

# *Transit Productivity Evaluation FY 2017*

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

**January, 2018**

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# **FY 2017 TRANSIT PRODUCTIVITY EVALUATION**

## **INTRODUCTION**

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

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

The FY 2017 Productivity Evaluation covers the time period of July 1, 2016 to June 30, 2017 and assesses the following agencies:

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

State law also requires Triennial Performance Audits of each transit operator (PUC 99246-99249). The most recent performance audit of the operators listed above was completed by Michael Baker International for FY2013 through FY2015. Final recommendations from the audits are reflected in this report.

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

Public transportation operators in Fresno County provided a total of 10.6 million passenger trips from the period beginning July 2016 through June 2017 (FY 2017) at a cost of approximately \$56.6 million. As shown in Table 1, the systems traveled a combined 7,607,837 miles and operated 616,889 hours of service. Fares collected totaled \$11.4 million, representing an overall 20.1 percent farebox recovery ratio.

FAX, the largest public transit provider in the Fresno County region, provided a total of 9.6 million passenger trips (90 percent of the county total), followed by FCRTA, and the CTSA with 391,861 trips (3.7 percent) and 217,323 trips (2.0 percent) respectively. Fresno Handy Ride provided 199,948 trips (1.9 percent of the county total), while Clovis Stageline and Clovis Roundup combined provided 215,143 (1.7 percent) of all trips.

System wide, 17.2 passengers per hour and 1.4 passengers per mile were carried during FY2017. The cost per hour was \$91.70 and cost per passenger was \$5.33. Overall, the systems provided 10.6% fewer passenger trips in FY 2017 than in FY 2016.

**Table 1**

# Fresno County Public Transportation Systems

## Productivity Summary

### FY 2017

Agency	Passengers	Miles	Hours	Costs	Fare Revenues	Pass/ Hour	Pass/ Mile	Cost/ Hour	Farebox Ratio
FAX	9,622,875	3,966,436	340,918	\$37,717,694	\$7,640,262	28.23	2.43	\$110.64	20.26%
Handy Ride	199,948	1,156,767	98,107	\$6,580,419	\$259,414	2.04	0.17	\$67.07	3.94%
Stageline	131,597	257,006	21,401	\$1,959,622	\$391,900	6.15	0.51	\$91.57	20.00%
Round-up	56,236	371,753	30,593	\$2,686,329	\$216,789	1.84	0.15	\$87.81	8.07%
FCRTA	391,861	995,829	75,449	\$4,901,554	\$572,674	5.19	0.39	\$64.97	11.68%
*CTSA	217,323	860,046	50,421	\$2,720,114	\$2,313,679	4.31	0.25	\$53.95	81.00%
<b>Total</b>	<b>10,619,840</b>	<b>7,607,837</b>	<b>616,889</b>	<b>\$56,565,732</b>	<b>\$11,394,718</b>	<b>17.22</b>	<b>1.40</b>	<b>\$91.70</b>	<b>20.14%</b>

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

**NOTE:** Both FCRTA and CTSA farebox revenues include some social service augmentation consistent with Fresno COG’s AB120 Action Plan and the State TDA. Clovis Stageline and Roundup farebox includes some Measure C funds. FAX and Clovis Stageline passengers include transfer passengers.

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



# Section I

## *Fresno Area Express and Handy Ride*



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# **SECTION I**

## **2017 PRODUCTIVITY EVALUATION**

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

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

Fresno Area Express (FAX), operated by the City of Fresno, is the largest mass public transportation provider in the San Joaquin Valley and provides service within the Fresno-Clovis Metropolitan Area (FCMA). FAX operates scheduled fixed-route service throughout the metropolitan area on 16 routes, seven days per week including evening service on weekdays. FAX currently has a fleet of 105 buses, 85 of which operate during the morning and evening peak commute periods. All buses are equipped with wheelchair passenger lifts/ramps and bicycle racks. Generally, the routes follow a modified grid pattern. Eight lines converge downtown on weekdays with coordinated schedules at four existing bus transfer facilities, the largest located in Downtown Fresno and Manchester Transit Center at the Manchester Mall.

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

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

According to American Community Survey, the FCMA population has grown by 4.3 percent between 2010 and 2016. Most of this growth has been north and northeast of Downtown Fresno, the hub of FAX's fixed-route service, but more recently we are seeing an increase in the southeast and northwest as well as in the downtown central core. A significant challenge to FAX over the next five years will be to develop service that reflects travel pattern changes which are the result of a continuing suburbanization of jobs, housing, and retail facilities. Additionally, over the next several years FAX will play a greater role in addressing the problems brought forth by increased traffic congestion and poor air quality. FAX continues to pursue these objectives through service, operations, maintenance, capital improvements, public outreach and marketing.

FAX continues to monitor requirements mandated by the Americans with Disabilities Act (ADA) of 1990. One of the provisions is complementary paratransit service which provides the eligible members of the disabled community within FAX's service area, with a level of service that is comparable to the service provided by FAX's fixed-route system. The latest paratransit plan update was submitted to the Federal Transit Administration (FTA) in January 1996, and is on file at the FAX Administrative Office.

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

In Fiscal Year 2017, Fresno Area Express (FAX) made service modifications to the FAX Fixed-Route network. Specific changes include:

- Decreased headways on several of the more popular routes in the network including routes 9, 30, and 38.
- Increased night service for several of the more popular routes including routes 9, 28, 30, and 32.
- Decreased headways for weekend service on several routes in the FAX Fixed Route network including routes 20, 22, 26, and 41.

## **EXTERIOR BUS ADVERTISING**

Fresno Area Express initiated a request for proposals for bus advertising services in the fall of 2014. Lamar Transit Advertising won the bid and was awarded a five year contract to provide the service. The bus advertising program has provided FAX with much needed revenues for operational expense

## **BIKE AND BUS PROGRAM**

The Bike and Bus program continues to be popular with FAX passengers as the demand and usage is constantly on the rise. All FAX buses are equipped with a bike rack and have the capacity to carry 3 bikes.

## **WHEELCHAIR LIFT DEPLOYMENTS**

As is the case with the Bike and Bus Program, wheelchair lift deployments have also been on the rise. With the introduction of the new 2005/2006 New Flyer low floor buses, the access for passengers with mobility devices has been greatly improved. Fresno Area Express is now on a path to purchase low-floor buses whenever possible. These vehicles utilize a wheelchair ramp instead of a lift. This type of system is faster, more efficient and less prone to service.

New BRT Q and FAX15 buses have a new wheelchair restraint system that allows the wheelchair user more freedom and less physical interaction by the driver. The system is easy to use by a disabled person in a wheelchair. They back into the wheelchair area and press a button to engage the restraint system that secures around the wheels.

## **SUPPORT SERVICES**

FAX's Support Services Division is responsible for operation of the Manchester Transit Center sales office, for directly overseeing the administration of the Handy Ride contract, and assuring full compliance with the requirements set forth by the 1990 Americans with Disabilities Act (ADA). In January 2012 the new Handy Ride Center opened in central Fresno. One of the biggest benefits of the move is that it has brought FAX staff and the private operator's staff into the same building bringing greater oversight and a better working relationship. FAX staff now has a convenient, central location to provide face to face evaluations, Handy Ride orientations, and lost and found services. The Handy Ride Center has a fueling station and maintenance facilities on site, increasing the amount of time vehicles are available to serve Handy Ride customers.

## **ADMINISTRATION**

The Administration Division provides personnel, technology, procurement, financial, and regulatory compliance support to the Department of Transportation. The Division is responsible for leading the Department in building its annual operating and capital budgets. The Division manages and reports on approximately 30 federal and state grants. Through its focus on improving the Department's financial resources, the Division is able to assist in sustaining and improving public transportation in the City of Fresno.

In fiscal year 2017 the Department of Transportation was awarded \$11.9 million in federal, state, and local capital grants. These funds, along with previously awarded funding, will be used to remodel facilities, improve bus stop infrastructure, upgrade security in the transportation yard, improve communication systems, enhance current service, and to purchase support vehicles, fixed route buses, and paratransit buses. In addition, these capital funds were used for the construction of the Bus Rapid Transit (BRT) service which begins revenue service in February 19, 2018.

## **PLANNING**

The ADA, air quality, congestion management, land-use and population growth, system productivity, on-time performance, and passenger requests are all major concerns that directly impact public transit service in the Fresno-Clovis Metropolitan Area (FCMA). Each of these elements must be evaluated thoroughly when planning service adjustments and modifications. Customer Satisfaction Surveys are one method which is used to evaluate service. The last survey identified that passengers were most concerned about Bus hours of operation on weekends. In addition to these self-evaluations, FAX has participated in a triennial audit and annual audits conducted by the FTA and the City of Fresno to verify that all of our transit programs are being operated in an effective and efficient manner.

The Planning Division at FAX continues to participate in the City of Fresno Development Review Process. This enables FAX to comment on potential impacts of proposed public or private developments. Staff also provides assistance to developers in designing transit friendly facilities. The Transit Long Range Master Plan identified two transit scenarios for the future; Productivity and Coverage. The Productivity scenario would be a transit strategy of maximizing ridership per unit of cost. This system would encourage high quality service where demand is high and little or no service where demand is low. Obviously, since transit is a public service paid for by all taxpayers, the Productivity goal must be balanced against its opposite, the need to provide some benefit to everyone. The opposite of the Productivity goal is the Coverage goal which would be designed to provide some coverage to everyone. This system penetrates parts of the community where transit cannot expect to operate with high productivity, either due to low densities or a built environment that is unsafe or unpleasant for pedestrians. Future funding sources will play an integral part in the determination of the Coverage strategy since any shortfall in funding may inhibit FAX from providing any service beyond what is currently being provided.

Fresno Area Express continues to work on the implementation of the Strategic Services Evaluation. Additional public engagement for the project is taking place at the time of this writing. The project will include a Title VI Service Equity Analysis.

FAX is continuing the implementation of the City's first Bus Rapid Transit line. The Project is an approximately 13.8-mile BRT line connecting the major north-south corridor (Blackstone Ave.) and a major east-west corridor (Ventura Ave. and Kings Canyon Rd). FAX will use 17 40' buses for the proposed service. All vehicles will be procured with project funds, as shown in the VSS capital cost summary. Station construction activities have begun on the Blackstone corridor and revenue service is scheduled for February 19, 2018.

## **OPERATIONS**

The FAX Operations Division is responsible for the safe and efficient operation of all FAX revenue vehicles. The Operations Division is the largest division in the Department of Transportation with approximately 426 employees out of which 232 are bus operators. As of June 30, 2017, there were 43 open full-time positions for a total of 275 full-time driver positions. The division has been emphasizing improving its customer service by hiring dedicated training officers, automating its bus operator assignment process and participated in reviewing strategies to make the system more efficient. The division has been supporting future system restructuring by ensuring it's involved in identifying the number of drivers needed and streamlining the new driver training program. The goal is to hire approximately 50 new bus operators in FY2017. The Division has also been proactive in identifying routes that were being impacted by overcrowding. Overall, the Operations Division has increased its personnel resources to align itself for changes in the system that will improve customer service and reliability.

## **MAINTENANCE**

The Maintenance Division continues its focus to provide efficient, best-of-class service. Performance benchmarks are being implemented to measure work outputs against industry standards. The Division is committed to deliver maintenance service which meets or exceeds customer expectations. A strong emphasis is given to bus cleanliness, including both the exterior and interior, to provide a pleasurable riding experience to passengers and operators alike.

In FY17, the Maintenance Division received 34 and 9 in FY18 new 40' buses. FAX has completed the rebuild of the CNG compressor and purchased and installed a twin IMW CNG compressor. The CNG improvements have reduced fueling and station down times and allow more time for bus cleaning and detailing. The division has also developed a safety committee that includes shop personnel and supervisors to review safety and accidents to reduce injuries and claims. Maintenance continues to provide staff with additional aftermarket training opportunities to ensure we have the most qualified technicians with the most up to date information. FAX has started a new service that increased frequency along the Shaw and Cedar corridors (FAX15) to 15 minutes and is working on completing the BRT service that will service the Blackstone and Kings Canyon corridors. The BRT service is expected to start in early 2018.

## **PUBLIC INFORMATION AND COMMUNITY OUTREACH**

During FY 2017, FAX continued to provide public information and outreach activities with the intent of increasing public awareness and ridership as well as improving public perception of bus transit in the FCMA. Transit services were promoted through advertising, participation in local events, agency presentations, and by communicating essential public transportation information with individuals and community based organizations. FAX utilized its large format printer and laminator to produce current system and customer information displays in English and Spanish for the kiosks at Courthouse Park, and Manchester Transit Center. FAX directed its outreach efforts toward the FCMA's diverse population through cultural, age, disability, and socio-economic sensitive communication. FAX used newspaper advertisements, posters, bus placards, schedule guides, maps, flyers, e-mail, the FAX website, and bus audio and visual announcements to connect with the community. The FAX website provided a portal to useful information such as bus schedules, holiday service, transit trip planning, transit free application for schedules, Bus Rapid Transit (BRT), and safety and security notices. The website based Service Alert notification system continued in FY 2017, and allowed passengers weekly access to situations that affect trips such as detours, temporary bus stop locations, and tripper service. . FAX continued to encourage passengers to share their concerns about the system by connecting with the Customer Service staff through email, by telephone, and in person.

Nonprofit organizations took advantage of discounted interior advertising space on FAX buses. Agency messages informed passengers about social services, healthy living, health services, safety, education, and community events.

FAX continued to improve on time performance by expanding its use of electronic communications technology utilizing a Global Positioning Satellite (GPS) system, an Automatic Vehicle Location (AVL) component, and a Geographical Information System (GIS) element. Twenty-five public information "On Street" signs installed at the Manchester Transit Center (MTC), FAX Downtown Transit Center, Fresno Yosemite International Airport, Fresno and Shaw, and the Cesar E. Chavez Adult Education Center provided real-time bus arrival information to the riding public. General transit information and trip planning assistance was offered to customers in the FCMA through the use of FAX's public service line 621-RIDE (7433), FAX website, [www.fresno.gov/fax](http://www.fresno.gov/fax), and in person at the FAX Manchester Transit Center office. In addition, FAX continued its partnership with Google Transit, and hosts its internal Interactive Voice Response (IVR) system to provide online transit trip planning.

## **CAPITAL PROJECTS**

### **Bus Procurement**

In August 2015, FAX entered into a five year contract with Gillig for 30' and 40' Regular Fixed Route buses and 40' BRT buses. These buses are a combination of replacements for old buses and additional buses to support FAX15 and BRT service beginning in January 2017. In FY2017, 34 and 9, Model Year 2017 40' Gillig buses were delivered to that will be used on our BRT route.

### **New Fare Media**

With the procurement of new fare collection equipment, FAX now has the ability to utilize new fare media including magnetic stripe card readers and smart cards. Currently all monthly passes are "flash passes", which require the passenger to show the driver the pass and the driver then records the trip manually on the farebox. New fare media allows the passenger to swipe/tap their card to the farebox and automatically register the fare paid. This will allow the driver more time to focus on customer service as well as the safe operation on their vehicle. Clovis Transit has also invested in new fare collection equipment that is compatible with FAX. This will allow us to continue our cooperative agreements of accepting transfers and the monthly Metro Card.

### **Bus Stop Improvements**

FAX is working on a number of capital projects to enhance passenger amenities, security and increase our operating efficiency. One of our larger projects, The Court House Project is complete. In total, 11 new enhanced bus passenger shelters that included security lighting were installed. The installation included (31) passenger benches and (15) 32 gallon trash containers. Additionally, (3 each) three sided kiosks were refurbished and installed. The kiosks were formally in place but required a change in color and the plastic viewing surface was replaced safety glass. It should be noted that security cameras were not included in this phase of the remodel.

A second large project, The Manchester Transit is currently under construction to undergo several upgrades including the outside passenger service area will include a complete reconfiguration of all concrete surface areas. Outdated passenger shelters will be replaced with newly designed larger passenger shelters. The exterior building and passenger waiting areas will be enhanced with LED security lighting that will provide a comfortable, safe space while at the same time reducing operating costs. Finally, the interior of the office space, breezeway and bathroom facilities will be completely remodeled

Another capital improvements project to increase FAX's operational efficiency was the Compressed Natural Gas bus fueling station. The newly installed compressor and related components has been installed and is in operation. The General Contractor is currently in the process of working to correct items noted on a punch list that was recently created and once that process is complete, the Department will accept the project as being completed.

The project started in FY 2016 to update passenger shelters, including lighting, passenger benches has been completed.

### **Security Lighting:**

The Department has various bus stop locations that are currently outfitted with security lighting, either solar or hardwired. This past year, a project to determine their operational status was undertaken. Those locations that were found with non-operational lighting were fixed by a contracted local Electrical Contractor.

### **Installations:**

The Department is currently in the process of working through the Job Order Contracting process to onboard an Electrical Contractor who will provide materials and labor to install the security lighting at the selected bus stop locations. The process is approximately 30% complete.

**Trip Planning**

This project provides integrated and coordinated trip planning services on the internet and via interactive voice response telephone systems. The service is available 24 hours a day, seven days a week including holidays, making trip planning and service information available whenever it is needed.

By linking and coordinating information about Fresno County's three public transit services (FAX, Clovis Transit and FCRTA), this project will reduce the information gap for trip making between jurisdictions, and facilitates more seamless inter-jurisdictional travel. Additionally, in many cases public transit services are in place, however, people who are not accustomed to using public transportation find navigating the various systems complicated. This project will simplify the transit trip making experience by providing an easy, user friendly interface. Users will not need to read bus schedules, calculate transfer times, or be concerned about changes in service. The project is funded by the FTA's Job Access Reverse Commute grant and the first phase is operational.

**Stand-Alone Website**

FAX has released a call for projects for consultants to assist in the development of a stand-alone website.

The FAX section of the Fresno.gov website is the most popular section accounting for a disproportionately large number of hits to the site. Information about bus routes and schedules is travel-related and of most value to travelers at the time that is released. To improve service levels to transit riders, FAX is creating a stand-alone website to provide travelers with the most recent travel related information. This project will be completed in FY 2018..



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

#### **A. TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS, FY2013 through FY2015 Michael Baker International State Transportation Development Act (TDA) Requirement**

In October 2016, Michael Baker International submitted to the Fresno Council of Governments, FAX's Triennial Performance Audit for FY2013 through FY2015. The audit assists the State of California in determining if FAX operates in compliance with applicable laws, rules, and regulations, as prescribed by the Transportation Development Act (TDA). The audit provided the following conclusions and recommendations:

##### **1. Ensure that FTE data for Handy Ride paratransit are reported in the State Controller's Report.**

This recommendation is carried forward from the prior audit. The audit acknowledges the enhanced procedures FAX has developed in tracking and reporting FTEs for its paratransit operations. An FTE is derived by dividing total employee work hours by 2,000. FAX should include the count of contracted employees (e.g., drivers, supervisors, and administrative managers). Preparation of the Transit Operators Financial Transactions Report has become more automated. The Finance Department created an Access database application that allows data to be pulled directly from PeopleSoft. The Finance Department completes the State Controller's Report, with FAX performing a final review before submittal. However, FTE data in the Transit Operators Financial Transactions Reports for fixed-route and specialized service continued to be omitted. It is suggested that FAX's administration work closely with its Support Services Division, the Handy Ride contract operator, and the Finance Department to ensure that the data are compiled and verified for insertion in the report.

##### **2. Provide Title VI Policy documentation in Spanish.**

Pursuant to the federal Civil Rights Act of 1964, the City adopted a Title VI Program for FAX. Title VI of the Civil Rights Act requires that no person in the United States, on the grounds of race, color, or national origin, be excluded from, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance. Program compliance includes Title VI notices and complaint forms posted on the transit website. However, the auditor could not find Title VI information and complaint forms provided in Spanish.

Title VI provisions include a Limited English Proficiency (LEP) Plan to help identify reasonable steps to provide language assistance for LEP persons seeking meaningful access to FAX services as required by Executive Order 13166. Based on the latest US Census data, approximately 42.4 percent of Fresno residents age 5 years and older speak a language other than English at home. More specifically, approximately 29 percent of Fresno residents age 5 years and older are Spanish-speaking. Therefore, it is recommended that the City make available the Title VI Plan, procedures, and complaint form in Spanish.

**B. TRIENNIAL PERFORMANCE REVIEW RECOMMENDATIONS,  
FY2012 through FY2014  
Calyptus Consulting Group, Inc.  
Federal Transit Administration (FTA) Requirement**

In April 2015, Calyptus Consulting Group, Inc. completed a triennial performance review of FAX management and operation practices for FY2012 through FY2014. The United States Code, chapter 53 of title 49, requires the Federal Transit Administration (FTA) of the United States Department of Transportation (USDOT) to perform reviews and evaluations of Urbanized Formula Grant activities at least every three years. This requirement is contained in 49 U.S.C. 5307 (i). The Triennial Review focused on the City's compliance in 17 different areas. No deficiencies were found with the FTA requirements in 7 of the 17 areas. The City was deficient in the area of Technical Capacity, Maintenance, Procurement, DBE, Satisfactory Continuing Control, ADA, EEO, Planning, Public Comment on Fare Increase and Major Service Reductions, and Drug Free Work Place.

**1. Technical Capacity**

Basic Requirement: The grantee must be able to implement FTA funded projects in accordance with the grant application, Master Agreement, and all applicable laws and regulations, using sound management practices.

Enhanced Review Module Conducted on Technical Capacity:

Areas Covered:

- Governance, Leadership, and Management
- Grant Management Practices
- Milestone Progress and Federal Financial Reports
- Project Management Practices
- Oversight of Sub recipients, Transit Management and Service Contractors, and Lessees

The review consisted of an analysis of documentation and reports, and extensive interviews with the Fresno Area Express Director, Administration Manager, Assistant Director, and Grants Analyst. The interviews were performed using the FTA Technical Capacity ERM described in the FY2015 Triennial Review Package. In this section, only those areas in which the Fresno Area Express was deficient are covered.

Fresno Area Express has procedures in place for developing and submitting quarterly MPR and FFR reports. The same grants analyst is responsible for developing and validating the data in both reports each quarter. Project staffs within the Administration, Planning, and Maintenance Divisions provide information to the grants analyst on project status. This information is then used to develop the required submittals. The Grants Analyst is responsible for submitting these reports in TEAM within 30 days from the end of each quarter. The 2014 third quarter reports were due on 7/30/2014 but were not submitted until 8/14/2014. In addition, the FY2014 single audit indicated a finding for late MPRs/FFRs.

One finding was made in this area as a result of these issues as noted in the findings section below.

*Grant Management Practices*

The Administration Division is responsible for overall grant management activities such as tracking grants, requesting drawdowns, ensuring compliance with FTA requirements, and developing quarterly MPRs and FFRs. The Planning and Maintenance divisions are responsible for project management and work with the Administration Division on compliance issues. The Planning and Maintenance divisions are in the process of taking on additional responsibility for compliance issues related to operational areas such as planning,

Title VI compliance, inventory and maintenance, security, ADA compliance, and oversight of FTA funded contracts.

During the period of the Triennial Review, the Fresno Area Express had nine (9) open 5307 grants. Three (3) of these grants have had significant project delays. This has been due, in part, to a lack of project management staff and shifting organizational priorities. Both the intermodal facility project and BRT project have been delayed over five years. Three 5307 grants have been open at least five years. A new Transportation Director started in 2014 and identified project management as a key priority and two project management positions have since been added to the organization. Planned projects include vehicle replacement, transit signal prioritization, passenger amenities and facility improvements, and CAD/AVL system replacement. These projects are in addition to completing the intermodal facility and BRT projects.

One finding was made in this area as a result of these issues as noted in the findings section below.

Fresno Area Express currently leases the tires for its revenue rolling stock vehicles. The Administration Division is responsible for developing a cost effectiveness determination for the decision to lease rather than purchase these tires. The determination was conducted and is maintained on file at FAX; however, the determination was not submitted to FTA prior to entering into the lease agreement and FTA concurrence was not received.

One finding was made in this area as a result of these issues as noted in the findings section below.

During this Triennial Review of the Fresno Area Express, three (3) deficiencies were found with the FTA requirements for Technical Capacity.

Finding 38: The grantee's third quarter 2014 MPR/FFR submission was late for all open grants. The grantee's most recent single audit report from FY2014 noted late MPR/FFR reporting deficiencies (DEFICIENCY CODE 38: Late MPRs/FFRs).

Corrective Action and Schedule: The grantee must submit to the FTA regional office procedures for submitting MPR/FFR reports on time within in thirty (30) days from the date of the final report.

Finding 98: The grantee has several large on-going projects that have significant project delays. The grantee's BRT project has experienced delays in implementation since the last triennial review. The grantee has not made drawdowns on several projects in over a year. The grantee does not have an adequate plan in place to ensure that its projects are delivered on schedule (DEFICIENCY CODE 98: Excessive delay in project implementation).

Corrective Action and Schedule: The grantee must submit to the FTA regional office project management procedures for existing and future projects to address deficiencies identified within sixty (60) days from the date of the final report. The grantee must also submit a grant closeout schedule for all open grants.

Finding 150: The grantee leases tires for both its fixed route and paratransit vehicles. The grantee completed the required cost-effectiveness determination but did not submit the determination to FTA for review prior to entering into the lease (DEFICIENCY CODE 150: No cost effectiveness documentation for capital lease).

Corrective Action and Schedule: The grantee must submit a cost-effectiveness comparison for its capital leases to the FTA regional office and obtain concurrence on capital leases within thirty (30) days from the date of the final report.

## **2. Maintenance:**

**Basic Requirement:** Grantees and sub recipients must keep federally funded vehicles, equipment and facilities in good operating condition. Grantees and sub recipients must keep ADA accessibility features on all vehicles, equipment and facilities in good operating order.

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

**Finding 117:** The grantee does not have a facility and equipment maintenance program that addresses its current FTA funded assets. The grantee utilizes both internal and external resources to perform preventive maintenance for its facilities and equipment but does not have an overall program for these activities (DEFICIENCY CODE 117: Facility/equipment maintenance program lacking or inadequate).

**Corrective Action and Schedule:** The grantee must submit to the FTA regional office a new facility/equipment maintenance program within ninety (90) days from the date of the final report.

## **3. American's With Disabilities Act:**

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

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

**Finding 73:** The grantee does not utilize the correct definition for measuring and tracking excessively long ADA complimentary paratransit trips. The grantee measures excessively long trips using a ninety minute standard rather than tying the length of the ADA complimentary paratransit trip to the comparable trip time on its fixed route service (DEFICIENCY CODE 73: ADA complementary paratransit service deficiencies).

**Corrective Action and Schedule:** The grantee must submit documentation to the FTA RCRO that it has taken immediate steps to modify any operating policies that do not meet the regulatory requirements within thirty (30) days from the date of the final report.

## **4. Procurement:**

**Basic Requirement:** Grantees use their own procurement procedures that reflect applicable state and local laws and regulations, provided that the process ensures competitive procurement and the procedures conform to applicable federal law, including 49 CFR Part 18 (specifically Section 18.36) and FTA Circular 4220.1F, "Third Party Contracting Guidance."

During this Triennial Review of the Fresno Area Express, two (2) deficiencies were found with the FTA requirements for Procurement.

**Finding 271:** Cost/price analysis was not evident in each of the procurement files reviewed on site (DEFICIENCY CODE 271: Lacking required cost/price analysis).

Corrective Action and Schedule: The grantee must provide the FTA regional office documentation that it has updated its procurement process to include performing cost and price analysis for every procurement action including contract modifications within ninety (90) days from the date of the final report. For its next procurement, the grantee must submit to the FTA regional office documentation that the required analysis was implemented.

Finding 183: The grantee did not have documentation that a search of the System of Award Management website (SAM.gov) was completed prior to award for the procurement files reviewed on site (DEFICIENCY CODE 183: No verification that excluded parties are not participating).

Corrective Action and Schedule: The grantee must submit to the FTA regional office procedures to search the System of Award Management website (SAM.gov) before entering into applicable transactions within ninety (90) days from the date of the final report. For its next procurement, submit to the FTA regional office that the required process was implemented.

## **5. Disadvantaged Business Enterprise**

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

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

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

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

## **6. Satisfactory Continuing Control**

Basic Requirement: The grantee must ensure that FTA-funded property will remain available to be used for its originally authorized purpose throughout its useful life until disposition. During this Triennial Review of the Fresno Area Express, two (2) deficiencies were found with the FTA requirements for Satisfactory Continuing Control.

Finding 89: The grantee does not have adequate evidence that it conducted a biennial physical inventory of all FTA funded equipment since its last triennial review (DEFICIENCY CODE 89: No evidence of physical inventory).

Corrective Action and Schedule: The grantee must submit to the FTA regional office evidence that it has conducted a physical inventory and that the inventory results have been reconciled to equipment records and procedures for conducting a biennial physical inventory within ninety (90) days from the date of the final report.

Finding 161: The grantee operates 50 or more fixed route vehicles in peak service and its spare ratio is more than 20 percent of its peak fleet. The grantee's current spare ratio is 29 percent and the grantee does not have a detailed plan in place to reduce its spare ratio under the 20 percent requirement. This is a repeat finding from the 2012 triennial review (DEFICIENCY CODE 161: Excessive fixed route bus spare ratio).

Corrective Action and Schedule: The grantee must submit to the FTA regional office a plan for reducing the spare ratio to 20 percent within ninety (90) days from the date of the final report. The plan should include a spreadsheet listing, for each bus type, the number of buses, and, for each year until the spare ratio reaches 20 percent, the number of buses to be disposed of, the number of buses to be added, the projected peak requirement, and the projected spare ratio. The plan should include detailed justifications for years in which spare ratios exceeded 20 percent. If the grantee submits a plan for reducing its spare ratio that cannot be completed within 90 days from the date of the final report, the grantee must report progress in its Milestone Progress Reports.

## **7. Planning / Program of Projects**

Basic Requirement: The grantee must participate in the transportation planning process in accordance with FTA requirements, MAP-21, and the metropolitan and statewide planning regulations. Each recipient of a Section 5307 grant shall develop, publish, afford an opportunity for a public hearing on, and submit for approval, a program of projects (POP).

During this Triennial Review of the Fresno Area Express, one (1) deficiency was found with the FTA requirements for Planning/POP.

Finding 55: The MPO's public participation plan does not state that the MPO's public participation process is used to satisfy the grantee's public participation process for the POP (DEFICIENCY CODE 55: Elements missing in POP public participation procedures).

Corrective Action and Schedule: The grantee must work with the MPO to submit to the FTA regional office a revised public participation plan that includes the required statement within ninety (90) days from the date of the final report.

## **8. Public Comment on Fare Increases and Major Service Reductions**

Basic Requirement: Section 5307 grantees are expected to have a written, locally developed process for soliciting and considering public comment before raising a fare or carrying out a major transportation service reduction.

During this Triennial Review of the Fresno Area Express, one (1) deficiency was found with the FTA requirements for Public Comment on Fare Increases and Major Service Reductions.

Finding 27: The grantee does not have a comprehensive written policy for soliciting and considering public comments prior to a fare increase or a major service reduction (DEFICIENCY CODE 27: Deficiencies in public comment process as defined).

Corrective Action and Schedule: The grantee must submit to the FTA regional office a written policy for soliciting and considering public comments prior to a fare increase or major service reduction that addresses fare increases, defines a major service reduction, describes how public comment will be solicited, and specifies how comments will be considered within ninety (90) days from the date of the final report.

## **9. Drug Free Workplace and Drug and Alcohol Program**

Basic Requirement: All grantees are required to maintain a drug-free workplace for all transit-related employees and to have an ongoing drug-free awareness program. Grantees receiving Section 5307, 5309 or 5311 funds that have safety-sensitive employees must have a drug and alcohol testing program in place for such employees.

During this Triennial Review of the Fresno Area Express, one (1) deficiency was found with the FTA requirements for Drug-Free Workplace and Drug and Alcohol Program.

Finding 173: The grantee does not have documentation showing that it has monitored the testing practices and procedures of its drug and alcohol testing vendor (DEFICIENCY CODE 173: Drug and/or alcohol program vendors not properly monitored).

Corrective Action and Schedule: The grantee must submit to the FTA regional office procedures for monitoring its drug and alcohol testing vendor within sixty (60) days from the date of the final report.

## **10. Equal Employment Opportunity**

Basic Requirement: The grantee must ensure that no person in the United States shall on the grounds of race, color, religion, national origin, sex, age, or disability be excluded from participating in, or denied the benefits of, or be subject to discrimination in employment under any project, program, or activity receiving federal financial assistance under the federal transit laws. (Note: EEOC's regulation only identifies/recognizes religion and not creed as one of the protected groups.)

During this Triennial Review of the Fresno Area Express, one (1) deficiency was found with the FTA requirements for Equal Employment Opportunity (EEO).

Finding 225: The grantee does not have any documentation of monitoring and reporting on EEO related information to the organization's management. The grantee does not regularly monitor and report on identified areas of underutilization (DEFICIENCY CODE 225: EEO monitoring/reporting system deficiencies).

Corrective Action and Schedule: The grantee must develop and submit to the FTA RCRO a detailed monitoring and reporting system within ninety (90) days from the date of the final report.

#### **IV. FOLLOW-UP ON FY2016 FAX/HANDY RIDE PRODUCTIVITY EVALUATION RECOMMENDATIONS**

- A. Comply where feasible, with the Triennial Performance Audit Recommendations for FY2012 to FY2014.**

Fresno Area Express has responded to all audit findings. The next audit will be in 2018 for the period of 2015 through 2017.

- B. Implement recommendations from the annual element of the Short-Range Transit Plan for the Fresno-Clovis Urbanized Area.**

The SRTP was updated in July 2017. Next update is scheduled for July 2019.

- C. Monitor the effectiveness of service changes and evaluate potential service productivity improvements through the annual service evaluation planning process.**

This is ongoing.

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

This is on-going.

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

This is on-going.

- F. Address responsibilities under the Americans with Disabilities Act of 1990. More specifically, address FAX operator's requirements to announce major streets and transfer points.**

This is on-going.

- G. Address responsibilities under the Clean Air Act of 1990, the San Joaquin Valley Air Pollution Control District Clean Air Plan, the City of Fresno Transportation Management Plan, and the Fresno Council of Governments air quality planning efforts.**

This is on-going

- H. Coordinate Congestion Management Plan requirements with the Fresno Council of Governments.**

FAX continues to participate in air quality-related activities. Staff has coordinated with FRESNO COG in the development of a transit element for the "Fresno County Congestion Management Plan."

- I. Implement recommendations from the FAX and Handy Ride customer satisfaction surveys when possible.**

FAX uses the information from each survey to correct and modify service and will continue to make adjustments to service as warranted.



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

FAX is available to provide outreach to any and all community groups and will continue to develop a marketing campaign on the benefits of transit.

**V. HIGHLIGHTS OF PRODUCTIVITY DATA**

**FRESNO AREA EXPRESS**

FAX ridership decreased by 10.91 percent from 10.7 million in FY16 to 9.6 million in FY17. Total service miles increased 2.5% (10, 237) in FY 2017. Total revenue hours were consistent with service miles and increased by 3.54 percent (340,918) in FY16. The farebox recovery ratio decreased by 3.35 percent. The farebox ratio did meet the 20 percent State-mandated farebox recovery requirement. Operating cost per hour increased 1.3% from \$109.21 to \$110.64.

**Table I-1  
FAX Productivity Indicator Comparison  
FY2016 vs. FY2017**

<b>Indicator</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Percent Change</b>
<b>Passenger Trips</b>	10,672,577	9,622,875	-10.91%
<b>Passengers/Hour</b>	32.27	28.23	-14.31%
<b>Passengers/Mile</b>	2.75	2.43	-13.17%
<b>Cost/Mile</b>	\$9.28	\$9.51	2.42%
<b>Cost/Hour</b>	\$109.21	\$110.64	1.29%
<b>Farebox Ratio</b>	20.98%	20.30%	-3.35%

## HANDY RIDE

Handy Ride provided 199,948 trips during FY17, a 1% percent decrease over FY16. Handy Ride productivity, as stated in Passengers per Hour in Table I-5 is 2.04 for FY17 compared to 2.11 the prior year. The total number of revenue miles increased 1.44 percent from 1,140,144 in FY16 to 1,156,767 in FY17. Revenue hours in FY17 increased 2.67 percent from 95,484 to 98,107. Demand-response and fixed-route services continue to operate in compliance with ADA requirements. In FY2017, Handy Ride reported no trip denials.

**Table I-2**  
**Handy Ride Productivity Indicator Comparison**  
**FY2016 vs. FY2017**

<b>Indicator</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>Percent Change</b>
<b>Passenger Trips</b>	201,826	199,948	-0.94%
<b>Revenue Miles</b>	1,140,144	1,156,767	1.44%
<b>Revenue Hours</b>	95,484	98,107	2.67%
<b>Farebox Revenue</b>	\$257,075	\$259,414	0.90%
<b>Operating Cost</b>	\$6,437,053	\$6,580,419	2.18%

**VI. FRESNO AREA EXPRESS/HANDY RIDE: FY2017  
PRODUCTIVITY COMMITTEE RECOMMENDATIONS**

- A. Comply, where feasible, with the Triennial Performance Audit Recommendations for FY2015 through FY2017.
- B. Implement recommendations from the annual element of the “Short-Range Transit Plan for the Fresno-Clovis Urbanized Area.”
- C. Pursue contracting of service and continue to consider the potential for and encourage private sector participation in the public transportation planning/service delivery process, and investigate other potential funding sources.
- D. Continue to coordinate with other general public paratransit service providers to jointly provide the State required 40 hours of specified training and behind-the-wheel instruction.
- E. Address responsibilities under the Americans with Disabilities Act of 1990. More specifically, address FAX operator’s requirements to announce major streets and transfer points.
- F. Address responsibilities under the Clean Air Act Amendments of 1990, the San Joaquin Valley Unified Air Pollution Control District Air Quality Plan, the City of Fresno Transportation Management Plan, and the Fresno Council of Governments Transportation Control Measures Plan, and Congestion Management System (CMS).
- G. Implement recommendations from the FAX and Handy Ride customer satisfaction surveys when possible.
- H. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of public transit.
- I. Continue to work with major employers in the Fresno-Clovis Metropolitan Area to determine the demand for new or improved transit services.
- J. Prepare and adopt updated Short Range Transit Plans / Operation Program and budget

**Table I-3**  
**Summary of Key Operational Indicators**  
**FRESNO AREA EXPRESS**  
Fiscal Years 2014 through 2017

<b>Fiscal Year Ending June 30</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Operating Costs	\$37,102,165	\$39,820,793	\$36,115,161	\$37,717,694
Total Actual Vehicle Revenue Service Hours	328,846	329,091	330,681	340,918
Total Actual Vehicle Revenue Service Miles	3,867,515	3,869,787	3,887,939	3,966,436
Total Labor Hours	595,538	594,480	605,438	670,478
Unlinked Passenger Trips	12,059,050	11,364,431	10,672,577	9,622,875
Fare Revenue	\$8,777,903	\$8,501,278	\$7,575,604	\$7,640,262
Operating Cost/Passenger	\$3.08	\$3.50	\$3.38	\$3.92
Passengers/Vehicle Revenue Hour	36.67	34.53	32.27	28.23
Passengers/Vehicle Revenue Mile	3.12	2.94	2.75	2.43
Vehicle Revenue Hours/FTE*	1,104.37	1,330.79	1,043.00	960.33
Farebox Recovery Ratio	23.66%	21.35%	20.98%	20.26%
Operating Cost/Revenue Mile	\$9.59	\$10.29	\$9.29	\$9.51
Operating Cost/Revenue Hour	\$112.83	\$121.00	\$109.21	\$110.64
Average Fare/Passenger	\$0.73	\$0.75	\$0.71	\$0.79
Total Revenue Service Interruptions	646	662	642	461
Percentage of Trips On Time	82.58%	82.83%	82.13%	77.76%

**Table I-4**  
**Summary of Key Operational Indicators**  
**FRESNO AREA EXPRESS**  
Fiscal Years 2015 through 2017

<b>Fiscal Year Ending June 30</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY15-17</b>
Operating Costs	6.83%	-10.26%	4.25%	1.63%
Total Actual Vehicle Revenue Service Hours	0.07%	0.48%	3.00%	3.54%
Total Actual Vehicle Revenue Service Miles	0.06%	0.47%	1.98%	2.49%
Total Labor Hours	-0.18%	1.81%	9.70%	11.18%
Unlinked Passenger Trips	-6.11%	-6.48%	-10.91%	-25.32%
Fare Revenue	-3.25%	-12.22%	0.85%	-14.89%
Operating Cost/Passenger	12.19%	-3.55%	13.67%	21.50%
Passengers/Vehicle Revenue Hour	-6.19%	-7.00%	-14.34%	-29.92%
Passengers/Vehicle Revenue Mile	-6.17%	-6.98%	-13.15%	-28.52%
Vehicle Revenue Hours/FTE*	17.01%	-27.59%	-8.61%	-15.00%
Farebox Recovery Ratio	-10.82%	-1.78%	-3.55%	-16.80%
Operating Cost/Revenue Mile	6.77%	-10.78%	2.32%	-0.88%
Operating Cost/Revenue Hour	6.76%	-10.79%	1.28%	-1.98%
Average Fare/Passenger	2.69%	-5.39%	10.60%	8.32%
Total Revenue Service Interruptions	2.42%	-3.12%	-39.26%	-40.13%
Percentage of Trips On Time	0.30%	-0.85%	-5.62%	-6.20%

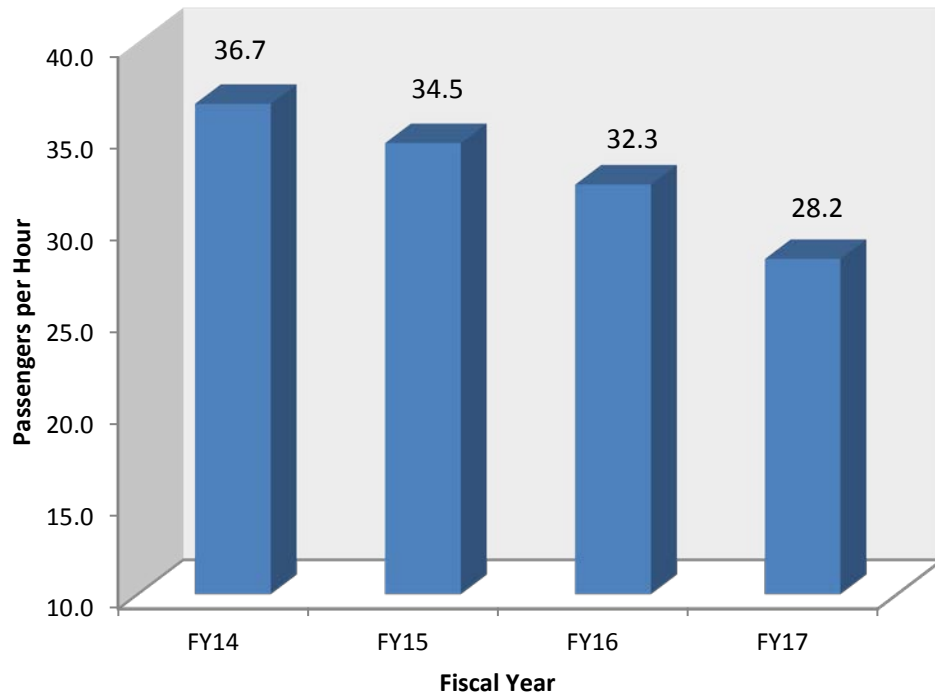
**Table I-5**  
**Summary of Key Operational Indicators**  
**HANDY RIDE**  
Fiscal Years 2014 through 2017

<b>Fiscal Year Ending June 30</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Operating Costs	\$5,893,044	\$7,023,840	\$6,437,053	\$6,580,419
Total Actual Vehicle Revenue Hours	96,081	99,946	95,484	98,107
Total Actual Vehicle Revenue Miles	1,091,972	1,147,886	1,140,144	1,156,767
Unlinked Passenger Trips	207,322	209,431	201,826	199,948
Fare Revenue	\$274,539	\$298,822	\$257,075	\$259,414
Operating Cost/Passenger	\$28.42	\$33.54	\$31.89	\$32.91
Passengers/Vehicle Revenue Hour	2.16	2.10	2.11	2.04
Passengers/Vehicle Revenue Mile	0.19	0.18	0.18	0.17
Farebox Recovery Ratio	4.66%	4.25%	3.99%	3.94%
Operating Cost/Revenue Mile	\$5.40	\$6.12	\$5.65	\$5.69
Operating Cost/Revenue Hour	\$61.33	\$70.28	\$67.41	\$67.07
Average Fare/Passenger	\$1.32	\$1.43	\$1.27	\$1.30
Percentage of Trips On Time	85.8%	89.5%	87.0%	87.0%

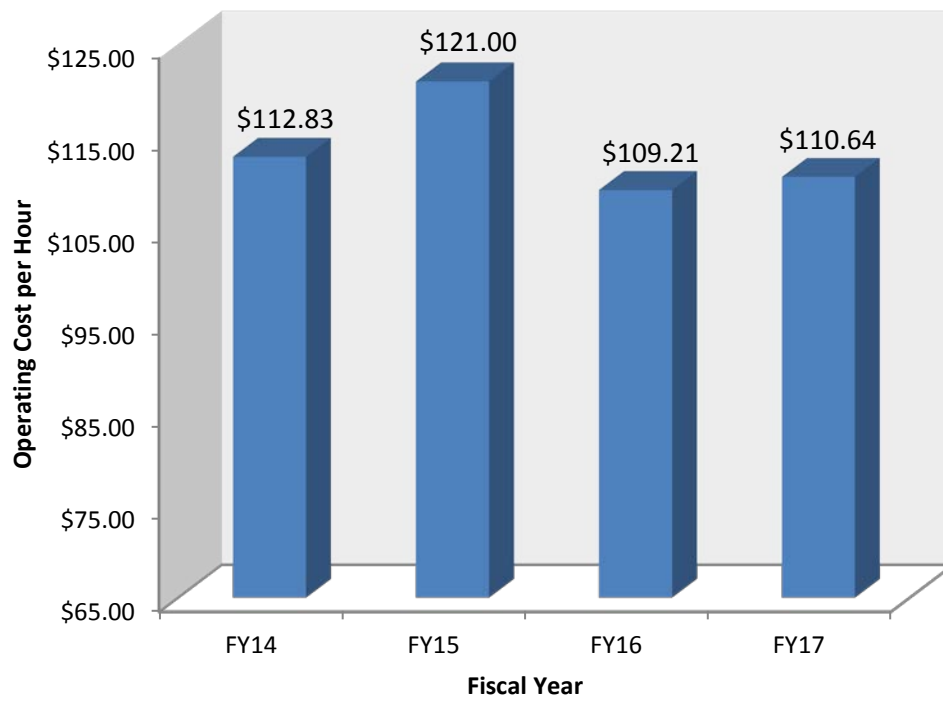
**Table I-6**  
**Summary of Key Operational Indicators**  
**HANDY RIDE**  
Fiscal Years 2015 through 2017

<b>Fiscal Year Ending June 30</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY15-17</b>
Operating Costs	16.10%	-9.12%	2.18%	10.45%
Total Actual Vehicle Revenue Hours	3.87%	-4.67%	2.67%	2.07%
Total Actual Vehicle Revenue Miles	4.87%	-0.68%	1.44%	5.60%
Unlinked Passenger Trips	1.01%	-3.77%	-0.94%	-3.69%
Fare Revenue	8.13%	-16.24%	0.90%	-5.83%
Operating Cost/Passenger	15.25%	-5.15%	3.09%	13.63%
Passengers/Vehicle Revenue Hour	-2.98%	0.86%	-3.71%	-5.87%
Passengers/Vehicle Revenue Mile	-4.06%	-3.07%	-2.41%	-9.84%
Farebox Recovery Ratio	-9.50%	-6.53%	-1.31%	-18.17%
Operating Cost/Revenue Mile	11.80%	-8.38%	0.75%	5.13%
Operating Cost/Revenue Hour	12.72%	-4.24%	-0.51%	8.56%
Average Fare/Passenger	7.19%	-12.02%	1.82%	-2.07%
Percentage of Trips On Time	4.13%	-2.87%	-0.06%	1.32%

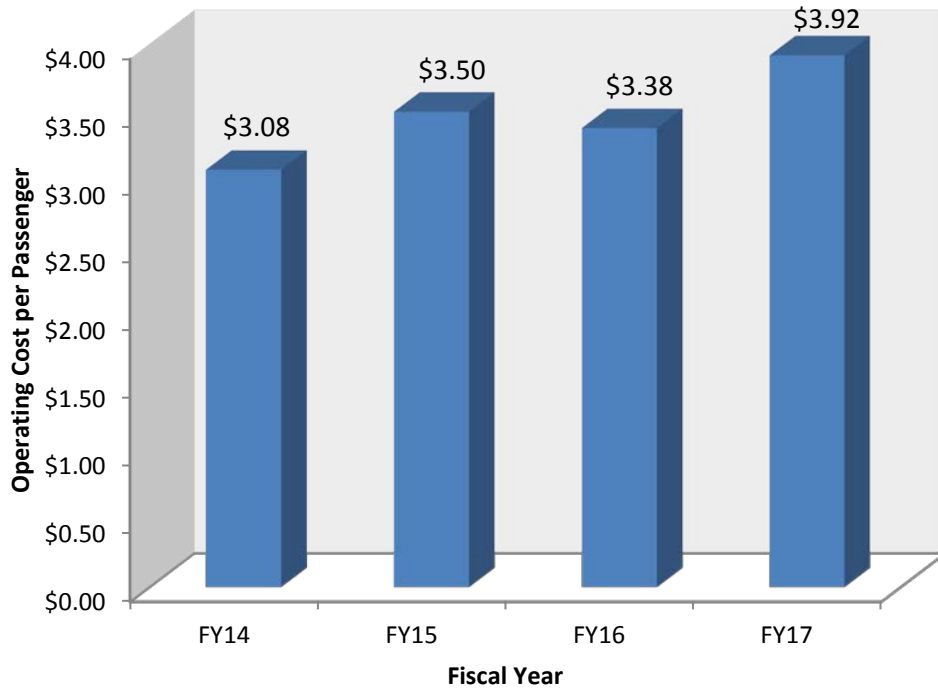
**Passengers/Revenue Hour**  
**Fixed-Route**  
**Exhibit I-1**



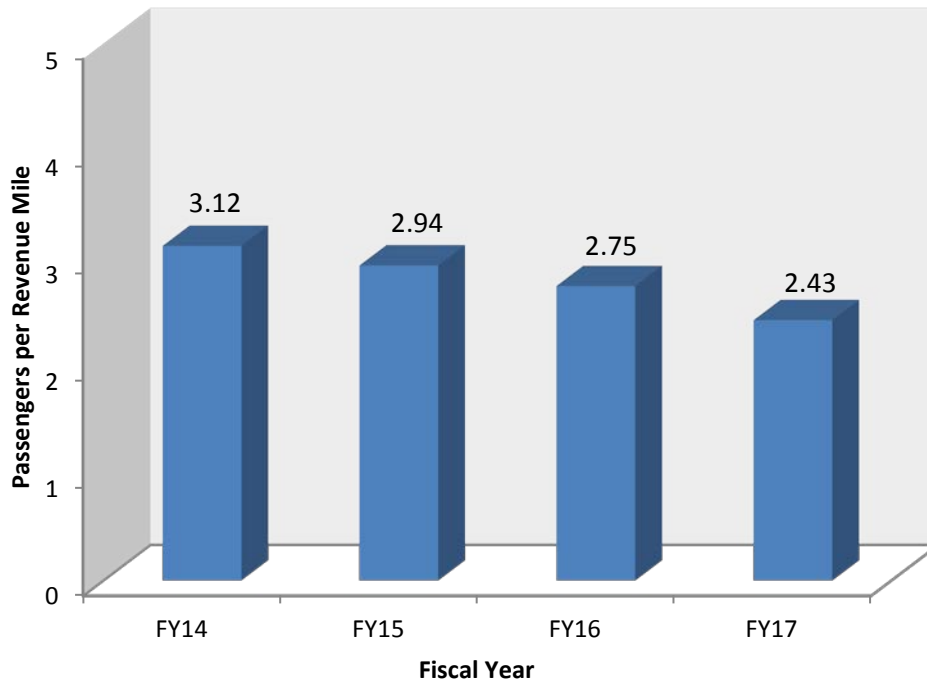
**Operating Cost/Revenue Hour**  
**Fixed-Route**  
**Exhibit 1-2**



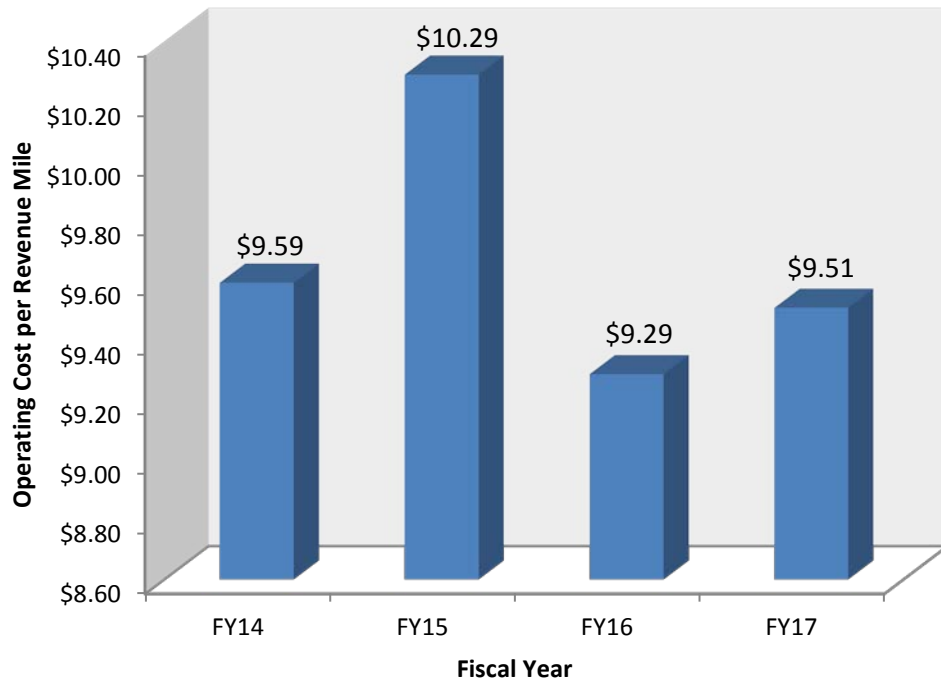
**Operating Cost/Passenger  
Fixed-Route  
Exhibit I-3**



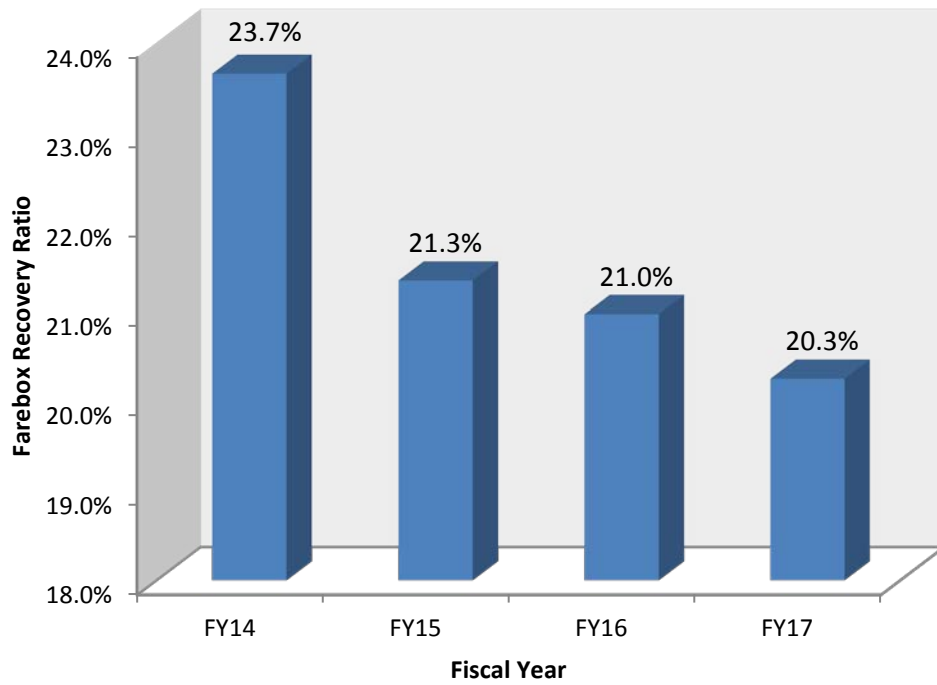
**Passengers/Revenue Mile  
Fixed-Route  
Exhibit 1-4**



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

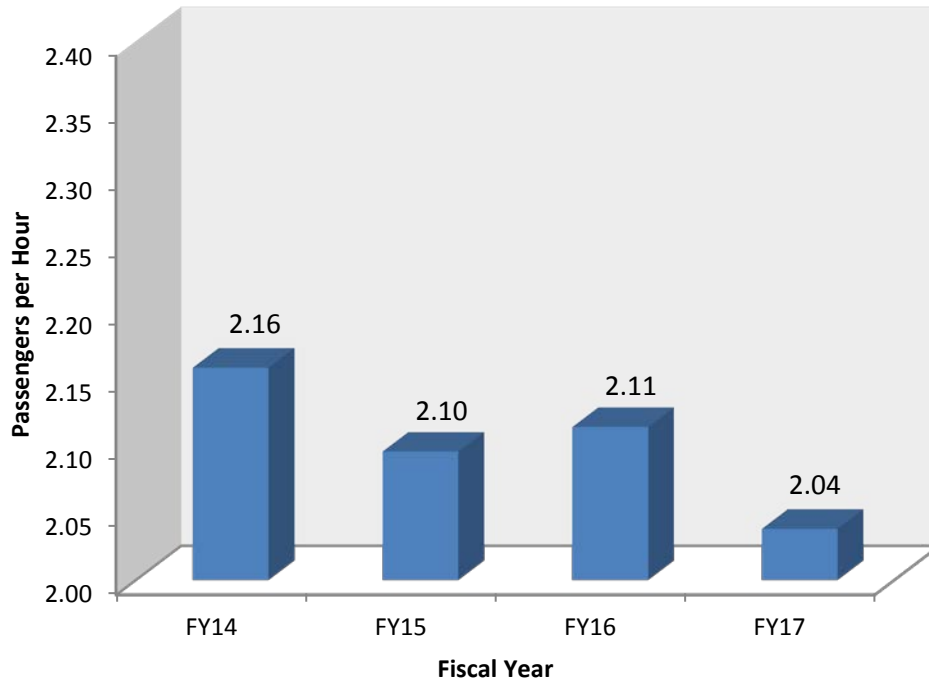


**Farebox Recovery Ratio**  
**Fixed-Route**  
**Exhibit I-6**

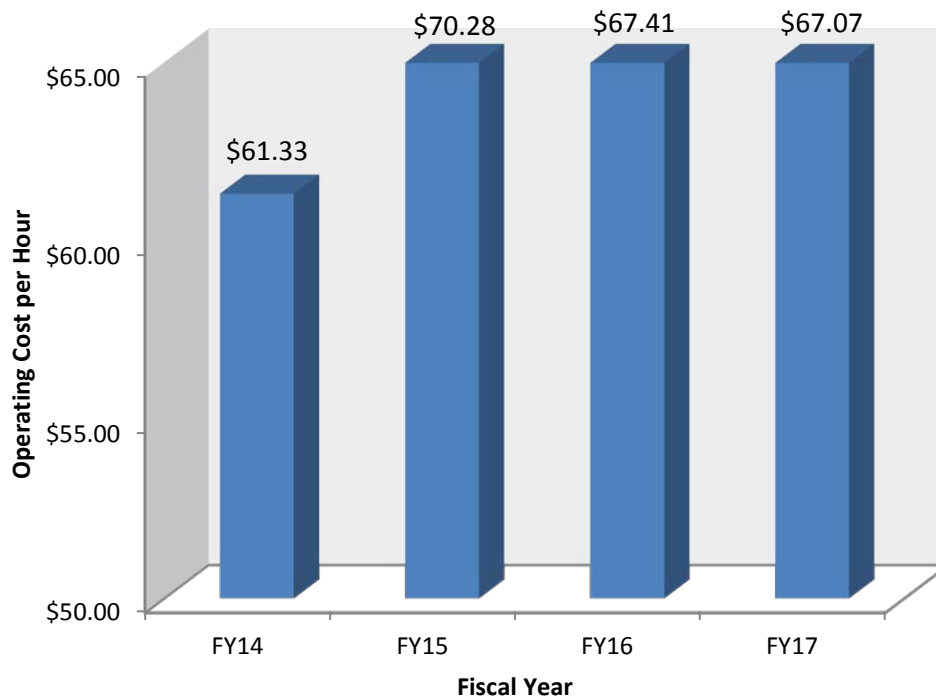


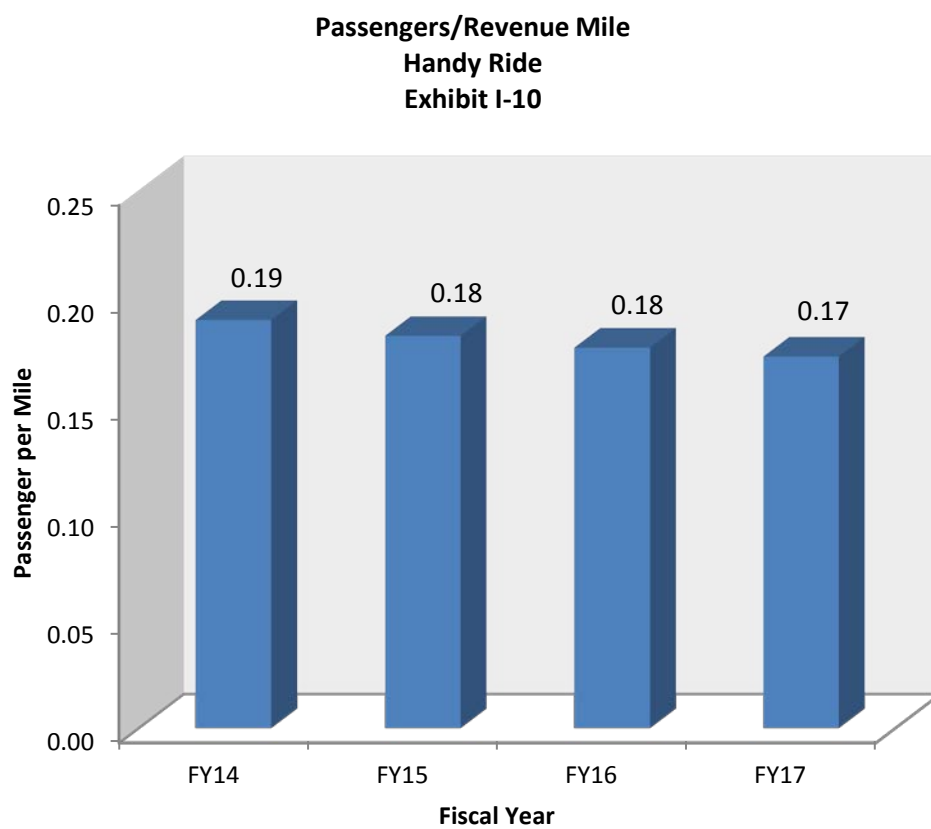
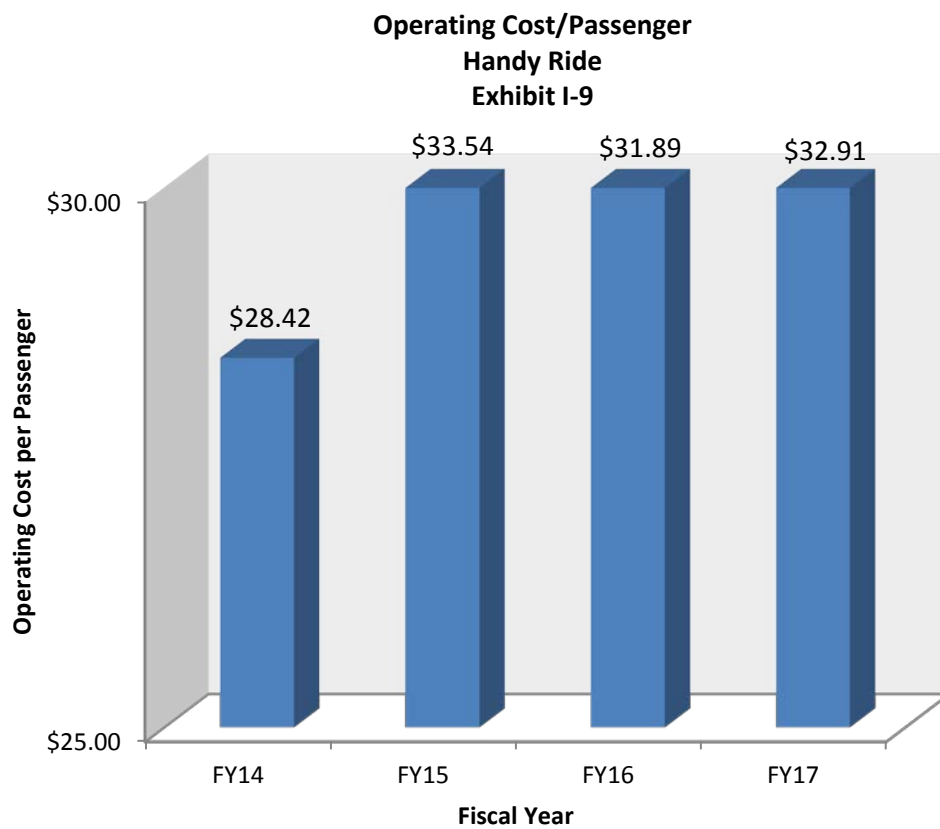


**Passengers/Revenue Hours**  
**Handy Ride**  
**Exhibit I-7**



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

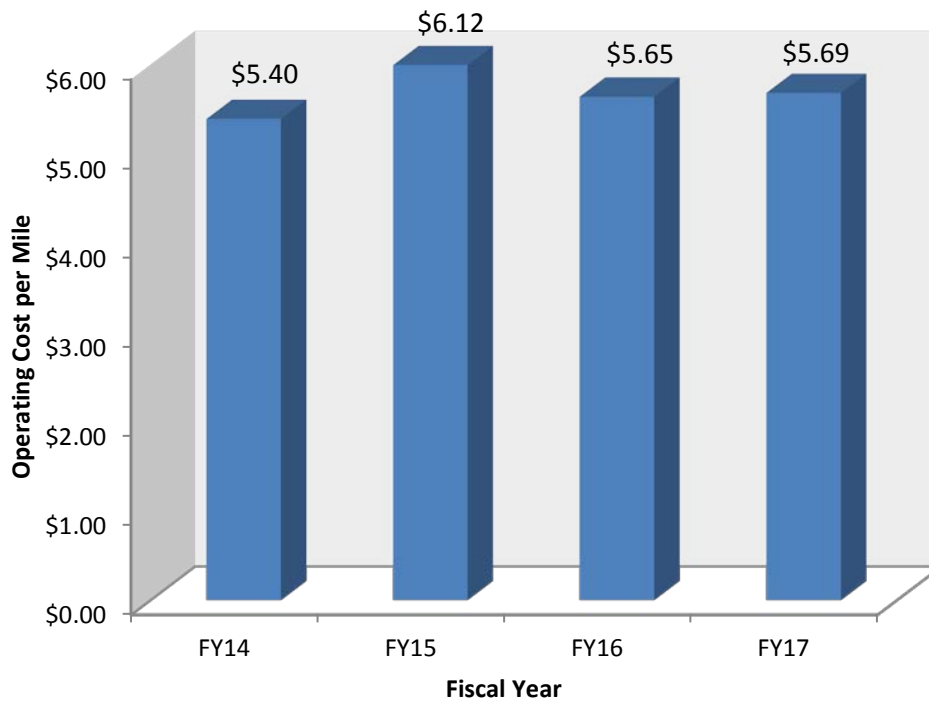




### Operating Cost/Revenue Mile

Handy Ride

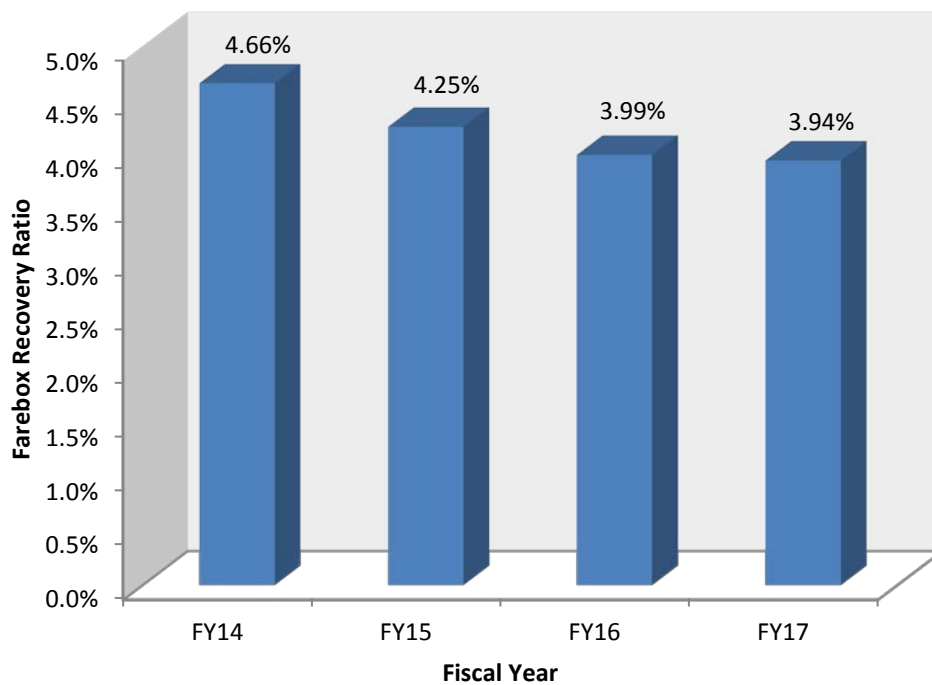
Exhibit I-11



### Farebox Recovery Ratio

Handy Ride

Exhibit I-12





## Section II

### *Clovis Transit:*

Stageline  
And  
Roundup

*Clovis Transit*  
155 N. Sunnyside Avenue  
Clovis, CA 93611  
559-324-2770  
[www.ci.clovis.ca.us](http://www.ci.clovis.ca.us)



## **SECTION II**

### **2017 PRODUCTIVITY EVALUATION**

#### **CLOVIS TRANSIT**

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

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

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

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

Continuing operational concerns and projects for FY 17 included: a) close monitoring of on-time performance on fixed-route service and demand response service; b) implementation of a mobile ticketing option for passengers; c) installation of regional farebox systems for full implementation in FY 17-18 d) coordination with local schools and disabled groups regarding services; e) work closely with Planning and Development department on future site plans to accommodate transfer points and construction during plan development review process including the planned transit hub facility; f) expansion of services as the City continues to grow.

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

During FY 16-17, there were few significant service changes. No major route changes were made to the Stageline system. Paratransit services continue to be implemented with the use of a software program. Plans for the new transit office have been drafted and will be moving into the approval stages in early 2018. Land for the new office has been purchased. The regional farebox project is projected to be complete and fully operational in FY 17-18.

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

- Installation of solar lighting at bus stops through the use of a Proposition 1B Homeland Security Grant. (Completed FY 13-14)
- Software for Roundup and Stageline for dispatching and emergency preparedness. The grant also includes hardware in the buses such as mobile data terminals or tablets for ease in communication with the driver. (Completed FY 14-15)
- Replacement of outdated on-board camera systems in the entire fleet, and the installation of camera systems into the vans. This project also includes panic switch installation at the Corporation Yard. Staff has chosen a camera system vendor and anticipates this project to be completed by the end of FY 17-18.
- Camera and security systems for the new transit office.

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

- Vehicle Purchases: Two wheelchair accessible mini-vans and two 32-foot transit buses (Vehicles delivered during FY 14-15)
- Regional Farebox system to integrate with FAX. (Partially completed and expected to be fully complete in FY 16-17)
- Administrative Office Expansion to build a new facility and transit center.

Clovis Transit has received LCTOP funding for the following projects:

- Bus stop improvements with benches, shelters and lighting, at five bus stop locations within the disadvantaged area (Completed FY 15-16)
- Additional bus stop improvements at six bus stop locations including benches, shelter and lighting. (Completed FY 16-17)
- Free Ride Days promotion which will be completed once the electronic farebox system is working reliably.
- Three years of LCTOP funding will be combined to conduct a route evaluation and re-design project in conjunction with the opening of the new transit hub.

Upcoming projects for FY 17-18 include:

- Full implementation of regional farebox system with Fresno Area Express.
- Design and initial construction of new transit offices.
- Purchase of 8 new buses, two new vans, and a new trolley.
- Replace existing on-bus camera systems.
- Once grant funds are received, implement free ride days and establish location of bus stop improvements using LCTOP funds.
- Launch mobile ticketing option for both fixed-route and paratransit services.
- Work with a vendor to place Clovis Transit information on Google Transit website.

## **SERVICE**

No major route changes have occurred since 2010 when additional time was allocated into the schedule to allow for traffic and recovery time. No major route changes are anticipated until the new transit office is complete. When the new office is complete, routes will be revised to utilize the office as a transfer station.



Clovis Community College reopened their Herndon campus. The college is providing a shuttle van between the campus on Herndon and the main campus on Willow and International. Passengers can transfer from Clovis buses to the shuttle to get to the Willow campus.

The new scheduling and dispatch system for Roundup has allowed for closer tracking of statistical information that was previously completed manually. It has also allowed for better information regarding no-shows which has given us the opportunity to revise our no-show policy from a quantity of rides per month to a percentage of overall rides scheduled by the client. The new software has significantly altered the record keeping style. While we feel the new records are more accurate, the statistics are very different than those calculated when they were completed with paper and pen.

## **PLANNING**

Major route changes were made in 2010 with minor route changes made in 2011 and 2012. These changes were progressive and eliminated the need for additional route changes, but changes are expected in the future when the new transit office is completed. Eleven shelters were ordered using LCTOP funding and have been installed in the designated disadvantaged area. Staff will continue to evaluate and review the effectiveness of the routes as needs change and new businesses, medical facilities and educational centers open.

Clovis Transit and Fresno collaborated on two studies during FY 14-15: strategic service evaluation study and the gap analysis study. The study recommendations will be evaluated by both Fresno and Clovis and possible route changes considered.

Clovis Transit has a good working relationship with the City's Streets and Maintenance Divisions to maintain stop locations, and place signs and postings in a quick and efficient manner. During FY 14-15, transit and street staff worked together to select locations to place bus shelters with solar lighting, benches and trash cans using LCTOP funds. Clovis Transit also coordinated with Clovis Community Hospital for placement of a shelter, bench and trash can near the hospital. The hospital paid for the concrete improvements and Clovis Transit purchased the shelter. The shelters will be delivered and installed in FY 15-16.

The main planning project is the design and construction of a new transit office. This satellite office will be a transfer station for the routes and will consist of a public lobby and waiting area with restrooms, a counter for passengers to purchase fare media and get information, offices for trainers and staff, a conference room, storage for training equipment, and a large meeting room for training and staff meetings. Land has been purchased for the project which is in an area where a new senior center and county library will be constructed.

A major project during FY 16-17 is the implementation of a new farebox system for both Roundup and Stageline. The Stageline system will be coordinated with Fresno Area Express and California State University Fresno in order to easily utilize one fare media throughout the community.

Clovis Transit is continually working with Central Valley Regional Resource Center (CVRC). Independent learning skills classes within the Clovis Unified School District include utilization of public transit services. Additional assistance is available to those with special needs in board and care homes, and convalescent homes. Clovis Transit will continue to coordinate with local social service agencies regarding the special needs of their clients and to provide transitional education for special needs students throughout the Clovis Unified School District.

## **MARKETING**

Clovis Transit route maps are located within the FAX schedule guide. All route maps and schedules are on the City's website and are regularly utilized. For passenger convenience, bus passes may be purchased at Clovis City Hall, the Clovis Senior Activity Center, or by mail.

For FY 17-18, Clovis Transit plans to add the bus routes and schedules to Google Transit. This will allow for easy fixed-route trip planning for Clovis buses as well as coordination with Fresno FAX buses. Another large marketing project planned for FY 17-18 is Free Ride Days. Using LCTOP funding, Clovis Transit will offer 20 free fare days on both fixed-route and paratransit. In addition, staff will visit a multitude of community events in Fresno and Clovis and distribute free one-ride passes to the community. This will help promote the transit system as well as the new farebox system.

### **III. FOLLOW-UP ACTIONS ON THE TRIENNIAL PERFORMANCE AUDIT FISCAL YEARS 2013-2015**

Michael Baker International completed the FY 2013-2015 Triennial Performance Audit of the City of Clovis Transit System in December 2016. The audit concluded that during the audited period the City of Clovis was conducting its transit operations in an effective manner. The audit recommended the following:

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

This recommendation is carried over from the prior performance audit. Clovis continues to provide travel training upon request but has yet to establish a formal travel training program. The need for such a program has become more apparent with the increase in the number of wheelchair-bound passengers. The City has proposed the construction of a transportation hub and senior activity center in Old Town Clovis on 3rd Street just east of Clovis Avenue. With the addition of a new transit facility, Clovis Transit will have proper facilities to grow and improve travel training to the community. The new facility will offer space not only for travel training but ADA assessments. The Fresno County Rural Transit Agency recently developed a travel training program, which is conducted through the Fresno Economic Opportunities Commission. It is suggested that the City consider working with the commission in the development of its own travel training program. Additional staff assistance including a management analyst position would provide the personnel to launch a formal program.

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

#### **2. Ensure that Clovis Transit information is accessible on the Fresno State University bus transportation webpage.**

Clovis Transit and Fresno State University entered into an agreement in May 2015 whereby Fresno State students, faculty, and staff can ride free on the Stageline fixed route by presenting their university identification cards. This transit agreement complements the free on-campus transit service provided by Fresno State's Bulldog Express shuttle. Information on sustainable transportation is provided through the Fresno State website. On the Fresno State transportation webpage, the left-hand margin has a menu featuring information and links to FAX, the Bulldog Shuttle, and other regional services but omits the Clovis Stageline. It is suggested that the City work with Fresno State to ensure that Clovis' transit service information is accessible on the university's website.

*Comments: Clovis Transit's information has been added to the Fresno State University website with a link to Clovis Transit's website.*

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

For the current audit review period, the City did not submit its annual Transit Operators Financial Transactions Reports to the State within the statutory time frame. Pursuant to PUC 99243 (a), "the operators shall prepare and submit annual reports of their operation to the transportation planning agencies having jurisdictions over them and to the Controller within 90 days of the end of the fiscal year." If the report is filed in electronic format as mandated by the State Controller, the report shall be furnished within 110 days after the close of the fiscal year.

*Comments: Clovis Transit staff will emphasize the importance of timely reports which are completed by the City's finance department. Managerial staffing changes in the finance department may impact these reports.*

#### **IV. CLOVIS STAGELINE/ROUNDUP: 2017 PRODUCTIVITY EVALUATION COMMITTEE RECOMMENDATIONS**

##### ***I. Comply, where feasible, with the FY13 through FY15 Triennial Performance Audit Recommendations.***

This is ongoing

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

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

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

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

##### ***IV. Continue to coordinate with FAX to consolidate services for maximum efficiency and effectiveness.***

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

##### ***V. Implement responsibilities under the Americans with Disabilities Act of 1990.***

Full compliance has been obtained. All vehicles are accessible.

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

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

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

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

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

With the passage of Measure C in November 2006, Clovis Transit has implemented some of the services listed in the Measure C Expenditure Plan that was presented to the voters. However, Measure C revenue is considerably less than projected and not all services can be provided.

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

### **CLOVIS STAGELINE**

- Stageline ridership decreased 14.0% over FY 16 with total ridership decreasing from 154,451 to 131,597. This change is a trend that transit agencies in the region are also experiencing.
- Vehicle service hours increased 0.9% from 21,193 in FY 16 to 21,401 in FY 17. The increase is an insignificant amount.
- Vehicle service miles experienced a slight decrease of 0.4% over FY 16 with total vehicle service miles decreasing from 258,156 to 257,006. This decrease is inconsequential.
- Farebox revenue ratio prior to Measure C funds increased from 6.1% in FY 16 to 7.0% in FY 17; the City subsidy of Measure "C" funding was needed to meet the State mandate of 20%.
- Overall, Stageline performance indicators reflected a 15.6% decrease in passenger/hour (6.15) and passenger/mile decreased 15.0% from 0.60 to 0.51. Operating costs decreased from \$103.44 per vehicle hour in FY16 to \$91.57 per vehicle hour in FY17.
- Vehicle hours/employee increased 1.0% from 1,284 to 1,297. Operational subsidy per passenger increased from \$13.32 in FY16 to \$13.90 in FY17.

### **CLOVIS CTSA/ROUNDUP**

- Clovis CTSA/Roundup services carried 56,236 riders in FY 17, a decrease of 7.42% over FY16.
- Total vehicle hours decreased from 31,586 in FY 16 to 30,593 in FY 17. This decrease of 3.14% is due to lower passenger count.
- Total vehicle miles decreased from 398,735 in FY 16 to 371,753 in FY 17 for a 6.77% decrease in miles. This is again to a lower passenger count.
- Operating costs increased 6.7% from \$2,517,231 to \$2,686,329 due to wage increases for drivers and higher fuel costs.
- Overall, the past year Clovis CTSA/Roundup service performance indicators reflect a 4.17% decrease in passenger/hour (1.84) and passengers/mile remained the same at 0.15. Operating costs increased 6.7% in FY 17. Cost/vehicle hour increased 10.1% from \$79.69 in FY16 to \$87.81 in FY17.
- Vehicle hours/employee remained essentially the same over the prior year to 1,529.

<b>Fiscal Year</b>	<b>Fresno</b>	<b>Clovis</b>	<b>Total</b>	<b>% Change</b>
FY 14	28,358	36,853	65,211	3.6%
FY 15	25,311	35,714	61,025	-6.4%
FY 16	24,369	36,323	60,692	-.6%
FY 17	22,978	33,258	56,236	-7.3

**Table II - 1**  
**Clovis Stageline**

*Annual Productivity Trends FY 2015-2017*

<b>Indicator</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>14-15</b>	<b>15-16</b>	<b>16-17</b>
Total Passengers	166,150	154,451	131,597	-2.0%	-7.0%	-14.0%
Total Hours	21,079	21,193	21,401	-0.2%	0.5%	0.9%
Total Mileage	260,594	258,156	257,006	-0.2%	-1.0%	-0.4%
Operating Cost	\$1,833,520	\$2,192,279	\$1,959,622	-18.5%	19.6%	-10.6%
Farebox Revenue*	\$366,704	\$439,478	\$391,900	-18.5%	19.6%	-10.6%
Employees (FT Equivalent)	16.5	16.5	16.5	0%	0%	0%
Passenger/Hour	7.88	7.29	6.15	-1.9%	-7.5%	-15.6%
Passenger/Mile	0.64	0.60	0.51	-1.5%	-6.3%	-15.0%
Cost/Vehicle Hour	\$86.98	\$103.44	\$91.57	-18.3%	18.9%	-11.4%
Cost/Vehicle Mile	\$7.04	\$8.49	\$7.62	-18.3%	20.6%	-10.2%
Veh Hrs/Employee	1,278	1,284	1,297	-0.2%	0.5%	1.0%
Cost Per Passenger	\$11.04	\$14.19	\$14.89	-16.8%	28.5%	4.9%
Measure C Funds	\$225,341	\$303,762	\$261,555	-27.8%	34.8%	-13.8%
Op Subsidy/Passenger	\$10.18	\$13.32	\$13.90	-18.3%	30.8%	4.3%
Farebox Incl. Measure C	20%	20%	20%	0%	0%	0%
Farebox Ratio w/o Meas.C	7.7%	6.1%	7.0%	26.2%	-20.8%	14.75%

\*Includes Measure C Funds  
OP Subsidy/Passenger calculated by:  
Operating costs minus farebox revenue divided  
by total passengers.

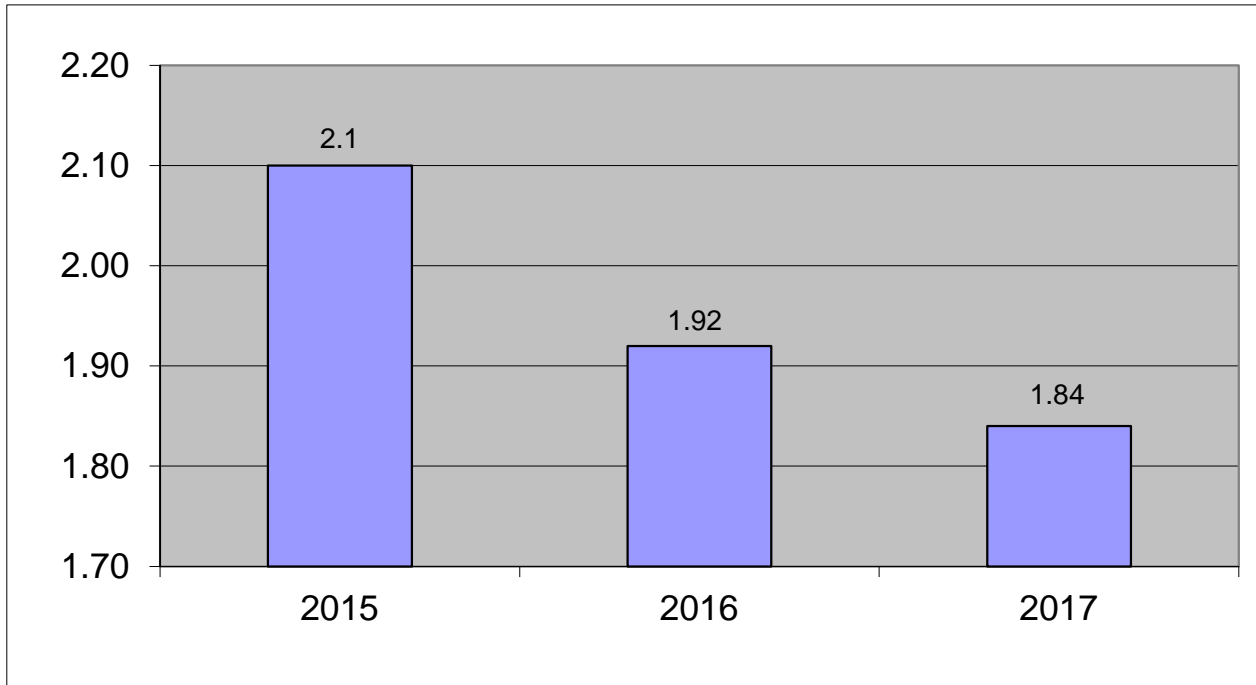


**Table II - 2**  
**Clovis Roundup**  
*Annual Productivity Trends FY 2015-2017*

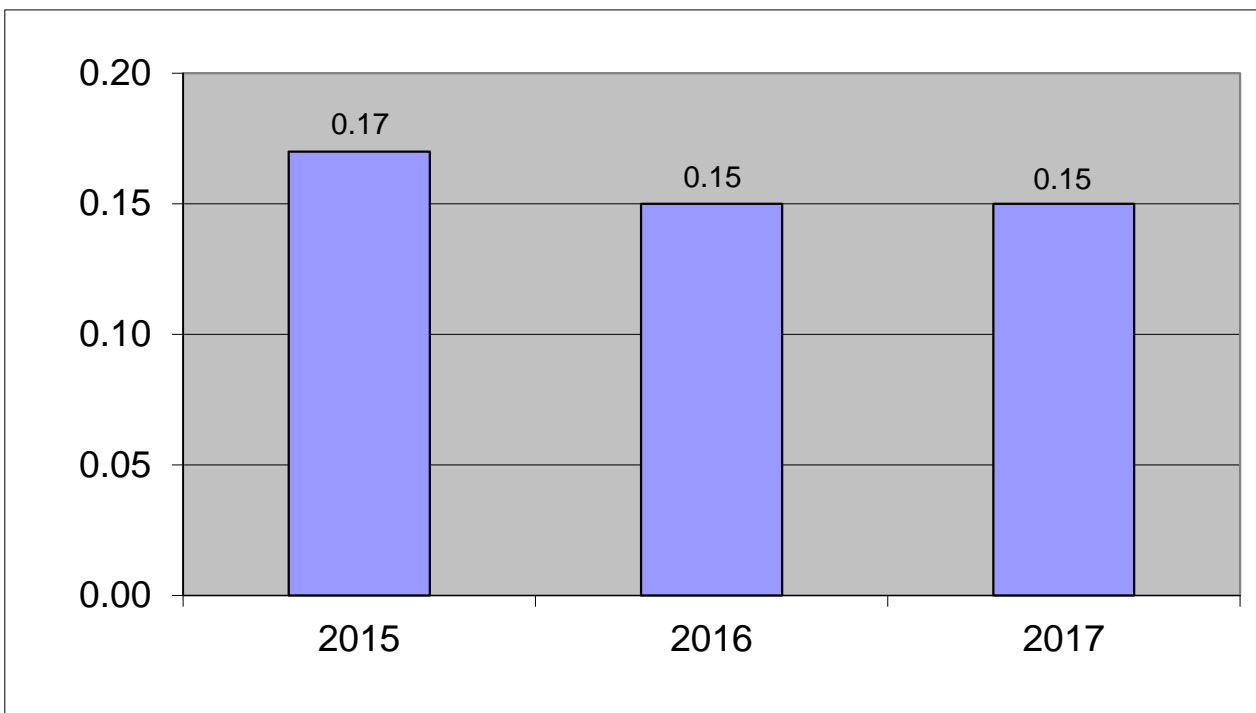
<b>Indicator</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>14-15</b>	<b>15-16</b>	<b>16-17</b>
Total Passengers	61,025	60,692	56,236	-6.4%	-0.6%	-7.3%
Total Hours	29,090	31,586	30,593	-2.0%	8.6%	-3.1%
Total Mileage	361,963	398,735	371,753	-7.7%	10.2%	-6.7%
Operating Cost	\$2,426,662	\$2,517,231	\$2,686,329	13.0%	3.7%	6.7%
Farebox Revenue*	\$242,666	\$252,566	\$268,631	13.0%	3.7%	6.7%
Employees (FT Equivalent)	20	20	20	0.0%	0.0%	0.0%
Passenger/Hour	2.10	1.92	1.84	-4.6%	-8.6%	-4.1%
Passenger/Mileage	.17	.15	.15	0.0%	-11.8%	0.0%
Cost/Vehicle Hour	\$83.42	\$79.69	\$87.81	15.3%	-4.5%	10.1%
Cost/Vehicle Mile	\$6.70	\$6.31	\$7.23	22.3%	-5.8%	14.5%
Veh Hrs/Employee	1,455	1,579	1,529	-2.0%	8.5%	-3.1%
Cost Per Passenger	\$39.77	\$41.48	\$47.77	20.7%	4.3%	15.1%
Measure C Fare Match	\$150,213	\$164,919	\$174,400	29.6%	9.8%	5.7%
Op Subsidy/Passenger	\$38.25	\$44.15	\$46.09	21.8%	15.4%	4.3%
Farebox Incl. Measure C	10%	10%	10%	0.0%	0.0%	0.0%
Farebox Ratio w/o Meas.C	3.8%	3.4%	4.0%	-17.4%	-10.5%	17.6%

\*Includes Measure C Funds  
 OP Subsidy/Passenger calculated by: Operating costs minus farebox revenue, divided by total passengers

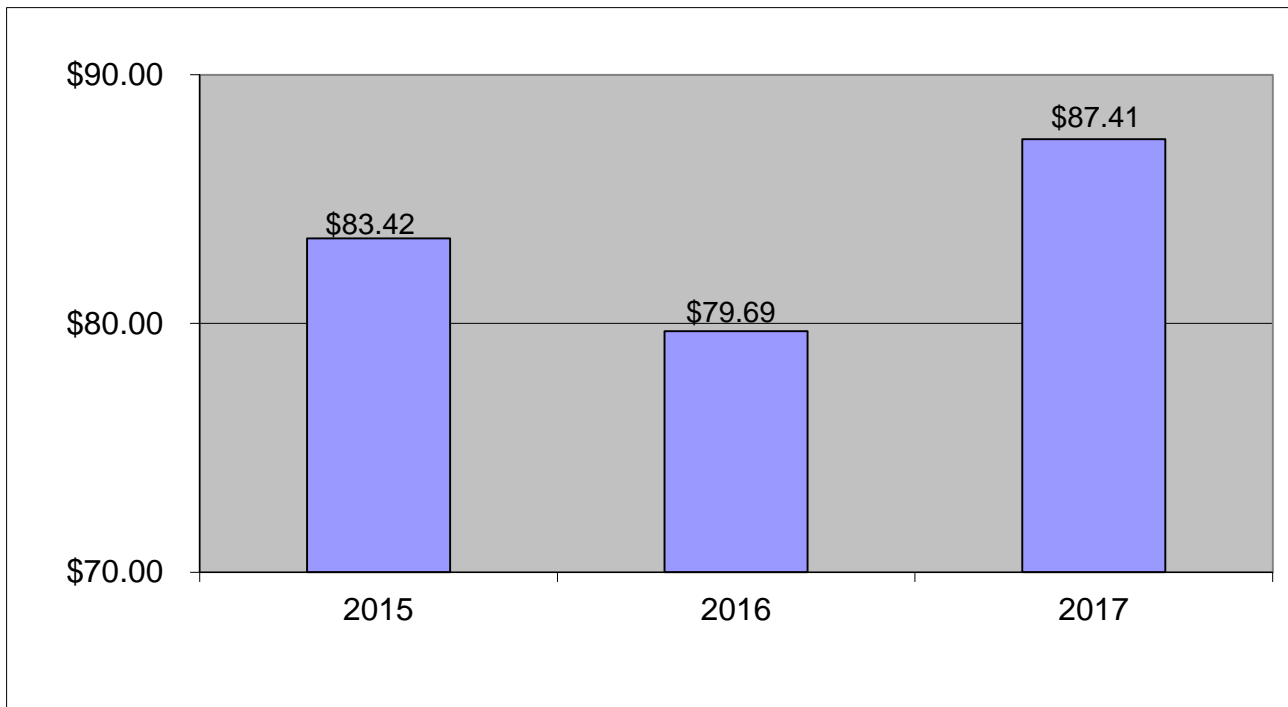
**Exhibit II-1**  
**Clovis Roundup Passengers/Revenue Hour**



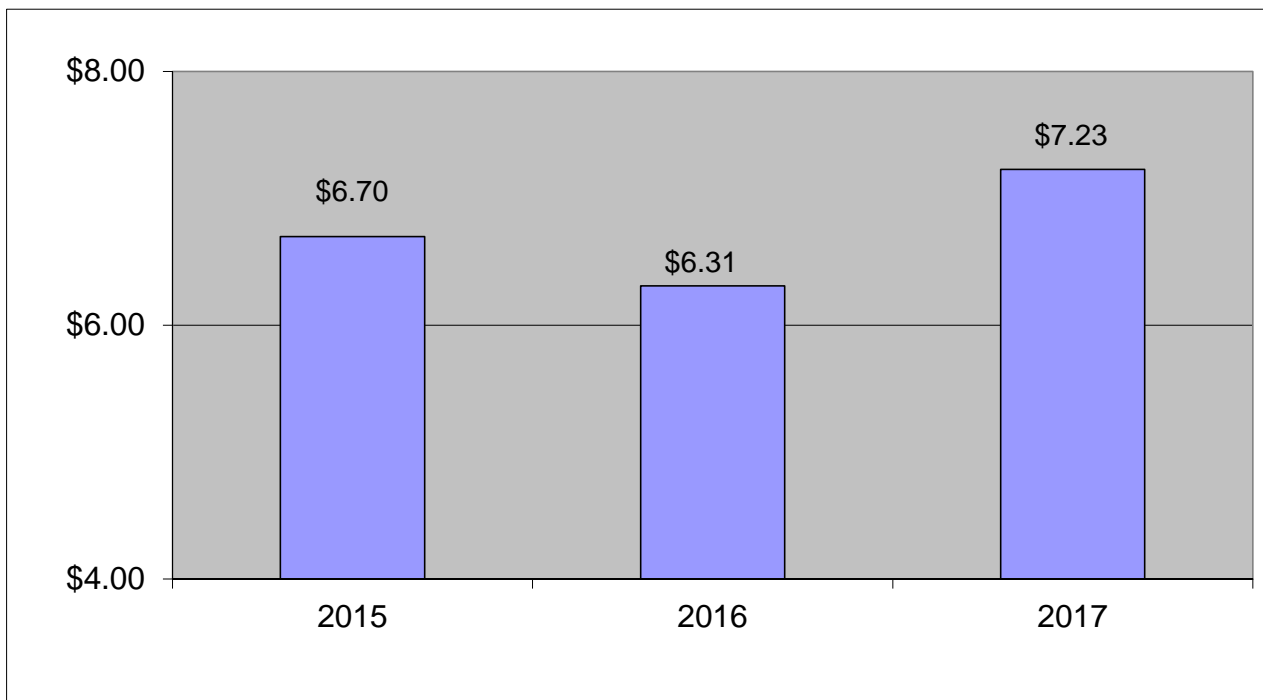
**Exhibit II-2**  
**Clovis Roundup Passengers/Revenue Mile**



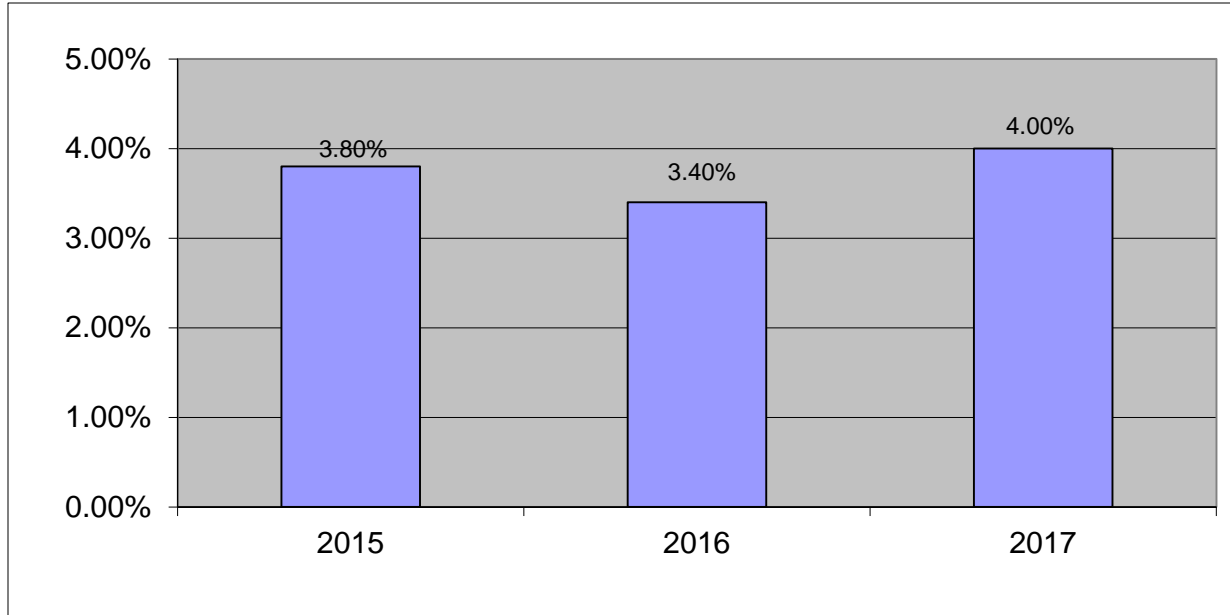
**Exhibit II-3**  
**Clovis Roundup Cost/Revenue Hour**



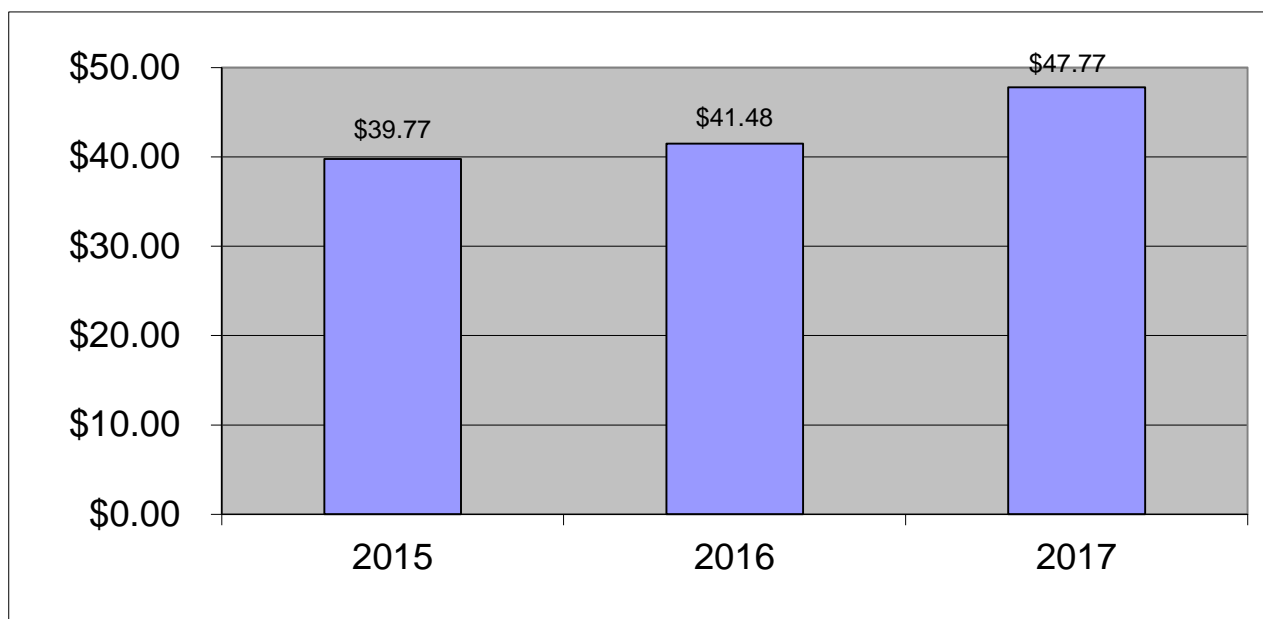
**Exhibit II-4**  
**Clovis Roundup Cost/Revenue Mile**



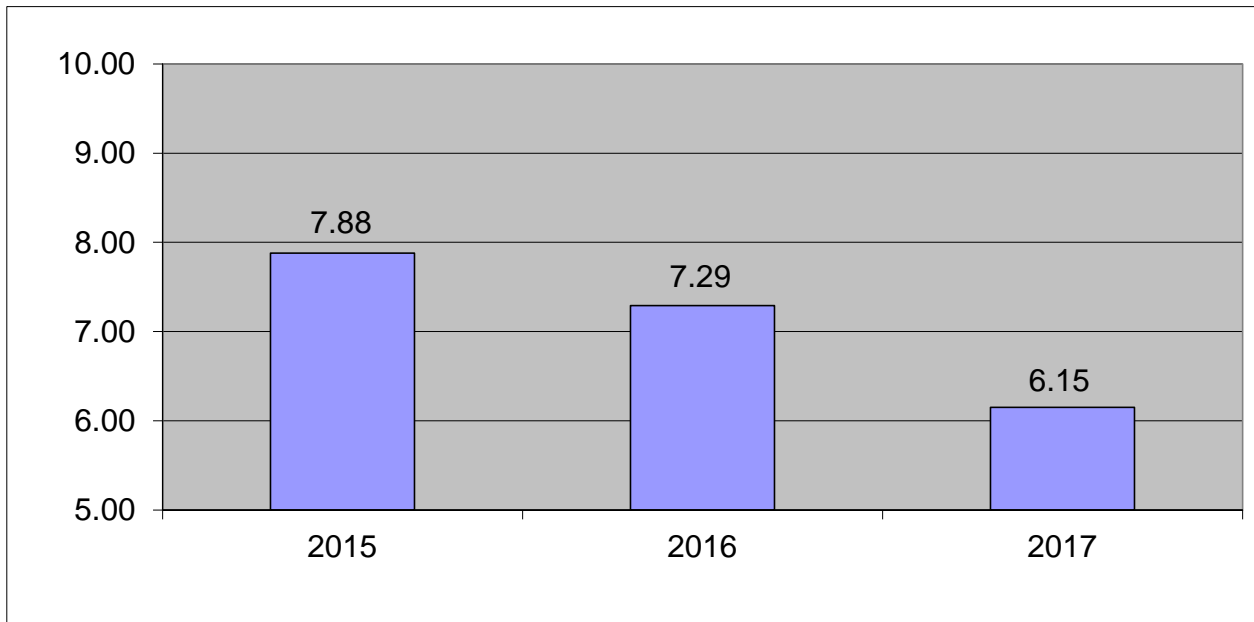
**Exhibit II-5**  
**Clovis Roundup Farebox Recovery Less Measure C**



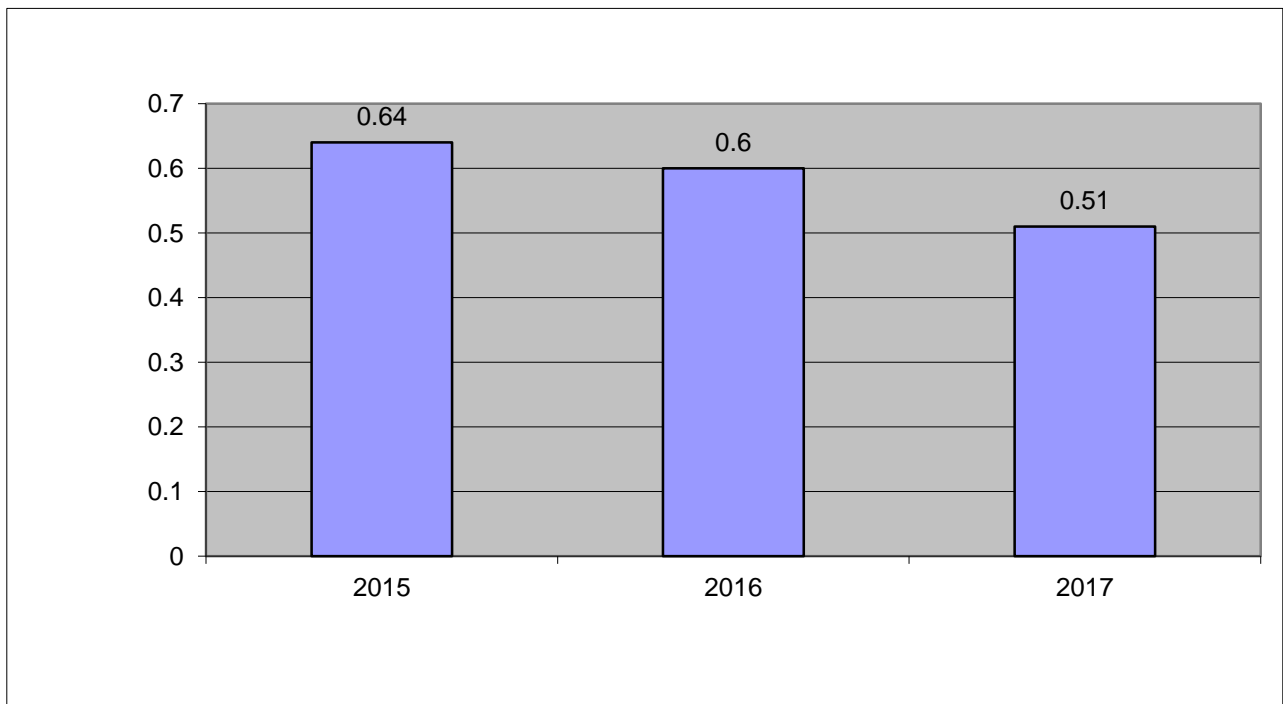
**Exhibit II-6**  
**Clovis Roundup Cost/Passenger**



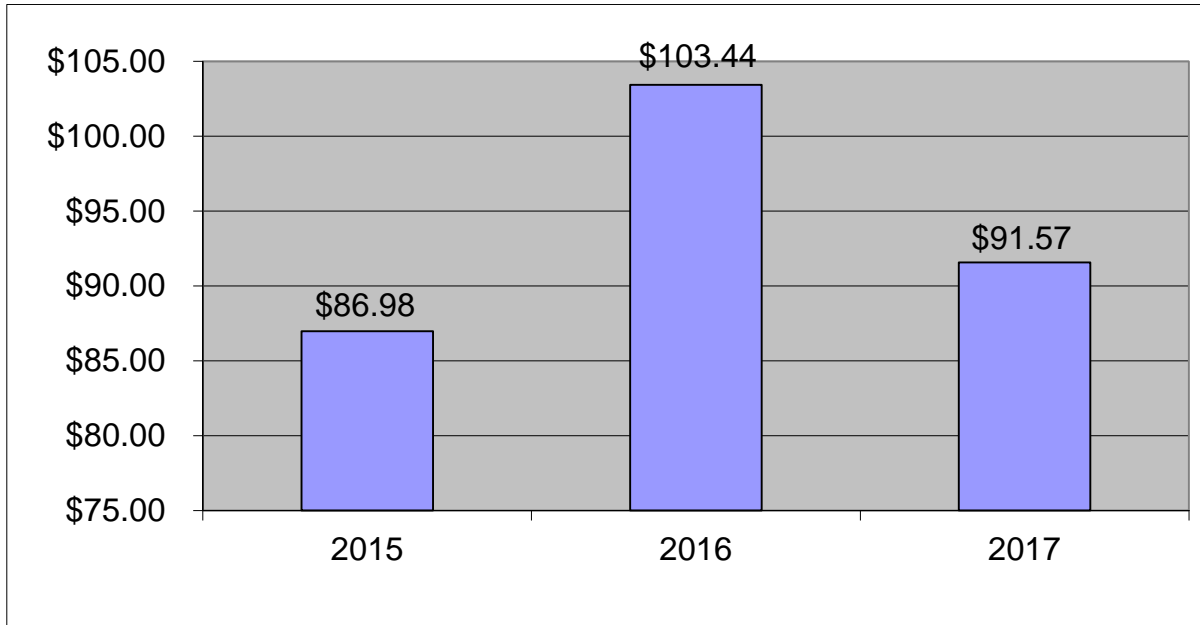
**Exhibit II-7**  
**Clovis Stageline Passengers/Revenue Hour**



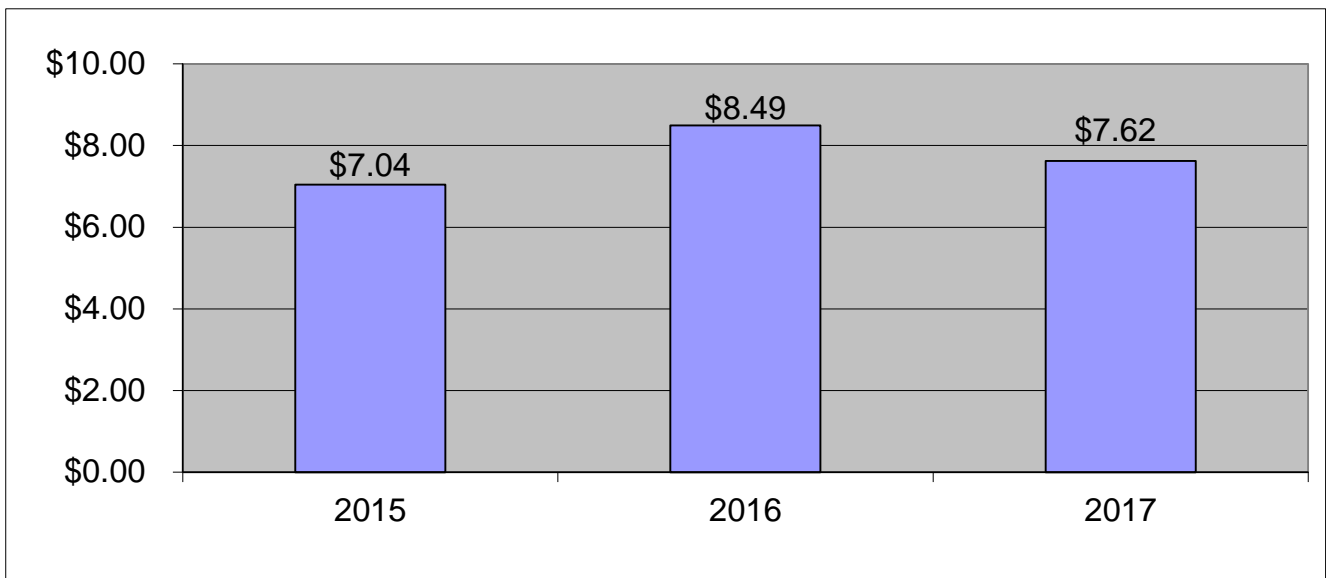
**Exhibit II-8**  
**Clovis Stageline Passengers/Revenue Mile**



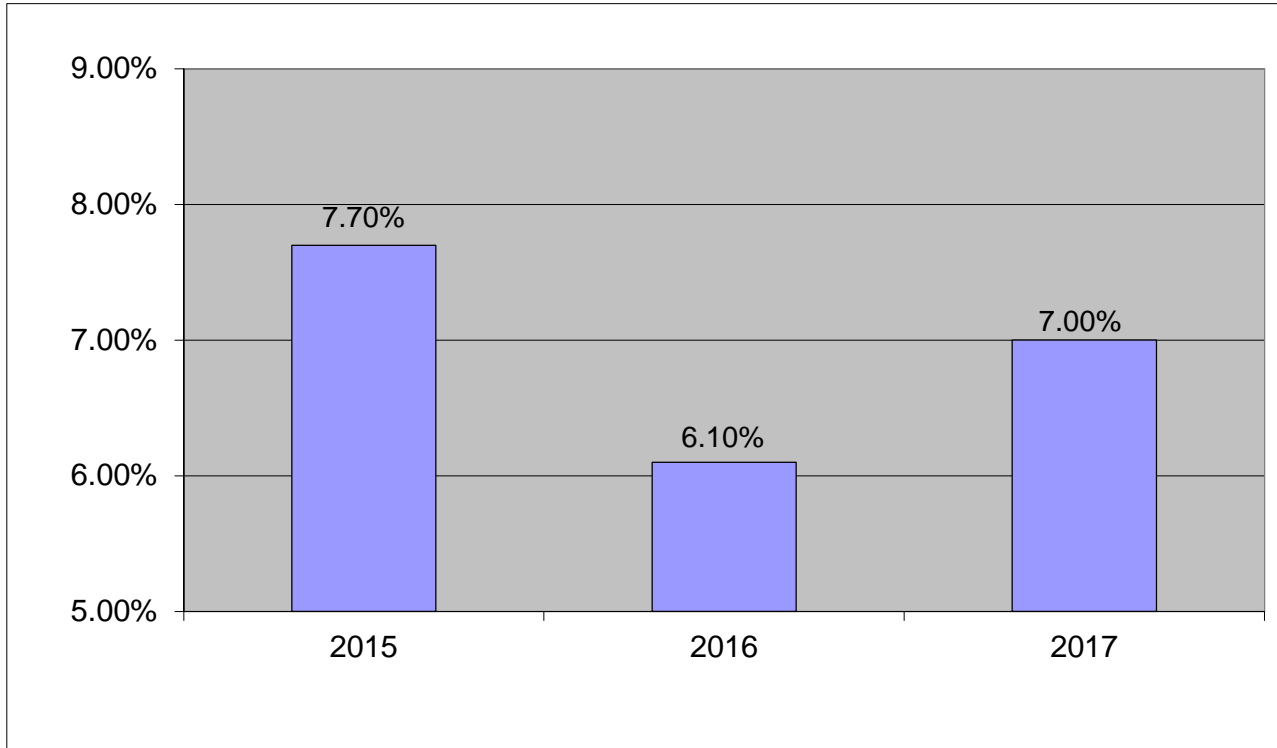
**Exhibit II-9**  
**Clovis Stageline Cost/Revenue Hour**



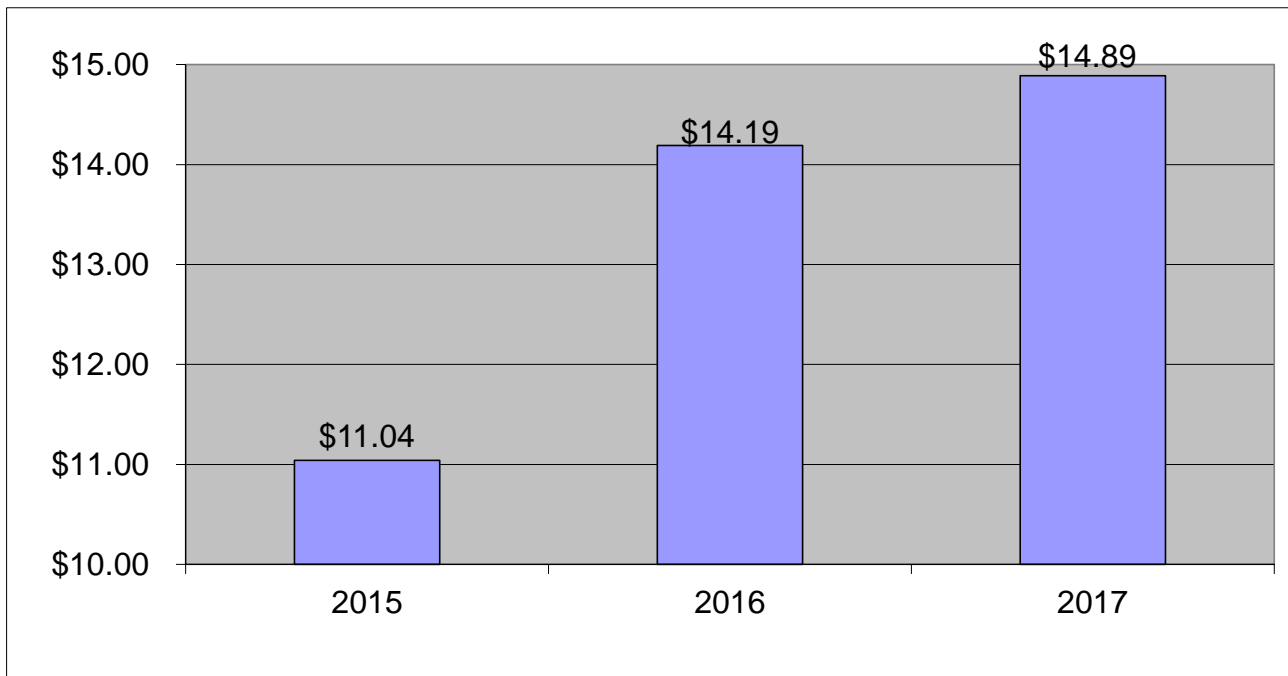
**Exhibit II-10**  
**Clovis Stageline Cost/Revenue Mile**



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



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







## Section III

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

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



# **SECTION III**

## **2017 PRODUCTIVITY EVALUATION**

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

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

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

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

The FCRTA is responsible for the overall administrative and financial oversight of the general public operations. Prior to FCRTA's formation in September 1979, limited services were provided in a few communities within Fresno County. In fiscal year 2016-2017, FCRTA began the year with twenty-four (24) rural Subsystems but ended this fiscal year with only twenty-two (22) subsystems as Big Trees Transit and West Hills North District College Transit ceased operations early in the 16-17 fiscal year.

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

Three (3) systems operated by City Staff:

1. Coalinga Transit - City of Coalinga;
2. Kerman Transit - City of Kerman; and
3. Reedley Transit - City of Reedley.

Two (2) systems under Public Contractors:

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

Nineteen (19) systems under a private non-profit agreement with the Fresno Economic Opportunities Commission (FEOC) as the Co-Designated Rural Consolidated Transportation Service Agency (Rural CTSA):

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

\*Demonstration period

Data of a previous On-Board Ridership Survey indicated that:

- 84.4% of FCRTA's riders have either no other way to make their trip, or would have to walk;
- 58.9% of FCRTA's riders use the system five (5) days a week;
- Female ridership out numbers male ridership, two-to-one; and
- The ethnic cross-section of FCRTA ridership was:

24.5%	White
73.3%	Hispanic
0.5%	Black
0.9%	Asian
0.8%	American Indian
100.0%	Total

## II. SYSTEM SERVICE AND ADMINISTRATIVE CHANGES

### System Service Modifications for 2017

In 2017 the FCRTA General Manager recommended the most reasonable service hours of operation for each of FCRTA's individual Subsystems. The Board of Directors concurred. The adopted and implemented services were recapped as follows:

#### Recap of Services for 2017

<u>FCRTA Subsystem</u>	<u>Location</u>	<u>Mode</u>	<u>Hours / Days</u>
Auberry Transit	Intra-Community	Demand Response	1 x 6hrs - M-F
	Inter-City Fresno	Demand Response	1 x 8hrs – Tu
Big Trees Transit	Inter-City (National Park)	Fixed Route/Shuttle	2 x 10hrs, 1 x 9.5 - M-Su
Coalinga Transit	Intra-City	Demand Response	1 x 8hrs - M-F
	Inter-City (Fresno)	Fixed Route	1 x 9.75hrs - M-Sa
Del Rey Transit	Intra-City	Demand Response	1 x 8hrs - M-F
Dinuba Transit	Inter-County (Dinuba-Reedley)	Fixed Route	1 x 12hrs - M-F
Firebaugh Transit	Intra-City	Demand Response	1 x 9.75hrs - M-F
	Inter-City (Firebaugh & Mendota)	Fixed Route	1 x 9.hrs - M-F
Fowler Transit	Intra-City	Demand Response	1 x 9.75hrs - M-F
Huron Transit	Intra-City	Demand Response	2 x 8hrs - M-F
	Inter-City (Huron - I-5 - Coalinga)	Fixed Route	1 x 8hrs - M-F
Kerman Transit	Intra-City	Demand Response	1 x 8hrs - M-F
Kingsburg Transit	Intra-City	Demand Response	2 x 8hrs - M-F
	Intra-City	Demand Response	1 x 8hrs - Sa
Laton Transit	Inter-City (Laton & Hanford)	Fixed Route	2 x 2hrs - M-F
	Inter-City (Hanford & Fresno)	Fixed Route	1 x 8hrs – M-F
Mendota Transit	Intra-City	Demand Response	1 x 10hrs - M-F
Orange Cove Transit	Intra-City	Demand Response	1 x 10hrs - M-F
	Inter-City (Fresno)	Fixed Route	1 x 10hrs - M-F
Parlier Transit	Intra-City	Demand Response	1 x 8hrs - M-F
Reedley Transit	Intra-City	Demand Response	4 x 8hrs - M-F
	Intra-City	Demand Response	1 x 8hrs - Sa
Rural Transit	Inter-Community	Demand Response	4 x 8hrs – M-F
Sanger Transit	Intra-City	Demand Response	1 x 11.5hrs - M-F
	Intra-City	Demand Response	1 x 8hrs - M-Sa
	Intra-City	Demand Response	2 x 8hrs – M-F
	Inter-City (Sanger - Reedley)	Fixed Route	1 x 8hrs – M-F
San Joaquin Transit	Intra-City	Demand Response	1 x 10hrs - M-F
Selma Transit	Intra-City	Demand Response	4 x 8hrs - M-F
	Intra-City	Demand Response	1 x 8hrs - Sa
Shuttle Transit	Intra-City (Fresno)	Demand Response	1 x 8hrs - M-Sa
Southeast Transit	Inter-City (Fresno)	Fixed Route	1 x 8.5hrs - M-F
Westside Transit	Inter-City (Fresno)	Fixed Route	1 x 8.5hrs - M-F
W.H. College Transit	Inter-City (Kerman – Firebaugh)	Fixed Route	1 x 4.75hrs – M-F
K-R College Transit	Inter-City (Kingsburg – Reedley)	Fixed Route	1 x 8hrs – M-F

The twenty-four (24) subsystem service modifications are summarized as follows:

Auberry Transit: Despite expressed interest and reported need, ridership on both the intra-community and Inter-City services to Fresno continued to be very marginal. Staff continued to recommend reduced services. The mountain area service continued to specifically address the primary usage by seniors attending the Hot Meal Nutrition Program and minimal general public ridership for local shopping and medical trips during a six (6) hour period Monday through Friday. The limited ridership on the Inter-City service to Fresno appears to warrant continuation of the “life-line” service one (1) day a week to address primarily medical trips.

Big Trees Transit: FCRTA introduced Big Trees Transit in May of 2015. In conjunction with the City of Sanger and the National Park Service, FCRTA operated a fixed route service from Fresno to Kings Canyon National park with stops in Fresno, Sanger, Squaw Valley, and Kings Canyon National Park. This service operated as a 2-year demonstration project testing the long-term feasibility of this type of service. This service was discontinued in September of 2016 because it was unable to consistently demonstrate that it could meet the required 10.00% farebox ratio and there is no other funding source available.

Coalinga Transit: Coalinga Transit operated two (2) modes of service. The Dial-A-Ride service has provided with a single vehicle’s operation eight (8) hours per day Monday through Friday. The Inter-City service from Coalinga through Huron, Five Points, Lanare, Riverdale, Caruthers, Raisin City, and Easton to Fresno was changed to 9.75 hours per day, Monday through Saturday during 2016.

Del Rey Transit: The Del Rey Transit service continues to be provided eight (8) hours per week day to the general public. The demand responsive service transported passengers within the community on a shared ride basis; arranges passenger grouping for trips to Sanger; and transfers in Sanger to Orange Cove Transit for service to Fresno or Parlier, Reedley and Orange Cove. The operation maintains priority service to seniors attending the mid-day Hot Meal Nutrition Program.

Dinuba Transit: Began in August 2008 to provide Inter-County services between Dinuba and Reedley. The service is intended to address access to the Adventist Medical Center for on-the-job nurse training and Reedley College, with additional access to additional goods and services in Reedley. The service is available from 7am to 9pm Monday through Friday on a fixed route basis.

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

Fowler Transit: This service operates from 7:00am to 5:30pm with a mid-day lunch hour for the driver, Monday through Friday. The service utilizes one (1) twenty-two (22) passenger bus to assist in grouping passengers throughout the day.

Huron Transit: The ridership on this Intra-City service has consistently produced the highest passenger counts per hour. The service was provided by two (2) twenty-two (22) passenger bus to address passenger loading requirements. The service is operated from 7:00am to 6:00pm, with a staggered mid-day lunch hour for the drivers, Monday through Friday. The City also funds an inter-city “life line” service to Coalinga during a five (7) hour period Monday through Friday from 9:00am to 5:00pm, with a mid-day lunch hour for the driver. Two (2) round trips are available, with two (2) ninety (90) minute shuttle periods in Coalinga for passenger drop-offs and pick-ups. During FY 16-17 FCRTA emphasized the sale of bus passes for this route for students riding to West Hills College in Coalinga.

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

Kingsburg Transit: Two (2) twenty-two (22) passenger vehicles continue to address existing ridership demand.

The service was provided during a nine and a half (9.5) hour period, Monday through Friday from 7:00am to 5:30pm, with a staggered mid-day lunch hour for the drivers. *Saturday Service* is also available from 8:00am to 5:00pm, with a mid-day lunch hour for the driver.

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

Mendota Transit: The ridership levels and pattern of this service continued to be operated from 7:00am to 5:30pm with a mid-day lunch hour for the driver, Monday through Friday.

Orange Cove Transit: Both the Intra-City and Inter-City service from Orange Cove through Reedley, Parlier, and Sanger to Fresno, ridership levels warranted service continuation from 7:00am to 5:30pm, with a mid-day lunch hour for the drivers, Monday through Friday.

Parlier Transit: Intra-City service continues to be available from 7:00am to 4:00pm, with a mid-day lunch hour for the driver, Monday through Friday.

Reedley Transit: Four (4) vehicles are operated eight (8) hours each day 8:00am to 5:00pm Monday through Friday. One (1) vehicle is operated on Saturdays from 8:00am to 5:00pm.

Rural Transit: Introduced during Fiscal Year 2014-15, this service addresses the previously unmet transit needs of truly rural area residents living beyond the existing FCRTA subsystem transit service areas outside the sphere of influence of each city. Riders must request service twenty-four (24) hours in advance. Four (4) accessible four (4) passenger mini-vans provide service for eight (8) hours from 8:00am to 5:00pm and meet Lifeline criteria.

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

San Joaquin Transit: One (1) twenty-two (22) passenger vehicle is available to address service needs within the large service area, Monday through Friday between the hours of 7:00am and 5:30pm. Ridership declined as child day-care programs lost participants, when families left to find work elsewhere, following the continued diversion of water from agricultural production. This "life-line" service continues to be essential to the community residents for connectivity to senior, social service and medical clinics in neighboring communities and "to" and "from" Kerman for connections on Westside Transit for weekday service to Fresno. Passenger trips are grouped to share rides. The San Joaquin Transit service area also includes Cantua Creek, El Porvenir, and Tranquility with set dates and times.

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

Shuttle Transit: FCRTA introduced Shuttle Transit in August of 2014. This unique service came about as an effort by FCRTA to address the issue of rural passengers having arrived in Fresno via various Inter-City routes having difficulty making connections with Fresno FAX routes thus sometimes missing their appointments elsewhere in Fresno. In response a demand response service was created to pick up FCRTA riders, upon request only, at the downtown FCRTA bus stop at Greyhound/Amtrak and take them to their requested destinations throughout Fresno and then return them to the FCRTA bus stop so they can catch their FCRTA Inter-City bus back home for a fee of \$2.50. One vehicle provides this service Monday through Saturday from 8:15am to 4:30pm.

Southeast Transit: This service operates from 7:00am to 5:30pm, Monday through Friday; with a mid-day hour and a half (1.5) lunch period for the driver. It provides three (3) round trips per weekday from Kingsburg through Selma and Fowler to Fresno.

Westside Transit: This service operates from 7:00am to 5:30pm, Monday through Friday; with a mid-day hour and a half (1.5) lunch period for the driver. It provides two (2) round trips per weekday from Firebaugh through Mendota, Kerman, with connections to San Joaquin Transit, to Fresno.

West Hills North District Center College Transit: Began service on January 11, 2016 to provide Inter-City services between Kerman and Firebaugh. The service is intended to provide access to West Hills College's North District Center in Firebaugh, with additional access to additional goods and services in Kerman and Firebaugh. This service, provided by a separate single vehicle, is available from 6:35am to 3:00 pm Monday through Friday on a fixed route basis. This service ceased operations early in Fiscal Year 2016-17 due to a lack of ridership and farebox requirements.

Kingsburg - Reedley College Transit: Began service on January 11, 2016 to provide Inter-City services between Kingsburg and Reedley. The service is intended to provide access to Reedley College in Reedley, with additional access to additional goods and services in Kingsburg and Reedley. This service, provided by a separate single vehicle, is available from 7:00 am to 4:30 pm Monday through Friday on a fixed route basis.

FCRTA Administration and Operations Management: During FY 2015, the FCRTA added the new positions of Administrative Assistant and Associate Transit Planner. The Administrative Assistant assists the FCRTA General Manager with the day-to-day administration of the FCRTA subsystems and serves as back-up support to local, state, and federal grant programs and transit planning programs. The Associate Transit Planner assists the General Manager with the analysis and reporting of the FCRTA subsystems; Coordinates FCRTA bus schedules and transit operations services; Provides analysis and reports for service and maintenance contractors; Assists in administration of local, state, and federal grant programs; assists with transit planning programs.

At the end of FY 2015 the maintenance contract with the City of Fresno ended. FCRTA subsequently contracted with the FEOC for maintenance of FCRTA vehicles. A new maintenance operation was established and staffed at the FEOC transit facility located at 3120 W. Nielson in Fresno. Maintenance operations began on August 1, 2015. However, FCRTA has outgrown the current Maintenance and Operations facilities and will in the near future be looking to relocate the Maintenance functions and possibly the operations as well.

During the 2016 Fiscal Year, FCRTA took its first steps toward obtaining Electric Vehicles (EV) for its vehicle fleet. Several grants were obtained for funds for Electric Vans, Electric Buses, EV Chargers, Solar EV Chargers and Solar EV Charger "Trees." FCRTA has secured grant funding from the State of California's Low Carbon Transit Operations Program for Zenith Electric Vans; grant funds from the California Air Resources Board for Proterra Electric Buses, grant funds from the San Joaquin Valley Air Pollution Control District's Charge Up Program for Solar EV Chargers; and grant funds from the Fresno Council of Government's Measure C New Technology program for BYD Electric buses and Solar EV Charger Trees (a larger, more powerful version of the Solar EV Charger). All of these EVs and EV charging infrastructure equipment will be procured by FCRTA during Fiscal Year 2016-17.



During FY 2017, FCRTA made great strides in obtaining, installing, and operating new EV Charging Infrastructure and Electric Vans. In September 2016 FCRTA obtained and installed 5 EV Chargers for its Maintenance Facility in Fresno. In October 2016 FCRTA obtained 6 more EV Chargers intended for use in cities where FCRTA vehicles are stored and operated. In January 2017 FCRTA received and installed 13 Solar Chargers in the cities of Firebaugh, Kerman, Fowler, Sanger, Parlier, San Joaquin, Mendota, Selma, Kingsburg, Huron, Orange Cove, Reedley, and Coalinga. On May 24, 2017 FCRTA held a ribbon cutting ceremony for the Solar Charger unit in Fowler in conjunction with Envision Solar, Caltrans, the California Energy Commission, CALSTART, The San Joaquin Valley Air District, and the City of Fowler. This event was well attended and covered extensively by the media. In December 2016 FCRTA received 4 Zenith Electric Vans. Because of the unique characteristics of this electric battery technology, much test driving and studying of the vans was required before these vans could be operated in revenue service. This testing and evaluation process was completed during the summer of 2017 and these vans were put into revenue service in August of 2017. Also during FY 2017 preparations continued for the beginning of grant projects that will include the use of Proterra Electric Buses, BYD Electric Buses, and Solar Tree EV Chargers that are expected to take place sometime during 2018. Regarding grants, during FY 16-17 FCRTA was successful in obtaining State Low Carbon Transit Operations Program (LCTOP) funds for the purchase of two more Electric Vans, and San Joaquin Valley Air Pollution Control District (SJVAPCD) funds to also help purchase the two Electric Vans.

### **Marketing of Transit Services**

During FY 16-17 the FCRTA website is was re-designed with revised and new information and now has many features added to it such as a new transportation guide and “how-to” videos for using FCRTA transit services. This new, improved website went online during April 2017 and it is working well for users and staff.

The FCRTA has also prepared individual informational flyers identifying the specifics of an individual transit subsystem. This simplified approach was indented to address suggestions offered by the current transit users.

### **Mobility Training Program**

From September 2013 through February 2014 FCRTA conducted Mobility Training that was funded through a grant by the FTA and Measure C. A Mobility Training Team of three travel training specialists visited the Fresno County communities of Auberry, Coalinga, Del Rey, Firebaugh, Fowler, Kerman, Kingsburg, Huron, Mendota, Orange Cove, Parlier, Reedley, Sanger, and Selma to make presentations, demonstrate transit buses, and demonstrate mobility aids to Senior groups, schools, and various social service agencies. Topics covered in the Mobility Training presentations included descriptions of all FCRTA transit services offered; connections to the City of Fresno’s FAX and Handy Ride services; applicable transit fares; getting on the bus and riding the bus; how to use demand response service and fixed route services; and how to use mobility aids.

### **FCRTA Technology Upgrades**

During Fiscal Year 2015-16 FCRTA implemented several technology upgrades that have served to increase the capabilities of FCRTA staff and increase the efficiency of FCRTA transit operations. In October 2013 Mobilitat Dispatching Software was first implemented. This software allows FCRTA to dispatch trips quicker and more efficiently than before and eliminated the need for constant 2-way radio communication with drivers. FCRTA dispatchers are now able to monitor all transit trips system-wide as the Mobilitat software tracks the location and passenger activity for each vehicle in the FCRTA system on a countywide basis. FCRTA also acquired Tablets from Verizon that enabled drivers to use Mobilitat software and enter, store, and send transit data from Tablets on buses back to the transit operations center. Verizon “Jet Packs” were also acquired to provide Wi-Fi capability for the Tablets thus allowing transit data to be sent via the internet. During FY 15-16 ongoing upgrades included Apollo Camera equipment being installed on buses. This camera equipment allows bus operations both inside and outside of the bus to be shown to transit staff both live and recorded. During Fiscal Year 16-17 technology upgrades included the introduction of High Definition cameras, DVR recorders, and SIM cards.

## **Ridership by Senior Citizens**

The FCRTA is the only public transit system in Fresno County that continues to record transit ridership by population segments: elderly (60+); disabled; and general public. This practice has allowed us to track these passenger groupings to note overall usage. Between Fiscal Year 2016 and 2017 total senior ridership decreased very slightly at -2.86% (-2,605 riders). In 2016-17 the total of all seniors, sixty years and older (60+) was 88,374 rides. Seniors who were sixty-five years of age and older (65+) were able to take advantage of a special Measure-C program that was approved by the voters in 2006 and implemented by the FCRTA in 2007. The program allows seniors who are 65+, with a photo ID, to ride each local transit agency's intra-city services for free through 2027. The actual fares are paid for with FCRTA's Measure-C program funds. Over the past three (3) Fiscal Years, senior ridership has decreased slightly at -4.09% or -3,734 riders between 2014-15 and 2016-17 reflecting an ongoing trend.

Fiscal Year	Senior Ridership	Numeric Change	Percent Change	Three Year Fiscal Year Percent Change
2014-15	92,108			
		-1,129	-1.23%	
2015-16	90,977			
		-2,605	-2.86%	
2016-17	88,734			-4.09% (-3,734 riders)

In Summer of 2010, four (4) years after the implementing the in-city "free service to seniors, 65 years and older (65+)", Clovis Transit and Fresno Area Express (FAX) were contacted by a Los Angeles Attorney that called attention to a previously unknown section 99155 of the California Public Utilities Code (PUC) that stipulated that whatever special fares may be extended to "Seniors" also had to be made available to the "Disabled" as defined by sections 99206; 295.5; 297.7; and 22511.55. After considerable discussion with the legal counsels of: Clovis; Fresno; Fresno County; and the administrative staffs: of the Fresno COG; the Fresno County Transportation Authority; the local agencies Fiscal Auditors; and the Fresno COG's Triennial Performance Auditors; the FCRTA Staff recommended to the Board of Directors on October 28, 2010, that the "free fare" should be extended to the disabled passenger using FCRTA's Intra-City transit services, effective November 1, 2010 and has continued to be in effect as of this date.

## **Management and Organization**

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

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

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

The FCRTA has recognized its responsibilities in ensuring accessible services to passengers since 1979. The Agency's fleet has always been 100% accessible. All of FCRTA's eighty-eight (88) vehicles are wheelchair accessible to permit access by disabled patrons in accordance with the latest Americans with Disabilities Act (ADA) accessibility requirements of 1990.

Since its inception, the Agency operations were carefully considered to meet the special needs of the transit disadvantaged (elderly, disabled, and low-income). Sixteen (16) of FCRTA's Subsystems (Auberry Transit, Coalinga Transit, Del Rey Transit, Firebaugh Transit, Fowler Transit, Huron Transit, Kerman Transit, Kingsburg Transit, Mendota Transit, Orange Cove Transit, Parlier Transit, Reedley Transit, Sanger Transit, San Joaquin Transit, and Selma Transit) are operated as "*real-time*" demand responsive services. A portion of eight (8) FCRTA Subsystems (Coalinga Transit, Dinuba Transit; Huron Transit, Orange Cove Transit, Selma Transit, Southeast Transit, and Westside Transit) are provided on a scheduled fixed-route basis. The Auberry Transit inter-city service and Rural Transit are the only services requiring twenty-four (24) hour prior reservations to access the accessible mini-vans. Since January 26, 1992, in compliance with requirements of the ADA, each respective service may, however, deviate from its specified route on a demand responsive basis up to a three-quarter (3/4) mile in either direction (1-1/2 mile path) to pick-up or drop-off a disabled passenger. As such, the FCRTA is exempt from the requirement to prepare a "*Comparable Service Paratransit Plan*" for implementing the ADA (a common requirement for other fixed route transit operators such as Fresno Area Express and Clovis Transit). FCRTA also provides the Rural Transit service which provides connections to other transit services.

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

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

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

The FCRTA Board of Directors, which is composed of the Mayors of each of the thirteen (13) Cities and a Supervisor from the County Board of Supervisors, has recognized its responsibilities to be part of the air quality solution, and an example for others to emulate. As a small rural transit agency we did not have the resources of a large urban transit operator. The FCRTA Staff consistently went with proven technology and readily available fuels. From 1992 through 2010 the FCRTA successfully operated eleven (11) vehicles on propane. In 1997 the FCRTA purchased twenty-three (23) compressed natural gas (CNG) powered vehicles, and two (2) zero emission electric battery powered buses that were successfully operated through 2010. As mentioned in the *FCRTA Administration and Operations Management* section, FCRTA in FY 16-17 obtained 4 Zero Emission Electric Vans and has plans to obtain 9 Electric buses and vans in 2018.

The FCRTA vehicle fleet in in 2016-2017 consisted of ninety-two (92) vehicles. Forty-four (44) are powered by CNG, four (4) are powered by electric batteries, and forty-four (44) are powered by unleaded gasoline, only because no conversion kits were approved by the California Air Resources Board. The FCRTA does not operate any diesel powered vehicles. The FCRTA vehicle fleet consisted of:

- Two (2) 2013 unleaded gasoline powered Ford service trucks;
- Two (2) 2013 unleaded gasoline powered seven (7) passenger 4 wheel drive Ford vans;
- Thirty-eight (38) 2013 unl. gasoline powered seventeen (17) passenger Chevrolet-Arboc vans;
- Three (3) 2006 CNG powered thirty-seven (37) passenger Blue Bird buses;

- Four (4) 2007 CNG powered thirty-seven (37) passenger Blue Bird buses;
- Eleven (11) 2008 CNG powered twenty-two (22) passenger modified GMC - Glaval Vans;
- Sixteen (16) 2009 CNG powered twenty-two (22) passenger modified GMC - Glaval Vans; and
- Four (4) 2009 gasoline powered five (5) passenger modified Chevrolet Mini-Vans;
- Eight (8) 2016 CNG powered thirty-five (35) passenger El Dorado buses;
- Four (4) 2016 Electric battery powered nine (9) passenger Zenith Ram 3500 Electric Vans.

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

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

During Fiscal Year 2015-16 FCRTA demonstrated a new commitment to zero emission vehicles in the form of EVs. During the year several grants were pursued for the purpose funding EVs and EV infrastructure, in the form of EV Chargers, Solar EV Chargers, Solar Tree EV Chargers, related electric equipment, and electricity infrastructure upgrades. FCRTA was successful in obtaining funding from several grants that enabled FCRTA to begin purchasing EVs and EV Charging infrastructure during Fiscal Year 2016-17. During FY 16-17 FCRTA did receive its first EVs in the form of four Electric Vans and also received its first EV Chargers and Solar EV Chargers.

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

### **Driver Training**

Twenty-five (25) years ago in 1989, the State mandated a law (SB 1586) that created the General Public Transit Vehicle (GPPV) driver training, licensing, and background check requirements. The FCRTA was required to develop and implement a forty (40) hour training program that included classroom and behind-the-wheel training for all drivers assigned to its operations. Topics covered in the training sessions included:

1. Defensive Driver Training;
2. Operational Guidelines for Safety;
3. Motor Vehicle Code Regulations;
4. Patron Assistance Techniques;
5. Daily Vehicle Inspections;
6. Maintenance; and
7. Record Keeping and Reporting Procedures.

Additional mandatory Driver In-service Meetings are conducted during three (3) hour sessions, every other month. Supervisors, and guest speakers (including: disability awareness and procedures representatives, insurance agency representatives, California Highway Patrol Officers, Drug and Alcohol Consortium Representatives, etc.), review techniques and procedures to ensure that each driver is oriented toward serving each individual that accesses FCRTA's vehicles, or interacts in any way with their services.

Personnel responsible for dispatching are also trained to: provide effective, professional, and courteous service to the patrons; efficiently schedule transit operations; and to comply with the FCRTA administrative and operational procedures required by legislative mandates. This function will be reviewed on an on-going basis.

### **Vehicle Maintenance**

The GPPV law also required vehicle inspection and maintenance program standards. The California Highway Patrol (CHP) Motor Carrier Division is responsible for certifying the FCRTA's maintenance terminal (FEOC) and inspecting the transit vehicles annually to ensure that the Agency complies with mandated daily, forty-five (45) day or 3,000 mile, and annual inspections. The premise of the State requirements is that the transit vehicles are never out of original factory specification tolerances. Therefore, while the vehicles may continue to get older, they are no longer permitted to progressively wear out. The CHP again issued a "*satisfactory*" rating of FCRTA's vehicles and terminal facility in May of 2017. The documentation is included with FCRTA's annual TDA Claim, as required by law.

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

After the expiration of a three year contract, the FCRTA transferred its vehicle maintenance responsibilities and contract from the City of Fresno – Fleet Maintenance, to the FEOC on August 1, 2015 on an interim basis. However, FCRTA is looking to relocate the maintenance facility due to the acquisition of larger 30, 35, and 40 foot buses in the fleet. The existing facility was built in 1985 where FCRTA started with 20 vehicles. The fleet today includes 92 vehicles and the current maintenance site has only 2 bays with very limited space for future expansion due to other services/programs on the property. FCRTA will be looking to build a new facility or refurbish an existing facility on 2-6 acres to meet our current needs and future needs of our expanding fleet.

### **III. TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS (FY2013 to 2015)**

The most recent Triennial Performance Audit report was prepared for the FCOG, under Contract by Michael Baker International in December 2016. This audit was mandated by the Transportation Development Act (TDA) of 1971.

The most recent report represents an exhaustive effort to evaluate every aspect of FCRTA's operations during the 2013 to 2015 Fiscal Year periods. The FCRTA was found to be in compliance with applicable TDA requirements, as well as those regulations imposed by the State Controller's Office. The Auditor's overall assessment was that the FCRTA *"is operating in an economical, efficient, and effective manner"*.

The results, findings, and recommendations were enumerated for implementation. Two (2) recommendations were identified. The FCRTA Board of Director accepted the Report and its recommendation at their January 2017 meeting, following an expressed opportunity for public comment. The two (2) recommendations were:

#### **1. Provide Title VI policy documentation on the FCRTA website.**

Pursuant to the federal Civil Rights Act of 1964, a Title VI Program was adopted by FCRTA and approved by Caltrans in June 2014. Title VI of the Civil Rights Act of 1964 requires that no person in the United States, on the grounds of race, color, or national origin be excluded from, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance. However, the auditor could not locate Title VI information and complaint forms on the FCRTA website.

Title VI provisions include a Limited English Proficiency (LEP) plan to help identify reasonable steps to provide language assistance for LEP persons seeking meaningful access to the FCRTA subsystems as required by Executive Order 13166.

Therefore, it is recommended that FCRTA update its website and make available online the Title VI plan, procedures, and complaint form in English and Spanish. One compliance measure would be to work with the website designer to install a Google Translate tool or widget on the newly designed FCRTA website.

*Compliance Response: FCRTA staff followed the recommendation and updated its Title VI Plan during FY 16-17 to include the items listed in the recommendation and also took the steps discussed in the recommendation. The FCRTA Title VI Plan was approved by Caltrans on April 18, 2017.*

#### **2. Calculate farebox recovery using revised method contained in new state legislation.**

FCRTA's farebox ratio has consistently been above the TDA standard of 10 percent, although the ratio had declined by the end of the audit period due to certain cost increases such as insurance. New state legislation (SB 508, October 2015) makes changes to the farebox ratio, including exclusions for certain costs above inflation such as insurance. This change would help support the fare ratio for FCRTA. Also, the legislation reinforces the practice of allowing other locally generated revenues in the farebox ratio. These local support revenues are intended to be a supplement to passenger fare revenue when passenger revenues fail to meet farebox standard. The annual TDA fiscal audit should account for and calculate the farebox ratio inclusive of applicable cost and revenue adjustments.

*Compliance Response: FCRTA followed this recommendation and modified its accounting practices to account for the new farebox recovery method.*

#### **IV. FOLLOW-UP ON 2016 PRODUCTIVITY EVALUATION COMMITTEE RECOMMENDATIONS**

It was recommended that FCRTA take the following actions:

- A. Continue to implement recommendations in the "*Short-Range Transit Plan for the Rural Fresno County Area*" to increase productivity.  
  
*Ongoing.*
- B. Continue to modify services as warranted while maintaining farebox and ridership requirements.  
  
*Ongoing.*
- C. Continue to monitor subsystem farebox recovery percentages to ensure the minimum ten percent (10%) TDA requirement is maintained for the entire System. Conduct Public Hearings to consider appropriate fares adjustments to increase farebox revenues as warranted.  
  
*Ongoing.*
- D. Respond to recommendations referenced in the Triennial Performance Audit for FY2012-2013; 2013-14 to 2014-2015 Report.  
  
*Ongoing.*
- E. Continue to comply with the responsibilities under the Americans with Disabilities Act of 1990.  
  
*Ongoing.*
- F. Continue to comply with the responsibilities under the Clean Air Act of 1990, the San Joaquin Valley Unified Air Pollution Control District's Air Quality Plan and FCOG's Transportation Control Measures Plan and State's Congestion Management System.  
  
*Ongoing.*
- G. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of Rural public transit.  
  
*Ongoing.*
- H. Continue to pursue coordination of services between the various transportation agencies in the County, to better serve the needs of rural residents.  
  
*Ongoing.*

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

### **Overall System**

FCRTA System Summary Totals from the current (1) and two (2) previous Transit Productivity Evaluation Reports are presented in Table III-1. A Summary of FCRTA Performance Characteristics are calculated in Table III-2 for the three (3) previous Fiscal Years. Exhibit III-1 graphs the FCRTA Performance Indicator Summary data for Fiscal Years: 2014-15, 2015-16, and 2016-17. FCRTA continues to modify its overall performance to respond to the needs of its ridership.

As noted in Tables III-3 through III-8, performance characteristics between FY2015-2016 and FY 2016-2017 resulted in a mixture of increases and decreases as a reflection in the overall economy. Total vehicle service hours decreased -2,553 hours or -3.27%. Vehicle miles traveled decreased -22,908 miles or -2.25%. Costs slightly increased \$91,441.46, or 1.90%. Total passengers decreased -13,493, or -3.33%. Of the total passengers: seniors decreased -2,605, or -2.86%; disabled increased 2,638 or 5.31%; and general public decreased -13,526, or -5.11%. Resultant fares decreased -\$2,312.65, or -0.40%.

Performance characteristics changed incrementally over the previous year's productivity characteristics: -0.01 fewer passengers per hour, 5.20 to 5.19 (-0.01%); 0.39 passengers per mile were fewer than last year's 0.40 passengers per mile (-0.25%). Cost per hour increased \$3.30 per hour (5.08%) from \$61.67 to \$64.97; costs per mile decreased \$0.29 (-5.56%) from \$5.21 per mile to \$4.92 per mile; cost per passenger increased \$0.64 (from \$11.87 to \$12.51, or 5.11%). Farebox recovery percentage difference decreased slightly from 11.95% last year to 11.68% this year (or a -2.26% decrease); still in excess of the minimum 10.00% requirement.

It must be noted that during the 2016-17 Fiscal Year, the economic downturn continued to impact urban and rural transit ridership differently. In larger urban settings, ridership often increased significantly as individuals weighed their options in light of their own tight budgets. Often, individuals realized that they had a "choice" to make. They recognized that they needed to find ways to reduce their expenditures. Operation of one or more personal vehicles can be a significant portion of a family's budget. Utilizing public transit can result in significant savings. Many decided to "try transit", and realized that it's a viable alternative to their own vehicle, for a number of their regular trips.

On the other hand, most rural transit operations address the needs of individuals that often do not have access to their own personal vehicles. They need transit to make their trips. They are considered "transit dependent". This is certainly the case for approximately 99% of the FCRTA's ridership. In FCRTA's case, actual ridership decreased slightly as individuals dealt with their own personal financial situations. Previously, their life style and incomes allowed them to make frequent trips with very little financial considerations. All passengers groups have reduced the frequency of their single purpose trips. Clearly, individuals realized that they should plan their trips as necessary. They now have grouped their trips together to accomplish their needs, before returning home. For example, previously riders may have made a trip to the store and returned home, or the bank and returned home, or the community center and returned home. This would have been six (6) trips. Now they go to the store, then to the bank, then to the community center, before returning home. This results in four (4) trips.

Seventeen (17) of FCRTA's twenty-four (24) individual subsystems failed to achieve the minimum ten percent (10.00%) farebox requirement, but totaling all twenty-four (24) system farebox receipts together equaled an overall recovery of 8.15%. The FCRTA transferred a portion of its Measure - C funds (\$173,206.40) to make-up the difference to meet the minimum 10% farebox recovery standard for each subsystem. After that action, the resulting overall farebox was 11.68%.



	Achieved Farebox Percentage	Addition of Measure -C Revenues	Resultant Farebox Percentage
1. Auberry Transit	4.47%	\$ 7,561.95	10.00%
2. Big Trees Transit	2.62%	0.00	2.62%*
3. Coalinga Transit	6.45%	\$17,586.39	10.00%
4. Del Rey Transit	19.02%	\$ 0.00	19.02%
5. Dinuba Transit	18.56%	\$ 0.00	18.56%
6. Firebaugh Transit	4.79%	\$13,055.28	10.00%
7. Fowler Transit	2.25%	\$ 9,813.21	10.00%
8. Huron Transit	15.50%	\$ 2,945.50+	16.46%
9. Kerman Transit	8.24%	\$ 3,375.09	10.00%
10. Kingsburg Transit	3.59%	\$16,331.70	10.00%
11. Kingsburg-Reedley Transit	11.37%	\$ 0.00	11.37%
12. Laton Transit	3.07%	\$ 0.00	3.07%**
13. Mendota Transit	6.93%	\$ 5,333.16	10.00%
14. Orange Cove Transit	18.59%	\$ 2,903.00+	19.65%
15. Parlier Transit	4.79%	\$ 7,461.81	10.00%
16. Reedley Transit	4.66%	\$29,731.84	10.00%
17. Rural Transit	1.76%	\$ 7,419.42	10.00%
18. Sanger Transit	7.55%	\$12,342.03	10.00%
19. San Joaquin Transit	5.01%	\$ 8,144.61	10.00%
20. Selma Transit	4.52%	\$25,950.90	10.00%
21. Shuttle Transit	0.76%	\$ 1,779.54	10.00%
22. Southeast Transit	19.59%	\$ 0.00	19.59%
23. West Hills College Transit	7.16%	\$ 1,467.47	10.00%
24. Westside Transit	32.03%	\$ 0.00	32.03%
<b>TOTAL</b>	<b>8.15%</b>	<b>\$173,206.40</b>	<b>11.68%</b>

*\*\* Additional Measure - C augmentation funds were not deemed necessary because sufficient passenger fares are recorded by KART in their operation of Laton Transit and their inter-City Medical Hospital Transit to Fresno, together they reflect a farebox ratio of 15.40% exceeding the minimum 10.00% standard.*

*\* Measure C funds were not necessary as the Big Trees Transit service is in its second and last year of demonstration project service.*

*+Measure C funds were added to the Orange Cove subsystem in order to increase the farebox ratio to 10.00% for the demand response service portion of this subsystem and these funds were added to the Huron subsystem to increase the farebox ratio to 10.00% for the fixed route service portion of this subsystem.*

## Clarifications

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

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

And finally, it's important to note the context in which the statistical relationships are depicted in each of the

accompanying tables. The magnitude of an individual number can easily be skewed by comparing raw numbers (and their relative relationships) between each of the Subsystems. An examination of the percentage relationships, in light of the methods and characteristics of the Subsystem, will help illustrate that each individual operation is distinctly different from its relative counterparts. Comparisons between each Subsystem tend to give the impression that some are successful while others are unsuccessful. Certainly this is *not* the objective of a performance evaluation. Each mode of service can, and should be, improved upon where applicable. The results of this effort should be constructive, *not* destructive. Modifications to a Subsystem are addressed as part of the biannual process of updating the Short Range Transit Plan (S RTP) for the Rural Fresno County Area.

### Subsystem Comments

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

1. **Auberry Transit** Despite expressed interest and reported need, ridership on both the foothill community's intra-community and inter-city service to Fresno, continue to be marginal but stable. Auberry Transit total ridership actually increased by 15 passengers (0.60%). Senior ridership decreased by -288 passengers (-23.94%), disabled passengers increased by 283 (27.94%), and general public passengers increased by 20 (6.78%) for the Fiscal Year. Total fares increased by \$246.45 or 1.83%. Mileage increased 3.99% (1,693); hours increased 2.40% (43). Costs increased \$2,469.47 (1.84%). The initial farebox recovery was 4.47%, before adding \$7,561.95 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

During the past year Auberry Transit operated beyond reasonable FCRTA System standards in the following three (3) Systems performance indicators:

- a. passengers / hour (1.37 vs. 6.06);
- b. passengers / mile (0.06 vs. 0.45); and
- c. cost / passenger (\$54.20 vs. \$17.64).

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

2. **Big Trees Transit** began its second year of demonstration project service late during FY 2016 (May 28, 2016) and ceased operations early in FY 2017 (September 2016). Total mileage decreased by -20,328 (-46.28%) compared to the first year of operation while hours decreased by -953 (-56.26%). Costs decreased by -\$84,761.24 or -34.57 % from the first year. Total fares decreased by -\$7,043.74 (-62.59%). Ridership increased by 13 (1.45%) and the farebox ratio (2.62%) went down from last year's 4.59%. This low farebox ratio convinced FCRTA to discontinue this service because the 10.00% threshold could not be met consistently in the second year of this service. This service was discontinued when the second season year finished on September 5, 2016 due to no additional funding available to continue this service beyond the 2 year demonstration period.

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

- a. passengers / hour (1.23 vs. 3.00);
- b. passengers / mile (0.04 vs. 0.30);
- c. cost / hour (\$216.52 vs. \$6.06);
- d. cost / mile (\$6.80 vs. \$88.20); and
- e. cost / passenger (\$176.31 vs. \$17.64).

3. **Coalinga Transit** provided two (2) modes of varied services: 1) the in-city demand responsive service transported 2,346 passengers; and 2) the inter-city fixed route service to the Fresno-Clovis Metropolitan

Area transported 5,845 passengers, for a total of 8,191 passengers. In summary, Coalinga Transit's two (2) modes accounted for a ridership decrease of -10.34% (-945). Senior ridership decreased -383 (-34.44%) and disabled ridership decreased slightly by -96 (-21.01%). General public ridership decreased by -466 (-6.16%). Fares increased \$5,906.27 (13.56%); mileage increased 1.61% (1,216) along with an increase in hours 3.52% (173). The overall costs increased 13.56% (\$9,062.77). The resultant farebox was 6.45%, before adding \$17,586.39 of Measure C funds to achieve the minimum 10.00% farebox recovery.

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

- a. passengers / hour (1.61 vs. 3.00);
- b. passengers / mile (0.11 vs. 0.30);
- c. cost / hour (\$97.18 vs. \$88.20);
- d. cost / mile (\$6.45 vs. \$6.06)
- e. cost / passenger (\$60.40 vs. \$17.64).

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

4. **Del Rey Transit** experienced a total ridership decrease of -27.52% (-1,742). Senior ridership decreased by -450 (-21.19%), there was a decrease of -175 (-34.65%) in disabled ridership, general public ridership decreased -1,117 (-30.19%). Total fares decreased -5.46% (-\$1,161.90). Mileage decreased by -2,441 miles (-7.61%), hours decreased -0.40% (-8), and costs increased by \$59,062.77 (13.56%). The resultant farebox recovery was 19.02%, significantly higher than the 10.00% minimum standard.

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

- a. passengers / mile (0.15 vs. 0.30);
- b. passengers / hour (2.30 vs. 3.00); and
- c. cost / passenger (\$23.05 vs. \$17.64).

5. **Dinuba Transit** total ridership increased 567 (4.86%). Senior riders increased 131 (28.92%), there were 54 (112.50%) more disabled passengers; general public riders increased 382 (3.42%). Total fares decreased -\$2,106.63 (-14.55%). Mileage decreased -1,447 (-4.75%). Hours of service decreased by -13 (-0.80%). The total cost (for half the expenditures, the City of Dinuba pays the other half) decreased -\$9,594.17 (-12.58%). The resultant farebox recovery was 18.56%, in excess of the minimum 10.00% standard.

Each of the performance indicators for Dinuba Transit was consistent with FCRTA System standards.

6. **Firebaugh Transit** reported a decrease of -4.11% (-893) in overall ridership. Senior ridership decreased -19.16% (-985), disabled passengers increased by 393 (45.02%), and general public ridership decreased -1.92% (-301). Farebox revenues decreased -\$402.65 (-1.58%). Mileage decreased -1,229 miles (-2.30%). Service hours decreased -0.42% (-20). Costs decreased -\$4,026.40 (-1.58%). The initial farebox recovery was 4.79%, before adding \$13,055.28 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

Each of the performance indicators for Firebaugh Transit was consistent with FCRTA System standards.

7. **Fowler Transit** noted a decrease in overall ridership, -272 (-6.67%). Senior ridership decreased -649 or -41.58%, while disabled ridership increased by 47 passengers (5.50%), and general public ridership increased 330 (19.86%). Fares decreased -1.00% (-\$127.50), while mileage decreased -11.53% (-2,051). Total hours decreased -0.26% (-6). Costs decreased -1.00% (-\$1,274.98). The initial farebox recovery was 2.25%, before adding \$9,813.21 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

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

- a. passengers / hour (1.56 vs. 3.00);
- b. passengers / mile (0.24 vs. 0.30);
- c. cost / mile (\$8.04 vs. \$6.06); and
- d. cost / passenger (\$33.28 vs. \$17.64).

8. **Huron Transit's** ridership increased 222 (0.33%). Senior riders increased 147 (2.95%), disabled increased 150 for a 13.80% increase, while general public ridership decreased -75 (-0.12%). Total fares increased 3.17% (\$1,566.54). Mileage increased 2.76% (1,773). Hours of service decreased -0.08% (-5) hours. Costs increased 0.93% (\$2,863.53). The resultant farebox recovery was 15.50%, well in excess of the minimum 10.00% standard.

Each of the performance indicators for Huron Transit was consistent with FCRTA System standards.

9. **Kerman Transit** reported a 1.42% increase in ridership (119). Senior passengers decreased by -148 rides (-7.08%), disabled decreased by -24 passengers, -1.28%, and general public passengers increased by 291 riders (6.55%). Farebox receipts decreased -\$179.95 (-0.93%). Mileage decreased -10.83% (-1,421 miles). Hours of operation increased 8 hours (0.41%). Costs decreased -0.65% (\$-1,259.52). The initial farebox recovery was 8.24% before adding \$3,375.09 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

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

- a. cost / hour (\$98.67 vs. \$88.20);
- b. cost / mile (\$16.35 vs. \$6.06); and
- c. cost per passenger (\$22.61 vs. \$17.64).

10. **Kingsburg Transit's** reported a -1.40% decrease in ridership (-309). Ridership by elderly passengers increased by 536 rides (5.63%), disabled increased by 997 passengers (16.72%), and general public passengers decreased by -1,842 riders (-28.29%). Farebox receipts increased \$1,389.61 (5.77%). Mileage decreased -13.79% (-6,076 miles). Hours of operation decreased -426 hours (-8.82%). Costs increased 5.77% (\$13,896.20). The initial farebox recovery was 3.59%, before adding \$16,331.70 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

One (1) performance indicator for Kingsburg Transit were inconsistent with FCRTA System standards:

- a. cost / mile (\$6.71 vs. \$6.06).

11. **Laton Transit's** ridership increased 6.30% (384). Senior riders increased by 46 (3.78%); disabled riders increased 11 (3.78%), while general public ridership increased 327 (7.14%). Passenger fares remained unchanged. Mileage increased 465 miles (2.34%). Hours decreased by -4 (-0.57%) Costs increased \$12,128.60 (27.89%). FCRTA's recorded fares resulted in the farebox recovery of 3.07%.

One (1) performance indicators for Laton Transit were inconsistent with FCRTA System standards:

- a. farebox recovery (3.07% vs. 10.00%) overall the KART farebox for this service was 15.40% vs. 10.00%.

*This performance measure is reflective of a portion of the inter-community services that are contracted with Kings Area Rural Transit's (KART's) operations that links the community to the City of Hanford and Fresno Hospitals. The FCRTA only pays a small portion of the actual operating costs associated with the service and KART records the overall farebox receipts from Hanford, Grangeville, Laton, and to Fresno Hospitals which results in a farebox ratio of 15.40% exceeding the minimum 10.00% standard.*

- 12. **Mendota Transit's** ridership increased 23.55% (3,247), more seniors (1,122) rode representing an increase of 60.26%, 84 more disabled passengers rode (23.27%) and 2,041 (17.65%) more general public patrons utilized the service. Fares increased 0.54% (\$93.07). Mileage increased 380 (2.02%), while hours decreased -0.40% (-10). Cost increased \$930.81 (0.54%). The initial farebox recovery was 6.93%, before adding \$5,333.16 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

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

- a. cost / mile (\$9.07 vs. \$6.06).

- 13. **Orange Cove Transit** has reported a decrease in ridership of -10.51% (-4,550). Seniors ridership decreased -7.39% (-935), -239 (-11.19%) less disabled participated, and -3,376 (-11.85%) fewer general public passengers rode last year. Fares decreased -10.79% (-\$6,533.57); mileage decreased -5.80% (-3,783). Hours of service decreased -0.55% (-28). Costs increased \$3,671.96 (1.35%). The resultant farebox recovery was 18.59%.

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

14. **Parlier Transit** transported -502 less passengers for a decrease of -4.06%. Senior riders increased 5.84% (297), -160 (-31.50%) less disabled, and general public riders decreased -639 (-9.43%). Fares decreased -2.08% (-\$303.03). Mileage decreased -516 (-3.12%), while service hours decreased -14 (-0.67%) hours. Cost decreased -\$3,030.21 or -2.08%. The initial farebox recovery was 4.79%, before adding \$7,461.81 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

One (1) performance indicators for Parlier Transit were inconsistent with FCRTA System standards:

- a. cost / mile (\$8.90 vs. \$6.06).

15. **Reedley Transit's** ridership decreased -8,396 passengers, representing a -15.50% change from the previous Fiscal Year. Seniors ridership decreased -5.08% (-533), 254 (2.87%) more disabled rides rode, and -8,117 (-23.30%) less general public rode. Fares increased 3.81% (\$2,042.23). Mileage decreased by -11.42% (-8,491) while hours decreased -9.22% (-693). Costs increased \$20,422.36 (3.81%). The initial farebox recovery was 4.66%, before adding \$29,731.84 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

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

- a. cost / mile (\$8.45 vs. \$6.06).

16. **Rural Transit's** ridership was -459 (-38.70%) less passengers than the previous year. Less seniors rode (-61) (-53.04%), there were -96 (-92.31%) less disabled passengers, and there were -302 (-31.23%) less general public passengers. Farebox receipts decreased -\$1,036.78 (-10.33%). The mileage decreased -7,900 (-20.02%) and the hours decreased -539 (-33.21%) hours. The cost decreased -\$10,332.67 (-10.29%). The initial farebox recovery was 1.76%, before adding \$7,419.42 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

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

- a. passengers per hour (0.67 vs. 3.00).
- b. passengers per mile (0.02 vs. 0.30)
- c. cost per passenger (\$123.86 vs. \$17.64).

17. **Sanger Transit's** ridership decreased -1.66% (-825). Ridership by seniors increased 5.13% (757), while the disabled passengers increased by 761 (9.76%), and general public passengers decreased by -8.59% (-2,343). Fares increased 1.28% (\$638.37). Mileage decreased -3.87% (-4,328), and hours decreased -5.03% (-474). Costs increased 1.28% (\$6,383.78). The initial farebox recovery was 7.55%, before adding \$12,342.03 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

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

18. **San Joaquin Transit** ridership increased 64.70% (1,371). Senior ridership decreased -1.16% (-6), disabled increased by 141 (146.88%), and general public ridership increased 82.07% (1,236). Fares increased 1.25% (\$201.49). Mileage increased 19.92% (7,525) while hours decreased by -302 (-10.83%). Cost increased 1.25% (\$2,015.01). The initial farebox recovery was 5.01%, before adding \$8,144.61 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

During the 2017 Fiscal Year San Joaquin Transit operated beyond reasonable FCRTA System standards in the following three (3) performance indicators:

- a. passengers / hour (1.40 vs. 3.00);
- b. passengers / mile (0.08 vs 0.30); and
- c. cost / passenger (\$46.78 vs \$17.64).

These performance characteristics are low due to the low density population centers and extended travel times between origins and destinations. Hours are adjusted accordingly and to demand.

19. **Selma Transit's** ridership decreased -7.17% (-3,105). Senior ridership decreased -641 (-6.27%), disabled passengers increased by 202 (1.49%) while general public ridership decreased -2,666 (-13.68%). Fares increased 0.96% (\$450.32). Mileage decreased -6.63% (-6,086). The hours of service decreased -5.11% (-448 hours). The resultant costs increased 0.96% (\$4,503.20). The initial farebox recovery was 4.52%, before adding \$25,950.90 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

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

20. **Shuttle Transit's** ridership decreased -58.59% (-174). Senior ridership increased by 4 (100.00%), disabled passengers increased by 4 (133.33%) while general public ridership decreased -182 (-62.76%). Fares decreased -8.66% (-\$182.79). Mileage decreased -42.64% (-1,978). The hours of service decreased -46.10% (-110 hours). The resultant costs decreased -8.66% (-\$1,827.89). Farebox recovery was 0.76%, before adding \$1,779.54 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

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

- a. passengers / hour (0.95 vs. 3.00);
- b. passengers / mile (0.05 vs. 0.30);
- c. cost / hour (\$149.57 vs. \$88.20);
- d. cost / mile (\$7.24 vs. \$6.06); and
- e. cost / passenger (\$156.66 vs. \$17.64).

21. **Southeast Transit** ridership decreased -6.91% (-703) during the past Fiscal Year. Ridership by seniors decreased by -530 (-17.70%), while disabled ridership increased by 294 (10.38%) and general public decreased by -467 (-10.73%). Fares decreased -12.99% (-\$3,054.05). Mileage decreased -717 (-1.75%). The service hours decreased -4 (0.17%) hours. The costs increased \$1,945.09 (1.90%). The resultant farebox recovery was 19.59%.

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

- a. passengers / mile (0.24 vs. 0.30).

22. **Westside Transit's** ridership increased 8.28% (1,060). Senior ridership decreased -2.00% (-55), disabled decreased by -295 (-63.85%) and general public increased 14.71% (1,410). Fares decreased -\$300.00 (-0.80%). Mileage decreased -1.02% (-511 miles), and hours decreased -4 (-0.19%) hours. Costs decreased -\$11,208.45 (-8.85%). The farebox recovery was 32.03%.

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

- a. passengers / mile (0.28 vs. 0.30).

There were two transit service subsystems added to the FCRTA system during FY 2016. Below is a discussion the performance and status of each subsystem.

23. **West Hills North District Center College Transit** began its first year of service during the second half of FY 2016 (January 11, 2016). This service suffered from extremely low ridership again this year (126 riders) which necessitated the cancellation of this service. This service operated for 778 hours an increase of 87.02% over last year. Mileage was 29,166, an increase of 130.32%. This service had \$5,159.82 farebox revenue, (up 184.83%) from last year and a cost of \$33,482.74, down 184.83% from last year. The farebox percentage this year was 7.16% and increase over last year's mark of 6.39%. This service had chronically low ridership that resulted in the decision to end service early in the 16/17 fiscal year.

Three (3) performance indicators for West Hills North District Center College Transit were inconsistent with FCRTA System standards:

- i. passengers / hour (0.16 vs. 3.00);
- ii. passengers / mile (0.00 vs. 0.30); and
- iii. cost / passenger (\$409.51 vs. \$17.64).

24. **Kingsburg - Reedley College Transit** began its first year of service during the second half of FY 2016 (January 11, 2016). This service, in its second year, has now completed a full fiscal year of operations and ridership (3,194 riders) (up 252.54%) increased greatly over the first year of service. This service operated for 1,615 hours and increase of 132.04% over the previous year. The mileage of 34,447 is an increase of 95.75% over last year. This service had \$8,704.22 farebox revenue, up 94.86% above last year and a cost of \$76,523.84, which is a 158.43% increase above last year. The farebox percentage of 11.37% decreased -(24.66%) from last year's farebox percentage of 15.09%.

Three (3) performance indicators for Kingsburg - Reedley College Transit were inconsistent with FCRTA System standards:

- a. passengers / hour (1.98 vs. 3.00);
- b. passengers / mile (0.09 vs. 0.30); and
- c. cost / passenger (\$23.96 vs. \$17.64).



## VI. FY 2017 PRODUCTIVITY EVALUATION COMMITTEE RECOMMENDATIONS

It is recommended that FCRTA take the following actions:

- A. Continue to implement recommendations in the *"Short-Range Transit Plan for the Rural Fresno County Area"* to increase productivity and meet mandated 10% farebox.
- B. Continue to modify services as warranted to address ridership.
- C. Continue to monitor subsystem farebox recovery percentages to ensure the minimum ten percent (10%) TDA requirement is maintained for the entire System.
- D. Respond to recommendations referenced in the completed Triennial Performance Audit for: FY2012-2013; 2013-2014; and 2014-2015 Report.
- E. Continue to comply with the responsibilities under the Americans with Disabilities Act of 1990.
- F. Continue to comply with the responsibilities under the Clean Air Act of 1990, the San Joaquin Valley Unified Air Pollution Control District's Air Quality Plan and FCOG's Transportation Control Measures Plan and State's Congestion Management System.
- G. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of public transit.
- H. Continue to pursue coordination of services between the various transportation agencies in the County.
- I. Construct a new maintenance facility to accommodate the growth of a larger fleet, especially with the addition of the new bus sizes (30, 35, & 40 foot).
- J. Issue an RFP for the existing services: Intra-City, Inter-City, and Maintenance to improve efficiency and customer service.

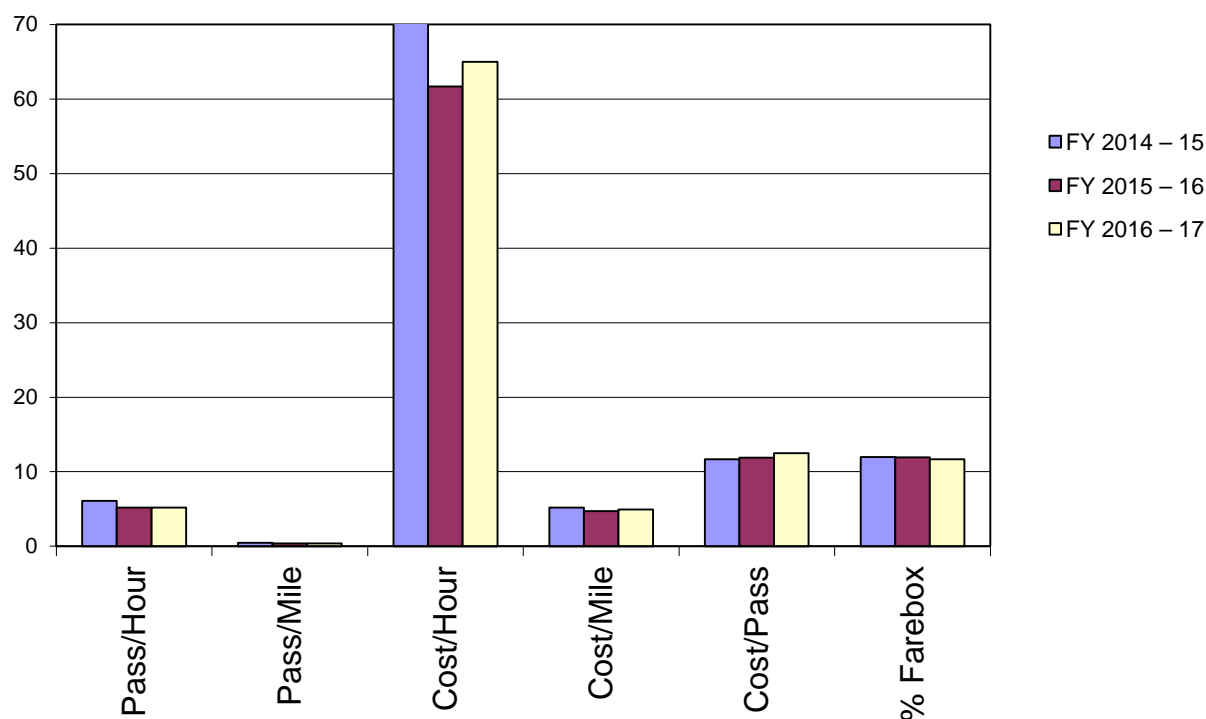
**TABLE III-1**  
**FY 2015 to FY 2017 Summary of FCRTA Totals**

<b>Fiscal Year</b>	<b>Seniors</b>	<b>Disabled</b>	<b>General Public</b>	<b>Total Passengers</b>	<b>Fares</b>	<b>Mileage</b>	<b>Hours</b>	<b>Cost</b>
FY 2015	92,108	44,865	283,342	420,315	\$588,692	942,469	69,151	\$4,907,837
FY 2016	90,979	49,676	264,699	405,354	\$574,987	1,018,737	78,002	\$4,810,112
FY 2017	88,374	52,314	251,173	391,861	\$572,674	995,829	75,449	\$4,901,554

**TABLE III-2**  
**FY 2015 to FY 2017 Summary of FCRTA Performance Characteristics**

<b>Fiscal Year</b>	<b>Pass/Hour</b>	<b>Pass/Mile</b>	<b>Cost/Hour</b>	<b>Cost/Mile</b>	<b>Cost/Pass</b>	<b>% Farebox</b>
FY 2015	6.1	0.45	\$70.97	\$5.21	\$11.68	11.99%
FY 2016	5.2	0.40	\$61.67	\$4.72	\$11.87	11.95%
FY 2017	5.19	0.39	\$64.97	\$4.92	\$12.51	11.68%

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



Edited 11/28/17

Table III-3  
FY 2016 FCRTA System Summary

FCRTA Subsystems:	Total Seniors:	Total Disabled:	Total General Public:	Total Passengers:	Total Fares:	Total Mileage:	Total Hours:	Total Cost:
Auberry Transit	1,203	1,013	295	2,511	\$13,445.00	42,428	1,804	\$134,445.04
Big Trees Transit	67	0	830	897	\$11,253.69	43,920	1,694	\$245,199.44
Coalinga Transit	1,112	457	7,567	9,136	\$43,565.93	75,434	4,918	\$435,659.21
Del Rey Transit	2,124	505	3,700	6,329	\$21,275.10	32,087	2,000	\$97,679.81
Dinuba Transit	453	48	11,168	11,669	\$14,479.00	30,442	1,624	\$76,272.17
Firebaugh Transit	5,141	873	15,695	21,709	\$25,437.56	53,375	4,686	\$254,375.54
Fowler Transit	1,561	854	1,662	4,077	\$12,788.96	17,790	2,440	\$127,889.59
Huron Transit	4,990	1,087	62,228	68,305	\$49,388.16	64,133	6,126	\$306,738.50
Kerman Transit	2,091	1,868	4,440	8,399	\$19,386.06	13,214	1,944	\$193,860.58
Kingsburg Transit	9,524	5,964	6,512	22,000	\$24,102.84	44,062	4,832	\$241,028.33
Kingsburg-Reedley Transit	34	12	860	906	\$4,466.90	17,597	696	\$29,611.52
Laton Transit	1,218	291	4,582	6,091	\$1,705.00	19,903	700	\$43,490.10
Mendota Transit	1,862	361	11,567	13,790	\$17,296.27	18,782	2,500	\$172,962.61
Orange Cove Transit	12,659	2,135	28,495	43,289	\$60,533.79	65,209	5,015	\$271,167.63
Parlier Transit	5,089	508	6,777	12,374	\$14,588.99	16,559	2,008	\$145,889.85
Reedley Transit	10,496	8,836	34,841	54,173	\$53,651.20	74,380	7,516	\$536,511.97
Rural Transit	115	104	967	1,186	\$10,038.20	39,467	1,623	\$100,381.91
Sanger Transit	14,752	7,795	27,267	49,814	\$49,822.41	111,849	9,423	\$498,224.06
San Joaquin Transit	517	96	1,506	2,119	\$16,124.92	37,773	2,788	\$161,249.12
Selma Transit	10,225	13,570	19,484	43,279	\$46,908.73	91,741	8,770	\$469,087.30
Shuttle Transit	4	3	290	297	\$2,109.73	4,639	239	\$21,097.24
Southeast Transit	2,994	2,833	4,351	10,178	\$23,511.25	40,976	2,120	\$102,463.44
Westside Transit	2,747	462	9,587	12,796	\$37,296.05	50,314	2,120	\$126,712.54
WWC Transit	1	1	28	30	\$1,811.55	12,663	416	\$18,115.49
SYSTEM TOTALS	90,979	49,676	264,699	405,354	\$574,987.29	1,018,737	78,002	\$4,810,112.99

Table III-4  
FY 2017 FCRTA System Summary

[illegible]

Table III-5  
Numeric Change in FCRTA System Summaries  
FY 2016 vs. FY 2017

<b>FCRTA Subsystems:</b>	<b>Total Seniors:</b>	<b>Total Disabled:</b>	<b>Total General Public:</b>	<b>Total Passengers:</b>	<b>Total Fares:</b>	<b>Total Mileage:</b>	<b>Total Hours:</b>	<b>Total Cost:</b>
Auberry Transit	-288	283	20	15	\$246.45	1,693	43	\$2,469.47
Big Trees Transit	33	0	-20	13	-\$7,043.74	-20,328	-953	-\$84,761.24
Coalinga Transit	-383	-96	-466	-945	\$5,906.27	1,216	173	\$59,062.77
Del Rey Transit	-450	-175	-1,117	-1,742	-\$1,161.90	-2,441	-8	\$8,069.15
Dinuba Transit	131	54	382	567	-\$2,106.63	-1,447	-13	-\$9,594.17
Firebaugh Transit	-985	393	-301	-893	-\$402.65	-1,229	-20	-\$4,026.40
Fowler Transit	-649	47	330	-272	-\$127.50	-2,051	-6	-\$1,274.98
Huron Transit	147	150	-75	222	\$1,566.54	1,773	-5	\$2,863.53
Kerman Transit	-148	-24	291	119	-\$179.95	-1,431	8	-\$1,259.52
Kingsburg Transit	536	997	-1,842	-309	\$1,389.61	-6,076	-426	\$13,896.20
Kingsburg-Reedley Transit	-14	47	2,255	2,288	\$4,237.32	16,850	919	\$46,912.32
Laton Transit	46	11	327	384	\$0.00	465	-4	\$12,128.60
Mendota Transit	1,122	84	2,041	3,247	\$93.07	380	-10	\$930.81
Orange Cove Transit	-935	-239	-3,376	-4,550	-\$6,533.57	-3,783	-28	\$3,671.96
Parlier Transit	297	-160	-639	-502	-\$303.03	-516	-14	-\$3,030.21
Reedley Transit	-533	254	-8,117	-8,396	\$2,042.23	-8,491	-693	\$20,422.36
Rural Transit	-61	-96	-302	-459	-\$1,036.78	-7,900	-539	-\$10,332.67
Sanger Transit	757	761	-2,343	-825	\$638.37	-4,328	-474	\$6,383.78
San Joaquin Transit	-6	141	1,236	1,371	\$201.49	7,525	-302	\$2,015.01
Selma Transit	-641	202	-2,666	-3,105	\$450.32	-6,086	-448	\$4,503.20
Shuttle Transit	4	4	-182	-174	-\$182.79	-1,978	-110	-\$1,827.89
Southeast Transit	-530	294	-467	-703	-\$3,054.05	-717	-4	\$1,945.09
Westside Transit	-55	-295	1,410	1,060	-\$300.00	-511	-4	-\$11,208.45
WWC Transit	0	1	95	96	\$3,348.27	16,503	362	\$33,482.74
<b>SYSTEM TOTALS</b>	-2,605	2,638	-13,526	-13,493	-\$2,312.65	-22,908	-2,553	\$91,441.46

Table III-6  
Percentage Change in FCRTA System Summaries  
FY 2016 vs. FY 2017

<b>FCRTA Subsystems:</b>	<b>Total Seniors:</b>	<b>Total Disabled:</b>	<b>Total General Public:</b>	<b>Total Passengers:</b>	<b>Total Fares:</b>	<b>Total Mileage:</b>	<b>Total Hours:</b>	<b>Total Cost:</b>
Auberry Transit	-23.94%	27.94%	6.78%	0.60%	1.83%	3.99%	2.40%	1.84%
Big Trees Transit	49.25%	0.00%	-2.41%	1.45%	-62.59%	-46.28%	-56.26%	-34.57%
Coalinga Transit	-34.44%	-21.01%	-6.16%	-10.34%	13.56%	1.61%	3.52%	13.56%
Del Rey Transit	-21.19%	-34.65%	-30.19%	-27.52%	-5.46%	-7.61%	-0.40%	8.26%
Dinuba Transit	28.92%	112.50%	3.42%	4.86%	-14.55%	-4.75%	-0.80%	-12.58%
Firebaugh Transit	-19.16%	45.02%	-1.92%	-4.11%	-1.58%	-2.30%	-0.42%	-1.58%
Fowler Transit	-41.58%	5.50%	19.86%	-6.67%	-1.00%	-11.53%	-0.26%	-1.00%
Huron Transit	2.95%	13.80%	-0.12%	0.33%	3.17%	2.76%	-0.08%	0.93%
Kerman Transit	-7.08%	-1.28%	6.55%	1.42%	-0.93%	-10.83%	0.41%	-0.65%
Kingsburg Transit	5.63%	16.72%	-28.29%	-1.40%	5.77%	-13.79%	-8.82%	5.77%
Kingsburg-Reedley Transit	41.18%	391.67%	262.21%	252.54%	94.86%	95.75%	132.04%	158.43%
Laton Transit	3.78%	3.78%	7.14%	6.30%	0.00%	2.34%	-0.57%	27.89%
Mendota Transit	60.26%	23.27%	17.65%	23.55%	0.54%	2.02%	-0.40%	0.54%
Orange Cove Transit	-7.39%	-11.19%	-11.85%	-10.51%	-10.79%	-5.80%	-0.55%	1.35%
Parlier Transit	5.84%	-31.50%	-9.43%	-4.06%	-2.08%	-3.12%	-0.67%	-2.08%
Reedley Transit	-5.08%	2.87%	-23.30%	-15.50%	3.81%	-11.42%	-9.22%	3.81%
Rural Transit	-53.04%	-92.31%	-31.23%	-38.70%	-10.33%	-20.02%	-33.21%	-10.29%
Sanger Transit	5.13%	9.76%	-8.59%	-1.66%	1.28%	-3.87%	-5.03%	1.28%
San Joaquin Transit	-1.16%	146.88%	82.07%	64.70%	1.25%	19.92%	-10.83%	1.25%
Selma Transit	-6.27%	1.49%	-13.68%	-7.17%	0.96%	-6.63%	-5.11%	0.96%
Shuttle Transit	100.00%	133.33%	-62.76%	-58.59%	-8.66%	-42.64%	-46.10%	-8.66%
Southeast Transit	-17.70%	10.38%	-10.73%	-6.91%	-12.99%	-1.75%	-0.17%	1.90%
Westside Transit	-2.00%	-63.85%	14.71%	8.28%	-0.80%	-1.02%	-0.19%	-8.85%
WWC Transit	0.00%	100.00%	339.29%	320.00%	184.83%	130.32%	87.02%	184.83%
<b>SYSTEM TOTALS</b>	-2.86%	5.31%	-5.11%	-3.33%	-0.40%	-2.25%	-3.27%	1.90%

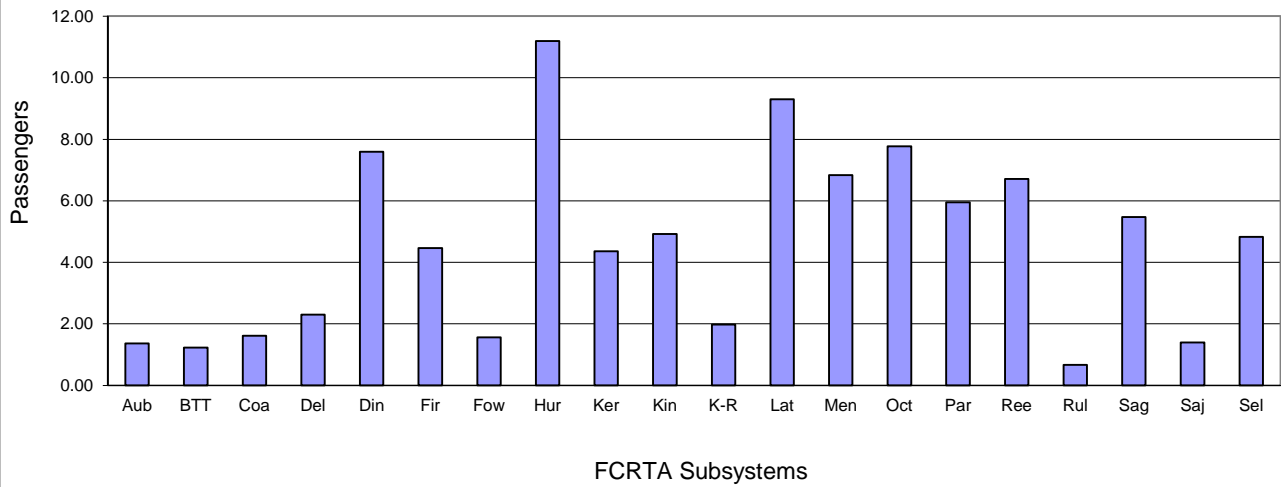
Table III-7  
FY 2016 Summary of FCRTA Performance Characteristics

FCRTA Subsystems:	Pass/ Hour	Pass/ Mile	Cost/ Hour	Cost/ Mile	Cost/ Pass	Farebox Percentage	Times Beyond Reasonable Standards
Auberry Transit	1.39 x	0.06 x	\$74.53	\$3.17	\$53.54 x	10.00%	3
Big Trees Transit	0.53 x	0.02 x	\$144.75 x	\$5.58	\$273.36 x	4.59%	0
Coalinga Transit	1.86 x	0.12 x	\$88.58 x	\$5.78	\$47.69 x	10.00%	4
Del Rey Transit	3.16	0.20 x	\$48.84	\$3.04	\$15.43	21.78%	1
Dinuba Transit	7.19	0.38	\$46.97	\$2.51	\$6.54	18.98%	0
Firebaugh Transit	4.63	0.41	\$54.28	\$4.77	\$11.72	10.00%	1
Fowler Transit	1.67 x	0.23 x	\$52.41	\$7.19 x	\$31.37 x	10.00%	3
Huron Transit	11.15	1.07	\$50.07	\$4.78	\$4.49	16.10%	1
Kerman Transit	4.32	0.64	\$112.45 x	\$14.67 x	\$23.08 x	10.00%	3
Kingsburg Transit	4.55	0.50	\$49.88	\$5.47 x	\$10.96	10.00%	1
Kingsburg-Reedley Transit	1.30 x	0.05 x	\$42.55	\$1.68	\$32.68 x	15.09%	1
Laton Transit	8.70	0.31	\$62.13	\$2.19	\$7.14	3.92%	0
Mendota Transit	5.52	0.73	\$69.19	\$9.21 x	\$12.54	10.00%	0
Orange Cove Transit	8.63	0.66	\$54.07	\$4.16	\$6.26	22.32%	0
Parlier Transit	6.16	0.75	\$72.65	\$8.81 x	\$11.79	10.00%	1
Reedley Transit	7.21	0.73	\$71.38	\$7.21 x	\$9.90	10.00%	1
Rural Transit	0.68 x	0.03 x	\$67.55	\$2.71	\$98.69 x	10.00%	5
Sanger Transit	5.29	0.45	\$52.87	\$4.45	\$10.00	10.00%	0
San Joaquin Transit	0.76 x	0.06 x	\$57.84	\$4.27	\$76.10 x	10.00%	2
Selma Transit	4.93	0.47	\$53.49	\$5.11	\$10.84	10.00%	0
Shuttle Transit	1.24 x	0.06 x	\$88.27 x	\$4.55	\$71.03 x	10.00%	0
Southeast Transit	4.80	0.25 x	\$48.33	\$2.50	\$10.07	22.95%	0
Westside Transit	6.04	0.25 x	\$59.77	\$2.52	\$9.90	29.43%	1
WWC Transit	0.07 x	0.00 x	\$43.55	\$1.43	\$603.85 x	10.00%	0
System Average	5.20	0.40	\$61.67	\$5.21	\$11.87	11.95%	

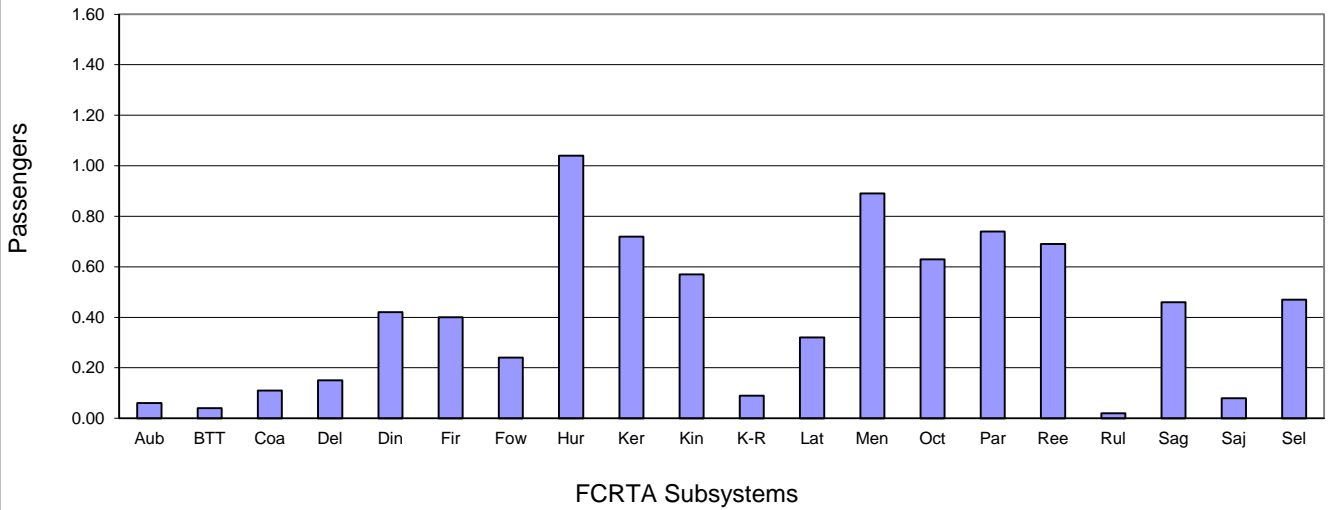
Table III-8  
FY 2017 Summary of FCRTA Performance Characteristics

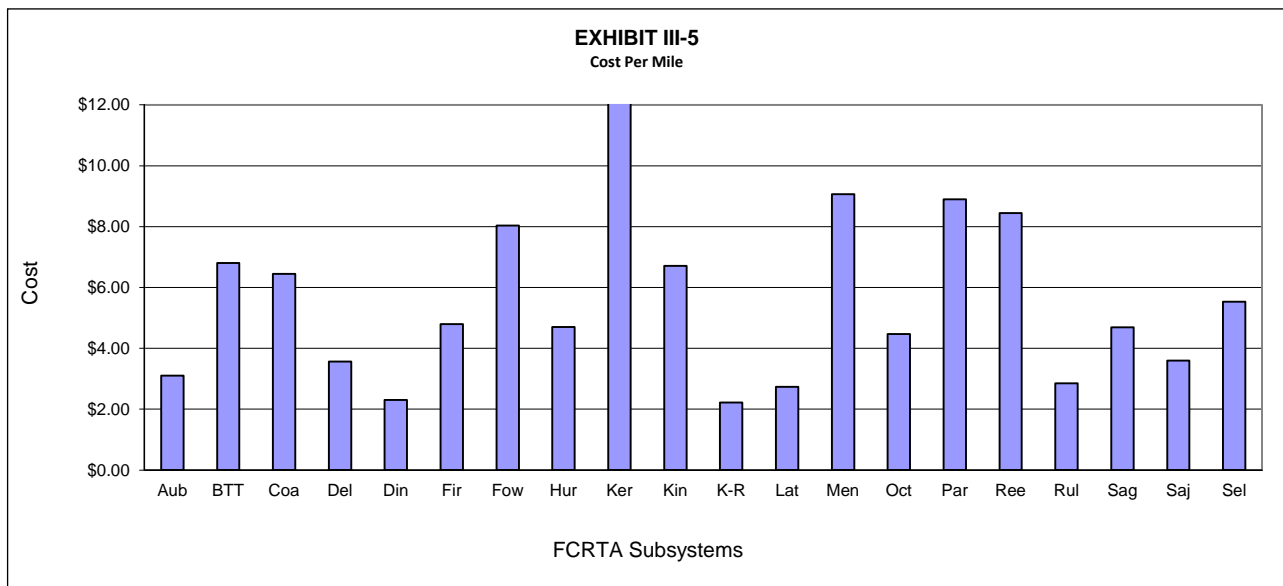
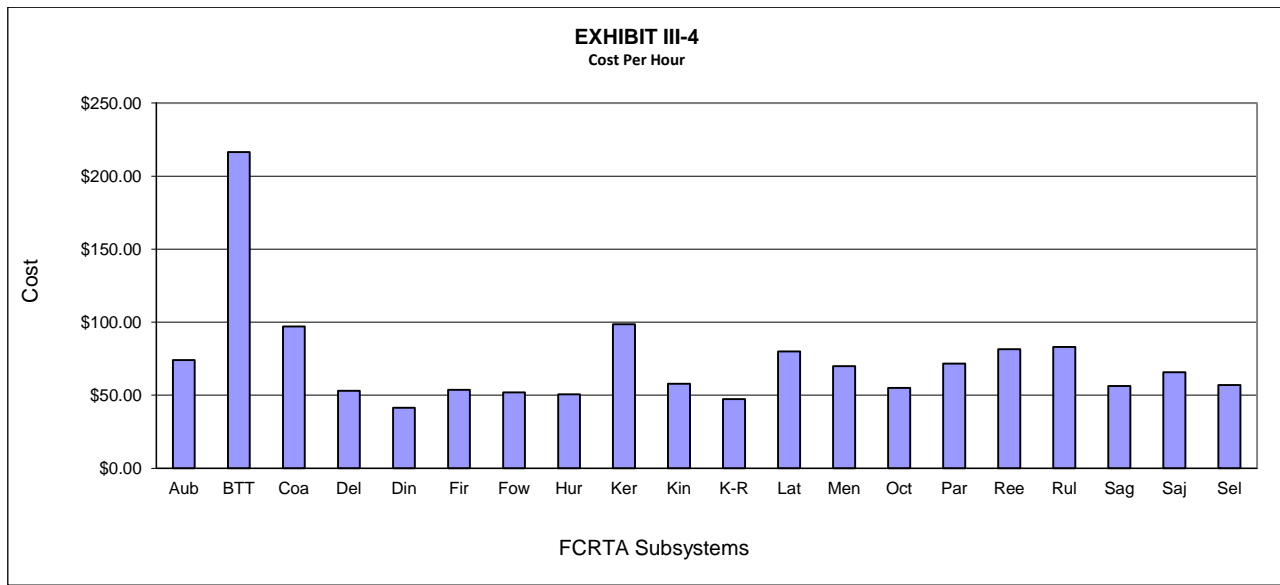
FCRTA Subsystems:	Pass/ Hour	Pass/ Mile	Cost/ Hour	Cost/ Mile	Cost/ Pass	Farebox Percentage	Times Beyond Reasonable Standards
Auberry Transit	1.37 x	0.06 x	\$74.12	\$3.10	\$54.20 x	10.00%	3
Big Trees Transit	1.23 x	0.04 x	\$216.52 x	\$6.80 x	\$176.31 x	2.62%	3
Coalinga Transit	1.61 x	0.11 x	\$97.18 x	\$6.45 x	\$60.40 x	10.00%	4
Del Rey Transit	2.30 x	0.15 x	\$53.09	\$3.57	\$23.05 x	19.02%	1
Dinuba Transit	7.60	0.42	\$41.39	\$2.30	\$5.45	18.56%	0
Firebaugh Transit	4.46	0.40	\$53.65	\$4.80	\$12.03	10.00%	1
Fowler Transit	1.56 x	0.24 x	\$52.02	\$8.04 x	\$33.28 x	10.00%	3
Huron Transit	11.19	1.04	\$50.58	\$4.70	\$4.52	16.46%	0
Kerman Transit	4.36	0.72	\$98.67 x	\$16.35 x	\$22.61 x	10.00%	3
Kingsburg Transit	4.92	0.57	\$57.86	\$6.71 x	\$11.75	10.00%	1
Kingsburg-Reedley Transit	1.98 x	0.09 x	\$47.40	\$2.22	\$23.96 x	11.37%	1
Laton Transit	9.30	0.32	\$79.91	\$2.73	\$8.59	3.07%	0
Mendota Transit	6.84	0.89	\$69.84	\$9.07 x	\$10.21	10.00%	1
Orange Cove Transit	7.77	0.63	\$55.11	\$4.47	\$7.09	19.65%	0
Parlier Transit	5.95	0.74	\$71.63	\$8.90 x	\$12.03	10.00%	1
Reedley Transit	6.71	0.69	\$81.62	\$8.45 x	\$12.17	10.00%	1
Rural Transit	0.67 x	0.02 x	\$83.07	\$2.85	\$123.86 x	10.00%	5
Sanger Transit	5.47	0.46	\$56.39	\$4.69	\$10.30	10.00%	0
San Joaquin Transit	1.40 x	0.08 x	\$65.67	\$3.60	\$46.78 x	10.00%	3
Selma Transit	4.83	0.47	\$56.91	\$5.53	\$11.79	10.00%	0
Shuttle Transit	0.95 x	0.05 x	\$149.57 x	\$7.24 x	\$156.66 x	10.00%	0
Southeast Transit	4.48	0.24 x	\$49.33	\$2.59	\$11.02	19.59%	0
Westside Transit	6.55	0.28 x	\$54.59	\$2.32	\$8.34	29.43%	0
WWC Transit	0.16 x	0.00 x	\$66.32	\$1.77	\$409.51 x	10.00%	0
System Average	5.19	0.39	\$64.97	\$4.92	\$12.51	11.68%	

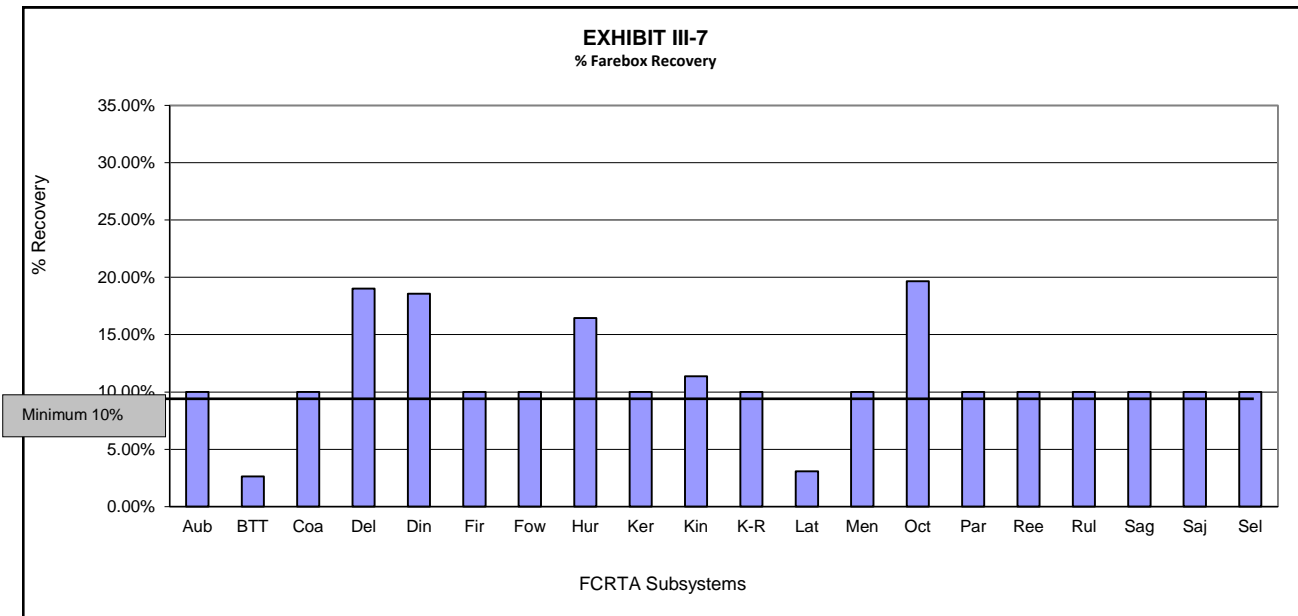
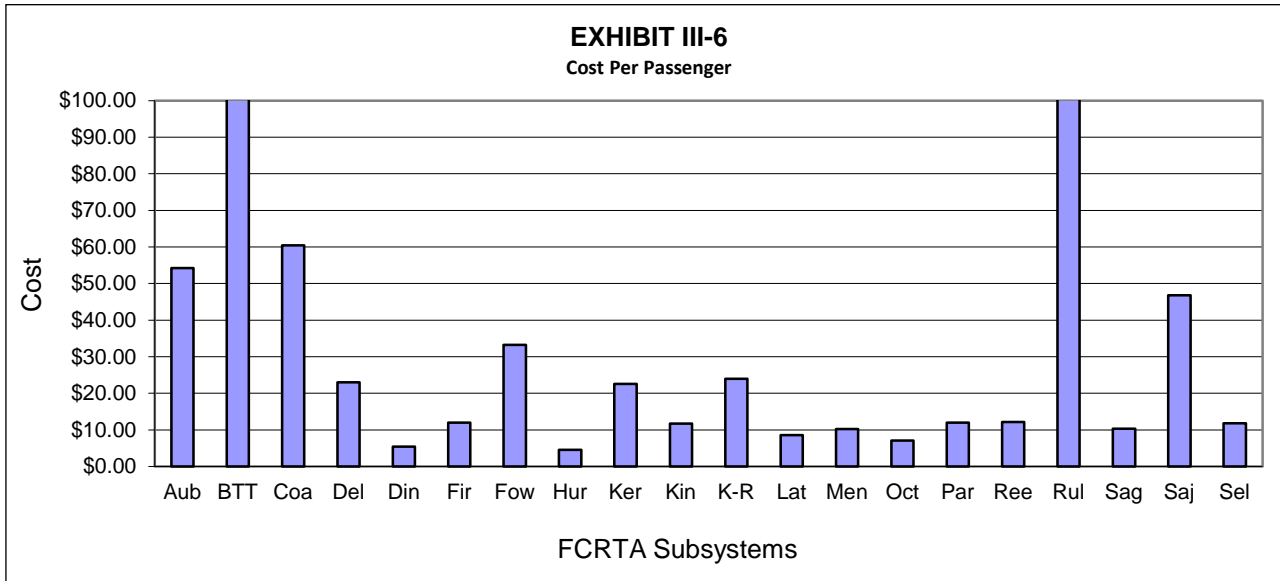
**EXHIBIT III-2**  
Passengers Per Hour



**EXHIBIT III-3**  
Passengers Per Mile









## Section IV

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

*Fresno Economic Opportunities Commission*

*3120 W. Nielsen, Suite 101*

*Fresno, CA 93706*

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# **SECTION IV**

## **2016-17 PRODUCTIVITY EVALUATION**

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

#### **I. BACKGROUND**

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

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

#### **II. DESCRIPTION OF URBAN AND RURAL SERVICES AS IDENTIFIED IN THE ADOPTED OPERATIONS PROGRAM AND BUDGET FOR FISCAL YEAR 2016-17 FOR THE FRESNO EOC URBAN CTSA AND THE FRESNO EOC RURAL CTSA.**

During fiscal year 2016-17, the following non-profit social service and public agencies participated in the Fresno EOC Urban CTSA and Fresno EOC Rural CTSA process:

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

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

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

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

<b>Agency</b>	<b>Type of Service</b>
1. Fresno Madera Area Agency on Aging	(Elderly Transportation) (Vehicle Maintenance)
2. Fresno EOC Food Services	(Senior Meals/Summer Lunch) (Congregate Meal Delivery) (Vehicle Maintenance)
3. Head Start	(Student Transportation) (Congregate Meal Delivery) (Vehicle Maintenance)

The agencies listed below and their respective programs are categorized into 4 types of coordinated transportation services: Vehicle Time Sharing, Ridesharing, Consolidation and Maintenance.

4. Fresno County Rural Transit Agency

*Orange Cove Transit*  
(General Public Inter-City)

*Huron Inter-City*  
(General Public)

Sanger-Reedley College  
(SRC)  
(General Public)

*Auberry Inter-City*  
(Tuesday Only)  
(General Public Inter-City)

*Southeast Corridor Service*  
(Back-Up Service to Inter-City)  
(Common Carrier Service for  
Elderly and Disabled)

*San Joaquin Transit*  
(Shared General Public &  
Social Service)

*County Shuttle*  
(Unmet Special Needs)

*Westside Corridor*  
(General Public Inter-City)

*South Sierra Transit*  
(General Public Inter-City)

WestHills College Route (KWC)  
(General Public Inter-City)

Southeast College Route (KRC)  
(General Public Inter-City)

5. Ridesharing Services

*Firebaugh Transit*  
(Public Agency Contract Service)  
(Shared general public &  
Social Service)

*Huron Transit*  
(Shared general public  
& Social Service)

*Mendota Transit*  
(Shared General Public &  
Social Service)

*Orange Cove Transit (In-City)*  
(Shared General Public &  
Social Service)

*Selma Transit*  
(Weekday & Saturday Only)  
Shared General Public &  
Social Service)

*Parlier Transit*  
(Shared General Public &  
Social Service)

*Auberry Transit*  
(Shared General Public &  
Social Service)

*Fowler Transit*  
(Shared General Public &  
Social Service)

*Del Rey Transit*  
(Shared General Public &  
Social Service)

Kingsburg Transit  
(Shared General Public &  
Social Service)

Sanger Transit  
(Shared General Public &  
Social Service)

6. Nikkei Senior Center (Vehicle Maintenance)

7. Central Valley Regional Center (Disabled Passengers  
Transportation)

8. Charter Trips for Social Service  
Agencies (General Public and  
Non-Profits Transportation)  
(Vehicle Maintenance)

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

The Ridership information for Maintenance Only and Transit Service contracts with the Fresno County Rural Transit Agency (FCRTA) is excluded from the Fresno EOC Rural CTSA Productivity Evaluation section. This information is reported in the FCRTA section of this document. Fresno EOC/CTSA has included this information to show Fresno EOC/CTSA's coordination efforts, and not to duplicate FCRTA's own productivity data. One FCRTA transportation service was eliminated in **month of 2017**.

Big Trees Transit was a two-year demonstration project for public service to be operated for the summer of 2015 and 2016. This service was not continued beyond the two-year demonstration period.

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

#### **Annual Productivity Evaluation**

A “Local Policy Commitment” was included in the Action Plan to monitor the development and implementation of the Plan. Since 1984, the COFCG’s staffs have conducted an annual assessment of the effectiveness and efficiency of the Fresno EOC Urban Area CTSA and Fresno EOC Rural Area CTSA services. The data used for the evaluation of the CTSA services was derived from monthly Management Information Service (MIS) reports. The MIS report is a compilation of daily driver logs and vehicle mileage reports in a spreadsheet. Section VI contains the Productivity Evaluation Response and Recommendations detail for 2015/16

#### **Triennial Performance Audit**

The Transportation Development Act (TDA) requires that the COFCG, on a triennial basis, engage the service of an outside consultant to conduct a performance audit on all transit operators claiming TDA funds, under California Public Utilities Commission (CPUC) Section 99260 of the TDA within their jurisdiction. The performance audit covers the triennial period July 1, 2012 through June 30, 2015 and is been accepted by the COFCG Board in its January 2017 meeting. [See Section VII for Recommendations].

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

#### **Passenger Transportation**

After seventeen successful years transporting CalWORKS clients, Fresno County renewed the contract for this dispatched transportation service once again. In this contract, Fresno EOC/CTSA provides transportation services to CalWORKS participants during non-traditional working hours, between 6 p.m. and 6 a.m., seven-days per week. Transportation is provided to a place of employment, a training site, or to a childcare facility as specified by Fresno County caseworkers. Fresno EOC/CTSA also continued to provide transportation services for the Fresno-Madera Area Agency on Aging (FMAAA) Senior Program. Transportation is provided to and from the participants’ home to three (3) nutrition sites. This important service provides nutritional and social services and continues to be an important health link for the elderly population.

The Central Valley Regional Center (CVRC) continued to be under a State Budget freeze throughout the 2015-16 year. Fresno EOC/CTSA continues to consolidate services as a means of maintaining productivity levels.

CNG maintenance at rural fuel stations and commercial vehicle detailing services continued into this fourth year of operation.



### Meal Delivery Transportation

Fresno EOC/CTSA continued to expand its scope of service to provide meals to the elderly, disabled, and general public. Senior citizens meals remained fairly stable. The Head Start Program resumed at a reduced service level from the 2013 year due to the Federal budget impasse and sequestration, service level has not come back to the original 2012 service levels. Home Delivery meal service began its fourth year of service and continues to be successful.

### Vehicle Maintenance

During FY 2016-17, the Fresno EOC/CTSA continued to market vehicle maintenance service to social service agencies. Fresno EOC/CTSA continues to embark/explore effective and efficient methods of providing low-cost, low-maintenance services to other social services organizations. As a result of this marketing effort Fresno EOC/CTSA was able to bring the ARC of Fresno and Madera Counties fleet maintenance into Fresno EOC/CTSA's maintenance operation in 2014, and continued to be successful in 2015. This coordination continues to be effective, and EOC/CTSA continues to seek other social service agencies for maintenance work. As part of Fresno EOC/CTSA's commitment to quality services, Fresno EOC/CTSA employs four maintenance specialists to handle maintenance duties. All Fresno EOC/CTSA Maintenance specialists are certified by the Automotive of Society of Engineer (ASE). As required, the maintenance specialist continues to improve their skills through the ASE certified mechanic program. Fresno EOC/CTSA continues to use its "state of the art" Engine Analyzer and upgraded air-conditioning equipment to carry out vehicle repairs. Computer software, Fleet Controller, tracks and schedules maintenance work for the entire Fresno EOC/CTSA fleet as well as all other outside fleet service.

### Administrative Structure and Training

During FY 2016-17, Fresno EOC/CTSA made several changes to the Management Staff structure. The Program Director and Business Manager both retired. The Program Director was previously over both Transit Systems and Food Services; however, Fresno EOC hired a new Transit Systems Director and a separate Food Services Director, both of which have significant experience in their respective fields. There are still five supervisors, each assigned to specific services and duties including backing up each other. The management team meets regularly to address an aggressive operational and administrative agenda. These meetings are vital links between the management team and staff.

Fresno EOC/CTSA continues to utilize FCRTA's Mobilitat dispatch software for FCRTA. This software is a state-of-the-art passenger scheduling tool which is critical to tracking and reporting all FCRTA ridership statistics. Reports are generated to report ridership data and invoicing options. This program utilizes tablets to provide drivers updated passenger and route information. Fresno EOC/CTSA has elevated its dispatch service by offering 100% bilingual dispatching. The Supervisor, assigned to FCRTA, and many dispatchers attended Mobilitat training sponsored by Mobilitat.

During the FY 2016-17 Fresno EOC also purchased and installed CTS Trip Master Software for scheduling assistance of the CVRC consumers. This software has already proven very useful, and will be expanded to help with the Head Start, Calworks and FMAAA services. This program also utilizes tablets to provide drivers updated passenger and route information.

During the FY 2016-17, Fresno EOC/CTSA continued to attend seminars and workshops, notably, the Transportation Safety Institute/US Department of Transportation Certificate Program, the National Head Start Association Conference, Mountain Area School Bus In-service Certificate Programs, California Association of School Transportation Officials (CASTCO) Conference, Community Transportation Association Training-the-Trainer Passenger Service and Safety Certificate Program and participate in the California Association for Coordinated Transportation (CalACT), Fresno EOC/CTSA's statewide transit association.

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

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

Fresno EOC/CTSA continues to track the number of preventable accidents – this provides useful data in the driver-training program. A monthly newsletter that features safety issues, new hires, calendar activities, etc., is also published monthly. An employee accident prevention program is designed to reward drivers with good driving practices. Many of our drivers have been awarded the prestigious Blackwell Award which recognizes school bus drivers with twenty years of accident free driving. Their names are added to a plaque that is located on the wall at the California Highway Patrol offices. The Fresno EOC/CTSA upgraded our phone system this year by installing fiber optic phone lines to our building. In addition to other benefits, this will now increase the number of potential simultaneous phone calls to increase from 20 to 70. We have also increased dispatch staff to accommodate the increased calls.

## **V. OVERALL CTSA SERVICES**

Through its ability to provide cost effective transportation and maintenance services, the Fresno EOC Urban Area CTSA and the Fresno EOC Rural Area CTSA demonstrates the capability of meeting the objectives of AB 120. The Fresno EOC/CTSA services also accommodate some transportation needs when requested for FAX and FCRTA. This service increases overall transportation efficiency in both Urban/Rural areas.

### **Vehicle Maintenance**

Fresno EOC/CTSA employed one (1) Maintenance Manager, five (4) full-time Maintenance Mechanics and one (1) automotive technician. Due to growth in CTSA new contracts we anticipate adding another mechanic to the EOC maintenance shop. The Maintenance Mechanics perform typical commercial vehicle maintenance duties including brake jobs, tune-ups, electrical work, wheelchair equipment repair, and suspension repair, etc. School Buses are inspected every 45 days or 3,000 miles, as required by the CHP regulations. The commercial Para-Transit "B" buses are inspected every 90 days or 5,000 miles. Fresno EOC/CTSA continues to market maintenance to other social service agencies. During this period the Fresno EOC/CTSA continued to service the ARC of Fresno and Madera Counties fleet list of participating agencies for fleet maintenance service.

## CNG Maintenance

Fresno EOC/CTSA utilizes the Maintenance Manager to oversee one (1) full-time CNG Maintenance specialists to maintain FCRTA's rural CNG fueling stations. FCRTA is also expanding and updating these CNG fuel stations with newer state-of the-art equipment.

## Commercial Vehicle Detailing

Fresno EOC/CTSA initiated a commercial vehicle detailing social enterprise operation that created a new revenue stream for the operation. This enterprise continues to grow as Fresno EOC/CTSA solicits new business from the municipalities and social service agencies. Commercial Vehicle Detailing includes sanitizing, waxing, and applying other dressings to assure the vehicle is clean and appealing to passengers. Feedback indicates the passengers riding in clean buses are more satisfied riders.

## Driver Training

During the 2016-17 period, the Fresno EOC/CTSA had two (2) Certified School Bus Classroom Driver Instructors, to provide Behind-the-Wheel and classroom instruction for school bus, GPPV and Class B-P certification. An on-going driver-training program has been maintained and will continue to be offered to other social service agencies in Fresno Metropolitan Area and to the FCRTA. The Fresno EOC/CTSA's insurance carrier (Non-Profits Insurance Alliance of California) also provides training on emergency techniques and laws/regulations to staff and drivers.

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

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

## Insurance

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

## **VI. FRESNO EOC/CTSA: FY 2016-17 SSTAC PRODUCTIVITY COMMITTEE RECOMMENDATIONS AND AGENCY'S RESPONSE:**

### **A. Comply, where feasible, with the Triennial Performance Audit Recommendations for FY 2012/13, 2013/14, 2014/15**

*For the period July 1, 2012 through June 30, 2015 the triennial performance audit found that the Fresno EOC/CTSA had complied with all applicable TDA compliance requirements and gives three recommendations for the upcoming period July 1, 2015 through June 30, 2018.*

- 1. Review the contract structure for Central Valley Regional Center.*
- 2. Develop expanded performance standards for CTSA service efficiency and effectiveness.*
- 3. Continue efforts to attract and retain a strong driver workforce.*

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

*The Fresno EOC/CTSA remains committed to contracting with other agencies and encourage private sector participation. The Fresno EOC/CTSA has worked with the community in providing field trip services to entities such as the Farm Bureau, the Food Commons, municipal officials, Big Brothers/Sisters, Public Schools and other community based agencies.*

*Fresno EOC/CTSA also provides driver and back-up vehicles as necessary to assist other local agencies with their clients.*

*In cooperation with the FCRTA as part of the rural CTSA, Fresno EOC/CTSA continues to augment services for the seniors and disabled to accommodate its social service needs.*

*Fresno EOC/CTSA has been successful in obtaining other funding such as the FTA 5316 JARC grants to augment existing transportation services. A new revenue stream has also been initiated to detail commercial vehicles and continues to expand this social enterprise service.*

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

*The Fresno EOC /CTSA continue to train drivers to meet state and federal regulations. Fresno EOC/CTSA employs two (2) full time certified Behind-the-Wheel and Classroom trainers.*

*Fresno EOC/CTSA staff continues to provide CPR/First Aid, and safety training to other agencies.*

*Fresno EOC/CTSA continues to seek opportunities with other social service agencies on driver training programs.*

*In the Fresno EOC/CTSA's Federal Transportation Administration Section 5310 grant application, a list of coordinated training programs with the Family Health, Inc., the United Cerebral Palsy of Central California and the West Care Agencies, and the Fresno Empowerment Institute is listed. We encourage these agencies to attend the Fresno EOC/CTSA driver safety meetings that are scheduled five (5) times per year. The meetings cover variety of topics including sensitivity training for Elderly and disabled clients, defensive driving, emergency and evacuation procedures, and safety equipment-Fire Extinguishers, Flares and First Aid Kits and loading and unloading. Behind-the-Wheel Training is available upon request. Annually, Fresno EOC/CTSA participates in the California Association of School Training Officials (CASTO) and the Yosemite Community Education seminar.*

*The Annual California Association for Coordinated Transportation (CalACT) conducts a Consolidated Transportation Service Agency (CTSA) roundtable meetings to share and update CTSA designated agencies and to exchange information and ideas. Fresno EOC/CTSA participates in these roundtables.*

**D. Address responsibilities under the American with Disabilities Act of 1990.**

*The ADA of 1990 remains forefront to Fresno EOC/CTSA, to provide services that accommodate the objectives of ADA. Fresno EOC/CTSA also continues to attend ADA sponsored workshops and seminars to remain effective/current in ADA related issues. Following the Federal Transit Administration (FTA) Section 5310, Fresno EOC/CTSA continues to provide wheelchair equipped/accessible school buses and vans.*

*Fresno EOC/CTSA has ordered the ADA accessible buses with full wheel-chair tracking and lift seats systems. Not only does this allow the maximum amount of disabled passengers possible, but it also allows configuration for other passenger needs.*

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

*Fresno EOC/CTSA continuously reviews the progress and recommendations from the Air District and the COFCG regarding the feasibility of implementing transportation control measures applicable to public/social service transportation. Fresno EOC/CTSA remains committed to explore alternate powered vehicles including Electric Hybrid as expressed by our recent training of Fresno EOC/CTSA maintenance mechanics.*

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

*Fresno EOC/CTSA continues to consolidate and coordinate services by its outreach and marketing efforts. Fresno EOC/CTSA works with Fresno County Case Workers to increase ridership on the CalWORKS systems to assure efficiency and productivity. Fresno EOC/CTSA participates in community service events to advertise service and use our agency network to maintain lots of potential entities that may have a use for our service.*

*Fresno EOC/CTSA added the ARC of Fresno and Madera Counties to the services provided. ARC's vehicle fleet is now maintained by the Fresno EOC/CTSA vehicle maintenance department.*

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

*Fresno EOC/CTSA participated in the development and implementation of the Fresno County Coordinated Human Service Transportation Plan.*

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

*As a member of the SSTAC the Fresno EOC/CTSA was very involved in the development and implementation of the Plan. The Plan was adopted on June 24, 2008.*

**VII. TRIENNIAL PERFORMANCE AUDIT FY 2012/13, 2013/14, 2014/15**

Michael Baker International was awarded the contract by Fresno COG to conduct the Triennial Performance Audit for 2012/2013, 2013/2014 and 2014/2015. The CTSA submitted the requested documents, and participated in the audit for that period. Functional areas of the CTSA along with their recommendations for improvement and suggested implementation time frames are listed below

Listed below are our responses to their recommendations:

**1. Review the contract structure for Central Valley Regional Center**

FEOC received an increase in the CVRC contract rate for FY 16/17. FEOC will initiate discussions with CVRC during FY 17/18 to potentially incorporate performance-based criteria, including a fuel stipend provision to protect against fuel price spikes, in particular for higher mileage of the rural CTSA trips.

**2. Develop expanded performance standards for CTSA service efficiency and effectiveness.**

In FY 17/18 FEOC will review alternative performance indicators beyond typical transit metrics more applicable to CTSAs. Suggested alternative measures to be considered include on-time performance, trip denials, cancellations, no-shows, complaints, passengers per TDA funding, and value for money measures. The last recommended measure included two alternative approaches; development of measures reflecting the net impact or opportunity cost of providing access to daily requirements, including healthcare services and employment, or measures for impact on individuals and healthcare delivery (e.g., consumers missing appointments or requiring more expensive medical interventions as a result of not accessing preventive care).

### **3. Continue efforts to attract and retain a strong driver workforce.**

FEOC has, and will continue to, focus on enhancing methods to recruit and retain drivers. FEOC has entered a new agreement with the Amalgamated Transit Union (ATU) which has revised the employee wage scales consistent with changes in the minimum wage. In addition, FEOC will be encouraging employees to take advantage of free training opportunities to upgrade driver license certifications, making them eligible for higher paying job classifications within FEOC. This will accomplish multiple objectives including retention of a well-trained driver workforce, improved customer service, improved service reliability, and the ability to pursue additional transportation service contracts.

## **VIII. HIGHLIGHTS OF PRODUCTIVITY DATA**

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

A few agencies have also been adversely impacted by consistent funding levels that do not include “cost of living adjustments” to reflect normal inflation. This can be further compounded when operating and maintenance cost for an aging fleet of vehicles continue to escalate at disproportionate rates. These are often detrimental to a social service agency’s growing client base. When revenues remain unchanged and cost per clients increase, fewer clients may be transported. Efforts to address this problem by securing new replacement vehicles for the Fresno EOC Urban and Rural Area CTSA’s existing fleet of 117 vehicles, many purchased via the Federal Transit Administration Section 5310 Program, have resulted in approximately six vehicles per year. The decision of Fresno EOC/CTSA to replace a portion of its fleet should help keep maintenance costs at a more predictable level for the next few years. The cost associated with the new vehicles is being depreciated to the budgets over the 5-year life of these vehicles. Future FTA awards may be reduced due to this grant process changing to a biannual grant with local procurement, not a statewide competitive grant process.

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

The resultant data summarized in this report is a compilation of all the specific individual activities of the respective CTSA operations. The programs are further aggregated by “service type,” “passenger transportation” or “meal delivery transportation.” The Fresno EOC Urban Area CTSA summarizes fourteen (14) programs. Nine (9) are summarized as “passenger transportation,” and two (2) are



summarized as “meal delivery transportation,” (the Head Start program has both passenger & meal delivery) and three (3) require vehicle maintenance only. The Rural Area CTSA summarizes eight (8) programs. Eight (8) are summarized as “passenger transportation,” and two (2) are summarized as “meal delivery transportation,” (the Head Start program has both passenger & meal delivery). As noted in Section II, FCRTA route productivity data is not included in Fresno EOC/CTSA’s data to avoid duplication in reporting. The FCRTA routes are mentioned in this report only to document the coordination efforts the Fresno EOC/CTSA agency performs for public transit

## **Urban and rural areas combined**

See Table I-and Graph I

The overall cost for the combined transit operation shows an increase in costs over the 2015-16 year by 8.3%. This increase in costs is mainly due to the cost of labor as well as an increase in the amount of service provided. Clients transported during this period increased significantly.

Passenger driving miles also increased proportionately. The combined passenger (client) cost per hour remained steady.

## **Urban operations**

Table IV 1 and IV 2 compare Urban Data achieved for 2015-16 and 2016-17. Graph IV-1 illustrates this data in a graphic format.

## **Rural operations**

Table III and Graph III compares the rural data for 2015-2016 and 2016-2017 periods. Route optimization assisted in keeping miles and hours to a lower level. A change in the allocation of the CVRC developmentally disabled routes in the urban and rural areas also resulted in some slight fluctuation of cost per hour and per mile.

## **IX. FRESNO EOC/CTSA: FY 2015/16 PRODUCTIVITY COMMITTEE RECOMMENDATIONS :**

- A. Comply, where feasible, with the Triennial Performance Audit Recommendations for FY 2012/13, 2013/14, 2014/15.
- B. Pursue contracting of service and continue to consider the potential for and encourage private sector participation in the public transportation planning/service delivery process, and investigate other potential funding source.
- C. Continue to coordinate with other general public paratransit service providers to jointly provide the State-required 40 hours of specified training and behind-the-wheel instruction.
- D. Address responsibilities under the American with Disabilities Act of 1990.
- E. Address responsibilities under the Clean Air Act Amendments of 1990, the San Joaquin Valley Unified Air Pollution Control District Air Quality Plan, the City of Fresno Transportation Management Plan, and the
- F. Council of Fresno County Governments Transportation Control Measures Plan, and Congestion Management System (CMS).
- G. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of public transit.
- H. Continue to work with the Social Service Transportation Administrative Council on implementation of Fresno County Coordinated Human Service



Table IV 1

CONSOLIDATED TRANSPORTATION SERVICES AGENCY  
URBAN AREA PRODUCTIVITY DATA FISCAL YEAR 2017

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$2,720,114	217,323	860,046	50,421	\$2,313,679	\$0	4.3	0.3	\$53.95	\$3.16	\$12.52		\$406,435
Meal Delivery	\$335,000	657,905	127,265	8,234	\$147,109	\$0	79.9	5.2	\$40.68	\$2.63	\$0.51		\$187,891
TOTAL*	\$3,055,114	875,228	987,311	58,655	\$2,460,788	\$0			-			81%	\$594,326

Capital Depreciation expenses are  
not included in costs above

Table IV 2

CONSOLIDATED TRANSPORTATION SERVICES AGENCY  
URBAN AREA PRODUCTIVITY DATA FISCAL YEAR 2016

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$2,398,039	264,727	903,698	52,439	\$1,991,378	0	5.0	0.3	\$45.73	\$2.65	\$9.06		\$406,661
Meal Delivery	\$325,000	633,695	115,583	7,147	137,109	0	88.7	5.5	\$45.47	\$2.81	\$0.51		\$187,891
TOTAL*	\$2,723,039	<u>898,422</u>	1,019,281	59,586	\$2,128,487	\$0			-			78%	\$594,552

Passenger Miles and Hours above exclude  
Deadhead.  
Capital Depreciation expenses are  
not included in costs above

**Table IV 3**  
**CONSOLIDATED TRANSPORTATION SERVICES AGENCY**  
**RURAL AREA PRODUCTIVITY DATA FISCAL YEAR 2017**

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$1,501,340	88,735	343,444	20,452	\$1,314,022	\$0	4.3	0.3	\$73.41	\$4.37	\$16.92		\$187,318
Meal Delivery	\$490,000	538,266	296,718	12,878	\$170,712	\$0	41.8	1.8	\$38.05	\$1.65	\$0.91		\$319,288
TOTAL*	\$1,991,340	627,001	640,162	33,330	\$1,484,734	\$0						75%	\$506,606
Capital Depreciation expenses are not included in costs above													

**Table IV 4**  
**CONSOLIDATED TRANSPORTATION SERVICES AGENCY**  
**RURAL AREA PRODUCTIVITY DATA FISCAL YEAR 2016**

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$1,460,430	122,772	363,909	21,867	\$1,285,561	\$0.00	5.61	.35	\$66.79	\$4.01	\$11.90		\$174,869
Meal Delivery	\$476,500	518,477	269,697	11,182	\$186,321	\$0.00	46.4	1.9	\$42.61	\$1.77	\$0.92		\$290,179
TOTAL*	\$1,936,930	641,249	633,606	33,049	\$1,471,882	\$0.00						76%	\$465,048

Passenger Miles and Hours above exclude Deadhead.  
Capital Depreciation expenses are not included in costs above

**Urban and Rural Combined Totals 2017**

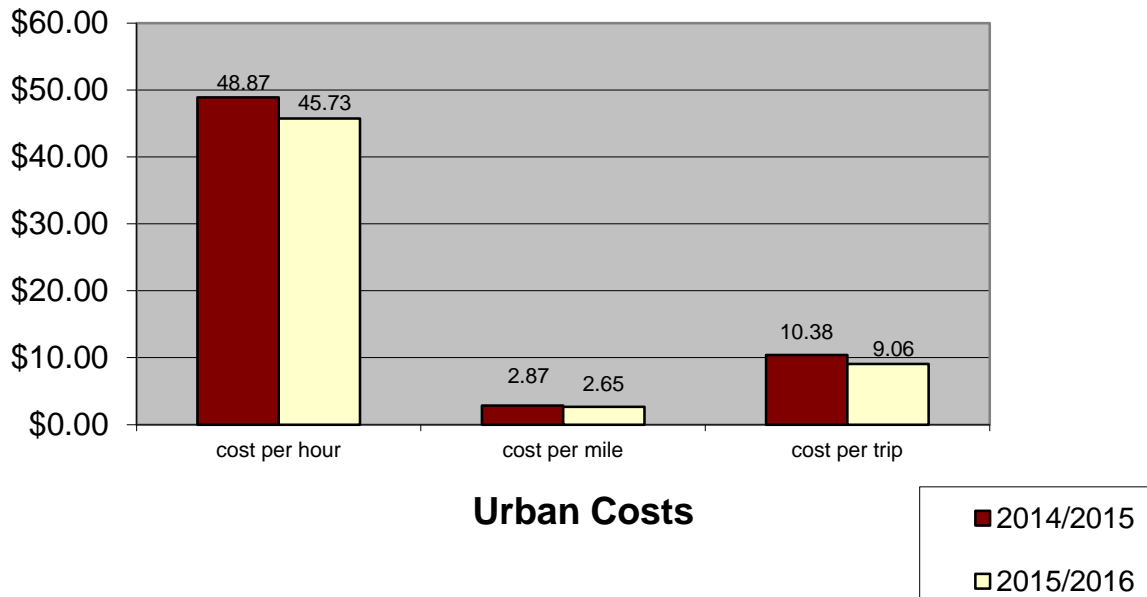
SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$4,221,454	306,058	1,203,490	70,873	\$3,627,701	\$0	4.3	0.3	\$59.56	\$3.51	\$13.79		\$593,753
Meal Delivery	\$825,000	1,196,171	423,983	21,112	\$317,821	\$0	56.7	2.8	\$39.08	\$1.95	\$0.69		\$507,179
<b>TOTAL*</b>	<b>\$5,046,454</b>	<b>1,502,229</b>	<b>1,627,473</b>	<b>91,985</b>	<b>\$3,945,522</b>	<b>0.0%</b>							<b>\$1,100,932</b>

**Urban and Rural Combined Totals 2016**

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	0	0
Passenger Trans	\$3,858,469	387,499	1,267,607	74,306	\$3,276,939	0	5.2	0.3	\$51.93	\$3.04	\$9.96	\$0.00	\$581,530
Meal Delivery	\$801,500	518,477	269,697	11,182	\$323,430	\$0	46.4	1.9	\$71.68	\$2.97	\$1.55	\$0.00	\$478,070
	\$4,659,969	905,976	1,537,304	85,488	\$3,600,369								\$1,059,600

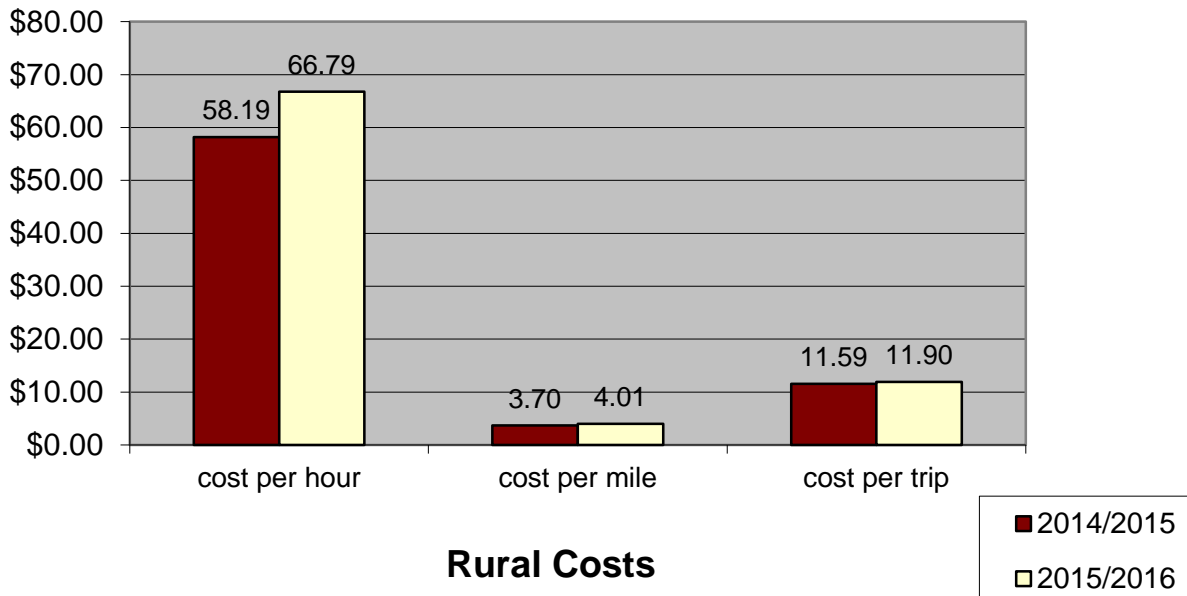
**Consolidated Transportation Services Agency  
Urban Productivity Data**

**Exhibit IV-1**



**Consolidated Transportation Services Agency  
Rural Productivity Data**

**Exhibit IV\_2**



Meal Delivery is not included in statistics.

**Consolidated Transportation Services Agency  
Combined Urban and Rural Productivity Data**

