



FY 2007–2009 TRIENNIAL PERFORMANCE AUDIT OF FRESNO AREA EXPRESS

SUBMITTED TO

COUNCIL OF FRESNO COUNTY
GOVERNMENTS

SUBMITTED BY



September 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 Fresno Area Express (FAX) covering the most recent triennial period, fiscal years (FYs) 2006–07 through 2008–09. The purpose of the performance audit is to evaluate FAX's effectiveness and efficiency in its use of TDA funds to provide public transit in its service area. This evaluation is required as a condition for continued receipt of these funds for public transportation purposes. In addition, the audit evaluates FAX's compliance with the conditions specified in the California Public Utilities Code (PUC). This task involves ascertaining whether FAX is meeting the PUC's reporting requirements. Moreover, the audit includes calculations of transit service performance indicators and a detailed review of FAX's transit administrative functions. From the analysis that has been undertaken, a set of recommendations has been made for the agency that 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 Fresno has been providing transit service since 1961, having taken over the privately-run Fresno City Lines. The system was rebranded to Fresno Area Express (FAX) in 1989. FAX is the largest public transportation operator in Fresno County under the direction of the City of Fresno Department of Transportation. Administrative oversight is provided by the Fresno City Council, which serves as FAX's principal policy board.

FAX operates a general public fixed-route bus service and a paratransit service (Handy Ride) to persons eligible under the Americans with Disabilities Act (ADA) unable to access the fixed-route services. FAX is the co-designated Consolidated Transportation Services Agency (CTSA) with the Fresno County Economic Opportunities Commission (FCEOC) for the urbanized area. In its capacity, FAX provides coordinated efforts with FCEOC in the provision of consolidated transportation for social service agencies and community programs.

Fresno is the county seat and largest city in Fresno County located at the junctions of State Routes (SR) 41, 99, 168, and 180. In addition, Fresno is the fifth largest city in California and the principal commercial hub of the San Joaquin Valley. The city has a total land area of approximately 111.78 square miles. The 2000 U.S. Census data showed a population of 427,244 with 9.3 percent of total residents aged 65 and older. Based on the 2010 California Department of Finance estimate, Fresno's population grew to 502,303 residents.

While agriculture remains the primary industry (13.95 percent of jobs), Fresno's economy continues to diversify, reflecting its advantageous location and attractive cost of living. Fresno is also known as the gateway to Yosemite National Park, located 94 miles to the north along SR-41, and Kings Canyon National Park, which is located 57 miles to the east along SR-180.

System Characteristics

The FAX service area comprises the City of Fresno, parts of the City of Clovis, and adjacent areas of unincorporated Fresno and Madera counties. 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. Route 58E serves Children's Hospital of Central California located just to the north in Madera County.

Fixed-route services operate Monday through Friday between 5:30 a.m. and 10:00 p.m., and Saturday and Sunday between 6:30 a.m. and 7:00 p.m. Service is not provided on New Year's Day, Independence Day, Thanksgiving Day, and Christmas Day. Weekend-level service is provided on Martin Luther King Jr. Day, Presidents Day, Memorial Day, Labor Day, Veterans Day, the day after Thanksgiving, and the day before Christmas. FAX operates two service centers where passengers can purchase passes, tickets, and tokens as well as obtain route maps and schedules. Service centers are located Downtown and at the Manchester Transit Center.

Fixed Route: FAX operates 17 fixed routes across the Fresno Metropolitan Area. The majority of routes operate at 30-minute frequencies during the week and at 30- to 60-minute frequencies on weekends. Routes 28, 30, and 34 operate at 15-minute frequencies during peak hours Monday through Friday. The Downtown Circulator Trolley operates at 10- to 20-minute frequencies. A summary of FAX's fixed-route service is presented in Table I-1.

**Table I-1
FAX Fixed-Route Services**

Route Number	Description	Frequency/Operation	Destinations/Timepoints
4	Downtown Circulator Trolley	Monday through Friday 6:30 a.m. to 6:30 p.m. 10- to 20-minute frequencies	▪ Chukchansi Park Stadium ▪ Broadway Plaza ▪ Fulton Mall

Route Number	Description	Frequency/Operation	Destinations/Timepoints
9	Shaw Crosstown	Monday through Friday 5:40 a.m. to 10:22 p.m. 30-minute frequencies Saturday/Sunday 30-minute frequencies	▪ Tioga Middle School ▪ CSU Fresno ▪ International English Institute ▪ Fashion Fair Shopping Center ▪ Fig Garden Village
18E	Fresno ROP Express	Monday through Friday 3 inbound & 3 outbound trips	▪ Regional Occupation Program
20	North Hughes/North Marks/Downtown	Monday through Friday 5:40 a.m. to 10:25 p.m. 30-minute frequencies Saturday/Sunday 6:45 a.m. to 6:32 p.m. 45-minute frequencies	▪ Fresno High School ▪ Cooper Middle School ▪ Fresno City College ▪ Fulton Mall ▪ Cesar E. Chavez Adult School ▪ County Library ▪ Fresno City Hall
22	North West Avenue/East Tulare Avenue	Monday through Friday 5:30 a.m. to 10:27 p.m. 30-minute frequencies Saturday/Sunday 6:30 a.m. to 7:11 p.m. 50-minute frequencies	▪ Roosevelt High School ▪ Kings Canyon Middle School ▪ Bullard West Shopping Center ▪ Fulton Mall ▪ City Hall ▪ State Building ▪ County Library ▪ Fresno City Personnel
26	North Palm/Peach Avenue	Monday through Friday 5:55 a.m. to 10:27 p.m. 30-minute frequencies Saturday/Sunday 7:15 a.m. to 7:30 p.m. 60-minute frequencies	▪ Bullard High School ▪ Kings Canyon Middle School ▪ Fig Garden Village ▪ Riverpark ▪ IRS ▪ Fresno High School ▪ Fresno Pacific University ▪ Fulton Mall ▪ Downtown Transfer Center ▪ Fresno Yosemite International Airport ▪ Sunnyside High School ▪ Kings Canyon Pavilion
28	CSUF/Manchester Center/Ventura Avenue	Monday through Friday 5:45 a.m. to 11:35 p.m. 15-minute frequencies (30 minutes after 5:00 p.m.) Saturday/Sunday 6:30 a.m. to 7:30 p.m. 30-minute frequencies	▪ Fort Miller School ▪ Tioga Middle School ▪ CSU Fresno ▪ Fresno Pacific University ▪ Fashion Fair Shopping Center ▪ Manchester Shopping

Route Number	Description	Frequency/Operation	Destinations/Timepoints
			- Center - Fulton Mall - Sierra Vista Mall - UMC - IRS - Sunnyside High School
30	Pinedale/North Blackstone/West Fresno	Monday through Friday 5:42 a.m. to 10:10 p.m. 15-minute frequencies (30 minutes after 5:30 p.m.) Saturday/Sunday 6:35 a.m. to 7:19 p.m. 30-minute frequencies	- DeWolf High School - Opportunity Program School - Manchester Shopping Center - Cesar E. Chavez Adult School - Fulton Mall - City Hall - Federal Building - State Building - County Library
32	North Fresno/Manchester Center/West Fresno	Monday through Friday 5:54 a.m. to 10:38 p.m. 30-minute frequencies Saturday/Sunday 6:30 a.m. to 7:05 p.m. 30-minute frequencies	- San Joaquin Memorial High - DeWolf High School - Fort Miller Middle School - Eastgate Plaza Inc. - Fashion Fair Shopping Center - Kearney Palms Shopping Center - Kaiser Hospital - Manchester Center
33	Belmont Crosstown	Monday through Friday 6:00 a.m. to 7:55 p.m. 30-minute frequencies Saturday/Sunday 7:30 a.m. to 6:55 p.m. 60-minute frequencies	- Roeding Park - Chaffee Zoo - Tehipite Middle School
34	Northeast Fresno/North First/West Fresno	Monday through Friday 5:42 a.m. to 10:08 p.m. 15-minute frequencies (30 minutes after 5:30 p.m.) Saturday/Sunday 6:45 a.m. to 7:35 p.m. 30-minute frequencies	- Tioga Middle School - Kearney Palms Shopping Center - Fashion Fair Shopping Center - Fulton Mall - Saint Agnes Medical Center
35	Olive Crosstown	Monday through Friday 5:45 a.m. to 10:10 p.m. 30-minute frequencies Saturday/Sunday 7:00 a.m. to 6:55 p.m. 45-minute frequencies	- The Tower District - DMV - Roeding Park - Yosemite Middle School

Route Number	Description	Frequency/Operation	Destinations/Timepoints
38	North Cedar/Jensen/Hinton Center	Monday through Friday 5:45 a.m. to 11:10 p.m. 15-minute frequencies (30 minutes after 5:30 p.m.) Saturday/Sunday 6:45 a.m. to 7:30 p.m. 30-minute frequencies	▪ McLane High School ▪ Edison High School ▪ Duncan Polytechnical High School ▪ Roosevelt High School ▪ Sequoia Middle School ▪ Kearney Palms Shopping Center
39	Clinton Avenue Crosstown	Monday through Friday 5:30 a.m. to 10:52 p.m. 30-minute frequencies Saturday/Sunday 7:00 a.m. to 6:55 p.m. 60-minute frequencies	▪ McLane High School ▪ Manchester Mall ▪ Manchester Transfer Center ▪ Veteran's Medical Center ▪ Fresno Art Museum ▪ Fresno Yosemite International Airport ▪ Fresno High School ▪ Social Security ▪ Fresno City College
41	North Marks Avenue/Shields Avenue/VMC	Monday through Friday 5:40 a.m. to 10:34 p.m. 30-minute frequencies Saturday/Sunday 7:05 a.m. to 7:28 p.m. 50-minute frequencies	▪ Fort Miller Middle School ▪ Scandinavian Middle School ▪ California Christian College ▪ Fresno Pacific University ▪ San Joaquin College of Law ▪ Manchester Mall
45	Ashlan Crosstown	Monday through Friday 6:03 a.m. to 9:03 p.m. 60-minute frequencies Saturday/Sunday 9:40 a.m. to 6:30 p.m. 60-minute frequencies	▪ Fresno High School ▪ Fort Miller Middle School ▪ Fresno City College ▪ Manchester Mall
58	Northeast Regular Service	Monday thru Friday 6:53 a.m. to 6:40 p.m. 60-minute frequencies Saturday/Sunday 11:00 a.m. to 6:25 p.m. 60-minute frequencies	▪ Clovis West High School ▪ Market Place ▪ U.S. Post Office ▪ Shopping Centers
58E	Children's Hospital Express	Monday through Friday 6:20 a.m. to 6:10 p.m. 60-minute frequencies Saturday/Sunday 11:30 a.m. to 5:55 p.m. 60-minute frequencies	▪ Market Place ▪ Children's Hospital of Central California

Source: FAX

Dial-A-Ride: The Handy Ride paratransit service is operated under a contract. Handy Ride provides curb-to-curb service during the same operating hours as the fixed route, and next day reservations are allowed to comply with Americans with Disabilities (ADA) regulations. Same-day reservations may be made on a spot availability basis. The service area covered is the same as the fixed route and currently includes additional areas that extend beyond the federal ADA requirement of three-quarters of a mile from the FAX fixed routes. Trips originating in Fresno that end in Clovis are also returned on Handy Ride.

Fares

FAX's fares are structured according service type, passenger category, and fare media. Senior and Special Rider (disabled) fares and passes require proper identification. The fare structure is shown in Table I-2.

**Table I-2
FAX Fare Schedule**

Fixed Route	Fare
General	\$1.00
Seniors (age 62–64 years of age)/Monday through Saturday	\$0.35
Seniors (age 62–64 years of age)/Sunday	Free
Seniors (age 65 years of age and older)	Free
Disabled	\$0.35
Medicare Cardholder Fare	\$0.35
Children (age 5 and under up to four maximum)	Free
Route 4 Downtown Trolley	Free
Handy Ride	Fare
ADA Eligible Individual	\$0.75
ADA Eligible Individual's Personal Care Attendant, Sighted Guide, Support Service Provider	Free
ADA Eligible Individual's Companion per Ride Fare	\$0.75
ADA Eligible Individual's Children (under age 6) Limited to a Maximum of 4 Children	Free
Tickets/Tokens	Fare
Tokens	\$0.85
Book of 5	\$4.25
Book of 10	\$8.50
Monthly Passes	Fare
Convenience Pass	\$35.00
Mid-Month Discount	\$17.50
Senior (Age 62 and older)	\$10.00
Special Rider	\$10.00
Handy Ride	\$25.00
Metro Pass (FAX & Clovis Transit)	\$40.00

Source: FAX

Fleet

FAX has 182 vehicles in its total fleet, of which 125 vehicles are utilized on the fixed route and 57 vehicles are utilized for Handy Ride. There are 59 vehicles that are powered by alternative fuels or electric hybrid technology. All vehicles are lift equipped and conform to the requirements of the Americans with Disabilities Act (ADA) of 1990 in regard to wheelchair accessibility. Table I-3 summarizes the composition of the fixed-route fleet.

Table I-3
FAX Fixed-Route Fleet Inventory

Year	Make & Model	Quantity	Fuel type	Seating Capacity	Wheelchair Capacity
1991	Gillig Phantom	1	Diesel	45	2
1993	Gillig Phantom	20	Diesel	45	2
1994	Gillig Phantom	12	Diesel	45	2
1996	Gillig Phantom	6	Diesel	45	2
1997	Gillig Phantom	14	Diesel	45	2
1999	Gillig Phantom	10	Diesel	45	2
2000	Ford 240 QRV	4	Gasoline	17	2
2001	Orion Hybrid 501	2	Hybrid Electric	36	2
2003	Orion 05501	25	CNG	28	2
2004	Optima Trolley AH28	4	CNG	44	2
2005	New Flyer C40LF	10	CNG	45	2
2005	New Flyer C40LF	2	Hybrid (Gas/Electric)	45	2
2006	New Flyer C40LF	15	CNG	45	2
Total		125			

Source: 2009 National Transit Database Report

Table I-4
Handy Ride Fleet Inventory

Year	Make & Model	Quantity	Fuel type	Seating Capacity	Wheelchair Capacity
2000	El Dorado E450	2	Gasoline	10	2
2004	El Dorado E450	14	Gasoline	10	2
2005	El Dorado E450	8	Gasoline	10	2
2005	Chevy Malibu	1	Gasoline	4	N/A
2005	Ford Taurus SEL	3	Gasoline	4	N/A
2005	Ford Taurus SE	2	Gasoline	4	N/A
2006	Starcraft E450	3	Gasoline	10	2
2006	Starcraft E450	1	Gasoline	12	2
2006	Chevy Impala LS	3	Gasoline	4	N/A
2007	Starcraft E450	1	Gasoline	10	2
2007	Starcraft E450	7	Gasoline	12	N/A
2007	Starcraft E450	5	Gasoline	16	2
2007	Starcraft E450	1	CNG	16	2

Year	Make & Model	Quantity	Fuel type	Seating Capacity	Wheelchair Capacity
2008	Starcraft E450	6	Gasoline	16	2
Total		57			

Source: 2009 National Transit Database Report

Section II

Operator Compliance Requirements

This section of the audit report contains the analysis of FAX's 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 11 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 Fresno Area Express' 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: November 8, 2007 FY 2008: October 29, 2008 FY 2009: December 7, 2009 Conclusion: Not in Compliance State Controller Reports prepared during the audit period were submitted after the Internet filing 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: January 31, 2008 FY 2008: May 6, 2009 FY 2009: Not completed by development of this report. Conclusion: Partial Compliance The FYs 2008 and 2009 Fiscal and Compliance Audits were not submitted within the 180-day time frame and exceeded the 90-day extension period.

TABLE II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
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	FAX 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: June 26 & 27, 2007 FY 2008: July 5, 10, 11 & 30, 2007 FY 2009: August 13, 14 & 15, 2008 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, FAX's 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 to the agency in completing the claim. Conclusion: Complied
If an operator service 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	FAX serves the Fresno-Clovis Urbanized Area and is not subject to this requirement. Conclusion: Not Applicable

TABLE II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
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 FAX operating budget: FY 2007: 8.24% FY 2008: 23.70% FY 2009: 12.30% The FAX operating budget exceeded 15 percent in FY 2008 due to implementation of 15-minute frequencies on several routes that resulted in increased revenue hours and mileage. However, FAX did not substantiate the increase in its TDA claim. Source: FY 2007–2009 City of Fresno TDA Claims Conclusion: Partial Compliance
The operator's definitions of performance measures are 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.	Public Utilities Code, Section 99247	FAX's definition of performance measures is 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	Public Utilities Code, Sections 99268.2, 99268.3, 99268.12, 99270.1	The system's fare ratios using audited data are as follows: FY 2007: 22.46% FY 2008: 21.18% FY 2009: 21.17%

TABLE II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
revenues to operating costs of at least equal to three-twentieths (15 percent), if so determined by the RTPA.		Source: Annual Fiscal and Compliance Audits 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 FAX service area does not extend into rural areas 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	FAX personnel are employed by the City of Fresno 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 Fresno is making full use of federal funds available under the Urban Mass Transportation Act of 1964 as amended. FY 2007: \$13,544,755 FY 2008: \$ 9,428,265 FY 2009: \$11,443,909 Source: FYs 2007 & 2009 State Controller Reports and FY 2008 Single Audit Report Conclusion: Complied

Findings and Observations from Operator Compliance Requirements Matrix

1. FAX has fully complied with 6 of the 11 TDA compliance requirements. Two compliance requirements were not applicable to FAX. The transit agency was in noncompliance with regard to the timely submittal of the State Controller Report during the audit period and was in partial compliance with the Annual Fiscal and Compliance Audit for FYs 2008 and 2009, and for an unsubstantiated budget increase for FY 2008. The FYs 2008 and 2009 Fiscal Audits were submitted beyond the 90-day extension period. Fresno's finance department experienced turnover of staff who had prepared the State Controller Reports for a number of years. Budgetary constraints (no overtime) and training of new staff have also delayed the completion. In addition, the City's practice was to attempt to ensure the accrual data for the Controller's Report closely matched that presented in the Comprehensive Annual Financial Report which was typically completed after the Controller report deadline. The City will now have to simply cut off the accruals to meet the deadline.
2. FAX 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 operating budget saw moderate growth during the audit period. The highest increase occurred in FY 2008 at 23.7 percent, which exceeded the 15 percent threshold due to increased service frequencies such as the "Frequent 15" on several routes. However, the City did not substantiate this budget increase in its TDA claim as required when exceeding over 15 percent. In contrast, the budget experienced its lowest increase in FY 2007 of 8.24 percent.
4. Based on the available data from the Annual Fiscal and Compliance Audits, the agency's farebox recovery ratio remained above the required 20 percent during the review period. The average farebox during the triennial period was 21.60 percent.
5. FAX continues to utilize federal grant funding in addition to TDA revenues. Funding for operations and capital varied from \$13.5 million in FY 2007 down to \$9.4 million in FY 2008.

Section III

Prior Triennial Performance Recommendations

FAX's 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

Report paratransit contract employees in the State Controller Report.

Actions taken by FAX:

As a carryover from the prior performance audit, state law requires that transit operators provide the count of full-time employee (FTE) equivalents in the annual State Controller Report for both directly employed and contracted employees. An FTE is derived by dividing total employee work hours by 2,000. FAX should include the count of contracted employees at MV Transportation or any future contract operator for Handy Ride in the annual report.

A review of the State Controller Transit Operator Financial Reports for Fresno-Specialized Service during the audit period revealed that this recommendation has yet to be implemented. The supplemental operating data page of the FY 2008 report was missing and the FY 2009 report did not include the FTE count. The FY 2009 report for FAX fixed route contains the FTE count, but it is uncertain whether the count was derived by the aforementioned calculations or reflects the actual number of employees. Other external reports such as the National Transit Database shows it as head count, not FTEs.

Conclusion:

This recommendation has not been implemented.

Prior Recommendation 2

Perform "final" review of State Controller Report for consistency with the Fresno COG Transit Productivity Evaluation Report.

Actions taken by FAX:

The performance indicator data presented in the annual State Controller Report and the Fresno COG Transit Productivity Evaluation Report have not been consistent, although both reports are completed concurrently. It was suggested that FAX conduct a final review of the State Controller

Report to ensure that the data being submitted to the State is consistent with the COG's report as well as with the Federal National Transit Database Report.

There continue to be some challenges in this area. A comparison of the State Controller Reports and the Transit Productivity Evaluation found slight discrepancies in the vehicle revenue service hours and miles being reported. In addition, the number of passenger trips reported for the FAX fixed route in FY 2007 is not consistent (15,542,564 reported in the Productivity Evaluation Report vs. 12,080,345 in the State Controller Report and 12,080,346 in the National Transit Database). Likewise, the number of passenger trips reported for Handy Ride in FY 2007 is not consistent (146,693 reported in the Productivity Evaluation Report and National Transit Database vs. 208,554 in the State Controller Report). The operating data pages of the FY 2008 State Controller Report for fixed-route and specialized service were unavailable.

Conclusion:

This recommendation has not been implemented.

Prior Recommendation 3

Continue to develop marketing tools to recruit bus mechanics.

Actions taken by FAX:

FAX has been developing strategies to market transit maintenance career opportunities to prospective candidates in the community, including a marketing brochure, a career open house, and possible alignment with local vocational schools. During the audit period, FAX worked closely with local vocational programs at the Universal Technical Institute (UTI) and Fresno City College in an effort to recruit new mechanics. During the audit period, FAX hired six mechanics in total in anticipation of fleet and service expansion.

Conclusion:

This recommendation has been implemented.

Section IV

TDA Performance Indicators

This section reviews the FAX's 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. Modal operating costs and fare revenues do not add up to the systemwide totals because the systemwide data is audited figures while the modal data is unaudited. Findings from the analysis are contained in the section following the tables and graphs, followed by the analysis.

Table IV-1
FAX Systemwide Performance Indicators

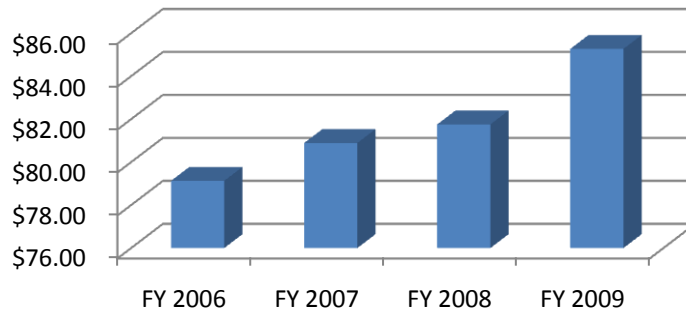
Performance Data and Indicators	FY 2006	Audit Period			% Change FY 2006- 2009
		FY 2007	FY 2008	FY 2009	
Operating Cost	\$34,492,451	\$36,888,392	\$41,361,442	\$42,843,165	24.2%
Total Passengers	11,942,451	12,227,039	17,117,356	18,284,105	53.1%
Vehicle Service Hours	435,905	456,041	505,925	502,446	15.3%
Vehicle Service Miles	5,211,560	5,298,848	5,787,692	5,810,179	11.5%
Employee FTE's	298	454	478	372	24.8%
Passenger Fares	\$7,703,735	\$8,286,235	\$8,762,336	\$9,068,472	17.7%
Operating Cost per Passenger	\$2.89	\$3.02	\$2.42	\$2.34	-18.9%
Operating Cost per Vehicle Service Hour	\$79.13	\$80.89	\$81.75	\$85.27	7.8%
Operating Cost per Vehicle Service Mile	\$6.62	\$6.96	\$7.15	\$7.37	11.4%
Passengers per Vehicle Service Hour	27.4	26.8	33.8	36.4	32.8%
Passengers per Vehicle Service Mile	2.29	2.31	2.96	3.15	37.3%
Vehicle Service Hours per Employee	1,462.8	1,004.5	1,058.4	1,350.7	-7.7%
Average Fare per Passenger	\$0.65	\$0.68	\$0.51	\$0.50	-23.1%
Fare Recovery Ratio	22.33%	22.46%	21.18%	21.17%	-5.2%

Source: Annual Fiscal Audit, National Transit Database, State Controller Reports

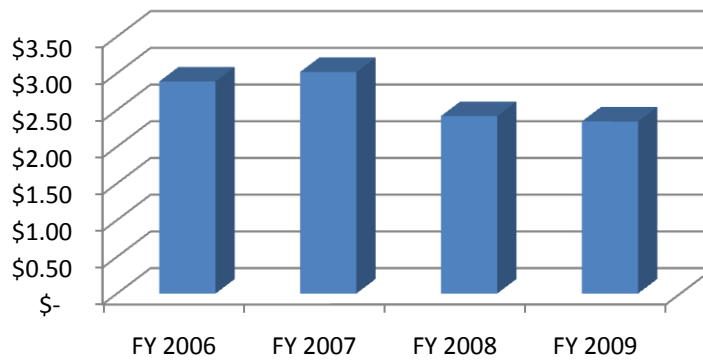
Note: Employee FTEs for FY 2009 do not include Handy Ride FTE's, as the data was not available.

*Systemwide Operating Costs & Passenger Fares are audited data

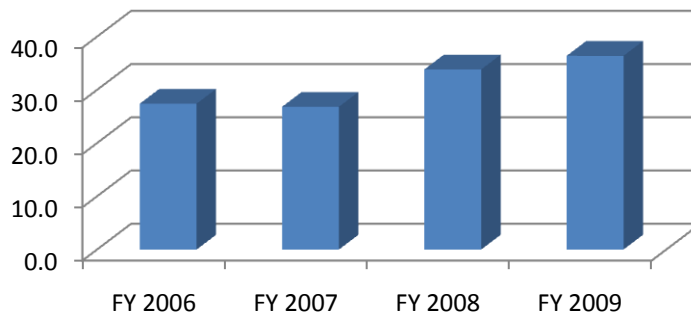
Operating Cost per Vehicle Service Hour



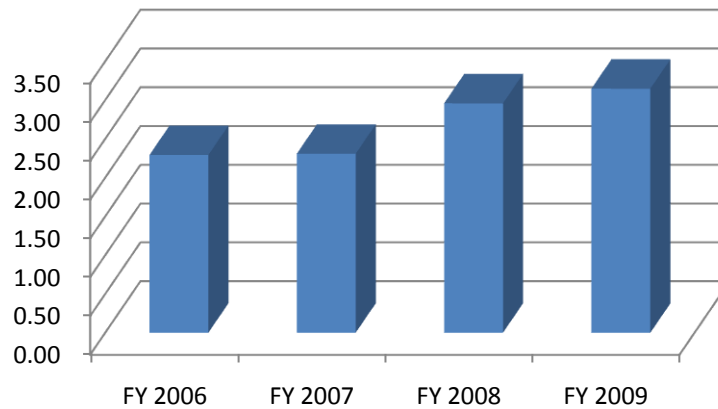
Operating Cost per Passenger



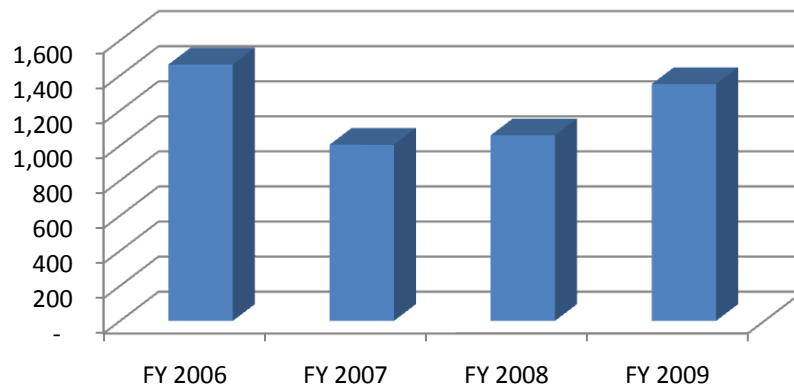
Passengers per Vehicle Service Hour



Passengers per Vehicle Service Mile



Vehicle Service Hours per Employee



Farebox Recovery Ratio

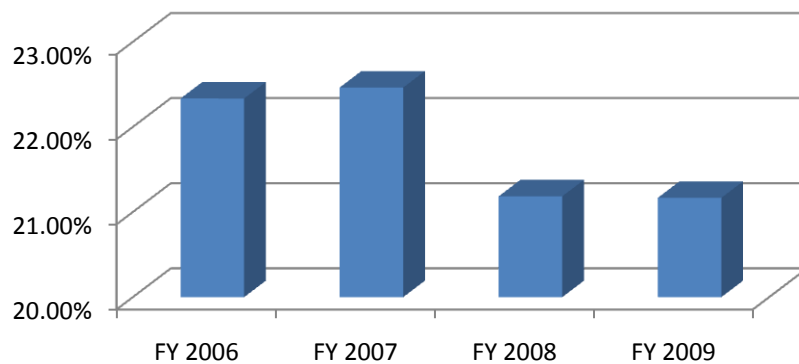
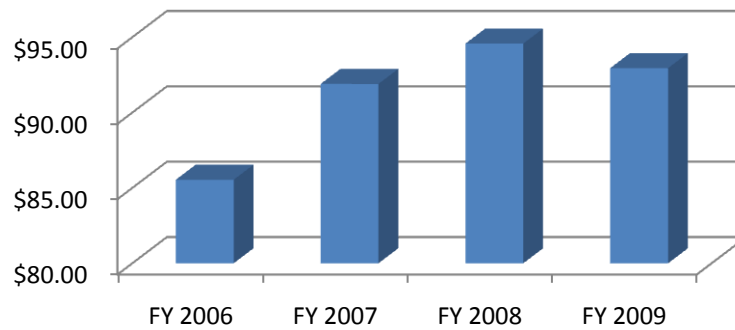


**Table IV-2
FAX Fixed-Route Performance Indicators**

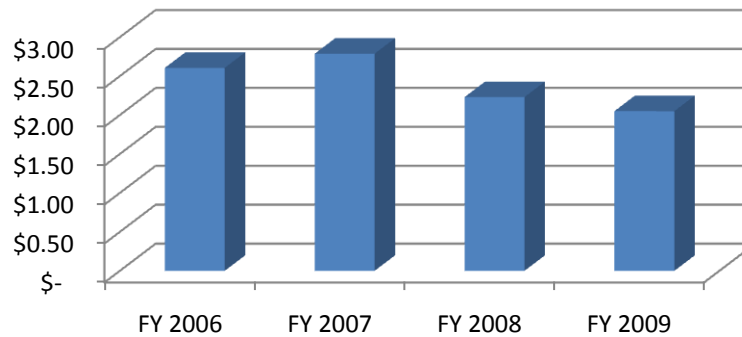
Performance Data and Indicators	FY 2006	Audit Period			% Change FY 2006- 2009
		FY 2007	FY 2008	FY 2009	
Operating Cost	\$30,770,188	\$33,670,023	\$37,748,305	\$37,005,244	20.3%
Total Passengers	11,808,724	12,080,346	16,925,826	18,049,682	52.9%
Vehicle Service Hours	359,712	366,378	399,132	398,128	10.7%
Vehicle Service Miles	4,229,020	4,335,012	4,661,278	4,690,193	10.9%
Employee FTE's	298	356	378	372	24.8%
Passenger Fares	\$7,371,888	\$7,819,099	\$8,850,097	\$8,960,167	21.5%
Operating Cost per Passenger	\$2.61	\$2.79	\$2.23	\$2.05	-21.3%
Operating Cost per Vehicle Service Hour	\$85.54	\$91.90	\$94.58	\$92.95	8.7%
Operating Cost per Vehicle Service Mile	\$7.28	\$7.77	\$8.10	\$7.89	8.4%
Passengers per Vehicle Service Hour	32.8	33.0	42.4	45.3	38.1%
Passengers per Vehicle Service Mile	2.79	2.79	3.63	3.85	37.8%
Vehicle Service Hours per Employee	1,207.1	1,029.2	1,055.9	1,070.2	-11.3%
Average Fare per Passenger	\$0.62	\$0.65	\$0.52	\$0.50	-20.5%
Fare Recovery Ratio	23.96%	23.22%	23.45%	24.21%	1.1%

Source: National Transit Database, State Controller Reports

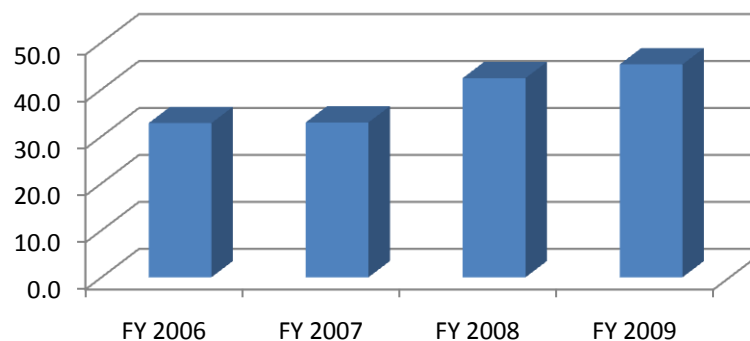
Operating Cost per Vehicle Service Hour



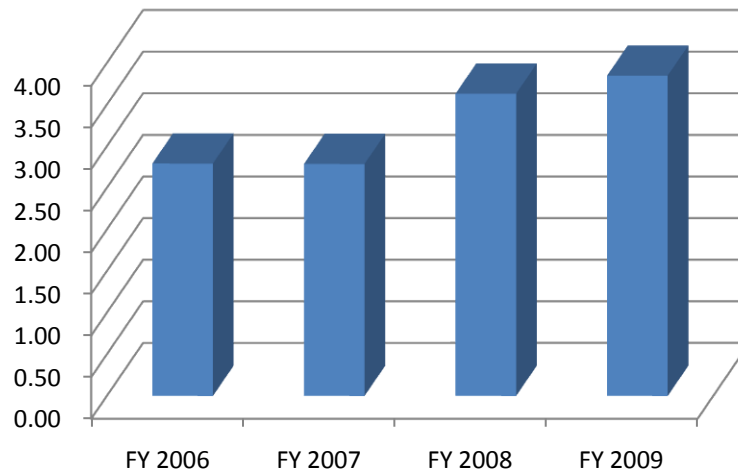
Operating Cost per Passenger



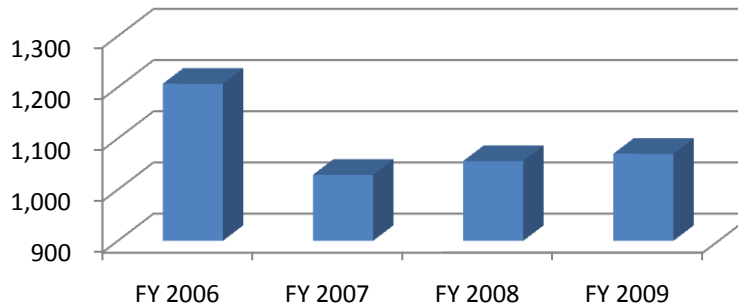
Passengers per Vehicle Service Hour



Passengers per Vehicle Service Mile



Vehicle Service Hours per Employee



Farebox Recovery Ratio

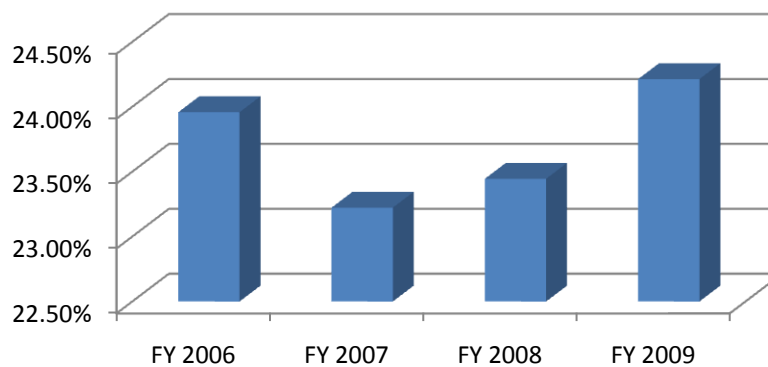
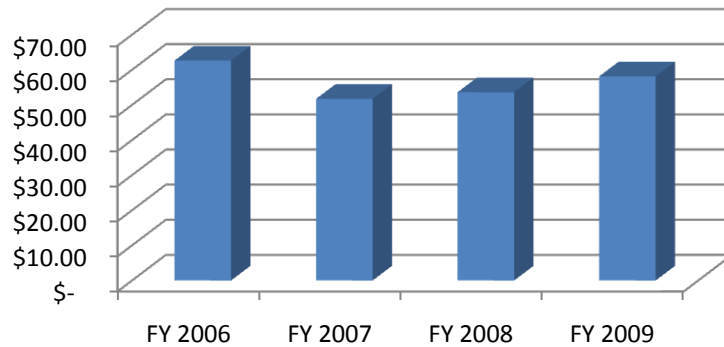


Table IV-3
Handy Ride Demand Response Performance Indicators

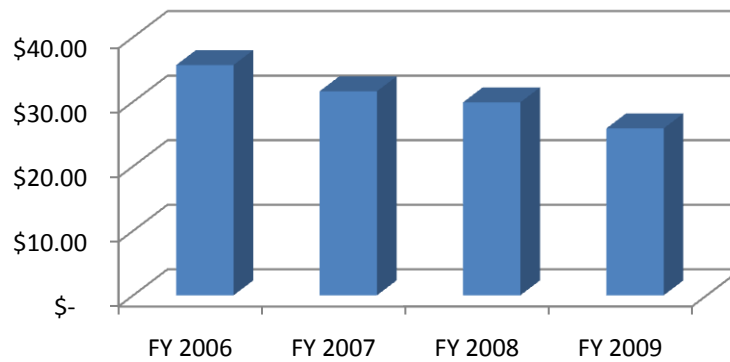
Performance Data and Indicators	FY 2006	Audit Period			% Change FY 2006- 2009
		FY 2007	FY 2008	FY 2009	
Operating Cost	\$4,771,163	\$4,637,319	\$5,725,418	\$6,061,888	27.1%
Total Passengers	133,727	146,693	191,530	234,423	75.3%
Vehicle Service Hours	76,193	89,663	106,793	104,318	36.9%
Vehicle Service Miles	982,540	963,836	1,126,414	1,119,986	14.0%
Employee FTEs	N/A	98	100	N/A	N/A
Passenger Fares	\$103,339	\$229,534	\$145,253	\$154,577	49.6%
Operating Cost per Passenger	\$35.68	\$31.61	\$29.89	\$25.86	-27.5%
Operating Cost per Vehicle Service Hour	\$62.62	\$51.72	\$53.61	\$58.11	-7.2%
Operating Cost per Vehicle Service Mile	\$4.86	\$4.81	\$5.08	\$5.41	11.5%
Passengers per Vehicle Service Hour	1.8	1.6	1.8	2.2	28.0%
Passengers per Vehicle Service Mile	0.14	0.15	0.17	0.21	53.8%
Vehicle Service Hours per Employee	N/A	914.9	1,067.9	N/A	N/A
Average Fare per Passenger	\$0.77	\$1.56	\$0.76	\$0.66	-14.7%
Fare Recovery Ratio	2.17%	4.95%	2.54%	2.55%	17.7%

Source: National Transit Database, State Controller Reports

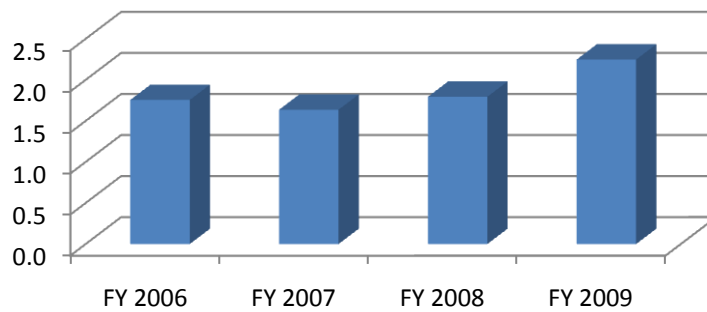
Operating Cost per Vehicle Service Hour



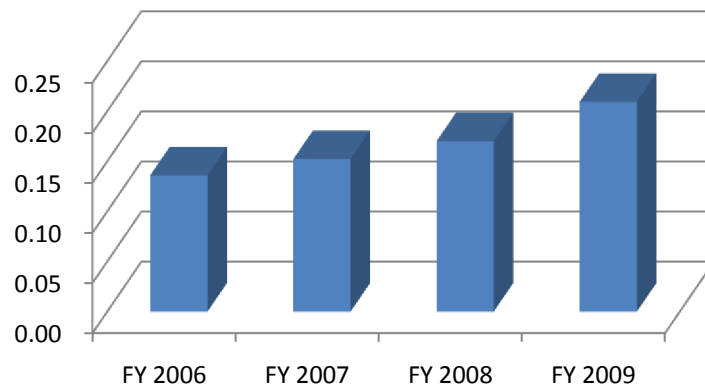
Operating Cost per Passenger



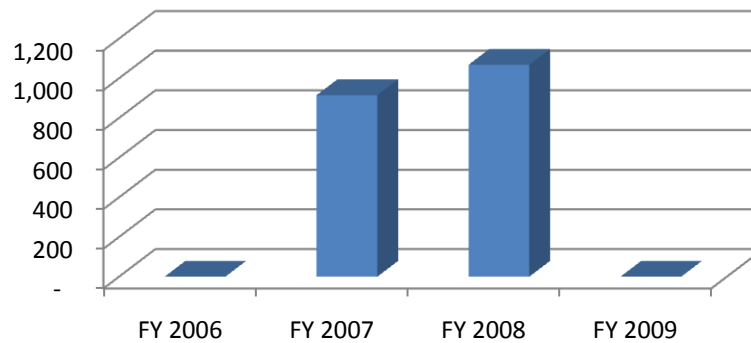
Passengers per Vehicle Service Hour



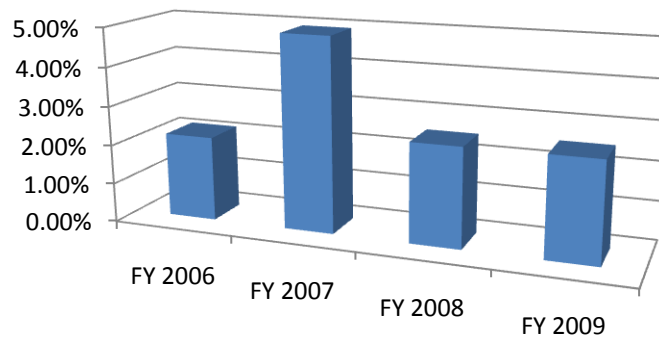
Passengers per Vehicle Service Mile



Vehicle Service Hours per Employee



Farebox Recovery Ratio



Findings from Verification of TDA Performance Indicators

1. **Operating cost per vehicle service hour**, an indicator of cost efficiency, increased 7.8 percent systemwide from \$79.13 in FY 2006 to \$85.27 in FY 2009. Fixed-route operations saw a comparable increase of 8.7 percent during the period from \$85.54 to \$92.95. Handy Ride demand response operations countered that trend by exhibiting a 7.2 decrease in operating cost per hour from \$62.62 to \$58.11. Operating costs increased 24.2 percent systemwide during the triennial period with operating hours exhibiting an increase of about 15 percent.
2. **Operating cost per passenger**, an indicator of cost effectiveness, declined 18.9 percent systemwide from \$2.89 in FY 2006 to \$2.34 in FY 2009. Fixed-route services exhibited a comparable decline of 21.3 percent from \$2.61 in FY 2006 to \$2.05 in FY 2009. Handy Ride demand response services saw its operating cost per passenger decline by 27.5 percent from \$35.68 in FY 2006 to \$25.86 in FY 2009. Ridership systemwide increased 53.1 percent during the period from 11,942,451 passengers in FY 2006 to 18,284,105 passengers in FY 2009, in part due to the decrease in headways to 15 minutes and increase in gasoline prices.
3. **Passengers per vehicle service hour**, which measures the effectiveness of the service delivered, increased 32.8 percent systemwide from 27.4 passengers per hour in FY 2006 to 36.4 passengers per hour in FY 2009. Fixed-route operations also exhibited an increase of 38.1 percent over the same period from 32.8 to 45.3 passengers per hour. Demand response operations mirrored the same trend from 1.8 to 2.2 passengers, which amounts to a 28 percent increase. Ridership for fixed-route services increased nearly 53 percent, while Handy Ride saw its ridership increase by more than 75 percent.
4. **Passengers per vehicle service mile**, another indicator of service effectiveness, increased 37.3 percent systemwide from 2.29 in FY 2006 to 3.15 passengers in FY 2009. For fixed-route operations, the number of passengers per service mile mirrored a similar percentage increase, up 37.8 percent from 2.79 to 3.85. Handy Ride saw an even greater increase of 53.8 percent from 0.14 to 0.21 passengers per mile. From the FY 2006 base year to FY 2009, total vehicle service miles increased 11.5 percent systemwide.
5. **Vehicle service hours per employee** declined 7.7 percent systemwide between FY 2006 and FY 2009 from 1,463 to 1,351 hours. Fixed-route operations experienced an 11.3 percent decline from 1,207 hours to 1,070 hours. For demand response, this indicator was difficult to measure due to the lack of accurate information. For FY 2007 and 2008, Handy Ride exhibited 915 and 1,068 service hours per employee respectively. Systemwide, this indicator is skewed due to inaccurate or nonexistent reporting for Handy Ride demand response operations for the base year 2006 and FY 2009. In addition, based on direct labor hours reported for fixed-route in the NTD, it appears the fixed route FTE is being calculated incorrectly. Fixed route FTEs using the TDA definition are calculated to be lower than what is being reported in the State Controller Report.

6. **Farebox recovery** exhibited an average annual decrease of 1.7 percent and experienced an overall decrease of 5.2 percent between FY 2006 and 2009 systemwide based on audited data. In contrast, systemwide fare revenues increased 17.7 percent. The fixed-route services exhibited a 1.1 percent increase in farebox from 23.96 percent in FY 2006 to 24.21 percent in FY 2009. Demand response operations saw its farebox ratio increase by nearly 18 percent from 2.17 percent to 2.55 percent, peaking at nearly 5 percent in FY 2007. Passenger fare revenues were up significantly for Handy Ride by about 50 percent, whereas fixed-route revenues were up 21.5 percent during the same period.

Conclusion from the Verification of TDA Performance Indicators

Increased passenger trips have enabled FAX to continue meeting its required farebox recovery ratio. Growth in passenger revenue and trips has outpaced the increase in operating costs for both modes. The fixed route has continued to attain farebox ratios above the minimum 20 percent requirement, thus sustaining the system as a whole. Handy Ride's farebox ratio continues to average between 2 and 3 percent, which is well below the TDA standard of 10 percent for specialized services. Measure C Extension revenues subsidize senior transit access and paratransit services.

The implementation of service efficiencies, particularly with regard to Handy Ride, has contributed to the slower growth in operating costs. No-shows have been reduced significantly on Handy Ride and the number of passengers per vehicle service hour has increased. Fleet upgrades have resulted in lower maintenance costs. Operating costs per passenger have declined across all modes due to the increase in ridership and revenues. FAX implemented late evening service and 15-minute frequencies on several of its crosstown trunk routes to attract additional riders.

Vehicle service hours and miles exhibited more modest increases overall during the triennial period. Average annual growth systemwide in service hours was 5 percent and for service miles it was 3.8 percent. The fixed-route trends mirrored the overall system. A couple of neighborhood circulator routes in north and southeast Fresno were discontinued due to lower than expected ridership. However, the fixed route structure essentially remained the same. Service hours for Handy Ride grew on average 11.5 percent annually, yet service miles only grew 4.8 percent on average.

Section V

Review of Operator Functions

This section provides an in-depth review of various functions within FAX. The review highlights accomplishments, issues, and/or challenges that were determined during the audit period. The following departments and functions were reviewed at FAX's operations facility:

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

Operations

FAX's operations saw expansion along with downsizing in certain areas. Local Measure C revenues have allowed for the introduction of 15-minute frequencies on several trunk routes such as 28, 30, 34, and 38. Several routes were discontinued due to high operating costs and low performance. For example, Route 12, the Southeast Circulator, an hourly deviated fixed route, and Route 56 serving north Fresno were discontinued. Route 12 was marketed primarily to senior citizens and the local Senior Citizen Village. The productivity for Route 12 was 5.53 passengers per service hour and 0.44 passengers per revenue mile, well below the system average of 35.06 passengers per service hour and 3.32 passengers per revenue mile. To keep some level of service, FAX agreed to purchase a van and the Senior Citizen Village would provide the van operators and operating costs. The Metro Pass may also be phased out due to revenue sharing concerns between Fresno and Clovis. In spite of these modifications, the overall route structure has remained the same while a consultant was retained to review efficiencies.

There has been an effort made for greater team collaboration within the agency, particularly in the area of budgeting. Management began to hold employees more accountable in the areas of attendance, tardiness, and customer complaints. As a result, there have been notable improvements, particularly in the number of reduced complaints against drivers. More notably, there has been a greater customer service emphasis in all areas of FAX's operation.

FAX embarked on substantial fleet upgrade program in both its fixed-route and demand response operations with an emphasis on alternative fueled vehicles. Forty vehicles with mileage in excess of 500,000 miles were retired. In FY 2007 alone, 15 compressed natural gas (CNG) buses and 12 new demand response vehicles were delivered and put into service. FAX completed construction of a new CNG fueling facility which allows the agency to fully utilize all CNG vehicles, contributing to further reductions in harmful emissions. By fueling at its own facility, the agency anticipates a 60 percent savings on CNG fuel. This facility was completed at a cost of \$2.3 million. In regard to

its paratransit vehicles, FAX would pay the contract operators additional compensation should the vehicles exceed mileage.

Upgrades have also extended to passenger amenities. Bus stop improvements include lighting and updated signage to be completed toward the end of 2010 as well as concrete work for ADA accessibility at over 100 bus stops. FAX is planning to upgrade the fareboxes on all of its fixed-route and Handy Ride demand response vehicles during the spring of 2010. The new Fare Logistics Voyager fareboxes are being tested on Route 9 (Shaw Avenue Crosstown) buses. The fareboxes feature a passenger display that provides a count of money deposited, directional lighted arrow display for bill insertion, visual and audio transaction feedback, and an automatic return of unacceptable coinage.

In addition to the route enhancements, fleet upgrades, and passenger amenities, FAX has committed itself to improving security on board its vehicles as well as at its facilities. The agency is installing a camera system on its buses capable of viewing eight external and internal positions. In collaboration with the Fresno Police Department, two to four FAX police units have established a video policing group at the Manchester Mall transit center. Security and building upgrades are also planned for the 30-year-old FAX administration and operations facility located at G and Divisadero streets. An architect has been retained for this endeavor. Trespassers have been seen walking through FAX property without being challenged. Moreover, the State of California Corrections Department, Parole and Community Services Division is located right across the street.

In FY 2008, FAX embarked on construction of an Intermodal Facility, to be located at Kings Canyon Road and Chestnut Avenue. The Intermodal Facility is part of a partnership with Planning and Development to create a Transit-Oriented Development (TOD) which will consist of market-value housing and transit facilities in a park-like setting. The Intermodal Facility will include a park-and-ride lot, pedestrian and cyclist amenities, bus transfer areas, and a park adjacent to the housing that will be a part of the TOD. This project is funded through Congestion Mitigation and Air Quality (CMAQ) and Federal Transit Administration (FTA) grants.

FAX monitors operational performance through a statistical summary report updated monthly with year-end totals. This summary report includes monthly statistics for employee services, customer service, fixed-route and Handy Ride revenues and ridership, vehicle maintenance, and positions filled. Statistics for employee services track the amount of overtime paid, hours of absences and leave time, and the number of injuries and safety meetings. Customer service data includes transactions at the Downtown and Manchester Mall service centers, ADA certifications, satisfaction surveys, and customer complaints. System revenue and ridership statistics include a breakdown of cash receipts, revenue sources, and performance indicators. Vehicle maintenance statistics encompass air quality emission controls, expenses, preventative maintenance, and safety and process management (open work orders and cycle counts).

Complaints are handled based on an established protocol. Before an action is taken by FAX staff, customers are instructed to call the FAX customer service number 621-RIDE. The FAX website also provides an online downloadable form and brief instructions. The complaint is received by senior administrative clerks, who in turn complete a report and submit it to a supervisor for review. The

report form has to be signed by the complainant. The information is placed into a log and follow-up is made to determine current status and resolution. A synopsis of customer satisfaction data including the number of complaints and compliments received for FAX fixed route services is presented in Table V-1 below.

Table V-1
FAX Customer Service Performance Data

Year/Metric	2006	2007	2008	2009
Complaints received	829	918	865	978
Compliments received	8	8	16	20
Complaints per Million Passengers	69	75	51	53
Complements per Million Passengers	1	1	1	1
Percentage of customers surveyed who rated service as "Good" or "Excellent"	81.10%	87.23%	87.17%	88.18%
Percentage of customers surveyed who felt "Safe" or "Very Safe" on FAX buses	82.10%	87.29%	83.58%	88.95%
Percent surveyed who rated the appearance and cleanliness of passenger loading facilities as "Good" or "Excellent"	77.50%	69.83%	76.56%	82.97%

Source: FAX Statistical Summary Reports

Complaints/complements per million passengers are derived by PMC.

The number of complaints and compliments received is reflective of the increase in passenger trips systemwide. Complaints per million passengers have decreased over the last few years. The number of complements have also increased. Customers surveyed about service, safety, and cleanliness have registered greater satisfaction during the audit with how FAX is performing in these categories. In regard to safety, FAX also tracks the number of collisions and passenger injuries. Table V-2 provides a summary of vehicle collisions and passenger injuries recorded during the audit period.

Table V-2
FAX Safety Performance Data

Year/Metric	2006	2007	2008	2009
Number of Collisions	136	134	147	63
Number of Passenger Injuries	97	129	114	91

Source: FAX Statistical Summary Reports

The number of incidents for both indicators has declined overall. The number of collisions peaked in FY 2008 at 147 and fell by more than half in FY 2009. Passenger injuries peaked in FY 2007 at 129 incidents and declined to 91 incidents in FY 2009.

Handy Ride Paratransit

FAX's demand response services have been operated under contract by MV Transportation since December 2005. There were a number of issues with the contract over budget, poor performance,

and complaints. An audit of paratransit operations was conducted on behalf of the City by Roy E. Glauthier in early 2007. The audit report entitled *Evaluation and Assessment of Handy Ride Paratransit Service* provided thorough data analysis spanning a three-year period from 2004 through 2006 and included a peer review involving four comparable systems. The report findings encompassed system performance, system and program management, Handy Ride fleet, ADA eligibility, passenger fares, service area boundaries, and provision of service to Clovis. From the findings, numerous recommendations were made to improve the provision of Handy Ride which FAX has implemented in concert with the contractor.

Among the recommendations implemented was for FAX to designate one of its Management Analysts to oversee its paratransit contract operator starting in April 2007. Management of its contract was previously spread over six FAX staff members with no single individual responsible for administering, monitoring, and managing the contract. In addition, a new Request for Proposals (RFP) was developed with the assistance of a consultant and released in April 2007. The new RFP contained 64 questions and involves a five-year contract with three one-year optional extensions. The new paratransit contract would contain a performance penalty clause and included a productivity goal of 2.4 passengers per hour to be implemented and monitored over a period of three years.

However, at the September 2007 City Council meeting, the council directed staff to meet with the existing contractor and develop a proposed addendum to the existing contract. At the following City Council meeting in October 2007, staff presented an addendum after several meetings with MV Transportation during a four week period. The council formally set aside the RFP in favor of the addendum which strengthened the existing contract that was determined to be structured in a manner allowing for loose interpretation of how service could be provided by the contractor. The contract addendum was implemented that enhances customer service and employee satisfaction, and is achieved through a series of performance monitoring measures that are tracked monthly by MV Transportation and FAX staff with MV Transportation providing backup manifest and ridership information.

The Support Services Division oversees the Handy Ride contract. The contract addendum has resulted in fewer no-shows and overall increased passenger satisfaction. An intervention program aimed at addressing no-shows was implemented. FAX offers coaching for paratransit passengers, which is guided by a sight-impaired employee. The City's Disability Awareness Commission also provides oversight and input. A disabled employee is involved in sensitivity training of drivers.

Beginning in January 2008, Handy Ride stopped service into Clovis. The service was phased out beginning in October 2007 and only allowed rides for school and medical purposes. This was a result of FAX's analysis to improve operational efficiencies and its performance measures for Handy Ride. FAX is also pursuing other operation efficiencies for its Handy Ride paratransit service with the establishment of a new operations facility located on Blackstone Avenue. The facility's location would provide for better proximity to where most of the passengers live and request service. FAX currently leases two facilities to accommodate the day-to-day operations, including vehicles, dispatch and reservation functions, as well as the staff and equipment involved in the certification of ADA-eligible passengers.

Customer service performance data for Handy Ride is compiled by both FAX and MV Transportation. The contract operator compiles a data summary tracking on time performance, no-shows, and complaints. A synopsis of customer service performance including the number of complaints received for Handy Ride is presented in Table V-3 below.

Table V-3
Handy Ride Customer Service Performance Data

Year/Metric	2006*	2007	2008	2009
On Time Performance	85.83%	91.56%	95.34%	96.13%
Total Late Trips	22,214	16,286	8,840	7,839
No-Shows*	6,710	19,050	11,620	5,856
Complaints	87	205	99	55

Source: FAX Statistical Summary Reports; Handy Ride Vehicle Operations Data

*FY 2006 No-Shows data covers January 2006 through June 2006

Based on the aforementioned data, Handy Ride has shown marked improvement across all metrics. On-time performance increased from just under 86 percent to 96 percent. This improvement is reflected in the total number of late trips, which declined significantly during the triennial period from a high of 22,214 in FY 2006 to 7,839 in FY 2009. The number of no-shows also exhibited significant declines as did the number of complaints.

Operation safety and passenger injury data for Handy Ride is also tracked on the FAX Statistical Summary Report. Table V-4 provides a summary of vehicle collisions and passenger injuries recorded during the audit period for Handy Ride

Table V-4
Handy Ride Safety Performance Data

Year/Metric	2006	2007	2008	2009
Number of Collisions	13	23	27	20
Number of Passenger Injuries	4	6	5	5

Source: FAX Statistical Summary Reports

The number of collisions has ranged from a low of 13 in FY 2006 to a high of 27 in FY 2008, whereas the number of passenger injuries have averaged about five per year.

Planning

FAX initiated several service planning initiatives aimed at raising the profile of transit in the Fresno-Clovis Metropolitan Area. The most significant of these is the Short Range Transit Plan (SRTP), FY 2007–2012 for the Fresno-Clovis Urbanized Area. The SRTP is updated every two years and is the basis for FAX's funding and operational goals over a five-year period. The SRTP's Strategic Plan contains seven goals with specific performance measures: Service Levels, Service Quality, Provide Efficient and Effective Service, System Image, Private Sector and Citizen

Involvement, Integrated Multi-Modal Transportation, and Coordinate Transportation, Land Use and Air Quality Policy.

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 fixed-route performance and service quality standards presented in the current SRTP.

Table V-5
FAX Fixed-Route
Performance & Service Quality/Reliability Standards

Service Performance Indicator	Performance Standard/Goal for FAX Fixed Route
Transit Coverage	Minimum 90 percent of service area population residing within one-half mile of bus route
Route Frequencies/Headways	60 minutes maximum on every route
Boardings per Revenue Hour	40.0
Farebox Recovery Ratio	28 percent
On-Time Performance	92 percent departure within 5 minutes of schedule
Preventable Accidents/Revenue Miles Operated	1 preventable accident per 100,000 revenue miles
Detailed Mechanical Inspections	Every 1,000 miles
Trip Completion	99.5 percent of all scheduled trips

Source: Short Range Transit Plan (SRTP), FY 2007–2012 for the Fresno-Clovis Urbanized Area

In comparing the SRTP performance standards with actual performance trends, FAX has encountered some challenges due to certain operational constraints. With the development of low-density residential tracts in the far northern and western areas of Fresno, it has become difficult for FAX to maintain the minimum service coverage standard. On the other hand, FAX is still able to provide route frequencies of 60 minutes or better on all of its routes, including 15-minute service on four of its main trunk routes. FAX has been able to meet its boarding per revenue hour standard on its fixed-route services, which has fallen short systemwide. While FAX continues to meet the mandated farebox recovery standard of 20 percent, it has yet to meet the SRTP farebox recovery standard of 28 percent. On-time performance is gauged through Global Positioning System (GPS) technology. FAX does not record accidents based on the one per 100,000 mile standard in its Statistical Summary Reports, but instead records the actual number of incidents. The agency reports that 100 percent of its vehicles are inspected every 6,000 to 7,000 miles as opposed to every 1,000 miles per the standard.

The agency has undertaken other planning initiatives that are more visionary in outlook. FAX has been involved in the development of Bus Rapid Transit (BRT) and has taken the first steps in collaboration and partnership with Fresno COG, the City of Clovis, and Caltrans. A BRT is expected to improve efficiency, speed, and service. The transit service can attract new ridership, improve customer satisfaction, and benefit the broader community by providing a quality of service similar to the light rail service, through the use of bus technology. The BRT Master Plan, commissioned by Fresno COG, analyzes the feasibility of implementing BRT in the Fresno-Clovis Metropolitan Area (FCMA). The Locally Preferred Alternative (LPA) identified by the Plan is the Ventura Avenue/Kings Canyon Road corridor in southeast Fresno, currently served by Route 28.

Consistent with the goals of the BRT Master Plan, FAX continues to lead the Downtown Transportation Infrastructure Study (DTIS). The study focused on a downtown transportation plan that optimizes all modes of travel, including pedestrian, bicycle, transit, and auto travel modes. The study also evaluated possible locations for an intermodal and high-speed rail station, and intersection and interchange improvements, in conjunction with policies that support a vibrant and multimodal downtown circulation system.

Transit planning has also encompassed a more regional approach. The purpose of the Public Transportation Infrastructure Study (PTIS) is to evaluate mobility needs and opportunities and to identify strategies for public transit and transit supportive infrastructure development that will result in wider acceptance and use of alternative transportation modes such as public transit and bicycle and pedestrian travel. The PTIS is a regional transit improvement plan that can be implemented to:

- Reduce urban sprawl
- Decrease traffic congestion
- Reduce greenhouse gas emissions
- Improve air quality
- Preserve agricultural land

Phase I of the PTIS evaluated existing and planned land uses, mapped residential and employment densities, and identified primary travel corridors for communities outside of the FCMA. Phase I also reviewed existing land use policies and developed a set of transit-supportive recommendations.

Phase II of the PTIS project – Alternatives Development – creates a regional transit improvement plan by identifying different transit options for the region and improved connections for underserved areas and users, and develops recommendations for transit-supportive investments such as bicycle and pedestrian facilities and transit amenities. Phase III will consist of an analysis and alternatives evaluation; Phase IV will feature the Locally Preferred Alternative; and Phase V will consist of documentation and implementation. Information about the PTIS project phases can be accessed online at: <http://www.fasttrackfresnocounty.com/>

Maintenance

The FAX fleet is currently maintained at its administration and operations facility located at 2223 G Street located near downtown Fresno. FAX is rapidly outgrowing its maintenance facility with the growth in its system and fleet. The footprint of the facility has remained essentially the same since it was constructed in 1981. FAX has continued to recruit bus mechanics. The agency collaborated with United Technical Institute (UTI) and Fresno City College in an effort to place new mechanics. Of the 22 mechanics positions budgeted, two remained unfilled. There are currently 18 permanent full-time mechanics and 2 temporary mechanics.

Older CNG vehicles were repowered, which was made possible with Proposition 1B and local air district funding. Preventive maintenance inspection protocols are based on the suggested manufacturer maintenance intervals since most vehicles are under warranty. In 2007, FAX began collaborating with the engineering team from Cummins to help create a CNG system that provides increased reliability. Fleet Focus preventive maintenance software is utilized. Maintenance schedules are monitored daily and parts are pulled in accordance with the schedule. Vehicles are generally serviced every 6,000 to 7,000 miles, which varies according to make. Type 3 vehicles are serviced every 5,000 miles, trolleys every 6,000 miles, and New Flyer buses every 7,000 miles. Records are kept in both in an electronic (Fleet Anywhere) and paper format based on mileage. The 11 maintenance service bays on site are organized by function:

- One tire shop bay;
- Two body shop bays;
- One air conditioning service bay;
- Six shop floor bays; and
- One open bay, which also serves as a steam chamber.

In addition to the service bays, there is one bus wash facility with two lanes. Vehicles are washed once weekly. Twelve employees are assigned to bus cleaning, which on average clean 8 to 10 buses nightly. One measure of vehicle maintenance is the number of vehicle breakdowns during revenue service. Roadcalls pertain to mechanical and other operational failures while the transit vehicles are in service. The City records roadcall information in its National Transit Database (NTD) Reports. A review of the NTD reports shows roadcall data for demand response services are reported for FY 2008 and FY 2009 only. Table V-6 summarizes FAX's roadcalls during the audit period.

Table V-6
FAX/Handy Ride
Vehicle System Roadcalls

Year	FAX Fixed Route		Handy Ride Demand Response		Total
	<i>Major</i>	<i>Other</i>	<i>Major</i>	<i>Other</i>	
2006	903	290	N/A	N/A	1,193
2007	740	251	N/A	N/A	991
2008	752	199	1	60	1,012
2009	859	240	2	49	1,150

Source: National Transit Database

The trend has been flat overall for service interruptions, although roadcalls decreased in FY 2007. However, the number of roadcalls relative to the growth in revenue miles between 2006 and 2009 has decreased which is a positive trend. The delivery of new alternative-fueled vehicles has helped with reducing mechanical failures. Future delivery of additional vehicles should continue the downward trend in mechanical failures.

Vehicle parts storage and management adheres to a set of control procedures. The four major areas of control include (1) inventory control; (2) maintain levels; (3) maintain shop tools; and (4) a

review of the first three methods. There is limited access to the parts storage room, which is accessed by the storekeeper or supervisor on duty. The room is manned five days a week for all shifts. However, management of inventory is more limited on weekends, as a Parts Supervisor is not on shift. Access to the parts room is given to the Lead Worker and Maintenance Supervisor.

An inventory cycle count is performed once monthly for a selected parts section. Parts are bar-coded and tracked by Fleet Focus software. The value of parts on hand will fluctuate based on demand. Parts for the New Flyer buses are procured from a regional parts facility in Fresno. Obsolete parts are sent to other transit agencies.

The cycle count involves reconciling physical inventory against the counts in the computer. The monthly cycle count report compares the expected quantity on the computer with the actual hand-counted total and the value of the discrepancy. Both shorts and overages are recorded, with net difference calculated as well as total discrepancy. A full inventory is performed at the end of the fiscal year.

The vault room is staffed from 3:30 p.m. to midnight. As buses come in from their routes, the GFI fareboxes are probed for trip data and the fares are locked and dropped off. Mileage is recorded by a GPS system manufactured by Siemens.

Marketing

FAX won several awards and honors for its marketing collateral. The agency has been recognized for the design of its annual reports by the American Public Transit Association (APTA) and the Public Relations Society of America (PRSA). FAX publishes a Schedule Guide containing information about fares, rules to ride by, destination guide, customer survey, and a driver appreciation nomination form as well as schedules and route maps for both FAX and Clovis Transit. The Schedule Guide is published primarily in English with Spanish-language translation. Route 56 service to Willow International Community College Center was promoted in the Fresno Bee newspaper.

Information about FAX is also accessible over the City of Fresno website, (<http://www.fresno.gov/DiscoverFresno/PublicTransportation/default.htm>), which contains links to route schedules and maps, fares, compliment and compliant forms, user guide, planning documents, ADA Advisory Committee, and a commute calculator. FAX schedules are also available in the Fresno County Transportation Guide published by Fresno COG. The agency has been involved in the development of a bilingual online trip planner in conjunction with Google Transit. The trip planner would feature real-time bus information tied to a specific bus stop number.

FAX operates two service centers: one located Downtown at 2016 Tulare Street at Van Ness Avenue and the other located at the Manchester Center Shopping Mall at the corner of Blackstone Avenue and Shields Avenue. The Downtown service center hours of operation are Monday through Friday from 8:00 a.m. to 5:00 p.m., and the Manchester Transit Center's hours of operation are Monday through Friday from 8:00 a.m. to 6:00 p.m. Both service outlets offer a full complement of services including ticket/pass sales, route information, lost and found, and the

issuance of FAX ID cards. FAX participates with Clovis Transit in the Metro Pass program, which offers unlimited monthly rides on both systems. Metro Passes are sold at the Manchester Transit Center in Fresno and the Clovis City Hall. Fresno and Clovis have been in discussions regarding the continued use of the Metro Pass and the fare revenue distribution between the two transit systems.

The agency conducts between 20 to 30 outreach activities annually. FAX sets up booths at community events and venues where schedule guides and project brochures are distributed. Outreach efforts have been extended to major employers, Disability Awareness Day, Earth Day at Fresno State University, and to transit advocates such as the Social Service Transportation Advisory Council (SSTAC). FAX has collaborated with the Fresno County Bicycle Coalition to conduct bike rack demonstrations on its buses and worked with Leadership Fresno in an art competition involving leaning rails at a bus stop. FAX also launched the Senior 7 program in July 2007, which is focused on outreach to senior centers and meal sites. Some of the features of this program include the issuance of FAX senior ID cards on site and promotion of the Measure C Extension taxi scrip program, which allows seniors 70 years of age or older to purchase a \$20 value booklet of taxi scrip (like coupons) from select locations for only \$5.

FAX also generates revenue from exterior and interior advertising, including bus wraps. FAX has continued its \$500,000 contract with Lamar Transit Advertising to provide advertising on all FAX buses. The contract is valid until 2012, with the option of two one-year extensions. FAX also provides interior advertising space on its vehicles to nonprofit organizations at a discount. No market for bus shelter advertising has been identified. FAX and the Fresno Bee have an in-kind agreement where copies of the newspaper would be made available on the buses in exchange for advertising space.

General Administration and Management

Fresno is a full-service charter city operating under a mayor-council form of government. The Fresno City Council consists of seven members elected from seven districts within the City of Fresno and is the policy making board for FAX. The Council is responsible for setting operating policy and annually adopting the budget. The Mayor is elected at large and does not serve on the Council, but has veto power over certain actions taken by Council. The City Manager, who is appointed by the Mayor, is responsible for appointing all other department heads in 13 different departments such as the Department of Transportation.

FAX is administered by the City's Department of Transportation. As part of the City, FAX's day-to-day operations are overseen by the Director of Transportation, who reports directly to the City Manager. FAX consists of five divisions, which include Administration, Maintenance, Operations, Planning, and Support Services. The number of authorized positions within FAX is presented in Table V-7.

**Table V-7
FAX Authorized Positions**

Division	Number of Authorized Positions
Administration	16.00
Maintenance	73.00
Operations	318.80
Planning	3.00
Support Services	11.00
Total Authorized Positions	420.00

Source: 2008–2009 Adopted Budget, City of Fresno

In an effort to increase efficiencies and productivity, the Support Services Division was created in FY 2009. The new division assumed responsibility of the paratransit contract, customer service, and data management. The agency transferred ten positions from the Administration Division and one from the Operations Division to the Support Services Division. Five budgeted administrative positions remained unfilled. FAX hired a grant analyst which has enabled the agency to keep up applications and drawdowns. At the end of FY 2009, FAX had 269 bus operators, comprising 249 full-time drivers and 21 permanent part-time drivers.

FAX employees are represented by five bargaining units. The drivers are represented by the Amalgamated Transit Union (ATU), Local 1027, and mechanics are represented by the International Union of Operating Engineers (I.U.O.E.), Local 39. Management employees are also unionized. FAX negotiated a new Memorandum of Understanding (MOU) with ATU, Local 1027 that was in effect from July 1, 2006, to June 30, 2009. The most recent MOU included Wage Order #9, which mandated driver breaks and lunch periods. The MOU also included a 2.9 percent wage increase if projected revenues from various transit sources increase by 7 percent. In addition, the agreement included an 80 percent City-paid health insurance premium and four days of unscheduled vacation per year.

Driver turnover averaged 18 to 20 drivers annually, or 12 to 13 percent of total drivers. Drivers receive eight hours of annual training and retraining for accidents and customer complaints. Training is also provided for new buses and fareboxes. FAX offers employee safety awards to boost morale. The number of training supervisors was increased from one to three.

FAX has established a Transit Rates and Services Committee that provides oversight to transit issues such as fare structure and service efficiencies and holds public forums to involve the community. Committee findings and recommendations are submitted to the Mayor and Fresno City Council for review and further consideration.

FAX provides transit data that feed into the City's Stat Track reporting program that includes a matrix of noteworthy statistics from each City department. The statistics are followed by a series of bar graphs showing notable trends for each department. FAX uses Stat Track to report key performance indicators, such as ridership and revenues.

Grant Administration and Funding

Grant funding allocated toward supporting transit services has been derived from local, state, and federal sources. The principal source of local funding has been the Measure C Extension, the countywide, 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, FAX is programmed to receive on average \$11.75 million annually or \$235 million over the 20-year life of the measure in multimodal funding. In FY 2009, FAX was projected to receive approximately \$8 million in Measure C revenue. Measure C funds have been used to sustain two 15-minute frequency routes when Congestion Mitigation Air Quality (CMAQ) grants for these services were scheduled to expire in mid-FY 2009, increase transit service on Saturday evenings, and support programs that were implemented after Measure C was reauthorized.

State funding has consisted of TDA (State Transit Assistance) and Proposition 1B allocations. Article 4 Local Transportation Funds (LTF) allocated have ranged from \$13.4 million in FY 2007 to \$15.5 million in FY 2009. State Transit Assistance Funds (STAF) have ranged from a high of \$5 million in FY 2007 to a low of \$1.25 million in FY 2009. The agency received \$2.5 million in Proposition 1B Public Transportation Modernization, Improvement & Service Enhancement (PTMISEA) funds during the FY 2007–08 cycle and had earned \$27,186 in interest on those funds.

Most transit-related federal grants are derived from several funding formulas. FTA Section 5307 funds are used to support operations such as preventive maintenance, passenger amenities, and a portion of the Handy Ride contract. About \$10.3 million in CMAQ and FTA grants and State Proposition 1B funds will be used to purchase 16 compressed natural gas and two gas/electric hybrid or alternative fuel buses. Approximately \$2 million in CMAQ and FTA grants will be re-budgeted for the construction of an Intermodal Facility, to be located at Kings Canyon Road and Chestnut Avenue. FAX received FTA Section 5309 grant funds for the acquisition of alternative fueled vehicles and \$150,000 in FTA Section 5316 Job Access Reverse Commute (JARC)/New Freedom funds for trip planning and travel training. In addition, FAX received \$1.9 million in American Recovery and Reinvestment Act (ARRA) funding toward farebox upgrades, vehicle procurement, bus stop improvements, and CNG compressors.

Section VI

Findings and Recommendations

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

Triennial Audit Findings

1. FAX has fully complied with 6 of the 11 TDA compliance requirements. The transit agency was in noncompliance with regard to the timely submittal of the State Controller Report during the audit period and was in partial compliance with the Annual Fiscal and Compliance Audit for FY 2008 and for an unsubstantiated budget increase for FY 2008. The FY 2007 Fiscal Audit was submitted well beyond the 90-day extension period. Two compliance requirements were not applicable to Fresno Area Express. Turnover of finance staff who completed these reports for a number of years contributed to the delay.
2. FAX 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 operating budget saw moderate growth during the audit period. The highest increase occurred in FY 2008, which exceeded the 15 percent threshold due to increased service frequencies such as the Frequent 15 on several routes. The budget experienced its lowest increase in FY 2007 of 8.24 percent. The City did not substantiate the FY 2008 budget increase in their TDA claim.
4. Based on the available data from the Annual Fiscal and Compliance Audits, the agency's farebox recovery ratio remained above the required 20 percent during the review period. The average farebox during the triennial period was 21.60 percent.
5. FAX continues to utilize federal grant funding in addition to TDA revenues. Funding for operations and capital ranged from \$9.4 million in FY 2008 to \$13.5 million in FY 2007.
6. FAX implemented one out of the three prior audit recommendations. The agency's efforts to recruit more bus mechanics have been successful. However, the agency continues to face difficulties in the accuracy and consistency of performance data and FTEs being reported.
7. Increased passenger trips have enabled FAX to continue meeting its required farebox recovery ratio. Growth in passenger revenue and trips has outpaced the increase in operating costs for both modes. The fixed route has continued to attain farebox ratios above the minimum 20 percent requirement, thus sustaining the system as a whole.

8. Route 12, the Southeast Circulator, an hourly deviated fixed route, and Route 56 serving north Fresno were discontinued. Route 12 was marketed primarily to senior citizens and the local Senior Citizen Village. The productivity for Route 12 was 5.53 passengers per service hour and 0.44 passengers per revenue mile, well below the system average of 35.06 passengers per service hour and 3.32 passengers per revenue mile. FAX agreed to purchase a van and the Senior Citizen Village would provide the van operators and operating costs.
9. FAX embarked on a substantial fleet upgrade program in both its fixed-route and demand response operations with an emphasis on alternative fueled vehicles. Forty vehicles with mileage in excess of 500,000 miles were retired. In FY 2007 alone, 15 CNG buses and 12 new demand response vehicles were delivered and placed into service. FAX completed construction of a new CNG fueling facility which allows the agency to fully utilize all CNG vehicles, contributing to further reductions in harmful emissions.
10. FAX designated one of its Management Analysts from the newly created Support Services Division to oversee its paratransit contract operator in April 2007. Management of its contract was previously spread over six FAX staff members with no single individual responsible for administering, monitoring, and managing the contract.
11. Handy Ride's performance has shown marked improvement across all metrics. On-time performance increased from just under 86 percent to 96 percent. This improvement is reflected in the total number of late trips, which declined significantly during the triennial period from a high of 22,214 in FY 2006 to 7,839 in FY 2009. The number of no-shows also exhibited significant declines as did the number of complaints.
12. In FY 2008, FAX embarked on construction of an Intermodal Facility, to be located at Kings Canyon Road and Chestnut Avenue. The Intermodal Facility is part of a partnership with Planning and Development to create a Transit-Oriented Development (TOD) which will consist of market-value housing and transit facilities in a park-like setting. The Intermodal Facility will include a park-and-ride lot, pedestrian and cyclist amenities, bus transfer areas, and a park adjacent to the housing that will be a part of the TOD. This project is funded through CMAQ and Federal Transit Administration (FTA) grants.
13. In an effort to increase efficiencies and productivity, the Support Services Division was created in FY 2009. The new division assumed responsibility of the paratransit contract, customer service, and data management. The agency transferred ten positions from the Administration Division and one from the Operations Division to the Support Services Division.
14. FAX has established a Transit Rates and Services Committee that provides oversight to transit issues such as fare structure and service efficiencies and holds public forums to involve the community. Committee findings and recommendations are submitted to the Mayor and Fresno City Council for review and further consideration.
15. Based on the Measure C Extension Expenditure Plan Regional Public Transit program, FAX is programmed to receive on average \$11.75 million annually or \$235 million over the 20-year

life of the measure in multimodal funding. Measure C funds have been used to sustain two 15-minute frequency routes, increase transit service on Saturday evenings, and support programs that were implemented after Measure C was reauthorized.

Triennial Audit Recommendations

1. Report paratransit contract employees in the State Controller Report.

As a carryover from the prior performance audit, state law requires that transit operators provide the count of full-time employee (FTE) equivalents in the annual State Controller Report for both directly employed and contracted employees. An FTE is derived by dividing total work hours of employees by 2,000 hours. FAX should include the count of contracted employees at MV Transportation or any future operator for Handy Ride in the annual report. For demand response, this indicator was difficult to measure due to the lack of accurate information. For FY 2007 and 2008, Handy Ride exhibited 915 and 1,068 service hours per employee, respectively. Systemwide, this indicator is skewed due to inaccurate or nonexistent reporting for Handy Ride demand response operations for the base year 2006 and FY 2009.

It is suggested that the Support Services Division work more closely with the contract operator in ensuring that FTEs are calculated based on the criteria stipulated in the TDA statute. In addition, at the end of FY 2009, FAX began meeting quarterly with the City's Finance Department regarding a number of different financial topics. These meetings will serve to increase oversight and consistency with reporting of the information.

2. Perform "final" review of State Controller Report for consistency with the Fresno COG Transit Productivity Evaluation Report.

This recommendation is carried over from the prior performance audit. The performance indicator data presented in the annual State Controller Report and the Fresno COG Transit Productivity Evaluation Report have not been consistent, although both reports are completed concurrently. It was suggested that FAX conduct a final review of the State Controller Report to ensure that the data being submitted to the State is consistent with the COG's report as well as with the Federal National Transit Database Report.

There continue to be some challenges in this area. A comparison of the State Controller Reports and the Transit Productivity Evaluation found slight discrepancies in the vehicle revenue service hours and miles being reported. In addition, the number of passenger trips reported for the FAX fixed route is not consistent (15,542,564 reported in the Productivity Evaluation Report vs. 12,080,345 in the State Controller Report). Likewise, the number of passenger trips reported for Handy Ride is not consistent (146,693 reported in the Productivity Evaluation Report vs. 208,554 in the State Controller Report). The operating data pages of the FY 2008 State Controller Reports for fixed-route and specialized service were unavailable.

It is suggested that the Support Services Division institute better monitoring verification procedures that would result in consistent data among the various reports. This includes working closely with the City's Finance Department in the preparation of the State Controller Report. There has been turnover of finance staff who had prepared the State Controller Reports for a number of years. As described in the first recommendation, FAX meets quarterly

with the Finance Department which will help increase oversight and consistency with reporting of the information.

3. Record accidents in the statistical summary report based on the metric utilized in the Short-Range Transit Plan (S RTP).

FAX monitors operational performance through its Statistical Summary Report updated monthly with year-end totals. This summary report includes monthly statistics across most performance indices including accidents. FAX does not currently record accidents based on the one per 100,000 mile standard in its Statistical Summary Reports, but instead records the actual number of incidents. It is suggested that this data also be calculated based on the S RTP 100,000-mile standard for better monitoring.

4. Consider enhanced marketing channels that directly reach out to FAX passengers.

FAX has invested in technology including changeable message signs on buses and street signs providing real time information at the transit transfer stations. These electronic message signs are controlled by FAX and are visible to passengers and the general public. There may be opportunity to enhance communications with the public and utilize the electronic signs to convey additional public information. For example, upcoming events like public city meetings that involve transit could be advertised on the transfer station signs to alert riders. Notices about transit service changes like route adjustments could also be electronically posted.

In addition, social media has become a preferred communication tool for certain transit markets such as students and other young riders. The interface between FAX and its ridership through social media such as Facebook, Twitter, and YouTube could enhance FAX's outreach and image with the passengers. Because FAX is part of city government, staff would need to work with city leadership and receive approval to coordinate and plan for such an outreach program. In addition, trained staff is required to ensure proper conveyance and monitoring of online communication.