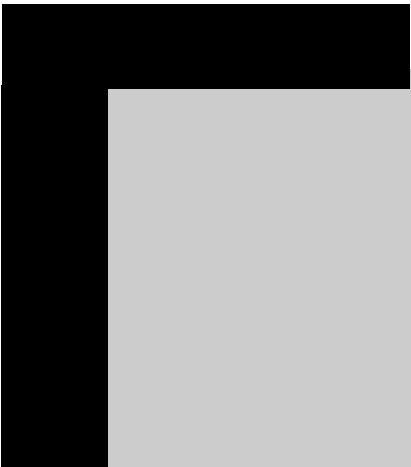


Transit Productivity Evaluation FY 2009-10

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

January 20, 2011

Fresno Council of Governments
2035 Tulare Street, Suite 201
Fresno, CA 93721
559-233-4148
www.fresnocog.org

The preparation of this report has been financed in part through a grant from the U.S. Department of Transportation, the Federal Transit Administration, and in part through local funds from the Fresno Council of Governments

FY09-10 TRANSIT PRODUCTIVITY EVALUATION

TABLE OF CONTENTS

INTRODUCTION	v
Overview of Fresno County Public Transportation Systems	v

SECTION I

FRESNO AREA EXPRESS/HANDY RIDE

I.	SUMMARY DESCRIPTION OF SERVICES	I-1
II.	SIGNIFICANT SERVICE CHANGES OR ACTIVITIES	I-1
	New Fixed-Route Services and Minor Service Modifications	I-1
	Exterior Advertising	I-2
	Bike N’Bus Program	I-2
	Wheelchair Lift Deployments	I-2
	Support Services	I-2
	Administration	I-2
	Planning	I-3
	Operations	I-3
	Maintenance	I-4
	Public Information and Community Outreach	I-5
III.	TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS (FY2010)	I-6
	A. Pacific Municipal Consultants (State - TDA Required Audit).....	I-6
	B. Century Diversified Incorporated (Federal - FTA Required Audit).....	I-8
IV.	FOLLOW-UP ON FY2009 PRODUCTIVITY EVALUATION RECOMMENDATIONS	I-9
V.	HIGHLIGHTS OF PRODUCTIVITY DATA	
	Fresno Area Express	I-10
	Handy Ride Division	I-11
VI.	FRESNO AREA EXPRESS/HANDY RIDE: FY2009-2010 PRODUCTIVITY COMMITTEE RECOMMENDATIONS	I-13

SECTION II

CLOVIS TRANSIT, STAGELINE, AND ROUNDUP

I.	SUMMARY DESCRIPTION OF SERVICES	II-1
II.	SIGNIFICANT SERVICE CHANGES OR ACTIVITIES	II-2
	Service.....	II-3
	Planning	II-3
	Marketing.....	II-3
III.	FOLLOW-UP ON TRIENNIAL PERFORMANCE AUDIT (FY2007 TO FY2009) RECOMMENDATIONS	II-4
IV.	FOLLOW-UP ON FY2009 PRODUCTIVITY EVALUATION RECOMMENDATIONS	II-6
V.	HIGHLIGHTS OF PRODUCTIVITY DATA.....	II-7
	Clovis Stageline	II-7
	Clovis Roundup	II-7
VI.	CITY OF CLOVIS: FY2009-2010 PRODUCTIVITY COMMITTEE RECOMMENDATIONS	II-9

SECTION III

FRESNO COUNTY RURAL TRANSIT AGENCY

I.	SUMMARY DESCRIPTION OF SERVICES	III-1
II.	SIGNIFICANT SYSTEM SERVICE AND ADMINISTRATIVE CHANGES.....	III-3
	FCRTA Service Modifications for FY2009-10	III-3
	Marketing of Transit Services.....	III-6
	Inter-City Service Modifications.....	III-7
	Ridership by Senior Citizens.....	III-7
	Management and Organization	III-8
	Accessible Services in Compliance with the ADA and Subsequent Implementation Regulations	III-8
	Responsibilities and Mandates under the Clean Air Act of 1990, the San Joaquin Valley Basin Air Quality Plan, and the Council of Fresno County Government's Transportation Control Measures (TCM) Plan and Congestion Management Plan (CMP).....	III-9
	Driver Training	III-10
	Vehicle Maintenance.....	III-11
III.	TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS FY2007 TO FY2009.....	III-11
IV.	FOLLOW-UP ON FY2009 PRODUCTIVITY COMMITTEE RECOMMENDATIONS	III-14
V.	HIGHLIGHTS OF PRODUCTIVITY DATA.....	III-15
	Overall System.....	III-15
	Clarifications.....	III-17
	Subsystem Comments	III-17
VI.	FCRTA: FY2009-2010 PRODUCTIVITY COMMITTEE RECOMMENDATIONS.....	III-23

SECTION IV

CONSOLIDATED TRANSPORTATION SERVICES AGENCY FOR THE FRESNO METROPOLITAN AREA AND RURAL FRESNO COUNTY

I.	BACKGROUND	IV-1
II.	SUMMARY DESCRIPTION OF SERVICES	IV-1
III.	ANNUAL AND TRIENNIAL REVIEW PROCESS	IV-4
IV.	SIGNIFICANT SERVICE/ADMINISTRATIVE CHANGES.....	IV-4
	Passenger Transportation	IV-4
	Meal Delivery Transportation	IV-4
	Vehicle Maintenance	IV-5
	Administrative Structure	IV-5
V.	OVERALL CTSA SERVICES.....	IV-6
	Vehicle Maintenance	IV-6
	Driver Training	IV-6
	Insurance	IV-6
VI.	PRODUCTIVITY COMMITTEE RECOMMENDATIONS AND AGENCY'S RESPONSE	IV-7
VII.	TRIENNIAL PERFORMANCE AUDIT FOR FY2007 TO FY2009	IV-9
VIII.	HIGHLIGHTS OF PRODUCTIVITY DATA.....	IV-10
IX.	CTSA: FY2009-2010 PRODUCTIVITY COMMITTEE RECOMMENDATIONS	IV-12

INDEX OF TABLES

TABLE 1 Fresno County Public Transportation Systems, FY2009-10	vi
--	----

FRESNO AREA EXPRESS

TABLE I-1 Fresno Area Express Productivity Indicator Comparisons - FY2009 vs. FY2010.....	I-11
TABLE I-2 Handy Ride Productivity Indicator Comparisons - FY2009 vs. FY2010	I-12
TABLE I-3 Fresno Area Express Summary of Key Operational Indicators – FY2007 to FY2010	I-14
TABLE I-4 Fresno Area Express Percentage Change of Key Operational Indicators - FY2008 vs. FY2010	I-14
TABLE I-5 Handy Ride Summary of Key Operational Indicators – FY2007 to FY2010	I-15
TABLE I-6 Handy Ride Percentage Change of Key Operational Indicators – FY2008 to FY2010	I-15

CLOVIS TRANSIT

TABLE II-1 Stageline Annual Productivity Trends, FY2008 to FY2010	II-10
TABLE II-2 Clovis Roundup Annual Productivity Trends, FY2008 to FY2010	II-11

FRESNO COUNTY RURAL TRANSIT AGENCY

TABLE III-1 FY2008 through FY2010 Summary of FCRTA Totals Data	III-24
TABLE III-2 FY2008 through FY2010 Summary of FCRTA Performance Characteristics	III-25
TABLE III-3 FY2009 FCRTA System Summary	III-25
TABLE III-4 FY2010 FCRTA System Summary	III-25
TABLE III-5 FCRTA System Summary (Numeric Change) FY2009 vs. FY2010	III-26
TABLE III-6 FCRTA System Summary (Percentage Change) FY2009 vs. FY2010	III-26
TABLE III-7 Summary of Performance Characteristics FY2009	III-27
TABLE III-8 Summary of Performance Characteristics FY2010	III-27

CONSOLIDATED TRANSPORTATION SERVICES AGENCY FOR THE FRESNO METROPOLITAN AREA AND RURAL FRESNO COUNTY

TABLE IV-1 Urban Area, Productivity Data- FY2009	IV-14
TABLE IV-2 Urban Area, Productivity Data - FY2010	IV-14
TABLE IV-3 Rural Area, Productivity Data - FY2009	IV-15
TABLE IV-4 Rural Area, Productivity Data - FY2010	IV-15
TABLE IV-5 Combined Area, Productivity Data - FY2010	IV-16
TABLE IV-6 Combined Area, Productivity Data - FY2009	IV-16

LIST OF EXHIBITS

FRESNO AREA EXPRESS

EXHIBIT I-1 Passengers/Revenue Hour	I-16
EXHIBIT I-2 Operating Cost/Revenue Hour	I-16
EXHIBIT I-3 Operating Cost/Passenger	I-17
EXHIBIT I-4 Passenger/Revenue Mile	I-17
EXHIBIT I-5 Operating Cost/Revenue Mile.....	I-18
EXHIBIT I-6 Farebox Recovery Ratio	I-18
EXHIBIT I-7 Handy Ride Passengers/Revenue Hour	I-19
EXHIBIT I-8 Handy Ride Operating Cost/Revenue Mile	I-19
EXHIBIT I-9 Handy Ride Operating Cost/Passenger	I-20
EXHIBIT I-10 Handy Ride Passenger/Revenue Mile	I-20
EXHIBIT I-11 Handy Ride Operating Cost/Revenue Mile.....	I-21
EXHIBIT I-12 Handy Ride Farebox Recovery Ratio	I-21

CLOVIS TRANSIT

EXHIBIT II-1 Clovis Roundup, Passengers/Revenue Hour	II-12
EXHIBIT II-2 Clovis Roundup, Passengers/Revenue Mile.....	II-12
EXHIBIT II-3 Clovis Roundup, Cost/Vehicle Hour.....	II-13
EXHIBIT II-4 Clovis Roundup, Cost/Vehicle Mile	II-13
EXHIBIT II-5 Clovis Roundup, Percent Farebox Recovery - Less Measure C	II-14
EXHIBIT II-6 Clovis Roundup, Cost/Passenger	II-14
EXHIBIT II-7 Clovis Stageline, Percent Farebox Recovery - Less Measure C	II-15
EXHIBIT II-8 Clovis Stageline, Passengers/Revenue Hour.....	II-15
EXHIBIT II-9 Clovis Stageline, Passengers/Revenue Mile	II-16
EXHIBIT II-10 Clovis Stageline, Cost/Vehicle Hour.....	II-16
EXHIBIT II-11 Clovis Stageline, Cost/Vehicle Mile	II-17
EXHIBIT II-12 Clovis Stageline, Cost/Passenger	II-17

FRESNO COUNTY RURAL TRANSIT AGENCY

EXHIBIT III-1 Performance Indicator Summary FY2008 through FY2010.....	III-24
EXHIBIT III-2 Passengers/Hour.....	III-28
EXHIBIT III-3 Passengers/Mile	III-28
EXHIBIT III-4 Cost/Hour	III-29
EXHIBIT III-5 Cost/Mile	III-29
EXHIBIT III-6 Cost/Passenger	III-30
EXHIBIT III-7 Farebox Return (%).....	III-30

CONSOLIDATED TRANSPORTATION SERVICES AGENCY

EXHIBIT IV- 1 CTSA Urban Costs	IV-17
EXHIBIT IV- 2 CTSA Rural Costs	IV-17

FY2009-2010 TRANSIT PRODUCTIVITY EVALUATION

INTRODUCTION

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

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

The FY2009-10 Productivity Evaluation assesses the following agencies:

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

State law also requires Triennial Performance Audits of each transit operator (PUC 99246-99249). The most recent performance audit of the operators listed above was completed by Pacific Municipal Consultants (PMC) for FY2007 through FY2008. Final recommendations from the audits are reflected in this report.

OVERVIEW OF FRESNO COUNTY’S PUBLIC TRANSPORTATION SYSTEMS

Public transportation operators in Fresno County provided a total of 19.1 million passenger trips from the period beginning July 2009 through June 2010 at a cost of approximately \$56.9 million. As shown in Table 1, the systems traveled a combined 9,760,572 miles and operated 720,173 hours of service. Fares collected totaled \$14.4 million, representing an overall 25.2 percent farebox recovery ratio.

FAX, the largest public transit provider in the Fresno County region, provided a total of 17.6 million passenger trips (92.2 percent of the county total), followed by the CTSA, and the FCRTA with 537,140 trips (2.8 percent) and 461,229 trips (2.4 percent) respectively. Fresno Handy Ride provided 238,707 trips (1.3 percent of the county total), while Clovis Stageline and Clovis Roundup combined provided 252,314 (1.3 percent) of all trips.

System wide, 26.5 passengers per hour and 1.95 passengers per mile were carried during FY2010. The cost per hour was \$79.14 and cost per passenger was \$2.99. Overall, the systems provided 2.04% fewer passenger trips in FY 2010 than in FY 2009.

Table 1

Fresno County Public Transportation Systems

Productivity Summary

FY2009-10

Agency	Passengers	Miles	Hours	Costs	Fare Revenues	Pass/ Hour	Pass/ Mile	Cost/ Hour	Farebox Ratio
FAX	17,589,425	4,586,748	391,873	\$37,043,267	\$8,655,263	44.89	3.83	\$94.53	23.37%
Handy Ride	238,707	1,609,206	101,788	\$5,979,628	\$159,434	2.35	0.15	\$58.75	2.67%
Stageline	194,947	311,961	19,538	\$1,685,682	\$337,136	9.98	0.62	\$86.28	20.00%
Round-up	57,367	375,063	27,807	\$1,935,337	\$193,534	2.06	0.15	\$69.60	10.00%
FCRTA	461,229	949,181	68,677	\$4,592,655	\$566,363	6.72	0.49	\$66.87	12.33%
*CTSA	537,140	1,928,413	110,490	\$5,757,590	\$4,449,374	4.86	0.28	\$52.11	77.28%
Total	19,078,815	9,760,572	720,173	\$56,994,159	\$14,361,104	26.49	1.95	\$79.14	25.20%

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

NOTE: Both FCRTA and CTSA farebox revenues include some social service augmentation consistent with Fresno COG’s AB120 Action Plan and the State TDA. Clovis Stageline and Roundup farebox includes some Measure C funds. FAX and Clovis Stageline passengers include transfer passengers.

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

Section I

Fresno Area Express and Handy Ride



Fresno Area Express
2223 "G" Street
Fresno, CA 93706
559-621-1393
www.fresno.gov

SECTION I

2009-10 PRODUCTIVITY EVALUATION

FRESNO AREA EXPRESS AND HANDY RIDE

I. SUMMARY DESCRIPTION OF SERVICES

Fresno Area Express (FAX), operated by the City of Fresno, is the largest mass public transportation provider in the San Joaquin Valley and provides service within the Fresno-Clovis Metropolitan Area (FCMA). FAX operates scheduled fixed-route service throughout the metropolitan area on 17 routes, seven days per week including evening service on weekdays. FAX currently has a fleet of 122 buses, 95 of which operate during the morning and evening peak commute periods. All buses are equipped with wheelchair passenger lifts/ramps and bicycle racks. Generally, the routes follow a modified grid pattern. Ten lines converge downtown on weekdays with coordinated schedules at four existing bus transfer facilities, the largest located in Downtown Fresno and Manchester Transit Center at the Manchester Mall.

FAX also administers Handy Ride, a demand-responsive service, which provides service to the elderly and people with disabilities. MV Transportation has been contracted since December 17, 2005 to oversee the day to day operation of Handy Ride services. The Handy Ride fleet consists of wheelchair-lift equipped buses and sedans. The service is available seven days a week during the same hours as the fixed-route service. The service area includes the City of Fresno, the urbanized area of the County, and support service to the City of Clovis.

II. SIGNIFICANT SERVICE CHANGES AND ACTIVITIES

The FCMA population has grown by more than 19 percent between 1990 and 2000. Most of this growth has been north and northeast of Downtown Fresno, the hub of FAX's fixed-route service, but more recently we are seeing an increase in the southeast and northwest. A significant challenge to FAX over the next five years will be to develop service that reflects travel pattern changes which are the result of a continuing suburbanization of jobs, housing, and retail facilities. Additionally, over the next several years FAX will play a greater role in addressing the problems brought forth by increased traffic congestion and poor air quality. FAX continues to pursue these objectives through service, operations, maintenance, capital improvements, public outreach and marketing.

FAX continues to monitor requirements mandated by the Americans with Disabilities Act (ADA) of 1990. One of the provisions is complementary paratransit service which provides the disabled community within FAX's service area, with a level of service that is comparable to the service provided by FAX's fixed-route system. The latest paratransit plan update was submitted to the Federal Transit Administration (FTA) in January 1996, and is on file at the FAX Administrative Office.

NEW FIXED-ROUTE SERVICES AND MINOR SERVICE MODIFICATIONS

Fresno Area Express (FAX) experienced no significant service changes in the past fiscal year, ending June 30, 2010. It is anticipated that due to severely impacted revenues the department may be forced to reduce service and/or increase fares in the next fiscal year.

Despite the economic downturn facing transit agencies nationwide, FAX maintained service on all major holidays. This includes Handy Ride as well as fixed-route service. Holiday service was made possible through the reauthorization of Measure C funds that work to improve the transportation service and facilities throughout Fresno County. Depending on future transit funding, holiday service on Thanksgiving and Christmas may be impacted.

Other services provided this reporting period were; free circulator service in downtown and the Bulldog Football Shuttle.

EXTERIOR BUS ADVERTISING

Fresno Area Express is continuing the contract agreement with Lamar Transit Advertising to provide advertising on all FAX buses. This contract is valid until 2012, with the option for two one-year extensions. The bus advertising program has provided FAX with much needed revenues for operational expenses.

BIKE AND BUS PROGRAM

The Bike and Bus program continues to be popular with FAX passengers as the demand and usage is constantly on the rise. To date, all buses are equipped with a bike rack, but there is only capacity for two bikes per bus. Beginning with the next bus procurement, all new buses purchased will come equipped with a 3-bike rack. Unfortunately, due to cost constraints FAX will not be able to retrofit the entire fleet with the new racks.

WHEELCHAIR LIFT DEPLOYMENTS

As is the case with the Bike and Bus Program, wheelchair lift deployments have also been on the rise. With the introduction of the new 2005/2006 New Flyer low floor buses, the access for passengers with mobility devices has been greatly improved. Fresno Area Express is now on a path to purchase low-floor buses whenever possible. These vehicles utilize a wheelchair ramp instead of a lift. This type of system is faster, more efficient and less prone to service issues.

SUPPORT SERVICES

Support Services Division of FAX is responsible for directly overseeing the administration of the Handy Ride contract and assuring full compliance with the requirements set forth by the 1990 Americans with Disabilities Act (ADA). Under this organizational structure, FAX and MV Transportation have made significant progress towards improving the efficiency and cost effectiveness of the program. "No Shows", when a client fails to fulfill a scheduled trip, have historically hindered the paratransit service. In FY 2010 the City began a program to contact "No Shows" by both letter and phone to determine why they were a no show. This has helped to reduce our "No Shows" and improve our service to all customers. Handy Ride reduced "No Shows" from 2.93% in FY 2009 to 2.32% in FY 2010. In FY 2009 "No Shows" cost the City approximately \$108,336 and in FY 2010 that cost dropped to \$86,802, saving \$21,534.

MV Transportation has operated Handy Ride demand-responsive paratransit service since December 17, 2005. The current contract ends on December 17, 2010.

ADMINISTRATION

The Administration Division provides personnel, technology, procurement, financial, and regulatory compliance support to the Department of Transportation. The Division is responsible for leading the Department in building its annual operating and capital budgets. The division manages and reports on more than 30 Federal and State grants including funds awarded through the American Recovery and Reinvestment Act. Through its focus on improving the Department's financial resources, the division is able to assist in sustaining, expanding, and improving public transportation in the City of Fresno.

In fiscal year 2010 the Department was awarded a total of \$25.5 million in Federal and State grants. The awarded grants included American Recovery and Reinvestment Act funds that are being used to invest in the following projects: clean fuel buses; non-revenue vehicles; automated fare collection system; automated passenger counters; bus stop improvements; and operating support. In addition, the Department has started the procurement process for the purchase of: a new paratransit facility; additional on-bus video surveillance equipment; a security access control system for its buildings; and a new trip planning system that will be available to transit riders.

PLANNING

The ADA, air quality, congestion management, land-use and population growth, system productivity, on-time performance, and passenger requests are all major concerns that directly impact public transit service in the Fresno-Clovis Metropolitan Area (FCMA). Each of these elements must be evaluated thoroughly when planning service adjustments and modifications. Customer Satisfaction Surveys are one method which is used to evaluate service. The last survey identified that passengers were most concerned about on time performance of the system. In addition to these self evaluations, FAX has participated in a triennial audit and annual audits conducted by the FTA and the City of Fresno to verify that all of our transit programs are being operated in an effective and efficient manner.

The Planning Division at FAX continues to participate in the City of Fresno Development Review Process and has a staff person dedicated to that process. This enables FAX to comment on potential impacts of proposed public or private developments. Staff also provides assistance to developers in designing transit friendly facilities. The Transit Long Range Master Plan identified two transit scenarios for the future; Productivity and Coverage. The Productivity scenario would be a transit strategy of maximizing ridership per unit of cost. This system would encourage high quality service where demand is high and little or no service where demand is low. Obviously, since transit is a public service paid for by all taxpayers, the Productivity goal must be balanced against its opposite, the need to provide some benefit to everyone. The opposite of the Productivity goal is the Coverage goal which would be designed to provide some coverage to everyone. This system penetrates parts of the community where transit cannot expect to operate with high productivity, either due to low densities or a built environment that is unsafe or unpleasant for pedestrians. In the future, FAX will continue to focus on the Coverage scenario by ensuring that service is provided to as many new areas as is feasible, and will not stress providing service solely for productivity purposes. However, future funding sources will play an integral part in the determination of the Coverage strategy since any shortfall in funding may inhibit FAX from providing any service beyond what is currently being provided.

Utilizing the FAX Bus Rapid Transit Master Plan, FAX is continuing to pursue BRT service for Fresno. The Planning Division, in coordination with Kimley Horn and Associates is preparing a Very Small Starts funding application through the Federal Transit Administration. Community outreach has been conducted to determine a Locally Preferred Alternative (LPA). The corridors identified as the LPA are; Ventura/Kings Canyon from Fowler to Downtown Fresno, and Blackstone Boulevard from Downtown Fresno to the Riverpark Shopping Center at Nees Avenue. The LPA was presented to the Fresno City Council in FY 2010 and approved.

The Public Transportation Infrastructure Study (PTIS) Phase II continues to progress. This study is being conducted by Kimley-Horn and Associates (KHA) through the Fresno COG and is funded through Measure C. The work completed to date, has included the Draft Purpose & Need, Goals & Objectives, the Federal Transit Administration (FTA)–Very Small Starts Grant’ application for BRT, and the Streetcar Feasibility Study. The PTIS is also evaluating Personal Rapid Transit (PRT). PRT is an electric, 200-mpg-equivalent, elevated transit system made up of three- to five-person vehicles that provide a direct ride from a user’s origin station to their destination station. There has also been significant work by Strategic Economics on the market assessment, as well as Current Conditions and Trend Analysis, by Fregonese Associates, on the land use planning element of the study. Fregonese Associates has developed three different land use scenarios that could help Fresno County create a truly transit supportive Fresno. These scenarios illustrate different ways Fresno could grow and how different density patterns affect investments in Bus Rapid Transit or streetcars in the future. This project is scheduled for completion in early 2011.

OPERATIONS

The FAX Operations Division is currently in its final phase of updating its security, safety, and procedures to provide a safe work environment for FAX bus drivers and a safe environment and professional ride for our passengers. Buses will be outfitted with eight cameras that will review what happens at all times inside and

outside a FAX bus. In addition, FAX police officers and transit supervisors will be able to monitor the inside of each bus from their car laptop computers. This project is anticipated to be completed by February 2011

The Operations department has upgraded its security within the administration building. Up-to-date digital video recorders (DVR) have replaced outdated VCR equipment. The completion this project allows the department to provide a more secure and safe environment for all employees.

Due to budget cutbacks, the department was forced to reduce services it provides for its passengers. These service reductions took effect on May 28, 2010. The reduction of service included reduction of the 15 minute service all day for four routes to 15 minute service only during peak hours, and the reduction of all routes to hourly service after 7:00 p.m.

MAINTENANCE

Today, more than half of the standard bus fleet at FAX is comprised of Compressed Natural Gas (CNG) propulsion systems. FAX maintenance division has partnered with Cummins Engineering Team and in 2010 have been successful creating a CNG system that continues to improve in reliability. The Division impetus is in line with the City of Fresno's clean air commitment/vision to help the air quality issues in the valley.

In addition, FAX will invest in the Compressed Natural Gas Fueling Station. This will include an additional compressor to improve service reliability. A dispenser will be added this year as well, to improve our customer service during peak periods and reduce the customers fueling wait time.

FAX continues to improve passenger amenities and bus stop signs with the installation of new transit signs this year, throughout the FAX system. FAX has a program for the replacement and rehabilitation of older stops. This, along with major cement and curb & gutter repairs, has helped to improve the system appearance and performance

FAX Maintenance will take delivery of eleven new CNG buses built by Gillig, LLC scheduled for delivery this summer. The division will soon order 60' buses, which will help reduce many of the departments equipment needs during peak service periods.

The Maintenance Division will hire one additional mechanic and one service worker this year to help support the on-going needs of the department. The service worker will be an added resource to sustain an increased emphasis on bus cleanliness, including both exterior and interior.

PUBLIC INFORMATION AND COMMUNITY OUTREACH

During FY 2010, FAX continued to provide public information and outreach activities with the intent of increasing public awareness and ridership as well as improving public perception of bus transit in the FCMA. Transit services were promoted through advertising, participation in local events, agency presentations, facility tours, and by sharing essential public transportation information with community based organizations. FAX directed its outreach efforts toward the FCMA's diverse population through cultural, age, disability, and socio-economic sensitive communication. FAX used newspapers, posters, bus placards, schedule guides, maps, flyers, e-mail, and bus announcements to connect with the community. FAX continued to encourage passengers to share their concerns about the system through surveys and outreach events.

Nonprofit organizations took advantage of discounted interior advertising space on FAX buses. Agency messages informed passengers about social services, healthy living, health services, safety, education, community events, and also provided enjoyment through Poetry in Motion placards.

FAX continued to improve on time performance by expanding its use of electronic communications technology utilizing a Global Positioning Satellite (GPS) system, an Automatic Vehicle Location (AVL) component, and a Geographical Information System (GIS) element. Twenty-five public information "On Street" signs installed at the Manchester Transit Center (MTC), FAX Downtown Transit Center, Fresno Yosemite International Airport, Fresno and Shaw, and the Cesar E. Chavez Adult Education Center provided real-time bus arrival information to the riding public. General transit information and trip planning assistance was offered to customers in the FCMA through the FAX website, www.fresno.gov/fax, and in person at the FAX Manchester Transit Center office. In addition, FAX also partnered with Google Transit to provide transit trip planning online.

FAX Senior 7 service, enabling seniors 65 years of age and over to board any fixed-route bus on any day, at any time, for any purpose, absolutely free, has continued to be a very popular program.

III TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS

A. TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS, FY2007 through FY2009 Pacific Municipal Consultants (PMC) State Transportation Development Act (TDA) Requirement

In August 2010, Pacific Municipal Consultants (PMC) submitted to the Fresno Council of Governments, FAX's Triennial Performance Audit for FY2007 through FY2009. The audit assists the State of California in determining if FAX operates in compliance with applicable laws, rules, and regulations, as prescribed by the Transportation Development Act (TDA). The audit provided the following conclusions and 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. System wide, 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 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 (SRTP).

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 record the actual number of incidents. It is suggested that this data also be calculated based on the SRTP 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.

Conclusion

FAX has complied with the rules and regulations of the Transportation Development Act and based on our functional review of FAX operations is operating in an efficient and effective manner.

**B. TRIENNIAL PERFORMANCE REVIEW RECOMMENDATIONS,
FY2006 through FY2008
Interactive Elements Inc.
Federal Transit Administration (FTA) Requirement**

In May 2009, Century Diversified Incorporated (CDI) completed a triennial performance review of FAX management and operation practices for FY2006 through FY2008. The review was completed as required by the FTA under the Intermodal Surface Efficiency Act (ISTEA) of 1991. The Triennial Review focused on the City's compliance in 23 different areas. No deficiencies were found with the FTA requirements in 22 of the 23 areas. The City was deficient in the area of Technical. In addition, there were four advisory comments in the area of Safety and Security.

1. Technical

Basic Requirement: The grantee must be able to implement the Urbanized Area Formula Grant Program of Projects in accordance with the grant application, Master agreement, and all applicable laws and regulations, using sound management practices.

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

As a result of its Financial Management Oversight review (FMO) in March 2009, FAX is in the process of reviewing all its outstanding grants and closing those that can be closed as soon as possible. FAX is currently reviewing all its grants to provide the correct information for its milestone progress reports (MRPs). This Project Overview Section needs to include a concise summary of the status of the grant's projects, issues that are or may be affecting its timely completion, actions to mitigate unplanned delays, and a current estimate of the grant closeout date.

FAX has an oversight program that focuses on contractual and operational issues with its paratransit contractor. However, it does not focus on all the FTA requirements that do apply to contractors, e.g., Drug & Alcohol, reporting claims in excess of \$100,000, procurement, Title VI, ADA, and EEO.

Corrective Action: FAX must complete the Project Status Overview section for all its grants with the next submission of MRPs due July 31, 2009 and take steps to close out grants where possible.

FAX should explain in its next submission of MRPs, what actions will be or are being taken to mitigate the delays in these grants and provide a revised schedule for completing them.

FAX needs to provide FTA Region 9 by September 4, 2009 with written grants management procedures that address the application, tracking, drawdown, and closing of grants and the specific roles, responsibilities, and timeliness of FAX and City of Fresno personnel in supporting this process.

FAX should revise its existing oversight program to include procedures to ensure that contractors are properly reviewed to evaluate compliance with all applicable FTA requirements. A copy of the oversight program needs to be submitted to the FTA by August 4, 2009.

2. Safety and Security:

Basic Requirement: Any recipient of Urbanized Area Formula Grant Program funds must annually certify that it is spending at least one percent of such funds for transit security projects or that such expenditures for security systems are not necessary.

Under the safety authority provisions of the Federal transit laws, the Secretary has the authority to investigate the operations of the grantee for any conditions that appear to create a serious hazard of death or injury, especially to

patrons of the transit service. States are required to oversee the safety of rail fixed guide way systems through a designated oversight agency, per 49 CFR Part 659, Rail Fixed Guide way Systems, State Safety Oversight.

Under security, a list of 17 Security and Emergency Management Action Items has been developed by FTA and the Department of Homeland Security's Transportation Security Administration (TSA). This list of 17 items, an update to the original FTA Top 20 security action items list, was developed in consultation with the public transportation industry through the Mass Transit Sector Coordinating Council, for which the American Public Transportation Association (APTA) serves as Executive Chair. Security and Emergency Management Action Items for Transit Agencies aim to elevate security readiness throughout the public transportation industry by establishing baseline measures that transit agencies should employ.

The goal of the FTA's Safety and Security Program is to achieve the highest practical level of safety and security in all modes of transit. To this end, FTA continuously promotes the awareness of safety and security throughout the transit community by establishing programs to collect and disseminate information on safety/security concepts and practices. In addition, FTA develops guidelines that transit systems can apply in the design of their procedures and by which to compare local actions. As such, many of the questions in this review area are designed to determine what efforts grantees have made to develop and implement safety, security, and emergency management plans. While there may be no specific requirements associated with all of the questions, grantees are encouraged to implement the plans, procedures, and programs referenced in these questions. For this reason, findings in this area will most often result in advisory comments rather than deficiencies.

Findings: During this Triennial Review of the City, the following advisory comments were made.

FAX is advised to:

- Develop and distribute public awareness materials on a system wide basis
- Provide ID badges for all visitors, employees, and contractors to control access to key critical facilities
- Conduct physical inspections of facilities to ensure access is controlled and that facilities are secure
- Establish a risk management process.

IV. FOLLOW-UP ON FY2009 FAX/HANDY RIDE PRODUCTIVITY EVALUATION RECOMMENDATIONS

A. Comply where feasible, with the Triennial Performance Audit Recommendations for FY2006 to FY2008.

Fresno Area Express has responded to all audit findings. The next audit will be in 2012 for the period of 2009 through 2011.

B. Implement recommendations from the annual element of the Short-Range Transit Plan for the Fresno-Clovis Urbanized Area.

The SRTTP was updated in July 2009. Next update is scheduled for July 2011.

C. Monitor the effectiveness of FY2008 service changes and evaluate potential service productivity improvements through the annual service evaluation planning process.

This is ongoing.

D. Pursue contracting of service and continue to consider the potential for and encourage private sector participation in the public transportation planning/service delivery process, and investigate other potential funding sources.

This is on-going.

- E. Continue to coordinate with other general public paratransit service providers to jointly provide the State-required 40 hours of specified training and behind-the-wheel instruction.**

This is on-going.

- F. Address responsibilities under the Americans with Disabilities Act of 1990. More specifically, address FAX operator's requirements to announce major streets and transfer points.**

This is on-going.

- G. Address responsibilities under the Clean Air Act of 1990, the San Joaquin Valley Air Pollution Control District Clean Air Plan, the City of Fresno Transportation Management Plan, and the Fresno Council of Governments air quality planning efforts.**

This is on-going

- H. Coordinate Congestion Management Plan requirements with the Fresno Council of Governments.**

FAX continues to participate in air quality-related activities. Staff has coordinated with FRESNO COG in the development of a transit element for the "Fresno County Congestion Management Plan."

- I. Implement recommendations from the FAX and Handy Ride customer satisfaction surveys when possible.**

FAX uses the information from each survey to correct and modify service and will continue to make adjustments to service as warranted.

- J. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of public transit.**

FAX is available to provide outreach to any and all community groups and will continue to develop a marketing campaign on the benefits of transit.

V. HIGHLIGHTS OF PRODUCTIVITY DATA

FRESNO AREA EXPRESS

Fresno Area Express ridership for FY10 was calculated utilizing a stratified sampling plan developed by Beng Ong, Ph.D., of California State University, Fresno. The development of this sampling plan was initiated by the U.S. Department of Transportation, who indicated our previous plan did not have sufficient sample size.

FAX ridership decreased by 2.62 percent from 18.0 million in FY09 to 17.6 million in FY10. As noted in Section II above, FAX experienced no significant service changes during this reporting period. Therefore, there was little change to service miles and hours. Total service miles decreased 2.26 percent (4,586,748 miles) from the previous year and total revenue hours decreased 1.60 percent (391,873) in FY10.

The farebox recovery ratio remained relatively flat at 23.4%, down from 24.21% in FY09. This ratio continues to exceed the 20 percent State-mandated farebox recovery requirement. Operating cost per hour increased 1.67% from \$92.95 to \$94.53.

Table I-1
FAX Productivity Indicator Comparison
FY2009 vs. FY2010

Indicator	FY 2009	FY 2010	Percent Change
Passenger Trips	18,049,827	17,589,425	-2.62%
Passengers/Hour	45.34	44.89	-1.00%
Passengers/Mile	3.85	3.83	-0.52%
Cost/Mile	\$7.89	\$8.08	2.35%
Cost/Hour	\$92.95	\$94.53	1.67%
Farebox Ratio	24.21%	24.08%	-0.54%

HANDY RIDE

Handy Ride provided 238,707 trips during FY10, a 1.79 percent increase over FY09. Handy Ride productivity, as stated in Passengers per Hour in Table I-5 is 2.35 for FY10 compared to 2.25 the prior year. The total number of revenue miles increased 30.4 percent from 1,119,986 in FY09 to 1,609,206 in FY10. This increase was attributed to a software reporting issue that reported the data in kilometers instead of miles. This reporting change also affects Passengers Per Revenue Mile and Cost Per Revenue Mile, as reported in Table I-5. Revenue hours in FY10 decreased 2.49 percent from 104,318 to 101,788. All active vehicles operating in the fixed-route fleet are equipped with wheelchair lifts. Demand-response and fixed-route services continue to operate in compliance with ADA requirements. In FY2010, Handy Ride reported no trip denials.

Table I-2
Handy Ride Productivity Indicator Comparison
FY2009 vs. FY2010

Indicator	FY 2009	FY 2010	Percent Change
Passenger Trips	234,423	238,707	1.79%
Revenue Miles	1,119,986	1,609,206	30.40%
Revenue Hours	104,318	101,788	-2.49%
Farebox Revenue	\$154,557	\$159,434	3.06%
Taxi Trips	0	0	0.00%
Operating Cost	\$5,833,318	\$5,979,628	2.45%

**VI. FRESNO AREA EXPRESS/HANDY RIDE: FY2009-2010
PRODUCTIVITY COMMITTEE RECOMMENDATIONS**

- A. Comply, where feasible, with the Triennial Performance Audit Recommendations for FY2006 through FY2008.
- B. Implement recommendations from the annual element of the “Short-Range Transit Plan for the Fresno-Clovis Urbanized Area.”
- C. Pursue contracting of service and continue to consider the potential for and encourage private sector participation in the public transportation planning/service delivery process, and investigate other potential funding sources.
- D. Continue to coordinate with other general public paratransit service providers to jointly provide the State required 40 hours of specified training and behind-the-wheel instruction.
- E. Address responsibilities under the Americans with Disabilities Act of 1990. More specifically, address FAX operator’s requirements to announce major streets and transfer points.
- F. Address responsibilities under the Clean Air Act Amendments of 1990, the San Joaquin Valley Unified Air Pollution Control District Air Quality Plan, the City of Fresno Transportation Management Plan, and the Fresno Council of Governments Transportation Control Measures Plan, and Congestion Management System (CMS).
- G. Implement recommendations from the FAX and Handy Ride customer satisfaction surveys when possible.
- H. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of public transit.
- I. Continue to work with major employers in the Fresno-Clovis Metropolitan Area to determine the demand for new or improved transit services.
- J. Prepare and adopt updated Short Range Transit Plans / Operation Program and budget

Table I-3
Summary of Key Operational Indicators
FRESNO AREA EXPRESS
Fiscal Years 2007 through 2010

Fiscal Year Ending June 30	FY07	FY08	FY09	FY10
Operating Costs	\$33,670,221	\$36,717,970	\$37,005,244	\$37,043,267
Total Actual Vehicle Revenue Service Hours	366,378	399,132	398,128	391,873
Total Actual Vehicle Revenue Service Miles	4,335,012	4,661,278	4,690,193	4,586,748
Total Labor Hours	659,679	703,441	708,392	674,760
Unlinked Passenger Trips	15,542,564	16,925,826	18,049,827	17,589,425
Fare Revenue	\$7,819,099	\$8,850,097	\$8,960,167	\$8,655,263
Operating Cost/Passenger	\$2.17	\$2.17	\$2.05	\$2.11
Passengers/Vehicle Revenue Hour	42.42	42.41	45.34	44.89
Passengers/Vehicle Revenue Mile	3.59	3.63	3.85	3.83
Vehicle Revenue Hours/FTE*	984.89	1076.53	946.12	931.26
Farebox Recovery Ratio	23.22%	24.10%	24.21%	23.37%
Operating Cost/Revenue Mile	\$7.77	\$7.88	\$7.89	\$8.08
Operating Cost/Revenue Hour	\$91.90	\$91.99	\$92.95	\$94.53
Average Fare/Passenger	\$0.50	\$0.52	\$0.50	\$0.49
Total Revenue Service Interruptions	991	951	1,099	1,114
Percentage of Trips On Time	82.14%	77.14%	81.41%	83.00%

Table I-4
Summary of Key Operational Indicators
FRESNO AREA EXPRESS
Fiscal Years 2008 through 2010

Fiscal Year Ending June 30	FY07-08	FY08-09	FY09-10	FY08-10
Operating Costs	8.30%	0.78%	0.10%	9.11%
Total Actual Vehicle Revenue Service Hours	8.21%	-0.25%	-1.60%	6.51%
Total Actual Vehicle Revenue Service Miles	7.00%	0.62%	-2.26%	5.49%
Total Labor Hours	6.22%	0.70%	-4.98%	2.24%
Unlinked Passenger Trips	8.17%	6.23%	-2.62%	11.64%
Fare Revenue	11.65%	1.23%	-3.52%	9.66%
Operating Cost/Passenger	0.14%	-5.81%	2.65%	-2.86%
Passengers/Vehicle Revenue Hour	-0.04%	6.46%	-1.01%	5.49%
Passengers/Vehicle Revenue Mile	1.26%	5.65%	-0.35%	6.51%
Vehicle Revenue Hours/FTE*	8.51%	-13.78%	-1.60%	-5.76%
Farebox Recovery Ratio	3.65%	0.46%	-3.63%	0.61%
Operating Cost/Revenue Mile	1.40%	0.16%	2.31%	3.83%
Operating Cost/Revenue Hour	0.10%	1.03%	1.67%	2.78%
Average Fare/Passenger	3.79%	-5.33%	-0.88%	-2.24%
Total Revenue Service Interruptions	-4.21%	13.47%	1.35%	11.04%
Percentage of Trips On Time	-6.48%	5.25%	1.92%	1.04%

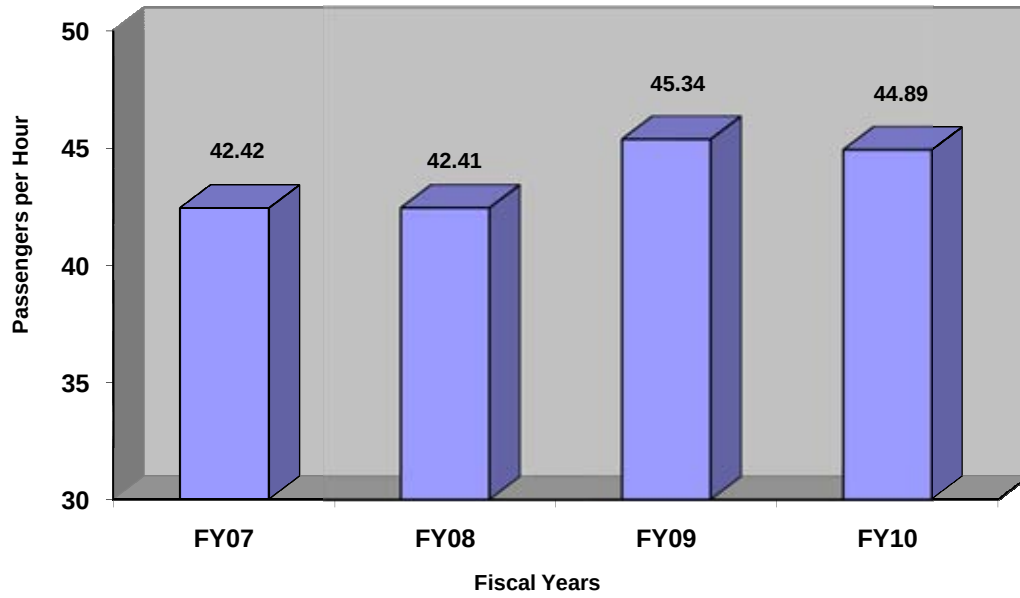
Table I-5
Summary of Key Operational Indicators
HANDY RIDE
Fiscal Years 2007 through 2010

Fiscal Year Ending June 30	FY07	FY08	FY09	FY10
Operating Costs	\$4,637,319	\$5,652,481	\$5,833,318	\$5,979,628
Total Actual Vehicle Revenue Hours	89,663	110,842	104,318	101,788
Total Actual Vehicle Revenue Miles	963,836	1,172,610	1,119,986	1,609,206
Unlinked Passenger Trips	146,693	222,428	234,423	238,707
Fare Revenue	\$114,096	\$145,253	\$154,557	\$159,434
Operating Cost/Passenger	\$31.61	\$25.41	\$24.88	\$25.05
Passengers/Vehicle Revenue Hour	1.64	2.01	2.25	2.35
Passengers/Vehicle Revenue Mile	0.15	0.19	0.21	0.15
Farebox Recovery Ratio	2.46%	2.57%	2.65%	2.67%
Operating Cost/Revenue Mile	\$4.81	\$4.82	\$5.21	\$3.72
Operating Cost/Revenue Hour	\$51.72	\$51.00	\$55.92	\$58.75
Average Fare/Passenger	\$0.78	\$0.65	\$0.66	\$0.67
Percentage of Trips On Time	91.6%	95.4%	95.3%	94.7%
Total Number of Taxi Trips	33,981	9,404	0	0

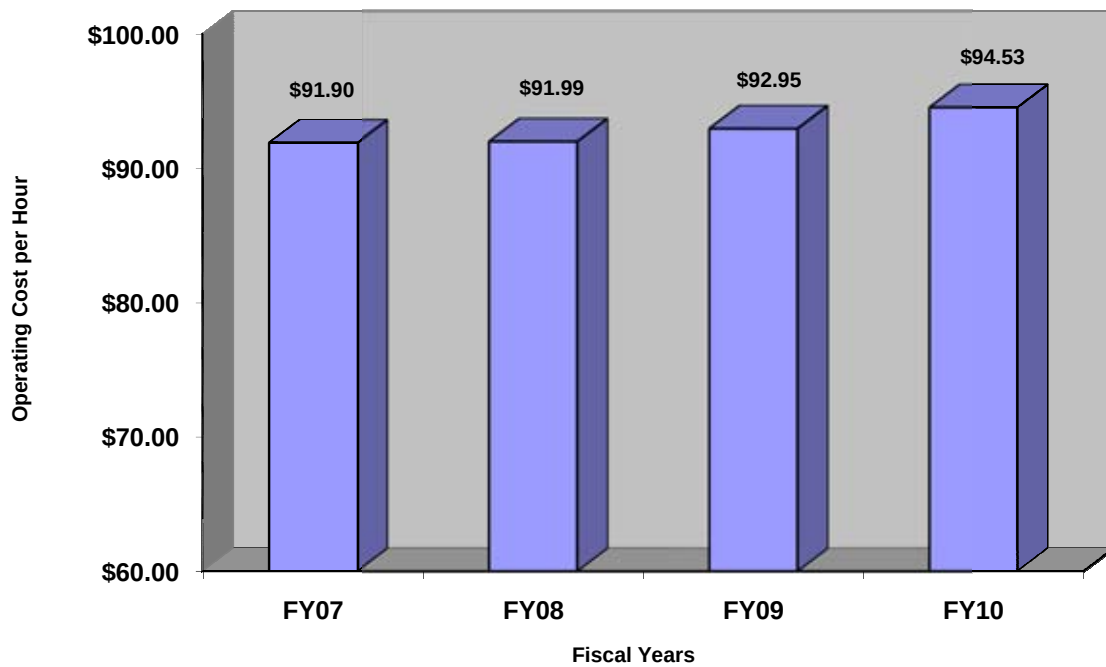
Table I-6
Summary of Key Operational Indicators
HANDY RIDE
Fiscal Years 2008 through 2010

Fiscal Year Ending June 30	FY07-08	FY08-09	FY09-10	FY08-10
Operating Costs	17.96%	3.10%	2.45%	22.45%
Total Actual Vehicle Revenue Hours	19.11%	-6.25%	-2.49%	11.91%
Total Actual Vehicle Revenue Miles	17.80%	-4.70%	30.40%	40.10%
Unlinked Passenger Trips	34.05%	5.12%	1.79%	38.55%
Fare Revenue	21.45%	6.02%	3.06%	28.44%
Operating Cost/Passenger	-24.40%	-2.13%	0.66%	-26.20%
Passengers/Vehicle Revenue Hour	18.47%	10.70%	4.18%	30.24%
Passengers/Vehicle Revenue Mile	19.76%	9.37%	-41.10%	-2.60%
Farebox Recovery Ratio	4.25%	3.01%	0.63%	7.72%
Operating Cost/Revenue Mile	0.19%	7.45%	-40.17%	-29.48%
Operating Cost/Revenue Hour	-1.42%	8.80%	4.81%	11.96%
Average Fare/Passenger	-19.10%	0.95%	1.29%	-16.45%
Percentage of Trips On Time	3.97%	-0.05%	-0.63%	3.32%
Total Number of Taxi Trips	-261.35%	100.00%	0.00%	0.00%

Passengers/Revenue Hour
Fixed-Route
Exhibit I-1

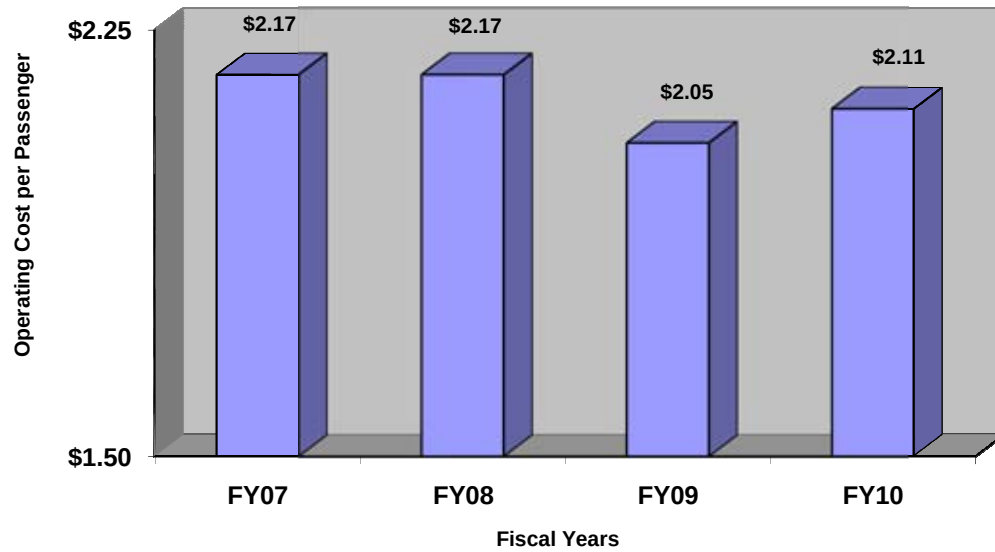


Operating Cost/Revenue Hour
Fixed-Route
Exhibit I-2



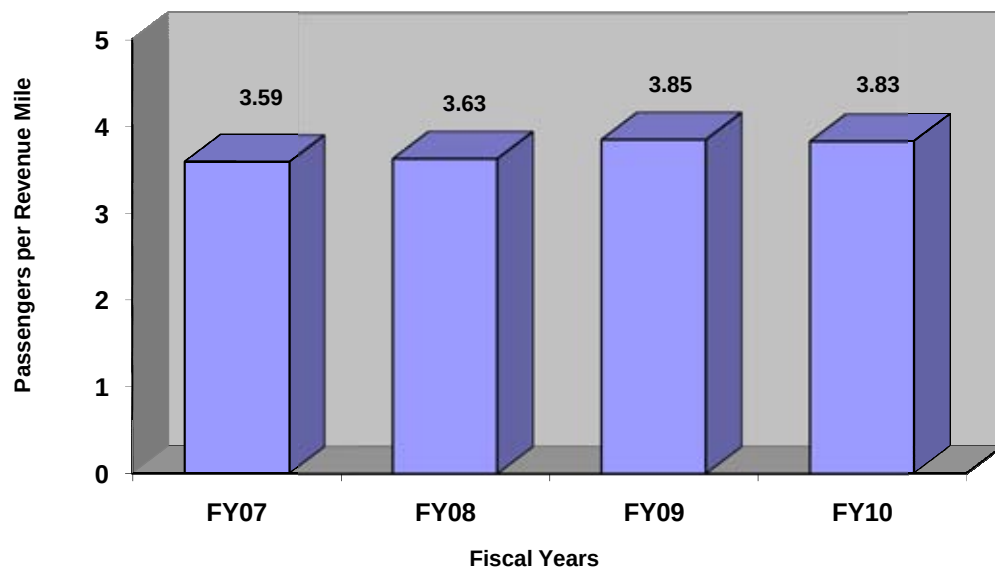
Operating Cost/Passenger

Fixed-Route
Exhibit I-3



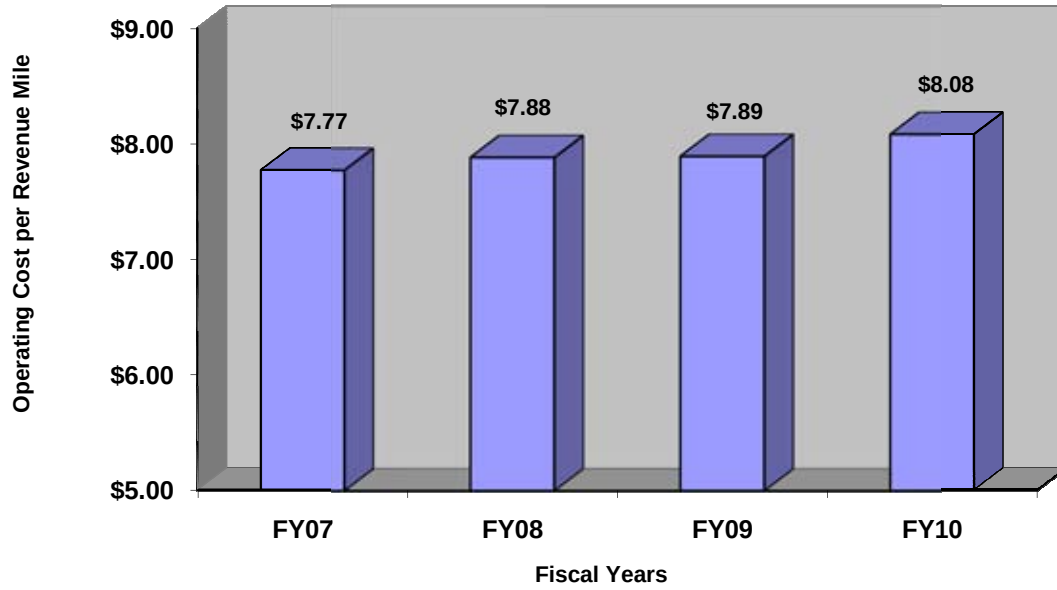
Passengers/Revenue Mile

Fixed-Route
Exhibit I-4



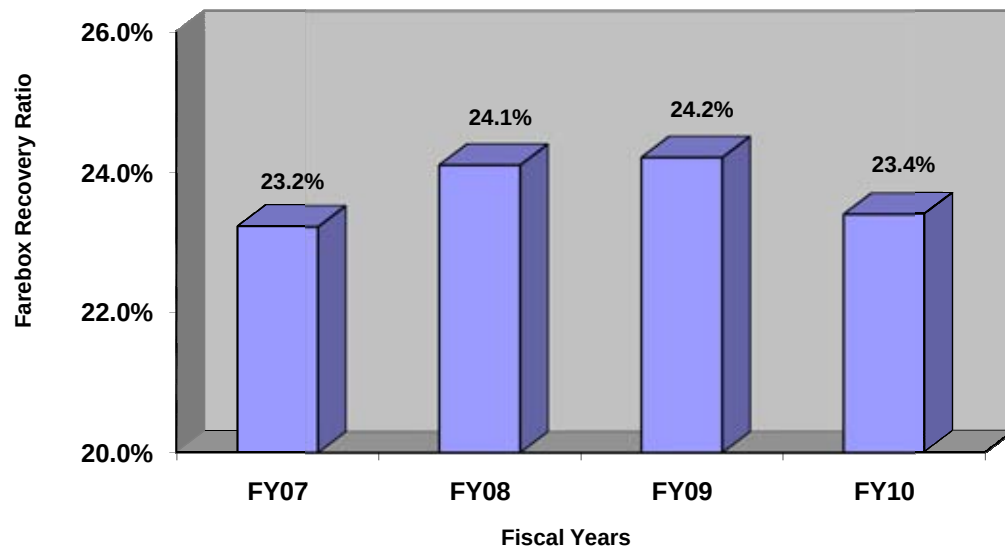
Operating Cost/Revenue Mile

Fixed-Route
Exhibit I-5

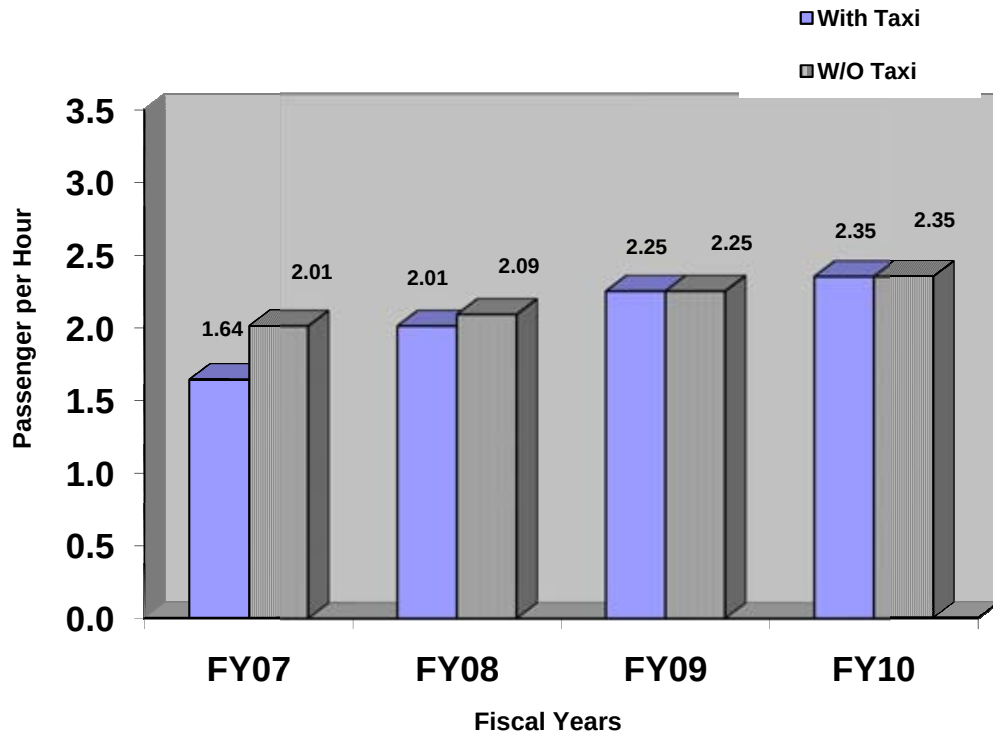


Farebox Recovery Ratio

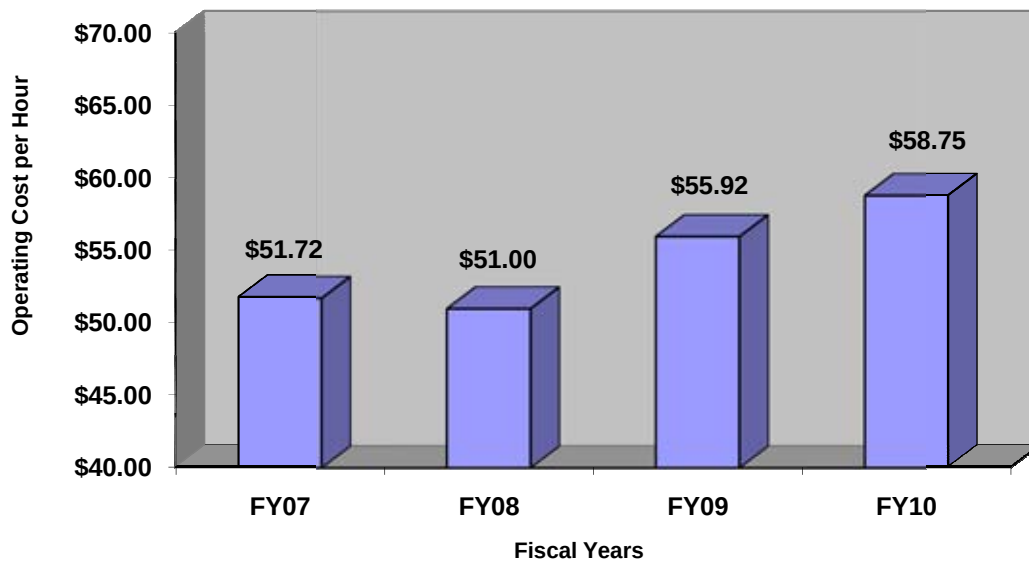
Fixed-Route
Exhibit I-6



Passengers/Revenue Hours
Handy Ride
Exhibit I-7

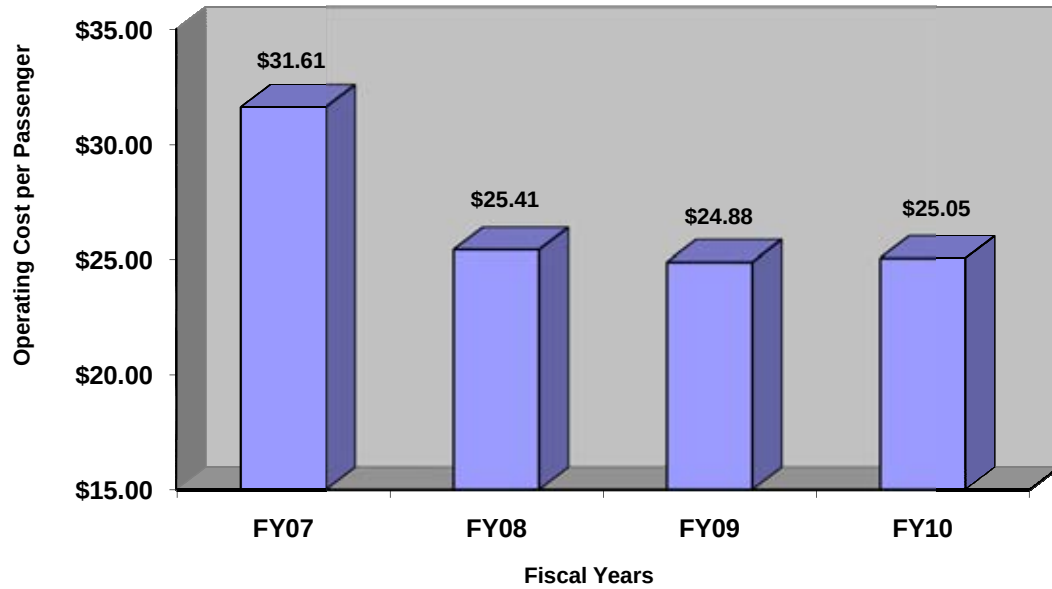


Operating Cost/Revenue Hour
Handy Ride
Exhibit I-8



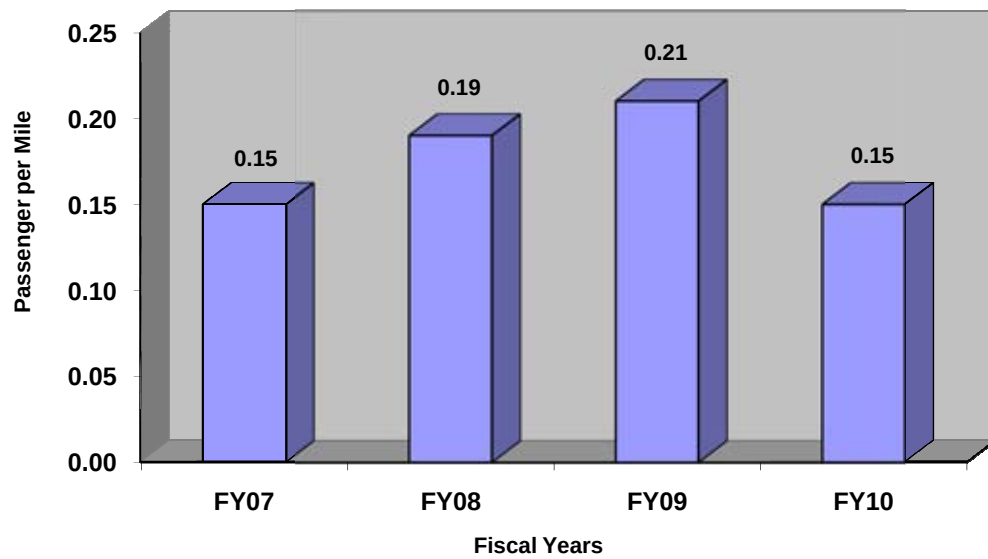
Operating Cost/Passenger

Handy Ride
Exhibit I-9



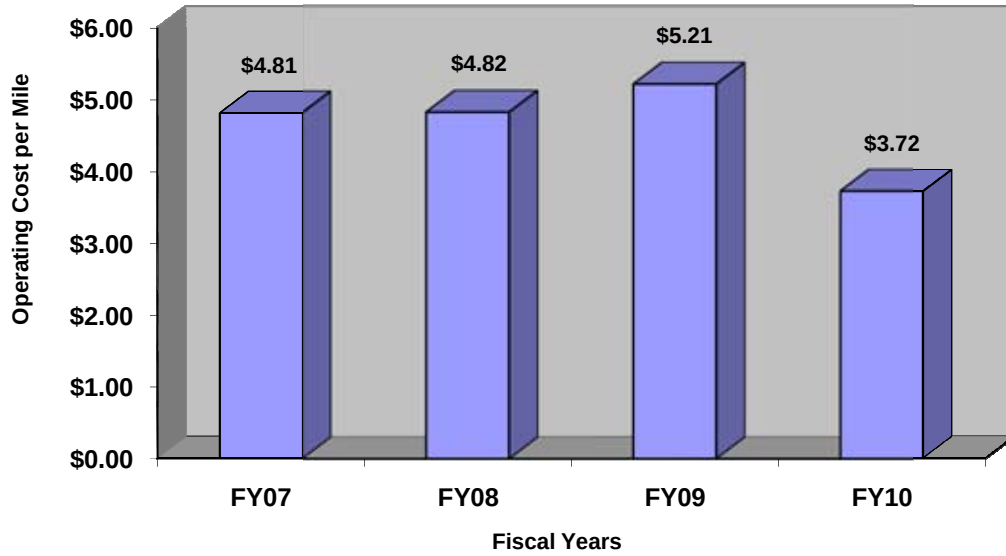
Passengers/Revenue Mile

Handy Ride
Exhibit I-10



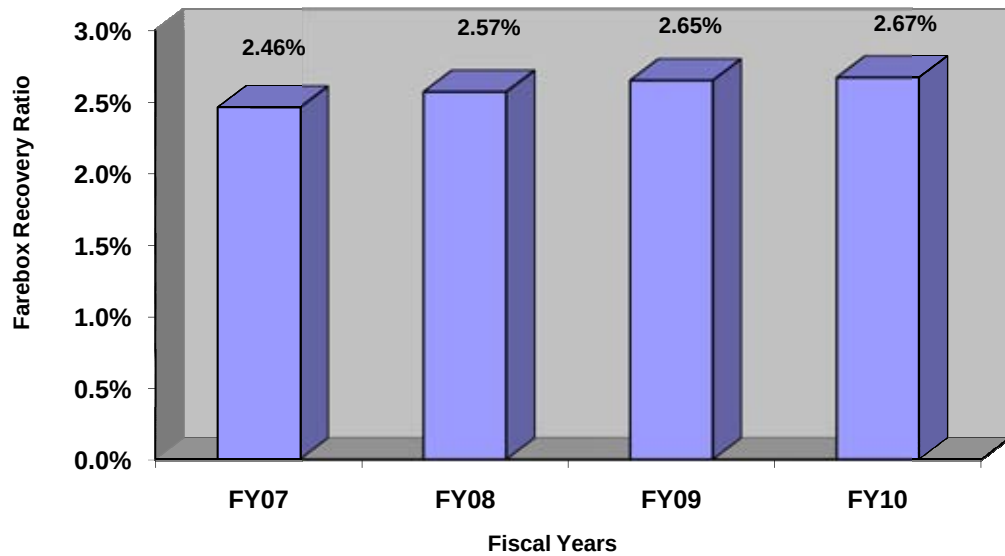
Operating Cost/Revenue Mile

Handy Ride
Exhibit I-11



Farebox Recovery Ratio

Handy Ride
Exhibit I-12



Section II

Clovis Transit:

Stageline
And
Roundup

Clovis Transit
155 N. Sunnyside Avenue
Clovis, CA 93611
559-324-2770
www.ci.clovis.ca.us

SECTION II

2009-2010 PRODUCTIVITY EVALUATION

CLOVIS TRANSIT

I. SUMMARY DESCRIPTION OF SERVICES

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

Clovis Stageline provides fixed-route, general public service. This service was originally offered in July 1980 as demand-responsive, replacing fixed route service formerly provided by FAX. From 1991 through 1999, the Stageline service was converted to a fixed-route, general public service operated by various contractors over the nine year period. In February of 1999, Clovis Transit issued a Request for Proposals for the fixed-route Stageline service. Clovis City Council approved the rejection of all proposals and allowed for the services to be offered by City of Clovis staff. City of Clovis staff took over the Stageline system effective September 1, 1999. The change allowed for improvements in the system, such as better coordination between the drivers and management. It also offers a larger pool of drivers for staff changes in both Roundup and Stageline.

Roundup service began operations in January 1979 and was originally funded with an Older Americans Act grant. As Aging Grant funding was eliminated, the City allocated Measure C funds and utilized Local Transportation Funds. In FY 1988, weekday demand-responsive service was expanded to include trips to Fresno based on a zonal fare. In April 1988, Clovis designated its Roundup service solely as a CTSA function. The current system operates trips into Fresno weekdays from 7:00a.m. to 4:00 p.m., within Clovis weekdays 6:15 a.m. to 6:15 p.m., and weekends within Clovis from 7:30 a.m. to 3:30 p.m. upon demand. Demand responsive trip requests can be made 14 days in advance.

Continuing operational concerns and projects for FY 10 included: a) close monitoring of on-time performance on fixed-route service especially with the route changes that were effective July, 2010; b) close monitoring of on-time performance for demand-responsive service with focus on frail elderly and disabled riders; c) coordination with apartment and office complexes to keep trees trimmed to allow bus access to the closest point or designate restricted drop off points within the complex to accommodate elderly and disabled riders; d) focus on reducing utilization of Measure C funding to maintain farebox ratio for both Stageline and Roundup services; e) coordination with local schools regarding services; f) work closely with Planning and Development department on future site plans to accommodate transfer points and construction during plan development review process; g) completion of full ADA compliance at all bus stop locations using a Prop1B grant; and h) expansion of services as the City continues to grow.

II. SIGNIFICANT SERVICE CHANGES OR ACTIVITIES

During FY 09-10, many significant service changes were completed, primarily due to budget constraints. The first changes were effective August, 2009 and included the suspension of weekend Stageline service; the elimination of the night and weekend taxi voucher program for ADA approved residents, and a \$.25 fare increase for all fare levels on both Roundup and Stageline except the free and disabled fare which remains unchanged. As with most public agencies in California, Clovis Transit has experienced a large reduction in funding from the state. The Measure C funded free Stageline rides for seniors is still in effect as is the additional bus added to Route 50.

Also during FY 09-10, Clovis Transit was approved for Proposition 1B grants for the following projects:

- Camera systems for the remaining 14 buses in the fleet that were not outfitted with cameras during the first phase. The systems have 5 cameras per bus with four showing at any one time. The view of the wheelchair door is only shown when the door is open at which point the view out the front window is not visible. The cameras have helped with security and safety for the passengers and drivers.
- ADA bus stop improvements were funded in the amount of \$94,397. This includes concrete for ADA compliance and bus stop furniture at some locations.
- Zonar Systems was funded in the amount of \$48,000. Zonar is an electronic pre-trip software and hardware system that uses a handheld device to complete a pre-trip inspection and sends the data to the shop electronically. It also includes a GPS system that allows for immediate notification of the location of a bus. Idle and stop reports are also available to improve efficiency and fuel consumption.

Upcoming projects for FY 10-11 include:

- Route changes on all Stageline fixed-routes in July 2010. This includes an extension of Route 10 to the northwest segment of Clovis, the conversion of Route 65 to a Flex-Route, three buses on each route which allows for more recovery time while still providing a 30-minute headway for passengers.
- Installation of solar lighting at bus stops through the use of a Proposition 1B Homeland Security Grant.
- Reinstatement of Saturday Stageline service.
- Delivery of two new wheelchair accessible mini-vans.
- Coordination and installation of a regional farebox system with Fresno County Rural Transit and Fresno Area Express.

Rising fuel costs and additional facilities costs charged by City Hall have affected the overall operating costs both Roundup and Stageline. The fare increase in August 2009 has helped maintain the same farebox ratio even with the additional expenses

System wide accomplishments for Clovis Transit during FY 10 include:

- Changes to service including a fare increase, elimination of weekend Stageline service and the weekend and evening taxi voucher program. While the changes were difficult, it allowed us to keep core services in operation during this difficult financial time.
- Extensive planning for Stageline route changes effective in August 2010.
- Continued discussion and coordination with Fresno Area Express and Fresno County Rural Transit regarding a regional farebox system.

SERVICE

Service improvements have been made throughout Clovis Transit services by utilizing Measure C funds. While Clovis Transit hoped to make additional service improvements with the addition of new buses received in Spring, 2009, the economic downturn has caused cuts in State Transit Assistance and Local Transportation Funds, and much lower than expected Measure C revenue have halted any plans for expansion.

PLANNING

The consultant hired to review the fixed-route service offered multiple options for improvement to Clovis Transit services. Staff has reviewed the consultant's recommendations and has devised a combination of the suggestions discussed in the consultant's final recommendations. Some of the improvements considered include minor changes to existing routes such as the removal of bus stops that are too close together, service to areas currently without service, deviated fixed-route service to areas which currently have fixed-route service but low ridership, and east/west service on Herndon Avenue at the north end of Clovis. While the need for further transit services is evident, the current economic situation does not lend itself to funding for new services.

Clovis Transit has a good working relationship with the City's Streets and Maintenance Divisions to maintain stop locations, and place signs and postings in a quick and efficient manner. Coordination with the City's Engineering Department on the location of bus stop signs and routes has helped reduce any problems of traffic congestion or inappropriate stop locations. The parks division quickly responds to requests for tree trimming that affect the routes or bus stops. During FY 08-09 an analysis of all transit bus stops was completed to evaluate which stops are ADA compliant and which need work to be compliant. Work on non-ADA compliant bus stops will occur in FY 09-10 to bring the stops within compliance standards. All bus stops signs will be replaced during FY 09-10 to bring them in compliance with ADA regulations.

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

MARKETING

Radio advertising has continued; some of it advertising trade for trolley rental time. New maps and brochures were printed when some bus stops were removed and a minor route change made to Route 50. Clovis Transit route maps are located within the FAX schedule guide. All route maps and schedules are on the City of Clovis website, as well as the FAX website, and are regularly utilized. For passenger convenience, bus passes may be purchased at Clovis City Hall, Fresno State University, Clovis Check Cashing, or by mail.

III. FOLLOW-UP ACTIONS ON THE TRIENNIAL PERFORMANCE AUDIT FISCAL YEARS 2007-2009

PMC completed the latest Triennial Performance Audit of the City of Clovis Transit System in June 2010. The audit concluded that during the audited period the City of Clovis was conducting its transit operations in an effective manner. The audit recommended the following:

1. 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.

Comments: This change will be enacted during the next State Controller's Report

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.

Comments: A system for tracking the specific data recommended will be implemented.

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.
- Triennial Performance Audit 37 City of Clovis Transit Services

- 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.

Comments: With the addition of Zonar systems with GPS data in late 2010, Clovis Transit will have detailed information available regarding on-time performance. That information in addition to driver's trip sheet information will provide a good snap shot of on-time performance.

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.

Comments: Enforcement of the no-show policy is ongoing including a no-show log, contacting passengers and suspensions as necessary.

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.

Comments: The City's Finance Department will make every effort to ensure timely submission of the State Controller's Report.

IV. FOLLOW-UP ON FY 2009 PRODUCTIVITY EVALUATION COMMITTEE RECOMMENDATIONS

A. Comply, where feasible, with the FY07 through FY09 TDA Triennial Performance Audit Recommendations.

This is ongoing

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

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

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

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

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

This is ongoing. During FY 09-10 Clovis Transit and FAX have continued work on a regional farebox system to make travel easier for passengers.

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

Full compliance has been obtained. All vehicles are accessible.

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

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

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

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

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

With the passage of Measure C in November 2006, Clovis Transit has implemented some of the services listed in the Measure C Expenditure Plan that was presented to the voters. However, Measure C revenue is considerably less than projected and not all services can be provided.

V. HIGHLIGHTS OF PRODUCTIVITY DATA

CLOVIS STAGELINE

- Stageline ridership decreased 7.8% over FY 09 with total ridership decreasing from 211,502 to 194,947. Due to budgetary constraints, weekend service was suspended in August 2009 which is cause for the overall reduction in ridership.
- Vehicle service hours decreased 9.3% from 21,542 to 19,538. The decrease was caused by the suspension of weekend Stageline service.
- Vehicle service miles experienced a decrease of 12.0% over FY 09 with total vehicle service miles decreasing from 354,412 to 311,961. This decrease is also caused by the suspension of weekend service.
- Farebox revenue ratio prior to Measure C funds decreased from 8.4% to 8.1% in FY 09; the City subsidy of Measure "C" funding was needed to meet the State mandate of 20%.
- Overall, the past year as a fixed route system, Stageline performance indicators reflected a 1.6% increase in passenger/hour (9.98) and passenger/mile increased 3.3% from .60 to .62. Operating costs increased from \$85.54 per vehicle hour to \$86.28 per vehicle hour primarily due to increased fuel costs and overhead.
- Vehicle hours/employee decreased 9.3% from 1,657 to 1,503 with the suspension of weekend service. Operational subsidy per passenger decreased from \$8.17 in FY09 to \$7.94 in FY 01.

CLOVIS CTSA/ROUNDUP

- Clovis CTSA/Roundup services carried 57,367 riders in FY 10, a decrease of 1.6% over FY09. It is important to note that the number of trips into Fresno has continued to increase. In FY 08, 63% of the trips were within Clovis and 37% into Fresno. In FY 09, 59% of the trips were within Clovis and 41% into Fresno. In FY 10, 57% of the trips were within Clovis and 43% into Fresno. Trips into Fresno are a longer distance and therefore negatively affect the number of passenger trips that can be completed per hour and per mile. Also, with the suspension of weekend Stageline, weekend Roundup trip was able to be limited and still maintain ADA compliance.

Productivity data on Roundup trip destinations are illustrated below:

Fiscal Year	Fresno	Clovis	Total	% Change
FY 07	17,539	30,055	47,594	4.5%
FY 08	20,497	35,148	55,645	16.9%
FY 09	24,012	34,268	58,280	4.7%
FY 10	24,668	32,699	57,367	-1.6%

- The supplemental night and weekend taxi voucher program was suspended in August 2009. Most of those passengers were able to shift to other transportation options.
- Total vehicle hours decreased from 28,809 in FY 09 to 27,809 in FY10. This 3.5% decrease is consistent with the reduction in ridership experienced during FY10.
- Total vehicle miles increased from 371,651 in FY 09 to 375,063 in FY 10 or a 0.9% increase in miles. This is consistent with the increase in Clovis to Fresno trips noted above.
- Operating costs increased from \$1,672,364 to \$1,935,337 due to increase fuel costs, and City imposed additional overhead costs for the office space and facilities.
- Clovis CTSA/Roundup Service fares increased from \$89,206 in FY 09 to \$102,562 in FY 10 (14.9%) due to a fare increase in August, 2009. Farebox ratio without Measure C was unchanged at 5.3%. The combination of farebox revenue and Measure C funds allows Roundup to maintain a 10% State mandate farebox ratio.
- Overall, the past year Clovis CTSA/Roundup service performance indicators reflect a 2.0% increase in passenger/hour (2.06) and passenger/mile decreased from .16 to .15. Operating costs increased 15.7% in FY 10 due to increased overhead and facilities costs from City Hall. Cost/vehicle hour increased 19.9% from \$58.05 in FY09 to \$69.60 in FY10.
- Vehicle hours/employee decreased by 3.4% over the prior year to 1,854.

**VI. CLOVIS STAGELINE/ROUNDUP: 2010 PRODUCTIVITY EVALUATION COMMITTEE
RECOMMENDATIONS**

- A. Comply, where feasible, with the FY07 through FY09 TDA Triennial Performance Audit Recommendations.*
- B. Continue to monitor effectiveness of Stageline service, optimize routing, and seek ways to increase ridership to maintain the State-mandated 20% farebox ratio without continued reliance on Measure C farebox subsidy.*
- C. Continue to improve CTSA potential through increased coordination and consolidation with local social service transportation providers to reduce its reliance on Measure C farebox subsidy.*
- D. Continue to coordinate with FAX to consolidate services for maximum efficiency and effectiveness.*
- E. Implement responsibilities under the Americans with Disabilities Act of 1990.*
- F. Address responsibilities under the Clean Air Act of 1990, the San Joaquin Valley Unified Air Pollution Control District Clean Air Plan, the Fresno Council of Governments Transportation Control Measures Plan and Congestion Management Plan (CMP).*
- G. Coordinate with the Fresno County Department of Social Services to plan and implement transportation strategies focused on addressing the State mandates Welfare to Work - CalWorks Program.*
- H. Prepare and adopt updated Short Range Transit Plans/Operation Program and Budget to reflect the inclusion of Measure C funded programs.*

Table II - 1
Clovis Stageline
Annual Productivity Trends FY 2008-2010

Indicator	2008	2009	2010	07-08	08-09	09-10
Total Passengers	184,264	211,502	194,947	20.4%	14.8%	-7.8%
Total Hours	20,015	21,542	19,538	19.1%	7.6%	-9.3%
Total Mileage	334,461	354,412	311,961	21.2%	6.0%	-12.0%
Operating Cost	\$1,697,431	\$1,842,611	\$1,685,682	29.5%	8.6%	-8.5%
Farebox Revenue*	\$339,486	\$368,522	\$337,136	29.5%	8.6%	-8.5%
Employees (FT Equivalent)	13	13	13	26.8%	0.0%	0.0%
Passenger/Hour	9.21	9.82	9.98	1.0%	6.6%	1.6%
Passenger/Mile	0.55	0.60	0.62	0.0%	9.1%	3.3%
Cost/Vehicle Hour	\$84.81	\$85.54	\$86.28	8.8%	0.9%	0.9%
Cost/Vehicle Mile	\$5.08	\$5.20	\$5.40	6.9%	2.4%	3.8%
Veh Hrs/Employee	1,539	1,657	1,503	-6.1%	7.7%	-9.3%
Cost Per Passenger	\$9.21	\$8.71	\$8.65	7.6%	-5.4%	-0.7%
Measure C Funds	\$193,174	\$213,516	\$199,783	50.1%	10.5%	-6.4%
Op Subsidy/Passenger	\$8.42	\$8.17	\$7.94	9.5%	-3.0%	-2.8%
Farebox Incl. Measure C	20%	20%	20%	0.0%	0.0%	0.0%
Farebox Ratio w/o Meas.C	8.6%	8.4%	8.1%	-15.7%	-2.3%	-3.6%

*Includes Measure C Funds
OP Subsidy/Passenger calculated by:
Operating costs minus farebox revenue divided
by total passengers.

Table II - 2
Clovis Roundup
Annual Productivity Trends FY 2008-2010

Indicator	2008	2009	2010	07-08	08-09	09-10
Total Passengers	55,645	58,280	57,367	16.9%	4.7%	-1.6%
Total Hours	26,185	28,809	27,807	18.7%	10.0%	-3.5%
Total Mileage	339,160	371,651	375,063	18.2%	9.6%	0.9%
Operating Cost	\$1,492,983	\$1,672,364	\$1,935,337	8.6%	12.0%	15.7%
Farebox Revenue*	\$149,298	\$167,236	\$193,534	8.6%	12.0%	15.7%
Employees (FT Equivalent)	14	15	15	47.4%	7.1%	0.0%
Passenger/Hour	2.13	2.02	2.06	-1.4%	-5.2%	2.0%
Passenger/Mileage	.16	.16	.15	-5.9%	0.0%	-6.3%
Cost/Vehicle Hour	\$57.02	\$58.05	\$69.60	-8.6%	1.8%	19.9%
Cost/Vehicle Mile	\$4.40	\$4.50	\$5.16	-8.2%	2.3%	14.7%
Veh Hrs/Employee	1,870	1,920	1,854	-19.4%	2.7%	-3.4%
Cost Per Passenger	\$26.83	\$28.70	\$33.74	-7.1%	7.0%	17.6%
Measure C Funds	\$70,496	\$78,028	\$90,972	8.3%	10.7%	16.6%
Op Subsidy/Passenger	\$25.41	\$27.16	\$31.95	-7.2%	6.9%	17.6%
Farebox Incl. Measure C	10%	10%	10%	0.0%	0.0%	0.0%
Farebox Ratio w/o Meas.C	5.3%	5.3%	5.3%	0.0%	0.0%	0.0%

*Includes Measure C Funds
OP Subsidy/Passenger calculated by: Operating costs minus farebox revenue, divided by total passengers

Exhibit II-1
Clovis Roundup Passengers/Revenue Hour

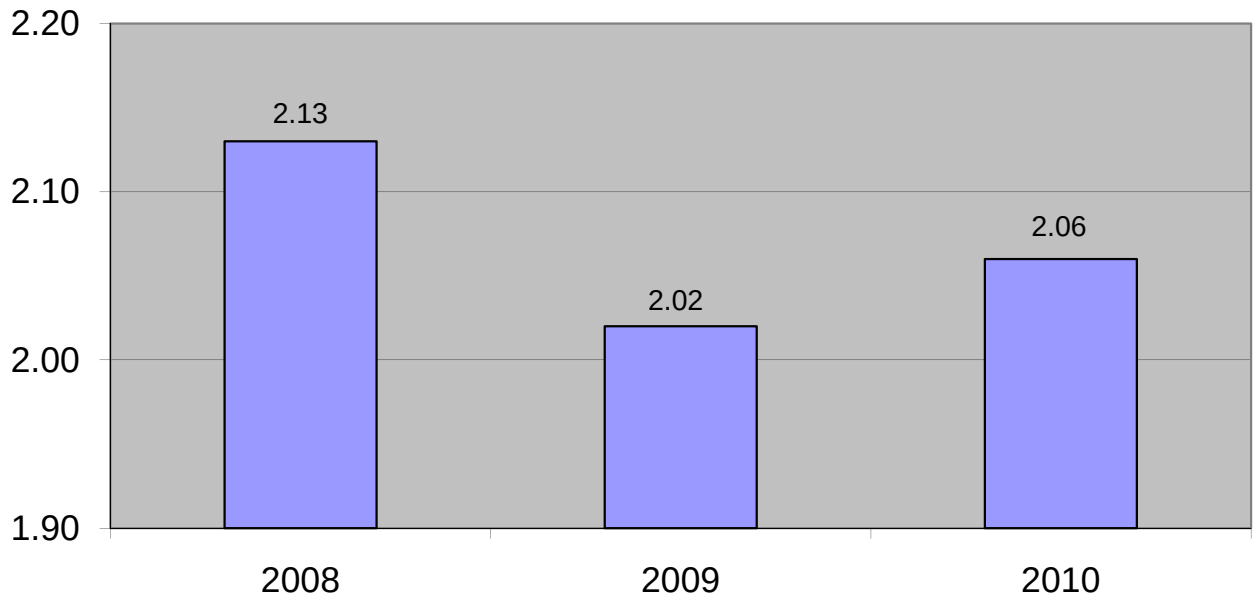


Exhibit II-2
Clovis Roundup Passengers/Revenue Mile

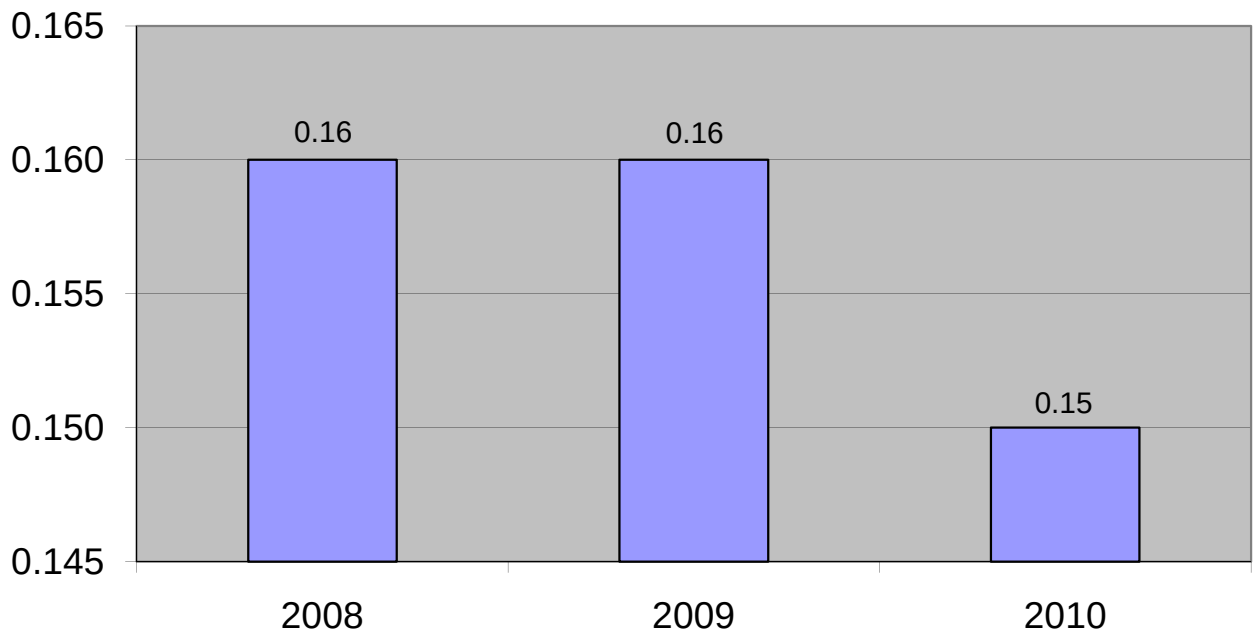


Exhibit II-3
Clovis Roundup Cost/Revenue Hour

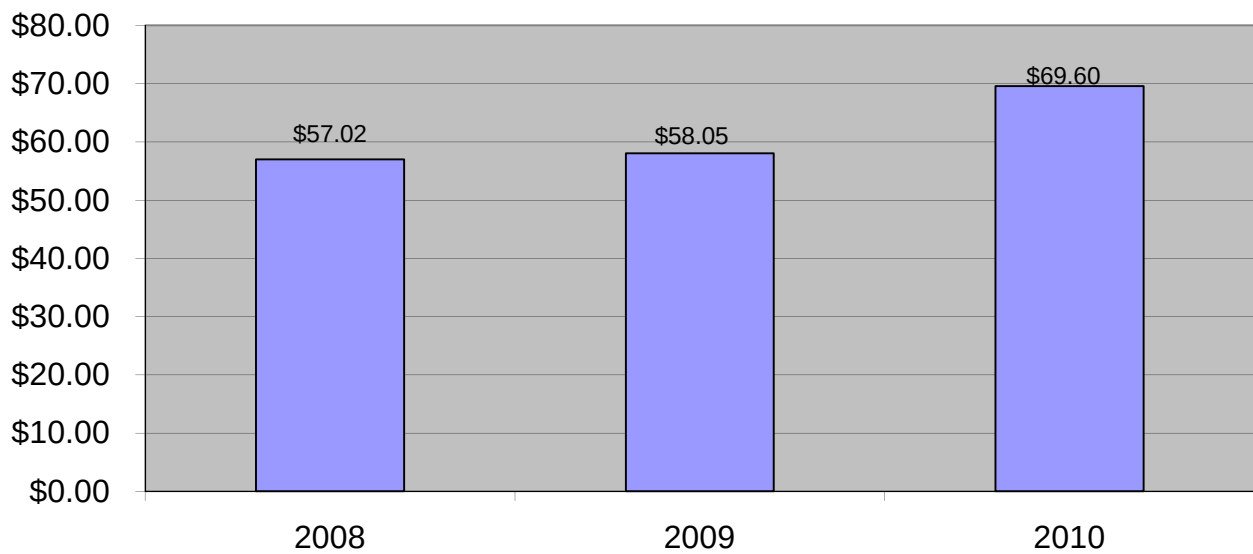


Exhibit II-4
Clovis Roundup Cost/Revenue Mile

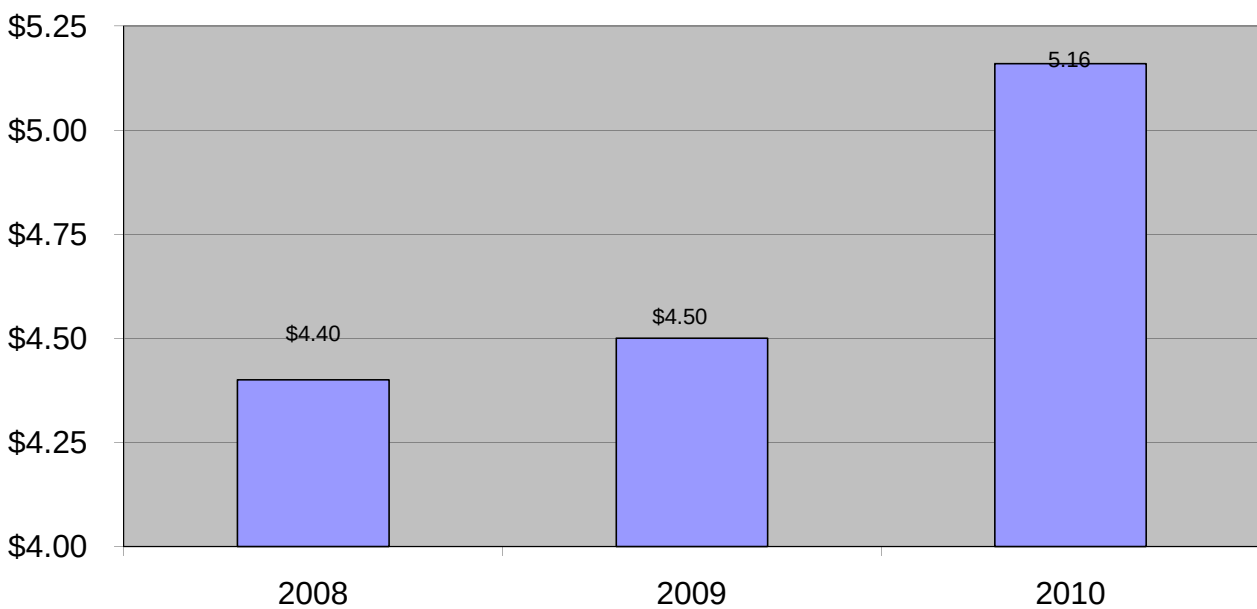


Exhibit II-5
Clovis Roundup Farebox Recovery Less Measure C

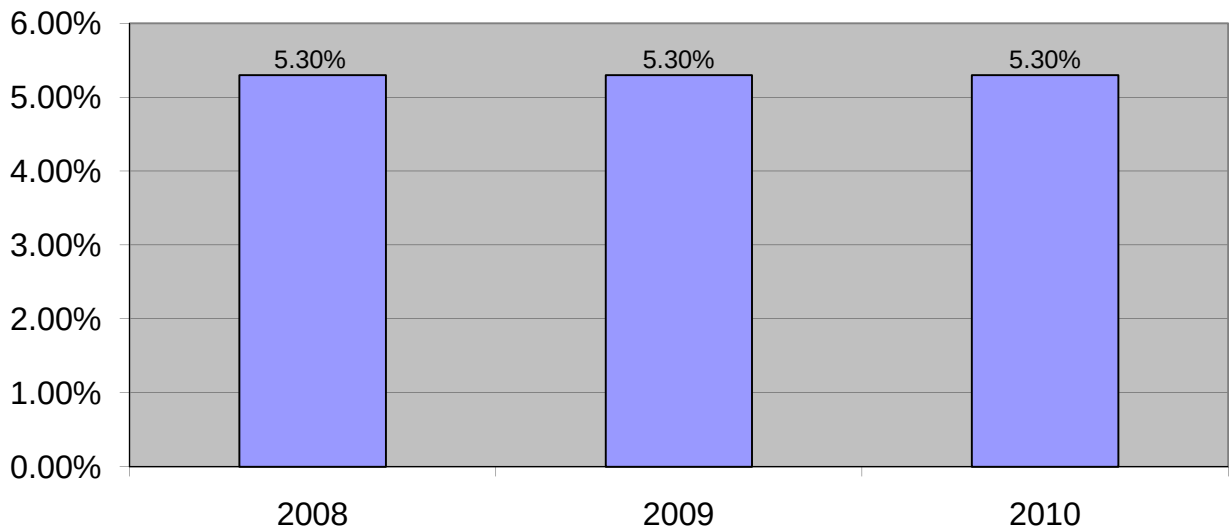


Exhibit II-6
Clovis Roundup Cost/Passenger

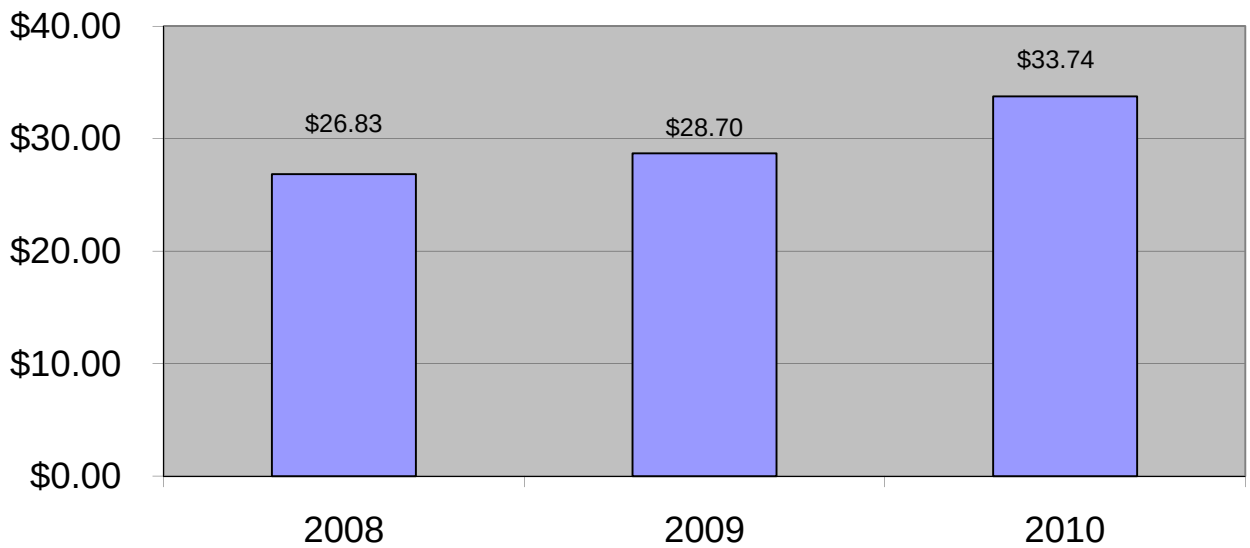


Exhibit II-7
Clovis Stageline Passengers/Revenue Hour

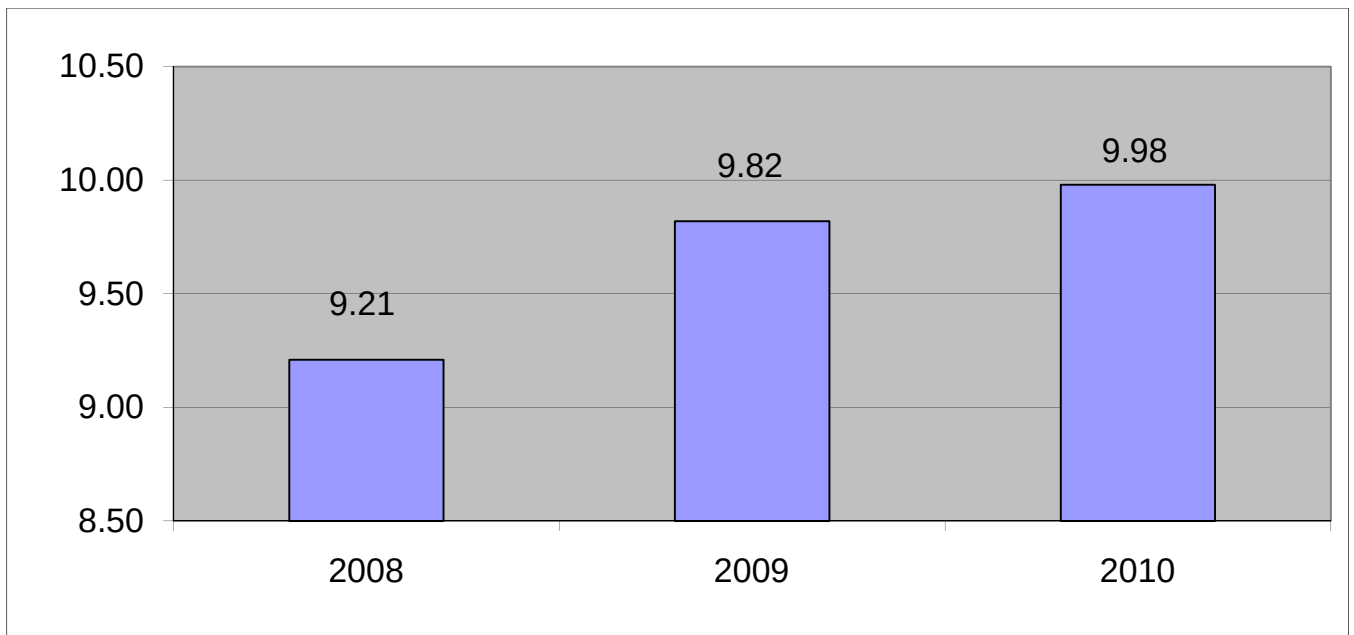


Exhibit II-8
Clovis Stageline Passengers/Revenue Mile

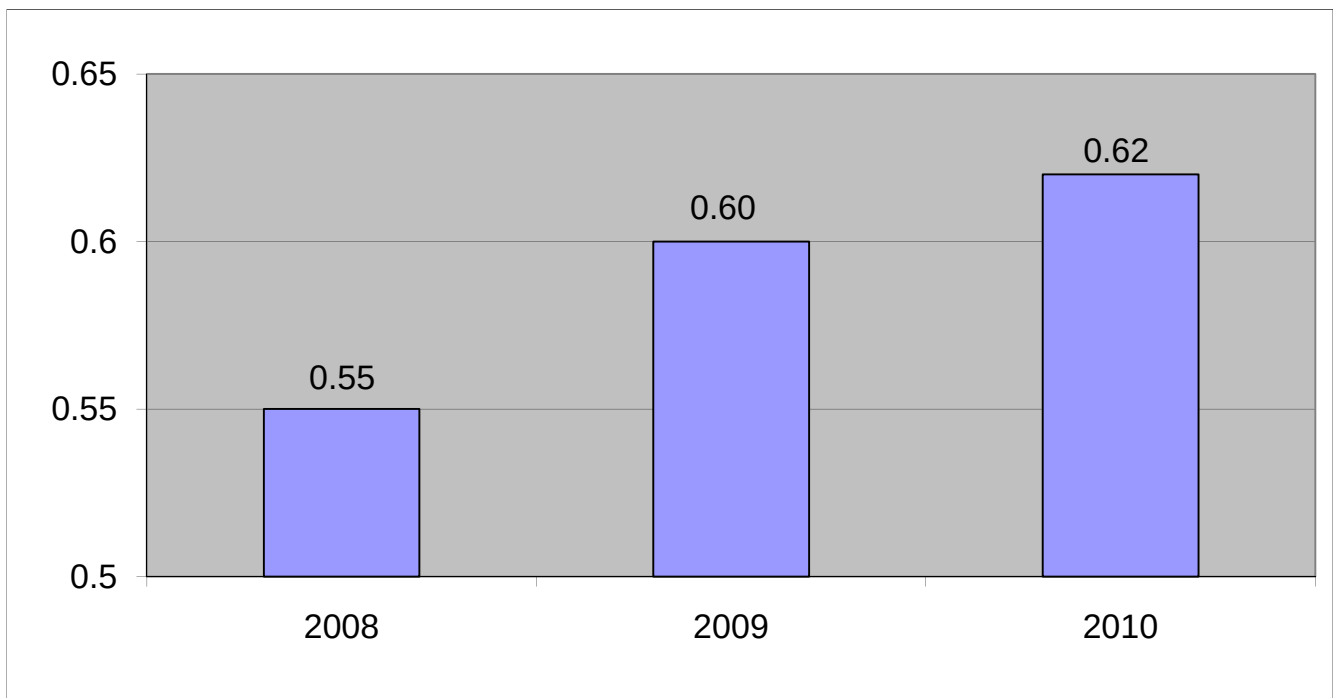


Exhibit II-9
Clovis Stageline Cost/Revenue Hour

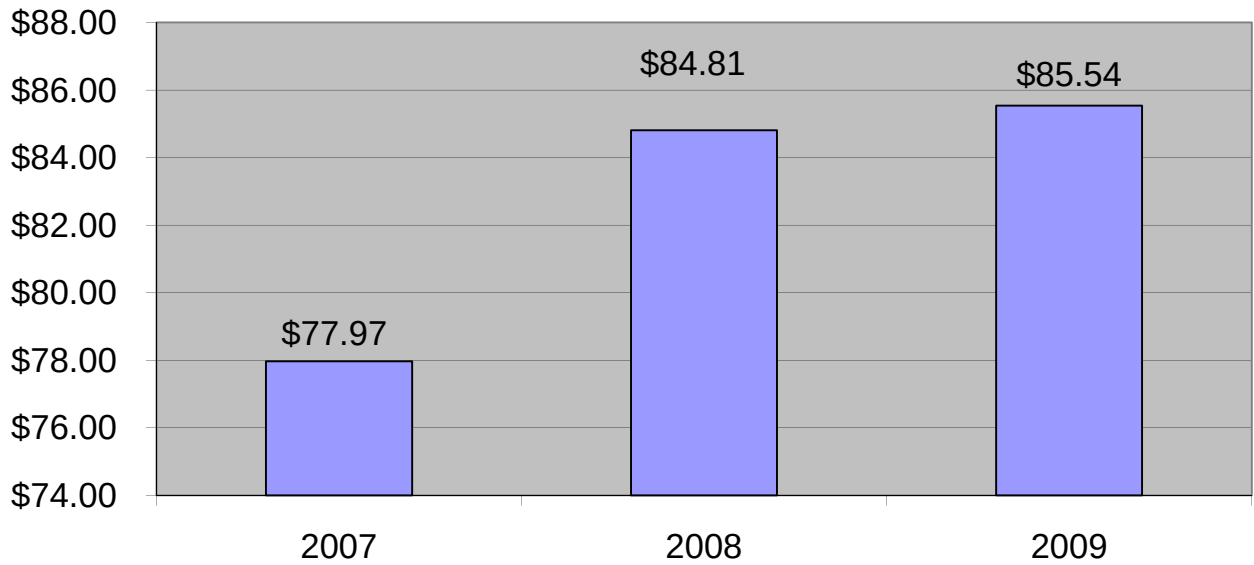


Exhibit II-10
Clovis Stageline Cost/Revenue Mile

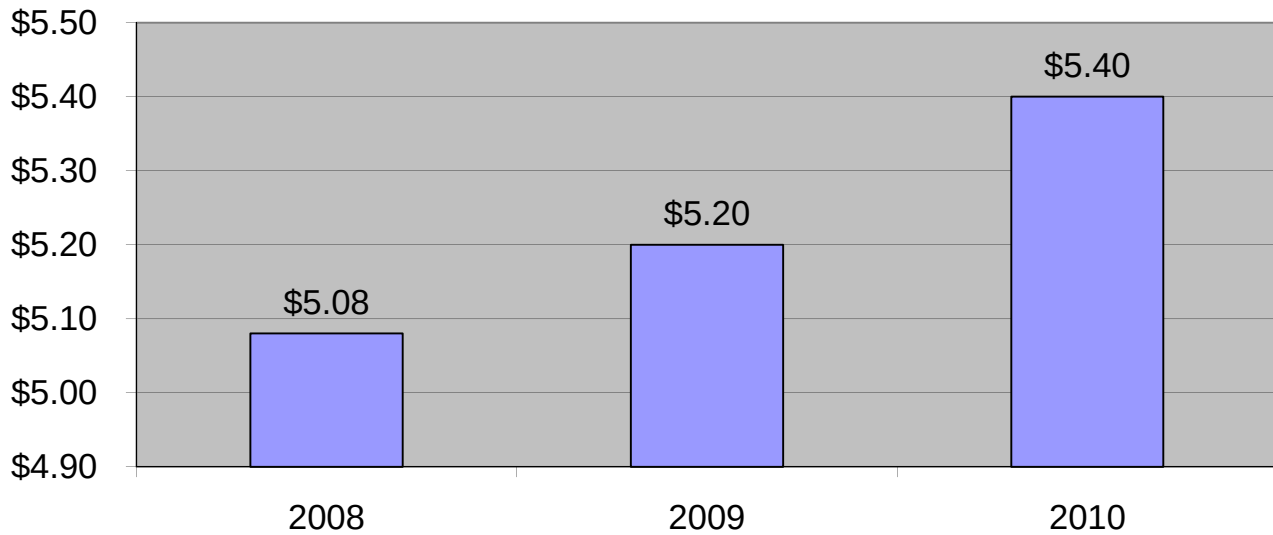


Exhibit II-11
Clovis Stageline Farebox Recovery Less Measure C

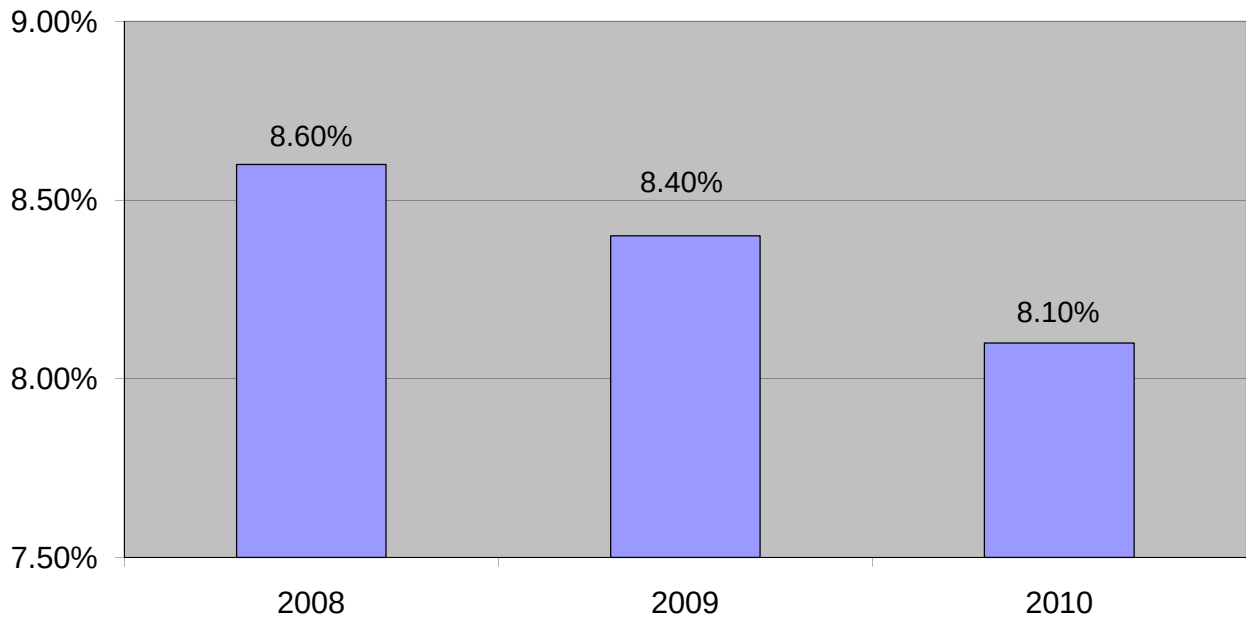
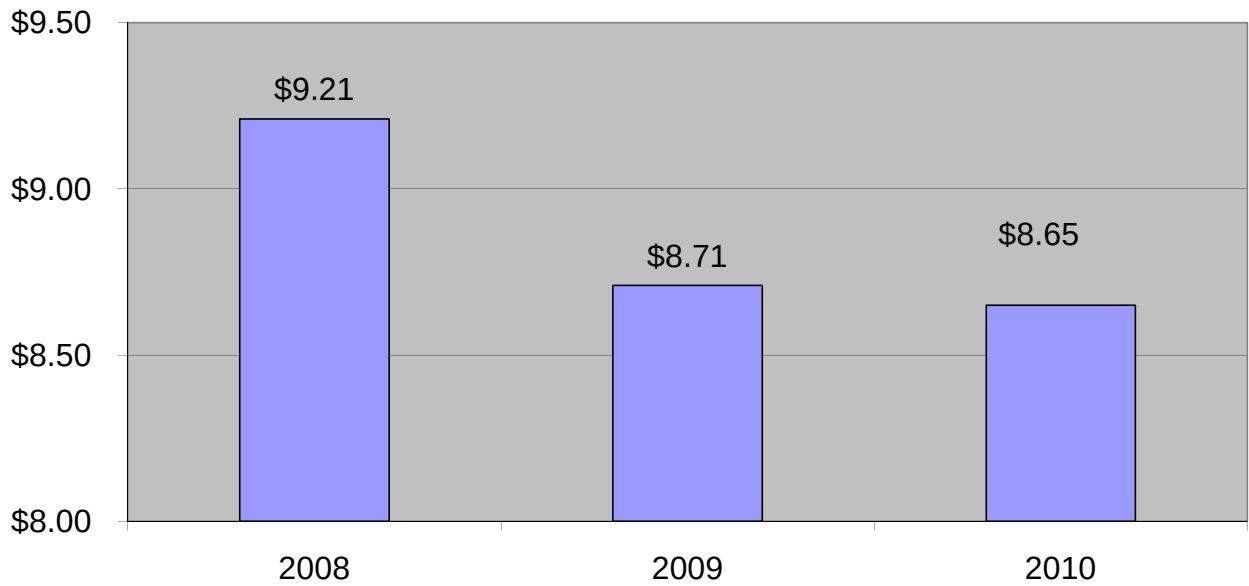


Exhibit II-12
Clovis Stageline Cost/Passenger



Section III

Fresno County Rural Transit Agency (FCRTA)

***Fresno County Rural Transit Agency
2035 Tulare Street, Suite 201
Fresno, CA 937
559-233-6789
www.ruraltransit.org***

SECTION III

2009-2010 PRODUCTIVITY EVALUATION

FRESNO COUNTY RURAL TRANSIT AGENCY

I. SUMMARY DESCRIPTION OF SERVICE

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

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

The FCRTA is responsible for the overall administrative and financial supervision of the general public operations. Prior to FCRTA's formation in September 1979, limited services were provided in a few communities within Fresno County. In 2009-2010, FCRTA consisted of twenty (20) rural Subsystems:

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

Three (3) functions with City Staff:

1. Coalinga Transit - City of Coalinga;
2. Kerman Transit - City of Kerman; and
3. Reedley Transit - City of Reedley.

Three (3) functions under Private Contractors:

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

Fourteen (14) functions under private non-profit contracts through the Fresno County Economic Opportunities Commission (FCEOC) as the Rural Consolidated Transportation Service Agency (Rural CTSA):

1. Auberry Transit;
2. Del Rey Transit;
3. Firebaugh Transit;
4. Fowler Transit;
5. Huron Transit;
6. Juvenile Justice Campus Transit;
7. Kingsburg Transit;
8. Mendota Transit;
9. Orange Cove Transit;
10. Parlier Transit;
11. San Joaquin Transit;
12. Selma Transit;
13. Southeast Transit; and
14. Westside Transit.

Results of a previous On-Board Ridership Survey indicated that:

- 84.4% of FCRTA's riders have either no other way to make their trip, or would have to walk;
- 58.9% of FCRTA's riders use the system five (5) days a week;
- Female ridership out numbers male ridership, two-to-one; and
- The ethnic cross-section of FCRTA ridership was:

24.5%	White
73.3%	Hispanic
0.5%	Black
0.9%	Asian
<u>0.8%</u>	American Indian
100.0%	Total

II. SIGNIFICANT SYSTEM SERVICE AND ADMINISTRATIVE MODIFICATIONS

FCRTA Service Modifications for 2009-10

In 2008-09 the FCRTA General Manager recommended the most reasonable service hours of operation for each of FCRTA's individual Subsystems. The Board of Directors concurred. The adopted and implemented services were recapped as follows:

Recap of Recommended Services for 2009-10

<u>FCRTA Subsystem</u>	<u>Location</u>	<u>Mode</u>	<u>Hours / Days</u>
Auberry Transit	Intra-Community	Demand Response	6hrs - M-F
	Inter-City Fresno	Demand Response	8hrs - Tu
Coalinga Transit	Intra-City	Demand Response	8hrs - M-F
	Inter-City (Fresno)	Fixed Route	11hrs - M-Sa
	Inter-City (Fresno) Express	Demand Response	8hrs - Tu
Del Rey Transit	Intra-City	Demand Response	8hrs - M-F
Dinuba Transit	Inter-County (Dinuba-Reedley)	Fixed Route	12hrs - M-F
Firebaugh Transit	Intra-City	Demand Response	2 x 9.5hrs - M-F
Fowler Transit	Intra-City	Demand Response	2 x 9.5hrs - M-F
Huron Transit	Intra-City	Demand Response	2 x 11hrs - M-F
	Inter-City (I-5 - Coalinga)	Fixed Route	5hrs - M-F
Kerman Transit	Intra-City	Demand Response	8hrs - M-F
Kingsburg Transit	Intra-City	Demand Response	2 x 8hrs - M-F
	Intra-City	Demand Response	8hrs - Sat
Juvenile Justice Transit	Inter-City	Fixed Route	9hrs - M-F
Laton Transit	Inter-City (Hanford & Fresno)	Fixed Route	1hrs - M-F & 8hrs-M, W, F
Mendota Transit	Intra-City	Demand Response	9.5hrs - M-F
Orange Cove Transit	Intra-City	Demand Response	9.5hrs - M-F
	Inter-City (Fresno)	Fixed Route	9.5hrs - M-F
Parlier Transit	Intra-City	Demand Response	8hrs - M-F
Reedley Transit	Intra-City	Demand Response	4 x 8hrs - M-F
	Intra-City	Demand Response	2 x 8hrs - Sat
Rural Transit	Inter-Community	Demand Response	3 x 8hrs - M-F
Sanger Transit	Intra-City	Demand Response	1 x 8hrs - M-F; 1 x 10hrs - M-F
	Intra-City	Demand Response	8hrs - Sat
San Joaquin Transit	Intra-City	Demand Response	10hrs - M-F
Selma Transit	Intra-City	Fixed Route	8hrs - M-F
	Intra-City	Demand Response	3 x 8hrs - M-F
	Intra-City	Demand Response	4hrs - M-F
	Intra-City	Demand Response	8hrs - Sat
Southeast Transit	Inter-City (Fresno)	Fixed Route	8hrs - M-F
Westside Transit	Inter-City (Fresno)	Fixed Route	8hrs - M-F

Total Maximum Service Hours: 86,406 (increase of 12,088hrs)

The twenty (20) subsystem service modifications were summarized as follows:

Auberry Transit: Despite expressed interest and reported need, ridership on both the intra-community and Inter-City services to Fresno continued to be very marginal. Staff continued to recommend reduced services. The mountain area service continued to specifically address the primary usage by seniors attending the Hot Meal Nutrition Program and minimal general public ridership for local shopping and medical trips during a six (6) hour period Monday through Friday. The limited ridership on the Inter-City service to Fresno appears to warrant continuation of the “life-line” service one (1) day a week to address primarily medical trips.

Coalinga Transit: Coalinga Transit operated three (3) modes of service. The Dial-A-Ride service has provided with a single vehicle’s operation eight (8) hours per day Monday through Friday. The Inter-City service to Fresno remained unchanged, ten (10) hours per day, Monday through Saturday. During a three (3) month demonstration period, express service to medical appointments was offered on Tuesday’s for up to eight (8) hours period.

The Staff presented the plans to the City Council and general public during their meeting on September 3rd. The meeting is broadcast on local cable television. Additional public service commercials were presented periodically. Flyers were distributed throughout the community. The service was available by making a reservation, twenty-four hours (24) in advance. The service began on October 6th. During the demonstration period, service was only requested on October 6th, November 3rd, and November 10th, and on those days, only one (1) passenger was transported, and they were three (3) different individuals. Clearly, minimum performance standards were not met. Following publication of a “Legal Notice”, the service was discontinued thirty (30) days later, on December 29, 2009. It should be noted that any affected passengers still retained their opportunity to ride on Coalinga Transit’s regular inter-city scheduled fixed route service, Monday through Saturday to the Fresno-Clovis Metropolitan Area (FCMA).

Del Rey Transit: The Del Rey Transit service continues to be provided eight (8) hours per week day to the general public. The Rural CTSA provides funding four (4) hours per service day. The other four (4) hours of service is a Transportation Development Act (TDA) funding responsibility of Fresno County. The demand responsive service transported passengers within the community on a shared ride basis; arranges passenger grouping for trips to Sanger; and transfers in Sanger to Orange Cove Transit for service to Fresno or Parlier, Reedley and Orange Cove. The operation maintains priority service to seniors attending the mid-day Hot Meal Nutrition Program.

Dinuba Transit: began in August 2008 to provide Inter-County services between Dinuba and Reedley. The service is intended to address access to the Kings View Hospital for on-the-job nurse training and Reedley College, with additional access to additional goods and services in Dinuba. The service is available from 7am to 9pm Monday through Friday on a fixed route basis. The service has been well received and is continuing into the 2009-10 Fiscal Year.

Firebaugh Transit: This service was recommended for operation from 7:00am to 5:30pm with a staggered mid-day lunch hour for the driver, Monday through Friday. The service utilizes two (2) twenty-two (22) passenger vans to assist in grouping passengers throughout the day. Inter-city service between Firebaugh and Mendota was also provided intermittently.

Fowler Transit: This service was recommended for operation from 7:00am to 5:30pm with a staggered mid-day lunch hour for the drivers, Monday through Friday. The service utilizes two (2) twenty-two (22) passenger vans to assist in grouping passengers throughout the day.

Huron Transit: The ridership on this Intra-City service has consistently produced the highest passenger counts per hour. The service was provided by two (2) twenty-two (22) passenger van to address passenger loading requirements. The service continues to be operated from 6:00am to 6:00pm, with a staggered mid-day lunch hour for the drivers, Monday through Friday. The City also funds an inter-city “life line” service to Coalinga

during a five (5) hour period Monday through Friday from 9:00am to 3:00pm, with a mid-day lunch hour for the driver. Two (2) round trips are available, with two (2) ninety (90) minute shuttle periods in Coalinga for passenger drop-offs and pick-ups.

Juvenile Justice Campus Transit: For the second time in recent years, a three (3) month demonstration service between Downtown Fresno and the Fresno County Juvenile Justice Campus at Highway 99 and American Avenue was initiated. The second phase of the Campus included the Administrative and Courtroom Complex. Staff worked closely with approximately twenty (20) employees of from the departments of Public Works, Probation, and the Judges. It was anticipated that the general public and County employees might need transit service to the fully functional Campus. The service began the day of the dedication, July 6, 2009. The service was provided with a twenty-two (22) passenger van, on a scheduled fixed route basis Monday through Friday. Service was provided from 7:30am to 5:30pm. Ten (10) round trips were available, leaving Downtown Fresno and arriving fifteen (15) minutes later to shuttle passenger around before leaving fifteen (15) minutes later for the return trip. The resulting daily ridership averaged just five (5) round trips. The minimum performance standard was forty (40) daily round trips passengers, or just four (4) round trips per hour. Therefore, the actual ridership was one-eighth (1/8) the minimum standard. Resulting farebox receipts were only two percent (2%), the minimum is 10%. The \$1.00 one-way fare would need to be raised to \$8.00 (\$16 a round trip) to meet the minimum 10% requirement. Clearly, the minimum performance standards did not meet expectation, so following the publication of a "Legal Notice"; the service was discontinued thirty (30) days later, on November 13, 2009.

Kerman Transit: Ridership continued to indicate that this service should be operated from 7:00am to 4:00pm, Monday through Friday.

Kingsburg Transit: A twenty-two (22) passenger vehicle and a fourteen (14) passenger vehicle continue to address existing ridership demand. The service was provided during a ten and a half (10.5) hour period, Monday through Friday from 7:00am to 5:30pm, with a staggered mid-day lunch hour for the drivers. Saturday Service is also available from 8:00am to 5:00pm, with a mid-day lunch hour for the driver.

Laton Transit: This route service extension contract with KART continued to be the most effective solution to address transit needs of Laton area residents. One (1) round trip between Laton and Hanford in Kings County is available Monday through and Friday. FCRTA funds one (1) of the three (3) days of service (Monday, Wednesday, and Friday) per week for a KART inter-city service from Hanford (Kings County) through Selma - Kaiser Medical Clinic to Fresno Hospitals - Community Regional Medical Center, Veteran's Hospital, Kaiser Hospital, Saint Agnes Hospital, and to Children's Hospital Central Valley (Madera County).

Mendota Transit: The ridership levels and pattern of this service continued to be operated from 7:00am to 5:30pm with a mid-day lunch hour for the driver, Monday through Friday.

Orange Cove Transit: Both the Intra-City and Inter-City service ridership levels warranted service continuation from 7:00am to 5:30pm, with a mid-day lunch hour for the drivers, Monday through Friday.

Parlier Transit: Intra-City service continues to be available from 7:00am to 4:00pm, with a mid-day lunch hour for the driver, Monday through Friday.

Reedley Transit: Five (5) vehicles are operated eight (8) hours each on a staggered basis from 7:00am to 5:30pm Monday through Friday. Up to two (2) vehicles are operated on Saturdays from 8:00am to 5:00pm.

Sanger Transit: Two (2) twenty-two (22) passenger vans has been operated on a demand response basis from 7:00am to 5:30pm, with a mid-day staggered lunch hour for the drivers, Monday through Friday; and eight (8) hours on Saturday from 8:00am to 5:00pm, with a mid-day lunch hour for the driver.

San Joaquin Transit: Ridership declined as child day-care programs lost participants, when families left to find

work elsewhere, following the diversion of water from agricultural production. State budget delays in the Summer of 2009 resulted in a laps of funding to child day care programs. Programs closed and employment was terminated for over a month. Unemployed workers and their families left to find jobs elsewhere. When funding was reinstated, new employees were hired. They faced challenges to find and regroup participants, while implementing new participant standards, imposed by the State.

This “life-line” service continues to be essential to the community residents for connectivity to senior, social service and medical programs in neighboring communities and “to” and “from” Mendota and Kerman for connections on Westside Transit for weekday service to Fresno. Passenger trips were grouped to share rides. The service was operated from 7:00am to 5:30pm, Monday through Friday.

Selma Transit: Ridership in Selma has increased significantly following the decision to contract with FCEOC to reduce program costs to the City. The fixed route vehicle was operated, consistently during an eight (8) hour period, Monday through Friday from 8:00am to 5:00pm, with a mid-day lunch hour for the driver. Three (3) demand responsive vehicles were operated consistently eight (8) hours each per weekday, on a staggered basis from 7:00am to 5:30pm., a fifth (5th) vehicle is operated four (4) hours mid-day to insure continuous service during the respective lunch hour of the other four (4) drivers. One (1) demand responsive vehicle was operated on Saturdays for eight (8) hours from 8:00am to 5:00pm, with a mid-day lunch hour for the driver.

Southeast Transit: This service was recommended for operation from 7:00am to 5:30pm, Monday through Friday; with a mid-day hour and a half (1.5) lunch period for the driver. It provides three (3) round trips per weekday through Kingsburg, Selma and Fowler to Fresno.

Westside Transit: This service was recommended for operation from 7:00am to 5:30pm, Monday through Friday; with a mid-day hour and a half (1.5) lunch period for the driver. It provides two (2) round trips per weekday through Firebaugh, Mendota, Kerman, with connections to San Joaquin Transit, to Fresno.

FCRTA Administration: No administrative changes were recommended at the time. The Staffing arrangements were accounted for in the same manner as in previous years.

Marketing of Transit Services

In the Winter of 2007 the Fresno Council of Governments (FRESNO COG) published its Fifth (5th) Edition of the *"Fresno County Transportation Guide"*. It represented the culmination of an extensive update effort to produce a quality bilingual publication that people could reference to learn more about convenient transportation options that are available to them within Fresno County. It contains multi-colored maps and service descriptions. The publication was abbreviated to reference transit headway schedules throughout the day. The booklets have been printed to be both in English and Spanish, in the single publication. The public can utilize the information to understand what services are available, access the services, determine the cost and times of travel, and contact courteous customer service representatives to respond to their other specific questions. Additional copies were produced for even greater distribution. Despite significant publication cost, the *"Guides"* continue to be distributed *"free"* to the public on each of FCRTA's vehicles, at local City Halls, Senior Centers, Libraries, Medical Offices, Chambers of Commerce, Fresno City and County Convention Bureau, Travelers Aid Stations, and through the mail as requests are received.

The document is currently available over the Internet by accessing the FRESNO COG's Home Page at "<http://www.fresnocog.org>" or the FCRTA Home Page at "<http://www.ruraltransit.org>". Fresno COG Staff is proposing a simplified Guide that only references summary information, maps, and contact phone numbers to seek specific service information. The new size will be small enough to fit in a shirt pocket or purse.

The FCRTA has also prepared individual informational flyers identifying the specifics of an individual transit subsystem. This simplified approach was indented to address suggestions offered by the current transit users.

Inter-City Service Modifications

Years ago, inter-city services in Fresno County were primarily provided by two (2) common carriers, Greyhound and Orange Belt Stages, which are regulated by the California Public Utilities Commission (PUC). Previously, Greyhound provided inter-regional services *through* the Fresno County Cities of Firebaugh, Mendota, Kerman, to Fresno; and *through* Kingsburg, Selma, Fowler to Fresno; while Orange Belt Stages provided inter-regional service *through* Reedley, Parlier, Selma, and Fowler to Fresno. Over the past ten (10) years their respective services have declined significantly. During the 2004-05 fiscal year Greyhound proceeded to eliminate approximately seventy-two (72) additional cities from its inter-regional service program in California. Specifically impacted were the Cities of: Firebaugh; Fowler; Kerman; Kingsburg; Mendota; Parlier; Reedley; and Selma.

The local agency representatives (elected and staff) and the general public asked the FCRTA to respond to these deteriorating circumstances. The adopted Rural Short Range Transit Plan recommended that the FCRTA become responsible for assuming inter-city service responsibility for "*general public patrons*". To this end, the FCRTA acquired Grant funding through the Federal Transit Administration's Congestion Mitigation / Air Quality program to purchase inter-city compressed natural gas powered buses. The original objective of these inter-city replacement services was to attract a mix of "*transit dependent*" and "*choice*" riders. Commuter travel was intended to reduce vehicle miles traveled (VMT) by single occupancy vehicles. The air quality benefit of this form of transit service has proven beneficial to Fresno County.

Ridership by Senior Citizens

The FCRTA is the only transit system in Fresno County that continues to consistently record transit ridership by population segments: elderly (60+); disabled; and general public. This practice has allowed them to track these passenger groupings to note overall usage. Senior ridership decreased -0.030% (-3,587) in 2009-10. The reduced appears to reflect recent declines in economic. Seniors have reduced the frequency of their single purpose trips. They now have grouped their trips together to accomplish their needs, before returning home. For example, previously seniors may have made a trip to the store, or the bank, or the senior center, and returned home. Now they go to the store, then to the bank, and then to the senior center, before returning home. The ridership decrease was also surprising despite the special program funded by the successful passage of Measure - C in November 2006 and implemented in July 2007. The program allows seniors, sixty-five and older (65+) with a photo ID, to ride each local transit agency's (Fresno Area Express, Clovis Transit; and the FCRTA) intra-city services for free through 2027. During the 2009-10 Fiscal Year, qualifying seniors made 92,020 free trips on FCRTA subsystems; this represented a decline from the previous year of -5,841 (-6.34%). FCRTA's Measure C funds reimbursed the individual subsystems a total of \$46,872.50; this represented a decline of -\$2,058.00 (-4.69%) between FY 2008-09 and 2009-10. Over the past three (3) Fiscal Years senior ridership decreased -3,365 or 0.029% between 2007-08 and 2009-10.

Fiscal Year	Senior Ridership	Numeric Change	Percent Change	Three Fiscal Year Percent Change
2007-08	119,115			
		221	0.002%	
2008-09	119,336			
		-3,587	-0.030%	
2009-10	115,750			
				-0.029 (-3,365)

Management and Organization

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

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

A number of other issues were addressed by FCRTA Management Staff including:

- The annual Fiscal Audit Reports were significantly delayed; waiting for Caltrans to execute FCRTA's 2008-09 Federal Transit Administration (FTA) Section 5311 Operating Assistance Grant on July 19, 2010. Otherwise, the completed audit reflected positive management letters, when accepted by the FCRTA Board of Directors on July 29, 2010.
- The timely filing of the State Auditor Controller's Report of Transportation Development Act (TDA) Transactions as a Transit Operator.
- Staff completed its responses to requests by the Council of Fresno County Government's auditor, Pacific Management Consultants (PMC) Associates, towards the successful completion of the latest Triennial Performance Auditor covering the three (3) Fiscal Years, 2006-07; 2007-08; and 2008-09. The next triennial period (2009-10; 2010-11; and 2011-012) will be conducted during the 2012-13 Fiscal Year.
- Continue to procure alternatively fueled replacement vehicles, and their respective refueling equipment.

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

The FCRTA has recognized its responsibilities in ensuring accessible services to passengers for the previous thirty-one (31) years. The Agency's fleet has always been 100% accessible. All of FCRTA's one hundred and six (106) vehicles are wheelchair accessible to permit access by disabled patrons in accordance with the latest Americans with Disabilities Act (ADA) accessibility requirements.

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

Transit).

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

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

Following the passage of the Federal Clean Air Act in 1990, the FCRTA followed pending regulations that were to mandate public transit agencies throughout the Nation to consider and implement alternative fuel programs as an example to other the public governmental entities, and the non-profit sector and private sector. These issues were also very important to the San Joaquin Valley Air Basin of California. At the time, the FCRTA Board of Directors understood that the Valley had potentially for the worst air quality in the Nation. This fact has been since confirmed by the EPA designation of: "Extreme" for 1-Hour Ozone; "Serious" for 8-Hour Ozone; and "Serious" for PM-10.

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

The FCRTA vehicle fleet in 2009-10 consisted of one hundred and six (106) vehicles. Eighty-nine (89) have been alternatively fueled, and the other seventeen (17) are powered by unleaded gasoline, only because no conversion kits were approved by the California Air Resources Board. The FCRTA does not operate any diesel powered vehicles. The FCRTA /vehicle fleet has consisted of:

- Eleven (11) 1992 propane powered fourteen (14) passenger modified Ford vans.
- Seven (7) 1997 Cummins CNG powered Blue Bird buses, five (5) thirty-one (31) passenger and two (2) twenty-four (24) passenger;
- Sixteen (16) 1997 CNG powered fourteen (14) passenger modified Ford vans;
- Three (3) 1997 unleaded gasoline powered twenty-two (22) passenger modified Ford vans;
- Two (2) 1997 zero emission, electric battery powered vehicles. One is a twenty-three (23) passenger contemporary low-floor bus and the other is a nineteen (19) passenger trolley. After ten (10) year of success operation, the vehicles have been removed from regular service due to increasing excessive operating costs;
- One (1) 1999 propane powered fourteen (14) passenger modified Ford van.
- Five (5) 2001 unleaded gasoline powered twenty-two (22) passenger modified Ford vans.
- Four (4) 2003 unleaded gasoline powered twenty-two (22) passenger modified Ford vans;
- Fourteen (14) 2004 CNG powered twenty-two (22) passenger modified Ford vans;
- Five (5) 2006 CNG powered twenty-two (22) passenger modified Ford vans; and
- Three (3) 2006 CNG powered thirty-seven (37) passenger Blue Bird buses.

- Four (4) 2008 CNG powered thirty-seven (37) passenger Blue Bird buses;
- Twenty-seven (27) 2009 CNG powered twenty-two (22) passenger modified GMC - Glaval Vans; and
- Four (4) 2009 gasoline powered five (5) passenger modified Chevrolet Mini-Vans.

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

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

Thirty-six (36) 1992 and 1997 vehicles have been identified "for sale" in 2009-10. To date thirteen (13) have eliminated. The California Air Resources Board (CARB) has determined that the remaining twenty-three (23) CNG powered vehicles, based on "age" by their paper calculations, to be emitting pollution equivalent to a diesel powered vehicles, despite FCRTA biannual testing in accordance with the California Bureau of Automotive Repairs (BAR) "Smog Check Program" that has never shown any of FCRTA fleet vehicles to be out of California emission standards. The CARB determination does not permit the vehicles to be sold to anyone for further use in California. The vehicles must be transferred to another state or foreign government. This process has been delayed, to resolve acquisition problem of necessary CNG refueling equipment, and its installation before our twenty-seven (27) new Glaval vans may be introduced into service. This matter should be resolved by the end of the Third Quarter of FY 2010-11.

The FCRTA shall continue with the process of systematically implementing necessary modifications to bring it into full compliance with the spirit and intent of these air quality laws and plans.

Driver Training

Twenty-one (21) years ago in 1989, the State mandated a law (SB 1586) that created the General Public Transit Vehicle (GPPV) driver training, licensing, and background check requirements. The FCRTA was required to develop and implement a forty (40) hour training program that included classroom and behind-the-wheel training for all drivers assigned to its operations. Topics covered in the training sessions included:

1. defensive driver training;
2. operational guidelines for safety;
3. motor vehicle code regulations;
4. patron assistance techniques;
5. daily vehicle inspections;
6. maintenance; and
7. record keeping and reporting procedures.

Additional mandatory Driver In-service Meetings are conducted during three (3) hour sessions, every other month. Supervisors, and guest speakers (including: disability awareness and procedures representatives, insurance agency representatives, California Highway Patrol Officers, Drug and Alcohol Consortium Representatives, etc.), review techniques and procedures to ensure that each driver is oriented toward serving each individual that accesses FCRTA's vehicles, or interacts in any way with their services.

Personnel responsible for dispatching are also trained to: provide effective service to the patrons; efficiently schedule transit operations; and to comply with the FCRTA administrative and operational procedures required by legislative mandates.

Vehicle Maintenance

The GPPV law also required vehicle inspection and maintenance program standards. The California Highway Patrol (CHP) is responsible for certifying the FCRTA's maintenance terminal (Transportation Specialties of Clovis) and inspecting the transit vehicles annually to ensure that the Agency complies with mandated daily, forty-five (45) day or 3,000 mile, and annual inspections. The premise of the State requirements is that the transit vehicles are never out of original factory specification tolerances. Therefore, while the vehicles may continue to get older, they are no longer permitted to progressively wear out. The CHP again issued a *"satisfactory"* rating of FCRTA's vehicles and terminal facility in March 2009. The documentation is included with FCRTA's annual TDA Claim, as required by law.

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

III. TRIENNIAL PERFORMANCE AUDIT RECOMMENDATIONS (FY2006-07 to 2008-09)

The most recent Triennial Performance Audit report that was prepared for the FRESNO COG, under Contract by Pacific Management Consultants (PMC). This audit was mandated by the Transportation Development Act (TDA).

The report represents an exhaustive effort to evaluate every aspect of FCRTA's operations during the 2006-07; 2007-08; and 2008-09 Fiscal Year periods. The FCRTA was found to be in compliance with applicable TDA requirements, as well as those regulations imposed by the State Controller's Office. The Auditor's overall assessment was that the FCRTA *"is operating in an economical, efficient, and effective manner"*.

The results, findings, and recommendations were enumerated for implementation. Three (3) recommendations were identified. The FCRTA Board of Director accepted the Report and its recommendation at their September 30, 2010 meeting, following an expressed opportunity for public comment. The three (3) recommendations were:

1. Consider using an advertising co-op for placement of telephone book listings.

FCRTA spends a significant portion of its marketing budget on telephone book listings. The Agency is listed in fourteen (14) community telephone books, including two (2) Spanish-language publications. The cost of these listings ranges from \$60 to \$600 per monthly. While it is understood that these listings provide the Agency with the exposure that the public has come to expect, it would be prudent to consider other more cost-effective approaches. To obtain greater value for its expenditures, it is suggested that the Agency utilize an advertising co-op or Certified Market Representative (CMR) for the placement of telephone book listings.

Participation in an advertising co-op would enable FCRTA to leverage its marketing dollars by having its phone listings and service information disseminated in bulk. A CMR is approved by the Yellow Pages Publishers Association (YPPA) who could take care of all of FCRTA's placements in Yellow Pages, White Pages and online directories, deal with all the publishers of directories in the Fresno Metropolitan Area, and negotiate the best prices.

Compliance Response: Staff is unfamiliar with co-op or Certified Market Representative (CMR) representation. It will seek out potential representatives to determine their added fees for such service. It should be noted that Staff's previous experiences with phone book sales representatives has been challenging. Representatives from outside the area and State arrive at different times of the year, to quickly renew our previous contracts. Staff cannot recall a single repeat sales representative. Each year, the costs automatically increase approximately two (2%). One year's free enhancement is an added charge the following year. The phone book companies themselves, actively seek to rotate their client communities from year to year. Previous phone books, representing multiple communities are being separated and causing business to purchase multiple ads to attract customers, with the net result of generating additional advertising revenues for the publishers. Staff is also interested in determining how FCRTA's information could be included in the public service sections of each phone book, at no charge.

2. Format driver logs to enable the recording of actual time of pick-ups and drop-off.

The demand responsive systems within FCRTA should maintain actual pick-up and drop-off information for each trip provided. The daily logs should include columns next to the trip description to allow for recording actual pick-up and drop-off times. The information provides a measure of service efficiency and effectiveness when compared to the dispatch call in times. It also could provide additional assurances against customer comments about their pick-up time and ride time.

Compliance Response: Staff agrees with the observation. The number of new local community telephone books continues to multiply and their annually increasing associated advertising costs versus usage by actual riders are immeasurable. To date FCRTA's marketing efforts have centered on expenditures for telephone directories and reproduction costs for the "Regional Transportation Guides". The suggestion for surveys and even focus groups may result in different recommendations. It may also warrant budgeting for a cost effective program, tied to resultant ridership increases.

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

The submittal of the State Controllers Reports and the annual fiscal audits has, overall, been timely. However, the FY 008 State Controllers Report was submitted past the designated filing deadline. Likewise, the FY 2009 fiscal audit was submitted beyond the ninety (90) day extension period. It is suggested that FCRTA coordinate with Fresno COG as part of enhanced oversight procedures to ensure that both State Controller Report and the fiscal audit are submitted within their statutory timelines and allowable extensions.

Compliance Response: The FCRTA Staff experienced significant delays with the processing of its 2008-09 FTA Section 5311 Operating Assistance Grant by Caltrans Headquarters Staff.

By its own admission to Federal Transit Administration (FTA) Triennial Performance Auditors from Washington, DC, the Caltrans Headquarters Staff stated that it expended all its time and resources in Fiscal Year 2008-09 attempting to process American Recovery and Reinvestment Act (ARRA) of 2009 Grant Applications. What appeared to be a quick processing of "shovel

ready projects” to employ workers, in an expressed effort to accelerate the economy in a one (1) year time frame, really turned out to be a three (3) year program. It also became the means to introduce a whole new series of regulations and requirements to monitor the use of federal funds by program applicants. As such, Caltrans became a whole year behind in processing all other federal grant programs (FTA Section 5307; 5310; 5311; 5311 CMAQ; 5311(f); 5316; and 5317).

It should be noted that the FCRTA programs the anticipation of Operating Assistance for Fiscal Year 2008-09 as part of its Budget that begins on July 1st through June 30th. FCRTA’s complete Application was submitted in a timely manner, only to have Caltrans Staff making changes to the final Application submissions. In February 2009 (seven and a half months into the fiscal year), the ARRA program was approved by Congress and the President. Headquarters Staff attempted to understand Federal requirements, in an expressed effort to identify projects for processing.

The final deadline for all agencies to submit their 2008-09 Applications was mid-May, six (6) weeks before the end of the actual fiscal year that the funds were intended to be used. FCRTA’s fiscal year closed on June 30, 2009.

FCRTA Staff began closing the books in August, to ensure the timely review by the independent auditor. Staff completed its preparation for submittal of the State Controller’s Transit Operator Report, but it was delayed in an effort to properly reflect its fiscal records of the previous fiscal year. Accounting Staff booked the anticipation of receiving the Grant reimbursement. The Auditors reviewed FCRTA’s records, but could not complete its work until, at least, the FCRTA Staff had received an executed Grant Contract in anticipation of being reimbursed. FCRTA Staff reviewed the matter with Headquarters Staff, but all they could tell the FCRTA Staff was the Grant had been submitted to the FTA for approval. FCRTA’s auditor personally spoke with Headquarters Staff to determine for them self, the reason for the delays and when our Agency could expect to receive the Contract. Nothing was definite, but Headquarters Staff said the FCRTA Staff would be receiving a Contract for the General Manager’s signature to initiate the processing of the executable Agreement. (In the mean time the FCRTA Staff had submitted its 2009-10 Grant Application for processing).

FCRTA Staff began receiving letters from the State Controller’s Office regarding the delinquent Fiscal Audit Report. FCRTA Staff shared the correspondence with Headquarters Staff to ensure they understood the situation that the FCRTA was experiencing. The March 31st Audit Report deadline was missed, and additional correspondence was received from the State Auditor Controller. The non-compliance resulted in the withholding of FCRTA’s Transportation Development Act (TDA) apportionments, by the State and Fresno COG. (In the mean time, the California Transit Association (CTA) had reached a settlement in their lawsuit with the State of California regarding diversion and loss of previous State Transit Assistance (STA) funds. This legal matter was resolved at the end of June 2010, but FCRTA could not receive those funds either.)

The General Manager shared the situation with the FCRTA Board of Directors at their June 24, 2010 Meeting. Follow an expression of their concerns, they directed the General Manager to document the situation in a letter to the Headquarters Staff. The letter was prepared, with reference to previous communications, to ensure a complete understanding of the matter, and sent package to key Headquarters Staff. Two (2) weeks later, FCRTA Staff was contacted to participate in a ”conference call” to discuss the situation. The meeting with the FCRTA General Manager took place with the second (2nd) and third (3) level Caltrans Headquarters Staff representatives. Following the conversation, and subsequent email summary of the matter, it became evident to the General Manager, that the Headquarters Staff simply did not understand the situation. On July 19th, the number one (1) Headquarters Staff person was

scheduled to return from vacation. The FCRTA General Manager went to Sacramento, unannounced, to personally discuss the whole situation in an effort to resolve the matter. After ten (10) minutes into the conversation with the number one (1), two (2), and three (3) level Headquarters Staff persons, the General Manager realized that each person had thought the other had read the correspondence, only to realize that none of them had even skimmed the material. The General Manager responded to their critical probing question by pulling previously submitted material from his brief case, demonstrating his systematic and ongoing attempts to resolve their previous concerns. Within an hour, Headquarters Staff realized that the FCRTA General Manager had addressed previous concerns. The 2008-09 Contract was then signed, and executed. The General Manager was then able to return to Fresno with the necessary paperwork to finalize the Audit and submit their necessary documentation to expedite the timely Grant reimbursement.

The General Manager shared the experience with the Board of Directors at their July 2010 Meeting. The Board Members expressed their appreciation to the General Manager. The Board was then able to accept the long overdue Fiscal Audit Report, noting that there were "no findings or recommendations" to address.

The Staffs of the FCRTA and Fresno COG have taken the necessary steps to ensure this situation does not reoccur in the future.

IV. FOLLOW-UP ON 2009-2010 PRODUCTIVITY EVALUATION COMMITTEE RECOMMENDATIONS

It was recommended that FCRTA take the following actions:

- A. Continue to implement recommendations in the "Short-Range Transit Plan for the Rural Fresno County Area" to increase productivity.

Ongoing.

- B. Continue to modify services as warranted.

Ongoing.

- C. Continue to monitor subsystem farebox recovery percentages to ensure the minimum ten percent (10%) TDA requirement is maintained for the entire System. Conduct Public Hearings to consider appropriate fares adjustments to increase farebox revenues as warranted.

Ongoing

- D. Respond to recommendation referenced in the next Triennial Performance Audit of FY2006-2007 to 2008-2009 Report.

Ongoing.

- E. Continue to address responsibilities under the Americans with Disabilities Act of 1990.

In Conformance.

- F. Continue to address responsibilities under the Clean Air Act of 1990, the San Joaquin Valley Unified Air Pollution Control District's Air Quality Plan and FRESNO COG's Transportation Control Measures Plan and State's Congestion Management System.

Ongoing.

- G. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of public transit.

Ongoing.

- H. Continue to pursue coordination of services between the various transportation agencies in the County towards possible agency consolidation.

Ongoing.

V. HIGHLIGHTS OF PRODUCTIVITY DATA

Overall System

FCRTA System Summary Totals from the current and two (2) previous Transit Productivity Evaluation Reports are presented in Table III-1. A Summary of FCRTA Performance Characteristics is calculated in Table III-2 for the three (3) previous Fiscal Years. Exhibit III-1 graphs the FCRTA Performance Indicator Summary data for Fiscal Years 2007-2008 through 2009-2010. FCRTA continues to modify its overall performance to respond to the needs of its ridership.

As noted in Tables III-3 through III-8, performance characteristics between FY2008-2009 and FY 2009-2010 resulted in mixture of increases and decreases as a reflection in the overall economy. The total vehicle service hours increased 1,431 hours or 2.13%. This in turn resulted in an increase in vehicle miles traveled, 24,305 miles or 2.63%. Costs increased \$170,484.32, or 3.86%. Total passengers increased 14,832, or 3.32%. Of the total passengers: seniors decreased -3,587, or -3.01%; disabled increased 269 or 2.56%; and general public increased 18,141, or 5.73%. Resultant fares decreased -\$6,529.55, or -1.14%.

Performance characteristics changed incrementally over the previous year's productivity characteristics: 6.72 passengers per hour, up from 6.64; 0.49 passengers per mile, up from last year's 0.48. Cost per hour decreased \$0.19 per hour (from \$67.06 to \$66.87); costs per mile decreased \$0.04 (from \$4.88 to \$4.84); cost per passenger decreased \$0.14 (from \$10.10 to \$9.96). The resulting farebox recovery percentage decreased 0.37% (from 12.70% to 12.33); still in excess of the minimum 10.00% requirement.

It must be noted that during the 2009-10 Fiscal Year, the economic downturn continued to impacted urban and rural transit ridership differently. In larger urban settings, ridership often increased significantly as individuals weighed their options in light of their own tight budgets. Often, individuals realized that they had a "choice" to make. They recognized that they needed to find ways to reduce their expenditures. Operation of one or more personal vehicles can be a significant portion of a family's budget. Utilizing public transit can result in significant savings. Many decided to "try transit", and realized that it's a viable alternative to their own vehicle, for a number of their regular trips.

On the other hand, most rural transit operations address the needs of individuals that often do not have access to their own personal vehicles. They need transit to make their trips. They are considered "transit dependent". They are certainly the case of approximately 99% of the FCRTA's ridership. In FCRTA's case, actual ridership

increased slightly as individuals dealt with their own personal financial situations. Clearly, individuals realized that they should plan their trips as necessary. Previously, their life style and incomes allowed them to make frequent trips with very little financial considerations. As a result FCRTA's overall ridership increased on most subsystems. The impact was most reflected on farebox receipts. Twelve (12) of FCRTA's twenty (20) subsystems failed to achieve the minimum ten percent (10.00%) farebox requirement. Even so, the overall farebox receipts allowed the FCRTA to achieve a farebox recovery of 10.75%. The FCRTA choose to transfer a portion of its Measure - C funds to make-up the difference (just as the City of Clovis has previously done for many years) to meet the minimum 10% farebox recovery standard. After that action, the resulting overall farebox was 12.33%.

	Achieved Farebox Percentage	Addition of Measure -C Revenues	Resultant Farebox Percentage
1. Auberry Transit	5.39%	\$ 6,533.36	10.00%
2. Coalinga Transit	14.31%	\$ 0.00	14.31%
3. Del Rey Transit	22.27%	\$ 0.00	22.27%
4. Dinuba Transit	15.54%	\$ 0.00	15.54%
5. Firebaugh Transit	6.61%	\$ 7,414.26	10.00%
6. Fowler Transit	4.64%	\$11,246.75	10.00%
7. Huron Transit	18.50%	\$ 0.00	18.50%
8. Kerman Transit	7.93%	\$ 3,607.08	10.00%
9. Kingsburg Transit	6.60%	\$10,707.05	10.00%
10. Laton Transit	3.18%	\$ 0.00	3.18%
11. Mendota Transit	8.26%	\$ 2,794.50	10.00%
12. Orange Cove Transit	18.37%	\$ 0.00	18.37%
13. Parlier Transit	5.26%	\$ 6,832.94	10.00%
14. Reedley Transit	9.39%	\$ 3,359.79	10.00%
15. Sanger Transit	11.28%	\$ 0.00	11.28%
16. San Joaquin Transit	4.86%	\$ 9,717.95	10.00%
17. Selma Transit	8.74%	\$ 6,680.40	10.00%
18. Southeast Transit	21.56%	\$ 0.00	21.56%
19. Juvenile Justice Transit	2.27%	\$ 3,931.32	10.00%
20. Westside Transit	21.29%	\$ 0.00	21.29%
TOTAL	10.75%	\$72,825.38	12.33%

The FCRTA will review its current fares structure to determine if a fare increase may be necessary. (The City of Clovis raised their base rate from \$1.00 to \$1.25 in the September 2009; the City of Fresno may also increase their base fare from \$1.00 to \$1.25 in FY2010-11) A fare increase usually results in a further loss in ridership, which results in a further net loss in revenues. The other option for consideration would be initiate an outreach marketing effort to attract new riders in order to generate the additional fare revenues in the coming 2010-11 Fiscal Year.

Clarifications

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

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

And finally, it's important to note the context in which the statistical relationships are depicted in each of the accompanying tables. The magnitude of an individual number can easily be skewed by comparing raw numbers (and their relative relationships) between each of the Subsystems. An examination of the percentage relationships, in light of the methods and characteristics of the Subsystem, will help illustrate that each individual operation is distinctly different from its relative counterparts. Comparisons between each Subsystem tend to give the impression that some are winners while others are losers. Certainly this is *not* the objective of a performance evaluation. Each mode of service can, and should be, improved upon. The results of this effort should be constructive, *not* destructive. Modifications to a Subsystem are addressed as part of the Biannual process of updating the Short Range Transit Plan (SRTP) for the Rural Fresno County Area.

Subsystem Comments

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

1. **Auberry Transit** Despite expressed interest and reported need, ridership on both the foothill communities' intra-community and inter-city service to Fresno, continue to be very marginal. Auberry Transit total ridership decreased by -569 passengers (-19.40%). Senior ridership decreased by -424 passengers (-17.73%), disabled passengers increase by 2 (9.09%), and general public passengers decreased by -147 (-28.32%) for the Fiscal Year. Total fares decreased by \$1,777.88 (14.33%). Mileage increased 16.14% (4,927); hours increased 0.98% (17). Costs increased \$17,778.75. (14.33%). The initial farebox recovery was 5.39%, before adding \$6,533.36 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

During the past year Auberry Transit operated beyond reasonable FCRTA System standards in the following three (3) Systems performance indicators:

- passengers / hour (1.35 vs. 3.00);
- passengers / mile (0.07 vs. 0.30); and
- cost / passenger (\$60.00 vs. \$17.64).

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

2. **Coalinga Transit** provided three (3) modes of varied services: 1) the in-city demand responsive service transported 3,479 passengers; 2) the inter-city fixed route service to the Fresno-Clovis Metropolitan Area transported 8,851 passengers; 3) the inter-city express service transported just 3 passengers during the three (3) month demonstration program, which began on October 6, 2009. The service was discontinued on December 29, 2009.

In summary, Coalinga Transit's three (3) modes achieved a collective ridership increase of 11.43% (1,409). Senior ridership increased 32 (1.88%) and disabled ridership decreased by -7 (-30.43%). General public ridership increased by 1,384 (13.05%). Fares decreased -\$18,252.70 (-24.02%), mileage increased 5.02% (3,992) along with an increase in hours 3.82% (123). The overall costs decreased -1.00% (-\$4,078.48). The resultant farebox was 14.31%.

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

- passengers / mile (0.16 vs. 0.30);
- cost / hour (\$120.53 vs. \$88.20); and
- cost / passenger (\$29.54 vs. \$17.64).

The higher than average operating costs are attributed to the operation of five (5) primary and back-up vehicles, two (2) of which are larger capacity. Two (2) vehicles operate over long distances with many passenger loading stops. Service hours are also longer. Excessive route mileage and travel time, in turn, directly impacts fuel, maintenance, and repair costs. Even with significant increases in the number of passengers transported, the travel patterns still yield excessive mileage and time to reach destinations. Adherence to average System standards is clearly *not* possible when considering the unusual nature of these three (3) individual modal operations.

3. **Del Rey Transit** was in its seventh (7th) year of general public operation, eight (8) hours per week day. Overall ridership decreased -3.72% (-214). Senior ridership decreased by -51 (1.88%), there was an increase of 13 (92.86%) in disabled ridership, general public ridership decreased -176 (-5.83%). Total fares decreased -0.82% (-\$171.80). Mileage increased by 230 (0.75%) miles, hours increased 0.58% (10), and costs increased by \$464.27 (0.50%). The resultant farebox recovery was 22.27%, significantly higher than the 10.00% minimum standard.

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

- passengers / mile (0.18 vs. 0.30).

4. **Dinuba Transit** second year of service continued to be successful. Its total ridership increased 4,136 (55.61%). Senior riders decreased -487 (-32.77%), there were no disabled passengers; general public riders increased 4,136 (77.71%). Total fares increased \$3,398.88 (76.98%). Mileage increased 708 (1.48%). Hours of service increased 208 (8.69%). The total cost (for half the expenditures, the City of Dinuba pays the other half) increased \$6,771.68 (15.56%). The resultant farebox recovery was 15.54%, in excess of the minimum 10.00% standard.

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

- passengers / mile (0.24 vs. 0.30).

5. **Firebaugh Transit** reported a decrease of -7.98% (-2,009) in overall ridership. Senior ridership increased 2.09% (141), disabled passengers decreased by -15.21% (-47), and general public ridership decreased -11.61% (-2,103). Farebox revenues decreased -\$88.59 (-0.40%). Mileage increased 4,159 miles (7.11%). Service hours decreased -0.21% (-8 hours). Costs increased \$6,166.93 (2.09%). The initial farebox recovery was 6.61%, before adding \$7,414.26 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

Each of the performance indicators for Firebaugh Transit was consistent with FCRTA System standards.

6. **Fowler Transit** noted a decrease in overall ridership, -3,533 (-21.52%). Senior ridership increased 318 or 6.77%, while disabled ridership increased by 129 (13.96%) passengers, and general public ridership decreased -3,980 (-36.87%). Fares decreased -6.25% (-\$1,400.98), while mileage decreased -4.34% (-1,796). Total hours decreased -0.35% (-14). Costs decreased -3.21% (-\$6,956.99). The initial farebox recovery was 4.64%, before adding \$11,246.75 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

Each of the performance indicators for Fowler Transit was consistent with FCRTA System standards.

7. **Huron Transit's** ridership increased 4,090 (5.11%). Senior riders increased 128 (1.70%), disabled increased 92 (224.39%), while general public ridership increased 3,870 (5.34%). Total fares increased 7.48% (\$4,113.70). Mileage increased 4.90% (2,501). Hours of service decreased -0.18% (-10 hours). Costs increased 0.22% (\$703.80). The resultant farebox recovery was 18.50%, well in excess of the minimum 10.00% standard.

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

— passengers / mile (1.57 vs. 0.30).

8. **Kerman Transit** reported a 13.16% increase in ridership (921). Ridership by elderly passengers decreased by -143 rides (-4.85%), disabled decreased by -27 passengers (-56.25%), and general public passengers increased by 1,091 riders (27.24%). Farebox receipts increased \$52.48 (0.30%). Mileage decreased -7.61% (-1,079 miles). Hours of operation decreased -95 hours (-5.09%). Costs increased 4.54% (\$7,577.55). The initial farebox recovery was 7.93%, before adding \$3,607.08 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

Three (3) performance indicator for Kerman Transit was inconsistent with FCRTA System standards:

— cost per hour (\$98.53 vs. \$88.20)
— cost / mile (\$13.33 vs. \$6.06); and
— cost per passenger (\$22.05 vs. 17.64).

9. **Kingsburg Transit's** ridership increased 0.43% (109). Senior rides decreased -806 (-6.25%), 4 (0.21%) more disabled riders rode, while general public rides increased by 911 (8.74%). Fares decreased -\$1,366.47 (-4.16%). Mileage increased 3.39% (1,338) and hours increased 0.24% (10). Costs decreased -\$6,611.89 (-2.06%). The initial farebox recovery was 6.60%, before adding \$10,707.05 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

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

— cost / mile (\$7.72 vs. \$6.06).

10. **Laton Transit's** ridership increased 13.96% (904). Local interest in the service is still strong. Senior riders increased 181 (13.96%); disabled riders remained unchanged, while general public ridership increased 723 (13.96%). Passenger fares are retained by KART. Mileage increased 41 miles (0.15%). Hours decreased by -201 (-12.55%) Costs increased \$183.99 (0.34%). FCRTA's recorded fares resulted in the farebox recovery of 3.19%, additional Measure - C augmentation funds were not deemed necessary because sufficient passengers fares are recorded by KART and they exceed the minimum 10.00% standard.

One (1) performance indicators for Laton Transit were inconsistent with FCRTA System standards:

— passengers / mile (0.27 vs. 0.30).

This performance measure is reflective of a portion of the inter-community services that are contracted with Kings Area Rural Transit's operations that links the community to the City of Hanford. The FCRTA only pays a small portion of the actual operating costs associated with the service.

11. **Mendota Transit's** ridership decreased -1.86% (-314), fewer seniors (-1,018) rode representing a decrease of -27.87%, 130 more disabled passengers rode (40.00%) and 574 (4.45%) more general public patrons utilized the service. Fares decreased -0.29% (-\$47.49). Mileage decreased -2,293 (-7.34%), while hours remained unchanged. Cost increased \$6,577.88 (4.26%). The initial farebox recovery was 8.26%, before adding \$2,794.50 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

Each of the performance indicators for Mendota Transit was consistent with FCRTA System standards.

12. **Orange Cove Transit** has reported an increase in ridership of 7.60% (2,556). Seniors ridership decreased -4.68% (-404), 222 more disabled (21.00%), and 2,738 (11.44%) more general public passengers rode last year. Fares increased 5.17% (\$2,949.91), mileage decreased -0.32% (-192). Hours of service decreased -0.72% (-34). Costs increased \$37,309.42 (8.92%). The resultant farebox recovery was 18.37%.

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

13. **Parlier Transit** transported 756 more passengers for an increase of 10.31%. Senior riders decreased -11.96% (-354), -30 (-24.00%) less disabled, and general public riders increased 1,140 (26.82%). Fares increased 0.65% (\$92.39). Mileage decreased -2,221 (-12.85%), while service hours decreased -0.40% (-8). Cost increased \$7,975.63 or 5.86%. The initial farebox recovery was 5.26%, before adding \$6,832.94 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

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

— cost / mile (\$9.56 vs. \$6.06).

14. **Reedley Transit's** ridership increased 2,198 passengers, representing a 3.30% change from the previous Fiscal Year. Seniors ridership decreased -2.84% (-311), 619 (34.58%) more disabled rides rode, and 1,890 (3.51%) more general public. Fares increased 6.65% (\$3,452.10). Mileage increased 9.31% (8,906) while hours increased 7.22% (605). Costs increased \$47,400.86 (9.37%). The initial farebox recovery was 9.39%, before adding \$3,359.79 in Measure - C augmentation funds to achieve

the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

None of the Reedley Transit performance indicators fell below FCRTA System standards.

15. **Sanger Transit's** ridership increased 0.99% (417). Ridership by seniors increased 0.85% (83), while the disabled passengers decreased by -672 (-99.85%), and general public passengers increased 4.56% (906). Fares decreased -0.69% (-\$258.27). Mileage decreased -4.59% (-3,061 miles), and hours decreased -0.96% (-45 hours). Costs increased 6.08% (\$18,844.01). The resultant farebox recovery was 11.28%, more than the minimum 10.00% standard.

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

16. **San Joaquin Transit** ridership decreased -15.84% (-1,864). Senior ridership increased 88.64% (39), disabled decreased by -7 (-63.64%), and general public ridership decreased -16.19% (-1,896). Fares increase 20.19% (\$3,173.75). Mileage decreased -4.40% (-1,896 miles) while hours decreased -0.40% (-10 hours). Cost increased 25.84% (\$38,790.26). The initial farebox recovery was 4.86%, before adding \$9,717.95 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

During the 2009-10 Fiscal Year San Joaquin Transit operated beyond reasonable FCRTA System standards in the following one (1) performance indicators:

— passenger / mile (0.24 vs. 0.30).

These performance characteristics are low due to the low density population centers and extended travel times between origins and destinations.

17. **Selma Transit's** ridership increased 7.02% (4,115). Senior ridership increased 41 (0.18%), disabled passengers increased by 426 (24.33%) while general public ridership increased 3,648 (10.70%). Fares decreased -7.97% (-\$4,608.44). Mileage increased 5.04% (4,872). The hours of service increased 7.18% (587 hours). The resultant costs decreased -6.84% (-\$39,031.72). The initial farebox recovery was 8.74%, before adding \$6,680.40 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, equal to the minimum 10.00% standard.

Selma Transit operated above FCRTA System standards for all performance indicator:

18. **Southeast Transit** ridership increased 6.25% (675) during the past Fiscal Year. Ridership by seniors decreased by -711 (-36.57%), while disabled ridership decreased by -665 (-48.79%) and general public increased by 2,051 (27.37%). Fares increased 7.74% (\$1,833.80). Mileage increased 211 miles (0.55%). The service hours remained unchanged. The costs decreased -\$22,145.54 (-15.76%). The resultant farebox recovery was 21.56%.

During the past Fiscal Year Southeast Transit Service has operated beyond reasonable FCRTA System standards in the following one (1) System performance indicators:

— passenger / mile (0.28 vs. 0.30).

19. **Juvenile Justice Campus Transit** only transported 1,127 passengers during the three (3) month demonstration period. The service averaged less than five (5) round trips per day. The minimum performance standard was forty (40) daily round trips passengers, or just four (4) round trips per hour. No seniors rode, 10 were disabled and 1,117 were general public. Farebox receipts were \$5,087.32. 13,507 miles were driven during a total of 791 hours. The service cost \$59,873.23. The

initial farebox recovery was 2.27%, before adding \$3,931.32 in Measure - C augmentation funds to achieve the resultant farebox recovery of 10.00%, just equal to the minimum 10.00% standard.

Three (3) minimum performance standards were not met:

- passengers / hour (1.43 vs. 3.00);
- passengers / mile (0.08 vs. 0.30); and
- cost / passenger (\$45.14 vs. \$17.64).

The minimum performance standards did not meet minimum performance expectation, so following the “Legal Notice” publication; the service was discontinued thirty (30) days later, on November 13, 2009.

20. **Westside Transit’s** ridership increased 1.11% (108). Senior ridership increased 7.14% (157), disabled increased by 80 (58.39%) and general public decreased -1.76% (-129). Fares increased \$786.15 (2.92%). Mileage increased 0.58% (249 miles), and hours remained unchanged. Costs decreased -\$32,437.37 (-19.96%). The farebox recovery was 21.29%.

During the past year Westside Transit service has operated beyond reasonable FCRTA System standards in the following one (1) performance indicator:

- passengers / mile (0.22 vs. 0.30).

VI. 2009 - 2010 PRODUCTIVITY EVALUATION COMMITTEE RECOMMENDATIONS

It is recommended that FCRTA take the following actions:

- A. Continue to implement recommendations in the *"Short-Range Transit Plan for the Rural Fresno County Area"* to increase productivity.
- B. Continue to modify services as warranted.
- C. Continue to monitor subsystem farebox recovery percentages to ensure the minimum ten percent (10%) TDA requirement is maintained for the entire System. Conduct Public Hearings to consider appropriate fares adjustments to increase farebox revenues as warranted.
- D. Respond to recommendations referenced in the Triennial Performance Audit for FY2006-2007 to 2008-2009 Report.
- E. Continue to address responsibilities under the Americans with Disabilities Act of 1990.
- F. Continue to Address responsibilities under the Clean Air Act of 1990, the San Joaquin Valley Unified Air Pollution Control District's Air Quality Plan and FRESNO COG's Transportation Control Measures Plan and State's Congestion Management System.
- G. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of public transit.
- H. Continue to pursue coordination of services between the various transportation agencies in the County towards possible agency consolidation.

TABLE III-1
FY 2007-2008 to FY 2009-2010 Summary of FCRTA Totals

Fiscal Year	Seniors	Disabled	General Public	Total Passengers	Fares	Mileage	Hours	Cost
FY 2007 – 08	119,115	9,411	332,313	460,839	\$531,857	850,528	62,758	\$4,073,584
FY 2008 – 09	119,336	10,498	316,572	446,406	\$572,893	924,876	67,246	\$4,422,171
FY 2009 – 10	115,750	10,767	334,712	461,229	\$566,363	949,181	68,677	\$4,592,655

TABLE III-2
FY 2007-2008 to FY 2009-2010 Summary of FCRTA Performance Characteristics

Fiscal Year	Pass/Hour	Pass/Mile	Cost/Hour	Cost/Mile	Cost/Pass	% Farebox
FY 2007 – 08	7.34	0.54	\$64.91	\$4.79	\$8.84	13.1
FY 2008 – 09	6.64	0.48	\$67.06	\$4.88	\$10.10	12.7
FY 2009 - 10	6.72	0.49	\$66.87	\$4.84	\$9.96	12.3

EXHIBIT III-1
Performance Characteristics

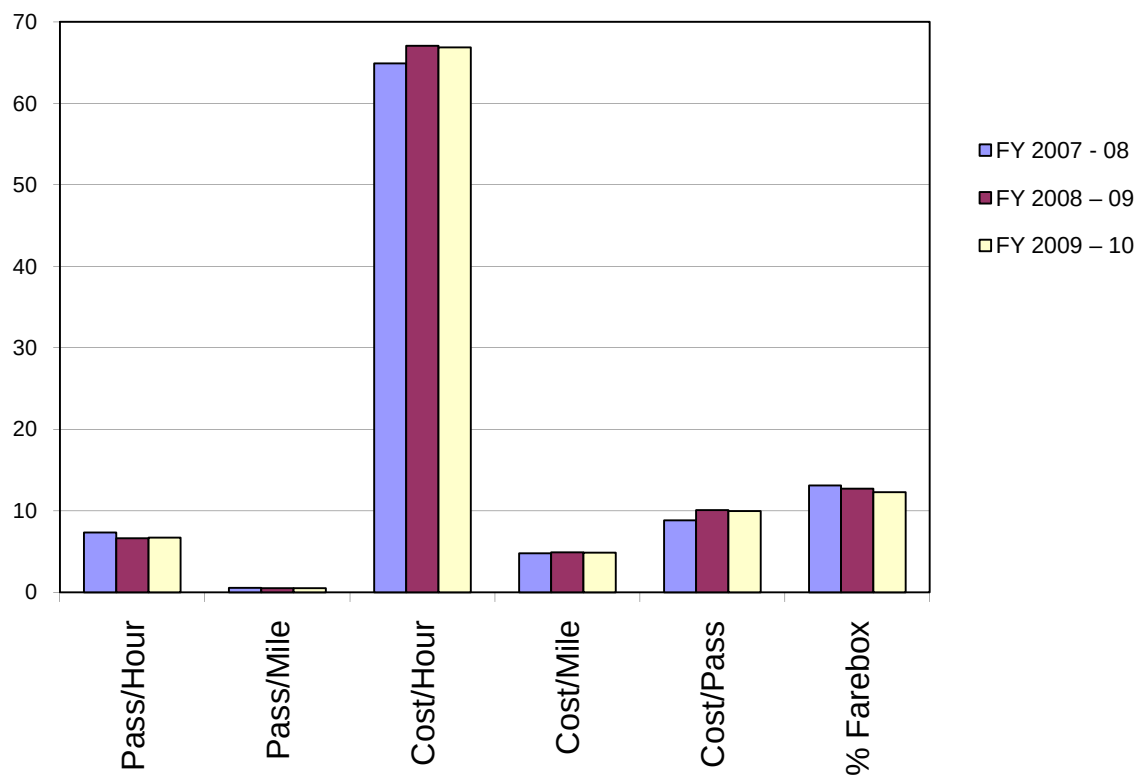


Table III-3
FY 2008-2009 FCRTA System Summary

FCRTA Subsystems:	Total Seniors:	Total Disabled:	Total General Public:	Total Passengers:	Total Fares:	Total Mileage:	Total Hours:	Total Cost:
Auberry Transit	2,392	22	519	2,933	\$12,405.38	30,533	1,739	\$124,053.83
Coalinga Transit	1,703	23	10,604	12,330	\$75,979.50	79,471	3,222	\$407,244.50
Del Rey Transit	2,720	14	3,019	5,753	\$20,891.55	30,719	1,736	\$92,593.58
Dinuba Transit	1,487	0	5,950	7,437	\$4,415.46	47,806	2,394	\$43,515.00
Firebaugh Transit	6,757	309	18,112	25,178	\$21,984.78	58,488	3,844	\$212,794.96
Fowler Transit	4,695	924	10,795	16,414	\$22,402.28	41,418	3,842	\$216,969.95
Huron Transit	7,520	41	72,488	80,049	\$54,996.53	51,056	5,698	\$318,814.64
Kerman Transit	2,946	48	4,005	6,999	\$17,407.66	14,177	1,867	\$167,023.84
Kingsburg Transit	12,894	1,882	10,419	25,195	\$32,856.52	39,460	4,222	\$321,512.37
Laton Transit	1,295	0	5,180	6,475	\$5,340.60	26,855	1,602	\$53,406.01
Mendota Transit	3,653	325	12,903	16,881	\$16,153.87	31,220	2,366	\$154,485.91
Orange Cove Transit	8,631	1,057	23,925	33,613	\$57,002.88	60,444	4,750	\$299,698.62
Parlier Transit	2,959	125	4,251	7,335	\$14,318.00	17,288	1,875	\$136,127.22
Reedley Transit	10,965	1,790	53,804	66,559	\$51,877.36	95,667	8,368	\$505,893.70
Sanger Transit	21,628	673	19,862	42,163	\$37,343.02	66,618	4,697	\$309,852.00
San Joaquin Transit	44	11	11,709	11,764	\$15,719.14	43,081	2,385	\$150,138.66
Selma Transit	22,806	1,751	34,088	58,645	\$57,805.71	96,632	8,174	\$571,004.39
Southeast Transit	1,944	1,363	7,494	10,801	\$23,691.70	40,316	1,986	\$140,561.97
South Sierra Transit	97	3	95	195	\$3,394.17	8,808	495	\$33,941.69
Westside Transit	2,200	137	7,350	9,687	\$26,906.75	44,819	1,986	\$162,537.84
SYSTEM TOTALS	119,336	10,498	316,572	446,406	\$572,892.86	924,876	67,248	\$4,422,170.68

Table III-4
FY 2009-2010 FCRTA System Summary

FCRTA Subsystems:	Total Seniors:	Total Disabled:	Total General Public:	Total Passengers:	Total Fares:	Total Mileage:	Total Hours:	Total Cost:
Auberry Transit	1,968	24	372	2,364	\$14,183.26	35,460	1,756	\$141,832.58
Coalinga Transit	1,735	16	11,988	13,739	\$57,704.30	83,463	3,345	\$403,166.02
Del Rey Transit	2,669	27	2,843	5,539	\$20,719.75	30,949	1,746	\$93,057.85
Dinuba Transit	1,000	0	10,573	11,573	\$7,814.34	48,514	2,602	\$50,286.68
Firebaugh Transit	6,898	262	16,009	23,169	\$21,896.19	62,647	3,836	\$218,961.89
Fowler Transit	5,013	1,053	6,815	12,881	\$21,001.30	39,622	3,828	\$210,012.96
Huron Transit	7,648	133	76,358	84,139	\$59,110.23	53,557	5,688	\$319,518.44
Kerman Transit	2,803	21	5,096	7,920	\$17,460.14	13,098	1,772	\$174,601.39
Kingsburg Transit	12,088	1,886	11,330	25,304	\$31,490.05	40,798	4,232	\$314,900.48
Laton Transit	1,476	0	5,903	7,379	\$1,705.00	26,896	1,401	\$53,590.00
Mendota Transit	2,635	455	13,477	16,567	\$16,106.38	28,927	2,366	\$161,063.79
Orange Cove Transit	8,227	1,279	26,663	36,169	\$59,951.89	60,252	4,716	\$326,428.11
Parlier Transit	2,605	95	5,391	8,091	\$14,410.39	15,067	1,868	\$144,103.85
Reedley Transit	10,654	2,409	55,694	68,757	\$55,329.46	104,573	8,973	\$553,294.56
Sanger Transit	21,811	1	20,768	42,580	\$37,084.75	63,557	4,652	\$328,696.01
San Joaquin Transit	83	4	9,813	9,900	\$18,892.89	41,185	2,375	\$188,928.92
Selma Transit	22,847	2,177	37,736	62,760	\$53,197.27	101,504	8,760	\$531,972.67
Southeast Transit	1,233	698	9,545	11,476	\$25,525.50	40,537	1,986	\$118,416.43
Juvenile Justice Campus Transit	0	10	1,117	1,127	\$5,087.32	13,507	791	\$50,873.23
Westside Transit	2,357	217	7,221	9,795	\$27,692.90	45,068	1,986	\$130,100.47
SYSTEM TOTALS	115,750	10,767	334,712	461,229	\$566,363.31	949,181	68,677	\$4,592,655.00

Table III-5
Numeric Change in FCRTA System Summaries
FY 2008-2009 vs. FY 2009-2010

FCRTA Subsystems:	Total Seniors:	Total Disabled:	Total General Public:	Total Passengers:	Total Fares:	Total Mileage:	Total Hours:	Total Cost:
Auberry Transit	-424	2	-147	-569	\$1,777.88	4,927	17	\$17,778.75
Coalinga Transit	32	-7	1,384	1,409	-\$18,275.20	3,992	123	-\$4,078.48
Del Rey Transit	-51	13	-176	-214	-\$171.80	230	10	\$464.27
Dinuba Transit	-487	0	4,623	4,136	\$3,398.88	708	208	\$6,771.68
Firebaugh Transit	141	-47	-2,103	-2,009	-\$88.59	4,159	-8	\$6,166.93
Fowler Transit	318	129	-3,980	-3,533	-\$1,400.98	-1,796	-14	-\$6,956.99
Huron Transit	128	92	3,870	4,090	\$4,113.70	2,501	-10	\$703.80
Kerman Transit	-143	-27	1,091	921	\$52.48	-1,079	-95	\$7,577.55
Kingsburg Transit	-806	4	911	109	-\$1,366.47	1,338	10	-\$6,611.89
Laton Transit	181	0	723	904	-\$3,635.60	41	-201	\$183.99
Mendota Transit	-1,018	130	574	-314	-\$47.49	-2,293	0	\$6,577.88
Orange Cove Transit	-404	222	2,738	2,556	\$2,949.01	-192	-34	\$26,729.49
Parlier Transit	-354	-30	1,140	756	\$92.39	-2,221	-8	\$7,976.63
Reedley Transit	-311	619	1,890	2,198	\$3,452.10	8,906	605	\$47,400.86
Sanger Transit	183	-672	906	417	-\$258.27	-3,061	-45	\$18,844.01
San Joaquin Transit	39	-7	-1,896	-1,864	\$3,173.75	-1,896	-10	\$38,790.26
Selma Transit	41	426	3,648	4,115	-\$4,608.44	4,872	587	-\$39,031.72
Southeast Transit	-711	-665	2,051	675	\$1,833.80	221	0	-\$22,145.54
South Sierra Transit	-97	7	1,022	932	\$1,693.15	4,699	296	\$16,931.54
Westside Transit	157	80	-129	108	\$786.15	249	0	-\$32,437.37
SYSTEM TOTALS	-3,587	269	18,141	14,823	-\$6,529.55	24,305	1,431	\$170,484.32

Table III-6
Percentage Change in FCRTA System Summaries
FY 2008-2009 vs. FY 2009-2010

FCRTA Subsystems:	Total Seniors:	Total Disabled:	Total General Public:	Total Passengers:	Total Fares:	Total Mileage:	Total Hours:	Total Cost:
Auberry Transit	-17.73%	9.09%	-28.32%	-19.40%	14.33%	16.14%	0.98%	14.33%
Coalinga Transit	1.88%	-30.43%	13.05%	11.43%	-24.05%	5.02%	3.82%	-1.00%
Del Rey Transit	-1.88%	92.86%	-5.83%	-3.72%	-0.82%	0.75%	0.58%	0.50%
Dinuba Transit	-32.77%	0.00%	77.71%	55.61%	76.98%	1.48%	8.69%	15.56%
Firebaugh Transit	2.09%	-15.21%	-11.61%	-7.98%	-0.40%	7.11%	-0.21%	2.90%
Fowler Transit	6.77%	13.96%	-36.87%	-21.52%	-6.25%	-4.34%	-0.35%	-3.21%
Huron Transit	1.70%	224.39%	5.34%	5.11%	7.48%	4.90%	-0.18%	0.22%
Kerman Transit	-4.85%	-56.25%	27.24%	13.16%	0.30%	-7.61%	-5.09%	4.54%
Kingsburg Transit	-6.25%	0.21%	8.74%	0.43%	-4.16%	3.39%	0.24%	-2.06%
Laton Transit	13.96%	0.00%	13.96%	13.96%	-68.07%	0.15%	-12.55%	0.34%
Mendota Transit	-27.87%	40.00%	4.45%	-1.86%	-0.29%	-7.34%	0.00%	4.26%
Orange Cove Transit	-4.68%	21.00%	11.44%	7.60%	5.17%	-0.32%	-0.72%	8.92%
Parlier Transit	-11.96%	-24.00%	26.82%	10.31%	0.65%	-12.85%	-0.40%	5.86%
Reedley Transit	-2.84%	34.58%	3.51%	3.30%	6.65%	9.31%	7.22%	9.37%
Sanger Transit	0.85%	-99.85%	4.56%	0.99%	-0.69%	-4.59%	-0.96%	6.08%
San Joaquin Transit	88.64%	-63.64%	-16.19%	-15.84%	20.19%	-4.40%	-0.40%	25.84%
Selma Transit	0.18%	24.33%	10.70%	7.02%	-7.97%	5.04%	7.18%	-6.84%
Southeast Transit	-36.57%	-48.79%	27.37%	6.25%	7.74%	0.55%	0.00%	-15.76%
South Sierra Transit	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Westside Transit	7.14%	58.39%	-1.76%	1.11%	2.92%	0.56%	0.00%	-19.96%
SYSTEM TOTALS	-3.01%	2.56%	5.73%	3.32%	-1.14%	2.63%	2.13%	3.86%

Table III-7
FY 2008-2009 Summary of FCRTA Performance Characteristics

FCRTA	Pass/	Pass/	Cost/	Cost/	Cost/	Farebox	Times Beyond
Subsystems:	Hour	Mile	Hour	Mile	Pass	Percentage	Reasonable Standards
Auberry Transit	1.69	0.10	\$71.34	\$4.06	\$42.30	10.00%	3
Coalinga Transit	3.83	0.16	\$126.39	\$5.12	\$33.03	18.66%	3
Del Rey Transit	3.31	0.19	\$53.34	\$3.01	\$16.09	22.56%	1
Dinuba Transit	3.11	0.16	\$18.18	\$0.91	\$5.85	10.15%	1
Firebaugh Transit	6.55	0.43	\$55.36	\$3.64	\$8.45	10.33%	0
Fowler Transit	4.27	0.40	\$56.48	\$5.24	\$13.22	10.33%	0
Huron Transit	14.05	1.57	\$55.95	\$6.24	\$3.98	17.25%	1
Kerman Transit	3.75	0.49	\$89.46	\$11.78	\$23.86	10.42%	3
Kingsburg Transit	5.97	0.64	\$76.15	\$8.15	\$12.76	10.22%	1
Laton Transit	4.04	0.24	\$33.34	\$1.99	\$8.25	10.00%	2
Mendota Transit	7.14	0.54	\$65.31	\$4.95	\$9.15	10.46%	0
Orange Cove Transit	7.08	0.56	\$63.09	\$4.96	\$8.92	19.02%	0
Parlier Transit	3.91	0.42	\$72.60	\$7.87	\$18.56	10.52%	2
Reedley Transit	7.95	0.70	\$60.46	\$5.29	\$7.60	10.25%	0
Sanger Transit	8.98	0.63	\$65.97	\$4.65	\$7.35	12.05%	0
San Joaquin Transit	4.93	0.27	\$62.96	\$3.49	\$12.76	10.47%	1
Selma Transit	7.18	0.61	\$69.86	\$5.91	\$9.74	10.12%	0
Southeast Transit	5.44	0.27	\$70.78	\$3.49	\$13.01	16.85%	1
South Sierra Transit	0.39	0.02	\$68.57	\$3.85	\$174.06	10.00%	3
Westside Transit	4.88	0.22	\$81.84	\$3.63	\$16.78	16.55%	1
SYSTEM AVERAGE	6.64	0.48	\$67.06	\$4.88	\$10.10	12.70%	
FCRTA "Intra-City" Standard	5.00	0.50	\$63.00	\$4.33	\$12.60	10.00%	
60% of FCRTA Standard	3.00	0.30	na	na	na	6.00%	
140% of FCRTA Standard	na	na	\$88.20	\$6.06	\$17.64	na	

Table III-8
FY 2009-2010 Summary of FCRTA Performance Characteristics

FCRTA	Pass/	Pass/	Cost/	Cost/	Cost/	Farebox	Times Beyond
Subsystems:	Hour	Mile	Hour	Mile	Pass	Percentage	Reasonable Standards
Auberry Transit	1.35	0.07	\$80.77	\$4.00	\$60.00	10.00%	3
Coalinga Transit	4.11	0.16	\$120.53	\$4.83	\$29.34	14.31%	3
Del Rey Transit	3.17	0.18	\$53.30	\$3.01	\$16.80	22.27%	1
Dinuba Transit	4.45	0.24	\$19.33	\$1.04	\$4.35	15.54%	1
Firebaugh Transit	6.04	0.37	\$57.09	\$3.50	\$9.45	10.00%	0
Fowler Transit	3.36	0.33	\$54.86	\$5.30	\$16.30	10.00%	0
Huron Transit	14.79	1.57	\$56.17	\$5.97	\$3.80	18.50%	1
Kerman Transit	4.47	0.60	\$98.53	\$13.33	\$22.05	10.00%	3
Kingsburg Transit	5.98	0.62	\$74.41	\$7.72	\$12.44	10.00%	1
Laton Transit	5.27	0.27	\$38.25	\$1.99	\$7.26	3.18%	1
Mendota Transit	7.00	0.57	\$68.09	\$5.57	\$9.72	10.00%	0
Orange Cove Transit	7.67	0.60	\$69.22	\$5.42	\$9.03	18.37%	0
Parlier Transit	4.33	0.54	\$77.16	\$9.56	\$17.81	10.00%	1
Reedley Transit	7.66	0.66	\$61.67	\$5.29	\$8.05	10.00%	0
Sanger Transit	9.15	0.67	\$70.66	\$5.17	\$7.72	11.28%	0
San Joaquin Transit	4.17	0.24	\$79.55	\$4.59	\$19.08	10.00%	1
Selma Transit	7.16	0.62	\$60.73	\$5.24	\$8.48	10.00%	0
Southeast Transit	5.78	0.28	\$59.63	\$2.92	\$10.32	21.56%	1
South Sierra Transit	1.43	0.08	\$64.36	\$3.77	\$45.14	10.00%	3
Westside Transit	4.93	0.22	\$65.51	\$2.89	\$13.28	21.29%	1
SYSTEM AVERAGE	6.72	0.49	\$66.87	\$4.84	\$9.96	12.33%	
FCRTA "Intra-City" Standard	5.00	0.50	\$63.00	\$4.33	\$12.60	10.00%	
60% of FCRTA Standard	3.00	0.30	na	na	na	6.00%	
140% of FCRTA Standard	na	na	\$88.20	\$6.06	\$17.64	na	

EXHIBIT III-2
Passengers Per Hour

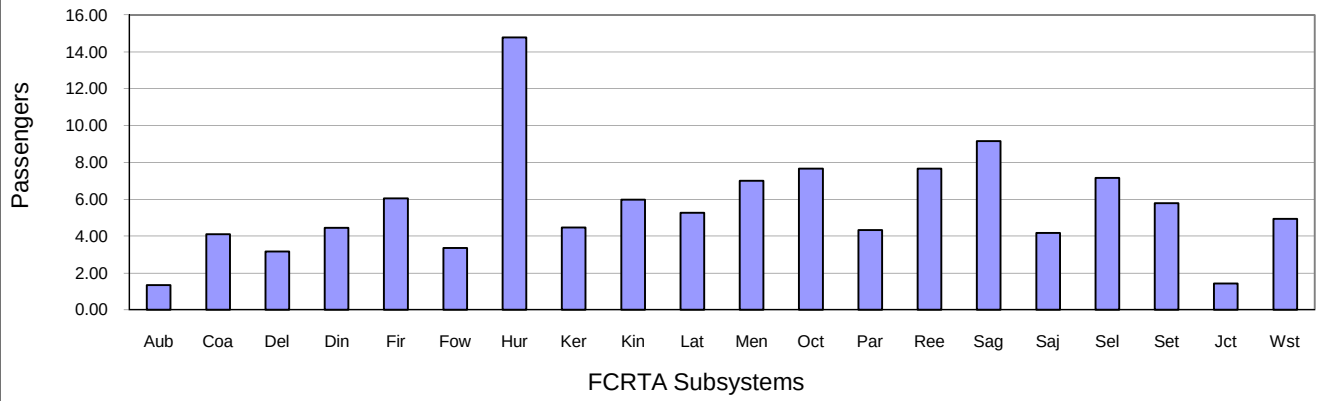
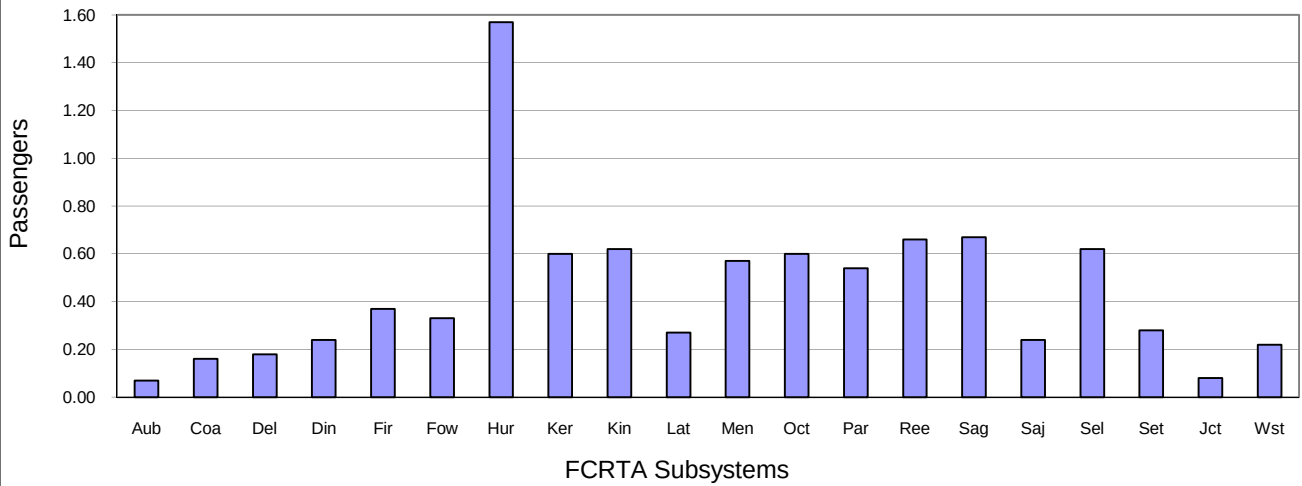


EXHIBIT III-3
Passengers Per Mile



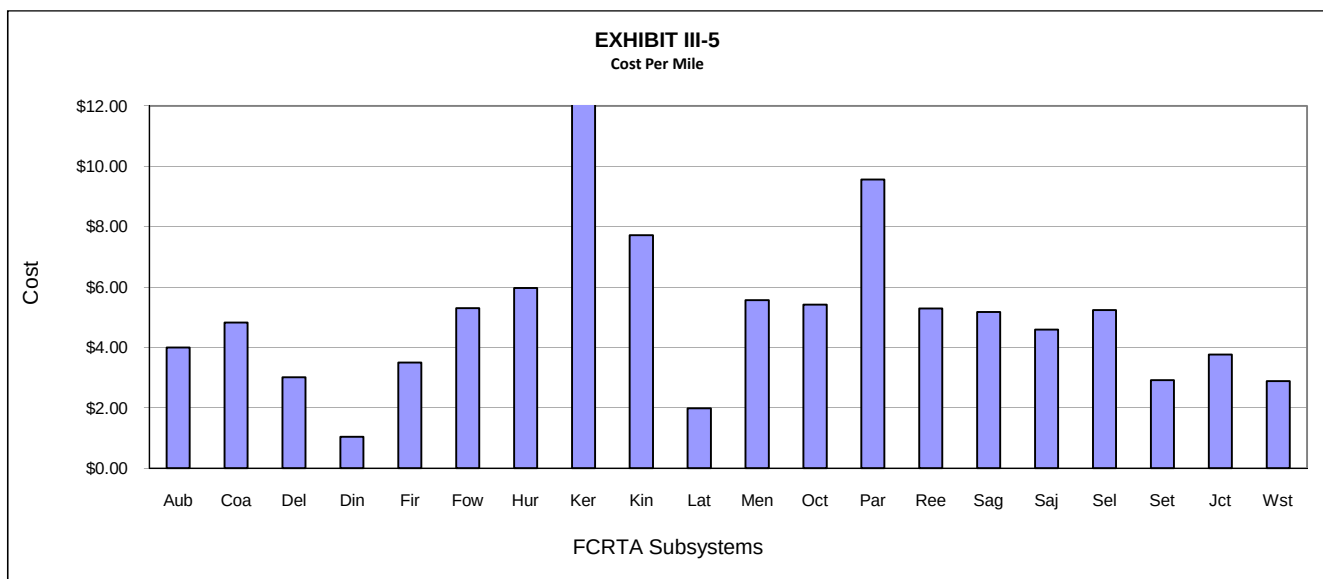
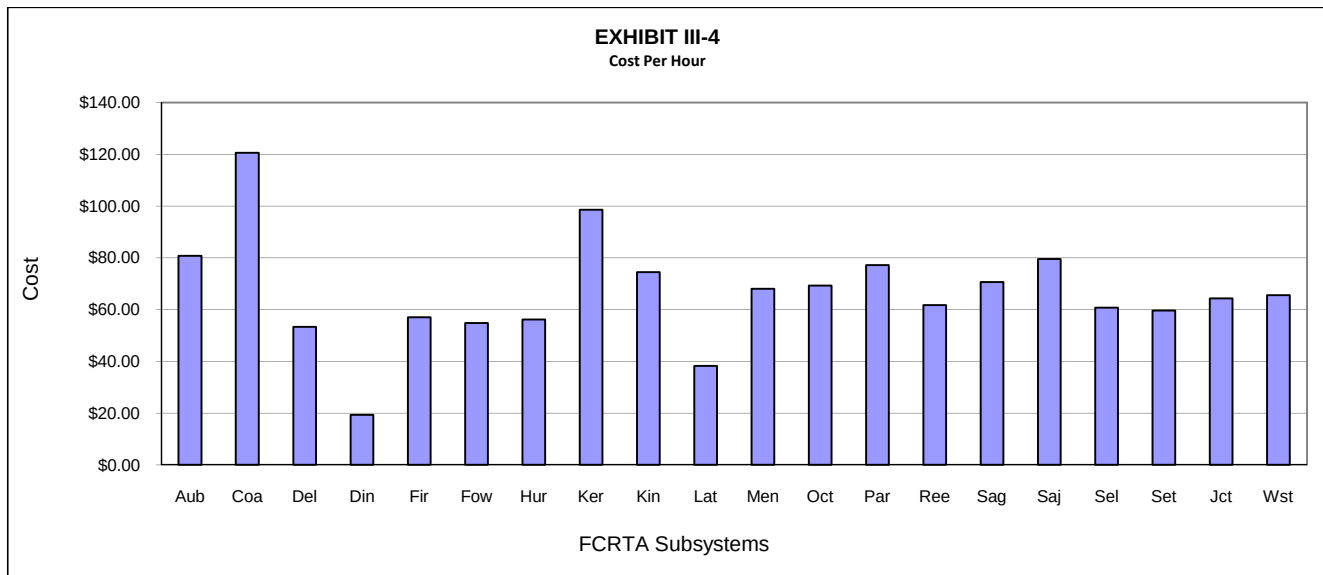


EXHIBIT III-6

Cost Per Passenger

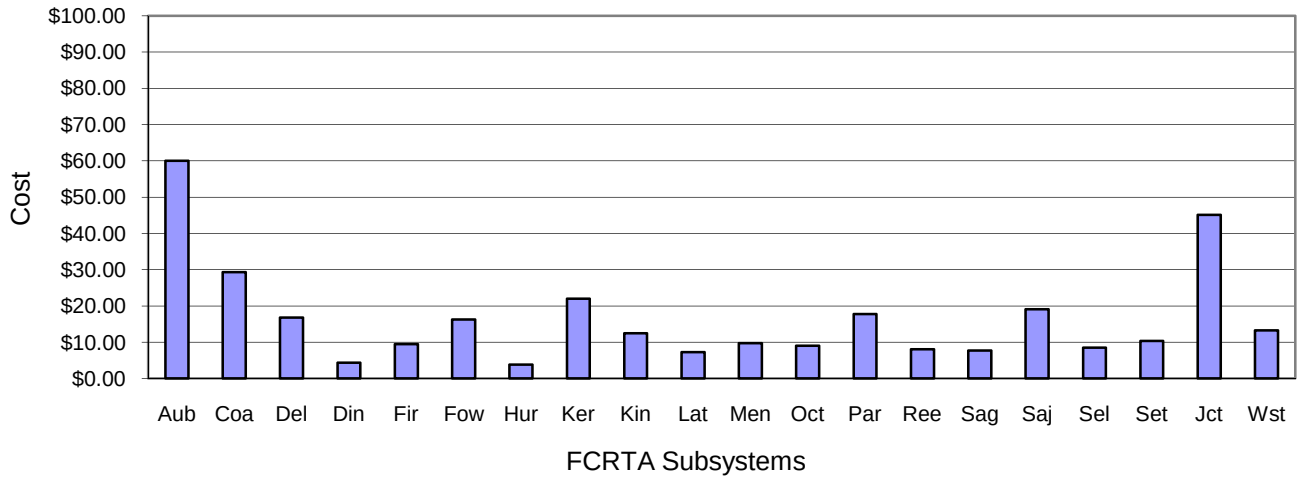
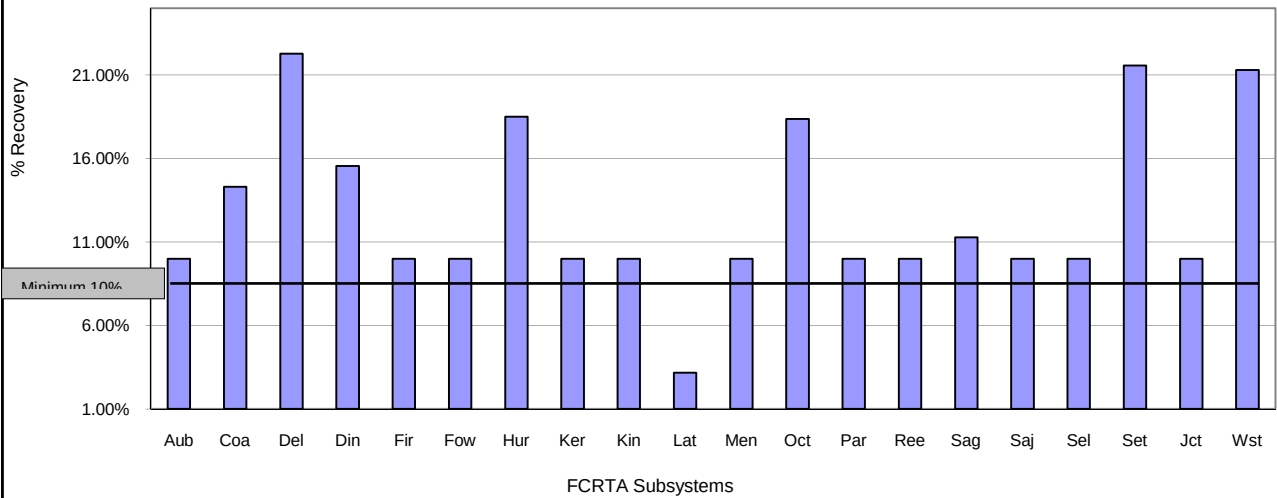


EXHIBIT III-7

% Farebox Recovery



Section IV

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

***Fresno County Economic Opportunities Commission
3120 W. Nielsen, Suite 101
Fresno, CA 93706
559-486-6587
www.fresnoeoc.org***

SECTION IV

2009-10 PRODUCTIVITY EVALUATION

CONSOLIDATED TRANSPORTATION SERVICES AGENCY (CTSA) FOR THE FRESNO URBAN AREA AND THE FRESNO RURAL AREA

I. BACKGROUND

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

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

II. DESCRIPTION OF URBAN AND RURAL SERVICES AS IDENTIFIED IN THE ADOPTED OPERATIONS PROGRAM AND BUDGET FOR FISCAL YEAR 2008-09 FOR THE FRESNO URBAN CTSA AND THE FRESNO RURAL CTSA.

During fiscal year 2009-10, the following non-profit social service and public agencies participated in the Fresno Urban CTSA and Fresno Rural CTSA process:

The Fresno Urban Area CTSA

AGENCY	TYPE OF SERVICE
1. Local Conservation Corps	Vehicle Maintenance
2. FMAAA Senior Transportation	Elderly Transportation
3. FCEOC <i>Senior Meals/Summer Lunch</i>	Congregate Meal Delivery Vehicle Maintenance
4. Head Start	Student Transportation Vehicle Maintenance Congregate Meal Delivery
5. St. Agnes -ADHC	Elderly transportation Vehicle Maintenance
6. Masten Towers	Elderly Transportation Vehicle Maintenance
7. Nikkei	Vehicle Maintenance

- | | | |
|-----|---|--|
| 8. | Sanctuary | Vehicle Maintenance |
| 9. | Senior Citizens Village | Elderly Transportation
Vehicle Maintenance |
| 10. | Fresno County CalWorks | Passenger Transportation
Vehicle Maintenance |
| 11. | Central Valley Regional Center | Developmentally Disabled Transportation
Vehicle Maintenance |
| 12. | Charter Trips for Social Service Agencies | General Transportation
Vehicle Maintenance |
| 13. | United Cerebral Palsy | Emergency Coordinated Back-up Transportation |

The Fresno Rural Area CTSA

- | | | |
|----|---------------------|--|
| 1. | FMAAA | Elderly Transportation
Vehicle Maintenance |
| 2. | FCEOC Food Services | SeniorMeals/SummerLunch
Vehicle Maintenance
Congregate Meal Delivery |
| 3. | HEAD START | Student Transportation
Congregate Meal Delivery
Vehicle Maintenance |

The agencies listed below and their respective programs are categorized into four types of coordinated transportation services: Vehicle Time Sharing, Ridesharing, Consolidation, and Maintenance.

- | | | |
|----|---|--|
| 4. | Fresno County Rural Transit Agency
(Public Agency Contract Services) | <i>Kingsburg Transit</i>
General Public

<i>Orange Cove Transit</i>
General Public Inter-City Service

<i>Huron Inter-City</i>
General Public

<i>Selma Transit</i>
Weekday & Saturday Only
General Public

<i>Auberry Inter-City (Tues. only)</i>
General Public Inter-City Service

<i>Southeast Corridor Service</i>
Back-Up Service to Inter-City
Common Carrier Service for Elderly and Disabled

<i>Westside Corridor</i>
General Public Inter-City Service

<i>South Sierra Transit</i>
General Public Inter-City Service |
|----|---|--|

5. Ridesharing Services

Firebaugh Transit

Public Agency Contract Services
Shared Gen. Public & Social Service

Huron Transit

Social Service

Mendota Transit

Shared General Public & Social Service

Orange Cove Transit (In-City)

Shared General Public & Social Service

Parlier Transit

Shared General Public & Social Service

San Joaquin Transit

Shared General Public & Social Service

Auberry Transit

Shared General Public & Social Service

Fowler Transit

Shared General Public & Social Service

Del Rey Transit

Shared General Public & Social Service

6. Nikkei

Vehicle Maintenance

7. Fresno County Office of Education

Student Transportation

8. Central Valley Regional Center

Disabled Passenger Transportation

9. Charter Trips for Social Service Agencies

General Public and Non-Profits Transportation
Vehicle Maintenance

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

The Ridership information for Maintenance Only/Transit Service contracts with the Fresno County Rural Transit Agency (FCRTA) is excluded from the Rural CTSA Productivity Evaluation section. But this information is reported in the FCRTA section of this document.

III ANNUAL AND TRIENNIAL REVIEW PROCESS

Annual Productivity Evaluation

A "Local Policy Commitment" was included in the Action Plan to monitor the development and implementation of the Plan. Since 1984, the FRESNO COG's staffs have conducted an annual assessment of the effectiveness and efficiency of the Fresno Urban Area CTSA and Fresno Rural Area CTSA services. The data used for the evaluation of the CTSA services was derived from monthly Management Information Service (MIS) reports. The MIS report is a compilation of daily driver logs and vehicle mileage reports in a spreadsheet.

Section VI contains the Productivity Evaluation Response detail for 2009/10 and Section VII contains the 2009/10 Recommendations.

Triennial Performance Audit

The Transportation Development Act (TDA) requires that the FRESNO COG, on a triennial basis, engage the service of an outside consultant to conduct a performance audit on all transit operators claiming TDA funds, under California Public Utilities (CPUC) section 99260 of the TDA within their jurisdiction. The performance audit covers the triennial period July 1, 2006 through June 30, 2009 and has been accepted by the FRESNO COG Board in its June 2010 meeting. [See section VIII for Recommendations]

IV. SIGNIFICANT SERVICE / ADMINISTRATIVE CHANGES

Passenger Transportation

After eight successful years transporting CalWorks clients, Fresno County renewed the Contract for this dispatched transportation service.

In this contract, FCEOC provides transportation services to CalWorks participants during non-traditional working hours, between 6 p.m. and 6 a.m., seven-days per week. Transportation is provided to a place of employment, a training site, or to a childcare facility as requested by Fresno County caseworkers.

During 2009/10, FCEOC contracted with the Fresno County Office of Education to transport students to and from the Tielman site to their homes in the South Valley. These courts appointed students are continuing their education within this special environment.

The use of school buses and vans continue to increase productivity in the services and in the contract with Fresno County of Education. This contract requires FCEOC to transport students from the Fresno rural area to Sunnyside High School located in the Fresno Urban area. This program is set up for the Fresno rural area students who have interest in the medical field.

FCEOC also continues to provide transportation services for the Fresno-Madera Area on Agency on Aging (FMAAA) Senior Program. Transportation is provided to and from the participants' home to the nutrition site.

Social service transportation continues to show increase in service due to increased revenues by the social service agency requesting the service. For example, the Bureau of Reclamation set a Saturday in October aside to take developmentally disabled children on a fishing trip at Millerton Lake. FCEOC coordinates and provides transportation for this event.

Meal Delivery Transportation

These service contracts have increased to include south valley communities. The meal volume has increased significantly due to this expansion. FCEOC continues to expand its scope of service for lunches to the Summer Food Service Program participants.

Vehicle Maintenance

During FY 2009-10, the CTSA continued to market vehicle maintenance service to social service agencies. CTSA continues to embark/explore effective and efficient methods of providing low-cost-low-maintenance services to other social services organization.

As part of CTSA's commitment to quality services, CTSA employs four maintenance specialists to handle maintenance duties. All CTSA Maintenance specialists are certified by the Automotive of Society of Engineer (ASE). As required, the maintenance specialist continues to improve their skills through the Automotive of Society Engineer (ASE) certified mechanic program. CTSA continues to use its "state of the art" Engine Analyzer and upgraded air-conditioning equipment to carry out vehicle repairs. A maintenance software program that tracks maintenance work and schedule a vehicle preventive maintenance is also used.

Administrative Structure and Training

During FY 2009/10, FCEOC continued to employ a multi-tiered management structure that included a Program Director, Business Manager, and four supervisors. The management team meets monthly to address an aggressive operational and administrative agenda. These meetings are vital links between the management team and staff.

During the FY 2009/10, FCEOC continued to attend seminars and workshops, notably, the Transportation Safety Institute/US Department of Transportation Certificate Program, the National Head Start Association Conference, Mountain Area School Bus In-service Certificate Programs, California Association of School Transportation Officiates (CASTCO) Conference, Community Transportation Association Training-the-Trainer Passenger Service and Safety Certificate Program and participate in the California Association for Coordinated Transportation (CalACT), our Transit Association.

The FCEOC Transit Systems maintains the certification of Department of Motor Vehicles Employee Testing Program (DL170). The DL170 certificate permits FCEOC to conduct private driving tests for current/potential FCEOC employees. Since the introduction of the in-house/private testing program at FCEOC, our driver training processes have improved, overall.

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

FCEOC Transit Systems continues to hold six (6), two (2) hour driver in-service training meetings each year. The transit systems supervisors and guest speakers provide awareness training on topics such as defensive driving; vehicle code; daily vehicle inspection; Consumer crisis response, etc. Safety awards are also issued during the in-service meeting.

FCEOC continues to track the number of preventable accident – this provides useful data in the driver-training program. A monthly newsletter that features safety issues, new hires, calendar activities, etc., is also published monthly. An employee accident prevention program is designed to reward drivers with good driving practices.

V. OVERALL CTSA SERVICES

Through its ability to provide cost effective transportation and maintenance services, the Fresno Urban Area CTSA and the Fresno Rural Area CTSA demonstrates the capability of meeting the objectives of AB120. The CTSA services also accommodate some transportation needs when requested for FAX and FCRTA. This service increases overall transportation efficiency in both Urban/Rural areas.

Vehicle Maintenance

CTSA has one (1) Maintenance Supervisor and three (3) full-time maintenance specialists. The maintenance specialists perform brake jobs, tune-ups, electrical works, wheelchair equipment repair, and suspension, etc. Para-transit vehicles are inspected every 45 days or 3,000 miles, as required by the CHP regulations. The “B” buses are inspected every 90 days or 5, 000 miles.

Driver Training

During the 2009-10 period, the CTSA had three (3) Certified School Bus Classroom Driver Instructors and one (1) Delegated Behind-the-Wheel Instructor to provide Behind-the-wheel and classroom instruction for school bus, GPPV and Class B-P certification. An on-going driver-training program has been maintained and will continue to be offered to other social service agencies in Fresno Metropolitan Area and to the FCRTA. Our insurance carrier (Non-Profits United) also provides trainings on emergency techniques and laws/regulations to staffs and drivers.

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

CTSA continues to participate in the California Department of Motor Vehicle (DMV) Pull Notice Program. This program allows employers to request/obtain driving record of employees. CTSA also uses the PNP program tool to ensure that drivers remain in good standing with the DMV regulations.

Insurance

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

VI. CTSA: FY2009/2010 PRODUCTIVITY COMMITTEE RECOMMENDATIONS AND AGENCY'S RESPONSE:

A. Comply, where feasible, with the Triennial Performance Audit Recommendations for FY 2006/7, 2007/08, 2008/09

Continue to work closely with Fresno COG and Partner Agencies on the Coordinated Public Transit-Human Services Transportation Plan.

The Fresno COG has developed the County's Coordinated Public Transit/Human Services Transportation Plan, a federal requirement of SAFETEA-LU legislation. As the intended purpose of the plan it is for the COG to develop a coordinated countywide social service plan that will become a blueprint for spending multiple federal transit grants for coming years, it is important for FCEOC to provide input through its representation of the Fresno COG Social Services Transportation Advisory Committee (SSTAC) and Coordinated Public Transit-Human Services Transportation Advisory Council.

FCEOC concurs and is complying with the recommendation. FCEOC works closely with the COG as it is a member of the Social Services Transportation Advisory Committee (SSTAC), Transportation Technical Committee (TTC), is accountable to the COG Governing Board and participates in the annual "Unmet Needs" process. FCEOC was also instrumental in helping develop the County's coordinated plan as set forth by the SAFETEA-LU legislation.

B. Pursue contracting of service and continue to consider the potential for and encourage private sector participation in the public transportation planning/service delivery process, and investigate other potential funding sources.

The FCEOC Transit Systems remain committed to contracting with the public sector for transportation service. The FCEOC Transit Systems provides logistic support to the Valley Adult Day Health Care – VADHC has their own vehicle but lacks the resources to maintain "Class B" certified drivers. FCEOC Transit Systems provides driver and back up vehicle as necessary to transport their clients to and from the center.

FCEOC continues to encourage and make aware the services available in other transportation agencies. Specialized services from agencies such as Central Valley Regional Center can be accommodated with Fresno Area Express (FAX) Handy Ride service.

FCEOC also continues to explore other funding sources. The revenue from the social service contracts is adjusted at the end of every month to balance the budget.

C. Continue to coordinate with other general public paratransit service providers to jointly provide the State-required 40 hours of specified training and behind-the-wheel instruction.

The FCEOC Transit Systems continue to train drivers to meet state and federal regulations. FCEOC employs three (3) full time certified Behind the Wheel and three (3) Classroom trainers. Also, FCEOC staff continues to provide CPR/First Aid, and safety training to other agencies. FCEOC continues to seek opportunities with other social service agencies on driver training programs.

In the FCEOC's Federal Transportation Administration Section 5310 grant application, a list of coordinated training programs with the Family Health, Inc., the United Cerebral Palsy of Central California and the West Care Agencies, and the Fresno Empowerment Institute is listed. We encourage these agencies to attend the CTSA driver safety meetings that are scheduled six (6) times

per year. The meetings cover variety of topics including sensitivity training for elderly and disabled clients, defensive driving, emergency and evacuations procedures, and safety equipment-Fire Extinguishers, Flares and First Aid Kits and loading and unloading. Behind-the-Wheel Training is available as scheduled. Annually, FCEOC participates in the California Association of School Training Officials (CASTO) and the Yosemite Community Education seminar.

The Annual California Association for Coordinated Transportation (CalACT) conduct Consolidated Transportation Service Agency (CTSA) roundtable to share and update CTSA designated location to exchange information and ideas. FCEOC participates in these roundtables.

D. Address responsibilities under the American with Disabilities Act of 1990.

The ADA of 1990 remains for front to FCEOC, to provide services that accommodate the objectives of ADA. FCEOC also continues to attend ADA sponsored Workshops and seminars to remain effective/current in ADA related issues. Following the Federal Transit Administration (FTA) Section 5310, FCEOC continues to provide wheelchair equipped/accessible school buses and vans.

FCEOC has ordered the ADA accessible Bus with full wheel-chair tracking and lift seats systems. Not only does this allow the maximum amount of disabled passengers possible, but it also allows configuration other passenger needs.

E. Address responsibilities under the Clean Air Act Amendments of 1990, the San Joaquin Valley Unified Air Pollution Control District Air Quality Plan, the City of Fresno Transportation Management Plan, and the Fresno Council of Governments Transportation Control Measures Plan, and Congestion Management System (CMS).

FCEOC continuously reviews the progress and recommendations from the Air District and the FRESNO COG regarding the feasibility of implementing transportation control measures applicable to public/social service transportation.

In FY 1997-98, FCEOC received funding from the Air District for REMOVE Program (Assembly Bill 2766) for alternatively fueled vehicles to support its transportation program.

FCEOC is reviewing the actual implementation of this contract due to the inherent nature of CNG restraints on vehicle range, fuel tank re modification costs, fuel accessibility, longer fueling time, and the effects of the valley heat on CNG fuel tank capacity. We have recently experienced problems with CNG vehicle warranty repairs at the local distributors. We are awaiting commitments from the manufacturers in order to proceed further into the CNG fueled arena. FCEOC remains committed to explore alternate fueled vehicles as expressed by our recent training of FCEOC maintenance mechanics in CNG related repairs.

F. Continue to perform community outreach and marketing activities in an effort to increase ridership and improve public awareness and perception of public transit.

FCEOC Transit Systems continues to consolidate and coordinate services by its outreach and marketing efforts. We work with Fresno County Case Workers to increase ridership on the CalWorks systems to assure efficiency and productivity. When other systems had space available we added Adult Day Health Care Provider clients to existing routes. We participate in community service events to advertise service and use our agency network to maintain lots of potential entities that may have a use for our service.

G. Work well with the Social Service Transportation Advisory Council (SSTAC) on implementation of the Fresno County Coordination Human Services Transportation Plan (SAFETEA-LU).

FCEOC participated in the development and implementation of the Fresno County Coordinated Human Service Transportation Plan.

The Fresno Council of Governments (COG) as the designated Metropolitan Planning Organization (MPO) is responsible for transportation in Fresno County. This includes development and adoption of Planning, and transportation policy direction. The COG was the lead agency for the development of the SAFETEA-Lu Plan. This plan provides a strategy for meeting local needs which prioritizes transportation service for funding and implementation, with a emphasis on the transportation need of individuals with disabilities, older-adults, and people low incomes.

As a member of the SSTAC the FCEOC was very involved in the development and implementation of the Plan. The Plan was adopted on June 24, 2008.

VII. TRIENNIAL PERFORMANCE AUDIT FY 2003/04 2004/5 2005/06

Derek Wong, AIP Pacific Municipal Consultant (PMC) has concluded a Triennial Performance Audit for FY 2006/07, 2007/08, 2008/9.

Listed below are our responses and time frame corrective actions to each of the recommendations:

1. Coordinate with other public transit and social service agencies in funding and offering consolidated travel training and ambassador services.

Identified as a short-range strategy and priority contained in the Fresno County Coordinated Human Services Transportation Plan, a travel training program is designed to empower senior citizens, persons with disabilities, and non-English speaking persons to use fixed-route public transit services independent of family, friends or demand responsive transit. Other local public transit agencies may not have the personnel or the financial resources available to administer such a program individually. FCEOC already offers shared training resources and driver training programs made available to human service agencies and transit providers. The Coordinated Plan recommends that FCEOC, as the co-CTSA in metropolitan Fresno and rural Fresno County, work with Fresno COG and the SSTAC to research resources available to fund a travel training program and to seek potential agencies to administer the program.

The FCEOC participated and contributed to the Fresno County Coordinated Human Service Transportation Plan which included a travel training program to empower Senior Citizens, persons with disabilities, and non-English speaking persons to use public transportation. Since FCEOC's primary ridership is of this population, we will work to coordinate with the members of the Social Service Advisory Committee (SSTAC) to identify resources to offer consolidated travel training and ambassador services. FCEOC will strive to complete this task by December 31, 2011.

2. Work with FAX and Clovis Transit to determine the cost effectiveness of coordinating a countywide ADA-certification process.

Both FAX and Clovis Transit offer demand responsive transit services to ADA certified passengers. Each transit system has its own separate protocol to determine eligibility. Given that demand responsive transit can be both cost and labor intensive, it is essential that such specialized transit be made available to those most in need of it. However, the certification procedures are not always consistent between transit agencies and require additional resources to adequately process ADA-certifications. In keeping with its role in social service and transit coordination, FCEOC should work with FAX and Clovis Transit to determine the potential cost effectiveness of contracting with these agencies to conduct ADA certifications should FCEOC

be able to obtain economies of scale through its social service network. The transit systems could reimburse FCEOC based upon each submitted application and for maintaining a central database.

The American with Disabilities Act (ADA) of 1990 is a federal law which provides civil rights protection for individual with disabilities which includes transportation. The ADA mandates that public, fixed route transportation be accessible to person with disabilities. However, when a disability prevents a person from using the system, the ADA requires public transportation agencies to provide ADA Paratransit service. ADA requires an eligibility process for the ADA Paratransit service. Disability alone does not create eligibility other factors may include inability to travel independently, inability to ride lift-equipped bus service or unable to get to and from the public bus transportation.

FCEOC will work with FAX and Clovis Transit to determine potential cost effectiveness of contracting with these agencies to conduct ADA certification should we be able to achieve cost effectiveness through an social service net work. The time for completion of the project is set for December 31, 2012.

3. Continue to implement automatic vehicle locator (AVL) and video technology when financially feasible.

FCEOC has been working on GPS and SVL related infrastructure to increase its service efficiency and effectiveness. Given the transit system's relatively large geographic service area, large vehicle fleet and focus on demand response and subscription services, GPS/AVL provides a wide-range of operational benefits. FCEOC could enhance its capability to track vehicle location in real time via computer; improve dispatch, on-time performance, and customer service; allow cross-checking of driver log data; and increase safety.

FCEOC concurs with this recommendation and will explore AVL and video technology and conduct financial feasibility study by June 30, 2011.

4. Investigate the potential to translate CTSA knowledge expertise into additional training opportunities.

FCEOC is one of the larger and more successful CTSA's in the State by virtue of its level of coordinated service offerings including contract social service transportation, contract public transit, dispatching, driver training, grant writing, and vehicle maintenance. As a relatively large CTSA with in-house expertise, FCEOC should consider marketing its skills and expertise in coordinated transportation for hire in a consulting role. Social service and transportation agencies that are responsible for coordinated transportation but are faced with constrained transportation resources may have interest and need for potential FCEOC consulting, contracting or direct training engagements both locally and beyond the Fresno region.

FCEOC's new administration building includes a state-of-the-art meeting and training room that could serve such purpose.

FCEOC has many years of CTSA experience and the recommendation to take on professional consulting and training roles is an area that we are already exploring. The address of a state-of-the-art training facility lends itself well to the project. Work continues in the area and a feasibility report and possible action is set for March 1, 2012.

VIII. HIGHLIGHTS OF PRODUCTIVITY DATA

It should be noted that the transportation services of the Urban and Rural Area CTSA differ

significantly from that of public transit operators. Social service agencies programs can vary significantly from fiscal year to fiscal year because of State and Federal program and policy emphasis versus available funding support.

A few agencies have also been adversely impacted by consistent funding levels that do not include "cost of living adjustments" to reflect normal inflation. This can be further compounded when operating and maintenance cost for an aging fleet of vehicles continue to escalate at disproportionate rates. These are often detrimental to a social service agency's growing client base. When revenues remain unchanged and cost per clients increase, fewer clients may be transported. Efforts to address this problem by securing new replacement vehicles for the Fresno Urban and Rural Area CTSA's existing fleet of over **120** vehicles through the Federal Transit Administration Section 5310 Program have resulted in fewer than a half dozen vehicles in any single year, prior to the pending award. The decision of FCEOC to replace a portion of its fleet should help keep maintenance costs at a more predictable level for the next few years. The cost associated with the new vehicles is being depreciated to the budgets over the 5-year life of these vehicles.

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

The resultant data summarized in this report is a compilation of all the specific individual activities of the respective CTSA operations. The programs are further aggregated by "service type"; "passenger transportation" or "meal delivery transportation". The Fresno Urban Area CTSA summarizes thirteen (**13**) programs. Nine (**9**) are summarized as "passenger transportation", and two (**2**) are summarized as "meal delivery transportation", (the Head Start program has both passenger & meal delivery) and an additional three (**3**) require vehicle maintenance only. The Rural Area CTSA summarizes nine (**9**) programs. Eight (**8**) are summarized as "passenger transportation", and two (**2**) are summarized as "meal delivery transportation", (the Head Start program has both passenger & meal delivery). (Note, it does not include passengers associated with the FCRTA's subsystem services: Auberry Transit; Auberry Inter-City; Firebaugh Transit; Huron Transit; Huron Inter-City; Kingsburg Transit; Mendota Transit; Orange Cove Transit (in-city & inter-city); Parlier Transit; San Joaquin Transit; Selma Transit (Saturday Service); Southeast Corridor Service and Westside Corridor Service. These are summarized in the FCRTA section of this document.).

The data therefore represents totals of resultant values. Neither can the data be used to represent the actual cost of CTSA participants, nor be the basis for determining the cost of programs in the future.

Highlights - Urban Area and Rural Area

The overall operating costs for Urban and Rural combined had a modest decrease of 1.8% over the 2008/2009 reporting period. The number of passenger trips also had a very modest drop by 1.2%. The number of passengers per hour and miles remained close to last year. A very minor decrease in the available labor force and a relatively steady fuel cost helped control the combined Urban and Rural cost at its constant level.

Fresno Urban Area CTSA Productivity Data

Table IV-1 summarizes the Fresno Urban Area Productivity Data for fiscal year 2008-2009. Table

IV-2 summarizes the Urban Data for fiscal year 2009-10.

*Chart IV-1 **Page 17** illustrates a graphic comparison of performance characteristics from fiscal years 2008-09 and 2009-10.*

Revenues

The decrease of revenue reimbursements in our largest transportation service, which serves both urban and rural clients, resulted in a decrease in Social Service Revenue and consuming a greater amount of the available TDA 4.5 match revenue.

Match

The calculated social service match for 2009-10 is 82 %. The minimum required is 55%. FCEOC Transit continues to exceed the minimum requirement by focusing on its mission as a CTSA, and coordinating social service transportation for Fresno County.

Cost

Urban costs decreased predominately to a change in the allocation of service percentages to rural service. Our largest transportation service serves both urban and rural clients. An allocation of the service resulted in a transfer of costs to the Rural sector.

Fresno Rural Area CTSA Productivity Data

Table IV-3 and IV-4 summarizes the rural data for fiscal year 2008-09 and 2009-10. Charts IV-2 illustrates a graphic comparison of performance characteristics from fiscal years 2008-09 and 2009-10.

Revenues

The decrease in revenue reimbursements with our largest transportation service, Central Valley Regional Center (CVRC), which serves both urban and rural clients, resulted in a decrease in Social Service Revenue due to a State budget freeze and consuming a greater amount of the available TDA 4.5 match revenue.

Match

The calculated match for the rural area is 65%. The minimum required match is 55%. FCEOC Transit continues to exceed the minimum requirement by focusing on its mission as a CTSA, and coordinating social service transportation for Fresno County. The change from last fiscal period is primarily due to the utilization of all TDA funding to cover the higher allocated service area costs between rural and urban areas.

Cost

Rural costs decreased predominately due to a change in the allocation of service percentages from the urban area service. Our largest transportation service (CTSA) serves both urban and rural clients. An allocation of the service resulted in a transfer of costs to the Rural sector, thereby decreasing urban area and increasing rural area costs.

IX. CTSA: FY 2009/10 PRODUCTIVITY COMMITTEE RECOMMENDATIONS:

- A. Comply, where feasible, with the Triennial Performance Audit Recommendations for FY 2006/07, 2007/08, 2008/09

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

Table IV 1

**CONSOLIDATED TRANSPORTATION SERVICES AGENCY
URBAN AREA PRODUCTIVITY DATA FISCAL YEAR 2008-09**

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$3,997,533	340,314	1,350,939	76,965	3,579,268	0	4.4	0.3	\$51.94	\$2.96	\$11.75		\$418,265
Meal Delivery	\$240,000	481,322	62,567	4,193	131,334	0	114.8	7.7	\$57.24	\$3.84	\$0.50		\$108,666
TOTAL*	\$4,237,533	821,636	1,413,506	81,158	\$3,710,602	\$0						88%	\$526,931
Capital Depreciation expenses are not included in costs above													

Table IV 2

**CONSOLIDATED TRANSPORTATION SERVICES AGENCY
URBAN AREA PRODUCTIVITY DATA FISCAL YEAR 2009-10**

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$3,579,054	340,924	1,353,901	78,561	3,001,601	0	4.3	0.3	\$45.56	\$2.64	\$10.50		\$577,453
Meal Delivery	\$240,000	495,702	94,799	6,226	112,092	0	79.6	5.2	\$38.55	\$2.53	\$0.48		\$127,908
TOTAL*	\$3,819,054	836,626	1,448,700	84,787	3,113,693	\$0.00						82%	\$705,361

Passenger Miles and Hours above exclude Deadhead.
Capital Depreciation expenses are not

Table IV 3
CONSOLIDATED TRANSPORTATION SERVICES AGENCY
RURAL AREA PRODUCTIVITY DATA FISCAL YEAR 2008-09

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$1,878,600	203,828	609,270	34,073	\$1,734,884	\$0.00	6.0	0.3	\$55.13	\$3.08	\$9.22		\$143,716
Meal Delivery	\$260,000	432,747	162,760	7,308	107,455	\$0.00	59.2	2.7	\$35.58	\$1.60	\$0.60		\$152,545
TOTAL*	\$2,138,600	636,575	772,030	41,381	\$1,842,339	\$0.00						86%	\$296,261
Capital Depreciation expenses are not included in costs above													

Table IV 4
CONSOLIDATED TRANSPORTATION SERVICES AGENCY
RURAL AREA PRODUCTIVITY DATA FISCAL YEAR 2009-10

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$2,178,536	196,216	574,512	31,929	\$1,447,773	\$0.00	6.15	0.34	\$68.23	\$3.79	\$11.10		\$730,763
Meal Delivery	\$260,000	446,435	240,029	10,541	129,720	\$0.00	42.4	1.9	\$24.67	\$1.08	\$0.58		\$130,280
TOTAL*	\$2,438,536	642,651	814,541	42,470	\$1,577,493	\$0.00						65%	\$861,043

Passenger Miles and Hours above exclude Deadhead.
Capital Depreciation expenses are not included in costs above

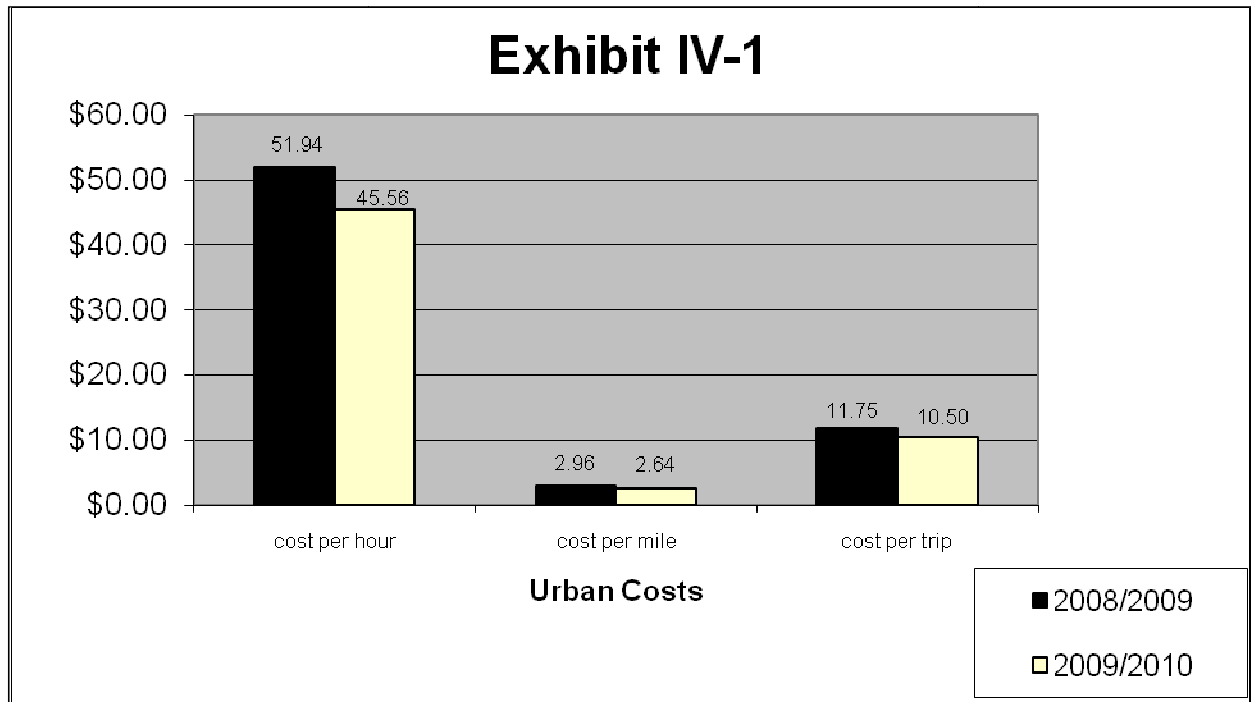
Urban and Rural Combined TOTALS 2008-2009

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	MATCH	TDA Art. 4.5
Passenger Trans	\$5,876,133	544,142	1,960,209	111,038	\$5,314,152	\$0	4.9	0.3	\$52.92	\$3.00	\$10.80		\$561,981
Meal Delivery	\$500,000	914,069	225,327	11,501	\$238,789	\$0	79.5	4.1	\$43.47	\$2.22	\$0.55		\$261,211
TOTAL*	\$6,376,133	1,458,211	2,185,536	122,539	\$5,552,941	\$0						87%	\$823,192

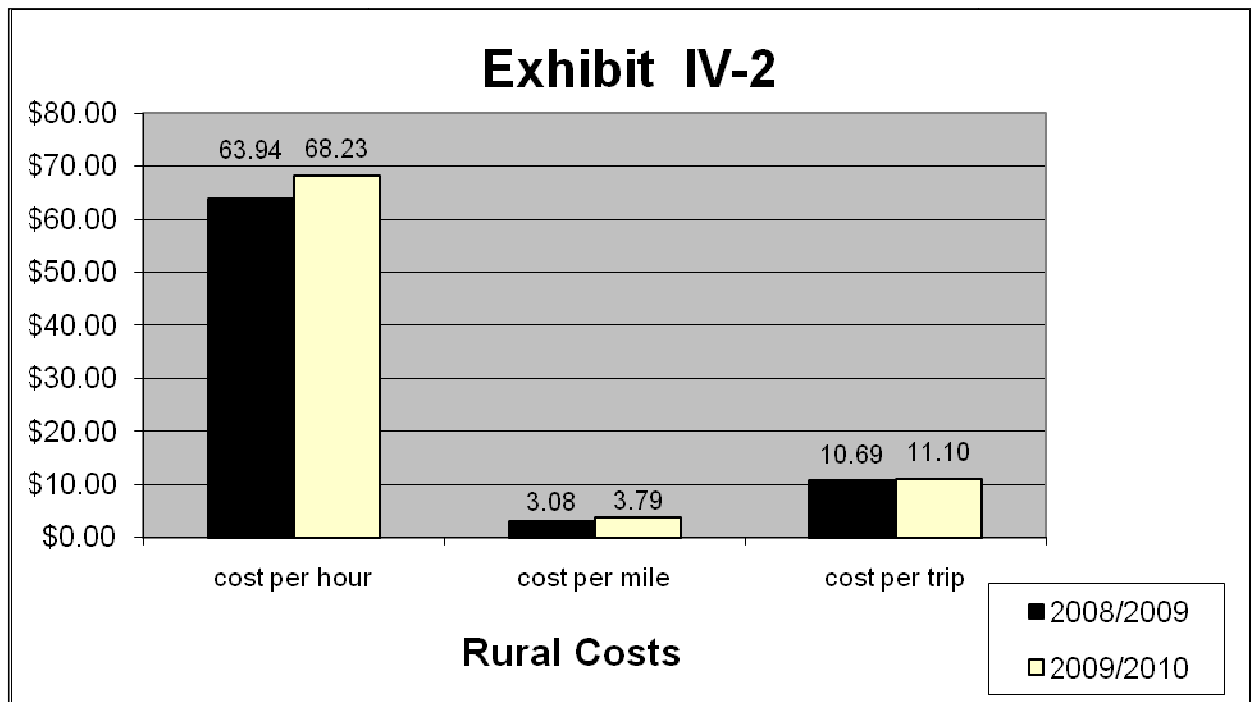
Urban and Rural Combined TOTALS 2009-2010

SERVICE TYPE	COST	CLIENTS	MILES	HOURS	REVENUE	FARES	CLIENTS/ HOUR	CLIENTS/ MILES	COST/ HOUR	COST/ MILE	COST/ CLIENTS	0	0
Passenger Trans	\$5,757,590	537,140	1,928,413	110,490	4,449,374	0	4.9	0.3	\$52.11	\$2.99	\$10.72	\$0.00	\$1,308,216
Meal Delivery	\$500,000	942,137	334,828	16,767	\$241,812	\$0	56.2	2.8	\$29.82	\$1.49	\$0.53	\$0.00	\$258,188
	\$6,257,590	1,479,277	2,263,241	127,257	\$4,691,186	\$0						75%	\$1,566,404

**Consolidated Transportation Services Agency
Urban Productivity Data**



**Consolidated Transportation Services Agency
Rural Productivity Data**



Meal Delivery is not included in statistics.