

*Transit  
Productivity  
Evaluation  
FY 2018*

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

**January, 2019**

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# **FY 2018 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 2018 Productivity Evaluation covers the time period of July 1, 2017 to June 30, 2018 and assesses the following agencies:

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

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

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

Public transportation operators in Fresno County provided a total of 10.85 million passenger trips from the period beginning July 2017 through June 2018 (FY 2018) at a cost of approximately \$64.6 million. As shown in Table 1, the systems traveled a combined 8,303,184 miles and operated 671,115 hours of service. Fares collected totaled \$911.37 million, representing a farebox recovery ratio of 17.6 percent.

FAX, the largest public transit provider in the Fresno County region, provided a total of 9.75 million passenger trips (90 percent of the county total), followed by FCRTA, and the CTSA with 377,397 trips (3.5 percent) and 329,533 trips (3.0 percent) respectively. Fresno Handy Ride provided 213,026 trips (1.9 percent of the county total), while Clovis Stageline and Clovis Roundup combined provided 182,576 (1.7 percent) of all trips.

System wide, 16.17 passengers per hour and 1.3 passengers per mile were carried during FY2018. The cost per hour was \$96.32 and cost per passenger was \$4.25. Overall, the systems provided 2.1% more passenger trips in FY 2018 than in FY 2017.

**Table 1**

**Fresno County Public Transportation Systems  
Productivity Summary  
FY 2018**

Agency	Passengers	Miles	Hours	Costs	Fare Revenues	Pass/ Hour	Pass/ Mile	Cost/ Hour	Farebox Ratio
FAX	9,750,802	4,337,684	374,764	\$41,979,373	\$6,068,176	26.02	2.25	\$112.02	14.46%
Handy Ride	213,026	1,212,603	104,147	\$7,204,580	\$294,817	2.05	0.18	\$69.18	4.09%
Stageline	130,515	256,067	21,631	\$2,328,477	\$465,663	6.03	0.51	\$107.65	20.00%
Round-up	52,061	346,495	28,040	\$2,916,696	\$291,668	1.86	0.15	\$104.02	10.00%
FCRTA	377,397	949,866	72,161	\$4,933,077	\$592,640	5.23	0.39	\$68.36	12.01%
*CTSA	329,533	1,200,469	70,372	\$5,276,249	\$3,659,517	4.68	0.27	\$74.98	69.36%
<b>Total</b>	<b>10,853,334</b>	<b>8,303,184</b>	<b>671,115</b>	<b>\$64,638,452</b>	<b>\$11,372,481</b>	<b>16.17</b>	<b>1.31</b>	<b>\$96.32</b>	<b>17.59%</b>

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

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

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



# Section I

## *Fresno Area Express and Handy Ride*



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# SECTION I

## 2018 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 112 buses, 98 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 2013 and 2018. Most of this growth has been north and northeast of Downtown Fresno, the hub of FAX's fixed-route service, but more recently we are seeing an increase in the southeast and northwest as well as in the downtown central core. A significant challenge to FAX over the next five years will be to develop service that reflects travel pattern changes which are the result of a continuing suburbanization of jobs, housing, and retail facilities. Additionally, over the next several years FAX will play a greater role in addressing the problems brought forth by increased traffic congestion and poor air quality. FAX continues to pursue these objectives through service, operations, maintenance, capital improvements, public outreach and marketing.

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

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

In Fiscal Year 2018, Fresno Area Express (FAX) made service modifications to the FAX Fixed-Route network. Specific changes include:

- BRT Q, FAX's first bus rapid transit line went into service on February 19, 2018 along Blackstone and Kings Canyon Blvds.
- Decreased headways on several of the more popular routes in the network including routes 9, 30, and 38.

Q's initial route spans 15.7 miles on Blackstone Avenue, from North Fresno Street to downtown, then out to Ventura Avenue / Kings Canyon to Clovis Avenue. The project includes 17 dedicated buses, 51 station pairs, two terminal stations, and one transit center with a shared platform station.

#### EXTERIOR BUS ADVERTISING

Fresno Area Express is continuing its partnership with Lamar Transit Advertising for both internal and external

bus advertising. Lamar has been the contractor for this service since 2009 and continues to do an outstanding job for FAX. This year, FAX initiated a branding campaign on the Q (bus rapid transit) and the FAX 15, high frequent service on routes 9 and 38. This significantly reduced the available bus advertising space for Lamar to work with and therefore the minimum annual guarantee was reduced accordingly. This will have a small impact on the overall advertising revenue, but demand for these services continues to be strong.

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

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

### **SUPPORT SERVICES**

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

### **ADMINISTRATION**

The Administration Division provides personnel, technology, procurement, financial, and regulatory compliance support to the Department of Transportation. The Division is responsible for leading the Department in building its annual operating and capital budgets. The Division manages and reports on approximately 40 federal, state and local 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 2018 the Department of Transportation was awarded \$34,2 million in federal, state, and local capital grants. These funds, along with previously awarded funding, will be used to remodel/rehabilitate facilities, improve bus stops, and bus stop infrastructure, upgrade security in the transportation yard as well as transit stops throughout the fixed-route system; improve communication systems purchase support vehicles, fixed route buses, and paratransit buses and to maintain recent service improvements, including the new Bus Rapid Transit (BRT) service that began in February.

### **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 completed work on the Strategic Services Evaluation. A great deal of public engagement took place for this project. As part of the deliverables, a Title VI Service Equity Analysis was completed. FAX's first Bus Rapid Transit line, Q went into revenue service on February 19, 2018. The Project is an approximately 15.7-mile BRT line connecting the major north-south corridor (Blackstone Ave.) and a major east-west corridor (Ventura Ave. and Kings Canyon Rd). FAX is using 18 40' buses for the service.

## **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 401 employees out of which 233 are bus operators. As of June 30, 2018, all 401 positions were full time with none being part-time. 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 24 new bus operators in FY2019. The Division has also been proactive in identifying routes that were being impacted by overcrowding. Overall, the Operations Division has increased its personnel resources to align itself for changes in the system that will improve customer service and reliability.

## **MAINTENANCE**

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

In FY18, the Maintenance Division put 17 new Gillig 40' buses and 15 support vehicles were put into service on behalf of FAX. For Handy Ride paratransit, 11 vehicles were placed in service.

FAX has completed the rebuild of the CNG compressor and purchased and installed a twin IMW CNG compressor. The CNG improvements have reduced fueling and station down times and allow more time for bus cleaning and detailing. The division has also developed a safety committee that includes shop personnel and supervisors to review safety and accidents to reduce injuries and claims. Maintenance continues to provide staff with additional aftermarket training opportunities to ensure we have the most qualified technicians with the most up to date information.

## **PUBLIC INFORMATION AND COMMUNITY OUTREACH**

During FY 2018, 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, the MyFAXBUS mobile app and bus audio and visual announcements to connect with the community.

In FY2018, the FAX website was updated to better serve as a portal of useful FAX Transit-related information such as bus schedules, holiday service, transit trip planning, transit free application for schedules, The FAX newsletter, Bus Rapid Transit (BRT), and safety and security notices. The website based Service Alert notification system continued in FY 2018, 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.

In FY2018, FAX also introduced the MyFAXBUS mobile application. Available for both the IOS and Android operating systems, the app was created by the City of Fresno and features real-time transit trip planning capabilities as well as real-time transit information. Transit riders are also able to track bus arrival times in real-time.

The app has been very well received by the public. As of this writing, there have been slightly more than 6,500 downloads. Additionally, it recently won an award from the Municipal Information Systems Association of California (MISAC) in the Quality Visual Information category.

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 provide real-time bus arrival information to the riding public. General transit information and trip planning assistance was offered to customers in the FCMA through the use of FAX's public service line 621-RIDE (7433), FAX website, [www.fresno.gov/fax](http://www.fresno.gov/fax), and in person at the FAX Manchester Transit Center office. In addition, FAX continued its partnership with Google Transit, and hosts its internal Interactive Voice Response (IVR) system to provide online transit trip planning.

## **CAPITAL PROJECTS**

### **Bus Procurement**

In August 2015, FAX entered into a five year contract with Gillig for 30' and 40' Regular Fixed Route buses and 40' BRT buses. These buses are a combination of replacements for old buses and additional buses to support FAX15 and BRT service beginning in January 2017. In FY2018, FAX took delivery of 17 Model Year 2017 40' Gillig buses. All 17 buses are in service on our BRT route.

### **New Fare Media**

FAX completed the new fare media project in FY18. With the procurement of new fare collection equipment as part of an earlier project, FAX incorporated smart card readers to broaden the range of acceptable fare media. . . New fare media allows the passenger to swipe their card to the farebox and automatically register the fare paid. This allows 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. As a result, the cooperative agreements of accepting transfers and the monthly Metro Card continues.

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

FAX is working on a number of capital projects to enhance passenger amenities, security and increase our

operating efficiency. One of our larger projects, The Court House Project is complete. In total, 11 new enhanced bus passenger shelters that included security lighting were installed. The installation included (31) passenger benches and (15) 32 gallon trash containers. Additionally, (3 each) three sided kiosks were refurbished and installed. The kiosks were formally in place but required a change in color and the plastic viewing surface was replaced with safety glass. The installation of security cameras are part of the next phase of the remodel.

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

Capital projects extended to the FAX maintenance yard where a fueling station for Compressed Natural Gas buses was completed, extending FAX's operational efficiency. Additional capital improvements included a better lighting at the FAX facilities yard and enhanced, heavy-duty perimeter fencing. Both capital improvement projects resulted in improved safety at the FAX bus maintenance yard.. This project extends FAX's operational efficiency.

Capital improvement projects at the FAX maintenance yard extended indoors as well in the form of a new WIFI system that included network security enhancements to better protect digital assets.

#### **Security Lighting:**

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

#### **Trip Planning**

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

By linking and coordinating information about Fresno County's three public transit services (FAX, Clovis Transit and FCRTA), this project reduced the information gap for trip making between jurisdictions, and facilitates more seamless inter-jurisdictional travel. Completed in FY2018, this project simplified the transit trip making experience by providing an easy, user friendly interface. The project was 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, FY2012 through FY2015 Michael Baker International State Transportation Development Act (TDA) Requirement**

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

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

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

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

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

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



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

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

**1. Technical Capacity**

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

Enhanced Review Module Conducted on Technical Capacity:

Areas Covered:

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

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

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

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

*Grant Management Practices*

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

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

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

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

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

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

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

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

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

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

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

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

## **2. Maintenance:**

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

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

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

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

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

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

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

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

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

### **4. Procurement:**

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

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

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

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

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

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

## **5. Disadvantaged Business Enterprise**

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

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

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

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

## **6. Satisfactory Continuing Control**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **10. Equal Employment Opportunity**

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

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

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

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

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

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

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

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

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

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

This is ongoing.

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

This is on-going.

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

This is on-going.

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

This is on-going.

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

This is on-going

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

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

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

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

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

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

## V. HIGHLIGHTS OF PRODUCTIVITY DATA

### FRESNO AREA EXPRESS

FAX ridership increased by 1.31 percent from 9.6 million in FY17 to 9.7 million in FY18. Total service miles increased 8.5% from 3.9 million miles in FY17 to 4.3 million miles in FY18. Total revenue hours were consistent with service miles and increased by 9.0% from 340,918 hours in FY17 TO 374,764 hours in FY18. The farebox recovery ratio decreased from 20.26% in FY17 to 14.46% in FY18. As a result, it did not meet the State-mandated farebox recovery requirement. Operating cost per hour increased 1.2 % from \$110.64 in FY17 to \$112.02 in FY18.

**Table I-1**  
**FAX Productivity Indicator Comparison**  
**FY2017 vs. FY2018**

<b>Indicator</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>Percent Change</b>
<b>Passenger Trips</b>	9,622,875	9,750,802	1.31%
<b>Passengers/Hour</b>	28.23	26.02	-8.49%
<b>Passengers/Mile</b>	2.43	2.25	-7.41%
<b>Cost/Mile</b>	\$9.51	\$9.68	1.76%
<b>Cost/Hour</b>	\$110.64	\$112.02	1.23%
<b>Fare box Ratio</b>	20.26%	14.46%	-40.11%



## HANDY RIDE

Handy Ride provided 213,026 trips during FY18, an increase of 6.54% percent over FY17. Handy Ride productivity, as stated in Passengers per Hour in Table I-5 is 2.05 for FY18 compared to 2.04 the prior year. The total number of revenue miles increased 4.83% from 1,156,767 in FY17 to 1,212,603 in FY18. Revenue hours in FY18 also increased 6.16% from 98,107 to 104,147. Demand-response and fixed-route services continue to operate in compliance with ADA requirements. In FY2018, Handy Ride reported no trip denials.

**Table I-2**  
**Handy Ride Productivity Indicator Comparison**  
**FY2017 vs. FY2018**

<b>Indicator</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>Percent Change</b>
<b>Passenger Trips</b>	199,948	213,026	6.54%
<b>Revenue Miles</b>	1,156,767	1,212,603	4.83%
<b>Revenue Hours</b>	98,107	104,147	6.16%
<b>Farebox Revenue</b>	\$259,414	\$294,817	13.65%
<b>Operating Cost</b>	\$6,580,419	\$7,204,580	9.49%

**VI. FRESNO AREA EXPRESS/HANDY RIDE: FY2018  
PRODUCTIVITY COMMITTEE RECOMMENDATIONS**

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

**Table I-3**  
**Summary of Key Operational Indicators**  
**FRESNO AREA EXPRESS**  
Fiscal Years 2015 through 2018

<b>Fiscal Year Ending June 30</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
Operating Costs	\$39,820,793	\$36,115,161	\$37,717,694	\$41,979,373
Total Actual Vehicle Revenue Service Hours	329,091	330,681	340,918	374,764
Total Actual Vehicle Revenue Service Miles	3,869,787	3,887,939	3,966,436	4,337,684
Total Labor Hours	594,480	605,438	670,478	721,204
Unlinked Passenger Trips	11,364,431	10,672,577	9,622,875	9,750,802
Fare Revenue	\$8,501,278	\$7,575,604	\$7,640,262	\$6,068,176
Operating Cost/Passenger	\$3.50	\$3.38	\$3.92	\$4.31
Passengers/Vehicle Revenue Hour	34.53	32.27	28.23	26.02
Passengers/Vehicle Revenue Mile	2.94	2.75	2.43	2.25
Vehicle Revenue Hours/FTE*	1,330.79	1,043.00	960.33	934.57
Farebox Recovery Ratio	21.35%	20.98%	20.26%	14.46%
Operating Cost/Revenue Mile	\$10.29	\$9.29	\$9.51	\$9.68
Operating Cost/Revenue Hour	\$121.00	\$109.21	\$110.64	\$112.02
Average Fare/Passenger	\$0.75	\$0.71	\$0.79	\$0.62
Total Revenue Service Interruptions	662	642	461	380
Percentage of Trips On Time	82.83%	82.13%	77.76%	80.29%

**Table I-4**  
**Summary of Key Operational Indicators**  
**FRESNO AREA EXPRESS**  
Fiscal Years 2016 through 2018

<b>Fiscal Year Ending June 30</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY16-18</b>
Operating Costs	-10.26%	4.25%	10.15%	5.14%
Total Actual Vehicle Revenue Service Hours	0.48%	3.00%	9.03%	12.19%
Total Actual Vehicle Revenue Service Miles	0.47%	1.98%	8.56%	10.79%
Total Labor Hours	1.81%	9.70%	7.03%	17.57%
Unlinked Passenger Trips	-6.48%	-10.91%	1.31%	-16.55%
Fare Revenue	-12.22%	0.85%	-25.91%	-40.10%
Operating Cost/Passenger	-3.55%	13.67%	8.96%	18.61%
Passengers/Vehicle Revenue Hour	-7.00%	-14.34%	-8.49%	-32.72%
Passengers/Vehicle Revenue Mile	-6.98%	-13.15%	-7.92%	-30.64%
Vehicle Revenue Hours/FTE*	-27.59%	-8.61%	-2.76%	-42.40%
Farebox Recovery Ratio	-1.78%	-3.55%	-40.13%	-47.69%
Operating Cost/Revenue Mile	-10.78%	2.32%	1.74%	-6.33%
Operating Cost/Revenue Hour	-10.79%	1.28%	1.23%	-8.02%
Average Fare/Passenger	-5.39%	10.60%	-27.58%	-20.20%
Total Revenue Service Interruptions	-3.12%	-39.26%	-21.32%	-74.21%
Percentage of Trips On Time	-0.85%	-5.62%	3.15%	-3.16%

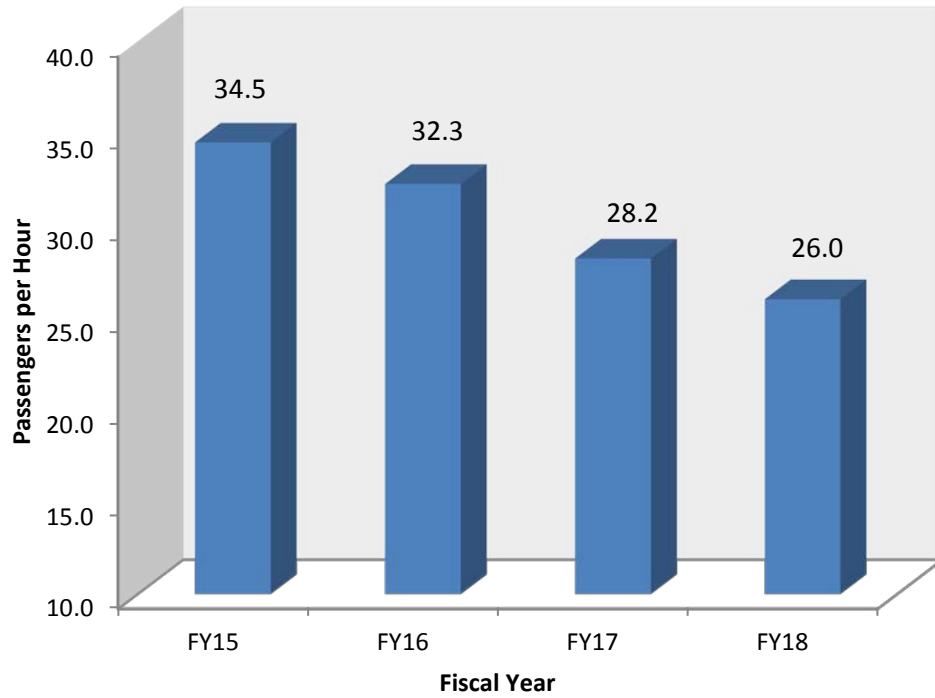
**Table I-5**  
**Summary of Key Operational Indicators**  
**HANDY RIDE**  
Fiscal Years 2015 through 2018

<b>Fiscal Year Ending June 30</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
Operating Costs	\$7,023,840	\$6,437,053	\$6,580,419	\$7,204,580
Total Actual Vehicle Revenue Hours	99,946	95,484	98,107	104,147
Total Actual Vehicle Revenue Miles	1,147,886	1,140,144	1,156,767	1,212,603
Unlinked Passenger Trips	209,431	201,826	199,948	213,026
Fare Revenue	\$298,822	\$257,075	\$259,414	\$294,817
Operating Cost/Passenger	\$33.54	\$31.89	\$32.91	\$33.82
Passengers/Vehicle Revenue Hour	2.10	2.11	2.04	2.05
Passengers/Vehicle Revenue Mile	0.18	0.18	0.17	0.18
Farebox Recovery Ratio	4.25%	3.99%	3.94%	4.09%
Operating Cost/Revenue Mile	\$6.12	\$5.65	\$5.69	\$5.94
Operating Cost/Revenue Hour	\$70.28	\$67.41	\$67.07	\$69.18
Average Fare/Passenger	\$1.43	\$1.27	\$1.30	\$1.38
Percentage of Trips On Time	89.5%	87.0%	87.0%	93.1%

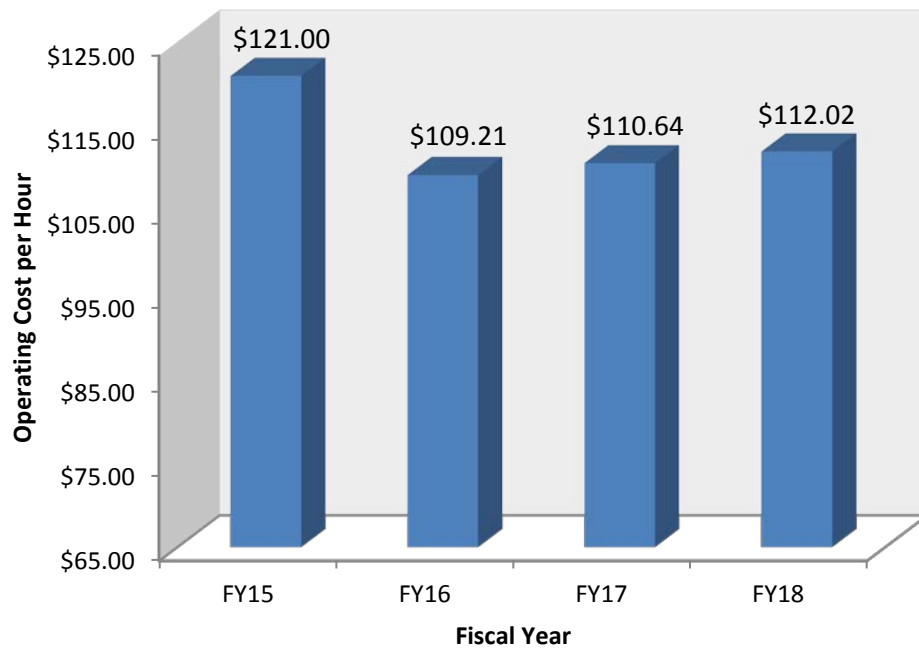
**Table I-6**  
**Summary of Key Operational Indicators**  
**HANDY RIDE**  
Fiscal Years 2016 through 2018

<b>Fiscal Year Ending June 30</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY16-18</b>
Operating Costs	-9.12%	2.18%	8.66%	2.51%
Total Actual Vehicle Revenue Hours	-4.67%	2.67%	5.80%	4.03%
Total Actual Vehicle Revenue Miles	-0.68%	1.44%	4.60%	5.34%
Unlinked Passenger Trips	-3.77%	-0.94%	6.14%	1.69%
Fare Revenue	-16.24%	0.90%	12.01%	-1.36%
Operating Cost/Passenger	-5.17%	3.10%	2.69%	0.83%
Passengers/Vehicle Revenue Hour	0.47%	-3.43%	0.36%	-2.44%
Passengers/Vehicle Revenue Mile	-3.07%	-2.41%	1.61%	-3.86%
Farebox Recovery Ratio	-6.53%	-1.31%	3.67%	-3.97%
Operating Cost/Revenue Mile	-8.38%	75.00%	4.25%	-2.99%
Operating Cost/Revenue Hour	-4.24%	-0.51%	3.04%	-1.59%
Average Fare/Passenger	-12.02%	1.82%	6.25%	-3.10%
Percentage of Trips On Time	-2.93%	0.00%	6.57%	3.87%

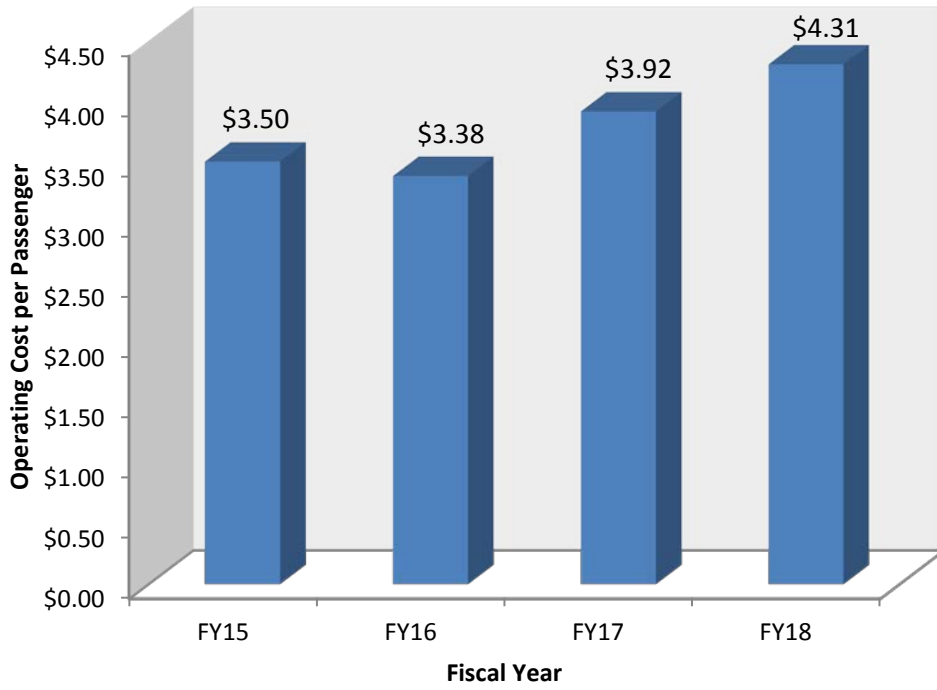
**Passengers/Revenue Hour  
Fixed-Route  
Exhibit I-1**



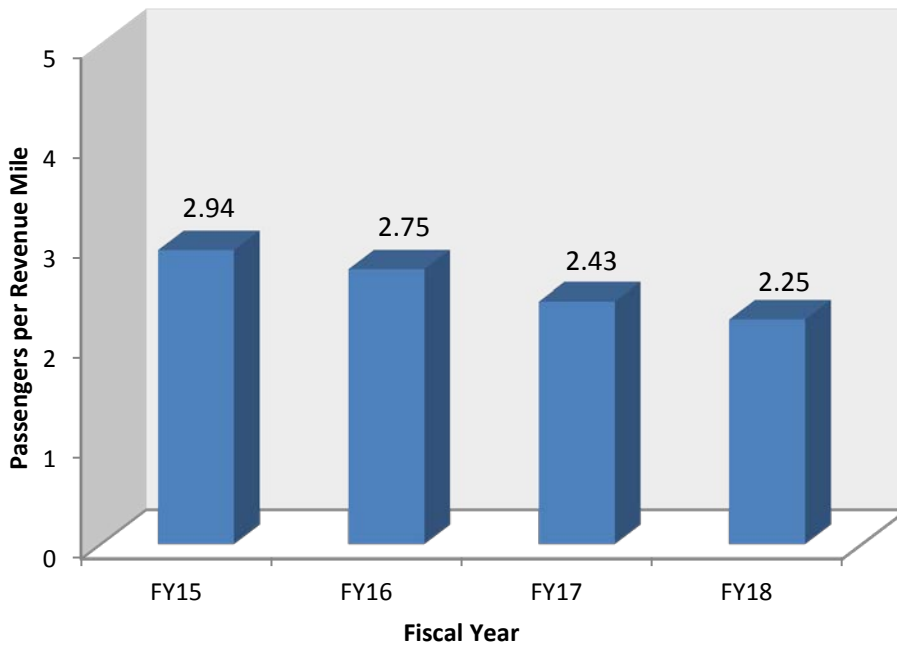
**Operating Cost/Revenue Hour  
Fixed-Route  
Exhibit 1-2**



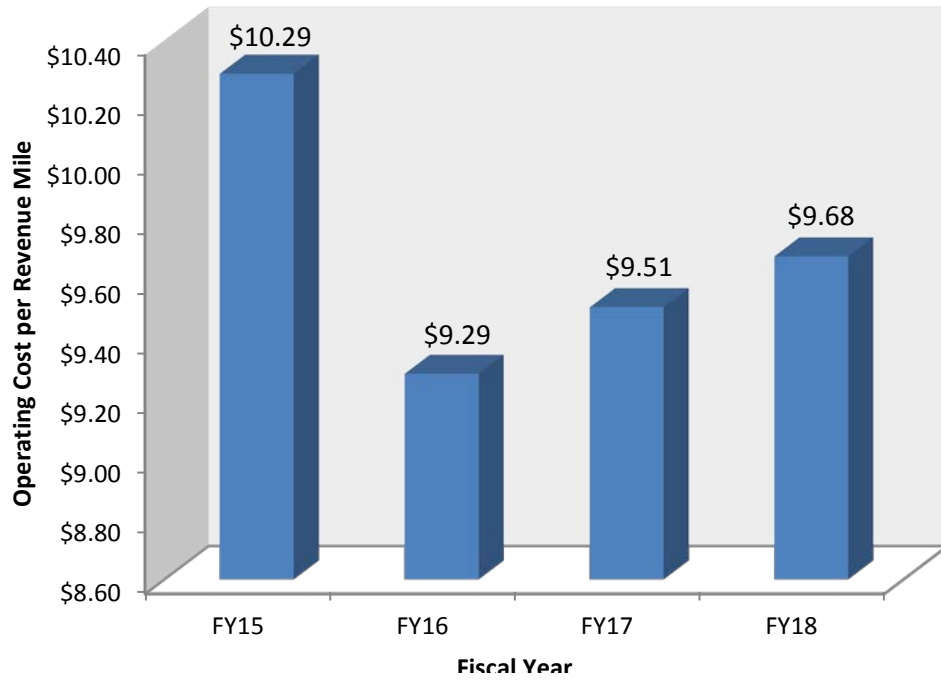
**Operating Cost/Passenger  
Fixed-Route  
Exhibit I-3**



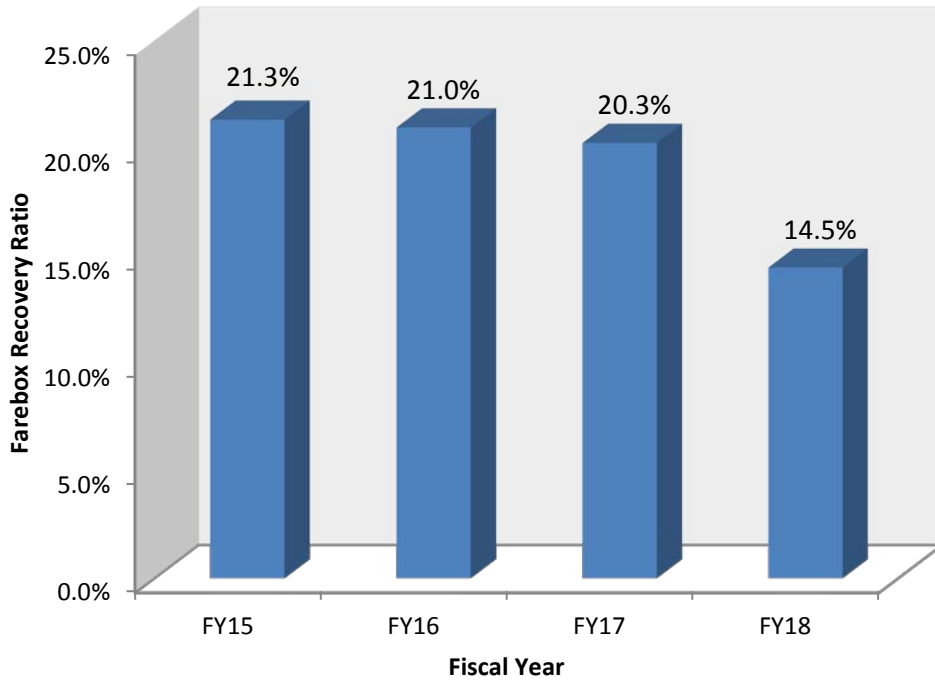
**Passengers/Revenue Mile  
Fixed-Route  
Exhibit 1-4**



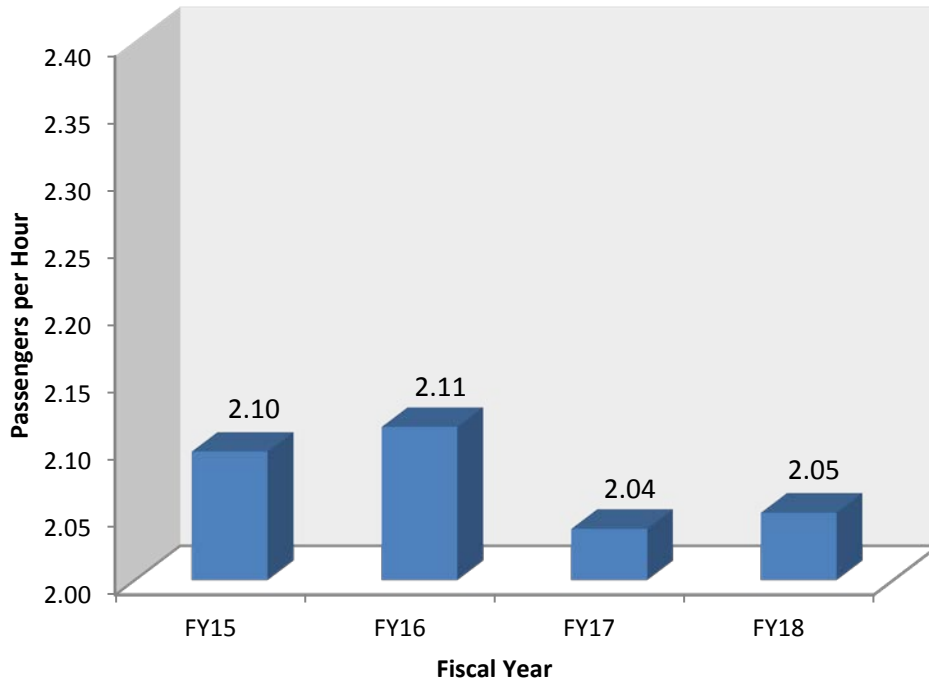
**Operating Cost/Revenue Mile  
Fixed-Route  
Exhibit I-5**



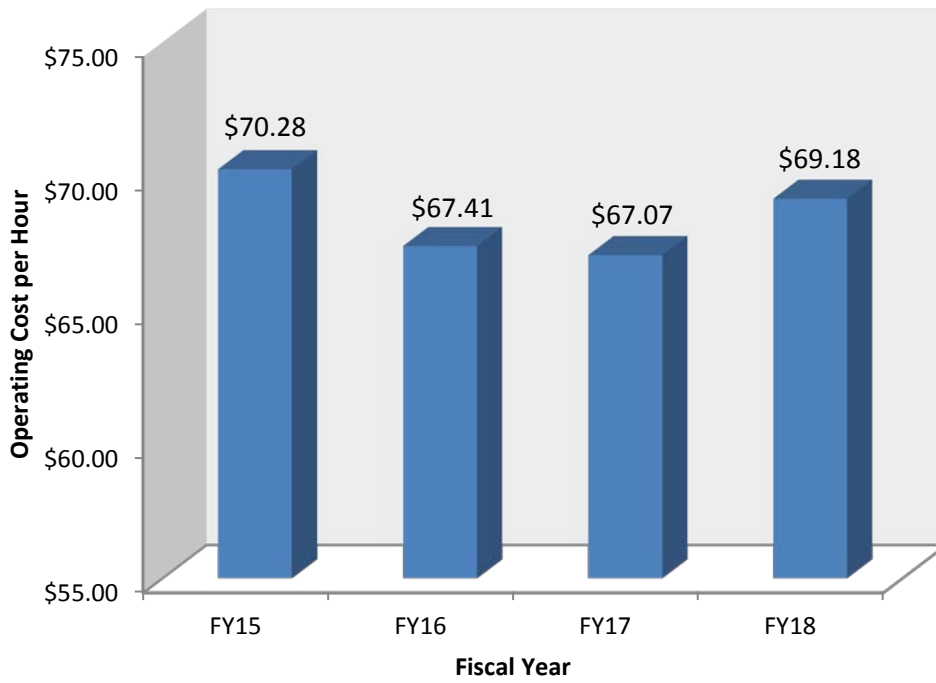
**Farebox Recovery Ratio  
Fixed-Route  
Exhibit I-6**



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

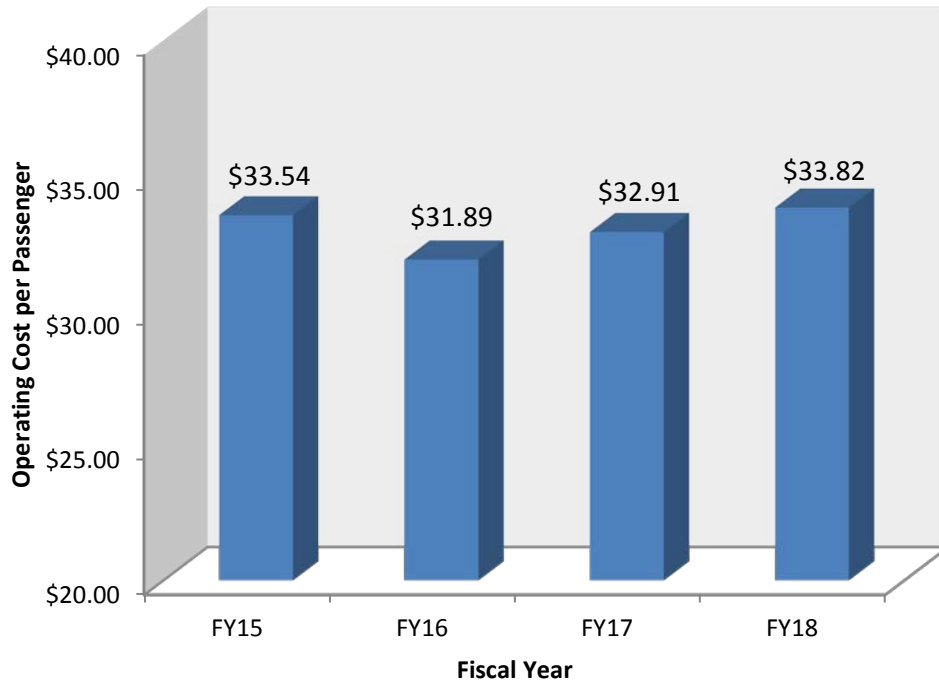


**Operating Cost/Revenue Hour  
Handy Ride  
Exhibit I-8**

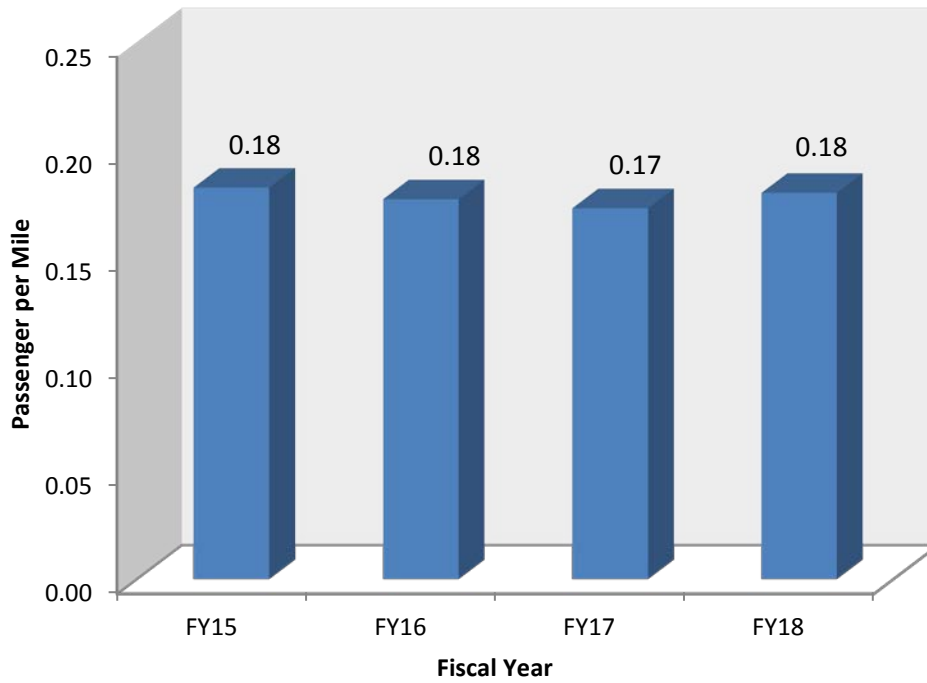




**Operating Cost/Passenger  
Handy Ride  
Exhibit I-9**



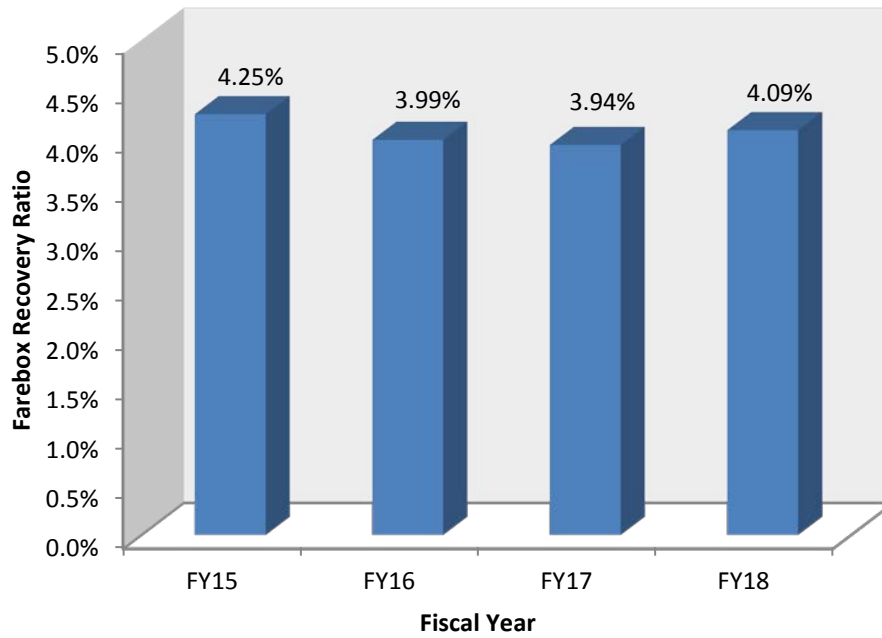
**Passengers/Revenue Mile  
Handy Ride  
Exhibit I-10**



**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.cityofclovis.com/transit](http://www.cityofclovis.com/transit)



# **SECTION II**

## **2018 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 18 included: a) close monitoring of on-time performance on fixed-route service and demand response service; b) implementation of a mobile ticketing option for passengers; c) installation of regional farebox systems for full implementation in FY 18-19 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 17-18, there were a few significant service changes. A mobile ticketing app that can be used to purchase fare for fixed-route and paratransit rides was launched. No major route changes were made to the Stageline system. Paratransit services continue to be implemented with the use of a software program. Plans for the new transit office have been drafted and will be moving into the approval stages in early 2019. Land for the new office has been purchased. The regional farebox project is projected to be complete and fully operational in FY 18-19.

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

- Installation of solar lighting at bus stops through the use of a Proposition 1B Homeland Security Grant. (Completed FY 13-14)
- Software for Roundup and Stageline for dispatching and emergency preparedness. The grant also includes hardware in the buses such as mobile data terminals or tablets for ease in communication with the driver. (Completed FY 14-15)
- Replacement of outdated on-board camera systems in the entire fleet, and the installation of camera systems into the vans. This project also includes panic switch installation at the Corporation Yard. (Completed FY17-18)
- Camera and security systems for the new transit office. The project will begin in concurrence with the start of construction on new office. (Estimated to be completed in 2020)
- Replacement of camera security system at Operations & Maintenance Yard where buses are parked. (Estimated to be completed in FY 19-20)

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

- Vehicle Purchases: Two wheelchair accessible mini-vans and two 32-foot transit buses (Vehicles delivered during FY 14-15)
- Regional Farebox system to integrate with FAX. (Partially completed and expected to be fully complete in FY 18-19)
- Administrative Office Expansion to build a new facility and transit center.

Clovis Transit has received LCTOP funding for the following projects:

- Bus stop improvements with benches, shelters and lighting, at five bus stop locations within the disadvantaged area (Completed FY 15-16)
- Additional bus stop improvements at six bus stop locations including benches, shelter and lighting. (Completed FY 16-17)
- Free Ride Days promotion which will be completed once the electronic farebox system is working reliably.
- Three years of LCTOP funding will be combined to conduct a route evaluation and re-design project in conjunction with the opening of the new transit hub. Project is set to begin in early 2020.

Upcoming projects for FY 18-19 include:

- Full implementation of regional farebox system with Fresno Area Express.
- Design and initial construction of new transit offices.
- Purchase of 8 new buses, two new vans, and a new trolley. (5 of the 8 buses have been delivered, along with the new trolley)
- Once electronic fareboxes are fully functional, implement free ride days using LCTOP funding.
- Work is underway to add Clovis Transit's fixed-route information into Google Transit travel planning tool. This will assist passengers with trip planning throughout the Fresno/Clovis metropolitan area.
- A zero-emission bus pilot project has been planned utilizing Measure C New Technology grant funds. Small electric battery buses are relatively new to the public transit arena and are untested in the small urban transit environment. This project will provide accurate data on battery range and capacity that will be used to plan for the eventual conversion to a zero-emission transit fleet.

## **SERVICE**

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

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

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

## **PLANNING**

Major route changes were made in 2010 with minor route changes made in 2011 and 2012. These changes were progressive and eliminated the need for additional route changes, but changes are expected in the future when the new transit office is completed. In 2020, a route re-design project will commence to evaluate passenger needs and plan routes and service levels for the future. Popular destinations will be established including new and planned businesses, educational centers, medical facilities, and recreational spots.



Clovis Transit and Fresno collaborated on two studies during FY 14-15: strategic service evaluation study and the gap analysis study. The study recommendations will be evaluated by both Fresno and Clovis and possible route changes considered. A new long-range transit specific plan is currently in development which will provide a roadmap for transit operators over the next 30 years.

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

A major project during FY 16-17 was the implementation of a new farebox system for both Roundup and Stageline. The Stageline system will be coordinated with Fresno Area Express, California State University Fresno, and State Center Community College District in order to easily utilize one fare media throughout the community. The electronic fareboxes are anticipated to be fully operational in FY19/20.

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

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

## **MARKETING**

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

For FY 18-19,, Clovis Transit 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 18-19 is Free Ride Days. Using LCTOP funding, Clovis Transit will offer 20 free fare days on both fixed-route and paratransit. In addition, staff will visit a multitude of community events in Fresno and Clovis and distribute free one-ride passes to the community. This will help promote the transit system as well as the new farebox system.

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

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

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

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

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

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

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

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

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

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

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

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

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

This is ongoing

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

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

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

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

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

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

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

Full compliance has been obtained. All vehicles are accessible.

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

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

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

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

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

With the passage of Measure C in November 2006, Clovis Transit has implemented some of the services listed in the Measure C Expenditure Plan that was presented to the voters. 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 0.8% over FY 17 with total ridership decreasing from 131,597 to 130,515. This slight decrease may indicate that the regional decline in ridership is stabilizing.
- Vehicle service hours increased 1.1% from 21,401 in FY 17 to 21,631 in FY18. The increase is an insignificant amount.
- Vehicle service miles experienced a slight decrease of 0.4% over FY 17 with total vehicle service miles decreasing from 257,006 to 256,067. This decrease is inconsequential.
- Farebox revenue ratio prior to Measure C funds decreased from 7.0% in FY 17 to 5.0% in FY 18; the City subsidy of Measure "C" funding was needed to meet the State mandate of 20%.
- Overall, Stageline performance indicators reflected an insignificant decrease of 0.3% in passenger/hour (6.03), and passenger/mile remained the same at 0.51. Operating costs increased from \$91.57 per vehicle hour in FY17 to \$107.64 per vehicle hour in FY18.
- Vehicle hours/employee increased 1.1% from 1,297 to 1,311, a small change. Operational subsidy per passenger increased from \$13.90 in FY17 to \$16.79 in FY18.

### **CLOVIS CTSA/ROUNDUP**

- Clovis CTSA/Roundup services carried 52,061 riders in FY 18, a decrease of 7.4% over FY17.
- Total vehicle hours decreased from 30,593 in FY 17 to 28,040 in FY18. This decrease of 8.3% is due to lower passenger count.
- Total vehicle miles decreased from 371,753 in FY 17 to 346,495 in FY18 for a 6.8% decrease in miles. This is again to a lower passenger count.
- Operating costs increased 8.6% from \$2,686,329 in FY17 to \$2,916,696 in FY18 due to wage and benefit increases for drivers and higher fuel costs.
- Overall, the past year Clovis CTSA/Roundup service performance indicators reflect a 0.5% increase in passenger/hour (1.85) and passengers/mile remained the same at 0.15. Operating costs increased 8.6% in FY 18. Cost/vehicle hour increased 18.4% from \$87.81 in FY17 to \$104.01 in FY18.
- Vehicle hours/employee decreased by 8.3% from 1,529 in FY17 to 1,402 in FY18.

**Table I**  
**Clovis Stageline**

*Round Up Annual Ridership FY15-19*

<b>Fiscal Year</b>	<b>Fresno</b>	<b>Clovis</b>	<b>Total</b>	<b>% Change</b>
FY 15	25,311	35,714	61,025	-6.4%
FY 16	24,369	36,323	60,692	-0.6%
FY 17	22,978	33,258	56,236	-7.3%
FY 18	22,203	29,758	52,061	-7.4%

**Table II - 1  
Clovis Stageline**

*Annual Productivity Trends FY 2016-2018*

<b>Indicator</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>
Total Passengers	154,451	131,597	130,515	-7.0%	-14.0%	-0.8%
Total Hours	21,193	21,401	21,631	0.5%	0.9%	1.1%
Total Mileage	258,156	257,006	256,067	-1.0%	-0.4%	-0.4%
Operating Cost	\$2,192,279	\$1,959,622	\$2,328,477	19.6%	-10.6%	18.8%
Farebox Revenue*	\$439,478	\$391,900	\$465,663	19.6%	-10.6%	18.8%
Employees (FT Equivalent)	16.5	16.5	16.5	0%	0%	0%
Passenger/Hour	7.29	6.15	6.03	-7.5%	-15.6%	-0.3%
Passenger/Mile	0.60	0.51	0.51	-6.3%	-15.0%	0%
Cost/Vehicle Hour	\$103.44	\$91.57	\$107.64	18.9%	-11.4%	17.5%
Cost/Vehicle Mile	\$8.49	\$7.62	\$9.09	20.6%	-10.2%	19.3%
Veh Hrs/Employee	1,284	1,297	1,311	0.5%	1.0%	1.1%
Cost Per Passenger	\$14.19	\$14.89	\$17.84	28.5%	4.9%	20.0%
Measure C Funds	\$303,762	\$261,555	\$329,677	34.8%	-13.8%	26.0%
Op Subsidy/Passenger	\$13.32	\$13.90	\$16.79	30.8%	4.3%	20.1%
Farebox Incl. Measure C	20%	20%	20%	0%	0%	0%
Farebox Ratio w/o Meas.C	6.1%	7.0%	5.0%	-20.8%	14.75%	-28.7%

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

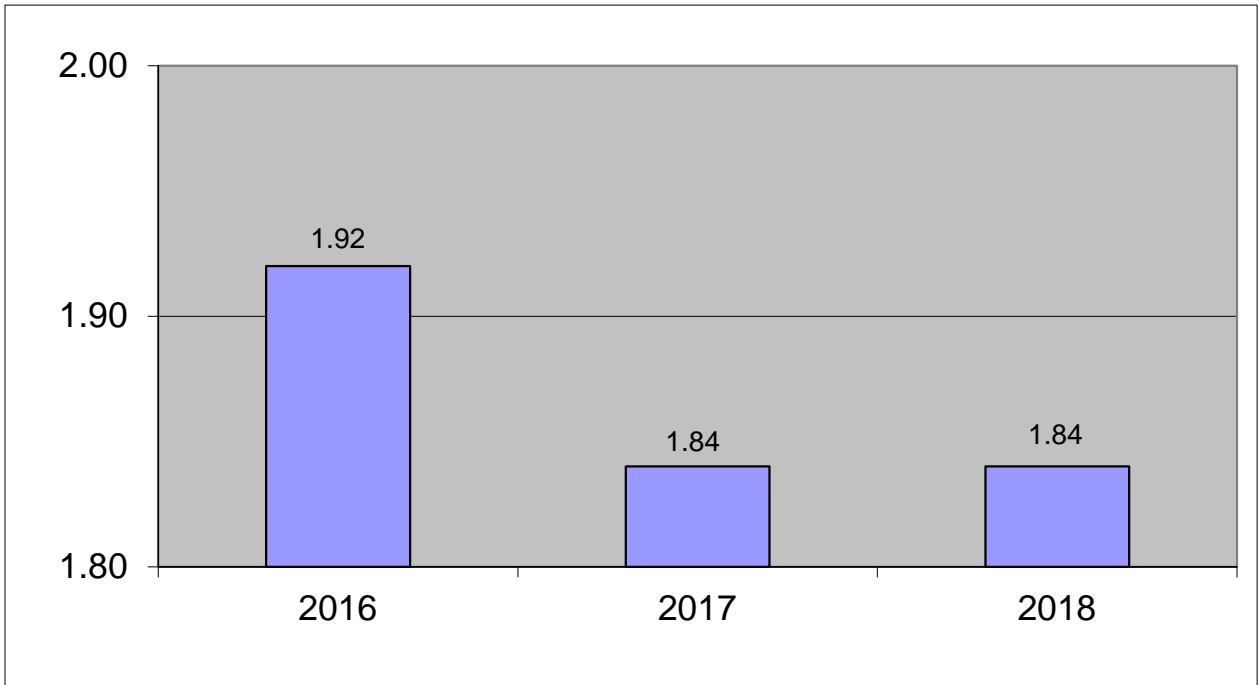
**Table II - 2  
Clovis Roundup**

*Annual Productivity Trends FY 2016-2018*

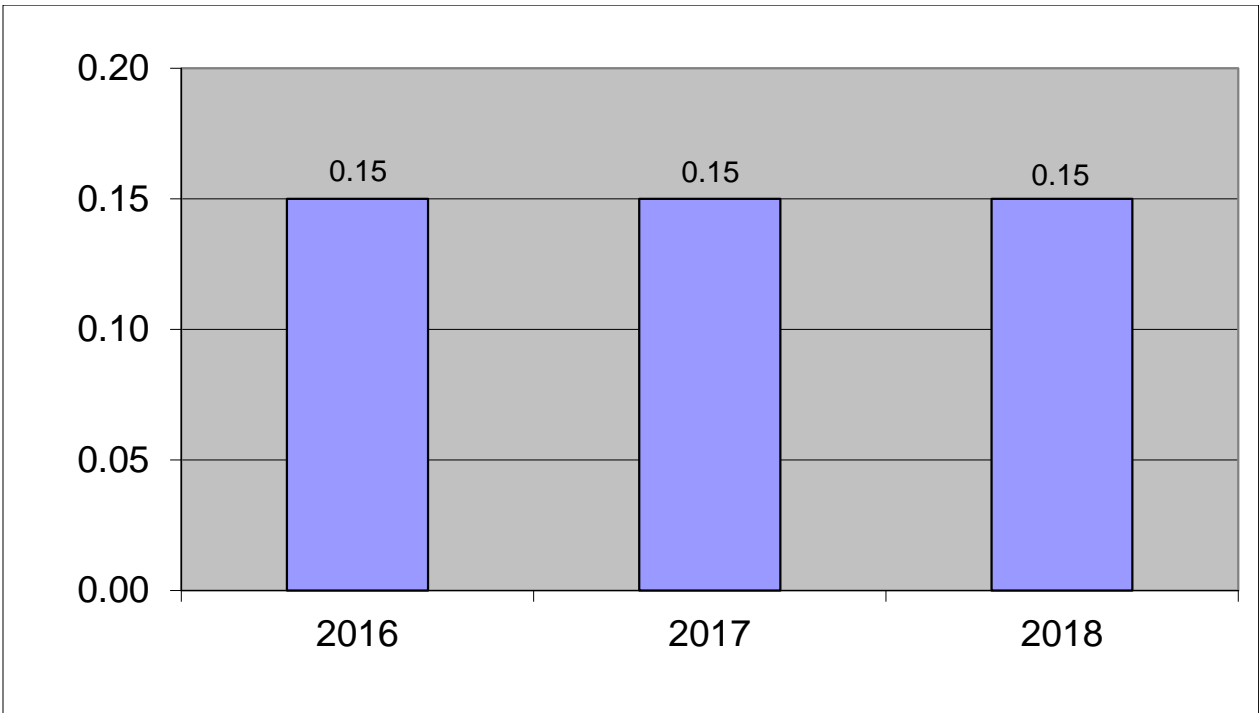
<b>Indicator</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>
Total Passengers	60,692	56,236	52,061	-0.6%	-7.3%	-7.4%
Total Hours	31,586	30,593	28,040	8.6%	-3.1%	-8.3%
Total Mileage	398,735	371,753	346,495	10.2%	-6.7%	-6.8%
Operating Cost	\$2,517,231	\$2,686,329	\$2,916,696	3.7%	6.7%	8.6%
Farebox Revenue*	\$252,566	\$268,631	\$291,668	3.7%	6.7%	8.6%
Employees (FT Equivalent)	20	20	20	0.0%	0.0%	0.0%
Passenger/Hour	1.92	1.84	1.85	-8.6%	-4.1%	0.5%
Passenger/Mileage	.15	.15	.15	-0.0%	0.0%	0.0%
Cost/Vehicle Hour	\$79.69	\$87.81	\$104.01	-4.5%	10.1%	18.4%
Cost/Vehicle Mile	\$6.31	\$7.23	\$8.41	-5.8%	14.5%	16.3%
Veh Hrs/Employee	1,579	1,529	1,402	8.5%	-3.1%	-8.3%
Cost Per Passenger	\$41.48	\$47.77	\$56.02	4.3%	15.1%	17.3%
Measure C Fare Match	\$164,919	\$174,400	\$199,811	9.8%	5.7%	14.6%
Op Subsidy/Passenger	\$44.15	\$46.09	\$54.26	15.4%	4.3%	17.7%
Farebox Incl. Measure C	10%	10%	10%	0.0%	0.0%	0.0%
Farebox Ratio w/o Meas.C	3.4%	4.0%	3.0%	-10.5%	17.6%	-25.0%

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

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

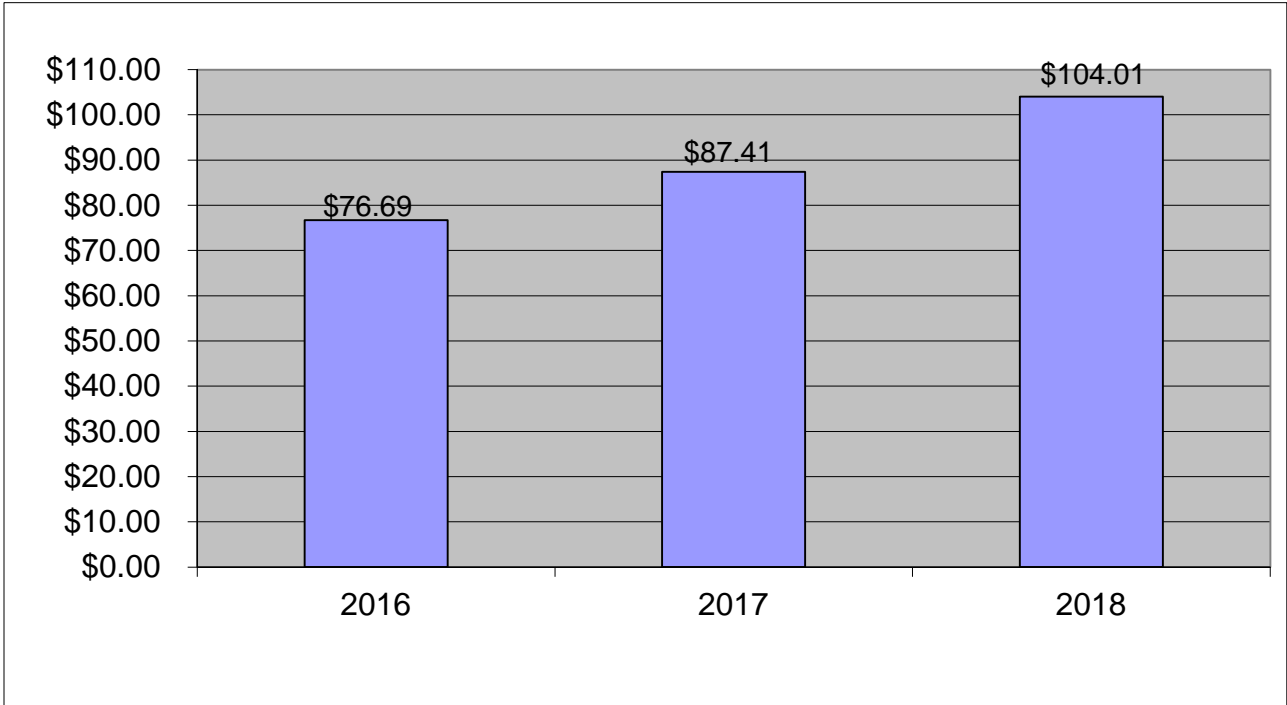


**Exhibit II-2  
Clovis Roundup Passengers/Revenue Mile**

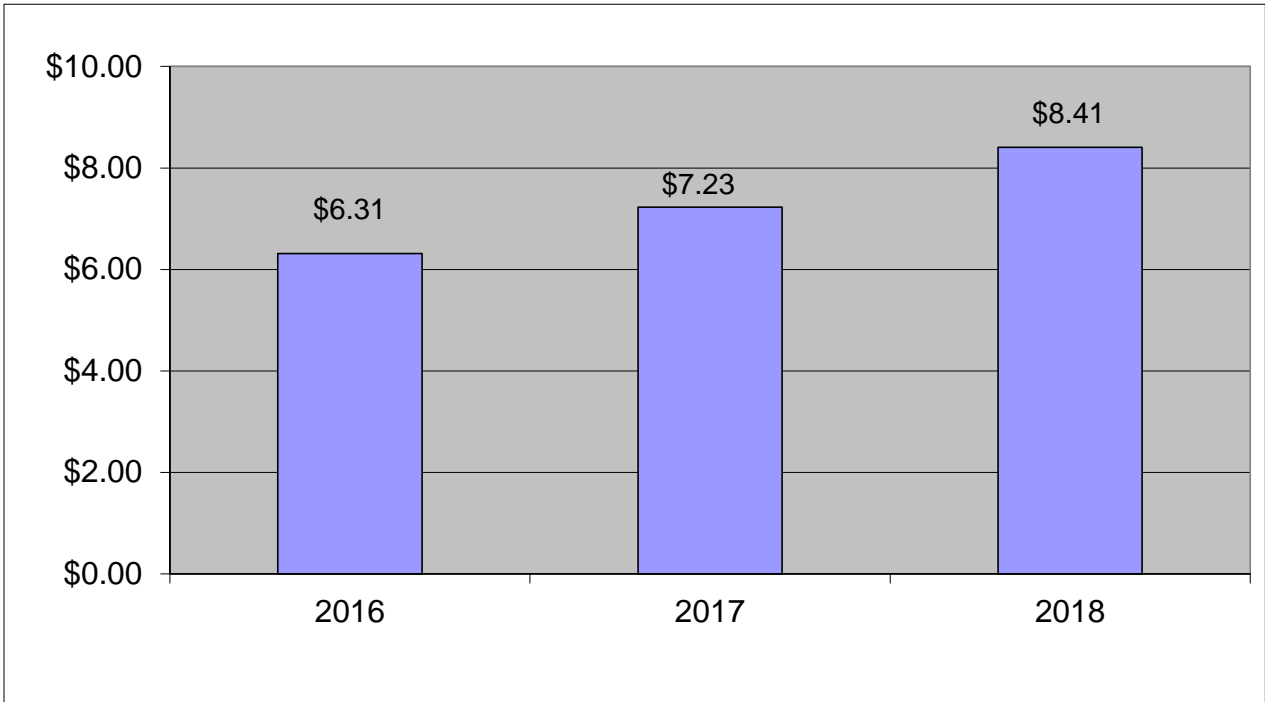




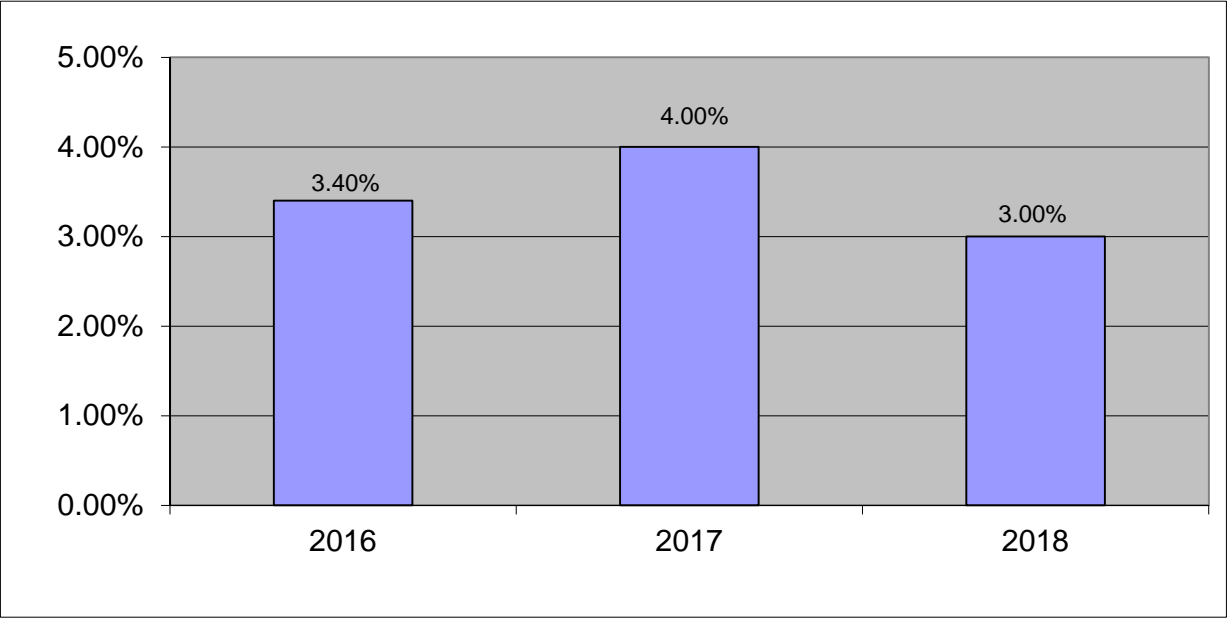
**Exhibit II-3**  
**Clovis Roundup Cost/Revenue Hour**



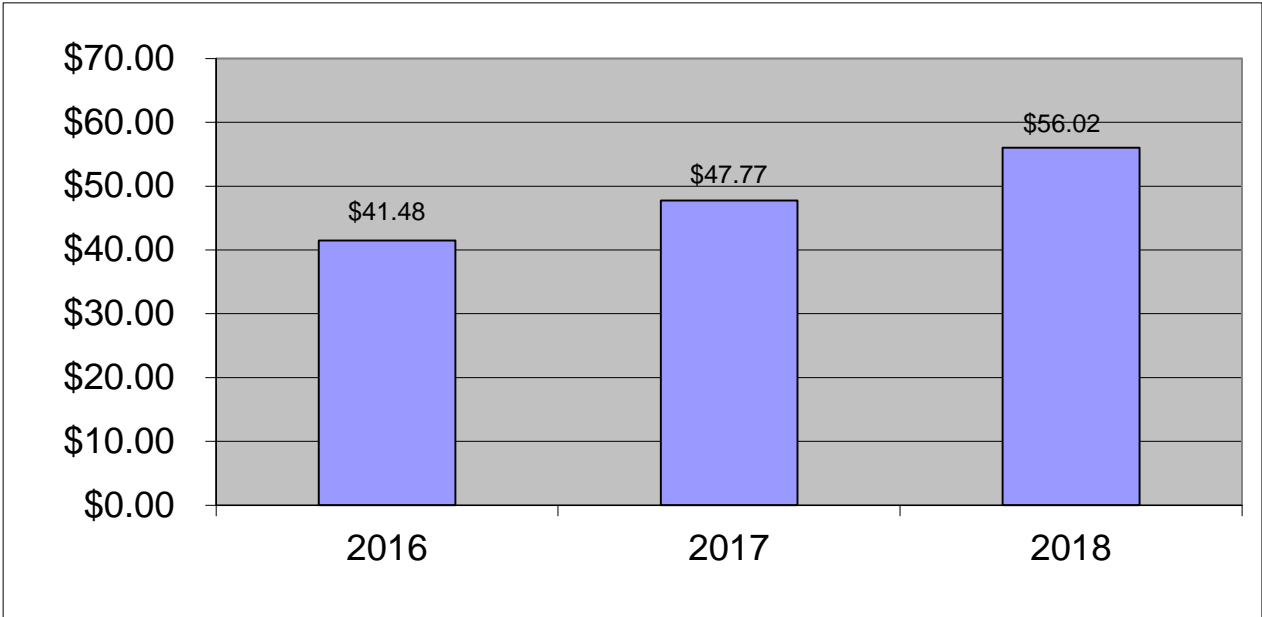
**Exhibit II-4**  
**Clovis Roundup Cost/Revenue Mile**



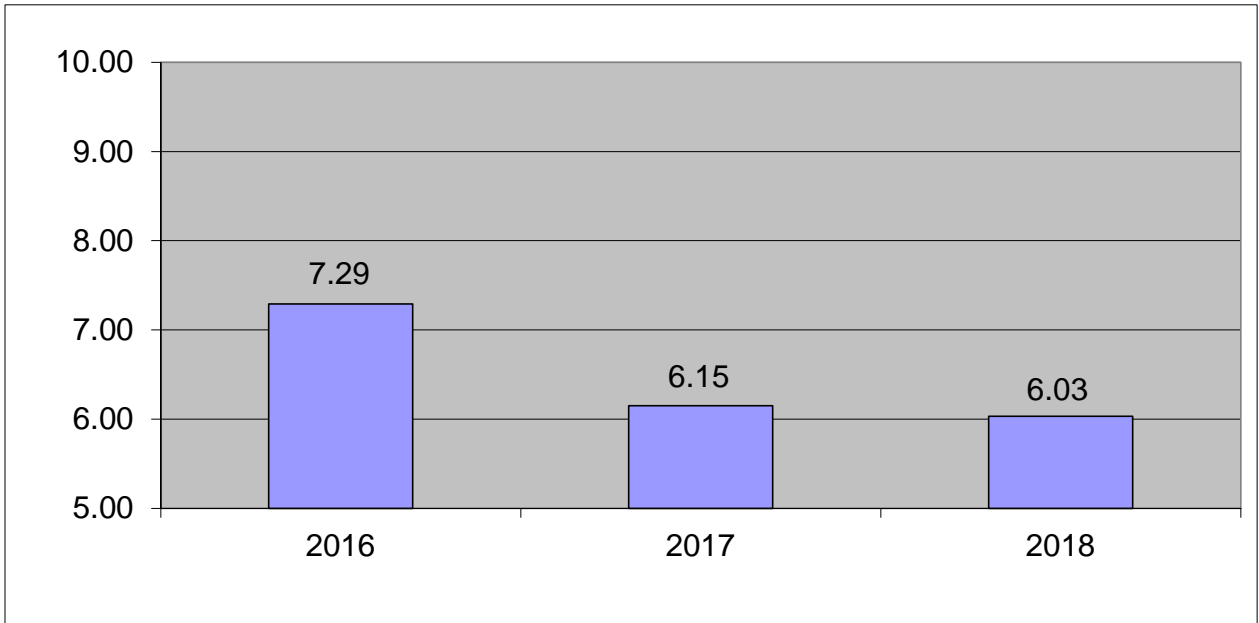
**Exhibit II-5**  
**Clovis Roundup Farebox Recovery Less Measure C**



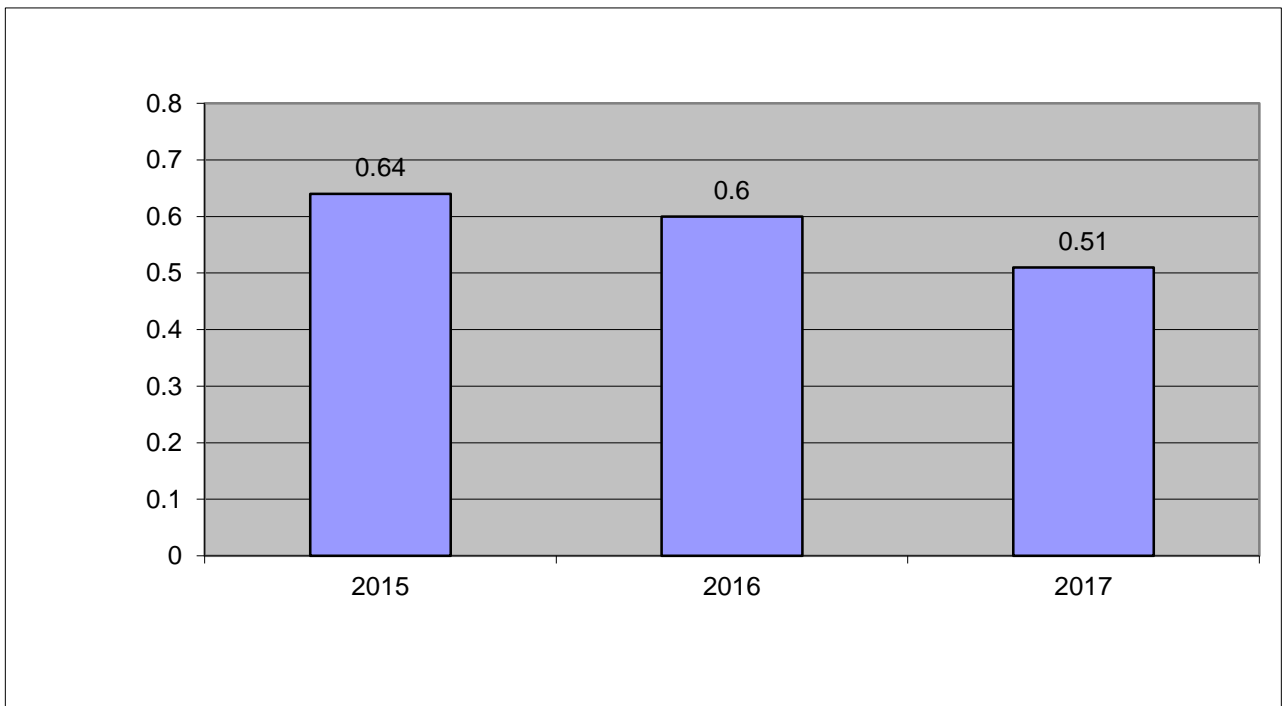
**Exhibit II-6**  
**Clovis Roundup Cost/Passenger**



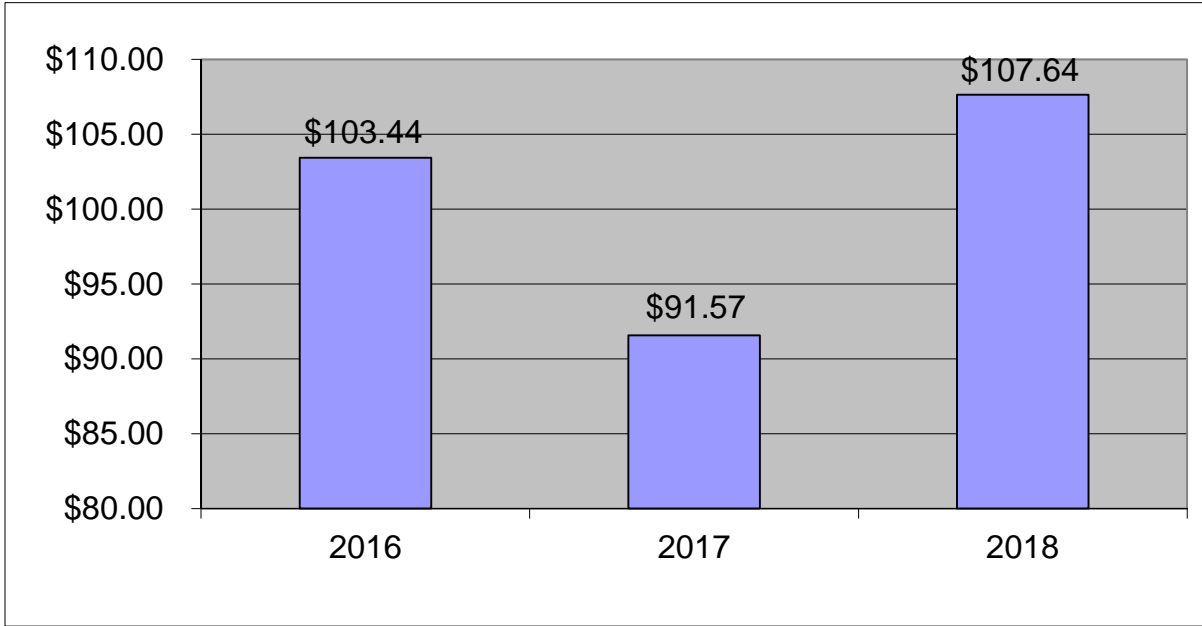
**Exhibit II-7**  
**Clovis Stageline Passengers/Revenue Hour**



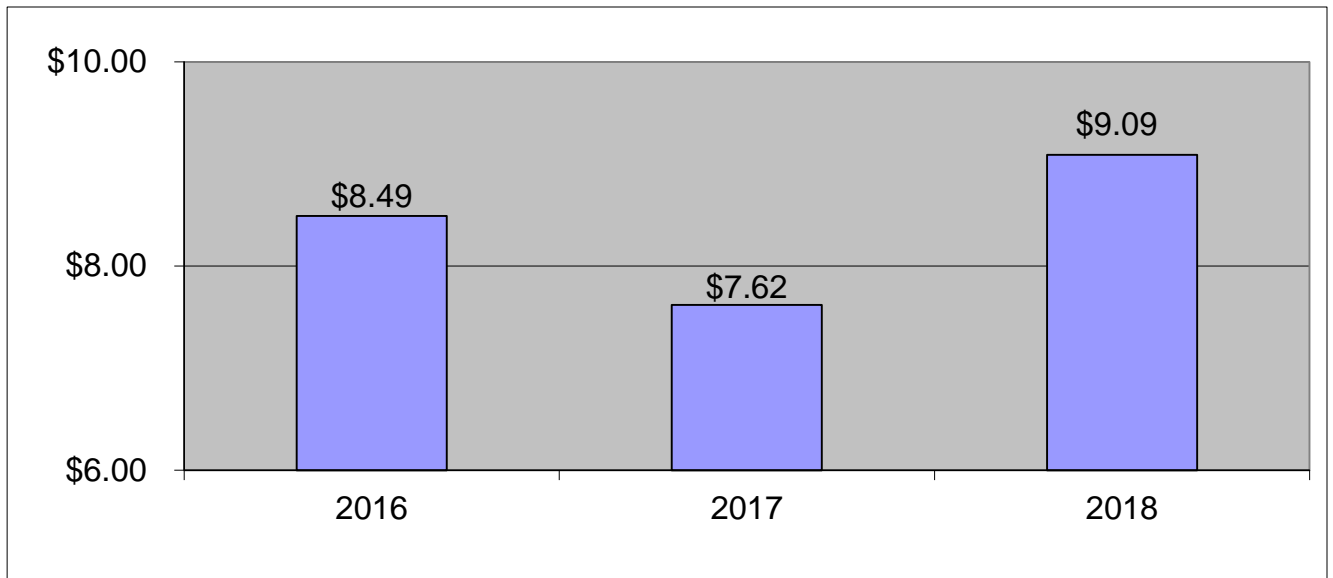
**Exhibit II-8**  
**Clovis Stageline Passengers/Revenue Mile**



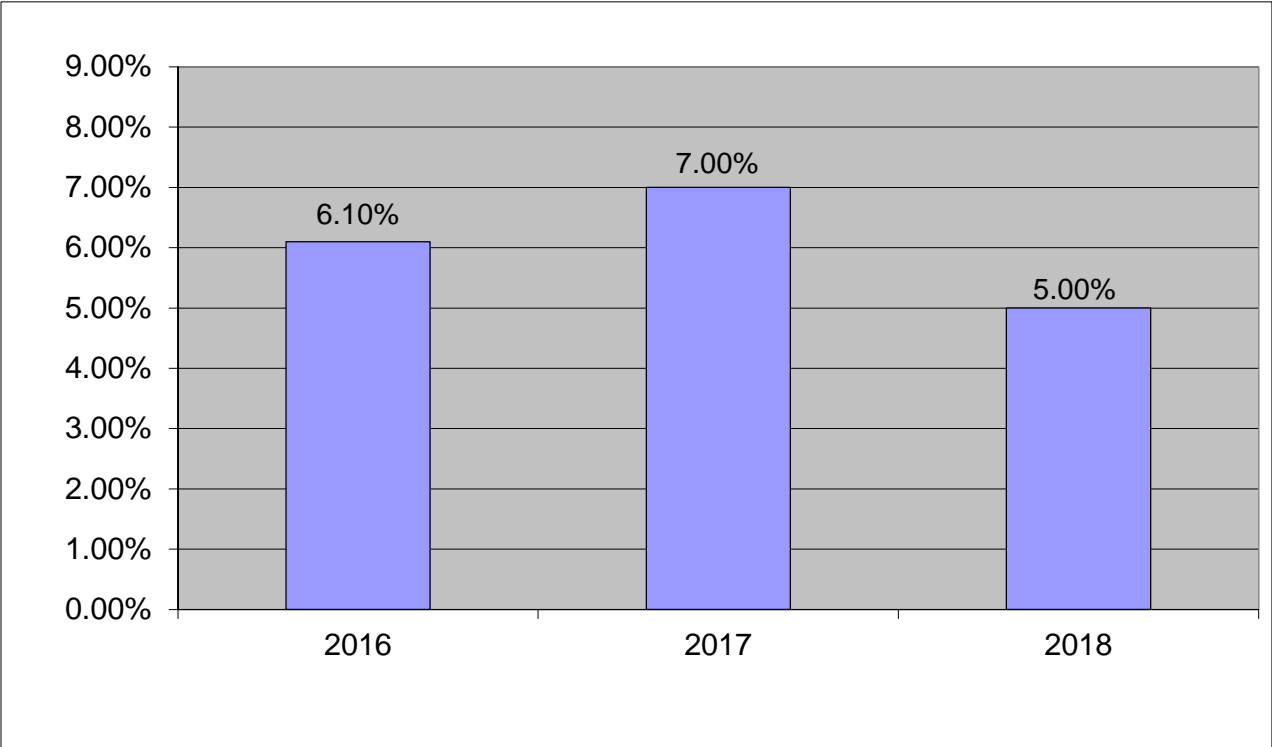
**Exhibit II-9  
Clovis Stageline Cost/Revenue Hour**



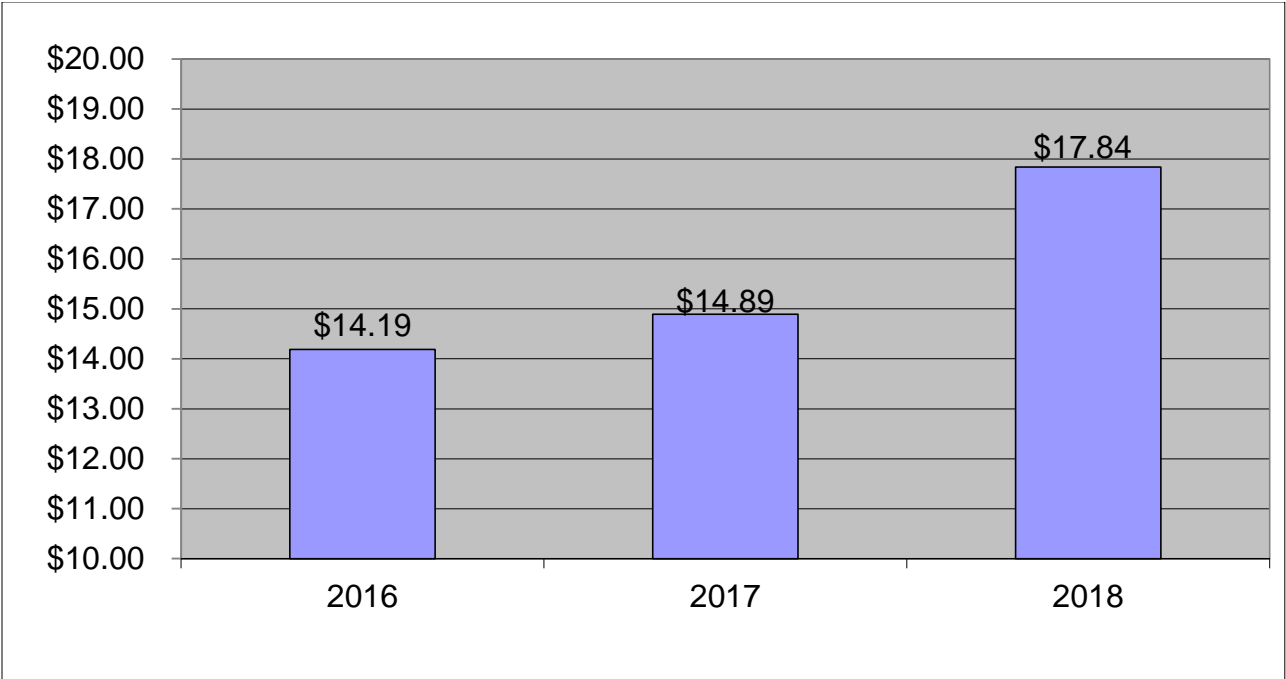
**Exhibit II-10  
Clovis Stageline Cost/Revenue Mile**



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



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





# Section III

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



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





# **SECTION III**

## **2018 PRODUCTIVITY EVALUATION**

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

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

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

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

The FCRTA is responsible for the overall administrative and financial oversight of the general public operations. Prior to FCRTA's formation in September 1979, limited services were provided in a few communities within Fresno County. In fiscal year 2017-2018, FCRTA began the year with twenty-two (22) rural Subsystems and ended this fiscal year with only twenty-two (22) subsystems as West Park Transit was added in November of 2017 as a demonstration project but ceased operations in May of 2018 due to very low ridership.

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

Three (3) systems operated by City Staff:

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

Two (2) systems under Public Contractors:

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

Eighteen (18) systems under a private non-profit agreement with the Fresno Economic Opportunities Commission (FEOC) as the Co-Designated Rural Consolidated Transportation Service Agency (Rural CTSA):

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

\*Demonstration period

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

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

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

## II. SYSTEM SERVICE AND ADMINISTRATIVE CHANGES

## System Service Modifications for 2018

In 2018 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 2018

<u>FCRTA Subsystem</u>	<u>Location</u>	<u>Mode</u>	<u>Hours / Days</u>
Auberry Transit	Intra-Community	Demand Response	1 x 7hrs - M-F
	Inter-City Fresno	Demand Response	1 x 8hrs - Tu
Coalinga Transit	Intra-City	Demand Response	1 x 8hrs - M-F
	Inter-City (Fresno)	Fixed Route	1 x 9.75hrs - M-Sa
Del Rey Transit	Intra-City	Demand Response	1 x 8hrs - M-F
Dinuba Transit	Inter-County (Dinuba-Reedley)	Fixed Route	1 x 12hrs - M-F
Firebaugh Transit	Intra-City	Demand Response	1 x 9.50hrs - M-F
	Inter-City (Firebaugh & Mendota)	Fixed Route	1 x 9.hrs - M-F
Fowler Transit	Intra-City	Demand Response	1 x 8.50hrs - M-F
Huron Transit	Intra-City	Demand Response	2 x 8hrs - M-F
	Inter-City (Huron - I-5 - Coalinga)	Fixed Route	1 x 8hrs - M-F
Kerman Transit	Intra-City	Demand Response	1 x 8hrs - M-F
Kingsburg Transit	Intra-City	Demand Response	2 x 8hrs - M-F
	Intra-City	Demand Response	1 x 8hrs - Sa
Laton Transit	Inter-City (Laton & Hanford)	Fixed Route	2 x 2hrs - M-F
	Inter-City (Hanford & Fresno)	Fixed Route	1 x 8hrs - M-F
Mendota Transit	Intra-City	Demand Response	1 x 9hrs - M-F
Orange Cove Transit	Intra-City	Demand Response	1 x 10hrs - M-F
	Inter-City (Fresno)	Fixed Route	1 x 10hrs - M-F
Parlier Transit	Intra-City	Demand Response	1 x 8hrs - M-F
Reedley Transit	Intra-City	Demand Response	4 x 8hrs - M-F
	Intra-City	Demand Response	1 x 8hrs - Sa
Rural Transit	Inter-Community	Demand Response	4 x 8hrs - M-F
Sanger Transit	Intra-City	Demand Response	1 x 11.5hrs - M-F
	Intra-City	Demand Response	1 x 8hrs - M-Sa
	Intra-City	Demand Response	2 x 8hrs - M-F
	Inter-City (Sanger - Reedley)	Fixed Route	1 x 8hrs - M-F
San Joaquin Transit	Intra-City	Demand Response	1 x 9.50hrs - M-F
Selma Transit	Intra-City	Demand Response	4 x 8hrs - M-F
	Intra-City	Demand Response	1 x 8hrs - Sa
Shuttle Transit	Intra-City (Fresno)	Demand Response	1 x 8hrs - M-Sa
Southeast Transit	Inter-City (Fresno)	Fixed Route	1 x 8.5hrs - M-F
Westside Transit	Inter-City (Fresno)	Fixed Route	1 x 8.5hrs - M-F
West Park Transit	Inter-City (Fresno)	Fixed Route	1 x 5hrs - M-F
K-R College Transit	Inter-City (Kingsburg - Reedley)	Fixed Route	1 x 8hrs - M-F

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

Auberry Transit: Despite expressed interest and reported need, ridership on both the intra-community and Inter-City services to Fresno continues to be marginal but has showed slight improvement in recent years. Staff recommends the existing schedule of 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 seven (7) hour period Monday through Friday. The limited ridership on the Inter-City service to Fresno appears to warrant continuation of the “life-line” service one (1) day a week to address primarily medical trips.

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

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

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

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

Fowler Transit: This service operates from 7:00am to 4:30pm with a mid-day lunch hour for the driver, Monday through Friday. During FY 17-18, FCRTA introduced one (1) nine (9) passenger Electric Van to perform this service throughout the day.

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

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

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

Laton Transit: This route service extension contract with Kings Area Rural Transit (KART) continued to be the most effective solution to address transit needs of Laton area residents. One (1) round trip between Laton and Hanford in Kings County is available Monday through Friday. FCRTA also funds two (2) of the five (5) days of service (Monday through Friday) per week for a KART inter-city service from Hanford (Kings County) through

Selma (Kaiser Medical Clinic) to Fresno Hospitals - Community Regional Medical Center, Veteran's Hospital, Kaiser Hospital, Saint Agnes Hospital, and to Valley Children's Hospital (Madera County).

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

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

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

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

Rural Transit: Introduced during Fiscal Year 2014-15, this service addresses the previously unmet transit needs of truly rural area residents living beyond the existing FCRTA subsystem transit service areas outside the sphere of influence of each city. Riders must request service twenty-four (24) hours in advance. Four (4) accessible four (4) passenger mini-vans provide service (on a rotating basis) for eight (8) hours from 8:00am to 5:00pm and meet Lifeline criteria. During FY 17-18 an Electric Van was introduced into the rotation of vans that are performing this service.

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

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

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

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

Southeast Transit: This service operates from 7:00am to 5:30pm, Monday through Friday; with a mid-day hour

and a half (1.5) lunch period for the driver. It provides three (3) round trips per weekday from Kingsburg through Selma and Fowler to Fresno.

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

West Park Transit: Began service in November of 2017 as a demonstration project to provide Inter-City services between the City of Fresno and the Community of West Park, situated just outside of the City limits of Fresno. This service, provided by a separate single vehicle, was available from 7:30 am to 7:50 am; 9:15 am to 10:25 am; 12:52 pm to 1:37 pm; and 4:05 pm to 6:05 pm Monday through Friday on a fixed route basis. This service ceased operations in May 2018 due to a lack of ridership and meeting minimum farebox requirements.

Kingsburg - Reedley College Transit: Began service on January 11, 2016 to provide Inter-City services between Kingsburg and Reedley. The service is intended to provide access to Reedley College in Reedley, with additional access to additional goods and services in Kingsburg and Reedley. This service, provided by a separate single vehicle, is available from 7:00 am to 4:35 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. During FY 17-18 FCRTA added the new position of a second Associate Transit Planner also to help with the analysis and reporting of the FCRTA subsystems and to work on many other transit projects.

At the end of FY 2015 the maintenance contract with the City of Fresno ended. FCRTA subsequently contracted with the FEOC for maintenance of FCRTA vehicles. A new maintenance operation was established and staffed at the FEOC transit facility located at 3120 W. Nielson in Fresno. Maintenance operations began on August 1, 2015. However, FCRTA has outgrown the current Maintenance and Operations facilities and is looking into relocating its maintenance and possibly its operations functions to another site that can accommodate FCRTA's ongoing fleet expansion. During FY 17-18 FCRTA looked for a new maintenance site and found a suitable site in Selma, CA. FCRTA subsequently made an offer to buy this land in the City of Selma. At the end of Fiscal Year 17-18 the process to acquire and build on this site was well under way.

During the 2016, 2017, and 2018 Fiscal Years, FCRTA took major steps toward obtaining Electric Vehicles (EV) for its vehicle fleet. Several grants were obtained for funds for Electric Vans, Electric Buses, EV Chargers, Solar EV Chargers and Solar EV Charger "Trees." FCRTA has secured grant funding from the State of California's Low Carbon Transit Operations Program for Zenith Electric Vans and for Chevy Bolt Electric Sedans; grant funds from the California Air Resources Board for Proterra Electric Buses, grant funds from the San Joaquin Valley Air Pollution Control District's Charge Up Program for Solar EV Chargers; and grant funds from the Fresno Council of Government's Measure C New Technology program for two (2) BYD Electric buses and two (2) Solar EV Charger Trees (a larger, more powerful version of the Solar EV Charger). All of these EVs and EV charging infrastructure equipment will be procured by FCRTA during Fiscal Year 2017-18 and 2018-19.

During FY 2017, FCRTA made great strides in obtaining, installing, and operating new EV Charging Infrastructure and Electric Vans. In September 2016 FCRTA obtained and installed 5 EV Chargers for its Maintenance Facility in Fresno. In October 2016 FCRTA obtained 6 more EV Chargers intended for use in cities where FCRTA vehicles are stored and operated. In January 2017 FCRTA received and installed 13 Solar Chargers in the cities of Firebaugh, Kerman, Fowler, Sanger, Parlier, San Joaquin, Mendota, Selma, Kingsburg, Huron, Orange Cove, Reedley, and Coalinga. On May 24, 2017 FCRTA held a ribbon cutting ceremony for the Solar Charger unit in Fowler in conjunction with Envision Solar, Caltrans, the California Energy Commission, CALSTART, The San Joaquin Valley Air District, and the City of Fowler. This event was well attended and

covered extensively by the media. In December 2016 FCRTA received 4 Zenith Electric Vans. Because of the unique characteristics of this electric battery technology, much test driving and studying of the vans was required before these vans could be operated in revenue service. This testing and evaluation process was completed during the summer of 2017 and these vans were put into revenue service in August of 2017. Also during FY 2017 preparations continued for the beginning of grant projects that will include the use of Proterra Electric Buses, BYD Electric Buses, and Solar Tree EV Chargers that are expected to take place sometime during 2018 and early 2019. During FY 17-18, 5 Proterra 40-foot Electric Buses were delivered to FCRTA in June of 2018 and are being prepared to begin revenue service in late 2018.

### **Marketing of Transit Services**

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

### **FCRTA Technology Upgrades**

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

### **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 2017 and 2018 total senior ridership decreased slightly at -7.50% (-6,679 riders). In 2017-18 the total of all seniors, sixty years and older (60+) was 82,055 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 steadily at -9.81% or -8,922 riders between 2015-16 and 2017-18 reflecting an ongoing trend.

Fiscal Year	Senior Ridership	Numeric Change	Percent Change	Three Year Fiscal Year Percent Change
2015-16	90,977			
2016-17	88,734	-2,243	-2.25%	
2017-18	82,055	-6,679	-7.50%	-9.81% (-8,922 riders)

## **Management and Organization**

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

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

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

After studying the performance of its transit operations, based on safety issues (driver training and accidents), FCRTA determined that significant improvements were needed in the way that FCRTA transit operations are conducted by its Transit Operations Contractor. Therefore during FY 17-18 FCRTA made the decision to start the Request for proposals (RFP) process for selection of a new Transit Operations Contractor. The incumbent Transit Operations Contractor, the Fresno Economic Opportunities Commission (FEOC), was informed that while it will be afforded an opportunity to retain its contract, that FCRTA would accept responsible bids from other Transit Operations Contractors and possibly award a contract to a new party at the conclusion of the RFP process. During the winter and spring of FY 17-18 FCRTA met with multiple interested contractors and wrote the RFP with the assistance of TMTP Consulting. The RFP was issued in April of 2018. This RFP contained an option for bidders to bid either on Maintenance and Transit Operations together or separately. On May 17, 2018 bid proposals were due and bids were received from FEOC, First Transit, MV Transportation, and Ride Right. All of these four proposals were for both Maintenance and Transit Operations together. The City of Selma also submitted a bid, for Maintenance only. At the end of FY 17-18 a decision on the selected bidder or bidders was still pending and the contract with the current contractor was extended for a two (2) month period to ensure a smooth transition.

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

The FCRTA has recognized its responsibilities in ensuring accessible services to passengers since 1979. The Agency's fleet has always been 100% accessible. All of FCRTA's one hundred two (102) 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 nine (9) FCRTA Subsystems (Coalinga Transit, Dinuba Transit; Huron Transit, Kingsburg-Reedley Transit, Laton Transit, Orange Cove Transit, Sanger-Reedley Transit, Southeast Transit, and Westside Transit) are provided on a scheduled fixed-route basis. The Auberry Transit inter-city service and Rural Transit are the only services requiring twenty-four (24) hour prior reservations to access the accessible mini-vans. Since January 26, 1992, in compliance with requirements of the ADA, each respective service may, however, deviate from its specified route on a demand responsive basis up to a three-quarter (3/4) mile in either direction (1-1/2 mile path) to pick-up or drop-off a disabled passenger. As such, the FCRTA is exempt from the requirement to prepare a "*Comparable Service Paratransit Plan*" for implementing the ADA (a common requirement for other fixed route transit operators such as Fresno Area Express and Clovis Transit). FCRTA also provides the Rural Transit service which provides connections to other transit services.



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

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

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

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

The FCRTA vehicle fleet in 2017-2018 reached one hundred and two (102) vehicles, quite an achievement for a small rural transit operator. Forty-six (46) are powered by CNG, eleven (11) are powered by electric batteries, forty-four (44) are powered by unleaded gasoline and one (1) is a non-motorized trailer. The FCRTA does not operate any diesel powered vehicles. The FCRTA vehicle fleet consisted of:

- One (1) 2018 Big Tex Utility Trailer;
- Two (2) 2013 unleaded gasoline powered Ford service trucks;
- Two (2) 2016 CNG powered twelve (12) passenger Ford E350 Buses;
- Two (2) 2013 unleaded gasoline powered seven (7) passenger 4 wheel drive Ford vans;
- Thirty-eight (38) 2013 unl. gasoline powered seventeen (17) passenger Chevrolet-Arboc vans;
- 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;
- Five (5) 2018 Electric battery powered thirty (30) passenger Proterra Electric Buses;

- Six (6) 2016 Electric battery powered nine (9) passenger Zenith Ram 3500 Electric Vans.

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

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

During Fiscal Year 2015-16 FCRTA demonstrated a new commitment to zero emission vehicles in the form of EVs. During the year several grants were pursued for the purpose funding EVs and EV infrastructure, in the form of EV Chargers, Solar EV Chargers, Solar Tree EV Chargers, related electric equipment, and electricity infrastructure upgrades. FCRTA was successful in obtaining funding from several grants that enabled FCRTA to begin purchasing EVs and EV Charging infrastructure during Fiscal Year 2016-17. During FY 16-17 FCRTA did receive its first EVs in the form of four Electric Vans and also received its first EV Chargers and Solar EV Chargers. During FY 17-18 FCRTA acquired two more Electric Vans and five 40-ft Electric Buses. Two Electric Chargers for both Electric Vans and one of the five Electric Chargers for the five new buses were received by FCRTA by the end of FY 17-18.

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

### **Driver Training**

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

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

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

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

### **Vehicle Maintenance**

The GPPV law also required vehicle inspection and maintenance program standards. The California Highway Patrol (CHP) Motor Carrier Division is responsible for certifying the FCRTA's maintenance terminal (FEOC) and inspecting the transit vehicles annually to ensure that the Agency complies with mandated daily, forty-five (45)

day or 3,000 mile, and annual inspections. The premise of the State requirements is that the transit vehicles are never out of original factory specification tolerances. Therefore, while the vehicles may continue to get older, they are no longer permitted to progressively wear out. The CHP again issued a "*satisfactory*" rating of FCRTA's vehicles and terminal facility in May of 2018. The documentation is included with FCRTA's annual TDA Claim, as required by law.

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

After the expiration of a three year contract, the FCRTA transferred its vehicle maintenance responsibilities and contract from the City of Fresno – Fleet Maintenance, to the FEOC on August 1, 2015 on an interim basis. However, FCRTA is looking to relocate the maintenance facility due to the acquisition of larger 30, 35, and 40 foot buses in the fleet. The existing facility was built in 1985 where FCRTA started with 20 vehicles. The fleet today includes 102 vehicles and the current maintenance site has only 2 bays with very limited space for future expansion due to other services/programs on the property. FCRTA plans to build a new facility on 2-6 acres to meet our current needs and future needs of our expanding fleet as well as space for a CNG fast-fill fueling station, an electric vehicle charging area, a dispatch center and vocational center for bus repair and new technology training. During FY 17-18 FCRTA took action to relocate to a new maintenance site by making an offer to buy land in the City of Selma. At the end of FY 17-18 the process to acquire this site was well under way.

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

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 2013 to 2015 Fiscal Year periods. The FCRTA was found to be in compliance with applicable TDA requirements, as well as those regulations imposed by the State Controller's Office. The Auditor's overall assessment was that the FCRTA *"is operating in an economical, efficient, and effective manner"*.

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

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

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

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

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

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

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

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

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

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

It was recommended that FCRTA take the following actions:

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

## V. HIGHLIGHTS OF PRODUCTIVITY DATA

### Overall System

FCRTA System Summary Totals from the current (1) and two (2) previous Transit Productivity Evaluation Reports are presented in Table III-1. A Summary of FCRTA Performance Characteristics are calculated in Table III-2 for the three (3) previous Fiscal Years. Exhibit III-1 graphs the FCRTA Performance Indicator Summary data for Fiscal Years: 2015-16, 2016-17, and 2017-18. 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 FY2016-2017 and FY 2017-2018 resulted in a mixture of increases and decreases per subsystem but overall FCRTA ridership is decreasing steadily which is a reflection of the overall trend of decreased transit ridership statewide and nationally. Total vehicle service hours decreased -2,388 hours or -4.36%. Vehicle miles traveled decreased -5,206 miles or -4.62%. Costs increased \$213,677.85, or 0.64%. Total passengers decreased -13,852, or -3.69%. Of the total passengers: seniors decreased -6,244, or -7.15%; disabled increased 2,808 or 5.28%; and general public decreased -12,096, or -5.05%. Resultant fares increased 28,674.61, or 3.49%.

Performance characteristics changed incrementally over the previous year's productivity characteristics: 0.04 more passengers per hour, 5.19 to 5.23 (0.08%); 0.40 passengers per mile were more than last year's 0.39 passengers per mile (0.25%). Cost per hour increased \$3.39 per hour (4.96%) from \$64.97 to \$68.36; costs per mile increased \$0.27 (5.21%) from \$4.92 per mile to \$5.19 per mile; cost per passenger increased \$0.56 (from \$12.51 to \$13.07, or 4.29%). Farebox recovery percentage difference increased from 11.68% last year to 12.01% this year (or a 2.75% decrease); still in excess of the minimum 10.00% requirement.

Seventeen (17) of FCRTA's twenty-three (23) individual subsystems failed to achieve the minimum ten percent (10.00%) farebox requirement, but totaling all twenty-three (23) system farebox receipts together equaled an overall recovery of 8.67%. The FCRTA transferred a portion of its Measure - C funds (\$210,243.73) to make-up the difference to meet the minimum 10% farebox recovery standard for each subsystem. After that action, the resulting overall farebox was 12.01%.

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

	Achieved Farebox Percentage	Addition of Measure -C Revenues	Resultant Farebox Percentage
1. Auberry Transit	4.25%	\$ 8,876.45	10.29%
2. Coalinga Transit	5.59%	\$21,623.33	10.11%
3. Del Rey Transit	21.09%	\$ 0.00	21.09%
4. Dinuba Transit	18.98%	\$ 0.00	18.98%
5. Firebaugh Transit	4.84%	\$14,167.61	10.18%
6. Fowler Transit	2.58%	\$ 9,260.62	10.33%
7. Huron Transit	15.78%	\$ 2,496.50+	15.78%
8. Kerman Transit	7.67%	\$ 5,615.62	10.16%
9. Kingsburg Transit	3.19%	\$19,065.65	10.18%
10. Kingsburg-Reedley Transit	8.69%	\$ 1,656.73	10.45%

11. Laton Transit	2.97%	\$ 4,042.91	10.00%
12. Mendota Transit	6.21%	\$ 7,436.35	10.20%
13. Orange Cove Transit	16.07%	\$ 2,370.00+	16.07%
14. Parlier Transit	4.04%	\$ 9,411.84	10.26%
15. Reedley Transit	4.14%	\$34,355.82	10.15%
16. Rural Transit	1.73%	\$ 9,744.86	10.51%
17. Sanger Transit	6.39%	\$19,790.70	10.17%
18. San Joaquin Transit	5.79%	\$ 7,464.99	10.27%
19. Selma Transit	3.80%	\$30,962.89	10.18%
20. Shuttle Transit	1.06%	\$ 1,900.86	11.56%
21. Southeast Transit	21.81%	\$ 0.00	21.81%
22. West Park Transit*	2.21%	\$ 0.00	2.21%*
23. Westside Transit	30.47%	\$ 0.00	30.47%
<b>TOTAL</b>	<b>8.67%</b>	<b>\$210,243.73</b>	<b>12.01%</b>

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

\* Measure C funds were not necessary as West Park Transit service was in its first and only year of demonstration project service.

## Clarifications

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

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

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

## Subsystem Comments

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

1. **Auberry Transit** ridership on both the foothill community's intra-community and inter-city service to Fresno, has stabilized in recent years. Auberry Transit total ridership increased for the second year in a row. In FY 17-18 it increased by 1,076 passengers (42.60%). Senior ridership increased by 438 passengers (47.87%), disabled passengers increased by 360 (27.78%), and general public passengers increased by 278 (88.25%) for the Fiscal Year. Total fares increased by \$1,439.65 or 10.51%. Mileage increased 11.44% (5,047); hours increased 7.47% (138). Costs increased \$10,165.24 (7.42%). The initial farebox recovery was 4.25%, before adding \$8,876.45 in Measure - C augmentation funds to achieve the

resultant farebox recovery of 10.29%, just above 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 (1.81 vs. 6.06);
- b. passengers / mile (0.07 vs. 0.45); and
- c. cost / passenger (\$40.83 vs. \$17.64).

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

2. **Coalinga Transit** provided two (2) modes of varied services: 1) the in-city demand responsive service transported just 840 passengers which was explained by the City of Coalinga not being able to operate this service for several months; and 2) the inter-city fixed route service to the Fresno-Clovis Metropolitan Area transported 5,354 passengers, for a total of 6,194 passengers. In summary, Coalinga Transit's two (2) modes accounted for a ridership decrease of -24.38% (-1,997). Senior ridership decreased -529 (-72.57%) and disabled ridership decreased by -208 (-77.57%). General public ridership decreased by -1,188 (-16.73%). Fares decreased -\$1,160.32 (-2.35%); mileage decreased -12.37% (-9,484) along with a decrease in hours -44.53% (-2,267). The overall costs decreased -2.35% (-11,603.20). The resultant farebox was 5.59%, before adding \$21,623.33 of Measure C funds to achieve the resultant farebox recovery of 10.11%, just above the minimum 10.00% standard.

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

- a. passengers / hour (2.19 vs. 3.00);
- b. passengers / mile (0.09 vs. 0.30);
- c. cost / hour (\$169.17 vs. \$88.20);
- d. cost / mile (\$7.11 vs. \$6.06)
- e. cost / passenger (\$77.13 vs. \$17.64).

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

3. **Del Rey Transit** experienced a total ridership increase of 44.17% (2,026). Senior ridership increased by 352 (21.03%), there was an increase of 311 (94.24%) in disabled ridership, general public ridership increased 1,363 (52.77%). Total fares increased 5.67% (\$1,141.03). Mileage decreased by -3,228 miles (-10.89%), hours actually remained exactly the same 0.00% (0), and costs decreased by -4,953.75 (-4.68%). The resultant farebox recovery was 21.09%, significantly higher than the 10.00% minimum standard.

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

- a. passengers / mile (0.25 vs. 0.30);
- b. passengers / hour (3.32 vs. 3.00); and
- c. cost / passenger (\$15.24 vs. \$12.60).

4. **Dinuba Transit** total ridership decreased 180 (-1.47%). Senior riders increased 38 (6.51%), there were 38 (37.25%) more disabled passengers; general public riders decreased -256 (-2.22%). Total fares increased \$370.62 (3.00%). Mileage increased 596 (2.06%). Hours of service decreased by -50 (-3.10%). The total cost (for half the expenditures, the City of Dinuba pays the other half) increased \$462.85 (0.69%). 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.

5. **Firebaugh Transit** reported a decrease of -1.23% (-255) in overall ridership. Senior ridership increased 15.71% (653), disabled passengers increased by 685 (54.11%), and general public ridership decreased -10.35% (-1,593). Farebox revenues increased \$1,944.87 (7.77%). Mileage decreased -901 miles (-1.73%). Service hours decreased -0.08% (-4). Costs increased \$14,630.15 (5.84%). The initial farebox recovery was 4.84%, before adding \$14,167.61 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.18%, above the minimum 10.00% standard.

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

6. **Fowler Transit** noted an increase in overall ridership, of 630 (16.56%). Senior ridership increased 706 or 77.41%, while disabled ridership decreased by -505 passengers (-56.05%), and general public ridership increased 429 (21.54%). Fares decreased -2.56% (-\$324.23), while mileage increased 4.57% (719). Total hours decreased -14.75% (-357). Costs decreased -5.70% (-\$7,214.76). The initial farebox recovery was 2.58%, before adding \$9,260.62 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.33%, above the minimum 10.00% standard.

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

- a. passengers / hour (2.14 vs. 3.00);
  - b. passengers / mile (0.27 vs. 0.30);
  - c. cost / mile (\$7.25 vs. \$6.06); and
  - d. cost / passenger (\$26.92 vs. \$17.64).
7. **Huron Transit's** ridership increased 436 (0.64%). Senior riders decreased -1,714 (-33.37%), disabled increased 603 for a 48.75% increase, while general public ridership decreased -5,749 (-9.25%). Total fares decreased -0.68% (-\$344.47). Mileage decreased -4.88% (-3,213). Hours of service decreased -3.63% (-222) hours. Costs increased 3.61% (\$11,183.21). The resultant farebox recovery was 15.78%, well in excess of the minimum 10.00% standard.

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

8. **Kerman Transit** reported a -19.83% decrease in ridership (-1,689). Senior passengers decreased by -840 rides (-43.23%), disabled decreased by -164 passengers, -8.89%, and general public passengers decreased by -685 riders (-14.48%). Farebox receipts increased \$3,648.69 (19.00%). Mileage decreased -2.35% (-277 miles). Hours of operation increased 24 hours (1.23%). Costs increased 16.75% (\$32,256.59). The initial farebox recovery was 7.67% before adding \$5,615.62 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.16%, just above the minimum 10.00% standard.

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

- a. cost / hour (\$113.79 vs. \$88.20);
  - b. cost / mile (\$19.54 vs. \$6.06); and
  - c. cost per passenger (\$32.93 vs. \$17.64).
9. **Kingsburg Transit's** reported a -8.49% decrease in ridership (-1,842). Ridership by elderly passengers decreased by -1,379 rides (-13.71%), disabled increased by 19 passengers (0.27%), and general public passengers decreased by -482 riders (-10.32%). Farebox receipts increased \$2,259.08 (8.86%). Mileage increased 3.37% (1,280 miles). Hours of operation decreased -4 hours (-0.09%). Costs increased 6.97% (\$17,772.23). The initial farebox recovery was 3.19%, before adding \$19,065.65 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.18%, just above the minimum 10.00%

standard.

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

- a. cost / mile (\$6.94 vs. \$6.06).

10. **Kingsburg - Reedley College Transit** in its second full year, saw its ridership increase by 2,376 riders (252.54%). Senior ridership increased by 12 (41.18%), disabled ridership increased by 64 (391.67%), and general public ridership increased 2,300 (262.21%). Mileage increased by 95.75% (2,008) and service hours increased by 132.04% (429). Farebox receipts increased \$1,129.97 (94.86%) above last year. Costs increased \$17,575.68 (158.43%). The initial farebox recovery was 8.69%, before adding \$1,656.73 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.45%, above the minimum 10.00% standard.

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

- a. passengers / hour (2.73 vs. 3.00)
- b. passengers / mile (0.15 vs. 0.30)

11. **Laton Transit's** ridership decreased -22.49% (-1,456). Senior riders decreased by -159 (-12.58%); disabled riders decreased -97 (-32.12%), while general public ridership decreased -1,200 (-24.44%). Passenger fares increased \$4,042.91 (237.12). Mileage decreased -928 miles (-4.56%). Hours decreased by -2. (-0.29%) Costs increased \$1,860.36 (3.34%). The initial farebox recovery was 2.97%, before adding \$4,042.91 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

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

- a. passengers / mile (0.26 vs. 0.30)

12. **Mendota Transit's** ridership decreased -3.57% (-608), more seniors (38) rode representing an increase of 1.27%, 237 more disabled passengers rode (53.26%) and -883 (-6.49%) less general public patrons utilized the service. Fares increased 9.44% (\$1,642.36). Mileage decreased -430 (-2.24%), while hours decreased -0.04% (-1). Cost increased \$12,733.23 (7.32%). The initial farebox recovery was 6.21%, before adding \$7,436.35 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.20%, above the minimum 10.00% standard.

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

- a. cost / mile (\$9.96 vs. \$6.06).

13. **Orange Cove Transit** has reported a decrease in ridership of -5.84% (-2,261). Seniors ridership decreased -19.51% (-2,287), 464 (24.47%) more disabled participated, and -438 (-1.74%) fewer general public passengers rode last year. Fares decreased -11.74% (-\$6,341.53); mileage decreased -1.95% (-1,198). Hours of service decreased -0.34% (-17). Costs increased \$21,790.34 (7.93%). The resultant farebox recovery was 16.07%.

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

14. **Parlier Transit** transported -1,683 less passengers for a decrease of -14.18%. Senior riders decreased -15.30% (-824), 213 (61.21%) more disabled, and general public riders decreased -1,072 (-17.46%). Fares increased 8.68% (\$1,240.26). Mileage decreased -186 (-1.16%), while service hours decreased -3 (-0.15%) hours. Cost increased \$8,430.10 or 5.90%. The initial farebox recovery was 4.04%, before adding

\$9,411.84 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.26%, above the minimum 10.00% standard.

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

- a. cost / mile (\$9.54 vs. \$6.06).

15. **Reedley Transit's** ridership decreased -8,635 passengers, representing a -18.86% change from the previous Fiscal Year. Seniors ridership decreased -20.77% (-2,069), -2,724 (-29.97%) less disabled rides rode, and -3,842 (-14.38%) less general public rode. Fares increased 4.14% (\$2,303.69). Mileage decreased by -12.23% (-8,057) while hours decreased -9.34% (-637). Costs increased \$14,269.05 (2.56%). The initial farebox recovery was 4.14%, before adding \$34,355.82 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.15%, just above the minimum 10.00% standard.

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

- a. cost / mile (\$9.88 vs. \$6.06).

16. **Rural Transit's** ridership increased by 179 (24.62%) more passengers than the previous year. More seniors rode (430) (796.30%), there were 10 (125.00%) more disabled passengers, and there were -261 (-39.25%) less general public passengers. Farebox receipts increased \$2,673.36 (29.70%). The mileage increased 8,825 (27.96%) and the hours increased 226 (20.85%) hours. The cost increased \$21,056.66 (23.38%). The initial farebox recovery was 1.73%, before adding \$9,744.86 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.51%, above the minimum 10.00% standard.

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

- a. passengers per hour (0.69 vs. 3.00).
- b. passengers per mile (0.02 vs. 0.30)
- c. cost per hour (\$84.81 vs \$88.20)
- d. cost per passenger (\$122.63 vs. \$17.64).

17. **Sanger Transit's** ridership decreased -1.11% (-546). Ridership by seniors increased 9.36% (1,452), while the disabled passengers decreased by -481 (-5.62%), and general public passengers decreased by -6.09% (-1,517). Fares increased 5.83% (\$2,940.24). Mileage increased 5.45% (5,860), and hours increased 7.57% (677). Costs increased 4.09% (\$20,634.51). The initial farebox recovery was 6.39%, before adding \$19,790.70 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.17%, just above the minimum 10.00% standard.

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

18. **San Joaquin Transit** ridership increased 5.76% (201). Senior ridership decreased -26.81% (-137), disabled increased by 56 (23.63%), and general public ridership increased 10.28% (282). Fares increased 4.76% (\$776.63). Mileage increased 10.79% (4,889) while hours decreased by -1 (-0.04%). Cost increased 1.98% (\$3,229.67). The initial farebox recovery was 5.79%, before adding \$7,464.99 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.27%, just above the minimum 10.00% standard.

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

- a. passengers / hour (1.49 vs. 3.00);
- b. passengers / mile (0.07 vs 0.30); and
- c. cost / passenger (\$45.11 vs \$17.64).

19. **Selma Transit's** ridership decreased -3.32% (-1,333). Senior ridership increased 536 (5.59%), disabled passengers increased by 167 (1.21%) while general public ridership decreased -2,036 (-12.11%). Fares increased 4.31% (\$2,042.28). Mileage decreased -9.64% (-8,258). The hours of service decreased -6.00% (-499 hours). The resultant costs increased 2.46% (\$11,654.91). The initial farebox recovery was 3.80%, before adding \$30,962.89 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.18%, just above the minimum 10.00% standard.

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

- a. cost / mile (\$6.27 vs. \$6.06).

20. **Shuttle Transit's** ridership increased 28.46% (35). Senior ridership increased by 12 (150.00%), disabled passengers increased by 9 (128.57%). General public ridership increased 14 (12.96%). Fares increased 8.61% (\$165.87). Mileage increased 10.26% (273). Hours increased 6.98% (9) hours. Costs decreased -6.03% (-\$1,162.01). Farebox recovery was 1.06%, before adding \$1,900.86 in Measure - C funds to achieve the resultant farebox recovery of 11.56%, above the minimum 10.00% standard.

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

- a. passengers / hour (1.14 vs. 3.00);
- b. passengers / mile (0.05 vs. 0.30);
- c. cost / hour (\$131.21 vs. \$88.20);
- d. cost / mile (\$6.17 vs. \$6.06); and
- e. cost / passenger (\$114.60 vs. \$17.64).

21. **Southeast Transit** ridership increased 5.03% (502). Ridership by seniors decreased by -633 (-25.69%), while disabled ridership decreased by -1,988 (-63.58%) and general public increased by 3,123 (80.41%). Fares increased 21.57% (\$4,411.73). Mileage increased 2,018 (5.01%). Service hours increased 44 (2.08%) hours. Costs increased \$9,591.97 (9.19%). Farebox recovery was 21.81%.

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

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

22. **West Park Transit** began service as a demonstration project on November 13, 2017. This service had extremely low ridership (424 riders) which necessitated cancellation of this service on May 11, 2018. Hours were 619. Miles were 12,001. It had \$661.00 farebox revenue and a cost of \$29,891.62. Farebox recovery was 2.21% .

Three (3) indicators for West Park Transit were inconsistent with FCRTA System standards:

- i. passengers / hour (0.68 vs. 3.00);
- ii. passengers / mile (0.04 vs. 0.30); and
- iii. cost / passenger (\$70.50 vs. \$17.64).

23. **Westside Transit's** ridership increased 8.46% (1,172). Senior ridership decreased -12.63% (-340), disabled increased by 195 (116.77%) and general public increased 11.98% (1,317). Fares increased \$2,671.92 (7.22%). Mileage decreased -1.13% (-561 miles), and hours increased 131 (6.19%) hours. Costs increased \$14,687.48 (12.72%). The farebox recovery was 30.47%.

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

## VI. FY 2018 PRODUCTIVITY EVALUATION COMMITTEE RECOMMENDATIONS

It is recommended that FCRTA take the following actions:

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

**TABLE III-1  
FY 2016 to FY 2018 Summary of FCRTA Totals**

Fiscal Year	General			Total	Fares	Mileage	Hours	Cost
	Seniors	Disabled	Public	Passengers				
FY 2016	90,979	49,676	264,699	405,354	\$574,987	1,018,737	78,002	\$4,810,112
FY 2017	88,374	52,314	251,173	391,861	\$572,674	995,829	75,449	\$4,901,554
FY 2018	82,055	49,554	238,492	377,397	\$592,640	949,866	72,161	\$4,933,077

**TABLE III-2  
FY 2016 to FY 2018 Summary of FCRTA Performance Characteristics**

Fiscal Year	Pass / Hour	Pass / Mile	Cost / Hour	Cost / Mile	Cost / Pass	% Farebox
FY 2015 - 16	5.20	0.40	\$61.67	\$4.72	\$11.87	11.95%
FY 2016 - 17	5.19	0.39	\$64.97	\$4.92	\$12.51	11.68%
FY 2017 - 18	5.23	0.40	\$68.36	\$5.19	\$13.07	12.01%

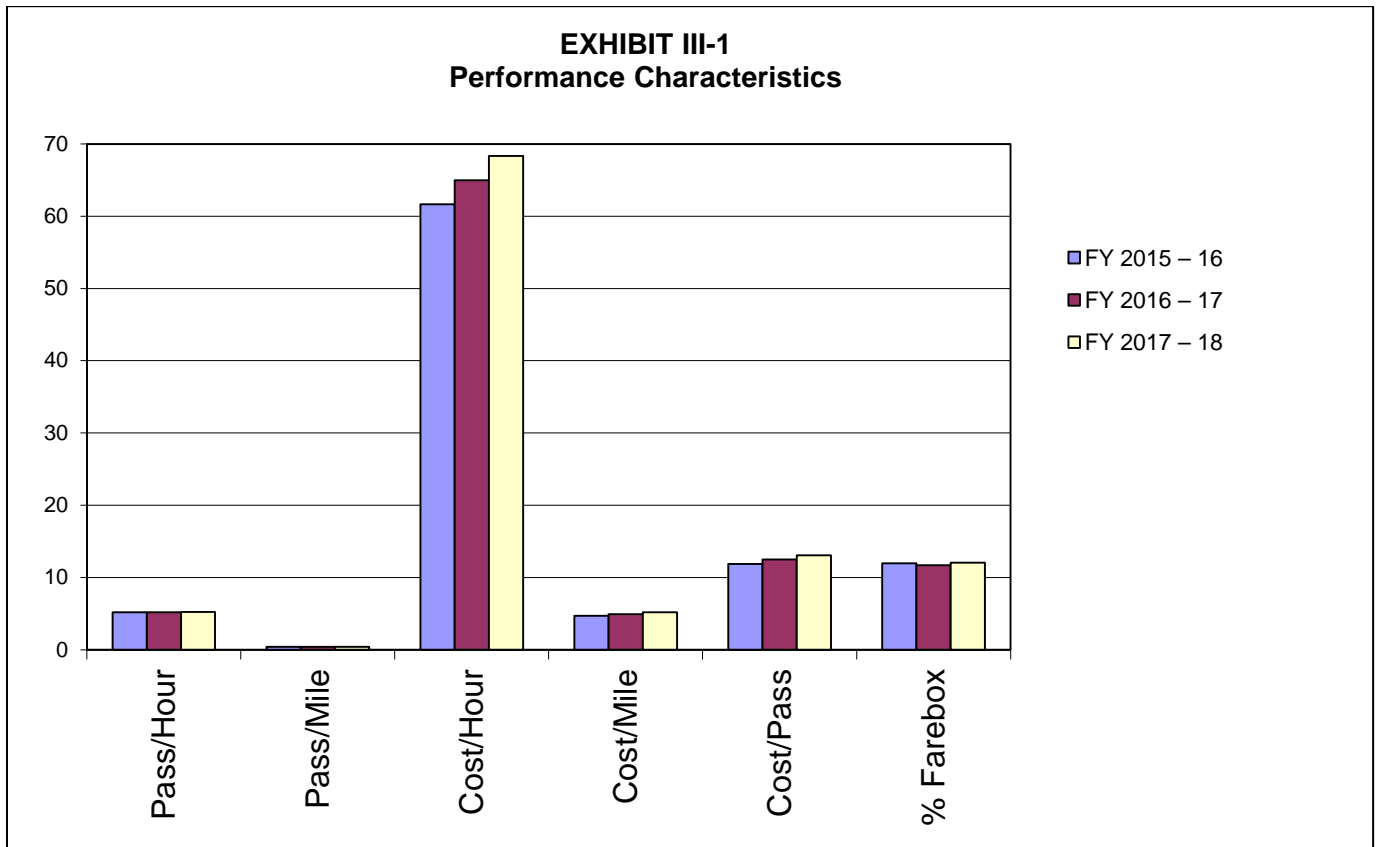


Table III-3  
FY 2017 FCRTA System Summary

<b>FCRTA Subsystems:</b>	<b>Total Seniors:</b>	<b>Total Disabled:</b>	<b>Total General Public:</b>	<b>Total Passengers:</b>	<b>Total Fares:</b>	<b>Total Mileage:</b>	<b>Total Hours:</b>	<b>Total Cost:</b>
Auberry Transit	915	1,296	315	2,526	\$13,691.45	44,121	1,847	\$136,914.51
Big Trees Transit	100	0	810	910	\$4,209.95	23,592	741	\$160,438.20
Coalinga Transit	729	361	7,101	8,191	\$49,472.20	76,650	5,091	\$494,721.98
Del Rey Transit	1,674	330	2,583	4,587	\$20,113.20	29,646	1,992	\$105,748.96
Dinuba Transit	584	102	11,550	12,236	\$12,372.37	28,995	1,611	\$66,678.00
Firebaugh Transit	4,156	1,266	15,394	20,816	\$25,034.91	52,146	4,667	\$250,349.14
Fowler Transit	912	901	1,992	3,805	\$12,661.46	15,739	2,434	\$126,614.61
Huron Transit	5,137	1,237	62,153	68,527	\$50,954.70	65,906	6,121	\$309,602.03
Kerman Transit	1,943	1,844	4,731	8,518	\$19,206.11	11,783	1,952	\$192,601.06
Kingsburg Transit	10,060	6,961	4,670	21,691	\$25,492.45	37,986	4,406	\$254,924.53
Kingsburg-Reedley Transit	20	59	3,115	3,194	\$8,704.22	34,447	1,615	\$76,523.84
Laton Transit	1,264	302	4,909	6,475	\$1,705.00	20,368	696	\$55,618.70
Mendota Transit	2,984	445	13,608	17,037	\$17,389.34	19,162	2,490	\$173,893.42
Orange Cove Transit	11,724	1,896	25,119	38,739	\$54,000.22	61,426	4,987	\$274,839.59
Parlier Transit	5,386	348	6,138	11,872	\$14,285.96	16,043	1,995	\$142,859.64
Reedley Transit	9,963	9,090	26,724	45,777	\$55,693.43	65,889	6,823	\$556,934.33
Rural Transit	54	8	665	727	\$9,001.42	31,567	1,084	\$90,049.24
Sanger Transit	15,509	8,556	24,924	48,989	\$50,460.78	107,521	8,949	\$504,607.84
San Joaquin Transit	511	237	2,742	3,490	\$16,326.41	45,298	2,486	\$163,264.13
Selma Transit	9,584	13,772	16,818	40,174	\$47,359.05	85,655	8,322	\$473,590.50
Shuttle Transit	8	7	108	123	\$1,926.94	2,661	129	\$19,269.35
Southeast Transit	2,464	3,127	3,884	9,475	\$20,457.20	40,259	2,117	\$104,408.53
Westside Transit	2,692	167	10,997	13,856	\$36,996.05	49,803	2,116	\$115,504.09
WWC Transit	1	2	123	126	\$5,159.82	29,166	778	\$51,598.23
<b>SYSTEM TOTALS</b>	<b>88,374</b>	<b>52,314</b>	<b>251,173</b>	<b>391,861</b>	<b>\$572,674.64</b>	<b>995,829</b>	<b>75,449</b>	<b>\$4,901,554.45</b>

Table III-4  
FY 2018 FCRTA System Summary

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

Table III-5  
 Numeric Change in FCRTA System Summaries  
 FY 2017 vs. FY 2018

FCRTA Subsystems:	Total Seniors:	Total Disabled:	Total General Public:	Total Passengers:	Total Fares:	Total Mileage:	Total Hours:	Total Cost:
Auberry Transit	438	360	278	1,076	\$1,439.65	5,047	138	\$10,165.24
Coalinga Transit	-529	-280	-1,188	-1,997	-\$1,160.32	-9,484	-2,267	-\$16,985.86
Del Rey Transit	352	311	1,363	2,026	\$1,141.03	-3,228	0	-\$4,953.75
Dinuba Transit	38	38	-256	-180	\$370.62	596	-50	\$462.85
Firebaugh Transit	653	685	-1,593	-255	\$1,944.87	-901	-4	\$14,630.15
Fowler Transit	706	-505	429	630	-\$324.23	719	-359	-\$7,214.76
Huron Transit	-1,714	603	-5,749	436	-\$344.47	-3,213	-222	\$11,183.21
Kerman Transit	-840	-164	-685	-1,689	\$3,648.69	-277	24	\$32,256.59
Kingsburg Transit	-1,379	19	-482	-1,842	\$2,259.08	1,280	-4	\$17,772.23
Kingsburg-Reedley Transit	12	64	2,300	2,376	\$1,129.97	2,008	429	\$17,575.68
Laton Transit	-159	-97	-1,200	-1,456	\$4,042.91	-928	-2	\$1,860.36
Mendota Transit	38	237	-883	-608	\$1,642.36	-430	-1	\$12,733.23
Orange Cove Transit	-2,287	464	-438	-2,261	-\$6,341.53	-1,198	-17	\$21,790.34
Parlier Transit	-824	213	-1,072	-1,683	\$1,240.26	-186	-3	\$8,430.10
Reedley Transit	-2,069	-2,724	-3,842	-8,635	\$2,303.69	-8,057	-637	\$14,269.05
Rural Transit	430	10	-261	179	\$2,673.36	8,825	226	\$21,056.66
Sanger Transit	1,452	-481	-1,517	-546	\$2,940.24	5,860	677	\$20,634.51
San Joaquin Transit	-137	56	282	201	\$776.63	4,889	-1	\$3,229.67
Selma Transit	536	167	-2,036	-1,333	\$2,042.28	-8,258	-499	\$11,654.91
Shuttle Transit	12	9	14	35	\$165.87	273	9	-\$1,162.01
Southeast Transit	-633	-1,988	3,123	502	\$4,411.73	2,018	44	\$9,591.97
Westside Transit	-340	195	1,317	1,172	\$2,671.92	-561	131	\$14,687.48
SYSTEM TOTALS	-6,244	-2,808	-12,096	-13,852	\$28,674.61	-5,206	-2,388	\$213,667.85

Table III-6  
 Percentage Change in FCRTA System Summaries  
 FY 2017 vs. FY 2018

FCRTA Subsystems:	Total Seniors:	Total Disabled:	Total General Public:	Total Passengers:	Total Fares:	Total Mileage:	Total Hours:	Total Cost:
Auberry Transit	47.87%	27.78%	88.25%	42.60%	10.51%	11.44%	7.47%	7.42%
Coalinga Transit	-72.57%	-77.56%	-16.73%	-24.38%	-2.35%	-12.37%	-44.53%	-3.43%
Del Rey Transit	21.03%	94.24%	52.77%	44.17%	5.67%	-10.89%	0.00%	-4.68%
Dinuba Transit	6.51%	37.25%	-2.22%	-1.47%	3.00%	2.06%	-3.10%	0.69%
Firebaugh Transit	15.71%	54.11%	-10.35%	-1.23%	7.77%	-1.73%	-0.08%	5.84%
Fowler Transit	77.41%	-56.05%	21.54%	16.56%	-2.56%	4.57%	-14.75%	-5.70%
Huron Transit	-33.37%	48.75%	-9.25%	0.64%	-0.68%	-4.88%	-3.63%	3.61%
Kerman Transit	-43.23%	-8.89%	-14.48%	-19.83%	19.00%	-2.35%	1.23%	16.75%
Kingsburg Transit	-13.71%	0.27%	-10.32%	-8.49%	8.86%	3.37%	-0.09%	6.97%
Kingsburg-Reedley Transit	41.18%	391.67%	262.21%	252.54%	94.86%	95.75%	132.04%	158.43%
Laton Transit	-12.58%	-32.12%	-24.44%	-22.49%	237.12%	-4.56%	-0.29%	3.34%
Mendota Transit	1.27%	53.26%	-6.49%	-3.57%	9.44%	-2.24%	-0.04%	7.32%
Orange Cove Transit	-19.51%	24.47%	-1.74%	-5.84%	-11.74%	-1.95%	-0.34%	7.93%
Parlier Transit	-15.30%	61.21%	-17.46%	-14.18%	8.68%	-1.16%	-0.15%	5.90%
Reedley Transit	-20.77%	-29.97%	-14.38%	-18.86%	4.14%	-12.23%	-9.34%	2.56%
Rural Transit	796.30%	125.00%	-39.25%	24.62%	29.70%	27.96%	20.85%	23.38%
Sanger Transit	9.36%	-5.62%	-6.09%	-1.11%	5.83%	5.45%	7.57%	4.09%
San Joaquin Transit	-26.81%	23.63%	10.28%	5.76%	4.76%	10.79%	-0.04%	1.98%
Selma Transit	5.59%	1.21%	-12.11%	-3.32%	4.31%	-9.64%	-6.00%	2.46%
Shuttle Transit	150.00%	128.57%	12.96%	28.46%	8.61%	10.26%	6.98%	-6.03%
Southeast Transit	-25.69%	-63.58%	80.41%	5.30%	21.57%	5.01%	2.08%	9.19%
Westside Transit	-12.63%	116.77%	11.98%	8.46%	7.22%	-1.13%	6.19%	12.72%
SYSTEM TOTALS	-7.15%	-5.28%	-5.05%	-3.69%	3.49%	-4.62%	-4.36%	0.64%

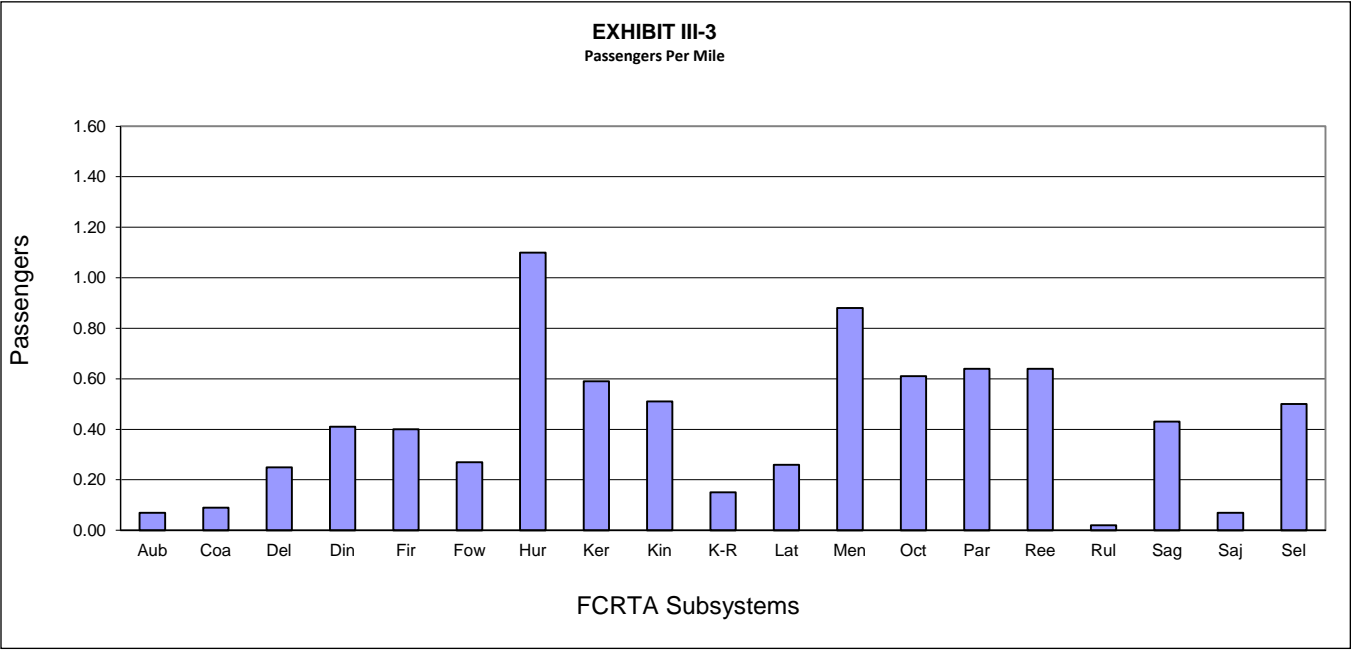
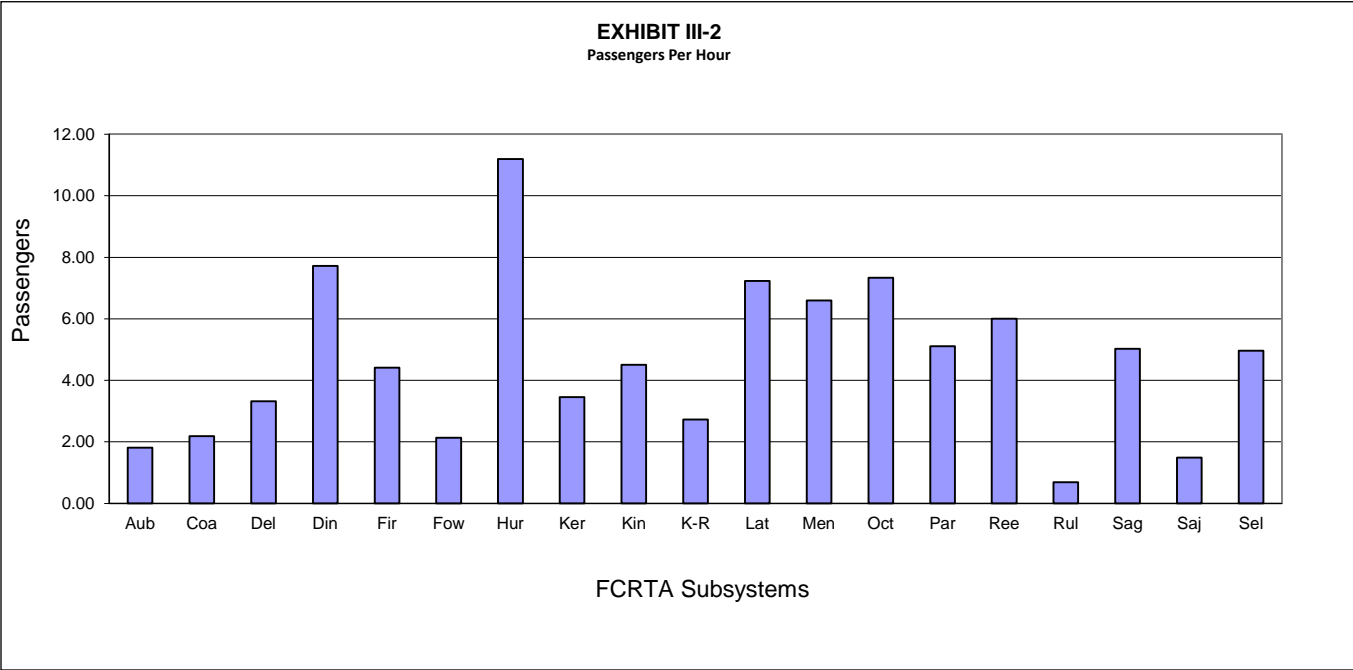


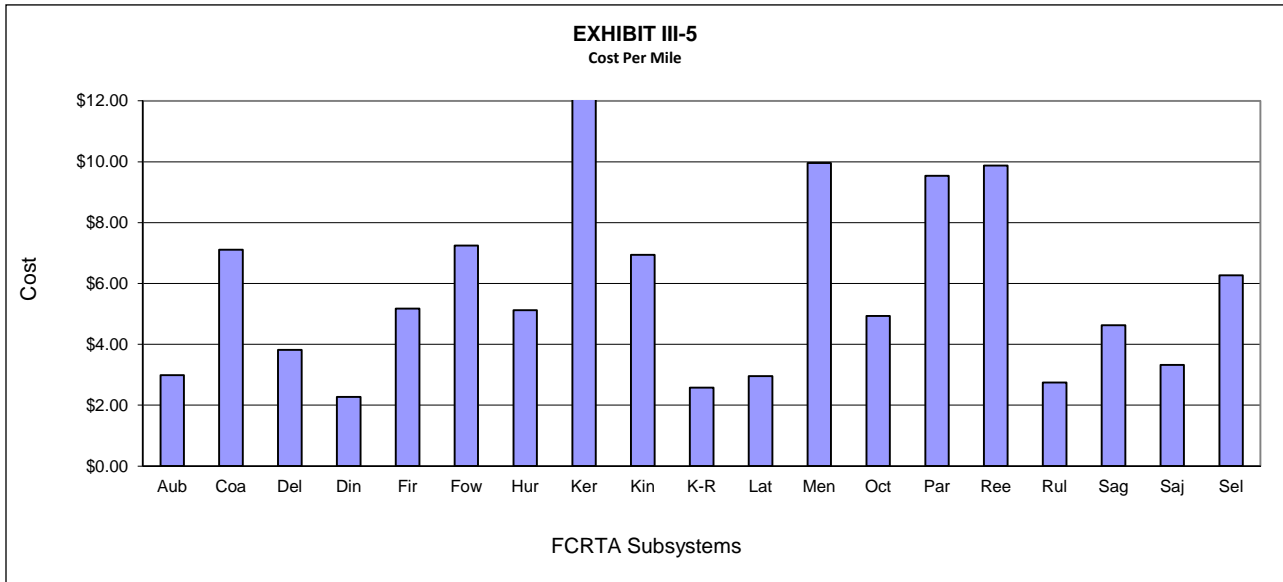
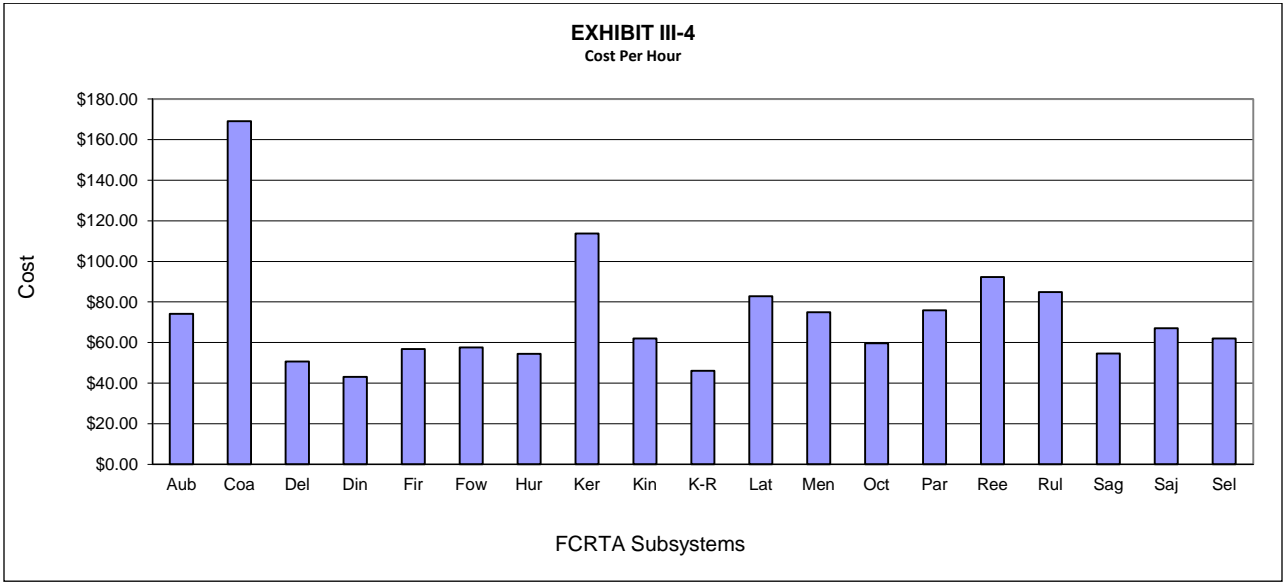
Table III-7  
 FY 2017 Summary of FCRTA Performance Characteristics

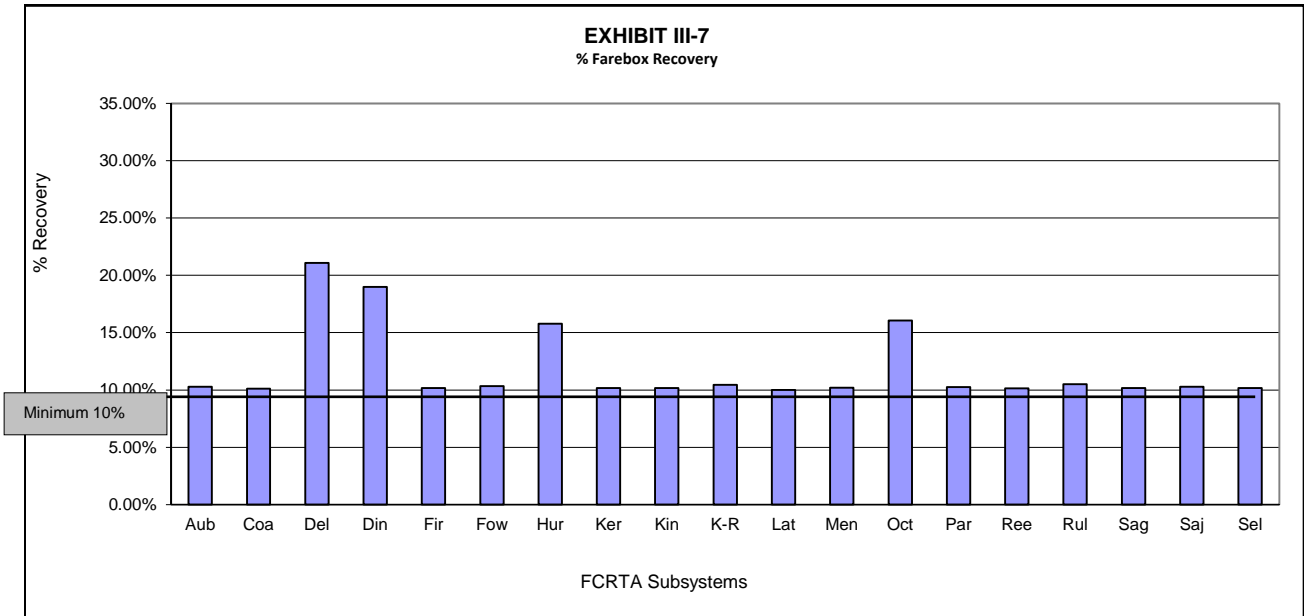
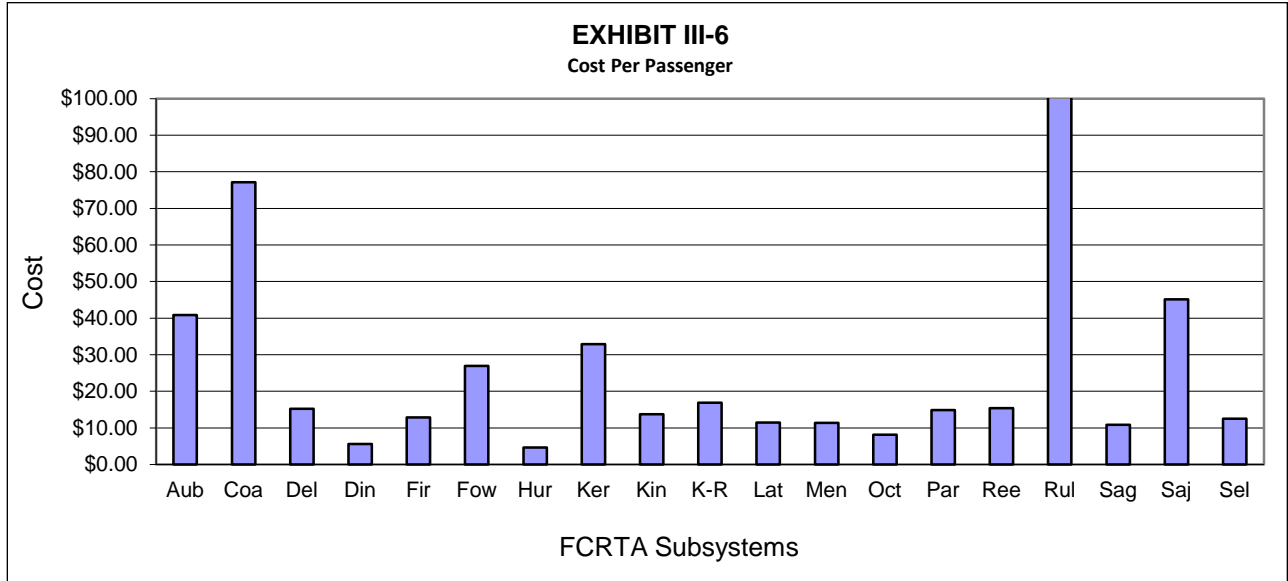
FCRTA Subsystems:	Pass / Hour	Pass / Mile	Cost / Hour	Cost / Mile	Cost / Pass	Farebox Percentage	Times Beyond Reasonable Standards
Auberry Transit	1.37 x	0.06 x	\$74.12	\$3.10	\$54.20 x	10.00%	3
Big Trees Transit	1.23 x	0.04 x	\$216.52 x	\$6.80	\$176.31 x	2.62%	0
Coalinga Transit	1.61 x	0.11 x	\$97.18 x	\$6.45	\$60.40 x	10.00%	4
Del Rey Transit	2.30 x	0.15 x	\$53.09	\$3.57	\$23.05	19.02%	1
Dinuba Transit	7.60	0.42	\$41.39	\$2.30	\$5.45	18.56%	0
Firebaugh Transit	4.46	0.40	\$53.65	\$4.80	\$12.03	10.00%	1
Fowler Transit	1.56 x	0.24 x	\$52.02	\$8.04 x	\$33.28 x	10.00%	3
Huron Transit	11.19	1.04	\$50.58	\$4.70	\$4.52	16.46%	1
Kerman Transit	4.36	0.72	\$98.67 x	\$16.35 x	\$22.61 x	10.00%	3
Kingsburg Transit	4.92	0.57	\$57.86	\$6.71 x	\$11.75	10.00%	1
Kingsburg-Reedley Transit	1.98 x	0.09 x	\$47.40	\$2.22	\$23.96 x	11.37%	1
Laton Transit	9.30	0.32	\$79.91	\$2.73	\$8.59	3.07%	0
Mendota Transit	6.84	0.89	\$69.84	\$9.07 x	\$10.21	10.00%	0
Orange Cove Transit	7.77	0.63	\$55.11	\$4.47	\$7.09	19.65%	0
Parlier Transit	5.95	0.74	\$71.63	\$8.90 x	\$12.03	10.00%	1
Reedley Transit	6.71	0.69	\$81.62	\$8.45 x	\$12.17	10.00%	1
Rural Transit	0.67 x	0.02 x	\$83.07	\$2.85	\$123.86 x	10.00%	5
Sanger Transit	5.47	0.46	\$56.39	\$4.69	\$10.30	10.00%	0
San Joaquin Transit	1.40 x	0.08 x	\$65.67	\$3.60	\$46.78 x	10.00%	2
Selma Transit	4.83	0.47	\$56.91	\$5.53	\$11.79	10.00%	0
Shuttle Transit	0.95 x	0.05 x	\$149.57 x	\$7.24	\$156.66 x	10.00%	0
Southeast Transit	4.48	0.24 x	\$49.33	\$2.59	\$11.02	19.59%	0
Westside Transit	6.55	0.28 x	\$54.59	\$2.32	\$8.34	29.43%	1
WWC Transit	0.16 x	0.00 x	\$66.32	\$1.77	\$409.51 x	10.00%	0
System Average	5.19	0.39	\$64.97	\$4.92	\$12.51	11.68%	

Table III-8  
 FY 2018 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	1.81 x	0.07 x	\$74.10	\$2.99	\$40.83 x	10.29%	3
Coalinga Transit	2.19 x	0.09 x	\$169.17 x	\$7.11 x	\$77.13 x	10.11%	4
Del Rey Transit	3.32 x	0.25 x	\$50.60	\$3.82	\$15.24 x	21.09%	1
Dinuba Transit	7.72	0.41	\$43.01	\$2.27	\$5.57	18.98%	0
Firebaugh Transit	4.41	0.40	\$56.82	\$5.17	\$12.89	10.18%	1
Fowler Transit	2.14 x	0.27 x	\$57.54	\$7.25 x	\$26.92 x	10.33%	3
Huron Transit	11.69	1.10	\$54.38	\$5.12	\$4.65	15.78%	0
Kerman Transit	3.46	0.59	\$113.79 x	\$19.54 x	\$32.93 x	10.16%	3
Kingsburg Transit	4.51	0.51	\$61.95	\$6.94 x	\$13.74	10.18%	1
Kingsburg-Reedley Transit	2.73 x	0.15 x	\$46.04	\$2.58	\$16.89	10.45%	1
Laton Transit	7.23	0.26 x	\$82.82	\$2.96	\$11.45	10.00%	0
Mendota Transit	6.60	0.88	\$74.98	\$9.96 x	\$11.36	10.20%	1
Orange Cove Transit	7.34	0.61	\$59.68	\$4.93	\$8.13	16.07%	0
Parlier Transit	5.11	0.64	\$75.95	\$9.54 x	\$14.85	10.26%	1
Reedley Transit	6.00	0.64	\$92.34	\$9.88 x	\$15.38	10.15%	1
Rural Transit	0.69 x	0.02 x	\$84.81 x	\$2.75	\$122.63 x	10.51%	5
Sanger Transit	5.03	0.43	\$54.56	\$4.63	\$10.84	10.17%	0
San Joaquin Transit	1.49 x	0.07 x	\$67.00	\$3.32	\$45.11 x	10.27%	3
Selma Transit	4.96	0.50	\$62.03	\$6.27 x	\$12.49	10.18%	0
Shuttle Transit	1.14 x	0.05 x	\$131.21 x	\$6.17 x	\$114.60 x	11.56%	0
Southeast Transit	4.62	0.24 x	\$52.75	\$2.70	\$11.43	21.81%	0
Westside Transit	6.69	0.31	\$57.94	\$2.64	\$8.66	30.47%	0
West Park Transit	0.68 x	0.04 x	\$48.29	\$2.49	\$70.50 x	2.21%	0
System Average	5.23	0.40	\$68.36	\$5.19	\$13.07	12.01%	







# Section IV

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



Fresno  
**Economic  
Opportunities  
Commission**

*Fresno Economic Opportunities Commission  
3120 W. Nielsen, Suite 101  
Fresno, CA 93706  
559-486-6587  
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# SECTION IV

## 2017-18 PRODUCTIVITY EVALUATION

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

#### I. BACKGROUND

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

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

#### II. DESCRIPTION OF URBAN AND RURAL SERVICES AS IDENTIFIED IN THE ADOPTED OPERATIONS PROGRAM AND BUDGET FOR FISCAL YEAR 2017-18 FOR THE FRESNO EOC URBAN CTSA AND THE FRESNO EOC RURAL CTSA.

During fiscal year 2017-18, the following non-profit social service and public agencies participated in the Fresno EOC Urban CTSA and Fresno EOC Rural CTSA process:

#### The Fresno EOC Urban Area CTSA

<b>Agency</b>	<b>Type of Service</b>
1. Local Conservation Corps	(Vehicle Maintenance)
2. Fresno Madera Area Agency on Aging Senior Transportation	(Elderly Transportation).
3. Fresno EOC (Senior Meals/Summer Lunch)	(Congregate Meal Delivery) (Vehicle Maintenance)
4. Head Start	(Student Transportation) (Vehicle Maintenance)
	Congregate Meal Delivery)
5. Masten Towers      Discontinued	(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)
15. Bolt to College Program	(Passenger Transportation)

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

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



- |   |   |
|---|---|
| 5. Central Valley Regional Center               | (Disabled Passengers<br>Transportation)                                     |
| 6. Charter Trips for Social Service<br>Agencies | (General Public and<br>Non-Profits Transportation)<br>(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. The contract with FCRTA transportation service was not renewed with Fresno EOC in **September of 2018**.

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

#### **Annual Productivity Evaluation**

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

#### **Triennial Performance Audit**

The Transportation Development Act (TDA) requires that the COFCG, on a triennial basis, engage the service of an outside consultant to conduct a performance audit on all transit operators claiming TDA funds, under California Public Utilities Commission (CPUC) Section 99260 of the TDA within their jurisdiction. The most recently completed performance audit covers the triennial period July 1, 2012 through June 30, 2015 and is been accepted by the COFCG Board at its January 2017 meeting. [See Section VII for Recommendations]. COFCG is currently procuring a consultant to complete the Productivity Evaluation for the period July 1, 2015 through June 30, 2018.

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

#### **Passenger Transportation**

After eighteen successful years transporting CalWORKS clients, Fresno County renewed the contract for this dispatched transportation service once again. In this contract, Fresno EOC/CTSA provides

transportation services to CalWORKS participants during non-traditional working hours, between 6 p.m. and 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 contract with Fresno EOC through 2017/18. Fresno EOC/CTSA continues to consolidate services as a means of maintaining productivity levels.

### Meal Delivery Transportation

Fresno EOC/CTSA continued to expand its scope of service to provide meals to the elderly, disabled, and general public. Senior citizens' meals remained fairly stable. The Head Start Program continued at a stable service level as well. Home Delivery meal service also continues to be successful.

### Vehicle Maintenance

During FY 2017-18, the Fresno EOC/CTSA continued to market vehicle maintenance service to social service agencies. Fresno EOC/CTSA continues to embark/explore effective and efficient methods of providing low-cost, low-maintenance services to other social services organizations. As a result of this marketing effort, Fresno EOC/CTSA was able to bring the ARC of Fresno and Madera Counties fleet maintenance into Fresno EOC/CTSA's maintenance operation in 2014, and continued to be successful through 2018. 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, MPulse tracks, and schedules maintenance work for the entire Fresno EOC/CTSA fleet as well as all other outside fleet service.

### Administrative Structure and Training

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

During the FY 2016-17 Fresno EOC also purchased and installed CTS Trip Master Software for scheduling assistance of the CVRC consumers. This software has proven very useful and is also used with the Taxi Scrip and BOLT services. We are in the process of expanding it to help with the Head Start, CalWORKS and FMAAA services. This program also utilizes tablets to provide drivers updated passenger and route information.

During the FY 2017-18, Fresno EOC/CTSA continued to attend seminars and workshops, notably, the Transportation Safety Institute/US Department of Transportation Certificate Program, the National Head Start Association Conference, Mountain Area School Bus In-service Certificate Programs, California Association of School Transportation Officiates (CASTCO) Conference, Community Transportation Association Training-the-Trainer Passenger Service and Safety Certificate Program and participate in the California Association for Coordinated Transportation (CalACT), Fresno EOC/CTSA's statewide transit association.

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

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

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

## **V. OVERALL CTSA SERVICES**

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

### Vehicle Maintenance

Fresno EOC/CTSA employed one (1) Maintenance Manager, five (5) full-time Maintenance Mechanics. The Maintenance Mechanics perform typical commercial vehicle maintenance duties including brake jobs, tune-ups, electrical work, wheelchair equipment repair, and suspension repair, etc. School Buses are inspected every 45 days or 3,000 miles, as required by the CHP regulations. The commercial Para-Transit "B" buses are inspected every 90 days or 5,000 miles. Fresno EOC/CTSA continues to market maintenance to other social service agencies. 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.

## 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 2017-18 period, the Fresno EOC/CTSA had two (2) Certified School Bus Classroom Driver Instructors, to provide Behind-the-Wheel and classroom instruction for school bus, GPPV, and Class B-P certification. An on-going driver-training program has been maintained and will continue to be offered to other social service agencies in the Fresno Metropolitan Area. The Fresno EOC/CTSA's insurance carrier (Non-Profits Insurance Alliance of California) also provides training on emergency techniques and laws/regulations to staff and drivers.

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

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

## Insurance

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

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

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

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

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

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

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

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

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

*Fresno EOC/CTSA has been successful in obtaining other funding such as the CalStart BOLT to College grant to expand options for Rural Junior College students. A new revenue stream has also been initiated to detail commercial vehicles and continues to expand this social enterprise service.*

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

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

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

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

*In the Fresno EOC/CTSA's Federal Transportation Administration Section 5310 grant application, a list of coordinated training programs with the Family Health, Inc., the United Cerebral Palsy of Central California and the West Care Agencies, and the Fresno Empowerment Institute is listed. We encourage these agencies to attend the Fresno EOC/CTSA driver safety meetings that are scheduled five (5) times per year. The meetings cover variety of topics including sensitivity training for Elderly and disabled clients, defensive driving, emergency and evacuation*

*procedures, and safety Equipment-Fire Extinguishers, Flares and First Aid Kits and loading and unloading. Behind-the-Wheel Training is available upon request. Annually, Fresno EOC/CTSA participates in the California Association of School Training Officials (CASTO) and the Yosemite Community Education seminar.*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Michael Baker International was awarded the contract by Fresno COG to conduct the Triennial Performance Audit for 2012/2013, 2013/2014 and 2014/2015. The CTSA submitted the requested documents and participated in the audit for that period. Functional areas of the CTSA along with their recommendations for improvement and suggested implementation time frames are listed below. A new performance audit is scheduled to be completed in 2019.

Listed below are our responses to their recommendations:

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

FEOC received an increase in the CVRC contract rate for FY 16/17. FEOC will initiate discussions with CVRC during FY 17/18 to potentially incorporate performance-based criteria, including a fuel stipend provision to protect against fuel price spikes, in particular for higher mileage of the rural CTSA trips. Fresno EOC has been able to increase efficiency in providing CVRC transportation by implementing CTS dispatching software.

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

In FY 17/18 FEOC will review alternative performance indicators beyond typical transit metrics more applicable to CTSA's. Suggested alternative measures to be

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

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

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

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

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

A few agencies have also been adversely impacted by consistent funding levels that do not include “cost of living adjustments” to reflect normal inflation. This can be further compounded when operating and maintenance cost for an aging fleet of vehicles continue to escalate at disproportionate rates. These are often detrimental to a social service agency’s growing client base. When revenues remain unchanged and cost per client increase, fewer clients may be transported. Efforts to address this problem by securing new replacement vehicles for the Fresno EOC Urban and Rural Area CTSA’s existing fleet of 113 vehicles, many purchased via the Federal Transit Administration Section 5310 Program, have resulted in approximately six vehicles per year. The decision of Fresno EOC/CTSA to replace a portion of its fleet should help keep maintenance costs at a more predictable level for the next few years. The cost associated with the new vehicles is being depreciated to the budgets over the 5-year life of these vehicles. Future FTA awards may be reduced due to this grant process changing to a biannual grant with local procurement, not a statewide competitive grant process.

Referencing the annually adopted Operations Program and Budget clearly highlights “estimated” and “projected” services from one fiscal year to the next. Mutually negotiated service contracts reflect available “revenues” from the social service agency, their clients, and TDA/Article 4.5 funds. The numbers of potential “clients” to be served are noted in relation to a negotiated number of “service hours” and estimated service “miles”. Each program is individually tailored to meet the special needs of the social service funding agency and its respective identified client’s needs. Therefore, the service costs versus the number of clients served per hour versus the distance between clients and the actual service times vary from program to program. These factors are considered in determining which type



of coordinated transportation service category is to be utilized: vehicle time-sharing; ridesharing; consolidation; and/or maintenance. It should be mentioned that each category has different cost centers and trade-offs that are acknowledged between the negotiating parties.

The resultant data summarized in this report is a compilation of all the specific individual activities of the respective CTSA operations. The programs are further aggregated by “service type,” “passenger transportation” or “meal delivery transportation.” The Fresno EOC Urban Area CTSA summarizes fourteen (14) programs. Nine (9) are summarized as “passenger transportation,” and two (2) are summarized as “meal delivery transportation,” (the Head Start program has both passenger & meal delivery) and three (3) require vehicle maintenance only. The Rural Area CTSA summarizes eight (8) programs. Eight (8) are summarized as “passenger transportation,” and two (2) are summarized as “meal delivery transportation,” (the Head Start program has both passenger & meal delivery). FCRTA route productivity data is not included in Fresno EOC/CTSA’s data to avoid duplication in reporting. The FCRTA routes are mentioned in this report only to document the coordination efforts the Fresno EOC/CTSA agency performed for public transit. As of September 2018, FCRTA no longer contracts with Fresno EOC for public transportation services.

## **Urban and rural areas combined**

See Table I-and Graph I

The overall cost for the combined transit operation shows an increase in costs over the 2016-17 year by 21.1 %. This increase in costs is mainly due to the addition of the Taxi Scrip service, increased staffing and the overall cost of labor. Clients transported during this period increased by almost 12%.

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

## **Urban operations**

Table IV 1 and IV 2 compare Urban Data achieved for 2016-17 and 2017-18. Graph IV-1 illustrates this data in a graphic format.

## **Rural operations**

Table III and Graph III compares the rural data for 2016-2017 and 2017-2018 periods. Route optimization assisted in keeping miles and hours to a lower level. A change in the allocation of the CVRC developmentally disabled routes in the urban and rural areas also resulted in some slight fluctuation of cost per hour and per mile.

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

- A. Comply, where feasible, with the Triennial Performance Audit Recommendations for FY 2012/13, 2013/14, 2014/15.
- B. Pursue contracting of service and continue to consider the potential for and encourage private sector participation in the public transportation planning/service delivery process and investigate other potential funding source.

- C. Continue to coordinate with other general public paratransit service providers to jointly provide the State-required 40 hours of specified training and behind-the-wheel instruction.
- D. Address responsibilities under the American with Disabilities Act of 1990.
- E. Address responsibilities under the Clean Air Act Amendments of 1990, the San Joaquin Valley Unified Air Pollution Control District Air Quality Plan, the City of Fresno Transportation Management Plan, and the
- F. Council of Fresno County Governments Transportation Control Measures Plan, and Congestion Management System (CMS).
- G. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of public transit.
- H. Continue to work with the Social Service Transportation Administrative Council on the implementation of Fresno County Coordinated Human Service

Table IV 1

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

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENT/ HOUR	CLIENT/ MILE	COST/ HOUR	COST/ MILE	COST/ CLIENT	MATCH	TDA Art. 4.5
Passenger Trans	\$3,404,937	227,403	853,291	49,690	\$1,973,060	\$0	4.58	0.27	\$68.52	\$3.99	\$14.97		\$1,431,377
Meal Delivery	\$340,000	742,447	122,976	8,155	\$162,169	\$0	92.40	6.04	42.31	2.76	0.46		\$177,831
TOTAL*	\$3,744,937	969,850	976,267	57,725	\$2,135,229	\$0						57%	\$1,609,708

Capital Depreciation Expenses  
Are not included in the above costs

**TABLE IV 2  
CONSOLIDATED TRANSPORTATION SERVICES/AGENCY  
URBAN AREA PRODUCTIVITY DATA FISCAL YEAR 2017**

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENT/ HOUR	CLIENT/ MILE	COST/ HOUR	COST/ MILE	COST/ CLIENT	MATCH	TDA Art. 4.5
Passenger Trans	\$2,720,114	217,323	860,146	50,421	\$2,313,679	\$0	4.30	0.30	\$53.95	\$3.16	\$12.52		\$406,435
Meal Delivery	\$335,000	657,905	127,265	8,234	\$147,109	\$0	79.90	5.20	\$40.68	\$2.63	\$0.51		\$187,891
TOTAL	\$3,055,114	875,228	987,311	58,655	\$2,460,788	\$0						81%	\$594,306

Capital Depreciation expenses  
Are not included in the above costs

**TABLE IV 3  
CONSOLIDATED TRANSPORTATION SERVICES AGENCY  
RURAL AREA PRODUCTIVITY DATA FISCAL YEAR 2018**

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENT/ HOUR	CLIENT/ MILE	COST/ HOUR	COST/ MILE	COST/ CLIENT	MATCH	TDA Art. 4.5
Passenger Trans	\$1,871,852	102,130	347,178	20,682	\$1,686,457	\$0	4.94	0.29	\$90.51	\$5.39	\$18.33		
Meal Delivery	\$497,000	607,457	286,945	12,568	\$170,288	\$0	48.33	2.12	\$39.54	\$1.73	\$ .82		
TOTAL	\$2,368,352	709,587	634,123	33,250	\$1,856,745	\$0						78%	\$512,107

Capital Depreciation expenses  
are not included in above costs.

**TABLE VI 4  
CONSOLIDATED TRANSPORTATION SERVICES AGENCY  
RURAL AREA PRODUCTIVITY DATA FISCAL YEAR 2017**

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENT/ HOUR	CLIENT/ MILE	COST/ HOUR	COST/ MILE	COST/ CLIENT	MATCH	TDA Art. 4.5
Passenger Trans	\$1,501,340	88,735	348,444	20,462	\$1,314,022	\$0	4.30	0.30	\$73.41	\$4.37	\$16.92		\$187,318
Meal Deliver	\$490,000	538,266	296,718	12,878	\$10,712	\$0	4.30	1.80	\$38.05	\$1.66	0.91		\$319,288
TOTAL	\$1,991,340	627,001	640,162	33,330	\$1,484,734	\$0						75%	\$506,605

Capital Depreciation expenses  
Are not included in the above costs

**Table IV 5  
CONSOLIDATED TRANSPORTATION SERVICES AGENCY  
URBAN AND RURAL COMBINED TOTALS YEAR 2018**

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENT/ HOUR	CLIENT/ MILE	COST/ HOUR	COST/ MILE	COST/ CLIENT	MATCH	TDA Art 4.5
Passenger Trans	\$5,276,789	329,533	1,200,469	70,372,	\$3,659,517	\$0	4.68	0.27	\$74.98	\$4.40	\$16.01		\$1,617,272
Meal Delivery	\$837,000	1,349,904	409,921	20,603	\$332,457	\$0	65.52	3.29	\$40.62	2.04	\$0.62		\$504,548
TOTAL*	\$6,113,789	1,679,437	1,610,390	90,975	\$3,991,974	\$0							\$2,121,815

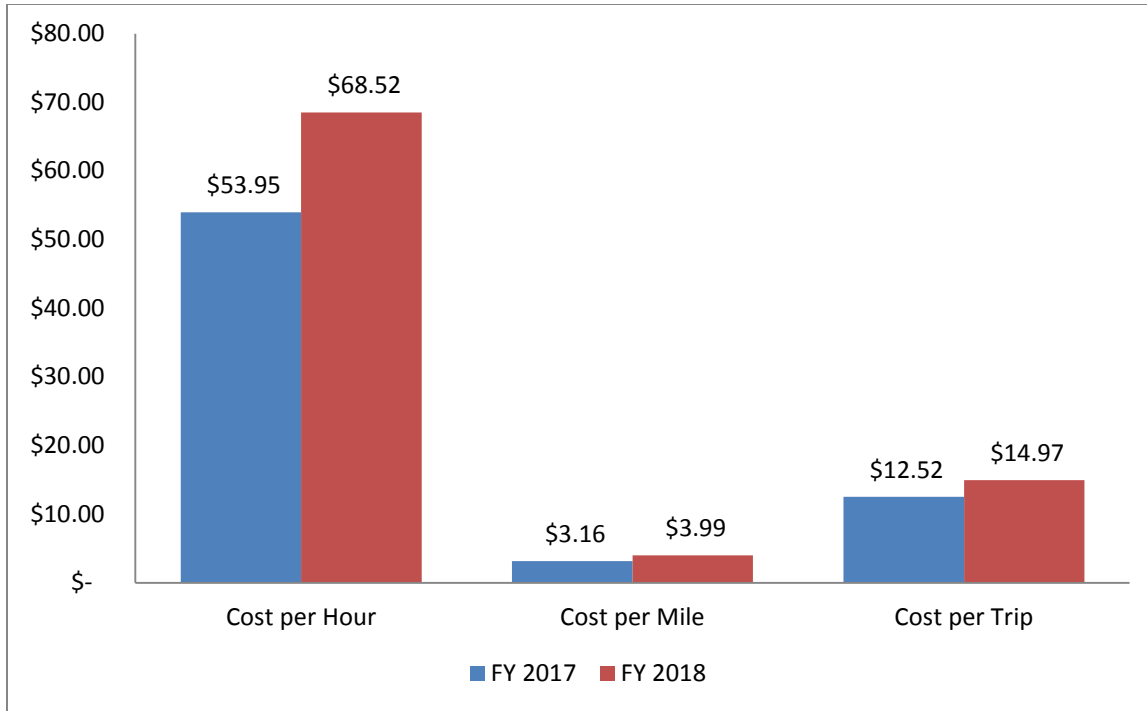
Capital Depreciation Expenses  
Are not included in the above costs

**TABLE IV 6  
CONSOLIDATED TRANSPORTATION SERVICES/AGENCY  
URBAN AND RURAL COMBINED TOTALS YEAR 2017**

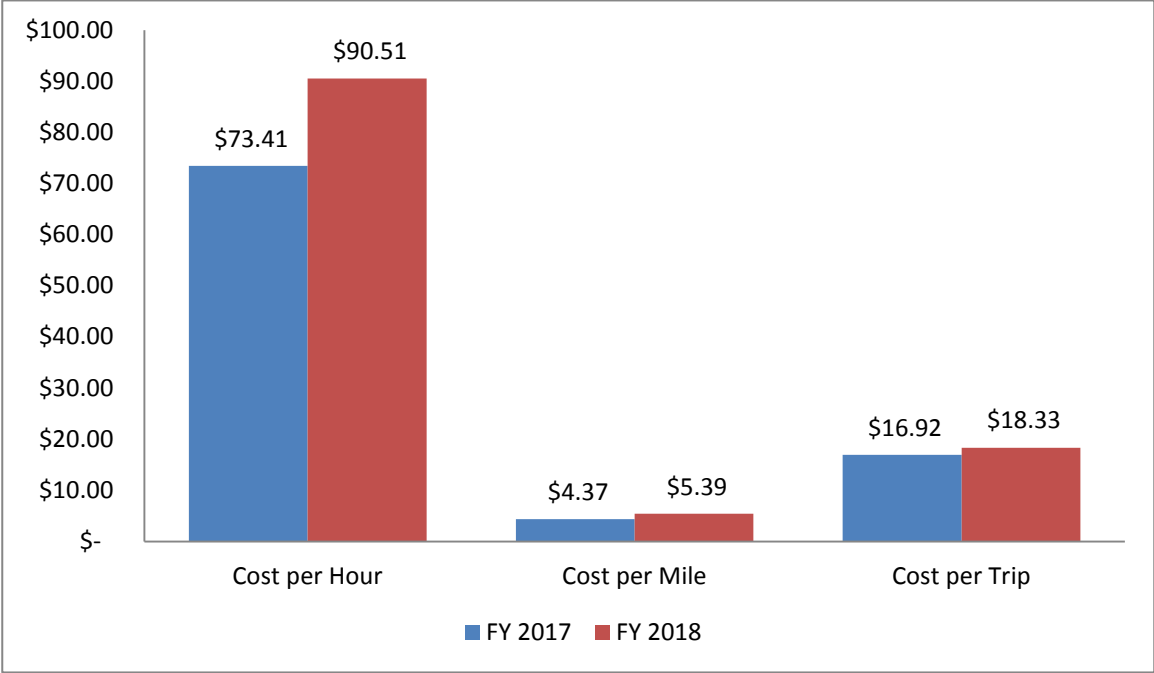
SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENT/ HOUR	CLIENT/ MILE	COST/ HOUR	COST/ MILE	COST/ CLIENT	MATCH	TDA Art.4.5
Passenger Trans	\$4,221,545	306,058	1,203,490	70,873	\$3,627,701	\$0	4.30	0.30	\$59.56	\$3.51	\$13.79		\$593,753
Meal Delivery	\$825,000	1,196,171	423,983	21,112	\$317,821	\$0	56.70	2.80	\$39.08	\$1.95	\$0.69		\$507,179
TOTAL	\$5,046,454	1,502,229	1,627,473	91,985	\$3,945,522	\$0							\$1,100,952

Capital Depreciation expenses  
Are not included in the above costs

Consolidated Transportation Services Agency  
Urban Costs  
Exhibit IV-1



Consolidated Transportation Services Agency  
Rural Costs  
Exhibit IV-2



Consolidated Transportation Services Agency  
Consolidated Productivity Data  
Exhibit IV-3

