FINAL REPORT
JUNE 2019

Fresno Council of Governments
Fresno County Rural Transit Agency
Triennial Performance Audit FY 2015/16 - FY 2017/18

moore & associates

Table of Contents

Chapter 1: Executive Summary 01

Chapter 2: Review Scope and Methodology 03

Chapter 3: Program Compliance 07

Chapter 4: Prior Recommendations 11

Chapter 5: Data Reporting Analysis 13

Chapter 6: Performance Analysis 15

Chapter 7: Functional Review 33

Chapter 8: Findings and Recommendations 45

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Chapter 1
Executive Summary

In 2018, the Fresno Council of Governments (Fresno COG) selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the four transit operators to which it allocates TDA funding. Moore & Associates is a consulting firm specializing in public transportation. Selection of the consultant followed a competitive procurement process.

The California Public Utilities Code requires all recipients of Transit Development Act (TDA) Article 4 funding to complete an independent audit on a three-year cycle in order to maintain TDA funding eligibility. Audits of Article 8 recipients are encouraged.

The Triennial Performance Audit is designed to be an independent and objective evaluation of the Fresno County Rural Transit Agency as a public transit operator, providing operator management with information on the economy, efficiency, and effectiveness of its programs across the prior three fiscal years. In addition to assuring legislative and governing bodies (as well as the public) that resources are being economically and efficiently utilized, the Triennial Performance Audit fulfills the requirement of PUC Section 99246(a) that the RTPA designate an entity other than itself to conduct a performance audit of the activities of each operator to whom it allocates TDA funds.

This chapter summarizes key findings and recommendations developed during the Triennial Performance Audit (TPA) of the Fresno County Rural Transit Agency's public transit program for the period Fiscal Year 2015/16 through Fiscal Year 2017/18.

Service Overview

The Fresno County Rural Transit Agency consists of seven fixed routes and numerous local demand-response services. The service operates within the rural communities throughout Fresno County and the Central Valley. Service is available on weekdays from 7:00 a.m. through 5:30 p.m., with limited service on Saturday on the Coalinga route. The service does not operate on Sunday or designated holidays. Riders may connect with Fresno Area Express (FAX), FAX's Handy Ride, Clovis Transit's Stageline, Clovis Transit's Round Up, Kings Area Rural Transit (KART), and Dinuba Connection.

FCRTA also operates a curb-to-curb demand-response service open to the general public. Service is limited to the rural portions of the county regular service hours. Requests for service in the local area do not need a minimum advance notice.

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require the audit team plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. Moore & Associates believes the evidence obtained provides a reasonable basis for our findings and conclusions.

This audit was also conducted in accordance with the processes established by the California Department of Transportation (Caltrans), as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*.

The Triennial Performance Audit includes five elements:

- Compliance requirements,
- Follow-up of prior report recommendations,
- Analysis of program data reporting,
- Performance Audit, and
- Functional review.

Test of Compliance

With one exception, the Fresno County Rural Transit Agency met the test of compliance with respect to all Transportation Development Act (TDA) regulations:

1. FCRTA does not employ the TDA definition of fill-time equivalent (FTE).

Status of Prior Recommendations

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

   Status: Partially implemented.

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

   Status: Implemented.

Findings and Recommendations

Based on discussions with FCRTA staff, analysis of program performance, and a review of program compliance and function, Moore & Associates submits one compliance finding for the FCRTA:

1. FCRTA does not employ the TDA definition of fill-time equivalent (FTE).

Moore & Associates has identified one functional finding. While this finding does not affect TDA compliance, we believe it warrants inclusion within this audit:

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

Exhibit 1.1 Summary of Audit Recommendations

TDA Compliance Recommendations		Importance	Timeline
1	Use the TDA definition in calculating FTE for reporting to the State Controller.	High	FY 2019/20
Functional Recommendations		**Importance**	**Timeline**
1	Add Spanish-language Title VI and service information to the FCRTA website.	Medium	FY 2019/20

Chapter 2
Review Scope and Methodology

The Triennial Performance Audit (TPA) of the Fresno County Rural Transit Agency's public transit program covers the three-year period ending June 30, 2018. The California Public Utilities Code requires all recipients of Transit Development Act (TDA) funding to complete an independent review on a three-year cycle in order to maintain TDA funding eligibility.

In 2018, the Fresno Council of Governments (Fresno COG) selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the four transit operators to which it allocates TDA funding. Moore & Associates is a consulting firm specializing in public transportation. Selection of the consultant followed a competitive procurement process.

The Triennial Performance Audit is designed to be an independent and objective evaluation of the Fresno County Rural Transit Agency as a public transit operator. Direct benefits of a Triennial Performance Audit include providing operator management with information on the economy, efficiency, and effectiveness of its programs across the prior three years; helpful insight for use in future planning; and assuring legislative and governing bodies (as well as the public) that resources are being economically and efficiently utilized. Finally, the Triennial Performance Audit fulfills the requirement of PUC Section 99246(a) that the RTPA designate an entity other than itself to conduct a performance audit of the activities of each transit operator to which it allocates TDA funds.

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require the audit team plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. Moore & Associates believes the evidence obtained provides a reasonable basis for our findings and conclusions.

The audit was also conducted in accordance with the processes established by the California Department of Transportation (Caltrans), as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*, as well as *Government Audit Standards* published by the U.S. Comptroller General.

Objectives

A Triennial Performance Audit has five primary objectives:

1. Assess compliance with TDA regulations;
2. Review improvements subsequently implemented as well as progress toward adopted goals;
3. Review the accuracy of data reporting;
4. Evaluate the efficiency and effectiveness of the transit operator; and
5. Provide sound, constructive recommendations for improving the efficiency and functionality of the transit operator.

Scope

The TPA is a systematic review of performance evaluating the efficiency, economy, and effectiveness of the transit operator. The audit of the Fresno County Rural Transit Agency included five tasks:

1. A review of compliance with TDA requirements and regulations.
2. An assessment of the implementation of recommendations contained in prior performance audits.
3. A verification of the methodology for calculating performance indicators including the following activities:
    - Assessment of internal controls,
    - Test of data collection methods,
    - Calculation of performance indicators, and
    - Evaluation of performance.
4. Examination of the following functions:
    - General management and organization;
    - Service planning;
    - Scheduling, dispatching, and operations;
    - Personnel management and training;
    - Administration;
    - Marketing and public information; and
    - Fleet maintenance.
5. Conclusions and recommendations to address opportunities for improvement based upon analysis of the information collected and the audit of the transit operator's major functions.

Methodology

The methodology for the Triennial Performance Audit of the Fresno County Rural Transit Agency included thorough review of documents relevant to the scope of the audit, as well as information contained on the Town's website. The documents reviewed included the following (spanning the full three-year period):

- Triennial Performance Audit report for the prior audit period;
- Monthly performance reports;
- State Controller Reports;
- NTD reports;
- Annual budgets;
- TDA fiscal audits;
- Transit marketing collateral;
- Fleet inventory;
- Preventive maintenance schedules and forms;
- Accident/road call logs;
- Customer complaint logs;
- Short Range Transit Plan; and
- Organizational chart.

The methodology for this review included a site visit to the FCRTA office (2035 Tulare Street, Suite 201, Fresno) on February 21, 2019. The site visit included interviews with Moses Stites (General Manager), Gilbert Garza (Associate Transit Planner), Janelle Del Campo (Associate Transit Planner), Denise Wright Pineulas (MV Transportation General Manager), and Anthony (MV Transportation Safety Manager). The site visit also included a tour of the FCRTA administrative offices (Arrants Street, Selma), temporary maintenance facility (1870 Dockery Avenue, Selma) and storage yard (Valley View Avenue and Pacific Avenue, Selma).

This report is comprised of eight chapters divided into three sections:

1. Executive Summary: A summary of the key findings and recommendations developed during the Triennial Performance Audit process.
2. TPA Scope and Methodology: Methodology of the review and pertinent background information.
3. TPA Results: In-depth discussion of findings surrounding each of the subsequent elements of the audit:
    - Compliance with statutory and regulatory requirements,
    - Progress in implementing prior recommendations,
    - Data analysis,
    - Performance measures and trends,
    - Functional audit, and
    - Findings and recommendations.

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Chapter 3
Program Compliance

This section examines the Fresno County Rural Transit Agency's compliance with the Transportation Development Act as well as relevant sections of the California Code of Regulations. An annual certified fiscal audit confirms TDA funds were apportioned in conformance with applicable laws, rules, and regulations. The Fresno Council of Governments considers full use of funds under California Code of Regulations (CCR) 6754(a) as referring to operating funds but not capital funds. The TPA findings and related comments are delineated in Exhibit 3.1.

Compliance was determined through discussions with Fresno County Rural Transit Agency staff as well as a physical inspection of relevant documents including the fiscal audits for each year of the triennium, TDA claim forms, State Controller annual filings, California Highway Patrol terminal inspections, year-end performance reports, and other compliance-related documentation.

With one exception, the Fresno County Rural Transit Agency met the test of compliance with respect to all Transportation Development Act (TDA) regulations:

1. FCRTA does not employ the TDA definition of fill-time equivalent (FTE).

Recent Changes Regarding Compliance

Two changes specific to the TDA and TDA funding went into effect beginning July 1, 2016. The first change was an amendment to the Public Utilities Code specific to the definition of operating cost and what costs can be excluded. It should be noted that many of the exclusions pertain only to *changes* in certain costs, either over the prior year or beyond the change in the Consumer Price Index. They do not apply to *all* costs related to specified exclusion categories.

Senate Bill 508, dated October 9, 2015, amended Section 99268.17 to read as follows:

> ***99268.17*** *(a) Notwithstanding subdivision (a) of Section 99247, the following costs shall be excluded from the definition of "operating cost" for the purposes of calculating any required ratios of fare revenues to operating cost specified in this article:*
>
> *(1) The additional operating costs required to provide comparable complementary paratransit service as required by Section 37.121 of Title 49 of the Code of Federal Regulations, pursuant to the federal Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 120101 et seq.), as identified in the operator's paratransit plan pursuant to Section 37.139 of Title 49 of the Code of Federal Regulations that exceed the operator's costs required to provide comparable paratransit service in the prior year as adjusted by the Consumer Price Index.*
>
> *(2) Cost increases beyond the change in the Consumer Price Index for all of the following:*
>
> *(A) Fuel.*

(B) Alternative fuel programs.
(C) Power, including electricity.
(D) Insurance premiums and payments in settlement of claims arising out of the operator's liability.
(E) State and federal mandates.

(3) Startup costs for new services for a period of not more than two years.

(b) The exclusion of costs from the definition of operating costs in subdivision (a) applies solely for the purpose of this article and does not authorize an operator to report an operating cost other than as defined in subdivision (a) of Section 99247 or a ratio of fare revenue to operating cost other than as that ratio is described elsewhere in this article, to any of the following entities:

(1) The Controller pursuant to Section 99243.
(2) The entity conducting the fiscal audit pursuant to Section 99245.
(3) The entity conducting the performance audit pursuant to Section 99246.

The second change, also contained within Senate Bill 508, related to the type of funds that can be used to supplement farebox revenue. Prior to this bill, "local funds" was defined as "revenues derived from taxed imposed by the operator or by a county transportation commission." Senate Bill 508 amended Section 99268.19 to read:

99268.19 *If fare revenues are insufficient to meet the applicable ratio of fare revenues to operating cost required by this article, an operator may satisfy that requirement by supplementing its fare revenues with local funds. As used in this section, "local funds" means any non-federal or non-state grant funds or other revenues generated by, earned by, or distributed to an operator.*

This expanded definition opens up new revenue sources that can be used to offset farebox shortfalls. Applicable revenues include funds received through advertising, interest income, sale of surplus vehicles, and other such sources. While these funds are no longer limited to those generated by local taxes, they cannot be state or federal funds.

Another change affected the submittal deadline for the State Controller's Transit Operators Financial Transaction Report. Beginning with Fiscal Year 2016/17, the submittal deadline was changed from 110 days following the end of the fiscal year (typically October 18-20) to seven months following the end of the fiscal year (January 31). The original submittal deadline was in force during reporting for FY 2015/16, while the new deadline was utilized for FY 2016/17 forward.

Exhibit 3.1 Transit Development Act Compliance Requirements

Compliance Element	Reference	Compliance	Comments
State Controller Reports submitted on time.	PUC 99243	In compliance	FY 2015/16: October 18, 2016 FY 2016/17: January 24, 2017 FY 2017/18: January 30, 2018
Fiscal and compliance audits submitted within 180 days following the end of the fiscal year (or with up to 90-day extension).	PUC 99245	In compliance	FY 2015/16: March 30, 2017 FY 2016/17: January 30, 2018 FY 2017/18: March 13, 2019
Operator's terminal rated as satisfactory by CHP within the 13 months prior to each TDA claim.	PUC 99251 B	In compliance	April 21, 2014 April 2, 2015 May 2, 2016 April 27, 2017 April 6, 2018
Operator's claim for TDA funds submitted in compliance with rules and regulations adopted by the RTPA.	PUC 99261	In compliance	
If operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.	PUC 99270.1	Not applicable	
An operator receiving allocations under Article 8(c) may be subject to regional, countywide, or subarea performance criteria, local match requirements, or fare recovery ratios adopted by resolution of the RTPA.	PUC 99405	Not applicable	
The operator's operating budget has not increased by more than 15% over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).	PUC 99266	In compliance	FY 2015/16: +21.42% FY 2016/17: +8.47% FY 2017/18: +3.88% In FY 2015/16, the cost increase was justified by a change in maintenance provider and service expansion.
The operator's definitions of performance measures are consistent with the Public Utilities Code Section 99247.	PUC 99247	Finding	FTE is calculated based on vehicle service hours and uses 2,080 as the divisor.
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating cost at least equal to one-fifth (20 percent).	PUC 99268.2, 99268.4, 99268.1	Not applicable	
If the operator serves a rural area, it has maintained a ratio of fare revenues to operating cost at least equal to one-tenth (10 percent).	PUC 99268.2, 99268.4, 99268.5	In compliance	FY 2015/16: 11.95% FY 2016/17: 11.68% FY 2017/18: 12.06% *Source: TDA fiscal audits, FY 2016 – FY 2018.*

Compliance Element	Reference	Compliance	Comments
For a claimant that provides only services to elderly and handicapped persons, the ratio of fare revenues to operating cost shall be at least 10 percent.	PUC 99268.5, CCR 6633.5	Not applicable	
The current cost of the operator's retirement system is fully funded with respect to the officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPA, which will fully fund the retirement system for 40 years.	PUC 99271	In compliance	FCRTA has an interagency agreement with Fresno COG to participate in the COG's defined contribution plan.
If the operator receives State Transit Assistance funds, the operator makes full use of funds available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted.	CCR 6754 (a) (3)	In compliance	As a recipient of STA funds, FCRTA is making full use of federal funds available under the Urban Mass Transportation Act of 1964 as amended. FY 2015/16: $1,765,867 (operating) FY 2016/17: $1,624,783 (operating) FY 2017/18: $1,522,098 (operating) $255,000 (capital) *Source: NTD reports, FY 2016 – FY 2018.*
In order to use State Transit Assistance funds for operating assistance, the operator's total operating cost per revenue hour does not exceed the sum of the preceding year's total plus an amount equal to the product of the percentage change in the CPI for the same period multiplied by the preceding year's total operating cost per revenue hour. An operator may qualify based on the preceding year's operating cost per revenue hour or the average of the three prior years. If an operator does not meet these qualifying tests, the operator may only use STA funds for capital purposes according to a sliding scale.	PUC 99314.6	In compliance	
A transit claimant is precluded from receiving monies from the Local Transportation Fund and the State Transit Assistance Fund in an amount which exceeds the claimant's capital and operating costs less the actual amount of fares received, the amount of local support required to meet the fare ratio, the amount of federal operating assistance, and the amount received during the year from a city or county to which the operator has provided services beyond its boundaries.	CCR 6634	In compliance	

Chapter 4
Prior Recommendations

This section reviews and evaluates the implementation of prior Triennial Performance Audit recommendations. This objective assessment provides assurance the Fresno County Rural Transit Agency has made quantifiable progress toward improving both the efficiency and effectiveness of its public transit program.

The prior audit – completed in January 2017 by Michael Baker International for the three fiscal years ending June 30, 2015 – included two recommendations:

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

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

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

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

   Progress: FCRTA staff followed the recommendation and updated its Title VI Plan during FY 16-17 to include the items listed in the recommendation and also took the steps discussed in the recommendation. The FCRTA Title VI Plan was approved by Caltrans on April 18, 2017. However, a review of the FCRTA's website in April 2019 showed the site did not include the Spanish version of the complaint form, even though it was included in the Title VI Program document. In addition, the website does not include the notice to the public or Title VI policy in Spanish (though the notice to the public does instruct, in Spanish, those who need information in a different language to call FCRTA).

   Status: Partially implemented.

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

Discussion: FCRTA's farebox ratio has consistently been above the TDA standard of 10 percent, although the ratio had declined by the end of the audit period due to certain cost increases such as insurance. New state legislation (SB 508, October 2015) makes changes to the farebox ratio, including exclusions for certain costs above inflation such as insurance. This change would help support the fare ratio for FCRTA. Also, the legislation reinforces the practice of allowing other locally generated revenues in the farebox ratio. Examples of possible other local support revenues may include, but are not limited to, gains on the sale of capital assets, lease revenues generated by transit-owned property, alternative fueling services, advertising revenues, donations made in lieu of a prescribed fare, and local transportation sales tax. These local support revenues are intended to be a supplement to passenger fare revenue when passenger revenues fail to meet farebox standard. The annual TDA fiscal audit should account for and calculate the farebox ratio inclusive of applicable cost and revenue adjustments.

Progress: FCRTA followed this recommendation and modified its accounting practices to account for the new farebox recovery method. This process is validated by fiscal auditors.

Status: Implemented.

Chapter 5
Data Reporting Analysis

An important aspect of the Triennial Performance Audit process is assessing how effectively and consistently the transit operator reports performance statistics to local, state, and federal agencies. Often as a condition of receipt of funding, an operator must collect, manage, and report data to different entities. Ensuring such data are consistent can be challenging given the differing definitions employed by different agencies as well as the varying reporting timeframes. This chapter examines the consistency of performance data reported by the Fresno County Rural Transit Agency to the State Controller and Federal Transit Administration specific to the audit period. Submissions to these entities were included within the State Controller's Transit Operators Financial Transactions Report (TOR) and the National Transit Database (NTD) report, respectively.

Exhibit 5.1 provides a comparison between performance data reported within the TOR and NTD reports for the current audit period (ending FY 2015/16 through FY 2017/18) and the data reported via monthly performance reports and TDA fiscal audits.

- **Operating Cost:** In FY 2017/18, the operating cost reported to the NTD was 2.8 percent lower than that reported elsewhere.
- **Fare Revenue:** In FY 2017/18, the fare revenue reported to the NTD was 4.8 percent lower than that reported elsewhere.
- **Vehicle Service Miles:** In FY 2017/18, the VSM reported to the NTD was x percent lower than that reported elsewhere.
- **Passengers:** In FY 2017/18, the Passengers reported to the NTD was 0.6 percent lower than that reported elsewhere.
- **Full-Time Equivalent (FTE) Employees:** Data reported to the State Controller was not consistent with the TDA, and FCRTA was unable to provide labor hour data necessary to calculate the proper FTE based on the TDA definition.

Exhibit 5.1 Data Reporting Consistency

Performance Measure	System-Wide		
	FY 2015/16	FY 2016/17	FY 2017/18
Operating Cost (Actual $)			
TDA fiscal audit	$4,810,113	$4,901,014	$4,933,077
National Transit Database	$4,810,113	$4,901,014	$4,795,303
State Controller Report	$4,810,113	$4,901,014	$4,933,077
Fare Revenue (Actual $)			
TDA fiscal audit	$574,987	$572,675	$595,100
National Transit Database	$574,987	$572,855	$566,698
State Controller Report	$574,987	$572,675	$595,100
Vehicle Service Hours (VSH)			
Monthly Performance Reports	71,821	71,697	68,557
National Transit Database	71,821	71,697	68,557
State Controller Report	71,821	71,697	68,557
Vehicle Service Miles (VSM)			
Monthly Performance Reports	1,011,074	988,295	942,171
National Transit Database	1,011,074	988,295	940,396
State Controller Report	1,011,074	988,295	942,171
Passengers			
Monthly Performance Reports	412,233	391,135	377,397
National Transit Database	412,233	391,135	375,219
State Controller Report	412,233	391,135	377,397
Full-Time Equivalent Employees			
State Controller Report	66	66	69

Chapter 6
Performance Analysis

Performance indicators are typically employed to quantify and assess the efficiency of a transit operator's activities. Such indicators provide insight into current operations as well as trend analysis of operator performance. Through a review of indicators, relative performance as well as possible inter-relationships between major functions is revealed.

The Transportation Development Act (TDA) requires recipients of TDA funding to track and report five performance indicators:

- Operating Cost/Passenger,
- Operating Cost/Vehicle Service Hour,
- Passengers/Vehicle Service Hour,
- Passengers/Vehicle Service Mile, and
- Vehicle Service Hours/Employee.

To assess the validity and use of performance indicators, the audit team performed the following activities:

- Assessed internal controls in place for the collection of performance-related information,
- Validated collection methods of key data,
- Calculated performance indicators, and
- Evaluated performance indicators.

The procedures used to calculate TDA-required performance measures for the current triennium were verified and compared with indicators included in similar reports to external entities (i.e., State Controller and Federal Transit Administration).

Operating Cost

The Transportation Development Act requires an operator to track and report transit-related costs reflective of the Uniform System of Accounts and Records developed by the State Controller and the California Department of Transportation. The most common method for ensuring this occurs is through a compliance audit report prepared by an independent auditor in accordance with California Code of Regulations Section 6667[1]. The annual independent financial audit should confirm the use of the Uniform System of Accounts and Records. *Operating cost* – as defined by PUC Section 99247(a) – excludes the following:

[1] CCR Section 6667 outlines the minimum tasks which must be performed by an independent auditor in conducting the annual fiscal and compliance audit of the transit operator.

- Cost in the depreciation and amortization expense object class adopted by the State Controller pursuant to PUC Section 99243,
- Subsidies for commuter rail services operated under the jurisdiction of the Interstate Commerce Commission,
- Direct costs of providing charter service, and
- Vehicle lease costs.

Vehicle Service Hours and Miles

Vehicle Service Hours (VSH) and *Miles* (VSM) are defined as the time/distance during which a revenue vehicle is available to carry fare-paying passengers, and which includes only those times/miles between the time or scheduled time of the first passenger pickup and the time or scheduled time of the last passenger drop-off during a period of the vehicle's continuous availability.[2] For example, demand-response service hours include those hours when a vehicle has dropped off a passenger and is traveling to pick up another passenger, but not those hours when the vehicle is unavailable for service due to driver breaks or lunch. For both demand-response and fixed-route services, service hours will exclude hours of "deadhead" travel to the first scheduled pick-up, and will also exclude hours of "deadhead" travel from the last scheduled drop-off back to the terminal. For fixed-route service, a vehicle is in service from first scheduled stop to last scheduled stop, whether or not passengers board or exit at those points (i.e., subtracting driver lunch and breaks but including scheduled layovers).

Passenger Counts

According to the Transportation Development Act, *total passengers* is equal to the total number of unlinked trips (i.e., those trips that are made by a passenger that involve a single boarding and departure), whether revenue-producing or not.

Employees

Employee hours is defined as the total number of hours (regular or overtime) which all employees have worked, and for which they have been paid a wage or salary. The hours must include transportation system-related hours worked by persons employed in connection with the system (whether or not the person is employed directly by the operator). Full-Time Equivalent (FTE) is calculated by dividing the number of person-hours by 2,000.

Fare Revenue

Fare revenue is defined by California Code of Regulations Section 6611.2 as revenue collected from the farebox plus sales of fare media. (Fare revenue does not include additional local revenues that can be used to supplement the farebox recovery ratio.)

[2] A vehicle is considered to be in revenue service despite a no-show or late cancellation if the vehicle remains available for passenger use.

TDA Required Indicators

To calculate the TDA indicators for the Fresno County Rural Transit Agency, the following sources were employed:

- Operating Cost was not independently calculated as part of this audit. Operating Cost data were obtained via TDA fiscal audits for each fiscal year covered by this audit. Operating Cost from the reports was compared against that reported to the State Controller and NTD and was determined to be consistent with TDA guidelines. In accordance with PUC Section 99247(a), the reported costs excluded depreciation and other allowable expenses.
- Fare Revenue was not independently calculated as part of this audit. Fare Revenue data were obtained via TDA fiscal audits for each fiscal year covered by this audit. Fare revenue from the reports is consistent with TDA guidelines.
- Vehicle Service Hours (VSH) data were obtained via State Controller Reports for each fiscal year covered by this audit. Data from these reports were then compared with information included within the Agency's monthly performance data summary reports. The Agency's calculation methodology is consistent with PUC guidelines.
- Vehicle Service Miles (VSM) data were obtained via State Controller Reports for each fiscal year covered by this audit. Data from these reports were then compared with information included within the Agency's monthly performance data summary reports. This methodology is consistent with PUC guidelines.
- Unlinked trip data were obtained via State Controller reports for each fiscal year covered by this audit. Data from these reports were then compared with information included within the Town's monthly performance data summary reports. The Agency's calculation methodology is consistent with PUC guidelines.
- Full-Time Equivalent (FTE) methodology was provided by the Agency and is not consistent with the TDA definition (hours worked divided by 2,000).

System Performance Trends

Operating cost fluctuated between FY 2012/13 and FY 2017/18, exhibiting a 7.3 percent net increase, with the most significant increase of 12.8 percent in FY 2014/15. Fare revenue in the six-year period ended with a net increase of 3.0 percent.

System-wide Vehicle Service Hours (VSH) saw a net increase of only 1.2 percent across the six-year period. Vehicle Service Miles (VSM) saw a comparable decrease between FY 2012/13 and FY 2017/18 of just 1.1 percent. Ridership experienced a net decrease of 4.5 percent across the six-year period.

Cost-related performance indictors increased steadily during the current audit period. System-wide unaided farebox increased very slightly between the first and last year of the audit period. Passengers per VSH and VSM decreased slightly with an overall ridership decrease.

It should be noted that system-wide data reflects that reported in the State Controller Report. Mode-specific data is taken from the NTD reports, which had slight variances from the State Controller Report in FY 2017/18.

Exhibit 6.1 System Performance Indicators

Performance Measure	System-wide					
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Operating Cost (Actual $)	$4,598,173	$4,420,103	$4,987,818	$4,810,113	$4,901,014	$4,933,077
Annual Change		*-3.9%*	*12.8%*	*-3.6%*	*1.9%*	*0.7%*
Fare Revenue (Actual $)	$577,599	$583,598	$588,693	$574,987	$572,855	$595,698
Annual Change		*1.0%*	*0.9%*	*-2.3%*	*-0.4%*	*4.0%*
Vehicle Service Hours (VSH)	67,756	65,268	69,155	71,821	71,697	68,557
Annual Change		*-3.7%*	*6.0%*	*3.9%*	*-0.2%*	*-4.4%*
Vehicle Service Miles (VSM)	952,347	889,306	942,469	1,011,074	988,295	942,171
Annual Change		*-6.6%*	*6.0%*	*7.3%*	*-2.3%*	*-4.7%*
Passengers	439,564	436,218	419,846	412,233	391,135	377,397
Annual Change		*-0.8%*	*-3.8%*	*-1.8%*	*-5.1%*	*-3.5%*
Employees	56	56	66	66	66	69
Annual Change		*0.0%*	*17.9%*	*0.0%*	*0.0%*	*4.5%*
Performance Indicators						
Operating Cost/VSH (Actual $)	$67.86	$67.72	$72.13	$66.97	$68.36	$71.96
Annual Change		*-0.2%*	*6.5%*	*-7.1%*	*2.1%*	*5.3%*
Operating Cost/Passenger (Actual	$10.46	$10.13	$11.88	$11.67	$12.53	$13.07
Annual Change		*-3.1%*	*17.2%*	*-1.8%*	*7.4%*	*4.3%*
Passengers/VSH	6.49	6.68	6.07	5.74	5.46	5.50
Annual Change		*3.0%*	*-9.2%*	*-5.5%*	*-5.0%*	*0.9%*
Passengers/VSM	0.46	0.49	0.45	0.41	0.40	0.40
Annual Change		*6.3%*	*-9.2%*	*-8.5%*	*-2.9%*	*1.2%*
Farebox Recovery	12.6%	13.2%	11.8%	12.0%	11.7%	12.1%
Annual Change		*5.1%*	*-10.6%*	*1.3%*	*-2.2%*	*3.3%*
Hours/Employee	1209.9	1165.5	1047.8	1,088.2	1,086.3	993.6
Annual Change		*-3.7%*	*-10.1%*	*3.9%*	*-0.2%*	*-8.5%*
TDA Non-Required Indicators						
Operating Cost/VSM	$4.83	$4.97	$5.29	$4.76	$4.96	$5.24
Annual Change		*2.9%*	*6.5%*	*-10.1%*	*4.2%*	*5.6%*
VSM/VSH	14.06	13.63	13.63	14.08	13.78	13.74
Annual Change		*-3.1%*	*0.0%*	*3.3%*	*-2.1%*	*-0.3%*
Fare/Passenger	$1.31	$1.34	$1.40	$1.39	$1.46	$1.58
Annual Change		*1.8%*	*4.8%*	*-0.5%*	*5.0%*	*7.8%*

Sources: FY 2012/13 – FY 2014/15 data from prior Triennial Performance Audit.
FY 2015/16 – FY 2017/18 data from State Controller Reports.

Exhibit 6.2 System Ridership

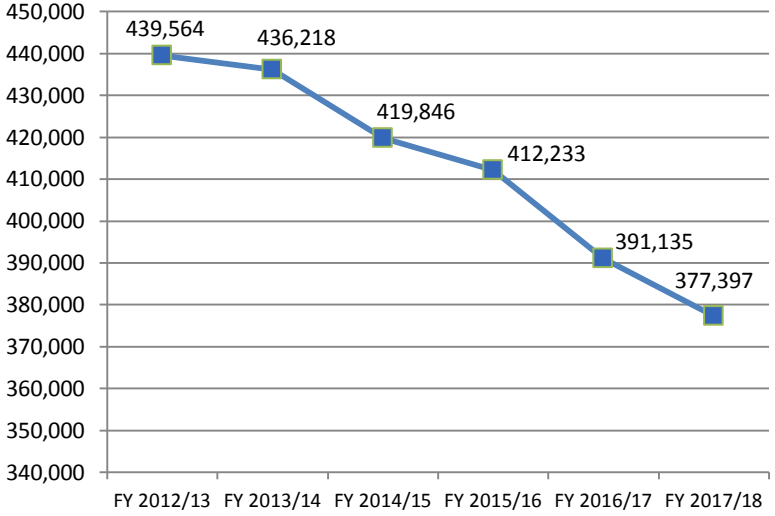


Exhibit 6.3 System Operating Cost/VSH

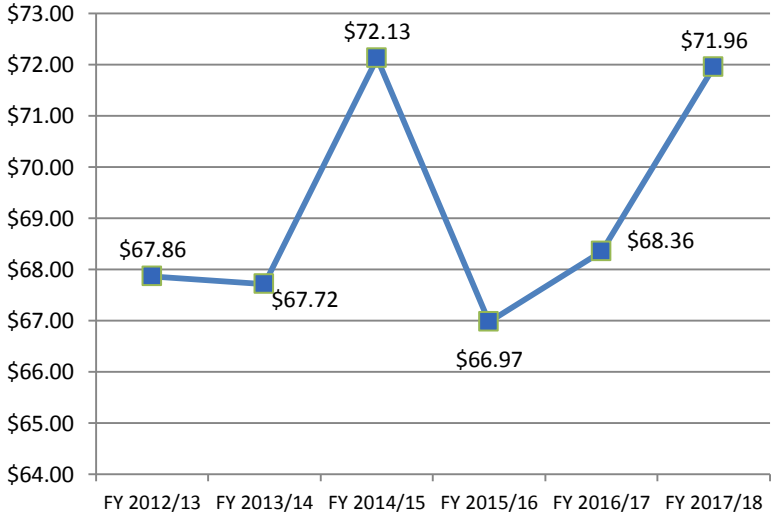


Exhibit 6.4 System Operating Cost/VSM

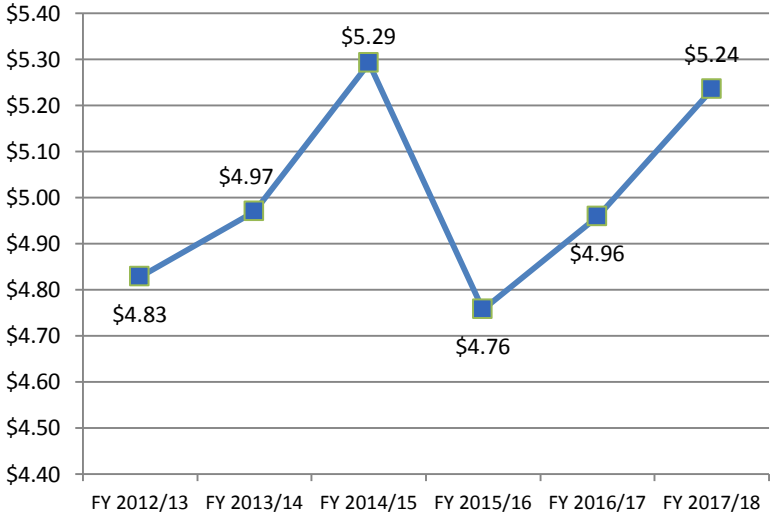


Exhibit 6.5 System VSM/VSH

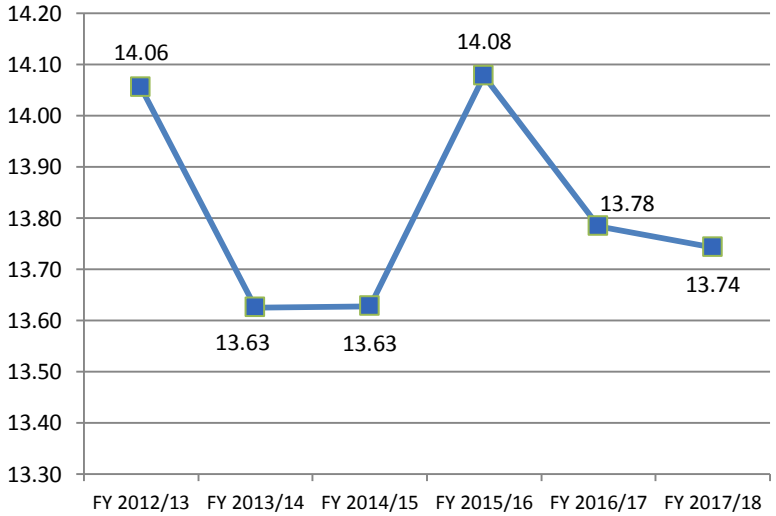


Exhibit 6.6 System Operating Cost/Passenger

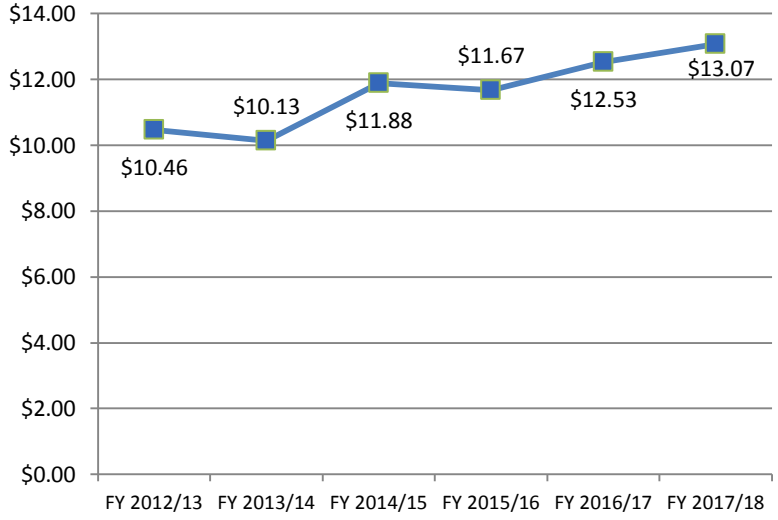


Exhibit 6.7 System Passengers/VSH

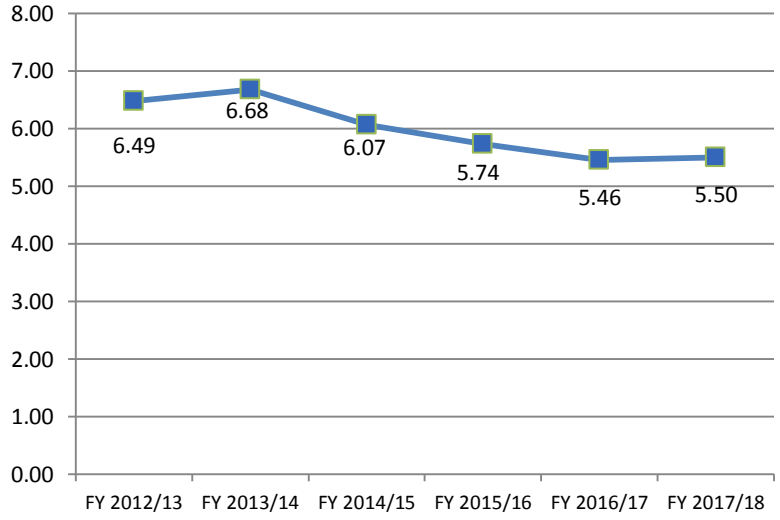


Exhibit 6.8 System Passengers/VSM

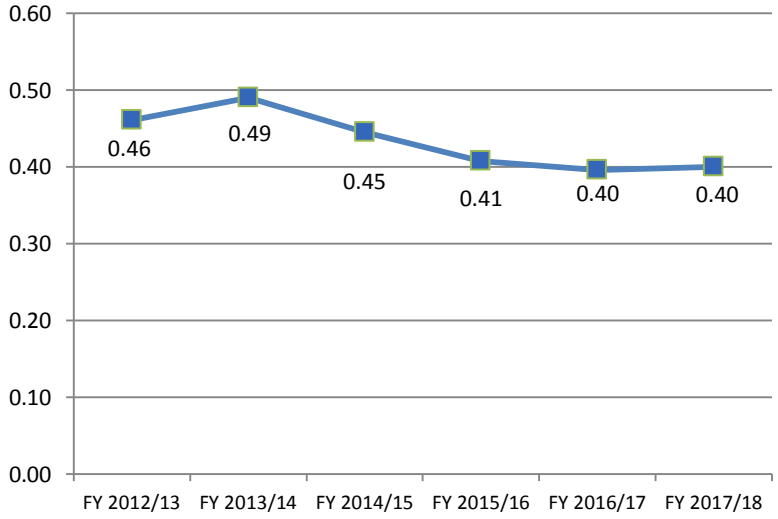


Exhibit 6.9 System VSH/FTE

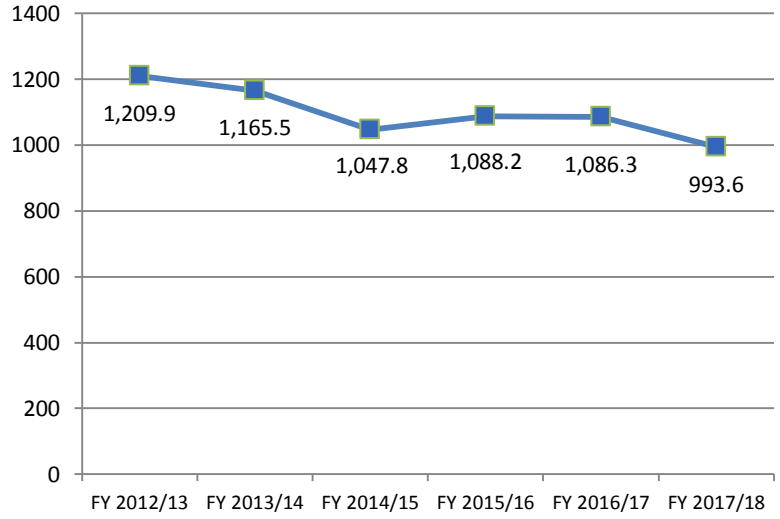


Exhibit 6.10 System Farebox Recovery

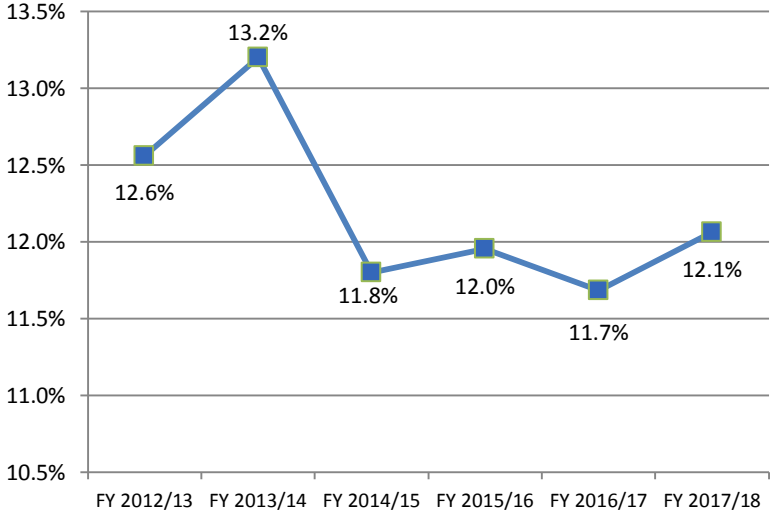
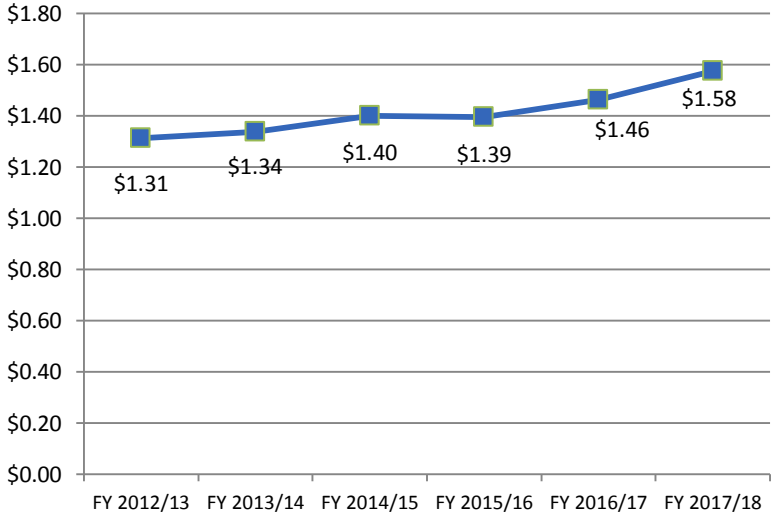


Exhibit 6.11 System Fare/Passenger



Fixed-Route Service

It should be noted that mode-specific data is taken from the NTD reports, which had slight variances from the State Controller Report in FY 2017/18. System-wide data reflects that reported in the State Controller Report.

Given the prior audit report did not include mode-specific financial data, the fixed-route service review only reflects data back to FY 2013/14.

Operating cost changed increased between FY 2013/14 and FY 2017/18, exhibiting a 46.7 percent net increase. The most significant increase was 50.9 percent in FY 2014/15. Fare revenue saw a net decrease of 2.7 percent during the current audit period.

Fixed-Route Vehicle Service Hours (VSH) saw a net increase of 11.8 percent across the five-year period, with the most significant increase of 44.0 percent occurring in FY 2014/15. Vehicle Service Miles (VSM) also saw noticeable change between FY 2013/14 and FY 2017/18 with a net increase of 37 percent. The greatest increase of 34.2 percent occurred in FY 2014/15. Ridership experienced a net decrease of 8.3 percent across the five-year period.

Operating Cost/VSH and Operating Cost/VSM increased each year, while Operating Cost/Passenger ultimately decreased. Passengers/VSH and Passengers/VSM both increased, indicating an improvement in productivity. Fixed-route unaided farebox recovery remained virtually the same across the audit period.

Exhibit 6.12 Fixed-Route Performance Indicators

Performance Measure	Fixed-Route				
	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Operating Cost (Actual $)	$915,403	$1,381,626	$1,330,958	$1,374,244	$1,342,685
Annual Change		*50.9%*	*-3.7%*	*3.3%*	*-2.3%*
Fare Revenue (Actual $)	$350,403	$163,068	$159,099	$160,758	$158,675
Annual Change		*-53.5%*	*-2.4%*	*1.0%*	*-1.3%*
Vehicle Service Hours (VSH)	13,299	19,153	19,872	20,101	18,926
Annual Change		*44.0%*	*3.8%*	*1.2%*	*-5.8%*
Vehicle Service Miles (VSM)	294,003	394,455	431,926	440,062	402,712
Annual Change		*34.2%*	*9.5%*	*1.9%*	*-8.5%*
Passengers	102,650	109,354	91,588	93,575	94,093
Annual Change		*6.5%*	*-16.2%*	*2.2%*	*0.6%*
Employees	12	15	15	15	16
Annual Change		*25.0%*	*0.0%*	*0.0%*	*6.7%*
Performance Indicators					
Operating Cost/VSH (Actual $)	$68.83	$72.14	$66.98	$68.37	$70.94
Annual Change		*4.8%*	*-7.2%*	*2.1%*	*3.8%*
Operating Cost/Passenger (Actual $)	$8.92	$12.63	$14.53	$14.69	$14.27
Annual Change		*41.7%*	*15.0%*	*1.1%*	*-2.8%*
Passengers/VSH	7.72	5.71	4.61	4.66	4.97
Annual Change		*-26.0%*	*-19.3%*	*1.0%*	*6.8%*
Passengers/VSM	0.35	0.28	0.21	0.21	0.23
Annual Change		*-20.6%*	*-23.5%*	*0.3%*	*9.9%*
Farebox Recovery	38.28%	11.80%	11.95%	11.70%	11.82%
Annual Change		*-69.2%*	*1.3%*	*-2.1%*	*1.0%*
Hours/Employee	1108.3	1276.9	1324.8	1340.1	1182.9
Annual Change		*15.2%*	*3.8%*	*1.2%*	*-11.7%*
TDA Non-Required Indicators					
Operating Cost/VSM	$3.11	$3.50	$3.08	$3.12	$3.33
Annual Change		*12.5%*	*-12.0%*	*1.3%*	*6.8%*
VSM/VSH	22.11	20.59	21.74	21.89	21.28
Annual Change		*-6.8%*	*5.5%*	*0.7%*	*-2.8%*
Fare/Passenger	$3.41	$1.49	$1.74	$1.72	$1.69
Annual Change		*-56.3%*	*16.5%*	*-1.1%*	*-1.8%*

Sources: FY 2013/14 – FY 2014/15 data from prior Triennial Performance Audit.
FY 2015/16 – FY 2017/18 data from NTD Reports.

Exhibit 6.13 Fixed-Route Ridership

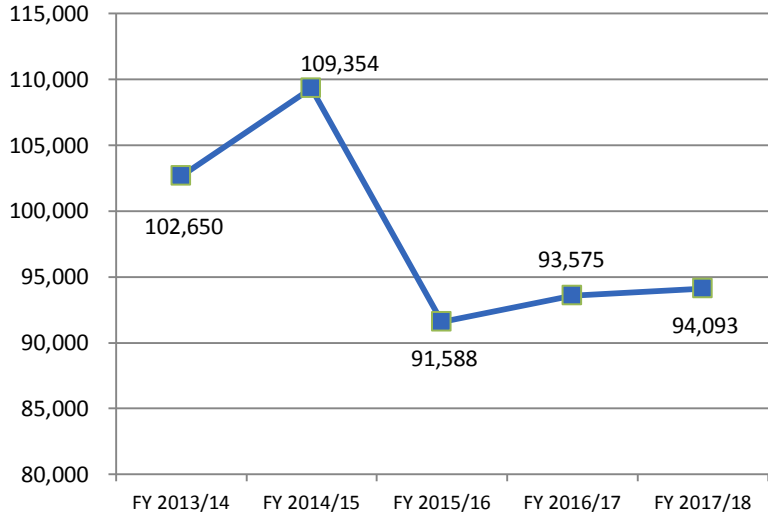


Exhibit 6.14 Fixed-Route Operating Cost/VSH

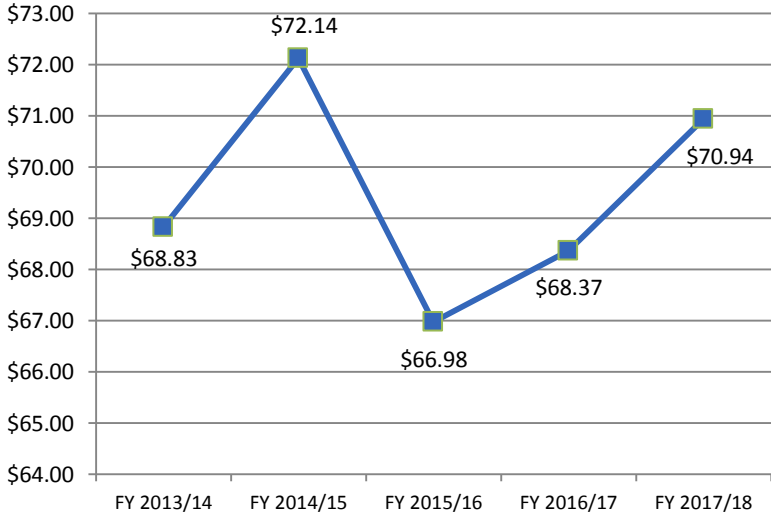


Exhibit 6.15 Fixed-Route Operating Cost/VSM

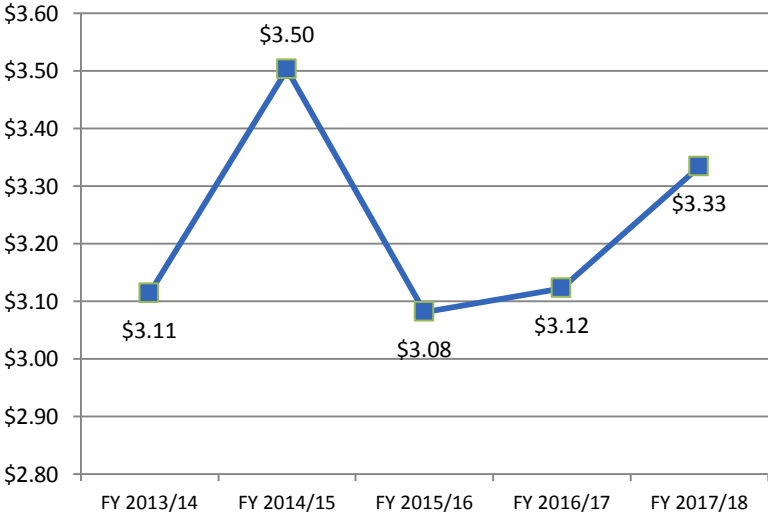


Exhibit 6.16 Fixed-Route VSM/VSH

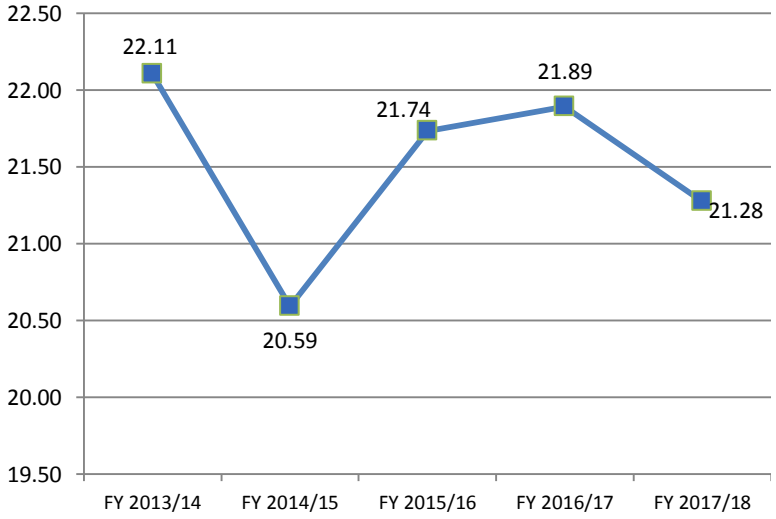


Exhibit 6.17 Fixed-Route Operating Cost/Passenger

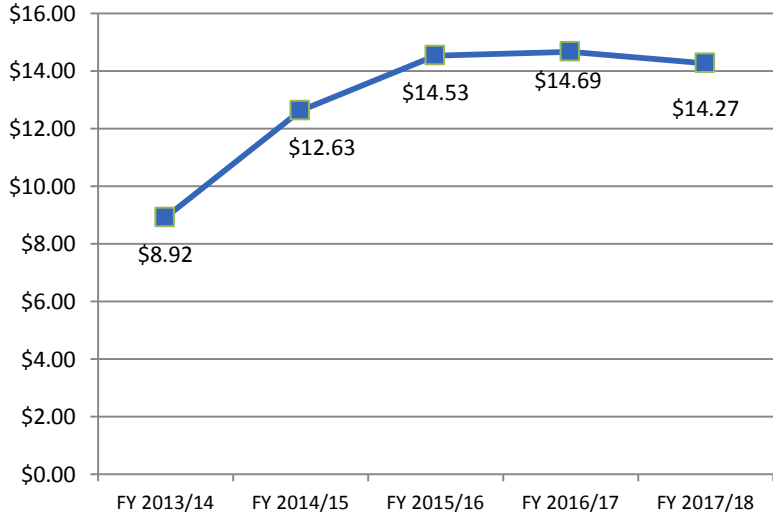


Exhibit 6.18 Fixed-Route Passengers/VSH

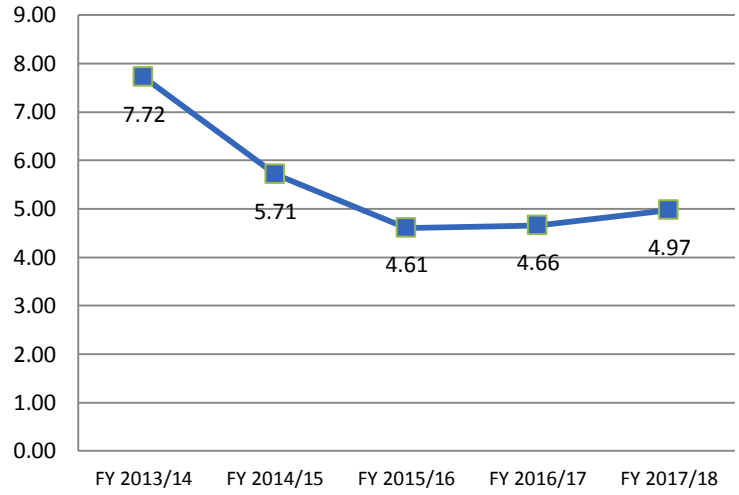


Exhibit 6.19 Fixed-Route Passengers/VSM

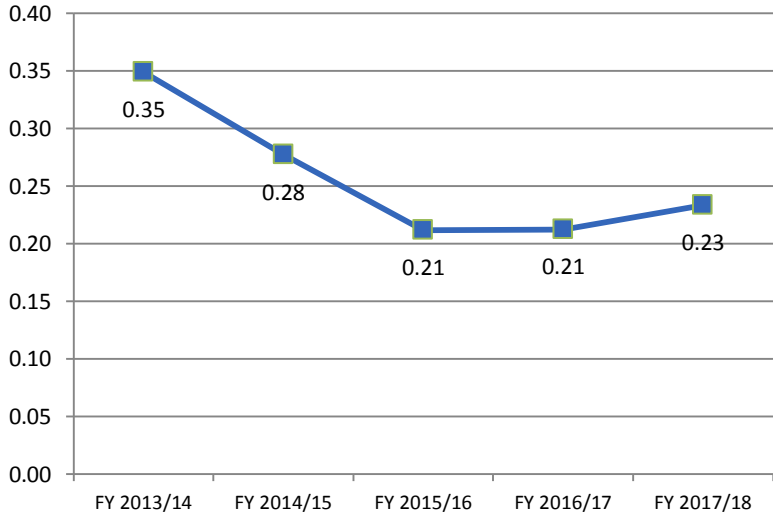


Exhibit 6.20 Fixed-Route VSH/FTE

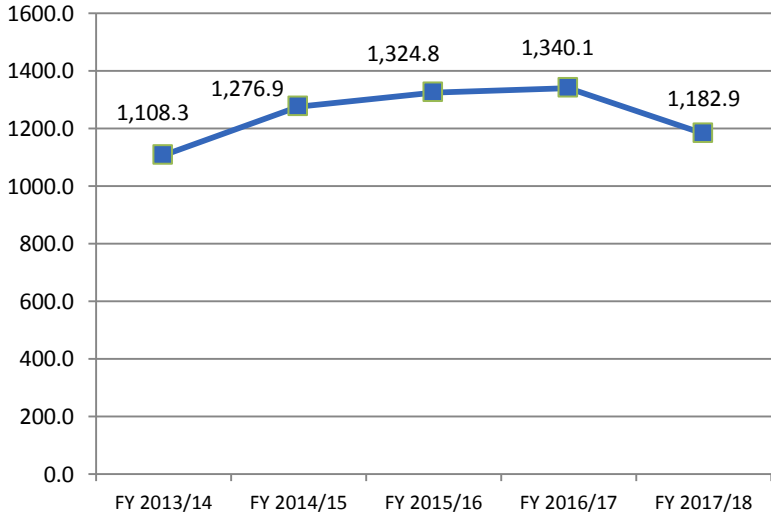


Exhibit 6.21 Fixed-Route Farebox Recovery

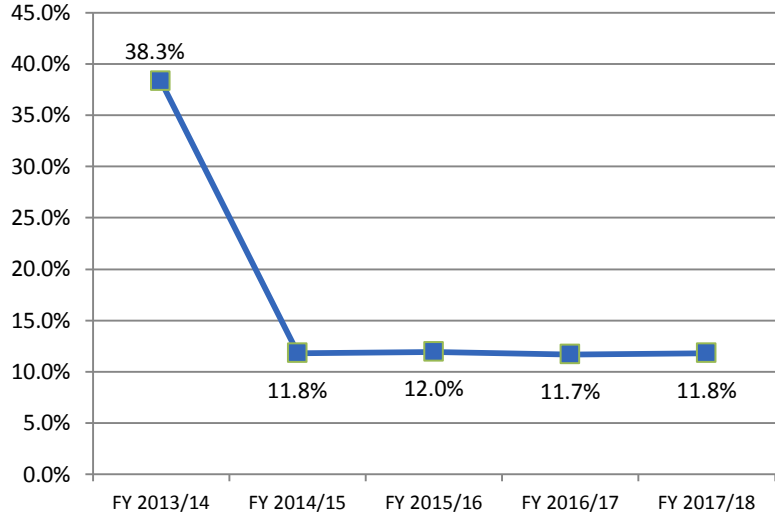
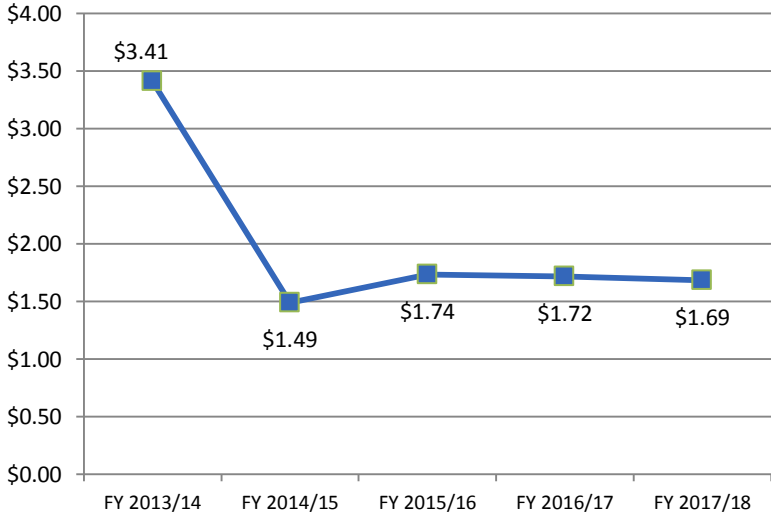


Exhibit 6.22 Fixed-Route Fare/Passenger



Demand-Response Service

It should be noted that mode-specific data is taken from the NTD reports, which had slight variances from the State Controller Report in FY 2017/18. System-wide data reflects that reported in the State Controller Report.

Given the prior audit report did not include mode-specific financial data, the demand-response service review only reflects data back to FY 2013/14.

Operating cost slightly decreased between FY 2013/14 and FY 2017/18, exhibiting a 1.5 percent net decrease. Fare revenue decreased by 4.1 percent during the audit period.

Demand-response Vehicle Service Hours (VSH) saw a net decrease of 3.8 percent across the five-year period. Vehicle Service Miles (VSM) saw a net decrease of 9.4 percent between FY 2013/14 and FY 2017/18. Ridership experienced a net decrease of 15.1 percent across the five-year period.

Cost-related performance indicators all increased during the audit period. Passengers per VSH and Passengers per VSM both declined during the current audit period. Demand-response unaided farebox recovery fell slightly during the audit period..

Exhibit 6.23 Demand-Response Performance Indicators

Performance Measure	Demand-Response				
	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Operating Cost (Actual $)	$3,504,700	$3,606,192	$3,479,155	$3,526,770	$3,452,618
Annual Change		*2.9%*	*-3.5%*	*1.4%*	*-2.1%*
Fare Revenue (Actual $)	$233,195	$425,625	$415,888	$412,097	$408,023
Annual Change		*82.5%*	*-2.3%*	*-0.9%*	*-1.0%*
Vehicle Service Hours (VSH)	51,969	50,002	51,949	51,596	49,631
Annual Change		*-3.8%*	*3.9%*	*-0.7%*	*-3.8%*
Vehicle Service Miles (VSM)	595,303	548,014	579,148	548,233	539,459
Annual Change		*-7.9%*	*5.7%*	*-5.3%*	*-1.6%*
Passengers	333,568	310,492	320,645	297,560	283,304
Annual Change		*-6.9%*	*3.3%*	*-7.2%*	*-4.8%*
Employees	44	51	51	51	53
Annual Change		*15.9%*	*0.0%*	*0.0%*	*3.9%*
Performance Indicators					
Operating Cost/VSH (Actual $)	$67.44	$72.12	$66.97	$68.35	$69.57
Annual Change		*6.9%*	*-7.1%*	*2.1%*	*1.8%*
Operating Cost/Passenger (Actual $)	$10.51	$11.61	$10.85	$11.85	$12.19
Annual Change		*10.5%*	*-6.6%*	*9.2%*	*2.8%*
Passengers/VSH	6.42	6.21	6.17	5.77	5.71
Annual Change		*-3.3%*	*-0.6%*	*-6.6%*	*-1.0%*
Passengers/VSM	0.56	0.57	0.55	0.54	0.53
Annual Change		*1.1%*	*-2.3%*	*-2.0%*	*-3.2%*
Farebox Recovery	6.7%	11.8%	12.0%	11.7%	11.8%
Annual Change		*77.4%*	*1.3%*	*-2.2%*	*1.1%*
Hours/Employee	1,181.1	980.4	1,018.6	1,011.7	936.4
Annual Change		*-17.0%*	*3.9%*	*-0.7%*	*-7.4%*
TDA Non-Required Indicators					
Operating Cost/VSM	$5.89	$6.58	$6.01	$6.43	$6.40
Annual Change		*11.8%*	*-8.7%*	*7.1%*	*-0.5%*
VSM/VSH	11.45	10.96	11.15	10.63	10.87
Annual Change		*-4.3%*	*1.7%*	*-4.7%*	*2.3%*
Fare/Passenger	$0.70	$1.37	$1.30	$1.38	$1.44
Annual Change		*96.1%*	*-5.4%*	*6.8%*	*4.0%*

Sources: FY 2013/14 – FY 2014/15 data from prior Triennial Performance Audit.
FY 2015/16 – FY 2017/18 data from NTD Reports.

Exhibit 6.24 Demand-Response Ridership

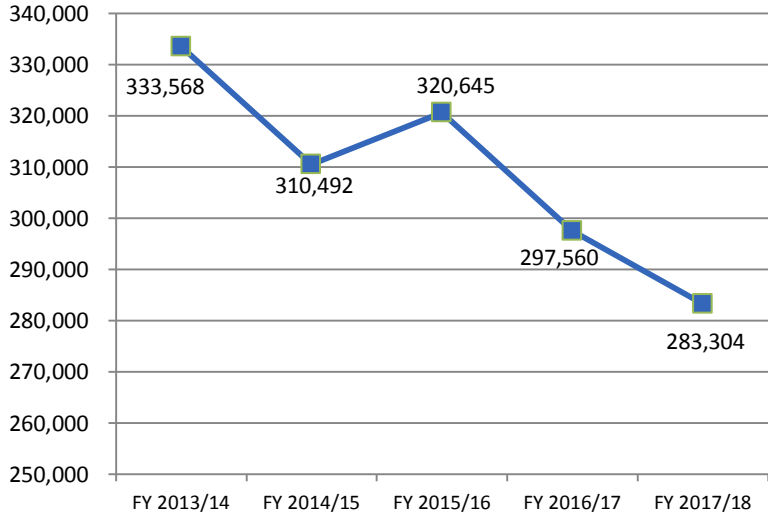


Exhibit 6.25 Demand-Response Operating Cost/VSH

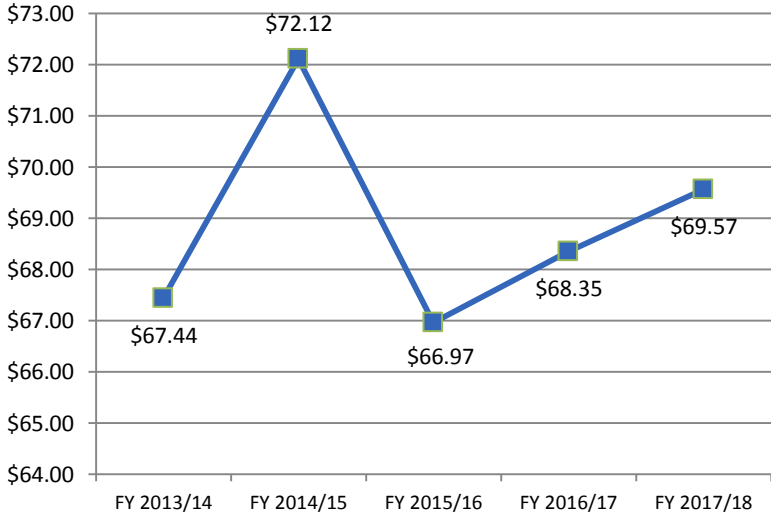


Exhibit 6.26 Demand-Response Operating Cost/VSM

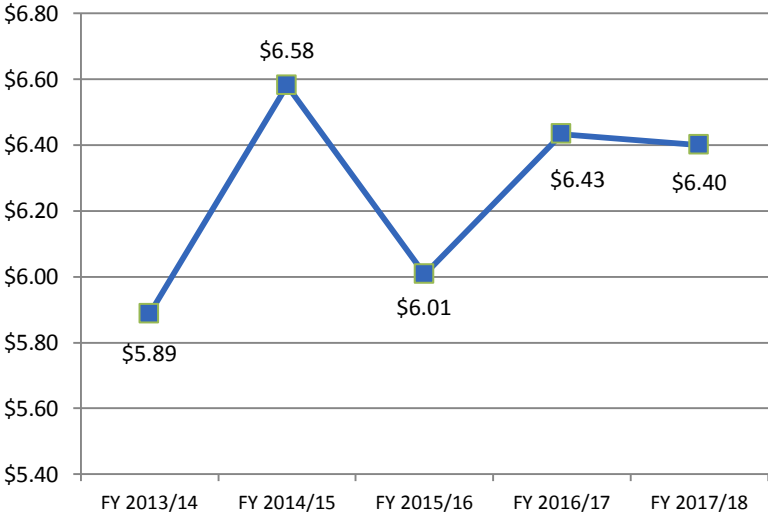


Exhibit 6.27 Demand-Response VSM/VSH

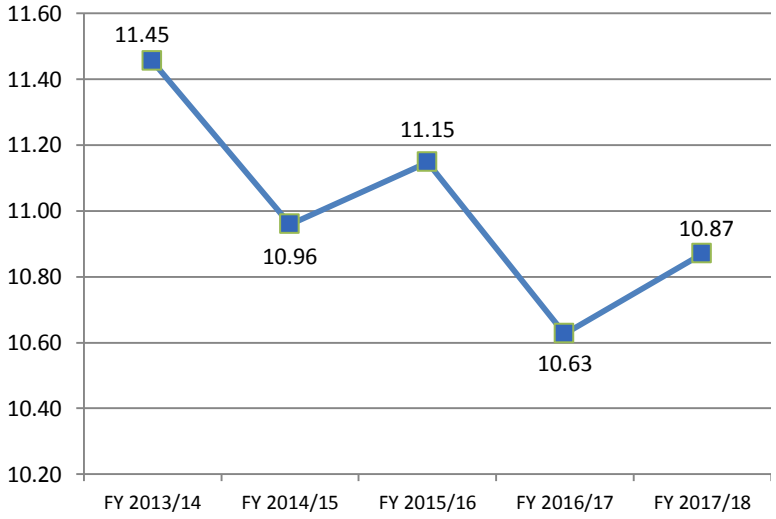


Exhibit 6.28 Demand-Response Operating Cost/Passenger

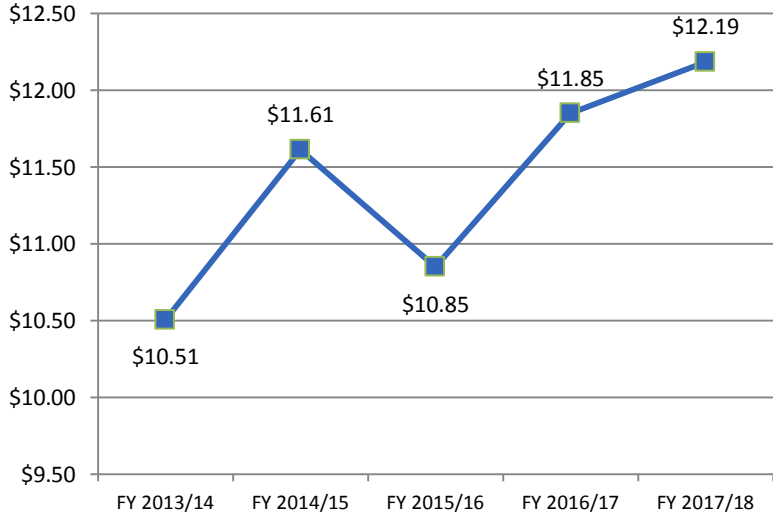


Exhibit 6.29 Demand-Response Passengers/VSH

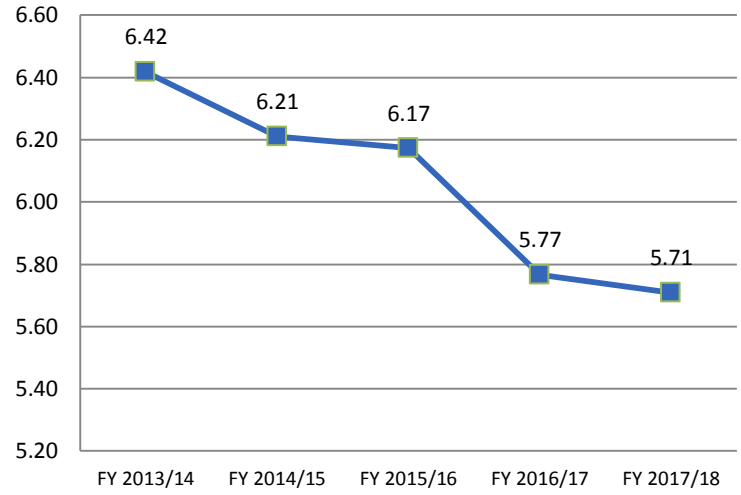


Exhibit 6.30 Demand-Response Passengers/VSM

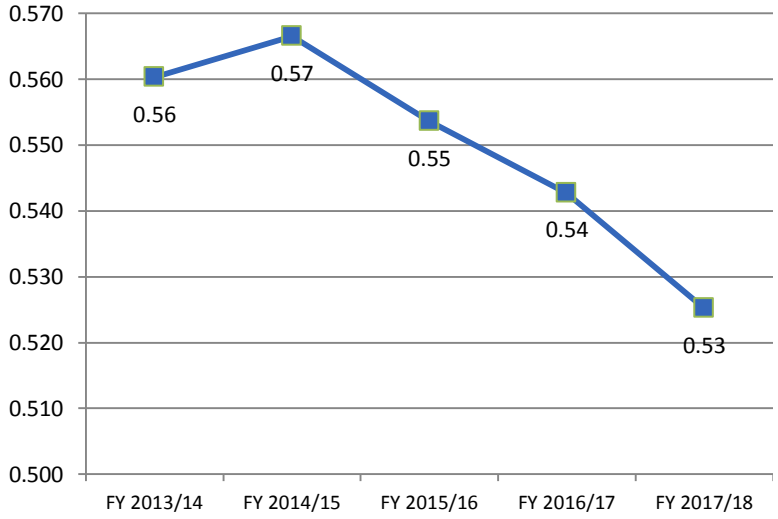


Exhibit 6.31 Demand-Response VSH/FTE

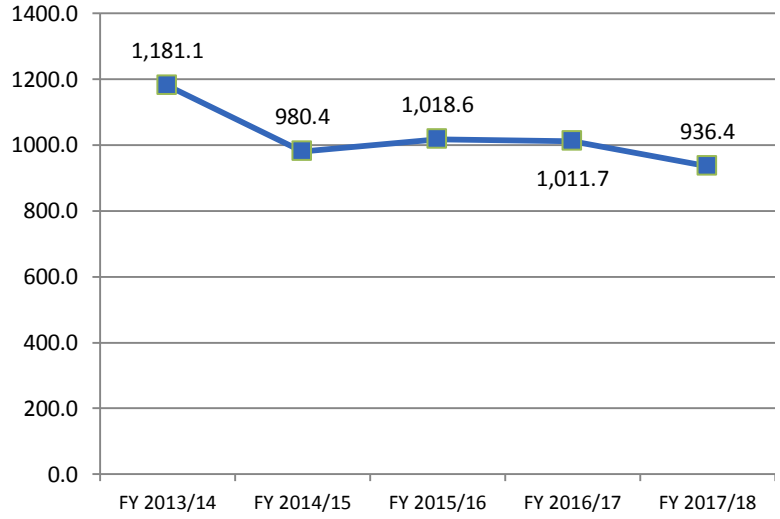


Exhibit 6.32 Demand-Response Farebox Recovery

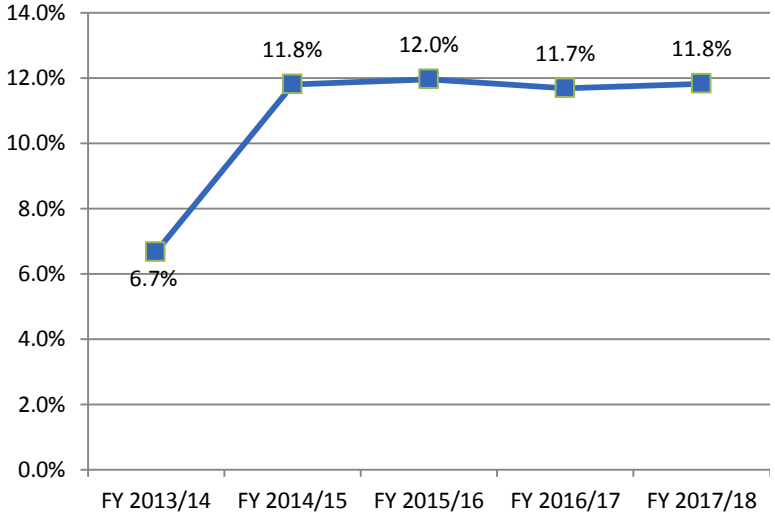
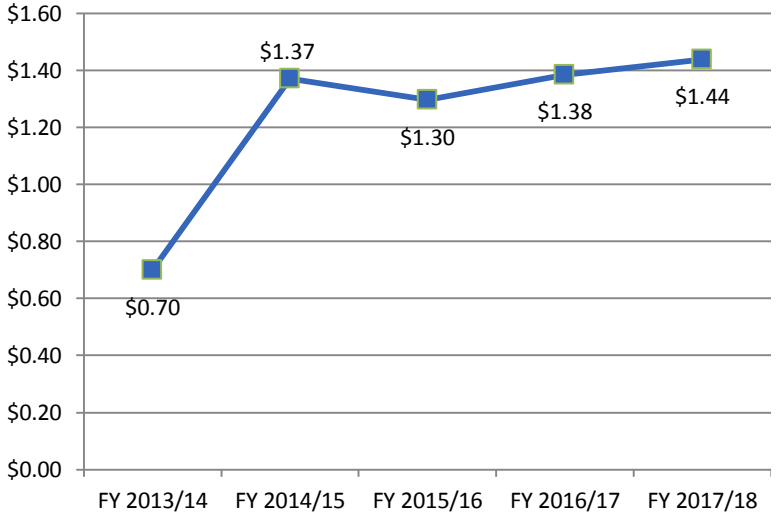


Exhibit 6.33 Demand-Response Fare/Passenger



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Chapter 7
Functional Review

A functional review of the Fresno County Rural Transit Agency public transit program is intended to assess the effectiveness and efficiency of the operator. Following a general summary of the Agency's transit services, this chapter addresses seven functional areas. The list, taken from Section III of the *Performance Audit Guidebook* published by Caltrans, reflects those transit services provided by the Fresno County Rural Transit Agency through its transit program:

- General management and organization;
- Service planning;
- Scheduling, dispatch, and operations;
- Personnel management and training;
- Administration;
- Marketing and public information; and
- Fleet maintenance.

Service Overview

The Fresno County Rural Transit Agency consists of seven fixed routes and numerous local demand-response services. The service operates within the rural communities throughout Fresno County and the Central Valley. Service is available on weekdays from 7:00 a.m. through 5:30 p.m., with limited service on Saturday on the Coalinga route. The service does not operate on Sunday or designated holidays. Riders may connect with Fresno Area Express (FAX), FAX's Handy Ride, Clovis Transit's Stageline, Clovis Transit's Round Up, Kings Area Rural Transit (KART), and Dinuba Connection.

FCRTA also operates a curb-to-curb demand-response service open to the general public. Service is limited to the rural portions of the county regular service hours. Requests for service in the local area do not need a minimum advance notice.

The FCRTA system includes the following:

- Auberry Transit (dial-a-ride),
- Coalinga Transit (dial-a-ride),
- Coalinga Inter-city Transit (fixed-route),
- Del Rey Transit (dial-a-ride),
- Firebaugh Transit (dial-a-ride),
- Firebaugh-Mendota Transit (dial-a-ride),
- Fowler Transit (dial-a-ride),
- Huron Transit (dial-a-ride),
- Huron Inter-city Transit (fixed-route),
- Inter Connection Shuttle (dial-a-ride),
- Kerman Transit (dial-a-ride),
- Kingsburg to Reedley College Transit (fixed-route),

- Laton Transit (dial-a-ride),
- Mendota Transit (dial-a-ride),
- Orange Cove In-city Transit (dial-a-ride),
- Orange Cove Inter-city Transit (fixed-route),
- Parlier Transit (dial-a-ride),
- Reedley Transit (dial-a-ride),
- Rural Transit (dial-a-ride),
- Sanger Transit (dial-a-ride),
- Sanger Express (fixed-route),
- San Joaquin Transit (dial-a-ride),
- Selma Transit (dial-a-ride),
- Southeast Transit (fixed-route), and
- Westside Transit (fixed-route).

Passenger fares are subsidized to be reasonable and encourage frequent trips. One-way fares for service within a community range from 35 cents for the elderly and children accompanied by an adult, to 75 cents for the general public. Fares for intercity service range from 75 cents to $6.00 per one-way trip, depending on distance traveled. Fares for seniors and persons with disabilities for intra-city services are free, subsidized by Measure C.

Exhibit 7.1 Coalinga Inter-city Transit Fare Structure

	Coalinga	Huron	Five Star	5-Points	Lanare	Riverdale	Elkhorn	Caruthers	Mt. View/ HWy 41	Raisin City	Manning/ HWy 41	Easton	Courthouse	Amtrak Greyhound Community Hosp.	UMC/Airport
Coalinga		$2	$2.50	$2.50	$3	$3	$3.50	$3.50	$3.50	$4	$4	$4.50	$5.50	$5.50	$6.75
Huron	$4		$2	$2	$2.50	$3	$3	$3	$3.50	$3.50	$4	$4	$4.50	$4.50	$5.75
Five Star	$5	$4		$2	$2.50	$2.50	$3	$3	$3	$3.50	$3.50	$4	$4	$4	$5.25
5-Points	$5	$4	$4		$2	$2.50	$2.50	$2.50	$3	$3.50	$3.50	$3.50	$4	$4	$5.25
Lanare						$2	$2.50	$2.50	$2.50	$3	$3.50	$3.50	$3.50	$3.50	$4.75
Riverdale	$6	$6	$5	$5	$4		$2	$2	$2.50	$3	$3	$3.50	$3.50	$3.50	$4.75
Elkhorn	$7	$6	$6	$5	$5	$4		$2	$2	$2.50	$3	$3	$3.50	$3.50	$4.75
Caruthers	$7	$6	$6	$5	$5	$4	$4		$2	$2.50	$3	$3	$3	$3.50	$4.75
Mt. View/ Hwy 41	$7	$7	$6	$6	$5	$5	$4	$4		$2	$2.50	$3	$3	$3	$4.25
Raisin City	$8	$7	$7	$7	$6	$6	$5	$5	$5		$2	$2	$2.50	$2.50	$3.75
Manning/ Hwy 41	$8	$8	$7	$7	$7	$6	$6	$6	$5	$4		$2	$2.50	$2.50	$3.75
Easton	$9	$8	$8	$7	$7	$7	$6	$6	$6	$5	$4		$2	$2	$3.25
Courthouse	$11	$9	$8	$8	$7	$7	$7	$7	$6	$5	$5	$4		$1.25	$1.25
Amtrak Greyhound Community Hosp.	$11	$9	$8	$8	$7	$7	$7	$7	$6	$5	$5	$4	$2.50		$1.25
UMC/Airport	$13.50	$11.50	$10.50	$10.50	$9.50	$9.50	$9.50	$9.50	$8.50	$7.50	$7.50	$6.50	$2.50	$2.50	

ONE WAY

ROUND TRIP

Exhibit 7.2 Huron Inter-city Transit Fare Structure

Huron Inter-city Transit	Cost
One-way, all customers	$2.50
Round-trip, all customers	$5.00
College student monthly pass	$35.00

Exhibit 7.3 Kingsburg-Reedley Inter-city Transit Fare Structure

Kingsburg-Reedley Inter-City Transit	One-way	Round-trip	Monthly pass
Kingsburg & Selma	$0.75	$1.50	$30.00
Kingsburg & Fowler	$1.50	$3.00	$60.00
Kingsburg & Parlier	$2.00	$4.00	$80.00
Kingsburg & Reedley	$2.35	$4.70	$94.00
Selma & Fowler	$0.75	$1.50	$30.00
Selma & Parlier	$1.50	$3.00	$60.00
Selma & Reedley	$2.35	$4.70	$94.00
Fowler & Parlier	$1.50	$3.00	$60.00
Fowler & Reedley	$2.25	$4.50	$90.00
Parlier & Reedley	$0.75	$1.50	$30.00
Monthly student pass	N/A	N/A	$35.00

Exhibit 7.4 Orange Cove Inter-city Transit Fare Structure

Orange Cove Inter-City Transit	One-way	Round-trip	Monthly pass
Orange Cove & Reedley	$0.85	$1.70	$34.00
Orange Cove & Reedley – Reduced	$0.50	$1.00	$20.00
Orange Cove & Parlier	$1.50	$3.00	$60.00
Orange Cove & Parlier – Reduced	$0.75	$1.50	$30.00
Orange Cove & Sanger	$2.00	$4.00	$80.00
Orange Cove & Sanger – Reduced	$1.00	$2.00	$40.00
Orange Cove & Fresno	$3.00	$6.00	$120.00
Orange Cove & Fresno – Reduced	$1.50	$3.00	$60.00
Reedley & Parlier	$0.85	$1.70	$34.00
Reedley & Parlier – Reduced	$0.50	$1.00	$20.00
Reedley & Sanger	$1.75	$3.50	$70.00
Reedley & Sanger – Reduced	$0.85	$1.70	$34.00
Reedley & Fresno	$2.80	$5.60	$112.00
Reedley & Fresno – Reduced	$1.40	$2.80	$56.00
Parlier & Sanger	$1.50	$3.00	$60.00
Parlier & Sanger – Reduced	$0.75	$1.50	$30.00
Parlier & Fresno	$2.35	$4.70	$94.00
Parlier & Fresno – Reduced	$1.20	$2.40	$48.00
Sanger & Fresno	$2.00	$4.00	$80.00
Sanger & Fresno – Reduced	$1.00	$2.00	$40.00

Exhibit 7.5 Sanger Express Fare Structure

Sanger Express	One-way	Round-trip	Monthly pass
General public	$1.75	$3.50	$70.00
Reduced	$0.85	$1.70	$34.00

Exhibit 7.6 Southeast Inter-city Transit Fare Structure

Southeast Inter-city Transit	One-way	Round-trip	Monthly pass
Kingsburg & Fresno	$2.50	$4.75	$95.00
Kingsburg & Fresno – Reduced	$2.25	$4.25	$85.00
Kingsburg & Selma	$0.75	$1.25	$25.00
Kingsburg & Selma – Reduced	$0.50	$0.75	$15.00
Kingsburg & Fowler	$1.50	$2.75	$55.00
Kingsburg & Fowler – Reduced	$1.25	$2.25	$45.00
Selma & Fowler	$0.75	$1.25	$25.00
Selma & Fowler – Reduced	$0.50	$0.75	$15.00
Selma & Fresno	$2.00	$3.75	$75.00
Selma & Fresno – Reduced	$1.75	$3.25	$65.00
Fowler & Fresno	$1.25	$2.25	$45.00
Fowler & Fresno – Reduced	$1.00	$1.75	$35.00

Exhibit 7.7 Westside Inter-city Transit Fare Structure

Westside Inter-city Transit	One-way	Round-trip	Monthly pass
Firebaugh & Mendota	$0.85	$1.70	$34.00
Firebaugh & Mendota – Reduced	$0.50	$1.00	$20.00
Firebaugh & Kerman	$1.50	$3.00	$60.00
Firebaugh & Kerman – Reduced	$1.00	$2.00	$40.00
Firebaugh & Fresno	$3.00	$6.00	$120.00
Firebaugh & Fresno – Reduced	$2.50	$5.00	$100.00
Mendota & Kerman	$0.85	$1.70	$34.00
Mendota & Kerman – Reduced	$0.50	$1.00	$20.00
Mendota & Fresno	$2.50	$5.00	$100.00
Mendota & Fresno – Reduced	$2.00	$4.00	$80.00
Kerman & Fresno	$2.00	$4.00	$80.00
Kerman & Fresno – Reduced	$1.50	$3.00	$60.00

General Management and Organization

Management monitors performance by reviewing ridership, farebox recovery, and on-time performance measures. Monthly reports are tied in with fiscal management and subrecipient reimbursement. An annual productivity evaluation is compiled for all Fresno County transit operators by Fresno COG. This evaluation is reviewed by the Fresno COG Policy Board and the Social Services Transportation Advisory Council (SSTAC), and approved by the FCRTA Board. FCRTA holds regular meetings with its operations contractor, MV Transportation.

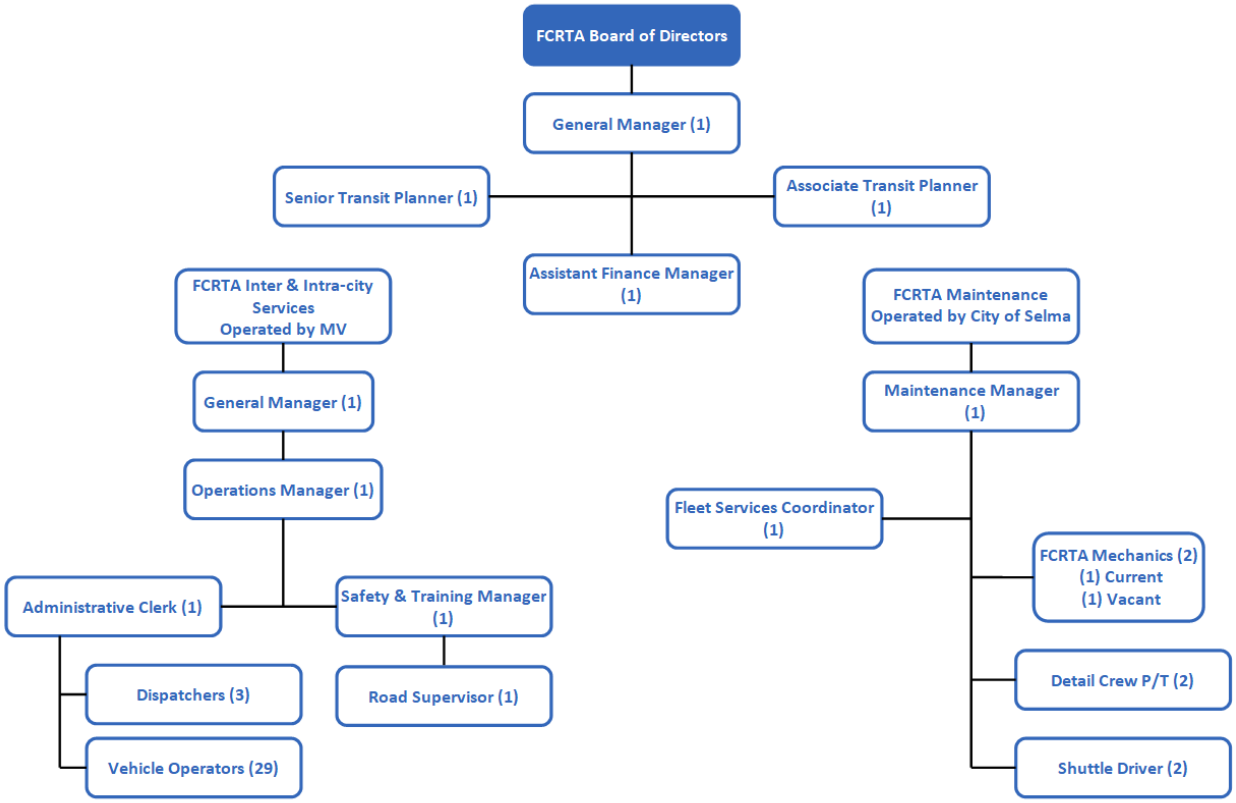
Several changes have occurred within the last few years. The current General Manager was hired in 2012 and became General Manager in 2014. Since then, two he has hired two additional planners to assist with grant applications and reporting. Both were hired during the current audit period.

In Fall 2015, FCRTA transferred responsibility for vehicle maintenance from the City of Fresno to the Fresno County Economic Opportunities Commission, which was the operations contractor at the time. During the audit period, FCRTA began noticing some significant safety issues on the part of the contractor, which ultimately resulted in the serious injury of a customer. That incident is still in mediation. In 2018 the FCRTA went out to bid for operations and maintenance of its transit program. There were four bidders, including the incumbent contractor, and the contract was awarded to MV Transportation through a competitive process. In September 2018, MV Transportation began operating the service under a three-year contract (with a one-year extension).

FCRTA is governed by a Board of Directors consisting of elected officials from the cities of Coalinga, Firebaugh, Fowler, Huron, Kerman, Kingsburg, Mendota, Orange Cove, Parlier, Reedley, Sanger, San Joaquin, and Selma and Fresno County. The Board meets after the Fresno COG meeting on the fourth Thursday of the month at the Fresno COG/FCRTA offices (2035 Tulare Street, Fresno). The FCRTA Board is largely the same as the Fresno COG Board, with the exception of Fresno and Clovis. Meetings are open to the public. The primary interests of the Board are maintaining a safe program and ensuring financial stability.

FCRTA enjoys ready access to the RTPA, given they share office space. The General Manager is the delegate to the SSTAC, while one of the Associate Planners attends as well. There is no formal transit operator group, though there is one for the San Joaquin Valley.

Exhibit 7.2 Organizational Chart



Service Planning

The SRTP is currently being updated. Though the SRTP spans a five-year period, it is updated in-house every two years. The most recent update was adopted in April 2017. The SRTP has not had any public involvement yet. However, a draft is being prepared to release to the public for review and comment. The RTP, prepared every four years by the RTPA, was recently completed. FCRTA is in the process of completing an LRTP with Fresno COG.

Scheduling, Dispatch, and Operations

MV Transportation employs 34 drivers, all of which are currently full-time. Drivers are not currently represented, but were under the previous contractor. At the time of the site visit, MV was short two drivers. At that time, some drivers were limited to fixed-route service only, which others only drove the Dial-A-Ride service. The goal is to cross-utilize all drivers eventually.

MV Transportation operates all of FCRTA's services except Kerman, Reedley, and Coalinga, which provide their own drivers. These three services are not part of FCRTA's centralized dispatch, but FCRTA would like them to be.

Dispatch receives 550-600 calls per day. During the first 90 days of FCRTA's new phone system (Mobilitat Syncromatics), the system processed 18,000 calls.

FCRTA buses are not equipped with fareboxes. The majority of riders are economically disadvantaged and pay with cash. Fares are the lowest in the state. Senior and disabled patrons ride intra-city routes for free with subsidized fares through Measure C. Fares from general public customers are collected in a money pouch. The contractor collects fares on a daily basis. MV logs and counts all fares and compares them with the driver logs. MV cuts checks on a monthly basis. The backup data shows the system as a whole so FCRTA knows what needs to be subsidized based on farebox recovery.

Personnel Management and Training

Recruitment is conducted using MV's standard processes. Open positions are posted on the MV website, Craigslist, and Careerbuilder. The goal is to recruit locally (within the 13 cities) to save deadhead time. New drivers receive evaluations on their 30th, 60th, and 90th days, then again at six months. Random ridealongs also occur to maintain safety. MV employs a full-time Safety Manager. Monthly safety meetings are held on the second Saturday of each month.

MV has a progressive discipline policy. MV offers its employees a standard benefits package. Given the newness of the contract, there has been no turnover.

Administration

The General Manager handles budgeting. He obtains anticipated TDA/LTF grant allocations from Fresno COG and anticipated FTA Section 5311 allocation from Caltrans. TDA and Section 5311 funds provide operating assistance, while capital funds are provided through PTMISEA, LCTOP, CalOES, and Measure C. Measure C has funding available on an as-needed basis; two years ago FCRTA received two electric BYD buses and two solar trees through Measure C. In 2018 it received $750,000 for Bolts and chargers. FCRTA has taken delivery of the BYD buses and hopes to place them into service as soon as the new charger is in place. These buses will be used on the express routes on the current network.

The General Manager and Associate Transit Planners all work on grants. The process starts with the General Manager but all three staff work on them. Risk management is handled by the General Manager. FCRTA's insurance is provided through National Interstate, while MV Transportation provides insurance covering the vehicles it operates.

FCRTA processes its own payroll, then forwards it to Fresno COG. As a Joint Powers Authority (JPA), FCRTA receives oversight from Fresno COG. Employees submit physical timesheets, which are reviewed by the General Manager. Direct deposit is offered on a biweekly basis.

Fresno COG handles accounts payable. FCRTA does the preliminary work and entry before sending invoices to the RTPA for oversight. Procurement is handled by FCRTA. Grants are beginning to require vehicle specification and vendors are beginning to communicate directly with agencies in order to not have to pay brokers.

Marketing and Public Relations

FCRTA maintains a stand-alone website which includes service information inclusive of fixed-route schedules. Service-specific flyers and brochures are prepared for the individual subsystems. Some college routes have monthly passes aimed for students and employees. FCRTA does not have a social

media presence. It is considering a proposal from a local marketing consultant to do social media and outreach as well as promote FCRTA's 40th anniversary.

FCRTA does not do marketing events, per se, but participates in events where it can display its new vehicles. FCRTA works with member agencies to promote their systems, posting flyers in community centers, city halls, etc. While marketing collateral is bilingual, the website does not include Spanish content.

Overall ridership is declining reflective of national trends. However, the number of disabled customers is increasing. More passengers outside of FCRTA's sphere of influence are requiring wheelchair-equipped vans. FCRTA has looked at using Uber or Lyft, but there are very few (if any) drivers available in rural areas. FCRTA has put in grant applications to study the effectiveness of putting Bolt vehicles into service through a third party for use by their clientele.

The annual Article 8 "unmet transit needs" process is currently underway. FCRTA works with rural clinics to provide free transportation and to fill gaps in service is not provided.

Maintenance

FCRTA's fleet includes 23 electric vehicles including Zenith vans, Bolt cars, and BYD buses. FCRTA is evaluating different manufacturers to see what works best before converting the whole fleet. At the time of the site visit, FCRTA was in the process of installing its BYD charging unit. The balance of the fleet is gas- and CNG-fueled. The fleet is sufficient so that a down vehicle does not result in any missed trips.

FCRTA is currently using a temporary maintenance facility located in Selma. Use of a temporary facility was necessary at the time of the contractor transition as the prior facility was owned by the prior contractor. Maintenance is provided by one supervising mechanic and two mechanics, which results in a great ratio of mechanics to vehicles. Two shuttle drivers reposition vehicles that need to be brought in for maintenance. All 13 cities have a designated backup vehicle.

FCRTA is in the process of acquiring a new site for a permanent maintenance facility. The new site will be sufficient for the program's current needs as well as future growth, and will enable FCRTA to provide vocational training. In the meantime, it is storing some of the larger vehicles at the school district yard, while others are stored at the current maintenance facility.

Exhibit 7.3 Fresno Transit Fleet Inventory

Qty	Year	Make	PAX	Fuel	Status
3	2006	Blue Bird Bus	37	CNG	Spare
3	2007	Blue Bird Bus	37	CNG	Regular
1	2007	Blue Bird Bus	37	CNG	Spare
9	2008	Glaval Cut Away	22	CNG	Spare
2	2008	Glaval Cut Away	22	CNG	Regular
10	2009	Glaval Cut Away	22	CNG	Spare
6	2009	Glaval Cut Away	22	CNG	Regular
4	2009	Altered Mini Van	5	Unleaded	Regular
24	2013	Arboc (Chevrolet) Cut-Away	17	Unleaded	Regular
5	2013	Arboc (Chevrolet) Cut-Away	17	Unleaded	Spare
1	2013	Arboc (Chevrolet) Cut-Away	15	Unleaded	Spare
2	2013	Arboc (Chevrolet) Cut-Away	13	CNG	Spare
1	2013	Arboc (Chevrolet) Cut-Away	13	Unleaded	Spare
1	2013	Arboc (Chevrolet) Cut-Away	13	Unleaded	Regular
1	2013	Arboc (Chevrolet) Cut-Away	17	Unleaded	Regular
1	2013	Arboc (Chevrolet) Cut-Away	17	Unleaded	Spare
2	2014	Arboc (Chevrolet) Cut-Away	13	Unleaded	Spare
1	2014	Ford 4 Wheel Drive Van	9	Unleaded	Regular
1	2014	Ford 4 Wheel Drive Van	9	Unleaded	Spare
2	2014	Ford Service Truck for CNG	2	Unleaded	Regular
4	2016	El Dorado	35	CNG	Spare
4	2016	El Dorado	35	CNG	Regular

Electric vehicle charging station.

Electric vehicle charging station.

Electric vehicle charging station.

FCRTA electric vehicle.

FCRTA utility truck.

Temporary FCRTA maintenance facility.

Cutaway vehicle at temporary maintenance facility.

FCRTA electric vehicle.

FCRTA cutaway vehicle

FCRTA vehicle storage (at school district).

FCRTA vehicle storage (at maintenance facility).

Chapter 8
Findings and Recommendations

Conclusions

With one exception, Moore & Associates finds the Fresno County Rural Transit Agency to be in compliance with the requirements of the Transportation Development Act. In addition, the entity generally functions in an efficient, effective, and economical manner.

Findings and Recommendations

Based on discussions with FCRTA staff, analysis of program performance, and a review of program compliance and function, Moore & Associates submits one compliance finding for the FCRTA:

1. FCRTA does not employ the TDA definition of fill-time equivalent (FTE).

Moore & Associates has identified one functional finding. While this finding does not affect TDA compliance, we believe it warrants inclusion within this audit.

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

Program Recommendations

In completing this Triennial Performance Audit, Moore & Associates submits the following recommendations for the FCRTA. They are divided into two categories: TDA Program Compliance Recommendations and Functional Recommendations. TDA Program Compliance Recommendations are intended to assist in bringing the operator into compliance with the requirements and standards of the TDA, while Functional Recommendations address issues identified during the audit that are not specific to TDA compliance.

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.*[3]

[3] Transit Operators Financial Transactions Report Instructions, updated October 2018, page 23.

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.

Timeline: FY 2019/20 (for FY 2018/19 reporting).

Anticipated Cost: Negligible.

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.

Timeline: FY 2019/20.

Anticipated Cost: Modest.

Exhibit 8.1 Summary of Audit Recommendations

TDA Compliance Recommendations		Importance	Timeline
1	Employ the TDA definition in calculating FTE for reporting to the State Controller.	High	FY 2019/20
Functional Recommendations		**Importance**	**Timeline**
1	Add Spanish-language Title VI and service information to the FCRTA website.	Medium	FY 2019/20

Exhibit 8.2 Management Response

Fresno County Rural Transit Agency
2035 Tulare Street, Suite 201, Fresno, CA 93721
tel 559-233-6789 Fax 559-233-9645
www.ruraltransit.org

May 13, 2019

Kathy Chambers
Moore & Associates
28159 Avenue Stanford, Suite 110
Valencia, CA 91335-1106

Dear Kathy,

I am writing in response to the findings you identified in the FCRTA Triennial Performance Audit draft report. I want to inform you that FCRTA is not proposing any edits or comments to the Audit draft report and does agree to implement both the TDA Compliance Recommendation--*Use the TDA definition in calculating FTE for reporting to the State Controller*; and the Functional Recommendation-- *Add Spanish-language Title VI and service information to the FCRTA website*. FCRTA agrees to implement both of these Recommendations during the upcoming 2019-2020 Fiscal Year.

We appreciate your thorough review and analysis of FCRTA which will result in improved policies and procedures for FCRTA.

Please don't hesitate to contact me if you have any questions or comments. Thank you.

Sincerely,

Moses Stites

Moses Stites,
General Manager, FCRTA

Cc: Jim Moore, Moore & Associates