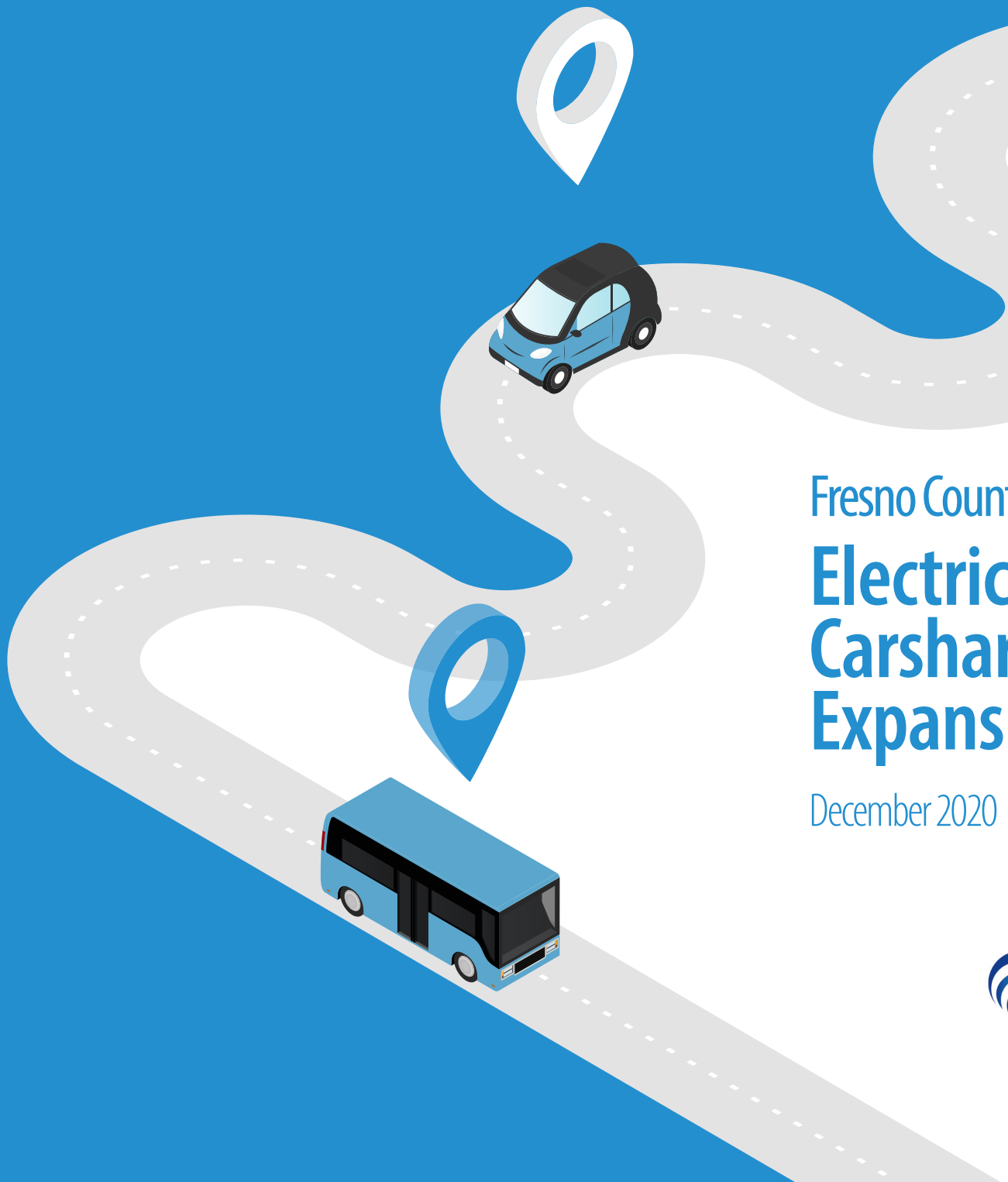

Fresno County Rural Transit Agency

Electric Vehicle Rideshare/ Carshare/Rural Transit Expansion Plan

December 2020

FCRTA Fresno County Rural Transit Agency

Fresno Council of Governments

WALKER CONSULTANTS

Caltrans

In association with

THE RIOS COMPANY

Contents

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Message on COVID-19

The analysis, concepts, and recommendations of this plan were conducted prior to the beginning of the Covid-19 pandemic. In response to health directives resulting from the pandemic, transit agencies, including the FCRTA, have had to completely change their operations. This includes limiting the number of riders in a vehicle to allow people to physically distance, new sanitizing and cleaning procedures, wearing masks, and other safety measures as well as service changes to protect drivers and passengers. The response to Covid-19 and the necessary safety measures to protect public health are the foremost concern for FCRTA's existing operations and the implementation of this plan.

While the recommendations presented in this plan were applicable during the study process, they may need to be redirected in response to Covid-19. Therefore, the short-term implementation of this plan may be adapted at the start, and until there is a widely available vaccine to prevent new cases. However, this is also a plan for FCRTA to provide a long-term solution for operating a transit/rideshare program in Fresno County. There will likely need to be additional study and analysis conducted upon implementation of the plan's demonstration period, and as the pandemic changes, to recommend how to adapt operations based on current needs.

1 Opportunities For Implementing A Rural Electric Vehicle Ridesharing Pilot In Fresno County

Rural public transit agencies are stretched to provide service to all areas of need. The operation is expensive because it must cover sparsely populated, low-density areas. As a result, communities are left with gaps in access. At the same time, rural demographics that are aging and lower income than urban and suburban places mean residents are more likely to need public transit. While new mobility has provided more transportation options for people in urban and some suburban areas, transportation network companies (TNCs such as Uber and Lyft,) as well as bike and scooter share are virtually non-existent in rural areas, due to unlikely profit because of the low-density nature of demand.

Fresno County, one of the largest counties in the nation in terms of area, has a need for more transportation options[1]. At 21.5 percent, the County's poverty rate is 1.5 times both the State of California and the national rate[2]. Also, the median household income in the County of approximately $52,600 is well below the median income nationally[3]. Fresno County is also one of the most polluted in the nation[4]. This means public transit is a vital community resource to provide access to jobs, education, and health care as well as reduce vehicle emissions to improve air quality.

The agency providing public transit in the County, The Fresno County Rural Transit Agency (FCRTA), delivers both on-demand responsive intra-city service and fixed-route inter-city service along four service corridors between the most populated cities. In total, FCRTA must cover almost 6,000 square miles across the County to serve communities that are 60

miles away from the City of Fresno – the County seat and its main urban center. Figure 1 on page 2, presents FCRTA's service map. The system coverage needs are staggering and require great operational expense. With limited budget, FCRTA must identify priorities and cost-effective ways to the fill gaps in service.

Figures 2 and 3 on pages 3 and 4 show the density of population in the county and commute-to-work origin and destinations, as reported by the U.S. Census Bureau in the latest American Community Survey 2012-2017. The largest concentrations of people and trips in the County are in the City of Fresno, the Highway 99 corridor, the southeast county area bordering Tulare County and the west county area along Highway 180 and Highway 33.

Figure 4 on page 5 shows selected origins and destinations for rural transit clients that are currently served by FCRTA's service, and potential expansion in the future. Figure 4 also shows the current location of level 2 electric vehicle (EV) charging stations in the County, to start identifying opportunities for deployment of EV on-demand ridesharing services.

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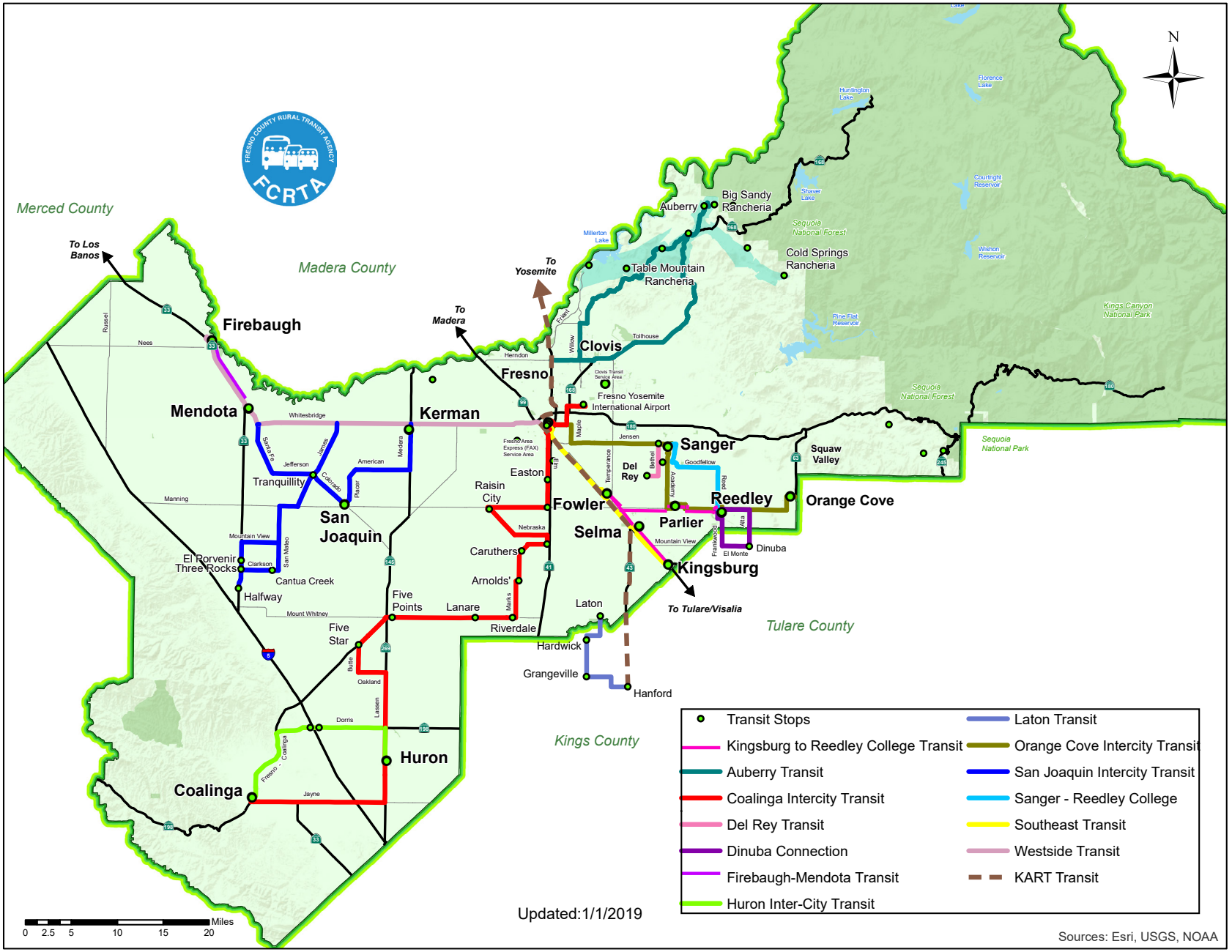
[1]U.S. Census, County by State; and for Puerto Rico, 2010.

[2]U.S. Census American Community Survey, 2018.

[3]Ibid.

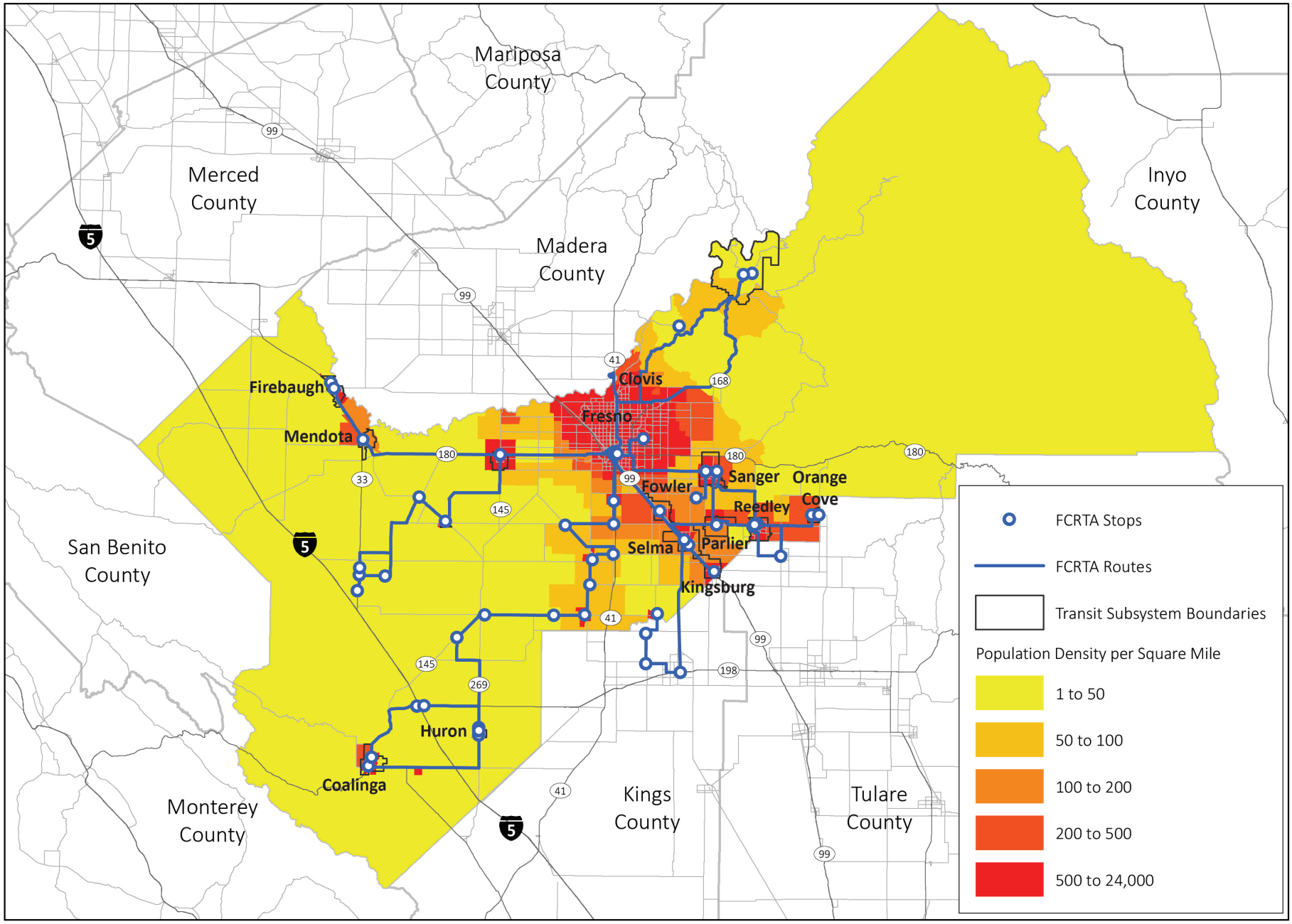
[4]American Lung Association, State of the Air, 2019.

Figure 1: Fresno County Rural Transit Service Map



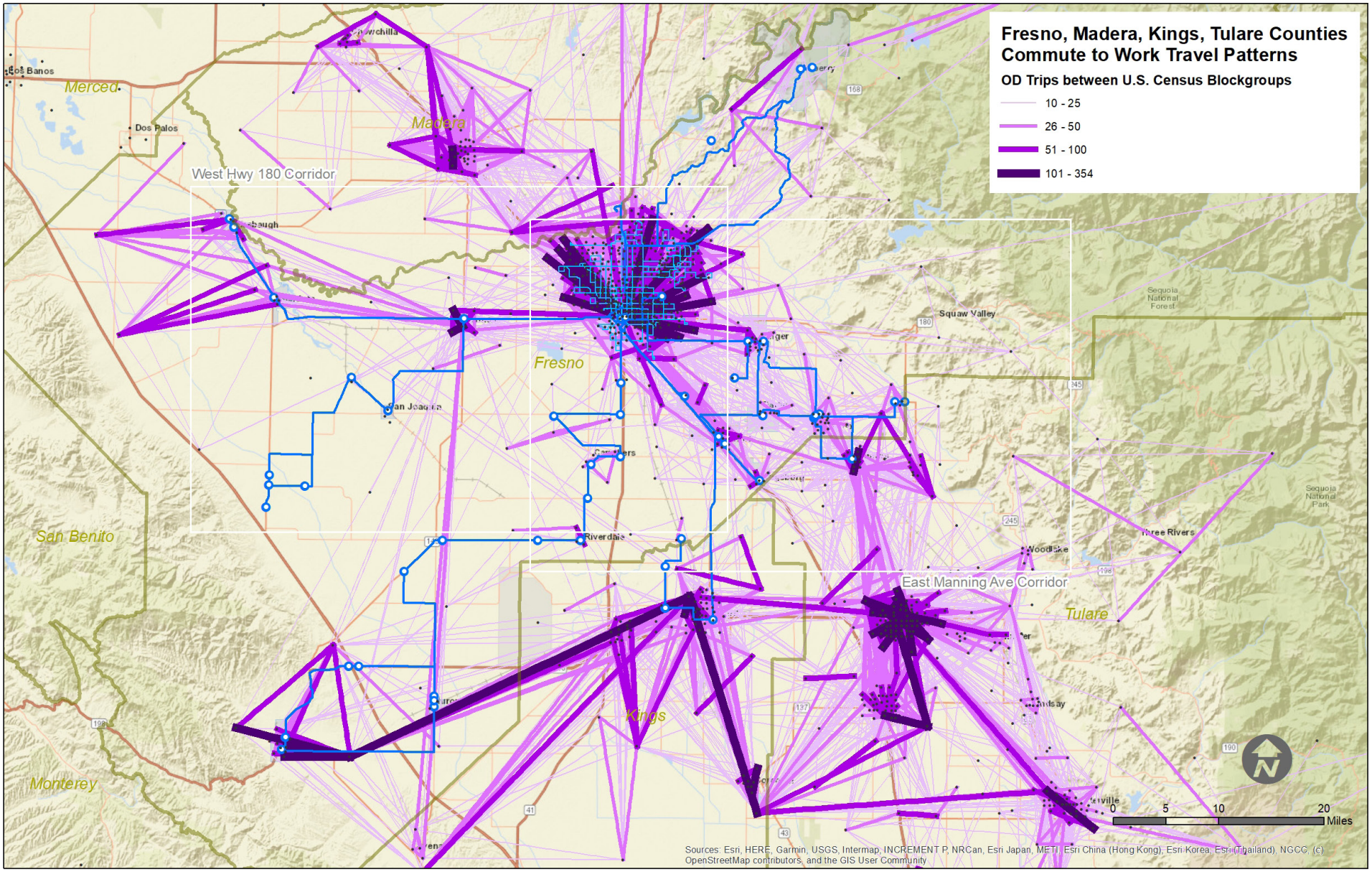
Source: Fresno County Rural Transit Agency

Figure 2: Population Density in Fresno County



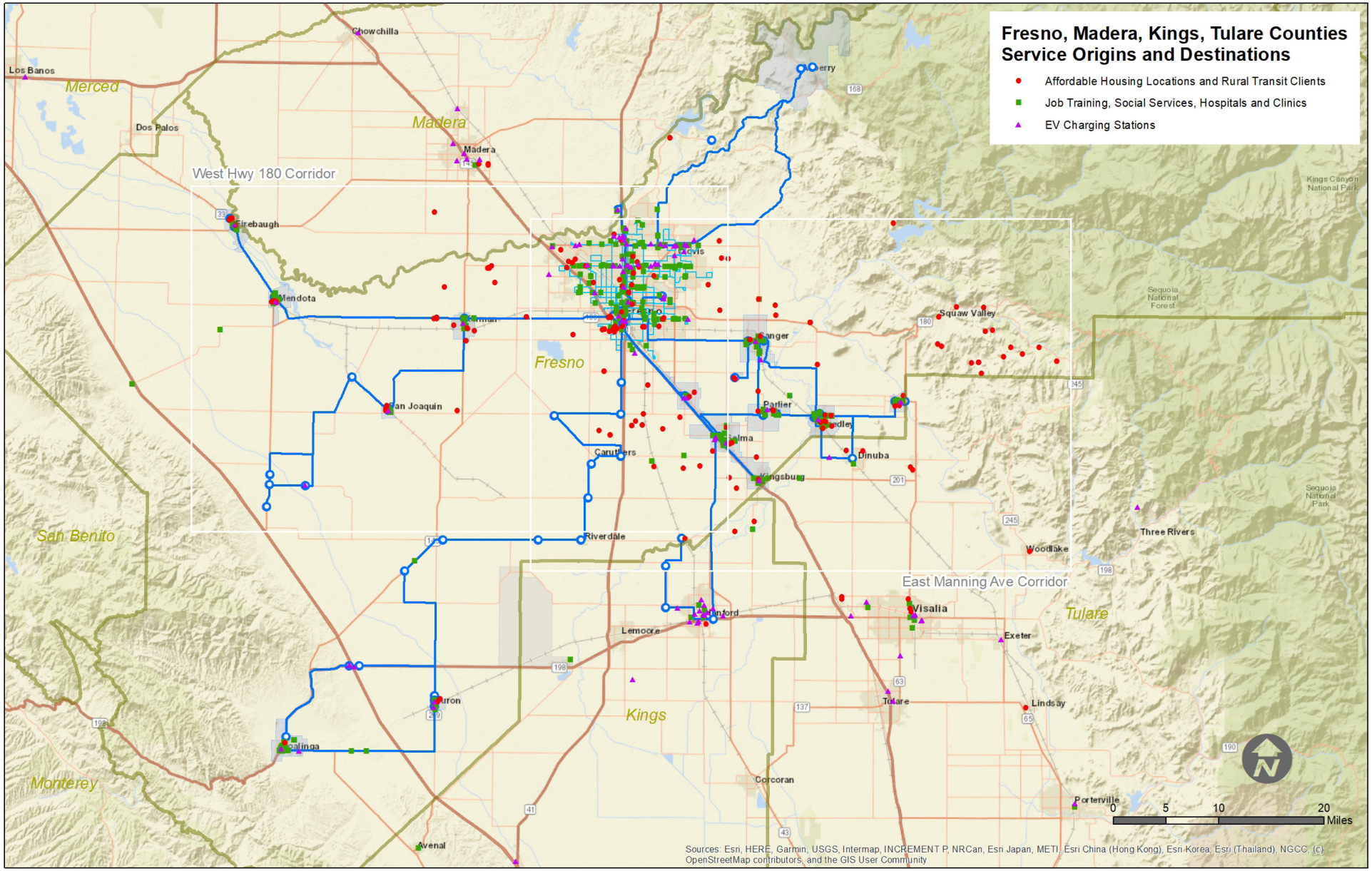
Source: U.S. Census Bureau, American Community Survey 2017

Figure 3: Commute to Work Trips in the Four-County Area including Fresno, Madera, King and Tulare Counties



Source: U.S. Census Bureau, American Community Survey 2017

Figure 4: Rural Transit Trip Origins and Destinations



Source: U.S. Census Bureau, American Community Survey 2017

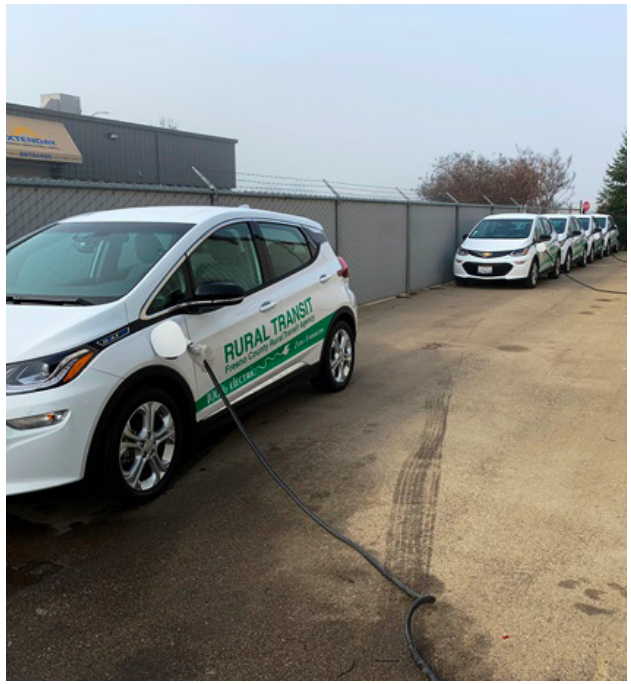
The Need For More Transit Options

Social service organizations across Fresno County have expressed the need for transportation services for their residents/clients to travel to jobs, healthcare appointments, training, and other quality of life locations. Some organizations currently operate their own transportation service. For example, United Health Centers provides shuttle rides for patients to and from non-emergency medical appointments. This service currently operates six passenger vans that serve 16 centers across the County, providing no cost door-to-door service for a maximum of 30 miles. The shuttles operate on weekdays between 8:30 a.m. and 5:00 p.m. Trips are scheduled and coordinated manually. The service is cost effective over the long-term as it prevents missed appointments and associated costs. United Health Centers reports a need for additional vehicles to accommodate demand.

Other social service organizations such as Proteus, Biola Community Services District, and Centro La Familia are unable to provide their own transportation service but expressed a need for transport for residents and clients. Many clients currently have limited or no access to a vehicle and do not live within walkable distance of an existing transit route. They often rely on others for rides, which can result in missed employment opportunities, appointments, or the inability to make trips to the grocery store or for medical needs.

This presents an opportunity for the Fresno County Rural Transit Agency (FCRTA) to provide a new transit service using an innovative approach that could be both cost-effective, fill service gaps, and bring more riders to the system. The FCRTA would implement a new network of non-traditional electric vehicle micro mobility services in partnership with a transportation operator and vested local social service organizations to operate, market the service, and attract riders. Roles of each partner would be as follows:

- **FCRTA Role:** Supplies and maintains a capital fleet of electric vehicles and installs charging stations. Supervises operation and performance of pilot service areas and promotes service throughout the region. Provides overall evaluation of the program.
- **Transportation Operator Role:** The transportation operator manages the transit service operation, coordinating with social service agencies to provide rides for their clients and residents and connecting riders to existing service routes. Responsibilities of each operator include ride coordination and outreach, dispatch, driver management (may work with local organizations to find paid or volunteer drivers,) vehicle storage, and tracking of data and monitoring of performance.
- **Social Service Organization Role:** Provides riders, drivers, funding, and partners in marketing and promoting the service within the community.



2 FCRTA Service Types

FCRTA is exploring the testing of two new service pilots, ride-sharing and car-sharing, to add to the FCRTA family of services, which currently includes inter-city bus, intra-city bus and rural transit dial-a-ride service. This would create a rural transit system comprised of five layers of service as presented in Figure 5.

Each layer of service has specific goals that work together to provide access to transportation throughout the county and connections to existing fixed-route transit service in the Fresno and Clovis urban areas.

The number of service types that would be offered in each area of the county will vary depending on location, density of population, and availability of partner organizations and funding.

Table 1 on page 8 provides detailed information on each service type. Note that Inter-City, Intra-City, and Rural Dial-A-Ride are existing services. Walker proposes service operations adjustments to the current Rural Dial-A-Ride service to provide county wide coverage, and the addition of ridesharing and carsharing service to complement and extend the reach of existing service types.

The following outline describes the proposed service types, goals of service, operational characteristics, capital and operational costs, roles and responsibilities, and expected performance of proposed service pilots to demonstrate the feasibility of the new service.

Figure 5: Five Service Types (Layers)

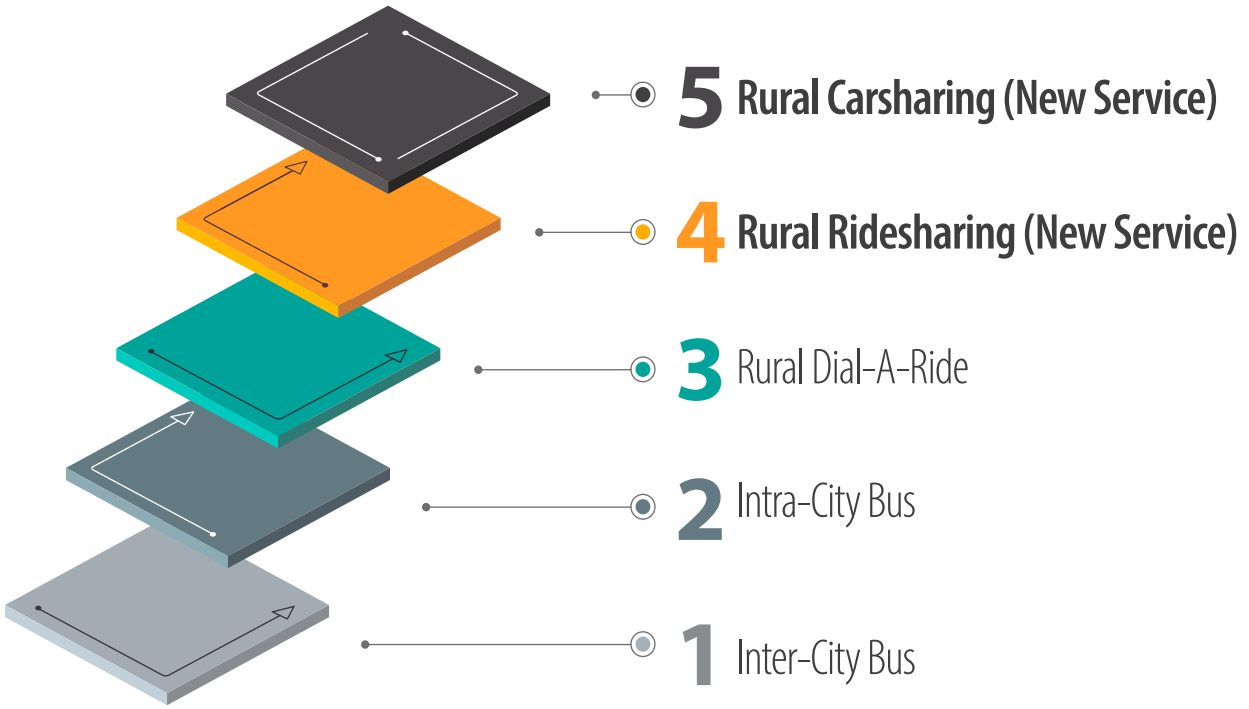


Table 1: Fresno County Rural Transit Service Types

SERVICE TYPE	SERVICE GOAL	SERVICE AREA	SERVICE OPERATIONS	SERVICE VEHICLES	PERFORMANCE
Inter-City Bus Service	Connect cities and major towns between each other and with the Fresno metro area.	Countywide connections to major urban centers and Fresno-Clovis metro area, along major roads and highways.	Operated by FCRTA. Fixed-route services on a published schedule, and flex-route services that allow short deviations with advanced request.	20-32-seat minibus; ADA accessible. Gasoline, 100% electric, CNG	Between 4 to 10 pax/hour. Target is to perform above 6 pax/hour.
Intra-City Bus Service	Provide mobility options within cities and communities for internal trips and to feed inter-city bus connection services.	15 service areas within all major cities in the county plus a few CDPs and tribal lands.	Operated by FCRTA. Demand response service with real time dispatching.	20-32-seat minibus; ADA accessible. Gasoline, 100% electric, CNG.	Between 2 to 6 pax/hour. Target is to perform above 3 pax/hour.
Rural Dial-A-Ride Service	Provide mobility options to persons with disabilities in rural areas, outside inter-city and community-based (intra-city) service areas.	Five service zones around the Fresno-Clovis metro area, outside area of influence of FAX and Clovis transit DAR services.	Operated by FCRTA. Demand response service with reservations 24 hours in advance. Available 2-3 times per week per service zone.	20-32-seat minibus, 5-seat 100% electric vehicle; ADA accessible. Gasoline, 100% electric, CNG.	Currently at 0.5 pax/hour. Target is to perform above 1 pax/hour.
Rural Ridesharing Service	Provide shared-ride mobility options to general public in rural areas, outside inter-city and community-based (intra-city) service areas.	Five service corridors around the Fresno-Clovis metro area, and outside area of influence of FAX and Clovis transit DAR services.	Operated with volunteers or paid drivers. By reservation, on-demand through a website with a mobile interface or call center.	5-seat 100% electric vehicle.	New service. Target is to perform above 2 pax/hour.
Rural Carsharing Service	Provide access to vehicles to isolated and disadvantaged communities to qualified members, outside inter-city and community-based (intra-city) service areas.	Demonstration service. Five locations at isolated and disadvantaged communities throughout county.	Short-term car reservation subscription model service – membership based. By reservation, on-demand through website with a mobile interface or call center.	5-seat 100% electric vehicle. Dedicated fleet.	New service. Target is to provide at least 8 person trips per car each day.

3 Service Areas

Ridesharing and Carsharing Service Areas

Development characteristics and market demand potential are markedly different east and west of Highway 99. Therefore, Highway 99 is used to divide the county in two major service areas – East County and West County:

- East County (see Figure 2) shows higher density of population living within 0 to 15 miles from urban centers that provide access to medical, educational, and job training services. The southeast area of the county, from Fowler to Orange Cove to Kingsburg, provides a network of cities that can support operation of on-demand shared-ride services as well as carsharing services.

- West County shows lower density of population and concentration of population in more remote and smaller cities and communities, generally more than 15 miles apart. Opportunities for service implementation appear to be present along major travel corridors such as Highway 180 or Highway 41. Long travel distances can be a constraint for effective deployment of carsharing services. In contrast, they can be an incentive for users to share rides and reduce fare costs of on-demand service trips.

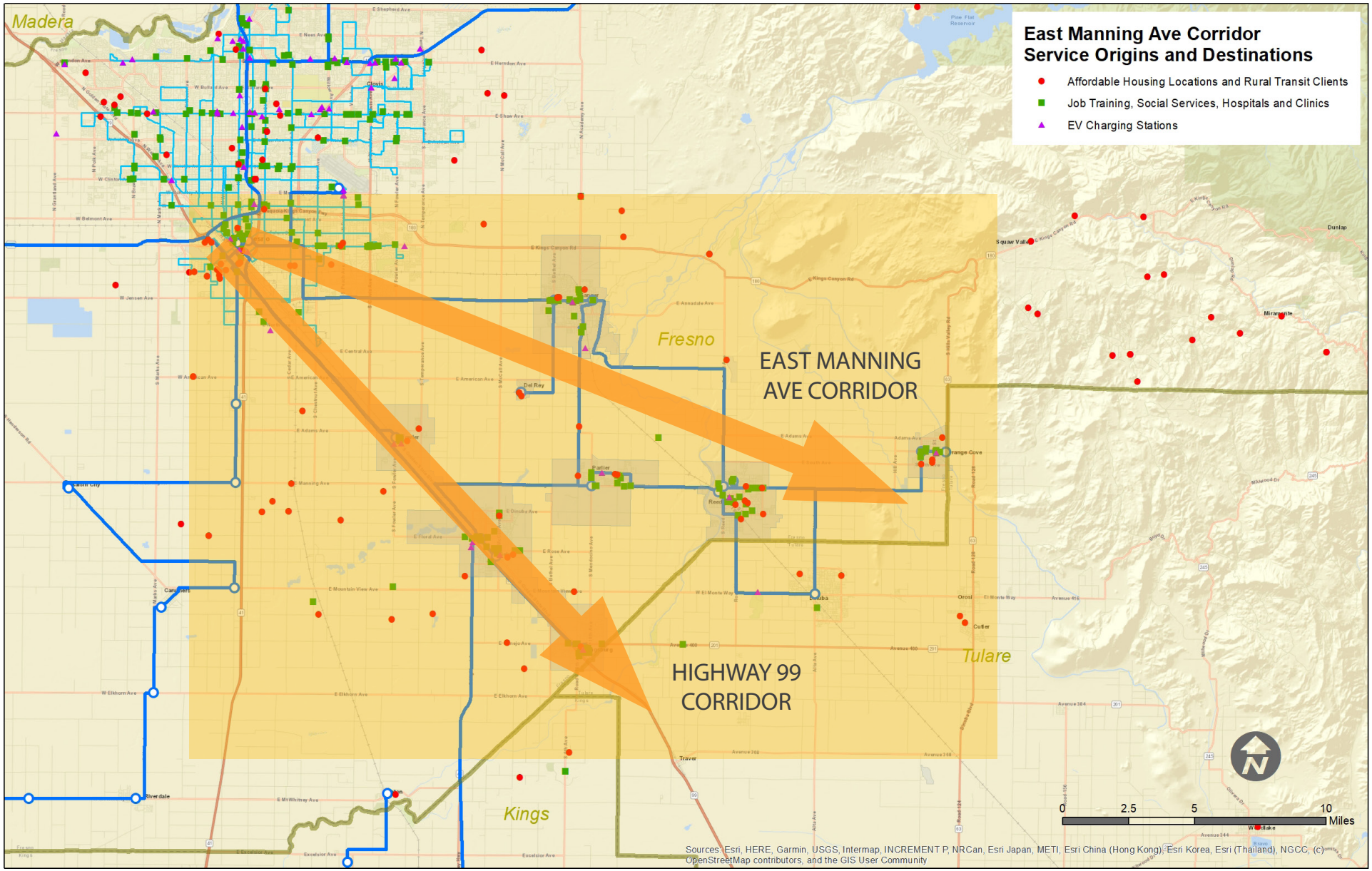
Figures 6 and 7 on pages 10 and 11 show selected origins and destinations for potential trips in on-demand and shared-ride services such as, dial-a-ride, smartphone app-based ridesharing services or carsharing services. Figure 6 shows potential trip origins and destinations for the south and east County area, along Highway 99 and the East Manning Avenue corridor. Figure 7 shows potential trip origins and destinations for the north and west County area, along the Hwy 180 and Hwy 33 corridor.

Figures 6 and 7 also include locations of existing electric vehicle charging stations in and around Fresno County that may serve as storage locations and charging sources for vehicles. Most trip origins and destinations identified for analysis are concentrated in small towns and villages outside the City of Fresno.

- Potential trips origins include existing Rural Transit Dial-A-Ride clients, and affordable housing developments (i.e. Fresno Housing Authority and Self-Help Enterprises).

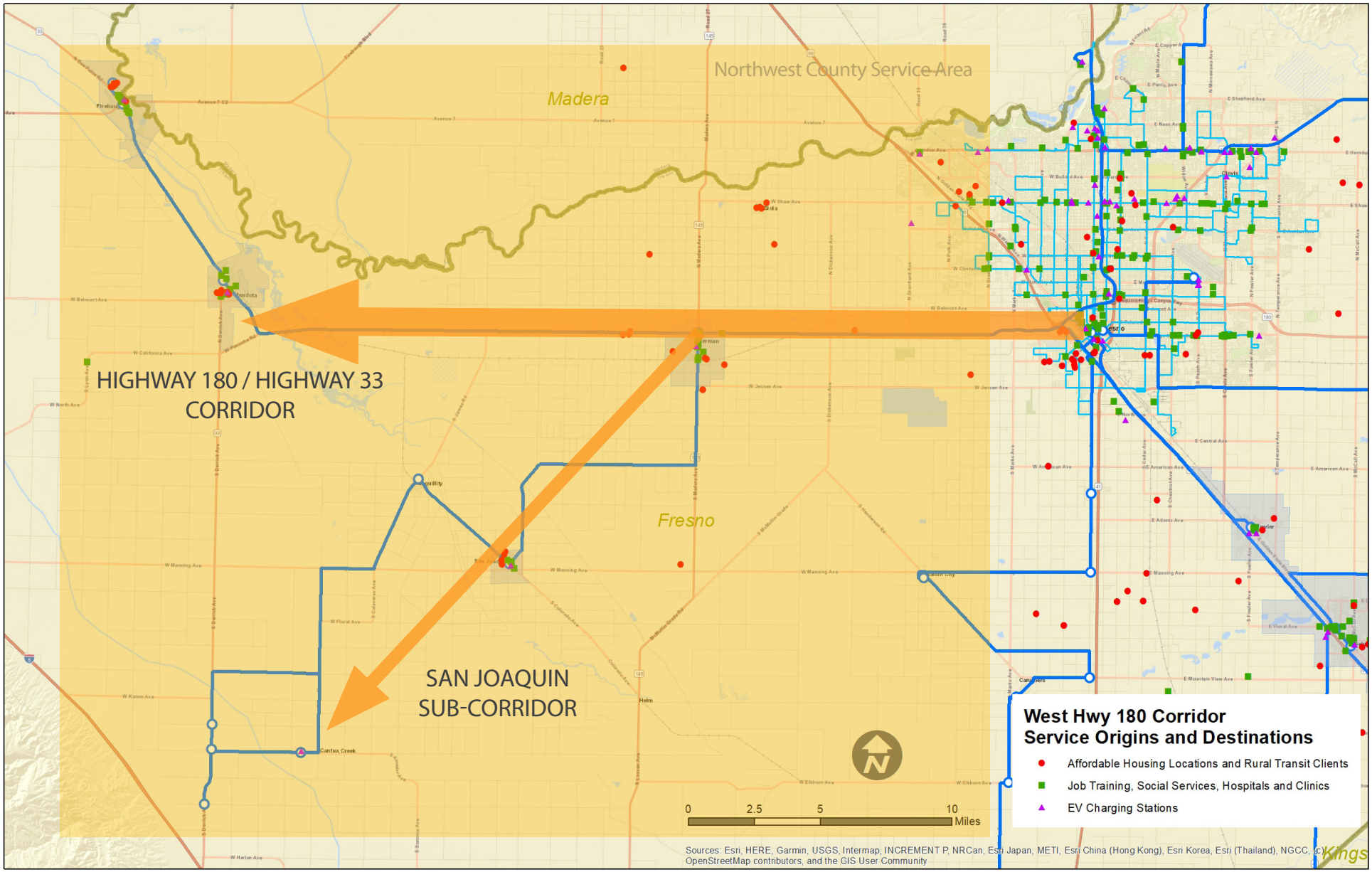
- Potential trip destinations include all regional hospitals, clinics, pharmacies, local shopping markets, big box stores, social service agencies and organizations such as Workforce Connection one-stop service centers, Proteus, human and family services, community assistance and legal services and departments of social services, behavioral health, disability, etc.

Figure 6: East County Service Area, Trip Origins and Destinations



Source: Walker Consultants

Figure 7: West County Service Area, Trip Origins and Destinations



Source: Fresno County Rural Transit Agency

4 Service Corridors

Rural Ridesharing Service Corridors

Both population centers and location of potential origins and destinations of rural transit trips show that on-demand ridesharing services can be implemented along loosely defined service corridors. The concept is to identify service corridors as conduits for aggregation of trips, like the trunk of a tree, and use the analogy to organize and coordinate trips that may occur between points along the trunk or between points that are off the trunk, on branches connected to the trunk, at a distance of roughly no more than five miles apart. The point is to create a system of connections that can be used to aggregate trips and share rides, as that will allow the service to operate in a cost-effective manner.

Table 2 lists five origin-destination travel corridors or "trunks" that have been identified through demand and need analysis. Two corridors in this list have been selected for implementation of a pilot service (either ridesharing, car-sharing or a combination of both,) these include the Jensen/Manning Ave corridor in southeast county, and the Hwy 180/Hwy 33 corridor in northwest county.

Table 2: Rural Ride-Sharing Service Corridors, Operated by Partner Organizations*

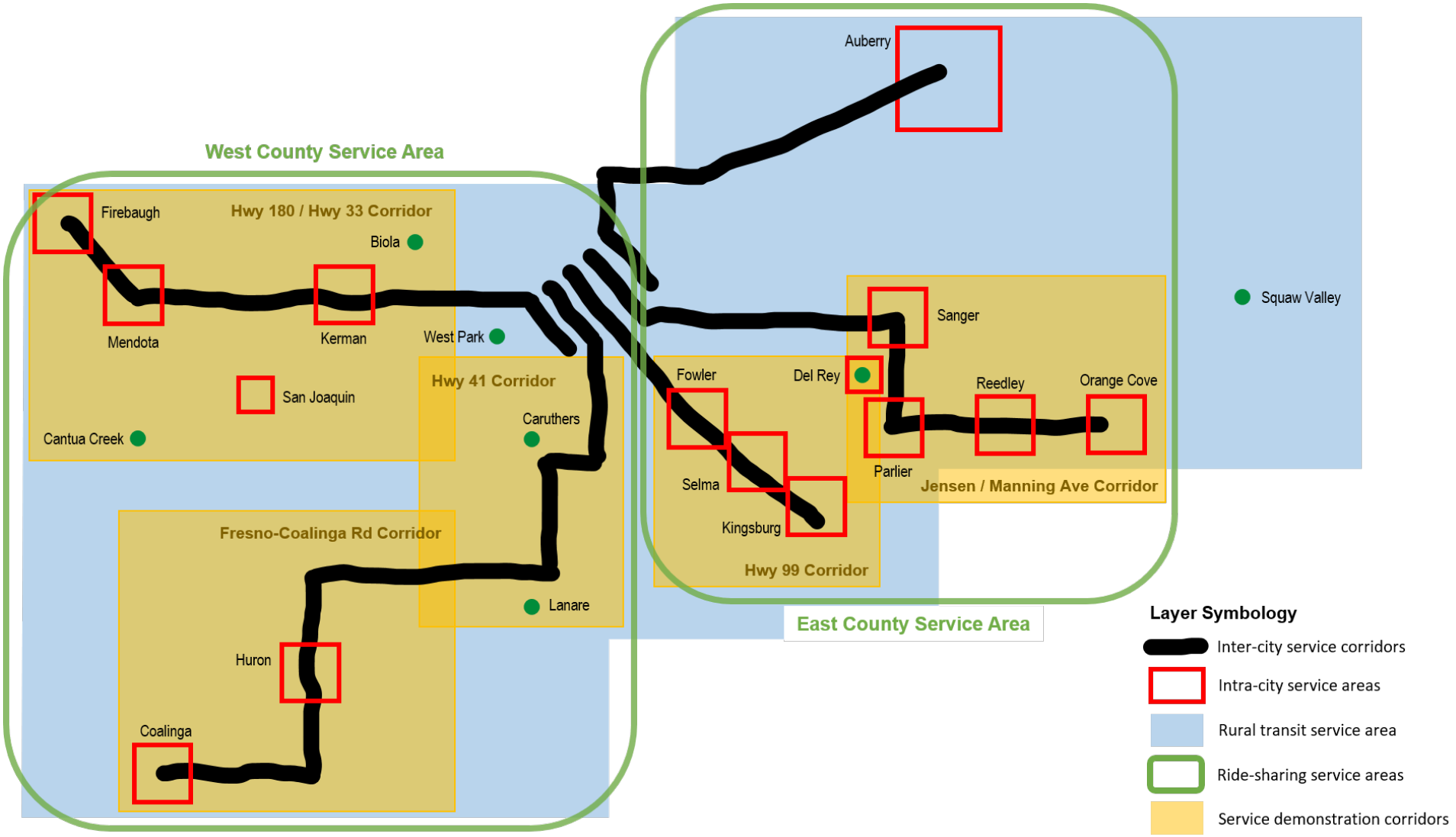
FIVE SERVICE CORRIDORS	CORRIDOR DESCRIPTIONS
Auberry Rd/Hwy 168	Connects the rural communities around Auberry with the Fresno/Clovis metro area
Jensen/Manning Ave	**Connects the urban areas of Sanger, Parlier, Reedley and Orange Cove with Fresno**
Hwy 99	Connects the urban areas of Fowler, Selma and Kingsbury with Fresno
Hwy 41/Fresno-Coalinga Rd	Connects the urban areas of Coalinga, Huron, Laton, Lanare and Caruthers with Fresno
Hwy 180/Hwy 33	**Connects the urban areas of Firebaugh, Mendota and Kerman with Fresno**

* Corridors selected for pilot implementation are shown in **bold face**.

Figure 8 on page 13 shows a schematic illustration of the layers of service proposed for implementation in the FCRTA service area, along with identification of service areas and service corridors.

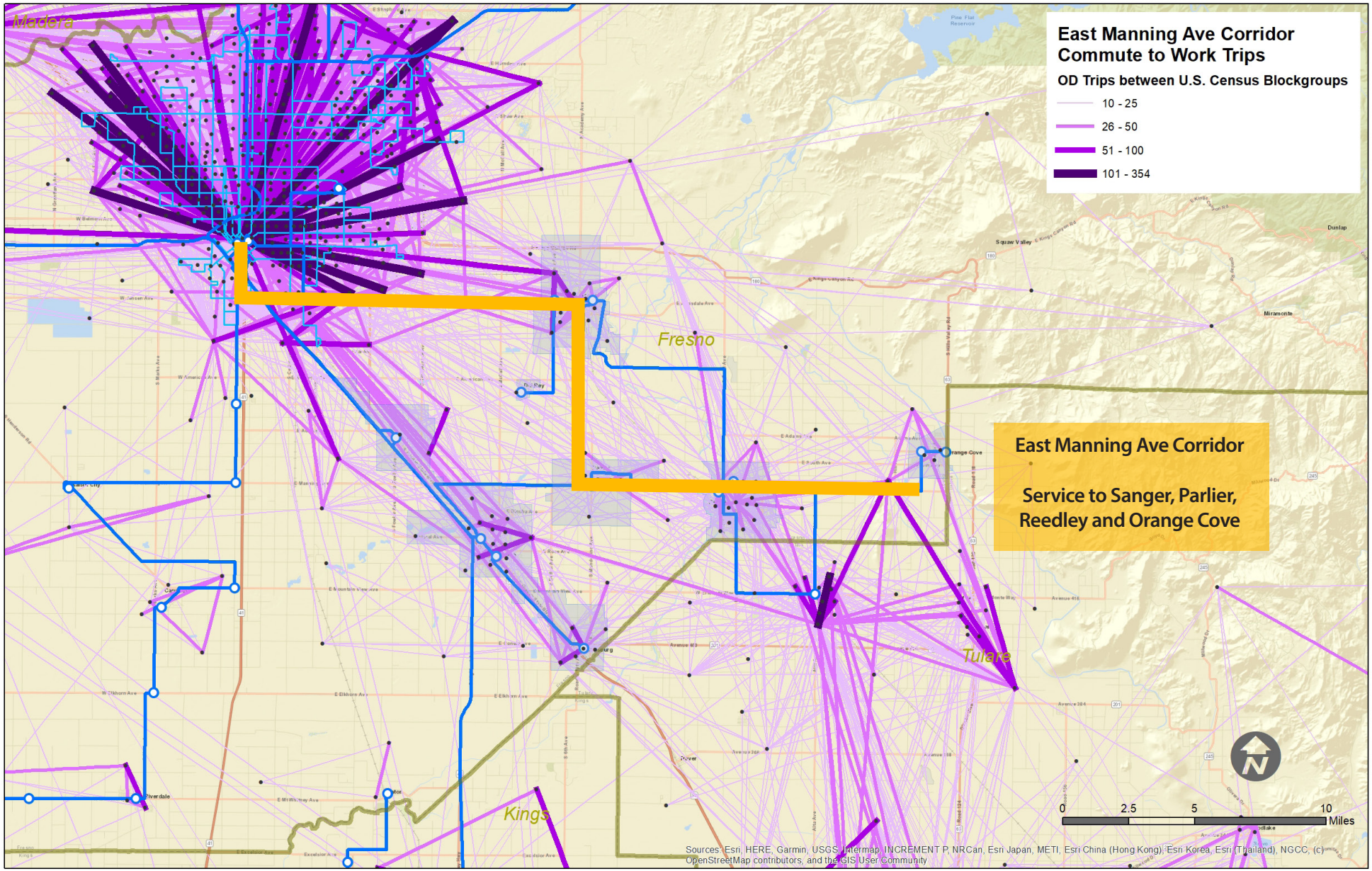
Figures 9 and 10 on pages 14 and 15 show origin-destination travel patterns of commute-to-work trips, from the American Community Survey 2012-2017, for the southeast county and northwest county service areas. Although commute-to-work trips are a subsection of all trips, they are useful to understand trip generation patterns between areas of the county (U.S. Census block groups in this case) and how smaller urban areas are economically connected between each other and with the City of Fresno. Corridors selected for implementation are marked to show how they will guide aggregation and coordination of trips that are being generated off the corridors, along a common origin-destination travel pattern.

Figure 8: Rural Electric Vehicle Rideshare/Carshare Service Areas and Corridors



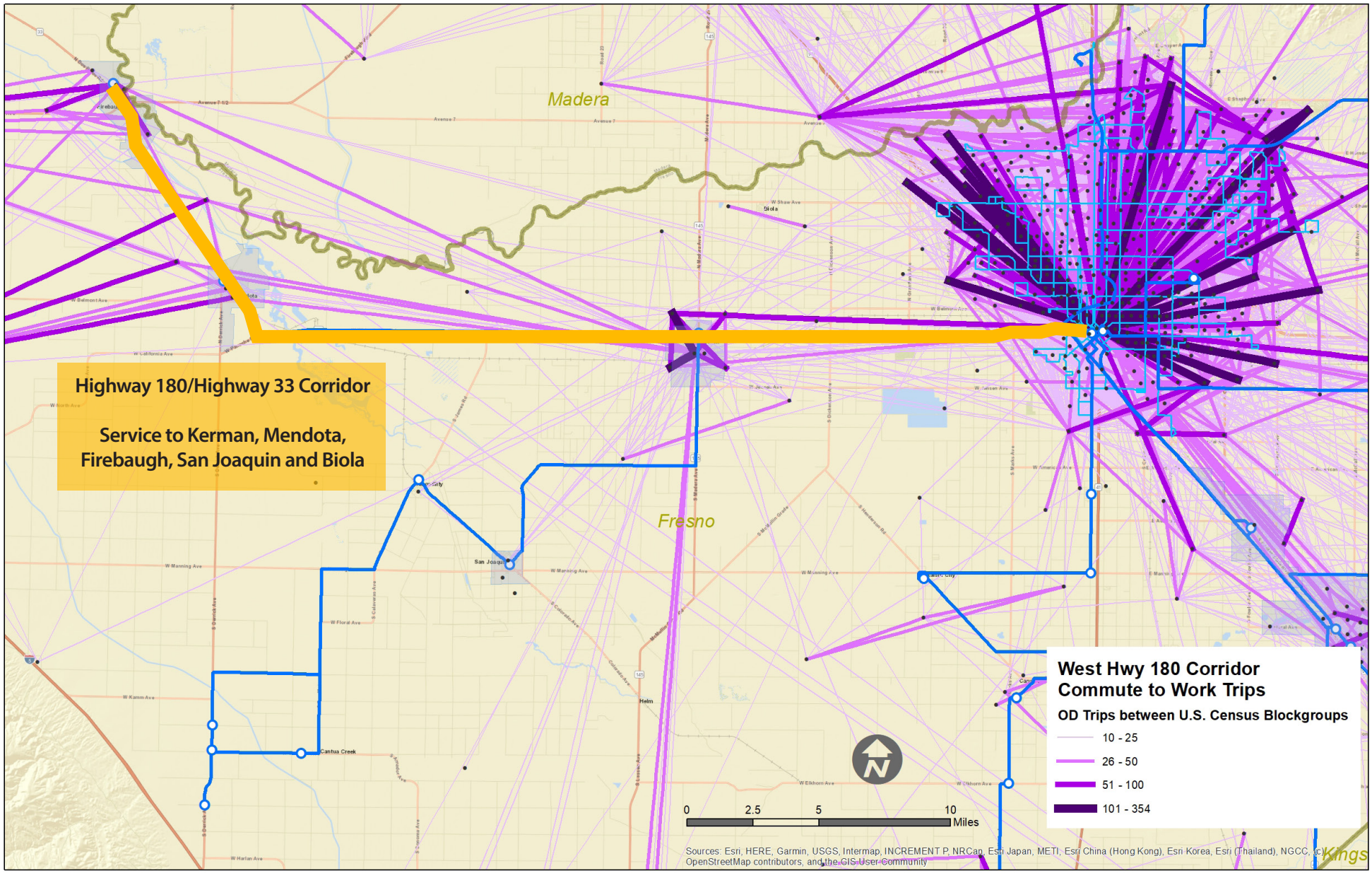
Source: Walker Consultants

Figure 9: Jensen/Manning Avenue Corridor – West County Service Area



Source: Walker Consultants

Figure 10: Hwy 180/Hwy 33 Corridor – East County Service Area



Source: Walker Consultants

5 Service Operations Models

To test the new service layers and demonstrate feasibility Walker proposes two pilot implementations. Each pilot program will have one transportation operator that will coordinate, manage, and operate rideshare and carshare service demonstrations.

SERVICE MODEL: ON-DEMAND RIDESHARING

One service model will pilot the operation of an electric vehicle rural ridesharing service along the Hwy180/ Hwy 33 Corridor. A potential operator of this service is Inspiration Transportation, a 501 (c) 3 transportation access and environmental justice organization. The organization received a grant as part of the State of California's Transformative Climate Communities to operate electric vehicle ridesharing for non-emergency medical transportation. Table 3 describes operations for an electric vehicle rural ridesharing concept.

Table 3: Rural Electric Vehicle Ridesharing Service Concept

COORDINATOR RESPONSIBILITIES	VEHICLE LOCATIONS	SERVICE AREAS / PARAMETERS	SERVICE TYPE	SERVICE HOURS AND LOCATIONS	FUNDING SOURCES
• Broker between agencies • Dispatch operations and management • Driver hiring and verifying • Payroll • Driver scheduling and coordination • Ride scheduling and coordination • Insurance • Outreach and education • Data collection	TBD	TBD	On-demand ridesharing	7:00 a.m. to 7:00 p.m. • Fare cost of $4.00 - $8.00, based on trip distance, income and fare category. • Non-emergency medical, job training, and pharmacy trips. Off-hours • Fare based on distance/time • Quality of life destinations: grocery, shopping mall, and other locations.	• Peak hour fares • Off peak and evening fares • Monthly assessments (for example United Health Centers, need to price and consider how many rides per month at what cost) • Grant funding

SERVICE MODEL: CARSHARING

The second service model will pilot the operation of an electric vehicle rural car sharing service along the E Jensen/S Academy/E Manning Avenue Corridor. Table 4 describes operations for an electric vehicle rural carsharing concept.

Table 4: Rural Electric Vehicle Carsharing Service Concept

COORDINATOR RESPONSIBILITIES	VEHICLE LOCATIONS	SERVICE AREAS / PARAMETERS	SERVICE TYPE	SERVICE HOURS AND LOCATIONS	FUNDING SOURCES
• Broker between agencies • Dispatch operations and management • Driver hiring and verifying • Payroll • Driver scheduling and coordination • Ride scheduling and coordination • Carsharing operations • Insurance • Outreach and education • Data collection	Vehicles and chargers located at Self Help Enterprises and affordable housing sites	TBD	Share the ride requirement during transit hours (7:00 a.m. to 7:00 p.m., Mon-Fri). Carsharing during non-transit hours Mon-Fri, and on weekends.	7:00 a.m. to 7:00 p.m. • Per minute cost of $0.15, capped at $6.00 for one hour. • Typical trip can cost $2.00 - $6.00, based on trip distance and time. • Non-emergency medical, job training, and pharmacy trips. Off-hours • Fare based on distance/time • Quality of life destinations: grocery, shopping mall, and other locations. • Carsharing service with no requirement to share rides.	• Peak hour fares • Off peak and evening fares • Monthly assessments (for example United Health Centers, need to price and consider how many rides per month at what cost) • Grant funding • Carsharing • If member reserves the vehicle for entire day or during transit hours may need to provide trips for other members

6 Costs and Responsibilities

Table 5 presents costs and responsibilities associated with an electric vehicle rural ridesharing and carsharing pilot.

Table 5: Electric Vehicle Rural Rideshare and Carshare Pilot Service Types

COST CENTER	COST ITEM	RESPONSIBILITIES
Vehicles	• Vehicles Purchasing/Leasing (potentially purchasing up to 40 vehicles) • Vehicle Branding • Vehicle Insurance • Vehicle Registration • Vehicle Parking • Electricity and Charging Stations (Fuel and Oil)	• The operator will be provided Chevrolet Bolts, wrapped with FCRTA branding. • FCRTA will also provide, permit, and install the charging stations. • The operator is responsible for vehicle registration, insurance, parking, and cost of electricity. The FCRTA must be covered as an additional insured entity.
Vehicle Operations and Maintenance	• Maintenance – proactive maintenance, plus repairs (including tires and service) • Washing and Cleaning	• The FCRTA will provide vehicle maintenance including tire rotation, new tires when necessary, and service. • The operator is responsible to ensure the vehicle is routinely washed and maintained in a clean condition.
Drivers	• Driver's Salary, Benefit, and Payroll Taxes	• The operator is responsible for sourcing drivers, as well as providing salary, benefits, and paying payroll taxes.
Technology	• Annual Technology Service Fees (vehicle tracking mobile apps) • Dispatch and Radio Communications (amortized over 3 years) • Technology Start-up Investments (GPS/AVL hardware amortized over 3 years)	• The operator is responsible for providing and maintaining technological infrastructure.
Management and Oversight	• General Manager of Operations • Dispatch/Operations Management • On-Site Supervision/Guest Services • Planning and Performance Monitoring (annual fee) • Driver Recruiting and Training	• The FCRTA will only provide general oversight and request performance reports. • The operator is responsible for managing and coordinating operations and tracking performance of service.

Table 5: Electric Vehicle Rural Rideshare and Carshare Pilot Service Types (Continued)

COST CENTER	COST ITEM	RESPONSIBILITIES
Outreach/Marketing	• Outreach/marketing plan and materials	• The operator is responsible for promoting the service, attracting riders, outreach, and education.
Data Tracking	• Number of daily riders • Individual rider origin and destination (by address) • Miles driven per 24 hours • Electricity usage (kw/hr.) • Total number of drivers • Customer feedback surveys (Survey questions to be provided by the RTA) • Monthly cost to operate service including the following: o Drivers o Vehicle maintenance o Electricity o Parking or storage o Education and outreach o Technology infrastructure	• FCRTA will provide a data tracking matrix. • The organization is responsible to track and maintain records for the following datasets, to be submitted monthly
Goals/Metrics/Evaluation: **To be evaluated by the RTA**	• Increased ridership • Improved customer satisfaction • Improved access to destinations • Improved connectivity to sphere of influence service (first last mile) • Increased service efficiency (pax per hour/mile)	

7 Cost Model

An important aspect of the plan was to estimate the cost of operating these new service modes. A comparative analysis of three operating scenarios is provided below that accounts for the capital and operational costs of operating a service pilot with 10 Chevy Bolt vehicles.The cost model assumes a fare structure and cost per trip, time and distance that is comparable to current FCRTA services, and includes projections for fare revenue, farebox recovery ratio and service productivity indicators. The three scenarios include:

- A base scenario with FCRTA operating an on-demand ridesharing service with its own drivers, under an hourly wage contract with health, retirement and disability benefits.
- An outsourced contract scenario with a partner transportation organization operating an on-demand electric vehicle ridesharing service utilizing employee drivers, also under an hourly wage contract but reduced benefits.
- An outsourced contract scenario with a partner transportation organization managing an electric vehicle carsharing service operation where drivers are users of the service, under a club membership program and authorized to drive through a vetting process (similar to a Zipcar model).

BASE SCENARIO – FCRTA OPERATES ON-DEMAND RIDESHARING SERVICE

Operating costs and fare revenue projections for the Base Scenario assume the following, see Tables 6, 7 and 8 on pages 21 and 22 for details:

- A total of 9 vehicles are in operation during the day and 1 vehicle is kept as spare.
- Each vehicle in service will operate for 8 hours every day including deadhead time.
- Drivers are employed by FCRTA at an hourly wage of $16.00 plus full benefits.
- Total cost of operating this pilot is estimated at $850,000 per year, and the average cost per vehicle hour is estimated at $46.23.
- Fare charges are structured by travel distance at $4.00, $6.00 and $8.00 for trips of up to 15, 30 and 60 miles, respectively.
- The service performance target is established at an average of 2.0 passengers per hour of revenue service.
- At the 2.0 passengers/hour performance target, the estimated ratio of cost recovery at farebox is 19.5%.
- The average passenger trip in the Rural Transit system is currently around 15 miles one way.
- At an average service speed of 30 miles per hour, the average trip can be completed in 30 minutes.
- Sharing rides is possible through the combination of two average trips within one hour of service.
- The cost of service operations in this scenario are the highest due to costs of driver salaries and benefits.
- Overhead and insurance costs are comparatively lower, because they are shared across the entire FCRTA vehicle fleet (more than 100 vehicles).

Table 6: Base Scenario, Estimated Annual Cost of Operations of Ridesharing Operations with Salaried Drivers (10 Vehicles)

DIRECT COSTS SUMMARY	FCRTA	PARTNER	TOTAL
VEHICLES			
Vehicle Purchasing/Leasing*	$ 86,249.72	$ -	$ 86,249.72
Vehicle Branding	$ 16,666.67	$ -	$ 16,666.67
Vehicle Insurance	$ 15,000.00	$ -	$ 15,000.00
Vehicle Registration	$ 5,000.00	$ -	$ 5,000.00
Vehicle Parking (overnight storage fees)	$ -	$ -	$ -
Fuel & Oil	$ 30,297.47	$ -	$ 30,297.47
Subtotal	**$ 153,213.86**	**$ -**	**$ 153,213.86**
VEHICLE OPERATIONS & MAINTENANCE			
Other Expenses (Washing/Cleaning)	$ 25,596.00	$ -	$ 25,596.00
Maintenance - proactive maintenance, plus repairs (including tires and service)	$ 24,879.31	$ -	$ 24,879.31
Subtotal	**$ 50,475.31**	**$ -**	**$ 50,475.31**
DRIVERS			
Driver's Salary & Benefits & Payroll Taxes	**$ 439,645.09**	**$ -**	**$ 439,645.09**
TECHNOLOGY			
Annual Technology Service Fees (vehicle tracking mobile apps)	$ 18,000.00	$ -	$ 18,000.00
Dispatch and Radio Communications (amortized over 3 years)	$ 2,500.00	$ -	$ 2,500.00
Technology Start-up Investments (GPS/AVL hardware amortized over 3 years)	$ 8,333.33	$ -	$ 8,333.33
Subtotal	**$ 28,833.33**	**$ -**	**$ 28,833.33**
MANAGEMENT AND OVERSIGHT			
General Manager (1.0 FTE)	$ 60,000.00	$ -	$ 60,000.00
Dispatch & Guest Services (1 FTE)	$ 50,000.00	$ -	$ 50,000.00
Supervision & Operations Management (0.5 FTE)	$ 25,000.00	$ -	$ 25,000.00
Marketing and Communications (0.5 FTE)	$ 25,000.00	$ -	$ 25,000.00
Driver Recruiting and Training (0.5 FTE)	$ 20,000.00	$ -	$ 20,000.00
Subtotal	**$ 180,000.00**	**$ -**	**$ 180,000.00**
TOTAL ANNUAL EXPENSES	**$ 852,167.59**	**$ -**	**$ 852,167.59**

* Assumes a $40,000 purchase value per vehicle, amortized over 5 years @ 3% interest rate.

Table 7: Base Scenario, Cost per Vehicle Hour Summary

TOTAL ANNUAL COSTS SUMMARY	FCRTA	PARTNER	TOTAL
COST PER VEHICLE HOUR & MILE			
Annual Vehicle Hours Cost	$ 439,645.09	$ -	$ 439,645.09
Annual Vehicle Miles Cost	$ 203,689.17	$ -	$ 203,689.17
Annual Overhead Cost	$ 208,833.33	$ -	$ 208,833.33
Total Annual Cost	**$ 852,167.59**	**$ -**	**$ 852,167.59**
Estimated Annual Cost	$ 852,167.59	$ -	$ 852,167.59
Annual Cost per Vehicle	$ 85,216.76	$ -	$ 85,216.76
Monthly Cost for Service	$ 71,013.97	$ -	$ 71,013.97
Cost per Vehicle per Month	$ 7,101.40	$ -	$ 7,101.40
Cost per Day	$ 3,328.78	$ -	$ 3,328.78
Vehicle Hours per Day (revenue + deadhead)	$ 72.00	$ -	$ 72.00
COST PER VEHICLE HOUR	**$ 46.23**	**$ -**	**$ 46.23**

Table 8: Base Scenario, Fare Structure and Recovery Estimate

DISTANCE BASED PRICING (sample service trip)	FARE STRUCTURE	PERFORMANCE		FAREBOX	
	One-Way	Pax per Trip	Trips per Hour	Daily Revenue	% Recovery
00 to 15 miles (Fowler to Reedley)	$ 4.00	2.00	2.00	$ 96.00	25.96%
15 to 30 miles (Lanare to Fresno)	**$ 6.00**	**2.00**	**1.00**	**$ 72.00**	**19.47%**
30 to 60 miles (Coalinga to Fresno)	$ 8.00	2.00	0.50	$ 48.00	12.98%

SCENARIO 1 – PARTNER ORGANIZATION OPERATES ON-DEMAND ELECTRIC VEHICLE RIDESHARING SERVICE

Operating costs and fare revenue projections for Scenario 1 assume the following, see Tables 9, 10 and 11 on pages 24 and 25 for details:

- A total of 9 vehicles are in operation during the day and 1 vehicle is kept as spare
- Partner commits to operate vehicles for at least 8 hours each day, during "transit service hours" (7:00 a.m. – 7:00 p.m.)
- Drivers are employed by a partner organization for an hourly wage of $15.00 and reduced benefits
- The total cost of operating this pilot is estimated at $700,000 per year, and the average cost per vehicle hour is estimated at $38.19
- Fare charges are also structured by travel distance at $4.00, $6.00 and $8.00 for trips of up to 15, 30 and 60 miles, respectively
- The service performance target is also established at an average of 2.0 passengers per hour of revenue service
- At the 2.0 passengers/hour performance target, the estimated ratio of cost recovery at farebox is 23.6%
- The cost of service operations in this scenario is lower due to labor costs of drivers' salaries and benefits
- Overhead and vehicle insurance costs are higher than the base scenario, because they are shared by a small fleet of only 10 vehicles
- Estimates do not include partner operation of vehicles outside "transit service hours" to increase revenue and funding of operations

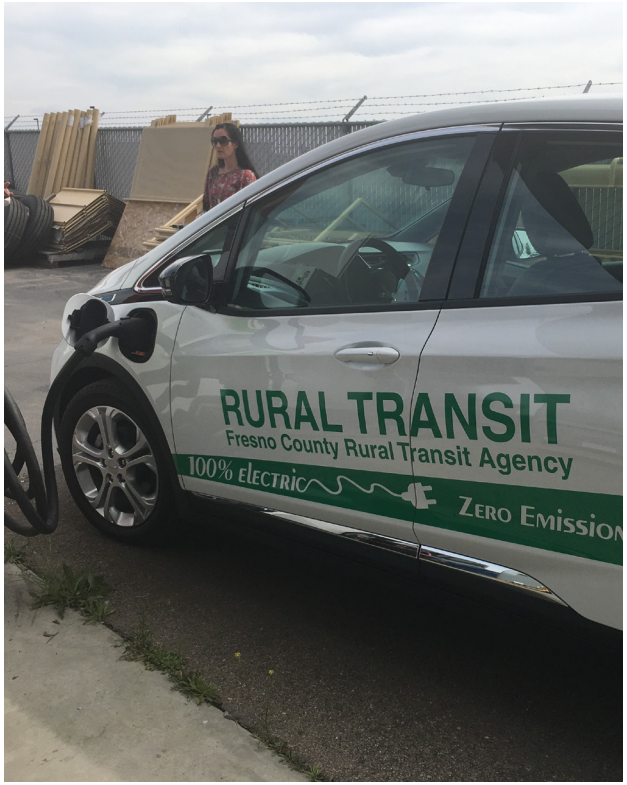


Table 9: Scenario 1, Estimated Annual Cost of Operations of Ridesharing Operations with Drivers as Independent Contractors (10 Vehicles)

DIRECT COSTS SUMMARY	FCRTA	PARTNER	TOTAL
VEHICLES			
Vehicle Purchasing/Leasing	$ 86,249.72	$ -	$ 86,249.72
Vehicle Branding	$ 16,666.67	$ -	$ 16,666.67
Vehicle Insurance	$ -	$ 30,000.00	$ 30,000.00
Vehicle Registration	$ -	$ 5,000.00	$ 5,000.00
Vehicle Parking (overnight storage fees)	$ -	$ -	$ -
Fuel & Oil	$ -	$ 30,297.47	$ 30,297.47
Subtotal	**$ 102,916.38**	**$ 65,297.47**	**$ 168,213.86**
VEHICLE OPERATIONS & MAINTENANCE			
Other Expenses (Washing/Cleaning)	$ -	$ 25,596.00	$ 25,596.00
Maintenance - proactive maintenance, plus repairs (including tires and service)	$ 24,879.31	$ -	$ 24,879.31
Subtotal	**$ 24,879.31**	**$ 25,596.00**	**$ 50,475.31**
DRIVERS			
Volunteer Drivers Expenses & Stipend	**$ -**	**$ 276,436.80**	**$ 276,436.80**
TECHNOLOGY			
Annual Technology Service Fees (vehicle tracking mobile apps)	$ -	$ 18,000.00	$ 18,000.00
Dispatch and Radio Communications (amortized over 3 years)	$ -	$ 2,500.00	$ 2,500.00
Technology Start-up Investments (GPS/AVL hardware amortized over 3 years)	$ -	$ 8,333.33	$ 8,333.33
Subtotal	**$ -**	**$ 28,833.33**	**$ 28,833.33**
MANAGEMENT AND OVERSIGHT			
General Manager (1.0 FTE)	$ -	$ 60,000.00	$ 60,000.00
Dispatch & Guest Services (1 FTE)	$ -	$ 50,000.00	$ 50,000.00
Supervision & Operations Management (0.5 FTE)	$ -	$ 25,000.00	$ 25,000.00
Marketing and Communications (0.5 FTE)	$ -	$ 25,000.00	$ 25,000.00
Driver Recruiting and Training (0.5 FTE)	$ -	$ 20,000.00	$ 20,000.00
Subtotal	**$ -**	**$ 180,000.00**	**$ 180,000.00**
***TOTAL ANNUAL EXPENSES**	**$ 127,795.69**	**$ 576,163.61**	**$ 703,959.30**

** Cost assumptions based on ten vehicles in operation. The beginning phase of the pilot will likely only have two vehicles in operations and ramp up based on demand, so initial cost will likely be less than stated and based on the market and insurance costs.*

Table 10: Scenario 1, Cost per Vehicle Hour Summary

TOTAL ANNUAL COSTS SUMMARY	FCRTA	PARTNER	TOTAL
COST PER VEHICLE HOUR & MILE			
Annual Vehicle Hours Cost	$ -	$ 276,436.80	$ 276,436.80
Annual Vehicle Miles Cost	$ 127,795.69	$ 90,893.47	$ 218.689.17
Annual Overhead Cost	$ -	$ 208,833.33	$ 208,833.33
Total Annual Cost	**$ 127,795.69**	**$ 576,163.61**	**$ 703,959.30**
Estimated Annual Cost	$ 127,795.69	$ 576,163.61	$ 703,959.30
Annual Cost per Vehicle	$ 12,779.57	$ 57,616.36	$ 70,395.93
Monthly Cost for Service	$ 10,649.64	$ 48,013.63	$ 58,663.28
Cost per Vehicle per Month	$ 1,064.96	$ 4,801.36	$ 5,866.33
Cost per Day	$ 499.20	$ 2,250.64	$ 2,749.84
Vehicle Hours per Day (revenue + deadhead)	$ 72.00	$ 72.00	$ 72.00
COST PER VEHICLE HOUR	**$ 6.93**	**$ 31.26**	**$ 38.19**

Table 11: Scenario 1, Fare Structure and Recovery Estimate

DISTANCE BASED PRICING (sample service trip)	FARE STRUCTURE	PERFORMANCE		FAREBOX	
	One-Way	Pax per Trip	Trips per Hour	Daily Revenue	% Recovery
00 to 15 miles (Fowler to Reedley)	$ 4.00	2.00	2.00	$ 96.00	31.42%
15 to 30 miles (Lanare to Fresno)	**$ 6.00**	**2.00**	**1.00**	**$ 72.00**	**23.56%**
30 to 60 miles (Coalinga to Fresno)	$ 8.00	2.00	0.50	$ 48.00	15.71%

SCENARIO 2 – PARTNER ORGANIZATION OPERATES CARSHARING SERVICE

Operating costs and fare revenue projections for Scenario 2 assume the following, see Tables 12, 13 and 14 on pages 27 and 28 for details:

- A total of 9 vehicles are available for use during the day and 1 vehicle is kept as spare.
- Drivers are users of the service under a club membership program, and authorized to drive through a vetting process.
- The total cost of operating this pilot is estimated at $437,500 per year, and the average cost per vehicle hour is estimated at $23.73.
- Fare structure is based on time, per minute or hour. This is the standard for carsharing operations.
- A fare of $4.50 per 30 minutes with a maximum of $6.00 per hour is equivalent to an average trip of 15-20 miles or 40 minutes of use.
- The service performance target is established at an average of 2.0 passengers/hour
- This is equivalent to 4 hours of use per day at 2.0 passengers per trip, or 8 hours of use with 1 passenger per trip.
- At either case, the estimated ratio of cost recovery at farebox is 25.3% with an estimated average revenue of $6.00 per hour.
- The cost of service operations in this scenario is the lowest because it relies on cars being driven by users and not paid drivers.
- The cost of vehicle insurance is the highest, because of a large pool of potential drivers that will be sharing a small fleet of 10 vehicles.
- Estimates do not include potential operation of vehicles outside "transit service hours" to increase revenue and funding of operations.

Table 12: Scenario 2, Estimated Annual Cost of Operations of Car Sharing Operation (10 Vehicles)

DIRECT COSTS SUMMARY	FCRTA	PARTNER	TOTAL
VEHICLES			
Vehicle Purchasing/Leasing	$ 86,249.72	$ -	$ 86,249.72
Vehicle Branding	$ 16,666.67	$ -	$ 16,666.67
Vehicle Insurance	$ -	$ 100,000.00	$ 100,000.00
Vehicle Registration	$ -	$ 5,000.00	$ 5,000.00
Vehicle Parking (overnight storage fees)	$ -	$ -	$ -
Fuel & Oil	$ -	$ 18,935.92	$ 18,935.92
Subtotal	**$ 102,916.38**	**$ 123,935.92**	**$ 226,852.30**
VEHICLE OPERATIONS & MAINTENANCE			
Other Expenses (Washing/Cleaning)	$ -	$ 25,596.00	$ 25,596.00
Maintenance - proactive maintenance, plus repairs (including tires and service)	$ 18,659.48	$ -	$ 18,659.48
Subtotal	**$ 18,659.48**	**$ 25,596.00**	**$ 44,255.48**
DRIVERS			
Volunteer Drivers Expenses & Stipend	**$ -**	**$ -**	**$ -**
TECHNOLOGY			
Annual Technology Service Fees (vehicle tracking mobile apps)	$ -	$ 18,000.00	$ 18,000.00
Dispatch and Radio Communications (amortized over 3 years)	$ -	$ -	$ -
Technology Start-up Investments (GPS/AVL hardware amortized over 3 years)	$ -	$ 8,333.33	$ 8,333.33
Subtotal	**$ -**	**$ 26,333.33**	**$ 26,333.33**
MANAGEMENT AND OVERSIGHT			
General Manager (1.0 FTE)	$ -	$ 60,000.00	$ 60,000.00
Operations and Rebalancing (0.5 FTE)	$ -	$ 40,000.00	$ 40,000.00
Member Services (0.5 FTE)	$ -	$ 20,000.00	$ 20,000.00
Call Center (0.5 FTE)	$ -	$ 20,000.00	$ 20,000.00
	$ -	$ -	$ -
Subtotal	**$ -**	**$ 140,000.00**	**$ 140,000.00**
***TOTAL ANNUAL EXPENSES**	**$ 121,575.87**	**$ 315,865.25**	**$ 437,441.12**

** Cost assumptions based on ten vehicles in operation. The beginning phase of the pilot will likely only have two vehicles in operations and ramp up based on demand, so start-up costs will be less than stated and based on the market and insurance costs.*

Table 13: Scenario 2, Cost per Vehicle Hour Summary

TOTAL ANNUAL COSTS SUMMARY	FCRTA	PARTNER	TOTAL
COST PER VEHICLE HOUR & MILE			
Annual Vehicle Hours Cost	$ -	$ -	$ -
Annual Vehicle Miles Cost	$ 121,575.87	$ 149.531.92	$ 271,107.79
Annual Overhead Cost	$ -	$ 166,333.33	$ 166,333.33
Total Annual Cost	**$ 121,575.87**	**$ 315,865.25**	**$ 437,441.12**
Estimated Annual Cost	$ 121,575.87	$ 315,865.25	$ 437,441.12
Annual Cost per Vehicle	$ 12,157.59	$ 31,586.53	$ 43,744.11
Monthly Cost for Service	$ 10,131.32	$ 26,322.10	$ 36,453.43
Cost per Vehicle per Month	$ 1,013.13	$ 2,632.21	$ 3,645.34
Cost per Day	$ 474.91	$ 1,233.85	$ 1,708.75
Vehicle Hours per Day (revenue + deadhead)	$ 72.00	$ 72.00	$ 72.00
COST PER VEHICLE HOUR	**$ 6.60**	**$ 17.14**	**$ 23.73**
Cost per Minute	$ 0.11	$ 0.29	$ 0.40
Vehicle Miles per Day (revenue + deadhead	1,350	1,350	1,350
COST PER VEHICLE MILE	**$ 0.35**	**$ 0.91**	**$ 1.27**

Table 14: Scenario 2, Fare Structure and Recovery Estimate

PRICE PER MINUTE	AT COST	TRANSIT HOURS FEE	OFF-HOURS FEE
	$0.40	$0.15	$0.60
5 Minutes	$ 1.98	$ 0.75	$ 3.00
10 Minutes	$ 3.96	$ 1.50	$ 6.00
15 Minutes	$ 5.93	$ 2.25	$ 9.00
20 Minutes	$ 7.91	$ 3.00	$ 12.00
25 Minutes	$ 9.89	$ 3.75	$ 15.00
30 Minutes	**$ 11.87**	**$ 4.50**	**$ 18.00**
35 Minutes	**$ 13.84**	**$ 5.25**	**$ 21.00**
40 Minutes	**$ 15.82**	**$ 6.00**	**$ 24.00**
45 Minutes	$ 17.80	$ 6.75	$ 27.00
50 Minutes	$ 19.78	$ 7.50	$ 30.00
55 Minutes	$ 21.75	$ 8.25	$ 33.00
60 Minutes	$ 23.73	$ 9.00	$ 36.00

Notes: The price per hour equals the price of a 40-minute trip, which is equivalent to a trip of 15-20 miles and comparable to the average trip distance of Rural Transit riders.

8 Service Performance Goals

Cost models for the Base Scenario, Scenario 1 and Scenario 2 assume operation of a pilot with 10 vehicles as the minimum unit of implementation. Service pilots may add vehicles later if passenger demand and performance goals are met or exceeded. Table 15 estimates the potential performance for each service scenario for key performance indicators, such as cost per passenger, cost per passenger mile and farebox recovery ratio. Table 15 shows that at similar levels of service (vehicle hours and miles) and passengers per hour of service performance, the costs per passenger and passenger mile are lower for Scenario 1 – On-Demand Ridesharing - than for the Base Scenario. This is due to lower labor costs for Scenario 1 as compared to the Base Scenario.

Scenario 2 – Carsharing shows lower costs per passenger and passenger mile than Scenario 1 – On Demand Ridesharing. This is due to both lower operating costs per hour of service and less hours and miles driven per day per car for Scenario 2. Usage of carshare vehicles is assumed at 50 percent of their available hours, a standard measure for the carsharing industry, which means that on average there will be less miles driven each day. As a result, even though ridership is projected to be lower for Scenario 2, operating costs will be much lower, resulting in better cost per passenger and cost per passenger mile performance, and in a potentially higher farebox recovery ratio for Scenario 2 – Carsharing.

However, Scenario 1 – On Demand Ridesharing has the potential to transport 50 percent more passengers and provide 50 percent more passenger miles of service to rural transit users than Scenario 2 – Carsharing, for a slightly higher cost per passenger and farebox recovery ratio.

Table 15: Scenario 2, Service Performance Indicators

PERFORMANCE INDICATORS	BASE SCENARIO	SCENARIO 1	SCENARIO 2
	Rural Transit	Ride-sharing	Car-sharing
Revenue Service Hours	13,822	13,822	9,215
Revenue Service Hours	460,728	460,728	345,546
Annual Cost of Service	**$ 852,168**	**$ 703,959**	**$ 437,441**
Total Passengers	27,644	27,644	18,429
Passengers per Revenue Hour	2.00	2.00	2.00
Passengers per Revenue Mile	0.06	0.06	0.05
Average Trip Length	15.00	15.00	15.00
Passenger Miles	414,655	414,655	276,437
Cost per Revenue Hour	**$ 61.65**	**$ 50.93**	**$ 47.47**
Cost per Revenue Mile	$ 1.85	$ 1.53	$ 1.27
Cost per Passenger	$ 30.83	$ 25.47	$ 23.74
Cost per Passenger Mile	$ 2.06	$ 1.70	$ 1.58
Fare Revenue	$ 165,862	$ 165,862	$ 110,575
Average Fare per Passenger (or Hour)	$ 6.00	$ 6.00	$ 6.00
Farebox Recovery Ratio	**19.5%**	**23.6%**	**25.3%**

ASSUMPTIONS:

- Revenue service hours and miles in each scenario, assume operation of 9 vehicles, Monday to Friday, between 7:00 a.m. and 7:00 p.m. for an entire year. This results in operation of at least 72 vehicle revenue hours per day for either scenario. Partner organization operation of on-demand ridesharing and carsharing services may have longer vehicle down times initially until the service is marketed and fully online, but after a period of implementation it is assumed that all vehicles will be available for use during "transit service hours."

- Ridership has been estimated based on a performance goal of 2.0 passengers per vehicle revenue hour for on-demand ridesharing services and carsharing services.

- Carsharing vehicles are typically used for about 50 percent of the time they are available for use, which means that on a typical day they will be used for only 4 hours of revenue service. Carshare users will be required to share rides during transit service hours, which may increase their utilization to 2.0 passengers per trip, for an estimated average of 8 passengers per day per vehicle.

- For the purpose of estimating passenger miles and cost of fare and revenues, an average trip length of 15 miles per passenger has been assumed. This represents a mid-range of one-way trips that take about 30 minutes to complete, and an average of combining short trips (less than 15 miles) and long trips (more than 15 miles).

- Service pilot areas have been organized along corridors to reduce cross-county trips and to structure shared trips along a "trunk" or corridor to combine short-range, mid-range and long-range trips in one service. This will allow any service model to more effectively combine rides (short trips with long trips), increase passengers served per hour of service and increase performance across all performance indicators.

- Fare revenue and farebox recovery ratios have been calculated based on an average fare of $6.00, which is the suggested fare for mid-range trips of 15 to 30 miles long, and the midpoint between short and long-range trips, which are suggested to cost $4.00 and $8.00 respectively. In the case of carsharing, the $6.00 per hour results in an average cost of $3.00 per passenger if sharing the ride.

- The underlying service design principle is that services that can aggregate passenger trips per unit of service (e.g., vehicle revenue hour) will be more effective at generating revenue and achieving a higher ratio of costs that can be recovered at the farebox.

** Assumptions are representative and assumed post COVID-19.*

STANDARDS OF SERVICE

Table 16 below presents the recommended standards of service for the proposed services and operational models in this plan. It starts from a base scenario where FCRTA operates the on-demand ridesharing service as an extension of the current Rural Transit Dial-A-Ride Service. The expected benefit of the proposed new service types is that by deploying new technologies the partner operator will have the capacity of responding more quickly to demand and have more flexibility in their operations, because the service will be available to the general public and for a wide range of trip purposes.

In contrast, the FCRTA's Rural Transit Service has been designed to provide service to persons living in rural areas, many of them wheelchair users with limited physical mobility. FCRTA will continue to provide the Rural Transit Service in addition to on-demand ridesharing and carsharing services, because Chevy Bolt vehicles will not be capable of transporting wheelchair passengers. The Rural Transit Dial-A-Ride service will thus serve as a backup service to the ridesharing and carsharing services.

Table 16: Standards of Service for FCRTA On-Demand Ridesharing Services

SERVICE TYPE	HOURS OF OPERATION	RESPONSE TIME	PICKUP WINDOW	AVERAGE TRAVEL TIME PER PASSENGER	RESERVATION & PAYMENT
FCRTA Ridesharing Service	7:00 a.m. – 7:00 p.m. weekdays only	24 hours after reservation minimum	30 minutes	1 hour	Phone call center Cash payments to driver
Partner Ridesharing Service	7:00 a.m. – 7:00 p.m. weekdays only	1 hour after reservation minimum	15 minutes	45 minutes	Phone call center & smartphone app Account based; no cash payments
Partner Carsharing Service	7:00 a.m. – 7:00 p.m. weekdays only	1 hour after reservation minimum	15 minutes	45 minutes	Smartphone app Account based; no cash payments

KEY PERFORMANCE INDICATORS & PERFORMANCE GOALS

The new services have the promise of being more cost-efficient and provide a more attractive user experience, due to faster response times and easier booking of trips through mobile applications. However, to fulfill this promise they need to be operated in an effective manner to deliver results and grow sustainably over time. For this reason, the new services will be required to achieve a minimum level of performance to demonstrate their effectiveness. The following key performance indicators (KPIs) are proposed to evaluate performance of any pilot program. The partner operator will measure and report these indicators on a weekly, monthly or quarterly basis.

- Passengers per Revenue Hour minimum = 2.0 passengers per revenue hour, defined as the time vehicles are in revenue service
- Fare Revenue per Passenger Trip minimum = $4.00 per passenger trip
- Farebox Recovery Percent minimum = 10% of annual operating cost

9 DISPATCH IMPLEMENTATION OPTIONS

Dispatch is an essential role in transit operations. Dispatch is the center of communications for transit operations and often the first point of communications with riders. Dispatch is a fast paced, challenging role. The dispatcher keeps the system moving and is a direct link between riders and drivers. Systems operating demand-responsive service use a dispatch center to conduct operations including:

- Take ride requests and educate riders
- Schedule trips and consider optimal routes
- Coordinate with drivers
- Monitor routes and vehicle locations
- Ensure that riders are picked up and dropped-off on time
- Manage service disruptions and reschedule rides
- Help passengers with special accommodations
- Provide support during an incident
- Recordkeeping

Dispatchers use dispatching software to perform their duties. Currently FCRTA uses GMV Syncromatics Easy Rides dispatching software for scheduling and tracking vehicles for the on-demand responsive service. Riders request a ride by calling the dispatch center or through an online website portal, which is monitored by the dispatch center. Drivers use a mounted tablet in their vehicle to monitor rides and coordinate with the dispatch center.

Riders must sign up for demand-responsive service by filling out a questionnaire approved by FCRTA. The rider then creates an account to easily request rides on the website, online portal, or by calling dispatch, 24 hours in advance.

- The study team toured the FCRTA dispatch center and met with the dispatchers. The study team also met with GMV Syncromatics to better understand the software and potential integration with the new rideshare service proposed in this plan.
- Based on these meetings, it is our understanding there are three dispatch options for the new rideshare service.

Option 1: Syncromatics Easy Rides integrated with existing dispatch operation

Advantages

- Streamlined rider experience: Rider can create one account and profile to use for existing service and the new rideshare service.
- Ability to roll out dispatch overtime. Could begin operations using existing FCRTA rural transit dispatch resources and add new dispatchers as rider demand increases.
- Upfront efficiency from using current dispatchers who are system and dispatch experts.
- Potential cost savings from dispatch training and education.
- Ability to more easily move staffing resources as necessary to manage rider demand.
- Streamlined record keeping and reporting.

Disadvantages

- Unlike the existing FCRTA rural transit operation, the proposed new rideshare service does not require a 24 hour advanced ride request, which could lead to an oversight in scheduling rides and dispatch confusion between scheduling for the two different systems.
- Potential for missed rides when several dispatchers are scheduling rides at one time, especially with two different types of service.

Option 2: Syncromatics Easy Rides using a new, separate dispatch operation (including option to use a separate call in number and web portal for ride requests)

Advantages

- Streamlined rider experience: Rider can create one account and profile to use for existing service and new rideshare service.
- Ability to more easily integrate the two systems in the future.
- Potential cost savings from dispatch training and education.
- Dispatchers of both services could more easily switch between the two operations should there be a major change in rider demand.
- Streamlined record keeping and reporting.

Disadvantages

- Increased potential for dispatch oversight. Under this scenario, ride requests for both services would be directed to the same dispatch software. Two different service and dispatch operations using the same software could cause confusion and potentially miss scheduling a ride. Dispatchers for the individual services (current FCRTA rural transit and new rideshare) could hide specific routes within the dispatch software, but they would still receive pop ups for ride request for both services.

  There is already a significant amount of rider, driver, vehicle, and trip data in the current FCRTA dispatch system that the dispatcher must constantly review. Adding a and new separate vehicle and rider database and ride request may cause an oversight.

  One option to manage this issue is creating a separate call in number and web request portal for the new rideshare service so that the existing dispatch does not receive these rider calls.

- Need to hire and fund staffing resources at the start of service operations, instead of ramping up based on rider demand.

Option 3: Use a different dispatch system under a separate dispatch operation

Advantages

- Opportunity to find the most useful and efficient system to meet service and operational needs.
- Opportunity to use the most rider friendly software system including an app that could provide more information on ride and vehicle details (such as where the vehicle is located on the trip). It is important that an on-demand service provide riders with real time information on vehicle arrival times to make the system easier and more convenient.

Disadvantages

- Rider must have two accounts, making the user experience more cumbersome and could lead to confusion, missed rides, or the rider foregoing transit.
- Cannot integrate the two services or systems in the future.
- Need to hire and fund staffing resources at the start of service operations, instead of ramping up based on rider demand.

10 IMPLEMENTATION REQUIREMENTS

The following outline details step by step implementation requirements to begin operations:

INSURANCE REQUIREMENTS

- General Liability $5 million per occurrence and $10 million aggregate limit
- Personal injury and uninsured motorist coverage $5 million
- Auto collision coverage at $100k/$300k
- FCRTA must be cited as an additionally insured, endorsement, indemnified

SERVICE

- Work with social service organizations to identify passenger locations and determine optimal routes

RISK MANAGEMENT & SAFETY TRAINING

- Create passenger safety training program
- Train drivers on first aid, CPR and coach hygiene
- Perform sensitivity training for drivers
- Process for handling blood borne pathogens
- Create reporting procedures for accident and incident management
- Plan for and create procedures to manage passenger emergencies

VEHICLES

- Determine vehicle storage locations
- Determine vehicle charging station locations
- Determine schedule for:
  - o Washing and cleaning
  - o Routine preventive maintenance
- Provide fleet management technology or equivalent to track electronically:
  - o Driver hours and miles
  - o Vehicle mechanics and diagnostics
  - o Pre/post-trip inspections and issues

DRIVERS

- Create hiring process and hire drivers. Requirements include:
  - o Drivers must be at least 21 years old
  - o Must have Class C license
  - o CPR and First Aid Certificate
- Perform driver background checks including:
  - o Criminal and background check
  - o Driving history and safety records
  - o Alcohol and drug testing
- Create driver training and orientation procedure including:
  - o Defensive driving skills
  - o How to drive an electric vehicle to maximize range; charging locations and procedures, 24 hours of EV driving training minimum
  - o Procedures for emergency situations (for example, who to call, when to perform CPR)
  - o Customer service; dispute resolution, and handling of conflictive people
  - o ADA procedures
  - o CPR training
  - o Service policies and delivery procedures
  - o Process for fare collection and fare media
  - o Education on current FCRTA services and routes
  - o Regional transit knowledge, provide transit trip information
  - o Optimal routes (routine training as necessary)
- Appearance and uniforms
  - o Create dress code

OPERATIONS SUPERVISION

- Determine single point of contact or project manager
  - o Schedule for reporting and coordinating with FCRTA
  - o Determine Lead on-site operations management team and roles
- On-site management team functions
  - o Operations and fleet supervision
  - o Dispatch and call center functions, ride coordinating
  - o Customer service, outreach and promotion, marketing,
- Operations monitoring
  - o Create and implement vehicle tracking technology for dispatch and user interface applications
  - o Create process for and train dispatch staff
  - o Determine person responsible for reporting requirements operations data
  - o Determine operations center location and vehicle storage locations
- User interface application
  - o Trip planning
  - o On-demand reservations
  - o Notifications and payment
  - o Rating system and how to maintain a satisfaction rating
  - o Procedures for system malfunction

PERFORMANCE REPORTING

- Number of riders per trip
- Hours and miles of service
- Service cost, fare and revenue
- Daily, weekly and monthly reports
- Origins and destinations, purpose of trip
- Response times and travel times
- Shared rides and passenger miles
- On-time performance and reliability (pick up window or ETAs)
- Trip denials, no shows and missed trips or pickup windows
- Routing delays, service issues and interruptions

HUMAN RESOURCES

- Hire the following positions:
  - o General Manager/Operations Supervisor
  - o Dispatcher/Call Center
  - o Drivers and Driver Trainer
  - o Fleet Manager/Maintenance
  - o Customer Service/ Outreach
- Determine hiring process
- Determine payroll procedures and pay schedule
- Onboarding training schedule, forms
- Determine backup plan for employee absence

11 Stakeholder Outreach

A critical first step in developing the rideshare/carshare plan was engagement and outreach with local government and social service organizations. An outreach plan for local stakeholders was developed in coordination with The Rios Company, a local marketing and public relations company focusing on multicultural community outreach. The overall goal of the outreach plan was to gain input from local stakeholders to understand the unmet transportation needs to inform the plan. One-on-one and group discussions were held across the county to reach the diverse populations of the project area who may not otherwise attend a public meeting. During these meetings, stakeholders were actively engaged in discussions about the transportation needs of the people they serve in an open and honest manner.

Ultimately clients and residents of these social service organizations will be riders of the service and the plan was informed around their specific origin and destinations needs. An important part of the implementation plan will be to coordinate with these social service organizations on appointments, trainings, and other activities, specifically in the proposed service corridor. Table 17 presents an analysis of social service organizations located in the proposed service corridor. There are also many pharmacies, health care clinics, local markets, and private medical practices.

Table 17: Major Social Service Organizations in the Proposed Service Corridor

SOCIAL SERVICE ORGANIZATION	LOCATION
Carmen Meza Center	Firebaugh
Social Services Department	Firebaugh
Children's Protective Services	Fresno
Department of Social Services	Kerman
United Health Center WIC Program	Kerman
Fresno Housing	Fresno
Fresno County Housing Authority	Firebaugh
Proteus	Fresno
Proteus	Kerman
Fresno Regional Workforce Connection	Mendota
Catholic Charities	Fresno
Centro La Familia Advocacy Services	Fresno
Fresno IMPACT A Program Of Mental Health Systems	Fresno
West Fresno Family Resource Center	Fresno
Central California Legal Services	Fresno
Fresno County Self Help Center	Fresno

Table 19 beginning on page 38 presents a summary of outreach findings and input from local stakeholders that informed the plan.

Table 18: List of Trip Generators in the Proposed Service Corridor

TYPE OF SERVICE	NAME
Social Services	Social Services Department
Social Services	Childrens Protective Services
Social Services	Department of Social Services
Social Services	Fresno Housing
Social Services	Fresno County Housing Authority
Social Services	Proteus
Social Services	Fresno Regional Workforce Connection
Social Services	Catholic Charities
Social Services	Fresno IMPACT A Program Of Mental Health Systems
Social Services	Centro La Familia Advocacy Services
Social Services	West Fresno Family Resource Center
Social Services	Central California Legal Services
Social Services	Fresno County Self Help Center
Clinic	Valley Health Team
Clinic	Sablan Medical Clinic
Clinic	Firebaugh Family Health Center
Clinic	Westside Medical Group
Clinic	Adventist Health Medical Office
Clinic	Valley Health Team
Clinic	Adventist Health Medical Office
Clinic	Kerman Unified School District Community Health Center
Clinic	Kerman Mental Health Clinic
Clinic	United Health Centers
Local Market	Choice Food Market
Local Market	Smart & Final
Local Market	Fresno Community Market
Local Market	Fresno Food Mart
Local Market	Bingo Grocery
Local Market	Firebaugh Super Market
Local Market	Dollar General
Local Market	Sabers Market
Local Market	Valley Food Super Center
Local Market	Fiesta Market
Local Market	Star Discount Market
Local Market	98 Cents & More
Local Market	Star Discount Market
Local Market	Mendota Valley Food
Local Market	Mendota Food Center
Local Market	Latino Market
Local Market	M and M Grocery
Local Market	Mendota Market
Pharmacy	Ambulatory Care Center Pharmacy
Pharmacy	Medicine Chest Pharmacy
Pharmacy	Rite Aid Pharmacy 5862
Pharmacy	CVS Pharmacy 9129
Pharmacy	Discount Pharmacy
Pharmacy	Walgreens Pharmacy 10243
Pharmacy	Medicine Shoppe 485
Pharmacy	Community Regional Center Inpatient Pharmacy
Pharmacy	Westside Drug
Pharmacy	CVS Pharmacy
Pharmacy	Rite Aid
Private Practice	Doucette Patrick DDS
Private Practice	Kerman Dental Center
Private Practice	Jacob Hari DDS
Private Practice	Vu Thomas H DDS
Private Practice	Ronald M Georgeson DDS INC
Private Practice	Valley Health Team Dental Services Nassar Crystal DDS
Private Practice	Shin Steven DDS
Private Practice	Moua, Dr. Downing
Private Practice	Pacific Dental
Big Box Store	Walmart

Table 19: Stakeholder Outreach and Feedback

ORGANIZATION NAME/CONTACT	PURPOSE OF ORGANIZATION	DESTINATIONS	DO CLIENTS HAVE VEHICLE ACCESS	DOES THE ORGANIZATION PROVIDE ITS OWN TRANSPORTATION	OTHER
Centro La Familia Margarita Rocha, Executive Director Mario Gonzalez, Deputy Director Ilse Guerrero, Health and Wellness Dept. Manager Angelica Perez, Kerman NRC Site Director	Provide health and wellness services, children and family support, assist victims of crime Support 10,00 low-income residents across Fresno County	Court Health services Work	Some have no access to a vehicle Some are one vehicle households, making it challenging to drive to two or more work locations Clients ride transit but may live miles from the bus stop, long walk in the heat. Could take 2-3 hours to get to final destination	Roam advocacy office or remote services where one day a week a staff member goes out to the rural areas to serve clients who can walk or ride a bike to location. However, person may meet staff once at the roam advocacy office but then need access to health or other services via transit. For example a child may need access to autism services. The parents learn about the services at the roam advocacy office but then need transit to the autism services. Provide emergency ride home - staff uses personal vehicle to transport clients, approximately one ride provided each day among various staff drivers.	N/A
Fresno Regional Workforce Development Board Blake Konczal Executive Director Phyllis Stogbauer, Deputy Director of Programs Melissa Mendes, Career Tech Ed Coordinator	20,000 people visit Workforce One Stops Enroll approximately 2,000 annually in training programs or career services One stops are in Mendota, Coalinga, Selma, Reedley – most active is Reedley and Selma Most people are in the program for 1-2 years Ability to provide transportation would provide more access to new users	County wide	Some have no access to a vehicle	They provide transit fare (mostly for City of Fresno, not in rural areas) or organize carpool and Calvans (but difficult to find vanpool drivers) Many rural area residents carpool One stops have an employment readiness specialist that looks at barriers to training and tries to help mitigate transportation issues and connect people to carpool	Many people do not enroll in programs because they do not have transportation to get to training Right now spending $50K per year on supportive services like childcare and transportation

Table 19: Stakeholder Outreach and Feedback (Continued)

ORGANIZATION NAME/CONTACT	PURPOSE OF ORGANIZATION	DESTINATIONS	DO CLIENTS HAVE VEHICLE ACCESS	DOES THE ORGANIZATION PROVIDE ITS OWN TRANSPORTATION	OTHER
United Health Centers David Phillips, Community Development Officer	Provide health services 383,000 patients visit 15 locations Opening 4 more locations Will be expanding to more rural areas	County wide	Some have access to a vehicle	Have 6 passenger van with drivers that serve 16 centers Vans run 8:30 - 5pm weekdays Patients can call center for ride. UH asks each patient if they need transportation when scheduling appointments Free and first come first serve 30 miles max door to door service Need is great for more vehicles	Free transportation helps reduce barriers to access to care
Fresno Housing Authority Preston Prince, CEO and Executive Director	Provide housing and rental assistance at 80 sites across Fresno County 5,000 units 13,000 vouchers	Children's hospital Work Court	Many do not have access to a vehicle	Many people have started carpools	Housing Authority is working through TCC grant with Black Chamber of Commerce to provide carshare 30 cars on 6 properties in West Fresno

Table 19: Stakeholder Outreach and Feedback (Continued)

ORGANIZATION NAME/CONTACT	PURPOSE OF ORGANIZATION	DESTINATIONS	DO CLIENTS HAVE VEHICLE ACCESS	DOES THE ORGANIZATION PROVIDE ITS OWN TRANSPORTATION	OTHER
Leadership Council for Justice & Accountability Veronica Garibay, Co-Director Leslie Martinez, Policy Advocate	Social and environmental policy and advocacy Local regional and state policy advocacy to address air quality, climate, transportation, land use Four offices serving Fresno (5 unincorporated areas) and Coachella, presence in Sacramento	City of Fresno Work Health Clinics	No direct clients	Do not provide direct transportation services	Received grant in 2017 for $60K to provide an EV rideshare in Cantua Creek, CA called Van Y Vienen Provide shared rides and have two designated drivers Community resident provides dispatch, Fees set on distance and time with cash payment Grant funding through 2021 "The traditional way of providing transportation in rural areas isn't working for anyone, riders or agencies."

Table 19: Stakeholder Outreach and Feedback (Continued)

ORGANIZATION NAME/CONTACT	PURPOSE OF ORGANIZATION	DESTINATIONS	DO CLIENTS HAVE VEHICLE ACCESS	DOES THE ORGANIZATION PROVIDE ITS OWN TRANSPORTATION	OTHER
City of Huron, CA Rey Leon, Mayor	N/A	Fresno, Madera Valley Children's Hospital, Bakersfield, Hanford	Some residents have access to a vehicle	Yes, through Green Raiteros, see "other"	Electric Vehicle Car Share pilot, funded through CPC called Green Raiteros, part of LEAP Institute, Began in Jan 2019 10 EV Chargers in the City, three vehicles, 1.5 rides per day, 100 miles a day Riders make an appointment five days in advance, Users may not be comfortable with smart phones Volunteer drivers (11 registered vehicles), Dispatcher and executive assistant coordinate rides They can reimburse rides when drivers use own vehicles (at mileage rate) cannot reimburse drivers using the EV vehicles Non-medical emergency focus Currently riders are not paying for trips, funded through grants, Funding ends in Summer 2019 Goal is a community with a fleet of vehicles that travels between nearby communities

Table 19: Stakeholder Outreach and Feedback (Continued)

ORGANIZATION NAME/CONTACT	PURPOSE OF ORGANIZATION	DESTINATIONS	DO CLIENTS HAVE VEHICLE ACCESS	DOES THE ORGANIZATION PROVIDE ITS OWN TRANSPORTATION	OTHER
Inspiration Transportation Matthew Gillian, Founder	Non-profit organization working on transportation access and environmental justice	Fresno County	N/A	Received a grant as part of Transformative Climate Communities to provide non-emergency medical transportation for: 1. Black infant health project transport (this project is funded through Fresno County Dept. of Health), 128 women are part of the program annually but will grow if there is transportation 2. Pre Term Birth Imitative, similar program	Reviewing various operational models: Shared rides, volunteer driver, part time drivers (stipend or wage) Option for evening use to subsidize or for night shift employees
Self Help Enterprises Betsy McGovern-Garcia, Program Director Real Estate Development Patrick Isherwood, Program Director Asset Management	Affordable housing: 32 properties, 1,400 units across Fresno County, 764 units in pipeline On-site residential services (after school programs, financial literary)	County wide	Some have vehicle access	They are providing an EV carshare program at 6 sites, partner with UC Davis, Called Valley Go - 3 in Kerman, 3 in Tulare, 14 charging stations Pilot funding pays for vehicle lease Cal Van Pools provides drivers and insurance, Self Help has the software development, banking system, payment system, app Users reserve vehicles through app, fob or smartphone unlocks vehicle Funded through subsidy, Air Resources Board, contracting with UC Davis and Shared Use Mobility Center	Issues with installing charging stations, some sites did not have proper infrastructure Experienced regulatory issues Vision to have a regional coordinating committee

Table 19: Stakeholder Outreach and Feedback (Continued)

ORGANIZATION NAME/CONTACT	PURPOSE OF ORGANIZATION	DESTINATIONS	DO CLIENTS HAVE VEHICLE ACCESS	DOES THE ORGANIZATION PROVIDE ITS OWN TRANSPORTATION	OTHER
Proteus, Inc Robert Alcazar, CEO Michelle Engel-Silva, Executive Director of Operations Quirino Banuelos, Regional Director Jose Gonzalez, Energy Division Program Manager Jose Landeros, Director of Energy Programs	Provide employment, workforce training, and education across Fresno County 1,000 people a month in training	County wide	Some have access to a vehicle	Some vans to pick up students for class, staff will provide rides if needed Arrange carpools Provide transit passes	N/A
Biola Community Service District Felipe Perez, General Manager	Water/Sanitary District/ Community Services serving Biola residents, approximately 2,000 people	Fresno, Kerman, Madera 30% of community works in Fresno, approximately 30% walk to work (agriculture locations)	Some residents carpool, must walk six miles to bus	No	Potential volunteer driver already in place Residents visit the District to pay bills, opportunity for education to find more riders Rider needs include work, training, medical, school, shopping Good place for EV charging station, set up for it

Table 19: Stakeholder Outreach and Feedback (Continued)

ORGANIZATION NAME/CONTACT	PURPOSE OF ORGANIZATION	DESTINATIONS	DO CLIENTS HAVE VEHICLE ACCESS	DOES THE ORGANIZATION PROVIDE ITS OWN TRANSPORTATION	OTHER
University of California at Davis and Mobility Development Group Caroline Rodier, Associate Director of the Urban Land Use and Transportation Center at the University of California, Davis Creighton Randall, CEO and Principal Consultant, Mobility Development Group	Awarded $2.25 million grant to test carshare in Tulare and Kern Counties Partnering with Self Help Enterprises Calvas manages fleet	Tulare and Kern County	Yes, piloting carshare program with 30-40 vehicles	Carshare, potentially rideshare in the future	N/A
Fresno County Dept. of Behavioral Health Ahmad Bahrami Division Manager	Provide mental health services across the county	Community centers for therapy appointments	$1.2 million grant from Prop 63 to provide on demand rides for patients to medical appointments and other quality of life services Partnering with Fresno Economic Opportunity Commission to manage operations, fleet, insurance, drivers Likely will train drivers to be supportive of mental health patients Cannot share rides	To begin on-demand transportation program	Case manager will use an app to schedule and request rides Riders do not pay a fee

Table 19: Stakeholder Outreach and Feedback (Continued)

ORGANIZATION NAME/CONTACT	PURPOSE OF ORGANIZATION	DESTINATIONS	DO CLIENTS HAVE VEHICLE ACCESS	DOES THE ORGANIZATION PROVIDE ITS OWN TRANSPORTATION	OTHER
City of Fresno Transform Fresno Courtney Espinosa Lead Transform Fresno (TCC)	Received a $70 million Transformative Climate Communities Grant from the State of California to implement environmental projects in the City of Fresno	City of Fresno	N/A	Will provide car share, ride share, and vanpool through the Clean Shared Mobility Program	N/A
City of Fresno Black Chamber of Commerce Tara Lynn Gray, CEO	Received a $6.9 million grant from the Transformative Climate Communities to implement Clean Shared Mobility Program, EV ridesharing, vanpool, carsharing	City of Fresno	Fleet size is 42 vehicles, mix of cars and vans 47 chargers have been installed	Carshare, rideshare, and vanpool	N/A

12 Best Practices

While much of the data finds that when Transportation Network Companies (TNCs such as Uber and Lyft) or app based ride hailing services operated by a private entity enter a market, transit ridership decreases[5] there are opportunities to ensure new mobility, as proposed in this plan, provides more access and are true "rideshare." Especially given private operator TNCs have not reached rural communities, as they require a supply and demand density model more fit for an urban environment.

Additionally, given this plan is proposed for a rural environment, there are different goals, needs, and realities for planning, partnerships, and costs that differ from urban transit systems. The following are opportunities and best practices for implementing app based ride hailing service.

PARTNERSHIPS WITH A TRANSIT AGENCY WILL COMPLEMENT EXISTING SERVICE AND FILL MOBILITY GAPS

Given the rural context, cost, and constrained reach of the existing transit service in rural Fresno County, FCRTA is looking for innovative ways to expand service to places in the County lacking transit options. Taking the lead, instead of waiting for the private sector to enter the market (which may never materialize) allows the transit agency to control the roll out of the new service and ensure it is integrated with existing routes. This can increase the efficiency of the overall system and meet real mobility needs.

This type of public private partnership is essential as the FCRTA understands rural transit needs, the travel market, and gaps in service better than a new private outside operator. Thus, when transit agencies lead new types of service operators, it ensures the agency is a partner and the systems are integrated, providing greater access and making the overall transit system more efficient. The ultimate goal is to target people who need but do not have access to existing transit. This means the new service will not compete for existing riders with FCRTA.

TRANSPORTATION IS A PUBLIC GOOD AND FLEXIBILITY CAN HELP SUBSIDIZE COSTS

No transportation mode is profitable. Roads, transit, rideshare, scooters, bikeshare – they are all subsidized. On demand paratransit, a service that transit agencies must legally provide is particularly expensive. However, transit, especially using electric vehicles, provides benefits such as reduced congestion, more access to jobs and opportunities, and improved air quality.

The proposed model of partnering with a non-profit to provide service while also granting the non-profit operator the flexibility to operate market based rides during non-transit hours is an attempt to allow for recouping costs as well as subsidize service during transit hours.

OUTREACH, EDUCATION, AND MARKETING IS KEY

The most effective approach to outreach and marketing is direct, hands on engagement to generate awareness instead of billboards or other advertisements. One reason some microtransit operators have folded is because people didn't know about the service, so didn't ride. For example, a Kansas City microtransit pilot ceased operations because there was little demand for the service, which public officials concluded was a result of not enough outreach and marketing to riders.

Working with social service organizations is one way to attract riders (and drivers) and gain their trust. People served by these organizations need more and better transportation options to access workforce training, healthcare appointments, and other services. As part of the plan proposed for the FCRTA pilots, an outreach program was developed directed to Fresno County's social service organizations to discuss their transportation needs and potential partnerships. For many people living in rural communities that interact with these organizations, there is no existing transit service within walking distance. As a result there are missed appointments, lack of access to health care, and lost employment opportunities. After meeting and discussing with social service organizations in Fresno County, the plan was developed based on connecting routes and service corridors with locations of these organizations services and clients.

[5]Graehler, M., Mucci, R., and Erhardt, G. Understanding the Recent Transit Ridership Decline in Major U.S. Cities: Service Cuts of Emerging Modes? Presented at the 98th Annual Meeting of the Transportation Research Board, 2019.

It's also important to educate people on how to use the new service. Many potential riders may not have access to smartphones or know how to reserve a ride. Educating them on how to reserve rides either over the phone or on a mobile device can be done through advertising and marketing efforts and, because of the partnerships, in collaboration with social service organizations.

DATA AND TECHNOLOGY BENEFITS

The existing FCRTA on demand service provides a vital connection for rural residents. One drawback - people must reserve a ride days in advance and it can be difficult to plan for combining trips. One benefit of the new service proposed in this plan is improved data and technology to provide an easy customer experience and improve efficiency. Rides can be booked immediately, with less wait time than the existing on demand service. Data and modeling can allow trips to be combined and routes adapted based on demand to improve efficiency and reduce costs. Because the operator is incentivized to combine trips for a higher cost recover ratio per trip, the service is truly ridesharing and not similar to a taxi, which is the case for most TNCs as they are single person rides.

Further, the new service will generate tons of data that can be analyzed to make improvements to the proposed new ridesharing service and the FCRTA system overall. Importantly, because it is a partnership led by FCRTA, not a private service, FCRTA will have access to the data, which might not be the case in working with other, private ridesharing operators.

One note that because broadband and wireless can be limited or have gaps in rural areas, a call in service is important.

COSTS AND REGULATORY FACTORS

In creating this plan there were several cost and regulator factors to consider:

- Cost recovery. The State of California requires that transit agencies meet farebox recovery ratio of 10% to 20% based on the type of system. However due to the high operating expenses of providing transit service, especially in rural areas, it can be difficult for agencies to meet the cost recovery ratio. This proposed plan for new FCRTA service allows the agency to test a program's viability outside of the farebox recovery ratio requirement, because it is operated by a private partner. Note that the cost model assumes a higher farebox recovery ratio than current FCRTA service due to lower operational costs.

- Capital costs. Capital expenses are one of the largest costs to starting this type of service. One of the advantages of the proposed FCRTA plan is that the vehicles have already been procured by FCRTA. It would be difficult to start this service, especially with a small non-profit operator, if there were associated startup vehicle purchasing costs. Using vehicles purchased by the transit agency also makes them well positioned to play a leading role in the partnership and requirements for service and data sharing.

- Insurance. Insurance can be a major prohibitive factor in starting this type of service. There are only a few insurance companies in the world that both understand and will ensure ridesharing services. Even less for carsharing services because there are many drivers of a single vehicle and only a driver background check required for driving. Given the liability, insurance costs are high, but we did not find them to be prohibitive.

PERFORMANCE, EVALUATION, AND ADAPTION

Transit is expensive so measuring the return on investment for the new service is critical. This plan presents a cost model assumption, and it is important to daily, weekly, monthly, and annually report trip data to benchmark against cost assumptions. It will also be important to measure the service outlined in this plan beyond just cost recovery. For example reporting on the elements outline in Section 9 will allow the FCRTA and operator to fully understand the benefits of the service to the County and local communities as well as make adjustments to service if necessary.

Reporting metrics include:

- Number of riders per trip
- Hours and miles of service
- Service cost, fare and revenue
- Daily, weekly and monthly reports
- Origins and destinations, purpose of trip
- Response times and travel times
- Shared rides and passenger miles
- On-time performance and reliability (pick up window or ETAs)
- Trip denials, no shows and missed trips or pickup windows
- Routing delays, service issues and interruptions

13 Rural Transit Service

As part of this analysis, Walker analyzed opportunities to find cost-effective strategies to improve FCRTA current Rural Transit service operations. The Rural Transit service was designed by FCRTA to addresses the mobility needs of rural area residents that live beyond existing transit service areas or transit subsystems such as Reedley Transit and Orange Cove Transit. The service is available Monday through Friday, from 7:00 a.m. through 6:00 p.m., with a reservation at least 24 hours in advance. Both registered users and ridership has been limited, so FCRTA would like to increase usage and awareness of the service. There were 85 persons registered to use the service at the end of 2019, from which a group of 30 frequent users logged a total of 560 trips from January 1st to December 31st of 2019. Passengers and ridership were likely higher than 560 persons for the year, because each trip may involve more than one passenger.

FREQUENCY

Figure 11 below describes the generation of trips throughout the year, through a series of charts showing the number of trips per month, number of trips per day of week, and number of trips per hour of day. The charts show that ridership was slightly higher during the spring months and lower during the winter months. Ridership was also higher during midweek days, Tuesday through Thursday, on average, and it was highest during the middle of the day, between 9:00 a.m. and 2:00 p.m.

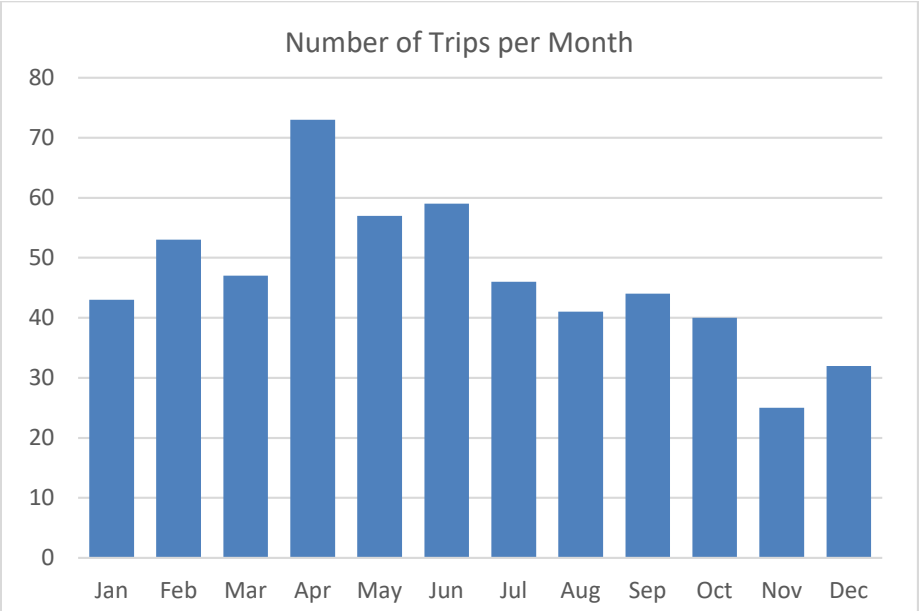
Figure 11 also includes a chart describing the average distance of trips throughout the day. It shows that trips are generally longer in the morning hours – close to 20 miles on average, slightly shorter in the middle of the day – close to 18 miles on average, and increasingly shorter in the afternoon as service draws to a close.

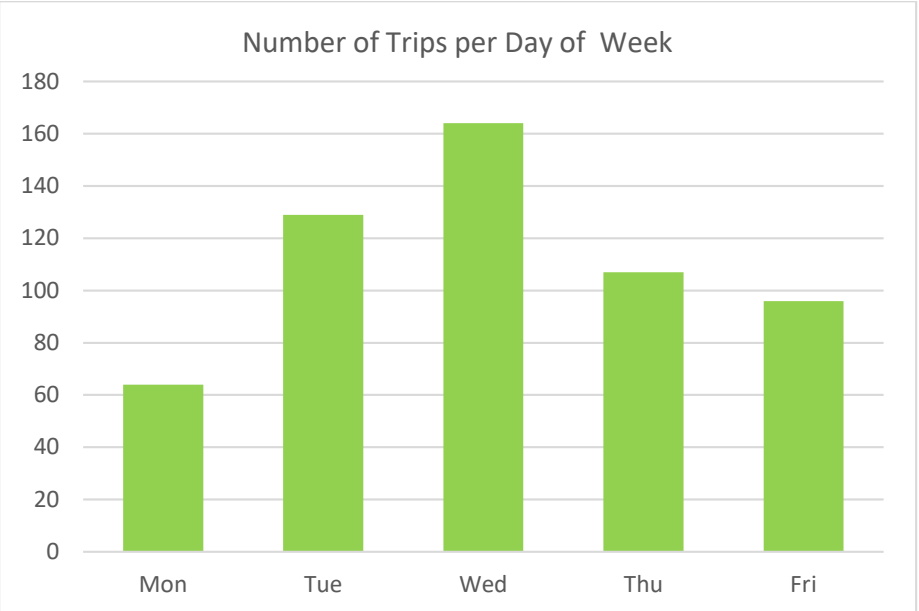
CROSSTABS

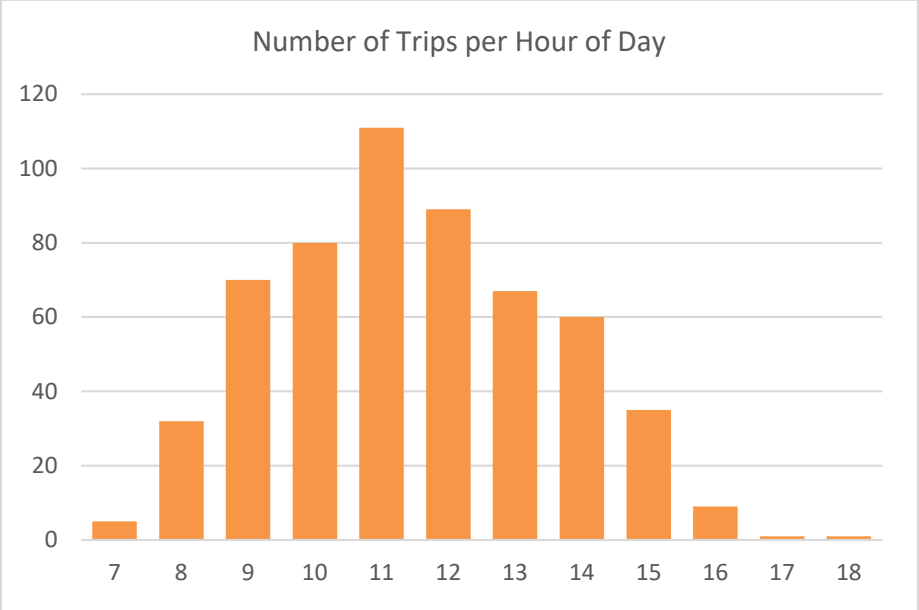
Table 20 on page 50 presents a series of crosstabulations that compare the distribution of trips by month and day of week, by month and hour of day, and by day of week and hour of day. Over 50 percent of trips were made on Tuesday and Wednesday, and generally from April to October, and between 10:00 a.m. and 1:00 p.m. The peak demand for the service during year 2019 was at 11:00 a.m. on a Wednesday in April.

Generally, there are very few trips made before 9:00 a.m. in the morning and after 3:00 p.m. Afternoon trips are generally impacted by the service close time of 6:00 p.m. Given the average trip length of about 18 miles on average, taking a trip to Fresno or Clovis after 3:00 p.m. leaves limited time to complete a medical visit or personal errand and taking a return trip before the close of service. Thus, the 6:00 p.m. close time reduces the usability of service late in the afternoon. Longer service hours would allow for more trips to be made in the afternoon and help increasing ridership.

Figure 11: Generation of Trips by Month, Day and Hour, and Average Trip Distance: Based on one-way trips







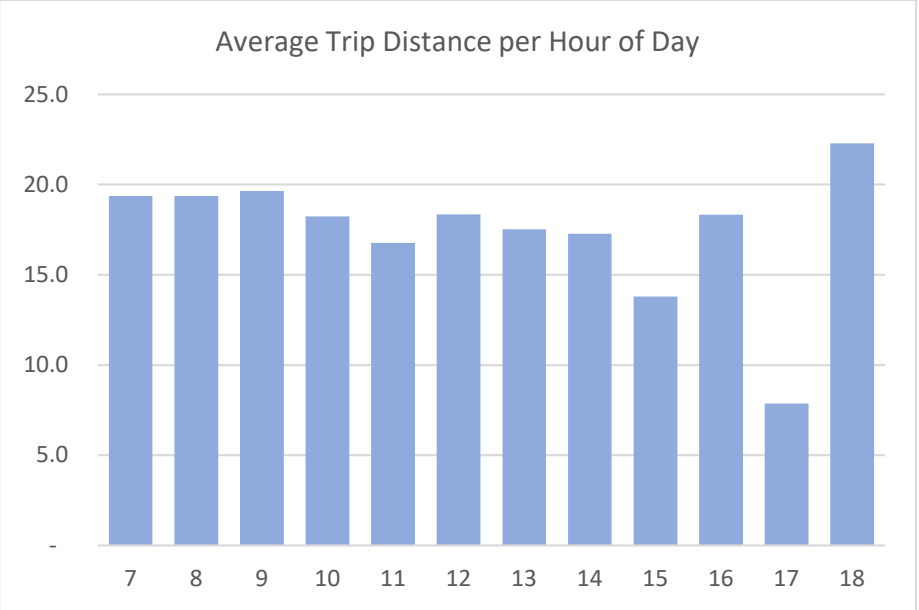


Table 20: Distribution of Trips by Month versus Day of Week versus Hour of Day: Based on one-way trips

Month vs. Day	Mon	Tue	Wed	Thu	Fri
Jan	3	7	7	18	8
Feb	7	10	15	11	10
Mar	6	9	10	7	15
Apr	11	29	16	6	11
May	3	11	17	17	9
Jun	4	15	21	8	11
Jul	13	7	15	6	5
Aug	6	3	15	12	5
Sep	4	9	15	10	6
Oct	2	9	17	6	6
Nov		8	11		6
Dec	5	12	5	6	4
Grand Total	**64**	**129**	**164**	**107**	**96**

Month vs. Hour	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00
Jan		4	5	7	5	9	3	4	5	1		
Feb		1	6	9	10	11	4	5	5	2		
Mar		3	4	8	9	6	6	8	1	2		
Apr	1	3	9	10	6	14	11	10	6	2		1
May		2	4	10	8	12	7	7	5	1	1	
Jun		5	4	11	16	4	11	4	3	1		
Jul	1	4	4	5	4	5	11	7	5			
Aug	1	4	6	2	13	8	5	1	1			
Sep		3	9	5	12	6	3	5	1			
Oct		1	9	4	9	9		5	3			
Nov	1	1	4	4	11	2	2					
Dec	1	1	6	5	8	3	4	4				
Grand Total	**5**	**32**	**70**	**80**	**111**	**89**	**67**	**60**	**35**	**9**	**1**	**1**

Day vs. Hour	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00
Mon		1	10	7	8	17	4	11	6			
Tue	1	10	15	15	25	21	18	14	5	4		1
Wed		12	22	23	37	22	23	11	11	2	1	
Thu	1	5	11	16	22	15	11	14	11	1		
Fri	3	4	12	19	19	14	11	10	2	2		
Grand Total	**5**	**32**	**70**	**80**	**111**	**89**	**67**	**60**	**35**	**9**	**1**	**1**

GENERATION OF TRIPS

Figure 12 shows the origin-destination patterns of all Rural Transit trips in year 2019. Thicker and darker lines represent higher frequency of origin and destination pairs, or repeated trips throughout the year. Black dots represent home addresses of Rural Transit users, and red dots represent destinations such as hospitals, clinics, doctor's offices and other services. Trip destinations appear to be heavily clustered in Herndon Avenue, in the vicinity of Kaiser Permanente and Saint Agnes Medical Centers, in northeast Fresno, at the Clovis Community Medical Center, in Clovis, but also at the Community Regional Medical Center in downtown Fresno. A few destination clusters are also found in the Cities of Sanger and Selma.

Figure 12 shows that Rural Transit users are making trips of various lengths, with most trips between 10 and 20 miles in length, but a similar number of trips of short-distance – less than 10 miles, and of long-distance – more than 20 miles, that balance out in terms of number and frequency, and that offer an opportunity to coordinate the scheduling of service with trips of short and long distance and trips of similar distance to increase utilization and performance of service.

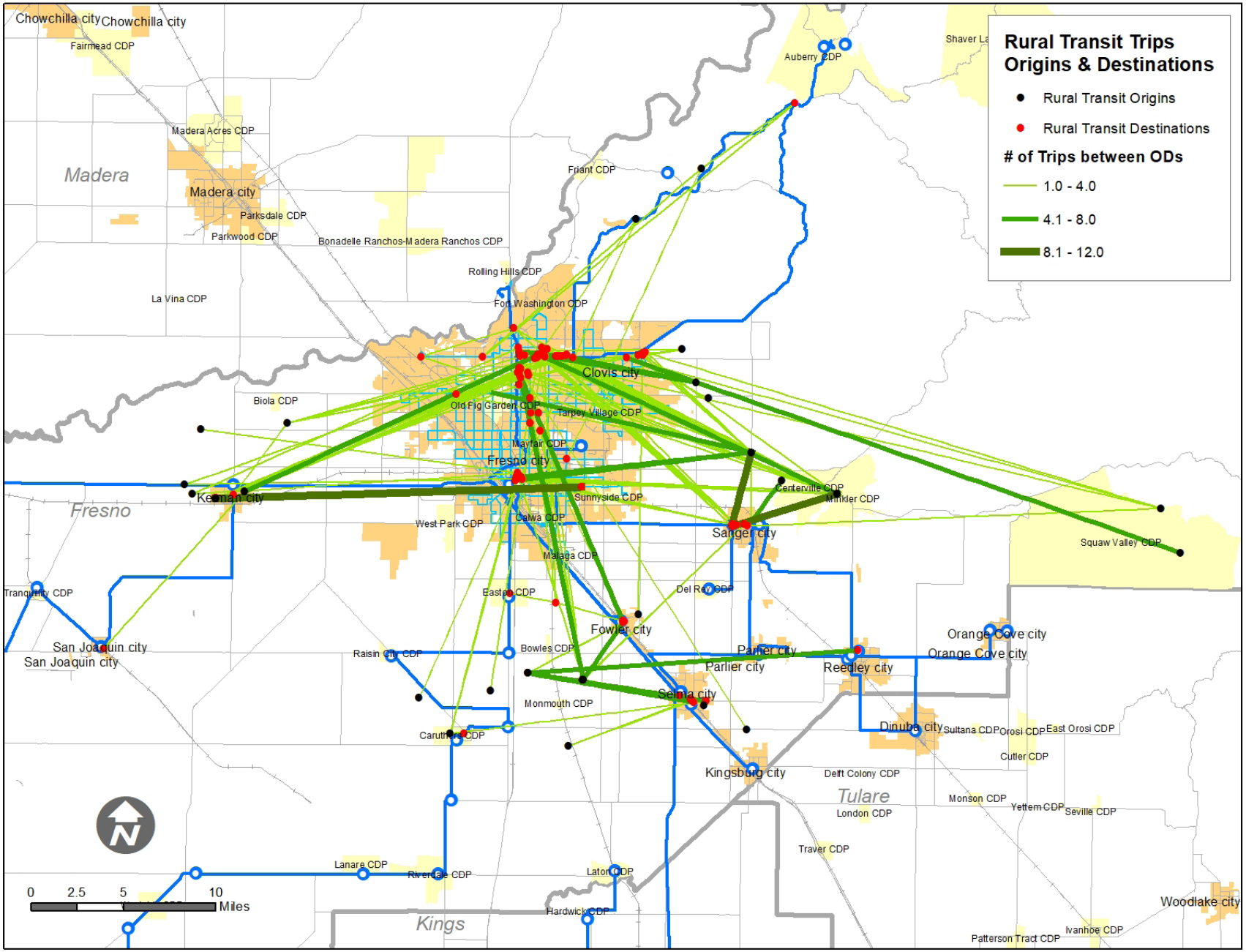
Also, the home addresses of Rural Transit clients seem relatively clustered in subareas of the county with a similar number of frequent users living east, south and west of the cities of Fresno and Clovis, and a few users in outlying areas of the county such as Auberry Road and Squaw Valley. Table 21 below identifies the Rural Transit users' origins or home addresses subareas, and the percent of trips generated from each area during 2019, including whether users where a wheelchair passenger. Trip origin areas are also identified in Figure 12 on the following page.

Table 21: Rural Transit Trips by Service Area and Passenger Type

AREA OF TRIP ORIGIN	AMBULATORY PASSENGER	WHEELCHAIR PASSENGER	SUBTOTAL TRIPS TO/FROM HOME	PERCENT OF TRIPS TO/FROM HOME
East County (East Clovis, Centerville and Minkler)	71	135	206	41.0%
South County (Caruthers, Fowler and Selma)	93	59	152	30.2%
West County (Kerman and Biola)	80	34	114	22.7%
Squaw Valley	21	-	21	4.2%
Auberry Road	10	-	10	2.0%
Subtotal	**275**	**228**	**503**	**100.0%**

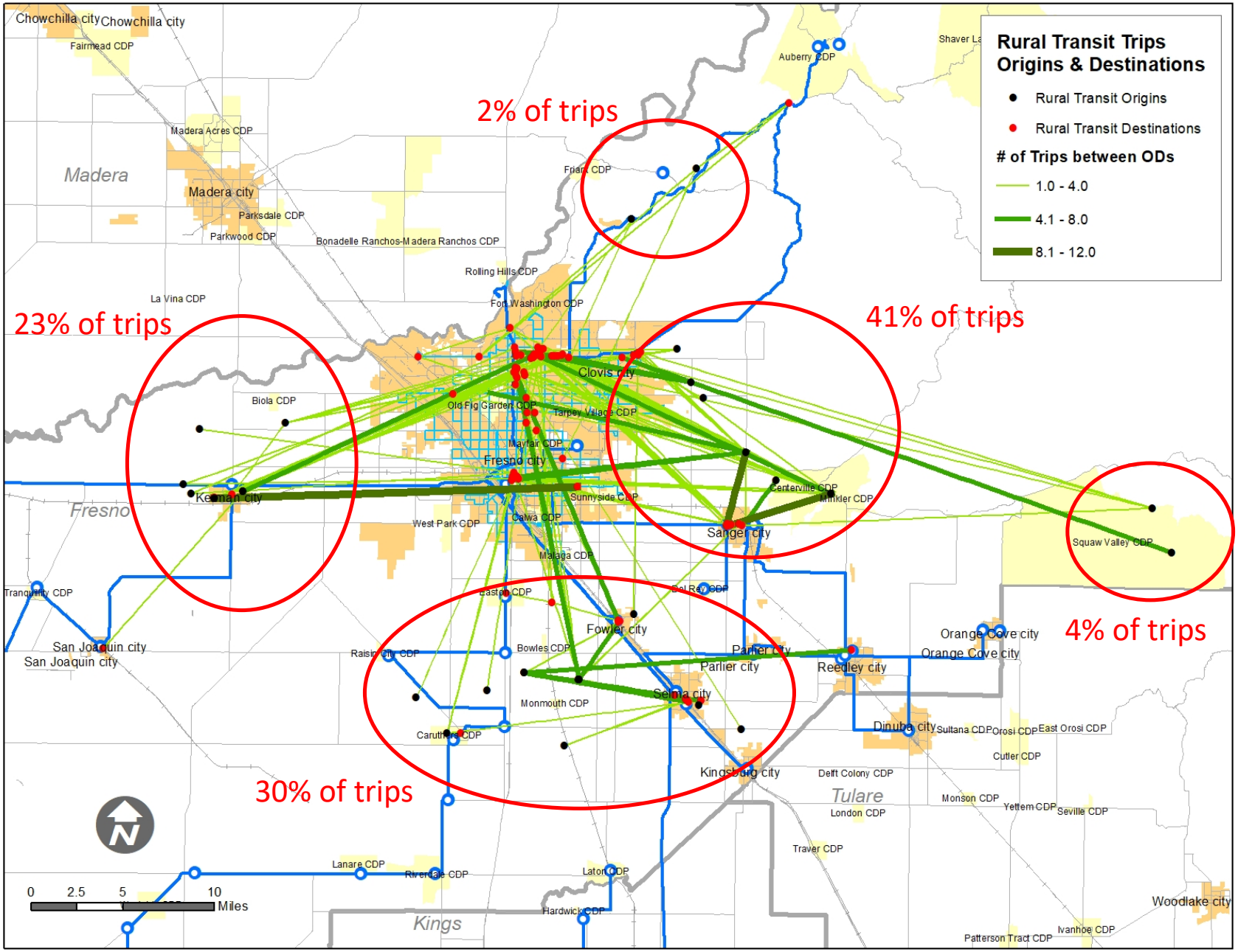
Source: FCRTA Rural Transit Trips in 2019

Figure 12: Origin-Destination Pattern of Rural Transit Trips in Year 2019



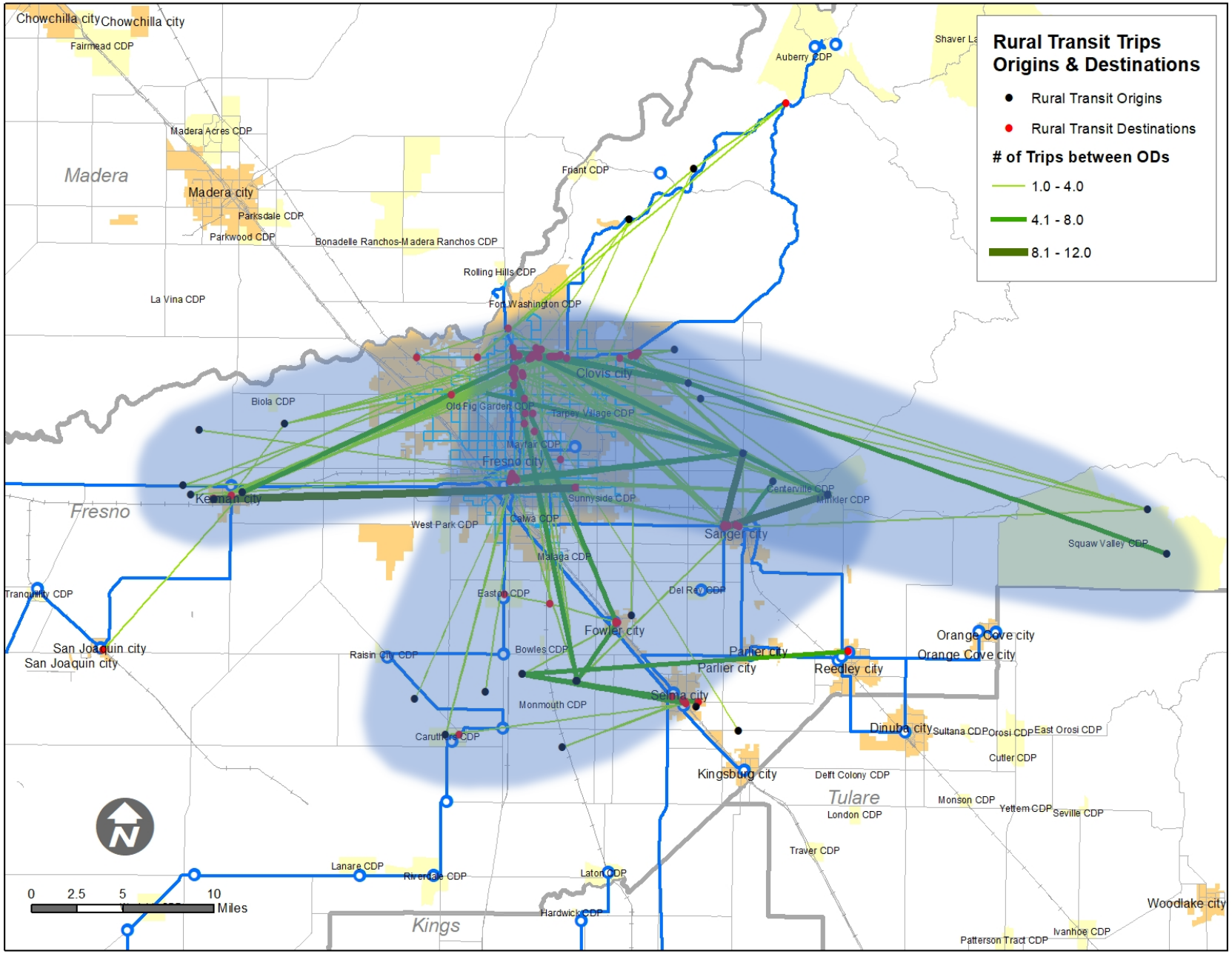
Source: Walker Consultants

Figure 13: Geographical Distribution of Rural Transit Trips in Year 2019



Source: Walker Consultants

Figure 14: Strategic Approach to Service and Coordination of Trip Schedules



Source: Walker Consultants

Figure 14 on the previous page, presents a general depiction of a strategy to coordinate the provision of service, to operate vehicles across the county in a north-south fashion, with the goal of scheduling trips going to/from Fresno that share origins and destinations in the south parts of the county, such as Caruthers and Selma, and operate vehicles in an east-west fashion, scheduling trips going to/from Fresno that share origins and destinations in the east and west parts of the county, such as Kerman and Squaw Valley.

The design principle is that by combining trips of different lengths and purpose, going from Kerman to Fresno to Sanger, for instance, or from Fresno to Fowler to Caruthers, vehicles can transport more than one rider at any single time and thus increase their passenger per hour performance, fare revenue and cost-efficiency indicators as well as spend less time deadheading, when a vehicle is making a return trip with no passengers.

Current Rural Transit users are not making trips frequently enough to warrant service every day of the week to all areas of the county. So, instead of dispersing service vehicles, and revenue hours and miles throughout the county every day to provide coverage, it may be a better strategy to concentrate service vehicles, hours and miles in parts of the county in specific days to provide more capacity and time slots for service, and be more responsive to client's needs.

Table 22 below presents a proposed rotating schedule to modify service delivery of the existing Rural Transit service operated by FCRTA. The proposal places two vehicles in the Eastside area every day of the week because this area shows higher demand of trips and it is also strategically located at the intersection of the north-south and east-west travel corridors, as shown in Figure 14. The other two vehicles will alternate their starting location between the Westside and Squaw Valley areas, and the Southside area, as shown in Table 18. Wheelchair passenger trips are concentrated mostly in the Eastside and Southside area, so at least one vehicle will be a wheelchair accessible vehicle (WAV). Service to residential origins along Auberry Road who do not require a WAV will be picked up by the current Auberry Inter-City service, operated by FCRTA.

Table 22: Rural Transit Service Strategy

FIVE SERVICE AREAS	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	ZONE DESCRIPTION
Eastside	2	2	2	2	2	East of Fresno/Clovis; north of Hwy 180
Westside	1		1		1	West of Fresno; north of W Manning Ave
Southside		2		2		South of W Manning Ave; east and west of Hwy 41
Squaw Valley	1		1		1	Squaw Valley CDP
Vehicles in operation per day	**4**	**4**	**4**	**4**	**4**	

Note: CDP = Census Designated Place

Rural Transit Key Recommendations

1. **INCREASE ACCESS TO SERVICE**. Currently clients have to call in advance to book a trip. FCRTA's scheduling software has developed a web interface that works on mobile phones that allows clients to book rides without dialing the call center. Widespread promotion and marketing of this feature is needed to facilitate booking and increase use of service.

2. **INCREASE AWARENESS OF SERVICE**. Currently the service is promoted mostly through "word of mouth." The service has capacity to carry more riders and increase its ridership but needs to build a larger customer base to increase bookings. A marketing campaign would help in spreading the word and raise awareness of service, through both traditional media outlets such as radio and strategic placement of collateral materials as well as online and social media networks.

3. **INCREASE UTILIZATION OF SERVICE**. FCRTA is eliminating the "Shuttle Transit" service that was used as a last mile connection service for FCRTA riders arriving to Fresno via the Inter-City buses and redeploying those resources to the Rural Transit service. Rural Transit riders rely on the Rural Transit service to provide end-to-end trips to medical centers in Fresno and other urban centers in the County. Additional resources (vehicles and hours of service) are needed to increase availability of service, booking options, and opportunities for sharing rides and increasing passenger per hour performance of service.

4. **INCREASE SPAN OF SERVICE LATER INTO THE EVENING**. Currently FCRTA operates the Rural Transit service from 7:00 a.m. to 6:00 p.m. This limits the market potential and usability of the service. Longer service hours (i.e., until 9:00 p.m.) will allow riders to use the service more often and travel longer distances. Current usage patterns show riders travel longer distances in the morning and shorter distances in the afternoon Because the service ends at 6:00 p.m., the number of trips people can make after 3:00 p.m. is limited due to distance and travel time. Rural Transit users are generally traveling to medical centers in Fresno from all over the region. They need at least two hours at the beginning and end of the day to complete their trips, especially if those trips are shared and have deviations along the way.

5. **EXPLORE CONSOLIDATION OF RURAL TRANSIT WITH ON-DEMAND RIDESHARE SERVICE**. The main recommendation of this study is to implement an On-Demand Ridesharing service model, because it has potential to effectively address unmet needs in rural areas of the county for a wide array of trips and large customer base. If the roll out of On-Demand Rideshare service is successful and achieves its performance goals, there is opportunity to merge it with the Rural Transit service. Rural Transit has a narrower focus and design objective (mostly provide service to persons with disabilities) that would benefit from sharing its resources with a larger operation. This would allow the On-Demand Rideshare service to expand its customer base, pool of available trips, and increase efficiency. It would also simplify the service options for the customer and increase its brand recognition. Combining the services under one operation will reduce overhead and increase customer responsiveness.

6. **CONDUCT A POST-IMPLEMENTATION EVALUATION OF ON-DEMAND RIDESHARE SERVICE**. Conduct a follow up study on implementation service to learn what worked and didn't work and how to adjust service moving forward.

7. **EXPLORE CARSHARING IN THE FUTURE**. Postpone implementation of carsharing service until there is more information on the success and challenges of existing carshare pilots.

14 Transit Market Analysis

Service areas and corridors were identified based on an analysis of selected transit market factors from the U.S. Census Bureau, American Community survey 2012-2017 data for Fresno County, at the block group level. This analysis is summarized in four sets of maps on pages 57 through 62.

- **Race and Ethnicity Characteristics – Figure 15**, shows that African American and Asian populations are proportionally smaller than White and Latino populations and largely concentrated in the City of Fresno. Latino populations have a larger presence on the westside of the county, and white population on the east side of the county

- **Household Characteristics and Access to Services – Figure 16,** shows that households of bigger size and families have a larger presence in the west and southeast areas of the county coinciding with Latino populations. The east side of the county shows a larger presence of non-family households and higher levels of access to computers and internet service than the west side.

- **Employment and Income Characteristics – Figure 17**, shows that the working age population is largely concentrated in the Fresno metro area and the valley, and that higher proportions of unemployment are found in outlying areas such as Auberry, Mendota and Firebaugh and sections of west county such as Huron, Laton and Lanare. Per capita income is higher in east county and northeast Fresno and Clovis.

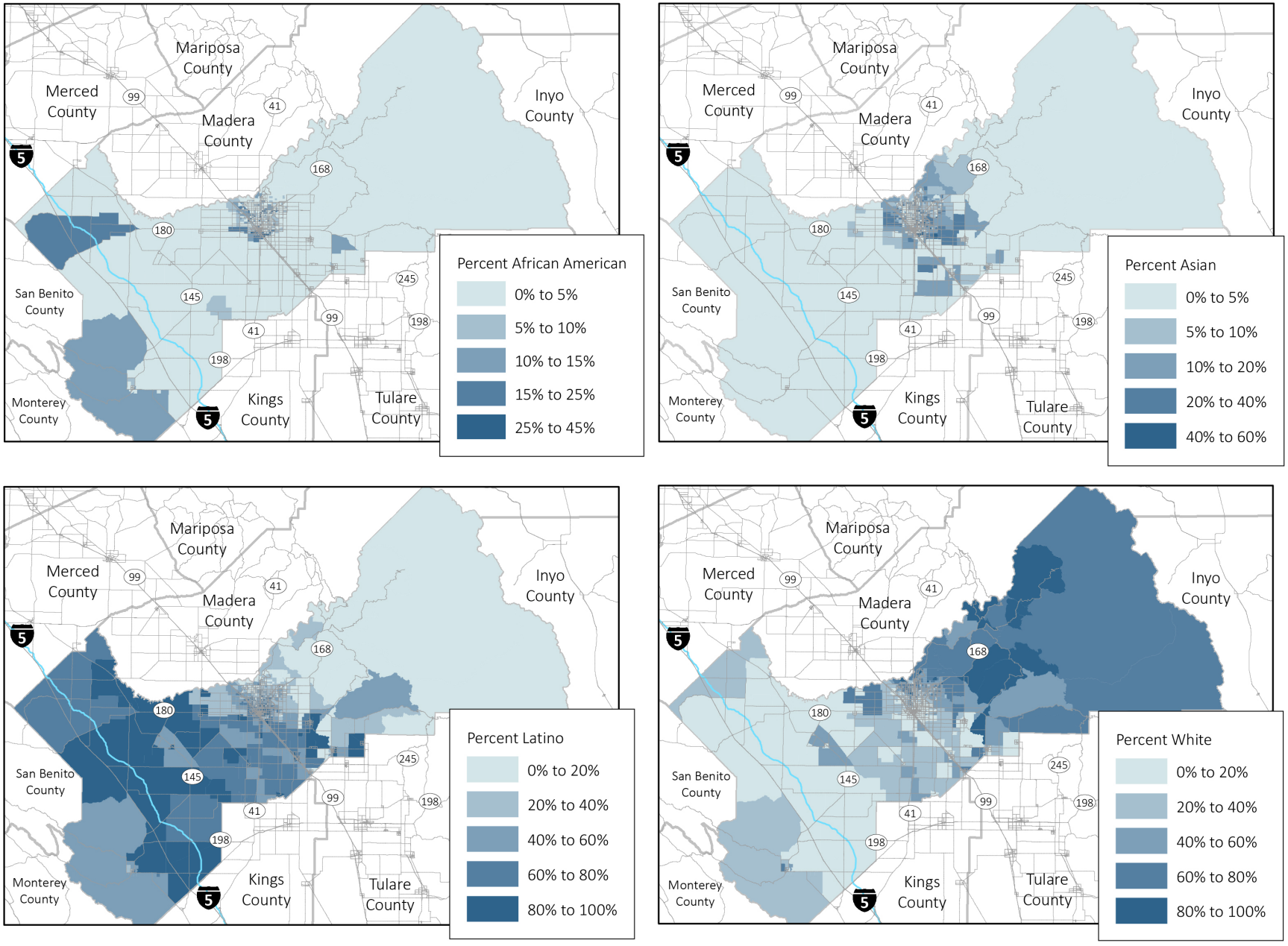
- **Commute to Work Characteristics – Figure 18** shows that there is low use of public transit for work trips in general, but higher proportions of walking and carpooling, especially in the west and southeast part of the county. Driving alone is predominant and widespread with slightly larger proportions in east county.

The analysis looked into known factors that influence transit demand and dependency such as senior population, disabled population, poverty level and access to motorized vehicles, to identify areas with greater need and potential use of rural transit services.

- **Transit Demand Factors – Figure 19** on page 61, shows that east county has a markedly higher proportion of seniors and persons above the poverty line than west county. West county has a larger proportion of people below the poverty line and relatively lower access to motorized vehicles per eligible drivers, or persons of driving age. Persons with a disability are distributed throughout with a slightly larger proportion of the population or representation in east county.

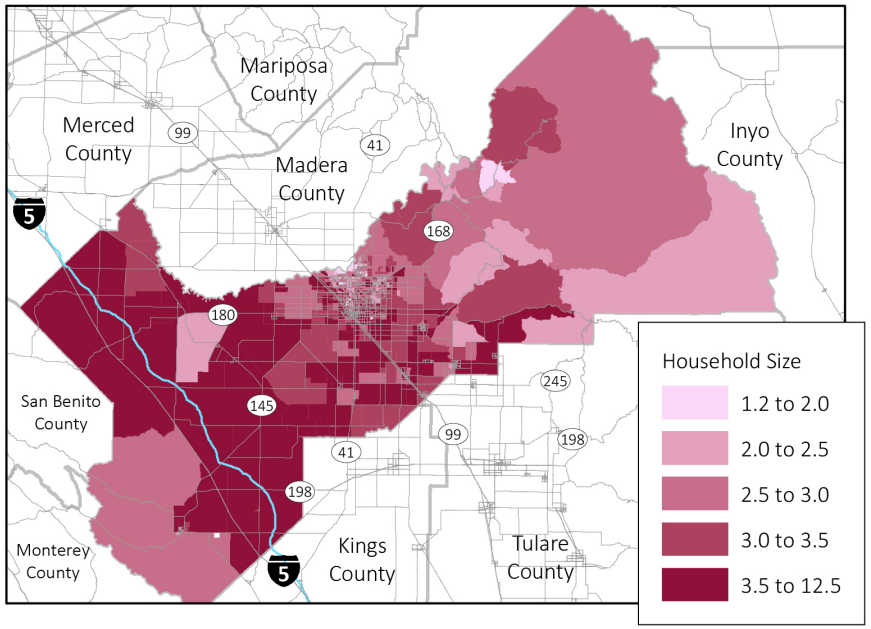
- **Transit Dependency Index – Figure 20 on page 62**, shows a straight average of these factors to produce a combined score or index of transit dependency. The map shows that a relatively higher proportion of transit dependent factors exist in small urban areas such as Kerman, Firebaugh, Laton and Lanare in west county, and Selma, Kingsburg, Sanger, Reedley and Orange Cove in the southeast area of the county. It also shows that residents in Squaw Valley and rural areas north of Hwy 180 and east of Fresno have a higher transit dependency score. It is worth noting that most existing clients of the Rural Transit Dial-A-Ride service that FCRTA operates live in this part of the county, thus the service is currently fulfilling a real need for transportation and filling a gap in service.

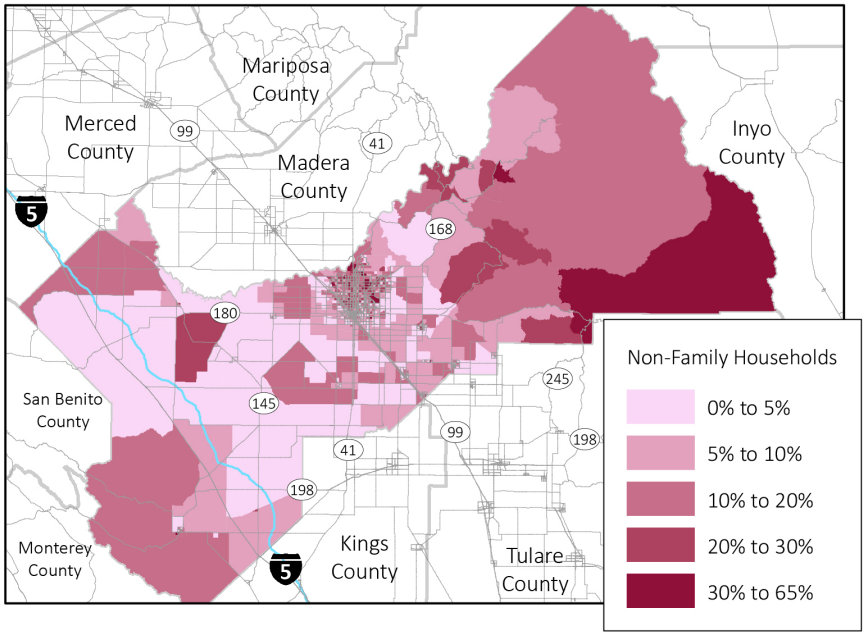
Figure 15: Race and Ethnicity Characteristics in Fresno County

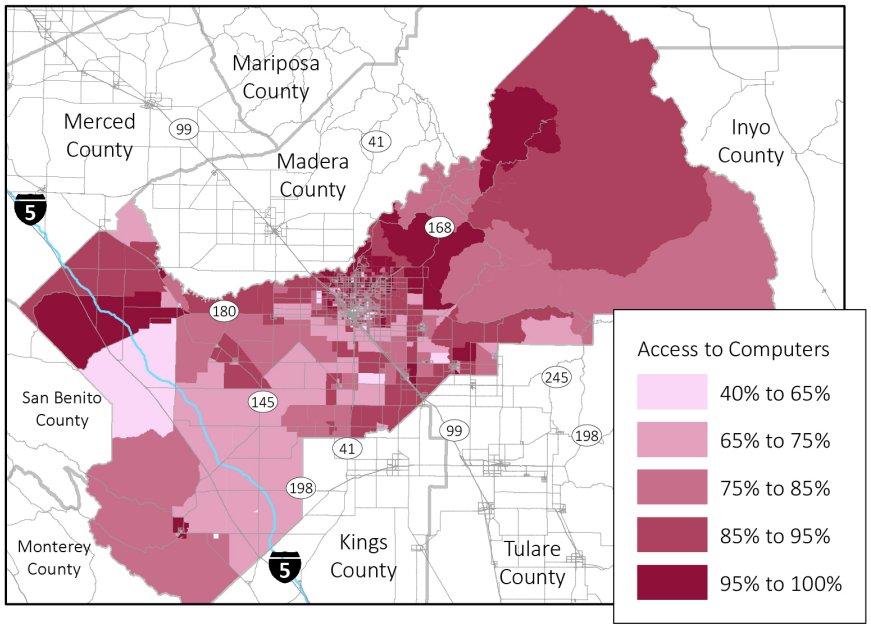


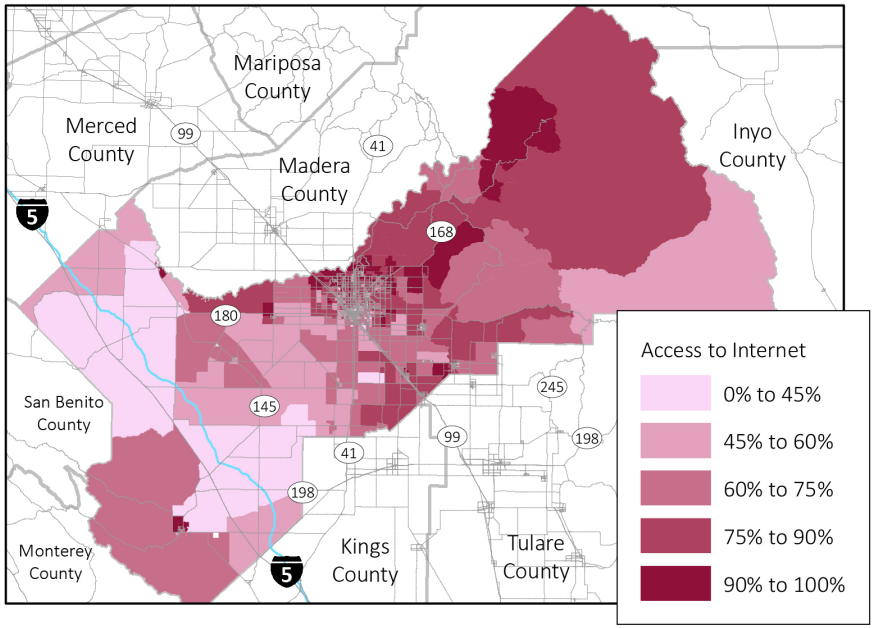
Source: U.S. Census, American Community Survey, 2017

Figure 16: Household Characteristics Access to Services in Fresno County



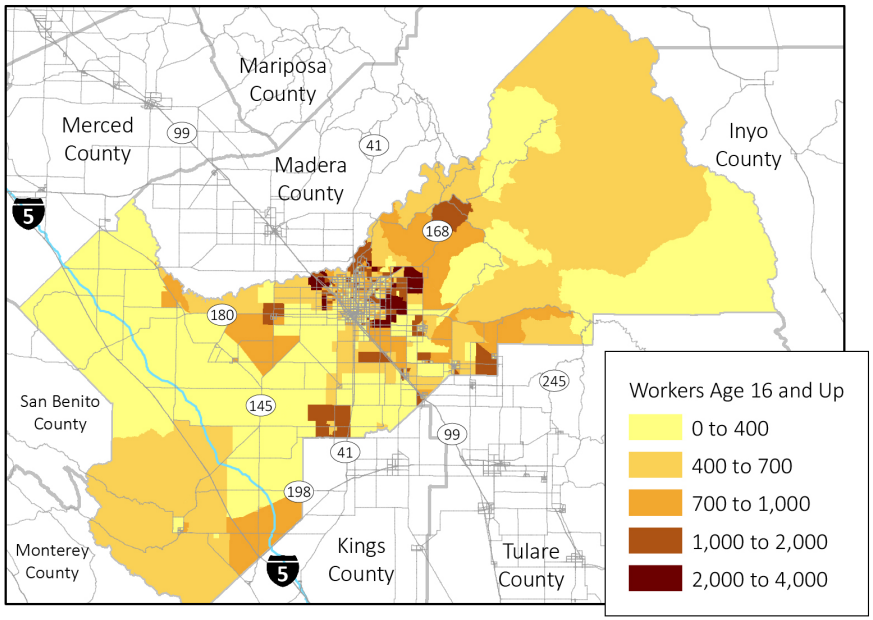


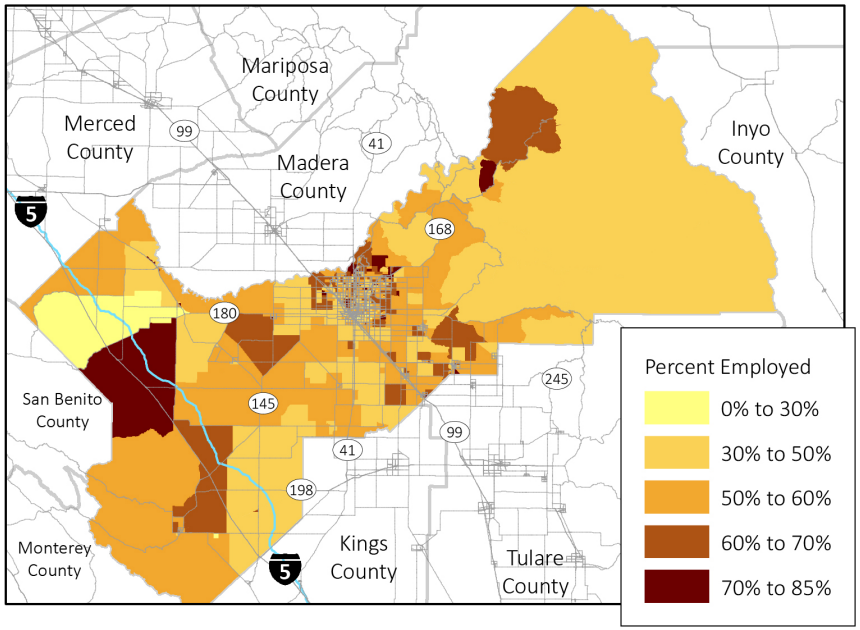


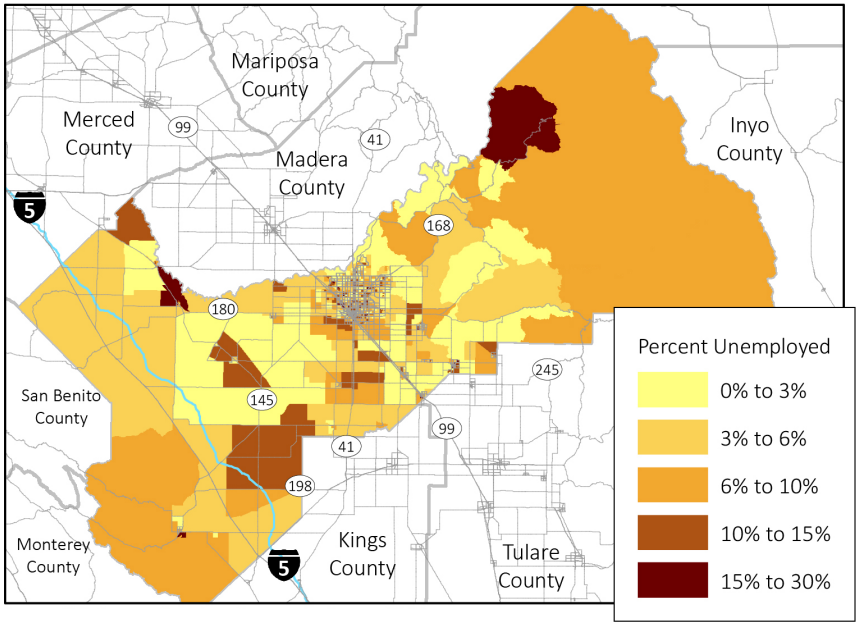


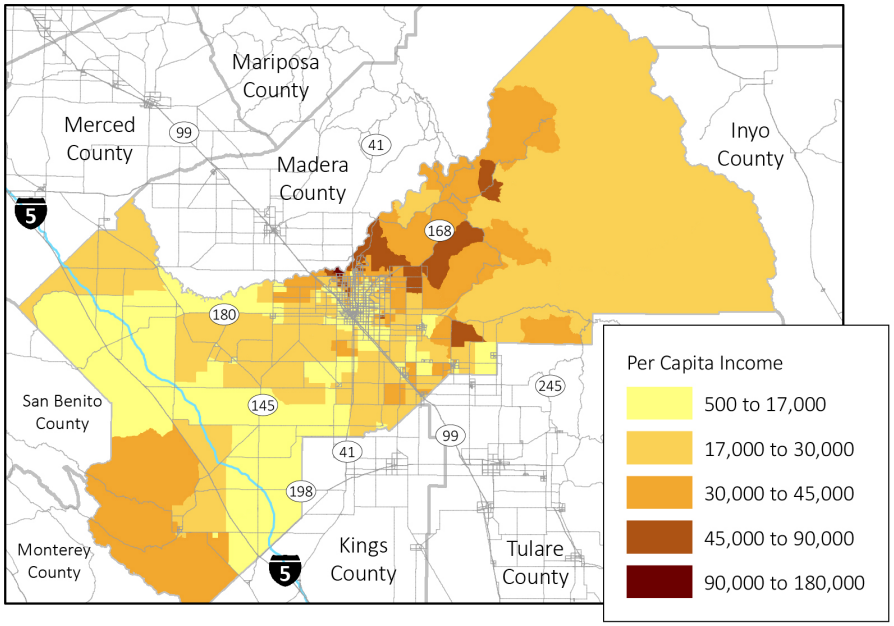
Source: U.S. Census, American Community Survey, 2017

Figure 17: Employment and Income Characteristics in Fresno County



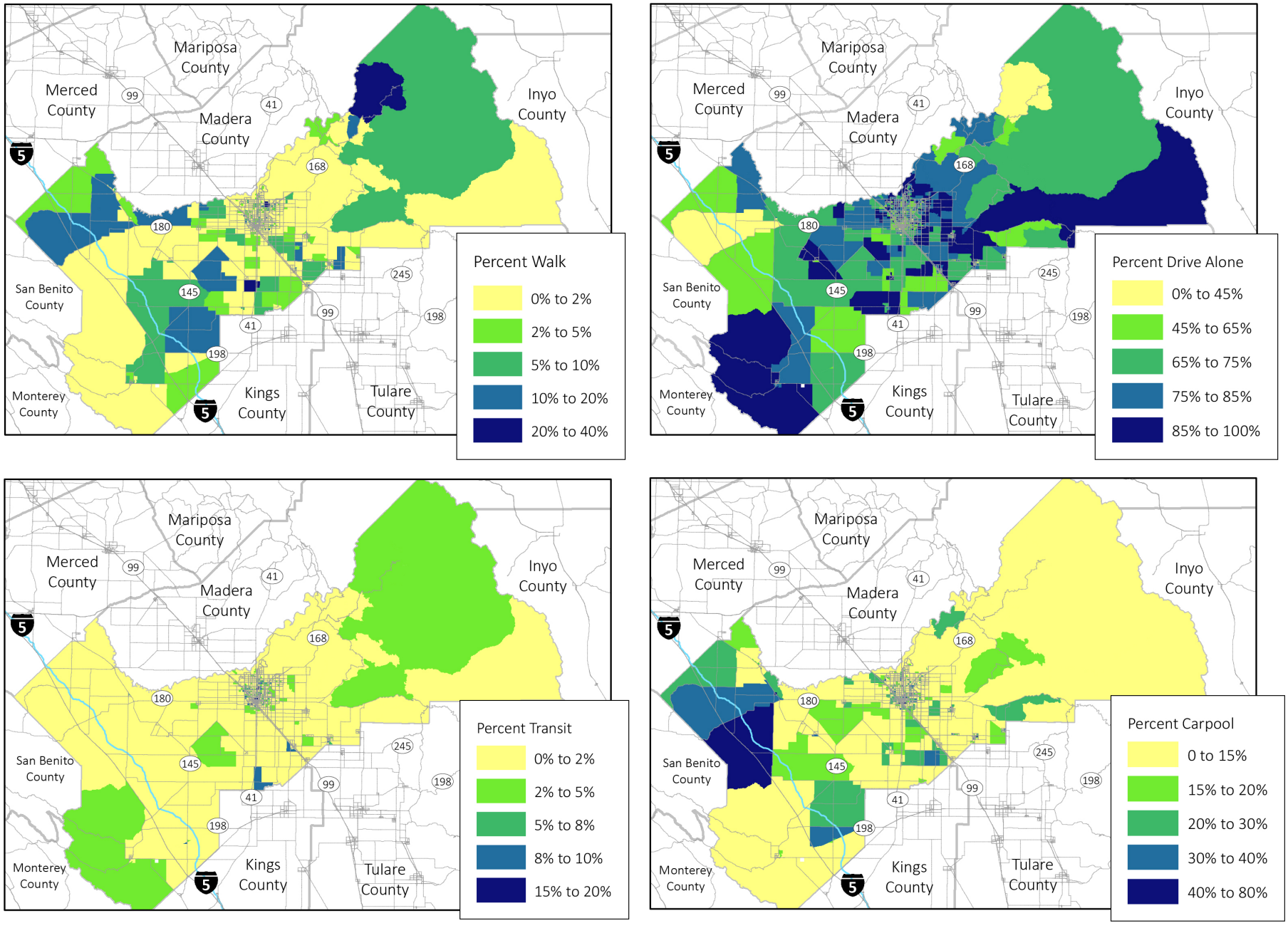






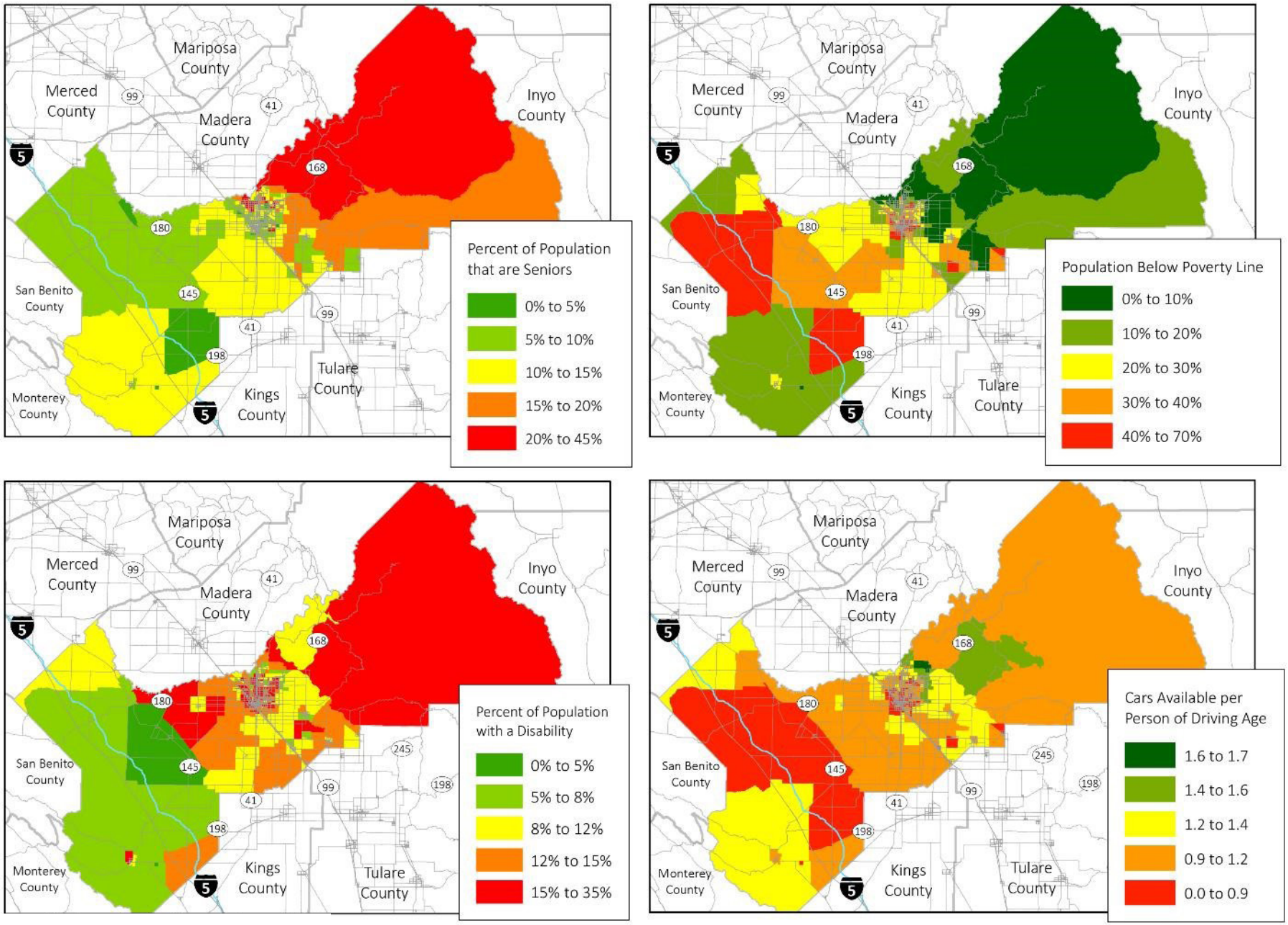
Source: U.S. Census, American Community Survey, 2017

Figure 18: Commute to Work Characteristics in Fresno County



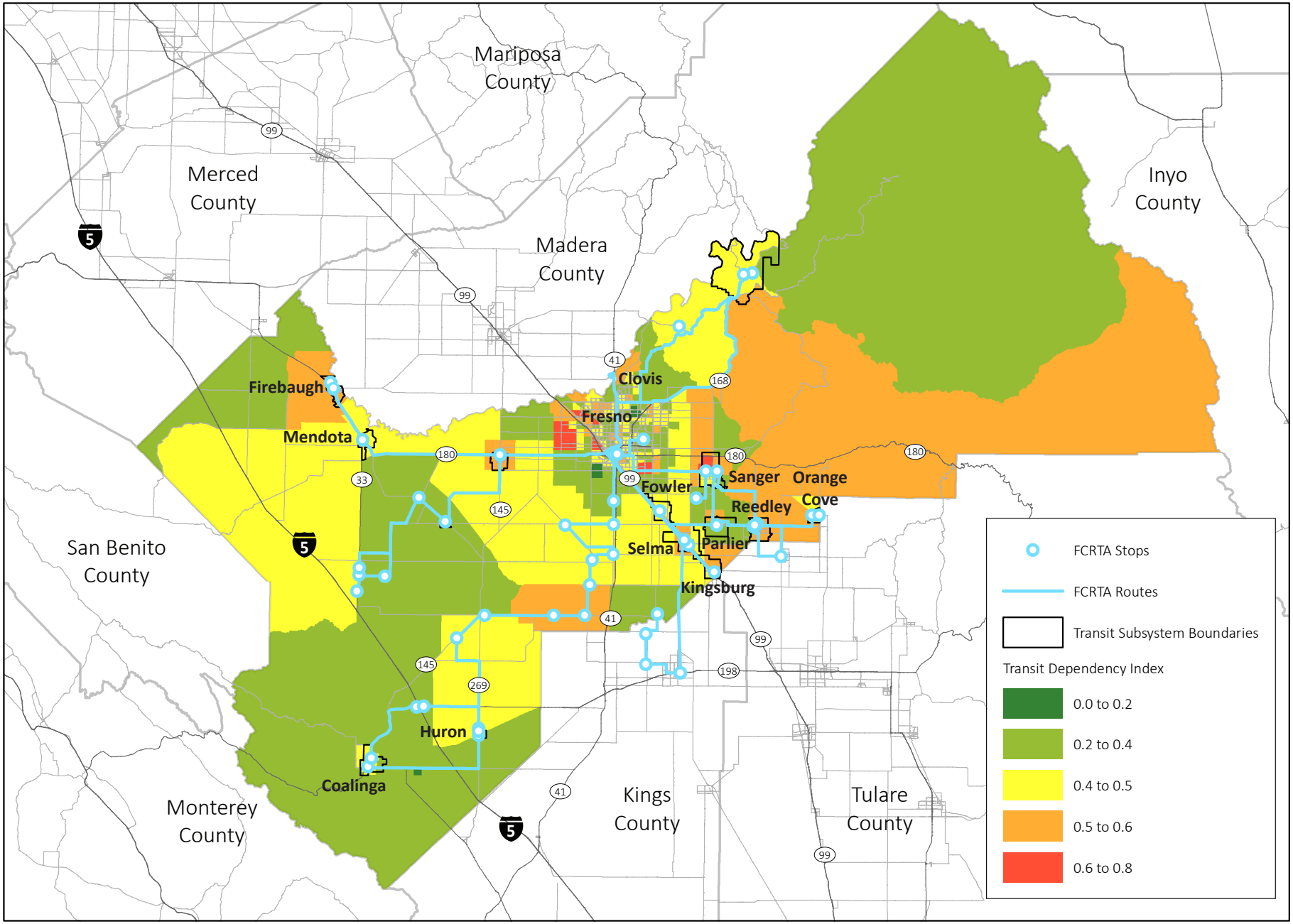
Source: U.S. Census, American Community Survey, 2017

Figure 19: Transit Demand Factors in Fresno County



Source: U.S. Census, American Community Survey, 2017

Figure 20: Transit Dependency Index in Fresno County



Source: Walker Consultants

15 Appendix

Appendix A: An example of a service agreement that can be modified to meet the operational requirements of the service between the operator and FCRTA.

AGREEMENT FOR CONTRACTOR SERVICES

This AGREEMENT, made and entered into this _____ day of _____, 2020 ("Execution Date") by and between the FRESNO COUNTY RURAL TRANSIT AGENCY, 2035 Tulare St., Suite 201, Fresno, California 93721, a joint powers Public Agency (hereafter referred to as "FCRTA"), and Inspiration Transportation, a 501(C)3 California domestic non-profit corporation (hereafter referred to as "CONTRACTOR"), located at 510 W Kearney Blvd, Fresno, California 93706, and doing business as Inspiration Transportation. FCRTA and CONTRACTOR are each a "Party" to this Agreement and collectively are the "Parties" to this Agreement.

WITNESSETH:

WHEREAS, it is necessary and desirable that FCRTA retain a contractor to operate a new alternative mobility rideshare program detailed in Section I. Paragraph A. (hereafter referred to as "PROJECT"); and

WHEREAS, CONTRACTOR represents it is qualified to perform the services required for the PROJECT and is willing to perform such services pursuant to the terms and conditions stated in this Agreement; and

NOW, THEREFORE, it is agreed by FCRTA and CONTRACTOR as follows:

I. CONTRACTOR'S OBLIGATIONS

A. The CONTRACTOR shall perform all work necessary to operate the PROJECT. CONTRACTOR shall perform all operative and administrative tasks for the PROJECT. The PROJECT shall consist of providing social services transportation to the rural unincorporated communities of Fresno County, with specific emphasis in serving Biola and West Park residents with micro-transit rides to non-emergency doctor appointments, grocery stores, social services, and other related quality of life essential transportation. CONTRACTOR shall provide such micro-transit rides with 24-hour advance reservations and real time based dispatching, based on availability of drivers and vehicles.

B. CONTRACTOR shall perform the tasks and services contemplated by this Agreement according to the PROJECT as set in Section I. Paragraph A. and according to the requirements of this Agreement.

C. CONTRACTOR shall perform all services required pursuant to this Agreement in the manner and according to the standards observed by a competent practitioner of the profession in which CONTRACTOR is engaged in the geographical area in which

CONTRACTOR practices his profession. All products of whatsoever nature which CONTRACTOR delivers to FCRTA pursuant to this Agreement shall be prepared in a substantial, first class manner and conform to the standards of CONTRACTOR's profession.

II. FCRTA's OBLIGATIONS

A. FCRTA shall compensate CONTRACTOR as provided in section III of this Agreement.

B. FCRTA shall issue and provide maintenance for 1-3 Chevy Bolt Electric Vehicles for this PROJECT.

C. FCRTA will make available to the CONTRACTOR any document, studies, or other information in its possession related to the PROJECT.

III. COMPENSATION

A. Total Compensation.
Notwithstanding any other provision in this Agreement, the basic fee for the services rendered shall be computed at the hourly thirty-seven dollars ($37.00) per hour, billed in half-hour increments, and shall be limited by an amount not to exceed the sum of $60,000.00.

B. Progress Payments.
FCRTA shall make progress payments to CONTRACTOR upon receipt and approval by FCRTA of CONTRACTOR's monthly invoices, based upon completion of the task and services as set forth in Section I Paragraph A. Payment of said progress payments to CONTRACTOR shall be based upon FCRTA's evaluation of the completion of each respective component.

C. Invoices.
CONTRACTOR shall submit two copies of each invoice with adequate supporting documentation of work billed and costs charged by Task as set forth in Section I Paragraph A, to FCRTA, specifying those services which CONTRACTOR believes have been completed. The invoice shall specify: (1) hours worked multiplied times the billing rates, (2) an itemization of other direct cost and/or subcontractor fees; (3) the total amount billed for the current period, (4) the total amount billed to-date for the project. (5) the retention amount withheld. The invoice shall include a written progress report adequately describing the services billed and provided, and summarizing the status of the PROJECT in regards to task completion, timelines, and budget.

D. Payment.
Within 30 days of receipt of a proper invoice, FCRTA shall determine whether CONTRACTOR has adequately performed to the satisfaction of FCRTA the item(s) for which CONTRACTOR seeks payment, and shall remit payment thereof to CONTRACTOR.

E. Disputes.

If FCRTA determines that CONTRACTOR has not adequately performed any such task or services, FCRTA shall inform CONTRACTOR of those acts in writing which are necessary for satisfactory completion of the item(s). CONTRACTOR shall undertake any and all work to satisfactorily complete the item(s) at no additional charge to FCRTA.

In the event there is a dispute over an alleged error or omission by CONTRACTOR, FCRTA shall have the right to withhold payment of CONTRACTOR's fees in the disputed amount.

FCRTA and CONTRACTOR shall endeavor to resolve any dispute informally between them. In the event the dispute cannot be thus resolved, either Party may request the Parties engage in arbitration or mediation (hereafter referred to as "arbitration") of the dispute before an independent arbitrator. In the case the Parties mutually agree to arbitrate the dispute, they shall mutually select an independent arbitrator or panel of arbitrators from Judicial Arbitration and Mediation Services, Inc. ("JAMS"), or another entity mutually agreed to. In the event a panel of arbitrators is selected, each Party shall select one member, and shall mutually agree on a third member of the panel. Any arbitration shall occur in Fresno County, California.

IV. TERMINATION

A. Termination Without Cause.

This Agreement may be terminated without cause at any time by FCRTA or the CONTRACTOR upon thirty (30) calendar days written notice. If FCRTA terminates this Agreement, CONTRACTOR shall be compensated for services satisfactorily completed to the date of termination based upon the compensation rates and subject to the maximum amounts payable agreed to in Section III.

B. Breach of Contract.

FCRTA may immediately suspend or terminate this Agreement in whole or in part, where in the determination of FCRTA there is:

1. an illegal or improper use of funds;

2. a failure to comply with any term of this Agreement;

3. a substantially incorrect or incomplete report, study, or other documents or documentation submitted to FCRTA;

4. improperly performed services under this Agreement.

In no event shall any payment by FCRTA constitute a waiver by FCRTA of any breach of this Agreement or any default which may then exist on the part of the CONTRACTOR. Neither shall such payment impair or prejudice any remedy available to FCOG with respect to the breach or default.

C. Non-Allocation of Funds.

The terms of this Agreement, and the services to be provided hereunder, are contingent on the approval of funds by the appropriating government agency. CONTRACTOR services and reimbursements beyond June 30, 2021, are subject to the inclusion of this project in the FCRTA FY21-22 Budget. Should sufficient funds not be allocated, the services to be provided hereunder may be modified, or this Agreement terminated at any time by FCRTA's giving the CONTRACTOR thirty (30) days advance written notice.

D. In the event of any termination of this Agreement, all finished and unfinished work materials, including, without limitation, notes, minutes, research, documents, maps, graphs, and studies, shall be FCRTA's property, and at FCRTA's sole option, shall be delivered by CONTRACTOR to FCRTA.

V. RIGHT TO PUBLISH/OWNERSHIP OF MATERIALS

FCRTA shall be the owner of all materials produced pursuant to this Agreement upon completion and full performance of this Agreement by CONTRACTOR and shall have the right to publish, disclose, distribute, and otherwise use, in whole or in part, any reports, data, or other materials prepared by CONTRACTOR under this Agreement. CONTRACTOR shall not be liable for misuse or modification beyond their control by FCRTA of materials produced pursuant to this agreement.

VI. INDEPENDENT CONTRACTOR

In performance of the work, duties, and obligations assumed by CONTRACTOR to be provided under this Agreement, it is mutually expressly understood and agreed that CONTRACTOR, including any and all of CONTRACTOR's officers, agents, and employees will at all times be acting and performing as an independent contractor, and shall act in an independent capacity and not as an officer, agent, servant, employee, joint venture, partner, or associate of FCRTA. Furthermore, FCRTA shall have no right to control or supervise or direct the manner or method by which CONTRACTOR shall perform its work and function. However, FCRTA shall retain the right to administer this Agreement so as to verify that CONTRACTOR is performing its obligations in accordance with the terms and conditions thereof. CONTRACTOR and FCRTA shall comply with all applicable provisions of law and the rules and regulations, if any, of governmental authorities having jurisdiction over matters the subject thereof.

Because of its status as an independent contractor, CONTRACTOR shall have absolutely no right to employment rights and benefits available to FCRTA employees. CONTRACTOR shall be solely liable and responsible for providing to, or on behalf of, its employees all legally-required employee benefits. In addition, CONTRACTOR shall be solely responsible and save FCRTA harmless from all matters relating to payment of CONTRACTOR's employees, including compliance with Social Security, withholding, and all other regulations governing such matters. It is acknowledged that during the term of this Agreement, CONTRACTOR may be providing services to others unrelated to FCRTA or to this Agreement.

VII. ASSIGNMENT

CONTRACTOR shall not assign or subcontract its duties under this Agreement without the prior express written consent of the FCRTA. No such consent shall be construed as

making the FCRTA a party to such subcontract, or subjecting the FCRTA to liability of any kind to any subcontractor.

No subcontract whether existing or later entered into as set forth herein, under any circumstances shall relieve the CONTRACTOR of his liability and obligation under this contract, and all transactions with the FCRTA must be through the CONTRACTOR. Subcontractors may not be changed by CONTRACTOR without the prior express written approval of FCRTA.

CONTRACTOR has named no subcontractors ("Approved Subcontractors") as subcontractor(s) for the purposes of this Agreement. CONTRACTOR represents and covenants by entering into this Agreement that it is the prime contractor in this Agreement, and that it is responsible for all acts or omissions of its said subcontractors, if any. CONTRACTOR shall also be responsible for submitting invoices, in accordance with the requirements of Section III of this Agreement, to FCRTA for work performed by the Approved Subcontractors, and shall remit payment to the Approved Subcontractors in accordance with the agreements between CONTRACTOR and the Approved Subcontractors. FCRTA shall have no responsibility to provide compensation directly to the approved Subcontractors, if any.

VIII. BINDING NATURE OF AGREEMENT; MODIFICATION

The Parties agree that all of the terms of this Agreement and its Exhibits shall be binding upon them and that together these terms constitute the entire Agreement of the Parties with respect to the subject matter hereof. No variation or modification of this Agreement and no waiver of any of its provisions or conditions shall be valid unless in writing and signed by duly authorized representatives of the Parties. This Agreement shall be binding upon FCRTA, the CONTRACTOR, and their successors in interest, legal representatives, executors, administrators, and assigns with respect to all covenants as set forth herein.

IX. INDEMNITY

CONTRACTOR agrees to indemnify, save, hold harmless, and at FCRTA's request, defend the FCRTA, its boards, committees, representatives, officers, agents, and employees from and against any and all costs and expenses (including reasonable attorneys fees and litigation costs), damages, liabilities, claims, and losses (whether in contract, tort, or strict liability, including, but not limited to, personal injury, death, and property damage) occurring or resulting to FCRTA to the extent they are caused from any negligent, recklessness or willful misconduct of CONTRACTOR, its officers, agents, subcontractors, or employees in their performance of this Agreement, and from any and all costs and expenses (including reasonable attorneys fees and litigation costs), damages, liabilities, claims, and losses (whether in contract, tort, or strict liability, including, but not limited to, personal injury, death and property damage), occurring or resulting to any person, firm, corporation, or entity who may be injured or damaged to the extent such injury or damage arises from any negligent acts, errors or omissions of CONTRACTOR, its officers, agents, subcontractors, or employees in their performance of this Agreement.

X. NON DISCRIMINATION AND DBE

CONTRACTOR shall not discriminate on the basis of race, color, national origin, orsex in the performance of this contract. CONTRACTOR shall carry out all applicable requirements of 49 CFR part 26 in the award and administration of DOT-assisted contracts. Failure by the contractor to carry out these requirements is a material breach of this contract,

which may result in the termination of this contract and such other remedy as FCRTA deems appropriate.

XI. INSURANCE

The FCRTA shall secure and maintain throughout the term of this Agreement, or extensions thereof, automobile liability (Bodily Injury and Property Damage) not less than $5,000,000 per occurrence;

The FCRTA shall provide the CONTRACTOR with valid certificates of insurance reflecting the above and further, that said coverage has the following endorsements:

1. In that the CONTRACTOR and their appointive and elective officers and employees are additionally named insured.

2. That said policy shall not be canceled or terminated except upon thirty (30) days prior written notice to the other Parties of this agreement.

Said certificates or other proof of the required insurance, acceptable to the CONTRACTOR, shall be provided before the Contractor commences performance under this Agreement or extensions thereof.

The CONTRACTOR shall report any and all accidents and incidents to the FCRTA General Manager as they occur. A written report, using FCRTA's Accident Form shall be submitted within twenty-four (24) hours of the occurrence. The accident/incident shall be rated under the following classifications: "preventable" or "non-preventable"; "at-fault" or "not-at-fault" to assist in risk management follow-up and on-going in-service training of all drivers. After review of the accident/incident, FCRTA will evaluate and determine which classification the accident/incident falls under to determine corrective action. FCRTA will make a determination of which classification based on review of police reports if available and DMV pull notice report. The Contractor shall assume any and all liability for non-compliance with this provision.

The CONTRACTOR will also be responsible to pay for "preventable" and "at fault" accidental damages, up to five thousand dollars ($5,000.00). "Preventable" and "at fault" accidental damages will be based upon determination of the accident report based on transportation industry standards and the insurance company's assessment of damages. Specific financial arrangements shall be resolved between the Parties of this Agreement with the fiscal year (July through June) in which the accident occurred, as defined by the period of the contractual Agreement.

The CONTRACTOR shall secure and maintain workers compensation coverage as required by statute. The CONTRACTOR shall assume any and all liability for non-compliance with this provision.

XII. CONFLICT OF INTEREST

CONTRACTOR covenants that it has no interest, and will not have any interest, direct or indirect, which would conflict in any manner with the performances of the services required hereunder.

XIII. EFFECTIVE DATE, TERM

This Agreement shall become effective as of the Execution Date and shall remain in full force and effect through June 30, 2021 unless sooner terminated or unless its term is extended. Upon the mutual written Agreement of the Parties hereto, this Agreement may be extended beyond that date.

XIV. NOTICES

Any and all notices between FCRTA and the CONTRACTOR provided for or permitted under this Agreement or by law shall be in writing and shall be deemed duly served when personally delivered to one of the Parties, or in lieu of such personal service, when deposited in the United States Mail, postage prepaid, addressed to such Party, at such addresses set forth below:

FCRTA
Fresno County Rural Transit Agency
2035 Tulare St., Suite 201
Fresno, CA 93721

CONTRACTOR
Inspiration Transportation
510 W Kearney Blvd,
Fresno, CA 9370

XV. PROJECT MANAGER

The CONTRACTOR's project manager shall be Matthew Gillian. CONTRACTOR may not change its project manager without obtaining prior express written approval by FCRTA. It is understood by the Parties hereto that in entering into an agreement of this type with CONTRACTOR, FCRTA has evaluated Exhibit A and taken into consideration the project team designated therein for this PROJECT, including but not limited to CONTRACTOR's designation of Matthew Gillian as the project manager for said PROJECT.

XVI. VENUE; GOVERNING LAW

Venue for any claim or action arising under this Agreement shall only be in Fresno County, California. This Agreement shall be governed in all respects by the laws of the State of California.

XVII. COMPLIANCE WITH LAWS

CONTRACTOR shall comply with all current Federal, State, and local laws, ordinances, and regulations applicable in carrying out its obligations under this Agreement.

CONTRACTOR agrees that Contract Cost Principles and Procedures, 48 CFR, Federal Acquisition Regulations System, Chapter 1, Part 31 et. seq., shall be used to determine the eligibility of individual items of cost.

CONTRACTOR also agrees to comply with applicable federal procedures in accordance with 49 CFR, Part 18, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments.

For the purpose of determining compliance with Public Contract Code 10115, et seq. and Title 21, California Code of Regulations, Chapter 21, Section 2500 et seq., when applicable, and other matters connected with the performance of the contract pursuant to Government Code 8546.7, the CONTRACTOR, contractor's subcontractors, and the FCRTA shall maintain all books, documents, papers, accounting records, and other evidence pertaining to the performance of the contract, including but not limited to, the cost of administering the contract. All Parties shall make such material available at their respective offices at all reasonable times during the contract period and for three years from the date of final payment under the contract. Any duly authorized representative of the FCRTA, the state, or federal government shall have access to any books, records, and documents that are pertinent to the contract for audits examinations, excerpts, and transactions, and copies thereof shall be furnished if requested.

Any costs for which payment has been made to CONTRACTOR that are determined by subsequent audit to be unallowable under Title 2, CFR part 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards or 2 CFR, Part 1201, Uniform Administrative Requirements Costs Principles, and Audit Requirements for Federal Awards, are subject to repayment by Contractor to FCRTA.

XVIII. CONTRACTOR'S LEGAL AUTHORITY

Each individual executing or attesting this Agreement on behalf of CONTRACTOR hereby covenants, warrants, and represents: (1) that he or she is duly authorized to execute or attest and deliver this Agreement on behalf of such corporation in accordance with a duly adopted resolution of the corporation's board of directors and in accordance with such corporation's article of incorporation or charter and bylaws; (2) that this Agreement is binding upon such corporation; and (3) that CONTRACTOR is a duly organized and legally existing corporation in good standing in the State of California.

XIX. NO THIRD PARTY BENEFICIARIES

Notwithstanding anything else to the contrary herein, the Parties acknowledge and agree that no other person, firm, corporation, or entity shall be deemed an intended third-party beneficiary of this Agreement.

XX. SEVERABILITY

In the event any provisions of this Agreement are held by a court of competent jurisdiction to be invalid, void, or unenforceable, the Parties will use their best efforts to meet and confer to determine how to mutually amend such provisions with valid and enforceable provisions, and the remaining provisions of this Agreement will nevertheless continue in full force and effect without being impaired or invalidated in any way.

XXI. HEADINGS; CONSTRUCTION; STATUTORY REFERENCES

The headings of the sections and paragraphs of this Agreement are for convenience only and shall not be used to interpret this Agreement. This Agreement is the product of negotiation

between the Parties. The language of this Agreement shall be construed as a whole according to its fair meaning and not strictly for or against any Party. Any rule of construction to the effect that ambiguities are to be resolved against the drafting party shall not apply in interpreting this Agreement. All references in this Agreement to particular statutes, regulations, ordinances or resolutions of the United States, the State of California, or the County of Fresno shall be deemed to include the same statute, regulation, ordinance or resolution as hereafter amended or renumbered, or if repealed, to such other provisions as may thereafter govern the same subject.

XXII. DRUG FREE WORK PLACE

CONTRACTOR shall certify compliance with Government Code Section 8355 pertaining to providing a drug-free workplace per Exhibit A- "Drug Free Workplace Certification", attached hereto and incorporated herein by this reference as though set forth in full.

XXIV. INTEGRATED AGREEMENT

This Agreement represents the full and complete understanding of the Parties with respect to the subject matter hereof, and all preliminary negotiations and oral or written agreements with respect thereto are merged herein. No verbal agreement or implied covenant shall be held to vary the provisions hereof.

(Signature page follows.)

IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be executed as of the date and year first above written.

FRESNO COUNTY RURAL TRANSIT AGENCY

By_____
MOSES STITES, General Manager

CONTRACTOR,

By_____
MATTHEW GILLIAN, Executive Director

APPROVED AS TO LEGAL FORM ON BEHALF OF THE FCRTA:
DANIEL C. CEDERBORG, County Counsel

By Bryan D. Rome E-Signed on July 22, 2020
BRYAN ROME, Deputy County Counsel

APPROVED AS TO LEGAL FORM ON BEHALF OF INSPIRATION TRANSPORTATION:

By_____

Print _____

Appendix B: Current FCRTA Monthly Reporting Statistics

1. FCRTA Vehicle accident report:
    a. Location
    b. Contact information
    c. Type of incident
    d. Follow up

2. FCRTA Driver and vehicle Incident report:
    a. Driver name
    b. Vehicle number and route
    c. Exact location
    d. Contact information
    e. Type of incident
    f. Follow up
    g. Injuries
    h. Damaged items

3. Dispatch incident report:
    a. Date, vehicle number and mileage
    b. Exact location
    c. Name and contact information
    d. Type of incident
    e. Follow up
    f. Injuries
    g. Damaged items

4. Down Route report
    a. Date
    b. Route name
    c. Start and end times and total hours route is down
    d. Reason

5. On-Time Performance
    a. Date/time of late occurrence
    b. Late occurrence of 30 minutes or more
    c. Late occurrence of one hour or more
    d. Route
    e. Name of Driver
    f. Reason for late occurrence
    g. Follow up

6. Driver Requests
    a. Date of request
    b. Number of drivers requested
    c. Route
    d. Contact of requester

7. Customer Complaints
    a. Date
    b. Vehicle service area or route
    c. Driver name
    d. Nature of complaint
    e. Follow up

8. No Show and Trip Denial
    a. Date of no show or trip denial
    b. Type of service
    c. Name of driver
    d. Name of dispatch
    e. Passenger information
    f. Reason for no show or trip denial
    g. Follow up

9. Electric Vehicle Tracking
    a. Date used
    b. Vehicle number
    c. Driver
    d. Pick up address
    e. Drop off address
    f. Hours driven
    g. Miles Traveled
    h. Number of passengers
    i. Fare
    j. Accommodation
    k. Route

10. Driver Camera Review
    a. Behavior
    b. Frequency
    c. Trend