

Transit Productivity Evaluation FY 2020

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

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FY 2020 TRANSIT PRODUCTIVITY EVALUATION

INTRODUCTION

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

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

The FY 2020 Productivity Evaluation covers the period of July 1, 2019 to June 30, 2020 and assesses the following agencies:

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

State law also requires TDA Triennial Performance Audits of each transit operator (PUC 99246-99249). The most recent performance audit of the operators listed above was completed in 2020 by Moore and Associates for FY2016 through FY2018. Final recommendations from the audits are reflected in this report.

OVERVIEW OF FRESNO COUNTY’S PUBLIC TRANSPORTATION SYSTEMS

Fresno County transit providers faced the greatest challenge in Fiscal Year (FY) 2020 in the form of the COVID-19 Coronavirus global pandemic. In late 2019, the first case of COVID was reported in China. In January 2020, the first case was reported in California. By March 2020, to prevent the spread, the State of California imposed a mandatory stay-at-home order. While ridership throughout the county was trending steadily, with increases by some of the providers, the pandemic caused immediate and dramatic declines in ridership and related productivity metrics.

Upon the State of California’s lockdown, all transit agencies immediately instituted proactive health and safety protocols. These included implementing self-screening checks for employees and passengers, requiring masks to be worn by both passengers and staff, reducing the capacity of each vehicle, instituting new cleaning/sanitizing procedures on vehicles and at bus stops, adding hand sanitizer dispensers on vehicles, and installing physical barriers inside the vehicles to protect the drivers. Agencies implemented extensive public outreach and education campaigns to promote COVID-safe travel behaviors, both individually and in partnership with the American Public Transit Association, using traditional printed materials as well as social media.

Performance metrics for all service providers were impacted in several ways. As shown in Table 1, in comparison to FY 19, passengers per hour decreased by 11%, the farebox recovery ratio declined by 20%,

and costs per hour increased by over 9%. Some of the agencies relied on traditional transit subsidies as well as on federal financial assistance via the CARES Act to maintain fixed route and paratransit service and address the additional operating costs of implementing the necessary COVID health and safety measures.

Public transportation operators in Fresno County provided 9.9 million passenger trips from the period beginning July 2019 through June 2020 (FY 2020) at a cost of approximately \$73 million. As shown in Table 1, the systems traveled a combined 7,891,119 miles and operated 671,518 hours of service. Fares collected totaled \$9.9 million, representing a farebox recovery ratio of 13.6 percent.

FAX, the largest public transit provider in the Fresno County region, provided 9.1 million passenger trips (91.6 percent of the county total), followed by the FCRTA, and CTSA with 266,621 trips (2.7 percent) and 234,949 trips (2.4 percent) respectively. Fresno Handy Ride provided 170,721 trips (1.7 percent of the county total), while Clovis Stageline and Clovis Roundup combined provided 162,862 (1.6 percent) of all trips.

System wide, 14.7 passengers per hour and 1.25 passengers per mile were carried during FY2020. The cost per hour was \$108.71 and cost per passenger was \$7.38. Overall, the systems provided 14.7% fewer passenger trips in FY 2020 than in FY 2019.

Table 1

Agency	Passengers	Miles	Hours	Costs	Fare Revenues	Pass/ Hour	Pass/ Mile	Cost/ Hour	Farebox Ratio
FAX	9,058,367	4,701,969	410,510	\$49,586,055	\$5,098,988	22.07	1.93	\$120.79	10.28%
Handy Ride	170,721	928,054	85,622	\$7,345,269	\$281,026	1.99	0.18	\$85.79	3.83%
Stageline	112,478	235,712	19,473	\$2,719,150	\$66,023	5.78	0.48	\$139.64	2.43%
Round-up	50,384	346,021	28,448	\$3,316,107	\$76,485	1.77	0.15	\$116.57	2.31%
FCRTA	266,621	788,004	66,822	\$5,586,983	\$586,028	3.99	0.34	\$83.61	10.49%
*CTSA	234,949	891,359	60,643	\$4,447,920	\$3,842,208	3.87	0.26	\$73.35	86.38%
Total	9,893,520	7,891,119	671,518	\$73,001,484	\$9,950,758	14.73	1.25	\$108.71	13.63%

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

NOTE: Both FCRTA and CTSA farebox revenues include some social service augmentation consistent with Fresno COG’s AB120 Action Plan and the State TDA. Clovis Stageline and Roundup farebox includes some Measure C funds. FAX and Clovis Stageline passengers include transfer passengers. FAX utilized local funding to augment their farebox to achieve the 20% recovery ratio.

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

Section I

Fresno Area Express and Handy Ride



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SECTION I

FISCAL YEAR 2020 PRODUCTIVITY EVALUATION

FRESNO AREA EXPRESS AND HANDY RIDE

I. SUMMARY DESCRIPTION OF SERVICES

Fresno Area Express (FAX), operated by the City of Fresno Department of Transportation, is the largest transit provider in the San Joaquin Valley and provides service within the Fresno-Clovis Metropolitan Area (FCMA). FAX operates scheduled fixed-route service throughout the metropolitan area on 17 routes, seven days per week including evening service on weekdays and Saturdays. FAX currently has a fleet of 112 buses, 100 scheduled to operate during the morning- and evening- peak commute periods. All buses are equipped with wheelchair passenger ramps and bicycle racks. Generally, the routes follow a modified grid pattern. Eight lines converge Downtown on weekdays with coordinated schedules at four existing bus transfer facilities. Three transfer facilities are located at Courthouse Park in Downtown Fresno, and one is located at Manchester Transit Center at the Manchester Mall.

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

II. SIGNIFICANT SERVICE CHANGES AND ACTIVITIES

COVID-19

The greatest challenge that FAX faced in Fiscal Year (FY) 2020 was the COVID-19 Coronavirus global pandemic. In late 2019, the first case of COVID was reported in China. In January 2020, the first case was reported in California. By March 2020, to prevent the spread, the State of California imposed a mandatory stay-at-home order. While FAX ridership had been steadily increasing in recent fiscal years, reaching 10.5 million passengers in FY 2019, the pandemic caused immediate and dramatic declines in FAX ridership trends and related productivity metrics. Ridership dropped more than 52% in the last quarter of the fiscal year between April and June 2020, and fell by 16% between FY 2019 and FY 2020.

Upon the State of California's lockdown, FAX immediately instituted proactive health and safety protocols. These included: implementing self-screening checks for both FAX drivers and FAX passengers, requiring masks to be worn by both passengers and FAX staff, reducing the capacity of each vehicle to a maximum of 10 passengers per fixed-route bus and 3 passengers per Handy Ride bus, instituting new cleaning/sanitizing procedures on vehicles and at bus stops, adding hand sanitizer dispensers on every bus, and installing physical barriers inside the vehicles to protect the drivers. FAX implemented an extensive public outreach and education campaign to promote COVID-safe travel behaviors, both individually and in partnership with the American Public Transit Association, using traditional printed materials as well as social media. In addition, FAX dispatched "sweeper" buses to bus stops where passengers were left behind due to the 10 person per bus maximum.

FAX metrics were impacted in several ways. As shown in Table I-1, in comparison to FY 19, passengers per hour decreased by 18%, the farebox recovery ratio declined by 38%, and costs per hour increased by almost 9%. Despite these figures, unlike many transit agencies nationwide, FAX was able to maintain service hours and miles to provide the same level of service for essential workers throughout the City of

Fresno. Handy Ride experienced similar impacts, as shown in Table I-6, but in a different manner given that it operated its vehicles only when demand was present. FAX relied on traditional transit subsidies as well as on federal financial assistance via the CARES Act to maintain fixed route and paratransit service and address the additional operating costs of implementing the necessary COVID health and safety measures.

DEMOGRAPHIC CHANGES

According to the American Community Survey, the FCMA population has grown by 5.6% between 2014 and 2020. Most of this growth has been west of Highway 99 and in the southeast. Significant challenges to FAX over the coming years will be to recover from the COVID-19 pandemic and address travel needs resulting from continuing suburbanization of jobs, housing, and retail facilities. FAX will continue to provide transit services through planning, operations, maintenance, capital improvements, public outreach, and marketing.

AMERICANS WITH DISABILITIES ACT OF 1990

FAX is responsible for implementing requirements mandated by the Americans with Disabilities Act (ADA) of 1990. One of the provisions is complementary paratransit service, which provides eligible members of the disabled community, within FAX's service area, with a level of service that is comparable to the service provided by FAX's fixed-route system. The latest paratransit plan update was submitted to the Federal Transit Administration (FTA) in January 1996 and is on file at the FAX Administrative Office. In 2020, FAX updated its paratransit "Guide to Ride," providing paratransit passengers with helpful information. In addition, FAX refined its draft ADA Transition Plan in anticipation of releasing it for public comment and City Council approval in 2021. FAX also began a procurement for a new paratransit operations contract. The process was delayed due to COVID-19 and will be completed in FY 2021.

NEW FIXED-ROUTE SERVICES AND MINOR SERVICE MODIFICATIONS

In FY 2020, FAX made the following minor service modifications.

- Re-routed Route 28 to serve the relocated County of Fresno Department of Social Services (DSS).
- Re-opened the Manchester Transit Center, reinstituting service provided by Routes 28, 41, and 45.
- Rearranged bus stop locations at Courthouse Park bus shelters, resulting in safety improvements and more seamless transfers.
- Completed the Buffer Median Island Improvement Project, retrofitting 18 stops in buffer median islands throughout the FAX service area with ADA-compliant access and new amenities, including shelters, benches, and trash cans.

EXTERIOR BUS ADVERTISING

FAX contracts with an outside contractor for internal and external bus advertising.

BIKE AND BUS PROGRAM

All FAX buses are equipped with a bike rack; each rack has the capacity to carry three bikes.

RAMP DEPLOYMENTS

All buses in the FAX fleet are low-floor buses. These vehicles utilize a ramp instead of a hydraulic lift for passengers using wheelchairs, mobility devices or need additional assistance to board the vehicle. This type of system is faster, more efficient, and less prone to service failures.

The FAX 15 and BRT “Q” buses have an automatic wheelchair restraint system that allows the wheelchair user more freedom and less physical interaction by the driver. The system is easy to use by wheelchair users. The passenger reverses into the wheelchair securement area and presses a button to engage the restraint system that secures around the wheels. All future bus procurements will include at least one automatic restraint system per vehicle.

ADMINISTRATION

The FAX Administration Division provides personnel, procurement, financial and regulatory compliance support to the Department of Transportation. The Division is responsible for leading the Department in developing its annual operating and capital budgets. The Division also manages and reports on approximately 50 Federal, State, regional, and local grants. Through its focus on improving the Department’s financial resources, the Division assists in sustaining and improving public transit in the City of Fresno.

In FY 2020, the Department of Transportation was awarded \$49.5 million in federal, state, and local capital grants, including funding directly related to COVID-19 response. These funds, along with previously awarded funding, will be used to remodel/rehabilitate facilities; improve bus stops and bus stop infrastructure; upgrade security in the transportation yard; upgrade transit stops throughout the fixed-route system; improve communication systems; purchase fixed route buses (including Zero Emission Buses) and paratransit vehicles; purchase support vehicles; maintain existing transit services; and respond to the COVID-19 pandemic by increasing personal protective equipment (PPE) availability and sanitizing activities.

In addition, FAX Administration is responsible for administering the Handy Ride paratransit contract and assuring full compliance with the requirements set forth by the 1990 Americans with Disabilities Act (ADA). Staff from the FAX Customer Experience division and the private operator are in the same building, bringing greater oversight and providing a seamless experience for the rider. The Handy Ride office is in a convenient, central Fresno location to provide face-to-face customer service, Handy Ride orientation, and lost and found services. Some Handy Ride face to-face services were modified to phone-based during the COVID-19 pandemic. The Handy Ride center includes a fueling station and on-site maintenance facility, thus increasing the amount of time vehicles are available to serve Handy Ride customers.

PLANNING

The FAX Planning Division is responsible for evaluating short-term service adjustments and preparing for long-term transit demand through both local and regional planning efforts. When FAX considers short-term service changes or long-term transit projects, it must take into account compliance requirements related to accessibility set forth by the ADA, as well as anti-discrimination policies included in Title VI of the Civil Rights Act of 1964. FAX must also consider the Objectives and Policies included in the City of Fresno’s General Plan (adopted in 2014) in the planning process, as well as issues such as air quality, congestion management, land use and population growth, system productivity, on-time performance, and passenger requests. FAX uses Customer Satisfaction Surveys as one method to evaluate service. The last on-board transit survey, conducted in 2018, identified that fixed-route passengers’ top priorities included: On-Time Performance, Frequency of Buses, and Travel Time. In addition to customer satisfaction surveys, FAX participates in triennial and annual audits conducted by the FTA, the State of California, and the City of Fresno to verify that FAX transit programs are operated in an effective and efficient manner.

In FY 2020, the FAX Planning Division continued to develop plans for service changes anticipated in FY 2021. This included adjustments to Routes 12, 28, 35, 20, 45 and the new Route 3, as well as frequency enhancements to Route 38. In addition to the physical planning of route alignments, stop locations and schedules, the FAX Planning Division completed an extensive public outreach to gather input on the

proposed changes (pre-COVID). Staff prepared materials to use at various outreach events. These events included holding publicly noticed workshops as well as soliciting input and conducting surveys at pop-up events at a variety of busy bus stops. Stops were selected to gather a diverse representation of FAX passengers from all areas of the City. Outreach was provided in both English and Spanish, and in Hmong at select locations. Public feedback at one of the events prompted FAX to alter the alignment of one of the routes to extend service to a recently developed shopping center. Another aspect of the outreach was to fulfil our federal obligation to complete a Title VI Service Equity Analysis (SEA). The SEA is to ensure that FAX's service changes would not have a discriminatory effect on minority or low-income populations.

After completing the public outreach events, the COVID-19 coronavirus epidemic hit the Central Valley. COVID-19 had a crushing effect on public transit nationwide. For FAX and the City of Fresno, this resulted in 52% loss of ridership over the last quarter of FY 2020. The pandemic affected all aspects of FAX operations. The Planning Division was responsible for developing contingency operating plans, as well as implementing an outreach campaign to communicate with the public the status of bus service, new health rules to ride by, and FAX actions to keep riders and staff safe and healthy. The campaign included printed materials on the buses and at major transit facilities, recorded messages played on-board the vehicles, and extensive social media utilizing Twitter and Facebook.

Another major project for the Planning Division was the redesign of the FAX Schedule Guide. Public feedback from the visually impaired made it apparent that the guide was not conducive to screen readers. While the guide included Spanish, the format of including both Spanish and English on the same page created problems for the screen readers. The new guide has separated the languages, reorganized the content, and created an easier-to-use guide. During the next fiscal year, FAX will refine the web site for enhanced accessibility.

In addition, the Planning Division participates in the City of Fresno Development Review Process. This enables FAX staff to comment on potential impacts of proposed development projects to the transit network and provide guidance to developers in designing transit-friendly facilities. FAX also liaisons with other City departments to improve the level of cooperation and understanding of various projects and their related impact to transit.

FAX also works with regional partners, including the Fresno Council of Governments. A major work effort during FY 2020 was the initial consideration of project updates in the 2022 Regional Transportation Plan/Sustainable Communities Strategy. During FY 2021, this effort will be expanded, as FAX will refine its transit project list and associated cost estimates for inclusion in the RTP/SCS.

OPERATIONS

The FAX Operations Division is responsible for the frontline operation and supervision of FAX's fixed route service. It is the largest division of the department with over 300 employees. The Operations frontline workers take pride in providing safe and reliable service to FAX passengers. During the COVID-19 pandemic, FAX has been able to avoid service reductions in part because of the reliability and commitment from the Operations team. In addition, the Operations Division participated in the coordination of service changes providing technical guidance for the reopening of the Manchester Transit Center (MTC) and the realignment of Route 28 to service the new Department of Social Services campus.

The Operations Division plays a critical role in helping the Department adhere to the pledge it has made as part of participating in the American Public Transportation Association (APTA) Health and Safety Commitments Program. The APTA program is a pledge to passengers that the system is taking all the necessary measures to operate safely. The division has been involved in creating and implementing individualized policies and practices to help stop the spread of the virus. Some of those practices include providing personal protective equipment, fogging buses nightly, and installing barriers and sneeze guards in all buses.

MAINTENANCE

The FAX Maintenance Division is responsible for maintaining FAX fixed-route buses, Handy Ride vehicles, and relief vehicles. The Division has implemented performance benchmarks to measure work outputs against industry standards. A strong emphasis given to exterior and interior bus cleanliness to provide a pleasurable riding experience to passengers and operators alike. During this period, the FAX Maintenance Division incorporated additional personnel for cleaning and sanitizing control measures to ensure public health and safety protocols to reduce the spread of COVID-19.

In FY 2020, the Maintenance Division placed 2 additional 40-foot buses, 7 relief vehicles, 4 support vehicles into fixed-route service. Three new paratransit vehicles were placed into Handy Ride service. Additionally, six 40-foot buses were ordered and are scheduled for delivery in June 2021. FAX awarded its first zero-emission vehicle (ZEV) contract to Proterra for two Battery Electric Buses (BEB) in December 2019. Due to manufacturing delays caused by COVID-19, these buses are anticipated to arrive in February 2021. In FY 2021, FAX will award a multi-year requirements contract for BEBs. FAX is planning to purchase seven BEBs upon its initial purchase to comply with new state laws that require transit operators to transition their bus fleets to ZEVs by 2040.

FAX continues to provide staff with additional aftermarket training opportunities to ensure FAX has qualified technicians with the most current training.

PUBLIC INFORMATION AND COMMUNITY OUTREACH

In addition to the planning functions described above, the FAX Planning Division is also responsible for providing public information and conducting community outreach. During FY 2020, FAX focused its public information and outreach efforts on three key activities: soliciting input on proposed service changes (pre-COVID), providing information keeping passengers up to date regarding evolving FAX-related COVID health and safety protocols, and informing passengers of implemented and upcoming service changes, including the rerouting of Route 28, the reopening of the Manchester Transit Center (MTC), and the 12-35 interline and Route 38 frequency enhancements scheduled in January 2021. These services were promoted through advertising, participation in local events, agency presentations, public workshops, FAX pop-up events, social media, and by communicating essential public transit information with individuals and community-based organizations. FAX used its large format printer and laminator to produce current system and customer information displays in English and Spanish for the kiosks at Courthouse Park, the MTC office, the Handy Ride office, and community outreach meetings and events. FAX directed its outreach efforts toward the diverse population through cultural, age, disability, and socio-economic sensitive communication. FAX used newspaper advertisements, posters, bus placards, schedule guides, maps, flyers, e-mail, social media, the FAX website, the FAX newsletter, the MyFAXBUS mobile app, and bus audio and visual announcements to connect with the community. FAX also utilized comment cards and surveys to gather information from passengers, and the public.

In addition, in FY 2020, the FAX website was updated to provide information such as bus schedules, holiday service, transit trip planning, the FAX newsletter, special services such as FAX transportation to Cooling Centers, safety notices related to the COVID-19 pandemic and general safety and security notice. The web-based Service Alert notification system continued in FY 2020 and allowed passengers daily access to situations that affect trips such as detours, temporary bus stop locations, and tripper service. FAX continued to encourage passengers to share their concerns about the system by connecting with the Customer Service staff through email, by telephone, and in person.

The MyFAXBUS mobile application continues to be available for iOS and Android operating systems. The app was created by the City of Fresno and features real-time transit trip planning capabilities, as well as real-time transit information. Transit riders are also able to track bus arrival times in real-time. Upgrades are anticipated in FY 2021.

CAPITAL PROJECTS

Bus Procurement

In August 2015, FAX entered into a five-year contract with Gillig for 30- and 40-foot CNG fixed route buses and 40-foot BRT buses, under which a final order for 8 CNG buses was placed in July, 2020. These buses are a combination of replacements for aging buses and additional buses to support new service. In FY 2020, FAX took delivery of two new 40-foot Gillig buses. Moving forward, as regulated by California Air Resource Board through its Innovative Clean Transit (ICP) program, FAX will transition to a 100% zero-emission bus fleet by 2040. In support of this requirement, FAX developed a Zero Emission Transition Plan, which was approved by the Fresno City Council in mid-2020 (described in more detail further below), and entered into a purchase contract with Proterra for two 40-foot zero-emission Battery Electric Buses (BEB). These vehicles are scheduled to be delivered in FY 2021. A larger requirements contract for future BEB bus purchases was awarded to Proterra in December 2020.

Bus Stop and Facilities Improvements

FAX is working on various capital projects to enhance passenger amenities, improve security, and increase operating efficiency.

FAX completed the Manchester Transit Center (MTC) exterior upgrades in August 2020, including a complete reconfiguration of all concrete surface areas, new transit shelters, new LED lighting, and new passenger information signs. The interior of the MTC office space was also renovated, and FAX staff was able to move back into the office to provide more convenient customer service.

FAX completed the Buffer Median Island Bus Stop Upgrades project in April 2020. This project upgraded 18 stops that are located on median islands throughout the city. The upgrades included new passenger amenities, including shelters and benches, as well as a safe path of travel with ADA accessibility.

Leveraging the infrastructure and technology provided by the BRT, Courthouse Park, and MTC capital projects, FAX installed 244 new high-definition security cameras to improve the safety of its customers and security of the capital improvements in these areas. This project also included installation of a battery back-up system to power video recording and surveillance systems and installation of new workstations for use in viewing the camera network by both FAX and the City of Fresno Police Department staff. Additionally, FAX purchased nearly 300 solar powered security lights for deployment at non-BRT bus stops throughout the system. The first phase of installation of these lights was completed in early FY 2021, with the remainder likely to be installed in early FY 2022.

FAX also collaborated with the City of Fresno Public Works Department to design and implement traffic signal priority (TSP) technology along the Shaw Avenue corridor between Willow Avenue and Polk Avenue. The goal of this project is to improve bus service and schedule adherence by providing preferential treatment to buses that are running behind schedule. This will be achieved by providing a longer/shorter green light at traffic intersections improving the buses' ability to maintain and achieve schedule adherence. This project will be completed in early FY 2021. Using additional funds that were remaining at the end of the main TSP project, FAX will also perform several technology upgrades to make the TSP system more reliable and increase functionality. These additional upgrades will happen in FY 2021.

To further the goals of FAX to reach a zero-emission fleet by 2040, FAX completed and approved its Zero Emission Transition Plan (ZETP) in March 2020. This plan was approved by the City Council in summer 2020. The ZETP will serve as a guide for future capital projects and zero-emission bus purchases, including BEBs and hydrogen fuel cell buses.

FAX continues to push forward with capital improvements despite the challenges brought about by the COVID-19 virus. Several large facility improvement projects are due to be bid and awarded between fall 2020 and spring 2021. These projects will improve the state of good repair for FAX Facility assets, improve operational efficiency within the main yard, provide for security improvements, and assist with FAX's first major leap towards a zero-emission fleet.

III. TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS

A. TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS

FY 2016 through FY 2018

Moore and Associates

State Transportation Development Act (TDA) Requirement

In April 2019, Moore and Associates submitted to the Fresno Council of Governments, FAX's Triennial Performance Audit for FY 2016 through FY 2018. The audit assists the State of California in determining if FAX operates in compliance with applicable laws, rules, and regulations, as prescribed by the Transportation Development Act (TDA). The audit identified no compliance findings, and identified the following two functional recommendations:

1. The City does not identify local supplementation separate from fare revenue in its TDA fiscal audits.

It appears the City is utilizing local supplementation to ensure it meets the 20% farebox recovery ratio required by the TDA. This is assumed because the farebox recovery ratio is consistently right at 20% , which suggests the City is using just enough local funds to reach that goal. The likelihood of the City exactly meeting the requirement using fare revenues alone is very low. However, the City does not break out actual fare revenue from local supplementation in its TDA fiscal audit, classifying all as "farebox revenues" even though there is a line item for "local assistance." For example, in FY 2017/18, the TDA audit included \$9,719,474 in fare revenue, while the other reports cited \$6,362,993. It is unclear where this additional revenue came from.

2. Financial and FTE operating data is reported inconsistently.

While we did not determine the City to be using an improper definition for any performance measure, the data reported internally, to the State Controller, and to the NTD tended to vary. Operating cost and fare revenue data saw inconsistencies each year. Performance data was generally consistent. In some years, FTE reported to the State Controller is not entirely consistent with TDA definition based on the labor hour data provided as part of this audit.

Comments: FAX has since addressed the functional recommendations and remains in good standing with the State of California.

B. TRIENNIAL PERFORMANCE REVIEW RECOMMENDATIONS
FY 2015 through FY 2017
Interactive Elements, Inc.
Federal Transit Administration (FTA) Requirement

In September 2018, Interactive Elements, Inc. completed a triennial performance review of FAX management and operation practices for FY 2015 through FY 2017. The United States Code, chapter 53 of title 49, requires the FTA of the United States Department of Transportation (USDOT) to perform reviews and evaluations of Urbanized Formula Grant activities at least every three years. This requirement is contained in 49 U.S.C. 5307 (i). The Triennial Review focused on the City's compliance in 20 different areas. No deficiencies were found with the FTA requirements in 13 of the 20 areas. However, the City was deficient in the areas of Financial Management and Capacity, Technical Capacity-Awards Management, Satisfactory Continuing Control, Maintenance, Procurement, DBE, and ADA-Complementary Paratransit, as described below. FAX has corrected all deficiencies to the satisfaction of the FTA, and remains in good standing with the FTA.

1. Financial Management and Capacity

Basic Requirement: The recipient must have financial policies and procedures; an organizational structure that defines, assigns and delegates authority; and financial management systems in place to match, manage, and charge only allowable cost to the award. The recipient must conduct required single audits and provide financial oversight of sub recipients.

Finding: During this Triennial Review of the City, deficiencies were found with the FTA requirements for Financial Management and Capacity.

Deficiency Code F4-1: ECHO documentation deficient

A review of the City's ECHO files found it difficult to determine how the City calculated the financial data in order to request funds. General ledger printouts are used to identify eligible expenses associated with grant projects. However, there is no summary or reconciliation to show how the City arrived at the amount stated on the ECHO request.

Comments: Updated Policy A6-2: Capital Project Expenditure Tracking, to include Standard Operating Procedures (SOPs) for grant expenditure tracking. Updated Policy A6-3: Grant Drawdown Procedure for FTA Grants to ensure all eligible grant expenditures will be drawn down from FTA by FAX Grant Manager in a timely manner.

2. Technical Capacity – Award Management:

Basic Requirement: The recipient must report progress of projects in awards to the FTA timely.

Finding: During this Triennial Review of the City, deficiencies were found with the FTA requirements for Technical Capacity – Award Management.

Deficiency Code TC-AM3-1: MPRs lack required information

At the time of this review, the City had eighteen (18) open grants. A review of Milestone Progress Reports found information lacking relative to the status of grant projects (Activity Line Items [ALIs]). For projects with no activity or projects that were delayed, the MPRs contained little to no explanation for the delay and/or explanation as to how the City planned to mitigate the delays.

Corrective Action and Schedule: By December 15, 2018, the City must submit to the FTA procedures that address the FTA reporting requirements. The procedures are to address the information required to be reported, the source of the information, and how the information will be collected and verified prior to reporting. The City may wish to consider developing a standardized form for use by its project managers to ensure uniformity of information.

Comments: Created SOP: Quarterly Milestone Progress Reporting and updated Policy A6-3: Grant Drawdown Procedure for FTA Grants to ensure uniformity of reporting and information.

Deficiency Code TC-AM5-1: Inactive award/untimely closeouts

At the time of the site visit, the City had 18 open grants. FTA expects grants awarded for a specific program of projects to be completed within a reasonable, specified time frame, generally two to three years. The recipient should have procedures for tracking project funds and reprogramming unused balances to other projects or closing out the award if funds cannot be utilized. Examples of good award management practices include:

- As part of the annual development process, identify available funds in existing awards before applying for new funds
- Unless directed by the region, apply for remaining apportionments in the next year's award instead of amending awards to add apportionment balances. An award may contain multiple years' apportionments
- Spend oldest funds first for on-going expenses such as program administration (financial purpose code (FPC 6), operating assistance (FPC 4), ADA complementary paratransit (FPC 8), and preventive maintenance (FPC 0)
- Accumulate program administrative expenses in a generic account and then draw from the oldest award with available program administrative funds instead of charging the expenses directly to awards
- Set project time limits (less than two years)
- Transfer small remaining balances to new line items
- Move delayed projects to newer awards and active projects to older awards
- Deobligate project balances and reapply for funds (if within period of availability and allowed by the FTA regional office)
- Regularly reconcile balances with those in the TrAMS

Corrective Action and Schedule: By December 15, 2018, the City is to provide the FTA Regional Office with a plan that addresses how the City will complete the projects associated with grant projects:

- CA-2016-106-2
- CA-2017-081-01, 02, 03, 04, 05
- CA-2017-118-01
- CA-2017-144-01
- CA-2018-002-04
- CA-2018-004-03
- CA-2018-006-03, 04

By January 18, 2019, the City must submit to the FTA Regional Office more effective procedures for award management (spending older funds first, tracking project progress, identifying project balances, reprogramming unused project funds to other projects, reassigning older projects to newer awards, or closing out projects) to enable it to close awards more timely.

Comments: FAX has created and submitted a plan to address how grant-funded projects will be completed, to include a schedule of projects with status and closeout dates.

3. Satisfactory Continuing Control:

Basic Requirement: The recipient must ensure that FTA-funded property will remain available to be used for its originally authorized purpose throughout its useful life until disposition.

Finding: During this Triennial Review of the City, deficiencies were found with the FTA requirements for Satisfactory Continuing Control.

Deficiency Code SCC7-3: Inadequate equipment records

No equipment records were available for FTA-funded equipment and vehicles. Discussions with staff noted that records for FTA-funded assets were not available after the City changed the dollar threshold for assets.

Recipients are required to follow the equipment management requirements of 2 CFR 200.313 and FTA Circular 5010.1E.

Corrective Action and Schedule: By March 15, 2019, the City must submit to the FTA Regional Office:

1. Internal control procedures that address how the City identifies and maintains control of FTA-funded property, equipment, rolling stock, and supplies. The procedures are to identify the Department(s) responsible for the acquisition, use, management, and disposition of federally assisted property including equipment and rolling stock.

2. Equipment records with all required reporting elements for FTA-funded equipment and rolling stock.

Deficiency Code SCC7-4: No evidence of physical inventory or reconciliation

For this review period, the City did not perform an inventory of FTA-funded assets. This is a repeat finding from the 2015 Triennial Review.

FTA requires grantees to conduct a physical inventory of FTA-funded equipment and rolling stock and to reconcile the results to equipment records at least once every two years. The inventory should be done by someone other than the person responsible for the equipment records. Once the inventory results are reconciled, the equipment records are to be updated.

Corrective Action and Schedule: By March 15, 2019, using its equipment records of FTA-funded equipment, the City must submit to the FTA evidence that it conducted an inventory and reconciled the results to the equipment records.

By March 15, 2019, the City is to provide the FTA Regional Office with procedures that address the inventory and reconciliation requirements of FTA-funded equipment.

Comments: As a response to both Satisfactory Continuing Control findings, FAX has created a SOP Internal Control Procedures for FTA-Funded Assets, created a FTA asset record data repository, created a SOP, which establishes duties for the Department's Property Manager & Property Monitor. Among these responsibilities, roles are clearly defined for the Property Manager, who maintains records and is assigned by the Administrative Manager, and the Property Monitor(s), who are assigned by Division Managers within each section. These SOPs continue to effectively monitor all FTA-purchased assets to detail all areas of asset management, official documentation and asset condition. The SOP also creates actionable policy to ensure that a physical inventory is conducted bi-annually.

4. Maintenance:

Basic Requirement: Recipients must keep federally funded vehicles, equipment, and facilities in good operating condition. Recipients must keep Americans with Disabilities Act (ADA) accessibility features on all vehicles, equipment, and facilities in good operating order.

Finding: During this Triennial Review of the City, deficiencies were found with the FTA requirements for Maintenance.

Deficiency Code M1-1: No written vehicle maintenance plan

For this review, the City provided a bus fleet management plan, not a vehicle maintenance plan. Fleet management plans are typically associated with project management oversight requirements for FTA New Starts projects. Fleet management plans are developed to identify all existing transit modes in service, vehicle and service types (bus, rail, etc.) in operation and anticipated to be in operation, including paratransit, as well as factors that are relevant to the current and future equipment needs. While fleet management plans cover vehicle maintenance information, they do not include the details of a vehicle maintenance program. Vehicle maintenance plans must describe a system of periodic inspections and preventive maintenance to be performed at certain defined intervals. For Section 5307-funded assets, the written maintenance plans should identify the goals and objectives of a maintenance program, which may include, for example, vehicle life, frequency of road calls, and maintenance costs compared to total operating costs. The plan is to identify the current fleet and the preventive maintenance requirements, service intervals for each bus configuration. The plan is to describe how the City manages and pursues warranty claims.

Corrective Action and Schedule: By March 15, 2019, the City must submit to the FTA Regional Office, a vehicle maintenance plan.

Deficiency Code M1-2: No written facility/equipment maintenance plan

The City does not have a written facility and equipment maintenance plan. This is a repeat finding from the 2015 Triennial Review. During the site visit, discussions with staff noted that the Department of Transportation/FAX will assume responsibility of the compliance requirement.

Corrective Action and Schedule: By March 15, 2019, the City must submit to the FTA Regional Office, a facility and equipment maintenance plan.

Deficiency Code M2-1: Late vehicle/vessel preventive maintenance

Records provided by the City showed that for the past year, on-time performance for vehicle preventive maintenance was 76%. FTA expects recipients to follow their program for preventative maintenance but understands that circumstances may prevent inspections being completed exactly at the interval specified. To account for this, FTA allows a 10% deviation from the scheduled interval.

The recipient is deficient if fewer than 80% of the inspections for any mode or operation occurred on time.

Corrective Action and Schedule: By March 15, 2019, the City must submit to the FTA Regional Office:

1. Procedures for completing preventive maintenance inspections on time.
2. A monthly report signed by the chief executive officer or other senior management designee on preventive maintenance results until the data demonstrate the recipient has conducted 80% of its preventive maintenance on time for three consecutive months.

For each vehicle that received a preventive maintenance inspection during the month, the recipient must include with the submittal to the FTA Regional Office:

- a. A report that lists the vehicle number, date of the inspection, mileage of the current inspection, mileage of the previous inspection, and the mileage interval between the two inspections for each vehicle/vessel that received a preventive maintenance inspection during the month. List the percentage of the inspections performed on time.
- b. Back-up documentation for each vehicle (e.g., copy of work order, printout from the maintenance management system) documenting the date and mileage of the inspection.

Comments: The agency provided a vehicle maintenance plan and an equipment maintenance plan, with scheduled intervals for update and confirmation that guidelines are adhered to for scheduled preventative maintenance. A SOP was created to demonstrate procedures for completion of preventative maintenance, as well as three months of on-time monthly reports were provided to the FTA demonstrating 80% or better on-time preventative maintenance.

5. Procurement:

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

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

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

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

Comments: The agency developed a policy for procurement processes and compliance requirements. This policy was accompanied by a SOP to detail procedures for proper procurement file storage and file management. Staff has been trained on the policy, with refresher trainings scheduled for 6-month intervals. A consultant was also contracted to assist the department with a comprehensive approach to refining all procurement activities as related to FTA purchases. Staff who are in key positions for procurement activities have all attended the National Transit Institute

(NTI) training for Procurement (levels 1 and 2), in addition to becoming subject-matter-experts to ensure proper federal clauses and documentation are in adherence to established policy and SOP.

The Maintenance Division has also refined rolling-stock purchase procedures to submit pre-award documentation, as per a new SOP, which governs requirements associated with pre and post-award certification.

6. Satisfactory Continuing Control

Basic Requirement: States: When procuring property and services under a Federal award, a state must follow the same policies and procedures it uses for procurements from its non-Federal funds. The state will comply with 2 CFR §200.322 (*Procurement of Recovered Materials*) and ensure that every purchase order or other contract includes any clauses required by section 2 CFR §200.326 (*Contract Provisions*). All other non-Federal entities, including sub recipients of a state, will follow 2 CFR §§200.318 (*General Procurement Standards*) through 200.326 (*Contract Provisions*).

Non-state recipients: The non-Federal entity must use its own documented procurement procedures, which reflect applicable State, local, and tribal laws and regulations, and conform to applicable Federal law and the standards identified in 2 CFR part 200.

Background: The City employs a decentralized form of procurement management. Per the City's purchasing policy Administrative Order 3-1, dated July 30, 2010, the Purchasing Division is responsible for citywide procurements for technical and non-professional services, such as custodial, processing, security, and temporary personnel. Per Administrative Order 6-19, Departments are authorized to conduct procurements for consulting and professional services below the City's small purchase threshold of \$135,000. The City's Transportation Department (FAX) further decentralizes the procurement function within its organizational structure.

Policies and Procedures: For this review, the City provided three (3) separate procurement policies: (1) Administrative Order 3-1, dated July 30, 2010 that established a City-wide purchasing policy with procurement options, (2) Finance Department's Procurement Handbook (2014) that also contained a supplemental section dated 2012 that applied to FTA-funded procurements, and (3) a 2017 version of the supplemental section.

Finding: During this Triennial Review of the City, the following deficiencies were found with the FTA requirements for Procurement:

Deficiency Code P1-3: Procurement policies and procedures not current/complete

The review of the policies and procedures submitted by the City found no provisions for ensuring compliance.

A nonfederal grant recipient must use its own documented procurement procedures, which reflect applicable State and local laws and regulations, and conform to applicable Federal law and the standards identified in 2 CFR part 200. Further, policies and procedures must explain *how* the recipient will ensure compliance with the standards and requirements identified in 2 CFR §§200.318 (General Procurement Standards) through 200.326 (Contract Provisions).

Corrective Action and Schedule No. 1: By March 15, 2019, the City is to provide the FTA Regional Office with an approved policy statement that establishes the protocols governing FTA-funded procurements and that provides clear communication to management and staff of the compliance requirements.

Corrective Action and Schedule No. 2: By March 15, 2019, the City is to provide the FTA Regional Office with revised procurement procedures that address how the City manages and controls the procurement process in order to ensure compliance. Appendix C of this report contains resources that the City may want to consider when revising its procedures.

Deficiency Code P5-1: Incomplete written documentation of procurement history

The City did not employ a standardized practice for documenting the history of FTA-funded procurements. Procurement files reviewed contained a document checklist that identified the name of procurement and contracting officer, and a list of documents typically associated with procurements. Instructions were vague on how to use the checklist. It was difficult to determine the chronological history of the procurement due to how and when the checklist was filled out. Missing from the check was the requirement to document the rationale for the method of procurement selected, the rationale for the contract type selected, and the basis for the contract price. It appeared that each Contracting Officer was responsible for determining what documents were necessary to be retained. While some files contained invoices, others did not. One file contained documentation regarding terminating a contractor for default, however the file contained no documentation as to how the determination to terminate was made and approved.

The change order file for Kimley-Horn included an executed agreement between the City and Kimley-Horn dated July 25, 2014 in the amount of \$411,751 for design and engineering services associated with a bus livability grant. Language in the scope of work identified the scope of work as being added to the scope of work already being provided by Kimley-Horn. It was unclear as to why the agreement was in a change order file.

The review of the City's Creative Bus Sales bus procurement file found it to be incomplete as it did not contain documents to meet the Altoona bus test report requirements and the Buy America post-delivery audit and purchaser's certification requirements. Further, purchase orders in the file referred to buses ordered as being "StarCraft Class B" and invoices referred to the purchase of "2018 StarCraft All Star 22 buses." Further, the file did not contain specific details as to the configuration of the buses ordered.

The purpose of the procurement history file is to accurately document the history of the procurement and procurement-related activities associated with it. The documents must be maintained in a manner such that a chronological account can be reasonably established.

Corrective Action and Schedule: By March 15, 2019, the City is to develop and submit to the FTA Regional Office, amended procurement procedures that address the requirements associated with procurement files; ensuring the revised procedures include methods that will be used by the City to ensure compliance.

Deficiency Code: 14-2 Insufficient documentation to support change orders

The procurement files for the Kimley-Horn and David Moreno change orders did not contain a justification statement. A change to a contract that is beyond the scope of that contract is a new non-competitive or sole source award that must be justified under the provisions for non-competitive procurements.

Corrective Action and Schedule: By March 15, 2019, the City must submit compliant change order procedures to the FTA Regional Office. For the next change order, submit to the FTA Regional Office documentation that the required process was implemented.

Deficiency Code: 17-1 Improper Piggyback Purchase

FTA Comment: FTA acknowledges receipt of the City's July 27, 2018 response to the draft report wherein the City stated that the bus procurement a State Schedule procurement and not considered as a piggyback procurement. Based upon the documents provided by the City, the activities associated with this procurement align more with that of a piggyback procurement. State Schedule procurements do not contain requirements for minimum or maximum quantities nor do they require assignment of options to recipients prior to purchasing from the schedule.

The review of the Morongo Basin Transit Authority/Creative Bus Sales procurement file for paratransit vehicles found that the City improperly procured buses by deviating from the terms and conditions of the original RFP. Specifically, the City:

1. Added additional equipment to each bus that was not identified in the original RFP
2. Accepted rebates from the vendor when prohibited by the terms and conditions set forth in the original RFP

In addition, records seem to indicate that the City purchased two different types of buses: StarCraft Class B and 2018 StarCraft All Star 22. However, the files were incomplete and did not identify whether the All Star 22 was the same as the StarCraft Class B bus.

Corrective Action and Schedule No. 1: By December 14, 2018, the City must provide the FTA Regional Office with a report detailing the type of buses the City has procured under the MBTA/CalACT procurement. In addition, the City is to provide the Regional Office with the status of any open purchase orders for buses associated with this procurement.

The City is to then follow all directions given by the Regional Office regarding the viability of the City's current contract with Creative Bus Sales and the continued use of the MBTA/CalACT procurement.

Corrective Action and Schedule No. 2: By January 18, 2019, the City is to provide the FTA Regional Office with procedures that govern the procurement methods used by the City for procuring FTA-funded rolling stock.

Deficiency Code: 19-2 Missing documentation of bus model testing

FTA Comment: FTA acknowledges receipt of the City's July 27, 2018 response to the draft report wherein the City provided various documents relating to Altoona testing. After review of said documents, FTA has revised the report as follows:

With this report, it remains unclear as to what type of buses the City procured using the MBTA/CalACT procurement. While the City provided a variety of documents associated with the Altoona bus test requirement, it provided no explanation as to what the documents contained, nor how the documents supported the compliance requirement.

This deficiency was cited because the City provided test reports for various bus configurations but not for the StarCraft All Star 22 bus.

Corrective Action and Schedule: By December 18, 2018, the City must provide to the FTA Regional Office, the test report(s) applicable to the series vehicles that were procured.

Deficiency Code: 20-2 Pre-award and/or post-delivery audits not performed

The post-delivery audit certification appeared to be completed by the vendor, not the City. The recipient or an independent third party must conduct the Buy America audits. The audit may be based on information provided by the manufacturer; however, certification by the manufacturer is not adequate.

Corrective Action and Schedule: By March 15, 2019, the City is to develop and submit to the FTA Regional Office, procedures that govern the requirements associated with conducting pre – and post award audits. For the next procurement, the City must submit to the FTA Regional Office documentation that the required process was implemented.

Deficiency Code: 20-2 Pre-award and/or post-delivery certifications lacking

The paratransit bus procurement file did not contain the required post-delivery certifications. The recipient must complete a post-delivery purchaser's requirements certification verifying that the buses delivered meet the contract specifications. This must be completed before a bus title is transferred to the recipient or before a bus is placed into revenue service, whichever is first. The post-delivery certification is based on the recipient's visual inspections and road tests

Corrective Action and Schedule: By March 15, 2019, the City is to develop and submit to the FTA Regional Office, procedures that govern the requirements associated with conducting pre – and post award certifications. For the next revenue rolling stock procurement, the City must submit to the FTA Regional Office pre-award audit information and certifications before awarding the contract and the post-delivery audit information and certifications before drawing FTA funds.

Comments: FAX has established Policy P7-26 – Procurement Internal Controls and SOP – Procurement Approval and Review process in response to the above findings. Additionally, SOP – Change Management Procedures, SOP – Procurement of FTA Funded Rolling Stock, SOP – FTA-Funded Assets Physical Inventory, FAX Facility Maintenance Plan and Program, and several example reports, cost analysis, and records were provided to either establish systems and accountability, or update existing structures.

7. Disadvantaged Business Enterprise:

Basic Requirement: Recipients must comply with 49 CFR Part 26 to ensure nondiscrimination in the award and administration of US DOT-assisted contracts. Recipients also must create a level playing field on which Disadvantaged Business Enterprises (DBEs) can compete fairly for US DOT-assisted contracts.

Finding: During this Triennial Review of the City, deficiencies were found with the U.S. Department of Transportation (US DOT) requirements for DBE.

Deficiency Code DBE 1-2 - Revisions to DBE Program not made

During the site visit, it was learned that the City of Fresno certifies DBE firms. However, the DBE Program Plan in TrAMS does not reflect such. This is a repeat finding from the 2015 Triennial Review.

Corrective Action and Schedule: By February 6, 2019, the City must revise and submit its DBE program, upload it to TrAMS and notify the Regional Civil Rights Officer (RCRO) once completed.

Comments: FAX provided documentation that the DBE program signed and submitted July 29, 2016; Subparts D – DBE Certification Standards and Subparts E –DBE Certification Procedures, pages 46-50, indicating the process of certifying DBE firms was affirmatively uploaded in TrAMS on July 29, 2016 is uploaded in TrAMS. On February 6, 2019 FAX notified the Regional Civil Rights Officer (RCRO) of the program status.

Deficiency Code DBE2-1 Inadequate designation of DBE Officer

The City has two staff positions associated with the DBE Program: The City's Purchasing Manager as the designated DBELO and a DBE Liaison Coordinator. The Liaison Coordinator is responsible for implementing the FTA, FHWA and FAA DBE Programs. This position also certifies DBE firms for Caltrans. The Coordinator must continuously assess how best to allocate available work hours in order to perform job duties. As such, the Coordinator is forced to decide how time is spent among the three programs.

Further, given the level of involvement that the Coordinator had with the DBE Program, the review could not establish what role the Purchasing Manager had as the designated DBELO.

Corrective Action and Schedule: By February 6, 2019, the City must submit to the FTA RCRO evidence of corrective actions implemented to designate DBE responsibilities properly.

Comments: The City of Fresno Purchasing Manager Job Specification establishes the position's responsibilities as the DBELO. Updating the position's duties to clearly delineate the Purchasing Manager as the DBELO was a concerted, coordinated effort between the Assistant City Manager, Transit Director, Finance Director, and other key personnel. On February 6, 2019, FAX notified the Regional Civil Rights Officer (RCRO) of the updated City of Fresno Purchasing Manager Job Specification that establishes the position's responsibilities as the DBELO.

8. Americans with Disabilities Act – Complementary Paratransit:

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

Finding: During this Triennial Review of the City, deficiencies were found with the US DOT requirements for ADA – Complementary Paratransit.

Deficiency CodeCPT5-1: Insufficient oversight of contracted ADA complementary paratransit

The City did not provide documentation to support its oversight responsibilities. Documentation provided for this review included monthly recordings of late trips, missed trips, excessively long trips, road calls, no shows, and complaints. The City used this information to determine the amount earned for incentives and disincentives. However, a review of the data over time identified road calls, late trips, no shows and miss trips as trending up. These trends could be signs of capacity constraints.

When a public entity enters into a contractual or other arrangement with a private entity to operate any aspect of its ADA complementary paratransit service, the public entity is responsible for ensuring that the contractor meets all of the requirements of the US DOT ADA regulations that would apply to the public entity if the public entity provided the service itself.

Corrective Action and Schedule: By March 6, 2019, the City must submit to the Regional Civil Rights Officer specific procedures for ensuring that its contractor complies with the ADA complementary paratransit requirements and evidence of implementation.

Comments: FAX updated SOP – Service Provider and Subrecipient FTA Compliance Oversight and Checklist in response to the finding. Additional information was requested and provided which details the 20 monthly reports reviewed by FAX staff for Paratransit Provider oversight, the process in which the monthly reporting is reviewed and detailed the emphasis on collaborative efforts, which include monthly meetings with the contracted paratransit provider and attendance at the Disability Advisory Committee meetings to provide presence, support and feedback to our ADA community.

**IV. FRESNO AREA EXPRESS AND HANDY RIDE: FY 2020
SSTAC COMMITTEE RECOMMENDATIONS**

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

VI. HIGHLIGHTS OF PRODUCTIVITY DATA

FRESNO AREA EXPRESS

As shown below in Table I-1, all indicators showed a negative trend in FY 2020 due primarily to the impacts of the COVID-19 pandemic. Prior to March 2020, FAX ridership was trending up. Between April and June, FAX ridership dropped 52% on fixed-route services. This was caused by the State mandated stay-at-home order as well as policies FAX implemented to reduce exposure on the vehicles, including limiting the number of passengers on-board at any given time to 10 people per bus. Unlike many transit agencies nationwide, FAX was able to maintain service hours and miles to adequately provide the same level of service for essential workers throughout the City of Fresno.

As shown in Table I-3, FAX ridership decreased by 16.47% from 10.5 million in FY 2019 to 9.06 million in FY 2020. Total service miles increased 7.0% from 4.66 million miles in FY 2019 to 4.7 million miles in FY 2020. Total revenue hours were consistent with service miles and increased by 6.98% from 402,895 hours in FY 2019 to 410,510 hours in FY 2020. The farebox recovery ratio decreased from 14.19% in FY 2019 to 10.28% in FY 2020.

The Transportation Development Act requires large urban transit providers to meet a 20% farebox recovery ratio. FAX did not collect sufficient revenues to meet the State-mandated farebox recovery requirement without supplementing fares with Local funds, however due to the on-going Covid-19 pandemic, farebox recovery requirements have been suspended for FY 2020 and FY 2021. The Operating cost per hour increased 8.7% from \$110.31 in FY 2019 to \$120.79 in FY 2020.

**Table I-1
FAX Productivity Indicator Comparison
FY 2019 vs. FY 2020**

Indicator	FY 2019	FY 2020	Percent Change
Passenger Trips	10,550,142	9,058,367	-16.47%
Revenue Service Hours	402,895	410,510	6.98%
Revenue Service Miles	4,663,994	4,701,969	7.00%
Passengers/Hour	26.19	22.07	-18.67%
Passengers/Mile	2.26	1.93	-14.60%
Cost/Mile	\$9.53	\$10.55	9.67%
Cost/Hour	\$110.31	\$120.79	8.68%
Farebox Ratio	14.19%	10.28%	-38.04%

HANDY RIDE

As shown below in Table I-2, Handy Ride experienced similar impacts to its metrics caused by the pandemic as the FAX fixed-route system. The main difference is that whereas FAX continued to operate fixed-route services at pre-pandemic levels to serve essential workers, Handy Ride reduced its service hours and miles when the COVID stay-at-home order resulted in fewer paratransit requests.

Handy Ride provided 170,721 trips during FY 2020, a decrease of 22.52% over FY 2019. Handy Ride productivity, as stated in Passengers per Hour in Table I-2, is 1.99 for FY 2020 compared to 2.10 the prior year. The total number of revenue miles decreased 23.49% from 1,213,011 in FY 2019 to 928,054 in FY 2020. Revenue hours in FY 2020 decreased 17.74% from 104,088 to 85,622. In FY 2020, Handy Ride reported no trip denials. A Request for Proposals was released for a new Handy Ride contractor in FY 2020 for implementation in FY 2021.

Table I-2
Handy Ride Productivity Indicator Comparison
FY 2019 vs. FY 2020

Indicator	FY 2019	FY 2020	Percent Change
Passenger Trips	220,351	170,721	-22.52%
Revenue Service Hours	104,088	85,622	-17.74%
Revenue Service Miles	1,213,011	928,054	-23.49%
Passengers/Hour	2.10	1.99	-5.24%
Passengers/Mile	0.18	0.18	0.00%
Cost/Mile	\$6.43	\$7.91	23.02%
Cost/Hour	\$74.78	\$85.79	14.72%
Farebox Revenue	\$326,796	\$281,026	-14.01%

Table I-3
Summary of Key Operational Indicators
FRESNO AREA EXPRESS
Fiscal Years 2017 through 2020

Fiscal Year Ending June 30	FY 2017	FY 2018	FY 2019	FY 2020
Operating Costs	\$37,717,694	\$41,979,373	\$44,445,075	\$49,589,055
Total Actual Vehicle Revenue Hours	340,918	374,764	402,895	410,510
Total Actual Vehicle Revenue Miles	3,966,436	4,337,684	4,663,991	4,701,969
Total Labor Hours	670,478	721,204	705,127	755,054
Unlinked Passenger Trips	9,622,875	9,750,802	10,550,142	9,058,367
Fare Revenue	\$7,640,262	\$6,068,176	\$6,307,587	\$5,098,988
Operating Cost/Passenger	\$3.92	\$4.31	\$4.21	\$5.47
Passengers/Vehicle Revenue Hour	28.23	26.02	26.19	22.07
Passengers/Vehicle Revenue Mile	2.43	2.25	2.26	1.93
Vehicle Revenue Hours/FTE*	960.33	934.57	1,022.00	975.08
Farebox Recovery Ratio	20.26%	14.46%	14.19%	10.28%
Operating Cost/Revenue Mile	\$9.51	\$9.68	\$9.53	\$10.55
Operating Cost/Revenue Hour	\$110.64	\$112.02	\$110.31	\$120.80
Average Fare/Passenger	\$0.79	\$0.62	\$0.60	\$0.56
Total Revenue Service Interruptions	461	380	339	308
Percentage of Trips On Time	77.76%	80.29%	84.55%	87.00%

Table I-4
Summary of Key Operational Indicators
FRESNO AREA EXPRESS
Fiscal Years 2018 through 2020

Fiscal Year Ending June 30	FY 2018	FY 2019	FY 2020	FY 2018-20
Operating Costs	10.15%	5.55%	10.37%	23.94%
Total Actual Vehicle Revenue Hours	9.03%	6.98%	1.86%	16.95%
Total Actual Vehicle Revenue Miles	8.56%	7.00%	0.81%	15.64%
Total Labor Hours	7.03%	-2.28%	6.61%	11.20%
Unlinked Passenger Trips	1.31%	7.58%	-16.47%	-6.23%
Fare Revenue	-25.91%	3.80%	-23.70%	-49.84%
Operating Cost/Passenger	8.96%	-2.26%	23.03%	28.34%
Passengers/Vehicle Revenue Hour	-8.49%	0.65%	-18.67%	-27.89%
Passengers/Vehicle Revenue Mile	-7.92%	0.53%	-17.10%	-25.70%
Vehicle Revenue Hours/FTE*	-2.76%	8.55%	-4.81%	1.51%
Farebox Recovery Ratio	-40.13%	-1.86%	-38.02%	-97.00%
Operating Cost/Revenue Mile	1.74%	-1.56%	9.64%	9.83%
Operating Cost/Revenue Hour	1.23%	-1.54%	8.68%	8.41%
Average Fare/Passenger	-27.58%	-4.09%	-6.21%	-41.05%
Total Revenue Service Interruptions	-21.32%	-12.09%	-10.06%	-49.68%
Percentage of Trips On Time	3.15%	5.04%	2.82%	10.62%

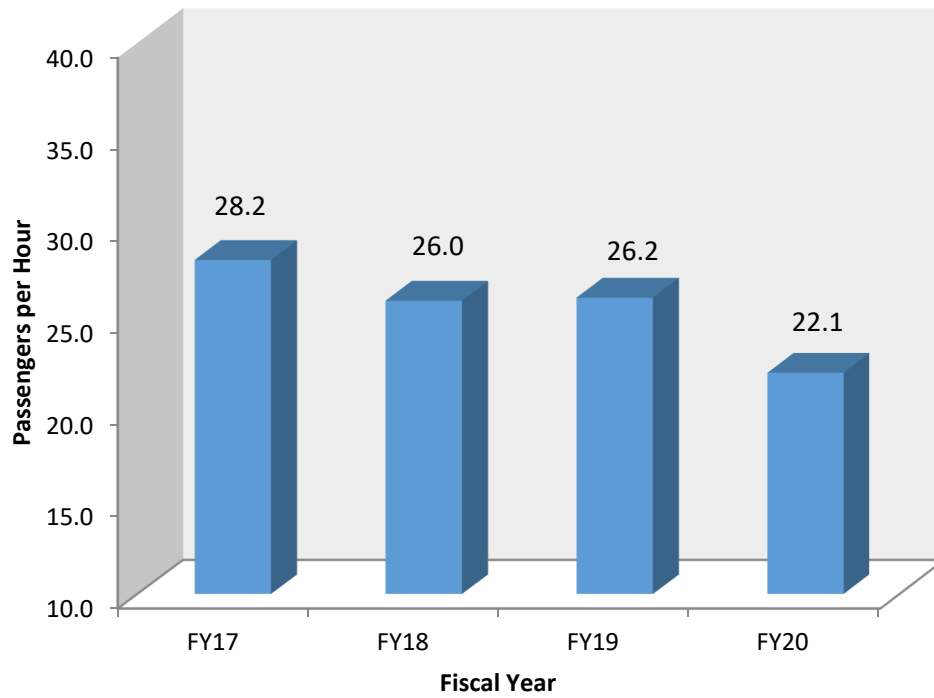
Table I-5
Summary of Key Operational Indicators
HANDY RIDE
Fiscal Years 2017 through 2020

Fiscal Year Ending June 30	FY 2017	FY 2018	FY 2019	FY 2020
Operating Costs	\$6,580,419	\$7,204,580	\$7,850,700	\$7,345,269
Total Actual Vehicle Revenue Hours	98,107	104,147	104,088	85,622
Total Actual Vehicle Revenue Miles	1,156,767	1,212,603	1,213,011	928,054
Unlinked Passenger Trips	199,948	213,026	220,351	170,721
Fare Revenue	\$259,414	\$294,817	\$326,496	\$281,026
Operating Cost/Passenger	\$32.91	\$33.82	\$35.63	\$43.02
Passengers/Vehicle Revenue Hour	2.04	2.05	2.12	1.99
Passengers/Vehicle Revenue Mile	0.17	0.18	0.18	0.18
Farebox Recovery Ratio	3.94%	4.09%	4.16%	3.83%
Operating Cost/Revenue Mile	\$5.69	\$5.94	\$6.47	\$7.91
Operating Cost/Revenue Hour	\$67.07	\$69.18	\$75.42	\$85.79
Average Fare/Passenger	\$1.30	\$1.38	\$1.48	\$1.65
Percentage of Trips On Time	87.0%	93.1%	92.2%	90.6%

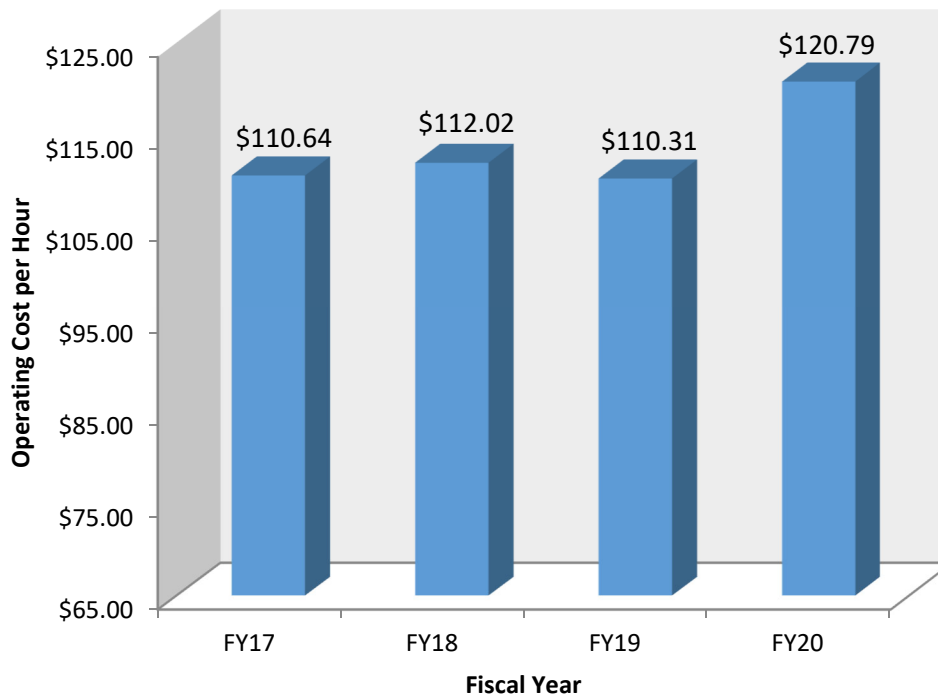
Table I-6
Summary of Key Operational Indicators
HANDY RIDE
Fiscal Years 2018 through 2020

Fiscal Year Ending June 30	FY 2018	FY 2019	FY 2020	FY 2018-20
Operating Costs	8.66%	8.23%	-6.88%	10.41%
Total Actual Vehicle Revenue Hours	5.80%	-0.06%	-21.57%	-14.58%
Total Actual Vehicle Revenue Miles	4.60%	0.03%	-30.70%	-24.64%
Unlinked Passenger Trips	6.14%	3.32%	-29.07%	-17.12%
Fare Revenue	12.01%	9.70%	-16.18%	7.69%
Operating Cost/Passenger	2.69%	5.07%	17.19%	23.51%
Passengers/Vehicle Revenue Hour	0.27%	3.38%	0.36%	-2.44%
Passengers/Vehicle Revenue Mile	-3.07%	-2.41%	1.61%	-3.86%
Farebox Recovery Ratio	-6.53%	-1.31%	-8.70%	-3.97%
Operating Cost/Revenue Mile	-8.38%	75.00%	4.25%	-2.99%
Operating Cost/Revenue Hour	-4.24%	8.28%	3.04%	21.82%
Average Fare/Passenger	-12.02%	1.82%	6.25%	-3.10%
Percentage of Trips On Time	-2.93%	-0.98%	6.57%	3.87%

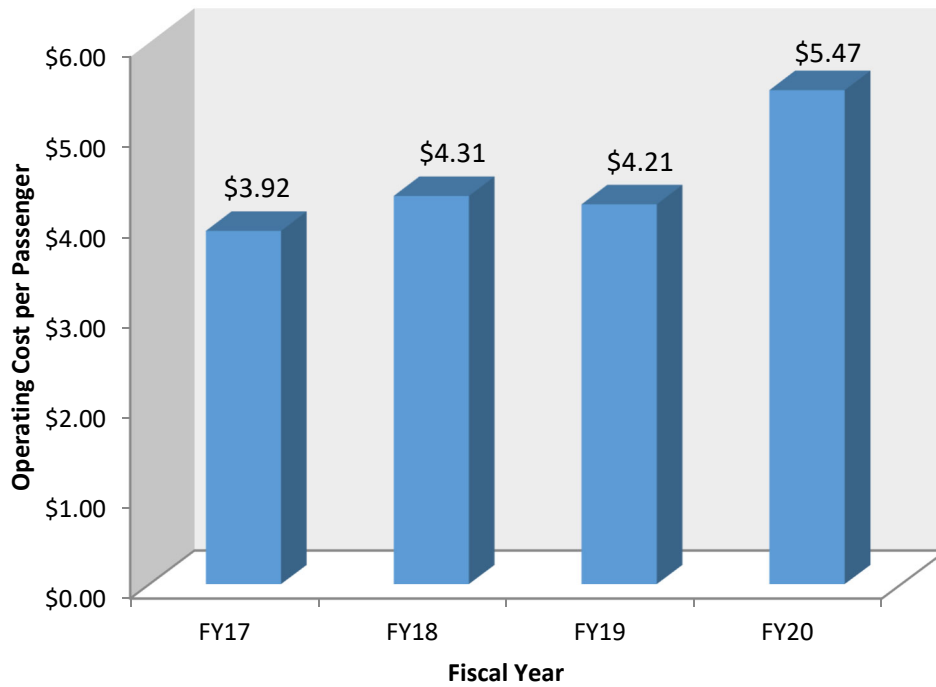
**Passengers/Revenue Hour
Fixed-Route
Exhibit I-1**



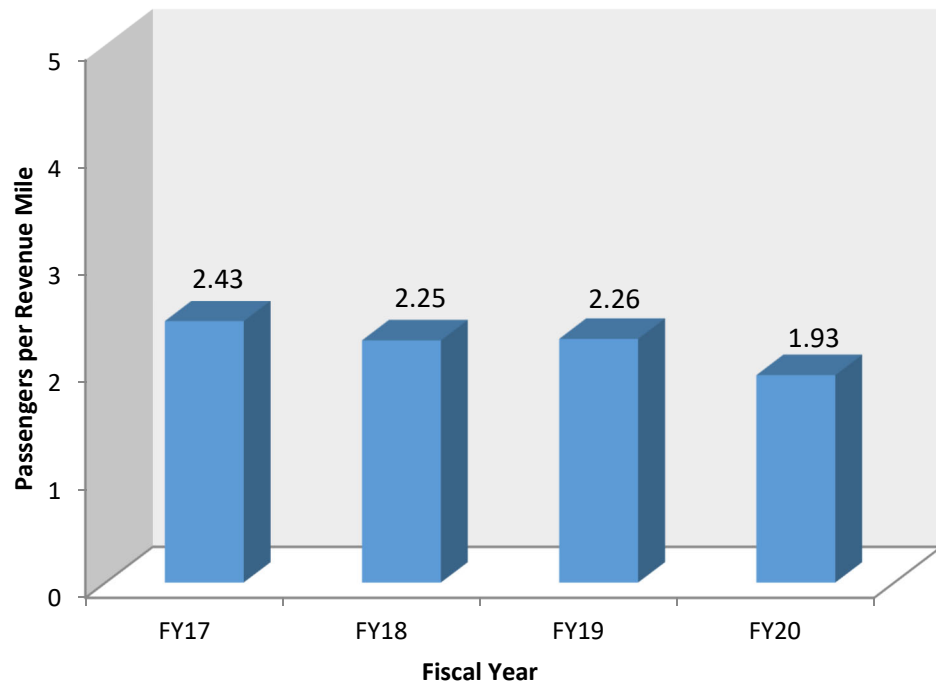
**Operating Cost/Revenue Hour
Fixed-Route
Exhibit 1-2**



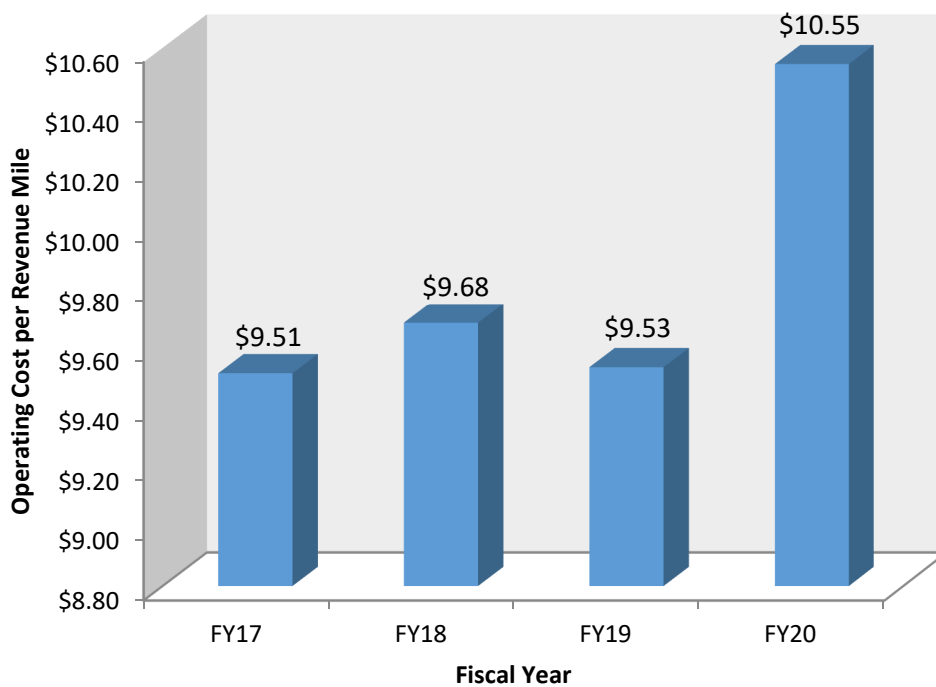
**Operating Cost/Passenger
Fixed-Route
Exhibit I-3**



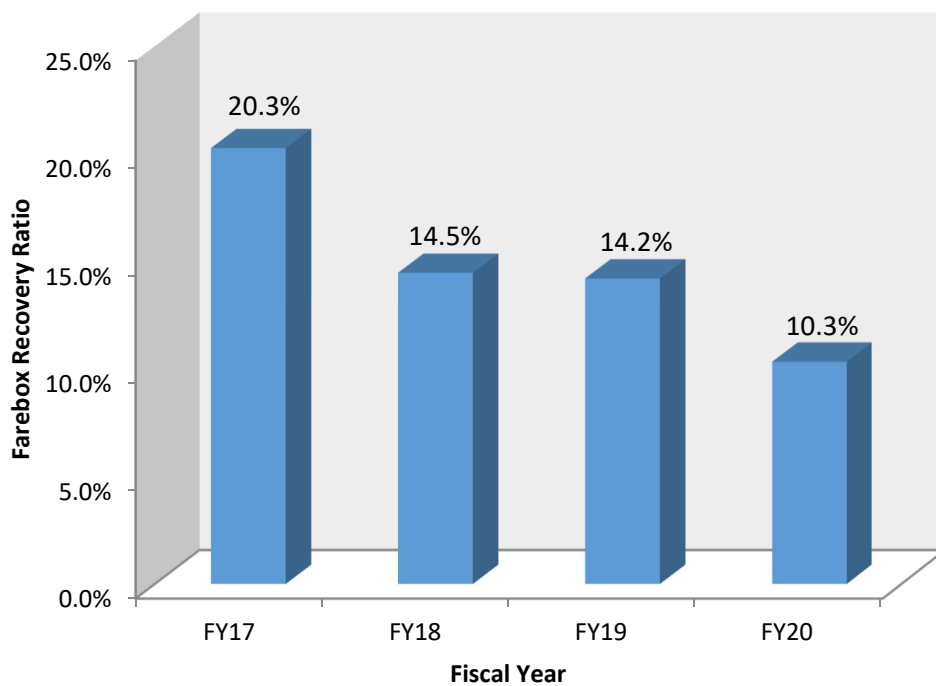
**Passengers/Revenue Mile
Fixed-Route
Exhibit 1-4**



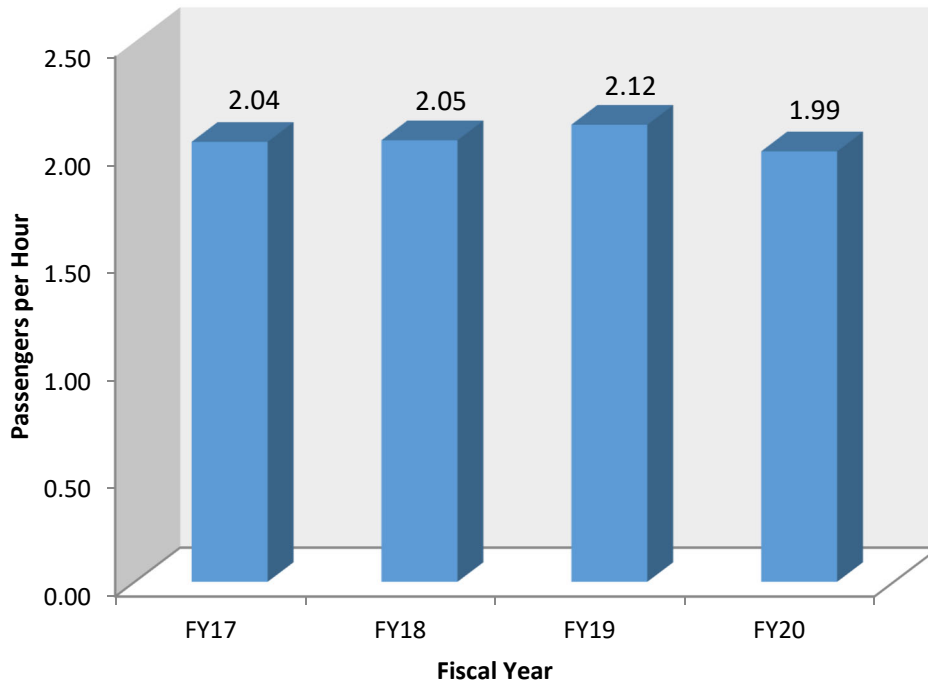
**Operating Cost/Revenue Mile
Fixed-Route
Exhibit I-5**



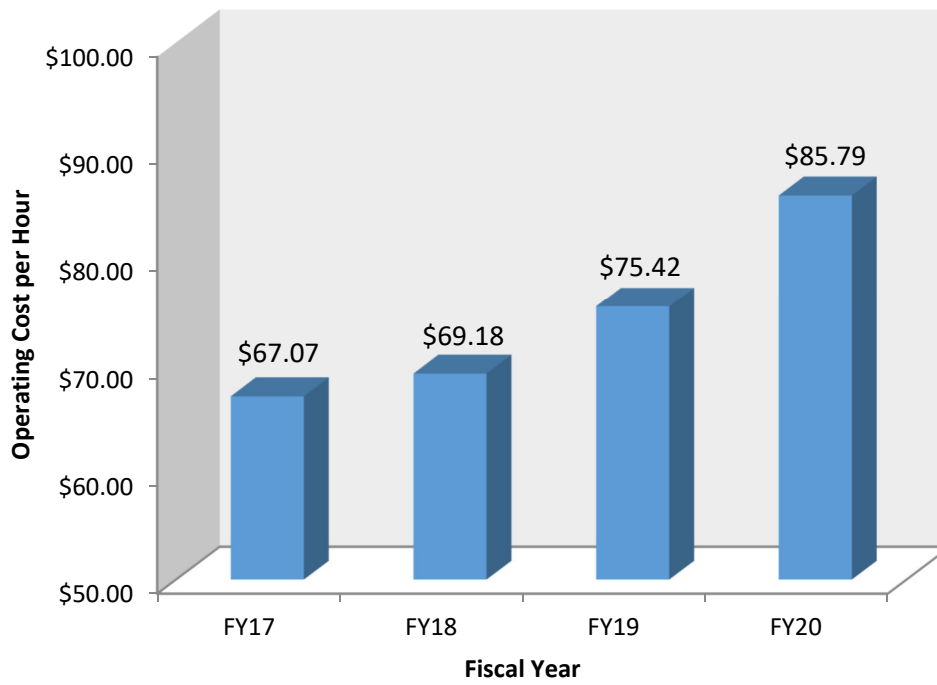
**Farebox Recovery Ratio
Fixed-Route
Exhibit I-6**



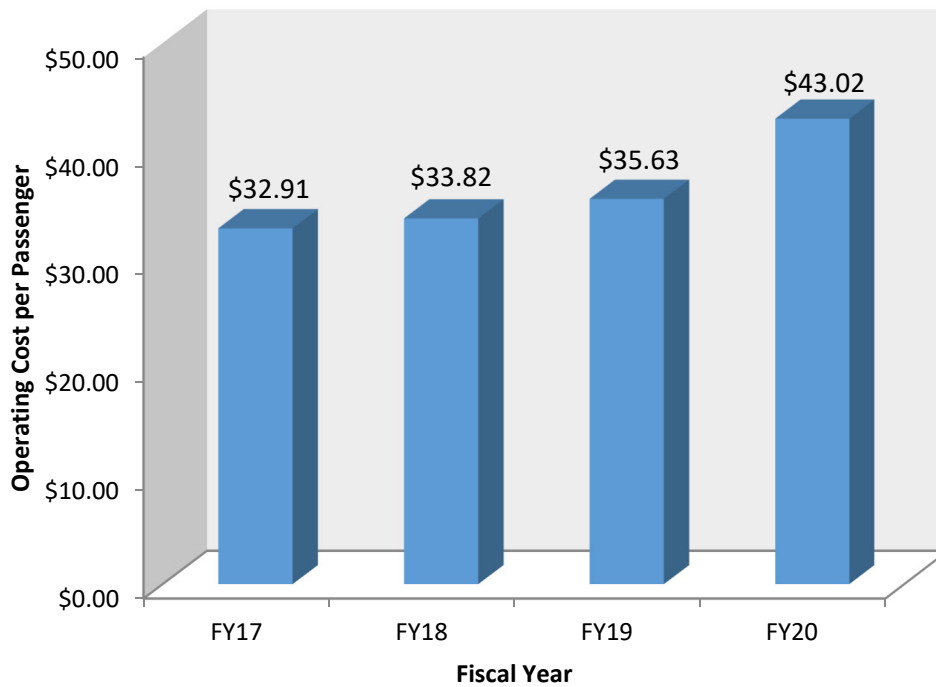
Passengers/Revenue Hours
Handy Ride
Exhibit I-7



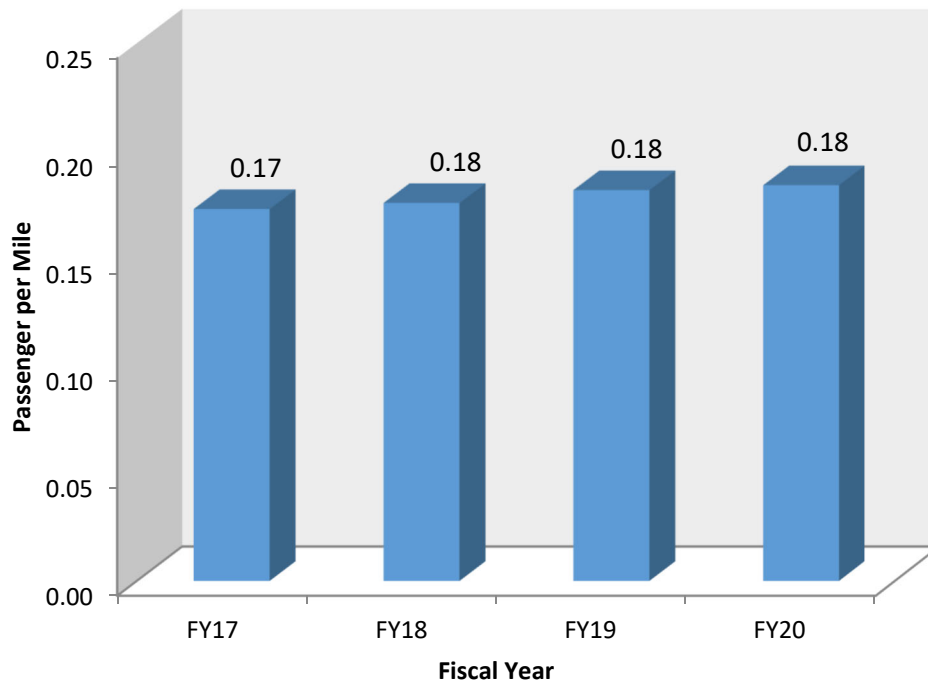
Operating Cost/Revenue Hour
Handy Ride
Exhibit I-8



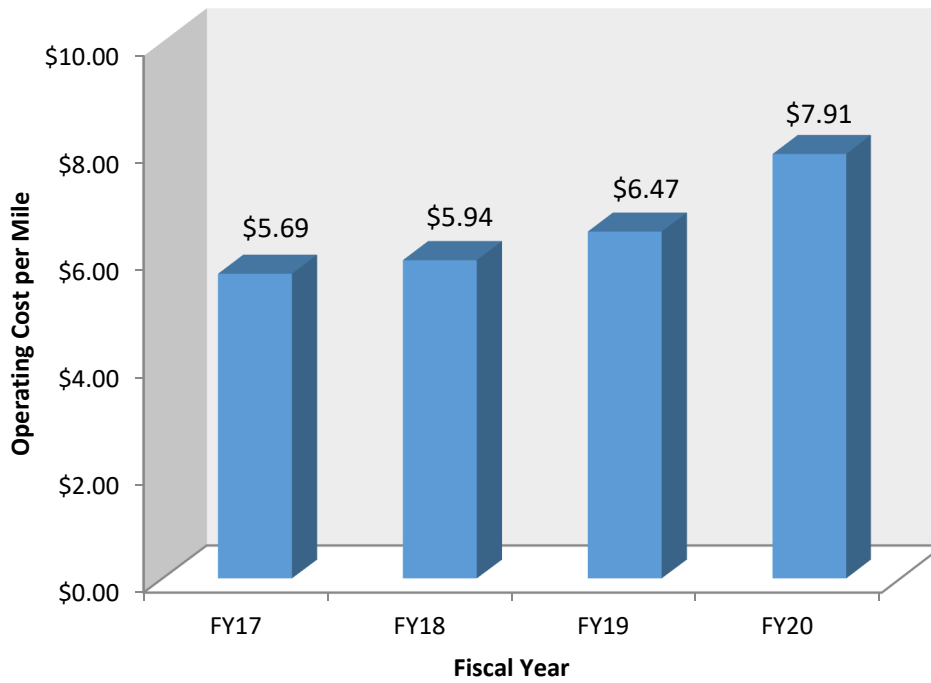
**Operating Cost/Passenger
Handy Ride
Exhibit I-9**



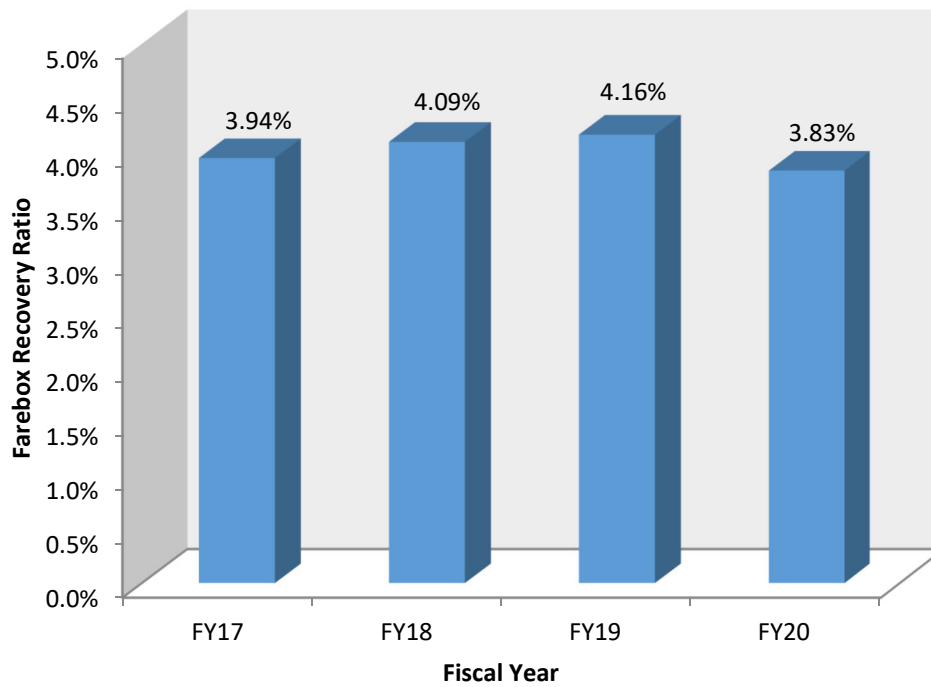
**Passengers/Revenue Mile
Handy Ride
Exhibit I-10**



Operating Cost/Revenue Mile
Handy Ride
Exhibit I-11



Farebox Recovery Ratio
Handy Ride
Exhibit I-12



Section II

Clovis Transit:

Stageline
And
Roundup

Clovis Transit
155 N. Sunnyside Avenue
Clovis, CA 93611
559-324-2770
www.cityofclovis.com/transit

SECTION II

2020 PRODUCTIVITY EVALUATION

CLOVIS TRANSIT

I. SUMMARY DESCRIPTION OF SERVICES

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

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

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

Continuing operational concerns and projects for FY 20 included: a) reacting to the coronavirus global pandemic and managing necessary operational changes; b) close monitoring of on-time performance on fixed-route service and demand response service; c) continuing to provide mobile ticketing option for passengers; d) troubleshooting regional farebox systems for full implementation in FY 20-21; e) coordination with local schools and disabled groups regarding services; f) work closely with Planning and Development department on future site plans considering the impact of VMT on each project; g) expansion of services as the City continues to grow; g) complete the installation of infrastructure to support two zero-emission vehicles.

II. SIGNIFICANT SERVICE CHANGES OR ACTIVITIES

During FY 19-20, there were two major events that affected transit services. First, utilizing Low Carbon Transit Operations Program funding, fares on Stageline and Round Up were eliminated for August, September, and October. This resulted in a significant increase in ridership on both services. In mid-March of 2020, the Governor of California issued a stay-at-home order for the entire state due to the coronavirus pandemic. Transit services were modified slightly as passenger counts dropped 90% almost overnight. Health and safety measures were immediately implemented including a suspension of fares, physical barriers inside the vehicles, and requiring masks to be worn by employees and passengers. Bus drivers were designated as essential workers, but any other employee able to work from home was ordered to do so by the City Manager.

By April, paratransit and fixed-route service schedules were normalized with social distancing required on every bus. Plexi-glass was install in all buses to encourage safe distancing and signage directs riders on how to safely space themselves while on the bus.

Short-, medium-, and long-term planning continues for the operation as the pandemic continues. The new transit office project is on-track for construction to begin in 2021. The regional farebox project has been determined to be unsuccessful and the funding has been reprogrammed to another project. Clovis Transit has received CalEMA Proposition 1B Transit Safety and Security grants for the following projects:

- Replacement of outdated on-board camera systems in the entire fleet, and the installation of camera systems into the vans. This project also includes panic switch installation at the Corporation Yard. (Completed FY17-18)
- Camera and security systems for the new transit office. The project will begin in concurrence with the start of construction on new office. (Estimated to be completed in 2021)
- Replacement of camera security system at Operations & Maintenance Yard where buses are parked. (Estimated to be completed in FY 21/22)

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

- Regional Farebox system was unsuccessful and the funding will be reprogrammed to the purchase of automated passenger counters by the end of FY20/21.
- Administrative Office Expansion to build a new facility and transit center.

Clovis Transit has received LCTOP funding for the following projects:

- Bus stop improvements with benches, shelters and lighting, at five bus stop locations within the disadvantaged area. (Completed FY 15-16)
- Additional bus stop improvements at six bus stop locations including benches, shelter and lighting. (Completed FY 16-17)
- Free Ride Days promotion in August, September, and October of 2019 which encouraged new transit riders to try the service and also allow members of the disadvantaged community to ride as needed with no impact to their financial well-being. This project was a success.
- Three years of LCTOP funding will be combined to conduct a route evaluation and re-design project in conjunction with the opening of the new transit hub. This project was set to begin in FY20/21 but the pandemic drastically shifted rider patterns to the extent that re-designing the routes will be extraordinarily difficult. This project is on hold until ridership increases to a point that allows for statistically sound data.
- A portion of LCTOP FY18/19 funding will be used to fund the electric bus pilot project charging infrastructure design and construction.
- Bus stop furniture to be installed at the new Fresno County Department of Social Services Clovis Center at the corner of Dakota and Peach Avenues. This large bus stop was designed to accommodate FAX, Clovis Transit, and FCRTA buses with three large shelters and additional benches for seating.

Upcoming projects for FY 20/21 include:

- Purchase of an automated passenger counter system for fixed-route buses.
- Design and initial construction of new transit offices.
- A zero-emission bus pilot project has been planned utilizing Measure C New Technology grant funds. Small electric battery buses are relatively new to the public transit arena and are untested in the small urban transit environment. This project will provide accurate data on battery range and capacity that will be used to plan for the eventual conversion to a zero-emission transit fleet.

SERVICE

No major route changes have occurred since 2010 when additional time was allocated into the schedule to allow for traffic and recovery time. A small loop was added to accommodate the new Fresno County Clovis Service Center that is planned on the corner of Dakota and Peach Avenues in the southwest corner of the city. No additional major route changes are anticipated until the new transit office is completed and the route re-design project is finished. When the new office is complete, routes will be revised to utilize the office as a transfer station.

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

PLANNING

Major route changes were made in 2010 with minor route changes made in 2011 and 2012. These changes were progressive and eliminated the need for additional route changes, but changes are expected in the future when the new transit office is completed. In 2021, a route re-design project will commence if and when ridership recovers to a level that allows for statistically reliable data to be produced. The new VMT model for new land development will also affect the route re-design project.

Clovis Transit and Fresno collaborated on two studies during FY 14-15: strategic service evaluation study and the gap analysis study. The study recommendations will be evaluated by both Fresno and Clovis and possible route changes considered. An inaugural document, the Fresno County Long Range Transit Plan, was completed in 2018 and will provide a roadmap for transit operators through the year 2050. This planning document will be updated every four years.

A significant planning project is the design and construction of a new transit office. This satellite office will be a transfer station for the routes and will consist of a public lobby and waiting area with restrooms, a counter for passengers to get information, offices for trainers and staff, a conference room, storage for training equipment, and a large meeting room for training and staff meetings. Land has been purchased, the building has been designed and engineered, and construction bids are being evaluated for contract award. Construction is anticipated to start in spring of 2021. The project also includes a new older adult center and county library.

A major project during FY 16-17 was the implementation of a new farebox system for both Roundup and Stageline. During FY19/20, that project was determined to have failed due to several factors. The funding will be shifted to the purchase of automatic passenger counters for the fixed-route bus system. Paratransit services use a software system that can track passenger counts.

A battery electric bus pilot project has been planned for implementation in 2021. The project is funded through the Fresno County Transportation Authority and Fresno Council of Governments with a Measure C New Technology grant. Zero-Emission Buses (ZEB) have been purchased, electric charging infrastructure has been designed, constructed, and is currently under-going testing. The project will provide data that will be used to better understand the operational costs and limitations of this new technology.

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

MARKETING

Clovis Transit route maps are located within the FAX schedule guide. All route maps and schedules are on the City's website and social media channels, and are regularly accessed.

In FY 18-19, Clovis Transit added the bus routes and schedules to Google Transit. This provides an easy fixed-route trip planning option for Clovis buses as well as coordination with Fresno FAX buses. In the fall of FY19/20, a large marketing project called Free Ride Days was launched. Using LCTOP funding, Clovis Transit offered free fare days on both fixed-route and paratransit in August, September, and October. The result was a significant increase in passenger trips on both services. The goal was to entice new passengers to try riding the bus as a commute option, and to remove any financial barrier to public transit use for those passengers who are low income or reside inside a Disadvantaged Community (DAC). The project was deemed a success with an overall 35% increase in ridership.

III. FOLLOW-UP ACTIONS ON THE TRIENNIAL PERFORMANCE AUDIT FISCAL YEARS 2015 - 2018

Moore & Associates completed the FY 2015 - 2018 Triennial Performance Audit of the City of Clovis Transit System in June 2019. The audit concluded that during the audited period the City of Clovis was conducting its transit operations in an effective manner. The audit recommended the following:

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

This recommendation is carried over from the prior performance audit. Clovis continues to provide travel training upon request but has yet to establish a formal travel training program. The need for such a program has become more apparent with the increase in the number of wheelchair-bound passengers. The City has proposed the construction of a transportation hub and senior activity center in Old Town Clovis on 3rd Street just east of Clovis Avenue. With the addition of a new transit facility, Clovis Transit will have proper facilities to grow and improve travel training to the community. The new facility will offer space not only for travel training but ADA assessments.

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

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

For the current audit review period, the City did not submit its annual Transit Operators Financial Transactions Reports to the State within the statutory time frame. PUC 99243 (a), requires transit operators to file an annual reports with the State Controller's Office within a prescribed period of time. In FY2015-16, the deadline was 110 days following the end of the fiscal year, or October 18, 2016, if filing electronically. Beginning in FY2016/17, the deadline was extended to seven months following the end of the fiscal year, or January 31. In FY2015/16, the City's State controller Report was submitted on October 26, 2016, more than one week after the stipulated deadline. The delinquent submission was due to the unexpected death of the city accountant responsible for the report. The unexpected change in personnel resulted in delays to several job duties, including the filing of that year's State Controller Report.

Comments: All employees involved in the preparation of the State Controller Reports will be aware of the January 31 deadline and will strive to complete and submit the report on time each year. Given subsequent reports have been submitted on time according to the deadline, and that the circumstances resulting in the delay in FY2015/16 are unlikely to reoccur, there is likely no further action required.

IV. CLOVIS STAGELINE/ROUNDUP: 2019 PRODUCTIVITY EVALUATION COMMITTEE RECOMMENDATIONS

A. Comply, where feasible, with the FY15 through FY18 Triennial Performance Audit Recommendations.

This is ongoing

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

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

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

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

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

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

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

Full compliance has been obtained. All vehicles are accessible.

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

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

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

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

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

With the passage of Measure C in November 2006, Clovis Transit has implemented some of the services listed in the Measure C Expenditure Plan that was presented to the voters.

V. HIGHLIGHTS OF PRODUCTIVITY DATA

CLOVIS STAGELINE

- Stageline ridership decreased in FY 20 with total ridership decreasing from 116,911 to 112,478, a decrease of 3.8%. Ridership was up by 35% after the Free Fare promotion in August – October, but the pandemic that hit in March caused passenger counts to shrink by as much as 90%.
- Vehicle service hours decreased 10.8% from 21,841 in FY19 to 19,473 in FY20. The decrease is a direct result of service changes during the first weeks of the pandemic. Routes were temporarily reduced for three weeks, then resumed regular schedule after the operation adjusted to new spacing and sanitizing requirements.
- Vehicle service miles experienced a decrease of 6.8% over FY 20 with total vehicle service miles decreasing from 252,928 to 235,712. Similar to the reduction in vehicle service hours, this change was due to the reaction of the operation to the pandemic.
- Farebox revenue ratio prior to Measure C funds decreased from 4.0% in FY 19 to 2.0% in FY 20; the City subsidy of Measure "C" funding was needed to meet the State mandate of 20%. In late June, 2020, the California legislature passed AB90, suspending the farebox requirement in FY19/20 and FY20/21. Subsequently, Clovis Transit will not be using any of its Measure "C" funding to meet that requirement.
- Overall, Stageline performance indicators reflected an increase of 8.0% in passenger/hour (5.78), and passenger/mile had a small increase to 0.48. Operating costs increased from \$120.66 per vehicle hour in FY19 to \$139.64 per vehicle hour in FY20.
- Vehicle hours/employee decreased 10.8%% from 1,323 to 1,180, a significant drop that was due to operational changes in response to the pandemic. Operational subsidy per passenger increased from \$21.67 in FY19 to \$23.59 in FY20.

CLOVIS CTSA/ROUNDUP

- Clovis CTSA/Roundup services carried 50,384 riders in FY 20, a decrease of 4.9% over FY19 ridership of 52,952 passengers. Despite an overall decrease in ridership in FY20, the system was on track for a higher number of riders after a successful Free Ride promotion was held in the autumn of 2019. The global pandemic caused a significant number of passengers to stay home for all but the most essential trips, causing ridership to drop dramatically.
- Total vehicle hours decreased from 31,313 in FY19 to 28,448 in FY20. This decrease of 9.2% is due to the pandemic that hit in spring of 2020.
- Total vehicle miles dropped 8.3% in FY20 to 346,021 from 377,173 in FY19.
- Operating costs decreased 2.7% from \$3,407,650 in FY19 to \$3,316,107 in FY20 due to lower passenger demand after the pandemic started in March of 2020. The savings was in fuel, maintenance, and labor costs.
- Overall, the past year Clovis CTSA/Roundup service performance indicators reflect a 14.2% decrease in passenger/hour (1.45) and passengers/mile increased 7.1% to 0.15. Cost/vehicle hour increased 7.1% from \$108.83 in FY19 to \$116.57 in FY20.
- Vehicle hours/employee decreased 9.1% from 1,565 in FY19 to 1,422 in FY20.

Table 1: Clovis CTSA/Roundup Ridership

Fiscal Year	Fresno	Clovis	Total	% Change
FY 17	22,978	33,258	56,236	-7.3%
FY 18	22,203	29,758	52,061	-7.4%
FY 19	21,961	30,991	52,952	1.71%
FY 20	20,222	30,162	50,384	-4.9%

Table II - 1
Clovis Stageline
Annual Productivity Trends FY 2018 - 2020

Indicator	2018	2019	2020	17-18	18-19	19-20
Total Passengers	130,515	116,911	112,478	-0.8%	-10.4%	-3.8%
Total Hours	21,631	21,841	19,473	1.1%	1.0%	-10.8%
Total Mileage	256,067	252,928	235,712	-0.4%	-1.2%	-6.8
Operating Cost	\$2,328,477	\$2,635,317	\$2,719,150	18.8%	13.2%	3.2%
Farebox Revenue*	\$465,663	\$527,063	\$66,023	18.8%	13.2%	-87.5%
Employees (FT Equivalent)	16.5	16.5	16.5	0.0%	0.0%	0.0%
Passenger/Hour	6.03	5.35	5.78	-0.3%	-11.3%	8.0%
Passenger/Mile	0.51	0.46	0.48	0%	-9.8%	4.6%
Cost/Vehicle Hour	\$107.64	\$120.66	\$139.64	17.5%	12.1%	15.7%
Cost/Vehicle Mile	\$9.09	\$10.42	\$11.54	19.3%	14.6%	10.6%
Veh Hrs/Employee	1,311	1,323	1,180	1.1%	0.9%	-10.8%
Cost Per Passenger	\$17.84	\$22.54	\$24.17	20.0%	26.4%	7.2%
Measure C Funds	\$329,677	\$424,753	\$0	26.0%	28.8%	N/A
Op Subsidy/Passenger	\$16.79	\$21.67	\$23.59	20.1%	29.1%	8.7%
Farebox Incl. Measure C	20%	20%	0%	0.0%	0.0%	N/A
Farebox Ratio w/o Meas.C	5.0%	4.0%	2.0%	-28.7%	-20.0%	-50.0%

*Includes Measure C Funds except FY19/20 as FB recovery ratio requirement suspended due to COVID-19 pandemic by Cal. Legislature.
 OP Subsidy/Passenger calculated by:
 Operating costs minus farebox revenue divided by total passengers.

Table II - 2
Clovis Roundup
Annual Productivity Trends FY 2018-2020

Indicator	2018	2019	2020	17-18	18-19	19-20
Total Passengers	52,061	52,952	50,384	-7.4%	1.7%	-4.6%
Total Hours	28,040	31,313	28,448	-8.3%	11.7%	-9.2%
Total Mileage	346,495	377,173	346,021	-6.8%	8.6%	-8.3%
Operating Cost	\$2,916,696	\$3,407,650	\$3,316,107	8.6%	16.8%	-2.7%
Farebox Revenue*	\$291,668	\$340,765	\$76,485	8.6%	16.8%	-77.6%
Employees (FT Equivalent)	20	20	20	0.0%	0.0%	0.0%
Passenger/Hour	1.85	1.69	1.45	0.5%	-8.7%	-14.2%
Passenger/Mileage	0.15	0.14	0.15	0.0%	-6.7%	7.1%
Cost/Vehicle Hour	\$104.01	\$108.83	\$116.57	18.4%	4.6%	7.1%
Cost/Vehicle Mile	\$8.41	\$9.03	\$9.58	16.3%	7.4%	6.1%
Veh Hrs/Employee	1,402	1,565	1,422	-8.3%	11.6%	-9.1%
Cost Per Passenger	\$56.02	\$64.35	\$65.82	17.3%	14.9%	2.3%
Measure C Fare Match	\$199,811	\$256,607	\$0	14.6%	28.4%	N/A
Op Subsidy/Passenger	\$54.26	\$62.76	\$64.30	17.7%	15.7%	2.5%
Farebox Incl. Measure C	10%	10%	0%	0.0%	0.0%	N/A
Farebox Ratio w/o Meas.C	3.0%	2.0%	2.0%	-25.0%	-33.4%	0.0%

Includes Measure C Funds except FY19/20 as FB recovery ratio requirement suspended due to COVID-19 pandemic by Cal. Legislature. OP Subsidy/Passenger calculated by: Operating costs minus farebox revenue divided by total passengers.

Exhibit II-1
Clovis Roundup Passengers/Revenue Hour

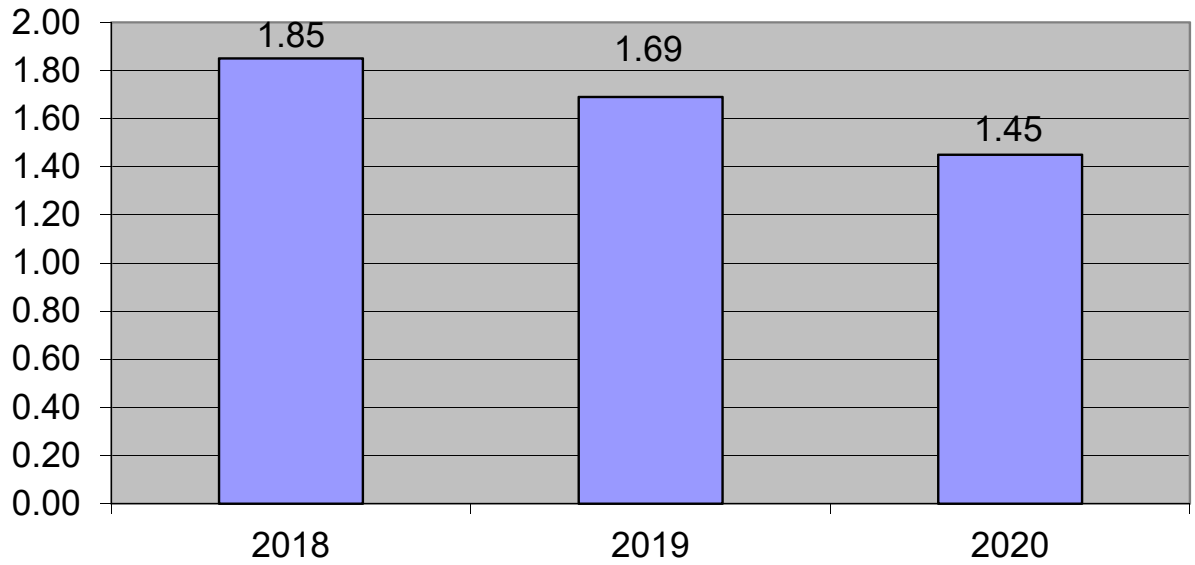
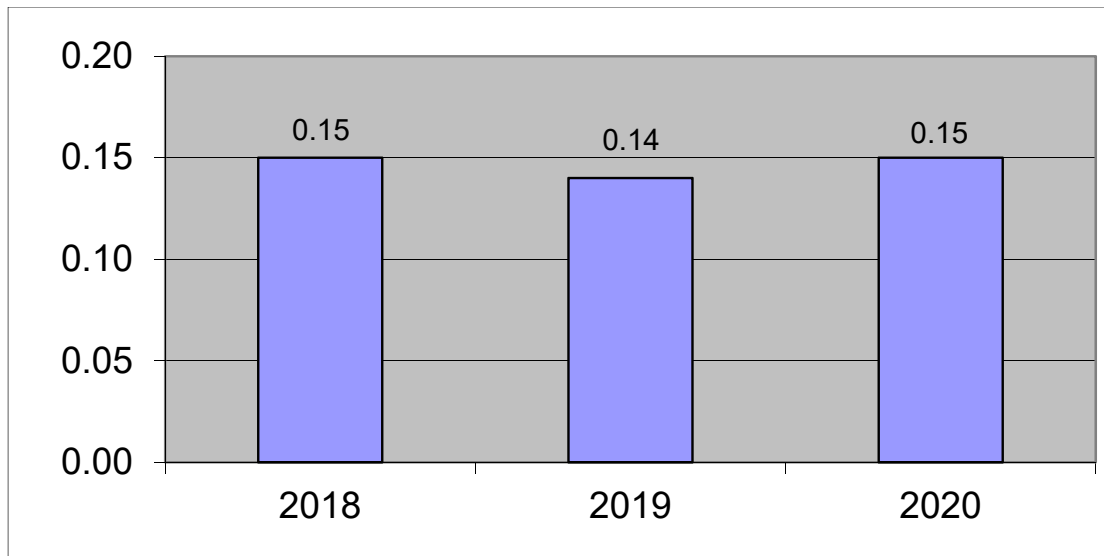
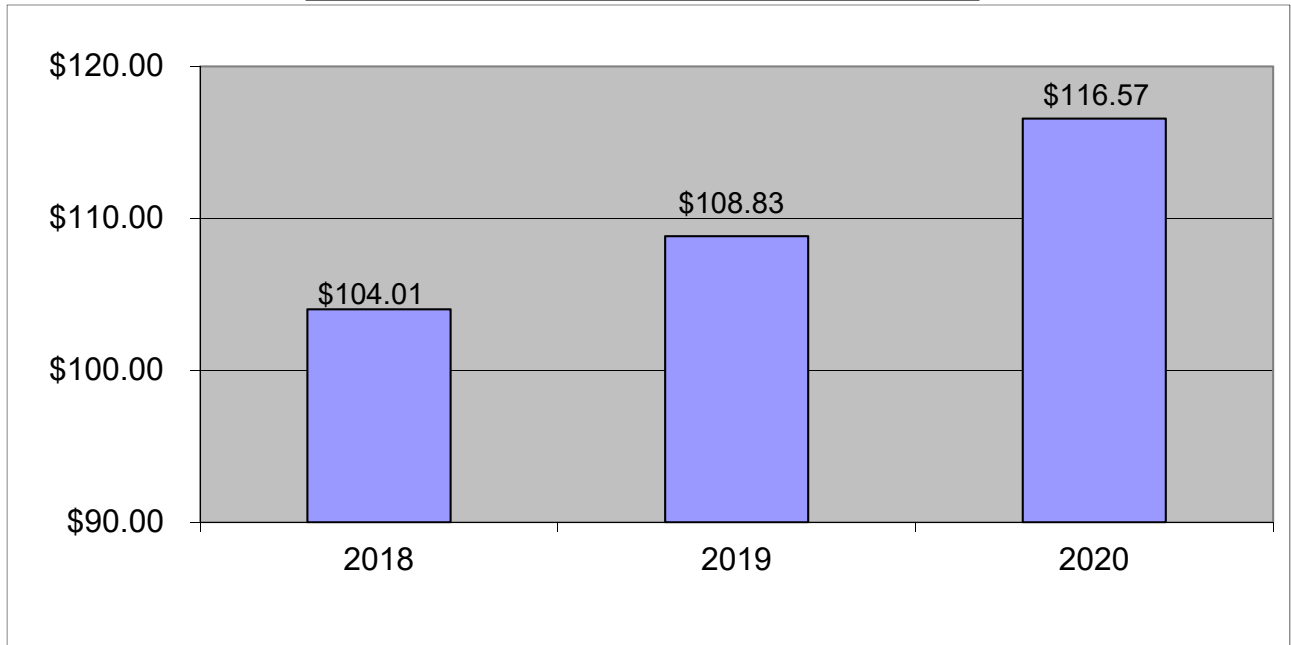


Exhibit II-2
Clovis Roundup Passengers/Revenue Mile



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



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

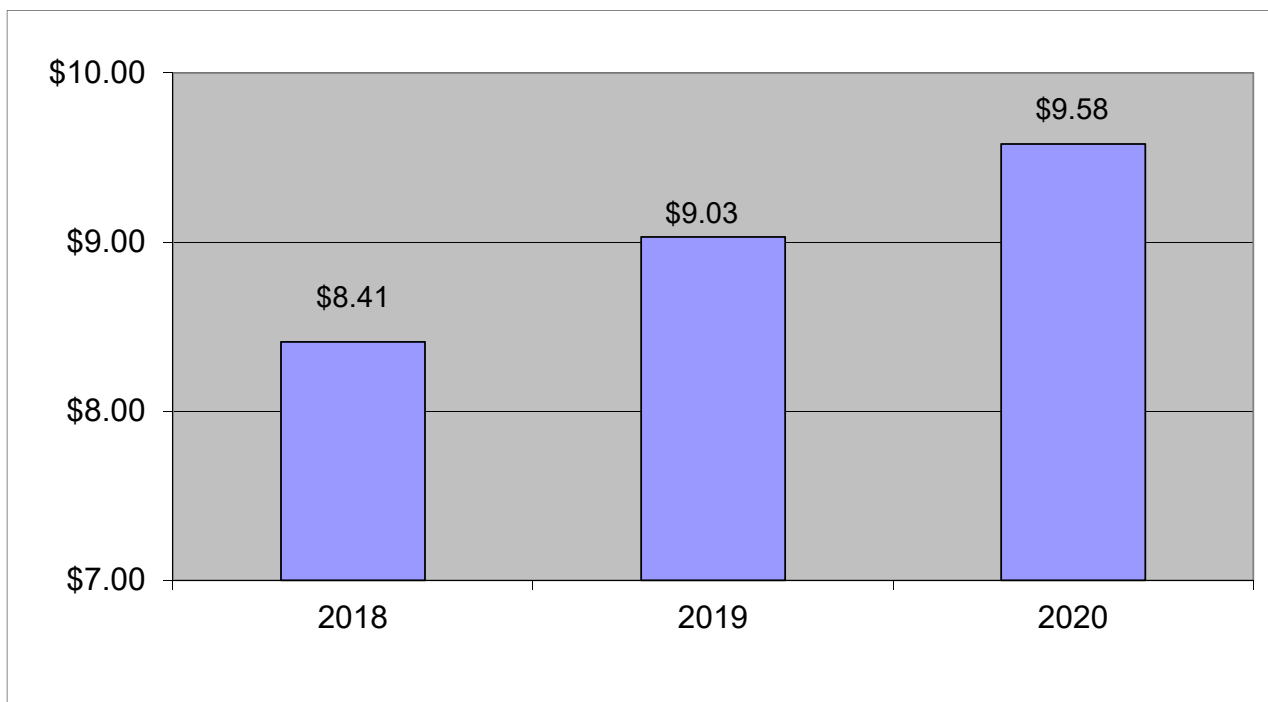


Exhibit II-5
Clovis Roundup Farebox Recovery Less Measure C

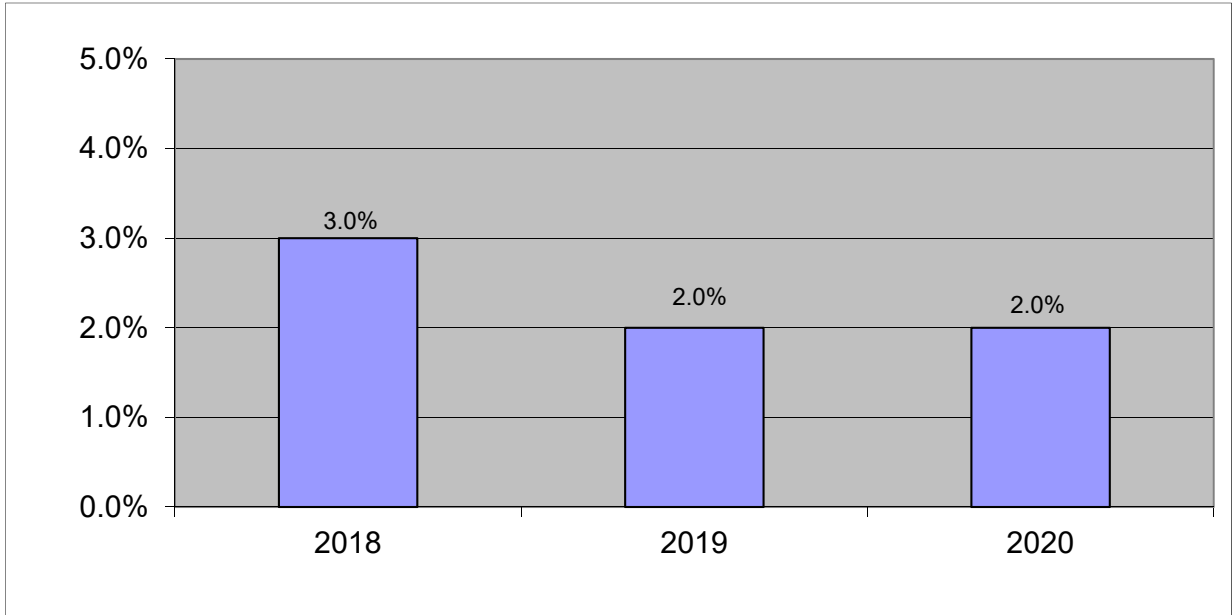


Exhibit II-6
Clovis Roundup Cost/Passenger

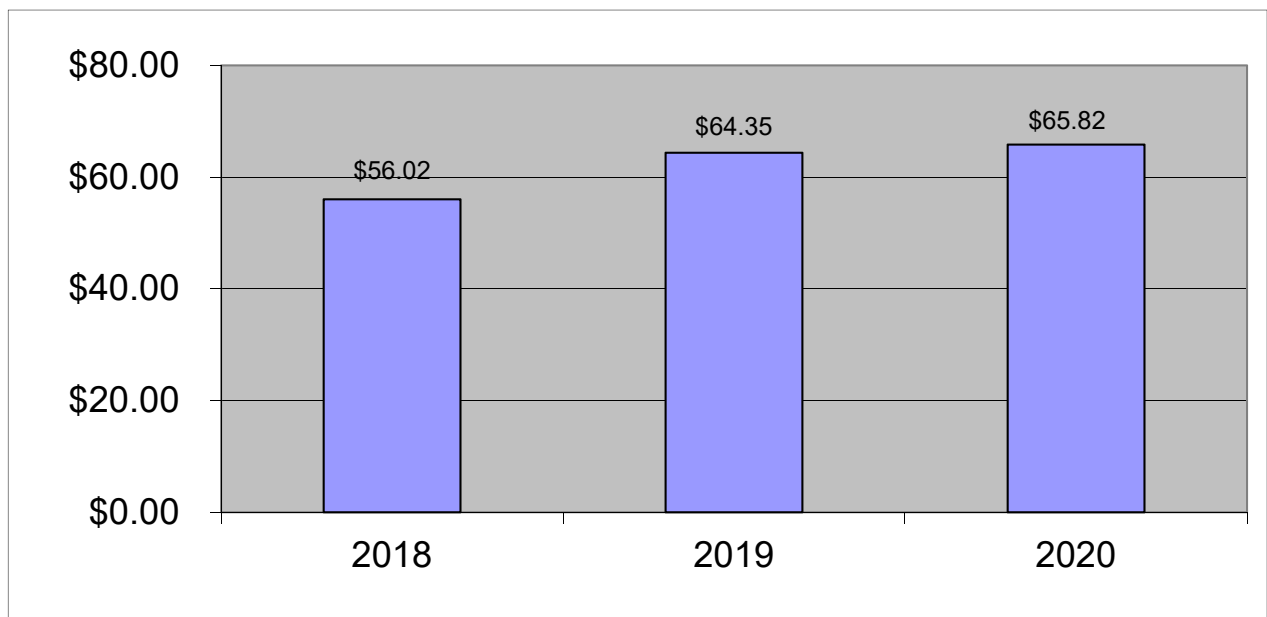


Exhibit II-7
Clovis Stageline Passengers/Revenue Hour

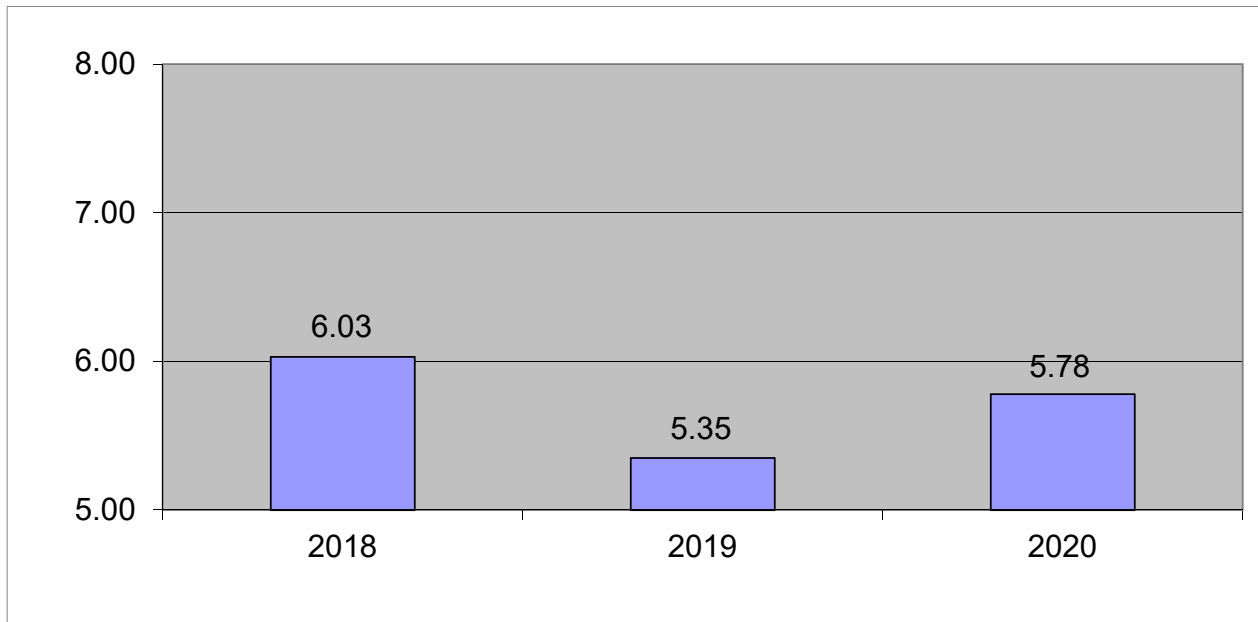


Exhibit II-8 Not Updated
Clovis Stageline Passengers/Revenue Mile

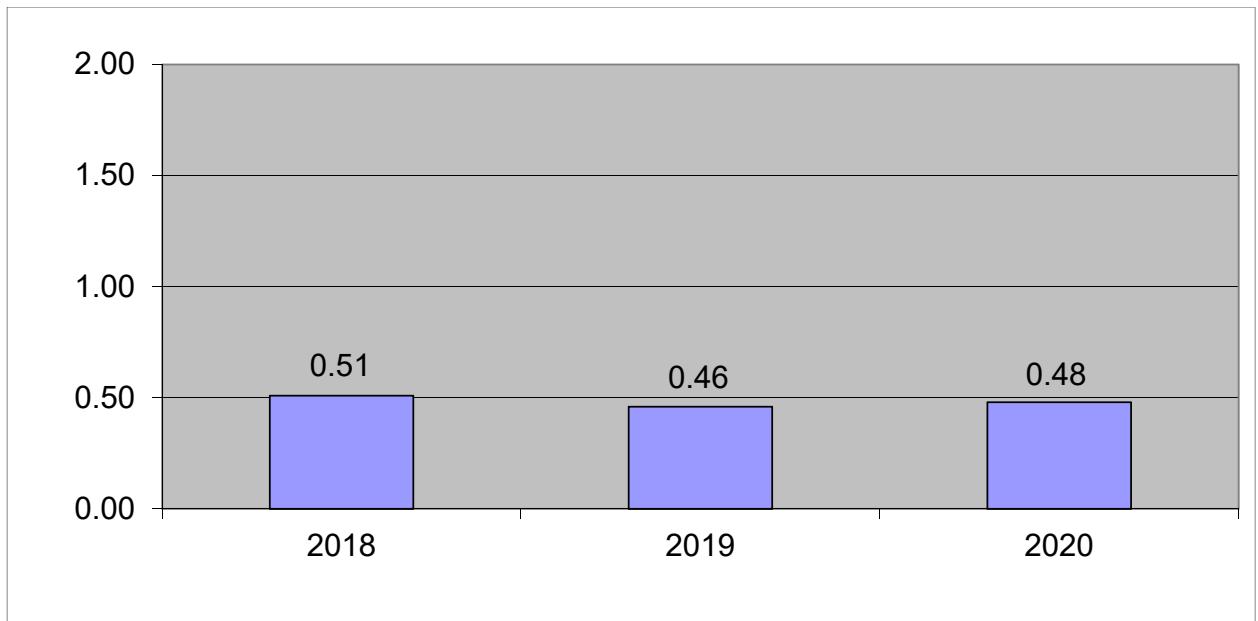


Exhibit II-9
Clovis Stageline Cost/Revenue Hour

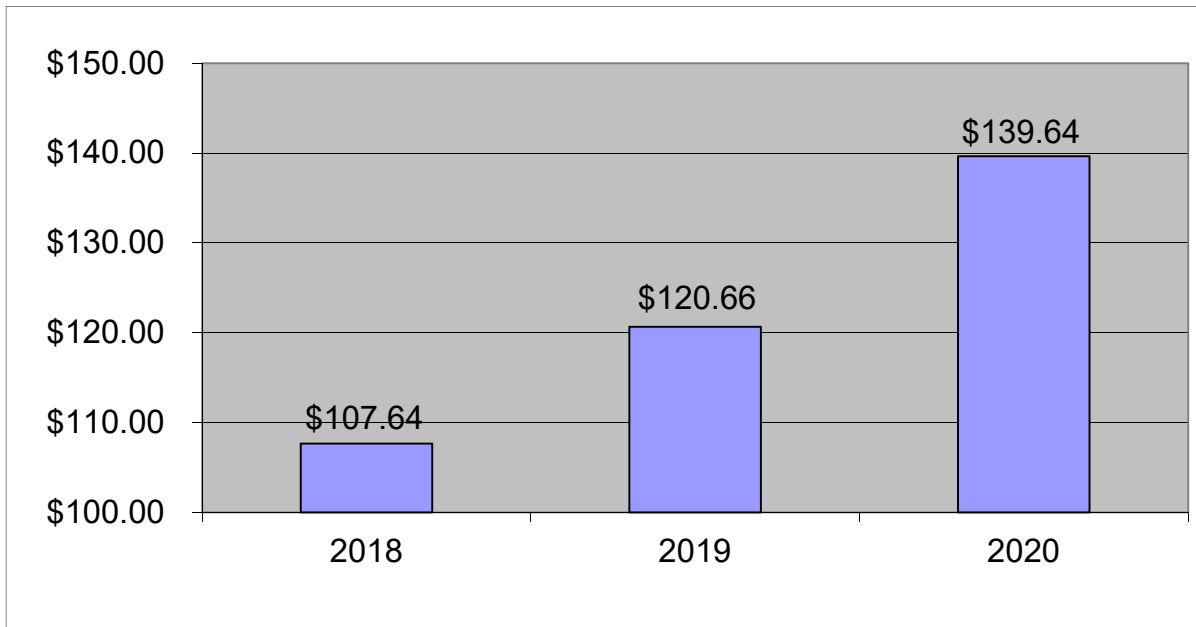


Exhibit II-10
Clovis Stageline Cost/Revenue Mile

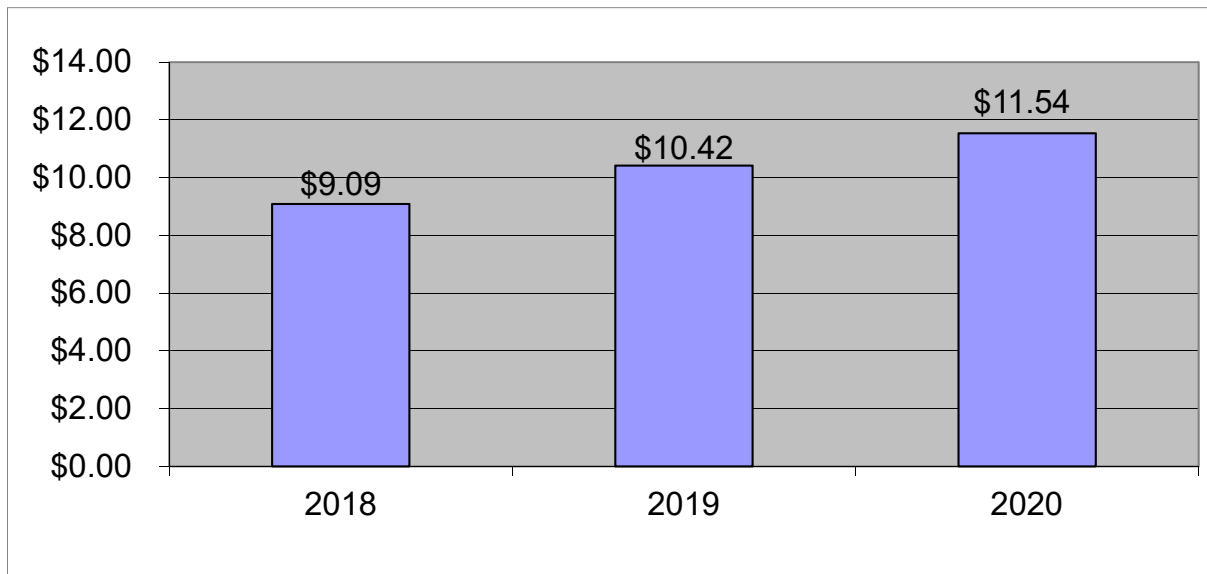


Exhibit II-11
Clovis Stageline Farebox Recovery Less Measure C

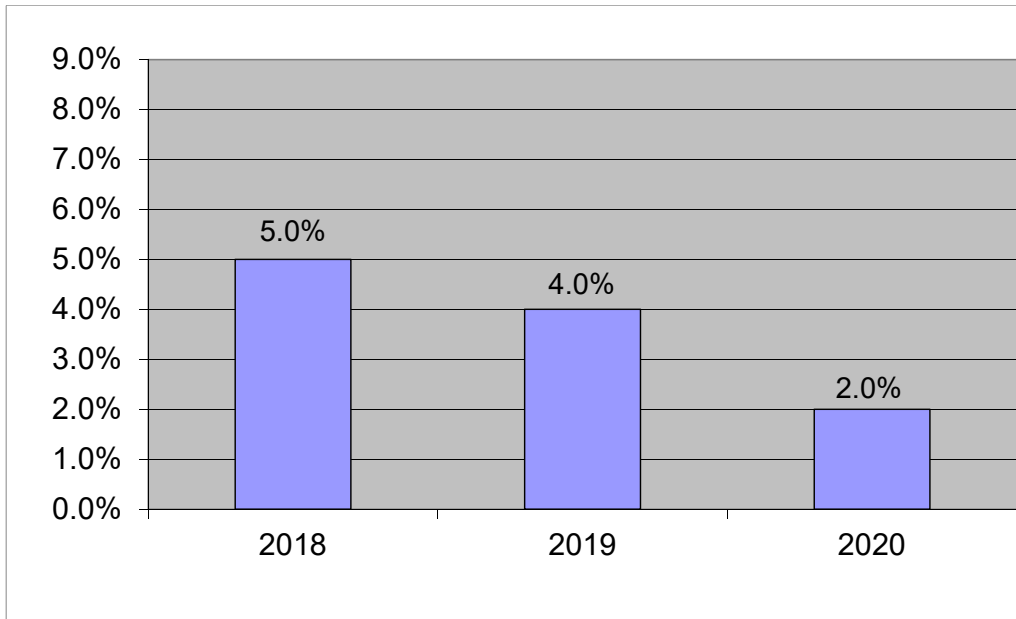
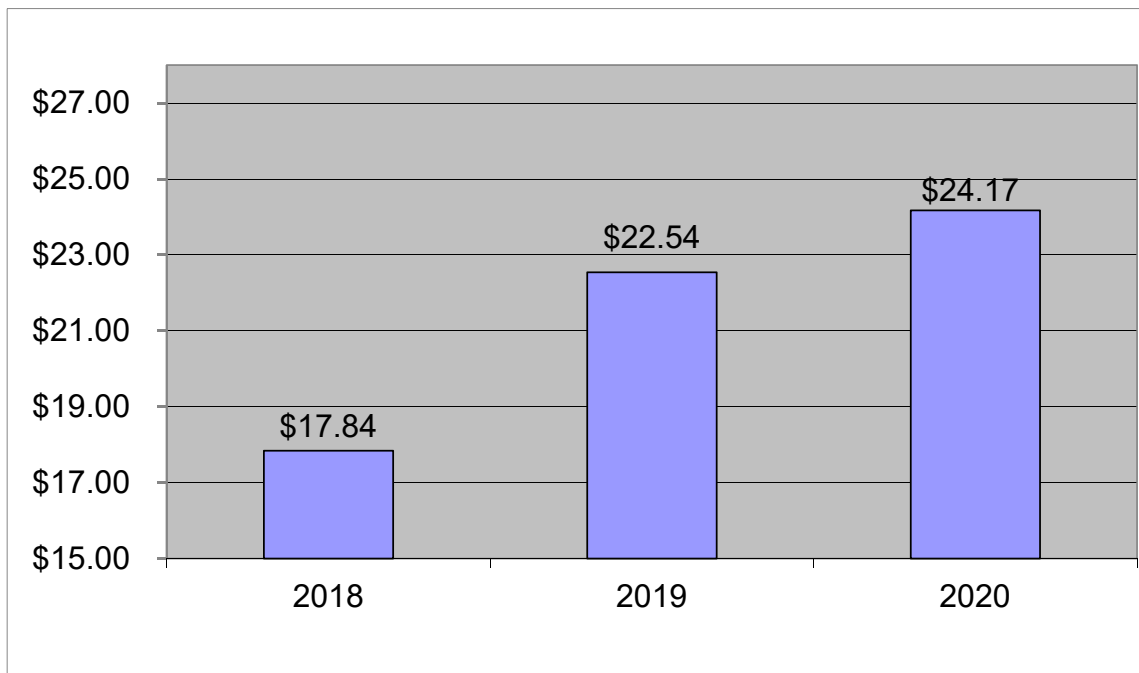


Exhibit II-12
Clovis Stageline Cost/Passenger



Section III

Fresno County Rural Transit Agency (FCRTA)



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

SECTION III

2020 PRODUCTIVITY EVALUATION

FRESNO COUNTY RURAL TRANSIT AGENCY

I. SUMMARY DESCRIPTION OF SERVICE

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

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

The FCRTA is responsible for the overall administrative and financial oversight of the general public operations. Prior to FCRTA's formation in September 1979, limited services were provided in a few communities within Fresno County. In fiscal year 2019-2020, FCRTA began and ended the year with twenty-two (22) rural Subsystems.

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

One (1) systems is operated by City Staff:

1. Coalinga Transit - City of Coalinga;

Two (2) systems under Public Contractors:

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

Nineteen (19) systems under a private contractor agreement with MV Transportation that commenced on September 4, 2018. MV Transportation began operating Reedley Transit in June of 2019 and began operating Kerman Transit in December of 2019.

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

II. SYSTEM SERVICE AND ADMINISTRATIVE CHANGES

System Service Modifications for 2020

In 2020, the FCRTA General Manager recommended the most reasonable service hours of operation for each of FCRTA's individual Subsystems. The Board of Directors concurred. The adopted and implemented services were recapped as follows:

Recap of Services for 2020

<u>FCRTA Subsystem</u>	<u>Location</u>	<u>Mode</u>	<u>Hours / Days</u>
Auberry Transit	Intra-Community	Demand Response	1 x 7hrs - M-F
	Inter-City Fresno	Demand Response	1 x 8hrs – Tu
Coalinga Transit	Intra-City	Demand Response	1 x 8hrs - M-F
	Inter-City (Fresno)	Fixed Route	1 x 9.75hrs - M-Sa
Del Rey Transit	Intra-City	Demand Response	1 x 7hrs - M-F
		Demand Response	1 x 5hrs - Sa
Dinuba Transit	Inter-County (Dinuba-Reedley)	Fixed Route	1 x 12hrs - M-F
Firebaugh Transit	Intra-City	Demand Response	1 x 9.50hrs - M-F
	Inter-City (Firebaugh & Mendota)	Fixed Route	1 x 9.hrs - M-F
Fowler Transit	Intra-City	Demand Response	1 x 8hrs - M-F
Huron Transit	Intra-City	Demand Response	2 x 8hrs - M-F
	Inter-City (Huron - I-5 - Coalinga)	Fixed Route	1 x 8hrs - M-F
Kerman Transit	Intra-City	Demand Response	1 x 8hrs - M-F
Kingsburg Transit	Intra-City	Demand Response	2 x 8hrs - M-F
	Intra-City	Demand Response	1 x 8hrs - Sa
Laton Transit	Inter-City (Laton & Hanford)	Fixed Route	2 x 2hrs - M-F
	Inter-City (Hanford & Fresno)	Fixed Route	1 x 8hrs – M-F
Mendota Transit	Intra-City	Demand Response	1 x 9hrs - M-F
Orange Cove Transit	Intra-City	Demand Response	1 x 10hrs - M-F
	Inter-City (Fresno)	Fixed Route	1 x 10hrs - M-F
	*Inter-City (Commuter Route)	Fixed Route	1 x 3hrs - M-F
Parlier Transit	Intra-City	Demand Response	1 x 8hrs - M-F
Reedley Transit	Intra-City	Demand Response	3 x 8hrs - M-F
	Intra-City	Demand Response	1 x 8hrs - Sa
Rural Transit	Inter-Community	Demand Response	4 x 8hrs – M-F
Sanger Transit	Intra-City	Demand Response	1 x 11.5hrs - M-F
	Intra-City	Demand Response	1 x 8hrs - M-Sa
	Intra-City	Demand Response	2 x 8hrs – M-F
	*Inter-City (Sanger - Reedley)	Fixed Route	1 x 8hrs – M-F
*San Joaquin Transit	Intra-City	Demand Response	1 x 9.50hrs - M-F
Selma Transit	Intra-City	Demand Response	4 x 8hrs - M-F
	Intra-City	Demand Response	1 x 8hrs - Sa
Shuttle Transit	Intra-City (Fresno)	Demand Response	1 x 8hrs - M-Sa
Southeast Transit	Inter-City (Fresno)	Fixed Route	1 x 8.5hrs - M-F
Westside Transit	Inter-City (Fresno)	Fixed Route	1 x 8.5hrs - M-F
*K-R College Transit	Inter-City (Kingsburg – Reedley)	Fixed Route	1 x 8hrs – M-F

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

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

Auberry Transit: The mountain area service continued to specifically address the primary usage by seniors attending the Hot Meal Nutrition Program and minimal general public ridership for local shopping and medical trips during a seven (7) hour period Monday through Friday. The limited ridership on the Inter-City service to Fresno appears to warrant continuation of the “life-line” service one (1) day a week to address primarily medical trips.

Coalinga Transit: Coalinga Transit operated two (2) modes of service. The Dial-A-Ride service has provided with a single vehicle’s operation eight (8) hours per day Monday through Friday. The Inter-City service from Coalinga through Huron, Five Points, Lanare, Riverdale, Caruthers, Raisin City, and Easton to Fresno was changed to 9.75 hours per day, Monday through Saturday during 2016. Since 2016, the Inter-City service ridership has been declining significantly and FCRTA is monitoring this service closely to determine if any changes should be made to it.

Del Rey Transit: The Del Rey Transit service continues to be provided seven (7) hours per weekday to the general public. The demand responsive service transported passengers within the community on a shared ride basis; arranges passenger grouping for trips to Sanger; and transfers in Sanger to Orange Cove Transit for service to Fresno or Parlier, Reedley and Orange Cove. In July 2019, Saturday service was introduced for five (5) hours per day.

Dinuba Transit: Began in August 2008 to provide Inter-County services between Dinuba and Reedley. The service is available from 7am to 9pm Monday through Friday on a fixed route basis.

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

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

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

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

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

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

Center, Veteran's Hospital, Kaiser Hospital, Saint Agnes Hospital, and to Valley Children's Hospital (Madera County).

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

Orange Cove Transit: Both the Intra-City and Inter-City service from Orange Cove through Reedley, Parlier, and Sanger to Fresno, from 7:00 am to 5:30pm, Monday through Friday. During FY 19-20, a third service was added to Orange Cove Transit, the Orange Cove Inter-City Express Commuter Route with a 35ft. BYD electric bus. This service began during October 2019. Because of the COVID-19 pandemic, this Orange Cove Express service was discontinued but will resume in 2021.

Parlier Transit: Intra-City service continues to be available from 7:00am to 4:00pm, Monday through Friday.

Reedley Transit: Since November 2019, three (3) vehicles are operated eight (8) hours each day 8:00am to 5:00pm Monday through Friday. One (1) vehicle is operated on Saturdays from 8:00am to 5:00pm.

Rural Transit: Introduced during Fiscal Year 2014-15, this service addresses the previously unmet transit needs of truly rural area residents living beyond the existing FCRTA subsystem transit service areas outside the sphere of influence of each city. Riders must request service twenty-four (24) hours in advance. Four (4) accessible four (4) passenger mini-vans provide service (on a rotating basis) for eight (8) hours from 8:00am to 5:00pm and meet Lifeline criteria. During FY 17-18, an Electric Van was introduced into the rotation of vans that are performing this service. During FY 19-20, Electric Chevy Bolts were introduced in the rotation of vehicles for this service.

Sanger Transit: Four (4) twenty-two (22) passenger vans are operated on a demand response basis from 7:00am to 5:30pm, Monday through Friday; and one (1) vehicle for eight (8) hours on Saturday from 8:00am to 5:00pm, with a mid-day lunch hour for the driver. As a new part of the Sanger Transit subsystem, Sanger Express began service on August 14, 2014 to provide Inter-City services between Sanger and Reedley College. The service is intended to address access to Reedley College, with additional access to additional goods and services in Reedley and Sanger. This service, provided by a separate single vehicle, is available from 6:45am to 4:05pm Monday through Friday on a fixed route basis 8 hours per day. Due to Reedley College canceling in-person classes because of the COVID-19 pandemic, the Sanger Express route ceased service, but will continue operations once in-person classes resume.

San Joaquin Transit: Because of low ridership and the COVID-19 pandemic, this service transitioned to a demand response rural transit operation in June 2020. One (1) twenty-two (22) passenger vehicle is available to address service needs within the large service area, Monday through Friday between the hours of 7:00am and 5:30pm. This "life-line" service continues to be essential to the community residents for connectivity to senior, social service and medical clinics in neighboring communities and "to" and "from" Kerman for connections on Westside Transit for weekday service to Fresno. Passenger trips are grouped to share rides. The San Joaquin Transit service area also includes Cantua Creek, El Porvenir, and Tranquility with set dates and times.

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

Shuttle Transit: FCRTA introduced Shuttle Transit in August of 2014. This unique service came about as

an effort by FCRTA to address the issue of rural passengers having arrived in Fresno via various Inter-City routes having difficulty making connections with Fresno FAX routes thus sometimes missing their appointments elsewhere in Fresno. In response, a demand response service was created to pick up FCRTA riders, upon request only, at the downtown FCRTA bus stop at Greyhound/Amtrak, take them to their requested destinations throughout Fresno, and then return them to the FCRTA bus stop so they can catch their FCRTA Inter-City bus back home for a fee of \$2.50. One vehicle provides this service Monday through Saturday from 8:15am to 4:30pm. This service was discontinued July 2020 due to lack of ridership and excessive costs.

Southeast Transit: This service operates from 7:00am to 5:30pm, Monday through Friday. It provides three (3) round trips per weekday from Kingsburg through Selma and Fowler to Fresno. In July 2019, new 40ft Proterra Electric buses began service on this route.

Westside Transit: This service operates from 7:00am to 5:30pm, Monday through Friday. It provides two (2) round trips per weekday from Firebaugh through Mendota, Kerman, with connections to San Joaquin Transit, to Fresno.

Kingsburg - Reedley College Transit: Due to Reedley College not having students on campus due to the COVID-19 pandemic, FCRTA ceased operating this route in the spring of 2020 until Reedley College resumes a normal class schedule. Began service on January 11, 2016 to provide Inter-City services between Kingsburg and Reedley. This service, provided by a separate single vehicle, is available from 7:00 am to 4:35 pm Monday through Friday on a fixed route basis. In July 2019, new 40ft Proterra Electric buses began service on this route.

Meal Delivery

In March of 2020, Fresno County senior meal sites and or community centers were shut down due to the COVID-19 Virus. FCRTA was then called upon to provide meal delivery service so residents could continue to get meals on a daily basis in four rural areas; Selma, Kingsburg, Huron and Firebaugh. Approximately 150 meals are delivered daily to residents who would normally be transported to senior meal sites and or community centers. This meal delivery service is in addition to providing general public transportation. FTA and Caltrans made an exception to their regulations to allow FCRTA to provide this needed service due to the pandemic otherwise it would not be possible under normal conditions. Lastly, this service is made possible due to the funding from Measure C for both operations and the purchase of Electric vehicles used in the operations.

FCRTA Administration and Operations Management: During FY 2015, the FCRTA added the new position of Senior Transit Planner. The Senior Transit Planner assists the General Manager with the analysis and reporting of the FCRTA subsystems; Coordinates FCRTA bus schedules and transit operations services; Provides analysis and reports for service and maintenance contractors; Assists in administration of local, state, and federal grant programs; assists with transit planning programs. During FY 17-18 FCRTA added the new position of a second Senior Transit Planner also to help with the analysis and reporting of the FCRTA subsystems and to work on many other transit projects. In February of 2020, Senior Planner was promoted to FCRTA Operations Manager to assist the GM with more duties and responsibilities as FCRTA expands the operations with major projects.

At the end of FY 2015, the maintenance contract with the City of Fresno ended. FCRTA subsequently contracted with the FEOC for maintenance of FCRTA vehicles. A new maintenance operation was established and staffed at the FEOC transit facility located at 3120 W. Nielson in Fresno. Maintenance operations began on August 1, 2015. However, FCRTA has outgrown the current Maintenance and Operations facilities and is looking into relocating its maintenance and possibly its operations function to another site that can accommodate FCRTA's ongoing fleet expansion. During FY 17-18 FCRTA looked

for a new maintenance site and found a suitable site in Selma, CA. FCRTA subsequently made an offer to buy this land in the City of Selma. During FY 18-19, Maintenance operations relocated to a temporary site in Selma, which opened in September of 2018. During 2019, FCRTA purchased land in Selma for a permanent Maintenance and Operations site and preparations were underway for the construction of the Maintenance and Operations building. In 2020, preparations continued for the Maintenance and Operations building which should be constructed during 2021.

Between Fiscal Years 2015-16 and 2018-19, FCRTA took major steps toward obtaining Electric Vehicles (EV) for its vehicle fleet. Several grants were obtained for funds for Electric Vans, Electric Buses, EV Chargers, Solar EV Chargers and Solar EV Charger “Trees.” FCRTA has secured grant funding from the State of California’s Low Carbon Transit Operations Program for Zenith Electric Vans and for Chevy Bolt Electric Sedans; grant funds from the California Air Resources Board for Proterra Electric Buses, grant funds from the San Joaquin Valley Air Pollution Control District’s Charge Up Program for Solar EV Chargers; and grant funds from the Fresno Council of Government’s Measure C New Technology program for two (2) BYD Electric buses and two (2) Solar EV Charger Trees (a larger, more powerful version of the Solar EV Charger). All of these EVs and EV charging infrastructure equipment was procured by FCRTA between 2017 and 2020.

During FY 2017, FCRTA made great strides in obtaining, installing, and operating new EV Charging Infrastructure and Electric Vans. In September 2016, FCRTA obtained and installed five EV Chargers for its Maintenance Facility in Fresno. In October 2016, FCRTA obtained six more EV Chargers intended for use in cities where FCRTA vehicles are stored and operated. In January 2017, FCRTA received and installed 13 Solar Chargers in the cities of Firebaugh, Kerman, Fowler, Sanger, Parlier, San Joaquin, Mendota, Selma, Kingsburg, Huron, Orange Cove, Reedley, and Coalinga. On May 24, 2017, FCRTA held a ribbon cutting ceremony for the Solar Charger unit in Fowler in conjunction with Envision Solar, Caltrans, the California Energy Commission, CALSTART, The San Joaquin Valley Air District, and the City of Fowler. This event was well attended and covered extensively by the media. In December 2016, FCRTA received four Zenith Electric Vans. Because of the unique characteristics of this electric battery technology, much test driving and studying of the vans was required before these vans could be operated in revenue service. This testing and evaluation process was completed during the summer of 2017 and these vans were put into revenue service in August of 2017. Also during FY 2017-18 and FY 2018-19 preparations continued for the beginning of grant projects that will include the use of Proterra Electric Buses, BYD Electric Buses, and Solar Tree EV Chargers that took place during 2018 and 2019. During FY 17-18, 5 Proterra 40-foot Electric Buses were delivered to FCRTA in June of 2018 and began revenue service in the summer of 2019. In FY 2018-19 FCRTA installed and made operational three Level 3 EV Chargers, took delivery of two BYD Electric Buses, and received 10 Chevy Bolt Electric sedans. In FY 2019-20 FCRTA completed the installation of eight Proterra Level 3 electric chargers in Selma and Orange Cove. In addition, a BYD electric charger was installed in Orange Cove. Also during FY 19-20 FCRTA received an additional eight Chevy Bolt Electric sedans.

Marketing of Transit Services

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

FCRTA Technology Upgrades

During Fiscal Year 2015-16 FCRTA implemented several technology upgrades that have served to increase the capabilities of FCRTA staff and increase the efficiency of FCRTA transit operations. In October 2013, Mobilitat Dispatching Software was first implemented. This software allows FCRTA to dispatch trips quicker and more efficiently than before and eliminated the need for constant 2-way radio communication with drivers. FCRTA dispatchers are now able to monitor all transit trips system-wide as the Mobilitat software tracks the location and passenger activity for each vehicle in the FCRTA system on a countywide basis. FCRTA also acquired Tablets from Verizon that enabled drivers to use Mobilitat software and enter, store, and send transit data from Tablets on buses back to the transit operations center. Verizon “Jet Packs” were also acquired to provide Wi-Fi capability for the Tablets thus allowing transit data to be sent via the internet. During FY 15-16, ongoing upgrades included Apollo Camera equipment being installed on buses. This camera equipment allows bus operations both inside and outside of the bus to be shown to transit staff both live and recorded. During Fiscal Year 16-17, technology upgrades included the introduction of High Definition cameras, DVR recorders, and SIM cards. During Fiscal Year 17-18, technological upgrades included the installation of Surveillance Cameras for FCRTA Buses, Maintenance Yards, and Bus Stops, the installation of Security Lights for Maintenance Yards and the installation of automated gates for Maintenance Yards. In Fiscal Year 18-19 installation work on the above-mentioned equipment and upgrades continued. Another technology upgrade for FCRTA is a Ride Request app funded by the New Technology Grant that will be implemented in Fiscal Year 20-21 with a pilot project EV ride-share program.

Management and Organization

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

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

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

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

end of FY 17-18, a decision on the selected bidder or bidders was still pending and the contract with the current contractor was extended for a two (2) month period to ensure a smooth transition. Early in FY 18-19 MV Transportation was awarded the Transit Operations contract and the City of Selma was awarded the Maintenance Contract with both Transit Operations and Maintenance Operations commencing in September of 2018. This RFP process was a result of the previous contractor having extensive safety and operational issues without resolution.

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

The FCRTA has recognized its responsibilities in ensuring accessible services to passengers since 1979. One hundred one (102) of FCRTA's one hundred eleven (120) vehicles are wheelchair accessible to permit access by disabled patrons in accordance with the latest Americans with Disabilities Act (ADA) accessibility requirements of 1990. The non ADA-accessible vehicles are 18 Chevy Bolt Electric Sedans.

Since its inception, the Agency operations were carefully considered to meet the special needs of the transit disadvantaged (elderly, disabled, and low-income). Sixteen (16) of FCRTA's Subsystems (Auberry Transit, Coalinga Transit, Del Rey Transit, Firebaugh Transit, Fowler Transit, Huron Transit, Kerman Transit, Kingsburg Transit, Mendota Transit, Orange Cove Transit, Parlier Transit, Reedley Transit, Sanger Transit, San Joaquin Transit, and Selma Transit) are operated as "*real-time*" demand responsive services. A portion of nine (9) FCRTA Subsystems (Coalinga Transit, Dinuba Transit; Huron Transit, Kingsburg-Reedley Transit, Laton Transit, Orange Cove Transit, Sanger-Reedley Transit, Southeast Transit, and Westside Transit) are provided on a scheduled fixed-route basis. The Auberry Transit inter-city service and Rural Transit are the only services requiring twenty-four (24) hour prior reservations to access the accessible mini-vans. Since January 26, 1992, in compliance with requirements of the ADA, each respective service may, however, deviate from its specified route on a demand responsive basis up to a three-quarter (3/4) mile in either direction (1-1/2-mile path) to pick-up or drop-off a disabled passenger. As such, the FCRTA is exempt from the requirement to prepare a "*Comparable Service Paratransit Plan*" for implementing the ADA (a common requirement for other fixed route transit operators such as Fresno Area Express and Clovis Transit). FCRTA also provides the Rural Transit service, which provides connections to other transit services.

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

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

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

The FCRTA Board of Directors, which is composed of the Mayors of each of the thirteen (13) Cities and a Supervisor from the County Board of Supervisors, has recognized its responsibilities to be part of the air quality solution, and an example for others to emulate. As a small rural transit agency, we did not have the resources of a large urban transit operator. The FCRTA Staff consistently went with proven technology

and readily available fuels. From 1992 through 2010, the FCRTA successfully operated eleven (11) vehicles on propane. In 1997 the FCRTA purchased twenty-three (23) compressed natural gas (CNG) powered vehicles, and two (2) zero emission electric battery powered buses that were successfully operated through 2010. FCRTA in FY 16-17 obtained four Zero Emission Electric Vans. In FY 17-18, FCRTA obtained two more Electric Vans, five Proterra Electric buses, two Ford E350 CNG buses, and a Utility Trailer. In FY 18-19, FCRTA obtained two BYD Electric buses and ten Chevy Bolt Electric sedans. In FY 19-20 FCRTA obtained eight more Chevy Bolt Electric sedans.

The FCRTA vehicle fleet in 2019-2020 reached one hundred and twenty (120) vehicles, quite an achievement for a small rural transit operator. Forty-three (43) are powered by CNG, thirty-one (31) are powered by electric batteries, forty-five (45) are powered by unleaded gasoline and one (1) is a non-motorized trailer. The FCRTA does not operate any diesel-powered vehicles. The FCRTA vehicle fleet consisted of:

- One (1) 2018 Big Tex Utility Trailer;
- Two (2) 2013 unleaded gasoline powered Ford service trucks;
- Two (2) 2016 CNG powered twelve (12) passenger Ford E350 Buses;
- Two (2) 2013 unleaded gasoline powered seven (7) passenger 4-wheel drive Ford vans;
- Thirty-eight (38) 2013 unl. gasoline powered seventeen (17) passenger Chevrolet-Arboc Vans;
- Four (4) 2007 CNG powered thirty-seven (37) passenger Blue Bird buses;
- Eleven (11) 2008 CNG powered twenty-two (22) passenger modified GMC - Glaval Vans;
- Sixteen (16) 2009 CNG powered twenty-two (22) passenger modified GMC - Glaval Vans; and
- Four (4) 2009 gasoline powered five (5) passenger modified Chevrolet Mini-Vans;
- Eight (8) 2016 CNG powered thirty-five (35) passenger El Dorado buses;
- Five (5) 2018 Electric battery powered thirty (30) passenger Proterra Electric Buses;
- Six (6) 2016 Electric battery powered nine (9) passenger Zenith Ram 3500 Electric Vans;
- Two (2) 2019 Electric battery powered thirty (33) passenger BYD Electric Buses;
- Eighteen (18) 2019 Electric battery powered four (4) passenger Chevy Bolt Electric sedans.
- One (1) 2017 gasoline powered twenty-two (22) passenger Ford Villager Trolley

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

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

During Fiscal Year 2015-16 FCRTA demonstrated a new commitment to zero emission vehicles in the form of EVs. During the year, several grants were pursued for the purpose funding EVs and EV infrastructure, in the form of EV Chargers, Solar EV Chargers, Solar Tree EV Chargers, related electric equipment, and electricity infrastructure upgrades. FCRTA was successful in obtaining funding from several grants that enabled FCRTA to begin purchasing EVs and EV Charging infrastructure during Fiscal Year 2016-17. During FY 16-17 FCRTA did receive its first EVs in the form of four Electric Vans and received its first EV Chargers and Solar EV Chargers. During FY 17-18, FCRTA acquired two more Electric Vans and five 40-ft Electric Buses. Two Electric Chargers for both Electric Vans and one of the five Electric Chargers for the five new buses were received by FCRTA by the end of FY 17-18. In FY 18-19 all of the Electric Chargers for the Proterra buses, two BYD Electric Buses, and ten Chevy Bolt Electric Sedans were received. During FY 19-20 eight more Chevy Bolt Electric Sedans were acquired as well as one gas powered Trolley for use by the City of Kingsburg. In addition, all eight of the Electric Chargers for the Proterra buses had their installations completed.

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

Driver Training

Twenty-five (25) years ago in 1989, the State mandated a law (SB 1586) that created the General Public Transit Vehicle (GPPV) driver training, licensing, and background check requirements. The FCRTA was required to develop and implement a forty (40) hour training program that included classroom and behind-the-wheel training for all drivers assigned to its operations. MV Transportation is now conducting Driver Training for FCRTA since it became the Operations Contractor in 2018. Topics covered in typical MV training sessions include:

1. Defensive Driver Training;
2. Operational Guidelines for Safety;
3. Motor Vehicle Code Regulations;
4. Patron Assistance Techniques;
5. Daily Vehicle Inspections;
6. Maintenance;
7. Record Keeping and Reporting Procedures;
8. Fire Extinguisher Usage;
9. Wheelchair Securement Recertification;
10. Emergency Incident Procedures; and
11. Sexual Harassment Training.

All new MV drivers complete MV's Defensive Driver Training Course, which consists of 110 hours. This includes classroom and behind the wheel training.

Mandatory MV driver In-service Meetings are conducted during two (2) hour sessions, each month. Supervisors, and guest speakers (including: disability awareness and procedures representatives, insurance agency representatives, California Highway Patrol Officers, Drug and Alcohol Consortium Representatives, etc.), review techniques and procedures to ensure that each driver is oriented toward serving each individual that accesses FCRTA's vehicles, or interacts in any way with their services.

All MV dispatchers receive a Phone Etiquette Course during initial new employee training. MV Dispatchers are trained on building emergency evacuation protocols and how to handle different passenger incidents/situations on the phone.

Vehicle Maintenance

The GPPV law also required vehicle inspection and maintenance program standards. The California Highway Patrol (CHP) Motor Carrier Division is responsible for certifying the FCRTA's maintenance terminal in Selma, California and inspecting the transit vehicles annually to ensure that the Agency complies with mandated daily, forty-five (45) day or 3,000 mile, and annual inspections. The premise of the State requirements is that the transit vehicles are never out of original factory specification tolerances. Therefore, while the vehicles may continue to get older, they are no longer permitted to progressively wear out. The CHP again issued a "*satisfactory*" rating of FCRTA's vehicles and terminal facility in May of 2019. The documentation is included with FCRTA's annual TDA Claim, as required by law.

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

After the expiration of a three-year contract, the FCRTA transferred its vehicle maintenance responsibilities and contract from the City of Fresno – Fleet Maintenance, to the FEOC on August 1, 2015 on an interim basis. However, FCRTA was looking to relocate the maintenance facility due to the acquisition of larger 30, 35, and 40-foot buses in the fleet. The facility in Fresno was built in 1985 where FCRTA started with 20 vehicles. The fleet today includes 120 vehicles and the Fresno maintenance site had only two bays with very limited space for future expansion due to other services/programs on the property. FCRTA plans to build a new facility on approximately 9 acres to meet the current needs and future needs of the expanding fleet as well as space for a CNG fast-fill fueling station, an electric vehicle charging area, a dispatch center and vocational center for bus repair and new technology training. During FY 17-18 FCRTA took action to relocate to a new maintenance site by making an offer to buy land in the City of Selma. As a result of the 2018 RFP, the City of Selma was awarded the Maintenance Operations Contract commencing in September of 2018 and Maintenance operations were relocated to a temporary site in Selma. During 2019, FCRTA purchased land in Selma for a permanent Maintenance and Operations site and preparations were underway for the construction of the Maintenance and Operations building in 2021.

III. TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS (FY2016 to 2018)

The most recent Triennial Performance Audit report that was prepared for the FCOG, under Contract by Moore and Associates. The Transportation Development Act (TDA) of 1971 mandated this audit.

The most recent report represents an exhaustive effort to evaluate every aspect of FCRTA's operations during the 2016 to 2018 Fiscal Year periods. The FCRTA was found to be in compliance with applicable TDA requirements, as well as those regulations imposed by the State Controller's Office. The Auditor's overall assessment was that the FCRTA *"is operating in an economical, efficient, and effective manner"*.

The results, findings, and recommendations were enumerated for implementation. Two (2) findings were identified. The two (2) findings were:

Compliance Finding 1: FCRTA does not report FTE using the TDA definition.

Criteria: The Transit Operators Financial Transaction Report Instructions published by the State Controller state the following with respect to the reporting of Total Employees – Public and Contract:

Report the number of employee equivalents. Public Utilities Code Section 99247(j) defines "Vehicle service hours per employee" as the vehicle service hours divided by the number of employees employed in connection with the public transportation system. Use the assumption that 2,000 person-hours of work in one year constitutes one employee. The number of employees shall also include those individuals employed by the operator, which provide services to the agency of the operator responsible for the operation of the public transportation system even though not employed in that agency.

Condition: FCRTA calculates FTE using vehicle service hours rather than actual labor hours derived from payroll records or position allocations.

Cause: There may be a lack of clarity as to how the FTE metric is defined by the State Controller.

Effect: Use of a definition other than the TDA definition puts the City out of compliance with the TDA.

Recommendation: Employ the TDA definition in calculating FTE for reporting to the State Controller.

Recommended Action(s): 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. Calculate farebox recovery using revised method contained in new state legislation.

Compliance Response: FCRTA agrees with this finding and has taken steps in Fiscal Year 2019-20 to correctly calculate its FTE.

Functional Finding 1: The FCRTA website does not include service information or Title VI information in Spanish.

Criteria: The prior audit included a recommendation that FCRTA make available online the Title VI plan, procedures, and complaint form in English and Spanish. During this audit, it was determined that recommendation was only partially implemented.

Condition: While Title VI information is currently available on the website in English, it is not provided in Spanish. In addition, no Spanish service information is included on the website.

Cause: The reason for the lack of Spanish information is unknown.

Effect: This places FCRTA out of compliance with its own Title VI program, which states that local scheduled include Spanish translation and that Spanish language contact information (phone and email) is posted on the FCRTA website.

Recommendation: Add Spanish-language Title VI and service information to the FCRTA website.

Recommended Action(s): The Title VI complaint form is included in Spanish in the Title VI Program. It needs to be saved separately from the document and posted on the website under its own link. Adding a translation widget to the FCRTA website (which allows 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. FCRTA should consult with its website developer to determine the most appropriate way to incorporate Spanish content into its website.

Compliance Response: FCRTA agrees with this finding and has taken take steps in Fiscal Year 2019-20 to add Spanish-language Title VI and service information to the FCRTA website.

IV. HIGHLIGHTS OF PRODUCTIVITY DATA

Overall System

FCRTA System Summary Totals from the current (1) and two (2) previous Transit Productivity Evaluation Reports are presented in Table III-1. A Summary of FCRTA Performance Characteristics are calculated in Table III-2 for the three (3) previous Fiscal Years. Exhibit III-1 graphs the FCRTA Performance Indicator Summary data for Fiscal Years: 2017-18, 2018-19, and 2019-20. FCRTA continues to modify its overall performance to respond to the needs of its ridership.

As noted in Tables III-3 through III-8, performance characteristics between FY 2018-2019 and FY 2019-2020 showed primarily decreases in each subsystem and overall FCRTA ridership is decreasing steadily which is a reflection of two factors; the effects of the Covid-19 virus pandemic and the continuing overall trend of decreased transit ridership statewide and nationally. Total vehicle service hours decreased -554 hours or -0.82%. Vehicle miles traveled decreased -67,399 miles or -7.88%. Costs decreased \$68,551.00, or -1.21%. Total passengers decreased -52,580, or -16.47%. Of the total passengers: seniors decreased -9,094, or -13.02%; disabled decreased -2,568 or -6.18%; and general public decreased -40,918, or -19.69%. Resultant fares decreased 30,385.00, or 4.93%.

Performance characteristics changed incrementally over the previous year's productivity characteristics: 0.75 less passengers per hour, 4.74 to 3.99 (-15.82%); 0.34 passengers per mile was less than last year's 0.37 passengers per mile (-0.81%). Cost per hour decreased -\$0.33 per hour (-.004%) from \$83.94 to \$83.61; costs per mile increased \$0.48 (6.77%) from \$6.61 per mile to \$7.09 per mile; cost per passenger increased \$3.23 (from \$17.72 to \$20.95, or 15.42%). Farebox recovery percentage difference decreased from 10.90% last year to 10.49% this year (or a -3.76% decrease); still in excess of the minimum 10.00% requirement.

Twenty (20) of FCRTA's twenty-two (22) individual subsystems failed to achieve the minimum ten percent (10.00%) farebox requirement, but totaling all twenty-two (22) system farebox receipts together equaled an overall recovery of 5.95%. The FCRTA transferred a portion of its Measure - C funds (\$284,398.50) to make-up the difference to meet the minimum 10% farebox recovery standard for each subsystem. After that action, the resulting overall farebox was 10.49%.

During FY 17-18 the trend of overall decreased ridership of the FCRTA transit system continued and was now recognized not only locally but also on a regional, State and National level as part of a definite recent change in rider behavior. In the last few years, there has been a nation-wide switch away from public transit use towards other new emerging modes of transportation. The recent growth of Transportation network companies (TNCs) such as Uber and Lyft and other similar forms of transportation in California have been steadily "taking" ridership from public transit agencies to the point where public transit agencies are developing and implementing similar types of transportation services. FCRTA has also started looking into the possibility of operating "on-demand" transportation services, similar to TNCs that would make use of Chevy Bolt Electric Sedans. In FY 18-19 FCRTA acquired 10 Chevy Bolts and is making operational plans to deploy these vehicles in the near future.

On March 4, 2020, the Governor of California declared a State of Emergency due to the outbreak and spread of the coronavirus. Because of this situation, FCRTA's overall ridership began to decline consistently starting in March of 2020 and continued throughout the remainder of 2020. This decreasing ridership caused FCRTA to reduce service levels as discussed throughout this Annual Productivity report. FCRTA continued to operate the majority of routes as public transit that is an "essential service" and will continue to operate until mandated to cease operations. The ridership has dropped significantly because

of the pandemic however; there are transit dependent passengers that need transportation within each rural city and into Fresno for services. FCRTA is committed to the safety and well-being of our passengers and has continued to work closely with the subcontractor to implement safety measures on all vehicles. FCRTA has been consistent with CDC Guidelines throughout the pandemic and will continue to respond as advised by public health officials.

	Achieved Farebox Percentage	Addition of Measure -C Revenues	Resultant Farebox Percentage
1. Auberry Transit	3.25%	\$ 12,307.11	10.00%
2. Coalinga Transit	3.39%	\$ 34,165.12	10.00%
3. Del Rey Transit	17.76%	\$ 0.00	17.76%
4. Dinuba Transit	10.62%	\$ 0.00	10.62%
5. Firebaugh Transit	2.51%	\$ 21,448.62	10.00%
6. Fowler Transit	1.48%	\$ 12,667.97	10.00%
7. Huron Transit	7.94%	\$ 8,644.33	10.00%
8. Kerman Transit	5.24%	\$ 10,960.56	10.00%
9. Kingsburg Transit	2.07%	\$ 29,105.12	10.00%
10. Kingsburg-Reedley Transit	9.62%	\$ 381.19	10.00%
11. Laton Transit	2.55%	\$ 4,991.58	10.00%
12. Mendota Transit	3.69%	\$ 13,805.59	10.00%
13. Orange Cove Transit	9.63%	\$ 1,728.00	10.07%
14. Parlier Transit	3.25%	\$ 12,262.16	10.00%
15. Reedley Transit	3.80%	\$ 28,729.26	10.00%
16. Rural Transit	1.20%	\$ 10,540.09	10.00%
17. Sanger Transit	4.96%	\$ 30,852.16	10.00%
18. San Joaquin Transit	4.34%	\$ 10,033.64	10.00%
19. Selma Transit	3.01%	\$ 41,006.49	10.00%
20. Shuttle Transit	0.01%	\$ 769.51	10.00%
21. Southeast Transit	11.39%	\$ 0.00	11.39%
22. Westside Transit	19.15%	\$ 0.00	19.15%
TOTAL	5.95%	\$284,398.50	10.49%

Clarifications

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

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

Finally, it is important to note the context in which the statistical relationships are depicted in each of the accompanying tables. The magnitude of an individual number can easily be skewed by comparing raw numbers (and their relative relationships) between each of the Subsystems. An examination of the percentage relationships, in light of the methods and characteristics of the Subsystem, will help illustrate that each individual operation is distinctly different from its relative counterparts. Comparisons between each Subsystem tend to give the impression that some are successful while others are unsuccessful. Certainly, this is *not* the objective of a performance evaluation. Each mode of service can, and should be,

improved upon where applicable. The results of this effort should be constructive, *not* destructive. Modifications to a Subsystem are addressed as part of the biannual process of updating the Short Range Transit Plan (SRTP) for the Rural Fresno County Area.

Subsystem Comments

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

1. **Auberry Transit** ridership on both the foothill community's intra-community and inter-city service to Fresno has stabilized in recent years. In FY 19-20, it decreased by -422 passengers (-12.33%). Senior ridership decreased by -331 passengers (-21.27%), disabled passengers decreased by 31 (-2.15%), and general public passengers decreased by 60 (-14.18%) for the Fiscal Year. Total fares increased by \$1,076.79 or 6.27%. Mileage decreased -12.96% (-6,235); hours increased 3.66% (70). Costs increased \$10,767.96 (6.27%). The initial farebox recovery was 3.25%, before adding \$12,307.11 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

During the past year, Auberry Transit operated beyond reasonable FCRTA System standards in the following four (4) Systems performance indicators:

- a. passengers / hour (1.51 vs. 3.00);
- b. passengers / mile (0.07 vs. 0.30);
- c. cost / hour (\$91.88 vs. \$88.20); and
- d. cost / passenger (\$60.80 vs. \$17.64).

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

2. **Coalinga Transit** provided two (2) modes of varied services: 1) the in-city demand responsive service transported 2,047 passengers; and 2) the inter-city fixed route service to the Fresno-Clovis Metropolitan Area transported 3,483 passengers, for a total of 5,530 passengers. In summary, Coalinga Transit's two (2) modes accounted for a ridership decrease of -13.40% (-856). Senior ridership decreased -60 (-5.09%) and disabled ridership decreased by 100 (-21.65%). General public ridership decreased by -696 (-14.66%). Fares increased \$796.43 (1.57%); mileage decreased -1.39% (1,005) along with an increase in hours 2.77% (104). The overall costs increased 1.57% (7,964.29). The resultant farebox was 3.39%, before adding \$34,165.12 of Measure C funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard. It should also be noted that the City of Coalinga has had challenges in keeping drivers in both the inter-city fixed route and demand responsive services.

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

- a. passengers / hour (1.43 vs. 3.00);
- b. passengers / mile (0.08 vs. 0.30);
- c. cost / hour (\$133.72 vs. \$88.20);
- d. cost / mile (\$7.24 vs. \$6.06)
- e. cost / passenger (\$93.43 vs. \$17.64).

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

3. **Del Rey Transit** experienced a total ridership decrease of -40.97% (-2,149). Senior ridership decreased by -540 (-37.32%), there was a decrease of -362 (-58.77%) in disabled ridership, general public ridership decreased -1,247 (-39.19%). Total fares decreased -2.14% (-\$450.23). Mileage decreased by -3,193 miles (-13.06%), hours increased 1.56% (31), and costs decreased by -5,536.79 (-4.56%). The resultant farebox recovery was 17.76%, significantly higher than the 10.00% minimum standard.

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

- a. passengers / mile (0.15 vs. 0.30);
- b. passengers / hour (1.53 vs. 3.00); and
- c. cost / passenger (\$37.39 vs. \$12.60).

4. **Dinuba Transit** total ridership decreased -1,678 (-16.66%). Senior riders increased 332 (86.23%), there were 40 (38.83%) more disabled passengers; general public riders decreased -2,050 (-21.38%). Total fares decreased -\$1,599.30 (-20.89%). Mileage increased 306 (0.99%). Hours of service decreased by -57 (-3.50%). The total cost (for half the expenditures, the City of Dinuba pays the other half) increased \$6,056.69 (11.88%). The resultant farebox recovery was 10.62%, in excess of the minimum 10.00% standard.

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

- a. passengers / mile (0.27 vs. 0.30)

5. **Firebaugh Transit** reported a decrease of -18.78% (-2,293) in overall ridership. Senior ridership decreased -52.71% (-1,626), disabled passengers increased by 704 (54.74%), and general public ridership decreased -17.49% (-1,371). Farebox revenues increased \$301.29 (1.06%). Mileage decreased -1,262 miles (-3.58%). Service hours decreased -1.73% (-63). Costs increased \$3,012.92 (1.06%). The initial farebox recovery was 2.51% before adding \$21,448.62 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. passengers per hour (2.77 vs. 3.00).
- b. passengers per mile (0.29 vs. 0.30)
- c. cost / mile (\$8.44 vs. \$6.06); and
- d. cost / passenger (\$28.90 vs. \$17.64).

6. **Fowler Transit** noted an increase in overall ridership, of 50 (1.59%). Senior ridership increased 376 or 27.79%, while disabled ridership decreased by -26 passengers (-4.64%), and general public ridership decreased -300 (-24.37%). Fares increased 4.85% (\$687.44), while mileage decreased -13.00% (-1,138). Total hours increased 1.41% (28). Costs increased 4.85% (\$6,874.36). The initial farebox recovery was 1.48%, before adding \$12,667.97 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. passengers / hour (1.59 vs. 3.00);
- b. cost / mile (\$19.53 vs. \$6.06); and
- c. cost / passenger (\$46.54 vs. \$17.64).

7. **Huron Transit's** ridership decreased -10,976 (-18.89%). Senior riders decreased -230 (-7.23%), disabled decreased -175 (-21.45%), while general public ridership decreased -10,571 (-19.54%). Total fares decreased -7.72% (-\$3,520.97). Mileage decreased -1.33% (-757). Hours of service increased 9.68% (521) hours. Costs increased 9.22% (\$35,529.36). The initial farebox recovery was 7.94%, before adding \$8,644.33 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. cost / mile (\$7.49 vs. \$6.06)

8. **Kerman Transit** reported a -6.50% decrease in ridership (-440). Senior passengers increased by 439 rides (28.05%), disabled decreased by -536 passengers, (-31.79%), and general public passengers decreased by -343 riders (-9.75%). Farebox receipts decreased -\$700.43 (-2.95%). Mileage decreased -6.91% (-856) miles. Hours of operation decreased -250 hours (-12.60%). Costs decreased -2.95% (-\$7,004.30). The initial farebox recovery was 5.24% before adding \$10,960.56 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. cost / hour (\$132.66 vs. \$88.20);
- b. cost / mile (\$19.95 vs. \$6.06); and
- c. cost per passenger (\$36.34 vs. \$17.64).

9. **Kingsburg Transit has** reported a -15.02% decrease in ridership (-2,404). Ridership by elderly passengers decreased by -1,306 riders (-19.40%), disabled decreased by -197 passengers (-3.15%), and general public passengers decreased by -901 riders (-29.96%). Farebox receipts increased \$4,011.93 (12.27%). Mileage decreased -9.84% (-3,393) miles. Hours of operation increased 198 hours (4.72%). Costs increased 12.27% (\$40,119.28). The initial farebox recovery was 2.07%, before adding \$29,105.12 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. cost / mile (\$11.81 vs. \$6.06); and
- b. cost per passenger (\$26.99 vs. \$17.64).

10. **Kingsburg - Reedley College Transit** ridership decreased -2,460 riders (-33.03%). Senior ridership decreased by -28 (-100.00%), disabled ridership decreased by -239 (-98.76%), and general public ridership decreased -2,193 (-30.55%). Mileage decreased by -35.49% (-12,541) and service hours decreased by -37.54% (-702). Farebox receipts decreased -\$1,219.39 (-10.84%) from last year. Costs decreased -\$12,193. (-10.84%) The initial farebox recovery was 9.62%, before adding \$381.19 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. passengers per mile 0.22 vs. 0.30)
- b. cost per passenger (\$20.10 vs. \$17.64).

11. **Laton Transit's** ridership decreased -38.65% (-3,048). Senior riders decreased by -606 (-38.55%); disabled riders decreased -146 (-37.63%), general public ridership decreased -2,296 (-38.74%). Passenger fares increased \$73.47 (1.11%). Mileage increased 235 miles (0.76%). Hours increased by 33 (3.43%). Costs increased \$734.70 (1.11%). The initial farebox recovery was 2.55%, before adding \$4,991.58 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

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

- a. passengers / mile (0.15 vs. 0.30)

12. **Mendota Transit's** ridership decreased -18.33% (-2,182), less seniors (-201) rode representing a decrease of -7.70%. 491 more disabled passengers rode (101.24%) and -2,472 (-28.06%) less general public patrons utilized the service. Fares increased 7.87% (\$1,596.79). Mileage decreased -1,772 (-10.32%), while hours increased 1.08% (24). Cost increased \$15,967.87 (7.87%). The initial farebox recovery was 3.69%, before adding \$13,805.59 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. cost per hour (\$97.49 vs \$88.20)
- b. cost / mile (\$14.21 vs. \$6.06).
- c. cost per passenger (\$22.51 vs. \$17.64).

13. **Orange Cove Transit** (which includes Orange Cove Express) has reported a decrease in ridership of -25.48% (-9,236). Seniors ridership decreased -30.19% (-2,412). Less (-759 (-25.42%) disabled participated, and -6,065 (-24.00%) less general public passengers rode last year. Fares decreased -17.06% (-\$8,108.00); mileage increased 20.94% (12,622). Hours of service increased 7.12% (337). Costs increased \$874.75 (0.22%). The initial farebox recovery was 9.63%, before adding \$1,728.00 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.07%, above the minimum 10.00% standard.

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

14. **Parlier Transit** transported 60 more passengers for an increase of 0.76%. Senior riders decreased -30.19% (-1,020), 577 (87.42%) more disabled, and general public riders increased 503 (12.97%). Fares increased 4.05% (\$706.67). Mileage increased 689 (4.44%), while service hours increased 48 (2.44%) hours. Cost increased \$7,066.70 or 4.05%. The initial farebox recovery was 3.25%, before adding \$12,262.16 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. cost per hour (\$90.15 vs \$88.20)
- b. cost / mile (\$11.21 vs. \$6.06).
- c. cost per passenger (\$22.79 vs. \$17.64).

15. **Reedley Transit's** ridership decreased -8,940 passengers, representing a -28.08% change from the previous Fiscal Year. Seniors ridership decreased -23.35% (-1,484) while -1,828 (-31.25%) less disabled riders rode, and -5,628 (-28.66%) less general public rode. Fares decreased -23.49% (-\$14,234.51). Mileage decreased by -1.42% (-748) while hours increased 7.04% (387). Costs decreased -\$142,345.08 (-23.49%). The initial farebox recovery was 3.80%, before adding \$28,729.26 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. cost per mile (\$8.95 vs. \$6.06).
- b. cost per passenger (\$20.24 vs. \$17.64).

16. **Rural Transit's** ridership decreased by -560 (60.67%) less passengers than the previous year. Less seniors rode (-264) (-63.77%), there were -158 (-57.88%) less disabled passengers, and there were -138 (-58.47%) less general public passengers. Farebox receipts decreased -\$3,747.56 (-23.84%). The mileage decreased -17,479 (-53.08%) and the hours decreased -703 (-49.33%) hours. The cost decreased -\$32,975.65 (-21.59%). The initial farebox recovery was 1.20%, before adding \$10,540.09 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. passengers per hour (0.50 vs. 3.00).
- b. passengers per mile (0.02 vs. 0.30)
- c. cost per hour (\$166.07 vs \$88.20)
- d. cost per mile (\$7.75 vs. \$6.06); and
- e. cost per passenger (\$329.85 vs. \$17.64).

17. **Sanger Transit's** ridership decreased -18.74% (-7,167). Ridership by seniors decreased -30.28% (-3,996), while the disabled passengers increased by 183 (2.84%), and general public passengers decreased by -18.02% (-3,354). Fares decreased -1.87% (\$1,165.51). Mileage decreased -19.23% (-18,677), and hours decreased -8.79% (-771). Costs decreased -1.87% (-\$11,655.07). The initial farebox recovery was 4.96%, before adding \$30,852.16 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

Two (2) performance indicator for Sanger Transit was inconsistent with FCRTA System standards:

- a. cost / mile (\$7.79 vs. \$6.06); and
- b. cost / passenger (\$19.68 vs \$17.64).

18. **San Joaquin Transit** ridership increased 2.84% (83). Senior ridership increased 78.51% (95), disabled increased by 46 (37.70%), and general public ridership decreased -2.17% (-58). Fares decreased -1.05% (-\$187.50). Mileage decreased -38.46% (-14,026) while hours decreased by -91 (-4.21%). Cost decreased -1.05% (-\$1,878.03). The initial farebox recovery was 4.34%, before adding \$10,033.64 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

San Joaquin Transit operated beyond reasonable FCRTA System standards in the following four (4) performance indicators:

- a. passengers / hour (1.45 vs. 3.00);
- b. passengers / mile (0.13 vs 0.30);
- c. cost / mile (\$7.90 vs. \$6.06); and
- d. cost / passenger (\$59.03 vs \$17.64).

19. **Selma Transit's** ridership increased 10.67% (3,120). Senior ridership increased 2,163 (22.32%), disabled passengers decreased by -657 (-7.03%) while general public ridership increased 1,614 (18.80%). Fares increased 4.17% (\$2,347.21). Mileage increased 2.82% (1,840). The hours of service increased 4.26% (295 hours). The resultant costs increased 4.17% (\$23,472.06). The initial farebox recovery was 3.01%, before adding \$ 41,006.49 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

Two (2) performance indicators for Selma Transit were inconsistent with FCRTA System standards:

- a. cost / mile (\$8.73 vs. \$6.06); and
- b. cost / passenger (\$18.13 vs \$17.64).

20. **Shuttle Transit's** ridership decreased -57.89% (-22). Senior ridership decreased by -1 (-10.00%), disabled passengers decreased by four (-66.67%). General public ridership decreased -17 (-77.27%). Fares decreased -59.91% (-\$1,188.71). Mileage increased 21.63% (98). Hours stayed exactly the same 0.00% (0) hours. Costs decreased 59.91% (-\$11,887.08). Farebox recovery was 0.01%, before adding \$769.51 in Measure - C funds to achieve the resultant farebox recovery of 10.00%, the minimum 10.00% standard.

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

- a. passengers / hour (0.42 vs. 3.00);
- b. passengers / mile (0.03 vs. 0.30);
- C. cost / hour (\$209.34 vs. \$88.20);
- D. cost / mile (\$14.44 vs. \$6.06); and
- E. cost / passenger (\$497.19 vs. \$17.64).

21. **Southeast Transit** ridership decreased -18.42% (-1,827). Ridership by seniors increased by 405 (56.09%), while disabled ridership increased by 664 (46.53%) and general public decreased by -2,896 (-37.28%). Fares decreased -18.67% (-\$4,373.10). Mileage decreased -421 (-1.07%). Service hours increased 12 (0.57%) hours. Costs increased \$18,353.14 (12.33%). Farebox recovery was 11.39%.

Two (2) performance indicators for Southeast Transit was inconsistent with FCRTA System standards:

- a. passengers / mile (0.21 vs 0.30);
- b. cost / passenger (\$20.67 vs \$17.64).

22. **Westside Transit's** ridership increased 5.76% (767). Senior ridership increased 36.43% (1,201), disabled decreased by -55 (-50.46%) and general public decreased -3.83% (-379). Fares decreased -\$1,487.93 (-4.41%). Mileage increased 0.65% (314 miles), and hours decreased -5 (-0.23%) hours. Costs decreased -\$19,869.00 (-10.56%). The farebox recovery was 19.15%.

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

- a. passengers / mile (0.29 vs. 0.30).

V. FY 2020 PRODUCTIVITY EVALUATION COMMITTEE RECOMMENDATIONS

It is recommended that FCRTA take the following actions:

- A. Continue to implement recommendations in the *"Short-Range Transit Plan for the Rural Fresno County Area"* to increase productivity and meet mandated 10% farebox.
- B. Continue to modify services as warranted to address ridership.
- C. Continue to monitor subsystem farebox recovery percentages to ensure the minimum ten percent (10%) TDA requirement is maintained for the entire System.
- D. Respond to recommendations referenced in the completed Triennial Performance Audit for: FY2015-2016; 2016-2017; and 2018-2019 Report.
- E. Continue to comply with the responsibilities under the Americans with Disabilities Act of 1990.
- F. Continue to comply with the responsibilities under the Clean Air Act of 1990, the San Joaquin Valley Unified Air Pollution Control District's Air Quality Plan and FCOG's Transportation Control Measures Plan and State's Congestion Management System.
- G. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of public transit.
- H. Continue to pursue coordination of services between the various transportation agencies in the County.
- I. Construct a new maintenance facility to accommodate the growth of a larger fleet, especially with the addition of the new bus sizes (30, 35, & 40 foot) and to include infrastructure to accommodate electric operated buses.
- J. Monitor the existing services: Intra-City, Inter-City, and Maintenance to improve efficiency and customer service and determine whether to issue an RFP for services or FCRTA will operate the services.

TABLE III-1
FY 2018 to FY 2020 Summary of FCRTA Totals

Fiscal Year	Seniors	Disabled	General Public	Total Passengers	Fares	Mileage	Hours	Cost
FY 2020	60,776	39,000	166,845	266,621	\$586,028	788,004	66,822	\$5,586,983
FY 2019	69,870	41,568	207,763	319,201	\$616,414	855,403	67,376	\$5,655,534
FY 2018	82,055	49,554	245,788	377,397	\$592,640	949,866	72,161	\$4,933,077

TABLE III-2
FY 2018 to FY 2020 Summary of FCRTA Performance Characteristics

Fiscal Year	Pass / Hour	Pass / Mile	Cost / Hour	Cost / Mile	Cost / Pass	% Farebox
FY 2019 - 20	3.99	0.34	\$83.61	\$7.09	\$20.95	10.49
FY 2018 - 19	4.74	0.37	\$83.94	\$6.61	\$17.72	10.90
FY 2017 - 18	5.23	0.40	\$68.36	\$5.19	\$13.07	12.01

EXHIBIT III-1
Performance Characteristics

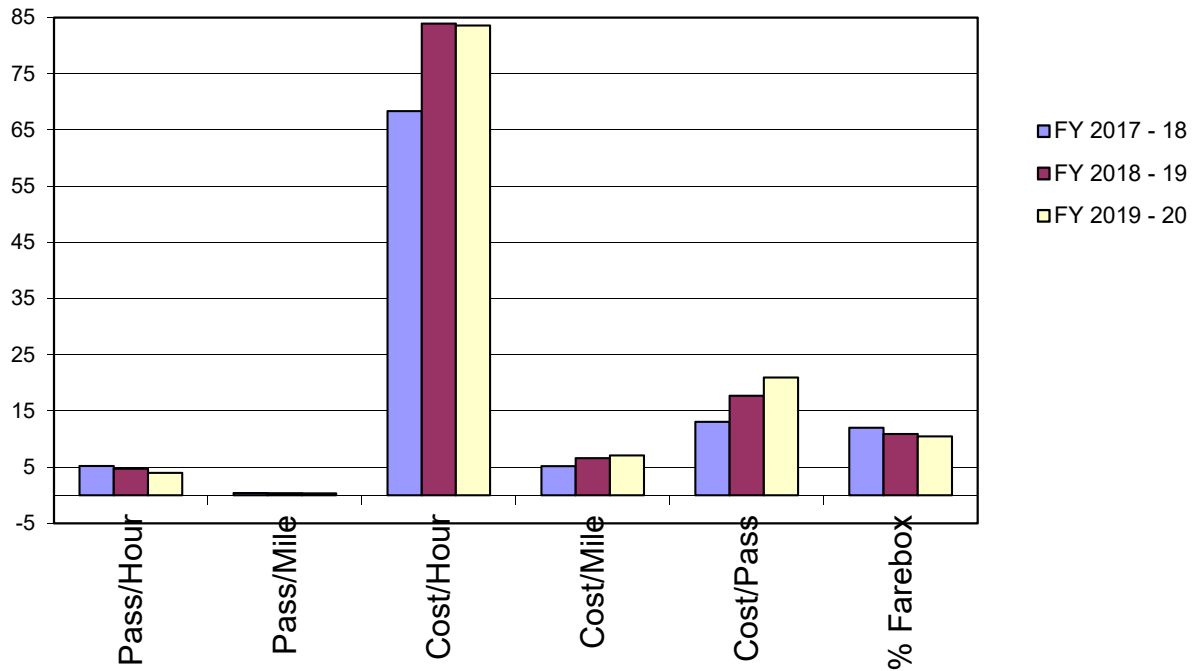


Table III-3
FY 2020 FCRTA System Summary

FCRTA Subsystems :	Total Seniors :	Total Disabled:	Total General Public:	Total Passengers:	Total Fares:	Total Mileage:	Total Hours:	Total Cost:
Auberry Transit	1,225	1,412	363	3,000	\$18,239.14	41,867	1,983	\$182,391.41
Coalinga Transit	1,118	362	4,050	5,530	\$51,667.50	71,342	3,864	\$516,675.00
Del Rey Transit	907	254	1,935	3,096	\$20,564.25	21,247	2,022	\$115,765.01
Dinuba Transit	717	143	7,537	8,397	\$6,056.70	31,093	1,570	\$57,056.70
Firebaugh Transit	1,459	1,990	6,470	9,919	\$28,665.13	33,972	3,585	\$286,651.30
Fow ler Transit	1,729	534	931	3,194	\$14,866.32	7,613	2,008	\$148,663.18
Huron Transit	2,953	641	43,540	47,134	\$42,077.45	56,166	5,903	\$420,774.10
Kerman Transit	2,004	1,150	3,176	6,330	\$23,002.81	11,529	1,734	\$230,028.08
Kingsburg Transit	5,425	6,066	2,106	13,597	\$36,697.93	31,085	4,396	\$366,979.25
Kingsburg-Reedley Transit	0	3	4,985	4,988	\$10,028.17	22,794	1,168	\$100,281.74
Laton Transit	966	242	3,630	4,838	\$6,696.58	31,269	995	\$66,965.80
Mendota Transit	2,411	976	6,338	9,725	\$21,895.33	15,404	2,245	\$218,953.31
Orange Cove Transit	5,577	2,227	19,202	27,006	\$39,420.16	72,888	5,072	\$391,546.78
Parlier Transit	2,359	1,237	4,380	7,976	\$18,174.54	16,206	2,016	\$181,745.42
Reedley Transit	4,872	4,021	14,007	22,900	\$46,358.21	51,809	5,885	\$463,582.13
Rural Transit	150	115	98	363	\$11,973.53	15,448	722	\$119,735.25
Sanger Transit	9,200	6,629	15,254	31,083	\$61,167.03	78,470	8,005	\$611,670.31
San Joaquin Transit	216	168	2,618	3,002	\$17,721.06	22,443	2,073	\$177,210.58
Selma Transit	11,854	8,683	11,826	32,363	\$58,687.53	67,204	7,219	\$586,875.29
Shuttle Transit	9	2	5	16	\$795.51	551	38	\$7,955.10
Southeast Transit	1,127	2,091	4,873	8,091	\$19,052.09	38,785	2,112	\$167,215.76
Westside Transit	4,498	54	9,521	14,073	\$32,221.73	48,819	2,207	\$168,262.07
SYSTEM TOTALS	60,776	39,000	166,845	266,621	\$586,028.70	788,004	66,822	\$5,586,983.57

Table III-4
FY 2019 FCRTA System Summary

FCRTA Subsystems :	Total Seniors :	Total Disabled:	Total General Public:	Total Passengers:	Total Fares:	Total Mileage:	Total Hours:	Total Cost:
Auberry Transit	1,556	1,443	423	3,422	\$17,162.35	48,102	1,913	\$171,623.45
Coalinga Transit	1,178	462	4,746	6,386	\$50,871.07	72,347	3,760	\$508,710.71
Del Rey Transit	1,447	616	3,182	5,245	\$21,014.48	24,440	1,991	\$121,301.80
Dinuba Transit	385	103	9,587	10,075	\$7,656.00	30,787	1,627	\$51,000.01
Firebaugh Transit	3,085	1,286	7,841	12,212	\$28,363.84	35,234	3,648	\$283,638.38
Fow ler Transit	1,353	560	1,231	3,144	\$14,178.88	8,751	1,980	\$141,788.82
Huron Transit	3,183	816	54,111	58,110	\$45,598.42	56,923	5,382	\$385,244.74
Kerman Transit	1,565	1,686	3,519	6,770	\$23,703.24	12,385	1,984	\$237,032.38
Kingsburg Transit	6,731	6,263	3,007	16,001	\$32,686.00	34,478	4,198	\$326,859.97
Kingsburg-Reedley Transit	28	242	7,178	7,448	\$11,247.56	35,335	1,870	\$112,475.60
Laton Transit	1,572	388	5,926	7,886	\$6,623.11	31,034	962	\$66,231.10
Mendota Transit	2,612	485	8,810	11,907	\$20,298.54	17,176	2,221	\$202,985.44
Orange Cove Transit	7,989	2,986	25,267	36,242	\$47,528.16	60,266	4,735	\$390,672.03
Parlier Transit	3,379	660	3,877	7,916	\$17,467.87	15,517	1,968	\$174,678.72
Reedley Transit	6,356	5,849	19,635	31,840	\$60,592.72	52,557	5,498	\$605,927.21
Rural Transit	414	273	236	923	\$15,721.09	32,927	1,425	\$152,710.90
Sanger Transit	13,196	6,446	18,608	38,250	\$62,332.54	97,147	8,776	\$623,325.38
San Joaquin Transit	121	122	2,676	2,919	\$17,908.86	36,469	2,164	\$179,088.61
Selma Transit	9,691	9,340	10,212	29,243	\$56,340.32	65,364	6,924	\$563,403.23
Shuttle Transit	10	6	22	38	\$1,984.22	453	38	\$19,842.18
Southeast Transit	722	1,427	7,769	9,918	\$23,425.19	39,206	2,100	\$148,862.62
Westside Transit	3,297	109	9,900	13,306	\$33,709.66	48,505	2,212	\$188,131.07
SYSTEM TOTALS	69,870	41,568	207,763	319,201	\$616,414.12	855,403	67,376	\$5,655,534.35

Table III-5
Numeric Change in FCRTA System Summaries
FY 2019 vs. FY 2020

FCRTA Subsystems:	Total Seniors:	Total Disabled:	Total General Public:	Total Passengers:	Total Fares:	Total Mileage:	Total Hours:	Total Cost:
Auberry Transit	-331	-31	-60	-422	\$1,076.79	-6,235	70	\$10,767.96
Coalinga Transit	-60	-100	-696	-856	\$796.43	-1,005	104	\$7,964.29
Del Rey Transit	-540	-362	-1,247	-2,149	-\$450.23	-3,193	31	-\$5,536.79
Dinuba Transit	332	40	-2,050	-1,678	-\$1,599.30	306	-57	\$6,056.69
Firebaugh Transit	-1,626	704	-1,371	-2,293	\$301.29	-1,262	-63	\$3,012.92
Fowler Transit	376	-26	-300	50	\$687.44	-1,138	28	\$6,874.36
Huron Transit	-230	-175	-10,571	-10,976	-\$3,520.97	-757	521	\$35,529.36
Kerman Transit	439	-536	-343	-440	-\$700.43	-856	-250	-\$7,004.30
Kingsburg Transit	-1,306	-197	-901	-2,404	\$4,011.93	-3,393	198	\$40,119.28
Kingsburg-Reedley Transit	-28	-239	-2,193	-2,460	-\$1,219.39	-12,541	-702	-\$12,193.86
Laton Transit	-606	-146	-2,296	-3,048	\$73.47	235	33	\$734.70
Mendota Transit	-201	491	-2,472	-2,182	\$1,596.79	-1,772	24	\$15,967.87
Orange Cove Transit	-2,412	-759	-6,065	-9,236	-\$8,108.00	12,622	337	\$874.75
Parlier Transit	-1,020	577	503	60	\$706.67	689	48	\$7,066.70
Reedley Transit	-1,484	-1,828	-5,628	-8,940	-\$14,234.51	-748	387	-\$142,345.08
Rural Transit	-264	-158	-138	-560	-\$3,747.56	-17,479	-703	-\$32,975.65
Sanger Transit	-3,996	183	-3,354	-7,167	-\$1,165.51	-18,677	-771	-\$11,655.07
San Joaquin Transit	95	46	-58	83	-\$187.80	-14,026	-91	-\$1,878.03
Selma Transit	2,163	-657	1,614	3,120	\$2,347.21	1,840	295	\$23,472.06
Shuttle Transit	-1	-4	-17	-22	-\$1,188.71	98	0	-\$11,887.08
Southeast Transit	405	664	-2,896	-1,827	-\$4,373.10	-421	12	\$18,353.14
Westside Transit	1,201	-55	-379	767	-\$1,487.93	314	-5	-\$19,869.00
SYSTEM TOTALS	-9,094	-2,568	-40,918	-52,580	-\$30,385.42	-67,399	-554	-\$68,550.78

Table III-6
Percentage Change in FCRTA System Summaries
FY 2019 vs. FY 2020

FCRTA Subsystems:	Total Seniors:	Total Disabled:	Total General Public:	Total Passengers:	Total Fares:	Total Mileage:	Total Hours:	Total Cost:
Auberry Transit	-21.27%	-2.15%	-14.18%	-12.33%	6.27%	-12.96%	3.66%	6.27%
Coalinga Transit	-5.09%	-21.65%	-14.66%	-13.40%	1.57%	-1.39%	2.77%	1.57%
Del Rey Transit	-37.32%	-58.77%	-39.19%	-40.97%	-2.14%	-13.06%	1.56%	-4.56%
Dinuba Transit	86.23%	38.83%	-21.38%	-16.66%	-20.89%	0.99%	-3.50%	11.88%
Firebaugh Transit	-52.71%	54.74%	-17.49%	-18.78%	1.06%	-3.58%	-1.73%	1.06%
Fowler Transit	27.79%	-4.64%	-24.37%	1.59%	4.85%	-13.00%	1.41%	4.85%
Huron Transit	-7.23%	-21.45%	-19.54%	-18.89%	-7.72%	-1.33%	9.68%	9.22%
Kerman Transit	28.05%	-31.79%	-9.75%	-6.50%	-2.95%	-6.91%	-12.60%	-2.95%
Kingsburg Transit	-19.40%	-3.15%	-29.96%	-15.02%	12.27%	-9.84%	4.72%	12.27%
Kingsburg-Reedley Transit	-100.00%	-98.76%	-30.55%	-33.03%	-10.84%	-35.49%	-37.54%	-10.84%
Laton Transit	-38.55%	-37.63%	-38.74%	-38.65%	1.11%	0.76%	3.43%	1.11%
Mendota Transit	-7.70%	101.24%	-28.06%	-18.33%	7.87%	-10.32%	1.08%	7.87%
Orange Cove Transit	-30.19%	-25.42%	-24.00%	-25.48%	-17.06%	20.94%	7.12%	0.22%
Parlier Transit	-30.19%	87.42%	12.97%	0.76%	4.05%	4.44%	2.44%	4.05%
Reedley Transit	-23.35%	-31.25%	-28.66%	-28.08%	-23.49%	-1.42%	7.04%	-23.49%
Rural Transit	-63.77%	-57.88%	-58.47%	-60.67%	-23.84%	-53.08%	-49.33%	-21.59%
Sanger Transit	-30.28%	2.84%	-18.02%	-18.74%	-1.87%	-19.23%	-8.79%	-1.87%
San Joaquin Transit	78.51%	37.70%	-2.17%	2.84%	-1.05%	-38.46%	-4.21%	-1.05%
Selma Transit	22.32%	-7.03%	15.80%	10.67%	4.17%	2.82%	4.26%	4.17%
Shuttle Transit	-10.00%	-66.67%	-77.27%	-57.89%	-59.91%	21.63%	0.00%	-59.91%
Southeast Transit	56.09%	46.53%	-37.28%	-18.42%	-18.67%	-1.07%	0.57%	12.33%
Westside Transit	36.43%	-50.46%	-3.83%	5.76%	-4.41%	0.65%	-0.23%	-10.56%
SYSTEM TOTALS	-13.02%	-6.18%	-19.69%	-16.47%	-4.93%	-7.88%	-0.82%	-1.21%

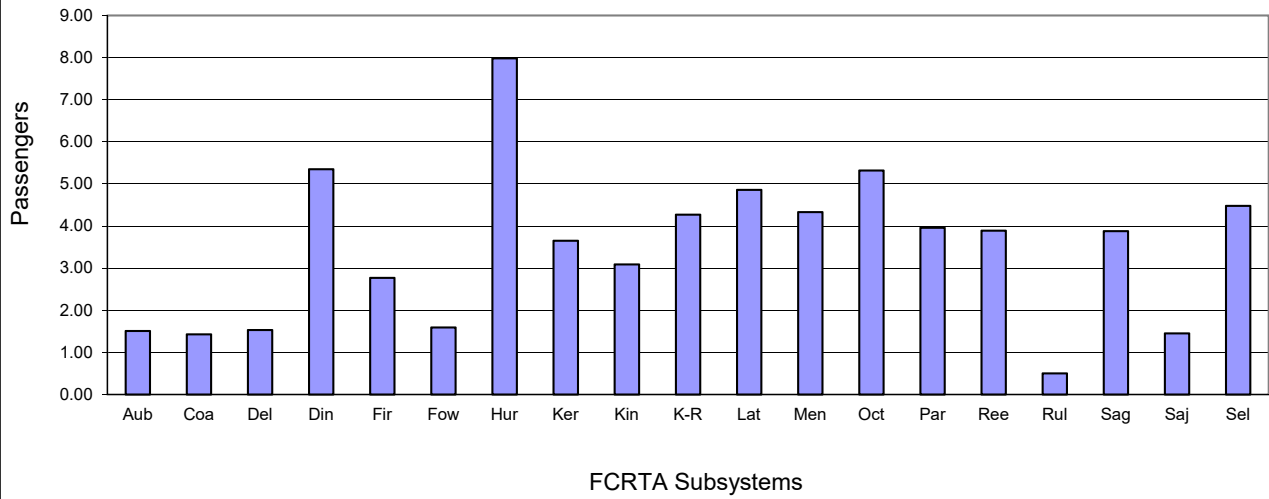
Table III-7
FY 2020 Summary of FCRTA Performance Characteristics

FCRTA	Pass /	Pass /	Cost /	Cost /	Cost /	Farebox	Times Beyond Reasonable
	Hour	Mile	Hour	Mile	Pass	Percentage	Standards
Subsystems:							
Auberry Transit	1.51 x	0.07 x	\$91.98 x	\$4.36	\$60.80 x	10.00%	3
Coalinga Transit	1.43 x	0.08 x	\$133.72 x	\$7.24 x	\$93.43 x	10.00%	4
Del Rey Transit	1.53 x	0.15 x	\$57.25	\$5.45	\$37.39 x	17.76%	1
Dinuba Transit	5.35	0.27 x	\$36.34	\$1.84	\$6.79	10.62%	0
Firebaugh Transit	2.77 x	0.29 x	\$79.96	\$8.44 x	\$28.90 x	10.00%	1
Fowler Transit	1.59 x	0.42	\$74.04	\$19.53 x	\$46.54 x	10.00%	3
Huron Transit	7.98	0.84	\$71.28	\$7.49 x	\$8.93	10.00%	0
Kerman Transit	3.65	0.55	\$132.66 x	\$19.95 x	\$36.34 x	10.00%	3
Kingsburg Transit	3.09	0.44	\$83.48	\$11.81 x	\$26.99 x	10.00%	1
Kingsburg-Reedley Transit	4.27	0.22 x	\$85.86	\$4.40	\$20.10 x	10.00%	1
Laton Transit	4.86	0.15 x	\$67.30	\$2.14	\$13.84	10.00%	0
Mendota Transit	4.33	0.63	\$97.53 x	\$14.21 x	\$22.51 x	10.00%	1
Orange Cove Transit	5.32	0.37	\$77.20	\$5.37	\$14.50	10.07%	0
Parlier Transit	3.96	0.49	\$90.15 x	\$11.21 x	\$22.79 x	10.00%	1
Reedley Transit	3.89	0.44	\$78.77	\$8.95 x	\$20.24 x	10.00%	1
Rural Transit	0.50 x	0.02 x	\$165.84 x	\$7.75 x	\$329.85 x	10.00%	5
Sanger Transit	3.88	0.40	\$76.41	\$7.79 x	\$19.68 x	10.00%	0
San Joaquin Transit	1.45 x	0.13 x	\$85.49	\$7.90 x	\$59.03 x	10.00%	3
Selma Transit	4.48	0.48	\$81.30	\$8.73 x	\$18.13 x	10.00%	0
Shuttle Transit	0.42 x	0.03 x	\$209.34 x	\$14.44 x	\$497.19 x	10.00%	0
Southeast Transit	3.83	0.21 x	\$79.17	\$4.31	\$20.67 x	11.39%	0
Westside Transit	6.38	0.29 x	\$76.24	\$3.45	\$11.96	19.15%	0
System Average	3.99	0.34	\$83.61	\$7.09	\$20.95	10.49%	

Table III-8
FY 2019 Summary of FCRTA Performance Characteristics

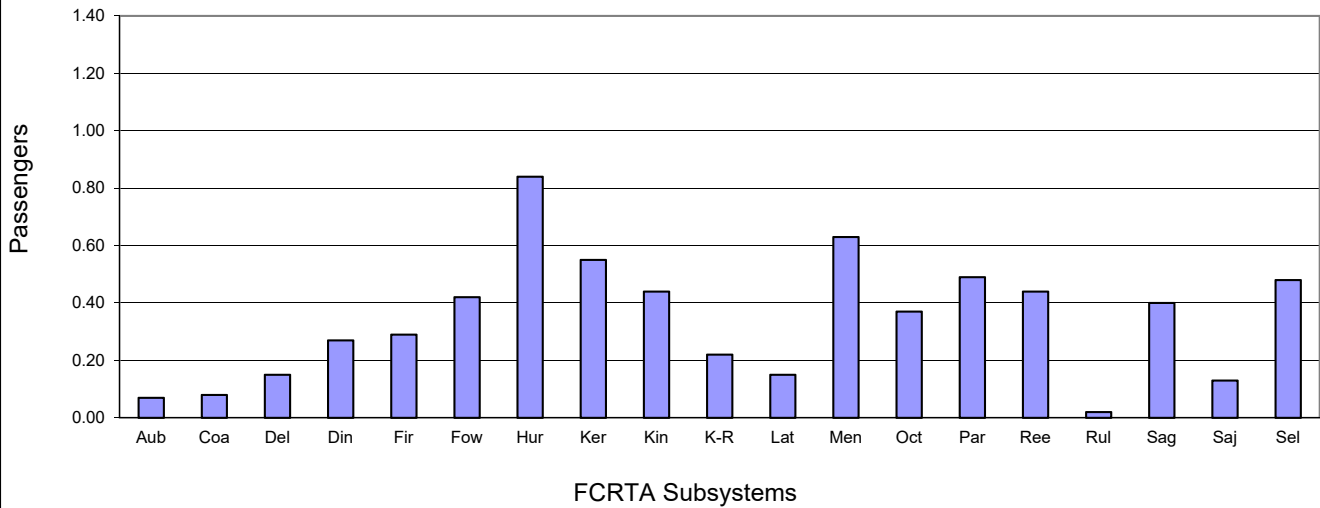
FCRTA	Pass /	Pass /	Cost /	Cost /	Cost /	Farebox	Times Beyond Reasonable
	Hour	Mile	Hour	Mile	Pass	Percentage	Standards
Subsystems:							
Auberry Transit	1.79 x	0.07 x	\$89.71 x	\$3.57	\$50.15 x	10.00%	3
Coalinga Transit	1.70 x	0.09 x	\$135.30 x	\$7.03 x	\$79.66 x	10.00%	4
Del Rey Transit	2.63 x	0.21 x	\$60.93	\$4.96	\$23.13 x	17.32%	1
Dinuba Transit	6.19	0.33	\$31.35	\$1.66	\$5.06	15.01%	0
Firebaugh Transit	3.35	0.35	\$77.75	\$8.05 x	\$23.23 x	10.00%	1
Fowler Transit	1.59 x	0.36	\$71.61	\$16.20 x	\$45.10 x	10.00%	3
Huron Transit	10.80	1.02	\$71.58	\$6.77 x	\$6.63	11.84%	0
Kerman Transit	3.41	0.55	\$119.47 x	\$19.14 x	\$35.01 x	10.00%	3
Kingsburg Transit	3.81	0.46	\$77.86	\$9.48 x	\$20.43 x	10.00%	1
Kingsburg-Reedley Transit	3.98	0.21 x	\$60.15	\$3.18	\$15.10	10.00%	1
Laton Transit	8.20	0.25 x	\$68.85	\$2.13	\$8.40	10.00%	0
Mendota Transit	5.36	0.69	\$91.39 x	\$11.82 x	\$17.05	10.00%	1
Orange Cove Transit	7.65	0.60	\$82.51	\$6.48 x	\$10.78	12.17%	0
Parlier Transit	4.02	0.51	\$88.76 x	\$11.26 x	\$22.07 x	10.00%	1
Reedley Transit	5.79	0.61	\$110.21 x	\$11.53 x	\$19.03 x	10.00%	1
Rural Transit	0.65 x	0.03 x	\$107.17 x	\$4.64	\$165.45 x	10.00%	5
Sanger Transit	4.36	0.39	\$71.03	\$6.42 x	\$16.30	10.00%	0
San Joaquin Transit	1.35 x	0.08 x	\$82.76	\$4.91	\$61.35 x	10.00%	3
Selma Transit	4.22	0.45	\$81.37	\$8.62 x	\$19.27 x	10.00%	0
Shuttle Transit	1.00 x	0.08 x	\$522.16 x	\$43.80 x	\$522.16 x	10.00%	0
Southeast Transit	4.72	0.25 x	\$70.89	\$3.80	\$15.01	15.74%	0
Westside Transit	6.02	0.27 x	\$85.05	\$3.88	\$14.14	17.92%	0
System Average	4.74	0.37	\$83.94	\$6.61	\$17.72	10.90%	

EXHIBIT III-2
Passengers Per Hour

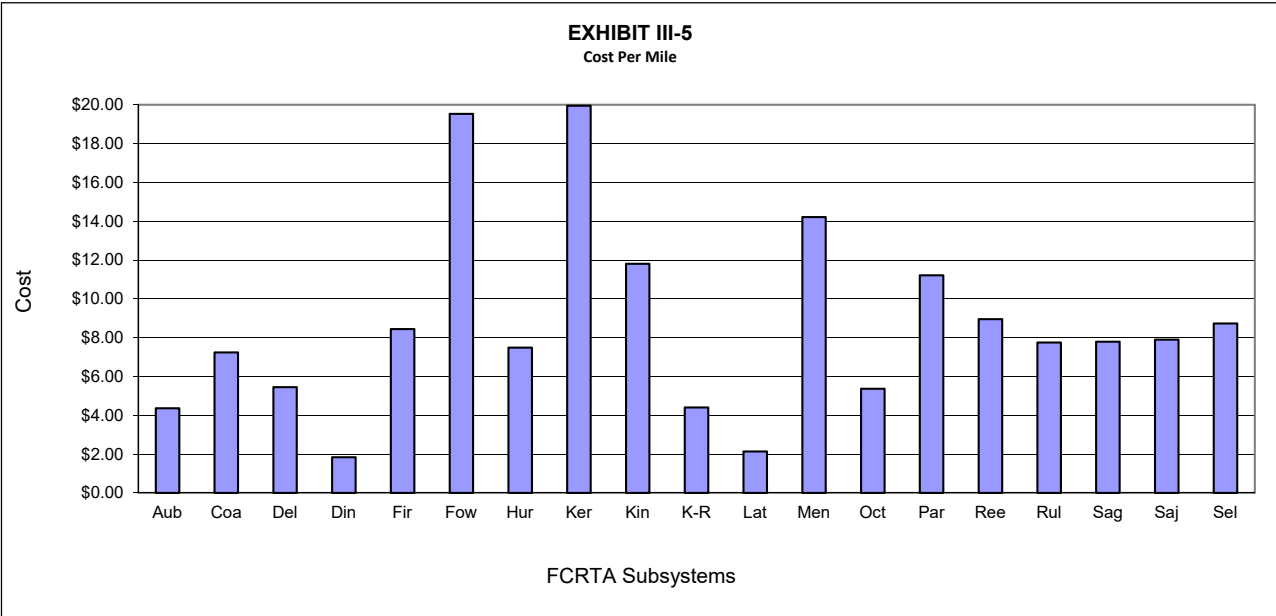
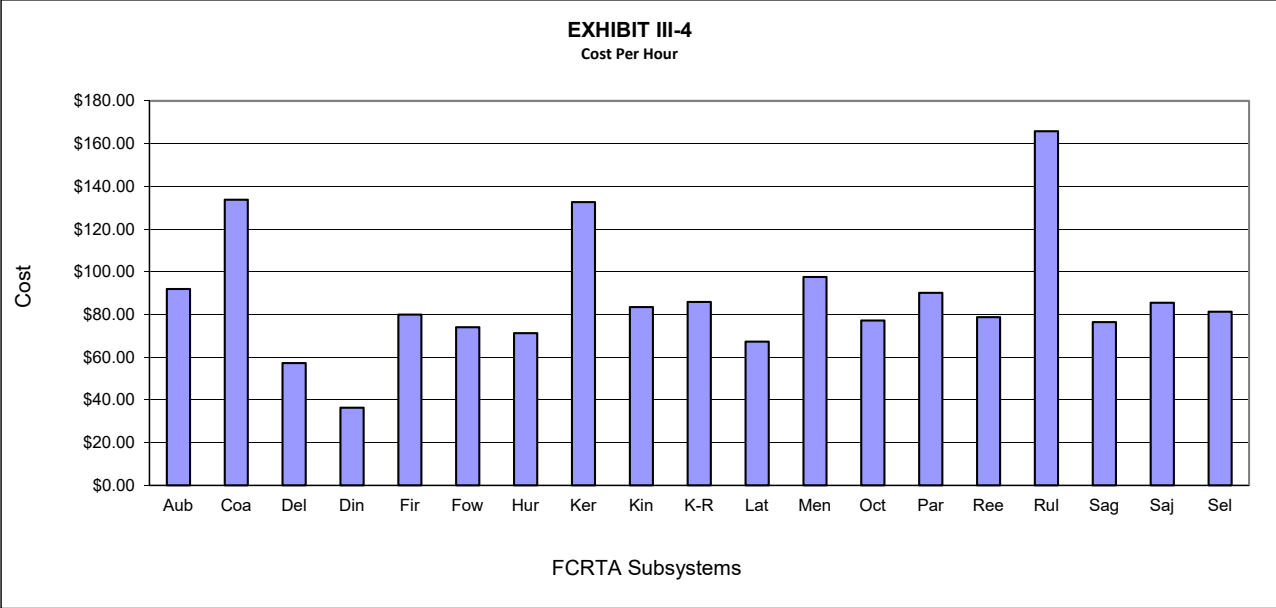


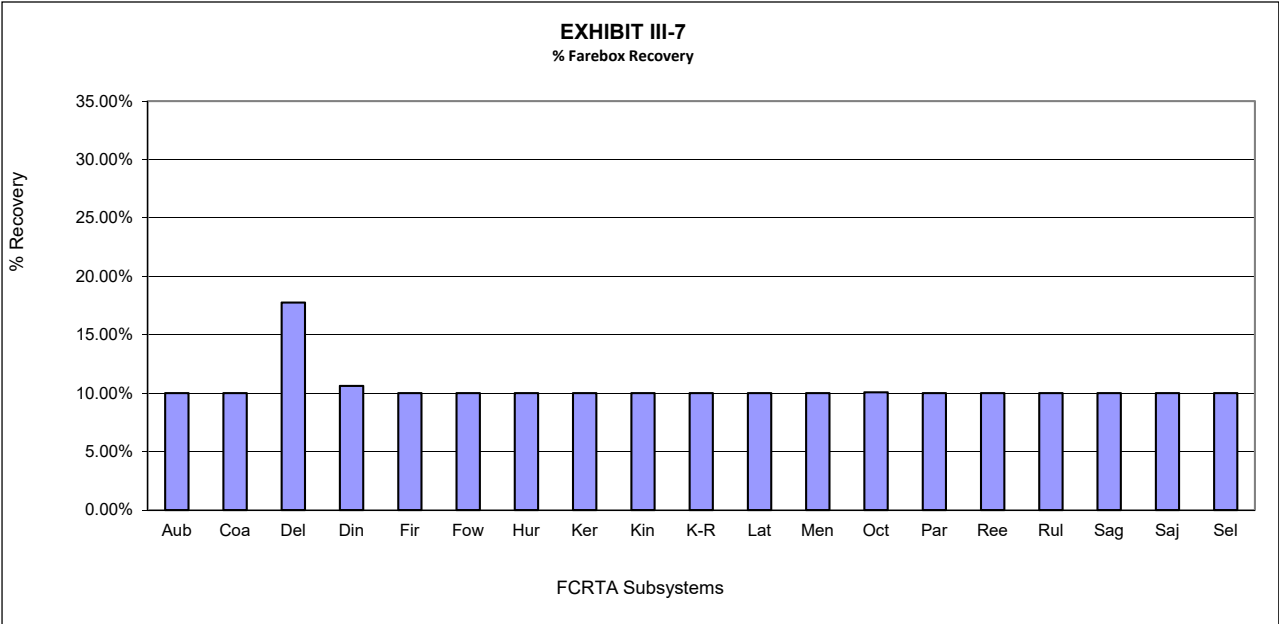
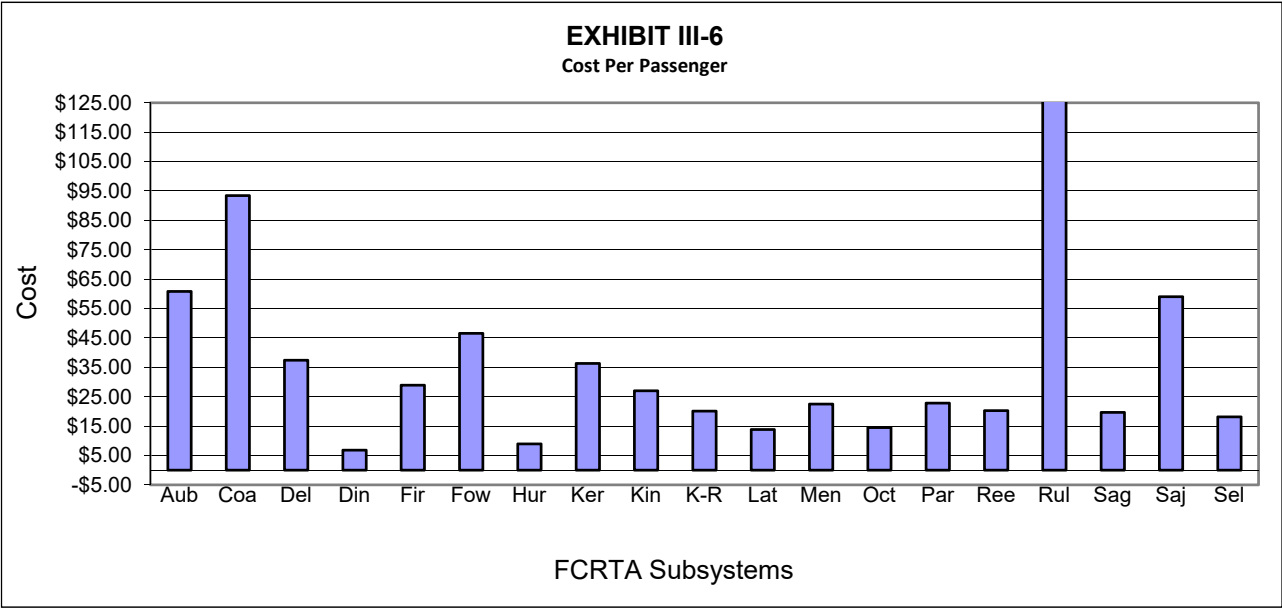
FCRTA Subsystems

EXHIBIT III-3
Passengers Per Mile



FCRTA Subsystems





Section IV

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

Fresno Economic Opportunities Commission

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Fresno, CA 93706

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SECTION IV

2020 PRODUCTIVITY EVALUATION

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

I. BACKGROUND

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

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

II. DESCRIPTION OF URBAN AND RURAL SERVICES AS IDENTIFIED IN THE ADOPTED OPERATIONS PROGRAM AND BUDGET FOR FISCAL YEAR 2019-20 FOR THE FRESNO EOC URBAN CTSA AND THE FRESNO EOC RURAL CTSA.

During fiscal year 2019-20, the following non-profit social service and public agencies participated in the Fresno EOC Urban CTSA and Fresno EOC Rural CTSA process:

The Fresno EOC Urban Area CTSA

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

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

The Fresno EOC Rural Area CTSA Agency

Agency	Type of Service
1. Fresno EOC Food Services	(Senior Meals/Summer Lunch) (Congregate Meal Delivery) (Vehicle Maintenance)
2. Head Start	(Student Transportation) (Congregate Meal Delivery) (Vehicle Maintenance)
3. Central Valley Regional Center	(Disabled Passengers Transportation)
4. Charter Trips for Social Service Agencies	(General Public and Non-Profits Transportation) (Vehicle Maintenance)

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

The Ridership information for Maintenance Only contracts is excluded from the Fresno EOC Rural CTSA Productivity Evaluation section.

III. ANNUAL AND TRIENNIAL REVIEW PROCESS

Annual Productivity Evaluation

A “Local Policy Commitment” was included in the Action Plan to monitor the development and implementation of the Plan. Since 1984, the Fresno COG’s staffs have conducted an annual assessment of the effectiveness and efficiency of the Fresno EOC Urban Area CTSA and Fresno EOC Rural Area CTSA services. The data used for the evaluation of the CTSA services was previously derived from monthly Management Information Service (MIS) reports. The MIS report is a compilation of daily driver logs and vehicle mileage reports in a spreadsheet. No MIS data was requested or provided in 2019-20.

Triennial Performance Audit

The Transportation Development Act (TDA) requires that the COFCG, on a triennial basis, engage the service of an outside consultant to conduct a performance audit on all transit operators claiming TDA funds, under California Public Utilities Commission (CPUC) Section 99260 of the TDA within their jurisdiction. The most recently completed performance audit covers the triennial period July 1, 2015 through June 30, 2018 and was accepted by the Fresno COG Board at its June 2019 meeting. [See Section VII for Recommendations].

IV. SIGNIFICANT SERVICE/ADMINISTRATIVE CHANGES

Passenger Transportation

From July 2019 thru February 2020, all services that were part of the CTSA operations were operated as usual. In March 2020 that all changed as impacts of the corona virus caused the Governor of California to issue a shelter in place order. The following changes to the CTSA operations occurred at that time:

- Employees are wearing gloves and masks.
- All vehicles in use are being washed and sanitized several times a day including, but not limited to, sanitizing seats, handrails, steering wheels, and door handles.
- Social distancing practices are implemented in the food preparation and office areas.
- Mandatory temperature checks and health screening surveys occur daily.
- Anyone who has been exposed to someone testing positive for COVID-19 or who shows symptoms of COVID-19 is directed to quarantine for 14 days and be tested for the virus.

CTSA operations changed as partners and stakeholders responded to the COVID-19 pandemic and provided guidance. Initially, approximately 65% of employees were furloughed. However, state directives designed to limit the impact of COVID-19 on the economy allowed additional Transit staff to continue to be paid. Therefore, approximately 73% of Transit staff remain on payroll. This limited the amount of cost savings from reduced personnel hours. Currently, 27% of staff remain furloughed from March through the summer comprising drivers for the Head Start contract who are normally off during the summer. Head

Start revenue also declined since we only bill for services provided. Here is a description of the status of all CTSA contract operations from March to July 1.

Central Valley Regional Center (CVRC)

In mid-March, Fresno EOC Transit Systems received direction from CVRC that their at-risk consumers would no longer be attending their daily programs. Shortly after that, all day programs suspended their operations. Within a week, state directives were issued allowing contracted services, such as transportation, to continue to be paid as long as the companies continued to pay their employees. We continue to pay approximately 38 employees that are eligible under this directive. Extensions of the directives were published monthly until November when the directive made changes affecting transportation. The changes eliminated the funding of routes not actually providing service. At that time, we were forced to reduce driver staff by 22 positions and reduce another 21 positions to part-time affecting eligibility for many benefits. We are meeting weekly with the CVRC-funded programs (via Zoom) to plan when and how services will begin again.

CalWORKS

The Department of Social Services CalWorks program has continued throughout the pandemic. While the volume of participants needing transportation services has declined, there has been a steady number of essential service workers continuing to use the service. Since there is a need throughout the night after regular transit service has ended and during all days of the week, regular service is required.

Fresno Madera Area Agency on Aging (FMAAA)

In mid-March, Transit Systems received direction to suspend service to all four senior centers. The FMAAA contract was terminated and all future payments ceased. FMAAA has indicated that service may not resume until as late as November.

Meal Delivery (Food Services)

The Food Services program – which normally provides congregate meals to senior centers, Head Start sites and other social service agencies - had to adjust quickly to an almost exclusive home delivery model. About 30 additional drivers assisted with increased food preparation and delivery needs for seniors and children. These drivers were shifted from the Head Start and CVRC operations to assist with meal delivery.

Head Start

Head Start suspended classes from mid-March until the end of the school year in June. Transit Systems ceased services for this contract resulting in approximately 20 staff being furloughed. The Head Start program ceased payment for transportation services; however, we will bill for ongoing expenses such as overhead and vehicle maintenance, which is required by state regulations.

CalVets

CalVets continued a short time until the end of March when the City of Fresno requested to suspend service.

Administrative Structure and Training

During FY 2019-20, Fresno EOC/CTSA modified the Management Staff structure. The Program Director oversees all CTSA operations. The Operations and financial Supervisor left in December 2019 and was not replaced. There are four supervisors (reduced from five), each assigned to specific services and duties including backing up each other. The management team meets regularly to address an aggressive operational and administrative agenda. These meetings are vital links between the management team and staff. Since March 2020, these meetings have been held virtually in order to comply with current safety protocols.

In 2017, Fresno EOC purchased and installed CTS Trip Master Software for scheduling assistance of the CVRC consumers. This software has proven very useful and is used with other CTSA services, such as the CalWORKS and FMAAA services. This program also utilizes tablets to provide drivers updated passenger and route information.

During the FY 2019-20, Fresno EOC/CTSA continued to attend seminars and workshops as much as possible. After March 2020, these were all conducted virtually. Some of these include the US Department of Transportation Certificate Program, California Association of School Transportation Officials (CASTCO) Conference, and the California Association for Coordinated Transportation (CalACT), Fresno EOC/CTSA's statewide transit association.

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

Fresno EOC/CTSA continues to hold five (5), two (2) hour driver in-service training meetings each year on Saturday mornings. The transit systems supervisors and guest speakers provide awareness training on topics such as defensive driving, vehicle code, daily vehicle inspection, consumer crisis response, emergency procedures, etc. Safety awards are also issued during the in-service meeting. Employees continue to be trained on First Aid/CPR and Fresno EOC/CTSA offers these services to other agencies at the Nielsen Conference Center training facility. These safety meetings have been modified to include smaller classes and virtual options since March 2020.

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

V. OVERALL CTSA SERVICES

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

Vehicle Maintenance

Fresno EOC/CTSA employed one (1) Maintenance Manager and five (3-5) full-time Maintenance Mechanics. The Maintenance Mechanics perform typical commercial vehicle maintenance duties including brake jobs, tune-ups, electrical work, wheelchair equipment repair, and suspension repair, etc. School Buses are inspected every 45 days or 3,000 miles, as required by the CHP regulations. The commercial Para-Transit “B” buses are inspected every 90 days or 5,000 miles. Fresno EOC/CTSA continues to market maintenance to other social service agencies. Due to the reduced service levels resulting from COVID-19, two mechanics were laid off until demand returns to previous levels.

Driver Training

During the 2019-20 period, the Fresno EOC/CTSA had two (2) Certified School Bus Classroom Driver Instructors, to provide Behind-the-Wheel and classroom instruction for school bus, GPPV, and Class B-P certification. An on-going driver-training program has been maintained and will continue to be offered to other social service agencies in the Fresno Metropolitan Area. The Fresno EOC/CTSA’s insurance carrier (Non-Profits Insurance Alliance of California) also provides training on emergency techniques and laws/regulations to staff and drivers.

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

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

Insurance

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

VI. TRIENNIAL PERFORMANCE AUDIT FY 2015/2016, 2016/2017, 2017/2018

Moore & Associates, Inc. was awarded the contract by Fresno COG to conduct the Triennial Performance Audit for 2015/2016, 2016/2017 and 2017/2018. The CTSA submitted the requested documents and participated in the audit for that period. Functional areas of the CTSA along with their recommendations for improvement and suggested implementation time frames are listed below. A new performance audit is scheduled to be completed in 2022.

Listed below are our responses to their recommendations:

1. Employ the TDA definition of full-time equivalent employee for reporting to the State Controller.

Fresno EOC transit staff will work closely with the finance staff to 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.

2. Ensure data is reported consistently and accurately.

Data will be reported accurately and consistently among all reporting entities. It is not unusual for there to be slight variances due to the use of audited and unaudited data. Fresno EOC will make it clear as to what revenues and costs are included in the reports and compliance calculations.

3. Work with the TDA fiscal auditors and Fresno COG to ensure a detailed summary of farebox revenue ratios is included in each subsequent TDA fiscal audit.

The TDA fiscal audit will include a detailed summary of what line items are included in this calculation. In addition, it will identify whether meal delivery costs and revenues are being included in the calculation, as well as whether those funds should be included.

VII. HIGHLIGHTS OF PRODUCTIVITY DATA

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

A few agencies have also been adversely impacted by consistent funding levels that do not include “cost of living adjustments” to reflect normal inflation. This can be further compounded when operating and maintenance cost for an aging fleet of vehicles continue to escalate at disproportionate rates. These are often detrimental to a social service agency’s growing client base. When revenues remain unchanged and cost per client increase, fewer clients may be transported. Efforts to address this problem by securing new replacement vehicles for the Fresno EOC Urban and Rural Area CTSA’s existing fleet of 113 vehicles, many purchased via the Federal Transit Administration Section 5310 Program, have historically resulted in approximately six vehicles per year. However, recent 5310 allocations to the CTSA operation for fleet replacement have declined and only three or four vehicles can be replaced. This decline in vehicle replacement funds has negatively affected the CTSA budget. The cost associated with the new vehicles is being depreciated to the budgets over the 5-year life of these vehicles. Future FTA awards may continue to be reduced due to this grant process changing to a biannual grant with local procurement, not a statewide competitive grant process.

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

The resultant data summarized in this report is a compilation of all the specific individual activities of the respective CTSA operations or contracts. The programs are further aggregated by “service type,” “passenger transportation” or “meal delivery transportation.” The Fresno EOC Urban Area CTSA summarizes fourteen (14) programs. Nine (9) are summarized as “passenger transportation,” and two (2) are summarized as “meal delivery transportation,” (the Head Start program has both passenger & meal delivery) and three (3) require vehicle maintenance only. The Rural Area CTSA summarizes four (4) programs. Three (3) are summarized as “passenger transportation,” and two (2) are summarized as “meal delivery transportation,” (the Head Start program has both passenger & meal delivery).

As previously mentioned, COVID-19 significantly affected CTSA operations from March 2020 on. Ridership declined and some services were suspended or terminated. The operating data reflects these impacts.

Urban and rural areas combined

As the Urban & Rural Combined tables that follow indicate, as well as the corresponding graphs, the overall cost for the combined transit operation shows a decrease in costs over the 2018-19 year by 12.3%. This decrease in costs is a direct result of the impacts of COVID-19. If not for that, the CTSA operations would reflect a significant increase as we have been working on adding a few more contracts.

Urban operations

The Urban Tables compare Urban Data achieved for 2018-19 and 2019-20. The Urban costs declined by 14.3%. The Urban Costs Graphs illustrate this data in a graphic format.

Rural operations

The Rural Tables compare Rural Data achieved for 2018-19 and 2019-20. The Rural costs declined by 9.7%. The Urban Costs Graphs illustrate this data in a graphic format.

VIII. FRESNO EOC/CTSA: FY 2020 PRODUCTIVITY COMMITTEE RECOMMENDATIONS:

- A. Comply, where feasible, with the Triennial Performance Audit Recommendations for FY 2015/16, 2016/17, 2017/18.
- B. Pursue contracting of service and continue to consider the potential for and encourage private sector participation in the public transportation planning/service delivery process and investigate other potential funding source.
- C. Continue to coordinate with other general public paratransit service providers to jointly provide the State-required 40 hours of specified training and behind-the-wheel instruction.
- D. Address responsibilities under the American with Disabilities Act of 1990.
- E. Address responsibilities under the Clean Air Act Amendments of 1990, the San Joaquin Valley Unified Air Pollution Control District Air Quality Plan, the City of Fresno Transportation Management Plan
- F. Council of Fresno County Governments Transportation Control Measures Plan, and Congestion Management System (CMS).
- G. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of public transit.
- H. Continue to work with the Social Service Transportation Administrative Council on the implementation of Fresno County Coordinated Human Service

Table IV -1
CONSOLIDATED TRANSPORTATION SERVICES AGENCY
URBAN AREA PRODUCTIVITY DATA FISCAL YEAR 2019-20

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA ART 4.5
Passenger Trans	\$2,884,943	166,214	564,791	44,511	\$2,475,002	\$0	3.7	0.3	\$64.81	\$5.11	\$17.36		\$409,941
Meal Delivery	\$564,645	710,506	102,790	6,937	\$352,759	\$0	102.4	6.9	\$81.40	\$5.49	\$0.79		\$211,886
TOTAL *	\$3,449,588	876,720	667,581	51,448	\$2,827,761	\$0						82%	\$621,827

Table IV - 2
CONSOLIDATED TRANSPORTATION SERVICES AGENCY
URBAN AREA PRODUCTIVITY DATA FISCAL YEAR 2018-19

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$3,580,319	247,227	784,284	49,877	\$2,089,562	\$0	5.0	0.3	\$71.78	\$4.57	\$14.48		\$1,490,756
Meal Delivery	\$443,000	742,653	121,004	7,915	\$173,296	\$0	93.8	6.1	\$55.97	\$3.66	\$0.60		\$269,704
TOTAL *	\$4,023,319	\$989,880	\$905,287	\$57,791	\$2,262,858	\$0						56%	\$1,760,460

Table IV - 3
CONSOLIDATED TRANSPORTATION SERVICES AGENCY
RURAL AREA PRODUCTIVITY DATA FISCAL YEAR 2019-20

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA ART 4.5
Passenger Trans	\$1,562,977	68,735	326,568	16,132	\$1,367,206	\$0	4.3	0.2	\$96.89	\$4.79	\$22.74		\$195,771
Meal Delivery	\$575,667	526,350	182,638	8,248	\$306,786	\$0	63.8	2.9	\$69.79	\$3.15	\$1.09		\$268,881
TOTAL *	\$2,138,644	595,085	509,206	24,380	\$1,673,992	\$0						78%	\$464,652

Table IV - 4
CONSOLIDATED TRANSPORTATION SERVICES AGENCY
RURAL AREA PRODUCTIVITY DATA FISCAL YEAR 2018-19

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$1,759,593	96,297	451,367	21,989	\$1,657,337	\$0	4.4	0.2	\$80.02	\$3.90	\$18.27		\$102,255
Meal Delivery	\$587,000	607,625	282,342	12,380	\$163,981	\$0	49.1	2.2	\$47.42	\$2.08	\$0.97		\$423,019
TOTAL *	\$2,368,852	709,587	634,123	33,250	\$1,856,745	\$0						78%	\$525,274

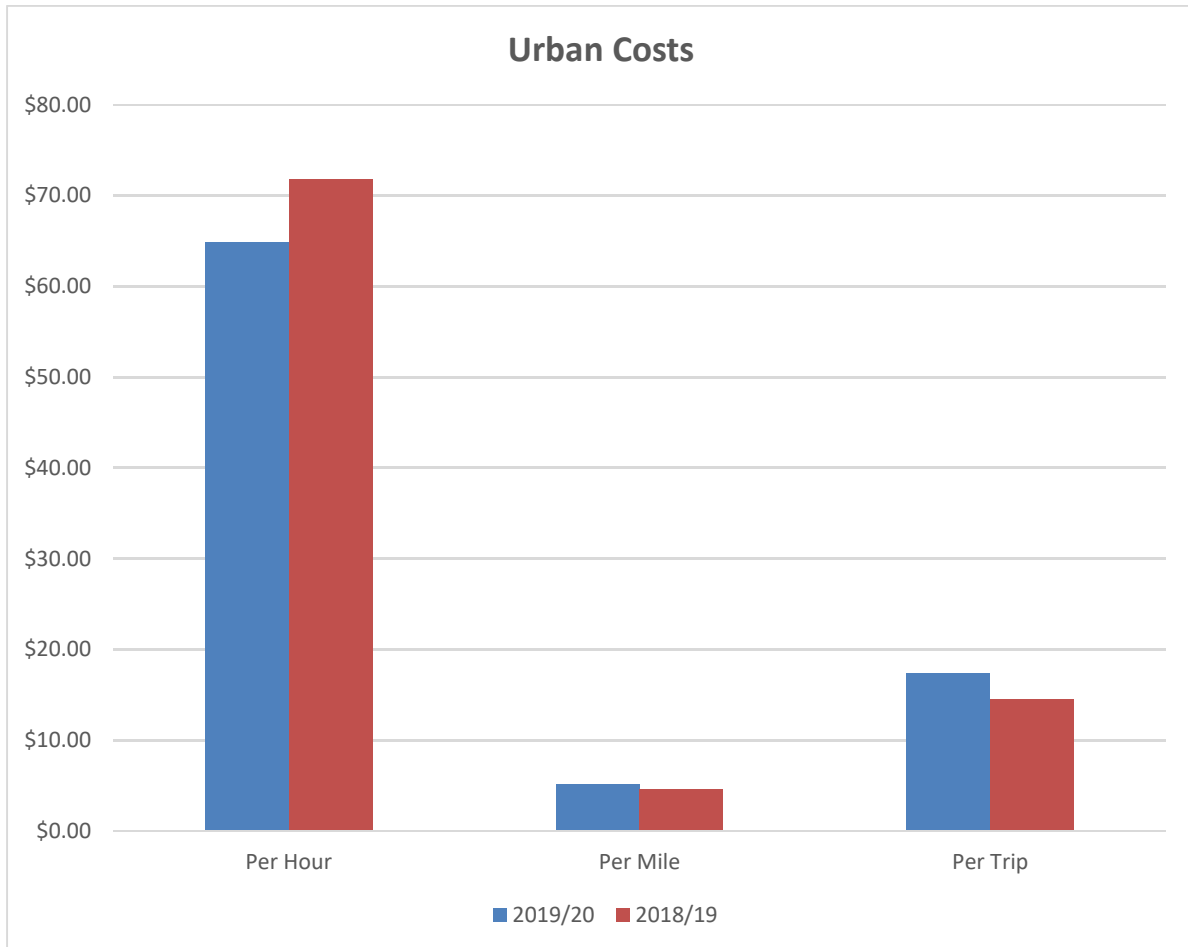
Table IV - 5
CONSOLIDATED TRANSPORTATION SERVICES AGENCY
Urban and Rural Combined Totals 2019-20

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA ART 4.5
Passenger Trans	\$4,447,920	234,949	891,359	60,643	\$3,842,208	\$0	3.9	0.3	\$73.35	\$4.99	\$18.93		\$605,712
Meal Delivery	\$1,140,312	1,236,856	285,428	15,185	\$659,545	\$0	81.5	4.3	\$75.09	\$4.00	\$0.92		\$480,767
TOTAL*	\$5,588,232	1,471,805	1,176,787	75,828	\$4,501,753	0.0%						81%	\$1,086,479

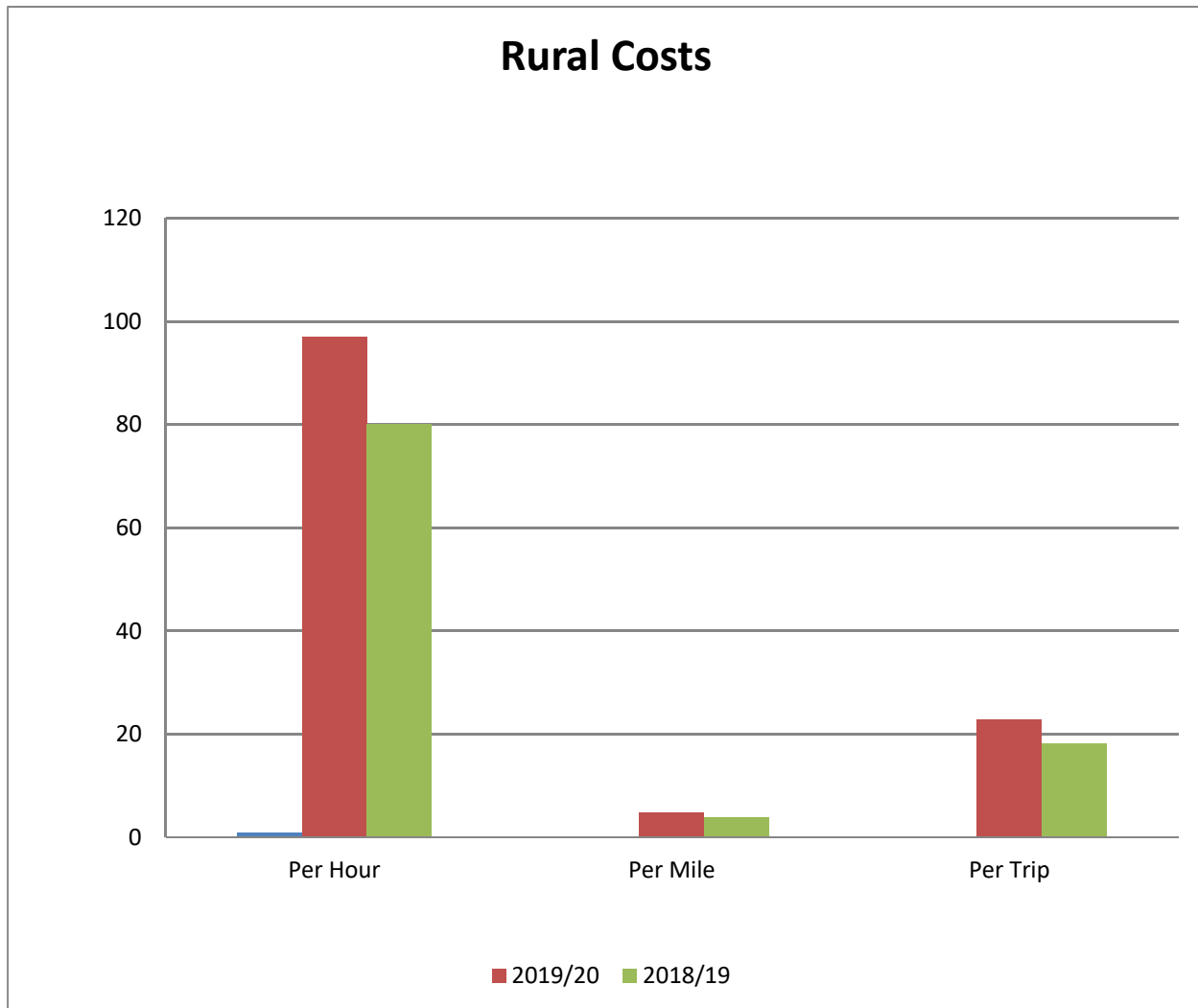
Table IV - 6
CONSOLIDATED TRANSPORTATION SERVICES AGENCY
Urban and Rural Combined Totals 2018-19

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA ART 4.5
Passenger Trans	\$5,339,911	343,524	1,235,651	71,866	\$3,746,900	\$0	4.8	0.3	\$74.30	\$4.32	\$15.54		\$1,593,011
Meal Delivery	\$1,030,000	1,350,278	403,345	20,294	\$337,277	\$0	66.5	3.3	\$50.75	\$2.55	\$0.76		\$692,723
TOTAL*	\$6,369,911	1,693,802	1,638,996	92,160	\$4,084,177	0.0%						64%	\$2,285,734

Consolidated Transportation Services Agency
Urban Costs
Exhibit IV-1



Consolidated Transportation Services Agency
Rural Costs
Exhibit IV-2



Consolidated Transportation Services Agency
Consolidated Productivity Data
Exhibit IV-3

