

**GLENN COUNTY TRANSPORTATION COMMISSION
GLENN COUNTY, CALIFORNIA
PERFORMANCE AUDIT
TRIENNIAL PERIOD ENDED JUNE 30, 2021**

**GLENN COUNTY TRANSPORTATION COMMISSION REGIONAL
TRANSIT COMMITTEE/GLENN TRANSIT SERVICE
PERFORMANCE AUDIT
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Donald R. Reynolds

Certified Public Accountant

April 20, 2022

To the Commissioners and Committee Members of the
Glenn County Transportation Commission and
The Glenn County Regional Transit Committee
Willows, California

I have conducted a performance audit of the Glenn County Transportation Commission and the Glenn Transit Service (Regional Transit Committee) for the three years ended June 30, 2021. The results of my audit and the related comments and recommendations are contained within this report.

I conducted my performance audit in accordance with generally accepted Government Auditing Standards, issued by the Comptroller General of the United States and the guidance contained in the Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities, published by the California Department of Transportation. Those standards require that I plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for my findings and conclusions based on my audit objectives. I believe that the evidence obtained provides a reasonable basis for my findings and conclusions based on my audit objectives.

This report presents my findings and recommendations and is structured to comply with the California Administrative Code Section 6662.5, Public Utilities Code Section 99246, and the efficiency, economy and program results portion of the "Standards For Audit of Governmental Organizations, Programs, Activities and Functions" as issued by the Comptroller General.

This report is intended solely for the information of the Commissioners, management, others within the entity and the California Department of Transportation and is not intended to be and should not be used by anyone other than those specified parties.



Donald R. Reynolds, CPA
Redding, California

Overview of the Audit

The scope of a performance audit is significantly different from that of the traditional financial audit which analyzes the fairness of presentation of the financial statements of the entity being examined. The General Accounting Office's Government Auditing Standards contain "Standards for Audit of Governmental Organizations, Programs, Activities and Functions." These standards established the scope of a performance audit to include the areas of economy, efficiency, and effectiveness.

Economy and efficiency audits include determining (1) whether the entity is acquiring, protecting and using its resources (such as personnel, property, and space) economically and efficiently, (2) the causes of inefficiency or uneconomical practices, and (3) whether the entity has complied with laws and regulations concerning matters of economy and efficiency.

Program audits include determining (1) the extent to which the desired results or benefits established by the legislature or other authorizing body are being achieved, (2) the effectiveness of organizations, programs, activities, or functions, (3) whether the entity has complied with laws and regulations applicable to the program.

The economy and efficiency standards are to include "inquiry into whether, in carrying out its responsibilities, the audited entity is giving due consideration to conservation of its resources and minimum expenditure of effort." The effectiveness, or program review standard, is to include "inquiry into the results or benefits achieved and whether the programs or activities are meeting established objectives."

Utilizing the above definitions of economy, efficiency, and program results, the performance audit of the GCTC as the transportation planning agency, focused upon the following functional areas of performance:

1. Administration and Management
2. Transportation Planning and Regional Coordination
3. Claimant Relationship, Oversight and Administration of Transportation Development Act Funds
4. Marketing and Transportation
5. Grant Application and Management
6. Performance Indicator Analysis
7. Prior Performance Audit Review and Follow-up
8. Conclusions and Recommendations

Utilizing the above definitions of Economy, Efficiency and Program Results the Performance Audit of the Glenn County Regional Transit Committee (RTC) focused on the following functional areas of performance:

1. General Management and Organization
2. Service Planning
3. Scheduling, Dispatch and Operations
4. Personnel Management and Training
5. Administration
6. Marketing and Public Information
7. Maintenance

The performance audit covered the period from July 1, 2018 to June 30,2021.

The resultant report is divided into three sections:

Executive Summary: A summary of the key findings and recommendations developed during the Triennial Performance Audit process.

TPA Scope and Methodology: Methodology of the review and pertinent background information.

TPA Results: In-depth discussion of findings surrounding each of the subsequent elements of the audit:

- Compliance with statutory and regulatory requirements,
- Status of prior recommendations,
- Consistency among reported data,
- Performance measures and trends,
- Functional audit, and
- Findings and recommendations.

Executive Summary

In 2021, the Glenn County Transportation Commission (GCTC) selected Donald R. Reynolds, CPA, to prepare Triennial Performance Audits of itself as the Regional Transportation Planning Authority (RTPA) and the single transit operator to which it allocates Transportation Development Act (TDA) funding.

The California Public Utilities Code requires all recipients of TDA Article 4 funding to undergo an independent performance audit on a three-year cycle in order to maintain funding eligibility.

The Triennial Performance Audit is designed to be an independent and objective evaluation of the Regional Transportation Committee/Glenn Transit System (RTC/GTS) as a public transit operator, providing operator management with information on the economy, efficiency, and effectiveness of its programs across the prior three fiscal years. In addition to assuring legislative and governing bodies (as well as the public) that resources are being economically and efficiently utilized, the Triennial Performance Audit fulfills the requirement of PUC Section 99246(a) that the RTPA designate an entity other than itself to conduct a performance audit of the activities of each operator to whom it allocates funds.

This chapter summarizes key findings and recommendations developed during the Triennial Performance Audit (TPA) of RTC/GTS's public transit program for the period:

Fiscal Year 2018/19,
Fiscal Year 2019/20, and
Fiscal Year 2020/21.

The Glenn County RTC/GTS provides bus and paratransit services in the cities of Willows and Orland, as well as unincorporated portions of Glenn County. RTC/GTS operates 5 fixed routes and two express routes.

RTC/GTS's paratransit service is known as Demand-Response Service, a shared-ride origin-to-destination transit service for persons with disabilities. Demand-Response Service provides transportation during the same days and hours as fixed-route service, and across the same service area.

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require that the audit team plans and performs the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. Donald R. Reynolds, CPA believes the evidence obtained provides a reasonable basis for our findings and conclusions.

This audit was also conducted in accordance with the processes established by the California Department of Transportation (Caltrans), as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*.

The Triennial Performance Audit includes five elements:

Compliance requirements,
Prior recommendations,
Analysis of program data reporting,
Performance Audit, and

Functional review.

GLENN COUNTY TRANSPORTATION COMMISSION:

Test of Compliance

Based on discussions with the Transportation Commission Staff, RTC/GTS staff, analysis of program performance, and an audit of program compliance and function, the auditors present no compliance findings.

Current Period Findings and Recommendations:

None

Status of Prior Recommendations:

The prior audit – completed January 17, 2019, by Donald R. Reynolds, CPA for the three fiscal years ending June 30, 2018 – included the following:

Prior Period Findings, Recommendations and Actions Taken:

None

REGIONAL TRANSIT COMMITTEE:

Test of Compliance

In completing this Triennial Performance Audit, we submit the following recommendations for the Regional Transit Committee/Glenn Transit System's public transit program. They have been divided into two categories: TDA Program compliance recommendations and functional recommendations. TDA program compliance recommendations are intended to assist in bringing the operator into compliance with the requirements and standards of the TDA, while Functional Recommendations address issues identified during the triennial audit that are not specific to TDA compliance.

Prior Period Findings, Recommendations and Actions Taken:

None

Current Period Findings and Recommendations:

None

Given there were no compliance findings, only functional recommendations are provided. An additional recommendation (not related to a finding) was also provided in anticipation of changes arising from AB 149.

Scope and Methodology

The Triennial Performance Audit (TPA) of the Regional Transit Committee/Glenn Transit System's public transit program covers the three-year period ending June 30, 2021. The California Public Utilities Code requires all recipients of Transit Development Act (TDA) funding to complete an independent review on a three-year cycle in order to maintain funding eligibility.

In 2021, the Glenn County Transportation Agency selected Donald R. Reynolds, CPA, to prepare Triennial Performance Audits of itself as the RTPA and the single transit operator to which it allocates TDA funding. Donald R. Reynolds, CPA is a Certified Public Accountant with experience in public transportation, including audits of non-TDA Article 4 recipients. Selection of Donald R. Reynolds, CPA followed a competitive procurement process.

The Triennial Performance Audit is designed to be an independent and objective evaluation of the Regional Transit Committee/Glenn Transit System as a public transit operator. Direct benefits of a Triennial Performance Audit include providing operator management with information on the economy, efficiency, and effectiveness of its programs across the prior three years; helpful insight for use in future planning; and assuring legislative and governing bodies (as well as the public) that resources are being economically and efficiently utilized. Finally, the Triennial Performance Audit fulfills the requirement of PUC Section 99246(a) that the RTPA designate an entity other than itself to conduct a performance audit of the activities of each operator to whom it allocates funds.

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require that the audit team plans and performs the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. The auditors believe the evidence obtained provides a reasonable basis for our findings and conclusions.

The audit was also conducted in accordance with the processes established by the California Department of Transportation (Caltrans), as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*, as well as *Government Audit Standards* published by the U.S. Comptroller General.

Objectives

A Triennial Performance Audit (TPA) has four primary objectives:

- Assess compliance with TDA regulations;
- Review improvements subsequently implemented as well as progress toward adopted goals;
- Evaluate the efficiency and effectiveness of the transit operator; and
- Provide sound, constructive recommendations for improving the efficiency and functionality of the transit operator.

Scope

The TPA is a systematic review of performance evaluating the efficiency, economy, and effectiveness of the transit operator. The audit of the Regional Transit Committee/Glenn Transit System included five tasks:

1. A review of compliance with TDA requirements and regulations.

2. A review of the status of recommendations included in the prior Triennial Performance Audit.
3. A verification of the methodology for calculating performance indicators including the following activities:
 - Assessment of internal controls,
 - Test of data collection methods,
 - Calculation of performance indicators, and
 - Evaluation of performance.
4. Comparison of data reporting practices:
 - Internal reports,
 - State Controller Reports, and
 - National Transit Database.
5. Examination of the following functions:
 - General management and organization;
 - Service planning;
 - Scheduling, dispatching, and operations;
 - Personnel management and training;
 - Administration;
 - Marketing and public information; and
 - Fleet maintenance.
6. Conclusions and recommendations to address opportunities for improvement based upon analysis of the information collected and the audit of the transit operator's major functions.

Methodology

The methodology for the Triennial Performance Audit of Regional Transit Committee/Glenn Transit System included thorough review of documents relevant to the scope of the audit, as well as information contained on RTC/GTS's website. The documents reviewed included the following (spanning the full three-year period):

- Monthly performance reports;
- State Controller Reports;
- Annual budgets;
- TDA fiscal audits;
- Transit marketing collateral;
- TDA claims;
- Fleet inventory;
- Preventive maintenance schedules and forms;
- California Highway Patrol Terminal Inspection reports;
- National Transit Database reports;
- Accident/road call logs; and
- Organizational chart.

Given impacts of the ongoing COVID-19 pandemic, the methodology for this audit included a virtual site visit with Regional Transit Committee/Glenn Transit System representatives on November 10, 2021. The auditor met with Mardy Thomas (Asst. Public Works Director, County of Glenn) and Ashlee Veneman (Administrative Services Analyst II, County of Glenn), and reviewed materials germane to the triennial audit.

Results

Summary of Results of Compliance Review

The Performance Audit Guidebook lists specific RTPA compliance requirements. Following are the results of the compliance with the applicable sections of the Transportation Development Act and the California Code of Regulations:

<u>Operator Compliance Requirement</u>	<u>Reference:</u>	<u>Status:</u>
Claims do not exceed apportionment	99231	In Compliance
Adoption of rules and regulations for Claims for pedestrians and bikes	99233.3 99234	In Compliance
Establish Social Services Transportation Council (SSTAC) and hold at least one Annual meeting	99238 99238.5	In Compliance
Uniform System of Accounts and Records and filing with the State Cont. Office	99243	In Compliance
Annual identification of productivity Improvements	99244	In Compliance
RTPA fiscal and compliance audit is Completed annually and submitted to the State Controller's Office	99245	In Compliance
Triennial performance audits of Operators and RTPA	99246 99248	In Compliance
Performance Indicator Definitions Consistent with PUC Code 99247	99247	In Compliance
CHP inspection and certification	99251	In Compliance
Claim for TDA funds in Compliance	99261	In Compliance
Revenue Ratios for RTPAs with Urbanized areas.	99270.1,2	N/A
Required minimum ratio of fare box Revenues or exception met.	99268.2,4,5	In Compliance
Retirement System, as Applicable	99271	In Compliance
Establish rules and regulations for Article 4,5 and the determination of Cost effectiveness of proposed services	99275	In Compliance
Allocate State Transit Assistance (STA) Funds only for transportation planning And mass transportation purposes.	CCR 6754(a)(3)	In Compliance
Match STA funds to State allocations	99314	In Compliance

Comply with required procedures if
TDA Funds are allocated for non-
transit Purposes (Unmet Needs)

99401.5

In Compliance

Findings and Recommendations

Prior Period Findings, Recommendations and Actions Taken:

None

Current Period Findings and Recommendations:

No compliance findings were identified for RTC/GTS.

Developments Occurring During the Audit Period

The last half of the audit period is markedly different from the first half. The impacts of the COVID-19 pandemic resulted in significant declines in ridership and revenue. In many instances, transit operators strove to retain operations staff despite adopting a reduced schedule, resulting in significant changes to many cost-related performance metrics. While infusions of funding through the CARES Act mitigated some of the lost revenues for federally funded programs, most transit operators have yet to return to pre-pandemic ridership and fare levels. As a result, the Triennial Performance Audits will provide an assessment not only of how COVID-19 impacted each organization, but how they responded to the crisis.

In addition to the COVID-19 pandemic, recent and proposed changes to the TDA may result in audit reports that look somewhat different than in prior years. In the nearly 50 years since introduction of the Transportation Development Act, there have been many changes to public transportation in California. Many operators have faced significant challenges in meeting the farebox recovery ratio requirement, calling into question whether it remains the best measure for TDA compliance. In 2018, the chairs of California's state legislative transportation committees requested the California Transit Association spearhead a policy task force to examine the TDA, which resulted in a draft framework for TDA reform released in early 2020. The draft framework maintains the farebox recovery ratio requirement, but eliminates financial penalties and allows more flexibility with respect to individual operator targets. These changes have yet to be implemented.

Assembly Bill 90, signed into law on June 29, 2020, provided temporary regulatory relief for transit operators required to conform with Transportation Development Act (TDA) farebox recovery ratio thresholds in FY 2019/20 and FY 2020/21. While the ability to maintain state mandates and performance measures is important, AB 90 offered much-needed relief from these requirements for these years impacted by the COVID-19 pandemic while TDA reform continues to be discussed.

AB 90 included the following provisions specific to transit operator funding through the TDA:

1. It prohibited the imposition of the TDA revenue penalty on an operator that did not maintain the required ratio of fare revenues to operating cost during FY 2019/20 or FY 2020/21.
2. It required the Controller to calculate and publish the allocation of transit operator

revenue-based funds made pursuant to the State Transit Assistance (STA) Program for FY 2020/21 and FY 2021/22 based on the same individual operator ratios published by the Controller in a specified transmittal memo, and authorized the Controller to revise that transmittal memo, as specified. It required the Controller to use specified data to calculate those individual operator ratios. Upon allocation of the transit operator revenue-based funds to local transportation agencies pursuant to this provision, the Controller would publish the amount of funding allocated to each operator.

3. It exempted an operator from having to meet either of the STA efficiency standards for FY 2020/21 and FY 2021/22 and authorized the operator to use those funds for operating or capital purposes during that period.
4. It required the Controller to allocate State of Good Repair (SOGR) program funding for FY 2020/21 and FY 2021/22 to recipient transit agencies pursuant to the individual operator ratios published in the above-described transmittal memo.
5. It required the Controller to allocate Low Carbon Transit Operations Program (LCTOP) funding for FY 2020/21 and FY 2021/22 to recipient transit agencies pursuant to the individual operator ratios published in the above-described transmittal memo.

Assembly Bill 149, signed into law on July 16, 2021, provided additional regulatory relief with respect to Transportation Development Act (TDA) compliance. It extended the provisions of AB 90 through FY 2022/23 as well as provided additional regulatory relief including:

1. Waiving the annual productivity improvement requirement of Section 99244 through FY 2022/23.
2. Adding a temporary provision exempting operators from farebox recovery ratio requirements provided they expend at least the same amount of local funds as in FY 2018/19.
3. Expanding the definition of “local funds” to enable the use of federal funding, such as the CARES Act or CRRSAA, to supplement fare revenues and allows operators to calculate free and reduced fares at their actual value.
4. Adjusting the definition of operating cost to exclude the cost of ADA paratransit services, demand-response and micro-transit services designed to extend access to service, ticketing/payment systems, security, some pension costs, and some planning costs.
5. Allowing operators to use STA funds as needed to keep transit service levels from being reduced or eliminated through FY 2022/23.

AB 149 also called for an examination of the triennial performance audit process, to ensure the practice continues to be effective and beneficial.

GLENN COUNTY TRANSPORTATION COMMISSION

INTRODUCTION AND APPROACH

Organization and Purpose

The Glenn County Transportation Commission (GCTC) was established pursuant to Title 3, Division 3, Chapter 2, Government Code Section 29535, on July 18, 1972, by a resolution of the Glenn County Board of Supervisors. This entity was then designated on September 20, 1972, as the Local Transportation Planning Agency for Glenn County by the Secretary of Business and Transportation. The primary duties of the GCTC include, but are not limited to:

1. Administration of transportation planning and the allocation of the local transportation funds and state transit assistance funds.
2. Development and implementation of the Regional Transportation Plan (RTP).
3. Preparation of the Overall Work Program.
4. Review and comment on the State Transportation Improvement Program (STIP).
5. Advising the Board of Supervisors on all matters relating to transportation in Glenn County.

AUDIT RESULTS BY FUNCTIONAL AREA

ADMINISTRATION AND MANAGEMENT

My objectives in reviewing the Administration and Management Functional Area were to review the overall administration of the GCTC functions. Sub- functions detailed below include:

- A. General Administration
- B. Governing Board Activities
- C. Personnel
- D. Internal Planning and Achievements

General Administration:

Objective:

My objectives in reviewing the functional area of General Administration were to:

- 1. Determine that TDA claims were processed accurately and timely.
- 2. Determine that the Regional Transportation Plan was timely updated and is currently meaningful.
- 3. That management receives, reviews and acts on the progress of ongoing projects and special projects.
- 4. Files are maintained effectively and systematically.
- 5. Operators are satisfied with the Commission's efficiency and effectiveness.

Findings:

All TDA claims are reviewed for appropriateness and accuracy prior to presenting them to the Governing Board for approval. I reviewed the timeliness of the claim process and found no instances of delays in the claim process.

RTP- The original Regional Transportation Plan was approved in 1992. Reaffirmations were made in 1994, 1996, and 1998. A new Regional Transportation Plan was approved in 2001, 2005, 2010, 2018 and 2020.

I reviewed Management's actions regarding the review and action of various reports and projects and found them efficient and timely.

The filing system was reviewed and it is both systematic and efficient. The system is in place and functioning.

Operators appear satisfied with the system's efficiency and effectiveness.

Recommendations:

None

Governing Board Activities

Objective:

My objectives in reviewing the functional area of the governing board activities were to:

1. Determine that the planning agency is meeting the duties and obligations identified in its enabling documents.
2. Examine the established procedures to familiarize new board members with duties, policies and procedures of GCTC.
3. Review attendance of board members at GCTC meetings.
4. Review, approval, and acceptance of key documents.

Findings:

The bylaws of the GCTC, the latest revision of which were adopted in December of 2004, state that the membership of the GCTC shall consists of six members; three supervisors appointed by the Glenn County Board of Supervisors, and three members appointed by the Glenn County City Selection Committee representing the Cities of Orland and Willows. Meetings are scheduled on a monthly basis.

I reviewed the rules and regulations adopted by the Commission. The rules and regulations, originally adopted in 1979, have been updated and superceded by the bylaws of February, 1997, which were updated in of March, 1999 and again in December, 2004. Article 1, Section 6 of the bylaws define a quorum for GCTC meetings as: "Four members of the Commission." Within the guidelines of the Article 1, Section 6 of the bylaws the commission had a quorum for 21 of its 21 regularly scheduled meetings.

I reviewed the attendance at the GCTC meetings during the three years ending June 30, 2021, and noted the following:

1. At least one County representative has been present at each monthly meeting.
2. A City of Willows representative has been present at 21 of the 23 regular monthly meeting.
3. A City of Orland representative has been present at each monthly meetings.
4. Two of the 23 meetings were cancelled.

New members of the Commission are given copies of the policies and the Regional Transportation Plan for orientation. Formal orientation sessions are held the first meeting of the year to train new members.

The GCTC adopted a policies and procedures manual in March, 1988. The policies and procedures manual was updated and revised in 1999, 2002, 2008, 2011 and most recently on July 31, 2017.

The GCTC appeared to be fulfilling its duties in an efficient and effective manner.

Recommendations:

None

Personnel**Objective:**

My objective in reviewing the functional area of Personnel was to determine and evaluate whether the organizational structure and management staff operate and function effectively.

Findings:

Staff receives significant training and their job functions and performance are reviewed by management. Staff turnover is not significant.

The GCTC adopted job descriptions for the staff positions on July 6, 1982. Job descriptions were revised by the County most recently in 2014.

Recommendations:

None.

Internal Planning and Achievements**Objective:**

My objective in reviewing the functional area of budgeting and internal planning was to evaluate the internal planning process:

1. Coordinating, organizing and preparing the budget?
2. Timeliness of preparation and review.
3. Who is responsible for the budget approval?
4. Goals and objectives.
5. Staffing allocations.

Findings:

GCTC staff is responsible for coordinating, organizing and preparing the budget. The budget is based upon the requirements of administering the Commission. The annual budget is approved by the Commission. Goals, objectives and staffing allocations are outlined annually and reviewed periodically.

Recommendations:

None

TRANSPORTATION PLANNING AND REGIONAL COORDINATION

Objective:

My objective in reviewing the transportation planning functional area included an evaluation of the planning agency's approach to:

1. Regional Transportation Plan (RTP) Development and Adoption.
2. Regional Transportation Plan Topic.
3. Regional Transportation Plan Implementation
4. Information Generation and Distribution
5. Information Collection.

Findings:

GCTC entered into a memorandum of understanding with the State of California Department of Transportation, for preparation of the overall work program (OWP), Regional Transportation Plan (RTP) and technical support in 1973.

The initial RTP was adopted in 1975. The GCTC, assisted by its staff and an outside consultant have, prepared updated RTP's in 1986, 1992, 2001, 2005, 2010, 2018 and most recently again in 2020. The 2020 RTP was unanimously approved, after a public hearing, at the May 21, 2020 Commission meeting.

The RTP appears to meet all stated requirements. The RTP was reaffirmed in a timely manner.

Recommendations:

None.

Findings:

The GCTC has been very responsive to un-met transit needs in the last three years. Demand response transit systems have been in operation in Orland and Willows for many years in response to an un-met transit need finding.

The Dial-A-Ride service serves individuals who are elderly, handicapped, or of limited means. In July, 2006, the Committee adopted program policy guidelines that establish eligibility policies and procedures for the Dial-A-Ride program. Eligibility changed with the implementation of the mandated complimentary service pursuant to the Americans with Disabilities Act (or ADA service). Riders were qualified via a contractor trained to determine ADA eligibility. This process was terminated when the service was eliminated. Current eligibility verification policies in place continue to be evaluated and improved as needed.

An inter-city/inter-county service (Glenn Ride) linking Willows, Orland, Hamilton City, and Chico was implemented starting in August, 1998.

In accordance with Section 99401.5 of the TDA Act, the GCTC has, during the 2018/2019 -

2020/2021 fiscal years, performed the following to address the un-met transit needs:

- A. Utilized a Social Services Transportation Advisory Council pursuant to Section 99238.
- B. Identified the transit needs of the jurisdiction which are considered part of the transportation process, including an annual assessment of the groups likely to need assistance, an analysis of the adequacy of the existing public transportation services, and potential alternative public transportation and specialized transportation services.
- C. Identified the un-met transit needs and those needs that are reasonable to meet. The GCTC held public hearings in April of each year to receive input which assisted in identifying those needs.
- D. Adopted by resolution a finding of un-met need and those needs which are reasonable to meet. Those needs which were reasonable to meet were addressed specifically and funding sources were identified.

Recommendations:

None

Findings:

In 2008, the GCTC completed the Coordinated Public Transit-Human Services Plan for Glenn County. The project was completed in two phases: the first resulted in an "Existing Conditions Report", which described the existing transportation services and programs, and identified "gaps and needs". The second phase of the project focused on identification of potential strategies and solutions to mitigate those "service gaps", and on developing a plan to implement those strategies. The plan continues to meet all stated requirements.

Recommendations:

None.

Findings:

During the tri-annual period under review, the Commission implemented no new programs. Several existing programs failed to meet requirements for minimum fare box revenues. A fare increase approved in January of 2015 came into effect January 2018 but was not fully implemented until March 2018. In early 2020, a day of services was added to the Dial-A-Ride service to provide a total of three days a week. Programs that failed to meet fare box minimums have either ceased or have been or are being restructured within available time frames and did not result in an issue of non compliance with ratio requirements.

Recommendations:

None.

CLAIMANT RELATIONSHIP AND OVERSIGHT

Objectives:

My objective in reviewing this functional area was to ensure that claims filed for Transportation Development Act Funds were evaluated and processed by the Commission in accordance with the applicable statutes of the Transportation Development Act and its own rules and regulations. Additionally, my objective was to ensure that the communication and reporting requirements between the Claimant and the GCTC were met.

The review included:

1. Verification of the eligibility of claimants, amounts claimant may receive and under what section(s) of the Act claimants may claim funds.
2. Ensuring that the planning agency and the claimants of transportation funds have adhered to the applicable rules and regulations prescribed by the Transportation Development Act (TDA) and the GCTC.

Findings:

The GCTC has established written procedures for reviewing, evaluating, and processing transportation claims. The claims are reviewed and evaluated by GCTC staff and then submitted to the GCTC board for final approval. Required reports from the claimants are reviewed, as required, by the GCTC.

Recommendations:

None

MARKETING AND TRANSPORTATION ALTERNATIVES

Objectives:

My objectives in reviewing the functional area of Marketing and Transportation Alternatives is to insure that the GCTC maintains public awareness and input concerning ongoing and developmental projects.

Findings:

The GCTC annually develops goals and objectives relating to the work activities of the GCTC and related government entities. As part of this process, public hearings are held and input sought. The GCTC is complying with all applicable aspects of the marketing and transportation alternative functions.

Recommendations:

None.

GRANT APPLICATIONS AND MANAGEMENT

Objective:

My objective in reviewing the functional area of Grant Applications and Management were to review grant compliance and management and to review the grant application coordination and assistance process.

Findings:

Grant application assistance. During the review, I noted no instance that the GCTC provided Technical assistance in the application of grants by operations or other agencies.

In those cases where the GCTC has applied for grant approval, the grant applications were timely and accurate. The GCTC seeks technical assistance, as needed, from its legal counsel and the State of California (Cal-Trans).

Recommendations:

None.

PRIOR PERFORMANCE AUDIT REVIEW AND FOLLOW-UP

Objective:

My objective in reviewing this functional area was to ensure adequate evaluation of audit reports submitted to the Glenn County Transportation Commission.

Prior Period Findings, Recommendations and Actions Taken:

None.

CONCLUSIONS AND RECOMMENDATIONS

Current Period Findings and Recommendations:

None

**REGIONAL TRANSIT COMMITTEE
GLENN TRANSIT SERVICE**

INTRODUCTION AND APPROACH

Organization and Purpose

The County of Glenn and Cities of Willows and Orland entered into a Joint Powers Agreement on October 20, 1987, for the purpose of maintaining a public transportation system within the County and Cities jurisdictions. As part of that agreement, the Regional Transit Committee (RTC) was established and has the following Powers and Duties:

1. To establish fares.
2. Approve level of service.
3. Monitor public response.
4. Oversee and review operations.
5. Adoption of annual budget.
6. Seek appropriate funding.
7. Make and enter into contracts for transportation service.

Statutory Requirement for Audit

This performance audit report on the Transit operations function of Regional Transit Committee (RTC) is in compliance with the State of California Public Utilities Code Section 99246. That statute declares that performance audits of transportation planning agencies are to be submitted by July 1, 1980, and by July 1, triennially thereafter. They are to be conducted in accordance with the efficiency, economy and program results portions of the Comptroller General's "Standards for Audit of Governmental Organizations, Programs, Activities and Functions".

AUDIT RESULTS BY FUNCTIONAL AREA:

GENERAL MANAGEMENT AND ORGANIZATION

My objectives in reviewing the General Management and organization Functional Area were to review the overall management and organization activities of the RTC. Sub-functions detailed below were:

- A. Administrative oversight.
- B. Organizational structure and reporting.
- C. Program changes and improvements.
- D. Communications with other Government Agencies.

Administrative Oversight

Objectives:

My objectives in reviewing the Functional Area of Administrative Oversight was to determine that management:

- 1. Regularly receives, reviews and acts upon performance and financial information.
- 2. Regularly meets with staff to provide clear written or oral direction.
- 3. Takes prudent and decisive action to address major problems or issues.

Findings:

The joint powers agreement establishing the RTC was adopted in October 20, 1987.

The RTC adopted the policies and procedures manual of the GCTC in March, 1988. The policies and procedures manual was updated and revised in 1999, 2002, 2008, 2011 and most recently on July 31, 2017.

I reviewed the attendance at the RTC meetings during the three years ending June 30, 2021, and noted the following:

- 1. At least one County representative has been present at each monthly meeting.
- 2. A City of Willows representative has been present at each monthly meeting.
- 3. A City of Orland representative has been present at each monthly meetings.
- 4. Two of the 23 meetings were cancelled.

New members of the Committee are given copies of the policies and a formal orientation session is held to train new members.

In addition, the manager meets regularly with staff to insure that new developments, issues, and concerns are addressed in a timely manner. The RTC appeared to be fulfilling its duties in an efficient and effective manner.

The Committee contracts with an independent company for purchased transportation of its subsidized

Demand Response- Dial-A-Ride service and to provide services for its fixed route services. Communications with the company are regular and timely.

Recommendations:

None

Organizational Structure and Reporting

Objective:

My objective in reviewing the Organizational Structure and Reporting functional area is to ensure that the RTC's line of authority is well defined and functioning efficiently and effectively.

Findings:

The RTC's management structure is well defined, and functioning properly. Management positions have remained constant. Staff receives significant training and their job functions are reviewed by management.

Recommendations:

None.

Program Changes and Improvements:

Demand Response:

During the tri-annual period under review, the Committee implemented no new programs.

The Dial-A-Ride service serves individuals who are elderly, handicapped, or of limited means. In July, 2006, the Committee adopted program policy guidelines that establish eligibility policies and procedures for the Dial-A-Ride program. Eligibility changed with the implementation of the mandated complimentary service pursuant to the Americans with Disabilities Act (or ADA service). Riders were qualified via a contractor trained to determine ADA eligibility. This process was terminated when the service was eliminated. Current eligibility verification policies in place continue to be evaluated and improved as needed.

Fixed Route:

Other than modifications to the fixed route (Glenn Ride) schedules, there have been no material program changes during the period of review.

Recommendations:

None.

Communications with Other Government Agencies

Objectives:

My objective in reviewing the Communication with other government agencies functional area was to ensure that relationships with other agencies is effective and structured properly.

Findings:

The Executive Director has the liaison responsibility when communicating with other government agencies. I found the relationship with Cal-Trans, FTA and other related agencies to be positive and effective.

Recommendations:

None.

SERVICE PLANNING

Objectives:

My objectives in reviewing the Service Planning functional area were to insure that the planning and public notification processes were being performed effectively. This area was broken down into two sub-functional areas to include:

1. Transportation Planning:
 - a. Strategic Planning
 - b. Short Range Planning
 - c. Evaluation of Existing Services
 - d. Planning For and Serving Special Transportation needs
2. Public Participation and Hearings

Findings:

The RTC has been very responsive to un-met transit needs in the last three years. Demand response transit systems have been in operation in Orland and Willows for several years in response to an un-met transit need finding.

The RTC had, in past years, identified a need for medical transportation for senior citizens, physically disabled, and economically disadvantaged persons. This need is being addressed by the RTC through a medical transit assistance service, which began operations in the 1988-89 fiscal year.

An inter-city/inter-county service (Glenn Ride) linking Willows, Orland, Hamilton City, and Chico was implemented starting in August, 1998.

In accordance with Section 99401.5 of the TDA Act, the RTC has on a timely basis during the Review Period, performed the following to address the un-met transit needs:

- A. Utilized and consulted with a Social Services Transportation Advisory Council Pursuant to Section 99238.
- B. Identified the transit needs of the jurisdiction which are considered part of the transportation process, including an annual assessment of the groups likely to need assistance, an analysis of the adequacy of the existing public transportation services, and potential alternative public transportation and specialized transportation services.
- C. Identified the un-met transit needs and those needs that are reasonable to meet. The RTC held annual public hearings to receive input which assisted in identifying those needs.
- D. Adopted by resolution a finding of un-met needs and those needs which are reasonable to meet. Those needs which were reasonable to meet were addressed specifically and funding sources were identified.
- E. When the RTC adopted a finding that there were un-met transit needs, including needs that were reasonable to meet, the unmet transit needs were funded before allocation was made to streets and roads within the Jurisdiction.

Recommendations:

None

Finding:

In 2008, the GCTC completed the Coordinated Public Transit-Human Services Plan for Glenn County. The project was completed in two phases: the first resulted in an "Existing Conditions Report", which described the existing transportation services and programs, and identified "gaps and needs". The second phase of the project focused on identification of potential strategies and solutions to mitigate those "service gaps", and on developing a plan to implement those strategies. The plan continues to meet all stated requirements.

Recommendations:

None.

SCHEDULING DISPATCH AND OPERATION

Objectives:

My objective in reviewing the Scheduling Dispatch and Operations functional area was to insure that the demand/response and Fixed Route services to the Patrons were met.

Findings:***Demand Response:***

The RTC contracts with an outside contractor for facilities and services of its demand response transit service. The terms of the contract require that the contractor make services available during prescribed times and days. The contract specifies the dispatching vehicle availability and driver qualification requirements. The RTC monitors the comments and concerns of the Patrons by Staff availability and through the SSTAC.

Fixed Route System:

Commencing in August, 1998, the RTC began operating its intercity/inter-county Fixed Route system. The RTC contracts with an outside contractor for facilities and services of its "Fixed Route" transit service. The terms of the contract require that the contractor make services available during prescribed times, days and scheduled routes. The contract specifies the scheduling, dispatching and driver qualification requirements. The RTC monitors the comments and concerns of the Patrons by Staff availability and through the SSTAC. RTC staff and management maintains regular contact with the public. The RTC appears open and responsive to the needs of the public.

Recommendations:

None

PERSONNEL MANAGEMENT AND TRAINING**Objective:**

My objective in reviewing the Personnel Management and Training functional area was to insure that operator requirements relating to personnel were being met.

Findings:

Staff receives significant training and their job functions and performance are reviewed by management. Staff turnover is minimal.

The GCTC adopted job descriptions for the staff positions on July 6, 1982. Job descriptions were revised by the County in 1991, 1999, 2002, 2006 and again in 2008.

The RTC Contracts with an outside contractor for services of its demand response and fixed route transit services. The contract provides that all drivers shall possess a valid California Drivers License complying with all laws governing the operating of Public Transportation vehicles, meet the mandatory certification requirements and be thoroughly familiar with their assigned area. The RTC monitors all drivers to insure that the licensing and certification requirements are complete and up to date.

The Glenn Transit Service's contracted service provider's "Employee Handbook" was last updated in 2008.

Recommendations:

None

ADMINISTRATION**Objective:**

My objective in reviewing the Administrative functional area was to ensure efficiency and effectiveness in the following applicable areas;

- A. Budget and Management Information Systems.
- B. Financial and Grant Management.
- C. Risk Management and Insurance.
- D. Contract Management.
- E. Revenue Collection and Cash Management.

Budget and Management Information Services:**Objective:**

My objective in reviewing the functional area of budgeting and financial planning was to evaluate the budgetary process:

- 1. Who is responsible for coordinating, organizing, and preparing the budget?
- 2. Timeliness of preparation and review.
- 3. Who is responsible for the budget approval?
- 4. Distribution of financial information.

Findings:

RTC staff is responsible for coordinating, organizing, and preparing the budget. The budget is based upon the requirements of administering the RTC. The annual budget is approved by the Committee. The Committee receives, on a regular basis, financial reports reflecting both budgeted and actual data and performance indicators.

Recommendations:

None.

Financial and Grant Management:**Objective:**

My objectives in reviewing the functional area of Financial and Grant Management were to review grant compliance and management and to review the grant application coordination and assistance process.

Finding:

In those cases where the RTC has applied for grant approval, the grant applications were timely and accurate. The RTC seeks technical assistance, as needed, from its attorney and the State of California (Cal-Trans).

Recommendations:

None

Risk Management and Insurance**Objective:**

My objective in reviewing the Risk Management and Insurance functional area was to insure that proper safety and insurance policies and procedures were in place.

Findings:

RTC staff review risk management and insurance needs annually. The RTC's contracted service provider, Paratransit Services, reviews their insurance requirements annually, with the addition of adding or deleting equipment or facilities, as needed. Golden State Risk Management, the RTC's insurance provider, annually assesses the RTC's exposure to risk and reviews its operation and examines any planned expansion.

Recommendations:

None.

Contract Management**Objective:**

My objective in reviewing the Contract Management functional area was to determine that contracts were procured and administered in an effective manner.

Findings:

RTC staff is responsible for coordinating the contract function. Contracts for demand response fixed route services were properly administered during the review period. The Governing Board has the responsibility of approving all contracts.

Recommendations:

None.

Revenue Collection and Cash Management:

Objective:

My objective in reviewing the Revenue Collection and Cash Management area was to ensure that cash receipts were properly handled, secured, and accounted for.

Demand Response- Ada/dial a Ride:

Findings:

The RTC distributes punch cards to its contractor, which are used by the patrons of the demand response transit system. The contractor administers the sale of these punch cards. The vehicle operators handle cash through the sale of punch cards or collection of the prescribed one-way trip fare.

As of July 1, 2018 one-way fares were set at \$3.00 with advance reservations and \$5.00 for same day service, A punch card for multiple rides was implemented at \$30.00 for a 10 ride card.

Cards are distributed to the contractor and are properly accounted for, both from the sale and collection standpoints. Cash receipts are reconciled with card sales and are deposited in a timely manner. Punch cards issued to the drivers are reconciled daily.

The Dial-A-Ride service serves individuals who are elderly, handicapped, or of limited means. In July, 2006, the Committee adopted program policy guidelines that establish eligibility policies and procedures for both the Dial-A-Ride and the Volunteer Medical Transportation programs.

Current eligibility verification policies in place continue to be evaluated and improved as needed.

Recommendations:

None

Fixed Route System

Findings:

Bus passes and tickets are sold by the drivers and the Glenn Ride office. Ticket books and passes are issued to the drivers and accounted for on a regular basis. Upon redemption, tickets are voided and accounted for to prevent subsequent use. Passenger fares are reconciled on a daily basis. Cash is properly controlled and deposited on a regular basis. Passes are issued to Far Northern by the RTC and then assigned to a client. As of December 2011, the contractor tracks the rides and invoices Far Northern on a monthly basis via an electronic billing. Previously, the contractor would track the rides and the RTC staff would manually prepare an invoice to Far Northern.

A fare increase was approved in January of 2015 and came into effect January 2018 but was not fully implemented until March 2020. One way fares are now set at \$2.00 for in County and \$3.00 for Out of County(Chico) with a 30 day Monthly pass set at \$50.00

Recommendations:

None

MARKETING AND PUBLIC INFORMATION

Objective:

My objective in reviewing the Marketing and Public Information functional area was to ensure that public awareness and communication procedure were in place and effective.

Findings:

The RTC system provides for public input via public notices and advertising, staff availability and Advisory Committees. The RTC regularly publishes and distributes schedules and descriptions of services. The RTC is responsive to all public inquiries. The public perception of the RTC's operations appears positive.

The Social Services Transportation Advisory Committee (SSTAC) serves as a mechanism to solicit the input of transit dependent and transit disadvantaged persons, including the elderly, handicapped, and persons of limited means. The SSTAC recommends their findings to the GCTC during the un-met needs hearings. In accordance with provisions of Section 99238 of the TDA, the committee shall consist of representatives of the following categories:

- A. Representation from potential transit users who are 60 years or older.
- B. Representation from potential transit users who are handicapped.
- C. Representation from the local service providing transportation for the handicapped.
- D. Representation from local Social Service for persons of limited means.
- E. Representation from the local Consolidated Transportation Service Agency.
- F. Additional members, may be appointed in accordance with the procedures prescribed in Subdivision (B) of Section 99238.

Recommendations:

None.

MAINTENANCE

Objective:

My objective in reviewing the Maintenance function area was to determine that the vehicle maintenance and dispatch areas were effective and in accordance with contract terms.

Findings:

The RTC monitors preventative maintenance for all vehicles and maintains complete and up-to-date records. Preventative maintenance meets or exceeds manufacturer's requirements and warranties are utilized to the extent possible. Patron input is sought by the RTC, and staff monitors vehicle maintenance on a regular basis.

Recommendations:

None.

AUDIT REVIEW AND FOLLOW-UP**Objective:**

My objective in reviewing this functional area was to ensure adequate evaluation of audit reports submitted to the Glenn County Transit Service.

Findings:

Prior Period Findings, Recommendations and Actions Taken:

None

CONCLUSIONS AND RECOMMENDATIONS

Current Period Findings and Recommendations:

None

PERFORMANCE INDICATOR ANALYSIS

Objectives:

The following diagnostic system-wide indicators were calculated and analyzed to the extent which information was available and applicable.

TDA - Required Indicators:

- Operating cost per passenger
- Operating cost per vehicle service hour
- Passengers per vehicle service hour
- Passengers per vehicle service mile
- Vehicle service hours per employee

Additional System-wide Indicators:

Additional diagnostic system-wide indicators, specified in the Performance Audit Guide have also been calculated and analyzed. Selected indicators are presented in Tables I-IV.

Findings:

Demand Response:

Analysis indicates that costs fluctuated due to program changes. The staff has continued to monitor these trends and has emphasized efficiency and effectiveness in its determination of fare revenues and in its contract negotiations.

Fixed Route System:

Analysis indicates that costs are stable, and lower in the third year largely due to a renegotiated contract with the service contract provider. The RTC is continuing in its efforts to increase ridership through the use of advertising and route modifications.

Recommendations:

None

TABLE I
PERFORMANCE DATA: GLENN TRANSIT SERVICE

Demand Response-Dial A Ride

	FY 2015-16	FY 2016-17	FY 2017-18	Fy 2018-19	Fy 2019-20	Fy 2020-21
TOTAL PASSENGERS	2,390.00	2,114.00	2,076.00	6,947.00	2,095.00	2,197.00
VEHICLE SERVICE MILES	5,340.00	6,335.00	6,413.00	6,860.00	6,995.00	4,912.00
VEHICLE SERVICE HOURS	507.00	897.00	876.00	925.00	539.00	478.00
OPERATING COSTS	<u>\$ 89,996.31</u>	<u>\$ 97,756.38</u>	<u>\$ 95,620.32</u>	<u>\$ 99,194.65</u>	<u>\$ 109,517.50</u>	<u>\$ 109,733.00</u>
PASSENGER FARES	<u>\$ 6,066.00</u>	<u>\$ 6,809.30</u>	<u>\$ 6,547.00</u>	<u>\$ 6,242.00</u>	<u>\$ 6,315.00</u>	<u>\$ 4,732.00</u>
NUMBER OF FULL TIME EMPLOYEE EQUIVALENTS	2.00	2.00	2.00	2.00	2.00	2.00
SUBSIDY:						
Local Transportation Funds	\$ 83,905.86	\$ 90,854.01	\$ 88,963.39	\$ 92,675.21	\$ 102,803.22	\$ 104,738.07
Other	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL SUBSIDY	<u>\$ 83,905.86</u>	<u>\$ 90,854.01</u>	<u>\$ 88,963.39</u>	<u>\$ 92,675.21</u>	<u>\$ 102,803.22</u>	<u>\$ 104,738.07</u>
OPERATING COST PER PASSENGER	<u>\$ 37.66</u>	<u>\$ 46.24</u>	<u>\$ 46.06</u>	<u>\$ 14.28</u>	<u>\$ 52.28</u>	<u>\$ 49.95</u>
OPERATING COST PER VEHICLE SERVICE MILE	<u>\$ 16.85</u>	<u>\$ 15.43</u>	<u>\$ 14.91</u>	<u>\$ 14.46</u>	<u>\$ 15.66</u>	<u>\$ 22.34</u>
OPERATING COST PER VEHICLE SERVICE HOUR	<u>\$ 177.51</u>	<u>\$ 108.98</u>	<u>\$ 109.16</u>	<u>\$ 107.24</u>	<u>\$ 203.19</u>	<u>\$ 229.57</u>
PASSENGERS PER VEHICLE SERVICE MILE	0.45	0.33	0.32	1.01	0.30	0.45
PASSENGERS PER VEHICLE SERVICE HOUR	13.46	19.40	19.02	7.51	3.89	4.60
VEHICLE SERVICE HOURS PER EMPLOYEE EQUIV.	253.50	448.50	438.00	462.50	269.50	239.00
AVERAGE FARE PER PASSENGER	<u>\$ 2.54</u>	<u>\$ 3.22</u>	<u>\$ 3.15</u>	<u>\$ 0.90</u>	<u>\$ 3.01</u>	<u>\$ 2.15</u>
FAREBOX RATIO (PERCENTAGE)	7.23%	7.49%	7.36%	6.74%	6.14%	4.52%
OPERATING COSTS LESS						
PASSENGER FARES	<u>\$ 77,839.86</u>	<u>\$ 84,044.71</u>	<u>\$ 82,416.39</u>	<u>\$ 92,770.65</u>	<u>\$ 103,202.50</u>	<u>\$ 105,001.00</u>
SUBSIDY PER PASSENGER	<u>\$ 35.11</u>	<u>\$ 42.98</u>	<u>\$ 42.85</u>	<u>\$ 13.34</u>	<u>\$ 49.07</u>	<u>\$ 47.67</u>
Programs included in Demand Response-Dial A Ride						
Dial A Ride	X	X	X	X	X	X
New Freedom	X	X	X	X	X	X
ADA Qualifying/Transport	X	X	X	X	X	X

NOTES TO SCHEDULE:

Passenger numbers include both paying riders and non paying riders, such as children

TABLE II
PERFORMANCE DATA: GLENN TRANSIT SERVICE

Fixed Route System

	FY 2015-16	FY 2016-17	FY 2017-18	Fy 2018-19	Fy 2019-20	Fy 2020-21
TOTAL PASSENGERS	48,364.00	41,461.00	61,091.00	40,334.00	32,410.00	14,015.00
VEHICLE SERVICE MILES	172,962.00	172,048.00	184,758.00	170,544.00	152,524.00	122,604.00
VEHICLE SERVICE HOURS	6,603.00	6,566.00	6,633.00	6,492.25	6,576.50	4,794.50
OPERATING COSTS	<u>\$ 649,242.15</u>	<u>\$ 655,179.52</u>	<u>\$ 695,864.10</u>	<u>\$ 717,198.74</u>	<u>\$ 699,761.14</u>	<u>\$ 671,854.85</u>
PASSENGER FARES	<u>\$ 90,938.57</u>	<u>\$ 78,039.52</u>	<u>\$ 79,633.54</u>	<u>\$ 96,992.37</u>	<u>\$ 80,137.44</u>	<u>\$ 34,149.55</u>
NUMBER OF FULL TIME EMPLOYEE EQUIVALENTS	7.00	7.00	7.00	7.00	6.50	6.00
SUBSIDY:						
Local Transportation Funds	\$ 526,164.00	\$ 426,000.33	\$ 460,137.09	\$ 461,358.75	\$ 452,453.90	\$ 623,547.42
Other	<u>-</u>	<u>150,218.00</u>	<u>151,723.00</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL SUBSIDY	<u>\$ 526,164.00</u>	<u>\$ 576,218.33</u>	<u>\$ 611,860.09</u>	<u>\$ 461,358.75</u>	<u>\$ 452,453.90</u>	<u>\$ 623,547.42</u>
OPERATING COST PER PASSENGER	<u>\$ 13.42</u>	<u>\$ 15.80</u>	<u>\$ 11.39</u>	<u>\$ 17.78</u>	<u>\$ 21.59</u>	<u>\$ 47.94</u>
OPERATING COST PER VEHICLE SERVICE MILE	<u>\$ 3.75</u>	<u>\$ 3.81</u>	<u>\$ 3.77</u>	<u>\$ 4.21</u>	<u>\$ 4.59</u>	<u>\$ 5.48</u>
OPERATING COST PER VEHICLE SERVICE HOUR	<u>\$ 98.33</u>	<u>\$ 99.78</u>	<u>\$ 104.91</u>	<u>\$ 110.47</u>	<u>\$ 106.40</u>	<u>\$ 140.13</u>
PASSENGERS PER VEHICLE SERVICE MILE	0.28	0.24	0.33	0.24	0.21	0.11
PASSENGERS PER VEHICLE SERVICE HOUR	491.88	415.51	582.32	6.21	4.93	2.92
VEHICLE SERVICE HOURS PER EMPLOYEE EQUIV.	943.29	938.00	947.57	927.46	1,011.77	799.08
AVERAGE FARE PER PASSENGER	<u>\$ 1.88</u>	<u>\$ 1.88</u>	<u>\$ 1.30</u>	<u>\$ 2.40</u>	<u>\$ 2.47</u>	<u>\$ 2.44</u>
FAREBOX RATIO (PERCENTAGE)	17.28%	13.54%	13.01%	21.02%	17.71%	5.48%
OPERATING COSTS LESS						
PASSENGER FARES	<u>\$ 435,225.43</u>	<u>\$ 498,178.81</u>	<u>\$ 532,226.55</u>	<u>\$ 620,206.37</u>	<u>\$ 619,623.70</u>	<u>\$ 637,705.30</u>
SUBSIDY PER PASSENGER	<u>\$ 10.88</u>	<u>\$ 13.90</u>	<u>\$ 10.02</u>	<u>\$ 11.44</u>	<u>\$ 13.96</u>	<u>\$ 44.49</u>
Programs included in Fixed Route System						
Glenn Ride	X	X	X	X	X	X
Fixed Route	X	X	X	X	X	X
Ci:y Circulator	X	X	X	X	X	X

NOTES TO SCHEDULE:

Passenger numbers include both paying riders and non paying riders, such as children

TABLE III
PERFORMANCE DATA: VOLUNTEER MEDICAL TRANSPORTATION

	FY 2015-16	FY 2016-17	FY 2017-18	Fy 2018-19	Fy 2019-20	Fy 2020-21
TOTAL PASSENGERS	1,678.00	2,327.00	1,924.00	1,536.00	1,664.00	2,379.00
VEHICLE SERVICE MILES	74,510.00	96,331.00	90,144.00	73,465.00	87,780.00	102,827.00
VEHICLE SERVICE HOURS	N/A	N/A	N/A	N/A	N/A	N/A
OPERATING COSTS	<u>\$ 77,335.95</u>	<u>\$ 89,776.08</u>	<u>\$ 77,638.39</u>	<u>\$ 70,026.51</u>	<u>\$ 82,981.87</u>	<u>\$ 92,571.36</u>
PASSENGER FARES	<u>\$ 18,786.00</u>	<u>\$ 16,787.22</u>	<u>\$ 17,444.96</u>	<u>\$ 15,654.32</u>	<u>\$ 20,029.79</u>	<u>\$ 23,947.68</u>
NUMBER OF FULL TIME EMPLOYEE EQUIVALENTS	0.20	0.20	0.20	0.20	0.20	0.20
SUBSIDY:						
Local Transportation Funds	\$ 58,517.54	\$ 72,865.19	\$ 60,083.50	\$ 54,281.38	\$ 62,952.08	\$ 68,623.68
Other	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
SUBSIDY: Local Transportation Funds	<u>\$ 58,517.54</u>	<u>\$ 72,865.19</u>	<u>\$ 60,083.50</u>	<u>\$ 54,281.38</u>	<u>\$ 62,952.08</u>	<u>\$ 68,623.68</u>
OPERATING COST PER PASSENGER	<u>\$ 46.09</u>	<u>\$ 38.58</u>	<u>\$ 40.35</u>	<u>\$ 45.59</u>	<u>\$ 49.87</u>	<u>\$ 38.91</u>
OPERATING COST PER VEHICLE SERVICE MILE	<u>\$ 1.04</u>	<u>\$ 0.93</u>	<u>\$ 0.86</u>	<u>\$ 0.95</u>	<u>\$ 0.95</u>	<u>\$ 0.90</u>
OPERATING COST PER VEHICLE SERVICE HOUR	N/A	N/A	N/A	N/A	N/A	N/A
PASSENGERS PER VEHICLE SERVICE MILE	0.02	0.02	0.02	0.02	0.02	0.02
PASSENGERS PER VEHICLE SERVICE HOUR	N/A	N/A	N/A	N/A	N/A	N/A
VEHICLE SERVICE HOURS PER EMPLOYEE EQUIV.	N/A	N/A	N/A	N/A	N/A	N/A
AVERAGE FARE PER PASSENGER	<u>\$ 11.20</u>	<u>\$ 7.21</u>	<u>\$ 9.07</u>	<u>\$ 10.19</u>	<u>\$ 12.04</u>	<u>\$ 10.07</u>
FAREBOX RATIO (PERCENTAGE)	0.02	0.03	0.02	0.02	0.02	0.03
OPERATING COSTS LESS PASSENGER FARES	<u>\$ 58,549.95</u>	<u>\$ 72,988.86</u>	<u>\$ 60,193.43</u>	<u>\$ 54,372.19</u>	<u>\$ 62,952.08</u>	<u>\$ 68,623.68</u>
SUBSIDY PER PASSENGER	<u>\$ 34.87</u>	<u>\$ 31.31</u>	<u>\$ 31.23</u>	<u>\$ 35.34</u>	<u>\$ 37.83</u>	<u>\$ 28.85</u>

NOTES TO SCHEDULE:

No Tickets sold

No revenue hours available.

TABLE IV
PERFORMANCE DATA: HRA RIDE TO WORK

	FY 2015-16	FY 2016-17	FY 2017-18	Fy 2018-19	Fy 2019-20	Fy 2020-21
TOTAL PASSENGERS	605.00	1,505.00	880.00	-	-	-
VEHICLE SERVICE MILES	8,884.00	20,586.00	19,964.00	-	-	-
VEHICLE SERVICE HOURS	N/A	N/A	N/A	N/A	N/A	N/A
OPERATING COSTS	<u>\$ 25,949.00</u>	<u>\$ 45,679.00</u>	<u>\$ 60,404.00</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
PASSENGER FARES	N/A	N/A	N/A	N/A	N/A	N/A
NUMBER OF FULL TIME EMPLOYEE EQUIVALENTS	0.20	0.20	0.20	-	-	-
SUBSIDY:						
Local Transportation Funds	\$ -	\$ 6,763.00	\$ -	\$ -	\$ -	\$ -
Other	<u>-</u>	<u>35,000.00</u>	<u>49,100.00</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL SUBSIDY	<u>\$ -</u>	<u>\$ 41,763.00</u>	<u>\$ 49,100.00</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
OPERATING COST PER PASSENGER	<u>\$ 42.89</u>	<u>\$ 30.35</u>	<u>\$ 68.64</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
OPERATING COST PER VEHICLE SERVICE MILE	<u>\$ 2.92</u>	<u>\$ 2.22</u>	<u>\$ 3.03</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
OPERATING COST PER VEHICLE SERVICE HOUR	N/A	N/A	N/A	N/A	N/A	N/A
PASSENGERS PER VEHICLE SERVICE MILE	0.07	0.07	0.04	-	-	-
PASSENGERS PER VEHICLE SERVICE HOUR	N/A	N/A	N/A	N/A	N/A	N/A
VEHICLE SERVICE HOURS PER EMPLOYEE EQUIV.	N/A	N/A	N/A	N/A	N/A	N/A
AVERAGE FARE PER PASSENGER	-	-	-	-	-	-
FAREBOX RATIO (PERCENTAGE)	N/A	N/A	N/A	N/A	N/A	N/A
OPERATING COSTS LESS PASSENGER FARES	<u>\$ 25,949.00</u>	<u>\$ 45,679.00</u>	<u>\$ 60,404.00</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
SUBSIDY PER PASSENGER	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

NOTES TO SCHEDULE:

Na tickets sold

No revenue hours available.