate the new SB 1 funding and require any future fuel tax increases to go to the voters. The measure qualified and appeared as Proposition 6 on the November 2018 ballot. Voters rejected the repeal effort, with 55.1 percent voting No on Prop 6.

The \$5.24 billion per year statewide funding package generates new revenues from various taxes and fees and is designed to repair and maintain state highways and local roads, improve trade corridors, and support public transit and active transportation across the state of California. The tax increases took effect November 1, 2017 and new vehicle registration fees began January 1, 2018. Fees on zero-emission vehicles will take effect July 1, 2020, according to the text of the bill.

To raise a projected \$52.4 billion over 10 years, changes to taxes and fees include:

- A 12-cent increase in the gasoline excise tax
- A 20-cent increase in the diesel excise tax
- A 5.75 percent increase in the diesel sales tax
- A new vehicle fee, which will annually charge drivers between \$25 and \$175, depending on the value of the vehicle
- A \$100 annual fee on zero-emission vehicles

The vote brings California's gas excise tax to 30 cents per gallon and will provide a more stable and predictable funding source to transit agencies throughout the state.

In 2006 voters reauthorized the local sales tax for transportation (Measure C). Measure C was anticipated to generate \$1.7 billion over the life of the Measure. However, due to the recession, it is unlikely that those revenue targets will be achieved. While anticipated revenues have been lower than projected over the last few years, the Table 4.1 shows that FAX is estimated to receive an average of \$11.4 million annually between FY2020 and FY2023, improving the financial outlook for regional transit funds.

Federal funding sources have been and are projected to be more stable over the near and mid-term.

	FY2018 Actuals	FY2019 Approved Budget	Percentage Change: FY2018 to FY2019
FAX Operating Expenditures	\$ 50,667,832	\$49,342,958	-2.6%
Authorized Positions	508	515	1.4%

Source: FY2018-2019 Fresno City Adopted Budget

Challenges in Fresno extend to employment as well. In March 2019, the unemployment rate in Fresno County was 9.4 percent, up from 9.1 percent in March 2018. By comparison, in March 2019, the unadjusted unemployment rate for California was 4.6 percent, and for the nation as a whole was 3.9 percent.⁴

⁴ Data is from www.labormarketinfo.edd.ca.gov, Unemployment Rates and Labor Force data for the Fresno County Local Area Profile.

Future Environment

Some of the infrastructure scenarios presented in this report are based upon aggressive assumptions about population growth. In order for this growth to occur, the economic situation must change to permit the creation of new jobs. In addition, housing and job growth would need to be concentrated along existing transit corridors, rather than occurring primarily in outlying low-density areas.

High Speed Rail (HSR) is expected to increase the demand for transit in the region; it is not clear that this would translate into additional funding for transit service in Fresno. Final plans for HSR are not yet complete and in early 2019, the scope of the project saw fluctuations, resulting in uncertainty about the project's future. Over the past few years, HSR infrastructure in downtown Fresno has been built. As such, the goal continues to revolve around intensifying development around HSR station sites. However, locations have not been finalized and the financial benefit of increased densities is not yet known. Revenue generation opportunities may be available from impact fees and other development based revenue sources.

FUNDING CAPITAL AND OPERATING NEEDS

Overview

Support for public transportation is derived from a broad range of sources, many of which have been established to avoid competing with other public services. Sales taxes are the most widely used source of dedicated local and regional funding for transit.⁵ In Fresno, approximately 20 percent of the operating budget is supported with local sales tax revenue.

Transit revenue sources are generally grouped into two categories based on eligible uses: capital and operating. Capital funds may only be used on physical items that have a lifespan of more than a year, and meet certain cost thresholds. Examples of capital expenditures are new track, new transit stations, and the acquisition of rolling stock (such as buses and rail cars). With very limited exceptions (such as federal Congestion Mitigation and Air Quality Improvement funds), capital funds cannot be used to pay for operating costs, or for maintaining assets already built or owned. Rather, only operating funds may be used to pay for the ongoing, daily cost of operating and maintaining a transit system. Many sources of operating funds are eligible for use on either operating or capital purposes.

⁵ *Local and Regional Funding Mechanisms for Public Transportation*, TCRP Report 129, Transportation Research Board, 2009.

New or expanded transit service may consist of operations expenses and/or capital expenses. For example, a service expansion that uses existing vehicles but increases hours of service would not be eligible for capital revenues. By contrast, an expansion that requires construction (i.e., creation of a dedicated bus lane as part of Bus Rapid Transit project), would be eligible for capital revenues for those elements and the increased operating costs would require operating sources of funds.

Sources and Uses of Capital and Operating Funds

Major capital investments such as new rail lines/BRT or extensions are costly and almost always require a variety of funding sources from all levels of government. Rarely is a new fixed guideway project funded from only one or two sources. Given the state of the economy, California's traditional capital funding sources have decreased or have been deferred or eliminated. Federal sources, in particular New Starts funding, remain critical for significant capital investment. The Federal Transit Administration's New Starts program is a competitive funding program for expansions to "fixed guideway" transit systems including dedicated Bus Rapid Transit. FAX received Very Small Starts funding as a part of the New Starts program in 2012, for the currently-completed BRT along Blackstone and Ventura/Kings Canyon.

Funding transit operations is relatively more difficult than funding capital projects. The number and variety of sources is not as varied or plentiful, and most sources are not within the control of the transit agency. The possibility of fare increases is always considered as a potential revenue source because transit agencies directly control fares. There are limits to fare increases as riders will choose other modes of transportation if they cannot afford it or if they perceive that the fare is too high. Thus, fare increases alone cannot address significant funding gaps.

Revenues are only one half of the financial picture. The other side of the budget equation is costs. As with transit agencies across the country, FAX has dealt with revenue shortfalls through cost-cutting measures including cuts in service and layoffs.

Transit agencies are finding that service cuts and layoffs are not sufficient to address significant shortfalls. The underlying structural problem of costs increasing at a pace greater than revenues is getting serious attention. Some agencies have begun to implement efficiencies through better scheduling and routing, new work rules within labor contracts, revising benefits and pensions structures, and contracting for services. In the San Francisco Bay Area, the Metropolitan Transportation Commission has embarked on a Transit Sustainability Project to study the cost structure of the largest transit operators and how costs can be controlled through revisions to labor contracts, more efficient service provision, contracting out, and increasing revenues. Alameda-Contra Costa Transit District has implemented a contract with their operator that addresses many of these issues.

Transit capital, operations, and maintenance have been funded from a variety of federal, state, and regional/local sources in Fresno. Existing capital funds, most of which have been used in the past or are presently in use in Fresno, are summarized in Table 4.5. Operating and maintenance funds are summarized in Table 4.6. These revenues are completely used to operate the transit system and are unlikely to increase in the near future. More detailed descriptions of these sources, eligible uses, and potential for use on Fresno transit projects are provided in Appendices 1 and 2.

Table 4.5: Revenues Available for Transit Capital

	Source
Federal	<ul style="list-style-type: none"> ▪ FTA Section 5307 -- Congestion Mitigation and Air Quality Improvement Program (CMAQ) ▪ FTA Section 5307 - Urbanized Area Formula Program ▪ FTA Section 5339(a) – Bus and Bus Facilities, Formula ▪ FTA Section 5339(b) – Bus and Bus Facilities, Discretionary ▪ FTA Section 5339(c) – Low or No Emission Vehicle Program, Discretionary ▪ FTA Section 5309 - New and Small Starts Program³ ▪ FTA Section 5310 – Enhanced Mobility for Seniors and Individuals with Disabilities ▪ FTA Better Utilizing Investments to Leverage Development (BUILD) Transportation Grants
State	<ul style="list-style-type: none"> ▪ Transportation Development Act/Local Transportation Fund (LTF) - Art. 4 ▪ Transportation Development Act/State Transit Assistance Funds (STA) ▪ Proposition 1B/Public Transit and Intercity Rail Capital Program Enhancement Account (PTMISEA) ▪ AB 118 - Alternative & Renewable Fuel and Vehicle Technology Program ▪ Transit and Intercity Rail Capital Program (TIRCP) ▪ Low Carbon Transit Operations Program (LCTOP) ▪ SB-1 State of Good Repair (SGR)
Regional/Local	<ul style="list-style-type: none"> ▪ Measure C ▪ Property-Based Business Improvement District (PBID) ▪ Developer Fees ▪ Fares ▪ San Joaquin Valley Air Pollution Control District (SJVAPCD) – various programs

Table 4.6: Revenues Available for Transit Operations and Maintenance

	Source
Federal	<ul style="list-style-type: none"> ▪ FTA Section 5307 – Congestion Mitigation and Air Quality Improvement Program (CMAQ) ▪ FTA Section 5307 – Urbanized Area Formula Program ▪ Human Trafficking Awareness and Public Safety Initiative
State	<ul style="list-style-type: none"> ▪ Transportation Development Act/Local Transportation Fund (LTF) - Art. 4 ▪ Transportation Development Act/State Transit Assistance Funds (STA) ▪ Low Carbon Transit Operations Program (LCTOP) ▪ SB-1 State of Good Repair (SGR)
Regional/Local	<ul style="list-style-type: none"> ▪ Measure C ▪ Fares

Given the imbalance of cost and revenue growth in transit, most agencies continue to seek new sources of revenue in addition to implementing cost control measures. Fresno will need to be a strong advocate for federal and state initiatives benefitting the maintenance and expansion of the system.

Potential new funding opportunities are available at the regional and local level. Selected sources that might be applicable to new and existing transit service in Fresno are listed in Tables 4.7 and 4.8.

In addition to these revenue sources, there are sometimes existing sources that have not yet been funneled into specific grant opportunities. For example, the San Joaquin Valley Air Pollution Control District has increased the vehicle registration fee to collect funds to pay penalty fees mandated under Section 185 of the Federal Clean Air Act. They may collect more funds than necessary to pay the penalty, and in that case, these additional funds may be available to invest in projects that reduce emissions. It is possible for a public agency to work with the San Joaquin Valley Air Pollution Control District to create a funding opportunity for specific programs or projects. These opportunities need to be sought out and monitored by FAX and Fresno Council of Governments in order to best position transit projects to take advantage of this funding.

Implementing new revenue sources is time consuming and can be costly. Many sources require technical studies and long lead times for ballot initiatives. Certain sources do not require voter approval, but they do require approval by governing boards and some require approval of property owners or business owners. Potential sources should be evaluated for revenue yield, administrative and compliance costs, equity, political and public acceptance, and technical feasibility.

Table 4.7: Potential New Revenue Sources	
Voter Approval Required	<ul style="list-style-type: none"> ▪ Local Sales Tax ▪ Utility Users Tax ▪ Business Taxes (Payroll) ▪ Parcel Tax ▪ Local Gas Tax ▪ Regional Gas Tax ▪ Vehicle Miles Travelled Tax (VMT)
Voter Approval Not Required	<ul style="list-style-type: none"> ▪ Parking Fees and Surcharges ▪ Transient Occupancy (Hotel) Tax ▪ Employer Sponsored Transit ▪ Development Impact Fee ▪ Benefit Assessment Districts ▪ Mello-Roos Community Facilities District ▪ Property-Based Business Improvement Districts (PBID)

KEY ELEMENTS OF A SUCCESSFUL FINANCIAL PLAN

It is not sufficient to identify potential capital and operating sources to build and operate expansion projects. A successful funding strategy will be based on sound project planning, and will require a good deal of political will. The efforts undertaken through the Public Transportation Infrastructure Study (PTIS) to identify strategies for transportation investments and land use policies provides an excellent foundation for the financial plan. Specifically, the following achievements will facilitate implementation of the financial plan:

- Transit needs have been identified and public consensus reached on transit investments
- Specific improvements, the rationale, and benefits have been identified
- Roles and responsibilities have been established. The Fresno Council of Governments and FAX are responsible for executing the planned improvements, partnering with the community and other local entities
- Policies to focus development on transit corridors create the potential for land based or development based revenues dedicated to transit

Building on these achievements, several important elements are needed to be successful in funding the program:

- Conduct a thorough evaluation of all existing and potential funding sources needed to support capital and operating requirements.
- Target likely sources of funds.
 - ✦ *Building on the success of Fresno's Very Small Starts application, future Small Starts and New Starts are very likely sources.*
 - ✦ *A preliminary assessment of locally controlled sources indicates that an expansion of the existing Development Impact Fee program could address a variety of transit needs. A nexus study is required to make transit costs eligible for Development Impact Fees.*
 - ✦ *Consider a parcel tax or utility tax dedicated to transit.*
- Monitor existing traditional transit sources and non-traditional sources for funding availability. Position the projects and services to take advantage of funding opportunities as they become available.
- Design and execute an advocacy strategy including:
 - ✦ *Identification of champions and community leaders for the plan*
 - ✦ *Support from elected officials at all levels*
 - ✦ *Creation of coalitions of opinion leaders, stakeholders, and citizens*
 - ✦ *Financial support for technical studies, polling, and campaigns*
 - ✦ *Preparation of public education materials*
 - ✦ *Presentations to the media and the public*
- Establish a timetable for achieving milestones on the path to full funding.

- Persist in the effort to raise new revenues. It may take longer than expected.
- Ensure that technical requirements are met. The projects must be included in regional planning documents.
- Advance project development, including both federal and California (NEPA/CEQA) environmental clearance. Project readiness is essential to take advantage of funding that becomes available unexpectedly. Project readiness is a competitive advantage.
- Stabilize and maintain existing transit service. Controlling costs and seeking new revenues to maintain the core system is essential to any expansion strategy. Financial sustainability of the system is evaluated in the New Starts rating process and it is important to the public. It is difficult to have successful ballot measures while service is being cut.

PROJECT SPECIFIC FUNDING PLANS

The previous sections presented an overview of opportunities to address operating and capital needs for projects and defined the elements of a successful financial plan for Fresno. This section focuses on the specific infrastructure investments under consideration in Fresno and how those projects might be funded.

New Starts: For significant capital investments in transit, the federal New Starts Program continues to be the likely source from which to seek funding.

Projects that exceed the thresholds for Small Starts can participate in the New Starts program. One of the features of this larger program is the need to match the New Starts funding dollar for dollar.

One of the next BRT projects planned includes the Shaw and/or Cedar Avenue corridors, with revenue service beginning outside of the timeframe of this SRTP, potentially in 2027 pending additional feasibility studies. Because this project is a decade into the future, the financing plan is more general. It is assumed that the New Starts program will still be in existence with a similar structure, or that it will have been replaced by a program that is very similar. Any local BRT project would fit within the Small Starts Program, as the total cost is less than \$250 million and the federal funding requested is less than \$75 million. Even when costs are inflated to Year of Expenditure, local BRT projects should still qualify for Small Starts. For preliminary planning purposes, 80 percent federal New Starts funding would be assumed. FAX would need to identify match funds, which are almost \$10 million in 2017 dollars.

Because the funding plans for BRT projects include New Starts funding, it will be important for Fresno to plan for continued participation in the Small Starts portion of the program for BRT projects and to prepare for the more rigorous evaluation and analysis required under the full New Starts process for LRT projects. FAX's experience in the Very Small Starts program provides a good background for pursuing future New Starts funding.

The New Starts planning and development process is a very detailed, proscribed series of analyses and milestones undertaken by the project sponsor and the FTA together, and can take several years to complete, depending on the complexity of the project and its finances.

The New Starts project development process follows Federal statutory requirements, including coordination with local and regional planning efforts, technical evaluations using standardized methodologies in an effort to “level the playing field” for all New Starts projects, and regular coordination and review by FTA. Based on the results of the technical analyses – including an extensive review of the financial condition of the project and the project sponsor – FTA must approve the project to enter into Preliminary Engineering and Final Design. Upon approved entry into Final Design, FTA may enter into a multi-year commitment to fund a portion of the project’s construction, referred to as a full funding grant agreement.

The ongoing technical analyses and updates provide FTA with data for evaluating the project readiness against several mandated criteria including project cost-effectiveness, transit supportiveness of existing and future land uses, and the local financial commitment. Additional requirements include assurance that the cost and benefit analyses are reliable, and that the project sponsor has the financial and technical capacity to design, build, operate, and maintain the project both within budget and schedule. Projects in the New Starts pipeline are required to conduct more extensive technical analyses than those not funded by New Starts.

FAX will need to demonstrate the financial capacity to operate and maintain the service, once the next BRT line is built. Given the current fiscal realities, new funding sources and innovative service delivery options are needed in the next few years to help achieve financial stability and to demonstrate future financial capacity as required by FTA.

State TDA and STA – Transportation Development Act (TDA) revenue is received through the State of California based on gas tax revenue and population allocation. State TDA funds have rebounded in the last couple of years and are back at the historic levels due to the increase in fuel tax in 2016.

Measure C Funds - Local funding for public transit historically has been limited to general revenue sharing funds. FAX, however, currently receives no general revenue funds. In November 2006, a local proposal to continue a one half cent sales tax county wide for the next twenty years was approved by a majority of voters in Fresno County. The reauthorized Measure C local sales tax dedicates a percentage directly to FAX as the local public transit operator. Revenues from this reauthorized local transportation sales tax declined as a result of reduced consumer spending during the recession.

When the measure was reauthorized in 2006 it was anticipated that FAX would receive approximately \$11 million annually in Measure C funds. During the recession, revenues were significantly lower. However, with the stronger economy recently, Table 4.1 shows

Measure C projections increasing to over \$11 million annually during FY 2020 through FY 2023.

Farebox and Other Revenues from Operations – The FAX Strategic Plan envisions an increase in transit service with major gains in ridership and farebox revenues. Fare revenues are projected based on ridership forecasts and assume an increase in ridership based on the increases over the last few years. In FY18, FAX provided over 9.75 million passenger rides. FAX is budgeting for \$7 million from fare revenue in FY20.

Table 4.8: Potential New Revenue Sources for Fresno Transit Projects

Source	Description	Capital or Operating Expenditure Eligibility	Legal/ Legislative Requirements	Voter Approvals Required	Revenue Stability	Ease of Administration and Collection	Implementation Experience
Local Sales Tax	An incremental addition to County/local sales for transportation	Both	Requires governing Board to approve a ballot measure to be submitted for voter approval	Approval by two thirds of the electorate	Medium	High	Half Cent Sales tax measure (Measure C) in place in Fresno since 2006; most counties in California
Utility Users Tax	Tax imposed on utility services to be used for a specific or general purpose	Both	Requires governing Board to approve a ballot measure to be submitted for voter approval	Approval by two thirds of the electorate if dedicated to specific use, such as transit	High	High	Pullman, Washington
Business Taxes (Payroll)	A local payroll tax imposed through employer withholding	Both	Requires the Board of Supervisors to approve a ballot measure to be submitted for voter approval	Majority vote of the electorate if general tax. Two thirds approval required if dedicated (special tax).	Medium	Medium	San Francisco
Parcel Tax	Flat tax on each parcel of real property.	Both	Requires governing Board to approve a ballot measure to be submitted for voter approval	Approval by two thirds vote of the electorate	High	High	Cities and counties throughout California; AC Transit in Alameda and Contra Costa Counties
Employer Sponsored Transit	Employers participate financially in the transit service serving their business.	Both	None	None	Low	Low	San Mateo, San Francisco, and Alameda Counties
Local Gas Tax	Tax imposed on each	Both	Governing Board must	Two thirds vote of	Low	Medium	None known

Source	Description	Capital or Operating Expenditure Eligibility	Legal/ Legislative Requirements	Voter Approvals Required	Revenue Stability	Ease of Administration and Collection	Implementation Experience
Regional Gas Tax	gallon of gas sold in local community		approve ballot initiative.	the electorate.			
	Tax imposed on each gallon of gas sold in the region	Both	Governing Boards of any communities in the region affected must approve ballot initiative	Approval by two thirds of the region's electorate	Medium	Medium	None known
Parking Fees and Surcharges	Local government imposed fee or surcharge on on-street and garage parking, usually metered	Both	Governing Board approval	None	Medium	High	Most California cities, revenue dedicated to transit in San Francisco
Transient Occupancy (Hotel) Tax	Tax imposed on hotel users by local government	Both	Governing Board approval	None	Low	High	Most California cities, including Fresno
Vehicle Miles Travelled Tax (VMT)	Tax on automobile miles travelled	Both	Likely to require state enabling legislation and Governing Board approval of ballot initiative.	Two thirds vote of the electorate.	Medium	Low	Oregon pilot project
Development Impact Fee	One- time fee charged on new development.	Capital	State law requires demonstration of a direct nexus between the fee charges and the impact improvements funded. Approval by governing Board required.	None	Low	Low	Cities and counties throughout California. Only San Francisco specific to transit.
Benefit Assessment	An assessment on properties within a	Both	Local government to determine funding	Property owners within the district	Low	Medium	Cities and counties throughout California.

Source	Description	Capital or Operating Expenditure Eligibility	Legal/ Legislative Requirements	Voter Approvals Required	Revenue Stability	Ease of Administration and Collection	Implementation Experience
Districts	defined area; the assessment is related to the amount of benefit that the property receives.		needs and establish boundaries.	must approve. A majority of the weighted ballots exceed the weighted ballots opposing the creation of the district.			Los Angeles specific to transit.
Mello-Roos Community Facilities District	Tax on properties within a defined area to fund public improvements within that district.	Capital	Local government establishes boundaries and sets rate.	Two-thirds majority vote of property owners within the proposed boundaries of the district.	Low	Medium	Cities and counties throughout California
Business Improvement Districts (BID)	Assessment district in which business owners choose to be assessed a fee, which is collected on their behalf by the City, for use in improving the business in the area	Both	Governing Board approves creation of the district	A majority of business owners may protest the formation of the BID.	Low	Medium	Cities and counties throughout California. Emeryville specific to transit.

Table 4.9 - FAX Operating Budget - FY11 through FY19

(\$ thousands)

	Transit Department	% Costs	Paratransit	% Costs	Total Operating Costs
2011	\$36,938	87.8%	\$5,125	12.2%	\$42,063
2012	\$36,900	87.8%	\$5,116	12.2%	\$42,016
2013	\$39,755	87.7%	\$5,567	12.3%	\$45,322
2014	\$36,195	86.4%	\$5,706	13.6%	\$41,901
2015	\$39,535	85.8%	\$6,530	14.2%	\$46,065
2016	\$36,316	85.3%	\$6,240	15.1%	\$ 42,556
2017	\$39,977	86.2%	\$6,417	13.8%	\$46,934
2018	\$43,674	86.2%	\$6,993	13.8%	\$50,668
2019	\$42,187	85.5%	\$7,155	14.5%	\$49,343

Table 4.9 reflects FAX's overall operating budget for both fixed route and demand responsive service for the past 9 fiscal years. The cost of providing paratransit services have experienced a small growth from 12.2% in FY11 to 14.5% in FY19

Table 4.10: FAX Operating Budget by Major Cost Category

FY14 through FY18
(\$ thousands)

	2014	2015	2016	2017	2018
Employee Services	\$25,365	\$24,928	\$25,783	\$29,549	\$31,790
Purchased Prof Services	\$5,187	\$6,067	\$6,244	\$6,260	\$6,824
Interdepartmental	\$4,800	\$4,859	\$4,423	\$4,395	\$6,042
Paratransit	\$5,987	\$6,441	\$6,240	\$6,417	\$6,993
Total Operating Costs	\$41,930	\$41,725	\$42,556	\$46,394	\$50,668

Percentage of Total Annual Operating Budget					
FY	2014	2015	2016	2017	2018
Employee Services	60.5%	59.7%	60.6%	63.7	62.7%
Purchased Prof Services	12.4%	14.6%	14.7%	13.5	13.5%
Interdepartmental	11.5%	11.7%	10.4%	9.5	11.9%
Paratransit	14.3%	15.4%	14.7%	13.9	13.9%
Total Operating Costs	100%	100%	100%	100%	100%

Table 4.10 shows FAX's operating budget divided by major cost categories for the same period and includes the following categories: "Employee Service"; wages, salaries, and fringe benefit costs, "Purchased Professional Services", "Interdepartmental Charges"; self-insurance, fleet rental, data processing, and fixed reimbursements to the General Fund, and "Paratransit"; the cost of providing Handy Ride services. FAX's operating budget has increased from \$ 41.9 million in FY14 to \$ 50.6 million in FY18.

Handy Ride - In August 1980, the State Attorney General's Office ruled that Handy Ride and Transit's divisional budgets could be combined for purposes of using Transit Division's farebox recovery revenues in excess of 20% to offset Handy Ride's farebox recovery requirements. Thus, in September 1980, Handy Ride became part of the general use system and part of the Transit Division's 20% farebox recovery requirements. The operating budget for Handy Ride as part of the overall budget has increased over the last five years to 14.5% in FY 2019 as shown in Table 4.9.

Federal Government (FTA) - The FAST Act authorizes \$61.1 billion over the five fiscal years, (FY) 2016 through 2020 for programs administered by the Federal Transit Administration (FTA). The law authorizes \$11.8 billion for public transit programs in FY 2016, and increases the total authorization to \$12.6 billion in FY 2020, an increase of 17.7 percent over the FY 2015 level. Under the new law, much of the federal transit program structure remains in place. It retains the urban and rural formula programs that distribute mostly capital assistance based on need and a program for new fixed guideway starts and extensions. It preserves the state of good repair formula program, a formula program for seniors and individuals with disabilities, and the formula programs for growing states and high-density states. The measure maintains the existing bus and bus facilities formula program, and it creates a new bus and bus facilities competitive grant program that grows federal investment levels in buses and bus facilities. The new law retains authority for small transit systems in large urban areas to use a portion of their formula funds for operating costs, and includes demand response-only fleets in determining which systems may use a portion of those funds for operating. The FAST Act maintains the small transit intensive cities (STIC) formula program and increases its Urban Formula set-aside in 2019. The law creates a Pilot Program for Innovative Coordinated Access and Mobility, and it consolidates transit research programs under the Public Transportation Innovation program. Funding for a portion of this program, including the Transit Cooperative Research program (TCRP), will now come from the Mass Transit Account rather than general funds. The bill creates a pilot program under the Capital Investment Grant program, which streamlines the regulatory process for project sponsors willing to receive a smaller federal share, and it reduces the maximum federal match for projects with full funding grant agreements from 80 percent to 60 percent. The law

increases procurement flexibility for rolling stock, and it reduces current regulatory impediments related to vehicle leasing. The measure places the Transportation Infrastructure Finance and Innovation Act (TIFIA) and the Railroad Rehabilitation and Improvement Financing programs under a single agency in the U.S. DOT and conforms some standards under the two programs. It continues the transit safety program established under MAP-21 that gave FTA greater authority over state safety oversight agencies. Funding for programs under the Mass Transit Account (MTA) of the Highway Trust Fund (HTF) are fully funded for the five years authorized under the bill. Revenues deposited into the MTA over the life of the bill, from both existing federal motor fuel excise taxes and general fund deposits into the MTA with one-time offsets provided under the bill will fully fund MTA authorized transit programs through FY 2020. However, those one-time offsets deposited into the MTA will not provide a sustainable source of funding for current service spending after the bill expires. Maintaining even a current services level after the bill's expiration will require additional revenues into the MTA and the HTF. Finally, the Act includes a rail title that restructures the Amtrak program, and authorizes separate funding under three separate rail investment programs, with total funding rising from \$200 million in FY 2016 to \$650 million in FY 2020.

State of California - The State's Transportation Development Act (TDA) provides two sources of transit revenue, the Local Transportation Fund (LTF) and the State Transit Assistance Fund (STA). The LTF is generated by a quarter cent statewide sales tax and then apportioned back to counties by population. The Fresno COG apportions these funds within Fresno County on the basis of population. In FY20, the City of Fresno is budgeted to receive approximately \$27.5 million from these funding sources. All of these funds are allocated to FAX.

The LTF resources (Table 4.11) are legislated to continue indefinitely, and the Plan's projected LTF revenues are based upon projections provided by the Fresno COG, but the actual revenue will fluctuate based on the economy and inflation. To qualify for LTF, FAX must recover a minimum of 20% from farebox revenues.

Transit operators cannot rely on the availability of STA funds from year to year. Further, as a condition for receiving STA funds, Senate Bill 3 (Katz) also requires operators to meet an efficiency standard based on operating cost per hour.

City of Fresno

1. General Fund: FAX receives no revenue from the City of Fresno General Fund.
2. Local Option Sales Tax - Measure C: In FY07 a continuing source of local funding support remained available to FAX as a result of the reauthorization of Measure C in November 2006. The passage of a dedicated one half cent local option sales tax represents unprecedented voter approval to improve the State highway network and provide funding for local transportation projects within Fresno County. The local option sales dollars will lead to completion of portions of the urban and rural highway system, as well as support transit needs over the 20 year life of the measure.

FY	LTF Article 6	STA	Total	% Change
2009	\$17,732,993	\$1,811,035	\$19,544,028	-4.52%
2010	\$12,578,187	\$649,935	\$13,227,532	32.32%
2011	\$13,916,233	\$44,278,162	\$18,194,395	37.55%
2012	\$16,223,083	\$3,569,662	\$19,792,745	8.78%
2013	\$16,239,112	\$3,825,351	\$20,064,463	1.37%
2014	\$16,807,547	\$4,024,355	\$20,831,902	3.82%
2015	\$18,073,517	\$3,072,991	\$21,146,508	1.51%
2016	\$19,270,622	\$3,238,080	\$22,508,702	6.44%
2017	\$19,939,327	\$2,945,909	\$22,885,236	2.00%
2018	\$18,084,882	\$4,344,817	\$22,429,699	-1.99%

Unlike the previous Measure C, the reauthorization dedicates nearly 20% to Regional Public Transit Agencies, without the discretion of the City Council as to how the funds are allocated. This ensures that FAX gets a larger share of the revenue that will be consistent over the life of the measure.

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

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

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

4.4.0 Financial Summary and Reserve Projections

For FY20, FAX system revenues from FTA grants represent 21% of the total, while LTF revenue equals 39% of the total revenue. Measure C makes up an additional 20% of FAX's total budget revenues. The remaining revenue comes from passenger fares, other revenue, and fund transfers.

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

This Page Intentionally Left Blank

5.1.0 Purpose of SRTP

The City of Clovis Short-Range Transit Plan (SRTP), FY 2020-2024, is the bi-annual update to the operating plan and the capital program. The purpose of this Plan is to promote a comprehensive, coordinated and continuous planning process for transit service in the Fresno-Clovis Metropolitan Area (FCMA) over a five-year planning horizon. This plan proposes specific recommendations for implementing the long-range objectives of Fresno County's Regional Transportation Plan, and will guide the provision of transit services in the FCMA over the next five years.

5.1.1 Summary of Existing Transit System

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



The City of Clovis provides the general public fixed-route service through Clovis Stageline. This service consists of two fixed-routes and two routes for specialized school transportation within the City of Clovis. The City of Clovis offers demand-responsive service to disabled persons through Clovis Roundup. The City of Clovis also offers service to residents of the Tarpey Village county island through a

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

5.1.2 Public Transportation Policy Directions

The policies contained in the Regional Transportation Plan for Fresno County, (adopted by the Fresno Council of Governments, June 2018) provide general guidance to transit operations within the metropolitan area. The following Goals, Objectives, and Policies provide the framework for developing a sound public transportation system throughout Fresno County. They are specifically targeted toward the public and social service transportation systems.

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

Policy Direction for Clovis

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

5.1.3 Strategic Plan

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

Goals for Clovis

GOAL 1: SERVICE LEVELS

Clovis Transit will provide public transportation service to a maximum number of people in the Fresno-Clovis Metropolitan Area (FCMA).

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

Standard 1: Clovis Transit fixed-route service (Stageline) should operate weekdays (Monday-Friday) from 6:15 a.m. to 6:15 p.m. and Saturday from 7:30 to 3:30pm; demand response service (Roundup) will operate during the same hours as fixed-route service.

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

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

Standard 1: Clovis Transit should maintain base fare level for elderly and disabled riders, those qualifying for ADA/curb to curb.

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

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

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

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

GOAL 2: SERVICE QUALITY

Clovis Transit will provide a quality, convenient and reliable service.

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

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

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

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

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

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

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

Objective C: To provide a safe system.

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

Standard 2: Buses should be checked daily for proper operation and condition of lights, mirrors, radios and fluid; detailed mechanical inspections should be done every 3,000 miles/45 days. Operations, maintenance and other employees will be

provided safety training at the beginning of their employment and such training will be updated on a regularly scheduled basis.

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

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

GOAL 3: SERVICE PRODUCTIVITY

Clovis Transit will operate an efficient and effective bus system.

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

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

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

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

GOAL 4: SYSTEM IMAGE

Clovis Transit will strive to promote its service and image in the community.

Objective A: To develop and implement a Clovis Transit Marketing Program.

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

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

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

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

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

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

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

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

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

5.1.4 Organization of City of Clovis

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

Clovis City Council

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

Committees

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

Clovis Staff

The Transit Section is under the City of Clovis Community Services Division and is part of the General Services Department. The Transit Section is overseen by a Transit Supervisor who manages the day to day operations of Clovis Transit and the General Services Manager who oversees projects and planning for transit. In 2017, a Management Analyst position was added to provide additional support to the Transit Supervisor. The division includes a staff of 60 +/- full and part-time employees.

5.2.0 Introduction to Clovis Transit System

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

5.2.1 Bus Service

Fixed Route- This service was originally offered in July 1980 as demand responsive, replacing fixed-route service formerly provided by FAX. On August 13, 1990, Stageline's fixed route service was initiated. Originally operated by contractors, the City of Clovis personnel brought the Stageline system in-house to be operated by City employees in September 1999. Clovis Stageline operates 2 routes on 30 minute headways, and two special routes in early morning and late afternoon to accommodate school transportation. Stageline buses connect within minutes to and from four of FAX's routes. The service operates Monday through Friday from 6:15 a.m. to 6:15 p.m. and Saturdays from 7:30 a.m. to 3:30 p.m. Clovis Stageline generally operates within the Clovis city limits (See Exhibit 5.1). FAX and Clovis Stageline accept inter-system transfers, and Clovis Stageline vehicles are lift equipped. Clovis presently reimburses FAX, through a formal contract, to offset operating costs for fixed-route service to Clovis. FAX Lines 9 and 45 currently provide service to Clovis residents.



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

The City of Clovis' demand-responsive service, Clovis Roundup, (See Exhibit 5.2) transports ADA certified disabled residents within its sphere of influence, primarily along Shepherd Avenue to the north, Dakota Avenue to the south,



DeWolf Avenue to the east and Winery Avenue to the west. Zonal service is provided within the City of Fresno as far north as Shepherd Avenue, south to Kings Canyon, west to West Avenue and south to Kings Canyon Avenue including downtown Fresno. The system operates on weekdays from 6:15 a.m. to 7:15 p.m., and on weekends 7:30 a.m. until 3:30 p.m. Fresno is served Monday to Friday from 7:00 a.m. until 5:00 p.m. Service is provided on both an advance reservation and a real time space available basis. Passengers may make reservations up to 14 days in advance or the required 24 hours in advance. Roundup policy requires passengers to be ready at least one hour before a scheduled Fresno ride and 45-minutes for a Clovis ride with pick-up within five minutes of the designated pick-up time and no longer than 15 minutes after the designated pick-up time.

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

5.2.2 Bus Transit

The service area is consistent with the Planned Urbanized Area (PUA) of the City of Clovis General Plan and represents the area planned for urban growth during the 20 year planning period. Within the PUA are the Cities of Fresno (2010 census population of 494,665) and Clovis (2010 census population of 95,631). The 2010 census population of the PUA, is 654,628 (Fresno COFCG). The FCMA contains 299 square miles; and a population of 664,000 (2010 Census) and the overall average population density is 3 persons/acre. In the more populated areas of the FCMA, the average density ranges from four to fifteen persons per acre.

5.2.3 Bus Fleet

City of Clovis - The City of Clovis has a fleet of thirty (30) transit buses, six (6) wheelchair accessible vans, three (3) regular mini-vans which are used to move both passengers and staff, and a new trolley purchased in 2018 which is serviced by the City of Clovis fleet department. Roundup operates with 17 lift equipped passenger buses and 9 passenger vans including the six wheelchair accessible vans. Stageline uses 13 lift equipped buses and three vans for driver switch-out, and the trolley is used on Saturday when ridership is lower, city events, and is available to rent for special events.



5.2.4 Accessible Bus Service

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

5.2.5 Transit Maintenance Program

City of Clovis - The City of Clovis has a City-wide maintenance facility which is used to maintain and service Clovis Transit's 40 vehicles.

5.2.6 Fare Structure

The fare for the Clovis Stageline service is \$1.25 with a convenience pass sold for \$23.00 for 20-rides and the Clovis Roundup fare varies from \$1.25 to \$2.75 depending on the end location. A monthly Metro Pass is available for use on both Stageline and FAX and costs \$48.00 per calendar month. See Table 5.1 for current Fare Structure.

Table 5.1: Clovis Fare Structure

Fare Category	STAGELINE
Single Rider (Adult)	\$1.25
Persons with a Disability or Seniors Age 65+	Free
Monthly Pass	\$11.25 for 10 rides or \$48 Monthly Metro Pass
Children Under Age 6	Free with fare paying adult

Fare Category	ROUNDUP
Within Clovis (Zone 1)	\$1.25
To/From Fresno south to McKinley & west to Palm (Zone 2)	\$2.00
To/From Fresno south to Kings Canyon and west to West Ave. (Zone 3)	\$2.75
Passes	\$25.00 pass for \$27.50 worth of rides in any zone

Figure 5.1: Clovis Stageline Service Area

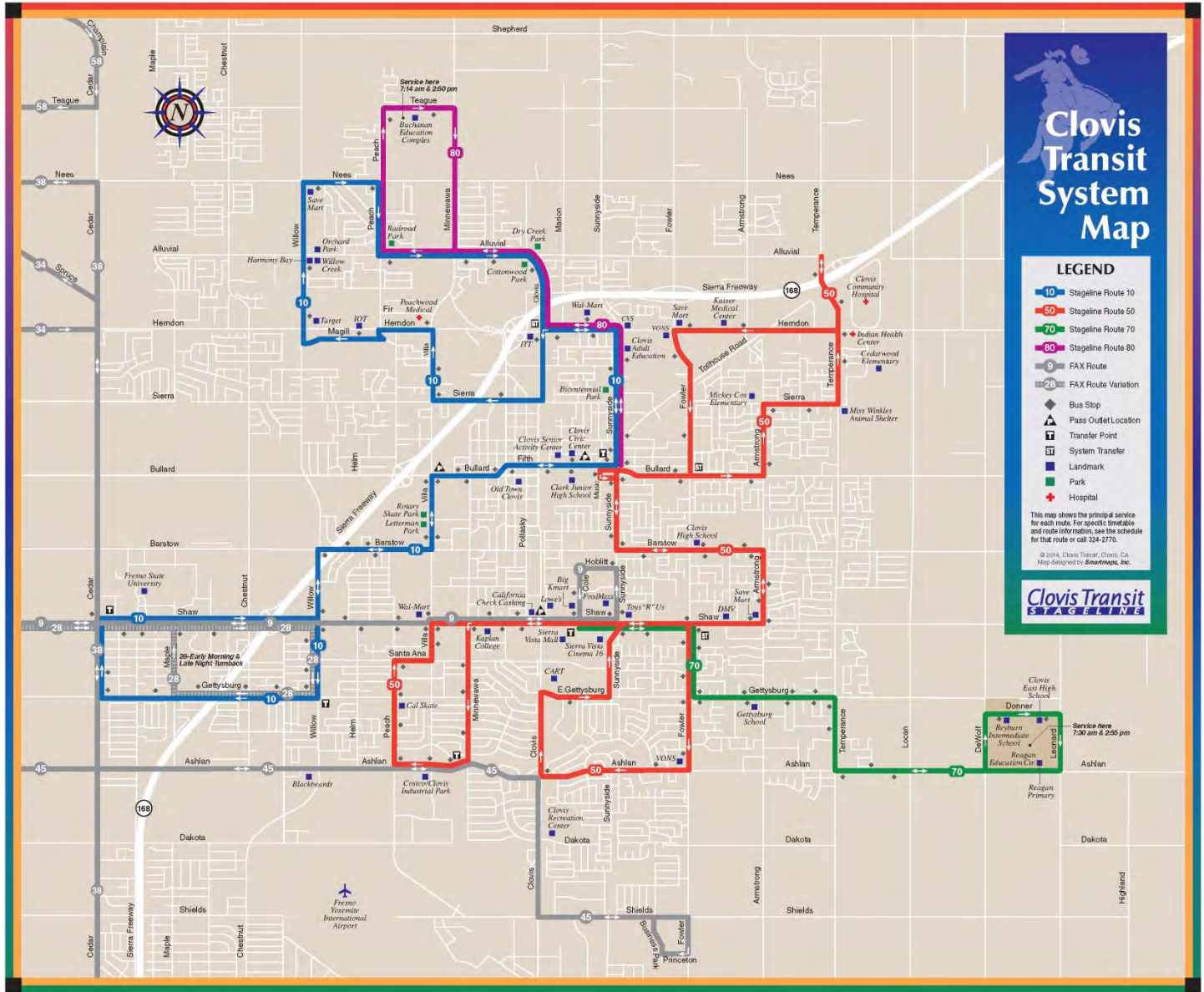
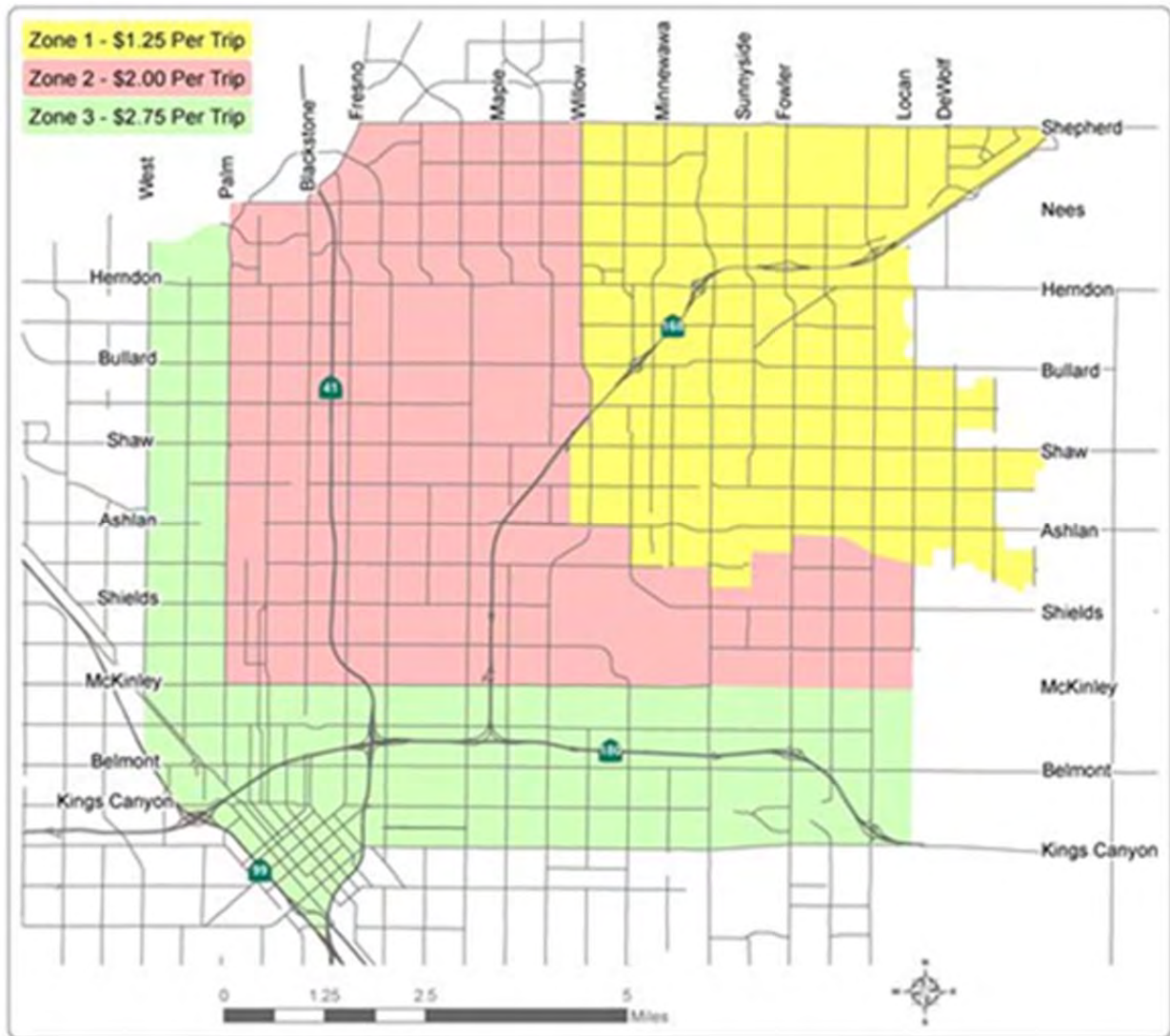


Figure 5.2 Clovis Roundup Service Area



5.2.7 Integration of Transportation and Land Use

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

Clovis Transit obtained full fleet compliance for the December 31, 2010 California Air Resources Board fleet emission requirements by reducing NOx and PM10 to the required levels. Many transit agencies had difficulty in meeting the required reductions but Clovis Transit attained the goal.

5.2.8 Development Review Program

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

5.3.0 Key Transit System Performance Indicators

Clovis Transit – The past few years for Clovis Transit have been marked by decreasing ridership and increasing operational costs. A similar trend is noted throughout California, the nation, and globally. The economic picture is improving slowly from the 2008-2009 recession. Funding stability is expected to improve with recent voter approval of SB1, a state-wide transportation bill. The exact amount of additional revenue is unknown at this time, but any funds received will be used to enhance service. Round Up ridership has decreased over the past several years but appears to have leveled out during FY18/19. Trip times and distances have increased due expansion of Clovis city borders, and an increase of trips into Fresno. Round Up dispatching software has been fully implemented and is used to better track passenger information and trip data.

Utilizing several grants including Proposition 1B Homeland Security, Public Transit Modernization, Improvement, and Service Enhancement Account (PTMISEA), Low Carbon Transit Operations Program (LCTOP), and SB1 State of Good Repair (SGR), many capital projects have been completed between 2013 and 2018. They include:

- **American’s with Disabilities Act bus stop improvements.** This included concrete work for ADA compliance and the purchase of benches and shelters.
- **Vehicle purchase.** Clovis Transit purchased 2 low-floor paratransit vehicles, 3 cutaway buses for fixed-route, and two wheelchair accessible minivans.
- **Solar bus stop lighting at bus stops.** The units are either stand-alone pole mounted devices or shelter mounted.
- **Panic switch installation.** A panic button was installed at the city yard in close proximity to the area where the buses are parked. This panic button is linked directly with local law enforcement and can be used by employees to summon the authorities in case of emergency.
- **Dispatch software.** Software, phone system upgrades, tablets for the drivers’ manifests, computer hardware, monitors and installation were included in this project. The system allows for all electronic dispatching, routing and scheduling of trips. It also allows for citizens to register in a database of people who would require evacuation in the event of an emergency.
- **Bus stop improvements.** Bus stops located in and near areas of the city designated as Disadvantaged Communities were identified for installation of bus stop shelters with trash cans, benches, and solar lighting.
- **Farebox system.** The farebox system is the same that was recently installed in Fresno. Passengers would be able to easily use passes and fare media between the systems. The farebox system will also improve passenger counting which is currently done by hand.

- **Replacement on-board video camera system.** The new on-board video camera system offers greatly improved resolution and memory capacity. Additionally, live bus video will be accessible, increasing the security on the buses for operators and passengers. Local law enforcement will have access to the live video stream.
- **Trip Planning on Google Transit.** Clovis Transit fixed-route information is now available for passengers to utilize for trip planning in the Fresno Clovis Metropolitan Area. This provides an additional source of assistance and can make transit a viable option.
- **Point of Sale Smart Phone Application.** Passengers are able to purchase any amount of paratransit or fixed-route fare using a smart phone device.
- **New Transit Station and offices.** A new transit station centrally located in town will allow for easier transfers, a location for passengers to buy passes, get information, use the restroom between buses, and complete ADA assessments. The building will also provide for much needed office space, meeting rooms, break rooms, and training facilities.

The following is a list of additional planned improvements between FY 2020 and 2024 (depending upon funding):

- New Transit Station and offices. A new transit station centrally located in town will allow for easier transfers, a location for passengers to buy passes, get information, use the restroom between buses, and complete ADA assessments. The building will also provide for much needed office space, meeting rooms, break rooms, and training facilities.
- Electric Bus Pilot Project. Clovis Transit was a successful grantee for Measure C New Technology funds to conduct a three-year pilot project to assess the operational impacts of implementation of battery electric zero-emission buses. Two buses have been ordered, infrastructure for charging stations is being developed, and plans are underway to put the buses into the fixed-route and paratransit systems in 2020.
- The purchase of replacement vehicles as the current vehicles age out, including the introduction of electric buses.
- Additional ADA bus stop improvements.
- Additional vehicles for fleet expansion to keep up with new service or ADA “no denial” requirements for paratransit.
- Expanding trip planning options for passengers utilizing ‘real-time’ bus locator system and end user application for next bus data accessible by passengers.
- Evaluation and strategic redesign of Stageline bus routes to coincide with the opening of the new Transit Station.

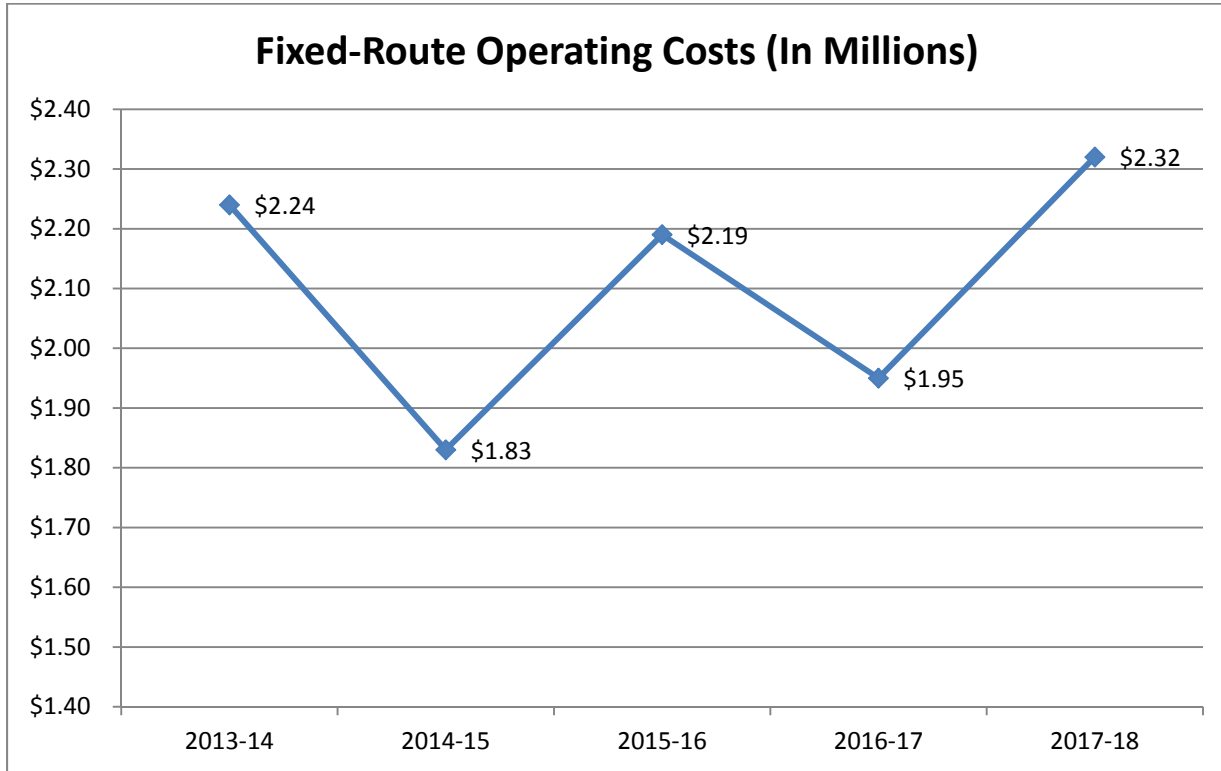
As we look forward to the next five years, there are some potential areas that will be continually evaluated. Some of those include:

- Expand service into new build areas, particularly in the north and east of Clovis.
- Service to the Willow/International College campus and the adjacent Clovis North High School Campus.
- Analysis of possible bus rapid transit on Shaw Avenue, Willow Avenue, and other corridors.
- Increased service hours later in the day and on weekends.
- Evaluation of autonomous vehicles, their application, and operational considerations.

Table 5.2: Clovis Stageline Operating and Productivity Trends FY14-18

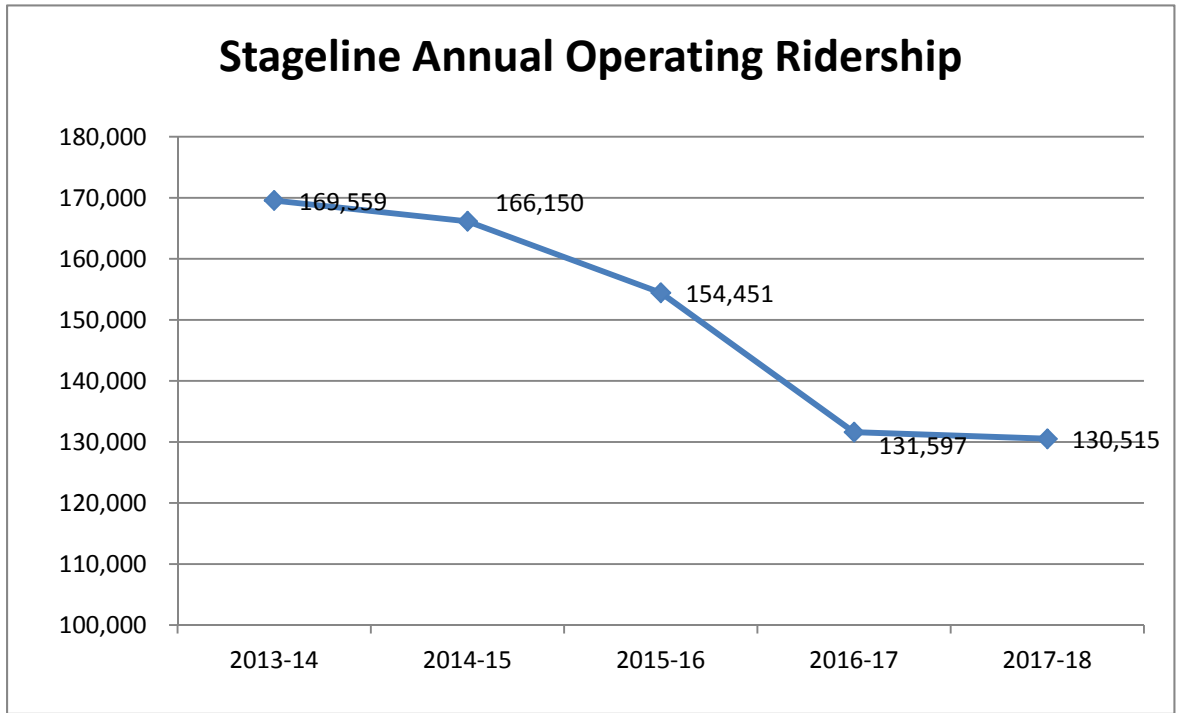
Indicator	FY					% Change			
	FY14	FY15	FY16	FY17	FY18	FY15	FY16	FY17	FY18
Total Passengers	169,559	166,150	154,451	131,597	130,515	-2.0%	-7.0%	-14.8%	-0.8%
Vehicle Hours	21,126	21,079	21,193	21,401	21,631	-0.2%	0.5%	1.0%	1.1%
Vehicle Miles	261,001	260,594	258,156	257,006	256,067	-0.2%	-1.0%	-0.4%	-0.4%
Operating Costs	\$2,030,722	\$1,833,520	\$1,950,040	\$1,959,622	\$2,328,477	-9.7%	6.3%	0.5%	18.8%
Fares	\$406,144	\$366,704	\$390,008	\$391,924	\$465,695	-9.7%	6.3%	0.5%	18.8%
Employees	16	16	16	16	16	0.0%	0.0%	0.0%	0.0%
Passenger/Hour	8.03	7.88	7.29	6.14	6.03	-1.8%	-7.5%	-15.8%	-1.8
Passenger/Mile	0.65	0.64	0.60	0.51	0.51	-1.5%	-6.3%	-15.0%	0.0%
Cost/Vehicle Hour	\$96.13	\$86.98	\$92.01	\$91.57	\$107.65	-9.5%	5.7%	-0.5%	17.6%
Cost/Vehicle Mile	\$7.78	\$7.04	\$7.55	\$7.62	\$9.09	-9.5%	7.2%	0.9%	19.2%
Veh Hours/Employee	1,320	1,317	1,325	1,337	1,351	-0.2%	0.6%	0.9%	1.0%
Op Subsidy/Passenger	\$11.16	\$10.18	\$11.36	\$13.90	\$16.79	-8.7%	11.6%	22.4%	20.1%
Farebox Ratio	20%	20%	20%	20%	20%	0.0%	0.0%	0.0%	0.0%
Fbox ratio w/out Measure C	7.0%	7.0%	6.9%	6.7%	5.8%	0.0%	-1.4%	-2.9%	-13.4%

Figure 5.3: Clovis Stageline Fixed Route Operating Costs FY2014-2018



Operating costs for Clovis' fixed route system have grown steadily from \$2.2 million per year in FY2013/14 to \$2.3 million per year in FY2017/18, keeping pace with inflation, increased cost of labor, and increased fuel costs.

Figure 5.6: Clovis Stageline Fixed Route Annual Ridership FY2014 – 2018



Stageline ridership has shown a steep decline in FY13/14 – FY16/17, similar to trends in the region, statewide, and throughout the nation. However, in FY17/18, ridership dropped by less than 1%, which may signal a stabilization of the decline.

Figure 5.7: Clovis Stageline Fixed Route Annual Ridership and Operating Costs Comparison FY2014 – 2018

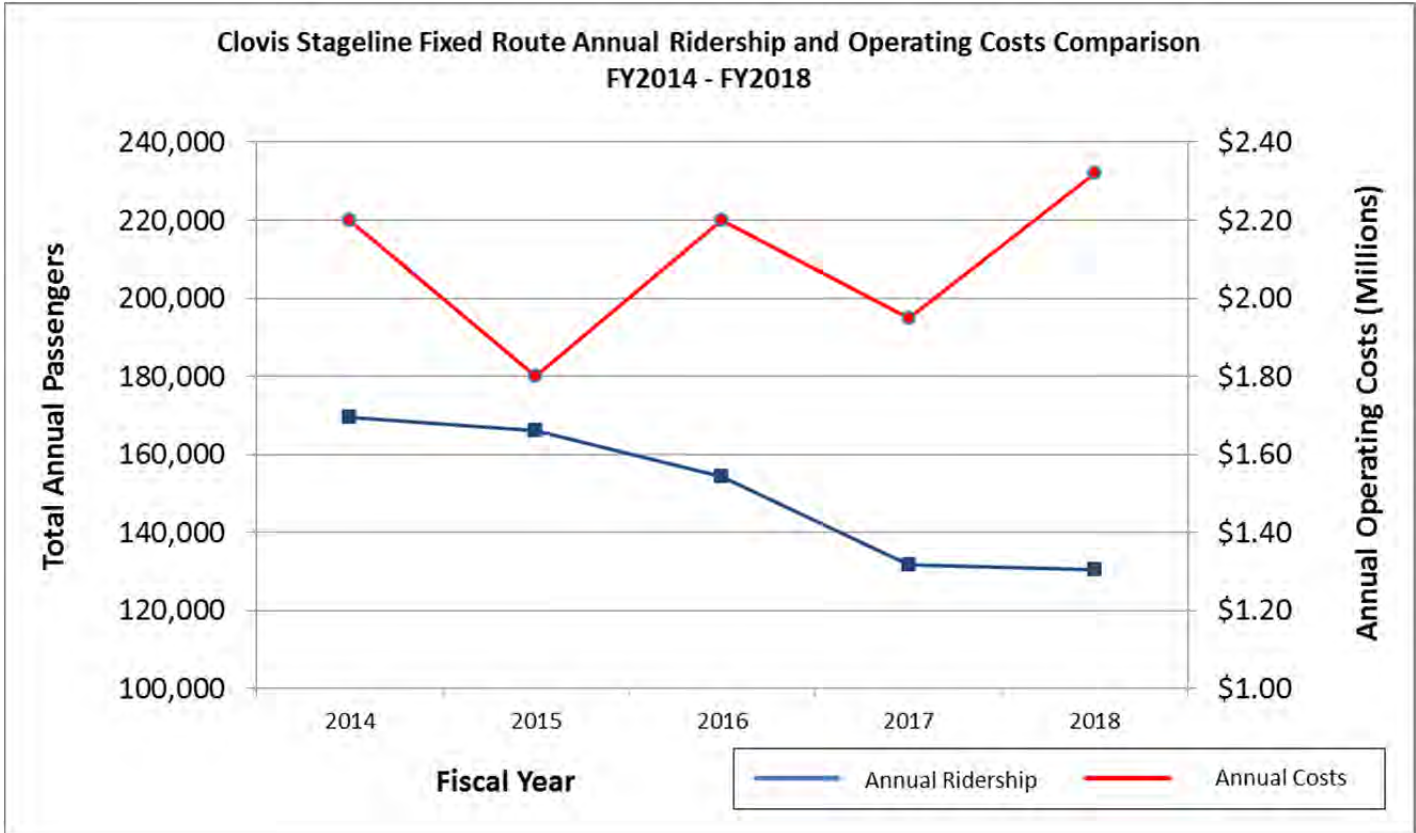
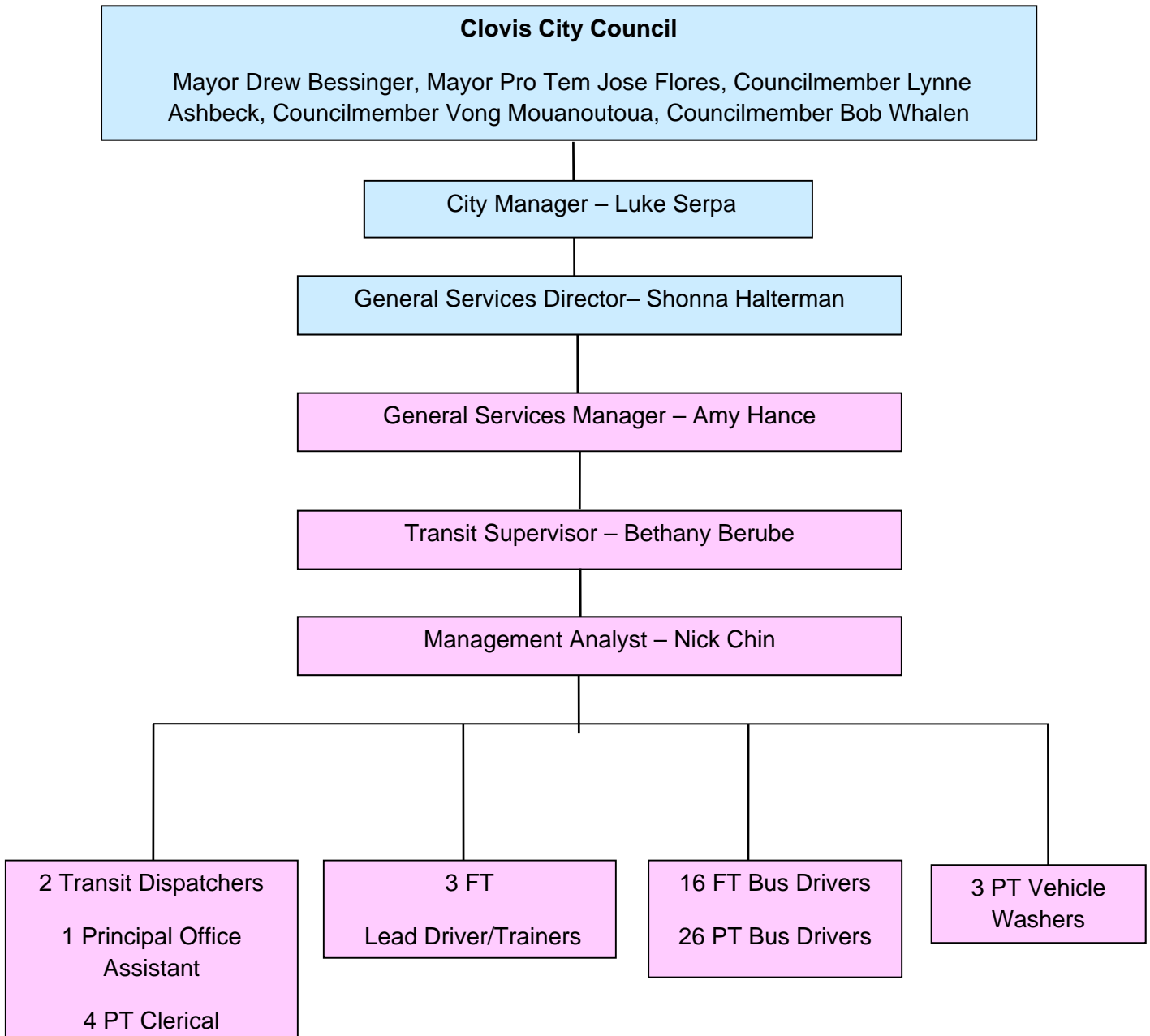


Table 5.3: Roundup Operating and Productivity Trends FY14 - 18

	FY					% Change			
	FY14	FY15	FY16	FY17	FY18	FY15	FY16	FY17	FY18
Total Passengers	65,211	61,025	60,692	56,236	52,061	-6.4%	-0.5%	-7.3%	-7.4%
Vehicle Hours	29,682	29,090	31,586	30,589	28,040	-1.9%	8.5%	-3.2%	-8.3%
Vehicle Miles	392,061	361,963	398,735	371,753	346,495	-7.6%	10.1%	-6.7%	-6.8%
Operating Costs	\$2,147,801	\$2,426,662	\$2,517,231	\$2,686,329	\$2,916,969	12.9%	3.7%	6.7%	8.6%
Fares*	\$214,780	\$242,666	\$251,723	\$268,329	\$291,696	12.9%	3.7%	6.7%	8.6%
Employees	18	19	19	19	19	5.5%	0.0%	0.0%	0.0%
Passenger/Hour	2.20	2.10	1.92	1.84	1.86	-4.5%	-8.5%	-4.2%	1.1%
Passenger/Mile	.17	.17	.15	.15	.15	0.0%	-11.7%	0.0%	0.0%
Cost/Vehicle Hour	\$72.36	\$83.42	\$79.69	\$87.81	\$104.02	15.2%	-4.5%	10.2%	18.5%
Cost/Vehicle Mile	\$5.48	\$6.70	\$6.31	\$7.23	\$8.42	22.3%	-5.8%	14.6%	16.9%
Veh Hours/Employee	1,649	1,531	1,662	1,609	1,475	-7.1%	8.6%	-3.2%	-8.3%
Op Subsidy/Passenger	\$31.42	\$38.25	\$40.05	\$46.09	\$54.26	21.4%	4.7%	15.1%	17.8%
Farebox Ratio	10%	10%	10%	10%	10%	0.0%	0.0%	0.0%	0.0%
Fbox ratio w/out Measure C	4.6%	4.0%	3.0%	3.0%	3.0%	-13.0%	-25.0%	-0.0%	0.0%

Figure 5.8: Clovis Transit Organization Chart



5.4.0 Capital Financial Plan

Clovis - Clovis Transit's five year Capital Plan projects a balanced budget. Clovis Transit took delivery of 3 new Champion replacement buses in 2017 for fixed-route service and 2 Champion replacement low-floor buses for paratransit services. Two additional wheelchair-accessible vans were also purchased in 2018. Proposition 1B homeland security grant funds along with LCTOP dollars have provided for capital purchases. Sales tax revenue from Measure C is rebounding as the economy continues to improve. SB1 was passed by the voters which will provide an additional amount of STA revenue with a portion of SB1 to be used for State of Good Repair projects.

Table 5.4 - Stageline Operating and Revenue Budget FY14 - 18

Operating Revenue	2013/14	2014/15	2015/16	2016/17	2017/18
Grants/Other	\$122,396	\$118,468	\$238,954	\$143,652	\$205,200
Passenger Fares	\$114,843	\$118,318	\$110,765	\$103,177	\$91,247
Measure C	\$853,766	\$900,733	\$985,442	\$1,367,996	\$1,463,004
LTF	\$1,111,000	\$1,250,000	\$1,349,000	\$1,476,000	\$1,509,000
STA	\$83,581	\$405,941	\$42,891	\$489,512	\$636,441
Total Operating Revenues	\$2,285,586	\$2,793,460	\$2,727,052	\$3,580,337	\$3,904,892
Operating Costs	2013/14	2014/15	2015/16	2016/17	2017/18
Employee Services	\$1,184,562	\$1,053,882	\$1,123,539	\$1,141,541	\$1,354,807
Operations, Maint. & Training	\$478,825	\$416,829	\$427,118	\$416,921	\$502,844
Direct Operating Expenses	\$363,501	\$359,519	\$399,383	\$424,495	\$469,836
Transit Contracts	\$218,875	\$225,381	\$242,239	\$231,140	\$247,687
Capital	\$108,922	\$353,463	\$314,458	\$76,814	\$524,554
Total Operating Costs	\$2,354,685	\$2,409,074	\$2,506,737	\$2,290,910	\$3,099,728

Table 5.5 - Roundup Operating and Revenue Budget FY14 - 18

Operating Revenue	2013/14	2014/15	2015/16	2016/17	2017/18
Passenger Fares	\$98,884	\$92,450	\$86,804	\$92,232	\$91,860
Grants/Other	\$47,540	\$428,938	\$178,004	\$143,290	\$325,829
Measure C	\$400,000	\$400,000	\$400,000	\$441,000	\$455,000
LTF	\$1,005,344	\$2,210,798	\$2,404,812	\$2,286,099	\$2,430,092
STA	\$500,000	\$159,000	\$172,000	\$142,000	\$441,000
Total Operating Revenues	\$2,051,768	\$3,291,186	\$3,241,620	\$3,106,621	\$3,743,601
Operating Costs	2013/14	2014/15	2015/16	2016/17	2017/18
Employee Services	\$1,229,760	\$1,545,719	\$1,555,892	\$1,698,417	\$1,695,693
Operations, Maint. & Training	\$514,772	\$473,971	\$505,708	\$499,482	\$591,259
Direct Operating Expenses	\$398,573	\$404,262	\$455,631	\$553,358	\$601,578
Capital	\$69,705	\$168,449	\$258,106	\$76,158	\$106,203
Total Operating Costs	\$2,212,810	\$2,592,401	\$2,775,337	\$2,827,415	\$2,994,733

This Page Intentionally Left Blank

This Page Intentionally Left Blank

Appendix A: Caltrans Public Transportation, Ridesharing, Park-and-Ride and Bicycle Policies

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

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

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

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

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

Ridesharing and Park and Ride Policies

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

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

Bicycle Policies

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

- 1) Provide for continuous and convenient bicycle routes to places of employment, shopping centers, universities, and other high activity areas with potential for increased bicycle use.

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

Appendix B: Elderly and Disabled Service Considerations

Fixed Route Service

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

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

The fare structure for the fixed route service provides for a senior citizen (65+) disabled base fare (\$.60) or approximately 50% of the general fare (\$1.25). Monthly passes on FAX regular buses for disabled persons are \$24.00, representing a \$24.00 discount compared to the Handy Ride system and the monthly Metro Pass. FAX had a fare increase in 2011, the first in eight years. FAX accepts red, white and blue Medicare Cards, DMV Disabled Parking Placards, ADA Paratransit Certification, and FAX Special Rider I.D. cards for reduced fares. FAX also accepts all appropriate identification showing ages 65 and older for reduced fares.

Fare Category	Adult Fare FAX	Adult Fare HANDY RIDE
Single Ride	\$1.25	\$1.50
20 Tokens/50 Tokens	\$ 22.50/\$55.00	N/A
#Metro Pass (unlimited rides)	\$48.00	\$48.00
Children under 6 and Trolley Rides	Free	N/A
	Senior/Disabled Fare FAX	Senior/Disabled Fare HANDY RIDE
Single Ride	\$.60	\$1.50
Monthly pass	\$24.00	\$48.00

Demand Responsive Service

Service for the elderly and disabled population also is provided by Handy Ride which covers the same service area as the fixed route system. The system is demand responsive, and trip requests are accepted 24 hours in advance for certified users. No priority is given to trip type, and there are no trip number limits. Senior and disabled persons pay a \$1.50 cash fare or \$48.00 for a monthly convenience pass. An attendant may ride free with the passenger.

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

This Page Intentionally Left Blank

Appendix C: Title VI Compliance

As a condition of receiving assistance from the Federal Transit Administration (FTA), FAX complies with the requirements of Title VI of the Civil Rights Act of 1965, which requires reporting to FTA every three years, and FAX prepared a triennial report in 2016. FAX is in the process of updating its triennial report. The next report will be adopted toward the end of 2019. Links to the current report as well as the FTA mandated Service Equity Analysis and Fare Equity Analysis are below:

[FAX Title VI Report](#)

The Fresno Area Express (FAX) Title VI Report was prepared in accordance with the FTA Title VI guidelines as stated in FTA Circular 4702.1 dated May 26, 1988. This report has since been updated in accordance with the new FTA circular 4702.1B dated May 13, 2007. Title VI of the Civil Rights Act states the following: “No person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discriminations under any program or activity receiving Federal financial assistance.”

This report consists of two sections. The first section, General Reporting Requirements, contains information concerning Title VI assurances; Title VI Program requirements for FAX; notification of protection afforded by Title VI; Title VI complaint procedures and form; active complaints; investigations and lawsuits; public participation; and meaningful access for Limited English Proficiency (LEP) persons.

The second section, Program Specific Requirements, contains information regarding requirements to submit a Title VI Program as a fixed-route transit provider; the Title VI internal review process for service standards and policies; the requirements to collect and report on demographic data; the internal monitoring process for transit service; and the evaluation of service and fare changes with respect to the effect on minority and low-income populations that are specific to the FAX fixed-route transit system.

[Service Equity Analysis](#)

As a recipient of funding from the Federal Transit Administration (FTA), FAX is required to comply with FTA’s Title VI Requirements and Guidelines, as detailed in FTA Circular 4702.1B. For fixed transit providers operating more than fifty vehicles in peak service, these requirements include evaluating major service changes to determine whether those changes will have a discriminatory impact based on race, color, or national origin.

Fare Equity Analysis

The Federal Transit Administration (FTA) requires transit agencies receiving federal funding to demonstrate compliance with Title VI of the Civil Rights Act of 1964, including conducting service and fare equity analyses to ensure the level and quality of public transportation service is provided in a nondiscriminatory manner. A fare equity analysis evaluates the distribution of potential adverse impacts created by proposed fare changes to ensure the burden is not borne disproportionately by minority or low-income populations. FAX will take the following analysis into consideration and make any necessary modifications to the proposed fare media changes based on the findings.

Appendix D: Vehicle Fleet Replacement Schedules

Table D.1: Fixed-Route Vehicle Fleet Replacement Schedule

	FY20	FY21	FY22	FY23	FY24
Total Fleet	121	121	121	121	121
Active Fleet	112	112	116	116	116
Peak Service	94	94	97	97	97
Spare Fleet	18	18	19	19	19
Contingency Fleet	9	9	5	5	5
Replacement Buses	2	12	6	7	7
Expansion Buses	9	0	3	0	0
Spare Bus Ratio	20%	20%	%	%	%

Table D.2: Handy Ride Vehicle Fleet Replacement Schedule

	FY20	FY21	FY22	FY23	FY24
TOTAL FLEET	60	60	60	60	60
ACTIVE FLEET	60	60	60	60	60
PEAK SERVICE	54	54	54	54	54
SPARE FLEET	6	6	6	6	6
REPLACEMENT BUSES	9	5	6	6	8
EXPANSION BUSES	3	0	0	0	0
SPARE BUS RATIO	11%	%	%	%	%

This Page Intentionally Left Blank

Appendix E: Glossary

ADA	<p><i>Americans with Disabilities Act</i> was signed into law on July 26, 1990. The law requires transit systems to make services fully accessible to persons with disabilities, as well as to underwrite a parallel network of paratransit service for those who are unable to use the regular transit system.</p>
AVO	<p><i>Average Vehicle Occupancy</i> is determined by the number of employees who arrive at a worksite divided by the number of vehicles those employees use to arrive at the worksite.</p>
AVL	<p><i>Automated Vehicle Location</i> is the use of electronic technologies to allow fleet managers to know where vehicles are located at a given time. In addition to its primary use by transit dispatchers and supervisors, AVL can be linked into other systems and used to provide real time arrival information for transit customers.</p>
AQMP/AQAP	<p><i>Air Quality Attainment Plan</i> is a plan prepared by an Air Pollution Control District/Air Quality Management District designated as a nonattainment area, for incorporation into the State Implementation Plan for purpose of meeting the requirements of the National and/or California Ambient Air Quality Standards.</p>
BRT	<p>Bus Rapid Transit is an advanced form of bus service that operates much like light rail trains, often in designated rights-of-way, but without the tracks or catenary wires. BRT features include shaded and elevated station platforms and ticketing machines at the stations.</p>
CALTRANS	<p><i>California State Department of Transportation</i> is responsible as the owner operator of the state highway system for its safe operation and maintenance. Caltrans is the implementing agency for most state highway projects, intercity rail, interregional roads, sound wall, toll bridge and aeronautics programs.</p>
CAA	<p><i>Clean Air Act</i> is a federal law established in 1970 that regulated air emissions. The CAA gives the U.S. Environmental Protection Agency (EPA) authority to establish National Ambient Air Quality Standards (NAAQS) for the protection of the public and the environment. The Act was amended in 1990 (FCAAA).</p>

CARB	<i>California Air Resources Board</i> is a state regulatory agency charged with regulating the air quality in California.
CEQA	<i>California Environmental Quality Act</i> is a state law intended to protect the California environment. CEQA established mandatory ways by which governmental decision makers are informed about the potential significant environmental effects of proposed projects and identifies ways to avoid or significantly reduce damage to the environment.
CIP	<i>Capital Improvement Plan</i> is a seven year program of projects developed to maintain or improve the traffic level-of-service and transit performance standards, and to mitigate regional transportation impacts identified in the CMP Land Use Analysis Program, which conforms to transportation related vehicle emissions air quality mitigation measures.
CONFORMITY	<i>Conformity</i> means that under the Federal Clean Air Act transportation plans, programs and projects are required to conform to applicable state implementation plans. The conformity determinations must be based on the most recent estimated of emissions and those emissions estimates must be based upon the most recent population, employment, travel, and congestion estimates as determined by the MPO's.
CMA	<i>Congestion Management Agency</i> is responsible for developing the Congestion Management Program and coordinating and monitoring its implementation.
CMP	<i>Congestion Management Program</i> is a state mandated multi-jurisdictional program to reduce traffic congestion. Required of every county in California with an urbanized area as defined by the Census Bureau of at least 50,000 people.
CMAQ	<i>Congestion Mitigation and Air Quality Improvement Program</i> is a new funding program established by ISTEA specifically for projects and programs that will contribute to the attainment of a national ambient air quality standard. The funds are available to non-attainment areas for ozone and carbon monoxide based on population and pollution severity.

COG	<i>Council of Governments</i> is a voluntary consortium of local government representatives, from contiguous communities, meeting on a regular basis, and formed to cooperate on common planning and solve common development problems of their area. COG's can function as the Regional Transportation Agencies and Metropolitan Planning Organizations in urbanized areas.
CO SIP	<i>Carbon Monoxide State Implementation Plan</i> is a required by the Federal Clean Air Act to attain and maintain national ambient air quality standards for Carbon Monoxide (CO). CO is a colorless, odorless gas resulting from the incomplete combustion of fossil fuels. The plan is adopted by local air pollution control districts/air quality management district and the State Air Resources Board.
CTC	<i>California Transportation Commission</i> is a body appointed by the Governor and confirmed by the legislature that reviews Regional Transportation Improvement Programs (RTIP) and the Proposed State Transportation Improvement Program (PSTIP) and adopts some transportation projects from these programs into the State Transportation Improvement Program (STIP).
CTSA	<i>Consolidated Transportation Services Agency</i> is responsible for contract services to various social service agencies within the Fresno County area. The CTSA also receives funding from TDA and LTF Article 4.5 revenues.
DBE	<i>Disadvantaged Business Enterprise</i> Program was designed to ensure maximum opportunity for disadvantaged business enterprises to compete for and perform FAX contracts. Consistent with Federal requirements, the definition of socially disadvantaged and economically disadvantaged individuals for the DBE program includes women as well as minority business enterprises.
DOT	<i>Department of Transportation</i> is the department of the federal government that includes the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA).
EPA	<i>Environmental Protection Agency</i> is the Federal Agency charged with setting policy and guidelines, and carrying out legal mandates for the protection of national interests in environmental resources.

FCMA	<i>Fresno/Clovis Metropolitan Area</i> includes the geographical boundaries of both the Cities of Fresno and Clovis and the unincorporated areas within the City of Fresno.
FCRTA	<i>Fresno County Rural Transit Agency</i> provides fixed route services throughout the rural unincorporated cities which link communities with each other and with the FCMA.
FHWA	<i>Federal Highway Administration</i> is a component of the US Department of Highways (US DOT), established to ensure development of an effective national road and highway transportation system. It assists states in constructing highways and roads, and provides financial aid at the local level.
FTA	<i>Federal Transit Administration</i> is the Federal Department of Transportation, which is under USDOT. The sister agency to FHWA.
FTIP	<i>Federal Transportation Improvement Program</i> is a federally required document produced by the regional transportation planning agency that states the investment priorities for transit and transit-related improvements, mass transit guide ways, general aviation and highways.
GHG	<i>Greenhouse Gas</i> emissions are now being measured and tracked under California SB375 and AB32 legislation in order to reduce vehicle emissions that cause global warming.
ISTEA	<i>Intermodal Surface Transportation Efficiency Act of 1991</i> is a piece of legislation passed by Congress in December of 1991 that provides for a major restructuring of the highway program. Key components of this Act include an increased flexibility in the programming of projects, a level playing field between highway and transit projects with consistent 80/20 matching ratio, ties to the Federal Clean Air Act and American with Disabilities Act.
LTF	<i>Local Transportation Funds</i> are derived from the ¼ cent of the statewide sales tax. LTF revenue is returned to local governments for transportation purposes with public transportation the primary focus. LTF is distributed to each city and unincorporated area based on population.

MEASURE C	A Fresno County ballot measure that raised the local sales tax by one quarter cent for a twenty year period until 2006. The measure identified a specific program of priority transportation improvement project throughout the County.
MPO	<i>Metropolitan Planning Organization</i> is the federal designation for Fresno COG. MPO works with technical advisory committees, interested citizens, and other government agencies. A coordinated effort has been made to develop a multi modal regional transportation plan for Fresno County.
PAC	<i>Policy Advisory Board</i> is composed of the Chief Administrative Officer of each member agency. With the exception of urgency matters, all items must be considered by the PAC before submission to the Policy Board.
PM-10	<i>Particulate Matter</i> is a major air pollutant consisting of solid or liquid matter such as soot, dust aerosols, fumes and mists less than 10 microns in size.
RTIP	<i>Regional Transportation Improvement Plan</i> is a State mandated document which includes a list of proposed transportation projects submitted by the CTC and by the regional transportation planning agency as a request for State funding. The RTIP has a seven year planning horizon, and is updated every two years.
RTP	<i>Regional Transportation Plan</i> is a comprehensive twenty year plan for the region, updated every two years by the regional transportation planning agency. The RTP includes a policy, an action, and a financial element.
SIP	<i>State Implementation Plan</i> is a document prepared by each State describing existing air quality conditions and measures which will be taken to attain and maintain National Ambient Air Quality Standards. It is adopted by local air pollution control districts/air quality management districts and the State Air Resources Board.
SJVAPCD	<i>San Joaquin Valley Air Pollution Control District</i> is the designated air district for the eight county nonattainment areas which includes San Joaquin, Stanislaus, Merced, Madera, Kings, Kern, Fresno and Tulare Counties.

SSTAC	<i>Social Services Transportation Advisory Council</i> is a council composed primarily of elderly, handicapped, and persons of limited means that was established in 1988 by Fresno COG. The council participates annually in identifying transit needs and working closely with Fresno COG to recommend appropriate action.
STA	<i>State Transit Assistance</i> is a fund derived from a portion of the Motor Vehicle Fuel Tax. The STA supports public transportation services, and is apportioned through the Regional Transportation Planning Agencies to their member agencies on a population basis.
STP	<i>Surface Transportation Program</i> is a new funding program established by ISTEA that allows for mass transit and highway projects. Ten percent of the projects funded under this program must be transportation enhancement activities and 10 percent for safety projects.
TCM	<i>Transportation Control Measures</i> are intended to reduce pollutant emissions from motor vehicles. Examples of TCM's include programs to encourage ridesharing or public transit usage, city or county trip reduction ordinances, and the use of cleaner burning fuels in motor vehicles.
TDA	<i>Transportation Development Act</i> is a California law which provides funding for transit through the Local Transportation Fund and the State Transit Assistance fund.
TIP	<i>Transportation Improvement Program</i> is an expenditure program that is updated every two years. It lists the highway and transit capital improvement projects that have been prioritized in the County for state and federal gas tax funds.
TMA	<i>Transportation Management Area</i> is defined by ISTEA, and is designated by the Secretary of Transportation for all urbanized areas over 200,000. TMA's must include a congestion management system in their planning process. In TMA areas, MPO's are responsible for project selection.

- TSM *Transportation Systems Management* is designed to identify short term, low cost capital improvements that improve the operational efficiency of the existing transportation infrastructure.
- TTC *Transportation Technical Committee* is a part of the Area wide Transportation Policy Committee, composed of technical staff from member agencies, other interested agencies, public members and Caltrans. TTC evaluates specific regionally-significant issues and projects.
- VMT *Vehicles Miles Traveled* is the sum of the linear distance covered by all vehicles in a given time period.
- VSS *Very Small Starts* is the FTA grant funding source applied for to plan, design and build the Bus Rapid Transit system in Fresno.