



# *Transit Productivity Evaluation FY 2019*

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

**January 22, 2020**

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# **FY 2019 TRANSIT PRODUCTIVITY EVALUATION**

## **INTRODUCTION**

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

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

The FY 2019 Productivity Evaluation covers the time period of July 1, 2018 to June 30, 2019 and assesses the following agencies:

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

State law also requires TDA Triennial Performance Audits of each transit operator (PUC 99246-99249). The most recent performance audit of the operators listed above was completed in 2019 by Moore and Associates for FY2016 through FY2018. Final recommendations from the audits are reflected in this report.

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

Public transportation operators in Fresno County provided a total of 11.6 million passenger trips from the period beginning July 2018 through June 2019 (FY 2019) at a cost of approximately \$69.3 million. As shown in Table 1, the systems traveled a combined 8,605,352 miles and operated 700,275 hours of service. Fares collected totaled \$11.8 million, representing a farebox recovery ratio of 17.1 percent.

FAX, the largest public transit provider in the Fresno County region, provided a total of 10.5 million passenger trips (90 percent of the county total), followed by the CTSA, and FCRTA with 343,524 trips (3.0 percent) and 319,201 trips (2.8 percent) respectively. Fresno Handy Ride provided 220,351 trips (1.9 percent of the county total), while Clovis Stageline and Clovis Roundup combined provided 169,863 (1.5 percent) of all trips.

System wide, 16.57 passengers per hour and 1.35 passengers per mile were carried during FY2019. The cost per hour was \$99.01 and cost per passenger was \$5.98. Overall, the systems provided 6.8% more passenger trips in FY 2019 than in FY 2018.

# Fresno County Public Transportation Systems Productivity Summary FY 2019

Table 1

Agency	Passengers	Miles	Hours	Costs	Fare Revenues	Pass/ Hour	Pass/ Mile	Cost/ Hour	Farebox Ratio
FAX	10,550,142	4,663,991	402,895	\$44,445,075	\$6,307,587	26.19	2.26	\$110.31	14.19%
Handy Ride	220,351	1,213,011	104,088	\$7,850,700	\$326,496	2.12	0.18	\$75.42	4.16%
Stageline	116,911	252,928	21,841	\$2,635,317	\$527,063	5.35	0.46	\$120.66	20.00%
Round-up	52,952	377,173	31,313	\$3,407,650	\$340,765	1.69	0.14	\$108.83	10.00%
FCRTA	319,201	855,403	67,376	\$5,655,534	\$616,414	4.74	0.37	\$83.94	10.90%
*CTSA	343,524	1,235,651	71,866	\$5,339,911	\$3,746,900	4.78	0.28	\$74.30	69.36%
<b>Total</b>	<b>11,603,081</b>	<b>8,598,157</b>	<b>699,379</b>	<b>\$69,334,187</b>	<b>\$11,865,225</b>	<b>16.59</b>	<b>1.35</b>	<b>\$99.14</b>	<b>17.11%</b>

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

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

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



# Section I

## *Fresno Area Express and Handy Ride*



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# **SECTION I**

## **FISCAL YEAR 2019 PRODUCTIVITY EVALUATION**

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

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

Fresno Area Express (FAX), operated by the City of Fresno Department of Transportation, is the largest transit provider in the San Joaquin Valley and provides service within the Fresno-Clovis Metropolitan Area (FCMA). FAX operates scheduled fixed-route service throughout the metropolitan area on 17 routes, seven days per week including evening service on weekdays and Saturdays. FAX currently has a fleet of 112 buses, 91 scheduled to operate during the morning- and evening- peak commute periods. All buses are equipped with wheelchair passenger ramps and bicycle racks. Generally, the routes follow a modified grid pattern. Eight lines converge Downtown on weekdays with coordinated schedules at four existing bus transfer facilities. Three transfer facilities are located at Courthouse Park in Downtown Fresno, and one is located at Manchester Transit Center at the Manchester Mall.

FAX also administers Handy Ride, a demand-response service, which provides paratransit service to people with disabilities. Handy Ride is operated under a contract with a private transportation operator, who is responsible for the day-to-day operation of FAX's paratransit services. The Handy Ride fleet consists of wheelchair accessible buses and sedans. The paratransit service is available seven days a week during the same hours as FAX fixed-route service. The service area includes the City of Fresno, 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 5.6 percent between 2014 and 2019. Most of this growth has been north and northeast of Downtown Fresno, the hub of FAX's fixed-route service. A significant challenge to FAX over the coming years will be to address travel needs resulting from continuing suburbanization of jobs, housing, and retail facilities. FAX will continue to provide transit services through planning, operations, maintenance, capital improvements, public outreach, and marketing.

FAX is responsible for implementing requirements mandated by the Americans with Disabilities Act (ADA) of 1990. One of the provisions is complementary paratransit service, which provides eligible members of the disabled community, within FAX's service area, with a level of service that is comparable to the service provided by FAX's fixed-route system. The latest paratransit plan update was submitted to the Federal Transit Administration (FTA) in January 1996, and is on file at the FAX Administrative Office. In 2020, FAX updated its paratransit "Guide to Ride," providing paratransit passengers with helpful information.

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

In Fiscal Year (FY) 2019, FAX made one minor service modification.

- Route 9 was divided into 2 routes at the west end of Shaw Avenue at Brawley. This created Route 12, which serves the area west of Highway 99 including the newly opened Inspiration Park. The route split has had a positive effect on the reliability of both routes.

## **EXTERIOR BUS ADVERTISING**

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

## **BIKE AND BUS PROGRAM**

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

## **WHEELCHAIR RAMP DEPLOYMENTS**

Wheelchair ramp deployments have steadily increased. Every bus within the FAX fleet is a low-floor bus. These vehicles utilize a wheelchair ramp instead of a lift. This type of system is faster, more efficient, and less prone to service failures.

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

All future bus procurements will include at least one automatic restraint system per vehicle.

## **ADMINISTRATION**

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

In FY 2019, the Department of Transportation was awarded \$26.1 million in federal, state, and local capital grants. These funds, along with previously awarded funding, will be used to: remodel/rehabilitate facilities; improve bus stops and bus stop infrastructure; upgrade security in the transportation yard; upgrade transit stops throughout the fixed-route system; improve communication systems; purchase fixed route buses (including Zero Emission Buses) and paratransit vehicles; purchase support vehicles; and maintain existing transit services, including the Bus Rapid Transit (BRT) service that began in February 2018.

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

## **PLANNING**

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

Over the past decade, FAX has participated in regional and local transit planning efforts, including the Fresno Council of Governments (COG) 2015 Strategic Service Evaluation, which establishes a grid-based transit system; the City of Fresno's General Plan update, which supports densification in Downtown Fresno and along the Blackstone and Kings Canyon corridors; FAX's 2018 System Restructure, which implements the grid-based transit network; the COG's 2018 Regional Transportation Plan / Sustainable Communities Strategy, which coordinates land use and transportation; and the FCMA Short Range Transit Plan, which serves as FAX's five-year transit plan. Through these efforts, FAX has moved toward strategic investments that implement high quality service where demand is high, balanced with some level of geographic coverage as the city continues to grow. For example, FAX has increased frequencies and services along key corridors, including the BRT along Blackstone/ Ventura/ Kings Canyon, and the FAX 15 along Shaw and Cedar. Identifying and securing funding sources will play a critical part in shaping the future of the transit system, whether frequency enhancements or coverage expansions, beyond the transit services currently provided.

In addition, the Planning Division participates in the City of Fresno Development Review Process. This enables FAX staff to comment on potential impacts of proposed development projects to the transit network and provide guidance to developers in designing transit-friendly facilities.

## **OPERATIONS**

The FAX Operations Division is responsible for the safe and efficient transportation of the FAX fixed-route transit service throughout the city and into neighboring communities. It is the largest division in the Transportation Department with 324 full-time positions as of June 30, 2019, including 279 bus drivers. Over the last few years, the division has emphasized improvements to customer service and system reliability by hiring dedicated training officers and collaborating with other stakeholders to make the system more efficient. Improved efficiencies and reliability have resulted in increased ridership for the system after several years of ridership losses. The BRT route alone provided more than 2 million rides in its first year of operation. For FY 2019, FAX provided 10.6 million rides across the system, representing an 8.2% increase over system-wide ridership in FY 2018. The Operations Division also continues to support upcoming system changes, identified in the 2015 Strategic Service Evaluation, the 2018 System Restructure, and the 2019 Short Range Transit Plan, by ensuring it is involved in identifying the number of drivers needed and improving the new-driver training program. It is anticipated that the route changes will further improve reliability and continue to increase customer satisfaction.

In addition, FAX improved 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.

## **MAINTENANCE**

The FAX Maintenance Division is responsible for maintaining FAX fixed-route buses and Handy Ride vehicles. The Division has implemented performance benchmarks to measure work outputs against industry standards. A strong emphasis is given to exterior and interior bus cleanliness to provide a pleasurable riding experience to passengers and operators alike.

In FY 2019, the Maintenance Division placed 3 additional 40-foot buses and 9 support vehicles into fixed-route service. No new paratransit vehicles were placed into Handy Ride service. Under new state laws discussed in more depth in the Capital section of this report, transit operators need to transition their bus fleets to zero-emission vehicles (ZEVs) by 2040. FAX's first ZEVs will be battery-electric buses, and are anticipated to arrive in FY 2020.

FAX has completed the rebuild of a compressed natural gas (CNG) compressor, purchased and installed an additional CNG compressor. The CNG improvements have reduced fueling times, as well as the amount of time that stations are not in use, therefore allowing more time for bus cleaning and detailing. The Maintenance Division has also developed a safety committee, which 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 FAX has qualified technicians with the most current training.

## **PUBLIC INFORMATION AND COMMUNITY OUTREACH**

In addition to the planning functions described above, the FAX Planning Division is also responsible for providing public information and conducting community outreach. During FY 2019, FAX provided public information and outreach activities to increase public awareness and ridership, as well as improve public perception of bus transit. Transit services were promoted through advertising, participation in local events, agency presentations, and by communicating essential public transit information with individuals and community-based organizations. FAX used its large format printer and laminator to produce current system and customer information displays in English and Spanish for the kiosks at Courthouse Park, the Manchester Transit Center office, and community outreach meetings and events. FAX directed its outreach efforts toward the diverse population through cultural, age, disability, and socio-economic sensitive communication. FAX used newspaper advertisements, posters, bus placards, schedule guides, maps, flyers, e-mail, social media, the FAX website, the MyFAXBUS mobile app, and bus audio and visual announcements to connect with the community.

In FY 2019, the FAX website was updated to provide information such as bus schedules, holiday service, transit trip planning, the FAX newsletter, special services such as FAX to the FEST, and safety and security notices. The website based Service Alert notification system continued in FY 2019, and allowed passengers daily access to situations that affect trips such as detours, temporary bus stop locations, and tripper service. FAX continued to encourage passengers to share their concerns about the system by connecting with the Customer Service staff through email, by telephone, and in person.

The MyFAXBUS mobile application continues to be available for iOS and Android operating systems. The app was created by the City of Fresno and features real-time transit trip planning capabilities, as well as real-time transit information. Transit riders are also able to track bus arrival times in real-time. The app will be upgraded in FY 2020.

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.

Twenty-five public information “On Street” signs installed at the Manchester Transit Center (MTC), FAX Downtown Transit Center, Fresno Yosemite International Airport, Fresno Avenue and Shaw Avenue intersection, and the Cesar E. Chavez Adult Education Center provide 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-foot regular fixed route buses and 40-foot BRT buses. These buses are a combination of replacements for aging buses and additional buses to support new service. In FY 2019, FAX took delivery of three new 40-foot Gillig buses. Moving forward, as regulated by the California Air Resource Board, FAX will transition to a 100 percent zero-emission bus fleet by 2040. In support of this requirement, FAX entered into a purchase contract with Proterra for two 40-foot zero-emission electric buses. These vehicles are scheduled to be delivered in FY 2020.

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

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

The Manchester Transit Center (MTC) is currently under construction for several upgrades, including the outside passenger service area, which 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 once the exterior of MTC has been reopened to the public.

FAX also issued a construction bid solicitation for the Buffer Median Island Bus Stop Upgrades project. This project will upgrade 18 stops that are located on median islands throughout the city with completion scheduled in FY 2020. The upgrades include new passenger amenities, including shelters and benches, as well as a safe path of travel with ADA accessibility.

Leveraging the new infrastructure and technology provided by the BRT, Courthouse Park, and MTC capital projects, FAX installed a total of 244 new high definition security cameras to improve the safety of its customers and security of the capital improvements in these areas. This project also included installation of a battery back-up system to power video recording and surveillance systems and installation of new workstations for use in viewing the camera network by both FAX and the City of Fresno Police Department staff. Additionally, FAX purchased nearly 300 solar powered security lights for deployment at non-BRT bus stops throughout the system. Installation of the security lights will begin in FY 2020.

FAX also collaborated with the City of Fresno Public Works Department to design and implement traffic signal priority (TSP) technology along the Shaw Avenue corridor between Willow Avenue and Polk Avenue. The goal of this project is to improve bus service and schedule adherence by providing preferential treatment to buses that are running behind schedule. This will be achieved by providing a longer/shorter green light at traffic intersections improving the buses ability to maintain and achieve schedule adherence. The design of this project is nearing completion and will go to bid in FY 2020.

Capital projects extended to the FAX maintenance yard, where a fueling station for CNG buses was completed, extending FAX's operational efficiency. Additional capital improvements included an upgraded gas detection and alert system increasing personnel safety at the FAX facilities yard.

As FAX transitions to a zero-emission fleet, the need for conventional fossil fuel storage was eliminated. In March 2019, the underground diesel and oil storage tanks adjacent to the bus wash were removed. This increased environmental health and occupational safety in preparation for a planned new vault building and other facility improvements.



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

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

**FY 2016 through FY 2018**

**Moore and Associates**

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

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

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

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

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

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

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

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

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

**1. Financial Management and Capacity**

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

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

*Deficiency Code F4-1: ECHO documentation deficient*

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

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

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

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

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

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

At the time of this review, the City had eighteen (18) open grants. A review of Milestone Progress Reports found information lacking relative to the status of grant projects (Activity Line Items

[ALIs]). For projects with no activity or projects that were delayed, the MPRs contained little to no explanation for the delay and/or explanation as to how the City planned to mitigate the delays.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Records provided by the City showed that for the past year, on-time performance for vehicle preventive maintenance was 76%. FTA expects recipients to follow their program for preventative maintenance but understands that circumstances may prevent inspections being completed exactly at the interval specified. To account for this, FTA allows a 10 percent deviation from the scheduled interval. The recipient is deficient if fewer than 80 percent of the inspections for any mode or operation occurred on time.

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

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

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

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

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

## **5. Procurement:**

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

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

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

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

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

Staff who are in key positions for procurement activities have all attended the National Transit Institute (NTI) training for Procurement (levels 1 and 2), in addition to becoming subject-matter-experts to ensure proper federal clauses and documentation are in adherence to established policy and SOP.

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

## **6. Satisfactory Continuing Control**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

*Deficiency Code: 17-1 Improper Piggyback Purchase*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

*Deficiency Code CPT5-1: Insufficient oversight of contracted ADA complementary paratransit*

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

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

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

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

#### **IV. FOLLOW-UP ON FY 2018 FAX AND HANDY RIDE PRODUCTIVITY EVALUATION RECOMMENDATIONS**

As part of the FY 2018 Productivity Evaluation Report, the SSTAC made the following recommendations. FAX responses to each recommendation are included below.

**A. Comply where feasible, with the FTA Triennial Performance Audit Recommendations for FY 2015 to FY 2017.**

FAX has responded to all audit findings, as described in Section III B. The next audit will be in 2021 for the period of 2018 through 2020.

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

FAX implemented many of the recommendations contained in the 2016 SRTP, including BRT along Blackstone/Ventura/Kings Canyon; night service on the five most heavily-used routes; FAX 15 service on Shaw and Cedar Avenues; and new bus service to Inspiration Park. The SRTP was updated in July 2019 and includes a variety of additional projects, pending funding, such as increased frequencies along key corridors; additional coverage; enhanced access and passenger facilities; system performance enhancements; and infrastructure investments. The next SRTP update is scheduled for July 2021.

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

This is ongoing. FAX management reviews key metrics on a monthly basis and uses this information to make operational improvements and propose service changes.

**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. FAX conducts competitive procurements every several years for Handy Ride contracts, and consistently pursues grant funding for a variety of capital and service enhancements.

**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. FAX meets all specified training requirements and behind-the-wheel instruction.

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

This is on-going. FAX announces all major streets and transfer points on all buses, and makes a variety of announcements related to service or public outreach in both English and Spanish.

**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. FAX coordinates with the Air Pollution Control District and the FCOG on air quality and planning issues.

**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 Process, last updated in September 2017.

**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 and feasible. For example, the 2018 fixed route survey indicated that passengers' top priorities were on-time performance, frequency, and travel time. In FY 2019, FAX initiated a review of potential service and operational adjustments to increase on-time performance and frequencies and decrease travel times, and will conduct public outreach on proposed service changes in FY 2020.

**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 continually attends community outreach events to promote FAX bus services, offers outreach to any and all community groups that request information, participates in the annual Unmet Transit Needs assessment, keeps the web site up-to-date with service alerts and other important information, releases FAX monthly newsletters, and maintains an active presence on social media. The new MyFAXBus App is in service, and will be upgraded next fiscal year. FAX will continue to develop marketing materials for specific services and on the benefits of transit.

**V. FRESNO AREA EXPRESS AND HANDY RIDE: FY 2019  
SSTAC COMMITTEE RECOMMENDATIONS**

- A. Comply, where feasible, with the Triennial Performance Audit Recommendations for FY 2015 through FY 2017.
- 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 (OPB).

## VI. HIGHLIGHTS OF PRODUCTIVITY DATA

### FRESNO AREA EXPRESS

As shown below in Table I-1, all indicators are showing a positive trend, except for farebox recovery. Farebox recovery was significantly impacted by the fare collection policy implemented on the BRT. The BRT used a “proof of payment” system that was frequently abused. In FY 2020, corrective actions will be evaluated and implemented.

FAX ridership increased by 7.58 percent from 9.75 million in FY 2018 to 10.6 million in FY 2019. Total service miles increased 7.0% from 4.3 million miles in FY 2018 to 4.6 million miles in FY 2019. Total revenue hours were consistent with service miles and increased by 7.0% from 374,764 hours in FY 2018 to 402,895 hours in FY 2019. The farebox recovery ratio decreased from 14.46% in FY 2018 to 14.19% in FY 2019. The Transportation Development Act requires larger urban transit providers to meet a 20 percent farebox recovery ratio. FAX did not collect sufficient revenues to meet the State-mandated farebox recovery requirement without supplementing fares with Local funds. In FY 2020, FAX will add fareboxes to the BRT buses in hopes of collecting proper fares on the BRT and meeting the TDA requirements without supplementing with Local funds. The Operating cost per hour decreased 1.5 % from \$112.02 in FY 2018 to \$110.31 in FY 2019.

**Table I-1**  
**FAX Productivity Indicator Comparison**  
**FY 2018 vs. FY 2019**

<b>Indicator</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Percent Change</b>
<b>Passenger Trips</b>	9,750,802	10,550,142	7.58%
<b>Revenue Service Hours</b>	374,764	402,895	6.98%
<b>Revenue Service Miles</b>	4,337,684	4,663,994	7.00%
<b>Passengers/Hour</b>	26.02	26.19	0.65%
<b>Passengers/Mile</b>	2.25	2.26	0.44%
<b>Cost/Mile</b>	\$9.68	\$9.53	-1.57%
<b>Cost/Hour</b>	\$112.02	\$110.31	-1.55%
<b>Farebox Ratio</b>	14.46%	14.19%	-1.90%



## HANDY RIDE

As shown below in Table I-2, Handy Ride provided 220,351 trips during FY 2019, an increase of 3.44% percent over FY 2018. Handy Ride productivity, as stated in Passengers per Hour in Table I-2 is 2.10 for FY 2019 compared to 2.05 the prior year. The total number of revenue miles increased .03% from 1,212,603 in FY 2018 to 1,213,011 in FY 2019. Revenue hours in FY 2019 decreased .06% from 104,147 to 104,088. Demand-response and fixed-route services continue to operate in compliance with ADA requirements. In FY 2019, Handy Ride reported no trip denials. In FY 2020, FAX will release an RFP for the Handy Ride operations.

**Table I-2**  
**Handy Ride Productivity Indicator Comparison**  
**FY 2018 vs. FY 2019**

Indicator	FY 2018	FY 2019	Percent Change
Passenger Trips	213,026	220,351	3.44%
Revenue Service Hours	104,147	104,088	-0.06%
Revenue Service Miles	1,212,603	1,213,011	0.03%
Passengers/Hour	2.05	2.10	2.44%
Passengers/Mile	0.18	0.18	0.00%
Cost/Mile	\$5.94	\$6.43	8.25%
Cost/Hour	\$69.18	\$74.78	8.09%
Farebox Revenue	\$294,817	\$326,796	10.85%

**Table I-3**  
**Summary of Key Operational Indicators**  
**FRESNO AREA EXPRESS**  
Fiscal Years 2016 through 2019

<b>Fiscal Year Ending June 30</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Operating Costs	\$36,115,161	\$37,717,694	\$41,979,373	\$44,445,075
Total Actual Vehicle Revenue Hours	330,681	340,918	374,764	402,895
Total Actual Vehicle Revenue Miles	3,887,939	3,966,436	4,337,684	4,663,991
Total Labor Hours	605,438	670,478	721,204	705,127
Unlinked Passenger Trips	10,672,577	9,622,875	9,750,802	10,550,142
Fare Revenue	\$7,575,604	\$7,640,262	\$6,068,176	\$6,307,587
Operating Cost/Passenger	\$3.38	\$3.92	\$4.31	\$4.21
Passengers/Vehicle Revenue Hour	32.27	28.23	26.02	26.19
Passengers/Vehicle Revenue Mile	2.75	2.43	2.25	2.26
Vehicle Revenue Hours/FTE*	1,043.00	960.33	934.57	1,022.00
Farebox Recovery Ratio	20.98%	20.26%	14.46%	14.19%
Operating Cost/Revenue Mile	\$9.29	\$9.51	\$9.68	\$9.53
Operating Cost/Revenue Hour	\$109.21	\$110.64	\$112.02	\$110.31
Average Fare/Passenger	\$0.71	\$0.79	\$0.62	\$0.60
Total Revenue Service Interruptions	642	461	380	339
Percentage of Trips On Time	82.13%	77.76%	80.29%	84.55%

**Table I-4**  
**Summary of Key Operational Indicators**  
**FRESNO AREA EXPRESS**  
Fiscal Years 2017 through 2019

<b>Fiscal Year Ending June 30</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2017-19</b>
Operating Costs	4.25%	10.15%	5.55%	18.74%
Total Actual Vehicle Revenue Hours	3.00%	9.03%	6.98%	17.92%
Total Actual Vehicle Revenue Miles	1.98%	8.56%	7.00%	16.64%
Total Labor Hours	9.70%	7.03%	-2.28%	14.14%
Unlinked Passenger Trips	-10.91%	1.31%	7.58%	-1.16%
Fare Revenue	0.85%	-25.91%	3.80%	-20.10%
Operating Cost/Passenger	13.67%	8.96%	-2.26%	19.62%
Passengers/Vehicle Revenue Hour	-14.34%	-8.49%	0.65%	-23.23%
Passengers/Vehicle Revenue Mile	-13.15%	-7.92%	0.53%	-21.46%
Vehicle Revenue Hours/FTE*	-8.61%	-2.76%	8.55%	-2.05%
Farebox Recovery Ratio	-3.55%	-40.13%	-1.86%	-47.80%
Operating Cost/Revenue Mile	2.32%	1.74%	-1.56%	2.52%
Operating Cost/Revenue Hour	1.28%	1.23%	-1.54%	1.00%
Average Fare/Passenger	10.60%	-27.58%	-4.09%	-18.73%
Total Revenue Service Interruptions	-39.26%	-21.32%	-12.09%	-89.38%
Percentage of Trips On Time	-5.62%	3.15%	5.04%	2.86%

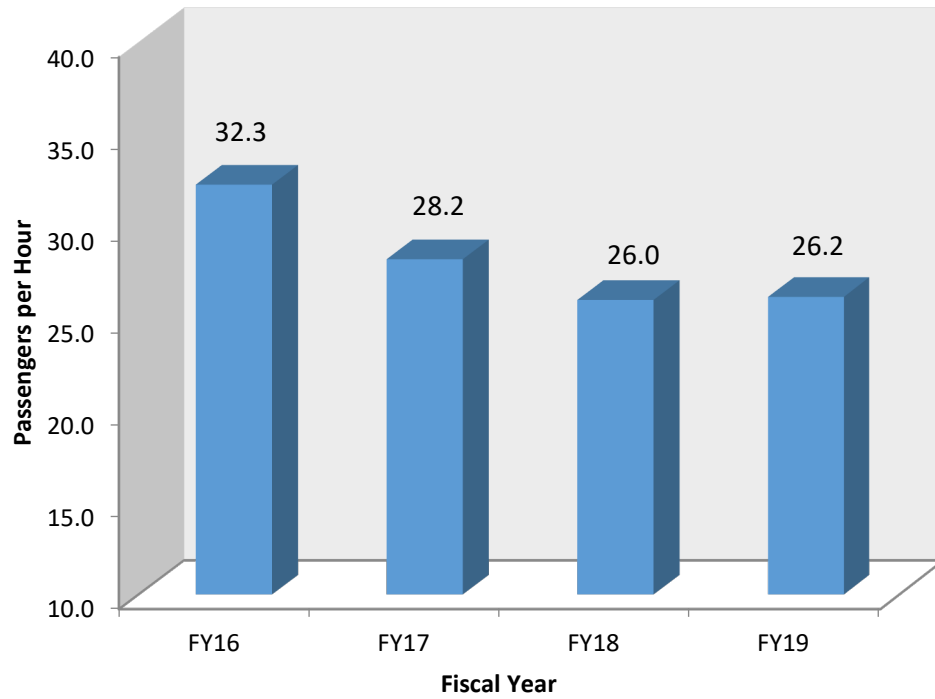
**Table I-5**  
**Summary of Key Operational Indicators**  
**HANDY RIDE**  
Fiscal Years 2016 through 2019

<b>Fiscal Year Ending June 30</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
Operating Costs	\$6,437,053	\$6,580,419	\$7,204,580	\$7,850,700
Total Actual Vehicle Revenue Hours	95,484	98,107	104,147	104,088
Total Actual Vehicle Revenue Miles	1,140,144	1,156,767	1,212,603	1,213,011
Unlinked Passenger Trips	201,826	199,948	213,026	220,351
Fare Revenue	\$257,075	\$259,414	\$294,817	\$326,496
Operating Cost/Passenger	\$31.89	\$32.91	\$33.82	\$35.63
Passengers/Vehicle Revenue Hour	2.11	2.04	2.05	2.12
Passengers/Vehicle Revenue Mile	0.18	0.17	0.18	0.18
Farebox Recovery Ratio	3.99%	3.94%	4.09%	4.16%
Operating Cost/Revenue Mile	\$5.65	\$5.69	\$5.94	\$6.47
Operating Cost/Revenue Hour	\$67.41	\$67.07	\$69.18	\$75.42
Average Fare/Passenger	\$1.27	\$1.30	\$1.38	\$1.48
Percentage of Trips On Time	87.0%	87.0%	93.1%	92.2%

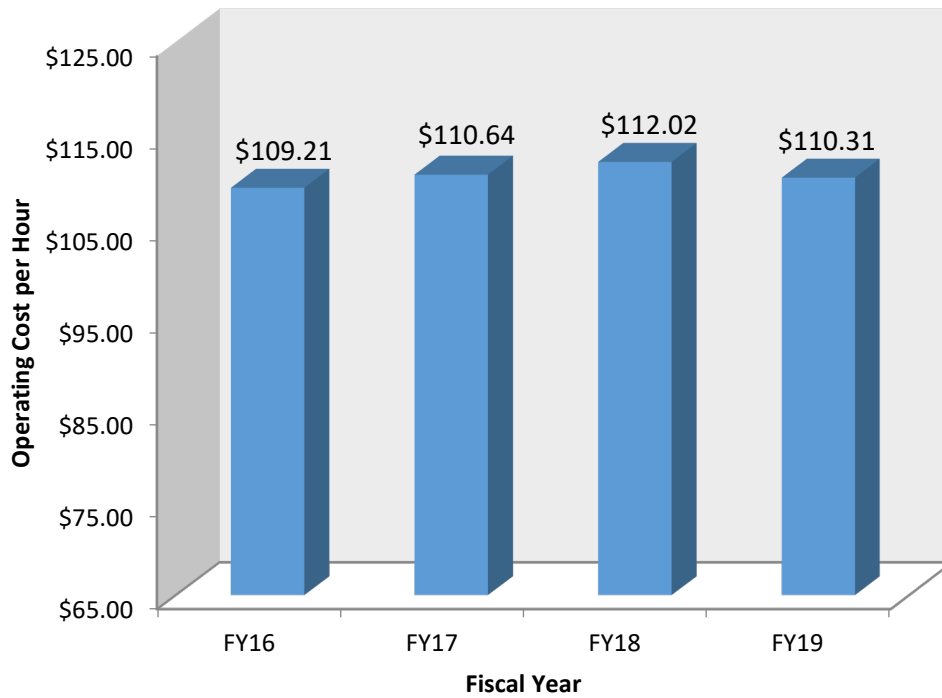
**Table I-6**  
**Summary of Key Operational Indicators**  
**HANDY RIDE**  
Fiscal Years 2017 through 2019

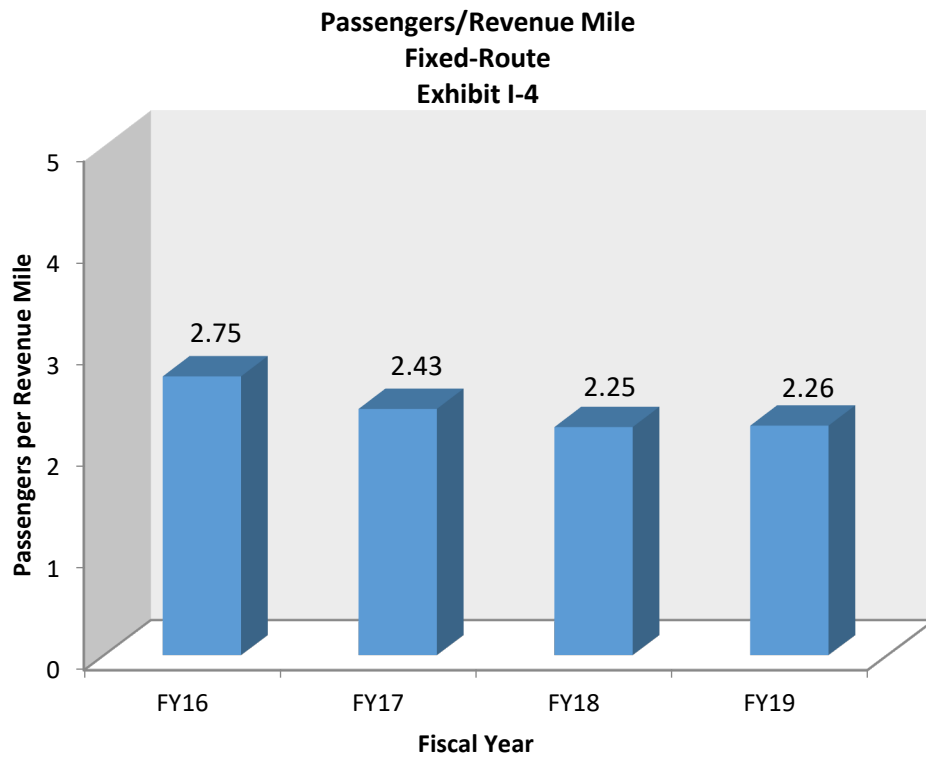
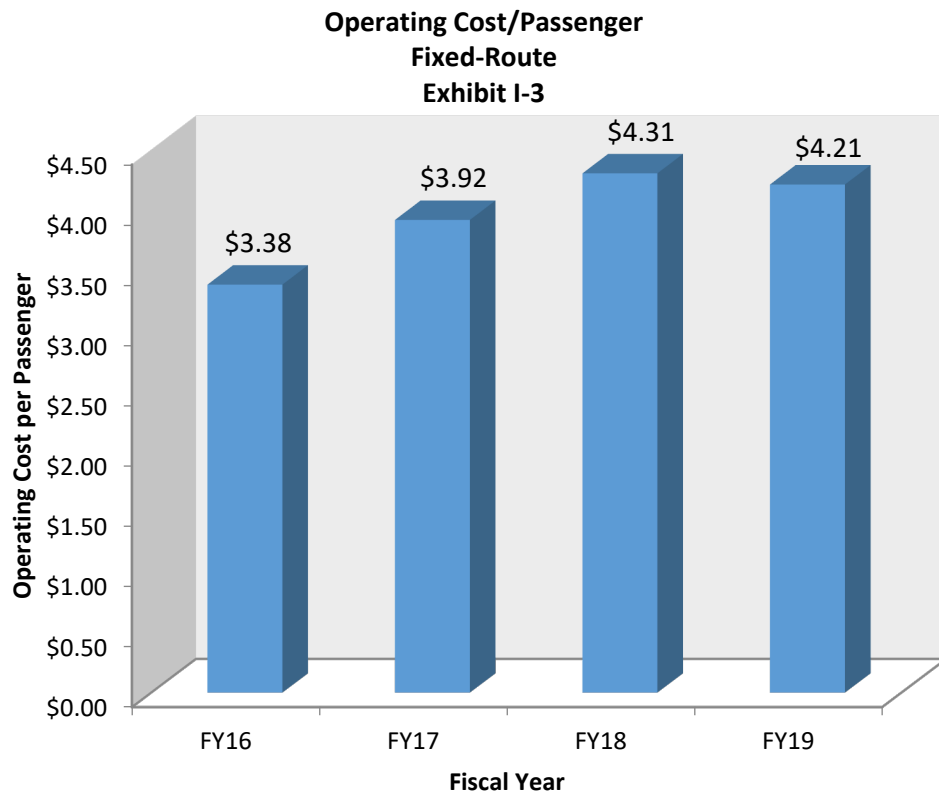
<b>Fiscal Year Ending June 30</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2017-19</b>
Operating Costs	2.18%	8.66%	8.23%	18.01%
Total Actual Vehicle Revenue Hours	2.67%	5.80%	-0.06%	8.27%
Total Actual Vehicle Revenue Miles	1.44%	4.60%	0.03%	6.01%
Unlinked Passenger Trips	-0.94%	6.14%	3.32%	8.41%
Fare Revenue	0.90%	12.01%	9.70%	21.26%
Operating Cost/Passenger	3.10%	2.69%	5.07%	10.49%
Passengers/Vehicle Revenue Hour	-3.43%	0.27%	0.36%	-2.44%
Passengers/Vehicle Revenue Mile	-3.07%	-2.41%	1.61%	-3.86%
Farebox Recovery Ratio	-6.53%	-1.31%	1.65%	-3.97%
Operating Cost/Revenue Mile	-8.38%	75.00%	4.25%	-2.99%
Operating Cost/Revenue Hour	-4.24%	3.05%	3.04%	10.62%
Average Fare/Passenger	-12.02%	1.82%	6.25%	-3.10%
Percentage of Trips On Time	-2.93%	6.55%	6.57%	3.87%

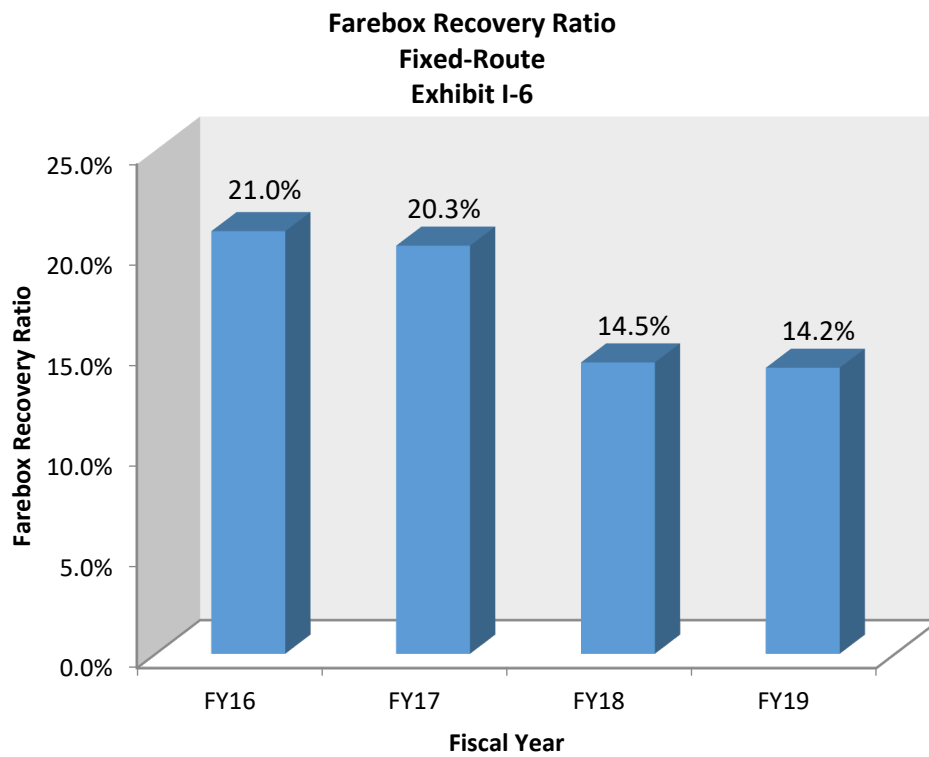
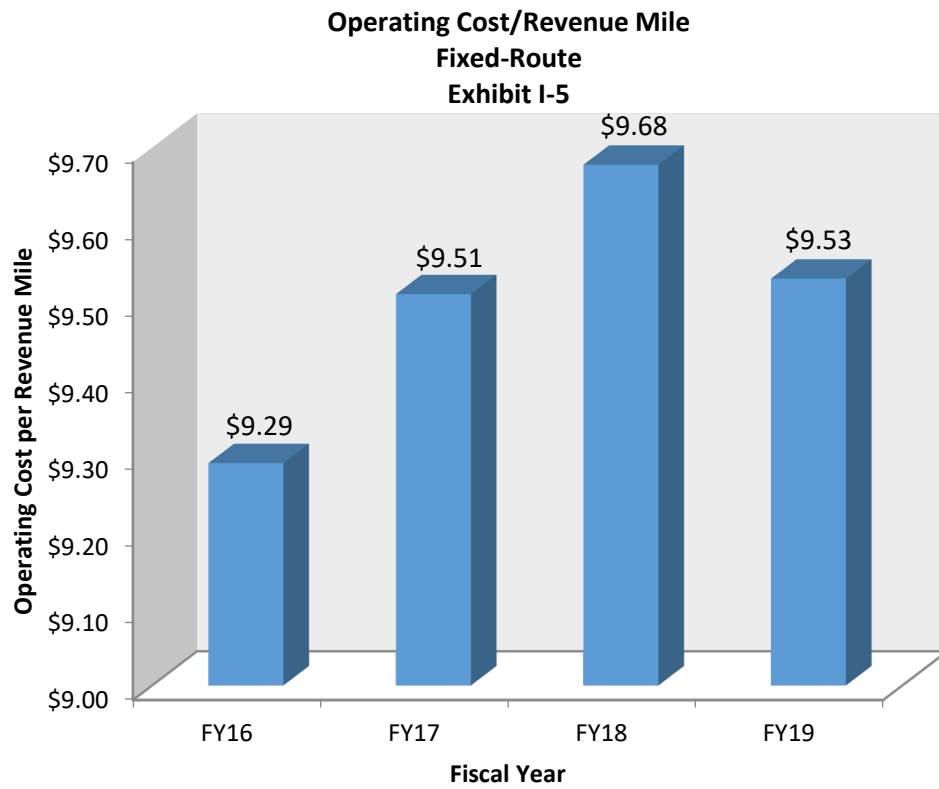
**Passengers/Revenue Hour  
Fixed-Route  
Exhibit I-1**

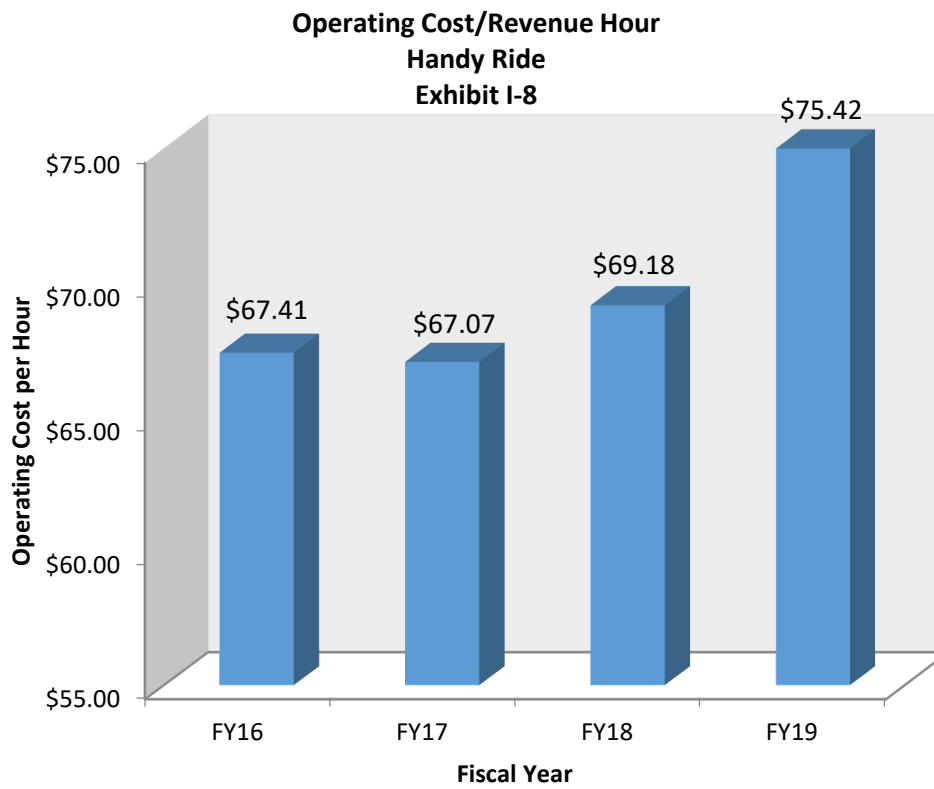
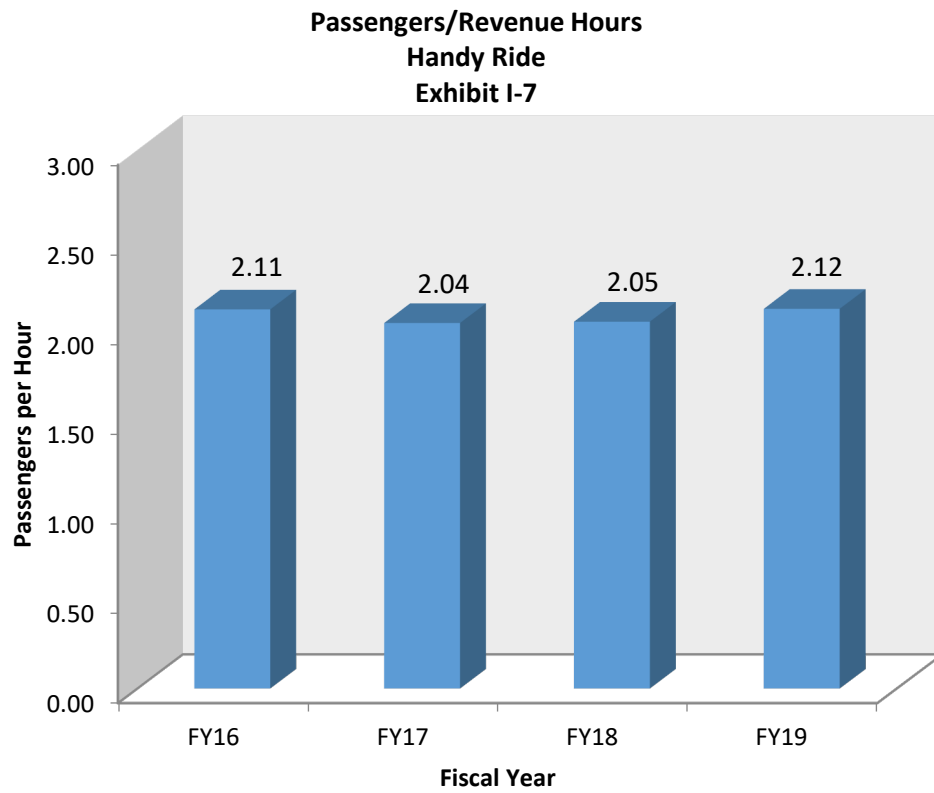


**Operating Cost/Revenue Hour  
Fixed-Route  
Exhibit I-2**

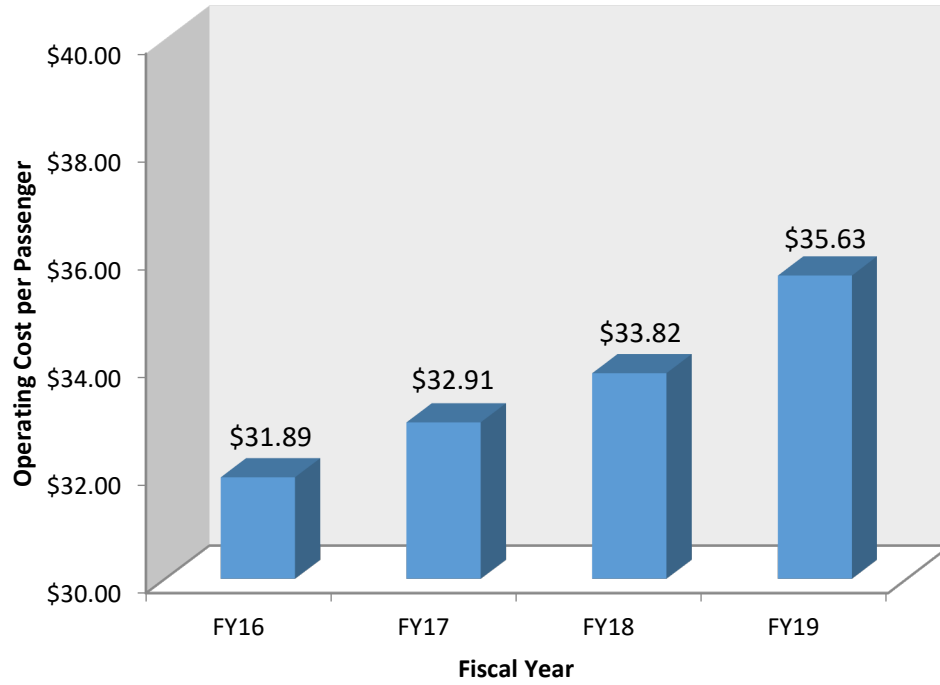




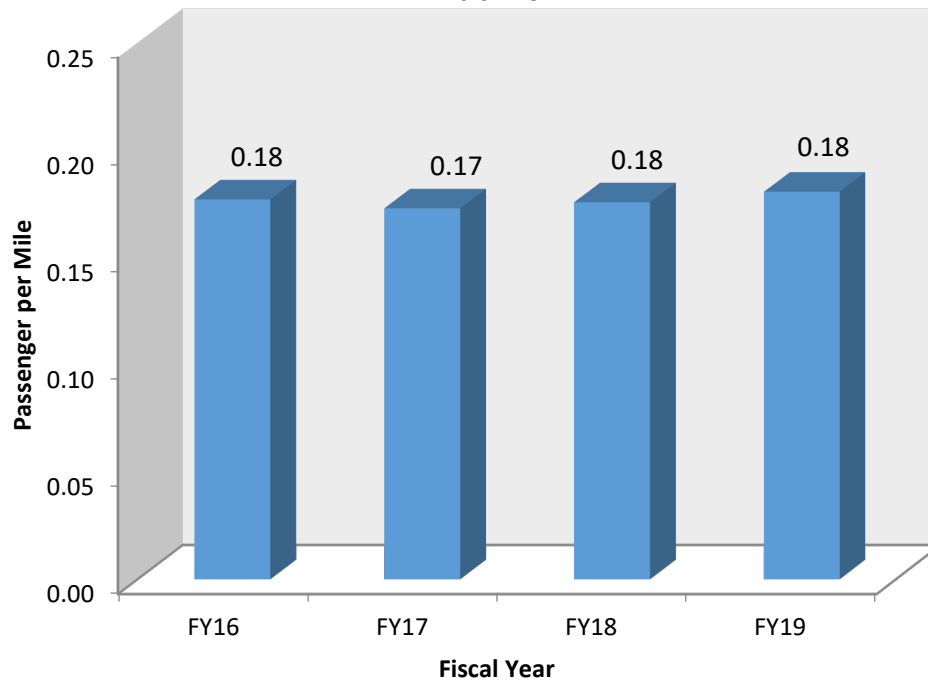




**Operating Cost/Passenger  
Handy Ride  
Exhibit I-9**

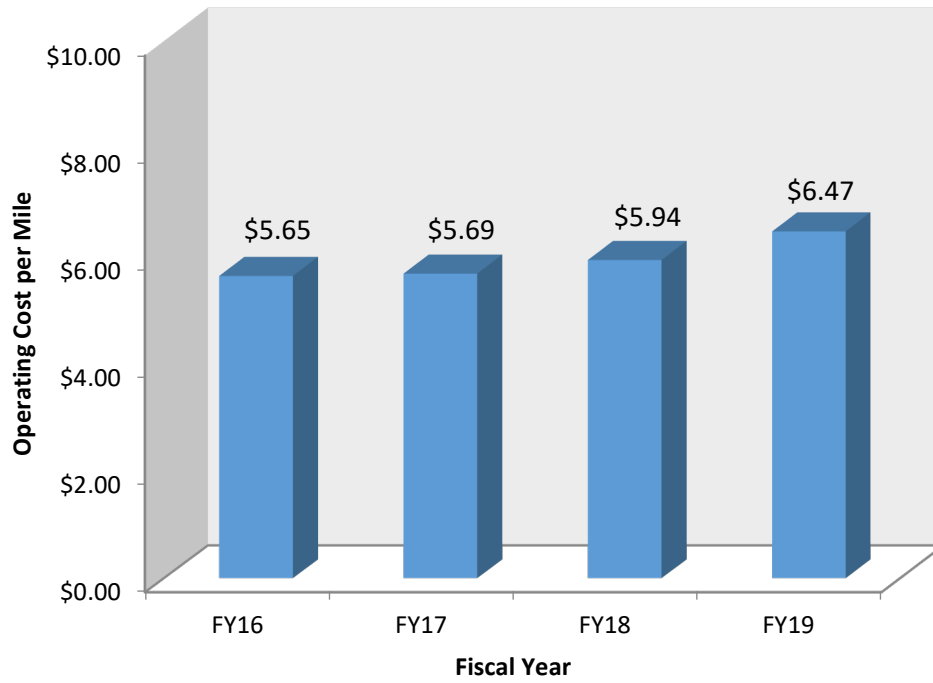


**Passengers/Revenue Mile  
Handy Ride  
Exhibit I-10**

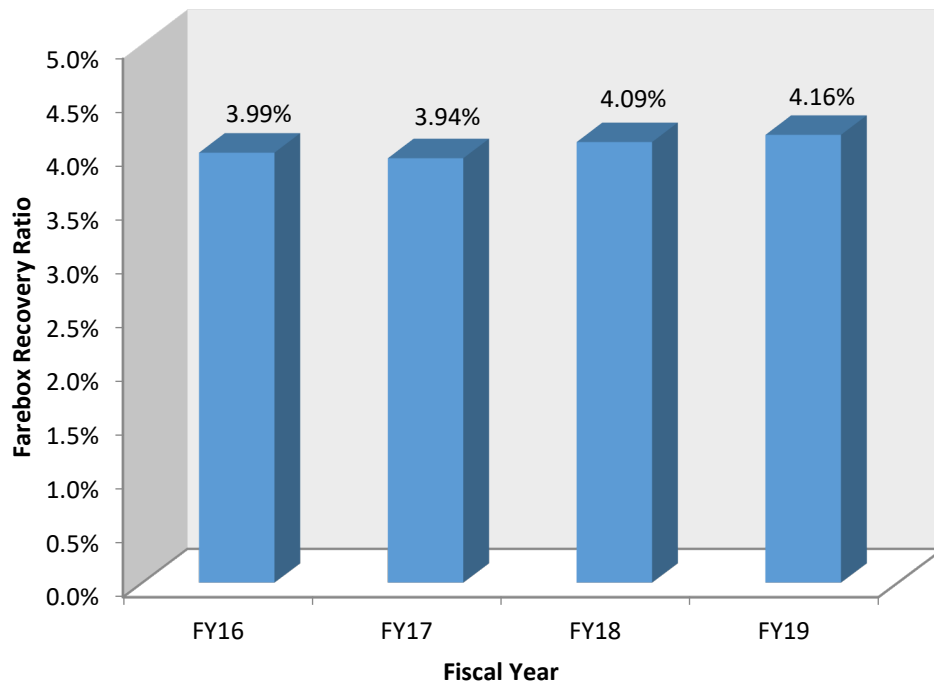




**Operating Cost/Revenue Mile  
Handy Ride  
Exhibit I-11**



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



## Section II

### *Clovis Transit:*

Stageline  
And  
Roundup



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



## **SECTION II**

# **2019 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 19 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 19-20 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; g) begin planning for required transition to zero-emission vehicles.

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

During FY 18-19, there were few significant service changes. Clovis Transit continued to offer point-of-service fare purchasing for passengers using the Token Transit app. Additionally, passengers were able to trip plan via Google Transit which requires an on-going service agreement. 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 are currently moving through the approval stages. Land for the new office has been purchased. The regional farebox project is projected to be complete and fully operational in FY 19-20.

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. (Completed FY17-18)
- Camera and security systems for the new transit office. The project will begin in concurrence with the start of construction on new office. (Estimated to be completed in 2020)

- Replacement of camera security system at Operations & Maintenance Yard where buses are parked. (Estimated to be completed in FY 19-20.

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 19-20.)
- 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 in August, September, and October of 2019 which will encourage new transit riders to try the service and also allow members of the disadvantaged community to ride as needed with no impact to their financial well-being.
- 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. Project is set to begin in early 2020.
- A portion of LCTOP FY18/19 funding will be used to fund the electric bus pilot project charging infrastructure design and construction.

Upcoming projects for FY 19-20 include:

- Full implementation of regional farebox system with Fresno Area Express.
- Design and initial construction of new transit offices.
- A zero-emission bus pilot project has been planned utilizing Measure C New Technology grant funds. Small electric battery buses are relatively new to the public transit arena and are untested in the small urban transit environment. This project will provide accurate data on battery range and capacity that will be used to plan for the eventual conversion to a zero-emission transit fleet.
- A passenger data study will be conducted in partnership with Fresno COG, Fresno County Rural Transportation Authority, and Fresno Area Express. The origin and destination study will determine ridership patterns that will start the Clovis Transit Route Re-design project to begin. Other survey information will provide additional passenger demographic information that will be used to determine future route needs.

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

## **PLANNING**

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. In 2020, a route re-design project will commence to evaluate passenger needs and plan routes and service levels for the future. Popular destinations will be established including new and planned businesses, educational centers, medical facilities, and recreational spots.

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. An inaugural document, the Fresno County Long Range Transit Plan, was completed in 2018 and will provide a roadmap for transit operators through the year 2050. This planning document will be updated every four years.

A significant planning project is the design and construction of a new transit office. This satellite office will be a transfer station for the routes and will consist of a public lobby and waiting area with restrooms, a counter for passengers to 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 was the implementation of a new farebox system for both Roundup and Stageline. The Stageline system will be coordinated with Fresno Area Express, California State University Fresno, and State Center Community College District in order to easily utilize one fare media throughout the community. The electronic fareboxes are anticipated to be fully operational in FY19/20.

A battery electric bus pilot project has been planned for implementation in 2019. The project will be funded through the Fresno County Transportation Authority and Fresno Council of Governments with the Measure C New Technology grant fund. Zero-Emission Buses (ZEB) will be purchased, electric charging infrastructure will be designed and constructed, and the buses will be used on fixed-route and paratransit service lines. The project will provide data that will be used to better understand the operational costs and limitations of this new technology.

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 18-19, Clovis Transit added the bus routes and schedules to Google Transit. This provides an easy fixed-route trip planning option for Clovis buses as well as coordination with Fresno FAX buses. Another large marketing project planned for FY 18-19 is Free Ride Days. Using LCTOP funding, Clovis Transit will offer fare days on both fixed-route and paratransit. The free fare days will occur during August, September, and October of 2019 due to the statistically highest level of air. The goal will be to entice new passengers to try riding the bus as a commute option, and to remove any financial barrier to public transit use for those passengers who are low income or reside inside the DAC.

### **III. FOLLOW-UP ACTIONS ON THE TRIENNIAL PERFORMANCE AUDIT FISCAL YEARS 2016-2018**

Moore & Associates completed the FY 2016 - 2018 Triennial Performance Audit of the City of Clovis Transit System in June 2019. The audit concluded that during the audited period the City of Clovis was conducting its transit operations in an effective manner. The audit recommended the following:

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

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

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

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

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

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

### **IV. CLOVIS STAGELINE/ROUNDUP: 2018 PRODUCTIVITY EVALUATION COMMITTEE RECOMMENDATIONS**

#### ***I. Comply, where feasible, with the FY15 through FY18 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 greenhouse gas and particulate 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.



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

### **CLOVIS STAGELINE**

- Stageline ridership decreased over FY 18 with total ridership decreasing from 130,515 to 116,911, a decrease of 10.4%. This decrease is in line with local, regional, and national ridership drops that are currently the subject of several studies to determine root causes.
- Vehicle service hours increased 1.0% from 21,631 in FY18 to 21,841 in FY19. The increase is an insignificant amount.
- Vehicle service miles experienced a slight decrease of 1.2% over FY 18 with total vehicle service miles decreasing from 256,067 to 252,928. This decrease is inconsequential.
- Farebox revenue ratio prior to Measure C funds decreased from 5.0% in FY 18 to 4.0% in FY 19; the City subsidy of Measure "C" funding was needed to meet the State mandate of 20%.
- Overall, Stageline performance indicators reflected a decrease of 11.3% in passenger/hour (5.35), and passenger/mile remained had a small drop to 0.46. Operating costs increased from \$107.64 per vehicle hour in FY18 to \$120.66 per vehicle hour in FY19.
- Vehicle hours/employee increased 0.9% from 1,311 to 1,323, a small change. Operational subsidy per passenger increased from \$16.79 in FY18 to \$21.67 in FY19.

### **CLOVIS CTSA/ROUNDUP**

- Clovis CTSA/Roundup services carried 52,952 riders in FY 19, an increase of 1.7% over FY18 ridership of 52,061 passengers.
- Total vehicle hours increased from 28,040 in FY18 to 31,313 in FY19. This increase of 11.7% is due to a higher passenger count.
- Total vehicle miles increased from 346,495 in FY18 to 377,173 in FY19 for an 8.6% increase in miles. This is again to a higher passenger count.
- Operating costs increased 16.8% from \$2,916,696 in FY18 to \$3,407,650 in FY19 due to wage and benefit increases for drivers, higher internal costs, and higher fuel costs.
- Overall, the past year Clovis CTSA/Roundup service performance indicators reflect an 8.7% decrease in passenger/hour (1.69) and passengers/mile decrease 6.7% to 0.14. Cost/vehicle hour increased 4.6% from \$104.01 in FY18 to \$108.83 in FY19.
- Vehicle hours/employee increased by 11.6% from 1,402 in FY18 to 1,565 in FY19.

**Table I**  
**Clovis Round Up**

*Round Up Annual Ridership FY16-19*

<b>Fiscal Year</b>	<b>Fresno</b>	<b>Clovis</b>	<b>Total</b>	<b>% Change</b>
FY 16	24,369	36,323	60,692	-0.6%
FY 17	22,978	33,258	56,236	-7.3%
FY 18	22,203	29,758	52,061	-7.4%
FY 19	21,961	30,991	52,952	1.71%

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

***Annual Productivity Trends FY 2017-2019***

<b>Indicator</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>
Total Passengers	131,597	130,515	116,911	-14.0%	-0.8%	-10.4%
Total Hours	21,401	21,631	21,841	0.9%	1.1%	1.0%
Total Mileage	257,006	256,067	252,928	-0.4%	-0.4%	-1.2%
Operating Cost	\$1,959,622	\$2,328,477	\$2,635,317	-10.6%	18.8%	13.2%
Farebox Revenue*	\$391,900	\$465,663	\$527,063	-10.6%	18.8%	13.2%
Employees (FT Equivalent)	16.5	16.5	16.5	0%	0%	0.0%
Passenger/Hour	6.15	6.03	5.35	-15.6%	-0.3%	-11.3%
Passenger/Mile	0.51	0.51	0.46	-15.0%	0%	-9.8%
Cost/Vehicle Hour	\$91.57	\$107.64	\$120.66	-11.4%	17.5%	12.1%
Cost/Vehicle Mile	\$7.62	\$9.09	\$10.42	-10.2%	19.3%	14.6%
Veh Hrs/Employee	1,297	1,311	1,323	1.0%	1.1%	0.9%
Cost Per Passenger	\$14.89	\$17.84	\$22.54	4.9%	20.0%	26.4%
Measure C Funds	\$261,555	\$329,677	\$424,753	-13.8%	26.0%	28.8%
Op Subsidy/Passenger	\$13.90	\$16.79	\$21.67	4.3%	20.1%	29.1%
Farebox Incl. Measure C	20%	20%	20%	0%	0%	0.0%
Farebox Ratio w/o Meas.C	7.0%	5.0%	4.00%	14.75%	-28.7%	-20.0%

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

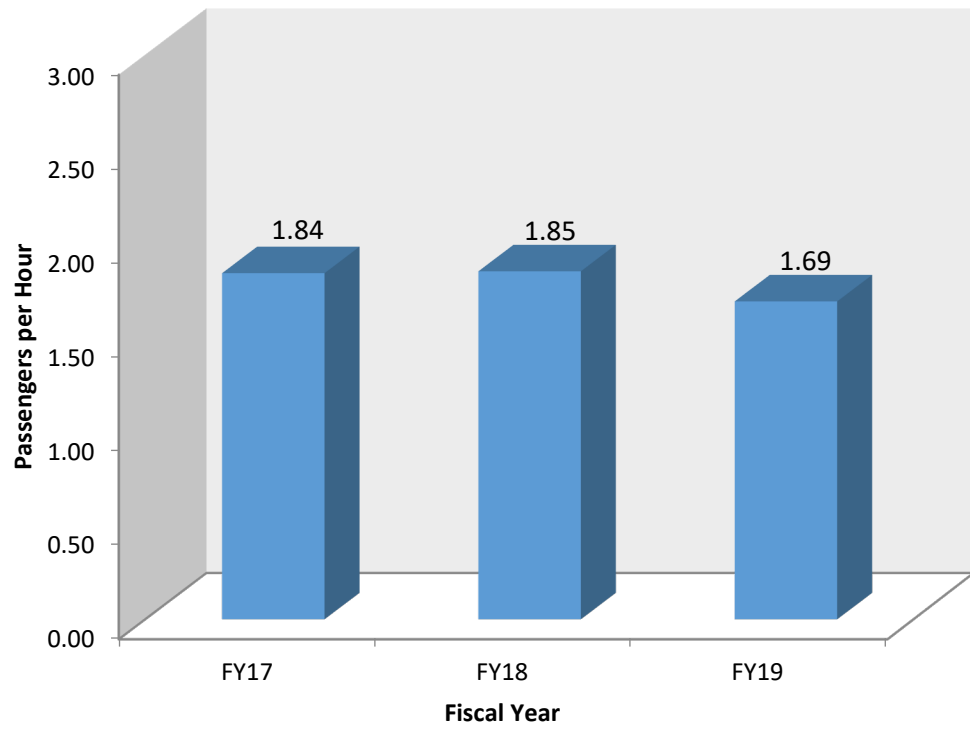
**Table II - 2**  
**Clovis Roundup**

***Annual Productivity Trends FY 2017-2019***

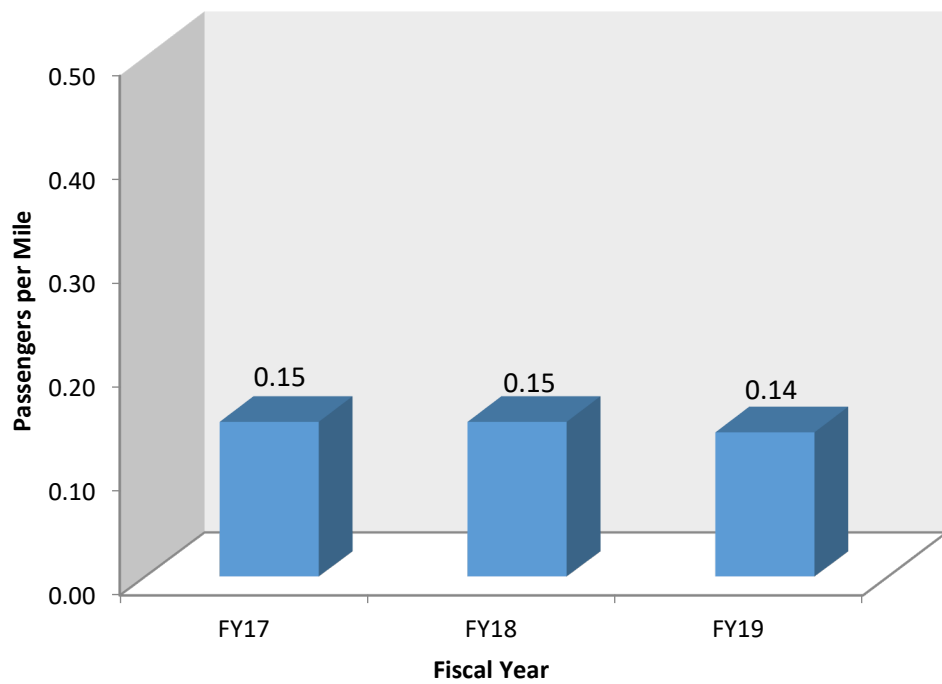
<b>Indicator</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>
Total Passengers	56,236	52,061	52,952	-7.3%	-7.4%	1.7%
Total Hours	30,593	28,040	31,313	-3.1%	-8.3%	11.7%
Total Mileage	371,753	346,495	377,173	-6.7%	-6.8%	8.6%
Operating Cost	\$2,686,329	\$2,916,696	\$3,407,650	6.7%	8.6%	16.8%
Farebox Revenue*	\$268,631	\$291,668	\$340,765	6.7%	8.6%	16.8%
Employees (FT Equivalent)	20	20	20	0.0%	0.0%	0.0%
Passenger/Hour	1.84	1.85	1.69	-4.1%	0.5%	-8.7%
Passenger/Mileage	.15	.15	.14	0.0%	0.0%	-6.7%
Cost/Vehicle Hour	\$87.81	\$104.01	\$108.83	10.1%	18.4%	4.6%
Cost/Vehicle Mile	\$7.23	\$8.41	\$9.03	14.5%	16.3%	7.4%
Veh Hrs/Employee	1,529	1,402	1,565	-3.1%	-8.3%	11.6%
Cost Per Passenger	\$47.77	\$56.02	\$64.35	15.1%	17.3%	14.9%
Measure C Fare Match	\$174,400	\$199,811	\$256,607	5.7%	14.6%	28.4%
Op Subsidy/Passenger	\$46.09	\$54.26	\$62.76	4.3%	17.7%	15.7%
Farebox Incl. Measure C	10%	10%	10%	0.0%	0.0%	0.0%
Farebox Ratio w/o Meas.C	4.0%	3.0%	2.0%	17.6%	-25.0%	-33.4%

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

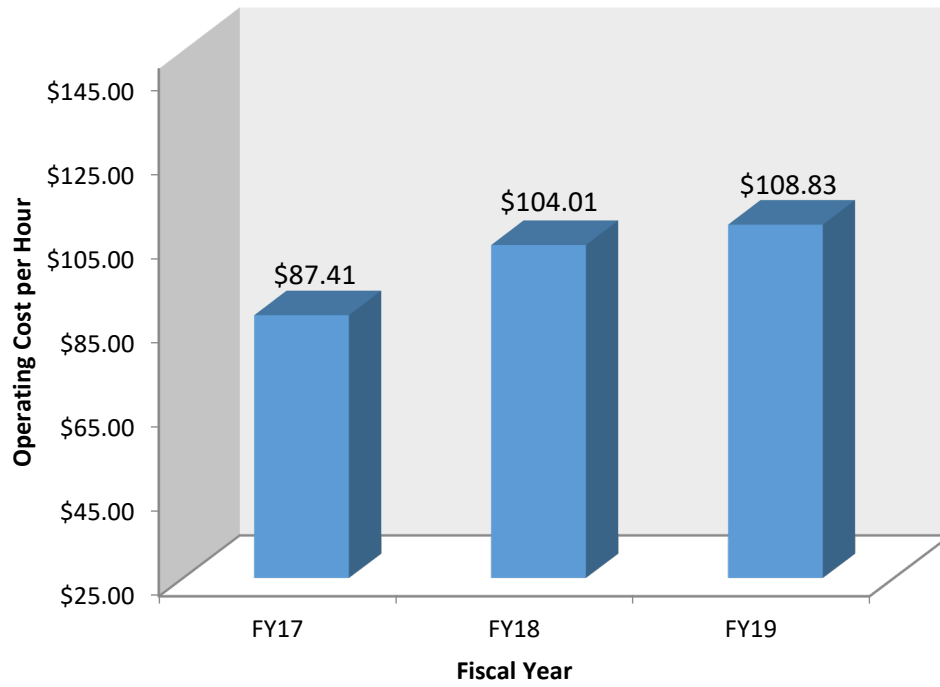
**Passengers/Revenue Hours  
Clovis Roundup  
Exhibit II-1**



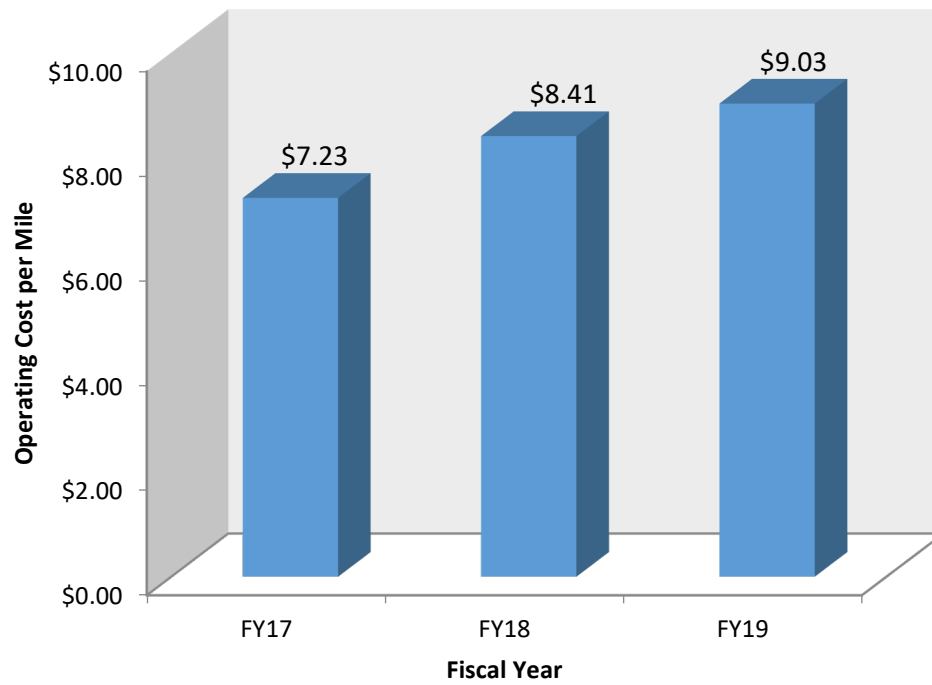
**Passengers/Revenue Mile  
Clovis Roundup  
Exhibit II-2**



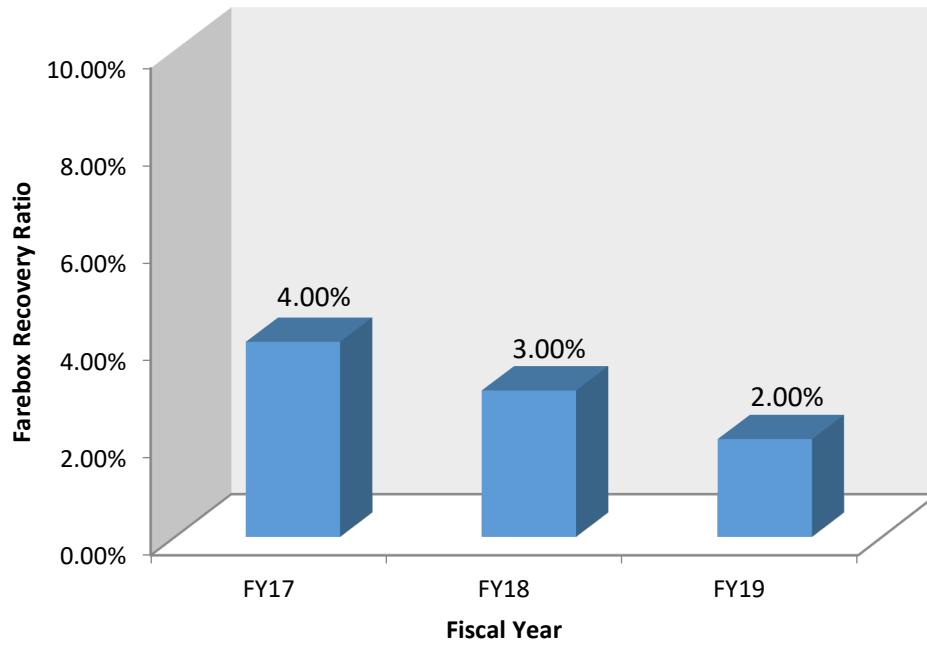
**Operating Cost/Revenue Hour  
Clovis Roundup  
Exhibit II-3**



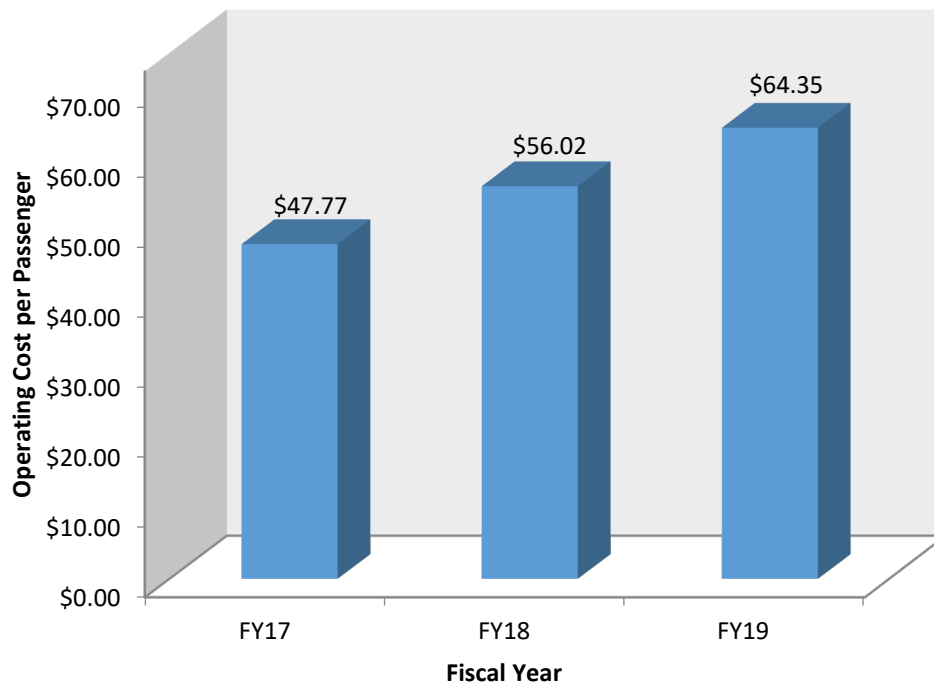
**Operating Cost/Revenue Mile  
Clovis Roundup  
Exhibit II-4**



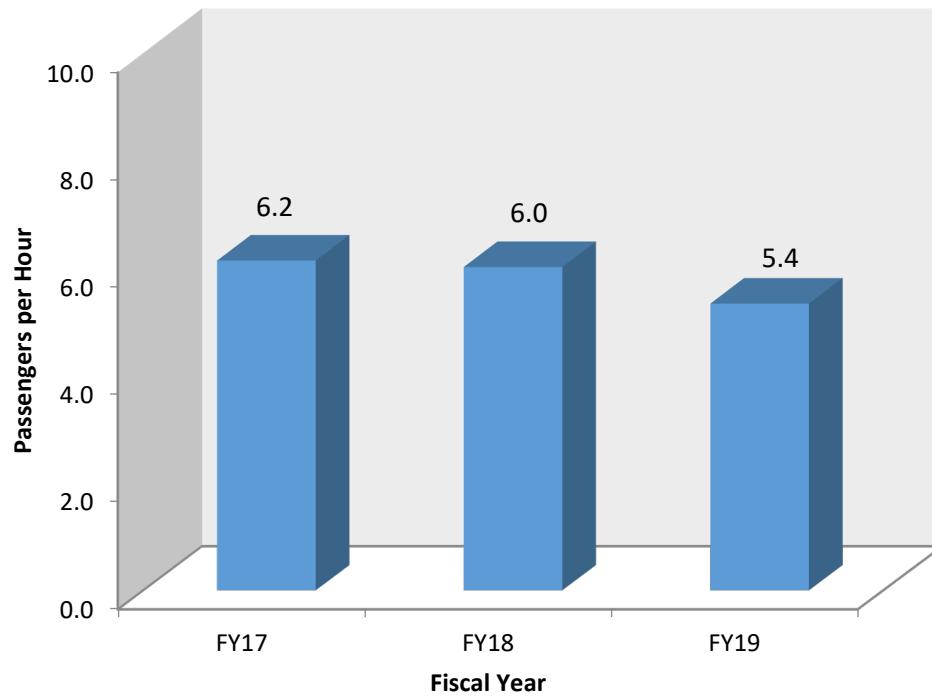
**Farebox Recovery  
(Less Measure C)  
Clovis Roundup  
Exhibit II-5**



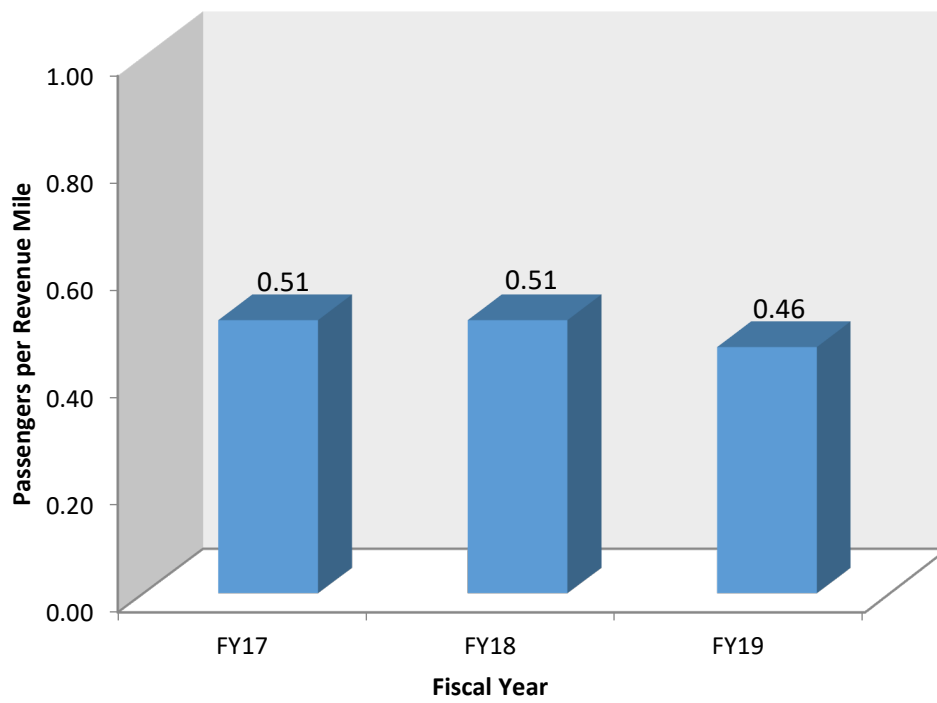
**Operating Cost/Passenger  
Clovis Roundup  
Exhibit II-6**



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

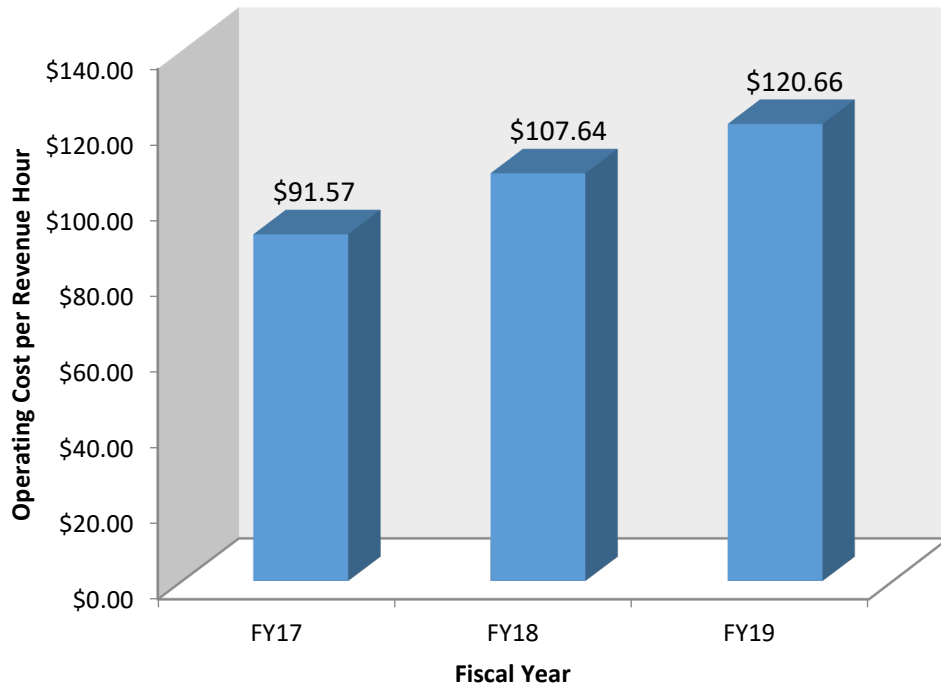


**Passengers/Revenue Mile  
Clovis Stageline  
Exhibit II-8**

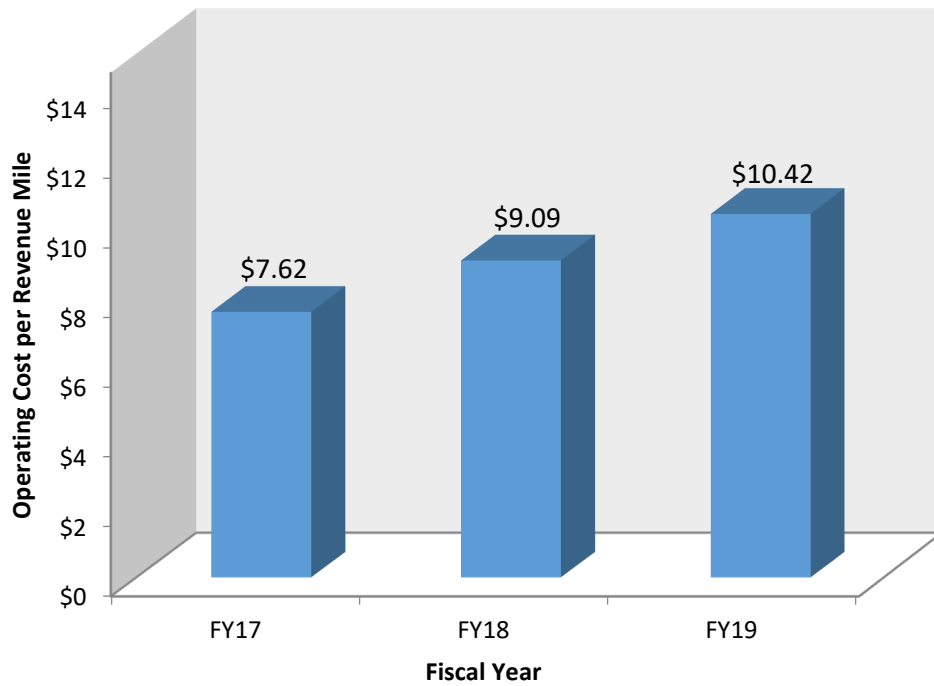




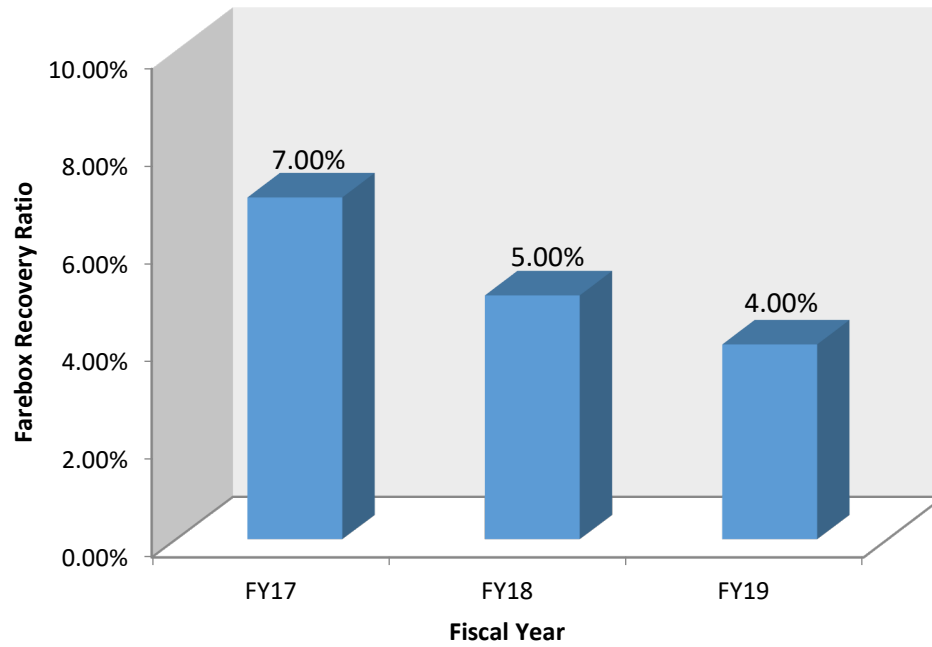
**Operating Cost/Revenue Hour  
Clovis Stageline  
Exhibit II-9**



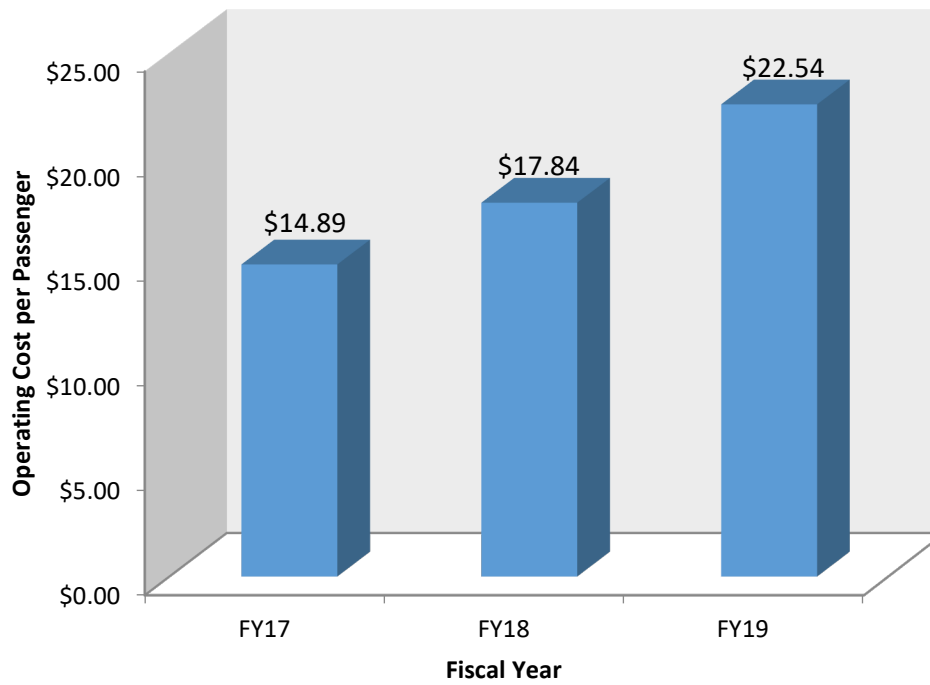
**Operating Cost/Revenue Mile  
Clovis Stageline  
Exhibit II-10**



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



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





## 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**

## **2019 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 2018-2019, FCRTA began and ended the year with twenty-two (22) rural Subsystems.

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

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.

Seventeen (17) systems under a private contractor agreement with MV Transportation that commenced on September 4, 2018.

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

## II. SYSTEM SERVICE AND ADMINISTRATIVE CHANGES

### System Service Modifications for 2019

In 2019 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 2019

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

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

Auberry Transit: The mountain area service continued to specifically address the primary usage by seniors attending the Hot Meal Nutrition Program and minimal general public ridership for local shopping and



medical trips during a seven (7) hour period Monday through Friday. The limited ridership on the Inter-City service to Fresno appears to warrant continuation of the “life-line” service one (1) day a week to address primarily medical trips.

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

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.

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

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

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

Huron Transit: The service was provided by two (2) twenty-two (22) passenger 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. Two (2) round trips are available, with two (2) ninety (90) minute shuttle periods in Coalinga for passenger drop-offs and pick-ups. FCRTA emphasizes the sale of bus passes for this route for students riding to West Hills College in Coalinga.

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

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

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

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

Orange Cove Transit: Both the Intra-City and Inter-City service from Orange Cove through Reedley, Parlier, and Sanger to Fresno, from 7:00 am to 5:30pm, Monday through Friday.

Parlier Transit: Intra-City service continues to be available from 7:00am to 4:00pm, 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 (on a rotating basis) for eight (8) hours from 8:00am to 5:00pm and meet Lifeline criteria. During FY 17-18 an Electric Van was introduced into the rotation of vans that are performing this service.

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

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. This “life-line” service continues to be essential to the community residents for connectivity to senior, social service and medical clinics in neighboring communities and “to” and “from” Kerman for connections on Westside Transit for weekday service to Fresno. Passenger trips are grouped to share rides. The San Joaquin Transit service area also includes Cantua Creek, El Porvenir, and Tranquility with set dates and times.

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

Shuttle Transit: FCRTA introduced Shuttle Transit in August of 2014. This unique service came about as an effort by FCRTA to address the issue of rural passengers having arrived in Fresno via various Inter-City routes having difficulty making connections with Fresno FAX routes thus sometimes missing their appointments elsewhere in Fresno. In response a demand response service was created to pick up FCRTA riders, upon request only, at the downtown FCRTA bus stop at Greyhound/Amtrak 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. 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. It provides two (2) round trips per weekday from Firebaugh through Mendota, Kerman, with connections to San Joaquin Transit, to Fresno.

Kingsburg - Reedley College Transit: Began service on January 11, 2016 to provide Inter-City services between Kingsburg and Reedley. This service, provided by a separate single vehicle, is available from 7:00 am to 4:35 pm Monday through Friday on a fixed route basis.

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

At the end of FY 2015 the maintenance contract with the City of Fresno ended. FCRTA subsequently contracted with the FEOC for maintenance of FCRTA vehicles. A new maintenance operation was established and staffed at the FEOC transit facility located at 3120 W. Nielson in Fresno. Maintenance operations began on August 1, 2015. However, FCRTA has outgrown the current Maintenance and Operations facilities and is looking into relocating its maintenance and possibly its operations function to another site that can accommodate FCRTA's ongoing fleet expansion. During FY 17-18 FCRTA looked for a new maintenance site and found a suitable site in Selma, CA. FCRTA subsequently made an offer to buy this land in the City of Selma. During FY 18-19 relocated its Maintenance operations to a temporary site in Selma which opened in September of 2018. During 2019 FCRTA purchased land in Selma for a permanent Maintenance and Operations site and preparations were underway for the construction of the Maintenance and Operations building in 2020.

Between Fiscal Years 2015-16 and 2018-19, FCRTA took major steps toward obtaining Electric Vehicles (EV) for its vehicle fleet. Several grants were obtained for funds for Electric Vans, Electric Buses, EV Chargers, Solar EV Chargers and Solar EV Charger "Trees." FCRTA has secured grant funding from the State of California's Low Carbon Transit Operations Program for Zenith Electric Vans and for Chevy Bolt Electric Sedans; grant funds from the California Air Resources Board for Proterra Electric Buses, grant funds from the San Joaquin Valley Air Pollution Control District's Charge Up Program for Solar EV Chargers; and grant funds from the Fresno Council of Government's Measure C New Technology program for two (2) BYD Electric buses and two (2) Solar EV Charger Trees (a larger, more powerful version of the Solar EV Charger). All of these EVs and EV charging infrastructure equipment was procured by FCRTA during Fiscal Year 2017-18 and 2018-19.

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 2017-18 and FY 2018-19 preparations continued for the beginning of grant projects that will include the use of Proterra Electric Buses, BYD Electric Buses,

and Solar Tree EV Chargers that took place during 2018 and 2019. During FY 17-18, 5 Proterra 40-foot Electric Buses were delivered to FCRTA in June of 2018 and began revenue service in the summer of 2019. In FY 2018-19 FCRTA installed and made operational three Level 3 EV Chargers, took delivery of 2 BYD Electric Buses, and received 10 Chevy Bolt Electric sedans.

### **Marketing of Transit Services**

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

### **FCRTA Technology Upgrades**

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

## **Management and Organization**

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

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

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

After studying the performance of its transit operations, based on safety issues (driver training and accidents), FCRTA determined that significant improvements were needed in the way that FCRTA transit operations are conducted by its Transit Operations Contractor. Therefore, during FY 17-18 FCRTA made the decision to start the Request for proposals (RFP) process for selection of a new Transit Operations Contractor. The incumbent Transit Operations Contractor, the Fresno Economic Opportunities Commission (FEOC), was informed that while it will be afforded an opportunity to retain its contract, that FCRTA would accept responsible bids from other Transit Operations Contractors and possibly award a contract to a new party at the conclusion of the RFP process. During the winter and spring of FY 17-18 FCRTA met with multiple interested contractors and wrote the RFP with the assistance of TMTP Consulting which was formally approved by Caltrans Headquarters. The RFP was issued in April of 2018. This RFP contained an option for bidders to bid either on Maintenance and Transit Operations together or separately. On May 17, 2018 bid proposals were due and bids were received from FEOC, First Transit, MV Transportation, and Ride Right. All of these four proposals were for both Maintenance and Transit Operations together. The City of Selma also submitted a bid, for Maintenance only. At the end of FY 17-18 a decision on the selected bidder or bidders was still pending and the contract with the current contractor was extended for a two (2) month period to ensure a smooth transition. Early in FY 18-19 MV Transportation was awarded the Transit Operations contract and the City of Selma was awarded the Maintenance Contract with both Transit Operations and Maintenance Operations commencing in September of 2018. This RFP process was a result of the previous contractor having extensive safety and operational issues without resolution.

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

The FCRTA has recognized its responsibilities in ensuring accessible services to passengers since 1979. One hundred one (101) of FCRTA's one hundred eleven (111) vehicles are wheelchair accessible to permit access by disabled patrons in accordance with the latest Americans with Disabilities Act (ADA) accessibility requirements of 1990. The non ADA-accessible vehicles are 10 Chevy Bolt Electric Sedans.

Since its inception, the Agency operations were carefully considered to meet the special needs of the transit disadvantaged (elderly, disabled, and low-income). Sixteen (16) of FCRTA's Subsystems (Auberry Transit, Coalinga Transit, Del Rey Transit, Firebaugh Transit, Fowler Transit, Huron Transit, Kerman Transit, Kingsburg Transit, Mendota Transit, Orange Cove Transit, Parlier Transit, Reedley Transit, Sanger Transit, San Joaquin Transit, and Selma Transit) are operated as *"real-time"* demand responsive services. A portion

of nine (9) FCRTA Subsystems (Coalinga Transit, Dinuba Transit, Huron Transit, Kingsburg-Reedley Transit, Laton Transit, Orange Cove Transit, Sanger-Reedley Transit, Southeast Transit, and Westside Transit) are provided on a scheduled fixed-route basis. The Auberry Transit inter-city service and Rural Transit are the only services requiring twenty-four (24) hour prior reservations to access the accessible mini-vans. Since January 26, 1992, in compliance with requirements of the ADA, each respective service may, however, deviate from its specified route on a demand responsive basis up to a three-quarter (3/4) mile in either direction (1-1/2-mile path) to pick-up or drop-off a disabled passenger. As such, the FCRTA is exempt from the requirement to prepare a "*Comparable Service Paratransit Plan*" for implementing the ADA (a common requirement for other fixed route transit operators such as Fresno Area Express and Clovis Transit). FCRTA also provides the Rural Transit service which provides connections to other transit services.

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

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

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

The FCRTA Board of Directors, which is composed of the Mayors of each of the thirteen (13) Cities and a Supervisor from the County Board of Supervisors, has recognized its responsibilities to be part of the air quality solution, and an example for others to emulate. As a small rural transit agency we did not have the resources of a large urban transit operator. The FCRTA Staff consistently went with proven technology and readily available fuels. From 1992 through 2010 the FCRTA successfully operated eleven (11) vehicles on propane. In 1997 the FCRTA purchased twenty-three (23) compressed natural gas (CNG) powered vehicles, and two (2) zero emission electric battery powered buses that were successfully operated through 2010. FCRTA in FY 16-17 obtained 4 Zero Emission Electric Vans. In FY 17-18, FCRTA obtained two more Electric Vans, five Proterra Electric buses, two Ford E350 CNG buses, and a Utility Trailer. In FY 18-19 FCRTA obtained two BYD Electric buses and ten Chevy Bolt Electric sedans.

The FCRTA vehicle fleet in 2018-2019 reached one hundred and eleven (111) vehicles, quite an achievement for a small rural transit operator. Forty-three (43) are powered by CNG, twenty-three (23) are powered by electric batteries, forty-four (44) are powered by unleaded gasoline and one (1) is a non-motorized trailer. The FCRTA does not operate any diesel powered vehicles. The FCRTA vehicle fleet consisted of:

- One (1) 2018 Big Tex Utility Trailer;
- Two (2) 2013 unleaded gasoline powered Ford service trucks;
- Two (2) 2016 CNG powered twelve (12) passenger Ford E350 Buses;
- Two (2) 2013 unleaded gasoline powered seven (7) passenger 4-wheel drive Ford vans;
- Thirty-eight (38) 2013 unl. gasoline powered seventeen (17) passenger Chevrolet-Arboc vans;
- Four (4) 2007 CNG powered thirty-seven (37) passenger Blue Bird buses;
- Eleven (11) 2008 CNG powered twenty-two (22) passenger modified GMC - Glaval Vans;
- Sixteen (16) 2009 CNG powered twenty-two (22) passenger modified GMC - Glaval Vans; and
- Four (4) 2009 gasoline powered five (5) passenger modified Chevrolet Mini-Vans;
- Eight (8) 2016 CNG powered thirty-five (35) passenger El Dorado buses;
- Five (5) 2018 Electric battery powered thirty (30) passenger Proterra Electric Buses;
- Six (6) 2016 Electric battery powered nine (9) passenger Zenith Ram 3500 Electric Vans;
- Two (2) 2019 Electric battery powered thirty (33) passenger BYD Electric Buses;
- Ten (10) 2019 Electric battery powered four (4) passenger Chevy Bolt Electric sedans.

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. During FY 17-18 FCRTA acquired two more Electric Vans and five 40-ft Electric Buses. Two Electric Chargers for both Electric Vans and one of the five Electric Chargers

for the five new buses were received by FCRTA by the end of FY 17-18. In FY 18-19 all of the Electric Chargers for the Proterra buses, two BYD Electric Buses, and ten Chevy Bolt Electric Sedans were received.

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

Over the years, the FCRTA has noted that maintenance expenditures increase significantly as the fleet ages. 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 was looking to relocate the maintenance facility due to the acquisition of larger 30, 35, and 40 foot buses in the fleet. The facility in Fresno was built in 1985 where FCRTA started with 20 vehicles. The fleet today includes 111 vehicles and the Fresno maintenance site had only 2 bays with very limited space for future expansion due to other services/programs on the property. FCRTA plans to build a new facility on 2-6 acres to meet the current needs and future needs of the expanding fleet as well as space for a CNG fast-fill fueling station, an electric vehicle charging area, a dispatch center and vocational center for bus repair and new technology training. During FY 17-18 FCRTA took action to relocate to a new maintenance site by making an offer to buy land in the City of Selma. As a result of the 2018 RFP, the City of Selma was awarded the Maintenance Operations Contract commencing in September of 2018 and Maintenance operations were relocated to a temporary site in Selma. During 2019 FCRTA purchased land in Selma for a permanent Maintenance and Operations site and preparations were underway for the construction of the Maintenance and Operations building in 2020.

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

The most recent Triennial Performance Audit report that was prepared for the FCOG, under Contract by Moore and Associates. 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 2016 to 2018 Fiscal Year periods. The FCRTA was found to be in compliance with applicable TDA requirements, as well as those regulations imposed by the State Controller's Office. The Auditor's overall assessment was that the FCRTA *"is operating in an economical, efficient, and effective manner"*.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## IV. HIGHLIGHTS OF PRODUCTIVITY DATA

### Overall System

FCRTA System Summary Totals from the current (1) and two (2) previous Transit Productivity Evaluation Reports are presented in Table III-1. A Summary of FCRTA Performance Characteristics are calculated in Table III-2 for the three (3) previous Fiscal Years. Exhibit III-1 graphs the FCRTA Performance Indicator Summary data for Fiscal Years: 2016-17, 2017-18, and 2018-19. 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 FY2017-2018 and FY 2018-2019 resulted in a mixture of increases and decreases per subsystem but overall FCRTA ridership is decreasing steadily which is a reflection of the overall trend of decreased transit ridership statewide and nationally. Total vehicle service hours decreased -4,785 hours or -6.63%. Vehicle miles traveled decreased -94,463 miles or -9.94%. Costs increased \$722,457.00, or 14.65%. Total passengers decreased -58,196, or -15.42%. Of the total passengers: seniors decreased -12,185, or -14.85%; disabled decreased -7,986 or -16.12%; and general public decreased -30,729, or -12.88%. Resultant fares increased 23,774.00, or 4.01%.

Performance characteristics changed incrementally over the previous year's productivity characteristics: 0.49 less passengers per hour, 5.23 to 4.74 (-9.37%); 0.37 passengers per mile was less than last year's 0.40 passengers per mile (-0.75%). Cost per hour increased \$15.58 per hour (18.57%) from \$64.97 to \$68.36; costs per mile increased \$1.42 (21.49%) from \$5.19 per mile to \$6.61 per mile; cost per passenger increased \$4.65 (from \$13.07 to \$17.72, or 26.25%). Farebox recovery percentage difference decreased from 12.01% last year to 10.90% this year (or a 9.25% decrease); still in excess of the minimum 10.00% requirement.

Seventeen (17) of FCRTA's twenty-three (23) individual subsystems failed to achieve the minimum ten percent (10.00%) farebox requirement, but totaling all twenty-three (23) system farebox receipts together equaled an overall recovery of 8.67%. The FCRTA transferred a portion of its Measure - C funds (\$270,362.65) to make-up the difference to meet the minimum 10% farebox recovery standard for each subsystem. After that action, the resulting overall farebox was 10.90%.

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

	Achieved Farebox Percentage	Addition of Measure -C Revenues	Resultant Farebox Percentage
1. Auberry Transit	3.44%	\$ 11,261.21	10.00%
2. Coalinga Transit	3.83%	\$ 31,372.63	10.00%
3. Del Rey Transit	17.32%	\$ 0.00	17.32%
4. Dinuba Transit	15.01%	\$ 0.00	15.01%
5. Firebaugh Transit	3.00%	\$ 19,875.52	10.00%
6. Fowler Transit	1.72%	\$ 11,742.27	10.00%
7. Huron Transit	11.33%	\$ 1,966.50+	11.84%
8. Kerman Transit	7.75%	\$ 5,338.47	10.00%
9. Kingsburg Transit	2.61%	\$ 24,147.31	10.00%
10. Kingsburg-Reedley Transit	8.62%	\$ 1,557.45	10.00%
11. Laton Transit	2.57%	\$ 4,918.11	10.00%
12. Mendota Transit	4.74%	\$ 10,687.07	10.00%
13. Orange Cove Transit	11.55%	\$ 2,409.00+	12.17%
14. Parlier Transit	3.21%	\$ 11,856.56	10.00%
15. Reedley Transit	3.47%	\$ 39,592.24	10.00%
16. Rural Transit	1.38%	\$ 13,163.30	10.00%
17. Sanger Transit	5.26%	\$ 29,523.61	10.00%
18. San Joaquin Transit	4.23%	\$ 10,334.05	10.00%
19. Selma Transit	3.01%	\$ 39,397.08	10.00%
20. Shuttle Transit	3.85%	\$ 1,220.27	10.00%
21. Southeast Transit	15.74%	\$ 0.00	15.74%
22. Westside Transit	17.92%	\$ 0.00	17.92%
<b>TOTAL</b>	<b>6.11%</b>	<b>\$270,362.65</b>	<b>10.90%</b>

*+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 (SRTP) for the Rural Fresno County Area.

### Subsystem Comments

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

1. **Auberry Transit** ridership on both the foothill community's intra-community and inter-city service to Fresno, has stabilized in recent years. In FY 18-19 it decreased slightly by 180 passengers (-5.00%). Senior ridership increased by 203 passengers (15.00%), disabled passengers decreased by 213 (-12.86%), and general public passengers decreased by 170 (-28.67%) for the Fiscal Year. Total fares increased by \$2,031.25 or 13.42%. Mileage decreased -2.17% (-1,066); hours decreased -3.63% (-72). Costs increased \$24,543.70 (16.69%). The initial farebox recovery was 3.44%, before adding \$11,261.21 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. passengers / hour (1.79 vs. 3.00);
- b. passengers / mile (0.07 vs. 0.30);
- c. cost / hour (\$89.71 vs. \$88.20); and
- d. cost / passenger (\$50.15 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. **Coalinga Transit** provided two (2) modes of varied services: 1) the in-city demand responsive service transported 2,219 passengers; and 2) the inter-city fixed route service to the Fresno-Clovis Metropolitan Area transported 4,167 passengers, for a total of 6,386 passengers. In summary, Coalinga Transit's two (2) modes accounted for a ridership increase of 3.10% (192). Senior ridership increased 978 (489.00%) and disabled ridership increased by 381 (470.37%). General public ridership decreased by -1,167 (-19.74%). Fares increased \$2,559.19 (5.30%); mileage increased 7.71% (5,181) along with an increase in hours 33.14% (936). The overall costs increased 6.48% (30,974.59). The resultant farebox was 3.83%, before adding \$31,372.63 of Measure C funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard. It should also be noted that the City of Coalinga has had challenges in keeping drivers in both the inter-city fixed route and demand responsive services.

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

- a. passengers / hour (1.70 vs. 3.00);
- b. passengers / mile (0.09 vs. 0.30);
- c. cost / hour (\$135.30 vs. \$88.20);
- d. cost / mile (\$7.03 vs. \$6.06)
- e. cost / passenger (\$79.66 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.

3. **Del Rey Transit** experienced a total ridership decrease of 20.69% (-1,368). Senior ridership decreased by -579 (-28.58%), there was a decrease of -25 (-3.90%) in disabled ridership, general public ridership decreased -764 (-19.36%). Total fares decreased -1.13% (-\$239.75). Mileage decreased by -1,978 miles (-7.49%), hours barely decreased -0.05% (-1), and costs increased by 20,506.59 (20.34%). The resultant farebox recovery was 17.32%, 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 (0.21 vs. 0.30);
  - b. passengers / hour (2.63 vs. 3.00); and
  - c. cost / passenger (\$23.13 vs. \$12.60).
4. **Dinuba Transit** total ridership decreased -1,981 (-16.43%). Senior riders decreased -237 (-38.10%), there were 37 (-26.43%) less disabled passengers; general public riders decreased -1,707 (-15.11%). Total fares decreased -\$5,086.99 (-39.92%). Mileage increased 1,196 (4.04%). Hours of service increased by 66 (4.23%). The total cost (for half the expenditures, the City of Dinuba pays the other half) decreased -\$16,140.84 (-24.04%). The resultant farebox recovery was 15.01%, in excess of the minimum 10.00% standard.

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

5. **Firebaugh Transit** reported a decrease of -40.61% (-8,349) in overall ridership. Senior ridership decreased -35.85% (1,724), disabled passengers decreased by -665 (-34.09%), and general public ridership decreased -43.19% (-5,960). Farebox revenues increased \$1,384.06 (5.13%). Mileage decreased -16,011 miles (-31.24%). Service hours decreased -21.77% (-1,015). Costs increased \$18,659.09 (7.04%). The initial farebox recovery was 3.00%, before adding \$19,875.52 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. cost / mile (\$8.05 vs. \$6.06); and
- b. cost / passenger (\$23.23 vs. \$17.64).

6. **Fowler Transit** noted a decrease in overall ridership, of -1,291 (-29.11%). Senior ridership decreased -265 or -16.38%, while disabled ridership increased by 164 passengers (41.41%), and general public ridership decreased -1,190 (-49.15%). Fares increased 14.93% (\$1,841.65), while mileage decreased -46.83% (-7,707). Total hours decreased -4.58% (-95). Costs increased 18.75% (\$22,388.97). The initial farebox recovery was 1.72%, before adding \$11,742.27 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. passengers / hour (1.59 vs. 3.00);
- b. cost / mile (\$16.20 vs. \$6.06); and
- c. cost / passenger (\$45.10 vs. \$17.64).

7. **Huron Transit's** ridership decreased -10,853 (-15.74%). Senior riders decreased -240 (-7.01%), disabled decreased -1,024 (-55.65%), while general public ridership decreased -2,293 (-4.07%). Total fares decreased -9.90% (-\$5,011.81). Mileage decreased -9.20% (-5,770). Hours of service decreased -8.76% (-517) hours. Costs increased 20.09% (\$64,459.50). The resultant farebox recovery was 11.33%, in excess of the minimum 10.00% standard.

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

8. **Kerman Transit** reported a -0.86% decrease in ridership (-59). Senior passengers increased by 462 rides (41.89%), disabled increased by 6 passengers, 0.36%, and general public passengers decreased by -527 riders (-13.03%). Farebox receipts increased \$848.44 (3.71%). Mileage increased 7.64% (879 miles). Hours of operation increased 8 hours (0.40%). Costs increased 5.41% (\$12,174.73). The initial farebox recovery was 7.75% before adding \$5,338.47 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. cost / hour (\$119.47 vs. \$88.20);
- b. cost / mile (\$19.14 vs. \$6.06); and
- c. cost per passenger (\$35.01 vs. \$17.64).

9. **Kingsburg Transit's** reported a -19.39% decrease in ridership (-3,848). Ridership by elderly passengers decreased by -1,950 riders (-22.46%), disabled decreased by -717 passengers (-10.27%), and general public passengers decreased by -1,181 riders (-28.20%). Farebox receipts increased \$4,934.47 (17.78%). Mileage decreased -12.19% (-4,788 miles). Hours of operation decreased -204 hours (-4.63%). Costs increased 19.86% (\$54,163.21). The initial farebox recovery was 2.61%, before adding \$24,147.31 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.



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

- a. cost / mile (\$9.48 vs. \$6.06); and
- b. cost per passenger (\$20.43 vs. \$17.64).

10. **Kingsburg - Reedley College Transit** ridership increased 1,878 riders (33.72%). Senior ridership decreased by -4 (-12.50%), disabled ridership increased by 119 (96.75%), and general public ridership increased 1,763 (32.56%). Mileage decreased by -3.07% (-1,120) and service hours decreased by -8.51% (-174). Farebox receipts increased \$1,413.37 (14.37%) above last year. Costs increased \$18,376.08 (19.53%). The initial farebox recovery was 8.62%, before adding \$1,557.45 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. passengers / mile (0.21 vs. 0.30)

11. **Laton Transit's** ridership increased 57.12% (2,867). Senior riders increased by 467 (42.26%); disabled riders increased 183 (89.27%), general public ridership increased 2,217 (59.77%). Passenger fares increased \$875.20 (15.23%). Mileage increased 11,594 miles (59.64%). Hours increased by 268. (38.62%) Costs increased \$8,752.04 (15.23%). The initial farebox recovery was 2.57%, before adding \$4,918.11 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

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

- a. passengers / mile (0.25 vs. 0.30)

12. **Mendota Transit's** ridership decreased -27.52% (-4,522), less seniors (-410) rode representing a decrease of -13.57%, 197 less disabled passengers rode (-28.89%) and -3,915 (-30.77%) less general public patrons utilized the service. Fares increased 6.66% (\$1,266.84). Mileage decreased -1,556 (-8.31%), while hours decreased -10.77% (-268). Cost increased \$16,358.79 (8.77%). The initial farebox recovery was 4.74%, before adding \$10,687.07 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. cost per hour (\$91.39 vs \$88.20)
- b. cost / mile (\$11.82 vs. \$6.06).

13. **Orange Cove Transit** has reported a decrease in ridership of -0.65% (-236). Seniors ridership decreased -15.34% (-1,448), 626 (26.53%) more disabled participated, and 586 (2.37%) more general public passengers rode last year. Fares decreased -0.65% (-\$130.53); mileage increased 0.06% (38). Hours of service decreased -4.73% (-235). Costs increased \$94,042.10 (31.70%). The resultant farebox recovery was 12.17%.

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

- a. cost / mile (\$6.48 vs. \$6.06).

14. **Parlier Transit** transported -2,273 less passengers for a decrease of -22.31%. Senior riders decreased -25.93% (-1,183), 99 (17.65%) more disabled, and general public riders decreased -1,189 (-23.47%). Fares increased 12.51% (\$1,941.65). Mileage decreased -340 (-2.14%), while service hours decreased -24 (-1.20%) hours. Cost increased \$23,388.98 or 15.46%. The initial farebox recovery was 3.21%, before adding \$11,856.56 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. cost per hour (\$88.76 vs \$88.20)
- b. cost / mile (\$11.26 vs. \$6.06).
- c. cost per passenger (\$22.07 vs. \$17.64).

15. **Reedley Transit's** ridership decreased -5,302 passengers, representing a -14.27% change from the previous Fiscal Year. Seniors ridership decreased -19.48% (-1,538), -517 (-8.12%) less disabled rides rode, and -3,247 (-14.19%) less general public rode. Fares increased 4.48% (\$2,595.60). Mileage decreased by -9.12% (-5,275) while hours decreased -11.12% (-688). Costs increased \$34,723.83 (6.08%). The initial farebox recovery was 3.47%, before adding \$39,592.24 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. cost per hour (\$110.21 vs \$88.20)
- b. cost / mile (\$11.53 vs. \$6.06).
- c. cost per passenger (\$19.03 vs. \$17.64).

16. **Rural Transit's** ridership increased by 17 (1.88%) more passengers than the previous year. Less seniors rode (-70) (-14.46%), there were 255 (1,416.67%) more disabled passengers, and there were -168 (-41.58%) less general public passengers. Farebox receipts increased \$4,046.31 (34.66%). The mileage decreased -7,465 (-18.48%) and the hours increased 115 (8.78%) hours. The cost increased \$41,605.00 (37.45%). The initial farebox recovery was 1.38%, before adding \$13,163.30 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. passengers per hour (0.65 vs. 3.00).
- b. passengers per mile (0.03 vs. 0.30)
- c. cost per hour (\$107.17 vs \$88.20)
- d. cost per passenger (\$165.45 vs. \$17.64).

17. **Sanger Transit's** ridership decreased -21.04% (-10,193). Ridership by seniors decreased -22.20% (-3,765), while the disabled passengers decreased by -1,629 (-20.17%), and general public passengers decreased by -20.50% (-4,799). Fares increased 16.73% (\$8,931.52). Mileage decreased -14.32% (-16,234), and hours decreased -8.83% (-850). Costs increased 18.67% (\$98,083.03). The initial farebox recovery was 5.26%, before adding \$29,523.61 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. cost / mile (\$6.42 vs. \$6.06).

18. **San Joaquin Transit** ridership decreased -20.92% (-772). Senior ridership decreased -67.65% (-253), disabled decreased by -171 (-58.36%), and general public ridership decreased -11.51% (-348). Fares increased 4.71% (\$805.82). Mileage decreased -27.33% (-13,718) while hours decreased by -321 (-12.92%). Cost increased 7.56% (\$12,594.81). The initial farebox recovery was 5.79%, before adding \$7,464.99 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. passengers / hour (1.35 vs. 3.00);
- b. passengers / mile (0.08 vs 0.30); and
- c. cost / passenger (\$61.35 vs \$17.64).

19. **Selma Transit's** ridership decreased -24.71% (-9,598). Senior ridership decreased -429 (-4.24%), disabled passengers decreased by -4,599 (-32.99%) while general public ridership decreased -4,570 (-30.92%). Fares increased 14.05% (\$6,938.99). Mileage decreased -15.55% (-12,033). The hours of service decreased -11.49% (-899 hours). The resultant costs increased 16.11% (\$78,157.82). The initial farebox recovery was 3.01%, before adding \$39,397.08 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. cost / mile (\$8.62 vs. \$6.06); and
- b. cost / passenger (\$19.27 vs \$17.64).

20. **Shuttle Transit's** ridership decreased -75.95% (-120). Senior ridership decreased by -10 (-50.00%), disabled passengers decreased by -10 (-62.50%). General public ridership decreased -100 (-81.97%). Fares decreased -5.19% (-\$108.59). Mileage decreased -84.56% (-2,481). Hours decreased -72.46% (-100) hours. Costs increased 9.58% (\$1,734.84). Farebox recovery was 3.85%, before adding \$1,220.27 in Measure - C funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

Five (5) performance indicators for Shuttle Transit were inconsistent with FCRTA System standards: Note\*--These statistics are based on partial information. Shuttle Transit changed service providers in September 2018 and as a result of the service provider transition, we only have partial data to report.

- a. passengers / hour (1.00\* vs. 3.00);
- b. passengers / mile (0.08\* vs. 0.30);
- c. cost / hour (\$522.16\* vs. \$88.20);
- d. cost / mile (\$43.80\* vs. \$6.06); and
- e. cost / passenger (\$114.60\* vs. \$17.64).

21. **Southeast Transit** ridership decreased -0.59% (-59). Ridership by seniors decreased by -1,109 (-60.57%), while disabled ridership increased by 288 (25.29%) and general public increased by 762

(10.87%). Fares decreased -5.81% (-\$1,443.74). Mileage decreased -3,071 (-7.26%). Service hours decreased -61 (-2.82%) hours. Costs increased \$34,862.12 (30.58%). Farebox recovery was 15.74%.

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

- a. passengers / mile (0.25 vs. 0.30).

22. **Westside Transit's** ridership decreased -11.46% (-1,722). Senior ridership increased 40.18% (945), disabled decreased by -253 (69.89%) and general public decreased -19.60% (-2,414). Fares decreased -\$5,958.31 (-15.02%). Mileage decreased -1.50% (-737 miles), and hours decreased -35 (-1.56%) hours. Costs increased \$57,939.50 (44.50%). The farebox recovery was 17.92%.

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

passengers / mile (0.27 vs. 0.30).

## **V. FY 2019 PRODUCTIVITY EVALUATION COMMITTEE RECOMMENDATIONS**

It is recommended that FCRTA take the following actions:

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

**TABLE III-1  
FY 2017 to FY 2019 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 2019	69,870	41,568	207,763	319,201	\$616,414	855,403	67,376	\$5,655,534
FY 2018	82,055	49,554	245,788	377,397	\$592,640	949,866	72,161	\$4,933,077
FY 2017	88,374	52,314	251,173	391,861	\$572,674	995,829	75,449	\$4,901,554

**TABLE III-2  
FY 2017 to FY 2019 Summary of FCRTA Performance Characteristics**

<b>Fiscal Year</b>	<b>Pass / Hour</b>	<b>Pass / Mile</b>	<b>Cost / Hour</b>	<b>Cost / Mile</b>	<b>Cost / Pass</b>	<b>% Farebox</b>
FY 2019	4.74	0.37	\$83.94	\$6.61	\$17.72	10.90
FY 2018	5.23	0.40	\$68.36	\$5.19	\$13.07	12.01
FY 2017	5.19	0.39	\$64.97	\$4.92	\$12.51	11.68

**EXHIBIT III-1  
Performance Characteristics**

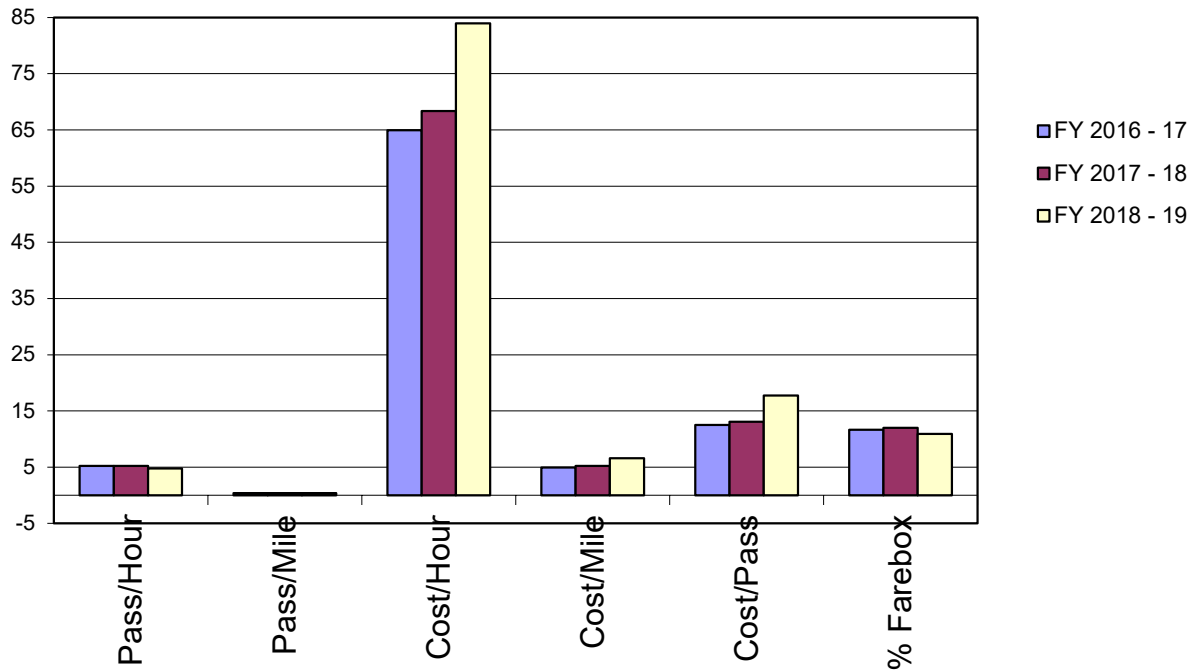


Table III-3  
FY 2019 FCRTA System Summary

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

Table III-4  
FY 2018 FCRTA System Summary

<b>FCRTA Subsystems:</b>	<b>Total Seniors:</b>	<b>Total Disabled:</b>	<b>Total General Public:</b>	<b>Total Passengers:</b>	<b>Total Fares:</b>	<b>Total Mileage:</b>	<b>Total Hours:</b>	<b>Total Cost:</b>
Auberry Transit	1,353	1,656	593	3,602	\$15,131.10	49,168	1,985	\$147,079.75
Coalinga Transit	200	81	5,913	6,194	\$48,311.88	67,166	2,824	\$477,736.12
Del Rey Transit	2,026	641	3,946	6,613	\$21,254.23	26,418	1,992	\$100,795.21
Dinuba Transit	622	140	11,294	12,056	\$12,742.99	29,591	1,561	\$67,140.85
Firebaugh Transit	4,809	1,951	13,801	20,561	\$26,979.78	51,245	4,663	\$264,979.29
Fowler Transit	1,618	396	2,421	4,435	\$12,337.23	16,458	2,075	\$119,399.85
Huron Transit	3,423	1,840	56,404	68,963	\$50,610.23	62,693	5,899	\$320,785.24
Kerman Transit	1,103	1,680	4,046	6,829	\$22,854.80	11,506	1,976	\$224,857.65
Kingsburg Transit	8,681	6,980	4,188	19,849	\$27,751.53	39,266	4,402	\$272,696.76
Kingsburg-Reedley Transit	32	123	5,415	5,570	\$9,834.19	36,455	2,044	\$94,099.52
Laton Transit	1,105	205	3,709	5,019	\$5,747.91	19,440	694	\$57,479.06
Mendota Transit	3,022	682	12,725	16,429	\$19,031.70	18,732	2,489	\$186,626.65
Orange Cove Transit	9,437	2,360	24,681	36,478	\$47,658.69	60,228	4,970	\$296,629.93
Parlier Transit	4,562	561	5,066	10,189	\$15,526.22	15,857	1,992	\$151,289.74
Reedley Transit	7,894	6,366	22,882	37,142	\$57,997.12	57,832	6,186	\$571,203.38
Rural Transit	484	18	404	906	\$11,674.78	40,392	1,310	\$111,105.90
Sanger Transit	16,961	8,075	23,407	48,443	\$53,401.02	113,381	9,626	\$525,242.35
San Joaquin Transit	374	293	3,024	3,691	\$17,103.04	50,187	2,485	\$166,493.80
Selma Transit	10,120	13,939	14,782	38,841	\$49,401.33	77,397	7,823	\$485,245.41
Shuttle Transit	20	16	122	158	\$2,092.81	2,934	138	\$18,107.34
Southeast Transit	1,831	1,139	7,007	9,977	\$24,868.93	42,277	2,161	\$114,000.50
Westside Transit	2,352	362	12,314	15,028	\$39,667.97	49,242	2,247	\$130,191.57
West Park Transit	26	50	348	424	\$661.00	12,001	619	\$29,891.62
SYSTEM TOTALS	82,055	49,554	238,492	377,397	\$592,640.48	949,866	72,161	\$4,933,077.49

Table III-5  
Numeric Change in FCRTA System Summaries  
FY 2018 vs. FY 2019

<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	203	-213	-170	-180	\$2,031.25	-1,066	-72	\$24,543.70
Coalinga Transit	978	381	-1,167	192	\$2,559.19	5,181	936	\$30,974.59
Del Rey Transit	-579	-25	-764	-1,368	-\$239.75	-1,978	-1	\$20,506.59
Dinuba Transit	-237	-37	-1,707	-1,981	-\$5,086.99	1,196	66	-\$16,140.84
Firebaugh Transit	-1,724	-665	-5,960	-8,349	\$1,384.06	-16,011	-1,015	\$18,659.09
Fowler Transit	-265	164	-1,190	-1,291	\$1,841.65	-7,707	-95	\$22,388.97
Huron Transit	-240	-1,024	-2,293	-10,853	-\$5,011.81	-5,770	-517	\$64,459.50
Kerman Transit	462	6	-527	-59	\$848.44	879	8	\$12,174.73
Kingsburg Transit	-1,950	-717	-1,181	-3,848	\$4,934.47	-4,788	-204	\$54,163.21
Kingsburg-Reedley Transit	-4	119	1,763	1,878	\$1,413.37	-1,120	-174	\$18,376.08
Laton Transit	467	183	2,217	2,867	\$875.20	11,594	268	\$8,752.04
Mendota Transit	-410	-197	-3,915	-4,522	\$1,266.84	-1,556	-268	\$16,358.79
Orange Cove Transit	-1,448	626	586	-236	-\$130.53	38	-235	\$94,042.10
Parlier Transit	-1,183	99	-1,189	-2,273	\$1,941.65	-340	-24	\$23,388.98
Reedley Transit	-1,538	-517	-3,247	-5,302	\$2,595.60	-5,275	-688	\$34,723.83
Rural Transit	-70	255	-168	17	\$4,046.31	-7,465	115	\$41,605.00
Sanger Transit	-3,765	-1,629	-4,799	-10,193	\$8,931.52	-16,234	-850	\$98,083.03
San Joaquin Transit	-253	-171	-348	-772	\$805.82	-13,718	-321	\$12,594.81
Selma Transit	-429	-4,599	-4,570	-9,598	\$6,938.99	-12,033	-899	\$78,157.82
Shuttle Transit	-10	-10	-100	-120	-\$108.59	-2,481	-100	\$1,734.84
Southeast Transit	-1,109	288	762	-59	-\$1,443.74	-3,071	-61	\$34,862.12
Westside Transit	945	-253	-2,414	-1,722	-\$5,958.31	-737	-35	\$57,939.50
SYSTEM TOTALS	-12,185	-7,986	-30,729	-58,196	\$23,773.64	-94,463	-4,785	\$722,456.86

Table III-6  
Percentage Change in FCRTA System Summaries  
FY 2018 vs. FY 2019

<b>Subsystems:</b>	<b>Seniors:</b>	<b>Disabled:</b>	<b>General Public:</b>	<b>Passengers:</b>	<b>Fares:</b>	<b>Mileage:</b>	<b>Hours:</b>	<b>Cost:</b>
Auberry Transit	15.00%	-12.86%	-28.67%	-5.00%	13.42%	-2.17%	-3.63%	16.69%
Coalinga Transit	489.00%	470.37%	-19.74%	3.10%	5.30%	7.71%	33.14%	6.48%
Del Rey Transit	-28.58%	-3.90%	-19.36%	-20.69%	-1.13%	-7.49%	-0.05%	20.34%
Dinuba Transit	-38.10%	-26.43%	-15.11%	-16.43%	-39.92%	4.04%	4.23%	-24.04%
Firebaugh Transit	-35.85%	-34.09%	-43.19%	-40.61%	5.13%	-31.24%	-21.77%	7.04%
Fowler Transit	-16.38%	41.41%	-49.15%	-29.11%	14.93%	-46.83%	-4.58%	18.75%
Huron Transit	-7.01%	-55.65%	-4.07%	-15.74%	-9.90%	-9.20%	-8.76%	20.09%
Kerman Transit	41.89%	0.36%	-13.03%	-0.86%	3.71%	7.64%	0.40%	5.41%
Kingsburg Transit	-22.46%	-10.27%	-28.20%	-19.39%	17.78%	-12.19%	-4.63%	19.86%
Kingsburg-Reedley Transit	-12.50%	96.75%	32.56%	33.72%	14.37%	-3.07%	-8.51%	19.53%
Laton Transit	42.26%	89.27%	59.77%	57.12%	15.23%	59.64%	38.62%	15.23%
Mendota Transit	-13.57%	-28.89%	-30.77%	-27.52%	6.66%	-8.31%	-10.77%	8.77%
Orange Cove Transit	-15.34%	26.53%	2.37%	-0.65%	-0.27%	0.06%	-4.73%	31.70%
Parlier Transit	-25.93%	17.65%	-23.47%	-22.31%	12.51%	-2.14%	-1.20%	15.46%
Reedley Transit	-19.48%	-8.12%	-14.19%	-14.27%	4.48%	-9.12%	-11.12%	6.08%
Rural Transit	-14.46%	1416.67%	-41.58%	1.88%	34.66%	-18.48%	8.78%	37.45%
Sanger Transit	-22.20%	-20.17%	-20.50%	-21.04%	16.73%	-14.32%	-8.83%	18.67%
San Joaquin Transit	-67.65%	-58.36%	-11.51%	-20.92%	4.71%	-27.33%	-12.92%	7.56%
Selma Transit	-4.24%	-32.99%	-30.92%	-24.71%	14.05%	-15.55%	-11.49%	16.11%
Shuttle Transit	-50.00%	-62.50%	-81.97%	-75.95%	-5.19%	-84.56%	-72.46%	9.58%
Southeast Transit	-60.57%	25.29%	10.87%	-0.59%	-5.81%	-7.26%	-2.82%	30.58%
Westside Transit	40.18%	-69.89%	-19.60%	-11.46%	-15.02%	-1.50%	-1.56%	44.50%
SYSTEM TOTALS	-14.85%	-16.12%	-12.88%	-15.42%	4.01%	-9.94%	-6.63%	14.65%



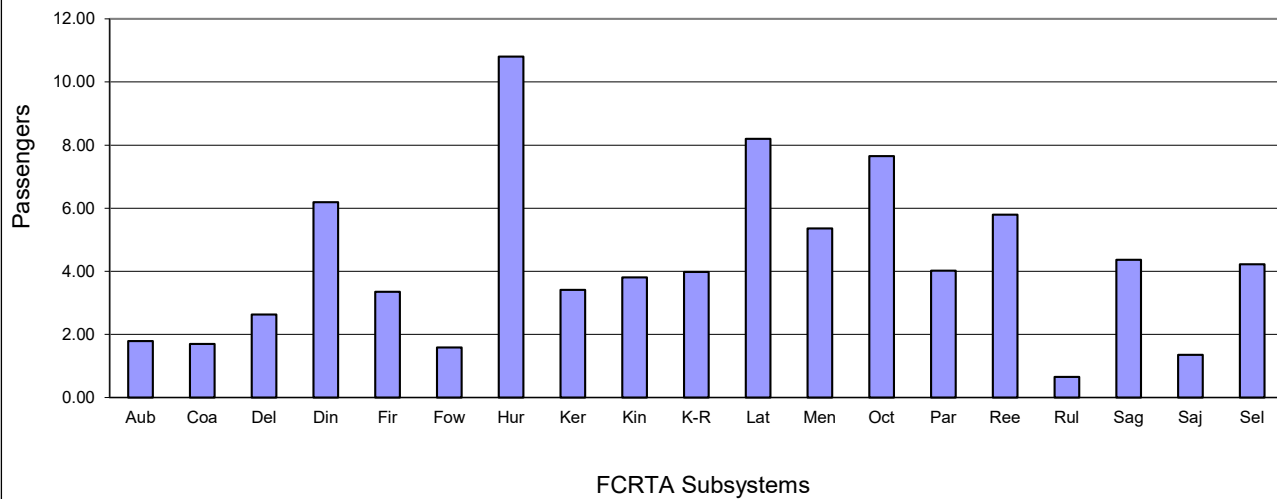
Table III-7  
FY 2019 Summary of FCRTA Performance Characteristics

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

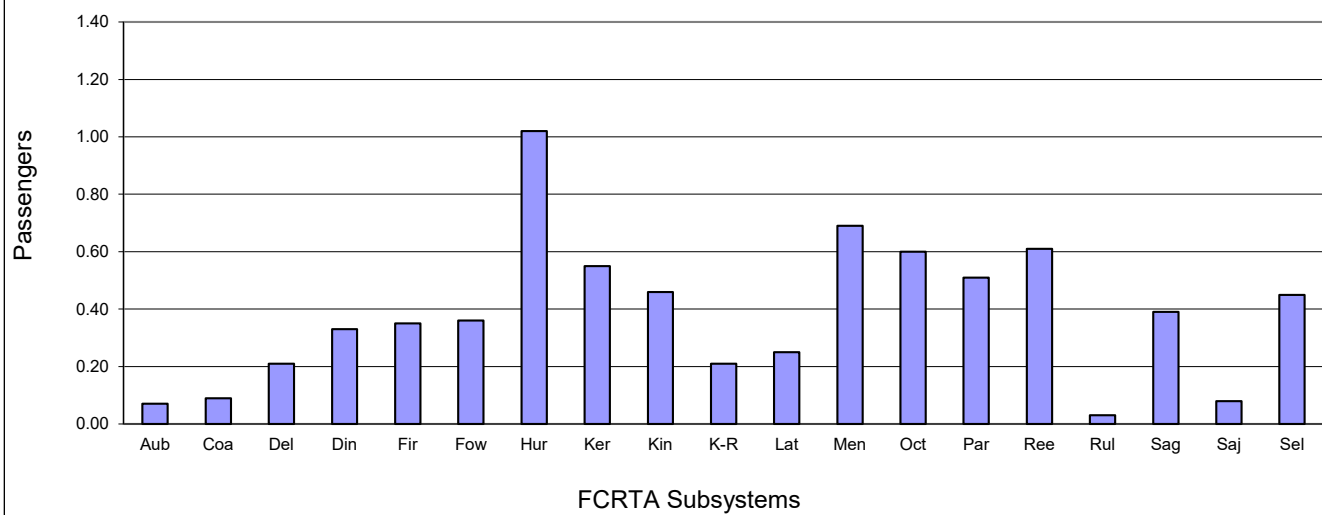
Table III-8  
FY 2018 Summary of FCRTA Performance Characteristics

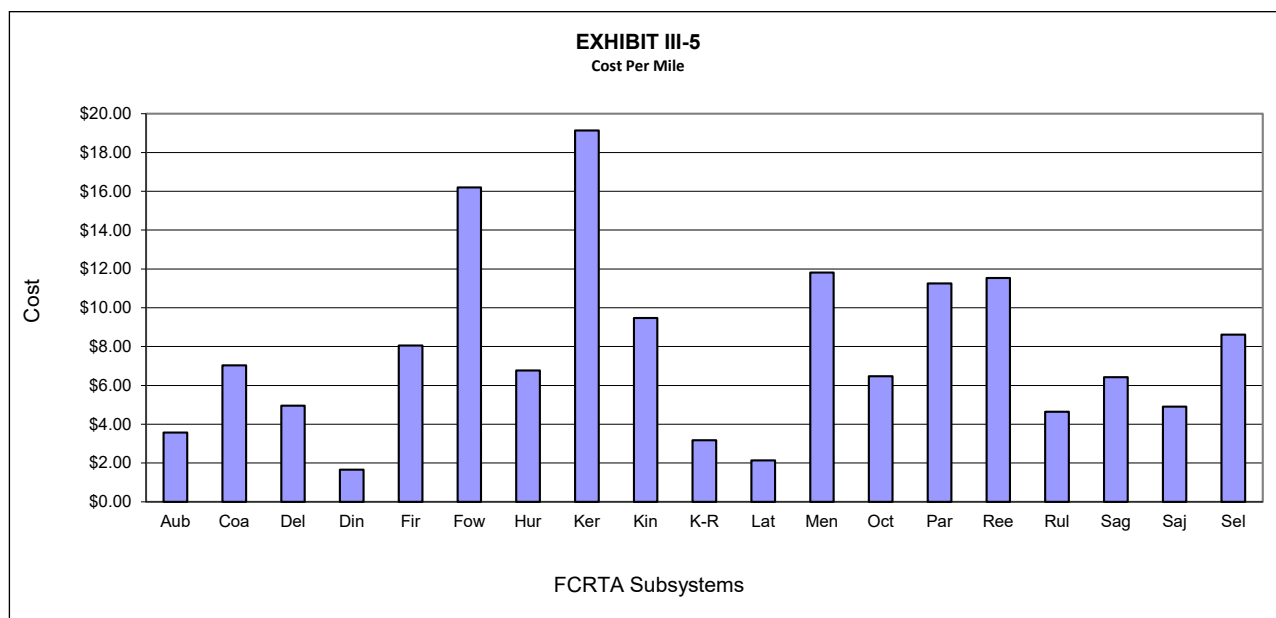
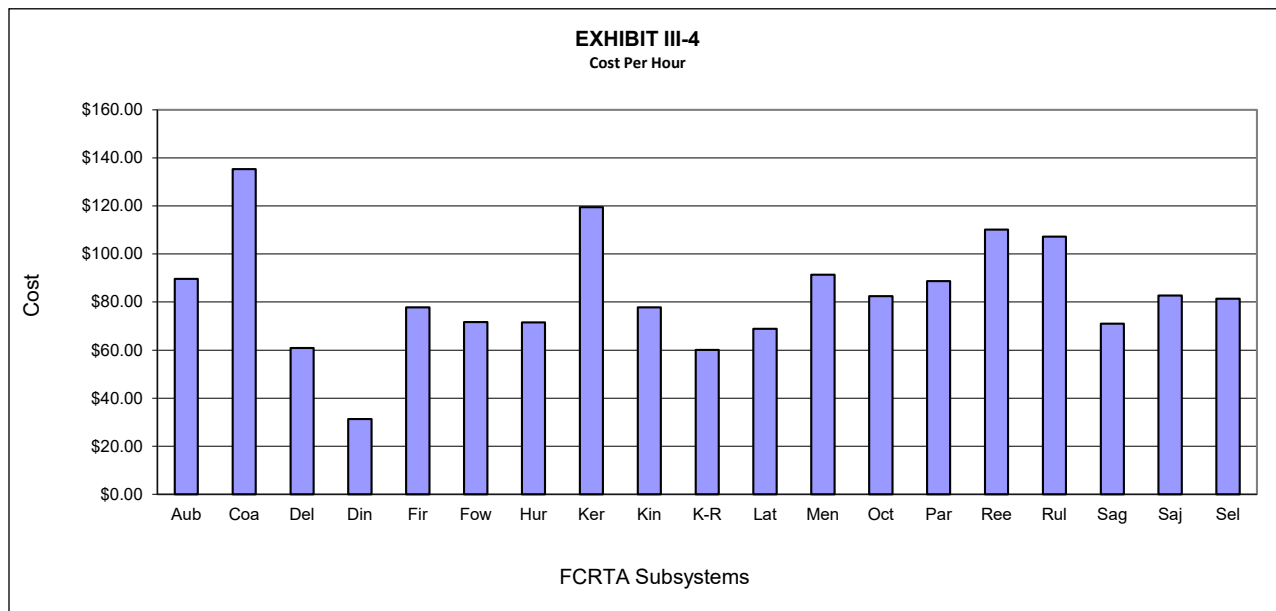
FCRTA	Pass /	Pass /	Cost /	Cost /	Cost /	Farebox	Times Beyond Reasonable
	Hour	Mile	Hour	Mile	Pass	Percentage	Standards
Subsystems:							
Auberry Transit	1.81 x	0.07 x	\$74.10	\$2.99	\$40.83 x	10.29%	3
Coalinga Transit	2.19 x	0.09 x	\$169.17 x	\$7.11 x	\$77.13 x	10.11%	4
Del Rey Transit	3.32	0.25 x	\$50.60	\$3.82	\$15.24	21.09%	1
Dinuba Transit	7.72	0.41	\$43.01	\$2.27	\$5.57	18.98%	0
Firebaugh Transit	4.41	0.40	\$56.82	\$5.17	\$12.89	10.18%	1
Fowler Transit	2.14 x	0.27 x	\$57.54	\$7.25 x	\$26.92 x	10.33%	3
Huron Transit	11.69	1.10	\$54.38	\$5.12	\$4.65	15.78%	0
Kerman Transit	3.46	0.59	\$113.79 x	\$19.54 x	\$32.93 x	10.16%	3
Kingsburg Transit	4.51	0.51	\$61.95	\$6.94 x	\$13.74	10.18%	1
Kingsburg-Reedley Transit	2.73 x	0.15 x	\$46.04	\$2.58	\$16.89	10.45%	1
Laton Transit	7.23	0.26 x	\$82.82	\$2.96	\$11.45	10.00%	0
Mendota Transit	6.60	0.88	\$74.98	\$9.96 x	\$11.36	10.20%	1
Orange Cove Transit	7.34	0.61	\$59.68	\$4.93	\$8.13	16.07%	0
Parlier Transit	5.11	0.64	\$75.95	\$9.54 x	\$14.85	10.26%	1
Reedley Transit	6.00	0.64	\$92.34 x	\$9.88 x	\$15.38	10.15%	1
Rural Transit	0.69 x	0.02 x	\$84.81	\$2.75	\$122.63 x	10.51%	5
Sanger Transit	5.03	0.43	\$54.56	\$4.63	\$10.84	10.17%	0
San Joaquin Transit	1.49 x	0.07 x	\$67.00	\$3.32	\$45.11 x	10.27%	3
Selma Transit	4.96	0.50	\$62.03	\$6.27 x	\$12.49	10.18%	0
Shuttle Transit	1.14 x	0.05 x	\$131.21 x	\$6.17 x	\$114.60 x	11.56%	0
Southeast Transit	4.62	0.24 x	\$52.75	\$2.70	\$11.43	21.81%	0
Westside Transit	6.69	0.31	\$57.94	\$2.64	\$8.66	30.47%	0
West Park Transit	0.68 x	0.04 x	\$48.29	\$2.49	\$70.50 x	2.21%	0
System Average	5.23	0.40	\$68.36	\$5.19	\$13.07	12.01%	

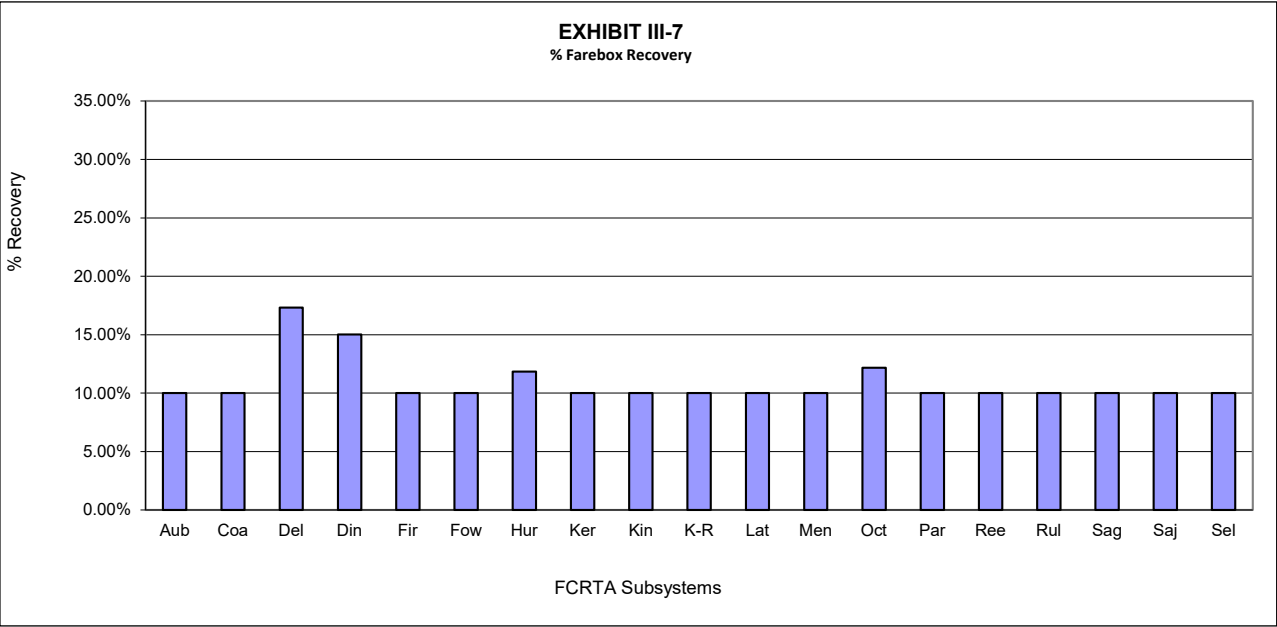
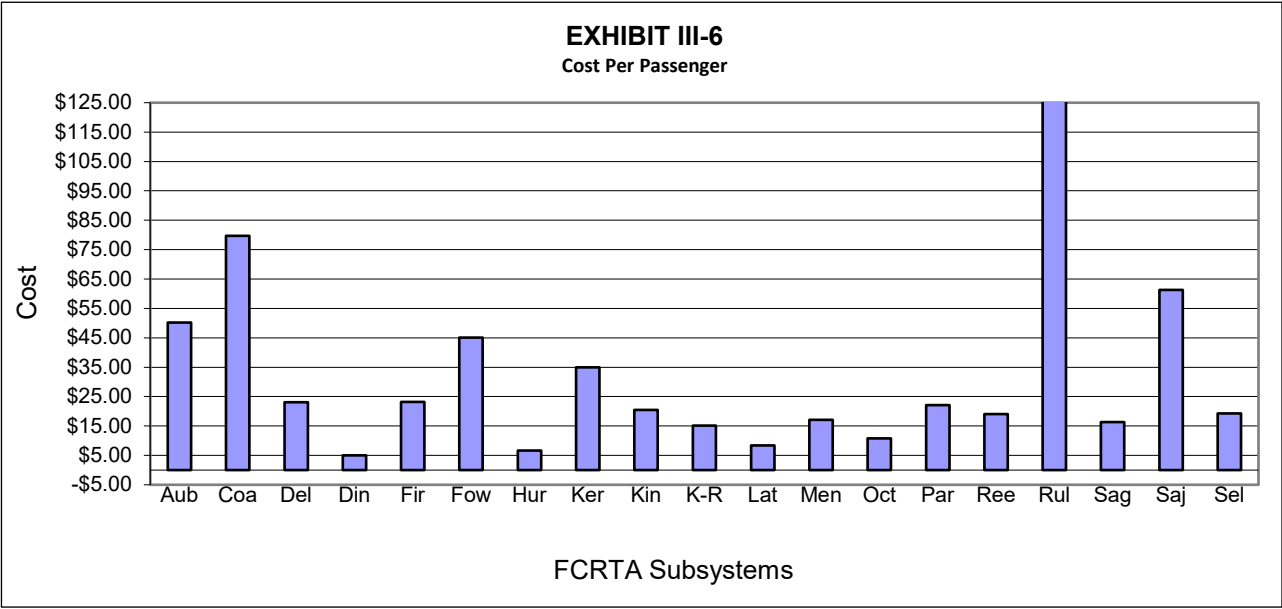
**EXHIBIT III-2**  
Passengers Per Hour



**EXHIBIT III-3**  
Passengers Per Mile

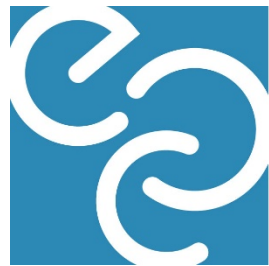






## Section IV

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



Fresno  
**Economic  
Opportunities  
Commission**

*Fresno Economic Opportunities Commission*  
3120 W. Nielsen, Suite 101  
Fresno, CA 93706  
559-486-6587  
[www.fresnoeoc.org](http://www.fresnoeoc.org)



# **SECTION IV**

## **2018-19 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 2017-18 FOR THE FRESNO EOC URBAN CTSA AND THE FRESNO EOC RURAL CTSA.**

During fiscal year 2018-19, 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. Nikkei Senior Center	(Coordinated Transportation)

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

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

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

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

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



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

#### **Annual Productivity Evaluation**

A “Local Policy Commitment” was included in the Action Plan to monitor the development and implementation of the Plan. Since 1984, the Fresno COG’s staffs have conducted an annual assessment of the effectiveness and efficiency of the Fresno EOC Urban Area CTSA and Fresno EOC Rural Area CTSA services. The data used for the evaluation of the CTSA services was previously derived from monthly Management Information Service (MIS) reports. The MIS report is a compilation of daily driver logs and vehicle mileage reports in a spreadsheet. No MIS data was requested or provided in 2018-19.

#### **Triennial Performance Audit**

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

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

#### **Passenger Transportation**

After eighteen 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 7 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. During this year Fresno EOC/CTSA began a new shuttle route at the request of the City of Fresno called the Veterans’ Home Shuttle. This route provides a convenient link between the home, downtown Fresno and the metro bus route system. 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 four (4) 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 contract with Fresno EOC through 2018/19. Fresno EOC/CTSA continues to consolidate services as a means of maintaining productivity levels.

#### **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 continued at a stable service level as well. Home Delivery meal service also continues to be successful.

## Vehicle Maintenance

During FY 2018-19, 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 through 2019. 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 five maintenance specialists to handle maintenance duties. All Fresno EOC/CTSA Maintenance specialists are certified by the Automotive Service Excellence (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, MPulse 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 2018-19, Fresno EOC/CTSA maintained the Management Staff structure. The Program Director and Operations Supervisor oversee all CTSA operations. There are 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.

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

During the FY 2018-19, 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 Officiates (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.

## **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 and five (5) full-time Maintenance Mechanics. The Maintenance Mechanics perform typical commercial vehicle maintenance duties including brake jobs, tune-ups, electrical work, wheelchair equipment repair, and suspension repair, etc. School Buses are inspected every 45 days or 3,000 miles, as required by the CHP regulations. The commercial Para-Transit “B” buses are inspected every 90 days or 5,000 miles. Fresno EOC/CTSA continues to market maintenance to other social service agencies.

### 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 2018-19 period, the Fresno EOC/CTSA had two (2) Certified School Bus Classroom Driver Instructors, to provide Behind-the-Wheel and classroom instruction for school bus, GPPV, and Class B-P certification. An on-going driver-training program has been maintained and will continue to be offered to other social service agencies in the Fresno Metropolitan Area. The Fresno EOC/CTSA’s insurance carrier (Non-Profits Insurance Alliance of California) also provides training on emergency techniques and laws/regulations to staff and drivers.

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

Fresno EOC/CTSA continues to participate in the California Department of Motor Vehicles (DMV) Pull Notice Program (PNP). This program allows employers to request/obtain driving records of perspective and current employees. Fresno EOC/CTSA also uses the PNP program tool to ensure that drivers remain in good standing with the DMV regulations. Fresno EOC/CTSA initiated the process for

certification in the State of California DMV Employer Testing Program to insure we can hire and train enough commercial driving staff. This will allow our certified trainers to perform the final behind the wheel test for trainees in obtaining their commercial class B license. Fresno EOC currently has two certified examiners on staff.

### Insurance

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

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

### **A. Comply, where feasible, with the Triennial Performance Audit Recommendations for FY 2015/16, 2016/17, 2017/18**

*For the period July 1, 2015 through June 30, 2018 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, 2018 through June 30, 2021.*

- 1. Employ the TDA definition of full-time equivalent (FTE) employee for reporting to the State Controller.*
- 2. Ensure data is reported consistently and accurately.*
- 3. Work with the TDA fiscal auditors and Fresno COG to ensure a detailed summary of farebox revenue ratios is included in each subsequent TDA fiscal audit.*

### **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.*

**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 continue 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 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 as often as schedules permit.*

**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 the 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 the 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 with 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 2015/2016, 2016/2017, 2017/2018**

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

Listed below are our responses to their recommendations:

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

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

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

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

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

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



## **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 client increase, fewer clients may be transported. Efforts to address this problem by securing new replacement vehicles for the Fresno EOC Urban and Rural Area CTSA’s existing fleet of 113 vehicles, many purchased via the Federal Transit Administration Section 5310 Program, have historically resulted in approximately six vehicles per year. However, recent 5310 allocations to the CTSA operation for fleet replacement have declined and only three or four vehicles are able to be replaced. This decline in vehicle replacement funds has negatively affected the CTSA budget. The cost associated with the new vehicles is being depreciated to the budgets over the 5-year life of these vehicles. Future FTA awards may continue to be reduced due to this grant process changing to a biannual grant with local procurement, not a statewide competitive grant process.

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

The resultant data summarized in this report is a compilation of all the specific individual activities of the respective CTSA operations or contracts. The programs are further aggregated by “service type,” “passenger transportation” or “meal delivery transportation.” The Fresno EOC Urban Area CTSA summarizes fourteen (14) programs. Nine (9) are summarized as “passenger transportation,” and two (2) are summarized as “meal delivery transportation,” (the Head Start program has both passenger & meal delivery) and three (3) require vehicle maintenance only. The Rural Area CTSA summarizes four (4) programs. Three (3) are summarized as “passenger transportation,” and two (2) are summarized as “meal delivery transportation,” (the Head Start program has both passenger & meal delivery). 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 performed for public transit. As of September 2018, FCRTA no longer contracts with Fresno EOC for public transportation services.

## **Urban and rural areas combined**

See Table IV 5, Table IV 6-and the Urban & Rural Cost Graphs

The overall cost for the combined transit operation shows an increase in costs over the 2017-18 year by 4.2 %. This increase in costs is mainly due to the increase in wages driven by the state minimum wage increase as well as a very slight increase in the number of clients served. Clients transported during this period increased by less than 1%.

## **Urban operations**

Table IV 1 and IV 2 compare Urban Data achieved for 2017-18 and 2018-19. The Urban Costs Graphs illustrate this data in a graphic format.

## **Rural operations**

Table IV 3, Table IV 4 and the Rural Cost Graphs compare the rural data for 2017-2018 and 2018-2019 periods. Rural costs and clients served both decreased slightly by 0.9% and 0.8% respectively.

**IX. FRESNO EOC/CTSA: FY 2018/19 PRODUCTIVITY COMMITTEE  
RECOMMENDATIONS:**

- A. Comply, where feasible, with the Triennial Performance Audit Recommendations for FY 2015/16, 2016/17, 2017/18.
- B. Pursue contracting of service and continue to consider the potential for and encourage private sector participation in the public transportation planning/service delivery process and investigate other potential funding source.
- C. Continue to coordinate with other general public paratransit service providers to jointly provide the State-required 40 hours of specified training and behind-the-wheel instruction.
- D. Address responsibilities under the American with Disabilities Act of 1990.
- E. Address responsibilities under the Clean Air Act Amendments of 1990, the San Joaquin Valley Unified Air Pollution Control District Air Quality Plan, the City of Fresno Transportation Management Plan, 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 the implementation of Fresno County Coordinated Human Service

**Table IV 1**

**CONSOLIDATED TRANSPORTATION SERVICES AGENCY  
URBAN AREA PRODUCTIVITY DATA FISCAL YEAR 2019**

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

Capital Depreciation expenses  
are not included in above costs.

**Table IV 2**

**CONSOLIDATED TRANSPORTATION SERVICES AGENCY  
URBAN AREA PRODUCTIVITY DATA FISCAL YEAR 2018**

<b>SERVICE TYPE</b>	<b>COST</b>	<b>CLIENTS</b>	<b>MILES</b>	<b>HOURS</b>	<b>REVENUE</b>	<b>FARES</b>	<b>CLIENTS/ HOUR</b>	<b>CLIENTS/ MILES</b>	<b>COST/ HOUR</b>	<b>COST/ MILE</b>	<b>COST/ CLIENTS</b>	<b>MATCH</b>	<b>TDA Art. 4.5</b>
Passenger Trans	\$3,404,937	227,403	853,291	49,690	\$1,973,060	\$0	4.58	0.27	\$68.52	\$3.99	\$14.97		\$1,431,877
Meal Delivery	\$340,000	742,447	122,976	8,035	\$162,169	\$0	92.40	6.04	42.31	2.76	0.46		\$177,831
TOTAL*	\$3,744,937	969,850	976,267	57,725	\$2,135,229	\$0						57%	\$1,609,708

Table IV 3

**CONSOLIDATED TRANSPORTATION SERVICES AGENCY  
RURAL AREA PRODUCTIVITY DATA FISCAL YEAR 2019**

<b>SERVICE TYPE</b>	<b>COST</b>	<b>CLIENTS</b>	<b>MILES</b>	<b>HOURS</b>	<b>REVENUE</b>	<b>FARES</b>	<b>CLIENTS/ HOUR</b>	<b>CLIENTS/ MILES</b>	<b>COST/ HOUR</b>	<b>COST/ MILE</b>	<b>COST/ CLIENTS</b>	<b>MATCH</b>	<b>TDA Art. 4.5</b>
Passenger Trans	\$1,759,593	96,297	451,367	21,989	\$1,657,337	\$0	4.4	0.2	\$80.02	\$3.90	\$18.27		\$102,255
Meal Delivery	\$587,000	607,625	282,342	12,380	\$163,981	\$0	49.1	2.2	\$47.42	\$2.08	\$0.97		\$423,019
TOTAL* Capital Depreciation expenses are not included in above costs.	\$2,346,593	703,922	733,709	34,369	\$1,821,319	\$0						78%	\$525,274

Table IV 4

**CONSOLIDATED TRANSPORTATION SERVICES AGENCY  
RURAL AREA PRODUCTIVITY DATA FISCAL YEAR 2018**

<b>SERVICE TYPE</b>	<b>COST</b>	<b>CLIENTS</b>	<b>MILES</b>	<b>HOURS</b>	<b>REVENUE</b>	<b>FARES</b>	<b>CLIENTS/ HOUR</b>	<b>CLIENTS/ MILES</b>	<b>COST/ HOUR</b>	<b>COST/ MILE</b>	<b>COST/ CLIENTS</b>	<b>MATCH</b>	<b>TDA Art. 4.5</b>
Passenger Trans	\$1,871,852	102,130	347,178	20,682	\$1,686,457	\$0	4.94	0.29	\$90.51	\$5.39	\$18.33		\$185,395
Meal Delivery	\$497,000	607,457	286,945	12,568	\$170,288	\$0	48.33	2.12	\$39.54	\$1.73	\$0.82		\$326,712
TOTAL* Capital Depreciation expenses are not included in above costs.	\$2,368,852	709,587	634,123	33,250	\$1,856,745	\$0						78%	\$512,107

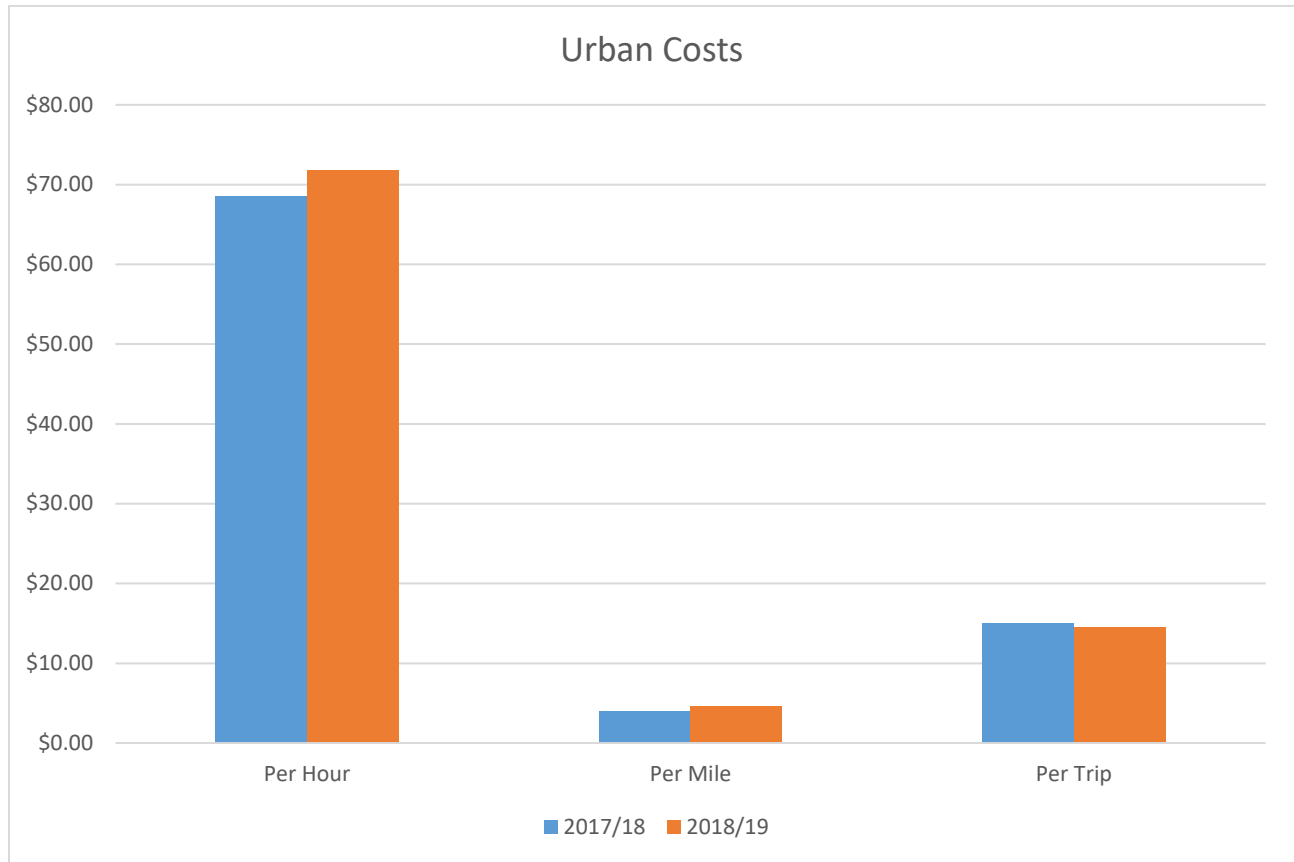
**Table IV 5  
CONSOLIDATED TRANSPORTATION SERVICES AGENCY  
URBAN AND RURAL COMBINED TOTALS 2019**

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

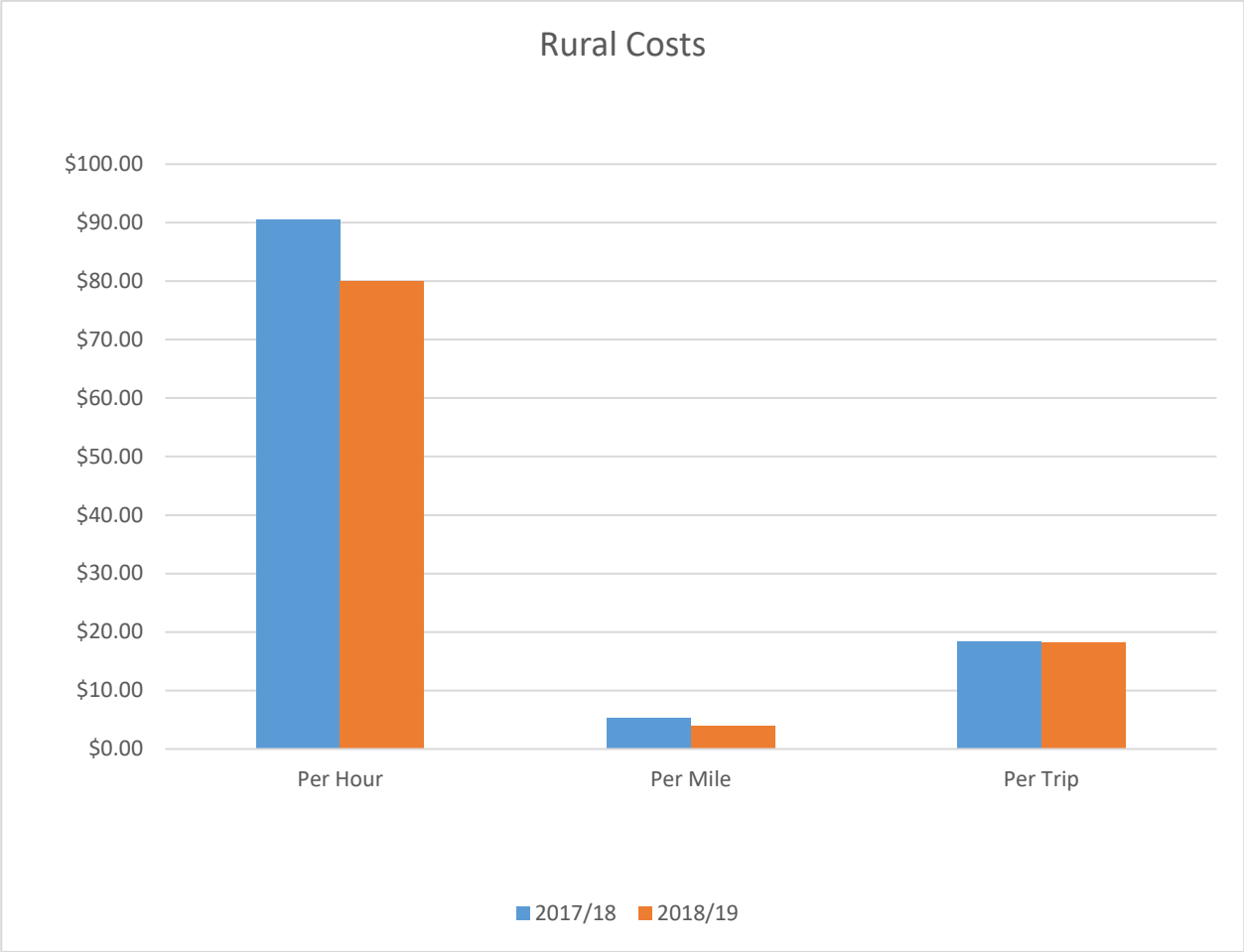
**Table IV 6  
CONSOLIDATED TRANSPORTATION SERVICES AGENCY  
URBAN AND RURAL COMBINED TOTALS 2018**

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$5,276,789	329,533	1,200,469	70,372	\$3,659,517	\$0	4.7	0.3	\$74.98	\$4.40	\$16.01		\$1,617,272
Meal Delivery	\$837,000	1,349,904	409,921	20,603	\$332,457	\$0	65.5	3.3	\$40.63	\$2.04	\$0.62		\$504,543
TOTAL*	\$6,113,789	1,679,437	1,610,390	90,975	\$3,991,974	0.0%							\$2,121,815

Consolidated Transportation Services Agency  
Urban Costs  
Exhibit IV-1



Consolidated Transportation Services Agency  
Rural Costs  
Exhibit IV-2





Consolidated Transportation Services Agency  
Consolidated Productivity Data  
Exhibit IV-3

