



February 22, 2021

To the Board of Directors  
Fresno County Transportation Authority  
Fresno, California

We have audited the financial statements of the Fresno County Transportation Authority's pass-through Measure C Funds (Measure C Funds) of Fresno Council of Governments (FCOG), for the year ended June 30, 2019. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards and *Government Auditing Standards*, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated February 17, 2020. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Matters

*Qualitative Aspects of Accounting Practices*

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by FCOG are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during fiscal year 2019. We noted no transactions entered into by FCOG during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. We are not aware of any significant estimates for the year ended June 30, 2019.

The financial statement disclosures are neutral, consistent, and clear.

*Difficulties Encountered in Performing the Audit*

We encountered no significant difficulties in dealing with management in performing and completing our audit.

*Corrected and Uncorrected Misstatements*

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. There were no corrected or uncorrected misstatements noted during our audit for the year ended June 30, 2019.

*Disagreements with Management*

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

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### *Management Representations*

We have requested certain representations from management that are included in the management representation letter dated February 22, 2021.

### *Management Consultations with Other Independent Accountants*

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to FCOG's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

### *Other Audit Findings or Issues*

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as FCOG's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

### Restriction on Use

This information is intended solely for the information and use of the Board of Directors and management of Fresno County Transportation Authority and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

*Price Pange & Company*

**FRESNO COUNCIL OF GOVERNMENTS  
MEASURE C FUNDS  
ADMINISTRATION PLANNING PROGRAM**

**FINANCIAL STATEMENTS  
WITH  
INDEPENDENT AUDITOR'S REPORT  
AND  
COMPLIANCE REPORT**

**FOR THE YEAR ENDED  
JUNE 30, 2019**

**FRESNO COUNCIL OF GOVERNMENTS  
MEASURE C FUNDS  
ADMINISTRATION PLANNING PROGRAM  
JUNE 30, 2019**

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## INDEPENDENT AUDITOR'S REPORT

To the Board of Directors  
Fresno County Transportation Authority  
Fresno, California

### **Report on the Financial Statements**

We have audited the accompanying financial statements of the Fresno County Transportation Authority's pass-through Measure C Funds (Measure C Funds) of Fresno Council of Governments (FCOG) as of and for the year ended June 30, 2019, and the related notes to the financial statements, as listed in the table of contents.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to FCOG's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of FCOG's internal control as it relates to the Measure C Funds. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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## **Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the Measure C Funds of FCOG as of June 30, 2019, and the respective changes in financial position thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

## **Emphasis of Matter**

As discussed in Note 1, the financial statements of the Measure C Funds of FCOG are intended to present the financial position and the changes in financial position of only that portion of the Measure C Funds of FCOG that are attributable to the transactions related to Fresno County Transportation Authority's pass-through funds. They do not purport to, and do not present fairly the financial position of FCOG as of June 30, 2019, the changes in its financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to this matter.

## **Other Matters**

### *Required Supplementary Information*

Management has omitted a management's discussion and analysis and budgetary comparison information that accounting principles generally accepted in the United States of America require to be presented to supplement the financial statements. Such missing information, although not a part of the financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of the financial reporting for placing the financial statements in an appropriate operational, economic or historical context. Our opinion on the financial statements is not affected by this missing information.

## **Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated February 22, 2021, on our consideration of FCOG's internal control over financial reporting as it relates to the Measure C Funds, and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of FCOG's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and in considering FCOG's internal control over financial reporting and compliance as it relates to the Measure C Funds.

*Price Pange & Company*

Clovis, California  
February 22, 2021

## FINANCIAL STATEMENTS

**FRESNO COUNCIL OF GOVERNMENTS  
MEASURE C FUNDS  
ADMINISTRATION PLANNING PROGRAM  
BALANCE SHEET  
JUNE 30, 2019**

	<u>Planning</u>	<u>ADA/ Seniors</u>	<u>Farmworker/ Van Pool</u>	<u>Car / Van Pool</u>	<u>Total</u>
<b>ASSETS</b>					
Cash and investments	\$ 795,957	1,996,081	\$ 1,821,259	\$ 949,900	\$ 5,563,197
Due from FCTA	<u>32,740</u>	<u>51,729</u>	<u>37,978</u>	<u>37,978</u>	<u>160,425</u>
Total assets	<u>\$ 828,697</u>	<u>\$ 2,047,810</u>	<u>\$ 1,859,237</u>	<u>\$ 987,878</u>	<u>\$ 5,723,622</u>
<b>LIABILITIES</b>					
Unearned revenues	<u>\$ 828,697</u>	<u>2,047,810</u>	<u>\$ 1,859,237</u>	<u>\$ 987,878</u>	<u>\$ 5,723,622</u>
Total liabilities	<u>828,697</u>	<u>2,047,810</u>	<u>1,859,237</u>	<u>987,878</u>	<u>5,723,622</u>
<b>FUND BALANCE</b>					
Restricted	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total liabilities and fund balance	<u>\$ 828,697</u>	<u>\$ 2,047,810</u>	<u>\$ 1,859,237</u>	<u>\$ 987,878</u>	<u>\$ 5,723,622</u>

The accompanying notes are an integral part of these financial statements.



**FRESNO COUNCIL OF GOVERNMENTS  
MEASURE C FUNDS  
ADMINISTRATION PLANNING PROGRAM  
STATEMENT OF REVENUES, EXPENDITURES AND  
CHANGES IN FUND BALANCE  
FOR THE YEAR ENDED JUNE 30, 2019**

	Planning	ADA/Seniors	Farmworker/ Van Pool	Car/ Van Pool	Total
<b>REVENUES</b>					
Intergovernmental allocations	\$ 484,679	490,051	\$ 372,906	\$ 416,509	\$ 1,764,145
Taxi scrip revenue	-	78,556	-	-	78,556
Interest	16,850	36,197	33,981	18,724	105,752
Total revenues	501,529	604,804	406,887	435,233	1,948,453
<b>EXPENDITURES</b>					
Current:					
Transportation planning	501,529	604,804	406,887	435,233	1,948,453
Total expenditures	501,529	604,804	406,887	435,233	1,948,453
Net change in fund balance	-	-	-	-	-
Fund balance - beginning	-	-	-	-	-
Fund balance - ending	\$ -	\$ -	\$ -	\$ -	\$ -

The accompanying notes are an integral part of these financial statements.

**FRESNO COUNCIL OF GOVERNMENTS  
MEASURE C FUNDS  
ADMINISTRATION PLANNING PROGRAM  
NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2019**

**NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The financial statements of the Fresno County Transportation Authority's pass-through Measure C Funds (Measure C Funds) of Fresno Council of Governments (FCOG) have been prepared in conformity with accounting principles generally accepted in the United States of America (GAAP) as applied to governmental units. The financial statements presented are only from the accounts and financial transactions of the Fresno County Transportation Authority's pass-through Measure C Funds of FCOG. Accordingly they do not present the financial position or the results of operations of FCOG or its special revenue fund types. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The more significant of FCOG's accounting policies are described below:

**A. Reporting Entity**

The Fresno County Transportation Authority (FCTA) was created by the approval of Measure C by the voters of Fresno County (the County) in November 1986. Measure C authorized the imposition of a ½% sales and use tax (sales tax) in the County for 20 years. The proceeds of Measure C are principally reserved for highway improvements, local transportation improvements, growth management and regional planning purposes (programs) in the County. The ½% sales tax commenced July 1, 1987 and expired on June 30, 2007.

In November 2006, the County voters approved a ballot measure authorizing FCTA to continue the ½% retail transaction and use tax for an additional 20 years. Under the terms of the extension of the Measure C program, proceeds of Measure C are principally reserved for regional public transit, local transportation, regional transportation, alternative transportation and environmental enhancement programs in the County. The ½% sales tax commenced July 1, 2007 and will expire on June 30, 2027.

The sales tax revenue received by FCTA under Measure C, after deducting certain administrative costs, are to be spent for programs as set forth in the expenditure plan included in Measure C and approved by the voters of the County. All revenues, including interest and other revenues, not designated by Measure C for a specific purpose are to be spent on capital projects for other governmental agencies set forth in the expenditure plan. The expenditure plan will be updated every two years to adjust the projection of sales tax receipts.

The primary elements of the 2006 Measure C Extension Sub-Programs consist of the following:

- **Regional Public Transit Program** – will fund projects dealing with bus route maintenance, expansion of buses, bus services, bus shelters, and public transit safety measures.

- ♦ *Public Transit Agencies* (Fresno Area Express (FAX), Clovis Transit and Fresno County Rural Transit Agency (FCRTA))

The goal of all transit agencies within the County who derive funding allocations from this program is to improve the level of public transit services within the County and to continue to seek ways to coordinate and/or consolidate services in order to achieve a seamless passenger travel system for the public. Priority service improvements planned for each agency include improving frequency of service, extending weekend service hours, enhancing Para-transit services to the senior or disabled community, and installing and integrating a regional automated farebox system to enhance transit coordination.

- ♦ *Farmworker Car/Van Pools*

Farmworker Van Pool – Measure C funds will be used to subsidize Farmworker Van Pool programs within the County, providing an equal opportunity for both public and private industry competition, as well as potential public/private partnerships. Vanpools must originate in the County and allow for safe effective transportation to and from work.

**FRESNO COUNCIL OF GOVERNMENTS  
MEASURE C FUNDS  
ADMINISTRATION PLANNING PROGRAM  
NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2019**

**NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**A. Reporting Entity (Continued)**

♦ *Farmworker Car/Van Pools (Continued)*

The Measure C Car Pool program is an incentive program to the County residents to carpool with at least one other person, two days per week. The program offers incentives in the form of cash prizes and services from participating vendors.

The Measure C Van Pool program offers a variety of subsidies and reimbursements to help ensure that commuters reach their destinations safely by using a cost-effective alternative to a single occupant vehicle.

- **Local Transportation Program** – will go towards the local transportation program projects such as filling potholes, re-paving streets, improving sidewalks, catering to pedestrians and maintaining trails and bicycle systems.

♦ *Local Allocation*

Street Maintenance – A mandated 50% of the local transportation program must be earmarked for street maintenance/rehabilitation such as pothole repair, patching or overlay projects. An agency may reserve these funds for no more than five years to fund a large street maintenance project.

ADA Compliance – These funds are set aside for the local agencies to meet the current requirements of the Americans with Disabilities Act. Jurisdictions that receive less than \$200,000 annually from the total local transportation program would be exempt from this provision.

Flexible Funding – The flexible funding sub-program allows the local agency to utilize these funds on transportation related projects.

♦ *Pedestrian/Trails – Urban (Clovis and Fresno Sphere of Influence) and Rural*

Approximately 3% of Measure C is provided to fund significant improvements to the existing planned pedestrian and trail system. The funds can also be used for needs such as signage, striping and master plan updates. Jurisdictions with a population threshold less than 25,000 would be exempt from this provision and receive these funds in the Flexible Funding program.

♦ *Bicycle Facilities*

Approximately 1% of Measure C is provided to fund significant improvements to the existing and planned bicycle facilities and/or systems. Bicycle Trail funds may be used for Class II bicycle facilities, signage and striping and for the development of the master plan. Jurisdictions with a population threshold less than 25,000 would be exempt from this provision and receive these funds in the Flexible Funding program.

- **Regional Transportation Program** – will fund projects centered on improving and making changes to the freeway land and commuter corridors. This fund will also cover road safety measures.
- **Alternative Transportation Program** – will be used towards safety measures for emergency vehicle and school routes, reducing traffic congestion and facilitating new underpasses or overpasses.
- **Environmental Enhancement Program** – will accommodate the school bus replacement programs and deal with other transit-related development.
- **Administration/Planning Program** – will help to prepare updates for the expenditures plan and develop and administer other planning related activities.

**FRESNO COUNCIL OF GOVERNMENTS  
MEASURE C FUNDS  
ADMINISTRATION PLANNING PROGRAM  
NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2019**

**NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**B. Basis of Presentation**

FCOG uses fund accounting to report on its financial position and the results of its operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities.

The operations of the Measure C Funds of FCOG are accounted for in a separate set of self-balancing accounts that comprise the funds' assets, liabilities, fund balance, revenues and expenditures.

The Measure C Funds of FCOG are accounted for in the General Fund within the governmental category using the modified accrual basis of accounting whereby revenues are recognized when they become measurable and available and expenditures are recognized when the liabilities are incurred.

Intergovernmental revenues (primarily grants and subventions), which are received as reimbursement for specific purposes or projects, are recognized based upon the expenditures recorded. Intergovernmental revenues, which are usually unrestricted as to use are revocable only for failure to meet prescribed compliance requirements, and are reflected as revenues at the time of receipt or earlier, if they meet the availability criterion.

**C. Fund Balance Classification**

The governmental fund financial statements present fund balances based on classifications that comprise a hierarchy that is based primarily on the extent to which FCOG is bound to honor constraints on the specific purposes for which amounts in the respective governmental funds can be spent. The classifications used in the governmental fund financial statements are as follows:

Nonspendable

Amounts cannot be spent either because they are in nonspendable form (such as inventory or prepaid expense, and long-term loans and notes receivable) or because they are legally or contractually required to be maintained intact (such as principal of a permanent fund).

Restricted

Amounts with external constraints placed on the use of these resources (such as debt covenants, grantors, contributors, or laws or regulations of other governments, etc.) or imposed by law through constitutional provisions or enabling legislation. The fund balance for FCOG's Measure C Funds is classified as restricted, which represents amounts with constraints placed on their use that are either (a) externally imposed by creditors, grantors, contributions, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

Committed

Amounts that can only be used for specific purposes pursuant to constraints imposed by FCOG's Board, FCOG's highest level of decision-making authority, through an ordinance or resolution. These committed amounts cannot be used for any other purpose unless the Board removes or changes the specified uses through the same type of formal action taken to establish the commitment.

**FRESNO COUNCIL OF GOVERNMENTS  
MEASURE C FUNDS  
ADMINISTRATION PLANNING PROGRAM  
NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2019**

**NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**C. Fund Balance Classification (Continued)**

Assigned

Amounts that do not meet the criteria to be classified as restricted or committed but that are intended to be used for specific purposes. Intent is expressed by the Board or its designee and may be changed at the discretion of the Board or its designee. For all governmental funds other than the General Fund, any remaining positive amounts not classified as nonspendable, restricted or committed must be designated as assigned fund balance.

Unassigned

This classification includes amounts that have not been assigned to other funds or restricted, committed or assigned to a specific purpose within FCOG.

When both restricted and unrestricted resources are available for use, it is FCOG's policy to use restricted resources first, followed by the unrestricted committed, assigned and unassigned resources as they are needed.

**NOTE 2 – CASH AND INVESTMENTS**

Cash is pooled with FCOG's cash and investments. Income from the investment of pooled cash is allocated based upon the actual balance of the fund as a percentage of the total pooled cash balance. The County values all of its cash and investments at fair value on a portfolio basis. The County manages its pooled idle cash and investments under a formal investment policy that is adopted and reviewed by the County, and that follows the guidelines of the State of California Government Code.

County-wide information concerning cash and investments for the year ended June 30, 2019, including authorized investments, custodial credit risk and interest rate risk for debt securities and concentration of investments, carrying amount and market value of deposits and investments, may be found in the notes of the County's annual financial report.

**NOTE 3 – UNEARNED REVENUE**

The Fresno County Transportation Authority allocates Measure C Funds to the Fresno Council of Governments to provide various program administrative and planning services. Allocations are considered earned when they are properly spent for operations. Allocations received but not earned are recorded as unearned revenues. Changes in the unearned revenues account for the year ended June 30, 2019 are summarized as follows:

	Planning	ADA/ Seniors	Farmworker/ Van Pool	Car/ Van Pool	Total
Unearned revenues, beginning	\$ 923,003	\$ 1,921,072	\$ 1,779,311	\$ 951,555	\$ 5,574,941
Funds received	390,373	616,789	452,832	452,832	1,912,826
Funds allowed	(501,529)	(604,804)	(406,887)	(435,233)	(1,948,453)
Interest	16,850	36,197	33,981	18,724	105,752
Taxi Scrip	-	78,556	-	-	78,556
Unearned revenues, ending	<u>\$ 828,697</u>	<u>\$ 2,047,810</u>	<u>\$ 1,859,237</u>	<u>\$ 987,878</u>	<u>\$ 5,723,622</u>

**FRESNO COUNCIL OF GOVERNMENTS  
MEASURE C FUNDS  
ADMINISTRATION PLANNING PROGRAM  
NOTES TO THE FINANCIAL STATEMENTS  
JUNE 30, 2019**

**NOTE 4 – SUBSEQUENT EVENT**

On March 11, 2020, the World Health Organization declared the outbreak of coronavirus (COVID-19) a pandemic. In response, the State of California has issued stay at home orders which include the temporary closure of all businesses deemed to be nonessential. Many stay at home orders have required individuals living in the San Joaquin Valley Region to stay at home, except as allowed to maintain continuity of the federal critical infrastructure sectors. Accordingly, some functions of FCOG's operations have been limited to protect the health and safety of its employees. The financial impact that could occur as a result of the pandemic is unknown at this time.

Management has evaluated and concluded that there are no other subsequent events that have occurred from June 30, 2019 through the date the financial statements were available to be issued at February 22, 2021 that would require disclosure or adjustment.

## COMPLIANCE REPORT



INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER  
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS  
BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN  
ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS* AND THE RULES  
AND REGULATIONS OF THE MEASURE C ENABLING LEGISLATION

To the Board of Directors  
Fresno County Transportation Authority  
Fresno, California

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Fresno County Transportation Authority's pass-through Measure C Funds (Measure C Funds) of Fresno Council of Governments (FCOG), as of and for the year ended June 30, 2019, and the related notes to the financial statements, which collectively comprise the FCOG's Measure C Funds financial statements, and have issued our report thereon dated February 22, 2021.

**Internal Control Over Financial Reporting**

In planning and performing our audit of the financial statements, we considered FCOG's internal control over financial reporting (internal control), as it relates to the Measure C Funds, to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of FCOG's internal control. Accordingly, we do not express an opinion on the effectiveness of FCOG's internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of FCOG's Measure C Funds financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

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## **Compliance and Other Matters**

As part of obtaining reasonable assurance about whether FCOG's Measure C Funds financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards* or the Measure C Enabling Legislation.

## **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of FCOG's internal control or on compliance as it relates to the Measure C Funds. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering FCOG's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*Price Pange & Company*

Clovis, California  
February 22, 2021

**YARTS Fresno SR 41**

<b>Revenue</b>	<b>Budget 2021-2022</b>
Farebox Revenue - Fresno	\$62,500
Amtrak - Fresno	\$5,000
National Park Service - Fresno	\$200,000
Greyhound	\$750
Fresno COG	\$478,526
<b>Total Operating Revenue</b>	<b>\$746,776</b>

<b>Expenses/Operations</b>	<b>Budget 2021-2022</b>
Professional Service - Contracts	\$565,251
Professional Service - Fuel	\$80,000
Professional Service - MCAG Admin	\$25,000
Professional Service - MCAG Marketing	\$20,000
5% Capital + 5% Contingency	\$56,525
<b>Total Operating Expense</b>	<b>\$746,776</b>



# *Transit Productivity Evaluation FY 2020*

Fresno Area Express/Handy Ride  
Clovis Stageline/Roundup  
Fresno County Rural Transit Agency  
Consolidated Transportation Service Agency

**March 12, 2021**

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

# FY 2020 TRANSIT PRODUCTIVITY EVALUATION

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### SECTION II

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# **FY 2020 TRANSIT PRODUCTIVITY EVALUATION**

## **INTRODUCTION**

The productivity evaluation is conducted annually to assess the progress of transit operators who receive State Transportation Development Act (TDA) funds and to recommend potential productivity improvements. The California Public Utilities Code 99244 requires that “Each transportation planning agency shall annually identify, analyze and recommend potential productivity improvements which could lower the operating costs of those operators who operate at least 50 percent of their vehicle service miles within the area under its jurisdiction.” If operators fail to reasonably respond to recommended productivity improvements, TDA Local Transportation Funds (LTF) cannot exceed appropriation for the prior year.

The Consolidated Transportation Services Agencies (CTSA's) for both the metropolitan and rural areas are evaluated in accordance with the “Assembly Bill 120 Action Plan” (February 1982) policy. This policy states that the CTSA designee will be reviewed “at least annually” for compliance with the Action Plan.

The FY 2020 Productivity Evaluation covers the period of July 1, 2019 to June 30, 2020 and assesses the following agencies:

1. Fresno Area Express (FAX) and Handy Ride
2. Clovis Stageline and Roundup
3. Fresno County Rural Transit Agency (FCRTA)
4. Consolidated Transportation Services Agencies (CTSA) for the Metropolitan and Rural Areas

State law also requires TDA Triennial Performance Audits of each transit operator (PUC 99246-99249). The most recent performance audit of the operators listed above was completed in 2020 by Moore and Associates for FY2016 through FY2018. Final recommendations from the audits are reflected in this report.

## **OVERVIEW OF FRESNO COUNTY’S PUBLIC TRANSPORTATION SYSTEMS**

Fresno County transit providers faced the greatest challenge in Fiscal Year (FY) 2020 in the form of the COVID-19 Coronavirus global pandemic. In late 2019, the first case of COVID was reported in China. In January 2020, the first case was reported in California. By March 2020, to prevent the spread, the State of California imposed a mandatory stay-at-home order. While ridership throughout the county was trending steadily, with increases by some of the providers, the pandemic caused immediate and dramatic declines in ridership and related productivity metrics.

Upon the State of California’s lockdown, all transit agencies immediately instituted proactive health and safety protocols. These included implementing self-screening checks for employees and passengers, requiring masks to be worn by both passengers and staff, reducing the capacity of each vehicle, instituting new cleaning/sanitizing procedures on vehicles and at bus stops, adding hand sanitizer dispensers on vehicles, and installing physical barriers inside the vehicles to protect the drivers. Agencies implemented extensive public outreach and education campaigns to promote COVID-safe travel behaviors, both individually and in partnership with the American Public Transit Association, using traditional printed materials as well as social media.

Performance metrics for all service providers were impacted in several ways. As shown in Table 1, in comparison to FY 19, passengers per hour decreased by 11%, the farebox recovery ratio declined by 20%,



and costs per hour increased by over 9%. Some of the agencies relied on traditional transit subsidies as well as on federal financial assistance via the CARES Act to maintain fixed route and paratransit service and address the additional operating costs of implementing the necessary COVID health and safety measures.

Public transportation operators in Fresno County provided 9.9 million passenger trips from the period beginning July 2019 through June 2020 (FY 2020) at a cost of approximately \$73 million. As shown in Table 1, the systems traveled a combined 7,891,119 miles and operated 671,518 hours of service. Fares collected totaled \$9.9 million, representing a farebox recovery ratio of 13.6 percent.

FAX, the largest public transit provider in the Fresno County region, provided 9.1 million passenger trips (91.6 percent of the county total), followed by the FCRTA, and CTSA with 266,621 trips (2.7 percent) and 234,949 trips (2.4 percent) respectively. Fresno Handy Ride provided 170,721 trips (1.7 percent of the county total), while Clovis Stageline and Clovis Roundup combined provided 162,862 (1.6 percent) of all trips.

System wide, 14.7 passengers per hour and 1.25 passengers per mile were carried during FY2020. The cost per hour was \$108.71 and cost per passenger was \$7.38. Overall, the systems provided 14.7% fewer passenger trips in FY 2020 than in FY 2019.

**Table 1**

Agency	Passengers	Miles	Hours	Costs	Fare Revenues	Pass/ Hour	Pass/ Mile	Cost/ Hour	Farebox Ratio
FAX	9,058,367	4,701,969	410,510	\$49,586,055	\$5,098,988	22.07	1.93	\$120.79	10.28%
Handy Ride	170,721	928,054	85,622	\$7,345,269	\$281,026	1.99	0.18	\$85.79	3.83%
Stageline	112,478	235,712	19,473	\$2,719,150	\$66,023	5.78	0.48	\$139.64	2.43%
Round-up	50,384	346,021	28,448	\$3,316,107	\$76,485	1.77	0.15	\$116.57	2.31%
FCRTA	266,621	788,004	66,822	\$5,586,983	\$586,028	3.99	0.34	\$83.61	10.49%
*CTSA	234,949	891,359	60,643	\$4,447,920	\$3,842,208	3.87	0.26	\$73.35	86.38%
<b>Total</b>	<b>9,893,520</b>	<b>7,891,119</b>	<b>671,518</b>	<b>\$73,001,484</b>	<b>\$9,950,758</b>	<b>14.73</b>	<b>1.25</b>	<b>\$108.71</b>	<b>13.63%</b>

CTSA statistics do not include clients, costs, miles, or hours associated with the urban and rural “Meal Delivery” services.

**NOTE:** Both FCRTA and CTSA farebox revenues include some social service augmentation consistent with Fresno COG’s AB120 Action Plan and the State TDA. Clovis Stageline and Roundup farebox includes some Measure C funds. FAX and Clovis Stageline passengers include transfer passengers. FAX utilized local funding to augment their farebox to achieve the 20% recovery ratio.

A truly accurate system wide comparison is not possible due to different types of services, as well as the variations in the definitions of some of the performance indicators. For purposes of broad comparison, however, performance indicators by system are reflected in the above table.

# Section I

## *Fresno Area Express and Handy Ride*



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# **SECTION I**

## **FISCAL YEAR 2020 PRODUCTIVITY EVALUATION**

### **FRESNO AREA EXPRESS AND HANDY RIDE**

#### **I. SUMMARY DESCRIPTION OF SERVICES**

Fresno Area Express (FAX), operated by the City of Fresno Department of Transportation, is the largest transit provider in the San Joaquin Valley and provides service within the Fresno-Clovis Metropolitan Area (FCMA). FAX operates scheduled fixed-route service throughout the metropolitan area on 17 routes, seven days per week including evening service on weekdays and Saturdays. FAX currently has a fleet of 112 buses, 100 scheduled to operate during the morning- and evening- peak commute periods. All buses are equipped with wheelchair passenger ramps and bicycle racks. Generally, the routes follow a modified grid pattern. Eight lines converge Downtown on weekdays with coordinated schedules at four existing bus transfer facilities. Three transfer facilities are located at Courthouse Park in Downtown Fresno, and one is located at Manchester Transit Center at the Manchester Mall.

FAX also administers Handy Ride, a demand-response service, which provides paratransit service to people with disabilities. Handy Ride is operated under a contract with a private transportation operator, who is responsible for the day-to-day operation of FAX's paratransit services. The Handy Ride fleet consists of wheelchair accessible buses and sedans. The paratransit service is available seven days a week during the same hours as FAX fixed-route service. The service area includes the City of Fresno, and the urbanized area of the County.

#### **II. SIGNIFICANT SERVICE CHANGES AND ACTIVITIES**

##### **COVID-19**

The greatest challenge that FAX faced in Fiscal Year (FY) 2020 was the COVID-19 Coronavirus global pandemic. In late 2019, the first case of COVID was reported in China. In January 2020, the first case was reported in California. By March 2020, to prevent the spread, the State of California imposed a mandatory stay-at-home order. While FAX ridership had been steadily increasing in recent fiscal years, reaching 10.5 million passengers in FY 2019, the pandemic caused immediate and dramatic declines in FAX ridership trends and related productivity metrics. Ridership dropped more than 52% in the last quarter of the fiscal year between April and June 2020, and fell by 16% between FY 2019 and FY 2020.

Upon the State of California's lockdown, FAX immediately instituted proactive health and safety protocols. These included: implementing self-screening checks for both FAX drivers and FAX passengers, requiring masks to be worn by both passengers and FAX staff, reducing the capacity of each vehicle to a maximum of 10 passengers per fixed-route bus and 3 passengers per Handy Ride bus, instituting new cleaning/sanitizing procedures on vehicles and at bus stops, adding hand sanitizer dispensers on every bus, and installing physical barriers inside the vehicles to protect the drivers. FAX implemented an extensive public outreach and education campaign to promote COVID-safe travel behaviors, both individually and in partnership with the American Public Transit Association, using traditional printed materials as well as social media. In addition, FAX dispatched "sweeper" buses to bus stops where passengers were left behind due to the 10 person per bus maximum.

FAX metrics were impacted in several ways. As shown in Table I-1, in comparison to FY 19, passengers per hour decreased by 18%, the farebox recovery ratio declined by 38%, and costs per hour increased by almost 9%. Despite these figures, unlike many transit agencies nationwide, FAX was able to maintain service hours and miles to provide the same level of service for essential workers throughout the City of

Fresno. Handy Ride experienced similar impacts, as shown in Table I-6, but in a different manner given that it operated its vehicles only when demand was present. FAX relied on traditional transit subsidies as well as on federal financial assistance via the CARES Act to maintain fixed route and paratransit service and address the additional operating costs of implementing the necessary COVID health and safety measures.

### **DEMOGRAPHIC CHANGES**

According to the American Community Survey, the FCMA population has grown by 5.6% between 2014 and 2020. Most of this growth has been west of Highway 99 and in the southeast. Significant challenges to FAX over the coming years will be to recover from the COVID-19 pandemic and address travel needs resulting from continuing suburbanization of jobs, housing, and retail facilities. FAX will continue to provide transit services through planning, operations, maintenance, capital improvements, public outreach, and marketing.

### **AMERICANS WITH DISABILITIES ACT OF 1990**

FAX is responsible for implementing requirements mandated by the Americans with Disabilities Act (ADA) of 1990. One of the provisions is complementary paratransit service, which provides eligible members of the disabled community, within FAX's service area, with a level of service that is comparable to the service provided by FAX's fixed-route system. The latest paratransit plan update was submitted to the Federal Transit Administration (FTA) in January 1996 and is on file at the FAX Administrative Office. In 2020, FAX updated its paratransit "Guide to Ride," providing paratransit passengers with helpful information. In addition, FAX refined its draft ADA Transition Plan in anticipation of releasing it for public comment and City Council approval in 2021. FAX also began a procurement for a new paratransit operations contract. The process was delayed due to COVID-19 and will be completed in FY 2021.

### **NEW FIXED-ROUTE SERVICES AND MINOR SERVICE MODIFICATIONS**

In FY 2020, FAX made the following minor service modifications.

- Re-routed Route 28 to serve the relocated County of Fresno Department of Social Services (DSS).
- Re-opened the Manchester Transit Center, reinstituting service provided by Routes 28, 41, and 45.
- Rearranged bus stop locations at Courthouse Park bus shelters, resulting in safety improvements and more seamless transfers.
- Completed the Buffer Median Island Improvement Project, retrofitting 18 stops in buffer median islands throughout the FAX service area with ADA-compliant access and new amenities, including shelters, benches, and trash cans.

### **EXTERIOR BUS ADVERTISING**

FAX contracts with an outside contractor for internal and external bus advertising.

### **BIKE AND BUS PROGRAM**

All FAX buses are equipped with a bike rack; each rack has the capacity to carry three bikes.

### **RAMP DEPLOYMENTS**

All buses in the FAX fleet are low-floor buses. These vehicles utilize a ramp instead of a hydraulic lift for passengers using wheelchairs, mobility devices or need additional assistance to board the vehicle. This type of system is faster, more efficient, and less prone to service failures.

The FAX 15 and BRT “Q” buses have an automatic wheelchair restraint system that allows the wheelchair user more freedom and less physical interaction by the driver. The system is easy to use by wheelchair users. The passenger reverses into the wheelchair securement area and presses a button to engage the restraint system that secures around the wheels. All future bus procurements will include at least one automatic restraint system per vehicle.

## **ADMINISTRATION**

The FAX Administration Division provides personnel, procurement, financial and regulatory compliance support to the Department of Transportation. The Division is responsible for leading the Department in developing its annual operating and capital budgets. The Division also manages and reports on approximately 50 Federal, State, regional, and local grants. Through its focus on improving the Department’s financial resources, the Division assists in sustaining and improving public transit in the City of Fresno.

In FY 2020, the Department of Transportation was awarded \$49.5 million in federal, state, and local capital grants, including funding directly related to COVID-19 response. These funds, along with previously awarded funding, will be used to remodel/rehabilitate facilities; improve bus stops and bus stop infrastructure; upgrade security in the transportation yard; upgrade transit stops throughout the fixed-route system; improve communication systems; purchase fixed route buses (including Zero Emission Buses) and paratransit vehicles; purchase support vehicles; maintain existing transit services; and respond to the COVID-19 pandemic by increasing personal protective equipment (PPE) availability and sanitizing activities.

In addition, FAX Administration is responsible for administering the Handy Ride paratransit contract and assuring full compliance with the requirements set forth by the 1990 Americans with Disabilities Act (ADA). Staff from the FAX Customer Experience division and the private operator are in the same building, bringing greater oversight and providing a seamless experience for the rider. The Handy Ride office is in a convenient, central Fresno location to provide face-to-face customer service, Handy Ride orientation, and lost and found services. Some Handy Ride face to-face services were modified to phone-based during the COVID-19 pandemic. The Handy Ride center includes a fueling station and on-site maintenance facility, thus increasing the amount of time vehicles are available to serve Handy Ride customers.

## **PLANNING**

The FAX Planning Division is responsible for evaluating short-term service adjustments and preparing for long-term transit demand through both local and regional planning efforts. When FAX considers short-term service changes or long-term transit projects, it must take into account compliance requirements related to accessibility set forth by the ADA, as well as anti-discrimination policies included in Title VI of the Civil Rights Act of 1964. FAX must also consider the Objectives and Policies included in the City of Fresno’s General Plan (adopted in 2014) in the planning process, as well as issues such as air quality, congestion management, land use and population growth, system productivity, on-time performance, and passenger requests. FAX uses Customer Satisfaction Surveys as one method to evaluate service. The last on-board transit survey, conducted in 2018, identified that fixed-route passengers’ top priorities included: On-Time Performance, Frequency of Buses, and Travel Time. In addition to customer satisfaction surveys, FAX participates in triennial and annual audits conducted by the FTA, the State of California, and the City of Fresno to verify that FAX transit programs are operated in an effective and efficient manner.

In FY 2020, the FAX Planning Division continued to develop plans for service changes anticipated in FY 2021. This included adjustments to Routes 12, 28, 35, 20, 45 and the new Route 3, as well as frequency enhancements to Route 38. In addition to the physical planning of route alignments, stop locations and schedules, the FAX Planning Division completed an extensive public outreach to gather input on the

proposed changes (pre-COVID). Staff prepared materials to use at various outreach events. These events included holding publicly noticed workshops as well as soliciting input and conducting surveys at pop-up events at a variety of busy bus stops. Stops were selected to gather a diverse representation of FAX passengers from all areas of the City. Outreach was provided in both English and Spanish, and in Hmong at select locations. Public feedback at one of the events prompted FAX to alter the alignment of one of the routes to extend service to a recently developed shopping center. Another aspect of the outreach was to fulfil our federal obligation to complete a Title VI Service Equity Analysis (SEA). The SEA is to ensure that FAX's service changes would not have a discriminatory effect on minority or low-income populations.

After completing the public outreach events, the COVID-19 coronavirus epidemic hit the Central Valley. COVID-19 had a crushing effect on public transit nationwide. For FAX and the City of Fresno, this resulted in 52% loss of ridership over the last quarter of FY 2020. The pandemic affected all aspects of FAX operations. The Planning Division was responsible for developing contingency operating plans, as well as implementing an outreach campaign to communicate with the public the status of bus service, new health rules to ride by, and FAX actions to keep riders and staff safe and healthy. The campaign included printed materials on the buses and at major transit facilities, recorded messages played on-board the vehicles, and extensive social media utilizing Twitter and Facebook.

Another major project for the Planning Division was the redesign of the FAX Schedule Guide. Public feedback from the visually impaired made it apparent that the guide was not conducive to screen readers. While the guide included Spanish, the format of including both Spanish and English on the same page created problems for the screen readers. The new guide has separated the languages, reorganized the content, and created an easier-to-use guide. During the next fiscal year, FAX will refine the web site for enhanced accessibility.

In addition, the Planning Division participates in the City of Fresno Development Review Process. This enables FAX staff to comment on potential impacts of proposed development projects to the transit network and provide guidance to developers in designing transit-friendly facilities. FAX also liaisons with other City departments to improve the level of cooperation and understanding of various projects and their related impact to transit.

FAX also works with regional partners, including the Fresno Council of Governments. A major work effort during FY 2020 was the initial consideration of project updates in the 2022 Regional Transportation Plan/Sustainable Communities Strategy. During FY 2021, this effort will be expanded, as FAX will refine its transit project list and associated cost estimates for inclusion in the RTP/SCS.

## **OPERATIONS**

The FAX Operations Division is responsible for the frontline operation and supervision of FAX's fixed route service. It is the largest division of the department with over 300 employees. The Operations frontline workers take pride in providing safe and reliable service to FAX passengers. During the COVID-19 pandemic, FAX has been able to avoid service reductions in part because of the reliability and commitment from the Operations team. In addition, the Operations Division participated in the coordination of service changes providing technical guidance for the reopening of the Manchester Transit Center (MTC) and the realignment of Route 28 to service the new Department of Social Services campus.

The Operations Division plays a critical role in helping the Department adhere to the pledge it has made as part of participating in the American Public Transportation Association (APTA) Health and Safety Commitments Program. The APTA program is a pledge to passengers that the system is taking all the necessary measures to operate safely. The division has been involved in creating and implementing individualized policies and practices to help stop the spread of the virus. Some of those practices include providing personal protective equipment, fogging buses nightly, and installing barriers and sneeze guards in all buses.

## **MAINTENANCE**

The FAX Maintenance Division is responsible for maintaining FAX fixed-route buses, Handy Ride vehicles, and relief vehicles. The Division has implemented performance benchmarks to measure work outputs against industry standards. A strong emphasis given to exterior and interior bus cleanliness to provide a pleasurable riding experience to passengers and operators alike. During this period, the FAX Maintenance Division incorporated additional personnel for cleaning and sanitizing control measures to ensure public health and safety protocols to reduce the spread of COVID-19.

In FY 2020, the Maintenance Division placed 2 additional 40-foot buses, 7 relief vehicles, 4 support vehicles into fixed-route service. Three new paratransit vehicles were placed into Handy Ride service. Additionally, six 40-foot buses were ordered and are scheduled for delivery in June 2021. FAX awarded its first zero-emission vehicle (ZEV) contract to Proterra for two Battery Electric Buses (BEB) in December 2019. Due to manufacturing delays caused by COVID-19, these buses are anticipated to arrive in February 2021. In FY 2021, FAX will award a multi-year requirements contract for BEBs. FAX is planning to purchase seven BEBs upon its initial purchase to comply with new state laws that require transit operators to transition their bus fleets to ZEVs by 2040.

FAX continues to provide staff with additional aftermarket training opportunities to ensure FAX has qualified technicians with the most current training.

## **PUBLIC INFORMATION AND COMMUNITY OUTREACH**

In addition to the planning functions described above, the FAX Planning Division is also responsible for providing public information and conducting community outreach. During FY 2020, FAX focused its public information and outreach efforts on three key activities: soliciting input on proposed service changes (pre-COVID), providing information keeping passengers up to date regarding evolving FAX-related COVID health and safety protocols, and informing passengers of implemented and upcoming service changes, including the rerouting of Route 28, the reopening of the Manchester Transit Center (MTC), and the 12-35 interline and Route 38 frequency enhancements scheduled in January 2021. These services were promoted through advertising, participation in local events, agency presentations, public workshops, FAX pop-up events, social media, and by communicating essential public transit information with individuals and community-based organizations. FAX used its large format printer and laminator to produce current system and customer information displays in English and Spanish for the kiosks at Courthouse Park, the MTC office, the Handy Ride office, and community outreach meetings and events. FAX directed its outreach efforts toward the diverse population through cultural, age, disability, and socio-economic sensitive communication. FAX used newspaper advertisements, posters, bus placards, schedule guides, maps, flyers, e-mail, social media, the FAX website, the FAX newsletter, the MyFAXBUS mobile app, and bus audio and visual announcements to connect with the community. FAX also utilized comment cards and surveys to gather information from passengers, and the public.

In addition, in FY 2020, the FAX website was updated to provide information such as bus schedules, holiday service, transit trip planning, the FAX newsletter, special services such as FAX transportation to Cooling Centers, safety notices related to the COVID-19 pandemic and general safety and security notice. The web-based Service Alert notification system continued in FY 2020 and allowed passengers daily access to situations that affect trips such as detours, temporary bus stop locations, and tripper service. FAX continued to encourage passengers to share their concerns about the system by connecting with the Customer Service staff through email, by telephone, and in person.

The MyFAXBUS mobile application continues to be available for iOS and Android operating systems. The app was created by the City of Fresno and features real-time transit trip planning capabilities, as well as real-time transit information. Transit riders are also able to track bus arrival times in real-time. Upgrades are anticipated in FY 2021.



## **CAPITAL PROJECTS**

### **Bus Procurement**

In August 2015, FAX entered into a five-year contract with Gillig for 30- and 40-foot CNG fixed route buses and 40-foot BRT buses, under which a final order for 8 CNG buses was placed in July, 2020. These buses are a combination of replacements for aging buses and additional buses to support new service. In FY 2020, FAX took delivery of two new 40-foot Gillig buses. Moving forward, as regulated by California Air Resource Board through its Innovative Clean Transit (ICP) program, FAX will transition to a 100% zero-emission bus fleet by 2040. In support of this requirement, FAX developed a Zero Emission Transition Plan, which was approved by the Fresno City Council in mid-2020 (described in more detail further below), and entered into a purchase contract with Proterra for two 40-foot zero-emission Battery Electric Buses (BEB). These vehicles are scheduled to be delivered in FY 2021. A larger requirements contract for future BEB bus purchases was awarded to Proterra in December 2020.

### **Bus Stop and Facilities Improvements**

FAX is working on various capital projects to enhance passenger amenities, improve security, and increase operating efficiency.

FAX completed the Manchester Transit Center (MTC) exterior upgrades in August 2020, including a complete reconfiguration of all concrete surface areas, new transit shelters, new LED lighting, and new passenger information signs. The interior of the MTC office space was also renovated, and FAX staff was able to move back into the office to provide more convenient customer service.

FAX completed the Buffer Median Island Bus Stop Upgrades project in April 2020. This project upgraded 18 stops that are located on median islands throughout the city. The upgrades included new passenger amenities, including shelters and benches, as well as a safe path of travel with ADA accessibility.

Leveraging the infrastructure and technology provided by the BRT, Courthouse Park, and MTC capital projects, FAX installed 244 new high-definition security cameras to improve the safety of its customers and security of the capital improvements in these areas. This project also included installation of a battery back-up system to power video recording and surveillance systems and installation of new workstations for use in viewing the camera network by both FAX and the City of Fresno Police Department staff. Additionally, FAX purchased nearly 300 solar powered security lights for deployment at non-BRT bus stops throughout the system. The first phase of installation of these lights was completed in early FY 2021, with the remainder likely to be installed in early FY 2022.

FAX also collaborated with the City of Fresno Public Works Department to design and implement traffic signal priority (TSP) technology along the Shaw Avenue corridor between Willow Avenue and Polk Avenue. The goal of this project is to improve bus service and schedule adherence by providing preferential treatment to buses that are running behind schedule. This will be achieved by providing a longer/shorter green light at traffic intersections improving the buses' ability to maintain and achieve schedule adherence. This project will be completed in early FY 2021. Using additional funds that were remaining at the end of the main TSP project, FAX will also perform several technology upgrades to make the TSP system more reliable and increase functionality. These additional upgrades will happen in FY 2021.

To further the goals of FAX to reach a zero-emission fleet by 2040, FAX completed and approved its Zero Emission Transition Plan (ZETP) in March 2020. This plan was approved by the City Council in summer 2020. The ZETP will serve as a guide for future capital projects and zero-emission bus purchases, including BEBs and hydrogen fuel cell buses.

FAX continues to push forward with capital improvements despite the challenges brought about by the COVID-19 virus. Several large facility improvement projects are due to be bid and awarded between fall 2020 and spring 2021. These projects will improve the state of good repair for FAX Facility assets, improve operational efficiency within the main yard, provide for security improvements, and assist with FAX's first major leap towards a zero-emission fleet.

### **III. TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS**

#### **A. TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS**

**FY 2016 through FY 2018**

**Moore and Associates**

**State Transportation Development Act (TDA) Requirement**

In April 2019, Moore and Associates submitted to the Fresno Council of Governments, FAX's Triennial Performance Audit for FY 2016 through FY 2018. The audit assists the State of California in determining if FAX operates in compliance with applicable laws, rules, and regulations, as prescribed by the Transportation Development Act (TDA). The audit identified no compliance findings, and identified the following two functional recommendations:

**1. The City does not identify local supplementation separate from fare revenue in its TDA fiscal audits.**

It appears the City is utilizing local supplementation to ensure it meets the 20% farebox recovery ratio required by the TDA. This is assumed because the farebox recovery ratio is consistently right at 20% , which suggests the City is using just enough local funds to reach that goal. The likelihood of the City exactly meeting the requirement using fare revenues alone is very low. However, the City does not break out actual fare revenue from local supplementation in its TDA fiscal audit, classifying all as "farebox revenues" even though there is a line item for "local assistance." For example, in FY 2017/18, the TDA audit included \$9,719,474 in fare revenue, while the other reports cited \$6,362,993. It is unclear where this additional revenue came from.

**2. Financial and FTE operating data is reported inconsistently.**

While we did not determine the City to be using an improper definition for any performance measure, the data reported internally, to the State Controller, and to the NTD tended to vary. Operating cost and fare revenue data saw inconsistencies each year. Performance data was generally consistent. In some years, FTE reported to the State Controller is not entirely consistent with TDA definition based on the labor hour data provided as part of this audit.

Comments: FAX has since addressed the functional recommendations and remains in good standing with the State of California.

**B. TRIENNIAL PERFORMANCE REVIEW RECOMMENDATIONS**  
**FY 2015 through FY 2017**  
**Interactive Elements, Inc.**  
**Federal Transit Administration (FTA) Requirement**

In September 2018, Interactive Elements, Inc. completed a triennial performance review of FAX management and operation practices for FY 2015 through FY 2017. The United States Code, chapter 53 of title 49, requires the FTA of the United States Department of Transportation (USDOT) to perform reviews and evaluations of Urbanized Formula Grant activities at least every three years. This requirement is contained in 49 U.S.C. 5307 (i). The Triennial Review focused on the City's compliance in 20 different areas. No deficiencies were found with the FTA requirements in 13 of the 20 areas. However, the City was deficient in the areas of Financial Management and Capacity, Technical Capacity-Awards Management, Satisfactory Continuing Control, Maintenance, Procurement, DBE, and ADA-Complementary Paratransit, as described below. FAX has corrected all deficiencies to the satisfaction of the FTA, and remains in good standing with the FTA.

**1. Financial Management and Capacity**

Basic Requirement: The recipient must have financial policies and procedures; an organizational structure that defines, assigns and delegates authority; and financial management systems in place to match, manage, and charge only allowable cost to the award. The recipient must conduct required single audits and provide financial oversight of sub recipients.

Finding: During this Triennial Review of the City, deficiencies were found with the FTA requirements for Financial Management and Capacity.

*Deficiency Code F4-1: ECHO documentation deficient*

A review of the City's ECHO files found it difficult to determine how the City calculated the financial data in order to request funds. General ledger printouts are used to identify eligible expenses associated with grant projects. However, there is no summary or reconciliation to show how the City arrived at the amount stated on the ECHO request.

Comments: Updated Policy A6-2: Capital Project Expenditure Tracking, to include Standard Operating Procedures (SOPs) for grant expenditure tracking. Updated Policy A6-3: Grant Drawdown Procedure for FTA Grants to ensure all eligible grant expenditures will be drawn down from FTA by FAX Grant Manager in a timely manner.

**2. Technical Capacity – Award Management:**

Basic Requirement: The recipient must report progress of projects in awards to the FTA timely.

Finding: During this Triennial Review of the City, deficiencies were found with the FTA requirements for Technical Capacity – Award Management.

*Deficiency Code TC-AM3-1: MPRs lack required information*

At the time of this review, the City had eighteen (18) open grants. A review of Milestone Progress Reports found information lacking relative to the status of grant projects (Activity Line Items [ALIs]). For projects with no activity or projects that were delayed, the MPRs contained little to no explanation for the delay and/or explanation as to how the City planned to mitigate the delays.

Corrective Action and Schedule: By December 15, 2018, the City must submit to the FTA procedures that address the FTA reporting requirements. The procedures are to address the information required to be reported, the source of the information, and how the information will be collected and verified prior to reporting. The City may wish to consider developing a standardized form for use by its project managers to ensure uniformity of information.

Comments: Created SOP: Quarterly Milestone Progress Reporting and updated Policy A6-3: Grant Drawdown Procedure for FTA Grants to ensure uniformity of reporting and information.

*Deficiency Code TC-AM5-1: Inactive award/untimely closeouts*

At the time of the site visit, the City had 18 open grants. FTA expects grants awarded for a specific program of projects to be completed within a reasonable, specified time frame, generally two to three years. The recipient should have procedures for tracking project funds and reprogramming unused balances to other projects or closing out the award if funds cannot be utilized. Examples of good award management practices include:

- As part of the annual development process, identify available funds in existing awards before applying for new funds
- Unless directed by the region, apply for remaining apportionments in the next year's award instead of amending awards to add apportionment balances. An award may contain multiple years' apportionments
- Spend oldest funds first for on-going expenses such as program administration (financial purpose code (FPC 6), operating assistance (FPC 4), ADA complementary paratransit (FPC 8), and preventive maintenance (FPC 0)
- Accumulate program administrative expenses in a generic account and then draw from the oldest award with available program administrative funds instead of charging the expenses directly to awards
- Set project time limits (less than two years)
- Transfer small remaining balances to new line items
- Move delayed projects to newer awards and active projects to older awards
- Deobligate project balances and reapply for funds (if within period of availability and allowed by the FTA regional office)
- Regularly reconcile balances with those in the TrAMS

Corrective Action and Schedule: By December 15, 2018, the City is to provide the FTA Regional Office with a plan that addresses how the City will complete the projects associated with grant projects:

- CA-2016-106-2
- CA-2017-081-01, 02, 03, 04, 05
- CA-2017-118-01
- CA-2017-144-01
- CA-2018-002-04
- CA-2018-004-03
- CA-2018-006-03, 04

By January 18, 2019, the City must submit to the FTA Regional Office more effective procedures for award management (spending older funds first, tracking project progress, identifying project balances, reprogramming unused project funds to other projects, reassigning older projects to newer awards, or closing out projects) to enable it to close awards more timely.

Comments: FAX has created and submitted a plan to address how grant-funded projects will be completed, to include a schedule of projects with status and closeout dates.

### **3. Satisfactory Continuing Control:**

Basic Requirement: The recipient must ensure that FTA-funded property will remain available to be used for its originally authorized purpose throughout its useful life until disposition.

Finding: During this Triennial Review of the City, deficiencies were found with the FTA requirements for Satisfactory Continuing Control.

#### *Deficiency Code SCC7-3: Inadequate equipment records*

No equipment records were available for FTA-funded equipment and vehicles. Discussions with staff noted that records for FTA-funded assets were not available after the City changed the dollar threshold for assets.

Recipients are required to follow the equipment management requirements of 2 CFR 200.313 and FTA Circular 5010.1E.

Corrective Action and Schedule: By March 15, 2019, the City must submit to the FTA Regional Office:

1. Internal control procedures that address how the City identifies and maintains control of FTA-funded property, equipment, rolling stock, and supplies. The procedures are to identify the Department(s) responsible for the acquisition, use, management, and disposition of federally assisted property including equipment and rolling stock.

2. Equipment records with all required reporting elements for FTA-funded equipment and rolling stock.

#### *Deficiency Code SCC7-4: No evidence of physical inventory or reconciliation*

For this review period, the City did not perform an inventory of FTA-funded assets. This is a repeat finding from the 2015 Triennial Review.

FTA requires grantees to conduct a physical inventory of FTA-funded equipment and rolling stock and to reconcile the results to equipment records at least once every two years. The inventory should be done by someone other than the person responsible for the equipment records. Once the inventory results are reconciled, the equipment records are to be updated.

Corrective Action and Schedule: By March 15, 2019, using its equipment records of FTA-funded equipment, the City must submit to the FTA evidence that it conducted an inventory and reconciled the results to the equipment records.

By March 15, 2019, the City is to provide the FTA Regional Office with procedures that address the inventory and reconciliation requirements of FTA-funded equipment.

Comments: As a response to both Satisfactory Continuing Control findings, FAX has created a SOP Internal Control Procedures for FTA-Funded Assets, created a FTA asset record data repository, created a SOP, which establishes duties for the Department's Property Manager & Property Monitor. Among these responsibilities, roles are clearly defined for the Property Manager, who maintains records and is assigned by the Administrative Manager, and the Property Monitor(s), who are assigned by Division Managers within each section. These SOPs continue to effectively monitor all FTA-purchased assets to detail all areas of asset management, official documentation and asset condition. The SOP also creates actionable policy to ensure that a physical inventory is conducted bi-annually.

#### **4. Maintenance:**

Basic Requirement: Recipients must keep federally funded vehicles, equipment, and facilities in good operating condition. Recipients must keep Americans with Disabilities Act (ADA) accessibility features on all vehicles, equipment, and facilities in good operating order.

Finding: During this Triennial Review of the City, deficiencies were found with the FTA requirements for Maintenance.

##### *Deficiency Code M1-1: No written vehicle maintenance plan*

For this review, the City provided a bus fleet management plan, not a vehicle maintenance plan. Fleet management plans are typically associated with project management oversight requirements for FTA New Starts projects. Fleet management plans are developed to identify all existing transit modes in service, vehicle and service types (bus, rail, etc.) in operation and anticipated to be in operation, including paratransit, as well as factors that are relevant to the current and future equipment needs. While fleet management plans cover vehicle maintenance information, they do not include the details of a vehicle maintenance program. Vehicle maintenance plans must describe a system of periodic inspections and preventive maintenance to be performed at certain defined intervals. For Section 5307-funded assets, the written maintenance plans should identify the goals and objectives of a maintenance program, which may include, for example, vehicle life, frequency of road calls, and maintenance costs compared to total operating costs. The plan is to identify the current fleet and the preventive maintenance requirements, service intervals for each bus configuration. The plan is to describe how the City manages and pursues warranty claims.

Corrective Action and Schedule: By March 15, 2019, the City must submit to the FTA Regional Office, a vehicle maintenance plan.

##### *Deficiency Code M1-2: No written facility/equipment maintenance plan*

The City does not have a written facility and equipment maintenance plan. This is a repeat finding from the 2015 Triennial Review. During the site visit, discussions with staff noted that the Department of Transportation/FAX will assume responsibility of the compliance requirement.

Corrective Action and Schedule: By March 15, 2019, the City must submit to the FTA Regional Office, a facility and equipment maintenance plan.

##### *Deficiency Code M2-1: Late vehicle/vessel preventive maintenance*

Records provided by the City showed that for the past year, on-time performance for vehicle preventive maintenance was 76%. FTA expects recipients to follow their program for preventative maintenance but understands that circumstances may prevent inspections being completed exactly at the interval specified. To account for this, FTA allows a 10% deviation from the scheduled interval.

The recipient is deficient if fewer than 80% of the inspections for any mode or operation occurred on time.

**Corrective Action and Schedule:** By March 15, 2019, the City must submit to the FTA Regional Office:

1. Procedures for completing preventive maintenance inspections on time.
2. A monthly report signed by the chief executive officer or other senior management designee on preventive maintenance results until the data demonstrate the recipient has conducted 80% of its preventive maintenance on time for three consecutive months.

For each vehicle that received a preventive maintenance inspection during the month, the recipient must include with the submittal to the FTA Regional Office:

- a. A report that lists the vehicle number, date of the inspection, mileage of the current inspection, mileage of the previous inspection, and the mileage interval between the two inspections for each vehicle/vessel that received a preventive maintenance inspection during the month. List the percentage of the inspections performed on time.
- b. Back-up documentation for each vehicle (e.g., copy of work order, printout from the maintenance management system) documenting the date and mileage of the inspection.

Comments: The agency provided a vehicle maintenance plan and an equipment maintenance plan, with scheduled intervals for update and confirmation that guidelines are adhered to for scheduled preventative maintenance. A SOP was created to demonstrate procedures for completion of preventative maintenance, as well as three months of on-time monthly reports were provided to the FTA demonstrating 80% or better on-time preventative maintenance.

## **5. Procurement:**

Basic Requirement: The grantee must comply with 49 CFR Part 26 to ensure nondiscrimination in the award and administration of DOT-assisted contracts. Grantees also must create a level playing field on which DBEs can compete fairly for DOT-assisted contracts.

During this Triennial Review of the Fresno Area Express, one (1) deficiency was found with the USDOT requirements for DBE.

Finding 264: The grantee has recently changed its DBELO designation and has not updated its DBE program to reflect the position in the new organization chart. The grantee has not updated its DBE program on file with FTA to reflect the new DBELO designation (DEFICIENCY CODE 264: DBE policy not updated).

Corrective Action and Schedule: The grantee must submit an update of its DBE program to the FTA RCRO for approval within thirty (30) days from the date of the final report.

Comments: The agency developed a policy for procurement processes and compliance requirements. This policy was accompanied by a SOP to detail procedures for proper procurement file storage and file management. Staff has been trained on the policy, with refresher trainings scheduled for 6-month intervals. A consultant was also contracted to assist the department with a comprehensive approach to refining all procurement activities as related to FTA purchases. Staff who are in key positions for procurement activities have all attended the National Transit Institute



(NTI) training for Procurement (levels 1 and 2), in addition to becoming subject-matter-experts to ensure proper federal clauses and documentation are in adherence to established policy and SOP.

The Maintenance Division has also refined rolling-stock purchase procedures to submit pre-award documentation, as per a new SOP, which governs requirements associated with pre and post-award certification.

## **6. Satisfactory Continuing Control**

**Basic Requirement: States:** When procuring property and services under a Federal award, a state must follow the same policies and procedures it uses for procurements from its non-Federal funds. The state will comply with 2 CFR §200.322 (*Procurement of Recovered Materials*) and ensure that every purchase order or other contract includes any clauses required by section 2 CFR §200.326 (*Contract Provisions*). All other non-Federal entities, including sub recipients of a state, will follow 2 CFR §§200.318 (*General Procurement Standards*) through 200.326 (*Contract Provisions*).

**Non-state recipients:** The non-Federal entity must use its own documented procurement procedures, which reflect applicable State, local, and tribal laws and regulations, and conform to applicable Federal law and the standards identified in 2 CFR part 200.

**Background:** The City employs a decentralized form of procurement management. Per the City's purchasing policy Administrative Order 3-1, dated July 30, 2010, the Purchasing Division is responsible for citywide procurements for technical and non-professional services, such as custodial, processing, security, and temporary personnel. Per Administrative Order 6-19, Departments are authorized to conduct procurements for consulting and professional services below the City's small purchase threshold of \$135,000. The City's Transportation Department (FAX) further decentralizes the procurement function within its organizational structure.

**Policies and Procedures:** For this review, the City provided three (3) separate procurement policies: (1) Administrative Order 3-1, dated July 30, 2010 that established a City-wide purchasing policy with procurement options, (2) Finance Department's Procurement Handbook (2014) that also contained a supplemental section dated 2012 that applied to FTA-funded procurements, and (3) a 2017 version of the supplemental section.

**Finding:** During this Triennial Review of the City, the following deficiencies were found with the FTA requirements for Procurement:

*Deficiency Code P1-3: Procurement policies and procedures not current/complete*

The review of the policies and procedures submitted by the City found no provisions for ensuring compliance.

A nonfederal grant recipient must use its own documented procurement procedures, which reflect applicable State and local laws and regulations, and conform to applicable Federal law and the standards identified in 2 CFR part 200. Further, policies and procedures must explain *how* the recipient will ensure compliance with the standards and requirements identified in 2 CFR §§200.318 (General Procurement Standards) through 200.326 (Contract Provisions).

Corrective Action and Schedule No. 1: By March 15, 2019, the City is to provide the FTA Regional Office with an approved policy statement that establishes the protocols governing FTA-funded procurements and that provides clear communication to management and staff of the compliance requirements.

Corrective Action and Schedule No. 2: By March 15, 2019, the City is to provide the FTA Regional Office with revised procurement procedures that address how the City manages and controls the procurement process in order to ensure compliance. Appendix C of this report contains resources that the City may want to consider when revising its procedures.

*Deficiency Code P5-1: Incomplete written documentation of procurement history*

The City did not employ a standardized practice for documenting the history of FTA-funded procurements. Procurement files reviewed contained a document checklist that identified the name of procurement and contracting officer, and a list of documents typically associated with procurements. Instructions were vague on how to use the checklist. It was difficult to determine the chronological history of the procurement due to how and when the checklist was filled out. Missing from the check was the requirement to document the rationale for the method of procurement selected, the rationale for the contract type selected, and the basis for the contract price. It appeared that each Contracting Officer was responsible for determining what documents were necessary to be retained. While some files contained invoices, others did not. One file contained documentation regarding terminating a contractor for default, however the file contained no documentation as to how the determination to terminate was made and approved.

The change order file for Kimley-Horn included an executed agreement between the City and Kimley-Horn dated July 25, 2014 in the amount of \$411,751 for design and engineering services associated with a bus livability grant. Language in the scope of work identified the scope of work as being added to the scope of work already being provided by Kimley-Horn. It was unclear as to why the agreement was in a change order file.

The review of the City's Creative Bus Sales bus procurement file found it to be incomplete as it did not contain documents to meet the Altoona bus test report requirements and the Buy America post-delivery audit and purchaser's certification requirements. Further, purchase orders in the file referred to buses ordered as being "StarCraft Class B" and invoices referred to the purchase of "2018 StarCraft All Star 22 buses." Further, the file did not contain specific details as to the configuration of the buses ordered.

The purpose of the procurement history file is to accurately document the history of the procurement and procurement-related activities associated with it. The documents must be maintained in a manner such that a chronological account can be reasonably established.

Corrective Action and Schedule: By March 15, 2019, the City is to develop and submit to the FTA Regional Office, amended procurement procedures that address the requirements associated with procurement files; ensuring the revised procedures include methods that will be used by the City to ensure compliance.

*Deficiency Code: 14-2 Insufficient documentation to support change orders*

The procurement files for the Kimley-Horn and David Moreno change orders did not contain a justification statement. A change to a contract that is beyond the scope of that contract is a new non-competitive or sole source award that must be justified under the provisions for non-competitive procurements.

Corrective Action and Schedule: By March 15, 2019, the City must submit compliant change order procedures to the FTA Regional Office. For the next change order, submit to the FTA Regional Office documentation that the required process was implemented.

*Deficiency Code: 17-1 Improper Piggyback Purchase*

FTA Comment: FTA acknowledges receipt of the City's July 27, 2018 response to the draft report wherein the City stated that the bus procurement a State Schedule procurement and not considered as a piggyback procurement. Based upon the documents provided by the City, the activities associated with this procurement align more with that of a piggyback procurement. State Schedule procurements do not contain requirements for minimum or maximum quantities nor do they require assignment of options to recipients prior to purchasing from the schedule.

The review of the Morongo Basin Transit Authority/Creative Bus Sales procurement file for paratransit vehicles found that the City improperly procured buses by deviating from the terms and conditions of the original RFP. Specifically, the City:

1. Added additional equipment to each bus that was not identified in the original RFP
2. Accepted rebates from the vendor when prohibited by the terms and conditions set forth in the original RFP

In addition, records seem to indicate that the City purchased two different types of buses: StarCraft Class B and 2018 StarCraft All Star 22. However, the files were incomplete and did not identify whether the All Star 22 was the same as the StarCraft Class B bus.

Corrective Action and Schedule No. 1: By December 14, 2018, the City must provide the FTA Regional Office with a report detailing the type of buses the City has procured under the MBTA/CalACT procurement. In addition, the City is to provide the Regional Office with the status of any open purchase orders for buses associated with this procurement.

The City is to then follow all directions given by the Regional Office regarding the viability of the City's current contract with Creative Bus Sales and the continued use of the MBTA/CalACT procurement.

Corrective Action and Schedule No. 2: By January 18, 2019, the City is to provide the FTA Regional Office with procedures that govern the procurement methods used by the City for procuring FTA-funded rolling stock.

*Deficiency Code: 19-2 Missing documentation of bus model testing*

FTA Comment: FTA acknowledges receipt of the City's July 27, 2018 response to the draft report wherein the City provided various documents relating to Altoona testing. After review of said documents, FTA has revised the report as follows:

With this report, it remains unclear as to what type of buses the City procured using the MBTA/CalACT procurement. While the City provided a variety of documents associated with the Altoona bus test requirement, it provided no explanation as to what the documents contained, nor how the documents supported the compliance requirement.

This deficiency was cited because the City provided test reports for various bus configurations but not for the StarCraft All Star 22 bus.

Corrective Action and Schedule: By December 18, 2018, the City must provide to the FTA Regional Office, the test report(s) applicable to the series vehicles that were procured.

*Deficiency Code: 20-2 Pre-award and/or post-delivery audits not performed*

The post-delivery audit certification appeared to be completed by the vendor, not the City. The recipient or an independent third party must conduct the Buy America audits. The audit may be based on information provided by the manufacturer; however, certification by the manufacturer is not adequate.

Corrective Action and Schedule: By March 15, 2019, the City is to develop and submit to the FTA Regional Office, procedures that govern the requirements associated with conducting pre – and post award audits. For the next procurement, the City must submit to the FTA Regional Office documentation that the required process was implemented.

*Deficiency Code: 20-2 Pre-award and/or post-delivery certifications lacking*

The paratransit bus procurement file did not contain the required post-delivery certifications. The recipient must complete a post-delivery purchaser's requirements certification verifying that the buses delivered meet the contract specifications. This must be completed before a bus title is transferred to the recipient or before a bus is placed into revenue service, whichever is first. The post-delivery certification is based on the recipient's visual inspections and road tests

Corrective Action and Schedule: By March 15, 2019, the City is to develop and submit to the FTA Regional Office, procedures that govern the requirements associated with conducting pre – and post award certifications. For the next revenue rolling stock procurement, the City must submit to the FTA Regional Office pre-award audit information and certifications before awarding the contract and the post-delivery audit information and certifications before drawing FTA funds.

Comments: FAX has established Policy P7-26 – Procurement Internal Controls and SOP – Procurement Approval and Review process in response to the above findings. Additionally, SOP – Change Management Procedures, SOP – Procurement of FTA Funded Rolling Stock, SOP – FTA-Funded Assets Physical Inventory, FAX Facility Maintenance Plan and Program, and several example reports, cost analysis, and records were provided to either establish systems and accountability, or update existing structures.

## **7. Disadvantaged Business Enterprise:**

Basic Requirement: Recipients must comply with 49 CFR Part 26 to ensure nondiscrimination in the award and administration of US DOT-assisted contracts. Recipients also must create a level playing field on which Disadvantaged Business Enterprises (DBEs) can compete fairly for US DOT-assisted contracts.

Finding: During this Triennial Review of the City, deficiencies were found with the U.S. Department of Transportation (US DOT) requirements for DBE.

*Deficiency Code DBE 1-2 - Revisions to DBE Program not made*

During the site visit, it was learned that the City of Fresno certifies DBE firms. However, the DBE Program Plan in TrAMS does not reflect such. This is a repeat finding from the 2015 Triennial Review.

Corrective Action and Schedule: By February 6, 2019, the City must revise and submit its DBE program, upload it to TrAMS and notify the Regional Civil Rights Officer (RCRO) once completed.

Comments: FAX provided documentation that the DBE program signed and submitted July 29, 2016; Subparts D – DBE Certification Standards and Subparts E –DBE Certification Procedures, pages 46-50, indicating the process of certifying DBE firms was affirmatively uploaded in TrAMS on July 29, 2016 is uploaded in TrAMS. On February 6, 2019 FAX notified the Regional Civil Rights Officer (RCRO) of the program status.

*Deficiency Code DBE2-1 Inadequate designation of DBE Officer*

The City has two staff positions associated with the DBE Program: The City's Purchasing Manager as the designated DBELO and a DBE Liaison Coordinator. The Liaison Coordinator is responsible for implementing the FTA, FHWA and FAA DBE Programs. This position also certifies DBE firms for Caltrans. The Coordinator must continuously assess how best to allocate available work hours in order to perform job duties. As such, the Coordinator is forced to decide how time is spent among the three programs.

Further, given the level of involvement that the Coordinator had with the DBE Program, the review could not establish what role the Purchasing Manager had as the designated DBELO.

Corrective Action and Schedule: By February 6, 2019, the City must submit to the FTA RCRO evidence of corrective actions implemented to designate DBE responsibilities properly.

Comments: The City of Fresno Purchasing Manager Job Specification establishes the position's responsibilities as the DBELO. Updating the position's duties to clearly delineate the Purchasing Manager as the DBELO was a concerted, coordinated effort between the Assistant City Manager, Transit Director, Finance Director, and other key personnel. On February 6, 2019, FAX notified the Regional Civil Rights Officer (RCRO) of the updated City of Fresno Purchasing Manager Job Specification that establishes the position's responsibilities as the DBELO.

## **8. Americans with Disabilities Act – Complementary Paratransit:**

Requirement: Titles II and III of the Americans with Disabilities Act of 1990 provide that no entity shall discriminate against an individual with a disability in connection with the provision of transportation service. The law sets forth specific requirements for vehicle and facility accessibility and the provision of service, including complementary paratransit service.

Finding: During this Triennial Review of the City, deficiencies were found with the US DOT requirements for ADA – Complementary Paratransit.

*Deficiency CodeCPT5-1: Insufficient oversight of contracted ADA complementary paratransit*

The City did not provide documentation to support its oversight responsibilities. Documentation provided for this review included monthly recordings of late trips, missed trips, excessively long trips, road calls, no shows, and complaints. The City used this information to determine the amount earned for incentives and disincentives. However, a review of the data over time identified road calls, late trips, no shows and miss trips as trending up. These trends could be signs of capacity constraints.

When a public entity enters into a contractual or other arrangement with a private entity to operate any aspect of its ADA complementary paratransit service, the public entity is responsible for ensuring that the contractor meets all of the requirements of the US DOT ADA regulations that would apply to the public entity if the public entity provided the service itself.

Corrective Action and Schedule: By March 6, 2019, the City must submit to the Regional Civil Rights Officer specific procedures for ensuring that its contractor complies with the ADA complementary paratransit requirements and evidence of implementation.

Comments: FAX updated SOP – Service Provider and Subrecipient FTA Compliance Oversight and Checklist in response to the finding. Additional information was requested and provided which details the 20 monthly reports reviewed by FAX staff for Paratransit Provider oversight, the process in which the monthly reporting is reviewed and detailed the emphasis on collaborative efforts, which include monthly meetings with the contracted paratransit provider and attendance at the Disability Advisory Committee meetings to provide presence, support and feedback to our ADA community.

**IV. FRESNO AREA EXPRESS AND HANDY RIDE: FY 2020  
SSTAC COMMITTEE RECOMMENDATIONS**

- A. Implement recommendations from the annual element of the “Short-Range Transit Plan for the Fresno-Clovis Urbanized Area.”
- 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 explore other potential funding sources.
- C. Continue to coordinate with other public paratransit service providers to jointly provide the State required 40 hours of specified training and behind-the-wheel instruction.
- D. Address responsibilities under the Americans with Disabilities Act of 1990. More specifically, address FAX operator’s requirements to announce major streets and transfer points.
- 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 Congestion Management System (CMS).
- F. Implement recommendations from the FAX and Handy Ride customer satisfaction surveys when possible.
- G. Continue to perform community outreach and marketing activities to increase ridership and improve public awareness and perception of public transit.
- H. Continue to work with major employers in the Fresno-Clovis Metropolitan Area to determine the demand for new or improved transit services.
- I. Prepare and adopt updated Short Range Transit Plans / Operation Program and Budget (OPB).

## **VI. HIGHLIGHTS OF PRODUCTIVITY DATA**

### **FRESNO AREA EXPRESS**

As shown below in Table I-1, all indicators showed a negative trend in FY 2020 due primarily to the impacts of the COVID-19 pandemic. Prior to March 2020, FAX ridership was trending up. Between April and June, FAX ridership dropped 52% on fixed-route services. This was caused by the State mandated stay-at-home order as well as policies FAX implemented to reduce exposure on the vehicles, including limiting the number of passengers on-board at any given time to 10 people per bus. Unlike many transit agencies nationwide, FAX was able to maintain service hours and miles to adequately provide the same level of service for essential workers throughout the City of Fresno.

As shown in Table I-3, FAX ridership decreased by 16.47% from 10.5 million in FY 2019 to 9.06 million in FY 2020. Total service miles increased 7.0% from 4.66 million miles in FY 2019 to 4.7 million miles in FY 2020. Total revenue hours were consistent with service miles and increased by 6.98% from 402,895 hours in FY 2019 to 410,510 hours in FY 2020. The farebox recovery ratio decreased from 14.19% in FY 2019 to 10.28% in FY 2020.

The Transportation Development Act requires large urban transit providers to meet a 20% farebox recovery ratio. FAX did not collect sufficient revenues to meet the State-mandated farebox recovery requirement without supplementing fares with Local funds, however due to the on-going Covid-19 pandemic, farebox recovery requirements have been suspended for FY 2020 and FY 2021. The Operating cost per hour increased 8.7% from \$110.31 in FY 2019 to \$120.79 in FY 2020.

**Table I-1  
FAX Productivity Indicator Comparison  
FY 2019 vs. FY 2020**

<b>Indicator</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Percent Change</b>
<b>Passenger Trips</b>	10,550,142	9,058,367	-16.47%
<b>Revenue Service Hours</b>	402,895	410,510	6.98%
<b>Revenue Service Miles</b>	4,663,994	4,701,969	7.00%
<b>Passengers/Hour</b>	26.19	22.07	-18.67%
<b>Passengers/Mile</b>	2.26	1.93	-14.60%
<b>Cost/Mile</b>	\$9.53	\$10.55	9.67%
<b>Cost/Hour</b>	\$110.31	\$120.79	8.68%
<b>Farebox Ratio</b>	14.19%	10.28%	-38.04%



## HANDY RIDE

As shown below in Table I-2, Handy Ride experienced similar impacts to its metrics caused by the pandemic as the FAX fixed-route system. The main difference is that whereas FAX continued to operate fixed-route services at pre-pandemic levels to serve essential workers, Handy Ride reduced its service hours and miles when the COVID stay-at-home order resulted in fewer paratransit requests.

Handy Ride provided 170,721 trips during FY 2020, a decrease of 22.52% over FY 2019. Handy Ride productivity, as stated in Passengers per Hour in Table I-2, is 1.99 for FY 2020 compared to 2.10 the prior year. The total number of revenue miles decreased 23.49% from 1,213,011 in FY 2019 to 928,054 in FY 2020. Revenue hours in FY 2020 decreased 17.74% from 104,088 to 85,622. In FY 2020, Handy Ride reported no trip denials. A Request for Proposals was released for a new Handy Ride contractor in FY 2020 for implementation in FY 2021.

**Table I-2**  
**Handy Ride Productivity Indicator Comparison**  
**FY 2019 vs. FY 2020**

<b>Indicator</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Percent Change</b>
<b>Passenger Trips</b>	220,351	170,721	-22.52%
<b>Revenue Service Hours</b>	104,088	85,622	-17.74%
<b>Revenue Service Miles</b>	1,213,011	928,054	-23.49%
<b>Passengers/Hour</b>	2.10	1.99	-5.24%
<b>Passengers/Mile</b>	0.18	0.18	0.00%
<b>Cost/Mile</b>	\$6.43	\$7.91	23.02%
<b>Cost/Hour</b>	\$74.78	\$85.79	14.72%
<b>Farebox Revenue</b>	\$326,796	\$281,026	-14.01%

**Table I-3**  
**Summary of Key Operational Indicators**  
**FRESNO AREA EXPRESS**  
Fiscal Years 2017 through 2020

<b>Fiscal Year Ending June 30</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
Operating Costs	\$37,717,694	\$41,979,373	\$44,445,075	\$49,589,055
Total Actual Vehicle Revenue Hours	340,918	374,764	402,895	410,510
Total Actual Vehicle Revenue Miles	3,966,436	4,337,684	4,663,991	4,701,969
Total Labor Hours	670,478	721,204	705,127	755,054
Unlinked Passenger Trips	9,622,875	9,750,802	10,550,142	9,058,367
Fare Revenue	\$7,640,262	\$6,068,176	\$6,307,587	\$5,098,988
Operating Cost/Passenger	\$3.92	\$4.31	\$4.21	\$5.47
Passengers/Vehicle Revenue Hour	28.23	26.02	26.19	22.07
Passengers/Vehicle Revenue Mile	2.43	2.25	2.26	1.93
Vehicle Revenue Hours/FTE*	960.33	934.57	1,022.00	975.08
Farebox Recovery Ratio	20.26%	14.46%	14.19%	10.28%
Operating Cost/Revenue Mile	\$9.51	\$9.68	\$9.53	\$10.55
Operating Cost/Revenue Hour	\$110.64	\$112.02	\$110.31	\$120.80
Average Fare/Passenger	\$0.79	\$0.62	\$0.60	\$0.56
Total Revenue Service Interruptions	461	380	339	308
Percentage of Trips On Time	77.76%	80.29%	84.55%	87.00%

**Table I-4**  
**Summary of Key Operational Indicators**  
**FRESNO AREA EXPRESS**  
Fiscal Years 2018 through 2020

<b>Fiscal Year Ending June 30</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2018-20</b>
Operating Costs	10.15%	5.55%	10.37%	23.94%
Total Actual Vehicle Revenue Hours	9.03%	6.98%	1.86%	16.95%
Total Actual Vehicle Revenue Miles	8.56%	7.00%	0.81%	15.64%
Total Labor Hours	7.03%	-2.28%	6.61%	11.20%
Unlinked Passenger Trips	1.31%	7.58%	-16.47%	-6.23%
Fare Revenue	-25.91%	3.80%	-23.70%	-49.84%
Operating Cost/Passenger	8.96%	-2.26%	23.03%	28.34%
Passengers/Vehicle Revenue Hour	-8.49%	0.65%	-18.67%	-27.89%
Passengers/Vehicle Revenue Mile	-7.92%	0.53%	-17.10%	-25.70%
Vehicle Revenue Hours/FTE*	-2.76%	8.55%	-4.81%	1.51%
Farebox Recovery Ratio	-40.13%	-1.86%	-38.02%	-97.00%
Operating Cost/Revenue Mile	1.74%	-1.56%	9.64%	9.83%
Operating Cost/Revenue Hour	1.23%	-1.54%	8.68%	8.41%
Average Fare/Passenger	-27.58%	-4.09%	-6.21%	-41.05%
Total Revenue Service Interruptions	-21.32%	-12.09%	-10.06%	-49.68%
Percentage of Trips On Time	3.15%	5.04%	2.82%	10.62%

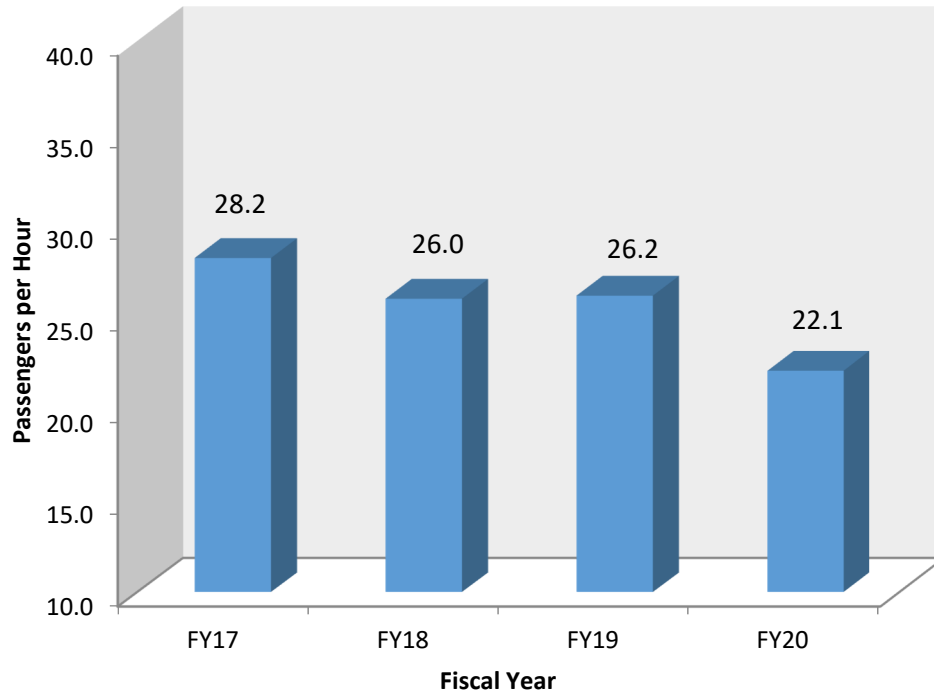
**Table I-5**  
**Summary of Key Operational Indicators**  
**HANDY RIDE**  
Fiscal Years 2017 through 2020

<b>Fiscal Year Ending June 30</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
Operating Costs	\$6,580,419	\$7,204,580	\$7,850,700	\$7,345,269
Total Actual Vehicle Revenue Hours	98,107	104,147	104,088	85,622
Total Actual Vehicle Revenue Miles	1,156,767	1,212,603	1,213,011	928,054
Unlinked Passenger Trips	199,948	213,026	220,351	170,721
Fare Revenue	\$259,414	\$294,817	\$326,496	\$281,026
Operating Cost/Passenger	\$32.91	\$33.82	\$35.63	\$43.02
Passengers/Vehicle Revenue Hour	2.04	2.05	2.12	1.99
Passengers/Vehicle Revenue Mile	0.17	0.18	0.18	0.18
Farebox Recovery Ratio	3.94%	4.09%	4.16%	3.83%
Operating Cost/Revenue Mile	\$5.69	\$5.94	\$6.47	\$7.91
Operating Cost/Revenue Hour	\$67.07	\$69.18	\$75.42	\$85.79
Average Fare/Passenger	\$1.30	\$1.38	\$1.48	\$1.65
Percentage of Trips On Time	87.0%	93.1%	92.2%	90.6%

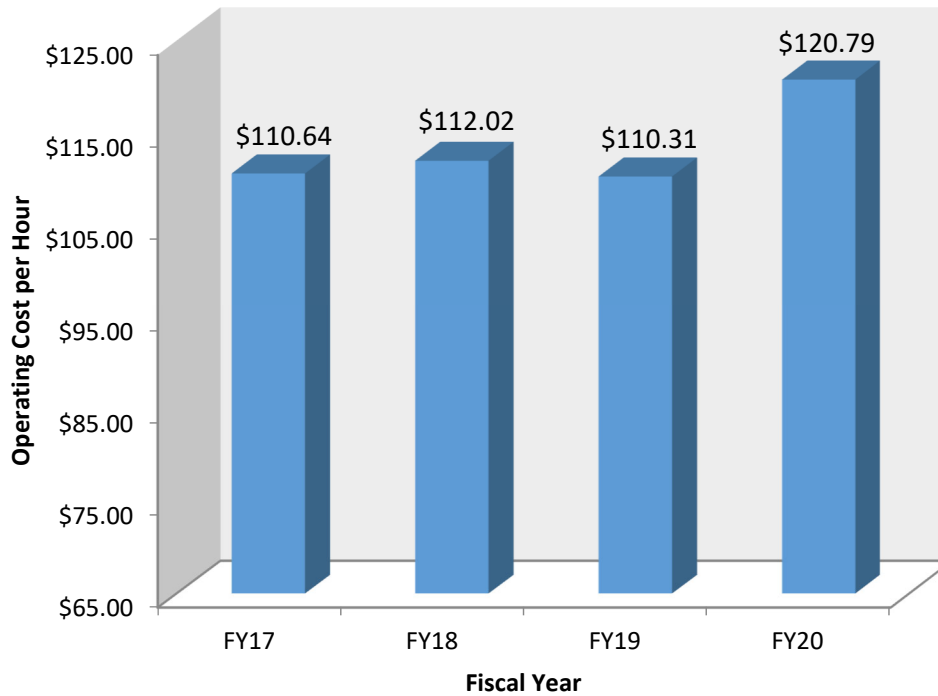
**Table I-6**  
**Summary of Key Operational Indicators**  
**HANDY RIDE**  
Fiscal Years 2018 through 2020

<b>Fiscal Year Ending June 30</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2018-20</b>
Operating Costs	8.66%	8.23%	-6.88%	10.41%
Total Actual Vehicle Revenue Hours	5.80%	-0.06%	-21.57%	-14.58%
Total Actual Vehicle Revenue Miles	4.60%	0.03%	-30.70%	-24.64%
Unlinked Passenger Trips	6.14%	3.32%	-29.07%	-17.12%
Fare Revenue	12.01%	9.70%	-16.18%	7.69%
Operating Cost/Passenger	2.69%	5.07%	17.19%	23.51%
Passengers/Vehicle Revenue Hour	0.27%	3.38%	0.36%	-2.44%
Passengers/Vehicle Revenue Mile	-3.07%	-2.41%	1.61%	-3.86%
Farebox Recovery Ratio	-6.53%	-1.31%	-8.70%	-3.97%
Operating Cost/Revenue Mile	-8.38%	75.00%	4.25%	-2.99%
Operating Cost/Revenue Hour	-4.24%	8.28%	3.04%	21.82%
Average Fare/Passenger	-12.02%	1.82%	6.25%	-3.10%
Percentage of Trips On Time	-2.93%	-0.98%	6.57%	3.87%

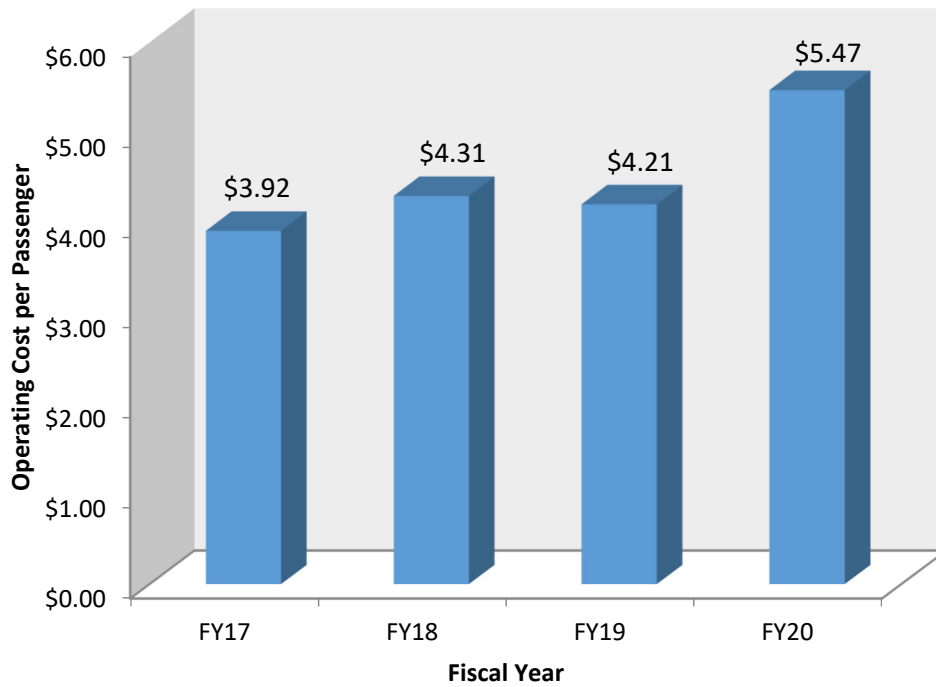
**Passengers/Revenue Hour  
Fixed-Route  
Exhibit I-1**



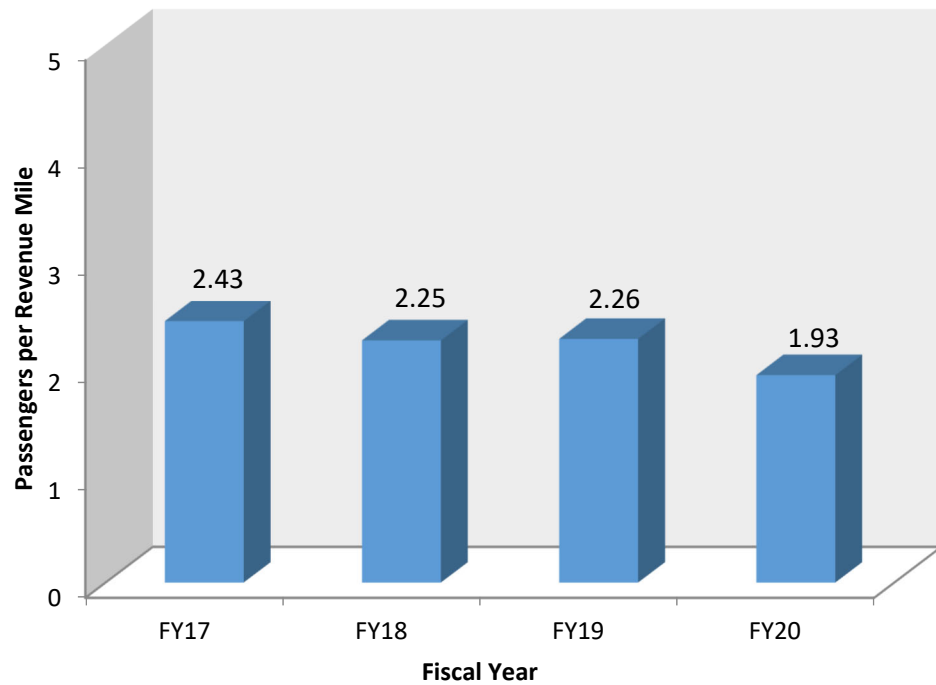
**Operating Cost/Revenue Hour  
Fixed-Route  
Exhibit 1-2**



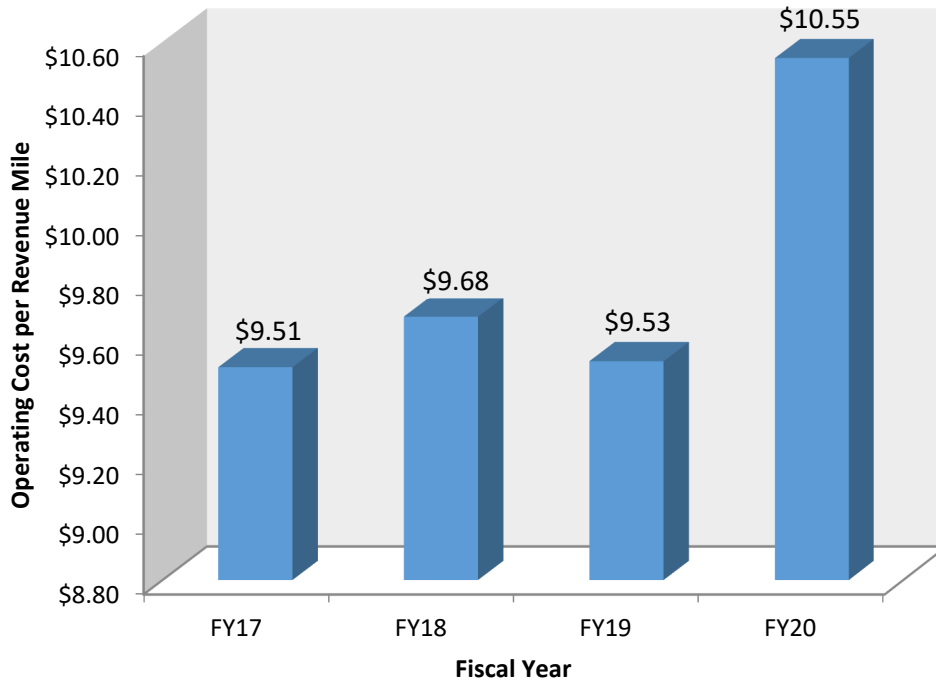
**Operating Cost/Passenger  
Fixed-Route  
Exhibit I-3**



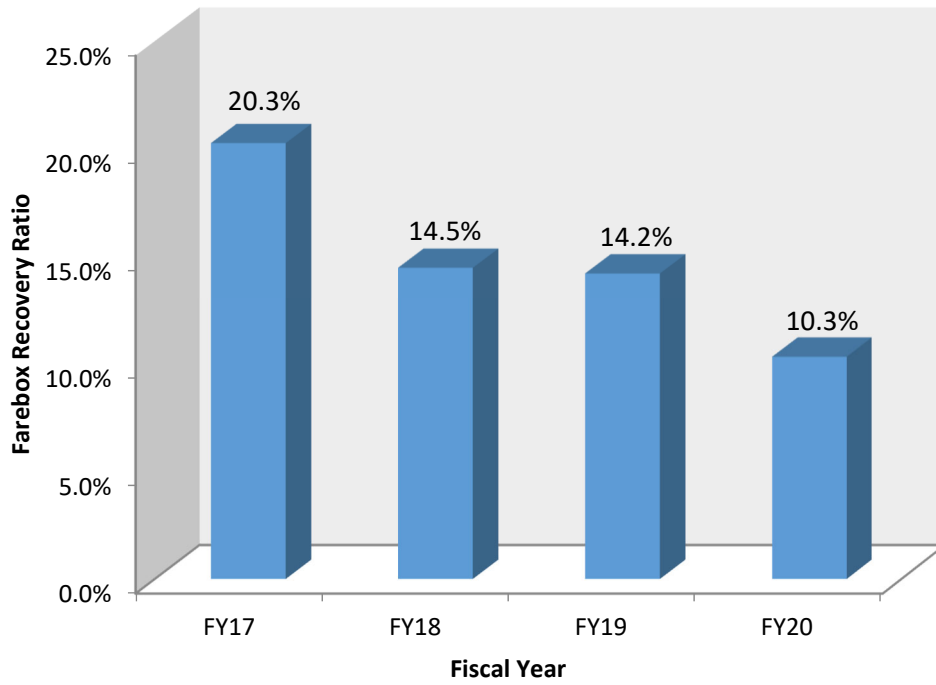
**Passengers/Revenue Mile  
Fixed-Route  
Exhibit 1-4**



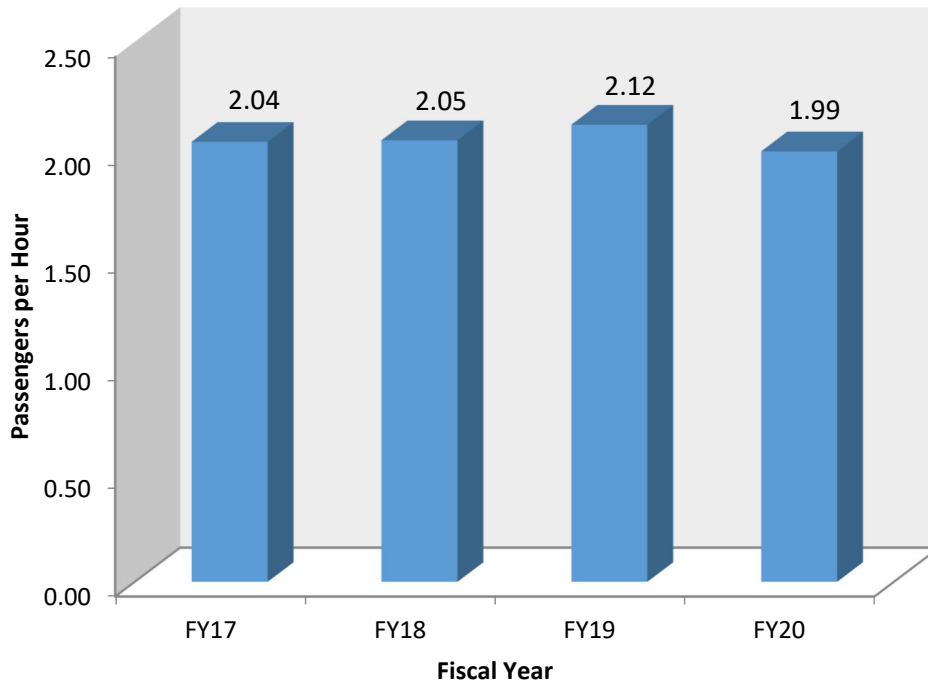
**Operating Cost/Revenue Mile  
Fixed-Route  
Exhibit I-5**



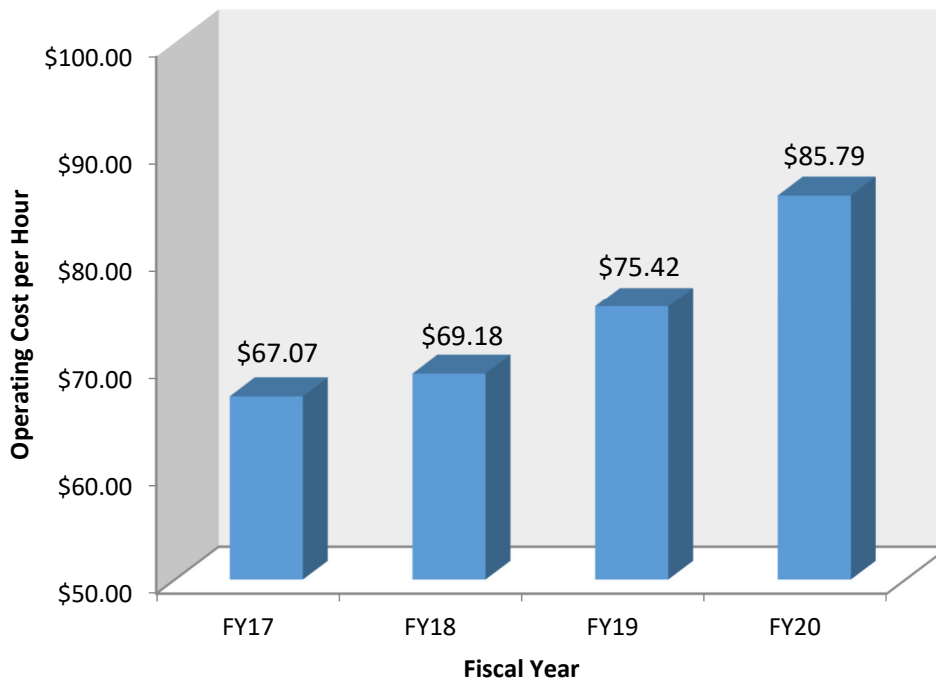
**Farebox Recovery Ratio  
Fixed-Route  
Exhibit I-6**



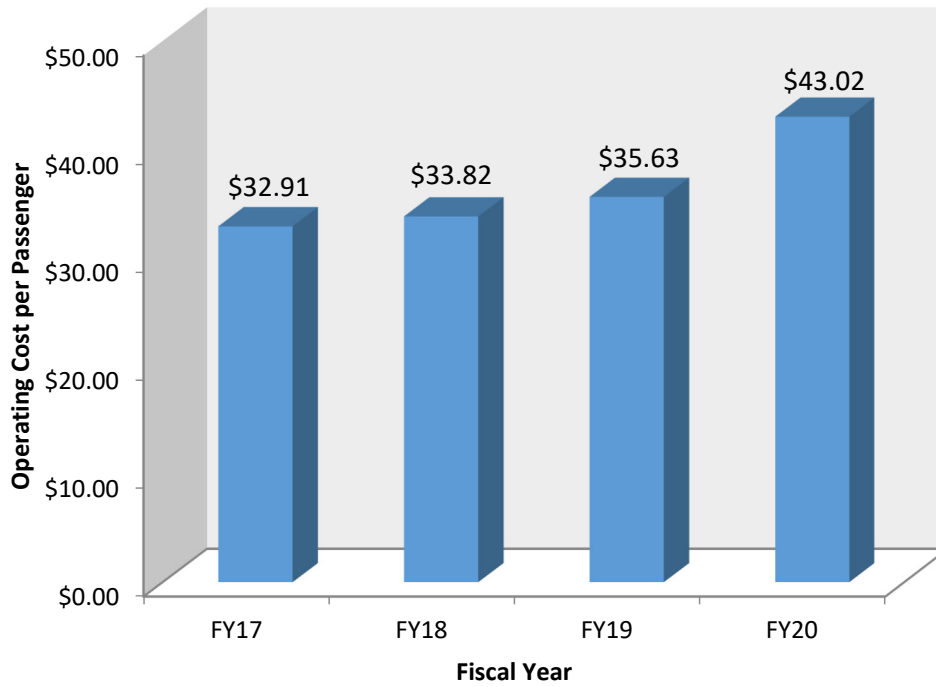
**Passengers/Revenue Hours**  
**Handy Ride**  
**Exhibit I-7**



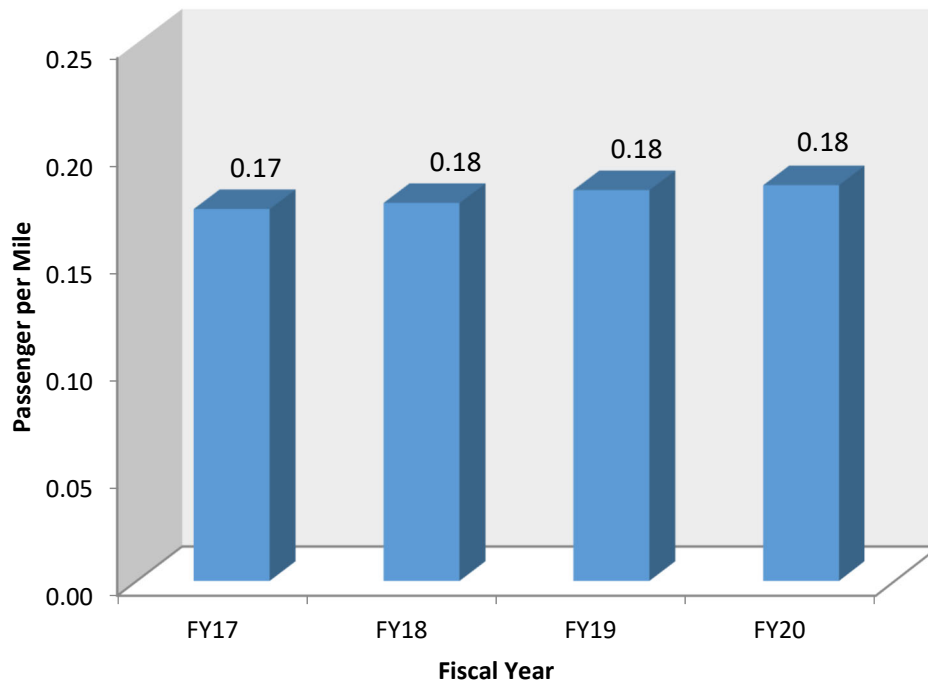
**Operating Cost/Revenue Hour**  
**Handy Ride**  
**Exhibit I-8**



**Operating Cost/Passenger  
Handy Ride  
Exhibit I-9**

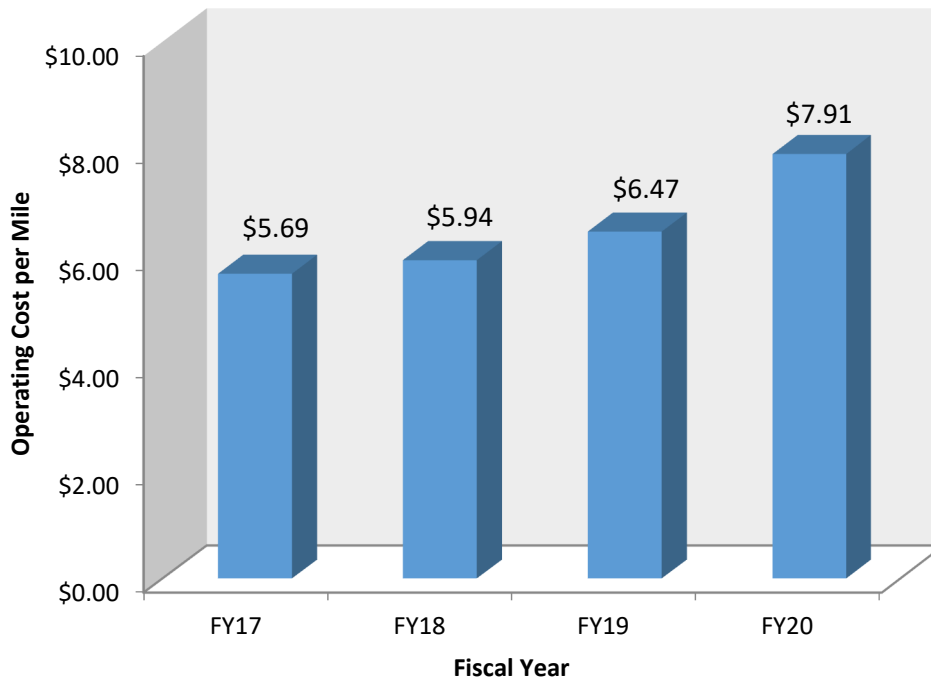


**Passengers/Revenue Mile  
Handy Ride  
Exhibit I-10**

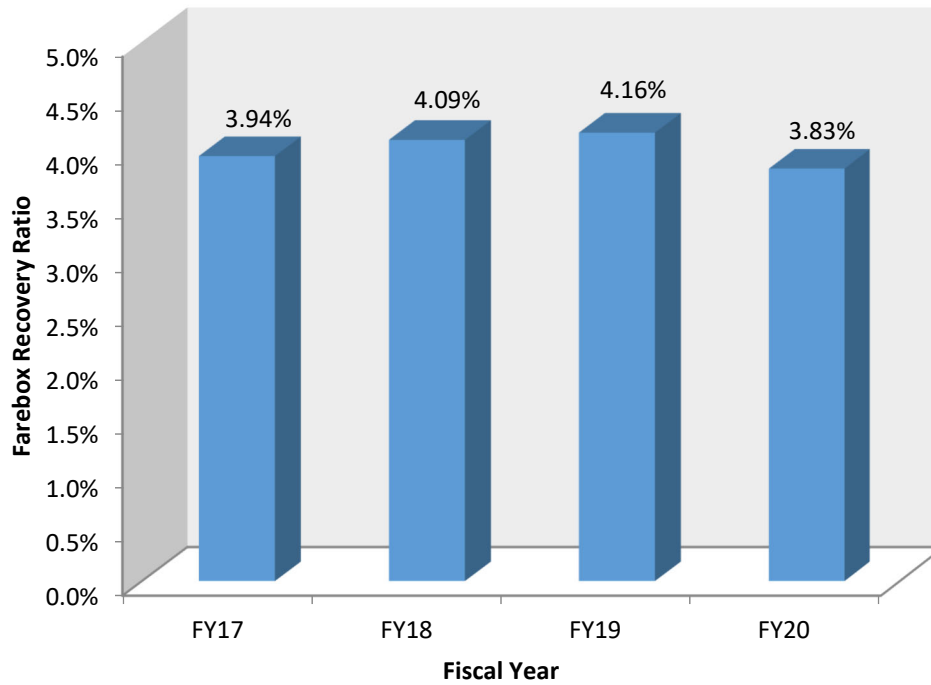




**Operating Cost/Revenue Mile**  
**Handy Ride**  
**Exhibit I-11**



**Farebox Recovery Ratio**  
**Handy Ride**  
**Exhibit I-12**



## Section II

### *Clovis Transit:*

Stageline  
And  
Roundup

*Clovis Transit*  
155 N. Sunnyside Avenue  
Clovis, CA 93611  
559-324-2770  
[www.cityofclovis.com/transit](http://www.cityofclovis.com/transit)



## **SECTION II**

# **2020 PRODUCTIVITY EVALUATION**

### **CLOVIS TRANSIT**

#### **I. SUMMARY DESCRIPTION OF SERVICES**

The City of Clovis operates two types of public transit service: Clovis Stageline provides general public fixed-route service and Clovis Roundup provides a specialized service for disabled residents of Clovis. The City of Clovis also contracts with the City of Fresno for fixed route services between Clovis and Fresno utilizing FAX Route 9.

Clovis Stageline provides fixed-route, general public service. This service was originally offered in July 1980 as demand-responsive, replacing fixed-route service formerly provided by FAX. From 1991 through 1999, the Stageline service was converted to a fixed-route, general public service operated by various contractors over the nine year period. On September 1, 1999, City of Clovis staff took over the Stageline system. The change allowed for improvements in the system, such as better coordination between the drivers and management. It also offers a larger pool of drivers for staff changes in both Roundup and Stageline. Current Stageline service is offered Monday through Friday 6:00 a.m. to 6:30 p.m. and Saturdays from 7:00 a.m. to 3:30 p.m.

Roundup service began operations in January 1979 and was originally funded with an Older Americans Act grant. As Aging Grant funding was eliminated, the City allocated Measure C funds and utilized Local Transportation Funds. In FY 1988, weekday demand-responsive service was expanded to include trips to Fresno based on a zonal fare. In April 1988, Clovis designated its Roundup service solely as a CTSA function. The current system operates trips into Fresno weekdays from 7:00 a.m. to 5:00 p.m., within Clovis weekdays 6:15 a.m. to 7:15 p.m., and weekends within Clovis from 7:30 a.m. to 3:00 p.m. Roundup trips requests can be made up to 14 days in advance.

Continuing operational concerns and projects for FY 20 included: a) reacting to the coronavirus global pandemic and managing necessary operational changes; b) close monitoring of on-time performance on fixed-route service and demand response service; c) continuing to provide mobile ticketing option for passengers; d) troubleshooting regional farebox systems for full implementation in FY 20-21; e) coordination with local schools and disabled groups regarding services; f) work closely with Planning and Development department on future site plans considering the impact of VMT on each project; g) expansion of services as the City continues to grow; g) complete the installation of infrastructure to support two zero-emission vehicles.

#### **II. SIGNIFICANT SERVICE CHANGES OR ACTIVITIES**

During FY 19-20, there were two major events that affected transit services. First, utilizing Low Carbon Transit Operations Program funding, fares on Stageline and Round Up were eliminated for August, September, and October. This resulted in a significant increase in ridership on both services. In mid-March of 2020, the Governor of California issued a stay-at-home order for the entire state due to the coronavirus pandemic. Transit services were modified slightly as passenger counts dropped 90% almost overnight. Health and safety measures were immediately implemented including a suspension of fares, physical barriers inside the vehicles, and requiring masks to be worn by employees and passengers. Bus drivers were designated as essential workers, but any other employee able to work from home was ordered to do so by the City Manager.

By April, paratransit and fixed-route service schedules were normalized with social distancing required on every bus. Plexi-glass was install in all buses to encourage safe distancing and signage directs riders on how to safely space themselves while on the bus.

Short-, medium-, and long-term planning continues for the operation as the pandemic continues. The new transit office project is on-track for construction to begin in 2021. The regional farebox project has been determined to be unsuccessful and the funding has been reprogrammed to another project. Clovis Transit has received CalEMA Proposition 1B Transit Safety and Security grants for the following projects:

- Camera and security systems for the new transit office. The project will begin in concurrence with the start of construction on new office. (Estimated to be completed in 2021)
- Replacement of camera security system at Operations & Maintenance Yard where buses are parked. (Estimated to be completed in FY 21/22)

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

- Regional Farebox system was unsuccessful and the funding will be reprogrammed to the purchase of automated passenger counters by the end of FY20/21.
- Administrative Office Expansion to build a new facility and transit center.

Clovis Transit has received LCTOP funding for the following projects:

- Free Ride Days promotion in August, September, and October of 2019 which encouraged new transit riders to try the service and also allow members of the disadvantaged community to ride as needed with no impact to their financial well-being. This project was a success.
- Three years of LCTOP funding will be combined to conduct a route evaluation and re-design project in conjunction with the opening of the new transit hub. This project was set to begin in FY20/21 but the pandemic drastically shifted rider patterns to the extent that re-designing the routes will be extraordinarily difficult. This project is on hold until ridership increases to a point that allows for statistically sound data.
- A portion of LCTOP FY18/19 funding will be used to fund the electric bus pilot project charging infrastructure design and construction.
- Bus stop furniture to be installed at the new Fresno County Department of Social Services Clovis Center at the corner of Dakota and Peach Avenues. This large bus stop was designed to accommodate FAX, Clovis Transit, and FCRTA buses with three large shelters and additional benches for seating.

Upcoming projects for FY 20/21 include:

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

## **SERVICE**

No major route changes have occurred since 2010 when additional time was allocated into the schedule to allow for traffic and recovery time. A small loop was added to accommodate the new Fresno County Clovis

Service Center that is planned on the corner of Dakota and Peach Avenues in the southwest corner of the city. No additional major route changes are anticipated until the new transit office is completed and the route re-design project is finished. When the new office is complete, routes will be revised to utilize the office as a transfer station.

The scheduling and dispatch system for Roundup has allowed for closer tracking of statistical information that was previously completed manually. It has also allowed for better information regarding no-shows which has given us the opportunity to revise our no-show policy from a quantity of rides per month to a percentage of overall rides scheduled by the client. The new software has significantly altered the record keeping style and has provided additional data collection opportunities.

## **PLANNING**

A significant planning project is the design and construction of a new transit office. This satellite office will be a transfer station for the routes and will consist of a public lobby and waiting area with restrooms, a counter for passengers to get information, offices for trainers and staff, a conference room, storage for training equipment, and a large meeting room for training and staff meetings. Land has been purchased, the building has been designed and engineered, and construction bids are being evaluated for contract award. Construction has started and will be completed by spring of 2022. The project also includes a new older adult center and county library.

A major project during FY 16-17 was the implementation of a new farebox system for both Roundup and Stageline. During FY19/20, that project was determined to be infeasible due to several factors. The funding will be shifted to the purchase of automatic passenger counters for the fixed-route bus system. Paratransit services use a software system that can track passenger counts.

A battery electric bus pilot project has been planned for implementation in 2021. The project is funded through the Fresno County Transportation Authority and Fresno Council of Governments with a Measure C New Technology grant. Zero-Emission Buses (ZEB) have been purchased, electric charging infrastructure has been designed, constructed, and is currently under-going testing. The project will provide data that will be used to better understand the operational costs and limitations of this new technology.

Staff applied for and has received a Caltrans Sustainable Communities Grant that will fund the Clovis Transit Electrification Master Plan. Working with CALSTART transportation planners, Clovis Transit will be developing a plan that will provide guidance to the city for the next 10 years as the conversion to zero-emission transit fleet gets underway. This master plan will also be submitted as required to the California Air Resources Board, which has directed all public transit operators to develop and submit a conversion plan. The master plan is scheduled to be completed in approximately two years.

## **MARKETING**

Clovis Transit route maps are located within the FAX schedule guide. All route maps and schedules are on the City's website and social media channels, and are regularly accessed.

In FY 18-19, Clovis Transit added the bus routes and schedules to Google Transit. This provides an easy fixed-route trip planning option for Clovis buses as well as coordination with Fresno FAX buses. In the fall of FY19/20, a large marketing project called Free Ride Days was launched. Using LCTOP funding, Clovis Transit offered free fare days on both fixed-route and paratransit in August, September, and October. The result was a significant increase in passenger trips on both services. The goal was to entice new passengers to try riding the bus as a commute option, and to remove any financial barrier to public transit use for those passengers who are low income or reside inside a Disadvantaged Community (DAC). The project was deemed a success with an overall 35% increase in ridership.

### **III. FOLLOW-UP ACTIONS ON THE TRIENNIAL PERFORMANCE AUDIT FISCAL YEARS 2015 - 2018**

Moore & Associates completed the FY 2015 - 2018 Triennial Performance Audit of the City of Clovis Transit System in June 2019. The audit concluded that during the audited period the City of Clovis was conducting its transit operations in an effective manner. The audit recommended the following:

#### **1. Establish a formal travel training program in anticipation of the new transportation hub.**

This recommendation is carried over from the prior performance audit. Clovis continues to provide travel training upon request but has yet to establish a formal travel training program. The need for such a program has become more apparent with the increase in the number of wheelchair-bound passengers. The City has proposed the construction of a transportation hub and senior activity center in Old Town Clovis on 3rd Street just east of Clovis Avenue. With the addition of a new transit facility, Clovis Transit will have proper facilities to grow and improve travel training to the community. The new facility will offer space not only for travel training but ADA assessments.

*Comments: The City has plans for a formal travel training program once the new transit hub facility is completed. This will allow adequate space and a central location for travel training.*

#### **2. Ensure the timely completion and submittal of the annual State Controller Transit Operators Financial Transactions Reports.**

For the current audit review period, the City did not submit its annual Transit Operators Financial Transactions Reports to the State within the statutory time frame. PUC 99243 (a), requires transit operators to file an annual reports with the State Controller's Office within a prescribed period of time. In FY2015-16, the deadline was 110 days following the end of the fiscal year, or October 18, 2016, if filing electronically. Beginning in FY2016/17, the deadline was extended to seven months following the end of the fiscal year, or January 31. In FY2015/16, the City's State controller Report was submitted on October 26, 2016, more than one week after the stipulated deadline. The delinquent submission was due to the unexpected death of the city accountant responsible for the report. The unexpected change in personnel resulted in delays to several job duties, including the filing of that year's State Controller Report.

*Comments: All employees involved in the preparation of the State Controller Reports will be aware of the January 31 deadline and will strive to complete and submit the report on time each year. Given subsequent reports have been submitted on time according to the deadline, and that the circumstances resulting in the delay in FY2015/16 are unlikely to reoccur, there is likely no further action required.*

### **IV. CLOVIS STAGELINE/ROUNDUP: 2019 PRODUCTIVITY EVALUATION COMMITTEE RECOMMENDATIONS**

#### **A. Comply, where feasible, with the FY15 through FY18 Triennial Performance Audit Recommendations.**

This is ongoing

- B. Continue to monitor effectiveness of Stageline service, optimize routing, and seek ways to increase ridership to maintain the State-mandated 20% farebox ratio without continued reliance on Measure C farebox subsidy.***

Although the farebox ratio was not achieved directly from ridership contributions, the Clovis City Council allocated Measure C funds to be utilized on the Local Transportation Fund Claim to meet the State mandated 20% ratio.

- C. Continue to improve CTSA potential through increased coordination and consolidation with local social service transportation providers to reduce its reliance on Measure C farebox subsidy.***

Currently, Clovis Transit is working with CVRC by transporting students to/from school and coordinating the purchase of bus passes. This on-going coordination with local social service agencies to improve independent living skills of special riders will continue. Additional coordination occurs with Clovis Unified School District to assist special needs classes in travel training and education regarding transportation available to the disabled.

- D. Continue to coordinate with FAX to consolidate services for maximum efficiency and effectiveness.***

This is ongoing. Clovis Transit and FAX have continued work on a regional farebox system to make travel easier for passengers.

- E. Implement responsibilities under the Americans with Disabilities Act of 1990.***

Full compliance has been obtained. All vehicles are accessible.

- F. Address responsibilities under the Clean Air Act of 1990, the San Joaquin Valley Unified Air Pollution Control District Clean Air Plan, the Council of Fresno County Governments Transportation Control Measures Plan and Congestion Management Plan (CMP).***

This is ongoing; Clovis Transit will continue to purchase low emission vehicles to help reduce greenhouse gas and particulate emissions.

- G. Coordinate with the Fresno County Department of Social Services to plan and implement transportation strategies focused on addressing the State mandates Welfare to Work - CalWorks Program.***

Coordination with Human Services is ongoing including coordinating with bus pass purchases. A number of students in the program attend the Clovis Adult School, which is served every 30 minutes.

- H. Prepare and adopt updated Short Range Transit Plans/Operation Program and Budget to reflect the inclusion of Measure C funded programs.***

With the passage of Measure C in November 2006, Clovis Transit has implemented some of the services listed in the Measure C Expenditure Plan that was presented to the voters.



## **V. HIGHLIGHTS OF PRODUCTIVITY DATA**

### **CLOVIS STAGELINE**

- Stageline ridership decreased in FY 20 with total ridership decreasing from 116,911 to 112,478, a decrease of 3.8%. Ridership was up by 35% after the Free Fare promotion in August – October, but the pandemic that hit in March caused passenger counts to shrink by as much as 90%.
- Vehicle service hours decreased 10.8% from 21,841 in FY19 to 19,473 in FY20. The decrease is a direct result of service changes during the first weeks of the pandemic. Routes were temporarily reduced for three weeks, then resumed regular schedule after the operation adjusted to new spacing and sanitizing requirements.
- Vehicle service miles experienced a decrease of 6.8% over FY 20 with total vehicle service miles decreasing from 252,928 to 235,712. Similar to the reduction in vehicle service hours, this change was due to the reaction of the operation to the pandemic.
- Farebox revenue ratio prior to Measure C funds decreased from 4.0% in FY 19 to 2.0% in FY 20; the City subsidy of Measure "C" funding was needed to meet the State mandate of 20%. In late June, 2020, the California legislature passed AB90, suspending the farebox requirement in FY19/20 and FY20/21. Subsequently, Clovis Transit will not be using any of its Measure "C" funding to meet that requirement.
- Overall, Stageline performance indicators reflected an increase of 8.0% in passenger/hour (5.78), and passenger/mile had a small increase to 0.48. Operating costs increased from \$120.66 per vehicle hour in FY19 to \$139.64 per vehicle hour in FY20.
- Vehicle hours/employee decreased 10.8%% from 1,323 to 1,180, a significant drop that was due to operational changes in response to the pandemic. Operational subsidy per passenger increased from \$21.67 in FY19 to \$23.59 in FY20.

## CLOVIS CTSA/ROUNDUP

- Clovis CTSA/Roundup services carried 50,384 riders in FY 20, a decrease of 4.9% over FY19 ridership of 52,952 passengers. Despite an overall decrease in ridership in FY20, the system was on track for a higher number of riders after a successful Free Ride promotion was held in the autumn of 2019. The global pandemic caused a significant number of passengers to stay home for all but the most essential trips, causing ridership to drop dramatically.
- Total vehicle hours decreased from 31,313 in FY19 to 28,448 in FY20. This decrease of 9.2% is due to the pandemic that hit in spring of 2020.
- Total vehicle miles dropped 8.3% in FY20 to 346,021 from 377,173 in FY19.
- Operating costs decreased 2.7% from \$3,407,650 in FY19 to \$3,316,107 in FY20 due to lower passenger demand after the pandemic started in March of 2020. The savings was in fuel, maintenance, and labor costs.
- Overall, the past year Clovis CTSA/Roundup service performance indicators reflect a 14.2% decrease in passenger/hour (1.45) and passengers/mile increased 7.1% to 0.15. Cost/vehicle hour increased 7.1% from \$108.83 in FY19 to \$116.57 in FY20.
- Vehicle hours/employee decreased 9.1% from 1,565 in FY19 to 1,422 in FY20.

Table 1: Clovis CTSA/Roundup Ridership

<b>Fiscal Year</b>	<b>Fresno</b>	<b>Clovis</b>	<b>Total</b>	<b>% Change</b>
FY 17	22,978	33,258	56,236	-7.3%
FY 18	22,203	29,758	52,061	-7.4%
FY 19	21,961	30,991	52,952	1.71%
FY 20	20,222	30,162	50,384	-4.9%

**Table II - 1**  
**Clovis Stageline**  
*Annual Productivity Trends FY 2018 - 2020*

<b>Indicator</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>
Total Passengers	130,515	116,911	112,478	-0.8%	-10.4%	-3.8%
Total Hours	21,631	21,841	19,473	1.1%	1.0%	-10.8%
Total Mileage	256,067	252,928	235,712	-0.4%	-1.2%	-6.8
Operating Cost	\$2,328,477	\$2,635,317	\$2,719,150	18.8%	13.2%	3.2%
Farebox Revenue*	\$465,663	\$527,063	\$66,023	18.8%	13.2%	-87.5%
Employees (FT Equivalent)	16.5	16.5	16.5	0.0%	0.0%	0.0%
Passenger/Hour	6.03	5.35	5.78	-0.3%	-11.3%	8.0%
Passenger/Mile	0.51	0.46	0.48	0%	-9.8%	4.6%
Cost/Vehicle Hour	\$107.64	\$120.66	\$139.64	17.5%	12.1%	15.7%
Cost/Vehicle Mile	\$9.09	\$10.42	\$11.54	19.3%	14.6%	10.6%
Veh Hrs/Employee	1,311	1,323	1,180	1.1%	0.9%	-10.8%
Cost Per Passenger	\$17.84	\$22.54	\$24.17	20.0%	26.4%	7.2%
Measure C Funds	\$329,677	\$424,753	\$0	26.0%	28.8%	N/A
Op Subsidy/Passenger	\$16.79	\$21.67	\$23.59	20.1%	29.1%	8.7%
Farebox Incl. Measure C	20%	20%	0%	0.0%	0.0%	N/A
Farebox Ratio w/o Meas.C	5.0%	4.0%	2.0%	-28.7%	-20.0%	-50.0%

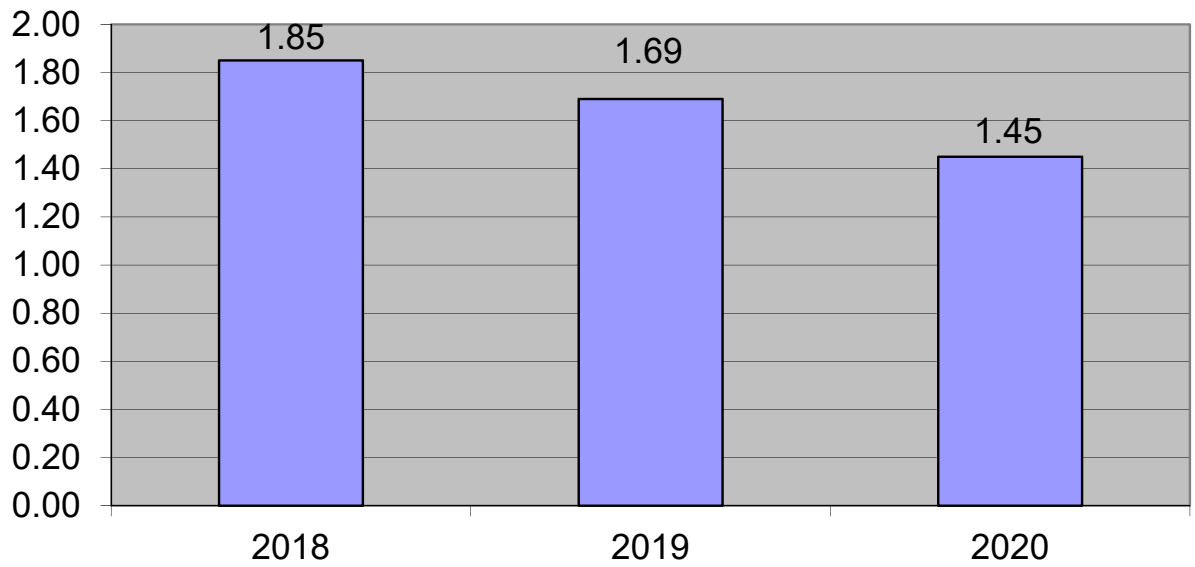
\*Includes Measure C Funds except FY19/20 as FB recovery ratio requirement suspended due to COVID-19 pandemic by Cal. Legislature.  
 OP Subsidy/Passenger calculated by:  
 Operating costs minus farebox revenue divided by total passengers.

**Table II - 2**  
**Clovis Roundup**  
*Annual Productivity Trends FY 2018-2020*

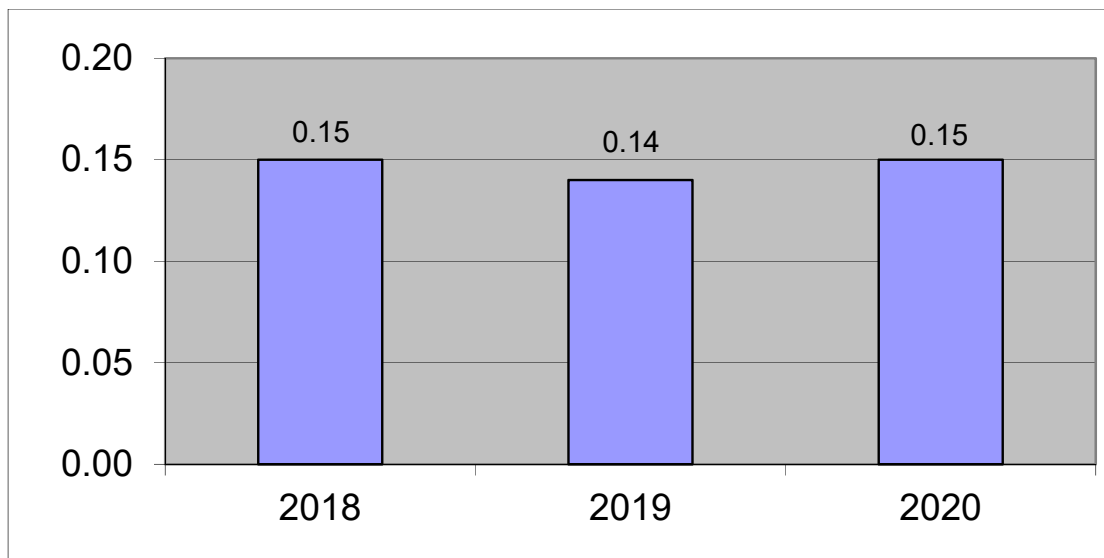
Indicator	2018	2019	2020	17-18	18-19	19-20
Total Passengers	52,061	52,952	50,384	-7.4%	1.7%	-4.6%
Total Hours	28,040	31,313	28,448	-8.3%	11.7%	-9.2%
Total Mileage	346,495	377,173	346,021	-6.8%	8.6%	-8.3%
Operating Cost	\$2,916,696	\$3,407,650	\$3,316,107	8.6%	16.8%	-2.7%
Farebox Revenue*	\$291,668	\$340,765	\$76,485	8.6%	16.8%	-77.6%
Employees (FT Equivalent)	20	20	20	0.0%	0.0%	0.0%
Passenger/Hour	1.85	1.69	1.45	0.5%	-8.7%	-14.2%
Passenger/Mileage	0.15	0.14	0.15	0.0%	-6.7%	7.1%
Cost/Vehicle Hour	\$104.01	\$108.83	\$116.57	18.4%	4.6%	7.1%
Cost/Vehicle Mile	\$8.41	\$9.03	\$9.58	16.3%	7.4%	6.1%
Veh Hrs/Employee	1,402	1,565	1,422	-8.3%	11.6%	-9.1%
Cost Per Passenger	\$56.02	\$64.35	\$65.82	17.3%	14.9%	2.3%
Measure C Fare Match	\$199,811	\$256,607	\$0	14.6%	28.4%	N/A
Op Subsidy/Passenger	\$54.26	\$62.76	\$64.30	17.7%	15.7%	2.5%
Farebox Incl. Measure C	10%	10%	0%	0.0%	0.0%	N/A
Farebox Ratio w/o Meas.C	3.0%	2.0%	2.0%	-25.0%	-33.4%	0.0%

Includes Measure C Funds except FY19/20 as FB recovery ratio requirement suspended due to COVID-19 pandemic by Cal. Legislature. OP Subsidy/Passenger calculated by: Operating costs minus farebox revenue divided by total passengers.

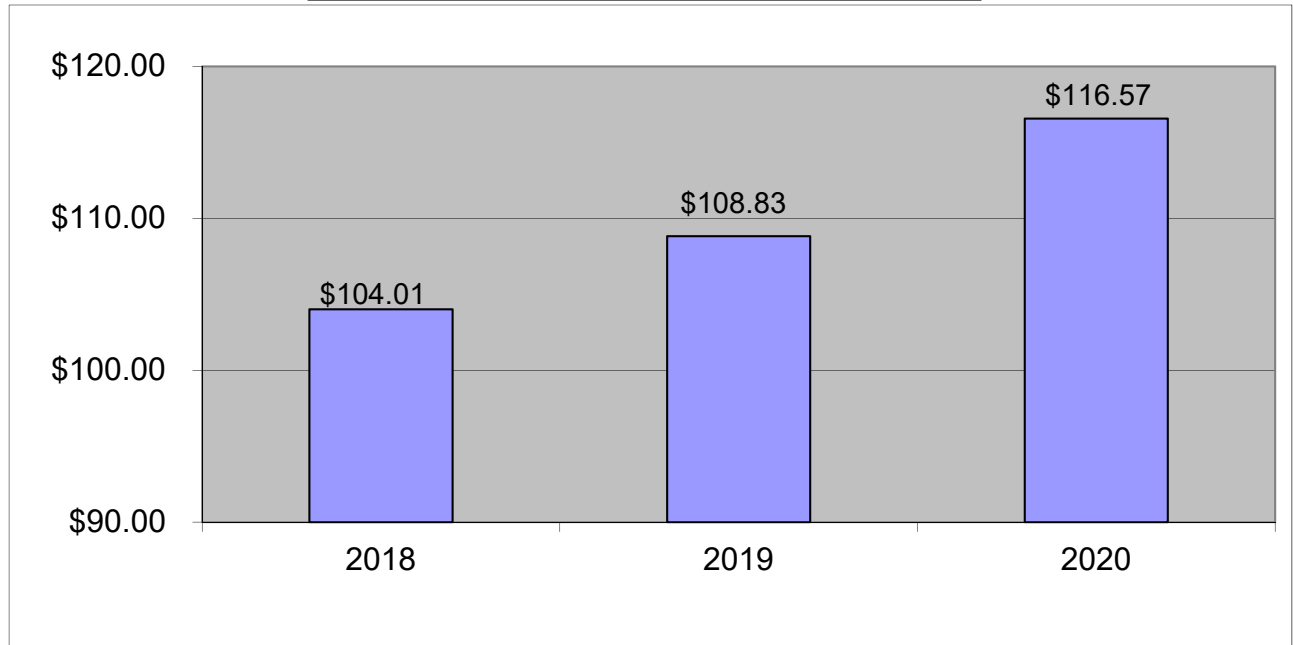
**Exhibit II-1**  
**Clovis Roundup Passengers/Revenue Hour**



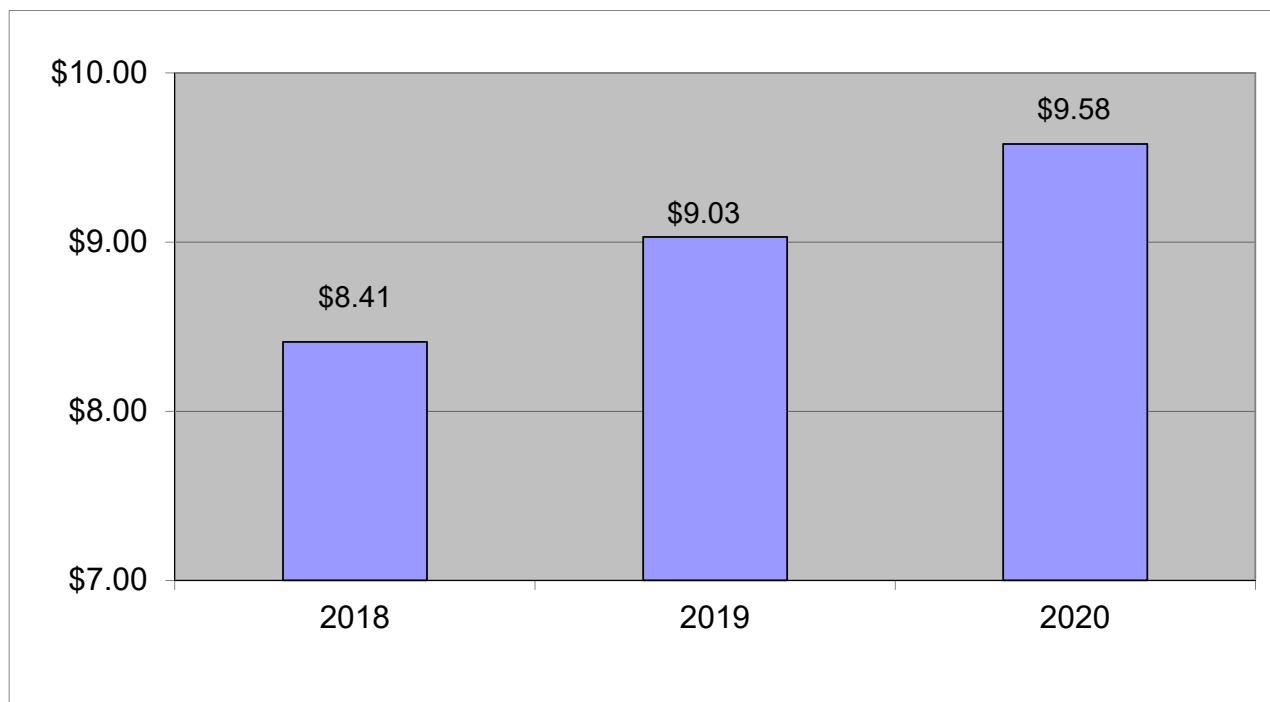
**Exhibit II-2**  
**Clovis Roundup Passengers/Revenue Mile**



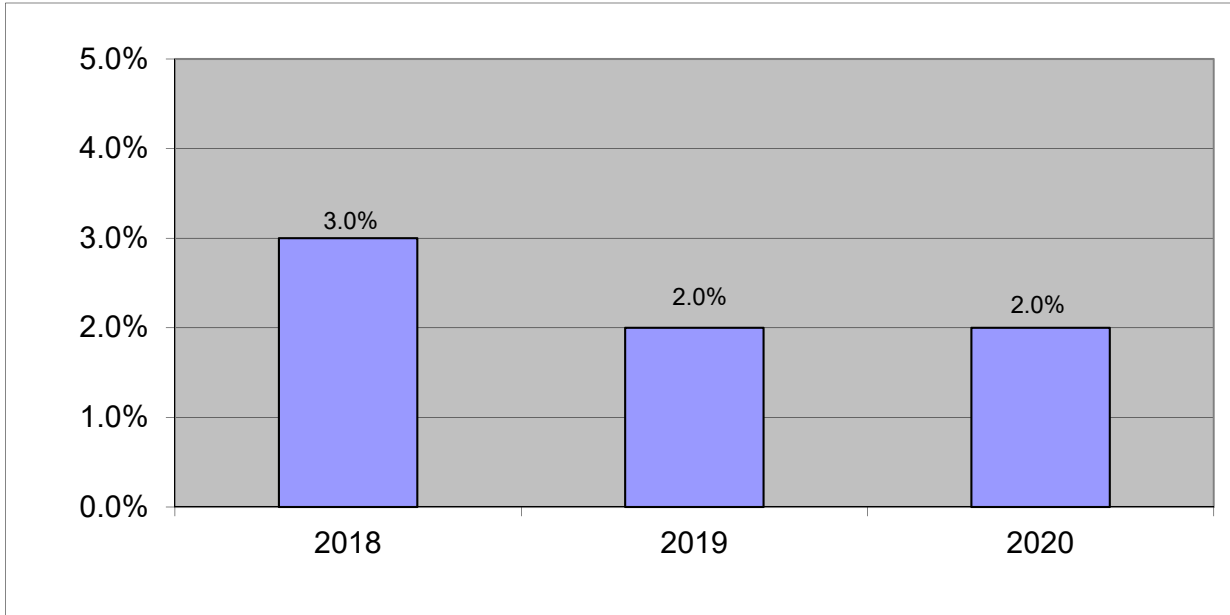
**Exhibit II-3  
Clovis Roundup Cost/Revenue Hour**



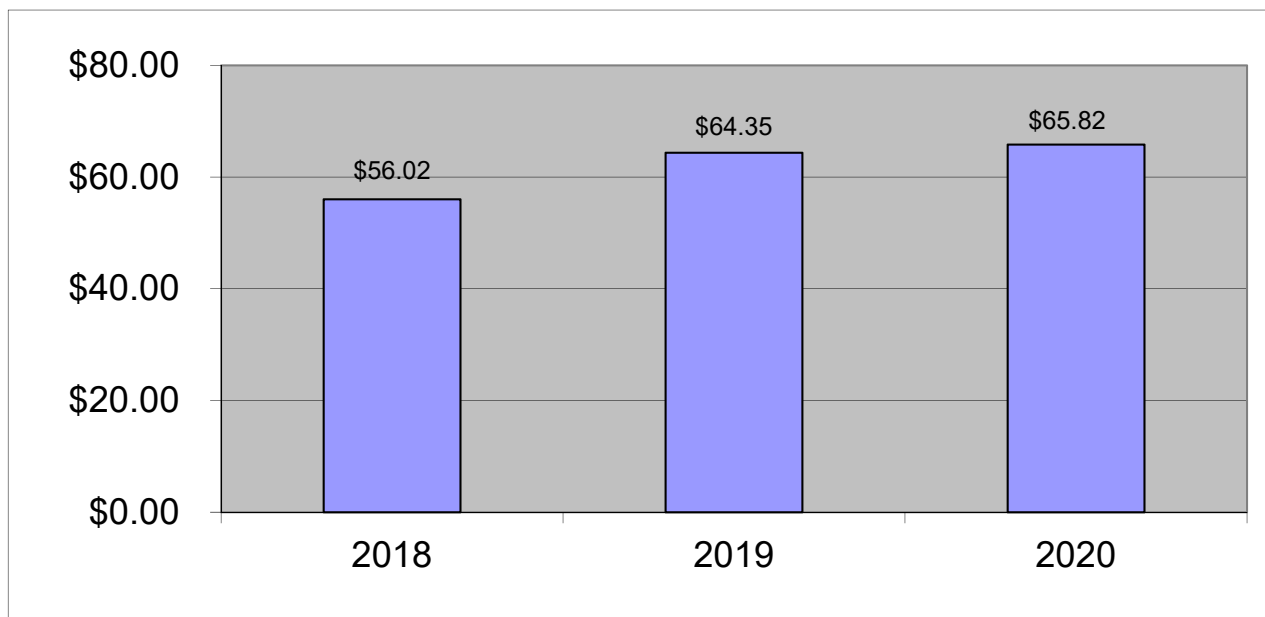
**Exhibit II-4  
Clovis Roundup Cost/Revenue Mile**



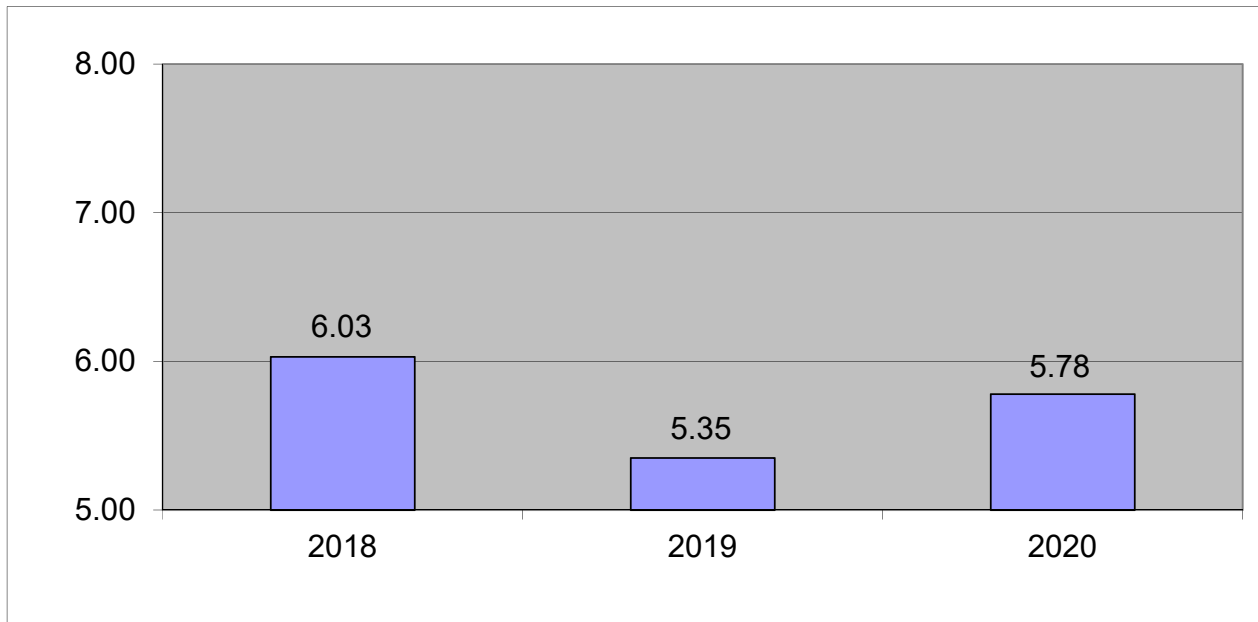
**Exhibit II-5**  
**Clovis Roundup Farebox Recovery Less Measure C**



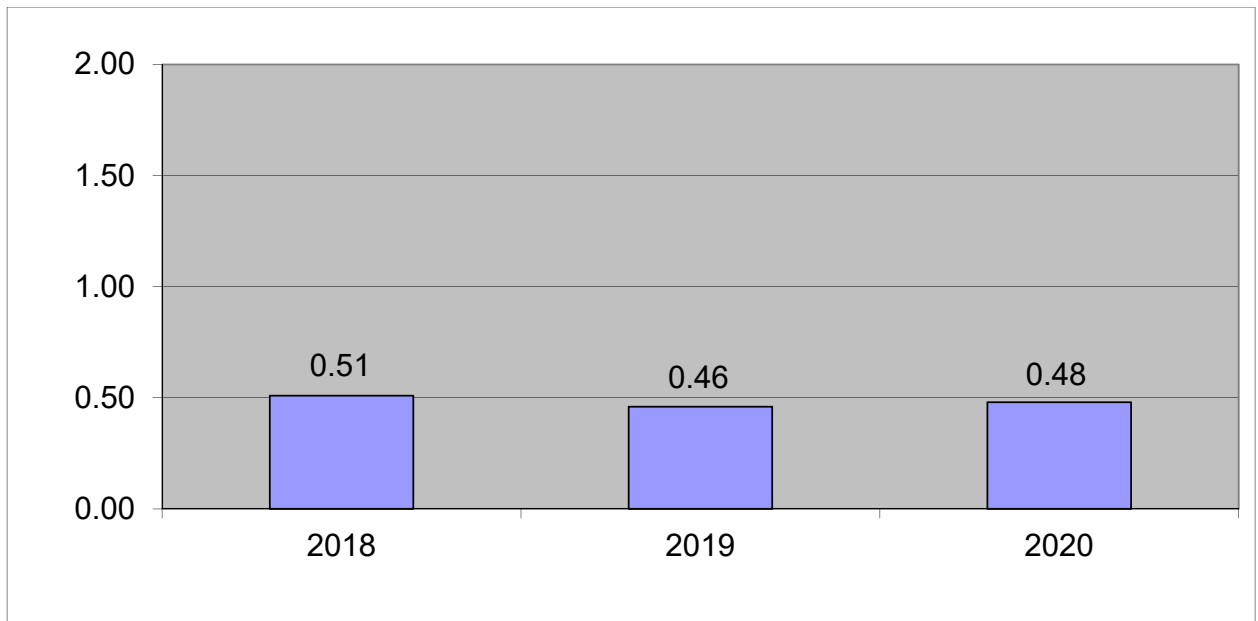
**Exhibit II-6**  
**Clovis Roundup Cost/Passenger**



**Exhibit II-7  
Clovis Stageline Passengers/Revenue Hour**

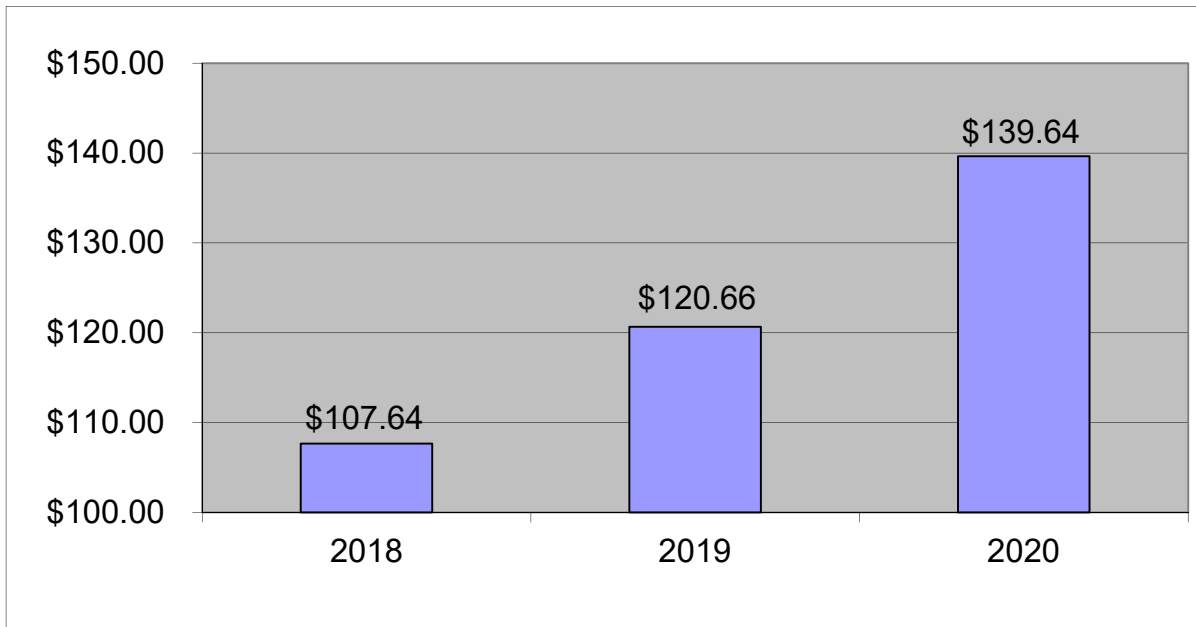


**Exhibit II-8 Not Updated  
Clovis Stageline Passengers/Revenue Mile**

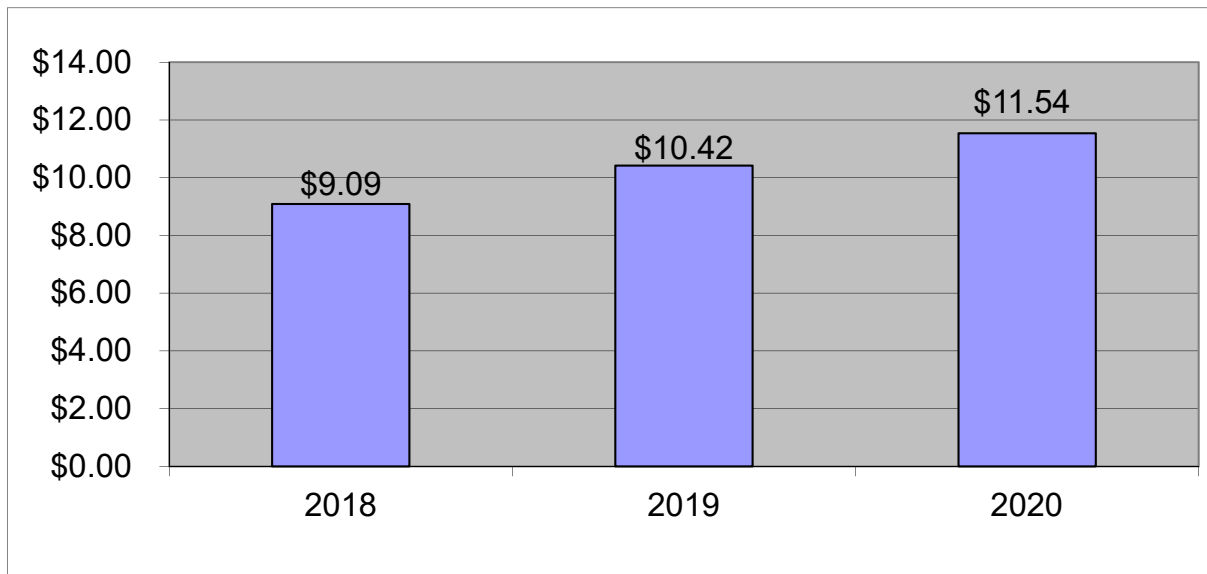




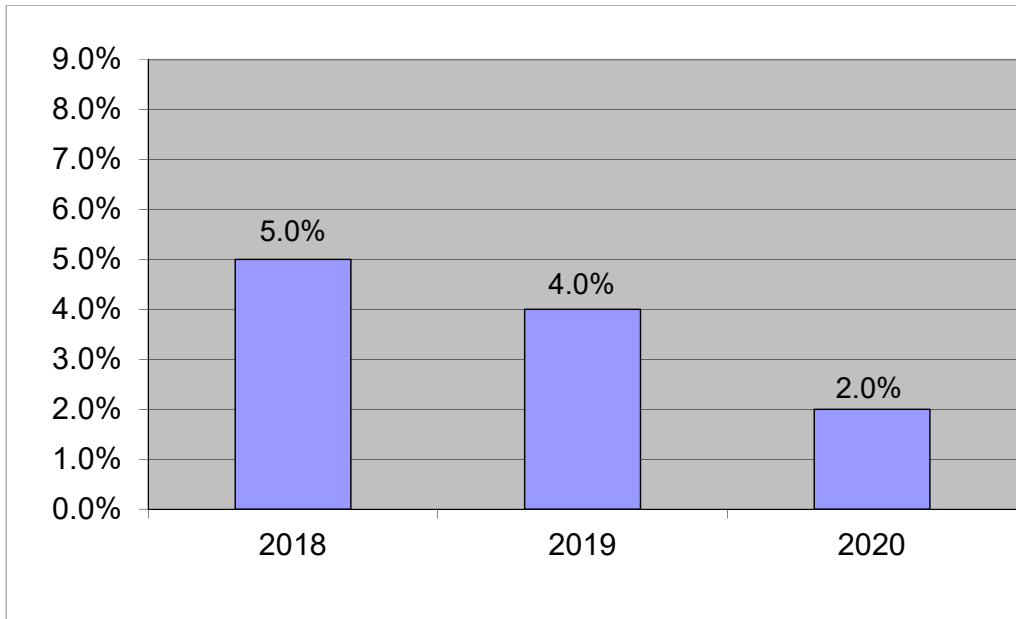
**Exhibit II-9**  
**Clovis Stageline Cost/Revenue Hour**



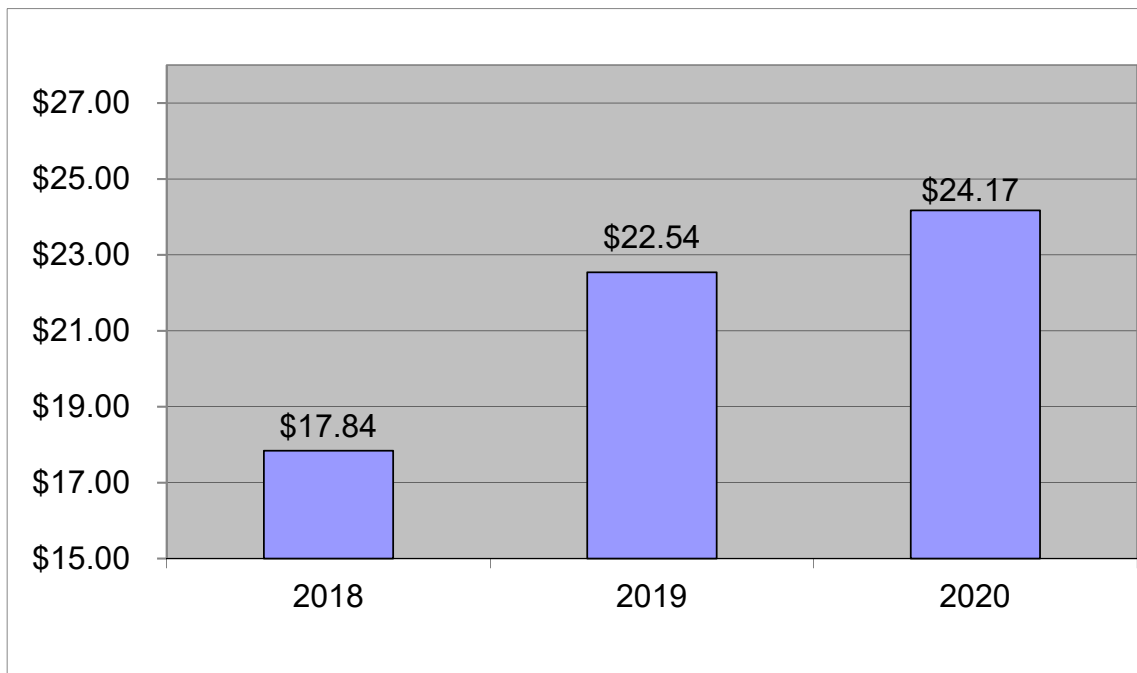
**Exhibit II-10**  
**Clovis Stageline Cost/Revenue Mile**



**Exhibit II-11**  
**Clovis Stageline Farebox Recovery Less Measure C**



**Exhibit II-12**  
**Clovis Stageline Cost/Passenger**



## Section III

### *Fresno County Rural Transit Agency (FCRTA)*



*Fresno County Rural Transit Agency  
2035 Tulare Street, Suite 201  
Fresno, CA 93721  
559-233-6789  
[www.ruraltransit.org](http://www.ruraltransit.org)*

# **SECTION III**

## **2020 PRODUCTIVITY EVALUATION**

### **FRESNO COUNTY RURAL TRANSIT AGENCY**

#### **I. SUMMARY DESCRIPTION OF SERVICE**

The Fresno County Rural Transit Agency (FCRTA) is the primary provider of public transit services in the rural areas of Fresno County. Rural public transit services are available within the Spheres of Influence (SOI) for each of the thirteen (13) incorporated Cities including: City of Coalinga; City of Firebaugh; City of Fowler; City of Huron; City of Kerman; City of Kingsburg; City of Mendota; City of Orange Cove; City of Parlier; City of Reedley; City of Sanger; City of San Joaquin; City of Selma in rural Fresno County. The cities are linked to the Fresno-Clovis Metropolitan Area (FCMA) by private or publicly operated wheelchair accessible service providers. Reduced fixed route fares are available to the elderly (60+), and disabled patrons using the various inter-city services.

Many unincorporated rural communities are also served, including: Alder Springs; Auberry; Biola; Burrough Valley; Cantua Creek; Caruthers; Del Rey; Easton; El Porvenir; Five Points; Friant; Halfway; Jose Basin; Lanare; Laton; Marshall Station; Meadow Lakes; Mile High; New Auberry; O'Neill's; Prather; Raisin City; Riverdale; Sycamore; Three Rocks; Tollhouse; Tranquility; West Park; and the Native American Indian Rancherias of: Big Sandy; Cold Springs; and Table Mountain.

The FCRTA is responsible for the overall administrative and financial oversight of the general public operations. Prior to FCRTA's formation in September 1979, limited services were provided in a few communities within Fresno County. In fiscal year 2019-2020, FCRTA began and ended the year with twenty-two (22) rural Subsystems.

1. Auberry Transit;
2. Coalinga Transit;
3. Del Rey Transit;
4. Dinuba Transit;
5. Firebaugh Transit;
6. Fowler Transit;
7. Huron Transit;
8. Kerman Transit;
9. Kingsburg Transit;
10. Laton Transit;
11. Mendota Transit;
12. Orange Cove Transit;
13. Parlier Transit;
14. Reedley Transit;
15. Rural Transit;
16. Sanger Transit;
17. San Joaquin Transit;
18. Selma Transit;
19. Shuttle Transit;
20. Southeast Transit;
21. Westside Transit and
22. Kingsburg – Reedley College Transit

One (1) systems is operated by City Staff:

1. Coalinga Transit - City of Coalinga;

Two (2) systems under Public Contractors:

1. Dinuba Transit - Inter-County Transit between Dinuba (Tulare County) and the City of Reedley (Fresno County) by City of Dinuba/MV Transportation Inc.
2. Laton Transit and Inter-City Transit to Fresno - Kings (County) Area Rural Transit / MV Transportation Inc.

Nineteen (19) systems under a private contractor agreement with MV Transportation that commenced on September 4, 2018. MV Transportation began operating Reedley Transit in June of 2019 and began operating Kerman Transit in December of 2019.

1. Auberry Transit;
2. Del Rey Transit;
3. Firebaugh Transit;
4. Fowler Transit;
5. Huron Transit;
6. Kingsburg Transit;
7. Mendota Transit;
8. Orange Cove Transit;
9. Parlier Transit;
10. Rural Transit;
11. Sanger Transit;
12. San Joaquin Transit;
13. Selma Transit;
14. Shuttle Transit;
15. Southeast Transit;
16. Westside Transit;
17. Kingsburg – Reedley College Transit; and
18. Kerman Transit;
19. Reedley Transit

## II. SYSTEM SERVICE AND ADMINISTRATIVE CHANGES

### System Service Modifications for 2020

In 2020, the FCRTA General Manager recommended the most reasonable service hours of operation for each of FCRTA's individual Subsystems. The Board of Directors concurred. The adopted and implemented services were recapped as follows:

#### Recap of Services for 2020

<u>FCRTA Subsystem</u>	<u>Location</u>	<u>Mode</u>	<u>Hours / Days</u>
Auberry Transit	Intra-Community	Demand Response	1 x 7hrs - M-F
	Inter-City Fresno	Demand Response	1 x 8hrs – Tu
Coalinga Transit	Intra-City	Demand Response	1 x 8hrs - M-F
	Inter-City (Fresno)	Fixed Route	1 x 9.75hrs - M-Sa
Del Rey Transit	Intra-City	Demand Response	1 x 7hrs - M-F
		Demand Response	1 x 5hrs - Sa
Dinuba Transit	Inter-County (Dinuba-Reedley)	Fixed Route	1 x 12hrs - M-F
Firebaugh Transit	Intra-City	Demand Response	1 x 9.50hrs - M-F
	Inter-City (Firebaugh & Mendota)	Fixed Route	1 x 9.hrs - M-F
Fowler Transit	Intra-City	Demand Response	1 x 8hrs - M-F
Huron Transit	Intra-City	Demand Response	2 x 8hrs - M-F
	Inter-City (Huron - I-5 - Coalinga)	Fixed Route	1 x 8hrs - M-F
Kerman Transit	Intra-City	Demand Response	1 x 8hrs - M-F
Kingsburg Transit	Intra-City	Demand Response	2 x 8hrs - M-F
	Intra-City	Demand Response	1 x 8hrs - Sa
Laton Transit	Inter-City (Laton & Hanford)	Fixed Route	2 x 2hrs - M-F
	Inter-City (Hanford & Fresno)	Fixed Route	1 x 8hrs – M-F
Mendota Transit	Intra-City	Demand Response	1 x 9hrs - M-F
Orange Cove Transit	Intra-City	Demand Response	1 x 10hrs - M-F
	Inter-City (Fresno)	Fixed Route	1 x 10hrs - M-F
	*Inter-City (Commuter Route)	Fixed Route	1 x 3hrs - M-F
Parlier Transit	Intra-City	Demand Response	1 x 8hrs - M-F
Reedley Transit	Intra-City	Demand Response	3 x 8hrs - M-F
	Intra-City	Demand Response	1 x 8hrs - Sa
Rural Transit	Inter-Community	Demand Response	4 x 8hrs – M-F
Sanger Transit	Intra-City	Demand Response	1 x 11.5hrs - M-F
	Intra-City	Demand Response	1 x 8hrs - M-Sa
	Intra-City	Demand Response	2 x 8hrs – M-F
	*Inter-City (Sanger - Reedley)	Fixed Route	1 x 8hrs – M-F
*San Joaquin Transit	Intra-City	Demand Response	1 x 9.50hrs - M-F
Selma Transit	Intra-City	Demand Response	4 x 8hrs - M-F
	Intra-City	Demand Response	1 x 8hrs - Sa
Shuttle Transit	Intra-City (Fresno)	Demand Response	1 x 8hrs - M-Sa
Southeast Transit	Inter-City (Fresno)	Fixed Route	1 x 8.5hrs - M-F
Westside Transit	Inter-City (Fresno)	Fixed Route	1 x 8.5hrs - M-F
*K-R College Transit	Inter-City (Kingsburg – Reedley)	Fixed Route	1 x 8hrs – M-F

The twenty-two (22) subsystem service modifications are summarized as follows:

\*Route hours changed temporarily due to COVID-19 pandemic.

Auberry Transit: The mountain area service continued to specifically address the primary usage by seniors attending the Hot Meal Nutrition Program and minimal general public ridership for local shopping and medical trips during a seven (7) hour period Monday through Friday. The limited ridership on the Inter-City service to Fresno appears to warrant continuation of the “life-line” service one (1) day a week to address primarily medical trips.

Coalinga Transit: Coalinga Transit operated two (2) modes of service. The Dial-A-Ride service has provided with a single vehicle’s operation eight (8) hours per day Monday through Friday. The Inter-City service from Coalinga through Huron, Five Points, Lanare, Riverdale, Caruthers, Raisin City, and Easton to Fresno was changed to 9.75 hours per day, Monday through Saturday during 2016. Since 2016, the Inter-City service ridership has been declining significantly and FCRTA is monitoring this service closely to determine if any changes should be made to it.

Del Rey Transit: The Del Rey Transit service continues to be provided seven (7) hours per weekday to the general public. The demand responsive service transported passengers within the community on a shared ride basis; arranges passenger grouping for trips to Sanger; and transfers in Sanger to Orange Cove Transit for service to Fresno or Parlier, Reedley and Orange Cove. In July 2019, Saturday service was introduced for five (5) hours per day.

Dinuba Transit: Began in August 2008 to provide Inter-County services between Dinuba and Reedley. The service is available from 7am to 9pm Monday through Friday on a fixed route basis.

Firebaugh Transit: This service operates from 7:00am to 5:30pm with a mid-day lunch hour for the driver, Monday through Friday. Measure–C funds were utilized to provide inter-City service expansion between Firebaugh and Mendota utilizing a second (2<sup>nd</sup>) twenty-two (22) passenger bus on a scheduled fixed route basis

Fowler Transit: This service operates from 7:00am to 4:00pm with a mid-day lunch hour for the driver, Monday through Friday. During FY 17-18, FCRTA introduced one (1) nine (9) passenger Electric Van to perform this service throughout the day.

Huron Transit: The service was provided by two (2) twenty-two (22) passenger buses to address passenger-loading requirements. The service is operated from 7:00am to 6:00pm, with a staggered mid-day lunch hour for the drivers, Monday through Friday. The City also funds an inter-city “life line” service to Coalinga during a seven (7) hour period Monday through Friday from 9:00am to 5:00pm. Two (2) round trips are available, with two (2) ninety (90) minute shuttle periods in Coalinga for passenger drop-offs and pick-ups. FCRTA emphasizes the sale of bus passes for this route for students riding to West Hills College in Coalinga.

Kerman Transit: Ridership continued to indicate that one (1) twenty-two (22) passenger vehicle should be operated from 7:00am to 4:00pm, Monday through Friday.

Kingsburg Transit: Two (2) twenty-two (22) passenger vehicles continue to address existing ridership demand. The service was provided during a nine and a half (9.5) hour period, Monday through Friday from 7:00am to 5:30pm, with a staggered mid-day lunch hour for the drivers. *Saturday Service* is also available from 8:00am to 5:00pm.

Laton Transit: This route service extension contract with Kings Area Rural Transit (KART) continued to be the most effective solution to address transit needs of Laton area residents. One (1) round trip between Laton and Hanford in Kings County is available Monday through Friday. FCRTA also funds two (2) of the five (5) days of service (Monday through Friday) per week for a KART inter-city service from Hanford (Kings County) through Selma (Kaiser Medical Clinic) to Fresno Hospitals - Community Regional Medical

Center, Veteran's Hospital, Kaiser Hospital, Saint Agnes Hospital, and to Valley Children's Hospital (Madera County).

Mendota Transit: The ridership levels and pattern of this service continued to be operated from 7:00am to 5:00pm with a mid-day lunch hour for the driver, Monday through Friday.

Orange Cove Transit: Both the Intra-City and Inter-City service from Orange Cove through Reedley, Parlier, and Sanger to Fresno, from 7:00 am to 5:30pm, Monday through Friday. During FY 19-20, a third service was added to Orange Cove Transit, the Orange Cove Inter-City Express Commuter Route with a 35ft. BYD electric bus. This service began during October 2019. Because of the COVID-19 pandemic, this Orange Cove Express service was discontinued but will resume in 2021.

Parlier Transit: Intra-City service continues to be available from 7:00am to 4:00pm, Monday through Friday.

Reedley Transit: Since November 2019, three (3) vehicles are operated eight (8) hours each day 8:00am to 5:00pm Monday through Friday. One (1) vehicle is operated on Saturdays from 8:00am to 5:00pm.

Rural Transit: Introduced during Fiscal Year 2014-15, this service addresses the previously unmet transit needs of truly rural area residents living beyond the existing FCRTA subsystem transit service areas outside the sphere of influence of each city. Riders must request service twenty-four (24) hours in advance. Four (4) accessible four (4) passenger mini-vans provide service (on a rotating basis) for eight (8) hours from 8:00am to 5:00pm and meet Lifeline criteria. During FY 17-18, an Electric Van was introduced into the rotation of vans that are performing this service. During FY 19-20, Electric Chevy Bolts were introduced in the rotation of vehicles for this service.

Sanger Transit: Four (4) twenty-two (22) passenger vans are operated on a demand response basis from 7:00am to 5:30pm, Monday through Friday; and one (1) vehicle for eight (8) hours on Saturday from 8:00am to 5:00pm, with a mid-day lunch hour for the driver. As a new part of the Sanger Transit subsystem, Sanger Express began service on August 14, 2014 to provide Inter-City services between Sanger and Reedley College. The service is intended to address access to Reedley College, with additional access to additional goods and services in Reedley and Sanger. This service, provided by a separate single vehicle, is available from 6:45am to 4:05pm Monday through Friday on a fixed route basis 8 hours per day. Due to Reedley College canceling in-person classes because of the COVID-19 pandemic, the Sanger Express route ceased service, but will continue operations once in-person classes resume.

San Joaquin Transit: Because of low ridership and the COVID-19 pandemic, this service transitioned to a demand response rural transit operation in June 2020. One (1) twenty-two (22) passenger vehicle is available to address service needs within the large service area, Monday through Friday between the hours of 7:00am and 5:30pm. This "life-line" service continues to be essential to the community residents for connectivity to senior, social service and medical clinics in neighboring communities and "to" and "from" Kerman for connections on Westside Transit for weekday service to Fresno. Passenger trips are grouped to share rides. The San Joaquin Transit service area also includes Cantua Creek, El Porvenir, and Tranquility with set dates and times.

Selma Transit: Four (4) demand responsive vehicles are operated consistently eight (8) hours each per weekday, on a staggered basis from 7:00am to 5:30pm., a fifth (5<sup>th</sup>) vehicle is operated four (4) hours mid-day to insure continuous service during the respective lunch hour of the other four (4) drivers. One (1) demand responsive vehicle is operated on Saturdays for eight (8) hours from 8:00am to 5:00pm.

Shuttle Transit: FCRTA introduced Shuttle Transit in August of 2014. This unique service came about as



an effort by FCRTA to address the issue of rural passengers having arrived in Fresno via various Inter-City routes having difficulty making connections with Fresno FAX routes thus sometimes missing their appointments elsewhere in Fresno. In response, a demand response service was created to pick up FCRTA riders, upon request only, at the downtown FCRTA bus stop at Greyhound/Amtrak, take them to their requested destinations throughout Fresno, and then return them to the FCRTA bus stop so they can catch their FCRTA Inter-City bus back home for a fee of \$2.50. One vehicle provides this service Monday through Saturday from 8:15am to 4:30pm. This service was discontinued July 2020 due to lack of ridership and excessive costs.

Southeast Transit: This service operates from 7:00am to 5:30pm, Monday through Friday. It provides three (3) round trips per weekday from Kingsburg through Selma and Fowler to Fresno. In July 2019, new 40ft Proterra Electric buses began service on this route.

Westside Transit: This service operates from 7:00am to 5:30pm, Monday through Friday. It provides two (2) round trips per weekday from Firebaugh through Mendota, Kerman, with connections to San Joaquin Transit, to Fresno.

Kingsburg - Reedley College Transit: Due to Reedley College not having students on campus due to the COVID-19 pandemic, FCRTA ceased operating this route in the spring of 2020 until Reedley College resumes a normal class schedule. Began service on January 11, 2016 to provide Inter-City services between Kingsburg and Reedley. This service, provided by a separate single vehicle, is available from 7:00 am to 4:35 pm Monday through Friday on a fixed route basis. In July 2019, new 40ft Proterra Electric buses began service on this route.

#### Meal Delivery

In March of 2020, Fresno County senior meal sites and or community centers were shut down due to the COVID-19 Virus. FCRTA was then called upon to provide meal delivery service so residents could continue to get meals on a daily basis in four rural areas; Selma, Kingsburg, Huron and Firebaugh. Approximately 150 meals are delivered daily to residents who would normally be transported to senior meal sites and or community centers. This meal delivery service is in addition to providing general public transportation. FTA and Caltrans made an exception to their regulations to allow FCRTA to provide this needed service due to the pandemic otherwise it would not be possible under normal conditions. Lastly, this service is made possible due to the funding from Measure C for both operations and the purchase of Electric vehicles used in the operations.

FCRTA Administration and Operations Management: During FY 2015, the FCRTA added the new position of Senior Transit Planner. The Senior Transit Planner assists the General Manager with the analysis and reporting of the FCRTA subsystems; Coordinates FCRTA bus schedules and transit operations services; Provides analysis and reports for service and maintenance contractors; Assists in administration of local, state, and federal grant programs; assists with transit planning programs. During FY 17-18 FCRTA added the new position of a second Senior Transit Planner also to help with the analysis and reporting of the FCRTA subsystems and to work on many other transit projects. In February of 2020, Senior Planner was promoted to FCRTA Operations Manager to assist the GM with more duties and responsibilities as FCRTA expands the operations with major projects.

At the end of FY 2015, the maintenance contract with the City of Fresno ended. FCRTA subsequently contracted with the FEOC for maintenance of FCRTA vehicles. A new maintenance operation was established and staffed at the FEOC transit facility located at 3120 W. Nielson in Fresno. Maintenance operations began on August 1, 2015. However, FCRTA has outgrown the current Maintenance and Operations facilities and is looking into relocating its maintenance and possibly its operations function to another site that can accommodate FCRTA's ongoing fleet expansion. During FY 17-18 FCRTA looked

for a new maintenance site and found a suitable site in Selma, CA. FCRTA subsequently made an offer to buy this land in the City of Selma. During FY 18-19, Maintenance operations relocated to a temporary site in Selma, which opened in September of 2018. During 2019, FCRTA purchased land in Selma for a permanent Maintenance and Operations site and preparations were underway for the construction of the Maintenance and Operations building. In 2020, preparations continued for the Maintenance and Operations building which should be constructed during 2021.

Between Fiscal Years 2015-16 and 2018-19, FCRTA took major steps toward obtaining Electric Vehicles (EV) for its vehicle fleet. Several grants were obtained for funds for Electric Vans, Electric Buses, EV Chargers, Solar EV Chargers and Solar EV Charger “Trees.” FCRTA has secured grant funding from the State of California’s Low Carbon Transit Operations Program for Zenith Electric Vans and for Chevy Bolt Electric Sedans; grant funds from the California Air Resources Board for Proterra Electric Buses, grant funds from the San Joaquin Valley Air Pollution Control District’s Charge Up Program for Solar EV Chargers; and grant funds from the Fresno Council of Government’s Measure C New Technology program for two (2) BYD Electric buses and two (2) Solar EV Charger Trees (a larger, more powerful version of the Solar EV Charger). All of these EVs and EV charging infrastructure equipment was procured by FCRTA between 2017 and 2020.

During FY 2017, FCRTA made great strides in obtaining, installing, and operating new EV Charging Infrastructure and Electric Vans. In September 2016, FCRTA obtained and installed five EV Chargers for its Maintenance Facility in Fresno. In October 2016, FCRTA obtained six more EV Chargers intended for use in cities where FCRTA vehicles are stored and operated. In January 2017, FCRTA received and installed 13 Solar Chargers in the cities of Firebaugh, Kerman, Fowler, Sanger, Parlier, San Joaquin, Mendota, Selma, Kingsburg, Huron, Orange Cove, Reedley, and Coalinga. On May 24, 2017, FCRTA held a ribbon cutting ceremony for the Solar Charger unit in Fowler in conjunction with Envision Solar, Caltrans, the California Energy Commission, CALSTART, The San Joaquin Valley Air District, and the City of Fowler. This event was well attended and covered extensively by the media. In December 2016, FCRTA received four Zenith Electric Vans. Because of the unique characteristics of this electric battery technology, much test driving and studying of the vans was required before these vans could be operated in revenue service. This testing and evaluation process was completed during the summer of 2017 and these vans were put into revenue service in August of 2017. Also during FY 2017-18 and FY 2018-19 preparations continued for the beginning of grant projects that will include the use of Proterra Electric Buses, BYD Electric Buses, and Solar Tree EV Chargers that took place during 2018 and 2019. During FY 17-18, 5 Proterra 40-foot Electric Buses were delivered to FCRTA in June of 2018 and began revenue service in the summer of 2019. In FY 2018-19 FCRTA installed and made operational three Level 3 EV Chargers, took delivery of two BYD Electric Buses, and received 10 Chevy Bolt Electric sedans. In FY 2019-20 FCRTA completed the installation of eight Proterra Level 3 electric chargers in Selma and Orange Cove. In addition, a BYD electric charger was installed in Orange Cove. Also during FY 19-20 FCRTA received an additional eight Chevy Bolt Electric sedans.

### **Marketing of Transit Services**

During FY 16-17, the FCRTA website was re-designed with revised and new information and now has many features added to it such as a new transportation guide and “how-to” videos for using FCRTA transit services. This new, improved website went online during April 2017 and it is working well for users and staff. The FCRTA has also prepared individual informational flyers identifying the specifics of an individual transit subsystem. This simplified approach was intended to address suggestions offered by the current transit users.

### **FCRTA Technology Upgrades**

During Fiscal Year 2015-16 FCRTA implemented several technology upgrades that have served to increase the capabilities of FCRTA staff and increase the efficiency of FCRTA transit operations. In October 2013, Mobilitat Dispatching Software was first implemented. This software allows FCRTA to dispatch trips quicker and more efficiently than before and eliminated the need for constant 2-way radio communication with drivers. FCRTA dispatchers are now able to monitor all transit trips system-wide as the Mobilitat software tracks the location and passenger activity for each vehicle in the FCRTA system on a countywide basis. FCRTA also acquired Tablets from Verizon that enabled drivers to use Mobilitat software and enter, store, and send transit data from Tablets on buses back to the transit operations center. Verizon “Jet Packs” were also acquired to provide Wi-Fi capability for the Tablets thus allowing transit data to be sent via the internet. During FY 15-16, ongoing upgrades included Apollo Camera equipment being installed on buses. This camera equipment allows bus operations both inside and outside of the bus to be shown to transit staff both live and recorded. During Fiscal Year 16-17, technology upgrades included the introduction of High Definition cameras, DVR recorders, and SIM cards. During Fiscal Year 17-18, technological upgrades included the installation of Surveillance Cameras for FCRTA Buses, Maintenance Yards, and Bus Stops, the installation of Security Lights for Maintenance Yards and the installation of automated gates for Maintenance Yards. In Fiscal Year 18-19 installation work on the above-mentioned equipment and upgrades continued. Another technology upgrade for FCRTA is a Ride Request app funded by the New Technology Grant that will be implemented in Fiscal Year 20-21 with a pilot project EV ride-share program.

## **Management and Organization**

Administrative forms and internal procedures were again reexamined in an effort to consolidate paperwork. Correspondence was transmitted to affected member agencies for the purpose of streamlining supportive documents, including:

1. Daily and Monthly Ridership Logs;
2. Daily Vehicle Inspection Reports;
3. Farebox Reconciliation Form accompanying the Monthly Ridership Logs;
4. Fuel Logs;
5. Monthly Revenue and Expenditure Reports;
6. Employment information of existing and recruited drivers; and
7. Accident / Incident Reporting.

## **Request for proposals (RFP) for Transit Operations & Maintenance Contractor**

After studying the performance of its transit operations, based on safety issues (driver training and accidents), FCRTA determined that significant improvements were needed in the way that FCRTA transit operations are conducted by its Transit Operations Contractor. Therefore, during FY 17-18 FCRTA made the decision to start the Request for proposals (RFP) process for selection of a new Transit Operations Contractor. The incumbent Transit Operations Contractor, the Fresno Economic Opportunities Commission (FEOC), was informed that while it will be afforded an opportunity to retain its contract, that FCRTA would accept responsible bids from other Transit Operations Contractors and possibly award a contract to a new party at the conclusion of the RFP process. During the winter and spring of FY 17-18 FCRTA met with multiple interested contractors and wrote the RFP with the assistance of TMTP Consulting, which was formally approved by Caltrans Headquarters. The RFP was issued in April of 2018. This RFP contained an option for bidders to bid on either Maintenance and Transit Operations together or separately. On May 17, 2018, bid proposals were due and bids were received from FEOC, First Transit, MV Transportation, and Ride Right. All of these four proposals were for both Maintenance and Transit Operations together. The City of Selma also submitted a bid, for Maintenance only. At the

end of FY 17-18, a decision on the selected bidder or bidders was still pending and the contract with the current contractor was extended for a two (2) month period to ensure a smooth transition. Early in FY 18-19 MV Transportation was awarded the Transit Operations contract and the City of Selma was awarded the Maintenance Contract with both Transit Operations and Maintenance Operations commencing in September of 2018. This RFP process was a result of the previous contractor having extensive safety and operational issues without resolution.

### **Accessible Services in Compliance with the American's with Disabilities Act and Subsequent Implementation Regulations**

The FCRTA has recognized its responsibilities in ensuring accessible services to passengers since 1979. One hundred one (102) of FCRTA's one hundred eleven (120) vehicles are wheelchair accessible to permit access by disabled patrons in accordance with the latest Americans with Disabilities Act (ADA) accessibility requirements of 1990. The non ADA-accessible vehicles are 18 Chevy Bolt Electric Sedans.

Since its inception, the Agency operations were carefully considered to meet the special needs of the transit disadvantaged (elderly, disabled, and low-income). Sixteen (16) of FCRTA's Subsystems (Auberry Transit, Coalinga Transit, Del Rey Transit, Firebaugh Transit, Fowler Transit, Huron Transit, Kerman Transit, Kingsburg Transit, Mendota Transit, Orange Cove Transit, Parlier Transit, Reedley Transit, Sanger Transit, San Joaquin Transit, and Selma Transit) are operated as "*real-time*" demand responsive services. A portion of nine (9) FCRTA Subsystems (Coalinga Transit, Dinuba Transit; Huron Transit, Kingsburg-Reedley Transit, Laton Transit, Orange Cove Transit, Sanger-Reedley Transit, Southeast Transit, and Westside Transit) are provided on a scheduled fixed-route basis. The Auberry Transit inter-city service and Rural Transit are the only services requiring twenty-four (24) hour prior reservations to access the accessible mini-vans. Since January 26, 1992, in compliance with requirements of the ADA, each respective service may, however, deviate from its specified route on a demand responsive basis up to a three-quarter (3/4) mile in either direction (1-1/2-mile path) to pick-up or drop-off a disabled passenger. As such, the FCRTA is exempt from the requirement to prepare a "*Comparable Service Paratransit Plan*" for implementing the ADA (a common requirement for other fixed route transit operators such as Fresno Area Express and Clovis Transit). FCRTA also provides the Rural Transit service, which provides connections to other transit services.

The FCRTA shall continue with the process of systematically implementing other necessary modifications to its services to remain in full compliance with the spirit and intent of the ADA law.

### **Responsibilities and Mandates under the Clean Air Act of 1990, the San Joaquin Valley Basin Air Quality Plan, and the Council of Fresno County Government's Transportation Control Measures Plan and State's Congestion Management System.**

Following the passage of the Federal Clean Air Act in 1990, the FCRTA followed pending regulations that were to mandate public transit agencies throughout the Nation to consider and implement alternative fuel programs as an example to other the public governmental entities, and the non-profit sector and private sector. These issues were also very important to the San Joaquin Valley Air Basin of California. At the time, the FCRTA Board of Directors understood that the Valley had potentially for the worst air quality in the Nation. This understanding is confirmed by the Valley's current non-attainment status for the 8-hour ozone (extreme non-attainment classification) and the PM2.5 National Ambient Air Quality Standards.

The FCRTA Board of Directors, which is composed of the Mayors of each of the thirteen (13) Cities and a Supervisor from the County Board of Supervisors, has recognized its responsibilities to be part of the air quality solution, and an example for others to emulate. As a small rural transit agency, we did not have the resources of a large urban transit operator. The FCRTA Staff consistently went with proven technology

and readily available fuels. From 1992 through 2010, the FCRTA successfully operated eleven (11) vehicles on propane. In 1997 the FCRTA purchased twenty-three (23) compressed natural gas (CNG) powered vehicles, and two (2) zero emission electric battery powered buses that were successfully operated through 2010. FCRTA in FY 16-17 obtained four Zero Emission Electric Vans. In FY 17-18, FCRTA obtained two more Electric Vans, five Proterra Electric buses, two Ford E350 CNG buses, and a Utility Trailer. In FY 18-19, FCRTA obtained two BYD Electric buses and ten Chevy Bolt Electric sedans. In FY 19-20 FCRTA obtained eight more Chevy Bolt Electric sedans.

The FCRTA vehicle fleet in 2019-2020 reached one hundred and twenty (120) vehicles, quite an achievement for a small rural transit operator. Forty-three (43) are powered by CNG, thirty-one (31) are powered by electric batteries, forty-five (45) are powered by unleaded gasoline and one (1) is a non-motorized trailer. The FCRTA does not operate any diesel-powered vehicles. The FCRTA vehicle fleet consisted of:

- One (1) 2018 Big Tex Utility Trailer;
- Two (2) 2013 unleaded gasoline powered Ford service trucks;
- Two (2) 2016 CNG powered twelve (12) passenger Ford E350 Buses;
- Two (2) 2013 unleaded gasoline powered seven (7) passenger 4-wheel drive Ford vans;
- Thirty-eight (38) 2013 unl. gasoline powered seventeen (17) passenger Chevrolet-Arboc Vans;
- Four (4) 2007 CNG powered thirty-seven (37) passenger Blue Bird buses;
- Eleven (11) 2008 CNG powered twenty-two (22) passenger modified GMC - Glaval Vans;
- Sixteen (16) 2009 CNG powered twenty-two (22) passenger modified GMC - Glaval Vans; and
- Four (4) 2009 gasoline powered five (5) passenger modified Chevrolet Mini-Vans;
- Eight (8) 2016 CNG powered thirty-five (35) passenger El Dorado buses;
- Five (5) 2018 Electric battery powered thirty (30) passenger Proterra Electric Buses;
- Six (6) 2016 Electric battery powered nine (9) passenger Zenith Ram 3500 Electric Vans;
- Two (2) 2019 Electric battery powered thirty (33) passenger BYD Electric Buses;
- Eighteen (18) 2019 Electric battery powered four (4) passenger Chevy Bolt Electric sedans.
- One (1) 2017 gasoline powered twenty-two (22) passenger Ford Villager Trolley

The FCRTA's inter-city CNG vehicles take advantage of the five (5) existing fast-refueling facilities throughout the County. The in-city CNG vehicles are refueled overnight on a slow-fill basis by forty-five (45) CNG refueling units, placed in the individual rural City municipal yards.

The FCRTA has demonstrated a remarkable record of accomplishment for a small rural transit agency in choosing to successfully implement a viable alternative fuel program. FCRTA's commitment away from diesel was challenged by larger urban operators. Many of their own members' agencies have recognized and acknowledged that if the small rural agency could make it work, so could they. Therefore, they too have chosen an alternative fuel path to achieve cleaner air.

During Fiscal Year 2015-16 FCRTA demonstrated a new commitment to zero emission vehicles in the form of EVs. During the year, several grants were pursued for the purpose funding EVs and EV infrastructure, in the form of EV Chargers, Solar EV Chargers, Solar Tree EV Chargers, related electric equipment, and electricity infrastructure upgrades. FCRTA was successful in obtaining funding from several grants that enabled FCRTA to begin purchasing EVs and EV Charging infrastructure during Fiscal Year 2016-17. During FY 16-17 FCRTA did receive its first EVs in the form of four Electric Vans and received its first EV Chargers and Solar EV Chargers. During FY 17-18, FCRTA acquired two more Electric Vans and five 40-ft Electric Buses. Two Electric Chargers for both Electric Vans and one of the five Electric Chargers for the five new buses were received by FCRTA by the end of FY 17-18. In FY 18-19 all of the Electric Chargers for the Proterra buses, two BYD Electric Buses, and ten Chevy Bolt Electric Sedans were received. During FY 19-20 eight more Chevy Bolt Electric Sedans were acquired as well as one gas powered Trolley for use by the City of Kingsburg. In addition, all eight of the Electric Chargers for the Proterra buses had their installations completed.

The FCRTA shall continue with the process of systematically implementing necessary modifications to comply with the spirit and intent of these air quality laws and plans.

### **Driver Training**

Twenty-five (25) years ago in 1989, the State mandated a law (SB 1586) that created the General Public Transit Vehicle (GPPV) driver training, licensing, and background check requirements. The FCRTA was required to develop and implement a forty (40) hour training program that included classroom and behind-the-wheel training for all drivers assigned to its operations. MV Transportation is now conducting Driver Training for FCRTA since it became the Operations Contractor in 2018. Topics covered in typical MV training sessions include:

1. Defensive Driver Training;
2. Operational Guidelines for Safety;
3. Motor Vehicle Code Regulations;
4. Patron Assistance Techniques;
5. Daily Vehicle Inspections;
6. Maintenance;
7. Record Keeping and Reporting Procedures;
8. Fire Extinguisher Usage;
9. Wheelchair Securement Recertification;
10. Emergency Incident Procedures; and
11. Sexual Harassment Training.

All new MV drivers complete MV's Defensive Driver Training Course, which consists of 110 hours. This includes classroom and behind the wheel training.

Mandatory MV driver In-service Meetings are conducted during two (2) hour sessions, each month. Supervisors, and guest speakers (including: disability awareness and procedures representatives, insurance agency representatives, California Highway Patrol Officers, Drug and Alcohol Consortium Representatives, etc.), review techniques and procedures to ensure that each driver is oriented toward serving each individual that accesses FCRTA's vehicles, or interacts in any way with their services.

All MV dispatchers receive a Phone Etiquette Course during initial new employee training. MV Dispatchers are trained on building emergency evacuation protocols and how to handle different passenger incidents/situations on the phone.

### **Vehicle Maintenance**

The GPPV law also required vehicle inspection and maintenance program standards. The California Highway Patrol (CHP) Motor Carrier Division is responsible for certifying the FCRTA's maintenance terminal in Selma, California and inspecting the transit vehicles annually to ensure that the Agency complies with mandated daily, forty-five (45) day or 3,000 mile, and annual inspections. The premise of the State requirements is that the transit vehicles are never out of original factory specification tolerances. Therefore, while the vehicles may continue to get older, they are no longer permitted to progressively wear out. The CHP again issued a "*satisfactory*" rating of FCRTA's vehicles and terminal facility in May of 2019. The documentation is included with FCRTA's annual TDA Claim, as required by law.

Over the years, the FCRTA has noted that maintenance expenditures increase significantly as the fleet ages. Nevertheless, even with a fleet of new alternatively fueled vehicles, maintenance expenditures have increased disproportionately. Maintenance expenditures are often the variable that causes individual Subsystem costs to increase the most based on CHP compliance requirements.

After the expiration of a three-year contract, the FCRTA transferred its vehicle maintenance responsibilities and contract from the City of Fresno – Fleet Maintenance, to the FEOC on August 1, 2015 on an interim basis. However, FCRTA was looking to relocate the maintenance facility due to the acquisition of larger 30, 35, and 40-foot buses in the fleet. The facility in Fresno was built in 1985 where FCRTA started with 20 vehicles. The fleet today includes 120 vehicles and the Fresno maintenance site had only two bays with very limited space for future expansion due to other services/programs on the property. FCRTA plans to build a new facility on approximately 9 acres to meet the current needs and future needs of the expanding fleet as well as space for a CNG fast-fill fueling station, an electric vehicle charging area, a dispatch center and vocational center for bus repair and new technology training. During FY 17-18 FCRTA took action to relocate to a new maintenance site by making an offer to buy land in the City of Selma. As a result of the 2018 RFP, the City of Selma was awarded the Maintenance Operations Contract commencing in September of 2018 and Maintenance operations were relocated to a temporary site in Selma. During 2019, FCRTA purchased land in Selma for a permanent Maintenance and Operations site and preparations were underway for the construction of the Maintenance and Operations building in 2021.

### III. TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS (FY2016 to 2018)

The most recent Triennial Performance Audit report that was prepared for the FCOG, under Contract by Moore and Associates. The Transportation Development Act (TDA) of 1971 mandated this audit.

The most recent report represents an exhaustive effort to evaluate every aspect of FCRTA's operations during the 2016 to 2018 Fiscal Year periods. The FCRTA was found to be in compliance with applicable TDA requirements, as well as those regulations imposed by the State Controller's Office. The Auditor's overall assessment was that the FCRTA *"is operating in an economical, efficient, and effective manner"*.

The results, findings, and recommendations were enumerated for implementation. Two (2) findings were identified. The two (2) findings were:

Compliance Finding 1: FCRTA does not report FTE using the TDA definition.

Criteria: The Transit Operators Financial Transaction Report Instructions published by the State Controller state the following with respect to the reporting of Total Employees – Public and Contract:

Report the number of employee equivalents. Public Utilities Code Section 99247(j) defines "Vehicle service hours per employee" as the vehicle service hours divided by the number of employees employed in connection with the public transportation system. Use the assumption that 2,000 person-hours of work in one year constitutes one employee. The number of employees shall also include those individuals employed by the operator, which provide services to the agency of the operator responsible for the operation of the public transportation system even though not employed in that agency.

Condition: FCRTA calculates FTE using vehicle service hours rather than actual labor hours derived from payroll records or position allocations.

Cause: There may be a lack of clarity as to how the FTE metric is defined by the State Controller.

Effect: Use of a definition other than the TDA definition puts the City out of compliance with the TDA.

Recommendation: Employ the TDA definition in calculating FTE for reporting to the State Controller.

Recommended Action(s): Use payroll records to document the total amount of time spent on transit by all employees, and use that figure (divided by 2,000) to calculate FTE for reporting to the State Controller. This should include contractor employees (drivers, dispatchers, etc.) as well as FCRTA employees. Once the hours have been calculated, they can be split between fixed-route and demand-response using a percentage formula (which can be based on Vehicle Service Hours). The resulting hours should be divided by 2,000 and rounded to the nearest whole number for reporting to the State Controller. Calculate farebox recovery using revised method contained in new state legislation.

*Compliance Response: FCRTA agrees with this finding and has taken steps in Fiscal Year 2019-20 to correctly calculate its FTE.*

Functional Finding 1: The FCRTA website does not include service information or Title VI information in Spanish.

Criteria: The prior audit included a recommendation that FCRTA make available online the Title VI plan, procedures, and complaint form in English and Spanish. During this audit, it was determined that recommendation was only partially implemented.



Condition: While Title VI information is currently available on the website in English, it is not provided in Spanish. In addition, no Spanish service information is included on the website.

Cause: The reason for the lack of Spanish information is unknown.

Effect: This places FCRTA out of compliance with its own Title VI program, which states that local scheduled include Spanish translation and that Spanish language contact information (phone and email) is posted on the FCRTA website.

Recommendation: Add Spanish-language Title VI and service information to the FCRTA website.

Recommended Action(s): The Title VI complaint form is included in Spanish in the Title VI Program. It needs to be saved separately from the document and posted on the website under its own link. Adding a translation widget to the FCRTA website (which allows the viewer to translate the website into Spanish) may be sufficient for the service information; however, the site includes many pop-ups, and it is unclear as to whether these would be included under the translation widget. FCRTA should consult with its website developer to determine the most appropriate way to incorporate Spanish content into its website.

*Compliance Response: FCRTA agrees with this finding and has taken take steps in Fiscal Year 2019-20 to add Spanish-language Title VI and service information to the FCRTA website.*

## IV. HIGHLIGHTS OF PRODUCTIVITY DATA

### Overall System

FCRTA System Summary Totals from the current (1) and two (2) previous Transit Productivity Evaluation Reports are presented in Table III-1. A Summary of FCRTA Performance Characteristics are calculated in Table III-2 for the three (3) previous Fiscal Years. Exhibit III-1 graphs the FCRTA Performance Indicator Summary data for Fiscal Years: 2017-18, 2018-19, and 2019-20. FCRTA continues to modify its overall performance to respond to the needs of its ridership.

As noted in Tables III-3 through III-8, performance characteristics between FY 2018-2019 and FY 2019-2020 showed primarily decreases in each subsystem and overall FCRTA ridership is decreasing steadily which is a reflection of two factors; the effects of the Covid-19 virus pandemic and the continuing overall trend of decreased transit ridership statewide and nationally. Total vehicle service hours decreased -554 hours or -0.82%. Vehicle miles traveled decreased -67,399 miles or -7.88%. Costs decreased \$68,551.00, or -1.21%. Total passengers decreased -52,580, or -16.47%. Of the total passengers: seniors decreased -9,094, or -13.02%; disabled decreased -2,568 or -6.18%; and general public decreased -40,918, or -19.69%. Resultant fares decreased 30,385.00, or 4.93%.

Performance characteristics changed incrementally over the previous year's productivity characteristics: 0.75 less passengers per hour, 4.74 to 3.99 (-15.82%); 0.34 passengers per mile was less than last year's 0.37 passengers per mile (-0.81%). Cost per hour decreased -\$0.33 per hour (-.004%) from \$83.94 to \$83.61; costs per mile increased \$0.48 (6.77%) from \$6.61 per mile to \$7.09 per mile; cost per passenger increased \$3.23 (from \$17.72 to \$20.95, or 15.42%). Farebox recovery percentage difference decreased from 10.90% last year to 10.49% this year (or a -3.76% decrease); still in excess of the minimum 10.00% requirement.

Twenty (20) of FCRTA's twenty-two (22) individual subsystems failed to achieve the minimum ten percent (10.00%) farebox requirement, but totaling all twenty-two (22) system farebox receipts together equaled an overall recovery of 5.95%. The FCRTA transferred a portion of its Measure - C funds (\$284,398.50) to make-up the difference to meet the minimum 10% farebox recovery standard for each subsystem. After that action, the resulting overall farebox was 10.49%.

During FY 17-18 the trend of overall decreased ridership of the FCRTA transit system continued and was now recognized not only locally but also on a regional, State and National level as part of a definite recent change in rider behavior. In the last few years, there has been a nation-wide switch away from public transit use towards other new emerging modes of transportation. The recent growth of Transportation network companies (TNCs) such as Uber and Lyft and other similar forms of transportation in California have been steadily "taking" ridership from public transit agencies to the point where public transit agencies are developing and implementing similar types of transportation services. FCRTA has also started looking into the possibility of operating "on-demand" transportation services, similar to TNCs that would make use of Chevy Bolt Electric Sedans. In FY 18-19 FCRTA acquired 10 Chevy Bolts and is making operational plans to deploy these vehicles in the near future.

On March 4, 2020, the Governor of California declared a State of Emergency due to the outbreak and spread of the coronavirus. Because of this situation, FCRTA's overall ridership began to decline consistently starting in March of 2020 and continued throughout the remainder of 2020. This decreasing ridership caused FCRTA to reduce service levels as discussed throughout this Annual Productivity report. FCRTA continued to operate the majority of routes as public transit that is an "essential service" and will continue to operate until mandated to cease operations. The ridership has dropped significantly because

of the pandemic however; there are transit dependent passengers that need transportation within each rural city and into Fresno for services. FCRTA is committed to the safety and well-being of our passengers and has continued to work closely with the subcontractor to implement safety measures on all vehicles. FCRTA has been consistent with CDC Guidelines throughout the pandemic and will continue to respond as advised by public health officials.

	Achieved Farebox Percentage	Addition of Measure -C Revenues	Resultant Farebox Percentage
1. Auberry Transit	3.25%	\$ 12,307.11	10.00%
2. Coalinga Transit	3.39%	\$ 34,165.12	10.00%
3. Del Rey Transit	17.76%	\$ 0.00	17.76%
4. Dinuba Transit	10.62%	\$ 0.00	10.62%
5. Firebaugh Transit	2.51%	\$ 21,448.62	10.00%
6. Fowler Transit	1.48%	\$ 12,667.97	10.00%
7. Huron Transit	7.94%	\$ 8,644.33	10.00%
8. Kerman Transit	5.24%	\$ 10,960.56	10.00%
9. Kingsburg Transit	2.07%	\$ 29,105.12	10.00%
10. Kingsburg-Reedley Transit	9.62%	\$ 381.19	10.00%
11. Laton Transit	2.55%	\$ 4,991.58	10.00%
12. Mendota Transit	3.69%	\$ 13,805.59	10.00%
13. Orange Cove Transit	9.63%	\$ 1,728.00	10.07%
14. Parlier Transit	3.25%	\$ 12,262.16	10.00%
15. Reedley Transit	3.80%	\$ 28,729.26	10.00%
16. Rural Transit	1.20%	\$ 10,540.09	10.00%
17. Sanger Transit	4.96%	\$ 30,852.16	10.00%
18. San Joaquin Transit	4.34%	\$ 10,033.64	10.00%
19. Selma Transit	3.01%	\$ 41,006.49	10.00%
20. Shuttle Transit	0.01%	\$ 769.51	10.00%
21. Southeast Transit	11.39%	\$ 0.00	11.39%
22. Westside Transit	19.15%	\$ 0.00	19.15%
<b>TOTAL</b>	<b>5.95%</b>	<b>\$284,398.50</b>	<b>10.49%</b>

## Clarifications

Revenues and expenditures, and functional categories have been calculated based on Federal and State guidelines pertaining to the “*Uniform System of Accounts for Public Transit Operators*”, with allowances in accordance to existing State Law pertaining to Productivity Evaluation requirements and guidelines for small vehicle fleets, operating in rural areas.

It should also be noted that performance evaluation calculations for all Subsystems reflect the *exclusion* of “*deadhead mileage*” and “*deadhead hours*” in accordance with an audit recommendation contained in a previous Triennial Performance Audit Report.

Finally, it is important to note the context in which the statistical relationships are depicted in each of the accompanying tables. The magnitude of an individual number can easily be skewed by comparing raw numbers (and their relative relationships) between each of the Subsystems. An examination of the percentage relationships, in light of the methods and characteristics of the Subsystem, will help illustrate that each individual operation is distinctly different from its relative counterparts. Comparisons between each Subsystem tend to give the impression that some are successful while others are unsuccessful. Certainly, this is *not* the objective of a performance evaluation. Each mode of service can, and should be,

improved upon where applicable. The results of this effort should be constructive, *not* destructive. Modifications to a Subsystem are addressed as part of the biannual process of updating the Short Range Transit Plan (SRTP) for the Rural Fresno County Area.

### Subsystem Comments

The following narrative helps to better understand the circumstance of each of FCRTA's Subsystem operations, and the factors that affected their operations over the past two (2) Fiscal Years:

1. **Auberry Transit** ridership on both the foothill community's intra-community and inter-city service to Fresno has stabilized in recent years. In FY 19-20, it decreased by -422 passengers (-12.33%). Senior ridership decreased by -331 passengers (-21.27%), disabled passengers decreased by 31 (-2.15%), and general public passengers decreased by 60 (-14.18%) for the Fiscal Year. Total fares increased by \$1,076.79 or 6.27%. Mileage decreased -12.96% (-6,235); hours increased 3.66% (70). Costs increased \$10,767.96 (6.27%). The initial farebox recovery was 3.25%, before adding \$12,307.11 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

During the past year, Auberry Transit operated beyond reasonable FCRTA System standards in the following four (4) Systems performance indicators:

- a. passengers / hour (1.51 vs. 3.00);
- b. passengers / mile (0.07 vs. 0.30);
- c. cost / hour (\$91.88 vs. \$88.20); and
- d. cost / passenger (\$60.80 vs. \$17.64).

The vast distances between patron's origins and destinations in foothill communities will continue to make it very difficult to meet these intra-city rural standards.

2. **Coalinga Transit** provided two (2) modes of varied services: 1) the in-city demand responsive service transported 2,047 passengers; and 2) the inter-city fixed route service to the Fresno-Clovis Metropolitan Area transported 3,483 passengers, for a total of 5,530 passengers. In summary, Coalinga Transit's two (2) modes accounted for a ridership decrease of -13.40% (-856). Senior ridership decreased -60 (-5.09%) and disabled ridership decreased by 100 (-21.65%). General public ridership decreased by -696 (-14.66%). Fares increased \$796.43 (1.57%); mileage decreased -1.39% (1,005) along with an increase in hours 2.77% (104). The overall costs increased 1.57% (7,964.29). The resultant farebox was 3.39%, before adding \$34,165.12 of Measure C funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard. It should also be noted that the City of Coalinga has had challenges in keeping drivers in both the inter-city fixed route and demand responsive services.

Five (5) performance indicators for Coalinga Transit were inconsistent with FCRTA System standards:

- a. passengers / hour (1.43 vs. 3.00);
- b. passengers / mile (0.08 vs. 0.30);
- c. cost / hour (\$133.72 vs. \$88.20);
- d. cost / mile (\$7.24 vs. \$6.06)
- e. cost / passenger (\$93.43 vs. \$17.64).

The inter-City service operates over long distances with many passenger loading stops. Service hours are also longer. Excessive route mileage and travel time, in turn, directly affects fuel, maintenance, and repair costs. Even with significant increases in the number of passengers transported, the travel patterns still yield excessive mileage and time to reach destinations. Adherence to average System standards is clearly *not* possible when considering the unusual nature of these two (2) individual modal operations.

3. **Del Rey Transit** experienced a total ridership decrease of -40.97% (-2,149). Senior ridership decreased by -540 (-37.32%), there was a decrease of -362 (-58.77%) in disabled ridership, general public ridership decreased -1,247 (-39.19%). Total fares decreased -2.14% (-\$450.23). Mileage decreased by -3,193 miles (-13.06%), hours increased 1.56% (31), and costs decreased by -5,536.79 (-4.56%). The resultant farebox recovery was 17.76%, significantly higher than the 10.00% minimum standard.

Three (3) performance indicators for Del Rey Transit were inconsistent with FCRTA System standards:

- a. passengers / mile (0.15 vs. 0.30);
- b. passengers / hour (1.53 vs. 3.00); and
- c. cost / passenger (\$37.39 vs. \$12.60).

4. **Dinuba Transit** total ridership decreased -1,678 (-16.66%). Senior riders increased 332 (86.23%), there were 40 (38.83%) more disabled passengers; general public riders decreased -2,050 (-21.38%). Total fares decreased -\$1,599.30 (-20.89%). Mileage increased 306 (0.99%). Hours of service decreased by -57 (-3.50%). The total cost (for half the expenditures, the City of Dinuba pays the other half) increased \$6,056.69 (11.88%). The resultant farebox recovery was 10.62%, in excess of the minimum 10.00% standard.

One (1) performance indicator for Dinuba Transit was inconsistent with FCRTA System standards:

- a. passengers / mile (0.27 vs. 0.30)

5. **Firebaugh Transit** reported a decrease of -18.78% (-2,293) in overall ridership. Senior ridership decreased -52.71% (-1,626), disabled passengers increased by 704 (54.74%), and general public ridership decreased -17.49% (-1,371). Farebox revenues increased \$301.29 (1.06%). Mileage decreased -1,262 miles (-3.58%). Service hours decreased -1.73% (-63). Costs increased \$3,012.92 (1.06%). The initial farebox recovery was 2.51% before adding \$21,448.62 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

Four (4) performance indicators for Firebaugh Transit were inconsistent with FCRTA System standards:

- a. passengers per hour (2.77 vs. 3.00).
- b. passengers per mile (0.29 vs. 0.30)
- c. cost / mile (\$8.44 vs. \$6.06); and
- d. cost / passenger (\$28.90 vs. \$17.64).

6. **Fowler Transit** noted an increase in overall ridership, of 50 (1.59%). Senior ridership increased 376 or 27.79%, while disabled ridership decreased by -26 passengers (-4.64%), and general public ridership decreased -300 (-24.37%). Fares increased 4.85% (\$687.44), while mileage decreased -13.00% (-1,138). Total hours increased 1.41% (28). Costs increased 4.85% (\$6,874.36). The initial farebox recovery was 1.48%, before adding \$12,667.97 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

Three (3) performance indicators for Fowler Transit were inconsistent with FCRTA System standards:

- a. passengers / hour (1.59 vs. 3.00);
- b. cost / mile (\$19.53 vs. \$6.06); and
- c. cost / passenger (\$46.54 vs. \$17.64).

7. **Huron Transit's** ridership decreased -10,976 (-18.89%). Senior riders decreased -230 (-7.23%), disabled decreased -175 (-21.45%), while general public ridership decreased -10,571 (-19.54%). Total fares decreased -7.72% (-\$3,520.97). Mileage decreased -1.33% (-757). Hours of service increased 9.68% (521) hours. Costs increased 9.22% (\$35,529.36). The initial farebox recovery was 7.94%, before adding \$8,644.33 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

One (1) performance indicator for Huron Transit was inconsistent with FCRTA System standards:

- a. cost / mile (\$7.49 vs. \$6.06)

8. **Kerman Transit** reported a -6.50% decrease in ridership (-440). Senior passengers increased by 439 rides (28.05%), disabled decreased by -536 passengers, (-31.79%), and general public passengers decreased by -343 riders (-9.75%). Farebox receipts decreased -\$700.43 (-2.95%). Mileage decreased -6.91% (-856) miles. Hours of operation decreased -250 hours (-12.60%). Costs decreased -2.95% (-\$7,004.30). The initial farebox recovery was 5.24% before adding \$10,960.56 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

Three (3) performance indicators for Kerman Transit were inconsistent with FCRTA System standards:

- a. cost / hour (\$132.66 vs. \$88.20);
- b. cost / mile (\$19.95 vs. \$6.06); and
- c. cost per passenger (\$36.34 vs. \$17.64).

9. **Kingsburg Transit has** reported a -15.02% decrease in ridership (-2,404). Ridership by elderly passengers decreased by -1,306 riders (-19.40%), disabled decreased by -197 passengers (-3.15%), and general public passengers decreased by -901 riders (-29.96%). Farebox receipts increased \$4,011.93 (12.27%). Mileage decreased -9.84% (-3,393) miles. Hours of operation increased 198 hours (4.72%). Costs increased 12.27% (\$40,119.28). The initial farebox recovery was 2.07%, before adding \$29,105.12 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

Two (2) performance indicators for Kingsburg Transit were inconsistent with FCRTA System standards:

- a. cost / mile (\$11.81 vs. \$6.06); and
- b. cost per passenger (\$26.99 vs. \$17.64).

10. **Kingsburg - Reedley College Transit** ridership decreased -2,460 riders (-33.03%). Senior ridership decreased by -28 (-100.00%), disabled ridership decreased by -239 (-98.76%), and general public ridership decreased -2,193 (-30.55%). Mileage decreased by -35.49% (-12,541) and service hours decreased by -37.54% (-702). Farebox receipts decreased -\$1,219.39 (-10.84%) from last year. Costs decreased -\$12,193. (-10.84%) The initial farebox recovery was 9.62%, before adding \$381.19 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

Two (2) performance indicators for Kingsburg - Reedley College Transit were inconsistent with FCRTA System standards:

- a. passengers per mile 0.22 vs. 0.30)
- b. cost per passenger (\$20.10 vs. \$17.64).

11. **Laton Transit's** ridership decreased -38.65% (-3,048). Senior riders decreased by -606 (-38.55%); disabled riders decreased -146 (-37.63%), general public ridership decreased -2,296 (-38.74%). Passenger fares increased \$73.47 (1.11%). Mileage increased 235 miles (0.76%). Hours increased by 33 (3.43%). Costs increased \$734.70 (1.11%). The initial farebox recovery was 2.55%, before adding \$4,991.58 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

One (1) performance indicator for Laton Transit was inconsistent with FCRTA System standards:

- a. passengers / mile (0.15 vs. 0.30)

12. **Mendota Transit's** ridership decreased -18.33% (-2,182), less seniors (-201) rode representing a decrease of -7.70%. 491 more disabled passengers rode (101.24%) and -2,472 (-28.06%) less general public patrons utilized the service. Fares increased 7.87% (\$1,596.79). Mileage decreased -1,772 (-10.32%), while hours increased 1.08% (24). Cost increased \$15,967.87 (7.87%). The initial farebox recovery was 3.69%, before adding \$13,805.59 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

Three (3) performance indicators for Mendota Transit were inconsistent with FCRTA System standards:

- a. cost per hour (\$97.49 vs \$88.20)
- b. cost / mile (\$14.21 vs. \$6.06).
- c. cost per passenger (\$22.51 vs. \$17.64).

13. **Orange Cove Transit** (which includes Orange Cove Express) has reported a decrease in ridership of -25.48% (-9,236). Seniors ridership decreased -30.19% (-2,412). Less (-759 (-25.42%) disabled participated, and -6,065 (-24.00%) less general public passengers rode last year. Fares decreased -17.06% (-\$8,108.00); mileage increased 20.94% (12,622). Hours of service increased 7.12% (337). Costs increased \$874.75 (0.22%). The initial farebox recovery was 9.63%, before adding \$1,728.00 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.07%, above the minimum 10.00% standard.

Orange Cove Transit's operational indicators were within reasonable FCRTA System standards for each Subsystem performance indicator.

14. **Parlier Transit** transported 60 more passengers for an increase of 0.76%. Senior riders decreased -30.19% (-1,020), 577 (87.42%) more disabled, and general public riders increased 503 (12.97%). Fares increased 4.05% (\$706.67). Mileage increased 689 (4.44%), while service hours increased 48 (2.44%) hours. Cost increased \$7,066.70 or 4.05%. The initial farebox recovery was 3.25%, before adding \$12,262.16 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

Three (3) performance indicators for Parlier Transit were inconsistent with FCRTA System standards:

- a. cost per hour (\$90.15 vs \$88.20)
- b. cost / mile (\$11.21 vs. \$6.06).
- c. cost per passenger (\$22.79 vs. \$17.64).

15. **Reedley Transit's** ridership decreased -8,940 passengers, representing a -28.08% change from the previous Fiscal Year. Seniors ridership decreased -23.35% (-1,484) while -1,828 (-31.25%) less disabled riders rode, and -5,628 (-28.66%) less general public rode. Fares decreased -23.49% (-\$14,234.51). Mileage decreased by -1.42% (-748) while hours increased 7.04% (387). Costs decreased -\$142,345.08 (-23.49%). The initial farebox recovery was 3.80%, before adding \$28,729.26 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

Two (2) performance indicators for Reedley Transit were inconsistent with FCRTA System standards:

- a. cost per mile (\$8.95 vs. \$6.06).
- b. cost per passenger (\$20.24 vs. \$17.64).

16. **Rural Transit's** ridership decreased by -560 (60.67%) less passengers than the previous year. Less seniors rode (-264) (-63.77%), there were -158 (-57.88%) less disabled passengers, and there were -138 (-58.47%) less general public passengers. Farebox receipts decreased -\$3,747.56 (-23.84%). The mileage decreased -17,479 (-53.08%) and the hours decreased -703 (-49.33%) hours. The cost decreased -\$32,975.65 (-21.59%). The initial farebox recovery was 1.20%, before adding \$10,540.09 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

Five (5) performance indicators for Rural Transit were inconsistent with FCRTA System standards:

- a. passengers per hour (0.50 vs. 3.00).
- b. passengers per mile (0.02 vs. 0.30)
- c. cost per hour (\$166.07 vs \$88.20)
- d. cost per mile (\$7.75 vs. \$6.06); and
- e. cost per passenger (\$329.85 vs. \$17.64).



17. **Sanger Transit's** ridership decreased -18.74% (-7,167). Ridership by seniors decreased -30.28% (-3,996), while the disabled passengers increased by 183 (2.84%), and general public passengers decreased by -18.02% (-3,354). Fares decreased -1.87% (\$1,165.51). Mileage decreased -19.23% (-18,677), and hours decreased -8.79% (-771). Costs decreased -1.87% (-\$11,655.07). The initial farebox recovery was 4.96%, before adding \$30,852.16 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

Two (2) performance indicator for Sanger Transit was inconsistent with FCRTA System standards:

- a. cost / mile (\$7.79 vs. \$6.06); and
- b. cost / passenger (\$19.68 vs \$17.64).

18. **San Joaquin Transit** ridership increased 2.84% (83). Senior ridership increased 78.51% (95), disabled increased by 46 (37.70%), and general public ridership decreased -2.17% (-58). Fares decreased -1.05% (-\$187.50). Mileage decreased -38.46% (-14,026) while hours decreased by -91 (-4.21%). Cost decreased -1.05% (-\$1,878.03). The initial farebox recovery was 4.34%, before adding \$10,033.64 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

San Joaquin Transit operated beyond reasonable FCRTA System standards in the following four (4) performance indicators:

- a. passengers / hour (1.45 vs. 3.00);
- b. passengers / mile (0.13 vs 0.30);
- c. cost / mile (\$7.90 vs. \$6.06); and
- d. cost / passenger (\$59.03 vs \$17.64).

19. **Selma Transit's** ridership increased 10.67% (3,120). Senior ridership increased 2,163 (22.32%), disabled passengers decreased by -657 (-7.03%) while general public ridership increased 1,614 (18.80%). Fares increased 4.17% (\$2,347.21). Mileage increased 2.82% (1,840). The hours of service increased 4.26% (295 hours). The resultant costs increased 4.17% (\$23,472.06). The initial farebox recovery was 3.01%, before adding \$ 41,006.49 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

Two (2) performance indicators for Selma Transit were inconsistent with FCRTA System standards:

- a. cost / mile (\$8.73 vs. \$6.06); and
- b. cost / passenger (\$18.13 vs \$17.64).

20. **Shuttle Transit's** ridership decreased -57.89% (-22). Senior ridership decreased by -1 (-10.00%), disabled passengers decreased by four (-66.67%). General public ridership decreased -17 (-77.27%). Fares decreased -59.91% (-\$1,188.71). Mileage increased 21.63% (98). Hours stayed exactly the same 0.00% (0) hours. Costs decreased 59.91% (-\$11,887.08). Farebox recovery was 0.01%, before adding \$769.51 in Measure - C funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

Five (5) performance indicators for Shuttle Transit were inconsistent with FCRTA System standards:

- a. passengers / hour (0.42 vs. 3.00);
- b. passengers / mile (0.03 vs. 0.30);
- C. cost / hour (\$209.34 vs. \$88.20);
- D. cost / mile (\$14.44 vs. \$6.06); and
- E. cost / passenger (\$497.19 vs. \$17.64).

21. **Southeast Transit** ridership decreased -18.42% (-1,827). Ridership by seniors increased by 405 (56.09%), while disabled ridership increased by 664 (46.53%) and general public decreased by -2,896 (-37.28%). Fares decreased -18.67% (-\$4,373.10). Mileage decreased -421 (-1.07%). Service hours increased 12 (0.57%) hours. Costs increased \$18,353.14 (12.33%). Farebox recovery was 11.39%.

Two (2) performance indicators for Southeast Transit was inconsistent with FCRTA System standards:

- a. passengers / mile (0.21 vs 0.30);
- b. cost / passenger (\$20.67 vs \$17.64).

22. **Westside Transit's** ridership increased 5.76% (767). Senior ridership increased 36.43% (1,201), disabled decreased by -55 (-50.46%) and general public decreased -3.83% (-379). Fares decreased -\$1,487.93 (-4.41%). Mileage increased 0.65% (314 miles), and hours decreased -5 (-0.23%) hours. Costs decreased -\$19,869.00 (-10.56%). The farebox recovery was 19.15%.

One (1) performance indicator for Westside Transit was inconsistent with FCRTA System standards:

- a. passengers / mile (0.29 vs. 0.30).

## **V. FY 2020 PRODUCTIVITY EVALUATION COMMITTEE RECOMMENDATIONS**

It is recommended that FCRTA take the following actions:

- A. Continue to implement recommendations in the *"Short-Range Transit Plan for the Rural Fresno County Area"* to increase productivity and meet mandated 10% farebox.
- B. Continue to modify services as warranted to address ridership.
- C. Continue to monitor subsystem farebox recovery percentages to ensure the minimum ten percent (10%) TDA requirement is maintained for the entire System.
- D. Respond to recommendations referenced in the completed Triennial Performance Audit for: FY2015-2016; 2016-2017; and 2018-2019 Report.
- E. Continue to comply with the responsibilities under the Americans with Disabilities Act of 1990.
- F. Continue to comply with the responsibilities under the Clean Air Act of 1990, the San Joaquin Valley Unified Air Pollution Control District's Air Quality Plan and FCOG's Transportation Control Measures Plan and State's Congestion Management System.
- G. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of public transit.
- H. Continue to pursue coordination of services between the various transportation agencies in the County.
- I. Construct a new maintenance facility to accommodate the growth of a larger fleet, especially with the addition of the new bus sizes (30, 35, & 40 foot) and to include infrastructure to accommodate electric operated buses.
- J. Monitor the existing services: Intra-City, Inter-City, and Maintenance to improve efficiency and customer service and determine whether to issue an RFP for services or FCRTA will operate the services.

**TABLE III-1**  
**FY 2018 to FY 2020 Summary of FCRTA Totals**

<b>Fiscal Year</b>	<b>Seniors</b>	<b>Disabled</b>	<b>General Public</b>	<b>Total Passengers</b>	<b>Fares</b>	<b>Mileage</b>	<b>Hours</b>	<b>Cost</b>
FY 2020	60,776	39,000	166,845	266,621	\$586,028	788,004	66,822	\$5,586,983
FY 2019	69,870	41,568	207,763	319,201	\$616,414	855,403	67,376	\$5,655,534
FY 2018	82,055	49,554	245,788	377,397	\$592,640	949,866	72,161	\$4,933,077

**TABLE III-2**  
**FY 2018 to FY 2020 Summary of FCRTA Performance Characteristics**

<b>Fiscal Year</b>	<b>Pass / Hour</b>	<b>Pass / Mile</b>	<b>Cost / Hour</b>	<b>Cost / Mile</b>	<b>Cost / Pass</b>	<b>% Farebox</b>
FY 2019 - 20	3.99	0.34	\$83.61	\$7.09	\$20.95	10.49
FY 2018 - 19	4.74	0.37	\$83.94	\$6.61	\$17.72	10.90
FY 2017 - 18	5.23	0.40	\$68.36	\$5.19	\$13.07	12.01

**EXHIBIT III-1**  
**Performance Characteristics**

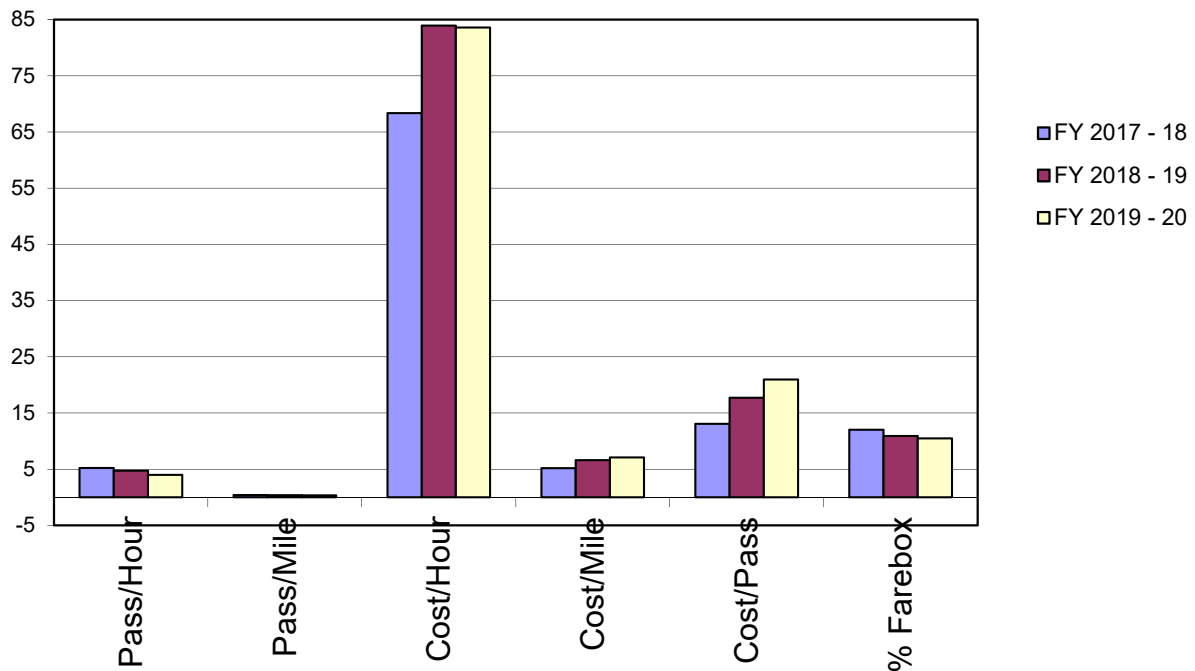


Table III-3  
FY 2020 FCRTA System Summary

<b>FCRTA Subsystems:</b>	<b>Total Seniors:</b>	<b>Total Disabled:</b>	<b>Total General Public:</b>	<b>Total Passengers:</b>	<b>Total Fares:</b>	<b>Total Mileage:</b>	<b>Total Hours:</b>	<b>Total Cost:</b>
Auberry Transit	1,225	1,412	363	3,000	\$18,239.14	41,867	1,983	\$182,391.41
Coalinga Transit	1,118	362	4,050	5,530	\$51,667.50	71,342	3,864	\$516,675.00
Del Rey Transit	907	254	1,935	3,096	\$20,564.25	21,247	2,022	\$115,765.01
Dinuba Transit	717	143	7,537	8,397	\$6,056.70	31,093	1,570	\$57,056.70
Firebaugh Transit	1,459	1,990	6,470	9,919	\$28,665.13	33,972	3,585	\$286,651.30
Fowler Transit	1,729	534	931	3,194	\$14,866.32	7,613	2,008	\$148,663.18
Huron Transit	2,953	641	43,540	47,134	\$42,077.45	56,166	5,903	\$420,774.10
Kerman Transit	2,004	1,150	3,176	6,330	\$23,002.81	11,529	1,734	\$230,028.08
Kingsburg Transit	5,425	6,066	2,106	13,597	\$36,697.93	31,085	4,396	\$366,979.25
Kingsburg-Reedley Transit	0	3	4,985	4,988	\$10,028.17	22,794	1,168	\$100,281.74
Laton Transit	966	242	3,630	4,838	\$6,696.58	31,269	995	\$66,965.80
Mendota Transit	2,411	976	6,338	9,725	\$21,895.33	15,404	2,245	\$218,953.31
Orange Cove Transit	5,577	2,227	19,202	27,006	\$39,420.16	72,888	5,072	\$391,546.78
Parlier Transit	2,359	1,237	4,380	7,976	\$18,174.54	16,206	2,016	\$181,745.42
Reedley Transit	4,872	4,021	14,007	22,900	\$46,358.21	51,809	5,885	\$463,582.13
Rural Transit	150	115	98	363	\$11,973.53	15,448	722	\$119,735.25
Sanger Transit	9,200	6,629	15,254	31,083	\$61,167.03	78,470	8,005	\$611,670.31
San Joaquin Transit	216	168	2,618	3,002	\$17,721.06	22,443	2,073	\$177,210.58
Selma Transit	11,854	8,683	11,826	32,363	\$58,687.53	67,204	7,219	\$586,875.29
Shuttle Transit	9	2	5	16	\$795.51	551	38	\$7,955.10
Southeast Transit	1,127	2,091	4,873	8,091	\$19,052.09	38,785	2,112	\$167,215.76
Westside Transit	4,498	54	9,521	14,073	\$32,221.73	48,819	2,207	\$168,262.07
SYSTEM TOTALS	60,776	39,000	166,845	266,621	\$586,028.70	788,004	66,822	\$5,586,983.57

Table III-4  
FY 2019 FCRTA System Summary

<b>FCRTA Subsystems:</b>	<b>Total Seniors:</b>	<b>Total Disabled:</b>	<b>Total General Public:</b>	<b>Total Passengers:</b>	<b>Total Fares:</b>	<b>Total Mileage:</b>	<b>Total Hours:</b>	<b>Total Cost:</b>
Auberry Transit	1,556	1,443	423	3,422	\$17,162.35	48,102	1,913	\$171,623.45
Coalinga Transit	1,178	462	4,746	6,386	\$50,871.07	72,347	3,760	\$508,710.71
Del Rey Transit	1,447	616	3,182	5,245	\$21,014.48	24,440	1,991	\$121,301.80
Dinuba Transit	385	103	9,587	10,075	\$7,656.00	30,787	1,627	\$51,000.01
Firebaugh Transit	3,085	1,286	7,841	12,212	\$28,363.84	35,234	3,648	\$283,638.38
Fowler Transit	1,353	560	1,231	3,144	\$14,178.88	8,751	1,980	\$141,788.82
Huron Transit	3,183	816	54,111	58,110	\$45,598.42	56,923	5,382	\$385,244.74
Kerman Transit	1,565	1,686	3,519	6,770	\$23,703.24	12,385	1,984	\$237,032.38
Kingsburg Transit	6,731	6,263	3,007	16,001	\$32,686.00	34,478	4,198	\$326,859.97
Kingsburg-Reedley Transit	28	242	7,178	7,448	\$11,247.56	35,335	1,870	\$112,475.60
Laton Transit	1,572	388	5,926	7,886	\$6,623.11	31,034	962	\$66,231.10
Mendota Transit	2,612	485	8,810	11,907	\$20,298.54	17,176	2,221	\$202,985.44
Orange Cove Transit	7,989	2,986	25,267	36,242	\$47,528.16	60,266	4,735	\$390,672.03
Parlier Transit	3,379	660	3,877	7,916	\$17,467.87	15,517	1,968	\$174,678.72
Reedley Transit	6,356	5,849	19,635	31,840	\$60,592.72	52,557	5,498	\$605,927.21
Rural Transit	414	273	236	923	\$15,721.09	32,927	1,425	\$152,710.90
Sanger Transit	13,196	6,446	18,608	38,250	\$62,332.54	97,147	8,776	\$623,325.38
San Joaquin Transit	121	122	2,676	2,919	\$17,908.86	36,469	2,164	\$179,088.61
Selma Transit	9,691	9,340	10,212	29,243	\$56,340.32	65,364	6,924	\$563,403.23
Shuttle Transit	10	6	22	38	\$1,984.22	453	38	\$19,842.18
Southeast Transit	722	1,427	7,769	9,918	\$23,425.19	39,206	2,100	\$148,862.62
Westside Transit	3,297	109	9,900	13,306	\$33,709.66	48,505	2,212	\$188,131.07
SYSTEM TOTALS	69,870	41,568	207,763	319,201	\$616,414.12	855,403	67,376	\$5,655,534.35

Table III-5  
Numeric Change in FCRTA System Summaries  
FY 2019 vs. FY 2020

<b>FCRTA Subsystems:</b>	<b>Total Seniors:</b>	<b>Total Disabled:</b>	<b>Total General Public:</b>	<b>Total Passengers:</b>	<b>Total Fares:</b>	<b>Total Mileage:</b>	<b>Total Hours:</b>	<b>Total Cost:</b>
Auberry Transit	-331	-31	-60	-422	\$1,076.79	-6,235	70	\$10,767.96
Coalinga Transit	-60	-100	-696	-856	\$796.43	-1,005	104	\$7,964.29
Del Rey Transit	-540	-362	-1,247	-2,149	-\$450.23	-3,193	31	-\$5,536.79
Dinuba Transit	332	40	-2,050	-1,678	-\$1,599.30	306	-57	\$6,056.69
Firebaugh Transit	-1,626	704	-1,371	-2,293	\$301.29	-1,262	-63	\$3,012.92
Fowler Transit	376	-26	-300	50	\$687.44	-1,138	28	\$6,874.36
Huron Transit	-230	-175	-10,571	-10,976	-\$3,520.97	-757	521	\$35,529.36
Kerman Transit	439	-536	-343	-440	-\$700.43	-856	-250	-\$7,004.30
Kingsburg Transit	-1,306	-197	-901	-2,404	\$4,011.93	-3,393	198	\$40,119.28
Kingsburg-Reedley Transit	-28	-239	-2,193	-2,460	-\$1,219.39	-12,541	-702	-\$12,193.86
Laton Transit	-606	-146	-2,296	-3,048	\$73.47	235	33	\$734.70
Mendota Transit	-201	491	-2,472	-2,182	\$1,596.79	-1,772	24	\$15,967.87
Orange Cove Transit	-2,412	-759	-6,065	-9,236	-\$8,108.00	12,622	337	\$874.75
Parlier Transit	-1,020	577	503	60	\$706.67	689	48	\$7,066.70
Reedley Transit	-1,484	-1,828	-5,628	-8,940	-\$14,234.51	-748	387	-\$142,345.08
Rural Transit	-264	-158	-138	-560	-\$3,747.56	-17,479	-703	-\$32,975.65
Sanger Transit	-3,996	183	-3,354	-7,167	-\$1,165.51	-18,677	-771	-\$11,655.07
San Joaquin Transit	95	46	-58	83	-\$187.80	-14,026	-91	-\$1,878.03
Selma Transit	2,163	-657	1,614	3,120	\$2,347.21	1,840	295	\$23,472.06
Shuttle Transit	-1	-4	-17	-22	-\$1,188.71	98	0	-\$11,887.08
Southeast Transit	405	664	-2,896	-1,827	-\$4,373.10	-421	12	\$18,353.14
Westside Transit	1,201	-55	-379	767	-\$1,487.93	314	-5	-\$19,869.00
<b>SYSTEM TOTALS</b>	<b>-9,094</b>	<b>-2,568</b>	<b>-40,918</b>	<b>-52,580</b>	<b>-\$30,385.42</b>	<b>-67,399</b>	<b>-554</b>	<b>-\$68,550.78</b>

Table III-6  
Percentage Change in FCRTA System Summaries  
FY 2019 vs. FY 2020

<b>FCRTA Subsystems:</b>	<b>Total Seniors:</b>	<b>Total Disabled:</b>	<b>Total General Public:</b>	<b>Total Passengers:</b>	<b>Total Fares:</b>	<b>Total Mileage:</b>	<b>Total Hours:</b>	<b>Total Cost:</b>
Auberry Transit	-21.27%	-2.15%	-14.18%	-12.33%	6.27%	-12.96%	3.66%	6.27%
Coalinga Transit	-5.09%	-21.65%	-14.66%	-13.40%	1.57%	-1.39%	2.77%	1.57%
Del Rey Transit	-37.32%	-58.77%	-39.19%	-40.97%	-2.14%	-13.06%	1.56%	-4.56%
Dinuba Transit	86.23%	38.83%	-21.38%	-16.66%	-20.89%	0.99%	-3.50%	11.88%
Firebaugh Transit	-52.71%	54.74%	-17.49%	-18.78%	1.06%	-3.58%	-1.73%	1.06%
Fowler Transit	27.79%	-4.64%	-24.37%	1.59%	4.85%	-13.00%	1.41%	4.85%
Huron Transit	-7.23%	-21.45%	-19.54%	-18.89%	-7.72%	-1.33%	9.68%	9.22%
Kerman Transit	28.05%	-31.79%	-9.75%	-6.50%	-2.95%	-6.91%	-12.60%	-2.95%
Kingsburg Transit	-19.40%	-3.15%	-29.96%	-15.02%	12.27%	-9.84%	4.72%	12.27%
Kingsburg-Reedley Transit	-100.00%	-98.76%	-30.55%	-33.03%	-10.84%	-35.49%	-37.54%	-10.84%
Laton Transit	-38.55%	-37.63%	-38.74%	-38.65%	1.11%	0.76%	3.43%	1.11%
Mendota Transit	-7.70%	101.24%	-28.06%	-18.33%	7.87%	-10.32%	1.08%	7.87%
Orange Cove Transit	-30.19%	-25.42%	-24.00%	-25.48%	-17.06%	20.94%	7.12%	0.22%
Parlier Transit	-30.19%	87.42%	12.97%	0.76%	4.05%	4.44%	2.44%	4.05%
Reedley Transit	-23.35%	-31.25%	-28.66%	-28.08%	-23.49%	-1.42%	7.04%	-23.49%
Rural Transit	-63.77%	-57.88%	-58.47%	-60.67%	-23.84%	-53.08%	-49.33%	-21.59%
Sanger Transit	-30.28%	2.84%	-18.02%	-18.74%	-1.87%	-19.23%	-8.79%	-1.87%
San Joaquin Transit	78.51%	37.70%	-2.17%	2.84%	-1.05%	-38.46%	-4.21%	-1.05%
Selma Transit	22.32%	-7.03%	15.80%	10.67%	4.17%	2.82%	4.26%	4.17%
Shuttle Transit	-10.00%	-66.67%	-77.27%	-57.89%	-59.91%	21.63%	0.00%	-59.91%
Southeast Transit	56.09%	46.53%	-37.28%	-18.42%	-18.67%	-1.07%	0.57%	12.33%
Westside Transit	36.43%	-50.46%	-3.83%	5.76%	-4.41%	0.65%	-0.23%	-10.56%
<b>SYSTEM TOTALS</b>	<b>-13.02%</b>	<b>-6.18%</b>	<b>-19.69%</b>	<b>-16.47%</b>	<b>-4.93%</b>	<b>-7.88%</b>	<b>-0.82%</b>	<b>-1.21%</b>

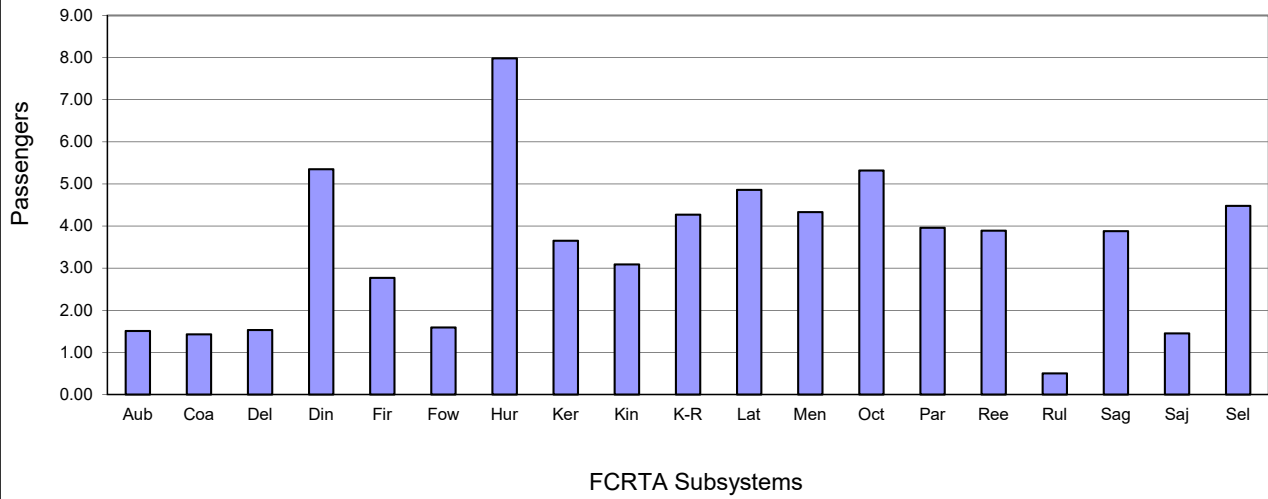
Table III-7  
FY 2020 Summary of FCRTA Performance Characteristics

FCRTA	Pass /	Pass /	Cost /	Cost /	Cost /	Farebox	Times Beyond Reasonable
	Hour	Mile	Hour	Mile	Pass	Percentage	Standards
Subsystems:							
Auberry Transit	1.51 x	0.07 x	\$91.98 x	\$4.36	\$60.80 x	10.00%	3
Coalinga Transit	1.43 x	0.08 x	\$133.72 x	\$7.24 x	\$93.43 x	10.00%	4
Del Rey Transit	1.53 x	0.15 x	\$57.25	\$5.45	\$37.39 x	17.76%	1
Dinuba Transit	5.35	0.27 x	\$36.34	\$1.84	\$6.79	10.62%	0
Firebaugh Transit	2.77 x	0.29 x	\$79.96	\$8.44 x	\$28.90 x	10.00%	1
Fowler Transit	1.59 x	0.42	\$74.04	\$19.53 x	\$46.54 x	10.00%	3
Huron Transit	7.98	0.84	\$71.28	\$7.49 x	\$8.93	10.00%	0
Kerman Transit	3.65	0.55	\$132.66 x	\$19.95 x	\$36.34 x	10.00%	3
Kingsburg Transit	3.09	0.44	\$83.48	\$11.81 x	\$26.99 x	10.00%	1
Kingsburg-Reedley Transit	4.27	0.22 x	\$85.86	\$4.40	\$20.10 x	10.00%	1
Laton Transit	4.86	0.15 x	\$67.30	\$2.14	\$13.84	10.00%	0
Mendota Transit	4.33	0.63	\$97.53 x	\$14.21 x	\$22.51 x	10.00%	1
Orange Cove Transit	5.32	0.37	\$77.20	\$5.37	\$14.50	10.07%	0
Parlier Transit	3.96	0.49	\$90.15 x	\$11.21 x	\$22.79 x	10.00%	1
Reedley Transit	3.89	0.44	\$78.77	\$8.95 x	\$20.24 x	10.00%	1
Rural Transit	0.50 x	0.02 x	\$165.84 x	\$7.75 x	\$329.85 x	10.00%	5
Sanger Transit	3.88	0.40	\$76.41	\$7.79 x	\$19.68 x	10.00%	0
San Joaquin Transit	1.45 x	0.13 x	\$85.49	\$7.90 x	\$59.03 x	10.00%	3
Selma Transit	4.48	0.48	\$81.30	\$8.73 x	\$18.13 x	10.00%	0
Shuttle Transit	0.42 x	0.03 x	\$209.34 x	\$14.44 x	\$497.19 x	10.00%	0
Southeast Transit	3.83	0.21 x	\$79.17	\$4.31	\$20.67 x	11.39%	0
Westside Transit	6.38	0.29 x	\$76.24	\$3.45	\$11.96	19.15%	0
System Average	3.99	0.34	\$83.61	\$7.09	\$20.95	10.49%	

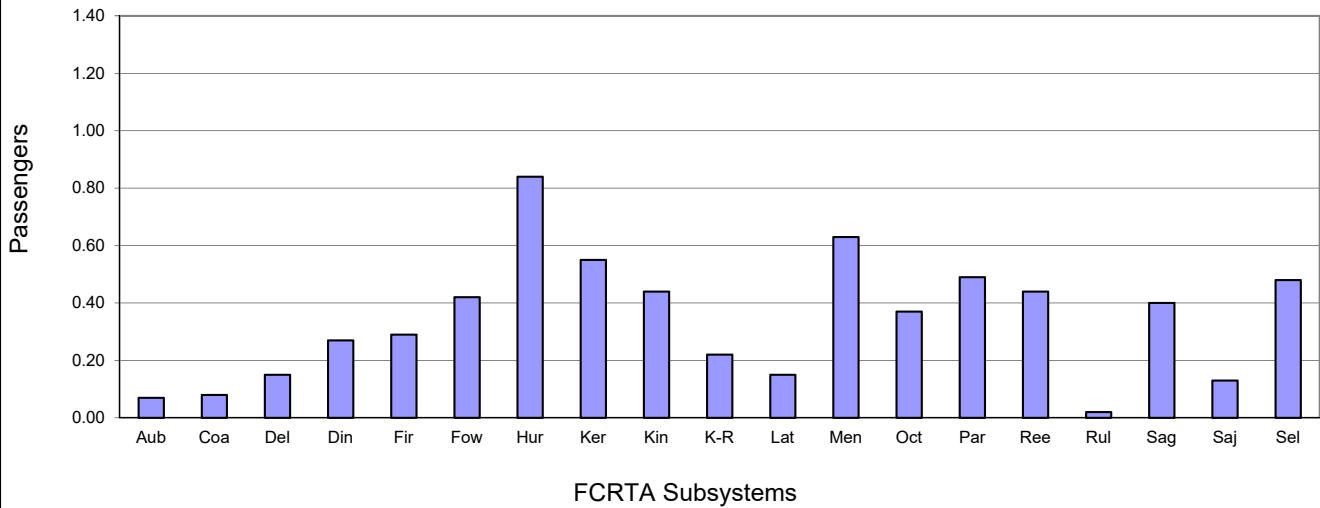
Table III-8  
FY 2019 Summary of FCRTA Performance Characteristics

FCRTA	Pass /	Pass /	Cost /	Cost /	Cost /	Farebox	Times Beyond Reasonable
	Hour	Mile	Hour	Mile	Pass	Percentage	Standards
Subsystems:							
Auberry Transit	1.79 x	0.07 x	\$89.71 x	\$3.57	\$50.15 x	10.00%	3
Coalinga Transit	1.70 x	0.09 x	\$135.30 x	\$7.03 x	\$79.66 x	10.00%	4
Del Rey Transit	2.63 x	0.21 x	\$60.93	\$4.96	\$23.13 x	17.32%	1
Dinuba Transit	6.19	0.33	\$31.35	\$1.66	\$5.06	15.01%	0
Firebaugh Transit	3.35	0.35	\$77.75	\$8.05 x	\$23.23 x	10.00%	1
Fowler Transit	1.59 x	0.36	\$71.61	\$16.20 x	\$45.10 x	10.00%	3
Huron Transit	10.80	1.02	\$71.58	\$6.77 x	\$6.63	11.84%	0
Kerman Transit	3.41	0.55	\$119.47 x	\$19.14 x	\$35.01 x	10.00%	3
Kingsburg Transit	3.81	0.46	\$77.86	\$9.48 x	\$20.43 x	10.00%	1
Kingsburg-Reedley Transit	3.98	0.21 x	\$60.15	\$3.18	\$15.10	10.00%	1
Laton Transit	8.20	0.25 x	\$68.85	\$2.13	\$8.40	10.00%	0
Mendota Transit	5.36	0.69	\$91.39 x	\$11.82 x	\$17.05	10.00%	1
Orange Cove Transit	7.65	0.60	\$82.51	\$6.48 x	\$10.78	12.17%	0
Parlier Transit	4.02	0.51	\$88.76 x	\$11.26 x	\$22.07 x	10.00%	1
Reedley Transit	5.79	0.61	\$110.21 x	\$11.53 x	\$19.03 x	10.00%	1
Rural Transit	0.65 x	0.03 x	\$107.17 x	\$4.64	\$165.45 x	10.00%	5
Sanger Transit	4.36	0.39	\$71.03	\$6.42 x	\$16.30	10.00%	0
San Joaquin Transit	1.35 x	0.08 x	\$82.76	\$4.91	\$61.35 x	10.00%	3
Selma Transit	4.22	0.45	\$81.37	\$8.62 x	\$19.27 x	10.00%	0
Shuttle Transit	1.00 x	0.08 x	\$522.16 x	\$43.80 x	\$522.16 x	10.00%	0
Southeast Transit	4.72	0.25 x	\$70.89	\$3.80	\$15.01	15.74%	0
Westside Transit	6.02	0.27 x	\$85.05	\$3.88	\$14.14	17.92%	0
System Average	4.74	0.37	\$83.94	\$6.61	\$17.72	10.90%	

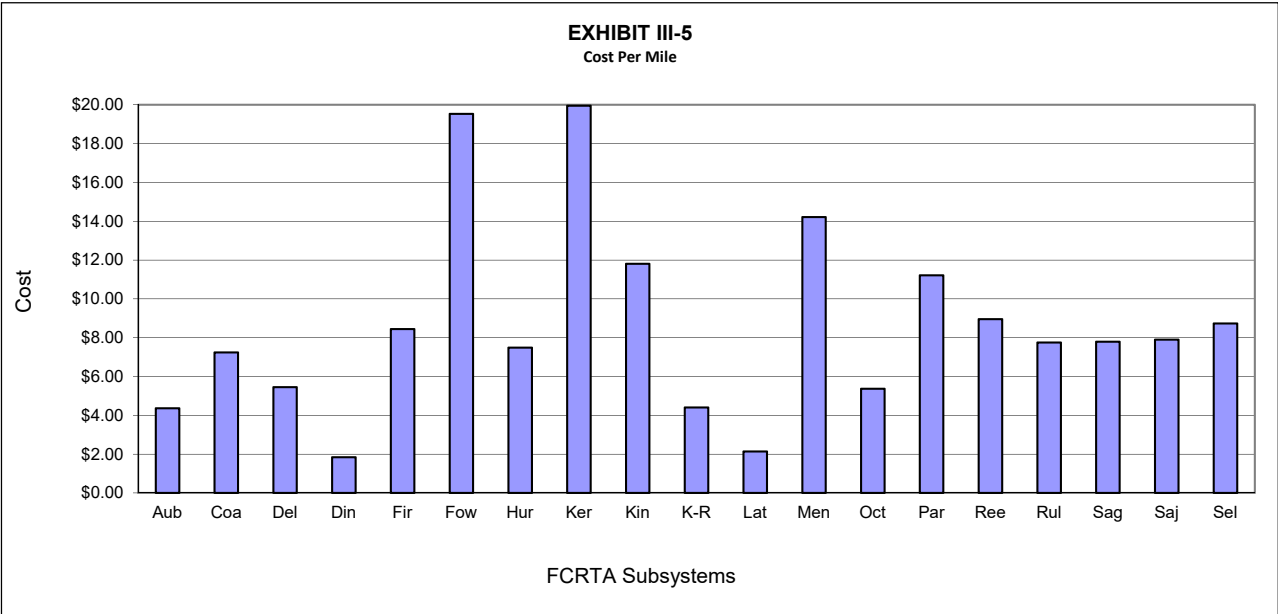
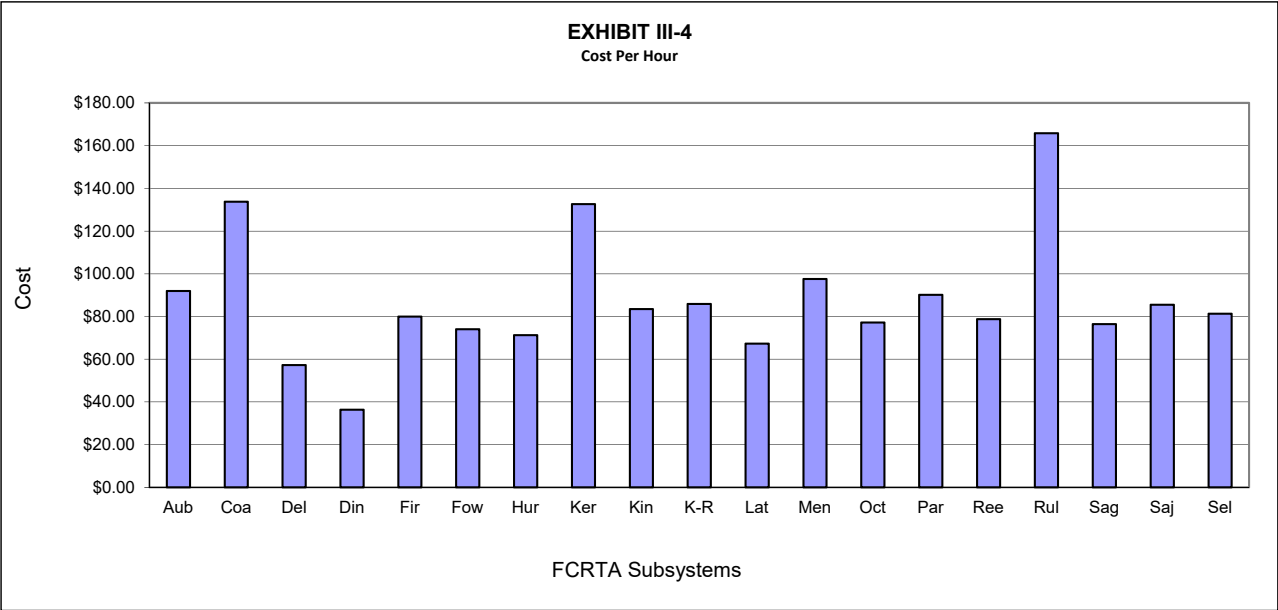
**EXHIBIT III-2**  
Passengers Per Hour

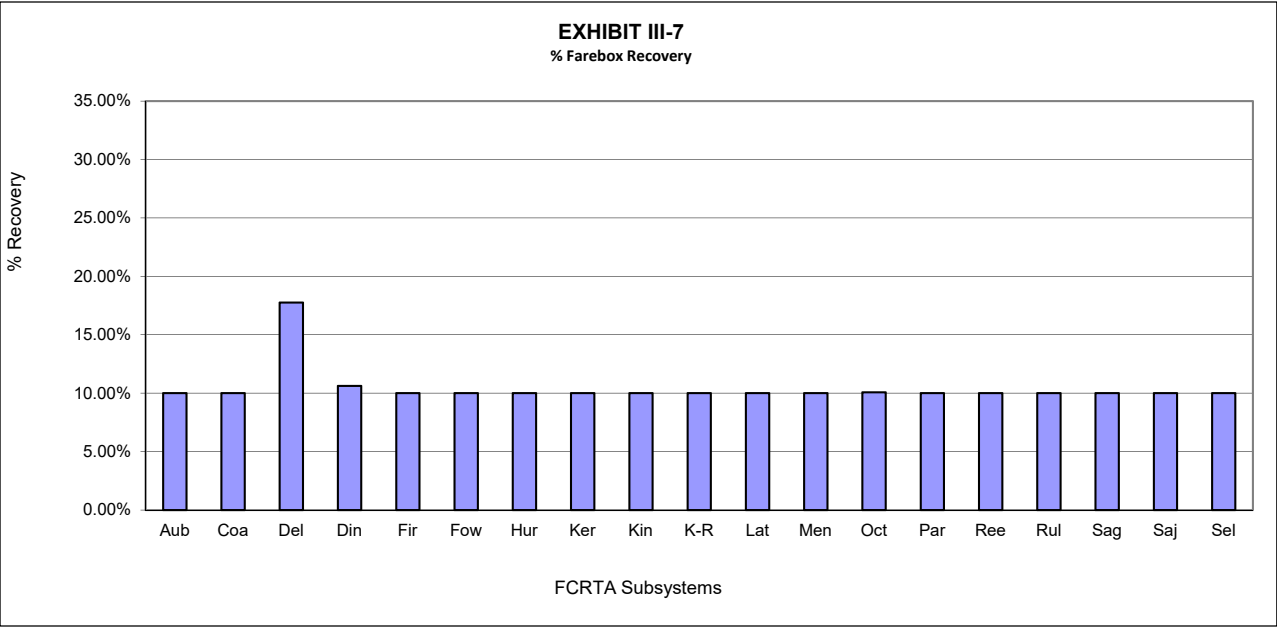
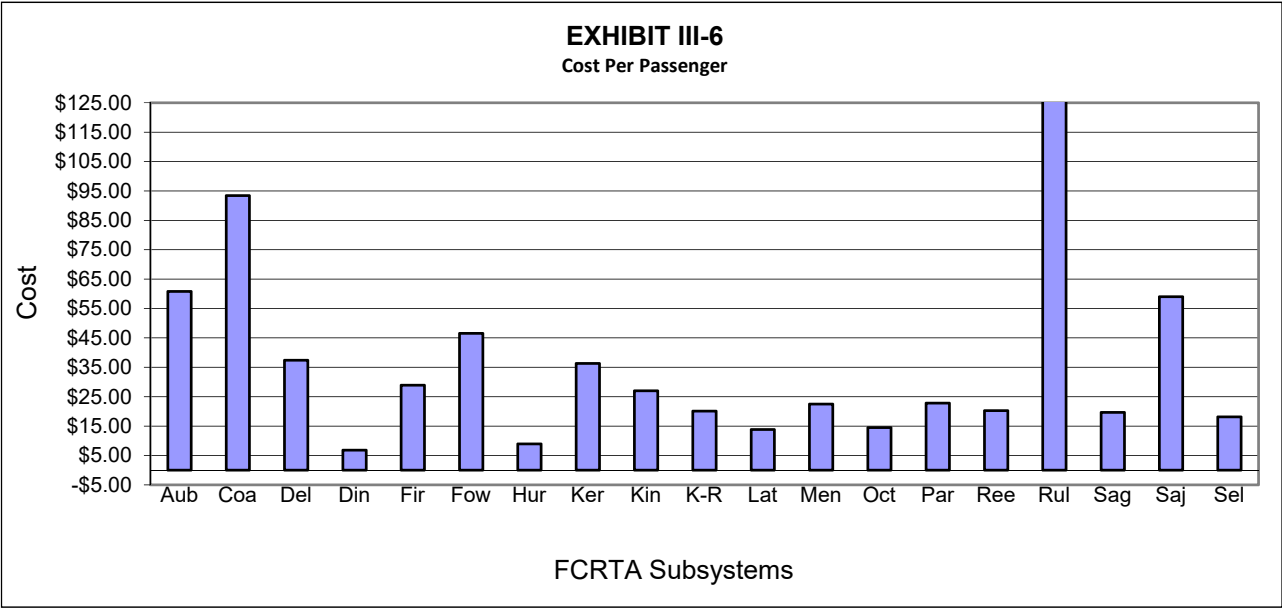


**EXHIBIT III-3**  
Passengers Per Mile









# Section IV

## *Consolidated Transportation Services for the Fresno-Clovis Metropolitan Area and Rural Fresno County*

*Fresno Economic Opportunities Commission*

*3110 W. Nielsen*

*Fresno, CA 93706*

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## **SECTION IV**

### **2020 PRODUCTIVITY EVALUATION**

#### **FRESNO EOC CONSOLIDATED TRANSPORTATION SERVICES AGENCY (FRESNO EOC/CTSA) FOR THE FRESNO URBAN AREA AND THE FRESNO RURAL AREAS OF FRESNO COUNTY.**

##### **I. BACKGROUND**

In February 1982, the Fresno Council of Government's (Fresno COG) Policy Board adopted "Assembly Bill 120 Action Plan for Fresno County," as mandated by the Social Service Transportation Improvement Act (September 1979). The purpose of the Plan is to guide implementation of social service transportation coordination and consolidation within Fresno County. The Plan co-designated the City of Fresno and the Fresno Economic Opportunities Commission (Fresno EOC) as the Urban Consolidated Transportation Service Agency (CTSA) for the Fresno Metropolitan Area and Fresno EOC and Fresno County Rural Transit Agency (FCRTA) as the CTSA for the Rural Area of Fresno County.

The Fresno EOC Urban CTSA commenced operation of social service transportation in the Fresno Metropolitan Area in April 1983, and the Fresno EOC Rural CTSA program commenced social service transportation in May 1983.

##### **II. DESCRIPTION OF URBAN AND RURAL SERVICES AS IDENTIFIED IN THE ADOPTED OPERATIONS PROGRAM AND BUDGET FOR FISCAL YEAR 2019-20 FOR THE FRESNO EOC URBAN CTSA AND THE FRESNO EOC RURAL CTSA.**

During fiscal year 2019-20, the following non-profit social service and public agencies participated in the Fresno EOC Urban CTSA and Fresno EOC Rural CTSA process:

##### **The Fresno EOC Urban Area CTSA**

<b>Agency</b>	<b>Type of Service</b>
1. Local Conservation Corps	(Vehicle Maintenance)
2. Fresno Madera Area Agency on Aging	Senior Transportation (Elderly Transportation).
3. Fresno EOC	(Congregate Meal Delivery) (Senior Meals/Summer Lunch) (Vehicle Maintenance)
4. Head Start	(Student Transportation) (Vehicle Maintenance) (Congregate Meal Delivery)
5. Nikkei Senior Center	(Coordinated Transportation)
6. Soul School	(Coordinated Transportation)

7. Fresno EOC Sanctuary	(Vehicle Maintenance)
8. Senior Citizens Village	(Elderly Transportation) (Vehicle Maintenance)
9. Fresno County CalWORKS	(Passenger Transportation) (Vehicle Maintenance)
10. Central Valley Regional Center	(Developmentally Disabled Transportation) (Vehicle Maintenance)
11. Various chartered trips for Social Service Agencies and Non-Profits	(General Transportation) (Vehicle Maintenance)
12. United Cerebral Palsy	(Emergency Coordinated Back-up Transportation)
13. ARC of Fresno/Madera Counties	( Vehicle Maintenance)
14. City of Fresno/Veterans Home Shuttle	(General Transportation)

### **The Fresno EOC Rural Area CTSA Agency**

<b>Agency</b>	<b>Type of Service</b>
1. Fresno EOC Food Services	(Senior Meals/Summer Lunch) (Congregate Meal Delivery) (Vehicle Maintenance)
2. Head Start	(Student Transportation) (Congregate Meal Delivery) (Vehicle Maintenance)
3. Central Valley Regional Center	(Disabled Passengers Transportation)
4. Charter Trips for Social Service Agencies	(General Public and Non-Profits Transportation) (Vehicle Maintenance)

The agencies listed above are identified in the Operations Program and Budget, which include the services offered and corresponding budgets.

The Ridership information for Maintenance Only contracts is excluded from the Fresno EOC Rural CTSA Productivity Evaluation section.

### **III. ANNUAL AND TRIENNIAL REVIEW PROCESS**

#### **Annual Productivity Evaluation**

A “Local Policy Commitment” was included in the Action Plan to monitor the development and implementation of the Plan. Since 1984, the Fresno COG’s staffs have conducted an annual assessment of the effectiveness and efficiency of the Fresno EOC Urban Area CTSA and Fresno EOC Rural Area CTSA services. The data used for the evaluation of the CTSA services was previously derived from monthly Management Information Service (MIS) reports. The MIS report is a compilation of daily driver logs and vehicle mileage reports in a spreadsheet. No MIS data was requested or provided in 2019-20.

#### **Triennial Performance Audit**

The Transportation Development Act (TDA) requires that the COFCG, on a triennial basis, engage the service of an outside consultant to conduct a performance audit on all transit operators claiming TDA funds, under California Public Utilities Commission (CPUC) Section 99260 of the TDA within their jurisdiction. The most recently completed performance audit covers the triennial period July 1, 2015 through June 30, 2018 and was accepted by the Fresno COG Board at its June 2019 meeting. [See Section VII for Recommendations].

### **IV. SIGNIFICANT SERVICE/ADMINISTRATIVE CHANGES**

#### **Passenger Transportation**

From July 2019 thru February 2020, all services that were part of the CTSA operations were operated as usual. In March 2020 that all changed as impacts of the corona virus caused the Governor of California to issue a shelter in place order. The following changes to the CTSA operations occurred at that time:

- Employees are wearing gloves and masks.
- All vehicles in use are being washed and sanitized several times a day including, but not limited to, sanitizing seats, handrails, steering wheels, and door handles.
- Social distancing practices are implemented in the food preparation and office areas.
- Mandatory temperature checks and health screening surveys occur daily.
- Anyone who has been exposed to someone testing positive for COVID-19 or who shows symptoms of COVID-19 is directed to quarantine for 14 days and be tested for the virus.

CTSA operations changed as partners and stakeholders responded to the COVID-19 pandemic and provided guidance. Initially, approximately 65% of employees were furloughed. However, state directives designed to limit the impact of COVID-19 on the economy allowed additional Transit staff to continue to be paid. Therefore, approximately 73% of Transit staff remain on payroll. This limited the amount of cost savings from reduced personnel hours. Currently, 27% of staff remain furloughed from March through the summer comprising drivers for the Head Start contract who are normally off during the summer. Head

Start revenue also declined since we only bill for services provided. Here is a description of the status of all CTSA contract operations from March to July 1.

#### Central Valley Regional Center (CVRC)

In mid-March, Fresno EOC Transit Systems received direction from CVRC that their at-risk consumers would no longer be attending their daily programs. Shortly after that, all day programs suspended their operations. Within a week, state directives were issued allowing contracted services, such as transportation, to continue to be paid as long as the companies continued to pay their employees. We continue to pay approximately 38 employees that are eligible under this directive. Extensions of the directives were published monthly until November when the directive made changes affecting transportation. The changes eliminated the funding of routes not actually providing service. At that time, we were forced to reduce driver staff by 22 positions and reduce another 21 positions to part-time affecting eligibility for many benefits. We are meeting weekly with the CVRC-funded programs (via Zoom) to plan when and how services will begin again.

#### CalWORKS

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

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

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

#### Meal Delivery (Food Services)

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

#### Head Start

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

#### CalVets

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

## Administrative Structure and Training

During FY 2019-20, Fresno EOC/CTSA modified the Management Staff structure. The Program Director oversees all CTSA operations. The Operations and financial Supervisor left in December 2019 and was not replaced. There are four supervisors (reduced from five), each assigned to specific services and duties including backing up each other. The management team meets regularly to address an aggressive operational and administrative agenda. These meetings are vital links between the management team and staff. Since March 2020, these meetings have been held virtually in order to comply with current safety protocols.

In 2017, Fresno EOC purchased and installed CTS Trip Master Software for scheduling assistance of the CVRC consumers. This software has proven very useful and is used with other CTSA services, such as the CalWORKS and FMAAA services. This program also utilizes tablets to provide drivers updated passenger and route information.

During the FY 2019-20, Fresno EOC/CTSA continued to attend seminars and workshops as much as possible. After March 2020, these were all conducted virtually. Some of these include the US Department of Transportation Certificate Program, California Association of School Transportation Officials (CASTCO) Conference, and the California Association for Coordinated Transportation (CalACT), Fresno EOC/CTSA's statewide transit association.

The Fresno EOC Human Resources continues to provide training sessions available to management personnel on Labor Laws, Workers Compensation and Safety Training, Time Management, Interviewing Skills, Paperwork Processing, Recruiting Skills, Disciplinary Procedures, Attendance, Workplace Violence, Sexual Harassment, Anti-Retaliation, and Investigative Procedures.

Fresno EOC/CTSA continues to hold five (5), two (2) hour driver in-service training meetings each year on Saturday mornings. The transit systems supervisors and guest speakers provide awareness training on topics such as defensive driving, vehicle code, daily vehicle inspection, consumer crisis response, emergency procedures, etc. Safety awards are also issued during the in-service meeting. Employees continue to be trained on First Aid/CPR and Fresno EOC/CTSA offers these services to other agencies at the Nielsen Conference Center training facility. These safety meetings have been modified to include smaller classes and virtual options since March 2020.

Fresno EOC/CTSA continues to track the number of preventable accidents – this provides useful data in the driver-training program. A monthly newsletter that features safety issues, new hires, calendar activities, etc., is also published monthly. An employee accident prevention program is designed to reward drivers with good driving practices. Many of our drivers have been awarded the prestigious Blackwell Award, which recognizes school bus drivers with twenty years of accident-free driving. Their names are added to a plaque that is located on the wall at the California Highway Patrol offices.



## **V. OVERALL CTSA SERVICES**

Through its ability to provide cost-effective transportation and maintenance services, the Fresno EOC Urban Area CTSA and the Fresno EOC Rural Area CTSA demonstrates the capability of meeting the objectives of AB 120. The Fresno EOC/CTSA services also accommodate some transportation needs when requested for FAX and FCRTA. This service increases overall transportation efficiency in both Urban/Rural areas. An example of this was the service provided for the Veterans Home on south Marks Avenue.

### **Vehicle Maintenance**

Fresno EOC/CTSA employed one (1) Maintenance Manager and five (3-5) full-time Maintenance Mechanics. The Maintenance Mechanics perform typical commercial vehicle maintenance duties including brake jobs, tune-ups, electrical work, wheelchair equipment repair, and suspension repair, etc. School Buses are inspected every 45 days or 3,000 miles, as required by the CHP regulations. The commercial Para-Transit “B” buses are inspected every 90 days or 5,000 miles. Fresno EOC/CTSA continues to market maintenance to other social service agencies. Due to the reduced service levels resulting from COVID-19, two mechanics were laid off until demand returns to previous levels.

### **Driver Training**

During the 2019-20 period, the Fresno EOC/CTSA had two (2) Certified School Bus Classroom Driver Instructors, to provide Behind-the-Wheel and classroom instruction for school bus, GPPV, and Class B-P certification. An on-going driver-training program has been maintained and will continue to be offered to other social service agencies in the Fresno Metropolitan Area. The Fresno EOC/CTSA’s insurance carrier (Non-Profits Insurance Alliance of California) also provides training on emergency techniques and laws/regulations to staff and drivers.

Following the GPPV Driver’s licensing requirements; adopted on January 1, 1989 Fresno EOC/CTSA has restricted its training programs to reflect the new GPPV requirements. Each driver undergoes, at least, a 40-hour in-class driver-training course.

Fresno EOC/CTSA continues to participate in the California Department of Motor Vehicles (DMV) Pull Notice Program (PNP). This program allows employers to request/obtain driving records of perspective and current employees. Fresno EOC/CTSA also uses the PNP program tool to ensure that drivers remain in good standing with the DMV regulations. Fresno EOC/CTSA initiated the process for certification in the State of California DMV Employer Testing Program to insure we can hire and train enough commercial driving staff. This will allow our certified trainers to perform the final behind the wheel test for trainees in obtaining their commercial class B license. Fresno EOC currently has two certified examiners on staff.

### **Insurance**

The Non-Profit’s Insurance Alliance of California insures Fresno EOC/CTSA vehicles. The NIAC is a member-governed 501(c)(3) charitable risk pool created and operated exclusively for the benefit of other 501(c)(3) tax-exempt non-profits in California. NIAC makes available educational and loss prevention resources, which is the cornerstone of creating a safe transportation system.

## **VI. TRIENNIAL PERFORMANCE AUDIT FY 2015/2016, 2016/2017, 2017/2018**

Moore & Associates, Inc. was awarded the contract by Fresno COG to conduct the Triennial Performance Audit for 2015/2016, 2016/2017 and 2017/2018. The CTSA submitted the requested documents and participated in the audit for that period. Functional areas of the CTSA along with their recommendations for improvement and suggested implementation time frames are listed below. A new performance audit is scheduled to be completed in 2022.

Listed below are our responses to their recommendations:

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

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

### **2. Ensure data is reported consistently and accurately.**

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

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

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

## **VII. HIGHLIGHTS OF PRODUCTIVITY DATA**

It should be noted that the transportation services of the Urban and Rural Area CTSA differ significantly from that of public transit operators. Social service agencies programs can vary significantly from fiscal year to fiscal year because of State and Federal program and policy emphasis versus available funding support.

A few agencies have also been adversely impacted by consistent funding levels that do not include “cost of living adjustments” to reflect normal inflation. This can be further compounded when operating and maintenance cost for an aging fleet of vehicles continue to escalate at disproportionate rates. These are often detrimental to a social service agency’s growing client base. When revenues remain unchanged and cost per client increase, fewer clients may be transported. Efforts to address this problem by securing new replacement vehicles for the Fresno EOC Urban and Rural Area CTSA’s existing fleet of 113 vehicles, many purchased via the Federal Transit Administration Section 5310 Program, have historically resulted in approximately six vehicles per year. However, recent 5310 allocations to the CTSA operation for fleet replacement have declined and only three or four vehicles can be replaced. This decline in vehicle replacement funds has negatively affected the CTSA budget. The cost associated with the new vehicles is being depreciated to the budgets over the 5-year life of these vehicles. Future FTA awards may continue to be reduced due to this grant process changing to a biannual grant with local procurement, not a statewide competitive grant process.

Referencing the annually adopted Operations Program and Budget clearly highlights “estimated” and “projected” services from one fiscal year to the next. Mutually negotiated service contracts reflect available “revenues” from the social service agency, their clients, and TDA/Article 4.5 funds. The numbers of potential “clients” to be served are noted in relation to a negotiated number of “service hours” and estimated service “miles”. Each program is individually tailored to meet the special needs of the social service funding agency and its respective identified client’s needs. Therefore, the service costs versus the number of clients served per hour versus the distance between clients and the actual service times vary from program to program. These factors are considered in determining which type of coordinated transportation service category is to be utilized: vehicle time-sharing, ridesharing, consolidation, and/or maintenance. It should be mentioned that each category has different cost centers and trade-offs that are acknowledged between the negotiating parties.

The resultant data summarized in this report is a compilation of all the specific individual activities of the respective CTSA operations or contracts. The programs are further aggregated by “service type,” “passenger transportation” or “meal delivery transportation.” The Fresno EOC Urban Area CTSA summarizes fourteen (14) programs. Nine (9) are summarized as “passenger transportation,” and two (2) are summarized as “meal delivery transportation,” (the Head Start program has both passenger & meal delivery) and three (3) require vehicle maintenance only. The Rural Area CTSA summarizes four (4) programs. Three (3) are summarized as “passenger transportation,” and two (2) are summarized as “meal delivery transportation,” (the Head Start program has both passenger & meal delivery).

As previously mentioned, COVID-19 significantly affected CTSA operations from March 2020 on. Ridership declined and some services were suspended or terminated. The operating data reflects these impacts.

## **Urban and rural areas combined**

As the Urban & Rural Combined tables that follow indicate, as well as the corresponding graphs, the overall cost for the combined transit operation shows a decrease in costs over the 2018-19 year by 12.3%. This decrease in costs is a direct result of the impacts of COVID-19. If not for that, the CTSA operations would reflect a significant increase as we have been working on adding a few more contracts.

## **Urban operations**

The Urban Tables compare Urban Data achieved for 2018-19 and 2019-20. The Urban costs declined by 14.3%. The Urban Costs Graphs illustrate this data in a graphic format.

## **Rural operations**

The Rural Tables compare Rural Data achieved for 2018-19 and 2019-20. The Rural costs declined by 9.7%. The Urban Costs Graphs illustrate this data in a graphic format.

## **VIII. FRESNO EOC/CTSA: FY 2020 PRODUCTIVITY COMMITTEE RECOMMENDATIONS:**

- A. Comply, where feasible, with the Triennial Performance Audit Recommendations for FY 2015/16, 2016/17, 2017/18.
- 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 source.
- 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.
- D. Address responsibilities under the American with Disabilities Act of 1990.
- 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
- F. Council of Fresno County Governments Transportation Control Measures Plan, and Congestion Management System (CMS).
- G. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of public transit.
- H. Continue to work with the Social Service Transportation Administrative Council on the implementation of Fresno County Coordinated Human Service

**Table IV -1**  
**CONSOLIDATED TRANSPORTATION SERVICES AGENCY**  
**URBAN AREA PRODUCTIVITY DATA FISCAL YEAR 2019-20**

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA ART 4.5
Passenger Trans	\$2,884,943	166,214	564,791	44,511	\$2,475,002	\$0	3.7	0.3	\$64.81	\$5.11	\$17.36		\$409,941
Meal Delivery	\$564,645	710,506	102,790	6,937	\$352,759	\$0	102.4	6.9	\$81.40	\$5.49	\$0.79		\$211,886
TOTAL *	\$3,449,588	876,720	667,581	51,448	\$2,827,761	\$0						82%	\$621,827

**Table IV - 2**  
**CONSOLIDATED TRANSPORTATION SERVICES AGENCY**  
**URBAN AREA PRODUCTIVITY DATA FISCAL YEAR 2018-19**

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$3,580,319	247,227	784,284	49,877	\$2,089,562	\$0	5.0	0.3	\$71.78	\$4.57	\$14.48		\$1,490,756
Meal Delivery	\$443,000	742,653	121,004	7,915	\$173,296	\$0	93.8	6.1	\$55.97	\$3.66	\$0.60		\$269,704
TOTAL *	\$4,023,319	\$989,880	\$905,287	\$57,791	\$2,262,858	\$0						56%	\$1,760,460

**Table IV - 3**  
**CONSOLIDATED TRANSPORTATION SERVICES AGENCY**  
**RURAL AREA PRODUCTIVITY DATA FISCAL YEAR 2019-20**

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA ART 4.5
Passenger Trans	\$1,562,977	68,735	326,568	16,132	\$1,367,206	\$0	4.3	0.2	\$96.89	\$4.79	\$22.74		\$195,771
Meal Delivery	\$575,667	526,350	182,638	8,248	\$306,786	\$0	63.8	2.9	\$69.79	\$3.15	\$1.09		\$268,881
TOTAL *	\$2,138,644	595,085	509,206	24,380	\$1,673,992	\$0						78%	\$464,652

**Table IV - 4**  
**CONSOLIDATED TRANSPORTATION SERVICES AGENCY**  
**RURAL AREA PRODUCTIVITY DATA FISCAL YEAR 2018-19**

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$1,759,593	96,297	451,367	21,989	\$1,657,337	\$0	4.4	0.2	\$80.02	\$3.90	\$18.27		\$102,255
Meal Delivery	\$587,000	607,625	282,342	12,380	\$163,981	\$0	49.1	2.2	\$47.42	\$2.08	\$0.97		\$423,019
TOTAL *	\$2,368,852	709,587	634,123	33,250	\$1,856,745	\$0						78%	\$525,274

**Table IV - 5**  
**CONSOLIDATED TRANSPORTATION SERVICES AGENCY**  
**Urban and Rural Combined Totals 2019-20**

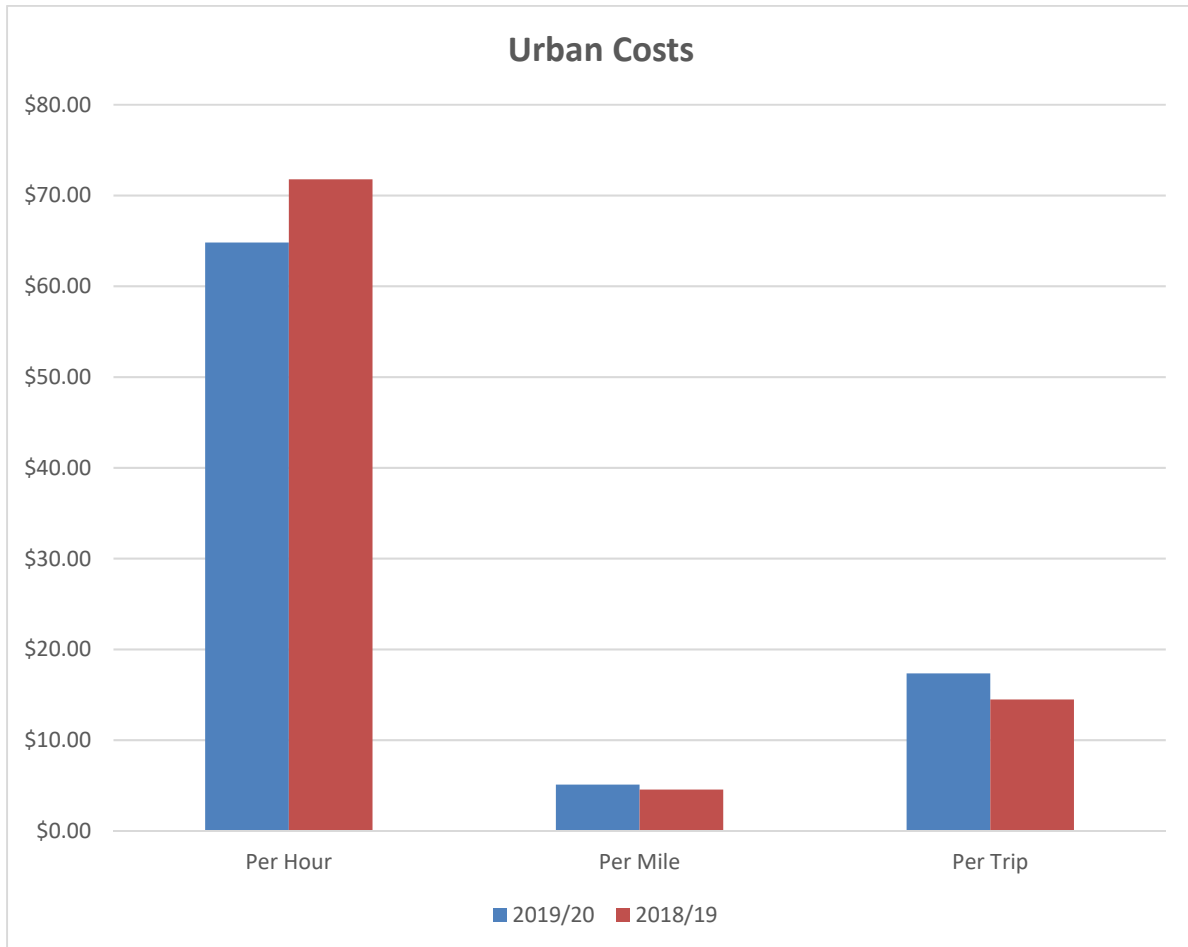
SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA ART 4.5
Passenger Trans	\$4,447,920	234,949	891,359	60,643	\$3,842,208	\$0	3.9	0.3	\$73.35	\$4.99	\$18.93		\$605,712
Meal Delivery	\$1,140,312	1,236,856	285,428	15,185	\$659,545	\$0	81.5	4.3	\$75.09	\$4.00	\$0.92		\$480,767
TOTAL*	\$5,588,232	1,471,805	1,176,787	75,828	\$4,501,753	0.0%						81%	\$1,086,479

**Table IV - 6**  
**CONSOLIDATED TRANSPORTATION SERVICES AGENCY**  
**Urban and Rural Combined Totals 2018-19**

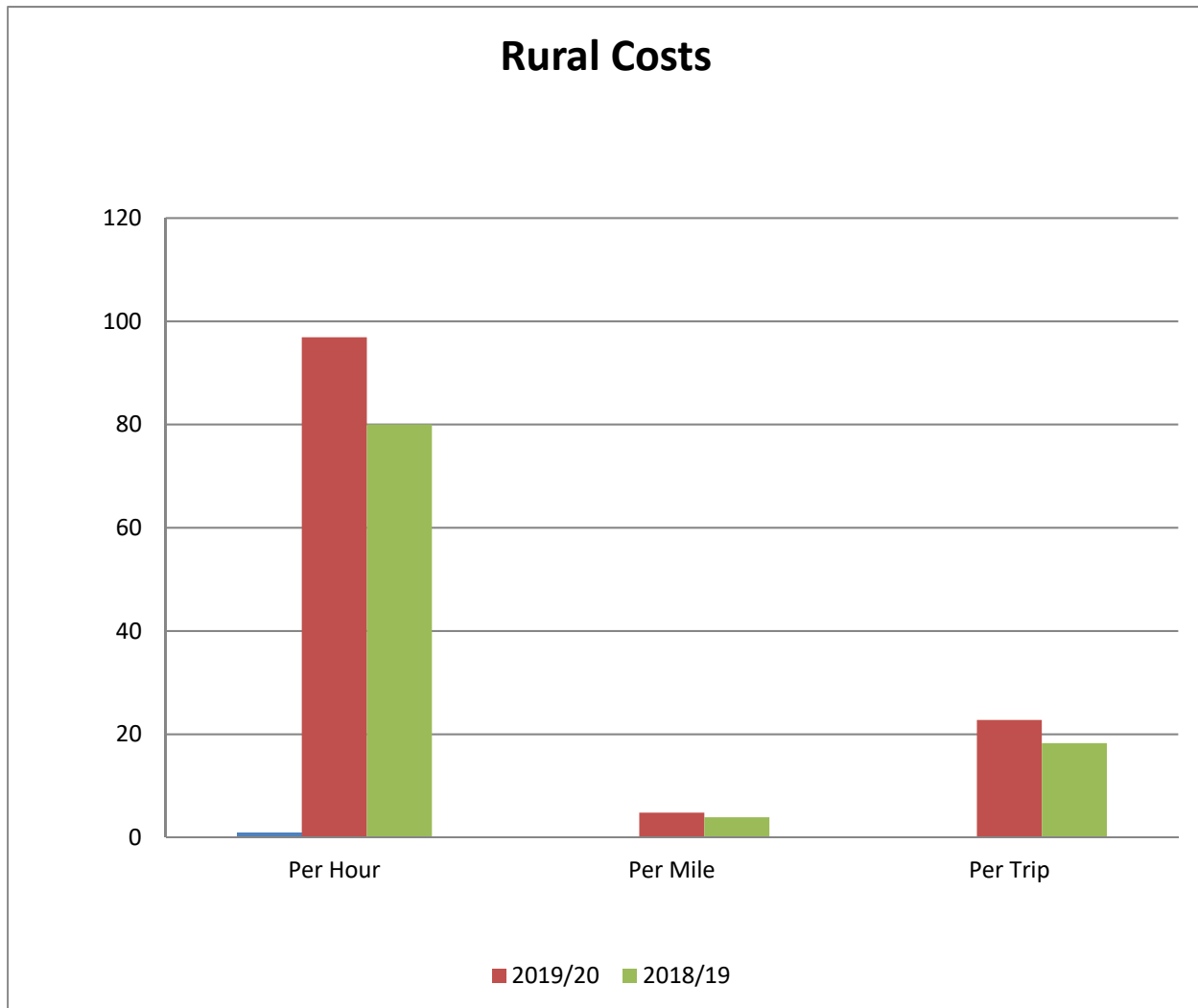
SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA ART 4.5
Passenger Trans	\$5,339,911	343,524	1,235,651	71,866	\$3,746,900	\$0	4.8	0.3	\$74.30	\$4.32	\$15.54		\$1,593,011
Meal Delivery	\$1,030,000	1,350,278	403,345	20,294	\$337,277	\$0	66.5	3.3	\$50.75	\$2.55	\$0.76		\$692,723
TOTAL*	\$6,369,911	1,693,802	1,638,996	92,160	\$4,084,177	0.0%						64%	\$2,285,734



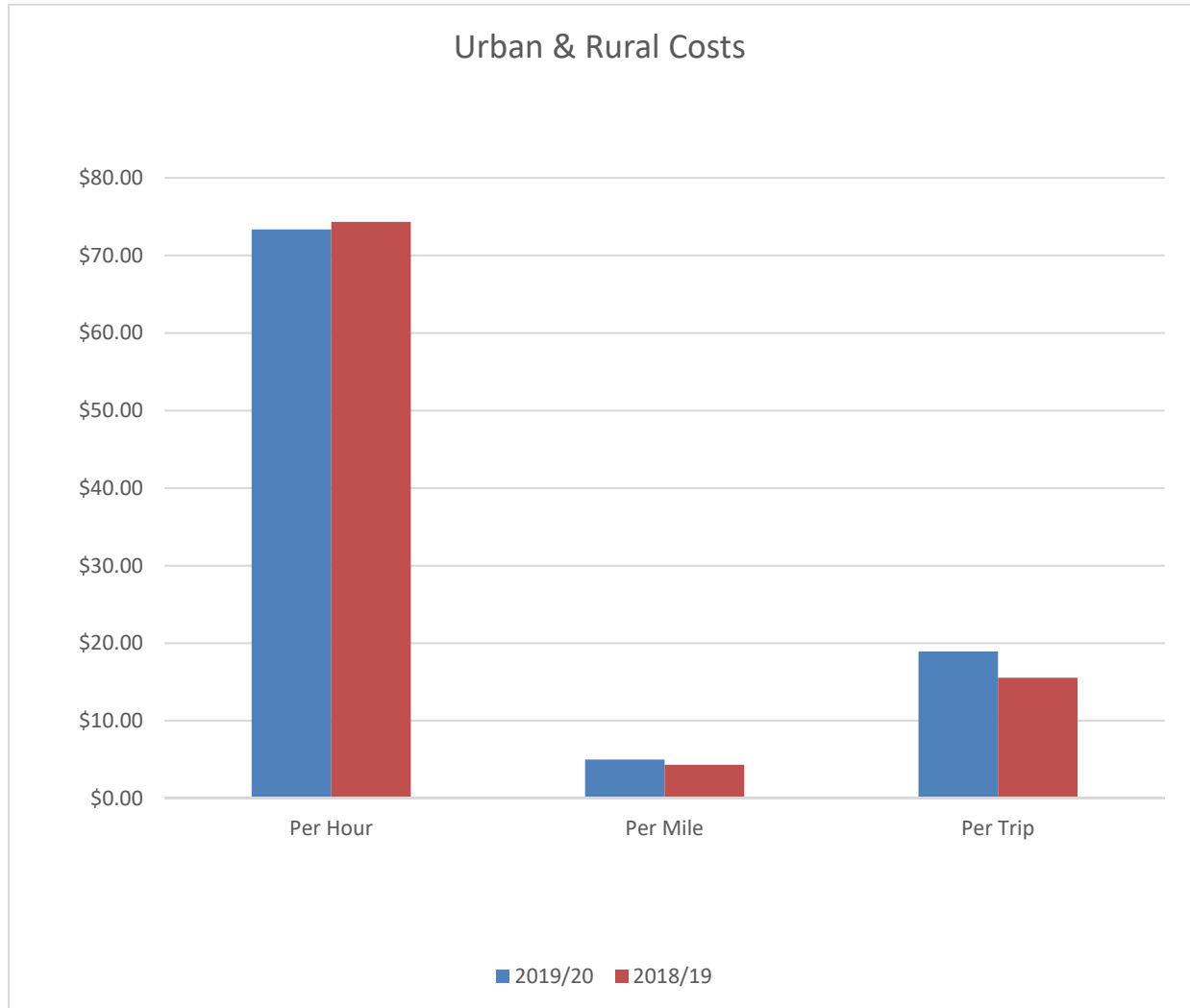
Consolidated Transportation Services Agency  
Urban Costs  
Exhibit IV-1



Consolidated Transportation Services Agency  
Rural Costs  
Exhibit IV-2



Consolidated Transportation Services Agency  
Consolidated Productivity Data  
Exhibit IV-3





## Fixed Indicators

- **Residential Units, by Type**  
Rural Residential, Large-Lot SF, Conventional Lot SF, Small Lot SF, MF
- **Residential Density**  
Average units per acre for new growth
- **Development by Geographic Area**  
Total growth (residential units and jobs) by:
  - Corridor/Center Communities (within downtowns or within half-mile of BRT)
  - Established Communities (within contiguous city limits and rural community planning boundaries)
  - Developing Areas (within city SOIs)
  - Rural Growth
- **Transportation Project Breakdown**  
Number of projects, total funding by mode
- **Mode Share**  
Total trips by mode
- **Greenhouse Gas Emission Reduction**  
GHG per capita reduction, compared to 2005 levels
- **Vehicle Miles Traveled**  
Total regional VMT per capita

## Indicators for Public Input

### Promoting a Robust Economy

1. **Household Transportation Costs**  
Percentage of household income spent on transportation
2. **Accessibility to Jobs**  
Average number of jobs accessible within 3 miles

### Cleaner Air

3. **Air Pollution Levels**  
Breakdown of criteria pollutants emissions (CO, NOX, PM2.5, PM10, and VOC)
4. **Near-Roadway Exposure**  
Percent of new housing within 1,000 ft. of a major freeway

## Public Health and Safety

5. **Premature Deaths Avoided**  
Due to increase in active transportation, compared to 2014
6. **Net Years of Life Gained**  
Due to increase in active transportation, compared to 2014
7. **Number of Safety Projects**  
New projects funded that improve traffic safety

## Conserving Natural Resources

8. **Growth Footprint**  
Net acres of vacant or undeveloped land converted to new growth
9. **Environmental Resource Land Consumed**  
Wetlands, vernal pools, critical habitat – in acres
10. **Resource Consumption**  
Water, fuel, and energy consumption

## An Efficient Roadway System

11. **Expanded Roadway Capacity**  
Number of lane miles added to roadway network
12. **Road Maintenance Improvements**  
Lane miles of existing roadways maintained
13. **Trip Length**  
Average trip lengths (miles), travel times (minutes) by mode
14. **Commute Length**  
Percent of work trips less than 3 miles
15. **Commute Time**  
Percent of work trips less than 30 minutes
16. **Travel Delay**  
Total travel delay, in minutes per capita

## Promoting Bike, Ped, and Transit Options

17. **Active Transportation Infrastructure**  
Additional miles of bike paths/trails, bike lanes, bike routes, cycletracks, and sidewalks

**18. Transit Productivity**

Weekday passenger boarding

**19. Accessibility to Green Space**

Number of residential units within a ½ mile of a park, open space, or a trail

**20. Accessibility to Active Transportation Infrastructure**

Number of residential units within a ½ mile of a bike path/trail, bike lane, bike route, cycletrack, or sidewalk

**21. First/Last Mile Expansion**

Miles of new active transportation infrastructure within ½ mile of bus stops

Equity

**22. Targeted Active Transportation Investment**

Lane miles of new active transportation infrastructure in areas with Health Priority Index (HPI) value of 3 or greater

**23. Accessibility to Destinations**

Accessibility to destinations within EJ vs non-EJ areas for bike/walking and auto, and transit.

**24. Distribution of Investments**

Distribution of transportation investments by mode in EJ vs non-EJ areas.

**25. Equitable Housing Mix**

Number of housing units by type and density in EJ vs non-EJ areas.

**26. Near-Roadway Exposure**

Percent of new housing within 500 ft. of a major polluter (freeway, active industrial uses, agricultural lands and brownfields) in EJ vs non-EJ areas.

**27. Household Cost Burden**

Percentage of household income spent on housing and transportation cost in EJ vs non-EJ areas. (Contingent on data availability)





# 2022 Regional Transportation Plan (RTP)

## Revenue Projection

### Projected Revenues out to 2046

<u>Funding Source</u>	<u>Annual Funding Estimate (AFE) Source</u>	<u>Annual Funding Estimate (Base Year)</u>	<u>Annual Funding Estimate (2026)</u>	<u>Life of RTP Cumulative Funding Estimate</u>
<b>Federal Funds</b>				
Active Transportation Program (ATP) - Regional	2021 ATP Fund Estimate (Includes ATP allocations from SB-1)	\$2,407,500	\$2,554,858	\$86,894,696
Active Transportation Program (ATP) - Statewide Awards	Average of four previous ATP cycle awards	\$1,147,875	\$1,218,134	\$41,430,633
Better Utilizing Investments to Leverage Development Transportation Discretionary (BUILD) Grants Program	Assumes successful acquisition of at least .07% of available statewide competitive funds. Based on yearly overall funding availability of \$1.12 Billion calculated using competitive awards distributed through BUILD 2018 through 2020.	\$793,000	\$841,538	\$25,009,622
Congestion Mitigation and Air Quality Improvement Program (CMAQ)	FFY 19/20 actual apportionment amount	\$13,106,545	\$13,908,770	\$473,058,878
Federal Transit Administration (FTA) Section 5307 - Urbanized Area Formula Grants	Average of 2021 FTIP Programmed Revenue Amount for FFY 20/21 through 21/22	\$13,462,500	\$14,286,513	\$424,580,127
Federal Transit Administration (FTA) Section 5310-Enhanced Mobility of Seniors and Individuals with Disabilities	Average of 2021 FTIP Programmed Revenue Amount for FFY 20/21 through 21/22	\$630,500	\$669,092	\$19,884,700
Highway Infrastructure Program (HIP)	Average of three previous HIP cycle awards. (FFY 17/18 thru 19/20)	\$2,290,246	\$2,430,427	\$82,662,609
Highway Safety Improvement Program (HSIP)	Average of 2021 FTIP Programmed Revenue amounts for FFY 20/21 through 23/24	\$1,193,175	\$1,266,207	\$37,630,336
Infrastructure for Rebuilding America (INFRA) Grant	Assumes successful acquisition of at least .07% of available statewide competitive funds. Based on yearly overall funding availability of \$1 billion, amount reauthorized for the program for FY 2021.	\$700,000	\$742,846	\$22,076,590
Surface Transportation Block Grant Program (STBG)	FFY 19/20 actual apportionment amount	\$13,334,138	\$14,150,294	\$481,273,468
<b>State Funds</b>				
Interregional Transportation Improvement Program (ITIP)	Assumes successful acquisition of at least .85% of available statewide competitive funds in 24 year period. Based on projected fund estimate for 40% of overall funding available for Northern region.	\$595,000	\$631,419	\$18,765,101
Local Partnership Program (LPP)	2020 Local Partnership Program Formulaic Program Share Distribution - Estimate for 20/21 distribution	\$1,904,000	\$2,020,540	\$60,048,324
Local Partnership Program (LPP) Competitive Program	Assumes successful acquisition of at least .85% of available statewide competitive funds. Based on yearly overall funding availability of \$87.47 Million calculated using competitive awards distributed through LPP 2018 and 2020 Program.	\$743,495	\$789,003	\$23,448,334
Local Transportation Funds (LTF) Article 3 Bike/Ped Facilities shares	FY 2020-2021 LTF Article 3 Apportionment Estimate per Fresno County Auditor Controller	\$790,151	\$838,515	\$24,919,771
Section 190 Grade Separation Program	Assumes successful acquisition of at least .85% of available statewide competitive funds. Based on yearly overall funding availability of \$15 million, as set forth by statute	\$127,500	\$135,304	\$4,021,093
Solutions for Congested Corridors Program (SCCP)	Assumes successful acquisition of at least .07% of available statewide competitive funds in 24 year period.	\$175,000	\$185,711	\$5,519,147
State Highway Operations and Protection Program (SHOPP)	AFE derived from funding amounts assigned to Fresno County projects by Caltrans' 10-year SHOPP estimate	\$67,326,643	\$71,447,572	\$2,123,346,679

**2022 Regional Transportation Plan (RTP)**  
**Revenue Projection**  
**Projected Revenues out to 2046**

<u>Funding Source</u>	<u>Annual Funding Estimate (AFE) Source</u>	<u>Annual Funding Estimate (Base Year)</u>	<u>Annual Funding Estimate (2026)</u>	<u>Life of RTP Cumulative Funding Estimate</u>
State Transit Assistance (STA)	2017/2018 Fund Estimate Per State Controller Methodology	\$8,827,044	\$9,367,330	\$278,387,184
State Transportation Improvement Program (STIP) [Regional Choice Funds]	2020 STIP Fund Estimate Assumption for FY 22/23	\$13,720,000	\$14,559,774	\$432,701,158
Trade Corridor Enhancement Program (TCEP) [SB-1 Competitive Funding]	Assumes succesful acquisition of at least .07% of available statewide competitive funds in 24 year period.	\$480,675	\$510,096	\$15,159,521
<b>Local Funds</b>				
Fresno County Local Sales Tax (2007 Measure C Extension) Regional Shares	AFE derived from 2007 Measure C Extension 20/21 estimated revenues	\$20,221,916	\$21,459,659	\$145,002,369
Fresno County Local Sales Tax (2027 Measure C Extension) Future Regional Shares	AFE derived from 2007 Measure C Extension 26/27 estimated revenues	\$25,587,174	\$27,153,314	\$698,069,132
Local Funds (funding derived from Measure C Local Funds, City/County General Funds, Street taxes and developer fees, STBG exchange funds, SB1 Local Streets/Roads funds, Gas Tax Revenue, LTF Transit funds)	Average of Local funds currently programmed on regional projects in the 2021 FTIP for FFY 20/21 through 23/24	\$31,950,750	\$33,906,392	\$1,007,662,283
<b>TOTALS:</b>		<b>\$221,514,827</b>	<b>\$235,073,307</b>	<b>\$6,531,551,758</b>

# **TRANSPORTATION CONTROL MEASURE SUBSTITUTION**

**FRE020135 - Lassen Avenue Traffic Signals in the City of Huron**

**Final Draft Report**

**March 2021**

City of Clovis  
City of Coalinga  
City of Firebaugh  
City of Fowler  
City of Fresno  
City of Huron  
City of Kerman  
City of Kingsburg  
City of Mendota  
City of Orange Cove  
City of Parlier  
City of Reedley  
City of San Joaquin  
City of Sanger  
City of Selma  
County of Fresno

## INTRODUCTION

Transportation Control Measures (TCMs) are defined as “any measure that is specifically identified and committed to in the applicable implementation plan, including a substitute or additional TCM that is incorporated into the applicable SIP through the process established in CAA section 176(c)(8), that is either one of the types listed in CAA section 108, or any other measure for the purpose of reducing emissions or concentrations of air pollutants from transportation sources by reducing vehicle use or changing traffic flow or congestion conditions”.

Section 108(f)(1) of the Clean Air Act as amended in 1990 lists the following transportation control measures and technology-based measures:

- (i) *programs for improved public transit;*
- (ii) *restriction of certain roads or lanes to, or construction of such roads or lanes for use by, passenger buses or high occupancy vehicles;*
- (iii) *employer-based transportation management plans, including incentives;*
- (iv) *trip-reduction ordinances;*
- (v) *traffic flow improvement programs that achieve emission reductions;*
- (vi) *fringe and transportation corridor parking facilities serving multiple occupancy vehicle programs or transit service;*
- (vii) *programs to limit or restrict vehicle use in downtown areas or other areas of emission concentration particularly during periods of peak use;*
- (viii) *programs for the provision of all forms of high-occupancy, shared-ride services;*
- (ix) *programs to limit portions of road surfaces or certain sections of the metropolitan area to the use of non-motorized vehicles or pedestrian use, both as to time and place;*
- (x) *programs for secure bicycle storage facilities and other facilities, including bicycle lanes, for the convenience and protection of bicyclists, in both public and private areas;*
- (xi) *programs to control extended idling of vehicles;*
- (xii) *programs to reduce motor vehicle emissions, consistent with title II, which are caused by extreme cold start conditions;*
- (xiii) *employer-sponsored programs to permit flexible work schedules;*
- (xiv) *programs and ordinances to facilitate non-automobile travel, provision and utilization of mass transit, and to generally reduce the need for single occupant vehicle travel, as part of transportation planning and development efforts of a locality, including programs and ordinances applicable to new shopping centers, special events, and other centers of vehicle activity;*
- (xv) *programs for new construction and major reconstructions of paths, tracks or areas solely for the use by pedestrian or other non-motorized means of transportation when economically feasible and in the public interest. For purposes of this clause, the Administrator shall also consult with the Secretary of the Interior; and*
- (xvi) *program to encourage the voluntary removal from use and the marketplace of pre-1980 model year light duty vehicles and pre-1980 model light duty trucks.*

The Transportation Conformity regulation requires that the TIP/RTP “must provide for the timely implementation of TCMs in the applicable implementation plan.” TCMs are included in the most recently approved San Joaquin Valley State Implementation Plans (SIP) as part of the overall control strategy to demonstrate a region's ability to come into attainment with the National Ambient Air Quality Standards (NAAQS). When a committed TCM project cannot be delivered or will be significantly delayed, the substitution of the TCM project follows the process specified in the Clean Air Act (CAA) Section 176(c)(8).

This report described the FCOG TCM Substitution process, applicable criteria, and supporting emission calculations.

### **APPLICABLE TCMs IN THE SAN JOAQUIN VALLEY**

The *Amended 2002 and 2005 Ozone Rate of Progress Plan* contains commitments that reduce ozone related emissions; these measures are documented in the *Regional Transportation Planning Agency Commitments for Implementation Document, April 2002*. These commitments are included by reference in the Amended 2003 PM-10 Plan to provide emission reductions for precursor gases and help to address the secondary particulate problem. Since these commitments are included in the Plan by reference, the commitments were approved by EPA as TCMs.

The Project TID Table was developed to provide implementation documentation necessary for the measures identified. Detailed information is summarized in the first five columns, including the commitment number, agency, description, funding, and schedule (if applicable).

For each project listed, the TIP in which the project was programmed, as well as the project ID and description have been provided. In addition, the current implementation status of the project has been included (e.g., complete, under construction, etc.). MPO staff determined this information in consultation with the appropriate local jurisdiction. Any projects not implemented according to schedule or project changes are explained in the project status column. These explanations are consistent with the guidance and regulations provided in the Transportation Conformity regulation.

In March 2005, the SJV MPOs began interagency consultation with FHWA and EPA to address outstanding RACM/TCM issues. In general, criteria were developed to identify commitments that require timely implementation documentation. The criteria were applied to the 2002 RACM Commitments approved by reference as part of the Amended 2003 PM-10 Plan. In April 2006, EPA transmitted final tables that identified the approved RACM commitments that require timely implementation documentation for the Conformity Analysis. Subsequently, an approach to provide timely implementation documentation was developed in consultation with FHWA.

A new 2002 RACM TID Table was prepared in 2006 to address the more general RACM commitments that require additional timely implementation documentation per EPA. A brief

summary of the commitment, including finite end dates if applicable, is included for each measure. The MPOs provided a status update regarding implementation in consultation with their member jurisdictions. If a specific project has been implemented, it is included in the Project TID Table under “Additional Projects Identified”. The 2002 RACM TID Table has been most recently updated as part of Fresno COG’s latest conformity analysis.

## TCM SUBSTITUTION PROCESS

The Fresno Council of Governments is requesting to substitute a traffic signal(s) project located in the City of Huron included as a TCM in the San Joaquin Valley Ozone SIP with a signal synchronization (ITS) project in the City of Clovis (see Appendix B). As documented herein, the proposed substitution is consistent with federal and state requirements, including the federal planning requirements and the U.S. Environmental Protection Agency's (EPA) Transportation Conformity Rule.

The substitution process described herein is consistent with federal planning requirements and the Transportation Conformity Rule. Project sponsors notify FCOG when a TCM project cannot be delivered or will be significantly delayed. FCOG then identifies and evaluates possible replacement measures for individual substitutions with consultation of the San Joaquin Valley Interagency Consultation Group, which includes members from federal, state and/or local air quality agencies and transportation agencies.

Substitution of individual TCMs is provided for by the CAA Section 176(c)(8), under the following conditions:

*"(i) if the substitute measures achieve equivalent or greater emissions reductions than the control measure to be replaced, as demonstrated with an emissions impact analysis that is consistent with the current methodology used for evaluating the replaced control measure in the implementation plan;*

*"(ii) if the substitute control measures are implemented-*

*"(I) in accordance with a schedule that is consistent with the schedule provided for control measures in the implementation plan; or*

*"(II) if the implementation plan date for implementation of the control measure to be replaced has passed, as soon as practicable after the implementation plan date but not later than the date on which emission reductions are necessary to achieve the purpose of the implementation plan;*

*"(iii) if the substitute and additional control measures are accompanied with evidence of adequate personnel and funding and authority under State or local law to implement, monitor, and enforce the control measures;*

*"(iv) if the substitute and additional control measures were developed through a collaborative process that included—*

*"(I) participation by representatives of all affected jurisdictions (including local air pollution control agencies, the State air pollution control agency, and State and local transportation agencies);*

*"(II) consultation with the Administrator; and*

*"(III) reasonable public notice and opportunity for comment; and*

*"(v) if the metropolitan planning organization, State air pollution control agency, and the Administrator concur with the equivalency of the substitute or additional control measures."*

A TCM substitution does not require a new conformity determination or a formal SIP revision. FCOG adoption of the new TCM with concurrence of the U.S. EPA and California Air Resources Board (CARB) will rescind the original TCM and the substitution becomes effective.

## PROJECT DESCRIPTION

The 2019 Federal Transportation Improvement Program (FTIP) includes FRE020135, which will install traffic signals on Lassen Avenue at 4th and 9th Streets in the City of Huron. The project has encountered significant obstacles in its implementation, leading to the current programmed project being deemed infeasible and unable to be completed as programmed. Consequently, FCOG proposes to substitute a signal synchronization (ITS) project in the City of Clovis that is located within the same geographic non-attainment area. The \$1.4 million ITS project, expected to be complete by 2023, is a new project and is not yet classified as a committed TCM.

## COMPLIANCE WITH SUBSTITUTION REQUIREMENTS

*Interagency Consultation.* Interagency consultation on the proposed substitution occurred December 18, 2020 via email. The TCM substitution request document was released for a 30-day public review period on January 26, 2021. A public hearing was held on February 16, 2021. No comments were received. (see Appendix C).

*Equivalent Emissions Reduction.* FCOG has analyzed the emissions impacts of the substitute project and concluded that the replacement project provides equal or greater emission reductions. CARB and EPA staff has reviewed and concurred with the methodology FCOG used for the analysis in July/August 2020.

Emissions reductions for both projects were calculated using the California Air Resources Board's (CARB) Air Quality Cost-Effectiveness Calculation Tool, an automated Access database program which estimates ROG, CO, NOx and PM2.5 emissions in pounds per year for a variety of projects, including traffic signal coordination. For the signal coordination tool used in this analysis, the calculator inputs include the following: operating days per year, traffic volumes during congested period, and length of roadway that is congested. The emission factors<sup>1</sup> by speed bin were then applied to these inputs to produce emission estimates for with and without project conditions.

Traffic counts for the year 2019 were obtained from the City of Huron and City of Clovis. The project life was consistent with the information provided by the project sponsors (15 years for the City of Huron project and 10 years for the City of Clovis). FCOG estimated that the original TCM would have resulted in 50 pounds per year of combined emission reductions from all pollutants. For the City of Clovis project (proposed TCM), FCOG estimated emission reductions of 218 pounds per year, which greatly exceeds the reductions provided by the original City of Huron project.

*Similar Geographic Area.* Both projects are located within Fresno County and the same San Joaquin Valley Air Basin.

*Full Funding.* Project sponsor (the City of Clovis) has secured full funding of \$1,421,000 for the substitute project. This project is fully funded with Congestion Mitigation and Air Quality Improvement (CMAQ) program funds and the corresponding matching local funds. This project received \$1,258,011 in CMAQ regional bid funds during the 2019-2020 Fresno COG CMAQ call-for-projects cycle. Project funding was approved by the Fresno COG Policy Board in June of 2020. City of Clovis has elected to use local funds of \$162,989 for the 11.47% local match that is required under FHWA CMAQ Guidelines.

*Similar Time Frame.* The substitute project will be operational by 2023. The original TCM project for the two traffic signals in the City of Huron was first included in Fresno COG's 2003 FTIP but has since been under development first, due to concerns about warrants and later, Caltrans's concerns about having signals on a highway system. Additionally, project faces right-of-way concerns from citizens in the City of Huron and the City Council. Therefore, FCOG plans to expedite City of Clovis project implementation to fulfill the TCM designation.

*Timely Implementation.* The proposed substitution is the means by which the obstacle to implementation of the traffic signals projects TCM is being overcome. The replacement project will be monitored through TCM Timely Implementation Reports that FCOG releases for public review and submits for federal approval.

*Legal Authority.* FCOG has legal authority to implement the substitute project, while the project sponsor will have the authority to construct and operate it.

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<sup>1</sup> California Air Resources Board, Emissions Factors Tables, September 2019.



*Agency Review and Adoption.* The draft substitution report was released for a 30-day public review period following public participation procedures (PPP) for the FTIP/RTP amendments. These include publishing a notice in local newspapers and a public hearing soliciting comments, as well as posting on FCOG website and social media. The final substitution report was presented to and approved by FCOG's Policy Board on March 25, 2021. Concurrence from U.S. EPA and ARB will rescind the original TCM and the new measure will become effective.

*Programming of the Substitute TCMs.* After obtaining the concurrence from ARB and EPA, the substitute TCM will be included into the conforming FTIP.

## **Appendix A**

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### **FCOG TID Documentation**

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<u>RACM Commitment</u>	<u>Agency</u>	<u>Commitment Description</u>	<u>Original Commitment Schedule</u>	<u>Commitment Funding</u>	<u>TIP</u>	<u>TIP Project ID</u>	<u>Project Description</u>	<u>2018 RTP Amendment #2 / 2019 FTIP Amendment #6 2019 CONFORMITY</u>	<u>2018 RTP Amendment #3 / 2019 FTIP Amendment #12 2020 CONFORMITY</u>
								(as of 07/2019)	(as of 08/2020)
FR 5.10	Fresno COG	Freeway Service Patrol	on-going	not specified	2002	FRE020163	To Expand the Freeway Service Patrol to Serve Additional Segments of SR99, 168, and 180	Complete	Complete
					2002	FRE020649	To Support the Existing Freeway Service Patrol Along Segments of State Routes 41, 99, and 180 (Three Current Beats)	Complete	Complete
FR5/FR5.4	Clovis	Traffic Flow Improvements; Site Specific TCMs	in progress	not specified			Willow-Shaw Intersection Willow-Ashlan Intersection Willow-Bullard Intersection	Complete Complete Complete.	Complete Complete Complete.
							Willow-Barstow Intersection	Complete	Complete
							Willow-Herndon Intersection Bicycle Improvement: Southern Pacific Railroad, between Alluvial-S/O Dakota	Complete Complete	Complete Complete
							Bicycle Improvement: Villa, between Clovis-Southern Pacific Railroad	Complete	Complete
							Bicycle Improvement: Sierra, between Willow-Clovis	Complete	Complete
							Bicycle Improvement: Willow, Bullard-Sierra	Complete	Complete
							Bicycle Improvement: Fowler, N/O Dakota-Shaw	Complete	Complete
							Bicycle Improvement: Armstrong, between Tollhouse-Bullard	Complete	Complete
FR18-TCM1-TCM4	Clovis	Twenty projects	not specified	CMAQ & TEA					
		Shaw Signal Interconnect, Clovis-Temperance			1996/1998	NO ID NUMBER	Traffic signal interconnection along Shaw (Clovis-Temperance)	Complete	Complete
		Herndon Interconnect, Willow-Tollhouse			1996/1998	NO ID NUMBER	Traffic signal interconnection along Herndon (Willow-Tollhouse)	Complete	Complete
		Villa Interconnect, Bullard-Shaw			2000	FRE000104	Traffic Signal Interconnection along Villa Avenue (Bullard-Shaw)	Complete	Complete

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								(as of 07/2019)	(as of 08/2020)
		Ashlan Interconnect, Clovis-Winery			2000	FRE000101	Traffic Signal Interconnection along Ashlan Avenue (Clovis-Winery)	Complete	Complete
		Fowler Interconnect, Ashlan-Barstow			2000	FRE000109	Traffic Signal Interconnection along Fowler Avenue (Ashlan-Barstow)	Complete	Complete
		Clovis Traffic Management Center			2000	FRE000105	Construction of Traffic Management Center at Clovis City Hall Facility	Complete	Complete
		Clovis-Alluvial Traffic Signal			2000	FRE00106	Install Traffic Signal at Clovis and Alluvial Avenues	Complete	Complete
		Clovis-Sierra Traffic Signal			2000	FRE000165	New Signals at the Intersection of Clovis Avenue and Sierra Avenue	Complete	Complete
		Clovis Old Town Trail, Dayton-Willow			2000	FRE001805	Union Pacific's Clovis Branchline/Pinedale Spurline Railroad	Complete	Complete
		Dry Creek Trail Terminus, Minnewawa			2000	FRE001801	Corridor Trail Landscaping Project	Complete	Complete
		Dry Creek Trail, Alluvial-Nees			2000/2002	FRE001802/FRE021801	Dry Creek Trail Bicycle, Pedestrian & Landscaping Project Phase II (Alluvial to Nees)	Complete	Complete
		Treasure Ingmire Park Rest Stop			2000	FRE001803	Old Town Trail at Treasure Ingmire Park Rest Stop Project	Complete	Complete
		Grade Crossings Herndon			2000	FRE00102	Construction of Grade Crossings Along Old Town Trail at Herndon and Villa	Complete	Complete
		Villa			2000	FRE00102	Construction of Grade Crossings Along Old Town Trail at Herndon and Villa	Complete	Complete
		Nees			2000	FRE000112	Construction of Grade Crossings Along Old Town Trail at Willow and Nees Avenues	Complete	Complete
		Willow			2000	FRE000112	Construction of Grade Crossings Along Old Town Trail at Willow and Nees Avenues	Complete	Complete
		Ashlan Bicycle Lane			2000	FRE000107	Construct Bicycle Lane on Ashlan Avenue (Winery to Minnewawa Ave.)	Complete	Complete
		Shaw-Temperance Traffic Signal			1996/1998	NO ID NUMBER	Install actuated traffic signal & transitional pavement at & adjacent to Shaw & Temperance Ave.	Complete	Complete
		Clovis Civic Center Bicycle Lockers			1996	NO ID NUMBER	Install bicycle lockers at the Clovis Civic Center	Complete	Complete
		Installation of Bus Shelters			2000	FRE000110	Install Five Transit Bus Shelters at Various Locations	Complete	Complete
FR 5.3/TCM 1	Coalinga	Traffic signal on SR198 & Phelps Avenue		2003 CMAQ	2004	FRE020110	Install Traffic Signal at Intersection of SR33/SR198 and Phelps Avenue.	Complete	Complete

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								(as of 07/2019)	(as of 08/2020)
FR 9.3/9.5/10.4/10.5/ 10.7/TCM4/19.18	Coalinga	Off-street bike path on SR33 (Jayne Avenue), Merced Avenue-Willow Springs		2002 CMAQ	2002	FRE020107	Construct Bicycle Lane on Polk Street/SR198 (Merced to Willow Springs Ave.)	Complete	Complete
		Bicycle and Pedestrian Programs	implemented and ongoing	CMAQ, TEA			Bikeway: Monterey Ave. from creek at Cambridge Ave to Washington Street	Complete	Complete
							Bikeway: Cambridge Avenue from SR 33/Elm Avenue to Monterey Avenue	Complete	Complete
							Bikeway: Polk Street from Monterey Avenue to Merced Ave.	Complete	Complete
FR 5.3	Fowler	Add left turn phasing to intersection of Merced Street and Golden State Blvd.		2002 \$616,000 STP	2002	FRE020609	Golden State Boulevard/Merced Ave. Intersection Reconstruction to Improve Channel/Signalization	Complete	Complete
FR 9.3/10.4/10.5/10.7 /TCM4/19.18	Fowler	Sidewalk improvements in the vicinity of 5th Street and Main Street	ongoing	CMAQ	2002	FRE020112	Construct Pedestrian Sidewalks Along Main Street (4th to 6th St.) and Along 5th Street (Main to Merced)	Complete	Complete
FR 5.1/5.2/TCM1	Fresno	Nine projects	underway	\$13 M CMAQ					
		FCMA Signal Synchronization (Phase I, II, and III)			1996 - 2002	FRE020118	FCMA Signal Synchronization Project Implementation All Phases	Complete	Complete
		Shaw & Blackstone			2000	FRE000117	Traffic Signal Improvements to Include Dual-Left Turn Phasing & Signal Appurtenances (Shaw and Blackstone Avenues)	Complete	Complete
		Shaw & Fresno			2000/2002	FRE020116	Traffic signal improvements to Include Dual-Left Turn Phasing & Signal Appurtenances (Shaw and Fresno Avenues)	Complete	Complete
		Shaw & First			2004	FRE020117	Traffic Signal Improvements to Include Dual-Left Turn Phasing & Signal Appurtenances at Intersection of Shaw Avenue and First Street	Complete	Complete
		Blackstone & Bullard			2004	FRE020119	Traffic Signal Improvements to Include Dual-Left Turn Phasing & Signal Appurtenances at Intersection of Blackstone and Bullard Avenues	Complete	Complete

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								(as of 07/2019)	(as of 08/2020)
		First & Tulare			2004	FRE020120	At Intersection of First Street and Tulare Avenue; Install Traffic Flow Improvements Including Dual Left-Turn Lanes & Intersection Improvements	Complete	Complete
		Shaw & West			2000/2002	FRE020121	Traffic Flow Improvements Including Dual Left-Turn Lanes & Intersection Improvements	Complete	Complete
		Chestnut & Kings Canyon			2004	FRE020122	At Intersection of Chestnut Avenue and Kings Canyon Road; Install Traffic Flow Improvements Including Dual Left-Turn Lanes & Intersection Improvements	Complete.	Complete.
		Cedar & Shaw			2000/2002	FRE020123	Traffic Flow Improvements Including Installation of Dual NB and SB Lanes & Separate Right Turn Lanes	Complete	Complete
		Fresno & Sierra			2004	FRE040620	Fresno Ave. at Sierra Ave. Additional turning lane and light turn phasing.	Complete	Complete
		Controller at Railroad Crossing			2000/2002	FRE020126	New Controller and Pre-Emption to Interconnect to Railroad Crossing, Reconstruct 3 Returns & New Signal Poles	Complete	Complete
		Marks & Weber			2004	FRE020127	At Marks and Weber Avenue Intersection; Install Traffic Flow Improvements Including Ultimate Build of Intersection & New Traffic Signal	Complete	Complete
		Clinton & West			2004	FRE020128	At Intersection of Clinton and West Avenues; Install Traffic Flow Improvements Including Dual EB & WB Left-Turn Lanes & Protected Left Phasing EB & WB	Complete	Complete
		Herndon, Van Ness & Marks			2000/2002	FRE020614	Widen From 4 to 6 Lanes Divided. (West Avenue to Marks Avenue) Modify Traffic Signals/Provide Dual Left Turns at turns at Van Ness & Marks Avenues. Provide Right Turn Lanes & Bus Bays	Complete	Complete
FR 9.2/9.3/9.5/TCM4/ 19.18	Fresno	Improve bicycle facilities	in progress	\$1.7 M CMAQ	2004	FRE020129	Lump-Sum Bicycle Facilities Including Lanes, Racks, Traffic Control Devices to Assist Bicyclist - On Major Streets	Complete	Complete

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								(as of 07/2019)	(as of 08/2020)	
FR 5.2/5.3/5.4/5.5/19.25/TCM1	Huron	Install and synchronize two traffic signals; SR 269 improvements (4th & 9th Streets)	not specified; 2003	CMAQ; TEA						
					2002/2004	FRE020135	Install Traffic Signals on Lassen Ave. (SR 269) (4th and 9th Street intersections)	City of Huron continues coordination/consultation/discussion of alternatives with Caltrans (as it is a State Route) as well as the City Council. Completion is expected by the end of 2020	City of Huron and Caltrans will pursue alternatives to signals; TCM designation will be removed and substituted to an appropriate project. Estimated date of substitution is late 2020.	
		SR269 Improvements			2002	FRE021001	SHOPP Lump-Sum Account Non-Capacity Increasing Projects: (Safety; Roadway/Roadside Rehab.; Damage Restoration; Operations & SHOPP TEA)	Complete	Complete	
FR 9.2/9.3/9.5/10.4/10.5/10.6/TCM4/19.18	Huron	Pedestrian improvements for L Street and SR 269	not specified	TEA	2000	FRE001811	"L" Street Landscaped Bike & Pedestrian Pathway	Complete	Complete	
FR 5.2/19.25	Kerman	Construct signal intertie for signals along Madera Avenue		2003 CMAQ		2002/2004	FRE020137	Traffic Signal Interconnect for Four Signals Along Madera Avenue from "E" Street to Whitesbridge Road. Install Signal at Madera & Stanislaus.	Complete	Complete
FR 5.3/5.4/TCM1	Kingsburg	Intersection improvements at SR 2001 and Draper Street and 18th Avenue		2004 CMAQ		2004	FRE040616	Eliminate 2 of 3 intersections at 18th Ave. and Sierra St.provide turn pockets & expand park(18 Ave & Sierra St. intersection improvement program.	Complete	Complete
							On 18th Avenue N/O Sierra Street; Provide a Right and Left-Turn Pocket at High School Access Approach	Complete	Complete	
FR 9.2/9.3/10.4/10.5/10.7/TCM4/19.18	Orange Cove	Purchase abandoned right-of-way to develop multipurpose use trail	not specified	CMAQ		2002/2004	FRE020143	Purchase Abandoned AT & SF Railroad ROW from Anchor to Hills Valley Road For Construction of Future Pedestrian/Bicycle Trail	Complete.	Complete.
FR5.2/FR19.25	Parlier	Coordinate Traffic Signal Systems	2002/2003	not specified			Signal timing and coordination of Manning Avenue	Complete	Complete	
FR 9.3/10.4/10.5/10.7/TCM4/19.18	Parlier	two bicycle projects		2003 partial CMAQ						

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								(as of 07/2019)	(as of 08/2020)
		Parlier (Mendocino to Madsen)			2000	FRE000626	Reconstruct, Widen and Install Curb, Gutter, and Sidewalk on Parlier Ave. (Mendocino Ave. to Newmark Ave.)	Complete	Complete
		Parlier			2000/2002	FRE020144	Construct Bicycle Facility Along E. Parlier Avenue (Madsen to Newmark Avenue)	Complete	Complete
		Bicycle/Pedestrian Program	2002-2003		potential sources identified, including CMAQ		Zediker Ave Sidewalks from Stanislaus St. to Fresno St.	Complete	Complete
							Construct curb access ramps at various locations	On going with TDA funds	On going with TDA funds
							4th Street sidewalk between Fig St. and East End	Complete	Complete
							I St. sidewalk between 4th St. and 3rd St.	Complete	Complete
							Repair broken Sidewalk at various locations	On going with TDA funds	On going with TDA funds
							Install traffic signal @ Parlier Ave. and Madsen Ave.	Complete	Complete
							Bike lanes E. Parlier Ave. between Newmark Ave. and Madsen Ave.	Complete	Complete
FR 5.2/19.25	Reedley	Coordination software; install additional signal facilities		2002 Federal	2000	FRE000130	Install traffic signal at "I" Street and Reed Ave. & coordinate equipment from Manning to 11th Street	Complete	Complete
FR 6.1/6.2/TCM6	Reedley	Park and ride lot		2002 Federal	1996/1998/2000	FRE000129	Acquisition & construction of 40-vehicle park & Ride facility for commuters & acquire adjacent abandoned railroad right-of-way	Complete	Complete
FR 9.3	Reedley	Construct portion of downtown rail-trail and design of two extensions	in process	partial CMAQ	2000/2002	FRE000132/FRE020147	Construct Bicycle Path/Pedestrian Trail Along Railbank Tulare Valley Railroad Corridor - Phase II (Dinuba to Buttonwillow)	Complete	Complete
					2002/2004	FRE021808	Acquire Right-Of-Way and Construct Bicycle/Pedestrian Trail Adjacent Existing Union Pacific Railroad Tracks (Manning Avenue to Kings River)	Complete	Complete
FR-19.4	Reedley	Increase Parking at Transit Centers or Stops	this year (2002)	not specified			Construct first city park and ride lot	Complete	Complete
No. 4	Reedley	Purchase PM-10 streetsweeper	not specified	CMAQ	2000	FRE000131	Replace City's Older Diesel Street Sweeper With An Alternately Fueled CNG Sweeper	Complete	Complete



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								(as of 07/2019)	(as of 08/2020)
FR 5.2/19.25/TCM1	Sanger	Coordinate three signals on Jensen Avenue and four signals on Academy Avenue		2002 \$500,000 CMAQ	2002	FRE020149	Traffic Signal Interconnection along Academy Avenue (Annadale - 5th) and Jensen Avenue (Bethel - City Limits)	Complete	Complete
FR5.3	Sanger	Reduce Traffic Congestion at Major Intersections	2003-2005	RSTP and Local			Bethel Ave. between 9th St. and Jenni Ave.	Complete	Complete
							Academy Ave. between Central and Church Ave.	This is a capacity increasing project by adding travel lanes. Project should not be considered applicable per the conformity rule.	This is a capacity increasing project by adding travel lanes. Project should not be considered applicable per the conformity rule.
FR9.3/9.5/10.4/10.5/10.7/TCM4	Sanger	Bicycle/Ped. Program	ongoing-2004	potential sources identified, including CMAQ			Repair broken Sidewalk at various locations	On going with TDA funds.	On going with TDA funds.
							Bethel Ave. sidewalks between Jensen and Jenni Ave.	Complete	Complete
							Annadale Ave. sidewalks between Academy and Newmark	Complete	Complete
							9th St. sidewalks between Bethel Ave. and Cottle	Complete	Complete
FR 5.2/19.25	Selma	Traffic Signal Interconnect System	not specified	CMAQ	2002	FRE020152	Install Traffic Signals and Provide Interconnection	Complete	Complete
FR 5.3	Selma	Four signal projects Rose/McCall	not specified	CMAQ	2002	FRE020152	Install Traffic Signals and Provide Interconnection	Complete	Complete
		Thompson/Whitson			2002	FRE020152	Install Traffic Signals and Provide Interconnection	Complete	Complete
		Thompson/Dinuba			2000	FRE000138	Install Traffic Signal at Intersection of Thompson & Dinuba Avenues	Complete	Complete
		McCall/Barbara			2002	FRE020154	In Selma (At McCall Avenue and Barbara Street Intersection) Install Traffic Signal Interconnect With City Traffic Signal Synchronization System	Complete	Complete
FR 19.18	Selma	Four pedestrian projects Highland Avenue	not specified	not specified	2000	FRE000635	Improvements to Highland/Gonzales Parkway & signalization of Golden St. State Boulevard/Highland Avenue Intersection - Phase II	Complete	Complete

Fresno Council of Governments  
Timely Implementation Documentation  
2018 RTP / 2019 FTIP CONFORMITY

<u>RACM Commitment</u>	<u>Agency</u>	<u>Commitment Description</u>	<u>Original Commitment Schedule</u>	<u>Commitment Funding</u>	<u>TIP</u>	<u>TIP Project ID</u>	<u>Project Description</u>	<u>2018 RTP Amendment #2 / 2019 FTIP Amendment #6 2019 CONFORMITY</u>	<u>2018 RTP Amendment #3 / 2019 FTIP Amendment #12 2020 CONFORMITY</u>
								(as of 07/2019)	(as of 08/2020)
		Rose			2000	FRE000638	Reconstruct/Repave With AC Overlay on Rose Ave. (McCall Ave. to Country Club Lane)	Complete	Complete
		Second			2001	FRE000640	Various AC Overlays on Eligible Routes	Complete	Complete
		McCall			2001	FRE000637	AC Overlay With Fabric Underlayment (Arrants Street to Dinuba Avenue)	Complete	Complete
FR5.3	Fresno County	Reduce Traffic Congestion at Major Intersections	not specified	not specified			Signal @SR 145 and Belmont Ave.	Complete	Complete
							Signal @ SR 41 and Mt. Whitney Ave.	Complete	Complete
							Grade separation on Chestnut Ave @ Golden State Blvd/UPRR crossing	Complete	Complete
FR 5.9	Fresno County	Bus pullout on Shaw Avenue at Wishon Avenue	not specified	not specified	1996/1998/2000	FRE000140	Construct bus turnouts at four existing bus stops on Shaw Avenue (Palm-Blackstone)	Complete	Complete
FR 9.3/10.4/TCM4	Fresno County	Bicycle/Pedestrian Program and Development of Bicycle Travel Facilities	2002	Local			Class II bikeway on Ashlan between Minnewawa and Clovis	Complete	Complete
							Bikeways on Auberry Road between MP2 and MP4 and at Friant-Kern Canal	Complete	Complete
							Bikeway Friant Rd, Millbrook to North Fork Rd	Complete	Complete
							Bikeway on Millerton Rd from Park entrance to Sky Harbor Rd.	Project is on track and progression continues.	Project is on track and progression continues.
FR19.18	Fresno County	Pedestrian Facilities	2002	CDBG, TDA, Safe Routes to Schools			Selma W. Front Street Improvements	Complete	Complete
							Kerman Kearney Plaza Improvements	Complete	Complete
							Parlier Sidewalk Improvements @ Zediker Ave.	Complete	Complete
							Parlier Third Street Improvements	Complete	Complete

Fresno Council of Governments  
Timely Implementation Documentation  
2018 RTP / 2019 FTIP CONFORMITY

<u>RACM Commitment</u>	<u>Agency</u>	<u>Commitment Description</u>	<u>Original Commitment Schedule</u>	<u>Commitment Funding</u>	<u>TIP</u>	<u>TIP Project ID</u>	<u>Project Description</u>	<u>2018 RTP Amendment #2 / 2019 FTIP Amendment #6 2019 CONFORMITY</u>	<u>2018 RTP Amendment #3 / 2019 FTIP Amendment #12 2020 CONFORMITY</u>
								(as of 07/2019)	(as of 08/2020)
							Reedley East Area Street Drainage/Sidewalk Improvements	Complete	Complete
							Tranquility Curb/Gutter/Sidewalk & Street Reconstruction Phase V	Complete	Complete
							Del Ray Sidewalk/Curb & Gutter Reconstruction	Complete	Complete
<b><u>ADDITIONAL PROJECTS IDENTIFIED</u></b>									
FR9.2	Coalinga	Encouragement of Pedestrian Travel					Cambridge Avenue – New sidewalk installed from Elm Ave to Joaquin Street.	Complete	Complete
							Sunset Avenue – New sidewalk installed from Van Ness to Cambridge Ave.	Complete	Complete
				CDBG			Valley Street – New sidewalk is proposed from Louisiana Street to Hachman Street.	Complete	Complete
FR-TCM1	Firebaugh	Traffic Flow Improvements		CMAQ	2007	FRE040105	Construct Park and Ride lot.	Complete	Complete
FR-TCM1	Fowler	Traffic Flow Improvements			2007	FRE040602	Interconnection of traffic signals at the intersections of Manning Ave./Golden State Blvd. and Manning Ave./Vineyard Pl.	Complete	Complete
FR10.4/10.5	Fresno / Fresno Area Express	Development of Bicycle Travel Facilities/Expedite Bicycle Projects from RTP					Bike lanes along C Street from Fresno to Ventura, Fruit Avenue between Clinton and Dakota, H Street from Divisadero to Merced and various segments of First Street between Herndon and Ashlan.	Complete	Complete
FR9.2	Kingsburg	Encouragement of Pedestrian Travel			2007	FRE040113	Construct sidewalks along 10th Ave. (Academy Ave.) from Sierra Street to Stroud Ave.	Complete	Complete
FR9.5	Kingsburg	Encouragement of Bicycle Travel			2007	FRE040112	Construct Class I bike path along Golden State Blvd from Bethel Ave to Laurel St. Will be located between existing eastern edge of shoulder and UPRR tracks.	Complete	Complete

Fresno Council of Governments  
Timely Implementation Documentation  
2018 RTP / 2019 FTIP CONFORMITY

<u>RACM Commitment</u>	<u>Agency</u>	<u>Commitment Description</u>	<u>Original Commitment Schedule</u>	<u>Commitment Funding</u>	<u>TIP</u>	<u>TIP Project ID</u>	<u>Project Description</u>	<u>2018 RTP Amendment #2 / 2019 FTIP Amendment #6 2019 CONFORMITY</u>	<u>2018 RTP Amendment #3 / 2019 FTIP Amendment #12 2020 CONFORMITY</u>
								(as of 07/2019)	(as of 08/2020)
FR19.18	Mendota	Pedestrian Facilities					Approximately 3,000 lineal feet of sidewalks and curb access ramps are currently under construction along Derrick Ave. (SR-33).	Complete.	Complete.
FR5.4	Parlier	Site-Specific Transportation Control Measures					Modify the traffic signal at the intersection of Manning Ave. and Mendocino Ave. to provide for north- and southbound protected left turn phasing.	Complete	Complete
FR9.2/10.4/10.5/1 0.7/TCM-4	Reedley	Various Bicycle and Pedestrian		TE			Reedley Phase IV - Rails to Trails. Class I trail from Manning to Kings River along the San Joaquin Valley Railroad Corridor.	Complete	Complete
FR19.18	Reedley	Pedestrian Facilities		CMAQ	2007	FRE040115	Install sidewalks and ramps, replace/repair existing sidewalks and ramps on both sides of Manning Ave. between Frankwood and Buttonwillow Ave.	Complete	Complete
FR9.3	Selma	Bicycle/Pedestrian Program					Constructed Shoulders and made pedestrian improvements along McCall Avenue from Floral Avenue to Arrants Street.	Complete	Complete
FR5.4	Fresno County	Site-Specific Transportation Control Measures					Install traffic signals at Belmont/Academy Avenues, Fruit/Browning Avenues, and Millerton Road/Table Mountain Casino.	Complete	Complete
FR10.7A	Fresno County	Require Inclusion of Paved Shoulders Adequate for Bicycle Use on State or Federally Funded Reconstruction or Widening of Federal Major Collectors or Greater					Install on Academy Avenue from SR 180 to Shaw; Rose Avenue from Amber to Lac Jac; McCall Avenue from Jensen to SR 180; Jayne Avenue from Sacramento Alignment to Sutter; Crawford Avenue from Floral to Manning.	Complete	Complete

## **Appendix B**

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### **FCOG Substitution Request and Emissions Documentation**



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City of Huron/P.O. Box 339/36311 Lassen Ave., Huron, CA. 93234-0339 • Phone (559) 945-2241 • Fax (559) 945-2609

April 23, 2020

Tony Boren  
Executive Director  
Fresno Council of Governments  
2035 Tulare Street Suite 201  
Fresno, CA 93721

Re: TCM Substitution for FRE020135 Lassen Avenue Traffic Signals at 4<sup>th</sup> and 9<sup>th</sup> Streets

Dear Mr. Boren,

The City of Huron would like to request the TCM designation for FRE020135 Lassen Avenue Traffic Signals at 4<sup>th</sup> and 9<sup>th</sup> Streets be removed. The proposed TCM project is infeasible as Caltrans has moved almost entirely away from standalone signal projects. Both locations do not warrant traffic signals. The City would like to instead rescope the existing funds for a Pedestrian Hybrid Beacon at the intersection of Lassen Avenue and 9<sup>th</sup> Street with the support from the community and Caltrans.

Sincerely,

Jack Castro  
City Manager, City of Huron

*"Together We Can"*

## NEW TRAFFIC SIGNALS - OLD TCM PROJECT (using 2019 numbers)

---

**City:** City of Huron  
**Caltrans DIST-EA:** 06  
**Short Description:** Lassen Avenue Traffic Signals

**Project Scope:** Install Traffic Signals on Lassen Avenue at 4th and 9th Streets in the City of Huron.

**Project Sponsor:** City of Huron

**Private Agency:** No

**CMAQ Funding:** \$381,400  
**Local Match:** \$69,500  
**Capital Recovery Factor:** 0.08  
**Project Analysis Period:** 15 years  
**Days (D):** 250 operating days per year  
**Congested Traffic:** 1,360 traffic volume during congested period  
**Length (L) of congested roadway:** 0.50 miles  
**Annual VMT (VMT):** 170,000 annual miles

<b>EMISSION FACTORS:</b>	<b>Before Speed Factor</b>	<b>After Speed Factor</b>
<b>ROG :</b>	0.06 <i>grams per mile</i>	0.04 <i>grams per mile</i>
<b>NO<sub>x</sub> :</b>	0.35 <i>grams per mile</i>	0.27 <i>grams per mile</i>
<b>PM2.5 :</b>	0.01	0.00
<b>CO :</b>	1.36	1.14

<b>EMISSION REDUCTIONS:</b>	<b>Pounds per Year</b>	<b>Kilograms per Day</b>
<b>ROG:</b>	4	0.005
<b>NO<sub>x</sub>:</b>	15	0.02
<b>PM2.5:</b>	0	0
<b>CO:</b>	6	0
<b>Total:</b>	25 <i>One Traffic Signal</i>	0.03
	50 <i>Two Traffic Signals</i>	0.06

## SIGNAL INTERCONNECT - NEW TCM PROJECT (using 2019 numbers)

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**City:** City of Clovis

**Caltrans DIST-EA:** 06

**Short Description:** Shepherd Avenue Signal Interconnect

**Project Scope:** The project involves trenching, conduit, pull boxes, fiber optic cable, connection to traffic signals, and communication cabinets along Shepherd Avenue from Peach Avenue to DeWolf Avenue.

**Project Sponsor:** City of Clovis

**Private Agency:** No

**CMAQ Funding:** \$1,258,011

**Local Match:** \$162,989

**Capital Recovery Factor:** 0.12

**Project Analysis Period:** 10 years

**Days (D):** 250 operating days per year

**Congested Traffic:** 2,046 traffic volume during congested period

**Length (L) of congested roadway:** 4.00 miles

**Annual VMT (VMT):** 2,046,000 annual miles

***EMISSION  
FACTORS:***

**Before Speed Factor**

**After Speed Factor**

**ROG :** 0.04 *grams*

0.03 *grams*

**NO<sub>x</sub> :** 0.30 *per mile*

0.24 *per mile*

**PM<sub>2.5</sub> :** 0.00

0.00

**CO :** 1.24

1.06

***EMISSION  
REDUCTIONS:***

**Pounds per Year**

**Kilograms per Day**

**ROG:** 23

0.03

**NO<sub>x</sub>:** 135

0.17

**PM<sub>2.5</sub>:** 2

0.002

**CO:** 58

0.07

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**Total:** 218

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0.27



## **Appendix C**

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### **Public Engagement**

*No public comments were received.*

## AFFIDAVIT OF PUBLICATION

Account #	Ad Number	Identification	PQ	Amount	Cols	Depth
332627	0004858156	#4858156 NOTICE OF A FRESNO COUNCIL OF		\$832.20	2	5.20 In

**Attention:** Braden Duran

FRESNO COUNCIL OF GOVERNMENTS  
2035 TULARE ST, STE 201  
FRESNO, CA 937212004

**PUBLIC NOTICE**

#4858156

**NOTICE OF A FRESNO COUNCIL OF GOVERNMENTS PUBLIC MEETING ON A  
DRAFT TRANSPORTATION CONTROL MEASURE SUBSTITUTION**

Fresno Council of Governments (Fresno COG) herein provides notice that it will hold a public hearing at 5:00 PM. on February 16, 2021 regarding a draft Transportation Control Measure (TCM) substitution that is proposed by Fresno COG. Due to the State of California's public health guidelines related to the COVID-19 pandemic and pursuant to Executive Order N-29-20, this public hearing will be held via webcast. In-person attendance is not permitted. Details for how to participate will be published in the meeting agenda at <https://agendas.fresnocog.org/>, available a week prior to the meeting date.

The hearing officer will receive public comments on the following documents.

- The draft report for a Transportation Control Measure (TCM) substitution is proposed by Fresno COG in order to meet the requirements under the California State Implementation Plan (SIP)
- o Fresno COG is proposing to substitute a TCM project in the City of Huron with a project in the City of Clovis. Additional details are provided in the draft report.

Translation services are available (with three-working-days' advance notice) to participants speaking any language with available professional translation services.

A 30-day public review and comment period will commence January 26, 2021 and conclude on February 24, 2021. The draft report is available for review at [www.fresnocog.org](http://www.fresnocog.org) under the Air Quality and Conformity heading. Fresno COG's office is closed due to Executive Order N-29-20; however, a hard copy will be provided upon request.

Public comments are welcomed at the meeting or may be submitted in writing by 5:00 PM Feb. 24, 2021 to Braden Duran at the address below.

After considering the comments, the report will be considered for adoption, via resolution, by the Fresno COG Policy Board at a regularly scheduled meeting to be held March 25, 2021. The document will then be submitted to state and federal agencies for approval.

Contact Person: Braden Duran, Assistant Regional Planner  
2035 Tulare Street, Suite 201, Fresno, CA 93721  
559-233-4148 Ext 217  
bduran@fresnocog.org

### COUNTY OF DALLAS STATE OF TEXAS

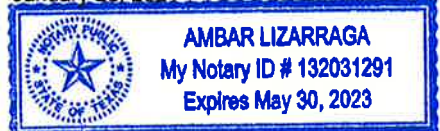
The undersigned states:

McClatchy Newspapers in and on all dates herein stated was a corporation, and the owner and publisher of The Fresno Bee.

The Fresno Bee is a daily newspaper of general circulation now published, and on all-the-dates herein stated was published in the City of Fresno, County of Fresno, and has been adjudged a newspaper of general circulation by the Superior Court of the County of Fresno, State of California, under the date of November 28, 1994, Action No. 520058-9.

The undersigned is and on all dates herein mentioned was a citizen of the United States, over the age of twenty-one years, and is the principal clerk of the printer and publisher of said newspaper; and that the notice, a copy of which is hereto annexed, marked Exhibit A, hereby made a part hereof, was published in The Fresno Bee in each issue thereof (in type not smaller than nonpareil), on the following dates.

January 26, 2021



I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated February 10, 2021



**BEFORE THE  
FRESNO COUNCIL OF GOVERNMENTS POLICY BOARD  
RESOLUTION NO. 2021-12**

**RESOLUTION ADOPTING THE FRESNO COUNCIL OF GOVERNMENTS  
TRANSPORTATION CONTROL MEASURE SUBSTITUTION**

WHEREAS, the Fresno Council of Governments is a Regional Transportation Planning Agency and a Metropolitan Planning Organization, pursuant to State and Federal designation; and

WHEREAS, Fresno Council of Government must demonstrate conformity per 40 CFR Part 93 for each update to the Regional Transportation Plan and Federal Transportation Improvement Program; and

WHEREAS, Fresno Council of Governments is the agency responsible for the timely implementation of Transportation Control Measures as required by the transportation conformity regulations; and

WHEREAS, the Federal Clean Air Act Section 176(c)(8) sets conditions for substitution of individual Transportation Control Measures; and

WHEREAS, the Fresno Council of Governments followed the required process for Transportation Control Measure Substitution of project FRE020135 identified in applicable State Implementation Plans with a substitute project; and

WHEREAS, the substitute project results in greater emission reductions, and will be implemented in accordance with a schedule that is consistent with the schedule provided for the existing Transportation Control Measure, and is accompanied by evidence of funding authority to implement, monitor and enforce the replacement project; and

WHEREAS, the proposed Fresno Council of Governments' Transportation Control Measure Substitution meets all Federal Clean Air Act Transportation Control Measure substitution requirements;

WHEREAS, the Fresno Council of Governments Transportation Control Measure Substitution Report was circulated through the San Joaquin Valley Interagency Consultation (IAC) Group; and

WHEREAS, the Fresno Council of Governments Transportation Control Measure Substitution Report has been widely circulated and reviewed by Fresno Council of Governments advisory committees representing the technical and management staffs of the member agencies; representatives of other governmental agencies, including State and Federal; representatives of special interest groups; representatives of the private business sector; and residents of Fresno County consistent with public participation process adopted by Fresno Council of Governments; and

WHEREAS, a public hearing was conducted on February 16, 2021 to hear and consider comments on the Fresno Council of Governments Transportation Control Measure Substitution Report;

NOW, THEREFORE, BE IT RESOLVED, that Fresno Council of Governments adopts the Transportation Control Measure Substitution Report Findings, dated March 2021.

BE IT FURTHER RESOLVED, that the Fresno Council of Governments finds the Transportation Control Measure Substitution is consistent with the requirements of the Federal Clean Air Act Amendments and applicable State Implementation Plans for air quality.

THE FOREGOING RESOLUTION was passed and adopted by Fresno Council of Governments this 25th day of March 2021.

AYES:

NOES:

ABSTAIN:

ABSENT:

Signed: \_\_\_\_\_

*David Cardenas*  
Chairman

ATTEST:

I hereby certify that the foregoing is a true copy of a resolution of the Fresno Council of Governments duly adopted at a regular meeting thereof held on the 25th day of March, 2021.

Signed: \_\_\_\_\_

*Tony Boren*  
Executive Director

FCOG Regional ATP Cycle 5 Project Recommendations  
Cycle 5: FY 21/22 - FY 24/25 Available Funding \$4,815,000

Applicant	Project Application Number	Priority	Project Title	Project Description	Regional Bid Funding Request	Total Project Cost	Recommended Funding	Cummulative \$	DAC	SRTS	Regional Score
Fresno	6-Fresno, City of-3	3 of 3	Cross, Walk & Roll! SRTS in Central Fresno	Install signal/scramble at Chestnut & Weldon, HAWK at First & Home, and establish Bicycle and Pedestrian Safety Week educational campaign at Ericson & Mayfair Elementary Schools.	\$1,274	\$1,512	\$1,274	\$1,274	x	x	80
Clovis	6-Clovis, City of-1	1 of 1	Sierra Vista Elementary Area Sidewalk Improvements	Improve school routes leading to Sierra Vista Elementary School through the construction of sidewalk, ADA ramps, curb and gutter.	\$997	\$997	\$997	\$2,271	x	x	74.5
Orange Cove	6-Orange Cove, City of-1	1 of 1	Bike Lane, Sidewalk and Crossing Improvement Project	The project will construct Class II bike lanes, additional sidewalks and make ADA compliant improvements at the intersection of E & 4th Street	\$973	\$973	\$973	\$3,244	x	x	74.17
Reedley	6-Reedley, City of-1	1 of 1	Jefferson Elementary Safe Routes to School	Construct concrete sidewalk, curb and gutter, ADA curb ramps, and drainage facilities on Lincoln, Washington, Jefferson, Sunset and Columbia Avenues.	\$1,353	\$1,428	\$1,353	\$4,597	x	x	72.4
Coalinga	6-Coalinga, City of-1	1 of 1	Coalinga East Polk Street Bike/Ped Safety and Connectivity Initiative	Coalinga East Polk Street Bike/Ped Safety and Connectivity Initiative: sidewalks, curb ramps, crosswalks, 1/2 mile Class I multi-use trail, 1/2 Class III bikeway.	\$1,551	\$1,770	\$218	\$4,815	x		71.33
Selma	6-Selma, City of-1	1 of 3	Rose Avenue Bike Path and Sidewalk Improvements	Rose Avenue Safety Improvement Project between Hwy 43 and Thompson Avenue	\$677	\$677			x	x	65.33
Fowler	6-Fowler, City of-1	1 of 1	Fremont Elementary/ Marshall Elementary/Fowler High Safe Routes to School	Fremont Elementary/Marshall Elementary/Fowler High School Pedestrian Improvements	\$426	\$426			x	x	59.67
Parlier	6-Parlier, City of-1	1 of 1	City of Parlier Pedestrian Facilities Improvements Project	Gap closure pedestrian infrastructure improvements, including construction of new sidewalk, bulb-outs, ramps, and lighted crosswalks. Development of educational programming	\$1,995	\$1,995			x	x	59.5
Kingsburg	6-Kingsburg, City of-1	1 of 1	Roosevelt & Reagan Elementary Safe Routes to School Project	Roosevelt and Reagan Elementary School Pedestrian Improvements.	\$1,900	\$1,900			x	x	58.33
Selma	6-Selma, City of-2	2 of 3	Mitchell Avenue Sidewalk Improvements	Mitchell Avenue Safety Improvement Project between Nebraska Avenue & the Park Street alignment	\$611	\$611			x	x	57
Selma	6-Selma, City of-3	3 of 3	Dinuba Avenue Class II Bike Lane Improvements	Installation of ±5450_LF of Class II (buffered) bike path striping providing connectivity along Dinuba Avenue from McCall to Orange Ave	\$343	\$343			x	x	55.83

Recommended Projects
Partial Funding
Contingency List

State ATP Awarded Projects

Applicant	Project Application Number	Priority	Project Title	Project Description	ATP Funding Request	Total Project Cost	State Score	DAC	SRTS
Fresno	6-Fresno, City of-1	1 of 2	Kids Crossing: Safe Routes to School in South Fresno	Amador & Trinity and Church & Waldby intersections: SRTS education, install traffic signals, curb ramps, signing, striping, curb, gutter, ped island, ped heads and relocate fence.	\$1,636	\$1,636	94	x	x
Huron	6-Huron, City of-1	1 of 1	City of Huron Bicyclist and Pedestrian Safety Improvement Project	The project will add Class II, III and IV bike lanes and six new crosswalks with safety features (RRFBs, pedestrian refuge island, and bulb-outs	\$1,769	\$1,969	98	x	x
Fresno County	6-Fresno County-1	1 of 1	Biola Community Sidewalks	Construct concrete sidewalk, curb and gutter, ADA curb ramps and drainage facilities on the east side of Biola Ave and north side of C St. Install lighted crosswalk signs on Biola Ave	\$1,255	\$1,498	96	x	x
Fresno	6-Fresno, City of-2	2 of 3	Palm and Belmont Protected Bikeway	This project is located on Palm Avenue from just north of Dakota Avenue (city limit) to H Street, and on Belmont Avenue, from Palm Avenue to Blackstone Avenue, for a total length of 3.5 miles.	\$1,400	\$1,522	Quickbuild Program - HIGH Ranking	x	



BEFORE THE  
**FRESNO COUNCIL OF GOVERNMENTS**  
**RESOLUTION NO. 2021-11**

IN THE MATTER OF:

RESOLUTION ADOPTING THE 2021 FCOG  
ACTIVE TRANSPORTATION PROGRAM  
CYCLE 5 – MPO COMPONENT FUNDING  
RECOMMENDATIONS

**2021 FCOG ACTIVE TRANSPORTATION  
PROGRAM CYCLE 5**

---

WHEREAS, Fresno Council of Governments (FCOG) is a Metropolitan Planning Organization (MPO) with and urbanized population greater than 200,000; and

WHEREAS, Streets and Highways Code Section 2381 requires that forty percent of the funds appropriated for the Active Transportation Program (ATP) be distributed to metropolitan planning organizations in urban areas with populations greater than 200,000, in proportion to their relative share of population; and

WHEREAS, FCOG's portion of ATP cycle 5 funds to be awarded through the local MPO component is a total of \$4,815,000 for programming years 2021-22, 2022-23, 2023-24, and 2024-25; and

WHEREAS, pursuant to Section 2382(c), no less than 25% of the overall program funds will benefit disadvantaged communities during each program cycle; and

WHEREAS, on February 25, 2021 the ATP Multidisciplinary Advisory Group scored and ranked the submitted projects based on criteria adopted by the FCOG Board on July 30, 2020.

NOW, THEREFORE BE IT RESOLVED, that the Fresno Council of Governments hereby adopts the 2021 FCOG Active Transportation Program Cycle 5 - MPO Component Funding Recommendations, as shown on Attachment 1.

THE FOREGOING RESOLUTION was passed and adopted by the Fresno Council of Governments this 25th day of March 2021.

AYES:

NOES:

ABSTAIN:

ABSENT:

ATTEST:

Signed: \_\_\_\_\_  
David Cardenas, Chair

I hereby certify that the foregoing is a true copy of a resolution of the Fresno Council of Governments duly adopted at a regular meeting dated above.

Signed: \_\_\_\_\_  
Tony Boren, Executive Director



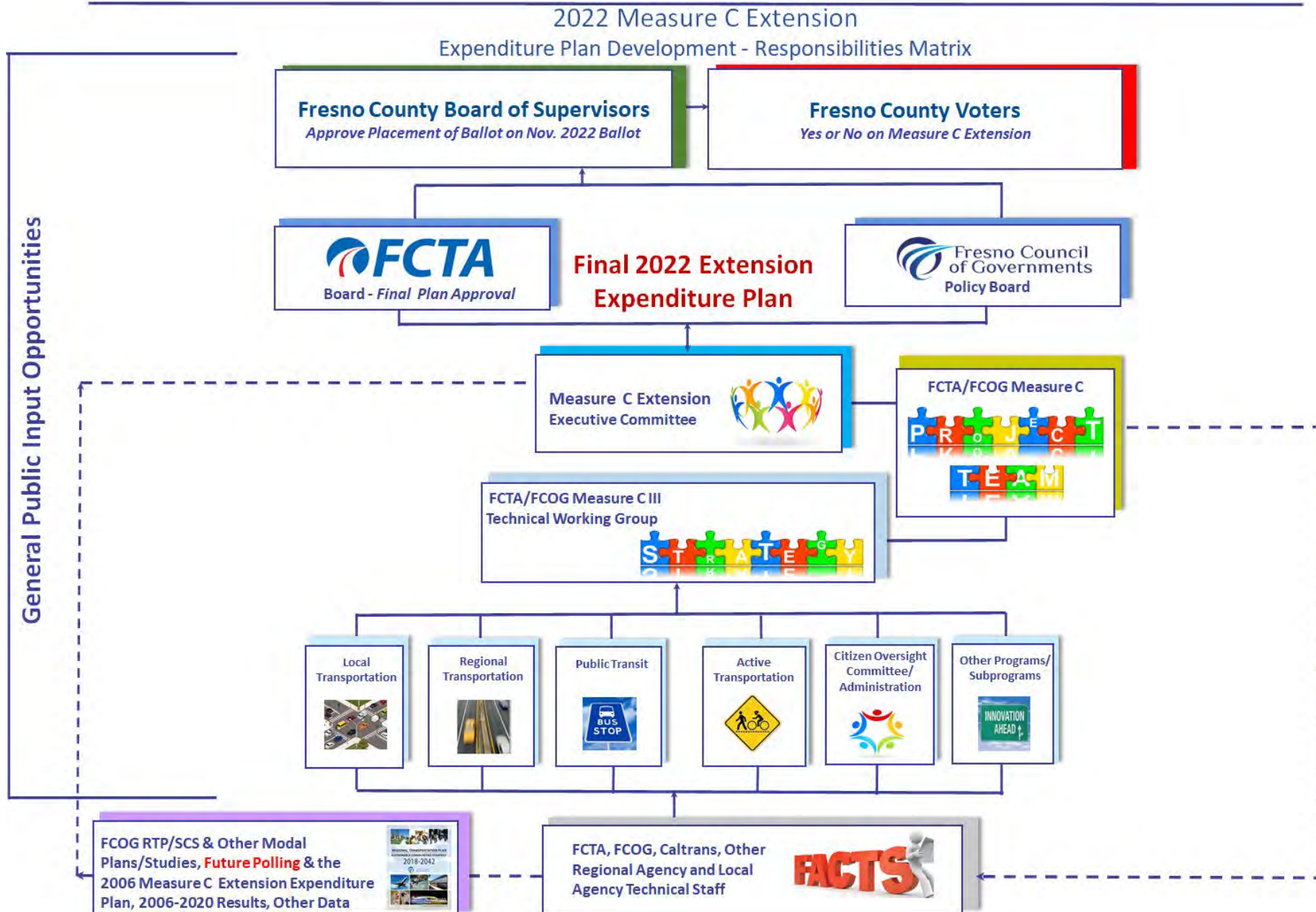
**Measure C Renewal (MC3) Technical Working Group**

<b>Agency/Industry</b>	<b>Member</b>	<b>Alternate</b>
City of Clovis	Mike Harrison	David Merchen
City of Coalinga	Sean Brewer	
City of Firebaugh	Ben Gallegos	Pio Martin
City of Fowler		
City of Fresno	Scott Mozier	
City of Huron	Paul Sereno	
City of Kerman	John Jansons	Jerry Jones
City of Kingsburg	Daniel A. Galviz	Alexander Henderson
City of Mendota	Cristian Gonzalez	Celeste Cabrera-Garcia
City of Orange Cove	Angela Hall	Rudy Hernandez
City of Parlier	Nuria (Ellie) Velicescu	
City of Reedley	Nicole Zieba	Rob Terry
City of San Joaquin	Stan Bulla	Matt Flood
City of Sanger	David Brelic	
City of Selma	Joey Daggett	Daniel Bond
County of Fresno	Steve White	Martin Querin
San Joaquin Valley Air District	Crystal Yunker	
Caltrans	Michael Navarro	Nabeelah Abi-Rached
Public Transportation Urban	Gregory Barfield/Clovis	Joe Vargas
Public Transportation Rural	Moses Stites	
Active Transportation	Nick Paladino	Tina Sumner
Agriculture	James (Bengtson) Janzen	Aaron Bengtson
Broad-Based Business	Eric VonBerg	
Building Development	Mike Prandini	Jeff Roberts
Education	George Cummings	
Environment	Adam Livingston	
Community Based Organizations	Keith Berghold	
Community Based Organizations	Leslie Martinez	
Goods Movement	Charlie Simpson	
Measure C Citizen Oversight Committee	Jim Hunter	Bill Jordan
New Technology	Joseph Oldham	
Public Health Advocate	Kevin Hamilton	
ADA/Seniors	Left voice mail Vidal Medina	
Aviation	Kevin Meikle	
Construction	Jeff Grimm	Matt Hall
Emergency Services/Public Safety	Lee Delap	Kim Pennington
Fresno COG	Kristine Cai	
FCTA	Diana Sedigh-Darbandi	
Labor/Workforce	Blake Konczal	

Measure C Renewal (MC3) Executive Committee	
Member	Agency
Lynne Ashbeck	FCTA Board
David Cardenas	FCOG Board
Paul Nerland	Fresno County
Jerry Dyer, Mayor	City of Fresno
Tommy Esqueda, City Manager*	City of Fresno
Vong Mouanoutoua, Councilman	City of Clovis
Lee Ann Eager	Fresno Economic Development Corporation
Eli Ontiveros	Eastside Cities
Gary Yep	Westside Cities
Scott Miller, Gazebo Gardens	Fresno Chamber Option
Jake Soberal	Bitwise
Thilani Grubel*	Bitwise
Linda Hayes	EOC Board of Directors
Artie Padilla	Central Valley Community Foundation
Mark Keppler	Maddy Institute
Chuck Riojas	Central California Labor Council
Ryan Jacobsen	Fresno County Farm Bureau
Daniel Hartwig	Wolff Farms
Roger Van Gronigen	Van G Trucking
Sheriff Margaret Mims	Fresno County Sheriff's Office
Rick Ratazzi	Johanson Transport
Todd Valeri	American Ambulance
Gayle Holman, Manager, Public and Legislative Affairs	Community Medical Center
Debbie Hunsaker	Alert-O-Lite

\*Alternates

# Agency/Committee Overview & Responsibilities

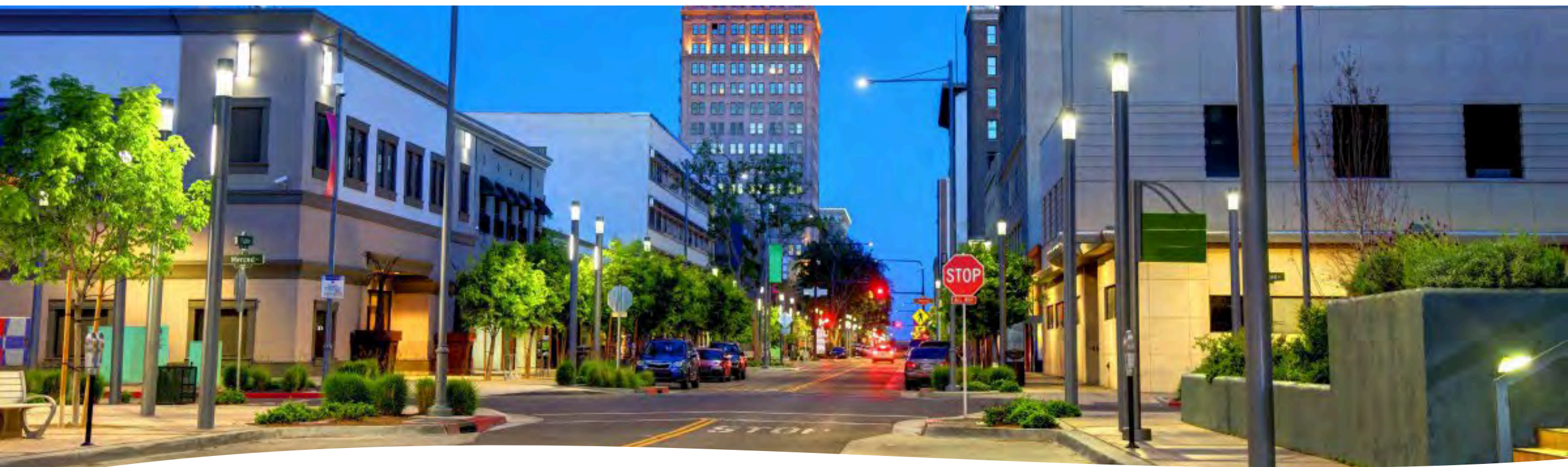






2022 Measure C Extension Expenditure Plan  
EXECUTIVE COMMITTEE  
Kick-Off Meeting | February 4, 2021





# Welcome

- FCTA & FCOG Directors Introduction & Meeting Protocol
- Co-Chair Introductions
  - Lynne Ashbeck, Vice Chair FCTA Board, Councilmember City of Clovis
  - David Cardenas, Fresno COG Board Chair, Mayor City of Fowler
- Self Introductions
  - Name, Agency/Company & Title





# Our Mission

- Transportation and Mobility are Vital to our Economy and Quality of Life
- Measure C has Invested in Fresno County Transportation for Over 34 Years; Leveraging Billions of Dollars in State and Federal Funding & Providing Vital Mobility Projects & Services
- Strategic Opportunity to Guide the Future of Transportation in Fresno County for 20 Years or More
  - Should we Continue to Invest in Our Transportation Future?
  - What Should that Investment Look Like?
  - How Long Should that Investment Continue?
- Executive Committee Will Answer These & Other questions



# Committee Expectations

- Executive Committee Responsibilities
  - Build Off Current Measure C Successes
  - Review Initial Polling, Discuss Mobility Needs & Funding Options
  - Define the MC3 Programs
  - Prepare the Plan & Poll Voters
  - Finalize Draft Plan for Consideration by FCOG & FCTA Boards
- Final Steps
  - Approval of the Plan by FCOG & FCTA Boards
  - Ballot Approved by Board of Supervisors
  - Privately Funded Campaign – Led by Fresno Chamber of Commerce
  - Vote on November 8, 2022 Ballot

**Build off**

**Develop**

**Place**





## Background -- Why was Measure C Needed?

- In the 1970s & 1980s Fresno County had limited infrastructure funding to address:
  - An Incomplete Freeway System
  - Congested Roads and Highways
  - Potholes & Other Infrastructure
  - Unsafe Transportation Facilities
  - Isolated Communities
  - Deficient Structures



# History of Measure C

- California Pledges to Match Local County Funding
- Business and Government Leaders Recognized the Opportunity & Developed the 1<sup>st</sup> Measure C Expenditure Plan for the 1986 Ballot
- Measure C Passes for the 1st Time in 1986; One of the 1st in the State, Approving a Half-Cent Sales Tax for Transportation Improvements
- Delivered More than \$4 Billion in Transportation Improvements in Fresno County
- 20-year Program; 2006 Expiration Date



# Promises Made. Promises Kept.

- NEW Freeway and Highway Construction (SR-33, 41, 43, 168, 180, 201, & 204)
- Local Streets and Roads Improvements
- Bicycle and Pedestrian Facilities & Programs
- Airport Improvements
- Public Transportation Services



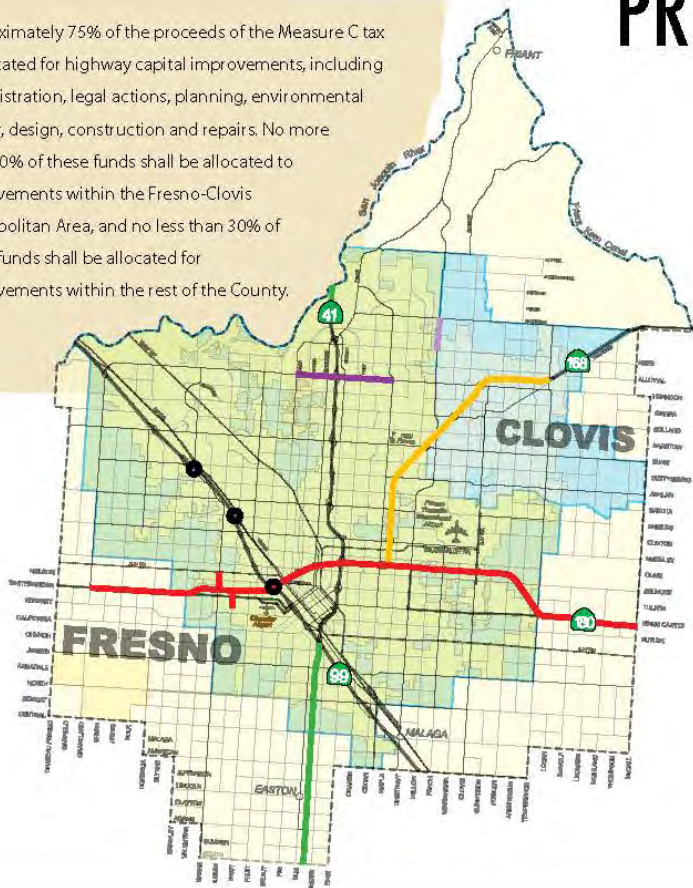


# THE PROMISES OF MEASURE C, DELIVERED | 1987-2007

## URBAN HIGHWAY CONSTRUCTION

### PROGRAM

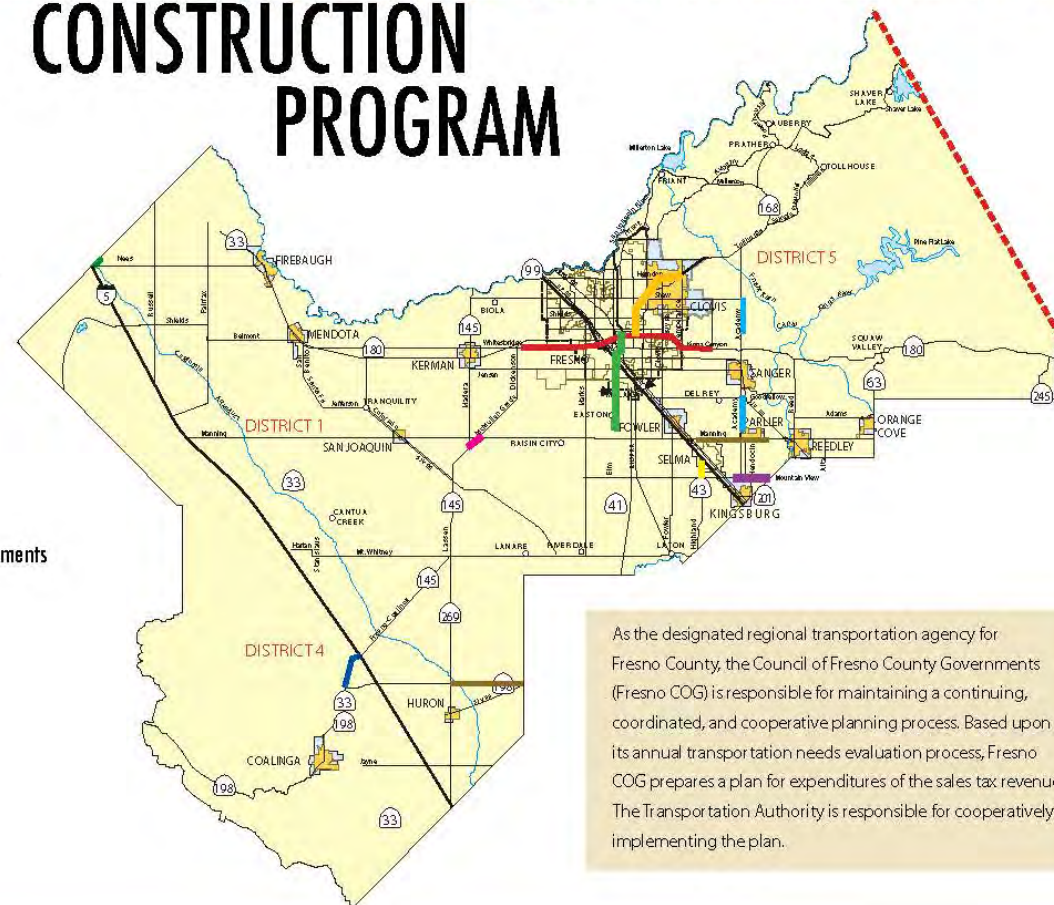
Approximately 75% of the proceeds of the Measure C tax is allocated for highway capital improvements, including administration, legal actions, planning, environmental review, design, construction and repairs. No more than 70% of these funds shall be allocated to improvements within the Fresno-Clovis Metropolitan Area, and no less than 30% of these funds shall be allocated for improvements within the rest of the County.



#### LEGEND:

- Academy Ave: 23 Miles
- Manning Avenue: 20 Miles
- Herndon Avenue: 4 Miles
- Willow Avenue: 4 Miles
- SR-33: 13 Miles
- SR-41: 18 Miles
- SR-43: 10 Miles
- SR-99: Interchange Improvements
- SR-145: 4.5 Miles
- SR-168: 12 Miles
- SR-198: 15 Miles
- SR-180: 47 Miles
- SR-201: 2 Miles

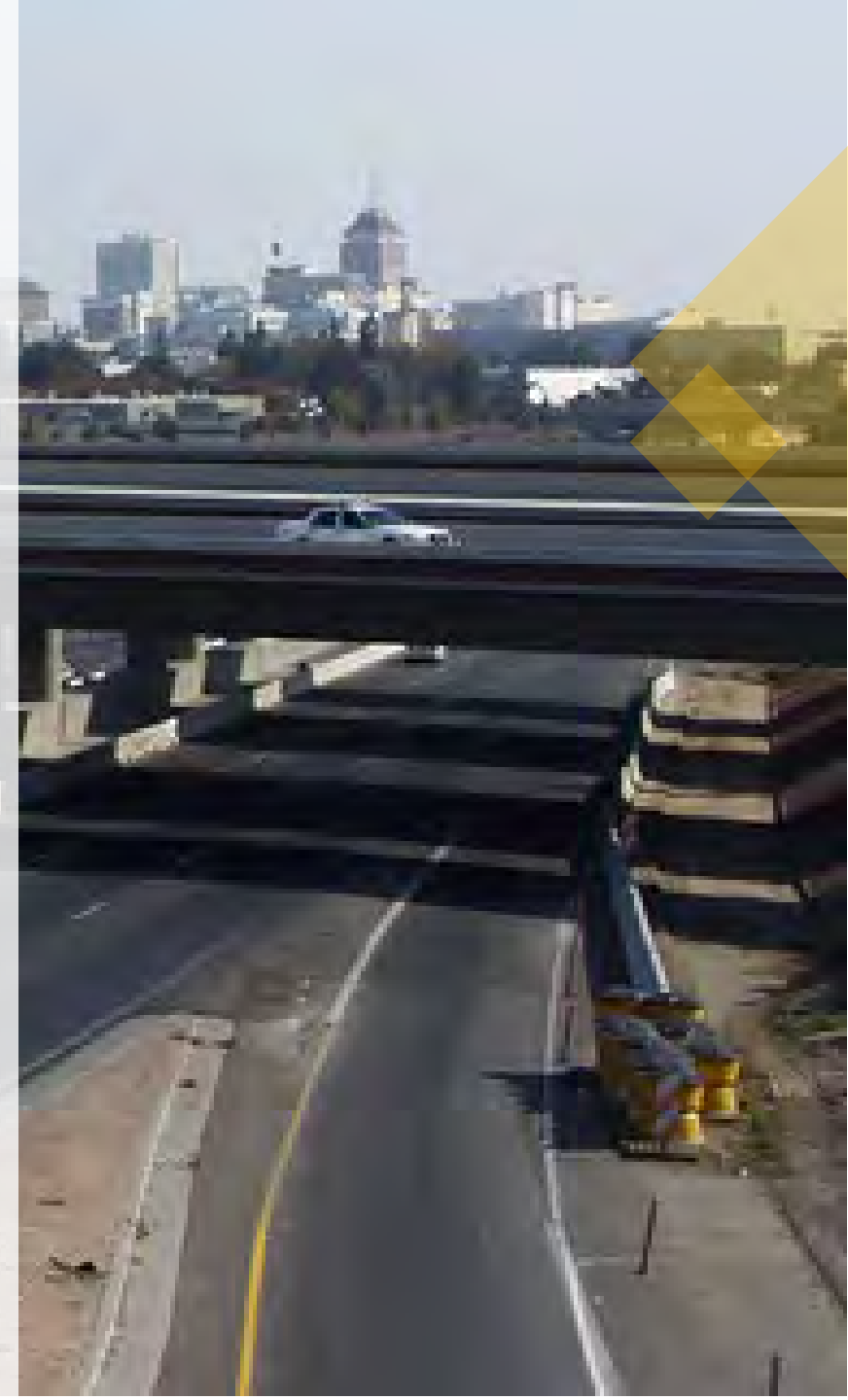
## RURAL HIGHWAY CONSTRUCTION PROGRAM



As the designated regional transportation agency for Fresno County, the Council of Fresno County Governments (Fresno COG) is responsible for maintaining a continuing, coordinated, and cooperative planning process. Based upon its annual transportation needs evaluation process, Fresno COG prepares a plan for expenditures of the sales tax revenues. The Transportation Authority is responsible for cooperatively implementing the plan.

# Measure C Extension

- 2002 1st Effort to Renew Measure C – Unsuccessful:
  - Lack of Support by Some Interest Groups
  - Too Heavily Focused on Streets & Highways
  - Not Enough Public Accountability
- Measure C Renewal Committee Established to Guide 2006 Renewal Effort & Overcome the 2002 Shortcomings
- Extensive Public Outreach
- Voter Polling to Determine Public Priorities & Gauge Public Support





# 2006 Voter Polling Results



2006 Polling Indicated Support for:

- A Flexible 20-year Plan
- A Variety of Transportation Projects & Programs
- Greater Public Accountability



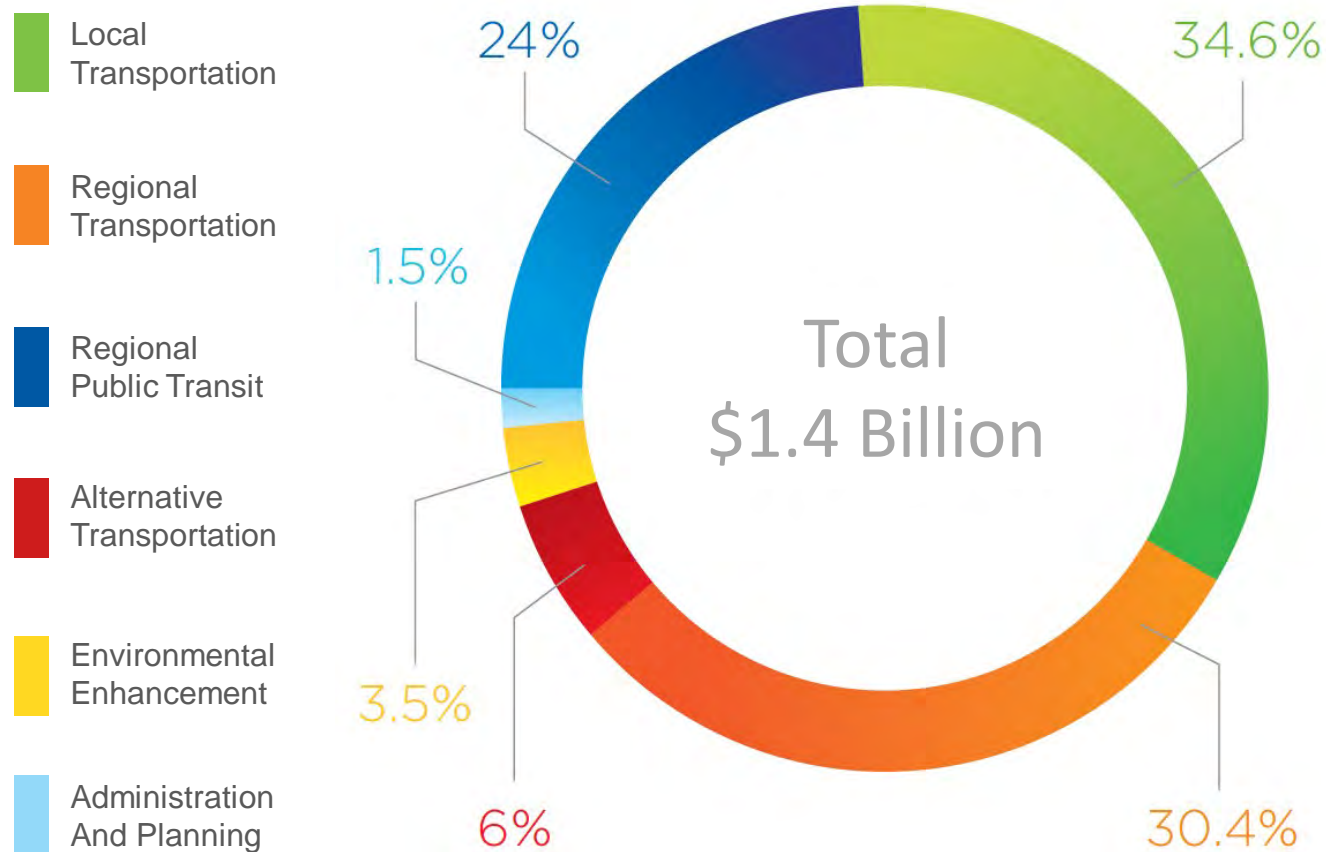


## 2006 Expenditure Plan

- Focused on Mobility; Provided for More Transportation Choices
- Citizens Oversight Committee Established
- Expanded FCTA Board from 7 to 9 to include 2 Public Members At Large



# 2006 20-Year Measure C Extension Passes



**Voters Approved the Measure C Extension with a 78% “YES” Vote**

**Generates \$1.4 Billion in Measure C Proceeds**

July 1, 2007 – June 30, 2027

**Generates over \$922 Million in Matching Funds**

As of 6/30/20





# Local Transportation Program

- Street Maintenance & Pothole Repair
- Flexible Funding for Local Priorities
- ADA Improvements
- Pedestrian Trails
- Bicycle Facilities



# Regional Transportation Program

- Urban & Rural Transportation System Projects including Major Highways, Streets & Roads
- Provide Connectivity Between Urban & Rural Communities as well as the Rest of California
- Improvements to Fresno Airports
- Improve Mobility through the Addition of Travel Lanes, Passing Lanes, Interchanges, & Other Major Improvements





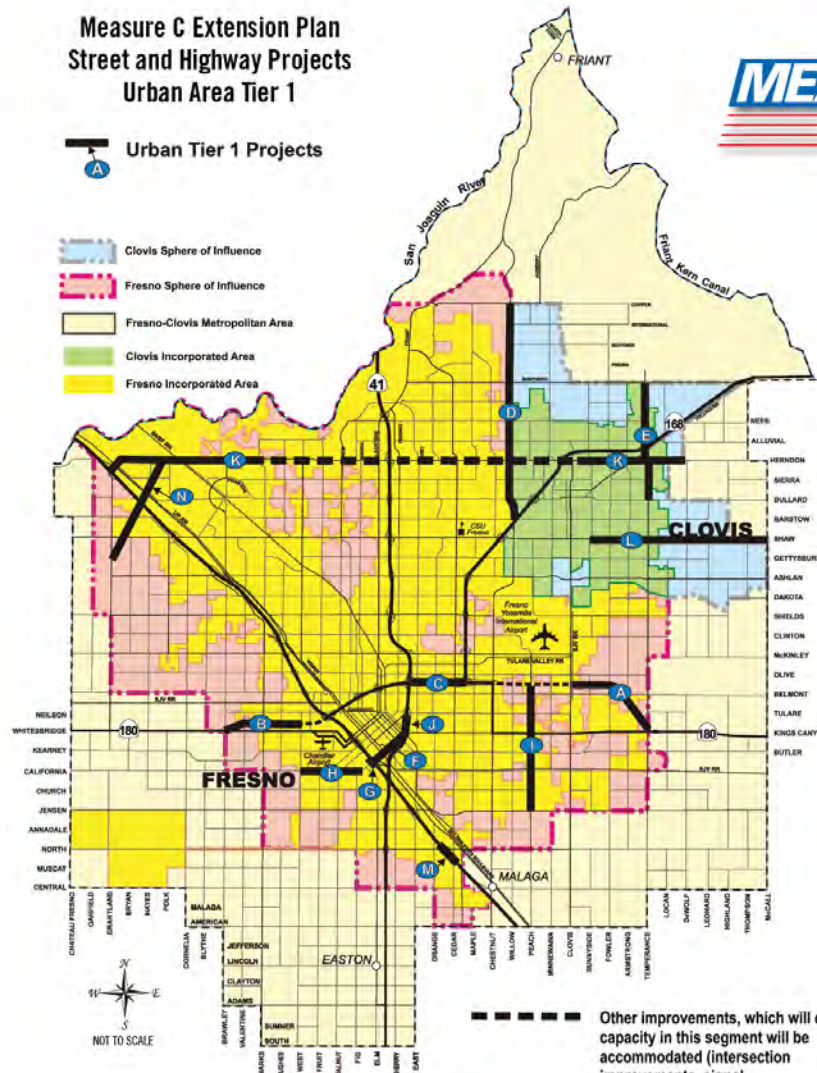
# 2006 Expenditure Plan

## Urban Tier 1 Projects

- A** \$107.7 million to construct a new 4-lane freeway within a 6-lane right-of-way on **State Route 180 East** from **Clovis** to **Temperance** Avenues.
- B** \$82.7 million to complete the improvements on **State Route 180 West** from **Brawley Avenue** to **Hughes/West**.
- C** \$64.6 million to construct new braided ramps that provide for added capacity and safe connection between **State Routes 41, 168 and 180**.
- D** \$39.4 million to complete the 6-lane divided street and retrofit bike paths on **Willow Avenue** from **Barstow** to **Copper** Avenues.
- E** \$6.1 million to widen **Temperance Avenue** to a 4-lane divided expressway from **Bullard** to **Shepherd** Avenues.
- F** \$3.4 million to widen **Ventura Avenue** to a 4-lane divided roadway from **State Route 41** to **State Route 99**.
- G** \$1.6 million to construct bridge improvements at **Monterey Avenue** and provide improved access to Downtown Fresno from **West Fresno** and **State Route 99**.
- H** \$11.3 million to widen **California Avenue** to a 4-lane divided street from **Ventura** to **West** Avenues.
- I** \$22.3 million to widen **Peach Avenue** to a 4-lane divided roadway from **State Route 180** to **Jensen Avenue**.
- J** \$4.9 million to widen auxiliary lanes and improve on and off ramps on **State Route 41** at the southbound auxiliary lane from **Tulare Boulevard** to "O" Street.
- K** \$137.3 million to complete the widening of **Herndon Avenue** to a 6-lane divided expressway and to retrofit bike paths from **State Route 99** to **DeWolf Avenue**.
- L** \$18 million to complete improvements on **Shaw Avenue** including a 6-lane divided roadway, traffic signal upgrades, and a grade crossing from **Sunnyside** to **McCall** Avenues.
- M** \$110.2 million to improve the **State Route 99** interchange at **North** and **Cedar** Avenues.
- N** \$114.2 million to construct a connection and grade separation along **Veteran's Boulevard** from **Herndon** to **Grantland** Avenues.

## Measure C Extension Plan Street and Highway Projects Urban Area Tier 1

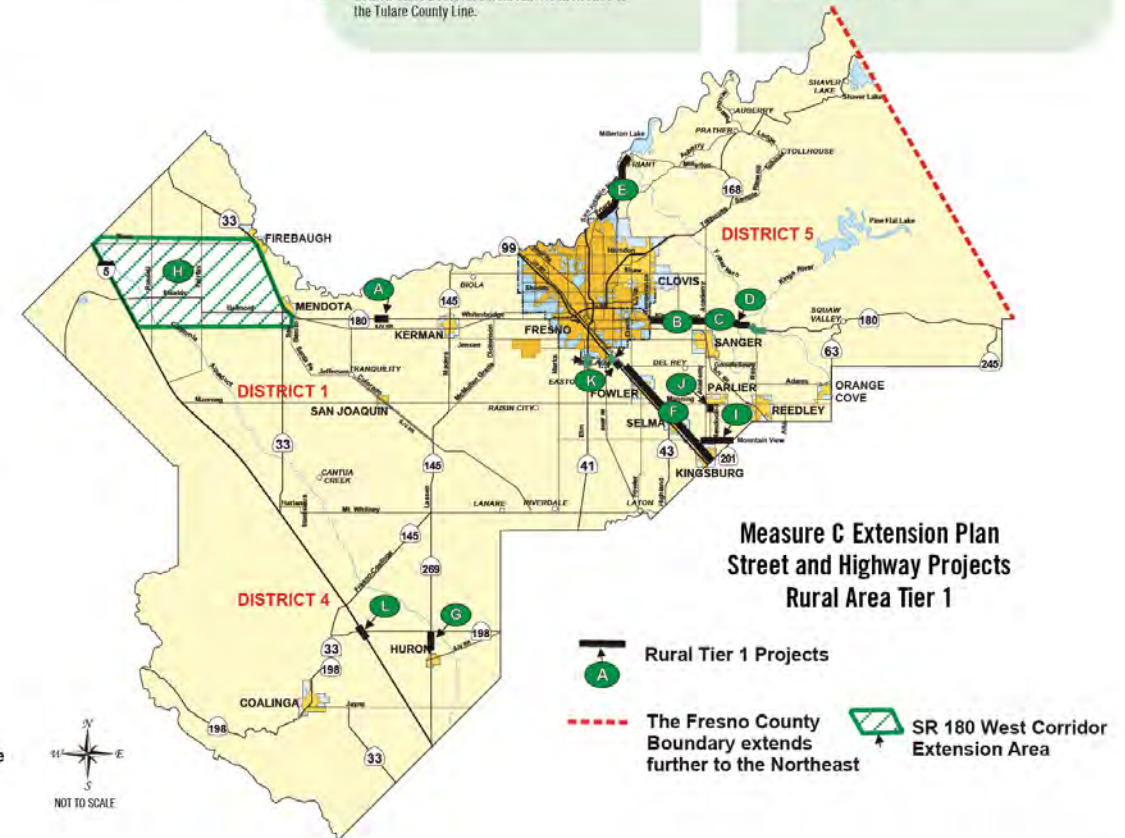
### Urban Tier 1 Projects



## Rural Tier 1 Projects

- A** \$12.1 million to construct passing lanes on **State Route 180 West** from **Yuba** to **James** Avenues.
- B** \$68.4 million to widen **State Route 180 East** to a 4-lane divided expressway from **Temperance** to **Academy** Avenues.
- C** \$36 million to widen **State Route 180 East** to a 2-lane expressway within a 4-lane right-of-way from **Academy Avenue** to **Trimmer Springs Road**.
- D** \$102.14 million to widen **State Route 180 East** to a 2-lane expressway within a 4-lane right-of-way from **Trimmer Springs Road** to **Frankwood Avenue**.
- E** \$4.1 million to widen **Friant Road** to a 4-lane divided roadway between **Copper Avenue** and **Millerton Road**.
- F** \$48.2 million to construct corridor improvements along **Golden State Boulevard** from **American Avenue** to the **Tulare County Line**.

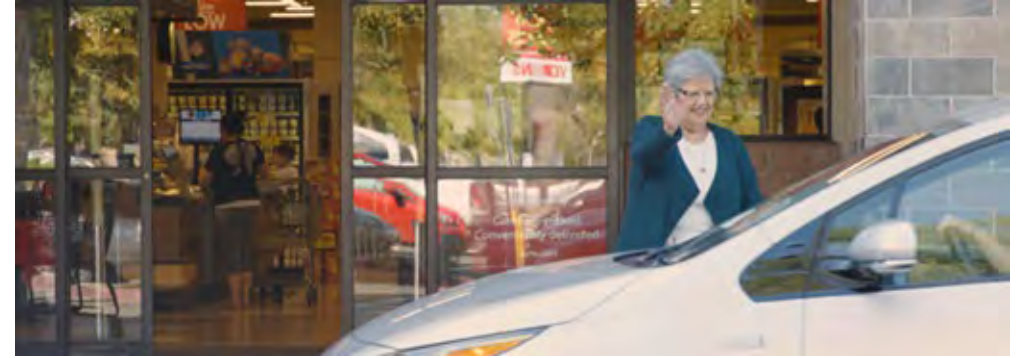
- G** \$30.3 million to construct a new bridge and drainage channel to address seasonal road closures due to flooding along **State Route 269** between **State Route 198** and the **City of Huron**.
- H** \$305.1 million to extend **State Route 180 West** to **Interstate 5 (I-5)** as a 2-lane undivided highway.
- I** \$24.8 million to widen **Mountain View Avenue** to a 4-lane divided roadway from **Bethel Avenue** to the **Tulare County Line**.
- J** \$3.5 million to widen **Mendocino Avenue** to a 4-lane divided roadway from **Manning Avenue** to the **Kingsburg Industrial Park**.
- K** \$56.9 million to construct interchange improvements at **State Route 99** and **American Avenue**.
- L** \$18.2 million to construct interchange improvements at **I-5** and **State Route 198**.





# Regional Transit Program

- Pass-through Funding for FAX, Clovis Transit & FCRTA
- Car & Vanpool Programs
- Senior Taxi Script
- New Technologies
  - Electric Aviation
  - CSUF Transportation Institute
  - FCC Electric Vehicle Mechanics Training Program



# Plan. Promise. Deliver.

## Rail Consolidation - Grade Separation Program

- Intended to Provide Seed Money to Consolidate Burlington Northern Santa Fe and Union Pacific Railroad Lines
- Estimated Cost of More than \$1 Billion
- No Other Funding Identified - Converted to a Grade Separation Program
- Blackstone & McKinley Crossings Funded





# Plan. Promise. Deliver.

## Environmental Enhancement Program

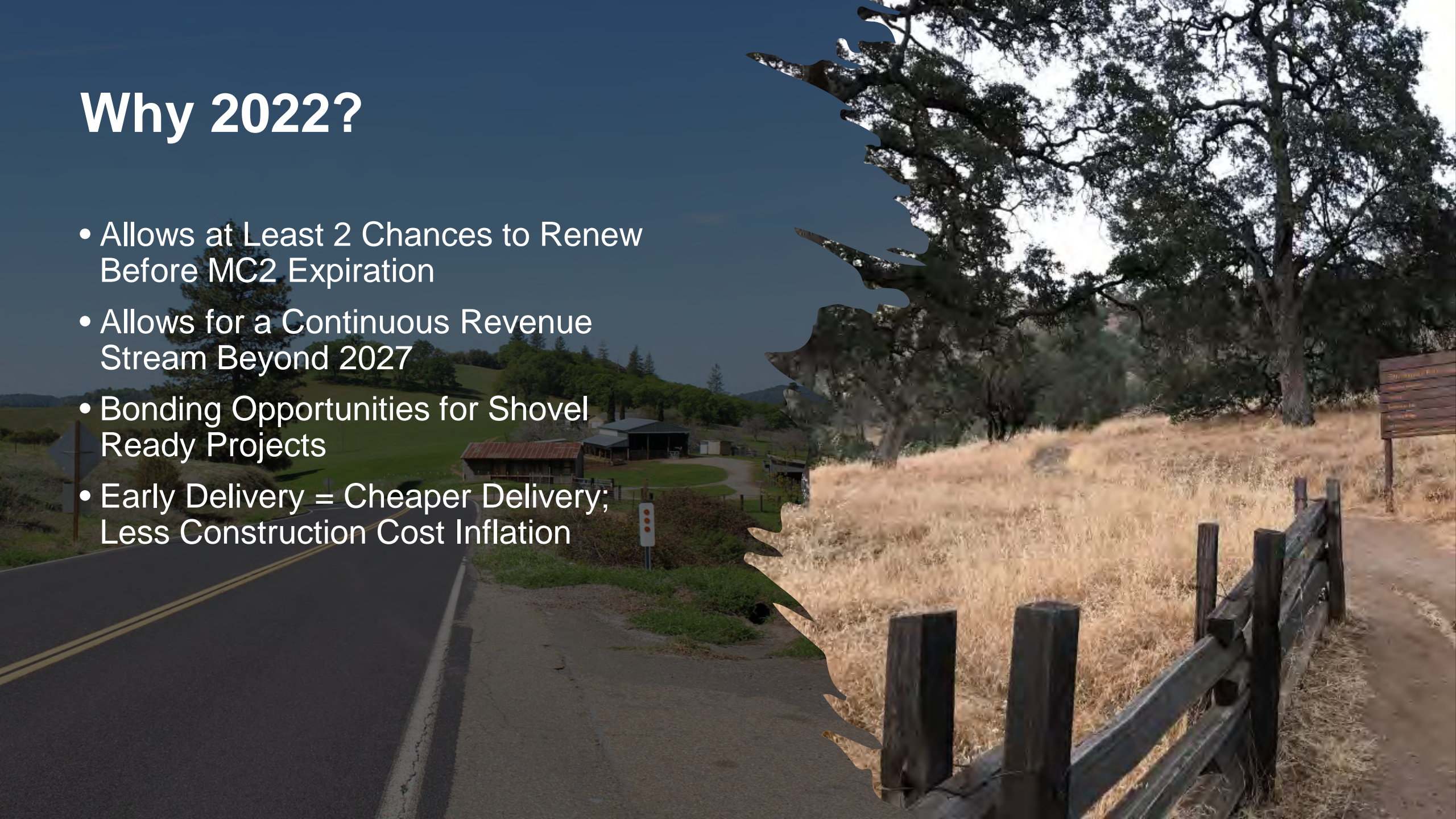
- Transit Oriented Development Incentive Funding
- Air Quality Improvements – Replace School Buses Countywide with Clean Burning Vehicles





# Why 2022?

- Allows at Least 2 Chances to Renew Before MC2 Expiration
- Allows for a Continuous Revenue Stream Beyond 2027
- Bonding Opportunities for Shovel Ready Projects
- Early Delivery = Cheaper Delivery; Less Construction Cost Inflation





# 2022 MC3 – Potential Programs

Highly Successful 2006 Measure should be the Starting Point for Developing 2022 Expenditure Plan

Potential 2022 Programs Could Include but are not Limited to:

- Maintain Local Roads
- Upgrade & Maintain Highway & Freeways
- Improve & Widen On & Off Ramps
- Improve Traffic Flow on Freeways, Highways, & Local Streets
- Support Public Transit Services
- Upgrade & Maintain Walking, Hiking, & Biking Trails/Facilities
- Provide ADA Improvements
- Incentivize Car/Van Pool Programs
- Improve the Appearance of the Transportation System
- Enhance & Maintain the Aviation System
- Improve Air Quality
- Incentivize Infill & Transit Oriented Development



# Agency/Committee Overview & Responsibilities

## Executive Committee Responsibilities

- ✓ Understand Current & Future Transportation Needs
- ✓ Review Polling & Develop Funding Recommendations
- ✓ Provide Information & Feedback to Other Related Stakeholders/Community Leaders
- ✓ Assist with Preparation of the Draft & Final Measure C Extension Expenditure Plan that best meets Mobility Needs and will have Voter Support
- ✓ Assist with Presentation of Measure C Extension Program Information



# Agency/Committee Overview & Responsibilities

## Technical Working Group Responsibilities

- Identify Funding Needs, Available Funding, and Funding Gaps by transportation mode
- Help develop preliminary recommendations to the Executive Committee
- Forward draft Working Group products to Executive Committee for review and feedback
- Provide information and feedback to other related stakeholders
- Assist Executive Committee with preparation of the Draft Expenditure Plan
- Project Identification and Prioritization Recommendations





**2022 Measure C Extension**  
Expenditure Plan Development - Responsibilities Matrix

**Fresno County Board of Supervisors**  
Approve Placement of Ballot on Nov. 2022 Ballot

**Fresno County Voters**  
Yes or No on Measure C Extension

**FCTA**  
Board - Final Plan Approval

**Final 2022 Extension Expenditure Plan**

**Fresno Council of Governments**  
Policy Board

**Measure C Extension Executive Committee**

**FCTA/FCOG Measure C III Technical Working Group**

**FCTA/FCOG Measure C PROJECT TEAM**

**STRATEGY**

**Local Transportation**

**Regional Transportation**

**Public Transit**

**Active Transportation**

**Citizen Oversight Committee/Administration**

**Other Programs/Subprograms**

**FCOG RTP/SCS & Other Modal Plans/Studies, Future Polling & the 2006 Measure C Extension Expenditure Plan, 2006-2020 Results, Other Data**

**FCTA, FCOG, Caltrans, Other Regional Agency and Local Agency Technical Staff**

**FACTS**

**General Public Input Opportunities**

A hand is shown from the right side, holding a white ballot and placing it into a white ballot box. The background is a blurred indoor setting with blue and green light sources.

# Ballot Measure Requirements/Procedure

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- Special Taxes Imposed by Local Governments Require a **2/3rds (66.67 percent) Supermajority Vote**
- California Cannabis Coalition v. City of Upland – Allows a Simple Majority Vote for Special Taxes (Transportation) Proposed Through Citizen Initiatives
- The MC3 Plan and Ballot Measure **Must be Approved for Placement on the General Election Ballot**



# Executive Committee Ground Rules



# Next Steps

- Conduct 1st Voter Opinion Poll
- Set the Preferred Executive Committee Meeting Dates & Time
- Set Next Meeting Date & Time
- Next Meetings Expectations; March - May 2021:
  - Review the Poll Results
  - Understand the Transportation Planning and Financing Process
  - Identify Existing and Future Transportation and Mobility Needs & Funding







## Thank You!

Fresno Council of Governments  
2035 Tulare Street, Suite 201, Fresno, CA 93721  
559.233.4148  
**Tony Boren, Executive Director**

[fresnocog.org](http://fresnocog.org)

Fresno County Transportation Authority  
2220 Tulare Street, Suite 2101, Fresno, CA 93721  
559.600.3282  
**Mike Leonardo, Executive Director**

[measurec.com](http://measurec.com)



# Agency Partners



Local Agencies

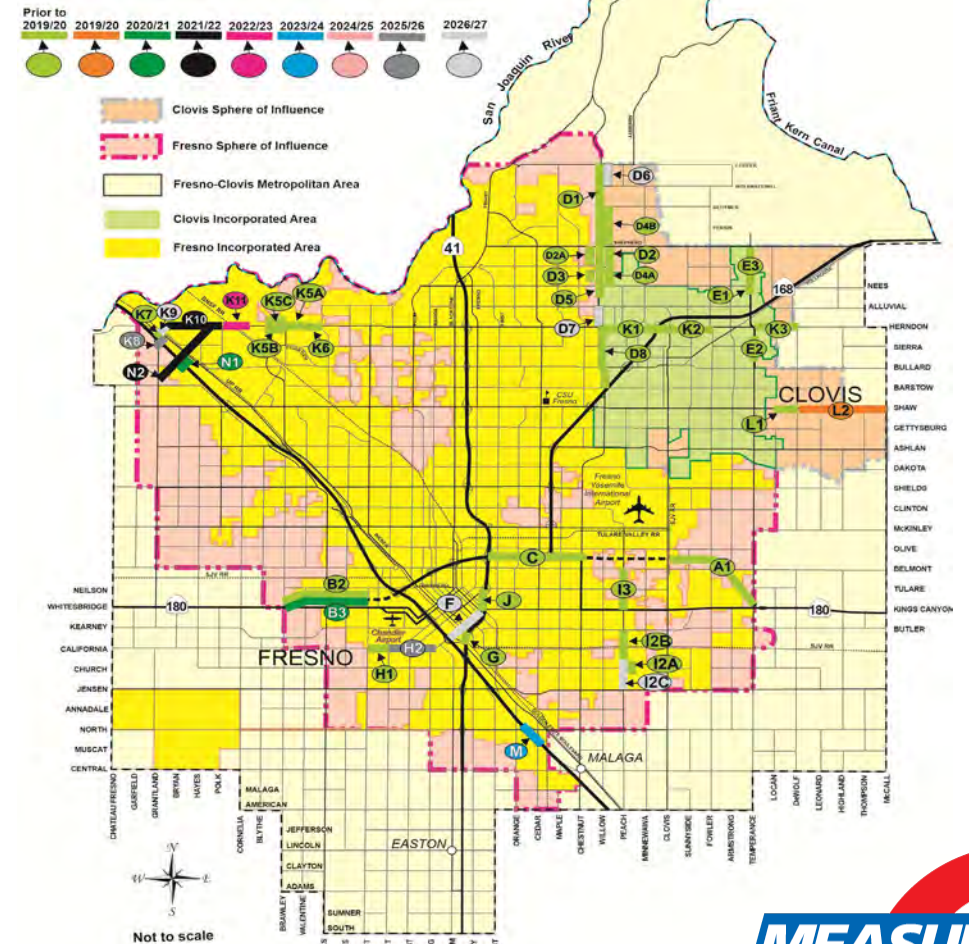


San Joaquin Valley  
Air Pollution  
Control District

# Urban Projects

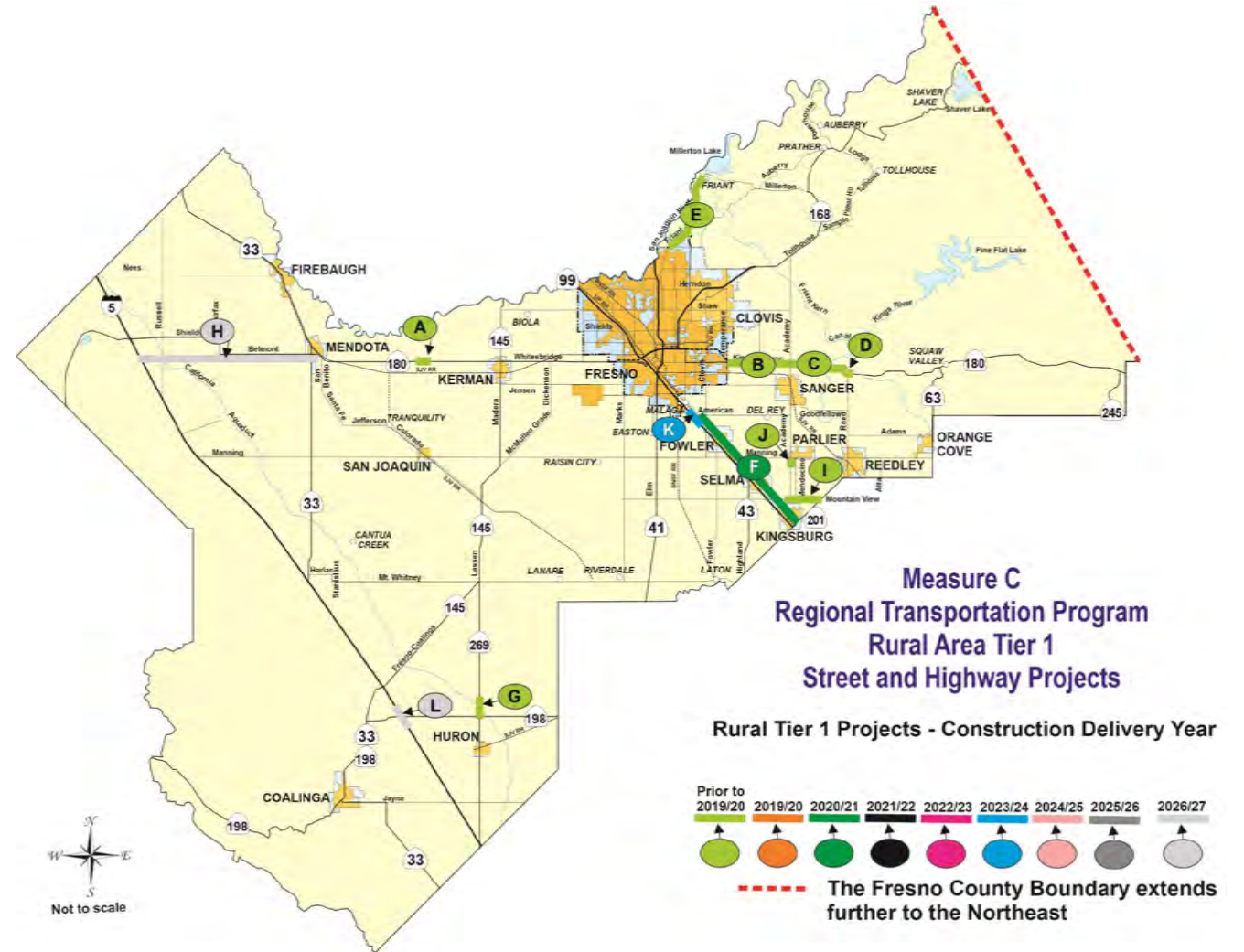


## Measure C Regional Transportation Program Urban Area Tier 1 Street and Highway Projects Urban Tier 1 Projects - Construction Delivery Year





# Rural Projects



# Measure C Outreach Program

- **Messaging:** Highlight Measure C's Greatest Success Projects & Programs Targeted Toward Key Audiences in Rural & Urban Areas
- **Paid Media Plan:** TV, Radio, Social Media, Digital & Streaming in Multiple Languages throughout Fresno County
- **Earned Media Strategy:** Engage Local Media with News Opportunities, Provide Access to Officials & Measure C Partners for Third-Party Endorsement
- **Owned Media Elements:** Utilize Measure C's Existing Platforms (Social Media, Eblast Lists & Website) to Share Outreach Messaging
- **On-Going Community Events:** Conduct Community Outreach & Increase Awareness as Appropriate (*Subject to ongoing pandemic restrictions and conditions*)
- **Annual Report:** Continue Distribution of Annual Report through Fresno County News Publication & Online through the Measure C Website (2020 distribution = 155,961)

