



**FY 2010-2012
Triennial Performance Audit
of Clovis Transit Services**

**Submitted to
Fresno Council of Governments**

January 2014

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Section I

Introduction

California's Transportation Development Act (TDA) requires that a triennial performance audit be conducted of public transit entities that receive TDA revenues. The performance audit serves to ensure accountability in the use of public transportation revenue.

The Fresno Council of Governments (Fresno COG) engaged PMC to conduct the Transportation Development Act (TDA) triennial performance audit of the public transit operators under its jurisdiction in Fresno County. This performance audit is conducted for the City of Clovis Transit Services covering the most recent triennial period, fiscal years 2009-10 through 2011-12.

The purpose of the performance audit is to evaluate Clovis' effectiveness and efficiency in its use of TDA funds to provide public transportation in its service area. This evaluation is required as a condition for continued receipt of these funds for public transportation purposes. In addition, the audit evaluates the Clovis' compliance with the conditions specified in the California Public Utilities Code (PUC). This task involves ascertaining whether Clovis is meeting the PUC's reporting requirements. Moreover, the audit includes calculations of transit service performance indicators and a detailed review of the transit administrative functions. From the analysis that has been undertaken, a set of recommendations has been made which is intended to improve the performance of transit operations.

In summary, this TDA audit affords the opportunity for an independent, constructive and objective evaluation of the organization and its operations that otherwise might not be available. The methodology for the audit included in-person interviews with management, collection and review of agency documents, data analysis, and on-site observations. The *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* published by the California Department of Transportation (Caltrans) was used to guide in the development and conduct of the audit.

Overview of the Transit System

The City of Clovis operates a general public fixed route bus service and a specialized demand-response service for the elderly and disabled. The respective branded services are known as Stageline and Round Up. The transit program is administered by a Transit Supervisor under the City's Community Services Division of the General Services Department who manages the day to day operations of the transit system. The General Services Manager provides managerial and administrative oversight of the transit program. Both operations and maintenance of the transit service are performed in-house by City personnel. Input into the decision making process is aided by two committees, including a City of Clovis Advisory Committee and the Fresno COG Social Services Transportation Advisory Committee (SSTAC).

Through adoption of an SB 826 Inventory and Action Plan for Fresno County in 1994, the Fresno COG designated the Round Up demand response service as a Consolidated Transportation

Services Agency (CTSA) for the Clovis urbanized area. The most significant social service agency in the City is the Clovis Senior Service Center.

Clovis was incorporated in 1912. Clovis is the second largest city in Fresno County located to the northeast of the City of Fresno. The City has a total land area of 23.28 square miles. The 2010 U.S. Census data showed a population of 95,631, which grew 39.7 percent since the 2000 U.S. Census. The senior citizen population, comprised of residents aged 65 and older, is 10.57 percent. Based on the 2013 California Department of Finance estimate, Clovis's population grew to 99,983 residents.

Known as the "Gateway to the Sierras," Clovis has maintained a small town community spirit as envisioned by its early founders, which is exemplified by such community events as the annual Rodeo Days, Big Hat Days, and Clovisfest celebration. The City's economic base consists of retail, services and light manufacturing. Availability of housing, a renowned school system with modern facilities, responsive safety services, a mild climate, access to varied recreational opportunities, and strong community identity all contribute to a strong sense of place and high quality of life.

System Characteristics

The City's transit system comprises Stageline fixed route and Round Up demand response service. Stageline operates Monday through Friday from 6:00 a.m. to 6:38 p.m. and Saturday from 7:30 a.m. to 3:30 p.m. The service does not operate on the following observed holidays: New Year's Day, President's Day, Easter, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Christmas Day. A limited service schedule from 7:30 a.m. to 4:00 p.m. with 45 minute headways is operated on Martin Luther King Jr. Day, Veteran's Day, Day after Thanksgiving, Christmas Eve and New Year's Eve. Round Up operates Monday through Friday from 6:15 a.m. to 6:15 p.m. and weekends (Saturday and Sunday) from 7:30 a.m. to 3:00 p.m. Round Up weekend service is limited to trips in Clovis only. Service to Fresno operates Monday through Friday from 7:00 a.m. to 4:00 p.m.

Fixed Route: The Clovis Transit Stageline initially began service in July 1980 as a demand response service that replaced the fixed route services formerly provided by the Fresno Area Express (FAX). In August 1990, fixed route service was implemented and operated by contract. In September 1999, the City began direct operation of the service. Stageline currently operates 4 fixed routes with some service into neighboring Fresno. The majority of routes operate at 30 minute frequencies Monday through Friday with limited Saturday service. Routes 70 and 80 operate as tripper services to several school sites located in east and north Clovis. Portions of FAX Routes 9 and 28 operate in the City of Clovis and are subsidized by Clovis through an agreement based on the number of service hours and miles provided in Clovis. Payments include only direct fixed route service costs. A summary of the Stageline's fixed route service is presented in Table I-1.

To note, Routes 60 and 65 have since been discontinued and integrated into other routes. Route 65 operated as a deviated fixed route but has since been incorporated into the existing Route 50. Portions of the former Route 60 have only been incorporated into Route 50.

**Table I-1
Clovis Transit Fixed Route Services**

Route Number	Description	Frequency/Operation	Destinations/Timepoints
10	Fresno State University/Northwest Clovis	Every 30 minutes (Monday through Friday from 6:00 a.m. to 6:38 p.m.) Every 30-60 minutes (Saturday from 7:30 a.m. to 3:30 p.m.)	<ul style="list-style-type: none"> ▪ Community College District ▪ Buchanan Ed Complex ▪ Bicentennial Park ▪ Clovis Civic Center ▪ Old Town Clovis ▪ Fresno State University ▪ Indian Health Center ▪ Peachwood Medical
50	Northeast Clovis/Southwest Clovis	Every 30 minutes (Monday through Friday from 6:05 a.m. to 6:43 p.m.) Every 30-60 minutes (Saturday from 7:35 a.m. to 3:30 p.m.)	<ul style="list-style-type: none"> ▪ Clovis Community Hospital ▪ Herndon & Fowler ▪ Clovis Civic Center ▪ Clovis High School ▪ Shaw & Fowler ▪ Sierra Vista Mall ▪ Ashlan & Peach
60	Clovis Community Hospital/Sierra Vista Mall	Every 30 minutes (Monday through Friday from 6:10 a.m. to 7:01 p.m.)	<ul style="list-style-type: none"> ▪ Sierra Vista Mall ▪ Clovis High School ▪ Mickey Cox Elementary School ▪ Clovis Community Hospital ▪ Cedarwood Elementary School ▪ Clovis Elementary School
65	Southeast Clovis Circulator	Every 30 minutes (Monday through Friday from 6:30 a.m. to 6:48 p.m.)	<ul style="list-style-type: none"> ▪ Gettysburg Elementary School ▪ Jefferson Elementary School ▪ CART ▪ Sierra Vista Mall ▪ Clovis Recreation Center
70	Reagan Education Center Express	School Days Only 1 Morning/1 Afternoon Trip 7:00 a.m. & 2:55 p.m.	<ul style="list-style-type: none"> ▪ Gettysburg Elementary School ▪ Reyburn Intermediate ▪ Clovis East High School ▪ Reagan Education Center ▪ Sierra Vista Mall
80	Buchanan Education Center Express	School Days Only 1 Morning/1 Afternoon Trip 7:08 a.m. & 2:50 p.m.	<ul style="list-style-type: none"> ▪ Clovis Adult Education ▪ Herndon & Clovis ▪ Buchanan High School ▪ Alta Sierra Intermediate School ▪ Bicentennial Park

Source: City of Clovis

Dial-A-Ride: The Round Up demand response service began operating in January 1979 under an Older Americans Act grant. As grant funding was phased out, the City utilized County Measure C local transportation sales tax and LTF funding to sustain the service. In FY 1988, weekday service was expanded to include trips to Fresno based on a zonal fare. In April 1988, the service was designated as a CTSA by Fresno COG.

Currently, demand response service provides both curb-to-curb and door-to-door service within the Sphere of Influence (SOI) of the City of Clovis. Round Up is the primary transit service for seniors and disabled riders in the Clovis area, including those certified under the Americans with Disabilities Act (ADA), who are unable to ride the fixed route service. The demand response system accepts both advanced reservations up to 14 days ahead and real-time reservations based on availability.

Fares

Clovis Transit’s fares are structured according to service type, passenger category and fare media. Senior and disabled fares require proper identification. The general public fixed-route, demand response and 20-ride pass fares were increased effective August 1, 2009. In addition, the eligible age for seniors was raised from age 55 to 65 to help offset the reduction in transit revenues. The fare structure is shown in Table I-2:

**Table I-2
Clovis Transit Fare Schedule**

Fixed Route	Prior Fare	Fare (Effective 8/1/2009)
General	\$1.00	\$1.25
Senior (Age 65 and older with ID)	Free	Free
Disabled	\$0.50	Free (effective February 2011)
Children (Age 6 and under up to a maximum of four children)	Free	Free
Transfers	Free	Free
Demand Response		
Zone 1 (Clovis City Limits)	\$1.00	\$1.25
Zone 2 (To/From Fresno south to McKinley & west to Palm)	\$1.75	\$2.00
Zone 3 (To/From Fresno south to Kings Canyon and west to West Avenue)	\$2.50	\$2.75
Door-to-Door Service (additional charge)	\$1.00	N/A
Monthly Passes		
20-Ride Pass (Stageline & Round Up Zone 1)	\$18.00	\$23.00
20-Ride Pass (Round Up Zone 2)	N/A	\$36.00
20-Ride Pass (Round Up Zone 3)	N/A	\$50.00
Metro Pass (FAX & Clovis Transit)	\$40.00	\$48.00

Source: City of Clovis

Fleet

Clovis Transit operates a fleet of 30 active vehicles for revenue service. Thirteen are used for Stageline bus service and range from 21 to 29 passenger seating capacity. Two of the vehicles are CNG fueled, while the rest operate on diesel and gasoline. Table I-3 summarizes the composition of the fixed route fleet:

**Table I-3
Clovis Transit Stageline Fleet Inventory**

Year	Make & Model	Quantity	Fuel type	Seating Capacity
2001	El Dorado	2	CNG	23
2007	Chevy Goshen	3	Diesel	28
2007	Glaval-GMC	2	Gasoline	29
2008	Glaval-GMC	6	Diesel	21
Total		13		

Source: City of Clovis

The remaining seventeen vehicles in the fleet are used for Round Up service and seat between 17 and 24 passengers. All vehicles are lift equipped. Table I-4 summarizes the composition of the demand response fleet:

**Table I-4
Clovis Transit Round Up Fleet Inventory**

Year	Make & Model	Quantity	Fuel type	Seating Capacity
2001	Ford El Dorado	4	Diesel	16
2003	Ford Goshen Cutaway	3	Diesel	18
2005	Glaval-GMC	1	Diesel	22
2007	Glaval-GMC	1	Gasoline	21
2008	Glaval-GMC	8	Diesel	21
Total		17		

Source: City of Clovis

Clovis received six Arboc low floor vehicles for Roundup in November 2012. These new vehicles are diesel-powered and have a seating capacity for 21 passengers. In addition to its regular fleet, Clovis operates 6 service vans and one motorized trolley. The trolley is rented out on a charter basis.

Section II

Operator Compliance Requirements

This section of the audit report contains the analysis of Clovis' ability to comply with state requirements for continued receipt of TDA funds. The evaluation uses the guidebook, *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Agencies, September 2008 (third edition)*, which was developed by the Department of Transportation (Caltrans) to assess transit operators. The guidebook contains a checklist of eleven measures taken from relevant sections of the Public Utilities Code and the California Code of Regulations. Each of these requirements is discussed in the table below, including a description of the system's efforts to comply with the requirements. In addition, the findings from the compliance review are described in the text following the table.

TABLE II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
The transit operator submitted annual reports to the RTPA based upon the Uniform System of Accounts and Records established by the State Controller. Report is due 90 days after end of fiscal year (Sept. 30), or 110 days (Oct. 20) if filed electronically (internet).	Public Utilities Code, Section 99243	<p>Completion/submittal dates (internet filing):</p> <p>FY 2010: October 18, 2010 FY 2011: October 18, 2011 FY 2012: December 5, 2012</p> <p>Conclusion: Partial Compliance</p> <p>State Controller Reports prepared FY 2012 were submitted after the electronic filing date.</p>
The operator has submitted annual fiscal and compliance audits to the RTPA and to the State Controller within 180 days following the end of the fiscal year (Dec. 27), or has received the appropriate 90 day extension by the RTPA allowed by law.	Public Utilities Code, Section 99245	<p>Completion/submittal dates:</p> <p>FY 2010: March 24, 2011 FY 2011: March 29, 2012 FY 2012: March 28, 2013</p> <p>Conclusion: Complied</p> <p>The City's Annual Fiscal and Compliance Audits were submitted within the 90 day</p>

TABLE II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		extension period.
The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator's compliance with Vehicle Code Section 1808.1 following a CHP inspection of the operator's terminal.	Public Utilities Code, Section 99251 B	<p>The City of Clovis participates in the CHP Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim. Copies of certificates are attached to TDA claims. Copies of certificates were also submitted to the auditor for review.</p> <p>Inspections were conducted at the City's Corporation Yard:</p> <p>Inspection dates applicable to the audit period were January 26 & 29, 2009; February 24, 2009; September 2 & 10, 2009; October 28 & 29, 2009; November 3 & 13, 2009; September 21, 2010; November 1-3, 2010; December 2, 2010; February 9, 2011; October 5 & 14, 2011 and November 14-16, 2011.</p> <p>Inspections were found to be in compliance by the CHP.</p> <p>Conclusion: Complied</p>
The operator's claim for TDA funds is submitted in compliance with rules and regulations adopted by the RTPA for such claims.	Public Utilities Code, Section 99261	As a condition of approval, the City of Clovis' annual claims for Local Transportation Funds and State Transit Assistance are submitted in compliance with rules and regulations adopted by Fresno COG. COG

TABLE II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		<p>staff provides assistance as necessary to the agency in completing the claim.</p> <p>Conclusion: Complied</p>
<p>If an 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.</p>	<p>Public Utilities Code, Section 99270.1</p>	<p>Clovis Transit only serves an urbanized area and is not subject to this requirement.</p> <p>Conclusion: Not Applicable</p>
<p>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).</p>	<p>Public Utilities Code, Sections 99266</p>	<p>Percentage increase in the Clovis Transit operating budget:</p> <p>FY 2010: +2.5%</p> <p>FY 2011: -2.2%</p> <p>FY 2012: +8.9%</p> <p>Source: FY 2009-2012 City of Clovis Annual Budgets.</p> <p>Conclusion: Complied</p>
<p>The operator's definitions of performance measures are consistent with Public Utilities Code Section 99247, including (a) operating cost, (b) operating cost per passenger, (c) operating cost per vehicle service hour, (d) passengers per vehicle service hour, (e) passengers per vehicle service mile, (f) total passengers, (g) transit vehicle, (h) vehicle</p>	<p>Public Utilities Code, Section 99247</p>	<p>The City of Clovis definition of performance measures is consistent with Public Utilities Code, Section 99247.</p> <p>Conclusion: Complied</p>

TABLE II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
service hours, (i) vehicle service miles, and (j) vehicle service hours per employee.		
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating costs at least equal to one-fifth (20 percent), unless it is in a county with a population of less than 500,000, in which case it must maintain a ratio of fare revenues to operating costs of at least equal to three-twentieths (15 percent), if so determined by the RTPA.	Public Utilities Code, Sections 99268.2, 99268.3, 99268.12, 99270.1.	<p>The system's audited fare ratios are as follows (with and without local Measure C):</p> <p>Fixed Route:</p> <p>FY 2010: 20.00% (6.66%) FY 2011: 20.00% (6.42%) FY 2012: 20.00% (6.05%)</p> <p>Demand Response:</p> <p>FY 2010: 10.00% (5.30%) FY 2011: 10.00% (4.38%) FY 2012: 10.00% (5.02%)</p> <p>While the audited farebox without Measure C funds (in parentheses) shows that the City does not meet the minimum TDA farebox requirement, the audited farebox inclusive of Measure C meets the farebox requirement allowable by TDA law.</p> <p>Source: Annual Fiscal and Compliance Audits.</p> <p>Conclusion: Complied</p>
If the operator serves a rural area, it has maintained a ratio of fare revenues to operating costs at least equal to one-tenth (10 percent).	Public Utilities Code, Sections 99268.2, 99268.4, & 99268.5	The Clovis Transit service area does not serve a rural area and is subject to the urbanized area farebox ratio requirement.

TABLE II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		Conclusion: 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 within 40 years.	Public Utilities Code, Section 99271	To be eligible for TDA funds, the annual TDA claims form requires a sign-off from the transit claimant to comply with standard assurances, one of which is that the City's retirement system is funded. The City staff's retirement is funded through the California Public Employees Retirement System (CalPERS). Conclusion: Complied
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.	California Code of Regulations, Section 6754(a)(3)	As a recipient of State Transit Assistance Funds, the City of Clovis does not utilize Federal Transit Administration funds. Conclusion: Not Applicable

Findings and Observations from Operator Compliance Requirements Matrix

1. Of the compliance areas pertaining to Clovis, the operator fully complied with seven of eight requirements. The operator was in partial compliance with the timely submittal of its State Controller's Report for FY 2012. Three additional compliance requirements are not applicable to Clovis (e.g., intermediate farebox recovery ratio, rural area farebox recovery, and use of federal funds).
2. The City of Clovis participates in the CHP Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim. The CHP inspection reports submitted for review were found to be satisfactory.
3. The City's transit operating budget exhibited modest fluctuations during the audit period, but did not exceed 15 percent. The budget increased 2.5 percent in FY 2010 and decreased 2.2 percent the following year. The budget then increased 8.9 percent in FY 2012 due to employee compensation and administrative overhead costs.
4. Based on the available data from the Annual Fiscal and Compliance Audits, the City's required farebox recovery ratio was met with the assistance of local Measure C funds. The average farebox for the fixed route without local funds was 6.38 percent and the average farebox for demand response without local funds was 4.90 percent during the triennial period. The audited farebox with Measure C revenue for fixed route was 20 percent and 10 percent for demand response.

Section III

Prior Triennial Performance Recommendations

The City of Clovis' efforts to implement the recommendations made in the prior triennial audit are examined in this section of the report. For this purpose, each prior recommendation for the agency is described, followed by a discussion of the agency's efforts to implement the recommendation. Conclusions concerning the extent to which the recommendations have been adopted by the agency are then presented.

Prior Recommendation 1

Report administrative support employees in the State Controller Report.

Actions taken by the City of Clovis:

This recommendation was prompted by a finding that Clovis Transit was only accounting for its drivers when calculating full time employee equivalents (FTE) for the Transit Operators Financial Transactions Report submitted to the State Controller. An FTE is derived by dividing total labor hours of employees involved in the transit system by 2,000 hours. The City of Clovis was not including the hours of its administrative staff from the General Services Department as well as from other department in its FTE calculation.

The City has been responsive to this recommendation by including administrative and support staff hours in its annual FTE calculation.

Conclusion:

This recommendation has been implemented.

Prior Recommendation 2

Consolidate the reporting of operations data with year-to-date totals.

Actions taken by the City of Clovis:

The City had been maintaining data for a variety of operations measures by service mode recorded on separate spreadsheets. It was suggested that operations data be tracked on a single spreadsheet file for comprehensive review and tracked monthly. A system for tracking data with year-to-date totals was implemented in July 2011 and is now included in the quarterly reports submitted to the City Council. The additional information includes complaints, no-shows, accidents, roadcalls, and operations cost comparisons to prior fiscal years.

Conclusion:

This recommendation has been implemented.

Prior Recommendation 3

Begin formal tracking of on-time performance for Stageline fixed route service.

Actions taken by the City of Clovis:

In response to this recommendation, the City has implemented the Zonar system technology that accurately determines the arrival of a bus at each scheduled stop, whether that arrival was early, on time or late. This has reduced the need for additional staff hours to conduct ride-alongs and log the information manually. On-time performance information has been tabulated since January 2012 and has continued with approximately four survey days per month since January 2013.

Conclusion:

This recommendation has been implemented.

Prior Recommendation 4

Continue addressing the trend of increased no-shows on Round Up.

Actions taken by the City of Clovis:

The City has taken steps to closely monitor no-shows and implemented a series of measures to reduce the incidences of no-shows. With regard to those passengers who exceed the no-show threshold, they are first given a written warning and reminder of the policy. Any subsequent no-shows result in a suspension from using the service. Most recently, City transit staff has been calling each no-show the following day. No-shows amounted to just over one percent of total trips on Round Up for FY 2011-12.

Conclusion:

This recommendation has been implemented.

Prior Recommendation 5

Ensure State Controller Reports and Fiscal Audits are submitted on time.

Actions taken by the City of Clovis:

The City has demonstrated improved diligence in the completion and submittal of its State Controller's Reports. The reports are completed by the Finance Department, which makes every

effort to complete reports in a timely manner even though staffing limitation may impact timely completion. Reports for FY 2010 and FY 2010 were completed and submitted within the statutory timeline. The only exception has been the FY 2012 report which was submitted in December 2012 which is past the statutory timeline.

On the other hand, annual fiscal and compliance audits are arranged by Fresno COG. The annual fiscal audits conducted on the City's TDA proceeds during the audit period were submitted after the 180-day statutory deadline but within the 90-day extension period permissible by law and granted by Fresno COG.

Conclusion:

This recommendation has been partially implemented.

Section IV

TDA Performance Indicators

This section reviews the City of Clovis' performance in providing transit service in an efficient and effective manner. TDA requires that at least five specific performance indicators be reported, which are contained in the following tables. Farebox is not one of the five specific indicators, but is a requirement for continued TDA funding. Therefore, farebox calculation is also included for each mode. Findings from the analysis are contained in the section following the Tables and graphs, followed by the analysis.

Tables IV-1 through IV-3 provide the systemwide, fixed route and Dial-a-Ride performance indicators for Clovis Transit. Charts are also provided to depict the trends in the indicators. Operating costs and fare revenues are based on audited figures, while other performance measures are from State Controller Reports.

**Table IV-1
City of Clovis Systemwide Performance Indicators**

Performance Data and Indicators	Audit Period				% Change FY 2009-2012
	FY 2009	FY 2010	FY 2011	FY 2012	
Operating Cost	\$3,537,780	\$3,607,940	\$3,797,188	\$3,968,484	12.2%
Total Passengers	269,782	252,314	223,613	234,168	-13.2%
Vehicle Service Hours	50,351	47,345	48,235	48,336	-4.0%
Vehicle Service Miles	726,063	687,024	617,144	610,052	-16.0%
Employee FTE's	28	30	34	34	21.4%
Passenger Fares	\$197,909	\$213,890	\$203,383	\$219,805	11.1%
Measure C Funds	\$342,475	\$314,084	\$357,958	\$377,137	10.1%
Total Fare Revenue	\$540,384	\$527,974	\$561,341	\$596,942	10.5%
Operating Cost per Passenger	\$13.11	\$14.30	\$16.98	\$16.95	29.2%
Operating Cost per Vehicle Service Hour	\$70.26	\$76.21	\$78.72	\$82.10	16.9%
Operating Cost per Vehicle Service Mile	\$4.87	\$5.25	\$6.15	\$6.51	33.5%
Passengers per Vehicle Service Hour	5.4	5.3	4.6	4.8	-9.6%
Passengers per Vehicle Service Mile	0.37	0.37	0.36	0.38	3.3%
Vehicle Service Hours per Employee	1,798.3	1,578.2	1,418.7	1,421.6	-20.9%
Average Fare per Passenger	\$2.00	\$2.09	\$2.51	\$2.55	27.3%
Fare Recovery Ratio	5.59%	5.93%	5.36%	5.54%	-1.0%
Measure C Fare Recovery Ratio	15.27%	14.63%	14.78%	15.04%	-1.5%

Source: Annual Fiscal & Compliance Audit; Annual Productivity Trends; State Controller's Reports

**Table IV-2
City of Clovis Stageline Performance Indicators**

Performance Data and Indicators	Audit Period				% Change FY 2009-2012
	FY 2009	FY 2010	FY 2011	FY 2012	
Operating Cost	\$1,866,060	\$1,671,807	\$1,816,211	\$2,000,918	7.2%
Total Passengers	211,502	194,947	164,668	175,162	-17.2%
Vehicle Service Hours	21,542	19,538	20,921	21,453	-0.4%
Vehicle Service Miles	354,412	311,961	250,965	250,213	-29.4%
Employee FTE's	13	14	16	16	23.1%
Passenger Fares	\$115,403	\$111,328	\$116,559	\$121,083	4.9%
Measure C Funds	\$257,809	\$223,033	\$246,684	\$279,101	8.3%
Total Fare Revenue	\$373,212	\$334,361	\$363,243	\$400,184	7.2%
Operating Cost per Passenger	\$8.82	\$8.58	\$11.03	\$11.42	29.5%
Operating Cost per Vehicle Service Hour	\$86.62	\$85.57	\$86.81	\$93.27	7.7%
Operating Cost per Vehicle Service Mile	\$5.27	\$5.36	\$7.24	\$8.00	51.9%
Passengers per Vehicle Service Hour	9.8	10.0	7.9	8.2	-16.8%
Passengers per Vehicle Service Mile	0.60	0.62	0.66	0.70	17.3%
Vehicle Service Hours per Employee	1,657.1	1,395.6	1,307.6	1,340.8	-19.1%
Average Fare per Passenger	\$1.76	\$1.72	\$2.21	\$2.28	29.5%
Fare Recovery Ratio	6.18%	6.66%	6.42%	6.05%	-2.1%
Measure C Fare Recovery Ratio	20.00%	20.00%	20.00%	20.00%	0.0%

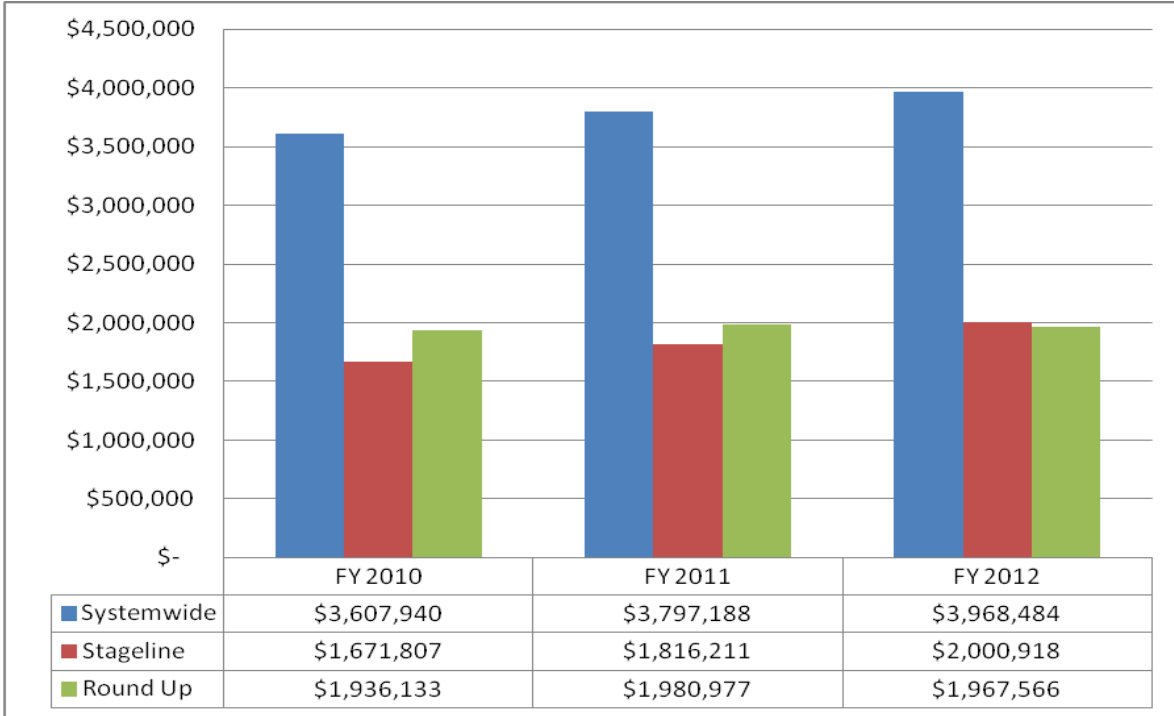
Source: Annual Fiscal & Compliance Audits; Annual Productivity Trends; State Controller's Reports

**Table IV-3
City of Clovis Round Up Performance Indicators**

Performance Data and Indicators	Audit Period				% Change FY 2009-2012
	FY 2009	FY 2010	FY 2011	FY 2012	
Operating Cost	\$1,671,720	\$1,936,133	\$1,980,977	\$1,967,566	17.7%
Total Passengers	58,280	57,367	58,945	59,006	1.2%
Vehicle Service Hours	28,809	27,807	27,314	26,883	-6.7%
Vehicle Service Miles	371,651	375,063	366,179	359,839	-3.2%
Employee FTE's	15	16	18	18	20.0%
Passenger Fares	\$82,506	\$102,562	\$86,824	\$98,722	19.7%
Measure C Funds	\$84,666	\$91,051	\$111,274	\$98,036	15.8%
Total Fare Revenue	\$167,172	\$193,613	\$198,098	\$196,758	17.7%
Operating Cost per Passenger	\$28.68	\$33.75	\$33.61	\$33.35	16.2%
Operating Cost per Vehicle Service Hour	\$58.03	\$69.63	\$72.53	\$73.19	26.1%
Operating Cost per Vehicle Service Mile	\$4.50	\$5.16	\$5.41	\$5.47	21.6%
Passengers per Vehicle Service Hour	2.0	2.1	2.2	2.2	8.5%
Passengers per Vehicle Service Mile	0.16	0.15	0.16	0.16	4.6%
Vehicle Service Hours per Employee	1,920.6	1,737.9	1,517.4	1,493.5	-22.2%
Average Fare per Passenger	\$2.87	\$3.37	\$3.36	\$3.33	16.2%
Fare Recovery Ratio	4.94%	5.30%	4.38%	5.02%	1.7%
Measure C Fare Recovery Ratio	10.00%	10.00%	10.00%	10.00%	0.0%

Source: Annual Fiscal & Compliance Audit; Annual Productivity Trends; State Controller's Reports

**Graph IV-1
Operating Costs
Systemwide, Stageline & Round Up**



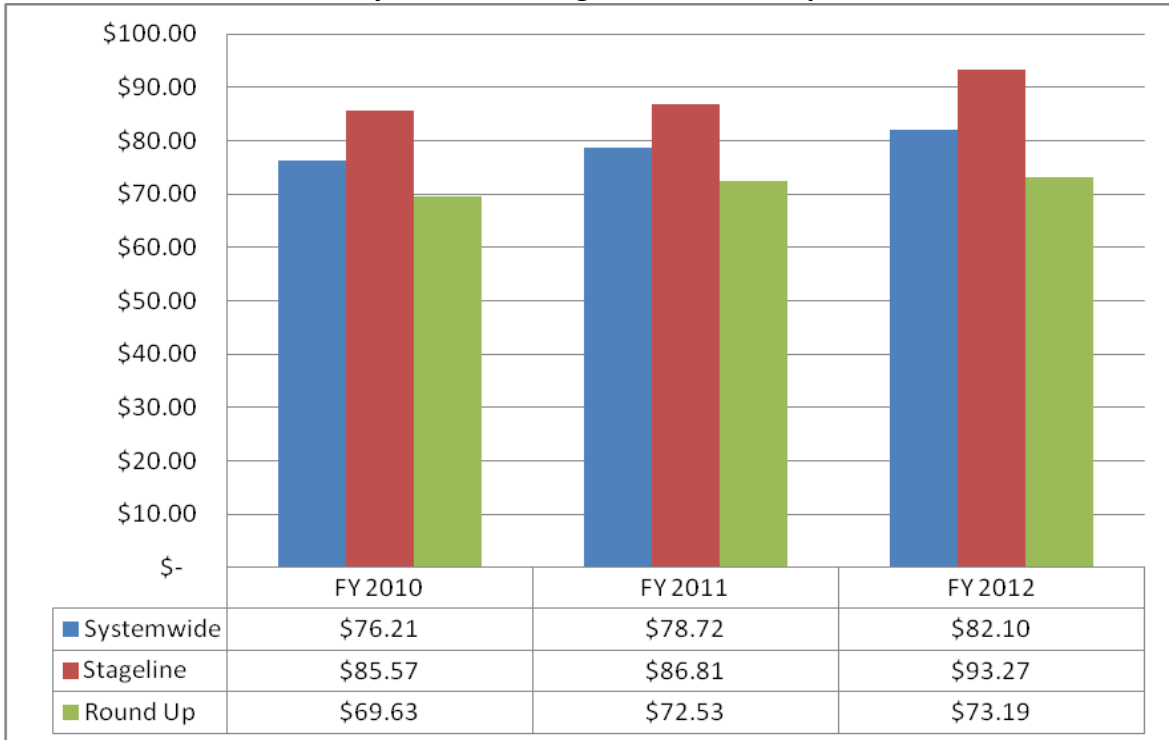
**Graph IV-2
Ridership
Systemwide, Stageline & Round Up**



**Graph IV-3
Operating Cost Per Passenger
Systemwide, Stageline & Round Up**



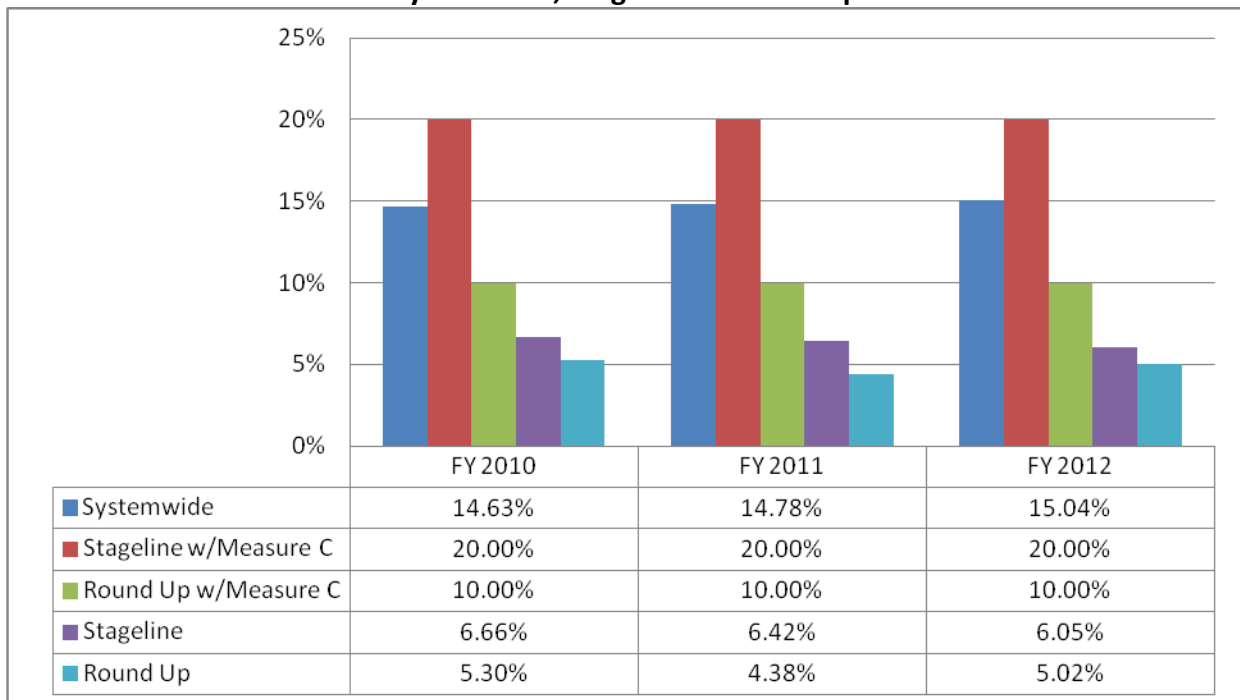
**Graph IV-4
Operating Cost Per Vehicle Service Hour
Systemwide, Stageline & Round Up**



**Graph IV-5
Passengers Per Vehicle Service Hour
Systemwide, Stageline & Round Up**



**Graph IV-6
Fare Recovery Ratio
Systemwide, Stageline & Round Up**



Findings from Verification of TDA Performance Indicators

1. Operating costs systemwide increased 12.2 percent based on audited data from the FY 2009 base year through FY 2012. Fixed route operating costs increased by 7.2 percent during the audit period. In contrast, Dial-a-Ride operating costs increased 17.7 percent, more than double the increase for fixed-route. The increase in operating costs is attributed to fixed route service expansion, reduced headways and increased staffing.
2. Ridership decreased 13.2 percent systemwide during the audit period due to several factors including continued sluggish economic conditions and a fare increase implemented in 2009. However, with changes made to routes, less transfers are also occurring which improves service but affects historic ridership trends. Fixed route ridership decreased 17.2 percent while Dial-a-Ride ridership increased by a modest 1.2 percent. Systemwide ridership decreased by 11.4 percent in FY 2011 from the prior year but rebounded by 4.7 percent in FY 2012. Fixed route ridership trends pushed the systemwide decrease in FY 2011 and the subsequent rebound by the end of the audit period.
3. The provision of revenue hours and miles exhibited decreases systemwide during the audit period as well as for all modes. Fixed route revenue hours and miles increased 0.4 and 29.4 percent, respectively while DAR revenue hours and miles decreased 6.7 and 3.2 percent, respectively. Systemwide, vehicle service hours decreased 4 percent and vehicle service miles decreased 16 percent. The decrease in revenue hours and miles reflects route streamlining and other service efficiencies implemented during the period.
4. Operating cost per passenger, an indicator of cost effectiveness, increased 29.2 percent systemwide. Cost per passenger increased by a comparable 29.5 percent on fixed route, yet exhibited a 16.2 percent increase on Dial-a-Ride. The trend for this indicator reflects a larger increase in operating costs when compared to the decline in passenger trips.
5. Operating cost per hour, an indicator of cost efficiency, increased 16.9 percent systemwide. The indicator exhibited a lesser increase on the fixed route of 7.7 percent whereas Dial-a-Ride saw its cost per hour increase 26 percent over the period. The trends in this indicator show contrast between the increase in operating costs – compared to the decrease in revenue service hours over the audit period.
6. Passengers per vehicle service hour, which measures the effectiveness of the service delivered, systemwide, exhibited a decrease of 9.6 percent. The rate of decline in this indicator was slightly higher for fixed route, which saw passengers per hour decrease by 16.8 percent. In contrast, passengers per hour on Dial-a-Ride increased 8.5 percent based on the modest increase in ridership for that service mode. Systemwide, the number of passengers per service hour decreased from 5.4 passengers in FY 2009 to 4.8 passengers in FY 2012.

7. The systemwide fare recovery ratio without local funds (Measure C) decreased slightly over the past three years with some exceptions on the modal level. Farebox for fixed route decreased 2.1 percent while on Dial-a-Ride farebox recovery increased 1.7 percent. This is attributed to the decline in passenger trips for fixed route in concert with the increase in operating costs. For fixed-route, passenger fare revenues increased 4.9 percent and for Dial-a-Ride fare revenue increased 19.7 percent. Contributions from Measure C local funds enable Clovis to maintain its mandatory farebox recovery requirements.

Section V

Review of Operator Functions

This section provides an in-depth review of various functions within the City of Clovis Transit System. The review highlights accomplishments, issues and/or challenges that were determined during the audit period. The following departments and functions were reviewed at the City of Clovis:

- Operations
- Maintenance
- Planning
- Marketing
- General Administration and Management

Within some departments are sub-functions that require review as well, such as Grants Administration that falls under General Administration.

Operations

Clovis Transit implemented a series of route expansions and realignments consisting of adjusted headways and shifted routes. Prior to the route changes, the City conducted a ridership survey. At the beginning of FY 2010, service changes included a fare increase, elimination of weekend Stageline service and the weekend and evening taxi voucher program. While the changes were difficult, it allowed Clovis Transit to keep core services in operation in light of the financial constraints due to the economic recession.

During FY 2011, Clovis implemented more route changes on all Stageline fixed-routes in an effort to operate more efficiently by reducing service in a low ridership area and reallocating service to a higher ridership area which was underserved. This included an extension of Route 10 to the northwest area of Clovis, the conversion of Route 65 to a deviated Flex-Route, and the dedication of three buses on each route which allowed for more recovery time while still running 30-minute headways for passengers.

Another fare adjustment was implemented in February 2011, which allowed free rides for certified persons with a disability on fixed route. This change resulted in a \$10,000 reduction in annual fare revenue and the system experienced a 300 percent increase in disabled passengers since the introduction of the free fare. In addition, Saturday Stageline service was reinstated and Roundup accepted delivery of two new wheelchair accessible mini-vans.

Flex-Route 65 was eventually discontinued due to low ridership and a portion of the route was incorporated into Route 50. Route 10 was shifted to Gettysburg and extended, while Route 80

was implemented as a tripper service to the Buchanan Education Complex operating on school days. The route changes are subject to a 5-year analysis. The City continued its agreement with FAX on FAX Route 9 that runs between Fresno and Clovis and the acceptance of the regional Metro Pass. Clovis receives \$1.25 per trip as well as Metro Pass and ridership statistics on a quarterly basis.

During FY 2009, an analysis of all transit bus stops was performed to determine their compliance with ADA. Based on the analysis findings, the transit system implemented a number of bus stop upgrades, which resulted in 70 percent ADA compliance. About 42 benches were installed while some stops were eliminated to improve bus service flow and on-time performance. The City is committed to addressing slope challenges and right-of-way access for the remaining stops awaiting upgrades.

In November 2012, Clovis received 6 new Arboc low floor buses that have wheelchair ramps with a 1,000-pound weight capacity rating. The City also acquired the Apollo video system, which consists of 5 surveillance cameras on each vehicle, 2 to 3 weeks of video storage memory and built GPS/mapping capability.

Complaints, compliments and inquiries are received directly by Clovis Transit via phone or by email. Within 10 days of receiving the complaint, transit supervisory staff investigates the incident and responds to the complainant. Complaints received during the audit period are summarized in Table V-1:

**Table V-1
Clovis Transit Complaints**

	FY 2010	FY 2011	FY 2012
Complaints	55	17	39

Source: City of Clovis

In addition to tracking complaints, the City maintains data for other operational elements such as accidents, on-time performance and no-shows. The on-time performance data is derived from technology that was recently implemented during the audit period. By utilizing Zonar systems technology, Clovis Transit is able to obtain detailed information electronically in addition to the driver trip sheets. A ring is simulated around timed stops by transit management to depict when a bus is on-time. On-time performance data for Stageline supplied by the City was compiled in 2012 and consist of a sample number of stops surveyed from January through September. Based on the data, the average on-time performance is 96.04 percent. The number of vehicle accidents or incidents increased in spite of the decline in vehicle service hours and miles. Vehicle incidents are summarized in Table V-2:

**Table V-2
Clovis Transit Vehicle Incidents**

	FY 2009	FY 2010	FY 2011	FY 2012
Vehicle Incidents	1	4	4	5

Source: City of Clovis

Clovis tightened its trip change policy during the audit period for Round Up. Reservations are accepted up to 2 weeks in advance on Round Up. Better trip coordination limits the number of single passenger trips including enhanced trip making for dialysis appointments. The No-Show policy is described in print and is available in both the Round Up Ride Guide and Passenger Policies. Clovis defines a no-show as a scheduled trip where the driver arrives at the pick-up location at the designated time but the passenger does not take the scheduled ride, or where the passenger cancels within two hours of the pick-up time. Drivers will only wait 5 minutes after arrival for the passenger to board the vehicle and will depart after 5 minutes, therefore constituting a no-show. From this updated policy, the rate of no-shows is down to one percent. The City has utilized warning letters and suspension measures to address no-shows. The City is also considering levying a charge for no-shows. A summary of no-shows is presented in Table V-3:

**Table V-3
Round Up No-Shows**

	FY 2010	FY 2011	FY 2012
No-Shows	826	747	657

Source: City of Clovis

The City received a complaint letter from the Federal Transit Administration (FTA) in November 2011 regarding the alleged charging of Round Up passengers for door-to-door service. The City had a written policy of charging \$1.00 extra for assisting to and from the door of their destination. In order to comply with the origin-to-destination requirement of ADA as per the FTA, the City changed its policy. Under the revised policy guidelines, the driver will help passengers to and from the door of their destination or origin to the bus. However, for safety reasons the driver is not required to leave the line-of-sight of their transit vehicle nor travel a distance farther than 100 feet away from their vehicle. Drivers will still assist with packages (limited to 5 bags of groceries and 25 pounds maximum) but will not charge an additional fee for such service.

Round Up produces a daily recap sheet listing the drivers, vehicle numbers, work and break times, total paid time, deadhead hours, total revenue hours, mileage, deadhead miles, breakdown of farebox revenues and the number of riders. The Stageline trip sheet is similar to the Round Up daily recap sheet. The top of the sheet shows the date, route number, vehicle number and driver's name. Pull out, in service, lunch, out of service and pull in hours and mileages are recorded in the upper left-hand corner of the sheet. Passenger and fare data are recorded in the lower portion of the trip sheet. The trip sheets are also used for fare reconciliation purposes by the Transit Division office staff.

Personnel

Clovis Transit personnel are employed directly by the City. Based on the organizational chart provided by the Transit Division, there were 54 employees plus the Transit Supervisor. During the audit period, the City increased the number of part-time and office support staff. There were 14 full-time bus drivers; 24 part-time bus drivers; 5 part-time van drivers; 3 full-time lead driver/trainers; 3 part-time vehicle washers; 1 transit dispatcher; 2 principal office assistants; and

2 part-time clerical workers (10 hours a week). Lead bus drivers, bus drivers and the transit dispatcher are represented by the Operating Engineers Local Union Number 3. A Memorandum of Understanding (MOU) between the City and the union was in effect from July 2011 through June 2012.

The City provides health insurance that includes medical, prescription, dental, and vision coverage. The medical plan choices offered by the City include a \$15 co-pay HMO with Blue Shield as well as a \$15 co-pay HMO with Kaiser. The City also offers a Blue Shield 90/70 PPO and a Blue Shield 80/60 PPO and a High Deductible Health Plan (HDHP). Employee retirement benefits are provided through the California Public Employees Retirement System (CalPERS), which features a 2.7 percent at 55 benefit with an 8 percent employee paid contribution. In addition to CalPERS, the City offers a 457 deferred compensation plan and life insurance. There are 10 paid holidays and one floating holiday annually as well as accrued paid vacation and sick leave.

Drivers are required to have a valid Class B License with Passenger Endorsement, plus Medical Examiner's certificate. The three lead drivers are also trainers, but the City is considering having one dedicated staff trainer. All transit employees are required to attend regular training and safety meetings to maintain their Verification of Transit Training (VTT) and General Public Paratransit Vehicle (GPPV) certificates to operate a bus vehicle. Operation procedures, security and defensive driving, ergonomics, accidents, system problems and personnel issues are a sampling of topics discussed at such meetings.

The Collision Review Committee is an in-house advisory group comprised of 11 members including the Transit Supervisor, 3 trainers and interested drivers. A representative from the Maintenance Department may be invited to participate in the future. Given that safety measures factor many variables include driver ability and maintained vehicles, the addition of a vehicle maintenance representative on the committee is reasonable. The committee meets on a quarterly basis to discuss road safety issues and offers an additional training tool. The two annual in-service trainings feature guest presenters and address topics such as self-defense and safety. Clovis Transit drivers also further their skills by their participation in bus roadeo course training and competition. Internal bus roadeos are held including in conjunction with the Police Department as well as roadeos through Statewide CalAct conferences.

Maintenance

The Clovis Transit vehicle fleet is maintained at the City's maintenance facility. Maintenance mechanics are Automotive Service Excellence (ASE) certified. There are no dedicated mechanics assigned to service the transit fleet. Heavy-duty mechanics usually service transit vehicles between the hours of 6 a.m. and 10 p.m. Clovis Transit is charged a service fee by maintenance, while air conditioning service is performed by an outside vendor at a flat rate. The Transit Supervisor indicated that the relationship with the maintenance department is cooperative.

Transit vehicles are maintained according to the CHP's 3,000 mile or 45-day inspection protocol for General Public Paratransit Vehicles. One measure of vehicle maintenance is the number of vehicle breakdowns during revenue service. Maintenance tracks the number of road calls, which

are reported to the Transit Supervisor. There have been fewer road calls due to the acquisition of newer vehicles. Roadcalls pertain to mechanical and other operational failures while the transit vehicles are in service. The number of roadcalls incurred during the audit period is summarized in Table V-4:

**Table V-4
Clovis Transit Roadcalls**

	FY 2009	FY 2010	FY 2011	FY 2012
Roadcalls	6	8	5	1

Source: City of Clovis

Clovis uses the Zonar electronic fleet management system for pre-trip inspections. Zonar’s Electronic Vehicle Inspection Report (EVIR) technology is utilized for daily pre- and post-trip inspections, which is transmitted via cellular signal into a database. Radio-frequency identification (RFID) tags are placed on the vehicle in critical inspection areas or zones. Drivers conduct their vehicle inspections by placing the Zonar reader within inches of each tag and indicating the condition of the components within the zone with one-handed, push-button responses. When a defect is discovered, the driver selects a description from a pre-defined list and indicates if the vehicle is safe to operate. Fault codes generated by the EVIR which is CHP-compliant are transmitted to the lead mechanic for attention. Zonar installation cost was \$1,000 per vehicle plus a monthly service fee.

Planning

Clovis prepares its Short-Range Transit Plan (SRTP) every two years, which contains the operating plan and capital program over a five-year planning horizon. The most recent SRTP for FY 2011-2016 contains a strategic plan made up of four key goals, each with specific performance measures. The goals are summarized as follows in Table V-5:

**Table V-5
FY 2011-2016 SRTP Goals**

SRTP Goals	
Service Levels	<i>Clovis Transit will provide public transportation service to a maximum number of people in the Fresno-Clovis Metropolitan Area.</i>
Service Quality	<i>Clovis Transit will provide a quality, convenient and reliable service.</i>
Service Productivity	<i>Clovis Transit will operate an efficient and effective bus system.</i>
System Image	<i>Clovis Transit will strive to promote its service and image in the community.</i>

Source: City of Clovis SRTP, FY 2011-2016

It is worth noting that with passage of TDA legislation (SB 716, Wolk, October 2009) describing the apportionment restrictions for counties that had less than 500,000 population in 1970 but have since exceeded that figure, LTF apportionments to urbanized areas over 100,000 population

which includes Clovis will be restricted for transit purposes beginning in July 2014. This will significantly impact the planning and delivery of transit in the City, along with anticipated growth in Measure C funds as the economy improves. Compliance with TDA performance metrics such as farebox recovery play an important role in the future design and operation of the transit service.

Another planning and service measurement tool is the annual productivity evaluation that Clovis Transit prepares and submits to Fresno COG. The productivity evaluation provides a summary description of the transit system; significant service changes or activities; follow up on the prior triennial performance audit and productivity evaluation recommendations and productivity data highlights.

Clovis Transit works with two standing committees that provide input into the transit planning and decision making process. The City's ADA Advisory Committee is a standing committee which consists of City staff and members of the public, and makes recommendations regarding transit ADA issues. The Fresno COG Social Services Transportation Advisory Committee (SSTAC) also consists of members from the public with varied interests and makes recommendations on policy and technical issues to the City of Clovis and to Fresno COG.

Marketing

Clovis' transit services are marketed in electronic and print formats. The City's website contains a dedicated page with information about the transit system. The webpage underwent an upgrade during the audit period. The page (<http://www.ci.clovis.ca.us/Departments-and-Services/Transit-Services>) includes information about routes, timetables, passenger policies, bus advertising and trolley rentals in a downloadable PDF format. A menu containing quick links to the Stageline, Roundup and FAX services is located on the left-hand margin of the page. There is also a link to the Clovis Transit Twitter feed. Route information, road closures, and service changes are posted to the Twitter page.

New maps and brochures were printed in concert with the route changes that were implemented during the audit period. Clovis Transit route maps and schedules are also contained in the FAX schedule guide. Riders are able to purchase bus passes at Clovis City Hall, Fresno State University, and Clovis Check Cashing or by mail.

Community outreach approaches have included participation at disability fairs and presentations at school campuses, social service agencies and before civic groups. Clovis Transit brochures are distributed to vocational schools, local libraries, City Hall and pass sales outlets. Staff will do travel training upon request. Wooden nickels or tokens are distributed for free rides to create further awareness of the system. Advertising revenues derived from bus wraps generate between \$25,000 and \$30,000 for the system annually.

Information about Clovis Transit Services is also contained in the Fresno County Transportation Guide published by Fresno COG as well as through the Fresno COG Web site. The transportation guide is published in a bilingual (English/Spanish) format and was last updated in spring 2007. Fresno COG is changing the format of the Fresno County Transportation Guide from a booklet to

a folded pocket guide. The pocket guide will continue to be bilingual and feature basic information about transit services including contact phone numbers and Web site links.

General Administration and Management

The City of Clovis was incorporated on February 27, 1912 as a general law city and has a Council-Manager form of government. The five-member City Council serves as the principal policy making body. The members serve four year terms and elect one member to serve as mayor and one to serve as mayor pro tem for two years. A general municipal election is held every two years, alternating, between two and three, positions each cycle. Regular meetings of the City Council are convened on the first three Mondays of the month at 6:00 p.m. in the Council Chambers located at the Clovis City Hall. The City Council provides policy direction to the City Manager who is responsible for administering city operations. All other department heads in the city serve under the direction of the City Manager.

The City's transit division is directly operated and administered by the Community Services Division within the General Services Department. The General Services Manager is assisted by the Transit Supervisor who oversees the day-to-day operations. The General Services Manager prepares the Community Services Division monthly reports to the City Manager and includes performance data and highlights for Clovis Transit along with those from Senior Services and Recreation. The information includes monthly fare revenue and other funding sources for Stageline and Round Up, ridership by route, and highlights of other transit activities including public hearings and ridership trends. The statistical data is shown for the current month, same month from a year ago, and year-to-date for the current and prior years. The General Services Manager also applies for and manages transit grants.

Clovis prepares the annual Operations Program and Budget (OPB) for the transit system in cooperation with Fresno COG as required by its designation as the CTSA for the Clovis urbanized area. Follow up actions to the prior TDA Performance Audit are also documented. The OPB serves to:

1. Provide a program of operations, including an implementation schedule for new or modified services, and a program budget for CTSA coordinated and consolidated social service transportation services for the program year.
2. Serve as a resource document for local elected officials, social service agencies, and citizens.
3. Demonstrate the CTSA's compliance with Section 99275.5 of the Public Utilities Code concerning Article 4.5 claim evaluation criteria and required findings, and with the COFCG Assembly Bill 120 Action Plan (adopted February 1982).
4. Document efforts to improve coordination and consolidation of social service transportation services

Grants Management

Grant funding allocated towards supporting transit services have been derived from local, state and federal sources. The principal source of local funding has been the Measure C Extension, the County-wide, one-half cent sales tax reauthorized by voters in November 2006. About 24 percent of the expected Measure C funds are allocated to Regional Public Transit in an effort to expand mass transit programs that have a demonstrated ability to get people to use alternative transportation and improve air quality. Measure C funds are budgeted to be utilized to continue to support existing services, increase service levels, leverage grant dollars, and complete minor capital projects.

Based on the Measure C Extension Expenditure Plan Regional Public Transit program, Clovis is programmed to receive on average \$1.685 million annually or \$33.7 million in total over the 20 year life of the measure for multi modal transportation. Measure C Extension funds have been used to support free Stageline rides for seniors and disabled as well as an additional bus for Route 50. Measure C Extension funds allocated toward Clovis Transit have ranged from \$951,470 in FY 2010 to \$1,119,470 in FY 2012 which account for the changes in the economy.

State funding has consisted of TDA and Proposition 1B allocations. Local Transportation Fund (LTF) apportionments have ranged from \$2.348 million in FY 2010 to \$1.99 million in FY 2011 to \$1.82 million in FY 2012. State Transit Assistance Funds (STAF) have ranged from \$601,550 in FY 2011 to \$635,332 in FY 2012. Clovis received state Public Transportation Modernization, Improvement and Service Enhancement Account (PTMISEA) and Transit System Safety, Security and Disaster Response Account (TSSSDRA) funds as a part of the Proposition 1B bond act. PTMISEA funds have been drawn for the purchase of vehicles, ADA bus stop improvements, and the Zonar fleet management system. TSSSDRA funds were expended for video surveillance equipment, bus stop solar lighting and transit software. All PTMISEA capital purchases were completed and closed-out during the audit period, which amounted to \$862,854. Approximately \$229,755 in TSSSDRA capital improvements were funded and are currently in procurement.

The City did not apply any of the American Recovery and Reinvestment Act (ARRA) funding towards transit. In addition, the City does not utilize any federal grants to fund operations or capital improvements, thus avoiding federal transit guidelines and reporting requirements.

Section VI

Findings

The following summarizes the major findings obtained from this Triennial Audit covering fiscal years 2010 through 2012. A set of recommendations is then provided.

Triennial Audit Findings

1. Of the compliance areas pertaining to Clovis, the operator fully complied with seven of eight requirements. The operator was in partial compliance with the timely submittal of its State Controller's Report for FY 2012. Three additional compliance requirements are not applicable to Clovis (e.g., intermediate farebox recovery ratio, rural area farebox recovery, and use of federal funds).
2. The City of Clovis participates in the CHP Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim. The CHP inspection reports submitted for review were found to be satisfactory.
3. The City's transit operating budget exhibited modest fluctuations during the audit period, but did not exceed 15 percent. The budget increased 2.5 percent in FY 2010 and decreased 2.2 percent the following year. The budget then increased 8.9 percent in FY 2012 due to employee compensation and administrative overhead costs.
4. Based on the available data from the Annual Fiscal and Compliance Audits, the City's required farebox recovery ratio was met with the assistance of local Measure C funds. The average farebox for the fixed route without local funds was 6.38 percent and the average farebox for demand response without local funds was 4.90 percent during the triennial period. The audited farebox with Measure C for fixed route was 20 percent and 10 percent for demand response.
5. Of the five prior audit recommendations, the City of Clovis fully implemented four recommendations. The recommendation regarding the timely submittal of State Controller Reports and Fiscal Audits was partially implemented in the triennial period.
6. Operating costs systemwide increased 12.2 percent based on audited data from the FY 2009 base year through FY 2012. Fixed route operating costs increased by 7.2 percent during the audit period. In contrast, Dial-a-Ride operating costs increased 17.7 percent, more than double the increase for fixed-route. The increase in operating costs is attributed to fixed route service expansion, reduced headways and increased staffing.
7. Ridership decreased 13.2 percent systemwide during the audit period due to several factors including continued sluggish economic conditions and a fare increase implemented in 2009. However, with changes made to routes, less transfers are also occurring which improves

service but affects historic ridership trends. Fixed route ridership decreased 17.2 percent while Dial-a-Ride ridership increased by a modest 1.2 percent. Systemwide ridership decreased by 11.4 percent in FY 2011 from the prior year but rebounded by 4.7 percent in FY 2012. Fixed route ridership trends pushed the systemwide decrease in FY 2011 and the subsequent rebound.

8. Operating cost per passenger, an indicator of cost effectiveness, increased 29.2 percent systemwide. Cost per passenger increased by a comparable 29.5 percent on fixed route, yet exhibited a 16.2 percent increase on Dial-a-Ride. The trend for this indicator reflects a larger increase in operating costs when compared to the decline in passenger trips.
9. Operating cost per hour, an indicator of cost efficiency, increased 16.9 percent systemwide. The indicator exhibited a lesser increase on the fixed route of 7.7 percent whereas Dial-a-Ride saw its cost per hour increase 26 percent over the period. The trends in this indicator show contrast between the increase in operating costs compared to the decrease in revenue service hours over the audit period.
10. Clovis Transit implemented a series of route expansions and realignments consisting of adjusted headways and shifted routes. Prior to the route changes, the City conducted a ridership survey. Service changes included a fare increase, elimination of unproductive routes, extension of other routes or conversion to flex-route, and discontinuation of the weekend and evening taxi voucher program.
11. An analysis of all transit bus stops was performed to determine their compliance with ADA. Based on the analysis findings, the transit system implemented a number of bus stop upgrades, which resulted in 70 percent ADA compliance. About 42 benches were installed and some stops were eliminated in order to enhance service efficiencies.
12. Clovis tightened up its trip change policy during the audit period for Round Up. Reservations are accepted up to 2 weeks in advance on Round Up. Better trip coordination limits the number of single passenger trips while the rate of no-shows is down to one percent of scheduled trips. The City has utilized warning letters and suspension measures to address no-shows. Also, in response to a FTA letter, a separate charge providing door-to-door service was eliminated.
13. Clovis uses the Zonar electronic fleet management system for pre-trip inspections and tracking of on-time performance. Zonar's Electronic Vehicle Inspection Report (EVIR) technology is utilized for daily pre- and post-trip inspections, which is transmitted via cellular signal into a database. Radio-frequency identification (RFID) tags are placed on the vehicle in critical inspection areas or zones. Electronic tracking of on-time performance provides back up to driver trip sheets.

Recommendations

1. Further automate the tracking of on-time performance through technology.

With the implementation of fleet management software technologies such as Zonar, the City has GPS and mapping capabilities to improve service efficiencies. The on-time performance data provided by the Transit Division for the audit contain only a sampling of stops surveyed from January through September 2012. Based on the data, the average on-time performance is 96.04 percent. Transitioning to an automated system capable of obtaining multiple observations for each route will improve the accuracy of the data and better information for planning of service. The City should continue its efforts to use technology as a basis for collecting service information for route planning and driver training.

2. Continue to market the travel training program.

The City currently offers travel training to prospective riders upon request. As there is a significant incentive for seniors and disabled to ride the fixed route through a free fare, along with improved accessibility to bus stops, a robust travel training program would be a natural progression in continuing to grow ridership on Stageline. Transit staff engage local senior and social service agencies to take public transportation while the City has been active in ensuring that a majority of its bus stops and shelters are ADA accessible and compliant. Further marketing of the travel training program could be a coordinated effort between the City and its CTSA partners as well as social service agencies such as the Central Valley Regional Center.

3. Add a maintenance representative to the Collision Review Committee.

The internal Collision Review Committee is commended for holding regular meetings, and would benefit from the inclusion of a regular attendee from the Maintenance Department to share vehicle safety and maintenance issues. Driver actions are partially derived from the condition and specifications of the vehicle they operate while in revenue service. With direct interaction between transit management, operators and maintenance staff on a regular basis concerning safety and other on-the-street activities, the outcomes from the committee will enhance the training opportunities for all Clovis Transit staff leading to improved performance.

4. Conduct transit planning in response to TDA legislation guiding new allocation of Local Transportation Fund.

SB 716 (Wolk) changes the allocation of local transportation funds to Clovis starting in July 2014. All LTF will be allocated by Fresno COG to transit which replaces prior allocations to both transit and local streets. Planning documents including the Short Range Transit Plan and Operations Program Budget developed by Clovis Transit should develop scenarios in how the new allocations will impact transit delivery. Whether there could be potential service enhancement, increases in capital asset planning, or placement in unallocated reserves, the

transit planning process should assess the impacts of this significant change in funding. The process should be mindful of TDA indicators such as farebox recovery as a tool to gauge system performance and that should be adhered to during development and review of transit budget plans.