

*Transit
Productivity
Evaluation
FY 2016*

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

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FY 2016 TRANSIT PRODUCTIVITY EVALUATION

INTRODUCTION

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

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

The FY 2016 Productivity Evaluation covers the time period of July 1, 2015 to June 30, 2016 and assesses the following agencies:

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

State law also requires Triennial Performance Audits of each transit operator (PUC 99246-99249). The most recent performance audit of the operators listed above was completed by Pacific Municipal Consultants (PMC) for FY2010 through FY2012. Final recommendations from the audits are reflected in this report.

OVERVIEW OF FRESNO COUNTY'S PUBLIC TRANSPORTATION SYSTEMS

Public transportation operators in Fresno County provided a total of 11.9 million passenger trips from the period beginning July 2015 through June 2016 (FY 2016) at a cost of approximately \$55.9 million. As shown in Table 1, the systems traveled a combined 7,971,318 miles and operated 631,252 hours of service. Fares collected totaled \$12.4 million, representing an overall 22.1 percent farebox recovery ratio.

FAX, the largest public transit provider in the Fresno County region, provided a total of 10.7 million passenger trips (90 percent of the county total), followed by FCRTA, and the CTSA with 405,354 trips (3.4 percent) and 387,499 trips (3.3 percent) respectively. Fresno Handy Ride provided 201,826 trips (1.7 percent of the county total), while Clovis Stageline and Clovis Roundup combined provided 215,143 (1.8 percent) of all trips.

System wide, 18.2 passengers per hour and 1.5 passengers per mile were carried during FY2016. The cost per hour was \$88.60 and cost per passenger was \$4.71. Overall, the systems provided 10.8% fewer passenger trips in FY 2016 than in FY 2015.

Table 1

Fresno County Public Transportation Systems
Productivity Summary
FY 2016

Agency	Passengers	Miles	Hours	Costs	Fare Revenues	Pass/ Hour	Pass/ Mile	Cost/ Hour	Farebox Ratio
FAX	10,672,577	3,887,939	330,681	\$36,115,161	\$7,575,604	32.27	2.75	\$109.21	20.98%
Handy Ride	201,826	1,140,144	95,484	\$6,437,053	\$257,075	2.11	0.18	\$67.41	3.99%
Stageline	154,451	258,156	21,193	\$2,192,279	\$439,478	7.29	0.60	\$103.44	20.05%
Round-up	60,692	398,735	31,586	\$2,517,231	\$216,789	1.92	0.15	\$79.69	8.61%
FCRTA	405,354	1,018,737	78,002	\$4,810,112	\$574,987	5.20	0.49	\$61.67	11.95%
*CTSA	387,499	1,267,607	74,306	\$3,858,459	\$3,276,939	5.21	0.31	\$51.93	84.93%
Total	11,882,399	7,971,318	631,252	\$55,930,295	\$12,340,872	18.82	1.49	\$88.60	22.06%

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

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

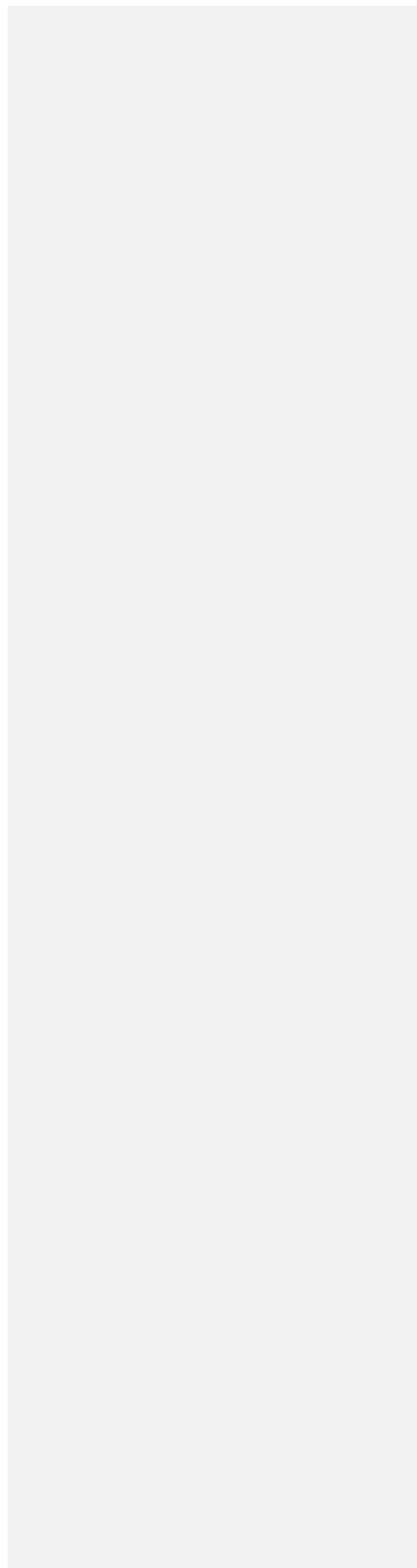
A truly accurate system wide comparison is not possible due to different types of services, as well as the variations in the definitions of some of the performance indicators. For purposes of broad comparison, however, performance indicators by system are reflected in the above table.

Section I

Fresno Area Express and Handy Ride



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SECTION I

2016 PRODUCTIVITY EVALUATION

FRESNO AREA EXPRESS AND HANDY RIDE

I. SUMMARY DESCRIPTION OF SERVICES

Fresno Area Express (FAX), operated by the City of Fresno, is the largest mass public transportation provider in the San Joaquin Valley and provides service within the Fresno-Clovis Metropolitan Area (FCMA). FAX operates scheduled fixed-route service throughout the metropolitan area on 16 routes, seven days per week including evening service on weekdays. FAX currently has a fleet of 107 buses, 80 of which operate during the morning and evening peak commute periods. All buses are equipped with wheelchair passenger lifts/ramps and bicycle racks. Generally, the routes follow a modified grid pattern. Eight lines converge downtown on weekdays with coordinated schedules at four existing bus transfer facilities, the largest located in Downtown Fresno and Manchester Transit Center at the Manchester Mall.

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

II. SIGNIFICANT SERVICE CHANGES AND ACTIVITIES

According to American Community Survey, the FCMA population has grown by 6.2 percent between 2010 and 2015. Most of this growth has been north and northeast of Downtown Fresno, the hub of FAX's fixed-route service, but more recently we are seeing an increase in the southeast and northwest as well as in the downtown central core. A significant challenge to FAX over the next five years will be to develop service that reflects travel pattern changes which are the result of a continuing suburbanization of jobs, housing, and retail facilities. Additionally, over the next several years FAX will play a greater role in addressing the problems brought forth by increased traffic congestion and poor air quality. FAX continues to pursue these objectives through service, operations, maintenance, capital improvements, public outreach and marketing.

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

NEW FIXED-ROUTE SERVICES AND MINOR SERVICE MODIFICATIONS

Fresno Area Express (FAX) had no service changes in Fiscal Year 2016.

EXTERIOR BUS ADVERTISING

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

BIKE AND BUS PROGRAM

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

WHEELCHAIR LIFT DEPLOYMENTS

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

SUPPORT SERVICES

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

ADMINISTRATION

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

In fiscal year 2016 the Department of Transportation was awarded \$33.3 million in federal, state, and local capital grants. These funds, along with previously awarded funding, will be used to remodel facilities, improve bus stop infrastructure, upgrade security in the transportation yard, improve communication systems, enhance current service, and to purchase support vehicles, fixed route buses, and paratransit buses. In addition, these capital funds will be used for the construction phase of the Bus Rapid Transit (BRT) service which is expected to be implemented in November 2017.

PLANNING

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

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

Fresno Area Express continues to work on the implementation of the Strategic Services Evaluation. Additional public engagement for the project will take place in FY 2017 and will include a Title VI Service Equity Analysis.

FAX is continuing the implementation of the City's first Bus Rapid Transit line. The Project is an approximately 13.8-mile BRT line connecting the major north-south corridor (Blackstone Ave.) and a major east-west corridor (Ventura Ave. and Kings Canyon Rd). FAX will use 17 40' buses for the proposed service. All vehicles will be procured with project funds, as shown in the VSS capital cost summary. Station construction activities have begun on the Blackstone corridor and revenue service is scheduled for late 2017.

OPERATIONS

The FAX Operations Division is responsible for the safe and efficient operation of all FAX revenue vehicles. The Operations Division is the largest division in the Department of Transportation with approximately 281 employees out of which 253 are bus operators. The division has been emphasizing improving its customer service by hiring dedicated training officers, automating its bus operator assignment process and participated in reviewing strategies to make the system more efficient. The division has been supporting future system restructuring by ensuring it's involved in identifying the number of drivers needed and streamlining the new driver training program. The goal is to hire approximately 50 new bus operators in FY2017. The Division has also been proactive in identifying routes that were being impacted by overcrowding. In FY2016, in order to address capacity issues on major corridors, the Operations Division deployed tripper service. The tripper service has alleviated the overcapacity issues and improved reliability for its customers. Overall, the Operations Division has increased its personnel resources to align itself for changes in the system that will improve customer service and reliability.

MAINTENANCE

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

In FY 2016, the Maintenance Division received 17 new 40' buses, rebuilt a CNG compressor and purchased and installed a twin IMW CNG compressor. The CNG improvements have reduced fueling time and allow more time for bus cleaning and detailing. The division has also developed a safety committee that includes shop personnel and supervisors to review safety and accidents to reduce injuries and claims.. Maintenance continues to provide staff with additional aftermarket training opportunities to ensure we have the most qualified technicians with the most up to date information.

PUBLIC INFORMATION AND COMMUNITY OUTREACH

During FY 2016, FAX continued to provide public information and outreach activities with the intent of increasing public awareness and ridership as well as improving public perception of bus transit in the FCMA. Transit services were promoted through advertising, participation in local events, agency presentations, and by communicating essential public transportation information with individuals and community based organizations. FAX utilized its large format printer and laminator to produce current system and customer information displays in English and Spanish for the kiosks at Courthouse Park, and Manchester Transit Center. FAX directed its outreach efforts toward the FCMA's diverse population through cultural, age, disability, and socio-economic sensitive communication. FAX used newspaper advertisements, posters, bus placards, schedule guides, maps, flyers, e-mail, the FAX website, and bus audio and visual announcements to connect with the community. The FAX website provided a portal to useful information such as bus schedules, holiday service, transit trip planning, transit free application for schedules, Bus Rapid Transit (BRT), and safety and security notices. The website based Service Alert notification system continued in FY 2016, and allowed passengers weekly access to situations that affect trips such as detours, temporary bus stop locations, and tripper service. . FAX continued to encourage passengers to share their concerns about the system by connecting with the Customer Service staff through email, by telephone, and in person.

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

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

CAPITAL PROJECTS

Bus Procurement

In August 2015, FAX entered into a five year contract with Gillig for 30' and 40' Regular Fixed Route buses and 40' BRT buses. The pre-production meeting for our pilot bus in December 2015 and delivered in June 2016 and received seventeen (17) buses at the end of September beginning of October 2016. These buses are a combination of replacements for old buses and additional buses to support our new FAX15 service beginning in January 2017. FAX still has on order seventeen (17) buses that will be used on our BRT route and are expected to be delivered in February 2017.

FAX received eight (8) new paratransit buses for Handy Ride from Caltrans and was placed into service in September 2015. We have put a bid out for five (5) sedans to support the ambulatory service and expect to receive those in December 2016. Currently FAX is working on a piggyback on the CalACT contract for an additional nine (9) paratransit buses.

New Fare Media

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

Bus Stop Improvements

FAX is working on a number of capital projects to enhance passenger amenities, security and increase our operating efficiency. FAX has hired an architect and is working through design drawings to remodel the Courthouse Park Intermodal Transit Center bus shelter and waiting areas. Improvements will include new shelters, passenger amenities, infrastructure for security cameras and increased security lighting. Additionally, FAX is exploring rehabilitation options for the Manchester Transit Center that will include a complete remodel of the bus shelters and exterior façade of the customer service building. Capital improvements to increase FAX's operational efficiency include expansion of the Compressed Natural Gas bus fueling station which was completed in 2016 and is undergoing final testing. This includes a new compressor and an additional dispenser.

Passenger shelters

64 - 13' shelters including solar security lighting. The installation of over 90% of these shelters has been completed.

Passenger benches

80 - 8' passenger benches without backs
117 - 8' passenger benches with backs
100 - 32 gallon trash containers

As of June 2016, approximately 90% of the benches and trash containers have been installed.

Security Lighting:

The Department is currently working with a General Contractor to evaluate the condition of security lighting, both hardwired and solar, to the end goal of entering into an agreement with an electrical contractor to repair and maintain those units.

Installations:

The Department is working with a General Contractor to install fixtures and make final connections at bus stop locations where passenger shelters and the infrastructure to support security lighting are currently in place. Pricing has been solicited and received, and we are currently in the process of working to clarify City of Fresno standards with the General Contractor in order to move to the next phase of the project which would be the installations.

Trip Planning

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

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

III. TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS

A. TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS, FY2010 through FY2012 Pacific Municipal Consultants (PMC) State Transportation Development Act (TDA) Requirement

In December 2012, Pacific Municipal Consultants (PMC) submitted to the Fresno Council of Governments, FAX's Triennial Performance Audit for FY2010 through FY2012. The audit assists the State of California in determining if FAX operates in compliance with applicable laws, rules, and regulations, as prescribed by the Transportation Development Act (TDA). The audit provided the following conclusions and recommendations:

1. Report paratransit contract employees in the State Controller Report.

As a carryover from the prior performance audit, state law requires that transit operators provide the count of full-time employee (FTE) equivalents in the annual State Controller Report for both directly employed and contracted employees. An FTE is derived by dividing total work hours of employees by 2,000 hours. FAX should include the count of contracted employees (e.g. drivers, supervisors and administrative managers) for Handy Ride in the annual report. It was suggested that the Support Services Division work more closely with the contract operator in ensuring that FTEs are calculated based on the criteria stipulated in the TDA statute. FAX staff did provide a breakdown of FTE's for the Handy Ride paratransit service to the auditor during the site visit. However, the *Transit Operators Financial Transaction Reports* submitted to the State Controller for the Handy Ride service during the audit period still omit the FTEs in the Operating Data section of the report. The recent

Comment [JL1]: No changes. The report has been delayed and has not been finalized

change in contract operator affords FAX the opportunity to have this data reported in a consistent manner.

2. Perform “final” review of State Controller Report for consistency with the Fresno COG Transit Productivity Evaluation Report.

The prior audit found that the performance indicator data contained in the annual State Controller Transit Operators Financial Transaction Report and the Fresno COG Transit Productivity Evaluation Report have not been consistent, although both reports were completed concurrently. It was suggested that the Support Services Division institute better monitoring verification procedures that would result in consistent data among the various reports. There continue to be challenges in this area.

For example, the vehicle service miles reported for Handy Ride in FY 2010 are not consistent (1,120,776 in the State Controller vs. 1,609,206 in the Productivity Evaluation). Also, the number of passenger trips reported for FAX in FY 2010 is not consistent (18,087,391 in the State Controller vs. 17,589,425 in the Productivity Evaluation). In addition, the operating cost page in FY 2011 State Controller Report for Specialized Service was incomplete. Other data discrepancies are slight yet noticeable. It is recommended that the Department of Transportation staff continue to collaborate closely with the Finance Department to ensure more accurate data reporting.

3. Record accidents in the statistical summary report based on the metric utilized in the Short-Range Transit Plan (SRTP).

As a carryover from the prior triennial audit, it was recommended that FAX record accidents in its monthly statistical summary reports based upon the metric used in the SRTP, which is the number of accidents per 100,000-miles. The inclusion of this information in the summary reports provides an indication of operator ability and whether FAX is meeting the SRTP performance goals. However, the statistical summary report for FY 2012 has not yet shown this metric for fixed route collisions. FAX should continue efforts to implement the recommendation during development of the monthly report.

4. Focus management priorities on BRT implementation and ITS application.

With FAX progressing toward BRT implementation along with roll out of new ITS architecture, the focus of management should be to ensure the success of this new service which is anticipated to significantly improve transit delivery. Management priorities of the service must be transferred to new transit leadership, as there are indications of near term changeover of FAX management through retirement. In addition to succession planning and high level recruitment, department divisions as a whole will need to be prepared for advancements in data collection and reporting, customer service and operations support, and technology savvy that accompany BRT systems and ITS components.

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

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

1. Technical Capacity

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

Enhanced Review Module Conducted on Technical Capacity:

Areas Covered:

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

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

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

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

Grant Management Practices

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

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

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

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

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

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

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

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

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

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

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

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

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

2. Maintenance:

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

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

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

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

3. American's With Disabilities Act:

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

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

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

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

4. Procurement:

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

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

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

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

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

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

5. Disadvantaged Business Enterprise

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

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

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

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

6. Satisfactory Continuing Control

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

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

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

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

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

7. Planning / Program of Projects

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

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

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

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

8. Public Comment on Fare Increases and Major Service Reductions

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

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

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

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

9. Drug Free Workplace and Drug and Alcohol Program

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

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

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

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

10. Equal Employment Opportunity

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

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

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

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

IV. FOLLOW-UP ON FY2015 FAX/HANDY RIDE PRODUCTIVITY EVALUATION RECOMMENDATIONS

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

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

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

The SRTP was updated in July 2015. Next update is scheduled for July 2017.

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

This is ongoing.

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

This is on-going.

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

This is on-going.

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

This is on-going.

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

This is on-going

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

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

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

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

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

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

V. HIGHLIGHTS OF PRODUCTIVITY DATA

FRESNO AREA EXPRESS

FAX ridership decreased by 6.48 percent from 11.3 million in FY15 to 10.6 million in FY16. Total service miles remained relatively flat operating only 18,152 more miles in FY 2016. Total revenue hours were consistent with service miles and increased by only 0.48 percent (330,681) in FY16. The farebox recovery ratio decreased by 13 percent. The farebox ratio exceeded the 20 percent State-mandated farebox recovery requirement. Operating cost per hour decreased 10.8% from \$121.00 to \$109.21.

**Table I-1
FAX Productivity Indicator Comparison
FY2015 vs. FY2016**

Indicator	FY 2015	FY 2016	Percent Change
Passenger Trips	11,364,431	10,672,577	-6.48%
Passengers/Hour	34.53	32.27	-7.00%
Passengers/Mile	2.94	2.75	-6.91%
Cost/Mile	\$10.29	\$9.28	-10.88%
Cost/Hour	\$121.00	\$109.21	-10.80%
Farebox Ratio	21.35%	20.98%	-1.76%

HANDY RIDE

Handy Ride provided 201,826 trips during FY16, a 3.7 percent decrease over FY15. Handy Ride productivity, as stated in Passengers per Hour in Table I-5 is 2.11 for FY16 compared to 2.10 the prior year. The total number of revenue miles decreased .68 percent from 1,147,886 in FY15 to 1,140,144 in FY16. Revenue hours in FY16 decreased 4.67 percent from 99,946 to 95,484. Demand-response and fixed-route services continue to operate in compliance with ADA requirements. In FY2016, Handy Ride reported no trip denials.

Table I-2
Handy Ride Productivity Indicator Comparison
FY2015 vs. FY2016

Indicator	FY 2015	FY 2016	Percent Change
Passenger Trips	209,431	201,826	-3.77%
Revenue Miles	1,147,886	1,140,144	-0.68%
Revenue Hours	99,946	95,484	-4.67%
Farebox Revenue	\$298,822	\$257,075	-16.24%
Operating Cost	\$7,023,840	\$6,437,053	-9.12%

**VI. FRESNO AREA EXPRESS/HANDY RIDE: FY2016
PRODUCTIVITY COMMITTEE RECOMMENDATIONS**

- A. Comply, where feasible, with the Triennial Performance Audit Recommendations for FY2012 through FY2014.
- B. Implement recommendations from the annual element of the “Short-Range Transit Plan for the Fresno-Clovis Urbanized Area.”
- C. Pursue contracting of service and continue to consider the potential for and encourage private sector participation in the public transportation planning/service delivery process, and investigate other potential funding sources.
- D. Continue to coordinate with other general public paratransit service providers to jointly provide the State required 40 hours of specified training and behind-the-wheel instruction.
- E. Address responsibilities under the Americans with Disabilities Act of 1990. More specifically, address FAX operator’s requirements to announce major streets and transfer points.
- F. Address responsibilities under the Clean Air Act Amendments of 1990, the San Joaquin Valley Unified Air Pollution Control District Air Quality Plan, the City of Fresno Transportation Management Plan, and the Fresno Council of Governments Transportation Control Measures Plan, and Congestion Management System (CMS).
- G. Implement recommendations from the FAX and Handy Ride customer satisfaction surveys when possible.
- H. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of public transit.
- I. Continue to work with major employers in the Fresno-Clovis Metropolitan Area to determine the demand for new or improved transit services.
- J. Prepare and adopt updated Short Range Transit Plans / Operation Program and budget

Table I-3
Summary of Key Operational Indicators
FRESNO AREA EXPRESS
Fiscal Years 2013 through 2016

Fiscal Year Ending June 30	FY13	FY14	FY15	FY16
Operating Costs	\$40,237,044	\$37,102,165	\$39,820,793	\$36,115,161
Total Actual Vehicle Revenue Service Hours	328,312	328,846	329,091	330,681
Total Actual Vehicle Revenue Service Miles	3,861,958	3,867,515	3,869,787	3,887,939
Total Labor Hours	608,409	595,538	594,480	605,438
Unlinked Passenger Trips	12,442,248	12,059,050	11,364,431	10,672,577
Fare Revenue	\$9,590,617	\$8,777,903	\$8,501,278	\$7,575,604
Operating Cost/Passenger	\$3.23	\$3.08	\$3.50	\$3.38
Passengers/Vehicle Revenue Hour	37.90	36.67	34.53	32.27
Passengers/Vehicle Revenue Mile	3.22	3.12	2.94	2.75
Vehicle Revenue Hours/FTE*	1,079.25	1,104.37	1,330.79	1,043.00
Farebox Recovery Ratio	23.84%	23.66%	21.35%	20.98%
Operating Cost/Revenue Mile	\$10.42	\$9.59	\$10.29	\$9.29
Operating Cost/Revenue Hour	\$122.56	\$112.83	\$121.00	\$109.21
Average Fare/Passenger	\$0.77	\$0.73	\$0.75	\$0.71
Total Revenue Service Interruptions	522	646	662	642
Percentage of Trips On Time	83.01%	82.58%	82.83%	82.13%

Table I-4
Summary of Key Operational Indicators
FRESNO AREA EXPRESS
Fiscal Years 2014 through 2016

Fiscal Year Ending June 30	FY14	FY15	FY16	FY14-16
Operating Costs	-8.45%	6.83%	-10.26%	-11.41%
Total Actual Vehicle Revenue Service Hours	0.16%	0.07%	0.48%	0.72%
Total Actual Vehicle Revenue Service Miles	0.14%	0.06%	0.47%	0.67%
Total Labor Hours	-2.16%	-0.18%	1.81%	-0.49%
Unlinked Passenger Trips	-3.18%	-6.11%	-6.48%	-16.58%
Fare Revenue	-9.26%	-3.25%	-12.22%	-26.60%
Operating Cost/Passenger	-5.11%	12.19%	-3.55%	4.43%
Passengers/Vehicle Revenue Hour	-3.35%	-6.19%	-7.00%	-17.42%
Passengers/Vehicle Revenue Mile	-3.33%	-6.17%	-6.98%	-17.37%
Vehicle Revenue Hours/FTE*	2.27%	17.01%	-27.59%	-3.48%
Farebox Recovery Ratio	-0.75%	-10.82%	-1.78%	-13.63%
Operating Cost/Revenue Mile	-8.61%	6.77%	-10.78%	-12.16%
Operating Cost/Revenue Hour	-8.63%	6.76%	-10.79%	-12.22%
Average Fare/Passenger	-5.89%	2.69%	-5.39%	-8.59%
Total Revenue Service Interruptions	19.20%	2.42%	-3.12%	18.69%
Percentage of Trips On Time	-0.52%	0.30%	-0.85%	-1.07%

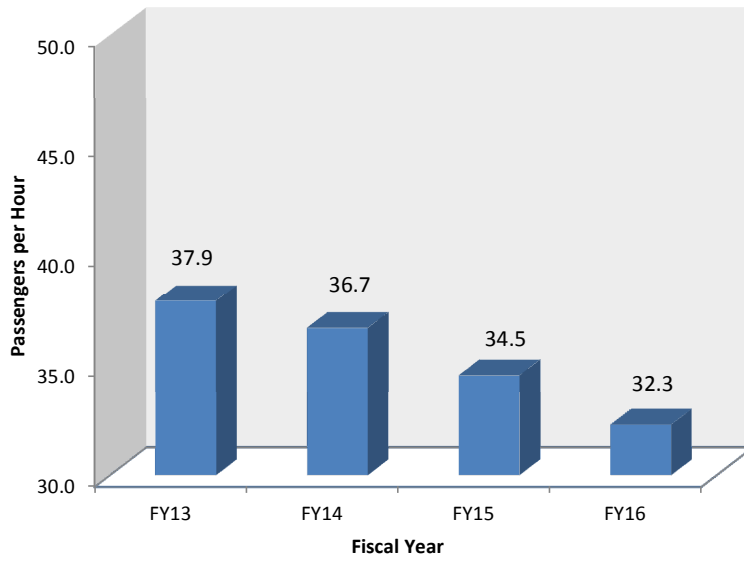
Table I-5
Summary of Key Operational Indicators
HANDY RIDE
Fiscal Years 2013 through 2016

Fiscal Year Ending June 30	FY13	FY14	FY15	FY16
Operating Costs	\$6,087,823	\$5,893,044	\$7,023,840	\$6,437,053
Total Actual Vehicle Revenue Hours	92,660	96,081	99,946	95,484
Total Actual Vehicle Revenue Miles	1,094,217	1,091,972	1,147,886	1,140,144
Unlinked Passenger Trips	203,999	207,322	209,431	201,826
Fare Revenue	\$271,059	\$274,539	\$298,822	\$257,075
Operating Cost/Passenger	\$29.84	\$28.42	\$33.54	\$31.89
Passengers/Vehicle Revenue Hour	2.20	2.16	2.10	2.11
Passengers/Vehicle Revenue Mile	0.19	0.19	0.18	0.18
Farebox Recovery Ratio	4.45%	4.66%	4.25%	3.99%
Operating Cost/Revenue Mile	\$5.56	\$5.40	\$6.12	\$5.65
Operating Cost/Revenue Hour	\$65.70	\$61.33	\$70.28	\$67.41
Average Fare/Passenger	\$1.33	\$1.32	\$1.43	\$1.27
Percentage of Trips On Time	89.4%	85.8%	89.5%	87.0%

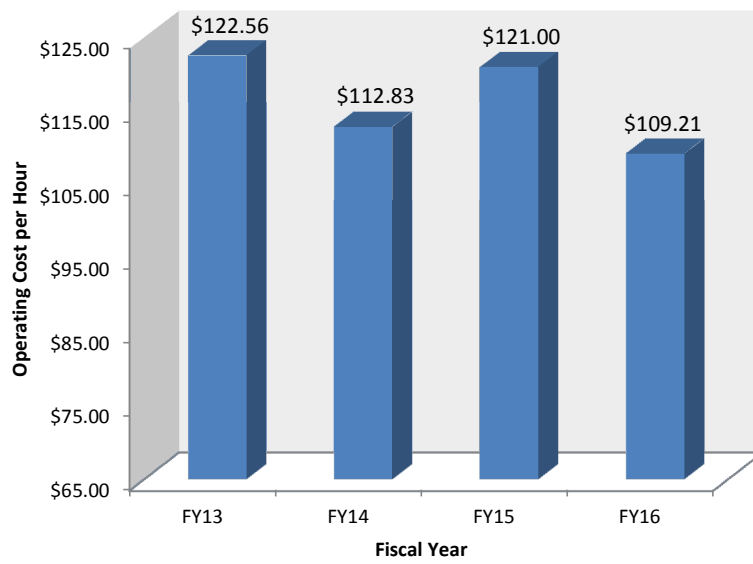
Table I-6
Summary of Key Operational Indicators
HANDY RIDE
Fiscal Years 2014 through 2016

Fiscal Year Ending June 30	FY14	FY15	FY16	FY14-16
Operating Costs	-3.31%	16.10%	-9.12%	5.43%
Total Actual Vehicle Revenue Hours	3.56%	3.87%	-4.67%	2.96%
Total Actual Vehicle Revenue Miles	-0.21%	4.87%	-0.68%	4.03%
Unlinked Passenger Trips	1.60%	1.01%	-3.77%	-1.08%
Fare Revenue	1.27%	8.13%	-16.24%	-5.44%
Operating Cost/Passenger	-4.99%	15.25%	-5.15%	6.43%
Passengers/Vehicle Revenue Hour	-2.03%	-2.98%	0.86%	-4.16%
Passengers/Vehicle Revenue Mile	1.80%	-4.06%	-3.07%	-5.32%
Farebox Recovery Ratio	4.43%	-9.50%	-6.53%	-11.49%
Operating Cost/Revenue Mile	-3.09%	11.80%	-8.38%	1.46%
Operating Cost/Revenue Hour	-7.12%	12.72%	-4.24%	2.54%
Average Fare/Passenger	-0.34%	7.19%	-12.02%	-4.32%
Percentage of Trips On Time	-4.20%	4.13%	-2.87%	-2.76%

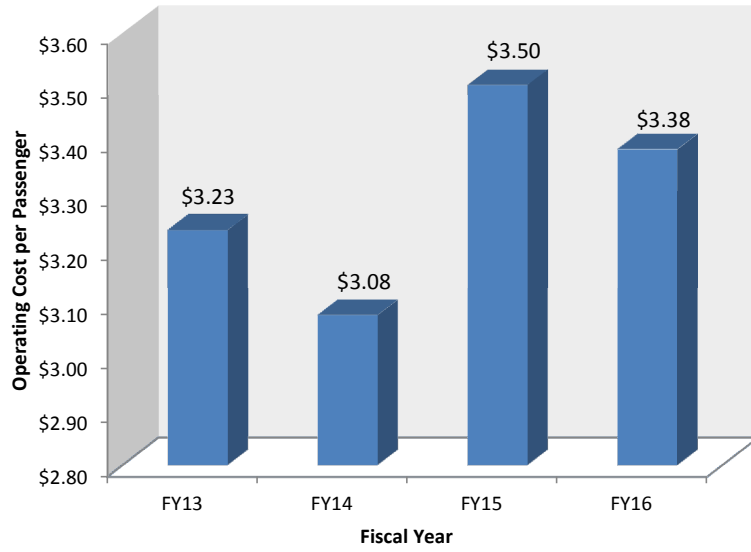
**Passengers/Revenue Hour
Fixed-Route
Exhibit I-1**



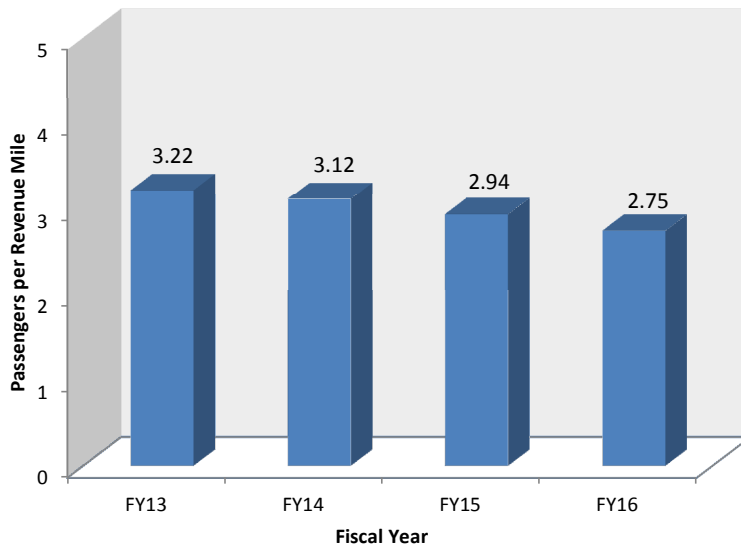
**Operating Cost/Revenue Hour
Fixed-Route
Exhibit 1-2**



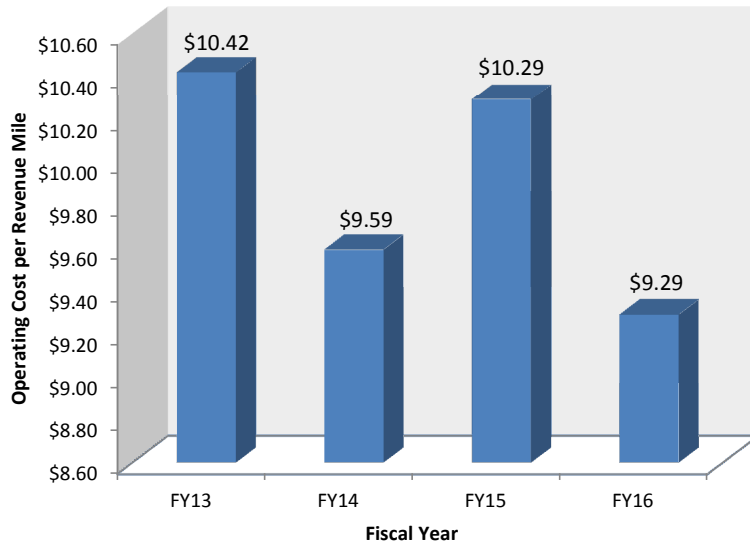
**Operating Cost/Passenger
Fixed-Route
Exhibit I-3**



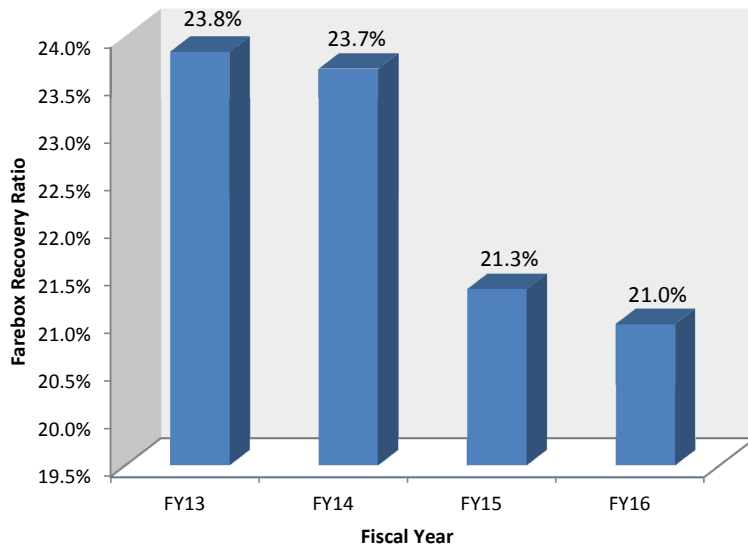
**Passengers/Revenue Mile
Fixed-Route
Exhibit 1-4**



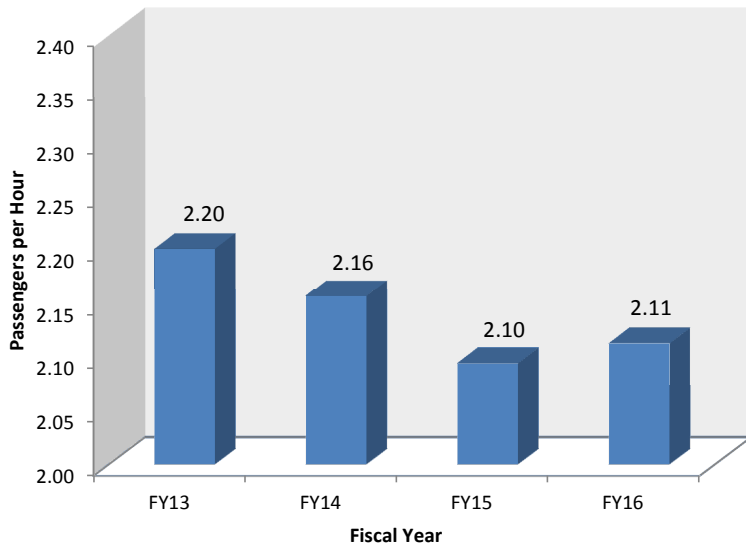
**Operating Cost/Revenue Mile
Fixed-Route
Exhibit I-5**



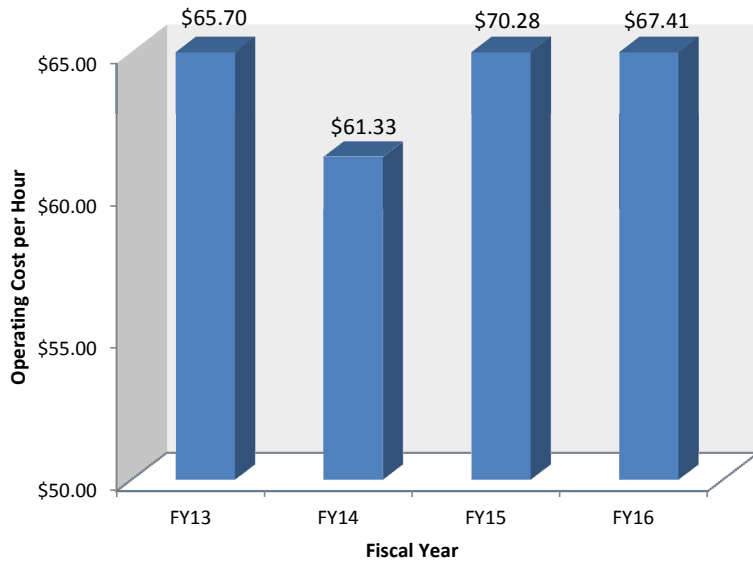
**Farebox Recovery Ratio
Fixed-Route
Exhibit I-6**



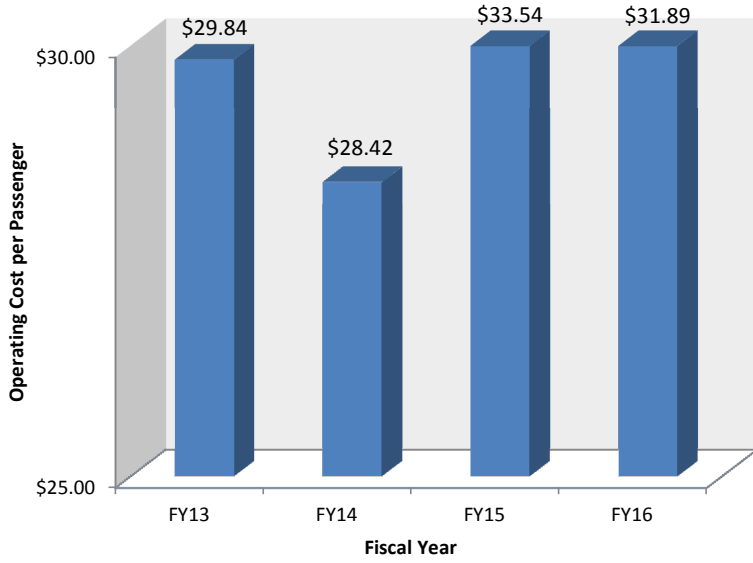
**Passengers/Revenue Hours
Handy Ride
Exhibit I-7**



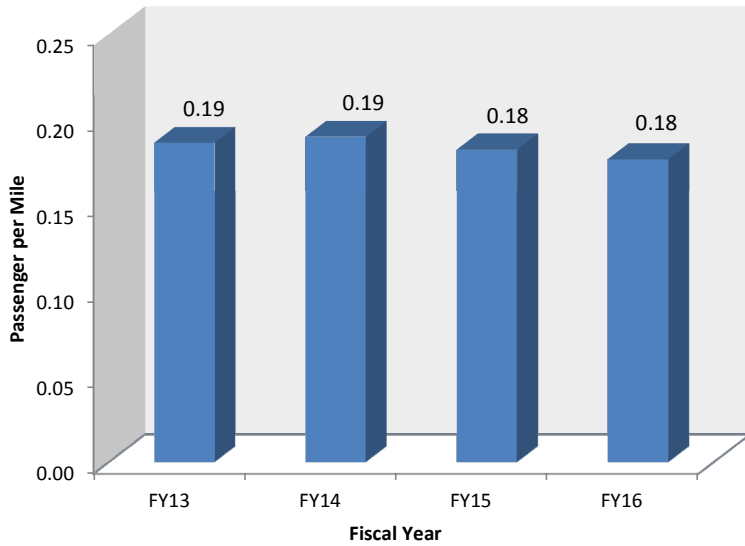
**Operating Cost/Revenue Hour
Handy Ride
Exhibit I-8**



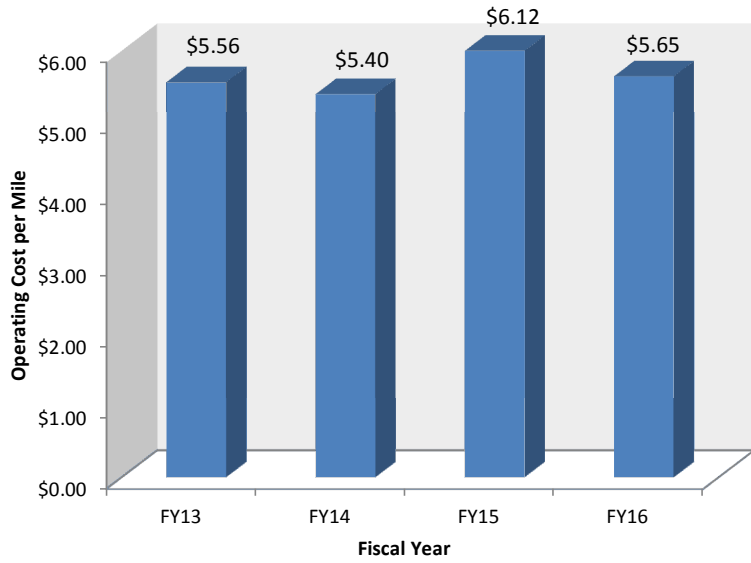
**Operating Cost/Passenger
Handy Ride
Exhibit I-9**



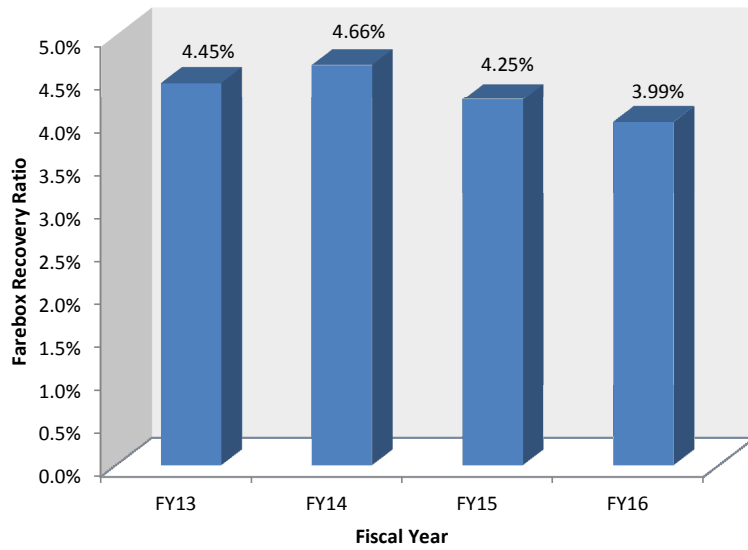
**Passengers/Revenue Mile
Handy Ride
Exhibit I-10**



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



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



Section II

Clovis Transit:

Stageline
And
Roundup

Clovis Transit
155 N. Sunnyside Avenue
Clovis, CA 93611
559-324-2770
www.ci.clovis.ca.us

SECTION II

2016 PRODUCTIVITY EVALUATION

CLOVIS TRANSIT

I. SUMMARY DESCRIPTION OF SERVICES

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

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

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

Continuing operational concerns and projects for FY 16 included: a) close monitoring of on-time performance on fixed-route service and demand response service; b) full implementation of a new no-show policy; c) installation of regional farebox systems for full implementation in FY 16-17 d) coordination with local schools and disabled groups regarding services; e) work closely with Planning and Development department on future site plans to accommodate transfer points and construction during plan development review process including the planned transit hub facility; f) expansion of services as the City continues to grow.

II. SIGNIFICANT SERVICE CHANGES OR ACTIVITIES

During FY 15-16, there were few significant service changes. No major route changes were made to the Stageline system. The new scheduling and dispatching software for Roundup was fully integrated and is running smoothly. Preliminary plans for the new transit office have been drafted. Land for the new office has been purchased. The regional farebox project has moved forward and should be fully operational in FY 16-17. A minor fare change was approved by City council related to bus passes for the new fareboxes.

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

- Installation of solar lighting at bus stops through the use of a Proposition 1B Homeland Security Grant. (Completed FY 13-14)
- Software for Roundup and Stageline for dispatching and emergency preparedness. The grant also includes hardware in the buses such as mobile data terminals or tablets for ease in communication with the driver. (Completed FY 14-15)
- Improvements to the Corporation Yard lighting and security. This project will be expanded to include panic switch installation at the Corporation Yard as well as upgrading some of the aging on-bus camera systems. Staff has applied for another grant phase to complete the funding required to replace the on-bus camera systems for the entire fleet.
- Camera and security systems for the new transit office.

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

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

Clovis Transit has received LCTOP funding for the following projects:

- Bus stop improvements with benches, shelters and lighting, at five bus stop locations within the disadvantaged area (Completed FY 15-16)
- Requested but not received: Free Ride Days promotion and bus stop improvements including shelters and lighting.

Upcoming projects for FY 16-17 include:

- Full implementation of regional farebox system with Fresno Area Express.
- Design and initial construction of new transit offices.
- Purchase of 4-6 transit vehicles.
- Replace existing on-bus camera systems.
- Once grant funds are received, implement free ride days and establish location of bus stop improvements using LCTOP funds.
- Complete an RFP for exterior bus advertising.

SERVICE

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

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

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

PLANNING

Major route changes were made in 2010 with minor route changes made in 2011 and 2012. These changes were progressive and eliminated the need for additional route changes but changes are expected in the future when the new transit office is completed. A new bus stop with amenities is being added adjacent to the nearly expanded Clovis Community Hospital. Five shelters were ordered using LCTOP funding and will be placed in the designated disadvantaged area. Staff will continue to evaluate and review the effectiveness of the routes as needs change and new businesses, medical facilities and educational centers open.

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

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

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

A major project during FY 15-16 will be the implementation of a new farebox system for both Roundup and Stageline. The Stageline system will be coordinated with Fresno Area Express and California State University Fresno in order to easily utilize one fare media throughout the community.

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

MARKETING

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

For FY 16-17, Clovis Transit plans to add the bus routes and schedules to Google Transit. This will allow for easy fixed-route trip planning for Clovis buses as well as coordination with Fresno FAX buses. Another large marketing project planned for FY 16-17 is Free Ride Days. Using LCTOP funding, Clovis Transit will offer 20 free fare days on both fixed-route and paratransit. In addition, staff will visit a multitude of community events in Fresno and Clovis and distribute free one-ride passes to the community. This will help promote the transit system as well as the new farebox system.

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

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

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

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

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

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

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

Comments: Clovis Transit staff will work with Fresno State University to get Clovis Transit information placed on Fresno State University website or at least a link to the Clovis Transit page.

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

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

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

IV. CLOVIS STAGELINE/ROUNDUP: 2016 PRODUCTIVITY EVALUATION COMMITTEE RECOMMENDATIONS

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

This is ongoing

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

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

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

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

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

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

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

Full compliance has been obtained. All vehicles are accessible.

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

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

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

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

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

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

V. HIGHLIGHTS OF PRODUCTIVITY DATA

CLOVIS STAGELINE

- Stageline ridership decreased 7.0% over FY 15 with total ridership decreasing from 166,150 to 154,451. This change is a trend that most transit agencies are experiencing.
- Vehicle service hours increased 0.5% from 21,079 to 21,193. The increase is an insignificant amount.
- Vehicle service miles experienced a slight decrease of 1.0% over FY 15 with total vehicle service miles decreasing from 260,594 to 258,156. This decrease is inconsequential.
- Farebox revenue ratio prior to Measure C funds decreased from 7.7% to 6.1% in FY 16; the City subsidy of Measure "C" funding was needed to meet the State mandate of 20%. This change is primarily due to personnel costs that were calculated for paratransit instead of fixed route. The 6.1% is the same as FY 14.
- Overall, the past year as a fixed route system, Stageline performance indicators reflected a 7.5% decrease in passenger/hour (7.29) and passenger/mile decreased 6.35% from .64 to .60. Operating costs increased from \$86.98 per vehicle hour to \$103.44 per vehicle hour. During FY 15-16, payroll timesheets were altered to more accurately calculate when drivers worked on the fixed route system or the paratransit system.
- Vehicle hours/employee increased 0.5% from 1,278 to 1,284. Operational subsidy per passenger increased from \$10.18 in FY15 to \$13.32 in FY16.

CLOVIS CTSA/ROUNDUP

- Clovis CTSA/Roundup services carried 60,692 riders in FY 16, a decrease of -0.6% over FY15. This change is minimal.
- Total vehicle hours increased from 29,090 in FY15 to 31,586 in FY 16. This 8.6% increase is due to longer distances traveled per trip.
- Total vehicle miles increased from 361,963 in FY 15 to 398,735 in FY 16 or a 10.2% increase in miles. This is again due to longer distances traveled per trip.
- Operating costs increased 3.7% from \$2,426,662 to \$2,517,231 due to wage increases for drivers.
- Overall, the past year Clovis CTSA/Roundup service performance indicators reflect a 8.6% decrease in passenger/hour (1.92) and passengers/mile decreased from .17 to .15. Operating costs increased 3.7% in FY 16. Cost/vehicle hour decreased 4.5% from \$83.42 in FY15 to \$79.69 in FY16.
- Vehicle hours/employee increased by 8.5% over the prior year to 1,579.

Fiscal Year	Fresno	Clovis	Total	% Change
FY 13	27,009	35,910	62,919	6.6%
FY 14	28,358	36,853	65,211	3.6%
FY 15	25,311	35,714	61,025	-6.4%
FY 16	24,369	36,323	60,692	-6%

Table II - 1
Clovis Stageline
Annual Productivity Trends FY 2014-2016

Indicator	2014	2015	2016	13-14	14-15	15-16
Total Passengers	169,559	166,150	154,451	-1.4%	-2.0%	-7.0%
Total Hours	21,126	21,079	21,193	-0.1%	-0.2%	0.5%
Total Mileage	261,001	260,594	258,156	2.3%	-0.2%	-1.0%
Operating Cost	\$2,249,597	\$1,833,520	\$2,192,279	7.6%	-18.5%	19.6%
Farebox Revenue*	\$449,919	\$366,704	\$439,478	7.6%	-18.5%	19.6%
Employees (FT Equivalent)	16.5	16.5	16.5	0.0%	0%	0%
Passenger/Hour	8.03	7.88	7.29	-1.2%	-1.9%	-7.5%
Passenger/Mile	0.65	0.64	0.60	-3.0%	-1.5%	-6.3%
Cost/Vehicle Hour	\$106.49	\$86.98	\$103.44	7.7%	-18.3%	18.9%
Cost/Vehicle Mile	\$8.62	\$7.04	\$8.49	5.3%	-18.3%	20.6%
Veh Hrs/Employee	1,280	1,278	1,284	-0.1%	-0.2%	0.5%
Cost Per Passenger	\$13.27	\$11.04	\$14.19	9.1%	-16.8%	28.5%
Measure C Funds	\$312,252	\$225,341	\$303,762	7.1%	-27.8%	34.8%
Op Subsidy/Passenger	\$12.46	\$10.18	\$13.32	9.1%	-18.3%	30.8%
Farebox Incl. Measure C	20%	20%	20%	0%	0%	0%
Farebox Ratio w/o Meas.C	6.1%	7.7%	6.1%	1.7%	26.2%	-20.8%

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

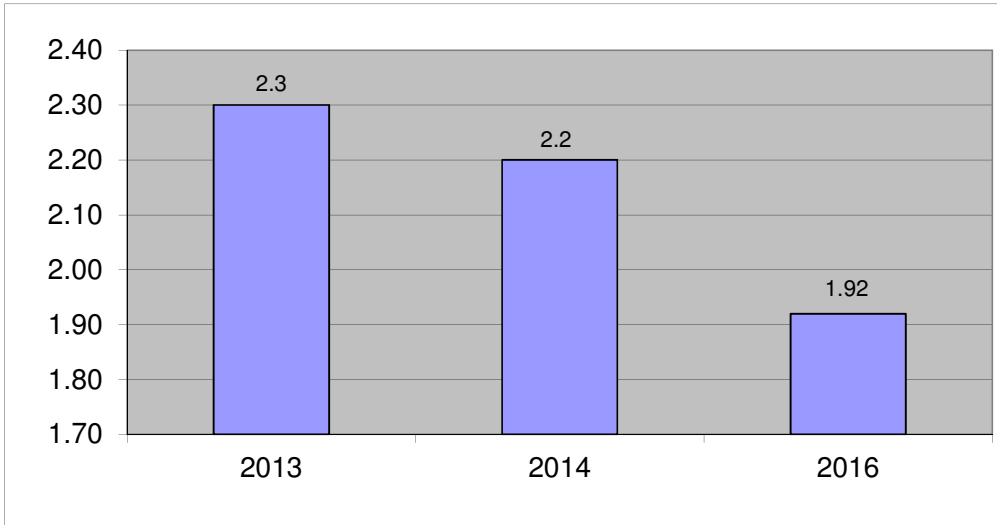
**Table II - 2
Clovis Roundup**

Annual Productivity Trends FY 2014-2016

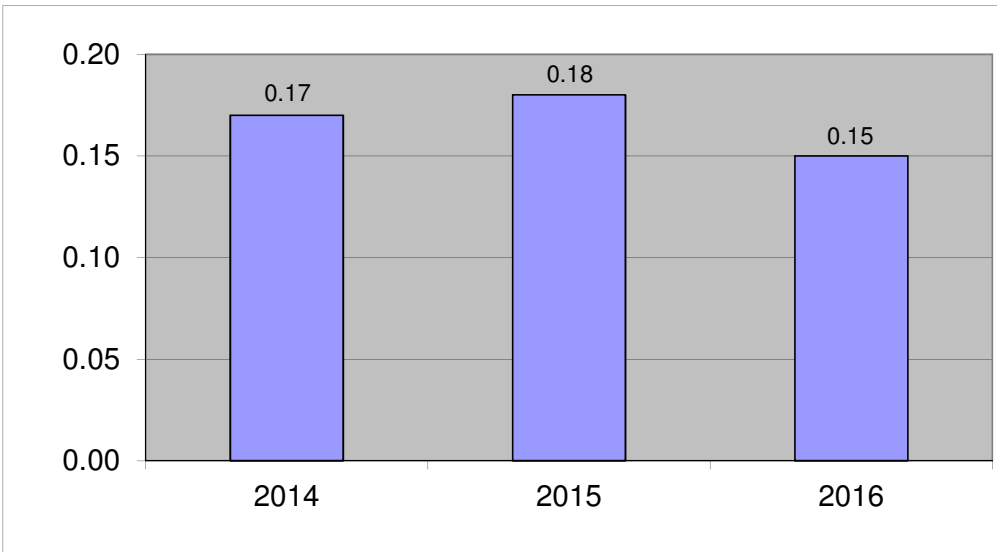
Indicator	2014	2015	2016	13-14	14-15	15-16
Total Passengers	65,211	61,025	60,692	3.6%	-6.4%	-0.6%
Total Hours	29,682	29,090	31,586	8.3%	-2.0%	8.6%
Total Mileage	392,061	361,963	398,735	7.5%	-7.7%	10.2%
Operating Cost	\$2,147,801	\$2,426,662	\$2,517,231	-0.9%	13.0%	3.7%
Farebox Revenue*	\$214,780	\$242,666	\$252,566	-0.9%	13.0%	3.7%
Employees (FT Equivalent)	20	20	20	5.3%	0.0%	0.0%
Passenger/Hour	2.20	2.10	1.92	-4.4%	-4.6%	-8.6%
Passenger/Mileage	.17	.17	.15	0.0%	0.0%	-11.8%
Cost/Vehicle Hour	\$72.36	\$83.42	\$79.69	-8.5%	15.3%	-4.5%
Cost/Vehicle Mile	\$5.48	\$6.70	\$6.31	-7.8%	22.3%	-5.8%
Veh Hrs/Employee	1,484	1,455	1,579	2.9%	-2.0%	8.5%
Cost Per Passenger	\$32.94	\$39.77	\$41.48	-4.4%	20.7%	4.3%
Measure C Fare Match	\$115,893	\$150,213	\$164,919	4.1%	29.6%	9.8%
Op Subsidy/Passenger	\$31.41	\$38.25	\$44.15	-4.2%	21.8%	15.4%
Farebox Incl. Measure C	10%	10%	10%	0.0%	0.0%	0.0%
Farebox Ratio w/o Meas.C	4.6%	3.8%	3.4%	-6.1%	-17.4%	-10.5%

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

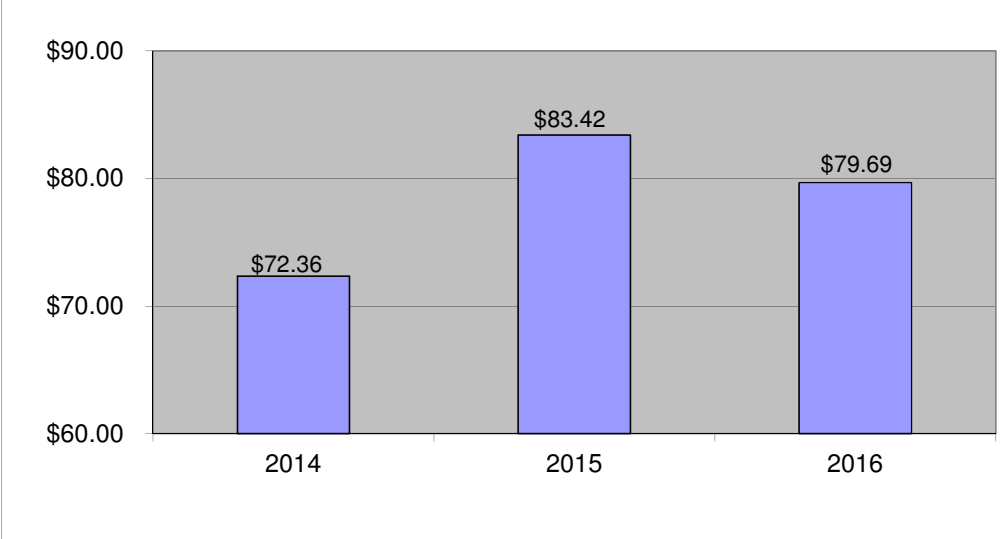
**Exhibit II-1
Clovis Roundup Passengers/Revenue Hour**



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



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



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

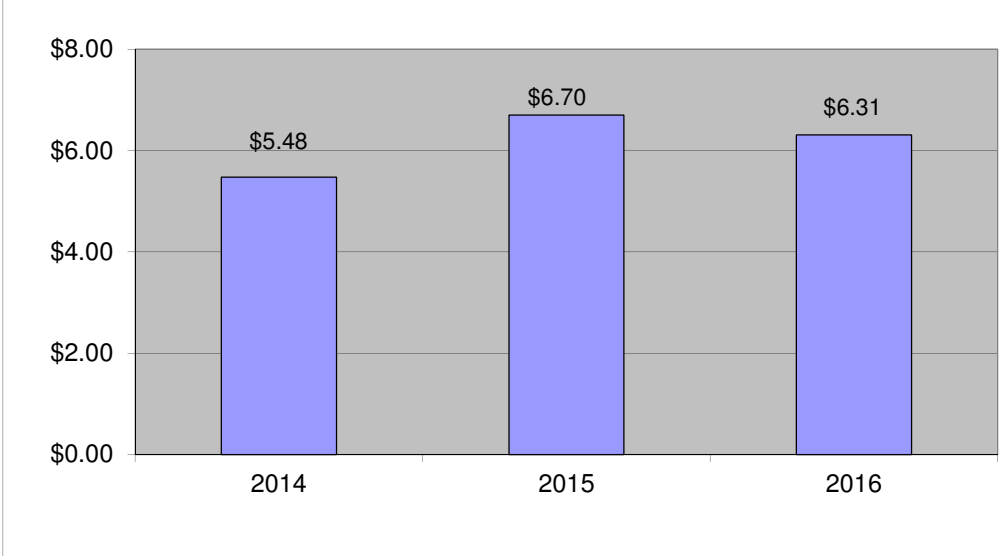


Exhibit II-5
Clovis Roundup Farebox Recovery Less Measure C

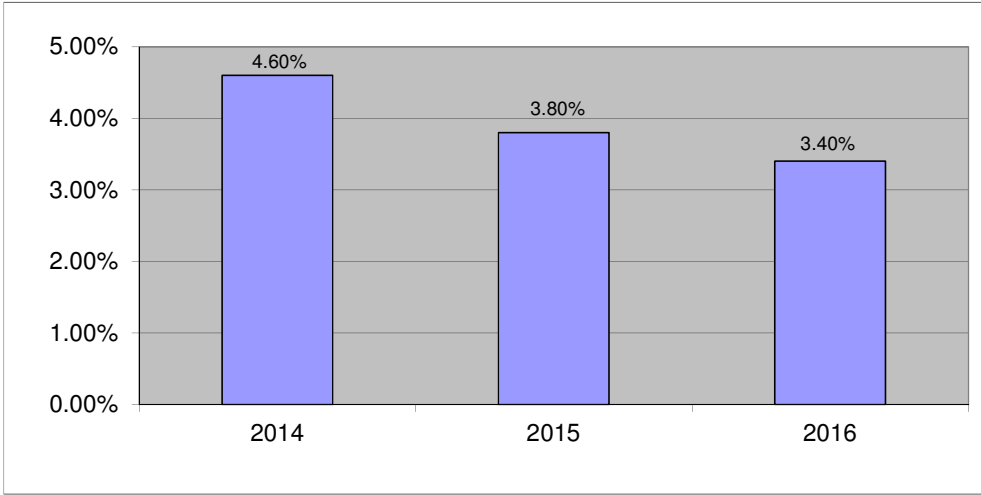
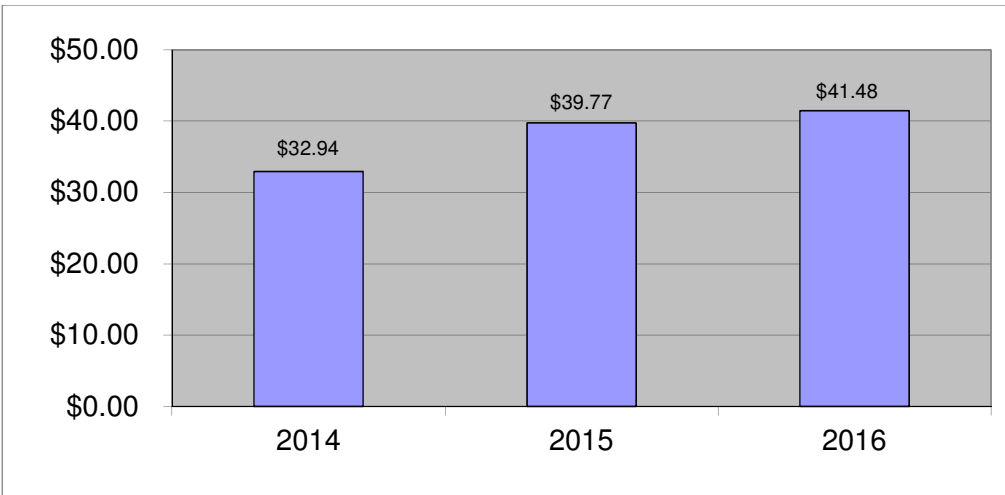
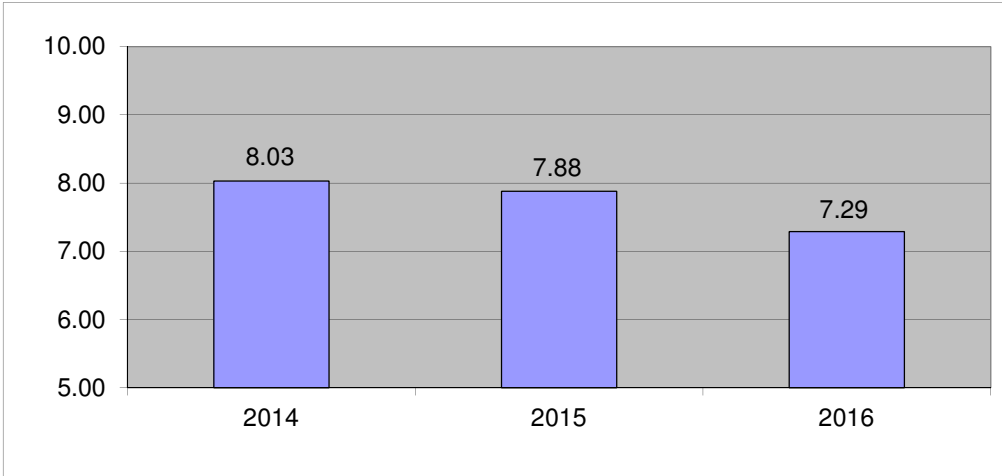


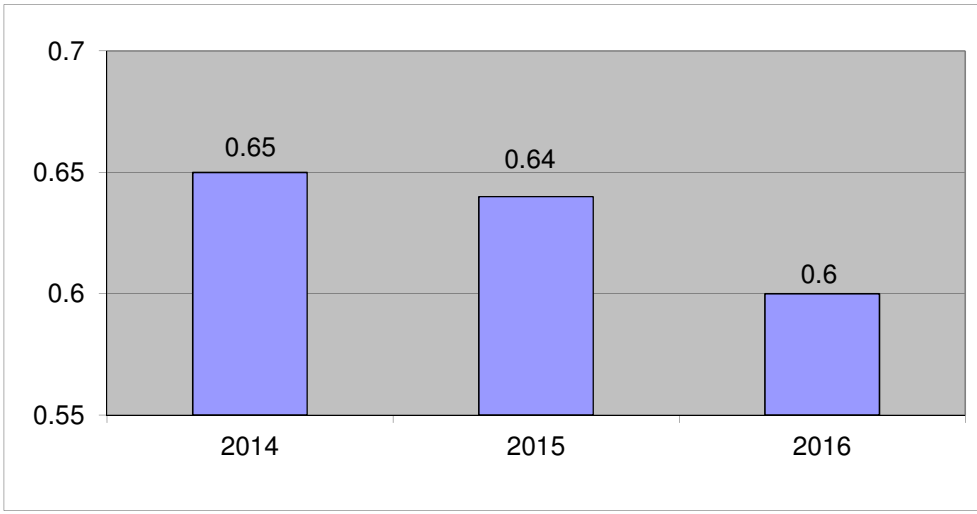
Exhibit II-6
Clovis Roundup Cost/Passenger



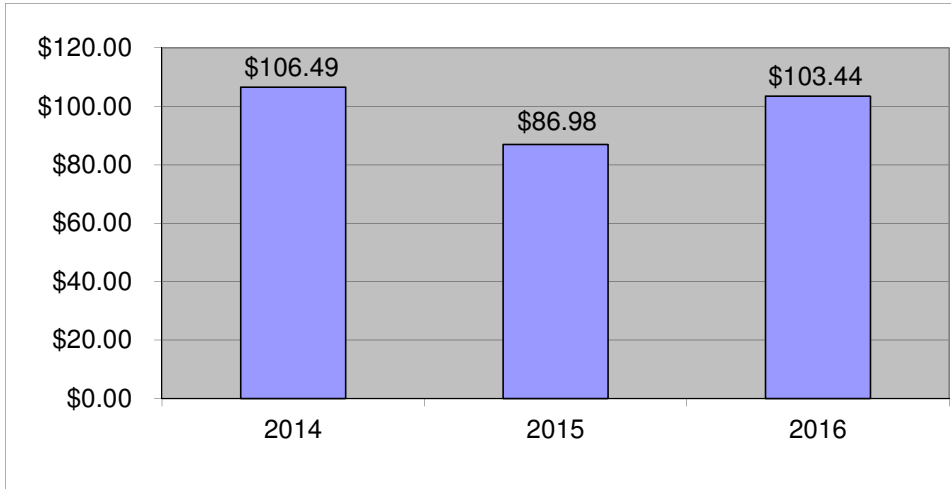
**Exhibit II-7
Clovis Stageline Passengers/Revenue Hour**



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



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



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

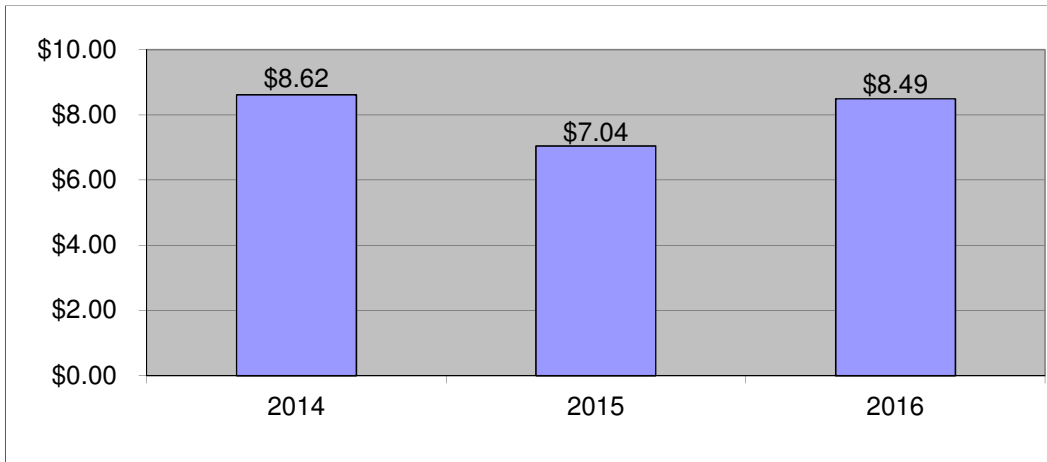


Exhibit II-11
Clovis Stageline Farebox Recovery Less Measure C

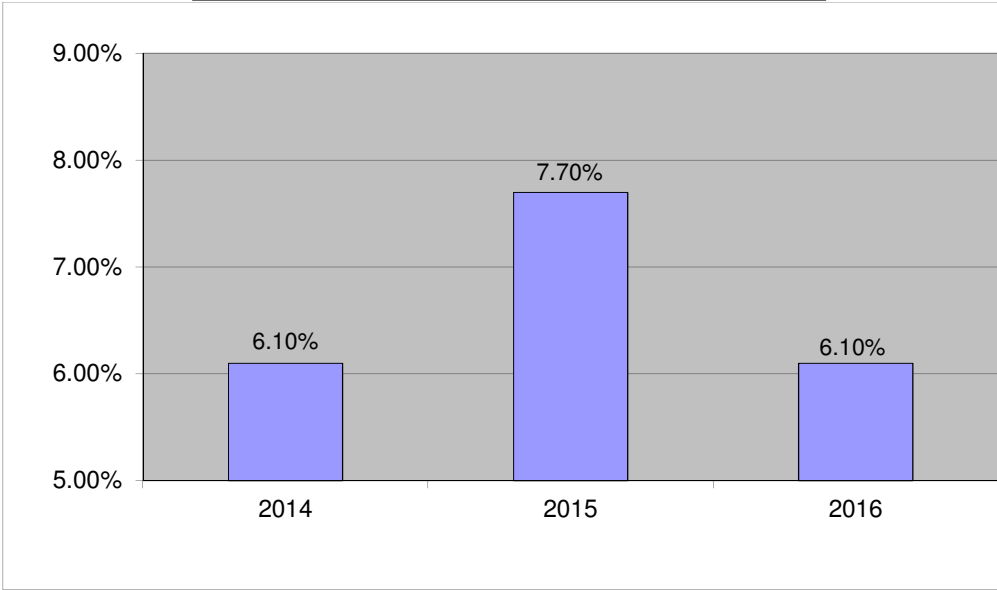
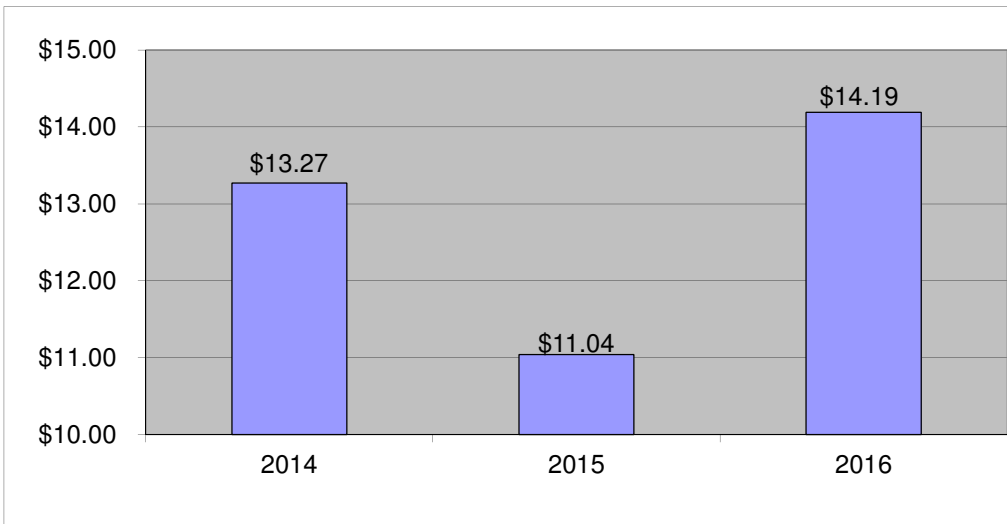


Exhibit II-12
Clovis Stageline Cost/Passenger



Section III

Fresno County Rural Transit Agency (FCRTA)

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

SECTION III

2016 PRODUCTIVITY EVALUATION

FRESNO COUNTY RURAL TRANSIT AGENCY

I. SUMMARY DESCRIPTION OF SERVICE

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

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

The FCRTA is responsible for the overall administrative and financial oversight of the general public operations. Prior to FCRTA's formation in September 1979, limited services were provided in a few communities within Fresno County. In 2016, FCRTA consisted of twenty-four (24) rural Subsystems as two new transit service subsystems began service during this fiscal year: West Hills North District College Transit, and Kingsburg – Reedley College Transit debuted during this time.

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

Three (3) systems with City Staff:

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

Two (2) systems under Public Contractors:

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

Nineteen (19) systems under private non-profit contracts through the Fresno County Economic Opportunities Commission (FEOC) as the Rural Consolidated Transportation Service Agency (Rural CTSA):

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

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

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

24.5% White
73.3% Hispanic
0.5% Black
0.9% Asian
<u>0.8% American Indian</u>
100.0% Total

II. SIGNIFICANT SYSTEM SERVICE AND ADMINISTRATIVE CHANGES

Significant System Service Modifications for 2016

In 2016 the FCRTA General Manager recommended the most reasonable service hours of operation for each of FCRTA's individual Subsystems. The Board of Directors concurred. The adopted and implemented services were recapped as follows:

Recap of Services for 2016

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

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

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

Big Trees Transit: FCRTA introduced Big Trees Transit in May of 2015. In conjunction with the City of Sanger and the National Park Service, FCRTA operates fixed route service from Fresno to Kings Canyon National park with stops in Fresno, Sanger, Squaw Valley, and Kings Canyon National Park. Due to the long distance nature of this fixed route, the one-way fare is \$7.50. This service is a 2-year demonstration project testing the long-term feasibility of this type of service that is being discontinued early in Fiscal Year 2016-17 because this service was unable to consistently demonstrate that it could meet the required 10.00% farebox ratio and there is no other funding source available. This service’s fixed route operates 10.0 hours a day, seven days a week. FCRTA also operates an internal park shuttle bus that serves 7 bus stops in the Grant Grove area of Kings Canyon National Park, free of charge. This shuttle bus operates 9.5 hours a day, seven days a week during the season.

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

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

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

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

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

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

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

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

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

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

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

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

Reedley Transit: Three (3) vehicles are operated eight (8) hours each on a staggered basis from 7:00am to 5:30pm Monday through Friday. One (1) vehicle operated six (6) hours per day. After July 1, 2016 this will become an eight (8) hour service. One (1) vehicle is operated on Saturdays from 8:00am to 5:00pm.

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

Sanger Transit: Three (3) twenty-two (22) passenger vans are operated on a demand response basis from 7:00am to 5:30pm, with a mid-day staggered lunch hour for the drivers, Monday through Friday; and one (1) vehicle for eight (8) hours on Saturday from 8:00am to 5:00pm, with a mid-day lunch hour for the driver. As a new part of the Sanger Transit subsystem, Sanger Express began service on August 14, 2014 to provide Inter-City services between Sanger and Reedley College. The service is intended to address access to Reedley College, with additional access to additional goods and services in Reedley and Sanger. This service, provided by a separate single vehicle, is available from 6:45am to 4:05pm Monday through Friday on a fixed route basis 8 hours per day.

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

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

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

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

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

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

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

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

At the end of FY 2015 the maintenance contract with the City of Fresno ended. FCRTA subsequently contracted with the FEOC for maintenance of FCRTA vehicles. A new maintenance operation was established and staffed at the FEOC transit facility located at 3120 W. Nielson in Fresno. Maintenance operations began on August 1, 2015.

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

Marketing of Transit Services

In the Winter of 2007 the Council of Fresno County Governments (COFCG) published its Fifth (5th) Edition of the *"Fresno County Transportation Guide"*. It represented the culmination of an extensive update effort to produce a quality bilingual publication that people could reference to learn more about convenient transportation options that are available to them within Fresno County. It contains multi-colored maps and service descriptions. The publication was abbreviated to reference transit headway schedules throughout the day. The booklets have been printed to be both in English and Spanish, in the single publication. The public can utilize the information to understand what services are available, access the services, determine the cost and times of travel, and contact courteous customer service representatives to respond to their other specific questions. Additional copies were produced for even greater distribution. Despite significant publication cost, the *"Guides"* continue to be distributed *"free"* to the public on each of FCRTA's vehicles, at local City Halls, Senior Centers, Libraries, Medical Offices, Chambers of Commerce, Fresno City and County Convention Bureau, Travelers Aid Stations, and through the mail as requests are received.

The document is currently available over the Internet by accessing the COFCG's Home Page at "<http://www.fresnocog.org>" or the FCRTA website Home Page at "<http://www.ruraltransit.org>". Fresno COG Staff is proposing a simplified Guide that only references summary information, maps, and contact phone numbers to seek specific service information. The new size will be small enough to fit in a shirt pocket or purse. Also, the FCRTA website is being re-designed with revised and new information and will also have many features added to it such as a new transportation guide and "how-to" videos for using FCRTA transit services. This new, improved website will go online some time during Fiscal Year 2016-17.

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

In the autumn of 2014, the Fresno COG began the systematic process of preparing a system service map that folds into a small shirt / blouse pocket sized booklet that summarizes the important information and the process to get additional information about the individual and collective services. The publication is bilingual, both English and Spanish. "Free" copies have been distributed county-wide, just like previous "Transportation Guides". This booklet was first issued in May of 2014 and distribution of the booklet continued through the autumn of 2014.

Mobility Training Program

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

FCRTA Technology Upgrades

During Fiscal Year 2013-14 FCRTA implemented several technology upgrades that have served to increase the capabilities of FCRTA staff and increase the efficiency of FCRTA transit operations. In October 2013 Mobilitat Dispatching Software was first implemented. This software allows FCRTA to dispatch trips quicker and more efficiently than before and eliminated the need for constant 2-way radio communication with drivers. FCRTA dispatchers are now able to monitor all transit trips system-wide as the Mobilitat software tracks the location and passenger activity for each vehicle in the FCRTA system on a countywide basis. FCRTA also acquired Tablets from Verizon that enabled drivers to use Mobilitat software and enter, store, and send transit data from Tablets

on buses back to the transit operations center. Verizon “Jet Packs” were also acquired to provide Wi-Fi capability for the Tablets thus allowing transit data to be sent via the internet. In the fall of 2014, additional upgraded Apollo Camera equipment was installed on buses. This camera equipment allows bus operations both inside and outside of the bus to be shown to transit staff both live and recorded. During the summer of 2015 electronic equipment was introduced in order to help drivers with Pre-Trip tasks and report vehicle problems directly to Maintenance staff.

Ridership by Senior Citizens

The FCRTA is the only public transit system in Fresno County that continues to record transit ridership by population segments: elderly (60+); disabled; and general public. This practice has allowed us to track these passenger groupings to note overall usage. Between Fiscal Year 2015 and 2016 total senior ridership decreased very slightly at -1.23% (-1,129 riders). In 2015-16 the total of all seniors, sixty years and older (60+) was 90,979 rides. Seniors who were sixty-five years of age and older (65+) were able to take advantage of a special Measure-C program that was approved by the voters in 2006 and implemented by the FCRTA in 2007. The program allows seniors who are 65+, with a photo ID, to ride each local transit agency’s intra-city services for free through 2027. The actual fares are paid for with FCRTA’s Measure-C program funds. Over the past three (3) Fiscal Years, senior ridership has decreased significantly at -16.00% or -17,281 riders between 2013-14 and 2015-16 reflecting an ongoing trend.

Fiscal Year	Senior Ridership	Numeric Change	Percent Change	Three Year Fiscal Year Percent Change
2013-14	108,078			
2014-15	92,108	-15,970	-14.78%	
2015-16	90,797	-1,129	-1.23%	-16.00% (-17,281 riders)

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

Management and Organization

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

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

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

The FCRTA has recognized its responsibilities in ensuring accessible services to passengers for the previous thirty-six (36) years. The Agency's fleet has always been 100% accessible. All of FCRTA's eighty-eight (88) vehicles are wheelchair accessible to permit access by disabled patrons in accordance with the latest Americans with Disabilities Act (ADA) accessibility requirements of 1990.

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

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

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

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

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

The FCRTA vehicle fleet in in 2015-2016 consisted of eighty-eight (88) vehicles. Forty-four (44) are powered by CNG, and the other forty-four (44) are powered by unleaded gasoline, only because no conversion kits were approved by the California Air Resources Board. The FCRTA does not operate any diesel powered vehicles. The FCRTA vehicle fleet consisted of:

- Two (2) 2013 unleaded gasoline powered Ford service trucks;
- Two (2) 2013 unleaded gasoline powered seven (7) passenger 4 wheel drive Ford vans;

- Thirty-eight (38) 2013 unl. gasoline powered seventeen (17) passenger Chevrolet-Arboc vans;
- Three (3) 2006 CNG powered thirty-seven (37) passenger Blue Bird buses;
- Four (4) 2007 CNG powered thirty-seven (37) passenger Blue Bird buses;
- Eleven (11) 2008 CNG powered twenty-two (22) passenger modified GMC - Glaval Vans;
- Sixteen (16) 2009 CNG powered twenty-two (22) passenger modified GMC - Glaval Vans; and
- Four (4) 2009 gasoline powered five (5) passenger modified Chevrolet Mini-Vans;
- Eight (8) 2016 CNG powered thirty-five (35) passenger El Dorado buses.

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

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

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

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

Driver Training

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

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

Additional mandatory Driver In-service Meetings are conducted during three (3) hour sessions, every other month. Supervisors, and guest speakers (including: disability awareness and procedures representatives, insurance agency representatives, California Highway Patrol Officers, Drug and Alcohol Consortium Representatives, etc.), review techniques and procedures to ensure that each driver is oriented toward serving

each individual that accesses FCRTA's vehicles, or interacts in any way with their services.

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

Vehicle Maintenance

The GPPV law also required vehicle inspection and maintenance program standards. The California Highway Patrol (CHP) Motor Carrier Division is responsible for certifying the FCRTA's maintenance terminal (FEOC) and inspecting the transit vehicles annually to ensure that the Agency complies with mandated daily, forty-five (45) day or 3,000 mile, and annual inspections. The premise of the State requirements is that the transit vehicles are never out of original factory specification tolerances. Therefore, while the vehicles may continue to get older, they are no longer permitted to progressively wear out. The CHP again issued a "*satisfactory*" rating of FCRTA's vehicles and terminal facility on July 1, 2016. The documentation is included with FCRTA's annual TDA Claim, as required by law.

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

After the expiration of a three year contract, the FCRTA transferred its vehicle maintenance responsibilities and contract from the City of Fresno – Fresno Area Express, to the FEOC on August 1, 2015.

III. TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS (FY2010 to 2012)

The most recent Triennial Performance Audit report that was prepared for the FCOG, under Contract by Pacific Management Consultants (PMC). This audit was mandated by the Transportation Development Act (TDA) of 1971.

The most recent report represents an exhaustive effort to evaluate every aspect of FCRTA's operations during the 2010 to 2012 Fiscal Year periods. The FCRTA was found to be in compliance with applicable TDA requirements, as well as those regulations imposed by the State Controller's Office. The Auditor's overall assessment was that the FCRTA *"is operating in an economical, efficient, and effective manner"*.

The results, findings, and recommendations were enumerated for implementation. Three (3) recommendations were identified. The FCRTA Board of Director accepted the Report and its recommendation at their January 2014 meeting, following an expressed opportunity for public comment. The three (3) recommendations were:

1. Review and adjust Full Time Equivalent Data shown in the annual State Controller Transit Operators Report.

The Full Time Equivalent (FTE) data contained in the State Controller Reports compiled for FCRTA appear static for all years covered by this audit. The FTE figure of forty-six (46) system wide is shown each year despite fluctuations in service including decreases in vehicle service hours and miles during the audit period. FCRTA should verify that the proper calculation of FTEs to meet the TDA definition is the sum of all labor hours expended on transit and dividing the figure by 2,000 annual hours. Employee hours should include those from each subsystem (whether city staff or Fresno EOC) and FCRTA personnel responsible for administering the transit system. With maintenance switched to the City of Fresno, the calculation would also include the hours expended by the maintenance contractor in servicing FCRTA vehicles. Labor hours allocated to the transit system should be tracked and tabulated using the proper formula contained in the TDA statute. Regular reporting of FTEs will result in better responsiveness to TDA requirements.

Compliance Response: FCRTA staff followed the recommendation and reflected up-to-date current data in the October 2014 submission of the FCRTA's 2014 State Controllers Report for Transit Operators.

2. Work with local municipalities to have bilingual inserts marketing FCRTA services included in community publications and mailings.

FCRTA has been seeking cost-effective ways to market its transit services. The placement of advertisements in local telephone directories has been a primary advertising method but is relatively expensive. An alternative approach that FCRTA could consider would be to work with each community served by a FCRTA subsystem and insert FCRTA materials into local community publications such as a recreation guide or senior publication, as well as the use of utility billing inserts mailed to residents. The billing inserts and community publications could reach a wider and more "captive" audience and show the relationships between each community and FCRTA services. It is suggested that FCRTA staff work with its member jurisdictions about implementing such an approach.

Compliance Response: The FCRTA continues to address the availability of our Marketing Information in multi-languages to ensure awareness of each facet of our general public transit services.

3. Develop a travel training program.

With challenges serving rural populations throughout the County, FCRTA should embark on developing a travel training program that provides education and training on transit for residents in the service area. FCRTA indicated that grant funding could help fund this program. This could include working with each community, as well as with the transit contractors and city staff that operate their respective services, in the recruitment of local volunteer ambassadors to assist riders with trip planning, taking the bus, and answering questions. Ambassadors would complement the bus drivers who also build rapport with the passengers. Given FCRTA's responsiveness to the community through the provision of new demonstration services as a result of unmet needs, a travel training program could help develop the ridership during the demonstration period while maintaining and expanding ridership on existing services.

Compliance Response: The FCRTA has previously contracted with a firm to prepare our data to be accepted by "Google Transit". FCRTA's information is now included in the Google Transit search engine. The information has also been requested by other organizations looking to develop Computer / Smart Tablet / and Smart Phones Applications for public benefit.

The FCRTA contracted with another transit agency over the Summer of 2014 to develop a volunteer Transit Ambassador Program to assist riders in successfully accessing our services and the connecting services of all the other transit operators in our County and adjacent County transit Services. The program will continue to be replicated for other organizations in our area.

IV. FOLLOW-UP ON 2015 PRODUCTIVITY EVALUATION COMMITTEE RECOMMENDATIONS

It was recommended that FCRTA take the following actions:

- A. Continue to implement recommendations in the "*Short-Range Transit Plan for the Rural Fresno County Area*" to increase productivity.
Ongoing.
- B. Continue to modify services as warranted.
Ongoing.
- C. Continue to monitor subsystem farebox recovery percentages to ensure the minimum ten percent (10%) TDA requirement is maintained for the entire System. Conduct Public Hearings to consider appropriate fares adjustments to increase farebox revenues as warranted.
Ongoing.
- D. Respond to recommendations referenced in the Triennial Performance Audit for FY2009-2010; 2010-11 to 2011-2012 Report.
Ongoing.
- E. Continue to address responsibilities under the Americans with Disabilities Act of 1990.
Ongoing.
- F. Continue to address responsibilities under the Clean Air Act of 1990, the San Joaquin Valley Unified Air Pollution Control District's Air Quality Plan and FCOG's Transportation Control Measures Plan and State's Congestion Management System.
Ongoing.
- G. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of public transit.
Ongoing.
- H. Continue to pursue coordination of services between the various transportation agencies in the County towards possible agency consolidation.
Ongoing.

V. HIGHLIGHTS OF PRODUCTIVITY DATA

Overall System

FCRTA System Summary Totals from the current (1) and two (2) previous Transit Productivity Evaluation Reports are presented in Table III-1. A Summary of FCRTA Performance Characteristics are calculated in Table III-2 for the three (3) previous Fiscal Years. Exhibit III-1 graphs the FCRTA Performance Indicator Summary data for Fiscal Years: 2013-14, 2014-15, and 2015-16. FCRTA continues to modify its overall performance to respond to the needs of its ridership.

As noted in Tables III-3 through III-8, performance characteristics between FY2014-2015 and FY 2015-2016 resulted in mixture of increases and decreases as a reflection in the overall economy. Total vehicle service hours increased 8,849 hours or 12.80%. Vehicle miles traveled increased 76,268 miles or 8.09%. Costs slightly decreased -\$97,721.33, or -1.99%. Total passengers decreased -14,961, or -3.56%. Of the total passengers: seniors decreased -1,129, or -1.23%; disabled increased 4,811 or 10.72%; and general public decreased -18,643, or -6.58%. Resultant fares decreased -\$13,705.38, or -2.33%.

Performance characteristics changed incrementally over the previous year's productivity characteristics: -0.88 fewer passengers per hour, 6.08 to 5.20 (-14.50%); 0.40 passengers per mile were fewer than last year's 0.45 passengers per mile (-11.12%). Cost per hour decreased \$9.30 per hour (-13.11%) from \$70.97 to \$61.67; costs per mile decreased \$0.49 (-9.04%) from \$5.21 per mile to \$4.72 per mile; cost per passenger increased \$0.19 (from \$11.68 to \$11.87, or 1.60%). Farebox recovery percentage difference decreased very slightly from 11.99% last year to 11.95% this year (or a-0.03% decrease); still in excess of the minimum 10.00% requirement.

It must be noted that during the 2015-16 Fiscal Year, the economic downturn continued to impact urban and rural transit ridership differently. In larger urban settings, ridership often increased significantly as individuals weighed their options in light of their own tight budgets. Often, individuals realized that they had a "choice" to make. They recognized that they needed to find ways to reduce their expenditures. Operation of one or more personal vehicles can be a significant portion of a family's budget. Utilizing public transit can result in significant savings. Many decided to "try transit", and realized that it's a viable alternative to their own vehicle, for a number of their regular trips.

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

Seventeen (17) of FCRTA's twenty-three (24) individual subsystems failed to achieve the minimum ten percent (10.00%) farebox requirement, but totaling all twenty-three (24) system farebox receipts together equaled an overall recovery of 8.77%. The FCRTA choose to transfer a portion of its Measure - C funds (\$153,355.98) to make-up the difference (just as the City of Clovis has previously done for many years) to meet the minimum 10% farebox recovery standard for each subsystem. After that action, the resulting overall farebox was 11.95%.

	Achieved Farebox Percentage	Addition of Measure -C Revenues	Resultant Farebox Percentage
1. Auberry Transit	4.42%	\$ 7,495.50	10.00%
2. Big Trees Transit	4.59%	0.00	4.59%*
3. Coalinga Transit	7.85%	\$ 9,360.82	10.00%
4. Del Rey Transit	21.78%	\$ 0.00	21.78%
5. Dinuba Transit	18.98%	\$ 0.00	18.98%
6. Firebaugh Transit	5.39%	\$11,724.30	10.00%
7. Fowler Transit	2.16%	\$10,032.21	10.00%
8. Huron Transit	15.21%	\$ 2,728.00+	16.10%
9. Kerman Transit	8.04%	\$ 3,789.94	10.00%
10. Kingsburg Transit	4.33%	\$13,677.43	10.00%
11. Kingsburg-Reedley Transit	15.09%	\$ 0.00	15.09%
12. Laton Transit	3.92%	\$ 0.00	3.92%**
13. Mendota Transit	6.19%	\$ 6,595.61	10.00%
14. Orange Cove Transit	21.26%	\$ 2,878.00+	22.32%
15. Parlier Transit	4.64%	\$ 7,102.39	10.00%
16. Reedley Transit	5.76%	\$22,747.02	10.00%
17. Rural Transit	2.16%	\$ 7,866.94	10.00%
18. Sanger Transit	7.79%	\$11,005.41	10.00%
19. San Joaquin Transit	3.74%	\$10,089.91	10.00%
20. Selma Transit	4.91%	\$23,865.63	10.00%
21. Shuttle Transit	1.74%	\$ 1,742.67	10.00%
22. Southeast Transit	22.95%	\$ 0.00	22.95%
23. West Hills College Transit	6.39%	\$ 653.70	10.00%
24. Westside Transit	29.43%	\$ 0.00	29.43%
TOTAL	8.77%	\$153,355.98	11.99%

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

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

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

The FCRTA's fares have been unchanged for over the past fifteen (15) years. Other Agencies have increased fares once, twice, or even three times during that same period. They had hoped to increase supportive revenues for system improvements, but many have actually experienced ridership and farebox revenues declines. (The City of Clovis raised their base rate from \$1.00 to \$1.25 in the September 2009 and the City of Fresno increased their base fare from \$1.00 to \$1.25 in FY2011. Both agencies have managed to keep these fares unchanged since then.) The other option for consideration would be initiate an outreach marketing effort to attract new riders in order to generate the additional fare revenues in the coming 2017 Fiscal Year.

The FCRTA Staff and Board has been reluctant to raise their fares because they know their constituents cannot afford any further impacts to limited incomes and they recognize just how vital the transit services are to their residents.

Clarifications

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

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

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

Subsystem Comments

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

1. **Auberry Transit** Despite expressed interest and reported need, ridership on both the foothill community's intra-community and inter-city service to Fresno, continue to be marginal but stable. Auberry Transit total ridership actually increased by 286 passengers (12.85%). Senior ridership decreased by only 1 passenger (-0.08%), disabled passengers jumped by 474 (87.94%), and general public passengers decreased by -187 (-38.80%) for the Fiscal Year. Total fares decreased by -\$590.95 or -4.21%. Mileage increased 7.43% (2,935); hours increased 6.81% (115). Costs decreased -\$5,914.42 (-4.21%). The initial farebox recovery was 4.25%, before adding \$7,495.50 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

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

- a. passengers / hour (1.39 vs. 6.06);
- b. passengers / mile (0.06 vs. 0.45); and
- c. cost / passenger (\$53.54 vs. \$17.64).

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

2. **Big Trees Transit** began its second year of demonstration project service late during FY 2016 (May 28, 2016). There was only slightly more than three months of service during this Fiscal Year as this service is of a seasonal nature. Because this seasonal service overlaps two Fiscal Years, operational data for the FY 2016 includes data from both the first and second years of this service. Some data indicators yielded from this period are very revealing. This service has very high mileage (43,920) due to the long distance it travels between Fresno and Kings Canyon National Park; it has high costs (\$245,199.44) due mainly to the use of three buses to operate its separate Fixed Route and Shuttle services; and it has relatively poor

ridership (897 riders) and farebox ratio (4.59%) which are under expectations and has convinced FCRTA to discontinue this service because the 10.00% threshold could not be met consistently in the second year of the this service. The in-park shuttle service ridership during FY 2016 was 9,793. There were no fares collected within the National Park for the shuttle service as per the National Park Service which greatly affected the revenue potential for this service (the National Park Service did not contribute any funding to both Big Trees Transit services). So the decision was made during FY 2016 to end this service when the second season year finished on September 5, 2016.

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

- a. passengers / hour (0.53 vs. 3.00);
- b. passengers / mile (0.06 vs. 0.30);
- c. cost / hour (\$144.75 vs. \$6.06); and
- d. cost / passenger (\$273.36 vs. 17.64).

3. **Coalinga Transit** provided two (2) modes of varied services: 1) the in-city demand responsive service transported 2,762 passengers; and 2) the inter-city fixed route service to the Fresno-Clovis Metropolitan Area transported 6,374 passengers, for a total of 9,136 passengers. In summary, Coalinga Transit's two (2) modes accounted for a ridership decrease of -24.04% (-2,892). Senior ridership decreased -519 (-31.82%) and disabled ridership decreased slightly by -68 (-12.95%). General public ridership increased by -2,305 (-23.35%). Fares decreased -\$8,983.15 (-17.09%); mileage decreased -3.29% (-2,570) along with a negligible decrease in hours -0.14% (-7). The overall costs decreased -17.09% (-\$89,831.56). The resultant farebox was 7.85%, before adding \$9,360.82 of Measure C funds to achieve the minimum 10.00% farebox recovery.

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

- a. passengers / hour (1.39 vs. 3.00);
- b. passengers / mile (0.12 vs. 0.30);
- c. cost / hour (\$88.58 vs. \$88.20);
- d. cost / passenger (\$47.69 vs. \$17.64).

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

4. **Del Rey Transit** experienced a total ridership decrease of -16.49% (-1,250). Senior ridership decreased by -739 (-25.81%), there was an increase of 184 (57.32%) in disabled ridership, general public ridership decreased -695 (-15.81%). Total fares decreased -2.83% (-\$619.20). Mileage increased by 179 miles (0.56%), hours increased 7.07% (132), and costs decreased by -\$5,914.54 (-5.71%). The resultant farebox recovery was 21.78%, significantly higher than the 10.00% minimum standard.

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

- a. passengers / mile (0.20 vs. 0.30).

5. **Dinuba Transit** total ridership decreased -312 (-2.60%). Senior riders decreased -224 (-33.09%), there were 801 less disabled passengers; general public riders increased 713 (6.82%). Total fares increased \$297.02 (2.09%). Mileage increased 2,879 (10.45%). Hours of service increased by 257 (5.56%). The total cost (for half the expenditures, the City of Dinuba pays the other half) increased \$8,802.45 (13.05%). The resultant farebox recovery was 18.98%, in excess of the minimum 10.00% standard. Each of the performance indicators for Dinuba Transit was consistent with FCRTA System standards.

6. **Firebaugh Transit** reported an increase of 15.44% (2,903) in overall ridership. Senior ridership increased -27.32% (1,103), disabled passengers decreased by -406 (-31.74%), and general public ridership increased 16.35% (2,206). Farebox revenues increased \$212.10 (0.84%). Mileage decreased 4,038 miles (-7.03%). Service hours increased 5.56% (247). Costs increased \$2,120.97 (0.84%). The initial farebox recovery was 5.39%, before adding \$11,724.30 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

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

7. **Fowler Transit** noted a decrease in overall ridership, -641 (-13.59%). Senior ridership decreased -567 or -26.64%, while disabled ridership increased by 161 passengers (23.23%), and general public ridership decreased -235 (-12.39%). Fares decreased -2.89% (-\$380.06), while mileage increased 5.13% (868). Total hours increased 6.41% (147). Costs decreased -2.89% (-\$3,800.61). The initial farebox recovery was 2.16%, before adding \$10,032.21 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

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

- a. passengers / hour (1.67 vs. 3.00);
- b. passengers / mile (0.23 vs. 0.30);
- c. cost / mile (\$7.19 vs. \$6.06); and
- d. cost / passenger (\$31.37 vs. 17.64).

8. **Huron Transit's** ridership decreased -4,953 (-6.76%). Senior riders decreased -686 (-12.09%), disabled decreased -825 for a -43.15% decrease, while general public ridership decreased -3,442 (-5.24%). Total fares decreased -4.01% (-\$2,064.50). Mileage decreased -0.45% (-292). Hours of service increased 2.94% (175) hours. Costs decreased -4.27% (-\$13,669.41). The resultant farebox recovery was 16.10%, well in excess of the minimum 10.00% standard.

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

9. **Kerman Transit** reported a -7.49% decrease in ridership (-680). Senior passengers increased by 110 rides (5.55%), disabled increased by 1,212 passengers, a whopping 184.76%, and general public passengers decreased by -2,002 riders (-31.08%). Farebox receipts decreased -\$1,529.83 (-7.31%). Mileage barely increased 0.14% (18 miles). Hours of operation increased 84 hours (4.52%). Costs decreased -7.31% (\$15,298.29). The initial farebox recovery was 8.04% before adding \$3,789.94 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

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

- a. cost / hour (\$112.45 vs. \$88.20);
- b. cost / mile (\$14.67 vs. \$6.06); and
- c. cost per passenger (\$23.08 vs. 17.64).

10. **Kingsburg Transit's** reported a -3.07% decrease in ridership (-697). Ridership by elderly passengers increased by 737 rides (8.39%), disabled increased by 528 passengers (9.71%), and general public passengers decreased by -1,962 riders (-23.15%). Farebox receipts decreased -\$2,602.13 (-9.74%). Mileage increased 5.84% (2,431 miles). Hours of operation increased 574 hours (13.48%). Costs decreased -9.74% (-\$26,021.34). The initial farebox recovery was 4.33%, before adding \$13,677.43 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

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

11. **Laton Transit's** ridership decreased -26.62% (-2,210). Senior riders decreased -1,233 (-50.31%); disabled riders decreased -380 (-56.63%), while general public ridership decreased -597 (-11.53%). Passenger fares remained unchanged. Mileage increased 699 miles (3.64%). Hours increased by 103 (17.25%) Costs increased \$307.70 (0.71%). FCRTA's recorded fares resulted in the farebox recovery of 3.92%.

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

- a. farebox recovery (3.92% vs. 10.00%) overall the KART farebox for this service was 15.40% vs. 10.00%.

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

12. **Mendota Transit's** ridership decreased -15.94% (-2,615), less seniors (958) rode representing a decrease of -33.97%, -213 less disabled passengers rode (-37.11%) and -1,444 (-11.10%) less general public patrons utilized the service. Fares decreased -12.74% (-\$2,526.07). Mileage decreased 3,745 (-16.62%), while hours increased 7.02% (164). Cost decreased -\$25,260.74 (-12.74%). The initial farebox recovery was 6.19%, before adding \$6,595.61 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

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

- a. cost / mile (\$9.21 vs. \$6.06).

13. **Orange Cove Transit** has reported a decrease in ridership of -2.58% (-1,145). Seniors ridership increased 8.94% (1,039), 281 (15.16%) more disabled participated, and -2,465 (-7.96%) fewer general public passengers rode last year. Fares slightly increased 0.30% (\$183.96); mileage increased 3.96% (2,482). Hours of service increased 5.91% (280). Costs decreased -\$41,267.30 (-13.21%). The resultant farebox recovery was 22.32%.

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

14. **Parlier Transit** transported 1,270 more passengers for an increase of 11.44%. Senior riders increased 52.46% (1,751), -254 (-33.33%) less disabled, and general public riders decreased -227 (-3.24%). Fares decreased -8.13% (-\$1,290.90). Mileage decreased -890 (-5.10%), while service hours increased 125 (6.64%) hours. Cost decreased -\$12,909.09 or -8.13%. The initial farebox recovery was 4.64%, before adding \$7,102.39 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

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

- a. cost / mile (\$8.81 vs. \$6.06).

15. **Reedley Transit's** ridership increased 1,405 passengers, representing a 2.66% change from the previous Fiscal Year. Seniors ridership decreased -2.73% (-295), 1,299 (17.23%) more disabled rides rode, and 401 (1.16%) more general public rode. Fares increased slightly 0.46% (\$244.61). Mileage also increased slightly 0.40% (297) while hours increased 13.65% (903). Costs increased slightly \$2,446.06 (0.46%). The initial farebox recovery was 5.76%, before adding \$22,747.02 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

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

- a. cost / mile (\$7.21 vs. \$6.06).

16. **Rural Transit's** ridership was 431 (57.09%) more passengers than the previous year. Less seniors rode (-287) (-71.39%), but there were 37 (55.22%) more disabled passengers, and there were 681 (238.11%) more general public passengers. Farebox receipts increased \$2,586.96 (34.72%). The mileage increased 11,971 (43.54%) and the hours increased 520 (47.14%) hours. The cost increased \$25,869.50 (34.72%). The initial farebox recovery was 2.16%, before adding \$7,866.94 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

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

- a. passengers per hour (0.68 vs. 3.00).
- b. passengers per mile (0.03 vs. 0.30)
- c. cost per passenger (\$98.69 vs. \$17.64).

17. **Sanger Transit's** ridership decreased -4.17% (-2,165). Ridership by seniors decreased -6.00% (-942), while the disabled passengers decreased by -727 (-8.53%), and general public passengers decreased by -1.79% (-496). Fares decreased very slightly -0.17% (-\$84.81). Mileage increased 5.46% (5,792), and hours increased 9.67% (831). Costs decreased -0.17% (-\$848.17). The initial farebox recovery was 7.79%, before adding \$11,005.41 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

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

18. **San Joaquin Transit** ridership decreased -29.20% (-874). Senior ridership decreased -4.79% (-26), disabled decreased by -50 (-34.25%), and general public ridership decreased -34.64% (-798). Fares decreased -4.74% (-\$803.02). Mileage decreased -8.95% (-3,714) while hours increased by 403 (16.90%). Cost decreased -4.74% (-\$8,030.24). The initial farebox recovery was 3.74%, before adding \$10,089.91 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

During the 2016 Fiscal Year San Joaquin Transit operated beyond reasonable FCRTA System standards in the following three (3) performance indicators:

- a. passengers / hour (0.76 vs. 3.00);
- b. passengers / mile (0.06 vs 0.30); and
- c. cost / passenger (\$76.10 vs \$17.64).

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

19. **Selma Transit's** ridership increased 8.87% (3,525). Senior ridership increased 424 (4.33%), disabled passengers increased by 2,486 (22.43%) while general public ridership increased 615 (3.26%). Fares increased 3.29% (\$1,492.47). Mileage increased 29.28% (20,779). The hours of service increased 29.64% (2,005 hours). The resultant costs increased 3.29% (\$14,924.67). The initial farebox recovery was 4.91%, before adding \$23,865.63 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

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

20. **Shuttle Transit's** ridership decreased -29.12% (-122). Senior ridership decreased by -7 (-63.64%), disabled passengers decreased by -3 (-50.00%) while general public ridership decreased -112 (-27.86%). Fares decreased -9.14% (-\$212.17). Mileage decreased -28.61% (-1,859). The hours of service increased 3.46% (8 hours). The resultant costs decreased -9.14% (-\$2,121.79). Farebox recovery was 1.74%, before adding \$1,742.67 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

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

- a. passengers / hour (1.24 vs. 3.00);
- b. passengers / mile (0.06 vs. 0.30);
- c. cost / hour (\$88.27 vs. \$6.06); and
- d. cost / passenger (\$71.03 vs. 17.64).

21. **Southeast Transit** ridership decreased -23.94% (-3,204) during the past Fiscal Year. Ridership by seniors increased by 1,279 (74.58%), while disabled ridership increased by 2,119 (296.78%) and general public decreased by -6,602 (-60.28%). Fares decreased -22.37% (-\$6,775.25). Mileage increased 867 (2.16%). The service hours increased 128 (6.43%) hours. The costs decreased -\$27,151.83 (-20.95%). The resultant farebox recovery was 22.95%.

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

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

22. **Westside Transit's** ridership decreased -13.49% (-1,996). Senior ridership decreased -18.99% (-644), disabled decreased by -244 (-34.56%) and general public decreased -10.36% (-1,108). Fares decreased -\$1,238.55 (-3.21%). Mileage decreased -2.44% (-1,261 miles), and hours increased 128 (6.43%) hours. Costs decreased -\$37,739.27 (-22.95%). The farebox recovery was 29.43%.

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

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

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

23. **West Hills North District Center College Transit** began its first year of service during the second half of FY 2016 (January 11, 2016). This service is intended to only operate during the school year hence it will not have a full year of operating data. This service suffered from extremely low ridership (30 riders) during the first months of its debut. This service operated for 416 hours; and had mileage of 12,663. This service had \$1,811.55 farebox revenue and a cost of \$18,115.49. This service began with a low level of marketing which partly explains the very low ridership. It is hoped that increased marketing and public awareness of it will help increase ridership in the future.

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

- i. passengers / hour (0.07 vs. 3.00);
- ii. passengers / mile (0.00 vs. 0.30); and
- iii. cost / passenger (\$603.85 vs. 17.64).

24. **Kingsburg - Reedley College Transit** began its first year of service during the second half of FY 2016 (January 11, 2016). This service is intended to only operate during the school year hence it will not have a full year of operating data. This service had low ridership (906 riders) that increased over time as the semester progressed. This service operated for 696 hours; and had mileage of 17,597. This service had \$4,466.90 farebox revenue and a cost of \$29,611.52 for a farebox percentage of 15.09%. This service began with a low level of marketing which partly explains the very low ridership. It is hoped that increased marketing and public awareness of it will help increase ridership in the future.

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

- a. passengers / hour (1.30 vs. 3.00);
- b. passengers / mile (0.05 vs. 0.30); and
- c. cost / passenger (\$32.68 vs. 17.64).

VI. FY 2016 PRODUCTIVITY EVALUATION COMMITTEE RECOMMENDATIONS

It is recommended that FCRTA take the following actions:

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

**TABLE III-1
FY 2014 to FY 2016 Summary of FCRTA Totals**

Fiscal Year	Seniors	Disabled	General Public	Total Passengers	Fares	Mileage	Hours	Cost
FY 2014	108,071	36,071	292,069	436,218	\$583,598	889,303	65,265	\$4,420,103
FY 2015	92,108	44,865	283,342	420,315	\$588,692	942,469	69,151	\$4,907,837
FY 2016	90,979	49,676	264,699	405,354	\$574,987	1,018,737	78,002	\$4,810,112

**TABLE III-2
FY 2013 to FY 2015 Summary of FCRTA Performance Characteristics**

Fiscal Year	Pass/Hour	Pass/Mile	Cost/Hour	Cost/Mile	Cost/Pass	% Farebox
FY 2014	6.7	0.49	\$67.73	\$4.97	\$10.13	13.20%
FY 2015	6.1	0.45	\$70.97	\$5.21	\$11.68	11.99%
FY 2016	5.2	0.40	\$61.67	\$4.72	\$11.87	11.95%

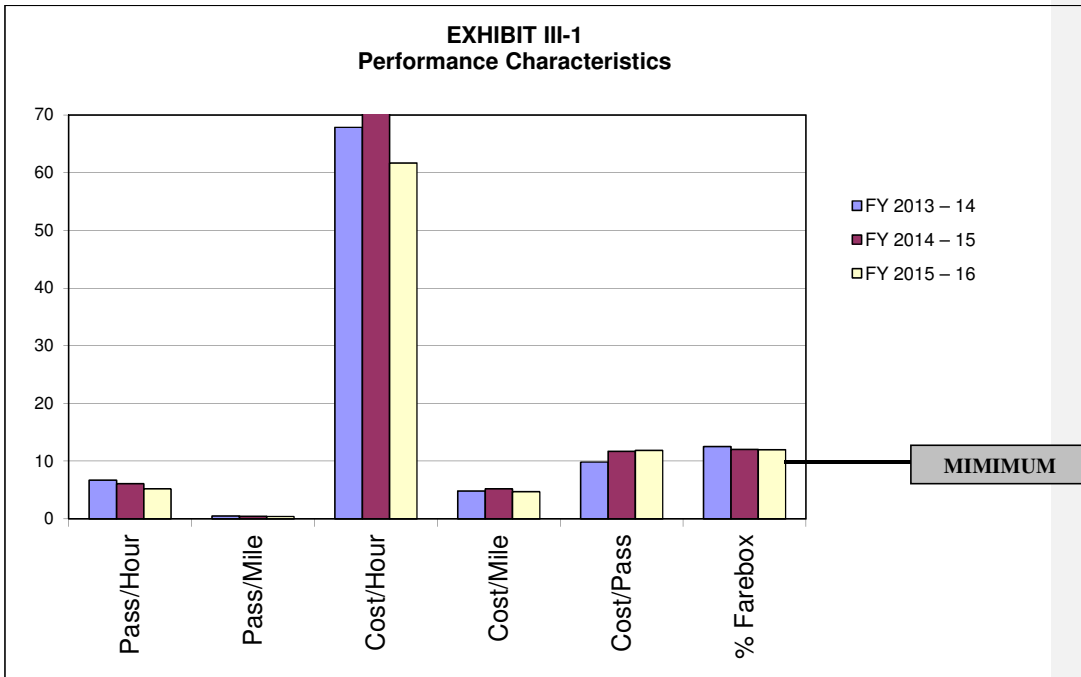


Table III-3
FY 2015 FCRTA System Summary

FCRTA Subsystems:	Total Seniors:	Total Disabled:	Total General Public:	Total Passengers:	Total Fares:	Total Mileage:	Total Hours:	Total Cost:
Auberry Transit	1,204	539	482	2,225	\$14,035.95	39,493	1,689	\$140,359.46
Big Trees Transit	5	0	258	263	\$2,958.94	19,770	780	\$93,389.40
Coalinga Transit	1,631	525	9,872	12,028	\$52,549.08	78,004	4,925	\$525,490.77
Del Rey Transit	2,863	321	4,395	7,579	\$21,894.30	31,908	1,868	\$103,594.35
Dinuba Transit	677	849	10,455	11,981	\$14,181.98	27,563	1,367	\$67,469.72
Firebaugh Transit	4,038	1,279	13,489	18,806	\$25,225.46	57,413	4,439	\$252,254.57
Fowler Transit	2,128	693	1,897	4,718	\$13,169.02	16,922	2,293	\$131,690.20
Huron Transit	5,676	1,912	65,670	73,258	\$51,452.66	64,425	5,951	\$320,407.91
Kerman Transit	1,981	656	6,442	9,079	\$20,915.89	13,196	1,860	\$209,158.87
Kingsburg Transit	8,787	5,436	8,474	22,697	\$26,704.97	41,631	4,258	\$267,049.67
Lanare Transit	541	12	42	595	\$3,595.11	11,970	499	\$35,951.13
Laton Transit	2,451	671	5,179	8,301	\$1,705.00	19,204	597	\$43,182.40
Mendota Transit	2,820	574	13,011	16,405	\$19,822.34	22,527	2,336	\$198,223.35
Orange Cove Transit	11,620	1,854	30,960	44,434	\$60,349.83	62,727	4,735	\$312,434.93
Parlier Transit	3,338	762	7,004	11,104	\$15,879.89	17,449	1,883	\$158,798.94
Reedley Transit	10,791	7,537	34,440	52,768	\$53,406.59	74,083	6,613	\$534,065.91
Rural Transit	402	67	286	755	\$7,451.24	27,496	1,103	\$74,512.41
Sanger Transit	15,694	8,522	27,763	51,979	\$49,907.22	106,057	8,592	\$499,072.23
San Joaquin Transit	543	146	2,304	2,993	\$16,927.94	41,487	2,385	\$169,279.36
Selma Transit	9,801	11,084	18,869	39,754	\$45,416.26	70,962	6,765	\$454,162.63
Shuttle Transit	11	6	402	419	\$2,321.90	6,498	231	\$23,219.03
Southeast Transit	1,715	714	10,953	13,382	\$30,286.50	40,109	1,992	\$129,615.27
Westside Transit	3,391	706	10,695	14,792	\$38,534.60	51,575	1,992	\$164,451.81
SYSTEM TOTALS	92,108	44,865	283,342	420,315	\$588,692.67	942,469	69,151	\$4,907,834.32

Table III-4
FY 2016 FCRTA System Summary

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

Table III-5
 Numeric Change in FCRTA System Summaries
 FY 2015 vs. FY 2016

FCRTA Subsystems:	Total Seniors:	Total Disabled:	Total General Public:	Total Passengers:	Total Fares:	Total Mileage:	Total Hours:	Total Cost:
Auberry Transit	-1	474	-187	286	-\$590.95	2,935	115	-\$5,914.42
Big Trees Transit	62	0	572	634	\$8,294.75	24,150	914	\$151,810.04
Coalinga Transit	-519	-68	-2,305	-2,892	-\$8,983.15	-2,570	-7	-\$89,831.56
Del Rey Transit	-739	184	-695	-1,250	-\$619.20	179	132	-\$5,914.54
Dinuba Transit	-224	-801	713	-312	\$297.02	2,879	257	\$8,802.45
Firebaugh Transit	1,103	-406	2,206	2,903	\$212.10	-4,038	247	\$2,120.97
Fowler Transit	-567	161	-235	-641	-\$380.06	868	147	-\$3,800.61
Huron Transit	-686	-825	-3,442	-4,953	-\$2,064.50	-292	175	-\$13,669.41
Kerman Transit	110	1,212	-2,002	-680	-\$1,529.83	18	84	-\$15,298.29
Kingsburg Transit	737	528	-1,962	-697	-\$2,602.13	2,431	574	-\$26,021.34
Kingsburg-Reedley Transit	34	12	860	906	\$4,466.90	17,597	696	\$29,611.52
Laton Transit	-1,233	-380	-597	-2,210	\$0.00	699	103	\$307.70
Mendota Transit	-958	-213	-1,444	-2,615	-\$2,526.07	-3,745	164	-\$25,260.74
Orange Cove Transit	1,039	281	-2,465	-1,145	\$183.96	2,482	280	-\$41,267.30
Parlier Transit	1,751	-254	-227	1,270	-\$1,290.90	-890	125	-\$12,909.09
Reedley Transit	-295	1,299	401	1,405	\$244.61	297	903	\$2,446.06
Rural Transit	-287	37	681	431	\$2,586.96	11,971	520	\$25,869.50
Sanger Transit	-942	-727	-496	-2,165	-\$84.81	5,792	831	-\$848.17
San Joaquin Transit	-26	-50	-798	-874	-\$803.02	-3,714	403	-\$8,030.24
Selma Transit	424	2,486	615	3,525	\$1,492.47	20,779	2,005	\$14,924.67
Shuttle Transit	-7	-3	-112	-122	-\$212.17	-1,859	8	-\$2,121.79
Southeast Transit	1,279	2,119	-6,602	-3,204	-\$6,775.25	867	128	-\$27,151.83
Westside Transit	-644	-244	-1,108	-1,996	-\$1,238.55	-1,261	128	-\$37,739.27
WWC Transit	1	1	28	30	\$1,811.55	12,663	416	\$18,115.49
SYSTEM TOTALS	-1,129	4,811	-18,643	-14,961	-\$13,705.38	76,268	8,849	-\$97,721.33

Table III-6
 Percentage Change in FCRTA System Summaries
 FY 2015 vs. FY 2016

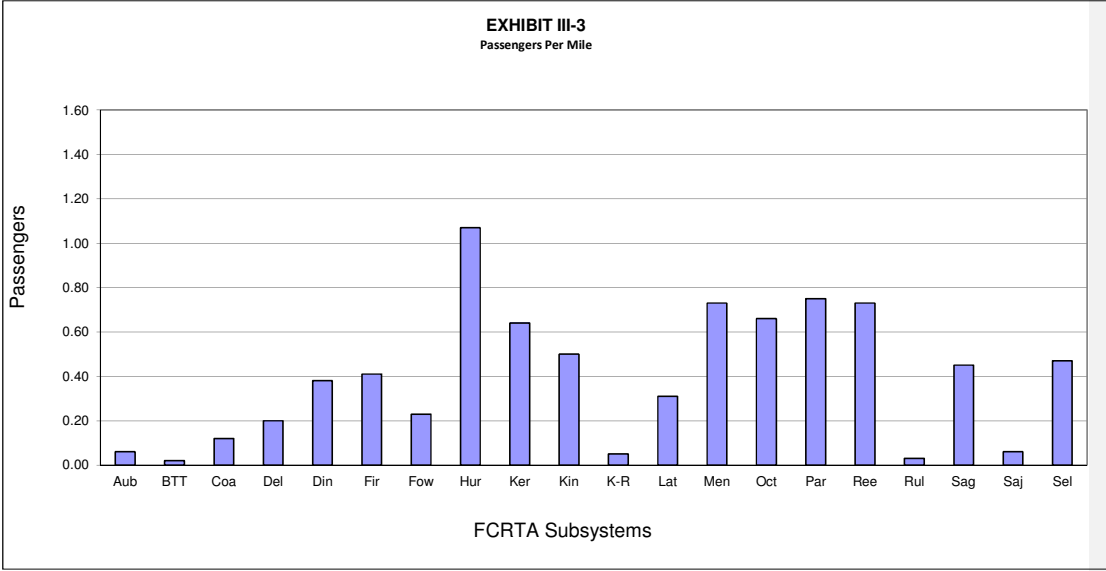
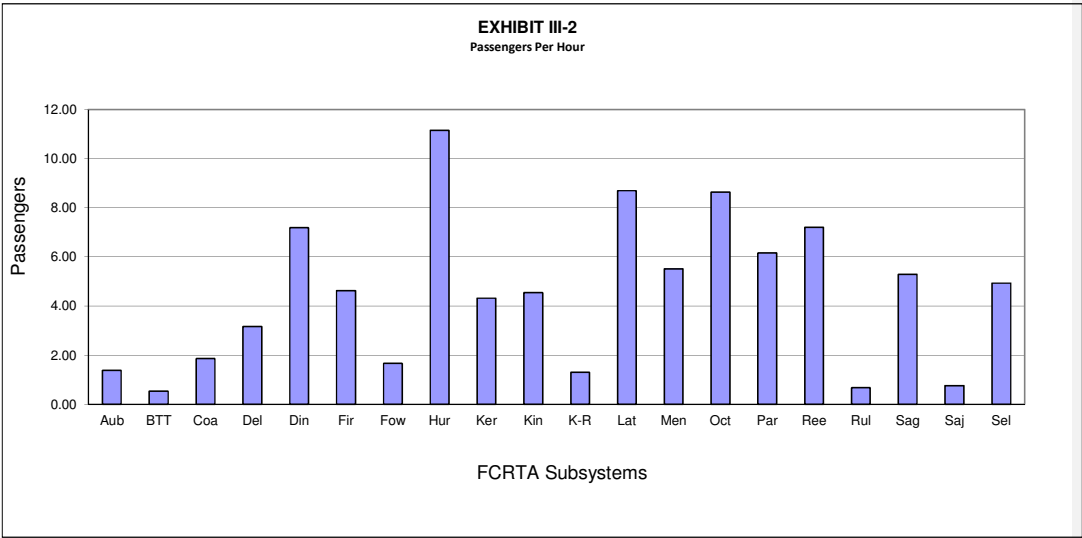
FCRTA Subsystems:	Total Seniors:	Total Disabled:	Total General Public:	Total Passengers:	Total Fares:	Total Mileage:	Total Hours:	Total Cost:
Auberry Transit	-0.08%	87.94%	-38.80%	12.85%	-4.21%	7.43%	6.81%	-4.21%
Big Trees Transit	1240.00%	0.00%	221.71%	241.06%	280.33%	122.15%	117.18%	162.56%
Coalinga Transit	-31.82%	-12.95%	-23.35%	-24.04%	-17.09%	-3.29%	-0.14%	-17.09%
Del Rey Transit	-25.81%	57.32%	-15.81%	-16.49%	-2.83%	0.56%	7.07%	-5.71%
Dinuba Transit	-33.09%	-94.35%	6.82%	-2.60%	2.09%	10.45%	18.80%	13.05%
Firebaugh Transit	27.32%	-31.74%	16.35%	15.44%	0.84%	-7.03%	5.56%	0.84%
Fowler Transit	-26.64%	23.23%	-12.39%	-13.59%	-2.89%	5.13%	6.41%	-2.89%
Huron Transit	-12.09%	-43.15%	-5.24%	-6.76%	-4.01%	-0.45%	2.94%	-4.27%
Kerman Transit	5.55%	184.76%	-31.08%	-7.49%	-7.31%	0.14%	4.52%	-7.31%
Kingsburg Transit	8.39%	9.71%	-23.15%	-3.07%	-9.74%	5.84%	13.48%	-9.74%
Kingsburg-Reedley Transit	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Laton Transit	-50.31%	-56.63%	-11.53%	-26.62%	0.00%	3.64%	17.25%	0.71%
Mendota Transit	-33.97%	-37.11%	-11.10%	-15.94%	-12.74%	-16.62%	7.02%	-12.74%
Orange Cove Transit	8.94%	15.16%	-7.96%	-2.58%	0.30%	3.96%	5.91%	-13.21%
Parlier Transit	52.46%	-33.33%	-3.24%	11.44%	-8.13%	-5.10%	6.64%	-8.13%
Reedley Transit	-2.73%	17.23%	1.16%	2.66%	0.46%	0.40%	13.65%	0.46%
Rural Transit	-71.39%	55.22%	238.11%	57.09%	34.72%	43.54%	47.14%	34.72%
Sanger Transit	-6.00%	-8.53%	-1.79%	-4.17%	-0.17%	5.46%	9.67%	-0.17%
San Joaquin Transit	-4.79%	-34.25%	-34.64%	-29.20%	-4.74%	-8.95%	16.90%	-4.74%
Selma Transit	4.33%	22.43%	3.26%	8.87%	3.29%	29.28%	29.64%	3.29%
Shuttle Transit	-63.64%	-50.00%	-27.86%	-29.12%	-9.14%	-28.61%	3.46%	-9.14%
Southeast Transit	74.58%	296.78%	-60.28%	-23.94%	-22.37%	2.16%	6.43%	-20.95%
Westside Transit	-18.99%	-34.56%	-10.36%	-13.49%	-3.21%	-2.44%	6.43%	-22.95%
WWC Transit	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
SYSTEM TOTALS	-1.23%	10.72%	-6.58%	-3.56%	-2.33%	8.09%	12.80%	-1.99%

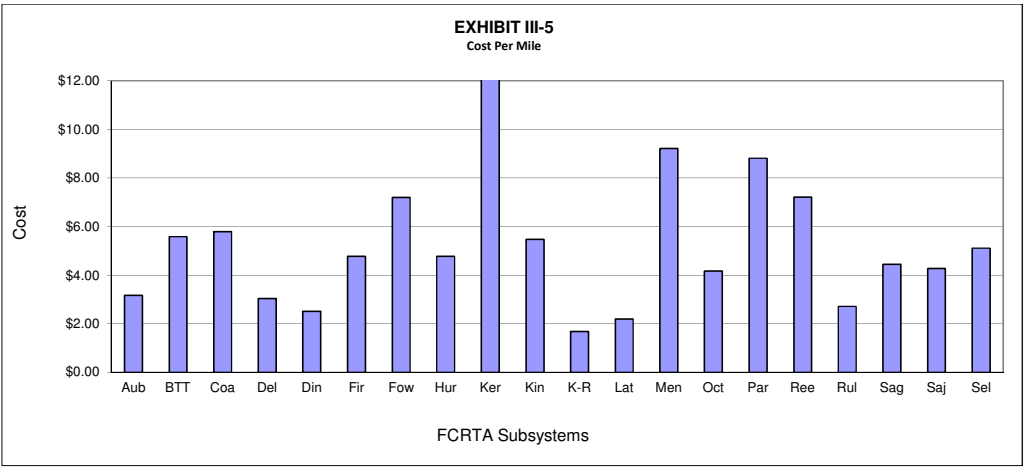
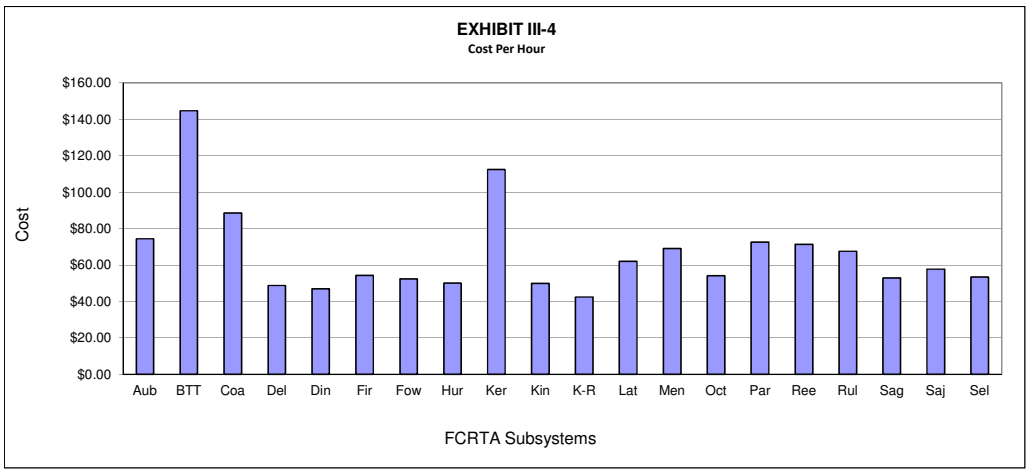
Table III-7
FY 2015 Summary of FCRTA Performance Characteristics

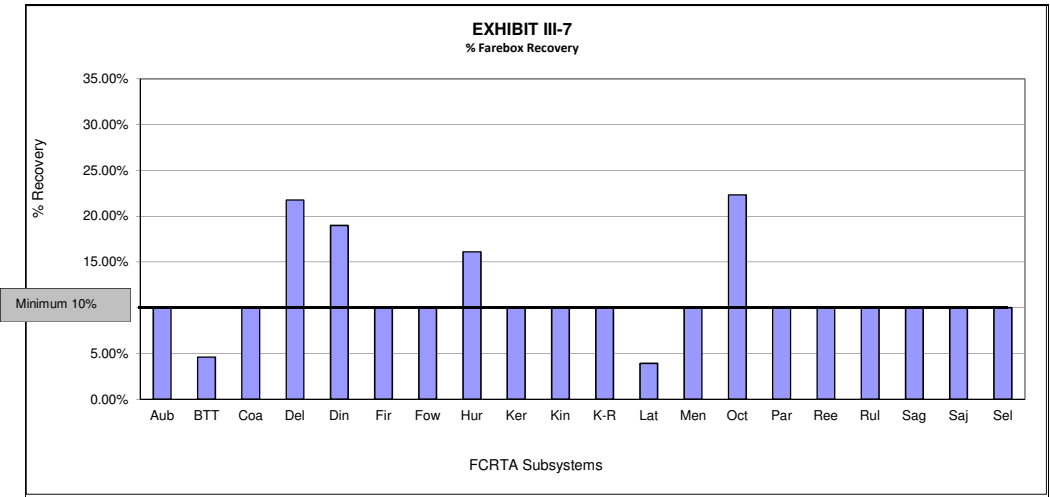
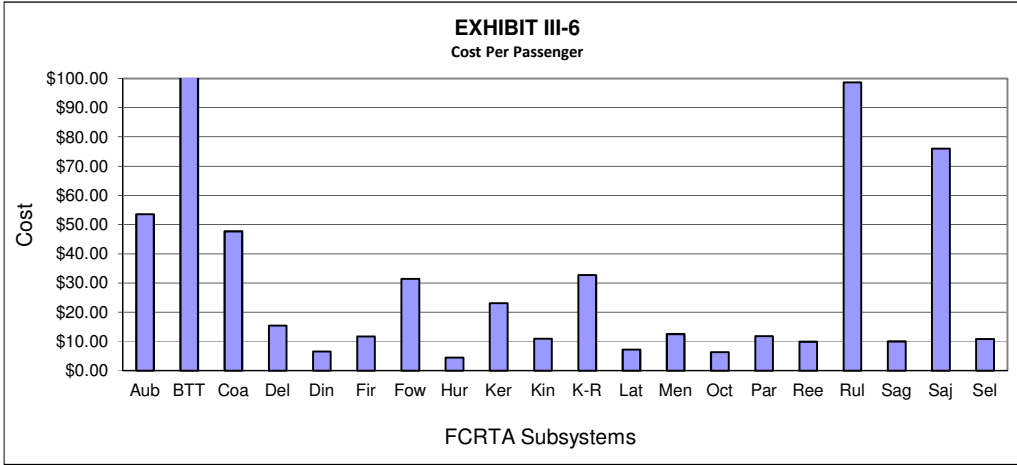
FCRTA Subsystems:	Pass/ Hour	Pass/ Mile	Cost/ Hour	Cost/ Mile	Cost/ Pass	Farebox Percentage	Times Beyond Reasonable Standards
Auberry Transit	1.32 x	0.06 x	\$83.10	\$3.55	\$63.08 x	10.00%	3
Big Trees Transit	0.34 x	0.01 x	\$119.73 x	\$4.72	\$355.09 x	3.17%	4
Coalinga Transit	2.44 x	0.15 x	\$106.70 x	\$6.74 x	\$43.69 x	10.00%	1
Del Rey Transit	4.06	0.24 x	\$55.46	\$3.25	\$13.67	21.13%	0
Dinuba Transit	8.76	0.43	\$49.36	\$2.45	\$5.63	21.02%	1
Firebaugh Transit	4.24	0.33	\$56.83	\$4.39	\$13.41	10.00%	3
Fowler Transit	2.06 x	0.28 x	\$57.44	\$7.78 x	\$27.91 x	10.00%	1
Huron Transit	12.31	1.14	\$53.84	\$4.97	\$4.37	16.06%	3
Kerman Transit	4.88	0.69	\$112.45 x	\$15.85 x	\$23.04 x	10.00%	1
Kingsburg Transit	5.33	0.55	\$62.72	\$6.41 x	\$11.77	10.00%	0
Lanare Transit	1.19 x	0.05 x	\$72.05	\$3.00	\$60.42 x	10.00%	0
Laton Transit	13.90	0.43	\$72.33	\$2.25	\$5.20	3.95% x	0
Mendota Transit	7.02	0.73	\$84.86	\$8.80 x	\$12.08	10.00%	1
Orange Cove Transit	9.38	0.71	\$65.98	\$4.98	\$7.03	19.32%	1
Parlier Transit	5.90	0.64	\$84.33	\$9.10 x	\$14.30	10.00%	5
Reedley Transit	7.98	0.71	\$80.76	\$7.21 x	\$10.12	10.00%	0
Rural Transit	0.68 x	0.03 x	\$67.55	\$2.71	\$98.69 x	10.00%	2
Sanger Transit	6.05	0.49	\$58.09	\$4.71	\$9.60	10.00%	0
San Joaquin Transit	1.26 x	0.07 x	\$70.99	\$4.08	\$56.56 x	10.00%	0
Selma Transit	5.88	0.56	\$67.13	\$6.40 x	\$11.42	10.00%	1
Shuttle Transit	1.81 x	0.06 x	\$100.52 x	\$3.57	\$55.42 x	10.00%	1
Southeast Transit	6.72	0.33	\$65.08	\$3.23	\$9.69	23.37%	1
Westside Transit	7.43	0.29 x	\$82.58	\$3.19	\$11.12	23.43%	1
SYSTEM AVERAGE	6.88	0.49	\$67.85	\$4.83	\$9.86	12.56%	

Table III-8
FY 2016 Summary of FCRTA Performance Characteristics

FCRTA Subsystems:	Pass/ Hour	Pass/ Mile	Cost/ Hour	Cost/ Mile	Cost/ Pass	Farebox Percentage	Times Beyond Reasonable Standards
Auberry Transit	1.39 x	0.06 x	\$74.53	\$3.17	\$53.54 x	10.00%	3
Big Trees Transit	0.53 x	0.02 x	\$144.75 x	\$5.58	\$273.36 x	4.59%	4
Coalinga Transit	1.86 x	0.12 x	\$88.58 x	\$5.78	\$47.69 x	10.00%	1
Del Rey Transit	3.16	0.20 x	\$48.84	\$3.04	\$15.43	21.78%	0
Dinuba Transit	7.19	0.38	\$46.97	\$2.51	\$6.54	18.98%	1
Firebaugh Transit	4.63	0.41	\$54.28	\$4.77	\$11.72	10.00%	3
Fowler Transit	1.67 x	0.23 x	\$52.41	\$7.19 x	\$31.37 x	10.00%	1
Huron Transit	11.15	1.07	\$50.07	\$4.78	\$4.49	16.10%	3
Kerman Transit	4.32	0.64	\$112.45 x	\$14.67 x	\$23.08 x	10.00%	1
Kingsburg Transit	4.55	0.50	\$49.88	\$5.47	\$10.96	10.00%	0
Kingsburg-Reedley Transit	1.30 x	0.05 x	\$42.55	\$1.68	\$32.68 x	15.09%	0
Laton Transit	8.70	0.31	\$62.13	\$2.19	\$7.14	3.92% x	0
Mendota Transit	5.52	0.73	\$69.19	\$9.21 x	\$12.54	10.00%	1
Orange Cove Transit	8.63	0.66	\$54.07	\$4.16	\$6.26	22.32%	1
Parlier Transit	6.16	0.75	\$72.65	\$8.81 x	\$11.79	10.00%	5
Reedley Transit	7.21	0.73	\$71.38	\$7.21 x	\$9.90	10.00%	0
Rural Transit	0.68 x	0.03 x	\$67.55	\$2.71	\$98.69 x	10.00%	2
Sanger Transit	5.29	0.45	\$52.87	\$4.45	\$10.00	10.00%	0
San Joaquin Transit	0.76 x	0.06 x	\$57.84	\$4.27	\$76.10 x	10.00%	0
Selma Transit	4.93	0.47	\$53.49	\$5.11	\$10.84	10.00%	1
Shuttle Transit	1.24 x	0.06 x	\$88.27 x	\$4.55	\$71.03 x	10.00%	1
Southeast Transit	4.80	0.25 x	\$48.33	\$2.50	\$10.07	22.95%	1
Westside Transit	6.04	0.25 x	\$59.77	\$2.52	\$9.90	29.43%	1
WWC Transit	0.07 x	0.00 x	\$43.55	\$1.43	\$603.85 x	10.00%	1
System Average	5.20	0.40	\$61.67	\$4.72	\$11.87	11.95%	







Section IV

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

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SECTION IV 2015-16 PRODUCTIVITY EVALUATION

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

I. BACKGROUND

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

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

II. DESCRIPTION OF URBAN AND RURAL SERVICES AS IDENTIFIED IN THE ADOPTED OPERATIONS PROGRAM AND BUDGET FOR FISCAL YEAR 2015-16 FOR THE FRESNO EOC URBAN CTSA AND THE FRESNO EOC RURAL CTSA.

During fiscal year 2015-16, the following non-profit social service and public agencies participated in the Fresno EOC Urban CTSA and Fresno EOC Rural CTSA process:

The Fresno EOC Urban Area CTSA

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

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

The Fresno EOC Rural Area CTSA Agency

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

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

4. Fresno County Rural Transit Agency

Orange Cove Transit
(General Public Inter-City)

Huron Inter-City
(General Public)

Sanger-Reedley College
(SRC)
(General Public)

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

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

San Joaquin Transit
(Shared General Public &
Social Service)

County Shuttle
(Unmet Special Needs)

Westside Corridor
(General Public Inter-City)

Big Trees Transit
(General Public Inter-City)

South Sierra Transit
(General Public Inter-City)

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

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

5. Ridesharing Services

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

Huron Transit
(Shared general public
& Social Service)

Mendota Transit
(Shared General Public &
Social Service)

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

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

Parlier Transit
(Shared General Public &
Social Service)

Auberry Transit
(Shared General Public &
Social Service)

Fowler Transit
(Shared General Public &
Social Service)

Del Rey Transit
(Shared General Public &
Social Service)

Kingsburg Transit
(Shared General Public &
Social Service)

Sanger Transit
(Shared General Public &
Social Service)

- | | |
|---|---|
| 6. Nikkei Senior Center | (Vehicle Maintenance) |
| 7. Central Valley Regional Center | (Disabled Passengers
Transportation) |
| 8. Charter Trips for Social Service
Agencies | (General Public and
Non-Profits Transportation)
(Vehicle Maintenance) |

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

The Ridership information for Maintenance Only and Transit Service contracts with the Fresno County Rural Transit Agency (FCRTA) is excluded from the Fresno EOC Rural CTSA Productivity Evaluation section. This information is reported in the FCRTA section of this document. Fresno EOC/CTSA has included this information to show Fresno EOC/CTSA's coordination efforts, and not to duplicate FCRTA's own productivity data. One new FCRTA transportation service was initiated in May of 2015.

Big Trees Transit is two year demonstration project for public service to be operated for the summer of 2015 and 2016. This new service will make fixed stops in Fresno and Sanger and enter Kings Canyon National Park. It also provides for an in-park shuttle vehicle to travel to several fixed stops within the northern tier of Kings Canyon National Park.

III. ANNUAL AND TRIENNIAL REVIEW PROCESS

Annual Productivity Evaluation

A “Local Policy Commitment” was included in the Action Plan to monitor the development and implementation of the Plan. Since 1984, the COFCG’s staffs have conducted an annual assessment of the effectiveness and efficiency of the Fresno EOC Urban Area CTSA and Fresno EOC Rural Area CTSA services. The data used for the evaluation of the CTSA services was derived from monthly Management Information Service (MIS) reports. The MIS report is a compilation of daily driver logs and vehicle mileage reports in a spreadsheet. Section VI contains the Productivity Evaluation Response and Recommendations detail for 2014/15

Triennial Performance Audit

The Transportation Development Act (TDA) requires that the COFCG, on a triennial basis, engage the service of an outside consultant to conduct a performance audit on all transit operators claiming TDA funds, under California Public Utilities Commission (CPUC) Section 99260 of the TDA within their jurisdiction. The performance audit covers the triennial period July 1, 2009 through June 30, 2012 and is been accepted by the COFCG Board in its January 2015 meeting. [See Section VII for Recommendations].

IV. SIGNIFICANT SERVICE/ADMINISTRATIVE CHANGES

Passenger Transportation

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

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

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

Meal Delivery Transportation

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

Vehicle Maintenance

During FY 2015-16, the Fresno EOC/CTSA continued to market vehicle maintenance service to social service agencies. Fresno EOC/CTSA continues to embark/explore effective and efficient methods of providing low-cost, low-maintenance services to other social services organization. As a result of this marketing effort Fresno EOC/CTSA was able to bring the ARC of Fresno and Madera Counties fleet maintenance into Fresno EOC/CTSA's maintenance operation in 2014, and continued to be successful in 2015. This coordination continues to be effective, and EOC/CTSA continues to seek other social service agencies for maintenance work. As part of Fresno EOC/CTSA's commitment to quality services, Fresno EOC/CTSA employs four maintenance specialists to handle maintenance duties. All Fresno EOC/CTSA Maintenance specialists are certified by the Automotive of Society of Engineer (ASE). As required, the maintenance specialist continues to improve their skills through the ASE certified mechanic program. Fresno EOC/CTSA continues to use its "state of the art" Engine Analyzer and upgraded air-conditioning equipment to carry out vehicle repairs. Computer software, Fleet Controller, tracks and schedules maintenance work for the entire Fresno EOC/CTSA fleet as well as all other outside fleet service.

Administrative Structure and Training

During FY 2015-16, Fresno EOC/CTSA continued to staff a multi-tiered management structure that included a Program Director, Business Manager, and five supervisors. The management team meets regularly to address an aggressive operational and administrative agenda. These meetings are vital links between the management team and staff.

Fresno EOC/CTSA continues to utilize FCRTA's Mobilitat dispatch software. This software is a state-of-the-art passenger scheduling tool which is critical to tracking and reporting all FCRTA ridership statistics. Reports are generated to report ridership data and invoicing options. Fresno EOC/CTSA has elevated its dispatch service by offering additional bilingual dispatching. The Supervisor assigned to FCRTA attended Mobilitat training sponsored by Mobilitat.

During the FY 2015-16, Fresno EOC/CTSA continued to attend seminars and workshops, notably, the Transportation Safety Institute/US Department of Transportation Certificate Program, the National Head Start Association Conference, Mountain Area School Bus In-service Certificate Programs, California Association of School Transportation Officiates (CASTCO) Conference, Community Transportation Association Training-the-Trainer Passenger Service and Safety Certificate Program and participate in the California Association for Coordinated Transportation (CalACT), Fresno EOC/CTSA's statewide transit association.

The Fresno EOC Human Resources continues to provide training sessions available to management personnel on Labor Laws, Workers Compensation and Safety Training, Time Management,

Interviewing Skills, Paperwork Processing, Recruiting Skills, Disciplinary Procedures, Attendance, Workplace Violence, Sexual Harassment, Anti-Retaliation and Investigative Procedures.

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

Fresno EOC/CTSA continues to track the number of preventable accidents – this provides useful data in the driver-training program. A monthly newsletter that features safety issues, new hires, calendar activities, etc., is also published monthly. An employee accident prevention program is designed to reward drivers with good driving practices. Many of our drivers have been awarded the prestigious Blackwell Award which recognizes school bus drivers with twenty years of accident free driving. Their names are added to a plaque that is located on the wall at the California Highway Patrol offices.

The Fresno EOC/CTSA Information Technology Department has expanded and is now offering an electronic timekeeping system for all Transit personnel. This will create a paperless and more efficient method of personnel timekeeping. Transit Systems identified deficiencies in telephone communications and will upgrade the phone system by the end of 2016.

In cooperation with the FCRTA, Fresno EOC administered a Travel Training Program targeting the elderly, disabled, and public transit riders in the rural area. The training consisted of educating riders and potential riders on navigating the public system, safe boarding/unboarding the buses and how to use the system to gain freedom and independence. Driver Training continues in this area.

V. OVERALL CTSA SERVICES

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

Vehicle Maintenance

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

CNG Maintenance

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

Commercial Vehicle Detailing

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

Driver Training

During the 2015-16 period, the Fresno EOC/CTSA had three (3) Certified School Bus Classroom Driver Instructors, to provide Behind-the-Wheel and classroom instruction for school bus, GPPV and Class B-P certification. An on-going driver-training program has been maintained and will continue to be offered to other social service agencies in Fresno Metropolitan Area and to the FCRTA. The Fresno EOC/CTSA's insurance carrier (Non-Profits Insurance Alliance of California) also provides training on emergency techniques and laws/regulations to staff and drivers.

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

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

Insurance

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

VI. FRESNO EOC/CTSA: FY 2015-16 SSTAC PRODUCTIVITY COMMITTEE RECOMMENDATIONS AND AGENCY'S RESPONSE:

A. Comply, where feasible, with the Triennial Performance Audit Recommendations for FY 2009/10, 2010/11, 2011/12

For the period July 1, 2006 through June 30, 2009 the triennial performance audit found that the Fresno EOC/CTSA had complied with all applicable TDA compliance requirements and gives three recommendations for the upcoming period July 1, 2009 through June 30, 2012.

- 1. Closely monitor performance indicator trends identified from the performance audit.*
- 2. Continue coordination efforts with other public transit and social service agencies in funding and offering consolidated travel training and ambassador services.*
- 3. Advance the role of the CTSA into furthering new business and social enterprise initiatives.*

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

*The Fresno EOC/CTSA remains committed to contracting with other agencies and encourage private sector participation. The Fresno EOC/CTSA has worked with the community in providing field trip services to entities such as the Farm Bureau, the Food Commons, municipal officials, Big Brothers/Sisters, Public Schools and other community based agencies
Fresno EOC/CTSA also provides driver and back-up vehicles as necessary to transport other local agencies with their clients..*

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

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

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

The Fresno EOC /CTSA continue to train drivers to meet state and federal regulations. Fresno EOC/CTSA employs three (3) full time certified Behind-the-Wheel and Classroom trainers.

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

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

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

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

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

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

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

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

Fresno EOC/CTSA continuously reviews the progress and recommendations from the Air District and the COFCG regarding the feasibility of implementing transportation control measures applicable to public/social service transportation.

In FY 1997-98, Fresno EOC /CTSA received funding from the Air District for the REMOVE Program (Assembly Bill 2766) for alternatively fueled vehicles to support its transportation program. Fresno EOC/CTSA is reviewing the actual implementation of this contract due to the inherent nature of CNG restraints on vehicle range, fuel tank retrofit modification costs, fuel accessibility, longer fueling time, and the effects of the valley heat on CNG fuel tank capacity. We have recently experienced problems with CNG vehicle warranty repairs at the local distributors. We are awaiting commitments from the manufacturers in order to proceed further into the CNG powered arena. Fresno EOC/CTSA remains committed to explore alternate powered vehicles including Electric Hybrid as expressed by our recent training of Fresno EOC/CTSA maintenance mechanics.

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

Fresno EOC/CTSA continues to consolidate and coordinate services by its outreach and marketing efforts. Fresno EOC/CTSA works with Fresno County Case Workers to increase ridership on the CalWORKS systems to assure efficiency and productivity.

Fresno EOC/CTSA participates in community service events to advertise service and use our agency network to maintain lots of potential entities that may have a use for our service.

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

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

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

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

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

Fresno EOC/CTSA worked closely with the recent Fresno County Public Transportation GAP Analysis and Service Coordination Plan consultants. Many workshops and meetings were attended. Public surveys were taken by the consultants. Much of the survey population was identified by Fresno EOC and other social service agencies. The focus was to discover if any gaps exist between transit agencies in the Fresno County area. The Final report is pending.

VII. TRIENNIAL PERFORMANCE AUDIT FY 2009/10, 2010/11, 2011/12

Derek Wong, AIP Pacific Municipal Consultant (PMC) has concluded a Triennial Performance Audit for FY 2009/10, 2010/11, 2011/12. The Triennial audit made three recommendations. Listed below are our responses and time frame for corrective actions to each of the recommendations:

1. Closely monitor performance indicator trends identified from the performance audit.

Fresno EOC should continue to closely monitor its performance indicators, as some indicators are showing trends that might cause concern in the provision of overall service. Examples include the sharp growth in vehicle service hours and miles for meal delivery increased by more than 28.4 percent whereas total vehicle service miles increased 32.8 percent. This is in contrast to the number of meals delivered which declined by 3.5 percent. As a result, performance indicators for these measures showed negative trends for service effectiveness.

It is understood that the Fresno EOC transit system differs from public transit operators in that social service agency programs can fluctuate from year to year, and that Fresno EOC provides its clients with transportation under annual service contracts with participating social service agencies. The number of client trips and the negotiated hours and miles for each client are individually

tailored to meet the needs of each client. However, from an overall performance standpoint, the service should be monitored closely for potential declines in performance trends as the data are used for future improvements to the service including future negotiations of hours and miles of service relative to client trips.

Fresno EOC/CTSA Transit service has performance indicators in place to monitor data. Trends have been monitored and will continue to be monitored. Performance trends in passengers per hour and mile categories have remained fairly constant over the last 2 fiscal years. The Federal budget sequestration did affect the school bus ridership data due to Head Start route cutbacks.

2. Continue coordination efforts with other public transit and social service agencies in funding and offering consolidated travel training and ambassador services.

This recommendation is carried forward from the prior triennial audit. The auditor acknowledges Fresno EOC's efforts to facilitate discussion and research of consolidated travel training and an ambassador program amongst other social service and transit providers. Identified as a short-range strategy and priority contained in the *Fresno County Coordinated Human Services Transportation Plan*, a travel training program is designed to empower senior citizens, persons with disabilities, and non-English speaking persons to use fixed-route public transit services independent of family, friends or demand responsive transit. As co-CTSA designees in Fresno County, it is suggested that the Fresno EOC continue working with service providers and stakeholders such as the Social Service Transportation Advisory Committee (SSTAC) to identify resources and implement consolidated travel training and an ambassador program.

Fresno EOC/CTSA has embarked on a travel training program in cooperation with the Fresno County Rural Transit Agency for the rural CTSA. This program will be expanded to the urban area and discussed amongst other social service organizations in an effort to empower riders to be more independent.

3. Advance the role of the CTSA into furthering new business and social enterprise initiatives.

As one of the largest community action agencies in the United States, Fresno EOC has been adept at identifying opportunities that address the socio-economic needs of the community. Enterprises such as meal preparation and delivery, vehicle detailing and maintenance, social service transportation and training services contribute to generating local support revenues. The Fresno EOC Board developed five strategic goals during one of its retreats, which included financial sustainability. The Board has also considered strategies to create and expand social enterprise opportunities. Fresno EOC's Planning and Development Committee developed a business concept white paper that analyzed viable strategies and sustainable approaches in meeting the social and employment needs of the community. Initiatives such as the establishment of nutritious food outlets and travel training services have been considered. It is suggested the Fresno EOC, as a co-CTSA designee further its role in social enterprise in order to foster financial independence.

Fresno EOC/CTSA Transit Systems has developed and implemented a vehicle detailing operation as a social enterprise and a way of increasing revenue streams. Other opportunities are being considered at this time and will follow the established process prior to implementation.

VIII. HIGHLIGHTS OF PRODUCTIVITY DATA

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

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

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

The resultant data summarized in this report is a compilation of all the specific individual activities of the respective CTSA operations. The programs are further aggregated by “service type,” “passenger transportation” or “meal delivery transportation.” The Fresno EOC Urban Area CTSA summarizes fourteen (14) programs. Nine (9) are summarized as “passenger transportation,” and two (2) are summarized as “meal delivery transportation,” (the Head Start program has both passenger & meal delivery) and three (3) require vehicle maintenance only. The Rural Area CTSA summarizes eight (8) programs. Eight (8) are summarized as “passenger transportation,” and two (2) are summarized as “meal delivery transportation,” (the Head Start program has both passenger & meal delivery). As noted in Section II, FCRTA route productivity data is not included in Fresno EOC/CTSA’s data to avoid duplication in reporting. The FCRTA routes are mentioned in this report only to document the coordination efforts the Fresno EOC/CTSA agency performs for public transit

Urban and rural areas combined

See Table I-and Graph I

The overall cost for the combined transit operation shows a very slight reduction in costs over the 2014-15 year by 1.7%. This is reduction in costs is mainly due to the reduction of fuel costs due to pricing decreases nationwide. Non-TDA Revenue was utilized to a greater amount due to the loss of JARC 5316 funding. Clients transported during this period remained fairly constant to last years. Passenger driving miles also dropped due to the Head Start and CVRC route optimization, an overall decrease of 6.7% for passenger miles. The combined passenger (client) cost per hour remained steady. The passenger cost per mile did show a slight decrease of 2.9%, chiefly due decreased fuel costs, and a slight allocation fluctuation between CVRC operations in the urban and rural areas.

Urban operations

Table IV 1 and IV 2 compare Urban Data achieved for 2014-15 and 2015-16. Graph IV-1 illustrates this data in a graphic format. Overall, Urban costs decreased due to continued lower fuel costs.

Rural operations

Table III and Graph III compares the rural data for 2014-2015 and 2015-2016 periods. A slight decrease in costs due to continuing lower fuel costs. Route optimization assisted in keeping miles and hours to a lower level. A change in the allocation of the CVRC developmentally disabled routes in the urban and rural areas also resulted in some slight fluctuation of cost per hour and per mile.

IX. FRESNO EOC/CTSA: FY 2014/15 PRODUCTIVITY COMMITTEE RECOMMENDATIONS :

- A. Comply, where feasible, with the Triennial Performance Audit Recommendations for FY 2009/10, 2010/11, 2011/12.
- B. Pursue contracting of service and continue to consider the potential for and encourage private sector participation in the public transportation planning/service delivery process, and investigate other potential funding source.
- C. Continue to coordinate with other general public paratransit service providers to jointly provide the State-required 40 hours of specified training and behind-the-wheel instruction.
- D. Address responsibilities under the American with Disabilities Act of 1990.
- E. Address responsibilities under the Clean Air Act Amendments of 1990, the San Joaquin Valley Unified Air Pollution Control District Air Quality Plan, the City of Fresno Transportation Management Plan, and the
- F. Council of Fresno County Governments Transportation Control Measures Plan, and Congestion Management System (CMS).

- G. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of public transit.
- H.** Continue to work with the Social Service Transportation Administrative Council on implementation of Fresno County Coordinated Human Service

Table IV 1

**CONSOLIDATED TRANSPORTATION SERVICES AGENCY
URBAN AREA PRODUCTIVITY DATA FISCAL YEAR 2016**

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

Capital Depreciation expenses are not included in costs above

Table IV 2

**CONSOLIDATED TRANSPORTATION SERVICES AGENCY
URBAN AREA PRODUCTIVITY DATA FISCAL YEAR 2015**

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$2,669,453	257,278	925,795	54,619	\$2,688,296	0	4.7	0.3	\$48.87	\$2.87	\$10.38		(\$18,843)
Meal Delivery	\$273,692	614,252	109,723	6,904	165,567	0	89.0	5.6	\$39.64	\$2.49	\$0.45		\$108,125
TOTAL*	\$2,943,145	871,530	1,038,518	61,523	\$2,853,863	\$0			-			97%	\$89,282

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

**Table IV 3
CONSOLIDATED TRANSPORTATION SERVICES AGENCY
RURAL AREA PRODUCTIVITY DATA FISCAL YEAR 2016**

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$1,460,430	122,772	363,909	21,867	\$1,285,561	\$0.00	5.61	.35	\$66.79	\$4.01	\$11.90		\$174,869
Meal Delivery	\$476,500	518,477	269,697	11,182	\$186,321	\$0.00	46.4	1.9	\$42.61	\$1.77	\$0.92		\$290,179
TOTAL*	\$1,936,930	641,249	633,606	33,049	\$1,471,882	\$0.00						76%	\$465,048
Capital Depreciation expenses are not included in costs above													

**Table IV 4
CONSOLIDATED TRANSPORTATION SERVICES AGENCY
RURAL AREA PRODUCTIVITY DATA FISCAL YEAR 2015**

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$1,591,555	137,378	430,549	27,352	\$1,465,011	\$0.00	5.02	0.32	\$58.19	\$3.70	\$11.59		\$126,544
Meal Delivery	\$481,373	567,403	463,967	10,731	169,605	\$0.00	52.9	1.2	\$44.86	\$1.04	\$0.85		\$311,768
TOTAL*	\$2,072,928	704,781	894,516	38,083	\$1,634,616	\$0.00						79%	\$438,312

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

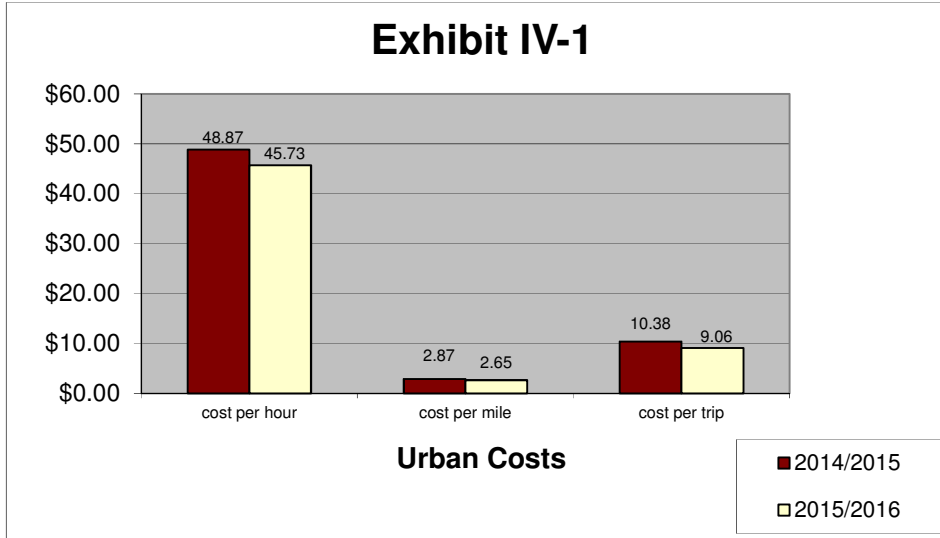
Urban and Rural Combined Totals 2016

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$3,858,469	387,499	1,267,607	74,306	\$3,276,939	0	5.2	0.3	\$51.93	\$3.04	\$9.96	\$0.00	\$581,530
Meal Delivery	\$801,500	518,477	269,697	11,182	\$323,430	\$0	46.4	1.9	\$71.68	\$2.97	\$1.55	\$0.00	\$478,070
TOTAL*	\$4,659,969	905,976	1,537,304	85,488	\$3,600,369								\$1,059,600

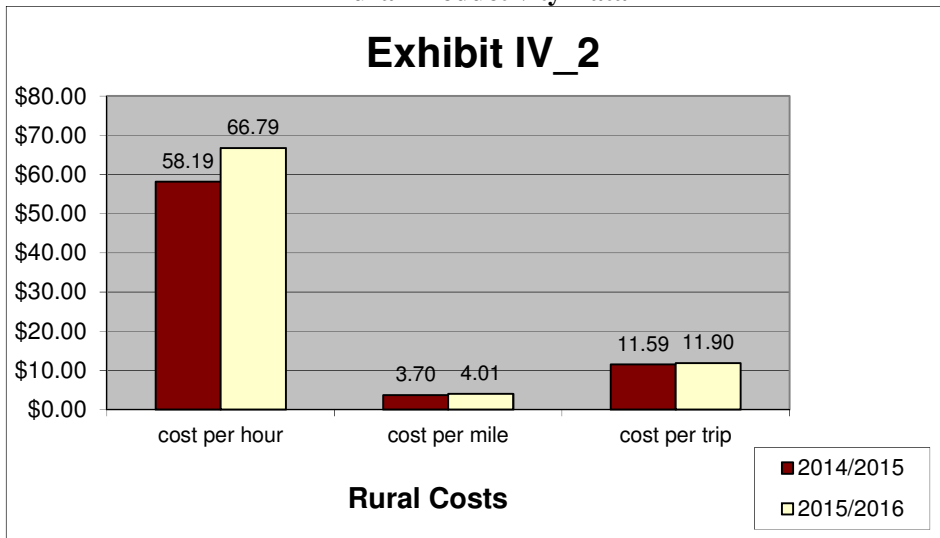
Urban and Rural Combined Totals 2015

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	0	0
Passenger Trans	\$4,261,008	394,656	1,359,344	81,971	\$4,153,307	0	4.8	0.3	\$51.98	\$3.13	\$10.80	\$0.00	\$107,701
Meal Delivery	\$481,373	567,403	463,967	10,731	\$169,605	\$0	52.9	1.2	\$44.86	\$1.04	\$0.85	\$0.00	\$311,768
	\$4,742,381	962,059	\$1,823,311	\$92,702	\$4,322,912								\$419,469

**Consolidated Transportation Services Agency
Urban Productivity Data**



**Consolidated Transportation Services Agency
Rural Productivity Data**



Meal Delivery is not included in statistics.

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

Exhibit IV-3

