

**CONSOLIDATED TRANSPORTATION SERVICE  
AGENCY**

**OPERATIONS PROGRAM & BUDGET  
FY 2020/21**

**FOR THE**

**FRESNO URBAN CTSA  
FRESNO RURAL CTSA**

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Submitted: April 24, 2020  
Revised: September 18, 2020

The Fresno Economic Opportunities Commission  
Transit Systems

**CONSOLIDATED TRANSPORTATION SERVICE AGENCY**

**OPERATIONS PROGRAM & BUDGET**

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Draft Submitted: April 24, 2020  
Revised: September 18, 2020  
Initial 45 Day Review: October XX, 2020  
Proposed Adoption: October 29, 2020

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## EXECUTIVE SUMMARY

The Consolidated Transportation Service Agency (CTSA) has been providing social service transportation since 1982 through the use of many partnerships. Although these partnerships have evolved over time, the concept and the overall purpose has remained the same. Through independent relationships with other social service agencies and the CTSA partners, the objectives outlined in the COG Assembly Bill AB 120 Action Plan are met. The policies and procedures necessary to accomplish these objectives are complex and challenging. There are, for example, over a dozen separate sub-operations that must be accounted for and tracked independently, yet also must be combined in various ways for reporting and auditing purposes.

There are two formal partnerships, the Urban CTSA and the Rural CTSA. Historically, there are twelve service agreements that must be managed, eight under the Urban CTSA and four under the Rural CTSA. Four of the eight Urban services are also operated in Rural communities – expenses are accounted for accordingly. Two of the service agreements that operate in both the Urban & Rural CTSA are internal Fresno EOC services: Head Start and Food Services. This requires a detailed accounting separating the transportation services provided from the other services provided by the organization. Under the concept of a “Consolidated Service” operation, personnel and overhead expenses are shared between the various partnerships and services. In the process of finalizing this Operations & Program Budget (OPB) document and updating it to reflect changes related to COVID-19, four additional agencies were added.

While each service agreement (contract) has its own revenues and expenses, they each have unique match requirements and terms (one, two or three years). The support needed from the CTSA Local Transportation Fund (LTF) for any service agreement is determined after revenue and expenses for each agreement have been accounted for in accordance with their respective requirements. Thus, the LTF assistance needed by each agreement varies year-to-year. It is the role of the CTSA operator to balance these needs on a year by year basis, with input from the CTSA partners.

The budget for both the 2019/20 and the 2020/21 fiscal years was originally prepared with full service in mind. Due to the impacts of the ongoing COVID-19 pandemic, there have been significant changes to the operations, ridership, revenues and expenses. As a result, Fresno EOC Transit programs has been operating only those services that have been directed by the individual funding agencies to continue, or be modified. The CTSA operations that are currently in full service include Food Service Delivery and CalWorks. For those services the following measures are in place:

- Employees are wearing gloves and masks.
- All vehicles in use are being washed and sanitized several times a day including, but not limited to, sanitizing seats, handrails, steering wheels, and door handles.
- Social distancing practices are implemented in the food preparation and office areas.
- Mandatory temperature checks and health screening surveys occur daily.

- Anyone who has come in contact with someone testing positive for COVID-19 or who shows symptoms of COVID-19 is directed to quarantine for 14 days and get tested for the virus.

CTSA operations changed as partners and stakeholders responded to the COVID-19 pandemic and provided guidance. Initially, approximately 65% of employees were furloughed. However, state directives designed to limit the impact of COVID-19 on the economy allowed additional Transit staff to continue to be paid. Therefore, approximately 73% of Transit staff remain on payroll. This limited the amount of cost savings from reduced personnel hours. Currently, 27% of staff remain furloughed from March through the Summer comprising drivers for the Head Start contract who are normally off during the Summer. Head Start revenue also declined since we only bill for services provided. Here is a description of the status of all CTSA contract operations from March to July 1.

#### Central Valley Regional Center (CVRC)

In mid-March, Fresno EOC Transit Systems received direction from CVRC that their at-risk consumers would no longer be attending their daily programs. Shortly after that, all day programs temporarily suspended their operations. Within a week, state directives were issued allowing contracted services, such as transportation, to continue to be paid as long as the companies continued to pay their employees. We continue to pay approximately 38 employees that are eligible under this directive. We are meeting weekly with the CVRC-funded programs (via Zoom) to plan when and how services will begin again.

#### CalWORKS

The Department of Social Services CalWorks program has continued throughout the pandemic. While the volume of participants needing transportation services has declined, there has been a steady number of essential service workers continuing to use the service. Since there is a need throughout the night after regular transit service has ended and during all days of the week, regular service is required.

#### Fresno Madera Area Agency on Aging (FMAAA)

In mid-March Transit Systems received direction to suspend service to all four senior centers. The FMAAA contract was terminated and all future payments ceased. FMAAA has indicated that service may not resume until as late as November.

#### Meal Delivery (Food Services)

The Food Services program – which normally provides congregate meals to senior centers, Head Start sites and other social service agencies - had to adjust quickly to an almost exclusive home delivery model. About 30 additional drivers assisted with increased food preparation and delivery needs for seniors and children. These drivers were shifted from the Head Start and CVRC operations to assist with meal delivery.

#### Head Start

Head Start suspended classes from mid-March until the end of the school year in June. Transit Systems ceased services for this contract resulting in approximately 20 staff being furloughed. The Head Start program ceased payment for transportation services; however, we will bill for ongoing expenses such as overhead and vehicle maintenance which is required by state regulations.

## CalVets

CalVets continued a short time until the end of March when the City of Fresno requested to suspend service.

Due to the timing of the process, this Operations and Program Budget (OPB) was initially prepared assuming full service would be restored beginning July 1, 2020. The ever-evolving nature of the pandemic, and responses to limit its impact, made budgeting and forecasting difficult. The OPB has been revised to include a more complete picture of the financial impact of COVID-19 on revenue and expenses. It is now expected that there will be a net savings due to reduced expenses despite a corresponding reduction in revenue. It is proposed that this surplus be used to initiate some additional social service contracts with other non-profit agencies that might need assistance from the CTSA.

A summary of the financial impact of the pandemic, prior to adding new contracts, is as follows:

- Our previous combined CTSA projected expense for FY 2019-2020 was \$6,686,700 (Not counting the Rural Augmentation). Our current expenses for FY 2019-2020 considering the pandemic are \$5,664,177.
- Combined original needed LTF for FY 19/20 was \$1,727,471 (Not counting the Rural Augmentation)
- Percent required LTF was 25.8% or match of 74.2%.
- The COVID-19 reductions started to be realized in the 4<sup>th</sup> quarter, affecting approximately 25% of the budget year.
- Contract expenses that were completely stopped were the wages for HS & FMAAA drivers; and, fuel for HS, FMAAA and CVRC routes.
- The resulting projected combined need for LTF in FY 19/20 is reduced to \$1,086,479
- The resulting projected percent LTF is 19.4% or match of 80.6%.
- The required LTF match for CTSA operations is 55%.

While there was a reduction in revenue hours for Head Start and FMAAA services, these reductions were offset by increased revenue in the Food Services contract and adjustments in other contract rates. The chart on the next page highlights the changes in CTSA contract revenues & expenses resulting from the pandemic and includes detail regarding meal delivery services.

Reductions in Head Start and FMAAA revenue and adjustments in some of the contract rates resulted in a net surplus in Local Transportation Fund (LTF) revenues for both the Urban and the Rural CTSA operations. These revenues can be used to implement new services, purchase vehicles or support future unknown expenses. The fleet of 126 vehicles, for example, is lacking a source of dedicated funds adequate to meet the needs. The result is an aging fleet, increased maintenance costs and an overall degradation of the image of the CTSA operations. Surplus funds can buttress the ongoing operational needs of the CTSA while supporting new ventures.

One new contract that has been added to both the Urban and Rural CTSA programs is Inspiration Transportation. This service provides social service micro-mobility transportation for disadvantaged communities to medical, employment and other destinations. Three other agencies have also been added; however, final formal agreements are still pending. These include the Association for Retarded Citizens (ARC Fresno) and United Cerebral Palsy (UCP) both serving developmentally disabled adults and the Program of All-inclusive Care for the Elderly (PACE) serving the elderly population in Fresno County.

Following is a chart that shows the impact of the COVID-19 changes by contract, prior to adding the four new services to the OPB:



**Fresno EOC  
Transit OPB 2019/20  
Summary of Changes**

	Original Budget April 24, 2020			Revised Actual September 18, 2020			Change in Contract Revenue	Change in LTF Revenue Utilized	Change in Expenses
	Contract Revenue	LTF Revenue Utilized	Expenses	Contract Revenue	LTF Revenue Utilized	Expenses			
<b><u>Contract</u></b>									
<b><u>Urban:</u></b>									
CVRC	\$1,951,000	\$243,297	\$2,194,297	\$1,640,757	\$287,699	\$1,886,223	(\$310,243)	\$44,402	(\$308,074)
FMAAA	\$40,610	\$97,860	\$138,470	\$40,701	\$74,732	\$115,433	\$91	(\$23,128)	(\$23,037)
Head Start Transportation	\$350,000	\$970	\$350,970	\$408,918	\$924	\$409,842	\$58,918	(\$46)	\$58,872
Special Trips	\$30,000	\$10,280	\$40,280	\$27,281	\$0	\$16,302	(\$2,719)	(\$10,280)	(\$23,978)
CalWorks	\$403,620	\$103,435	\$507,055	\$402,457	\$9,808	\$393,093	(\$1,163)	(\$93,627)	(\$113,962)
Nikkei	\$0	\$22,210	\$22,210	\$0	\$9,578	\$9,578	\$0	(\$12,632)	(\$12,632)
CALVETS	\$49,999	\$73,322	\$123,321	\$27,272	\$27,200	\$54,472	(\$22,727)	(\$46,122)	(\$68,849)
Meal Delivery:									
Head Start Meal Delivery	\$80,404	\$314,544	\$394,948	\$225,289	\$0	\$225,289	\$144,885	(\$314,544)	(\$169,659)
FMAAA Meal Delivery	\$52,992	\$207,047	\$260,039	\$43,913	\$133,278	\$177,171	(\$9,079)	(\$73,769)	(\$82,868)
Other Meal Delivery	\$26,604	\$103,554	\$130,158	\$11,173	\$78,608	\$162,185	(\$15,431)	(\$24,946)	\$32,027
<b>Total Urban</b>	<b>\$2,985,229</b>	<b>\$1,176,519</b>	<b>\$4,161,748</b>	<b>\$2,827,761</b>	<b>\$621,827</b>	<b>\$3,449,588</b>	<b>(\$157,468)</b>	<b>(\$554,692)</b>	<b>(\$712,160)</b>
<b><u>Rural:</u></b>									
FCRTA Augmentation	\$0	\$0	\$0	\$0	\$173,052	\$173,052	\$0	\$173,052	\$173,052
CVRC	\$1,627,000	\$0	\$1,627,000	\$1,206,076	\$22,356	\$1,201,898	(\$420,924)	\$22,356	(\$425,102)
Head Start Transportation	\$165,000	\$0	\$165,000	\$181,254	\$363	\$181,617	\$16,254	\$363	\$16,617
Special Trips	\$15,000	\$0	\$15,000	\$15,152	\$0	\$6,410	\$152	\$0	(\$8,590)
Meal Delivery									
Head Start Meal Delivery	\$76,614	\$252,758	\$329,372	\$216,408	\$0	\$216,408	\$139,794	(\$252,758)	(\$112,964)
FMAAA Meal Delivery	\$56,972	\$187,957	\$244,929	\$40,624	\$147,691	\$188,315	(\$16,348)	(\$40,266)	(\$56,614)
Other Meal Delivery	\$33,414	\$110,237	\$143,651	\$14,478	\$121,190	\$170,944	(\$18,936)	\$10,953	\$27,293
<b>Total Rural</b>	<b>\$1,974,000</b>	<b>\$550,952</b>	<b>\$2,524,952</b>	<b>\$1,673,992</b>	<b>\$464,652</b>	<b>\$2,138,644</b>	<b>(\$300,008)</b>	<b>(\$86,300)</b>	<b>(\$386,308)</b>
<b>Total Urban &amp; Rural</b>	<b>\$4,959,229</b>	<b>\$1,727,471</b>	<b>\$6,686,700</b>	<b>\$4,501,753</b>	<b>\$1,086,479</b>	<b>\$5,588,232</b>	<b>(\$457,476)</b>	<b>(\$640,992)</b>	<b>(\$1,098,468)</b>

## SECTION I. INTRODUCTION

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

The OPB is intended to serve the following purposes:

1. Provide a program of operations, including an implementation schedule for new and/or modified services and a program budget for CTSA coordinated and consolidated social service transportation services for the program year July 1, 2020 through June 30, 2021.
2. Serve as a resource document for local-elected officials, social service agencies and the general public.
3. Demonstrate the CTSA's compliance with Section 99275.5 of the Public Utilities Code concerning Transportation Development Act (TDA) Local Transportation Funds (LTF) Article 4.5 claim evaluation criteria and required findings and with the COG Assembly Bill AB 120 Action Plan adopted February 1982 and as amended in April 1990.
4. Document efforts to improve coordination and consolidation of social service transportation services in order to:
  - a. Demonstrate compliance with Chapter 1120 of the 1979 California Statutes by addressing and substantiating which of the coordination benefits specifically listed in the legislation should be pursued by the co-designated CTSA's in the Fresno Metropolitan Area and Rural Fresno County.
  - b. Create additional opportunities to utilize supplemental grant funding available from federal, state and local assistance programs to support social service transportation services by demonstrating that "coordination criteria" have been addressed.

## **SECTION II: MANAGEMENT SUMMARY 2020/2021**

### **Overall Budget**

The Draft Operations Budget for 2020/2021 totals \$2,732,869 for the Rural CTSA and \$4,128,205 for the Urban CTSA. These figures are slightly larger than the 2019/2020 year with the rural increasing by 4.9% and the urban increasing by 12.8%. However, 6.2% of the Urban increase is due to the allocation of Capital funds which do not come every year to the CTSA. In addition, both the FY 2020 and FY 2021 have been impacted by reductions in revenues and expenses related to the coronavirus. Combined, the overall Rural and Urban Budget for 2020/2021 was reduced to \$6,861,074. The Urban budget does not reflect a Capital revenue projection for FY 2019/20; however, it does reflect \$257,030 from the new 5310 funding cycle for 2020/21. The CTSA is included in the Fresno COG application to FTA for the purchase of three (3) new buses.

### **Planned Revenue**

The Rural CTSA shows an overall very slight increase in funding in the social service and TDA revenues. Revenue estimates have been revised downward to reflect the impact of COVID-19 on funding.

### **Planned Expenditures**

Expenditures in both the Urban and Rural CTSA have been projected to include an increase in labor cost effective July 1, 2020. Overall expenses have been budgeted as conservatively as possible given the tight funding restraints presented. Expenditures have been estimated downward to reflect impacts from the COVID-19 impacts.

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

The TDA 4.5 funding is allocated on the estimated Sales Tax Revenues for Fresno County and approved by the Fresno Council of Governments. In the upcoming fiscal period, 2020/2021, the available TDA 4.5 funds increased slightly from 2019/2020. Urban TDA 4.5 funds and Rural TDA 4.5 funds both increased by 1.9% and 4.6% percent respectively. In addition, the FY 2019/20 included \$73,322 of carryover funds, which increased to \$554,692 for the FY 2020/21. The CTSA applies for the FTA 5310 vehicle grant each cycle. In the 2018/2019 FTA grant cycle Fresno EOC applied for five (5) vehicle replacements, and the Fresno COG included three (3) in the application to FTA. It is hoped this will be approved by October 2020 and the vehicles can be ordered. Due to the reduction in revenues and expenses related to COVID-19 we project a surplus in LTF funds for both the 2020 & 2021 fiscal years.

### **Service Contract Changes**

The following major service changes are noted for the upcoming FY 2020/2021.

- Head Start Federal Funding has changed significantly resulting in a revision of Head Start School Bus services for the 2020/2021 School Year. The result of this expected change is included in this Budget. Head Start is experiencing changes in how they

provide classroom services. Specifically, there is a shift in resources which may allow HS to convert some three-hour classes to six-hour class. Since HS does not currently provide transportation for most six-hour classes, this may result in a shift in routes from one school to another, depending on where the transportation need moves between schools.

- There has been very little change in FMAAA funded services since the reduction in FMAAA funding several years ago. Recently the FMAAA added a new requirement to provide a minimum number of senior trips. The CTSA responded by expanding the boundaries for the three remaining sites and doing outreach activities to help promote the service. The result of these efforts has been an increase in the FMAAA senior trips provided. A fourth site at Inspiration Park was also added to the program. The FMAAA transportation contract was cancelled when the Senior Centers were closed at the end of March 2020. As of the drafting of this report, FMAAA has not provided a date for the resumption of services.
- COVID-19 Changes: CTSA Changes resulting from the COVID-19 Pandemic included the following, starting in Mid-March when a State of Emergency was declared:
  - CVRC Transportation Services were canceled; however, CVRC continued to pay for transportation services at the average number of individuals previously transported thru August 31, 2020. This allowed us to use the CVRC drivers to assist in providing increased meal delivery services to seniors and children who were required to stay home.
  - Meal deliveries increased because seniors and children were not allowed to go to school or to senior centers or other activities.
  - Head Start sites were closed when Fresno Unified closed due to the Shelter in Place order.
  - CalWORKS continued to run; however, the number of participants was reduced as worksites closed.
  - FMAAA canceled the contract effective March 31, 2020.

**CTSA Service Contracts**

<b>Customer</b>	<b>Projected Revenue</b>	<b>Service</b>	<b>Area</b>
CVRC	\$ 2,814,900	Developmentally Disabled	Urban & Rural
EOC Meal Delivery	\$ 868,731	Elderly	Urban & Rural
EOC Head Start	\$ 750,000	Student Transportation / Meals	Urban & Rural
Fresno CalWORKS	\$ 403,620	Disadvantaged Transportation	Urban
FMAAA	\$ 35,600	Senior Transportation	Urban
Nikkei Senior Center *		Senior Transportation	Urban
(*Driver provided by Nikkei)			
Soul School *		Student Transportation	Urban
(* assist with bus tokens)			

## Vehicle Procurement

The 2018/2019 FTA 5310 cycle is being administered by the Fresno COG offices. The CTSA applied for five (5) vehicles. Fresno EOC was selected to receive three (3) buses based on the Fresno COG selection process. The application has been submitted and federal approval is pending. Fresno EOC is expected to receive \$257,030 for three buses. As explained below, the average age of the fleet is over 10 years old, requiring significant investment in the years to come. Part of the projected carryover will be budgeted for fleet modernization.

## Vehicle Inventory

The CTSA fleet consists of the following:

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

Complete Vehicle Inventory Detail is found in **Exhibit A**. As can be seen in Exhibit A, many vehicles will need to be replaced in the coming years and will be need to be funded in part by carryover funds.

## Personnel

Fresno EOC operates two programs that are involved in the CTSA services, Food Services and Transit Systems. Only the drivers for Food Services are funded by the CTSA operations. The Food Service Director, as well as all other food service employees, are not included in the OPB. The Operations & Financial Supervisory position was changed to an Operations Manager. The CTSA is staffed as follows:

1	Transit Systems Director
1	Operations Manager
4	Operational Supervisors
1	Vehicle Maintenance Manager
2	Route Planners/Schedulers
7	Dispatchers
105	Drivers (includes relief staff)
2	Vehicle Detailers
5	Mechanics/Technician (Vehicle and CNG)
2	Clerical
130	Total

Note: Approximately 26% of the drivers were furloughed at the end of the 2020 FY and are pending a return once the Head Start program begins the 2020/21 school year. As of the drafting of this report the exact date when that will occur is unknown.

## **Looking Back 2019/20**

The 2019/2020 Fiscal Year is best explained in two parts, before and after the State of California declared a State of Emergency which occurred on or about March 16, 2020. Before that date 2019/2020 was on track to be a building year as new contracts were added or prepared to be added. Some budgets increased but most remained constant, until March when COVID-19 hit. The largest contract, CVRC, experienced a slight increase in the number of consumers as well as a State-generated 8.2% rate increase. Labor costs continue to increase as well.

The cost of fuel continued to be volatile, until the decline due to COVID-19. Service levels with our contracts likewise were constant until mid-March.

Meal delivery service levels, have increased drastically after March 2020. Between increases in senior contracts and the shifting of seniors at centers to homebound, and children staying home from school, meal delivery has increased tremendously.

## **Looking Ahead 2020/2021**

The 2020/2021 year will be another challenging year as budget constraints continue to keep pressure on funding sources for disabled and elderly programs. With the CVRC increase in funding, part of the uncertainty has improved; however, no one knows how long it will take to get back to normal service once the pandemic is over and its effects on the local budget continue to have a significant impact in the areas of Head Start transportation, as well as senior service transportation. We did begin a new route for the California Veterans Home (Calvets) which was going well before March. The CTSA will evaluate strategies in an effort to seek new contracts in 2020/2021. Fuel prices, while low for a few months, will likely become very volatile again. The economy is equally unpredictable and will have a large impact on services and ridership.

Due to the changes in the services associated with the CTSAs, both Urban and Rural, there was significant carryover from the 2019/20 fiscal year. This was primarily due to one-time savings resulting from COVID-19 reductions as well as rate adjustments in the CVRC, Head Start and Food Service operations. These carryover funds will be available for new projects to be identified by the CTSA partners and plans developed for their operation.

One new contract that has been added to both the Urban and Rural CTSA programs is Inspiration Transportation. This service provides social service micro-mobility transportation for disadvantaged communities to medical, employment and other destinations.

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

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

#### **GOAL:**

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

#### **OBJECTIVES:**

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

#### **POLICIES:**

1. Any centralized administration shall utilize, to the maximum extent possible, existing public and private administrative capabilities and expertise.
2. The following policies provide a framework for developing a sound public transportation system throughout Fresno County. They expand upon previously stated overall Regional Transportation Plan (RTP) goals, objectives and policies and are more specifically targeted toward the public and social services transportation system.
  - A. Continue to pursue expanded federal, state and local funding for both public and social service transportation.
  - B. Provide transportation to the eligible agencies within defined service areas, focusing on transportation needs of low-income, elderly and disabled persons.
  - C. Support coordination and consolidation of social service transportation and promotes effective and efficient use of existing resources.
  - D. Encourage safety, appropriate frequency of bus service, reasonable fares and the provision of adequate service to satisfy transportation needs which are determined to be reasonable to meet.
  - E. Incorporate a variety of public transportation services and vehicles, as warranted, throughout the County.

- F. Encourage the private sector to engage in the provision of public transportation services.
  - G. Advantages and disadvantages of projects are considered; factors include economic, environmental and social factors.
3. Existing sources of funding utilized prior to the Social Service Transportation Improvement Act (Assembly Bill 120) shall, to the maximum extent possible, be continued.
  4. Consolidation of services shall, to the maximum extent possible, utilize existing agency operating and maintenance personnel and expertise.
  5. The COG shall utilize its regulatory role over Transportation Development Act (TDA) funds by monitoring and evaluating the performance of the CTSA's through the TDA claim process, an annual financial audit, an annual productivity evaluation, a triennial performance audit, and the CTSA's compliance with the AB 120 Action Plan.
  6. The COG, as part of its on-going transportation planning process, which includes review by various technical committees, shall review CTSA designates' compliance with the AB 120 Action Plan annually, at a minimum.
  7. The COG shall review, through the Executive Order 12372 review process the transportation services offered by social service agencies and their appropriate comments and finding encouraging their participation with the CTSA's, as part of the final A-95 Clearinghouse commentary.
  8. The COG shall encourage members to evaluate their financial commitments to local social service projects (which either in full or in part provides transportation services) and make appropriate recommendations for proper coordination with the CTSA in order to maximize the effective use of local transportation dollars.
  9. Overall TDA/LTF Article 4.5 funds shall not be expended without the minimum match requirement with other available funds to the CTSA.
  10. CTSA's shall be required to maintain, at a minimum, an overall farebox revenue-to-operating cost ratio of fifty-five percent (55%) for all CTSA transportation services. The required fare box revenue may consist of fares, donations and/or social service agency revenues.
  11. CTSA services shall be evaluated annually by the COG's Social Services Transportation Advisory Council (SSTAC) Productivity Evaluation Committee. SSTAC evaluation shall include recommendations regarding changes and improvements in existing CTSA services. The SSTAC shall be responsible for reviewing performance standards to be used in the evaluation process. Performance standards shall take into consideration the special needs that are being responded to by the CTSA and also the goals of AB 120. The SSTAC evaluation process shall take place prior to the annual submission of the OPB to the COG to allow for the inclusion of any SSTAC recommendations in the OPB.
  12. All new services initiated by the CTSA will be subject to a one-year evaluation process. Each new service will be required to meet specified performance



objectives. The first three months of operations will be utilized to establish and market the new service. Modifications to the service, if appropriate, will be recommended and implemented during this time. If, after nine months, it is the opinion of the SSTAC that the service will not meet performance standards, the SSTAC may recommend that the service be discontinued. If the service is to be terminated, the period between nine and twelve months will be used to provide and orderly phase out.

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

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

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

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

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

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

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

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

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

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

Services which comprise the Fresno Urban CTSA are shown on **Exhibit B**. Further detail on the Urban CTSA services is provided in section 3.

### **3. DESCRIPTION OF RURAL CTSA SERVICES**

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

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

FCRTA, as the claimant of TDA/LTF Article 4.5 funds for Rural CTSA operations, is the prime administrator of those funds. FCRTA provides technical assistance for OPB development and the COG monitors and evaluates FRESNO EOC performance. Agencies and programs, which comprise the Fresno Rural CTSA, are shown on **Exhibit B**. Further detail on Rural CTSA services is provided in Sections VI and VII.

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

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

#### **A. Centralized Administration**

The Fresno Urban and Rural CTSA currently administer and operate transportation services for numerous social service programs. Centralized administration of the Fresno Urban and Rural CTSA has resulted in the ability to amalgamate with other agencies to provide a broader-based and a more comprehensive view of service needs and objectives. This enhanced planning capability has resulted in a more effective utilization of available funds.

The Fresno Urban and Rural CTSA has continued to serve as a technical advisor and clearinghouse for small community-based organizations and other governmental member agencies. Staff time devoted to administration has been reduced and other cost savings have been affected as a result of increased technical expertise utilized in service planning and delivery.

For example, the Central Valley Regional Center (CVRC) requires transportation for approximately 450 consumers from home to approximately 18 work locations or training centers each day. Centralized Administration allows for CVRC staff and home providers to communicate with a single source to coordinate a very complex operation each day.

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

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

## **B. Consolidation of Funding**

Consolidating funding under the CTSA allows for economics of scale when purchasing capital equipment and leveraging funds for the operations. The Fresno Urban and Rural CTSA anticipate various operating revenues from social service agencies in FY 2020/2021. These revenues, along with donations from seniors participating in the congregate meal program, contribute to the minimum required fare box match requirements of 55%. In 2019/2020 combined Urban and Rural fare box exceeded the required minimum match of 55% to the level of 74.2%. In 2020/2021 the fare box match is planned at 75.7% or above for the combined urban and rural areas. These match projected percentages include all non TDA funds as match.

Consolidation of funds increases leverage in purchasing vehicles. As necessary, the Fresno Urban and Rural CTSA applies for Federal Transportation Administration (FTA) Section 5310 Capital Grants to purchase new vehicles and other equipment, such as two way radios, wheelchair lifts and computer equipment/software, in an effort to keep the fleet current. Keeping the fleet up to date is important for the reliability of vehicle service to our customers; it also assists in maintaining a more constant vehicle maintenance expense and cost of maintenance per vehicle. Currently those FTA Grants are utilizing toll credits for the local match. Fresno EOC did use TDA funds for any local match required for vehicle costs exceeding the maximum allowable per vehicle cost set by the FTA.

The CTSA applied for five (5) FTA 5310 vehicles in the 2018/2019 grant cycle and was allocated \$257,030, enough for three (3) buses. The Fresno COG is waiting for federal approval before officially awarding the funds. They are hopeful approval will be received by September 2020.

## **C. Centralized Dispatching**

The CTSA has consolidated dispatching into one central center. The specific benefits of dispatch consolidation are the reduction of transferred calls, a better regional awareness within the County, consistency, expertise, economic and operational efficiencies and better accountability, data and customer service. During the 2017-18 FY the Fresno EOC purchased dispatching software with tablets to use on the buses.

Currently the CTSA utilizes a two-way radio system. During the 2017-18 FY Fresno EOC expanded the telephone system using a new fiber optic phone line. This expanded the number of possible concurrent calls from 20 to 70. Fresno EOC reduced the number of dispatchers employed to 9 and nine (9) dispatcher stations is equipped with a multi-line telephone system, a computer with dual monitors. The two software systems have scheduling, data-base and mapping systems. Each Dispatch station also has two-way radio microphones with separate audio listening devices, and various protocol references and quick reference procedures. The internet service is supported by fiber optic service lines for maximum speed and capacity.

A phone system was included with the equipment that includes call-accounting features. This allows EOC to determine the call volume to each of the 9 dispatch phone lines. This is used as a tool to measure current performance and future growth.

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

Call volume studies are conducted at the Fresno Station to reflect the call volume in a typical 24-hour period. The results of the most recent Fresno call volume may be found in **Exhibit C**. The results showed the Fresno Center has a capacity to more than double in volume. Phone caller count software was installed in 2018 to allow this call computation reporting.

#### **D. Centralized Maintenance**

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

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

Additionally, the Fresno EOC maintenance department is currently utilizing maintenance tracking software, which has greatly enhanced record keeping, and reporting capabilities. In December of 2019 the CTSA received a “satisfactory” rating from the California Highway Patrol (CHP) Motor Carrier

Division, this is the highest rating given by the CHP. The CTSA has earned this satisfactory rating each year since inception.

The CTSA continues to look to market its services to other Social Service Agencies. The Fresno Urban and Rural CTSA, as part of its OPB, commenced operation of a centralized maintenance facility on March 3, 1987. The facility is in need of expansion in order to meet current alternative fuel vehicle needs. Additional shifts could be used to increase the number of vehicles serviced.

Fresno EOC mechanic productivity and all vehicle repairs are entered into a vehicle maintenance software tracking program. Mechanic productivity meets labor industry standards. Fresno EOC is embarking on a General Plan for the Nielsen Complex that includes the addition of more maintenance bays and expansion of the Food Preparation Center. Recent health issues and social distancing in our community have increased the need and opportunity for more meal deliveries to social service agencies.

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

**Service Schedule:**

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

**Labor Rate:**

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

**Equipment/Parts:**

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

**Mechanics:**

The five mechanics, two assigned to Fresno EOC vehicle accounts, have a combined experience of over 100 years and each mechanic is ASE Certified in various categories. All are capable of working on a variety of vehicles from gasoline, CNG, and diesel fueled.

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

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

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

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

The renewal driver must acquire 10 hours of in-service each year and when they are up for renewal, they must complete 10 hours of classroom. This course provides the applicant with the information needed to become a professional bus driver.

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

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

The CTSA conducts mandatory driver in-service meetings held five times a year. The mandatory driver in-service meetings are specialized training for the drivers.

Topics covered include but not limited to defensive driving techniques, emergency procedures, passenger management, loading and unloading passengers

safely, use of special equipment such as wheelchairs, w/c lifts, w/c 7-point tie-downs, and vehicle safety and ADA and Cal/OSHA requirements. Drivers are informed of any new or existing laws or regulations that are added or changed.

One of the five meetings is hands-on training. This is where vehicles and events are planned and drivers get hands-on training through demonstrations. One event may include a session on vehicle breakdowns or when and how emergency red triangles are set up physically and safely.

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

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

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

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

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

The CTSA continues to be enrolled, as required by TDA regulations, in the California Department of Motor Vehicles (DMV) Pull Notice Program. This program allows the employer to receive updated information on each driver. It is generated every 11 months. If a driver has any activity on his or her driving record, DMV will generate a pull notice to the employer.

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



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

The CTSA insurance carrier offers continuing support for ideas to keep the training program on a forward track. Working together has resulted in a more comprehensive plan to reduce accidents with a safety-first attitude for all drivers and staff.

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

#### **F. Combined Purchasing**

The CTSA conforms to the purchasing policy as established by the Fresno EOC Finance Department and is reviewed by the Internal Auditors. Annual bidding is performed in order to compare market costs and utilize the lowest cost for goods and services. This bidding includes vehicle best quality at the parts, fuel, insurance policy coverage's and all other major goods and services. All goods and services over \$5,000 are purchased with a minimum of three (3) vendor quotes. Goods and services over \$75,000 must follow a formal bid procedure. Any purchases over \$150,000 must follow formal bid purchases and be approved by the Fresno EOC Board. A separate CTSA audit is performed annually along with an Agency wide Audit.

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

## Section V PRODUCTIVITY PERFORMANCE EVALUATION

### 1. PRODUCTIVITY EVALUATION 2018/2019: EVALUATION RECOMMENDATION AND PROGRESS

#### ***A. Comply with the Triennial Performance Audit Recommendations for FY 2015/16, 16/17 and 17/18.***

Fresno EOC has reviewed and concurs with the Triennial Performance Audit Recommendations for 2015-2018. Please see Section 2 below for Triennial Performance detail.

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

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

The CTSA continues to encourage and make aware the services available to other transportation agencies that meet the CTSA mission.

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

The CTSA continues to train drivers to meet state and federal regulations. The CTSA employs two (2) full time certified Behind the Wheel and two (2) Classroom Instructors. Also, the CTSA staff continues to provide CPR/First Aid, and safety training to other agencies. The CTSA continues to seek opportunities with other social service agencies to offer driver-training programs.

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

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

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

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

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

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

The CTSA continuously reviews the progress and recommendations from the Air District and the COFCG regarding the feasibility of implementing transportation control measures applicable to public/social service transportation.

Fresno EOC participated with the following partnerships on specific clean air projects:

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

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

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

The CTSA continues to consolidate and coordinate services by its outreach and marketing efforts. The CTSA works with Fresno County Case Workers to increase ridership on the CalWORKS systems to assure efficiency and productivity. The CTSA participates in community service events to advertise and market services.

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

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

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

## **2. TRIENNIAL PERFORMANCE AUDIT**

Moore & Associates completed a Triennial Performance Audit for FY 2015/2016, 2016/2017 and 2017/2018.

Moore & Associates was awarded the contract by Fresno COG to conduct the Triennial Performance Audit for 2015/2016, 2016/2017 and 2017/2018. The CTSA submitted the requested documents, and participated in the audit for that period. Functional areas of the CTSA along with their recommendations for improvement and suggested implementation time frames are listed below

Listed below are our responses to their recommendations:

- 1.** Employ the TDA definition of full-time equivalent (FTE) employee for reporting to the State Controller.

We will use payroll records to document the total amount of time spent on transit by all employees, and use that figure (divided by 2,000) to calculate FTE for reporting to the State Controller.

- 2.** Ensure data is reported consistently and accurately between various internal and external reports.

Data will be reported accurately and consistently among all reporting entities. It is not unusual for there to be slight variances due to the use of audited and unaudited data. FEOC will develop a clear policy as to what revenues and costs are included in the reports and compliance calculations.

- 3.** Work with the TDA fiscal auditors and Fresno COG to ensure a detailed summary of farebox revenue ratios is included in each subsequent TDA fiscal audit.

The TDA fiscal audit will include a detailed summary of what line items are included in this calculation. In addition, it will identify whether meal delivery costs and revenues are being included in the calculation, as well as whether those funds should be included.

## SECTION VI: THE FRESNO URBAN CTSA

### 1. BACKGROUND

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

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

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

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

The agencies listed below currently and are proposed to continue to participate in the Fresno Urban CTSA in FY 2020/2021.

<u>AGENCY</u>	<u>SERVICE</u>
1. Central Valley Regional Center	Developmentally Disabled Transportation Vehicle Maintenance
2. Fresno County CalWORKS	Passenger Transportation
3. FMAAA Senior Transportation	Elderly Transportation Vehicle Maintenance
4. Fresno EOC Food Service	Senior Meals/Summer Lunch Congregate Meal Delivery Vehicle Maintenance
5. Fresno EOC Head Start	Student Transportation Congregate Meal Delivery

	Vehicle Maintenance
6. California Veterans Home	Senior Transportation
7. Special Event trips for Social Service	Vehicle Maintenance
8. Agencies and Non-Profits	General Transportation
9. Inspiration Transportation	General Transportation

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

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

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

**1. Central Valley Regional Center (CVRC)**

The CTSA has been providing contract services with CVRC to provide weekday round-trip passenger service from the program’s developmentally disabled consumer’s residence to various training and educational sites throughout Fresno County.

**2. Fresno County CalWORKS**

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

**3. FMAAA Senior Transportation Program**

This program provides passenger transportation for senior citizens to locations throughout the City of Fresno. Services are provided each weekday.

**4. Food Services Senior Congregate Meal Program**

The Congregate Program provides meal delivery service to various metropolitan area sites for the senior citizens of Fresno. Hot meals are delivered to specified sites each weekday.

## **5. Head Start Program – Student Transportation and Meal Delivery**

This program provides meal delivery for students to designated sites throughout Fresno each weekday. Services are provided to seventeen urban Head Start sites during the school year. The service operates approximately 154 days annually during the school year.

## **6. California Veterans Home – Senior Transportation**

This program provides a transportation link between Calvets and the downtown transportation hub where the residents of the home can connect to other transit routes serving all of Fresno and Clovis.

## **7. Other Meal Delivery**

Fresno EOC has agreement to deliver meals both congregate, homebound, and sack lunches to various non-profit and social service agencies throughout Fresno County.

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

The CTSA provides special transportation services for non-profit groups, such as the Police Activities League, Fresno Farm Bureau, Head Start, Hinton Center, Fresno County Dept. of Education, City of Fresno etc., upon availability of vehicles and driving personnel. Demand for these trips has increased exponentially in the past two years, especially during the summer months.

## **9. Inspiration Transportation**

One new contract that has been added to the Urban program is Inspiration Transportation. This service provides social service micro-mobility transportation for disadvantaged communities to medical, employment and other destinations.

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

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

### **1. Fresno EOC Local Conservation Corps**

The Urban CTSA provides vehicle maintenance for this program, which provides conservation training at designated sites. The CTSA also provides Defensive Driver Training for their employees.

### **2. Nikkei Program**

The Urban CTSA provides vehicle maintenance and back up services to this program. The Nikkei Program provides passenger transportation service for Asian American seniors throughout Fresno. The Fresno Urban CTSA provides



this service under subcontract with Nikkei. This service operates approximately 7.5 hours a day. The Urban CTSA provides back-up services.

### **3. Fresno EOC Sanctuary & Support Services**

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

### **4. SOUL (School of Unlimited Learning)**

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

### **PROPOSED FY 2020-2021. URBAN BUDGET**

The Urban CTSA FY 2020-2021 combined capital and operating budget is projected at \$4,535,805. This revenue includes TDA 4.5 funds of an estimated \$1,194,656, Social Service funds of \$3,084,119, and FTA Section 5310 funds of \$257,030. The TDA funds are net of a carryover of \$554,692 from FY 2020, new LTF funds of \$1,124,408 and leaving a surplus of \$484,444 to carry over to FY 2022. See attached budget **Exhibit F** for further details.

## SECTION VII: THE FRESNO RURAL CTSA

### 1. BACKGROUND

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

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

For many years, much has been achieved with continued progress made to improve coordination and consolidation of social service transportation within Fresno County. In June 1988, an inventory of public and private social service agencies in Fresno County was completed.

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

The agencies listed below currently and are proposed to continue to participate in the Fresno Rural CTSA in FY 2020-2021.

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

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

## 7. Inspiration Transportation

One new contract that has been added to the Rural CTSA program is Inspiration Transportation. This service provides social service micro-mobility transportation for disadvantaged communities to medical, employment and other destinations.

### A. Fresno Rural Timesharing and Ridership Services

Today, more than ever the Central Valley faces air quality, mobility and traffic congestion problems because of vehicle use. A flexible approach that allows vehicle Timesharing and Ridesharing set up in a dynamic system that provide an opportunity for a safe, flexible, convenient and affordable service that utilizes vehicles in a most efficient way. The CTSA, because of its designation, has the ability and the obligation to advance Timesharing and Ridesharing services. The social service programs and public transit for FY 2019/20 contracts listed below comprise the Rural CTSA Timesharing operations. (Refer to Exhibit B).

#### 1. Food Services Senior Meals and Summer Lunch Program

Congregate senior meal delivery service is provided to nineteen rural communities and anticipates serving fifteen sites for Summer Lunch Programs.

#### 2. Head Start Program – Meal Delivery

This program provides meal delivery for students to fifteen (15) designated sites throughout Fresno County each weekday. Services are provided during the school year. Meal delivery is also provided to other rural Head Start sites on a requested basis.

#### 3. Central Valley Regional Center (CVRC)

Fresno EOC has been providing contract services with CVRC to provide weekday round-trip passenger service from the program's Developmentally Disabled consumer's residence to various training and Educational sites throughout Fresno County.

#### 4. Special Functions

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

#### 5. Inspiration Transportation

One new contract that has been added to both the Rural CTSA program is Inspiration Transportation. This service provides social service micro-mobility transportation for disadvantaged communities to medical, employment and other destinations.

### PROPOSED FY 2020-2021 BUDGET

The total FY 2020-2021 Rural CTSA capital and operating budget is estimated at \$2,558,200. This includes operating revenue projected at \$1,895,831 in Social Service funding, and \$662,369, in net TDA 4.5 funds. See **Exhibit H** for details.

**SECTION VIII:**

**FY 2020-2021 URBAN AND RURAL CTSA  
SERVICE IMPROVEMENT PROGRAM**

**1. SERVICE IMPROVEMENT PROGRAM OBJECTIVES**

The following reflects program development objectives to be used as guidelines in the implementation of Fresno Urban and Rural FY 2020-2021 OPB.

**A. General Administration**

1. Utilize to the maximum extent possible LTF funds to help subsidize qualified social service agencies with their transportation needs.
2. Continue to seek more efficient and cost-effective measures as a means of maximizing resources in an effort to meet the transportation need of social service agencies.
3. Seek additional transportation contracts, to the extent possible, that do not require additional TDA/LTF Article 4.5 funding in an effort to lower overhead and stretch the LTF funds.
4. Consolidate transportation service where feasible.
5. Encourage and support supervisory staff to obtain higher training certificates.
6. Continue to explore funding to purchase routing/scheduling software.
7. Continue to foster cooperative working relationships between the Fresno Urban and Rural CTSA co-designates in an effort to assure effective coordination between public transit and social service transportation providers focusing on the following areas:
  - a. Seek additional areas for coordination/consolidation of transportation routes and subsystem to eliminate duplication and assure a seamless and effective system.
  - b. Compatibility of administrative system, such as management information system (MIS) and accounting system in order to eliminate duplicated efforts and assures smooth transition to coordinate services where public transit operators provide social services.
  - c. Shared cost-saving measures, such as coordinated management, purchasing of fuel, maintenance and supplies and insurance, coordinate driver training programs and coordinated central dispatching.
8. Continue to be active in the Social Service Transportation Advisory Committee (SSTAC) and Transportation Technical Committee (TTC).

## **B. Personnel Management and Training**

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

## **C. Operations**

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

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

1. Working through the Fresno Urban and Rural CTSA's seek to establish service needs and set priorities for service provision.
2. Work to ensure program continuity and accumulate sufficient operations data to evaluate service.
3. Work with participating social service agencies and FCRTA to continue to record complaint-handling and incident procedures.
4. Work with all interested qualified social service agencies to explore the potential of consolidating their existing routes with public transit and Fresno Urban and Rural CTSA services.
5. Based on evaluation efforts, prepare and submit an updated OPB and associated TDA/LTF Article 4.5 claims.

## **E. Maintenance**

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

## **F. Marketing**

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

## **G. Funding**

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

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

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

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

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

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

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

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

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

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

In 2018 the Fresno EOC Transit participated in the State wide vehicle skills competition at the Clovis Rodeo event.

## SECTION XI Fresno County Coordinated Human Resource Transportation Plan

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

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

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

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

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



Coordination and consolidation continues to be forefront for the CTSA as the short-range priorities are addressed.

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

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

## SECTION XII CTSA Memorandum of Understanding (MOU)

The Fresno County Economic Opportunities Commission (Fresno EOC) entered into a Memorandum of Understanding (MOU) between the Fresno County Rural Transit Agency (FCRTA) and the City of Fresno in February 1983 that sets forth and defines a formal working relationship and how the agencies will contribute to an effective coordinated process to improve social service transportation coordination. This MOU is in accordance with Chapter 1120 of the 1979 California statutes, the Fresno Council of Governments the FCRTA and the City. The MOU affirms that a formal working relationship between the three Agencies will contribute to an effective coordinated process to improve social service transportation coordination with mutual and specific responsibilities relating to the social service needs of the elderly, the disabled and other low mobility groups.

Listed below are some of the major coordinate efforts:

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

An independent audit of all Transit Systems is conducted each year. Fresno EOC currently has Financial Advantage software to maintain its accounting system including the CTSA Operations and Budget. Data for the CTSA and all operations are kept including ridership, revenue, operation and non-operation costs and fare ratios. In 2020/21 the CTSA has an estimated social service fare ratio of 74% for the Urban services and 79% for the Rural services. The Fresno EOC works in conjunction with the FCRTA and City to study and consider unmet needs.

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

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

### **Oversight**

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

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

### SECTION XIII: PERSONNEL MANAGEMENT

The CTSA Management team consists of a Transit Systems Director, Transit Systems Operations & Financial Supervisor, Two Transit Systems Maintenance Supervisors, A Dispatch Supervisor and five (5) Transit Systems Driver Supervisors. The management team holds regularly scheduled management meetings to discuss operations, training, safety administrative issues and other items on the agenda.

The Supervisors are given annual accountability responsibilities as follows:

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

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

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

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

**EXHIBIT A: TRANSIT VEHICLES**

**Passenger Vehicles**

	<b>EOC Vehicle #</b>	<b>VIN (Last 5)</b>	<b>Yr/Make</b>	<b>Capacity Amb/WC</b>	<b>Fuel Type</b>	<b>Contract Use</b>
1	38	96736	2010 Braun minivan	5/2	unleaded gas	CalWorks
2	39	96738	2010 Braun minivan	5/2	unleaded gas	CalWorks
3	40	96741	2010 Braun minivan	5/2	unleaded gas	CalWorks
4	42	32272	2014 Braun minivan	5/2	unleaded gas	CalWorks
5	90	10961	'95 GMC	48	diesel	Head Start
6	91	10962	'95 GMC	48	diesel	Head Start
7	92	10963	'95 GMC	48	diesel	Head Start
8	93	10964	'95 GMC	48	diesel	Head Start
9	94	10965	'95 GMC	48	diesel	Head Start
10	96	10449	'96 GMC	48	diesel	Head Start
11	99	32496	99 GMC	48	diesel	Head Start
12	100	32497	99 GMC	48	diesel	Head Start
13	101	32498	99 GMC	48	diesel	Head Start
14	102	32499	99 GMC	48	diesel	Head Start
15	104	66461	2003 Thomas	48	diesel	Head Start
16	105	66462	2003 Thomas	48	diesel	Head Start
17	106	66463	2003 Thomas	48	diesel	Head Start
18	107	66464	2003 Thomas	48	diesel	Head Start
19	108	66465	2003 Thomas	48	diesel	Head Start
20	109	66466	2003 Thomas	48	diesel	Head Start
21	110	66467	2003 Thomas	48	diesel	Head Start
22	120	15034	2004 Thomas	60/34/2w-c	diesel	Head Start
23	121	15032	2004 Thomas	60/34/2w-c	diesel	Head Start
24	122	15033	2004 Thomas	60/34/2w-c	diesel	Head Start
25	123	34404	2005 Blue Bird	60/34/2w-c	diesel	Head Start
26	124	79641	2009 Thomas	60/34/2w-c	diesel	Head Start
27	128	17879	2011 Intl.	60/34/2w-c	diesel	Head Start
28	129	17880	2011 Intl.	60/34/2w-c	diesel	Head Start
29	130	17881	2011 Intl.	60/34/2w-c	diesel	Head Start
30	131	94706	2012 Intl.	60/34/2w-c	diesel	Head Start

**EXHIBIT A cont'd**

31	132	50083	2019 THOMAS	60/2	diesel	Head Start
32	133	Y2033	2019 THOMAS	45/0	diesel	Head Start
33	134	Y2034	2019 THOMAS	45/0	diesel	Head Start
34	465	85238	2004 E450	6/16	unleaded gas	CVRC / Misc. B/P
35	478	23989	2006 E450	5/14	unleaded gas	CVRC / Misc. B/P
36	479	23991	2006 E450	6/16	unleaded gas	CVRC / Misc. B/P
37	482	23994	2006 E450	6/16	unleaded gas	CVRC / Misc. B/P
38	484	29906	2006 E450	6/16	unleaded gas	CVRC / Misc. B/P
39	485	18795	2007 E450	6/16	unleaded gas	CVRC / Misc. B/P
40	486	18819	2007 E450	6/16	unleaded gas	CVRC / Misc. B/P
41	487	18816	2007 E450	6/16	unleaded gas	CVRC / Misc. B/P
42	488	18804	2007 E450	6/16	unleaded gas	CVRC / Misc. B/P
43	490	18815	2007 E450	6/16	unleaded gas	CVRC / Misc. B/P
44	491	18820	2007 E450	6/16	unleaded gas	CVRC / Misc. B/P
45	492	43845	2008 E450	6/16	unleaded gas	CVRC / Misc. B/P
46	493	81012	2008 E450	6/16	unleaded gas	CVRC / Misc. B/P
47	494	74510	2008 E450	6/16	unleaded gas	CVRC / Misc. B/P
48	495	59754	2008 E450	6/16	unleaded gas	CVRC / Misc. B/P
49	496	78034	2008 E450	6/16	unleaded gas	CVRC / Misc. B/P
50	498	74511	2008 E450	6/16	unleaded gas	CVRC / Misc. B/P
51	499	59755	2008 E450	6/16	unleaded gas	CVRC / Misc. B/P
52	500	78033	2008 E450	6/16	unleaded gas	CVRC / Misc. B/P
53	501	1415	2010 E450	6/16	unleaded gas	CVRC / Misc. B/P
54	502	1416	2010 E450	6/16	unleaded gas	CVRC / Misc. B/P
55	503	3754	2010 E450	6/16	unleaded gas	CVRC / Misc. B/P
56	504	3755	2010 E450	6/16	unleaded gas	CVRC / Misc. B/P
57	505	3758	2010 E450	6/16	unleaded gas	CVRC / Misc. B/P
58	506	12409	2011	6/16	unleaded gas	CVRC / Misc. B/P
59	507	12411	2011	6/16	unleaded gas	CVRC / Misc. B/P
60	508	7276	2011	6/16	unleaded gas	CVRC / Misc. B/P
61	509	7275	2011	6/16	unleaded gas	CVRC / Misc. B/P
62	510	7277	2011	6/16	unleaded gas	CVRC / Misc. B/P
63	511	7278	2011	6/16	unleaded gas	CVRC / Misc. B/P
64	512	7279	2011	6/16	unleaded gas	CVRC / Misc. B/P
65	513	91443	2011	6/16	unleaded gas	CVRC / Misc. B/P
66	514	12410	2011	6/16	unleaded gas	CVRC / Misc. B/P
67	515	11418	2007	4/18	unleaded gas	CVRC / Misc. B/P

**EXHIBIT A cont'd**  
**Passenger Vehicles**

68	517	51037	2013	6/16	unleaded gas	CVRC / Misc. B/P
69	518	56969	2013	6/16	unleaded gas	CVRC / Misc. B/P
70	519	56970	2013	6/16	unleaded gas	CVRC / Misc. B/P
71	520	56972	2013	6/16	unleaded gas	CVRC / Misc. B/P
72	521	56975	2013	6/16	unleaded gas	CVRC / Misc. B/P
73	522	56974	2013	6/16	unleaded gas	CVRC / Misc. B/P
74	523	56977	2013	6/16	unleaded gas	CVRC / Misc. B/P
75	524	7604	2015	6/16	unleaded gas	CVRC / Misc. B/P
76	525	7594	2015	6/16	unleaded gas	CVRC / Misc. B/P
77	526	7601	2015	6/16	unleaded gas	CVRC / Misc. B/P
78	527	7596	2015	6/16	unleaded gas	CVRC / Misc. B/P
79	528	7602	2015	6/16	unleaded gas	CVRC / Misc. B/P
80	529	7597	2015	6/16	unleaded gas	CVRC / Misc. B/P
81	530	7612	2015	6/16	unleaded gas	CVRC / Misc. B/P
82	531	7609	2015	6/16	unleaded gas	CVRC / Misc. B/P
83	532	17737	2015	2/20	unleaded gas	CVRC / Misc. B/P
84	533	17746	2015	2/20	unleaded gas	CVRC / Misc. B/P
85	534	19893	2015	2/20	unleaded gas	CVRC / Misc. B/P
86	535	50427	2016	6/16	unleaded gas	CVRC / Misc. B/P
87	536	51406	2016	6/16	unleaded gas	CVRC / Misc. B/P
88	537	51414	2016	6/16	unleaded gas	CVRC / Misc. B/P
89	538	51418	2016	6/16	unleaded gas	CVRC / Misc. B/P
90	539	45323	2019	6/16	unleaded gas	CVRC / Misc. B/P
91	540	45330	2019	6/16	unleaded gas	CVRC / Misc. B/P
92	541	43823	2019	6/16	unleaded gas	CVRC / Misc. B/P
93	542	43816	2019	6/16	unleaded gas	CVRC / Misc. B/P
94	543	45331	2019	6/16	unleaded gas	CVRC / Misc. B/P
95	43	88635	2016	5/2	unleaded gas	CalWorks

**95**      **Total Transit Passenger Vehicles**

**EXHIBIT A cont'd**  
**Meal Delivery Vehicles:**

	EOC Vehicle #	VIN (Last 5)	Yr/Make	Capacity Amb/WC	Fuel Type	Contract Use
1	330	69523	02 ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
2	331	22644	03 ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
3	337	39374	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
4	338	39375	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
5	339	37376	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
6	340	39377	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
7	341	1807	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
8	342	1681	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
9	343	10692	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
10	344	38434	2009 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
11	345	7289	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
12	346	7288	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
13	347	7290	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
14	348	7291	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
15	349	34554	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
16	350	34555	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
17	351	34556	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
18	352	34557	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
19	353	34558	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
20	354	61583	2013 Ford	Ford Box Truck w/lift	unleaded gas	Sr. Meals / HS meals
21	355	61119	2013 Ford	Ford Freezer van	unleaded gas	Sr. Meals / HS meals
22	356	49088	2013 Ford	Ford Freezer van	unleaded gas	Sr. Meals / HS meals
23	357	61130	2013 Ford	Ford Freezer van	unleaded gas	Sr. Meals / HS meals
24	358	19700	Chevy Cargo Van	FMAAA donated	unleaded gas	Sr. Meals / HS meals



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**EXHIBIT A cont'd****Meal Delivery Vehicles:**

25	359	96272	2016 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
26	360	96273	2016 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
27	361	96274	2016 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
28	362	96275	2016 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
29	363	96276	2016 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
30	364	96277	2016 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
31	365	96278	2016 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals

31 TOTAL Meal Delivery Vehicles

**EXHIBIT B**  
**URBAN CTSA SERVICES**  
**2019/2020**

AGENCY	TRANSPORTATION				Meal	Delivery	MAINTENANCE
	GENERAL	ELDERLY	DISABLED	STUDENT	Congregate	Home-Bound	VEHICLES
Central Valley Regional Center			X				X
Fresno County CalWORKS	X						X
Fresno EOC Local Conservation Corps							X
FMAAA Senior Transportation		X	X				X
Fresno EOC Food Services Senior Meals (FMAAA & City of Fresno)					X	X	X
Fresno EOC Head Start				X	X		X
Other Meal Delivery					X	X	X
Nikkei Senior Center		X**	X**				X
Fresno EOC Sanctuary				X*			X
Fresno EOC Soul School							X
Clinica Sierra Vista							X
Special Events / Non-Profit Charter Timeshare	X	X	X	X			X

**Exhibit B  
RURAL CTSA SERVICES**

**2019/2020**

AGENCY	TRANSPORTATION				Meal	Delivery	MAINTENANCE
	GENERAL	ELDERLY	DISABLED	STUDENT	CONGRE- GATE	HOME- BOUND	VEHICLES
Central Valley Regional Center			X				X
Fresno EOC Head Start				X	X		X
Fresno EOC FMAAA Senior Meal Delivery					X		X
Other Rural Meal Delivery					X	X	X
Special Events-Non-Profit Charter Timeshare	X	X	X	X			X

\* Provides own Driver.

\*\* Urban CTSA provides back-up.

Exhibit C

DISPATCH WEEKDAY AVERAGE CALL COUNTS

Sample Weekday	Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.
0:00	0	0	1	1	1	0	0
1:00	0	1	0	0	1	1	1
2:00	0	0	0	0	1	0	0
3:00	0	1	0	1	1	0	0
4:00	0	0	1	0	0	1	0
5:00	0	10	1	1	5	9	0
6:00	0	14	16	15	11	6	0
7:00	2	17	31	22	16	19	1
8:00	2	15	35	15	10	13	7
9:00	2	16	29	19	24	14	0
10:00	2	11	9	7	10	11	4
11:00	1	4	10	4	11	9	1
12:00	0	18	7	12	4	9	2
13:00	0	8	6	8	12	18	1
14:00	0	10	11	19	9	8	4
15:00	0	7	14	11	20	12	0
16:00	3	10	12	7	8	8	0
17:00	2	3	4	2	2	0	0
18:00	3	1	0	2	1	1	1
19:00	5	1	3	1	2	1	0
20:00	0	3	1	3	1	1	0
21:00	1	2	0	1	0	0	0
22:00	0	2	0	0	1	0	0
23:00	2	1	0	1	0	0	1

**EXHIBIT D  
URBAN CTSA RIDERSHIP STATISTICS**

SERVICE DESCRIPTION	TYPE	FY 2018-19 (ACTUAL)			FY 2019-20 (ESTIMATED)			FY 2020-21 (PROJECTED)		
		PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES	PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES	PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES
<b>PASSENGER TRANSPORTATION</b>										
<b>Senior Programs*</b>										
FMAAA - All routes	Rideshare	8,264	2,006	33,862	6,283	1,606	26,284	4,200	1,200	16,000
City of Fresno - Veteran's Home	Rideshare	0	0	0	1,027	708	10,030	800	500	7,300
Nikkei	Timeshare	740	905	8,582	254	421	4,460	200	300	3,300
Program of All Inclusive Care for the Elderly (PACE)	Rideshare							TBD	TBD	TBD
<b>Subtotal</b>		<b>9,004</b>	<b>2,911</b>	<b>42,444</b>	<b>7,564</b>	<b>2,735</b>	<b>40,774</b>	<b>5,200</b>	<b>2,000</b>	<b>26,600</b>
<b>Student (School Bus) Programs</b>										
Head Start	Consolidate	81,659	5,507	66,653	49,204	4,625	56,642	43,800	2,800	35,000
<b>Subtotal</b>		<b>81,659</b>	<b>5,507</b>	<b>66,653</b>	<b>49,204</b>	<b>4,625</b>	<b>56,642</b>	<b>43,800</b>	<b>2,800</b>	<b>35,000</b>
<b>Disabled Programs</b>										
Central Valley Regional Center	Timeshare	146,406	37,579	586,073	104,310	26,853	403,832	70,000	21,000	315,000
The ARC of Fresno and Madera Counties	Rideshare							TBD	TBD	TBD
United Cerebral Palsy of Central California	Rideshare							TBD	TBD	TBD
<b>Subtotal</b>		<b>146,406</b>	<b>37,579</b>	<b>586,073</b>	<b>104,310</b>	<b>26,853</b>	<b>403,832</b>	<b>70,000</b>	<b>21,000</b>	<b>315,000</b>
<b>Low Income/Social Service Programs:</b>										
Fresno County Calworks Night Transportation	Timeshare	5,624	2,974	78,933	3,405	9,981	59,480	3,400	9,981	59,480
Inspiration Transportation	Rideshare							2,720	1,360	31,280
Special Functions ( Field Trips)	Timeshare	4,478	871	9,972	1,731	317	4,063	2,100	400	5,000
<b>Subtotal</b>		<b>10,102</b>	<b>3,845</b>	<b>88,905</b>	<b>5,136</b>	<b>10,298</b>	<b>63,543</b>	<b>8,220</b>	<b>11,741</b>	<b>95,760</b>
<b>Passenger Totals</b>		<b>247,171</b>	<b>49,842</b>	<b>784,075</b>	<b>166,214</b>	<b>44,511</b>	<b>564,791</b>	<b>127,220</b>	<b>37,541</b>	<b>472,360</b>
<b>MEAL DELIVERY TRANSPORTATION</b>										
ALL FCEOC Meal Delivery	Center & Hmbnd. Timeshare	742,653	7,915	121,004	710,506	6,937	102,790	780,000	8,000	125,000
<b>Delivery Total</b>		<b>742,653</b>	<b>7,915</b>	<b>121,004</b>	<b>710,506</b>	<b>6,937</b>	<b>102,790</b>	<b>780,000</b>	<b>8,000</b>	<b>125,000</b>
<b>FRESNO URBAN CTSA TOTALS</b>		<b>989,824</b>	<b>57,757</b>	<b>905,079</b>	<b>876,720</b>	<b>51,448</b>	<b>667,581</b>	<b>907,220</b>	<b>45,541</b>	<b>597,360</b>

**RURAL CTSA RIDERSHIP STATISTICS**

SERVICE DESCRIPTION	TYPE	FY 2018-19 (ACTUAL)			FY 2019-20 (ESTIMATED)			FY 2020-21 (PROJECTED)		
		PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES	PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES	PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES
<b>PASSENGER TRANSPORTATION</b>										
<b>Student (School Bus) Programs</b>										
Head Start	Consolidate	35,876	2,297	29,759	28,609	2,513	23,446	24,000	1,700	18,000
<b>Disabled Programs</b>										
Central Valley Regional Center	Timeshare	60,124	19,525	417,590	39,430	13,492	299,591	34,000	11,600	260,000
The ARC of Fresno and Madera Counties	Rideshare							TBD	TBD	TBD
United Cerebral Palsy of Central California	Rideshare							TBD	TBD	TBD
<b>Low Income/Social Service Programs:</b>										
Inspiration Transportation	Timeshare							1,840	1,600	19,320
Special Functions	Timeshare	297	167	4,018	696	127	3,531	500	100	2,600
<b>Subtotal</b>		<b>96,297</b>	<b>21,989</b>	<b>451,367</b>	<b>68,735</b>	<b>16,132</b>	<b>326,568</b>	<b>60,340</b>	<b>15,000</b>	<b>299,920</b>
<b>Passenger Totals</b>		<b>96,297</b>	<b>21,989</b>	<b>451,367</b>	<b>68,735</b>	<b>16,132</b>	<b>326,568</b>	<b>60,340</b>	<b>15,000</b>	<b>299,920</b>
<b>MEAL DELIVERY TRANSPORTATION</b>										
ALL FCEOC Meal Delivery	Center & Hmbnd. Timeshare	607,625	12,380	282,342	526,350	8,248	182,638	595,000	12,500	277,000
<b>Delivery Total</b>		<b>607,625</b>	<b>12,380</b>	<b>282,342</b>	<b>526,350</b>	<b>8,248</b>	<b>182,638</b>	<b>595,000</b>	<b>12,500</b>	<b>277,000</b>
<b>FRESNO RURAL CTSA TOTALS</b>		<b>703,922</b>	<b>34,369</b>	<b>733,709</b>	<b>595,085</b>	<b>24,380</b>	<b>509,206</b>	<b>655,340</b>	<b>27,500</b>	<b>576,920</b>

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

<b>FY 2019-20</b>		<b>TOTAL</b>				<b>Cost per</b>	<b>Cost per</b>	<b>Cost per</b>	<b>Trips per</b>	<b>Trips per</b>
<b>SERVICE DESCRIPTION</b>	<b>TRIPS</b>	<b>HOURS</b>	<b>MILES</b>	<b>COSTS *</b>		<b>TRIP</b>	<b>HOUR</b>	<b>MILE</b>	<b>HOUR</b>	<b>MILE</b>
Passenger Transportation	166,214	44,511	564,791	\$2,884,943		\$17.36	\$64.81	\$5.11	3.7	0.3
Delivery Transportation	710,506	6,937	102,790	\$564,645		\$0.79	\$81.40	\$5.49	102.4	6.9
<b>Totals//Average</b>	<b>876,720</b>	<b>51,448</b>	<b>667,581</b>	<b>\$3,449,588</b>		<b>\$3.93</b>	<b>\$67.05</b>	<b>\$5.17</b>	<b>17.0</b>	<b>1.3</b>

<b>FY 2020-21</b>		<b>TOTAL</b>				<b>Cost per</b>	<b>Cost per</b>	<b>Cost per</b>	<b>Trips per</b>	<b>Trips per</b>
<b>SERVICE DESCRIPTION</b>	<b>TRIPS</b>	<b>HOURS</b>	<b>MILES</b>	<b>COSTS *</b>		<b>TRIP</b>	<b>HOUR</b>	<b>MILE</b>	<b>HOUR</b>	<b>MILE</b>
Passenger Transportation	127,220	37,541	472,360	\$3,597,175		\$28.28	\$95.82	\$7.62	3.4	0.3
Delivery Transportation	780,000	8,000	125,000	\$581,600		\$0.75	\$72.70	\$4.65	97.5	6.2
<b>Totals//Average</b>	<b>907,220</b>	<b>45,541</b>	<b>597,360</b>	<b>\$4,178,775</b>		<b>\$4.61</b>	<b>\$91.76</b>	<b>\$7.00</b>	<b>19.9</b>	<b>1.5</b>

**RURAL CTSA PERFORMANCE INDICATORS**  
(Actual and Projected)

<b>FY 2019-20</b>		<b>TOTAL</b>				<b>Cost per</b>	<b>Cost per</b>	<b>Cost per</b>	<b>Trips per</b>	<b>Trips per</b>
<b>SERVICE DESCRIPTION</b>	<b>TRIPS</b>	<b>HOURS</b>	<b>MILES</b>	<b>COSTS *</b>		<b>TRIP</b>	<b>HOUR</b>	<b>MILE</b>	<b>HOUR</b>	<b>MILE</b>
Passenger Transportation	68,735	16,132	326,568	\$1,562,977		\$22.74	\$96.89	\$4.79	4.3	0.2
Delivery Transportation	526,350	8,248	182,638	\$575,667		\$1.09	\$69.79	\$3.15	63.8	2.9
<b>Total/Average</b>	<b>595,085</b>	<b>24,380</b>	<b>509,206</b>	<b>\$2,138,644</b>		<b>\$3.59</b>	<b>\$87.72</b>	<b>\$4.20</b>	<b>24.4</b>	<b>1.2</b>

<b>FY 2020-21</b>		<b>TOTAL</b>				<b>Cost per</b>	<b>Cost per</b>	<b>Cost per</b>	<b>Trips per</b>	<b>Trips per</b>
<b>SERVICE DESCRIPTION</b>	<b>TRIPS</b>	<b>HOURS</b>	<b>MILES</b>	<b>COSTS *</b>		<b>TRIP</b>	<b>HOUR</b>	<b>MILE</b>	<b>HOUR</b>	<b>MILE</b>
Passenger Transportation	60,340	15,000	299,920	\$1,879,300		\$31.15	\$125.29	\$6.27	4.0	0.2
Delivery Transportation	595,000	12,500	277,000	\$578,900		\$0.97	\$46.31	\$2.09	47.6	2.1
<b>Total/Average</b>	<b>655,340</b>	<b>27,500</b>	<b>576,920</b>	<b>\$2,458,200</b>		<b>\$3.75</b>	<b>\$89.39</b>	<b>\$4.26</b>	<b>23.8</b>	<b>1.1</b>

\* Depreciation and Capital Costs are not included in above indicators.

\*\* The efficiency indicators stated in FY 20-21 (Urban and Rural) do not include costs and statistics for the new partners.

EXHIBIT F  
URBAN CTSA REVENUE

URBAN CTSA REVENUE (Actual & Budget) FY 2019-2020			URBAN CTSA REVENUE (Projected) FY 2020-21	
1. CAPITAL REVENUE	ACTUAL	BUDGET	1. CAPITAL REVENUE	BUDGET
A. FTA Section 5310	\$0	\$0	A. FTA Section 5310	\$257,030
B. FTA 5310 Match-TOLL CREDITS MATCH	\$0	\$0	B. FTA 5310 Match-TOLL CREDITS MATCH	\$0
<b>TOTAL CAPITAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>TOTAL CAPITAL REVENUE</b>	<b>\$257,030</b>
2. OPERATING REVENUE			2. OPERATING REVENUE	
A. Contract Service Revenue			A. Contract Service Revenue	
1. Central Valley Regional Center	\$1,640,757	\$1,615,150	1. Central Valley Regional Center	\$1,614,900
2. FMAAA Senior Transportation	40,701	40,609	2. FMAAA Senior Transportation	35,600
3. Fresno EOC - Head Start Transportation	408,918	447,300	3. Fresno EOC - Head Start Transportation	521,000
4. Fresno EOC-Food Services -All Meal Delivery	280,375	328,000	4. Fresno EOC-Food Services -All Meal Delivery	422,000
5. Special Trips	27,281	26,900	5. Special Trips	37,000
6. Fresno County CALWORKS Transportation	402,457	403,620	6. Fresno County CALWORKS Transportation	403,620
7. Nikkei	0	0	7. Nikkei	0
8. City of Fresno - Veteran's Home	27,272	27,272	8. City of Fresno - Veteran's Home	49,999
<b>TOTAL Operational SERVICE REVENUE</b>	<b>2,827,761</b>	<b>2,888,851</b>	<b>TOTAL Operational SERVICE REVENUE</b>	<b>3,084,119</b>
B. TDA / LTF 4.5 (2019/2020)	1,103,197	1,103,197	B. TDA / LTF 4.5 (2020/2021)	1,124,408
TDA / LTF 4.5 Carryover (prior year)	73,322	73,322	TDA / LTF 4.5 Carryover (from 2019/20)	554,692
TDA / LTF 4.5 To be carried over to 2020/21	(554,692)	(532,845)	TDA / LTF 4.5 Projected to be carried over to 2021/22	(484,444)
<b>TOTAL OPERATING REVENUE</b>	<b>3,449,588</b>	<b>3,532,525</b>	<b>TOTAL OPERATING REVENUE</b>	<b>4,278,775</b>
<b>TOTAL REVENUE</b>	<b>3,449,588</b>	<b>3,532,525</b>	<b>TOTAL REVENUE</b>	<b>4,535,805</b>

EXHIBIT G  
URBAN CTSA EXPENDITURES

CATEGORIES	URBAN CTSA EXPENDITURES (Actual & Budget)					URBAN CTSA EXPENDITURES (Projected)			
	FY 2019-2020					FY 2020-2021			
	URBAN LTF	SOC SVC FUNDS	FTA 5310/5316	Total Actual	Total Budget	URBAN LTF	SOC SVC FUNDS	FTA 5310/5316	Total Budget
<b>1. CAPITAL</b>									
A. FTA Section 5310		\$0	\$0	\$0	\$0	\$0	\$0	\$257,030	\$257,030
B. Vehicle Replacement						\$100,000			100,000
* toll credits to be used for 5310 match									0
									0
<b>TOTAL CAPITAL EXPENSES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$257,030</b>	<b>357,030</b>
<b>2. DIRECT OPERATING</b>									
A. Service Contracts									
B. Direct Operating Costs									
(1) Fuel	\$59,694	\$271,456		\$331,150	\$328,200	80,735	\$227,465		\$ 308,200
(2) Maintenance/Registration	\$67,940	\$308,957		\$376,897	\$369,500	96,767	\$272,633		\$ 369,400
(3) Depreciation/Interest/Vehicles	\$0	\$0				0	\$0		\$ -
(4) Insurance	\$17,633	\$80,185		\$97,818	\$84,100	22,397	\$63,103		\$ 85,500
(5) Uniform Costs	\$347	\$1,576		\$1,923	\$2,025	504	\$1,421		\$ 1,925
(6) Radio Service	\$923	\$4,200		\$5,123	\$5,000	1,316	\$3,709		\$ 5,025
(7) Contingency- Fuel/Misc.	\$0	\$0		\$0	\$0	0	\$0		\$ -
<b>TOTAL DIRECT OPER EXPENSES</b>	<b>\$146,536</b>	<b>\$666,375</b>	<b>\$0</b>	<b>\$812,911</b>	<b>\$788,825</b>	<b>201,719</b>	<b>\$568,331</b>	<b>\$0</b>	<b>\$ 770,050</b>
<b>3. TRANSIT PERSONNEL</b>									
A. Drivers	\$230,346	\$1,047,500		\$1,277,846	\$1,334,850	386,438	\$1,088,762		\$ 1,475,200
B. Supervision/Dispatch/Admin.	\$57,913	\$263,358		\$321,271	\$327,300	88,725	\$249,975		\$ 338,700
C. Fringe Benefits	\$129,783	\$590,188		\$719,971	\$719,700	203,540	\$573,460		\$ 777,000
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$418,042</b>	<b>\$1,901,046</b>	<b>\$0</b>	<b>\$2,319,088</b>	<b>\$2,381,850</b>	<b>678,702</b>	<b>\$1,912,198</b>	<b>\$0</b>	<b>\$ 2,590,900</b>
<b>4. ADMINISTRATION</b>									
A. Fresno EOC Administration	\$31,552	\$143,483		\$175,035	\$192,200	52,444	\$147,756		\$ 200,200
B. Telephone/Utilities	\$6,944	\$31,579		\$38,524	\$40,600	10,635	\$29,965		\$ 40,600
C. Supplies	\$4,884	\$22,208		\$27,092	\$19,300	5,056	\$14,244		\$ 19,300
D. Miscellaneous	\$13,373	\$60,813		\$74,186	\$106,200	145,176	\$ 409,024		\$ 554,200
E. Audit	\$496	\$2,256		\$2,752	\$3,550	923	\$2,602		\$ 3,525
<b>TOTAL ADMIN EXPENSES</b>	<b>\$57,249</b>	<b>\$260,340</b>	<b>\$0</b>	<b>\$317,589</b>	<b>\$361,850</b>	<b>214,234</b>	<b>\$603,591</b>	<b>\$0</b>	<b>\$ 817,825</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$621,827</b>	<b>\$2,827,761</b>	<b>\$0</b>	<b>\$3,449,588</b>	<b>\$3,532,525</b>	<b>1,094,656</b>	<b>\$3,084,119</b>	<b>\$0</b>	<b>\$ 4,178,775</b>
<b>TOTAL EXPENDITURES</b>	<b>\$621,827</b>	<b>\$2,827,761</b>	<b>\$0</b>	<b>\$3,449,588</b>	<b>\$3,532,525</b>	<b>\$1,194,656</b>	<b>\$3,084,119</b>	<b>\$257,030</b>	<b>\$ 4,535,805</b>



EXHIBIT G-1  
URBAN CTSA EXPENDITURES BY CONTRACT

(Actual)									
FY 2019-2020									
	CVRC	FMAAA	FRESNO EOC HEAD START	ALL MEAL DELIVERY	SPECIAL TRIPS	CALWORKS	NIKKEI	CITY OF FRESNO	TOTAL ACTUAL
<b>CATEGORIES</b>									
<b>OPERATING REVENUE</b>									
CONTRACT REVENUE	\$1,640,757	\$40,701	\$408,918	\$280,375	\$27,281	\$402,457	\$0	\$27,272	\$2,827,761
CONTRACT REVENUE AUGMENTATION	(\$42,233)	\$0	\$0	\$72,384	(\$10,979)	(\$19,172)	\$0	\$0	\$0
TDA / LTF 4.5	\$287,699	\$74,732	\$924	\$211,886	\$0	\$9,808	\$9,578	\$27,200	\$621,827
<b>TOTAL OPERATING REVENUE</b>	<b>\$1,886,223</b>	<b>\$115,433</b>	<b>\$409,842</b>	<b>\$564,645</b>	<b>\$16,302</b>	<b>\$393,093</b>	<b>\$9,578</b>	<b>\$54,472</b>	<b>\$3,449,588</b>
<b>OPERATING EXPENSES</b>									
<b>DIRECT OPERATING EXPENSES</b>									
A. Service Contracts									
B. Direct Operating Costs									
(1) Fuel	\$197,871	\$13,968	\$27,394	\$49,520	\$2,118	\$35,510	\$0	\$4,769	\$331,150
(2) Maintenance/Registration	\$238,242	\$15,666	\$34,365	\$44,803	\$2,524	\$32,016	\$2,637	\$6,644	\$376,897
(3) Depreciation/Interest/Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(4) Insurance	\$67,202	\$4,237	\$6,609	\$8,748	\$486	\$8,782	\$504	\$1,250	\$97,818
(5) Uniform Costs	\$1,200	\$65	\$216	\$189	\$12	\$181	\$17	\$43	\$1,923
(6) Radio Service	\$3,243	\$213	\$473	\$594	\$34	\$436	\$36	\$94	\$5,123
(7) Contingency- Fuel/Misc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL DIRECT OPER EXPENSES</b>	<b>\$507,758</b>	<b>\$34,149</b>	<b>\$69,057</b>	<b>\$103,854</b>	<b>\$5,174</b>	<b>\$76,925</b>	<b>\$3,194</b>	<b>\$12,800</b>	<b>\$812,911</b>
<b>TRANSIT PERSONNEL</b>									
A. Drivers	\$589,919	\$38,200	\$191,224	\$293,521	\$1,797	\$146,285	\$0	\$16,900	\$1,277,846
B. Supervision/Dispatch/Admin.	\$194,135	\$10,885	\$35,500	\$38,300	\$2,100	\$31,800	\$3,205	\$5,346	\$321,271
C. Fringe Benefits	\$387,265	\$18,292	\$98,803	\$111,661	\$1,553	\$88,447	\$1,236	\$12,714	\$719,971
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$1,171,319</b>	<b>\$67,377</b>	<b>\$325,527</b>	<b>\$443,482</b>	<b>\$5,450</b>	<b>\$266,532</b>	<b>\$4,441</b>	<b>\$34,960</b>	<b>\$2,319,088</b>
<b>ADMINISTRATION</b>									
A. Fresno EOC Administration	\$134,543	\$8,054	\$0	\$0	\$545	\$27,425	\$668	\$3,800	\$175,035
B. Telephone/Utilities	\$23,698	\$1,472	\$3,933	\$4,477	\$270	\$3,610	\$327	\$737	\$38,524
C. Supplies	\$19,475	\$745	\$2,155	\$2,083	\$141	\$1,894	\$176	\$423	\$27,092
D. Miscellaneous	\$27,280	\$3,558	\$9,170	\$10,749	\$4,708	\$16,269	\$761	\$1,691	\$74,186
E. Audit	\$2,150	\$78	\$0	\$0	\$14	\$438	\$11	\$61	\$2,752
<b>TOTAL ADMIN EXPENSES</b>	<b>\$207,146</b>	<b>\$13,907</b>	<b>\$15,258</b>	<b>\$17,309</b>	<b>\$5,678</b>	<b>\$49,636</b>	<b>\$1,943</b>	<b>\$6,712</b>	<b>\$317,589</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,886,223</b>	<b>\$115,433</b>	<b>\$409,842</b>	<b>\$564,645</b>	<b>\$16,302</b>	<b>\$393,093</b>	<b>\$9,578</b>	<b>\$54,472</b>	<b>\$3,449,588</b>

LTF Carryover to 2020/21

\$554,692

EXHIBIT G-1  
URBAN CTSA EXPENDITURES BY CONTRACT

(Projected)  
FY 2020-2021

	CVRC	FMAAA	FRESNO EOC HEAD START	ALL MEAL DELIVERY	SPECIAL TRIPS	CALWORKS	NIKKEI	CITY OF FRESNO	INSPIRATION TRANSPARATION	ARC FRESNO	UNITED CEREBRAL PALSRY CENTRAL CA	PACE PROGRAM	FRESNO COUNTY DBH	TOTAL BUDGET
<b>CATEGORIES</b>														
<b>OPERATING REVENUE</b>														
CONTRACT REVENUE	\$1,614,900	\$35,600	\$521,000	\$422,000	\$37,000	\$403,620	\$0	\$49,999	\$0	\$0	\$0	\$0	\$0	\$3,084,119
CONTRACT REVENUE AUGMENTATION	\$0	\$0	\$0	\$64,345	(\$20,325)	(\$44,020)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TDA / LTF 4.5	\$457,600	\$67,000	\$0	\$95,255	\$0	\$0	\$10,200	\$14,601	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$1,094,656
<b>TOTAL OPERATING REVENUE</b>	<b>\$2,072,500</b>	<b>\$102,600</b>	<b>\$521,000</b>	<b>\$581,600</b>	<b>\$16,675</b>	<b>\$359,600</b>	<b>\$10,200</b>	<b>\$64,600</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$4,178,775</b>
<b>OPERATING EXPENSES</b>														
<b>DIRECT OPERATING EXPENSES</b>														
A. Service Contracts														
B. Direct Operating Costs														
(1) Fuel	\$173,500	\$10,100	\$33,000	\$50,500	\$2,500	\$33,000	\$0	\$5,600	\$0	\$0	\$0	\$0	\$0	\$308,200
(2) Maintenance/Registration	\$232,400	\$14,700	\$34,200	\$46,300	\$2,400	\$30,900	\$2,600	\$5,900	\$0	\$0	\$0	\$0	\$0	\$369,400
(3) Depreciation/Interest/Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(4) Insurance	\$55,000	\$1,300	\$8,000	\$10,500	\$1,000	\$7,300	\$1,000	\$1,400	\$0	\$0	\$0	\$0	\$0	\$85,500
(5) Uniform Costs	\$1,200	\$100	\$200	\$200	\$0	\$200	\$0	\$25	\$0	\$0	\$0	\$0	\$0	\$1,925
(6) Radio Service	\$3,200	\$200	\$500	\$600	\$50	\$400	\$0	\$75	\$0	\$0	\$0	\$0	\$0	\$5,025
(7) Contingency- Fuel/Misc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL DIRECT OPER EXPENSES</b>	<b>\$465,300</b>	<b>\$26,400</b>	<b>\$75,900</b>	<b>\$108,100</b>	<b>\$5,950</b>	<b>\$71,800</b>	<b>\$3,600</b>	<b>\$13,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$770,050</b>
<b>TRANSIT PERSONNEL</b>														
A. Drivers	\$701,400	\$33,500	\$287,400	\$294,000	\$3,900	\$132,600	\$0	\$22,400	\$0	\$0	\$0	\$0	\$0	\$1,475,200
B. Supervision/Dispatch/Admin.	\$206,300	\$12,100	\$36,700	\$39,700	\$2,500	\$32,900	\$3,200	\$5,300	\$0	\$0	\$0	\$0	\$0	\$338,700
C. Fringe Benefits	\$455,300	\$17,300	\$103,200	\$100,600	\$1,800	\$81,200	\$1,200	\$16,400	\$0	\$0	\$0	\$0	\$0	\$777,000
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$1,363,000</b>	<b>\$62,900</b>	<b>\$427,300</b>	<b>\$434,300</b>	<b>\$8,200</b>	<b>\$246,700</b>	<b>\$4,400</b>	<b>\$44,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,590,900</b>
<b>ADMINISTRATION</b>														
A. Fresno EOC Administration	\$142,400	\$7,100	\$0	\$19,800	\$1,100	\$24,800	\$600	\$4,400	\$0	\$0	\$0	\$0	\$0	\$200,200
B. Telephone/Utilities	\$24,700	\$1,400	\$4,400	\$4,700	\$300	\$4,000	\$400	\$700	\$0	\$0	\$0	\$0	\$0	\$40,600
C. Supplies	\$11,800	\$700	\$2,200	\$2,100	\$100	\$1,900	\$200	\$300	\$0	\$0	\$0	\$0	\$0	\$19,300
D. Miscellaneous	\$63,000	\$4,000	\$11,200	\$12,000	\$1,000	\$10,000	\$1,000	\$2,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$554,200
E. Audit	\$2,300	\$100	\$0	\$600	\$25	\$400	\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$3,525
<b>TOTAL ADMIN EXPENSES</b>	<b>\$244,200</b>	<b>\$13,300</b>	<b>\$17,800</b>	<b>\$39,200</b>	<b>\$2,525</b>	<b>\$41,100</b>	<b>\$2,200</b>	<b>\$7,500</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$817,825</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$2,072,500</b>	<b>\$102,600</b>	<b>\$521,000</b>	<b>\$581,600</b>	<b>\$16,675</b>	<b>\$359,600</b>	<b>\$10,200</b>	<b>\$64,600</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$4,178,775</b>

LTF Carryover to 2021/22

\$484,444

EXHIBIT H  
RURAL CTSA REVENUE

RURAL CTSA REVENUE (Actual & Budget) FY 2019-20			RURAL CTSA REVENUE (Projected) FY 2020-21	
1. CAPITAL REVENUE	ACTUAL	BUDGET	1. CAPITAL REVENUE	BUDGET
TDA / LTF 4.5			TDA / LTF 4.5	\$0
Social Service Revenue -			Social Service Revenue -	\$0
<i>TOTAL CAPITAL REVENUE</i>	\$0	\$0	<i>TOTAL CAPITAL REVENUE</i>	\$0
2. OPERATING REVENUE			2. OPERATING REVENUE	
A. Contract Service Revenue:			A. Contract Service Revenue:	
1. Central Valley Regional Center	\$1,206,076	\$1,195,000	1. Central Valley Regional Center	\$1,200,000
2. Fresno EOC Headstart - Transportation	\$181,254	\$200,000	2. Fresno EOC Headstart - Transportation	\$229,000
3. Fresno EOC Meal Delivery- All	\$271,510	\$266,000	3. Fresno EOC Meal Delivery- All	\$446,731
4. Special Trips	\$15,152	\$15,000	4. Special Trips	\$20,100
<i>TOTAL SERVICE REVENUE</i>	\$1,673,992	\$1,676,000	<i>TOTAL SERVICE REVENUE</i>	\$1,895,831
B. TDA / LTF 4.5	\$550,952	\$550,952	B. TDA / LTF 4.5	\$576,069
TDA / LTF 4.5 To be carried over to 2020/21	(\$86,300)	(\$95,300)	TDA / LTF 4.5 Carryover (from 2019/20)	\$86,300
			TDA / LTF 4.5 To be carried over to 2021/22	(0)
<i>TOTAL OPERATING REVENUE</i>	\$2,138,644	\$2,131,652	<i>TOTAL OPERATING REVENUE</i>	\$2,558,200
<b>TOTAL REVENUE</b>	<b>\$2,138,644</b>	<b>\$2,131,652</b>	<b>TOTAL REVENUE</b>	<b>\$2,558,200</b>

EXHIBIT I  
RURAL CTSA EXPENDITURES

CATEGORIES	(Actual & Budget)					Projected			
	FY 2019-20					FY 2020-21			
	RURAL LTF	SOC SVC FUNDS	FTA SEC 16	Total Actual	Total Budget	RURAL LTF	SOC SVC FUNDS	FTA SEC 16	Total Budget
<b>1. CAPITAL</b>									
A. Vehicle Replacement		\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$100,000
<b>TOTAL CAPITAL EXPENSES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>
<b>2. DIRECT OPERATING</b>									
A. Service Contracts-FCRTA Augmentation	\$173,052	\$0		\$173,052	\$173,052	\$200,000	\$0		\$200,000
B. Direct Operating Costs									
(1) Fuel	\$35,769	\$205,342		\$241,111	\$245,600	\$38,272	\$200,228		\$238,500
(2) Maintenance/Registration	\$39,577	\$227,200		\$266,777	\$268,000	\$43,005	\$224,995		\$268,000
(3) Depreciation/Interest/Vehicles	\$0	\$0		\$0	\$0	\$0	\$0		\$0
(4) Insurance	\$7,621	\$43,749		\$51,370	\$62,600	\$10,093	\$52,807		\$62,900
(5) Uniform Costs	\$126	\$724		\$850	\$900	\$144	\$756		\$900
(6) Radio Service	\$532	\$3,053		\$3,585	\$3,700	\$578	\$3,022		\$3,600
(7) Contingency - Fuel Inflation/misc.	\$0	\$0		\$0	\$0	\$0	\$0		\$0
<b>TOTAL DIRECT OPER. EXPENSES</b>	<b>\$256,677</b>	<b>\$480,068</b>	<b>\$0</b>	<b>\$736,745</b>	<b>\$753,852</b>	<b>\$292,093</b>	<b>\$481,807</b>	<b>\$0</b>	<b>\$773,900</b>
<b>3. TRANSIT PERSONNEL</b>									
A. Drivers	\$105,566	\$606,023		\$711,589	\$675,900	\$121,073	\$633,427		\$754,500
B. Supervision/Dispatch	\$22,865	\$131,264		\$154,129	\$165,900	\$27,552	\$144,148		\$171,700
C. Fringe Benefits	\$53,873	\$309,270		\$363,143	\$350,100	\$62,470	\$326,830		\$389,300
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$182,304</b>	<b>\$1,046,557</b>	<b>\$0</b>	<b>\$1,228,861</b>	<b>\$1,191,900</b>	<b>\$211,096</b>	<b>\$1,104,404</b>	<b>\$0</b>	<b>\$1,315,500</b>
<b>4. ADMINISTRATION</b>									
A. Fresno EOC Administration	\$12,280	\$70,495		\$82,775	\$101,500	\$16,769	\$87,731		\$104,500
B. Telephone/Utilities	\$3,358	\$19,279		\$22,637	\$20,500	\$3,290	\$17,210		\$20,500
C. Supplies	\$994	\$5,703		\$6,697	\$9,800	\$1,573	\$8,227		\$9,800
D. Miscellaneous	\$8,841	\$50,763		\$59,604	\$52,200	\$37,245	\$194,855		\$232,100
E. Audit	\$197	\$1,128		\$1,325	\$1,900	\$305	\$1,595		\$1,900
<b>TOTAL ADMIN EXPENSES</b>	<b>\$25,670</b>	<b>\$147,367</b>	<b>\$0</b>	<b>\$173,038</b>	<b>\$185,900</b>	<b>\$59,181</b>	<b>\$309,619</b>	<b>\$0</b>	<b>\$368,800</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$464,652</b>	<b>\$1,673,992</b>	<b>\$0</b>	<b>\$2,138,644</b>	<b>\$2,131,652</b>	<b>\$562,369</b>	<b>\$1,895,831</b>	<b>\$0</b>	<b>\$2,458,200</b>
<b>TOTAL EXPENDITURES</b>	<b>\$464,652</b>	<b>\$1,673,992</b>	<b>\$0</b>	<b>\$2,138,644</b>	<b>\$2,131,652</b>	<b>\$662,369</b>	<b>\$1,895,831</b>	<b>\$0</b>	<b>\$2,558,200</b>

EXHIBIT I-1  
RURAL CTSA EXPENDITURES BY CONTRACT

(Actual)						
FY 2019-2020						
	CVRC	FRESNO EOC HEAD START	ALL MEAL DELIVERY	SPECIAL TRIPS	FCRTA AUGMENTATION	TOTAL BUDGET
<b>CATEGORIES</b>						
<b>OPERATING REVENUE</b>						
CONTRACT REVENUE	\$1,206,076	\$181,254	\$271,510	\$15,152	\$0	\$1,673,992
CONTRACT REVENUE AUGMENTATION	(\$26,534)	\$0	\$35,276	(\$8,742)	\$0	\$0
TDA / LTF 4.5	\$22,356	\$363	\$268,881	\$0	\$173,052	\$464,652
<b>TOTAL OPERATING REVENUE</b>	<b>\$1,201,898</b>	<b>\$181,617</b>	<b>\$575,667</b>	<b>\$6,410</b>	<b>\$173,052</b>	<b>\$2,138,644</b>
<b>OPERATING EXPENSES</b>						
<b>DIRECT OPERATING EXPENSES</b>						
A. Service Contracts - FCRTA Augmentation	\$0	\$0	\$0	\$0	\$173,052	\$173,052
B. Direct Operating Costs						
(1) Fuel	\$148,274	\$11,193	\$80,182	\$1,462	\$0	\$241,111
(2) Maintenance/Registration	\$178,322	\$14,074	\$72,609	\$1,772	\$0	\$266,777
(3) Depreciation/Interest/Vehicles	\$0	\$0	\$0	\$0	\$0	\$0
(4) Insurance	\$33,965	\$2,700	\$14,447	\$258	\$0	\$51,370
(5) Uniform Costs	\$555	\$114	\$181	\$0	\$0	\$850
(6) Radio Service	\$2,424	\$195	\$940	\$26	\$0	\$3,585
(7) Contingency- Fuel/Misc.	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL DIRECT OPER EXPENSES</b>	<b>\$363,540</b>	<b>\$28,276</b>	<b>\$168,359</b>	<b>\$3,518</b>	<b>\$173,052</b>	<b>\$736,745</b>
<b>TRANSIT PERSONNEL</b>						
A. Drivers	\$396,060	\$79,745	\$234,784	\$1,000	\$0	\$711,589
B. Supervision/Dispatch/Admin.	\$89,629	\$19,300	\$44,700	\$500	\$0	\$154,129
C. Fringe Benefits	\$211,284	\$46,879	\$104,375	\$605	\$0	\$363,143
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$696,973</b>	<b>\$145,924</b>	<b>\$383,859</b>	<b>\$2,105</b>	<b>\$0</b>	<b>\$1,228,861</b>
<b>ADMINISTRATION</b>						
A. Fresno EOC Administration	\$82,314	\$0	\$192	\$269	\$0	\$82,775
B. Telephone/Utilities	\$14,572	\$1,917	\$6,019	\$129	\$0	\$22,637
C. Supplies	\$4,430	\$596	\$1,631	\$40	\$0	\$6,697
D. Miscellaneous	\$38,754	\$4,904	\$15,602	\$344	\$0	\$59,604
E. Audit	\$1,315	\$0	\$5	\$5	\$0	\$1,325
<b>TOTAL ADMIN EXPENSES</b>	<b>\$141,385</b>	<b>\$7,417</b>	<b>\$23,449</b>	<b>\$787</b>	<b>\$0</b>	<b>\$173,038</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,201,898</b>	<b>\$181,617</b>	<b>\$575,667</b>	<b>\$6,410</b>	<b>\$173,052</b>	<b>\$2,138,644</b>

LTF Carryover to 2020/21

\$86,300

EXHIBIT I-1  
RURAL CTSA EXPENDITURES BY CONTRACT

(Projected)

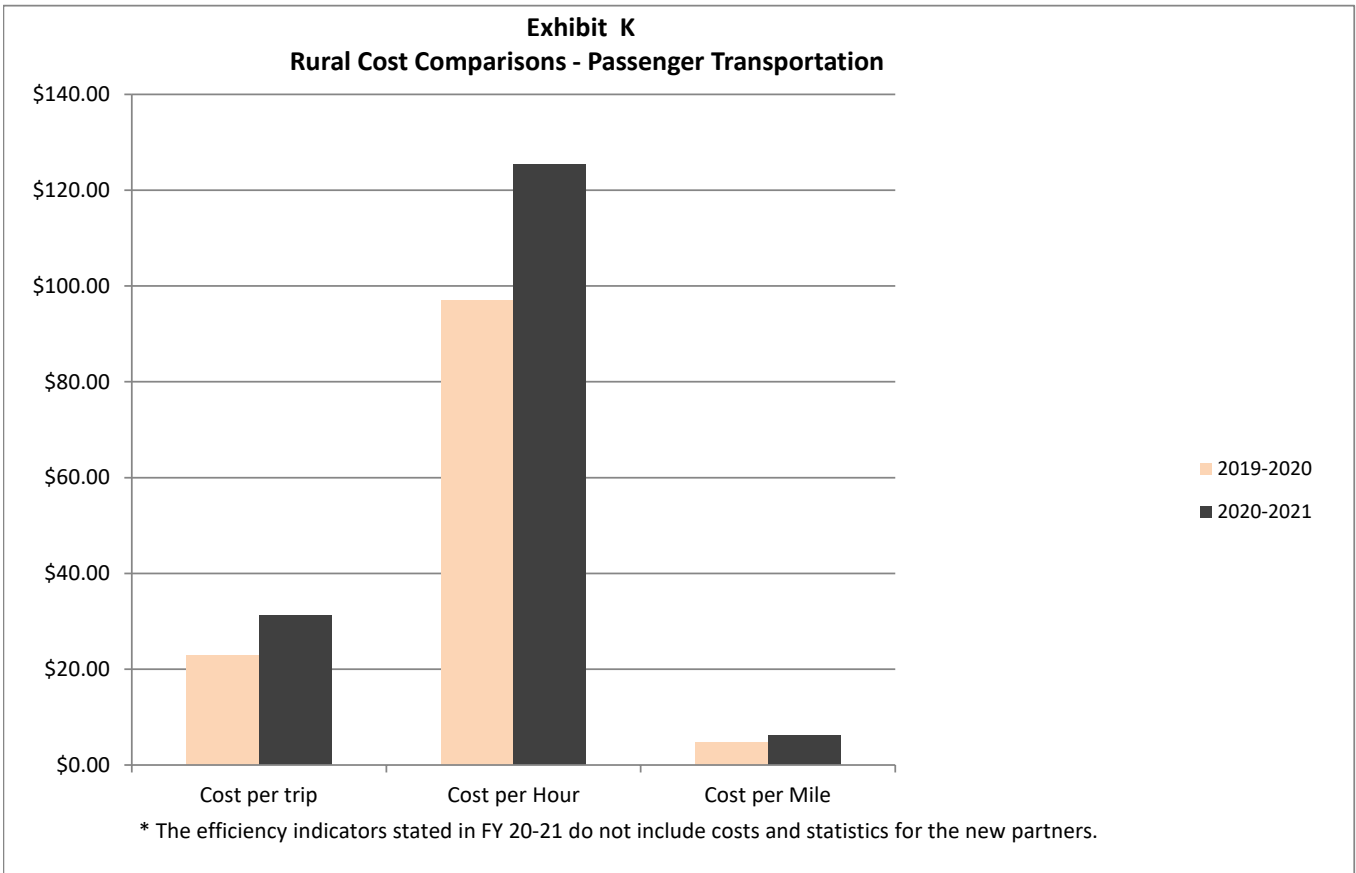
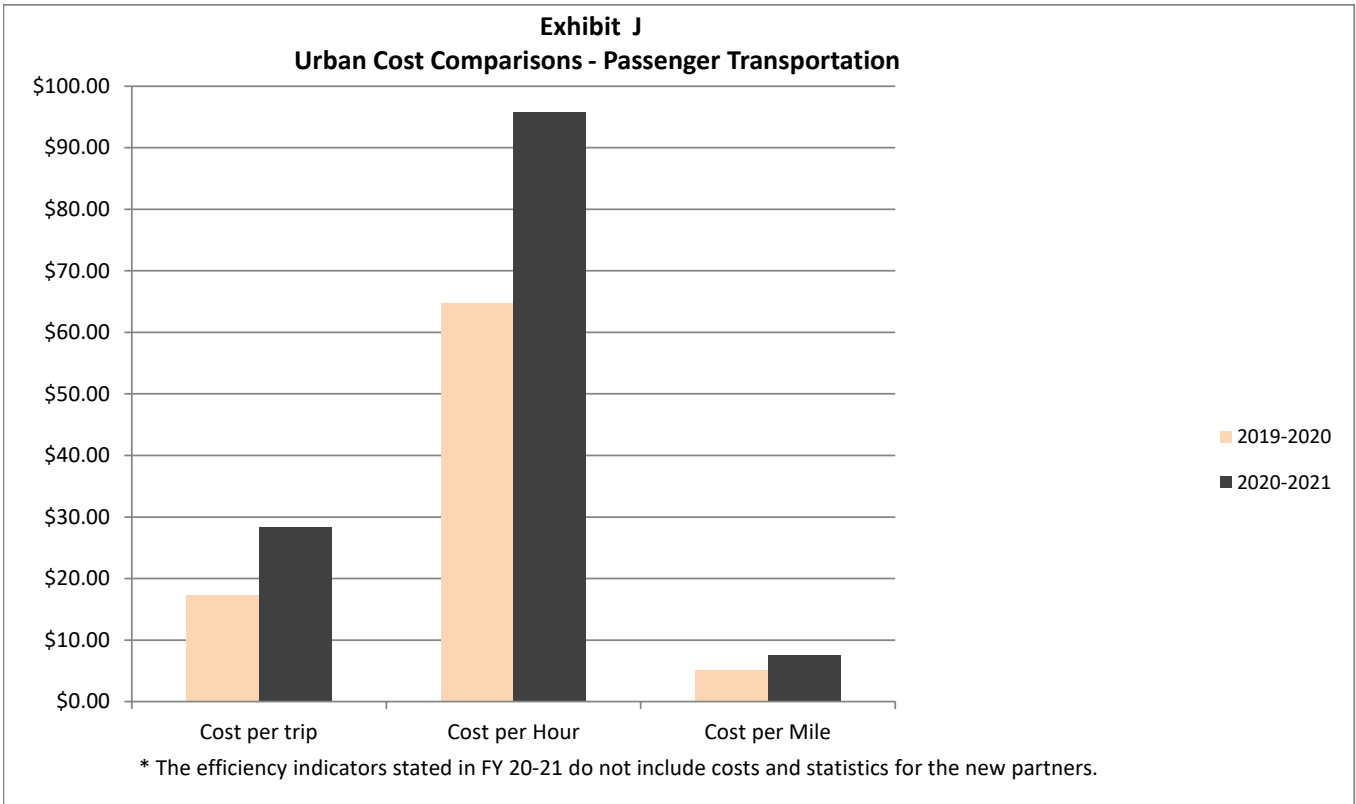
FY 2020-2021

	CVRC	FRESNO EOC HEAD START	ALL MEAL DELIVERY	SPECIAL TRIPS	INSPIRATION TRANSPORTATION	ARC FRESNO	PACE PROGRAM	FCRTA AUGMENTATION	TOTAL BUDGET
<b>CATEGORIES</b>									
<b>OPERATING REVENUE</b>									
CONTRACT REVENUE	\$1,200,000	\$229,000	\$446,731	\$20,100	\$0	\$0	\$0	\$0	\$1,895,831
CONTRACT REVENUE AUGMENTATION	\$0	\$0	\$9,800	(\$9,800)	\$0	\$0	\$0	\$0	\$0
TDA / LTF 4.5	\$60,000	\$0	\$122,369	\$0	\$60,000	\$60,000	\$60,000	\$200,000	\$562,369
<b>TOTAL OPERATING REVENUE</b>	<b>\$1,260,000</b>	<b>\$229,000</b>	<b>\$578,900</b>	<b>\$10,300</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$200,000</b>	<b>\$2,458,200</b>
<b>OPERATING EXPENSES</b>									
<b>DIRECT OPERATING EXPENSES</b>									
A. Service Contracts - FCRTA Augmentation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000
B. Direct Operating Costs									
(1) Fuel	\$130,700	\$15,300	\$91,100	\$1,400	\$0	\$0	\$0	\$0	\$238,500
(2) Maintenance/Registration	\$174,600	\$14,200	\$77,500	\$1,700	\$0	\$0	\$0	\$0	\$268,000
(3) Depreciation/Interest/Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(4) Insurance	\$41,000	\$3,300	\$18,100	\$500	\$0	\$0	\$0	\$0	\$62,900
(5) Uniform Costs	\$600	\$100	\$200	\$0	\$0	\$0	\$0	\$0	\$900
(6) Radio Service	\$2,300	\$200	\$1,100	\$0	\$0	\$0	\$0	\$0	\$3,600
(7) Contingency- Fuel/Misc.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL DIRECT OPER EXPENSES</b>	<b>\$349,200</b>	<b>\$33,100</b>	<b>\$188,000</b>	<b>\$3,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$773,900</b>
<b>TRANSIT PERSONNEL</b>									
A. Drivers	\$417,100	\$110,400	\$224,000	\$3,000	\$0	\$0	\$0	\$0	\$754,500
B. Supervision/Dispatch/Admin.	\$104,100	\$20,000	\$46,300	\$1,300	\$0	\$0	\$0	\$0	\$171,700
C. Fringe Benefits	\$253,500	\$55,800	\$79,000	\$1,000	\$0	\$0	\$0	\$0	\$389,300
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$774,700</b>	<b>\$186,200</b>	<b>\$349,300</b>	<b>\$5,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,315,500</b>
<b>ADMINISTRATION</b>									
A. Fresno EOC Administration	\$84,800	\$0	\$19,000	\$700	\$0	\$0	\$0	\$0	\$104,500
B. Telephone/Utilities	\$12,400	\$2,400	\$5,500	\$200	\$0	\$0	\$0	\$0	\$20,500
C. Supplies	\$6,000	\$1,200	\$2,500	\$100	\$0	\$0	\$0	\$0	\$9,800
D. Miscellaneous	\$31,600	\$6,100	\$14,000	\$400	\$60,000	\$60,000	\$60,000	\$0	\$232,100
E. Audit	\$1,300	\$0	\$600	\$0	\$0	\$0	\$0	\$0	\$1,900
<b>TOTAL ADMIN EXPENSES</b>	<b>\$136,100</b>	<b>\$9,700</b>	<b>\$41,600</b>	<b>\$1,400</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$368,800</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,260,000</b>	<b>\$229,000</b>	<b>\$578,900</b>	<b>\$10,300</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$200,000</b>	<b>\$2,458,200</b>

LTF Carryover to 2021/22

\$0

**EXHIBITS J-L  
URBAN AND RURAL COST COMPARISONS**



EXHIBITS J-L  
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