FRESNO
Council of Governments

FRESNO COUNTY

MOBILITY HUBS

FEASIBILITY STUDY

March 26, 2026

REPORT PREPARED BY

WALKER CONSULTANTS

Fresno Council of Governments was awarded the Sustainable Transportation Planning Grant for Fiscal Year 2023-24 by Caltrans that will run through 2026. The Fresno Council of Governments, in partnership with the City of Fresno's Department of Transportation (Fresno Area Express/FAX), the City of Clovis (Clovis Transit), and the Fresno County Rural Transit Agency (FCRTA) secured funding for this countywide Mobility Hub Feasibility Study.

This study acknowledges that affordable and efficient public transit in some of the disadvantaged communities can be inadequate. By connecting communities through mobility hubs, we can improve first and last mile access to multi-modal options like bikeshare, carshare, scooters, transit, and enhanced transit waiting areas. This study, through research, analysis, and public outreach, has developed the criteria needed to successfully identify and prioritize site locations for mobility hubs near existing or planned transit in both the rural and urban areas.

Due to the benefits to health, environment, air quality goals, multi-modal options, and community, the Fresno COG Policy Board unanimously accepted the study.

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Fresno County Area Lead Project Agencies

PROJECT LEAD
Simran Jhutti
Brenda Thomas
Rachel Hellett

Bethany Berube

Drew Wilson
Jeff Long

Janelle Del Campo
Moses Stites

Project Sponsor: Caltrans District 6

Christopher Xiong
Lorena Mendibles
David Deel

Key Community Partners

The Cities of Clovis, Fresno, Parlier, and San Joaquin

Project Steering Committee (members listed on page 48)

Stakeholder interview attendees

Participant of the projects' pop-up events in 2024, survey-takers in 2025, and workshop guests in July 2025

Consultant Team

CONSULTANT LEAD
Chrissy Mancini
Ben Weber
Tania Schleck
Nick Auerbach
Beth Mercer
Andre Ordonez Sifuentes
Justin Chang
Sydney Stephenson Shah

Jean Crowther
Mauricio Hernandez
Kathleen McKernin
Robert Douglass
Bryce Turk
David Wasserman
Katie Atkins
Izzy Young

Kristine Cai

Seleyna Mendoza
Jonah Vigilia

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Workshops: Design Conceptualization (7/14/2025 – 7/16/2025)
5. Design Review and Feasibility Factors (11/5/2025)

Executive Summary

The process of the Fresno County Mobility Hubs Feasibility Study focused on exploring the feasibility of mobility hubs and identifying key opportunities for and challenges to developing and operating them. Section 1 of this Plan summarizes the exploratory, analytics, and design steps that produced the concepts for the four selected focus sites: Clovis, Fresno, Parlier, and San Joaquin. This process demonstrated that each of the four sites has a credible path to enabling better mobility by: 1) supporting new or modified transportation options, and 2) linking together two or more modes of transportation, both for the purpose of expanding local and regional travel choices and providing people with better access to nearby destinations. Section 2 of this Plan describes important implementation actions the project partners could take as next steps, and methods to chart the impacts, successes, and areas for improvement in mobility hub development and operations.

Study Team Roles

The Feasibility Study was funded by a Caltrans[1] Sustainable Transportation Planning Grant in the 2023-2024 cycle. Key study team roles include:

- **Fresno Council of Governments (FCOG):** FCOG is the grant recipient and lead agency on the project. FCOG provides overall project direction and oversees the project consultant team.
- **Fresno County Public Transit Operators:** Clovis Transit, Fresno Area Express (FAX), and Fresno County Rural Transit Agency (FCRTA) are the three public transit operators. The study includes the implementation of a mobility hub in each of these agencies' service areas: one site in Fresno, one site in Clovis, and two sites in the rural areas of Fresno County. The transit operators in partnership with FCOG:
    - Built the vision for Fresno County mobility hubs.
    - Guided project objectives and site selection.
    - Interpreted public and stakeholder input.
    - Vetted methods, assumptions, and findings.
    - Coordinated Committee and Board Review.
    - Shaped implementation considerations and post-study next steps.
- **California Department of Transportation (Caltrans):** Caltrans is the funding entity, grant manager, and member of the Project Steering Committee.
- **Project Steering Committee:** A steering committee was formed with local stakeholders throughout Fresno County, including local governmental agencies, non-profit organizations, State organizations, and others. Key roles of the project steering committee include:
    - Provide perspectives from viewpoints beyond what the day-to-day project team offers.
    - Review the processes to look for holes and faulty thinking, and review the Study's progress towards useful findings.
    - Help expand the reach of the Study to other communities, project teams, partners, agencies, staff, and implementers.
- **Location Host Cities:** Staff and elected officials from Parlier and San Joaquin became involved in the project and helped shape the concepts after the two FCRTA locations were selected in those cities. City staff and officials from Clovis and Fresno also assisted in guiding the development of the design concepts and identifying feasibility factors. (Clovis Transit is a department within the City of Clovis; Fresno Area Express (FAX) is a department within the City of Fresno.)
- **Consultant Team:** FCOG selected a consultant team to lead the overall project, including technical analysis, public engagement, and deliverable preparation.

1 In its 2025 State Highway System Management Plan, Caltrans separately defines Mobility Hubs as a transformation of Caltrans Park and Ride facilities into more multimodal facilities. This does not preclude other locations from being developed as mobility hubs by other agencies and partners, potentially with Caltrans' technical and funding support.

A Regional Vision for Mobility Hubs and an Assessment of Local Opportunities

What are Mobility Hubs?

Mobility hubs are central locations that bring together transportation options and community amenities, designed to improve access, equity, and quality of life. Their flexible, scalable design allows them to serve a wide range of contexts, from dense urban centers to rural communities.

Mobility hubs are designated places, often at key intersections or community centers, where multiple transportation modes and community services are integrated to make travel easier, more efficient, and more equitable. They serve as central points for transit, micromobility (like bikes and scooters), carshare, rideshare, and other mobility options, while also offering amenities and services that support the surrounding community.

Key Features of Mobility Hubs

- **Multimodal Connections:** Hubs connect various forms of transportation, such as buses, microtransit (flexible, on-demand, point-to-point transit), carshare, bikeshare, and electric vehicle charging. This integration helps people transfer easily between modes and supports both local and regional travel.
- **Community Amenities:** Beyond transportation, hubs often include public art, outdoor seating, shade trees, retail, library space, event spaces, medical services, and more. These features make the hub a true community asset and destination.
- **Equity and Accessibility:** Mobility hubs are designed to expand mobility choices for underserved communities, prioritizing locations near affordable housing, essential services, and areas with limited transportation options. Universal design principles ensure accessibility for people with disabilities, seniors, and families.
- Safety and Comfort: Hubs incorporate safety measures (lighting, surveillance, staff presence), comfortable waiting areas, and environmental design that promote both security and sustainability.
- Scalability: Hubs can be tailored to urban, suburban, or rural contexts, and their design allows for phased development and future expansion as community needs evolve.

Why Mobility Hubs Matter

- Improve Access: By centralizing mobility options and community services, hubs make it easier for people, especially those in disadvantaged or transit-dependent communities, to reach jobs, schools, healthcare, and daily needs.
- Advance Equity: Site selection and design processes use equity-focused mapping tools and community engagement to ensure hubs serve those with the greatest need for improved mobility.
- Support Sustainability: Hubs encourage the use of public and shared transportation, reducing reliance on single-occupancy vehicles and supporting environmental goals.

Landmark Transit Center. Clovis's Landmark Transit Center already supports numerous mobility options, including public transit and connections to the regional trail system.

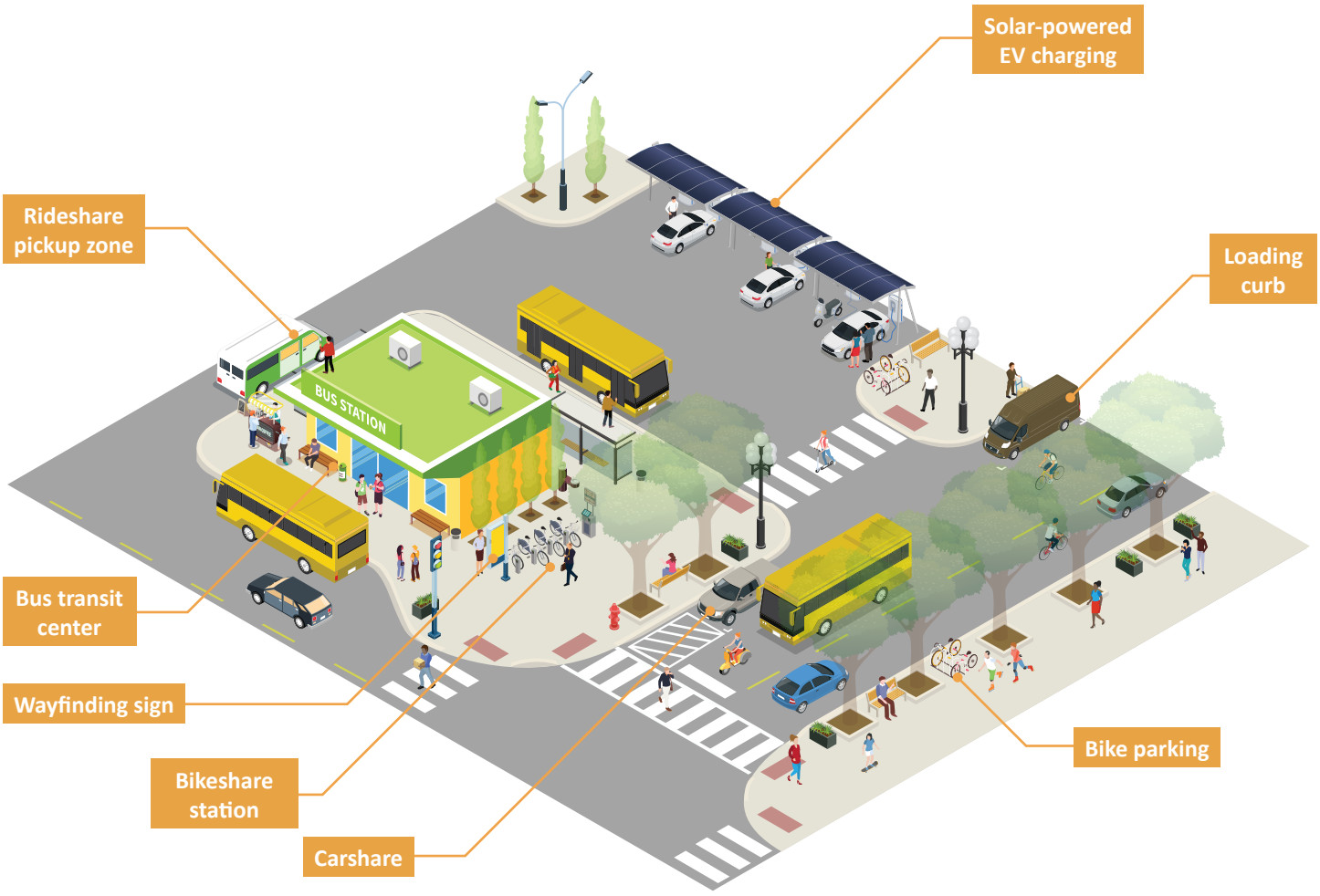
General Guidance: MOBILITY HUB TYPOLOGIES (Executive Summary)

On-Street Mobility Hubs

This illustration depicts a typology example of a mobility hub with many features located within the street right-of-way, with supporting services on the adjacent sites. This is a conceptual illustration for information purposes and is not intended to represent a specific location in Fresno County.

Off-Street Mobility Hub

This illustration depicts a typology example of a mobility hub with many features located on parcels adjacent to the street right-of-way. This is a conceptual illustration for information purposes and is not intended to represent a specific location in Fresno County.



Fresno County's Vision for Mobility Hubs

The Feasibility Study project partners sought the Sustainable Transportation Planning Grant to support their exploration of how to improve local and regional mobility options, especially for community members who are a part of the high share of disadvantaged and underserved population in the County.

The locations of hubs are crucial to the ability of a single hub or a network of hubs to improve mobility options. The Feasibility Study employed a range of technical and practical factors to identify locations with the greatest need for expanding mobility options and to determine which site locations could best support the integration of multiple modes of travel. Fresno County and many California communities have a high proportion of underserved communities that face affordability challenges, limited transportation options, and disproportionate impacts from pollutants and poor air quality.

Summary of Mobility Hub Feasibility

Mobility hubs offer great potential to improve transportation options in Fresno County, With Fresno COG, Clovis Transit, FAX, and FCRTA firmly in support of continuing to explore the implementation of the four Feasibility Study sites and envisioning a larger network of hubs throughout the County, mobility hubs in Fresno County check the box on one of the most important feasibility factors: having strong regional partners. In this case, key partners are transit agencies that are committed to making ongoing service improvements and seeking ways to make multimodal trips more accessible.

Hubs will not come without their implementation challenges, though, including the complexity of coordinating across numerous agencies and private partners, securing funding, dedicating constrained staff time, and communicating the benefits of mobility hubs (which are unfamiliar concepts to many) to large and diverse communities.

Feasibility opportunities include:

- This Study developed scalable concepts for four sites, each with options to accommodate a shifting variety of mobility services and to be implemented in multiple phases over time.
- The concepts are consistent with local and regional transportation and land use plans and can be important pieces of each community's expanding mobility network vision.
- All four host cities, Clovis, Fresno, Parlier, and San Joaquin, were involved in the study and design concept development, and have expressed willingness to continue exploring these hub options.
- Community members in each location area participated in the design workshops to offer ideas for improvement. They showed enthusiasm for the potential of mobility hubs to improve transportation options, especially in disadvantaged regions.
- Fresno Council of Governments and Caltrans District 6 staff are invested in the study and recognize the potential of mobility hubs to improve people's lives through better transportation across the region. Both agencies will be long-term keepers of the knowledge of this study and can help maintain momentum in the coming years.
- Governments and organizations from the local to the State level are developing ambitious transportation plans and programs to accelerate decarbonization and expand multi-modal mobility options. The State of California and its partners are constructing California High-Speed Rail, which will stop in downtown Fresno at a planned mobility hub at the rail station, that can serve as a connection point for intercity travelers arriving from throughout Fresno County.
- The quickening pace of transitioning vehicles to no- or low-tailpipe emissions fuels (namely electricity and hydrogen fuels) and increasing travel ranges is enabling new vehicle types such as e-bikes, battery-electric buses, electric delivery vehicles, electric cars, and rideshare/microtransit fleets, to fulfill nearly every transportation need, helping reduce local pollution along the way.

FCRTA Selma Maintenance Facility. FCRTA's new central facility supports transit operations and dispatch, electric charging, maintenance, and fleet deployment.

- With the newly opened FCRTA Selma Maintenance Facility and Clovis Transit and FAX both exploring opportunities for upgrading maintenance yards to support larger fleets and alternative (electric, compressed natural gas, and hydrogen) fuels, the transit agencies are making commitments to operating more sustainable fleets and flexible services to complement potential mobility hubs.
- Most parcels are publicly owned, which simplifies permitting and may shorten implementation timelines.
- Urban sites (Fresno, Clovis) have comparatively more electrical grid capacity to support near-term EV charging and smart infrastructure integration.
- Certain hub elements may qualify for CEQA streamlining or exemptions, potentially reducing environmental review timelines.
- Multiple funding pathways exist (state and federal grants, regional partnerships), with Measure C renewal in 2026 potentially unlocking additional local capital and O&M support if approved.

Feasibility considerations include:

- The potential network of hubs is highly complex, as some sites require numerous partners, different ownership and management models, near-term capital investments, and long-term operational commitments.
- Transportation funding is in a tenuous state, with the federal government reducing support for public transportation and decarbonization efforts, and Fresno County's Measure C up for renewal in late 2026.
- The region's three transit agencies all face challenges to simply maintain existing service levels, due to funding constraints, driver shortages, aging fleets, and other factors. While mobility hubs may help create efficiencies and better connections across the transit systems, they represent an additional capital cost and operating commitment for the project partners.
- Fresno County is a driving-centric place. A shift in travel behavior toward non-auto modes requires significant improvements to active transportation and transit systems. Regional governments and agencies share a vision for denser, mixed-use, affordable, and walkable growth, in which mobility hubs can thrive; however, it will take time to see significant transformation.
- The vast geography of rural Fresno County makes many forms of transportation expensive and time-consuming, and especially difficult to serve with public transportation.
- Self-driving vehicles may see significant growth in the coming decade, which can be a benefit if they are used for public transit and shared mobility, but could instead only increase congestion and entrench people in single-occupancy vehicle habits if they are adopted as personal vehicles.
- Some hub sites include private parcels (e.g., in Fresno), requiring coordination with owners for access, leasing, easements, and long-term asset stewardship.
- Rural sites (San Joaquin, Parlier) may face limited electrical grid capacity and interconnection constraints, potentially necessitating microgrids or upstream utility upgrades and longer delivery timelines.
- CEQA/NEPA compliance and permitting complexity may still apply for certain components, even where streamlining is available.

The Study Process and Next Steps

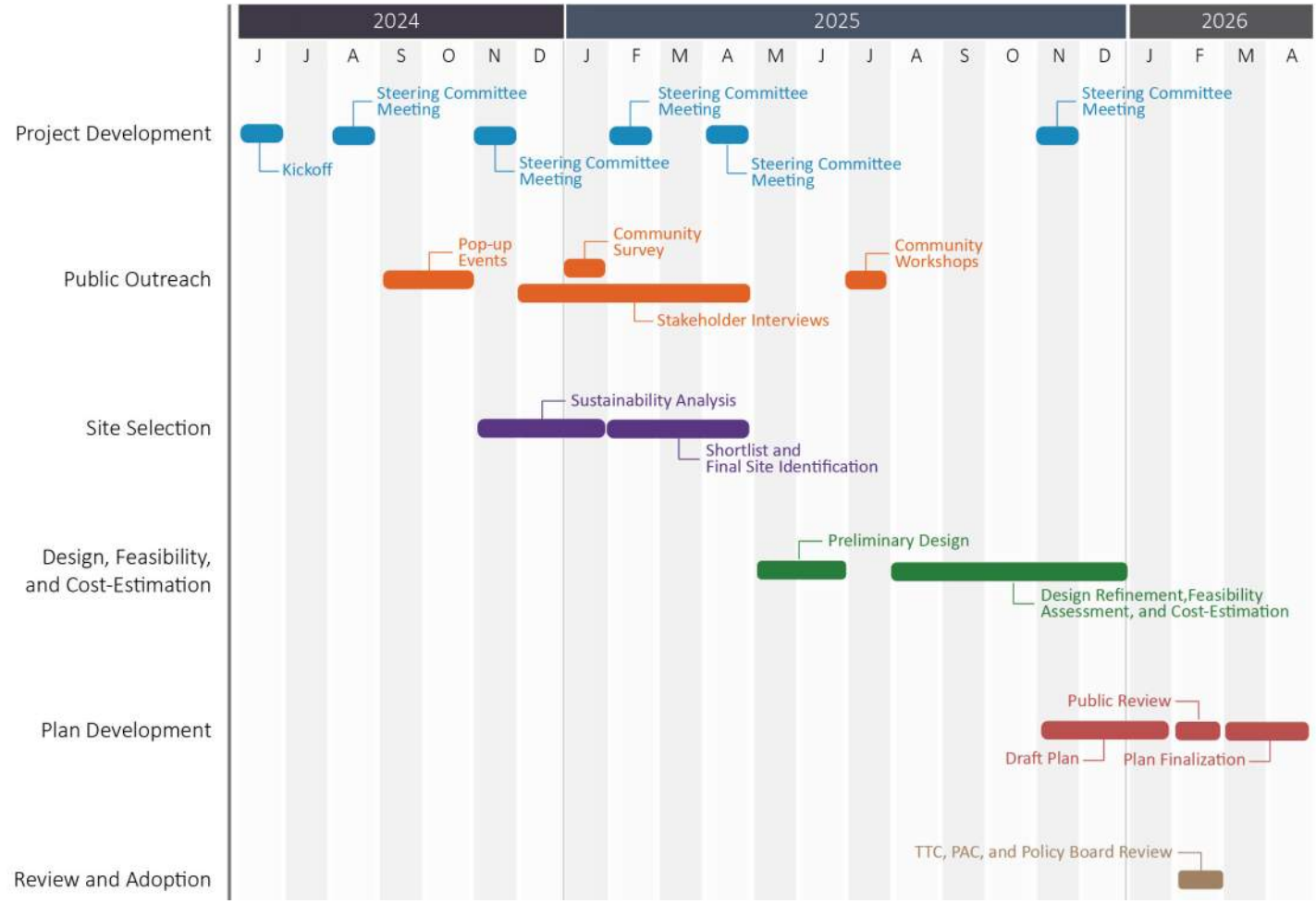
Feasibility Study Outcomes (Chapters 1-3)

FAX Manchester Center Transit Hub. FAX recently upgraded this key transit hub on Blackstone Avenue with site improvements and passenger amenities such as real-time arrival signs. (Image source: City of Fresno/FAX)

Convening the Study

Chapter 1 covers how FCOG, Clovis Transit, FAX, and FCRTA identified common mobility goals and coordinated the various planning and implementation duties of each agency to enact change that could positively impact local and regional travel options.

Figure 1. Project Timeline, 2024-2026



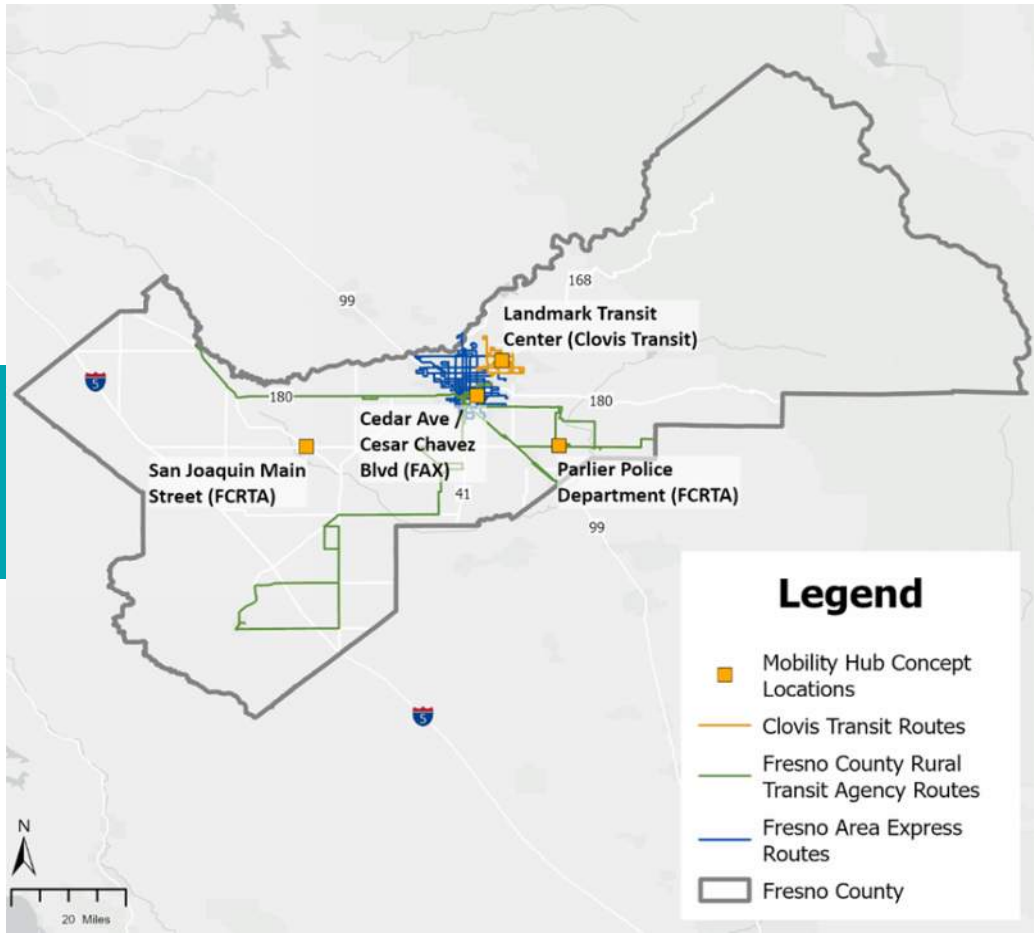


Figure 2. Study Site Locations

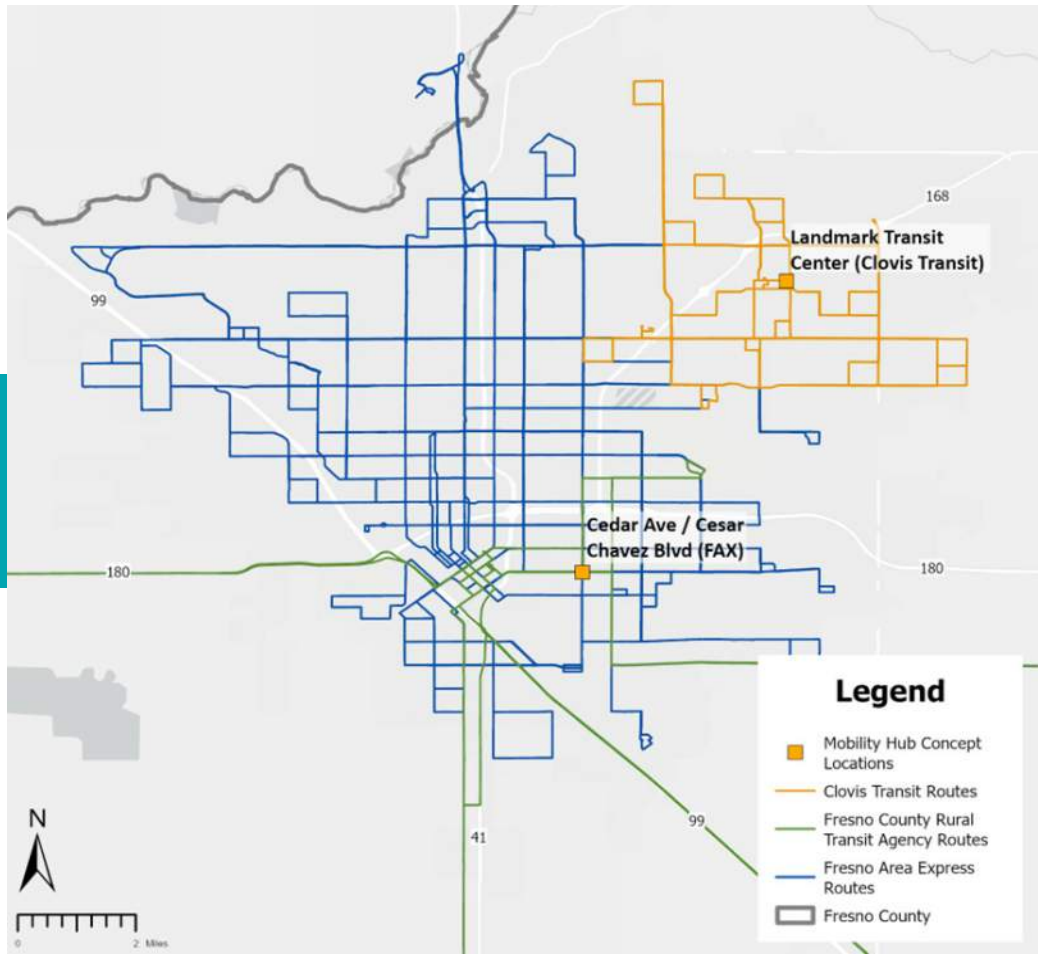


Figure 3. FAX and Clovis Transit Study Site Locations Zoom

Investigating Mobility Opportunities

Chapter 2 describes how the Study team utilized geographic analysis and community input, in conjunction with established County transportation objectives, to develop a potential shortlist and identify the final four locations for preparing conceptual hub designs and service plans. The four locations were selected because of their immediate potential to improve mobility services in each region and to develop four prototypes that could provide guidance for other locations around Fresno County. Many other locations, including the shortlisted sites described in Table 8 (pg. 57), are promising to consider in future efforts. The Existing Conditions analysis (Attachment A) documents information about community demographics, transportation patterns, and local and regional plans for transportation improvements that are already adopted or being developed. The regional site evaluation process, which produced the Total Feasibility Score, is described in the Site Selection Prioritization (Attachment C). Figure 4 shows the overall feasibility score that resulted from the Study team aggregating numerous geographic factors related to environmental burden, transportation barriers, demographics, and other factors.

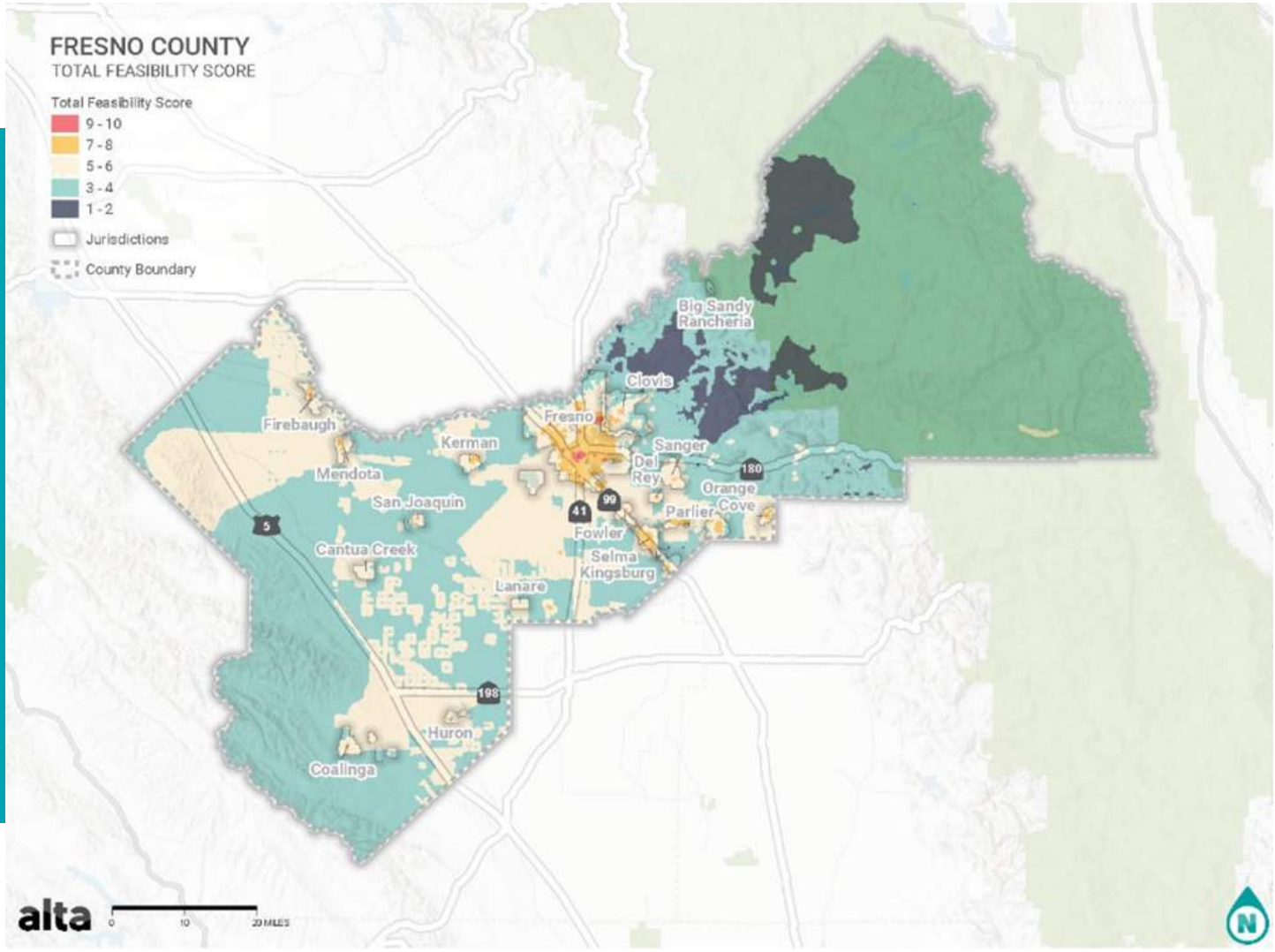


Figure 4. Total Feasibility Score.

The total feasibility score represents the geographic analysis of site opportunities.

Envisioning Mobility Hubs

Chapter 3 summarizes the team's process for developing design alternatives for the four sites and identifying the potential mobility services and civic amenities that could serve each site. The team also documented the many supportive and hindering feasibility factors for each location. To address practical feasibility considerations, the team developed two distinct scenarios for each hub concept: a Baseline scenario of foundational improvements that the transit agency partners could primarily lead, and an Enhanced scenario of additional improvements and mobility services that would require more collaboration with other city departments, private landowners, and a broader range of transportation service providers.

The Baseline scenarios could be a called a "Day One" condition with the hubs opening and providing basic services. The Enhanced scenarios could be considered a "Phase Two" of implementation, including infrastructure and services that are launched later, or in addition to the Baseline scenario, with support of local government and community partners.

Potential Next Steps (Chapters 4-5)

Implementation Actions

Section 2 of the Plan, starting with Chapter 4 Implementation Actions, outlines potential next steps that various partners can take towards implementation. These steps can guide the mobility hubs partners' immediate next actions, or, more realistically, help them regain momentum several years after setting a course through ongoing planning , such as FCOG's *2026 Regional Transportation Plan Update.*[2], Clovis Transit's *Strategic Operations Plan*, FCRTA's *Transit Roadmap*, and FAX's *Strategic Service Evaluation*. The General Guidance sidebar sections outline how a diverse range of agencies and organizations can lead the development of mobility hubs in various locations throughout California, including within Fresno County.

The two themes (Governance and Development) and nine actions are summarized below. They are described in greater detail, along with actions specific to each Fresno County Study project team partner, in Chapter 4.

Governance

1. **Advance a vision for regional transportation supported by a mobility hubs network.** A regional agency should lead in creating a unified vision for mobility hubs, aligning them with transportation and land use plans, setting standards, and coordinating funding. This ensures hubs support equity, sustainability, and economic growth, and keeps efforts consistent across jurisdictions.
2. **Engage and organize implementation partners.** Success depends on involving local governments, transit agencies, community groups, and private partners from the outset and throughout the process. Clear roles, formal agreements, and regular collaboration help overcome challenges and ensure all voices are included.
3. **Seek funding sources.** Teams should pursue diverse funding from state, local, federal, and private sources, and plan for phased investments and contingencies. A variety of programs and tools, such as grants, bonds, and public-private partnerships, can support both initial and ongoing costs.
4. **Plan for operations and maintenance (O&M).** Effective O&M requires contracts for cleaning, security, and customer service, with the potential use of third-party managers. Well-maintained hubs encourage use, so plans should include budgets, staffing, and ongoing performance metrics.

Development

5. **Improve and clarify the preliminary design concepts.** Develop detailed, flexible designs that prioritize accessibility and reflect community input. Assign responsibilities for different features, address safety gaps, and coordinate construction among partners.

2 Planfresno.com

6. **Phase project development.** Start with basic features at existing sites for quick wins, then expand based on feedback and funding. Incorporate hub plans into broader civic projects and planning documents to secure resources and ensure integration.
7. **Assemble mobility services.** Each hub should offer a range of core and supporting mobility options, including transit, micromobility, and carsharing, tailored to local needs. Services can be added through agreements with various providers.
8. **Deploy technology.** Use shared data systems and technology for coordination, performance monitoring, and customer interaction. Tech supports trip planning, payments, and energy management at hubs.
9. **Launch "pilot" programs.** Pilot projects and quick wins build momentum, allow for testing new services, and can often be funded with existing resources. Integrate pilots with ongoing development to maximize impact.

Charting Progress

Section 2, Chapter 5 Charting Progress outlines methods for tracking the performance of the hubs and measuring their impact on how people make local and regional trips. It is essential for project partners to consider whether they should develop mobility hubs based on estimations of the positive impact they will have on mobility. This chapter outlines numerous performance indicators for travel modes, access measures, performance standards, and cost/benefit analysis to assess whether the significant investment in mobility hubs, capital improvements, and long-term operational commitments is feasible. In the case of this Study, the three transit agencies, as the anchor users of the hubs, would need to lead this cost-benefit analysis, in conjunction with FCOG and the local city government partners.

Key performance indicators (KPIs) to evaluate the impacts of mobility hubs can vary widely depending on the project objectives and the region's overall transportation goals. A sample of quantitative and qualitative KPIs that could be applied to the Fresno County hubs includes:

Mobility Hub Operations KPIs

- Uptime of EV charging systems and other hardware
- Utilization rate of EV charging, by transit vehicles, municipal fleets, private vehicle owners, and others
- Uptime and accuracy of information displays
- On-time performance, and/or response time, of mobility services
- Measures of the cleanliness and upkeep of the hub
- Safety incidents or complaints
- Regional Connectivity KPIs
- Quantity and quality of mobility services at the hub
- Coverage area and travel time of trips to and from the hub
- Per-mode trip originations, terminations, and connections
- Perceptions of mobility options and convenience reported by users
- Utilization of park & ride and carpool lot facilities
- Safety of hub-based and hub-serving mobility functions

Summary of the Four Hub Concepts

The mobility hub concepts developed through this Study vary in size and their combination of transportation options. Each is tailored to their local context, the existing or potential service levels of the sites' transit agency "anchor", and the needs of the area community. The project team developed concepts that reflected real-world conditions and were realistic about the number of people who would regularly use any given hub. The Design, Planning-Level Cost Estimation, and Feasibility Assessment (Attachment G) describes the design concepts, high-level cost estimation[3] and feasibility factors specific to each site.

The Clovis and Fresno (FAX) hubs can improve mobility for the scores of people who begin or end their journey at these locations, along with hundreds more who pass through. Clovis proposes improvements to the Landmark Transit Center to enable additional mobility services, ranging from trail system upgrades to a potential carsharing hub. The FAX location seeks to build off strong transit ridership on two routes that intersect at Cedar Avenue and Kings Canyon Road, while anticipating a variety of new mobility services and hub site improvements that could be developed in parallel with the potential redevelopment of the former University Medical Center property.

The Parlier and San Joaquin hubs (FCRTA) will support crucial connections in the rural service area through fixed-route and on-demand transit, carsharing, carpool hubs, and other modes that may not be feasible to provide otherwise. In fact, the San Joaquin hub may initially function as an FCRTA-supported microtransit vehicle hub more than a passenger hub or destination to provide transit to unincorporated areas, but, along with the Parlier hub, demonstrates two models for how to make a targeted investment in rural communities to potentially catalyze both public and private mobility services, in addition to civic placemaking investments.

Planning-level cost estimates for selected site improvements, infrastructure, and amenities are provided in Chapter 3, specifically in the Mobility Hub Concepts section, starting on page 13.

Figure 5. Illustrations of the Four Mobility Hub Concepts

3 The concepts include planning-level cost estimates for informational purposes only and should not be used to seek grant funding, collateralize loans, secure construction bids, or other implementation actions.

Clovis Transit: Landmark Square Mobility Hub (Clovis, CA)

Baseline Concept

Key Features

- Existing bus routes and passenger waiting areas
- Solar shade structures over existing parking
- EV charging stations (pre-wired for 6 chargers for Clovis Transit fleet)
- Short-term and long-term bicycle parking (racks and lockers)
- Real-time transit information signage
- Site lighting and wayfinding signage
- Microtransit service pick-up/drop-off location
- Connections to the under-construction Fresno County Library, a major new destination at the site's north.
- Existing bus island capacity and site configuration would allow FAX and FCRTA buses to serve the Landmark Square mobility hub, should they wish to explore such service modifications in the future

Clovis Transit Landmark Transit Center. Opened in 2024, the transit center serves numerous Stageline transit routes, supports Round-Up paratransit, and connects to the Old Town Trail, Senior Center, and new library.

Feasibility Factors

- **Site Readiness:** The site is already developed with a transit center, senior center, and parking lot. Most Baseline improvements build on existing infrastructure, making implementation more straightforward.
- **Permitting:** EV charging infrastructure is typically exempt from CEQA under Class 1 or 3, simplifying environmental review for minor alterations.
- **Coordination:** Improvements on the sidewalk and street require collaboration with other City of Clovis departments. FAX and FCRTA have both expressed non-committal interest in extending transit services to Landmark Square, which would require coordination between the transit agencies to balance schedules and allocate bus curb space.
- **Utility Connections:** The site is pre-wired for EV chargers and has existing utility access, supporting solar carport and charging station installation.
- **Operations & Maintenance:** Solar-powered EV charging and bike amenities require ongoing maintenance, including cleaning, software management, and upkeep of lockers and kiosks.
- **Funding:** Baseline features are relatively low-cost and may be eligible for local, state, and federal funding programs focused on sustainable transportation.

Enhanced Concept

Key Features:

- Public EV charging options (expanding beyond transit fleet use)
- Battery energy storage system for backup power and “island mode” operation
- Parking lot reconfiguration for improved circulation
- Landscaping, benches, and additional plantings
- Vending/pop-up carts for retail amenities
- High-visibility crosswalks and pedestrian safety improvements
- Additional site access from Clovis Avenue (requires right-of-way acquisition)
- Carshare hub potential if the parking isn't congested

Feasibility Factors:

- **Complexity:** Enhanced features require more extensive site modifications, including parking lot redesign, new access points, and off-site improvements. These may involve additional permitting, traffic studies, and property acquisition.
- **Multi-Agency Coordination:** Implementation of enhanced amenities (e.g., carshare, public EV charging) may require partnerships with external organizations, private vendors, and city departments.
- **Community Impact:** Enhanced amenities improve placemaking and accessibility but may face challenges with parking, traffic flow, and stakeholder buy-in.
- **Utility & Energy:** Battery storage and expanded EV charging increase energy demands, necessitating grid assessments and possibly upgrades. Solar and battery systems must be sized for both fleet and public use.
- **Operations & Maintenance:** More amenities mean greater maintenance needs (landscaping, vending, expanded bike storage, public charging management). Clear assignment of responsibilities is essential.
- **Funding:** Enhanced features are higher cost and may require multiple funding sources, including grants, public-private partnerships, and special tax districts.

Fresno Area Express (FAX): E. Kings Canyon Road/S. Cedar Avenue Mobility Hub (Fresno, CA)

Baseline Concept

Key Features:

- Adjacent to the former University Medical Center site, now in private ownership
- Gateway plaza with shade structure, seating, bike racks, and storage lockers
- Real-time transit information signage
- Bus priority signaling for Routes 1 and 38
- Bicycle amenities and wayfinding signage, including between the FAX bus stops and the FCRTA bus stops roughly ¼ mile to the east along E. Kings Canyon Road
- Shared-use path along sidewalk edge

Feasibility Factors:

- **Site Readiness:** Mix of public right-of-way and privately owned property; some improvements depend on the feasibility of including hub features in the potential future private property development.
- **Permitting:** Coordination with city and private owner required; CEQA-exempt for minor improvements.

E. Kings Canyon Road/S. Cedar Ave Site. The hub's features would be concentrated on the northeast corner of the Kings Canyon/Cedar intersection, with some improvements potentially on the adjacent privately-owned site.

- **Utility Connections:** Existing utilities in the urban area; additional grid assessment needed for expanded EV charging.
- **Coordination:** City, FAX, private owner, and other agencies must collaborate for plaza, signage, and transit improvements.
- **Funding:** Baseline features are lower cost; well-aligned for local, state, and federal grants.

Enhanced Concept

Key Features:

- Solar canopy and EV charging stations (on private property)
- Expanded bicycle parking and amenities
- Transit, bikeway, and walking signage program
- Off-site improvements: mid-block crossings, intersection enhancements, additional shade at bus shelters
- Shared micromobility options (bikeshare, scootershare)

Feasibility Factors:

- **Complexity:** Requires private property acquisition or partnership; more extensive street and site modifications.
- **Coordination:** The City (including Public Works, Traffic Engineering, Parks and Recreation, and FAX), private owner, and micromobility vendors must collaborate to develop various site improvements and harmonize mobility services.
- **Utility & Energy:** Expanded EV charging and solar canopy increase grid demand; grid upgrades may be needed.
- **Community Impact:** Enhanced placemaking, safety, and multimodal access; supports active transportation and transit.
- **Operations & Maintenance:** More amenities mean greater maintenance needs; clear assignment of responsibilities is essential.
- **Funding:** Higher costs; may require multiple funding sources and partnerships.

FCRTA: Police Station Mobility Hub (Parlier, CA)

Figure 8. Parlier Police Station Mobility Hub Concept Illustration

Baseline Concept

Key Features:

- The hub would support the existing intra-city on-demand service within Parlier in addition to potential new microtransit and a possible rerouting of the Orange Cove and Kingsburg-Reedley College FCRTA fixed-route bus services. Note: FCRTA has made no determination regarding adjustments to service routes.
- Solar carport with EV charging and battery backup (primarily for FCRTA fleet) (A variation of this concept was developed in FCRTA's *Transit Microgrid and Multi-Modal Community Resiliency Hub Feasibility Study*[4])

Parlier Police Station Site. Features of the Parlier mobility hub would be constructed primarily on the parking lot to the west of the Police Department building and facing Mendocino Avenue.

4 https://www.ruraltransit.org/transit-microgrid-feasibility-study/

- Short-term bicycle parking
- Bus shelter with seating and wayfinding
- "Limitless Lane" bikeway improvements are being developed by the City on Tuolumne Street

Feasibility Factors:

- **Site Readiness:** The city-owned property is already developed and zoned for public facilities, simplifying implementation.
- **Permitting:** EV charging infrastructure is typically CEQA-exempt for minor alterations.
- **Utility Connections:** Existing electrical, water, and cable services support new amenities. A solar microgrid is proposed to support FCRTA fleet charging without needing an electrical grid connection[5].
- **Coordination:** FCRTA would lead transit-serving capital improvements while the City leads park/open space, signage, and other public improvements. Site improvements and operations would need to be coordinated with the Police Department to avoid interfering with their duties.
- **Operations & Maintenance:** Solar-powered EV charging and bike amenities require ongoing maintenance; bus shelter and signage need regular updates.
- **Funding:** Baseline features are lower cost and well-aligned for local, state, and federal grants.

Enhanced Concept

Key Features:

- Long-term bicycle parking and bike repair station
- Public EV charging stations made available for public use, with the installation of an electric grid connection
- Expanded parking for carshare (on private parcel)
- Pocket park on private parcel
- The EV charging ports may be made available to private vehicle users
- Redesign of raised medians, improved crossings, and new ingress/egress off Tuolumne Street

Feasibility Factors:

- **Complexity:** Requires acquisition[6] of an adjacent private parcel for expanded amenities and access.
- **Multi-Agency Coordination:** City, FCRTA, and third-party vendors must collaborate for carshare, the park/open space, and expanded charging.
- **Utility & Energy:** A grid connection may be needed for plaza amenities and to support the additional charging load of privately-owned vehicles. More solar panels could be added to increase the microgrid's capacity, if space and cost allow.
- **Community Impact:** Enhanced placemaking, safety, and access; supports farmworker mobility and local needs.
- **Operations & Maintenance:** More amenities require greater maintenance and clear assignment of responsibilities.
- **Funding:** Higher costs; may require multiple funding sources and partnerships.

5 Further analysis of the potential distributed energy generation of the microgrid and the charging load of FCRTA vehicles is needed to assess the ability of the microgrid to fully support charging in "island mode" without an electrical grid connection.

6 No relevant parties have begun any discussions about the City or FCRTA acquiring the privately-owned parcel to the south of the Police Station.

FCRTA: Main Street Mobility Hub (San Joaquin, CA)

Figure 9. Main Street San Joaquin Mobility Hub Concept Illustration

Baseline Concept

Key Features:

- May support a potential new microtransit service that FCRTA is exploring with community partners.
- Solar carport with EV charging and battery backup (for FCRTA fleet use) (This concept largely matches the design prepared for the same site in FCRTA's Transit *Microgrid and Multi-Modal Community Resiliency Hub Feasibility Study*[7])
- New EV charging parking area and drive-through paving with a curb cut to Main Street
- Site grading, drainage, lighting, and basic amenities

Main Street San Joaquin Site. The site is a vacant property in downtown San Joaquin, fronting Main Street and near numerous businesses, a school, and community locations.

7 https://www.ruraltransit.org/transit-microgrid-feasibility-study/

Feasibility Factors:

- **Site Readiness:** City-owned, undeveloped property; alley allows vehicles to flow through the site.
- **Permitting:** CEQA-exempt for minor infrastructure; site is in Flood Zone X (minimal hazard).
- **Utility Connections:** No existing site utilities; a solar microgrid is proposed to support FCRTA fleet charging without needing an electrical grid connection[8].
- **Coordination:** FCRTA leads transit-serving capital improvements; the City of San Joaquin[9] is a long-term partner of FCRTA and would spearhead developing the plaza, signage, and other public improvements.
- **Funding:** $1.3M CMAQ grant secured for initial phase; additional funding may be needed for enhancements.

Enhanced Concept

Key Features:

- Bicycle parking and storage (short- and long-term)
- Civic plaza public space (benches, play equipment, shade, Wi-Fi, vending)
- Improved crosswalks, sidewalks, and landscaping on Main Street
- Microtransit service and potential other future mobility services
- The EV charging ports may be made available to private vehicle users

Feasibility Factors:

- **Complexity:** More amenities require additional site development and coordination.
- **Multi-Agency Coordination:** The City, FCRTA, and community organizations must collaborate for the plaza, microtransit, and amenities.
- **Utility & Energy:** A grid connection may be needed for plaza amenities and to support the additional charging load of privately-owned vehicles.
- **Community Impact:** Enhanced placemaking and access for residents; supports local mobility and connectivity.
- **Operations & Maintenance:** More amenities mean greater maintenance needs; clear assignment of responsibilities is essential.
- **Funding:** Higher costs; may require additional grants and partnerships.

San Joaquin Resiliency and Transit Hub Concept. FCRTA previously studied the site for use as a resiliency and transit hub to serve and connect areas of west Fresno County; this rendering depicts the concept. (Image created by Walker Consultants)

8 Further analysis of the potential distributed energy generation of the microgrid and the charging load of FCRTA vehicles is needed to assess the ability of the microgrid to fully support charging in "island mode" without an electrical grid connection.

9 San Joaquin previously endorsed FCRTA's exploration of a microgrid and resiliency hub on the Main Street property and was a supporting sponsor of FCRTA's 2025 California Congestion Mitigation and Air Quality grant application to build the first phase of the microgrid facility, which funded the Baseline concept.

Introduction

This Plan provides a narrative and graphic summary of the Fresno County Mobility Hubs Feasibility Study (called the "Feasibility Study" throughout this document to refer to the entire project, and the "Plan" to refer to this document). It comprises two sections, each with several chapters. Section One documents the Study process; Section Two advises on potential next steps for further actions that the core team and partners could take to pursue hubs implementation and methods to chart progress for how the hubs are improving mobility options if they are developed and become operational.

Section One: Process Overview of this Plan primarily covers the process and findings of the exploratory technical, outreach, and design phases of the work. This information is briefly documented in the Executive Summary and described in more detail in Section 1 beginning on page 24. These project steps were most fully documented in a series of memorandums, which are attached to this Plan. (See the Table of Contents for a list of these attachments).

- Chapter 1: Convening the Project
- Chapter 2: Investigating Mobility Opportunities
- Chapter 3: Envisioning Mobility Hubs

Section Two: Potential Next Steps includes Chapter 4, "Implementation Opportunities," and Chapter 5, "Charting Progress." While both topics were discussed throughout the project, feasibility factors significantly informed the site selection shortlist and final four locations. This material focuses on identifying potential actions that the core agency teams and partner locations could take to further develop the designs, services, development, and operations of mobility hubs.

- Chapter 4: Implementation Actions
- Chapter 5: Charting Progress

General Guidance: INFORMATION FOR A WIDER AUDIENCE

This Plan also includes sidebars of **"General Guidance"** content that illustrate lessons learned for other governments and organizations that may wish to study mobility hub needs and feasibility in their own communities. This guidance can be useful to the Fresno Council of Governments, local transit agencies, and area governments that may want to refresh this study in the future, as well as to Caltrans and other local/regional teams around California who are considering their own mobility hubs networks.

Section 1:
The Feasibility Study

Chapter 1: Convening the Study

Located in the agriculturally rich San Joaquin Valley, Fresno County has been traditionally a car-dependent region, given its largely agricultural-based economy and the strong preference for single-family-oriented land use development patterns.

After decades of investment in funding infrastructure through federal, state, and local funding sources, a mature roadway system in Fresno County has been developed, featuring multiple highways that efficiently connect people and transport farm products to the rest of the state and the Country.

Coupled with continuous investment in local streets and roads, Fresno County has experienced significant mobility with minimal congestion. However, the mobility brought by decades of roadway improvements is only enjoyed by people with access to vehicles.

Mobility Needs in Fresno County

Although considerable investments have been made in improving the transit system, as well as the bike and pedestrian network, transit and bike/pedestrian modes have remained stagnant. Families with zero or limited vehicle access must still rely on the public transportation system, which is often challenged by insufficient frequency and coverage, as well as lengthy transport times to destinations. The challenges faced by the transit industry are largely attributed to the spread-out s in Fresno County, which lead to low ridership and fiscal issues that confront most transit agencies in the State.

The demographics in Fresno County, combined with the spread-out and the challenging weather, have led to transportation needs that cannot be met by existing transportation services. Mobility hubs are one of the new concepts and strategies that transportation agencies, including the Fresno Council of Governments and the three transit agencies in Fresno County, are exploring. Through the development of a mobility hub network in Fresno County, these agencies hope to address some yet-to-be met transportation needs.

The Project Partners

The Fresno COG is the regional transportation planning agency for Fresno County, responsible for developing transportation plans, allocating state and federal funds, and coordinating regional planning efforts. Clovis Transit, Fresno Area Express (FAX), and Fresno County Rural Transit Agency (FCRTA) are the primary operators of public transportation services in Fresno County. These four agencies are well-versed in understanding how people in the County rely on transit, walking routes, bicycle paths, carpools, and other means of transportation to get around without using a personal vehicle, which many individuals do not have access to or choose not to use for some or all their trips.

Because the three Fresno County area transit agencies are the primary partners in this Study, the mobility hub concepts emphasize the roles these agencies can play in improving the sites to support better public transportation services. The Baseline concepts for each of the four sites outline how to enhance the usability of existing transit and/or identify potential new or adjusted transit services that could make the mobility hubs important locations to begin, end, or connect on local or regional trips. The Enhanced Concepts outline further steps that transit agencies can take, and, importantly, identify infrastructure investments and mobility services that could be led by other partners, including other city departments, host cities, private operators, non-profit organizations that support transportation and civic services, and other potential team members.

During this Study, the project team met many community members and organizations who described their unique mobility needs. The Steering Committee was invaluable, providing a regional perspective and tying the exploration of mobility hubs to other transportation and growth planning initiatives. People described a wide range of crucial trips they needed to make, and sometimes the great lengths they often had to go to get from one place to another, often by cobbling together several modes of travel and traveling for hours every day. More than anything, this exploration of mobility hubs revealed the possibilities for making these trips easier, whether it's a trip that hundreds of people share every day on a busy bus-rapid-transit corridor, a trip between several obscure destinations on foot and bicycle or hitching a ride with a friend or on-demand transit service.

The Potential of Mobility Hubs

This Study was convened to explore how mobility hubs, as physical places where mobility intersects and as a framework for multiple agencies and partners collaborating to improve and align their services, could support easier, better-connected travel options. This Plan provides a preliminary assessment of potential locations for hubs, concepts for four hubs in different urban and rural contexts around the County, and guidance on the next steps partners could take to further develop the designs and begin implementation. Just as the four agencies that led this project know how their services provide vital connectivity for thousands of people every day, they also recognize the challenges of maintaining those services, from the difficulty of hiring vehicle operators to the constant need to adapt services to meet changing land use and growth patterns.

Mobility hubs are a relatively new concept in the United States, and while few have been officially implemented,

General Guidance: PRINCIPLES FOR MOBILITY HUBS

As the Study team assessed mobility needs, selected sites, and prepared design concepts, it regularly referred to these principles, which are adapted from the Shared-Use Mobility Center[1], and include several principles uniquely developed for the Fresno County Study.

Disadvantaged communities. Prioritize disadvantaged communities in site selection and give significant weight to the needs of underserved populations.

Collaborative design. Engage local governments and community organizations in planning and implementation actions.

Unique needs of many users. Design hubs to provide mobility services for both people who don't have personal vehicles available and for people who may be enticed to try non-personal-vehicle trips if transit, share mobility, and active transportation meet their needs.

Connect with transit services. When applicable, develop hubs at or near existing or planned transit stops to create better local and regional connections.

Multiple transportation options. Connect at least two, and ideally more, modes of travel at mobility hubs. Walking, rolling, and bicycling are assumed to always be options for linking with transit, carshare, micromobility, rideshare, carpooling, freight, and deliveries, as well as other transportation services.

Human-powered and electrified mobility. Prioritize walking, rolling, and bicycling under human or electric power, along with electrified buses, cars, micromobility, other transportation, and site amenities.

Wayfinding and navigation. Utilize signage, digital tools, site design, and other methods to facilitate seamless, navigable transfers between modes of travel at the hub and the connected trip destinations and origins within the community.

Hub promotion. Advertise and market the hubs in the community to increase people's knowledge about their use, benefits, and safety.

Branding and presence. Use consistent design elements, amenities, mobility services, digital tools, and other features across the entire network of hubs to establish them as a single, recognizable system where people can expect a familiar experience across all the locations.

Comfort and safety. Make hubs welcoming and safe by providing seating, shelter, climate-controlled areas, retail and amenities, lighting, traffic safety features, security equipment, and staffing.

Development and placemaking. Integrate mobility hubs with existing or planned residential, commercial, and civic development areas to serve people where they are. Utilize placemaking features to create a welcoming hub environment and physically connect it through site design features to its surrounding neighborhood and district.

1 https://sharedusemobilitycenter.org/wp-content/uploads/2018/08/Mobility-Hub-Principles.pdf

basic mobility hubs are prevalent, ranging from the simplest bus stop to a location where an airport, subway stop, and bicycle path intersect. This Study pushes that idea a step further by exploring how hubs could introduce new mobility services, create better integration between existing services, and serve as community centers. The four locations studied in this project all have some form of public transportation directly at the site or nearby in the neighborhood or city.

This Study and Plan describe a vision for improved mobility that people can envision benefiting from and outline a feasible path for many partners to act in the coming years. Like all transportation, each individual mobility hub can be a boon to local transportation, but the real benefits come from developing a coherent and well-connected network of services that meet community members' daily needs. Years from now, if a mobility hub network is widely established, it could be a transformative transportation investment. However, like all great endeavors, it will be developed through gradual, incremental action, with successes and missteps along the way. This Plan describes a vision for a practical starting point in Fresno County and the fundamental next steps toward achieving this larger goal.

Fresno County Regional Transportation Planning Context

The Fresno region is currently underway with several overarching planning efforts that help articulate goals for greenhouse gas emissions reductions and improving transportation options. The 2026 Regional Transportation Plan/Sustainable Communities Strategy will guide investments and program operations across the Fresno region to improve safe and affordable mobility options for all people, utilizing all modes of travel. The RTP/SCS will also describe transportation system improvements that can quicken the reduction of greenhouse gas emissions and other pollutants. As of the finalization of this Mobility Hub Study in April 2026, the RTP/SCS is in development, with draft policies expected to be released in the Spring of 2026.

The Comprehensive Climate Action Plan Analysis[1] is in development concurrently with the preparation of this Mobility Hub Study. The CCAP-A describes potential transportation investments and programs that could reduce GHG emissions. If these actions are implemented, the CCAP-A assumes that annual GHG emissions could decrease from 6.8 million metric tons CO2 equivalent, as measured in 2019, to 5.2 million metric tons CO2 equivalent by 2050. The development of a mobility hub network could support various agencies and private partners in expanding and launching mobility services and support programs that will help achieve more sustainable transportation.

Table 2 summarizes some of the transportation action assumptions listed in the Draft CCAP-A in Table 5.B.

1 https://www.dropbox.com/scl/fo/93p8i93or2jd0kzqbe9l9/AB-uR5cKq_6C-jfjRg4Npfw?e=3&preview=Draft+Fresno+County+CCAP+11032025+RLSO.pdf&rlkey=lr5picjygxu03q8qqi27aeibc&st=vcfmshq9&dl=0

Table 1. Draft Comprehensive Climate Action Plan emissions reduction assumptions

MEASURES	ASSUMPTIONS
Expand Transit Options across the County	Increase transit mode share to 8% by 2050 (currently 2%)
Build out the Bike and Pedestrian Network	2045 goals: walking 7%, biking 5%
Promote carpool, vanpool, and shared mobility	Increase carpooling to 20% of work commutes by 2045
Accelerate Zero-Emission Personal Vehicles and Implement the EV Readiness Plan	All new passenger vehicles to be ZEV by 2035
Electrify Commercial & Public Vehicle Fleets	All commercial light-duty new passenger vehicle sales are zero-emissions by 2035. Convert government light-duty vehicles to ZEV starting 2026 By 2040, all public transit vehicles are ZEV
Advance Zero-Emissions Freight Vehicles	Assumptions about deployment of more zero-emissions freight vehicles in the coming 5-15 years

In the Draft CCAP-A, Table 5.J: Expand Transit Options Across County Measure Implementation Timelines identifies numerous transit expansion and decarbonization efforts that the regional Fresno COG, FCRTA, FAX, and other entities could pursue to further reduce emissions.

Table 2. Draft CCAP-A, Table 5B: Expand Transit Options Across County Measure Implementation Timelines

YEAR	ACTION	POTENTIAL LEAD ENTITIES
2026	Expand bus service frequency on priority routes. Launch fare subsidy programs for students, seniors, and disadvantaged riders using LCTOP funding.	FAX, FCRTA, Clovis Transit, Fresno COG
2027	Pilot micro-transit and commuter shuttles in partnership with employers, schools, and community based organizations. Apply for funds for bus electrification.	FAX, FCRTA, Clovis Transit, Fresno COG, Employers, Schools
2028	Build zero-emission bus sharging depots in coordination with PG&E. Adopt a regional integrated fare/ticketing system across transit operators. Implement TOD policies to boost ridership in urban corridors.	FAX, FCRTA, Clovis Transit, PG&E, Fresno COG
2030	Achieve 25% zero-emission bus fleet compliance under ICT. Add bus rapid trnsit corridors serving employment centers and schools.	FAX, FCRTA, Clovis Transit, CARB
2035	Achieve 75% zero-emission bus fleet compliance. Expand service coverage to disadvantaged communities identified in Fresno COG's RTP/SCS.	FAX, FCRTA, Clovis Transit, Fresno COG, CARB
2040	Reach 100% zero-emission fleet as required under ICT regulations. Expand rural transit and on-demand transportation options to all municipalities.	FAX, FCRTA, Clovis Transit, CARB

Source: SSG (2025)

CARB: California Air Resources Board
FAX: Fresno Area Express
FCRTA: Fresno County Rural Transit Agency
Fresno COG: Fresno Council of Governments
ICT: Innovative Clean Transit
LCTOP: Low Carbon Transit Operations Program
RTP/SCS: Regional Transportation Plan/Sustainable Communities Strategy
TOD: Transit-oriented development

Chapter 2: Investigating Mobility Needs

Fresno County, located in the San Joaquin Valley, has long been car-dependent due to its agricultural economy and single-family land use patterns. Decades of investment have created a robust roadway system with highways and local streets, enabling efficient travel and minimal congestion for those with vehicles. However, residents without cars face limited mobility, as transit and bike/pedestrian options remain underdeveloped.

Public transportation, particuarly in rural areas, struggles with low frequency, poor coverage, and long travel times, largely due to the county's dispersed development and challenging weather. These factors create unmet transportation needs that current services cannot address.

To close these gaps, agencies like Fresno COG and local transit providers are exploring mobility hubs as a strategy to improve access and connectivity across the region.

Learning from Existing Conditions

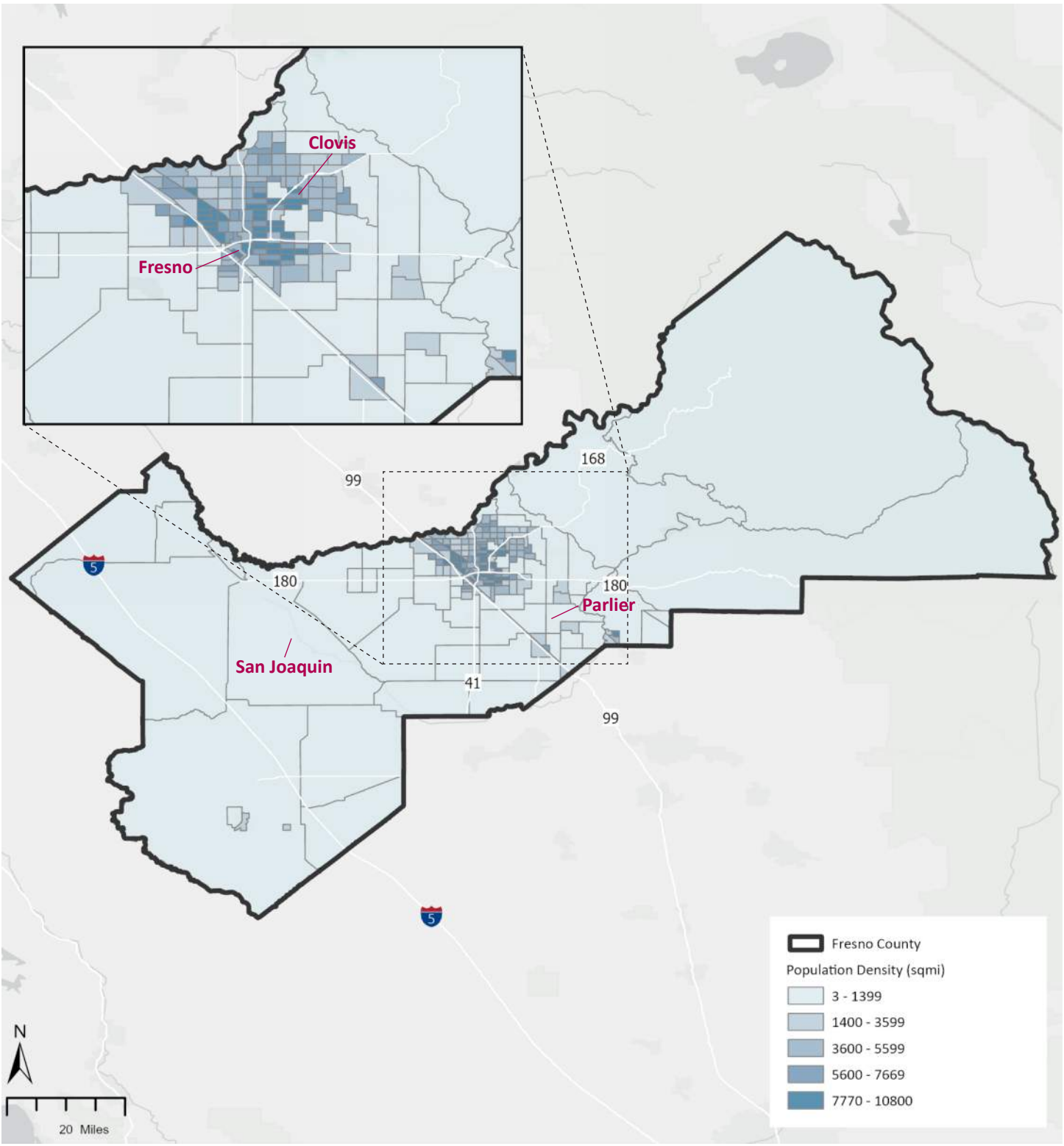


Figure 10. Population Density by Census Tract

Population and Employment Density

Figures 10 and 11 show the populatiom and employment density in Fresno County. The City of Fresno is by far the most populated city in Fresno County. Most jobs and residents are clustered in the City of Fresno, Clovis, and communities along and near State Route 99, which bisects the County roughly northwest to southeast. While the City of Fresno has the highest population overall, it does not have the highest population density. The top six areas with the highest population density are Mayfair, Parlier, Fort Washington, Orange Cove, Selma, and Reedley.

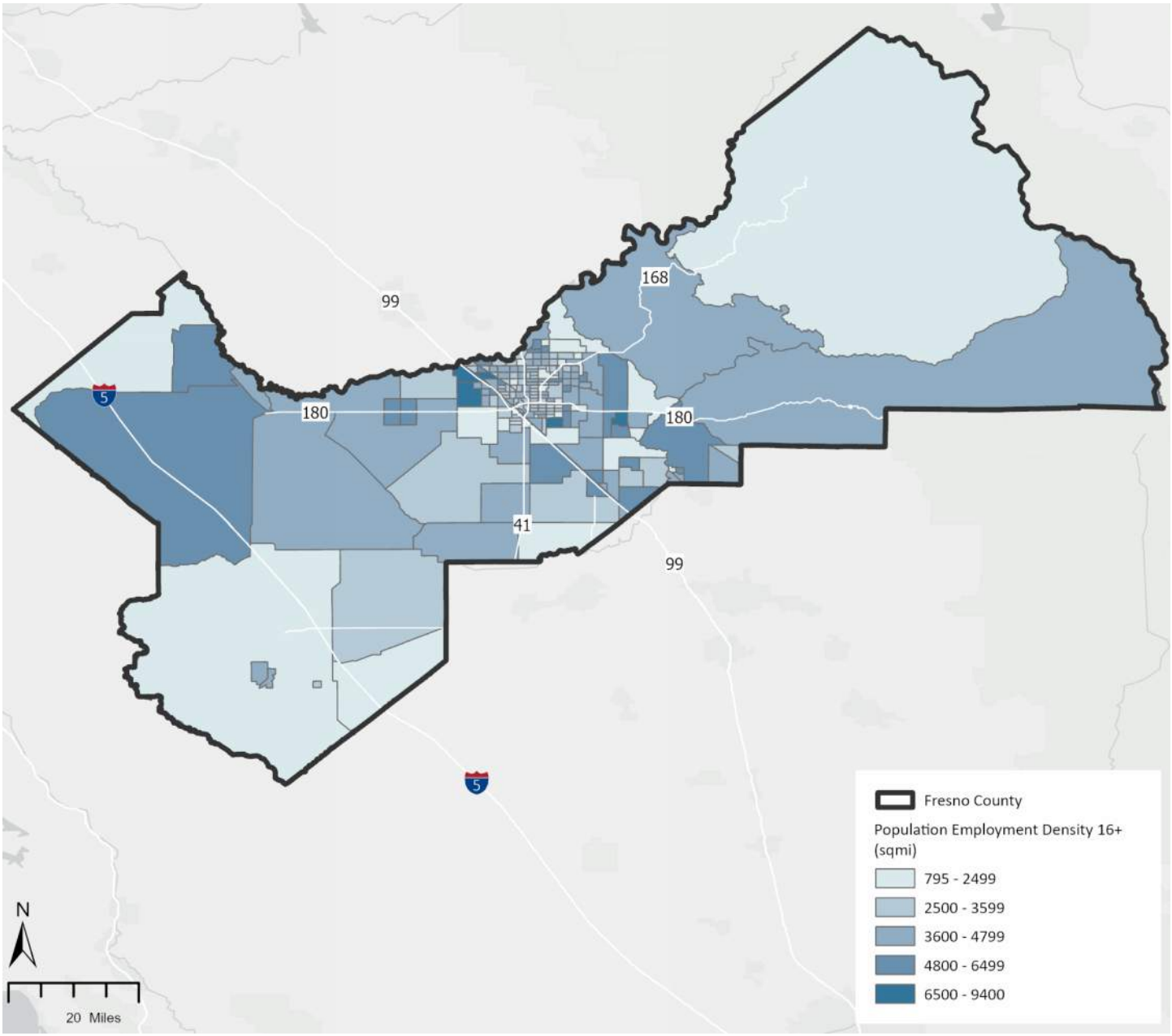


Figure 11. Employment Density by Census tract

Priority Communities

Fresno COG has defined Equity Priority Communities (EPC) and Disadvantaged Communities (DAC) for regional planning efforts.

- **Equity Priority Communities (EPC):** EPCs are determined using four demographic indicators: people of color and low-income households (federally required Environmental Justice factors), plus linguistic isolation and housing cost burden as supplemental measures. Data from the 2018–2022 American Community Survey at the census block group level is standardized and combined into a Composite Equity Index, with higher weights for federally required indicators. Areas scoring above the regional average are classified as EPCs, along with low-income areas that meet minority thresholds. These EPCs encompass South Fresno neighborhoods, smaller cities, and rural communities, including Biola, Raisin City, Riverdale, and Caruthers, which represent approximately 33% of Fresno County's population.
- **Disadvantaged Communities (DACs):** DACs are identified using California's SB 535 definition through CalEnviroScreen, which highlights census tracts with the highest environmental and socioeconomic burdens. Although the federal CEJST tool is no longer a policy requirement, it is still used as a supplemental indicator. Areas flagged by either CalEnviroScreen or CEJST are included in the DAC category to ensure comprehensive coverage of vulnerable communities. Overall, roughly 60% of Fresno County falls under the DAC designation, with significant overlap between EPC and DAC areas. These classifications guide equity-focused transportation planning and investment decisions.
- **Caltrans Transportation Equity Index (EQI):** A statewide spatial screening tool that identifies transportation-based priority populations at the census block level to inform project selection, program evaluation, and policy decisions. It integrates three data "screens": Transportation-Based Priority Populations, Traffic Exposure, and Access to Destinations, with all screens reflecting low-income status and tribal land status. The access screen visualizes multimodal access using ratios. The EQI is available via a public web map with supporting documentation (e.g., data dictionary and v1.0 guide) and is referenced in statewide planning and investment guidance, including RTP equity requirements and Caltrans' Strategic Investment Strategy. Overall, the tool is designed to embed equity in Caltrans' decision-making by highlighting communities most burdened by traffic, crashes, pollution, and poor multimodal access, so that investments can be prioritized where needs are greatest. Caltrans expects that this tool will be used in conjunction with CalEnviroScreen.

Clovis Avenue in downtown Clovis

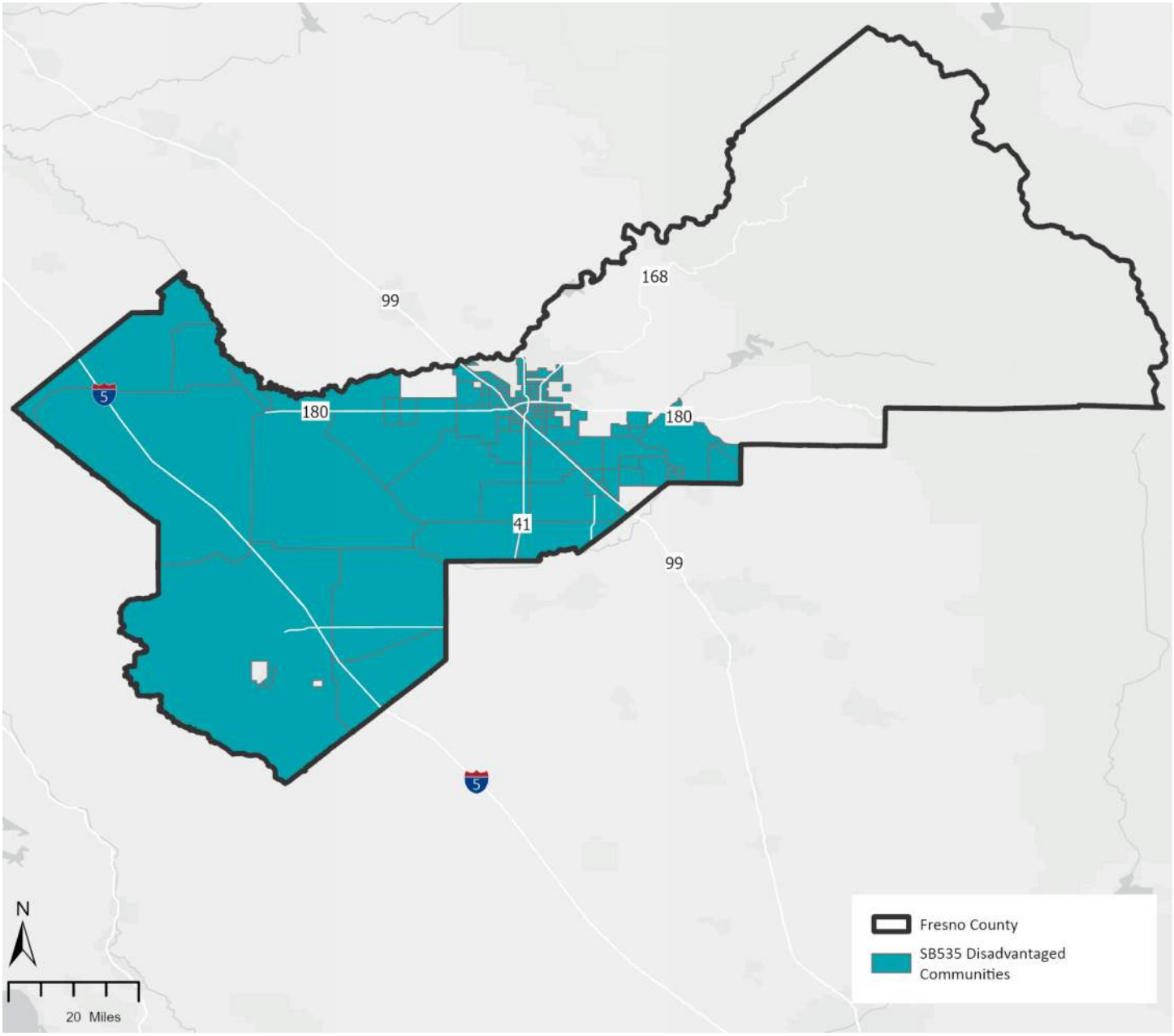


Figure 12. SB 535 Designated Disadvantaged Communities

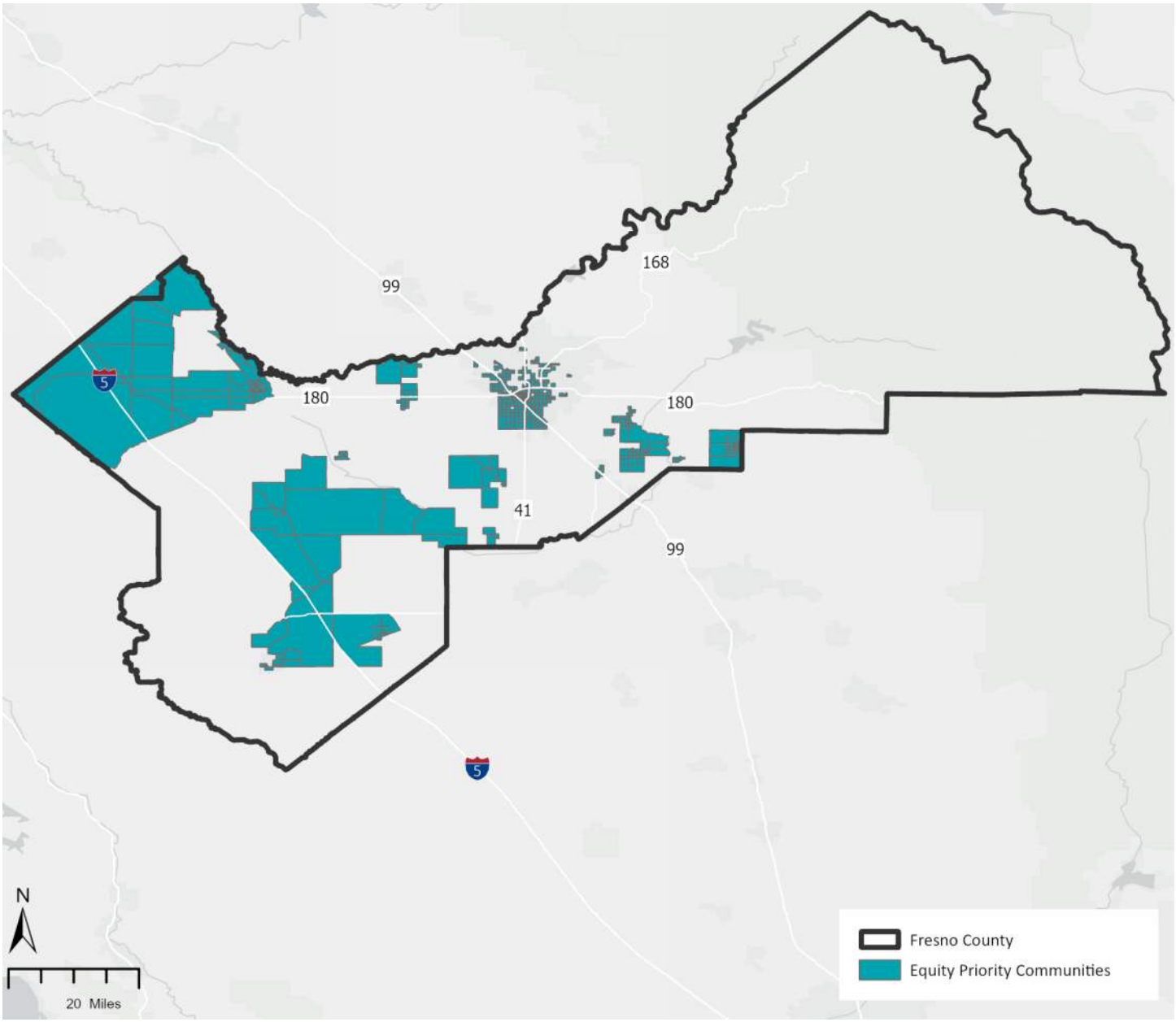


Figure 13. Equity Priority Communities

View south of Highway 41 towards downtown Fresno

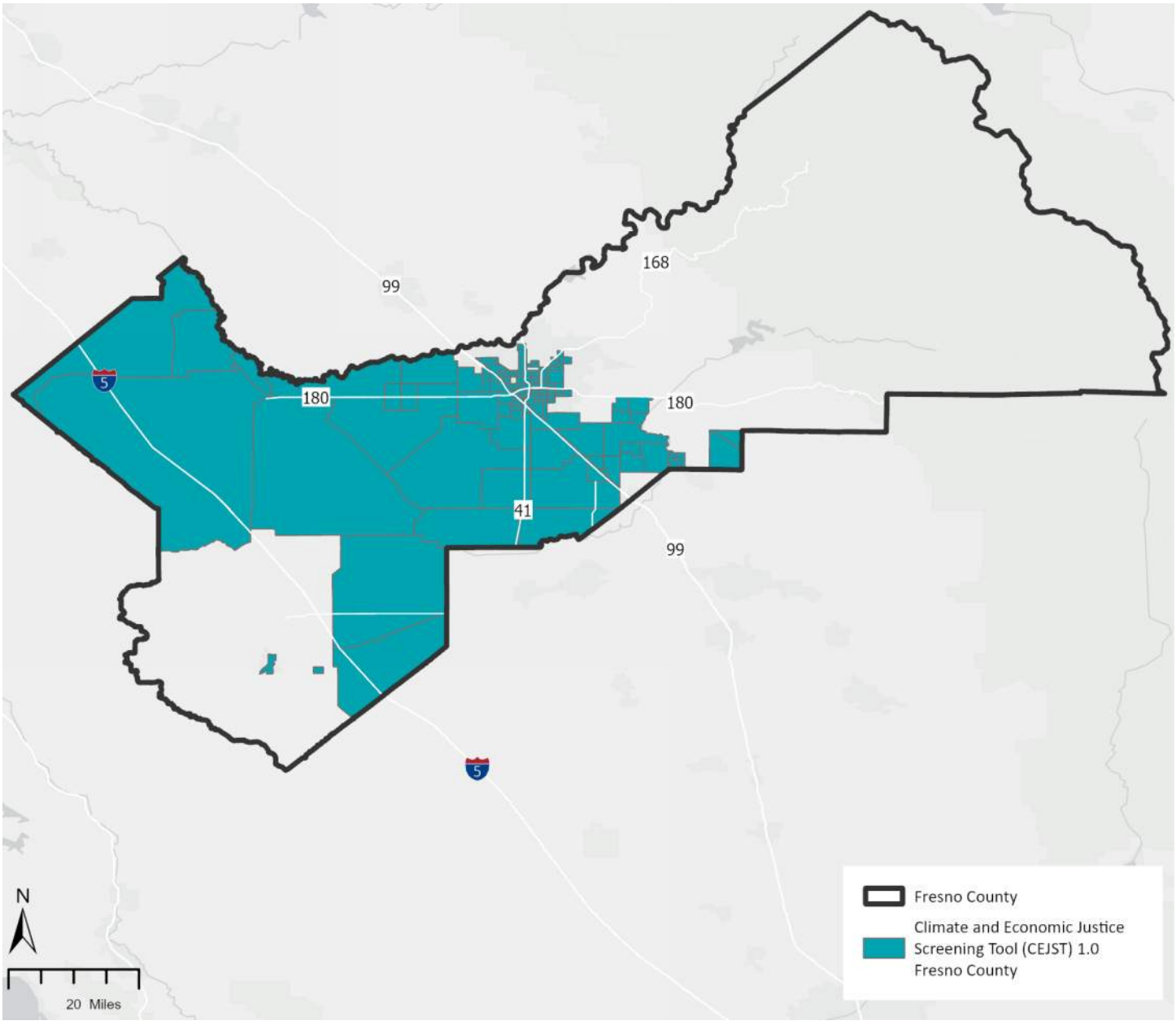


Figure 14. Climate and Economic Justice Screening Tool 1.0

Transit Dependent Factors

There are several factors that make communities more dependent on transit, including:

- High poverty rate
- Proportion of populations unable to drive (e.g., youth, seniors, people with disabilities)
- Low ratio of vehicles per household

Key findings related to transit dependence include[1]:

- Poverty Rate: The poverty rate in Fresno County is approximately 18% for all people.
- Senior Population (65 and older): Approximately 13% of the population in Fresno County are seniors.
- Disability Rate: Approximately 9.3% of the population under 65 years of age has a disability.
- Vehicles per Person of Driving Age: In Fresno County, there are approximately 0.7 vehicles per person of driving age.

1 https://censusreporter.org/profiles/05000US06019-fresno-county-ca/

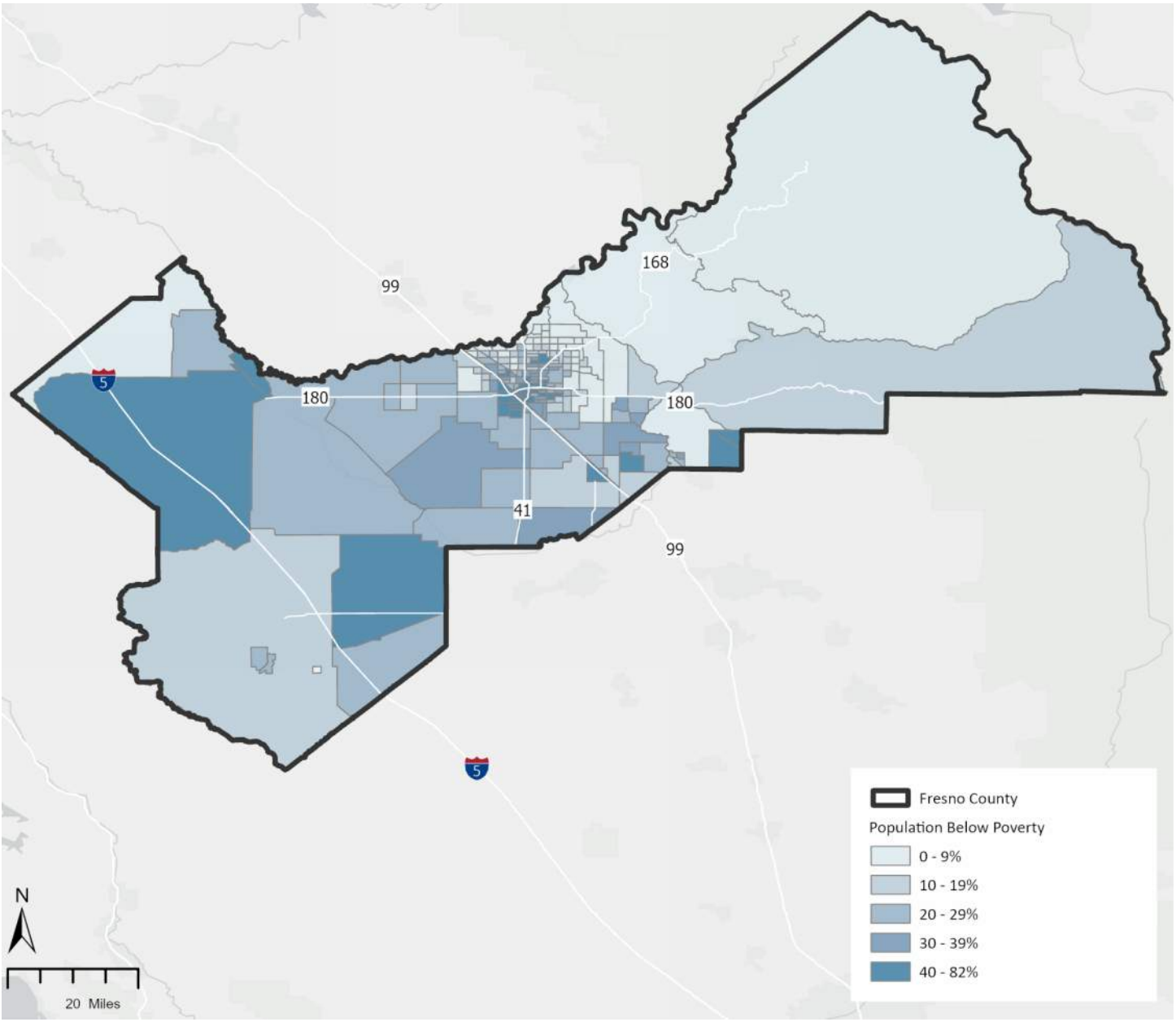


Figure 15. Poverty Rate

FAX hydrogen fueled bus at the Courthouse Park Transit Center

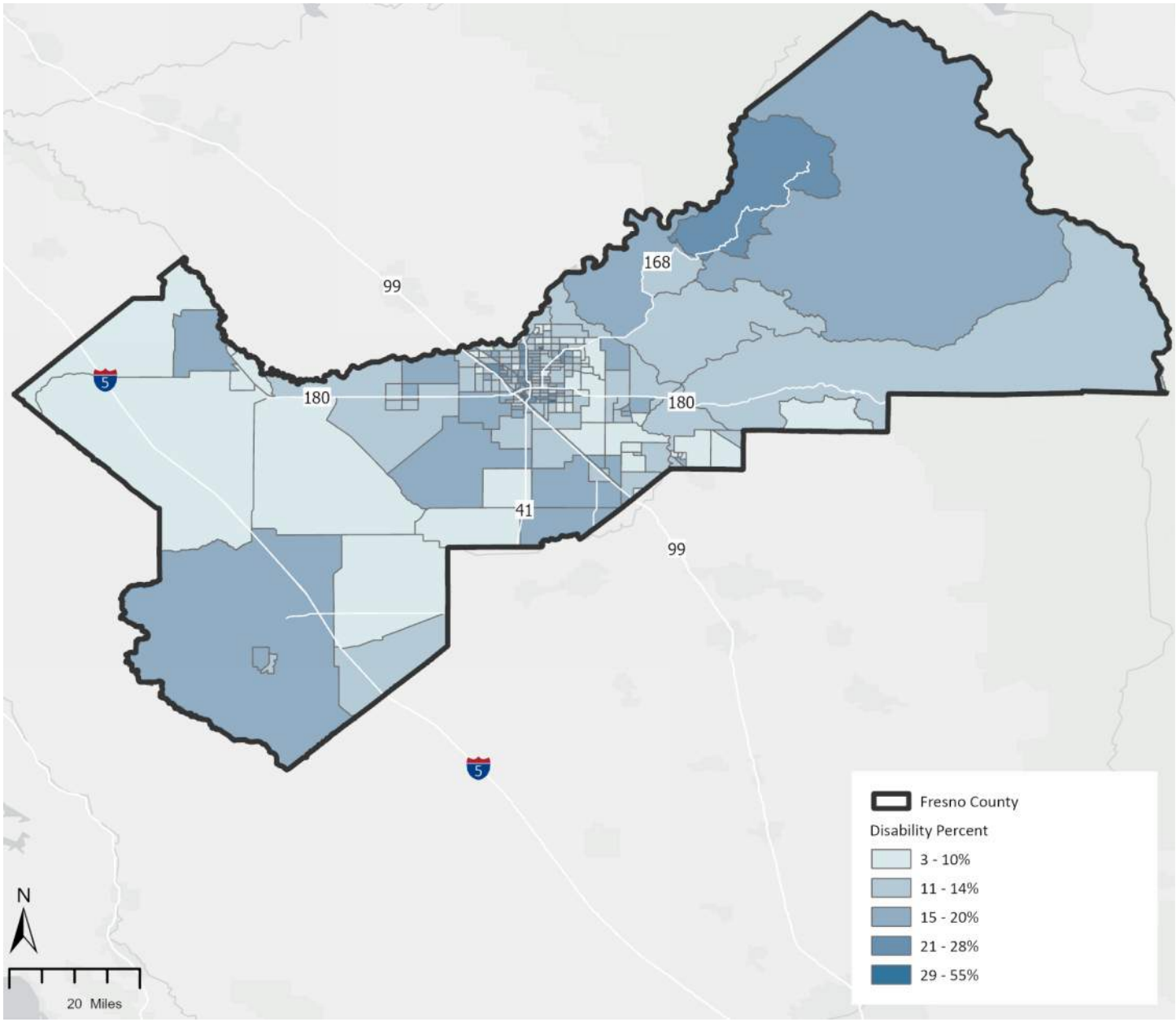


Figure 16. Disability Rate

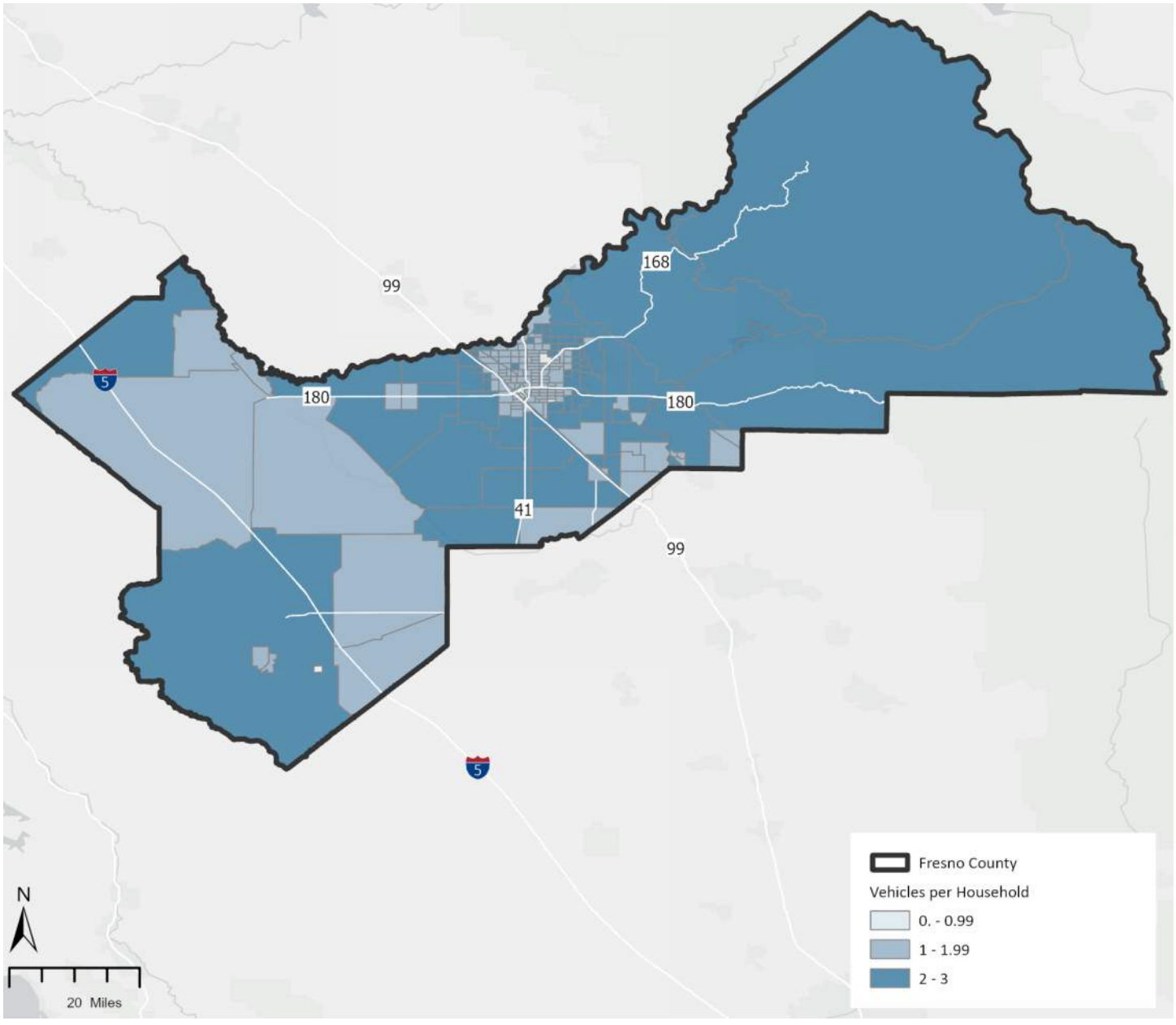


Figure 17. Vehicles per Household

View northeast of the Highway 168 / Shaw Avenue interchange, with new development near Fresno State under construction

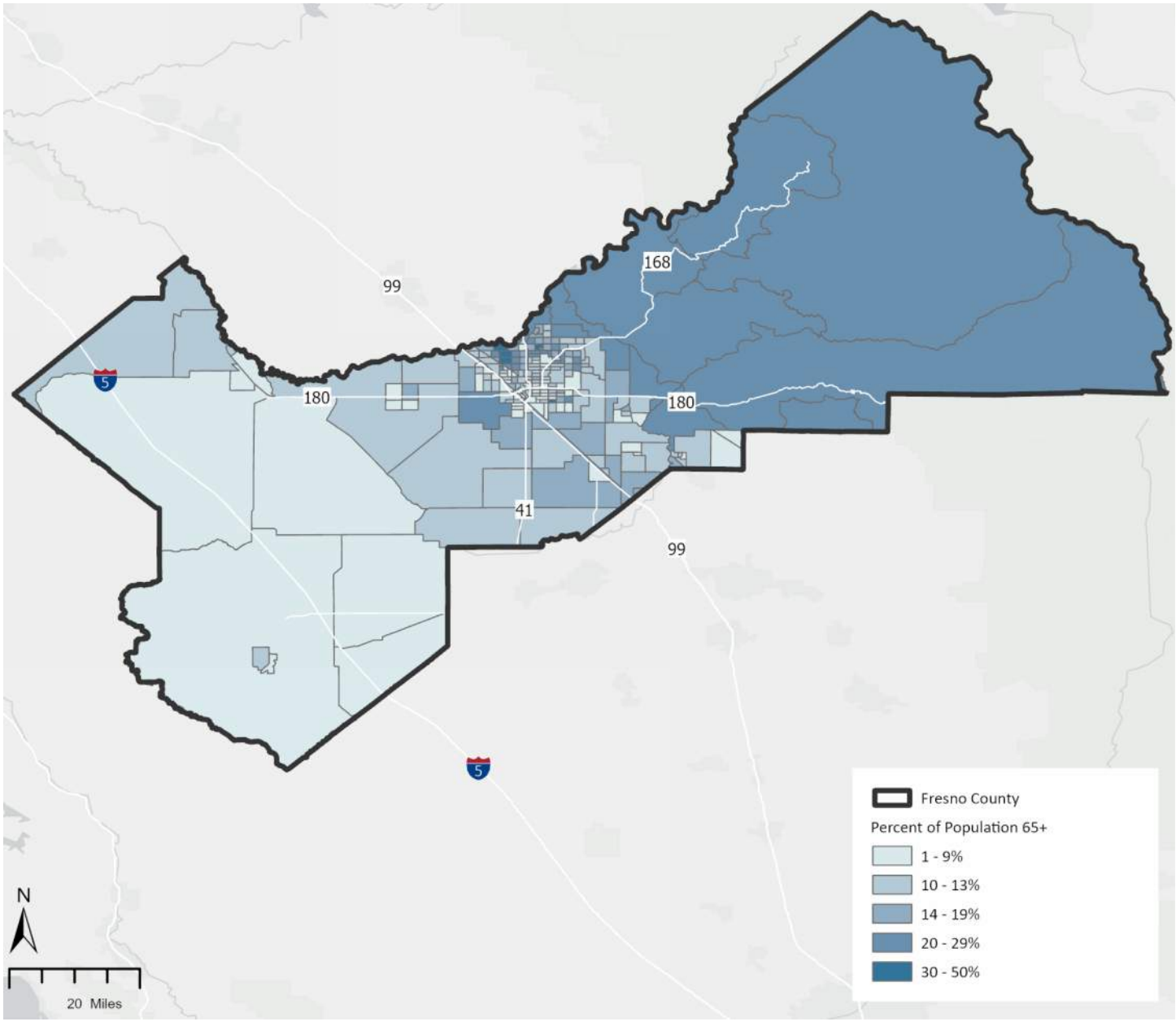


Figure 18. Population Age 65 and Over

General Guidance: INVESTIGATING MOBILITY NEEDS

Start with a clear, data-informed purpose

- Define your mobility hub goals up front, such as improving equitable access, filling service gaps, increasing transit ridership, reducing vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions, and supporting clean transportation technologies, so the needs assessment remains focused.
- Frame hubs as either destinations (serving major trip generators) or transfer nodes (seamlessly connecting modes) and use this distinction to guide the services and amenities you prioritize at each site.

Build a mobility needs baseline (who, where, and how people travel)

- Map population and employment densities at sub-city scales to see where mobility demand and opportunities for mode shift are greatest; note that high density is not limited to the largest city center.
- Quantify transit dependency factors, including poverty rates, shares of youth/seniors/people with disabilities, and vehicles per driving age person, to identify who would benefit from improved non-auto options.
- Analyze commute and travel patterns (e.g., drive alone and carpool shares, typical trip lengths, corridors used) to see where hubs can intercept trips and enable reliable, multimodal connections.

Identify priority communities

- Use locally defined Equity Priority Communities (EPCs) that combine required environmental justice indicators (race/ethnicity and income) with supplemental factors (linguistic isolation and housing cost burden) to spotlight where hubs can advance equity.
- Include Disadvantaged Communities (DACs) (e.g., SB 535/CalEnviroScreen and CEJST overlays) to capture environmental burden and socioeconomic vulnerability across census tracts, recognizing overlap with EPCs.
- Incorporate the Caltrans Transportation Equity Index (EQI) to screen for transportation-based priority populations, traffic exposure, and gaps in multimodal access to destinations, especially if you intend to pursue state funding tied to EQI and related investment strategies.

Inventory the existing transportation network and identify gaps

- Document the roadway hierarchy and regional connectors (e.g., interstates/state routes) that shape travel behavior and freight movements, since they influence hub siting and curb operations.
- Assess bike/ped facilities (class I paths, class II lanes, sidewalks, crossings) and first/last mile conditions to ensure hubs are accessible for people of all ages and abilities.
- Map transit service (fixed routes, paratransit, rural demand response, regional rail/bus), planned upgrades (e.g., BRT corridors), and known service constraints to understand where hubs can add value.

Align with adopted plans and upcoming projects

- Reference Regional Transportation Plans/Sustainable Community Strategies, Short-Range Transit Plans, Long-Range Transit Plans, Active Transportation Plans, local General Plans, and corridor/specific plans to identify policy support, planned capital projects, and coordination opportunities that can accelerate hub delivery.
- Track near-term agency initiatives (e.g., microgrid/resiliency hubs, zero-emission bus transitions, service redesigns) that can be bundled with hub features for early wins.

Engage the public and stakeholders early and often

- Employ a variety of outreach techniques, including stakeholder interviews, steering committee touchpoints, community workshops, surveys, and pop-up events, to capture both technical needs and lived experience.
- Provide education and learning opportunities about mobility hubs early in the process and during events to help people better understand how the unique infrastructure and services at a hub can help improve travel options.
- Meet community members where they are already gathering, such as farmers' markets and community events.

Overview of the Transportation System

Roadway System

Fresno County's roadway network is anchored by State Route 99 and Interstate 5, which serve as major north-south freight and commuter corridors. Additional state highways, SR 41, SR 168, and SR 33, connect urban centers to rural communities and recreational destinations. Local roads, such as Golden State Boulevard, support farm-to-market travel, reflecting the County's role as a leading agricultural producer. The RTP emphasizes maintenance and operational improvements alongside capacity projects to address congestion and safety needs.

Bike/Pedestrian Facilities

Fresno County's climate and terrain support bicycling and walking for short trips and recreation. The RTP prioritizes Class I multi-use paths, Class II bike lanes, and Class III routes, with major corridors, such as the Fresno-Clovis Rail Trail, enhancing regional connectivity. Most transit vehicles accommodate bikes, promoting multimodal travel. Active Transportation Program (ATP) funding and local initiatives aim to close gaps in sidewalks, improve crossings, and expand bikeway networks to support safe, equitable access.

Transit Network

Fresno County's transit system is served by three primary operators:

- **Fresno Area Express (FAX):** Runs the largest regional transit service, operating 19 fixed routes and Handy Ride paratransit in the Fresno-Clovis Metropolitan Area. Operates one Bus Rapid Transit (BRT) route, along Blackstone Avenue and Kings Canyon Road.
- **Clovis Transit:** Operates Stageline (fixed routes) and Round Up (paratransit) within Clovis and connection points to Fresno-based FAX transit.
- **Fresno County Rural Transit Agency (FCRTA):** Provides limited fixed-route and demand-response services across 13 rural cities and 29 unincorporated areas, linking them to Fresno-Clovis. Regional connectivity includes Amtrak San Joaquins, Greyhound, and the future California High-Speed Rail, with a station planned in downtown Fresno.

Travel/Commute Patterns

- Fresno County is highly car-dependent, as 74.7% of workers drive alone and 11.6% carpool, while only 0.9% use public transit. Commute times average 23 minutes. Rural communities, such as Mendota and Huron, exhibit higher carpool rates, reflecting the agricultural work patterns prevalent in these areas.
- Most jobs and residents are clustered in the City of Fresno, Clovis, and communities along and near Highway 99, which bisects the County roughly northwest to southeast.
- While trips within the cities of Fresno and Clovis comprise the most travel in the county (due to larger populations in those cities), there are a significant number of trips occurring between the larger and smaller cities, as well as between the many smaller cities and communities around the county.

Table 3 shows commute mode and travel time for a sample of Fresno County locations. Fresno County locations have higher rates of "Drove alone" and "Carpooled" than the United States (70.2% and 8.5%, respectively) and California (67.1% and 9.5%, respectively). As a sample, the smaller rural cities and places, Mendota, Huron, and Cantua Creek, had notably higher carpool rates. Countywide, 0.9% of commutes are made by public transportation, which is lower than the figures for California and the United States. Overall, people in Fresno County commute by car at a high rate, whether alone or with carpool companions.

Table 3. Commute Mode and Travel-Time for a Sample of Fresno County Locations

	Fresno County	Fresno	Clovis	Reedley	San Joaquin	Sanger	Kingsburg	Mendota	Selma	Huron	Cantua Creek
Workers, 16 years and older (thousands)	413.2	226.6	54.8	9.7	9.0	10.6	5.1	3.9	9.8	2.3	0.1
Drove alone	74.7%	73.7%	77.5%	74.5%	75.7%	80.6%	86.1%	54.2%	81.8%	71.2%	77.4%
Carpooled	11.6%	11.2%	9.6%	16.9%	11.6%	10.1%	6.5%	34.3%	10.8%	18.5%	22.6%
Public transportation (excluding taxicabs)	0.9%	1.3%	0.4%	0%	0%	0.4%	0%	0%	0.6%	0%	0%
Walker	1.5%	1.6%	0.6%	2.3%	1.3%	2.1%	0.9%	0%	0.3%	1.6%	0%
Other means	1.9%	2.1%	1.1%	1.7%	2.1%	1.6%	0.9%	5.7%	2.9%	2.1%	0%
Worked from home	9.5%	10.2%	10.8%	4.5%	9.2%	5.1%	5.6%	5.8%	3.5%	6.7%	0%
Avg. travel time to work (all modes, one-way, minutes)	23.4	22.3	24	23.5	23.5	24.9	24.6	22.3	34.5	25.3	25.2

Source: U.S. Census ACS 5-Year 2019-2023

Aligning with Planning Efforts and Capital Projects

Key upcoming transit service changes and capital projects have been implemented or are planned by the transit agencies:

- **Clovis Transit System Redesign:** Clovis Transit has redesigned its Stageline transit system to improve service levels and respond to a growing community. A new routes system launched in November 2025 and bus station capital improvements are underway in 2026. Stageline routes will remain free to ride. Partial funding for the route redesign is provided by the Low Carbon Transit Operations Program (LCTOP), established by California SB 862 in 2014. The new service will feature eight fixed routes and three micro-transit areas. Three new micro-transit zones will provide on-demand connections for passengers to connect with the fixed routes.
- **FCRTA Selma Maintenance Facility:** FCRTA recently completed construction of its operations and maintenance facility for vehicles that serve FCRTA and accommodate future transit needs. The facility includes solar infrastructure, batteries, and charging to support FCRTA's EV transition.
- **FAX Service Improvements:** The City of Fresno received a $52.1 million grant award for service expansion and improvements to the Fresno Area Express. This award will go toward FAX's System Efficiency and Accessibility Improvement Project. Among other improvements, the grant funding supported a service expansion in August 2025 on Church Avenue, running from the area near the west Fresno campus of Fresno City College to near Sanger West High School.
- **FAX Hydrogen Vehicles:** FAX has purchased two (2) hydrogen fuel cell buses to add to its existing zero-emission vehicle fleet (which will ultimately include a combination of battery electric and hydrogen buses). While FAX will initially rely on off-site hydrogen power, as part of the $52.1 million grant funding, FAX will also plan for and construct a new hydrogen fueling facility. The City recently completed work to update its maintenance building at 2223 G Street with the required hydrogen safety systems, advanced ventilation, and fire suppression necessary for servicing hydrogen vehicles.

Table 4. Summary of Relevant Planning Efforts in Fresno County

Plan Document	Plan Date	Key Takeaways Relevant to Mobility Hubs
Fresno Clovis Metropolitan Area Short Range Transit Plan (SRTP)	Adopted 2025, Planning horizon 2026-2030	• Emphasizes aligning transit improvements with land use planning to support sustainable communities. • The plan includes strategies for expanding and rehabilitating transit passenger facilities, improving accessibility, and adding amenities like internet access and safety features.
Fresno County Rural Transit Agency Short-Range Transit Plan (SRTP)	Adopted 2025, Planning horizon 2026-2030	• Includes plans for microgrid/resiliency hubs, which can serve as foundational infrastructure for mobility hubs. • Prioritizes transitioning to zero-emission buses and expanding rural transit services. • The SRTP emphasizes compliance with ADA regulations, senior and disabled ridership, and coordination with regional air quality mandates.
FCRTA Transit Microgrid and Community Resilience Hub Study	Adopted 2024	• Evaluated site feasibility and developed design concepts and implementation recommendations for five microgrid and resiliency hub locations, including those at the San Joaquin and Parlier locations that are also identified for the Mobility Hub Study
FCOG Regional Transportation Plan/ Sustainable Communities Strategy	Adopted 2022, Planning horizon 2020-2046	• Fresno County's population growth has outpaced the growth in California overall and nationwide. The employment forecast projects a decrease in manufacturing, an increase in health care, and a slight increase in agriculture. • While the distances between destinations and low housing densities have encouraged automobile travel, there are still both urban and rural populations that rely on public transit service.
Fresno County Regional Long Range Transit Plan (LRTP)	Adopted 2019, Planning horizon 1019-2050	• The Plan identifies a need to increase awareness of and to integrate transit into Fresno communities. • The LRTP specifically references transit hubs as a potential solution.
Active Transportation Plans (ATPs) in Fresno County	Adopted 2024	• Prioritize creating walking and biking routes that link homes, jobs, schools, parks, and transit hubs. • Emphasize providing equitable first/last-mile solutions and improving access to transit for vulnerable populations. • Aim to reduce environmental impacts, improve public health, and enhance livability through active transportation.
Local General Plans	Adopted 2024	• Each incorporated jurisdiction in Fresno County has its own General Plan. • All General Plans generally support improvements that expand multi-modal transportation options.
California Transportation Plan (2050)	Adopted 2021	• Key strategies in the Plan include public transportation, promoting active transportation, and reducing single-occupancy trips.
California High-Speed Rail	Adopted 2022	• The HSR station in downtown Fresno is designed to integrate with local transit, regional rail, and intercity services.
FCRTA Fresno County Transit Roadmap	In progress	• FCRTA will conduct a comprehensive systemwide analysis and service update.

Learning from Public Outreach

Public Outreach Overview

The project team sought feedback on potential locations for the four mobility hubs, as well as the types of amenities the community wanted to see at the hubs. Listed below is a summary of the updated outreach efforts for the project, survey results, and stakeholder interview information. Key outreach efforts include:

- Stakeholder interviews
- Project Steering Committee
- Workshops
- General survey
- Regional Transportation Plan survey (RTP)
- Pop-up events

Key Outreach Findings

- Community members consistently emphasized the need for safe, connected infrastructure, including sidewalks and bike lanes that link transit stops, to make mobility hubs accessible and practical.
- There is strong interest in improving transit reliability and convenience, with frequent bus service, better transfers between modes, and real-time arrival information identified as critical features.
- Respondents expressed a preference for mobility hubs located near major destinations, such as college campuses (Fresno State and Reedley College), Downtown Fresno, Tower District, and regional shopping centers like River Park.
- Participants highlighted the importance of basic amenities at hubs, including seating, public restrooms, and shelters with roofs, to ensure comfort and usability.
- Many stakeholders and residents stressed the need for security and safety measures, particularly in areas with concerns about homelessness and crime, before hubs can be widely adopted.
- People revealed a desire for integrated multimodal options, such as bikeshare, carshare, and microtransit services, alongside EV charging infrastructure to support sustainable travel.
- Rural communities and advocacy groups called for better regional connectivity, especially linking small towns to Fresno and providing real-time scheduling for transit services.
- Stakeholders identified economic development and equity opportunities, suggesting that hubs should connect to affordable housing projects, educational institutions, and underserved communities.
- Environmental and sustainability advocates encouraged green design features, such as solar canopies, shade trees, and landscaping, to enhance aesthetics and reduce heat impacts.
- Participants expressed that public awareness and education about how mobility hubs work will be essential for successful implementation.

Stakeholder Interviews

The project team conducted stakeholder interviews to identify mobility barriers and opportunities in Fresno County, as well as potential sites for mobility hubs. These interviews were held online or in person with various groups.

Table 5. List of Stakeholder Interviews

Stakeholders	Date	Stakeholders	Date
City of San Joaquin	September 24, 2024	Cecil C. Hinton Center	February 13, 2025
City of Clovis and additional staff	September 24, 2024	Regenerate California, Rural Communities Rising	February 19, 2025
Reedley College	September 25, 2024	USGBC Central California	February 20, 2025
City of Fresno and additional staff	September 25, 2024	City of Fowler	March 4, 2025
Fresno Housing	December 19, 2024	Fresno County Libraries	March 25, 2025
City of Fresno Long-Range Planning	December 23, 2024	Fresno State Parking and Transportation Services	April 2, 2025
Self-Help Enterprises	January 3, 2025	Caltrans District 6 Park & Ride Coordinator	April 2, 2025
Fresno County Economic Development	January 7, 2025	City of Clovis, Facilities Maintenance	April 11, 2025
Fresno Metro Black Chamber of Commerce	January 13, 2025	Fresno Metro Black Chamber of Commerce	July 16 and October 14, 2025
State Center Community College District	January 15, 2025		

Project Steering Committee

The Steering Committee, whose members are identified in the Acknowledgments, comprised city staff from various jurisdictions, Fresno County staff, representatives from numerous nonprofit and community organizations, and Caltrans District 6 staff. The project team engaged the Committee at numerous key junctures of the Study to review findings, design concepts, and potential next steps for implementation. While the Committee did not have a formal charter, it was asked throughout the project to:

1. Provide perspectives from viewpoints beyond what the day-to-day project team offers.
2. Review the processes to look for holes and faulty thinking, and review the Study's progress towards useful findings.
3. Help expand the reach of the Study to other communities, project teams, partners, agencies, staff, and implementers.

Table 6 describes the dates and topics of the touchpoints with the Steering Committee.

Steering Committee members

- Caltrans: Lorena Mendible and Christopher Xiong
- Fresno County: Erin Haagenson
- City of Clovis: Ryan Burnett
- Fresno EOC: Thomas Dulin
- Leadership Counsel for Justice and Accountability: Zaida Ramos and Nicola Steelnack
- City of San Joaquin: Elizabeth Cabrera
- City of Fresno: Casey Lauderdale
- CARB: Dr. Yachun Chow
- Reedley College: Dr. Jerry Buckley and Dr. Jesus Vega
- Self Help Enterprises: Betsy McGovern-Garcia, Sheila Scheitrum, Heather Mendonca

Table 6. Summary of Steering Committee Meeting Topics

Date	Summary
8/14/24	The project team presented an overview of the Study and had each Committee members and project team staff member introduce themselves and their roles. Most of the meeting was spent having the Committee members brainstorm input on several key introductory topics, including opportunities and challenges for implementing hubs, identifying communities in need of transportation solutions, listing potential hub locations, and naming partners who could be involved in hub planning and development.
11/14/24	The project team reviewed several upcoming tasks, including public outreach, ongoing existing conditions analysis, and the geographic site selection process. The Committee helped determine which data factors should be included in the site selection special analysis.
2/25/25	In early 2025, the project team reviewed the outcomes of the spatial analysis for site selection. Each transit agency team worked with the consultants to review the map suitability scores and brainstormed more specific locations based on the scoring and the team's collective professional judgment about idea locations and potential implementation partners. This process results in four locations for Clovis Transit, 19 locations for FAX, and six locations for FCRTA. In this meeting, the Steering Committee reviewed each location and helped the team identify a shorter list of sites for deeper evaluation, resulting in two Clovis Transit, seven FAX, and six FCRTA locations.
4/29/25	During this meeting, the Committee reviewed the final selections made by Clovis Transit for the Landmark Square location and by FCRTA for the San Joaquin Main Street and Parlier Police Station sites. FAX had not yet selected its site, so it reviewed four final shortlist locations with the Committee, who provided valuable guidance to help FAX narrow its selection and useful insights into the opportunities for a hub at the three other selected locations. (FAX selected the Kings Canyon/Cedar site near the former University Medical Center as their location on May 16, 2025.)
Workshops 7/14/25-7/15/25	Numerous Committee members attended one or more of the four on-site design workshops to review and revise concepts for the four hubs: Clovis Landmark Square, the Kings Canyon/Cedar site in Fresno, Parlier Police Station, and Main Street San Joaquin.
11/6/25	Final review of the design concepts and feasibility factors, and preliminary discussion of potential action next steps for project partners.

Pop-Up Events

Between September and October 2024, six multi-project pop-ups were held, allowing staff to educate the public about the project and encourage their feedback. To raise awareness of the need for feedback, the project team created informational materials such as flyers to distribute and present to visitors at pop-up events, including:

- Central California Women's Conference, 9/17/2024
- Kerman Harvest Festival, 9/19/2024
- Kingsburg Crayfish Festival, 9/21/2024
- Clovisfest, 9/28/2024-9/29/2024
- Big Fresno Fair Seniors Day, 10/7/2024
- Reedley Fiesta, 10/11/2024-10/12/2024

The pop-up events successfully attracted a diverse array of participants, offering them the opportunity to actively engage with the project team. Attendees ranged from community members seeking to learn more about the initiative to individuals who took the time to complete the survey. These events provided a venue for interaction, enabling participants to ask questions, share feedback, and contribute valuable insights that helped shape the project's future.

Workshops

In July 2025, staff organized four community workshops to invite key stakeholders and the public to learn about and provide feedback on the proposed locations for the mobility hub and potential amenities. Display boards illustrated project details, and one to two central maps allowed attendees to collaborate and create their ideal mobility hub. Focus groups were invited to an early session of the workshops before they were opened to the public. Each workshop location was selected in collaboration with the designated transit agency to ensure a site close to the suggested mobility hub locations.

(Workshop participants are listed in Attachment B: Outreach Summary Report.)

Clovis Workshop

On July 14, 2025, the Clovis workshop was held at the Clovis Transit Center, located at 785 3rd Street in Clovis. The event was attended by eight people. The results from the Clovis table session highlight various station stop amenities designed to enhance the user experience. Key features include solar canopies and walkways, as well as improvements at the library. There are also enhancements to street crossings to facilitate safer pedestrian access. Wayfinding elements have been proposed to direct users to trails, sidewalks, and the hub, complemented by information boards for better navigation. Additional considerations include exploring options for electric vehicle (EV) charging and providing bike storage facilities.

Parlier Workshop

On July 15, 2025, a community workshop took place at Parlier City Hall, located at 1100 E. Parlier Avenue in Parlier. The event was attended by four people. During the Parlier community workshop, key feedback emerged regarding street enhancements. Participants emphasized the importance of connecting to the planned "Limitless Lane" and suggested considering FCRTA bus re-routing in the area. Additionally, there was a call to ensure that amenities align with the community's practical mobility needs.

Fresno Workshop

The Fresno workshop was held on July 15, 2025, at the Farber Education Center located at 720 S. 10th Street in Fresno. The workshop welcomed 15 people. The key findings from the Fresno table session highlight several important elements for the site. First, shade trees serve as a visual highlight, enhancing the aesthetic appeal. Additionally, a plaza and amenity space have been proposed for the southwest corner, along with necessary street crossing improvements to enhance safety. The inclusion of in-lane bus stops is also recommended, alongside the addition of landscape edges. Furthermore, having amenities and businesses lining the site, along with improvements to the sidewalks, is essential for creating a vibrant and accessible environment.

San Joaquin Workshop

On July 16, 2025, a community workshop was held at the San Joaquin City Council Chambers, located at 21991 W. Colorado Avenue in San Joaquin. The event was attended by 12 people. The San Joaquin table session highlighted several key features, including the enhancement of the Main Street streetscape to improve connectivity to nearby services such as the library. The central plaza and gathering area were also emphasized, along with thoughtful site landscaping. Additionally, plans include the installation of EV charging stations off the alley, the establishment of an FCRTA microtransit hub, and the introduction of to-be-determined fixed route buses to further support community transit needs.

General Survey

The Fresno County Mobility Hub Feasibility Study received 153 survey responses and 211 comments from 116 commenters. Respondents preferred locating mobility hubs near schools, including community colleges and Fresno State. They also mentioned regional amenities like Amtrak, healthcare facilities, libraries, shopping centers, and nightlife destinations such as the Brewery and Tower Districts. One resident highlighted the importance of considering "up and coming" locations for mobility hub sites.

Top Survey Questions Summary

When survey participants were asked about their usual destinations upon leaving home, the top three reasons identified were related to work, internships, or volunteering; engaging in activities such as shopping, attending club meetings, or playing sports; and making visits to doctors or other medical appointments.

When survey participants were asked about the types of services or features they would like to see at a mobility hub, the top three responses indicated a preference for places to sit, public bathrooms, and shelters with roofs.

When survey participants were questioned about the features that would encourage them to use a mobility hub, the most popular responses highlighted three key aspects. First, a safe and comfortable waiting area for buses, shuttles, and rideshares was deemed essential. Second, the availability of displays showcasing routes, schedules, and real-time arrival information was also a significant factor. Finally, respondents expressed a strong preference for frequent and reliable bus services that do not necessitate changing buses.

Regional Transportation Plan (RTP) Survey

In August 2024, two questions were added to the existing RTP survey to initiate the feedback process for the Mobility Hub Feasibility Study. Below is a summary of the feedback results.

Survey participants were asked if any problems hindered their ability to get to work, school, appointments, or shopping. 40.74% of participants indicated that none of the options were something that prevented them from reaching their destination. Of those who expressed some issues, the options “Bus routes or schedule don't work for me,” “Not enough or unsafe sidewalks,” and “Not enough or unsafe bike lanes” were the most significant concerns, receiving votes from 25.25%, 23.61%, and 23.50% of participants, respectively. “No car available” and “Transportation costs too much” received a more limited but notable 14.24% and 13.31% of the votes, respectively.

Survey participants were asked whether certain transportation improvements would benefit their neighborhood or area of town. The most popular options included “More sidewalks and bike lanes that connect to bus stops,” which garnered 41.20% of the votes, and “Better connections and transfers between services (bus, ridesharing, bicycling),” which received 40.97%. Additionally, “More bus services” was a significant request, with 34.38% of participants supporting this option. In contrast, increased microtransit and rideshare options received fewer endorsements, attracting support from 24.88% and 15.86% of participants, respectively.

Collateral Material Developed

- **Flyers:** Bilingual flyers were created to inform the public about the project, encourage survey participation, and encourage workshop participation. The flyers included project details, workshop locations and times, as well as links to the project website and feedback surveys.
- **Eblasts:** Bilingual eblasts were distributed via email to promote both the feedback survey and workshops, inviting recipients to share the information within their communities.
- **Social Media:** A social media calendar with tailored content was developed for the existing Fresno COG Facebook page to promote both the feedback survey and workshops consistently from November 2024 to January 2025. Social media calendars were also developed for each transit agency to help promote the workshops.
- **Project Website:** The project website was developed and updated to include bilingual project overviews, contact information, digital surveys, and workshop information.
- **E-toolkit:** An e-toolkit was created for community partners, including social media posts, newsletters, flyers, and additional materials like press releases responding to specific agency requests, for wider promotion.

General Guidance: COMMUNITY ENGAGEMENT FOR MOBILITY HUBS

Community engagement should be ongoing, transparent, and responsive, ensuring that mobility hubs reflect and serve the people who use them.

1. Engage Early and Continuously

- Begin outreach at the earliest planning stages and continue through design, implementation, and evaluation.
- Use engagement to identify community needs, priorities, and concerns before making key decisions.

2. Use Multiple, Accessible Engagement Methods

- Offer a variety of ways for people to participate, such as:
- Online and in-person surveys
- Door-to-door outreach
- Pop-up events at transit stations or community centers
- Focus groups and workshops
- Social media campaigns
- Technical advisory committees with community representatives
- Schedule events at different times and locations to reach a broad audience, including evenings and weekends.

3. Prioritize Equity and Inclusion

- Proactively reach out to historically underserved and disadvantaged communities.
- Provide materials and interpretation in multiple languages.
- Ensure venues are ADA accessible and child friendly.
- Offer incentives (e.g., transit passes, refreshments) to encourage participation.

4. Collaborate with Local Stakeholders

- Involve local businesses, schools, advocacy groups, and neighborhood organizations as partners in outreach.
- Invite input from transit riders, pedestrians, cyclists, and people with disabilities.

5. Make Engagement Meaningful

- Clearly communicate how community input will influence decisions.
- Share draft designs and concepts for feedback before finalizing plans.
- Report back on how feedback was used (“You said, we did”).

6. Use Engagement to Build Consensus and Ownership

- Facilitate open dialogue to address concerns and build support.
- Involve the community in placemaking elements (e.g., public art, event programming).
- Encourage local stewardship of mobility hub spaces.

7. Evaluate and Adapt

- Collect feedback on the engagement process itself.
- Adjust methods and strategies based on what works best for the community.

Site Selection Process

Step 1 – Quantitative Analysis

Technical analysis to identify potential hub locations based on unmet and underserved transportation options, and local and regional connectivity potential. The results of the analysis include the analytic scoring of subareas.

Step 2 – Identify a shortlist of potential hub sites

Develop the in-progress short-list of sites by reviewing the spatial analysis Total Suitability Score and applying professional judgement about site suitability, the engagement of potential project partners at each location, and an overall review of what final four hub locations would provide the broadest range of conditions and mobility opportunities to explore though the Study.

Step 3 – Evaluate each short-listed site

Evaluate shortlist locations for the three project transit agencies based on the results of the analytic scores in Step 1 and factors including trip generators, current and planned transit service, site access, land ownership and stakeholders, and utilities and services considerations.

Step 4 – Identify sites for concept design

Evaluate shortlist locations for the three project transit agencies based on the results of the analytic scores in Step 1 and factors including trip generators, current and planned transit service, site access, land ownership and stakeholders, and utilities and services considerations, resulting in one site in Fresno, one site in Clovis, and two sites in the rural areas. The selection of these four locations does not limit the potential for mobility hubs to be developed elsewhere in Fresno County; these four locations were selected because of their immediate potential and the opportunty for these locations to serve as prototypes of hubs that could be developed in other communities.

Step 1 Quantitative Analysis

The project consultants developed a preliminary framework for the spatial analysis process and reviewed it with the FCOG and transit agency partners multiple times to refine the parameters, which included transportation access, information on disadvantaged communities, environmental hazards, and other relevant factors. This analysis divided Fresno County into subareas of approximately one acre, each with a Total Suitability Score. The Steering Committee helped determine the factors and their weight during its November 2024 meeting with the project team. Site Selection Prioritization (Attachment C) contain details about the factor selection process.

Methodology

1. **Hexagonal Grid Analysis:** Applied ¼-mile buffer for walkability; proportional allocation of data.
2. **Percentile Ranking:** Standardized 10-point scale scores
3. **Composite Score:** Weighted aggregation of criteria.

Results

- Highest-scoring areas: Urban cores (Fresno, Clovis) and dense residential communities (Selma, Reedley).
- Moderate scores: Suburban and ex-urban towns.
- Lower scores: Rural/agricultural areas, though some show high climate vulnerability (heat risk).

Key Takeaways

- Urban areas align with multimodal and equity goals.
- Rural areas require context-sensitive solutions due to low density but high vulnerability.
- EV charging gaps and climate resilience are critical considerations for hub design.

Limitations

- Regional-scale analysis; lacks site-specific details like land ownership and transit proximity.
- EV gap scoring may underrepresent areas needing additional charger capacity.

Table 7. Goals, Criteria, and Weighted Aggregation

Goal	Criteria	Definition	Weight
Community Need	Transportation Equity	Measures social vulnerability and transportation access limitations using Caltrans EQI.	15%
	Environmental Burden	Identifies communities disproportionately exposed to pollution and environmental stressors.	15%
Regional Destinations	Activity Center Proximity	Density of non-home-based trips (shopping, work, leisure) as a proxy for activity hubs.	15%
	Future Land Use Support	Acreage of planned high-intensity land uses (mixed-use, multifamily, downtown, office).	20%
Sustainability	Multimodal Orientation	Lower vehicle miles traveled (VMT) per capita indicates a stronger potential for non-auto travel, while also supporting VMT reduction by increasing transit and active transportation.	15%
	EV Charging Gap	Population near major roads without access to public EV chargers.	10%
	Hazard Risk (Flood/Fire)	Combined annualized frequency of flood and wildfire events; lower risk = higher score.	5%
	Future Heat Risk	Projected frequency of heat health events by 2050; higher risk areas prioritized for resilience.	5%

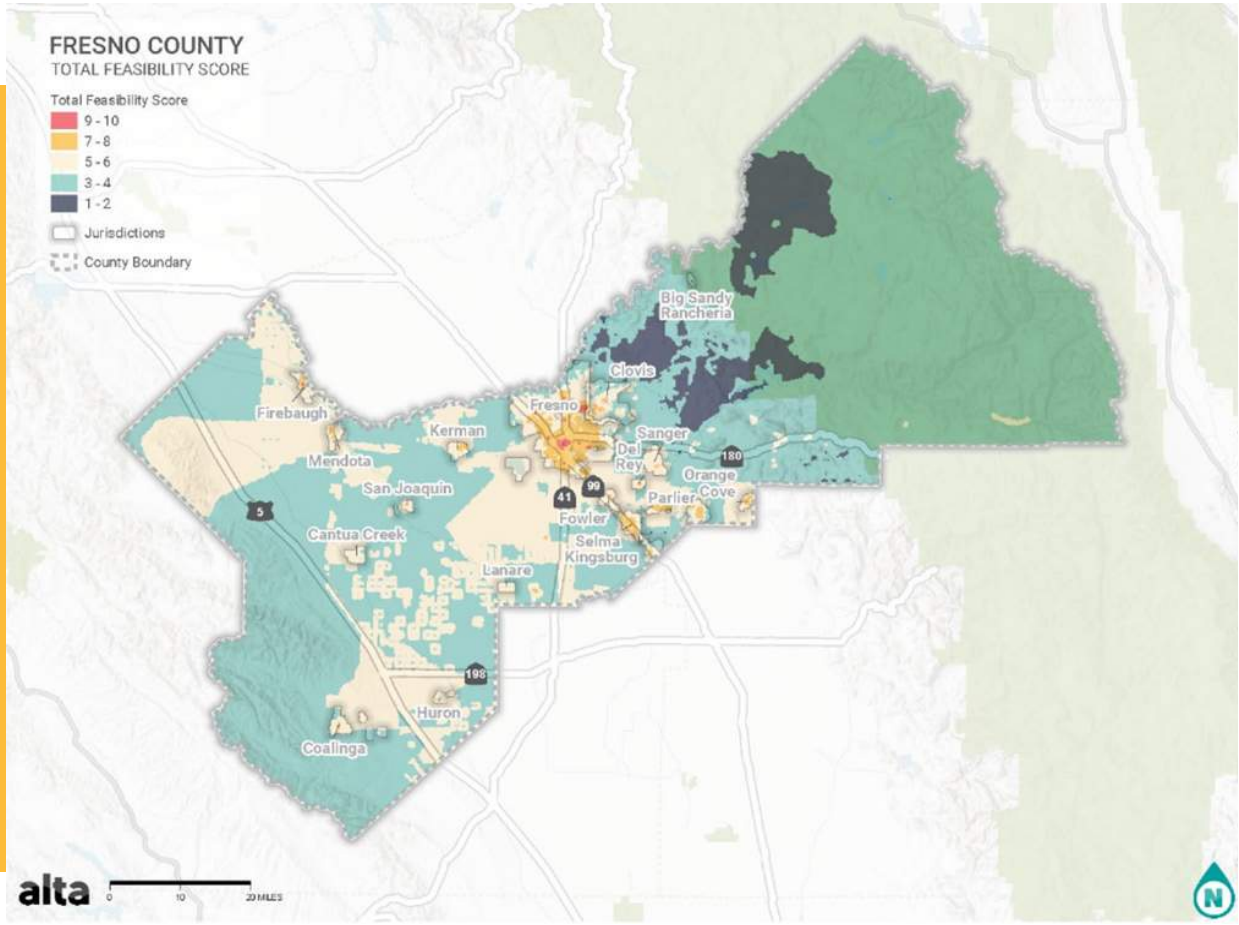


Figure 19. Total Feasibility Score.

The total feasibility score represents the geographic analysis of site opportunities.

Step 2: Development of the In-Progress and Final Short-List

After the spatial analysis was completed, the project team reviewed the outcomes. Each transit agency team worked with the consultants to review the map suitability scores and brainstorm more specific locations based on the scoring and the team's collective professional judgment about idea locations and potential implementation partners. This process results in the in-progress short-list of four locations for Clovis Transit, 19 locations for FAX, and six locations for FCRTA.

In January and February 2025, in between Steering Committee meetings 2 and 3 (respectively in November 2024 and February 2025), the project team conducted numerous stakeholder interviews with local city governments, educational institutions, non-profits, and others who provided insights about mobility needs and opportunities and also discussed their potential interest in being partners in the development of one or more hubs. This information was documented and presented during the February 2025 Steering Committee meeting, alongside the spatial analysis and other qualitative information about each site.

In February 2025, the Steering Committee reviewed each location and helped the team identify a shorter list of sites for deeper evaluation, resulting in the short-list of two Clovis Transit, seven FAX, and five FCRTA locations. Steering Committee – February 2025 (Attachment 3) documents the preliminary evaluation of the in-progress shortlist and highlights the final shortlist sites.

Step 3: Qualitative Evaluation of Short-List Sites

Shortlisted Sites and Highlights

Table 8 presents the shortlisted sites, along with the opportunities and challenges associated with each site. This list was developed with input from the Steering Committee during their February 2025 meeting. Further information about each short-list site is included in Site Evaluation (Attachment E).

Step 4: Identify Sites for Concept Design

The transit agency team members used information from the Site Evaluation document (Attachment E) to have further internal conversations with the consultant team, for Clovis Transit and FAX, additional staff from their respective cities, and for FCRTA, discussions with staff and elected officials from several short-listed cities. Each team made its selection in March or April of 2025[1]:

Clovis Transit: Landmark Square (Clovis)

The project team selected the Landmark Square site for further evaluation. Clovis Transit staff and project team members cite the following reasons for selecting this location to develop the mobility hub concept in Clovis:

- Significant civic investment area, demonstrating long-term commitment
- Continued emphasis on a central, high-impact location for Clovis mobility
- Strategic partnerships with the adjacent Senior Center and planned Library
- Opportunity to develop hub-style community services
- Existing, established site with foundational infrastructure
- Prime central location for accessibility and visibility
- Direct proximity to key civic assets: Senior Center and future Library
- Opportunities to link mobility hub and Senior Center services
- Partnership potential for facilities and programming at the planned new Fresno County Library

1 At this point in the project, the team and FAX had not yet identified the former University Medical Center at S. Cedar and E. Kings Canyon as a candidate site. FAX selected this location for further study on May 16, 2025, after discussions with City leadership, and thus the site did not go through this round of shortlist site evaluation.

Table 8. Shortlisted Site Evaluation

Transit Agency	Site	Opportunities	Considerations
Clovis Transit	Landmark Transit Center	• Centrally located • Existing transit center • Civic activity hub	• Limited parking • Limited space for expansion
Clovis Transit	Park & Ride at Hwy 168 & Temperance	• Underutilized park-and-ride • Partnership with Caltrans[2]	• Car-oriented context • Emergency access concerns
FAX	Fresno State – Shaw/ Cedar Edge	• High trip generation • Frequent transit service	• University approval • Site access complexity
FAX	Fresno City College – West Fresno Center	• Potential anchor for Southwest Fresno development • Partnership with Fresno City College	• Coordination with multiple entities
FAX	High-Speed Rail Station Area (Downtown Fresno)	• Future regional hub • TOD potential, • Intermodal connectivity • EV charging needs	• Timeline uncertainty • Multi-agency coordination
FAX	Manchester Transit Center	• Existing busy hub • Redevelopment planned nearby	• Private land negotiations • Space constraints
FAX	Blackstone/Shaw Intersection	• Major crossroads • Large commercial parcels • Quality transit service	• Private ownership • Integration of on-street and off-street facilities
FAX	Riverpark Mall	• Popular regional destination • Numerous major road connections • FAX routes 1, 3, 26, 32, 34, 38, 58	• Constrained sites • Largely private ownership land
FAX	Tower District	• FAX routes 22, 26, 28, and 35 • Centrally-located business/retail district • Surrounding residential concentration	• Limited opportunities for major regional hub development • Small sites w/ low street visibility
FCRTA	San Joaquin Main Street Site	• Vacant site • Strong city partnership • Centrally located near civic amenities	• Lack of utilities • Site preparation required
FCRTA	Former Mendota Airport	• Large site • Potential for mobility and resiliency hub features	• Non-central location • Grid limitations
FCRTA	S. 7th Street (Fowler)	• Proximity to library and health clinic • Potential for microgrid integration	• Stormwater basin removal • Grid constraints
FCRTA	Parlier Police Station	• City-owned site • Partnership with City • Space for mobility hub features	• Distance from city core • Security considerations
FCRTA	Lanare Community Center	• Community hub • Potential to back up critical infrastructure • Partnership opportunities	• Low population density • Limited trip generators

2 Caltrans is preparing an update to the State Highway System Management Plan, due in Summer 2026. The Draft SHSMP addresses Caltrans's new approach to managing Park and Ride locations as prospective mobility hubs. These facilities are predominantly along State highways, which applies to the Highway 168 & Temperance location on the shortlist, but does not apply to any of the four final Study locations

FAX: E. Kings Canyon Road/S. Cedar Avenue (Fresno)

The project team selected the E. Kings Canyon Road/S. Cedar Avenue site for further evaluation. FAX staff and project team members cite the following reasons for selecting this location to develop the mobility hub concept in the Fresno metropolitan area:

- Strong transit connectivity with high-frequency service in multiple directions
- Direct link to the Fresno Fairgrounds, a major regional destination
- Serves a community with clear socio-economic needs, enhancing equity and access
- High potential for revitalization as part of broader redevelopment efforts
- Located at the intersection of two strategic planning areas: Downtown and Southeast Fresno
- Recognized in the Kings Canyon Transit-Oriented Development (TOD) Plan as a high-potential site
- Active and engaged property owner/developer, supportive of forward-looking projects
- Cedar Avenue, known as "Education Lane," connects numerous schools and experiences heavy use
- Identified as a top location opportunity—includes space for a public plaza and structured parking

FCRTA: Police Station (Parlier)

FCRTA staff and project team members cite the following reasons for selecting this location to develop the mobility hub concept in the rural areas:

- Strategically located in the heart of East County, serving as a key node for multiple FCRTA routes
- Existing strong partnership with the City of Parlier, which values expanded transportation options
- Enhance regional connectivity and access for residents with limited mobility alternatives
- The site could serve as a central point for future multimodal services and electrification
- Reflects the City's interest in improving transit equity and supporting underserved populations

FCRTA: Main Street (San Joaquin)

FCRTA staff and project team members cite the following reasons for selecting this location to develop the mobility hub concept in the rural areas:

- Builds on momentum from a successful microgrid/ resiliency hub feasibility study, with clear potential for energy resilience and community support.
- FCRTA has received funding for microgrid/resiliency hub infrastructure.
- Strong support from committed City partners who prioritize expanded mobility and community investment
- Aligned with FCRTA's vision to develop a dedicated EV microtransit hub in the community
- Opportunity for shared use of EV charging infrastructure by the City of San Joaquin and Golden Plains School District
- Enables launch of a new EV microtransit service to serve San Joaquin and nearby unincorporated communities, including El Porvenir, Three Rocks, Cantua Creek, and Tranquility.
- Transforms a vacant parcel into a valuable community asset

General Guidance: SITE SELECTION PROCESS

There are several methods for selecting mobility hub sites. Factors will include proximity to transportation networks, land availability, and local and regional politics and planning priorities, among others. Project teams can conduct a rigorous process to aggregate information in the following thematic areas to help inform the decision. Knowledgeable area planners, elected officials, community members, business leaders, and others may have insights that aren't easily mapped or objectively analyzed. Some of the most important factors are intangible, such as the interest and excitement of project partners in any given location.

Key factors to integrate for site selection include:

1. **Use Data to Identify Equity-Priority Areas**

- Leverage Equity Mapping Tools: Utilize tools such as CalEnviroScreen and local opportunity maps to pinpoint neighborhoods with high concentrations of low-income residents, people of color, seniors, youth, people with disabilities, and other historically marginalized groups. Caltrans recently developed the Transportation Equity Index (EQI)[1] as an assessment tool for transportation projects and funding opportunities. EQI is being used for Caltrans System Investment Strategy (CSIS) projects and SB1 programs. Therefore, Caltrans recommends that projects use EQI if the resulting programs are likely to seek State funding support.
- Overlay Socioeconomic Data: Combine demographic, income, and transportation access data with built environment factors to ensure that site selection prioritizes areas with the greatest need for improved mobility.

2. **Align with Affordable Housing and Essential Services**

- Proximity to Affordable Housing: Select sites near affordable and workforce housing developments to reduce transportation costs and improve access to jobs, education, and healthcare for residents who are most likely to be transit dependent.
- Access to Key Destinations: Ensure hubs are located near essential services such as clinics, schools, grocery stores, and social service centers, making it easier for underserved populations to reach daily needs.

3. **Engage Communities Directly**

- Inclusive Outreach: Conduct multilingual, culturally relevant outreach and engagement activities in underserved neighborhoods. Use surveys, pop-up events, and partnerships with community-based organizations to gather input on mobility needs and preferences.
- Co-Design Process: Involve community members in the design and programming of the hub, ensuring amenities and services reflect local priorities and experiences.

4. **Remove Barriers to Access**

- Universal Design: Ensure all hub features are ADA-compliant and accessible to people with disabilities, seniors, and families with children.
- Affordable and Discounted Services: Integrate fare discounts, free transfers, and programs that specifically benefit low-income and transit-dependent users.

5. **Built Environment & Transportation Network**

- Proximity to Transit: Sites should be near existing or planned transit routes, stations, or corridors to maximize connectivity and support multimodal travel.
- Bike and Pedestrian Connectivity: Good access to bike lanes, sidewalks, and safe crossings is essential for first/last-mile connections.

1 https://dot.ca.gov/programs/eta/transpo-equity/eqi/resources

- Park-and-Ride and Multimodal Corridors: Locations near park-and-ride lots or major multimodal corridors (where multiple transportation modes intersect) are highly suitable.

6. **Land Use & Community Context**

- Housing and Job Density: Areas with higher concentrations of residents and jobs generate more potential users and support greater hub activity.
- Proximity to Key Destinations: Hubs should be close to civic centers, schools, medical facilities, shopping, and other community amenities.
- Alignment with Land Use Plans: Sites should fit within local and regional land use and transportation plans, supporting visions for walkable, mixed-use, and transit-oriented development.

7. **Site Readiness & Feasibility**

- Ownership and Control: Publicly owned or easily acquirable sites simplify development and reduce legal barriers.
- Utility Access: Sites with existing or easily connected utilities (electricity, water, Internet) are more feasible.
- Permitting and Zoning: Locations with streamlined permitting processes and compatible zoning reduce delays and complications.

8. **Physical and Infrastructure Constraints**

- Space Availability: Adequate space is needed for transit vehicles, micromobility, parking, amenities, and potential future expansion.
- Site Conditions: Consider flood risk, topography, and the need for site preparation or remediation.
- Integration with Existing Infrastructure: The ability to connect with existing or planned roads, sidewalks, bicycle routes, and utilities is crucial.

9. **Scalability and Flexibility**

- Ability to Phase Development: Seek sites that allow for incremental improvements and future expansion.
- Adaptability to New Services: Hubs should be able to accommodate emerging mobility options (e.g., EV charging, micromobility, carshare).

10. **Funding and Implementation Potential**

- Access to Funding: Sites that align with grant criteria or local funding measures (like Measure C in Fresno County) are more likely to move forward.
- Partnership Opportunities: Locations that enable collaboration with the private sector, community organizations, or other agencies can unlock additional resources.
- Example: Site Suitability Scoring

The Fresno County Mobility Hub Feasibility Study used weighted scoring for numerous geographic factors to help identify suitable hub locations. In another recent nearby project, San Joaquin Regional Mobility Hub Suitability Report[2] uses a 100-point scale considering:

- Built environment (transit, bike, park-and-ride, EV charging)
- Land use (housing, jobs, parks)
- Socioeconomic status (disadvantaged communities)
- Permitting and utility readiness.

2 https://www.sjcog.org/DocumentCenter/View/9774/SJCOG-Mobility-Hub-Suitability-Report---FINAL-v2

Chapter 3: Envisioning Mobility Hubs

Addressing Fresno County's unique mobility needs requires innovative and collaborative efforts. The transportation leaders in Fresno County have been exploring and experimenting with non-traditional transportation modes to tackle the unique challenges in Fresno County. Acknowledging such needs, the 2022 RTP/SCS established comprehensive goals and policies to address the transportation challenges in the region, especially for the disadvantaged communities in both urban and rural areas.

Mobility hubs, which have been explored in other regions, are a new concept in Fresno County and could potentially serve as a tool to accomplish many of the RTP/SCS goals if implemented regionwide as a network. The hubs would facilitate seamless inter-modal transfer, which will boost transit ridership and encourage bike, ped and micro-mobility. It would fill the transportation gaps that cannot be served by the existing services and will lead to reduced VMT and improved air quality in the region.

The Vision of a Mobility Hub Network in Fresno County

The following are the Goals & Policies established in the Fresno COG 2022 RTP/SCS[1] that the mobility hubs would support:

Goal 1. Improved mobility and accessibility for all

- Policy 3. Promote the improvement and expansion of accessible transportation options to serve the needs of all residents, especially those who have historically faced disproportionate transportation burdens.

Goal 2. Vibrant communities that are accessible by sustainable transportation options

- Policy 4: Encourage alternatives to single-occupancy vehicles that reduce vehicle miles traveled (VMT) and greenhouse gas emissions.
- Policy 5: Support investment in and promotion of active transportation and transit to improve public health and mobility, especially in historically underinvested areas.
- Policy 9: Facilitate and promote interagency coordination and consistency across planning efforts
- Policy 10: Incentive and support efforts to improve air quality and minimize pollutants from transportation.

Goal 3. A safe, well-maintained, efficient, and climate-resilient multimodal transportation network

- Policy 12: Promote enhanced Transportation Systems Management (TSM) and Transportation Demand Management (TDM) strategies to reduce congestion and vehicle miles traveled.
- Policy 13: Encourage improvements in travel connections across all modes to create an integrated, accessible and seamless transportation network.

Goal 5: A region embracing clean transportation, technology, and innovation

- Policy 19: Support innovative mobility solutions that are accessible, affordable, reduce greenhouse gas emissions, and improve air quality

In addition, mobility hubs also support the goals and objectives established in the Fresno County Regional Long Range Transit Plan[2], which was adopted by the Fresno Council of Governments in 2019.

Goal B: Create a safe, affordable, environmentally responsible, reliable, and interconnected multimodal transportation system.

- Objective B.4. Develop a seamless public mobility network with reliable interconnected transfers and affordable fares between Fresno's rural and urban areas, as well as within communities.

Under the Coverage Alternative in the Long-Range Transit Plan, it was recommended to "develop a network of transportation nodes that provide seamless schedules, transfers, and fare payment integration." (page 80) The transportation nodes share similar features and functionalities with mobility hubs, as they facilitate multi-modal trip transfers, provide on-site bikesharing services, and may include features such as solar charging.

1 https://www.planfresno.com/planfresno/uploads/2022/06/Chapter-4-Implementing-The-Plan-Final-Draft.pdf
2 https://www.fresnocog.org/wp-content/uploads/2021/10/Fresno-County-Regional-Long-Range-Transit-Plan-050519-RL-34.pdf

General Guidance: CONCEPTUALIZING MOBILITY HUBS

Establish a clear Mobility Hub Framework

- Define hubs as integrated nodes that combine transit, micromobility, carshare/rideshare curb space, EV charging, and high-quality pedestrian/bike access—plus comfort amenities that make the hub a place to be, not just pass through.
- Organize features into a Kit of Parts across four categories—Transit & Trip Making, Parking & Charging, Priority Access, and Amenities—so each project team has a common language and modular checklist to assemble context-appropriate hub concepts.
- Classify hubs elements as Baseline vs. Enhanced, Phase 1 and Phase 2, or other similar terms to match funding, complexity, and delivery timelines, with the option to phase elements over time.

Choose a Typology strategy that fits your context

- Classify hubs by scale (Minor/Midsize/Major), place type (Urban/Suburban/Rural), or delivery context (Established site, Developing transit area, New investment). Use typologies to set realistic scopes, partners, and O&M plans.
- For rural or small town contexts, emphasize microtransit, safe crossings, shade, and EV microgrids, while in urban cores, prioritize frequent transit, bike networks, curb management, and placemaking to support higher activity levels.

Translate needs into a Kit of Parts with minimum standards

- Make safety, shade, seating, wayfinding, and real-time information non-negotiable baseline elements across all hub types. These consistently surfaced in public feedback and should be specified as minimum design standards.
- Pair on-site features (shelters, secure bike storage, EV charging) with off-site improvements (ADA paths, protected crossings, lighting, bikeways) so hubs are accessible and integrated with their surroundings.
- Where grid capacity is constrained, include solar canopies and battery storage to power EV charging, resilience amenities (e.g., cooling rooms), and critical communications.

Use a two-stage site selection and concept development process

- Stage 1 – Quantitative screen. Apply small area analysis (e.g., hex grid) to weight equity, demand, land use support, multimodal orientation, environmental burden, and resilience, producing ranked shortlists.
- Stage 2 – Qualitative vetting. Field check the shortlist for trip generators, transit access, site/ROW access, ownership & stakeholder readiness, and utilities/services, then select final sites where implementation pathways are clear.

Plan for governance, partnerships, and phasing

- Clarify who owns what (public ROW vs. private parcels), who permits what (public works, traffic engineering, parks, utilities), and who operates what (transit agency, city, third-party vendors). Document these in MOUs before design advances.
- Expect different lead roles by context: transit-led baseline upgrades at existing centers; city-led placemaking and ROW changes where streetscape work is required; and joint city/agency/private delivery on mixed ownership sites.
- Use phasing to manage risk and budget: Phase 1 (Baseline) = low-friction upgrades; Phase 2 (Enhanced) = higher-impact features that may need property acquisition, microgrids, or complex street reconfiguration.

Plan for operations & maintenance (O&M)

- Identify the responsible entity for cleaning, safety, landscaping, lighting, restroom upkeep, real-time information systems, and EV equipment. Without O&M commitments, hubs degrade quickly and lose public trust.
- For third-party services (carshare, bikeshare, microtransit, charging), specify service levels, data sharing, and revenue models up front; use performance-based contracts tied to reliability, safety, and customer experience benchmarks.

Design for equity, comfort, and climate resilience

- Measure success by outcomes for disadvantaged communities, including reduced travel time penalties, safer first/last mile routes, and improved access to education, healthcare, jobs, and social services.
- Incorporate shade, cooling/heating spaces, hydration, lighting, and secure waiting areas to address extreme heat and safety perceptions—recurring themes in outreach that directly affect adoption.
- Where relevant, apply microgrid strategies to reduce reliance on constrained utility feeders and keep critical hub functions operating during outages.

Use place-specific lessons to shape hub delivery

- Established urban hubs (e.g., transit centers) can scale with solar carports, public EV charging, secure bike storage, and microtransit integration with relatively modest permitting complexity.
- Corridor hubs in revitalization areas benefit from plaza space, in-lane bus stops, streetscape/crossing upgrades, and private parcel partnerships to unlock larger design moves. Coordinate early with landowners if features cross property lines.
- Rural hubs can lead with EV microtransit, civic plazas, and rectangular rapid flash or PHB crossings, adding retail kiosks or food carts later as demand grows—keeping first/last mile safety and resilience at the forefront.

Establish a replicable playbook for future hubs

- Standardize templates (concept packages, spec sheets for shelters/charging/bike parking, signage and wayfinding standards, plaza elements) so future hubs can be delivered faster and cheaper while still tailored to local needs.
- Document feasibility factors (constructability, workforce, grid connections, ROW impacts, private property needs, tech integration, environmental review/CEQA streamlining) in a repeatable checklist for each new site.

Align funding and delivery tools with the phasing plan

- Pair Baseline elements with near-term funding; reserve Enhanced features for larger grants, special financing districts, or public-private partnerships. Include O&M funding—user fees rarely cover ongoing maintenance and operational costs.
- Where applicable, note potential CEQA exemptions for EV infrastructure, and plan environmental review pathways for streetscape, park/plaza, and building changes.

Consider branding, wayfinding, and communications

- Create a unified brand and wayfinding system across agencies and operators so people can easily understand how to move between services. Tie digital tools (real-time info, trip planning) to physical signage and maps for a seamless experience.
- Use low-cost, temporary interventions to test layouts, curb changes, or amenities before committing capital to permanent infrastructure.

Monitor, evaluate, and iterate

- Track pre/post changes in access, safety, reliability, mode share, dwell times, and user satisfaction at the hub and surrounding network; adjust features and service plans accordingly.

Mobility Hub Concepts

After identifying the final four locations for the Study, the team spent May to December 2025 developing concept designs and preliminary feasibility assessments. The Basis of Design (Attachment F) was developed to align the team on key assumptions about designs and mobility services.

The team conducted on-site workshops at or near each of the four hub locations in July 2025. Numerous community members, city staff, and elected officials attended these workshops to discuss the draft design concepts and offer suggestions for improvement and implementation actions. The workshops are described in more detail in Chapter 2 on page 31.

The following pages provide an overview of the four concepts, which were finalized in December 2025. The complete design concepts, planning-level cost estimates, and feasibility factors are elaborated in the Design, Planning-Level Cost Estimate, and Feasibility document (Attachment G).

Landmark Square Concept (Clovis, CA)

- Transit Agency Lead: Clovis Transit
- Site Address: 785 3rd Street, Clovis, CA 92612
- Site Size: The existing Transit Center parcel is 35,075 square feet (0.8 acres). The entire Landmark Square area is approximately 5.5 acres.

The Landmark Square site, comprising the Transit Center and Clovis Senior Center project, and the under-construction Fresno County Library, is bordered by Clovis Old Town Trail, 3rd Street, adjacent residential uses to the east, and the vacant parcel north of the Fresno County Library parcel. The Landmark Transit Center serves as a central hub for Clovis Transit's current and future transit routes. The transit center has a small public lobby primarily occupied by Clovis Transit offices and driver break areas. It features a covered shelter at the north end of the property, where buses stop. The senior center is a vital community hub, offering a range of daily activities and events.

Landmark Transit Center bus stop in Clovis

Trailhead at the Old Town Trail at Landmark Square

Regional Context and Planning Background

Figure 20 illustrates the Landmark Transit Center site within the broader regional context. The site is within a mile of two major highways, including Highway 41 and Highway 168. The mobility hub concept considers the entire Landmark Square site, including the transit center and senior center, and connects to the under-construction library. The proposed hub is several blocks from Downtown Clovis, and the area is well connected by sidewalks.

Mobility Hub Concepts

The following descriptions and illustrations are conceptual and do not indicate a commitment by any party to fund, implement, or operate any features or services. Furthermore, they do not reflect any commitments by Fresno County Libraries to modify the under-construction library's relationship to the site in any way to correspond with the hub concepts. Both the Baseline and Enhanced concepts aim to enhance connections throughout the site and to the new Fresno County Library, currently under construction. During the Study, both FAX and FCRTA expressed interest in future expansions of their services to stop at Landmark Transit Center. However, it is not the purview of this project to determine such transit service adjustments, and thus, this possibility is not itemized in either the Baseline or Enhanced concept.

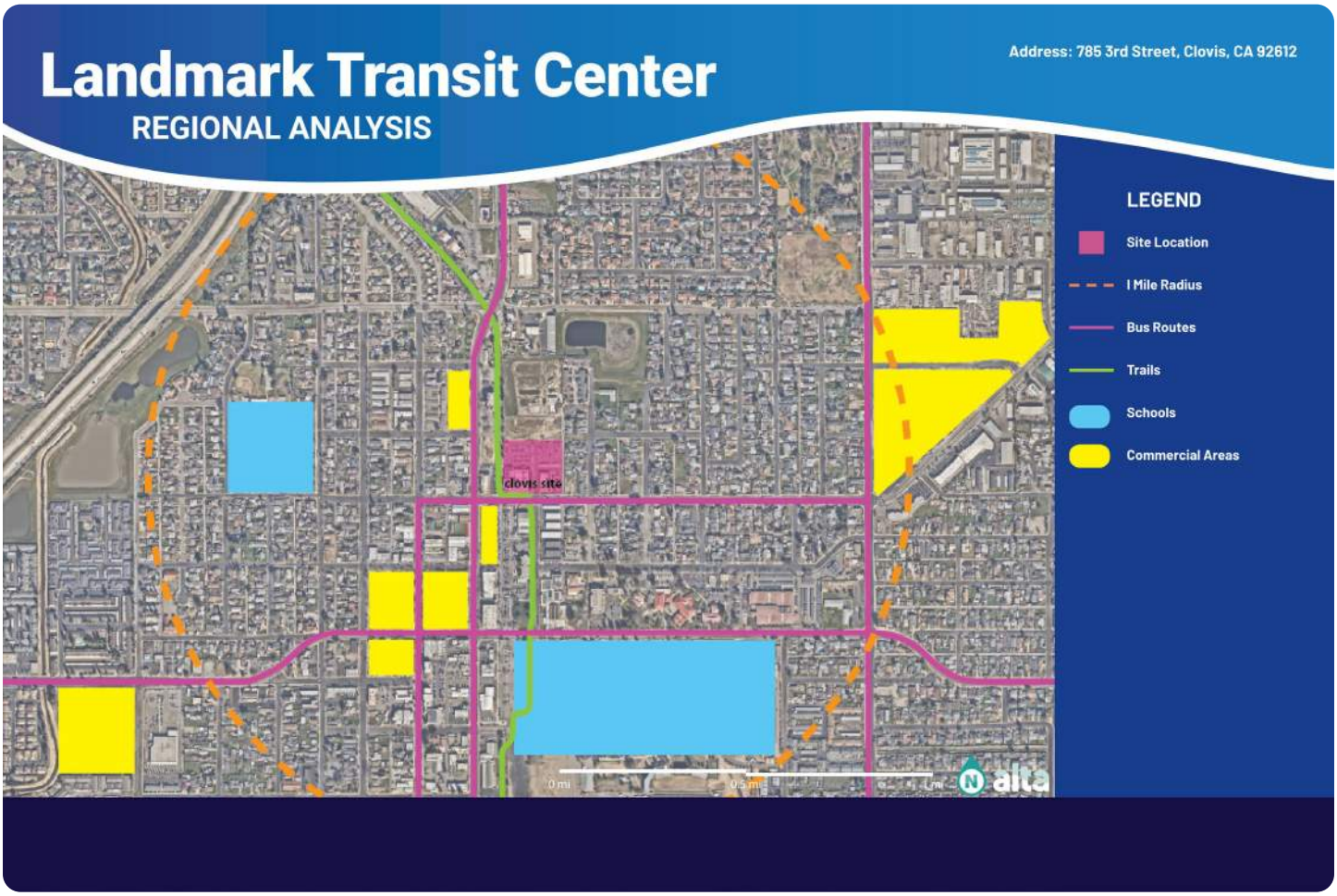
Baseline Concept

The Baseline Concept includes improvements that would enhance the existing mobility hub. Key elements of the Baseline Concept include the installation of solar shade structures on top of existing parking spaces, EV charging for Clovis Transit, wayfinding signage, and bike storage.

Enhanced Concepts

The Enhanced Concept includes improvements in the public right-of-way, such as higher-quality crosswalks, and incorporates the future Fresno County Library site. The concept also included public EV charging plugs and a battery energy storage system, along with the reconfiguration of certain parts of the parking lot to better integrate with the new library's parking and potentially support a carsharing parking hub.

Figure 20. Landmark Square Mobility Hub (Clovis, CA) Regional Analysis



Concepts Summary

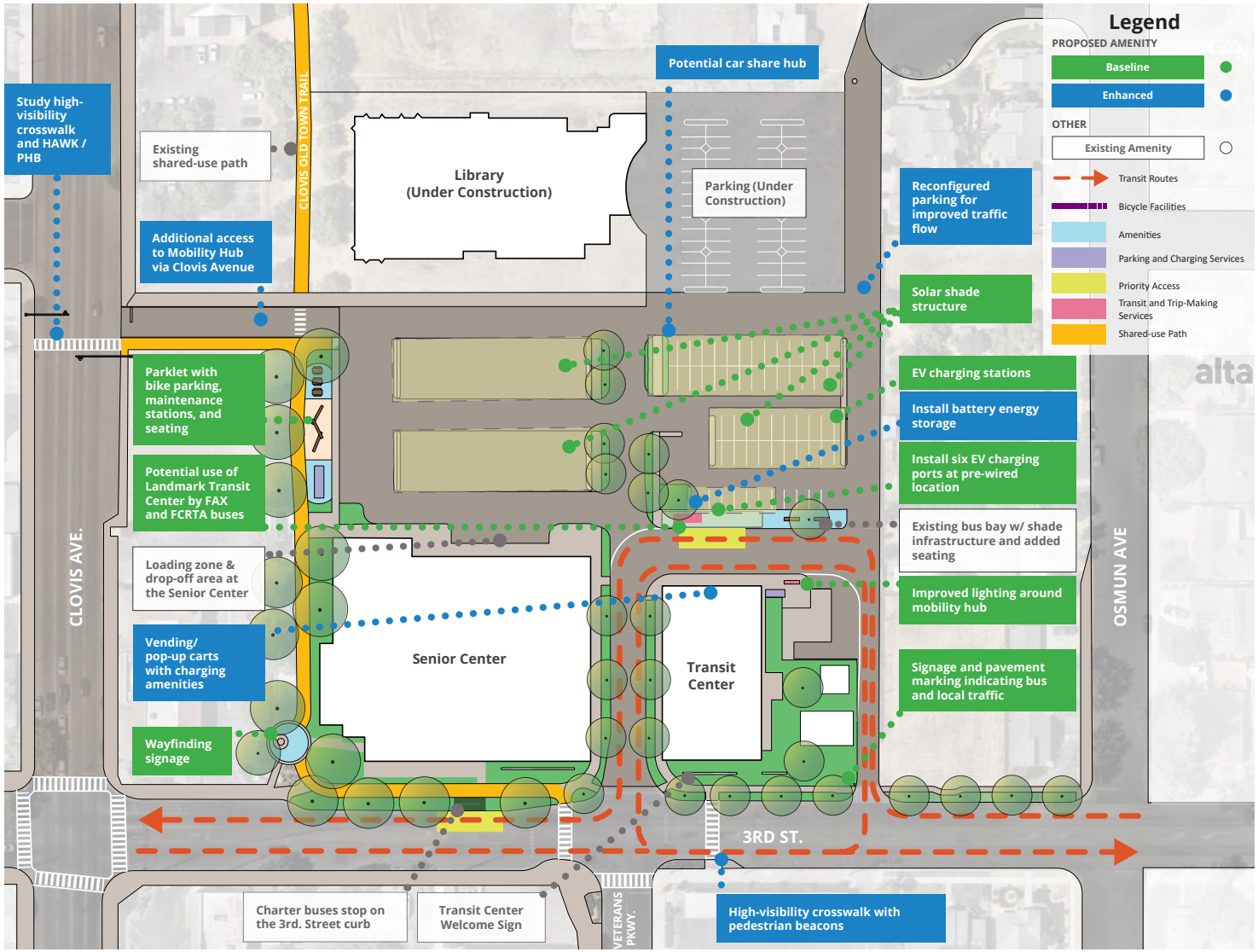
Table 9 itemized key features of the Baseline and Enhanced scenarios for the Landmark Square Mobility Hub concept. The cost estimates are approximate, planning-level figures that should not be used for bid estimations or appraising the value of the facility. Costs commonly range lower or higher than estimates by 50% or more, depending on numerous factors, including site complexities, volume of equipment purchased, labor availability, electrical grid connection needs, technology systems, customizations, and other factors.

Table 9. Summary of Landmark Square Hub Features and Planning-Level Cost Estimation

Feature	Baseline	Enhanced	Potential Project Lead
Parking and Charging			
Fleet EV Charging Stations	$290,000		Clovis Transit
Solar Carport	$375,000		Clovis Transit
Public EV Charging Stations		$290,000	City of Clovis
Battery Energy Storage System		$885,000	Clovis Transit
Short-term Bicycle Parking	$30,000		Clovis Transit
Long-term Bicycle Parking	$60,000		Clovis Transit
Reconfigure Parking Lot		$475,000	Clovis Transit
Amenities			
Parklet	$275,000		Clovis Transit
Real Time Ttrnsit Information Signs	$90,000		Clovis Transit
Site Lighting	$75,000		Clovis Transit
Wayfinding Signage and pavement markings	$60,000		Clovis Transit
Off-Site Improvements			
Crosswalk Improvements		$30,000	Clovis Engineering Division
Additional site access off Clovis Ave		$300,000	Clovis Engineering Division
Public Transit and Mobility Services			
New Microtransit Service	Not estimated in this Study		Clovis Transit

BASELINE CONCEPT ENHANCED CONCEPT

Figure 21. Landmark Square Mobility Hub Baseline and Enhanced Concept Features



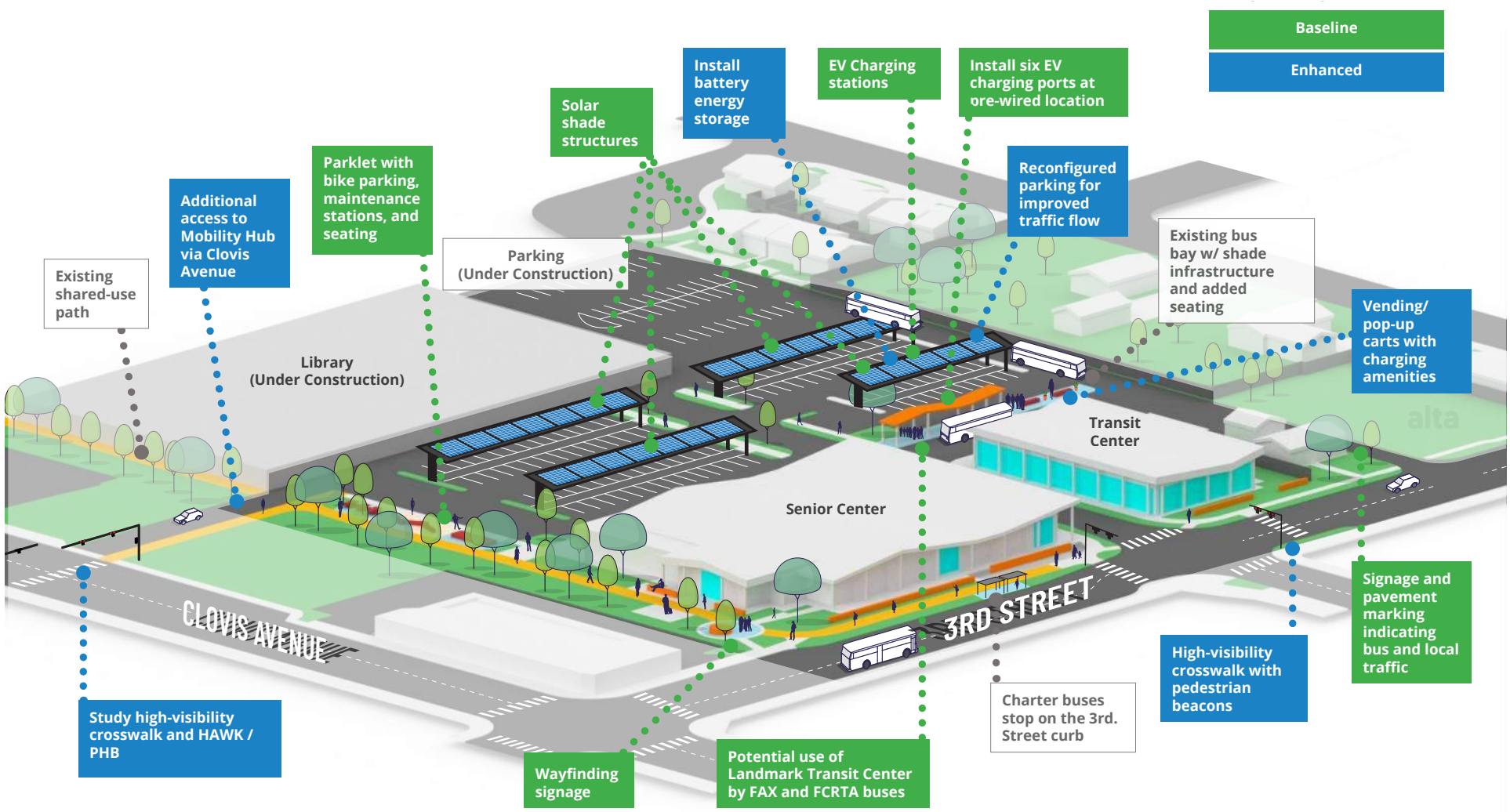
AMENITY MATRIX

AMENITIES	
Additional Benches	○
Bus Shelters with Seating: 16 s.f.	●
Custom Furnishings	●
Dog Waste Station	○
Hydration Station	○
Larger Built Shade Shelter: 40 - 200 s.f.	●
Planted Planters (Above Ground)	○
Retail	●
Site Lighting (poles, fixtures,conduit, wire, pull boxes)	●
Trash Receptacle	●
Trees and Planting Areas (In Ground)	●
PARKING AND CHARGING SERVICES	
Bike Racks	●
Car Share	●
EV Charging Units	●
PRIORITY ACCESS	
Crosswalk Markings	●
Curb Cuts with Tactile Warning	○
Pedestrian Hybrid Beacons	●
Pedestrian Refuge Islands	○
TRANSIT AND TRIP-MAKING SERVICES	
Benches	●
Bus Bays	○
Bus Priority Signals	●
Project Signage	●
Map and Wayfinding Signage	●
Monument/Gateway Signs	●
Real Time Transit Information	●
Ticket Info Kiosk (Large)	○
Ticket Info Kiosk (Small)	○

● Baseline - Proposed Amenity
● Enhanced - Proposed Amenity
○ Existing Amenity

0' 80' 160' N

Figure 22. Landmark Square Mobility Hub Concept Illustration



E. Kings Canyon/S. Cedar Avenue Concept (Fresno, CA)

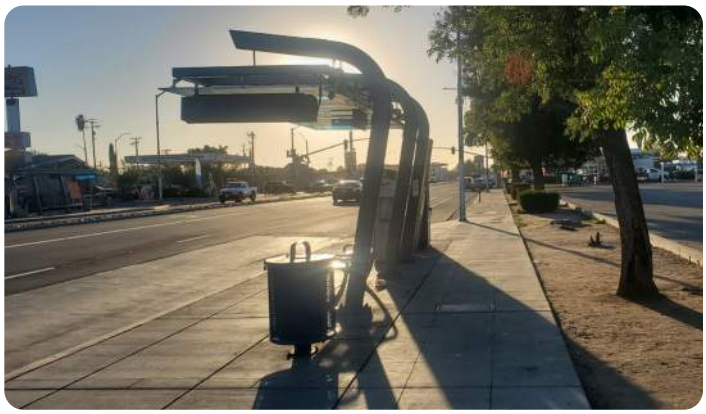
- Transit Agency Lead: Fresno Area Express (FAX)
- Site Address: The mobility hub concept is depicted at the northeast corner of the intersection of E. Cedar Chavez Boulevard and S. Cedar Avenue, as well as on small portions of a large adjacent, privately owned property located at 4460 E. Huntington Avenue, Fresno, CA 93750.
- Site Size: See the site information below.

The conceptual mobility hub site encompasses public right-of-way areas on the northeast side of the intersection of S. Cedar Avenue and E. Kings Canyon Road, as well as privately owned property adjacent to these right-of-way areas. This portion of the private property consists of surface parking lots, and the remainder of the over 29-acre site includes vacant buildings and parking lots as the property awaits potential redevelopment. The mobility hub concept depicts improvements to a small portion of the property on the southwest corner

Regional Context and Planning Background

The project site is situated at the intersection of South Cedar Avenue and East Kings Canyon Road in Fresno. Kings Canyon Road is a major east/west corridor that connects Downtown Fresno to Highway 180 to the East. Cedar Avenue is a major north/south corridor with diverse land uses including residential neighborhoods, strip commercial centers, light industrial zones, and civic facilities. The Fresno County Fairgrounds are located nearby, to the southeast of the site, south of E. Kings Canyon Road. Cedar Avenue is considered an “education lane” due to its proximity to several schools along the corridor. The project location and regional context are shown in Figure 23.

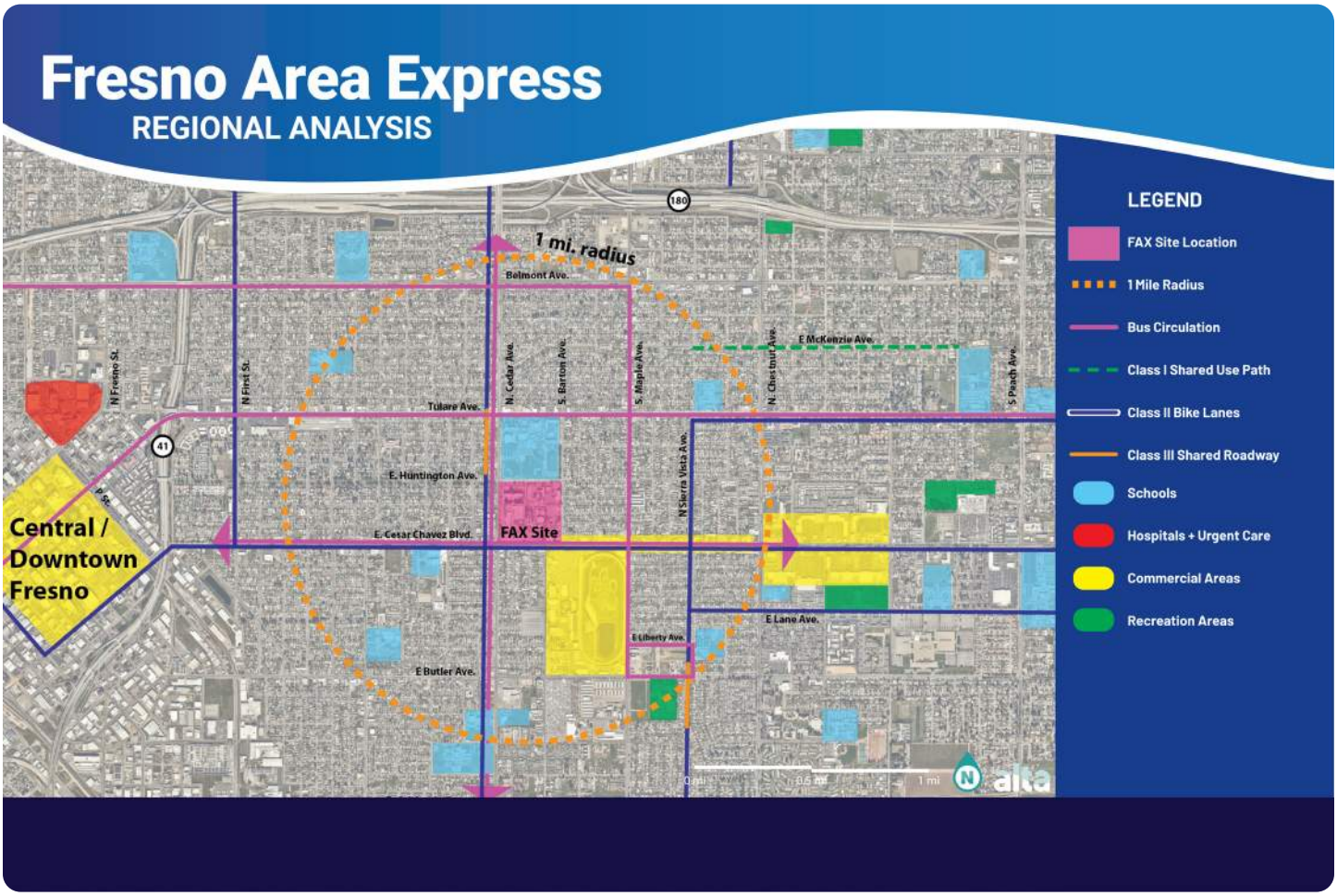
The project site is located within the Central Southeast Specific Plan, a long-range planning initiative by the City of Fresno aimed at revitalizing a 2,200-acre area east of downtown, encompassing older neighborhoods, commercial corridors, and industrial zones. Key strategies include upgrading transit access, especially along E. Kings Canyon Road; creating a more active transportation-supportive road configuration on E. Kings Canyon Road; converting underutilized industrial land to neighborhood-serving uses; and fostering local job creation. The Specific Plan identifies the former UMC site as a potential mobility hub.



FAX BRT Route 01 bus stop on E. Kings Canyon

The site at the southwest corner of E. Kings Canyon Road and S. Cedar Avenue

Figure 23. E. Kings Canyon / S. Cedar Avenue (Fresno, CA) Regional Analysis



Mobility Hub Concepts

The following descriptions and illustrations are conceptual and do not indicate a commitment by any party to fund, implement, or operate any features or services, and do not reflect any development decisions or commitments by the owner of the private property, where some improvements are depicted. The illustrations depict parking garages as a potential future use for the southwest corner of the private development site. Parking garages are one potential use but have not been formally proposed or approved. Due to the constrained space available in the public right-of-way, many of the most significant mobility hub features are conceptually located on the privately-owned former UMC property and would need to be coordinated with the site owner.

Baseline Concept

Key features include a gateway plaza with a shade structure, real-time transit information, bicycle amenities, and wayfinding signage; line condition also provides for the implementation of bus priority signaling for Routes 1 and 38 at the intersection of S. Cedar Avenue and E. Kings Canyon Road; and a shared-use path along the sidewalk edge of the mobility hub area. Most Baseline improvements are proposed in the right-of-way, with some development on the private site, including parts of the gateway plaza and secure bike storage facilities.

Enhanced Concepts

Additional features include EV charging infrastructure and parking on private property, as well as on-street bus stop improvements and pedestrian crossing enhancements. Many of the proposed Enhanced streetscape and crossing improvements reflect the concepts shown in the Central Southeast Specific Plan.

Concepts Summary

Table 10 itemized key features of the Baseline and Enhanced scenarios for the E. Kings Canyon / S. Cedar Avenue Mobility Hub concept. The cost estimates are approximate, planning-level figures that should not be used for bid estimations or appraising the value of the facility. Costs commonly range lower or higher than estimates by 50% or more, depending on numerous factors, including site complexities, volume of equipment purchased, labor availability, electrical grid connection needs, technology systems, customizations, and other factors.

Table 10. Summary of Kings Canyon / Cedar Avenue Hub Features and Planning-Level Cost Estimation

Feature	Baseline	Enhanced	Potential Project Lead
Parking and Charging			
Bicycle Parking*	$90,000		City of Fresno / Private owner
EV Charging Stations*	$315,000		Private owner
Solar Canopy*		$375,000	Private owner
Parking Lot Reconfiguration		$475,000	Private owner
Amenities			
Gateway Plaza*	$1,200,000		Private owner / City of Fresno***
Transit, Bikeway, and Walking Signage Program**		$100,000	FAX / Private owner
Right-of-Way Improvements			
Kings Canyon/Cedar Intersection Improvements	$175,000		Fresno Public Works
Boyd Ave and Kings Canyon Mid-Block Crossing		$50,000	Fresno Public Works
Chance Ave/Kings Canyon Intersection Improvements		$175,000	Fresno Public Works
Shared-use path around site perimeter	$500,000		Fresno Public Works/Private Owner
Public Transit and Mobility Services			
Shared Micromobility*	$45,000		City of Fresno / others
Additional Shade Creation at the FAX Bus Shelters		$100,000	FAX

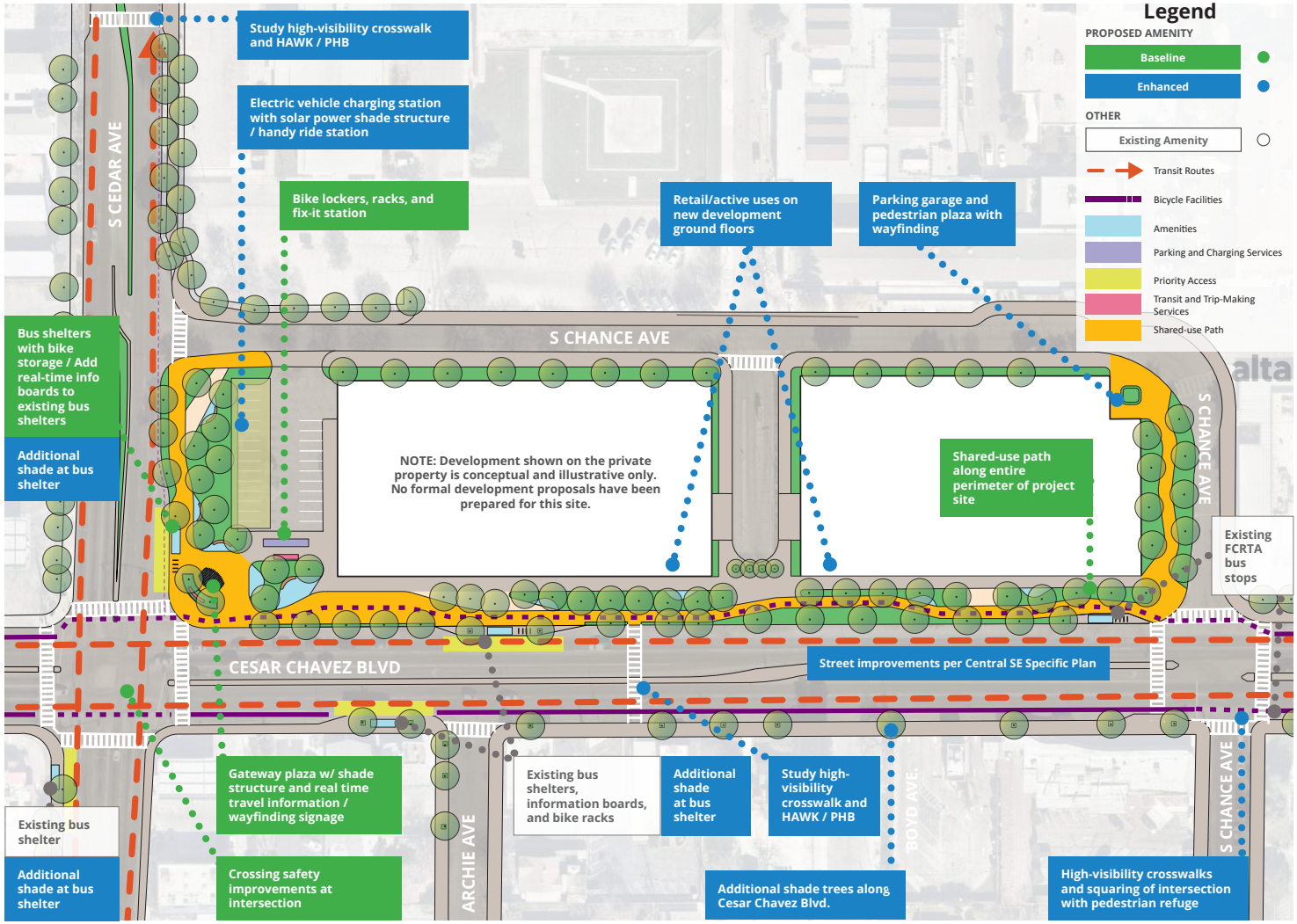
BASELINE CONCEPT ENHANCED CONCEPT

*Indicates features fully or partially located on the former-UMC site, which would require coordination with the private owner to implement, or the City of Fresno or a partner purchasing a portion of the property for use as a mobility hub and public space.

**Signage and wayfinding could be placed only in the public right-of-way, or could also include wayfinding systems to, from, and within the private property.

***The Central SE Specific Plan identified that the City of Fresno and Fresno County could collaborate to develop a temporary public space on the southwest corner of the former-UMC site while the site was waiting to be sold. However, the Specific Plan was created when the County owned the property and does not address how such an amenity could be developed if the site were in private ownership.

Figure 24. Kings Canyon / Cedar Avenue Mobility Hub Baseline and Enhanced Concept Features



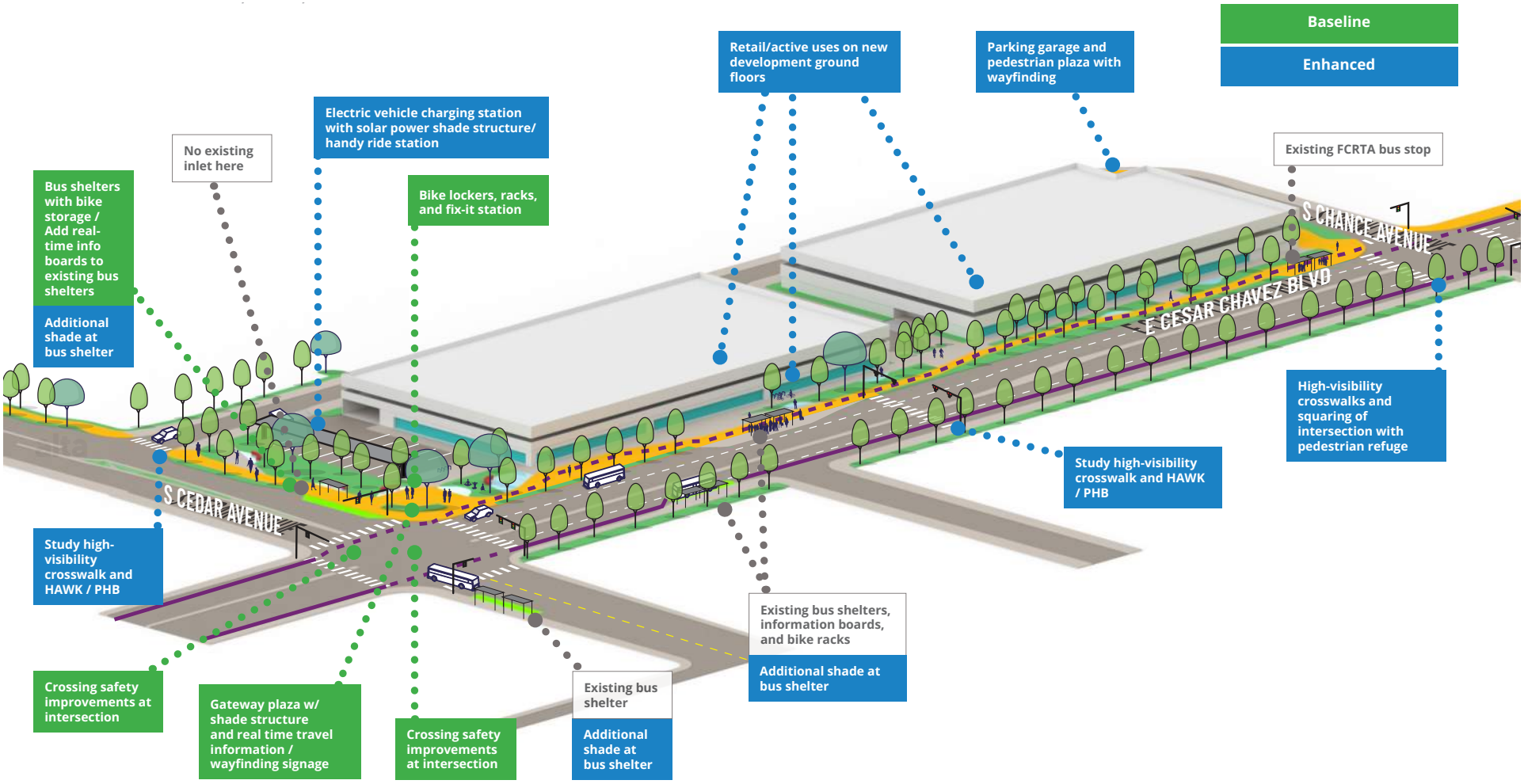
AMENITY MATRIX

AMENITIES	
Additional Benches	●
Bus Shelters with Seating: 16 s.f.	●
Custom Furnishings	●
Dog Waste Station	○
Hydration Station	○
Larger Built Shade Shelter: 40 – 200 s.f.	●
Planted Planters (Above Ground)	○
Retail	●
Site Lighting (poles, fixtures,conduit, wire, pull boxes)	○
Trash Receptacle	●
Trees and Planting Areas (In Ground)	●
PARKING AND CHARGING SERVICES	
Bike Racks	●
Car Share	○
EV Charging Units	●
PRIORITY ACCESS	
Crosswalk Markings	●
Curb Cuts with Tactile Warning	●
Pedestrian Hybrid Beacons	●
Pedestrian Refuge Islands	○
TRANSIT AND TRIP-MAKING SERVICES	
Benches	●
Bus Bays	○
Bus Priority Signals	●
Project Signage	●
Map and Wayfinding Signage	●
Monument/Gateway Signs	●
Real Time Transit Information	●
Ticket Info Kiosk (Large)	○
Ticket Info Kiosk (Small)	○

● Baseline - Proposed Amenity
● Enhanced - Proposed Amenity
○ Existing Amenity

0' 100' 200' N

Figure 25. Kings Canyon / Cedar Avenue Mobility Hub Concept Illustration



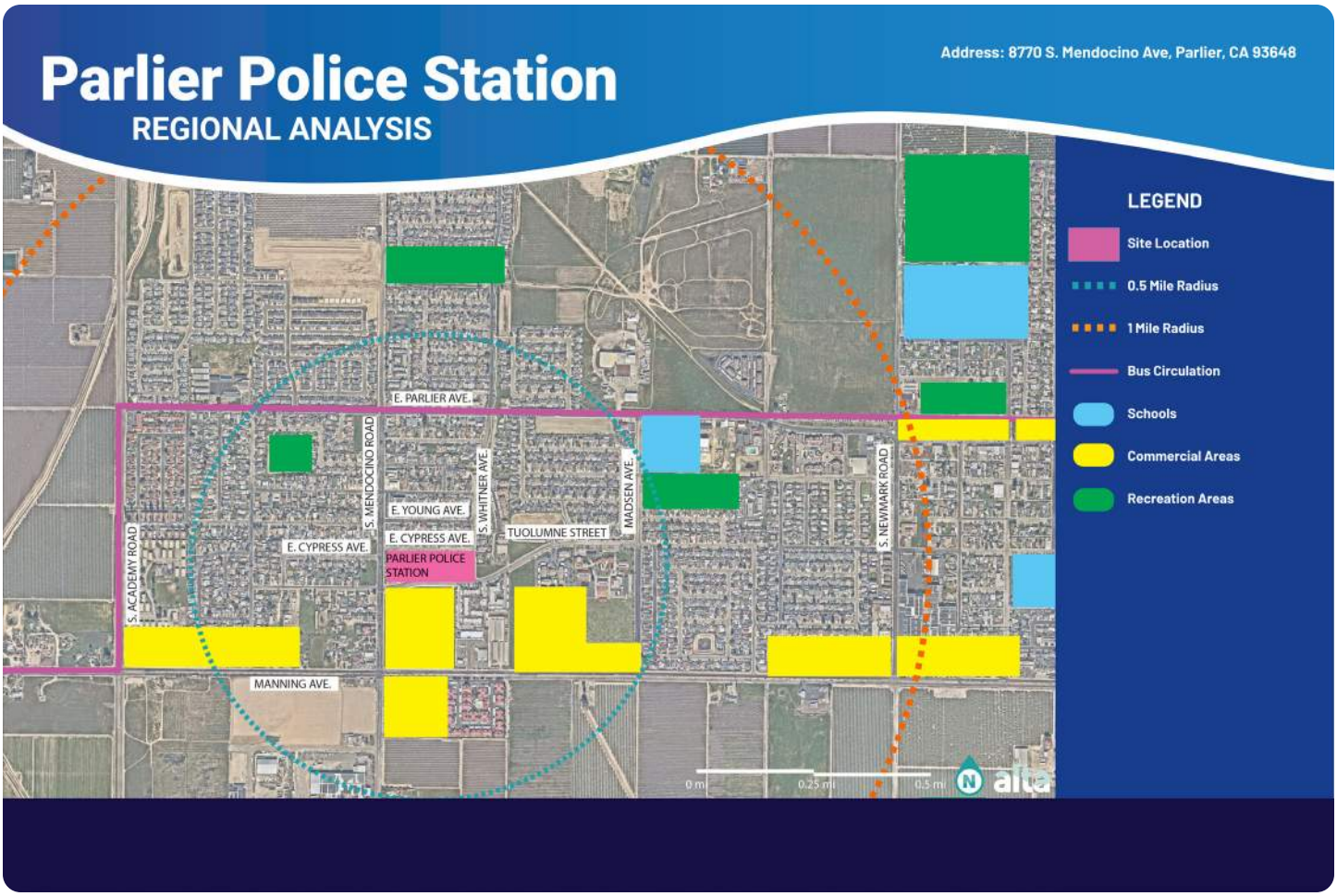
Police Station Concept (Parlier, CA)

- Transit Agency Lead: Fresno County Rural Transit Agency (FCRTA)
- Site Address: 8770 S. Mendocino Avenue, Parlier, CA. The property owned by the City of Parlier is approximately 100,000 square feet in size, with access from S. Mendocino Avenue. This mobility hub location would use the western portion of the Parlier Police Station. The eastern portion is reserved exclusively for police facilities. The Parlier Police Station property is bounded on the south side by a vacant, privately owned parcel. The Enhanced Concept assumes the purchase of that property for mobility hub features. The project team has not yet contacted the property owner, and no discussions regarding the acquisition of the property have taken place. The Enhanced Concept proposes improvements to the public right-of-way, including those on Mendocino Avenue, as well as enhancements to the crossing at the intersection of Mendocino Avenue and Tuolumne Street.

Regional Context and Planning Background

The site is approximately six miles east of State Route 99 at the intersection of Manning Avenue and Tuolumne Street. The City of Parlier has identified nearby parcels for affordable housing development. The city's zoning and land use policies emphasize compact development, the preservation of agricultural land, and the revitalization of underutilized areas, particularly near Manning Avenue, which will be well-positioned for commercial investment due to its proximity to utilities and transportation corridors. Figure 26 shows the regional analysis of the hub.

Figure 26. Police Station Site (Parlier, CA) Regional Analysis



Parlier Police Station - existing parking lot

The site abuts an existing police station in Parlier

Mobility Hub Concepts

The following descriptions and illustrations are conceptual and do not indicate a commitment by any party to fund, implement, or operate any features or services, and do not reflect any development decisions or commitments by the owner of the private property, where some improvements are depicted. If the mobility hub project partners do not pursue acquiring the private property, the mobility hub can be developed entirely within the City of Parlier Police Department property.

Baseline Concept

The Baseline Concept applies only to improvements on the City of Parlier property. The site already contains the Police Department building and solar infrastructure over the existing carport. The Parlier Police Department would remain in the Baseline Concept. The Baseline Concept includes solar-powered EV charging stations and a backup battery, primarily for FCRTA fleet use. FCRTA's State Route 99 Transit Feasibility Study from February 2025 includes a long-term recommendation that Parlier become an On-Demand Transit Local Zone hub to provide local area connections to the fixed-route feeder line transit that is proposed to connect SR 99 from Selma to Reedley via Parlier. EV charging at the Parlier hub would service these on-demand vehicles, reducing the need for them to travel to FCRTA's Selma maintenance facility for charging. FCRTA's EV Charging Master Plan identifies the Parlier mobility hub site for providing one Level-II charging port for overnight charging of a Ford E-Transit

Enhanced Concepts

The Enhanced Concept includes additional proposed improvements to the west side of the police station property and to new intervention locations, including the privately owned parcel to the south and the public right-of-way, especially Mendocino Avenue. Key Enhanced Concept features include public EV charging, carsharing parking, a new city pocket park, traffic control changes on Mendocino Avenue, and a new driveway access to the site from Tuolumne Street.

Different land ownership options will be important considerations for the development of this site. Acquiring the private parcel to the south of the police station would enable the creation of a pocket park public space and a new driveway from the mobility hub to Tuolumne Street, which could be highly beneficial for transit vehicle circulation and access.

Concepts Summary

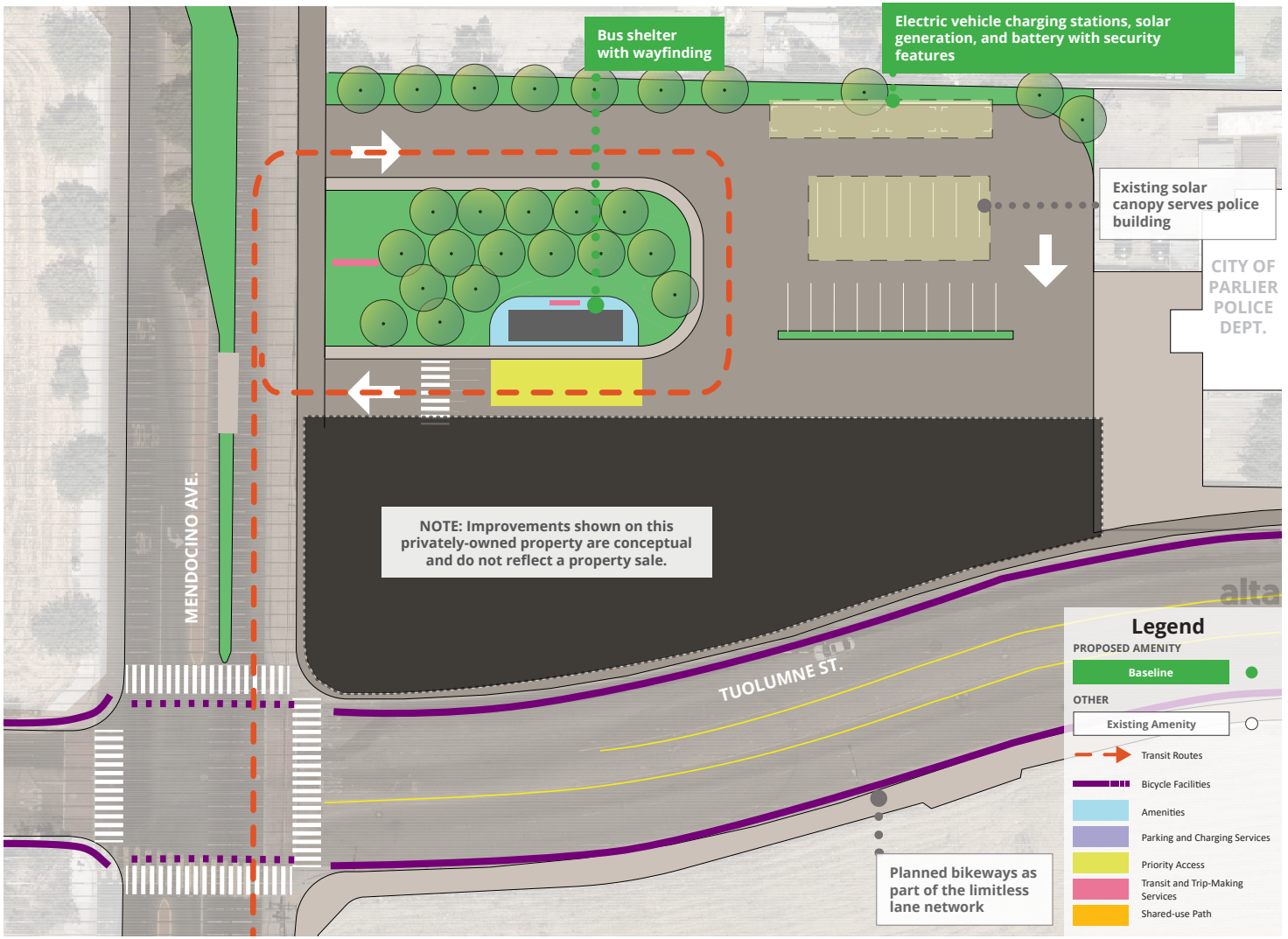
Table 11 itemized key features of the Baseline and Enhanced scenarios for the Parlier Police Station Mobility Hub concept. The cost estimates are approximate, planning-level figures that should not be used for bid estimations or appraising the value of the facility. Costs commonly range lower or higher than estimates by 50% or more, depending on numerous factors, including site complexities, volume of equipment purchased, labor availability, electrical grid connection needs, technology systems, customizations, and other factors.

Table 11. Summary of Parlier Police Station Hub Features and Planning-Level Cost Estimation

Feature	Baseline	Enhanced	Potential Project Lead
Parking and Charging			
Solar Carport	$375,000		FCRTA
Battery Energy Storage System	$885,000		FCRTA
Short-term Bicycle Parking	$30,000		FCRTA
Long-term Bicycle Parking		$60,000	City
Fleet EV Charging	$375,000		
Public EV Charging grid interconnection (no new chargers)		$175,000	City
Expanded parking for carsharing on private parcel		$150,000	City
Amenities			
Bus Shelter with Seating and Wayfinding	$160,000		FCRTA
Pocket park on private parcel		$550,000	FCRTA and City
Off-Site Improvements			
Redesign the raised medians on Mendocino		$120,000	City
Crosswalk improvements		$30,000	City
Ingress/egress off Tuolumne Street		$120,000*	City
Public Transit and Mobility Services			
New Microtransit Service	Not estimated in this Study		FCRTA
Route adjustments: Orange Cove and Kingsburg-Reedley College FCRTA routes	Not estimated in this Study		FCRTA

BASELINE CONCEPT ENHANCED CONCEPT

Figure 27. Parlier Police Station Mobility Hub Baseline Concept Features

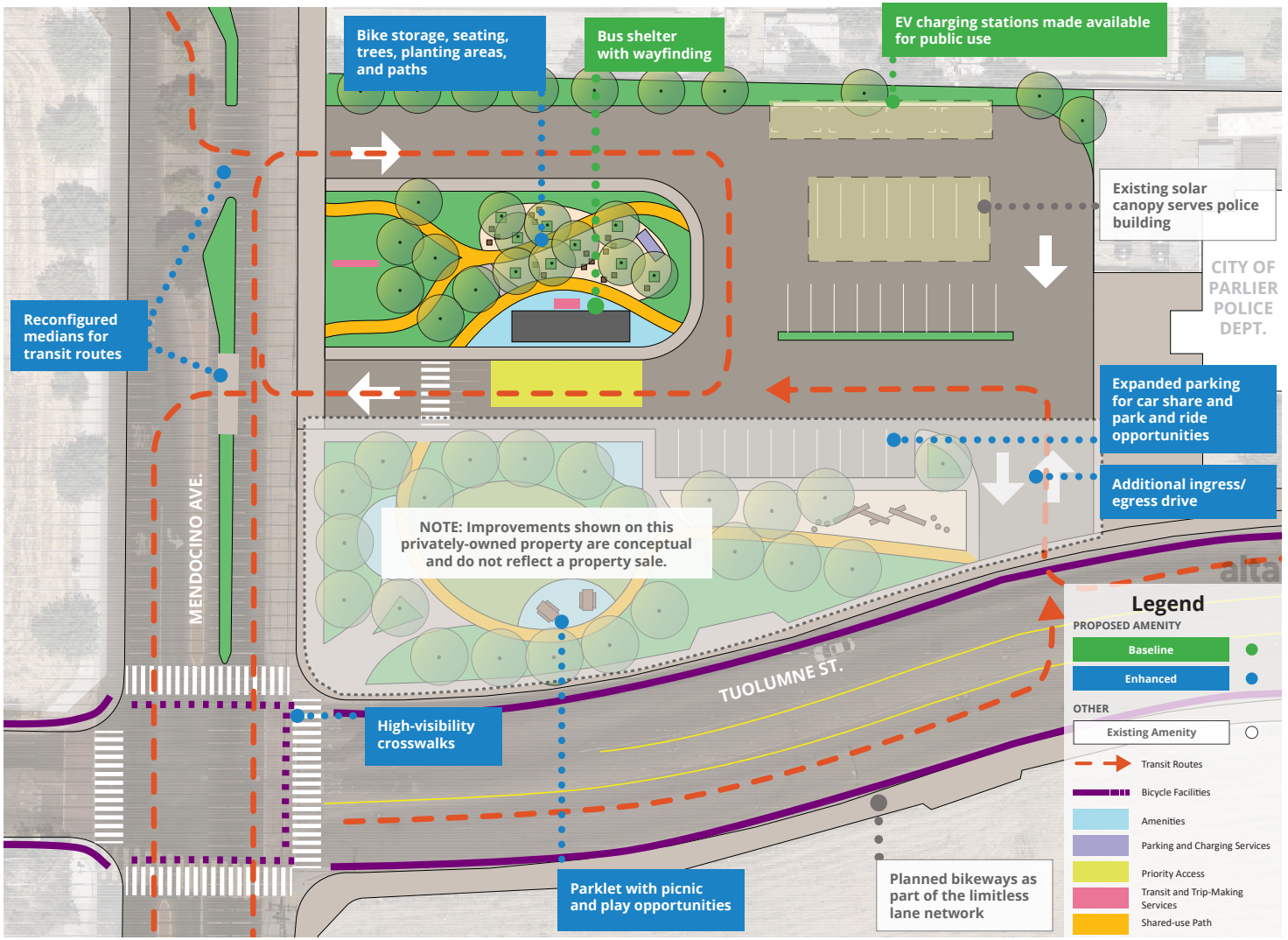


AMENITY MATRIX	
AMENITIES	
Additional Benches	○
Bus Shelters with Seating: 32 s.f.	●
Custom Furnishings	○
Dog Waste Station	○
Hydration Station	○
Larger Built Shade Shelter: 40 - 200 s.f.	●
Planned Bikeway	●
Planted Planters (Above Ground)	○
Retail	○
Site Lighting (poles, fixtures,conduit, wire, pull boxes)	○
Trash Receptacle	○
Trees and Planting Areas (In Ground)	○
PARKING AND CHARGING SERVICES	
Bike Racks	●
Car Share	○
EV Charging Units	●
PRIORITY ACCESS	
Crosswalk Markings	○
Curb Cuts with Tactile Warning	○
Pedestrian Hybrid Beacons	○
Pedestrian Refuge Islands	○
TRANSIT AND TRIP MAKING SERVICES	
Benches	●
Bus Bays	○
Bus Priority Signals	○
Project Signage	○
Map and Wayfinding Signage	●
Monument/Gateway Signs	●
Real Time Transit Information	○
Ticket Info Kiosk (Large)	○
Ticket Info Kiosk (Small)	○

● Baseline - Proposed Amenity
○ Existing Amenity

0’ 40’ 80’ N

Figure 28. Parlier Police Station Mobility Hub Enhanced Concept Features

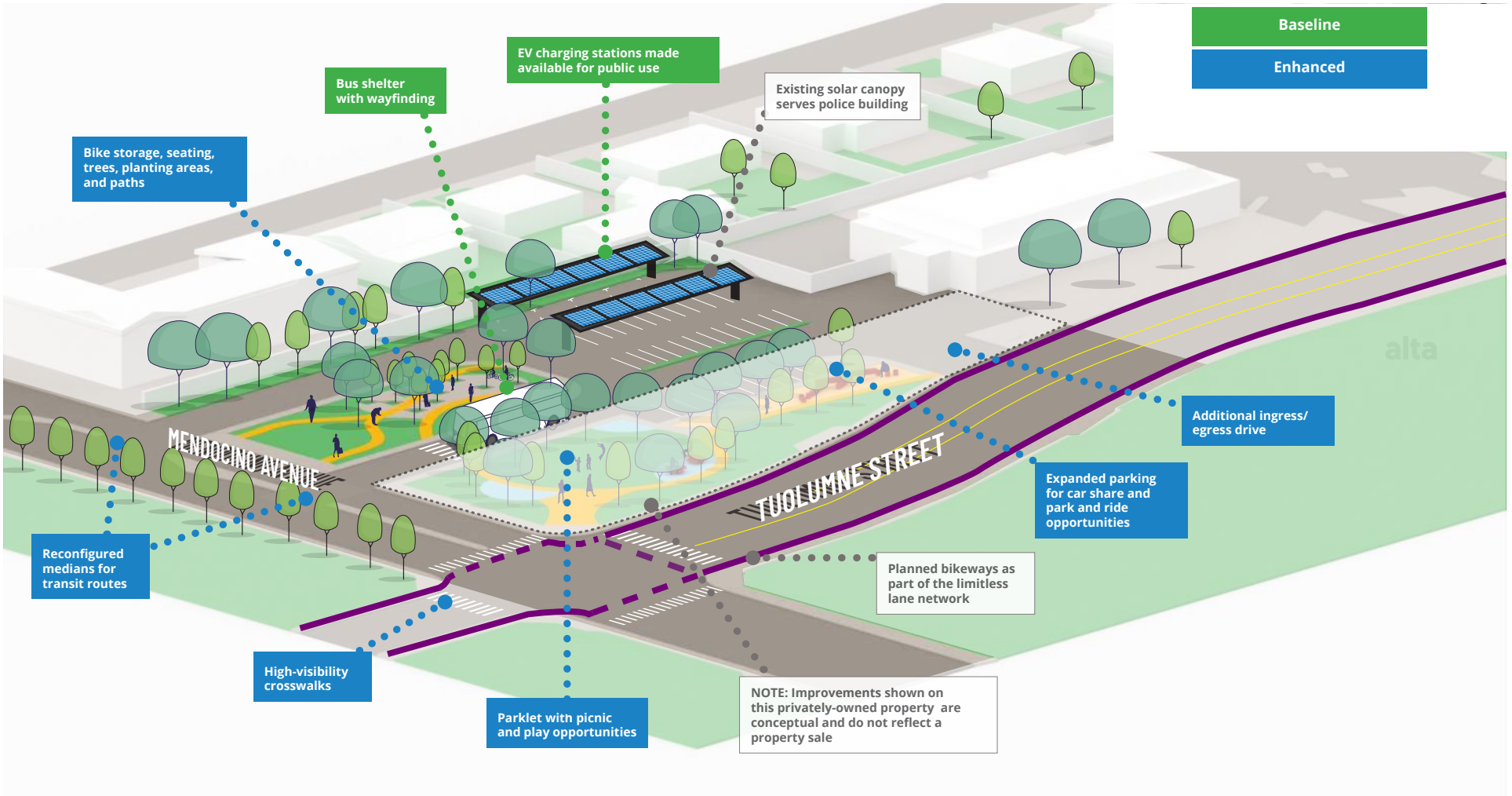


AMENITY MATRIX	
AMENITIES	
Additional Benches	●
Bus Shelters with Seating: 32 s.f.	●
Custom Furnishings	○
Dog Waste Station	○
Hydration Station	○
Larger Built Shade Shelter: 40 - 200 s.f.	●
Planned Bikeway	●
Planted Planters (Above Ground)	○
Retail	○
Site Lighting (poles, fixtures,conduit, wire, pull boxes)	●
Trash Receptacle	●
Trees and Planting Areas (In Ground)	●
PARKING AND CHARGING SERVICES	
Bike Racks	●
Car Share	●
EV Charging Units	●
PRIORITY ACCESS	
Crosswalk Markings	●
Curb Cuts with Tactile Warning	●
Pedestrian Hybrid Beacons	○
Pedestrian Refuge Islands	●
TRANSIT AND TRIP MAKING SERVICES	
Benches	●
Bus Bays	○
Bus Priority Signals	○
Project Signage	●
Map and Wayfinding Signage	●
Monument/Gateway Signs	●
Real Time Transit Information	○
Ticket Info Kiosk (Large)	○
Ticket Info Kiosk (Small)	○

● Baseline - Proposed Amenity
● Enhanced - Proposed Amenity
○ Existing Amenity

0' 40' 80' N

Figure 29. Parlier Police Station Mobility Hub Concept Illustration



Main Street Concept (San Joaquin, CA)

- Transit Agency Lead: Fresno County Rural Transit Agency (FCRTA)
- Site Address: 8747 S. Main Street, San Joaquin, CA
- Site size: Approximately 7,500sf

This site, also recommended in FCRTA's Microgrid and Resiliency Hub Study, is on Main Street in San Joaquin. The previous study considers it suitable as a potential bus station, micromobility hub, bikeshare docking area, solar/battery microgrid facility, and area for community services and amenities such as food trucks. As a full mobility hub, it could be further enhanced with additional mobility infrastructure and services.

Regional Context and Planning Background

The project site, located at 8747 S. Main Street, San Joaquin, CA 93660, is situated on Main Street in San Joaquin, between W. Colorado Avenue and Nevada Avenue. Colorado Avenue and Manning Avenue lie to the south, which provide regional connectivity to major highways, including CA-33 and State Routes 145 and 180. The property is surrounded by commercial land uses on Main Street and W. Colorado Avenue. On Main Street, north of Nevada Avenue, the primary uses are residential. Additional residential development is also being planned on or near Main Street. The regional analysis is illustrated in Figure 30.

Main Street San Joaquin site is a vacant dirt lot

Main Street in Downtown San Joaquin

View from the conceptual mobility hub site across Main Street

Figure 30. Main Street Site (San Joaquin, CA) Regional Analysis

Mobility Hub Concepts

The following descriptions and illustrations are conceptual and do not indicate a commitment by any party to fund, implement, or operate any features or services.

Baseline Concept

The Baseline Concept includes solar-powered EV charging stations and a backup battery for both FCRTA and public use. The Baseline Concept essentially mimics the program of features and site design proposed by FCRTA in the Microgrid and Resiliency Hub Feasibility Study, and for which FCRTA recently secured a grant to fund the first phase of the San Joaquin Main Street site microgrid (solar, battery, EV charging).

Enhanced Concepts

The Enhanced Concept incorporates additional placemaking features, such as a small food cart or other retail opportunities, benches, picnic tables, and play equipment.

Concepts Summary

Table 12 itemized key features of the Baseline and Enhanced scenarios for the San Joaquin Main Street Mobility Hub concept. The cost estimates are approximate, planning-level figures that should not be used for bid estimations or appraising the value of the facility. Costs commonly range lower or higher than estimates by 50% or more, depending on numerous factors, including site complexities, volume of equipment purchased, labor availability, electrical grid connection needs, technology systems, customizations, and other factors.

Table 12. Summary of Main Street San Joaquin Hub Features and Planning-Level Cost Estimation

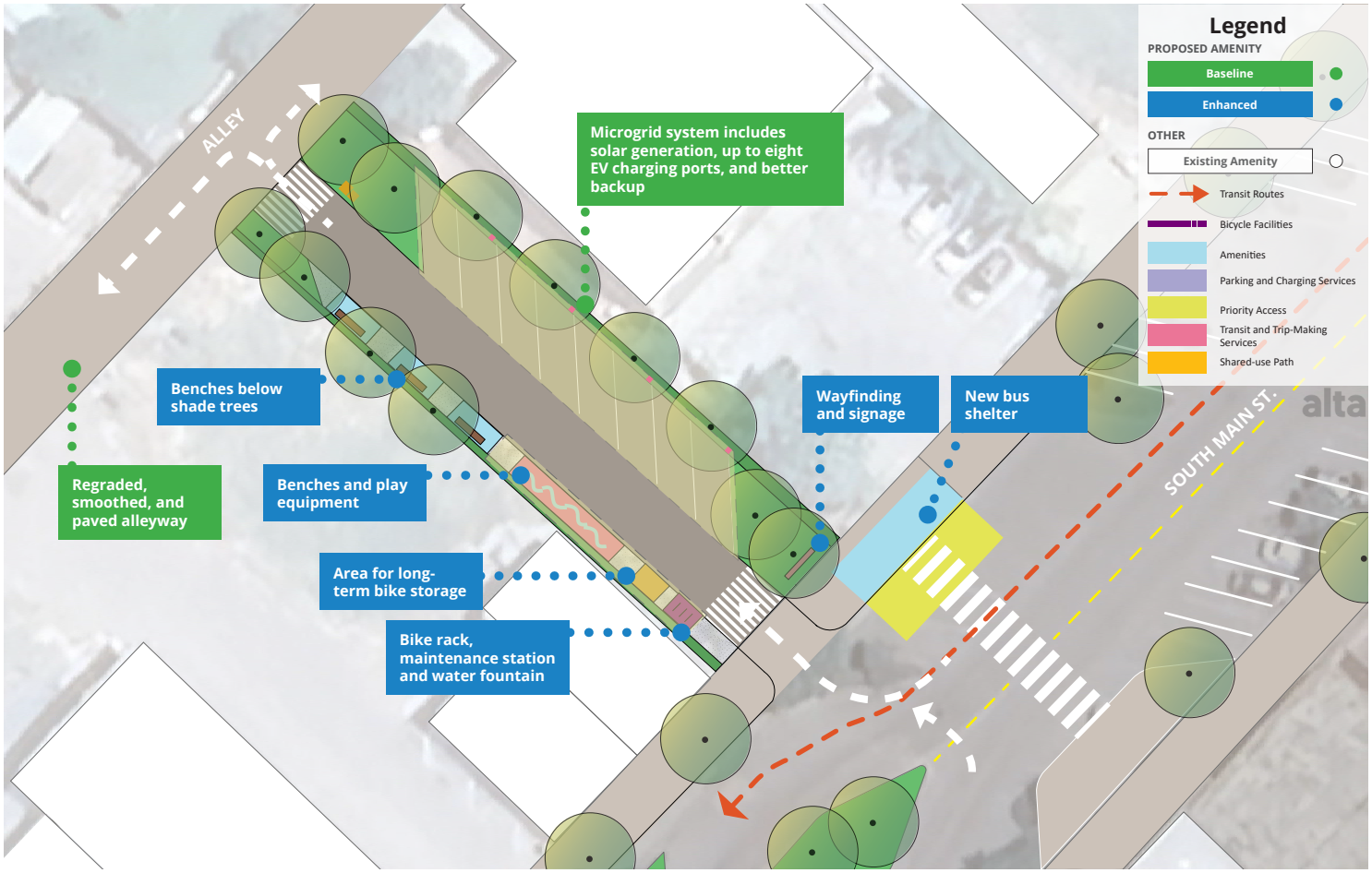
Feature	Baseline	Enhanced	Potential Project Lead
Parking and Charging			
Solar Carport	$375,000		FCRTA
Fleet EV Charging	$315,000		
Public EV Charging (new interconnection only, no new chargers)		$175,000	
Battery Backup	$885,000		
Short-term bicycle parking		$30,000	FCRTA and City
Long-term bicycle parking		$60,000	FCRTA and City
Amenities			
Civic plaza public space		$200,000	City
Off-Site Improvements			
Improved crosswalk on Main Street	$30,000		City
Main Street sidewalk and landscape improvements		$100,000	City
Public Transit and Mobility Services			
On-street bus stop**		$100,000	FCRTA
New Microtransit Service	Not estimated in this Study		FCRTA

BASELINE CONCEPT ENHANCED CONCEPT

*The cost ranges for the San Joaquin microgrid (solar PV carport, charging ports, and battery backup system) are informed by cost calculations included in FCRTA's San Joaquin Resiliency Hub grant request to California's Congestion Mitigation and Air Quality funding program, which was submitted and awarded in 2025.

**A new on-street bus stop is only necessary if FCRTA begins fixed-route service to San Joaquin, which currently does not exist and FCRTA has no formal plans to launch.

Figure 31. Main Street San Joaquin Hub Baseline and Enhanced Concept Features

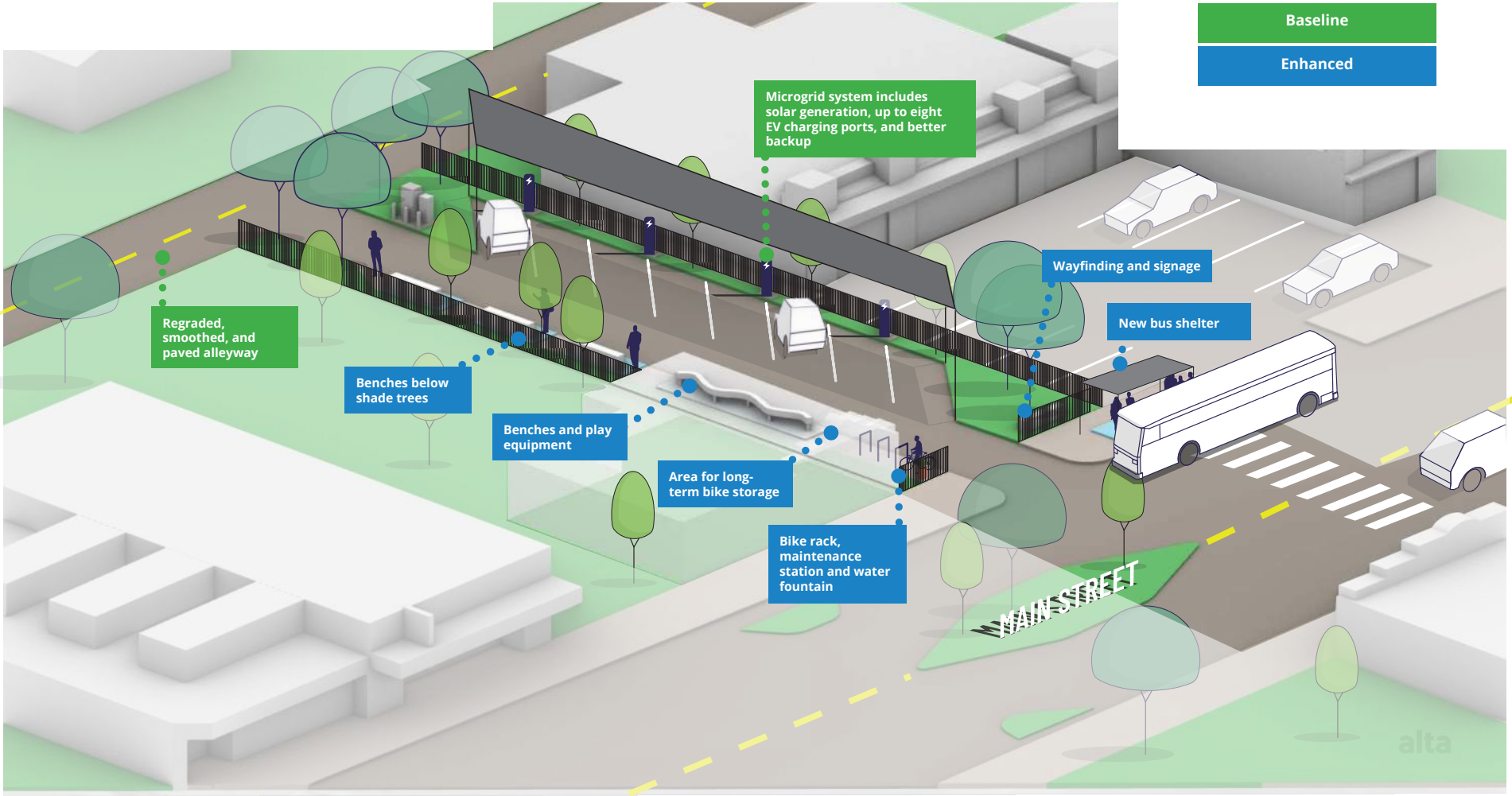


AMENITY MATRIX	
AMENITIES	
Additional Benches	●
Bus Shelters with Seating: 16 s.f.	●
Custom Furnishings	●
Dog Waste Station	●
Hydration Station	○
Larger Built Shade Shelter: 40 - 200 s.f.	○
Planted Planters (Above Ground)	●
Retail	●
Site Lighting (poles, fixtures,conduit, wire, pull boxes)	●
Trash Receptacle	●
Trees and Planting Areas (In Ground)	●
PARKING AND CHARGING SERVICES	
Bike Racks	●
Car Share	○
EV Charging Units	●
PRIORITY ACCESS	
Crosswalk Markings	●
Curb Cuts with Tactile Warning	○
Pedestrian Hybrid Beacons	○
Pedestrian Refuge Islands	○
TRANSIT AND TRIP MAKING SERVICES	
Benches	●
Bus Bays	○
Bus Priority Signals	○
Project Signage	●
Map and Wayfinding Signage	●
Monument/Gateway Signs	●
Real Time Transit Information	●
Ticket Info Kiosk (Large)	○
Ticket Info Kiosk (Small)	○

● Baseline - Proposed Amenity
● Enhanced - Proposed Amenity
○ Existing Amenity

0' 30' 60' N

Figure 32. Main Street San Joaquin Mobility Hub Concept Illustration



General Guidance: KIT OF PARTS

Mobility hubs serve as key locations where multiple travel options—such as walking, biking, public transit, and shared mobility services (e.g., bikeshare or scootershare)—converge to create a seamless transportation experience. In practice, mobility hubs operate as an integrated system comprising various elements. To support planning and design, a Kit of Parts has been developed to illustrate potential features and programming that can be incorporated into mobility hubs. This resource also includes generalized capital cost estimates for each service and amenity.

Funding Key:

- $ = <$4,000
- $$ = $4,000- $10,000
- $$$ = $10,000- $20,000
- $$$$ = $20,000 – $200,000
- $$$$$ = >$200,000

Amenities

Complementary design elements that add value to the user's experience but are not strictly essential to the function of the hub's transportation services. They could include public art, outdoor seating, shade trees, retail spaces, library areas, event and gathering spaces, postal services, cafes, restaurants, food cart/truck areas, playgrounds, medical services, schools, adult learning facilities, social services, and many more options. These features can offer added convenience, allowing people to rest and relax, making the hub a true community asset and destination.

- Lighting . Adequate illumination for visibility, safety, and ambiance. ($$$-$$$$)
- Furnishings. Benches, tables, and other amenities for comfort. ($$$-$$$$)
- Landscape. Green spaces, trees, and plantings to enhance the environment. ($$-$$$)
- Plazas and Parks. Open areas for gathering, recreation, or events. ($$$$-$$$$$)
- Restrooms. Public toilets for user convenience. ($$$-$$$$)
- Technology – Charging, Wifi. Device charging stations and wireless internet access. ($$-$$$)
- Vendor Spaces – Retail, Food Service, Medical, Community Uses. Areas for shops, food vendors, medical services, and community activities. ($$$-$$$$)
- Package Lockers. Secure lockers for package delivery and pickup. ($$-$$$)
- Hydration. Water stations for public use ($$-$$$$).
- Art. Public art installations to enhance the space. ($$$$-$$$$)

Vending/Retail

Benches and Plaza

Public Toilet

Parking and Charging

This group of amenities is characterized by parking a vehicle or device, whether short-term or long-term, and whether it is the individual's final destination. Elements include parking and charging infrastructure for personal vehicles, shared cars, bicycles, shared micromobility devices, and electric vehicles. Parking needs vary based on the type of vehicle and duration (short-term versus long-term). On-site renewable electricity generation, particularly from solar and battery storage, is also commonly used at mobility hubs to help reduce the facility's carbon footprint, protect against grid outages and insufficient capacity, and power resiliency features such as cooling centers.

- Personal Mobility Storage. Secure racks, lockers, or rooms for storing bikes, scooters, etc. ($$-$$$)
- EV Charging. Electric vehicle charging stations for public or fleet use. ($$$-$$$$$)
- Renewable Energy Generation and Backup Power Systems. Solar panels or other systems to power the hub sustainably and provide backup during outages. ($$$-$$$$$)

Bike Lockers

Solar Generation / EV Charging

Transit Fleet Staging

Transit and Trip-Making Services

Features include those that support movement to and from the mobility hub site, including transit boarding and alighting, pick-up/drop-off zones, and wayfinding and trip-planning signage. Emphasis is placed on movement efficiency and safe access to and from various modes.

- Transit Stops. Designated areas for boarding and alighting from buses and microtransit vehicles. ($)
- Bus and Microtransit Curbside. Specific curb zones for buses and smaller transit vehicles. ($$-$$$)
- Passenger Waiting Areas. Sheltered or comfortable spaces for passengers to wait. ($$-$$$)
- Interior Spaces – Waiting Rooms, Staff Rooms, Cooling/Heating Centers. Enclosed, climate-controlled areas for waiting, staff use, or relief during extreme weather. ($$$$-$$$$$)
- Carshare. Spaces for shared vehicles. ($-$$$)
- Rideshare. Zones for pickups and drop-offs. ($-$$$)
- Transit Fleet Parking/Storage/Maintenance. Facilities for parking, storing, and maintaining transit vehicles, and electric vehicle charging. ($$$$-$$$$$)
- Micromobility. Infrastructure for bikes, scooters, and other small personal vehicles. ($-$$$)
- Urban Electric Small Freight. Designated infrastructure for electric cargo bikes and small freight vehicles to support urban deliveries. ($$$-$$$$)
- Pickup and Dropoff Zones. Clearly marked areas for quick passenger or package exchanges. ($$-$$$)
- Information and Wayfinding. Tools like transit trackers, info boards, navigation aids, and maps to help users find their way and plan trips.($-$$$)

Bus Stop Shelter

Real-Time Info Board

Bus Routes

What is Microtransit?

Microtransit is a flexible, on-demand public transportation service that typically uses small vehicles (such as passenger cars, vans, or shuttles) to provide shared rides within a defined area. Unlike traditional fixed-route transit, microtransit adapts to real-time rider requests, often using smartphone apps for booking and routing. It is designed to fill gaps in the transit network, improve first- and last-mile connections, and serve areas or times when regular bus service may not be practical.

Microtransit can be operated by public transit agencies, private companies, or through public-private partnerships. Service models range from curb-to-curb pickups to designated stops, and vehicles may be dynamically routed based on demand.

Microtransit is typically deployed in one of two ways.

1. As a hub-to-hub service between two or more established pickup and drop-off locations. This is usually used to provide first-mile/last-mile connections from outlying areas to fixed-route transit connection points. Clovis Transit[1] plans to launch two such microtransit routes on the north and east sides of the city, connecting people to fixed-route Stageline buses.
2. As a point-to-point service pre-arranged to connect people from their chosen pickup point to their chosen destination anywhere within a service area. A large example is FlexRide[2] , provided by RTD in the Denver, Colorado area. FCRTA operates demand-responsive services in many rural Fresno County communities, providing direct connections in a manner similar to microtransit. However, microtransit services commonly require pre-booking with a minimum of 15 minutes' notice prior to the trip, whereas many demand-responsive systems require at least 24-hour advance booking.

Microtransit differs from paratransit, a service that transit agencies are required to offer under the Americans with Disabilities Act to provide accommodations for individuals who cannot use the primary transit system effectively. Paratransit offers pre-booked point-to-point rides within a service area. FAX's website about its Handy Ride[3] paratransit provides more information about one such system.

FCRTA microtransit vehicle

1 https://www.clovisca.gov/news_detail_T5_R184.php
2 https://www.rtd-denver.com/routes-services/other-services/flexride
3 https://www.fresno.gov/transportation/fax/handy-ride/

What is Micromobility?

Micromobility refers to small, lightweight vehicles, such as shared bicycles, e-bikes, and electric scooters, designed for short-distance travel. These vehicles are often accessed via smartphone apps and are intended to fill gaps in public transit, support first/last-mile connections, and provide flexible, low-emission travel options

Micromobility systems are not currently deployed in Fresno County but could provide important new short-distance mobility options if they are launched. In the United States, micromobility systems are most commonly operated by private vendors under agreements with municipalities, regional planning organizations, or transit agencies. The vendors own, deploy, and maintain the fleet of bicycles and/or scooters, and are responsible for charging the batteries and rebalancing the bikes and scooters throughout the coverage area to ensure they are equally distributed throughout the system.

A city or other contract holder typically includes performance standards in the service agreement, requiring the vendor to maintain a minimum number of micromobility vehicles in service and ensure geographic distribution. Micromobility bikes and scooters are sometimes permitted to park only at designated "docks" of specialty racks—this is most common for bicycle-share systems. Scooter-share systems are usually "dockless", meaning they can be parked for pickup and drop-off at any location in the coverage area. The government contract holder may restrict where dockless parking can occur, prohibiting the equipment from being parked in the middle of sidewalks, on-street parking stalls, public parks, and other designated areas. These restrictions are intended to prevent micromobility vehicles from obstructing the path of travel for people walking, bicycling, driving, using transit, and other modes.

Bikeshare station in Aspen, Colorado

There are three arrangements typically used for launching micromobility. The first two are common approaches, while the third method is seldom used.

1. A private vendor launches their own branded system in a community, under a limited-term contract with a jurisdiction. One such vendor that operates around the United States is Lime, which, for example, operates a fleet of over 35,000 bicycles and scooters under the authority of the Los Angeles Department of Transportation[1].
2. A private vendor operates the system, but it is branded as an arm of a local jurisdiction or transit provider. A prominent example is Metro Bike Share[2], which is operated by BCycle while being branded as a program of Metro, the Los Angeles County area transportation agency, and integrated into the Metro fare payment system.
3. A third, less common, model is for the micromobility system to be owned by government agencies, often with operations contracted to a third-party. Capital Bikeshare[3] in Washington, D.C., is the largest example in the U.S.

1 https://ladot.lacity.gov/projects/transportation-services/shared-mobility
2 https://bikeshare.metro.net/
3 https://capitalbikeshare.com/

Priority Access

Elements include support for human-scale travel to and from the site (and for larger sites, within the site itself). These elements include sidewalks, bike lanes, safe crossings, and similar infrastructure that enable people to access the hub safely and comfortably.

- Crosswalk improvements: Enhanced crosswalks increase pedestrian safety and accessibility, making it easier and safer for people to move between the mobility hub and surrounding destinations. ($-$$$)
- Sidewalk curb cuts: Curb cuts provide smooth, accessible transitions between sidewalks and streets, ensuring that people using wheelchairs, strollers, or bikes can access the hub. ($$-$$$)
- Pedestrian hybrid beacon: A pedestrian hybrid beacon is a traffic signal that helps pedestrians safely cross busy streets near mobility hubs by stopping vehicle traffic when activated. ($$$-$$$$)
- Pedestrian refuge island: A refuge island offers a safe midpoint for pedestrians crossing wide or busy roads, allowing them to navigate to and from the hub in two stages and increasing overall crossing safety. ($$$-$$$$)
- Bicycle lane: Dedicated bicycle lanes create safe, direct connections for cyclists to access mobility hubs, supporting multimodal travel and reducing conflicts with vehicles. (cost per mile ($$$-$$$$)

Sidewalk Curb Cut

Median Refuge Island

Bicycle Lane

Site Design

- Site Security and Sense of Safety. Measures to ensure users feel safe, including staff presence, surveillance, and emergency systems.
- Environmental Design. Facilities layout and landscaping that promote comfort, safety, and sustainability.
- Eyes on the Street. Design strategies that encourage natural surveillance by people in and around the hub.

Miscellaneous

- Tactical Urbanism Retrofits. Flexible, temporary, or adaptive design interventions to improve safety, accessibility, and user experience. These features are often installed on a “pilot” basis to test their usefulness and explore how a future permanent feature might be used.

*In this General Guidance section, photos provided by Alta Planning + Design include: Vending/Retail, Benches and Plaza, Bus Stop Shelter, Real-Time Info Board, Sidewalk Curb Cut, and Median Refuge Island

Off-Site Mobility Improvements

Mobility hubs should integrate seamlessly into the natural patterns of daily life and the broader transportation network. However, their effectiveness depends on providing safe, comfortable, and continuous access for users of all ages and abilities. Jurisdictions implementing mobility hubs should consider the following off-site improvements to enhance accessibility, comfort, and safety for people walking and biking:

- Sidewalks: Ensure accessible, well-connected pedestrian facilities for people of all ages and abilities.
- Bikeways: Incorporate bike lanes, shared-use paths, and separated bikeways to improve safety and comfort for cyclists.
- Wayfinding: Provide clear signage and directional tools to guide users to and from local destinations.
- Transit Navigation: Offer information on transit connections and how to access them efficiently.

Expanding these improvements can address common challenges related to safety, comfort, and connectivity, such as wide, high-speed roadways; disconnected street networks; poor pavement conditions; inadequate lighting facilities; and low to no separation between travel modes.

Identified Mobility Issues at Proposed Mobility Hubs

Clovis

- Limited wayfinding to nearby destinations.
- Lack of pedestrian-scale lighting at: Clovis Avenue & 3rd Street, 3rd Street & Veterans Parkway
- Lack of pedestrian-scale lighting along the Clovis Old Town Trail.
- Visibility concerns for pedestrians crossing alleys

Fresno

- Absence of midblock crossings along Kings Canyon Road, encouraging jaywalking.
- Lack of pedestrian-scale lighting along Cedar Avenue and Kings Canyon Road.
- Wide turning radii at Cedar Avenue & Kings Canyon Road, enabling high-speed turns.
- Utility poles obstruct sidewalk access along Kings Canyon Road.
- Long pedestrian crossing distances on Kings Canyon Road.

Parlier

- No existing bicycle facilities along Mendocino Avenue and Tuolumne Street.
- Lack of shade along Mendocino Avenue and Tuolumne Street.
- Wide turning radii at Mendocino Avenue & Tuolumne Street, enabling high-speed turns.
- Missing accessible curb ramps at the Mendocino Avenue & Tuolumne Street intersection.
- Insufficient pedestrian-scale lighting along Mendocino Avenue and Tuolumne Street.

San Joaquin

- Sidewalk gaps and obstructions along Main Street.
- Lack of pedestrian-scale lighting along Main Street.
- Sidewalk gaps along Colorado Avenue and Nevada Street.
- Limited tree canopy and shade along Main Street.

General Guidance: MOBILITY HUB TYPOLOGIES

Many mobility hub plans organize each site and design by typology. The Feasibility Study did not explicitly assign typologies to the shortlist of over 20 sites, nor to the four study sites. However, the team utilized the framework of typologies to consider ways of organizing the site design, mobility services, and environmental context.

Examples of typology classifications include:

- **Size:** Large, Medium, Small, and Micro
- **Context:** Urban, Suburban, Small Town, and Rural
- **Coverage Area:** Regional, City, District, Neighborhood, or other catchment areas

Mobility hub plans may then organize amenities by type, such as Transit and Trip Making, Parking and Charging, Priority Access, and Amenities (as described in this chapter's General Guidance: Kit of Parts on page 86), and classify each potential feature as essential, recommended, optional, or not applicable

The four locations used for the Fresno County Feasibility Study differ significantly in terms of their urban and small-city contexts, adjacent street types, proximity to sidewalks and bikeways, and connectivity to various mobility services. The project team retroactively applied the following typology classifications to each. The following information lists those classifications (which are entirely non-binding) and some of the context cues that are important to consider when classifying different hub typologies.

Clovis Transit/Clovis: Transit Center Mobility Hub

- Within the boundaries of a city of roughly 128,000 people
- Near, but not directly in, Clovis's downtown core – being several blocks away.
- Along two important crosstown streets
- At an existing transit center. It is a common approach to upgrade transit centers with more services and connections to transform them into a mobility hub
- Transit center already services three Clovis Transit Stageline bus routes, red, yellow, and purple
- The site isn't a maintenance yard, storage/parking area, or fueling location for the primary transit fleet, but it may provide electric vehicle charging for microtransit and paratransit fleets.
- Other mobility and civic amenities could include Old Town Trail trailhead enhancements, carshare docking, a solar carport, and EV charging ports for personal vehicles, areas for food truck or other vendor parking, and additional secure bicycle parking.
- Due to these hub types being in busy, evolving urban areas, it's best not to dedicate too much space to long-term vehicle storage and parking.

FAX/Fresno: Urban Corridor

- Within a city of roughly 550,000 people
- Not in the central business district/downtown, but in a surrounding neighborhood
- Along high-volume urban arterial streets with a combination of low- to medium-density commercial, residential, educational, medical, industrial, and other uses.
- A generally well-connected street grid, allowing good first/last-mile connections to the hub
- Served by one or more transit routes (often higher-frequency, higher-capacity routes), in this case two of FAX's busiest bus lines. In other cities these could be along light-rail, subway, heavy-rail, or segregated bus-rapid transit routes.
- Likely not a transit or fleet storage or maintenance yard, though it may provide electric charging or fueling (diesel, gas, hydrogen) in some circumstances.

- Potential for adjacent sidewalk improvements, bikeways, and open space or plaza improvements at or near the hub.
- Other mobility and civic amenities could include: carpool collection points, park & ride parking, microtransit bases, bikeshare/scooter share docks, urban freight distribution nodes, a community plaza/park, and other services.
- Due to these hub types being in busy, evolving urban areas, it's best not to dedicate too much space to long-term vehicle storage and parking.

FCRTA/Parlier: Small City Commercial Corridor

- Within the boundaries of a small city of roughly 14,000 people
- Located along or near two key streets, including Manning Avenue, which crosses much of east Fresno County in an east-west direction
- On the edge of the urbanized city, near the busy Manning Avenue commercial corridor
- Existing base for FCRTA's demand-response intra-city bus service
- Could be served by one or more FCRTA fixed-route buses if FCRTA chooses to adjust routes (the buses currently stop approximately one mile away)
- Is not a maintenance yard, storage/parking area, or fueling location for the primary transit fleet, but may provide electric vehicle charging for microtransit and demand response fleets.
- Transit agency's EV charging ports are anticipated to be made available for community use for some hours of the day
- Other mobility and civic amenities may include: a new community park, a local bikeshare or scooter share system hub, carpool collection point, resiliency hub features, a food truck and pop-up vending cart area, and other services.

FCRTA/San Joaquin: Small City Downtown

- Within the boundaries of a small city of roughly 3,700 people
- Located along the commercial main street, near businesses and civic services
- Located near a primary rural road, which connects to other small cities and towns in the rural western part of the County
- Potential future base of operations for electric vehicle microtransit and demand-responsive transit services to other small cities and communities in the western part of the County
- Is not a maintenance yard, storage/parking area, or fueling location for the primary transit fleet, but may provide electric vehicle charging for microtransit and demand response fleets
- Transit agency's EV charging ports are anticipated to be made available for community use for some hours of the day

General Guidance: MOBILITY HUB CASE STUDIES

O‘ahu, HI: Data-driven site selection using state-owned lots.

The O‘ahu Mobility Hub Planning Study examined how mobility hubs could contribute to statewide goals for mobility, resiliency, equity, and climate by reducing vehicle miles traveled and consolidating transportation services. The study employed a data-driven approach to identify suitable sites, with a focus on state-owned parking lots. It categorized land by urban, suburban, and rural contexts, then applied a scoring system based on demand, equity, VMT reduction, and climate vulnerability. This produced a ranked list of candidate sites for small, medium, and large hubs.

The study emphasized hub typologies rather than detailed designs, aiming to match site characteristics with an appropriate hub scale. Partnerships included the Hawai‘i Climate Change Mitigation and Adaptation Commission, Oahu MPO, and USDOT, with FHWA funding support. A key takeaway is the innovative parcel-first approach, which contrasts with traditional site selection and helps overcome land acquisition challenges in dense metro areas. This method could be relevant for Fresno County’s rural and urban mix, especially where public land is available.

San Joaquin County, CA: Regional planning with hub typologies and equity focus.

San Joaquin COG’s effort is in the planning phase, building on its 2024 Suitability Report. The report developed criteria for hub location and typology selection, taking into account transportation infrastructure, housing/job density, environmental conditions, and socioeconomic factors. Three hub types were defined:

- Regional commuter hubs (large, near transit centers with parking and ride-share options)
- Downtown hubs (dense urban cores with curb management for micromobility and transit)
- Community hubs (neighborhood-scale, connecting residents to parks, healthcare, and shopping).

The next step is a Regional Mobility Hub Playbook and Action Plan, which will include site concepts and a demonstration project by 2026. Partnerships include a Partner Agency Group comprising representatives from the county, municipalities, and transit agencies. This case study is highly relevant to Fresno County because it addresses similar geographic diversity and emphasizes equity and multimodal integration.

*Image sources: Left- City and County of Honolulu; Right- American Public Transportation Association

Schenectady, NY: Successful midsize hub with strong partnerships and federal funding

The Gateway Mobility Hub transformed a small park and bus stop into a multimodal center serving bus rapid transit, carshare, and bikeshare. Located near SUNY Schenectady and downtown amenities, the hub improved transit access and supported local development. Features include heated shelters, upgraded lighting, landscaping, snow-melt sidewalks, and a queue-jump lane for buses. It also provides dedicated space for bikeshare (CDPHP Cycle!), electric carshare (DRIVE), and EV charging.

The project cost $4 million, with 80% federal funding, and was delivered through partnerships among CDTA, the City and County of Schenectady, and Metroplex Development Authority. Metroplex played a critical role by acquiring land and supporting redevelopment. The hub's success led CDTA to replicate the model in Albany and Troy. This case illustrates how public-private partnerships and incremental upgrades can create impactful mobility hubs, a strategy Fresno County could adapt for urban centers like Fresno and Clovis.

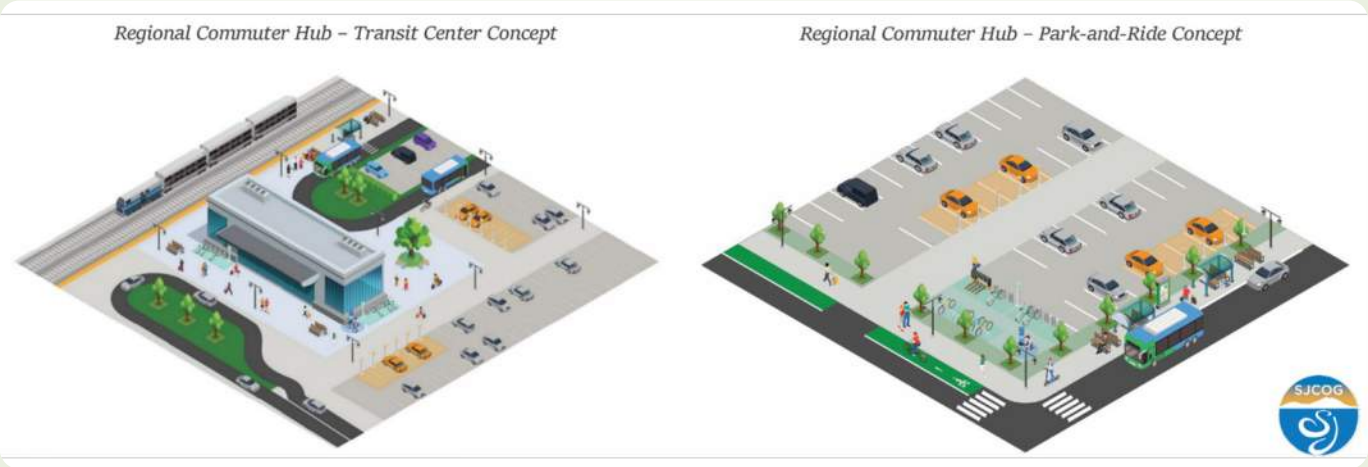


*Image source: San Joaquin Council of Governments

Oceanside, CA: Regional hub with high-capacity transit

The Oceanside Transit Center and adjacent hub improvements connect regional rail, bikeways, tourist destinations, rideshare and vehicle sharing, and user amenities.

Image source: SANDAG, Youtube video, https://www.youtube.com/watch?v=pH10t4-LZp0

Section 2:
Planning Next Steps

Chapter 4: Implementation Actions

The process for determining sites and preliminary concepts, described in Section 1, Chapters 1-3, resulted in the team identifying four locations for more detailed hub conceptualization, including preliminary designs, service functions, lead and support partners, and planning-level cost estimates. All four sites appear to be viable for further exploration through additional design development and implementation planning. While each shows promise, each also faces feasibility hurdles, as described in the Executive Summary and Chapter 3.

Chapter 4 outlines potential next steps that the agency teams could take to prioritize possible features, develop implementation plans, and address feasibility challenges. The Fresno Council of Governments (FCOG) and each of the three transit agency partners, Clovis Transit, Fresno Area Express (FAX), and Fresno County Rural Transit Agency (FCRTA), can potentially lead collaborative and individual efforts to initiate next steps in the Technical and Partnership action areas.

All the recommendations reflect the best understanding of each agency's purview and objectives as explored through the Feasibility Study, but should not be assumed to represent a complete understanding of each agency's capabilities, funding, or overall capital and operations planning. Similarly, many of these actions would depend on the cooperation and contributions of local governments or site owners. While many such potential partners were engaged in the Study process, none were asked to commit any actions or support for further steps. These next steps are crucial for transitioning from conceptual planning and design to developing and implementing the range of mobility programs and infrastructure that comprise mobility hub functions.

This Plan groups these actions into two categories, which are described here along with details about general considerations in each subcategory. Implementation teams should review all these steps at once; they are not necessarily sequential, however at this stage of the conceptualization and implementation process, it may be useful to think about Governance Next Steps first, followed by Development Next Steps, to ensure that the team has strong organizational, management, and coordination systems in place before addressing intricate design, construction, and operations decisions.

Table 13. Summary of Potential Implementation Actions

Action Area	Fresno Council of Governments	Clovis Transit	Fresno Area Express (FAX)	Fresno County Rural Transit Agency (FCRTA)	Local Governments (Cities of Clovis, Fresno, Parlier, San Joaquin)
Advance Regional Vision	Champion integrated mobility hub network; align with RTP/SCS; promote sustainable, multimodal services.	Support regional vision through local planning and coordination.	Support regional vision through local planning and coordination.	Support regional vision through local planning and coordination.	Align local plans and policies with the regional mobility hub vision.
Engage Implementation Partners	Advocate for broad partnerships, recruit public, private, and nonprofit partners, and advise on governance structures.	Coordinate across city departments and with the library, parks, and senior center.	Collaborate withall relevant City Departments and private property owners.	Develop agreements with cities for hub responsibilities; coordinate with local drivers.	Formalize roles and responsibilities; participate in MOUs and partnership agreements.
Seek Funding Sources	Support grant applications; advocate for Measure C renewal; guide partners on funding strategies.	Secure funding for capital and operations; pursue grants.	Secure funding for capital and operations; pursue grants.	Secure funding for capital and operations; pursue grants.	Pursue local, regional, state, and federal funding; use development impact fees.

Action Area	Fresno Council of Governments	Clovis Transit	Fresno Area Express (FAX)	Fresno County Rural Transit Agency (FCRTA)	Local Governments (Cities of Clovis, Fresno, Parlier, San Joaquin)
Plan for Operations & Maintentance (O\&M)	Develop O&M funding plans; establish SOPs and performance metrics; build supplier/vendor bench.	Expand O&M plans to include new hub features; coordinate with co-located institutions.	Identify process to expand O&M to include new hub features; coordinate with co-located institutions.	Expand O&M plans to include new hub features; coordinate with co-located institutions.	Support O&M through local custodial services and contracts.
Further Design Concepts	Standardize site/ amenity designs; secure design services; unify branding.	Develop detailed site-specific designs; focus on wayfinding, EV charging, and carshare.	Upgrade information boards, crosswalks, and amenities; coordinate with property owners.	Specify equipment, coordinate with cities on-site works and amenities.	Co-design enhanced features; address safety and accessibility gaps.
Phase Project Development	Review regional plans to ensure hub concepts fit future services.	Monitor usage and incrementally expand amenities; consider microgrid development.	Routine upgrades and phased enhancements; coordinate with private owners.	Phase improvements with city partners; adjust based on transit planning.	Incorporate hub concepts into planning documents; support phased development.
Assemble Mobility Services	Coordinate planning across agencies; support launch of innovative mobility options; assess community needs.	Support multimodal connections; pilot microtransit feeder services.	Support multimodal connections; pilot microtransit feeder services.	Launch microtransit, carshare, and other services.	Support integration of transit, bikeshare, carshare, and other services.
Deploy Technology	Encourage use of shared data systems (e.g., MDS); support technology for trip planning, payments, and performance monitoring.	Implement real-time info, trip planning, and technology-enabled amenities.	Implement real-time info, trip planning, and technology-enabled amenities.	Implement real-time info, trip planning, and technology-enabled amenities.	Support technology deployment at hub sites; enable data sharing and integration.
Launch “Pilot” Projects	Provide funding and guidance for pilot programs; advertise launches; establish KPIs for success.	Develop pilot strategies for quick wins and placemaking; test service adjustments.	Develop pilot strategies for quick wins and placemaking; test service adjustments.	Adjust bus routes and launch pilots for new services; collaborate with vendors.	Support pilot programs and integrate with ongoing development projects.

General Guidance: COMMON IMPLEMENTATION FEASIBILITY CONSIDERATIONS

Implementing any infrastructure project is complicated, mobility hubs even more so due to the number of partners involved and the corresponding operational needs. As project partners advance their work, they should keep in mind the following topics and questions related to feasibility, implementation, and operational decisions.

Development

Site improvements and infrastructure projects can be complicated by factors such as site readiness, permitting requirements, utility access, multi-agency coordination, labor availability, services coordination, and phasing multiple stages of construction and operations.

- **Site footprint & ROW:** Will the hub occupy a single property or multiple properties, including portions of the public right-of-way?
- **On-/off-street integration:** How will hub features be integrated across on-street (e.g., curbside bus stops) and off-street areas (e.g., waiting areas, secure bike storage)?
- **Permitting authority:** Which jurisdictions and utilities have permitting authority, and what processes, timelines, and conditions apply?
- **Site control & asset control:** What is the path to site control (acquisition, lease, easements/ROW permits), and who will own/lease/manage the physical assets?
- **Mobility operations planning:** How will multiple mobility providers align routes, service hours, and schedules to optimize local and regional connectivity?
- **Labor & cost pressures:** How will labor availability and cost escalation, especially for complex systems such as solar generation and battery storage facilities, affect the construction schedule and overall budget?
- **Specialized workforce:** What specialized trades/certifications (e.g., solar, EV, smart tech) are required, and how will they be sourced?
- **Construction impacts:** How will construction staging/phasing minimize temporary disruptions to traffic and pedestrian access?

Prototype Replicability

Space constraints, retrofitting challenges, property lines, and lack of supporting infrastructure like bike lanes and sidewalks can complicate implementation and present new challenges from one site to the next.

- **Lessons learned:** How will lessons from previous mobility hub studies and implementation inform implementation at future hub locations?
- **Scalable & flexible design:** How will hubs scale over time and accommodate evolving services while tailoring designs to local needs?
- **Templates & specifications:** Which standardized templates, specifications, and processes can be reused to reduce costs and improve consistency?
- **Shared vs. dedicated facilities:** Which facilities should be shared and flexible versus dedicated to a single operator, including services not yet identified?

Regulatory

Complying with ADA, zoning laws, business regulations, and approval processes can delay or complicate projects. Proactive engagement with permitting agencies helps mitigate these risks.

- **Environmental compliance:** What environmental review and permitting requirements apply (e.g., CEQA/NEPA), and what exemptions or streamlining options exist?
- **Climate & air quality alignment:** How will hubs reduce emissions and personal VMT to support local, regional, and state climate/air-quality objectives?
- **On-site sustainability features:** What are the opportunities for solar generation, battery storage, and stormwater capture, and how will they be integrated?

- **Resilience & backup:** How can hub infrastructure provide backup/resilience for critical services (e.g., power, communications, mobility continuity)?
- **Utilities:** What partnerships or agreements are required from utility companies for related infrastructure?

Budget / Funding

Mobility hub projects often face limited budgets and fragmented funding sources, characterized by competitive grant processes and high capital and operational costs for technology and infrastructure.

- **Capital funding:** How will land acquisition, design/soft costs, construction, equipment, and commissioning be funded?
- **Operations funding:** How will ongoing operations and maintenance be funded, including staffing, utilities, and service contracts?
- **Private/third-party revenue:** What is feasible in sub-leases, concessions, vendor agreements, and other third-party revenue streams?
- **Creative financing:** Which mechanisms (e.g., P3s, sponsorships, lease-to-own) are appropriate, and how will risks be allocated?
- **Cost-benefit:** What is the expected cost-benefit (financial, social, environmental), and how will findings guide phasing and scope?

Operations & Maintenance

Upkeep, staffing, security, and cleaning present ongoing costs and operational challenges. Clear responsibility assignments and long-term funding are essential.

- **Capital and Operations and Maintenance (O&M) cost uncertainty:** What factors drive variability in capital and O&M costs across sites, and how will they be managed?
- **Responsibilities & lifecycle:** Who is accountable for routine upkeep, lifecycle planning, replacement/upgrades, and the associated funding sources?
- **Ongoing services:** Which agencies/partners will run and pay for staffing (ambassadors/customer service), security, janitorial, waste, and related operations?
- **Standards & safety:** What maintenance standards, inspection cycles, and performance metrics will sustain safety and positive public perception?
- **Future capital improvements:** How will long-term capital improvements be identified, prioritized, and funded?

Technology & Cybersecurity

The rapid evolution of EV charging, micromobility, and real-time information systems requires standardized data sharing and privacy safeguards. Teams must prepare for technological change and future-proof their designs.

- **Power & connectivity:** What electricity and internet capacity are required for smart infrastructure (real-time info, EV charging, "Internet of Things"), and how will reliability be ensured?
- **Cybersecurity & scaling:** What cybersecurity requirements are needed to protect data/systems while enabling multi-site scaling?

Governance & Partnerships

Multi-agency coordination and unclear responsibilities, coupled with jurisdictional overlap, can hinder progress. Formal agreements and regional harmonization are needed to overcome these barriers. Aligning goals among stakeholders, securing commitments, and managing risks in public-private partnerships require careful negotiation and clear agreements.

Building consensus, addressing equity and displacement concerns, and ensuring inclusive outreach remain ongoing challenges. Teams should prioritize engagement with disadvantaged communities and community-based organizations and provide multilingual outreach.

- **Cross-agency collaboration:** Which cities, transit agencies, utilities, other government agencies/ entities, and private operators must participate, and how will collaboration be structured?
- **Governance & MOUs:** What governance model and MOUs will define decision-making, roles, data sharing, and dispute resolution?
- **Partner roles & phasing:** How will lead/support roles vary by services offered, land ownership, and single versus phased development timelines?
- **Third-party agreements:** Who will manage third-party agreements (e.g., retailers, private mobility operators, energy vendors), and how will monitoring/maintenance responsibilities be assigned?
- **Stakeholder participation:** How will community organizations and local stakeholders act as stewards and participate in development and operations?
- **Engagement & compensation:** How will transparent engagement be conducted and fair compensation ensured for property acquisition or partnerships?

User Experience & Access

Car dependency and resistance to mode shift remain significant obstacles. Teams must promote the benefits of mobility hubs and encourage behavioral change through targeted marketing and awareness campaigns.

- **Mode-shift value:** How will the hub make non-driving modes more attractive and convenient while accommodating EV charging and rideshare?
- **Reliability for existing users:** How will the hub improve speed, reliability, and comfort for current transit users?
- **Driver attraction & amenities:** How will the hub attract solo drivers via better connections and amenities (e.g., shade, water, phone chargers)?
- **Multimodal operations:** How will the hub safely and efficiently support bus, bike, EV, and pedestrian flows?
- **Off-site access:** What off-site improvements (sidewalks, crossings, bikeways) are needed for safe, convenient access?
- **Branding & promotion:** How will the hub be branded and promoted (linked to the primary transit provider or a region-wide mobility brand)?

Potential Next Steps: Governance

These next steps can help identify and engage the wide range of partners who would be involved in planning, developing, operating, and using mobility hubs and their associated transportation and community services. The potential next steps are recommendations for further action and do not represent a commitment by any party to undertake additional study or development of the mobility hubs.

Advance a vision for regional transportation supported by a mobility hubs network

General Next Steps

A strong regional vision is foundational for the successful implementation of a network of mobility hubs. Regional planning agencies—such as councils of governments—are ideally positioned to articulate and champion this vision, ensuring that mobility hubs are developed in an integrated, multimodal transportation system, rather than in isolation. Advancing this vision involves aligning mobility hub development with regional transportation and land use plans, setting clear performance standards, and defining a consistent “brand” and service expectations for hubs across jurisdictions.

The regional agency should guide the identification of priority corridors and communities, coordinate funding strategies, and ensure that the network supports broader goals such as equity, sustainability, and economic development. By taking a leadership role, the regional agency can help secure resources, harmonize standards, and maintain momentum for long-term implementation, even as local partners pursue site-specific projects.

Project partners should advance this vision not just through formal planning documents and budget allocations, but also through storytelling and marketing. Mobility hubs are a new type of infrastructure that may be unfamiliar to many people, including community members and elected officials alike. It's essential for project partners and advocates to demonstrate how mobility hubs can enhance the lives of even a single person traveling from place to place. One method for this is to develop a "Day in the Life" scenario, which takes the story of someone's existing mobility barriers—it could be a real person's story or a made-up, fictitious but realistic story—and describe how the hubs network might improve their access options, open up more destinations, and reduce their travel times and costs. The American Planning Association[1] is one organization that provides resources on transportation and placemaking storytelling.

Next Steps for Fresno-area Partners

Actions: Fresno Council of Governments

- Develop and support land use plans that promote more density, mixed-use, and walkable growth patterns, which are more supportive of transportation choices that don't rely on personal car use.

- Promote, by working through the RTP/SCS Plan, Fresno County Transportation Authority (FCTA) board, and other bodies and planning initiatives, sustainable, affordable, integrated mobility services and programs that both reflect the plans of its constituent communities and guide overall investments and network buildouts.
- Be a mobility advocate by leading communications throughout the region about plans, services, funding opportunities, and partnerships that can support expanding transportation options and help people envision how their lives could be improved by the services that mobility hubs would provide.

Actions: Transit Agencies

- Develop or update plans, especially long-range transit plans, that support the development of mobility hubs and leverage their potential deployment by creating transit service plans that blend fixed-route transit with "feeder" service, including microtransit and other mobility options that improve first-mile/last-mile[2] connections to transit routes and mobility hubs.

Engage and organize implementation partners

General Next Steps

Effective governance for mobility hubs requires robust engagement with a diverse set of implementation partners. This includes local governments, transit agencies, community organizations, private sector stakeholders, and land-use planners. Early and ongoing collaboration ensures that each partner's roles, responsibilities, and resources are clearly defined—often formalized through memoranda of understanding (MOUs) or partnership agreements. Engaging partners means not only recruiting those who will fund, build, and operate the hubs, but also those

1 https://www.planning.org/planning/2018/jun/artofstorytelling/

2 First-mile/last-mile is a term that commonly refers to the beginning or end segments of a trip or delivery, often used in reference to getting to and from a transit stop on foot, bicycle, or some other mode.

General Guidance: STORIES OF IMPROVED MOBILITY

Storytelling can help inspire people to think ambitiously about how mobility hubs can improve people's lives through better transportation options. This can take many forms, one of which is a "Day in the Life" story. These stories could be inspired by real people or feature a fictional character to present a recognizable scenario.

Stories often begin with a description of an overall vision, as seen in this example.

> *Fast forward to the year 2035, where Fresno County's mobility hubs have touched the lives of thousands of residents and visitors. The hubs have become a lively part of the community, providing access to people who have never experienced such incredible mobility services before. Residents experience a seamless blend of transportation, technology, and public space, designed not only to move people but also to enhance lives and foster enjoyment. More than just simple transit stops, these are places where people from all walks of life can access real-time transit updates in Spanish and English, travel to work, visit friends, go to school, grocery shop, or meet up in a central location to attend a community event. Built with the community for the community, local voices have been heard, and dreams realized.*

A project team could then develop a more specific design vision.

> *This mobility hub is designed as a beacon of innovation and inclusivity, redefining how communities connect, work, and thrive. The hub boasts tech-forward amenities, including real-time transit screens, digital kiosks, and flexible work pods, fostering a dynamic environment for professionals, students, and anyone seeking a vibrant public space. Investments in bicycling, including protected lanes and bikesharing systems, ensure seamless and sustainable mobility for all.*
>
> *The plaza-style layout, featuring shaded seating, local vendors, and public art, fosters civic pride and a sense of community belonging. Strategically located near the library and senior center, the hub provides older adults with direct access to essential services, convenient transportation, and opportunities for engagement in a walkable, centralized setting. Its technology is thoughtfully designed to be accessible for older populations while remaining cutting-edge for younger users, supporting a wide variety of users who make trips for various purposes.*
>
> *The hub integrates transit and community services, featuring electric vehicle charging stations, ride-share zones, and ADA-compliant shelters. Zero-emission shuttles with affordable fares, optimized routes, and multilingual support make transit accessible and interconnected. Community spaces host workshops, tutoring, and art, with digital tools and multilingual signage ensuring inclusiveness and safety.*
>
> *The hub serves as a catalyst for regional equity, connecting underserved populations and supporting agricultural workers with access to cooling stations and hydration. Local vendors and partnerships empower small businesses, while proposed daycare and family services make commuting easier for working parents.*

Finally, the stories can provide examples of how specific people may use the hub.

> *Fernando, a 40-year-old agricultural worker, just finished a long, hot shift in the fields, and he heads to the mobility hub, looking forward to a warm dinner with his family. He grabs a cold drink from a local vendor and rests in a cooling station designed with shade and water access after a hot day in the sun, waiting a few minutes for his bus to arrive. He uses the hub's free Wi-*

Fi to watch a funny clip of his favorite comedian on his phone. The hub's multilingual digital signage makes navigation simple, welcoming, and dignified. The hub is not just a place to wait; it is a place to recover from a long day of work, relax, and feel seen. It shows that the community of Parlier invests in the people who power its economy.

Brenda, a 76-year-old retired teacher, arrives at the mobility hub mid-afternoon and greets her new friend — a staff member at the hub who often helps her navigate the touchscreen kiosk. Today, she wants to visit the library and check out some gardening books. The shaded waiting area provides her with comfort from the blazing sun, and cooling misters give her some relief as she waits a few minutes for her bus to arrive. The shuttle arrives on time, and the driver assists her with boarding. The hub represents independence for her, so she doesn't have to rely on others to give her rides everywhere like she used to. The thoughtful design, accessibility features, and reliable services have made travel joyful and feasible for her.

Stephanie is a 17-year-old high school senior who visits the mobility hub nearly every day with her younger brother to catch the electric shuttle her school runs to the hub. Most days, they're in a hurry, so they ride the two miles on their bikes, which they lock up at the hub in secure lockers. Their parents feel safe letting them walk around the mobility hub and use the services because the route and hub are safe, well-lit, monitored by security cameras, and staffed by community ambassadors. When the school day is over, Maria and her brother return to the hub, where he joins a kids' workshop in the community room, where he sees his friends and has fun after a long day of learning. Maria bikes to her after-school job at City Hall, just a few blocks away, where she assists the Community Development team in reviewing development applications. Maria has been so inspired by how the mobility hub has created new transportation options in her small town that she wants to be an urban planner when she grows up . Both kids' parents are relieved that the mobility hub offers a new way for their children to get to and from school safely, while also socializing with others their age, so they can work and later meet them at home for dinner.

who can provide critical insights into community needs, support outreach, and help integrate mobility hubs with other local initiatives. Regional agencies should facilitate regular communication, joint planning sessions, and shared decision-making forums to build trust and align objectives. By fostering strong partnerships, governance structures can be more resilient, responsive, and capable of overcoming common barriers such as funding constraints, jurisdictional overlaps, operational challenges, and the participant of underrepresented communities.

Selecting an effective governance model is foundational. Teams should consider options such as County-led offices, joint powers authorities, transportation management associations, or regional working groups. Clearly defined roles and responsibilities, formalized through memoranda of understanding (MOUs) or contracts, ensure accountability and streamline decision-making. The project partners and mobility service providers may also wish to establish a universal fare card so that users can link multiple modes of transportation under a single purchase. Stakeholders who may need to be formally identified when establishing a governance structure may include:

1. Landowners: Cities, counties, states, federal, tribes, public institutions and agencies, utilities, school districts, port authorities, railroads, and private parties.
2. Public Transit Operators: Which may be a single agency or numerous partners and should include both local agencies and regional or interstate operators, such as passenger rail.
3. Private Mobility Operators: Including shuttles, intercity buses, rideshare, bikeshare and scootershare, vanpool systems, taxis and limos, medical transportation companies, and others

4. Governments: At the city, County, state, metropolitan planning organization, council of governments, associations of governments, tribes, and other levels.
5. Utilities: Communications, electricity, gas, water services, waste haulers, and others.
6. Community Organizations: Non-profits, schools, community medical clinics, etc. This can also include organizations advocating for policy and investment actions in areas such as housing, job training, transit, active mobility, and the environment.

Next Steps for Fresno-area Partners

Actions: Fresno Council of Governments

- Continue to advocate the vision of a regional mobility hub network to key implementation partners, including transit agencies and local governments, along with other potential site owners, medical institutions, public housing agencies, private developers, and others.
- Support the recruitment of third-party private and non-profit mobility providers to develop services such as carshare, micromobility bikeshare and scootershare, carpool matching, vanpools, shuttles, and increased coverage by rideshare providers (Uber and Lyft).
- Look for opportunities to work with connect with and broadcast to existing local partners who have launched innovative mobility solutions to support their social and economic development goals. For example, the project team met with the Fresno Metro Black Chamber of Commerce, which operates Biz-Werx, an electric vehicle carsharing program, shuttle services for people aged 55+, and a bike lending library, all of which they are interested in expanding.
- Advise on methods that various hub partners can use to create a governance structure, which may include public-private partnerships, formal Memorandums of Understanding (MOUs), and designating a "hub manager" that is the primary entity that oversees the hub's development and operations and executes contracts with supporting partners and vendors.

Actions: Clovis Transit

- Coordinate across the City's Community Services Department, which oversees Transit, Senior Services, and Recreation, to implement many of the Landmark Transit Center mobility hubs' improvements, many of which are located on City property at the Landmark Transit Center or adjacent Senior Center.
- Coordinate with the City Public Utilities Department, Parks Division, which oversees the Old Town Trail that runs along the western edge of Landmark Square, to install additional trailhead amenities and wayfinding features to better guide people between the Trail, mobility hub transit stops, library, and Old Town downtown, several blocks away.
- Partner with Fresno County Libraries, which is constructing its new Clovis branch on the north end of Landmark Square next to the Transit Center, to ensure people are easily able to move around the site through the parking lots, share amenities such as bicycle parking, and provide transportation information, such as a real-time schedule board, at the library.

Actions: FAX

- Work with the Fresno Department of Public Works to plan and develop crucial improvements to the right-of-way, including crosswalks, traffic signal alterations, sidewalk zone upgrades, and other features. The City of Fresno Central Southeast Specific Plan[3] identifies numerous streetscape improvements and vehicle lane reconfigurations that could be enacted along Kings Canyon Road; however, the city has not committed to any implementation.
- Potentially engage the private owner of the former University Medical Center (UMC) property, which abuts the two primary mobility hub streets, Kings Canyon Road and Cedar Avenue, about co-developing some of the Enhanced concept features on the UMC site's southwest corner near the primary streets' intersection.

3 https://www.fresno.gov/wp-content/uploads/2023/04/Central_Southeast_Specific_Plan_Public_Review_Draft_April_2021-3_compressed.pdf

Actions: FCRTA – Parlier

- Explore pathways to launch microtransit services based in Parlier that are staffed by local drivers who may charge their electric vehicles at the hub.
- Develop an agreement to govern the City and FCRTA's respective responsibilities for developing and operating the hub, especially Enhanced concept features that would be public civic amenities, such as the public park that could be built if partners acquire the parcel to the south of the police station, and the variety of access and street projects including a new driveway curb cut, improved sidewalks, and reconfigured street medians.

Actions: FCRTA – San Joaquin

- Explore pathways to launch microtransit services based in San Joaquin with service to surrounding rural areas, that are staffed by local drivers who may charge their electric vehicles at the hub.
- Work with the City to begin implementing Phase 1 of the microgrid project, which includes solar photovoltaic electric generation, battery storage, and up to eight electric vehicle charging plugs to be shared among the FCRTA fleet, City of San Joaquin fleet, and private electric vehicle owners
- Develop an agreement to govern the City and FCRTA's respective responsibilities for developing the hub, especially Enhanced concept features that would be public civic amenities, such as the public plaza, sidewalks, and crosswalk improvements.

General Guidance: PUBLIC-PRIVATE PARTNERSHIPS FOR MOBILITY HUBS

Public-private partnerships (PPPs) are a potentially valuable key tool for delivering, operating, and maintaining mobility hubs. There are numerous ways that PPPs can be leveraged:

- Mobility Service Providers: Partner with private companies to provide and rebalance shared bikes, scooters, and carshare vehicles at mobility hubs.
- Developers and Large Employers: Collaborate with private developers and major employers to build and operate mobility hubs, especially as part of new developments or major employment centers.
- Local Business Management Districts: Engage business improvement districts to provide incentives, maintain cleanliness, and enhance safety at hubs.
- Advertising and Sponsorship: Allow companies to sponsor or advertise at mobility hubs, generating revenue to support amenities and operations.
- Operations and Maintenance Contracts: Outsource ongoing maintenance (e.g., street furniture, restrooms) to private firms under municipal contracts.
- Design-Build(-Operate-Maintain): Use private contractors for design, construction, and potentially ongoing operations/maintenance, sometimes in exchange for future revenue (e.g., from ad panels).
- Technology and Amenities: Partner with private vendors for specific amenities, such as EV charging stations, package lockers, or smart restrooms.

Key considerations for PPPs:

- Clearly define roles, responsibilities, and expectations in memorandums of understanding (MOUs) or service agreements.
- Use PPPs to minimize financial and schedule risks, and to secure private investment that can be recouped through user fees, advertising, or other revenue streams.
- Select elements, including EV charging, concessions, and naming rights/sponsorships, are commonly funded or operated this way, while other services and amenities are provided through other means.
- Examples include: Los Angeles's partnership with Tranzito and Vector Media for high-tech bus shelters, and the Metropolitan Transportation Commission's affordable housing mobility hub pilots with TransForm.

Seek funding sources

General Next Steps

Development teams must identify and pursue diverse funding sources, including state grants (such as Caltrans, Cap-and-Trade, and TCC), local measures (such as Measure C), developer fees, and public-private partnerships. Incremental and phased funding strategies should align with project rollouts, pilot programs, and future upgrades. Especially because mobility hubs are a new and relatively untested concept, it is important to anticipate the need for contingency funding to support a dynamic program of mobility and community amenities that may be developed on a to-be-determined timeline with to-be-determined partners. The Design, Planning-Level Cost Estimation, and Feasibility Assessment (Attachment G) provides more information about local, regional, and state funding opportunities beginning on page 17).

Table 14 summarizes key funding programs at various levels:

Next Steps for Fresno-area Partners

Actions: Fresno Council of Governments

- Support the transit agencies, local city and rural community governments, and other partners in securing funding through grants, tax measures, and allocations from the transit agencies' and local government partners' capital and operating budgets.
- Advocate for the renewal of Measure C funding in 2026, and if it is approved, help ensure the funding is directed to productive and necessary transportation programs, such as mobility hubs, which could match well with the Measure C New Technology Reserve Fund to explore innovative transportation and air quality solutions.

Actions: Transit Agencies and Local Government Partners (Cities of Clovis, Fresno, Parlier, and San Joaquin)

- Secure regular and special-use funding for capital and operating expenses
- Seek grants and other funding that support sustainable transportation, reducing emissions, and lower-cost mobility options
- Many grants and government budgeting processes will require an application agency to develop more details about the mobility hub's design, programming, transportation services, cost estimation, and other features before considering them for funding.
- Consider development impact fee programs, such as the City of Fresno Vehicle Miles Traveled Reduction Program , to fund investments that reduce driving trips, such as mobility hubs.
- Coordinate how the Baseline scenario improvements would be partially funded through transit agency budgets and grants, compared to the Enhanced scenario projects, which would lean more heavily on additional funding and implementation support from other city departments in the case of the cities of Clovis and Fresno, the partner cities of Parlier and San Joaquin for the FCRTA hubs, and possible private landowner partners.

Plan for operations and maintenance (O&M)

General Next Steps

Contracts for cleaning, security, data management, and customer service are essential for sustainable operations. Teams may consider hiring third-party property managers

Table 14. Summary of Key Funding Programs

Action Area	Fresno Council of Governments
Local	General funds, bonds, development fees, VMT mitigation programs, special tax districts (BIDs, CFDs, TIF, EIFDs).
Regional	Measure C (sales tax), VMT mitigation programs, and SJVAPCD air quality programs.
State	Climate and sustainability programs (e.g., Caltrans, CARB, SGC) supporting VMT/GHG reduction.
Federal	FTA, FHWA, USDOT grants for infrastructure and innovation.
Private	Developers, employers, and public-private partnerships for capital and O&M.
Special Financing Tools	CFDs, EIFDs, and BIDs can fund both capital expenditures and operations and maintenance in some cases.

or utilizing concessionaire models to manage day-to-day activities and maintain high standards. O&M is crucial not only for maintaining physical and digital assets at the hubs, but also for ensuring that all mobility and civic services are functional and remain well-integrated. If a hub is operating poorly (due to issues such as dirt, safety concerns, technology failures, inaccuracies on real-time information boards, and other problems), it is likely to deter people from using the new mobility services it offers and could encourage them to revert to using a private vehicle for their trips. O&M plans should include operations and maintenance budgets and staffing needs forecasts, standard operating procedures, and performance metrics.

Next Steps for Fresno-area Partners

Actions: Fresno Council of Governments

- Explore the potential of developing a bench of suppliers and vendors who could be contracted to provide operations of certain hub functions, including cleaning, maintenance, security, microgrid maintenance, events programming, retail services supervision, and other on-site activities.
- Support the transit agencies and local partners in developing an O&M funding plan for each hub, which could include public funding and contributions by private sponsors.
- Develop standard operating procedures (SOPs) for the primary hubs' functions, and work with the network of hubs partners to establish performance measures that both public and private operators must achieve, such as charging equipment uptime, vehicle availability, on-time performance, site maintenance and cleanliness, and other metrics.

Actions: Transit Agencies

- Expand routing transit stop and station O&M plans to include the new facilities and operations needs of the hub, including waiting areas, electric vehicle charging, fleet parking and layover areas, bicycle storage, information displays, microtransit services, and property maintenance.

- Seek opportunities to add mobility hubs into operations and maintenance that already occur at co-located or nearby institutions, such as custodial services that already service Landmark Transit Center and will serve the new Clovis branch library, and at the Parlier Police Station.

Potential Next Steps: Development

Further the design concepts

General Next Steps

Based on the feasibility concepts of the mobility hubs, agencies, owners, and project partners should develop detailed, site-specific design briefs that utilize modular and scalable components. Universal design principles, integration with complete streets, and transit-supportive guidelines will elevate accessibility and inclusivity. Incorporating user personas and robust community feedback will ensure that amenities and features genuinely reflect local needs. The team may wish to work with internal or external architectural and engineering teams to advance the design, depending on the complexity. The development of the design should identify gaps and safety issues in the nearby sidewalk and bikeway network, either to be addressed as part of the mobility hub project or recommended for resolution through other capital projects. This is also the stage at which different parties should divide responsibilities, ensuring that all design features are integrated and their construction is coordinated. For example, a transit agency may be responsible for improving bus shelters and installing solar photovoltaics and charging stations for electric vehicles. A private vendor could install bikeshare docks, and the local city might invest in public open space on the mobility hub site.

This is also the stage at which different parties should divide up responsibilities, ensuring that they integrate all the design features and coordinate their construction. For example, a transit agency may be responsible for improving bus shelters and installing solar photovoltaics and charging stations for electric vehicles. A private vendor could install bikeshare docks, and the city might invest in public open space on the mobility hub site.

Next Steps for Fresno-area Partners

Actions: Fresno Council of Governments

- Explore options to standardize site and amenity designs for hubs around the County to unify mobility services and develop a strong “brand” for mobility hubs.
- Secure consolidated design services and vendor/supplier agreements to help bring efficiency and consistency.

Actions: All Transit Agencies

- Prepare more detailed design plans for the Baseline concepts by considering what components and site improvements can be fulfilled using standard products and “off-the-shelf” products, limiting the need for customized solutions and creating more opportunity for launching quick-build and “pilot” projects.

- Work with the respective local city government planning, public works, streets/transportation, parks and recreation, housing, and other departments to co-design Enhanced concept hub features.

Actions: Clovis Transit

- Focus on wayfinding systems around the site and towards Old Town, electric vehicle charging heads to connect to the existing underground pre-wiring that was installed during the recent construction of the Landmark Transit Center, and repurposing parts of the parking lot for a carsharing base if parking pressures at Landmark Transit Center abate.

Actions: FAX

- Work with the City's Public Works Department to design high-visibility crosswalks, sidewalk improvements that support the multi-use path concept, and potentially traffic signal adjustments to give buses priority green lights.
- If Enhanced concept features are being considered on the privately-owned former University Medical Center site, work with the property owner to design community amenities and other mobility features such as EV charging and a bike hub.

Actions: FCRTA – Parlier

- Coordinate the design and installation of any Baseline features, including a new bus shelter, solar and EV charging, and other fixed-route and possible microtransit infrastructure, with service planning occurring through the ongoing FCRTA Transit Roadmap project. Transit service to Parlier and this site may increase if aspects of the SR 99 Transit Corridor Plan are implemented, and if FCRTA launches a microtransit service based in Parlier.

Actions: FCRTA – San Joaquin

- A scope for the hub's development has already been developed through the CMAQ grant process. In any scenario, FCRTA's use of the Main Street site may at first be primarily for microtransit fleet staging and charging as a hub for service to the primarily surrounding rural areas, and it may not serve as a significant transit stop/destination for passengers.
- Coordinate with the City of San Joaquin on Baseline concept site works, including paving, alley improvements, a new driveway curb cut onto Main Street, and site security.
- Coordinate Enhanced project improvements with the City, which would be a lead or co-lead in developing a plaza space, bicycle hub, food truck area, and other civic amenities.

Phase project development

General Next Steps

Phasing the development of mobility hubs is essential for regional councils of governments, cities, transit agencies, and other partners serving diverse urban and rural contexts. Many projects may begin with a baseline phase that leverages existing infrastructure—such as transit centers or public sites—to implement core features like transit stops, bike parking, lighting, and real-time information signage. This approach enables quick wins, manageable costs, and straightforward permitting, particularly in urban corridors and established transit centers.

As the mobility hub is incrementally developed in phases, build upon each success to explore additional enhancements based on community needs, funding availability, and operational feedback. Enhanced phases may include expanded amenities (EV charging, carshare, plazas, retail), site redesign, and new access points. These require multi-agency coordination, additional permitting, and sometimes property acquisition, which can be more complex in small rural towns. A community's intentions for mobility hubs should also be incorporated into regional and local planning documents, to help secure funding and ensure that hub concepts are accounted for as various related civic projects are pursued. Mobility hubs can be developed fully or partially through co-development with vertical site construction, streetscape projects, plaza and open space projects, transit stop improvements, and other familiar public and private development work.

Next Steps for Fresno-area Partners

Actions: Fresno Council of Governments

- Review regional transportation plans, such as the ongoing 2026 Regional Transportation Plan / Sustainable Communities Strategy (RTP/SCS), to ensure hub concepts accommodate existing and potential future mobility services.

Actions: Clovis Transit

- Consider developing a solar photovoltaic and battery system microgrid to provide more energy resilience and reduce GHG emissions from transit services and site operations.
- Monitor the overall usage of parking, transit, and other modes at Landmark Square to guide decisions about whether parking spaces could be repurposed as a carsharing hub or used for expanding other mobility hub amenities.
- (Because Landmark Square is largely built out, mobility hub improvements are likely to be incremental and require less physical change.)

Actions: FAX

- Perform routine upgrades to the transit stops and station areas as part of ongoing maintenance, adding Baseline features such as additional shared waiting area, more informational signage and wayfinding, and bicycle parking.
- Coordinate with the private owner of the former University Medical Center site to discuss opportunities for other Baseline amenities, including micromobility systems and a gateway plaza. The private owner would also need to be a partner in developing the Enhanced concept's solar canopy and EV charging stations.

Actions: FCRTA

- FCRTA and FCOG should continue discussing the hub concepts with the cities of Parlier and San Joaquin, to ensure FCRTA-led Baseline improvements can be permitted and operated, and that the cities are able to lead or co-lead the development of potential Enhanced mobility hub improvements. Hub features and timelines are to be determined pending decisions about transit planning, including the potential launch of microtransit and modifications to fixed-route services that may emerge from the Transit Roadmap planning currently underway.

Assemble mobility services

General Next Steps

Each mobility hub will include primary and supporting mobility services. In many cases, public transit is the anchoring primary service, and hubs are often first conceived to improve transit service and multimodal connections at locations with existing or planned transit access. The planning team should consider other mobility options, such as micromobility (bikeshare/scootershare), carshare, experimental microtransit, walking, electric vehicle charging, and other alternatives that would be useful and feasible to implement, providing regional and local access. More broadly, mobility hubs may be served by and/or host intercity rail and bus, airports, waterways, freight systems, school and medical transportation, municipal fleets, carpool collection points, and other transportation modes. Services may be procured through memorandums of understanding (MOUs), vendor requests for proposals (RFPs), and other arrangements.

Next Steps for Fresno-area Partners

Actions: Fresno Council of Governments

- Work through the RTP/SCS and other planning efforts to develop and champion a plan for enhanced regional and local mobility options.
- Coordinate planning across the three transit agencies to help support expanded service coverage and integration.

- Provide funding guidance and technical support to partners seeking to launch innovative mobility solutions such as carsharing, micromobility, carpool matching, rideshare expansion, and other services, especially those that rely on technology and digital interfaces for trip planning and making reservations.
- Assess community needs and gaps in the mobility systems to help establish priorities for further investment and expansion into other mobility areas.
- Promote land use strategies that promote more mixed-use, denser, and walkable development that can be accessed by non-driving modes of travel and served by a mobility hub and hub network.

Actions: Transit Agencies

- Support multi-modal connections by continuing to allow bicycles on buses.
- Explore how microtransit services can connect people from areas without fixed-route buses to the bus network. For example, Clovis Transit has recently launched a "pilot" microtransit feeder service from several outlying areas of the city to bus route pickup points.

- Explore opportunities for public-private partnerships to launch new services, such as a transit agency subsidizing a small, private microtransit operator.
- Consider options to internally launch complementary micromobility services such as bikesharing. (For example, Metro Bike Share in Los Angeles is operated by Metro, the regional transit agency)

Deploy technology

General Next Steps

Technology will improve operations, performance monitoring, and customer interactions with the features and services of mobility hubs. It can be used for trip planning, payments, booking on-demand rides, registering for shared mobility programs, providing feedback to operators, and other services. Additionally, technology systems are vital for controlling the functions of energy systems, such as solar and battery microgrids for EV charging and resiliency features. To better coordinate services, a shared data system such as the Mobility Data Specification (MDS) can be used, which can also aid in monitoring performance.

Next Steps for Fresno-area Partners

Actions: Transit Agencies and Local Governments

- Use Mobility-as-a-Service (MaaS) platforms to allow riders to plan, book, and pay for trips across all the availability modes of travel.

- Develop open Application Programming Interfaces (APIs) and GTFS Real Time (which supports live data feed updates about arrivals, delays, and service issues) to enable better data sharing internally and with mobility partners and information platforms.
- Consider a unified payment system and fare structure so that users can travel anywhere in Fresno County's mobility systems using a single ticket and planning app.
- Use QR codes and other Internet resources at stations and mobility hubs so that travelers can look up schedule, routing, and payment information.
- Use sensors and cameras at stations and hubs, and APIs within trip booking platforms, to track ridership, trip volumes, and other travel patterns.
- Provide community members with access to EV charging at the mobility hubs, either at dedicated community charging stalls or by booking time slot reservations to use the transit agency's charging plugs during times of the day when the transit fleet is not plugged in.

Launch "pilot" programs

General Next Steps

Launching pilot programs and quick-win initiatives (e.g., tactical urbanism) demonstrates value and builds momentum. Pilot programs also allow project teams to test different mobility services and experiment with multiple ways of integrating phasing the hub's development and operations. Pilot projects may be sufficiently low-cost to be funded with existing resources, rather than pursuing a competitive grant. Pilot projects can often also be integrated into ongoing development and infrastructure projects, whether it's a new housing or open space project, a street design update, or a maintenance effort.

Next Steps for Fresno-area Partners

Fresno Council of Governments

- Provide funding support and seek grants to deploy initial mobility hub "pilot" programs.
- Establish guidance on the objectives of the pilot, deployment durations, and key performance indicators of success to judge the pilot programs' impacts.
- Help advertise the launch of the pilot programs so that community members can take advantage of the new or improved services they offer.

Actions: Transit Agencies

- Develop "pilot" strategies to have the most impact with the least necessary burden of launching the system. Pilot programs can be very light on physical improvements and infrastructure, and instead rely on quick placemaking strategies, testing re-routes of transit routes, adding street safety features, and activating locations with event programming.
- FCRTA, for example, may wish to adjust its bus routes in Parlier to serve the Police Station mobility hub site on a temporary basis, with minimal other site or shelter improvements, to see if the service adjustment draws additional riders.
- Work with new mobility providers such as bikeshare vendors and carshare operators to launch small programs and see if user uptake shows promising results.
- Consider launching low-cost "pilot" mobility programs and activities based at mobility hubs. These could include using a vacant lot as a carpool gathering zone prior to making any mobility hub site improvements, or organizing a Bike Bus to meet at a future mobility hub location and have all the riders travel together to school.

Chapter 5: Charting Progress

The Impact of Mobility Hubs

Routinely and thoroughly monitoring the performance of mobility hubs will help development and operations partners assess the costs and benefits of various programs, identify needed adjustments and improvements, and inform future decisions. Furthermore, by tracking how existing hubs influence travel behavior, planners have more information available to help decide where future hubs should be located to have the most impact. The four hub concepts in the Feasibility Study would support different environmental contexts and offer differing mobility services, making them ideal for tracking impacts that could occur in a wide variety of locations throughout Fresno County.

Mobility hubs need performance monitoring in two areas. The first covers the general operations and functionality of the hub itself. The second covers the impacts of the hubs on changing travel behavior towards more sustainable modes; this is important because the functionality of the hub should serve to help a region meet its overall transportation, as well as related land use and environmental goals.

Table 15. Recommended Performance Metrics

Metric	Objective	Measurement Methods
Goal: Functional mobility Hub Operations		
Uptime of EV charging systems and other hardware	Meet or exceed standard	Equipment operations logs; API tracking to dashboards
Utilization of EV charging systems by transit vehicles, municipal fleets, private vehicle owners, and others	Increasing	Equipment operations logs
Uptime and accuracy of information displays	Meet or exceed standard	API tracking; in-person audits
On-time performance, and/or response time, or mobility services	Meet or exceed standard	Performance logs; GTFS Real Time reporting
Measures of the cleanliness and upkeep of the hub	Meet or exceed standard	Customer satisfaction ratings; maintenance request logs
Safety incidents or complaints (facility and site, not mobility services)	At or below the incident threshold standard	Customer satisfaction ratings; law enforcement logs
Safety rating of hub-based and hub-serving mobility functions	Meet or exceed standard	Police reports, Transportation Injury Mapping System (TIMS), Statewide Integrated Traffic Records System (TIMS)
Goal: Improve Regional Connectivity		
Quantity and quality of mobility services at the hub	Achieves the minimum standard and is increasing	Operator websites, hub management information
Coverage area and travel time of trips to and from the hub	Expanding coverage area; quickening trips on a like-for-like basis	Hub management information; trip tool aggregators
Per-mode trip originations, terminations, and connections (transit, rideshare, microtransit, bikeshare, scootershare, carpool, etc.)	Increasing	ACS data, intercept surveys, headcounts, travel diaries, video surveys, sensor data, operator APIs
Expand mobility options and convenience for users, especially people who rely on transit, walking, bicycling, and other non-drive-alone modes of travel.	Achieves the minimum standard and is increasing	Intercept surveys, travel diaries
EV charging utilization	Increasing	Equipment API
Park & Ride and/or Carpool Lot Utilization	Increasing	Vehicle counts; intercept surveys

General Guidance: MOBILITY HUB KEY PERFORMANCE INDICATORS

Regular reporting—using dashboards for monthly or quarterly updates—supports performance measurement and continuous improvement. KPIs guide service refinement and bolster funding applications, while automated data systems and real-time monitoring tools improve responsiveness. Monitoring key performance indicators (KPIs) such as mode shift, vehicle miles traveled (VMT) reduction, and equity outcomes enables teams to refine and scale services effectively.

Usage and Access

- **Ridership Data:** Number of daily/weekly/monthly users accessing the hub (by mode: transit, bikeshare, carshare, etc.).
- **Percentage of Trips** Utilizing the Hub: Share of total area trips that begin, end, or transfer at the hub.
- **Mode Shift:** Change in the percentage of users choosing sustainable modes (transit, bike, walk, shared mobility) over single-occupancy vehicles.

Connectivity and Accessibility

- **First/Last Mile Connections:** Number and quality of connections to surrounding neighborhoods, job centers, and key destinations within a 30-minute trip.
- **Access for Disadvantaged Communities:** Change in access to jobs, education, and essential services for equity-priority populations.
- **ADA Compliance:** Percentage of hub features meeting accessibility standards.

Environmental Impact

- **Vehicle Miles Traveled (VMT) Reduction:** Estimated reduction in VMT due to hub usage.
- **Greenhouse Gas (GHG) Emissions Reduction:** Estimated GHG savings attributable to mode shift and electrification.
- **Number of EV Charging Sessions:** Utilization of electric vehicle charging infrastructure.

Safety and Security

- **Incident Reports:** Number of safety/security incidents reported at or near the hub.
- **User Perception of Safety:** Survey results about how safe users feel at the hub, especially at night.

User Experience and Satisfaction

- **Customer Satisfaction Scores:** Results from user surveys on cleanliness, amenities, information, and overall experience.
- **Dwell Time:** Average time users spend at the hub (can indicate comfort and amenity use).
- **Real-Time Information Availability:** Percentage uptime of real-time transit and mobility information displays.

Equity and Affordability

- **Discounted Fare/Service Uptake:** Number of income-qualified users accessing discounted or free services.
- **Affordable Housing Proximity:** Number of affordable housing units within a 1/2 mile of hubs.
- **Track Equity KPIs:** Regularly measure and report on key performance indicators such as:
    - Change in access to jobs and services for equity-priority populations
    - Uptake of discounted fares/services
    - User satisfaction among underserved groups.

Economic and Community Impact

- **Local Business Revenue Change:** Change in sales for businesses within walking distance of the hub.
- **Community Event Participation:** Number of community events hosted at the hub and attendance figures.

Operations and Maintenance

- **Amenity Uptime:** Percentage of time key amenities (e.g., restrooms, Wi-Fi, lockers) are operational.
- **Maintenance Response Time:** Average time to resolve reported maintenance issues.

KPIs should be tracked over time and stratified by user group (e.g., by income, age, ability) to ensure the hub is meeting equity and community goals. Automated data collection (e.g., sensors, ticketing data) and regular user surveys are both recommended.