



Fresno Council of Governments

TDA Triennial Performance Audit of the
Fresno County Rural Transit Agency
for FY 2021/22 - FY 2023/24



Final Report | June 2025

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Chapter 1 | Executive Summary

In 2024, 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 2021/22,
- Fiscal Year 2022/23, and
- Fiscal Year 2023/24.

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 May 2022 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2021 included no recommendations.

Findings and Recommendations

Based on discussions with FCRTA staff, analysis of program performance, and a review of program compliance and function, the audit team submits no findings or recommendations for FCRTA.

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, 2024. 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 2024, 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 Auditing 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.

The methodology for this audit included a virtual site visit with Fresno County Rural Transit Agency representatives on February 19, 2025. The audit team met with Moses Stites (General Manager), Janelle Del Campo (Deputy Director), and Long Her (Accounting Manager), 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 issues were identified for FCRTA.

Developments Occurring During the Audit Period

For many operators, the FY 2021/22 – FY 2023/24 audit period reflected both the acute impacts of and recovery from the COVID-19 pandemic. By the end of the audit period – even earlier in some cases – most operators had exhausted federal relief funds, even though penalties for non-compliance with farebox recovery ratios continued to be waived. Many operators, even more than four years after the onset of the pandemic, still struggle with ridership that has yet to recover to pre-pandemic levels.

Given this is not the first Triennial Performance Audit to be conducted since the COVID-19 pandemic, this report will not focus on actions taken as a result of the health crisis. Instead, the compliance review, functional review, and resulting recommendations will focus on ensuring program sustainability once penalty waivers and other emergency legislation have ended.

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. Assembly Bill 149, signed into law on July 16, 2021, provided additional regulatory relief by extending the provisions of AB 90 through FY 2022/23 and adjusting definitions of eligible revenues and operating costs. Most recently, Senate Bill 125, signed into law on July 10, 2023, extended protections provided via earlier legislation through FY 2025/26. While this means the audit period covered by this audit is fully exempt from penalties for non-compliance with the farebox recovery ratio, for example, it also means that transit operators will likely need to be in compliance by the last year of the next audit period.

While the ability to maintain state mandates and performance measures is important, these measures enable transit operators to adjust to the impacts of COVID while continuing to receive their full allocations of funding under the TDA.

Together, these three pieces of legislation include the following provisions specific to transit operator TDA funding under Article 4 and Article 8:

1. Prohibits the imposition of the TDA revenue penalty on an operator that did not maintain the required ratio of fare revenues to operating cost from FY 2019/20 through FY 2025/26.
2. Expands the definition of “local funds” to enable the use of federal funding to supplement fare revenues and allows operators to calculate free and reduced fares at their actual value.
3. Adjusts the definition of operating cost to exclude the cost of ADA paratransit services, demand-response and microtransit services designed to extend access to service, ticketing/payment systems, security, some pension costs, and some planning costs.
4. Allows operators to use STA funds as needed to keep transit service levels from being reduced or eliminated through FY 2025/26.

SB 125 calls for the establishment of the Transit Transformation Task Force to develop policy recommendations to grow transit ridership and improve the transit experience for all users. In the 50-plus 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 Transit Transformation Task Force is required to submit a report of its findings and policy recommendations to the State Legislature by October 31, 2025. This report is expected to include recommendations for TDA reform, which may impact the next Triennial Performance Audit period.

Exhibit 3.1 Transit Development Act Compliance Requirements

Compliance Element	Reference	Compliance	Comments
State Controller Reports submitted on time.	PUC 99243	In compliance	FY 2021/22: January 25, 2023 FY 2022/23: January 29, 2024 FY 2023/24: January 27, 2025
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 2021/22: January 18, 2023 FY 2022/23: January 12, 2024 FY 2023/24: November 18, 2024
Operator's terminal rated as satisfactory by CHP within the 13 months prior to each TDA claim.	PUC 99251 B	In compliance	March 28, 2024 March 29, 2023 March 2, 2022 February 19, 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	FCRTA does not claim Article 8 funds.
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	FCRTA does not claim Article 8 funds.
The operator's definitions of performance measures are consistent with the Public Utilities Code Section 99247.	PUC 99247	In compliance	
The operator does not routinely staff with two or more persons a vehicle for public transportation purposes designed to be operated by one person.	PUC 99264	In compliance	
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 2021/22: +11.04% FY 2022/23: +31.60% FY 2023/24: +5.74% <i>Source: TDA claims, FY 2021 – FY 2024. The increase in FY 2023 due to cost per hour increases for contracts with the City of Selma and MV Transportation.</i>
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 2021/22: 16.22% FY 2022/23: 19.11% FY 2023/24: 20.21% <i>Source: TDA fiscal audits FY 2022 – FY 2024. Waivers for non-compliance waived during the audit period under AB 90, AB 149, and SB 125.</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	
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	This requirement was waived during the audit period under AB 90, AB 149, and SB 125.

Compliance Element	Reference	Compliance	Comments
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	

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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 May 2022 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2021 included no recommendations.

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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.

Nearly all data is reported consistently internally and to all external reporting entities. The single exception is full-time equivalent (FTE) employees, which is being calculated correctly (based on the documentation provided by FCRTA during this audit) but is not being reported accurately to the State Controller.

Exhibit 5.1 Data Reporting Comparison

Performance Measure	System-Wide		
	FY 2021/22	FY 2022/23	FY 2023/24
Operating Cost (Actual \$)			
<i>TDA fiscal audit</i>	\$6,084,553	\$7,112,523	\$8,159,151
<i>National Transit Database</i>	\$6,084,553	\$7,112,522	\$8,159,148
<i>State Controller Report</i>	\$6,084,553	\$7,112,523	\$8,159,151
Fare Revenue (Actual \$)			
<i>TDA fiscal audit</i>	\$102,883	\$127,710	\$171,226
<i>National Transit Database</i>	\$102,883	\$127,710	\$171,226
<i>State Controller Report</i>	\$102,883	\$127,710	\$171,226
Vehicle Service Hours (VSH)			
<i>Monthly Performance Reports</i>	53,865	59,434	58,128
<i>National Transit Database</i>	53,865	59,434	58,128
<i>State Controller Report</i>	53,865	59,434	58,128
Vehicle Service Miles (VSM)			
<i>Monthly Performance Reports</i>	650,740	675,312	670,883
<i>National Transit Database</i>	650,740	675,312	670,883
<i>State Controller Report</i>	650,740	675,312	670,883
Passengers			
<i>Monthly Performance Reports</i>	146,418	169,754	185,574
<i>National Transit Database</i>	146,418	169,754	185,574
<i>State Controller Report</i>	146,418	169,754	185,574
Full-Time Equivalent Employees			
<i>State Controller Report</i>	60	55	55
<i>Per FCRTA methodology</i>	55	48	46

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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, which records time in and out of service, 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, based on odometer readings, 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 data provided by FCRTA 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 34.1 percent increase during the audit period, and a 44.3 percent net increase during the six-year period. Fare revenue decreased every year until FY 2022/23. This resulted in a 66.4 percent increase during the audit period, and a net 72.2 percent decrease across the six-year period.

Vehicle Service Hours (VSH) decreased every year with the exception of a 10.3 percent increase in FY 2022/23. While VSH saw a net 9.0 percent decrease over the six-year period, it experienced a 7.9 percent net increase during the audit period. Vehicle Service Miles (VSM) increased during FY 2021/22 and FY 2022/23, while decreasing all other years. VSM experienced a 17 percent decrease across the six-year period, and a 3.1 percent increase during the audit period.

Ridership followed the same pattern as fare revenue. Overall, ridership experienced a net increase of 26.7 percent during the audit period, but a 41.9 percent net 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 during the audit period, reflective of a decline in efficiency. Productivity rose significantly, as passengers per VSH and VSM both increased during the audit period.

Exhibit 6.1 System Performance Indicators

Performance Measure	System-wide					
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Operating Cost (Actual \$)	\$5,655,534	\$5,586,984	\$5,543,374	\$6,084,553	\$7,112,522	\$8,159,148
Annual Change		-1.2%	-0.8%	9.8%	16.9%	14.7%
Fare Revenue (Actual \$)	\$616,210	\$579,443	\$223,857	\$102,883	\$127,710	\$171,226
Annual Change		-6.0%	-61.4%	-54.0%	24.1%	34.1%
Vehicle Service Hours (VSH)	63,899	63,596	58,048	53,865	59,434	58,128
Annual Change		-0.5%	-8.7%	-7.2%	10.3%	-2.2%
Vehicle Service Miles (VSM)	808,449	788,004	628,896	650,740	675,312	670,883
Annual Change		-2.5%	-20.2%	3.5%	3.8%	-0.7%
Passengers	319,201	266,621	150,580	146,418	169,754	185,574
Annual Change		-16.5%	-43.5%	-2.8%	15.9%	9.3%
Employees	67	71	60	55	48	46
Annual Change		6.0%	-15.5%	-8.3%	-12.7%	-4.2%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$88.51	\$87.85	\$95.50	\$112.96	\$119.67	\$140.37
Annual Change		-0.7%	8.7%	18.3%	5.9%	17.3%
Operating Cost/Passenger (Actual \$)	\$17.72	\$20.95	\$36.81	\$41.56	\$41.90	\$43.97
Annual Change		18.3%	75.7%	12.9%	0.8%	4.9%
Passengers/VSH	5.00	4.19	2.59	2.72	2.86	3.19
Annual Change		-16.1%	-38.1%	4.8%	5.1%	11.8%
Passengers/VSM	0.39	0.34	0.24	0.23	0.25	0.28
Annual Change		-14.3%	-29.2%	-6.0%	11.7%	10.0%
Farebox Recovery	10.9%	10.4%	4.0%	1.7%	1.8%	2.1%
Annual Change		-4.8%	-61.1%	-58.1%	6.2%	16.9%
Hours/Employee	953.7	895.7	967.5	979.4	1,238.2	1263.7
Annual Change		-6.1%	8.0%	1.2%	26.4%	2.1%
TDA Non-Required Indicators						
Operating Cost/VSM	\$7.00	\$7.09	\$8.81	\$9.35	\$10.53	\$12.16
Annual Change		1.4%	24.3%	6.1%	12.6%	15.5%
VSM/VSH	12.65	12.39	10.83	12.08	11.36	11.54
Annual Change		-2.1%	-12.6%	11.5%	-5.9%	1.6%
Fare/Passenger	\$1.93	\$2.17	\$1.49	\$0.70	\$0.75	\$0.92
Annual Change		12.6%	-31.6%	-52.7%	7.1%	22.6%

Sources: FY 2018/19 – FY 2020/21 data taken from prior Triennial Performance Audit.

FY 2021/22 – FY 2023/24 operational data taken from State Controller reports.

FY 2021/22 – FY 2023/24 financial data taken from NTD reports.

FY 2021/22 – FY 2023/24 FTE data provided by FCRTA.

Exhibit 6.2 System Ridership

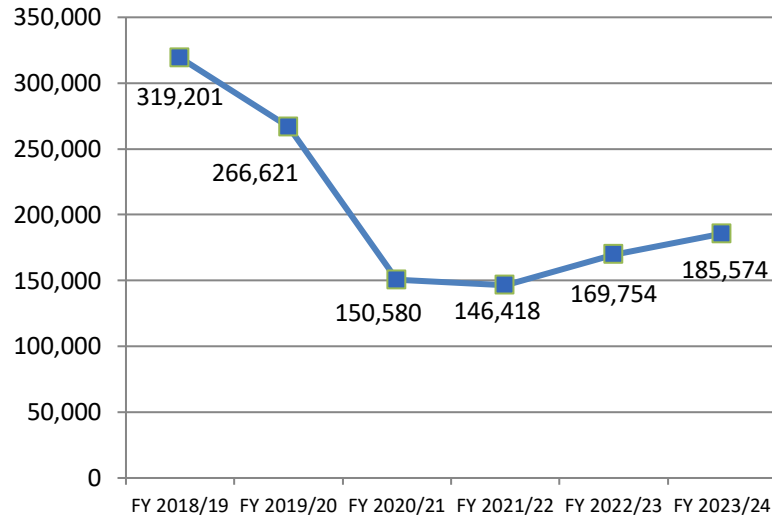


Exhibit 6.3 System Operating Cost/VSH

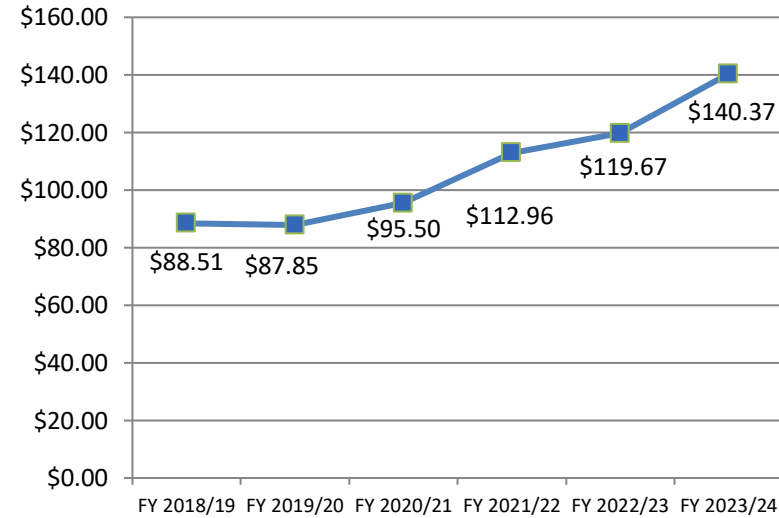


Exhibit 6.4 System Operating Cost/VSM

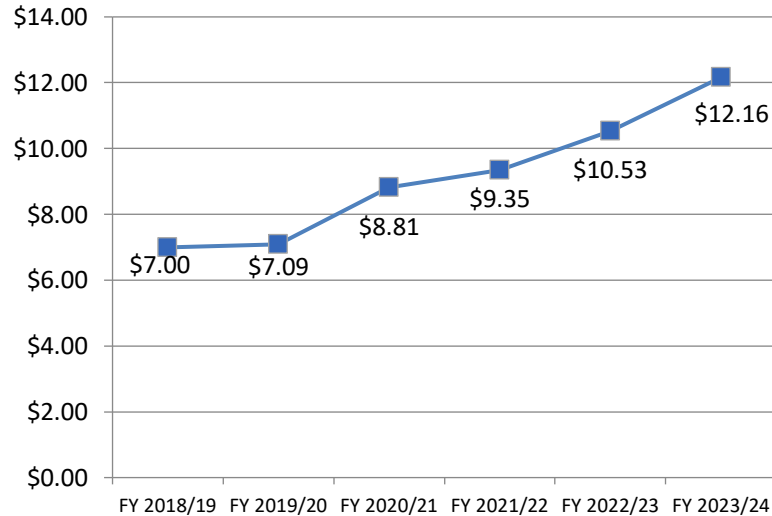


Exhibit 6.5 System VSM/VSH

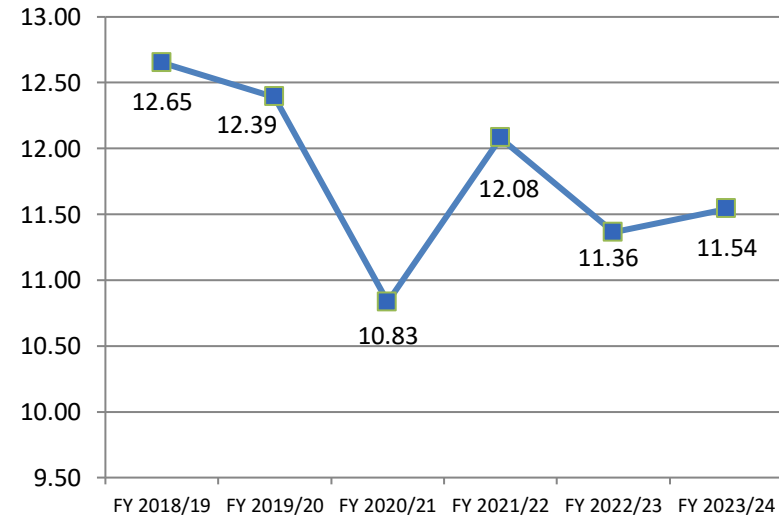


Exhibit 6.6 System Operating Cost/Passenger

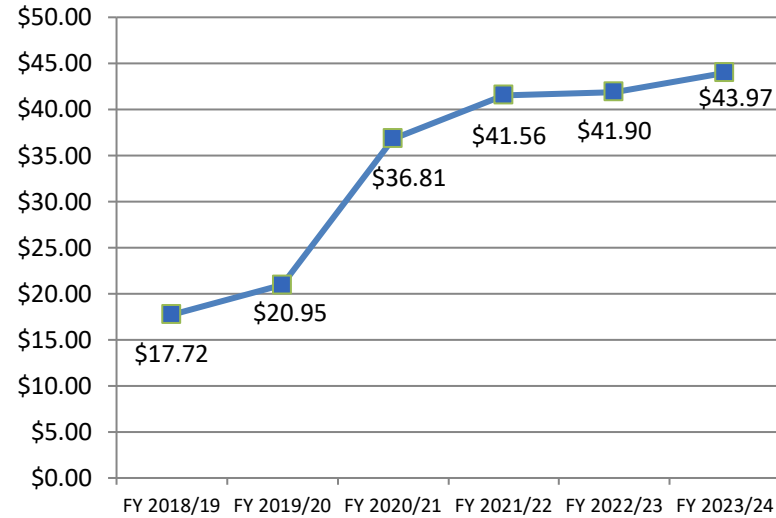


Exhibit 6.7 System Passengers/VSH

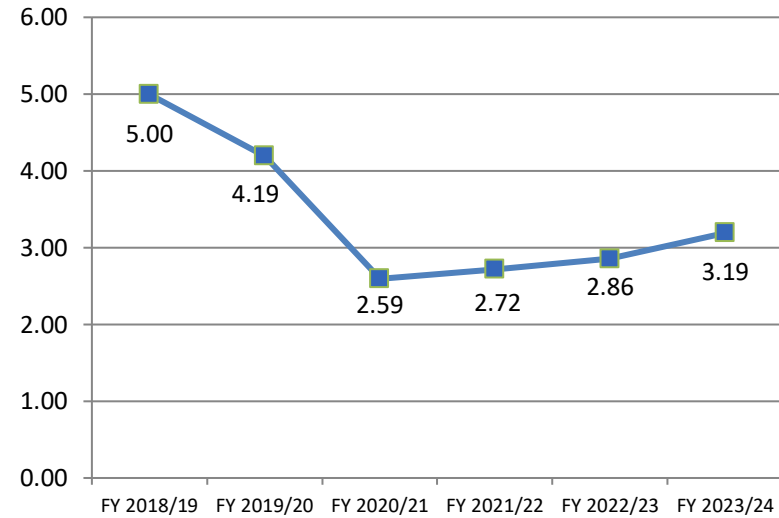


Exhibit 6.8 System Passengers/VSM

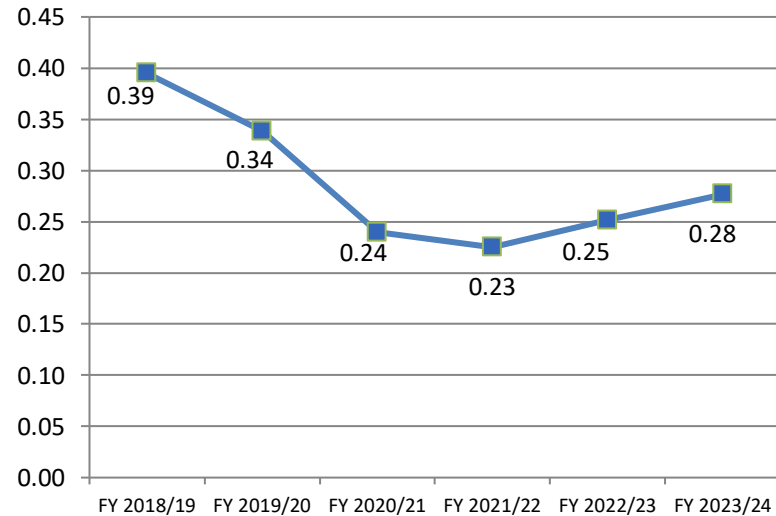


Exhibit 6.9 System VSH/FTE

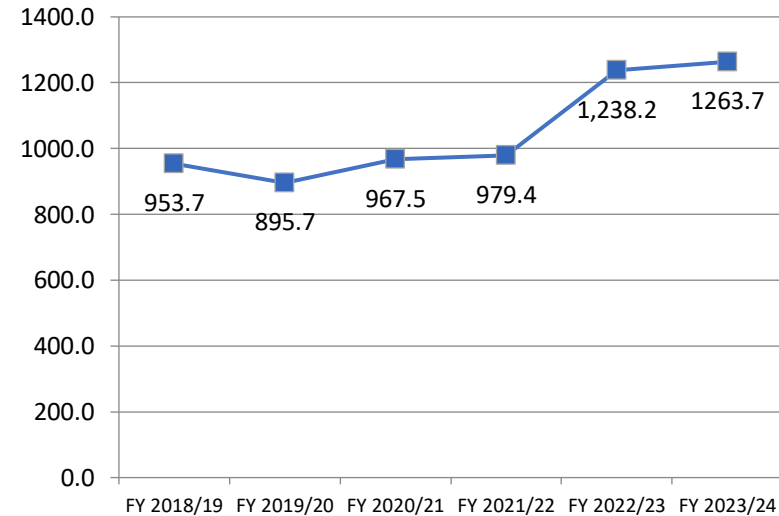


Exhibit 6.10 System Farebox Recovery

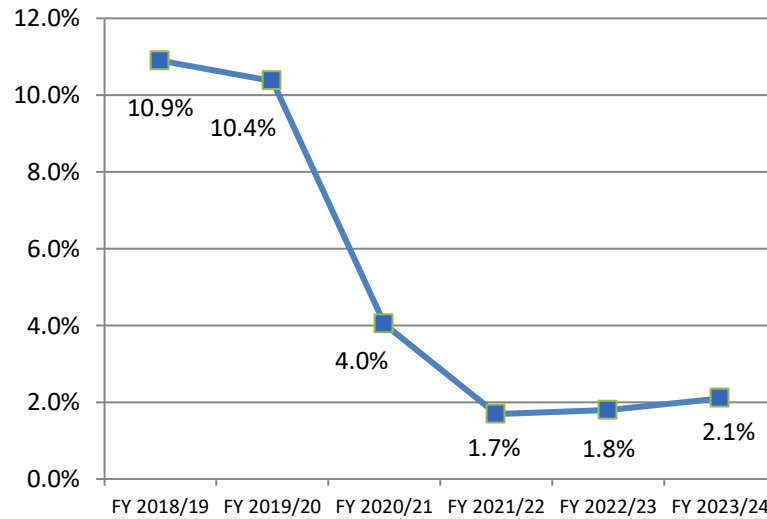
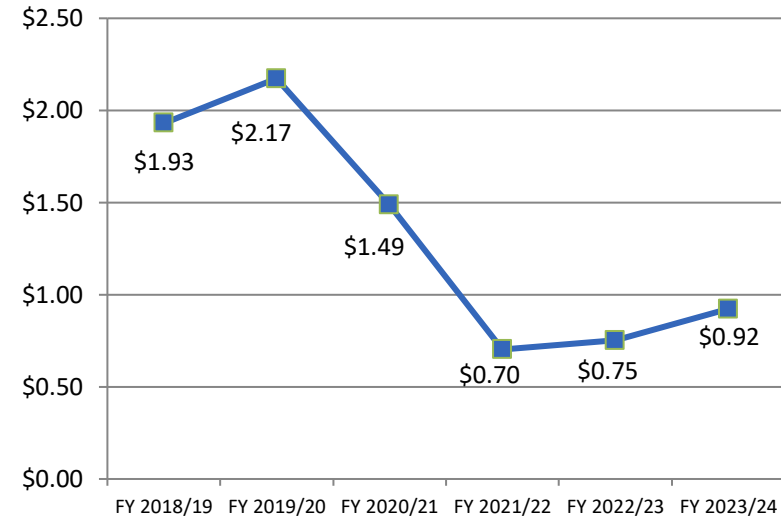


Exhibit 6.11 System Fare/Passenger



Fixed-Route Performance Trends

Fixed-route operating cost experienced a net 16.2 percent decrease during the audit period, and a 25.1 percent net decrease since FY 2018/19. Fare revenue decreased every year except FY 2022/23 and FY 2023/24. This resulted in a 100.5 percent increase during the audit period, yet a net 30 percent decrease across the six-year period.

Vehicle Service Hours (VSH) decreased every year with the exception of FY 2021/22. VSH saw a net 11.5 percent decrease over the six-year period. A similar pattern was observed with respect to Vehicle Service Miles (VSM), which had a net 19.6 percent decrease over the six-year period.

Ridership declined every year of the previous audit period; however, this audit period saw year-over-year increases. This resulted in a 49.2 percent net increase during the audit period, but a 43.1 percent decrease across the six-year period.

Operating metrics decreased during the audit period, while passenger-related productivity metrics saw net increases during the audit period. All of these changes indicate improvements in both efficiency and productivity.

Exhibit 6.12 Fixed-Route Performance Indicators

Performance Measure	Fixed-Route					
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Operating Cost (Actual \$)	\$1,866,326	\$1,479,674	\$1,345,386	\$1,666,970	\$2,051,066	\$1,397,164
Annual Change		-20.7%	-9.1%	23.9%	23.0%	-31.9%
Fare Revenue (Actual \$)	\$172,539	\$151,387	\$82,709	\$60,208	\$80,173	\$120,730
Annual Change		-12.3%	-45.4%	-27.2%	33.2%	50.6%
Vehicle Service Hours (VSH)	17,355	16,524	14,138	17,080	15,975	15,351
Annual Change		-4.8%	-14.4%	20.8%	-6.5%	-3.9%
Vehicle Service Miles (VSM)	378,150	376,434	301,570	347,522	314,382	303,947
Annual Change		-0.5%	-19.9%	15.2%	-9.5%	-3.3%
Passengers	87,378	69,658	27,754	33,307	40,090	49,678
Annual Change		-20.3%	-60.2%	20.0%	20.4%	23.9%
Employees	15	19	15	14	11	11
Annual Change		26.7%	-21.1%	-6.7%	-21.4%	0.0%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$107.54	\$89.55	\$95.16	\$97.60	\$128.39	\$91.01
Annual Change		-16.7%	6.3%	2.6%	31.6%	-29.1%
Operating Cost/Passenger (Actual \$)	\$21.36	\$21.24	\$48.48	\$50.05	\$51.16	\$28.12
Annual Change		-0.5%	128.2%	3.2%	2.2%	-45.0%
Passengers/VSH	5.03	4.22	1.96	1.95	2.51	3.24
Annual Change		-16.3%	-53.4%	-0.7%	28.7%	29.0%
Passengers/VSM	0.23	0.19	0.09	0.10	0.13	0.16
Annual Change		-19.9%	-50.3%	4.1%	33.1%	28.2%
Farebox Recovery	9.24%	10.23%	6.15%	3.61%	3.91%	8.64%
Annual Change		10.7%	-39.9%	-41.2%	8.2%	121.1%
Hours/Employee	1,157.0	869.7	942.5	1,220.0	1,452.3	1,395.5
Annual Change		-24.8%	8.4%	29.4%	19.0%	-3.9%
TDA Non-Required Indicators						
Operating Cost/VSM	\$4.94	\$3.93	\$4.46	\$4.80	\$6.52	\$4.60
Annual Change		-20.4%	13.5%	7.5%	36.0%	-29.5%
VSM/VSH	21.79	22.78	21.33	20.35	19.68	19.80
Annual Change		4.6%	-6.4%	-4.6%	-3.3%	0.6%
Fare/Passenger	\$1.97	\$2.17	\$2.98	\$1.81	\$2.00	\$2.43
Annual Change		10.1%	37.1%	-39.3%	10.6%	21.5%

Sources: FY 2018/19 – FY 2020/21 data taken from prior Triennial Performance Audit.

FY 2021/22 – FY 2023/24 operational data taken from State Controller reports.

FY 2021/22 – FY 2023/24 financial data taken from NTD reports.

FY 2021/22 – FY 2023/24 FTE data provided by FCRTA.

Exhibit 6.13 Fixed-Route Ridership

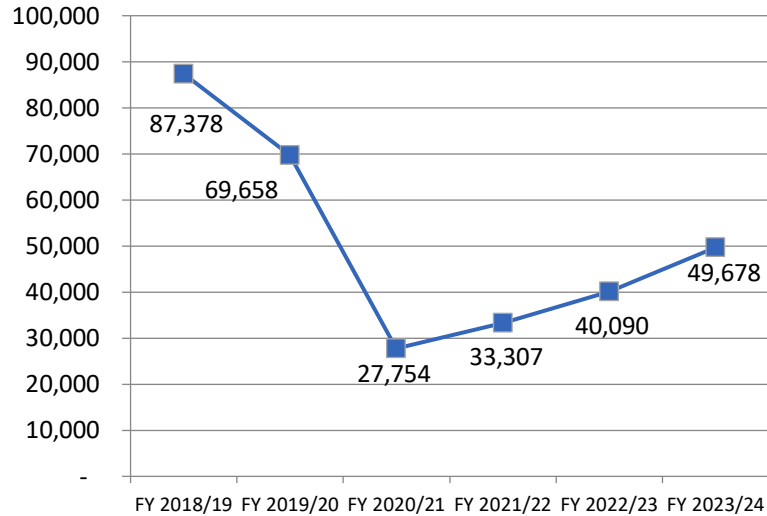


Exhibit 6.14 Fixed-Route Operating Cost/VSH

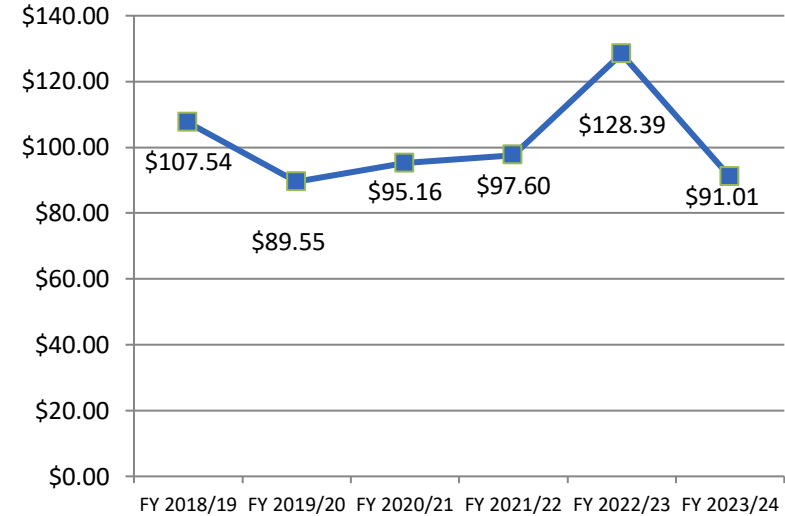


Exhibit 6.15 Fixed-Route Operating Cost/VSM

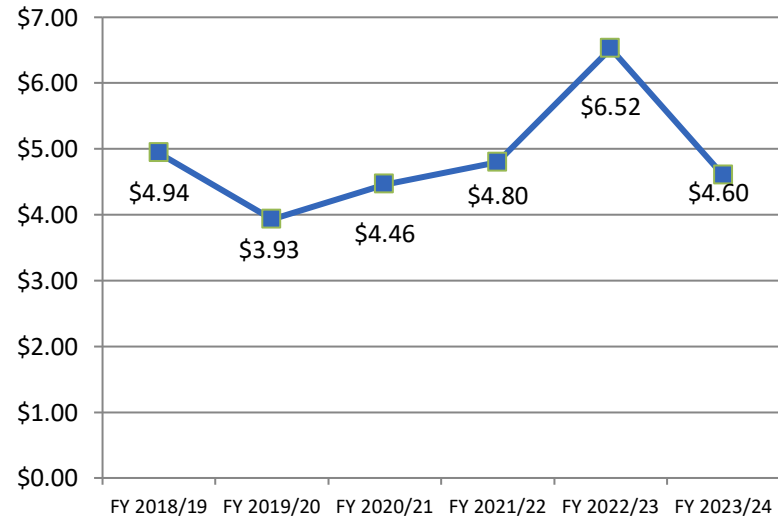


Exhibit 6.16 Fixed-Route VSM/VSH

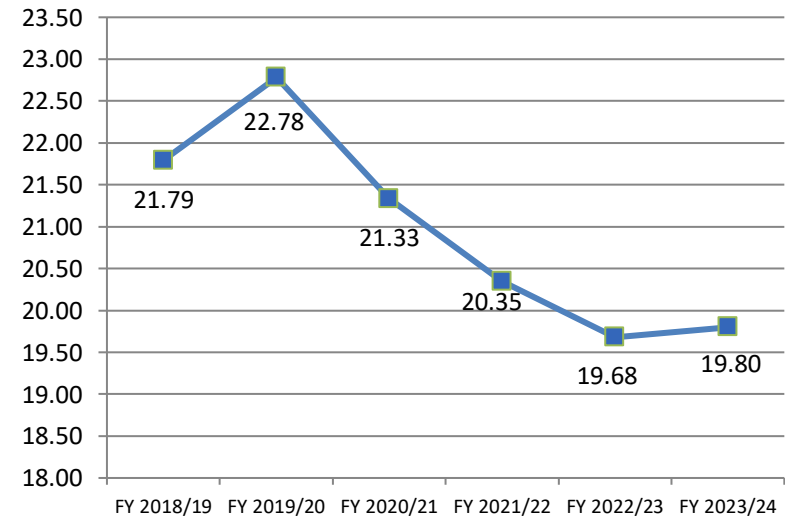


Exhibit 6.17 Fixed-Route Operating Cost/Passenger

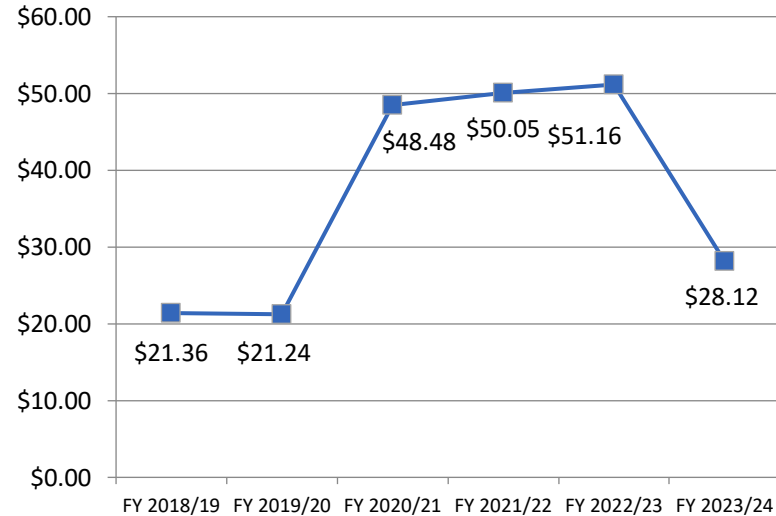


Exhibit 6.18 Fixed-Route Passengers/VSH

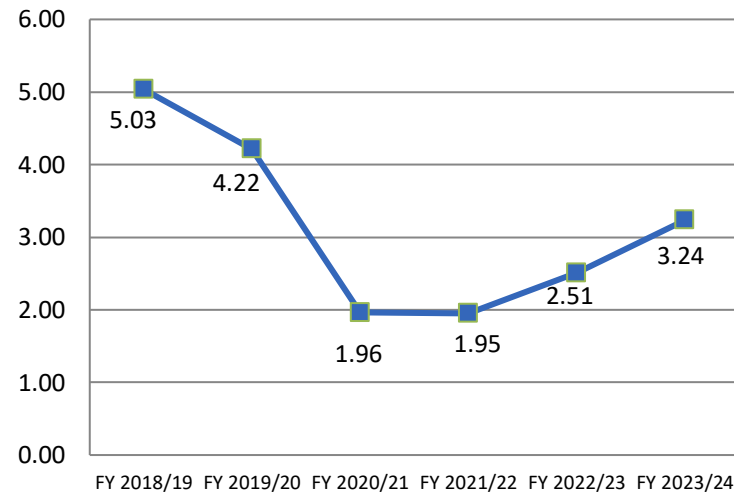


Exhibit 6.19 Fixed-Route Passengers/VSM

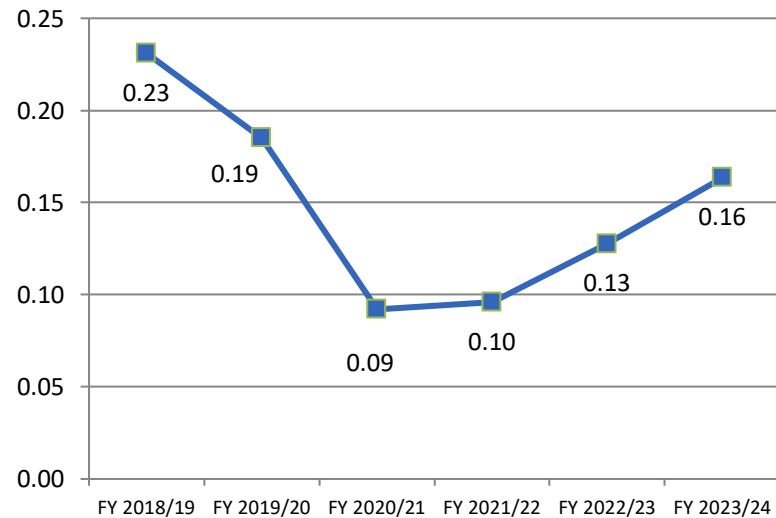


Exhibit 6.20 Fixed-Route VSH/FTE

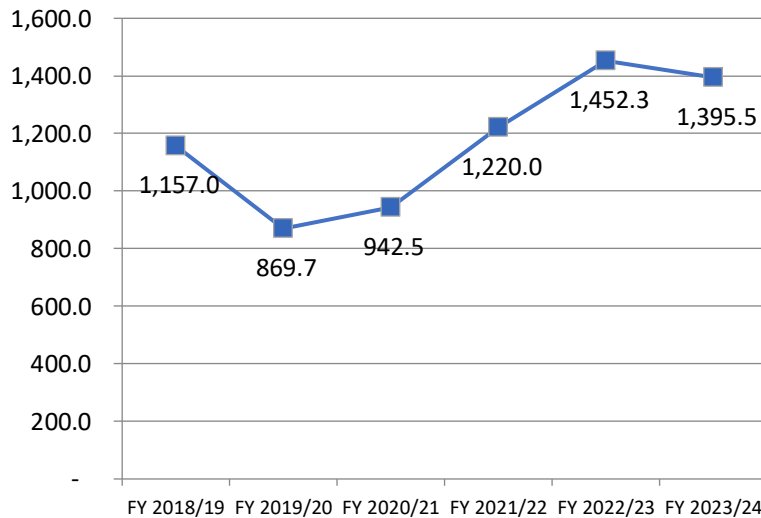


Exhibit 6.21 Fixed-Route Farebox Recovery

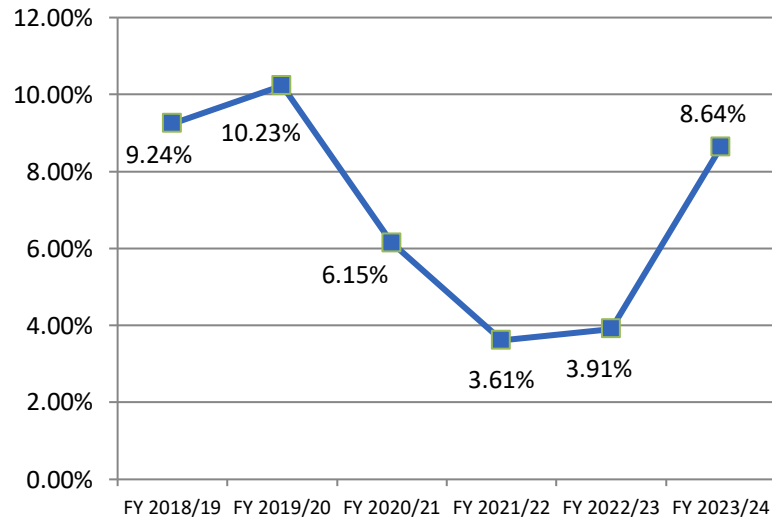
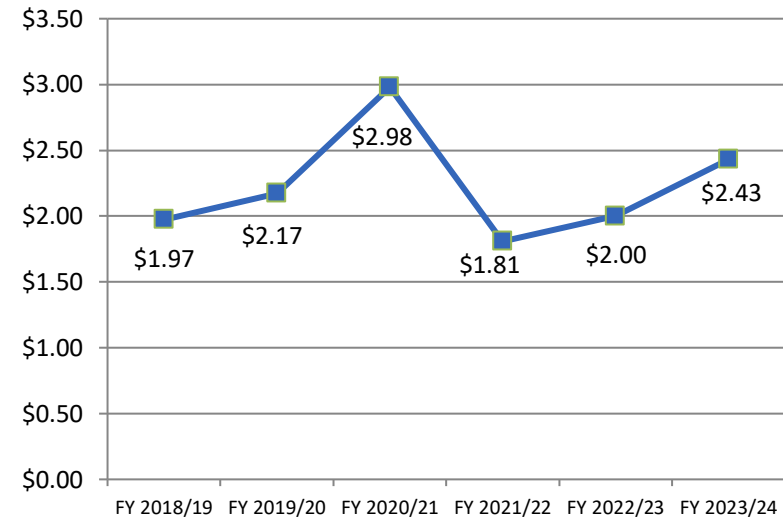


Exhibit 6.22 Fixed-Route Fare/Passenger



Demand-Response Performance Trends

Demand-response operating cost experienced a net 53.1 percent increase during the audit period, primarily due to significant increases in FY 2022/23 and FY 2023/24. Ultimately, operating cost experienced a net increase of 78.5 percent over the six-year period. Fare revenue decreased every year until FY 2022/23, resulting in an 18.2 percent increase during the audit period, and a net 88.6 percent decrease across the six-year period.

Vehicle Service Hours (VSH) decreased every year with the exceptions of increases in FY 2019/20 and FY 2022/23. This resulted in a 16.3 percent net increase during the audit period and an 8.1 percent net decrease across six years. Vehicle Service Miles (VSM) declined every year until the last two years of the audit period. VSM saw a net 21 percent increase during the audit period and a net 14.7 percent decrease across six years.

Ridership followed the same pattern as VSM. Overall, ridership experienced a net increase of 20.1 percent during the audit period, and 41.4 percent net 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 varied. While passengers per VSH increased 3.3 percent, passengers per VSM decreased by 0.7 percent.

Exhibit 6.23 Demand-Response Performance Indicators

Performance Measure	Demand-Response					
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Operating Cost (Actual \$)	\$3,789,208	\$4,107,310	\$4,197,988	\$4,417,583	\$5,061,456	\$6,761,984
Annual Change		8.4%	2.2%	5.2%	14.6%	33.6%
Fare Revenue (Actual \$)	\$443,671	\$428,056	\$141,148	\$42,675	\$47,537	\$50,496
Annual Change		-3.5%	-67.0%	-69.8%	11.4%	6.2%
Vehicle Service Hours (VSH)	46,544	47,072	43,910	36,785	43,459	42,777
Annual Change		1.1%	-6.7%	-16.2%	18.1%	-1.6%
Vehicle Service Miles (VSM)	430,299	411,570	327,326	303,218	360,930	366,936
Annual Change		-4.4%	-20.5%	-7.4%	19.0%	1.7%
Passengers	231,823	196,963	122,826	113,111	129,664	135,896
Annual Change		-15.0%	-37.6%	-7.9%	14.6%	4.8%
Employees	52	52	45	41	37	35
Annual Change		0.0%	-13.5%	-8.9%	-9.8%	-5.4%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$81.41	\$87.26	\$95.60	\$120.09	\$116.47	\$158.08
Annual Change		7.2%	9.6%	25.6%	-3.0%	35.7%
Operating Cost/Passenger (Actual \$)	\$16.35	\$20.85	\$34.18	\$39.06	\$39.04	\$49.76
Annual Change		27.6%	63.9%	14.3%	-0.1%	27.5%
Passengers/VSH	4.98	4.18	2.80	3.07	2.98	3.18
Annual Change		-16.0%	-33.1%	9.9%	-3.0%	6.5%
Passengers/VSM	0.54	0.48	0.38	0.37	0.36	0.37
Annual Change		-11.2%	-21.6%	-0.6%	-3.7%	3.1%
Farebox Recovery	11.7%	10.4%	3.4%	1.0%	0.9%	0.7%
Annual Change		-11.0%	-67.7%	-71.3%	-2.8%	-20.5%
Hours/Employee	895.1	905.2	975.8	897.2	1,174.6	1,222.2
Annual Change		1.1%	7.8%	-8.1%	30.9%	4.1%
TDA Non-Required Indicators						
Operating Cost/VSM	\$8.81	\$9.98	\$12.83	\$14.57	\$14.02	\$18.43
Annual Change		13.3%	28.5%	13.6%	-3.7%	31.4%
VSM/VSH	9.24	8.74	7.45	8.24	8.31	8.58
Annual Change		-5.4%	-14.7%	10.6%	0.8%	3.3%
Fare/Passenger	\$1.91	\$2.17	\$1.15	\$0.38	\$0.37	\$0.37
Annual Change		13.6%	-47.1%	-67.2%	-2.8%	1.4%

Sources: FY 2018/19 – FY 2020/21 data taken from prior Triennial Performance Audit.

FY 2021/22 – FY 2023/24 operational data taken from State Controller reports.

FY 2021/22 – FY 2023/24 financial data taken from NTD reports.

FY 2021/22 – FY 2023/24 FTE data provided by FCRTA.

Exhibit 6.24 Demand-Response Ridership

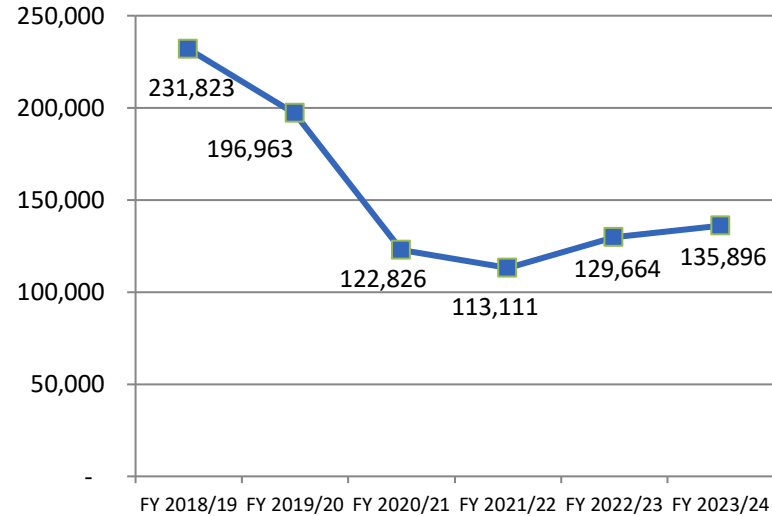


Exhibit 6.25 Demand-Response Operating Cost/VSH

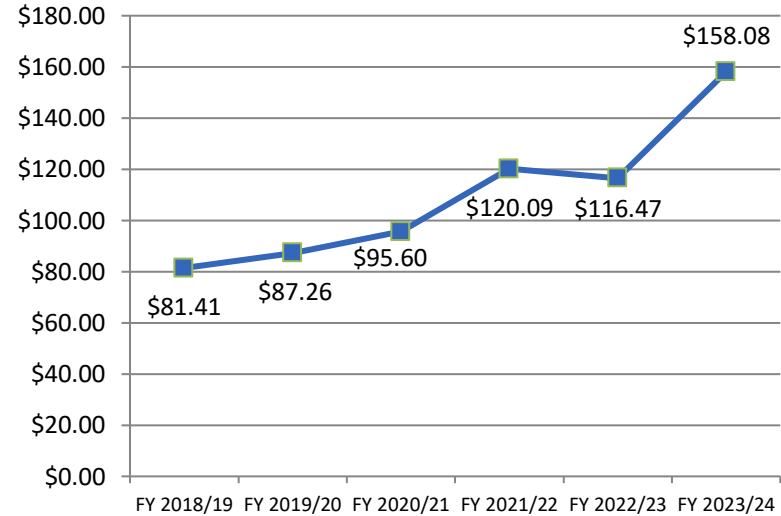


Exhibit 6.26 Demand-Response Operating Cost/VSM

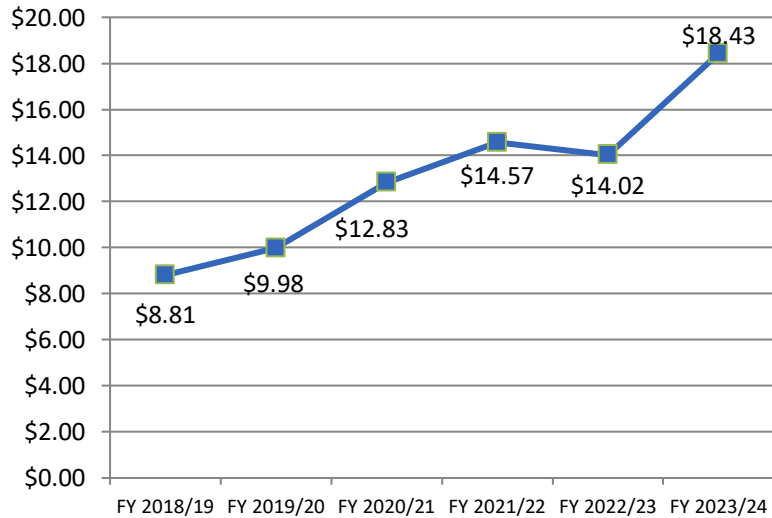


Exhibit 6.27 Demand-Response VSM/VSH

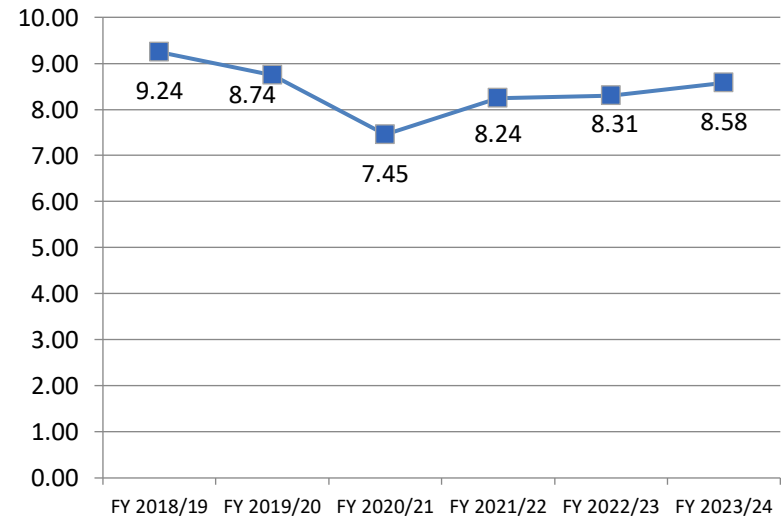


Exhibit 6.28 Demand-Response Operating Cost/Passenger

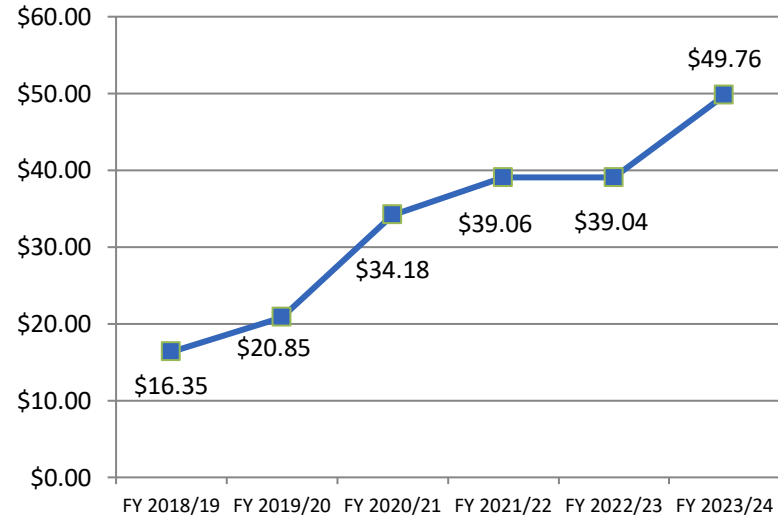


Exhibit 6.29 Demand-Response Passengers/VSH

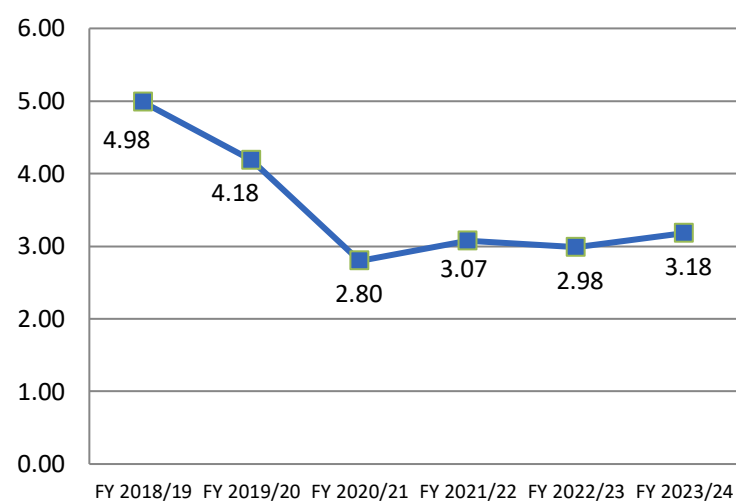


Exhibit 6.30 Demand-Response Passengers/VSM

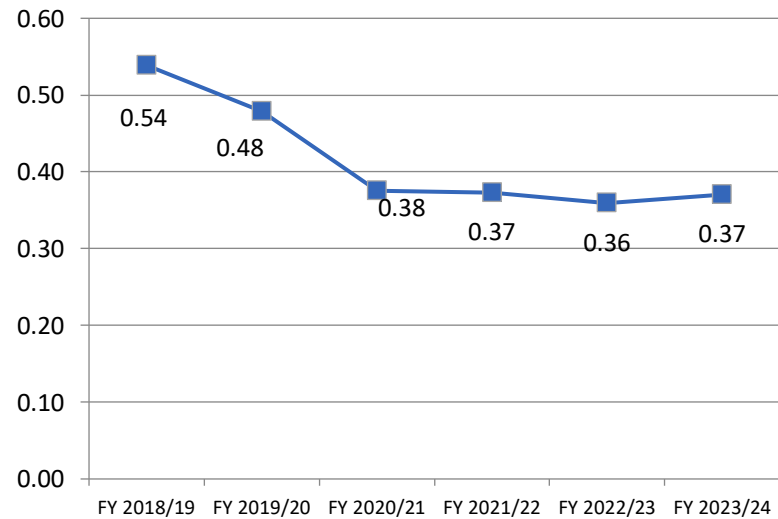


Exhibit 6.31 Demand-Response VSH/FTE

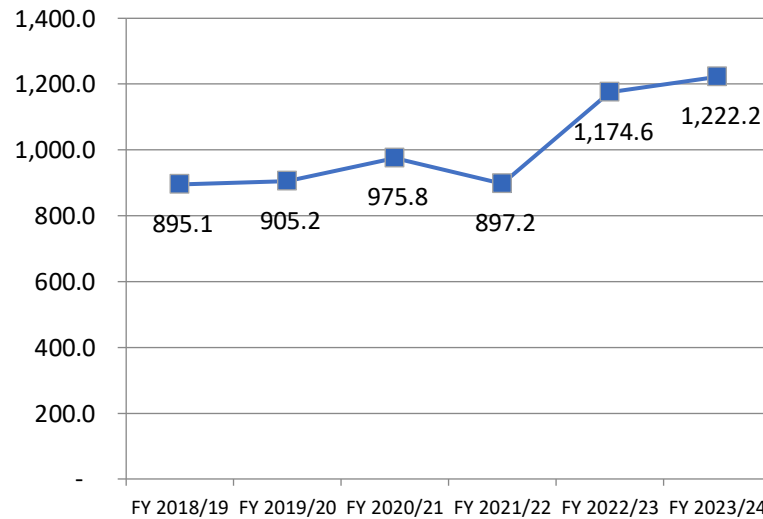


Exhibit 6.32 Demand-Response Farebox Recovery

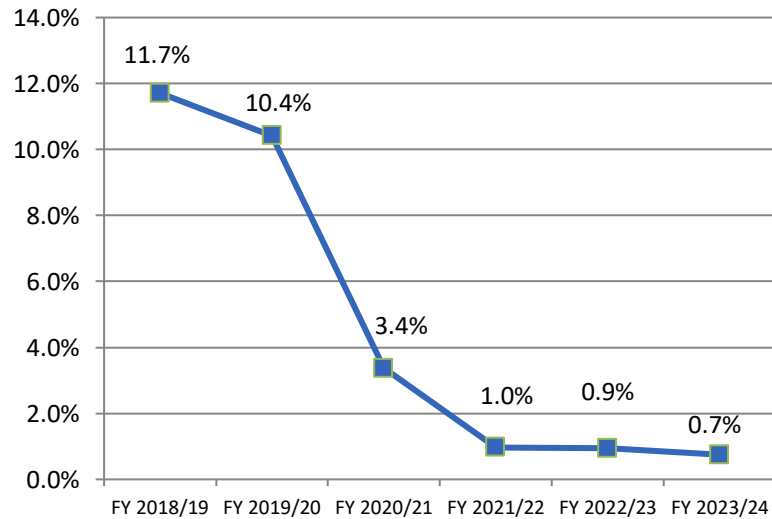
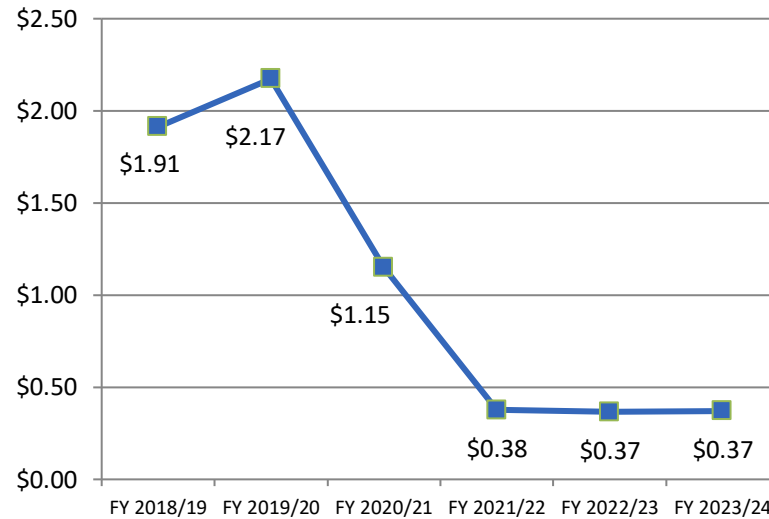


Exhibit 6.33 Demand-Response Fare/Passenger



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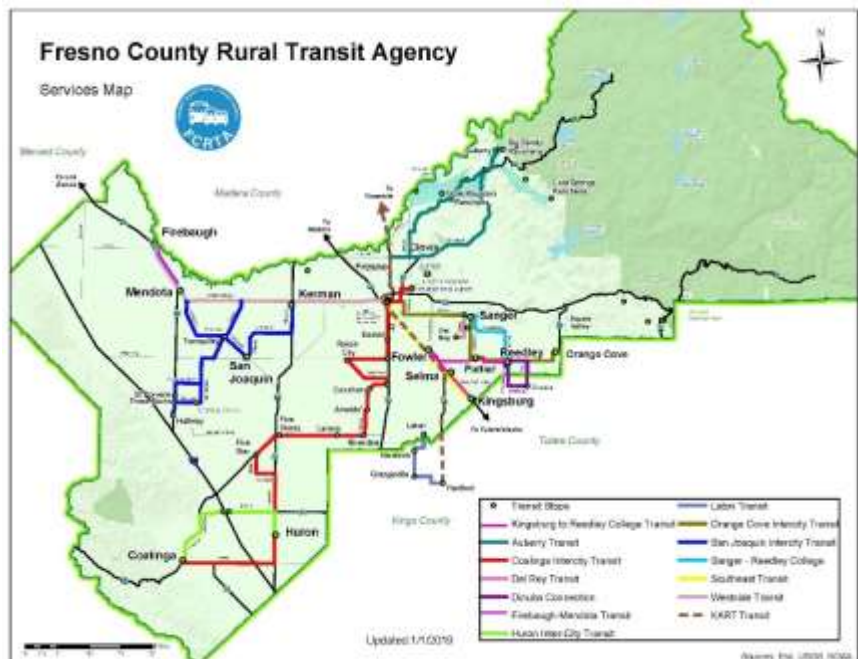
Chapter 7 | Functional Review

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:

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



FCRTA subsystems and routes (as of FY 2023/24) are shown in Exhibit 7.1.

One-way fares for services within a community range from \$0.50 to \$0.75 for members of the general public, while seniors, persons with disabilities, and veterans ride free. One-way fares for inter-city services vary depending on distance traveled. These are detailed in Exhibits 7.2 through 7.9.

Exhibit 7.1 FCRTA 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 – Coalinga)	Demand-response Fixed-route
Kerman 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 Express – Reedley)	Demand-response Fixed-route
San Joaquin Transit	Intra-City Inter-City (San Joaquin – Tranquility – Cantua Creek – Halfway – El Porvenir – Three Rocks)	Demand-response
Selma Transit	Intra-City	Demand-response
Southeast Transit	Inter-City (Fresno)	Fixed-route
Westside Transit	Inter-City (Fresno)	Fixed-route

Exhibit 7.2 Coalinga Inter-city Transit Fare Structure

	Coalinga	Huron	Five Star	5-Points Liquor	Mt. Whitney	Bank of the West	Elkhorn Market	Valley Foods Supermarket	Caruthers Raisin Packing	Raisin City Market	GLW Service Auto	Easton	Courthouse	Amtrak/Community Hospital	UMC/Airport
Coalinga		\$2.00	\$2.50	\$2.50	\$3.00	\$3.00	\$3.50	\$3.50	\$3.50	\$4.00	\$4.00	\$4.50	\$5.50	\$5.50	\$6.75
Huron	\$4.00		\$2.00	\$2.00	\$2.50	\$3.00	\$3.00	\$3.00	\$3.50	\$3.50	\$4.00	\$4.00	\$4.50	\$4.50	\$5.75
Five Star	\$5.00	\$4.00		\$2.00	\$2.50	\$2.50	\$3.00	\$3.00	\$3.00	\$3.50	\$3.50	\$4.00	\$4.00	\$4.00	\$5.25
5-Points Liquor	\$5.00	\$4.00	\$4.00		\$2.00	\$2.50	\$2.50	\$2.50	\$3.00	\$3.50	\$3.50	\$3.50	\$4.00	\$4.00	\$5.25
Mt. Whitney	\$6.00	\$5.00	\$5.00	\$4.00		\$2.00	\$2.50	\$2.50	\$2.50	\$3.00	\$3.50	\$3.50	\$3.50	\$3.50	\$4.75
Bank of the West	\$6.00	\$6.00	\$5.00	\$5.00	\$4.00		\$2.00	\$2.00	\$2.50	\$3.00	\$3.00	\$3.50	\$3.50	\$3.50	\$4.75
Elkhorn Market	\$7.00	\$6.00	\$6.00	\$5.00	\$5.00	\$4.00		\$2.00	\$2.00	\$2.50	\$3.00	\$3.00	\$3.50	\$3.50	\$4.75
Valley Foods Supermarket	\$7.00	\$6.00	\$6.00	\$5.00	\$5.00	\$4.00	\$4.00		\$2.00	\$2.50	\$3.00	\$3.00	\$3.00	\$3.50	\$4.75
Caruthers Raisin Packing	\$7.00	\$7.00	\$6.00	\$6.00	\$5.00	\$5.00	\$4.00	\$4.00		\$2.00	\$2.50	\$3.00	\$3.00	\$3.00	\$4.25
Raisin City Market	\$8.00	\$7.00	\$7.00	\$7.00	\$6.00	\$6.00	\$5.00	\$5.00	\$5.00		\$2.00	\$2.00	\$2.50	\$2.50	\$3.75
GLW Service Auto	\$8.00	\$8.00	\$7.00	\$7.00	\$7.00	\$6.00	\$6.00	\$6.00	\$5.00	\$4.00		\$2.00	\$2.50	\$2.50	\$3.75
Easton	\$9.00	\$8.00	\$8.00	\$7.00	\$7.00	\$7.00	\$6.00	\$6.00	\$6.00	\$5.00	\$4.00		\$2.00	\$2.00	\$3.25
Courthouse	\$11.00	\$9.00	\$8.00	\$8.00	\$7.00	\$7.00	\$7.00	\$7.00	\$6.00	\$5.00	\$5.00	\$4.00		\$1.25	\$1.25
Amtrak/Community Hospital	\$11.00	\$9.00	\$8.00	\$8.00	\$7.00	\$7.00	\$7.00	\$7.00	\$6.00	\$5.00	\$5.00	\$4.00	\$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 7.3 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 7.4 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 7.5 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 7.6 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 7.7 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 7.8 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

Exhibit 7.9 Del Rey Transit Fare Structure

Del Rey Transit	One-way
Within Del Rey	
General public	\$0.50
Seniors 60 -64	\$0.50
Seniors over 65	Free
Disabled	Free
Children 0 - 17	\$0.50
Del Rey to Sanger	
General public	\$1.00
Seniors 60+	\$1.00
Disabled	\$1.00
Children 0 - 17	\$1.00

General Management and Organization

Management monitors performance by reviewing monthly billing and expenditure reports, annual budget, annual productivity evaluations, and funding sources billings, well as through daily operator passenger and mileage reports. An annual productivity evaluation is compiled for all Fresno County transit operators by the Fresno COG. Syncromatics software is used to track performance data, though many FCRTA reports utilize MS Excel. Lines of communication are clearly defined. FCRTA holds regular meetings with its operations contractor, MV Transportation.

In September 2018, MV Transportation began operating the service under a three-year contract (with up to four one-year extensions). The contract is in its seventh year and set to expire in August 2025. At the time of the site visit, the operations contract was out for bid and FCRTA indicated there had been quite a bit of interest. Maintenance is provided through a contract with the City of Selma.

FCRTA also contracts with the Fresno Economic Opportunities Commission to provide CTSA services in rural portions of Fresno County.

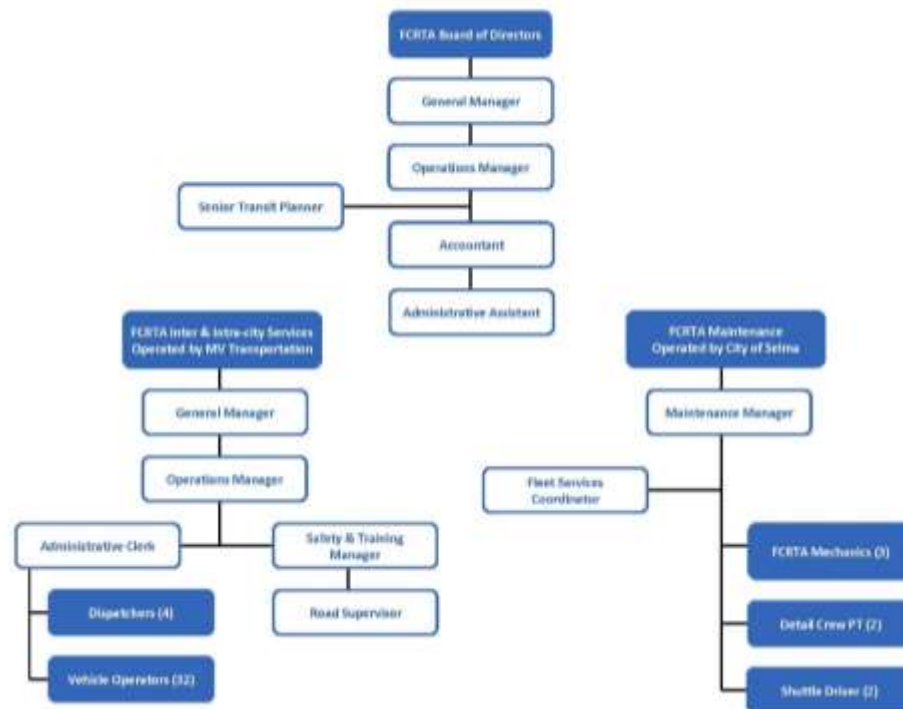
At the time of the site visit, FCRTA was in the process of constructing a new Maintenance and Operations facility in Selma. The new facility will improve the way the FCRTA fleet is maintained, repaired, charged, and stored. The facility will include new administration and contractor offices to enhance transit operations. Construction was scheduled to be completed in April 2025. FCRTA has budgeted for two new positions in conjunction with the new facility – Fleet Coordinator and Operations Manager – but is holding off on recruitment until it is in the new facility.

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 Board has not expressed interest in any particular topic and stays up to date on changes in operations or finances.

The FCRTA enjoys ready access to the RTPA, given they share office space. It also has long-standing relationships with transit operators and other agencies throughout the region. FCRTA’s General Manager and the Deputy Director are the primary governmental liaisons. The FCRTA has a positive and effective relationship with Caltrans and the FTA. FCRTA is a member of the California Association for Coordinated Transportation (CalACT), California Transit Association (CTA), American Public Transportation Association (APTA), and Community Transportation Association of America (CTAA).

An organizational chart for FCRTA is provided in Exhibit 7.9.

Exhibit 7.9 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 2023. The General Manager, Deputy Director, and the Senior Planner oversee the program’s short-range planning.

Planning for persons with special needs occurs during the annual Unmet Transit Needs process and through working directly with member agencies and non-governmental organizations (NGOs), as well as in FCRTA’s role as the rural CTSA.

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.

The most recent rider survey was conducted during Spring. Surveys are available in English and Spanish and are administered online and at community meetings.

FCRTA has begun implementing its Zero-Emission Bus Rollout Plan and is in the process of acquiring 25 electric vans in addition to its existing battery-electric fleet.

Administration

The General Manager, Deputy Director, and the Accounting Manager work cooperatively to prepare the annual budget. The process begins by reviewing the previous year’s budget and comparing revenues to expenditures, then looking at programmed escalations on contracts. FCRTA does an actuarial projection of percentage increase and includes a cushion in the budget, and there is always carryover. FCRTA is proud to be one of the new transit agencies that is pretty healthy in terms of carryover and capital.

Budgeted and actual revenues and expenses are compared monthly and quarterly. Financial data is monitored daily, monthly, and annually using Quickbooks and Denali software. Financial reports are submitted to the board for review annually.

The Deputy Director and General Manager search for grant opportunities, then meet and discuss proposed projects, timelines, and schedules to determine whether FCRTA will apply. Overall FCRTA has been very successful with grants, which impacts the success of operations and capital projects. They do very well for a small rural transit agency. FCRTA has an agreement with an outside consultant to assist with grant writing. Once awarded, multiple staff manage the grants. The Senior Planner does the reporting and manages the grants database, the Accounting Manager 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.

The General Manager oversees risk management for the agency. With respect to risk management, all accident/incident claims are reported via a 24-hour Claimline for immediate processing. Investigation is ongoing until the claim is closed. The FCRTA is insured through the Fairly Group self-insurance pool. MV Transportation provides insurance covering the vehicles it operates.

The MV Transportation General Manager and Safety Manager review all safety trends on a monthly basis. The FCRTA has a current disaster preparedness plan, wherein transit vehicles may be made available to agencies responding to disasters.

Transit contract performance is monitored through regular data reports. Contracts are updated annually when required by funding sources or are renewed through legal counsel review and Board approval.

The FCRTA processes its own payroll, then forwards it to 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 and is utilized by all employees.

Procurement is handled by the FCRTA Accounting Manager. 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. It also uses the CalACT approved vendors list. All purchases are monitored against budget and must be approved by the Board.

Marketing and Public Information

Transit schedules are posted on the FCRTA's website and distributed 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. FCRTA has a GTFS feed and the Fresno COG county-wide transportation guide available on its website. It does not have a formal marketing plan but makes a good faith effort to promote new and current routes. It works closely with the cities and communities in which it operates with respect to providing service information, as many of the residents have limited access to internet. Survey and performance data is reviewed and analyzed to identify new demonstration routes or projects and to support grant applications.

Marketing activities such as pop-up events and passing out flyers at local markets are typically conducted locally to promote new routes. The FCRTA also works with local non-governmental organizations that have an interest in a particular community or service area.

FCRTA conducted a Transportation Needs Assessment Survey in 2023. The finding from the survey enabled it to plan and launch a service for Biola residents. The first microtransit (MT) demonstration was launched under the Consolidated Transportation Services Agency (CTSA) and funded specifically for social service purposes. Service delivery was contracted through a third-party vendor. However, due to unsustainable ridership levels and high operational costs, the program was eventually terminated under CTSA. A second iteration of the microtransit service was later reactivated using Measure C funding and operated under contract with MV Transportation. Unlike the first program, this version aimed to integrate

more innovative elements, such as requiring a resident driver using a Chevy Bolt and installing a dedicated EV charger. Despite efforts to control costs, the service again faced sustainability issues related to low ridership and high expenses. The decision to terminate the second program was brought to the board and received unanimous agreement.

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.

Public perception of FCRTA is generally positive. It works with the local colleges and provides a discounted bus pass to students. FCRTA also 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 30 full-time drivers and no part-time drivers. Drivers are currently represented by Amalgamated Transit Union (ATU) Local 1027. At the time of the site visit, the transit program was considered fully staffed. However, the contractor has had challenges retaining drivers. Road Supervisors, the Safety Manager, and the Operations Manager are also licensed to drive.

Drivers choose their routes by a bid process once a year, though drivers may be moved around as needed to ensure the service needs of each subsystem are covered. Access to fueling, ridership, preventive maintenance schedules, and distance driven are taken into consideration when assigning vehicles to routes. All buses require not only a commercial license but also passenger endorsement. Fixed-route buses require a VTT and air brake endorsement as well. Smaller vehicles (9 passengers or less) can be driven with a Class C license.

In the case of planned and unplanned absences, available drivers are assigned to cover open routes as needed to ensure service on the various subsystems. In some cases, a driver from a subsystem with multiple drivers will be reassigned to a route that is down. Fixed-route service is never down, but driver absences can increase the wait time on demand-response routes. If necessary, a supervisor will cover a down route.

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. The backup data shows the system as a whole so the FCRTA knows what needs to be subsidized based on farebox recovery.

Fares are collected by the contractor mail runner from each driver and delivered to the MV office for reconciliation. The Administration Clerk and the General Manager reconcile all fares, reports, and deposit paperwork. Bank deposits are made on a weekly basis.

Non-cash fare media is sold at the FCRTA office, at various Fresno College locations, and by social service agencies. Revenue is processed by FCRTA's Accounting Manager.

Personnel Management and Training

Recruitment has been difficult due to the nation-wide shortage of professional transit drivers and the pay scale offered by the contractor. Recruitment is conducted through MV's corporate recruiter, and it generally recruits enough drivers to avoid shortages. Open positions are posted on the MV website and other online hiring platforms. A commercial license is not required; MV will assist recruits in obtaining their commercial license.

MV offers referral bonuses to existing employees but does not offer retention bonuses. Safety incentives are provided throughout the year as well as Safe Driver awards. MV conducts a company engagement survey annually to find out how it can improve on a local level. However, there is a turnover rate of approximately 10 percent, primarily due to wages. FCRTA has encouraged MV to increase driver wages, but that is a decision between MV and the union.

New drivers receive evaluations after 30, 60, and 90 days, then again at six months. Random ride-alongs also occur to maintain safety. MV employs a full-time Safety Manager, who along with the Road Supervisor is responsible for training new employees. All new drivers must complete up to 110 hours of classroom and behind the wheel training before driving on their own. MV also has a regional safety team that conducts periodic safety audits.

Safety metrics are used to measure the Safety Culture of the FCRTA operation. Daily safety messages are given over the radio by dispatchers and monthly safety meetings are held on the second Saturday of each month with all employees. MV uses an annual safety calendar to focus on a different topic each month. Topics may include wheelchair securement, distracted driving, bloodborne pathogens, and defensive driving. All vehicles are equipped with safety equipment required by the DMV for public transit vehicles and are ADA compliant.

MV has a progressive discipline policy that is detailed in the driver's handbook and Collective Bargaining Agreement. MV offers its employees benefits such as health, dental, vision, and life insurance as well as vacation and sick leave.

Maintenance

Maintenance is provided under contract by the City of Selma and uses Fleetmate to manage the maintenance program. 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 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.

During the audit period, FCRTA leased a facility from the City of Selma and subcontracted personnel through the City. The FCRTA is in the process of constructing a new Maintenance and Operations facility in Selma. It expects to continue the contracted agreement with the City of Selma to provide maintenance personnel. One challenge is that the City sometimes has difficulty retaining mechanics, which means more of the work must be sent out to local vendors.

The current facility is capable of accommodating repairs that are not sent out. The FCRTA sends out transmission, engine work, 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. Additionally, the new facility will include a state-of-the-art solar energy battery backup AC/DC system. This will provide necessary functionality for electric vehicles.

The most challenging part of maintaining the fleet has been finding reliable electric vehicles with reliable companies to support them. FCRTA started with five Zenith vans in 2016, which are now out of service. This was followed by Proterra and BYD buses, Chevy Bolts, and 25 vans. The BYD buses have been the most reliable. FCRTA intends to retain some non-EVs as a contingency. There have also been some challenges with utilities and the grid system.

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 FCRTA accounting personnel. The system alerts when inventory on a part is low and determines whether the part is commonly or seldom used. Local vendors are typically used to secure parts so availability is reasonable. The impacts of supply chain issues and parts shortages have been minimized by the size of the FCRTA fleet.

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. Maintenance communicates with dispatchers on a daily basis to alert them to which vehicles are scheduled for repair the following day. Maintenance is notified immediately about breakdowns. There are two shuttle drivers as part of the maintenance crew who are responsible for switching out vehicles for preventive maintenance and inspection and moving broken down vehicles. These positions are key to the operation as some vehicles are stored at various city yards throughout the service area, but most work is performed in Selma. FCRTA has also identified vendors in some of the outlying areas so that vehicles do not have to be brought all the way in to the maintenance facility. There is a sufficient number of buses to replace any in the fleet which allows maintenance time to repair the down vehicles.

Exhibit 7.10 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 finds Fresno County Rural Transit Agency to be in compliance with the requirements of the Transportation Development Act. In addition, the entity generally functions in an efficient, effective, and economical manner.

Findings

Based on discussions with FCRTA staff, analysis of program performance, and an audit of program compliance and function, the audit team presents no findings or recommendations for FCRTA.