



TDA TRIENNIAL PERFORMANCE AUDIT FY 2011 – FY 2013

Draft Report

Gold Coast Transit

April 2014



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EXECUTIVE SUMMARY

This is the Draft Performance Audit report for Gold Coast Transit covering Fiscal Years 2010/11, 2011/12, and 2012/13. An Audit is required triennially of every transit operator in the state of California to be eligible for Transportation Development Act (TDA) funding. This Audit was commissioned by the Ventura County Transportation Commission (VCTC) and was conducted in accordance with the Audit process established by the California Department of Transportation.¹

PERFORMANCE AUDIT SCOPE

The performance audit is designed to serve as a high-level management report that evaluates the effectiveness and efficiency of public transit service provided by Gold Coast Transit (GCT). The scope of this performance audit covers:

- A review of actions taken on prior performance audit recommendations
- A review of management and control procedures, including an integrated planning and budgeting process and internal performance monitoring procedures
- Verification of methods for calculating performance indicators
- An evaluation of the efficiency, economy, and effectiveness of the operation, including an analysis of five TDA-required performance measures:
 - Operating cost per passenger
 - Operating cost per revenue service hour
 - Passengers per vehicle service hour
 - Passengers per vehicle service mile
 - Vehicle service hours per FTE
- An analysis of the needs and types of passengers being served, the employment of part-time drivers, and contracting with common carriers
- Findings concerning each area of review or analysis
- Recommendations for improving performance and/or compliance with TDA (Transportation Development Act) requirements

To complete the Audit, the auditor conducted in-person and telephone interviews with GCT staff and reviewed financial reports and other planning documentation.

SYSTEM OVERVIEW

Gold Coast Transit is the regional transit service for western Ventura County. Operations began in 1973 via a Joint Powers Agreement (JPA) between the Cities of Ojai, Oxnard, Port Hueneme, and

¹ <http://www.dot.ca.gov/hq/MassTrans/State-TDA.html>

San Buenaventura. In 2007, the JPA was revised and the name of the organization and the system were changed from South Coast Area Transit to Gold Coast Transit. As of July 1, 2014, GCT will sunset the JPA and become a transit district, known as the Gold Coast Transit District.

GCT provides fixed-route bus and paratransit services in the cities of Ojai, Oxnard, Port Hueneme, and Ventura, and in the unincorporated County areas between the cities. GCT's paratransit service is known as ACCESS, which is operated under contract by MV Transportation, Inc.

GCT has a five-member Board of Directors. Under the General Manager, there are four main functional units: Finance and Administration, Planning and Marketing, Transit Operations, and Fleet and Facilities.

GCT's mission is to provide safe, responsive, convenient, efficient, and environmentally responsible public transportation that serves the diverse needs of our community.

COMPLIANCE AUDIT

The compliance portion of the Audit covers Chapters 3 through 5. The tasks conducted in this section of the audit are summarized below:

- A review of internal and external reports for consistency and accuracy
- A check for compliance with TDA reporting requirements
- A review of GCT's actions to implement recommendations from the prior Performance Audit
- An analysis of the five TDA-required performance indicators for GCT services

GCT was found to be in compliance with all applicable TDA compliance requirements.

FUNCTIONAL AUDIT

The Functional Audit is covered in Chapter 6. It assesses GCT's performance by identifying the agency's major recent accomplishments and by tracking the status of its adopted performance standards. For ACCESS, the Auditor reviewed the performance standards found in GCT's contract with MV Transportation.

MAJOR FINDINGS

GCT can count several major accomplishments during this Audit period. The agency implemented several new service enhancements including new routes and increased service. GCT also implemented new transit scheduling and dispatching software, purchased and installed new fareboxes, and hired new staff in the areas of administration, customer service, marketing, planning, and transit. The two biggest accomplishments for the period include the planning and purchase of property for the agency's new operations, maintenance, and administrative facility and the establishment of the Gold Coast Transit District.

For its fixed-route service, GCT had a challenge meeting its adopted performance standards related to on-time departures, passengers per revenue service hour (productivity) on trunk and local routes, and operating cost increases as compared to CPI. Additionally, staff are concerned about the uncertainty of funding through the federal transportation bill, MAP-21, and future state regulation related to allowable axle loads on buses.

For ACCESS, operating costs per revenue service hour and per passenger increased during this Audit period as well as the two prior periods. Its contracted operator, MV Transportation, has met neither its on-time performance standard nor its passengers per hour performance standard.

RECOMMENDATIONS

The following recommendations are the result of the findings of this Audit. For further details about these recommendations, please refer to Chapter 7.

| Recommendation | Priority | Timeline |
|---------------------------------------------------------------------------------------------------------------------------------------|----------|------------|
| Formalize revenue agreement with jurisdictions that pay GCT route guarantee fees. | High | FY 2014/15 |
| Continue to monitor ACCESS's on-time performance and consider a new arrival-based performance standard as tracking technology allows. | Medium | Ongoing |
| Formalize the ongoing tracking and reporting of adopted performance measures. | Medium | FY 2014/15 |

1 INTRODUCTION

AUDIT OVERVIEW

Under direction from the Ventura County Transportation Commission (VCTC), Nelson\Nygaard conducted an Audit of Gold Coast Transit (GCT). This document, covering the Fiscal Years of 2010/11, 2011/12, and 2012/13, fulfills the Triennial Performance Audit requirements of the State of California Transportation Development Act (TDA).

The Triennial Performance Audit does not compare GCT to other transit operators or to an industry standard. The focus of the Audit is on GCT's operation over the last three years, understanding how it performs over time and its ability to meet its own objectives.

The Audit process is the same for both fixed route and paratransit services. Due to operational differences, however, each service is examined separately. Under California law (PUC Section 99246), transit operators must monitor and report on an annual basis the following five performance indicators:

- Operating Cost Per Passenger
- Operating Cost Per Revenue Service Hour
- Passengers Per Revenue Service Hour
- Passengers Per Revenue Service Mile
- Vehicle Revenue Service Hours Per Full-Time Employee Equivalent (FTE)

Verification of these performance measures requires a review of data collection, compilation, and reporting methods for all elements that comprise these indicators. The elements that comprise these indicators are defined as follows:

Operating Cost: The annual cost of providing transit service including purchased transportation services. It excludes depreciation, settlements, amortization, lease, and charter expenses.

Revenue Service Hours: The annual number of hours that revenue vehicles operate in revenue service, including layover, but excluding deadhead travel time to and from storage facilities. For demand-responsive service, hours traveled between the storage facility and the first passenger pickup and from the last passenger drop-off back to the storage facility are considered deadhead.

Revenue Service Miles: The total number of miles traveled by revenue vehicles while in revenue service. This excludes all non-service mileage (e.g., deadhead miles).

Passengers: The total number of boarding passengers regardless of whether a fare was paid (i.e., unlinked trips).

Full Time Employee Equivalents (FTEs): The total number of employees working for the transit system, whether directly employed by GCT or as a contractor (including both directly

contracted employees and those working through a contract operator). Full-time equivalents are based upon a 2,000-hour work year per full-time employee.

AUDIT REPORT ORGANIZATION

This Audit provides a description of GCT services, followed by an evaluation of the agency's data collection methods and an analysis of the performance indicators. The Audit also includes a review of GCT's actions to implement the recommendations from the prior Performance Audit. Following this introductory chapter, the Audit continues with seven chapters that document and review GCT services. These include:

- Chapter 2** Description of transportation services provided by GCT
- Chapter 3** Compliance Audit documenting the agency's data collection and reporting procedures
- Chapter 4** Status of prior audit recommendations
- Chapter 5** Six-year performance trends of the five TDA indicators
- Chapter 6** Functional Audit in four key areas
- Chapter 7** Findings and Recommendations

This Audit serves as an independent, objective evaluation of GCT services, providing sound, constructive recommendations for transit and paratransit service improvements.

2 DESCRIPTION OF TRANSIT SERVICES

HISTORY AND ORGANIZATION

Gold Coast Transit is the regional transit service for western Ventura County. Operations began in 1973 via a Joint Powers Agreement (JPA) between the Cities of Ojai, Oxnard, Port Hueneme, and San Buenaventura. At the time, the agency was called South Coast Area Transit (SCAT). The JPA agreement was expanded in 1975 with the addition of the City of Santa Paula, and again in 1977 with the addition of the County of Ventura. The City of Santa Paula elected to withdraw from the SCAT JPA in 1994.² In 2007, the JPA was revised and the name of the organization and the system were changed from South Coast Area Transit to Gold Coast Transit. The rebranding effort was completed in FY 2009.

The revised JPA agreement also addressed legal and organizational elements of the agency. The comprehensive changes included a fundamental philosophical shift allowing individual jurisdictions the flexibility to use non-TDA funds as their financial contributions to receive higher service levels. Specifically, the amended JPA allows “route guarantee payments” at the sole discretion of each of the five members. Thus, if one jurisdiction wants more service, then they can increase service levels by paying for it with non-TDA funds such as General funds or parking revenue. This is a significant paradigm shift offering individual jurisdictions greater control and autonomy for service within their boundaries.

GCT provides fixed-route bus and paratransit services in the cities of Ojai, Oxnard, Port Hueneme and Ventura, and in the unincorporated County areas between the cities. The service area is approximately 91 square miles with a population of 385,000. GCT served 3.6 million passengers in FY 2013, an increase of 2.6% from the previous year, and operated 1.9 million miles of revenue service.

GCT operates a fleet of 54 full-size buses on fixed-route service and 24 cutaway buses primarily on paratransit service, all using clean burning compressed natural gas (CNG). GCT added eight new 35-foot North American Bus Industries (NABI) buses to its fleet in fiscal year 2010 as a result of funding secured through the American Recovery and Reinvestment Act (ARRA) of 2009. GCT has for many years operated its own onsite CNG fueling station, and FY 2010 marked the first full year of operation for GCT’s new state-of-the-art CNG fueling station.

GCT’s paratransit operation is known as ACCESS, which provides curb-to-curb Americans with Disabilities Act (ADA) and senior dial-a-ride service in Western Ventura County. The ACCESS service area consists of city boundaries of Ojai, Oxnard, Port Hueneme, Ventura, and

² Santa Paula elected to receive service from VISTA (Ventura Intercity Service Transit Authority).

unincorporated areas of Ventura County between these cities. Day-to-day operations are provided under contract to MV Transportation, Inc.

BOARD OF DIRECTORS AND STAFFING

A Board of Directors governs GCT. The Board has five members, with one elected official (and an alternate) from each of the member cities and the County. Members have weighted votes based on a formula of fixed-route service miles and paratransit usage within their jurisdictional boundaries. The Board meets monthly, with the August meeting being optional, to review operations and provide guidance on policy and service issues.

GCT's General Manager takes direction from the Board. The General Manager is appointed by the Board of Directors and is charged with carrying out the Board's policies and directives. The General Manager leads a management team made up of five internal directors who head departments, but two director positions were vacant as of FY 2013.

With the approval of the Board, in FY 2010, GCT added one Customer Service Assistant, one Communications and Marketing Manager, one Transit Planner, and one Transit Supervisor. At the end of FY 2013, GCT had 178 employees, the majority of whom provide or supervise bus service. The operations department had 136 employees including 125 bus operators, nine transit supervisors, an operations and training officer, and a director. The maintenance department had 23 employees and the administration department had 19 employees. Service Employees International Union Local 721 represents all bus operators, most maintenance employees, and five administrative employees.

In addition to GCT's directly operated fixed route bus service, GCT contracts with MV Transportation, Inc. for the management and operation of ACCESS, the regional paratransit service providing curb-to-curb transportation for people with disabilities and persons age 65 and older. It serves as the ADA-complementary service to GCT's fixed route service, but by also offering service to seniors it goes above and beyond the ADA mandate.

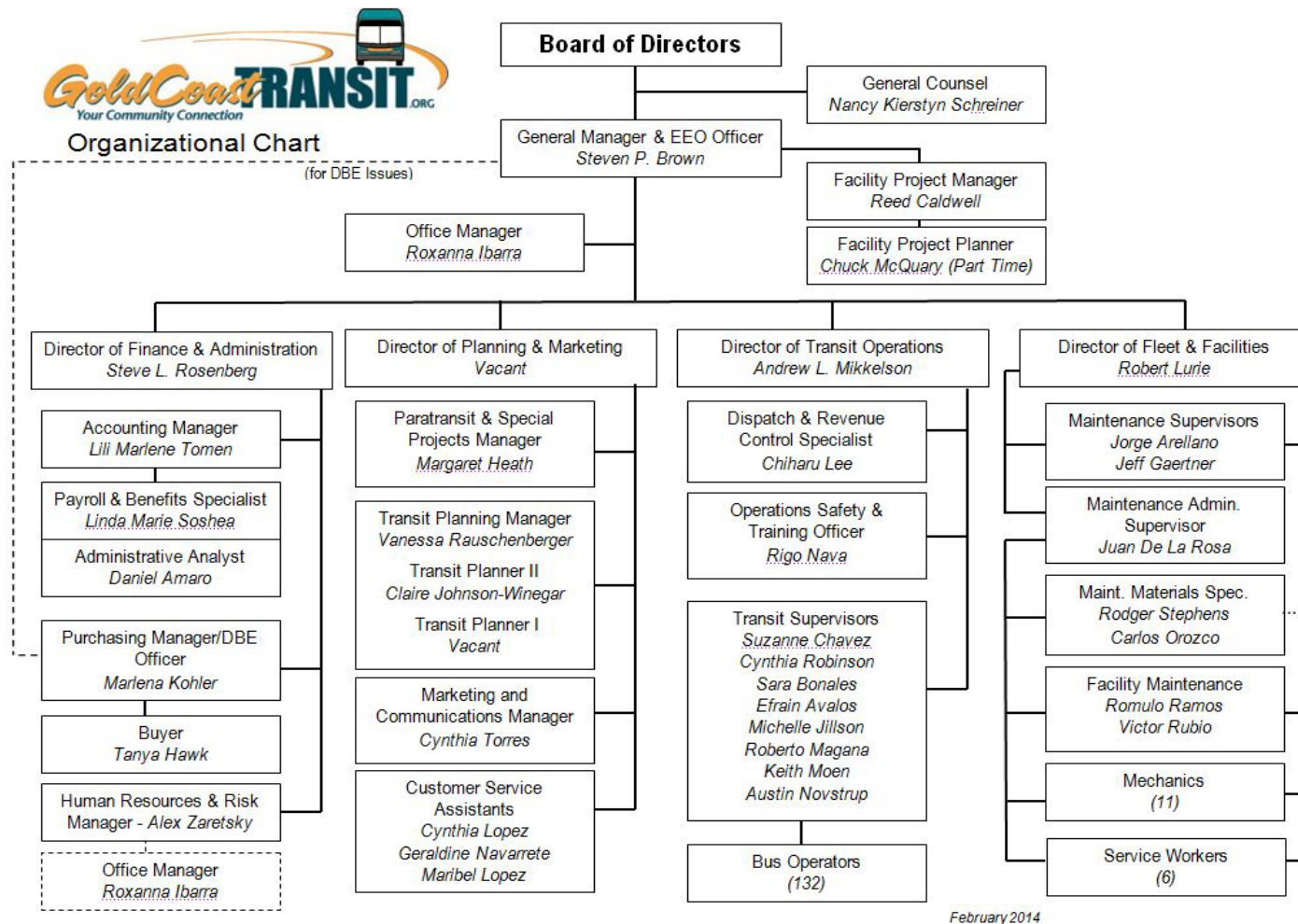
GCT is divided into four divisions: Finance and Administration, Planning and Marketing, Transit Operations, and Fleet and Facilities. Figure 1 presents the agency's organizational structure.

MISSION STATEMENT

GCT's mission is to provide safe, responsive, convenient, efficient, and environmentally responsible public transportation that serves the diverse needs of our community.

ORGANIZATIONAL STRUCTURE

Figure 1 Gold Coast Transit Organizational Chart



Source: Gold Coast Transit

TRANSIT SERVICES

Fixed-route service is discussed in the first half of this chapter, followed by a discussion of ACCESS, the ADA-complementary and senior paratransit service, in the second half of the chapter.

Fixed-Route Services

GCT's fixed-route network serves the cities of Ojai, Oxnard, Port Hueneme and Ventura and the unincorporated County areas between the cities. The service area is approximately 91 square miles with a population of 385,000. GCT's fixed-route network currently consists of 18 routes.³ Route 19 was added in FY 2010/11 and Route 17 was added in FY 2011/12. A third route, number 20, was expanded and coupled with Route 19 to create two-way service in FY 2012/13. Most routes currently operate daily with reduced service on weekends. The approximate operating hours and service frequencies for each route are listed in Figure 2.

Figure 2 Fixed-Route Service Parameters

| Route | Weekday | | Saturday | | Sunday | |
|------------------------------------------|------------------------|------------------------|------------------------|-------------|------------------------|-------------|
| | Hours | Frequency ² | Hours | Frequency | Hours | Frequency |
| 1 - Port Hueneme | 4:45 a.m. – 10:13 p.m. | 20 – 30 min | 5:51 a.m. – 9:47 p.m. | 20 – 40 min | 4:45 a.m. – 9:47 p.m. | 20 – 40 min |
| 2 - Colonia | 5:20 a.m. – 8:26 p.m. | 40 – 50 min | 5:20 a.m. – 8:26 p.m. | 40 – 50 min | 5:20 a.m. – 8:26 p.m. | 40 – 50 min |
| 3 – J St/Centerpoint Mall/Naval Base | 5:50 a.m. – 8:35 p.m. | 40 – 50 min | 5:50 a.m. – 7:55 p.m. | 40 – 50 min | 5:50 a.m. – 7:55 p.m. | 40 – 50 min |
| 4A - North Oxnard | 6:25 a.m. – 8:30 p.m. | 50 – 55 min | 6:25 a.m. – 8:30 p.m. | 50 – 55 min | 6:25 a.m. – 8:30 p.m. | 50 – 55 min |
| 4B - North Oxnard | 5:45 a.m. – 8:24 p.m. | 30 – 55 min | 5:45 a.m. – 8:24 p.m. | 30 – 55 min | 5:45 a.m. – 8:24 p.m. | 30 – 55 min |
| 5 – Hemlock/Seabridge/Wooley | 5:38 a.m.- 8:35 p.m. | 40 – 50 min | 5:38 a.m.- 8:35 p.m. | 40 – 50 min | 5:38 a.m.- 8:35 p.m. | 40 – 50 min |
| 6 - Oxnard/Ventura | 4:50 a.m. – 10:00 p.m. | 15 – 40 min | 5:15 a.m. – 10:08 p.m. | 25 – 40 min | 5:15 a.m. – 10:08 p.m. | 25 – 40 min |
| 7 – Oxnard College/Centerpoint Mall | 6:05 a.m. – 8:57 p.m. | 50 – 55 min | 6:55 a.m. – 7:17 p.m. | 50 – 55 min | 6:55 a.m. – 7:17 p.m. | 50 – 55 min |
| 8 – OTC/Oxnard College/Centerpoint Mall | 5:45 a.m. – 9:54 p.m. | 40 – 45 min | 6:25 a.m. – 8:34 p.m. | 40 – 45 min | 6:25 a.m. – 8:34 p.m. | 40 – 45 min |
| 9 - Lemonwood/Channel Islands Blvd | 6:19 a.m. – 8:58 p.m. | 50 min | 6:51 a.m. – 7:21 p.m. | 50 min | 6:51 a.m. – 7:21 p.m. | 50 min |
| 10 – Pacific View Mall/Telegraph/Saticoy | 5:27 a.m. – 9:13 p.m. | 50 – 60 min | 6:11 a.m. – 8:42 p.m. | 50 – 60 min | 6:11 a.m. – 8:42 p.m. | 50 – 60 min |
| 11- Pacific View Mall/ | 5:20 a.m. – | 20 – 45 min | 6:00 a.m. – | 40 min | 6:00 a.m. – | 40 min |

³ Routes 4A and 4B are considered one route. Routes 19 and 20 are considered one route; they run different directions around the same loop.

Gold Coast Transit FY 2011 – FY 2013 Triennial TDA Performance Audit | DRAFT
Ventura County Transportation Commission

| Route | Weekday | | Saturday | | Sunday | |
|------------------------------------------|-------------------------------------------------------------|------------------------|--------------------------|-------------|--------------------------|-------------|
| | Hours | Frequency ² | Hours | Frequency | Hours | Frequency |
| Telephone/Wells Ctr. | 9:32 p.m. | | 8:32 p.m. | | 8:32 p.m. | |
| 14 – Esplanade/St. John's/ Nyeland | 5:40 a.m. – 8:59 p.m. | 45 – 50 min | 5:40 a.m. – 8:59 p.m. | 45 – 50 min | 5:40 a.m. – 8:59 p.m. | 45 – 50 min |
| 15 – Esplanade/El Rio/ Northeast | 5:58 a.m. – 9:09 p.m. | 40 – 50 min | 5:58 a.m. – 9:09 p.m. | 40 – 50 min | 5:58 a.m. – 9:09 p.m. | 40 – 50 min |
| 16 – Downtown Ojai/Pacific View Mall | 5:08 a.m. – 9:42 p.m. | 50 – 60 min | 5:38 a.m. – 8:42 p.m. | 50 – 60 min | 6:05 a.m. – 8:42 p.m. | 50 – 60 min |
| 18 – Trippers | 6:47 a.m. – 8:50 a.m. and 2:15 p.m. – 4:20 p.m. | 60 min | N/A | N/A | N/A | N/A |
| 19 – 5 th /Victoria/Gonzalez | 5:15 a.m. – 8:45 p.m. | 55 – 60 min | 6:10 a.m. – 8:45 p.m. | 55 – 60 min | 6:10 a.m. – 8:45 p.m. | 55 – 60 min |
| 20 – Rice/Gonzalez/5 th | 5:40 a.m. – 8:28 p.m. | 60 min | 6:40 a.m. – 8:28 p.m. | 60 min | 6:40 a.m. – 8:28 p.m. | 60 min |
| 21 – Pacific View Mall/ Victoria/C St | 5:40 a.m. – 8:44 p.m. | 30 min | 6:10 a.m. – 8:46 p.m. | 60 min | 6:10 a.m. – 8:46 p.m. | 60 min |

Notes:

Route 1 has an A (clockwise) and B (counterclockwise) segment around Port Hueneme
Route 2 interlined with Route 3
Route 10 interlined with Route 16
Routes 6 and 16 run a separate northbound and southbound service
Route 18 has an A, C, D and F route serving schools on school days only

Fares

In July 2011, a second phase of fare increases took effect, which increased GCT's adult fare from \$1.35 to \$1.50 (the first phase took place during the previous Audit period). The fare increase was meant to help GCT offset diminishing revenues from State and local sources, which account for 80 percent of GCT's overall budget. Figure 3 shows the current fares by fare media type.

GCT participates in the Go Ventura program. Go Ventura is Ventura County's next generation bus pass—an electronic smartcard that can be used on almost all public buses in Ventura County. Similar to a credit card in appearance, the Go Ventura card has a computer chip capable of remembering the fare and storing any prepaid dollar amount. In addition, passengers who load their card with stored value receive a 10% discount on regular fares. The smartcard can also function as a monthly pass. GCT accepts the following prepaid fare media and transfers issued by outside agencies: VCTC tokens, CSU-CI smart card, Ojai Trolley transfers, Vista transfers, and Metrolink passes. As of January 2014, only magnetic-stripe passes will be accepted on board GCT buses (no paper punch cards).

GCT operates a special program for seniors age 75 or older, known as the "75 Plus Program." Under this program, seniors may ride for free on all GCT's fixed routes. A passenger must show proof of age. This is a change from the last Audit period, during which seniors age 75 or older

could ride free only on weekends, holidays, and certain weekday hours. This change was implemented in July 2011.⁴

Figure 3 Current Fixed-Route Service Fare Structure

| | Fare |
|---------------------------------|---------|
| Cash | |
| Adult | \$1.50 |
| Student/Youth | \$1.50 |
| Senior (age 65-74) and Disabled | \$0.75 |
| Day Pass | |
| Adult/Youth | \$4.00 |
| Senior/Disabled | \$2.00 |
| 31-Day Pass | |
| Adult | \$50.00 |
| Student/Youth | \$40.00 |
| Senior/ Disabled | \$25.00 |
| 15-Ride Pass | |
| Adult | \$20.00 |
| Student/Youth | \$15.00 |
| Senior/ Disabled | \$10.00 |

Fleet

During the audit period, the fixed-route fleet consisted of 54 vehicles, all of which run on compressed natural gas (CNG). See Figure 4 below.

Figure 4 Fixed-Route Fleet

| No. of Vehicles | Model Year | Type of Vehicle | Seating Capacity | Fuel Type |
|-----------------|------------|-----------------|------------------|-----------|
| 6 | 2001 | NABI Bus | 40 | CNG |
| 2 | 2002 | NABI Bus | 40 | CNG |
| 3 | 2004 | NABI Bus | 40 | CNG |
| 26 | 2006 | New Flyer Bus | 39 | CNG |
| 9 | 2008 | NABI Bus | 30 | CNG |
| 8 | 2009 | NABI Bus | 30 | CNG |

⁴ <http://www.goldcoasttransit.org/news/latest-news/5-gold-coast-transit/news/135-gold-coast-transit-to-implement-bus-service-adjustments-effective-sunday-august-21-2011>

GCT's entire fixed-route fleet is made up of low-floor buses with fold-out ramps for wheelchair access. All GCT buses are equipped to accommodate wheelchairs and three-wheel scooters that comply with Americans with Disabilities Act (ADA) guidelines. All GCT buses are capable of kneeling for easier boarding at the front door.

Facilities

GCT's operations, maintenance, fueling, and administrative functions are all housed in a single facility located at 301 E. Third Street in Oxnard.⁵

During the Audit period, several facilities-related projects were underway, funded in part by an ARRA grant and other federal grants. The most significant of these projects was the planning, design, property acquisition, and start of construction on a new operations, maintenance, and administrative facility in North Oxnard on Auto Center Drive at Paseo Mercado.

In October 2011, GCT was notified by Congresswoman Lois Capps' office that they had been awarded a \$15,000,000 State of Good Repair grant by the Federal Transit Administration. These funds, combined with State funding from the Public Transportation Modernization Program allocated to GCT by the State and through VCTC, allowed GCT to buy property, complete design and engineering, and begin construction. As of FY 2012/13, GCT had moved forward on this project by purchasing property and starting the design and environmental clearance process.

Changes to Fixed Routes Implemented During the Audit Period

Since the last Triennial Performance Audit, GCT implemented some route restructuring and introduced some new routes:

- Route 14 – On August 21, 2011, Route 14 service began, connecting Nyeland Acres to St. John's Regional Medical Center, River Park, and the Esplanade.⁶
- Route 17 - In January 2011, the GCT Board adopted the findings of the Vineyard Corridor Study completed in December of 2010. The Board also approved the "starter" route that would run between the Esplanade and St. John's/Rose Crossing via Central Avenue. The original route was revised to extend service to Oxnard College on South Rose Avenue, with service to the Juvenile Justice Center, Rio Mesa High School, St. John's Hospital and several shopping areas along Rose Avenue. A Congestion Mitigation and Air Quality Improvement (CMAQ) grant was awarded to GCT for the implementation of this route, which began operating in February 2012.
- Route 19/Route 20 – Route 19 was added in FY2010/11 as a one-way loop. On August 21, 2011, Route 20 service began, providing direct morning connections between the Oxnard Transit Center and job sites in Seagate Industrial Park in Oxnard.⁷ As of FY 2012/13, Route 19 and 20 are coupled, offering two-way service.

⁵ The paratransit contract operator is located at a separate location off-site.

⁶ <http://www.goldcoasttransit.org/news/latest-news/5-gold-coast-transit/news/147-gct-implements-service-improvements>

⁷ Ibid

- Route 21 – As of February 10, 2013, Route 21 provides direct service between Centerpoint Mall and Ventura Transit Center with new bus stops along Channel Islands Boulevard, Victoria Avenue, and Telegraph Road.

Two routes were discontinued during the Audit period:

- Route 38X was cancelled as of February 12, 2012.⁸ It was replaced by improved weekend service on Route 8.⁹
- Route 40 was discontinued as of August 19, 2012.¹⁰

Other Service Changes:

- Route 1 – GCT increased the frequency to every 20 minutes¹¹
- Route 6 – Modified to serve Main Street and Ventura Avenue; ¹² different schedules were introduced on weekdays and weekends¹³
- Route 10 – Modified to travel to Saticoy (instead of Route 11)¹⁴
- Route 11 – Modified to travel via Market Street and Donlon Street¹⁵
- Route 15 – Restructured to include the Esplanade, El Rio, Auto Center Drive, and St. John's Regional Medical Center¹⁶
- Route 16 – Modified to travel into Downtown Ojai, but no longer travels to Meiner Oaks¹⁷

Other Significant Changes during the Audit Period

On May 19, 2013, new fareboxes were installed on all buses, the culmination of several years of planning and coordinating with most Ventura County transit operators to develop and implement a new fare collection system. This new system provides the future capability of providing better coordination countywide for passengers that ride more than one transit system. Replacing the 24-year old fareboxes with newer technology enhances GCT's ability to collect and account for fares and revenues. Customer outreach and education efforts were a major component of the effort to ensure a smooth and successful implementation of this new technology.

⁸ <http://www.goldcoasttransit.org/news/latest-news/5-gold-coast-transit/news/167-gold-coast-transit-implementing-service-changes-on-sunday-february-12th>

⁹ Ibid

¹⁰ <http://www.goldcoasttransit.org/news/latest-news/5-gold-coast-transit/news/183-gold-coast-transit-implementing-service-changes-on-august-19th>

¹¹ <http://www.goldcoasttransit.org/news/latest-news/5-gold-coast-transit/news/167-gold-coast-transit-implementing-service-changes-on-sunday-february-12th>

¹² <http://www.goldcoasttransit.org/news/latest-news/5-gold-coast-transit/news/147-gct-implements-service-improvements>

¹³ <http://www.goldcoasttransit.org/news/latest-news/5-gold-coast-transit/news/198-service-changes-take-effect-sunday-feb-10th>

¹⁴ <http://www.goldcoasttransit.org/news/latest-news/5-gold-coast-transit/news/183-gold-coast-transit-implementing-service-changes-on-august-19th>

¹⁵ Ibid

¹⁶ <http://www.goldcoasttransit.org/news/latest-news/5-gold-coast-transit/news/147-gct-implements-service-improvements>

¹⁷ <http://www.goldcoasttransit.org/news/latest-news/5-gold-coast-transit/news/183-gold-coast-transit-implementing-service-changes-on-august-19th>

Real-time bus information technology was also added during the Audit period.¹⁸ Riders can access this information through a mobile application called *Smart Ride*.

ADA-Complementary and Senior Paratransit Services (ACCESS)

GCT operates ACCESS, a curb-to-curb ADA-complementary and senior paratransit service in western Ventura County. The ACCESS service area consists of the city boundaries of Ojai, Oxnard, Port Hueneme, San Buenaventura and unincorporated areas of Ventura County between these cities.

MV Transportation (MV) operates ACCESS on behalf of GCT. MV is responsible for operations, scheduling, dispatching and performing preventive maintenance on GCT-owned vehicles. In addition to overseeing ACCESS service, GCT is also responsible for marketing, planning, budgeting, maintaining its paratransit fleet, and community outreach.

VCTC oversees the ADA certification process. The certification process itself is performed by a third party, which maintains a database of eligible persons available to all operators in the county. Eligible persons for the ACCESS service include those who meet ADA requirements, as well as seniors age 65 years or older and anyone participating in a Senior Nutrition Lunch Site Program.

Transfers to neighboring services are provided by Camarillo Area Transit (CAT) Dial-a-Ride and VISTA's Santa Paula Dial-A-Ride. There is no additional fare for transferring to these services. When GCT passengers make a reservation with ACCESS, the reservationist will arrange their transfer to CAT or Santa Paula Dial-A-Ride, as well as their return trip. On their return trip, passengers pay the fare for CAT or Santa Paula and then transfer to ACCESS without additional charge.

Fares

There was a \$0.30 fare increase during the Audit period in July 2011, from \$2.70 to \$3.00 per ride. The fare increase was meant to help GCT offset diminishing revenues from State and local sources. No fare is charged (donation suggested) for participants of the Senior Nutrition program for trips to the lunch site. Consistent with other transit agencies, the ADA fare structure is two times the regular adult fare for fixed-route transit. Personal care attendants travel free of charge on ACCESS. Other guests are charged regular fare. Figure 3 shows the current fares by fare media type.

Figure 5 Current ACCESS Fare Structure

| | Fare |
|--------------------|---------|
| One-way Cash | \$3.00 |
| Book of 10 Tickets | \$30.00 |

Fleet

During the audit period, the paratransit vehicle fleet consisted of 24 vehicles owned by the agency, all of which run on CNG. See Figure 6 below.

¹⁸ <http://www.goldcoasttransit.org/news/latest-news/5-gold-coast-transit/news/152-gct-real-time-bus-info>

Figure 6 ACCESS Fleet

| No. of Vehicles | Model Year | Type of Vehicle | Seating Capacity | Fuel Type |
|-----------------|------------|-----------------|---------------------------|-----------|
| 5 | 2008 | Buswest | 13 (or 7 + 2 wheelchairs) | CNG |
| 19 | 2008 | El Dorado | 13 (or 7 + 2 wheelchairs) | CNG |

These vehicles were purchased in 2008 with federal grant funds to replace aging vehicles. All vehicles can seat up to 13 passengers.

Facilities

As noted above, GCT's administrative staff work from the facility located at 301 E. Third Street in Oxnard. GCT's paratransit contractor operates out of a nearby facility, where paratransit vehicles are stored, at 940 Maulhardt Drive in Oxnard.

Service Hours

ACCESS operates Monday through Friday between 4:30 a.m. and 10:30 p.m., which represents an extension of 30 minutes at the beginning and end of the day since the last Audit period. On weekends, ACCESS runs from 5:15 a.m. to 10:15 p.m. This represents an extension of Sunday service since the last Audit period.

Service/Policy Changes during the Audit Period

No major service or policy changes were made to ACCESS during the Audit period.

3 COMPLIANCE AUDIT

Chapter 3 describes the methods by which GCT collects data for its fixed-route and ADA/Paratransit services known as ACCESS. Specifically, it evaluates technical compliance with TDA definitions. Actual performance statistics are discussed in Chapter 5.

In accordance with TDA requirements, the auditor conducted on-site interviews with GCT staff and reviewed performance data collection and reporting processes. Internal and external reports were reviewed for accuracy and consistency. Reports include the State Controller's Report, National Transit Database (NTD), internal operations reports and Fiscal Audits. Current data collection procedures are outlined below. Figure 7 provides a tabular summary of TDA operator requirements and a determination of GCT's compliance with those requirements. **GCT was found to be in compliance with all applicable TDA compliance requirements.**

Figure 7 TDA Compliance Requirements

| Operator Compliance Requirements | Compliance |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| The transit operator submitted annual reports to the RTPA based upon the Uniform System of Accounts and Records established by the State Controller. | Yes |
| The operator has submitted annual fiscal and compliance Audits to its RTPA and to the State controller within 180 days following the end of the fiscal year, or has received the appropriate 90-day extension allowed by law. | Yes |
| The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator's compliance with Vehicle Code Section 1808.1 following CHP inspection of the operator's terminal. | Yes |
| The operator's claim for TDA funds is submitted in compliance with rules and regulations adopted by the RTPA for such claims. | Yes |
| The operator does not routinely staff with two or more persons public transportation vehicles designed to be operated by one person. | Yes |
| The operator's operating budget has not increased by more than 15 percent over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s). | Yes |
| Operator funding provided through the Transportation Development Act makes up no more than the 50 percent of operating, maintenance, capital, and debt service requirements after federal grants are deducted, if applicable. | N/A |
| If the operator serves an urbanized area, it has maintained a ratio of fare revenue to operating cost at least equal to one-fifth (20 percent), unless it is in a county with a population of less than 500,000, in which case it must maintain a ratio of fare revenues to operating cost at least three-twentieths (15 percent), if so determined by the RTPA. | Yes |

| Operator Compliance Requirements | Compliance |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| If the operator serves a rural area, it has maintained a ratio of fare revenues to operating costs at least equal to one-tenth (ten percent). | N/A |
| The current cost of operator's retirement system is fully funded with respect to the officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPA, which will fully fund the retirement system within 40 years. | Yes |
| If the operator receives State Transit Assistance funds, the operator is not precluded by contract from employing part-time drivers or from contracting with common carriers. | Yes |
| If the operator receives State Transit Assistance funds, the operator makes full use of funds if available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted. | Yes |

DATA VERIFICATION

Fixed-Route Services

Data collected and calculated regarding fixed-route service is reviewed internally on a monthly basis. This data is presented to the GCT Board of Directors every quarter.

As of February 2014, outside of the Audit period, GCT finalized a new data report format for the Board, which will make reporting more rigorous. In addition to providing systemwide performance indicators, each quarterly report now includes information about whether each route currently meets or does not meet service standards.¹⁹

Operating Cost

Operating cost includes the total cost of operating a transit system, excluding capital expenditures. Both TDA and State Controller reporting requirements omit depreciation and amortization. GCT does not include its capital reserve funds.

Operating cost data are compiled by the Director of Finance and Administration and used for internal accounting and are then reported in the annual National Transit Database Reports. Operating costs include vehicle operations, vehicle maintenance, non-vehicle maintenance, and general administration. GCT's procedures for reporting operating cost data comply with TDA requirements.

Passengers and Farebox Revenues

The TDA defines passengers as boardings, whether or not a fare was paid. For GCT, passenger boardings are counted through Odyssey Electronic Validating GFI fareboxes into four cash categories: adult, youth, senior, and disabled. Seniors between the ages of 65 and 74 and people certified with disabilities pay a reduced fare. Children under 45" tall ride for free. Seniors age 75 or older also ride free. Passengers also board using pre-paid tickets, day passes or monthly passes.

¹⁹ Item 8, February 5, 2014 GCT Board Report. Available at http://www.goldcoasttransit.org/images/2014_Board_Reports/FEB_2014/BOD%20Report%20-%20February%202014%20Item%208.pdf.

Cash from fareboxes is emptied three times per week and deposited at a bank. Revenues from tickets and passes are collected and deposited three times a week for GCT sales and monthly for other sales outlets. Ridership is based upon farebox revenue using the following categories:

- Cash fares for adults, seniors, disabled and youth
- Pre-paid fares (broken down by adult, youth, and senior categories)
- Free fares (seniors over 75 and small children)

Revenue Service Miles

Revenue service miles are the miles that transit vehicles operate in revenue service. This excludes all deadhead mileage from the garage to the first stop and from the last stop back to the garage. GCT records revenue mileage by first documenting all base mileage for each route and tripper operated by the system using Google Earth. Daily mileage is then calculated by multiplying route mileage by the number of weekday, Saturday and Sunday trips. Monthly mileage is derived from multiplying daily mileage by the number of weekdays, Saturdays and Sundays. GCT aggregates monthly figures to obtain annual mileage. Data are collected in a spreadsheet that also tracks service deletions or adjustments.

GCT's methodology for reporting vehicle service miles complies with TDA definitions.

Revenue Service Hours

As with vehicle revenue miles, revenue service hours are those hours available for passenger service. Revenue hours exclude all deadhead time, such as from the garage to the first stop, and from the last stop back to the garage.

Base times for each route are obtained from printed schedules. Then, GCT applies the same process used for revenue miles: the number of hours for each weekday, Saturday and Sunday (obtained through Next Bus and manual ride checks) are multiplied by the number of daily runs. These, in turn, are multiplied by the number of days in a month and aggregated for annual revenue hours. Hours are adjusted by route on a daily basis to reflect any added or deleted service recorded in the dispatcher's daily logs. These data are summarized monthly and then totaled for annual figures.

GCT's procedures for reporting vehicle service hours are in compliance with TDA definitions.

Full Time Employee Equivalents (FTEs)

FTEs measure employee time, not actual persons or positions. FTEs are calculated by totaling all employee hours expended during the fiscal year and dividing this sum by 2,000. These figures are based on all full- and part-time employees, which cover GCT's functional areas of Transit Operations, Fleet and Facilities, Finance and Administration, and Planning and Marketing.

GCT's procedures for reporting full-time employee equivalents comply with TDA definitions.

ACCESS Services

Operating Costs

Operating costs include all elements of service except depreciation. Operating costs for ACCESS are the costs for purchased transportation; GCT contracts with MV Transportation to provide paratransit services.

ACCESS provides fuel for the contractor on site as part of the contract agreement. Other costs include salary and benefits for one staff person, printing of tickets and marketing activities, and the annual maintenance costs and licensing fees for the Trapeze software. The contractor pays for insurance, drivers, training, and maintenance. The contractor also handles the dispatching function, and a GCT staff person serves as a liaison between customers and the dispatcher.

Passengers and Farebox Revenues

ACCESS patrons use tickets and cash as payment. Companions are allowed to accompany patrons on a space-available basis and pay the regular fare while personal care attendants accompanying ADA-certified riders pay no fare. Driver manifests are used to record fare type.

Cash fares are turned in daily, overseen by both the driver and the dispatcher. Monthly fares are deducted from the monthly invoice provided by MV Transportation to GCT.

Passenger counts are based on the actual boardings as recorded by the drivers on their paper manifests. The Operations Manager and an Administrative Assistant verify these counts and the fares collected.

The methods for recording passenger boardings and fare collection comply with TDA regulations.

Revenue Service Miles

Revenue service miles include all miles traveled while the vehicle is available for passenger service. This excludes deadhead mileage to and from the bus garage and any other out-of-service miles.

MV Transportation uses the Trapeze system to track revenue service miles and hours by trip. Deadhead miles are automatically excluded from Trapeze, which begins tracking at the first pickup location. The system also removes deadhead miles related to refueling breaks. The Paratransit Manager spot checks these data on a monthly basis.

The methods for recording revenue service hours for ACCESS are accurate and comply with TDA requirements.

Revenue Service Hours

Revenue service hours are all of the times a vehicle is available for transporting passengers. This excludes both deadhead time (e.g., from the garage to the first pick-up location, and from the last pick-up location back to the garage, and any other time when the bus operator is not available for revenue service, such as refueling) and driver breaks.

As noted above, MV Transportation uses the Trapeze system to track revenue service hours by trip and deadhead miles are automatically excluded. The Paratransit Manager spot checks these data on a monthly basis.

ACCESS records revenue miles using the same method used to record vehicle service hours. This method is accurate and complies with TDA requirements.

Full Time Employee Equivalents (FTEs)

FTEs are calculated by taking the total annual employee regular and overtime pay hours and dividing by 2,000 hours.²⁰ Every year when requesting paratransit statistics, the GCT Paratransit Manager follows up with the MV manager to ensure this FTE definition is clear. GCT then correctly reports ACCESS FTEs in the State Controller's Report.

GCT's procedures for reporting full-time employee equivalents comply with TDA definitions.

²⁰ MV Transportation, the ACCESS contractor, reports the number of full- and part-time drivers and administrative staff in the Monthly Management Report submitted to ACCESS. This is not the same as FTEs.

4 PREVIOUS AUDIT RECOMMENDATIONS

The TDA requires that the Performance Audit process include a review of previous Audit recommendations. This review is intended to serve as a progress report from period to period. The previous Audit identified one recommendation. The discussion below summarizes the findings and recommendations of the previous Audit and determines whether this recommendation was implemented and is complete or is in progress.

DISCUSSION OF PRIOR AUDIT RECOMMENDATIONS

Previous Audit Recommendation #1: GCT should work closely with the ACCESS contract operator to improve on-time performance.

Discussion

Throughout this and the previous Audit period, on-time performance for ACCESS was below GCT's target of 95% of pick-ups completed within a 10-minute window before or after the scheduled time. ACCESS last achieved that standard in Fiscal Years 2005/06 and 2006/07. When the contract operator does not meet the performance standard, they are assessed a \$2,500 per month penalty.

| | FY2010/11 | FY 2011/12 | FY 2012/13 |
|---------------------|-----------|------------|------------|
| On-time Performance | 90.42% | 89.93% | 91.11% |

Current Status: Recommendation Ongoing, Continue to Monitor

GCT always has and continues to monitor ACCESS on-time performance. GCT is sensitive to the importance of reliable public transportation for mobility-impaired individuals and its role in keeping ACCESS passengers connected to their community. As such, in addition to monitoring MV Transportation's contracted on-time performance standard, GCT tracks complaints about on-time performance and the frequency with which passengers arrive at their destinations at least 15 minutes ahead of time.

Based on an evaluation conducted by GCT staff, half of the passengers who were picked up more than 10 minutes after the scheduled pickup time were picked up within 15 minutes of the scheduled pickup time. Therefore, approximately 95% of passengers are picked up within a 25 minute window (10 minutes before the scheduled time or 15 minutes after). However, MV Transportation's service is still inconsistent with the contractual goal of 95% of passengers being picked up within 10 minutes prior to 10 minutes after the scheduled time.

There are few complaints about on-time performance. GCT monitors on-time performance complaints as an additional, non-contracted measure of performance.

| | FY2010/11 | FY 2011/12 | FY 2012/13 |
|----------------------------------------------------|-----------|------------|------------|
| On-time Performance Complaints | 12 | 3 | 3 |
| Total Boardings | 76,730 | 68,618 | 70,927 |
| On-time Performance Complaints per 1,000 Boardings | 0.15 | 0.04 | 0.04 |

A likely reason for the scarcity of complaints is that ACCESS' standard of delivery is to drop off a passenger 15 minutes before their stated appointment time, and GCT estimates that 95% of the time, this standard is achieved. Passengers are aware of this standard. The goal is to allow the passenger to safely complete their trip to the ultimate destination within a facility that may require additional steps, elevators, or other barriers in time to make their appointment. This is not a contractual standard because the scheduling software will only measure on-time performance based on pick-ups; the contractual standard also is consistent with on-time performance measurement for fixed-route transit.

GCT staff will continue to work with the contractor to maintain its high customer satisfaction rate (as evidenced by the low complaint ratio).

5 ANALYSIS OF PERFORMANCE INDICATORS

This chapter presents an analysis of both fixed-route and ACCESS performance of the five indicators required by TDA. Fixed-route performance is presented first, followed by ACCESS services. In order to understand longer-term trends, the analysis covers a six-year period between FY 2007/08 and FY 2012/13.

FIXED-ROUTE SERVICE²¹

Fixed-route service is evaluated using the following five indicators as required by TDA:

- Operating cost per passenger
- Operating cost per revenue vehicle service hour
- Passengers per revenue vehicle service hour
- Passengers per revenue vehicle service mile
- Revenue vehicle service hours per full time employee equivalent

Figure 8 presents fixed-route base data and performance measures. Figure 9 through Figure 14 show how these metrics have changed over time. A discussion of the indicator precedes each of these graphs.

Even though the farebox recovery ratio is not an indicator required by TDA, agencies are required to achieve specified farebox recovery levels; it is also an excellent indicator of cost effectiveness.

²¹ All costs are presented in actual dollars unless otherwise specified.

Gold Coast Transit FY 2011 – FY 2013 Triennial TDA Performance Audit | DRAFT
Ventura County Transportation Commission

Figure 8 Gold Coast Transit Fixed-Route Service TDA Performance Indicator Trends

| | FY 2007/08 | FY 2008/09 | FY 2009/10 | FY 2010/11 | FY 2011/12 | FY 2012/13 |
|-------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Performance Measures | | | | | | |
| Operating Cost (Actual \$) | \$12,623,442 | \$13,071,044 | \$13,561,774 | \$13,136,932 | \$14,367,128 | \$14,408,626 |
| <i>Annual Change</i> | 10.0% | 3.5% | 3.8% | -3.1% | 9.4% | 0.3% |
| Operating Cost (Constant \$) | \$11,851,332 | \$12,663,786 | \$13,004,847 | \$12,143,769 | \$13,044,083 | \$12,843,855 |
| <i>Annual Change</i> | 3.3% | 6.9% | 2.7% | -6.6% | 7.4% | -1.5% |
| Fare Revenue (Actual \$) | \$2,681,149 | \$2,709,665 | \$2,575,992 | \$2,798,811 | \$3,059,740 | \$2,908,046 |
| <i>Annual Change</i> | 1.5% | 1.1% | -4.9% | 8.6% | 9.3% | -5.0% |
| Vehicle Service Hours | 140,207 | 140,233 | 154,934 | 145,228 | 168,491 | 181,417 |
| <i>Annual Change</i> | 1.7% | 0.0% | 10.5% | -6.3% | 16.0% | 7.7% |
| Vehicle Service Miles | 1,586,587 | 1,735,789 | 1,676,691 | 1,605,651 | 1,752,942 | 1,850,676 |
| <i>Annual Change</i> | 3.4% | 9.4% | -3.4% | -4.2% | 9.2% | 5.6% |
| Passengers | 3,495,853 | 3,573,091 | 3,442,007 | 3,353,539 | 3,476,408 | 3,566,470 |
| <i>Annual Change</i> | -1.1% | 2.2% | -3.7% | -2.6% | 3.7% | 2.6% |
| F/T Employee Equivalents | 127.0 | 143.0 | 139.0 | 147.0 | 164.0 | 167.0 |
| <i>Annual Change</i> | -0.8% | 12.6% | -2.8% | 5.8% | 11.6% | 1.8% |
| Performance Indicators | | | | | | |
| Oper. Cost per Hr. (Actual \$) | \$90.03 | \$93.21 | \$87.53 | \$90.46 | \$85.27 | \$79.42 |
| <i>Annual Change</i> | 8.2% | 3.5% | -6.1% | 3.3% | -5.7% | -6.9% |
| Oper. Cost per Hr. (Constant \$) | \$84.53 | \$90.31 | \$83.94 | \$83.62 | \$77.42 | \$70.80 |
| <i>Annual Change</i> | 1.6% | 6.8% | -7.1% | -0.4% | -7.4% | -8.6% |
| Oper. Cost per Psgr. (Actual \$) | \$3.61 | \$3.66 | \$3.94 | \$3.92 | \$4.13 | \$4.04 |
| <i>Annual Change</i> | 11.3% | 1.3% | 7.7% | -0.6% | 5.5% | -2.2% |
| Oper. Cost per Psgr. (Constant\$) | \$3.39 | \$3.54 | \$3.78 | \$3.62 | \$3.75 | \$3.60 |
| <i>Annual Change</i> | 4.5% | 4.5% | 6.6% | -4.2% | 3.6% | -4.0% |
| Psgrs. per Hour | 24.9 | 25.5 | 22.2 | 23.1 | 20.6 | 19.7 |
| <i>Annual Change</i> | -2.8% | 2.2% | -12.8% | 3.9% | -10.6% | -4.7% |
| Psgrs. per Mile | 2.2 | 2.1 | 2.1 | 2.1 | 2.0 | 1.9 |
| <i>Annual Change</i> | -4.3% | -6.6% | -0.3% | 1.7% | -5.0% | -2.8% |
| Farebox Recovery (Actual \$) | 21.2% | 20.7% | 19.0% | 21.3% | 21.3% | 20.2% |
| <i>Annual Change</i> | -7.8% | -2.4% | -8.4% | 12.2% | 0.0% | -5.2% |
| Hours per Employee | 1,104 | 981 | 1,115 | 988 | 1,027 | 1,086 |
| <i>Annual Change</i> | 2.47% | -12.58% | 12.02% | -12.82% | 3.84% | 5.43% |
| CPI-Urban Wage Earners & Clerical Workers - Not Seasonally Adjusted - LA/Riverside/Orange (June) | 6.12% | -2.83% | 0.96% | 3.32% | 1.53% | 1.51% |
| Cumulative Change in CPI | 6.12% | 3.12% | 4.11% | 7.56% | 9.21% | 10.86% |

Sources:

FY 2006/07 - 2009/10 data from previous audit report

FY 2010/11 - 2012/13 revenue miles and hours from State Controller's Reports

FY 2010/11 - 2012/13 operating costs from Comprehensive Annual Financial Reports (CAFR)

FY 2010/11 - 2012/13 fare revenues from CAFR

FY 2010/11 - 2012/13 ridership from State Controller's Reports

FY 2010/11 - 2012/13 FTEs from State Controller's Reports

CPI data from U.S. Department of Labor, Bureau of Labor Statistics (<http://data.bls.gov/cgi-bin/surveymost?cw>)

Cumulative CPI change: Calculated by using the following formula: "(Initial year CPI index value / study year CPI index value)-1"

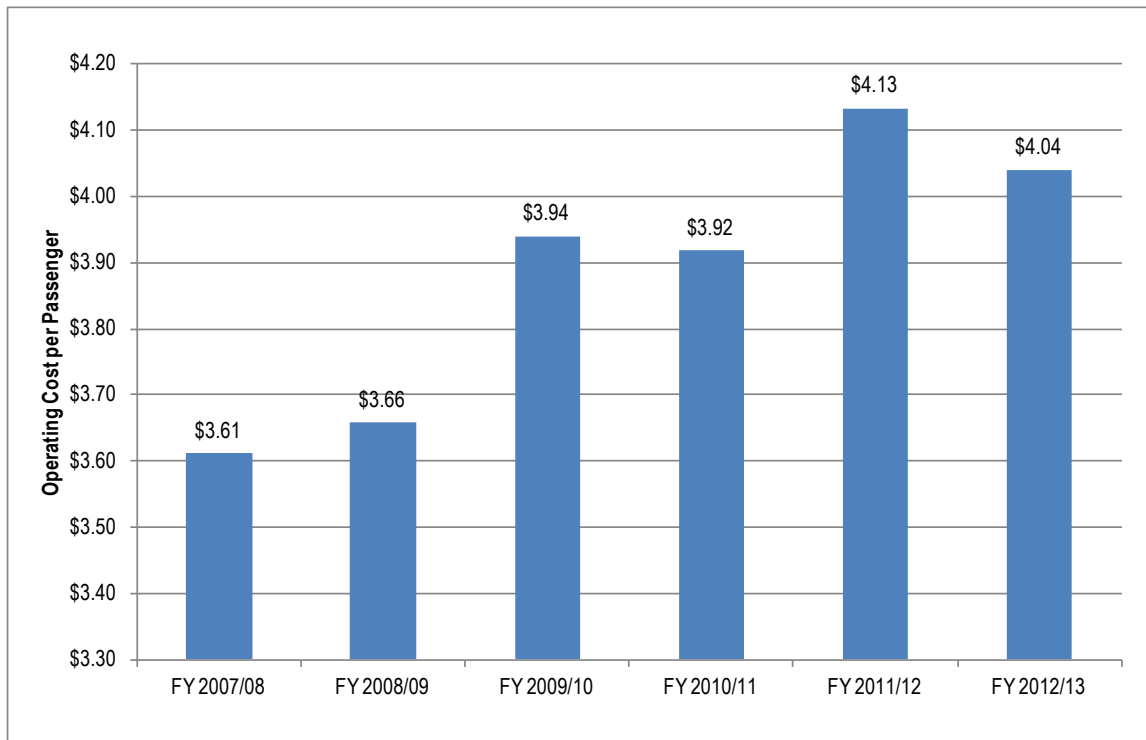
Operating Cost per Passenger – Fixed-Route Service

There has been a trend of increased operating cost per passenger over the past six years (in actual dollars). During the Audit period, operating cost per passenger increased 5.5% between FY 2010/11 and FY 2011/12, but decreased 2.2% between FY 2011/12 and FY 2012/13. Operating costs jumped more than 9% in FY 2011/12 with the addition of new service and new planning staff, but ridership increased only 3.7%, leading to decreased efficiency. However, in FY 2012/13, no new service was added and operating costs remained stagnant, leading to an increase in overall efficiency. If ridership continues its increasing trend from FY 2011/12 and FY 2012/13, then operating costs per passenger will likely decrease over time, as well.

There are several components of operating cost that changed during the Audit period, which account for some of the fluctuation in operating cost per passenger:

1. Fuel expenses increased by more than 50% in FY 2011/12, in conjunction with added service, but decreased more than 60% in the following fiscal year. Fuel expenses are provided net of the Alternative Fuel Excise Tax Credit, available to GCT because of its use of CNG; this credit was discontinued before being reapproved and applied retroactively during the Audit period.
2. Expenses for services increased 23% in FY 2011/12.
3. Total salaries and wages for non-operators increased 7.5% in FY 2011/12, due to the addition of new staff members (however, individuals' salaries were increased only to match inflation during this Audit period).

Figure 9 Operating Cost per Passenger – Fixed-Route

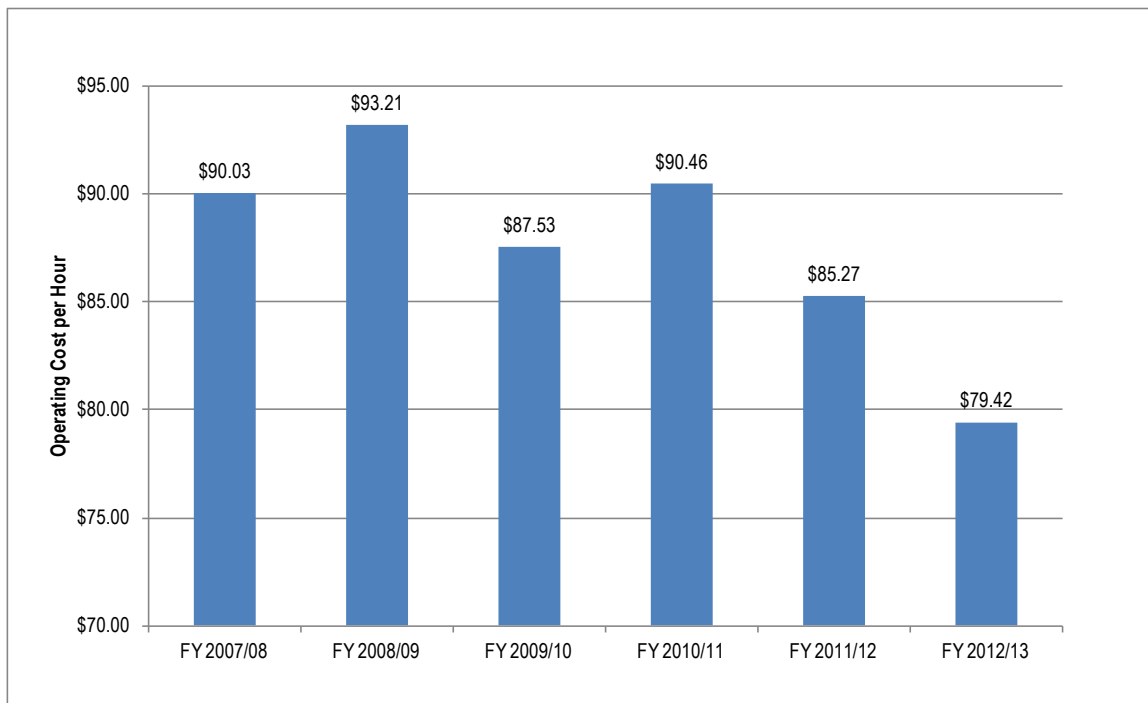


Operating Cost per Revenue Service Hour – Fixed-Route Service

Unlike cost per passenger, GCT's operating cost per service hour exhibited a decreasing trend over the three-year Audit period (in actual dollars). Between FY2010/11 and FY 2011/12, the metric dropped from \$90.46 to \$79.42, which is the lowest it has been since before FY 2005/06. This is due to the cost savings associated with GCT's own CNG station, which is fully owned and operated by the agency and generates tax savings through the Alternative Fuel Excise Tax Credit.

GCT has an agency goal for increases in operating cost per revenue service hour not to exceed the CPI for the Ventura County region. GCT's operating cost per revenue service hour increased by 3.3% in FY 2010/11, while CPI for the region increased 2.9%.²² In the other two Audit years, however, GCT's costs per hour decreased as CPI increased by over 1.5% each year.

Figure 10 **Operating Cost per Revenue Service Hour – Fixed-Route**



²² CPI percentage change from GCT Comprehensive Annual Financial Reports

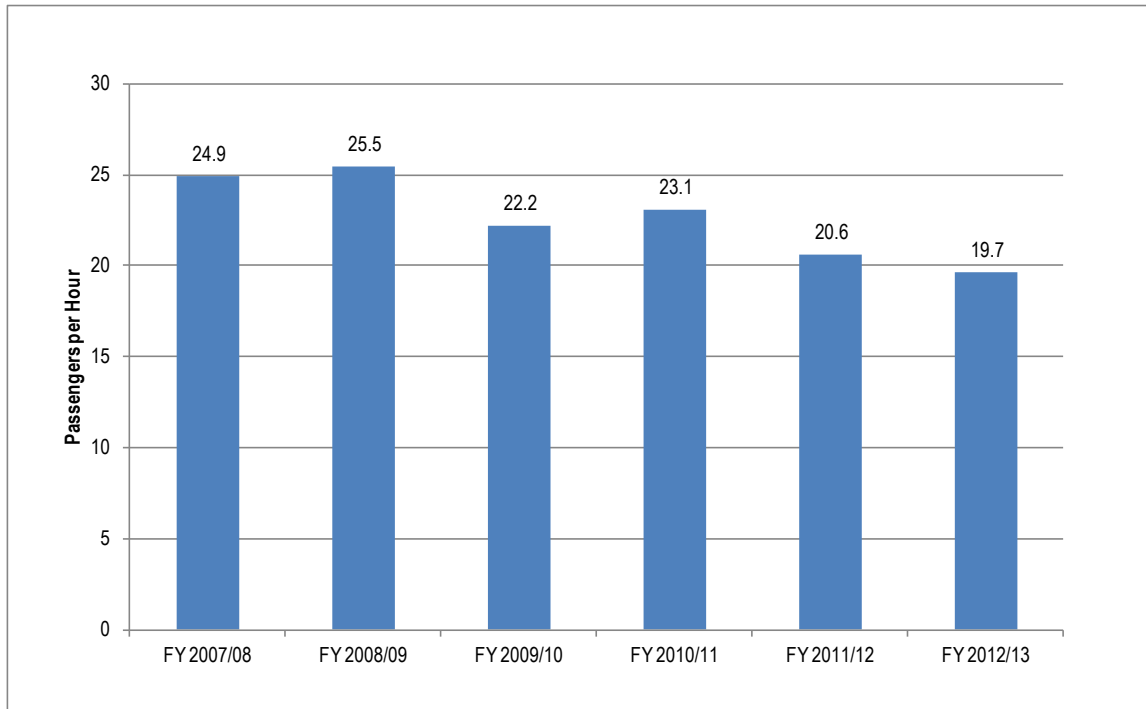
Passengers per Revenue Service Hour – Fixed-Route Service

Over the course of the three-year Audit period, GCT experienced an average decrease in passengers per revenue service hour of 3.8%. The declining trend started in the final year of the previous Audit period and continued in FY 2011/12 (10.7% decrease over previous year) and FY 2012/13 (4.7% decrease over previous year).

Total passengers served by GCT actually increased in FY 2011/12 and FY 2012/13 (from 3.48 million to 3.57 million), as did total vehicle service hours. However, the increase in passengers did not keep pace with the expansion of service hours, leading to a decrease in productivity. This may be due to the fact that most of the new service was implemented along new routes or was implemented as weekend and evening service. Although FY 2013/14 is outside of this Audit period, GCT reports boardings are up 9% as of early 2014.

Despite the decreases over time, GCT still meets its minimum productivity standard (20 passengers per hour for trunk routes and 15 for local routes).

Figure 11 Passengers per Revenue Service Hour – Fixed-Route



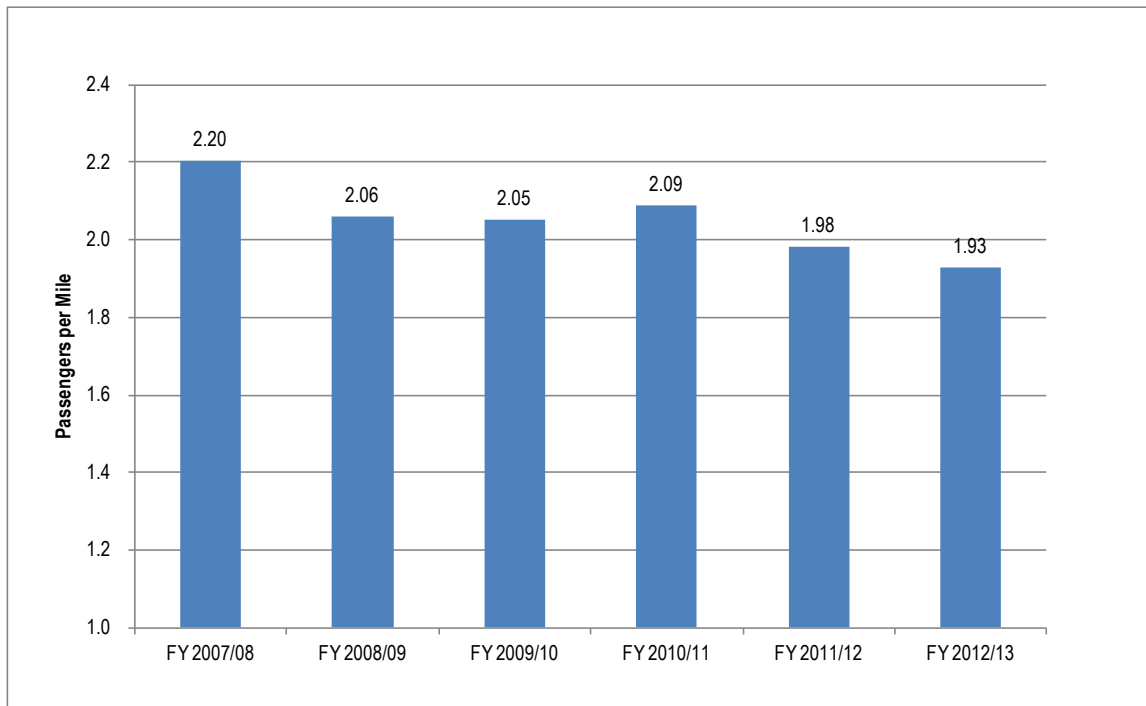
Passengers per Revenue Service Mile – Fixed-Route Service

Passengers per revenue service mile also decreased over the Audit period, as well as during the previous Audit. On average, there was a 2% decrease in this measure of productivity during the Audit period, with a 5.0% decrease in FY 2011/12 and a 2.8% decrease in FY 2012/13.

Like service hours, service miles also increased in FY 2011/12 (by 16.0%) and FY 2012/13 (by 7.7%), but the increase in ridership did not keep pace, causing the overall decrease in productivity.

GCT has not established a performance standard for passengers per revenue service mile.

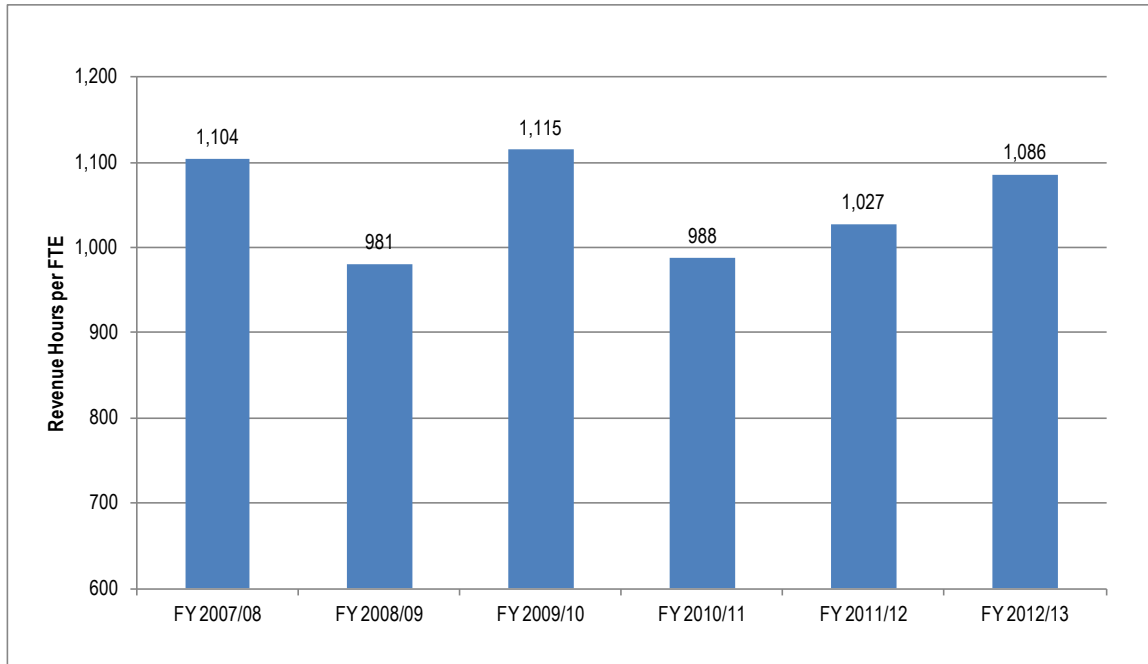
Figure 12 Passengers per Revenue Service Mile – Fixed-Route



Revenue Service Hours per FTE – Fixed-Route Service

Revenue hours per FTE is a measure of labor efficiency. Hours per FTE exhibited an increasing trend over the three-year Audit period, ranging from 988 hours per FTE in FY2010/11 to 1,086 as revenue service hours increased faster than increases in staffing. Therefore, GCT's labor force became more efficient over the Audit period; specifically, FTEs were about 10% more efficient in FY 2012/13 than in FY 2010/11.

Figure 13 Revenue Service Hours per FTE – Fixed-Route

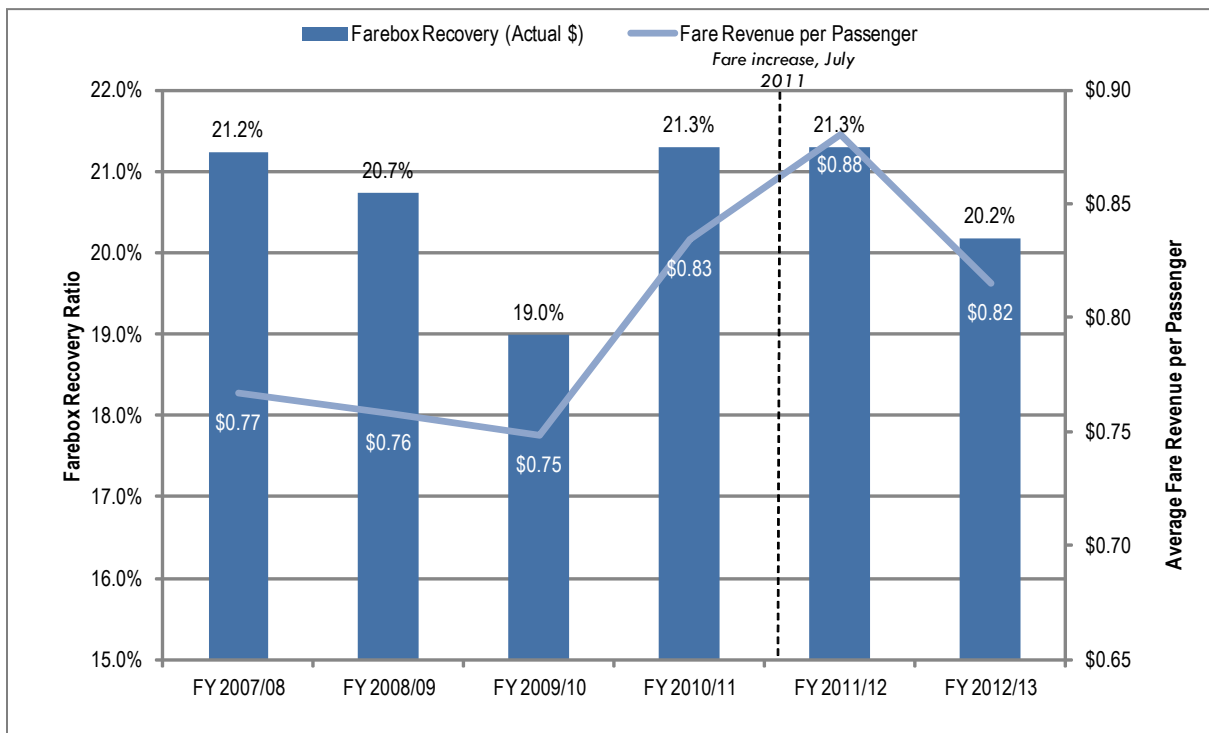


Farebox Recovery Ratio – Fixed-Route Service

GCT's farebox recovery ratio has fluctuated over the past several years, though it has remained generally within a percentage point of 20%. In the first two years of this Audit period, the recovery ratio stayed the same at 21.3%, but decreased to 20.2% in FY 2012/13. In that year, ridership increased by 2.6%, but fare revenue decreased by about 5%. This may be due, in part, to an increase in fixed-route service use by seniors age 75 and above, who ride free at all times as of FY 2011/12. The number of riders using free transfers or receiving free fares increased 18% in FY 2011/12 and another 7% in FY 2012/13.

GCT's goal is to recover 20% of its operating costs through fares. In each of the three Audit years, GCT achieved this goal.

Figure 14 Farebox Recovery Ratio – Fixed-Route



ACCESS SERVICE

The following section provides a detailed review of the TDA indicators for the ACCESS service. Figure 15 presents base data and performance measures, which is the source for the information presented in the graphs in Figure 16 through Figure 20.²³

²³ All costs are presented in actual dollars unless otherwise specified

Gold Coast Transit FY 2011 – FY 2013 Triennial TDA Performance Audit | DRAFT
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Figure 15 Gold Coast Transit—ACCESS Service TDA Performance Indicator Trends

| | FY 2007/08 | FY 2008/09 | FY 2009/10 | FY 2010/11 | FY 2011/12 | FY 2012/13 |
|-------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Performance Measures | | | | | | |
| Operating Cost (Actual \$) | \$1,820,446 | \$2,483,714 | \$2,189,000 | \$2,004,310 | \$2,037,193 | \$2,233,641 |
| Annual Change | 8.2% | 36.4% | -11.9% | -8.4% | 1.6% | 9.6% |
| Operating Cost (Constant \$) | \$1,709,099 | \$2,406,328 | \$2,099,107 | \$1,852,782 | \$1,849,591 | \$1,991,068 |
| Annual Change | 1.6% | 40.8% | -12.8% | -11.7% | -0.2% | 7.6% |
| Fare Revenue (Actual \$) | \$162,457 | \$161,476 | \$161,839 | \$242,858 | \$243,823 | \$240,054 |
| Annual Change | 3.6% | -0.6% | 0.2% | 50.1% | 0.4% | -1.5% |
| Vehicle Service Hours | 35,636 | 38,192 | 33,350 | 32,717 | 29,524 | 30,649 |
| Annual Change | 2.0% | 7.2% | -12.7% | -1.9% | -9.8% | 3.8% |
| Vehicle Service Miles | 525,352 | 494,424 | 497,055 | 501,280 | 462,927 | 482,005 |
| Annual Change | -0.6% | -5.9% | 0.5% | 0.9% | -7.7% | 4.1% |
| Passengers | 79,682 | 82,805 | 77,987 | 76,730 | 68,618 | 70,927 |
| Annual Change | 4.8% | 3.9% | -5.8% | -1.6% | -10.6% | 3.4% |
| F/T Employee Equivalents | 32.0 | 36.0 | 32.0 | 32.0 | 30.0 | 30.0 |
| Annual Change | -9.9% | 12.5% | -11.1% | 0.0% | -6.3% | 0.0% |
| Performance Indicators | | | | | | |
| Oper. Cost per Hr. (Actual \$) | \$51.08 | \$65.03 | \$65.64 | \$61.26 | \$69.00 | \$72.88 |
| Annual Change | 6.1% | 27.3% | 0.9% | -6.7% | 12.6% | 5.6% |
| Oper. Cost per Hr. (Constant \$) | \$47.96 | \$63.01 | \$62.94 | \$56.63 | \$62.65 | \$64.96 |
| Annual Change | -0.4% | 31.4% | -0.1% | -10.0% | 10.6% | 3.7% |
| Oper. Cost per Psgr. (Actual \$) | \$22.85 | \$29.99 | \$28.07 | \$26.12 | \$29.69 | \$31.49 |
| Annual Change | 3.3% | 31.3% | -6.4% | -6.9% | 13.7% | 6.1% |
| Oper. Cost per Psgr. (Constant\$) | \$21.45 | \$29.06 | \$26.92 | \$24.15 | \$26.95 | \$28.07 |
| Annual Change | -3.0% | 35.5% | -7.4% | -10.3% | 11.6% | 4.1% |
| Psgrs. per Hour | 2.2 | 2.2 | 2.3 | 2.3 | 2.3 | 2.3 |
| Annual Change | 2.7% | -3.0% | 7.9% | 0.3% | -0.9% | -0.4% |
| Psgrs. per Mile | 0.2 | 0.2 | 0.2 | 0.2 | 0.1 | 0.1 |
| Annual Change | 5.4% | 10.4% | -6.3% | -2.4% | -3.2% | -0.7% |
| Farebox Recovery (Actual \$) | 8.9% | 6.5% | 7.4% | 12.1% | 12.0% | 10.7% |
| Annual Change | -4.3% | -27.1% | 13.7% | 63.9% | -1.2% | -10.2% |
| Hours per Employee | 1,114 | 1,061 | 1,042 | 1,022 | 984 | 1,022 |
| Annual Change | 11.66% | -4.97% | -1.79% | -1.93% | -3.89% | 3.67% |
| CPI-Urban Wage Earners & Clerical Workers - Not Seasonally Adjusted - LA/Riverside/Orange (June) | 6.12% | -2.83% | 0.96% | 3.32% | 1.53% | 1.51% |
| Cumulative Change in CPI | 6.12% | 3.12% | 4.11% | 7.56% | 9.21% | 10.86% |

Sources:

FY 2006/07 - 2009/10 data from previous audit report
FY 2010/11 - 2012/13 revenue miles and hours from State Controller's Reports
FY 2010/11 - 2012/13 operating costs from Comprehensive Annual Financial Reports (CAFR)
FY 2010/11 - 2012/13 fare revenues from CAFR
FY 2010/11 - 2012/13 ridership from State Controller's Reports
FY 2010/11 - 2012/13 FTEs from State Controller's Reports
CPI data from U.S. Department of Labor, Bureau of Labor Statistics (<http://data.bls.gov/cgi-bin/surveymost?cw>)
Cumulative CPI change: Calculated by using the following formula: "(Initial year CPI index value / study year CPI index value)-1"

Operating Cost per Passenger – ACCESS Service

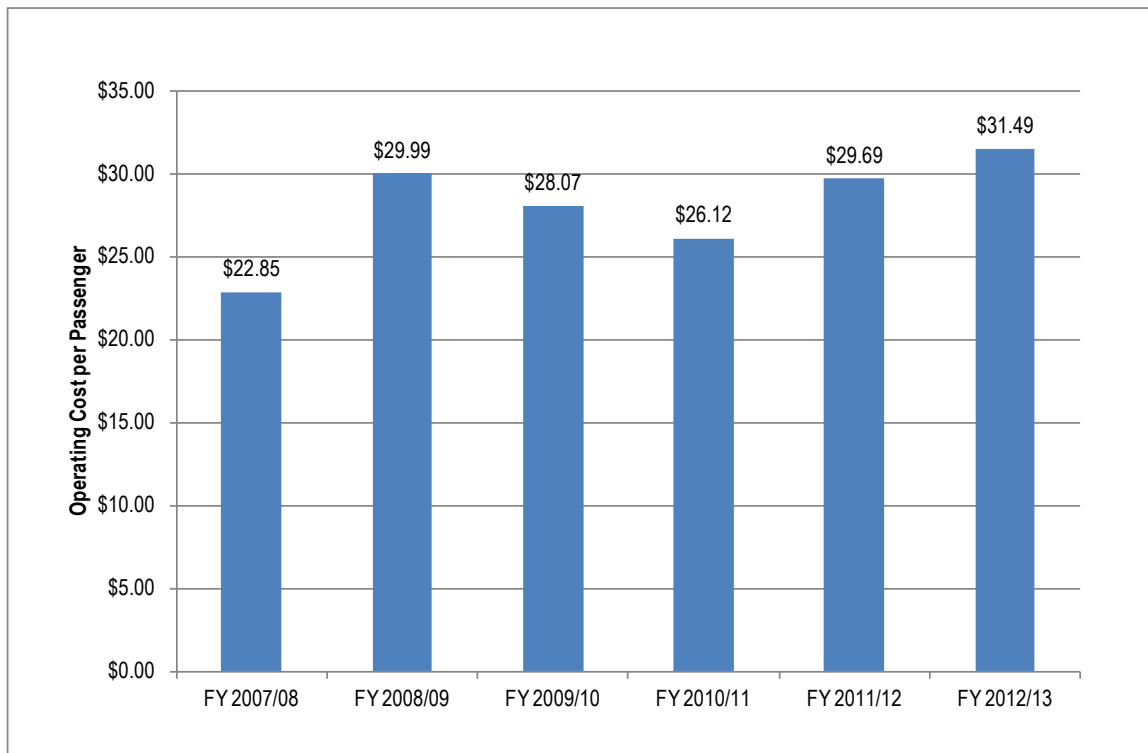
Between FY 2010/11 and FY 2012/13, ACCESS' operating cost per passenger rose from \$26.12 to \$31.49 (in actual dollars), representing an increase of almost 21%. In this time frame, ACCESS' operating costs increased by about 11%, but ridership actually decreased by about 8%.

One reason ridership may have decreased over the Audit period is the new policy for free fixed-route access for seniors over age 75. Some seniors who previously used ACCESS started using the fixed-route service some or all of the time due to this easier-to-understand policy.

In addition, ACCESS staff started an aggressive communications campaign to educate passengers about taking the transportation mode most appropriate for each trip. Due to this outreach, many passengers who are eligible for ACCESS now also take fixed-route service for some of their trips.

According to GCT staff, fluctuations in the previous Audit period were due to a new paratransit contract with MV Transportation and the transition to GCT's own CNG fueling station.

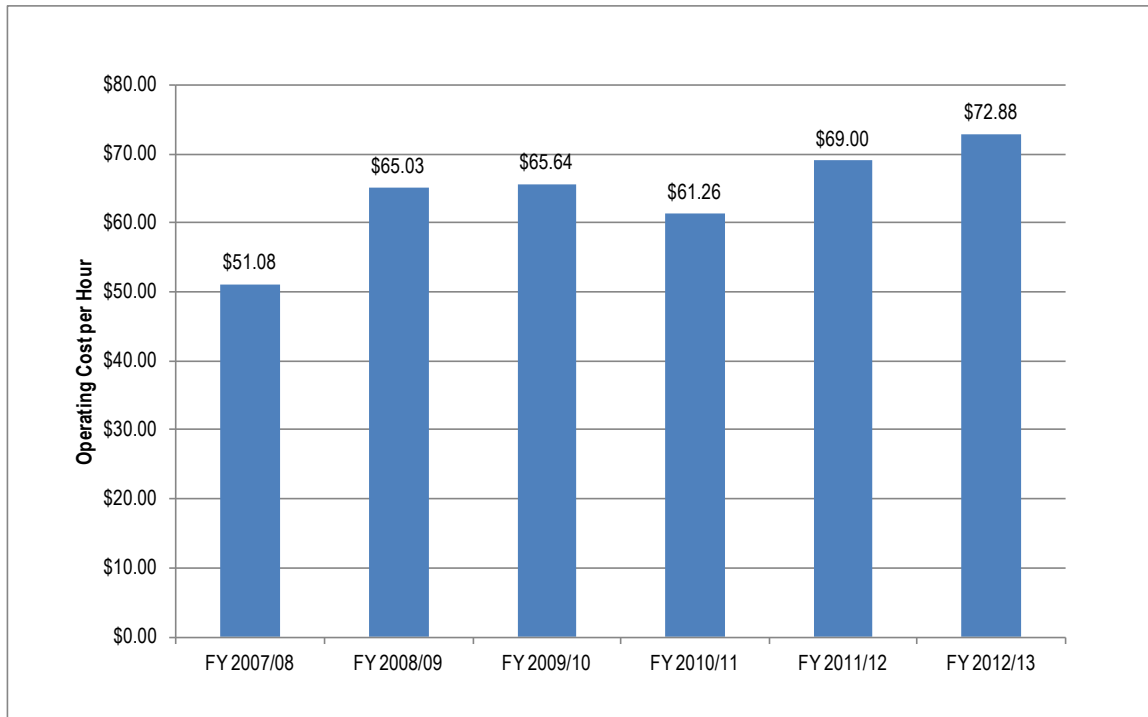
Figure 16 Operating Cost per Passenger – ACCESS



Operating Cost per Revenue Service Hour – ACCESS Service

ACCESS's trend in cost efficiency relative to revenue service hours was similar to its cost efficiency relative to ridership throughout the Audit period. Between FY 2010/11 and FY 2012/13, cost per service hour on ACCESS exhibited an increase of about 19%, from \$61.26 to \$72.88. As noted previously, overall operating cost increased by about 11%, while service hours decreased by about 6%. For paratransit service, ridership is highly correlated with service, which is why the two trends are so similar. Ridership may have decreased over this period due to a shift to fixed-route service; as of July 2011, seniors age 75 and older are able to ride fixed routes for free, whereas it costs \$3.00 to ride ACCESS.

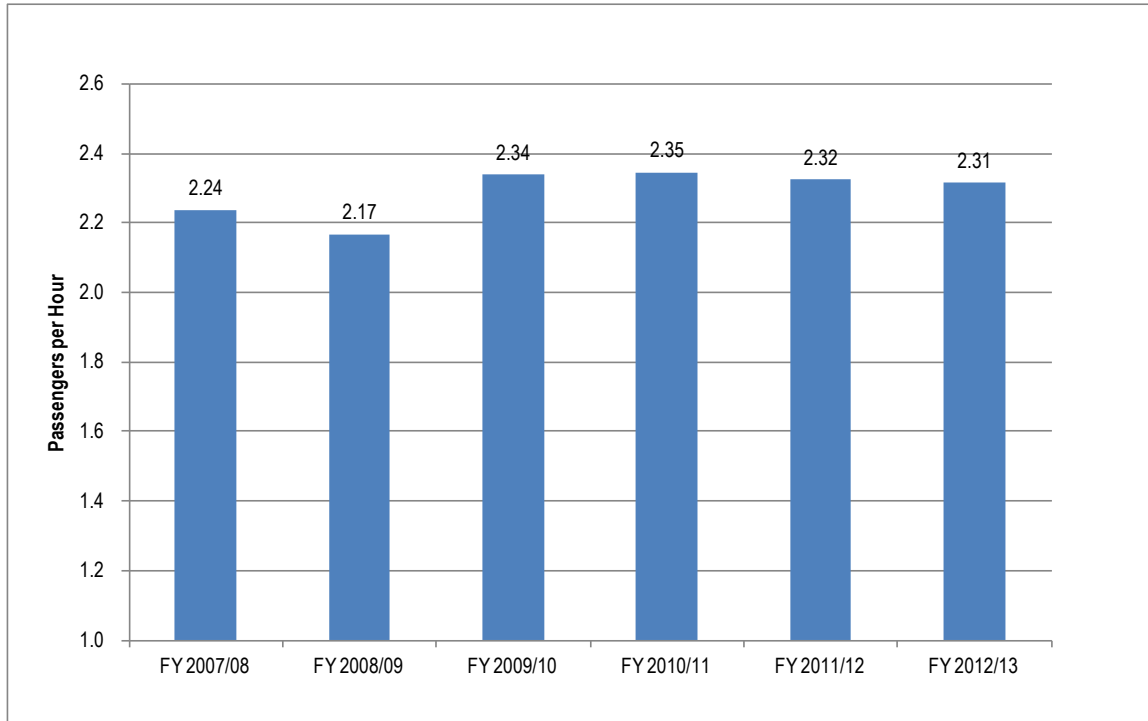
Figure 17 Operating Cost per Revenue Service Hour – ACCESS



Passengers per Revenue Service Hour – ACCESS Service

ACCESS served more passengers per service hour, on average, throughout this Audit period, relative to the previous Audit period. However, the fluctuations in this performance measure were not large; overall, ACCESS served between 2.17 and 2.35 passengers per hour, which represents a range of 8%.

Figure 18 Passengers per Revenue Service Hour – ACCESS

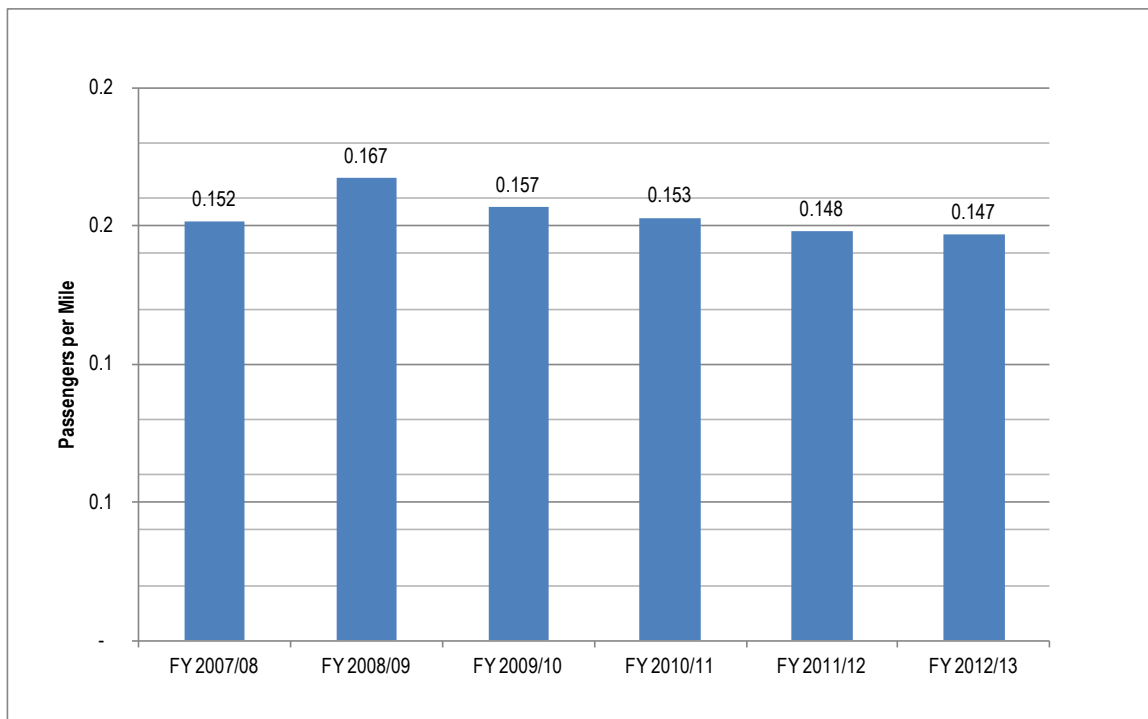


Passengers per Revenue Service Mile – ACCESS Service

Passengers served per service mile stayed almost constant throughout the Audit period, following a similar trend as observed with passengers per service hour. In FY 2008/09, during the previous Audit period, these two measures exhibited opposite trends; passengers per hour dipped 3%, but passengers per mile increased more than 10. In that year, ridership increased 4%, service miles decreased by 6%, and service hours increased by 7% (it took longer to travel fewer service miles).

The minor fluctuations throughout the current Audit period were due to a decrease in service miles of about 7.7% and a decrease in ridership of nearly 10.6% in FY 2011/12; service miles increased 4.1% and ridership increased 3.4% in FY 2012/13.

Figure 19 Passengers per Revenue Service Mile – ACCESS

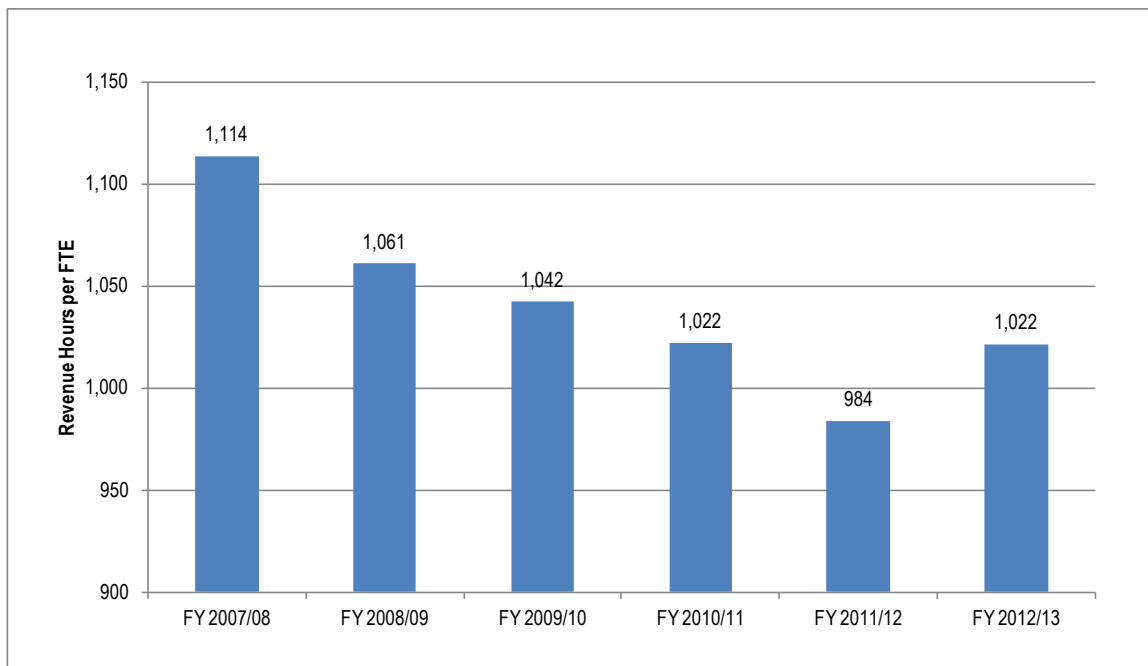


Revenue Service Hours per FTE – ACCESS Service

Generally, revenue service hours per full-time employee (FTE) has been on a decreasing trend over the past six fiscal years, representing a decrease in employee productivity. The 4% drop between FY2010/11 and FY 2011/12 was primarily due to an almost 10% drop in hours coupled with a reduction in FTEs of only 6% as ridership declined. Service hours increased by almost 4% in FY 2012/13 and FTEs did not change from the previous year, resulting in an increase in service hours provided by each FTE in that year.

The contracted paratransit operator changed in FY 2007/08. Due to the transition, the number of FTEs fluctuated between FY 2007/08 and FY 2009/10.

Figure 20 Revenue Service Hours per FTE – ACCESS

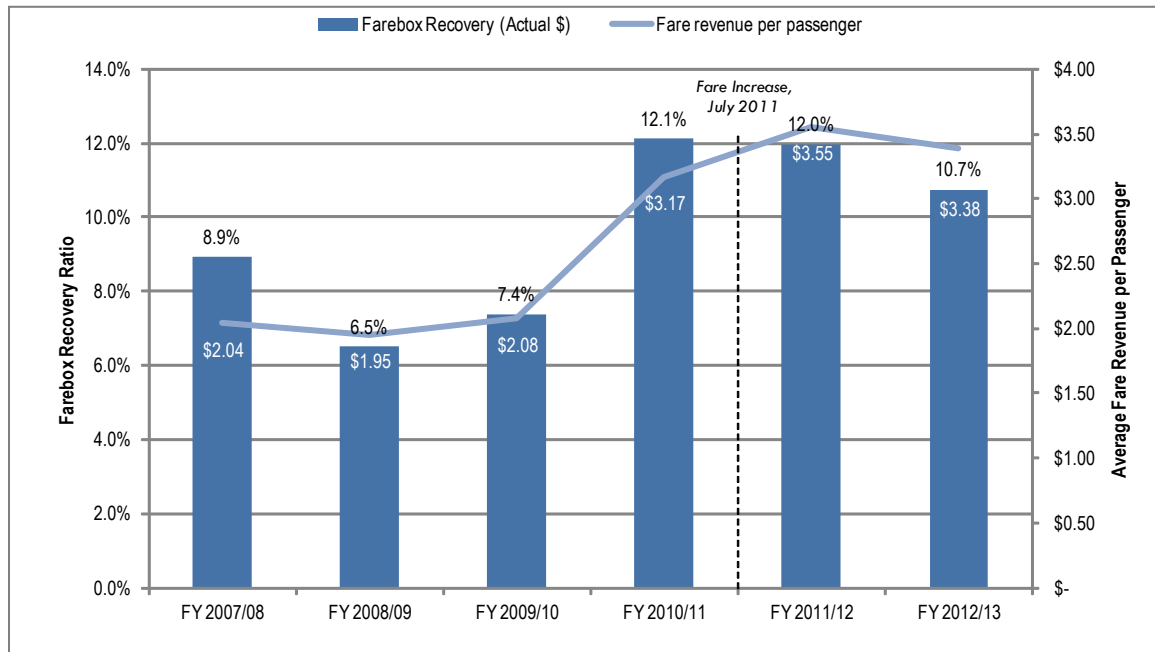


Farebox Recovery Ratio – ACCESS Service

During the Audit period, the farebox recovery ratio for ACCESS decreased from 12.1% to 10.7%, despite a fare increase in July 2011. The 10% drop in the recovery ratio between FY 2011/12 and FY 2012/13 was due to an almost 10% increase in actual operating costs in FY 2012/13 alongside a decrease in fare revenue of 1.5%.²⁴

The reduction in farebox revenue, despite an increase in per-passenger fare and overall ridership, may have been due to an increase in use by seniors enrolled in the nutrition program, who ride ACCESS for free.²⁵

Figure 21 Farebox Recovery Ratio – ACCESS



²⁴ Between FY 2011/12 and FY 2012/13, there was a decrease in fare revenue alongside an increase in ridership, suggesting increased participation from seniors enrolled in the Senior Nutrition Program. These passengers ride fare-free.

²⁵ http://www.goldcoasttransit.org/images/2013_BOD_Reports/Sept_2013/BOD_Report_-_September_2013_Information_Item_B.pdf

6 FUNCTIONAL AUDIT

Chapter 6 presents a functional review of Gold Coast Transit. It begins by outlining GCT's adopted goals, objectives and standards and then applies these standards where appropriate. The remaining sections of the chapter review functional performance in the following four areas:

- Transportation Operations – including provision of service delivery for fixed-route service and safety factors.
- Vehicle Maintenance – including vehicle effectiveness, maintenance activity effectiveness, and maintenance activity efficiency.
- Administration, Personnel, and Training – including personnel and labor efficiency, administrative services and training.
- Planning and Marketing – including service planning and market analysis, fare policy, public relations, advertising and service planning.

GOALS AND OBJECTIVES

GCT's mission is “to provide safe, responsive, convenient, efficient, and environmentally responsible public transportation that serves the diverse needs of our community.”

In addition to the five TDA performance indicators, GCT has established performance measures and standards for both fixed-route and ACCESS service.

Figure 22 shows GCT's fixed-route goals and objectives. Figure 23 shows both fixed-route and paratransit minimum performance standards; for the ACCESS service, these standards are contractual agreements between GCT and MV Transportation.

GCT's fixed-route goals were adopted by the GCT Board of Directors on March 1, 2000 and were updated in 2009 and 2014. The 2014 update occurred entirely after the Audit period.

For each functional area, a figure displaying quantitative data (or narrative text, where applicable) is presented with the indicators that were reviewed for this audit. The specific indicators are discussed below.

Figure 22 Gold Coast Transit Adopted Goals and Objectives for Fixed-Route Transit (as of 2014)

| |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Goal 1: Increase Mobility Options in the GCT Service Area |
| <p>This goal seeks to increase the awareness and attractiveness of GCT fixed-route service</p> <p>Objective: Maintain and attract new ridership to the GCT fixed-route service.</p> |
| Goal 2: Provide Safe and Reliable Transit Service |
| <p>The purpose of this goal is to enhance the safety and reliability of GCT transit service so that more of the general public will choose transit for their transportation needs.</p> <p>Objective: GCT shall operate vehicles that are clean, comfortable and dependable. GCT shall provide reliable service.</p> |
| Goal 3: Provide Efficient and Productive Service |
| <p>This goal addresses the need to maintain cost-effective services in the GCT service area.</p> <p>Objective: Minimize operating costs and maximize ridership.</p> |
| Goal 4: Provide a Seamless Transit Service in the Region |
| <p>This goal maximizes convenience for passengers who transfer between systems.</p> <p>Objective: Coordinate with other regional and local transportation providers.</p> |

PERFORMANCE MEASURES AND STANDARDS

GCT has established a number of performance measures and standards for both fixed-route and ACCESS service. The fixed-route performance standards were updated in 2014; ACCESS' performance standards are embedded in GCT's contract with MV Transportation.

The performance measures are divided into four categories based on GCT's previous goals and objectives. Some are quantifiable, such as operating a minimum of 10,000 miles between road calls. Others represent qualitative standards, such as developing a marketing program targeted at the "choice" rider. Figure 23 lists GCT's established minimum performance standards for both fixed-route and ACCESS services.²⁶

²⁶ Note: ACCESS performance standards are contractual agreements with MV Transportation. In the contract, the standards are listed as Operations, Maintenance, and Administration. For the purposes of Figure 23, ACCESS goals are listed for each of GCT's four adopted goals.

Figure 23 Gold Coast Transit Performance Standards for Fixed-Route and ACCESS Services

| Fixed-Route Minimum Performance Standards | ACCESS Minimum Performance Standards |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Increase Mobility Options in the GCT Service Area | |
| <ul style="list-style-type: none"> ▪ During the next five years ridership should achieve an annual average increase equal to or greater than the percentage increase in population. ▪ When GCT introduces express services, the average transit travel time should be no more than 130% of comparable trip time by automobile. ▪ Routes should be structured so that transfer activity shall be kept to a minimum, not to exceed 30%. ▪ Routes should serve all major activity centers that can support fixed-route service (such as major employment centers, shopping centers, colleges, other schools, public and private medical facilities, and other major activity centers). ▪ Develop an aggressive marketing program directed at all market segments, especially the “choice” rider. | <ul style="list-style-type: none"> ▪ No performance standards designated under this goal area. ▪ The Americans with Disabilities Act requires that ADA paratransit service be provided in parallel with GCT’s fixed-route service; any route expansions implemented to increase mobility options within the GCT service area will therefore be reflected by an associated increased ACCESS service area. |
| Provide Safe and Reliable Transit Service | |
| <ul style="list-style-type: none"> ▪ 90% of all fixed-route departures should be no more than five (5) minutes late. ▪ 100% of scheduled departures should be no more than 1 minutes early. ▪ Less than one percent (1%) of all scheduled trips should be missed on any day service is provided. ▪ Vehicles should be replaced on a schedule consistent with FTA lifecycle guidelines. ▪ Preventive Maintenance Inspections (PMI) shall be conducted on schedule and consistent with the manufacturers’ recommendations. ▪ Maximum load factor should not exceed 1.50 based on seated capacity. ▪ Operate a minimum of 50,000 miles between preventable accidents. ▪ Operate a minimum of 10,000 miles between road calls. ▪ All coach interiors shall be cleaned daily; exteriors shall be cleaned every other day. ▪ Verified passenger complaints shall not exceed 10 per 100,000 boardings annually. | <ul style="list-style-type: none"> ▪ Minimum 95% of pre-scheduled pick-ups within 10 minutes before or after scheduled time ▪ Maximum on-board time shall be comparable to a trip on GCT fixed route. Times allowed are as follows: <ul style="list-style-type: none"> – <u>90 minutes</u> if trip is greater than 15 miles – <u>90 minutes</u> if trip is for a group going to/from single destination (i.e. senior nutrition subscription groups, restaurant and senior center outings) ▪ Same day trip cancellations and no-shows are not to exceed a combined percentage of 15% ▪ All ADA trip requests must be scheduled within one hour before or after the requested time ▪ Service interruptions are not to exceed one trip per vehicle per month; in case of mechanical breakdown, it is expected that a replacement vehicle will be placed in service within 20 minutes ▪ Vehicles are to arrive in the window of ten minutes before to ten minutes after the scheduled time. If a vehicle arrives at the pick-up location more than 30 minutes past the scheduled window or where the vehicle does not arrive at any time, a \$500 fee will be assessed per incident. ▪ Vehicle preventative maintenance schedules shall be maintained as recommended by the Original Equipment Manufacturers (OEM). 100% of the PMI shall be performed at 3,500 miles or 45-day intervals within a window of 500 miles <ul style="list-style-type: none"> – All vehicles that go into service within a 60 day period are expected to maintain odometers that are within 15 % of each other |

| Fixed-Route Minimum Performance Standards | ACCESS Minimum Performance Standards |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none"> – Vehicles must be inspected daily prior to assignment for revenue service; must be washed every other day ▪ Accident Reporting standards <ul style="list-style-type: none"> – Must report an accident within 30 minutes – Must forward summons and complaints that name GCT by the following business day – Must contact riders/caretakers within one hour – Must provide timely follow up claims information ▪ Drivers shall be required to maintain a professional, clean and neat appearance |
| Provide Efficient and Productive Service | |
| <ul style="list-style-type: none"> ▪ Minimum productivity should be 20 passengers per hour on trunk routes, and 15 passengers per hour on local routes. ▪ Recover at least 20% of operating costs from passenger fares systemwide. ▪ Annual increases in operating cost per vehicle hour should not exceed the CPI for the Ventura County region. | <ul style="list-style-type: none"> ▪ Minimum of 2.50 passengers per vehicle revenue hour per month ▪ Calls should take no more than 4 minutes to schedule one round trip for an existing passenger. More time is anticipated when scheduling multiple trips and with first-time passengers. ▪ A customer should not be left on hold longer than 2 minutes without making contact ▪ Contractor is expected to fill all positions |
| Provide a Seamless Transit Service in the Region | |
| <ul style="list-style-type: none"> ▪ Coordinate schedules with VISTA to minimize wait times between systems. ▪ Coordinate fares with VISTA and Metrolink, including transfer fare agreements. ▪ Continue to provide guidance to all jurisdictions regarding bus stop amenities, including benches, shelters, and signage that includes schedule information for each system serving the transfer point. | <ul style="list-style-type: none"> ▪ No performance standards designated under this goal area.²⁷ |

Fixed-Route

Transportation Operations

This functional area centers on vehicle operations, cost effectiveness, safety, and on-time performance for fixed-route transit. Several of GCT's adopted performance standards relate to this functional category. Figure 24 tracks those measures.

²⁷ While GCT has not designated any performance standards related to the provision of seamless transit service for its ADA paratransit system, ACCESS currently coordinates with dispatchers of other regional paratransit providers, such as Camarillo, Fillmore, and Thousand Oaks. Additionally, they have designated transfer points for each of these systems.

Figure 24 GCT Minimum Performance Standards and Results – Transportation Operations

| Minimum Performance Standard | FY2010/11 | FY 2011/12 | FY 2012/13 |
|--------------------------------------------------------------------------------------------------------------------------------|-----------|------------|------------|
| 90% of all fixed-route departures should be no more than 5 minutes late | Unmet | Unmet | Unmet |
| 100% of scheduled departures should be no more than 1 minute early | Unmet | Unmet | Unmet |
| Less than 1% of all scheduled trips should be missed on any day service is provided | Met | Met | Met |
| Maximum load factor should not exceed 1.50 based on seated capacity | Met | Met | Met |
| Operate a minimum of 50,000 miles between preventable accidents | Met | Met | Met |
| Operate a minimum of 10,000 miles between road calls | Met | Met | Met |
| Minimum productivity should be 20 passengers per hour on trunk routes and 15 passengers per hour on local routes ²⁸ | Unmet | Unmet | Unmet |
| Recover at least 20% of operating costs from passenger fares systemwide (not including ACCESS) | Met | Met | Met |
| Annual increases in operating cost per vehicle hour should not exceed CPI for the Ventura County Region | Met | Unmet | Unmet |

The majority of GCT's operations-related performance standards were met during the Audit period. Scheduled trips were missed less than 1% of the time, the maximum load factor did not exceed 1.50, vehicles operated at least 50,000 miles between preventable accidents and 10,000 miles between road calls, and GCT met its 20% farebox revenue standard for each of the three fiscal years in this Audit.

GCT did not meet standards related to on-time performance, passengers per hour (productivity), and operating cost increases. There may have been a challenge in meeting the productivity threshold due to the addition of new routes and expanded service during the Audit period.

Vehicle Maintenance

This function analyzes both vehicle and labor efficiency. Figure 25 and Figure 26 show maintenance costs, operating data, and corresponding performance indicators over the last six years. Maintenance costs per mile are calculated using actual miles traveled, not only revenue service miles, because wear and tear on the vehicle occurs regardless of whether or not the vehicle is in service.

Figure 27 tracks GCT's adopted maintenance-related performance standards over the Audit period.

²⁸ Note: this standard did not apply during the Audit period. The old standard, which was not met, was minimum productivity of 20 passengers per hour on trunk routes and 10 passengers per hour on local routes.

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Figure 25 Vehicle Maintenance Indicators – Fixed-Route Service

| | FY 2007/08 | FY 2008/09 | FY 2009/10 | FY 2010/11 | FY 2011/12 | FY 2012/13 | % Change FY 2010/11- FY 2011/12 | % Change FY 2011/12- FY 2012/13 |
|---------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------------------------------|---------------------------------------|
| Base Data | | | | | | | | |
| Vehicle Maintenance Cost (less insurance) ¹ | \$2,100,545 | \$1,976,317 | \$2,366,801 | \$2,266,966 | \$2,331,383 | \$2,160,445 | 2.8% | -7.3% |
| Total Vehicle Miles ² | 1,775,708 | 1,871,265 | 1,803,419 | 1,715,376 | 1,873,201 | 1,968,145 | 9.2% | 5.1% |
| Performance Indicators | | | | | | | | |
| Maintenance Cost per Vehicle Mile | \$1.18 | \$1.06 | \$1.31 | \$1.32 | \$1.24 | \$1.10 | -5.8% | -11.8% |
| CPI-Urban Wage Earners & Clerical Workers - Not Seasonally Adjusted - LA/Riverside/Orange (Annual Change, June) ³ | 6.12% | -2.83% | 0.96% | 3.32% | 1.53% | 1.51% | -53.9% | -1.3% |

Sources:

- (1) Vehicle Maintenance Cost (less insurance) FY08-FY10 from previous Audit; FY11-13 from NTD Table F-30
- (2) Total Vehicle Miles taken from NTD Service Characteristics Summary Report, "Total Actual Miles"
- (3) CPI data from U.S. Department of Labor, Bureau of Labor Statistics (<http://data.bls.gov/cgi-bin/surveymost?cw>)

Vehicle maintenance costs per mile for the fixed-route service have remained relatively constant over the last six years, ranging from a low of \$1.06 in FY 2008/09 to a high of \$1.32 in FY 2010/11. In FY 2010/11, GCT had several ARRA-funded capital projects to increase efficiencies in maintenance. In FY 2012/13, vehicle maintenance costs per mile decreased by 11%.

Figure 26 Vehicle Maintenance Cost per Mile – Fixed-Route Service

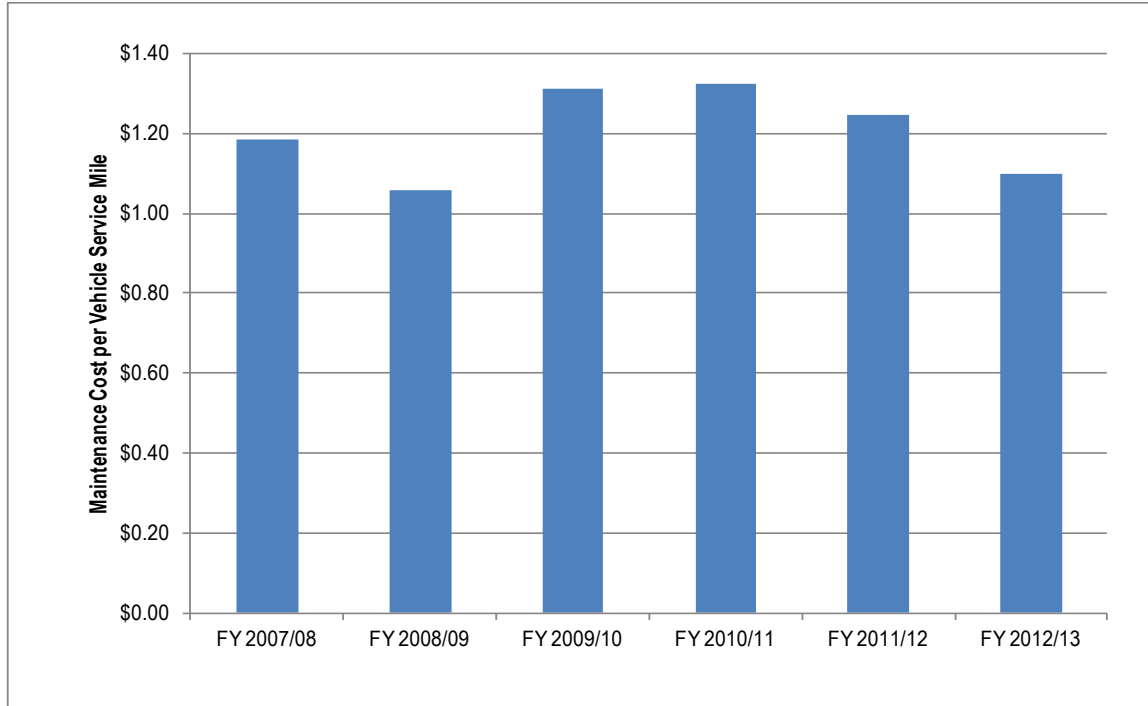


Figure 27 shows GCT's performance based on the agency's own adopted maintenance-related standards. The finding column discusses GCT's performance on these standards.

Figure 27 GCT Minimum Performance Standards and Results – Vehicle Maintenance

| Minimum Performance Standard | Finding |
|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Vehicles should be replaced on a schedule consistent with the FTA lifecycle guidelines. | Conditionally Met. Six vehicles in GCT's active fixed-route fleet were scheduled to be replaced in 2013. As of Spring 2014, GCT was preparing to purchase replacements. |
| Preventative Maintenance Inspections (PMI) shall be conducted on schedule and consistent with the manufacturer's recommendations. | Met. Preventative maintenance is scheduled in accordance with the manufacturer's recommendation for each bus type. The manufacturer's recommendations are then broken out into six inspection types (A-F). Inspections are conducted in 5,000 mile intervals and each type is modified to meet the manufacturer's scheduled maintenance. In a sample Inspection Forecast Report of scheduled and actual maintenance as of February 3, 2014, all vehicles had been inspected according to schedule. The one vehicle nearing its next inspection had already been assigned a work order for that task. |
| All coach interiors shall be cleaned daily; exteriors shall be cleaned every other day. | Met. Cleaning occurs at GCT's current facility. |

Administration, Personnel, and Training

This functional area addresses administration, personnel, and training. It primarily deals with the hiring and training of operators. GCT has no adopted performance standards in this area, so a qualitative discussion of their activities is presented.

Training

New employees are placed in a six- to eight- week training program, regardless of previous experience, that includes both classroom skills training and a study of the system routes. On-route training is done one-on-one with a current bus driver on board, but before new employees take buses on the road, they are trained on vehicle maneuvering in the bus yard. The training is based on the U.S. Department of Transportation's Transportation Safety Institute (TSI) training program.

Two primary trainers are certified to issue licenses by the California Department of Motor Vehicles. GCT holds trainings monthly for current operators to renew their VTT card (renewal transit training certificate). Monthly safety meetings, led by the Director of Transit Operations and training staff, are offered in 15 groups to ensure every operator can attend. Records of all training hours are kept on a monthly basis.

GCT does not track training costs directly, but will calculate the costs as needed based on staff pay codes.

Driver Scheduling and Attendance Monitoring

GCT operators bid on schedules twice per year. The development of route schedules is automated, and GCT staff perform all run cuts.

A pool of extra board operators is maintained. These individuals are typically scheduled to work based on pre-scheduled operator absences, but sufficient numbers of extra board drivers are available to allow for the filling of unplanned absences, as well. On days after holidays, additional extra board drivers are scheduled.

Attendance is documented and recorded if the operator calls in sick.

Employee Retention and Turnover

GCT is required to report employee turnover every three years as part of the U.S. Department of Labor's Equal Employment Opportunity compliance. They report "very little turnover and a stable workforce," with very little discretionary resignation. GCT credits a unionized labor force, competitive salary with benefits, and a lack of comparable employment in the area for the stability of the operations staff.

As GCT's workforce ages, staff expect to see some increase in turnover, but the agency is hiring new staff as needed to prevent potential future staffing challenges.

Planning and Marketing

Both planning and marketing functions fall under the authority of the Director of Planning and Marketing. The department assumes a variety of responsibilities including service planning, coordination with other agencies, fare policy evaluation, marketing, public relations, customer service, ticket and pass sales, and public outreach. Figure 28 through Figure 30 show all relevant data and corresponding performance indicators.

A common indicator of planning performance is customer complaints per 100,000 boardings, shown in Figure 28 and Figure 29. GCT's standard of a maximum of 10 complaints per 100,000 boardings was met throughout this and the previous Audit period. In addition, the measure has been trending downward for the past three fiscal years.

The previous Audit did not track passenger commendations, nor does GCT have an associated performance standard. Still, it should be noted that the number of commendations increased in the last Audit year and was higher than the number of complaints.

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Figure 28 Planning and Marketing - Fixed-Route Service

| | FY 2007/08 | FY 2008/09 | FY 2009/10 | FY 2010/11 | FY 2011/12 | FY 2012/13 | % Change FY 2010/11- FY 2011/12 | % Change FY 2011/12- FY 2012/13 |
|------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|------------|---------------------------------------|---------------------------------------|
| Base Data | | | | | | | | |
| Passenger Boardings ¹ | 3,495,875 | 3,568,028 | 3,442,005 | 3,353,539 | 3,476,408 | 3,566,470 | 3.7% | 2.6% |
| Passenger Complaints ² | 90 | 191 | 215 | 128 | 62 | 45 | -51.6% | -27.4% |
| Passenger Commendations ² | - | - | - | 57 | 55 | 78 | -3.5% | 41.8% |
| Performance Indicators | | | | | | | | |
| Complaints per 100,000 Boardings | 2.6 | 5.4 | 6.2 | 3.8 | 1.8 | 1.3 | -53.3% | -29.3% |
| CPI-Urban Wage Earners & Clerical Workers - Not Seasonally Adjusted - LA/Riverside/Orange (Annual Change, June) ³ | 6.12% | -2.83% | 0.96% | 3.32% | 1.53% | 1.51% | -53.9% | -1.3% |

Source(s):

- (1) Passenger Boardings from State Controller's Reports
- (2) Passenger Complaints and Commendations from GCT Customer Comment Log; does not include "System Issues"
- (3) CPI data from U.S. Department of Labor, Bureau of Labor Statistics (<http://data.bls.gov/cgi-bin/surveymost?cw>)

Notes:

FY08 - FY10 data from previous Audit

Passenger commendations were not tracked in the previous Audit

Figure 29 Customer Complaints per 100,000 Boardings

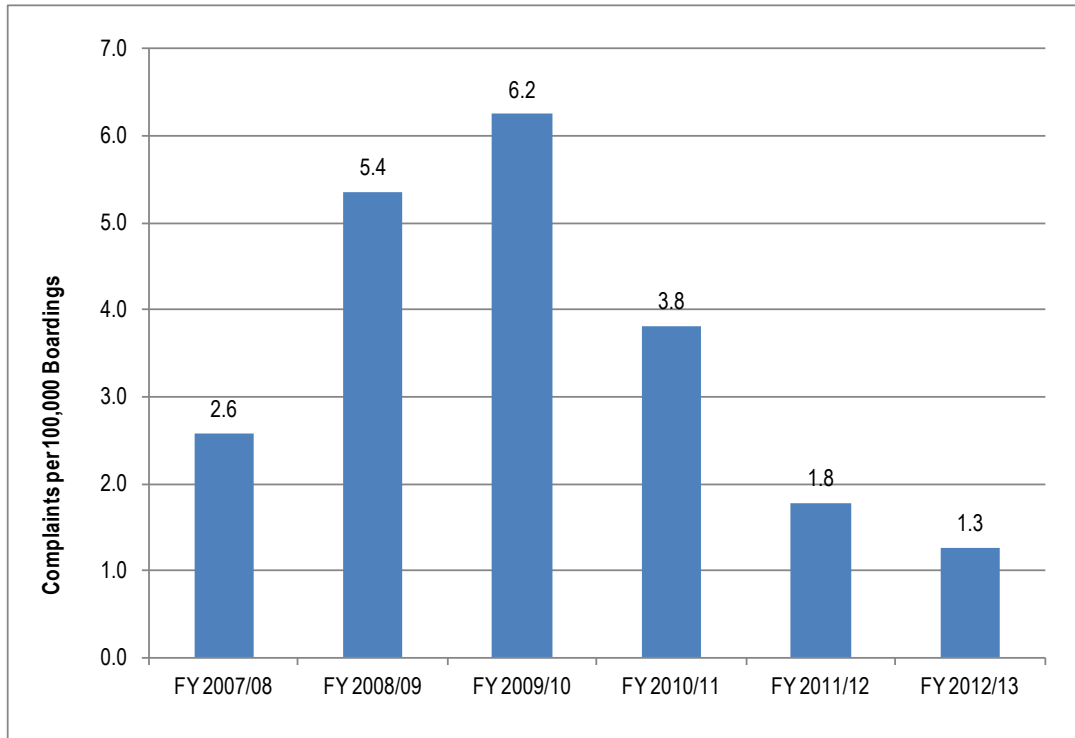


Figure 30 tracks all of GCT's adopted planning and marketing-related performance standards. The findings column discusses how GCT performed on these standards throughout the Audit period. All of GCT's adopted planning and marketing-related performance standards were met during the Audit period.

Figure 30 GCT Minimum Performance Standards - Planning and Marketing

| Minimum Performance Standard | Finding | | | | | | |
|--------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|------------------|-------------|-------------|-------------|
| Develop an aggressive marketing program directed at all market segments, especially the “choice” rider | Met. GCT has a Service Marketing Plan, which includes community outreach, printed communications, social networking, media outreach, and miscellaneous. The marketing plan has potential to reach “choice” riders through press releases, TV and radio public service announcements, website, Facebook, and Twitter posts, community meetings, tabling events, and local advertisements. | | | | | | |
| Verified passenger complaints shall not exceed 10 per 100,000 boardings annually | Met. <table><tr><td><i>FY 2010/11</i></td><td><i>FY 2011/12</i></td><td><i>FY2012/13</i></td></tr><tr><td>3.8/100,000</td><td>1.8/100,000</td><td>1.3/100,000</td></tr></table> | <i>FY 2010/11</i> | <i>FY 2011/12</i> | <i>FY2012/13</i> | 3.8/100,000 | 1.8/100,000 | 1.3/100,000 |
| <i>FY 2010/11</i> | <i>FY 2011/12</i> | <i>FY2012/13</i> | | | | | |
| 3.8/100,000 | 1.8/100,000 | 1.3/100,000 | | | | | |
| Coordinate schedules with VISTA to minimize wait times between systems | Met. GCT reviews all VCTC schedules regularly to maximize the opportunity for connections each time service changes are made. GCT also works closely with California State University-Channel Islands staff to coordinate schedules and ensure college students can easily transfer. | | | | | | |

| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Coordinate fares with VISTA and Metrolink, including transfer fare agreements | Met. On January 17, 2011, VCTC launched a nine-month demonstration project providing free transfers between all Ventura County transit services (excluding Ojai Trolley). The 9-month pilot period is over, but this free transfer program is still in effect. Transfers provide 2 hours to complete a one-way trip, which is a 30-minute increase over what was used during the pilot period. |
| Continue to provide guidance to all jurisdictions regarding bus stop amenities, including benches, shelters, and signage that includes schedule information for each system serving the transfer point | Met. GCT's planning staff coordinates on a regular basis with planning, engineering, and public works staff from member cities to review bus stop amenity placement, bus stop design and construction plans, and planned developments to evaluate potential transit routes/stops and pedestrian access to transit.. GCT staff also maintains a database and inventory of all bus stops and shares this information with member cities. GCT maintains signage at many stops, which include schedule information. |

ACCESS Service

GCT's ACCESS paratransit service contracts operations to MV Transportation. In its contract, several performance standards were established with associated financial penalties to MV if standards are not met.

The tables on this and the following pages list these minimum performance standards and discuss how MV has performed during the Audit period. The standards relate to ACCESS Operations, Maintenance, and Administration.

Operations

Of the three contracted functional areas, operations is the only area in which some of the contracted performance standards were not met during the Audit period. Three contractual performance standards were not being met during the Audit period.

- MV did not meet a minimum of 2.5 passengers per vehicle revenue hour during any year of the Audit.
- Its on-time performance continues to be monitored by GCT; while it is not meeting its standard of picking up 95% of passengers within ten minutes before or after the scheduled pickup time, GCT reports that 95% of people are picked up within a 25 minute window (10 minutes before or 15 minutes after scheduled).
- MV self-assessed a \$500 fee for picking up a passenger more than 30 minutes late; the Auditor's review identified two such instances in the sample report, which should have caused a \$1,000 penalty.

Figure 31 shows each Operations performance standard and a summary of MV's performance during the Audit period.

Figure 31 Contracted Operations Performance

| Minimum Performance Standard | Finding | | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|------------------|--------|--------|--------|
| Minimum of 2.50 passengers per vehicle revenue hour per month | Unmet. On an annual basis, ACCESS has not met this standard during the Audit period. For FY 2010/11, FY 2011/12, and FY 2012/13 passengers per vehicle revenue hour was 2.35, 2.32, and 2.31, respectively. | | | | | | |
| Minimum 95% of pre-scheduled pick-ups within 10 minutes before or after scheduled time | Unmet. ACCESS did not meet this standard throughout the Audit period. <table><tr><td><i>FY 2010/11</i></td><td><i>FY 2011/12</i></td><td><i>FY2012/13</i></td></tr><tr><td>90.42%</td><td>89.93%</td><td>91.11%</td></tr></table> Of the passengers who were picked up beyond the twenty minute window, 50% of those passengers were picked within 5 minutes of that window. So, approximately 95% of these passengers are picked up within a 25 minute window. | <i>FY 2010/11</i> | <i>FY 2011/12</i> | <i>FY2012/13</i> | 90.42% | 89.93% | 91.11% |
| <i>FY 2010/11</i> | <i>FY 2011/12</i> | <i>FY2012/13</i> | | | | | |
| 90.42% | 89.93% | 91.11% | | | | | |
| Maximum on-board time shall be comparable to a trip on GCT fixed route. Times allowed are as follows: <ul style="list-style-type: none">▪ <u>90 minutes</u> if trip is greater than 15 miles▪ <u>90 minutes</u> if trip is for a group going to/from single destination (i.e., senior nutrition subscription groups, restaurant and senior center outings) | Met. The purpose of this standard is to assure ACCESS' ADA passengers that travel times will be comparable to fixed route travel, as required under the ADA. When this standard was written (in 2007), available technology for auditing ACCESS trips was more primitive than what is available today. Now, the Paratransit Manager can pull a Trip Distance Report and randomly audit trips to see what the comparable travel time would be on fixed route. If an audited trip on ACCESS was found to be significantly longer than a fixed-route trip, GCT would deduct a fee from the invoice. When the new RFP for a paratransit operator is published, this standard will be updated to reflect the new technology. | | | | | | |
| Calls should take no more than 5 minutes to schedule one round trip for an existing passenger. More time is anticipated when scheduling multiple trips and with first-time passengers. | Met. Calls are tracked and an hour-by-hour summary is prepared each day. In a sample report reviewed, the average call length was under 2 minutes. During the busiest hour calls were received, the average duration of all calls was less than 3 minutes. | | | | | | |
| Staff shall identify themselves by name upon answering | Met. This is monitored by the GCT Paratransit Manager directly. She calls the operator several times per day and this is something she monitors on an ongoing basis. | | | | | | |
| A customer should not be left on hold longer than 2 minutes without making contact | No determination. Calls are tracked and an hour-by-hour summary is prepared each day. In a sample report reviewed, the average hold time was under 30 seconds. The longest wait time on this day was 3 minutes and 51 seconds. | | | | | | |
| Drivers shall be required to maintain a professional, clean and neat appearance | No determination. Driver behavior is tracked primarily through complaints. The GCT Paratransit Manager receives a monthly report from MV of all complaints received. | | | | | | |
| Same day trip cancellations and no-shows are not to exceed a combined percentage of 15% | Met. <table><tr><td><i>FY 2010/11</i></td><td><i>FY 2011/12</i></td><td><i>FY2012/13</i></td></tr><tr><td>6.2%</td><td>6.5%</td><td>6.8%</td></tr></table> | <i>FY 2010/11</i> | <i>FY 2011/12</i> | <i>FY2012/13</i> | 6.2% | 6.5% | 6.8% |
| <i>FY 2010/11</i> | <i>FY 2011/12</i> | <i>FY2012/13</i> | | | | | |
| 6.2% | 6.5% | 6.8% | | | | | |

| Minimum Performance Standard | Finding |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| All ADA trip requests must be scheduled within one hour before or after the requested time | Met. GCT uses Trapeze PASS scheduling software. The PASS Denials Report can be run daily, monthly, or for any period of time. The reports for each of the three fiscal years in the Audit period show that there were no denials, meaning all requests were scheduled within one hour of the requested time. |
| Service interruptions are not to exceed one trip per vehicle per month; in case of mechanical breakdown, it is expected that a replacement vehicle will be placed in service within 20 minutes | Met. The GCT Paratransit Manager reports that this procedure has been correctly followed by the paratransit contractor. |
| Vehicles are to arrive in the window of ten minutes before to ten minutes after the scheduled time. If a vehicle arrives at the pick-up location more than 30 minutes past the scheduled window or where the vehicle does not arrive at any time, a \$500 fee will be assessed per incident. | Met. All trips are tracked in a monthly report from MV that details scheduled time and actual pickup and drop off times. On its monthly invoices, MV includes the penalty fees associated with not meeting the on-time performance standards. In a sample reviewed, MV assessed a \$2,500 penalty for not meeting the 10-minute before/after schedule standard and a \$500 fee for being more than 30 minutes late. |
| Designated fares are collected upon each passenger boarding | Met. |

Figure 32 presents more detailed data related to ACCESS' cancellations and no-shows. The data shows a significant decrease in no-shows throughout the Audit period, which reflects the success of a targeted outreach and educational effort. GCT focused its outreach efforts on passengers who regularly did not show up for a scheduled trip and enforced a new policy requiring them to call to confirm their trip on the day for which their trip was scheduled. Recognizing that most no-shows stemmed from passengers scheduling trips very far in advance to ensure they would be able to travel, GCT treated the same-day confirmation calls as an opportunity to educate these riders on appropriate advanced scheduling behavior. Once they learned that ACCESS could provide service for trips scheduled as late as the day prior to the trip, passengers started scheduling trips closer to the day of travel, which resulted in fewer no-shows.

The number of late cancellations significantly decreased relative to the previous Audit period. Together, this trend resulted in a significant decrease in the percentage of trips canceled or no-shows, which allowed ACCESS to meet its performance standard of fewer than 15% of scheduled trips not operated. GCT's new outreach efforts regarding no-shows and late cancellations appears to have been extremely effective at reducing those situations.

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Figure 32 Operational Indicators – ACCESS

| | FY 2007/08 | FY 2008/09 | FY 2009/10 | FY 2010/11 | FY 2011/12 | FY 2012/13 | % Change FY 2010/11-FY 2011/12 | % Change FY 2011/12-FY 2012/13 |
|-------------------------------------------|------------|------------|------------|------------|------------|------------|--------------------------------|--------------------------------|
| Data Items | | | | | | | | |
| Total Revenue Trips | 79,686 | 82,655 | 77,985 | 76,730 | 68,618 | 70,927 | -10.6% | 3.4% |
| Late Cancellations ¹ | 16,700 | 10,836 | 11,966 | 2,752 | 2,773 | 2,900 | 0.8% | 4.6% |
| No-Shows ² | 3,090 | 3,289 | 3,373 | 2,281 | 1,990 | 2,239 | -12.8% | 12.5% |
| ADA Denials | 0 | 2 | 2 | 0 | 0 | 0 | 0.0% | 0.0% |
| Performance Indicators | | | | | | | | |
| Trips on Time ³ | 62,479 | 66,229 | 70,038 | 69,679 | 61,708 | 64,621 | -11.4% | 4.7% |
| % on Time | 87.4% | 88.8% | 89.8% | 90.8% | 89.9% | 91.1% | -1.0% | 1.3% |
| % Trips Denied | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| % Trips Canceled | 17.3% | 11.6% | 13.3% | 3.4% | 3.8% | 3.8% | 12.3% | 0.9% |
| % Trips No-Shows | 3.2% | 3.5% | 3.7% | 2.8% | 2.7% | 2.9% | -2.8% | 8.5% |
| % Trips Canceled or No-Shows ⁴ | 20.5% | 15.1% | 17.1% | 6.2% | 6.5% | 6.8% | 5.4% | 4.1% |

Source(s):

Prior Audits, FY08 - FY10

FY11 - FY13: GCT Paratransit Manager, State Controller's Reports

Notes

(1) As of July 2010 cancellations require that ACCESS be notified three hours before the scheduled trip.

(2) No Shows are defined as cancellations without notification. In compliance with ADA regulations, return trips are NOT automatically cancelled.

(3) On time performance includes pickups that are performed within 10 minutes before or after the scheduled pickup time.

These are calculated as a percentage of Total Revenue Trips.

(4) This is a contracted performance measure. Performance standard is < 15%. The denominator is Total Revenue Trips + Cancellations + No-Shows.

Maintenance

There were no issues with regard to the contractor's maintenance activities during the Audit period. A summary of their performance related to contractual standards is in Figure 33 below.

Figure 33 Contracted Maintenance Performance

| Minimum Performance Standard | Finding |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Vehicle preventative maintenance schedules shall be maintained as recommended by the Original Equipment Manufacturers (OEM). 100% of the PMI shall be performed at 3,500 miles or 45-day intervals within a window of 500 miles. | Met. Preventative maintenance is scheduled in accordance with the manufacturer's recommendation for each bus type. The manufacturer's recommendations are then broken out into six (6) inspection types (A-F). Inspections are conducted in 5,000 mile intervals and each type is modified to meet the manufacturer's scheduled maintenance. Maintenance on ACCESS vehicles is performed by GCT. |
| All vehicles that go into service within a 60 day period are expected to maintain odometers that are within 15% of each other. | Met. Mileage by bus is tracked on a monthly basis. In a sample report reviewed by the Auditor, all vehicles' odometers were within 15% of one another. |
| Vehicles should be fueled at GCT's CNG fueling station. The Gas Company's Patton Court facility is considered a more expensive back-up. | Met. ACCESS vehicles are permitted to use the GCT fueling station between 6 a.m. and 5 p.m. daily, but Patton Court is used occasionally for refueling due to the congested footprint of the existing GCT facility. Additionally, some paratransit vehicles require more than one fueling per day. When Patton Court is used, GCT pays for the fueling. |
| Vehicles must be inspected daily prior to assignment for revenue service; must be washed every other day. | Met. Daily cleaning is tracked in a handwritten report for each vehicle. In a sample report reviewed, all vehicles had been cleaned at least every other day; in most cases, vehicles were cleaned every day. |
| Accident Reporting standards <ul style="list-style-type: none"> ▪ Must report an accident within 30 minutes ▪ Must forward summons and complaints that name GCT by the following business day ▪ Must contact riders/caretakers within one hour ▪ Must provide timely follow up claims information | Met. The type, date, cost, description, and result of any accidents or incidents is tracked on a monthly basis and monitored by the GCT Paratransit Manager. The GCT Paratransit Manager reports that this procedure has been correctly followed by the paratransit contractor throughout the Audit period. |
| All repairs required for vehicles shall be made on a timely basis so as to minimize the length of time a vehicle is out of revenue service. Repairs requiring out of stock parts shall be formally noticed to the GCT DFF by email within three days of the vehicle having gone out of revenue service for maintenance. The GCT P&SPM shall be copied on this communication. | Met. The GCT Paratransit Manager reports that this procedure has been correctly followed by the paratransit contractor. |
| No vehicle substitution without advance consent of GCT P&SPM or designee. | Met. The GCT Paratransit Manager reports that this procedure has been correctly followed by the paratransit contractor. |

Administration

There were no issues with regard to the contractor's performance of its administration function during the Audit period. Figure 34 summarizes the findings.

Figure 34 Contracted Administration Performance

| Minimum Performance Standard | Finding |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Accurate reports due by 12 p.m. on the 10 th of the month following the reporting period. If the 10 th should fall on a weekend, the report is due the first regular business day the GCT offices are open after the 10 th . | Met. Several sample reports revealed that MV consistently provided documentation on the specified timeline. |
| Contractor is expected to fill all positions | Met. MV hires and trains all operators for ACCESS service. |

7 MAJOR FINDINGS AND RECOMMENDATIONS

This chapter presents the major audit findings and recommendations for Gold Coast Transit. The auditor commends GCT for its many accomplishments during the Audit period, which include major route planning and new routes, increased service, and more two-way routes; establishing a site for the new operations and administration facility; transitioning to new fareboxes; and the development of legislation to establish the Gold Coast Transit District. These and other accomplishments are highlighted below.

Major Findings

Accomplishments

Overall, GCT performed well over the Audit period. GCT continues to meet all of the TDA performance standards and has met most of its own adopted performance objectives and standards. Below is a list of GCT's significant accomplishments for this Audit period.

Fiscal Year 2010/11

- **Vineyard Corridor** – In January 2011, the GCT Board adopted the findings of the Vineyard Avenue and Wells Road Community Based Transit Plan. This report recommended implementation of a new route along Vineyard, Central, and Rose Avenues. The new service (Route 17) was implemented as a three-year demonstration in February 2012.
- **Fixed-Route Service Improvements** – Route 19 was enhanced to provide key connections for transit-dependent riders at Villa Victoria and Prototypes for Women, the Mexican Consulate, and those who work in the Seagate Industrial Park.
- **New Scheduling Software** – GCT began implementing new scheduling and dispatching software called Mobile-Plan and PERDIS. This new software automates and improves how GCT develops route schedules and provides more accurate running times and adequate layover time.
- **New Hires** – GCT made several new hires during FY 2010/11. With the Board's approval, GCT added one Customer Service Assistant, one Communications and Marketing Manager, one Transit Planner, and one Transit Supervisor.
- **Facility Improvements** – Funded by a combination of federal grants, including the ARRA grant, GCT had several capital projects under construction or in the design and planning stages to improve efficiencies in maintenance.

Fiscal Year 2011/12

- **New Facility Funding** – In October 2011, GCT was awarded a \$15,000,000 State of Good Repair grant by the Federal Transit Administration. These funds, combined with State funding from the Public Transportation Modernization Program allocated to GCT by the State and through VCTC are funding GCT's purchase of property, complete design and engineering, and construction of a new Maintenance, Operations, and Administration facility.
- **Route 17 Esplanade – Oxnard College** – This new service began operating in February 2012 funded by a CMAQ grant. The original route was revised in order to extend service to Oxnard College on South Rose Avenue, with service to the Juvenile Justice Center, Rio Mesa High School, St. John's Hospital and several shopping areas along Rose Avenue.
- **New Scheduling Software** – The new scheduling and dispatching software system, Mobile-Plan & PERDIS, was fully implemented this year and immediately began yielding benefits by providing the planning staff with more flexibility and tools to develop route schedules and operator runs. Additionally, there was a reduction in non-revenue time paid, thereby lowering the overall cost of providing service.
- **Additions to the Gold Coast Transit Team** – GCT continued to add staff. An Administrative Analyst was added to provide backup and assistance to the Accounting and Payroll functions.

Fiscal Year 2012/13

- **Gold Coast Transit District** – GCT worked collaboratively with regional partners to develop legislation to transform the Joint Powers Authority into a Transit District, which will provide more permanence and stability for GCT. The legislation, AB 664, was approved by both houses of the legislature and signed by Governor Brown to be effective July 1, 2014.
- **Maintenance and Operations Facility** – GCT signed a purchase agreement for a property in North Oxnard on Auto Center Drive at Paseo Mercado. GCT started the design and environmental clearance process, which will provide access to the State of Good Repair Grant awarded by the Federal Transit Administration.
- **Grant Funds** – GCT worked successfully with VCTC and five member governments to secure additional grant funds.
- **New Fareboxes** – On May 19, 2013, new fareboxes were installed on all buses, culminating several years of planning and coordination with many Ventura County transit operators to develop and implement a new fare collection system. This new system provides the capability to improve countywide fare coordination for passengers that ride more than one transit system's routes. By replacing the 24-year old fareboxes, GCT was able to implement a state of the art technology for collecting and accounting for fares and revenues. Customer outreach and education efforts were a major component of the effort to ensure a smooth and successful implementation.

Challenges

- GCT Fixed-Route

- During the Audit period, the farebox recovery ratio remained above the 20% performance standard, but decreased in the final year of the Audit and was only just above the threshold at 20.2%.
- The fixed-route service did not meet the adopted service standards for on-time departures, passengers per revenue service hour (productivity) on trunk and local routes, and operating cost increases as compared to CPI.
- ACCESS Dial-a-Ride Service
 - Operating costs per revenue service hour and per passenger increased over the Audit period and the three prior years. As of FY 2012/13, ACCESS' operating cost was more than \$31 per passenger.
 - MV Transportation did not meet either its contractual on-time performance or passengers per hour service standards during the Audit period.
- GCT staff are concerned about the uncertainty of the federal transportation bill, MAP-21, and stability of federal funding. This became evident during the Audit period and will continue to be an ongoing challenge.
- GCT, along with many other transit agencies in California, is concerned about changes to state legislation affecting the weight allowed on each axle of a public transit bus. Axle loads have increased since the initial legislation took effect in 1976 due to Americans with Disabilities Act requirements for carrying extra equipment on board, higher alternative fuel tank weights, and other changes. AB 1706, which is meant to temporarily grandfather non-compliant buses, was approved by the Governor in September 2012. The bill applies to any buses purchased before January 1, 2015, and therefore leaves uncertainty about new weight restrictions after that date.²⁹

Recommendations

Three recommendations are offered for consideration by Gold Coast Transit.

Recommendation #1: Formalize revenue agreement with jurisdictions that pay GCT route guarantee fees.

Route guarantee revenue is paid to GCT by local communities and nearby colleges in exchange for access to GCT's transit service. Not all communities served by GCT currently pay into the fund, and there is no formal agreement between GCT and the communities that do pay. Each year during the budgeting process, each community's fee is negotiated.

With the establishment of the Gold Coast Transit District, this fee arrangement likely will change. It is recommended that the fee negotiation process is formalized and contracted to limit the administrative burden of renegotiation each year.

Recommendation #2: Continue to monitor ACCESS's on-time performance and consider a new arrival-based performance standard as tracking technology allows.

In GCT's previous Performance Audit, it was recommended that GCT work closely with the ACCESS contract operator to improve on-time performance. Between FY 2007/08 and FY 2009/10, the ACCESS contractor never met GCT's on-time performance standard of 95% of pick-ups within 10 minutes of the scheduled time. Between FY2010/11 and FY 2012/13 (this Audit

²⁹ <http://caltransit.org/advocacy/key-issues/bus-axle-weights/>

period), the contractor still did not meet the performance standard, with an on-time percent ranging between 89.9% and 91.1%.

GCT always has and continues to monitor on-time performance. In addition, it monitors the contractor's success in getting passengers to their destinations at least 15 minutes ahead of schedule and reports that 95% of the time, that standard is upheld.

Therefore, it is recommended that GCT continue to monitor the ACCESS contractor's on-time performance, consistently assess the contracted penalty fee, and begin tracking an arrival-based on-time performance standard.

Recommendation #3: Formalize the ongoing tracking and reporting of adopted performance measures.

In February 2014, the GCT Board adopted a new evaluation reporting policy, which includes a table that shows whether each route meets or does not meet several adopted performance standards.³⁰

This new reporting, which is provided quarterly, goes a long way to formalize the regular tracking of GCT's adopted goals, objectives, and minimum performance standards. However, to date, GCT does not formally track all of its adopted performance measures on a monthly, quarterly, or annual basis. Some of the measures not included in the new quarterly report include:

- Transfer activity should be kept to a minimum and is not to exceed 30%
- Load factor, based on seated capacity, should not exceed 1.50
- Farebox recovery ratio should be at least 20%

Many of GCT's performance measures could be addressed with a narrative in the report text, such as schedule and fare coordination activities, vehicle replacements and maintenance, and any trends in complaints received.

The Auditor offers the recommendation that an annual report be presented to the GCT Board, which tracks GCT's performance **on each of its measures** to assess whether the agency is meeting its minimum performance standards for that year.

In addition to the annual tracking and reporting, GCT is encouraged to continue monitoring new routes and increased service on evenings and weekends that have not yet met their full ridership potential. These new services should continue to be monitored through GCT's new quarterly Fixed-Route Service Evaluation Reports over the next three years to ensure productivity standards are met.

³⁰ http://www.goldcoasttransit.org/images/2014_Board_Reports/FEB_2014/BOD%20Report%20-%20February%202014%20Item%208.pdf