

The Fresno Economic Opportunities Commission
Transit Systems
CONSOLIDATED TRANSPORTATION SERVICE AGENCY

OPERATIONS PROGRAM & BUDGET

2014/2015 Board of Directors

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**CONSOLIDATED TRANSPORTATION SERVICE
AGENCY**

**OPERATIONS PROGRAM & BUDGET
FY 2014/15**

FOR THE

**FRESNO URBAN CTSA
FRESNO RURAL CTSA**

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SECTION I. INTRODUCTION

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

The OPB is intended to serve the following purposes:

1. Provide a program of operations, including an implementation schedule for new and/or modified services and a program budget for CTSA coordinated and consolidated social service transportation services for the program year July 1, 2014 through June 30, 2015.
2. Serve as a resource document for local-elected officials, social service agencies and the general public.
3. Demonstrate the CTSA's compliance with Section 99275.5 of the Public Utilities Code concerning Transportation Development Act (TDA) Local Transportation Funds (LTF) Article 4.5 claim evaluation criteria and required findings and with the COG Assembly Bill *AB 120 Action Plan* adopted February 1982 and as amended in April 1990.
4. Document efforts to improve coordination and consolidation of social service transportation services in order to:
 - a. Demonstrate compliance with Chapter 1120 of the 1979 California Statutes by addressing and substantiating which of the coordination benefits specifically listed in the legislation should be pursued by the co-designated CTSA's in the Fresno Metropolitan Area and Rural Fresno County.
 - b. Create additional opportunities to utilize supplemental grant funding available from federal, state and local assistance programs to support social service transportation services by demonstrating that "coordination criteria" have been addressed.

SECTION II: MANAGEMENT SUMMARY 2014/2015

Overall Budget

The Draft Budget for 2014/2015 totals \$2,001,270 for the Rural CTSA and \$3,982,998 for the Urban CTSA. These figures are slightly up by 1% or, \$21,333, for the Rural CTSA and down 4.6% or \$191,581 in the Urban CTSA from the previous year's 2013/2014 budget. Combined, the overall Rural and Urban Budget for 2014/2015 is **\$5,984,268**. This equates to an overall 2.8% decrease, or \$170,248 over the previous year's budget. Most of this decrease is due to the reduction of \$190,000 in the FTA Urban area JARC grant award for the 2014/2015 fiscal year.

Planned Revenue

The Rural CTSA shows an overall slight increase in revenue due to small increase in TDA 4.5 funding for the 2014/2015 year. The Urban CTSA revenue has decreased as mentioned above due to the reduction of FTA JARC Grant funds.

Planned Expenditures

Expenditures in both the Urban and Rural CTSA have been affected by the volatile fuel costs therefore a fuel cost contingency was budgeted in the Urban CTSA. Some transportation agreements were negotiated with a fuel surcharge rate as part of the reimbursement to help offset this unforeseen cost fluctuation. The largest contract, CVRC, does not include a fuel surcharge due to the State budget freeze.

Overall expenses have been budgeted as conservative as possible given the tight funding restraints presented.

TDA 4.5 Funds and Grants

The TDA 4.5 funding is allocated on the estimated Sales Tax Revenues for Fresno County and approved by the Fresno Council of Governments. In the upcoming fiscal period, 2014/2015, the TDA 4.5 funds increased to \$438,312 or 5.2% in the Rural CTSA and to \$862,919 or 5.4% in the Urban CTSA. Combined the TDA 4.5 funds increased to \$1,301,231, or 5.3%. In 2013/2014 the combined TDA fund was \$1,235,514, an increase of \$65,717 for 2014/2015.

The CTSA applies for the FTA 5310 vehicle grant each year. The CTSA submitted a grant for eight (8) new vehicles in the Fiscal Year 2011/2012 FTA grant cycle and the CTSA was awarded all eight (8) vehicles. The local match requirement, 11.47%, is budgeted as TDA funds and is shown in the Urban CTSA budget for 2013/2014. Due to FTA administrative funding changes the next round of FTA 5310 grants is not yet identified. Fresno EOC has placed a conservative estimate for grant amount for the 2014/2015 budget cycle for any FTA 5310 grants upcoming in that fiscal period.

The CTSA has also applied to the Fresno Council of Governments for a previously awarded FTA 5316 grant for Job Access Reverse Commute or (JARC). This grant has been vital to supplementing our Central Valley Regional Center (CVRC) transportation service for approximately 500 developmentally disabled adults daily. This JARC funding has been used to partially fund transportation employment and employment training for consumers. Without this funding the current level of service would be reduced drastically due to funding cuts in State of California budget process. Fresno EOC is currently monitoring the impact of the unavailability of those funds to the CVRC transportation service.

Service Contract Changes

The following major service changes are noted for the upcoming FY 2014/2015.

- Head Start Federal Funding remains at a reduced level resulting in a cutback of Head Start School Bus services for the 2014/2015 School Year. The results of this proposed reduction is included in this Budget.

CTSA Service Contracts

<u>Customer</u>	<u>Estimated Revenue</u>	<u>Service</u>	<u>Area</u>
CVRC	\$ 2,853,615	Developmentally Disabled	Urban & Rural
EOC Meal Delivery	\$ 349,857	Elderly	Urban & Rural
EOC Head Start	\$ 416,670	Student Transportation / Meals	Urban & Rural
Masten Towers	\$ 37,940	Elderly	Urban
Senior Citizens Village	\$ 7,013	Elderly	Urban
Nikkei Senior Center (*Driver provided by Nikkei)	*	Elderly	Urban
Soul School (* assist with bus tokens)	*	Student Transportation	Urban
ARC of Fresno & Madera		Vehicle Maintenance	Urban

Vehicle Procurement Student Transportation

The CTSA applied for eight (8) vehicles via the FTA 5310 grant process for 2012/2013 cycle and was awarded all eight. The actual vehicle procurement from the 2012/2013 cycle is still pending signed contracts from the State offices. This capital budget item is reflected in the 2013/2014 budget. Local match is equal to 11.47% with FTA paying 88.53%.

Vehicle Inventory

The CTSA fleet, as of June 30, 2013, consists of the following:

Number of Vehicles	Description	Fuel Type
34	School Buses	Diesel
53	Wheelchair Cutaway Vans	Gasoline
3	Small Mini-Vans	Gasoline
26	Meal Delivery Vans	Gasoline
116	Total Vehicles	

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

Personnel

The CTSA, as of July 1, 2013 is staffed as follows:

1	Transit System/Food Service Director
1	Business Manager
4	Operational Supervisors
1	Maintenance Supervisor
1	Route Planner/Scheduler
1	Dispatch Supervisor/Account Clerk
12	Dispatchers
105	Drivers (includes on-call staff)
3	Mechanics
1	Janitor/Weekend Wash Lead
151	Total

Looking Back 2013/14

2013/2014 Fiscal Year proved to be a challenging year as anticipated. The largest contract, CVRC, continues to be depressed as the State budget continues to be frozen while costs, especially fuel continues to go up. Service levels continue to be slightly reduced by (4) routes for this contract to balance the operational budget. The CTSA was awarded the FTA JARC Grant, which helped in stabilizing the CVRC route service level and prevented further cutbacks to the developmentally disabled adults needing employment transportation.

Fuel prices did decrease from late autumn until early 2014 and have now risen again. In July 2013 fuel prices were at \$3.80 per gallon, December prices went to a low of \$3.33. As of March 31, 2014 CTSA was paying about \$3.80 per gallon, back to where this fiscal year pricing started.

Meal delivery service levels rose in July of 2014 due to the award from the Fresno Madera Area Agency on Aging (FMAAAA) of the Fresno and Madera counties home delivered meal service contract.

In general the state of the economy continues to have a profound impact on each line item in the CTSA budget.

Looking Ahead 2014/2015

2014/2015 will be another challenging year as budget constraints continue to keep pressure on as funding sources for disabled and elderly remain at previous low levels. Sequestration and its effects on the local budget may have on significant impact in the areas of Head Start transportation, as well as senior service transportation.

Fuel prices have not stabilized and continue to create concerns as it is a significant part of the budget. A negotiated .11 cents off the pump price is in effect until June 30, 2014. EOC hopes to negotiate a similar pricing discount for 2014/2015.

CVRC continues their budget freeze and as a result continued reductions in service levels and consolidation is a daily occurrence. FTA JARC Grant is crucial to this contract, however EOC has been notified that the 2014/2015 JARC funding, at the reduced amount of \$250,000, is the final JARC funds available for this purpose due to FTA funding reorganization.

The CTSA will evaluate strategies in an effort to seek new contracts in 2014/2015. The CTSA will increase revenue by marketing mobility training, CPR and First Aid. EOC was able to market its vehicle maintenance service and is now maintain the ARC of Fresno and Madera vehicle fleet.

SECTION III. GOALS, OBJECTIVES AND POLICIES

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

GOAL:

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

OBJECTIVES:

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

POLICIES:

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

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

Improvements in existing CTSA services. The SSTAC shall be responsible for reviewing performance standards to be used in the evaluation process. Performance standards shall take into consideration the special needs that are being responded to by the CTSA and also the goals of AB 120. The SSTAC evaluation process shall take place prior to the annual submission of the OPB to the COG to allow for the inclusion of any SSTAC recommendations in the OPB.

12. All new services initiated by the CTSA will be subject to a one-year evaluation process. Each new service will be required to meet specified performance objectives. Public transit operated under contract with the CTSA shall be subject to the performance standards and evaluation process used for transit systems operated directly by FCRTA member agencies and other private contractors. The first three months of operations will be utilized to establish and market the new service. Modifications to the service, if appropriate, will be recommended and implemented during this time. If, after nine months, it is the opinion of the SSTAC that the service will not meet performance standards, the SSTAC may recommend that the service be discontinued. If the service is to be terminated, the period between nine and twelve months will be used to provide an orderly phase out.

SECTION IV: OVERVIEW OF CTSA SERVICES

1. URBAN AND RURAL CTSA DESIGNATIONS

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

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

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

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

2. DESCRIPTION OF URBAN CTSA SERVICES

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

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

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

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

3. DESCRIPTION OF RURAL CTSA SERVICES

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

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

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

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

4. OBJECTIVES STATUS OF URBAN AND RURAL OPERATIONAL

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

A. Centralized Administration

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

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

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

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

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

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

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

B. Consolidation of Funding

Consolidating funding under the CTSA allows for economics of scale when purchasing capital equipment and leveraging funds for the operations. The Fresno Urban and Rural CTSA anticipate various operating revenues from social service agencies in FY 2013/2014. These revenues, along with donations from seniors participating in the congregate meal program, contribute to the minimum required fare box match requirements of 55%. In 2012/2013 farebox exceeded the match of 55% to the level of 78% in the Urban area and 79.1% in the rural area. In 2013/2014 the fare box match is planned at 79.0% in the rural areas at 78.8% in the Urban area. In FY 2014/2015 the projection is approximately 77% for Urban and 78% for Rural. These match projected percentages include all non TDA funds as match.

Consolidation of funds increases leverage in purchasing vehicles. As necessary, the Fresno Urban and Rural CTSA applies for Federal Transportation Administration (FTA) Section 5310 Capital Grants to purchase new vehicles and other equipment, such as two way radios, wheelchair lifts and computer equipment/software, in an effort to keep the fleet current. Keeping the fleet current makes for a cost effective and efficient operation that is appreciated by our customers. Currently those Grants require a 11.47% match. It is because of funding consolidation that allows the CTSA to meet the match and be competitive.

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

The CTSA is currently awaiting the award contract and vehicle procurement.

Centralized Dispatching

The CTSA, with the exception of Selma Transit, has consolidated dispatching to one central location. The specific benefits of dispatch consolidation is the reduction of transfer calls, a better regional awareness within the County, consistency, expertise, economic and operational efficiencies and better accountability, data and customer service. This collaboration has been made possible because of cooperative effort with our CTSA co-designee the Fresno County Rural Transit Agency.

Currently the CTSA uses a two-way radio system that connects each vehicle to the central dispatch center base station. Each of the six (6) dispatcher stations is equipped with a multi-line telephone system, a computer with dual monitors and newly procured Dispatching software(Mobilitat) used for electronically dispatching the public transit portion of the Transit Systems' service. This software has scheduling, data-base and mapping systems. Each Dispatch station also has two-way radio microphones with separate audio listening devices, and various protocol references and quick reference procedures. The internet service is supported by fiber optic service lines for maximum speed and capacity.

Bilingual dispatchers are on duty and a number of bilingual personnel are available for interpreting needs in several languages. There are two (2) dispatchers assigned to the Selma Dispatch Center and seven (7) dispatchers assigned to the Fresno EIC Transportation Center. All dispatchers are supervised by a newly created Dispatch Supervisor management position at the Fresno CTSA Transit Systems Nielsen Operation Center.

In 2012 a call volume study was conducted at the Fresno Station to reflect the call volume in a typical 24 hour period. The same study is currently under way in Selma. The results of the Fresno call volume may be found in **Exhibit C**. The results showed the Fresno Center has a capacity to more than double in volume.

C. Centralized Maintenance

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

performed according to existing preventative maintenance schedules approved by the California Highway Patrol (CHP) for all motor carriers. All repairs are subsequently recorded and filed as approved by the California Motor Carrier Division for general record keeping and vehicle history documentation. Additionally the maintenance department is currently utilizing maintenance tracking software, which has greatly enhanced record keeping, and reporting capabilities. In July of 2013 the CTSA received a “satisfactory” rating from the California Highway Patrol (CHP) Motor Carrier Division, this is the highest rating given by the CHP. The CTSA has earned this satisfactory rating each year since inception.

The CTSA continues to look to market its services to other Social Service Agencies. The newly acquired ARC of Fresno & Madera vehicle maintenance service is a result of this marketing effort. The Fresno Urban and Rural CTSA, as part of its OPB, commenced operation of a centralized maintenance facility on March 3, 1987. The original facility had two service bays. During 2004/2005, construction of a new maintenance facility was approved. The new facility planned at 5,000 square feet, with eight service bays and new state of the art equipment, went before the Fresno City Planning Department. Permits were obtained and in December 2005 construction began. The facility was opened June 18, 2006 and continues to be a productive and efficient operation. Mechanic productivity and all vehicle repairs are entered into a vehicle maintenance software tracking program. Mechanic productivity meets labor industry standards.

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

Service Schedule:

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

Labor Rate:

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

Equipment/Parts:

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

Mechanics:

The four mechanics have a combined experience of 60 years and each mechanic is ASE Certified in various categories. All are capable of working on a variety of vehicles from gasoline to diesel fueled.

D. Driver Training Programs

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

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

The training for an original applicant consist of a minimum of 40 hours of total instruction, which includes but not limited to 20 hours of classroom and 20 hours of behind the wheel training. The renewal driver must acquire 10 hours of in-service each year and when they are up for renewal, they must complete 10 hours of classroom. This course provides the applicant with the information needed to become a professional bus driver.

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

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

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

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

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

The Safety Team consists of a Manager/Director, Agency Safety Coordinator, a Transit Supervisor and two non-management employees including a mechanic. The Safety Team meets six times per year. The goal of this team is to discuss on-the-job injuries and/or vehicle accidents prevention. This team has made a positive impact on the safety record. FRESNO EOC provides a suggestion box so drivers have the opportunity to write down safety suggestions. The Safety Team reviews all suggestions and they are reviewed at the mandatory safety meetings. The CTSA has established a Safety Drawing Program, which is an incentive-based program. This program increases safety awareness, while decreasing the number or work related injuries by rewarding employees when no injuries or accidents occur. This proactive safe behavior creates a safe working culture. Each Transit employee's name is put in to a drawing box. When no preventable injury or accident occurs for one week, a safety drawing is held on the following Monday and drivers receive awards.

The CTSA displays a Safety Board that shows how many days and miles drivers have gone without a preventable accident. It also shows the best previous record. This is a visual aid incentive for drivers to see how many days we have gone with a preventable accident and to strive to exceed the best previous record.

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

The CTSA offers an instructional class in American Red Cross First Aid and Cardiopulmonary Resuscitation (CPR). All CTSA supervisors are American Red Cross certified to teach First Aid and Cardiopulmonary Respiratory (CPR). All drivers attend this course and every two years renew their certificate. This course

teaches drivers to identify and eliminate potentially hazardous condition in their environment, recognize emergencies and make appropriate decisions for first aid care. It teaches the knowledge and skills that individuals in the workplace need to know to give immediate care to an ill or injured person until more advance medical care arrives.

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

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

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

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

E. Combined Purchasing

The CTSA conforms to the purchasing policy as established by the Fresno EOC Finance Department and is reviewed by the Internal Auditors. Annual bidding is performed in order to compare market costs and utilize the lowest cost for goods and services. This bidding includes vehicle best quality at the parts, fuel, insurance policy coverage's and all other major goods and services. All goods and services over \$2,500 are purchased with a minimum of three (3) vendor quotes. Goods and services over \$50,000 must follow a formal bid procedure. Any purchases over \$100,000 must follow formal bid purchases and be approved by the Fresno EOC Board. A separate CTSA audit is performed annually along with an Agency wide Audit.

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

Section V PRODUCTIVITY PERFORMANCE EVALUATION

1. PRODUCTIVITY EVALUATION 2012/2013: EVALUATION RECOMMENDATION AND PROGRESS

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

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

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

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

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

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

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

Fresno EOC, acting as the CTSA for Fresno County, encourages and assists many local agencies with a coordinated plan for Driver Training and acquisition of accessible vehicles via the Federal Transit Administration (FTA) 5310 grant vehicle program. The CTSA also encourages these agencies to attend the Driver

Training meetings scheduled five (5) times per year. These meetings cover variety of topics including Sensitivity Training for elderly and disable clients, Defensive Driving, Emergency and Evacuations procedures, and Safety Equipment-Fire Extinguishers/Flares/First Aid Kits and loading and unloading of passengers. Behind-the-Wheel Training is available as necessary.

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

D. Address responsibilities under the Americans with Disabilities Act of 1990.

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

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

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

The CTSA continuously reviews the progress and recommendations from the Air District and the COFCG regarding the feasibility of implementing transportation control measures applicable to public/social service transportation. In FY 1997/1998, Fresno EOC received funding from the Air District for REMOVE Program (Assembly Bill 2766) for alternatively fueled vehicles to support its transportation program.

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

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

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

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

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

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

2. TRIENNIAL PERFORMANCE AUDIT

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

Functional areas of the CTSA along with their recommendations for improvement and suggested implementation time frames are listed below. Due to the delay in receiving the final Triennial Performance Audit Fresno EOC, and all other Transit agencies, will be including any performance audit recommendations into the proposed FY 2014/2015 CTSA Productivity Evaluation.

Listed below are our responses to their recommendations:

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

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

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

The CTSA will study coordination possibilities and consolidated travel training and ambassador service with other public transit and social service agencies.

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

The CTSA has recently marketed its vehicle maintenance work to the ARC of Fresno and Madera Counties (ARC) agency. The ARC serves thousands of developmentally disabled persons in both Fresno and Madera counties. The ARC fleet is now under the CTSA maintenance umbrella, it consists of more than fifty (50) vehicles. The new CTSA detailing shop operation is currently detailing the Fresno County Rural Transit (FCRTA) Fleet of over seventy (70) vehicles. The FCRTA serves as the public transit provider for Fresno County. The CTSA also is providing Compressed Natural Gas pump service and maintenance via a CNG trained mechanic for CNG pumps located throughout Fresno County for the FCRTA fleet. A newly created Fresno EOC Transit and Food Services position is Business Developer/Marketing Specialist was implemented in the summer of 2013 to assist in marketing the Transit services.

SECTION VI: THE FRESNO URBAN CTSA

1. BACKGROUND

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

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

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

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

The agencies listed below currently and are proposed to continue to participate in the Fresno Urban CTSA in FY 2014/2015.

AGENCY	SERVICE
1. FMAAA Senior Transportation	Elderly Transportation
2. Fresno EOC Food Service Congregate Meal Delivery	Senior Meals/Summer Lunch Vehicle Maintenance
3. Fresno EOC Head Start	Student Transportation Congregate Meal Delivery Vehicle Maintenance

4. Masten Towers	Elderly Passenger Transportation Vehicle Maintenance
5. Nikkei	Vehicle Maintenance/Training And Assistance
6. Senior Citizens Village	Elderly Transportation
7. Fresno County CalWORKS	Passenger Transportation
8. Central Valley Regional Center	Developmentally Disabled Transportation Vehicle Maintenance
9. Various Special trips for Social Service Agencies and Non-Profits	Vehicle Maintenance General Transportation
10. United Cerebral Palsy	Emergency Coordinated Back- Up Transportation 5310 Grant Consultation
11. ARC of Fresno & Madera	Vehicle Maintenance
12. Sanctuary/Soul School	Transportation Assistance

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

A. Fresno Urban Timesharing and Ridesharing Services

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

A description of each program is provided in addition to program activity over the past two fiscal years (Refer to **Exhibit D**).

1. FMAAAA Senior Transportation Program
This program provides passenger transportation for senior citizens to locations throughout the City of Fresno. Services are provided each weekday.
2. Food Services Senior Congregate Meal Program
The Congregate Program provides meal delivery service to various metropolitan area sites for the senior citizens of Fresno. Hot meals are delivered to specified sites each weekday.
3. Head Start Program – Meal Delivery
This program provides meal delivery for students to designated sites throughout Fresno each weekday. Services are provided to seventeen urban Head Start sites during the school year. The service operates approximately 154 days annually during the school year.
4. Senior Citizens Village
The CTSA initiated service on April 8, 1994 under contract with the Senior Citizens Village located on South Chestnut Avenue. The CTSA provides demand-response transportation services for Senior Citizen Village residents eight hours Friday's using one fifteen passenger van.
5. Masten Towers
This program provides passenger transportation services to senior citizens living at the Masten Towers Complex in Downtown Fresno. This service assists these citizens with inner-city mobility and provides transportation service to special outings as needed. One vehicle provides service three days a week and is available for special trips upon request.
6. Central Valley Regional Center (CVRC)
The CTSA has been providing contract services with CVRC to provide weekday round-trip passenger service from the program's developmentally disabled consumer's residence to various training and educational sites throughout Fresno County.
7. Special Trips for Social Service Agencies and Non-Profits
The CTSA provides special transportation services for non-profit groups, such as the Police Activities League, Fresno Farm Bureau, Head Start, Hinton Center, Fresno County Dept. of Education, City of Fresno etc., upon availability of vehicles and driving personnel.
8. Third Floor
Third Floor provides emergency vehicle back-up services to the CTSA upon request. Coordinated training and dispatch service is also made available.

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

B. Fresno Urban Consolidated Services

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

1. Local Conservation Corps
The Urban CTSA provides vehicle maintenance for this program, which provides conservation training at designated sites.
2. Head Start Program – Transportation
This program provides transportation service each weekday during the school year for students to fifteen Head Start sites.
3. Nikkei Program
The Urban CTSA provides vehicle maintenance and back up services to this program. The Nikkei Program provides passenger transportation service for Asian American seniors throughout Fresno. The Fresno Urban CTSA provides this service under subcontract with Nikkei. This service operates approximately 7.5 hours a day. The Urban CTSA provides back-up services.
4. Sanctuary/Soul School
The Urban CTSA provides vehicle maintenance for the Sanctuary vehicle. Transportation services are provided to clients of this program, which is designed to provide a safe environment for at-risk youth. Bus Token subsidy is also provided for these low-income and disadvantaged students.
5. ARC of Fresno and Madera
The CTSA provides vehicle maintenance for entire fleet of over fifty vehicles for the ARC.

3. PROPOSED FY 2014-2015 BUDGET

The Urban CTSA FY 2014- 2015 combined capital and operating budget is projected at \$3,982,998. This revenue includes TDA 4.5 funds at an estimated \$862,919 (FTA capital match \$36,552, TDA Operations \$826,367) . Social Service funds of \$2,788,091 and FTA proposed grants of \$331,988. See attached budget Exhibit F for further details.

SECTION VII: THE FRESNO RURAL CTSA

1. BACKGROUND

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

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

Much has been achieved with continued progress made to improve coordination and consolidation of social service transportation within Fresno County. In June 1988, an inventory of public and private social service agencies in Fresno County was completed by a consultant retained by the COFCG and is contained in two documents entitled "Updated Rural AB120 Action Plan – 1988" and "Updated Social Service Transportation Inventory – 1988." The documents were further updated in the Human Service Coordination Plan of 2008.

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

The agencies listed below currently and are proposed to continue to participate in the Fresno Rural CTSA in FY 2014-2015.

AGENCY	SERVICE
1. FMAAA Senior Transportation	Elderly Transportation Vehicle Maintenance
2. Food Services Senior Meals Summer Food Service	Congregate Meal Delivery Vehicle Maintenance
3. Head Start	Student Transportation Vehicle Maintenance Congregate Meal Delivery
4. Central Valley Regional Center	Disabled Passenger Transportation

5. Special Trips for Social Service Agencies and Non-Profits General Public Transportation
Vehicle Maintenance
6. Food Services Senior Congregate Meal Program
The Congregate Program provides meal delivery service to various rural area sites for the senior citizens of Fresno County. Hot meals are delivered to specified sites each weekday. Frozen meal deliveries to senior homes began via an agreement with the FMAAA in the summer of 2013.

A. Fresno Rural Timesharing and Ridership Services

Today, more than ever the Central Valley faces air quality, mobility and traffic congestion problems because of vehicle use. A flexible approach that allows vehicle Timesharing and Ridesharing set up in a dynamic system that provide an opportunity for a safe, flexible, convenient and affordable service that utilizes vehicles in a most efficient way. The CTSA, because of its designation, has the ability and the obligation to advance Timesharing and Ridesharing services. The social service programs and public transit for FY 2014/15 contracts listed below comprise the Rural CTSA Timesharing operations. **(Refer to Exhibit B).**

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

5. **Special Functions**

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

B. Fresno Rural Consolidated Services

The Rural CTSA augments senior travel on the followings routes:

1. Auberry Transit

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

2. Del Rey Transit

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

3. Firebaugh Transit

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

4. Fowler Transit

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

5. Huron Transit

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

6. Kingsburg Transit

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

7. Mendota Transit

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

8. Orange Cove Transit

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

9. Parlier Transit

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

10. Selma Transit

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

11. Sanger Transit

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

3. PROPOSED FY 2014 2015 BUDGET

The total FY 2014-2015 Rural CTSA capital and operating budget is estimated at \$2,001,270. This includes operating revenue projected at \$1,562,958 in Social Service funding and \$438,312, in TDA 4.5 funds. See Exhibit H for details.

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

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

1. Auberry Inter-City

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

2. Del Rey Transit

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

3. Firebaugh Transit

The FCRTA contracted with FRESNO EOC/CTSA to provide lift-equipped, intra-city public transit services. Intra-city service hours increased one hour to match activities and programs at the Senior Center (7:00 a.m. to 5:30 p.m.). A second vehicle is planned for the inter-city trips between Firebaugh and Mendota in 2011.

4. Fowler Transit

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

5. Huron In-City

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

6. Huron Inter-City Transit

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

7. Kingsburg Transit

Kingsburg Transit provides 55 hours of weekly intra-city service with two lift-equipped vehicles.

8. Mendota Transit

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

9. Orange Cove In-City

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

10. Orange Cove Inter-City Transit

Inter-city, lift-accessible fixed-route service is also offered twice daily, linking Orange Cove to Fresno via Reedley, Parlier and Sanger to Fresno. This service provides transportation 5 days per week 6:00 am-6:00 pm.

11. Parlier Transit

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

12. Sanger Transit

FCRTA consolidated the public transit service in Sanger to the CTSA operation umbrella in the summer of 2013. Its service consists of 4 demand response routes operating 5days a week and a single vehicle operating on Saturdays.

13. San Joaquin Transit

San Joaquin Transit has consolidated with Westside Transit to provide lift-equipped demand-responsive service in its Sphere of Influence and the unincorporated communities of Cantua Creek, El Porvenir, Halfway, Three Rocks and Tranquility weekdays for ten hours daily.

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

Selma Transit operates three lift-equipped vehicles on a demand-response basis during a ten-hour period each weekday, and one fixed route vehicle. Saturday service also is available through a Fresno EOC/FCRTA contract. Limited “on-call” service to the Selma Airport is available on request. City dispatch personnel have controlled ridership demand through trip grouping a coordination of vehicles.
15. Southeast Corridor Service
An inter-city service responsibility for the patrons desiring elderly and disabled service from Kingsburg, Selma and Fowler to Fresno is provided through a contractual service agreement between the FCRTA and the Rural CTSA. A lift-equipped vehicle is provided by the FCRTA.
16. Westside Corridor
An inter-city service responsibility for the patrons desiring elderly and disabled service from Firebaugh, Mendota, Kerman, and San Joaquin Transit to Fresno is provided through a contractual service agreement between FCRTA and the Rural CTSA. A lift-equipped vehicle is provided by the FCRTA.
17. Firebaugh/Mendota Shuttle
An intercity service was created by the FCRTA due to increased demand of Mendota residents desiring transportation to Firebaugh and vice-versa. The Firebaugh/Mendota shuttle service operates 8 hours per day serving this purpose.
18. SPECIAL FCRTA Rural Area Trips
The FCRTA has implemented the use of a mini-van service for general public riders living in Fresno County and outside of existing rural township boundaries. This service is on a reservation basis.

**SECTION IX: FY 2014-2015 URBAN AND RURAL CTSA
SERVICE IMPROVEMENT PROGRAM**

1. SERVICE IMPROVEMENT PROGRAM OBJECTIVES

The following reflects program development objectives to be used as guidelines in the implementation of Fresno Urban and Rural FY 2014-2015 OPB.

A. General Administration

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

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

B. Personnel Management and Training

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

C. Operations

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

D. Service Planning/Program Development

1. Working through the Fresno Urban and Rural CTSA's seek to establish service needs and set priorities for service provision.

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

E. Maintenance

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

F. Marketing

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

G. Funding

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

SECTION X. Awards and Accolades

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

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

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

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

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

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

In its 2014 annual employee recognition luncheon, the Fresno EOC Board of Directors recognized the Fresno EOC/CTSA Route Planner/Scheduler, for the utilization of advancing consolidation, coordination and data generation in its line of software applications.

SECTION XI

Fresno County Coordinated Human Resource Transportation Plan

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

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

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

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

The CTSA is resolved to work with the COG to address these priorities. Mobility strategies begin with and understanding and commitments among local community leaders, elected officials and transportation managers that meeting the needs of older-adults and persons with special needs is critical. Increased mobility promotes independence and improves the quality of life for all citizens. The CTSA is proud to share its work with the FMAAA in providing seven

vehicles to take Older Americans to congregate meal centers and transport them to medical appointments shopping/banks as necessary. The CTSA is equally proud to transport 500 CVRC consumers each day to jobs and training centers for income and socialization.

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

Currently the CTSA is working with and participating in the Fresno County Transportation GAP analysis and service coordination plan. The Department of Transportation/Fresno Area Express (FAX) applied for and received a Jobs Access and Reverse Commute (JARC) grant to prepare a Fresno County Transportation Gap analysis and service coordination plan. The planning and research project will meet the goals of the Fresno County Human Services Coordinated Transportation program by identifying specific needs of the disadvantaged people in Fresno County and prepare an implementation plan to meet these needs. Identifiable barriers and gaps experienced by these groups as they seek to gain employment or commute to and from work, and determining the best methods to overcome those barriers is of the highest priority of this planning effort.

The work plan is divided into five (5) distinct phases:

- Phase 1. Develop Agency Intelligence or Barriers and Gaps of Transportation of disadvantaged individuals.
- Phase 2. Outreach Plan and Transportation Disadvantaged data collection
- Phase 3. Strategies to address barriers to gaps and coordination.
- Phase 4. Develop recommendations
- Phase 5. Report and presentations.

The project status has been updated at the Social Service Transportation Advisory Committee meetings throughout the year.

The CTSA continues to work the GAP analysis project.

SECTION XII

CTSA Memorandum of Understanding (MOU)

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

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

Listed below are some of the major coordinate efforts:

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

An independent audit of all Transit Systems is conducted each year. Fresno EOC currently has Financial Advantage software to maintain its accounting system including the CTSA Operations and Budget. Data for the CTSA and all operations are kept including ridership, revenue, operation and non-operation costs and fare ratios. In 2011/12 the CTSA has a fare ratio of 79.1%. The Fresno EOC works in conjunction with the FCRTA and City to study and look into unmet needs.

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

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

Oversight

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

The CTSA presents the OPB, Annual Productivity Evaluation and Triennial Performance Evaluation, all Grants and service contracts to the Fresno E

COC Board of Directors. Once approved, the reports and progress are reviewed by the COG's, SSTAC, Transportation Technical Committee (TTC), and the Policy Advisory Committee (PAC) and then to the COG Policy Board for final acceptance/approval.

SECTION XIII: PERSONNEL MANAGEMENT

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

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

The Supervisors are given annual accountability responsibilities as follows:

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

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

The Maintenance Supervisor is ASE Certified in many categories.

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

Four of the management personnel have completed the Paratransit/Transit Management Program either through Pepperdine University or the University of Pacific.

The Fresno Economic Opportunities Commission
Transit Systems
CONSOLIDATED TRANSPORTATION SERVICE AGENCY

OPERATIONS PROGRAM & BUDGET

2014/2015 Board of Directors

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Transit Systems Business Manager:	Rob Weyant

Draft Submitted:	April 25, 2014
Initial 45 Day Review:	May 9, 2014

Proposed Adoption: June 26, 2014

**CONSOLIDATED TRANSPORTATION SERVICE
AGENCY**

**OPERATIONS PROGRAM & BUDGET
FY 2014/15**

FOR THE

**FRESNO URBAN CTSA
FRESNO RURAL CTSA**

Prepared By:

Fresno Economic Opportunities Commission
Transit Systems
3110 W. Nielsen
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Submitted April 25, 2014

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SECTION I. INTRODUCTION

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

The OPB is intended to serve the following purposes:

1. Provide a program of operations, including an implementation schedule for new and/or modified services and a program budget for CTSA coordinated and consolidated social service transportation services for the program year July 1, 2014 through June 30, 2015.
2. Serve as a resource document for local-elected officials, social service agencies and the general public.
3. Demonstrate the CTSA's compliance with Section 99275.5 of the Public Utilities Code concerning Transportation Development Act (TDA) Local Transportation Funds (LTF) Article 4.5 claim evaluation criteria and required findings and with the COG Assembly Bill *AB 120 Action Plan* adopted February 1982 and as amended in April 1990.
4. Document efforts to improve coordination and consolidation of social service transportation services in order to:
 - a. Demonstrate compliance with Chapter 1120 of the 1979 California Statutes by addressing and substantiating which of the coordination benefits specifically listed in the legislation should be pursued by the co-designated CTSA's in the Fresno Metropolitan Area and Rural Fresno County.
 - b. Create additional opportunities to utilize supplemental grant funding available from federal, state and local assistance programs to support social service transportation services by demonstrating that "coordination criteria" have been addressed.

SECTION II: MANAGEMENT SUMMARY 2014/2015**Overall Budget**

The Draft Budget for 2014/2015 totals \$2,001,270 for the Rural CTSA and \$3,982,998 for the Urban CTSA. These figures are slightly up by 1% or, \$21,333, for the Rural CTSA and down 4.6% or \$191,581 in the Urban CTSA from the previous year's 2013/2014 budget. Combined, the overall Rural and Urban Budget for 2014/2015 is \$5,984,268. This equates to an overall 2.8% decrease, or \$170,248 over the previous year's budget. Most of this decrease is due to the reduction of \$190,000 in the FTA Urban area JARC grant award for the 2014/2015 fiscal year.

Planned Revenue

The Rural CTSA shows an overall slight increase in revenue due to small increase in TDA 4.5 funding for the 2014/2015 year. The Urban CTSA revenue has decreased as mentioned above due to the reduction of FTA JARC Grant funds.

Planned Expenditures

Expenditures in both the Urban and Rural CTSA have been affected by the volatile fuel costs therefore a fuel cost contingency was budgeted in the Urban CTSA. Some transportation agreements were negotiated with a fuel surcharge rate as part of the reimbursement to help offset this unforeseen cost fluctuation. The largest contract, CVRC, does not include a fuel surcharge due to the State budget freeze.

Overall expenses have been budgeted as conservative as possible given the tight funding restraints presented.

TDA 4.5 Funds and Grants

The TDA 4.5 funding is allocated on the estimated Sales Tax Revenues for Fresno County and approved by the Fresno Council of Governments. In the upcoming fiscal period, 2014/2015, the TDA 4.5 funds increased to \$438,312 or 5.2% in the Rural CTSA and to \$862,919 or 5.4% in the Urban CTSA. Combined the TDA 4.5 funds increased to \$1,301,231, or 5.3%. In 2013/2014 the combined TDA fund was \$1,235,514, an increase of \$65,717 for 2014/2015.

The CTSA applies for the FTA 5310 vehicle grant each year. The CTSA submitted a grant for eight (8) new vehicles in the Fiscal Year 2011/2012 FTA grant cycle and the CTSA was awarded all eight (8) vehicles. The local match requirement, 11.47%, is budgeted as TDA funds and is shown in the Urban CTSA budget for 2013/2014. Due to FTA administrative funding changes the next round of FTA 5310 grants is not yet identified. Fresno EOC has placed a conservative estimate for grant amount for the 2014/2015 budget cycle for any FTA 5310 grants upcoming in that fiscal period.

The CTSA has also applied to the Fresno Council of Governments for a previously awarded FTA 5316 grant for Job Access Reverse Commute or (JARC). This grant has been vital to supplementing our Central Valley Regional Center (CVRC) transportation service for approximately 500 developmentally disabled adults daily. This JARC funding has been used to partially fund transportation employment and employment training for consumers. Without this funding the current level of service would be reduced drastically due to funding cuts in State of California budget process. Fresno EOC is currently monitoring the impact of the unavailability of those funds to the CVRC transportation service.

Service Contract Changes

The following major service changes are noted for the upcoming FY 2014/2015.

- Head Start Federal Funding remains at a reduced level resulting in a cutback of Head Start School Bus services for the 2014/2015 School Year. The results of this proposed reduction is included in this Budget.

CTSA Service Contracts

<u>Customer</u>	<u>Estimated Revenue</u>	<u>Service</u>	<u>Area</u>
CVRC	\$ 2,853,615	Developmentally Disabled	Urban & Rural
EOC Meal Delivery	\$ 349,857	Elderly	Urban & Rural
EOC Head Start	\$ 416,670	Student Transportation / Meals	Urban & Rural
Masten Towers	\$ 37,940	Elderly	Urban
Senior Citizens Village	\$ 7,013	Elderly	Urban
Nikkei Senior Center	*	Elderly	Urban
(*Driver provided by Nikkei)			
Soul School	*	Student Transportation	Urban
(* assist with bus tokens)			
ARC of Fresno & Madera		Vehicle Maintenance	Urban

Vehicle Procurement Student Transportation

The CTSA applied for eight (8) vehicles via the FTA 5310 grant process for 2012/2013 cycle and was awarded all eight. The actual vehicle procurement from the 2012/2013 cycle is still pending signed contracts from the State offices. This capital budget item is reflected in the 2013/2014 budget. Local match is equal to 11.47% with FTA paying 88.53%.

Vehicle Inventory

The CTSA fleet, as of June 30, 2013, consists of the following:

Number of Vehicles	Description	Fuel Type
34	School Buses	Diesel
53	Wheelchair Cutaway Vans	Gasoline
3	Small Mini-Vans	Gasoline
26	Meal Delivery Vans	Gasoline
116	Total Vehicles	

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

Personnel

The CTSA, as of July 1, 2013 is staffed as follows:

1	Transit System/Food Service Director
1	Business Manager
4	Operational Supervisors
1	Maintenance Supervisor
1	Route Planner/Scheduler
1	Dispatch Supervisor/Account Clerk
12	Dispatchers
105	Drivers (includes on-call staff)
3	Mechanics
1	Janitor/Weekend Wash Lead
151	Total

Looking Back 2013/14

2013/2014 Fiscal Year proved to be a challenging year as anticipated. The largest contract, CVRC, continues to be depressed as the State budget continues to be frozen while costs, especially fuel continues to go up. Service levels continue to be slightly reduced by (4) routes for this contract to balance the operational budget. The CTSA was awarded the FTA JARC Grant, which helped in stabilizing the CVRC route service level and prevented further cutbacks to the developmentally disabled adults needing employment transportation.

Fuel prices did decrease from late autumn until early 2014 and have now risen again. In July 2013 fuel prices were at \$3.80 per gallon, December prices went to a low of \$3.33. As of March 31, 2014 CTSA was paying about \$3.80 per gallon, back to where this fiscal year pricing started.

Meal delivery service levels rose in July of 2014 due to the award from the Fresno Madera Area Agency on Aging (FMAAAA) of the Fresno and Madera counties home delivered meal service contract.

In general the state of the economy continues to have a profound impact on each line item in the CTSA budget.

Looking Ahead 2014/2015

2014/2015 will be another challenging year as budget constraints continue to keep pressure on as funding sources for disabled and elderly remain at previous low levels. Sequestration and its effects on the local budget may have on significant impact in the areas of Head Start transportation, as well as senior service transportation.

Fuel prices have not stabilized and continue to create concerns as it is a significant part of the budget. A negotiated .11 cents off the pump price is in effect until June 30, 2014. EOC hopes to negotiate a similar pricing discount for 2014/2015.

CVRC continues their budget freeze and as a result continued reductions in service levels and consolidation is a daily occurrence. FTA JARC Grant is crucial to this contract, however EOC has been notified that the 2014/2015 JARC funding, at the reduced amount of \$250,000, is the final JARC funds available for this purpose due to FTA funding reorganization.

The CTSA will evaluate strategies in an effort to seek new contracts in 2014/2015. The CTSA will increase revenue by marketing mobility training, CPR and First Aid. EOC was able to market its vehicle maintenance service and is now maintain the ARC of Fresno and Madera vehicle fleet.

SECTION III. GOALS, OBJECTIVES AND POLICIES

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

GOAL:

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

OBJECTIVES:

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

POLICIES:

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

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

Improvements in existing CTSA services. The SSTAC shall be responsible for reviewing performance standards to be used in the evaluation process. Performance standards shall take into consideration the special needs that are being responded to by the CTSA and also the goals of AB 120. The SSTAC evaluation process shall take place prior to the annual submission of the OPB to the COG to allow for the inclusion of any SSTAC recommendations in the OPB.

12. All new services initiated by the CTSA will be subject to a one-year evaluation process. Each new service will be required to meet specified performance objectives. Public transit operated under contract with the CTSA shall be subject to the performance standards and evaluation process used for transit systems operated directly by FCRTA member agencies and other private contractors. The first three months of operations will be utilized to establish and market the new service. Modifications to the service, if appropriate, will be recommended and implemented during this time. If, after nine months, it is the opinion of the SSTAC that the service will not meet performance standards, the SSTAC may recommend that the service be discontinued. If the service is to be terminated, the period between nine and twelve months will be used to provide an orderly phase out.

SECTION IV: OVERVIEW OF CTSA SERVICES

1. URBAN AND RURAL CTSA DESIGNATIONS

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

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

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

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

2. DESCRIPTION OF URBAN CTSA SERVICES

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

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

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

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

3. DESCRIPTION OF RURAL CTSA SERVICES

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

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

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

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

4. OBJECTIVES STATUS OF URBAN AND RURAL OPERATIONAL

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

A. Centralized Administration

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

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

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

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

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

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

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

B. Consolidation of Funding

Consolidating funding under the CTSA allows for economics of scale when purchasing capital equipment and leveraging funds for the operations. The Fresno Urban and Rural CTSA anticipate various operating revenues from social service agencies in FY 2013/2014. These revenues, along with donations from seniors participating in the congregate meal program, contribute to the minimum required fare box match requirements of 55%. In 2012/2013 farebox exceeded the match of 55% to the level of 78% in the Urban area and 79.1% in the rural area. In 2013/2014 the fare box match is planned at 79.0% in the rural areas at 78.8% in the Urban area. In FY 2014/2015 the projection is approximately 77% for Urban and 78% for Rural. These match projected percentages include all non TDA funds as match.

Consolidation of funds increases leverage in purchasing vehicles. As necessary, the Fresno Urban and Rural CTSA applies for Federal Transportation Administration (FTA) Section 5310 Capital Grants to purchase new vehicles and other equipment, such as two way radios, wheelchair lifts and computer equipment/software, in an effort to keep the fleet current. Keeping the fleet current makes for a cost effective and efficient operation that is appreciated by our customers. Currently those Grants require a 11.47% match. It is because of funding consolidation that allows the CTSA to meet the match and be competitive.

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

The CTSA is currently awaiting the award contract and vehicle procurement.

Centralized Dispatching

The CTSA, with the exception of Selma Transit, has consolidated dispatching to one central location. The specific benefits of dispatch consolidation is the reduction of transfer calls, a better regional awareness within the County, consistency, expertise, economic and operational efficiencies and better accountability, data and customer service. This collaboration has been made possible because of cooperative effort with our CTSA co-designee the Fresno County Rural Transit Agency.

Currently the CTSA uses a two-way radio system that connects each vehicle to the central dispatch center base station. Each of the six (6) dispatcher stations is equipped with a multi-line telephone system, a computer with dual monitors and newly procured Dispatching software(Mobilitat) used for electronically dispatching the public transit portion of the Transit Systems' service. This software has scheduling, data-base and mapping systems. Each Dispatch station also has two-way radio microphones with separate audio listening devices, and various protocol references and quick reference procedures. The internet service is supported by fiber optic service lines for maximum speed and capacity.

Bilingual dispatchers are on duty and a number of bilingual personnel are available for interpreting needs in several languages. There are two (2) dispatchers assigned to the Selma Dispatch Center and seven (7) dispatchers assigned to the Fresno EIC Transportation Center. All dispatchers are supervised by a newly created Dispatch Supervisor management position at the Fresno CTSA Transit Systems Nielsen Operation Center.

In 2012 a call volume study was conducted at the Fresno Station to reflect the call volume in a typical 24 hour period. The same study is currently under way in Selma. The results of the Fresno call volume may be found in **Exhibit C**. The results showed the Fresno Center has a capacity to more than double in volume.

C. Centralized Maintenance

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

performed according to existing preventative maintenance schedules approved by the California Highway Patrol (CHP) for all motor carriers. All repairs are subsequently recorded and filed as approved by the California Motor Carrier Division for general record keeping and vehicle history documentation. Additionally the maintenance department is currently utilizing maintenance tracking software, which has greatly enhanced record keeping, and reporting capabilities. In July of 2013 the CTSA received a "satisfactory" rating from the California Highway Patrol (CHP) Motor Carrier Division, this is the highest rating given by the CHP. The CTSA has earned this satisfactory rating each year since inception.

The CTSA continues to look to market its services to other Social Service Agencies. The newly acquired ARC of Fresno & Madera vehicle maintenance service is a result of this marketing effort. The Fresno Urban and Rural CTSA, as part of its OPB, commenced operation of a centralized maintenance facility on March 3, 1987. The original facility had two service bays. During 2004/2005, construction of a new maintenance facility was approved. The new facility planned at 5,000 square feet, with eight service bays and new state of the art equipment, went before the Fresno City Planning Department. Permits were obtained and in December 2005 construction began. The facility was opened June 18, 2006 and continues to be a productive and efficient operation. Mechanic productivity and all vehicle repairs are entered into a vehicle maintenance software tracking program. Mechanic productivity meets labor industry standards.

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

Service Schedule:

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

Labor Rate:

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

Equipment/Parts:

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

Mechanics:

The four mechanics have a combined experience of 60 years and each mechanic is ASE Certified in various categories. All are capable of working on a variety of vehicles from gasoline to diesel fueled.

D. Driver Training Programs

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

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

The training for an original applicant consist of a minimum of 40 hours of total instruction, which includes but not limited to 20 hours of classroom and 20 hours of behind the wheel training. The renewal driver must acquire 10 hours of in-service each year and when they are up for renewal, they must complete 10 hours of classroom. This course provides the applicant with the information needed to become a professional bus driver.

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

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

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

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

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

The Safety Team consists of a Manager/Director, Agency Safety Coordinator, a Transit Supervisor and two non-management employees including a mechanic. The Safety Team meets six times per year. The goal of this team is to discuss on-the-job injuries and/or vehicle accidents prevention. This team has made a positive impact on the safety record. FRESNO EOC provides a suggestion box so drivers have the opportunity to write down safety suggestions. The Safety Team reviews all suggestions and they are reviewed at the mandatory safety meetings. The CTSA has established a Safety Drawing Program, which is an incentive-based program. This program increases safety awareness, while decreasing the number or work related injuries by rewarding employees when no injuries or accidents occur. This proactive safe behavior creates a safe working culture. Each Transit employee's name is put in to a drawing box. When no preventable injury or accident occurs for one week, a safety drawing is held on the following Monday and drivers receive awards.

The CTSA displays a Safety Board that shows how many days and miles drivers have gone without a preventable accident. It also shows the best previous record. This is a visual aid incentive for drivers to see how many days we have gone with a preventable accident and to strive to exceed the best previous record.

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

The CTSA offers an instructional class in American Red Cross First Aid and Cardiopulmonary Resuscitation (CPR). All CTSA supervisors are American Red Cross certified to teach First Aid and Cardiopulmonary Respiratory (CPR). All drivers attend this course and every two years renew their certificate. This course

teaches drivers to identify and eliminate potentially hazardous condition in their environment, recognize emergencies and make appropriate decisions for first aid care. It teaches the knowledge and skills that individuals in the workplace need to know to give immediate care to an ill or injured person until more advance medical care arrives.

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

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

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

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

E. Combined Purchasing

The CTSA conforms to the purchasing policy as established by the Fresno EOC Finance Department and is reviewed by the Internal Auditors. Annual bidding is performed in order to compare market costs and utilize the lowest cost for goods and services. This bidding includes vehicle best quality at the parts, fuel, insurance policy coverage's and all other major goods and services. All goods and services over \$2,500 are purchased with a minimum of three (3) vendor quotes. Goods and services over \$50,000 must follow a formal bid procedure. Any purchases over \$100,000 must follow formal bid purchases and be approved by the Fresno EOC Board. A separate CTSA audit is performed annually along with an Agency wide Audit.

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

Section V PRODUCTIVITY PERFORMANCE EVALUATION

1. PRODUCTIVITY EVALUATION 2012/2013: EVALUATION RECOMMENDATION AND PROGRESS

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

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

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

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

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

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

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

Fresno EOC, acting as the CTSA for Fresno County, encourages and assists many local agencies with a coordinated plan for Driver Training and acquisition of accessible vehicles via the Federal Transit Administration (FTA) 5310 grant vehicle program. The CTSA also encourages these agencies to attend the Driver

Training meetings scheduled five (5) times per year. These meetings cover variety of topics including Sensitivity Training for elderly and disable clients, Defensive Driving, Emergency and Evacuations procedures, and Safety Equipment-Fire Extinguishers/Flares/First Aid Kits and loading and unloading of passengers. Behind-the-Wheel Training is available as necessary.

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

D. Address responsibilities under the Americans with Disabilities Act of 1990.

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

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

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

The CTSA continuously reviews the progress and recommendations from the Air District and the COFCG regarding the feasibility of implementing transportation control measures applicable to public/social service transportation. In FY 1997/1998, Fresno EOC received funding from the Air District for REMOVE Program (Assembly Bill 2766) for alternatively fueled vehicles to support its transportation program.

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

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

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

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

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

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

2. TRIENNIAL PERFORMANCE AUDIT

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

Functional areas of the CTSA along with their recommendations for improvement and suggested implementation time frames are listed below. Due to the delay in receiving the final Triennial Performance Audit Fresno EOC, and all other Transit agencies, will be including any performance audit recommendations into the proposed FY 2014/2015 CTSA Productivity Evaluation.

Listed below are our responses to their recommendations:

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

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

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

The CTSA will study coordination possibilities and consolidated travel training and ambassador service with other public transit and social service agencies.

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

The CTSA has recently marketed its vehicle maintenance work to the ARC of Fresno and Madera Counties (ARC) agency. The ARC serves thousands of developmentally disabled persons in both Fresno and Madera counties. The ARC fleet is now under the CTSA maintenance umbrella, it consists of more than fifty (50) vehicles. The new CTSA detailing shop operation is currently detailing the Fresno County Rural Transit (FCRTA) Fleet of over seventy (70) vehicles. The FCRTA serves as the public transit provider for Fresno County. The CTSA also is providing Compressed Natural Gas pump service and maintenance via a CNG trained mechanic for CNG pumps located throughout Fresno County for the FCRTA fleet. A newly created Fresno EOC Transit and Food Services position is Business Developer/Marketing Specialist was implemented in the summer of 2013 to assist in marketing the Transit services.

SECTION VI: THE FRESNO URBAN CTSA

1. BACKGROUND

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

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

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

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

The agencies listed below currently and are proposed to continue to participate in the Fresno Urban CTSA in FY 2014/2015.

AGENCY	SERVICE
1. FMAAA Senior Transportation	Elderly Transportation
2. Fresno EOC Food Service Congregate Meal Delivery	Senior Meals/Summer Lunch Vehicle Maintenance
3. Fresno EOC Head Start	Student Transportation Congregate Meal Delivery Vehicle Maintenance

4. Masten Towers	Elderly Passenger Transportation Vehicle Maintenance
5. Nikkei	Vehicle Maintenance/Training And Assistance
6. Senior Citizens Village	Elderly Transportation
7. Fresno County CalWORKS	Passenger Transportation
8. Central Valley Regional Center	Developmentally Disabled Transportation Vehicle Maintenance
9. Various Special trips for Social Service Agencies and Non-Profits	Vehicle Maintenance General Transportation
10. United Cerebral Palsy	Emergency Coordinated Back- Up Transportation 5310 Grant Consultation
11. ARC of Fresno & Madera	Vehicle Maintenance
12. Sanctuary/Soul School	Transportation Assistance

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

A. Fresno Urban Timesharing and Ridesharing Services

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

A description of each program is provided in addition to program activity over the past two fiscal years (Refer to **Exhibit D**).

1. FMAAA Senior Transportation Program
This program provides passenger transportation for senior citizens to locations throughout the City of Fresno. Services are provided each weekday.
2. Food Services Senior Congregate Meal Program
The Congregate Program provides meal delivery service to various metropolitan area sites for the senior citizens of Fresno. Hot meals are delivered to specified sites each weekday.
3. Head Start Program – Meal Delivery
This program provides meal delivery for students to designated sites throughout Fresno each weekday. Services are provided to seventeen urban Head Start sites during the school year. The service operates approximately 154 days annually during the school year.
4. Senior Citizens Village
The CTSA initiated service on April 8, 1994 under contract with the Senior Citizens Village located on South Chestnut Avenue. The CTSA provides demand-response transportation services for Senior Citizen Village residents eight hours Friday's using one fifteen passenger van.
5. Masten Towers
This program provides passenger transportation services to senior citizens living at the Masten Towers Complex in Downtown Fresno. This service assists these citizens with inner-city mobility and provides transportation service to special outings as needed. One vehicle provides service three days a week and is available for special trips upon request.
6. Central Valley Regional Center (CVRC)
The CTSA has been providing contract services with CVRC to provide weekday round-trip passenger service from the program's developmentally disabled consumer's residence to various training and educational sites throughout Fresno County.
7. Special Trips for Social Service Agencies and Non-Profits
The CTSA provides special transportation services for non-profit groups, such as the Police Activities League, Fresno Farm Bureau, Head Start, Hinton Center, Fresno County Dept. of Education, City of Fresno etc., upon availability of vehicles and driving personnel.
8. Third Floor
Third Floor provides emergency vehicle back-up services to the CTSA upon request. Coordinated training and dispatch service is also made available.

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

B. Fresno Urban Consolidated Services

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

1. Local Conservation Corps
The Urban CTSA provides vehicle maintenance for this program, which provides conservation training at designated sites.
2. Head Start Program – Transportation
This program provides transportation service each weekday during the school year for students to fifteen Head Start sites.
3. Nikkei Program
The Urban CTSA provides vehicle maintenance and back up services to this program. The Nikkei Program provides passenger transportation service for Asian American seniors throughout Fresno. The Fresno Urban CTSA provides this service under subcontract with Nikkei. This service operates approximately 7.5 hours a day. The Urban CTSA provides back-up services.
4. Sanctuary/Soul School
The Urban CTSA provides vehicle maintenance for the Sanctuary vehicle. Transportation services are provided to clients of this program, which is designed to provide a safe environment for at-risk youth. Bus Token subsidy is also provided for these low-income and disadvantaged students.
5. ARC of Fresno and Madera
The CTSA provides vehicle maintenance for entire fleet of over fifty vehicles for the ARC.

3. PROPOSED FY 2014-2015 BUDGET

The Urban CTSA FY 2014- 2015 combined capital and operating budget is projected at \$3,982,998. This revenue includes TDA 4.5 funds at an estimated \$862,919(FTA capital match \$36,552, TDA Operations \$826,367) . Social Service funds of \$2,788,091 and FTA proposed grants of \$331,988. See attached budget Exhibit F for further details.

SECTION VII: THE FRESNO RURAL CTSA

1. BACKGROUND

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

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

Much has been achieved with continued progress made to improve coordination and consolidation of social service transportation within Fresno County. In June 1988, an inventory of public and private social service agencies in Fresno County was completed by a consultant retained by the COFCG and is contained in two documents entitled "Updated Rural AB120 Action Plan – 1988" and "Updated Social Service Transportation Inventory – 1988." The documents were further updated in the Human Service Coordination Plan of 2008.

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

The agencies listed below currently and are proposed to continue to participate in the Fresno Rural CTSA in FY 2014-2015.

AGENCY	SERVICE
1. FMAAA Senior Transportation	Elderly Transportation Vehicle Maintenance
2. Food Services Senior Meals Summer Food Service	Congregate Meal Delivery Vehicle Maintenance
3. Head Start	Student Transportation Vehicle Maintenance Congregate Meal Delivery
4. Central Valley Regional Center	Disabled Passenger Transportation

5. **Special Functions**

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

B. Fresno Rural Consolidated Services

The Rural CTSA augments senior travel on the followings routes:

1. Auberry Transit

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

2. Del Rey Transit

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

3. Firebaugh Transit

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

4. Fowler Transit

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

5. Huron Transit

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

6. Kingsburg Transit

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

7. Mendota Transit
Mendota Transit provides demand-responsive, lift-equipped in-city services in its Sphere of Influence from 7:00 a.m. to 5:30 p.m. Mendota Transit is operated by the Fresno EOC/CTSA in cooperation with FCRTA.
8. Orange Cove Transit
Orange Cove Transit has operated a lift-equipped van within in Sphere of Influence for ten hours each weekday on a demand-response basis. Orange Cove Transit is operated by the Fresno EOC/CTSA in cooperation with FCRTA.
9. Parlier Transit
Parlier Transit operates lift equipped, demand-response service within its Sphere of Influence from 7:00 a.m. to 4:00 p.m. (5 six days per week Monday thru Friday). Parlier Transit is operated by the Fresno EOC/CTSA in cooperation with FCRTA.
10. Selma Transit
The FCRTA contracted with Fresno EOC/CTSA to provide lift-equipped, intra-city public transit services. Intra-city service hours increased one hour to match activities and programs at the Senior Center
11. Sanger Transit
Sanger Transit operates 3 on-demand routes and one fixed route with a part-time route to cover the staggered lunch periods of each of these routes. Sanger Transit is operated by the Fresno EOC/CTSA in cooperation with FCRTA.

3. **PROPOSED FY 2014 2015 BUDGET**

The total FY 2014-2015 Rural CTSA capital and operating budget is estimated at \$2,001,270. This includes operating revenue projected at \$1,562,958 in Social Service funding and \$438,312, in TDA 4.5 funds. See Exhibit H for details.

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

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

1. Auberry Inter-City

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

2. Del Rey Transit

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

3. Firebaugh Transit

The FCRTA contracted with FRESNO EOC/CTSA to provide lift-equipped, intra-city public transit services. Intra-city service hours increased one hour to match activities and programs at the Senior Center (7:00 a.m. to 5:30 p.m.). A second vehicle is planned for the inter-city trips between Firebaugh and Mendota in 2011.

4. Fowler Transit

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

5. Huron In-City

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

6. Huron Inter-City Transit

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

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

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

Selma Transit operates three lift-equipped vehicles on a demand-response basis during a ten-hour period each weekday, and one fixed route vehicle. Saturday service also is available through a Fresno EOC/FCRTA contract. Limited “on-call” service to the Selma Airport is available on request. City dispatch personnel have controlled ridership demand through trip grouping a coordination of vehicles.
15. Southeast Corridor Service
An inter-city service responsibility for the patrons desiring elderly and disabled service from Kingsburg, Selma and Fowler to Fresno is provided through a contractual service agreement between the FCRTA and the Rural CTSA. A lift-equipped vehicle is provided by the FCRTA.
16. Westside Corridor
An inter-city service responsibility for the patrons desiring elderly and disabled service from Firebaugh, Mendota, Kerman, and San Joaquin Transit to Fresno is provided through a contractual service agreement between FCRTA and the Rural CTSA. A lift-equipped vehicle is provided by the FCRTA.
17. Firebaugh/Mendota Shuttle
An intercity service was created by the FCRTA due to increased demand of Mendota residents desiring transportation to Firebaugh and vice-versa. The Firebaugh/Mendota shuttle service operates 8 hours per day serving this purpose.
18. SPECIAL FCRTA Rural Area Trips
The FCRTA has implemented the use of a mini-van service for general public riders living in Fresno County and outside of existing rural township boundaries. This service is on a reservation basis.

**SECTION IX: FY 2014-2015 URBAN AND RURAL CTSA
SERVICE IMPROVEMENT PROGRAM**

1. SERVICE IMPROVEMENT PROGRAM OBJECTIVES

The following reflects program development objectives to be used as guidelines in the implementation of Fresno Urban and Rural FY 2014-2015 OPB.

A. General Administration

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

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

B. Personnel Management and Training

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

C. Operations

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

D. Service Planning/Program Development

1. Working through the Fresno Urban and Rural CTSA's seek to establish service needs and set priorities for service provision.

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

E. Maintenance

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

F. Marketing

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

G. Funding

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

SECTION X. Awards and Accolades

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

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

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

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

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

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

In its 2014 annual employee recognition luncheon, the Fresno EOC Board of Directors recognized the Fresno EOC/CTSA Route Planner/Scheduler, for the utilization of advancing consolidation, coordination and data generation in its line of software applications.

SECTION XI

Fresno County Coordinated Human Resource Transportation Plan

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

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

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

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

The CTSA is resolved to work with the COG to address these priorities. Mobility strategies begin with and understanding and commitments among local community leaders, elected officials and transportation managers that meeting the needs of older-adults and persons with special needs is critical. Increased mobility promotes independence and improves the quality of life for all citizens. The CTSA is proud to share its work with the FMAAA in providing seven

vehicles to take Older Americans to congregate meal centers and transport them to medical appointments shopping/banks as necessary. The CTSA is equally proud to transport 500 CVRC consumers each day to jobs and training centers for income and socialization.

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

Currently the CTSA is working with and participating in the Fresno County Transportation GAP analysis and service coordination plan. The Department of Transportation/Fresno Area Express (FAX) applied for and received a Jobs Access and Reverse Commute (JARC) grant to prepare a Fresno County Transportation Gap analysis and service coordination plan. The planning and research project will meet the goals of the Fresno County Human Services Coordinated Transportation program by identifying specific needs of the disadvantaged people in Fresno County and prepare an implementation plan to meet these needs. Identifiable barriers and gaps experienced by these groups as they seek to gain employment or commute to and from work, and determining the best methods to overcome those barriers is of the highest priority of this planning effort.

The work plan is divided into five (5) distinct phases:

- Phase 1. Develop Agency Intelligence or Barriers and Gaps of Transportation of disadvantaged individuals.
- Phase 2. Outreach Plan and Transportation Disadvantaged data collection
- Phase 3. Strategies to address barriers to gaps and coordination.
- Phase 4. Develop recommendations
- Phase 5. Report and presentations.

The project status has been updated at the Social Service Transportation Advisory Committee meetings throughout the year.

The CTSA continues to work the GAP analysis project.

SECTION XII

CTSA Memorandum of Understanding (MOU)

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

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

Listed below are some of the major coordinate efforts:

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

An independent audit of all Transit Systems is conducted each year. Fresno EOC currently has Financial Advantage software to maintain its accounting system including the CTSA Operations and Budget. Data for the CTSA and all operations are kept including ridership, revenue, operation and non-operation costs and fare ratios. In 2011/12 the CTSA has a fare ratio of 79.1%. The Fresno EOC works in conjunction with the FCRTA and City to study and look into unmet needs.

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

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

Oversight

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

The CTSA presents the OPB, Annual Productivity Evaluation and Triennial Performance Evaluation, all Grants and service contracts to the Fresno E

COC Board of Directors. Once approved, the reports and progress are reviewed by the COG's, SSTAC, Transportation Technical Committee (TTC), and the Policy Advisory Committee (PAC) and then to the COG Policy Board for final acceptance/approval.

SECTION XIII: PERSONNEL MANAGEMENT

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

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

The Supervisors are given annual accountability responsibilities as follows:

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

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

The Maintenance Supervisor is ASE Certified in many categories.

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

Four of the management personnel have completed the Paratransit/Transit Management Program either through Pepperdine University or the University of Pacific.

**EXHIBIT A
VEHICLE ROSTER CTSA 2014/2015**

	EOC Vehicle #	2 VIN last five digits	3 Vehicle yr/make	4 Passenger Capacity amb/wc	5 Fuel Type	Contract Use
Passenger Vehicles						
1	38	96736	2010 Braun minivan	5/2	unleaded gas	CalWorks
2	39	96738	2010 Braun minivan	5/2	unleaded gas	CalWorks
3	40	96741	2010 Braun minivan	5/2	unleaded gas	CalWorks
4	84	12643	'94 GMC	48	diesel	Head Start
5	85	12510	'94 GMC	48	diesel	Head Start
6	86	12795	'94 GMC	48	diesel	Head Start
7	87	12435	'94 GMC	48	diesel	Head Start
8	88	12752	'94 GMC	48	diesel	Head Start
9	89	12540	'94 GMC	48	diesel	Head Start
10	90	10961	'95 GMC	48	diesel	Head Start
11	91	10962	'95 GMC	48	diesel	Head Start
12	92	10963	'95 GMC	48	diesel	Head Start
13	93	10964	'95 GMC	48	diesel	Head Start
14	94	10965	'95 GMC	48	diesel	Head Start
15	95	10960	'95 GMC	48	diesel	Head Start
16	96	10449	'96 GMC	48	diesel	Head Start
17	99	32496	99 GMC	48	diesel	Head Start
18	100	32497	99 GMC	48	diesel	Head Start
19	101	32498	99 GMC	48	diesel	Head Start
20	102	32499	99 GMC	48	diesel	Head Start
21	103	45725	2002 Ford	10/2w-c	diesel	Head Start
22	104	66461	2003 Thomas	48	diesel	Head Start
23	105	66462	2003 Thomas	48	diesel	Head Start
24	106	66463	2003 Thomas	48	diesel	Head Start
25	107	66464	2003 Thomas	48	diesel	Head Start
26	108	66465	2003 Thomas	48	diesel	Head Start
27	109	66466	2003 Thomas	48	diesel	Head Start
28	110	66467	2003 Thomas	48	diesel	Head Start
29	120	15034	2004 Thomas	60/34/2w-c	diesel	Head Start
30	121	15032	2004 Thomas	60/34/2w-c	diesel	Head Start
31	122	15033	2004 Thomas	60/34/2w-c	diesel	Head Start
32	123	34404	2005 Blue Bird	60/34/2w-c	diesel	Head Start
33	124	79641	2009 Thomas	60/34/2w-c	diesel	Head Start
34	128	17879	2011 Intl.	60/34/2w-c	diesel	Head Start
35	129	17880	2011 Intl.	60/34/2w-c	diesel	Head Start
36	130	17881	2011 Intl.	60/34/2w-c	diesel	Head Start
37	131	94706	2012 Intl.	60/34/2w-c	diesel	Head Start
38	462	85228	2004 E450	6/16	unleaded gas	CVRC / Misc. B/P
39	463	85236	2004 E450	6/16	unleaded gas	CVRC / Misc. B/P
40	464	85237	2004 E450	6/16	unleaded gas	CVRC / Misc. B/P
41	465	85238	2004 E450	6/16	unleaded gas	CVRC / Misc. B/P
42	466	85239	2004 E450	6/16	unleaded gas	CVRC / Misc. B/P
43	468	85243	2004 E450	6/16	unleaded gas	CVRC / Misc. B/P
44	470	66058	2005 E450	6/16	unleaded gas	CVRC / Misc. B/P
45	472	56063	2005 E450	6/16	unleaded gas	CVRC / Misc. B/P
46	473	56061	2005 E450	6/16	unleaded gas	CVRC / Misc. B/P
47	476	19472	2005 E450	6/16	unleaded gas	CVRC / Misc. B/P
48	477	23988	2006 E450	5/14	unleaded gas	CVRC / Misc. B/P
49	478	23989	2006 E450	5/14	unleaded gas	CVRC / Misc. B/P
50	479	23991	2006 E450	5/14	unleaded gas	CVRC / Misc. B/P
51	481	23993	2006 E450	5/14	unleaded gas	CVRC / Misc. B/P
52	482	23994	2006 E450	5/14	unleaded gas	CVRC / Misc. B/P
53	486	18819	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
54	487	18816	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
55	488	18804	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
56	489	18811	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
57	490	18815	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
58	491	18820	2007 E450	5/14	unleaded gas	CVRC / Misc. B/P
59	492	43845	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
60	493	81012	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
61	494	74510	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
62	495	59754	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
63	496	78034	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
64	497	74512	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
65	498	74511	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P

**EXHIBIT A
VEHICLE ROSTER CTSA 2014/2015**

	2	3	4	5		
	EOC Vehicle #	VIN last five digits	Vehicle yr/make	Passenger Capacity amb/wc	Fuel Type	Contract Use
66	499	59755	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
67	500	78033	2008 E450	5/14	unleaded gas	CVRC / Misc. B/P
68	501	1415	2010 E450	5/14	unleaded gas	CVRC / Misc. B/P
69	502	1416	2010 E450	5/14	unleaded gas	CVRC / Misc. B/P
70	503	3754	2010 E450	5/14	unleaded gas	CVRC / Misc. B/P
71	504	3755	2010 E450	5/14	unleaded gas	CVRC / Misc. B/P
72	505	3758	2010 E450	5/14	unleaded gas	CVRC / Misc. B/P
73	506	12409	2011	5/14	unleaded gas	CVRC / Misc. B/P
74	507	12411	2011	5/14	unleaded gas	CVRC / Misc. B/P
75	508	7276	2011	5/14	unleaded gas	CVRC / Misc. B/P
76	509	7275	2011	5/14	unleaded gas	CVRC / Misc. B/P
77	510	7277	2011	5/14	unleaded gas	CVRC / Misc. B/P
78	511	7278	2011	5/14	unleaded gas	CVRC / Misc. B/P
79	512	7279	2011	5/14	unleaded gas	CVRC / Misc. B/P
80	513	91443	2011	5/14	unleaded gas	CVRC / Misc. B/P
81	514	12410	2011	5/14	unleaded gas	CVRC / Misc. B/P
82	515	11418	2007	5/14	unleaded gas	CVRC / Misc. B/P
83	516	51034	2013	6/14	unleaded gas	CVRC / Misc. B/P
84	517	51037	2013	6/14	unleaded gas	CVRC / Misc. B/P
85	518	56969	2013	6/14	unleaded gas	CVRC / Misc. B/P
86	519	56970	2013	6/14	unleaded gas	CVRC / Misc. B/P
87	520	56972	2013	6/14	unleaded gas	CVRC / Misc. B/P
88	521	56975	2013	6/14	unleaded gas	CVRC / Misc. B/P
89	522	56974	2013	6/14	unleaded gas	CVRC / Misc. B/P
90	523	56977	2013	6/14	unleaded gas	CVRC / Misc. B/P

90 Total Transit Psgr. Vehicles

Meal Delivery Vehicles

1	248	44140	'93 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
2	319	54974	96 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
3	321	71038	99 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
4	322	71039	99 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
5	330	69523	02 ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
6	331	22644	03 ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
7	337	39374	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
8	338	39375	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
9	339	37376	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
10	340	39377	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
11	341	1807	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
12	342	1681	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
13	343	10692	2008 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
14	344	38434	2009 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
15	345	7289	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
16	346	7288	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
17	347	7290	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
18	348	7291	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
19	349	34554	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
20	350	34555	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
21	351	34556	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
22	352	34557	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
23	353	34558	2010 Ford	cargo-meal Delivery	unleaded gas	Sr. Meals / HS meals
24	354	61583	2013 Ford	Ford Box Truck w/lift	unleaded gas	Sr. Meals / HS meals
25	355	61119	2013 Ford	Ford Freezer van	unleaded gas	Sr. Meals / HS meals
26	356	49098	2013 Ford	Ford Freezer van	unleaded gas	Sr. Meals / HS meals
27	357	61130	2013 Ford	Ford Freezer van	unleaded gas	Sr. Meals / HS meals

27 Meal Delivery Vehicles

EXHIBIT B
URBAN CTSA SERVICES
2014/2015

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

RURAL CTSA SERVICES
'2014/2015

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

* Provides own Driver.

** Urban CTSA provides back-up.

EXHIBIT C Dispatchers Call Graph

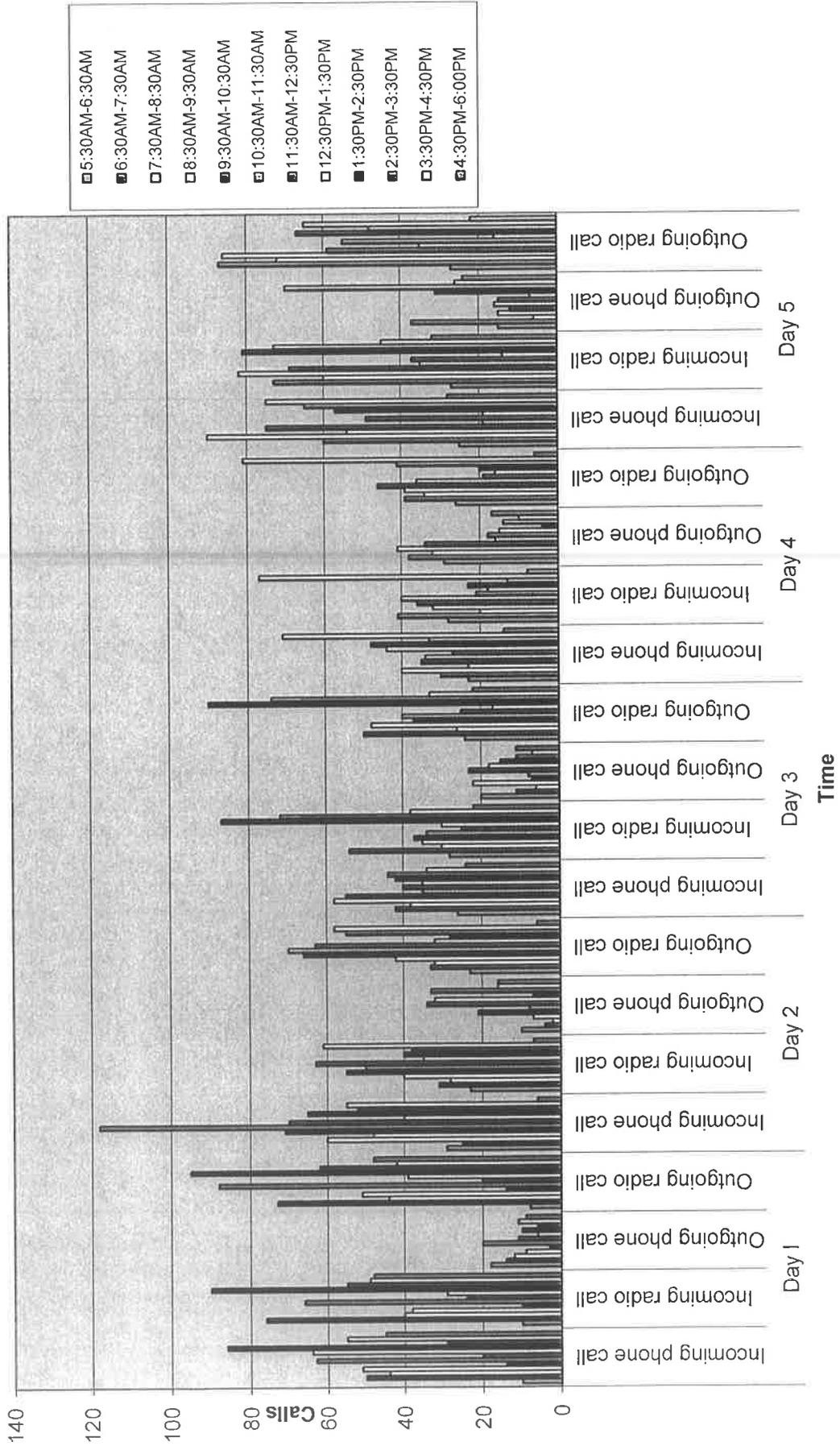


EXHIBIT D
URBAN CTSA RIDERSHIP STATISTICS

SERVICE DESCRIPTION	TYPE	FY 2013-14 (ESTIMATED)			FY 2014-15 (PROJECTED)		
		PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES	PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES
PASSENGER TRANSPORTATION							
Senior Programs							
FMAAA - All routes	Rideshare	6,770	2,036	32,738	6,838	2,056	33,065
Masten Tower	Timeshare	2,292	988	17,964	2,315	998	18,144
Nikkel	Timeshare	1,188	600	13,332	1,200	606	13,465
Senior Citizens Village	Rideshare	570	156	1,330	576	158	1,343
Subtotal		10,820	3,780	65,364	10,928	3,818	66,018
Student (School Bus) Programs							
Head Start	Consolidate	115,366	5,692	65,076	116,520	5,749	65,727
Subtotal		115,366	5,692	65,076	116,520	5,749	65,727
Disabled Programs							
Central Valley Regional Center	Timeshare	134,050	40,686	735,388	135,391	41,093	742,742
Subtotal		134,050	40,686	735,388	135,391	41,093	742,742
Low Income/Social Service Programs:							
Fresno County Calworks Night Transportation	Timeshare	7,396	3,630	98,996	7,470	3,666	99,986
Special Functions (Field Trips)	Timeshare	1,384	124	1,964	1,398	125	1,984
Subtotal		8,780	3,754	100,960	8,868	3,792	101,970
Passenger Totals		269,016	53,912	966,788	271,706	54,451	976,456
SERVICE DESCRIPTION		PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES	PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES
MEAL DELIVERY TRANSPORTATION		MEALS	HOURS	MILES	MEALS	HOURS	MILES
ALL FCEOC Meal Delivery	Center & Hmbnd.	539,712	8,428	62,063	545,109	8,512	62,684
Delivery Total		539,712	8,428	62,063	545,109	8,512	62,684
FRESNO URBAN CTSA TOTALS		808,728	62,340	1,028,851	816,815	62,963	1,039,140

RURAL CTSA RIDERSHIP STATISTICS

SERVICE DESCRIPTION	TYPE	FY 2013-14 (ESTIMATED)			FY 2014-15 (PROJECTED)		
		PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES	PASSENGER TRIPS	VEHICLE HOURS	VEHICLE MILES
PASSENGER TRANSPORTATION							
Student (School Bus) Programs							
Head Start	Consolidate	50,642	1,920	24,208	51,148	1,939	24,450
Disabled Programs	Timeshare	66,024	20,038	362,206	66,684	20,238	365,828
Central Valley Regional Center	Timeshare	408	60	1,892	412	61	1,911
Low Income/Social Service Programs:							
Special Functions		117,074	22,018	388,306	118,245	22,238	392,189
Subtotal		117,074	22,018	388,306	118,245	22,238	392,189
Passenger Totals		117,074	22,018	388,306	118,245	22,238	392,189
MEAL DELIVERY TRANSPORTATION							
ALL FCEOC Meal Delivery	Center & Hmbnd.	428,996	9,732	228,705	433,286	9,829	230,992
Delivery Total		428,996	9,732	228,705	433,286	9,829	230,992
FRESNO RURAL CTSA TOTALS		546,070	31,750	617,011	551,531	32,068	623,181

EXHIBIT E

URBAN CTSA PERFORMANCE INDICATORS
(Estimated and Projected)

FY 2013-14 SERVICE DESCRIPTION	TOTAL				Cost per TRIP	Cost per HOUR	Cost per MILE	Trips per HOUR	Trips per MILE
	TRIPS	HOURS	MILES	COSTS *					
Passenger Transportation	269,016	53,912	966,788	\$3,339,899	\$12.42	\$61.95	\$3.45	5.0	0.3
Delivery Transportation	539,712	8,428	62,063	\$245,000	\$0.45	\$29.07	\$3.95	64.0	8.7
Totals/ Average	808,728	62,340	1,028,851	\$3,584,899	\$4.43	\$57.51	\$3.48	13.0	0.8

FY 2014-15 SERVICE DESCRIPTION	TOTAL				Cost per TRIP	Cost per HOUR	Cost per MILE	Trips per HOUR	Trips per MILE
	TRIPS	HOURS	MILES	COSTS					
Passenger Transportation	271,706	54,451	976,456	\$3,343,082	\$12.30	\$61.40	\$3.42	5.0	0.3
Delivery Transportation	545,109	8,512	62,684	\$271,376	\$0.50	\$31.88	\$4.33	64.0	8.7
Totals/ Average	816,815	62,963	1,039,140	\$3,614,458	\$4.43	\$57.41	\$3.48	13.0	0.8

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

RURAL CTSA PERFORMANCE INDICATORS
(Estimated and Projected)

FY 2013-14 SERVICE DESCRIPTION	TOTAL				Cost per TRIP	Cost per HOUR	Cost per MILE	Trips per HOUR	Trips per MILE
	TRIPS	HOURS	MILES	COSTS					
Passenger Transportation	117,074	22,018	388,306	\$1,549,937	\$13.24	\$70.39	\$3.99	5.3	0.3
Delivery Transportation	428,996	9,732	228,705	\$430,000	\$1.00	\$44.18	\$1.88	44.1	1.9
Total/Average	546,070	31,750	617,011	1,979,937	\$3.63	\$62.36	\$3.21	17.2	0.9

FY 2014-15 SERVICE DESCRIPTION	TOTAL				Cost per TRIP	Cost per HOUR	Cost per MILE	Trips per HOUR	Trips per MILE
	TRIPS	HOURS	MILES	COSTS					
Passenger Transportation	118,245	22,238	392,189	\$1,523,212	\$12.88	\$68.50	\$3.88	5.3	0.3
Delivery Transportation	433,286	9,829	230,992	\$478,058	\$1.10	\$48.64	\$2.07	44.1	1.9
Total/Average	551,531	32,067	623,181	2,001,270	\$3.63	\$62.41	\$3.21	17.2	0.9

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

EXHIBIT G

URBAN CTSA EXPENDITURES (Estimated) FY 2013-2014

CATEGORIES	URBAN CTSA EXPENDITURES (Estimated) FY 2013-2014				URBAN CTSA EXPENDITURES (Projected) FY 2014-2015			
	URBAN LTF	SOC SVC FUNDS	FTA 5310/5316	Total Budget	URBAN LTF	SOC SVC FUNDS	FTA 5310/5316	Total Budget
1. CAPITAL								
A. FTA Section 5310	\$58,500	\$0	\$531,180	\$589,680	\$36,552	\$0	\$331,988	\$368,540
* toll credits to be used for 13/14 5310 match		0		0				0
								0
								0
TOTAL CAPITAL EXPENSES	\$58,500	\$0	\$531,180	\$589,680	\$36,552	\$0	\$331,988	368,540
2. DIRECT OPERATING								
A. Service Contracts								
B. Direct Operating Costs								
(1) Fuel	\$126,200	\$468,801		\$595,000	141,391	\$477,047		618,438
(2) Maintenance/Registration	\$71,054	\$263,947		\$335,000	76,878	\$259,378		\$336,256
(3) Depreciation/Interest/Vehicles	\$0	\$0			0	\$0		
(4) Insurance	\$26,725	\$99,275		\$126,000	25,721	\$86,779		112,500
(5) Uniform Costs	\$1,379	\$5,121		\$6,500	1,066	\$3,596		4,662
(6) Radio Service	\$2,966	\$11,019		\$13,985	3,410	\$11,507		\$14,917
(7) Contingency- Fuel/Misc.	\$3,242	\$12,035		\$15,277	11,415	\$38,513		49,928
TOTAL DIRECT OPER EXPENSES	\$231,566	\$860,196	\$0	\$1,091,762	259,881	\$876,819	\$0	1,136,701
3. TRANSIT PERSONNEL								
A. Drivers	\$241,582	\$897,418		\$1,139,000	255,019	\$860,407		\$1,115,426
B. Supervision/Dispatch/Admin.	\$68,328	\$253,822		\$322,150	67,469	\$227,633		295,102
C. Fringe Benefits	\$156,807	\$582,501		\$739,308	173,495	\$585,357		758,852
TOTAL PERSONNEL EXPENSES	\$466,717	\$1,733,741	\$0	\$2,200,458	495,983	\$1,673,397	\$0	2,169,380
4. ADMINISTRATION								
A. FEOC Administration	\$44,517	\$165,371		\$209,888	49,369	\$166,568		215,937
B. Telephone/Utilities	\$6,976	\$25,915		\$32,891	9,784	\$33,009		42,793
C. Supplies	\$3,098	\$11,507		\$14,605	3,461	\$11,677		15,138
D. Miscellaneous	\$6,363	\$23,637		\$30,000	6,733	\$22,716		29,448
E. Audit	\$1,123	\$4,172		\$5,296	1,157	\$3,904		5,061
TOTAL ADMIN EXPENSES	\$62,077	\$230,602	\$0	\$292,679	70,503	\$237,874	\$0	308,377
TOTAL OPERATING EXPENSES	\$760,360	\$2,824,539	\$0	\$3,584,899	826,367	\$2,788,090	\$0	3,614,458
TOTAL EXPENDITURES	\$818,860	\$2,824,539	\$531,180	\$4,174,579	\$862,919	\$2,788,090	\$331,988	\$3,982,998

EXHIBIT H

**RURAL CTSA REVENUE
Estimated
FY 2013-14**

**RURAL CTSA REVENUE
(Projected)
FY 2014-15**

1. CAPITAL REVENUE	Budget	1. CAPITAL REVENUE	Budget
TDA / LTF 4.5		TDA / LTF 4.5	
Social Service Revenue -		Social Service Revenue -	\$0
TOTAL CAPITAL REVENUE	\$0	TOTAL CAPITAL REVENUE	\$0
2. OPERATING REVENUE		2. OPERATING REVENUE	
A. Contract Service Revenue:		A. Contract Service Revenue:	
1. Central Valley Regional Center	\$1,175,063	1. Central Valley Regional Center	\$1,175,063
2. FCEOC Headstart - Transportation	\$113,220	2. FCEOC Headstart - Transportation	\$113,220
3. FCEOC Meal Delivery- All	\$235,000	3. FCEOC Meal Delivery- All	\$235,000
4. Special Trips	\$40,000	4. Special Trips	\$39,675
TOTAL SERVICE REVENUE	\$1,563,283	TOTAL SERVICE REVENUE	\$1,562,958
B. TDA / LTF 4.5	\$416,654	B. TDA / LTF 4.5	\$438,312
	\$0		
TOTAL OPERATING REVENUE	\$1,979,937	TOTAL OPERATING REVENUE	\$2,001,270
TOTAL REVENUE	\$1,979,937	TOTAL REVENUE	\$2,001,270

EXHIBIT I

RURAL CTSA EXPENDITURES
Estimated
FY 2013-14

CATEGORIES	FY 2013-14				FY 2014-15			
	RURAL LTF	SOC SVC FUNDS	FTA SEC 16	Total Budget	RURAL LTF	SOC SVC FUNDS	FTA SEC 16	Total Budget
1. CAPITAL								
A. Vehicles		\$0	\$0	\$0		\$0	\$0	\$0
TOTAL CAPITAL EXPENSES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2. DIRECT OPERATING								
A. Service Contracts-FORTA Augmentation	\$165,000	\$0		\$165,000	\$165,000	\$0		\$165,000
B. Direct Operating Costs								
(1) Fuel	\$48,903	\$316,355		\$365,258	\$54,293	\$322,269		\$376,562
(2) Maintenance/Registration	\$28,950	\$187,282		\$216,232	\$29,520	\$175,224		\$204,744
(3) Depreciation/Interest/Vehicles	\$0	\$0		\$0	\$0	\$0		\$0
(4) Insurance	\$11,003	\$71,180		\$82,183	\$9,876	\$58,624		\$68,500
(5) Uniform Costs	\$536	\$3,464		\$4,000	\$409	\$2,429		\$2,838
(6) Radio Service	\$1,192	\$7,708		\$8,900	\$1,310	\$7,773		\$9,083
(7) Contingency - Fuel Inflation/misc.	\$0	\$0		\$0	\$0	\$0		\$0
TOTAL DIRECT OPER. EXPENSES	\$255,583	\$585,990	\$0	\$841,573	\$260,408	\$566,320	\$0	\$826,728
3. TRANSIT PERSONNEL								
A. Drivers	\$72,298	\$467,702		\$540,000	\$79,639	\$472,719		\$552,358
B. Supervision/Dispatch	\$18,008	\$116,492		\$134,500	\$20,266	\$120,291		\$140,557
C. Fringe Benefits	\$42,843	\$277,157		\$320,000	\$48,405	\$287,324		\$335,729
TOTAL PERSONNEL EXPENSES	\$133,149	\$861,351	\$0	\$994,500	\$148,310	\$880,334	\$0	\$1,028,644
4. ADMINISTRATION								
A. FCEOC Administration	\$11,380	\$73,620		\$85,000	\$12,878	\$75,255		\$87,933
B. Telephone/Utilities	\$2,812	\$18,188		\$21,000	\$3,201	\$19,003		\$22,204
C. Supplies	\$1,404	\$9,081		\$10,485	\$1,133	\$6,722		\$7,855
D. Miscellaneous	\$2,019	\$13,058		\$15,077	\$2,203	\$13,077		\$15,280
E. Audit	\$308	\$1,994		\$2,302	\$379	\$2,247		\$2,626
F. FCRTA Administration	\$10,000			\$10,000	\$10,000	\$0		\$10,000
TOTAL ADMIN EXPENSES	\$27,923	\$115,942	\$0	\$143,864	\$29,595	\$116,304	\$0	\$145,898
TOTAL OPERATING EXPENSES	\$416,654	\$1,563,283	\$0	\$1,979,937	\$438,312	\$1,562,958	\$0	\$2,001,270
TOTAL EXPENDITURES	\$416,654	\$1,563,283	\$0	\$1,979,937	\$438,312	\$1,562,958	\$0	\$2,001,270

