



FY 2007-2009 TRIENNIAL PERFORMANCE AUDIT OF CLOVIS TRANSIT SERVICES

SUBMITTED TO

COUNCIL OF FRESNO COUNTY
GOVERNMENTS

SUBMITTED BY



August 2010

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Section I

Introduction

California's Transportation Development Act (TDA) requires that a triennial performance audit be conducted of public transit entities that receive TDA revenues. The performance audit serves to ensure accountability in the use of public transportation revenue.

The Council of Fresno County Governments (Fresno COG) has engaged PMC to conduct a performance audit of the City of Clovis transit system covering the most recent triennial period, fiscal years (FYs) 2006-07 through 2008-09. The purpose of the performance audit is to evaluate the City's effectiveness and efficiency in its use of TDA funds to provide public transit in its service area. This is required as a condition for continued receipt of these funds for public transportation purposes. In addition, the audit evaluates the City's compliance with the conditions specified in the California Public Utilities Code (PUC). This task involves ascertaining whether the City is meeting the PUC's reporting requirements. Moreover, the audit includes calculations of transit service performance indicators and a detailed review of the City's transit administrative functions. From the analysis that has been undertaken, a set of recommendations have been made for the agency which are intended to improve the performance of transit operations.

In summary, this TDA audit affords the opportunity for an independent, constructive and objective evaluation of the organization and its operations that otherwise might not be available. The methodology for the audit included in-person interviews with management, collection and review of Agency documents, data analysis, and on-site observations. The *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* published by the California Department of Transportation (Caltrans) was used to guide in the development and conduct of the audit.

Overview of the Transit System

The City of Clovis operates a general public fixed route bus service and a specialized demand-response service for the elderly and disabled persons. The respective branded services are known as Stageline and Round Up. The transit program is administered by a Transit Supervisor under the City's Community Services Division of the General Services Department who oversees and manages the day to day operations of the transit system. During the audit period, the former Transit Supervisor was promoted to General Services Manager in October 2008, and a new Transit Supervisor was hired. Both operations and maintenance of the transit service are performed in-house by city personnel. Input into the decision making process is aided by two committees, including a City of Clovis Advisory Committee and the Fresno COG Social Services Transportation Advisory Committee (SSTAC).

Through adoption of an SB 826 Inventory and Action Plan for Fresno County in 1994, the Fresno COG designated the Round Up demand response service as a Consolidated Transportation Services Agency (CTSA) for the Clovis urbanized area. The most significant social service agency in the City is the Clovis Senior Service Center.

Clovis was incorporated in 1912. Clovis is the second largest city in Fresno County located to the northeast of the City of Fresno. The City has a total land area of approximately 23 square miles. The 2000 U.S. Census data showed a population of 68,468 with 9.4 percent of total residents aged 65 and older. Based on the 2010 California Department of Finance estimate, Clovis's population grew to 96,868 residents.

Known as the "Gateway to the Sierras," Clovis has maintained a small town community spirit as envisioned by its early founders, which is exemplified by such community events as the annual Rodeo Days, Big Hat Days, and Clovisfest celebration. The City's economic base consists of retail sales, services and light manufacturing. Availability of housing, a renowned school system with modern facilities, responsive safety services, a mild climate, access to varied recreational opportunities, and strong community identity all contribute to a strong sense of place and high quality of life.

System Characteristics

The City's transit system is comprised of Stageline fixed route and Round Up demand response service. Stageline operates Monday through Friday from 6:00 a.m. to 6:30 p.m. The service does not operate on the following observed holidays: New Year's Day, President's Day, Easter, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Christmas Day. A limited service schedule from 8:00 a.m. to 4:30 p.m. with hourly headways is operated on Martin Luther King Jr. Day, Veteran's Day, Day after Thanksgiving, Christmas Eve and New Year's Eve. Round Up operates Monday through Friday from 6:15 a.m. to 6:15 p.m. and weekends from 7:30 a.m. to 3:00 p.m. Round Up weekend service is limited to trips in Clovis only. Service to Fresno operates Monday through Friday from 7:00 a.m. to 4:00 p.m.

Fixed Route: The Clovis Transit Stageline initially began service in July 1980 as a demand response service that replaced the fixed route services formerly provided by the Fresno Area Express (FAX). In August 1990, fixed route service was implemented and operated by contract. In September 1999, the City began direct operation of the service. Stageline currently operates five fixed routes with some service into neighboring Fresno. The majority of routes operate at 30 minute frequencies during the week. One exception is Route 70, which operates as a tripper service to several school sites in east Clovis. A portion of FAX Route 28 operates in the City of Clovis and is subsidized by Clovis based on the number of service hours and miles provided in Clovis. Payments include only direct fixed route service costs. A summary of the Stageline's fixed route service is presented in Table I-1:

**Table I-1
Clovis Transit Fixed Route Services**

Route Number	Description	Frequency/Operation	Destinations/Timepoints
10	Fresno State University/Northwest Clovis	Monday thru Friday 6:00 a.m. to 6:47 p.m. 30 minute frequencies	▪ Community College District; ▪ Buchanan Ed Complex; ▪ Bicentennial Park; ▪ Clovis Civic Center; ▪ Old Town Clovis; ▪ Fresno State University; ▪ Indian Health Center; and ▪ Peachwood Medical
50	Northeast Clovis/Southwest Clovis	Monday thru Friday 5:30 a.m. to 6:52 p.m. 30 minute frequencies	▪ Sierra Vista Mall; ▪ Old Town Clovis; ▪ Civic Center; ▪ Clovis Senior Center; ▪ Clark Junior High School; ▪ Ralph's Marketplace; and ▪ Mickey Cox Elementary School
60	Clovis Community Hospital/Sierra Vista Mall	Monday thru Friday 6:10 a.m. to 6:30 p.m. 30 minute frequencies	▪ Sierra Vista Mall; ▪ Clovis High School; ▪ Mickey Cox Elementary School; ▪ Clovis Community Hospital; ▪ Cedarwood Elementary School; and ▪ Clovis Elementary School
65	Southeast Clovis Circulator	Monday thru Friday 6:30 a.m. to 6:48 p.m. 30 minute frequencies	▪ Gettysburg Elementary School; ▪ Jefferson Elementary School; ▪ CART; ▪ Sierra Vista Mall; and ▪ Clovis Recreation Center
70	Reagan Education Center Express	School Days Only 1 Morning/1 Afternoon Trip 7:00 a.m. & 2:55 p.m.	▪ Gettysburg Elementary School; ▪ Reyburn Intermediate; ▪ Clovis East High School; ▪ Reagan Education Center; and ▪ Sierra Vista Mall

Source: City of Clovis

Dial-A-Ride: The Round Up demand response service began operating in January 1979 under an Older Americans Act grant. As grant funding was phased out, the City utilized Measure C and LTF funding to sustain the service. In FY 1988, weekday service was expanded to include trips to Fresno based on a zonal fare. In April 1988, the service was designated as a CTSA function.

Currently, this demand response service provides both curb-to-curb and door-to-door service within the Sphere of Influence (SOI) of the City of Clovis. Round Up is the primary transit service for seniors and disabled riders in the Clovis area, including those certified under the Americans with Disabilities Act (ADA), who are unable to ride the fixed route service. The demand response system accepts both advanced reservations up to 14 days ahead and real-time reservations based on availability.

Fares

Clovis Transit's fares are structured according service type, passenger category and fare media. Senior and disabled fares require proper identification. The general public fixed-route, demand response and 20-ride pass fares were increased effective August 1, 2009. In addition, the eligible age for seniors was raised from age 55 to 65 to help offset the reduction in transit revenues. The fare structure is shown in Table I-2:

**Table I-2
Clovis Transit Fare Schedule**

Fixed Route	Fare during Audit Period	Fare (Effective 8/1/2010)
General	\$1.00	\$1.25
Senior (Age 65 and older with ID)	Free	Free
Disabled	\$0.50	\$0.50
Children (Age 6 and under up to a maximum of four children)	Free	Free
Transfers	Free	Free
Demand Response		
Zone 1 (Clovis City Limits)	\$1.00	\$1.25
Zone 2 (To/From Fresno south to McKinley & west to Palm)	\$1.75	\$2.00
Zone 3 (To/From Fresno south to Kings Canyon and west to West Avenue)	\$2.50	\$2.75
Door-to-Door Service (additional charge)	\$1.00	\$1.25
Monthly Passes		
20-Ride Pass (Stagline & Round Up Zone 1)	\$18.00	\$23.00
20-Ride Pass (Round Up Zone 2)	N/A	\$36.00
20-Ride Pass (Round Up Zone 3)	N/A	\$50.00
Metro Pass (FAX & Clovis Transit)	\$40.00	\$40.00

Source: City of Clovis

Fleet

Clovis Transit operates a fleet of 30 active vehicles for revenue service. Thirteen are used for Stageline bus service and range from 21 to 29 passenger seating capacity. Two of the vehicles are CNG fueled, while the rest operate on diesel and gasoline. Table I-3 summarizes the composition of the fixed route fleet:

Table I-3
Clovis Transit Stageline Fleet Inventory

Year	Make & Model	Quantity	Fuel type	Seating Capacity	Wheelchair Capacity
2001	El Dorado	2	CNG	23	2
2007	Chevy Goshen	3	Diesel	28	2
2007	Glaval-GMC	2	Gasoline	29	2
2008	Glaval-GMC	6	Diesel	21	2
Total		13			

Source: City of Clovis & CHP Terminal Inspection Reports

The remaining seventeen vehicles in the fleet are used for Round Up service and seat between 17 and 24 passengers. All vehicles are lift equipped and are owned by the City. Table I-4 summarizes the composition of the demand response fleet:

Table I-4
Clovis Transit Roundup Fleet Inventory

Year	Make & Model	Quantity	Fuel type	Seating Capacity	Wheelchair Capacity
2001	Ford El Dorado	3	Diesel	17	3
2002	Ford El Dorado	1	Diesel	17	3
2003	Ford Goshen	3	Diesel	18	2
2005	Glaval-GMC	1	Diesel	22	3
2007	Glaval-GMC	1	Gasoline	24	3
2008	Glaval-GMC	7	Diesel	21	3
2009	Glaval-GMC	1	Diesel	21	3
Total		17			

Source: City of Clovis & CHP Terminal Inspection Reports

In addition to its regular fleet, Clovis operates five service vans and two motorized trolleys. The trolleys are rented out on a charter basis about two weekends per month.

Section II

Operator Compliance Requirements

This section of the audit report contains the analysis of the City of Clovis' ability to comply with State requirements for continued receipt of TDA funds. The evaluation uses the guidebook, *"Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Agencies"* which was developed by the Department of Transportation (Caltrans) to assess transit operators. The guidebook contains a checklist of eleven measures taken from relevant sections of the Public Utilities Code and the California Code of Regulations. Each of these requirements is discussed in the table below, including a description of the city's efforts to comply with the requirements. In addition, a discussion of the findings from the compliance review is described in the text following the table.

TABLE II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
The transit operator submitted annual reports to the RTPA based upon the Uniform System of Accounts and Records established by the State Controller. Report is due 90 days after end of fiscal year (Sept. 30), or 110 days (Oct. 20) if filed electronically (internet).	Public Utilities Code, Section 99243	Completion/submittal dates (internet filing): FY 2007: December 4, 2007 FY 2008: October 20, 2008 FY 2009: November 17, 2009 Conclusion: Partial Compliance State Controller Reports prepared FY 2007 & 2009 were submitted after the internet filing deadline. Only the FY 2008 Report was submitted by the deadline.
The operator has submitted annual fiscal and compliance audits to the RTPA and to the State Controller within 180 days following the end of the fiscal year (Dec. 27), or has received the appropriate 90 day extension by the RTPA allowed by law.	Public Utilities Code, Section 99245	Completion/submittal dates: FY 2007: March 20, 2008 FY 2008: April 6, 2009 FY 2009: June 3, 2010. Conclusion: Partial Compliance

TABLE II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		The FYs 2008 and 2009 Fiscal and Compliance Audits were not submitted within the 180 day timeframe and exceeded the 90 day extension period.
The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator's compliance with Vehicle Code Section 1808.1 following a CHP inspection of the operator's terminal.	Public Utilities Code, Section 99251 B	The City of Clovis participates in the CHP Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim. Copies of certificates are attached to TDA claims. Copies of certificates were also submitted to the auditor for review. Inspection dates applicable to the audit period are as follows: FY 2007: November 1, 5 & 6, 2007 FY 2008: August 26, 2008; November 17, 18 & 20, 2008 FY 2009: September 2 & 10, 2009; October 28 & 29, 2009; November 3 & 13, 2009 Conclusion: Complied
The operator's claim for TDA funds is submitted in compliance with rules and regulations adopted by the RTPA for such claims.	Public Utilities Code, Section 99261	As a condition of approval, the City of Clovis' annual claims for Local Transportation Funds and State Transit Assistance are submitted in compliance with rules and regulations adopted by Fresno COG. COG staff provides assistance as necessary to the agency in

TABLE II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		completing the claim. Conclusion: Complied
If an operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.	Public Utilities Code, Section 99270.1	Clovis Transit only serves an urbanized area and is not subject to this requirement. Conclusion: Not Applicable
The operator's operating budget has not increased by more than 15% over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).	Public Utilities Code, Sections 99266	Percentage increase in the Clovis Transit operating budget: FY 2007: 15.00% FY 2008: 19.50% FY 2009: 7.00% The City's transit operating budget exceeded 15 percent in FY 2008 due to increased fuel and maintenance costs as well as increased service hours. The City did not substantiate the operating budget increase in its TDA claim, although it indicated capital purchases as a reason for the overall increase to the budget. Source: FY 2007-2009 City of Clovis TDA Claims. Conclusion: Complied
The operator's definitions of performance measures are	Public Utilities Code, Section 99247	The City of Clovis definition of performance measures is

TABLE II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
consistent with Public Utilities Code Section 99247, including (a) operating cost, (b) operating cost per passenger, (c) operating cost per vehicle service hour, (d) passengers per vehicle service hour, (e) passengers per vehicle service mile, (f) total passengers, (g) transit vehicle, (h) vehicle service hours, (i) vehicle service miles, and (j) vehicle service hours per employee.		consistent with Public Utilities Code, Section 99247. Conclusion: Complied
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating costs at least equal to one-fifth (20 percent), unless it is in a county with a population of less than 500,000, in which case it must maintain a ratio of fare revenues to operating costs of at least equal to three-twentieths (15 percent), if so determined by the RTPA.	Public Utilities Code, Sections 99268.2, 99268.3, 99268.12, 99270.1.	The system's audited fare ratios are as follows (with and without Measure C): Fixed Route: FY 2007: 20.00% (6.84%) FY 2008: 20.00% (6.49%) FY 2009: 20.00% (6.18%) Demand Response: FY 2007: 10.00% (5.27%) FY 2008: 10.00% (5.25%) FY 2009: 10.00% (4.94%) While actual farebox ratios contained in the annual fiscal audits (in parentheses) show the City of Clovis does not meet the minimum TDA farebox requirement, the audited farebox ratios for the City include the local Measure C operating fund subsidies in

TABLE II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		order to meet the farebox requirement, allowable by TDA law. Source: Annual Fiscal and Compliance Audit. Conclusion: Complied
If the operator serves a rural area, it has maintained a ratio of fare revenues to operating costs at least equal to one-tenth (10 percent).	Public Utilities Code, Sections 99268.2, 99268.4, & 99268.5	The Clovis Transit service area does not serve a rural area and is subject to the urbanized area farebox ratio requirement. Conclusion: Not Applicable
The current cost of the operator's retirement system is fully funded with respect to the officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPA which will fully fund the retirement system within 40 years.	Public Utilities Code, Section 99271	Clovis Transit personnel are employed with the City of Clovis and participate in the City's retirement system, which is fully funded through CalPERS. Conclusion: Complied
If the operator receives state transit assistance funds, the operator makes full use of funds available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted.	California Code of Regulations, Section 6754(a)(3)	As a recipient of State Transit Assistance Funds, the City of Clovis does not utilize federal funds available under the Urban Mass Transportation Act of 1964 as amended. Conclusion: Not Applicable

Findings and Observations from Operator Compliance Requirements Matrix

1. The City of Clovis has fully complied with six of the 11 TDA compliance requirements. Three compliance requirements were not applicable to the City. The City was in partial compliance with regard to the timely submittals of the State Controller Operator Report during the audit period for FY 2007 and FY 2009 as well as the Annual Fiscal and Compliance Audit. The FYs 2008 and 2009 Fiscal and Compliance Audit were submitted beyond the 90 day extension period.
2. The City of Clovis participates in the CHP Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim. The CHP inspection reports submitted for review were found to be satisfactory.
3. The City's transit operating budget exceeded 15 percent in FY 2008 due to increased fuel and maintenance costs as well as increased service hours. The City did not substantiate the operating budget increase in its TDA claim, although it indicated capital purchases as a reason for the overall increase to the budget.
4. Based on the available data from the Annual Fiscal and Compliance Audits, the City's required farebox recovery ratio was met with the assistance of local Measure C subsidies. The average farebox for the fixed route without subsidy was 6.51 percent and the average farebox for demand response without subsidy was 5.15 percent during the triennial period. The audited farebox with subsidy for fixed route was 20 percent and 10 percent for demand response.

Section III

Prior Triennial Performance Recommendations

The City of Clovis' efforts to implement the recommendations made in the prior triennial audit are examined in this section of the report. For this purpose, each prior recommendation for the agency is described, followed by a discussion of the agency's efforts to implement the recommendation. Conclusions concerning the extent to which the recommendations have been adopted by the agency are then presented.

Prior Recommendation 1

Perform "final" review of State Controller's Report for consistency and accuracy.

Actions taken by the City of Clovis:

It was suggested that the Transit Supervisor conduct a final review of the annual State Controller's Report to ensure that the data being submitted to the State is accurate and is consistent with the information provided to the Fresno COG for the Transit Productivity Evaluation Report.

During audit period, steps have been taken to ensure better coordination between the City's General Services Department and Finance Department where the State Controller's Report is prepared. There is now a dedicated person within the Finance Department who administers the City's LTF claims. Additional training of the Finance staff person is in process.

Conclusion:

This recommendation has been partially implemented.

Prior Recommendation 2

Develop and document a standardized complaint handling process.

Actions taken by the City of Clovis:

Clovis Transit should develop a step-by-step process and flow chart that outlines the steps for addressing a customer complaint, from the initial phone call taken by the dispatcher, to follow up actions taken by transit staff. The City has developed a complaint log, but has yet to develop formalized written procedures to handle complaints. The City has other means to investigate complaints and incidents. The installation of security cameras on transit vehicles gives Clovis transit the ability to review video footage for any potential accident and liability claims with the video pull report form. In addition, the Transit Division is looking into incorporating complaint procedures into its operations manual. The City will also develop a code of conduct for its passengers.

Conclusion:

This recommendation has been partially implemented.

Prior Recommendation 3

As resources allow, expand the mobility training program.

Actions taken by the City of Clovis:

The mobility training program enables transit staff to educate and train existing and potential riders of the fixed route service and lessen concerns they may have. Mobility training has not been undertaken in a while due to insufficient staffing resources. However, the City has been working to transition as many ambulatory senior and disabled passengers to the Stageline fixed route service facilitated by recent route changes. In addition, consideration has been given to have a dedicated community bus that would target senior centers and provide subscription service to the local Wal-Mart. The City is also examining an ambassador program that would address transit mobility.

Conclusion:

This recommendation has been partially implemented.

Section IV

TDA Performance Indicators

This section reviews the City of Clovis' performance in providing transit service in an efficient and effective manner. TDA requires that at least five specific performance indicators be reported, which are contained in the following tables. Farebox is not one of the five specific indicators, but is a requirement for continued TDA funding. Therefore, farebox calculation is also included for each mode. Findings from the analysis are contained in the section following the Tables and graphs, followed by the analysis.

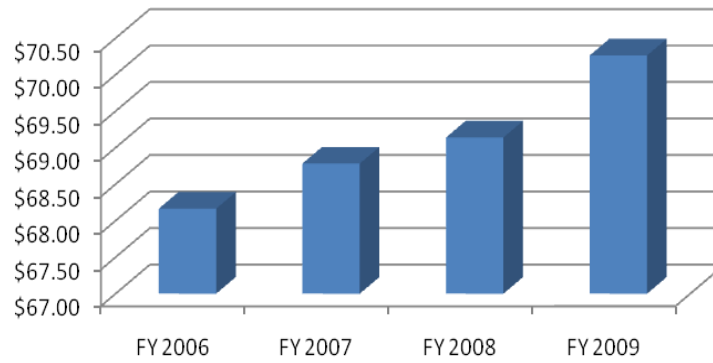
Table IV-1
City of Clovis Systemwide Performance Indicators

Performance Data and Indicators	FY 2006	Audit Period			% Change FY 2006-2009
		FY 2007	FY 2008	FY 2009	
Operating Cost	\$2,495,396	\$2,672,570	\$3,194,238	\$3,537,780	41.8%
Total Passengers	185,153	200,606	239,909	269,782	45.7%
Vehicle Service Hours	36,609	38,856	46,200	50,351	37.5%
Vehicle Service Miles	546,648	562,959	673,621	726,063	32.8%
Employee FTEs	21	21	26	28	33.3%
Passenger Fares	\$142,717	\$161,672	\$188,703	\$197,909	38.7%
Measure C Subsidy	\$237,445	\$237,317	\$300,087	\$342,475	44.2%
Total Fare Revenue	\$380,162	\$398,989	\$488,790	\$540,384	42.1%
Operating Cost per Passenger	\$13.48	\$13.32	\$13.31	\$13.11	-2.7%
Operating Cost per Vehicle Service Hour	\$68.16	\$68.78	\$69.14	\$70.26	3.1%
Operating Cost per Vehicle Service Mile	\$4.56	\$4.75	\$4.74	\$4.87	6.7%
Passengers per Vehicle Service Hour	5.1	5.2	5.2	5.4	5.9%
Passengers per Vehicle Service Mile	0.34	0.36	0.36	0.37	9.7%
Vehicle Service Hours per Employee	1,743	1,850	1,777	1,798	3.2%
Average Fare per Passenger	\$0.77	\$0.81	\$0.79	\$0.73	-4.8%
Fare Recovery Ratio	5.72%	6.05%	5.91%	5.59%	-2.2%
Fare Recovery Ratio With Measure C	15.23%	14.93%	15.30%	15.27%	0.3%

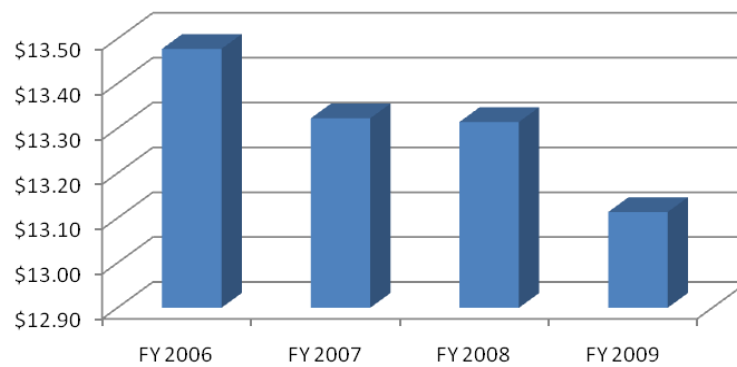
Source: Fiscal Audit, Internal Performance Documents, State Controller Operator's Reports

*Systemwide Operating Costs & Passenger Fares are audited data

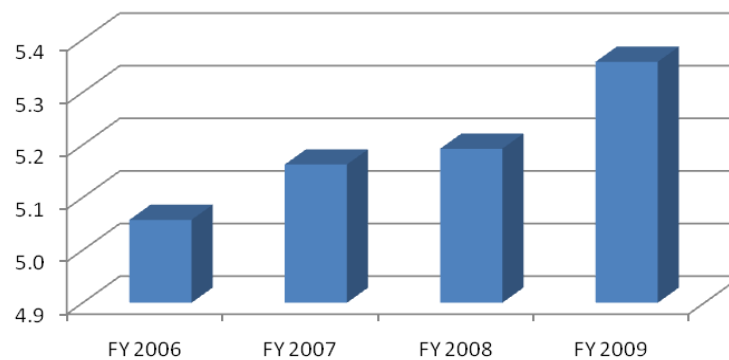
Operating Cost per Vehicle Service Hour



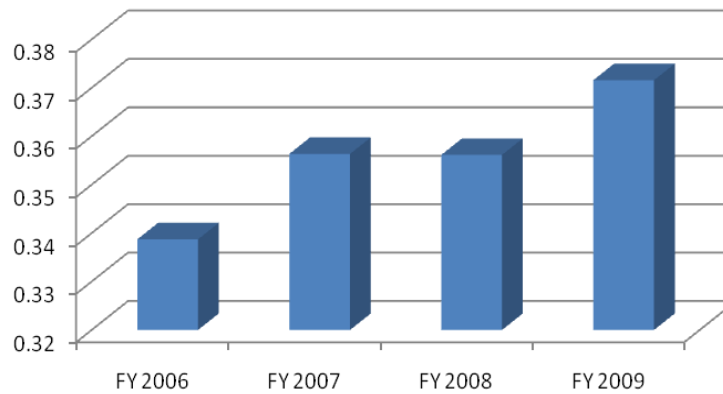
Operating Cost per Passenger



Passengers per Vehicle Service Hour



Passengers per Vehicle Service Mile



Vehicle Service Hours per Employee

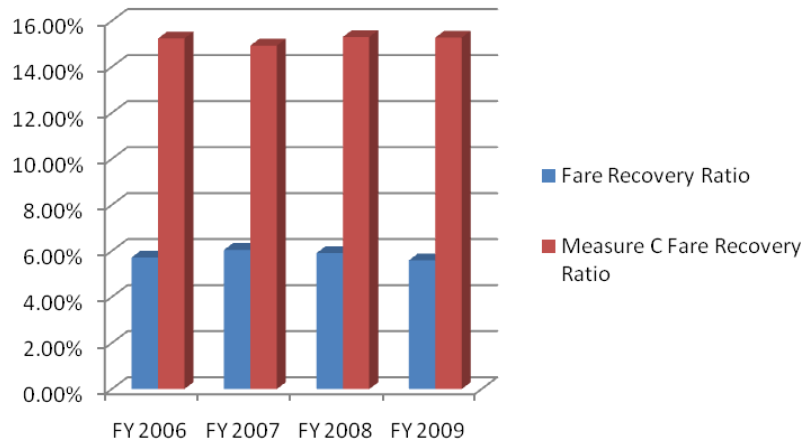
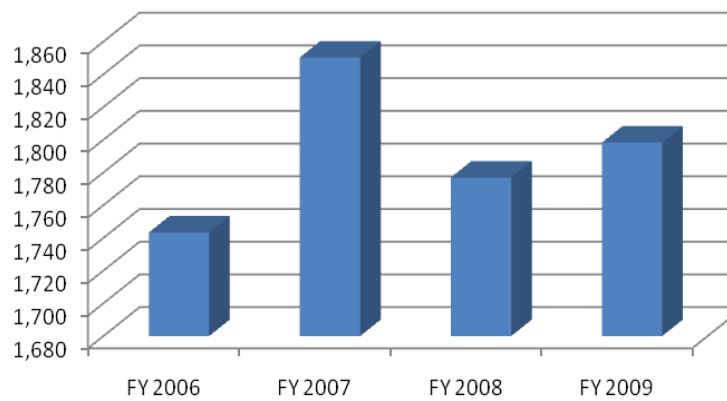


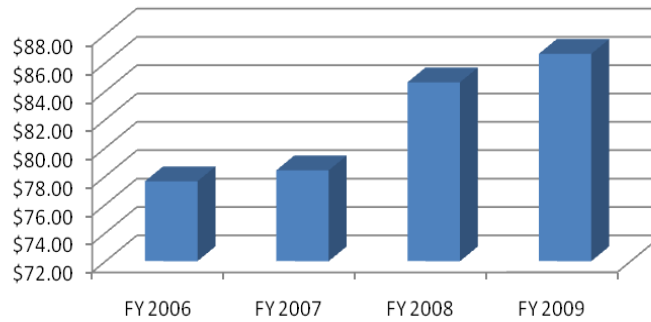
Table IV-2
City of Clovis Fixed Route Performance Indicators

Performance Data and Indicators	FY 2006	Audit Period			% Change FY 2006- 2009
		FY 2007	FY 2008	FY 2009	
Operating Cost	\$1,306,221	\$1,317,316	\$1,693,666	\$1,866,060	42.9%
Total Passengers	139,622	153,012	184,264	211,502	51.5%
Vehicle Service Hours	16,825	16,801	20,015	21,542	28.0%
Vehicle Service Miles	277,718	276,022	334,461	354,412	27.6%
Employee FTE's	10	10	11	13	30.0%
Passenger Fares	\$77,164	\$90,187	\$109,902	\$115,403	49.6%
Measure C Subsidy	\$184,080	\$173,277	\$228,831	\$257,809	40.1%
Total Fare Revenue	\$261,244	\$263,464	\$338,733	\$373,212	42.9%
Operating Cost per Passenger	\$9.36	\$8.61	\$9.19	\$8.82	-5.7%
Operating Cost per Vehicle Service Hour	\$77.64	\$78.41	\$84.62	\$86.62	11.6%
Operating Cost per Vehicle Service Mile	\$4.70	\$4.77	\$5.06	\$5.27	11.9%
Passengers per Vehicle Service Hour	8.3	9.1	9.2	9.8	18.3%
Passengers per Vehicle Service Mile	0.50	0.55	0.55	0.60	18.7%
Vehicle Service Hours per Employee	1,683	1,680	1,820	1,657	-1.5%
Average Fare per Passenger	\$0.55	\$0.59	\$0.60	\$0.55	-1.3%
Fare Recovery Ratio	5.91%	6.85%	6.49%	6.18%	4.7%
Fare Recovery Ratio With Measure C	20.00%	20.00%	20.00%	20.00%	0.0%

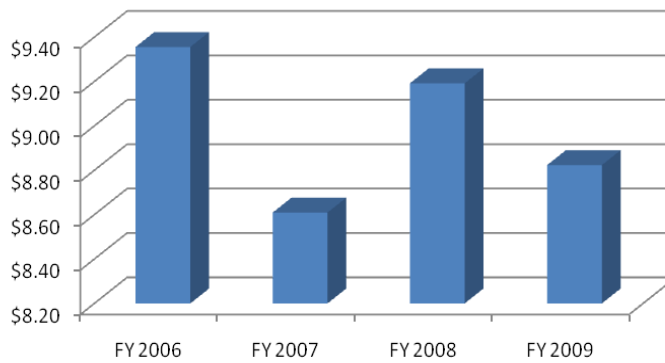
Source: Fiscal Audit, Internal Performance Documents, State Controller Operator's Reports

*Systemwide Operating Costs & Passenger Fares are audited data

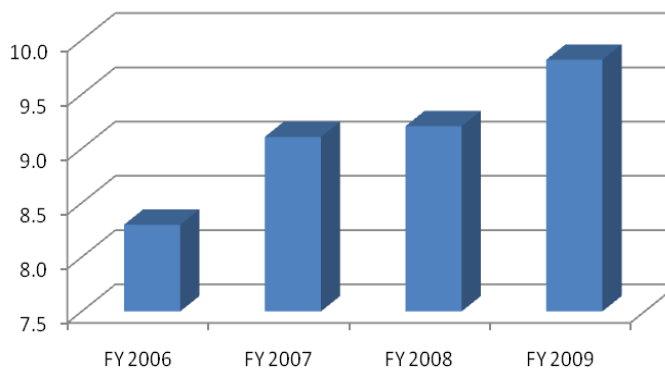
Operating Cost per Vehicle Service Hour



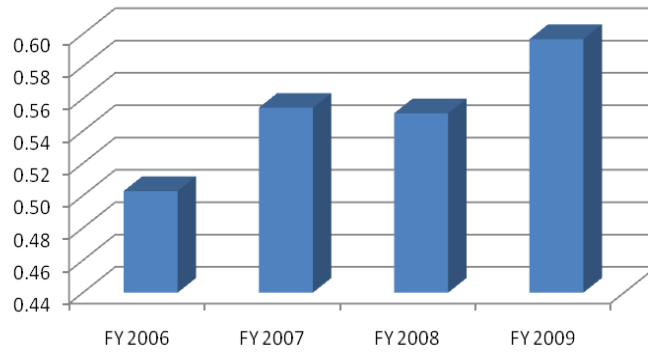
Operating Cost per Passenger



Passengers per Vehicle Service Hour



Passengers per Vehicle Service Mile



Vehicle Service Hours per Employee

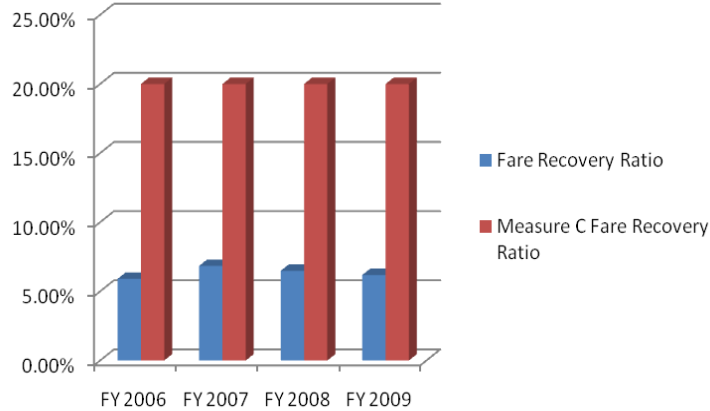
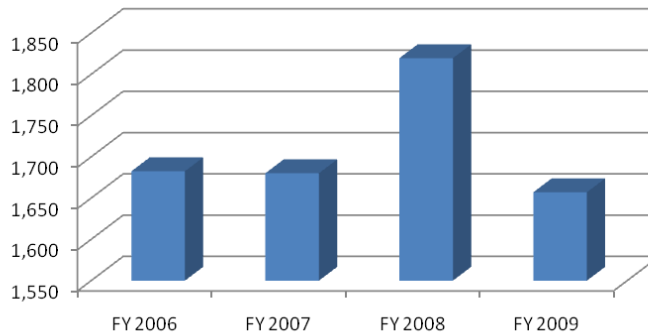


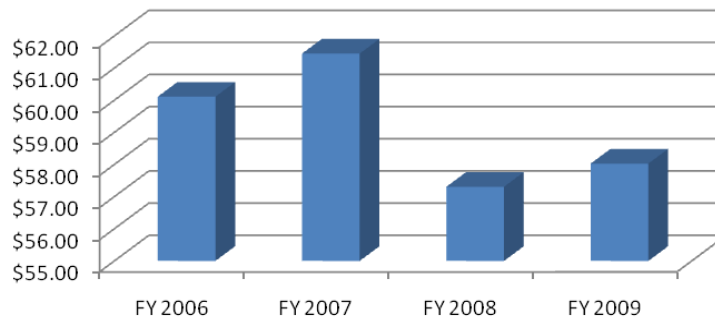
Table IV-3
City of Clovis Demand Response Performance Indicators

Performance Data and Indicators	FY 2006	Audit Period			% Change FY 2006- 2009
		FY 2007	FY 2008	FY 2009	
Operating Cost	\$1,189,175	\$1,355,254	\$1,500,572	\$1,671,720	40.6%
Total Passengers	45,531	47,594	55,645	58,280	28.0%
Vehicle Service Hours	19,784	22,055	26,185	28,809	45.6%
Vehicle Service Miles	268,930	286,937	339,160	371,651	38.2%
Employee FTE's	11	11	15	15	36.4%
Passenger Fares	\$65,553	\$71,485	\$78,801	\$82,506	25.9%
Measure C Subsidy	\$53,365	\$64,040	\$71,256	\$84,666	58.7%
Total Fare Revenue	\$118,918	\$135,525	\$150,057	\$167,172	40.6%
Operating Cost per Passenger	\$26.12	\$28.48	\$26.97	\$28.68	9.8%
Operating Cost per Vehicle Service Hour	\$60.11	\$61.45	\$57.31	\$58.03	-3.5%
Operating Cost per Vehicle Service Mile	\$4.42	\$4.72	\$4.42	\$4.50	1.7%
Passengers per Vehicle Service Hour	2.3	2.2	2.1	2.0	-12.1%
Passengers per Vehicle Service Mile	0.17	0.17	0.16	0.16	-7.4%
Vehicle Service Hours per Employee	1,799	2,005	1,746	1,921	6.8%
Average Fare per Passenger	\$1.44	\$1.50	\$1.42	\$1.42	-1.7%
Fare Recovery Ratio	5.51%	5.27%	5.25%	4.94%	-10.5%
Fare Recovery Ratio With Measure C	10.00%	10.00%	10.00%	10.00%	0.0%

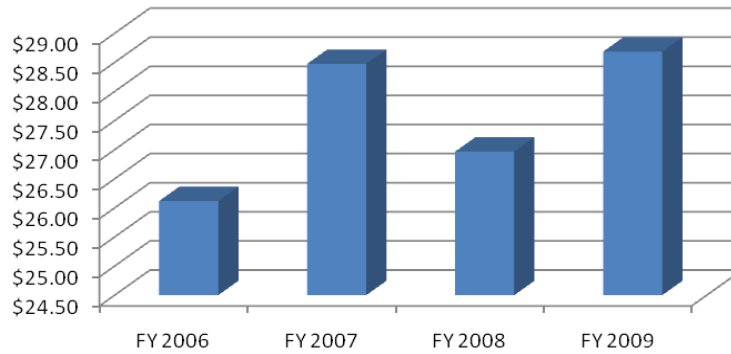
Source: Fiscal Audit, Internal Performance Documents, State Controller Operator's Reports

*Systemwide Operating Costs & Passenger Fares are audited data

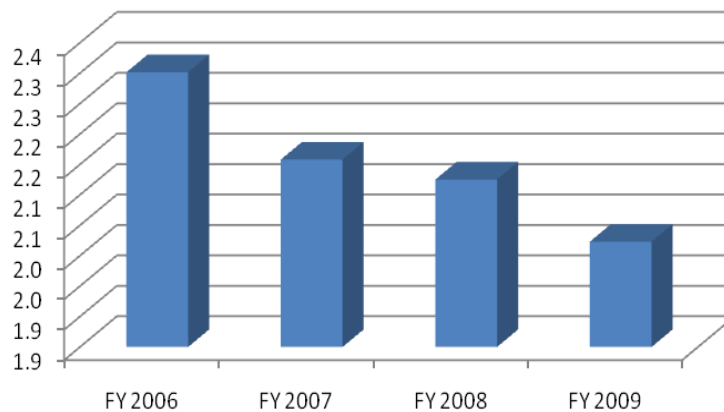
Operating Cost per Vehicle Service Hour



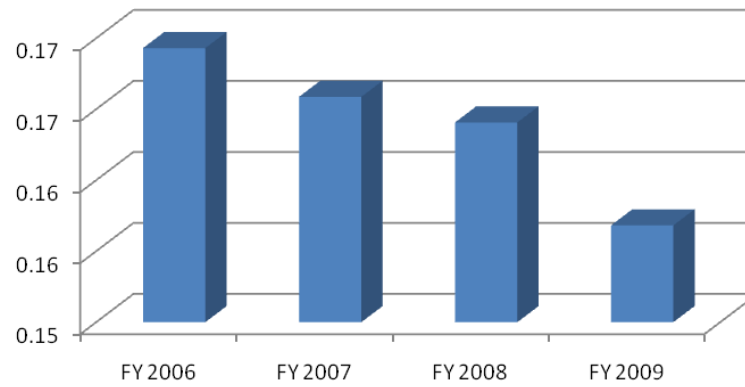
Operating Cost per Passenger



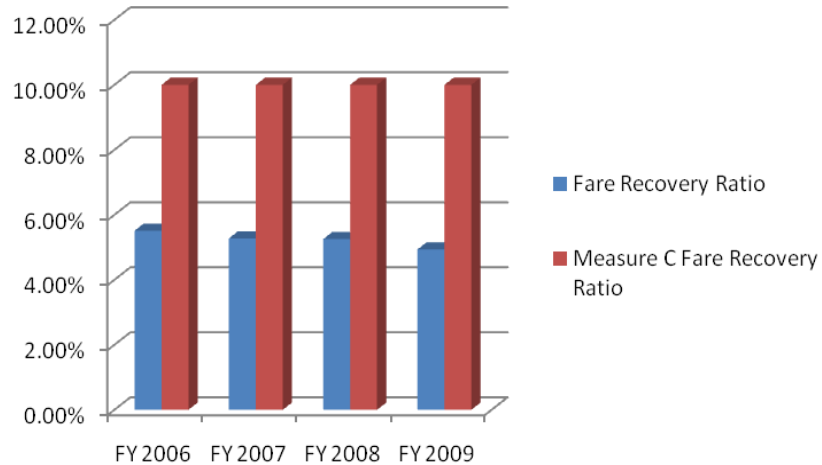
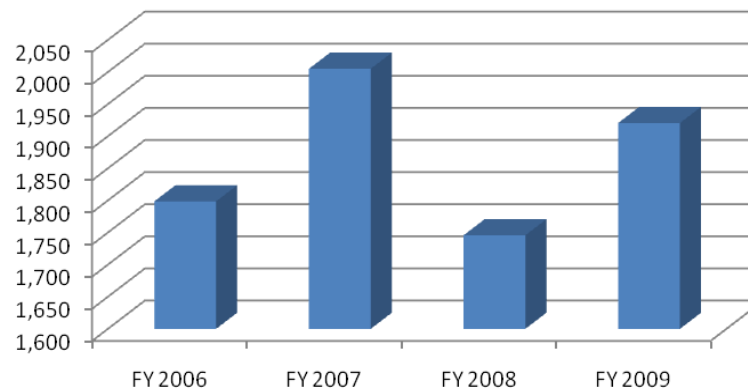
Passengers per Vehicle Service Hour



Passengers per Vehicle Service Mile



Vehicle Service Hours per Employee



Findings from Verification of TDA Performance Indicators

1. **Operating cost per vehicle service hour**, an indicator of cost efficiency, increased a modest 3.1 percent systemwide from \$68.16 in FY 2006 to \$70.26 in FY 2009. Fixed route operations saw its cost per vehicle service hour increase 11.6 percent during the period from \$77.64 to \$86.62. In contrast, demand response operations saw a decline of 3.5 percent from \$60.11 to \$58.03. Operating costs increased nearly 42 percent systemwide during the triennial period with operating hours exhibiting an increase of 37.5 percent.
2. **Operating cost per passenger**, an indicator of cost effectiveness, declined slightly by 2.7 percent systemwide from \$13.48 in FY 2006 to \$13.11 in FY 2009. Fixed route services saw a decline of 5.7 percent from \$9.36 in FY 2006 to \$8.82 in FY 2009. Demand response services saw its operating cost per passenger increase by 9.8 percent from \$26.12 in FY 2006 to \$28.68 in FY 2009. Ridership systemwide increased 45.7 percent during the period from 185,153 passengers in FY 2006 to 269,782 passengers in FY 2009.
3. **Passengers per vehicle service hour**, which measures the effectiveness of the service delivered, increased 5.9 percent systemwide from 5.1 passengers per hour in FY 2006 to 5.4 passengers per hour in FY 2009. Fixed route operations exhibited a more substantial increase of 18.3 percent over the same period from 8.3 to 9.8 passengers per hour. In contrast, demand response operations saw a decline from 2.3 to 2.0, which amounted to 12.1 percent decline. Ridership for fixed route services increased by a robust 51.5 percent, while demand response saw a 28 percent increase in ridership over the same period.
4. **Passengers per vehicle service mile**, another indicator of service effectiveness, increased 9.7 percent from 0.34 passengers in FY 2006 to 0.37 passengers in FY 2009. For fixed route operations, the number of passengers per service mile increased 18.7 percent from 0.50 to 0.60. Demand response services exhibited a decline of 7.4 percent from 0.17 to 0.16 passengers per mile. From the FY 2006 base year to FY 2009, total vehicle service miles increased 32.8 percent systemwide.
5. **Vehicle service hours per employee** increase 3.2 percent systemwide from 1,743 hours in FY 2006 to 1,798 hours in FY 2009. Fixed route operations exhibited a decline of 1.5 percent from 1,683 to 1,657 hours. In contrast, demand response operations exhibited increase in service hours per employee of 6.8 percent from 1,799 hours in FY 2006 to 1,921 hours in FY 2009. This measure is based on the number of employee Full-Time Equivalents (FTE) using employee pay hours from the State Controller's Report and dividing by 2,000 hours per employee. However, city transit staff indicated that the reported FTEs only capture driver hours and not transit administration or maintenance. The number of FTEs should include labor hours for all personnel that are associated with the transit service.
6. **Farebox recovery** exhibited an average systemwide annual decrease of 0.6percent and an overall decrease of 2.2 percent between FY 2006 and 2009. Systemwide fare revenues increased by 38.7 percent while total operating costs increased 41.8 percent. The fixed route services exhibited a greater increase in farebox of 4.7 percent from 5.91 percent in FY 2006 to

6.18 percent in FY 2009, peaking at 6.85 percent in FY 2007. Demand response operations saw its farebox ratio decline by 10.5 percent from 5.51 percent to 4.94 percent with an average annual decline of 3.6 percent. Although passenger fare revenues were up significantly during the period, higher operating costs resulted in reduced farebox recovery ratios across modes beginning in FY 2007 to FY 2009. Measure C Extension subsidies enable Clovis to maintain its mandatory farebox recovery requirements.

Conclusion from the Verification of TDA Performance Indicators

The City of Clovis transit system has experienced upward trends across most performance measures and indicators. Systemwide growth in passenger fare revenues and trips have slightly outpaced the growth in operating costs. Passenger fare revenues saw an average annual increase of 11.6 percent and passenger trips saw an average annual increase of 13.5 percent. The growth in these metrics can be attributed to the addition of weekend service in November 2007 as well as an increase in ridership on Route 10, which serves a number of key traffic generators. In comparison, growth in systemwide operating costs increased 12.2 percent on average per year during the same period. The growth in this index is primarily due to increased fuel and labor costs.

Vehicle service hours and miles also grew systemwide. For the fixed route Stageline operations, the increase was due to additional vehicles needed to accommodate the afternoon school routes. Decreased productivity on the Round Up demand response services in terms of passengers per hour was due to the increased number of Fresno trips which are longer distance and negatively impact the number of passenger trips that can be completed per hour and per mile. Based on the Transit Productivity Reports, for FY 2008, 63 percent of trips were within Clovis and 37 percent were into Fresno. For FY 2009, 59 percent of trips were within Clovis and 41 percent of trips were into Fresno.

The trend in the fare ratio without the Measure “C” local subsidy shows some concern for the transit system, as the fare ratio has either been relatively flat (for Stageline) or has declined (for Round Up). Both farebox ratios were quite below their required TDA thresholds without the infusion of Measure C funds. However, the fare structure is designed in a manner where the measure revenues are assumed to provide a level of subsidy to the fares collected but also to increase cost and service efficiencies. For example, as of November, 2007, seniors age 65 and over are free on Stageline which offers an incentive for Round Up passengers to transition and travel on Stageline fixed-route services.

As a result, reliance is growing on the local sales tax, as indicated by the growth in the subsidy over the past three years. To its credit, Clovis Transit is providing an essential community service with the addition of the taxi voucher program which supplements both the Stageline and Round Up service. However, it is important that City transit staff continue to monitor performance both of the overall system and each service individually.

Section V

Review of Operator Functions

This section provides an in-depth review of various functions within the City of Clovis transit system. The review highlights accomplishments, issues and/or challenges that were determined during the audit period. The following departments and functions were reviewed at the City of Clovis:

- Operations and Planning
- Maintenance
- Marketing
- General Administration and Management

Operations and Planning

It is the overall mission of Clovis Transit to “provide safe, dependable, efficient public transportation to *all* citizens including the disabled, students, the elderly and the general public in order to improve the quality of in the community.” The passage of the Measure C Extension in November 2006 has allowed Clovis to make minor yet notable improvements to its transit services. Headways were decreased on Route 50 (Northeast Clovis/Southwest Clovis) from 60 to 30 minutes with the addition of a third vehicle. Weekend service was implemented for the Stageline fixed route. Under the Measure’s Regional Public Transit Program, the City has programmed priority service improvements categorized under a Primary and Secondary program. Primary programs are those that are anticipated to reasonably be funded by the Measure C Extension. Secondary programs are improvements that will be funded after the Primary Programs are fulfilled and provided that funding is available. Table V-1 outlines the service improvements planned in the Primary and Secondary Programs:

Table V-1
Clovis Transit Regional Public Transit Program

Primary Program	Secondary Program
Improve frequencies to every 15 minutes on the busiest routes on the public transportation system in Clovis	Extend weekend service hours
Enhance the delivery of paratransit to the disabled community consistent with federal and state law	Enhance the delivery of paratransit services to the senior community
Install and integrate a regional automated farebox system to enhance transit coordination and seamless passenger travel between transit systems	Pursue other alternative mass public transportation options such as bus rapid transit, automated people movers, light rail, etc.

Primary Program	Secondary Program
Complete fleet conversion to low emission buses	Deploy other operational and infrastructure improvements such as “real time” bus arrival and departure information displays to provide better services to transit users
Expand service areas to all riders, as Clovis’ Sphere of Influence changes	

Source: 2006 Measure “C” Extension Expenditure Plan

While Clovis had hoped to implement the aforementioned service improvements with the addition of new buses, the economic recession has resulted in lower TDA and Measure C revenue which has halted plans for expansion. As a result, the City held a public hearing in June 2009 regarding transit service changes. Free rides to and from the meeting were provided to those interested in participating in the hearing. Public comments were heard by the Clovis City Council and General Services staff was also present to answer questions and provide information as necessary. After a discussion, the City Council voted unanimously to approve changes to the current transit service. Those changes took effect on August 1, 2009, and include:

- Fare increase of \$0.25 per ride for both Stageline and Round Up services.
- Discontinuation of Stageline service on Saturday and Sunday.
- Elimination of the supplemental taxi voucher service.

In spite of these changes, Measure C continued to fund free Stageline rides for seniors during the audit period and Route 50 bus frequencies were still being sustained in spite of lower support subsidies.

Another significant development has been the delivery of new 14 new Glaval-GMC vehicles. Six of the new vehicles are dedicated to Stageline and the remaining eight are utilized on the Roundup service. The procurement of additional vehicles is the result of higher student passenger loads, especially Route 70 serving the Reagan Education Center in southeast Clovis. Some vehicles for Round Up were redirected to the school runs to accommodate the growing student ridership, given that the number of school run trips completed each day has increased overall.

The City of Clovis was awarded \$73,704 in Proposition 1B grant funds for transit safety and security capital projects. The funding was used to procure camera systems for 11 Stageline and three Round Up transit vehicles. The systems are comprised of five cameras per bus with four showing at any one time. The cameras are expected to reduce vandalism, deter crime, enhance operations such as helping to monitor on-time performance, and allow for better follow-up by using digital video technology in the event a crime does occur.

The purchase of these 14 security camera systems through Apollo Video Technologies provide approximately three weeks of storage of recorded images from multiple cameras, record digital video and audio images, provide Global Positioning System (GPS) information on the location and speed of the vehicle, and provide live footage to a laptop within 500 to 800 feet of the vehicle in the event of a hijacking or other emergency. The cameras also provide an additional measure of security for passengers and drivers, provide video footage for accident and liability claims review

(such as slips and falls on the bus), and provide video images in the event of vandalism or other crimes.

The two-way radio system for the entire fleet underwent reprogramming in November 2006. The reprogramming improved clarity of the radios and also added an additional channel for use during emergencies. The additional channel is on a different repeater (located on mountaintops in the area) than the other regular-use channels. In the event the main repeater goes down in an extreme emergency such as an earthquake, there is a high likelihood that the other repeater will still be operational.

The City compiles a data summary tracking on time performance, no shows and complaints for Round Up. Clovis Transit currently does not track on-time performance for Stageline operation. Instead, it relies on feedback from drivers. Route 10 (Fresno State University/Northwest Clovis) faces the most challenges with maintaining on-time performance. A synopsis of on-time performance data and no-shows for Round Up is presented in Table V-2 below:

Table V-2
Round Up Customer Service Performance Data

Year	On Time Performance		No-Shows
	Appointment	Non-Appointment	
FY 2006			
<i>July</i>	97%	90%	6
<i>October</i>	97%	90%	7
<i>March</i>	97%	85%	11
Average/Total	97%	88%	24
FY 2007			
<i>July</i>	95%	90%	40
<i>October</i>	98%	91%	47
<i>March</i>	97%	93%	57
Average/Total	97%	91%	144
FY 2008			
<i>July</i>	98%	93%	78
<i>October</i>	96%	96%	110
<i>March</i>	97%	91%	102
Average/Total	97%	93%	290
FY 2009			
<i>July</i>	97%	90%	88
<i>October</i>	97%	92%	126
<i>March</i>	98%	90%	118
Average/Total	97%	91%	332

Source: City of Clovis, Round Up On-time performance and no-show numbers

The City reports that no-shows for Round Up have increased significantly during the audit period. To address this issue, the City began a more aggressive program a year ago including implementing better tracking procedures, mailing warning letters to those who have two or more no-shows, and suspending riders after their next no-show. A sample spreadsheet provided by the City indicates that most no-shows are the result of the passenger not being at home at the time of pick-up. Few no-shows are a result of cancellations either at pick-up or less than two hours before the scheduled pick-up. Further enforcement policies may be needed if the trends do not change since no-shows adversely impact service efficiency and effectiveness.

Complaints are recorded and tracked onto a public complaint log for both service modes. The log has the date, time, name of the reporting party, address, phone number, driver/bus and codes for the type of complaint and resolution. There are six complaint codes and three resolution codes utilized. Table V-3 provides a summary of the number of complaints received by Clovis Transit:

**Table V-3
Clovis Transit
Complaints**

Year	2007	2008	2009	Total
Complaints	6	10	23	39

Source: City of Clovis

Out of the total of 39 complaints received, 12 were due to a rude driver, 9 were due to a missed passenger, 10 were due to unsafe driving, 2 were due to a late bus, and 11 were uncategorized.

Accidents and incidents are also recorded and tracked. The driver completes an incident report detailing the date, time, location and aspects of the incident. With the introduction of security cameras, such reported incidents can be verified. The City maintains a video pull report form that is completed by the driver and kept on file. Table V-4 provides a summary of accidents and incidents involving Clovis Transit vehicles:

**Table V-4
Clovis Transit
Accidents**

Year	2007	2008	2009	Total
At Fault	2	1	1	4
Not At Fault	6	2	2	10
Annual Totals	8	3	3	14

Source: City of Clovis

The number of accidents incurred by Clovis Transit have declined over the audit period. Of the 14 accidents reported, four were classified as at-fault. The extent of damage ranged from slight bumper to side body and windshield damage. In addition, there were no injuries reported.

During the audit period, in conjunction with the City of Fresno, Clovis developed and released its *Short Range Transit Plan (SRTP), FY 2009-2014* as part of the overall SRTP for the Fresno-Clovis Metropolitan Area. The SRTP serves as a bi-annual update to Clovis Transit's operating plan and capital program. It also outlines its policy direction and strategic plan for transit. The strategic plan contains four goals, each with specific performance measures. The goals address service levels, service quality, service productivity, and system image. Each performance measure encompasses the full range of responsibilities and targets for achievement.

Service quality and reliability standards contained in the SRTP provide a measurement tool to gauge the effectiveness and success of the transit service. Table V-5 summarizes the performance and service quality standards presented in the current SRTP:

Table V-5
Clovis Transit
Performance & Service Quality/Reliability Standards

Service Performance Indicator	Performance Standard/Goal
Farebox Recovery Ratio	20 percent for Stageline; 10 percent for Round Up
On-Time Performance	Round Up: within 5 minutes before scheduled pick up and no more than 15 minutes after scheduled pick up
Preventable Accidents/Revenue Miles Operated	1 preventable accident per 150,000 revenue miles
Detailed Mechanical Inspections	Every 3,000 miles or 45 days
Ridership Levels	5 percent annual growth systemwide

Source: Short Range Transit Plan (SRTP), FY 2009-2014

Clovis has managed to maintain its farebox recovery ratio standard with the support of Measure C revenues. On-time performance for Round Up has averaged 97 percent during the audit period, which complies with the standard. The preventable accidents per revenue miles metric have not been tracked. The City does adhere to the 3,000 mile/45 day maintenance protocol for its transit vehicles. Growth in passenger trips has exceeded the five percent annual standard, averaging 13.5 percent between FY 2006 and FY 2009.

In FY 2007, Clovis Transit retained a consultant to review the Stageline fixed route and provide recommendations for operational improvements. The recommendations included the removal of bus stops that are spaced too close together, providing service to new growth areas, utilizing a deviated fixed route in areas of low ridership and a dedicated Herndon Avenue route. The City has implemented the bus stop spacing recommendation.

The Transit Division works closely with the City's Planning and Engineering departments on the sighting of potential bus stops and infrastructure such as cut outs, travel lanes and turning radii. During FY 2009, an analysis of all transit bus stops was performed to determine their compliance with ADA.

Maintenance

The Clovis Transit vehicle fleet is maintained at the City's maintenance facility. Maintenance mechanics are Automotive Service Excellence (ASE) certified. There are no dedicated mechanics assigned to service the transit fleet. Heavy-duty mechanics usually service transit vehicles between the hours of 6 a.m. and 10 p.m. Clovis Transit is charged a service fee by maintenance, while air conditioning service is performed by an outside vendor at a flat rate. The Transit Supervisor indicated that the relationship with the maintenance department is cooperative.

Transit vehicles are maintained according to the CHP's 3,000 mile or 45-day inspection protocol for General Public Paratransit Vehicles. One measure of vehicle maintenance is the number of vehicle breakdowns during revenue service. Maintenance tracks the number of road calls, which are reported to the Transit Supervisor. There have been fewer road calls due to the acquisition of newer vehicles into the fleet. Roadcalls pertain to mechanical and other operational failures while the transit vehicles are in service.

Marketing

Clovis Transit has undertaken several efforts to market the system. The agency publishes the Clovis Transit Schedule Guide, which contains general service information, bike transport protocol, destination guide, individual route maps with corresponding schedules, and a system map. Clovis Transit also publishes a Holiday Schedule brochure. In addition to its own publications, Clovis Transit schedules and route maps are contained in the FAX Schedule Guide as part of its cooperative marketing efforts. Another method of marketing consists of phone book inserts comprised of Clovis Transit schedules and route map.

Radio advertising is also utilized which targets high school and middle school students, California State University-Fresno (CSU-Fresno) students, and commuters. Advertising trade is done with the media for air time in exchange for trolley rental time. The promotion of the trolleys for rental has been considered a success.

Bus passes are available for purchase at the Clovis City Hall, California Check Cashing, CSU-Fresno Student Union, and the Senior Center. Clovis Transit participates in the Metro Pass program with FAX, which offers unlimited monthly rides on both systems. Metro Passes are sold at the Manchester Transfer Center in Fresno and Clovis City Hall. The Cities of Fresno and Clovis have been in discussion regarding the continued use of the Metro Pass and the equitable distribution of the revenues from pass sales.

The City of Clovis website contains a link to Clovis Transit (<http://www.cityofclovis.com/transit>) and details both transit services with downloadable route schedules and maps for each route

available in Adobe Acrobat PDF format. The website also contains information on service changes, trolley rentals, public hearing notices and an ADA certification application for the Round Up service.

In June 2008, Clovis Transit staff participated in Pelco's End-of-Month event with an informational booth about the services Clovis Transit has to offer. Staff provided flyers, maps, applications and Clovis Transit bus passes for purchase.

The City in conjunction with FAX conducts three outreach meetings annually during the Unmet Transit Needs process. These meetings are alternate between Clovis and Fresno. Comments are accepted up to the Fresno COG Board meeting held in June.

The City has had a \$15,000 annual contract with Lamar Advertising for exterior advertising on the buses since October 2007. There is no advertising on bus shelters.

General Administration and Management

The City of Clovis operates as a general law city with a Council-Manager form of government. The five-member City Council serves as the principal policy making body. The members serve four year terms and elect one member to serve as mayor and one to serve as mayor pro tem for two years. A general municipal election is held every two years, alternating, between two and three, positions each cycle. The City Council provides policy direction to the City Manager who is responsible for administering city operations. All other department heads in the city serve under the direction of the City Manager.

The City's transit division is directly operated and administered by the Community Services Division within the General Services Department. The General Services Manager is assisted by the relatively new Transit Supervisor who oversees the day-to-day operations. The previous Transit Supervisor was promoted to General Services Manager in October 2008. The General Services Manager prepares the Community Services Division monthly reports to the City Manager and includes performance data and highlights for Clovis Transit along with those from Senior Services and Recreation. The information includes monthly fare revenue and other funding sources for Stageline and Round Up, ridership by route, and highlights of other transit activities including public hearings and ridership trends. The statistical data is shown for the current month, same month from a year ago, and year-to-date for the current and prior years. The General Services Manager also applies for and manages transit grants.

Clovis also prepares the annual Operations Program and Budget (OPB) for the transit system in cooperation with Fresno COG as required by its designation as the CTSA for the Clovis urbanized area. Follow up actions to the prior TDA Performance Audit are also documented. The OPB serves to:

1. Provide a program of operations, including an implementation schedule for new or modified services, and a program budget for CTSA coordinated and consolidated social service transportation services for the program year.

2. Serve as a resource document for local elected officials, social service agencies, and citizens.
3. Demonstrate the CTSA's compliance with Section 99275.5 of the Public Utilities Code concerning Article 4.5 claim evaluation criteria and required findings, and with the COFCG Assembly Bill 120 Action Plan (adopted February 1982).
4. Document efforts to improve coordination and consolidation of social service transportation services

There are 46 employees in the Transit Division, of which 18 are classified full-time. Most of the full-time staff is on a 9/80 or 4/10 flex schedule. Those employees on the 9/80 schedule get one weekday off every other week. It was disclosed during the audit visit that the City does not include administrative support staff in its Full-Time Equivalent (FTE) count. Full-time employees with the Transit Division receive benefits and are covered under the Unrepresented Non-Management Employees Memorandum of Understanding (MOU). The City provides health insurance that includes medical, prescription, dental, and vision coverage. The medical plan choices offered by the City include a \$10 co-pay HMO with Blue Shield as well as a \$10 co-pay HMO with Kaiser. The City also offers a Blue Shield 90/70 PPO and a Blue Shield 80/60 PPO and a High Deductible Health Plan (HDHP). Employee retirement benefits are provided through the California Public Employees Retirement System (CalPERS), which features a 2.7 percent at 55 benefit with an 8 percent employee contribution. In addition to CalPERS, the City offers a 457 deferred compensation plan and life insurance. There are 11 paid holidays annually as well as paid vacation and sick leave.

Drivers are required to have a valid Class B License with Passenger Endorsement, plus Medical Examiner's certificate. There are three lead driver trainers, with consideration being made to have a dedicated staff trainer. All transit employees are required to attend regular training and safety meetings to maintain their Verification of Transit Training (VTT) and General Public Paratransit Vehicle (GPPV) certificates to operate a bus vehicle. Operation procedures, security and defensive driving, ergonomics, accidents, system problems and personnel issues are a sampling of topics discussed at such meetings. There is an in-service training held one weekend in February with an emphasis on ADA and fire safety. Clovis Transit drivers also further their skills by their participation in bus rodeo course training and competition. It is worth noting that the Clovis team won first place at the 2007 CalACT Rodeo competition held in Clovis.

Grant Administration and Funding

Grant funding allocated towards supporting transit services have been derived from local, state and federal sources. The principal source of local funding has been the Measure C Extension, the County-wide, one-half cent sales tax reauthorized by voters in November 2006. About 24 percent of the expected Measure C funds are allocated to Regional Public Transit, in an effort to expand mass transit programs that have a demonstrated ability to get people to use alternative transportation and improve air quality. Measure C funds are budgeted to be utilized to continue

to support existing services, increase service levels, leverage grant dollars, and complete minor capital projects.

Based on the Measure C Extension Expenditure Plan Regional Public Transit program, Clovis is programmed to receive on average \$1.685 million annually or \$33.7 million over the 20 year life of the measure in multi modal funding. Measure C Extension funds have been used to support free Stageline rides for seniors as well as an additional bus for Route 50.

State funding has consisted of TDA (State Transit Assistance) and Proposition 1B allocations. Local Transportation Fund (LTF) apportionment has ranged from \$2.1 million in FY 2007 to \$3.3 million in FY 2009. State Transit Assistance Funds (STAF) have ranged from \$53,985 in FY 2007 to a high of \$925,542 in FY 2009. The agency received \$735,257 in Proposition 1B Public Transportation Modernization, Improvement & Service Enhancement (PTMISEA) funds during the FY 2007-08 cycle and had earned \$1,885 in interest on those funds. The funds were used towards security upgrades and vehicle acquisition.

The City did not apply any of the American Recovery and Reinvestment Act (ARRA) funding towards transit. In addition, the City does not utilize any federal grants to fund operations or capital improvements, thus avoiding federal transit guidelines and reporting requirements.

Section VI

Findings and Recommendations

The following material summarizes the major findings obtained from this Triennial Audit covering FY's 2007 through 2009. A set of recommendations is then provided.

Triennial Audit Findings

1. The City of Clovis has fully complied with six of the 11 TDA compliance requirements. Three compliance requirements were not applicable to the City. The City was in partial compliance with regard to the timely submittals of the State Controller Operator Report during the audit period for FY 2007 and FY 2009 as well as the Annual Fiscal and Compliance Audit. The FYs 2008 and 2009 Fiscal and Compliance Audit were submitted beyond the 90 day extension period.
2. The City of Clovis participates in the CHP Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim. The CHP inspection reports submitted for review were found to be satisfactory.
3. The City's transit operating budget exceeded 15 percent in FY 2008 due to increased fuel and maintenance costs as well as increased service hours. The City did not substantiate the operating budget increase in its TDA claim, although it indicated capital purchases as a reason for the overall increase to the budget.
4. Based on the available data from the Annual Fiscal and Compliance Audits, the City's required farebox recovery ratio was met with the assistance of local Measure C subsidies. The average farebox for the fixed route without subsidy was 6.51 percent and the average farebox for demand response without subsidy was 5.15 percent during the triennial period. The audited farebox with subsidy for fixed route was 20 percent and 10 percent for demand response.
5. Clovis partially implemented the three prior audit recommendations. There is better communication with the Finance Department, which has a dedicated person who handles TDA claims and assists with the State Controller Reports. Also, the customer complaints process continues to be developed by the General Services Manager as part of a new transit procedures manual. A mobility training program will continue as staffing and funds are available. As of November, 2007, seniors age 65 and over are free on Stageline which offers further incentive for Round Up passengers to travel on Stageline fixed-route services.
6. The passage of the Measure C Extension in November 2006 has allowed Clovis to make minor yet notable improvements to its transit services. Headways were decreased on Route 50 (Northeast Clovis/Southwest Clovis) from 60 to 30 minutes with the addition of a third vehicle. Weekend service was implemented for the Stageline fixed route.

7. The economic recession has resulted in lower TDA and Measure C revenues which have halted plans for expansion. As a result, the City held a public hearing in June 2009 regarding transit service changes resulting in a 25-cent fare increase for both Stageline and Round Up; discontinuation of Stageline service on Saturday and Sunday; and the elimination of the supplemental taxi voucher service.
8. The City of Clovis was awarded \$73,704 in Proposition 1B grant funds for transit safety and security capital projects. The funding was used to procure camera systems for 11 Stageline and three Round Up transit vehicles. The systems are comprised of five cameras per bus with four showing at any one time.
9. In FY 2007, Clovis Transit retained a consultant to review the Stageline fixed route and provide recommendations for operational improvements. The recommendations included the removal of bus stops that are spaced too close together, providing service to new growth areas, utilizing a deviated fixed route in areas of low ridership and a dedicated Herndon Avenue route.
10. The Transit Division works closely with the City's Planning and Engineering departments on the sighting of potential bus stops and infrastructure such as cut outs, travel lanes and turning radii. During FY 2009, an analysis of all transit bus stops was performed to determine their compliance with ADA.
11. The City's transit division is directly operated and administered by the Community Services Division within the General Services Department. The General Services Manager is assisted by the relatively new Transit Supervisor who oversees the day-to-day operations. The previous Transit Supervisor was promoted to General Services Manager in October 2008. The General Services Manager prepares the Community Services Division monthly reports to the City Manager and includes performance data and highlights for Clovis Transit along with those from Senior Services and Recreation.

Triennial Audit Recommendations

1. Report administrative support employees in the State Controller Report.

Currently, Clovis Transit only accounts for drivers when calculating full employee (FTE) equivalents for the Transit Operators Financial Transactions Report submitted to the State Controller. State law requires that transit operators provide the full count of FTEs in the annual State Controller Report for any hours devoted toward the operation of the transit system. An FTE is derived by dividing total work hours of employees by 2,000 hours. The City of Clovis should include the hours of its Transit Supervisor and support staff from the General Services Department as well as those from other City departments that provide clerical support such as Finance in its FTE calculation.

2. Consolidate the reporting of operations data with year-to-date totals.

The Transit Division maintains data for accidents, road calls, and complaints by mode, as well as on-time performance and no-show data for Round Up. The data is derived from sources such as trip sheets, dispatch records and maintenance files. This important data should be readily prepared by transit management using a format that enables a high level of comparative analysis such as reviewing monthly or quarterly totals against prior months, quarters or years. The operations data should be kept in a single spreadsheet file for comprehensive review.

It is suggested that the operations data be compiled and tracked monthly in the same manner as the data prepared by the General Services Manager for the monthly performance reports submitted to the City Manager/City Council. The monthly reports show revenue sources and ridership for the month, and compare the data to the same month a year ago as well as year-to-date for both the current and prior years. As a means to develop a uniform set of performance data, a single format such as that used for the monthly report should also be applied to the operations data.

3. Begin formal tracking of on-time performance for Stageline fixed route service.

On-time performance for fixed route is critical to maintaining an efficient and effective service. Clovis has not yet implemented a formalized program to track and report on-time performance of Stageline. A few suggested methods to track this data include the following:

- a. Conduct field samples and record arrival/departure times at key bus stops for each route.
- b. Conduct ridealongs and record arrival/departure times at key bus stops along the route.

- c. Modify the Stageline Trip Sheet and add a column for drivers to record their arrival time at key bus stops. A sample of trip sheets could then be pulled and reviewed.

To minimize impact on staff resources and efficiently capture this data, it is recommended that the last method be implemented. Drivers are asked to simply record their arrival time at select major stops along their route. Trends in on-time performance by route could be developed to assist in future service planning. As conditions and resources permit, the other methods could be implemented to support and supplement the trip sheet method.

4. Continue addressing the trend of increased no-shows on Round Up.

No-shows adversely impact the efficiency and effectiveness of Round Up, as trips could be better scheduled without the increased no-shows. The growth in no-shows is in part a result of the general increase in ridership for Round Up. Transit staff described that more aggressive efforts are taken to notify the passenger of the no-show, including suspension. In addition, the fare structure for Stageline was modified in November 2007 to provide incentives for Round Up passengers to transition to fixed route.

However, additional measures are suggested to reduce this occurrence. One is that after the first no-show by a passenger, dispatch should make note and then confirm the passenger's next appointment over the phone prior to pick up while reminding the rider of the original no-show. Another is that a copy of the full no-show policy should accompany the letter that is sent to the passenger for the no-show. The no-show policy is described in the printed transit information guide which is also posted on the City's website within the Clovis Transit section. Third, the ride suspension policy for continued no-shows should be actively enforced for known passenger at-fault patterns. The latest Clovis transit pamphlet (August 2009) explains that if a passenger logs two consecutive no shows within a one-month period, his or her right to use the service will be suspended for one month. As local revenues for transit decline from the economy, transit staff should be diligent in actively reducing no-shows and further promoting the fixed route service for those that are likely capable of using the bus.

5. Ensure State Controller Reports and Fiscal Audits are submitted on time.

The City was in partial compliance with regard to the timely submittals of the State Controller Operator Report during the audit period for FY 2007 and FY 2009 as well as the Annual Fiscal and Compliance Audit. The FYs 2008 and 2009 Fiscal and Compliance Audits were submitted after the 90 day extension period. It is suggested that the Transit Supervisor, General Services Manager and the Finance Department work closely to design a schedule to complete, review and submit the State Controller Reports by the statutory timelines. In addition, the City should work with Fresno COG as part of enhanced oversight procedures to ensure that the annual TDA fiscal audit of the City's transit operations is submitted within the 180 day timeframe.