February 2022

Transit Productivity Evaluation Fiscal Year 2021

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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.

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Introduction

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

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

The Transit Productivity Evaluation Fiscal Year (FY) 2021 covers the period of July 1, 2020, to June 30, 2021, and assesses the following agencies:

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

State law also requires TDA Triennial Performance Audits of each transit operator (PUC 99246-99249). The most recent performance audit of the operators listed above was completed in 2020 by Moore and Associates for FY 2016 through FY 2018. Final recommendations from the audits are reflected in this report.

Overview of Fresno County's Public Transportation Systems

Fresno County transit providers continued to face challenges in FY 2021 in the form of the COVID-19 Coronavirus global pandemic. In late 2019, the first case of COVID was reported in China. In January 2020, the first case was reported in California. By March 2020, to prevent the spread, the State of California imposed a mandatory stay-at-home order. While ridership throughout the county was trending steadily, with increases by some of the providers, the pandemic caused immediate and dramatic declines in ridership and related productivity metrics.

Transit agencies continue to provide and maintain proactive health and safety protocols. These include self-screening checks for employees and passengers, requiring masks to be worn by both passengers and staff, cleaning/sanitizing procedures on vehicles and at bus stops, hand sanitizer dispensers on vehicles, and physical barriers inside the vehicles to protect the drivers. Agencies have continued extensive public outreach and education campaigns to promote COVID-safe travel behaviors, both individually and in partnership with the American Public Transit Association, using traditional printed materials as well as social media.

Performance metrics for all service providers were impacted in several ways. As shown in Table 1, in comparison to FY 2020, passengers per hour decreased by 34%, the farebox recovery ratio declined by 49%, and costs per hour increased by over 8%. Some of the agencies relied on traditional transit subsidies as well as on federal financial assistance via the CARES Act to maintain fixed route and paratransit service and address the additional operating costs of implementing the necessary COVID health and safety measures.

Public transportation operators in Fresno County provided 5.9 million passenger trips from the period beginning July 2020 through June 2021 (FY 2021) at a cost of approximately $72 million. As shown in Table 1, the systems traveled a combined 6,830,514 miles and operated 615,557 hours of service. Fares collected totaled $5.04 million, representing a farebox recovery ratio of 7%.

FAX, the largest public transit provider in the Fresno County region, provided 5.6 million passenger trips (93.5% of the county total), followed by the FCRTA, and CTSA with 150,580 trips (2.5%) and 51,360 trips (.9%) respectively. Fresno Handy Ride provided 96,478 trips (1.6% of the county total), while Clovis Stageline and Clovis Roundup combined provided 88,660 (1.5%) of all trips.

System wide, 9.7 passengers per hour and .88 passengers per mile were carried during FY 2021. The cost per hour was $117.05 and cost per passenger was $12.02. Overall, the systems provided 39.44% fewer passenger trips in FY 2021 than in FY 2020.

Table 1, Fresno County Public Transportation Systems – FY 2021

Agency	Passengers	Miles	Hours	Costs	Fare Revenues	Pass/ Hour	Pass/ Mile	Cost/ Hour	Farebox Ratio
FAX	5,604,778	4,693,498	409,748	$52,153,525	$2,154,089	13.68	1.19	$127.28	4.13%
Handy Ride	96,478	622,633	60,091	$6,016,704	$67,296	1.61	0.15	$100.13	1.12%
Stageline	55,171	261,226	21,488	$3,033,205	$0	2.57	0.21	$141.16	0.00%
Round-up	33,489	229,783	22,166	$3,229,655	$0	1.51	0.15	$145.70	0.00%
FCRTA	150,580	628,896	58,048	$5,176,020	$223,800	2.59	0.24	$89.17	4.32%
*CTSA	51,360	394,478	44,016	$2,440,429	$2,597,764	1.17	0.13	$55.44	106.45%
Total	**5,991,856**	**6,830,514**	**615,557**	**$72,049,538**	**$5,042,949**	**9.73**	**0.88**	**$117.05**	**7.00%**

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 AB 120 Action Plan and the State TDA. Clovis Stageline and Roundup implemented free fares system-wide. Due to the on-going COVID-19 pandemic, farebox recovery requirements have been suspended for FY 2021.

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 A

Fresno Area Express/ Handy Ride

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Section A – Fresno Area Express and Handy Ride

Summary Description of Services

Fresno Area Express (FAX), operated by the City of Fresno Department of Transportation, is the largest transit provider in the San Joaquin Valley and provides service within the Fresno-Clovis Metropolitan Area (FCMA). FAX operates scheduled fixed-route service throughout the metropolitan area on 18 routes, seven days per week including evening service on weekdays and Saturdays. FAX currently has a fleet of 117 buses, with 100 scheduled to operate during the morning- and evening- peak commute periods. All buses are equipped with wheelchair passenger ramps and bicycle racks. Generally, the routes follow a modified grid pattern. Eight lines converge Downtown on weekdays with coordinated schedules at four existing bus transfer facilities. Three transfer facilities are located at Courthouse Park in Downtown Fresno, and one is located at Manchester Transit Center at the Manchester Mall.

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

Significant Service Changes and Activities

COVID-19

The greatest challenge that FAX faced in FY 2021 was the continuation of the COVID-19 Coronavirus global pandemic. In late 2019, the first case of COVID was reported in China. In January 2020, the first case was reported in California. By March 2020, to prevent the spread, the State of California imposed a mandatory stay-at-home order. While FAX ridership had been steadily increasing in recent fiscal years, reaching 10.5 million passengers in FY 2019, the pandemic caused declines in FAX ridership trends and related productivity metrics in FY 2020 and FY 2021. Ridership fell 16% between FY 2019 and FY 2020, and by 38% between FY 2020 and FY 2021. Upon the State of California's lockdown, FAX instituted proactive health and safety protocols. These included implementing self-screening checks for both FAX drivers and FAX passengers, requiring masks to be worn by both passengers and FAX staff, imposing passenger capacity limits on fixed-route buses and Handy Ride vehicles, instituting new cleaning/sanitizing procedures on vehicles and at bus stops, adding hand sanitizer dispensers on every bus, and installing physical barriers inside the vehicles. FAX implemented an extensive public outreach and education campaign to promote COVID-safe travel behaviors, both individually and in partnership with the American Public Transit Association, using traditional printed materials as well as social media. FAX metrics were impacted in several ways. As shown in Table A-1, in comparison to FY 2020, passengers per hour decreased by 38%; the farebox recovery ratio declined by 60%; costs per hour increased by 5.4%; and revenue service hours remained flat with a .18% decrease. Despite these figures,

unlike many transit agencies nationwide, FAX was able to maintain service hours and miles to adequately provide the same level of service for essential workers throughout the City of Fresno. Handy Ride experienced similar impacts, as shown in Table A-6, but in a different manner given that it operated its vehicles only when demand was present. FAX relied on traditional transit subsidies as well as on federal financial assistance I-4 via the CARES, CRRSAA, and ARP Acts to maintain fixed route and paratransit service and address the additional operating costs of implementing the necessary COVID health and safety measures.

Free Fares

In FY 2021, FAX implemented free fares from March 2021 to September 2021 to assist passengers economically impacted by the COVID-19 pandemic. In FY 2022, FAX will institute a new, permanent fare structure, with more affordable fares across the board.

Demographic Changes

According to American Community Survey, the FCMA population has grown by 5.6% between 2015 and 2021. Most of this growth has been west of highway 99 and in the southeast. Significant challenges to FAX over the coming years will be to recover from the COVID-19 pandemic and address travel needs resulting from continuing suburbanization of jobs, housing, and retail facilities. FAX will continue to provide transit services through planning, operations, maintenance, capital improvements, public outreach, and marketing.

Americans With Disabilities Act of 1990

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

New Fixed-Route Services and Minor Service Modifications

In FY 2021, FAX made the following service modifications:

- Re-routed Route 28 to serve the relocated County of Fresno Department of Social Services (DSS)
- Extended 15-minute frequency on Route 38 from Cedar and Jensen to Courthouse Park.
- Re-opened the Manchester Transit Center Customer Service Office.
- Improved operational efficiencies on Routes 12 and 35 by creating an interline service.
- Realigned Route 20, eliminating duplicative service along Blackstone, and extending service to the Northwest connecting to the new Route 3 at El Paseo Shopping Center, at 45-minute frequencies.

- Realigned Route 45, creating a true Ashlan Avenue cross town route with service to Central High School – East Campus, and increased service frequencies from 60 minutes to 45 minutes.
- Implemented a new Route 3, along Herndon Avenue from El Paseo Shopping Center at SR 99 to Willow Avenue at 45-minute frequencies.
- Eliminated all pandemic-related capacity restrictions I-5.

Exterior Bus Advertising

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

Bike and Bus Program

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

Ramp Deployments

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

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

Administration

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

In FY 2021, the Department of Transportation was awarded $48.6 million in federal, state, and local capital grants, including funding directly related to COVID-19 response. These funds, along with previously awarded funding, will be used to: remodel/rehabilitate facilities; improve bus stops and bus stop infrastructure; upgrade security in the transportation yard; upgrade transit stops throughout the fixed-route system; improve communication systems; purchase fixed route buses (including Zero Emission Buses) and paratransit vehicles; purchase support vehicles; maintain existing transit services; and respond to the COVID-19 pandemic by increasing PPE availability and sanitizing activities.

In addition, FAX Administration is responsible for administering the Handy Ride paratransit contract and assuring full compliance with the requirements set forth by the 1990 ADA. FAX Customer Experience staff and the paratransit contractor are in the same building, bringing greater oversight and providing a seamless experience for the rider. The Handy Ride office is in a convenient, central Fresno location to provide face-to-face

customer service, Handy Ride orientation, and lost and found services. Some Handy Ride face-to-face services were modified to phone-based during the COVID-19 pandemic. The Handy Ride center includes a fueling station and on-site maintenance facility, thus increasing the amount of time vehicles are available to serve Handy Ride customers.

Planning

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

In FY 2021, the FAX Planning Division coordinated the implementation of service adjustments that it had been planning in FY 2020. This included adjustments to Routes 12, 28, 35, 20, 45 and the new Route 3, as well as frequency enhancements to Route 38. FAX also evaluated future service options to the North Pointe Industrial Park in south Fresno.

In FY 2021, the FAX Planning Division also completed a public outreach effort to inform passengers of the temporary free fares enacted for six months. This included flyers on buses, updates to FAX kiosks, FAX newsletter articles, press releases, audio bus recordings, digital message signs, posting at each BRT station, social media posts on Facebook and Twitter, and others. Another major project for the Planning Division was updating the FAX web site to ensure enhanced accessibility for passengers with disabilities.

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

FAX also works with regional partners, including the FCOG, Clovis Transit, and the Fresno County Regional Transit Agency (FCTA). Major work efforts during FY 2021 were collaboration on project updates in the 2022 RTP/SCS and the update of the Fresno Clovis Metropolitan Area (FCMA) Short Range Transit Plan (SRTP). In FY 2022, FAX will institute a new, more affordable fare structure and complete an associated Title VI Fare Equity Analysis for a reduction of the base fare from $1.25 to $1.00, and reduced fares

for seniors, people with disabilities, and Medicare Card Holders from 60 cents to 50 cents. In addition, free fares will be implemented for children under 12, as well as for U.S. military and veterans. FAX will also implement a new transfer policy, removing current restrictions from transfers. Other major projects expected in FY 2022 include the completion of a 2022 Passenger Satisfaction Survey for fixed route and Handy Ride passengers, as well as initial work on the 2022 Title VI Program update and a comprehensive systemwide equity study.

Operations

The FAX Operations Division continues to strive to provide safe, reliable transportation while also struggling with labor shortages and attendance issues. The department actively engaged in recruiting and hiring, and conducted 4 classes during FY 2021, resulting in 27 drivers being hired. To aid in obtaining a higher level of filled authorized positions, the department added 10 additional position control numbers allowing for driver staffing levels to rise above department needs. FAX has continued to pursue short term strategic goals. The department added new service along Herndon Ave giving passengers access to medical facilities, shopping, and connecting bus service. In addition to new Route 3, Route 20 was realigned providing additional connections between northwest Fresno and the rest of the city. Southbound service along Blackstone, south of McKinley was eliminated and the route now turns north on Blackstone and services Fresno City College, the VA hospital, and shopping in northwest Fresno. Route 45, west of Blackstone, now only operates on Ashlan, giving passengers access to Central High school.

FAX's biggest achievement for FY 2021 was the delivery of two new electric vehicle buses in February. The training department worked diligently to get all drivers trained on the new equipment with a goal of putting the buses into service in the fall. The department also successfully placed orders for 7 additional electric buses and 2 hydrogen buses. The delivery of these buses will help the department work toward the long-term strategic goal of having a zero-emission fleet by 2040.

Maintenance

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

In FY 2021, the Maintenance Division placed 2 additional 40-foot buses battery electric Proterra buses. Additionally, six 40-foot buses battery electric buses were ordered and are scheduled for delivery in June 2022. FAX was awarded a Zero Emissions grant and is looking to award a contract to New Flyer for two Hydrogen Fuel Cell Buses in February 2022. FAX is planning to purchase additional BEBs upon its initial purchase to comply with new state laws that require transit operators to transition their bus fleets to zero-emission vehicles (ZEVs) by 2040.

FAX continues to provide staff with additional aftermarket training opportunities to ensure FAX has qualified technicians with the most current training. Phase I Maintenance training was provided by Proterra in June 2021. Phase II is scheduled for January 2022.

Public Information and Community Outreach

In addition to the planning functions described above, the FAX Planning Division is also responsible for providing public information and conducting community outreach. During FY 2021, FAX focused its public information and outreach efforts on three key activities: providing information keeping passengers up to date regarding evolving FAX-related COVID health and safety protocols, informing passengers of the service changes described above, and informing passengers about the 6-month free fares project. These services were promoted through advertising, flyers on buses, updates at kiosks, updates to the Schedule Guide, web site updates, press releases, newsletters, audio bus announcements, newspaper advertisements, agency presentations, social media, and other tactics.

In addition, in FY 2021, the FAX website was updated to provide information such as bus schedules, holiday service, transit trip planning, the FAX newsletter, special services such as FAX transportation to Cooling Centers, safety notices related to the COVID-19 pandemic, and general safety and security notices. The web-based Service Alert notification system continued in FY 2021 and allowed passengers daily access to situations that affect trips such as detours, temporary bus stop locations, and tripper service. FAX continued to encourage passengers to share their concerns about the system by connecting with the Customer Service staff through email, by telephone, and in person.

The MyFAXBus mobile application continues to be available for iOS and Android operating systems. The app was created by the City of Fresno and features real-time transit trip planning capabilities, as well as real-time transit information. Transit riders are also able to track bus arrival times in real-time. Upgrades are anticipated in FY 2022.

Capital Projects

Bus Procurement

In August 2015, FAX entered into a five-year contract with Gillig for 30- and 40-foot CNG fixed route buses and 40-foot BRT buses, under which a final order for 6CNG buses was placed in August 2020. These buses are a combination of replacements for aging buses and additional buses to support new service. FAX received these buses in FY 2022. Moving forward, as regulated by California Air Resource Board through its Innovative Clean Transit (ICP) program, FAX will transition to a 100% zero-emission bus fleet by 2040.

In support of this requirement, FAX developed a Zero Emission Transition Plan, which was approved by the Fresno City Council in mid-2020 (described in more detail further below) and entered into a purchase contract with Proterra for two 40-foot zero-emission Battery Electric Buses (BEB). These vehicles were delivered in FY 2021. To complete objectives of Zero Emission Transmission Plan 7 additional electric buses were ordered, which are scheduled to arrive by June 2022. FAX also recently established a new contract with RO Bus Sales for the purchase of new accessible paratransit vehicles for Handy

Ride Service. A larger requirements contract for future BEB bus purchases was awarded to Proterra in December 2020.

Bus Stop and Facilities Improvements

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

FAX completed a modernization in November 2021 of its primary facility's fire alarm. This new system is fully addressable which allows for emergency response teams to pinpoint the location experiencing a problem among FAX's main facility buildings at the Municipal Service Center.

FAX finished the implementation of new real-time digital display signs at Courthouse Park over the summer of 2021. These new signs provide real-time arrival information for all routes passing through the Courthouse A, B, and L stations similarly to how the signs on the BRT line function.

The next major bus stop improvement project, called the Shaw Cedar Bus Stop Upgrades project, went out to bid in October 2021. The construction contract from this bid is expected to be awarded in early 2022 with construction to begin shortly thereafter.

FAX has also awarded several key contracts that begun the greater Facility Improvement Project. These contracts were for the new Bus Entry Gate and Electric Vehicle Infrastructure projects. The bus entry gate modernization will provide a faster and more secure point of entry for FAX's bus fleet. The EV Infrastructure project is FAX's first major investment into battery electric vehicle infrastructure and should allow FAX to support its Battery Electric Bus (BEB) purchases over the next ten years. This infrastructure project is also getting support from PG&E's EV Fleet Ready program which will supply FAX's facility with a new 3-megawatt primary service electrical upgrade to power the new charging devices. The primary service upgrade from PG&E is coming free-of-charge to FAX to support this project.

FAX has been busy completing state of good repair (SOGR) projects. The largest being the HVAC Chiller Relocation on the Administration Building. This project cleared the way for future ground-level improvements in the existing employee parking lot and provided FAX with modern chiller equipment for the Administration building.

Out on the routes, FAX has been performing numerous repairs and upgrades through the use of third-party contracts and support from City of Fresno Public Works Streets Division. Repairs have included pothole fixes, curb and gutter replacement, sidewalk repair, and tree trimming. Further repairs are expected to continue via a new agreement with Streets on a quarterly basis. FAX has also continued to rehab existing bus shelters to the new gray and blue color scheme bringing the system's amenities all into the same color scheme as the newer amenities. FAX was also able to complete several local rehabs that color patterned select amenities to the nearest high school's colors in order to bring neighborhood specific flair to the stops serving these schools. Solar lighting installations have been an ongoing process with the second and final phase of the major installation project expected to break ground in November 2021.

As a part of FAX's commitment to improving metrics tracking and efficiency of operations, FAX has also completed an overhaul of the Fuel Island's fuel management system.

A new set of EJ Ward fuel terminals have been installed and new CANceivers have been installed on all FAX buses which will allow improved fuel management.

FAX's Capital and Facilities Maintenance teams executed the capital improvements and procurements necessary to bring about several major service changes. Routes 3, 12, 20, 28, 35, 38, and 45 all received improvements such as relocated stops, new signage, extensions, and some improved amenities.

Several tenant improvements and SOGR items were completed at the FAX Handy Ride facility. Items included new interior paint, floor coverings, lighting upgrades, roof repairs, exterior signage improvements, and HVAC repairs. Additional improvements are also on the way in the form of a new automated bus entry gate and several yard safety improvements.

Free public Wi-Fi has also been implemented on the BRT line. Data from this initial project will be used to determine the feasibility of adding Wi-Fi to other parts of the FAX system.

Looking ahead, FAX is continuing to make progress towards several major projects including: a new bus wash annex building, employee parking lot, bus yard repaving, bus wash renovation, hydrogen detection system, further HVAC improvements throughout the facility, renovations at the Manchester Transit Center customer service lobby, implementation of new CAD/AVL systems, implementing a new asset management software, renovating FAX's backbone radio and dispatch equipment, and completing the extension of Route 3 from Herndon up Willow Avenue to Clovis Community College.

Triennial Performance Audit Recommendations

FAX Triennial Performance Audit FY 2016–2018

Moore and Associates
State Transportation Development Act (TDA) Requirement

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

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

   It appears the City is utilizing local supplementation to ensure it meets the 20% farebox recovery ratio required by the TDA. This is assumed because the farebox recovery ratio is consistently right at 20%, which suggests the City is using just enough local funds to reach that goal. The likelihood of the City exactly meeting the requirement using fare revenues alone is very low. However, the City does not break out actual fare revenue from local supplementation in its TDA fiscal audit, classifying all as "farebox revenues" even though there is a line item for "local assistance." For example, in FY 2017–2018, the TDA audit included $9,719,474 in

fare revenue, while the other reports cited $6,362,993. It is unclear where this additional revenue came from. Financial and FTE operating data is reported inconsistently.

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

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

Triennial Performance Review Recommendations

FY 2015 through FY 2017
Interactive Elements, Inc.
Federal Transit Administration (FTA) Requirement

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

1) Financial Management and Capacity

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

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

Deficiency Code F4-1: ECHO documentation deficient

A review of the City's ECHO files found it difficult to determine how the City calculated the financial data in order to request funds. General ledger printouts are used to identify eligible expenses associated with grant projects. However, there

is no summary or reconciliation to show how the City arrived at the amount stated on the ECHO request.

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

2) Technical Capacity – Award Management:

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

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

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

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

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

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

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

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

- As part of the annual development process, identify available funds in existing awards before applying for new funds
- Unless directed by the region, apply for remaining apportionments in the next year's award instead of amending awards to add apportionment balances. An award may contain multiple years' apportionments

- Spend oldest funds first for on-going expenses such as program administration (financial purpose code (FPC 6), operating assistance (FPC 4), ADA complementary paratransit (FPC 8), and preventive maintenance (FPC 0)
- Accumulate program administrative expenses in a generic account and then draw from the oldest award with available program administrative funds instead of charging the expenses directly to awards
- Set project time limits (less than two years)
- Transfer small remaining balances to new line items
- Move delayed projects to newer awards and active projects to older awards
- Deobligate project balances and reapply for funds (if within period of availability and allowed by the FTA regional office)
- Regularly reconcile balances with those in the TrAMS

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

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

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

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

3) Satisfactory Continuing Control:

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

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

Deficiency Code SCC7-3: Inadequate equipment records

No equipment records were available for FTA-funded equipment and vehicles. Discussions with staff noted that records for FTA-funded assets were not available after the City changed the dollar threshold for assets. Recipients are required to follow the equipment management requirements of 2 CFR 200.313 and FTA Circular 5010.1E.

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

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

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

For this review period, the City did not perform an inventory of FTA-funded assets. This is a repeat finding from the 2015 Triennial Review. FTA requires grantees to conduct a physical inventory of FTA-funded equipment and rolling stock and to reconcile the results to equipment records at least once every two years. The inventory should be done by someone other than the person responsible for the equipment records. Once the inventory results are reconciled, the equipment records are to be updated.

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

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

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

4) Maintenance:

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

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

Deficiency Code M1-1: No written vehicle maintenance plan

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

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

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

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

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

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

Records provided by the City showed that for the past year, on-time performance for vehicle preventive maintenance was 76%. FTA expects recipients to follow their program for preventative maintenance but understands that circumstances may prevent inspections being completed exactly at the interval specified. To account for this, FTA allows a 10% deviation from the scheduled interval. The recipient is deficient if fewer than 80% of the inspections for any mode or operation occurred on time.

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

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

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

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

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

5) Procurement:

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

During this Triennial Review of the Fresno Area Express, one deficiency was found with the U.S. DOT requirements for DBE.

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

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

Comments: The agency developed a policy for procurement processes and compliance requirements. This policy was accompanied by a SOP to detail procedures for proper procurement file storage and file management.

Staff has been trained on the policy, with refresher trainings scheduled for 6-month intervals. A consultant was also contracted to assist the department with a comprehensive approach to refining all procurement activities as related to FTA purchases. Staff who are in key positions for procurement activities have all attended the National Transit Institute (NTI) training for Procurement (levels 1 and 2), in addition to becoming subject-matter-experts to ensure proper federal clauses and documentation are in adherence to established policy and SOP.

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

6) Satisfactory Continuing Control

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

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

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

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

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

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

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

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

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

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

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

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

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

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

All Star 22 buses." Further, the file did not contain specific details as to the configuration of the buses ordered.

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

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

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

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

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

Deficiency Code: 17-1 Improper Piggyback Purchase

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The paratransit bus procurement file did not contain the required post-delivery certifications. The recipient must complete a post-delivery purchaser's requirements certification verifying that the buses delivered meet the contract specifications. This must be completed before a bus title is transferred to the recipient or before a bus

is placed into revenue service, whichever is first. The post-delivery certification is based on the recipient's visual inspections and road tests.

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

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

7) Disadvantaged Business Enterprise:

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

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

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

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

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

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

Deficiency Code DBE2-1 Inadequate designation of DBE Officer

The City has two staff positions associated with the DBE Program: The City's Purchasing Manager as the designated DBELO and a DBE Liaison Coordinator. The Liaison Coordinator is responsible for implementing the FTA, FHWA and FAA DBE Programs. This position also certifies DBE firms for Caltrans. The Coordinator

must continuously assess how best to allocate available work hours in order to perform job duties. As such, the Coordinator is forced to decide how time is spent among the three programs. Further, given the level of involvement that the Coordinator had with the DBE Program, the review could not establish what role the Purchasing Manager had as the designated DBELO.

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

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

8) ADA – Complementary Paratransit:

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

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

Deficiency Code CPT5-1: Insufficient oversight of contracted ADA complementary paratransit

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

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

Corrective Action and Schedule: By March 6, 2019, the City must submit to the Regional Civil Rights Officer specific procedures for ensuring that its contractor

complies with the ADA complementary paratransit requirements and evidence of implementation.

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

Fresno Area Express and Handy Ride: FY 2021 SSTAC Committee Recommendations

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

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

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

D. Address responsibilities under the ADA of 1990. More specifically, address FAX operator's requirements to announce major streets and transfer points.

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

F. Implement recommendations from the FAX and Handy Ride customer satisfaction surveys when possible.

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

H. Continue to work with major employers in the Fresno-Clovis Metropolitan Area to determine the demand for new or improved transit services.

I. Prepare and adopt updated Short Range Transit Plans / Operation Program and Budget (OPB).

Highlights of Productivity Data

Fresno Area Express

As shown below in Table A-1, all indicators showed a negative trend in FY 2021 due primarily to the impacts of the COVID-19 pandemic. Overall ridership dropped over 38% for the year. This was caused by the State mandated stay-at-home order as well as policies FAX implemented to reduce exposure on the vehicles, including limiting the number of passengers on-board at any given time to 10 people per bus. Passenger capacity restrictions were increased from 10 passengers per 40 bus to 25 in April 2021. The following month, all capacity restrictions were lifted. Unlike many transit agencies nationwide, FAX was able to maintain service hours and miles to adequately provide the same level of service for essential workers throughout the City of Fresno.

As shown in Table A-3, FAX ridership decreased by 38.1% from 9.06 million in FY 2020 to 5.6 million in FY 2021. Total service miles remained flat with a slight decrease of .18% from 4.702 million miles in FY 2020 to 4.69 million miles in FY 2021. Total revenue hours were consistent with service miles and decreased by .19% from 410,510 hours in FY 2020 to 409,748 hours in FY 2021. The farebox recovery ratio decreased from 10.28% in FY 2020 to 4.13% in FY 2021. The drastic reduction of farebox recovery was due to passenger capacity limits as well as a City Council-initiated free fare program from March to September.

The Transportation Development Act requires large urban transit providers to meet a 20% farebox recovery ratio. FAX did not collect sufficient revenues to meet the State-mandated farebox recovery requirement without supplementing fares with Local funds. Due to the on-going COVID-19 pandemic, farebox recovery requirements have been suspended for FY 2020 and FY 2021. The Operating cost per hour increased 5.4% from $120.79 in FY 2020 to $127.28 in FY 2021.

Table A-1, FAX Productivity Indicator Comparison – FY 2020 vs. FY 2021

Indicator	FY 2020	FY 2021	Percent Change
Passenger Trips	9,058,367	5,604,778	38.1%
Revenue Service Hours	410,510	409,748	-0.19%
Revenue Service Miles	4,701,969	4,693,498	-0.18%
Passengers/Hour	22.07	13.68	-38.0%
Passengers/Mile	1.93	1.19	-38.3%
Cost/Hour	$10.55	$1.11	5.4%
Cost/Mile	$120.79	$127.28	5.4%
Farebox Ratio	10.28%	4.13%	-58.8%

Handy Ride

As shown below in Table A-2, Handy Ride experienced similar impacts to its metrics caused by the pandemic as the FAX fixed-route system. The main difference is that whereas FAX continued to operate fixed-route services at pre-pandemic levels to serve

essential workers, Handy Ride reduced its service hours and miles due to the COVID-19 stay-at-home order, which resulted in fewer paratransit requests.

Handy Ride provided 96,478 trips during FY 2021, a decrease of 43.5% over FY 2020. Handy Ride productivity, as stated in Passengers per Hour in Table A-2, is 1.61 for FY 2021 compared to 1.99 the prior year. The total number of revenue miles decreased 32.9% from 928,054 in FY 2020 to 622,633 in FY 2021. Revenue hours in FY 2021 decreased 29.8% from 85,622 to 60,091. In FY 2021, Handy Ride reported no trip denials.

Table A-2, Handy Ride Productivity Indicator Comparison – FY 2020 vs. FY 2021

Indicator	FY 2020	FY 2021	Percent Change
Passenger Trips	170,721	96,478	-43.5%
Revenue Service Hours	85,622	60,091	-29.8%
Revenue Service Miles	928,054	622,633	-32.9%
Passengers/Hour	1.99	1.61	-19.5%
Passengers/Mile	0.18	0.15	-15.8%
Cost/Hour	$85.79	$100.13	16.72%
Cost/Mile	$7.91	$9.66	22.1%
Farebox Ratio	3.83%	1.12%	-70.8%

Table A-3, FAX – FY 2018 to FY 2021

Fiscal Year Ending June 30	FY 2018	FY 2019	FY 2020	FY 2021
Operating Costs	$41,979,373	$44,445,075	$49,589,055	$52,153,525
Total Actual Vehicle Revenue Hours	374,764	402,895	410,510	409,748
Total Actual Vehicle Revenue Miles	4,337,684	4,663,991	4,701,969	4,693,498
Total Labor Hours	721,204	705,127	755,054	760,236
Unlinked Passenger Trips	9,750,802	10,550,142	9,058,367	5,604,778
Fare Revenue	$6,068,176	$6,307,587	$5,098,988	$2,154,089
Operating Cost/Passenger	$4.31	$4.21	$5.47	$9.31
Passengers/Vehicle Revenue Hour	26.02	26.19	22.07	13.68
Passengers/Vehicle Revenue Mile	2.25	2.26	1.93	1.19
Vehicle Revenue Hours/FTE*	934.57	1,022.00	975.08	1,004.28
Farebox Recovery Ratio	14.46%	14.19%	10.28%	4.13%
Operating Cost/Revenue Mile	$9.68	$9.53	$10.55	$11.11
Operating Cost/Revenue Hour	$112.02	$110.31	$120.80	$127.28
Average Fare/Passenger	$0.62	$0.60	$0.56	$0.38
Total Revenue Service Interruptions	380	339	308	207
Percentage of Trips On Time	80.29%	84.55%	87.00%	91.76%

Table A-4, FAX Summary of Key Operational Indicators – FY 2019 to FY 2021

Fiscal Year Ending June 30	FY 2019	FY 2020	FY 2021	FY 2018–21
Operating Costs	5.55%	10.37%	5.17%	24.24%
Total Actual Vehicle Revenue Hours	6.98%	1.86%	-0.19%	9.33%
Total Actual Vehicle Revenue Miles	7.00%	0.81%	-0.18%	8.20%
Total Labor Hours	-2.28%	6.61%	0.68%	5.41%
Unlinked Passenger Trips	7.58%	-16.47%	-38.13%	-42.52%
Fare Revenue	3.80%	-23.70%	-57.75%	-64.50%
Operating Cost/Passenger	-2.26%	23.03%	70.20%	116.25%
Passengers/Vehicle Revenue Hour	0.65%	-18.67%	-38.02%	-47.42%
Passengers/Vehicle Revenue Mile	0.53%	-17.10%	-38.34%	-47.06%
Vehicle Revenue Hours/FTE*	8.55%	-4.81%	2.99%	7.46%
Farebox Recovery Ratio	-1.86%	-38.02%	-59.83%	-71.43%
Operating Cost/Revenue Mile	-1.56%	9.64%	5.36%	14.82%
Operating Cost/Revenue Hour	-1.54%	8.68%	5.37%	13.63%
Average Fare/Passenger	-4.09%	-6.21%	-31.72%	-38.24%
Total Revenue Service Interruptions	-12.09%	-10.06%	-32.79%	-45.53%
Percentage of Trips On Time	5.04%	2.82%	5.47%	14.29%

Table A-5, Handy Ride – FY 2018 to FY 2021

Fiscal Year Ending June 30	FY 2018	FY 2019	FY 2020	FY 2021
Operating Costs	$7,204,580	$7,850,700	$7,345,269	$6,016,704
Total Actual Vehicle Revenue Hours	104,147	104,088	85,622	60,091
Total Actual Vehicle Revenue Miles	1,212,603	1,213,011	928,054	622,633
Unlinked Passenger Trips	213,026	220,351	170,721	96,478
Fare Revenue	$294,817	$326,496	$281,026	$67,296
Operating Cost/Passenger	$33.82	$35.63	$43.02	$62.36
Passengers/Vehicle Revenue Hour	2.05	2.12	1.99	1.61
Passengers/Vehicle Revenue Mile	0.18	0.18	0.18	0.15
Farebox Recovery Ratio	4.09%	4.16%	3.83%	1.12%
Operating Cost/Revenue Mile	$5.94	$6.47	$7.91	$9.66
Operating Cost/Revenue Hour	$69.18	$75.42	$85.79	$100.13
Average Fare/Passenger	$1.38	$1.48	$1.65	$0.70
Percentage of Trips On Time	93.1%	92.2%	90.6%	94.6%

Table A-6, Handy Ride Summary of Key Operational Indicators – FY 2019 to FY 2021

Fiscal Year Ending June 30	FY 2019	FY 2020	FY 2021	FY 2019–21
Operating Costs	8.23%	-6.88%	-18.09%	-16.49%
Total Actual Vehicle Revenue Hours	-0.06%	-21.57%	-29.82%	-42.30%
Total Actual Vehicle Revenue Miles	0.03%	-30.70%	-32.91%	-48.65%
Unlinked Passenger Trips	3.32%	-29.07%	-43.49%	-54.71%
Fare Revenue	9.70%	-16.18%	-76.05%	-77.17%
Operating Cost/Passenger	5.07%	17.19%	44.95%	84.40%
Passengers/Vehicle Revenue Hour	3.38%	-6.17%	-19.48%	-21.51%
Passengers/Vehicle Revenue Mile	-3.07%	1.25%	-15.77%	-13.92%
Farebox Recovery Ratio	-6.53%	-1.31%	-70.77%	-72.65%
Operating Cost/Revenue Mile	-8.38%	18.23%	22.09%	62.68%
Operating Cost/Revenue Hour	-4.24%	12.08%	16.72%	44.74%
Average Fare/Passenger	-12.02%	9.99%	-57.63%	-49.45%
Percentage of Trips On Time	-2.93%	-1.77%	4.43%	1.62%

Exhibit A-1, Fixed-Route Passengers/Revenue Hour

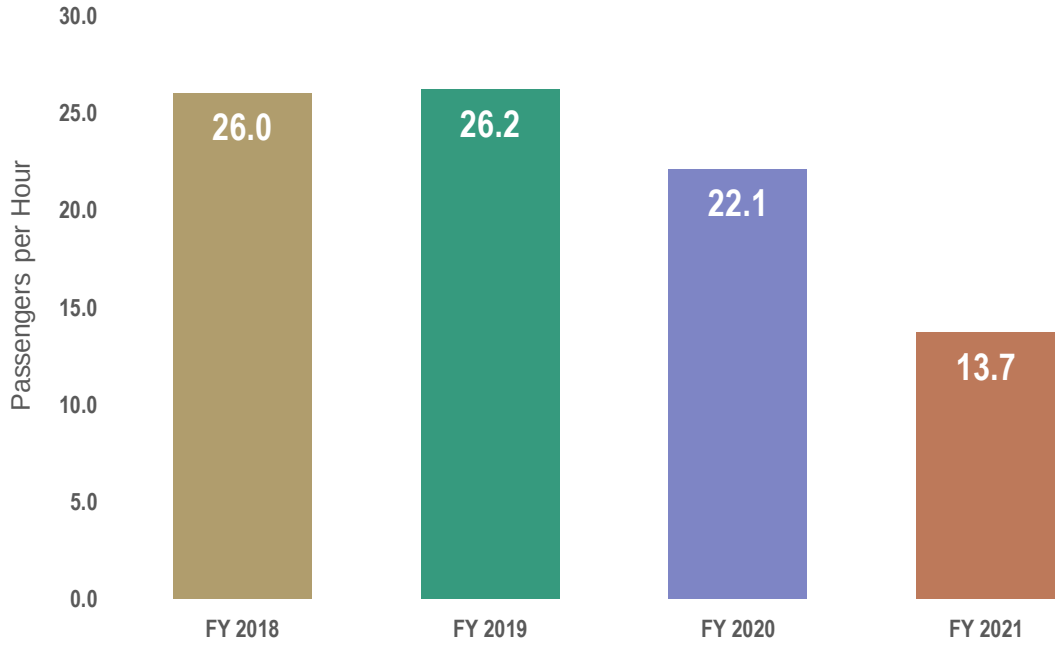


Exhibit A-2, Fixed-Route Operating Cost/Revenue Hour

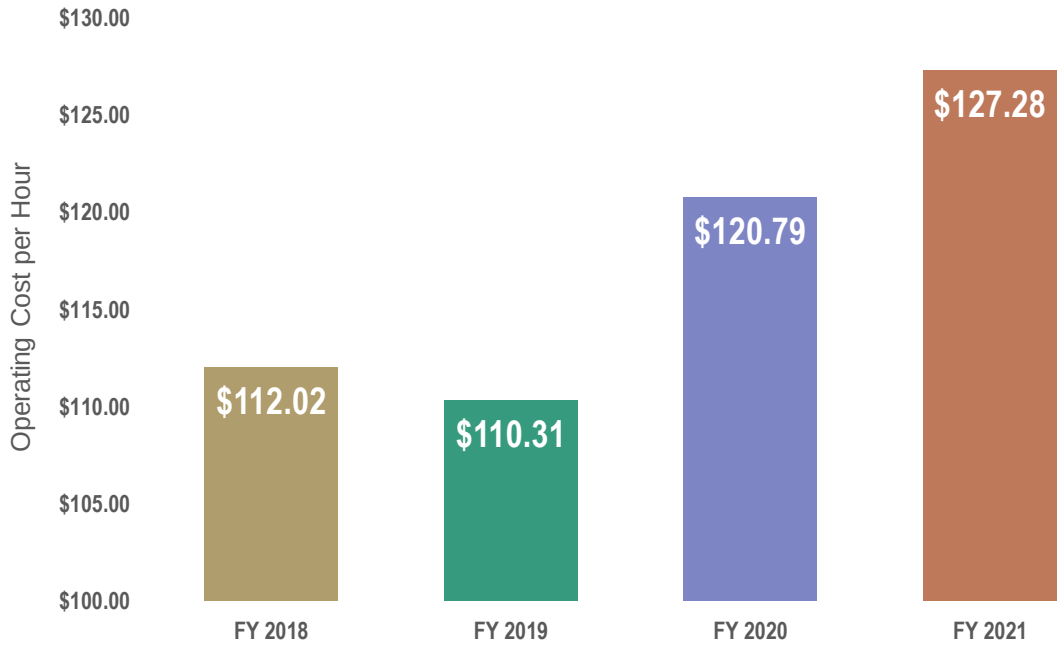


Exhibit A-3, Fixed-Route Operating Cost/Passenger

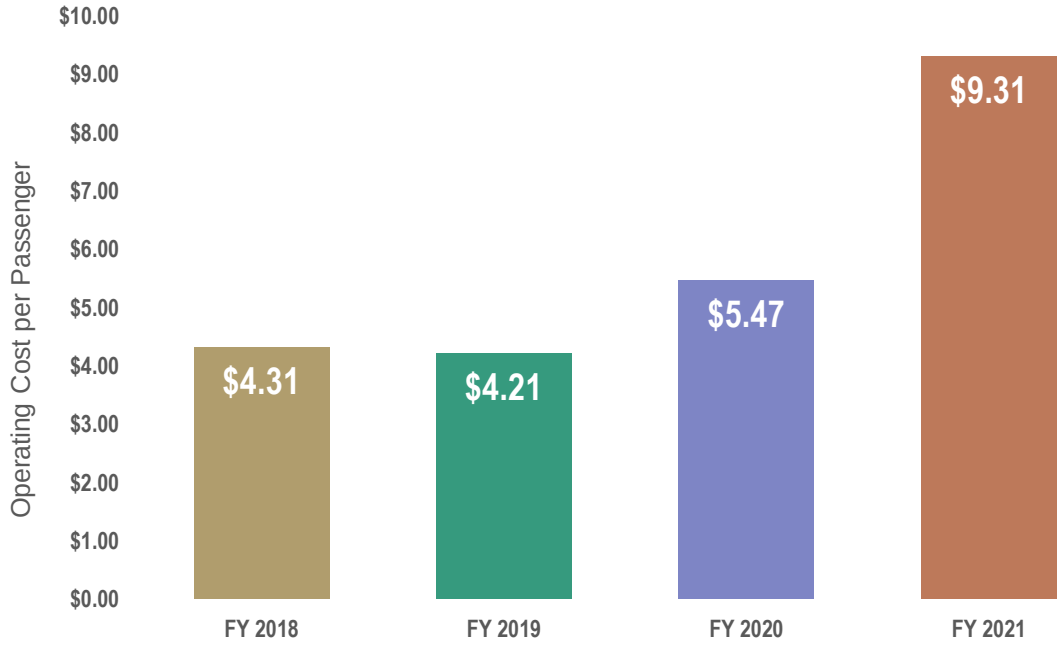


Exhibit A-4, Fixed-Route Passengers/Revenue Mile

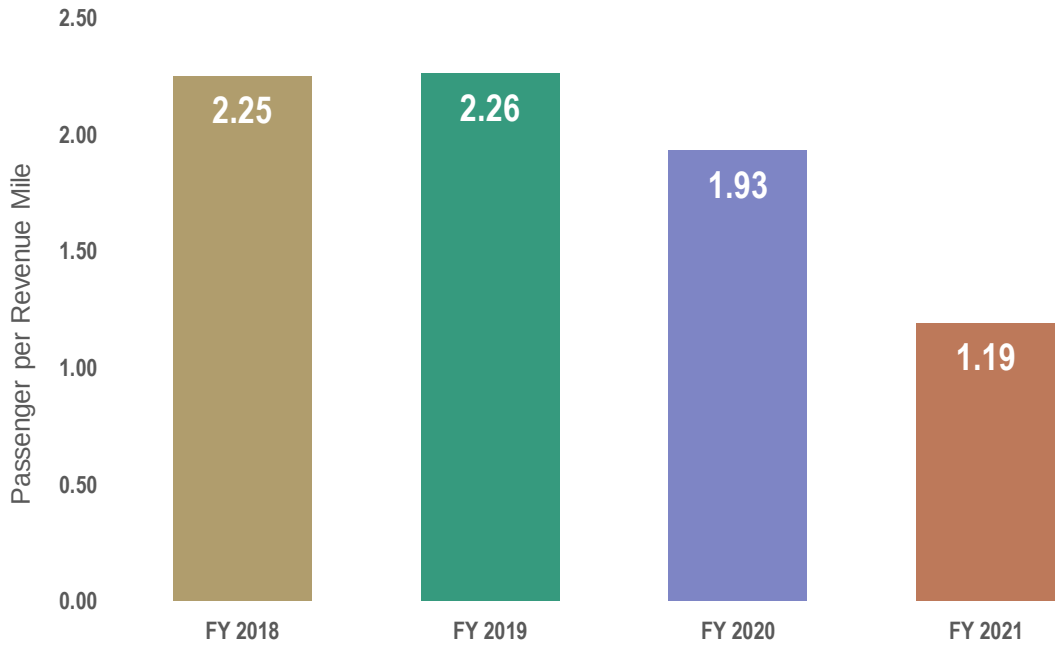


Exhibit A-5, Fixed-Route Operating Cost/Revenue Mile

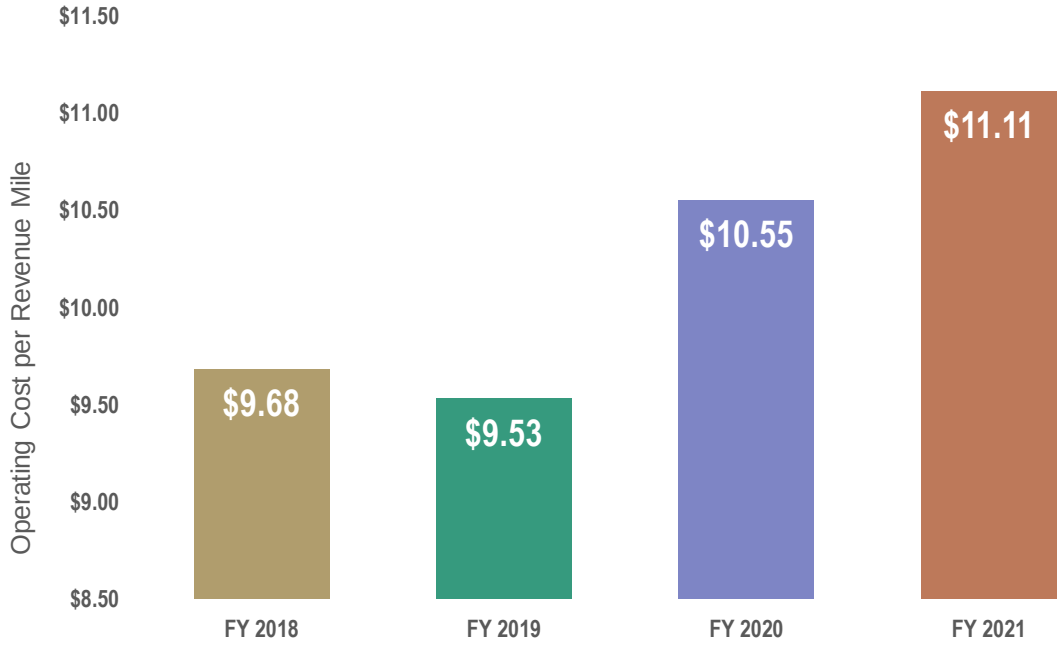


Exhibit A-6, Fixed-Route Farebox Recovery Ratio

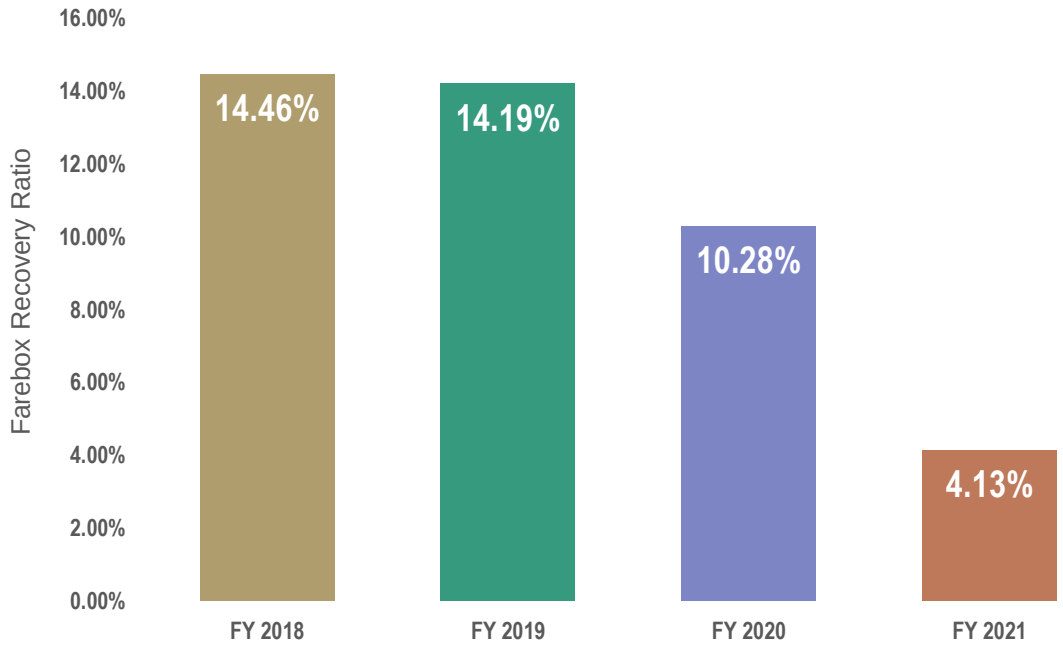


Exhibit A-7, Handy Ride Passengers/Revenue Hour

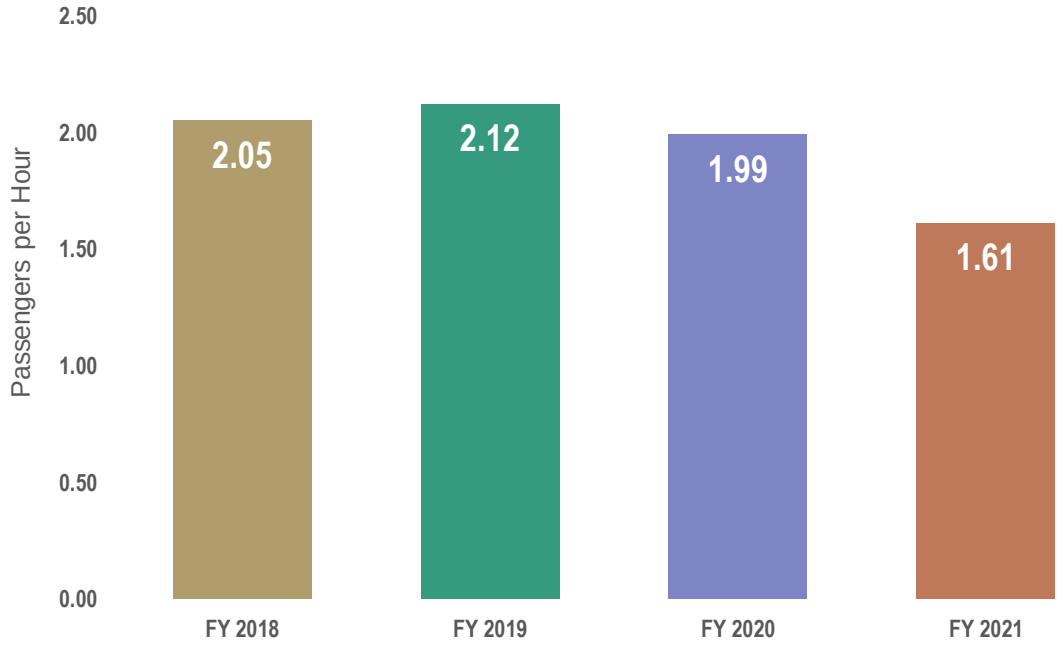


Exhibit A-8, Handy Ride Operating Cost/Revenue Hour

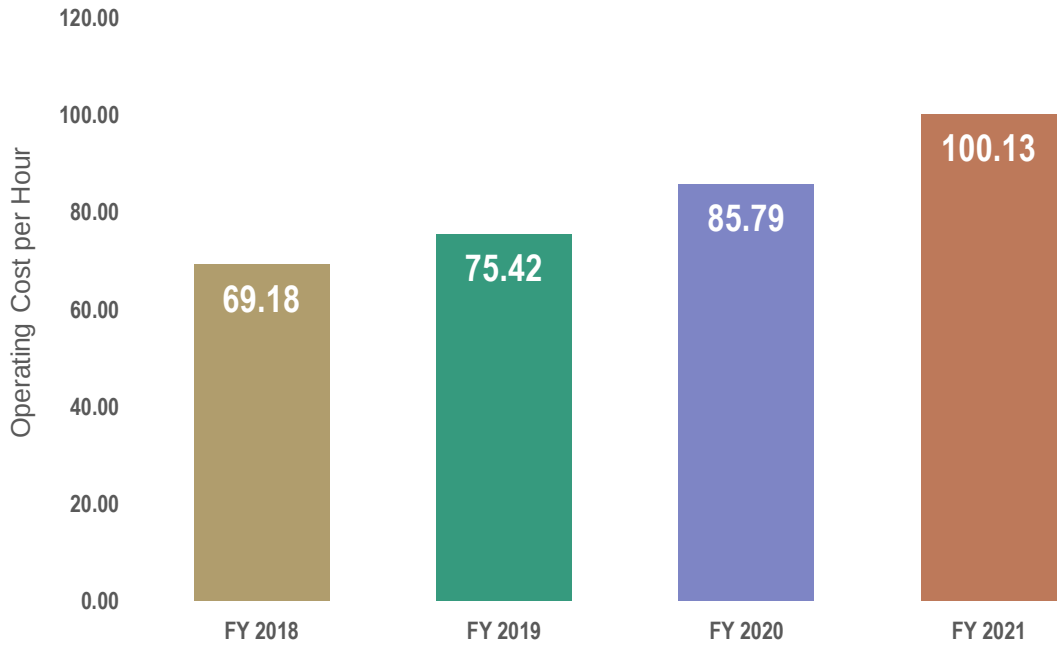


Exhibit A-9, Handy Ride Operating Cost/Passenger

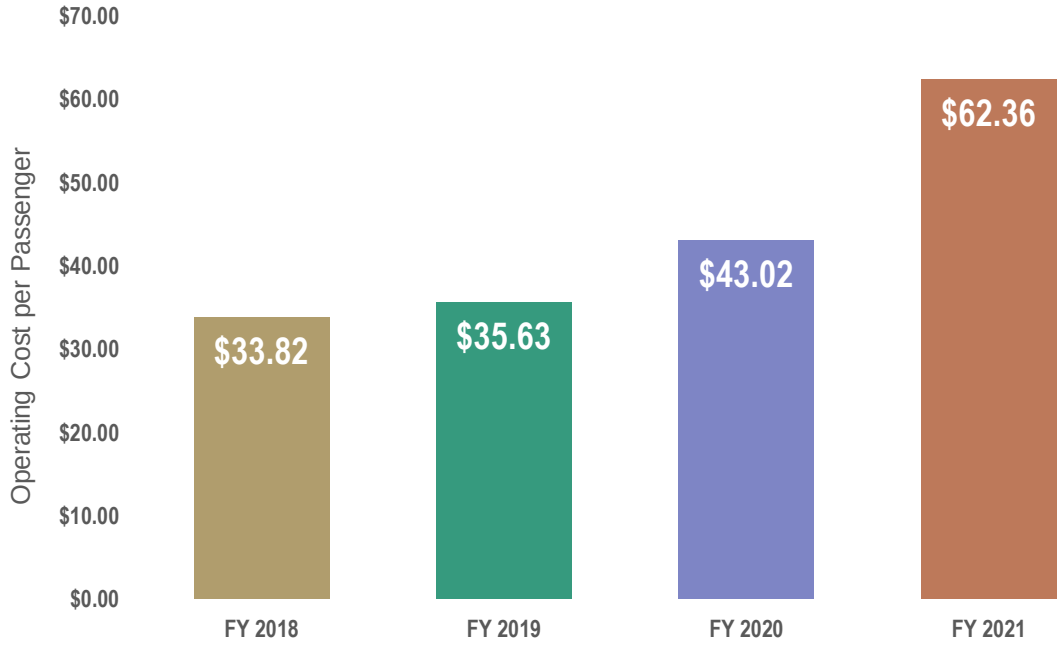


Exhibit A-10, Handy Ride Passengers/Revenue Mile

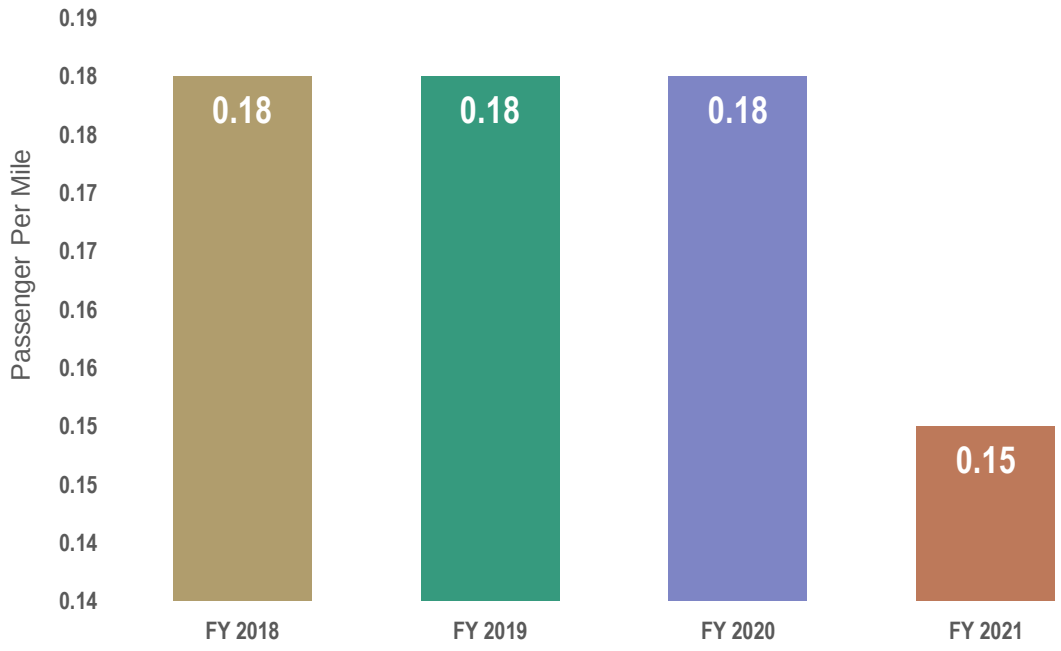


Exhibit A-11, Handy Ride Operating Cost/Revenue Mile

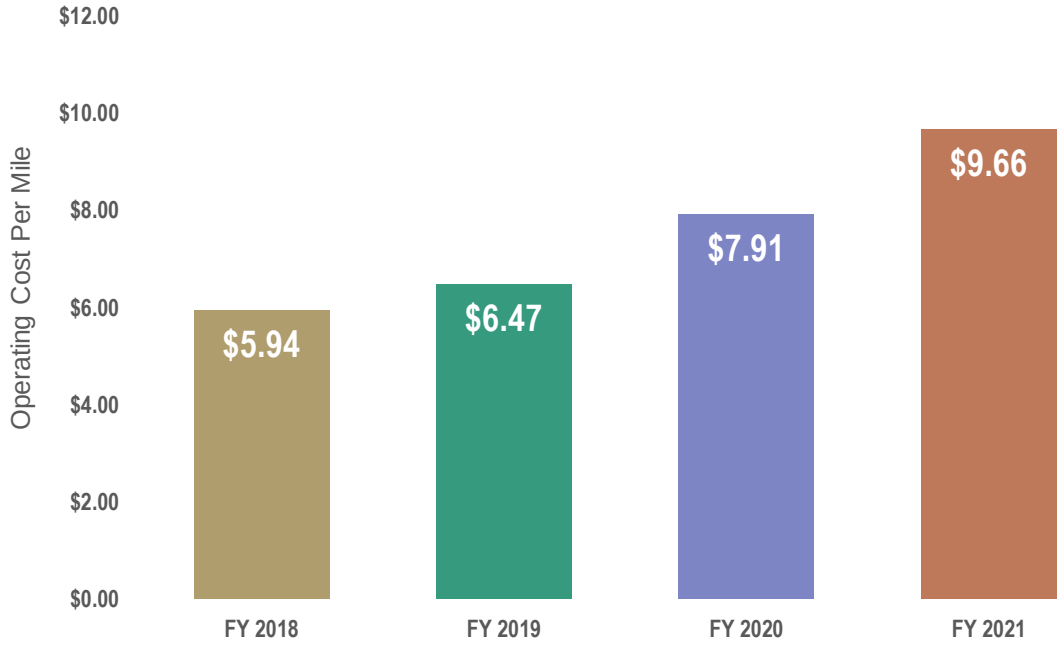
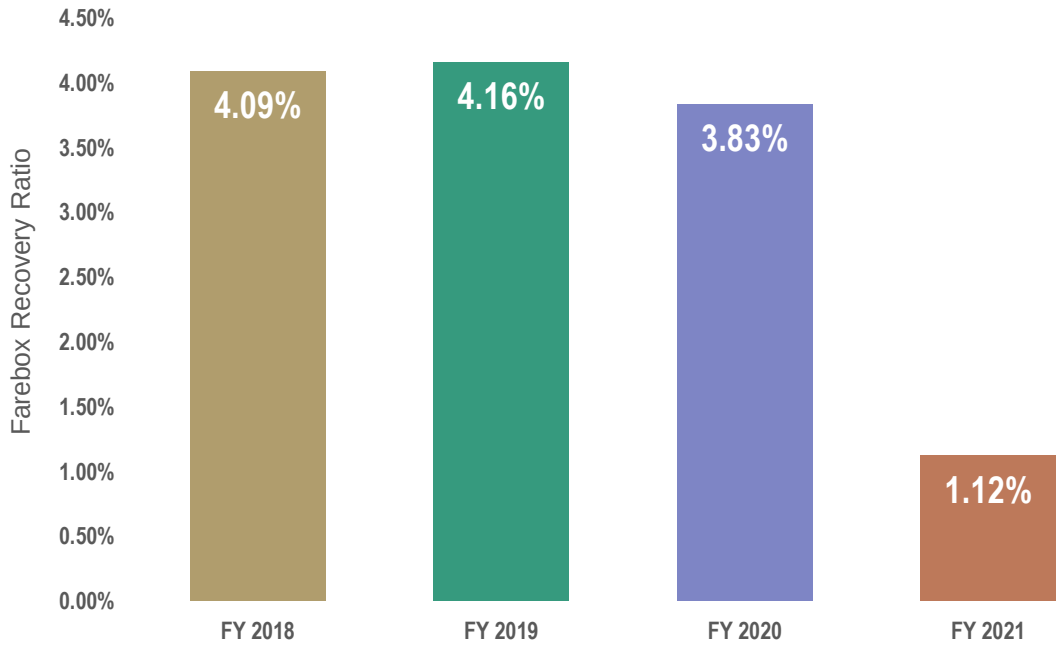


Exhibit A-12, Handy Ride Farebox Recovery Ratio



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Section B

Clovis Transit: Stageline and Roundup

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Section B – Clovis Transit: Stageline and Roundup

Summary Description of Services

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

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

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

Continuing operational concerns and projects for FY 2021 included: a) reacting to the coronavirus global pandemic and managing necessary operational changes; b) close monitoring of on-time performance on fixed-route service and demand response service; c) temporary suspension of fares to provide safe work conditions for bus operators; d) subsequent permanent suspension of fares in order to provide equitable transit services for the community; e) completion of construction and installation of chargers for zero-emission battery electric buses; e) coordination with local schools and disabled groups regarding services; f) continue to work closely with Planning and Development department on future site plans considering the impact of VMT on each project; and g) continuation of route redesign project.

Significant Service Changes Or Activities

During FY 2020/2021, the operation continued to contend with the effects of the coronavirus. After a drop of 90% ridership in March 2020 due to the Governor's stay-at-home order, fares were eliminated to provide a safer work environment for bus operators, transit staff, and finance department employees. In October 2020, the Clovis City Council approved a staff proposal to eliminate fares permanently.

Routes and operations have continued uninterrupted. Masks are mandated on all public transit vehicles and barriers have been installed in vehicles used to transport passengers.

Distancing is encouraged but not required and signage reminds passengers to stay home if they are feeling ill.

Short-, medium-, and long-term planning continues for the operation despite effects of the pandemic. Grant-funded projects are in progress and include:

CalEMA Prop 1B Homeland Security Funding:

- Replacement of camera security system at Operations & Maintenance Yard where buses are maintained and parked. This project was completed in FY 2020/2021.
- Camera and security systems for the new transit office. The project has begun in concurrence with the start of construction on new office building. Funds will be spent by end of FY 2021/2022.

PTMISEA Proposition 1B:

- Funds that were previously programmed for the Regional Farebox project were re-allocated. A portion of the funds will be used to purchase Automatic Passenger Counters and other bus technology.
- The remaining reprogrammed funds were added to the Administrative Office project and will be used to fund a portion of the William H. “Harry” Armstrong Transit Administration Center at Landmark Square. Construction is underway and the funds are expected to be expended by the end of FY 2021/2022.

Low Carbon Transit Operations Programs Grant:

- Three years of LCTOP funding have been combined to conduct a route evaluation and re-design project in conjunction with the opening of the new transit hub. This first phase of this project is under way and a transit survey has been distributed to the community. Responses will be evaluated along with data received through the Unmet Needs Process and the City’s Active Transportation Plan update. Phase Two will focus development of potential new routes. Once routes are chosen, Phase Three will commence with installation of new bus stops and amenities, purchase of land if needed, and public outreach to promote the new routes.
- A portion of LCTOP FY 2018/2019 funding has been used to fund the electric bus pilot project charging infrastructure design and construction.
- Bus stop furniture was installed at the new Fresno County Department of Social Services Clovis Center at the corner of Dakota and Peach Avenues. This large bus stop was designed to accommodate FAX, Clovis Transit, and FCRTA buses with three large shelters and additional benches for seating. Additionally, two new stops along Willow Avenue at Alluvial Avenue and Nees Avenue will be installed to support routes with service to Clovis Community College.
- The FY 2020/2021 LCTOP allocation will be rolled into future allocations for the purchase of a zero-emission vehicle.

Measure C New Technology Grant:

- In FY 2020/2021, infrastructure to support the two battery-electric buses was constructed at the city’s Operations and Maintenance Yard.

- The buses were put into service in June of 2021 and have been out on routes and used for special events.
- Data from the buses is being collected and will be used to analyze operational costs, true range of batteries, rider interaction, and other pertinent metrics.

Sustainable Communities Grant:

- Clovis Transit is required by the California Air Resource Board Innovative Clean Transit Rule to submit a non-binding Rollout Plan by June 2023. The plan will describe the strategy that will be adopted by the operation to comply with the mandatory conversion to a zero-emission fleet.
- A consultant firm is researching available technology, bus fleet impacts, route changes, and costs.
- The Rollout Plan will come to the City Council for approval prior to its submission to CARB.

Service

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

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

Planning

A significant planning project is the design and construction of a new transit office. This administrative office will be a transfer station for the routes and will consist of a public lobby and waiting area with restrooms, a counter for passengers to get information, offices for trainers and staff, a conference room, storage for training equipment, and a large meeting room that will be available for all city departments for training and meetings. Land has been purchased, the building has been designed and engineered, and construction has started. Construction began in February 2021 and should be completed by the end of 2022. The project also includes a new older adult center and county library.

A major project during FY 2016/2017 was the implementation of a new farebox system for both Roundup and Stageline. During FY 2019/2020, that project was determined to be infeasible due to several factors. The funding for the project has been allocated to the procurement of automatic passenger counters for the fixed-route bus system. RFPs for that technology program and other applications are currently under review by staff and contracts should be executed in early 2022.

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

The Clovis Transit Electrification Master Plan is in progress. Working with CALSTART transportation planners, electrical engineers, and other consultants, Clovis Transit is developing a plan that will provide guidance to the city for the next 10 years as the conversion to zero-emission transit fleet gets underway. This master plan will also be submitted to the California Air Resources Board, which has directed all public transit operators to develop and submit a conversion plan. The master plan is scheduled to be completed by the end of FY 2022/2023.

Marketing

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

In FY 2018/2019, Clovis Transit added the bus routes and schedules to Google Transit. This provides an easy fixed-route trip planning option for Clovis buses as well as coordination with Fresno FAX buses. In the fall of FY 2019/2020, a large marketing project called Free Ride Days was launched. Using LCTOP funding, Clovis Transit offered free fare days on both fixed-route and paratransit in August, September, and October. The result was a significant increase in passenger trips on both services. The goal was to entice new passengers to try riding the bus as a commute option, and to remove any financial barrier to public transit use for those passengers who are low income or reside inside a Disadvantaged Community (DAC). The project was deemed a success with an overall 35% increase in ridership.

Triennial Performance Audit Recommendations

City of Clovis Transit System Triennial Performance Audit FY 2015–2018

Moore and Associates
State Transportation Development Act (TDA) Requirement

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

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

   This recommendation is carried over from the prior performance audit. Clovis continues to provide travel training upon request but has yet to establish a formal travel training program. The need for such a program has become more apparent

with the increase in the number of wheelchair-bound passengers. The City has proposed the construction of a transportation hub and senior activity center in Old Town Clovis on 3rd Street just east of Clovis Avenue. With the addition of a new transit facility, Clovis Transit will have proper facilities to grow and improve travel training to the community. The new facility will offer space not only for travel training but ADA assessments.

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

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

For the current audit review period, the City did not submit its annual Transit Operators Financial Transactions Reports to the State within the statutory time frame. PUC 99243 (a), requires transit operators to file an annual report with the State Controller's Office within a prescribed period of time. In FY 2015/16, the deadline was 110 days following the end of the fiscal year, or October 18, 2016, if filing electronically. Beginning in FY 2016/2017, the deadline was extended to seven months following the end of the fiscal year, or January 31. In FY 2015/2016, the City's State controller Report was submitted on October 26, 2016, more than one week after the stipulated deadline. The delinquent submission was due to the unexpected death of the city accountant responsible for the report. The unexpected change in personnel resulted in delays to several job duties, including the filing of that year's State Controller Report.

Comments: All employees involved in the preparation of the State Controller Reports will be aware of the January 31 deadline and will strive to complete and submit the report on time each year. Given subsequent reports have been submitted on time according to the deadline, and that the circumstances resulting in the delay in FY 2015/2016 are unlikely to reoccur, there is likely no further action required.

Clovis Stageline/Roundup: FY 2021 SSTAC Committee Recommendations

A. Comply, where feasible, with the FY 2015 through FY 2018 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. (The farebox ratio has been suspended through FY 2026/2027 due to COVID-19 impacts on ridership)

Although the farebox ratio was not achieved directly from ridership contributions, the Clovis City Council allocated Measure C funds to be utilized on the Local

Transportation Fund Claim to meet the State mandated 20% ratio. Clovis Transit adopted a zero-fare model in October 2020, and will continue to use Measure C to meet farebox ratios when reinstated.

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

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

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

This is ongoing. Clovis Transit and FAX have continued work on a route planning and development of shared bus stops throughout Clovis.

E. Implement responsibilities under the ADA of 1990.

Full compliance has been obtained. All vehicles are accessible.

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

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

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

Coordination with Human Services is ongoing including coordinating with bus pass purchases. Many 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.

Highlights of Productivity Data

Clovis Stageline

- Stageline ridership decreased in FY 2021 with total ridership decreasing from 112,478 to 55,171, a decrease of 50.6%. This decrease was a direct result of the coronavirus pandemic and the subsequent shift to work at home and virtual education.
- Vehicle service hours increase 10.4% from 19,473 in FY 2020 to 21,488 in FY 2021. This represents a return to the usual amount of service hours. FY 2020 hours were less than normal because of a temporary reduction in service in the early months of the pandemic.
- Vehicle service miles experienced an increase of 10.8% over FY 2020 with total vehicle service miles increasing from 235,712 miles to 261,226 miles. Similar to the increase in vehicle service hours, this change was due to the resumption of usual operations that had been disrupted in FY 2020.
- Farebox revenue went to $0.0 as the City adopted a zero-fare model in October, 2020. In late June 2020, the California legislature passed AB 90 and AB149, suspending the farebox requirement in FY 2019/2020 through FY 2026/2027. Subsequently, Clovis Transit will not be using any of its Measure C funding to meet that requirement.
- Overall, Stageline performance indicators reflected a decrease of 55.5% in passengers/hour to 2.57. Passengers/mile also decreased to 0.21, a drop of more than half at 56.3%. Operating costs increased from $139.64 per vehicle hour in FY 2020 to $141.16 per vehicle hour in FY 2021, a small increase of 1.1%.
- Vehicle hours/employee increased 10.3% from 1,180 to 1,302, a return to normal from the previous year. Operational subsidy per passenger increased from $23.59 in FY 2020 to $54.98 in FY 2021, which is a result of the move to zero fares.

Clovis Stageline Ridership

	Route 10	Route 50	School	Shopping Shuttle	Total	% Change
FY 2018	76,247	46,722	6,247	560	129,776	-1.4%
FY 2019	69,471	43,025	3,841	574	116,911	-9.9%
FY 2020	66,696	40,384	4,976	422	112,478	-3.8%
FY 2021	34,169	20,515	187	372	55,171	-51.0%

Table B-1, Clovis Stageline Annual Productivity Trends – FY 2019 to FY 2021

Indicator	2019	2020	2021	2019/2020	2020/2021
Total Passengers	116,911	112,478	55,171	-3.8%	-50.6%
Total Hours	21,841	19,473	21,488	-10.8%	10.4%
Total Mileage	252,928	235,712	261,226	-6.8	10.8%
Operating Cost	$2,635,317	$2,719,150	$3,033,205	3.2%	11.6%
Farebox Revenue*	$527,063	$66,023	$0	-87.5%	-100%
Employees (FT Equivalent)	16.5	16.5	16.5	0.0%	0.0%
Passenger/Hour	5.35	5.78	2.57	8.0%	-55.5%
Passenger/Mile	0.46	0.48	0.21	4.6%	-56.3%
Cost/Vehicle Hour	$120.66	$139.64	$141.16	15.7%	1.09%
Cost/Vehicle Mile	$10.42	$11.54	$11.61	10.6%	0.6%
Vehicle Hours/Employee	1,323	1,180	1,302	-10.8%	10.3%
Cost Per Passenger	$22.54	$24.17	$54.98	7.2%	127.5%
Measure C Funds	$424,753	$0	$0	N/A	N/A
Op Subsidy/Passenger	$21.67	$23.59	$54.98	8.7%	133.2%
Farebox Incl. Measure C	20%	0%	0%	N/A	N/A
Farebox Ratio w/o Measure C	4.0%	2.0%	0%	-50.0%	-100%

**FB recovery ratio requirement suspended due to COVID-19 pandemic by Cal. Legislature AB 149 through FY 2026/2027. OP Subsidy/Passenger calculated by: Operating costs minus farebox revenue divided by total passengers.*

Exhibit B-1, Clovis Stageline Passengers/Revenue Hour

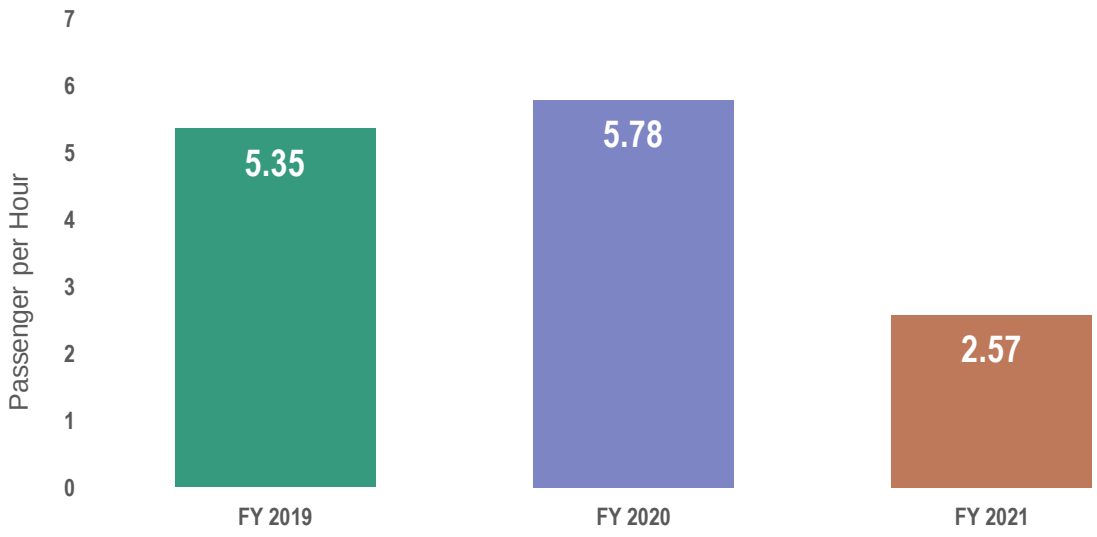


Exhibit B-2, Clovis Stageline Passengers/Revenue Mile

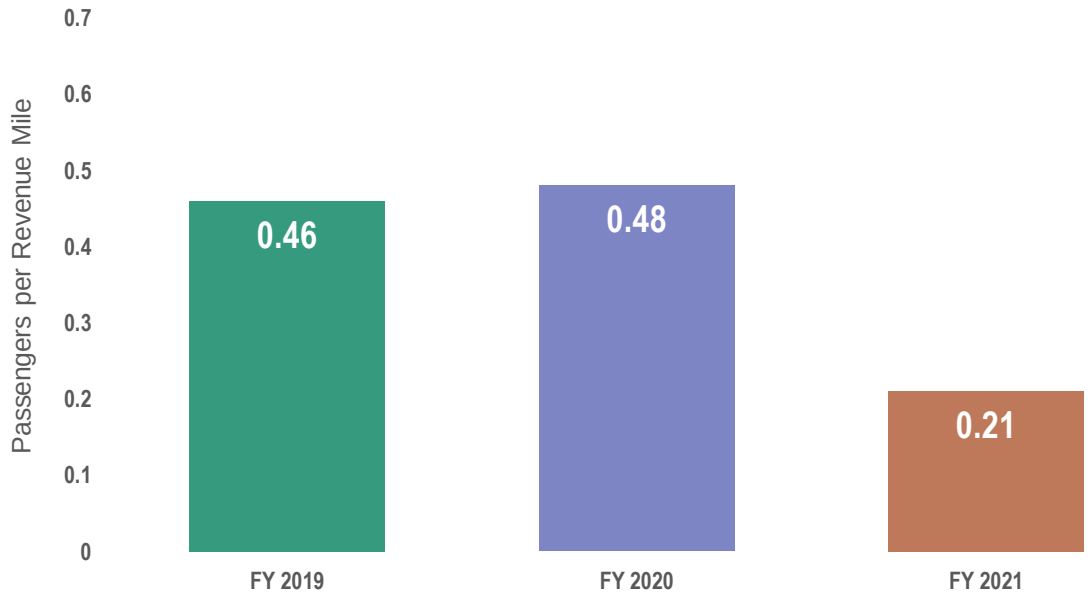


Exhibit B-3, Clovis Stageline Cost/Revenue Hour

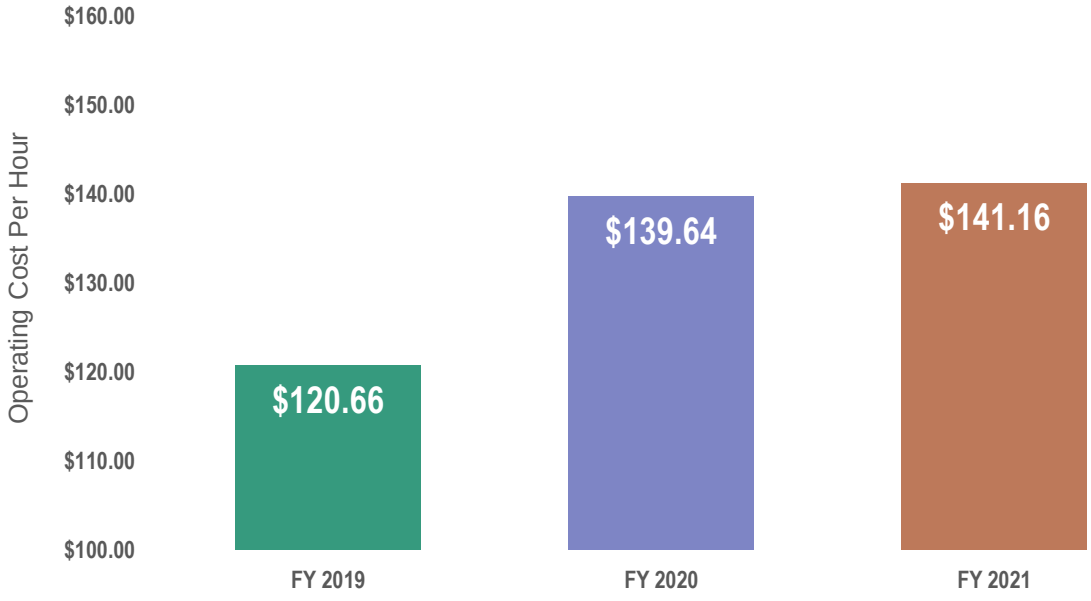


Exhibit B-4, Clovis Stageline Cost/Revenue Mile

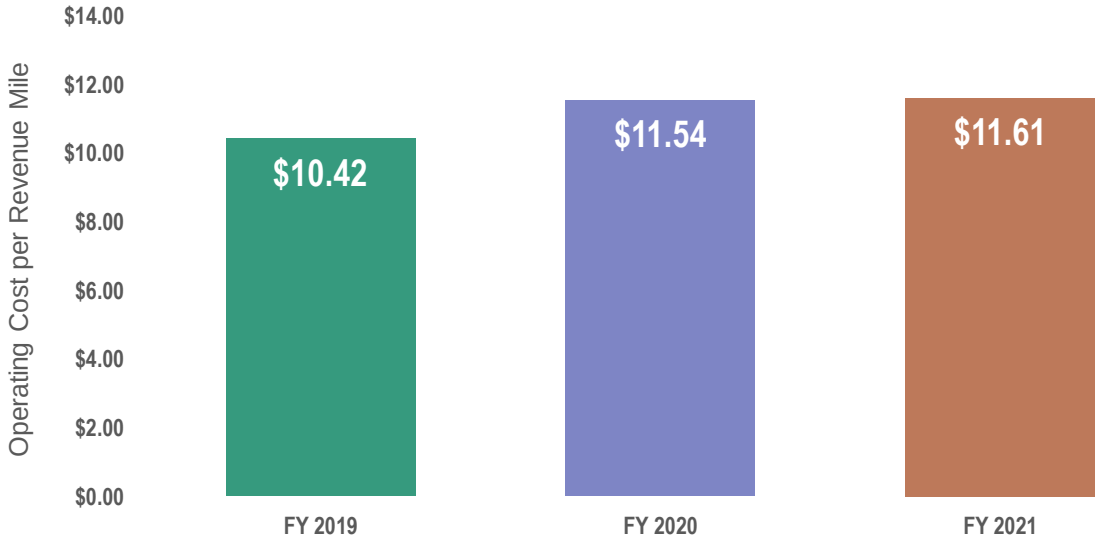


Exhibit B-5, Clovis Stageline Cost Per Passenger

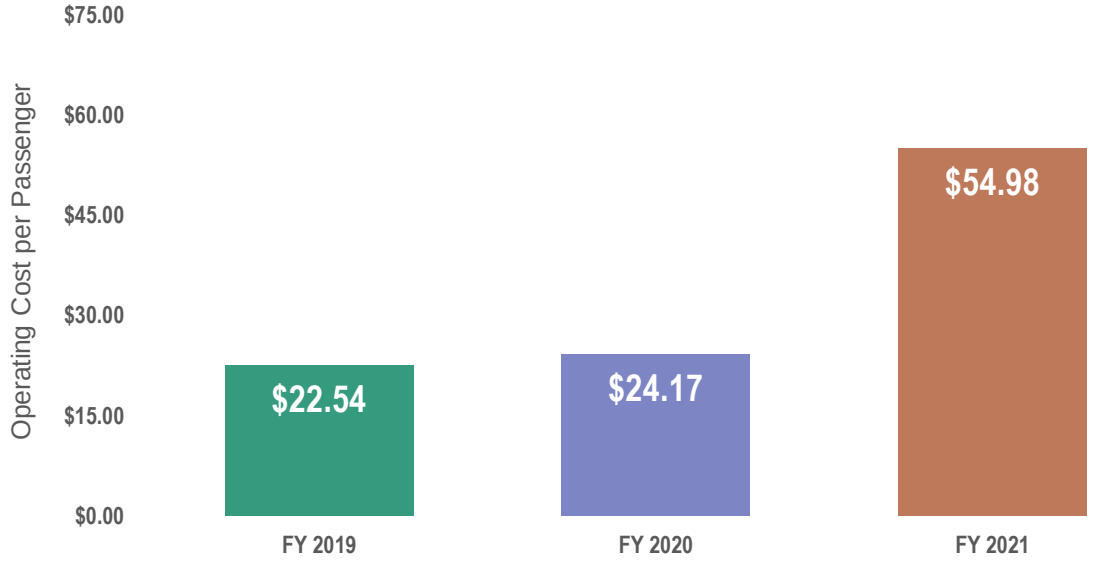
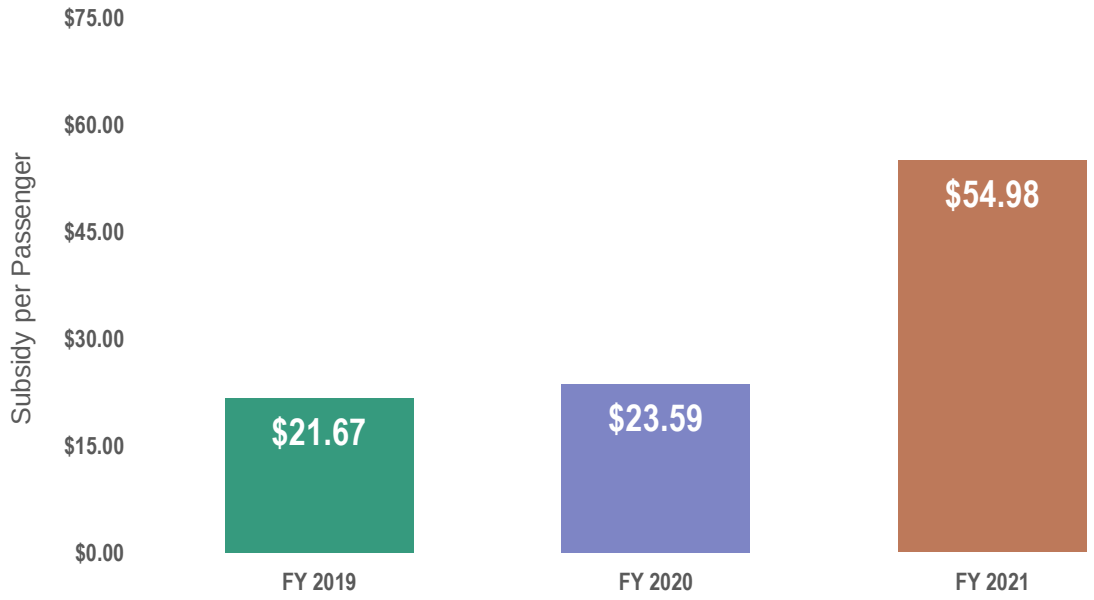


Exhibit B-6, Clovis Stageline Subsidy Per Passenger



Clovis CTSA/Roundup

- Clovis CTSA/Roundup services carried 33,489 riders in FY 2021, a decrease of 33.5% over FY 2020 ridership of 50,384 passengers. The global pandemic caused a significant number of passengers to stay home for all but the most essential trips, causing ridership to drop dramatically. As more passengers return to in-person work, school, and recreation, it's anticipated ridership will return over the next few years to pre-pandemic levels.
- Total vehicle hours decreased from 28,448 in FY 2020 to 22,166 in FY 2021. This decrease of 22.2% is due to the continuing reduction of ride demand.
- Total vehicle miles dropped 33.6% in FY 2021 to 229,783 from 346,021 in FY 2020.
- Operating costs decreased 2.6% from $3,316,107 in FY 2020 to $3,229,655 in FY 2021 due to lower passenger demand after the pandemic started in March of 2020. The savings was in fuel, maintenance, and labor costs.
- Overall, the past year Clovis CTSA/Roundup service performance indicators reflect a 1.51% increase in passenger/hour (1.51) and passengers/mile remained at 0.15. Cost/vehicle hour increased 25% from $116.57 in FY 2020 to $145.70 in FY 2021.
- Vehicle hours/employee increased a small amount, 3.9%, from 1,422 in FY 2020 to 1,477 in FY 2021.

Clovis CTSA/Roundup Ridership

	Fresno	Clovis	Total	% Change
FY 2018	22,203	29,758	52,061	-7.4%
FY 2019	21,961	30,991	52,952	1.71%
FY 2020	20,222	30,162	50,844	-4.9%
FY 2021	11,540	21,861	33,489	-47.0%

Table B-2, Clovis Roundup Annual Productivity Trends – FY 2019 to FY 2021

Indicator	2019	2020	2021	2019/2021	2020/2021
Total Passengers	52,952	50,384	33,489	-4.6%	-33.5%
Total Hours	31,313	28,448	22,166	-9.2%	-22.2%
Total Mileage	377,173	346,021	229,783	-8.3%	-33.6%
Operating Cost	$3,407,650	$3,316,107	$3,229,655	-2.7%	-2.6%
Farebox Revenue*	$340,765	$76,485	$0	-77.6%	-100%
Employees (FT Equivalent)	20	20	20	0.0%	0.0%
Passenger/Hour	1.69	1.45	1.51	-14.2%	4.1%
Passenger/Mileage	0.14	0.15	0.15	7.1%	0.0%
Cost/Vehicle Hour	$108.83	$116.57	$145.70	7.1%	25.0%
Cost/Vehicle Mile	$9.03	$9.58	$14.06	6.1%	46.8%
Vehicle Hours/Employee	1,565	1,422	1,477	-9.1%	3.9%
Cost Per Passenger	$64.35	$65.82	$96.44	2.3%	46.5%
Measure C Fare Match	$256,607	$0	$0	N/A	N/A
Op Subsidy/Passenger	$62.76	$64.30	$96.44	2.5%	66.2%
Farebox Incl. Measure C	10%	0%	0%	N/A	N/A
Farebox Ratio w/o Measure C	2.0%	2.0%	0%	0.0%	100%

**FB recovery ratio requirement suspended due to COVID-19 pandemic by Cal. Legislature AB 149 through FY 2026/2027. OP Subsidy/Passenger calculated by: Operating costs minus farebox revenue divided by total passengers.*

Exhibit B-7, Clovis Roundup Passengers/Revenue Hour

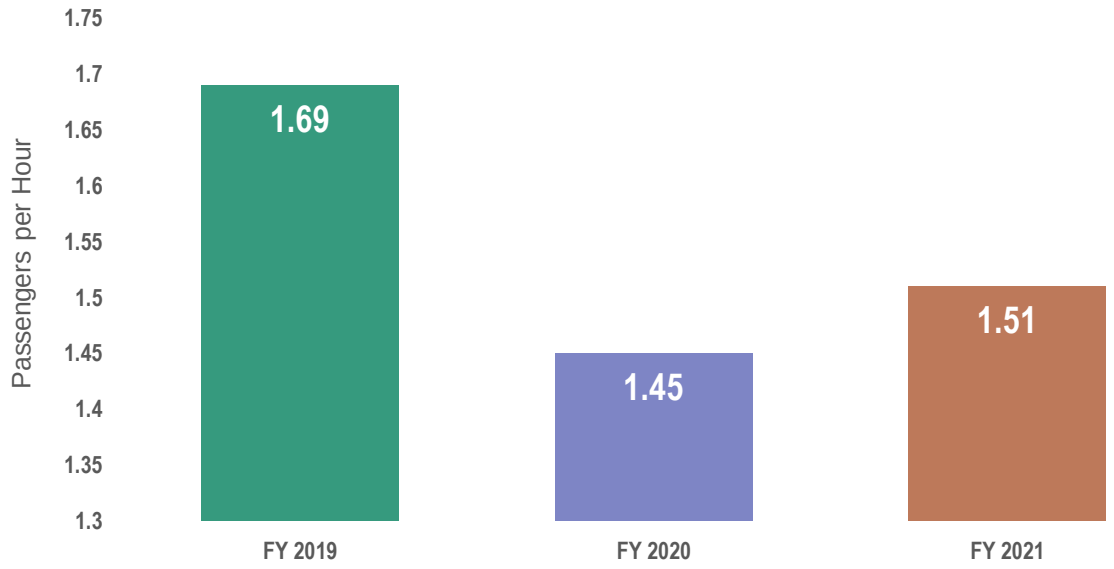


Exhibit B-8, Clovis Roundup Passengers/Revenue Mile

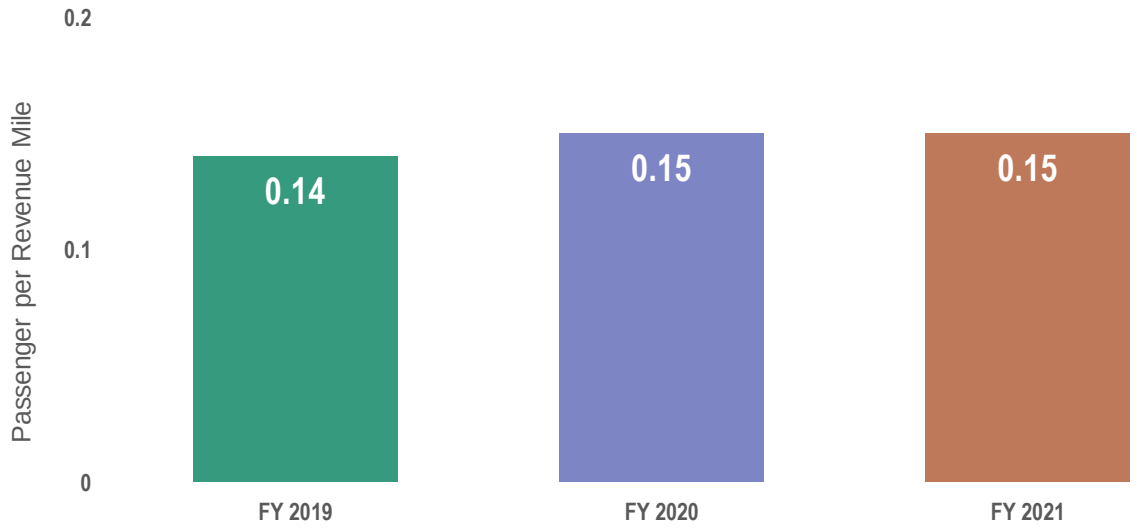


Exhibit B-9, Clovis Roundup Cost/Revenue Hour

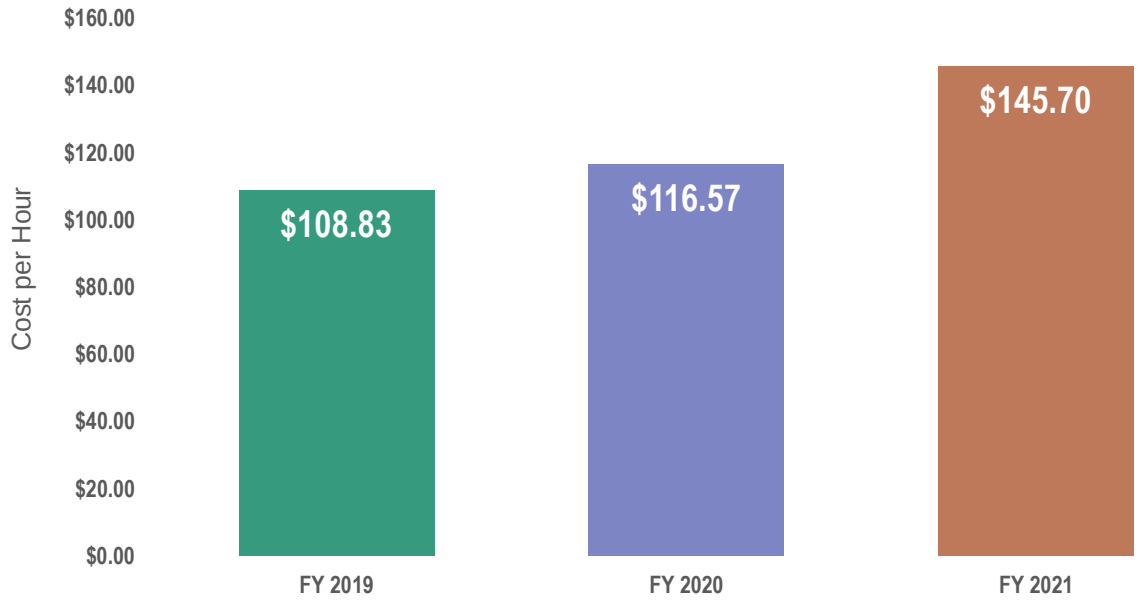


Exhibit B-10, Clovis Roundup Cost/Revenue Mile

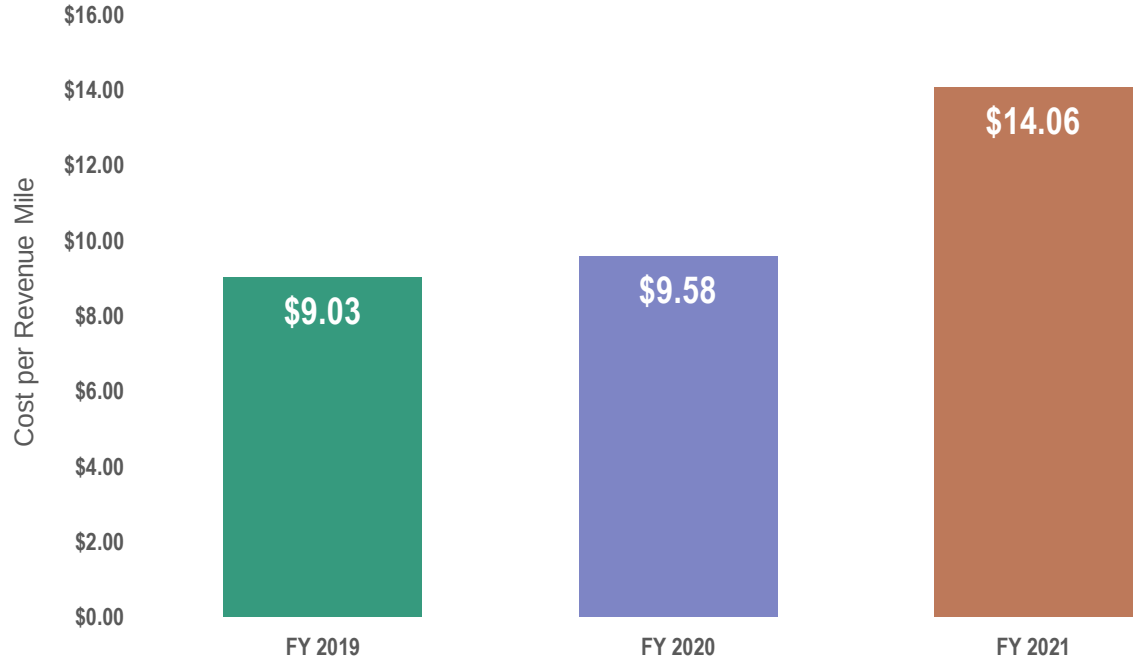


Exhibit B-11, Clovis Roundup Cost Per Passenger

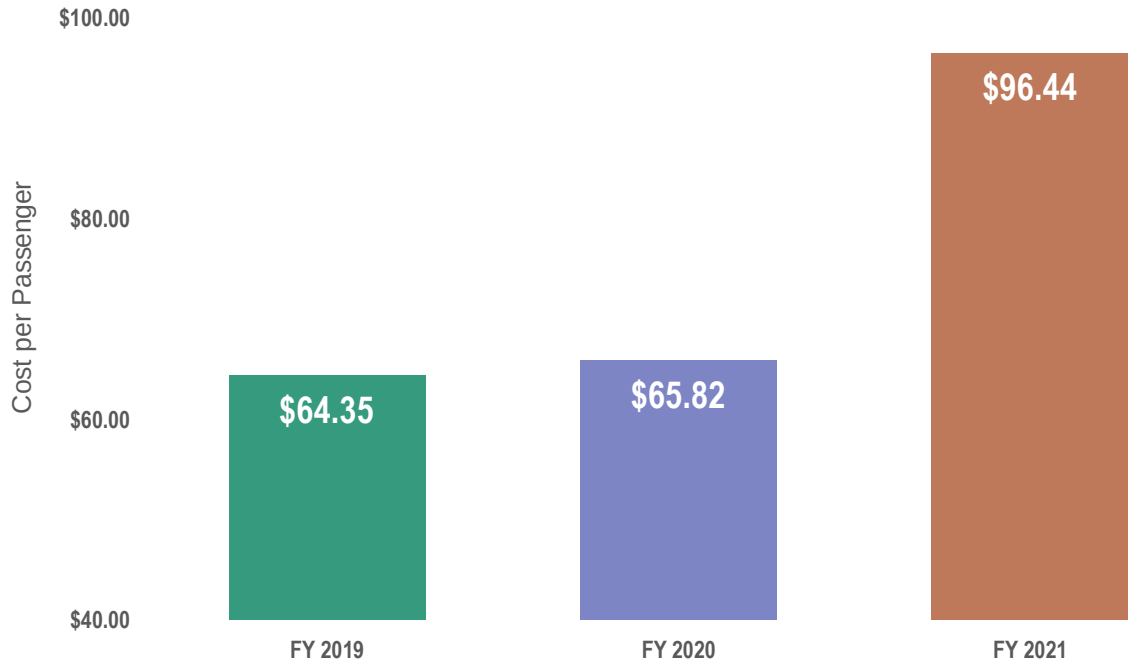
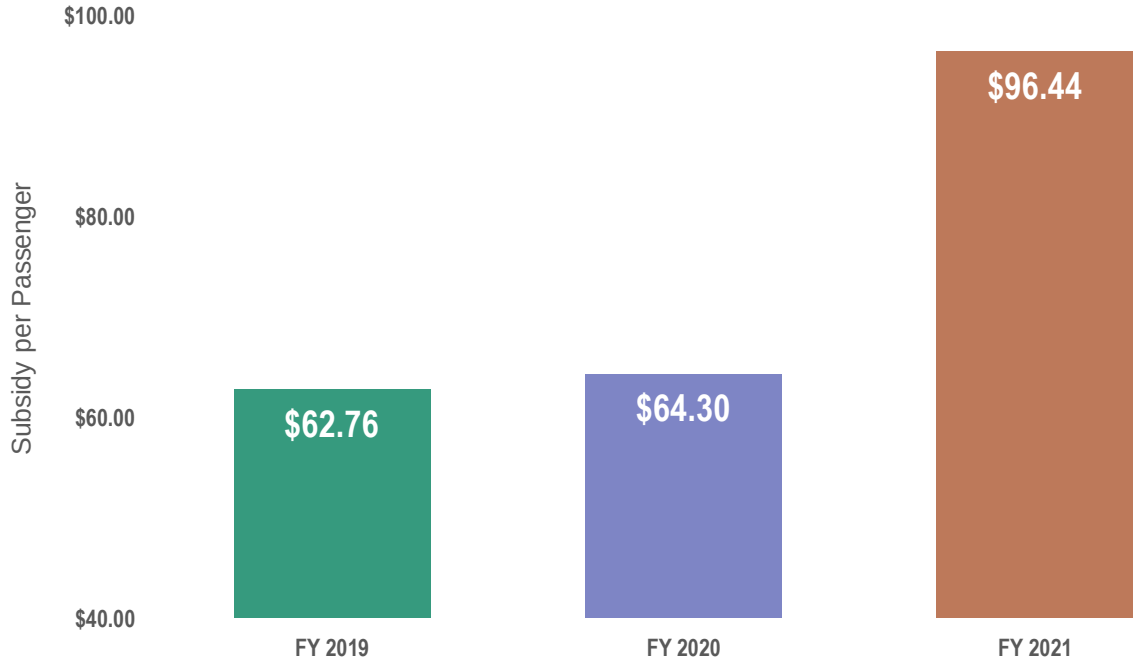


Exhibit B-12, Clovis Roundup Subsidy Per Passenger



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Section C

Fresno County Rural Transit Agency (FCRTA)

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Section C – Fresno County Rural Transit Agency

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 13 incorporated Cities including: City of Coalinga; City of Firebaugh; City of Fowler; City of Huron; City of Kerman; City of Kingsburg; City of Mendota; City of Orange Cove; City of Parlier; City of Reedley; City of Sanger; City of San Joaquin; City of Selma in rural Fresno County. The cities are linked to the Fresno-Clovis Metropolitan Area (FCMA) by private or publicly operated wheelchair accessible service providers. Reduced fixed route fares are available to the elderly (60+), and disabled patrons using the various inter city services.

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

The FCRTA is responsible for the overall administrative and financial oversight of the general public operations. Prior to FCRTA's formation in September 1979, limited services were provided in a few communities within Fresno County. In FY 2020/2021, FCRTA began and ended the year with 21 rural Subsystems.

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

One system is operated by City Staff:

1. Coalinga Transit - City of Coalinga (operated by FCRTA's subcontractor MV Transportation as of 7/1/21).

Two systems under Public Contractors:

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

Eighteen systems under a private contractor agreement with MV Transportation that commenced on September 4, 2018. MV Transportation began operating Reedley Transit in June of 2019 and began operating Kerman Transit in December of 2019. At the beginning of FY 2021/2022 MV Transportation will also operate Coalinga Transit.

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

System Service And Administrative Changes

System Service Modifications for 2021

Since March 2020 to the present, the COVID-19 Pandemic has greatly affected FCRTA. While FCRTA has continued to operate during the Pandemic it has had to take several safety measures including drivers and riders being required to wear masks and social distance on the bus. Also, FCRTA now disinfects and cleans its vehicle fleet more extensively. Ridership is down significantly since the advent of the Pandemic. Some routes, such as the college routes were temporarily shut down when school was not in session. And FCRTA has stepped in to help its member Cities perform their meal delivery services. Also, from March 2020 to the present FCRTA has offered free rides to passengers getting vaccinated.

In 2021 the FCRTA General Manager recommended the most reasonable service hours of operation for each of FCRTA's individual Subsystems. The Board of Directors concurred. The adopted and implemented services were recapped as follows:

Recap of Services for 2021

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

The 21 subsystem service modifications are summarized as follows:
**Route hours changed temporarily due to COVID-19 pandemic.*
***K-R College Transit route service temporarily suspended due to pandemic.*
***Sanger Transit Intercity (Sanger – Reedley) route service temporarily suspended due to pandemic.*

Auberry Transit: The mountain area service continued to specifically address the primary usage by seniors attending the Hot Meal Nutrition Program and minimal general public ridership for local shopping and medical trips during a seven-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 day a week to address primarily medical trips.

Coalinga Transit: Coalinga Transit operated two modes of service. The Dial-A-Ride service has provided with a single vehicle's operation eight hours per day Monday through Friday. The Inter-City service from Coalinga through Huron, Five Points, Lanare, Riverdale, Caruthers, Raisin City, and Easton to Fresno was changed to 9.75 hours per day, Monday through Saturday during 2016. Since 2016, the Inter-City service ridership has been declining significantly and FCRTA is monitoring this service closely to determine if any changes should be made to it. At the end of FY 2020/2021 Coalinga Transit transitioned from being operated by the City of Coalinga staff to MV Transportation operating this service.

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

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

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

Fowler Transit: This service operates from 7 a.m. to 4 p.m. with a mid-day lunch hour for the driver, Monday through Friday. During FY 2017–2018, FCRTA introduced one 9 passenger Electric Van to perform this service throughout the day.

Huron Transit: The service was provided by two 22 passenger bus to address passenger loading requirements. The service is operated from 7 a.m. to 6 p.m., with a staggered mid-day lunch hour for the drivers, Monday through Friday. The City also funds an inter-city "lifeline" service to Coalinga during a five-hour period Monday through Friday from 9 a.m. to 5 p.m. Two round trips are available, with two 90-minute shuttle periods in Coalinga for passenger drop-offs and pick-ups. FCRTA emphasizes the sale of bus passes for this route for students riding to West Hills College in Coalinga.

Kerman Transit: Ridership continued to indicate that one 22 passenger vehicle should be operated from 7 a.m. to 4 p.m., Monday through Friday.

Kingsburg Transit: Two 22 passenger vehicles continue to address existing ridership demand. The service was provided during a 9.5 hour period, Monday through Friday from

7 a.m. to 5:30 p.m., with a staggered mid-day lunch hour for the drivers. Saturday Service is also available from 8 a.m. to 5 p.m.

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

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

Orange Cove Transit: Both the Intra-City and Inter-City service from Orange Cove through Reedley, Parlier, and Sanger to Fresno, from 7 a.m. to 5:30 p.m., Monday through Friday. During FY 2019/2020 a third service was added to Orange Cove Transit, the Orange Cove Inter-City Express Commuter Route with a 35-foot. BYD electric bus. This Express service began during October 2019 but was terminated during FY 2020/2021 due to the COVID-19 pandemic and low ridership.

Parlier Transit: Intra-City service continues to be available from 7 a.m. to 4 p.m., Monday through Friday.

Reedley Transit: Since November 2019, three vehicles are operated eight hours each day 8 a.m. to 5 p.m. Monday through Friday. One vehicle is operated on Saturdays from 8 a.m. to 5 p.m.

Rural Transit: Introduced during FY 2014/2015, this service addresses the previously unmet transit needs of truly rural area residents living beyond the existing FCRTA subsystem transit service areas outside the sphere of influence of each city. Riders must request service 24 hours in advance. Four accessible four passenger mini-vans provide service (on a rotating basis) for eight hours from 8 a.m. to 5 p.m. and meet Lifeline criteria. During FY 2017/2018 an Electric Van was introduced into the rotation of vans that are performing this service. During FY 2019/2020 Electric Chevy Bolts were introduced in the rotation of vehicles for this service.

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

San Joaquin Transit: As a result of low ridership and the COVID-19 pandemic this service transitioned to a demand response rural transit operation in June 2020. One 22 passenger vehicle is available to address service needs within the large service area, Monday through Friday between the hours of 7 a.m. and 4 p.m. This “life-line” service continues to be essential to the community residents for connectivity to senior, social service and medical clinics in neighboring communities and “to” and “from” Kerman for connections on Westside Transit for weekday service to Fresno. Passenger trips are grouped to share rides. The San Joaquin Transit service area also includes Cantua Creek, El Porvenir, and Tranquility with set dates and times.

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

Southeast Transit: This service operates from 7 a.m. to 5:30 p.m., Monday through Friday. It provides three round trips per weekday from Kingsburg through Selma and Fowler to Fresno. In July 2019 new 40-foot Proterra Electric buses began service on this route.

Westside Transit: This service operates from 7 a.m. to 5:30 p.m., Monday through Friday. It provides two round trips per weekday from Firebaugh through Mendota, Kerman, with connections to San Joaquin Transit, to Fresno.

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

Meal Delivery

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

During FY 2020/2021 FCRTA continued meal delivery services in Kingsburg, Selma, and Firebaugh while also assisting City staff when needed with meal delivery in Fowler. Also in FY 2020/2021, FCRTA provided rides for the Kingsburg Swim Program and Kingsburg schools.

FCRTA Administration and Operations Management: FCRTA staff is made up of a General Manager (GM), an Operations Manager, a Senior Transit Planner, an Accountant, and an Administrative Assistant. The Administrative Assistant helps perform Accounting duties and performs various clerk functions. The Accountant manages agency financial data and helps develop the transit budget. The Senior Transit Planner assists the Operations Manager and GM with the analysis and reporting of the FCRTA subsystems; and assists with grants and transit planning. The Operations Manager is responsible for Grants management, Project management duties, assists in developing the transit budget, and assists with Intergovernmental relations. The GM oversees all of the Administrative and Operations Management functions of FCRTA.

Between FYs 2015/2016 and 2020/2021, FCRTA took major steps toward obtaining Electric Vehicles (EV) for its vehicle fleet. Several grants were obtained for funds for Electric Vans, Electric Buses, EV Chargers, Solar EV Chargers and Solar EV Charger "Trees." FCRTA has secured grant funding from the State of California's Low Carbon Transit Operations Program for Zenith Electric Vans for Chevy Bolt Electric Sedans and for BYD Buses; grant funds from the California Air Resources Board for Proterra Electric Buses, grant funds from the San Joaquin Valley Air Pollution Control District's Charge Up Program for Solar EV Chargers; and grant funds from the Fresno Council of Government's Measure C New Technology program for Chevy Bolt Electric Sedans, EV Chargers, two BYD Electric buses and two Solar EV Charger Trees (a larger, more powerful version of the Solar EV Charger). All of these EVs and EV charging infrastructure equipment was procured by FCRTA between 2017 and 2021.

During FY 2017, FCRTA made great strides in obtaining, installing, and operating new EV Charging Infrastructure and Electric Vans. In September 2016 FCRTA obtained and installed five EV Chargers for its Maintenance Facility in Fresno. In October 2016 FCRTA obtained six more EV Chargers intended for use in cities where FCRTA vehicles are stored and operated. In January 2017 FCRTA received and installed 13 Solar Chargers in the cities of Firebaugh, Kerman, Fowler, Sanger, Parlier, San Joaquin, Mendota, Selma, Kingsburg, Huron, Orange Cove, Reedley, and Coalinga. On May 24, 2017 FCRTA held a ribbon cutting ceremony for the Solar Charger unit in Fowler in conjunction with Envision Solar, Caltrans, the California Energy Commission, CALSTART, The San Joaquin Valley Air District, and the City of Fowler. This event was well attended and covered extensively by the media. In December 2016 FCRTA received four Zenith Electric Vans. Because of the unique characteristics of this electric battery technology, much test driving and studying of the vans was required before these vans could be operated in revenue service. This testing and evaluation process was completed during the summer of 2017 and these vans were put into revenue service in August of 2017. Also, during FY 2017/2018 and FY 2018/2019 preparations continued for the beginning of grant projects that will include the use of Proterra Electric Buses, BYD Electric Buses, and Solar Tree EV Chargers that took place during 2018 and 2019. During FY 2017/2018, five Proterra 40-foot Electric Buses were delivered to FCRTA in June of 2018 and began revenue service in the summer of 2019. In FY 2018/2019 FCRTA installed and made operational three Level 3 EV Chargers, took delivery of 2 BYD Electric Buses, and received ten Chevy Bolt Electric sedans. In FY 2019/2020 FCRTA completed the installation of eight Proterra Level 3 electric chargers in Selma and Orange Cove. Also a BYD electric charger was installed in Orange Cove. Also during FY 2019/2020 FCRTA

received an additional eight Chevy Bolt Electric sedans. In FY 2020/2021 FCRTA received two BYD K7M Electric Buses, and ten Solar EV Chargers from Electrify America for deployment in the Cities of Parlier, Mendota, Firebaugh, Huron, Selma, Sanger, Fowler, Orange Cove, Reedley and Kerman.

FCRTA Technology Upgrades

During FY 2015/2016 FCRTA implemented several technology upgrades that have served to increase the capabilities of FCRTA staff and increase the efficiency of FCRTA transit operations. In October 2013 Mobilitat Dispatching Software was first implemented. This software allows FCRTA to dispatch trips quicker and more efficiently than before and eliminated the need for constant 2-way radio communication with drivers. FCRTA dispatchers are now able to monitor all transit trips system-wide as the Mobilitat software tracks the location and passenger activity for each vehicle in the FCRTA system on a countywide basis. FCRTA also acquired Tablets from Verizon that enabled drivers to use Mobilitat software and enter, store, and send transit data from Tablets on buses back to the transit operations center. Verizon "Jet Packs" were also acquired to provide Wi-Fi capability for the Tablets thus allowing transit data to be sent via the internet. During FY 2015/2016 ongoing upgrades included Apollo Camera equipment being installed on buses. This camera equipment allows bus operations both inside and outside of the bus to be shown to transit staff both live and recorded. During FY 2016/2017 technology upgrades included the introduction of High-Definition cameras, DVR recorders, and SIM cards. During FY 2017/2018 technological upgrades included the installation of Surveillance Cameras for FCRTA Buses, Maintenance Yards, and Bus Stops, the installation of Security Lights for Maintenance Yards and the installation of automated gates for Maintenance Yards. In FY 2018/2019 installation work on the above mentioned equipment and upgrades continued. Another technology upgrade for FCRTA is a Ride Request app funded by the New Technology Grant that will be implemented in FY 2020/2021 with a pilot project EV ride-share program. In FY 2020/2021 FCRTA applied to the Measure C New Technology program for funds for four 23-foot BYD Electric Buses and 50 UV Ultraviolet Sterilization Lights which will be used to clean and sanitize the entire FCRTA bus fleet.

Management and Organization

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

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

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

In 2018, following a thorough development of a Request for proposals (RFP), FCRTA released an RFP for transit operations and maintenance services due to safety and operational issues with the incumbent contractor. MV Transportation was awarded the Transit Operations contract and the City of Selma was awarded the Maintenance Contract with both Transit Operations and Maintenance Operations commencing in September of 2018. 2021 is the final year of the 3-year agreement with Selma and MV and as of 7/1/21 these contracts were renewed for the four additional years in one-year increments that was approved by Caltrans.

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

The FCRTA has recognized its responsibilities in ensuring accessible services to passengers since 1979. One hundred two (102) of FCRTA's 122 vehicles are wheelchair accessible to permit access by disabled patrons in accordance with the latest ADA accessibility requirements of 1990. The non-ADA-accessible transit vehicles are 18 Chevy Bolt Electric Sedans.

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

The FCRTA shall continue with the process of systematically implementing other necessary modifications to its services to remain in full compliance with the spirit and intent of the ADA law. Responsibilities and Mandates under the Clean Air Act of 1990, the San Joaquin Valley Basin Air Quality Plan, and the Council of Fresno County Government's Transportation Control Measures Plan and State's Congestion Management System.

Following the passage of the Federal Clean Air Act in 1990, the FCRTA followed pending regulations that were to mandate public transit agencies throughout the Nation to consider and implement alternative fuel programs as an example to other the public governmental

entities, and the non-profit sector and private sector. These issues were also very important to the San Joaquin Valley Air Basin of California. At the time, the FCRTA Board of Directors understood that the Valley had potentially for the worst air quality in the Nation. This understanding is confirmed by the Valley's current non-attainment status for the 8-hour ozone (extreme non-attainment classification) and the PM2.5 National Ambient Air Quality Standards.

The FCRTA Board of Directors, which is composed of the Mayors of each of the 13 Cities and a Supervisor from the County Board of Supervisors, has recognized its responsibilities to be part of the air quality solution, and an example for others to emulate. As a small rural transit agency, we did not have the resources of a large urban transit operator. The FCRTA Staff consistently went with proven technology and readily available fuels. From 1992 through 2010 the FCRTA successfully operated 11 vehicles on propane. In 1997 the FCRTA purchased 23 compressed natural gas (CNG) powered vehicles, and two zero emission electric battery powered buses that were successfully operated through 2010. FCRTA in FY 2016/2017 obtained four Zero Emission Electric Vans. In FY 2017/2018, FCRTA obtained two more Electric Vans, five Proterra Electric buses, two Ford E350 CNG buses, and a Utility Trailer. In FY 2018/2019 FCRTA obtained two BYD Electric buses and ten Chevy Bolt Electric sedans. In FY 2019/-2020 FCRTA obtained eight more Chevy Bolt Electric sedans. In FY 2020/2021 FCRTA received two 30-foot BYD K7M Electric Buses.

FCRTA - City of Fresno/FAX CTSA

In 1982 the Fresno County AB 120 Action Plan created a Rural Fresno County Consolidated Transportation Services Agency (CTSA) for the purpose of improving coordination and consolidating of social service transportation services in Fresno County. Since 1982 this Rural CTSA was shared by two parties, FCRTA and the Fresno Economic Opportunities Commission (FEOC). FCRTA was designated to have the responsibility for claiming Transportation Development Act (TDA) funds and to be the prime administrator of those funds. FEOC would receive an agreed upon portion of the funds, act jointly with FCRTA as a CTSA and would be the principal liaison with the other social service agencies—encouraging them to work with the CTSA agencies in Rural Fresno County. FEOC has subsequently contracted with social service agencies to provide transportation services and related services in service of the goals of the Rural CTSA.

In 2020 FCRTA took steps to change its designation to be the sole designee of the CTSA for Rural Fresno County and on June 30 2020, the FCOG Board approved the re-designation of the Fresno County Rural CTSA with FCRTA as the sole designee of the Fresno County Rural CTSA beginning on July 1, 2021.

In its new role as the sole designee of the Rural and Urban CTSA, FCRTA and the City of Fresno/FAX issued a Notice of Funding Availability (NOFA) in early 2021 which served as a Request for proposals to qualified providers of social service transportation services. The NOFA invited existing service providers and potential new service providers to become transportation service providers in the Rural CTSA. As a result of the NOFA process, FEOC was awarded to provide social service transportation services.

Contracted CTSA Operations: During FY 2020/2021 FEOC began contracting with Inspiration Transportation to provide new transportation services in Rural and Urban areas of the Rural Fresno County CTSA. Transportation services provided were Demand Response transportation in the communities of West Park and Biola.

West Park Service: This service began in September 2020. This service provides trips within the West Park area and to and from Fresno. The service is performed by Chevy Bolt Electric Sedans that are provided by FCRTA along with the dispatch system, tablets, and insurance for the Chevy Bolts. Operational statistics and productivity data for this service are shown in the table below.

West Park Service FY 2020/2021 Productivity Performance Data

Summary Statistical Ridership Totals					
Total Seniors	Total Disabled	Total General Public	Total Passengers	Total Miles	Total Days
27	10	210	247	2,823	172
Summary Totals / Performance Indicators					
Total Fares*	Total Hours	Miles/Day	Total Cost	Farebox %	Hours/Day
$617.50	983.00	16.41	$37,048.73	1.67%	5.72
Performance Indicators					
Passenger/ Hour	Passenger/ Mile	Cost/Hour	Cost/Mile	Cost/Passenger	Pass/Day
0.25	0.09	$37.69	$13.12	$149.99	1.44

Biola Service: This service began in January 2021. This service provides trips within the Biola area and to and from Fresno and Kerman. The service is performed by Chevy Bolt Electric Sedans that are provided by FCRTA along with the dispatch system, tablets, and insurance for the Chevy Bolts. Operational statistics and productivity data for this service are shown in the table below.

Biola Service FY 2020/2021 Productivity Performance Data

Summary Statistical Ridership Totals					
Total Seniors	Total Disabled	Total General Public	Total Passengers	Total Miles	Total Days
19	2	17	38	736	99
Summary Totals / Performance Indicators					
Total Fares*	Total Hours	Miles/Day	Total Cost	Farebox %	Hours/Day
$172.00	396.00	7.43	$4,676.80	3.68%	4.00
Performance Indicators					
Passenger/ Hour	Passenger/ Mile	Cost/Hour	Cost/Mile	Cost/Passenger	Pass/Day
0.10	0.05	$11.81	$6.35	$123.07	0.38

FCRTA Fleet

The FCRTA vehicle fleet in 2020/2021 reached 122 vehicles, quite an achievement for a small rural transit operator. Forty-three are powered by CNG, 33 are powered by electric batteries, 45 are powered by unleaded gasoline and one is a non-motorized trailer. The FCRTA does not operate any diesel-powered vehicles. The FCRTA vehicle fleet consisted of:

- One 2018 Big Tex Utility Trailer;
- Two 2013 unleaded gasoline powered Ford service trucks;
- Two 2016 CNG powered 12 passenger Ford E350 Buses;
- Two 2013 unleaded gasoline powered seven passenger 4-wheel drive Ford vans;
- Thirty-eight 2013 unleaded gasoline powered 17 passenger Chevrolet-Arboc Vans;
- Four 2007 CNG powered 37 passenger Blue Bird buses;
- Eleven 2008 CNG powered 22 passenger modified GMC - Glaval Vans;
- Sixteen 2009 CNG powered 22 passenger modified GMC - Glaval Vans; and
- Four 2009 gasoline powered five passenger modified Chevrolet Mini-Vans;
- Eight 2016 CNG powered 35 passenger El Dorado buses;
- Five 2018 Electric battery powered 30 passenger Proterra Electric Buses;
- Six 2016 Electric battery powered nine passenger Zenith Ram 3500 Electric Vans;
- Two 2019 Electric battery powered 33 passenger BYD Electric Buses;
- Two 2021 Electric battery powered 21 passenger BYD Electric Buses;
- Eighteen 2019 Electric battery powered four passenger Chevy Bolt Electric sedans.
- One 2017 gasoline powered 22 passenger Ford Villager Trolley

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

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

During FY 2015/2016 FCRTA demonstrated a new commitment to zero emission vehicles in the form of EVs. During the year several grants were pursued for the purpose funding EVs and EV infrastructure, in the form of EV Chargers, Solar EV Chargers, Solar Tree EV Chargers, related electric equipment, and electricity infrastructure upgrades. FCRTA was successful in obtaining funding from several grants that enabled FCRTA to begin purchasing EVs and EV Charging infrastructure during FY 2016/2017. During FY 2016/2017 FCRTA did receive its first EVs in the form of four Electric Vans and also received its first EV Chargers and Solar EV Chargers. During FY 2017/2018 FCRTA acquired two more Electric Vans and five 40-foot Electric Buses. Two Electric Chargers

for both Electric Vans and one of the five Electric Chargers for the five new buses were received by FCRTA by the end of FY 2017/2018. In FY 2018/2019 all of the Electric Chargers for the Proterra buses, two BYD K9S Electric Buses, and ten Chevy Bolt Electric Sedans were received. During FY 2019/2020 eight more Chevy Bolt Electric Sedans were acquired as well as one gas powered Trolley for use by the City of Kingsburg. Also, all eight of the Electric Chargers for the Proterra buses had their installations completed. In FY 2020/2021 two BYD K7M Electric Buses were acquired.

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

Driver Training

Twenty-five 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 40-hour training program that included classroom and behind-the-wheel training for all drivers assigned to its operations. MV Transportation is now conducting Driver Training for FCRTA since it became the Operations Contractor is 2018. Topics covered in typical MV training sessions include:

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

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

Mandatory MV driver In-service Meetings are conducted during two-hour sessions, each month. Supervisors, and guest speakers (including: disability awareness and procedures representatives, insurance agency representatives, California Highway Patrol Officers, Drug and Alcohol Consortium Representatives, etc.), review techniques and procedures to ensure that each driver is oriented toward serving each individual that accesses FCRTA's vehicles or interacts in any way with their services. All MV dispatchers receive a Phone Etiquette Course during initial new employee training. MV Dispatchers are trained on building emergency evacuation protocols and how to handle different passenger incidents/situations on the phone.

Vehicle Maintenance

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

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

During FY 2017/2018 FCRTA took action to relocate to a new maintenance site by making an offer to buy land in the City of Selma. As a result of the 2018 RFP, the City of Selma was awarded the Maintenance Operations Contract commencing in September of 2018 and Maintenance operations were relocated to a temporary site in Selma. In 2019, the FCRTA board approved Selma as the site for a brand-new maintenance facility. During FY 2019 FCRTA purchased land in the city of Selma and applied for grants and was awarded funds for the new maintenance facility through a 5339 grant. FCRTA released an RFQ and RFP to Design-Build (DB) Entities for the new maintenance facility in 2021 and construction is expected to commence in 2022.

Highlights of Productivity Data

Overall System

FCRTA System Summary Totals from the current and two previous Transit Productivity Evaluation Reports are presented in Table C-1. A Summary of FCRTA Performance Characteristics are calculated in Table C-2 for the three previous Fiscal Years. Exhibit C-1 graphs the FCRTA Performance Indicator Summary data for FY: 2018/2019, 2019/2020, and 2020/2021. FCRTA continues to modify its overall performance to respond to the needs of its ridership.

As noted in Tables C-3 through C-8, performance characteristics between 2019/2020 and FY 2020/2021 showed primarily significant decreases in each subsystem and overall FCRTA ridership decreased greatly which is a reflection of two factors; the effects of the COVID-19 virus pandemic and the continuing overall trend of decreased transit ridership statewide and nationally. Additionally, due to the COVID-19 pandemic, for FY 2020/2021 the State of California waived the 10% farebox recovery requirement and FCRTA decided not to add Measure C funds to its fares totals so the resulting overall farebox recovery percentage for FCRTA was 4.32%. Total vehicle service hours decreased -8,774 hours or -13.13%. Vehicle miles traveled decreased -159,108 miles or -20.19%. Costs decreased -$410,963.97, or -7.36%. Total passengers decreased -116,041, or -43.52%.

Of the total passengers: seniors decreased -27,838, or -45.80%; disabled decreased -11,667 or -29.92%; and general public decreased -76,536, or -45.87%. Resultant fares decreased -362,228.58, or -61.81%.

Performance characteristics changed incrementally over the previous year's productivity characteristics: 1.40 less passengers per hour, 3.99 to 2.59 (-35.09%); 0.24 passengers per mile was less than last year's 0.34 passengers per mile (-29.41%). Cost per hour increased $5.56 per hour (6.23%) from $83.61 to $89.17; costs per mile increased $1.14 (13.85%) from $7.09 per mile to $8.23 per mile; cost per passenger increased $13.42 (from $20.95 to $34.37, or 39.05%). Farebox recovery percentage difference decreased from 10.49% last year to 4.32% this year (or a -58.82% decrease); this was an acceptable decrease as the minimum 10.00% requirement was waived this year due to the COVID-19 pandemic.

The recent growth of Transportation network companies (TNCs) such as Uber and Lyft and other similar forms of transportation in California have been steadily "taking" ridership from public transit agencies to the point where public transit agencies are developing and implementing similar types of transportation services. FCRTA has also started looking into the possibility of operating "on-demand" transportation services, similar to TNCs that would make use of Chevy Bolt Electric Sedans. In FY 2018/2019 FCRTA acquired ten Chevy Bolts and is making operational plans to deploy these vehicles in the near future. In October 2020, as part of its CTSA (see CTSA section for more details), FCRTA deployed a demonstration rideshare program utilizing electric vehicles in the communities of West Park and Biola following the completion of an EV Rideshare Study funded by the FCOG Infrastructure Planning Grant. This service is operated by Inspiration Transportation, a 501(c) 3 social service transportation provider. FCRTA has plans to expand this service into other communities such as Lanare and Cantua Creek in the future.

On March 4, 2020, the Governor of California declared a State of Emergency due to the outbreak and spread of the coronavirus. As a result of this situation FCRTA's overall ridership began to decline consistently starting in March of 2020 and continued throughout the remainder of 2020 and into 2021. This decreasing ridership caused FCRTA to reduce service levels as discussed throughout this Annual Productivity report. FCRTA continued to operate the majority of routes as public transit that is an "essential service" and will continue to operate until mandated to cease operations. The ridership has dropped significantly as a result of the pandemic however there are transit dependent passengers that need transportation within each rural city and into Fresno for services. FCRTA is committed to the safety and well-being of our passengers and has continued to work closely with the subcontractor to implement safety measures on all vehicles. FCRTA has been consistent with CDC Guidelines throughout the pandemic and will continue to respond as advised by public health officials.

	FCRTA Subsystem	Achieved Farebox Percentage
1.	Auberry Transit	4.67%
2.	Coalinga Transit	3.46%
3.	Del Rey Transit	19.39%
4.	Dinuba Transit	0.00%
5.	Firebaugh Transit	2.33%
6.	Fowler Transit	1.92%
7.	Huron Transit	2.50%
8.	Kerman Transit	2.32%
9.	Kingsburg Transit	3.45%
10.	*Kingsburg-Reedley Transit	*
11.	Laton Transit	3.05%
12.	Mendota Transit	3.14%
13.	Orange Cove Transit	5.34%
14.	Parlier Transit	3.23%
15.	Reedley Transit	4.13%
16.	Rural Transit	1.27%
17.	Sanger Transit	4.90%
18.	San Joaquin Transit	4.51%
19.	Selma Transit	4.07%
20.	Southeast Transit	8.71%
21.	Westside Transit	9.28%
Total		**4.32%**

**Note: Kingsburg-Reedley Transit did not operate during FY 2020–2021 due to the COVID-19 Pandemic. While this subsystem was allocated indirect costs in FY 2020–2021, it did not generate any fares or other revenue.*

The columns of “Addition of Measure-C Revenues” and “Resultant Farebox Percentage” were removed from this table as FCRTA did not add any Measure-C revenues because the requirement for a 10% farebox recovery percentage was waived for FY 2020/2021 due to the COVID-19 pandemic. Therefore, the overall farebox percentage for FCRTA for FY 2020/2021 was 4.32%.

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 with 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 successful while others are unsuccessful. Certainly, this is not the objective of a performance evaluation. Each mode of service can, and should be, improved upon where applicable. The results of this effort should be constructive, not destructive. Modifications to a Subsystem are addressed as part of the biannual process of updating the 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 Fiscal Years:

1) **Auberry Transit** ridership on both the foothill community's intra-community and inter-city service to Fresno, has stabilized in recent years. In FY 2020/2021 it decreased by -1,273 passengers (-42.43%). Senior ridership decreased by -701 passengers (-57.22%), disabled passengers decreased by -309 (-21.88%), and general public passengers decreased by -263 (-72.45%) for the fiscal year. Total fares decreased by -$10,850.18 or -59.49%. Mileage decreased -25.72% (-10,768); hours decreased -13.36% (-265). Costs decreased -$24,161.55 (-13.25%). The farebox recovery was 4.67%,

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

   1. Passengers / hour (1.01 vs. 3.00);
   2. Passengers / mile (0.06 vs. 0.30);
   3. Cost / hour ($92.10 vs. $88.20); and
   4. Cost / passenger ($91.62 vs. $17.64).

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

2) **Coalinga Transit** provided two modes of varied services: 1) the in-city demand responsive service transported 2,220 passengers; and 2) the inter-city fixed route service to the Fresno-Clovis Metropolitan Area transported 2,825 passengers, for a total of 5,045 passengers. In summary, Coalinga Transit's two modes accounted for a ridership decrease of -8.77% (-485). Senior ridership increased 79 (7.07%) and disabled ridership decreased by -36 (-9.94%). General public ridership decreased by -528 (-13.04%). Fares decreased -$31,057.60 (-60.11%); mileage decreased -1.98% (-1,411) along with an increase in hours 0.10% (4). The overall costs increased 15.34% (79,283.00). The resultant farebox was 3.46%. Five performance indicators for Coalinga Transit were inconsistent with FCRTA System standards:

   1. Passengers / hour (1.30 vs. 3.00);
   2. Passengers / mile (0.07 vs. 0.30);
   3. Cost / hour ($154.07 vs. $88.20);

4. Cost / mile ($8.52 vs. $6.06); and
5. Cost / passenger ($118.13 vs. $17.64).

The inter-City service operates over long distances with many passenger loading stops. Service hours are also longer. Excessive route mileage and travel time, in turn, directly 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 two individual modal operations.

3) **Del Rey Transit** experienced a total ridership decrease of -23.64% (-732). Senior ridership increased by 704 (77.62%), there was a decrease of -227 (-89.37%) in disabled ridership, general public ridership decreased -1,209 (-62.48%). Total fares increased 9.51% ($1,956.21). Mileage decreased by -1,507 miles (-7.09%), hours decreased -1.88% (-38), and costs increased by $357.63 (0.31%). The resultant farebox recovery was 19.39%, significantly higher than the 10.00% minimum standard.

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

   1. Passengers / mile (0.12 vs. 0.30);
   2. Passengers / hour (1.19 vs. 3.00); and
   3. Cost / passenger ($49.12 vs. $12.60).

4) **Dinuba Transit** total ridership decreased -5,829 (-69.42%). Senior riders and disabled riders cannot be compared to last year because numbers for these categories were not reported by the City of Dinuba during FY 2020/2021 due to the effects of the pandemic as the City determined that all rides were considered as general public rides; general public riders decreased -4,969 (-65.93%). Total fares decreased -$956.70 (-15.80%). Mileage increased 7 (0.02%). Hours of service increased by 3 (0.19%). The total cost (for half the expenditures, the City of Dinuba pays the other half) decreased $-4,943.95 (-8.66%). The resultant farebox recovery was 0.00%.

   Three performance indicators for Dinuba Transit were inconsistent with FCRTA System standards:

   1. Passengers / mile (0.08 vs. 0.30)
   2. Passengers / hour (1.63 vs. 3.00); and
   3. Cost / passenger ($20.29 vs. $12.60).

5) **Firebaugh Transit** reported a decrease of -40.21% (-3,988) in overall ridership. Senior ridership decreased -26.18% (-382), disabled passengers decreased by -1,510 (-75.88%), and general public ridership decreased -32.40% (-2,096). Farebox revenues decreased -$22,508.51 (-78.52%). Mileage decreased -12,851 miles (-37.83%). Service hours decreased -23.01% (-825). Costs decreased -$22,451.09 (-7.83%). Farebox recovery was 2.33%.

Five performance indicators for Firebaugh Transit were inconsistent with FCRTA System standards:

1. Passengers per hour (2.15 vs. 3.00).
2. Passengers per mile (0.28 vs. 0.30)
3. Cost / hour ($95.72 vs. $88.20);
4. Cost / mile ($12.51 vs. $6.06); and
5. Cost / passenger ($44.55 vs. $17.64).

6) **Fowler Transit** noted a decrease in overall ridership, of -1,437 (-44.99%). Senior ridership decreased -1,151 or -66.57%, while disabled ridership decreased by -164 passengers (-30.71%), and general public ridership decreased -122 (-13.10%). Fares decreased -88.25% (-$12,227.89), while mileage decreased -44.79% (-3,410). Total hours decreased -5.53% (-111). Costs decreased -7.65% (-$11,374.52). Farebox recovery was 1.92%.

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

1. Passengers / hour (0.93 vs. 3.00);
2. Cost / mile ($32.66 vs. $6.06); and
3. Cost / passenger ($78.14 vs. $17.64).

7) **Huron Transit's** ridership decreased -40,712 (-86.38%). Senior riders decreased -1,767 (-59.84%), disabled decreased -220 (-34.32%), while general public ridership decreased -38,725 (-88.94%). Total fares decreased -76.09% (-$32,016.22). Mileage decreased -17.95% (-10,081). Hours of service decreased -7.47% (-441) hours. Costs decreased -4.30% (-$18,105.64). Farebox recovery was 2.50%.

Four performance indicators for Huron Transit were inconsistent with FCRTA System standards:

1. Passengers / mile (0.14 vs. 0.30)
2. Passengers / hour (1.18 vs. 3.00);
3. Cost / mile ($8.74 vs. $6.06); and
4. Cost / passenger ($62.70 vs. $17.64).

8) **Kerman Transit** reported a -50.46% decrease in ridership (-3,194). Senior passengers decreased by -1,615 rides (-80.59%), disabled increased by 648 passengers, (56.35%), and general public passengers decreased by -2,227 riders (-70.12%). Farebox receipts decreased -$17,589.37 (-76.47%). Mileage increased 32.21% (3,713) miles. Hours of operation increased 40 hours (2.31%). Costs increased 1.49% ($3,422.14). Farebox recovery was 2.32%.

Five performance indicators for Kerman Transit were inconsistent with FCRTA System standards:

1. Passengers / mile (0.21 vs. 0.30)

2. Passengers / hour (1.77 vs. 3.00);
3. Cost / hour ($131.60 vs. $88.20);
4. Cost / mile ($15.32 vs. $6.06); and
5. Cost per passenger ($74.44 vs. $17.64).

9) **Kingsburg Transit's** reported a 113.21% increase in ridership (15,393). Ridership by elderly passengers decreased by -3,199 riders (-58.97%), disabled decreased by -2,091 passengers (-34.47%), and general public passengers increased by 20,683 riders (982.10%). Farebox receipts decreased -$24,864.21 (-67.75%). Mileage increased 7.68% (2,387) miles. Hours of operation increased 588 hours (13.38%). Costs decreased -6.67% (-$24,459.98). Farebox recovery was 3.45%.

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

1. Cost / mile ($10.23 vs. $6.06).

10) **Kingsburg - Reedley College Transit** did not operate during FY 2020/2021 due to the COVID-19 Pandemic. While this subsystem was allocated indirect costs in FY 2020–2021, it did not generate any fares or other revenue. No operating and performance characteristics data were generated this fiscal year to compare with the previous fiscal year.

11) **Laton Transit's** ridership decreased -24.47% (-1,184). Senior riders decreased by -205 (-21.22%); disabled riders decreased -100 (-41.32%), general public ridership decreased -879 (-24.21%). Passenger fares decreased -$4,720.58 (-70.48%). Mileage increased 214 miles (0.68%). Hours decreased by -216 (-21.71%). Costs decreased -$2,195.73 (-3.28%). Farebox recovery was 3.05%.

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

1. Passengers / mile (0.12 vs. 0.30)

12) **Mendota Transit's** ridership decreased -49.41% (-4,805), less seniors (-1,174) rode representing a decrease of -48.69%. 240 less disabled passengers rode (-24.59%) and -3,391 (-53.50%) less general public patrons utilized the service. Fares decreased -68.08% (-$14,907.37). Mileage decreased -2,044 (-13.27%), while hours increased 0.27% (6). Cost increased $3,854.44 (7.76%). The initial farebox recovery was 3.14%.

Four performance indicators for Mendota Transit were inconsistent with FCRTA System standards:

1. Passengers / hour (2.19 vs. 3.00);
2. Cost per hour ($98.98 vs $88.20);
3. Cost / mile ($16.68 vs. $6.06); and
4. Cost per passenger ($45.29 vs. $17.64).

13) **Orange Cove Transit** has reported a decrease in ridership of -50.00% (-13,504). Seniors ridership decreased -42.28% (-2,358). Less (-956) (-42.93%) disabled

participated, and -10,190 (-53.07%) less general public passengers rode last year. Fares decreased -43.82% (-$17,274.34); mileage decreased -25.60% (-18,657). Hours of service decreased -5.74% (-291). Costs increased $23,055.94 (5.89%). Farebox recovery was 5.34%.

Four performance indicators for Mendota Transit were inconsistent with FCRTA System standards:

1. Passengers / hour (2.82 vs. 3.00);
2. Passengers / mile (0.25 vs. 0.30);
3. Cost / mile ($7.65 vs. $6.06); and
4. Cost per passenger ($30.71 vs. $17.64).

14) **Parlier Transit** transported -3887 less passengers for a decrease of -48.73%. Senior riders decreased -53.88% (-1,271), -409 (-33.06%) less disabled, and general public riders decreased -2,207 (-50.39%). Fares decreased -68.59% (-$12,465.80). Mileage decreased -3,468 (-21.40%), while service hours decreased -64 (-3.17%) hours. Cost decreased -$4,867.26 or -2.68%. Farebox recovery was 3.23%.

Four performance indicators for Parlier Transit were inconsistent with FCRTA System standards:

1. Passengers / hour (2.09 vs. 3.00);
2. Cost per hour ($90.61 vs $88.20);
3. Cost / mile ($13.89 vs. $6.06); and
4. Cost per passenger ($43.26 vs. $17.64).

15) **Reedley Transit's** ridership decreased -6,417 passengers, representing a -28.02% change from the previous Fiscal Year. Seniors ridership decreased -25.80% (-1,257) while -330 (-8.21%) less disabled riders rode, and -4,830 (-34.48%) less general public rode. Fares decreased -59.04% (-$27,367.72). Mileage decreased by -15.45% (-8,002) while hours decreased -13.05% (-768). Costs decreased -$3,998.31 (-0.86%). Farebox recovery was 4.13%.

Three performance indicators for Reedley Transit were inconsistent with FCRTA System standards:

1. Cost per mile ($89.82 vs. $88.20);
2. Cost per passenger ($10.49 vs. $6.06); and
3. Cost per passenger ($27.88 vs. $17.64).

16) **Rural Transit's** ridership decreased by -282 (-77.69%) less passengers than the previous year. Less seniors rode (-128) (-85.33%), there were -83 (-72.17%) less disabled passengers, and there were -71 (-72.45%) less general public passengers. Farebox receipts decreased -$11,367.78 (-94.94%). The mileage decreased -12,380 (-80.14%) and the hours decreased -579 (-80.19%) hours. The cost decreased -$72,018.83 (-60.15%). Farebox recovery was 1.27%.

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

1. Passengers per hour (0.38 vs. 3.00)
2. Passengers per mile (0.03 vs. 0.30);
3. Cost per hour ($333.68 vs $88.20);
4. Cost per mile ($15.55 vs. $6.06); and
5. Cost per passenger ($589.09 vs. $17.64).

17) **Sanger Transit's** ridership decreased -51.12% (-15,891). Ridership by seniors decreased -54.66% (-5,029), while the disabled passengers decreased by -2,454 (-37.02%), and general public passengers decreased by -55.12% (-8.408). Fares decreased -61.86% (-$37,839.36). Mileage decreased -43.32% (-33,996), and hours decreased -28.69% (-2,297). Costs decreased -22.22% (-$135,892.99). Farebox recovery was 4.90%.

Three performance indicators for Sanger Transit were inconsistent with FCRTA System standards:

1. Passengers / hour (2.66 vs. 3.00);
2. Cost / mile ($10.70 vs. $6.06); and
3. Cost / passenger ($31.32 vs $17.64)

18) **San Joaquin Transit** ridership decreased -90.44% (-2,715). Senior ridership decreased -75.00% (-162), disabled decreased by -142 (-84.52%), and general public ridership decreased -92.09% (-2,411). Fares decreased -75.41% (-$13,363.54). Mileage decreased -65.78% (-14,762) while hours decreased by -1,512 (-72.94%). Cost decreased -45.48% (-$80,602.85). Farebox recovery was 4.51%.

San Joaquin Transit operated beyond reasonable FCRTA System standards in the following five performance indicators:

1. Passengers / hour (0.51 vs. 3.00);
2. Passengers / mile (0.04 vs 0.30);
3. Cost per hour ($172.21 vs $88.20);
4. Cost / mile ($12.58 vs. $6.06); and
5. Cost / passenger ($336.61 vs $17.64).

19) **Selma Transit's** ridership decreased -26.73% (-8,652). Senior ridership decreased -5,664 (-47.78%), disabled passengers decreased by -1,303 (-15.01%) while general public ridership decreased -1,685 (-14.25%). Fares decreased -61.80% ($-36,269.26). Mileage decreased -20.51% (-13,781). The hours of service decreased -11.57% (-835 hours). The resultant costs decreased -6.23% (-$36,589.41). Farebox recovery was 4.07%.

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

1. Cost / mile ($10.30 vs. $6.06); and
2. Cost / passenger ($23.21 vs $17.64).

20) **Southeast Transit** ridership decreased -46.10% (-3,730). Ridership by seniors increased by 82 (7.28%), while disabled ridership decreased by -1,639 (-78.38%) and general public decreased by -2,173 (-44.59%). Fares decreased -27.51% (-$5,241.46). Mileage increased 5,741 (14.80%). Service hours increased 32 (1.52%) hours. Costs decreased -$8,741.10 (-5.23%). Farebox recovery was 8.71%.

Three performance indicators for Southeast Transit were inconsistent with FCRTA System standards:

1. Passengers / hour (2.03 vs. 3.00);
2. Passengers / mile (0.10 vs 0.30); and
3. Cost / passenger ($36.34 vs $17.64).

21) **Westside Transit's** ridership decreased -54.81% (-7,713). Senior ridership decreased -42.55% (-1,914), disabled increased by 46 (85.19%) and general public decreased -61.39% (-5.845). Fares decreased -$15,373.22 (-47.71%). Mileage decreased -1.45% (-707 miles), and hours increased 1 (0.05%) hour. Costs increased $13,292.02 (7.90%). Farebox recovery was 9.28%.

Three performance indicators for Westside Transit were inconsistent with FCRTA System standards:

1. Passengers / hour (2.88 vs. 3.00);
2. Passengers / mile (0.13 vs 0.30); and
3. Cost / passenger ($28.55 vs $17.64).

Table C-1, FCRTA Summary Totals – FY 2019 to FY 2021

Fiscal Year	Seniors	Disabled	General Public	Total Passengers	Fares	Mileage	Hours	Cost
FY 2020–2021	32,938	27,333	90,309	150,580	$223,800	628,896	58,048	$5,176,019
FY 2019–2020	60,776	39,000	166,845	266,621	$586,029	788,004	66,822	$5,586,984
FY 2018–2019	69,870	41,568	207,763	319,201	$616,414	855,403	67,376	$5,655,534

Table C-2, FCRTA Performance Characteristics – FY 2019 to FY 2021

Fiscal Year	Pass / Hour	Pass / Mile	Cost / Hour	Cost / Mile	Cost / Pass	% Farebox
FY 2020–2021	2.59	0.24	$ 89.17	$ 8.23	$ 34.37	4.32
FY 2019–2020	3.99	0.34	$ 83.61	$ 7.09	$ 20.95	10.49
FY 2018–2019	4.74	0.37	$ 83.94	$ 6.61	$ 17.72	10.90

Exhibit C-1, FCRTA Performance Characteristics

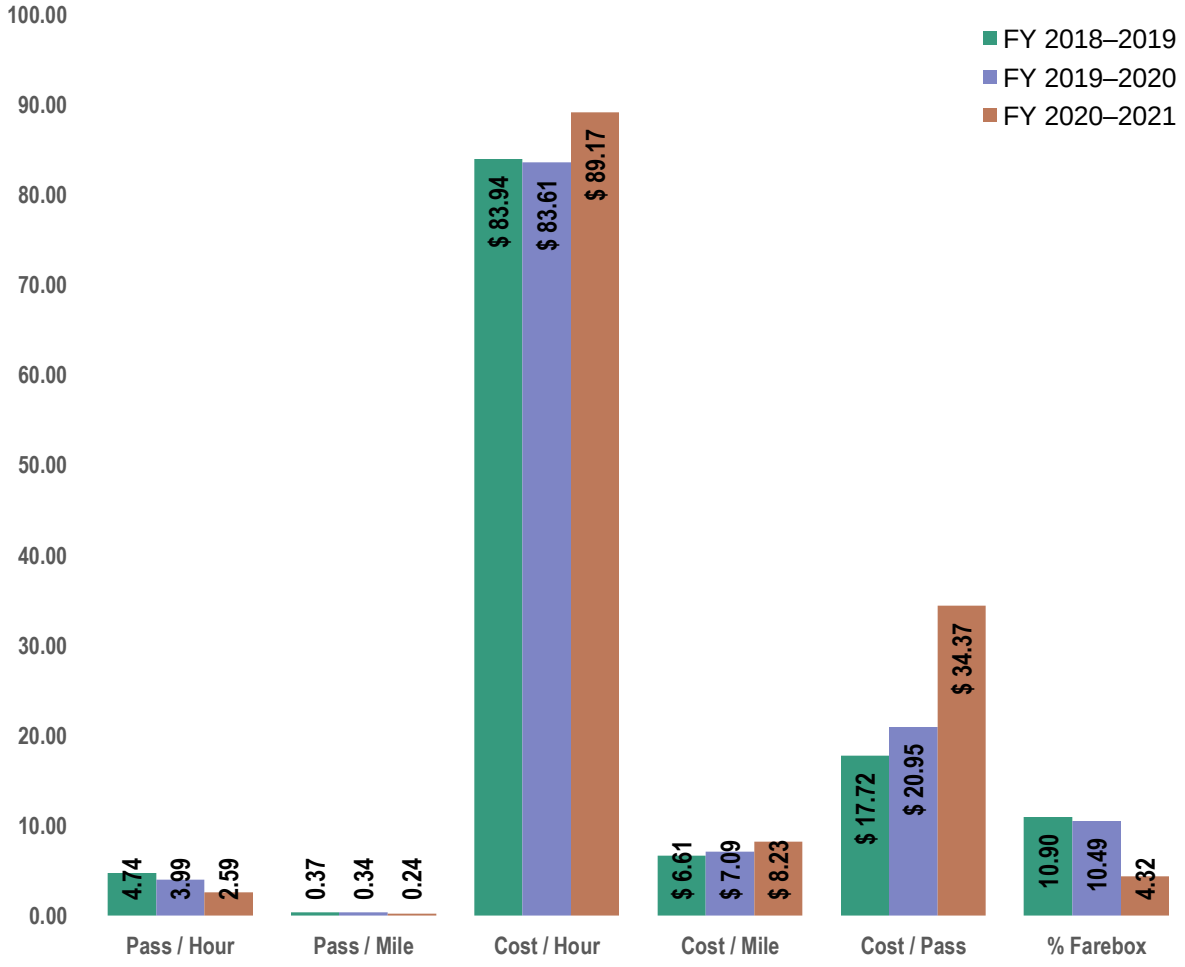


Table C-3, FCRTA System Summary – FY 2021

FCRTA Subsystems	Total Seniors	Total Disabled	Total General Public	Total Passengers	Total Fares	Total Mileage	Total Hours	Total Cost
Auberry Transit	524	1,103	100	1,727	$ 15,485.12	31,099	1,718	$ 154,851.18
Coalinga Transit	1,197	326	3,522	5,045	$ 58,323.26	69,931	3,868	$ 583,232.60
Del Rey Transit	1,611	27	726	2,364	$ 22,520.46	19,740	1,984	$ 113,643.09
Dinuba Transit	0	0	2,568	2,568	$ 5,100.00	31,100	1,573	$ 51,000.00
Firebaugh Transit	1,077	480	4,374	5,931	$ 25,855.88	21,121	2,760	$ 258,558.78
Fowler Transit	578	370	809	1,757	$ 13,435.72	4,203	1,897	$ 134,357.16
Huron Transit	1,186	421	4,815	6,422	$ 39,407.04	46,085	5,462	$ 394,070.35
Kerman Transit	389	1,798	949	3,136	$ 22,846.54	15,242	1,774	$ 228,465.39
Kingsburg Transit	2,226	3,975	22,789	28,990	$ 33,520.55	33,472	4,984	$ 335,205.51
Kingsburg-Reedley Transit	0	0	0	0	0	0	0	$ 23,889.67
Laton Transit	761	142	2,751	3,654	$ 6,338.70	31,483	779	$ 63,387.04
Mendota Transit	1,237	736	2,947	4,920	$ 21,805.02	13,360	2,251	$ 218,050.18
Orange Cove Transit	3,219	1,271	9,012	13,502	$ 40,574.98	54,231	4,781	$ 405,749.77
Parlier Transit	1,088	828	2,173	4,089	$ 17,310.13	12,738	1,952	$ 173,101.31
Reedley Transit	3,615	3,691	9,177	16,483	$ 44,977.04	43,807	5,117	$ 449,770.40
Rural Transit	22	32	27	81	$ 15,722.03	3,068	143	$ 157,220.29
Sanger Transit	4,171	4,175	6,846	15,192	$ 46,561.81	44,474	5,708	$ 465,618.12
San Joaquin Transit	54	26	207	287	$ 9,454.49	7,681	561	$ 94,544.88
Selma Transit	6,190	7,380	10,141	23,711	$ 53,853.57	53,423	6,384	$ 538,535.71
Southeast Transit	1,209	452	2,700	4,361	$ 15,509.08	44,526	2,144	$ 155,090.78
Westside Transit	2,584	100	3,676	6,360	$ 17,767.74	48,112	2,208	$ 177,677.39
System Totals	**32,938**	**27,333**	**90,309**	**150,580**	**$526,369.16**	**628,896**	**58,048**	**$5,176,019.60**

Note: Kingsburg-Reedley Transit is an FCRTA subsystem that while still in existence, did not operate during FY 2020/2021 due to the COVID-19 Pandemic. For FY 2020/2021, FCRTA allocated indirect costs for Kingsburg-Reedley Transit that are included in these data tables. Only cost data, and no other operating data for Kingsburg-Reedley Transit are included in these data tables for FY 2020/2021. No performance characteristics data for Kingsburg-Reedley Transit for FY 2020/2021 are included in any of these data tables.

Table C-4, FCRTA System Summary – FY 2020

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

Table C-5, FCRTA System Summaries Numeric Change – FY 2020 vs. FY 2021

FCRTA Subsystems	Total Seniors	Total Disabled	Total General Public	Total Passengers	Total Fares	Total Mileage	Total Hours	Total Cost
Auberry Transit	-701.00	-309.00	-263.00	-1,273.00	-$2,754.02	-10,768.00	-265.00	-$27,540.23
Coalinga Transit	79.00	-36.00	-528.00	-485.00	$6,655.76	-1,411.00	4.00	$66,557.60
Del Rey Transit	704.00	-227.00	-1,209.00	-732.00	$1,956.21	-1,507.00	-38.00	-$2,121.92
Dinuba Transit	-717.00	-143.00	-4,969.00	-5,829.00	-$956.70	7.00	3.00	-$6,056.70
Firebaugh Transit	-382.00	-1,510.00	-2,096.00	-3,988.00	-$2,809.25	-12,851.00	-825.00	-$28,092.52
Fowler Transit	-1,151.00	-164.00	-122.00	-1,437.00	-$1,430.60	-3,410.00	-111.00	-$14,306.02
Huron Transit	-1,767.00	-220.00	-38,725.00	-40,712.00	-$2,670.41	-10,081.00	-441.00	-$26,703.75
Kerman Transit	-1,615.00	648.00	-2,227.00	-3,194.00	-$156.27	3,713.00	40.00	-$1,562.69
Kingsburg Transit	-3,199.00	-2,091.00	20,683.00	15,393.00	-$3,177.38	2,387.00	588.00	-$31,773.74
Kingsburg-Reedley Transit	0.00	-3.00	-4,985.00	-4,988.00	-$10,028.17	-22,794.00	-1,168.00	-$76,392.07
Laton Transit	-205.00	-100.00	-879.00	-1,184.00	-$357.88	214.00	-216.00	-$3,578.76
Mendota Transit	-1,174.00	-240.00	-3,391.00	-4,805.00	-$90.31	-2,044.00	6.00	-$903.13
Orange Cove Transit	-2,358.00	-956.00	-10,190.00	-13,504.00	$1,154.82	-18,657.00	-291.00	$14,202.99
Parlier Transit	-1,271.00	-409.00	-2,207.00	-3,887.00	-$864.41	-3,468.00	-64.00	-$8,644.11
Reedley Transit	-1,257.00	-330.00	-4,830.00	-6,417.00	-$1,381.17	-8,002.00	-768.00	-$13,811.73
Rural Transit	-128.00	-83.00	-71.00	-282.00	$3,748.50	-12,380.00	-579.00	$37,485.04
Sanger Transit	-5,029.00	-2,454.00	-8,408.00	-15,891.00	-$14,605.22	-33,996.00	-2,297.00	-$146,052.19
San Joaquin Transit	-162.00	-142.00	-2,411.00	-2,715.00	-$8,266.57	-14,762.00	-1,512.00	-$82,665.70
Selma Transit	-5,664.00	-1,303.00	-1,685.00	-8,652.00	-$4,833.96	-13,781.00	-835.00	-$48,339.58
Shuttle Transit	-9.00	-2.00	-5.00	-16.00	-$795.51	-551.00	-38.00	-$7,955.10
Southeast Transit	82.00	-1,639.00	-2,173.00	-3,730.00	-$3,543.01	5,741.00	32.00	-$12,124.98
Westside Transit	-1,914.00	46.00	-5,845.00	-7,713.00	-$14,453.99	-707.00	1.00	$9,415.32
System Totals	**-27,838.00**	**-11,667.00**	**-76,536.00**	**-116,041.00**	**-$59,659.54**	**-159,108.00**	**-8,774.00**	**-$410,963.97**

Table C-6, FCRTA System Summaries Percentage Change – FY 2020 vs. FY 2021

FCRTA Subsystems	Total Seniors	Total Disabled	Total General Public	Total Passengers	Total Fares	Total Mileage	Total Hours	Total Cost
Auberry Transit	-57.22%	-21.88%	-72.45%	-42.43%	-15.10%	-25.72%	-13.36%	-15.10%
Coalinga Transit	7.07%	-9.94%	-13.04%	-8.77%	12.88%	-1.98%	0.10%	12.88%
Del Rey Transit	77.62%	-89.37%	-62.48%	-23.64%	9.51%	-7.09%	-1.88%	-1.83%
Dinuba Transit	-100.00%	-100.00%	-65.93%	-69.42%	-15.80%	0.02%	0.19%	-10.62%
Firebaugh Transit	-26.18%	-75.88%	-32.40%	-40.21%	-9.80%	-37.83%	-23.01%	-9.80%
Fowler Transit	-66.57%	-30.71%	-13.10%	-44.99%	-9.62%	-44.79%	-5.53%	-9.62%
Huron Transit	-59.84%	-34.32%	-88.94%	-86.38%	-6.35%	-17.95%	-7.47%	-6.35%
Kerman Transit	-80.59%	56.35%	-70.12%	-50.46%	-0.68%	32.21%	2.31%	-0.68%
Kingsburg Transit	-58.97%	-34.47%	982.10%	113.21%	-8.66%	7.68%	13.38%	-8.66%
Kingsburg-Reedley Transit	0.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-76.18%
Laton Transit	-21.22%	-41.32%	-24.21%	-24.47%	-5.34%	0.68%	-21.71%	-5.34%
Mendota Transit	-48.69%	-24.59%	-53.50%	-49.41%	-0.41%	-13.27%	0.27%	-0.41%
Orange Cove Transit	-42.28%	-42.93%	-53.07%	-50.00%	2.93%	-25.60%	-5.74%	3.63%
Parlier Transit	-53.88%	-33.06%	-50.39%	-48.73%	-4.76%	-21.40%	-3.17%	-4.76%
Reedley Transit	-25.80%	-8.21%	-34.48%	-28.02%	-2.98%	-15.45%	-13.05%	-2.98%
Rural Transit	-85.33%	-72.17%	-72.45%	-77.69%	31.31%	-80.14%	-80.19%	31.31%
Sanger Transit	-54.66%	-37.02%	-55.12%	-51.12%	-23.88%	-43.32%	-28.69%	-23.88%
San Joaquin Transit	-75.00%	-84.52%	-92.09%	-90.44%	-46.65%	-65.78%	-72.94%	-46.65%
Selma Transit	-47.78%	-15.01%	-14.25%	-26.73%	-8.24%	-20.51%	-11.57%	-8.24%
Shuttle Transit	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%
Southeast Transit	7.28%	-78.38%	-44.59%	-46.10%	-18.60%	14.80%	1.52%	-7.25%
Westside Transit	-42.55%	85.19%	-61.39%	-54.81%	-44.86%	-1.45%	0.05%	5.60%
System Totals	**-45.80%**	**-29.92%**	**-45.87%**	**-43.52%**	**-10.18%**	**-20.19%**	**-13.13%**	**-7.36%**

Table C-7, FCRTA Performance Characteristics Summary – FY 2021

FCRTA Subsystems	Pass / Hour		Pass / Mile		Cost / Hour		Cost / Mile		Cost / Pass		Farebox Percentage
Auberry Transit	1.01	X	0.06	X	$ 90.13	X	$ 4.98		$ 89.66	X	10.00%
Coalinga Transit	1.30	X	0.07	X	$ 150.78	X	$ 8.34	X	$ 115.61	X	10.00%
Del Rey Transit	1.19	X	0.12	X	$ 57.28		$ 5.76		$ 48.07	X	19.82%
Dinuba Transit	1.63	X	0.08	X	$ 32.42		$ 1.64		$ 19.86	X	10.00%
Firebaugh Transit	2.15	X	0.28	X	$ 93.68	X	$ 12.24	X	$ 43.59	X	10.00%
Fowler Transit	0.93	X	0.42		$ 70.83		$ 31.97	X	$ 76.47	X	10.00%
Huron Transit	1.18	X	0.14	X	$ 72.15		$ 8.55	X	$ 61.36	X	10.00%
Kerman Transit	1.77	X	0.21	X	$ 128.79	X	$ 14.99	X	$ 72.85	X	10.00%
Kingsburg Transit	5.82		0.87		$ 67.26		$ 10.01	X	$ 11.56		10.00%
Kingsburg-Reedley Transit	*		*		*		*		*		*
Laton Transit	4.69		0.12	X	$ 81.37		$ 2.01		$ 17.35		10.00%
Mendota Transit	2.19	X	0.37		$ 96.87	X	$ 16.32	X	$ 44.32	X	10.00%
Orange Cove Transit	2.82	X	0.25	X	$ 84.87		$ 7.48	X	$ 30.05	X	10.00%
Parlier Transit	2.09	X	0.32		$ 88.68	X	$ 13.59	X	$ 42.33	X	10.00%
Reedley Transit	3.22		0.38		$ 87.90		$ 10.27	X	$ 27.29	X	10.00%
Rural Transit	0.57	X	0.03	X	$ 1,099.44	X	$ 51.25	X	$ 1,940.99	X	10.00%
Sanger Transit	2.66	X	0.34		$ 81.57		$ 10.47	X	$ 30.65	X	10.00%
San Joaquin Transit	0.51	X	0.04	X	$ 168.53	X	$ 12.31	X	$ 329.42	X	10.00%
Selma Transit	3.71		0.44		$ 84.36		$ 10.08	X	$ 22.71	X	10.00%
Shuttle Transit	2.03	X	0.10	X	$ 72.34		$ 3.48		$ 35.56	X	10.00%
Southeast Transit	2.88	X	0.13	X	$ 80.47		$ 3.69		$ 27.94	X	10.00%
Westside Transit	2.59		0.24		$ 89.17		$ 8.23		$ 34.37		10.17%
System Average	5.00		0.50		$ 63.00		$ 4.33		$ 12.60		10.00%
FCRTA "Intra-City" Standard	3.00		0.30		na		na		na		6.00%
60% of FCRTA Standard	na		na		$ 88.20		$ 6.06		$ 17.64		na
140% of FCRTA Standard	1.01	X	0.06	X	$ 90.13	X	$ 4.98		$ 89.66	X	10.00%

Table C-8, FCRTA Performance Characteristics Summary – FY 2020

FCRTA Subsystems	Pass / Hour		Pass / Mile		Cost / Hour		Cost / Mile		Cost / Pass		Farebox Percentage
Auberry Transit	1.51	X	0.07	X	$ 91.98	X	$ 4.36		$ 60.80	X	10.00%
Coalinga Transit	1.43	X	0.08	X	$ 133.72	X	$ 7.24	X	$ 93.43	X	10.00%
Del Rey Transit	1.53	X	0.15	X	$ 57.25		$ 5.45		$ 37.39	X	17.76%
Dinuba Transit	5.35		0.27	X	$ 36.34		$ 1.84		$ 6.79		10.62%
Firebaugh Transit	2.77	X	0.29	X	$ 79.96		$ 8.44	X	$ 28.90	X	10.00%
Fowler Transit	1.59	X	0.42		$ 74.04		$ 19.53	X	$ 46.54	X	10.00%
Huron Transit	7.98		0.84		$ 71.28		$ 7.49	X	$ 8.93		10.00%
Kerman Transit	3.65		0.55		$ 132.66	X	$ 19.95	X	$ 36.34	X	10.00%
Kingsburg Transit	3.09		0.44		$ 83.48		$ 11.81	X	$ 26.99	X	10.00%
Kingsburg-Reedley Transit	4.27		0.22	X	$ 85.86		$ 4.40		$ 20.10	X	10.00%
Laton Transit	4.86		0.15	X	$ 67.30		$ 2.14		$ 13.84		10.00%
Mendota Transit	4.33		0.63		$ 97.53	X	$ 14.21	X	$ 22.51	X	10.00%
Orange Cove Transit	5.32		0.37		$ 77.20		$ 5.37		$ 14.50		10.07%
Parlier Transit	3.96		0.49		$ 90.15	X	$ 11.21	X	$ 22.79	X	10.00%
Reedley Transit	3.89		0.44		$ 78.77		$ 8.95	X	$ 20.24	X	10.00%
Rural Transit	0.50	X	0.02	X	$ 165.84	X	$ 7.75	X	$ 329.85	X	10.00%
Sanger Transit	3.88		0.40		$ 76.41		$ 7.79	X	$ 19.68	X	10.00%
San Joaquin Transit	1.45	X	0.13	X	$ 85.49		$ 7.90	X	$ 59.03	X	10.00%
Selma Transit	4.48		0.48		$ 81.30		$ 8.73	X	$ 18.13	X	10.00%
Shuttle Transit	0.42	X	0.03	X	$ 209.34	X	$ 14.44	X	$ 497.19	X	10.00%
Southeast Transit	3.83		0.21	X	$ 79.17		$ 4.31		$ 20.67	X	11.39%
Westside Transit	6.38		0.29	X	$ 76.24		$ 3.45		$ 11.96		19.15%
System Average	**3.99**		**0.34**		**$ 83.61**		**$ 7.09**		**$ 20.95**		**10.49%**
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 C-2, FCRTA Performance Characteristics

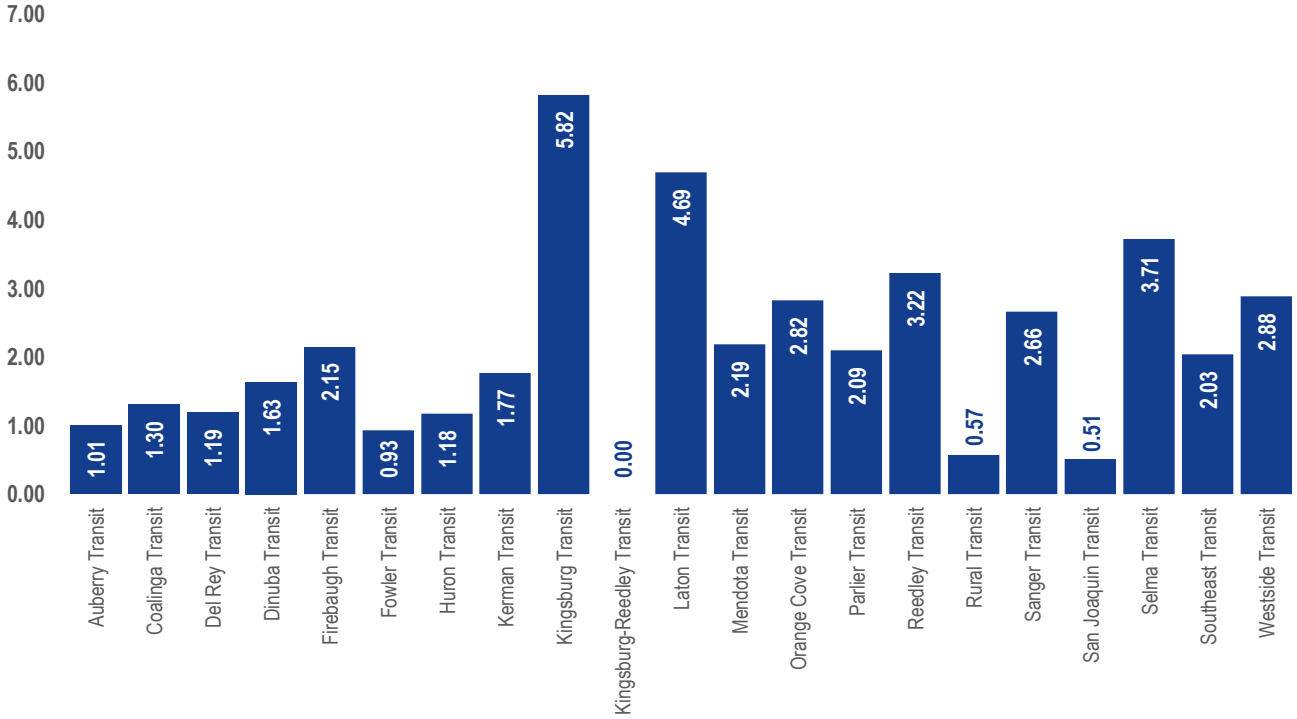


Exhibit C-2, FCRTA Passengers Per Hour

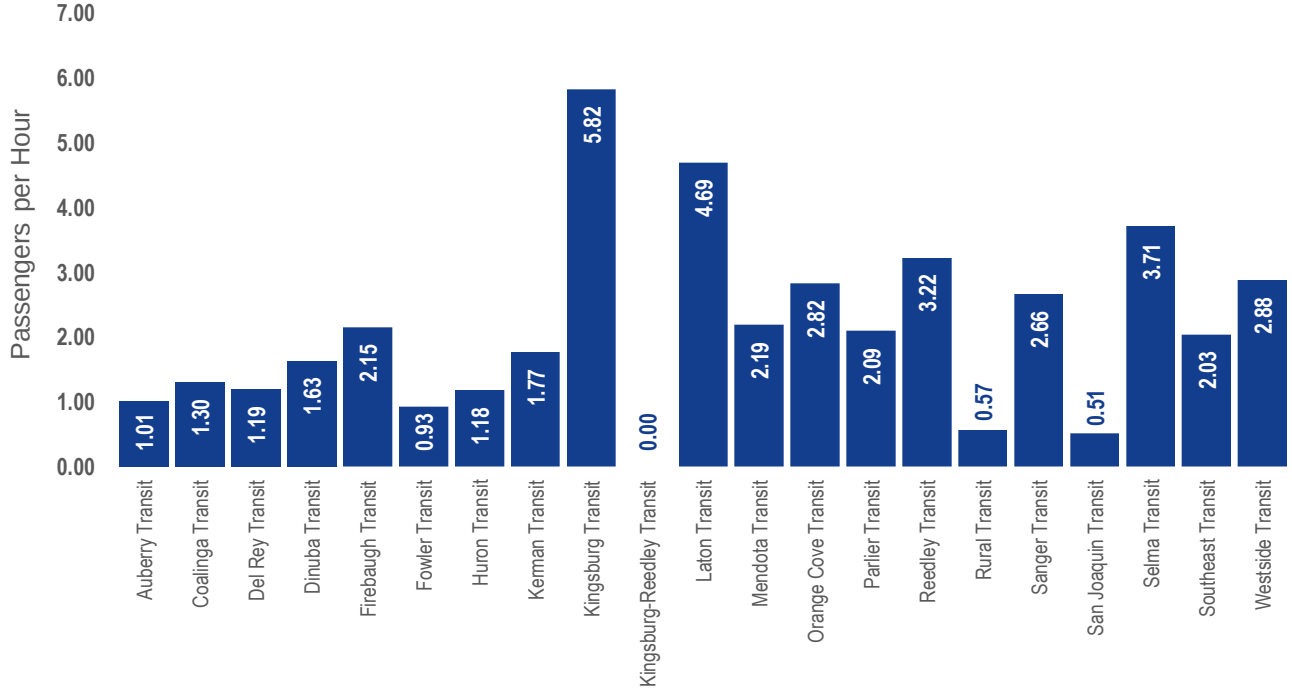


Exhibit C-3, FCRTA Passengers Per Mile

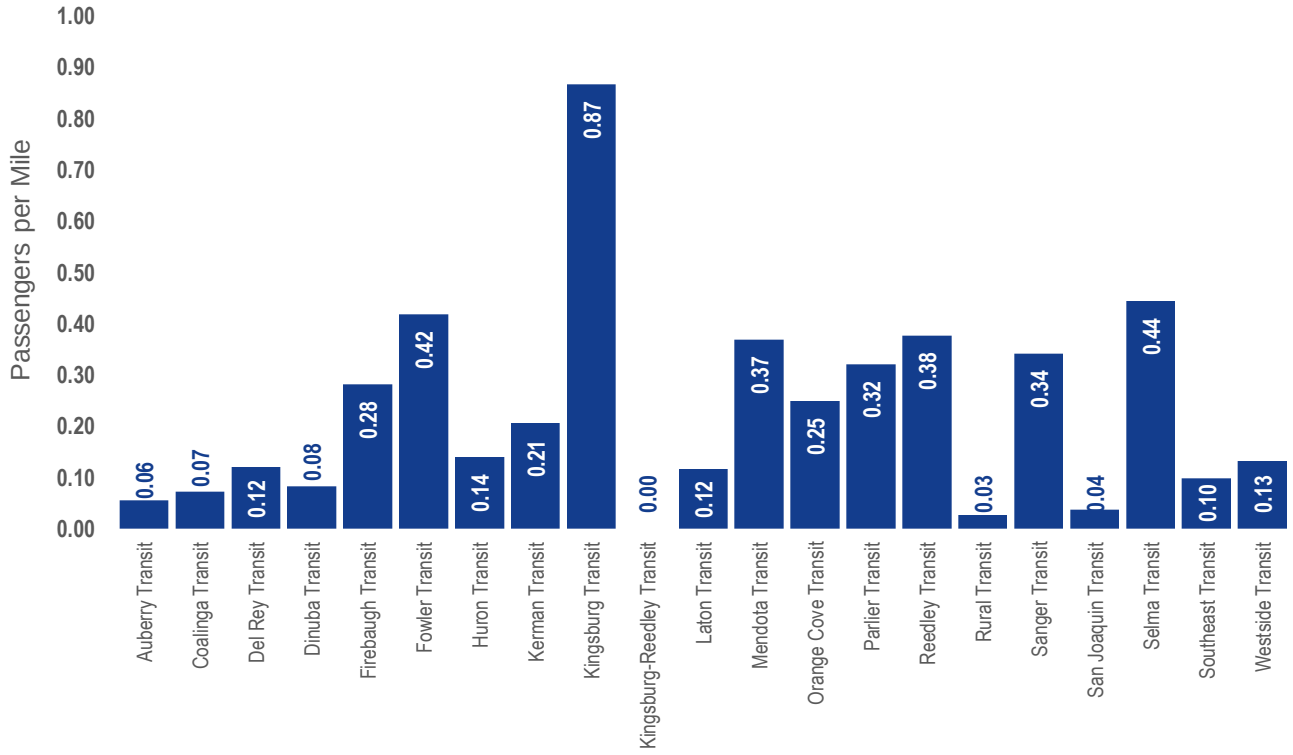


Exhibit C-4, FCRTA Cost Per Hour

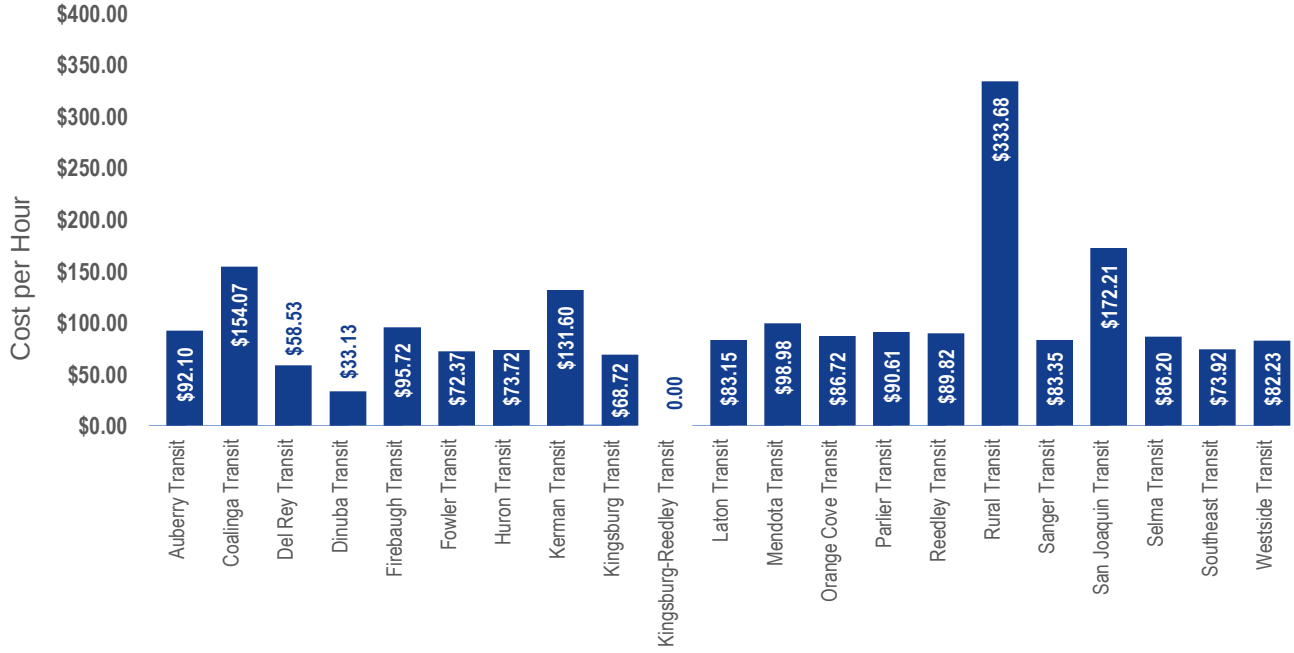


Exhibit C-5, FCRTA Cost Per Mile

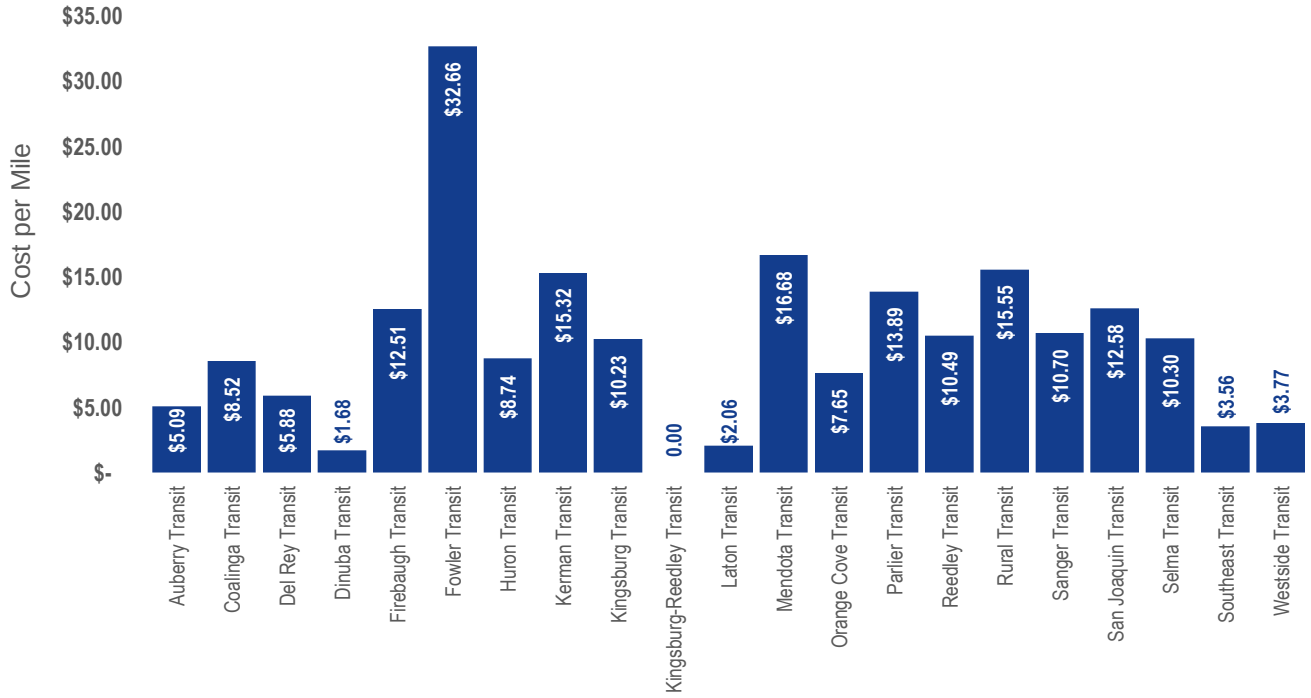


Exhibit C-6, FCRTA Cost Per Passenger

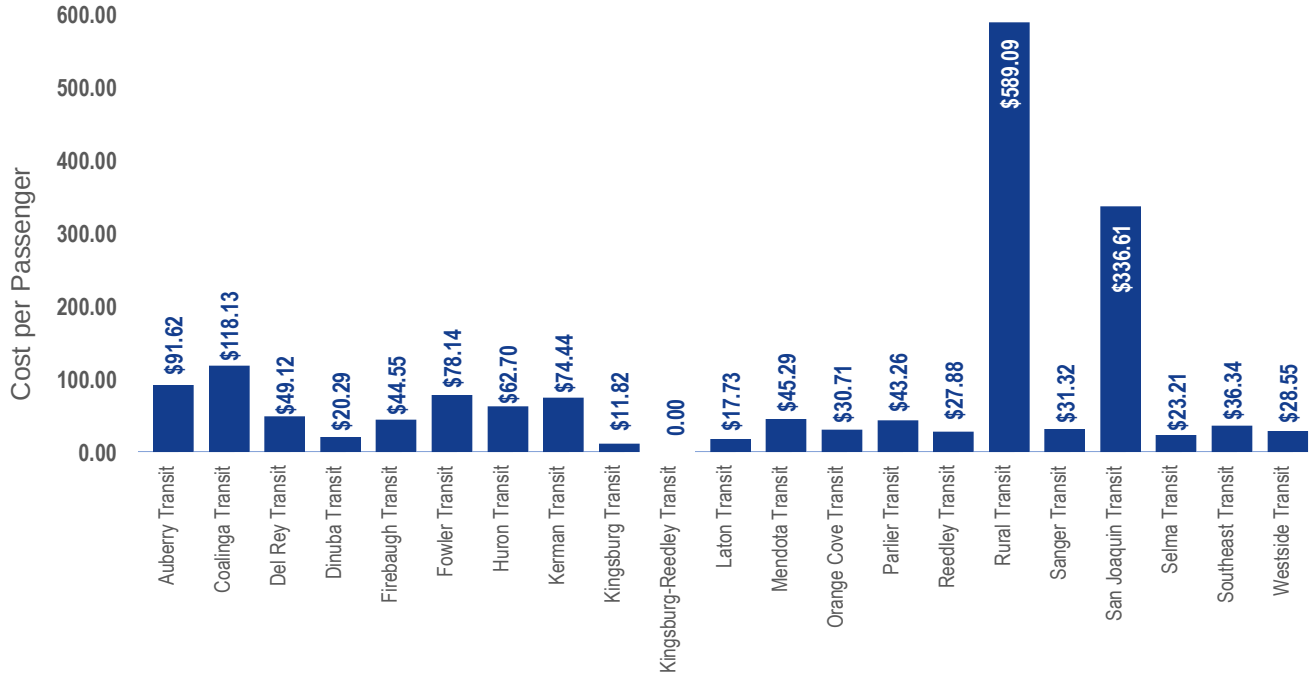
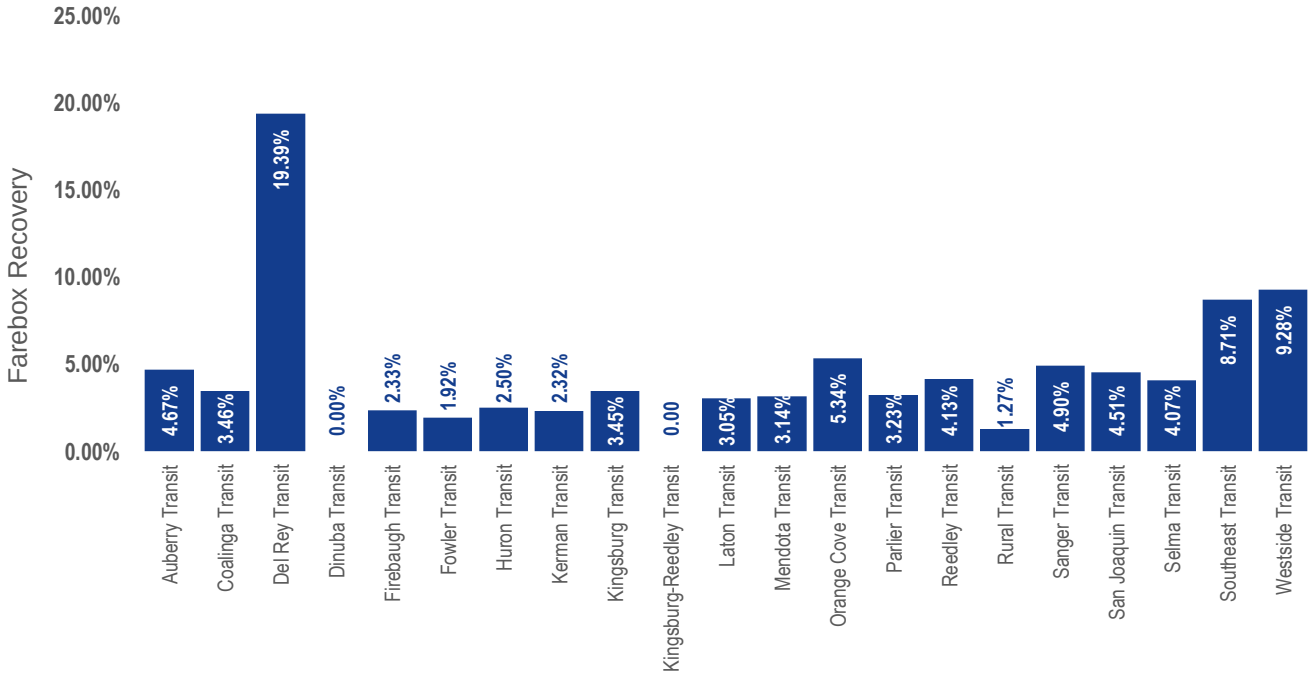


Exhibit C-7, FCRTA Farebox Recovery



Section D

Fresno Economic Opportunities Commission

Consolidated Transportation Service Agency (CTSA) for the Fresno-Clovis Metropolitan Area and Rural Fresno County

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Section D – Fresno EOC Consolidated Transportation Services Agency (Fresno EOC/CTSA) for the Fresno Urban Area and the Fresno Rural Areas of Fresno County

Background

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

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

In December 2020, the Fresno Council of Government's Policy Board took action to remove both the Urban and Rural CTSA Co-Designation from Fresno EOC effective July 1, 2021.

On 1 July 2021, Fresno EOC Transit Systems went under contract with FCRTA and the City of Fresno in both Urban and Rural.

Description of Urban and Rural Services as Identified in the Adopted Operations Program and Budget for FY 2020/2021 for the Fresno EOC Urban CTSA and the Fresno EOC Rural CTSA.

During FY 2020/2021, the following non-profit social service and public agencies participated in the Fresno EOC Urban CTSA and Fresno EOC Rural CTSA process:

The Fresno EOC Urban Area CTSA Agency

Agency	Type of Service
Fresno Madera Area Agency on Aging	Senior Transportation (Elderly Transportation)
Fresno EOC	(Congregate Meal Delivery) (Senior Meals/Summer Lunch) (Vehicle Maintenance)
Head Start	(Student Transportation) (Vehicle Maintenance) (Congregate Meal Delivery)
Fresno EOC Sanctuary	(Vehicle Maintenance)
Fresno County CalWORKS	(Passenger Transportation) (Vehicle Maintenance)
Central Valley Regional Center	(Developmentally Disabled Transportation) (Vehicle Maintenance)
Various chartered trips for Social Service Agencies and Non-Profit	(General Transportation) (Vehicle Maintenance)
United Cerebral Palsy	(Emergency Coordinated-up Transportation)
ARC of Fresno/Madera Counties	(General Transportation)
City of Fresno/Veterans Home Shuttle	(General Transportation)
Inspiration Transportation	(Sub-Contract Transportation)

The Fresno EOC Rural Area CTSA Agency

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

The agencies listed above are identified in the Operations Program and Budget which include the services offered and corresponding budgets. The Ridership information for Maintenance Only contracts is excluded from the Fresno EOC Rural CTSA Productivity Evaluation section.

Annual and Triennial Review Process

Annual Productivity Evaluation

A "Local Policy Commitment" was included in the Action Plan to monitor the development and implementation of the Plan. Since 1984, the Fresno COG's staffs have conducted an annual assessment of the effectiveness and efficiency of the Fresno EOC Urban Area CTSA and Fresno EOC Rural Area CTSA services. The data used for the evaluation of the CTSA services was previously derived from monthly Management Information Service (MIS) reports. The MIS report is a compilation of daily driver logs and vehicle mileage reports in a spreadsheet. No MIS data was requested or provided in 2020/2021.

Triennial Performance Audit

The Transportation Development Act (TDA) requires that the COFCG, on a triennial basis, engage the service of an outside consultant to conduct a performance audit on all transit operators claiming TDA funds, under California Public Utilities Commission (CPUC) Section 99260 of the TDA within their jurisdiction. The most recently completed performance audit covers the triennial period July 1, 2019, through June 30, 2021, will be submitted on 15 October 2021, with audit results on 26 October 2021.

Significant Service/Administrative Changes

Passenger Transportation

In March 2020 that all changed as impacts of the corona virus caused the Governor of California to issue a shelter in place order. The following changes to the CTSA operations occurred at that time:

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

CTSA operations changed as partners and stakeholders responded to the COVID-19 pandemic and provided guidance. Initially, approximately 65% of employees were furloughed. However, state directives designed to limit the impact of COVID-19 on the economy allowed additional Transit staff to continue to be paid. Therefore, approximately 73% of Transit staff remain on payroll. This limited the amount of cost savings from reduced personnel hours. Currently, 27% of staff remain furloughed from March through the Summer comprising drivers for the Head Start contract who are normally off during the Summer. Head Start revenue also declined since we only bill for services provided. Here is a description of the status of all CTSA contract operations from March to July 1.

Central Valley Regional Center (CVRC)

Fresno EOC Transit Systems received direction from CVRC that their at-risk consumers would no longer be attending their daily programs. Day programs services are provided in accordance with local county public health orders and relevant guidelines issued by the California Department of Social Services. State directives were issued allowing contracted services, such as transportation, to continue to be paid as long as the companies continued to pay their employees. We continue to pay approximately 78 employees that are eligible under this directive.

CalWORKS

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

Fresno Madera Area Agency on Aging (FMAAA)

Transit Systems received direction to suspend service to all four senior centers. The FMAAA contract was terminated, and all future payments ceased. FMAAA has indicated that transportation service may not resume, but Food Service is still delivering meals to the centers.

Meal Delivery (Food Services)

The Food Services program – which normally provides congregate meals to senior centers, Head Start sites and other social service agencies - had to adjust quickly to an almost exclusive home delivery model.

Head Start

Transit Systems ceased services for this contract resulting in approximately 20 staff being furloughed. The Head Start program ceased payment for transportation services; however, we will bill for ongoing expenses such as overhead and vehicle maintenance which is required by state regulations. Head Start resumed classes in August 2021, with 13 out of 19 Head Start sites open.

CalVets continues by request of the City of Fresno.

Administrative Structure and Training

During FY 2020/2021, Fresno EOC/CTSA modified the Management Staff structure. The Program Director and Operations Manager oversees all CTSA operations. There are two supervisors each assigned to specific services and duties including backing up each other. The management team meets regularly to address an aggressive operational and administrative agenda. These meetings are vital links between the management team and staff. Since March 2020 these meetings have been held virtually in order to comply with current safety protocols. Until January 2021 staff started meeting face to face under CDC guidelines for COVID.

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

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

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

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

Overall CTSA Services

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

Vehicle Maintenance

Fresno EOC/CTSA employed one Maintenance Manager and four full-time Maintenance Mechanics. The Maintenance Mechanics perform typical commercial vehicle maintenance duties including brake jobs, tune-ups, electrical work, wheelchair equipment repair, and suspension repair, etc. School Buses are inspected every 45 days or 3,000 miles, as required by the CHP regulations. The commercial Paratransit “B” buses are inspected every 6,000 miles. Fresno EOC/CTSA continues to market maintenance to other social service agencies.

Driver Training

During the 2020/2021 period, the Fresno EOC/CTSA had one Certified School Bus Classroom Driver Instructors, to provide Behind-the-Wheel and classroom instruction for

school bus, GPPV, and Class B-P certification. An on-going driver-training program has been maintained and will continue to be offered to other social service agencies in the Fresno Metropolitan Area. The Fresno EOC/CTSA's insurance carrier (Non-Profits Insurance Alliance of California) also provides training on emergency techniques and laws/regulations to staff and drivers.

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

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

Insurance

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

Fresno EOC/CTSA: FY 2021 SSTAC Committee Recommendations

A. Comply, where feasible, with the Triennial Performance Audit Recommendations for FY 2018/19, 2019/20, 2020/21

   The most recently completed performance audit covers the triennial period July 1, 2019 through June 30, 2021, will be submitted on 15 October 2021, with audit results on 26 October 2021.

B. Pursue contracting of services 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 Fresno EOC/CTSA remains committed to contracting with other agencies and encourage private sector participation. The Fresno EOC/CTSA has worked with the community in providing field trip services to entities such as the Farm Bureau, the Food Commons, municipal officials, Big Brothers/Sisters, Public Schools and other community-based agencies.

   Fresno EOC/CTSA also provides driver and back-up vehicles as necessary to assist other local agencies with their clients.

In cooperation with the FCRTA as part of the rural CTSA, Fresno EOC/CTSA continues to augment services for the seniors and disabled to accommodate its social service needs.

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 Fresno EOC /CTSA continue to train drivers to meet state and federal regulations. Fresno EOC/CTSA employs one full time certified Behind-the-Wheel and Classroom trainer.

Fresno EOC/CTSA staff continue to provide CPR/First Aid, and safety training to other agencies.

Fresno EOC/CTSA continues to seek opportunities with other social service agencies on driver training programs.

In the Fresno EOC/CTSA'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 Fresno EOC/CTSA driver safety meetings that are scheduled five times per year. The meetings cover variety of topics including sensitivity training for Elderly and disabled clients, defensive driving, emergency and evacuation procedures, and safety Equipment-Fire Extinguishers, Flares and First Aid Kits and loading and unloading. Behind-the-Wheel Training is available upon request. Annually, Fresno EOC/CTSA participates in the California Association of School Training Officials (CASTO) and the Yosemite Community Education seminar.

The Annual California Association for Coordinated Transportation (CalACT) conducts Consolidated Transportation Service Agency (CTSA) roundtable meetings to share and update CTSA designated agencies and to exchange information and ideas. Fresno EOC/CTSA participates in these roundtables as often as schedules permit.

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

The ADA of 1990 remains forefront to Fresno EOC/CTSA, to provide services that accommodate the objectives of ADA. Fresno EOC/CTSA 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, Fresno EOC/CTSA continues to provide wheelchair equipped/accessible school buses and vans.

Fresno EOC/CTSA has ordered the ADA accessible buses with full wheel-chair tracking and lift seats systems. Not only does this allow the maximum number of disabled passengers possible, but it also allows configuration for 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 Council of Fresno County Governments Transportation Control Measures Plan, and Congestion Management System (CMS).

Fresno EOC/CTSA continuously reviews the progress and recommendations from the Air District and the COFCG regarding the feasibility of implementing transportation control measures applicable to public/social service transportation. Fresno EOC/CTSA remains committed to explore alternate powered vehicles including Electric Hybrid as expressed by our recent training of Fresno EOC/CTSA maintenance mechanics.

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

Fresno EOC/CTSA continues to consolidate and coordinate services by its outreach and marketing efforts. Fresno EOC/CTSA works with Fresno County Case Workers to increase ridership on the CalWORKS systems to assure efficiency and productivity.

Fresno EOC/CTSA participates 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.

Fresno EOC/CTSA added the ARC of Fresno and Madera Counties to the services provided. ARC's vehicle fleet is now maintained by the Fresno EOC/CTSA vehicle maintenance department.

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

Fresno EOC/CTSA 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 the 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 an emphasis or the transportation need of individuals with disabilities, older-adults, and people with low incomes.

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

Triennial Performance Audit Recommendations

Fresno COG Triennial Performance Audit FY 2018–2021

Moore and Associates
State Transportation Development Act (TDA) Requirement

Moore & Associates, Inc. was awarded the contract by Fresno COG to conduct the Triennial Performance Audit for 2018/2019, 2019/2020, and 2020/2021.

The most recently completed performance audit covers the triennial period July 1, 2019, through June 30, 2021, will be submitted on 15 October 2021, with audit results on 26 October 2021.

Moore & Associates made the following recommendations.

1) FTE calculations need FY not CY
2) Only list functions of CTSA

Highlights of Productivity Data

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

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

Referencing the annually adopted Operations Program and Budget clearly highlights “estimated” and “projected” services from one fiscal year to the next. Mutually negotiated service contracts reflect available “revenues” from the social service agency, their clients, and TDA/Article 4.5 funds. The numbers of potential “clients” to be served are noted in relation to a negotiated number of “service hours” and estimated service “miles”. Each program is individually tailored to meet the special needs of the social service funding agency and its respective identified client’s needs. Therefore, the service costs versus the number of clients served per hour versus the distance between clients and the actual service times vary from program to program. These factors are considered in determining

which type of coordinated transportation service category is to be utilized: vehicle time-sharing; ridesharing; consolidation; and/or maintenance. It should be mentioned that each category has different cost centers and trade-offs that are acknowledged between the negotiating parties.

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

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

Urban and Rural areas combined

As the Urban & Rural Combined tables that follow indicate, as well as the corresponding graphs, the overall cost for the combined transit operation shows a decrease in costs over the 2020/2021 year by over $2.1 million. This decrease in costs is a direct result of the impacts of COVID-19. If not for that, the CTSA operations would reflect a significant increase as we have been working on adding a few more contracts.

Urban operations

The Urban Tables compare Urban Data achieved for 2019/2020 and 2020/2021. The Urban costs declined by over $ 1 million. The Urban Costs Graphs illustrate this data in a graphic format.

Rural operations

The Rural Tables compare Rural Data achieved for 2019/2020 and 2020/2021. The Rural costs declined by $1.1 million. The Urban Costs Graphs illustrate this data in a graphic format.

Table D-1, Urban Area, Productivity Data – FY 2021

Service Type	Cost	Clients	Miles	Hours	Revenue	Fares	Clients/ Hours	Client/ Miles	Cost /Hour	Cost/ Mile	Cost/ Clients	Match	TDA ART 4.5
Passenger Transportation	$1,771,676	39,119	301,294	31,996	$1,994,871	0	1.19	0.13	$55.37	$5.88	$46.43		$2,288,555.00
Meal Delivery	$642,548	9441.707	149,620	15,575	$521,574	0	60.46	6.29	$41.25	$4.29	$0.68		$808,235.00
Total	$2,414,224	979,826	450,914	47,571	$2.516,445	$0.00	20.60	2.17	$50.75	$5.35	$2.46	45%	$3,096,790,00

Table D-2, Urban Area, Productivity Data – FY 2020

Service Type	Cost	Clients	Miles	Hours	Revenue	Fares	Clients/ Hours	Client/ Miles	Cost /Hour	Cost/ Mile	Cost/ Clients	Match	TDA ART 4.5
Passenger Transportation	$2,884,943	166,214	564,791	44,511	$2,475,002	0	3.73	0.29	$64.81	$5.11	$17.36		$409,941.00
Meal Delivery	$564,645	710,506	102,790	6,937	$352,759	0	102.42	6.91	$81.40	$5.49	$0.79		$211,886.00
Total	$3,449,588	876,720	667,581	51,448	$2,827,761	$0.00	17.04	1.31	$67.05	$5.17	$3.93	82%	$621,827.00

Table D-3, Rural Area, Productivity Data – FY 2021

Service Type	Cost	Clients	Miles	Hours	Revenue	Fares	Clients/ Hours	Client/ Miles	Cost /Hour	Cost/ Mile	Cost/ Clients	Match	TDA ART 4.5
Passenger Transportation	$668,754	13,241	93,184	12,021	$602,893	0.00	1.10	0.14	$55.63	$7.18	$50.51		$649,632.31
Meal Delivery	$333,999	346,543	126,418	8,042	$271,928	0.00	42.88	2.74	$41.32	$2.64	$0.96		$384,768.14
Total	$1,002,693	359,784	219,602	20,103	$874,821	0.00	17.90	1.64	$49.88	$4.57	$2.79	46%	$1,034,400.44

Table D-4, Rural Area, Productivity Data – FY 2020

Service Type	Cost	Clients	Miles	Hours	Revenue	Fares	Clients/ Hours	Client/ Miles	Cost /Hour	Cost/ Mile	Cost/ Clients	Match	TDA ART 4.5
Passenger Transportation	$1,562,977	68,375	326,568	16,132	$1,367,206	0.00	4.30	0.20	$96.89	$4.79	$22.74		$195,771.00
Meal Delivery	$575,667	526,350	182,638	8,248	$306,786	0.00	63.80	2.00	$69.79	$3.15	$1.09		$268,881.00
Total	$2,138,644	594,725	509,206	24,380	$1,673.992	0.00	24.39	1.17	$87.72	$4.20	$3.60		$464,652.00

Table D-5, Combined Area, Productivity Data – FY 2021

Service Type	Cost	Clients	Miles	Hours	Revenue	Fares	Clients/ Hours	Client/ Miles	Cost /Hour	Cost/ Mile	Cost/ Clients	Match	TDA ART 4.5
Passenger Transportation	$2,440,429	51,360	394,478	44,016	$2,597,764	0.00	1.17	0.13	$55.44	$6.19	$47.52		$2,938,187.31
Meal Delivery	$976,487	1,288,250	276,038	23,657	$793,502	0.00	54.45	4.67	$41.28	$3.54	$0.76		$1,193,003.14
Total	$3,416,917	1,399,610	670,515	67,674	$3,391,266	0.00	19.80	200	$50.49	$5.10	$2.55		$4,131,190.44

Table D-6, Combined Area, Productivity Data – FY 2020

Service Type	Cost	Clients	Miles	Hours	Revenue	Fares	Clients/ Hours	Client/ Miles	Cost /Hour	Cost/ Mile	Cost/ Clients	Match	TDA ART 4.5
Passenger Transportation	$4,447,920	234,589	891,359	60,643	$3,842,208		3.87	0.26	$73.35	$4.99	$18.96		$195,771.00
Meal Delivery	$1,140,312	1,236,856	285,428	15,185	$659,545		81.45	433	$75.09	$4.00	$0.92		$268,881.00
Total	$5,588,232	1,471,445	1,176,787	75,828	$4,501,753	0.00	19.41	1.25	$73.70	$4.75	$3.80		$464,652.00

Exhibit D-1, CTSA Urban Costs

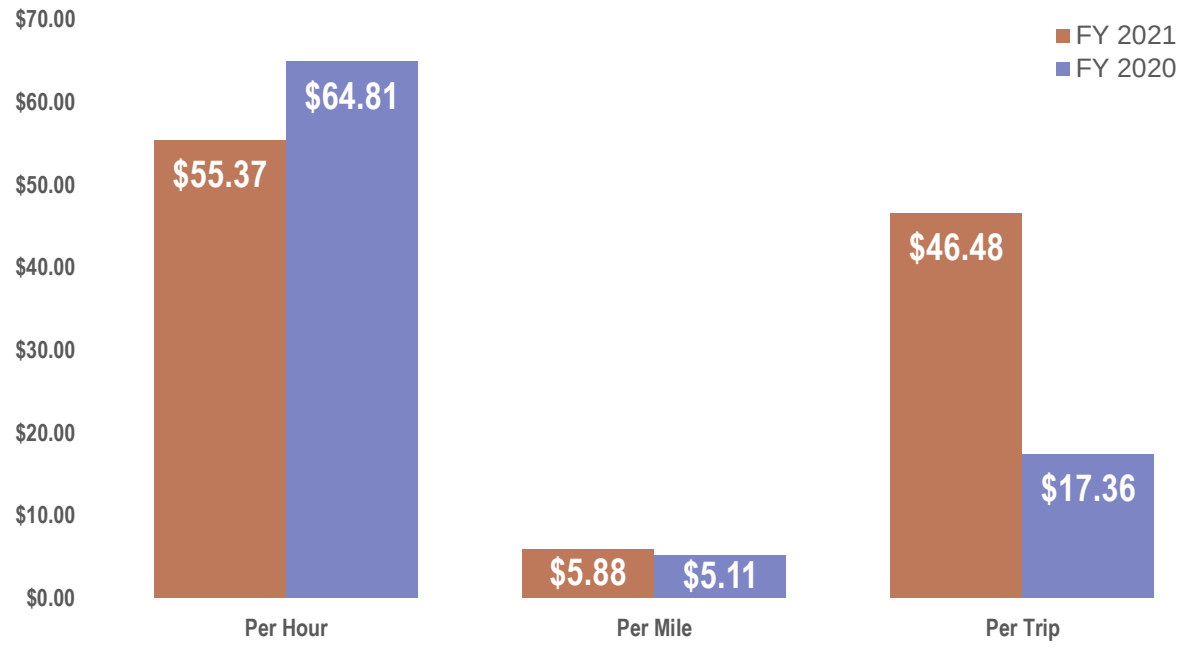

Exhibit D-2, CTSA Rural Costs

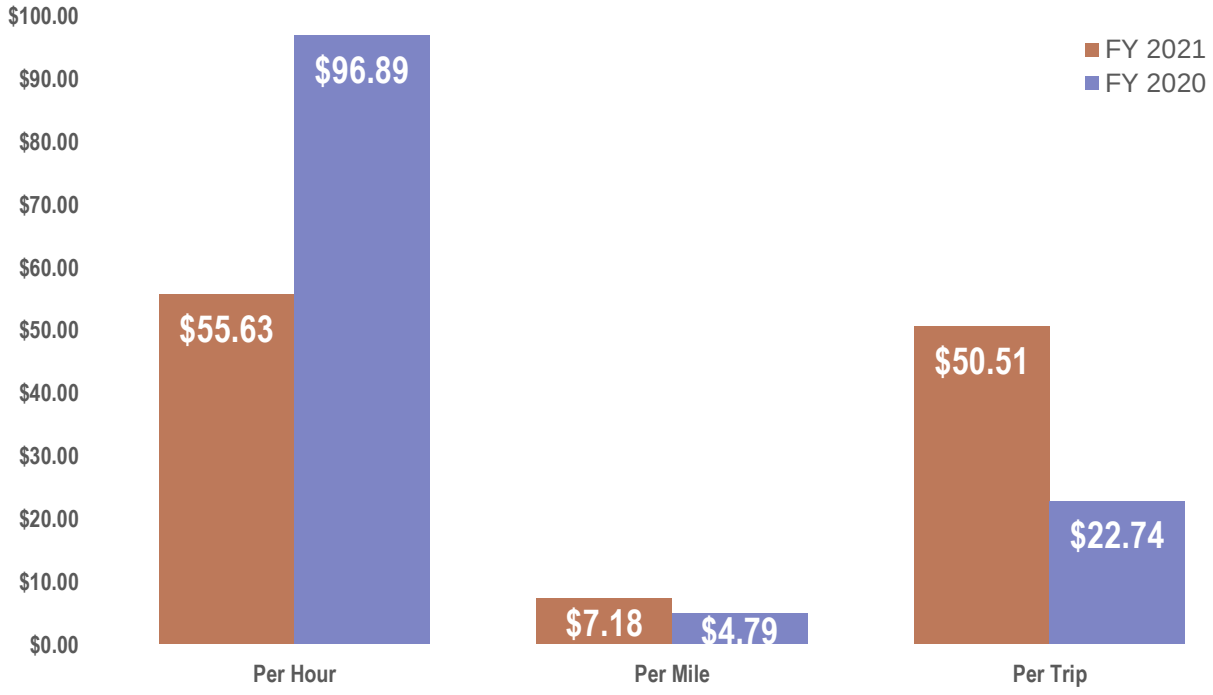
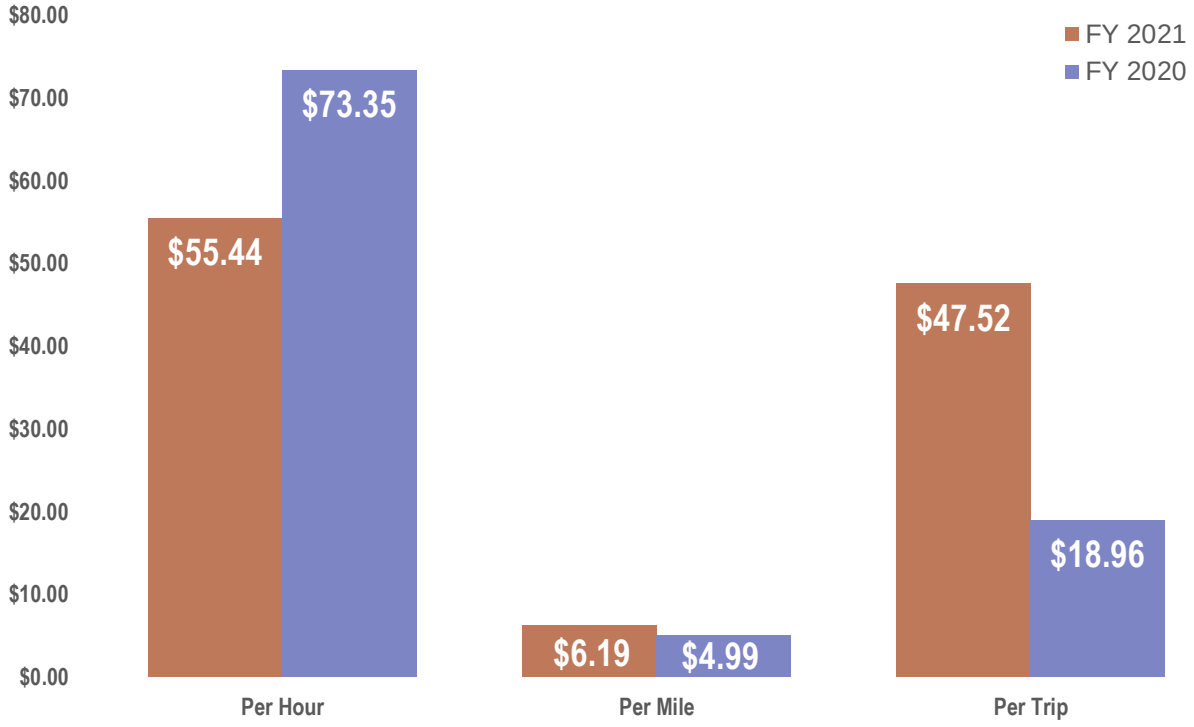
Exhibit D-3, CTSA Combined Costs