

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

2022 – 2026

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FAX

FRESNO AREA
EXPRESS



CITY of CLOVIS



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1.1.0 Purpose of SRTP

The Fiscal Year (FY) 2022-2026 Fresno-Clovis Metropolitan Area (FCMA) Short Range Transit Plan (SRTP) is the biennial update to the operating plans and capital programs of Fresno County's two urban transit providers – Fresno Area Express (FAX) and Clovis Transit. The purpose of this Plan is to promote a comprehensive, coordinated, and continuous planning process for transit service in the FCMA over a five-year planning horizon. This short-range plan proposes specific recommendations for implementing the long-range objectives of Fresno County's 2018-2042 Regional Transportation Plan/ Sustainable Communities Strategy and will guide the provision of transit services in the FCMA over the next five years.

The Plan provides both the Federal Transit Administration (FTA) and the Fresno Council of Governments (Fresno COG) with the detailed planning justification for awarding operating and capital grants to FAX and Clovis Transit. This Plan was developed through an analysis of existing needs and available services and provides an evaluation of projected needs and funding availability for the next five years.

1.2.0 Overview of SRTP

The SRTP consists of five chapters. The first four chapters focus primarily on FAX and its paratransit system, known as Handy Ride. The fifth chapter focuses on Clovis Transit and its paratransit system, known as Round Up. More specifically:

- Chapter 1 explains the purpose of the SRTP, provides an overview of the transit system in the Fresno-Clovis Metropolitan Area and describes the FAX and Handy Ride mission statements and organizational structures.
- Chapter 2 provides a general overview of the existing FAX transit and Handy Ride paratransit systems and related programs.
- Chapter 3 describes the proposed service improvement plan for FAX and Handy Ride, including recommendations for new transit services, enhanced customer service, and improved mobility and access.
- Chapter 4 includes a detailed five-year financial plan for FAX and Handy Ride and describes the capital plans that support the services described in Chapters 2 and 3.
- Chapter 5 provides an overview of the existing City of Clovis transit system and Round Up, including descriptions of current transit services, recommendations for enhancing customer service, and a detailed five-year financial plan for the transit system.

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

1.2.1 Background and Legislative Framework

Fresno County has 984,521 people and represents the fifth largest region in the state of California. Approximately 65% of the County's population resides in the cities of Fresno and Clovis, which together, comprise the FCMA. The County's population is expected to grow by 22% over the next 20 years, to 1.24 million people by 2050.

Most of Fresno's travel market has its origins and destinations in metropolitan Fresno. 92% of Fresno residents work in Fresno County and only 8% commute to destinations outside the county. Of the total commute trips in Fresno County, 85.2% are via automobile, 1.1% are by transit, 2.7% are through school transportation and 11% are by people walking or biking. Due to heavy rural-to-rural commute patterns of farm workers, correctional officers, and teachers in the San Joaquin Valley, carpools and vanpools represent the largest mode share after the single-occupant automobile.

The passage of Senate Bill (SB) 375, the Sustainable Communities and Climate Protection Act of 2008, called for metropolitan planning areas in the state to commit to sustainable solutions that integrate transportation, land use, and housing policies to reduce greenhouse gas emissions. More recently, the passage of SB 743 in 2013 furthered the greenhouse gas reduction goals of SB 375 by changing the way local jurisdictions analyze transportation impacts from development projects. Instead of evaluating traffic impacts based on congestion metrics, the law requires jurisdictions to assess traffic impacts based on the amount of driving and trip lengths resulting from new development, measured through vehicle miles traveled (VMT). Lowering VMT from new development aligns with California's goals to reduce greenhouse emissions by encouraging more infill development, increasing public transit, and providing more active transportation opportunities such as walking and biking. Implementing a robust transit network is not only a key component to reach the state's climate goals, but also a way to expand mobility choices and enhance the quality of life in our local communities.

1.2.2 Impacts of COVID-19

Like other transit operators across the United States and the world, transit providers in Fresno faced a tremendous challenge starting in March of Fiscal Year (FY) 2020 in the form of the COVID-19 Coronavirus global pandemic. In late 2019, the first case of COVID was reported in China. In January 2020, the first case was reported in California. By March 2020, to prevent the spread, the State of California imposed a mandatory stay-at-home order. While transit ridership throughout the County had generally been trending upward since the Great Recession with over 10.5 million passenger rides in FY 2019, the pandemic caused immediate and dramatic declines in ridership and related productivity metrics.

Upon the State of California's lockdown, all transit agencies immediately instituted proactive health and safety protocols. These included implementing self-screening checks for employees and passengers, requiring masks to be worn by both passengers and staff,

reducing the carrying capacity of each vehicle, instituting new cleaning/sanitizing procedures on vehicles and at bus stops, adding hand sanitizer dispensers on vehicles, and installing physical barriers inside the vehicles to protect the drivers. Agencies implemented extensive public outreach and education campaigns to limit the number of passengers on each bus and promote COVID-safe travel behaviors, both individually and in partnership with the American Public Transit Association, using traditional printed materials as well as social media.

Performance metrics for all three transit service providers, including FAX, Clovis Transit, and the Fresno County Rural Transit Agency (FCRTA)¹, were impacted in several ways. In comparison to FY 2019, passengers per hour decreased by 11%, the farebox recovery ratio declined by 20%, and costs per hour increased by over 9%. Some of the agencies relied on traditional transit subsidies as well as federal financial assistance via the Coronavirus Aid, Relief, and Economic Security (CARES) Act to maintain fixed route and paratransit service and address the additional operating costs of implementing the necessary COVID health and safety measures. These figures reflect the impacts of COVID on transit ridership for only the second half of the fiscal year.

In actuality, as the pandemic continued and worsened in FY 2020, transit providers experienced even more drastic performance metrics, due in large part to the prolonged time during which a fraction of passengers could board buses and paratransit vehicles. As of early 2021, FAX ridership had dropped by approximately 50% and Clovis Transit ridership had declined by approximately 62% in comparison to pre-COVID ridership levels. The comprehensive impact on performance metrics will be more fully captured in future Transit Productivity Evaluation reports, which can be found on the Fresno COG website.

To people dependent on transit to fulfill basic transportation needs, the impacts have been severe. Many passengers have been left behind at bus stops when buses passed them due to reduced capacity limits. Transit passengers and operators across the country and the world are left wondering how long it will take to re-implement services and recover ridership, how sustainable the funding resources will be to provide the necessary transit services, and how the pandemic will impact future land use and transportation planning efforts and greenhouse gas reductions.

It is within this COVID-19 pandemic context that this 2022-2026 FCMA SRTP is written.

¹ The FCRTA operates transit in the non-FCMA service area and prepares a separate Short Range Transit Plan for rural transit in Fresno County.

1.2.3 Land Use and Transportation Integration

Pre-COVID, the Fresno region had been working toward policies, goals, and funding priorities that reduce urban sprawl, support higher densities in urbanized areas, and promote opportunities for multi-modal transportation choices, including a shift away from automobile-dominated transportation planning. COVID has shown the world that while many people are willing and able to adjust their travel behaviors, including more telecommuting, walking, and bike-riding, transit is an essential service for many people and equity issues must be addressed more comprehensively. As vaccines become more widely available and people build immunity, the prevailing thought is that people will generally resume most of their pre-COVID daily activities in the near future and that travel patterns will return to pre-COVID levels within the next several years. As a result, it is important that the region continue to work towards its pre-COVID goals of less land consumption and more transportation options, including a robust transit network, to serve residents and meet climate change challenges.

The pre-COVID plans and projects that had been moving the region in this direction included: implementation of the Bus Rapid Transit (BRT) system along the Blackstone and Ventura/Kings Canyon corridors; 15-minute service frequencies along Shaw and Cedar via FAX 15 routes; the City of Fresno General Plan and Zoning Code update which encouraged higher mixed use densities in Downtown Fresno and along the Blackstone and Shaw corridors; the Fresno COG's 2018-2042 Regional Transportation Plan/Sustainable Communities Strategy and 2050 Long Range Transit Plan; the transit oriented development (TOD) grants awarded by the Fresno COG and development of regional guidelines and tools to implement Senate Bill 743; active transportation projects providing improved sidewalks and bike lanes; and movement toward zero-emission buses and charging infrastructure by the transit operators.

Despite these efforts, challenges remain, including the region's poor air quality, leapfrog development at the edges of the metropolitan area, and the high percentage of greenhouse gas emissions generated by current transportation modes.

1.2.4 Air Quality and Greenhouse Gas Emissions

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

In 2018, the California Air Resources Board approved a regulation requiring public transit agencies to transition to 100% zero-emission bus fleets by 2040. This "Innovative Clean

Transit” (ICT) regulation is part of California’s effort to reduce emissions from the transportation sector and meet the state’s air quality and climate goals.

Auto and truck travel account for about one-third of greenhouse gas emissions in Fresno County. In addition to the implementation of the ICT regulation by the local transit operators, the region must continue to move toward implementing more efficient, high-capacity modes of transportation that provide attractive options to the auto, with a focus on higher density and mixed-use corridors where large numbers of households and businesses can be well-served by transit and active transportation investments. Such transportation modes must also provide suitable travel options to parts of the population who have limited mobility, including the elderly and people with low incomes and disabilities.

Currently, most of Fresno’s transit riders use the system out of necessity, rather than choice. To maximize transit ridership and reduce greenhouse gas emissions in the future, it will be important to continue to serve and attract ridership among households that need transit, as well as those who might choose to take transit though they can afford to drive. It will also be important to complement existing and future transit services with first and last mile services through innovative technologies and complete street approaches, as well as through new demand-based transit services such as microtransit and other emerging trends, such as Mobility as a Service (MaaS).

1.3.0 Summary of Existing Transit System

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

FAX is a department of the City of Fresno and is governed by the Fresno City Council. FAX’s ability to deliver transit service is impacted by the laws, regulations, and policy decisions of several external agencies. These agencies include the FTA, the California Department of Transportation (Caltrans), the Fresno Council of Governments (Fresno COG), Fresno County, the City of Clovis, the Fresno County Rural Transit Agency (FCRTA), the Consolidated Transportation Service Agencies (CTSA), and various private transportation operators. Although FAX is responsible for providing metropolitan transit service and for implementing the City of Fresno’s SRTP recommendations, its actions will be influenced by the actions of these external agencies.

FAX is the largest provider of transit services in the region, with approximately 10.5 million pre-COVID annual boardings and an operating budget of approximately \$60 million per year. A highly efficient operation for its size, FAX transit service consists of 18 fixed routes in the City of Fresno with three major hubs: the Downtown Transit Center at Courthouse Park, the Manchester Transit Center at Blackstone and Shields Avenues north of downtown, and a transfer point at the River Park shopping center in north Fresno. The flagship service for FAX is the “Q,” a 15.7-mile Bus Rapid Transit line that operates on Blackstone Avenue from north Fresno to downtown and along Ventura/

Kings Canyon from downtown to Clovis Avenue. This service was implemented in February 2018 and operates every 10 minutes during peak periods and every 15 minutes during off-peak periods. Additional high-frequency service is available on two “FAX-15” routes operating on Shaw Avenue (Route 9) and Cedar Avenue (Route 38).

In February 2021, the Fresno City Council approved fare-free rides for a six-month trial period starting in March 2021 to assist residents experiencing financial challenges during COVID. Normally, the standard adult fare is \$1.25; this is below market compared to other cities this size. Children under age 6 ride for free, and seniors, military members, veterans, and the disabled pay 60 cents. Service frequencies vary from 10 minutes to 60 minutes with most routes operating at 30-minute headways. Regular service stops at 10:00 pm on most routes on weekdays, with extended service until midnight on the most heavily traveled sections of certain routes. On weekends, FAX operates its transit services until approximately 7:00 pm, with extended service to midnight on Saturdays on the most heavily traveled sections of certain routes.

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

FAX Improvements since last SRTP

Since the last update to the SRTP two years ago, FAX has implemented the following service improvements:

Night Service: Night Service was re-evaluated and it was determined that ridership during the last hour of service on weekdays was not warranted to continue. Based on customer requests from previous surveys, FAX used the hours saved to implement extended night service on Saturdays from approximately 7:00 PM to midnight along segments of key routes. The Saturday night service segments are:

- Route 1: the Q (BRT);
- Route 9: Shaw Avenue from Brawley to Cedar;
- Route 28: Downtown Fresno to Manchester Transit Center;
- Route 32: North Avenue to Downtown; and
- Route 38: Cedar Avenue from Jensen to Shaw.

FAX 15 Extension from Cedar and Jensen into Downtown: FAX 15 service on Routes 9 (Shaw) and 38 (Cedar) has been very successful. Other than the BRT (Route 1), these routes have the highest ridership. FAX extended 15-minute frequency on Route 38 from Cedar and Jensen into Downtown Fresno through Southwest Fresno. This improvement resulted in 15-minute frequency service along the entire length of Route 38 and added another high-frequency service route into the downtown Central Business District. FAX 15 routes operate Monday through Friday from approximately 6:00 a.m. to 6:00 p.m.

Service to Fresno County Department of Social Services (DSS): During the last SRTP cycle, the Fresno County Department of Social Services notified FAX that they had acquired a new facility and would be consolidating their social service programs to a single location. Located in the City of Clovis at the border between the two city limits, the new facility did not have access by transit. The previous DSS service locations were spread throughout the City of Fresno and had excellent transit access, particularly via the FAX BRT. The new DSS location created challenges, including lack of transit service, lack of accessible stops, low densities in the surrounding area, and lack of other transit generators. To provide service in a cost-neutral manner to this important location, FAX re-routed an existing service that was duplicative in some areas. Route 28 now serves the new DSS location at 20-minute frequencies. This change, which was implemented in August 2020, ensures access to the consolidated DSS facility and has provided FAX with the opportunity to continue working toward a grid-based transit system by creating an east-west route along Dakota Avenue from Blackstone Avenue to Peach Avenue.

Route 12/35 Interline: In January 2021, FAX implemented a service change to Routes 12 and 35 that established an interline between the two routes. This change was an operational efficiency that allowed FAX to improve reliability and enhance connections from the area west of Highway 99 to central Fresno and provides transfers to eight additional routes.

Route 3: In March 2021, FAX implemented a new route across Herndon. Route 3 provides service from the El Paseo Shopping Center at Herndon and Riverside near Highway 99 to the Clovis Community College Herndon Campus at Herndon and Villa. Route 3 services medical centers, commercial areas, and housing developments along Herndon. This new route became FAX's 18th route and it provides service every 45-minutes on weekdays and weekends.

Route 20: In March 2021, FAX adjusted the alignment of Route 20. Route 20 now travels further north to the El Paseo Shopping Center, connecting to the new Route 3, providing additional connections between northwest Fresno and the rest of the City. Southbound service along Blackstone, south of McKinley, was eliminated. Instead, at McKinley and Blackstone, the route turns north on Blackstone, connecting to Fresno City College and the BRT, then east on Clinton, connecting to the VA Medical Center, then south on Fresno Street, returning to McKinley and heading back toward El Paseo. Route 20 no longer connects to the L Shelter at Courthouse Park. Route 20 operates every 45 minutes on weekdays and weekends.

Route 45: In March 2021, FAX re-routed Route 45. Route 45 now operates across Ashlan Avenue. West of Blackstone, Route 45 operates on Ashlan to Cornelia with a turnaround at Central High School East. Route 45 no longer services Herndon, Palm, Fruit, Blackstone, and Manchester Transit Center. Like Routes 3 and 20, Route 45 operates every 45 minutes on weekdays and weekends.

Handy Ride: Handy Ride is a demand response paratransit program oriented toward providing a high level of service to disabled persons who, because of physical, psychological, or cognitive disabilities, are unable to ride the fixed route system. In November 2020, FAX awarded the contract for Handy Ride services to National Express Transit (NEXT). The contract includes measures to evaluate NEXT to ensure that FAX meets its responsibilities under the Americans with Disabilities Act (ADA) for paratransit service.

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

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

In 2020, during the COVID-19 pandemic, Clovis Transit moved toward a fare-free system. This action had been contemplated pre-COVID and was made permanent during COVID.

1.3.1 FAX and Handy Ride Mission Statements

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

FAX Mission Statement

Serving our Community Through Safe, Sustainable, and Reliable Transportation

Handy Ride Mission Statement

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

1.3.2 Regional Policy Guidance

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

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

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

Policies:

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

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

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

Policies:

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

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

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

Policies:

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

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

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

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

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

Objective: Develop a seamless multimodal transportation network.

Policies:

- Coordinate service to facilitate multimodal and intersystem transfers.
- Coordinate fare and transfer policies along with service information programs.
- **Goal: LAND USE AND AIR QUALITY. A coordinated policy for public transportation that complements land use and air quality/climate change policies.**

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

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

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

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

Policies:

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

1.3.3 FAX Strategic Plan and Performance Measures

At the core of the FAX strategic plan are seven goals, each with specific performance measures. The performance measures encompass the full range of FAX's responsibilities.

Goal 1: Service Levels: Provide public transportation to a maximum number of people in the Fresno area.

Objective A: Meet the public transportation needs of the service area.

Standard 1: Minimum of 85% of the service area population should reside within one half-mile of a bus route.

Standard 2: Maximum headways of 45 minutes.

Standard 3: Operate seven days a week.

Objective B: Adequately serve the elderly and disabled population through fixed route and paratransit.

Standard 1: Fixed route fare for elderly and disabled no higher than one-half the base fares.

Standard 2: All wheelchair lifts/ramps should operate at all times.

Standard 3: Increase ADA compliant bus stops per the ADA Transition Plan.

Standard 4: Operate Handy Ride in compliance with the Americans with Disabilities Act of 1990.

Objective C: Continue to serve low-income and minority populations equitably throughout the system.

Standard 1: Complete Title VI Program every three years, as required by federal law.

Standard 2: Continue to evaluate potential service changes within the context of Disadvantaged Area Communities.

Objective D: Secure a stable and sufficient local funding mechanism.

Standard 1: Identify and coordinate funding mechanisms.

Standard 2: Identify short- and long-range funding needs and maximize revenues.

Goal 2: Service Quality: Provide quality, convenient and reliable service.

Provide a quality, reliable and convenient public transit service.

Objective A: Provide reliable and convenient public transit service.

Standard 1: FAX should operate its fixed route buses so that on-time performance is at least 90%.

Standard 2: Complete 99.5% of all scheduled trips.

Objective B: Provide clean, attractive, and comfortable vehicles and facilities.

Standard 1: All buses vacuumed, cleaned, and disinfected before service the following day.

Standard 2: Exteriors of FAX buses cleaned at least once a week, or as needed.

Standard 3: Bus stops serviced weekly (signs, bench/shelter, litter, and weed control as needed).

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

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

Standard 6: Accurate and up-to-date information at facility kiosks, in vehicles, and on the website.

Objective C: Provide a safe system.

Standard 1: Operate buses at least 100,000 miles between preventable accidents.

Standard 2: Check buses daily for proper operation and condition of all safety and mechanical equipment. Inspect based on proper maintenance schedules. Provide safety training at the beginning of employment and provide continued training on a regular basis.

Standard 3: Implement a Transit Asset Management Plan (TAMP) that uses asset conditions to help prioritize funding.

Standard 4: Maintain all video surveillance equipment at stations and on-board vehicles.

Objective D: Record and respond to all public comments.

Standard 1: Track, evaluate, and follow up on all compliments, complaints, and inquiries.

Goal 3: Efficient and Effective Service: Operate an efficient and effective bus system

Objective A: Establish and maintain system-wide productivity indicators.

Standard 1: Achieve a 20% farebox recovery ratio.

Standard 2: Achieve a system-wide standard of 25 boardings per revenue hour.

Standard 3: Record and report at least, monthly, the following performance indicators:

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

Goal 4: Marketing and System Image: Promote public transit service and FAX’s image in the community and at large.

Objective A: Maintain an active and multi-lingual marketing program.

Standard 1: Promote image through press releases, newsletters, social media, presentations, and involvement in community activities.

Standard 2: Work with resident groups, Chamber of Commerce, Downtown Association, and merchant associations to communicate services and benefits both to local residents and to attract new residents to Fresno who would want to live in a transit oriented development environment.

Standard 3: Maintain public outreach programs with area employers and community groups.

Objective B: Provide complete and accurate public transit information.

Standard 1: Provide current bus schedules and system information at all major public facilities, trip generators, transit centers, and via phone and the FAX website.

Standard 2: Provide real-time information via mobile applications.

Goal 5: Public Involvement: Provide opportunities for the public to provide input on the transit system.

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

Standard 1: Hold workshops, pop-up events, and public hearings, as required by the federal government; when there is a change in fare (except promotional fare changes for up to 180 days) or when there is a service change leading to a 25 percent or greater change in total revenue service hours or revenue service miles.

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

Standard 3: Participate in the City of Fresno's Disability Advisory Commission Transportation Subcommittee.

Standard 4: Conduct customer satisfaction surveys in multiple languages every 2-3 years.

Standard 5: Actively seek out and engage members of Fresno's minority, low income, and Limited English-speaking populations to listen to their needs and provide meaningful information about utilizing the transit system.

Goal 6: Integrated Multi-Modal Transportation Network: Facilitate the movement of people.

Objective A: Develop a multi-modal transportation network.

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

Standard 2: Maintain bike racks on all fixed route buses and key transit facilities.

Standard 3: Work with Public Works to promote pedestrian access to transit stations.

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

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

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

Objective A: Support transportation investments that improve air quality, promote sustainability, optimize land use, and encourage a stable economic base.

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

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

1.3.4 FAX Development Review Program

The City of Fresno has a Development Review Committee, which reviews proposed development projects within city boundaries and the City's sphere of influence. Under this program, the City shares proposed development projects with FAX to provide an opportunity for comment during the approval process. FAX recommends conditions or mitigation measures for project approval to ensure compatibility between the transit system and the proposed development project.

FAX reviews all development proposals and has played a critical role, along with the Department of Public Works, in securing the construction of improvements by the private sector that support the City's current and future transit network. These include new or improved ADA-compliant bus stops, bicycle and pedestrian pathways that connect to transit stops, and street improvements adjacent to bus stops.

FAX also coordinates with the Department of Public Works on capital improvements to local streets and roads, as well as active transportation projects, to ensure coordination with the operations of the bus network.

1.3.5 Organizational Chart

FAX

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

Fresno City Council

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

FAX Committees

The City of Fresno established the Disability Advisory Commission (DAC) in 2008 to promote the inclusion of people with disabilities in all areas of community life. The Commission membership is representative of the diversity of the disabled community. In addition, the Fresno COG Policy Board formed the Social Services Transportation Advisory Committee (SSTAC) to aid in its review of transit issues with emphasis on the annual identification of transit needs within Fresno County. These include the needs of transit-dependent people, including the elderly, disabled, and persons of limited means. This

Advisory Committee to the Fresno COG consists of members from the public that advise the Fresno COG Board on major transit issues. FAX staff participates as part of this committee regularly.

FAX Staff

The Department of Transportation is responsible for the day-to-day management of FAX and reports directly to the City Manager. FAX consists of seven divisions, all headed by a Director of Transportation. Divisions include Administration, Operations, Planning, Customer Experience, Capital and Innovative Projects, Information Services, and Maintenance.

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

The Operations Division is responsible for managing the day-to-day operations of transit service, including driver training. In FY22, FAX vehicle operations will consist of 297 permanent full-time bus driver positions, 23 Transit Supervisor I's, and 4 Transit Supervisor II positions.

Weekday service currently requires an average of 175 drivers, 106 on Saturday and Sunday service requiring 104 drivers. The remaining drivers are designated for the extra board, vacation, and sick relief.

The Planning Division is responsible for service planning, public outreach, development review, short-range planning, long-range planning, and the preparation of the Productivity Evaluation Report, Short Range Transit Plan, Unmet Transit Needs Assessment, and Title VI Program.

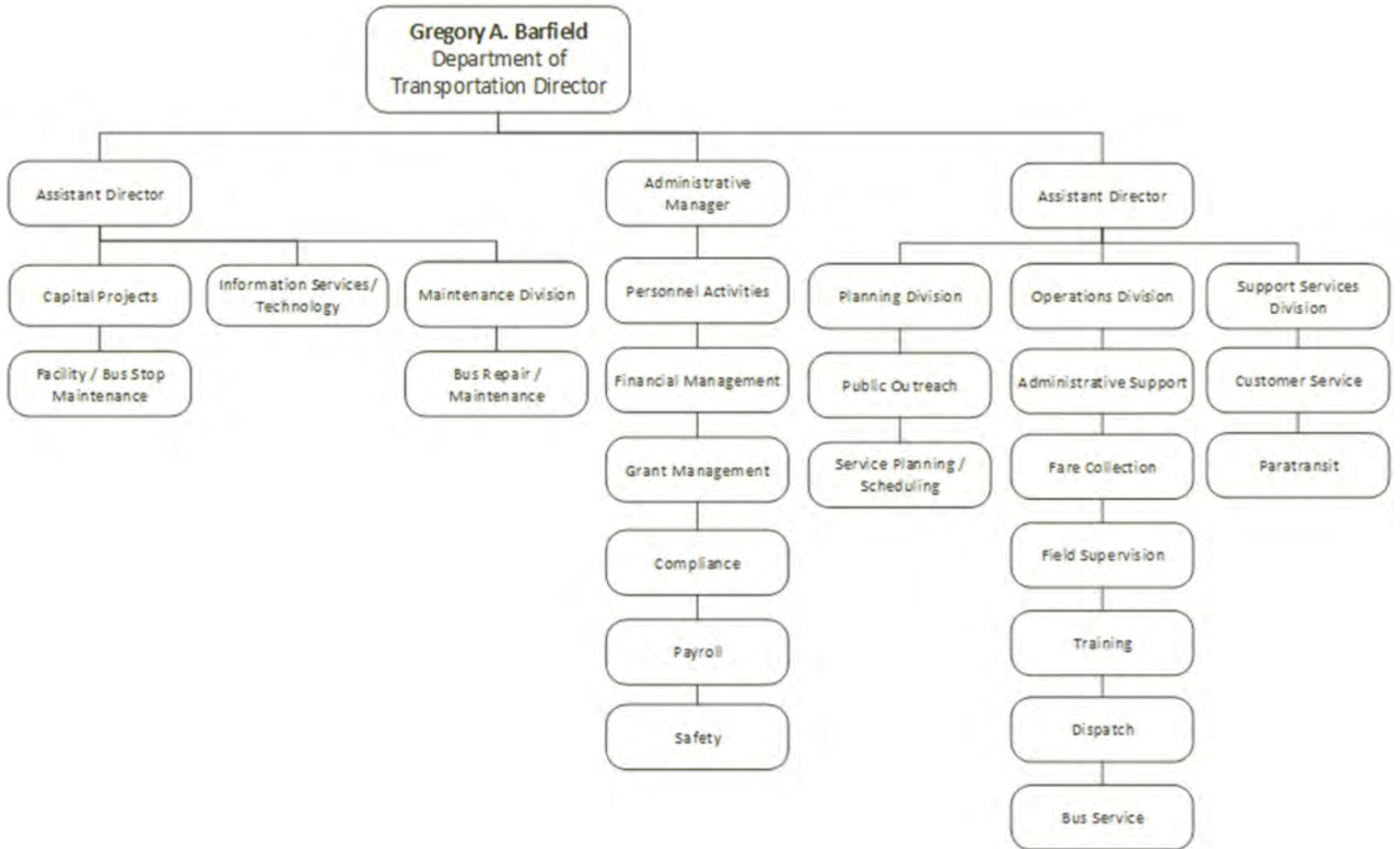
The Customer Experience Division, formerly called Support Services, is responsible for the two FAX customer service centers: Manchester Transit Center (MTC) and Handy Ride, which is the FAX demand-response paratransit service.

The Capital and Innovative Projects Division is responsible for capital improvements to bus stops, transit centers, the FAX Maintenance Yard; Information Systems (IS) projects; ADA compliance; other capital projects; and maintaining bus stops and shelters

The Information Services Division is responsible for the maintenance of FAX-specific software, computers, vehicle technology, and physical backend systems.

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

Exhibit 1.1: FAX Organizational Chart



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Chapter 2: System Description

2.1.0 History of Fresno's Transit Service

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



Fixed Route Service

From the 1930's to 1961, fixed route bus service was provided by Fresno City Lines, Inc., which was a private corporation. In 1961, the corporation sought to discontinue public transportation due to increasing deficits. The City of Fresno entered into a lease purchase agreement with Fresno City Lines, Inc., in 1961, and established the City of Fresno as the operator of transit services in the Fresno metropolitan area. The early system configuration consisted of a modified radial pattern with all routes originating in the downtown area. This pattern remained essentially the same until 1977. During FY 1977, FAX instituted numerous changes which increased service to nearly all of the urbanized FCMA, the most significant being the implementation of a grid system consisting of 19 lines in place of the former 13-line radial system. The change was made possible by the purchase of 50 full-sized buses. Today FAX operates 18 routes on 10, 15, 20, 30, 45, and 60-minute headways. The system continues to be operated on a modified grid pattern with seven routes intersecting in downtown Fresno, three connecting at Manchester Transit Center, and six making connections at the River Park Shopping Center.

Paratransit Service

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

FAX awarded the contract for Handy Ride service to Laidlaw (formerly Mayflower) Contract Service effective April 3, 1993. In December 2005, MV Transportation assumed the contract and provided service until December 2012 when the contract was awarded to Keolis Transit America to continue paratransit operations. In November 2020, FAX awarded the paratransit contract to National Express Transit (NEXT) and in January 2021, NEXT assumed Handy Ride paratransit service operations. Service hours for Handy Ride mirror those of FAX fixed route service, and reservations are required one day in advance of the scheduled trip to comply with ADA regulations. A limited number of will calls are provided each day based on availability, with priority going to medical appointments. FAX is in full compliance with the ADA. For a more detailed discussion of the ADA, refer to the Americans with Disabilities Act Section 2.3 or the FAX ADA Paratransit Service Plan Updated in June 2003.

2.2.0 Bus Transit

FAX and Clovis Transit’s service areas consist of the urban spheres of the General Plans of the cities of Fresno and Clovis, with a combined Census 2010 population of 646,648. The 2010 Census population of the Fresno-Clovis Metropolitan Area (FCMA), an area slightly larger than the Fresno and Clovis urban spheres, is 664,000. The FCMA contains 299 square miles with an overall average population density of 2,200 persons per square mile.

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

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

2.2.1 Bus Services

The core bus routes that are operated by FAX and other service agencies are as follows. Bus routes operated by Clovis Transit are detailed in Chapter 5.

City of Fresno

The City of Fresno provides fixed route service for the general public seven days a week and paratransit service to the elderly and disabled seven days a week.

FAX Fixed Route - FAX operates on a modified grid system and provides service on 18 transit routes on weekdays and weekends. The fixed route system consists of ten lines that provide service in a predominantly north-south direction, seven east-west cross-town lines, and a 15.7 mile Bus Rapid Transit line that operates on Blackstone Avenue from north Fresno to downtown and on Ventura/Kings Canyon from downtown to Clovis Avenue. In addition to the BRT, FAX operates 15-minute frequencies on Routes 9 (Shaw Avenue) and 38 (Cedar Avenue). The system is designed to facilitate bus travel by making transfers convenient between intersecting lines and between seven lines that converge downtown at Courthouse Park. The FAX system map is shown in Exhibit 2.1.

The FAX system serves the Central Business District (CBD) as well as the rest of the FCMA. The CBD is in the shape of a triangle bounded by Freeways 41, 180, and 99. The CBD is the local and regional governmental center for federal, state, county, city, and educational offices, and contains Community Regional Medical Center. The CBD also serves as a regional financial and legal center, as well as a regional shopping center (Fulton Street). The Fresno Convention Center, two major hotels, various private office buildings, Amtrak, the regional bus station, and the future high-speed rail station, are also located in this area. Seven of FAX's eighteen routes converge in the CBD at Courthouse Park, including the Q, FAX's Bus Rapid Transit system with median stations on Van Ness at Mariposa. There are six other regional shopping centers located within the FCMA. They include Fresno Fashion Fair (First/Shaw), Fig Garden Village (Palm/Shaw), Manchester Center (Blackstone/Shields), Sierra Vista Mall in Clovis (Clovis/Shaw), the Marketplace at El Paseo (Freeway 99 and Herndon), and the River Park Shopping Center (Blackstone/El Paso). FAX operates service to all of these regional shopping centers. Manchester Center and the River Park Shopping Center serve as major connection locations. Three routes converge at the Manchester Transit Center to form a transfer point in Fresno's geographic center, and six routes serve the River Park Shopping Center in north Fresno.

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

Handy Ride Paratransit - Handy Ride service is available to persons who, because of an impairment or disability, are unable to use the FAX fixed route system. Handy Ride offers a demand response, curb-to-curb, shared-ride service seven days a week during the same hours as FAX fixed route service. Rides are booked through a defined reservation system up to 48 hours before the scheduled ride. The Handy Ride service area mirrors the FAX

fixed route service area plus $\frac{3}{4}$ of a mile. The current service area, as identified in Exhibit 2.2, is bounded by Copper on the north, Central Avenue on the south, Grantland/Polk Avenue on the west, and Willow/Temperance Avenue on the east. . In November 2020, a contract was awarded to National Express Transit (NEXT) for the provision of the Handy Ride service and they assumed operation of the service on January 1, 2021. FAX monitors NEXT to ensure compliance with the City contract and with the ADA requirements. Handy Ride customers first go through an eligibility process to be certified to ride the service. Population numbers developed for the FAX ADA Paratransit Service Plan indicate that the FCMA contains between 7,000 and 12,500 persons who would be eligible for paratransit service under these guidelines.

Fresno County

Fresno County reimburses FAX to partially offset operating costs for fixed route and Handy Ride services in the unincorporated urbanized area (i.e., County islands inside the FAX service area). As of March 2021, an estimated 498,800 people lived within one-half of a mile of a FAX route. Of those, approximately 45,000 are residents of Fresno County. The Fresno County Rural Transit Agency and other government agencies and private providers provide support for rural transit services as described below.

Fresno County Rural Transit Agency (FCRTA) - In August 1979, a joint powers agency was created to coordinate and operate rural transit services in Fresno County. FCRTA, through contract providers or private carriers, provides intracity and intercity service to rural communities and downtown Fresno. Intercity service to Fresno is provided via municipal providers and through Greyhound and Orange Belt Stages. The rural systems interface with FAX in downtown Fresno, the Amtrak/Greyhound Station, and at Fresno Yosemite International Airport.

Consolidated Transportation Service Agency (CTSA) - In 1980, the Fresno Council of Governments (Fresno COG) adopted "Assembly Bill 120 Action Plan for Fresno County" (AB120, September 1979) to coordinate social service transportation in Fresno County. The Plan designates the City of Fresno (FAX) as the CTSA for the Fresno Metropolitan Area and the City of Clovis as the CTSA for the Clovis Urbanized Area. The Fresno County Rural Transit Agency is the CTSA for the rural area. Social service transportation in the FCMA began in April 1983 and was initiated in the rural county area in May 1983. Services are provided through vehicle timesharing, ridesharing, and consolidation and include some of the agencies and services listed in Table 2.2.

Private Operators - Intercity bus service to the FCMA is provided by Greyhound Lines and Transportes Inter Californias. Amtrak provides intercity rail service. The FCMA is also served by numerous private taxi companies and other private operators such as Lyft and Uber, transportation network companies (TNC) connecting paying passengers with drivers who provide the transportation in their personal non-commercial vehicles. Several nonprofit agencies and private companies operate services designed to accommodate disabled riders. Table 2.2 lists current public and private transportation providers in the FCMA.

Ridesharing - The Fresno COG is responsible for administering a regional rideshare program and retains a Rideshare Coordinator to implement the program. The Rideshare Coordinator has been instrumental in developing an effective outreach program to major employers throughout Fresno County for providing match lists for both carpools and vanpools. In addition, through Measure C, a ½ cent sales tax approved in 2006, the Fresno COG manages a Senior Scrip program that allows seniors 70 years of age and older to purchase taxi scrip at a reduced rate. Measure C also provides a subsidy for vanpools originating in Fresno County.

Regional Vanpool Program - The CalVans vanpool program is operated by Kings County Area Public Transit Agency (KCAPTA) in seven Valley counties (Fresno, Kern, Kings, Madera, Merced, San Joaquin, and Tulare), and in nine other counties throughout California. KCAPTA is receiving State and national recognition and is expected to soon become a successful national model replicated throughout the United States. The multi-county Valley transit agency is at the forefront of this pioneering vanpool effort with about 3500 vanpools currently operating. KCAPTA is a Joint Powers Agency comprised of Kings County and the Cities of Avenal, Lemoore, and Hanford. The Agency is responsible for all transit functions in Kings County, its cities and communities. The Agency also operates route service between Hanford and Visalia, as well as between Hanford and Fresno. The CalVans vanpool program provides a high quality, low-cost travel option for rural-to-rural commuters including farmworkers, prison workers, and teachers.

Figure 2.1: FAX Route Map

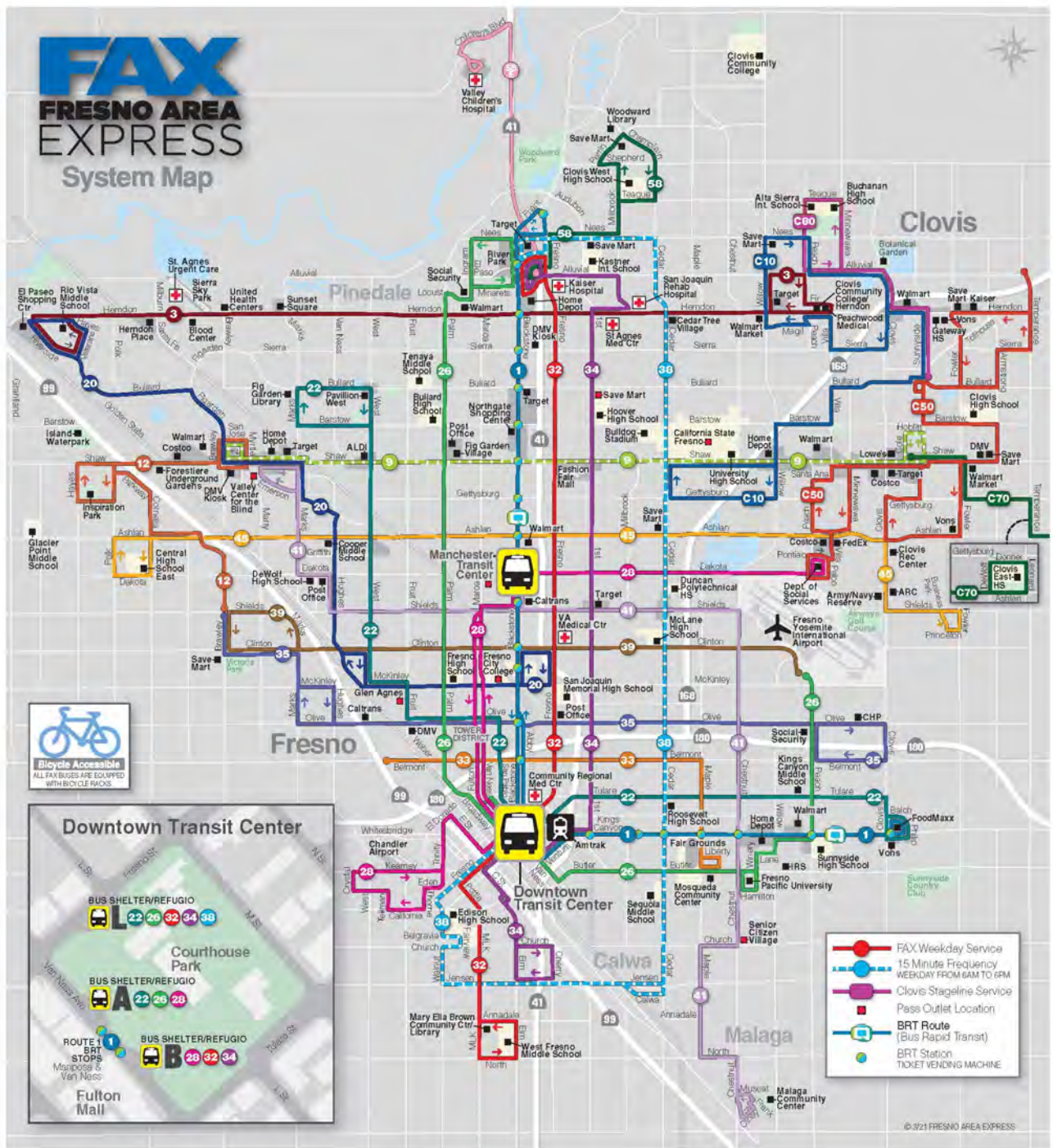


Figure 2.2 Handy Ride Service Area

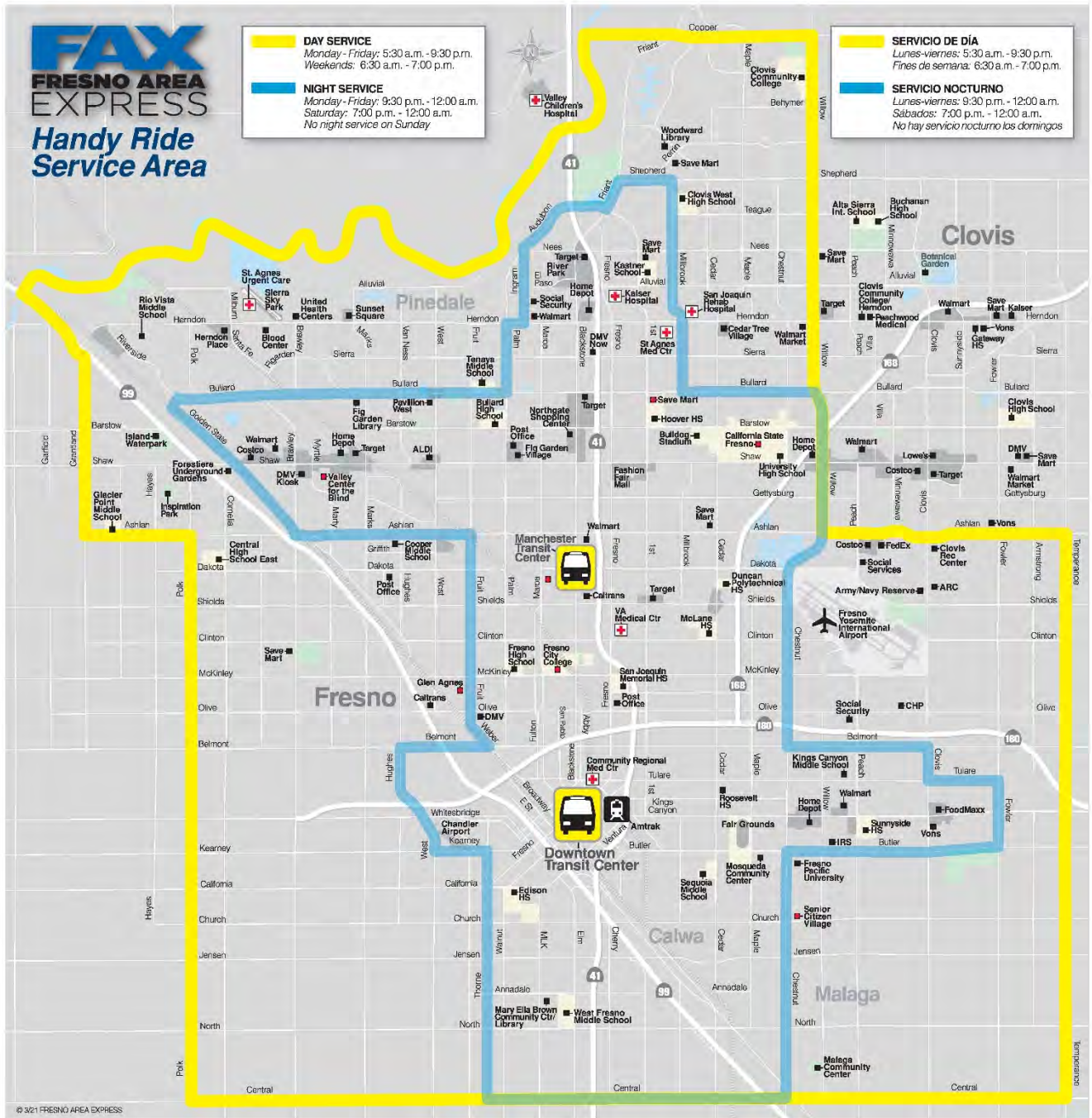
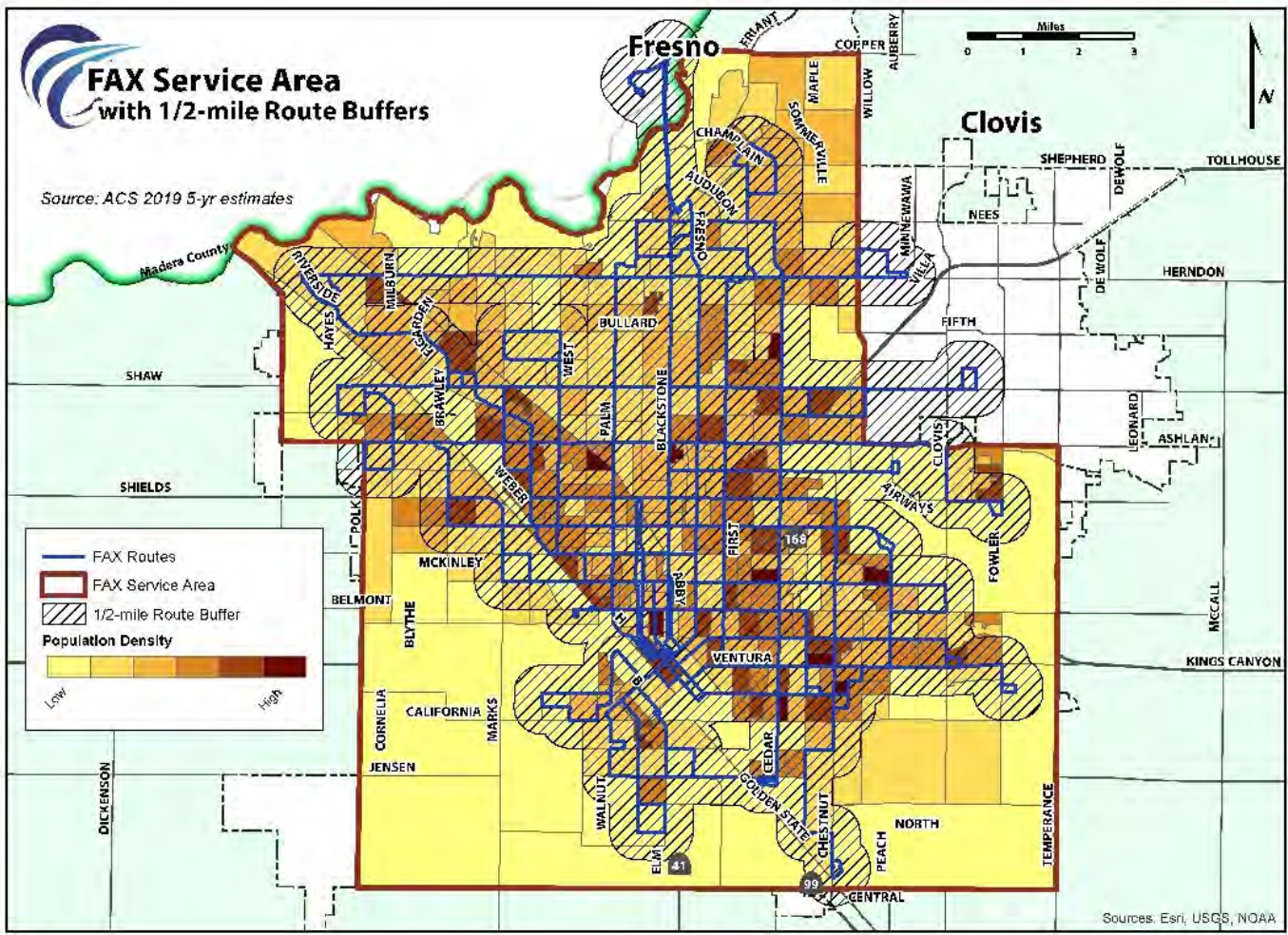


Figure 2.3: FAX Service Area Map – 1/2 Mile Catchment Area from Existing Routes



5/20/21
 Rev: Road/Faxway 2/20
 Y:\Data\GIS\GISData\2021-05-20 FAX Population\FAX_Population_05_20210520.mxd

Table 2.2 Service Providers in the FCMA in 2021

BUS LINES & VAN SERVICE

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

BUSES CHARTER & RENTAL

Golden Eagle Charter
 Limo for You
 Charters of America
 Best Tours
 Absolute Luxury Limo
 Classic Charter
 Via Trailways

BUSES - SCHOOL TRANSPORTATION

Laidlaw
 Fresno County Rural Transit Agency
 First Student

**BUSES – MEDICAL
 TRANSPORTATION**

Affordable Transport
 American Ambulance
 HB Medical Transportation
 Comfort Med Trans Inc.
 On Point Medical Transport
 24-7 Medical Transportation
 Medical Transport Services
 San Joaquin Medical Transport

ABC Non-Emergency Medical Transport
 Hope Medical Transport

TAXICABS

A-1 Taxi Cab
 Ace Yellow Cab Co.
 Alpha Cab
 American Taxi
 American Yellow Cab
 Bulldog Cab Co.
 City Cab Company
 Checker Cab Company
 Clovis City Cab Company
 Faretta Cab Company
 Fiesta Cab Company
 Golden Express Taxi
 Hispano Taxi Cab Co
 Scrip Taxi
 Taxi El Cora
 Taxi Latino
 Taxi Mexico
 Taxi Rosa
 White Star Cab Transportation
 Yellow Cab
 Yellow Cab of Fresno
 Yosemite Cab

** Public Agency*

*Source: The RealYellow Pages
 (yellowpages.com).*

2.2.2 Bus Fleet

FAX's bus fleet policy is to operate equipment that is suitable to the needs of the public and is cost-effective to operate and maintain. In making decisions regarding vehicle procurement, FAX considers passenger needs and comfort, including the needs of people with disabilities, standardization of parts and equipment, ease of operation and maintenance, conformity to the latest clean air, accessibility and safety requirements, and the requirement to transition the fleet toward zero-emission vehicles, discussed below.

FAX currently has an active fleet of 116 vehicles, the majority of which are Compressed Natural Gas (CNG) buses and 40 feet long. In addition, all new FAX buses are low floor buses, which are outfitted with ramps for wheelchairs or mobility devices that are much easier to maneuver than traditional lifts. The low floor buses can also lower or kneel to reduce the angle of the ramp. FAX also uses three 30-foot CNG buses that replaced the 28-foot cut-away transit coaches previously used. FAX will continue to evaluate the need for 60-foot articulated buses in the future on routes that have higher than normal ridership.

In 2014, the California Air Resources Board approved an Innovative Clean Transit (ICT) regulation² setting a statewide goal for public transit agencies to transition to 100 percent zero-emission bus fleets by 2040 and requiring that all new bus procurements be carbon-free by 2029. In FY 2020, FAX published its transition plan to convert the bus and paratransit fleet to zero-emission vehicles. It is estimated to cost \$264 million to transition the fleet to zero-emission by 2040. FAX's most recent bus order included two Proterra all-electric battery 40-foot buses, that arrived in 2021, with an additional order of seven scheduled for revenue service in 2022. Through these investments, FAX continues to display its commitment to cleaner vehicles and support the ICT regulation.

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



² The City of Fresno adopted FAX's ICT Plan in 2020.

**Table 2.3
FAX Fleet Inventory**

Quantity	Make	Model	Year	Comments
8	Gillig	CNG	2020	40' Low Floor-Ramp
2	Gillig	CNG	2019	40' Low Floor-Ramp
1	Gillig	CNG	2018	40' Low Floor-Ramp
26	Gillig	CNG	2017	40' Low Floor-Ramp
17	Gillig	CNG	2016	40' Low Floor-Ramp
10	Gillig	CNG	2013	40' Low Floor-Ramp
3	Gillig	CNG	2012	30' Low Floor-Ramp
9	Gillig	CNG	2011	40' Low Floor-Ramp
16	New Flyer	CNG	2009	40' Low Floor-Ramp
14	New Flyer	CNG	2006	40' Low Floor-Ramp
10	New Flyer	CNG	2005	40' Low Floor-Ramp
116	Total Active Fleet			

Handy Ride - Handy Ride's fleet is composed of 51 wheelchair lift equipped mini-buses and 11 sedans, all operated and maintained by NEXT.

2.3.0 Accessible Transit Service

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

2.3.1 Americans with Disabilities Act

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

- All newly constructed transit facilities such as bus stops and transit centers must meet ADA accessibility design guidelines.
- All procurement of bus vehicles must meet the ADA accessibility design guidelines.
- Information distributed to the public is required to be made available in accessible formats, such as accessible documents online, large print, and/or via telephone.



- State and local governments are required to either demonstrate that their facilities providing space for programs, services, and activities are fully compliant to existing federal and state access requirements, or develop a plan where barriers to access exist, to document the existing barriers to access by preparing an ADA Self-evaluation and Transition Plan for physical facilities and the policies or practices that require revisions.
- Operators of fixed route service are required to provide complementary paratransit services with hours that match those of fixed route service.

FAX has implemented these requirements and continues to work toward full compliance.

2.3.2 Accessible Buses

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

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

2.3.3 Accessible Bus Stops and ADA Transition Plan

During the past several years, FAX has worked on preparing its ADA Transition Plan for facilities where City transportation programs, services, and activities are provided by FAX. The plan, which will be finalized in FY 2022, identifies remediation of barriers to access for people with disabilities. As part of this plan, a physical assessment of each bus stop location has been performed. The field investigation of the FAX system contains images of each physical element with GPS coordinates captured at each location, while manual measurements were taken to establish as-built conditions and to facilitate the process of cost estimating. As a US DOJ requirement for ADA Transition Plans, an Implementation Schedule has been developed. This schedule was developed using information on upcoming projects (CIP work), feedback from the public outreach process, and facility priorities provided by designated FAX staff. FAX has provided an estimated budgetary allotment of \$500,000 per year to ADA Transition Plan remediation. It is anticipated that additional barrier remediation will be completed over time through a combination of ADA Transition Plan barrier removal in-house, renovation projects, procurement of new equipment and elements, along with future development/redevelopment.

2.3.4 ADA Paratransit Services

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

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

FAX contracts for paratransit services with National Express Transit (NEXT). Eligible riders call NEXT to schedule their trips and NEXT provides the trips accordingly. NEXT also provides subscription trips according to policies developed and adopted by FAX.

In FY 2020, FAX's annual operating cost for paratransit services was \$7.3 million. Handy Ride provided 170,721 paratransit trips during this period. Ridership was down approximately 22.5% because of reduced travel needs and limiting passengers to 3 per bus during the COVID-19 pandemic.

2.4.0 Transit Maintenance Program

FAX takes a functional approach to the maintenance and servicing of all vehicles, equipment, and facilities, and emphasizes preventive maintenance, comprehensive inspections, and overall efficiency and cost-effectiveness to ensure reliable and safe transit service. FAX's maintenance program is a collaborative approach by three divisions: Maintenance, Information Services, and Capital and Innovative Projects.

The purpose of FAX's maintenance program is to provide consistent, systematic, and integrated program guidance that will enable the department to properly maintain and service the assigned vehicles, equipment, and facilities in support of revenue operation. Policies in support of this plan reflect the following:

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

Key components of FAX's current maintenance program are as follows:

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

Maintenance Program

The following maintenance functions are described below:

- Bus Maintenance
- Facilities Maintenance
- Handy Ride Maintenance Oversight

Bus Maintenance

Components of the FAX Bus Maintenance program are as follows:



Daily Servicing - Daily servicing items include the following:

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

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

**Table 2.4
FAX Maintenance Schedule**

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

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

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

Scheduled Component Change-Out - FAX's component change-out program is based on the manufacturer's recommendations, failure history, and failure analysis. Designated components are tracked and monitored to ensure that the program is efficient and cost-

effective. This program allows for the preparation of complete standardized kits with standardized replacement practices for improved efficiency.

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

Facilities Maintenance

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

FAX's maintenance facility consists of 49,000 square feet and can accommodate up to 125 buses. The Maintenance Division provides standard bus maintenance and has facilities for bodywork, painting, welding, machine tooling, and air conditioning maintenance. Since the facility enables FAX to perform nearly all maintenance work in-house, the reliability of the fleet is ensured.

FAX operates one of the largest CNG fueling stations in the area, composed of three natural gas compressors that provide on-demand fueling using renewable natural gas. In FY 2020, service levels required approximately 111,670 gasoline gallon equivalent (GGE) of CNG per month.

Transit Asset Management

FAX has developed its Transit Asset Management Plan (TAMP) to monitor and manage public transportation capital assets to enhance safety, reduce maintenance costs, increase reliability, and improve performance in compliance with the mandates of 49 U.S.C. 5326 and 49 CFR Part 625 for TAM as well as the City of Fresno's Administrative Order 1-3 (Fixed Assets).

The TAMP is intended to measure and analyze the condition of assets to provide the best prioritization of funding to keep FAX's transit system in a State of Good Repair. The TAMP allows FAX to predict the impact of its policies and investment justification decisions on the condition of its assets throughout the asset's life cycle, and enhances the ability to maintain a State of Good Repair by proactively investing in an asset before the asset's condition deteriorates to an unacceptable level.

The TAMP covers a horizon period of four years and is updated at least once every four years to coincide with the planning cycle for our local Statewide Transportation Improvement Program/Federal Transportation Improvement Program.

Handy Ride Maintenance

Handy Ride maintains a total of fifty-one vans and eleven sedans, which are maintained and serviced by National Express Transit (NEXT). The preventive maintenance schedule for Handy Ride vehicles includes a regular tune-up of vehicles to ensure that maximum performance and fuel economy are obtained. Gasoline tune-ups are performed at 12 months or 24,000km/15,000-mile intervals. Additional vehicle components such as brakes and oil filters are changed at various intervals according to NEXT certified inspection interval and procedures maintenance plan. FAX performs bi-annual inspections of the entire Handy Ride fleet to ensure NEXT is adhering to the prescribed standards.

2.5.0 Transit Passenger Facilities

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

2.5.1 Transit Improvements and Amenities

FAX maintains one transfer center at Manchester Mall and three additional transfer centers at Courthouse Park in the downtown area, all within the City of Fresno. The transfer centers are safe and convenient facilities for bus-to-bus transfers as well as for inter-modal passenger transfers. Due to age and usage, periodic rehabilitation of FAX's transit amenities has been necessary to maintain them in an attractive, safe, and functional condition. Examples of rehabilitation needs include sidewalk repair, painting and repair of structures, and replacement of benches and trash receptacles. In August 2020, upgrades to the Manchester Transit Center exterior and bus boarding areas were completed. Upgrades included accessibility improvements to the sidewalk and ramps, new lighting, new shelters, and other amenities, and wayfinding improvements with real-time digital displays and bus route signs. Additional upgrades to the customer service lobby within the Manchester Transit Center building are planned for 2022.



In addition, FAX has approximately 1,500 bus stops that need to be maintained. An ongoing transit stop improvement program provides convenient passenger access and assures safe operation of transit service. FAX expects to approve its ADA Transition Plan in FY 2022, which will guide the Department's prioritization structure for improving accessibility at all bus stops in the system. Passenger amenities such as shelters, benches, information signs, and trash receptacles are provided at many transit stops. Transit stop improvements are provided by FAX and by private developers as conditions of project approval by the City.

The next major investment in bus stop rehabilitation is expected to take place beginning in late 2021 through the Shaw-Cedar Bus Stop Upgrades project. This project is planned to renovate up to sixty-four (64) bus stops along Shaw and Cedar Avenues. Stops are expected to receive sidewalk, curb, gutter, and amenity improvements.

Bus Stop Accessibility Improvements - To ensure compliance with ADA, FAX established a program to construct passenger waiting pads, sidewalk extensions, and wheelchair curb ramps where needed. These bus stop improvements benefit transit operations by improving the efficiency of boardings by passengers with disabilities and reducing the need for ADA paratransit trips. These improvements also provide improved accessibility to passengers without disabilities. FAX has completed and is implementing its ADA Transition Plan, as described in Section 2.3.3.

Bus Stop Shelter Program - FAX is in the process of renovating its bus stop amenities. Many of the older brown shelters are being powder coated and having their polycarbonate roofs replaced to match the new gray and blue color scheme of newer amenities. Design and placement of shelters complies with ADA guidelines. FAX inspects, cleans, and maintains shelters as required. FAX works closely with the community in providing shelter service and has allowed seven of the local high schools to paint the bus shelter with their school colors. The schools included were Bullard, Fresno High, Edison, Duncan Polytech, Roosevelt, McLane, and Hoover.

Transit Stop and Information Signs - FAX maintains approximately 1,500 bus stop information signs throughout the service area. In 2012, FAX replaced all of its bus stop signs with more customer-friendly, dual-sided signs. In 2016, an additional sign for the visually impaired was installed at all stops. These signs include raised print as well as Braille. These signs continue to receive updates and repairs as needed or as route changes are implemented.

Bus Stop Amenities - Benches are provided at over 500 bus stops for the comfort of waiting passengers and are often provided at bus stops with concentrations of elderly and mobility impaired patrons. Benches are installed based on passenger requests, ridership figures, and acceptable site conditions. The current bench program consists primarily of the replacement of old or damaged benches. The FAX maintenance crew continually assesses the condition of the equipment when servicing a bus stop, and documents when repairs are needed. As of 2020, an emphasis has been placed on the cleanliness of stops. To achieve

this, FAX stepped up its efforts to clean stops and increased the number of trash receptacles throughout the system.

Bikes on Buses - In 1997, FAX installed bike racks on all fixed route buses. The Bikes on the Bus Program significantly enhanced mobility and access for cyclists in Fresno and helped to increase transit ridership by creating a new ridership market. In 2008, FAX began installing three-position bike racks, and to date, all FAX buses now have bike racks that can hold three bicycles at a time.

2.6.0 Fare Structure

As described earlier in this document, at the direction of the Fresno City Council, FAX started providing free fares for a six-month trial period starting March 1, 2021, to alleviate economic difficulties resulting from the COVID-19 pandemic. The free fare trial period is anticipated to end in September 2021, at which point, FAX fares will revert to the fare structure that became effective on January 10, 2011. FAX’s regular adult fare is \$1.25 and reduced fares for Seniors, Disabled, and Veterans/Military are set at 60 cents for fixed route service. With the introduction of Ticket Vending Machines (TVMs) in 2018 at all Bus Rapid Transit stations along the Route 1 “Q”, FAX made new magnetic media available for purchase. This included a rolling 31-Day Pass (Regular and Reduced) and a 10-Ride Card (Regular and Reduced), that can be purchased throughout the city at the 52 BRT stations and the City Hall TVM, as well as at Manchester Transit Center. The 31-Day Pass allows unlimited use of the FAX and Clovis fixed route systems. Table 2.5 shows the regular fare structure as well as Handy Ride fares, which remain non-magnetic and are not available at the TVMs at this time.

Table 2.5: Regular FAX Fare Structure

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

*Reduced fares are available to seniors (65+), the disabled, Medicare cardholders, and US Military and Veterans.

2.7.0 Customer Services

FAX is committed to providing high-quality service and portraying a positive image of FAX, Handy Ride, and public transit in general by providing customer services described below.

2.7.1 Internet Access

As part of the City of Fresno website, FAX maintains transit-specific content (<http://www.fresno.gov/fax>), including maps, schedules, fare structure information, plans, announcements, and guidance documents about the transit system. Information is posted to the website in both English and Spanish as well as an accessible format for the visually impaired.

2.7.2 Public Information Programs

Described below are various information services and programs FAX offers to meet the needs of our customers.

Information Services - FAX provides transit information and trip planning services via the FAX website, through social media (Twitter and Facebook), by phone, in person, at kiosks at Courthouse Park and Manchester Transit Center (MTC), via newspaper advertisements, and through cell phone applications. FAX system and route maps are accessible on the FAX website and included in the free schedule guides that are available on all FAX buses and at MTC and Handy Ride. The Bus Rapid Transit stations on Blackstone and Ventura/Kings Canyon have 52 upgraded, lighted stations with a full display of the system map and real-time arrival and departure electronic signage. These electronic passenger information signs are also located at the Manchester Transit Center and are planned for the Courthouse Park Transit Center in 2021. In FY 2019, The City of Fresno introduced the free real-time “MyFAXBus” app for passengers to track live buses, plan trips, and ride the bus. FAX also makes its transit information available to 3rd parties such as Moovit and Google Transit, through the General Transit Feed Specifications (GTFS).

Manchester Transit Center Customer Service Center - FAX operates a walk-up customer service center at the Manchester Mall in central Fresno. The center allows customers to receive personalized trip planning, pick up schedule guides, purchase passes and tickets, sign up for programs, and register a passenger suggestion, compliment, or complaint. A kiosk displaying the system map and other important information is located immediately outside of the MTC office.

Outreach and Partnership Programs - FAX provides public outreach at the most heavily used bus stops, and to various agencies in the area including senior groups, students, and new immigrants to survey our passengers and familiarize residents with the advantages of using transit. The COVID-19 pandemic has greatly affected how FAX communicates with its passengers. A greater focus has been made to provide information electronically, via social media, through monthly newsletters, onboard the buses, and at the FAX kiosks. Once the pandemic is under control, FAX staff will return to attending the different events in the

community and provide these public groups and individuals with information such as how to use public transit, how to read schedules and maps, and about the role transit plays in contributing to a cleaner environment.

Multi-Cultural Marketing Programs - FAX provides multi-lingual materials and uses multi-lingual advertisements to reach, educate, and promote ridership among the multi-cultural communities. According to 2010-2015 ACS data included in FAX's most recent Title VI Program, the FAX service area is comprised of 47.2% minority population groups who speak more than nine languages requiring translation of key FAX documents. In addition, 42% or over 204,000 people need language assistance to understand and communicate their basic travel needs. (See the detailed maps of minority, low income, and Limited English Proficiency population concentrations in the Title VI Appendix B of this document.

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

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

National Public Transit Day - FAX has joined forces with 200 other transit agencies across the United States to spread the word about riding public transit through the annual "Get on Board Day". FAX also joined the American Public Transit Association to promote COVID-safe travel practices for transit passengers and drivers.



2.7.3 Transit Safety and Security Program

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

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

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



FAX placed 245 Pelco high-definition security cameras and associated equipment along the Bus Rapid Transit corridor and at its two major transit centers, Manchester and Courthouse Park, to improve security and safety.

The security cameras have been integrated with the City's video policing system monitored by both FAX and the Police Department's Real Time Crime Center.

The addition of these cameras has provided significant benefits to the City and FAX's customers. These benefits include:

- Provided a safer environment for FAX customers and the public.
- Provided the feeling of a safe and secure place to wait for a bus.
- Protected city assets from vandalism and graffiti.
- Deterred criminal activities and acts of terrorism.
- Expanded the City's video police network by including the transit system in the Real Time Crime Center.
- Expanded response capabilities of first responders to criminal activities and ShotSpotter gunshot detection.
- Helped identify suspects for crimes that occurred on FAX buses or at FAX bus stops.

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

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

2.7.4 Special Community Services

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

Project SafePlace - FAX participates with transit operators around the nation in the SafePlace Program. The program is a national partnership of community organizations, schools, and neighborhood businesses that provide SafePlace designated locations for children and runaways who may be exposed to crime and exploitation. Each one of FAX's 116 buses is a designated SafePlace and the FAX schedule guide includes a SafePlace phone number, as well as SafePlace sites in both English and Spanish.

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

Cooling/Heating Centers - FAX provides free public transit to heating and cooling centers on days with extreme temperatures.

Voting Centers - FAX provides free public transit to voting centers during election cycles in collaboration with the Fresno County Registrar of Voters.

California Veterans Home - FAX funds transit service provided by the Fresno Economic Opportunities Commission between the California Veterans Home and Courthouse Park Transit Center.

Clean Fuels Program - FAX has been very involved in converting its fleet to cleaner burning fuels to attain maximum efficiencies and to protect the environment. As of FY 2019, all FAX buses have been converted to clean-burning CNG engines. Beginning in FY 2020, FAX transitioned to renewable natural gas as the supply for CNG. FAX also received its first all-electric vehicles in 2021, and future purchases will include battery-electric buses and hydrogen fuel cell electric buses.

Chapter 3: Transit Service Improvement Program

3.1.0 Introduction

FAX's Strategic Goals reflect a commitment to making transit a more attractive option for travelers within the FCMA. To achieve these goals, FAX continually plans for the funding and implementation of system improvements. The City's socio-economic demographics, shifting employment base, and constrained transit budget result in the need for continual refinement of transit services within the FCMA in a cost-neutral manner. To achieve service improvements, FAX requires coordination with federal, state, and locally mandated programs and priorities, ranging from air quality, greenhouse gas reduction, energy, congestion management, and zero-emission vehicles, to protection and the fair treatment of people with disabilities, minorities, low income, and non-English speaking populations. Additional funding is critical for FAX to conform to mandated requirements, improve the quality of service, move toward integrated digital solutions, and implement progressive transit services. Appendix E provides background information, including but not limited to air quality and environmental laws, federal Title VI requirements, and federal, state, and local funding sources, which will affect FAX over the next five years and beyond.

3.1.1 Unfunded Transit Needs: Proposed Transit Projects over Next Five Years, Pending Funding Availability

By necessity, FAX operates a cost-neutral transit system to maintain the services currently in place. However, FAX continually strives to improve the transit network and meet all legislative requirements. In this context, FAX identifies and plans for proposed transit projects to improve the system. The SRTP identifies the implementation of transit projects in the following four categories over the next five years, pending funding availability:

- (1) Increased Service Frequencies,
- (2) Additional Coverage,
- (3) Enhanced Access and Passenger Facilities, and
- (4) System Performance Enhancements and Infrastructure Investments.

This section provides an overview of proposed projects in these categories.

(1) Increased Service Frequencies

In 2014, FAX and the Fresno Council of Governments completed the FCMA Public Transportation Strategic Service Evaluation (SSE), which included a "Frequent Service Network." The Frequent Service Network is intended to serve a large share of Fresno's population (though not necessarily its land area) with a level of service that will improve transit for existing riders and make transit more appealing for potential riders. The Frequent Service Network establishes a long-term set of priority corridors for implementing more frequent transit service as funding becomes available.

The priority order of these corridor segments, as well as new/updated segments, is based on current ridership, density, and stakeholder and staff input. The high priority segments for increased service frequencies, as funding becomes available, are listed below. Lower priority segments are described in the SSE and will be included in future SRTP's.

- Ashlan Avenue (Route 45)
- Herndon Avenue (Route 3)
- Hughes/McKinley (Route 20)
- First Street (Route 34)
- Martin Luther King (North Ave. to Downtown) (Route 32)
- Fulton Street/Van Ness (Downtown to Manchester Transit Center) (Route 28)
- Shields Ave (Hughes Ave. to Clovis Ave.) (Route 41)
- Palm Ave (Route 26)
- Chestnut Ave (Route 41)
- Clinton Ave (Route 39)
- Peach Ave (Route 26)
- Olive (Route 35)
- Fresno (Route 32)

(2) Additional Coverage

In addition to the increased service frequencies described above, FAX anticipates implementing the following projects over the next five years, as funding becomes available. These projects are drawn from the [2018-2042 Regional Transportation Plan](#), the [2050 Long Range Transit Plan](#), and staff refinements. They represent the most realistic near-term projects to be initiated and/or completed within the five-year SRTP planning timeframe (2020-2024) and are not necessarily listed in order of priority.

- Extend the Kings Canyon BRT line to Fancher Creek.
- Evaluate higher-frequency services and service expansions to the Southwest Fresno Specific Plan area.
- Evaluate transit service and service expansions to areas west of Highway 99 in the West Area Specific Plan.

- Evaluate micro-transit in areas with less frequent fixed route transit services and/or night service or paratransit service.
- Implement service from Downtown Fresno to North Pointe Business Park.
- Expand service to California Veterans Home.
- Evaluate service to the Clovis Community College Campus.
- Evaluate service along McKinley Avenue to the Fresno Yosemite International Airport.
- Add cross-town service along Church Avenue.
- Extend night service to more routes.

(3) Enhanced Access and Passenger Facilities

- Develop a transit center at Fancher Creek.
- Enhance on-street transfer locations at intersecting routes across the city.
- Invest in enhanced transit station amenities, including ADA compliance, and improved passenger-waiting environments across the city.
- Purchase and install bike racks and other bike-related amenities for FAX buses and bus stops.
- Support and participate in the complete streets transformation effort envisioned in the adopted Southern Blackstone Avenue Smart Mobility Strategy.
- Evaluate the feasibility of implementing mobility hubs throughout the city.
- Explore innovative technologies and Mobility as a Service (MaaS) (rideshare, car-share, bike-share programs linked to transit through online apps).
- Design a new multimodal transit station in Downtown Fresno at the anticipated Fresno High Speed Rail station.
- Evaluate demand and explore funding for a downtown circulator serving Chinatown, the future High Speed Rail Station, and the regional medical center.
- Market FAX transit services more proactively.
- Expand the travel-training program to include schools and other social service programs.

(4) System Performance Enhancements and Infrastructure Investments

- Install Transit Signal Priority (TSP) on corridors with the highest frequencies.
- Implement smart card and mobile fare payment systems.
- Replace or upgrade the Computer Aided Dispatch/Automatic Vehicle Locator (CAD/AVL) system.
- Purchase zero-emission vehicles and related supporting infrastructure.
- Implement a large-scale backup energy storage system.
- Purchase replacement vehicles for fixed route and paratransit services.
- Implement security and safety enhancements for the transit system, including replacement of obsolete camera equipment.
- Implement system-wide ADA improvements and maintain ADA Transition Plan up to date.
- Update City of Fresno development standards to include standard drawings and specifications for transit-related facilities.
- Explore dedicated Business Access Transit (BAT) lanes in key locations.
- Implement a real-time passenger information system.
- Replace end-of-life radio and dispatch system.
- Evaluate the need for property acquisition for new satellite facilities.
- Purchase property for new bus yard, conduct planning, environmental, and design work for new yard or remodel of existing yard to accommodate future service expansion.
- Engineer and remodel FAX buildings, yard, and facilities to meet current capacity needs and ADA requirements.
- Implement an electronic vehicle inspection system for pre-trip inspection reports.
- Install COVID-prevention and other HVAC system upgrades on buses, cutaways, and at facilities.

3.1.2 Route Evaluation Process

The primary assessment of transit service is accomplished by measuring individual route performance using FAX's route evaluation process using key transit system performance indicators (listed below). FAX also compares its performance against that of other transit agencies in areas with similar demographics and transit systems. When appropriate, corrective action is taken to modify route alignments, change the service schedule to meet the needs of FAX passengers, and to ensure that resources are used most productively.

3.1.3 Key Transit System Performance Indicators

There are many methods for evaluating the efficiency and effectiveness of public transportation service. Because each method has unique strengths and weaknesses, FAX employs several service evaluation methods. Among the methods used are peer review analysis, system minimums assessment, and passenger surveys. These are summarized below and described in more detail in Appendix H.

Passenger Surveys

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

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

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

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

Using a traditional academic grading system, FAX riders gave FAX an 'A' for the following attributes: Bus Driver's Helpfulness, Driving Skills, Safety Awareness, and Courtesy; Value for the Price Paid; Closeness of Bus Stops to Home and Destination; and Overall Comfort of Bus Rides. FAX received a 'B' for Safety on Board the Buses, Availability of Route/Schedule Information and Hours of Operation – Weekdays, On Time Performance, Service Frequency, Time to Complete Trip, and Cleanliness Inside Buses. The overall service provided by FAX received an A-. Table 3.1 is the complete FAX report card including a description of the methodology used to develop the grading system.

**Table 3.1: FAX Passenger Survey Report Card
Rea and Parker Research - February 2018**

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

Table 3.2 Historical Survey Results

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

* Respondents could select multiple answers for trip purpose.

Handy Ride Assessment of Service and Rider Needs

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

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

Features of the Handy Ride system that are closely related to the performance of the drivers demonstrate the highest levels of satisfaction. These include drivers’ courtesy, drivers’ driving skills, and drivers’ safety consciousness. Driver courtesy is particularly relevant

because it is not only highly satisfactory in the opinion of the customers, but it is also very important to them. Driver courtesy, therefore, is a core feature of Handy Ride that results in the high regard customers have for the system. Features of the Handy Ride system for which improvement would lead to even higher satisfaction ratings are will-call pickups and scheduled on-time pickups.

3.2.1 Bus Service Expansion Program

Unmet Transit Needs

The annual Unmet Transit Needs Report, administered by the Fresno COG, is currently underway and has identified one finding related to FAX in FY 2020, consisting of a need to provide transit service to the North Pointe Industrial Park area. Service planning is underway to develop transit options from Courthouse Park in Downtown Fresno to this location.

The City of Fresno, in cooperation with the Fresno COG, reaches out to all the major employers in the greater Fresno metropolitan area to determine the public's awareness of the availability of the FAX bus service.

As the urbanized area continues to spread, more and more development is occurring where public transportation does not currently exist. These newly developed areas do not generally have sufficient densities to justify fixed route transit service on 30-minute headways. Additionally, adjusting trunk line service is a difficult and often costly process. FAX continues to promote increased densities in key corridors to provide a transit system that functions more effectively and efficiently. FAX encourages businesses and social service agencies that serve the transit-dependent to consider locating in transit-developed corridors whenever relocation is needed.

3.3.0 Relevant Planning Activities

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

The Public Transportation Infrastructure Study (PTIS), Kimley-Horn and Associates, 2008-2011 - The PTIS study, funded by Measure “C” monies, made detailed recommendations to enhance walking, bicycling, and transit use by intensifying development densities near the planned high capacity transit corridors. The PTIS policy recommendations illustrated how FAX policies could be integrated into an implementation action plan.



Summary of PTIS Policy Recommendations:

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

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

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

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

The Strategic Service Evaluation focused on three main transit considerations:

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

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

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

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

In June of 2015, the Fresno Council of Governments approved the FCMA Public Transportation Strategic Service Evaluation.

Fresno County Public Transportation GAP Analysis and Service Coordination Plan - Completed in January 2015, this planning and research project met the goals of the Fresno County Human Services Coordinated Transportation program by identifying specific needs of transportation-disadvantaged people in Fresno County and preparing an implementable plan to meet those needs. Identifying the barriers and gaps experienced by these groups

as they seek to gain employment or simply travel to and from work, and determining the best methods to overcome those barriers were of the highest priority.

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

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

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

Long Range Transportation Plan - Adopted in April 2019 by the Fresno COG, the [Fresno County Regional Long Range Transit Plan \(LRTP\)](#) will guide transit and multimodal investments and services in the Fresno region through the year 2050. The plan builds on Fresno COG's 2018 Regional Transportation Plan (RTP) and prior transit planning studies and will inform the 2022 RTP. More importantly, the LRTP will integrate appropriate and effective public transportation planning and projects into the fabric of the region's overall circulation networks and systems.

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

Specifically, the LRTP will:

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

All of these planning activities have helped form the foundation for FAX's current transit network, and when combined with this FY 2022-2026 SRTP, lay the groundwork for implementing the proposed improvements identified in this chapter.

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Chapter 4: Financial Plan

4.1.0 Introduction

The FAX financial plan consists of an operating budget as well as a separate capital budget. The operating budget is focused primarily on the operations of FAX’s fixed route bus service, Handy Ride paratransit service, and operating the customer service office at Manchester Transit Center. The capital budget is focused primarily on amenities and capital assets.

4.2.0 Operating Budget

FAX projects an annual operating budget of \$70.3 million in FY22, increasing over the next five years to \$77.0 million in FY26. Table 4.1 summarizes the projected revenues and expenditures for FAX’s operating budget from FY22 through FY26 in FY21 dollars.

**Department of Transportation – Fresno Area Express
Table 4.1: Operating Revenue and Expenditure Projections**

Budget Breakdown	2022 Projections	2023 Projections	2024 Projections	2025 Projections	2026 Projections
Carryover					
Carryover	\$ 13,223,700	\$ 158,000	\$ 6,932,250	\$ (12,199,254)	\$ (33,776,150)
Carryover Total	\$ 13,223,700	\$ 158,000	\$ 6,932,250	\$ (12,199,254)	\$ (33,776,150)
Revenue					
TDA/LTF&STA	\$ 24,428,600	\$ 24,917,172	\$ 25,415,515	\$ 25,923,826	\$ 26,442,302
Passenger Fares	\$ 4,136,900	\$ 5,171,125	\$ 6,463,906	\$ 6,593,184	\$ 6,725,048
Measure C	\$ 13,456,200	\$ 11,976,024	\$ 12,215,544	\$ 12,459,855	\$ 12,709,052
Federal Grants (5307)	\$ 11,160,300	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000
Federal Grants (CARES/CRRSAA/ARP)	\$ 4,325,200	\$ 26,000,000	\$ -	\$ -	\$ -
State/Federal One-Time Grants (LCTOP, CMAQ)	\$ 2,241,900	\$ 1,000,000	\$ 720,000	\$ -	\$ -
State/Local Misc. Revenue	\$ 1,895,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
Transfers In/Out - Match	\$ (5,662,300)	\$ (4,000,000)	\$ (3,500,000)	\$ (4,000,000)	\$ (3,500,000)
CNG Rebate	\$ -	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
LCSF Credit	\$ 1,000,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Renewable Energy	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Interest	\$ 205,700	\$ 154,275	\$ 115,706	\$ 86,780	\$ 65,085
Revenue Total	\$ 57,187,500	\$ 77,368,596	\$ 53,580,672	\$ 53,213,645	\$ 54,591,488
Expenditure					
51000 - Employee Services	\$ 43,279,000	\$ 44,577,370	\$ 45,914,691	\$ 47,292,132	\$ 48,710,896
53000 - Purchased Prof and Tech	\$ 8,424,100	\$ 8,676,823	\$ 8,937,128	\$ 9,205,242	\$ 9,481,399
54000 - Purchased Property Services	\$ 2,827,700	\$ 2,912,531	\$ 2,999,907	\$ 3,089,904	\$ 3,182,601
55000 - Other Purchased Services	\$ 334,000	\$ 344,020	\$ 354,341	\$ 364,971	\$ 375,920
56000 - Supplies	\$ 5,242,600	\$ 5,399,878	\$ 5,561,874	\$ 5,728,731	\$ 5,900,592
57000 - Property	\$ 120,700	\$ 124,321	\$ 128,051	\$ 131,892	\$ 135,849
58000 - Other Objects	\$ 2,443,800	\$ 750,664	\$ 773,184	\$ 796,379	\$ 820,271
59000 - Interdepartmental Charges	\$ 7,581,300	\$ 7,808,739	\$ 8,043,001	\$ 8,181,291	\$ 8,426,730
Expenditure Total	\$ 70,253,200	\$ 70,594,346	\$ 72,712,176	\$ 74,790,542	\$ 77,034,258
Net Operating Surplus/(Deficit)	\$ 158,000	\$ 6,932,250	\$ (12,199,254)	\$ (33,776,150)	\$ (56,218,921)

The biggest difference from a financial standpoint between this SRTP and the previous SRTP was the onset of the COVID-19 global epidemic. In March 2020, the State of California imposed a mandatory stay-at-home order to prevent the spread of COVID. While transit ridership in the FAX service area had generally been trending upward with over 10.5 million passenger rides in FY 2019, the pandemic caused dramatic ridership declines, accompanied by significant revenue losses from passenger fares. Like many other transit operators around the nation, FAX received federal financial assistance to continue operating bus service for essential trips, with passenger capacity limits enforced for social distancing.

In February 2021, the Fresno City Council approved free fares for six months to ease the financial burden of transit passengers resulting from COVID. The projected operating budgets shown in Table 4.1 assume that fares will be reinstated in September 2021 and that revenues will increase by 25 percent in FY 2023 and FY 2024. The operating budgets also reflect federal COVID-relief funding, including the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), and the American Recovery Plan (ARP).

California’s Transportation Development Act (TDA) requires FAX to meet a 20% farebox recovery ratio. In FY 2020, in large part due to COVID-19, FAX missed this requirement, achieving only a 10.3% farebox return.

	FY 2020 Actuals	FY 2021 Approved Budget	Percentage Change: FY 2020 to FY 2021
FAX Operating Expenditures	\$ 57,621,031	\$66,822,800	15.97%
Authorized Positions	536	552	2.99%

Tables 4.2 and 4.3 reflect FAX's overall operating budget actuals for both fixed route and demand response service for the past 9 fiscal years and the FAX FY 2021 approved budget. Operating costs for transit and paratransit services totaled \$57.6 million in FY 2020. While FY 2021 actuals are not available yet, the approved FY 2021 budget was \$66.8 million, anticipating higher total operating costs due to additional staffing levels to clean and sanitize the buses and Handy Ride vehicles daily to prevent the spread of COVID and to operate new bus service that went into effect in early 2021. As mentioned above, FAX projects an annual operating budget of \$65.7 million in FY 2022, with projected expenditures for staffing having stabilized.

Table 4.2 - FAX Operating Actuals – FY 2012 through FY 2020

(\$ thousands)

	Transit Department	% Costs	Paratransit	% Costs	Total Operating Costs
2012	\$36,900	87.8%	\$5,116	12.2%	\$42,016
2013	\$39,755	87.7%	\$5,567	12.3%	\$45,322
2014	\$36,195	86.4%	\$5,706	13.6%	\$41,901
2015	\$39,535	85.4%	\$6,530	14.2%	\$46,065
2016	\$36,450	85.4%	\$6,240	14.6%	\$42,690
2017	\$40,204	86.2%	\$6,417	13.8%	\$46,621
2018	\$44,656	86.5%	\$6,993	13.5%	\$51,649
2019	\$47,375	87.2%	\$6,961	12.8%	\$54,336
2020	\$51,616	89.6%	\$6,005	10.4%	\$57,621

As shown in Table 4.4, the largest share of operating costs has traditionally been from employee services. Table 4.4 shows FAX's operating budget actuals divided by major cost categories from FY 2016 to FY 2020 and includes the following categories:

- Employee Services, consisting of wages, salaries, and fringe benefit costs.
- Purchased Professional Services, consisting of consulting, public relations, and legal services; as well as other specialized services, supplies, and property.
- Interdepartmental Charges, consisting of self-insurance, fleet rental, data processing, and fixed reimbursements to the General Fund).
- Paratransit, consisting of the cost of providing Handy Ride services.

FAX's operating budget actuals increased from \$42.7 million in FY 2016 to \$57.6 million in FY 2020.

Table 4.4: FAX Operating Actuals by Major Cost Category					
FY 2016 through FY 2020					
(\$ thousands)					
	2016	2017	2018	2019	2020
Employee Services	\$25,783	\$29,549	\$31,790	\$34,496	\$36,312
Purchased Prof Services	\$6,244	\$6,260	\$6,824	\$6,712	\$7,470
Interdepartmental	\$4,423	\$4,395	\$6,042	\$6,167	\$7,834
Paratransit	\$6,240	\$6,417	\$6,993	\$6,961	\$6,005
Total Operating Costs	\$42,690	\$46,621	\$51,649	\$54,336	\$57,621
Percentage of Total Annual Operating Budget					
FY	2016	2017	2018	2019	2020
Employee Services	60.4%	63.4%	61.6%	63.5%	63.0%
Purchased Prof Services	14.6%	13.4%	13.2%	12.4%	13.0%
Interdepartmental	10.4%	9.4%	11.7%	11.3%	13.6%
Paratransit	14.6%	13.8%	13.5%	12.8%	10.4%
Total Operating Costs	100%	100%	100%	100%	100%

4.3.0 Capital Expenditures

FAX's capital improvement program focuses on improving amenities and services that enhance transportation options, maintain capital assets, and increase safety for our customers and employees. The total five-year Capital Improvement Program (CIP) for FY 2022 through FY 2026 is projected to cost \$61.8 million, as identified in Tables 4.5 and 4.6 (below). Capital expenditures are targeted in the following areas:

- Facility remodel and rehabilitation.
- Zero emission vehicle infrastructure.
- ADA improvements.
- Traffic signal priority.
- CAD/AVL System replacement.
- Passenger amenity and bus stop improvements.
- Heavy-duty 40' buses (CNG and electric).
- Handy Ride vehicle purchases and equipment.
- Non-revenue vehicle replacements.
- Planning.

The CIP also includes expenditures for planning projects and services performed by Fresno COG staff assigned to FAX; preventive maintenance and vehicle tire leases that are reimbursed through the FTA; capital leases for paratransit vehicle tires and the paratransit facility; and the paratransit maintenance program provided through a contractual agreement with National Express Transit.

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

Table 4.5: FAX Five-Year Capital Improvement Plan FY 2022-FY 2026

Project Descriptions	Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5 Year Total
ADA Bus Stop Accessibility Improvements	5307, LCTOP	\$625,000		\$200,000		\$200,000	\$1,025,000
BRT Closeout Project	FTA Small Starts	\$400,000					\$400,000
Bus Wash Construction	5307, 5339, PTMISEA, SGR	\$3,557,000					\$3,557,000
CAD/IVLU System Replacement	PTMISEA	\$2,795,200					\$2,795,200
Fancher Creek Intermodal Transit Station	FTA HOPE Program	\$720,000	\$1,000,000	\$1,000,000			\$2,720,000
Fixed route Bus Purchases (CNG and Electric) & equipment	5307, 5308, FTA CARES, SGR, TIRCP, FAX Capital	\$10,689,000		\$1,200,000		\$1,200,000	\$13,089,000
Fixed route Bus Rehab	5339, Measure C New Technology	\$762,000		\$250,000			\$1,012,000
High-Frequency Network Stop Improvements	5307, PTMISEA, TIRCP	\$4,966,800					\$4,966,800
Main Facility Improvements and Remodel	5307, 5339, PTMISEA, SGR, FAX Capital	\$12,753,800					\$12,753,800
Main Facility Parking Lot Improvements and Security	5339, PTMISEA, SGR	\$3,219,000					\$3,219,000
Manchester Transit Center Rehabilitation	5307, CMAQ	\$583,000					\$583,000
Miscellaneous Facility Improvements, Repairs, Deferred Maintenance	5307, FAX Capital	\$446,000	\$100,000	\$100,000	\$100,000	\$100,000	\$846,000
Non-Revenue Vehicle Purchases	5307, PTMISEA, TIRCP	\$561,600	\$100,000		\$100,000		\$761,000
Paratransit Vehicles and Equipment	5310, 5339, PTMISEA	\$2,357,000		\$500,000		\$500,000	\$3,357,000
Passenger Amenities	5307, LCTOP, PTMISEA	\$1,659,000	\$200,000		\$200,000		\$2,059,000
Planning Projects	5307, CCI	\$1,115,700	\$200,000	\$200,000	\$200,000	\$200,000	\$1,915,700
Radio and Dispatch Equipment Upgrade	SGR	\$1,044,700					\$1,044,700
System-Wide Traffic-Signal Priority	CMAQ	\$600,000					\$600,000
Transit Asset Management	5307	\$299,200					\$299,200
Zero-Emissions Bus Charging Infrastructure	5307, FTA CRRSAA, TIRCP	\$3,827,000	\$500,000	\$500,000			\$4,827,000
Total Capital Projects (All Sources)							\$61,831,000

Table 4.6: Capital Funding by Source FY 2022-FY 2026

Funding Source	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	5 Year Total
5307	\$7,818,800	\$500,000	\$1,000,000	\$300,000	\$200,000	\$9,818,800
5310	\$1,557,000		\$500,000			\$2,057,000
5339	\$12,437,800	\$500,000	\$1,000,000		\$1,000,000	\$14,937,800
CCI	\$42,500					\$42,500
CMAQ	\$878,000					\$878,000
FTA CARES	\$100,000					\$100,000
FTA CRRSAA	\$327,000					\$327,000
FTA HOPE	\$720,000					\$720,000
FTA Small Starts	\$400,000					\$400,000
LCTOP	\$985,000	\$100,000	450,000			\$1,535,000
Measure C – New Technology	\$110,000					\$110,000
PTMISEA	\$8,701,200					\$8,701,200
SGR	\$4,484,700		\$1,000,000		\$1,000,000	\$6,484,700
TIRCP	\$13,670,000	\$1,000,000		\$300,000		\$14,970,000
FAX Capital Funds (non-match)	\$749,000					\$749,000
Total Capital Funding (all sources)						\$61,831,000

4.3.1 Revenue Vehicles and Vehicle Equipment

FAX’s revenue service vehicles include buses and paratransit vans. Replacement of existing revenue vehicles is among FAX’s highest capital priorities.

Bus Replacement

Fixed route buses - Cost estimates for replacement buses programmed in FY 2022 and beyond are based primarily on vendor price quotes for both CNG and battery-electric 40-foot heavy duty, low floor transit buses. Primary funding for replacement buses is assumed to come from the FTA in the form of Section 5307 (Urbanized Area Capital) and Section 5339 (Bus and Bus Facilities). Each of these programs requires approximately 20% FAX local match. Additional funding can come from Congestion Mitigation and Air Quality (CMAQ) grants and the State of California Senate Bill (SB) 1 – State of Good Repair program.

In FY 2021, FAX has awarded a requirements contract for battery electric buses to the vendor Proterra and has placed an initial order for zero emission vehicles. With this purchase, FAX is implementing its commitment to cleaner air. The total five-year fleet, as shown in Table D-1, Fleet Replacement Schedule will purchase 52 buses comprised of 18 expansion buses and 34 replacements.

Paratransit Buses - A requirements contract for gasoline-powered cutaways is currently in development. A total of 24 replacement vehicles are programmed over the five-year SRTP period at a cost of \$3.36 million. This figure includes all vehicles funded through the FTA 5310 program, 5339 program, and State PTMISEA funds.

Bus Expansion

Route cost analysis based on fully allocated costs will be an integral part of determining feasible tradeoffs and future service improvements. Service adjustments will be made on individual routes to reflect existing and changing ridership characteristics and to address on-time performance. Any future service adjustments will continue to be made based on the goals, standards, and objectives listed in Chapter 1.

Paratransit Facility

FAX is required by Federal statute to provide complementary paratransit service to ADA-eligible passengers within its fixed route transit service area. FAX provides this service through a program known as Handy Ride to serve passengers who are unable to use the fixed route system due to a disability. Handy Ride is demand-response and therefore requires extensive reservation and dispatch functions, including computer and radio technology applications, and the staff to operate the system. Additionally, Handy Ride encompasses the paratransit staff and equipment involved in the certification of ADA eligible customers, as well as a fleet of 62 vehicles that require secure parking and maintenance facilities. Since February 2012, FAX's Handy Ride facility on north Blackstone, just south of Gettysburg, has allowed FAX staff and the contract provider to reside in the same building, providing FAX with direct access for contract monitoring.

4.3.2 Support Vehicles

FAX's fleet of non-revenue support vehicles assists in the operation of the fixed route service. The fleet is composed of sedans and small SUVs, which are used to make driver shift changes, provide for road supervisor inspection and respond to road calls. Also included are large utility trucks, pickup trucks, forklifts, and trailers, which are used in maintenance and operations.

The optimal point to replace non-revenue vehicles to minimize capital outlays, maximize reliability, and keep repair costs as low as possible ranges between vehicle type and usage as identified in the Transit Asset Management Plan (TAMP). Vehicles are generally scheduled for replacement according to age, mileage, vehicle condition, and reliability requirements for each vehicle type as follows:

- Heavy-duty transit bus 14 years or 500,000 miles
- Paratransit cutaway 8 years or 250,000 miles
- Sedans & passenger vans 10 years or 100,000 miles
- Service vehicles 8 years or 100,000 miles

In FY 2022, FAX is scheduled to review and update the TAMP vehicle replacement metrics, along with anticipated capital necessary to maintain a fleet in a state of good repair.

4.3.3 Passenger Facilities Expansion and Rehabilitation

FAX’s passenger facility CIP includes bus stop improvements, and replacement of transit passenger amenities such as information signs, shelters, benches, and trash receptacles.

Bus Stop Improvements – To meet ADA requirements for bus stop accessibility, FAX has developed an ADA Transition Plan to upgrade all identified deficient bus stops to be fully accessible. FAX will also upgrade bus stops for convenience, comfort, and safe passenger waiting areas, including the renovation of benches and bus shelters. Manchester Transit Center, located at 3590 North Blackstone Avenue, is a major transit hub for FAX and allows customers to transfer between three separate bus lines. A full remodel and revitalization of MTC was completed in FY 2021. The remodel provided new transit shelters, amenities, lighting, security cameras, landscaping, real-time bus arrival displays, and ADA improvements.

FAX is also modernizing passenger amenities along Routes 9 and 38 along Shaw and Cedar Avenues. Planned passenger amenities include new bus shelters, security lighting, real-time bus stop display signs, benches, and trash cans.

Planning Projects - Planning staff members from FAX and Fresno COG perform short-range and long-range planning functions for FAX. In addition, a Transit Scheduler is included in the FAX planning section to perform scheduling duties. Consultant studies are also coordinated by FAX and Fresno COG staff.

4.3.4 Preventive Maintenance

The FTA Operating and Maintenance Expense Reimbursement project provides FTA reimbursements for expenses in programs directly related to preventive maintenance on fixed route and paratransit vehicles, capital lease of vehicle tires, and allowable contracted paratransit expenses. Fixed route vehicle preventive maintenance programs are eligible for 80% FTA reimbursement. Handy Ride contracted vehicle maintenance expenses are eligible for 32% reimbursement.

4.4.0 Sources and Uses of Capital and Operating Funds

Major capital investments such as new BRT or rail lines or extensions are costly and usually require a variety of funding sources from all levels of government. Rarely are new transit projects funded from only one or two sources. Given the state of the economy, California's traditional capital funding sources have decreased or have been deferred or eliminated. Federal sources, in particular New Starts funding, remain critical for significant capital investment. The FTA's New Starts program is a competitive funding program for transit system expansions such as Bus Rapid Transit. FAX received Very Small Starts funding as a part of the New Starts program in 2012, for the now complete BRT improvements along Blackstone and Ventura/Kings Canyon.

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

Revenues are only one-half of the financial picture – overall expense planning must also be considered. As with transit agencies across the country, FAX has dealt with revenue shortfalls through cost-cutting measures including cuts in service and layoffs. Transit agencies are finding that service cuts and layoffs are not sufficient to address significant shortfalls. The underlying structural problem of costs increasing at a pace greater than revenues requires significant analysis and future financial planning.

Transit capital, operations, and maintenance are funded from a variety of federal, state, and regional/local sources in Fresno. Existing capital funds, most of which have been used in the past or are presently in use in Fresno, are summarized in Table 4.7. Operating and maintenance funds are summarized in Table 4.8. These revenues are fully utilized to operate the transit system and are unlikely to increase soon.

Table 4.7: Revenues Available for Transit Capital

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

Table 4.8: Revenues Available for Transit Operations and Maintenance

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

4.4.1 Federal Government – Federal Transit Administration (FTA)

The FAST Act authorized \$61.1 billion over the five fiscal years, FY 2016 through FY 2020 for programs administered by the FTA. The law authorizes \$11.8 billion for public transit programs in FY 2016 and increased the total authorization to \$12.6 billion in FY 2020, an increase of 17.7 percent over the FY 2015 level. Under the law, much of the federal transit program structure remains in place. It retains the urban and rural formula programs that distribute mostly capital assistance based on need and a program for new fixed guideway starts and extensions. It preserves the state of good repair formula program, a formula program for seniors and individuals with disabilities, and the formula programs for growing states and high-density states.

The measure maintains the existing bus and bus facilities formula program, and it creates a new bus and bus facilities competitive grant program that grows federal investment levels in buses and bus facilities. The new law retains authority for small transit systems in large urban areas to use a portion of their formula funds for operating costs and includes demand response-only fleets in determining which systems may use a portion of those funds for operating. The FAST Act maintains the small transit intensive cities (STIC) formula program and increases its Urban Formula set-aside in 2019.

The law creates a Pilot Program for Innovative Coordinated Access and Mobility, and it consolidates transit research programs under the Public Transportation Innovation program. Funding for a portion of this program, including the Transit Cooperative Research Program (TCRP), now comes from the Mass Transit Account (MTA) rather than general funds. The bill creates a pilot program under the Capital Investment Grant program, which streamlines the regulatory process for project sponsors willing to receive a smaller federal share, and it reduces the maximum federal match for projects with full funding grant agreements from 80 percent to 60 percent. The law increases procurement flexibility for rolling stock, and it reduces current regulatory impediments related to vehicle leasing. The measure places the Transportation Infrastructure Finance and Innovation Act (TIFIA) and the Railroad Rehabilitation and Improvement Financing programs under a single agency in the U.S. DOT and conforms to some standards under the two programs. It continues the transit safety program established under MAP-21 that gave FTA greater authority over state safety oversight agencies.

Funding for programs under the Mass Transit Account (MTA) of the Highway Trust Fund (HTF) are fully funded for the five years authorized under the bill. Revenues deposited into the MTA over the life of the bill, from both existing federal motor fuel excise taxes and general fund deposits into the MTA with one-time offsets provided under the bill will fully fund MTA authorized transit programs through FY 2020. However, those one-time offsets deposited into the MTA will not provide a sustainable source of funding for current service spending after the bill expires. Maintaining even a current services level after the bill's expiration will require additional revenues into the MTA and the HTF. Finally, the Act includes a rail title that restructures the Amtrak program, and authorizes separate funding under three separate rail investment programs, with total funding rising from \$200 million in FY 2016 to \$650 million in FY 2020.

4.4.2 State Government

Sources that traditionally fund transit capital and operating costs include sales taxes and gas taxes. The state of California has diverted some transportation revenues to be used for other purposes.

Sales Tax - The State's Transportation Development Act (TDA) provides two sources of transit revenue, the Local Transportation Fund (LTF) and the State Transit Assistance Fund (STA). The LTF is generated by a quarter-cent statewide sales tax and then apportioned back to counties by population. The Fresno COG apportions these funds within Fresno County based on population. In FY21, the City of Fresno is budgeted to receive approximately \$25.1 million from these funding sources. All of these funds are allocated to FAX.

The LTF resources (Table 4.9) are legislated to continue indefinitely, and the Plan's projected LTF revenues are based upon projections provided by the Fresno COG, but the actual revenue will fluctuate based on the economy and inflation. To qualify for LTF, FAX must recover a minimum of 20% from farebox revenues.

FY	LTF Article 6	STA	Total	% Change
2011	\$13,916,233	\$44,278,162	\$18,194,395	37.55%
2012	\$16,223,083	\$3,569,662	\$19,792,745	8.78%
2013	\$16,239,112	\$3,825,351	\$20,064,463	1.37%
2014	\$16,807,547	\$4,024,355	\$20,831,902	3.82%
2015	\$18,073,517	\$3,072,991	\$21,146,508	1.51%
2016	\$19,270,622	\$3,238,080	\$22,508,702	6.44%
2017	\$19,939,327	\$2,945,909	\$22,885,236	2.00%
2018	\$18,084,882	\$4,344,817	\$22,429,699	-1.99%
2019	\$17,668,106	\$4,506,130	\$22,174,236	-1.14%
2020	\$19,443,112	\$4,779,949	\$24,223,061	9.24%

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

Gas Tax - To stabilize the State funding sources and provide funding for transportation projects across the state, the California Legislature passed Senate Bill 1 (Beal), which was signed by Governor Brown on April 28, 2017.

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

To raise a projected \$52.4B over 10 years across the state of California, SB 1 changes to taxes and fees included:

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

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

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

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

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

4.4.3 Regional/Local Government

Countywide Sales Tax: Measure C - In November 2006, a local proposal to continue a one-half cent sales tax countywide for the next twenty years was approved by a majority of voters in Fresno County. Unlike the previous Measure C, the reauthorization dedicates nearly 20% to FAX, without the discretion of the City Council as to how the funds are allocated. The revenue is expected to reach over \$12 million annually for FAX during FY 2022 through FY 2026.

Farebox and Other Revenues from Operations - The FAX Strategic Plan envisioned an increase in transit service with major gains in ridership and farebox revenues. Fare revenues are projected based on ridership forecasts and assume an increase in ridership based on the increases over the last few years. In FY21, FAX implemented the Zero Fare Clean Air Act, effective March 1, 2021. All passenger fares were suspended to help residents with COVID-19 hardships. FAX assumes that passenger fares will resume in FY 2022 effective September 1, 2021. FAX is budgeting for \$4.1 million from fare revenue in FY 2022.

General Fund – FAX receives no revenue from the City of Fresno General Fund.

4.4.4 Potential New Funding Sources

Potential new funding opportunities are available at the regional and local levels. Selected sources that might apply to existing and new transit service in Fresno are listed in Table 4.10 and Appendix H.

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

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

Table 4.10: Potential New Revenue Sources

Voter Approval Required	<ul style="list-style-type: none"> ▪ Local Sales Tax ▪ Utility Users Tax ▪ Business Taxes (Payroll) ▪ Parcel Tax ▪ Local Gas Tax ▪ Regional Gas Tax ▪ Vehicle Miles Travelled Tax (VMT)
Voter Approval Not Required	<ul style="list-style-type: none"> ▪ Parking Fees and Surcharges ▪ Transient Occupancy (Hotel) Tax ▪ Employer Sponsored Transit ▪ Development Impact Fee ▪ Benefit Assessment Districts ▪ Mello-Roos Community Facilities District ▪ Property-Based Business Improvement Districts (PBID) ▪ SB 743 Implementation – VMT reduction

Through this SRTP and its other planning efforts, FAX is working towards a proactive financial plan to implement high quality transit services throughout the FAX service area.

Chapter 5: City of Clovis SRTP

5.1.0 Purpose of SRTP

The City of Clovis Short-Range Transit Plan (SRTP), FY 2022-2026, is the biennial update to the operating plan and the capital program. The purpose of this Plan is to promote a comprehensive, coordinated, and continuous planning process for transit service in the Fresno-Clovis Metropolitan Area (FCMA) over a five-year planning horizon. This plan proposes specific recommendations for implementing the long-range objectives of Fresno County's Regional Transportation Plan and will guide the provision of transit services in the FCMA over the next five years.

5.1.1 Summary of Existing Transit System

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



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

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

5.1.2 Public Transportation Policy Directions

The policies contained in the Regional Transportation Plan for Fresno County, (adopted by the Fresno Council of Governments, June 2019) provide general guidance to transit operations within the metropolitan area. The following Goals, Objectives, and Policies provide the framework for developing a sound public transportation system throughout Fresno County. They are specifically targeted toward the public and social service transportation systems.

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

Policy Direction for Clovis

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

5.1.3 Strategic Plan

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

Goals for Clovis

GOAL 1: SERVICE LEVELS

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

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

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

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

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

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

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

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

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

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

GOAL 2: SERVICE QUALITY

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

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

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

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

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

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

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

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

Objective C: To provide a safe system.

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

Standard 2: Buses should be checked daily for proper operation and condition of lights, mirrors, radios, and fluid; detailed mechanical inspections should be done every 3,000 miles/45 days. Operations, maintenance, and other employees will be provided safety training at the beginning of their employment, and such training will be updated on a regularly scheduled basis.

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

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

GOAL 3: SERVICE PRODUCTIVITY

Clovis Transit will operate an efficient and effective bus system.

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

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

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

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

GOAL 4: SYSTEM IMAGE

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

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

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

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

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

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

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

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

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

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

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

5.1.4 Organization of City of Clovis

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

Clovis City Council

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

Committees

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

Clovis Staff

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

5.2.0 Introduction to Clovis Transit System

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

5.2.1 Bus Service

Fixed Route- This service was originally offered in July 1980 as demand response, replacing fixed route service formerly provided by FAX. On August 13, 1990, Stageline's fixed route service was initiated. Originally operated by contractors, the City of Clovis personnel brought the Stageline system in-house to be



operated by City employees in September 1999. Clovis Stageline operates two routes on 30-minute headways and two special routes in early morning and late afternoon to accommodate school transportation. Stageline buses connect within minutes to and from five of FAX's routes. The service operates Monday through Friday from 6:15 a.m. to 6:15 p.m. and Saturdays from 7:30 a.m. to 3:30 p.m. Clovis Stageline generally operates within the Clovis city limits (See Exhibit 5.1). Clovis presently reimburses FAX, through a formal contract, to offset operating costs for fixed route service to Clovis. FAX Lines 9 and 45 currently provide service to Clovis residents.

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

The City of Clovis' demand response- service, Clovis Roundup, (See Exhibit 5.2) transports ADA certified disabled residents within its sphere of influence, primarily along Shepherd Avenue to the north, Dakota Avenue to the south, DeWolf Avenue to the east, and Winery Avenue to the west. Zonal service is provided within the City of Fresno as far north as Shepherd Avenue, south to Kings Canyon, west to West Avenue, and south to Kings Canyon Avenue including



downtown Fresno. System boundaries are adjusted as land is annexed into the city. The system operates on weekdays from 6:15 a.m. to 7:15 p.m., and on weekends 7:30 a.m. until 3:30 p.m. Fresno is served Monday to Friday from 7:00 a.m. until 5:00 p.m. Service is provided on both a reservation and a real-time space-available basis. Passengers may make reservations up to 14 days in advance or the required 24 hours in advance. Roundup policy requires passengers to be ready at least one hour before a scheduled Fresno ride and 45-minutes for a Clovis ride with pick-up within five minutes of the designated pick-up time and no longer than 15 minutes after the designated pick-up time.

Service is available to those persons age six and older who are certified that because of a disability, they are unable to use the Clovis Transit's fixed route system. To become

certified, the applicant must complete an ADA application including a doctor's certification, which is evaluated by Clovis Transit staff or an outside agency if questionable. Roundup does not restrict trips based on purpose. Dispatchers schedule as many trips as can be accommodated beyond pre-scheduled subscription trips. The service does not restrict the number of trips provided to an individual nor is a waiting list maintained. Roundup's operational practices do not allow for substantial numbers of untimely pick-ups, trip denials, missed trips, or excessively long trips, which would limit the availability of service.

5.2.2 Bus Transit

The service area is consistent with the Planned Urbanized Area (PUA) of the City of Clovis General Plan and represents the area planned for urban growth during the 20-year planning period. Within the PUA are the Cities of Fresno (2019 population of 525,010) and Clovis (2019 population of 109,160). The 2019 census population of the PUA is 634,170 (Fresno COG). The FCMA contains 299 square miles, and a population of 664,000 (2010 Census), and the overall average population density is 3 persons/acre. In the more populated areas of the FCMA, the average density ranges from four to sixteen persons per acre.

5.2.3 Bus Fleet

City of Clovis - The City of Clovis has a fleet of thirty (30) transit buses, two (2) battery-electric buses, six (6) wheelchair accessible vans, and three (3) regular mini-vans, which are used to move both passengers and staff,



and a trolley, all of which are serviced by the City of Clovis fleet department. Roundup operates with 17 lift-equipped passenger buses and six wheelchair accessible passenger vans. Stageline uses 13 lift-equipped buses and three vans for driver switch-out, and the trolley is used as a bus on fixed route for marketing purposes, special city events, and private rentals.

5.2.4 Accessible Bus Service

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

5.2.5 Transit Maintenance Program

City of Clovis - The City of Clovis has a citywide maintenance facility that is used to maintain and service Clovis Transit's 41 vehicles.

5.2.6 Fare Structure

In early April 2020, the Clovis City Council suspended fares under an emergency order from the City Manager for Clovis Stageline and Clovis Roundup service in response to the coronavirus pandemic. In October 2020, the zero-fare model was adopted permanently, providing free rides for fixed route and paratransit passengers.

In February 2021, the Fresno City Council adopted a similar zero-fare model for its operations. This action alleviated the need for passes so the Clovis Bus Passes and Metro Passes have been eliminated

Table 5.1: Clovis Fare Structure

Fare Category	STAGELINE
Single Rider (Adult)	FREE
Persons with a Disability or Seniors Age 65+	FREE
Monthly Pass	ELIMINATED
Children Under Age 6	FREE

Fare Category	ROUNDUP
All trips	FREE
Passes	ELIMINATED

Figure 5.1: Clovis Stageline Service Area

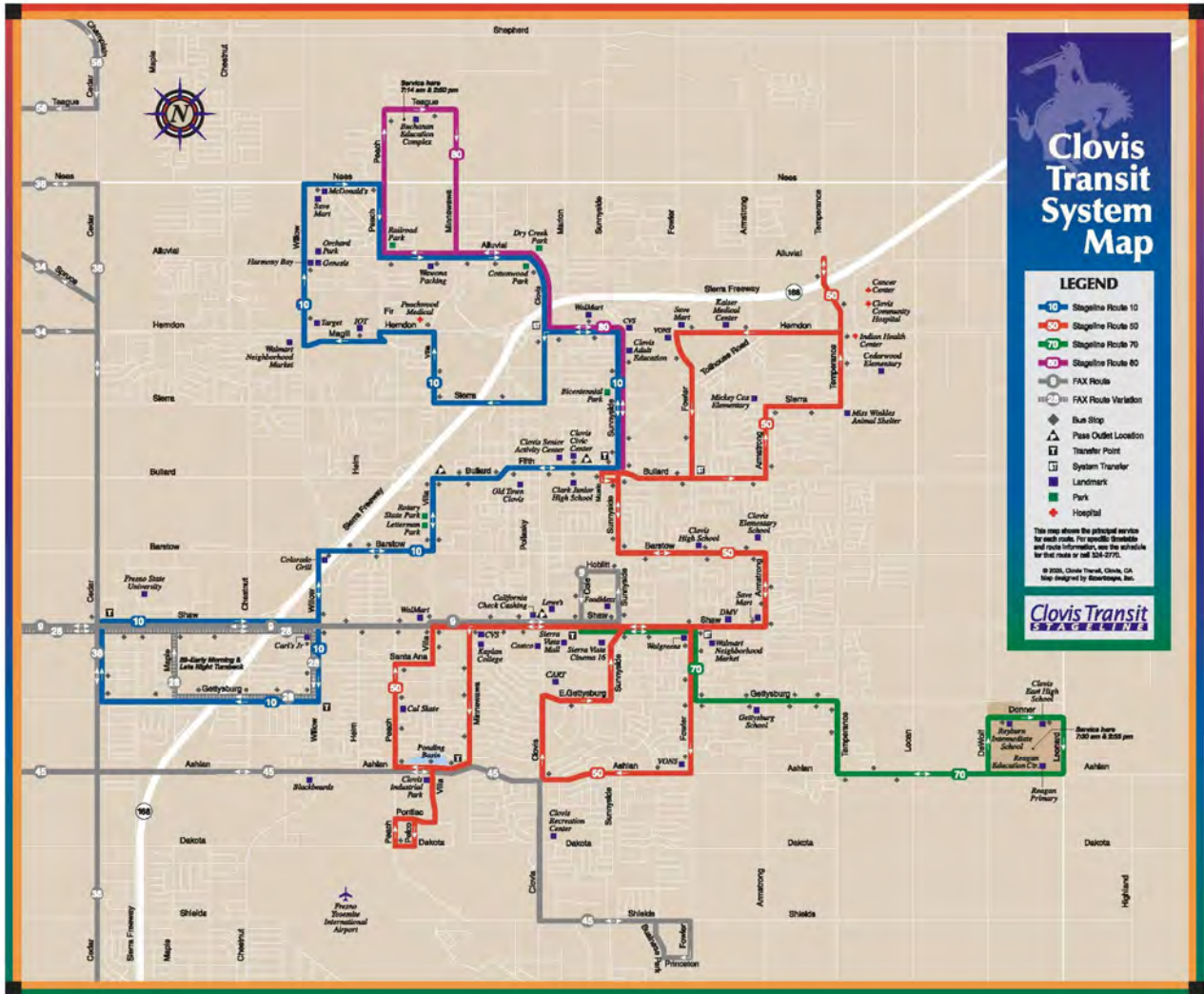
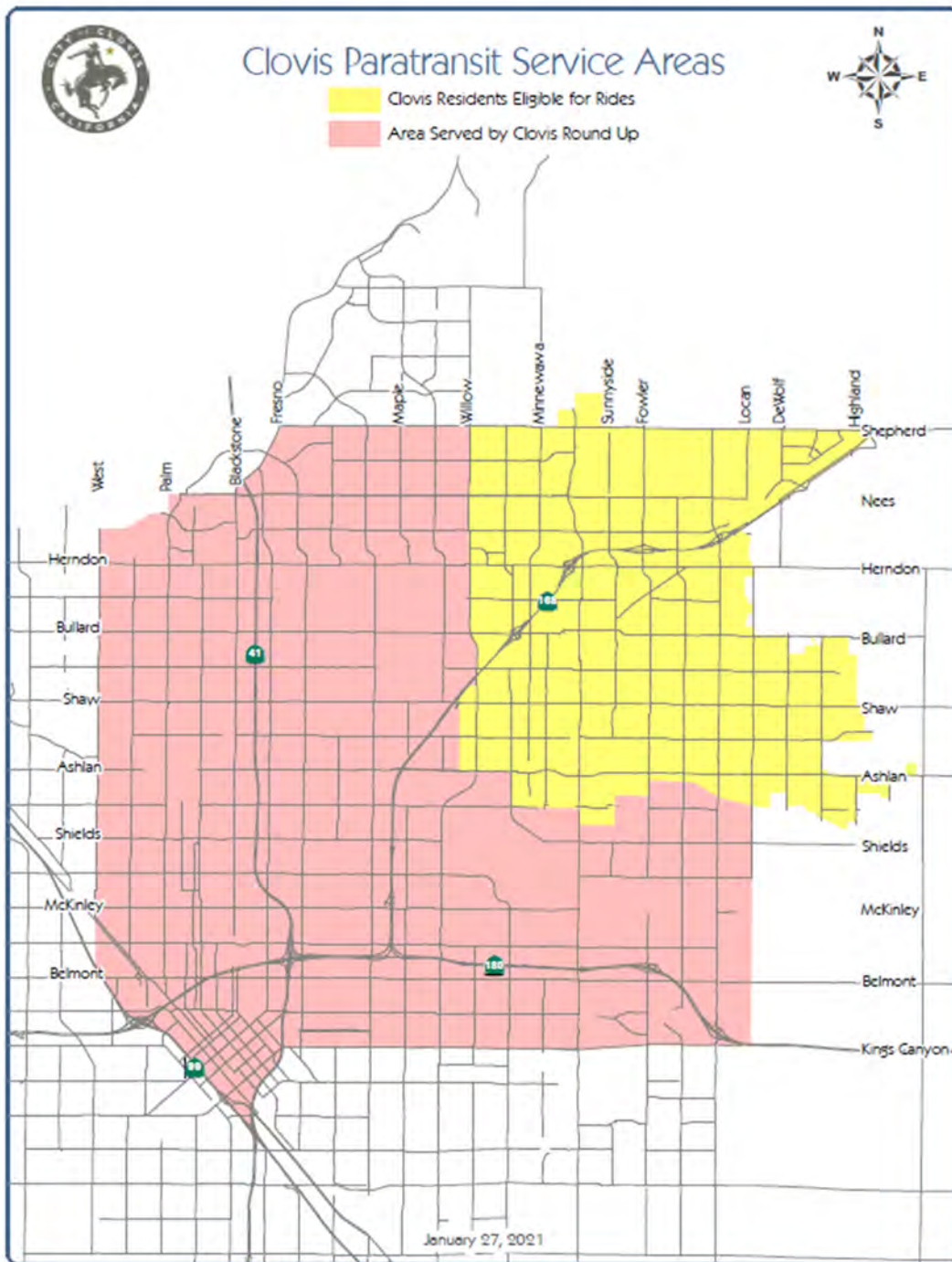


Figure 5.2: Clovis Stageline Service Area



5.2.7 Integration of Transportation and Land Use

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

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

5.2.8 Development Review Program

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

5.3.0 Key Transit System Performance Indicators

Clovis Transit – Over the past several years, Clovis Transit has experienced decreasing ridership and increasing operational costs. Many other transit agencies were experiencing a similar trend. In 2019, ridership was on the rise primarily due to a robust economy and a successful zero-fare promotional project in the late summer/early fall of 2019. In March of 2020, a global pandemic was declared and ridership declined overnight to historically low

levels. Predictions indicate that it will be 10 years before ridership will recover to pre-pandemic levels for a variety of factors.

Short, medium, and long-term planning continues for the operation as the pandemic continues. The new transit office project is on-track for construction to begin in 2021. The regional farebox project has been determined to be infeasible and the funding has been reprogrammed to another project.

Clovis Transit has received CalEMA Proposition 1B Transit Safety and Security grants for the following projects:

- Camera and security systems for the new transit office. The project will begin in concurrence with the start of construction on a new office. (Estimated to be completed in 2022.)
- Replacement of camera security system at Operations & Maintenance Yard where buses are parked. (Estimated to be completed in FY 2021/2022.)

Clovis Transit has received PTMISEA Proposition 1B funds for the following projects:

- Regional Farebox system was infeasible and the funding has been reprogrammed to the already-approved Administrative Office Expansion Project. Reprogrammed funds will be added to current PTMISEA funding for the project.
- The balance of the funding from the Regional Farebox project will be used for the purchase of Automated Passenger Counter systems for the fixed route buses during FY 2020/2021.

Clovis Transit has received LCTOP funding for the following projects:

- Free Ride Days promotion in August, September, and October of 2019 encouraged new transit riders to try the service and allow members of the disadvantaged community to ride as needed with no impact on their financial well-being. This project was a success with an increase in ridership occurring after free rides were discontinued.
- Three years of LCTOP funding will be combined to conduct a route evaluation and re-design project in conjunction with the opening of the new transit hub. This project was set to begin in FY 2020/2021 but the pandemic drastically shifted rider patterns to the extent that re-designing the routes will be extraordinarily difficult. This project is being modified and updated to continue despite a complete shift in ridership patterns and available data. A need assessment is currently being created, the first step in this project.

- A portion of LCTOP FY18/19 funding will be used to fund the electric bus pilot project charging infrastructure design and construction.
- Bus stop furniture to be installed at the new Fresno County Department of Social Services Clovis Center at the corner of Dakota and Peach Avenues. This large bus stop was designed to accommodate FAX, Clovis Transit, and FCRTA buses with three large shelters and additional benches for seating.

Utilizing a Sustainable Communities Grant, Clovis Transit has begun planning for the eventual conversion to a zero-emission fleet as required by the California Air Resources Board's Innovative Clean Transit Rule. The grant will fund an Electrification Master Plan that should be completed by end-of-year 2022. The master plan will guide foundational decisions for the Transit operation over the next 5 – 10 years.

Upcoming projects for FY 2020/2021 include:

- Purchase of an automated passenger counter system for fixed route buses.
- Construction of new transit building located near Old Town Clovis with estimated completion in mid-2021.
- A zero-emission bus pilot project is ongoing with the first phase completed. Chargers have been installed and training has begun for maintenance, public safety, and transit staff. The next phase includes the deployment of the vehicles for use on fixed route and paratransit routes. Small electric battery buses are relatively new to the public transit arena and are untested in the small urban transit environment. This project will provide accurate data on battery range and capacity that will be used to plan for the eventual conversion to a zero-emission transit fleet.

The following is a list of additional planned improvements between FY 2021 and FY 2026 (depending upon funding):

- Planning for the purchase of replacement vehicles, if needed, as current vehicles age out and to maintain compliance with ADA 'no denial' requirements for paratransit services.
- A 'real-time' bus locator system and end-user application for next bus data accessible by passengers.
- Re-branding of bus services to attract new riders.

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

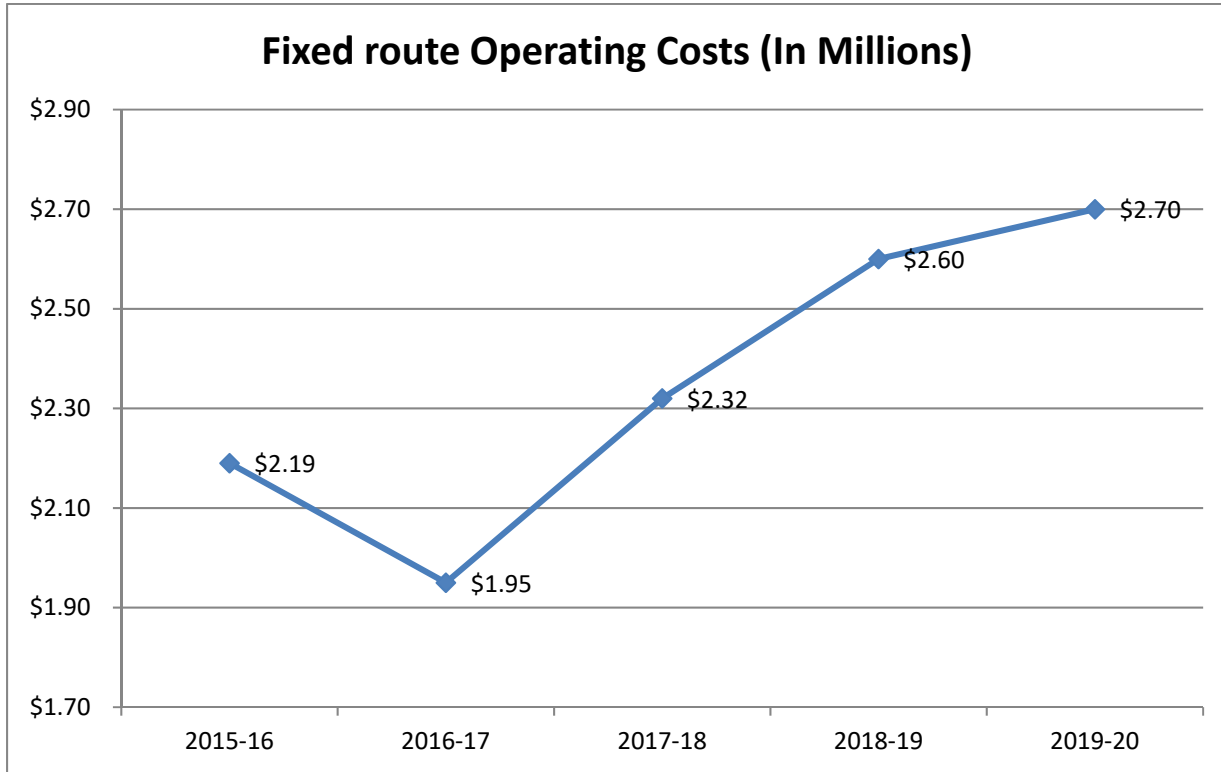
- Expansion service into new build areas, particularly in the north and east of Clovis with awareness of the VMT requirements for new developments.
- Service to the Willow/International College campus and the adjacent Clovis North High School Campus.
- Analysis of possible bus rapid transit on Shaw Avenue.
- Analysis of the impacts of accepting Federal Transportation Administration funding in the future on operations. The analysis of this decision is ongoing and conducted at regular intervals.
- Increased service hours later in the day and on weekends.

Table 5.2: Clovis Stageline Operating and Productivity Trends FY 2016-2020

Indicator	FY					/	% Change			
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY2017	FY 2018	FY 2019	FY 2020	
Total Passengers	154,451	131,597	130,515	116,911	112,478	-14.8%	-0.8%	10.4%	-3.8%	
Vehicle Hours	21,193	21,401	21,631	21,841	19,473	0.9%	1.1%	1.0%	10.8%	
Vehicle Miles	258,156	257,006	256,067	252,928	235,712	-0.4%	-0.4%	-1.2%	-6.8%	
Operating Costs	\$2,192,279	\$1,959,622	\$2,328,477	\$2,635,317	\$2,719,150	-10.6%	18.8%	13.2%	3.2%	
Fares	\$439,478	\$391,924	\$465,695	\$527,063	\$114,832*	-10.6%	18.8%	13.2%	78.2%	
Employees	16.5	16.5	16.5	16.5	16.5	0.0%	0.0%	0.0%	0.0%	
Passenger/Hour	7.29	6.15	6.03	5.35	5.78	-15.8%	-0.3%	11.3%	8.0%	
Passenger/Mile	0.60	0.51	0.51	0.46	0.48	-15.0%	0.0%	-9.8%	4.4%	
Cost/Vehicle Hour	\$103.44	\$91.57	\$107.65	\$120.66	\$139.64	-11.4%	17.5%	12.1%	15.7%	
Cost/Vehicle Mile	\$8.49	\$7.62	\$9.09	\$10.42	\$11.54	-10.2%	19.3%	14.6%	10.6%	
Veh Hours/Employee	1,284	1,297	1,311	1,324	1,180	1.0%	1.1%	1.0%	10.9%	
Op Subsidy/Passenger	\$13.32	\$13.90	\$17.84	\$21.67	\$23.15	4.3%	20.1%	21.5%	6.8%	
Farebox Ratio	20%	20%	20%	20%	0%*	0.0%	0.0%	0.0%		
Fbox ratio w/out Measure C	6.1%	7.0%	5.0%	3.9%	0%*	14.75%	28.7%	-22.0	-	

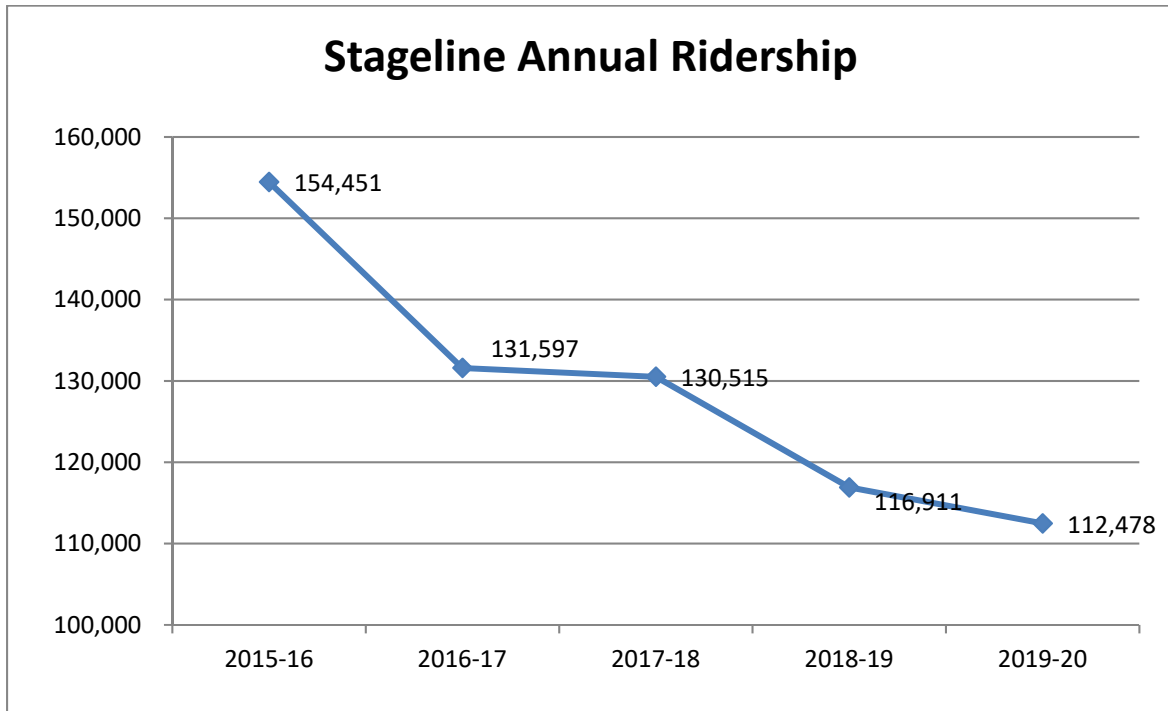
Farebox ratio was suspended due to the coronavirus pandemic by California State Legislature. Fare calculation for FY 2020 only includes cash fare, trolley rental, and advertising revenue. Previous years included Measure C to meet required farebox ratio.

Figure 5.3: Clovis Stageline Fixed Route Operating Costs FY 2016-2020



Operating costs for Clovis' fixed route system have grown steadily from a low of \$1.9million per year in FY 2016/2017 to \$2.7 million per year in FY 2019/2020, keeping pace with inflation, increased cost of labor, and increased fuel costs.

Figure 5.6: Clovis Stageline Fixed Route Annual Ridership FY 2016 – 2020



Stageline ridership has shown a steep decline from FY 2015-16 to FY 2016-17, similar to trends in the region, statewide, and throughout the nation. In FY 2017-18, ridership dropped by less than 1%, which may have signaled a stabilization of the decline. However, the coronavirus pandemic stalled any improvement in ridership despite an improving rider trend in the first two quarters of 2020.

Figure 5.7: Clovis Stageline Fixed Route Annual Ridership and Operating Costs Comparison FY 2016 - 2020

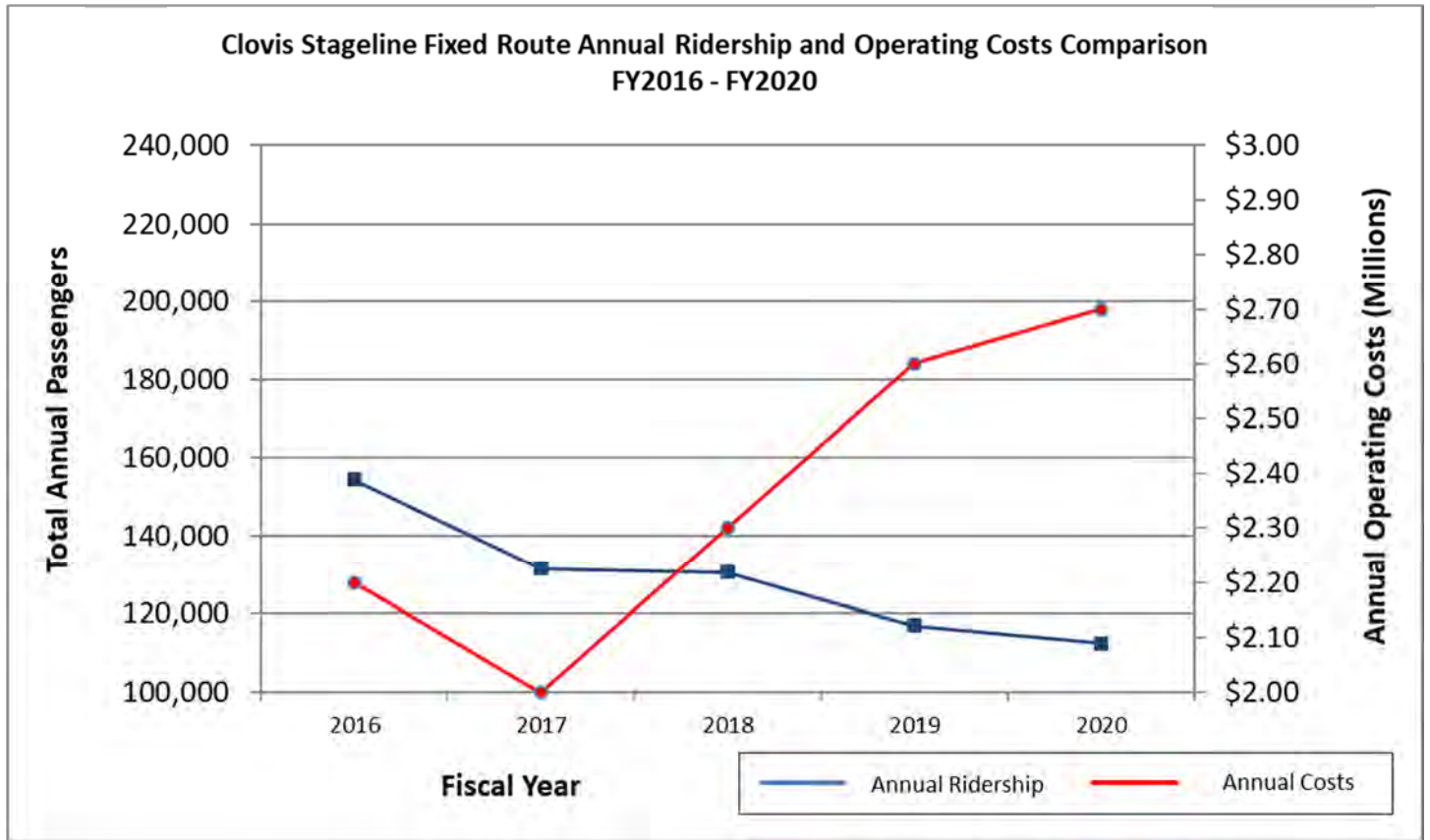
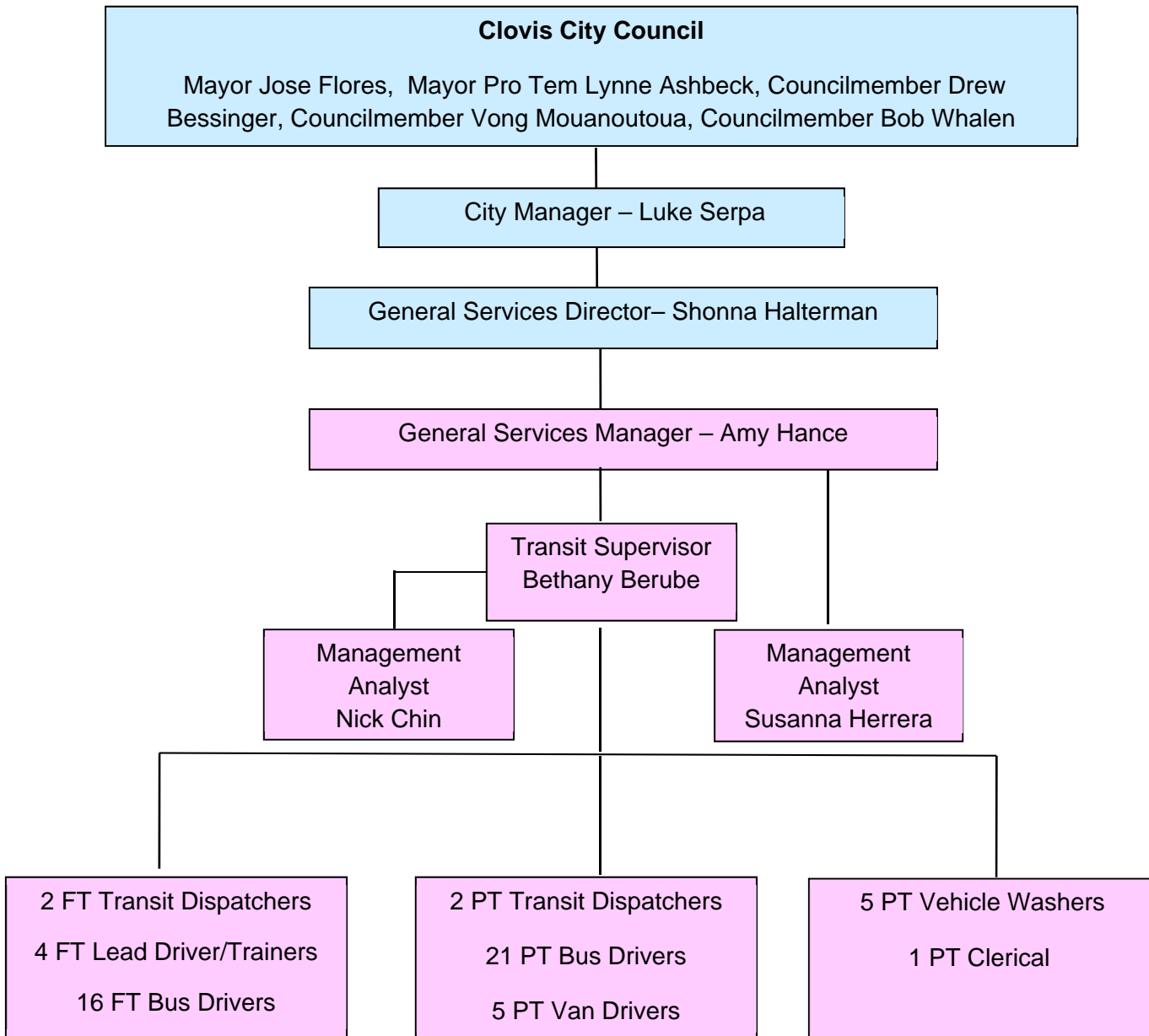


Table 5.3: Roundup Operating and Productivity Trends FY 2016 – FY 2020

	FY					% Change			
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY2017	FY2018	FY2019	FY2020
Total Passengers	60,692	56,236	52,061	47,321	50,384	-7.3%	-7.4%	-9.1%	6.5%
Vehicle Hours	31,586	30,589	28,040	31,313	28,448	-3.2%	-8.3%	11.7%	-9.2%
Vehicle Miles	398,735	371,753	346,495	377,173	346,021	-6.7%	-6.8%	8.9%	-8.3%
Operating Costs	\$2,517,231	\$2,686,329	\$2,916,969	\$3,407,650	\$3,316,107	6.7%	8.6%	16.8%	-2.7%
Fares*	\$251,723	\$268,329	\$291,696	\$340,765	\$76,485*	6.7%	8.6%	16.8%	-77.6%
Employees	19	19	19	19	19	0.0%	0.0%	0.0%	0.0%
Passenger/Hour	1.92	1.84	1.86	1.69	1.77	-4.2%	1.1%	-9.1%	4.7%
Passenger/Mile	.15	.15	.15	.14	.15	0.0%	0.0%	-6.7%	7.1%
Cost/Vehicle Hour	\$79.69	\$87.81	\$104.02	\$108.83	\$116.57	10.2%	18.5%	4.6%	7.1%
Cost/Vehicle Mile	\$6.31	\$7.23	\$8.42	\$9.03	\$9.58	14.6%	16.9%	7.24%	6.1%
Veh Hours/Employee	1,662	1,609	1,475	1,648	1,497	-3.2%	-8.3%	11.7%	-9.2%
Op Subsidy/Passenger	\$40.05	\$46.09	\$54.26	\$70.23	\$64.30	15.1%	17.8%	29.4%	-8.4%
Farebox Ratio	10%	10%	10%	10%	0%*	0.0%	0.0%	0.0%	-
Fbox ratio w/out Measure C	3.0%	3.0%	3.0%	2.5%	0%*	-0.0%	0.0%	-16.7%	-

*Farebox ratio was suspended due to the coronavirus pandemic by California State Legislature. Fare calculation for FY 2020 only includes cash fare. Previous years included Measure C to meet required farebox ratio.

Figure 5.8: Clovis Transit Organization Chart



5.4.0 Capital Financial Plan

Clovis - Clovis Transit's five-year Capital Plan projects a balanced budget. State Proposition 1B funds for PTMISEA grants and Proposition 1B homeland security grant funds have provided for capital purchases. LCTOP funding has been used and is planned for use in the future for bus stop improvements, route redesign project, and the purchase of zero-emission vehicles. Measure C continues to be used for operational expenses and to meet the required farebox recovery ratio. After SB1 was confirmed by the voters, it will be a reliable funding source for particular capital projects that fit within its moderately strict guidelines. As per the usual process, any particular funding source will be evaluated for operational impacts, and then utilized to the maximum benefit of the community to enhance operations.

Table 5.4 - Stageline Operating and Revenue Budget FY 2016 – FY 2020

Operating Revenue	2015/16	2016/17	2017/18	2018/19	2019/20
Grants/Other	\$238,954	\$143,652	\$205,200	\$410,633	\$427,650
Passenger Fares	\$110,765	\$103,177	\$91,247	\$78,431	\$42,387
Measure C	\$985,442	\$1,367,996	\$1,463,004	\$1,164,000	\$1,187,000
LTF	\$1,349,000	\$1,476,000	\$1,509,000	\$1,535,000	\$1,592,700
STA	\$42,891	\$489,512	\$636,441	\$1,208,320	\$438,600
Total Operating Revenues	\$2,727,052	\$3,580,337	\$3,904,892	\$4,396,384	\$3,688,337
Operating Costs	2015/16	2016/17	2017/18	2018/19	2019/20
Employee Services	\$1,123,539	\$1,141,541	\$1,354,807	\$1,488,759	\$1,468,265
Operations, Maint. & Training	\$427,118	\$416,921	\$502,844	\$468,145	\$444,856
Direct Operating Expenses	\$399,383	\$424,495	\$469,836	\$708,934	\$533,810
Transit Contracts	\$242,239	\$231,140	\$247,687	\$258,499	\$272,213
Capital	\$314,458	\$76,814	\$524,554	\$555,745	\$0
Total Operating Costs	\$2,506,737	\$2,290,910	\$3,099,728	\$3,480,082	\$2,719,144

Table 5.5 - Roundup Operating and Revenue Budget FY 2016 – FY 2020

Operating Revenue	2015/16	2016/17	2017/18	2018/198	2019/20
Passenger Fares	\$86,804	\$92,232	\$91,860	\$84,161	\$46,255
Grants/Other	\$178,004	\$143,290	\$325,829	\$25,000	\$0
Measure C	\$400,000	\$441,000	\$455,000	\$479,000	\$491,000
LTF	\$2,404,812	\$2,286,099	\$2,430,092	\$2,662,877	\$2,723,503
STA	\$172,000	\$142,000	\$441,000	\$745,000	\$687,900
Total Operating Revenues	\$3,241,620	\$3,106,621	\$3,743,601	\$3,996,038	\$3,948,658
Operating Costs	2015/16	2016/17	2017/18	2018/19	2019/20
Employee Services	\$1,555,892	\$1,698,417	\$1,695,693	\$1,931,457	\$2,090,950
Operations, Maint. & Training	\$505,708	\$499,482	\$591,259	\$621,222	\$550,457
Direct Operating Expenses	\$455,631	\$553,358	\$601,578	\$845,068	\$664,106
Capital	\$258,106	\$76,158	\$106,203	\$552,517	\$0
Total Operating Costs	\$2,775,337	\$2,827,415	\$2,994,733	\$3,950,264	\$3,305,513

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

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

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

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

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

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

Ridesharing and Park and Ride Policies

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

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

Bicycle Policies

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

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

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Appendix B: Title VI Compliance

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

[FAX Title VI Report](#)

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

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

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

Service Equity Analysis

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

Fare Equity Analysis

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

Appendix C: Vehicle Fleet Replacement Schedules

Table C.1: Fixed route Vehicle Fleet Replacement Schedule

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Total Fleet	123	122	124	125	125
Active Fleet	120	119	120	120	120
Peak Service	100	100	100	100	100
Spare Fleet	20	19	20	120	20
Contingency Fleet	3	4	4	5	5
Replacement Buses	7	9	6	9	3
Expansion Buses	4	0	0	4	10
Spare Bus Ratio	20%	19%	20%	20%	20%

Table C.2: Handy Ride Vehicle Fleet Replacement Schedule

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
TOTAL FLEET	52	55	57	59	62
ACTIVE FLEET	52	55	57	59	62
PEAK SERVICE	52	55	57	59	62
SPARE FLEET	0	0	0	0	0
REPLACEMENT BUSES	5	21	0	0	9
EXPANSION BUSES	1	3	2	2	2
SPARE BUS RATIO	0%	0%	0%	0%	0%

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Appendix D: Glossary

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

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

for ozone and carbon monoxide based on population and pollution severity.

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

DOT	<i>Department of Transportation</i> is the department of the federal government that includes the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA).
EPA	<i>Environmental Protection Agency</i> is the Federal Agency charged with setting policy and guidelines and carrying out legal mandates for the protection of national interests in environmental resources.
FAX	<i>Fresno Area Express</i> , the transit operator for the City of Fresno, operates within the City of Fresno Department of Transportation.
FCMA	<i>Fresno/Clovis Metropolitan Area</i> includes the geographical boundaries of both the Cities of Fresno and Clovis and the unincorporated areas within the City of Fresno.
FCRTA	<i>Fresno County Rural Transit Agency</i> provides fixed route services throughout the rural unincorporated cities which link communities with each other and with the FCMA.
FHWA	<i>Federal Highway Administration</i> is a component of the US Department of Highways (US DOT), established to ensure the development of an effective national road and highway transportation system. It assists states in constructing highways and roads and provides financial aid at the local level.
FTA	<i>Federal Transit Administration</i> is the Federal Department of Transportation, which is under USDOT. The sister agency to FHWA.
FTIP	<i>Federal Transportation Improvement Program</i> is a federally required document produced by the regional transportation planning agency that states the investment priorities for transit and transit-related improvements, mass transit guideways, general aviation, and highways.
GHG	<i>Greenhouse Gas</i> emissions are now being measured and tracked under California SB375 and AB32 legislation to reduce vehicle emissions that cause global warming.

ISTEA	<i>Intermodal Surface Transportation Efficiency Act of 1991</i> is a piece of legislation passed by Congress in December of 1991 that provides for a major restructuring of the highway program. Key components of this Act include increased flexibility in the programming of projects, a level playing field between highway and transit projects with a consistent 80/20 matching ratio, ties to the Federal Clean Air Act and the Americans with Disabilities Act.
LTF	<i>Local Transportation Funds</i> are derived from ¼-cent of the statewide sales tax. LTF revenue is returned to local governments for transportation purposes with public transportation the primary focus. LTF is distributed to each city and unincorporated area based on population.
MEASURE C	A Fresno County ballot measure that raised the local sales tax by one-quarter cent for twenty years until 2026. The measure identified a specific program of priority transportation improvement projects throughout the County.
MPO	<i>Metropolitan Planning Organization</i> is the federal designation for Fresno COG. MPO works with technical advisory committees, interested citizens, and other government agencies. A coordinated effort has been made to develop a multi-modal regional transportation plan for Fresno County.
PAC	<i>Policy Advisory Board</i> is composed of the Chief Administrative Officer of each member agency. Except for urgent matters, all items must be considered by the PAC before submission to the Policy Board.
PM-10	<i>Particulate Matter</i> is a major air pollutant consisting of solid or liquid matter such as soot, dust aerosols, fumes, and mists less than 10 microns in size.
RTIP	<i>Regional Transportation Improvement Plan</i> is a State-mandated document that includes a list of proposed transportation projects submitted by the CTC and by the regional transportation planning agency as a request for State funding. The RTIP has a seven-year planning horizon and is updated every two years.

RTP	<i>Regional Transportation Plan</i> is a comprehensive twenty-year plan for the region, updated every two years by the regional transportation planning agency. The RTP includes a policy, an action, and a financial element.
SIP	<i>State Implementation Plan</i> is a document prepared by each State describing existing air quality conditions and measures which will be taken to attain and maintain National Ambient Air Quality Standards. It is adopted by local air pollution control districts/air quality management districts and the State Air Resources Board.
SJVAPCD	<i>San Joaquin Valley Air Pollution Control District</i> is the designated air district for the eight-county nonattainment areas, which includes San Joaquin, Stanislaus, Merced, Madera, Kings, Kern, Fresno, and Tulare Counties.
SSTAC	<i>Social Services Transportation Advisory Council</i> was established in 1988 to review transit issues with an emphasis on annually identifying transit needs within Fresno County. Transit needs include those of transit-dependent and transit-disadvantaged persons, including the elderly, disabled, and persons of limited means. The council participates annually in identifying transit needs and working closely with Fresno COG to recommend appropriate action.
STA	<i>State Transit Assistance</i> is a fund derived from a portion of the Motor Vehicle Fuel Tax. The STA supports public transportation services and is apportioned through the Regional Transportation Planning Agencies to their member agencies on a population basis.
STP	<i>Surface Transportation Program</i> is a new funding program established by ISTEA that allows for mass transit and highway projects. Ten percent of the projects funded under this program must be transportation enhancement activities and 10 percent for safety projects.
TAM	<i>Transit Asset Management</i> is an approach that uses asset conditions per established guidelines to help prioritize funding.

TCM	<i>Transportation Control Measures</i> are intended to reduce pollutant emissions from motor vehicles. Examples of TCM's include programs to encourage ridesharing or public transit usage, city of county trip reduction ordinances, and the use of cleaner-burning fuels in motor vehicles.
TDA	<i>Transportation Development Act</i> is a California law that provides funding for transit through the Local Transportation Fund and the State Transit Assistance fund.
TIP	<i>Transportation Improvement Program</i> is an expenditure program that is updated every two years. It lists the highway and transit capital improvement projects that have been prioritized in the County for state and federal gas tax funds.
TMA	<i>Transportation Management Area</i> is an urbanized area with a population of over 200,000, as defined by the Bureau of the Census and designated by the Secretary of the U.S. Department of Transportation (DOT). The planning processes in MPOs in TMAs also must be certified by the Secretary of DOT as complying with federal requirements.
TSM	<i>Transportation Systems Management</i> is designed to identify short-term, low-cost capital improvements that improve the operational efficiency of the existing transportation infrastructure.
TTC	<i>Transportation Technical Committee</i> is a part of the Area-wide Transportation Policy Committee, composed of technical staff from member agencies, other interested agencies, public members, and Caltrans. TTC evaluates specific regionally significant issues and projects.
VMT	<i>Vehicles Miles Traveled</i> is the sum of the linear distance covered by all vehicles in a given period.
VSS	<i>Very Small Starts</i> is the FTA grant funding source applied for to plan, design, and build the Bus Rapid Transit system in Fresno.

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Appendix E: Air Quality Background

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

The San Joaquin Valley faces the serious environmental problem of poor air quality during most of the year. National Ambient Air Quality Standards (NAAQS) are established for criteria air pollutants to protect human health and welfare. Criteria pollutants are pollutants proven to be able to harm individuals' health and the environment and cause property damage. Of the six criteria pollutants, particle pollution and ground-level ozone are the most widespread health threats. EPA calls these pollutants "criteria" air pollutants because it regulates them by developing human health-based and/or environmentally-based criteria (science-based guidelines) for setting permissible levels. Under federal law, the Environmental Protection Agency (EPA) has designated the entire San Joaquin Valley Air Basin (SJVAB) a nonattainment area that does not meet established standards for ozone and particulate matter. The San Joaquin Valley is currently designated as nonattainment for the National Ambient Air Quality Standard (NAAQS) for 8-hour ozone (revoked 1997, 2008, and 2015 standards), particulate matter under 2.5 microns in diameter (PM_{2.5}) (1997, 2006, and 2012 standards); and has a maintenance plan for particulate matter under 10 microns in diameter (PM-10). Note that the urbanized/metropolitan areas of Kern, Fresno, Stanislaus, and San Joaquin Counties have attained the CO standard and maintained attainment for 20 years. In addition, the State of California also has set "health protective" standards for air pollutants that are even more stringent than federal levels. At the state level, the SJVAB is designated as nonattainment for ozone and particulate matter.

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

Ozone

Ground level ozone is the major component of Fresno County's summertime "smog" and it affects human health and vegetation. Ozone is formed when two chemicals, volatile organic compounds (VOCs) and nitrogen oxides (NO_x), interact with sunlight and heat. (VOC is also referred to as reactive organic gases or ROG) Generally, low wind, stagnant air, no clouds, and warm temperatures provide the best conditions for ozone formation; the conditions in San Joaquin Valley Air Basin are ideal for this reaction. Since the formation of ozone occurs during warmer weather, it is mostly a problem in summer and early fall. Ozone does not form immediately, but occurs over time and distance; therefore, ozone is a regional pollutant

and often affects a large area. VOCs and NOx are emitted from fuel combustion, agricultural processes, and industrial processes, consumer products as well as from natural sources (biogenic sources such as some species of plants and trees). EPA has established ozone standards based on 1-hour averaging periods, and for 8-hour averaging periods.

Particulate Matter

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

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

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

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

Carbon Monoxide

Carbon monoxide (CO) is formed by the incomplete combustion of fuels. The main source is motor vehicles. CO has been an air quality problem in the past, affecting four of the eight Valley counties in the San Joaquin Valley Air Basin, including Fresno, Kern, San Joaquin, and Stanislaus. The Fresno/Clovis Metropolitan Area was redesignated to a "maintenance area" when EPA proposed direct, final approval for the *1996 Carbon Monoxide Redesignation Request and Maintenance Plan*. . On April 26, 1996, ARB approved the *Carbon Monoxide Redesignation Request and Maintenance Plan*, EPA approved and

redesignated on June 1, 1998; on October 22, 1998, ARB revised the SIP to incorporate the effects of ARB action to remove the wintertime oxygen requirement for gasoline in certain areas. Currently, the San Joaquin Valley is designated as attainment for CO, as of June 1, 2018.

Currently, the region conducts regional emissions analysis in years 2021, 2022, 2023, 2024, 2025, 2026, 2029, 2031, 2037, and 2042 for each applicable pollutant as reasonable further progress (RFP) baseline years, including updated transportation conformity budgets with safety margins for RFP and attainment, RFP contingency, and attainment contingency.

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

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

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

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

State Implementation Plans (SIPs)

Federal clean air laws require areas with unhealthy levels of criteria air pollutants (designated as non-attainment) to develop plans, known as State Implementation Plans (SIPs). SIPs are comprehensive plans that detail how an area will attain National Ambient

Air Quality Standards (NAAQS). SIPs are not single documents, but a compilation of new and previously submitted plans, programs, district rules, state regulations, and federal controls.

Federal Title VI Requirements

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

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

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

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

SB 375 (Chapter 728, Statutes of 2008) directs the California Air Resources Board to set regional targets for reducing greenhouse gas emissions. The law establishes a "bottom up" approach to ensure that cities and counties are involved in the development of regional plans to achieve those targets. SB 375 builds on the existing framework of regional planning to tie together the regional allocation of housing needs and regional transportation planning to reduce greenhouse gas (GHG) emissions from passenger vehicle trips. Public transit

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

plays an important role in reducing transportation-related GHG emissions and will play an even greater role as transit fleets are converted to zero-emission buses.

AB32

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

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

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

Federal Congestion Management System

In June 1990, California voters approved legislation requiring that Congestion Management Plans (CA CMP) be developed in urbanized counties to address congestion on California's highways and roads. At the federal level, Congestion Management System (CMS) was first introduced in the Intermodal Surface Transportation Efficiency Act (ISTEA) in 1991. CMS became Congestion Management Process (CMP) when the Safe Accountable Flexible Efficient Transportation Equity Act – A Legacy for Users (SAFETEA-LU) was enacted in 2005. Fresno COG developed its first Congestion Management Program in November 1991, and it was updated subsequently based on legislative requirements. The passage of CA Assembly Bill 2419 (Bowler) in 1996 allowed counties to “opt out” of the California Congestion Management Program if most local governments elected to exempt themselves from the California CMP. The Fresno COG Policy Board rescinded the Congestion Management Program on September 25, 1997, at the request of the local member agencies. The current Fresno County Congestion Management Process is designed to meet the federal requirement under 23 CFR 500.109 and 450.320.

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

Need for Additional Transit Funding

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

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

FAST, the Fixing America's Surface Transportation Act (P.L. 114-94), was signed into law by President Obama on December 4, 2015. Funding surface transportation programs at over \$305 billion for fiscal years 2016 through 2020, and extended to September 30, 2021, FAST Act was the first federal law in a decade to provide long-term funding certainty for surface transportation infrastructure, planning, and investment.

Dedicated Local Support - On November 7, 2006, the voters of Fresno County authorized the continuation of a ½ cent retail transaction and use tax over twenty years. The sales tax extension was estimated to provide an estimated \$1.7 billion in new revenues for transportation improvements throughout the county according to projections estimated through 2027. Prior Measure C funds that were dedicated to the City of Fresno were

allocated at the discretion of the Fresno City Council. The reauthorized measure allocated approximately 13% of the Measure C revenues to FAX as a Local Agency Pass-through. Through Measure C, FAX was estimated to receive \$235 million over the 20-year-life of the measure, amounting to approximately \$11.7 million per year. Based on the estimated revenue streams, FAX established two programs in 2007 to guide the expenditures of Measure C funds:

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

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

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

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

Measure C has had a major impact on public transit in the City of Fresno, and to date, a number of the program's goals have been implemented, such as senior scrip, the Automated Fare Collection System, and 15-minute frequencies on key corridors. Measure C revenue has increased from pre-economic downturn value and is projected to be \$13.4 million in FY 2022. Using federal and state funds to match and supplement Measure C funds, projects in both the Primary and Secondary Programs have been implemented, but more remains to be done.

In addition, Measure C will expire in 2026. Efforts are underway by the Fresno COG to initiate regional conversations on the extension of Measure C, but there are no guarantees

that the extension, if it passes with the required 2/3 vote, will provide the current funding levels. Given the steady funding that Measure C currently provides to the transit operators, it will be critical for the transit operators to find a continued funding source.

Appendix F: Transit System Performance Indicators

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

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

**Table F.1: System Comparison – Cost-Effectiveness
National Transit Database FY 2019**

	Passengers Per Hour	Passengers Per Mile	Cost Per Hour	Cost Per Passenger	Farebox Recovery	Score	Ranking
Tucson	4	2	1	1	1	1.80	1
FAX	1	1	5	2	3	2.40	2
El Paso	3	4	3	4	3	3.40	3
Albuquerque	2	3	4	5	5	3.80	4
Bakersfield	6	6	2	3	2	3.80	4
Stockton	5	5	6	6	6	5.60	6

As shown in Table F.1, System Comparison - Cost-effectiveness, FAX places very well among the selected peers in three of the five categories. With an average of 26.19 passengers per hour, 18.2 percent higher than the peer system average of 22.15. FAX ranked number one in this important productivity indicator.

Figure F.2: FAX Passengers per Revenue Hour Comparison with Peer Operators

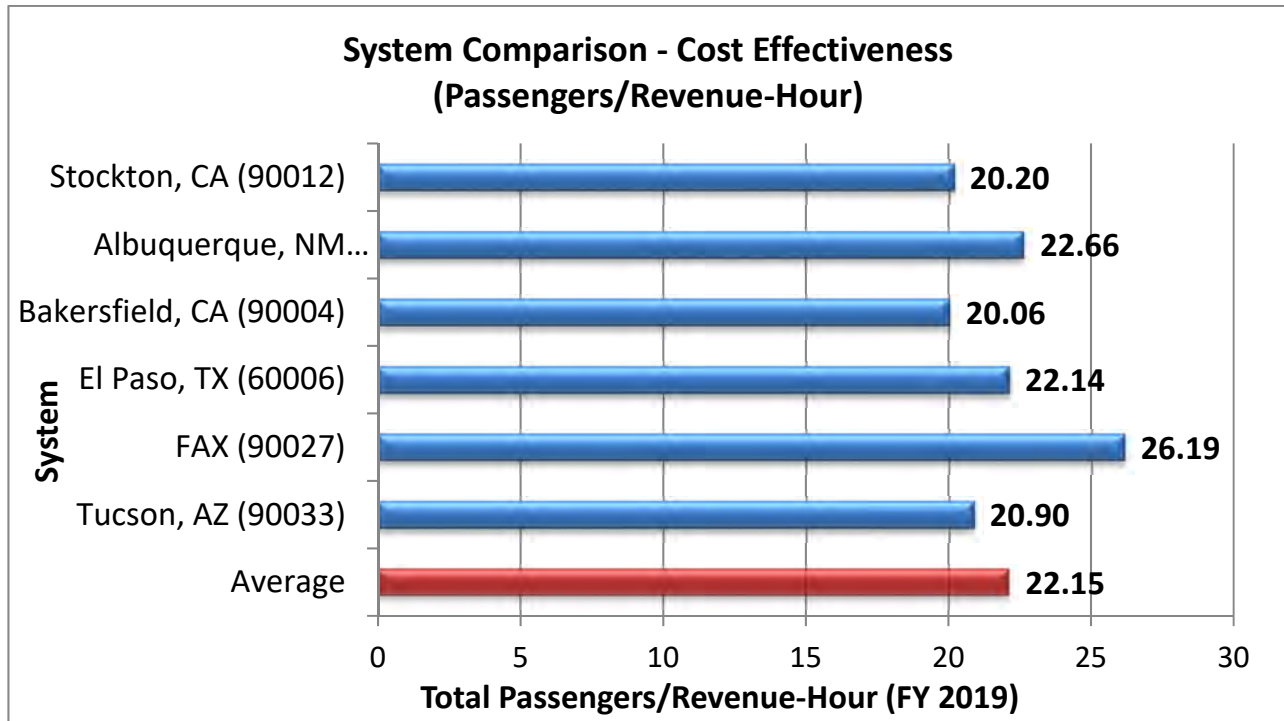
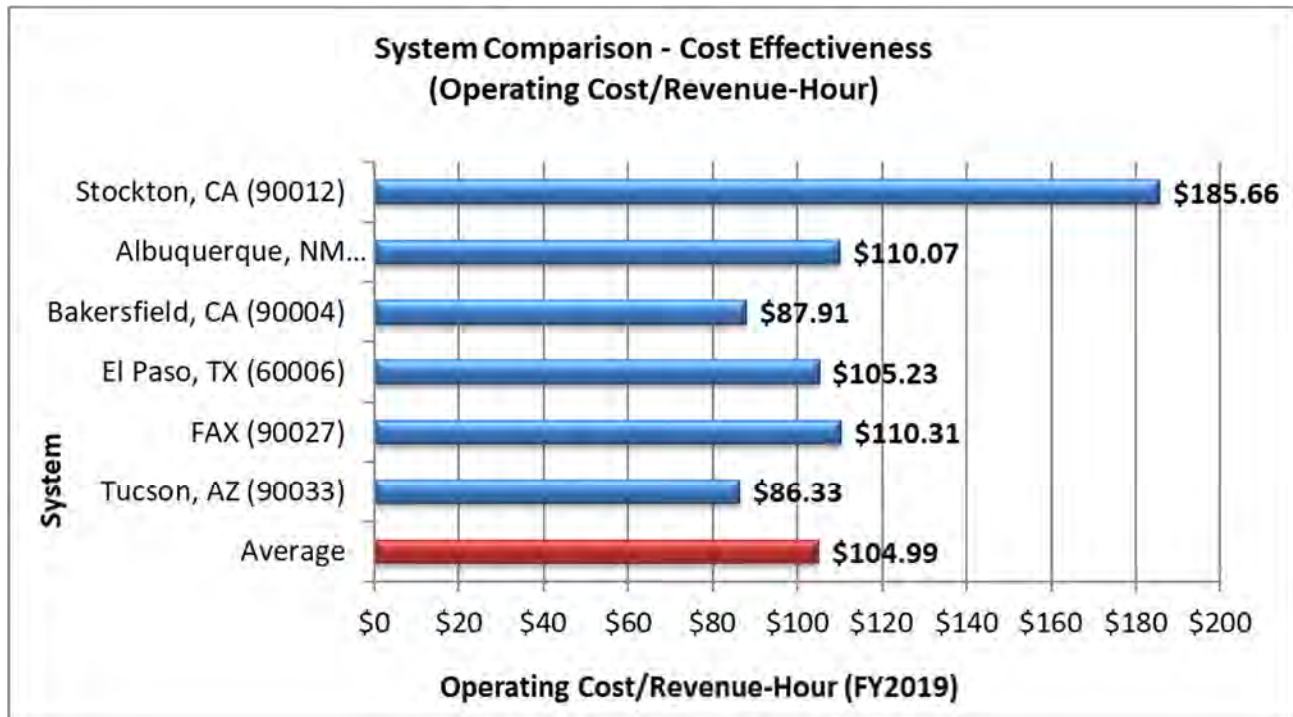


Figure F.2 above illustrates that FAX is operating an efficient transit service, carrying 4 more passengers per hour than the average of the peer operators.

Figure F.3: FAX Operating Cost Per Revenue Hour Comparison with Peer Operators



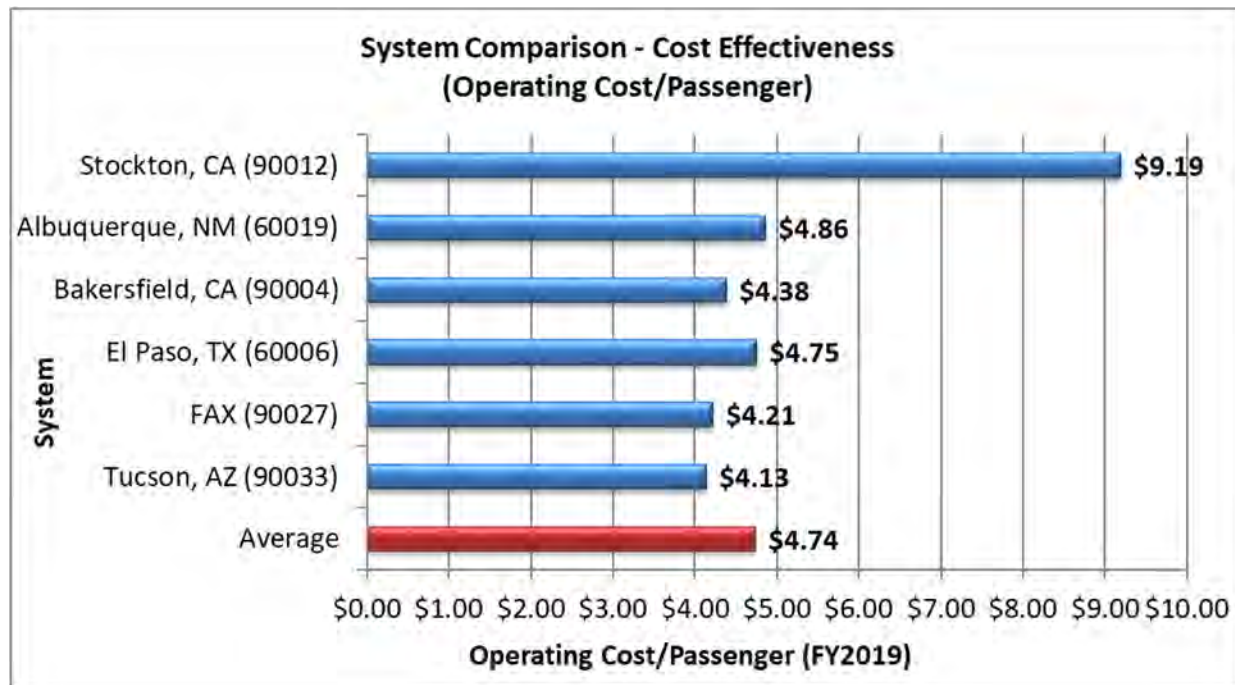
At just over \$110 per hour, FAX is operating above the peer systems average cost per hour and is operating at below the cost of just one of the five peer systems. FAX’s operating expense per hour is \$110.31, or 5percent higher than the peer system average of \$104.99. FAX ranks fifth in terms of operating expense per hour.

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

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

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

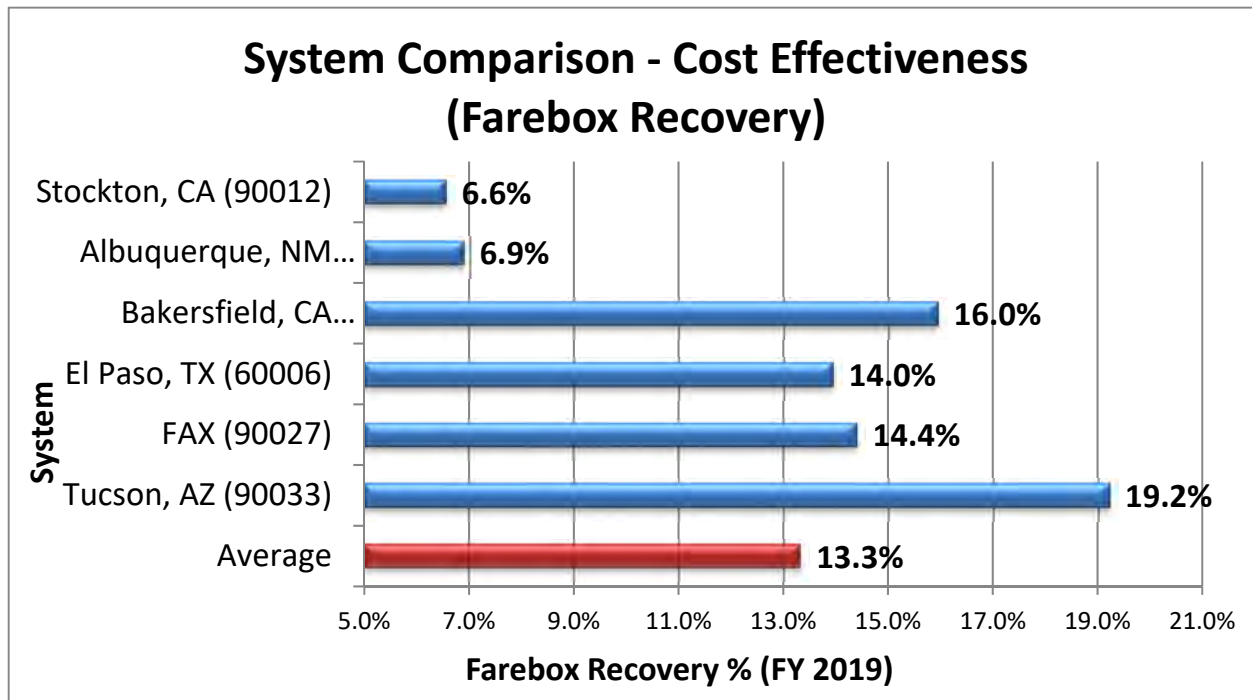
Figure F.4: FAX Operating Cost Per Passenger Comparison with Peer Operators



FAX’s operating cost per passenger of \$4.21 is lower than the peer operators’ average of \$4.74 and ranks second behind only Tucson. FAX operates a very cost-efficient transit service. As with improved service frequencies and service duration, improvements in passenger amenities and supportive services are positive improvements in customer service; however, these improvements come at a significant cost.

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

Figure F.5: FAX Farebox Recovery Comparison with Peer Operators



FAX’s farebox recovery rate of 14.4% exceeded the system average of 13.3% in FY 2019.

The State TDA regulations require FAX to maintain a minimum 20 percent farebox recovery ratio. The TDA also places restrictions on the use of State Transit Assistance (STA) Funds. FAX used local revenues (Measure C), to make up the 20% farebox recovery. Regulations require transit agencies to keep cost increases under the State Cost of Living Index (CPI). If cost increases exceed the State CPI, transit agencies are not allowed to use STA Funds for operating expenses. Finally, local and regional concerns are used to develop minimum productivity standards. For FAX, these standards are developed through a coordinated, comprehensive, continuous process carried out by the Fresno Council of Governments (Fresno COG). The Fresno COG’s Regional Transportation Plan (RTP) and Short Range Transit Plan for the Fresno Clovis Urbanized Area (SRTP), set guidelines for service evaluation. Additionally, each year the Fresno COG prepares the Annual Transit Productivity Analysis. This document assesses all public transit operators in Fresno County and reviews the most recent Triennial Audit recommendations.

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

FAX uses several operational indicators to measure the performance and financial status of the system and individual routes. Individual routes should achieve 60 percent of the system average, except for those indicators, which measure cost efficiency. Cost performance measures should not exceed 140 percent of the total system average, with 140 percent representing the system maximum. Table F.2 shows individual routes and their performance in various categories.

**Table F.2: FAX Summary of Key Operational Indicators by Route
July 2019 to June 2020**

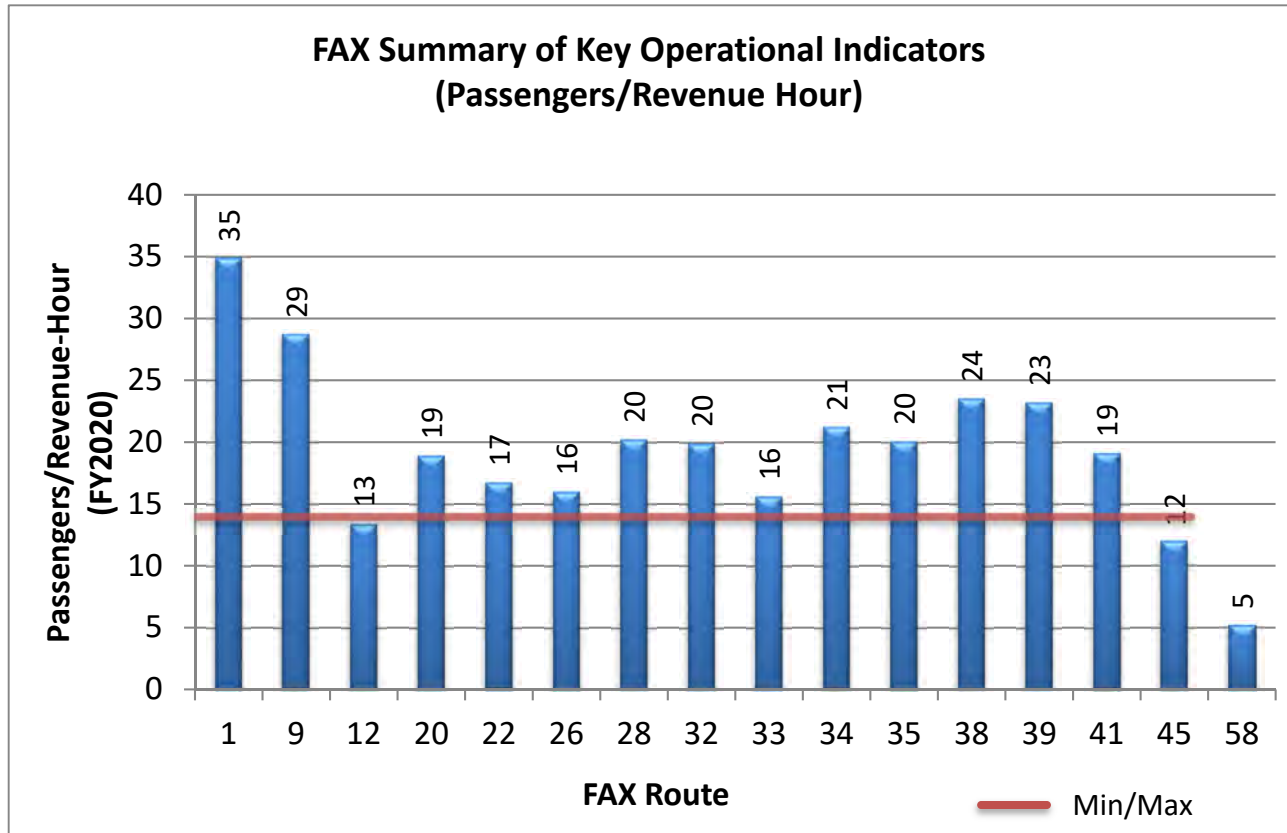
Route	Passengers	Miles	Hours	Farebox	Cost	Pass/ Hour	Pass/ Mile	Cost/ Hour	Cost/ Pass.	Fare/ Op. Cost
1	2,284,310	782,719	65,435	\$1,279,214	\$4,769,381	34.91	2.92	\$72.89	\$2.09	26.8%
9	806,530	345,008	28,072	\$451,657	\$2,056,420	28.73	2.34	\$73.25	\$2.55	22.0%
12	189,824	174,661	14,133	\$106,301	\$1,036,400	13.43	1.09	\$73.33	\$5.46	10.3%
20	301,217	172,989	15,924	\$168,682	\$1,141,074	18.92	1.74	\$71.66	\$3.79	14.8%
22	422,896	313,899	25,250	\$236,822	\$1,853,697	16.75	1.35	\$73.41	\$4.38	12.8%
26	469,626	329,221	29,320	\$262,991	\$2,112,982	16.02	1.43	\$72.07	\$4.50	12.4%
28	782,622	399,969	38,709	\$438,268	\$2,750,772	20.22	1.96	\$71.06	\$3.51	15.9%
32	529,637	264,971	26,616	\$296,597	\$1,880,161	19.90	2.00	\$70.64	\$3.55	15.8%
33	153,057	59,546	9,799	\$85,712	\$649,642	15.62	2.57	\$66.30	\$4.24	13.2%
34	768,433	371,210	36,195	\$430,322	\$2,569,004	21.23	2.07	\$70.98	\$3.34	16.8%
35	298,775	172,136	14,903	\$167,314	\$1,079,380	20.05	1.74	\$72.43	\$3.61	15.5%
38	979,091	565,823	41,598	\$548,291	\$3,108,395	23.54	1.73	\$74.72	\$3.17	17.6%
39	330,787	162,449	14,241	\$185,241	\$1,029,148	23.23	2.04	\$72.27	\$3.11	15.0%
41	543,242	314,307	28,366	\$304,216	\$2,039,525	19.15	1.73	\$71.90	\$3.75	14.9%
45	186,186	208,175	15,552	\$104,264	\$1,158,352	11.97	0.89	\$74.48	\$6.22	9.0%
*58	33,201	64,883	6,396	\$18,593	\$453,175	5.19	0.51	\$70.85	\$13.65	4.1%
Totals	9,079,434	4,701,973	410,510	\$5,084,483	\$29,687,509	22.12	1.93	\$72.32	\$3.27	10.3%
					<i>Min/Max</i>	13.27	1.16	\$101.25	\$4.58	10.3%
System-Wide Totals	System-Wide Ratios									

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

It is important to note that Route 58 is subsidized by an outside agency. Route 58 provides service to Valley Children’s Hospital (VCH) and receives incremental funding from VCH. Incremental costs are the direct costs associated with the service (such as fuel, tires, and

driver wages). Incremental costs do not include overhead costs (such as FAX Administration costs or facility costs). Revenues received from the farebox on these routes are earned in addition to incremental costs.

Figure F.6: FAX Passengers per Revenue Hour by Route in FY 2020



As Figure F.6 illustrates, FAX Route 58 and Route 45 were the only routes operating below the minimum standard of 13.27 passengers per hour, which is 60% of the system average.

Figure F.7: FAX Operating Cost per Revenue Hour by Route

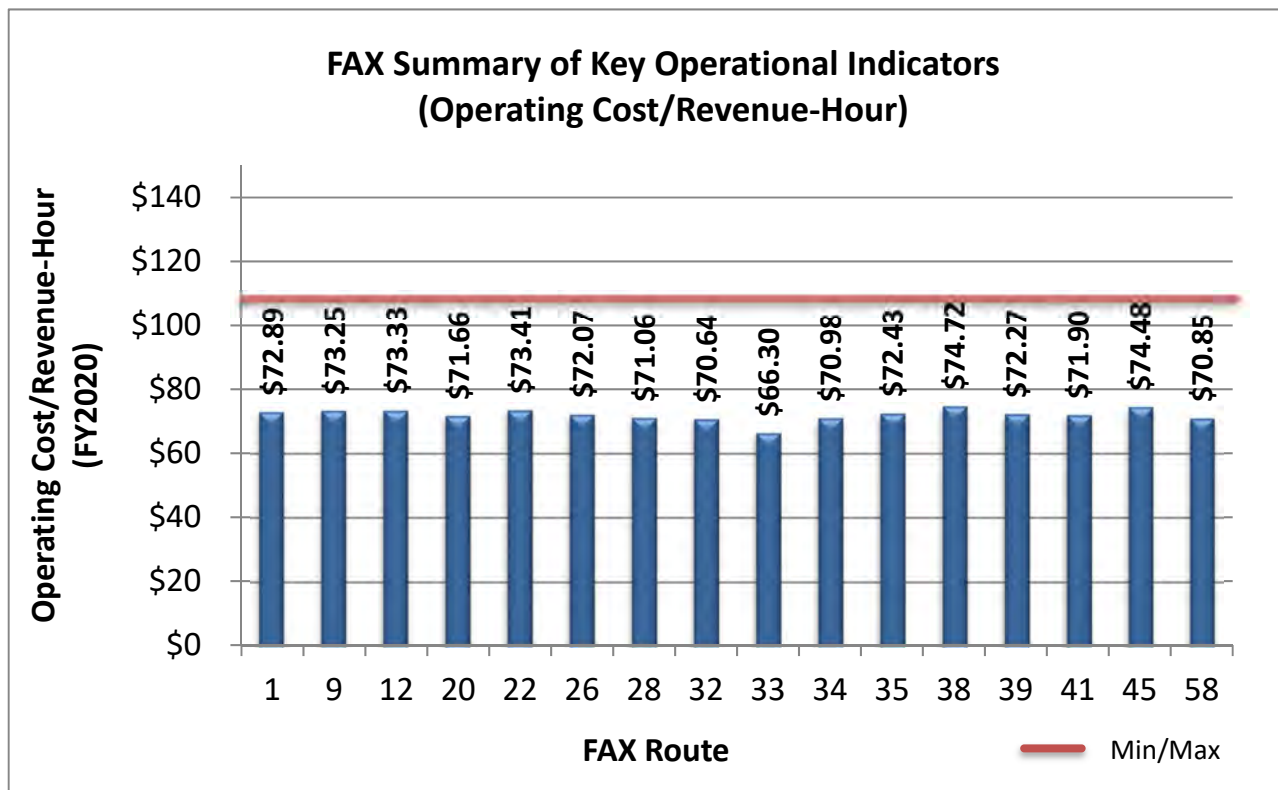


Figure 3.7 illustrates that currently, all FAX routes are operating at below the cost per hour system maximum of \$110.25.

Figure F.8: FAX Operating Cost per Passenger by Route

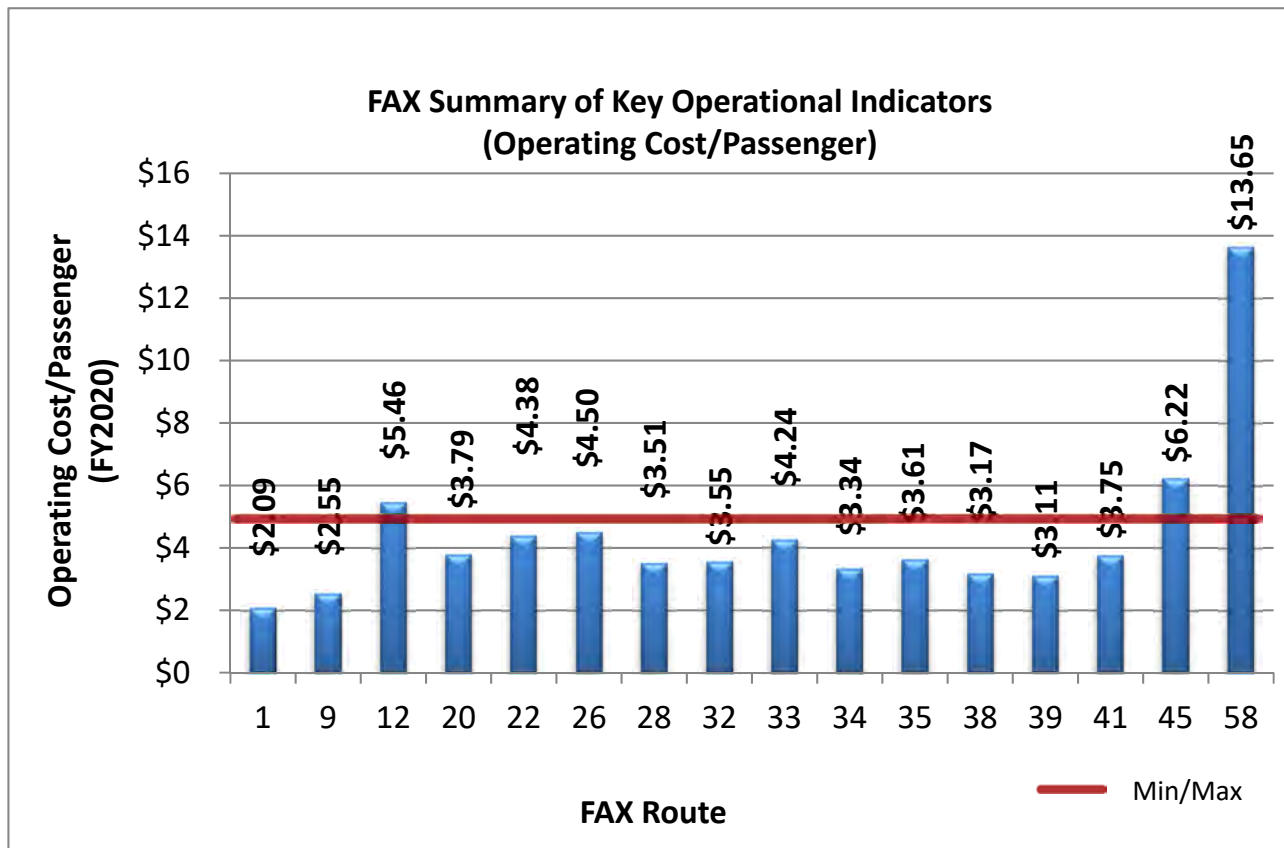


Figure F.8 illustrates that route 58 had the highest operating cost per passenger in FY 2020. The routes with the highest cost per passenger are also the routes with the lowest ridership.

Figure F.9: FAX Farebox Recovery by Route

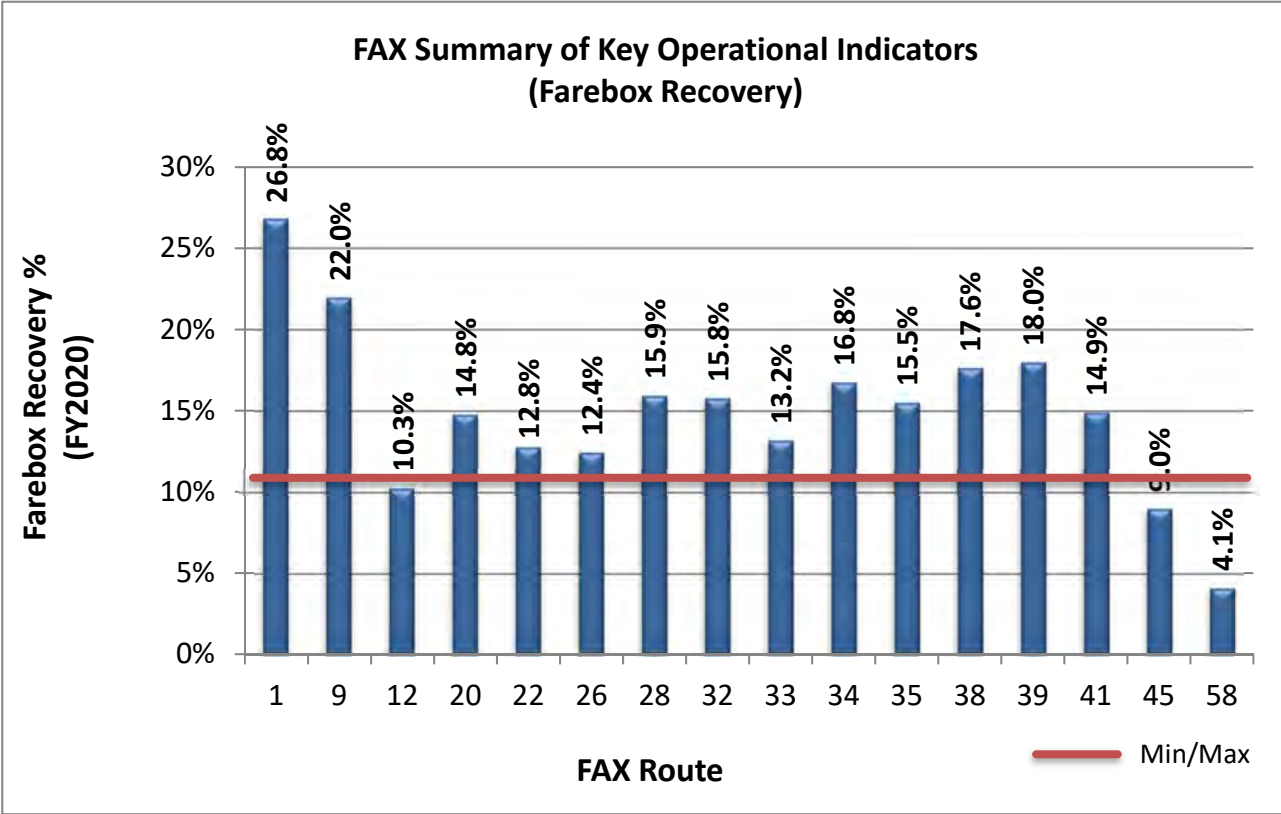


Figure F.9 above illustrates the highest farebox recovery is on routes 1 and 9.

FAX Route Ranking – Table F.3 below shows how each route compares with other routes in the system. Using five key indicators including, Percent of Farebox Recovery, Passenger Trips per Revenue Hour, Passengers per Mile, Operating Cost per Hour, and Operating Cost per Passenger. The five key indicator scores for each route were then averaged to develop an overall route ranking score. As expected, the overall ranking places the routes, which exceeded system minimum and maximum standards at the bottom of the list.

**Table F.3: FAX Route Ranking
July 2019 - June 2020**

Route	Passengers/ Hour	Passengers/ Mile	Cost/ Hour	Cost/ Passenger	Farebox Recovery	Score	Overall Ranking
1	1	1	11	1	1		
9	2	3	12	2	2		
34	5	4	4	5	5		
39	4	5	9	3	3	4.8	4
28	6	7	5	6	6	6.0	5
32	8	6	2	7	7	6.0	5
38	3	10	16	4	4	7.4	7
33	13	2	1	11	11	7.6	8
35	7	9	10	8	8	8.4	9
20	10	8	6	10	10	8.8	10
41	9	11	7	9	9	9.0	11
26	12	132	8	13	13	11.6	12
22	11	13	14	12	12	12.4	13
58	16	16	3	16	16	13.4	14
12	14	14	13	14	14	13.8	15
45	15	15	16	15	15	15.2	16

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

Weekend Service Indicators - Table F.4 (Fresno Area Express Saturday Service), and Table F.5 (Fresno Area Express Sunday Service Indicators) utilize a similar methodology to assess weekend route performance. As indicated by the **bold type**, two routes show indicators outside of acceptable standards (Routes 45 and 58). System-wide, FAX's weekend service provides 17.84 passengers per revenue hour on Saturday, and 17.51 passengers per revenue hour on Sunday. The minimum acceptable is 60 percent of those measures or 10.7 passengers per revenue hour for Saturday and 10.5 passengers per revenue hour for Sunday.

Passengers per mile averaged 1.46 on Saturday, and 1.43 on Sunday, therefore, the minimum productivity standards are 0.87 and 0.86 respectively. The cost per passenger average on Saturday was \$6.60 and on Sunday \$6.73. Using the 140 percent standard, the Saturday maximum would be \$9.24 and the Sunday maximum would be \$9.43. The farebox recovery ratio for Saturdays averaged 9.4 percent, while on Sundays the average farebox recovery ratio was 9.2 percent. As with the passengers per hour measure, we evaluate individual routes based on a minimum of 60 percent of the system average or 5.6 percent for Saturdays and 5.5 percent for Sundays. As noted earlier, Route 58 receives funding support from Children's Hospital.

**Table F.4: FAX Saturday Service Indicators
July 2019 to June 2020**

Route	Revenue Miles	Revenue Hours	Revenue Total Passengers	Operating Cost	Pass/ Hour	Pass/ Mile	Cost/ Hour	Cost/ Pass	Farebox Recovery	
1	\$119,777	85,411	7,049	213,887	\$515,028	30.34	2.50	\$73.06	\$2.4	23.3%
9	\$36,638	33,293	2,847	68,997	\$206,679	24.23	2.07	\$72.59	\$3.00	18.7%
12	\$12,848	24,941	2,159	22,942	\$156,396	10.62	0.92	\$72.43	\$6.82	8.2%
20	\$14,279	29,505	2,380	25,498	\$174,655	10.71	0.86	\$73.37	\$6.85	8.2%
22	\$23,782	42,229	3,663	42,468	\$265,231	11.59	1.01	\$72.40	\$6.25	9.0%
26	\$23,113	48,845	3,930	41,273	\$288,525	10.50	0.84	\$73.41	\$6.99	8.0%
28	\$30,542	44,355	3,966	54,540	\$285,638	13.75	1.23	\$72.01	\$5.24	10.7%
32	\$28,692	38,220	3,616	51,235	\$257,945	14.17	1.34	\$71.33	\$5.03	11.1%
33	\$5,415	12,475	1,365	9,669	\$95,199	7.08	0.78	\$69.72	\$9.85	5.7%
34	\$35,494	39,501	3,894	63,383	\$275,918	16.28	1.60	\$70.85	\$4.35	12.9%
35	\$16,041	22,200	1,969	28,644	\$142,023	45.54	1.29	\$72.12	\$4.96	11.3%
38	\$43,373	55,512	4,131	77,452	\$307,949	18.75	1.40	\$75.54	\$3.98	14.1%
39	\$14,654	26,052	2,141	26,168	\$156,569	12.22	1.00	\$73.12	\$5.98	9.4%
41	\$25,225	44,922	3,673	45,044	\$268,842	12.26	1.00	\$73.19	\$5.97	9.4
45	\$7,145	23,341	2,029	12,759	\$147,990	6.29	0.52	\$72.92	\$11.60	4.8%
*58	\$1,674	11,005	1,219	2,989	\$84,867	2.45	0.27	\$69.60	\$28.39	2.0%
Totals	\$440,691	582,815	50,037	786,948	\$3,629,454	15.73	1.35	\$72.54	\$4.61	12.1%
Min/Max						9.44	0.81	\$101.55	\$6.46	7.3%

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

**Table F.5: FAX Sunday Service Indicators
July 2019 to June 2020**

	Total Passengers	Revenue	Revenue Miles	Revenue Hours	Operating Cost	Pass/ Hour	Pass/ Mile	Cost/ Hour	Cost/ Pass	Farebox Recovery
Route										
1	172,811	\$96,774	80,820	6,653	\$486,328	25.97	2.14	\$73.09	\$2.81	19.9%
9	46,827	\$26,223	30,587	2,558	\$186,456	18.30	1.53	\$72.88	\$3.98	14.1%
12	22,007	\$12,324	24,933	2,213	\$159,599	9.94	0.88	\$72.11	\$7.25	7.7%
20	22,547	\$12,626	28,401	2,375	\$173,121	9.49	0.79	\$72.88	\$7.68	7.3%
22	38,956	\$21,815	43,485	3,623	\$264,258	10.75	0.90	\$72.93	\$6.78	8.3%
26	43,027	\$24,095	48,585	3,884	\$285,497	11.08	0.89	\$73.50	\$6.64	8.4%
28	45,263	\$25,347	41,483	3,711	\$267,251	12.20	1.09	\$72.01	\$5.90	9.5%
32	43,377	\$24,291	38,255	3,459	\$248,644	12.54	1.13	\$71.88	\$5.73	9.8%
33	10,174	\$5,697	9,373	1,367	\$91,843	7.44	1.09	\$67.17	\$9.03	6.2%
34	46,113	\$31,423	40,652	3,838	\$273,876	14.62	1.38	\$71.35	\$4.88	11.5%
35	23,453	\$13,134	22,067	1,920	\$138,959	12.21	1.06	\$72.36	\$5.92	9.5%
38	68,239	\$38,214	52,876	3,924	\$292,683	17.39	1.29	\$74.58	\$4.29	13.1%
39	21,471	\$12,024	26,418	2,120	\$155,730	10.13	0.81	\$73.44	\$7.25	7.7
41	40,816	\$22,857	45,707	3,656	\$268,710	11.16	0.89	\$73.49	\$6.58	8.5%
45	11,392	\$6,380	24,369	2,011	\$146,951	5.66	0.47	\$73.06	\$12.90	4.3%
*58	2,487	\$1,393	12,161	1,230	\$86,816	2.02	0.20	\$70.56	\$34.91	1.6%
Totals	668,960	\$374,618	570,180	48,548	\$3,526,722	13.78	1.17	\$72.64	\$5.27	10.6%
					<i>Min/Max</i>	8.27	0.70	\$101.70	\$7.38	6.4%
* Note Route 58 is subsidized by Valley Children's Hospital.										

Weekend Service Ranking - As with the weekday service, Tables F.6 and F.7 use performance standards to rank each route in the system, with routes that fall below the minimum standard are ranked at the bottom.

**Table F.6: FAX Saturday Service Ranking
July 2019 - June 2020**

Route	Passengers/ Hour	Passengers/ Mile	Cost/ Hour	Cost/ Passenger	Farebox Recovery	Score	Rank
1	1	1	11	1	1	3.0	1
9	2	2	9	2	2	3.4	2
34	4	3	3	4	4	3.6	3
32	6	5	4	6	6	5.4	4
35	5	6	6	5	5	5.4	4
38	3	4	16	3	3	5.8	6
28	7	7	5	7	7	6.6	7
22	10	8	7	10	10	9.0	8
41	8	10	13	8	8	9.4	9
39	9	9	12	9	9	9.6	10
12	12	11	8	11	11	10.6	11
33	14	14	2	14	14	11.6	12
20	11	12	14	12	12	12.2	13
58	16	16	1	16	16	13.0	14
26	13	13	15	13	13	13.4	15
45	15	15	10	15	15	14	16

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

**Table F.7: FAX Sunday Service Ranking
July 20197 - June 2020**

Route	Passengers/ Hour	Passengers/ Mile	Cost/ Hour	Cost/ Passenger	Farebox Recovery	Score	Rank
1	1	1	11	1	1	3.0	1
9	2	2	9	2	2	3.4	2
34	4	3	3	4	4	3.6	3
32	6	5	4	6	6	5.4	4
35	5	6	6	5	5	5.4	4
38	3	4	16	3	3	5.8	6
28	7	7	5	7	7	6.6	7
22	10	8	7	10	10	9.0	8
41	8	10	13	8	8	9.4	9
39	9	9	12	9	9	9.6	10
12	12	11	8	11	11	10.6	11
33	14	14	2	14	14	11.6	12
20	11	12	14	12	12	12.2	13
58	16	16	1	16	16	13.0	14
26	13	13	15	13	13	13.4	15
45	15	15	10	15	15	14.0	16

*

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

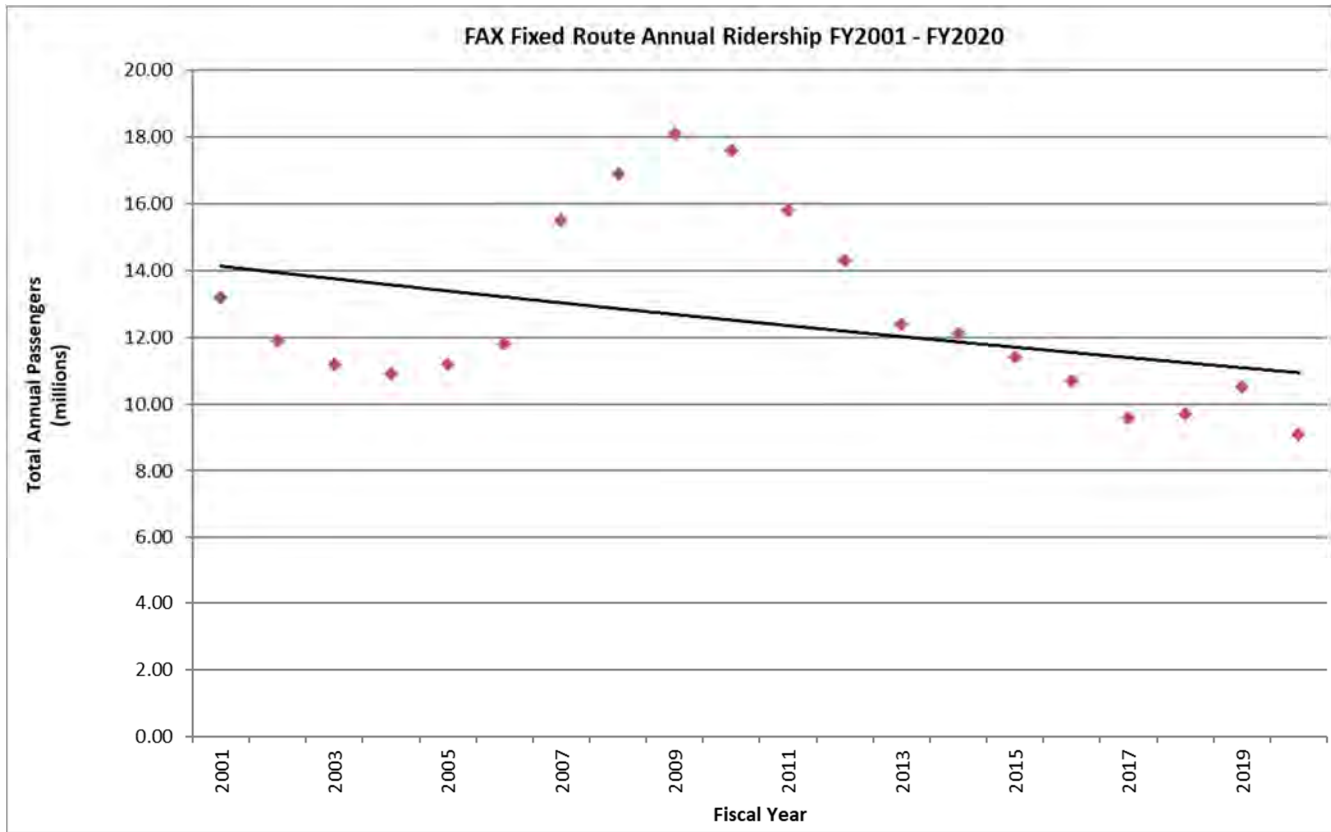
Night Service - Table F.8 below includes productivity data for FAX night service. Night service is defined as all weekday service after 7:00 p.m. Previous SRTP's defined Night Service as starting after 6:00 p.m. Changing that is more reflective of when the service transitions from day to night. There is still significant commute travel at 6:00 p.m. Only five FAX routes provided service up to midnight, those are 1, 9, 28, 32, and 38. As with day-to-day service evaluations, individual routes are evaluated using system productivity standards. Routes not performing as required are shown in boldface type. In the case of FAX night service, routes 12, 22, 26, 32 41, and 45 are all performing outside of productivity guidelines in one or more indicators.

**Table F.8: FAX Night Service
July 2019- June 2020**

Routes	Passengers	Hours	Miles	Revenue	Operating Cost	Pass/ Hour	Pass/ Mile	Cost/ Pass	Farebox Recovery
1	181,600	5,888	83,372	\$101,696	\$443,654	30.84	2.18	\$2.44	22.9%
9	48,284	1,946	30,898	\$27,039	\$150,373	24.81	1.56	\$3.11	18%
12	15,380	1,359	18,567	\$8,613	\$101,642	11.32	0.83	\$6.61	8.5%
20	13,559	902	13,725	\$7,593	\$69,032	15.03	0.99	\$5.09	11.0%
22	12,811	1,018	14,678	\$7,174	\$77,000	12.58	0.87	\$6.01	9.3%
26	15,891	1,644	21,598	\$8,899	\$121,991	9.67	0.74	\$7.68	7.3%
28	50,675	3,770	48,198	\$28,378	\$278,259	13.44	1.05	\$5.49	10.2%
32	29,685	2,377	26,678	\$16,624	\$173,527	12.49	1.04	\$5.85	9.6%
33	2,982	224	1,560	\$1,670	\$15,073	13.31	1.91	\$5.05	11.1%
34	23,656	1,733	19885	\$13,247	\$125,367	13.65	1.19	\$5.30	10.6%
35	19,971	1,258	15,935	\$11,184	\$92,686	15.88	1.25	\$4.64	12.1%
38	42,701	2,425	40,524	\$23,913	\$189,650	17.61	1.05	\$4.44	12.6%
39	13,547	713	9,644	\$7,586	\$53,218	19.00	1.40	\$3.93	14.3%
41	17,406	1,419	21,001	\$9,747	\$107,937	12.27	0.83	\$6.20	9.0%
45	5,352	711	10,618	\$2,997	\$54,190	7.53	0.50	\$10.13	5.5%
Totals	493,500	27,387	378,881	\$276,360	\$2,053,599	18.02	1.30	\$4.16	13.5%
					<i>Min/Max</i>	10.81	0.78	\$5.83	8.1%

As the table shows, FAX night service performance is lower than weekday service and is similar to weekend service performance; however, this is typical of transit systems across the country.

Figure F.11: FAX Fixed Route Annual Ridership FY 2001 – FY 2020



Annual Ridership on FAX bus routes had been steadily decreasing up until FY 2018 when FAX reported its first ridership increase since the financial crisis of 2008. It increased again in FY 2019 (7.6%) and was trending toward a double-digit increase in FY 2020 before the COVID-19 pandemic. Overall, FAX ridership has decreased 31% in the 20-year period from 2001 to 2020 from 13,178,495 riders 9,058,367 riders respectively.

Figure F.12: FAX Fixed Route Annual Operating Costs FY 2001 – FY 2020

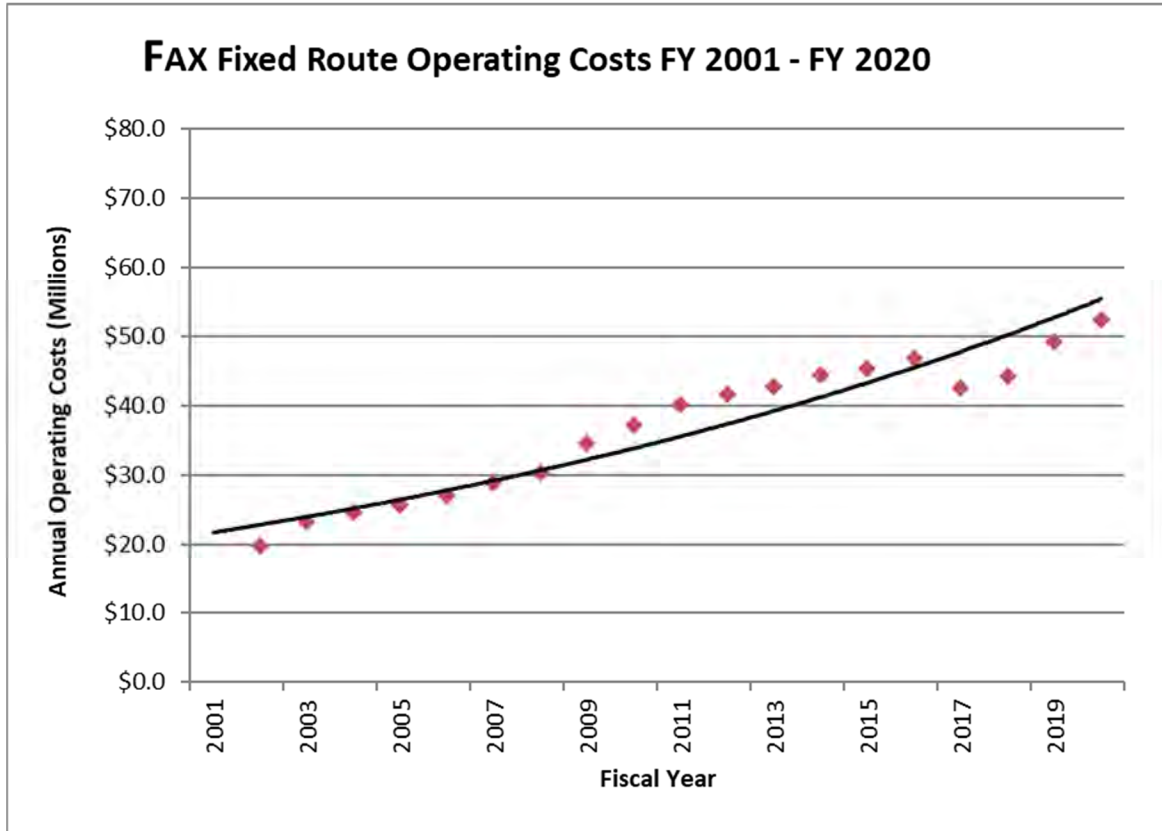


Figure F.12 illustrates how annual operating costs for the FAX system have steadily increased year after year – from \$19.9 million in FY 2001 to \$56.9 million in FY 2020.

Figure F.13: Comparison of Ridership vs Operating Costs

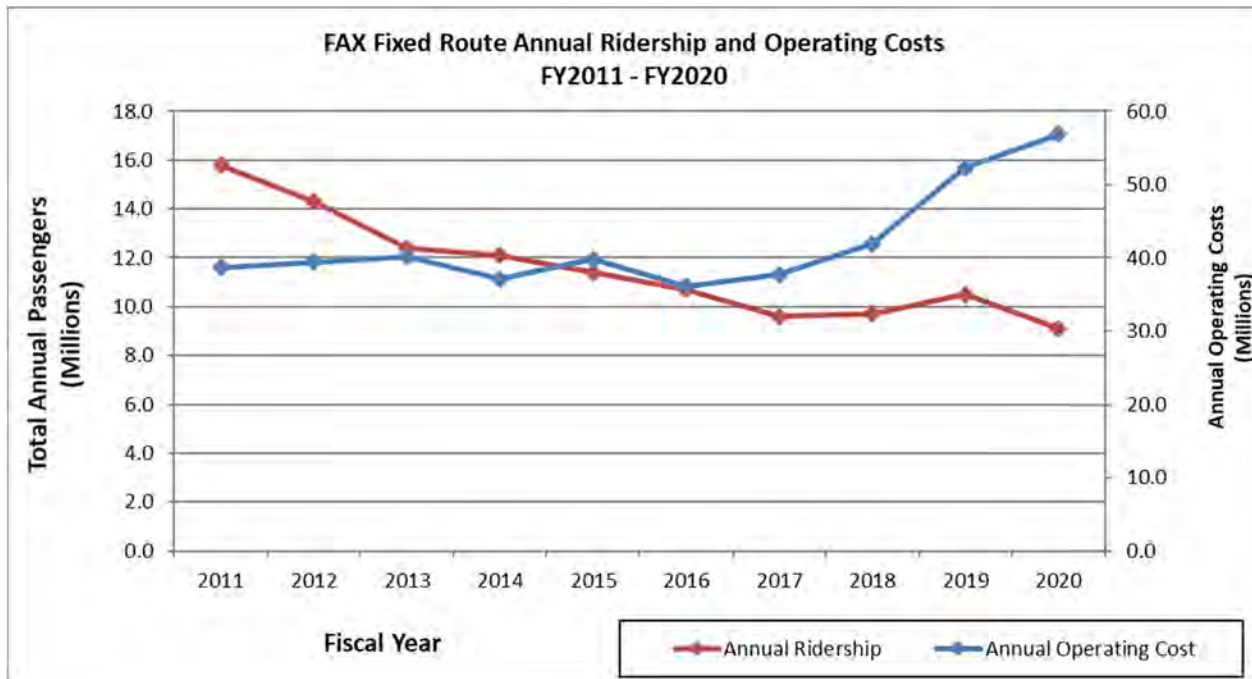


Figure F.13 illustrates that ridership continued to fall until 2017. Between 2017 and 2018, FAX invested in higher frequency service on Routes 1 (BRT), 9, and 38. There were also increases in frequency on the weekends and later weeknight service. All of these services have increased the operating budget. At the end of FY 2018, FAX showed the first ridership increase (1.3%) since the economic downturn and an 8.2% increase for FY 2019. Due to the impacts of COVID-19, FAX ridership dropped in FY 2020. Because of the effects on service from the economic downturn, FAX began building an operating reserve. Historically, there has been no money set aside for reserves that are used to cover capital expenses before reimbursement or to provide for additional operating revenue.

Table F.14: Handy Ride Annual Mileage and Ridership FY 2001– FY 2020

FISCAL YEAR	VEHICLE MILES	% CHANGE	TOTAL PASS.	%CHANGE	MILES/PASS.
2001	868,861	12.20%	100,832	5.40%	8.6
2002	920,744	5.90%	102,976	2.10%	8.9
2003	1,011,081	16.90%	133,483	29.63%	7.6
2004	1,182,065	5.90%	169,898	27.01%	7.0
2005	1,084,752	-8.23%	192,556	13.34%	5.6
2006	982,540	-10.40%	182,818	-5.30%	5.4
2007	963,836	-1.94%	180,674	-1.20%	5.3
2008	1,172,610	21.66%	222,428	34.00%	5.3
2009	1,119,986	-4.49%	234,423	5.12%	4.8
2010	1,609,206	43.68%	238,707	1.79%	6.7
2011	1,191,892	-25.93%	227,955	-4.72%	5.2
2012	1,123,401	-5.75%	209,473	-8.82%	5.4
2013	1,094,217	-2.60%	203,999	-2.68%	5.4
2014	1,091,972	-0.21%	207,322	1.60%	5.3
2015	1,147,886	5.12%	209,431	1.01%	5.5
2016	1,140,144	-0.67%	201,826	-3.77%	5.6
2017	1,156,767	1.46%	199,948	-0.93%	5.8
2018	1,212,603	4.83%	213,026	6.54%	5.7
2019	1,213,011	0.03%	220,351	3.44%	5.5
2020	928,054	-23.49%	170,721	-22.52%	5.4

Findings - For this SRTP, an automated peer selection process that identifies comparable transit systems for peer analyses was used. This approach was derived by the Florida Transit Information System (www.ftis.org) and uses a variety of criteria in the selection process. Criteria include Urban Area Population, Vehicle Miles Operated, Operating

Budget, Population Density, Service Area Type, Population Growth Rate, Percent Low Income, and others. The five transit agencies selected were El Paso, TX; Albuquerque, NM; Tucson, AZ; Bakersfield, CA; and Stockton, CA. All five agencies are Federal Transit Administration (FTA) Grant Recipients, and therefore, required to provide their system performance data to the National Transit Database (NTD). Furthermore, two are California agencies that must operate under the same California State Transportation Development Act Guidelines. The data used in this comparison is the most recent available from NTD (FY 2019).

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

In the systems minimum/maximum standard assessment, three routes were shown to fall outside of accepted standards. Routes 12, 45 and 58, have some of the lowest ridership in the FAX network and route 45 operates at the lowest frequency of every sixty minutes. Route 58 is subsidized through a contract with Valley Children's Hospital, which pays the incremental cost of operation, and as such, provides service to the citizens of Fresno at no extra cost.

Conclusions - The bottom line of Table F.2 shows the total gross indicators and the system-wide performance measure. Starting with the first minimum indicator, Passengers per Service Hour, 60 percent of 22.12 is 13.27. Indicators that do not meet the system standard are shown in boldface type. Moving to Cost per Service Hour, the system-wide average is \$72.32 and 140 percent of that is \$101.25. Route indicators that exceed this maximum are shown in boldface type.

The Third indicator is Cost per Passenger. The FAX system-wide average is \$3.27, and 140 percent of that is \$4.58. As with the other indicators, those that exceed the maximum have been boldfaced. The final indicator is a farebox recovery ratio. The FAX system-wide average is 17.3 percent and 60 percent of that is 10.28 percent. Again, those indicators that do not achieve the minimum are shown in boldface type.

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

Appendix G: 2018 Rea and Parker Key Survey Findings

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

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

Rider Demographics

- Just over one-half of respondents (52 percent) are female and English is the primary language spoken in the home for over 9 in 10 (91percent) of respondents.
- The average household size is 3.5 persons with over two-fifths (41 percent) reporting either a 1-person household (23 percent) or a two-person household (18 percent).
- Respondents are primarily Hispanic/Latino (47 percent), African-American/Black (22 percent), and White (18 percent).
- Well over one-half of respondents (54 percent) earn an annual household income of less than \$10,000 and another 22 percent earn between \$10,000 and \$19,999 on an annual basis. The median respondent's annual household income is \$9,300.
- Nearly one-half of respondents (48 percent) are between 18 and 34 years of age with another 27 percent recorded as between 35 to 54 years of age. Over 7 in 10 (71 percent) have a high school education or less while 17 percent have a college degree or more education.
- Nearly two-fifths (37 percent) of these respondents are either employed full-time (20 percent) or employed part-time (17 percent) and another 24 percent are students (8 percent employed and 16 percent not employed). Among non-student respondents, 14 percent are unemployed.
- The major residential zip codes of the respondents are as follows: 93706 (12 percent) with 93726, 93702, and 92727 (10 percent each).

Customer Travel Characteristics

- Nearly 8 in 10 (79 percent) of respondent customers who received their survey form on a particular route identified that route as one of their regular routes. The remaining 21 percent identified another bus route as a regular route.
- The dominant typical trip purposes of FAX respondent customers are work/business (26 percent), college (19 percent), and errands/personal (17 percent). Similar patterns are found in previous survey results.

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

Customer Satisfaction with FAX Bus Service

- Customers express substantial overall satisfaction with the FAX bus system. Nearly four-fifths (79 percent) are either very satisfied (42 percent) or satisfied (37 percent). Another 15 percent are slightly satisfied. On a scale of 1 to 6, where 1 = very satisfied and 6 = very dissatisfied, the mean satisfaction rating is 1.9. This represents a notable increase in satisfaction from the 2014 survey period where the mean rating was 2.3. The 2018 satisfaction rating also exceeds the ratings from 2011 where mean satisfaction ratings were 2.1.
- The highest overall satisfaction with the FAX bus system is accorded to bus routes 41 (1.79), 1 and 20 (1.80 each), and 45 (1.82).
- Customers provide the highest mean ratings for drivers' characteristics including drivers' driving skills and drivers' safety awareness (mean of 1.8 each), drivers' helpfulness (mean of 1.9), and drivers' courtesy (mean of 2.0). These satisfaction means represent a distinct increase over the 2014 survey ratings.
- Concerning time considerations, respondents are most satisfied with the hours of operation on weekdays (mean of 2.1) and satisfied with time to complete trip, on-time performance, and frequency of buses (each with a mean of 2.3). Customers are less satisfied with the hours of operation on weekends (mean of 2.6). It is noteworthy that these five categories of time characteristics show strong improvement in satisfaction levels over the previous two survey periods.
- Regarding bus features that revolve around the proximity of bus stops and safety considerations, customers are comfortably satisfied with the closeness of bus stops to home, the closeness of bus stops to destination, safety on-board buses (each with a mean satisfaction rating of 2.0). Customers also express a reasonable level of satisfaction with safety at bus stops/stations (mean of 2.2). Again, it is clear that each of these characteristics regarding safety and proximity of bus stops depicts distinct improvement in customer satisfaction over the 2014 survey results.

- Regarding cleanliness, customers are somewhat satisfied with the cleanliness inside the buses (mean rating of 2.4) and with the cleanliness of bus stops/stations (mean rating of 2.5). Customers report very good levels of satisfaction with the value for the price paid, the overall comfort of bus riders (each with a mean satisfaction rating of 2.0), and the availability of route/schedule information (mean rating of 2.1). The current ratings for these characteristics represent a distinct improvement in satisfaction from the 2014 survey period.
- Customers identify on-time performance as the most important weighted bus feature (35 percent) followed by frequency of buses (18 percent). Customers accord the next level of weighted importance to time to complete trip (13 percent) followed by safety on-board buses (10 percent) and hours of operation – weekends (9 percent). These same bus service features were accorded similar levels of weighted importance in the 2014 survey.
- Based upon a satisfaction/importance quadrant analysis, the following bus features are the core characteristics that lead to the overall rating of the FAX bus service as very satisfactory: drivers' courtesy, safety on-board buses, and drivers' driving skills. On-time performance, frequency of buses, time to complete trip, and hours of operation on weekends are potential characteristics for improvement. The core characteristics, as well as the features that would aid overall satisfaction, were they to be improved are identical to those identified in the 2014 survey.
- The "report card" that was developed for prior surveys shows that FAX has been a consistent success with high customer satisfaction. The level of satisfaction has markedly improved since the previous two survey periods.

Customer Preferences for Receiving FAX Communications

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

Conclusion

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

Appendix H: Potential New Funding Sources

Table H.1: Potential New Revenue Sources for Fresno Transit Projects

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

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

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

