



Fresno Council of Governments

Triennial Performance Audit of the Fresno County Rural Transit Agency FY 2018/19 - FY 2020/21

FINAL REPORT
APRIL 2022



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Chapter 1 | Executive Summary

In 2021, the Fresno Council of Governments (Fresno COG) selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the four transit operators to which it allocates TDA funding.

The California Public Utilities Code requires all recipients of Transit Development Act (TDA) Article 4 funding to undergo an independent performance audit on a three-year cycle in order to maintain funding eligibility. While not required, audits of Article 8 recipients are encouraged.

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

This chapter summarizes key findings and recommendations developed during the Triennial Performance Audit (TPA) of the Fresno County Rural Transit Agency's public transit program for the period:

- Fiscal Year 2018/19,
- Fiscal Year 2019/20, and
- Fiscal Year 2020/21.

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

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require that the audit team plans and performs the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. The auditors believe the evidence obtained provides a reasonable basis for its findings and conclusions.

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

The Triennial Performance Audit includes five elements:

- Compliance requirements,
- Prior recommendations,
- Analysis of program data reporting,
- Performance Audit, and
- Functional review.

Test of Compliance

Based on discussions with Fresno County Rural Transit Agency staff, analysis of program performance, and an audit of program compliance and function, the audit team presents no compliance findings.

Status of Prior Recommendations

The prior audit – completed in June 2019 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2018 – included two recommendations:

1. [Employ the TDA definition in calculating FTE for reporting to the State Controller.](#)
Status: Implemented.
2. [Add Spanish-language Title VI and service information to the FCRTA website.](#)
Status: Implemented.

Findings and Recommendations

Moore & Associates, Inc. finds the Fresno County Rural Transit Agency to be in compliance with the requirements of the Transportation Development Act. In addition, the entity generally functions in an efficient, effective, and economical manner. As a result, the auditors offer no findings or recommendations.

Chapter 2 | Audit Scope and Methodology

The Triennial Performance Audit (TPA) of the Fresno County Rural Transit Agency’s public transit program covers the three-year period ending June 30, 2021. The California Public Utilities Code requires all recipients of Transit Development Act (TDA) funding to complete an independent review on a three-year cycle in order to maintain funding eligibility.

In 2021, the Fresno Council of Governments selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the four transit operators to which it allocates TDA funding. Moore & Associates, Inc. is a consulting firm specializing in public transportation, including audits of non-TDA Article 4 recipients. Selection of Moore & Associates, Inc. followed a competitive procurement process.

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

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require that the audit team plans and performs the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. The auditors believe the evidence obtained provides a reasonable basis for our findings and conclusions.

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

Objectives

A Triennial Performance Audit (TPA) has four primary objectives:

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

Scope

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

1. A review of compliance with TDA requirements and regulations.
2. A review of the status of recommendations included in the prior Triennial Performance Audit.
3. A verification of the methodology for calculating performance indicators including the following activities:
 - Assessment of internal controls,
 - Test of data collection methods,
 - Calculation of performance indicators, and
 - Evaluation of performance.
4. Comparison of data reporting practices:
 - Internal reports,
 - State Controller Reports, and
 - National Transit Database.
5. Examination of the following functions:
 - General management and organization;
 - Service planning;
 - Scheduling, dispatching, and operations;
 - Personnel management and training;
 - Administration;
 - Marketing and public information; and
 - Fleet maintenance.
6. Conclusions and recommendations to address opportunities for improvement based upon analysis of the information collected and the audit of the transit operator's major functions.

Methodology

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

- Monthly performance reports;
- State Controller Reports;
- Annual budgets;
- TDA fiscal audits;
- Transit marketing collateral;
- TDA claims;
- Fleet inventory;
- Preventive maintenance schedules and forms;
- California Highway Patrol Terminal Inspection reports;
- National Transit Database reports;

- Accident/road call logs; and
- Organizational chart.

Given impacts of the ongoing COVID-19 pandemic, the methodology for this audit included a virtual site visit with Fresno County Rural Transit Agency representatives on November 3, 2021. The audit team met with Moses Stites (General Manager), Gilbert Garza (Senior Planner), Janelle Del Campo (Operations Manager), and Long Her (Accountant), and reviewed materials germane to the triennial audit.

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

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

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Chapter 3 | Program Compliance

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

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

No compliance items were identified for the Fresno County Rural Transit Agency.

Developments Occurring During the Audit Period

The last half of the audit period is markedly different from the first half. The impacts of the COVID-19 pandemic resulted in significant declines in ridership and revenue. In many instances, transit operators strove to retain operations staff despite adopting a reduced schedule, resulting in significant changes to many cost-related performance metrics. While infusions of funding through the CARES Act mitigated some of the lost revenues for federally-funded programs, most transit operators have yet to return to pre-pandemic ridership and fare levels. As a result, the Triennial Performance Audits will provide an assessment not only of how COVID-19 impacted each organization, but how they responded to the crisis.

In addition to the COVID-19 pandemic, recent and proposed changes to the TDA may result in audit reports that look somewhat different than in prior years. In the nearly 50 years since introduction of the Transportation Development Act, there have been many changes to public transportation in California. Many operators have faced significant challenges in meeting the farebox recovery ratio requirement, calling into question whether it remains the best measure for TDA compliance. In 2018, the chairs of California's state legislative transportation committees requested the California Transit Association spearhead a policy task force to examine the TDA, which resulted in a draft framework for TDA reform released in early 2020. The draft framework maintains the farebox recovery ratio requirement, but eliminates financial penalties and allows more flexibility with respect to individual operator targets. These changes have yet to be implemented.

Assembly Bill 90, signed into law on June 29, 2020, provided temporary regulatory relief for transit operators required to conform with Transportation Development Act (TDA) farebox recovery ratio thresholds in FY 2019/20 and FY 2020/21. While the ability to maintain state mandates and performance measures is important, AB 90 offered much-needed relief from these requirements for these years impacted by the COVID-19 pandemic while TDA reform continues to be discussed.

AB 90 included the following provisions specific to transit operator funding through the TDA:

1. It prohibited the imposition of the TDA revenue penalty on an operator that did not maintain the required ratio of fare revenues to operating cost during FY 2019/20 or FY 2020/21.
2. It required the Controller to calculate and publish the allocation of transit operator revenue-based funds made pursuant to the State Transit Assistance (STA) Program for FY 2020/21 and FY 2021/22 based on the same individual operator ratios published by the Controller in a specified transmittal memo, and authorized the Controller to revise that transmittal memo, as specified. It required the Controller to use specified data to calculate those individual operator ratios. Upon allocation of the transit operator revenue-based funds to local transportation agencies pursuant to this provision, the Controller would publish the amount of funding allocated to each operator.
3. It exempted an operator from having to meet either of the STA efficiency standards for FY 2020/21 and FY 2021/22 and authorized the operator to use those funds for operating or capital purposes during that period.
4. It required the Controller to allocate State of Good Repair (SOG) program funding for FY 2020/21 and FY 2021/22 to recipient transit agencies pursuant to the individual operator ratios published in the above-described transmittal memo.
5. It required the Controller to allocate Low Carbon Transit Operations Program (LCTOP) funding for FY 2020/21 and FY 2021/22 to recipient transit agencies pursuant to the individual operator ratios published in the above-described transmittal memo.

Assembly Bill 149, signed into law on July 16, 2021, provided additional regulatory relief with respect to Transportation Development Act (TDA) compliance. It extended the provisions of AB 90 through FY 2022/23 as well as provided additional regulatory relief including:

1. Waiving the annual productivity improvement requirement of Section 99244 through FY 2022/23.
2. Adding a temporary provision exempting operators from farebox recovery ratio requirements provided they expend at least the same amount of local funds as in FY 2018/19.
3. Expanding the definition of “local funds” to enable the use of federal funding, such as the CARES Act or CRRSAA, to supplement fare revenues and allows operators to calculate free and reduced fares at their actual value.
4. Adjusting the definition of operating cost to exclude the cost of ADA paratransit services, demand-response and micro-transit services designed to extend access to service, ticketing/payment systems, security, some pension costs, and some planning costs.
5. Allowing operators to use STA funds as needed to keep transit service levels from being reduced or eliminated through FY 2022/23.

AB 149 also called for an examination of the triennial performance audit process, to ensure the practice continues to be effective and beneficial.

Exhibit 3.1 Transit Development Act Compliance Requirements

Compliance Element	Reference	Compliance	Comments
State Controller Reports submitted on time.	PUC 99243	In compliance	FY 2018/19: January 27, 2020 FY 2019/20: January 27, 2021 FY 2020/21: January 26, 2022
Fiscal and compliance audits submitted within 180 days following the end of the fiscal year (or with up to 90-day extension).	PUC 99245	In compliance	FY 2018/19: November 15, 2019 FY 2019/20: December 22, 2020 FY 2020/21: November 12, 2021
Operator's terminal rated as satisfactory by CHP within the 13 months prior to each TDA claim.	PUC 99251 B	In compliance	April 6, 2018 April 10, 2019 February 27, 2020 February 18, 2021
Operator's claim for TDA funds submitted in compliance with rules and regulations adopted by the RTPA.	PUC 99261	In compliance	
If operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.	PUC 99270.1	Not applicable	
Except as otherwise provided, the allocation for any purpose specified under Article 8 may in no year exceed 50% of the amount required to meet the total planning expenditures for that purpose.	PUC 99405	Not applicable	
An operator receiving allocations under Article 8(c) may be subject to regional, countywide, or subarea performance criteria, local match requirements, or fare recovery ratios adopted by resolution of the RTPA.	PUC 99405	Not applicable	
The operator's operating budget has not increased by more than 15% over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).	PUC 99266	In compliance	FY 2018/19: +3.32% FY 2019/20: -18.49% FY 2020/21: +14.30% <i>Operating costs taken from TDA claims, FY 2018 – FY 2021.</i>
The operator's definitions of performance measures are consistent with the Public Utilities Code Section 99247.	PUC 99247	In compliance	
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating cost at least equal to one-fifth (20 percent).	PUC 99268.2, 99268.4, 99268.1	Not applicable	

Compliance Element	Reference	Compliance	Comments
If the operator serves a rural area, it has maintained a ratio of fare revenues to operating cost at least equal to one-tenth (10 percent).	PUC 99268.2, 99268.4, 99268.5	In compliance	FY 2018/19: 10.90% FY 2019/20: 10.37% FY 2020/21: 4.04% <i>Penalties waived in FY 2020 and FY 2021 as a result of AB 90 and AB 149.</i>
For a claimant that provides only services to elderly and handicapped persons, the ratio of fare revenues to operating cost shall be at least 10 percent.	PUC 99268.5, CCR 6633.5	Not applicable	
The current cost of the operator's retirement system is fully funded with respect to the officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPA, which will fully fund the retirement system for 40 years.	PUC 99271	In compliance	FCRTA has an interagency agreement with Fresno COG to participate in the COG's defined contribution plan.
If the operator receives State Transit Assistance funds, the operator makes full use of funds available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted.	CCR 6754 (a) (3)	In compliance	
In order to use State Transit Assistance funds for operating assistance, the operator's total operating cost per revenue hour does not exceed the sum of the preceding year's total plus an amount equal to the product of the percentage change in the CPI for the same period multiplied by the preceding year's total operating cost per revenue hour. An operator may qualify based on the preceding year's operating cost per revenue hour or the average of the three prior years. If an operator does not meet these qualifying tests, the operator may only use STA funds for operating purposes according to a sliding scale.	PUC 99314.6	In compliance	The eligibility requirement was waived in FY 2021 as a result of AB 90 and AB 149.
A transit claimant is precluded from receiving monies from the Local Transportation Fund and the State Transit Assistance Fund in an amount which exceeds the claimant's capital and operating costs less the actual amount of fares received, the amount of local support required to meet the fare ratio, the amount of federal operating assistance, and the amount received during the year from a city or county to which the operator has provided services beyond its boundaries.	CCR 6634	In compliance	

Chapter 4 | Prior Recommendations

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

The prior audit – completed in June 2019 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2018 – included two recommendations:

1. [Employ the TDA definition in calculating FTE for reporting to the State Controller.](#)

Discussion: During the prior audit period, the FCRTA calculated FTE using vehicle service hours rather than actual labor hours derived from payroll records or position allocations.

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

Progress: FCRTA staff followed the recommendation and agreed to follow the Auditor’s recommended FTE method that was discussed at length in an email between the Auditor and FCRTA staff dated March 26, 2019. In this email, the Auditor and FCRTA agreed that the FCRTA did not need to make a revised or new FTE report for the Auditor as part of the 2016-2018 Audit and that the instructions for how to do the FTE report for the next Triennial Audit were provided to the FCRTA. The auditor verified that this action resolved this finding.

Status: Implemented.

2. [Add Spanish-language Title VI and service information to the FCRTA website.](#)

Discussion: During the prior audit, the auditor noted that Title VI information was available on the website in English, but not provided in Spanish. In addition, no Spanish service information was included on the website.

The Title VI complaint form was included in Spanish in the Title VI Program. The auditor stated it needed to be saved separately from the document and posted on the website under its own link. The auditor recommended adding a translation widget to the FCRTA website (which would allow the viewer to translate the website into Spanish) may be sufficient for the service information; however, the site includes many pop-ups, and it is unclear as to whether these would be included

under the translation widget. The FCRTA should consult with its website developer to determine the most appropriate way to incorporate Spanish content into its website.

Progress: The FCRTA added Spanish language content to its website for service information and Title VI information. This Spanish language content is noted in the links detailed below and also provided as additional files of information in its response to the current FY 2019 – FY 2021 audit.

Link to Spanish language Title VI information in FCRTA website: <https://www.ruraltransit.org/wp-content/uploads/2020/08/Title-VI-Complaint-Procedure-Complaint-Form-Spanish.pdf>

Links to Spanish language service information in FCRTA website: <https://www.ruraltransit.org/wp-content/uploads/2016/10/FresnoCountyTransportationGuide.pdf>

Status: Implemented.

Chapter 5 | Data Reporting Analysis

An important aspect of the Triennial Performance Audit process is assessing how effectively and consistently the transit operator reports performance statistics to local, state, and federal agencies. Often as a condition of receipt of funding, an operator must collect, manage, and report data to different entities. Ensuring such data are consistent can be challenging given the differing definitions employed by different agencies as well as the varying reporting timeframes. This chapter examines the consistency of performance data reported by the Fresno County Rural Transit Agency both internally as well as to outside entities during the audit period.

Overall, data was reported consistently among internal and external reports. Discussion of specific metrics where inconsistencies were observed is provided below.

- **Operating cost:** Operating cost was reported consistently across all three reports with a slight variance on the monthly performance report in FY 2020/21. The cause of this variance is unknown.
- **Fare Revenue:** Fare revenue was reported consistently across all three reports in FY 2018/19 but exhibited significant discrepancies between reports in FY 2019/20 and FY 2020/21. In FY 2019/20, fare revenues identified on the monthly performance reports were one-third lower than that reported elsewhere. In FY 2020/21, fare revenue reported in the fiscal audit and to the State Controller were lower than what was reported to the NTD (which includes local supplementation). The monthly performance reports showed an even higher fare revenue, more than double that reported to the NTD.
- **Vehicle Service Hours (VSH):** Vehicle service miles were generally consistent between the NTD and State Controller reports. However, in FY 2018/19 and FY 2019/20, VSH as shown on the monthly performance reports was somewhat higher. It is possible these internal reports reflect total hours rather than service hours.
- **Full-Time Equivalent (FTE) Employees:** Data reported to the State Controller was not consistent with the FTE data the FCRTA provided, which included the labor hour data necessary to calculate the proper FTE based on the TDA definition. During the current fiscal year, there have been some refinements made to the FCRTA's calculation methodology, which the audit team believes has resolved this issue. As such, this is not being carried forward as a recommendation in this audit.

Exhibit 5.1 Data Reporting Comparison

Performance Measure	System-Wide		
	FY 2018/19	FY 2019/20	FY 2020/21
Operating Cost (Actual \$)			
<i>TDA fiscal audit</i>	\$5,655,534	\$5,586,984	\$5,543,376
<i>Monthly Performance Reports</i>	\$5,655,534	\$5,586,983	\$5,176,020
<i>National Transit Database</i>	\$5,655,534	\$5,594,984	\$5,543,374
<i>State Controller Report</i>	\$5,655,534	\$5,586,984	\$5,543,376
Fare Revenue (Actual \$)			
<i>TDA fiscal audit</i>	\$616,210	\$579,443	\$88,957
<i>Monthly Performance Reports</i>	\$616,414	\$386,028	\$526,369
<i>National Transit Database</i>	\$616,210	\$579,443	\$223,857
<i>State Controller Report</i>	\$616,210	\$579,443	\$88,957
Vehicle Service Hours (VSH)			
<i>Monthly Performance Reports</i>	67,376	66,822	58,048
<i>National Transit Database</i>	63,899	63,575	58,048
<i>State Controller Report</i>	63,899	63,596	58,048
Vehicle Service Miles (VSM)			
<i>Monthly Performance Reports</i>	855,403	788,004	628,896
<i>National Transit Database</i>	848,449	788,004	628,896
<i>State Controller Report</i>	808,449	788,004	628,896
Passengers			
<i>Monthly Performance Reports</i>	319,201	266,621	150,580
<i>National Transit Database</i>	319,201	266,621	150,580
<i>State Controller Report</i>	319,201	266,621	150,580
Full-Time Equivalent Employees			
<i>State Controller Report</i>	67	71	60
<i>Per TDA methodology</i>	49	51	48

Chapter 6 | Performance Analysis

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

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

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

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

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

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

Operating Cost

The Transportation Development Act requires an operator to track and report transit-related costs reflective of the Uniform System of Accounts and Records developed by the State Controller and the California Department of Transportation. The most common method for ensuring this occurs is through a compliance audit report prepared by an independent auditor in accordance with California Code of Regulations Section 6667¹. The annual independent financial audit should confirm the use of the Uniform System of Accounts and Records. *Operating cost* – as defined by PUC Section 99247(a) – excluded the following during the audit period²:

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

² Given the passage of AB 149, the list of excluded costs will be expanded beginning with FY 2021/22.

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

Vehicle Service Hours and Miles

Vehicle Service Hours (VSH) and *Miles (VSM)* are defined as the time/distance during which a revenue vehicle is available to carry fare-paying passengers, and which includes only those times/miles between the time or scheduled time of the first passenger pickup and the time or scheduled time of the last passenger drop-off during a period of the vehicle's continuous availability.³ For example, demand-response service hours include those hours when a vehicle has dropped off a passenger and is traveling to pick up another passenger, but not those hours when the vehicle is unavailable for service due to driver breaks or lunch. For both demand-response and fixed-route services, service hours will exclude hours of "deadhead" travel to the first scheduled pick-up, and will also exclude hours of "deadhead" travel from the last scheduled drop-off back to the terminal. For fixed-route service, a vehicle is in service from first scheduled stop to last scheduled stop, whether or not passengers board or exit at those points (i.e., subtracting driver lunch and breaks but including scheduled layovers).

Passenger Counts

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

Employees

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

Fare Revenue

Fare revenue is defined by California Code of Regulations Section 6611.2 as revenue collected from the farebox plus sales of fare media.

³ A vehicle is considered to be in revenue service despite a no-show or late cancellation if the vehicle remains available for passenger use.

TDA Required Indicators

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

- Operating Cost was not independently calculated as part of this audit. Operating Cost data were obtained via NTD reports submitted to the FTA for each fiscal year covered by this audit. Operating Cost from the reports was compared against that reported in the FCRTA's audited financial reports and appeared to be consistent with TDA guidelines. In accordance with PUC Section 99247(a), the reported costs excluded depreciation and other allowable expenses.
- Fare Revenue was not independently calculated as part of this audit. Fare revenue data were obtained via NTD reports submitted to the FTA for each fiscal year covered by this audit. This appears to be consistent with TDA guidelines as well as the uniform system of accounts. Fare revenue data reported to the State Controller may not reflect other revenues reported as fare revenue to the NTD.
- Vehicle Service Hours (VSH) data were obtained via NTD reports submitted to the FTA for each fiscal year covered by this audit. The FCRTA's calculation methodology is consistent with PUC guidelines.
- Vehicle Service Miles (VSM) data were obtained via NTD reports submitted to the FTA for each fiscal year covered by this audit. The FCRTA's calculation methodology is consistent with PUC guidelines.
- Unlinked trip data were obtained via NTD reports submitted to the FTA for each fiscal year covered by this audit. The FCRTA's calculation methodology is consistent with PUC guidelines.
- Full-Time Equivalent (FTE) data were obtained from State Controller Reports for each fiscal year covered by this review. Use of the TDA definition regarding FTE calculation was confirmed.

System Performance Trends

System-wide, operating cost experienced a net 2.0 percent decrease during the audit period, yet a 15.2 percent net increase during the six-year period. Fare revenue fluctuated, with the most significant decrease occurring in FY 2020/21. This resulted in a 63.7 percent decrease during the audit period, and a net 61.1 percent decrease across the six-year period.

Vehicle Service Hours (VSH) decreased steadily throughout the six-year period. VSH saw a net 19.2 percent decrease over the six-year period, with most of that occurring in FY 2018/19 and FY 2020/21. A similar pattern was observed with respect to Vehicle Service Miles (VSM), which had a net 37.8 percent decrease over the six-year period.

Ridership also followed the same pattern as VSH, though with a much greater decrease during the audit period. Overall, ridership experienced a net decrease of 52.8 percent during the audit period, and 63.5 percent decrease across the six-year period.

Cost-related metrics typically provide an indicator of a system's efficiency, while passenger-related metrics offer insight into its productivity. Improvements are characterized by increases in passenger-related metrics and decreases in cost-related metrics. Operating cost per vehicle service hour, vehicle service mile, and passenger all increased significantly during the audit period, reflective of a decline in

efficiency. Productivity also declined significantly, as passengers per VSH and VSM both decreased during the audit period. Neither change is surprising, given the impact of the ongoing COVID-19 pandemic on transit operations and ridership.

Exhibit 6.1 System Performance Indicators

Performance Measure	System-wide					
	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Operating Cost (Actual \$)	\$4,810,113	\$4,901,014	\$4,933,077	\$5,655,534	\$5,586,984	\$5,543,374
<i>Annual Change</i>		1.9%	0.7%	14.6%	-1.2%	-0.8%
Fare Revenue (Actual \$)	\$574,987	\$572,855	\$595,698	\$616,210	\$579,443	\$223,857
<i>Annual Change</i>		-0.4%	4.0%	3.4%	-6.0%	-61.4%
Vehicle Service Hours (VSH)	71,821	71,697	68,557	63,899	63,596	58,048
<i>Annual Change</i>		-0.2%	-4.4%	-6.8%	-0.5%	-8.7%
Vehicle Service Miles (VSM)	1,011,074	988,295	942,171	808,449	788,004	628,896
<i>Annual Change</i>		-2.3%	-4.7%	-14.2%	-2.5%	-20.2%
Passengers	412,233	391,135	377,397	319,201	266,621	150,580
<i>Annual Change</i>		-5.1%	-3.5%	-15.4%	-16.5%	-43.5%
Employees	66	66	69	67	71	60
<i>Annual Change</i>		0.0%	4.5%	-2.9%	6.0%	-15.5%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$66.97	\$68.36	\$71.96	\$88.51	\$87.85	\$95.50
<i>Annual Change</i>		2.1%	5.3%	23.0%	-0.7%	8.7%
Operating Cost/Passenger (Actual \$)	\$11.67	\$12.53	\$13.07	\$17.72	\$20.95	\$36.81
<i>Annual Change</i>		7.4%	4.3%	35.5%	18.3%	75.7%
Passengers/VSH	5.74	5.46	5.50	5.00	4.19	2.59
<i>Annual Change</i>		-5.0%	0.9%	-9.3%	-16.1%	-38.1%
Passengers/VSM	0.41	0.40	0.40	0.39	0.34	0.24
<i>Annual Change</i>		-2.9%	1.2%	-1.4%	-14.3%	-29.2%
Farebox Recovery	12.0%	11.7%	12.1%	10.9%	10.4%	4.0%
<i>Annual Change</i>		-2.2%	3.3%	-9.8%	-4.8%	-61.1%
Hours/Employee	1088.2	1086.3	993.6	953.7	895.7	967.5
<i>Annual Change</i>		-0.2%	-8.5%	-4.0%	-6.1%	8.0%
TDA Non-Required Indicators						
Operating Cost/VSM	\$4.76	\$4.96	\$5.24	\$7.00	\$7.09	\$8.81
<i>Annual Change</i>		4.2%	5.6%	33.6%	1.4%	24.3%
VSM/VSH	14.08	13.78	13.74	12.65	12.39	10.83
<i>Annual Change</i>		-2.1%	-0.3%	-7.9%	-2.1%	-12.6%
Fare/Passenger	\$1.39	\$1.46	\$1.58	\$1.93	\$2.17	\$1.49
<i>Annual Change</i>		5.0%	7.8%	22.3%	12.6%	-31.6%

Sources: FY 2015/16 – FY 2017/18 data from prior Triennial Performance Audit.

FY 2018/19 – FY 2020/21 performance data from State Controller reports.

FY 2018/19 – FY 2020/21 financial data from NTD reports.

FY 2018/19 – FY 2020/21 FTE data (using the TDA definition) as submitted by FCRTA.

(Note: FY 2020/21 fare data includes local supplementation as identified in the TDA fiscal audit.)



Exhibit 6.2 System Ridership

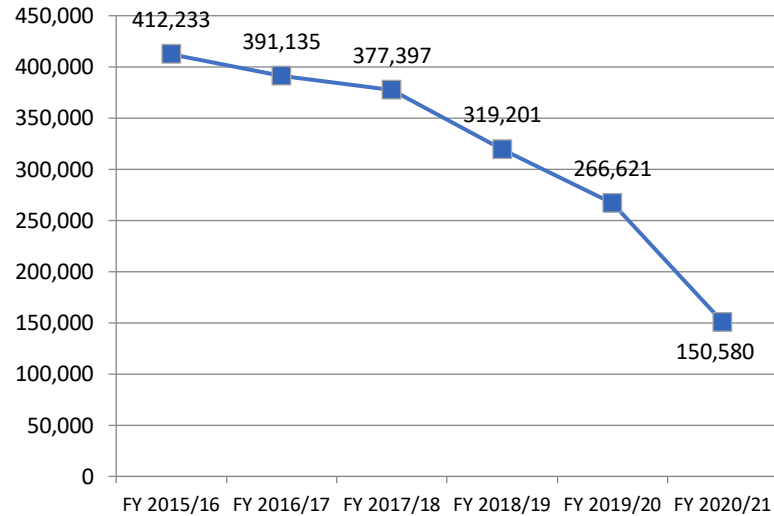


Exhibit 6.3 System Operating Cost/VSH

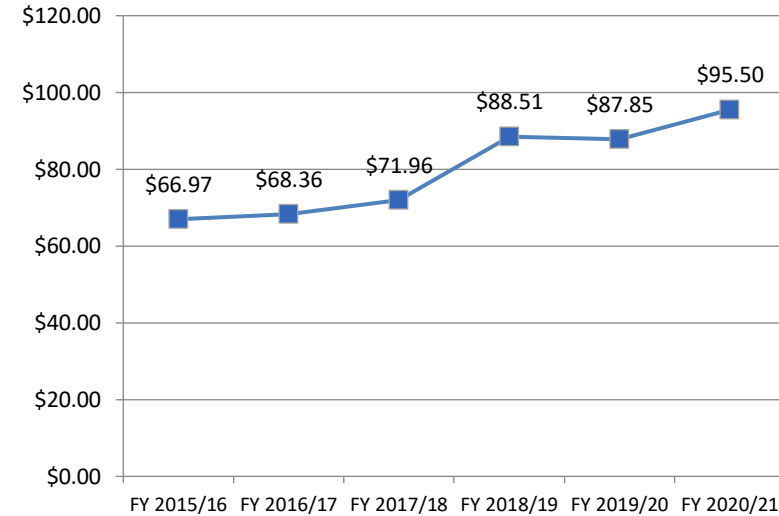


Exhibit 6.4 System Operating Cost/VSM

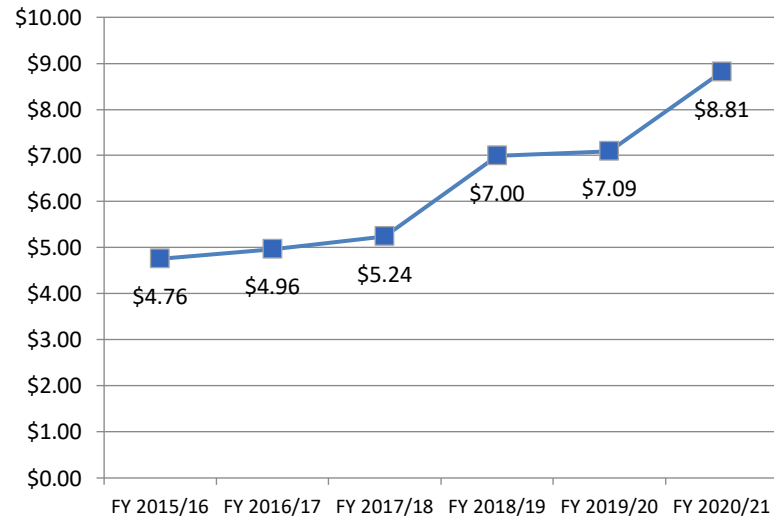


Exhibit 6.5 System VSM/VSH

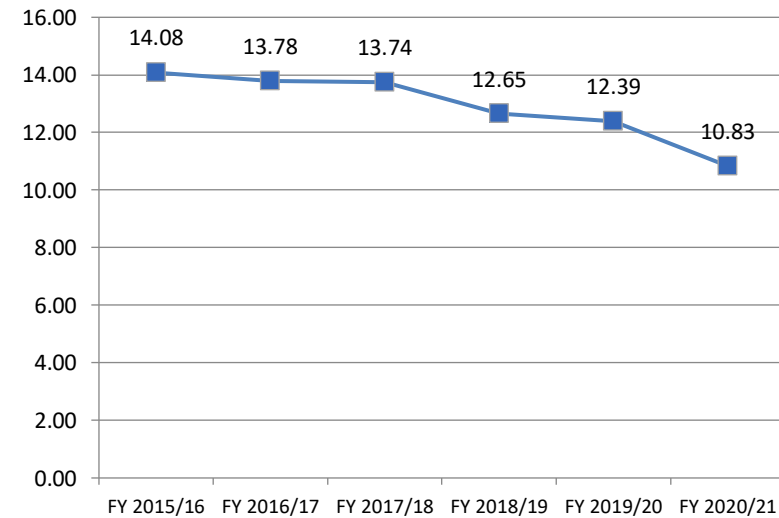




Exhibit 6.6 System Operating Cost/Passenger

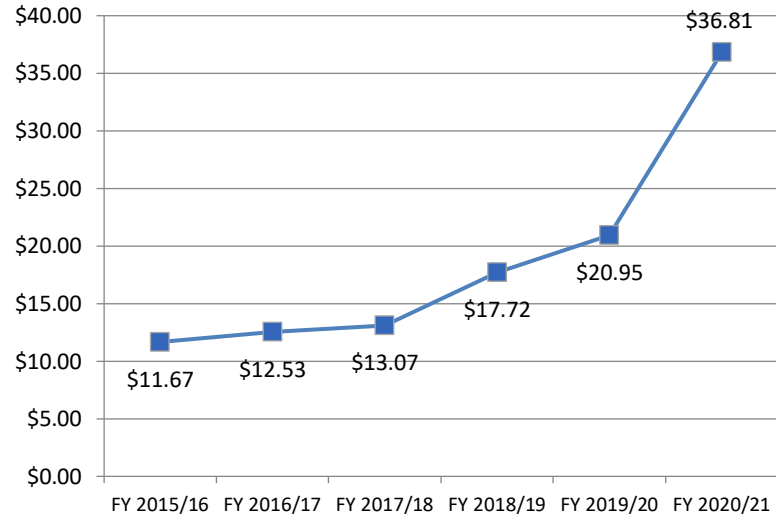


Exhibit 6.7 System Passengers/VSH

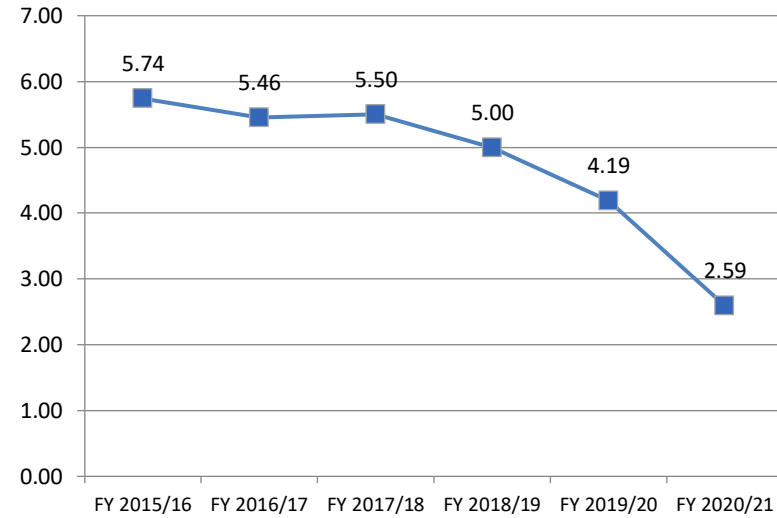


Exhibit 6.8 System Passengers/VSM

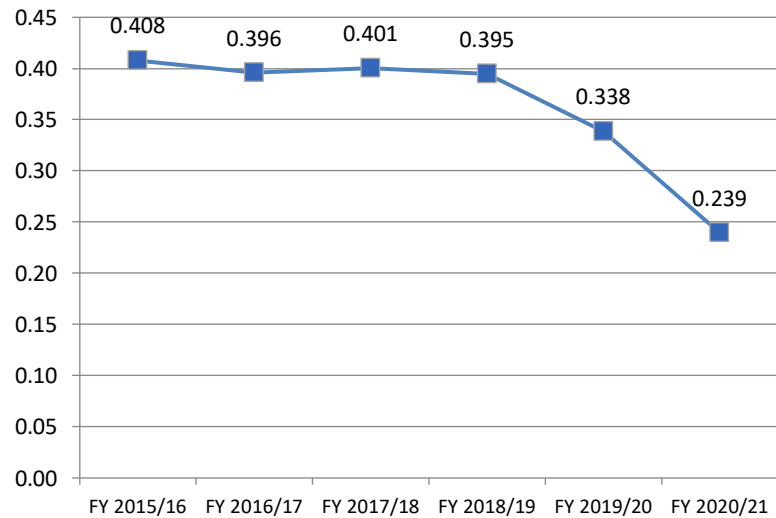


Exhibit 6.9 System VSH/FTE

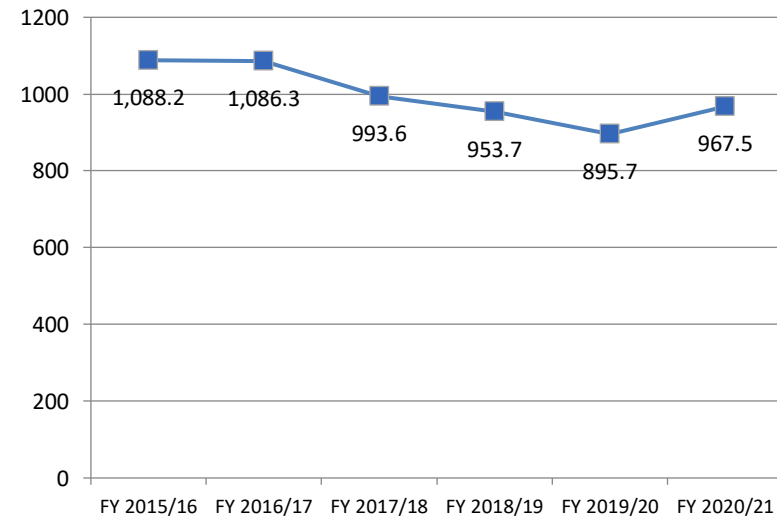




Exhibit 6.10 System Farebox Recovery

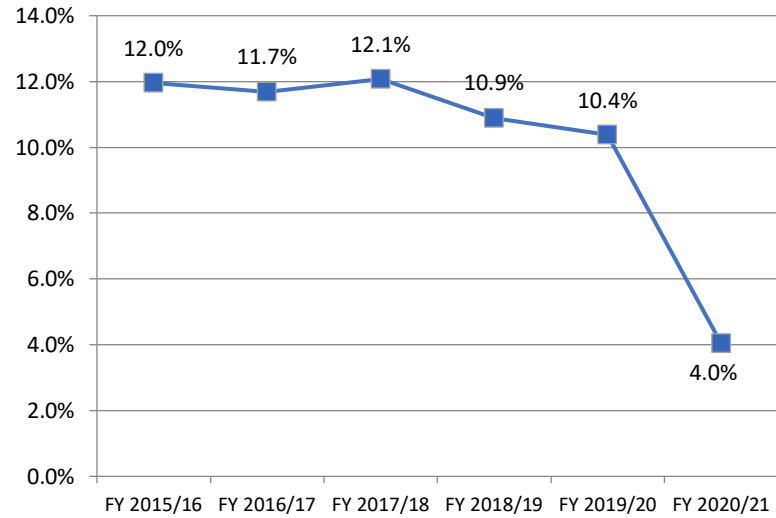
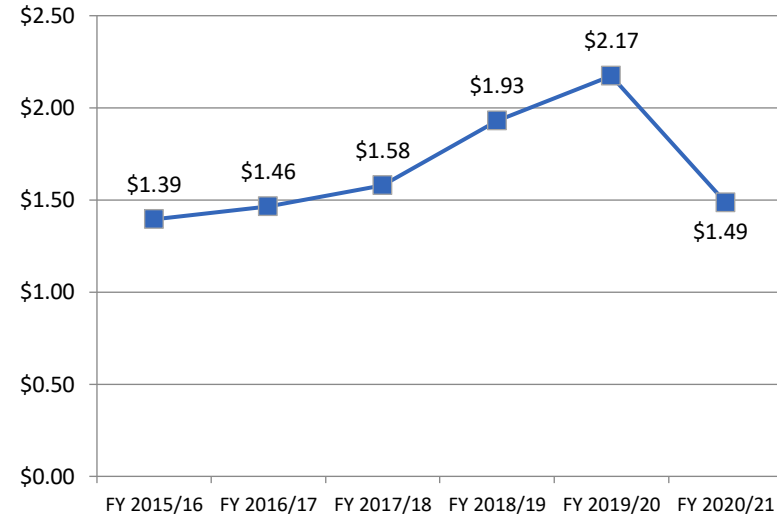


Exhibit 6.11 System Fare/Passenger



Fixed-Route Performance Trends

Fixed-route operating cost experienced a net 27.9 percent decrease during the audit period. However, a significant increase in FY 2018/19 resulted in a net 1.1 percent increase in operating cost for the six-year period. Fare revenue decreased every year but FY 2016/17 and FY 2018/19. This resulted in a 52.1 percent decrease during the audit period, yet a net 48.0 percent decrease across the six-year period.

Vehicle Service Hours (VSH) began decreasing in FY 2017/18. VSH saw a net 28.9 percent decrease over the six-year period, with much of that occurring in FY 2018/19 and FY 2020/21. A similar pattern was observed with respect to Vehicle Service Miles (VSM), which had a net 30.2 percent decrease over the six-year period.

Ridership began declining in FY 2018/19, with significant decreases in FY 2019/20 and FY 2020/21. Overall, ridership experienced a net decrease of 68.2 percent during the audit period, and 69.7 percent across the six-year period.

Operating cost per vehicle service hour and operating cost per vehicle service mile both experienced net decreases during the audit period, while operating cost per passenger increased. Passenger-related productivity metrics saw net decreases during the audit period.

Exhibit 6.12 Fixed-Route Performance Indicators

Performance Measure	Fixed-Route					
	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Operating Cost (Actual \$)	\$1,330,958	\$1,374,244	\$1,342,685	\$1,866,326	\$1,479,674	\$1,345,386
<i>Annual Change</i>		3.3%	-2.3%	39.0%	-20.7%	-9.1%
Fare Revenue (Actual \$)	\$159,099	\$160,758	\$158,675	\$172,539	\$151,387	\$82,709
<i>Annual Change</i>		1.0%	-1.3%	8.7%	-12.3%	-45.4%
Vehicle Service Hours (VSH)	19,872	20,101	18,926	17,355	16,524	14,138
<i>Annual Change</i>		1.2%	-5.8%	-8.3%	-4.8%	-14.4%
Vehicle Service Miles (VSM)	431,926	440,062	402,712	378,150	376,434	301,570
<i>Annual Change</i>		1.9%	-8.5%	-6.1%	-0.5%	-19.9%
Passengers	91,588	93,575	94,093	87,378	69,658	27,754
<i>Annual Change</i>		2.2%	0.6%	-7.1%	-20.3%	-60.2%
Employees	15	15	16	15	19	15
<i>Annual Change</i>		0.0%	6.7%	-6.3%	26.7%	-21.1%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$66.98	\$68.37	\$70.94	\$107.54	\$89.55	\$95.16
<i>Annual Change</i>		2.1%	3.8%	51.6%	-16.7%	6.3%
Operating Cost/Passenger (Actual \$)	\$14.53	\$14.69	\$14.27	\$21.36	\$21.24	\$48.48
<i>Annual Change</i>		1.1%	-2.8%	49.7%	-0.5%	128.2%
Passengers/VSH	4.61	4.66	4.97	5.03	4.22	1.96
<i>Annual Change</i>		1.0%	6.8%	1.3%	-16.3%	-53.4%
Passengers/VSM	0.21	0.21	0.23	0.23	0.19	0.09
<i>Annual Change</i>		0.3%	9.9%	-1.1%	-19.9%	-50.3%
Farebox Recovery	11.95%	11.70%	11.82%	9.24%	10.23%	6.15%
<i>Annual Change</i>		-2.1%	1.0%	-21.8%	10.7%	-39.9%
Hours/Employee	1324.8	1340.1	1182.9	1157.0	869.7	942.5
<i>Annual Change</i>		1.2%	-11.7%	-2.2%	-24.8%	8.4%
TDA Non-Required Indicators						
Operating Cost/VSM	\$3.08	\$3.12	\$3.33	\$4.94	\$3.93	\$4.46
<i>Annual Change</i>		1.3%	6.8%	48.0%	-20.4%	13.5%
VSM/VSH	21.74	21.89	21.28	21.79	22.78	21.33
<i>Annual Change</i>		0.7%	-2.8%	2.4%	4.6%	-6.4%
Fare/Passenger	\$1.74	\$1.72	\$1.69	\$1.97	\$2.17	\$2.98
<i>Annual Change</i>		-1.1%	-1.8%	17.1%	10.1%	37.1%

Sources: FY 2015/16 – FY 2017/18 data from prior Triennial Performance Audit.

FY 2018/19 – FY 2020/21 performance data from State Controller reports.

FY 2018/19 – FY 2020/21 financial data from NTD reports.

FY 2018/19 – FY 2020/21 FTE data (using the TDA definition) as submitted by the FCRTA.

(Note: FY 2020/21 fare data includes local supplementation as identified in the TDA fiscal audit.)



Exhibit 6.13 Fixed-Route Ridership

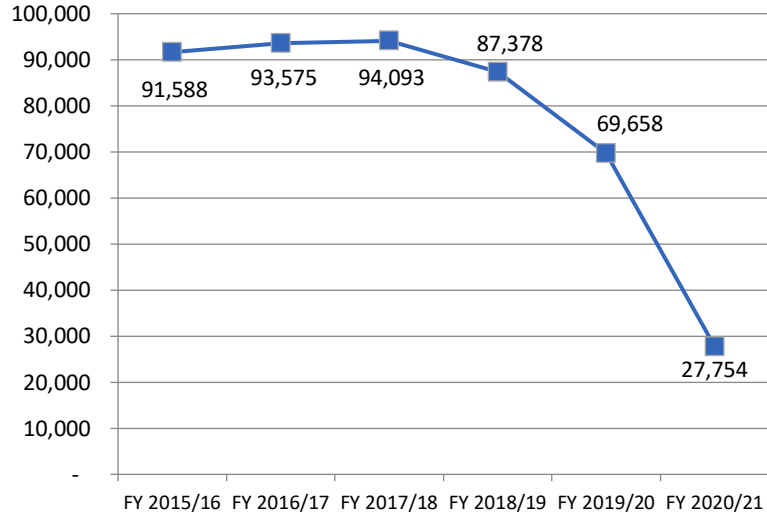


Exhibit 6.14 Fixed-Route Operating Cost/VSH

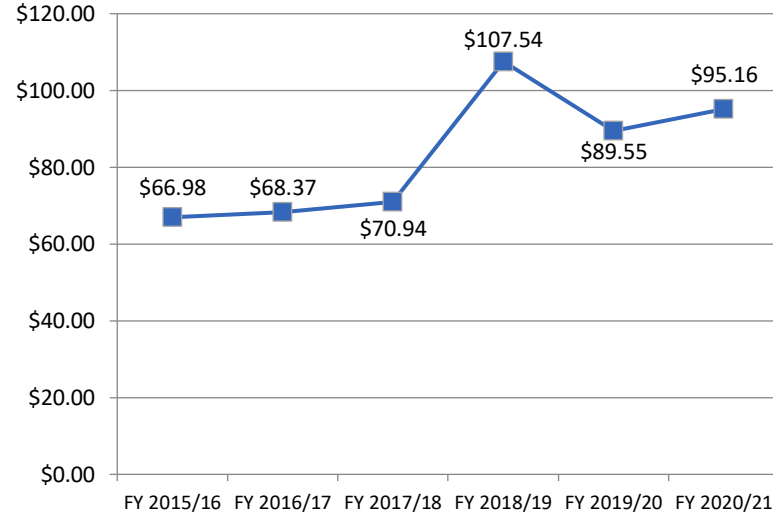


Exhibit 6.15 Fixed-Route Operating Cost/VSM

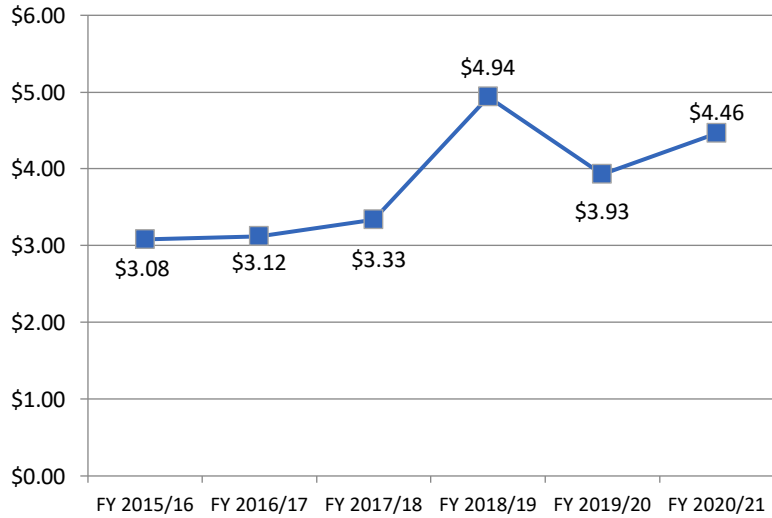


Exhibit 6.16 Fixed-Route VSM/VSH

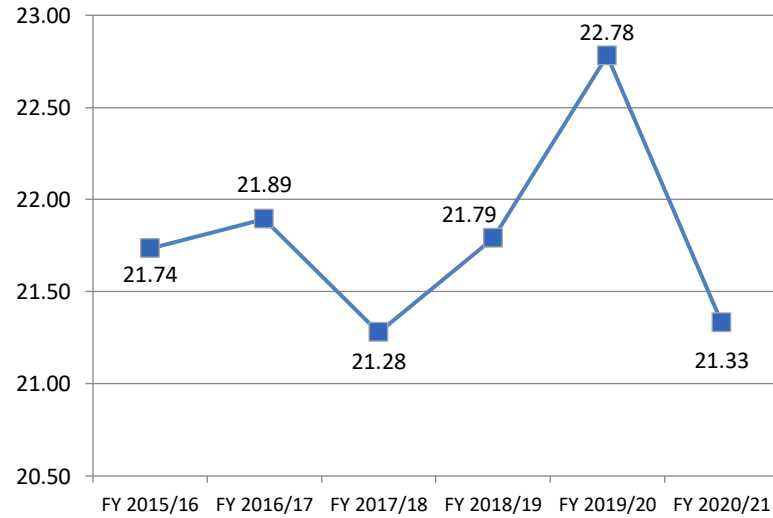




Exhibit 6.17 Fixed-Route Operating Cost/Passenger

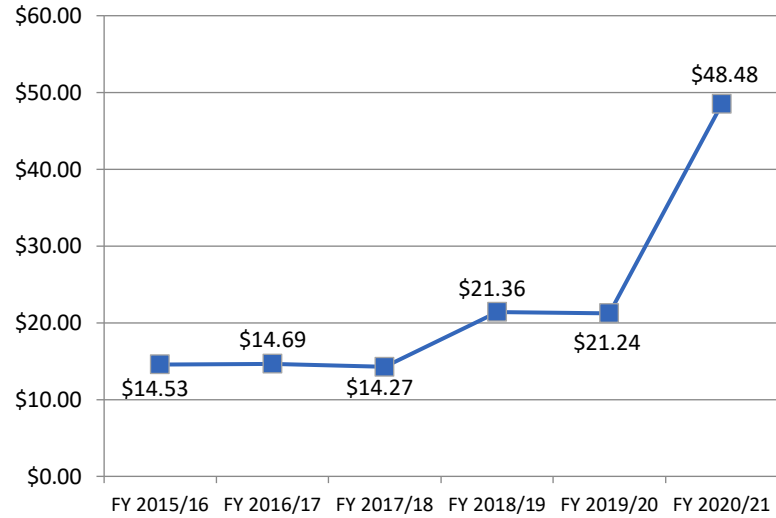


Exhibit 6.18 Fixed-Route Passengers/VSH

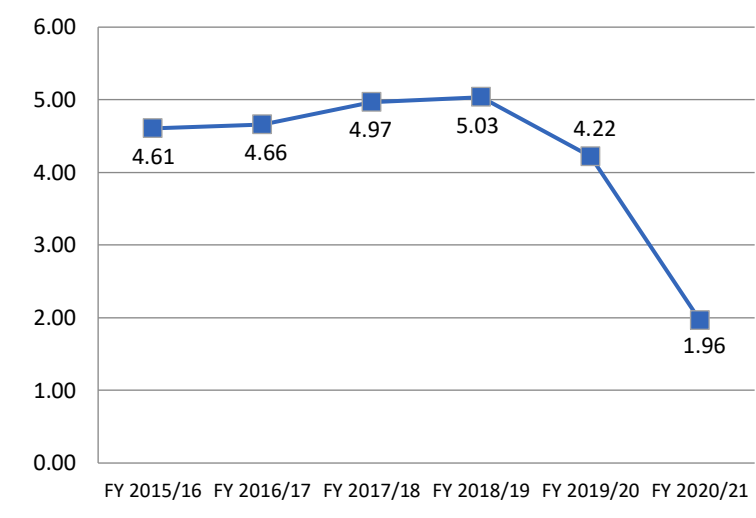


Exhibit 6.19 Fixed-Route Passengers/VSM

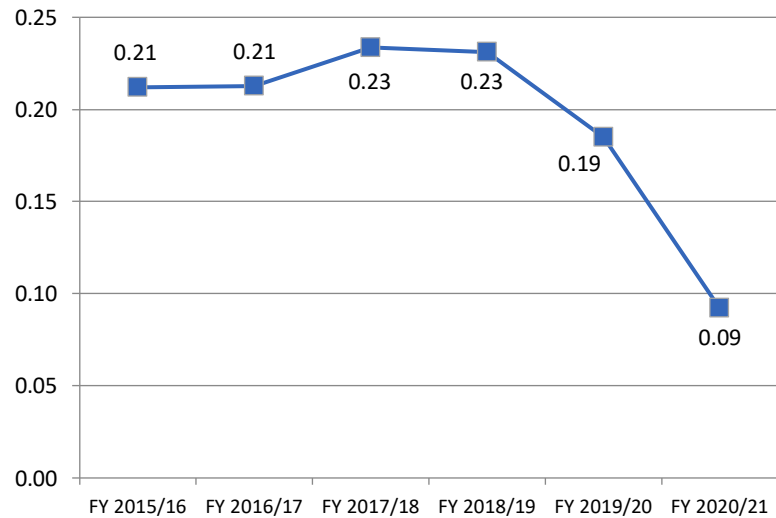


Exhibit 6.20 Fixed-Route VSH/FTE

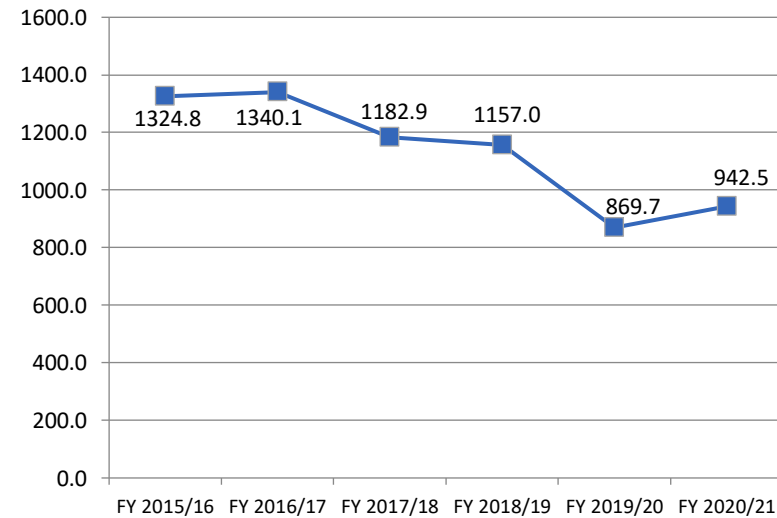




Exhibit 6.21 Fixed-Route Farebox Recovery

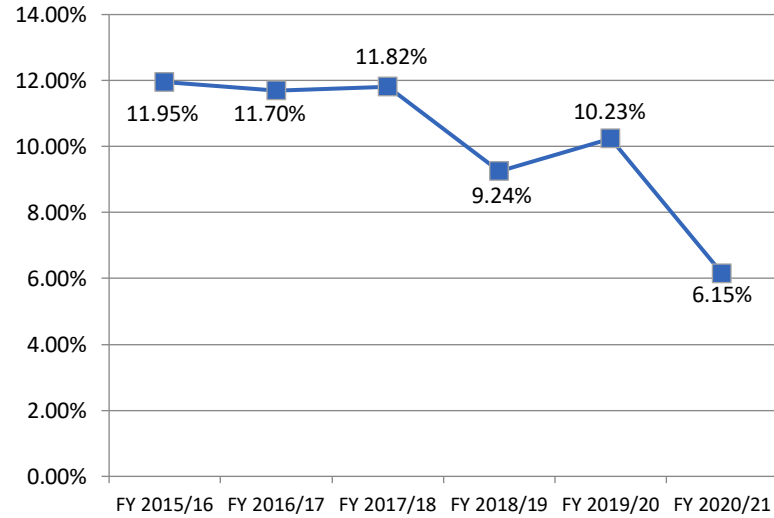
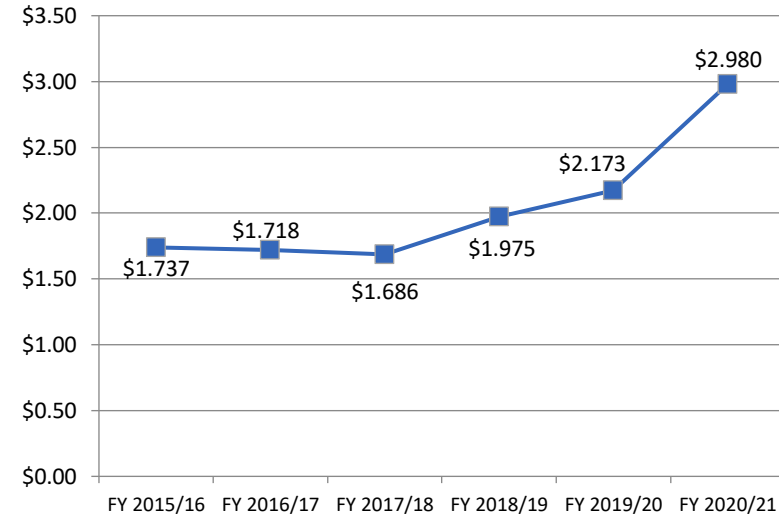


Exhibit 6.22 Fixed-Route Fare/Passenger



Demand-Response Performance Trends

Demand-response operating cost experienced a net 10.8 percent increase during the audit period, primarily due to significant increases in FY 2018/19 and FY 2019/20. Ultimately, operating cost experienced a net increase of 20.7 percent over the six-year period. Fare revenue fluctuated throughout the period resulting in a 68.2 percent decrease during the audit period, and a net 66.1 percent decrease across the six-year period.

Vehicle Service Hours (VSH) began decreasing in FY 2016/17. VSH saw a net 5.7 percent decrease during the audit period, and had a net 15.5 percent decrease over the six-year period. Vehicle Service Miles (VSM) decreased every year resulting in a net 23.9 percent decrease during the audit period and a 43.5 percent decrease over the six-year period.

Ridership also followed the same pattern as VSM. Overall, ridership experienced a net decrease of 47.0 percent during the audit period, and 61.7 percent decrease across the six-year period.

Operating cost per vehicle service hour, vehicle service mile, and passenger all increased significantly during the audit period, reflective of a decline in efficiency. Passenger-related productivity metrics saw net decreases during the audit period.

Exhibit 6.23 Demand-Response Performance Indicators

Performance Measure	Demand-Response					
	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Operating Cost (Actual \$)	\$3,479,155	\$3,526,770	\$3,452,618	\$3,789,208	\$4,107,310	\$4,197,988
<i>Annual Change</i>		1.4%	-2.1%	9.7%	8.4%	2.2%
Fare Revenue (Actual \$)	\$415,888	\$412,097	\$408,023	\$443,671	\$428,056	\$141,148
<i>Annual Change</i>		-0.9%	-1.0%	8.7%	-3.5%	-67.0%
Vehicle Service Hours (VSH)	51,949	51,596	49,631	46,544	47,072	43,910
<i>Annual Change</i>		-0.7%	-3.8%	-6.2%	1.1%	-6.7%
Vehicle Service Miles (VSM)	579,148	548,233	539,459	430,299	411,570	327,326
<i>Annual Change</i>		-5.3%	-1.6%	-20.2%	-4.4%	-20.5%
Passengers	320,645	297,560	283,304	231,823	196,963	122,826
<i>Annual Change</i>		-7.2%	-4.8%	-18.2%	-15.0%	-37.6%
Employees	51	51	53	52	52	45
<i>Annual Change</i>		0.0%	3.9%	-1.9%	0.0%	-13.5%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$66.97	\$68.35	\$69.57	\$81.41	\$87.26	\$95.60
<i>Annual Change</i>		2.1%	1.8%	17.0%	7.2%	9.6%
Operating Cost/Passenger (Actual \$)	\$10.85	\$11.85	\$12.19	\$16.35	\$20.85	\$34.18
<i>Annual Change</i>		9.2%	2.8%	34.1%	27.6%	63.9%
Passengers/VSH	6.17	5.77	5.71	4.98	4.18	2.80
<i>Annual Change</i>		-6.6%	-1.0%	-12.7%	-16.0%	-33.1%
Passengers/VSM	0.55	0.54	0.53	0.54	0.48	0.38
<i>Annual Change</i>		-2.0%	-3.2%	2.6%	-11.2%	-21.6%
Farebox Recovery	12.0%	11.7%	11.8%	11.7%	10.4%	3.4%
<i>Annual Change</i>		-2.2%	1.1%	-0.9%	-11.0%	-67.7%
Hours/Employee	1018.6	1011.7	936.4	895.1	905.2	975.8
<i>Annual Change</i>		-0.7%	-7.4%	-4.4%	1.1%	7.8%
TDA Non-Required Indicators						
Operating Cost/VSM	\$6.01	\$6.43	\$6.40	\$8.81	\$9.98	\$12.83
<i>Annual Change</i>		7.1%	-0.5%	37.6%	13.3%	28.5%
VSM/VSH	11.15	10.63	10.87	9.24	8.74	7.45
<i>Annual Change</i>		-4.7%	2.3%	-14.9%	-5.4%	-14.7%
Fare/Passenger	\$1.30	\$1.38	\$1.44	\$1.91	\$2.17	\$1.15
<i>Annual Change</i>		6.8%	4.0%	32.9%	13.6%	-47.1%

Sources: FY 2015/16 – FY 2017/18 data from prior Triennial Performance Audit.

FY 2018/19 – FY 2020/21 performance data from State Controller reports.

FY 2018/19 – FY 2020/21 financial data from NTD reports.

FY 2018/19 – FY 2020/21 FTE data (using the TDA definition) as submitted by the FCRTA.

(Note: FY 2020/21 fare data includes local supplementation as identified in the TDA fiscal audit.)



Exhibit 6.24 Demand-Response Ridership

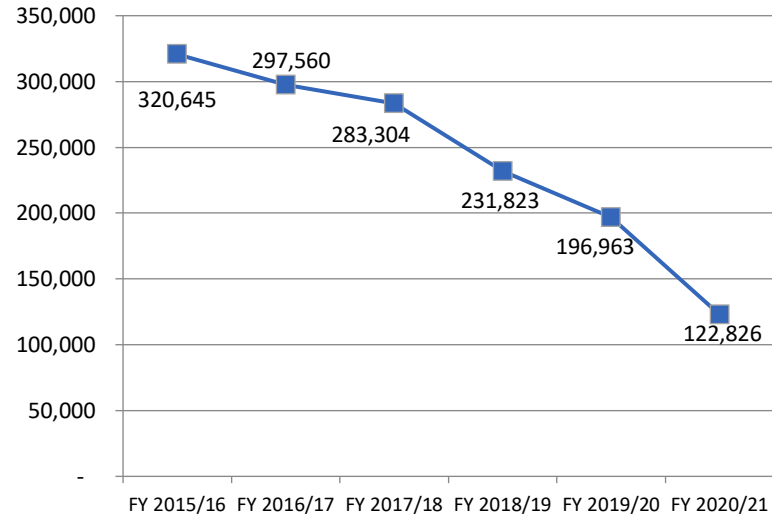


Exhibit 6.25 Demand-Response Operating Cost/VSH

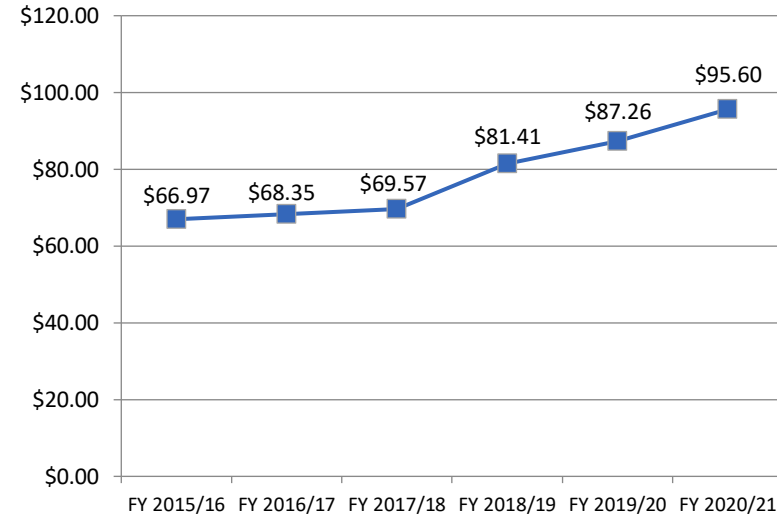


Exhibit 6.26 Demand-Response Operating Cost/VSM

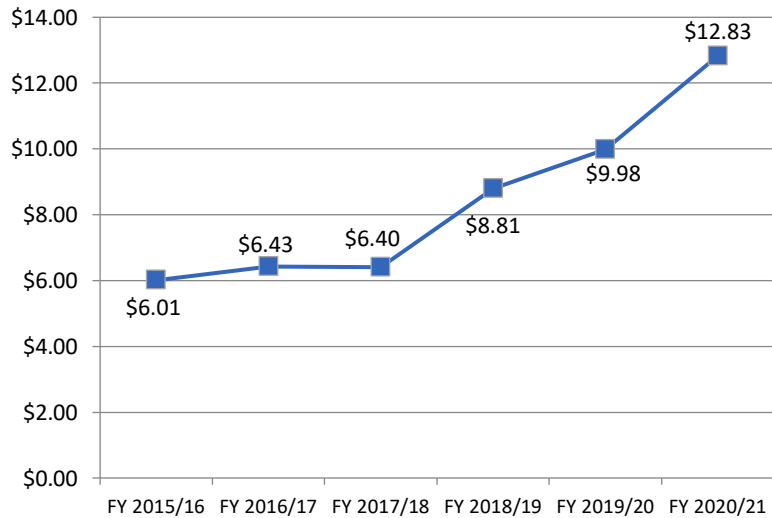


Exhibit 6.27 Demand-Response VSM/VSH

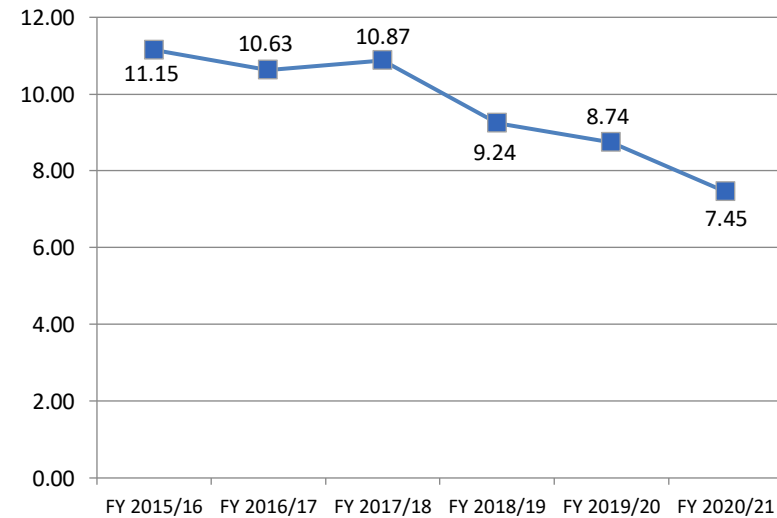




Exhibit 6.28 Demand-Response Operating Cost/Passenger

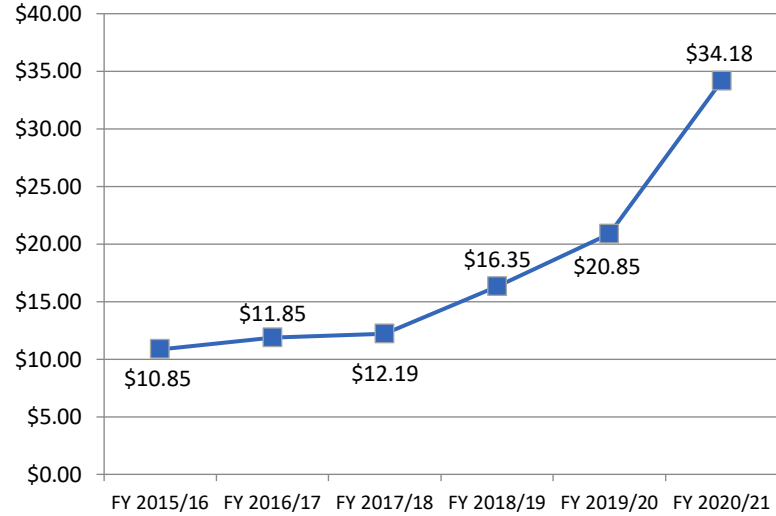


Exhibit 6.29 Demand-Response Passengers/VSH

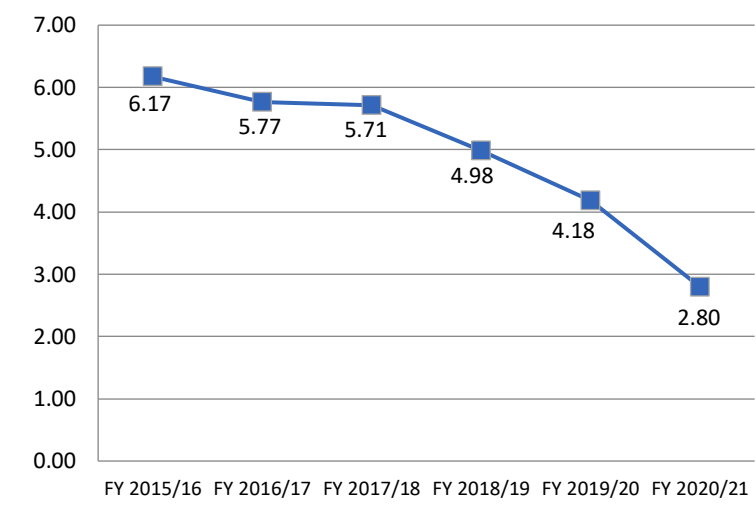


Exhibit 6.30 Demand-Response Passengers/VSM

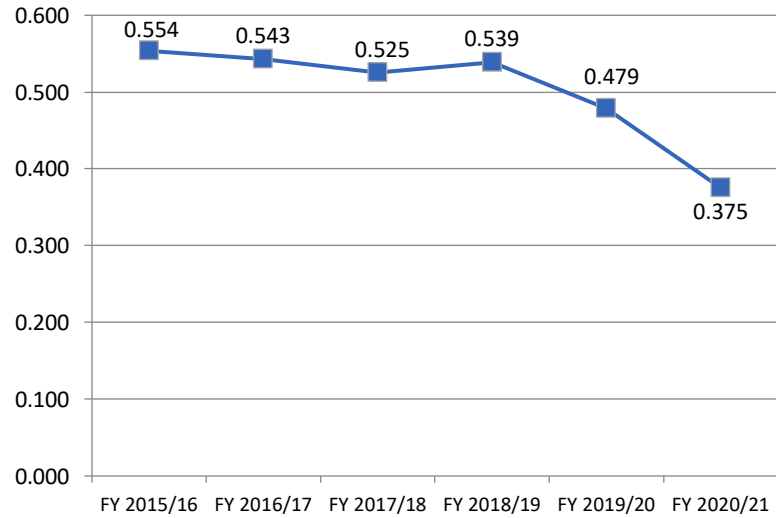


Exhibit 6.31 Demand-Response VSH/FTE

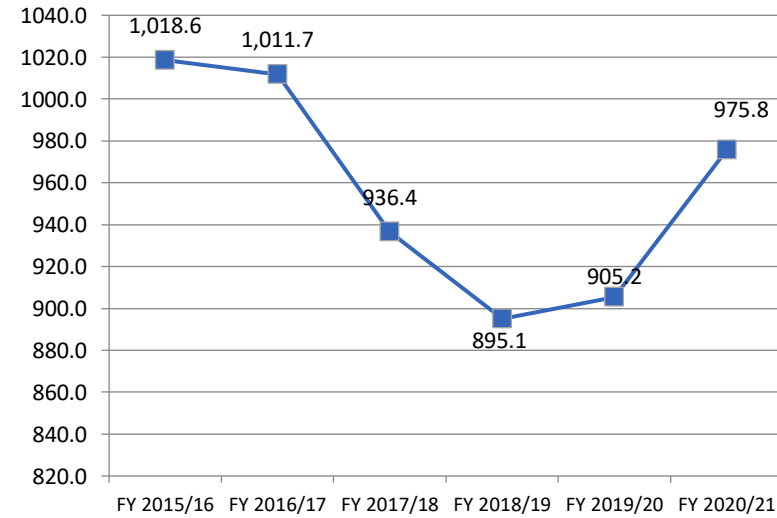




Exhibit 6.32 Demand-Response Farebox Recovery

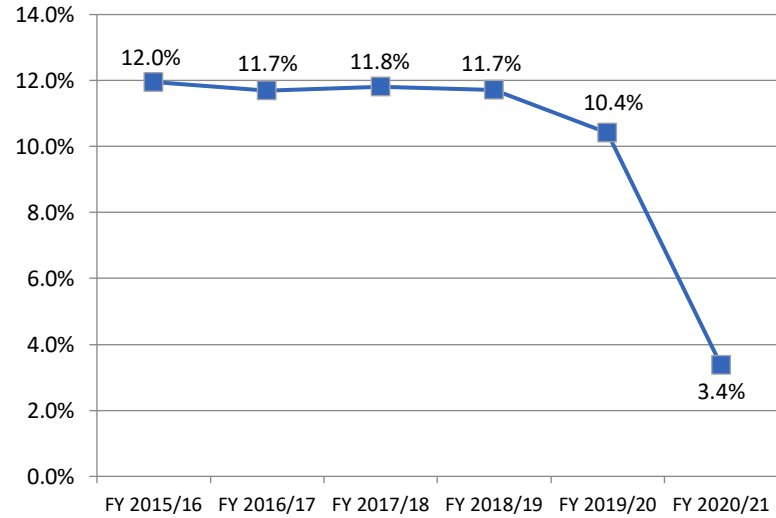
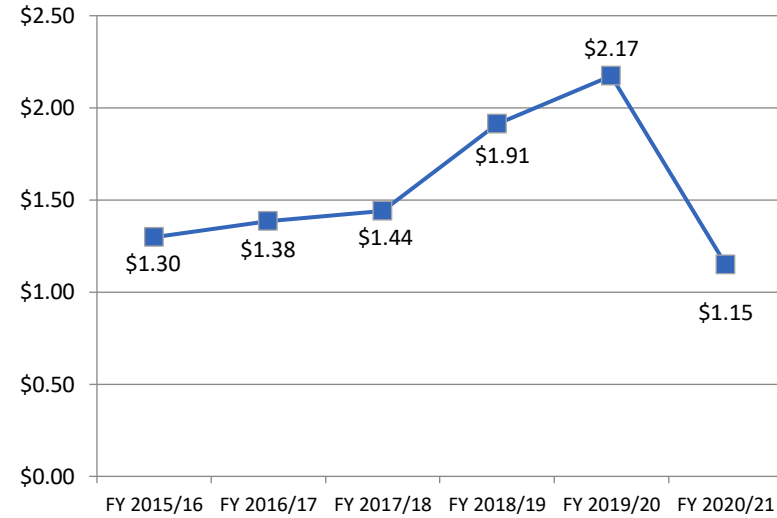


Exhibit 6.33 Demand-Response Fare/Passenger



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Chapter 7 | Functional Review

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

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

Service Overview

The Fresno County Rural Transit Agency consists of seven fixed routes and numerous local demand-response services. The services operate within rural communities throughout Fresno County and the Central Valley. Service is generally available on weekdays from 7:00 a.m. through 5:30 p.m. (though hours may vary within each community), with limited service on Saturday on the Coalinga route. Inter-City service typically provides a specified number of round trips each service day. The FCRTA does not operate on Sunday or designated holidays. Riders may connect with Fresno Area Express (FAX), FAX’s Handy Ride, Clovis Transit’s Stageline, Clovis Transit’s Round Up, Kings Area Rural Transit (KART), and Dinuba Connection.



In FY 2020/21, the FCRTA system included the following subsystems and routes:

FCRTA Subsystem	Location	Mode
Auberry Transit	Intra Community Inter-City Fresno	Demand-response Demand-response
Coalinga Transit	Intra-City Inter-City (Fresno)	Demand-response Fixed-route
Del Rey Transit	Intra-City	Demand-response
Dinuba Transit	Inter-County (Dinuba – Reedley)	Fixed-route
Firebaugh Transit	Intra-City Inter-City (Firebaugh and Mendota)	Demand-response Fixed-route
Fowler Transit	Intra-City	Demand-response
Huron Transit	Intra-City Inter-City (Huron – I-5 – Coalinga)	Demand-response Fixed-route
Kerman Transit	Intra-City	Demand-response
Kingsburg Transit	Intra-City	Demand-response
K-R College Transit*	Inter-City (Kingsburg – Reedley)	Fixed-route
Laton Transit	Inter-City (Laton and Hanford) Inter-City (Hanford and Fresno)	Fixed-route Fixed-route
Mendota Transit	Intra-City	Demand-response
Orange Cove Transit	Intra-City Inter-City (Fresno)	Demand-response Fixed-route
Parlier Transit	Intra-City	Demand-response
Reedley Transit	Intra-City	Demand-response
Rural Transit	Inter-Community	Demand-response
Sanger Transit	Intra-City Inter-City (Sanger – Reedley)**	Demand-response Fixed-route
San Joaquin Transit*	Intra-City	Demand-response
Selma Transit	Intra-City	Demand-response
Southeast Transit	Inter-City (Fresno)	Fixed-route
Westside Transit	Inter-City (Fresno)	Fixed-route

* Route suspended temporarily due to the COVID-19 pandemic.

** Route hours changed temporarily due to the COVID-19 pandemic.

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

Exhibit 7.1 Coalinga Inter-city Transit Fare Structure

	Coalinga	Huron	Five Star	5-Points	Lanare	Riverdale	Elkhorn	Caruthers	Mt. View/ Hwy 41	Raisin City	Manning/ Hwy 41	Easton	Courthouse	Antrak Greyhound Community Hosp.	UMC/Airport
Coalinga		\$2	\$2 ⁵⁰	\$2 ⁵⁰	\$3	\$3	\$3 ⁵⁰	\$3 ⁵⁰	\$3 ⁵⁰	\$4	\$4	\$4 ⁵⁰	\$5 ⁵⁰	\$5 ⁵⁰	\$6 ⁷⁵
Huron	\$4		\$2	\$2	\$2 ⁵⁰	\$3	\$3	\$3	\$3 ⁵⁰	\$3 ⁵⁰	\$4	\$4	\$4 ⁵⁰	\$4 ⁵⁰	\$5 ⁷⁵
Five Star	\$5	\$4		\$2	\$2 ⁵⁰	\$2 ⁵⁰	\$3	\$3	\$3	\$3 ⁵⁰	\$3 ⁵⁰	\$4	\$4	\$4	\$5 ²⁵
5-Points	\$5	\$4	\$4		\$2	\$2 ⁵⁰	\$2 ⁵⁰	\$3	\$3 ⁵⁰	\$3 ⁵⁰	\$3 ⁵⁰	\$4	\$4	\$4	\$5 ²⁵
Lanare						\$2	\$2 ⁵⁰	\$2 ⁵⁰	\$2 ⁵⁰	\$3	\$3 ⁵⁰	\$3 ⁵⁰	\$3 ⁵⁰	\$3 ⁵⁰	\$4 ⁷⁵
Riverdale	\$6	\$6	\$5	\$5	\$4		\$2	\$2	\$2 ⁵⁰	\$3	\$3	\$3 ⁵⁰	\$3 ⁵⁰	\$3 ⁵⁰	\$4 ⁷⁵
Elkhorn	\$7	\$6	\$6	\$5	\$5	\$4		\$2	\$2	\$2 ⁵⁰	\$3	\$3	\$3 ⁵⁰	\$3 ⁵⁰	\$4 ⁷⁵
Caruthers	\$7	\$6	\$6	\$5	\$5	\$4	\$4		\$2	\$2 ⁵⁰	\$3	\$3	\$3	\$3 ⁵⁰	\$4 ⁷⁵
Mt. View/ Hwy 41	\$7	\$7	\$6	\$6	\$5	\$5	\$4	\$4		\$2	\$2 ⁵⁰	\$3	\$3	\$3	\$4 ²⁵
Raisin City	\$8	\$7	\$7	\$7	\$6	\$6	\$5	\$5	\$5		\$2	\$2	\$2 ⁵⁰	\$2 ⁵⁰	\$3 ⁷⁵
Manning/ Hwy 41	\$8	\$8	\$7	\$7	\$7	\$6	\$6	\$6	\$5	\$4		\$2	\$2 ⁵⁰	\$2 ⁵⁰	\$3 ⁷⁵
Easton	\$9	\$8	\$8	\$7	\$7	\$7	\$6	\$6	\$6	\$5	\$4		\$2	\$2	\$3 ²⁵
Courthouse	\$11	\$9	\$8	\$8	\$7	\$7	\$7	\$7	\$6	\$5	\$5	\$4		\$1 ²⁵	\$1 ²⁵
Antrak Greyhound Community Hosp.	\$11	\$9	\$8	\$8	\$7	\$7	\$7	\$7	\$6	\$5	\$5	\$4	\$2 ⁵⁰		\$1 ²⁵
UMC/Airport	\$13 ⁵⁰	\$11 ⁵⁰	\$10 ⁵⁰	\$10 ⁵⁰	\$9 ⁵⁰	\$9 ⁵⁰	\$9 ⁵⁰	\$9 ⁵⁰	\$8 ⁵⁰	\$7 ⁵⁰	\$7 ⁵⁰	\$6 ⁵⁰	\$2 ⁵⁰	\$2 ⁵⁰	

ROUND TRIP

ONE WAY

Exhibit 7.2 Huron Inter-city Transit Fare Structure

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

Exhibit 7.3 Kingsburg-Reedley Inter-city Transit Fare Structure

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

Exhibit 7.4 Orange Cove Inter-city Transit Fare Structure

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

Exhibit 7.5 Sanger Express Fare Structure

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

Exhibit 7.6 Southeast Inter-city Transit Fare Structure

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

Exhibit 7.7 Westside Inter-city Transit Fare Structure

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

Response to COVID-19 pandemic

The FCRTA collaborated with its contracted operator to ensure services were not cut and employees were not laid off. Due to colleges shutting down in March 2020, two routes that served the colleges were temporarily suspended. The Fresno-Madera Area Agency on Aging (FMAAA) stopped serving congregate meals and, in response, the FCRTA received authorization from Caltrans and the FTA to deliver meals and count them as trips. Maintenance kept vehicles clean and the FCRTA complied with CDC and local public health requirements.

General Management and Organization

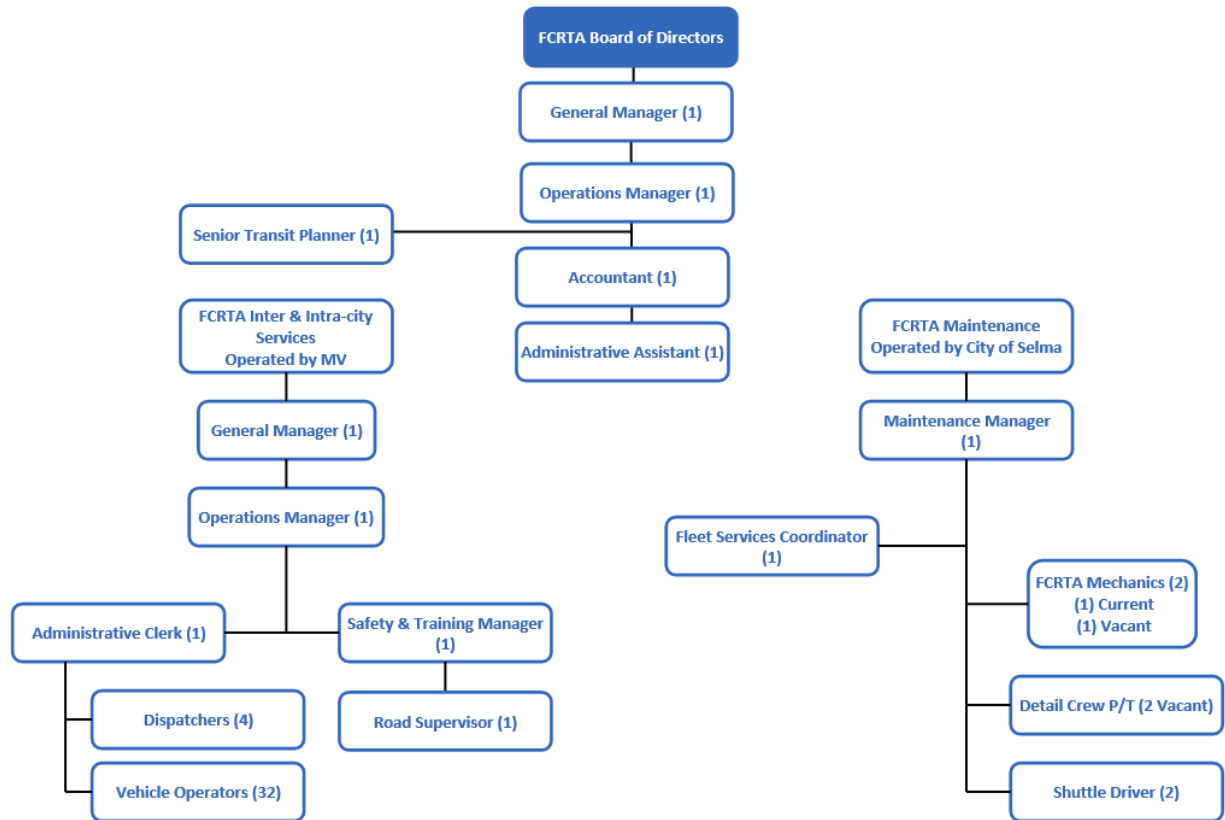
Management monitors performance by reviewing monthly billing and expenditure reports, annual budget, annual productivity evaluation, and funding sources billings. An annual productivity evaluation is compiled for all Fresno County transit operators by the Fresno COG. Clear direction is provided daily through operator passenger and mileage reports and lines of communication are clearly defined. The FCRTA holds regular meetings with its operations contractor, MV Transportation.

In 2018 the FCRTA went out to bid for operations and maintenance of its transit program. There were several bidders, and the contract was awarded to MV Transportation through a competitive process. In September 2018, MV Transportation began operating the service under a three-year contract (with up to four one-year extensions). Maintenance is provided through a contract with the City of Selma. Since the transition to the new contractors, the FCRTA has noticed a significant improvement in passenger safety and continued compliance with California Highway Patrol inspections.

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

The FCRTA enjoys ready access to the RTPA, given they share office space. The General Manager is the delegate to the SSTAC, while one of the Associate Planners attends as well. The FCRTA has a positive and effective relationship with Caltrans and the FTA.

Exhibit 7.8 Organizational Chart



Service Planning

Goals and objectives are clearly established and performance is monitored through daily and monthly reports submitted by the operator, MV Transportation. Goals and objectives are also evaluated in the annual Transit Productivity Evaluation. Performance of individual routes and services are also evaluated in the Transit Productivity Evaluation to ensure they remain relevant.

Though a Short Range Transit Plan (S RTP) typically spans a five-year period, the FCRTA updates its S RTP in-house every two years. The most recent update was adopted in June 2021. The S RTP had not had any public involvement yet due to the COVID-19 pandemic. However, a draft was released to the public for review and comment. In May 2019, the FCRTA completed a Long Range Transit plan (LRTP) with the Fresno COG that covers FY 2019-FY 2050.

Public participation activities are generally conducted during the annual budget and unmet needs hearing, and all board meetings are open to the public. The Fresno COG’s Social Services Transportation Advisory Council (SSTAC) serves as an advisory body for the FCRTA as well as for Fresno COG and the cities of Clovis and Fresno. As the sole designee for the rural CTSA, the FCRTA also has direct interaction with social service providers and is very attuned to the needs of the special populations it serves.

The most recent rider survey was conducted during Spring 2019 for Del Rey Transit to determine service changes. The most recent community survey was conducted in Summer 2021 to include residents of the

unincorporated community of Biola. Surveys are administered through online access, community meetings, and handed out in English and Spanish. Surveying efforts have been limited due to the pandemic.

Administration

The General Manager, the accountant, and the operations manager handle budgeting. Budgeted and actual revenues and expenses are compared monthly and quarterly. Financial data is monitored daily, monthly, and annually using Quickbooks software. Financial reports are submitted to the board for review annually.

The operations manager is the project manager for the grants team. The senior planner does the reporting and manages the grants database, the accountant manages the invoices and keeps track of the funding amounts and balances, and the General Manager oversees all final grant activities after internal review by staff. Staff carefully consider each potential grant application before applying, and utilizes a third-party consultant to assist with grant writing.

With respect to risk management, all accident/incident claims are reported via a 24-hour Claimline for immediate processing. A supervisor takes the lead in the investigation and collects all required information to log and submit according to internal procedures. The MV General Manager and Safety Manager review all safety trends on a monthly basis. The FCRTA is insured through ACE American Insurance Group. It also belongs to the Fairly Group self-insurance pool. MV Transportation provides insurance covering the vehicles it operates.

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

Procurement is handled by the FCRTA. The process varies depending on the commodity or service needed. The availability of vendors is often limited, especially in the rural communities served, so the FCRTA may identify within a grant application a vendor or partner, thereby eliminating the need to conduct a post-award procurement process. When a formal procurement is required, the FCRTA releases an RFP in compliance with the requirements of the funding source. The agency also uses the CalACT approved vendors list. All purchases are monitored against budget.

The FCRTA does not have an internal audit function.

Marketing and Public Information

Transit schedules are posted on the FCRTA's website and the agency distributes transit schedules to all the cities. Marketing materials including schedules and new route notices are posted online as well as on the transit vehicles and at local colleges, city halls, and senior centers.

Customer inquiries are typically resolved within 24 hours. FCRTA or MV staff follow up with the customer as soon as the message is received. Customer complaints and incidents are reported to the FCRTA immediately via email or phone and documented by MV in the monthly report.

The FCRTA does not have a published marketing plan; however, the agency makes a good faith effort to promote new and current routes and works closely with the cities and communities to which it provides service. The FCRTA provides printed information about its routes since many of its passengers and the rural communities it serves have limited internet access. Marketing is typically conducted locally to promote new routes with pop-up events or by passing out flyers at local markets. The FCRTA also works with local non-governmental organizations that have an interest in a particular community or service area.

Public perception of the FCRTA is generally positive since the transition to the new operations contractor in 2018. The FCRTA works with the local colleges and provides a discounted bus pass to students. The FCRTA works with Fresno County to provide bus passes every month. The operations contractor works with the various school districts throughout the year.

Scheduling, Dispatch, and Operations

MV Transportation employs 26 full-time drivers and one part-time driver. Drivers are currently represented by Amalgamated Transit Union. At the time of the site visit, MV was down five to nine routes across the past few days and were at a 25 to 45 percent driver shortage on any given day. At that time, the DMV was having issues processing commercial licenses and some drivers were backlogged in licensing.

Drivers are moved around as needed to ensure services needs are covered. A bidding process for routes and shifts has not been implemented, but will be in the future. Access to fueling, ridership, and distance driven are taken into consideration when assigning vehicles to routes. All buses require not only a commercial license but also passenger endorsement and in some instances an air brake endorsement as well. Smaller vehicles (9 passengers or less) can be driven with a Class C license.

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

Personnel Management and Training

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

MV has a progressive discipline policy. MV offers its employees a standard benefits package. Turnover is around 10 percent.

All new drivers must complete up to 110 hours of classroom and behind the wheel training before driving on their own. A series of defensive driver courses are also included in the initial new employee training. MV has a regional safety team that conducts safety audits. The local MV office has a Safety Manager who

works in collaboration with the General Manager and Operations Manager to ensure all company protocols are being met and applied.

Safety metrics are used to measure the Safety Culture at the FCRTA's location. Daily safety messages are given over the radio by dispatchers and monthly safety meetings are held with all employees. All vehicles are equipped with safety equipment required by DMV for public transit vehicles and are ADA compliant.

Maintenance

All vehicles are maintained according to their classification. General public paratransit vehicles are rotated every 45 days or 3,000 miles for service and inspection, while "B" buses are rotated for service every 90 days or 5,000 miles. The FCRTA's preventive maintenance schedules exceed the manufacturer's recommended schedule. All maintenance activities are documented and can be easily reviewed. Warranty repairs are performed and adjusted by the manufacturer for reimbursement. The fleet is sufficient so that a down vehicle does not result in any missed trips.

At the time of the site visit, the City of Selma was actively seeking to fill multiple vacancies in its maintenance department.

The FCRTA is currently using a temporary maintenance facility located in Selma. Use of a temporary facility was necessary at the time of the contractor transition as the prior facility was owned by the prior contractor. The FCRTA is in the process of acquiring a new site for a permanent maintenance facility and is in the final stage of the RFP. The new site will be sufficient for the program's current needs as well as future growth, and will enable the FCRTA to provide vocational training. In the meantime, it is storing some of the larger vehicles at the school district yard, while others are stored at the current maintenance facility.

The current facility is capable of accommodating repairs that are not sent out. The FCRTA sends out transmission and body damage repairs. The current temporary facility does not have a sufficient number of bays and lifts, but the new maintenance facility will. The new facility will also have appropriate office space and sufficient storage. Some equipment cannot be used in the current facility due to spacing, safety, and Cal OSHA regulations.

The parts room at the current facility is secure, and parts are tracked electronically through Fleetmate. This data is reviewed monthly by maintenance staff and accounting personnel. The system alerts when inventory on a part is low and determines whether the part is commonly or seldom used. It has been more difficult to obtain some parts due to the ongoing COVID-19 pandemic. Local vendors are typically used to secure parts so availability is reasonable.

The average vehicle age is 10 years, and the average mileage is more than 100,000 miles per vehicle. A vehicle replacement program is in effect. The oldest vehicles are identified for replacement when applying for capital projects. This includes transition to a zero-emission fleet per California Air Resources Board (CARB) mandates.

Procedures are in place to ensure unsafe buses are not put into service. Once a bus is determined to be unsafe it is "red tagged" immediately. Communication with dispatchers daily to alert which vehicles are

scheduled for repair the following day. There are a sufficient number of buses to replace any in the fleet which allows maintenance time to repair the down vehicles.

Exhibit 7.9 Fresno County Rural Transit Agency's Fleet

Qty	Year	Make	Fuel	PAX	WC Positions	Service
1	2007	Bluebird Bus	CNG	37	2	Out of service
3	2007	Bluebird Bus	CNG	37	2	Training
10	2008	GMC Glaval Titan	CNG	22	2	Spare
2	2008	GMC Glaval Titan	CNG	22	2	Regular
12	2009	GMC Glaval Titan	CNG	22	2	Spare
3	2009	GMC Glaval Titan	CNG	22	2	Regular
2	2009	Chevy Small Transit	GAS	4	1	Spare
2	2009	Chevy Uplander	GAS	4	1	Spare
22	2013	Chevy Arboc	GAS	17	3	Regular
17	2013	Chevy Arboc	GAS	17	3	Spare
1	2014	Ford 4 Wheel Van	GAS	9	2	Regular
1	2014	Ford 4 Wheel Van	GAS	9	2	Spare
1	2014	Ford F-450	GAS	1	0	Regular
1	2014	Ford F-451	GAS	1	0	Regular
4	2016	El Dorado	CNG	35	2	Regular
4	2016	El Dorado	CNG	35	2	Spare
3	2016	Zenith Ram	Electric	9	1	Regular
1	2016	Zenith Ram	Electric	9	1	Spare
2	2016	Ford E-350 Champ	CNG	12	2	Spare
2	2018	Proterra	Electric	30	2	Regular
3	2018	Proterra	Electric	30	2	Spare
6	2019	Chevy Bolt	Electric	4	0	Regular
12	2019	Chevy Bolt	Electric	4	0	Spare
2	2019	BYD 2019 K9S	Electric	33	2	Spare
1	2017	Ford Villager	GAS	22	2	Regular
2	2021	BYD K7M-ER	Electric	21	2	Spare

Chapter 8 | Findings and Recommendations

Conclusions

Moore & Associates, Inc. finds the Fresno County Rural Transit Agency to be in compliance with the requirements of the Transportation Development Act. In addition, the entity generally functions in an efficient, effective, and economical manner. As a result, the auditors offer no findings or recommendations.

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