

Triennial Performance Audit,
FY 2019/20 - FY 2021/22
City of Camarillo



FINAL REPORT
APRIL 2023

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Chapter 1 | Executive Summary

In 2022, the Ventura County Transportation Commission (VCTC) selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the 10 transit operators to which it allocates TDA funding.

The California Public Utilities Code requires all recipients of Transit Development Act (TDA) Article 4 funding to undergo an independent performance audit on a three-year cycle in order to maintain funding eligibility. Audits of Article 8 recipients are encouraged.

As it has not historically utilized TDA funding, the City of Camarillo is not statutorily required to undergo a Triennial Performance Audit, nor has it traditionally been held to the requirements of the TDA. However, the Ventura County Transportation Commission (VCTC), as the RTPA, requested the City of Camarillo be audited as part of its triennial process to provide a comprehensive and objective review to offer beneficial insights into program performance and to establish a baseline for future audits. The City began claiming Article 4 funds in FY 2022/23, and will be required under the TDA to under a Triennial Performance Audit in future years.

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

This chapter summarizes key findings and recommendations developed during the Triennial Performance Audit (TPA) of the City of Camarillo’s public transit program for the period:

- Fiscal Year 2019/20,
- Fiscal Year 2020/21, and
- Fiscal Year 2021/22.

The City of Camarillo’s transit program is marketed as Camarillo Area Transit (CAT). The City provides fixed-route service along two routes within Camarillo. One route is a traditional bus route, while the second route is a trolley service linking retail and dining destinations, as well as regional transit connection points. The fixed-route service operates weekdays from approximately 8:15 a.m. to 4:30 p.m. The trolley operates Sunday through Thursday from 10:00 a.m. to 6:00 p.m., and Friday and Saturday from 10:00 a.m. until 9:00 p.m.

The City’s Dial-A-Ride is open to the general public. Trips may be scheduled for any purpose except school-related trips. Service hours are weekdays from 7:30 a.m. to 9:00 p.m., Saturday from 8:00 a.m. to 9:00 p.m., and Sunday from 8:00 a.m. to 5:00 p.m.

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

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

The Triennial Performance Audit includes five elements:

- Compliance requirements,
- Prior recommendations,
- Analysis of program data reporting,
- Performance Audit, and
- Functional review.

Test of Compliance

Based on discussions with the City of Camarillo staff, analysis of program performance, and an audit of program compliance and function, the audit team presents no compliance findings.

Status of Prior Recommendations

The prior audit – completed in April 2020 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2018 – included one recommendation:

1. [Demonstrate use of the TDA definition of full-time equivalent \(FTE\) for the Triennial Performance Audit and use that methodology when reporting Employees on the State Controller Report.](#)
Status: Not implemented.

Findings and Recommendations

Based on discussions with City staff, analysis of program performance, and a review of program compliance and function, the audit team submits no compliance findings for the City of Camarillo.

The audit team has identified one functional finding. While this finding is not a compliance finding, the audit team believes it warrants inclusion in this report:

1. The City does not use the TDA definition of full-time equivalent (FTE) employee in preparing its State Controller Report.

In completing this Triennial Performance Audit, we submit the following recommendations for the City of Camarillo’s public transit program. They have been divided into two categories: TDA Program compliance recommendations and functional recommendations. TDA program compliance recommendations are intended to assist in bringing the operator into compliance with the requirements and standards of the

TDA, while Functional Recommendations address issues identified during the triennial audit that are not specific to TDA compliance.

Exhibit 1.1 Summary of Audit Recommendations

Functional Recommendations		Importance	Timeline
1	Ensure the TDA definition of full-time equivalent (FTE) employee is used for reporting to the State Controller.	Medium	FY 2023

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Chapter 2 | Audit Scope and Methodology

The Triennial Performance Audit (TPA) of the City of Camarillo’s public transit program covers the three-year period ending June 30, 2022. The California Public Utilities Code requires all recipients of Transit Development Act (TDA) funding to complete an independent review on a three-year cycle in order to maintain funding eligibility.

In 2022, the Ventura County Transportation Commission (VCTC) selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the 10 transit operators to which it allocates TDA funding. Moore & Associates, Inc. is a consulting firm specializing in public transportation, including audits of non-TDA Article 4 recipients. Selection of Moore & Associates followed a competitive procurement process.

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

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

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

Objectives

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

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

Scope

The TPA is a systematic review of performance evaluating the efficiency, economy, and effectiveness of the transit operator. The audit of the City of Camarillo included five tasks:

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

Methodology

The methodology for the Triennial Performance Audit of the City of Camarillo included thorough review of documents relevant to the scope of the audit, as well as information contained on the City's website. The documents reviewed included the following (spanning the full three-year period):

- Monthly performance reports;
- State Controller Reports;
- Annual budgets;
- TDA fiscal audits;
- Transit marketing collateral;
- TDA claims;
- Fleet inventory;
- Preventive maintenance schedules and forms;
- California Highway Patrol Terminal Inspection reports;
- National Transit Database reports;

- Accident/road call logs; and
- Organizational chart.

Given impacts of the COVID-19 pandemic, the methodology for this audit included a virtual site visit with City representatives on February 21, 2023. The audit team met with Shaun Kroes (Public Works Administrator) and Lydia Salas (Management Assistant), and reviewed materials germane to the triennial audit.

This report is comprised of eight chapters divided into three sections:

1. Executive Summary: A summary of the key findings and recommendations developed during the Triennial Performance Audit process.
2. TPA Scope and Methodology: Methodology of the review and pertinent background information.
3. TPA Results: In-depth discussion of findings surrounding each of the subsequent elements of the audit:
 - Compliance with statutory and regulatory requirements,
 - Status of prior recommendations,
 - Consistency among reported data,
 - Performance measures and trends,
 - Functional audit, and
 - Findings and recommendations.

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Chapter 3 | Program Compliance

This section examines the City of Camarillo’s compliance with the Transportation Development Act as well as relevant sections of the California Code of Regulations. An annual certified fiscal audit confirms TDA funds were apportioned in conformance with applicable laws, rules, and regulations. The City considers full use of funds under California Code of Regulations (CCR) 6754(a) as referring to operating funds but not capital funds. The TPA findings and related comments are delineated in Exhibit 3.1.

As it has not historically utilized TDA funding, the City of Camarillo is not statutorily required to undergo a Triennial Performance Audit, nor has it traditionally been held to the requirements of the TDA. However, the Ventura County Transportation Commission (VCTC), as the RTPA, requested the City of Camarillo be audited as part of its triennial process to provide a comprehensive and objective review to offer beneficial insights into program performance and to establish a baseline for future audits. The City began claiming Article 4 funds in FY 2022/23, and will be required under the TDA to undergo a Triennial Performance Audit in future years.

Status of compliance items was determined through discussions with City staff as well as an inspection of relevant documents including the fiscal audits for each year of the triennium, State Controller annual filings, California Highway Patrol terminal inspections, National Transit Database reports, year-end performance reports, and other compliance-related documentation.

No compliance issues were identified for the City of Camarillo.

Developments Occurring During the Audit Period

The FY 2019/20 – FY 2021/22 audit period was significantly different than prior audit periods. The impacts of the COVID-19 pandemic resulted in significant declines in ridership and revenue, while changes to the TDA provided compliance waivers and amended existing legislation. In many instances, transit operators strove to retain operations staff despite adopting a reduced schedule, resulting in significant changes to many cost-related performance metrics. While infusions of funding through the CARES Act mitigated some of the lost revenues for federally funded programs, many transit operators have yet to return to pre-pandemic ridership and fare levels. As a result, this Triennial Performance Audit will provide an assessment not only of how COVID-19 impacted the organization, but how it responded to the crisis.

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

Assembly Bill 90, signed into law on June 29, 2020, provides temporary regulatory relief for transit operators required to conform with Transportation Development Act (TDA) farebox recovery ratio thresholds in FY 2019/20 and FY 2020/21. Assembly Bill 149, signed into law on July 16, 2021, provides

additional regulatory relief by extending the provisions of AB 90 through FY 2022/23 and adjusting definitions of eligible revenues and operating costs. While the ability to maintain state mandates and performance measures is important, these measures enable transit operators to adjust to the impacts of COVID while continuing to receive their full allocations of funding under the TDA.

Together, these two pieces of legislation include the following provisions specific to transit operator TDA funding under Article 4 and Article 8:

1. Prohibits the imposition of the TDA revenue penalty on an operator that did not maintain the required ratio of fare revenues to operating cost from FY 2019/20 through FY 2022/23.
2. Waives the annual productivity improvement requirement of Section 99244 through FY 2022/23.
3. Adds a temporary provision exempting operators from farebox recovery ratio requirements through FY 2024/25 provided they expend at least the same amount of local funds as in FY 2018/19.
4. Expands the definition of “local funds” to enable the use of federal funding, such as the CARES Act or CRRSAA, to supplement fare revenues and allows operators to calculate free and reduced fares at their actual value.
5. Adjusts the definition of operating cost to exclude the cost of ADA paratransit services, demand-response and microtransit services designed to extend access to service, ticketing/payment systems, security, some pension costs, and some planning costs.
6. Requires the Controller to calculate and publish the allocation of transit operator revenue-based funds made pursuant to the State Transit Assistance (STA) Program for FY 2020/21 and FY 2021/22.
7. Allows operators to use STA funds as needed to keep transit service levels from being reduced or eliminated through FY 2022/23.

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

Exhibit 3.1 Transit Development Act Compliance Requirements

Compliance Element	Reference	Compliance	Comments
State Controller Reports submitted on time.	PUC 99243	In compliance	FY 2019/20: January 28, 2021 FY 2020/21: January 26, 2022 FY 2021/22: January 30, 2023
Fiscal and compliance audits submitted within 180 days following the end of the fiscal year (or with up to 90-day extension).	PUC 99245	In compliance	FY 2019/20: October 26, 2020 FY 2020/21: November 30, 2021 FY 2021/22: October 31, 2022 <i>The City does not receive TDA 4 or 8(c) funds. Dates represent submittal dates for TDA 3 and TDA 8(a) audits.</i>
Operator’s terminal rated as satisfactory by CHP within the 13 months prior to each TDA claim.	PUC 99251 B	In compliance	March 27, 2019 October 22, 2020 March 17, 2022
Operator’s claim for TDA funds submitted in compliance with rules and regulations adopted by the RTPA.	PUC 99261	In compliance	The City only submits claims for Article 3 and Article 8(a) funds.
If operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.	PUC 99270.1	Not applicable	
Except as otherwise provided, the allocation for any purpose specified under Article 8 may in no year exceed 50% of the amount required to meet the total planning expenditures for that purpose.	PUC 99405	Not applicable	The City does not receive funding under Article 8(c).
An operator receiving allocations under Article 8(c) may be subject to regional, countywide, or subarea performance criteria, local match requirements, or fare recovery ratios adopted by resolution of the RTPA.	PUC 99405	Not applicable	The City does not receive funding under Article 8(c).
The operator’s operating budget has not increased by more than 15% over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).	PUC 99266	In compliance	FY 2019/20: -5.33% FY 2020/21: + 10.64% FY 2021/22: -13.96% <i>Source: SCO reports</i>
The operator’s definitions of performance measures are consistent with the Public Utilities Code Section 99247.	PUC 99247	In compliance	<i>While the City does not calculate full-time equivalent (FTE) using the TDA definition, it is considered in compliance since it does not receive LTF funds.</i>
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating cost at least equal to one-fifth (20 percent).	PUC 99268.2, 99268.4, 99268.1	In compliance	FY 2019/20: 6.78% (waived) FY 2020/21: 2.55% (waived) FY 2021/22: 4.70% (waived)

Compliance Element	Reference	Compliance	Comments
If the operator serves a rural area, it has maintained a ratio of fare revenues to operating cost at least equal to one-tenth (10 percent).	PUC 99268.2, 99268.4, 99268.5	Not applicable	
For a claimant that provides only services to elderly and handicapped persons, the ratio of fare revenues to operating cost shall be at least 10 percent.	PUC 99268.5, CCR 6633.5	Not applicable	
The current cost of the operator’s retirement system is fully funded with respect to the officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPA, which will fully fund the retirement system for 40 years.	PUC 99271	In compliance	City employees are eligible for CalPERS retirement benefits
If the operator receives State Transit Assistance funds, the operator makes full use of funds available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted.	CCR 6754 (a) (3)	In compliance	STA funds are claimed for operations in FY 2022.
In order to use State Transit Assistance funds for operating assistance, the operator’s total operating cost per revenue hour does not exceed the sum of the preceding year’s total plus an amount equal to the product of the percentage change in the CPI for the same period multiplied by the preceding year’s total operating cost per revenue hour. An operator may qualify based on the preceding year’s operating cost per revenue hour or the average of the three prior years. If an operator does not meet these qualifying tests, the operator may only use STA funds for operating purposes according to a sliding scale.	PUC 99314.6	In compliance	Waived in FY 2021 and FY 2022.
A transit claimant is precluded from receiving monies from the Local Transportation Fund and the State Transit Assistance Fund in an amount which exceeds the claimant’s capital and operating costs less the actual amount of fares received, the amount of local support required to meet the fare ratio, the amount of federal operating assistance, and the amount received during the year from a city or county to which the operator has provided services beyond its boundaries.	CCR 6634	In compliance	

Chapter 4 | Prior Recommendations

This section reviews and evaluates the implementation of prior Triennial Performance Audit recommendations. This objective assessment provides assurance the City of Camarillo has made quantifiable progress toward improving both the efficiency and effectiveness of its public transit program.

The prior audit – completed in April 2020 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2018 – included one recommendation:

1. [Demonstrate use of the TDA definition of full-time equivalent \(FTE\) for the Triennial Performance Audit and use methodology when reporting Employees on the State Controller Report.](#)

Discussion: As part of the prior review, the City did not provide any documentation outlining the methodology it uses in calculating FTE. While the number of employees reported appeared to be appropriate for each mode, it is unclear how the City calculated the number of employees or FTE it reported. This finding was carried forward from the prior audit as it remained relevant and had not been resolved.

The prior auditor noted that City staff is responsible for preparing the State Controller Report and transit management staff should become familiar with the TDA definition for full-time equivalent (FTE) as well as how it should be reported on the State Controller Report. In completing the State Controller Report, all staff and contractor hours worked for the full fiscal year should be added together, then divided by 2,000 to get the total FTE. Rather than accepting FTE figures from the contractor, the auditor recommended the City request actual hours worked from the contractor, add City staff hours, then calculate FTE for the State Controller Report.

Progress: FTE provided by the contractor is used to complete the State Controller Report. However, as part of this audit the City provided a person-count of employees, indicating RATP Dev only has full-time employees and was using a person-count of full-time employees. This is not consistent with the TDA definition.

Status: Not implemented.

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Chapter 5 | Data Reporting Analysis

An important aspect of the Triennial Performance Audit process is assessing how effectively and consistently the transit operator reports performance statistics to local, state, and federal agencies. Often as a condition of receipt of funding, an operator must collect, manage, and report data to different entities. Ensuring such data are consistent can be challenging given the differing definitions employed by different agencies as well as the varying reporting timeframes. This chapter examines the consistency of performance data reported by the City of Camarillo both internally as well as to outside entities during the audit period.

- **Operating cost:** Transit operating cost reported in the City’s ACFR and to the State Controller were consistent each year. In FY 2019/20 and FY 2020/21, the operating cost reported to the NTD and the State Controller/ACFR differed 15.7 percent and 15.6 percent, respectively. By FY 2021/22, that variance had dropped 2.2 percent. The reason for this is unknown.
- **Fare Revenue:** In FY 2019/20, fare revenue data reported to the NTD was higher than that reported to the State Controller. It appears funds reported as “organization-paid fare” to the NTD were not reported as passenger fares to the State Controller, resulting in this variance. In FY 2021/22, fare revenue data reported to the State Controller was higher than that reported to the NTD. The cause could not be identified.
- **Vehicle Service Hours (VSH):** In FY 2020/21, vehicle service miles appear to be underreported on the State Controller Report for both fixed route and Dial-A-Ride as compared to the monthly performance reports. By contrast, Dial-A-Ride data reported to the NTD in FY 2020/21 appears to be overreported as compared to the monthly performance report, while fixed-route data is underreported. The overreporting may be due to an error on the monthly performance report, which shows a 65 percent decline in general public Dial-A-Ride VSH in April, May, and June 2021; with no corresponding decrease in VSM or ridership.
- **Vehicle Service Miles (VSM):** Vehicle service miles appear to be significantly underreported on the State Controller Reports, both for fixed route and Dial-A-Ride, in FY 2019/20 and FY 2020/21 as compared to the monthly performance reports. During the site visit, staff indicated there have been some ongoing issues with documenting VSM on the part of the operations contractor. However, both City staff are new to the program and cannot speak to past problems. This issue seems to have been resolved in FY 2021/22, when data is reported consistently for both modes.
- **Passengers:** In FY 2020/21, ridership appears to be underreported on the State Controller Report for both fixed route and Dial-A-Ride as compared to the monthly performance reports. Dial-A-Ride data reported to the NTD in FY 2020/21 also appears to be significantly underreported as compared to the monthly performance report

- **Full-Time Equivalent (FTE) Employees:** While the Employees reported to the State Controller appears to include both City and contractor employees, the data provided by the contractor is a person-count and does not appear to be based on hours worked.

Exhibit 5.1 Data Reporting Comparison

Performance Measure	System-Wide		
	FY 2019/20	FY 2020/21	FY 2021/22
Operating Cost (Actual \$)			
<i>City of Camarillo ACFR</i>	\$2,332,686	\$2,542,855	\$2,772,001
<i>National Transit Database</i>	\$2,016,247	\$2,200,535	\$2,713,045
<i>State Controller Report</i>	\$2,332,686	\$2,542,855	\$2,772,001
Fare Revenue (Actual \$)			
<i>City of Camarillo ACFR</i>	\$158,230	\$64,779	\$130,287
<i>National Transit Database</i>	\$133,527	\$63,809	\$121,276
<i>State Controller Report</i>	\$117,525	\$64,779	\$130,287
Vehicle Service Hours (VSH)			
<i>Monthly Performance Reports</i>	26,957	25,236	19,700
<i>National Transit Database</i>	26,957	18,616	19,700
<i>State Controller Report</i>	26,953	19,357	19,700
Vehicle Service Miles (VSM)			
<i>Monthly Performance Reports</i>	483,746	360,493	370,426
<i>National Transit Database</i>	423,191	352,304	369,502
<i>State Controller Report</i>	310,896	412,125	369,502
Passengers			
<i>Monthly Performance Reports</i>	131,676	81,868	67,582
<i>National Transit Database</i>	131,673	71,057	69,924
<i>State Controller Report</i>	131,673	75,863	69,923
Full-Time Equivalent Employees			
<i>State Controller Report</i>	27	27	27
<i>As reported by contractor</i>	25	25	25

Chapter 6 | Performance Analysis

Performance indicators are typically employed to quantify and assess the efficiency of a transit operator's activities. Such indicators provide insight into current operations as well as trend analysis of operator performance. Through a review of indicators, relative performance as well as possible inter-relationships between major functions is revealed.

The Transportation Development Act (TDA) requires recipients of TDA funding to track and report five performance indicators:

- Operating Cost/Passenger,
- Operating Cost/Vehicle Service Hour,
- Passengers/Vehicle Service Hour,
- Passengers/Vehicle Service Mile, and
- Vehicle Service Hours/Employee.

To assess the validity and use of performance indicators, the audit team performed the following activities:

- Assessed internal controls in place for the collection of performance-related information,
- Validated collection methods of key data,
- Calculated performance indicators, and
- Evaluated performance indicators.

The procedures used to calculate TDA-required performance measures for the current triennium were verified and compared with indicators included in similar reports to external entities (i.e., State Controller and Federal Transit Administration).

Operating Cost

The Transportation Development Act requires an operator to track and report transit-related costs reflective of the Uniform System of Accounts and Records developed by the State Controller and the California Department of Transportation. The most common method for ensuring this occurs is through a compliance audit report prepared by an independent auditor in accordance with California Code of Regulations Section 6667¹. The annual independent financial audit should confirm the use of the Uniform System of Accounts and Records. *Operating cost* – as defined by PUC Section 99247(a) – excluded the following during the audit period²:

¹ CCR Section 6667 outlines the minimum tasks which must be performed by an independent auditor in conducting the annual fiscal and compliance audit of the transit operator.

² Given the passage of AB 149, the list of excluded costs will be expanded beginning with FY 2021/22.

- Cost in the depreciation and amortization expense object class adopted by the State Controller pursuant to PUC Section 99243,
- Subsidies for commuter rail services operated under the jurisdiction of the Interstate Commerce Commission,
- Direct costs of providing charter service, and
- Vehicle lease costs.

Vehicle Service Hours and Miles

Vehicle Service Hours (VSH) and *Miles* (VSM) are defined as the time/distance during which a revenue vehicle is available to carry fare-paying passengers, and which includes only those times/miles between the time or scheduled time of the first passenger pickup and the time or scheduled time of the last passenger drop-off during a period of the vehicle's continuous availability.³ For example, demand-response service hours include those hours when a vehicle has dropped off a passenger and is traveling to pick up another passenger, but not those hours when the vehicle is unavailable for service due to driver breaks or lunch. For both demand-response and fixed-route services, service hours will exclude hours of "deadhead" travel to the first scheduled pick-up, and will also exclude hours of "deadhead" travel from the last scheduled drop-off back to the terminal. For fixed-route service, a vehicle is in service from first scheduled stop to last scheduled stop, whether or not passengers board or exit at those points (i.e., subtracting driver lunch and breaks but including scheduled layovers).

Passenger Counts

According to the Transportation Development Act, *total passengers* is equal to the total number of unlinked trips (i.e., those trips that are made by a passenger that involve a single boarding and departure), whether revenue-producing or not.

Employees

Employee hours is defined as the total number of hours (regular or overtime) which all employees have worked, and for which they have been paid a wage or salary. The hours must include transportation system-related hours worked by persons employed in connection with the system (whether or not the person is employed directly by the operator). Full-Time Equivalent (FTE) is calculated by dividing the number of person-hours by 2,000.

Fare Revenue

Fare revenue is defined by California Code of Regulations Section 6611.2 as revenue collected from the farebox plus sales of fare media.

³ A vehicle is considered to be in revenue service despite a no-show or late cancellation if the vehicle remains available for passenger use.

TDA Required Indicators

To calculate the TDA indicators for the City of Camarillo, the following sources were employed:

- Operating Cost was not independently calculated as part of this audit. Operating Cost data were obtained via State Controller Reports for each fiscal year covered by this audit. Operating Cost from the reports was compared against that reported in the City’s audited financial reports and appeared to be consistent with TDA guidelines. In accordance with PUC Section 99247(a), the reported costs excluded depreciation and other allowable expenses.
- Fare Revenue was not independently calculated as part of this audit. Fare revenue data were obtained via State Controller Reports for each fiscal year covered by this audit. This appears to be consistent with TDA guidelines as well as the uniform system of accounts. Fare revenue data reported to the State Controller may not reflect other revenues reported as fare revenue to the NTD.
- Vehicle Service Hours (VSH) data were obtained via State Controller Reports for each fiscal year covered by this audit. The City’s methodology appears consistent with PUC guidelines.
- Vehicle Service Miles (VSM) data were obtained via State Controller Reports for each fiscal year covered by this audit. The City’s methodology appears consistent with PUC guidelines.
- Unlinked trip data were obtained via State Controller Reports for each fiscal year covered by this audit. The City’s methodology appears consistent with PUC guidelines.
- Full-Time Equivalent (FTE) data were obtained from State Controller Reports for each fiscal year covered by this review. Use of the TDA definition regarding FTE calculation was not confirmed.

[Note: Given the variances in data reported in Chapter 5, State Controller Report data is used in this analysis to maintain consistency with the prior audit.]

System Performance Trends

System-wide, operating cost experienced a net 18.8 percent increase during the audit period, and a 30.8 percent net increase across the last six years. Fare revenue significantly decreased during the six-year period, with most of the decline (44.9 percent) occurring in FY 2020/21 before increasing significantly in FY 2021/22 (101.1 percent). This resulted in a net 10.9 percent increase during the audit period, but a 17.9 percent decrease across the six-year period.

Vehicle service hours (VSH) declined in FY 2019/20 and FY 2020/21 due to the COVID-19 pandemic. This resulted in a net 26.9 percent decrease during the audit period and a net 26.3 percent decrease during the six-year period. Vehicle service miles (VSM) steadily decreased in FY 2019/20 and FY 2021/22. This resulted in an overall net increase of 18.9 percent during the audit period and 13.1 percent over the six-year period. Ridership declined every year during the audit period, though the most significant declines did not occur until FY 2019/20 and FY 2020/21 in response to the COVID-19 pandemic. This led to a 46.9 percent net decrease during the audit period and a 58.3 percent net decrease across the six-year period.

Cost-related metrics typically provide an indicator of a system’s efficiency, while passenger-related metrics offer insight into its productivity. Improvements are characterized by increases in passenger-related metrics and decreases in cost-related metrics. Due to operating cost increasing during the audit period, cost-related metrics increased due to corresponding decreases in other performance measures.

Operating cost per passenger was impacted the most, given the 46.9 percent decrease in ridership during the audit period. Passenger-related metrics fell during the audit period, with passengers per VSH decreasing by 27.3 percent and passengers per VSM decreasing by 55.3 percent.

Exhibit 6.1 System Performance Indicators

Performance Measure	System-wide					
	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Operating Cost (Actual \$)	\$2,119,705	\$2,295,197	\$2,359,867	\$2,332,686	\$2,542,855	\$2,772,001
<i>Annual Change</i>		8.3%	2.8%	-1.2%	9.0%	9.0%
Fare Revenue (Actual \$)	\$158,695	\$153,934	\$153,800	\$117,525	\$64,779	\$130,287
<i>Annual Change</i>		-3.0%	-0.1%	-23.6%	-44.9%	101.1%
Vehicle Service Hours (VSH)	26,734	32,849	33,605	26,953	19,357	19,700
<i>Annual Change</i>		22.9%	2.3%	-19.8%	-28.2%	1.8%
Vehicle Service Miles (VSM)	326,783	357,685	387,852	310,896	412,125	369,502
<i>Annual Change</i>		9.5%	8.4%	-19.8%	32.6%	-10.3%
Passengers	167,519	172,192	174,558	131,673	75,863	69,923
<i>Annual Change</i>		2.8%	1.4%	-24.6%	-42.4%	-7.8%
Employees	24	27	27	27	27	27
<i>Annual Change</i>		12.5%	0.0%	0.0%	0.0%	0.0%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$79.29	\$69.87	\$70.22	\$86.55	\$131.37	\$140.71
<i>Annual Change</i>		-11.9%	0.5%	23.2%	51.8%	7.1%
Operating Cost/Passenger (Actual \$)	\$12.65	\$13.33	\$13.52	\$17.72	\$33.52	\$39.64
<i>Annual Change</i>		5.3%	1.4%	31.0%	89.2%	18.3%
Passengers/VSH	6.27	5.24	5.19	4.89	3.92	3.55
<i>Annual Change</i>		-16.3%	-0.9%	-6.0%	-19.8%	-9.4%
Passengers/VSM	0.51	0.48	0.45	0.42	0.18	0.19
<i>Annual Change</i>		-6.1%	-6.5%	-5.9%	-56.5%	2.8%
Farebox Recovery	7.5%	6.7%	6.5%	5.0%	2.5%	4.7%
<i>Annual Change</i>		-10.4%	-2.8%	-22.7%	-49.4%	84.5%
Hours/Employee	1,113.9	1,216.6	1,244.6	998.3	716.9	729.6
<i>Annual Change</i>		9.2%	2.3%	-19.8%	-28.2%	1.8%
TDA Non-Required Indicators						
Operating Cost/VSM	\$6.49	\$6.42	\$6.08	\$7.50	\$6.17	\$7.50
<i>Annual Change</i>		-1.1%	-5.2%	23.3%	-17.8%	21.6%
VSM/VSH	12.22	10.89	11.54	11.53	21.29	18.76
<i>Annual Change</i>		-10.9%	6.0%	-0.1%	84.6%	-11.9%
Fare/Passenger	\$0.95	\$0.89	\$0.88	\$0.89	\$0.85	\$1.86
<i>Annual Change</i>		-5.6%	-1.4%	1.3%	-4.3%	118.2%

Sources: FY 2016/17 – FY 2018/19 data from prior Triennial Performance Audit.
FY 2019/20 – FY 2021/22 data from State Controller reports.

Exhibit 6.2 System Ridership

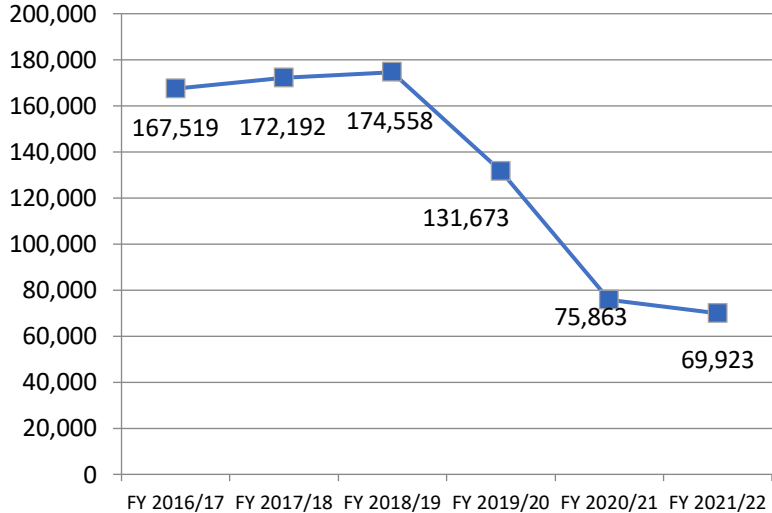


Exhibit 6.3 System Operating Cost/VSH

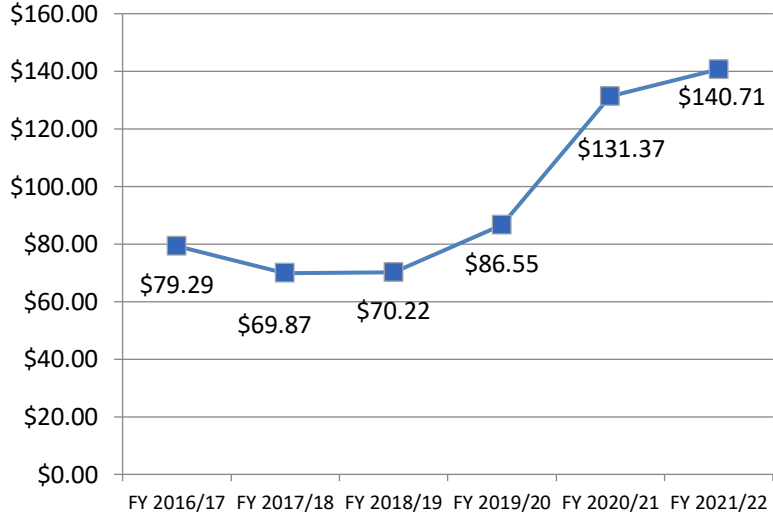


Exhibit 6.4 System Operating Cost/VSM

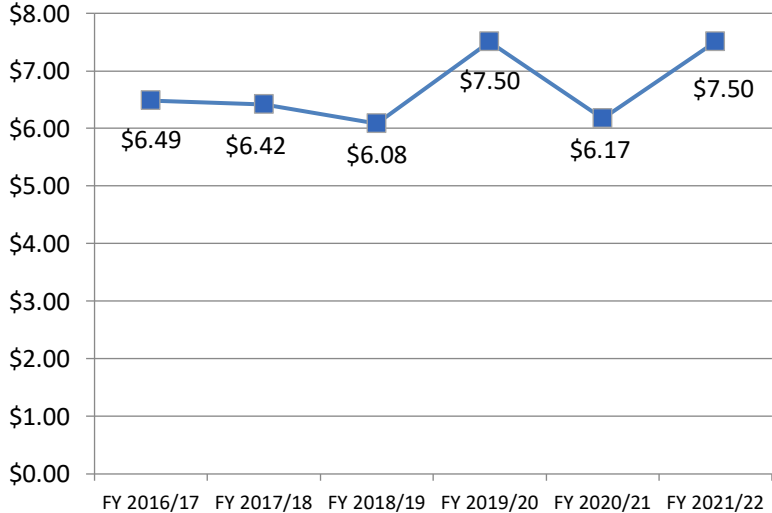


Exhibit 6.5 System VSM/VSH

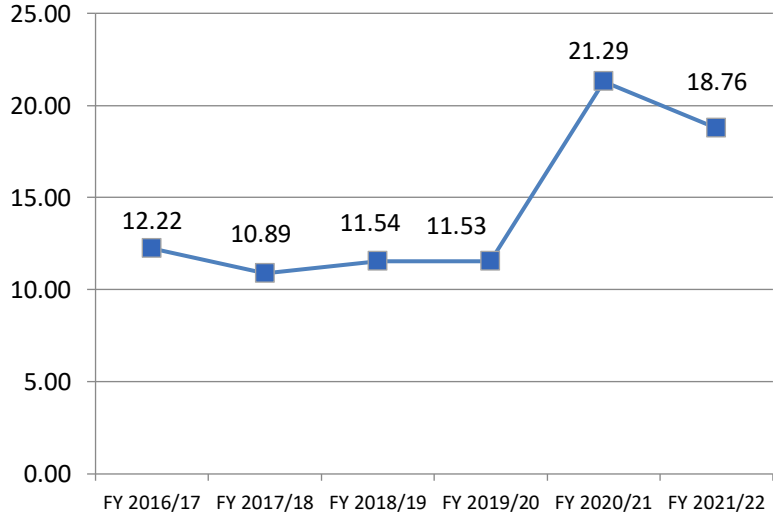


Exhibit 6.6 System Operating Cost/Passenger

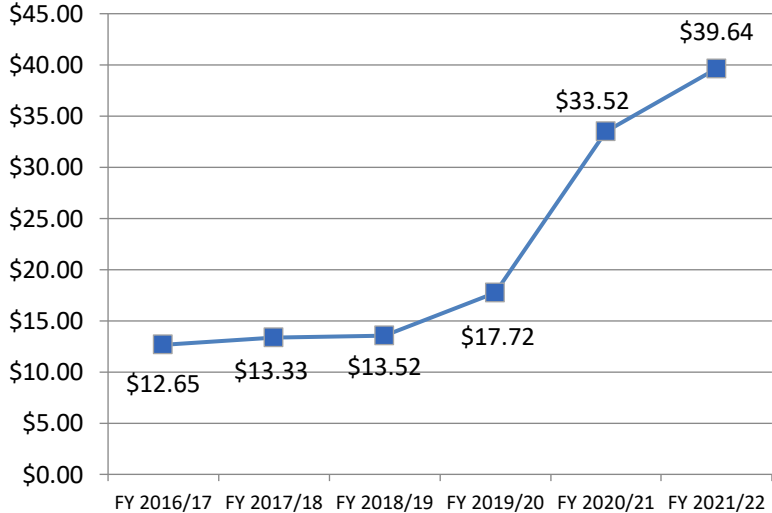


Exhibit 6.7 System Passengers/VSH

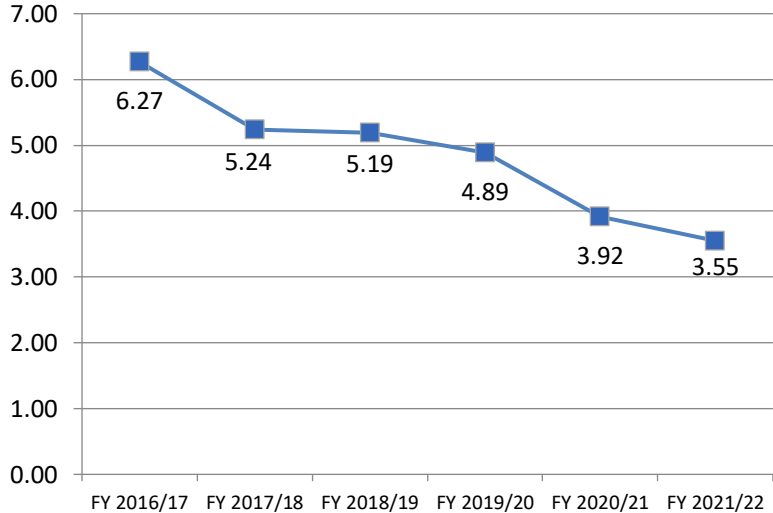


Exhibit 6.8 System Passengers/VSM

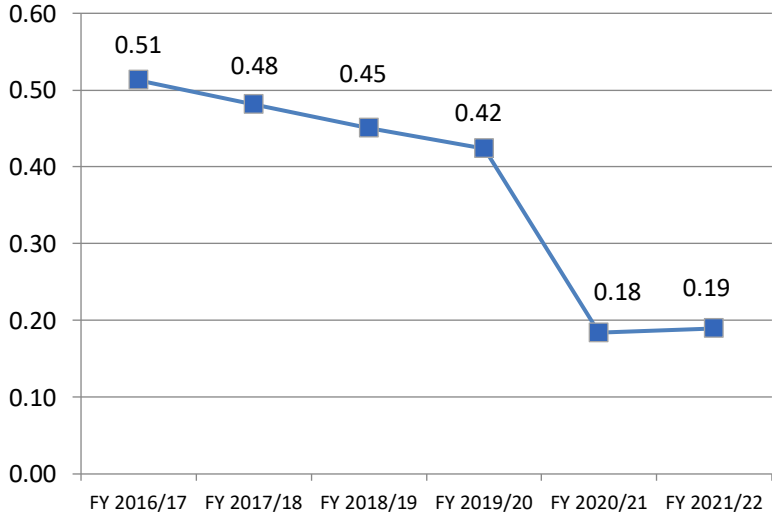


Exhibit 6.9 System VSH/FTE

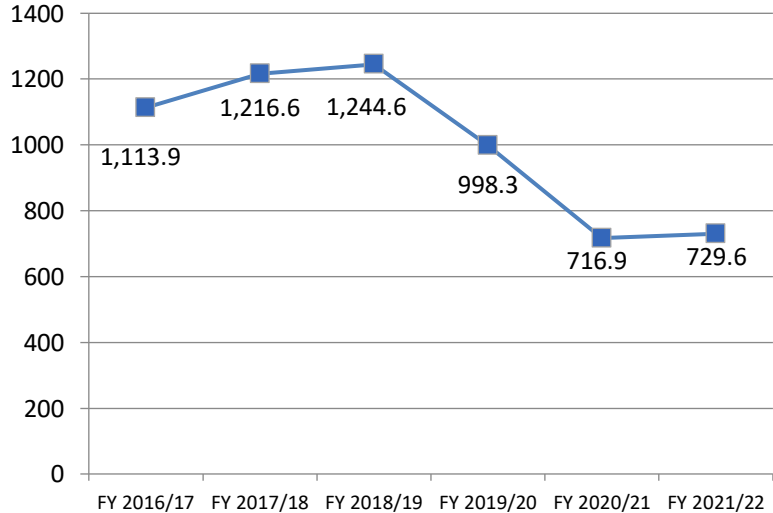


Exhibit 6.10 System Farebox Recovery

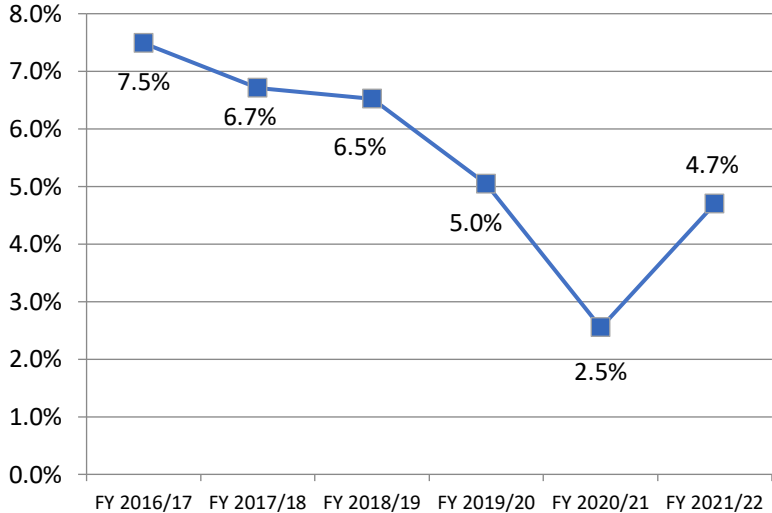
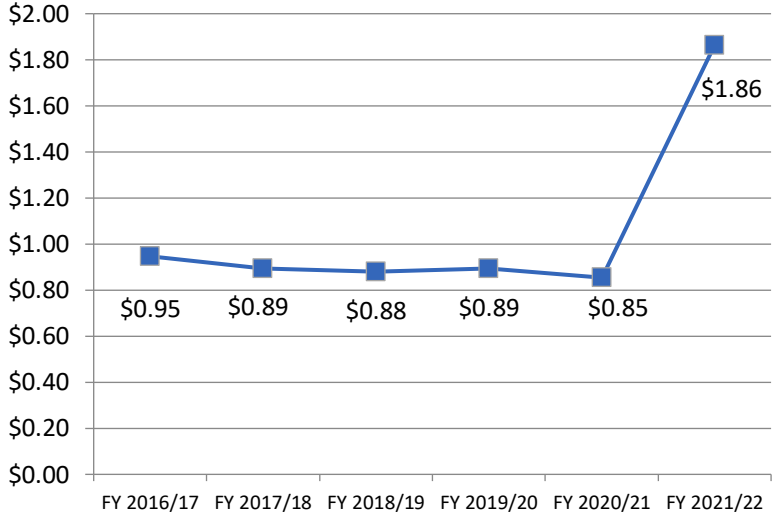


Exhibit 6.11 System Fare/Passenger



Fixed-Route Performance Trends

Fixed-route vehicle service hours decreased every year with the exception of FY 2020/21. This is likely due to the suspension of trolley service due to the COVID-19 pandemic in late FY 2019/20, resulting in a 15.5 percent decrease that year. This ultimately resulted in a net 2.3 percent decrease across the six-year period but a net 17.2 percent increase during the audit period. Vehicle service miles decreased in FY 2019/20 and FY 2021/22 with a significant increase in FY 202/21 (64.7 percent. This resulted in a net increase of 33.2 percent during the six-year period and a net 51.1 percent increase during the audit period. Ridership decreased every year of the six-year period with the most significant decrease occurring in FY 2020/21 (47.4 percent). Ultimately ridership experienced a net decrease of 54.6 percent during the audit period.

Passenger-related productivity metrics (passengers per VSH and passengers per VSM) saw decreases of 61.3 percent and 70 percent, respectively.

Exhibit 6.12 Fixed-Route Performance Indicators

Performance Measure	Fixed-Route					
	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Vehicle Service Hours (VSH)	5,401	5,385	5,325	4,502	5,296	5,278
<i>Annual Change</i>		-0.3%	-1.1%	-15.5%	17.6%	-0.3%
Vehicle Service Miles (VSM)	54,274	54,607	56,528	47,864	78,831	72,300
<i>Annual Change</i>		0.6%	3.5%	-15.3%	64.7%	-8.3%
Passengers	82,447	77,752	77,029	56,136	29,540	25,472
<i>Annual Change</i>		-5.7%	-0.9%	-27.1%	-47.4%	-13.8%
Employees	4	4	4	4	4	4
<i>Annual Change</i>		0.0%	0.0%	0.0%	0.0%	0.0%
Performance Indicators						
Passengers/VSH	15.27	14.44	14.47	12.47	5.58	4.83
<i>Annual Change</i>		-5.4%	0.2%	-13.8%	-55.3%	-13.5%
Passengers/VSM	1.52	1.42	1.36	1.17	0.37	0.35
<i>Annual Change</i>		-6.3%	-4.3%	-13.9%	-68.0%	-6.0%
Hours/Employee	1,350.3	1,346.3	1,331.3	1,125.5	1,324.0	1,319.5
<i>Annual Change</i>		-0.3%	-1.1%	-15.5%	17.6%	-0.3%
TDA Non-Required Indicators						
VSM/VSH	10.05	10.14	10.62	10.63	14.89	13.70
<i>Annual Change</i>		0.9%	4.7%	0.2%	40.0%	-8.0%

Sources: FY 2016/17 – FY 2018/19 data from prior Triennial Performance Audit.
FY 2019/20 – FY 2021/22 data from State Controller reports.

Exhibit 6.13 Fixed-Route Ridership

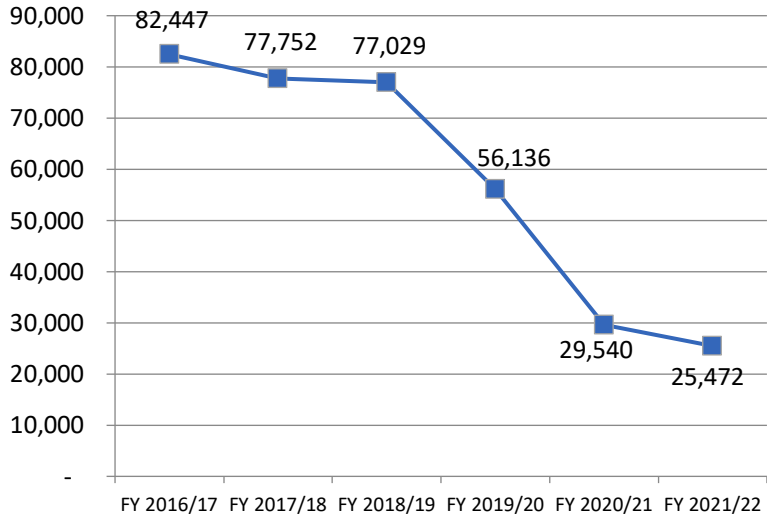


Exhibit 6.14 Fixed-Route VSM/VSH

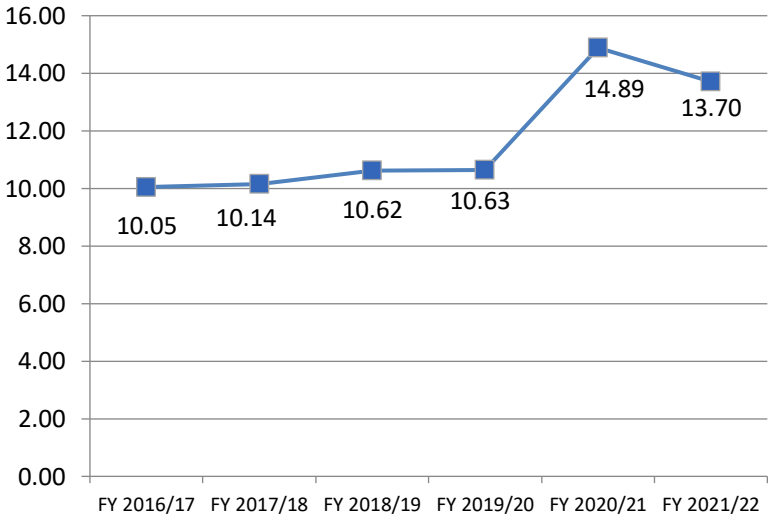


Exhibit 6.15 Fixed-Route Passengers/VSH

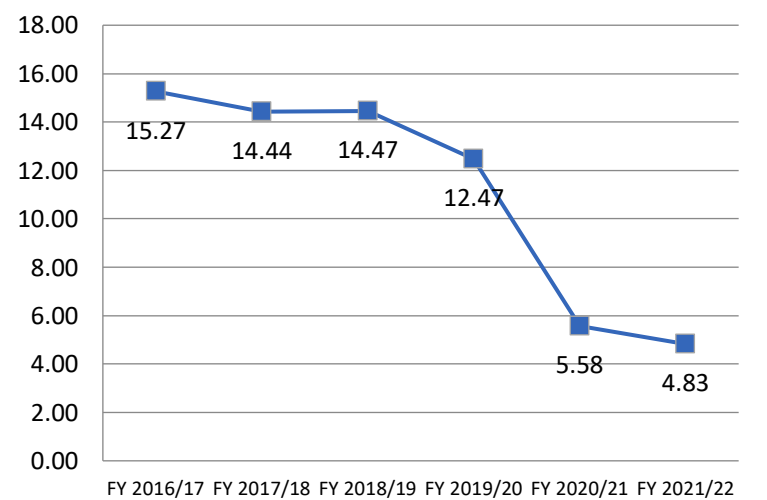


Exhibit 6.16 Fixed-Route Passengers/VSM

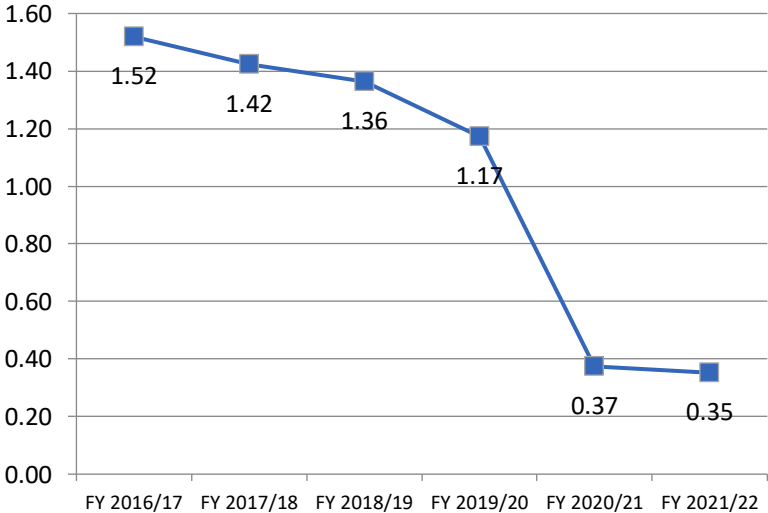
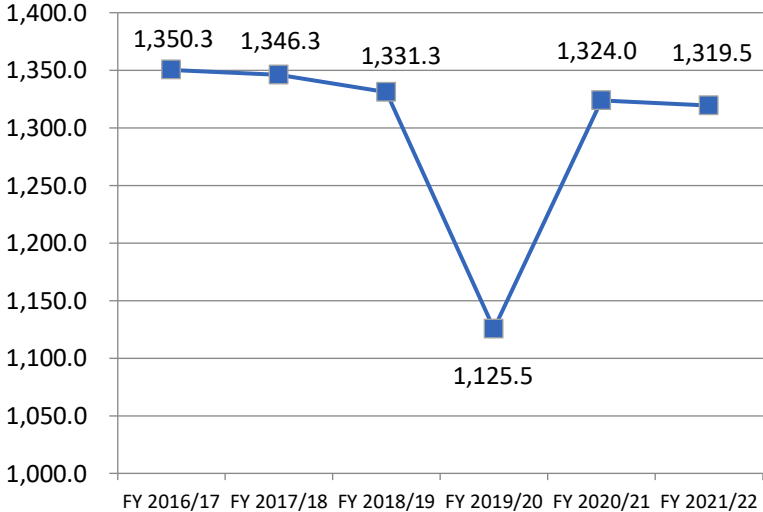


Exhibit 6.17 Fixed-Route VSH/FTE



Demand-Response Performance Trends

Demand-response vehicle service hours experienced a 35.8 percent net decrease during the audit period, and a 32.4 percent net increase across the six-year period. Vehicle service miles saw a net increase of 13 percent during the audit period and 9.1 percent across the six-year period. Ridership also decreased significantly, declining 41.2 percent during the audit period.

Passengers per VSH decreased 8.4 percent during the audit period, while passengers per VSM had a net decrease of 47.9 percent.

Exhibit 6.18 Demand-Response Performance Indicators

Performance Measure	Demand-Response					
	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Vehicle Service Hours (VSH)	21,333	27,464	28,280	22,451	14,061	14,422
<i>Annual Change</i>		28.7%	3.0%	-20.6%	-37.4%	2.6%
Vehicle Service Miles (VSM)	272,509	303,078	331,324	263,032	333,294	297,202
<i>Annual Change</i>		11.2%	9.3%	-20.6%	26.7%	-10.8%
Passengers	85,072	94,440	97,529	75,537	46,323	44,451
<i>Annual Change</i>		11.0%	3.3%	-22.5%	-38.7%	-4.0%
Employees	20	23	23	23	23	23
<i>Annual Change</i>		15.0%	0.0%	0.0%	0.0%	0.0%
Performance Indicators						
Passengers/VSH	3.99	3.44	3.45	3.36	3.29	3.08
<i>Annual Change</i>		-13.8%	0.3%	-2.4%	-2.1%	-6.4%
Passengers/VSM	0.31	0.31	0.29	0.29	0.14	0.15
<i>Annual Change</i>		-0.2%	-5.5%	-2.4%	-51.6%	7.6%
Hours/Employee	1,066.7	1,194.1	1,229.6	976.1	611.3	627.0
<i>Annual Change</i>		11.9%	3.0%	-20.6%	-37.4%	2.6%
TDA Non-Required Indicators						
VSM/VSH	12.77	11.04	11.72	11.72	23.70	20.61
<i>Annual Change</i>		-13.6%	6.2%	0.0%	102.3%	-13.1%

Sources: FY 2016/17 – FY 2018/19 data from prior Triennial Performance Audit.
FY 2019/20 – FY 2021/22 data from State Controller reports.

Exhibit 6.19 Demand-Response Ridership

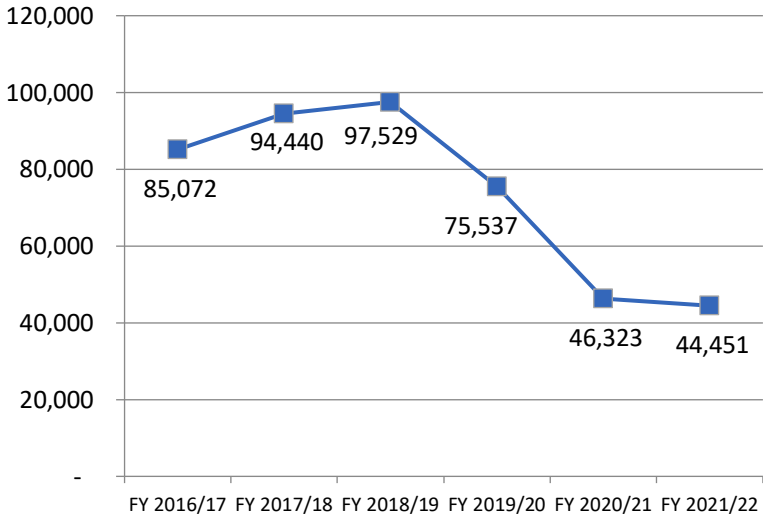


Exhibit 6.20 Demand-Response VSM/VSH

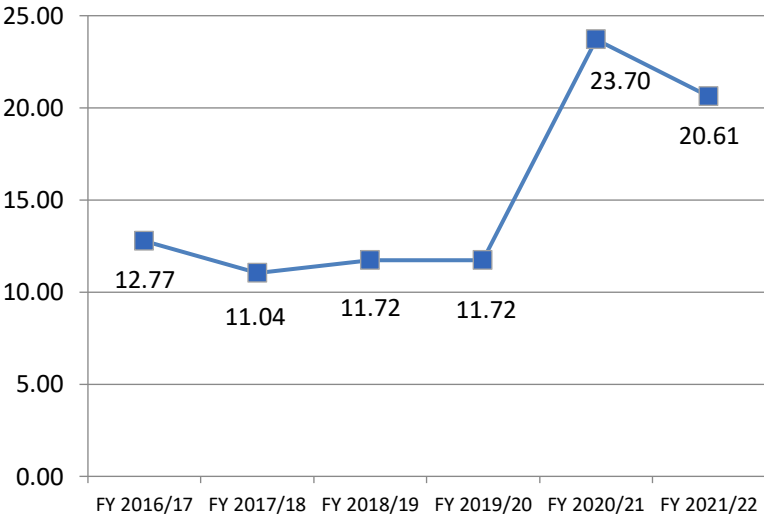


Exhibit 6.21 Demand-Response Passengers/VSH

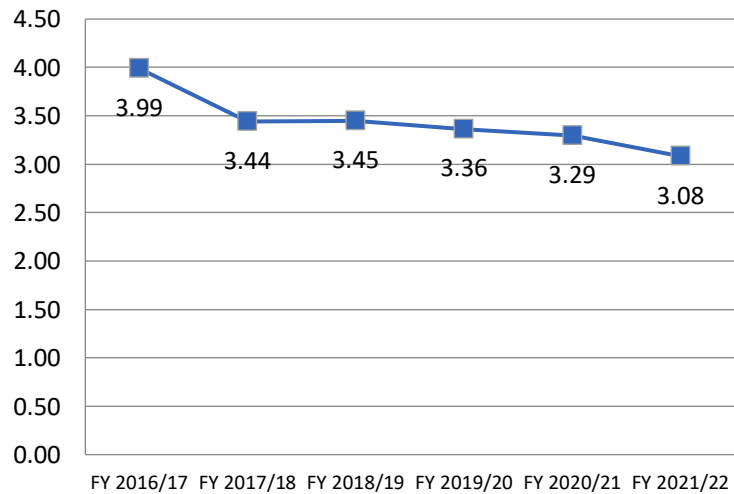


Exhibit 6.22 Demand-Response Passengers/VSM

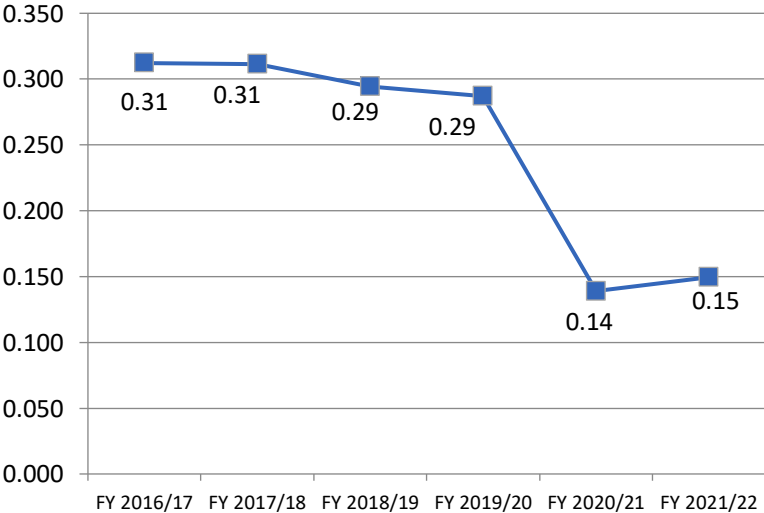
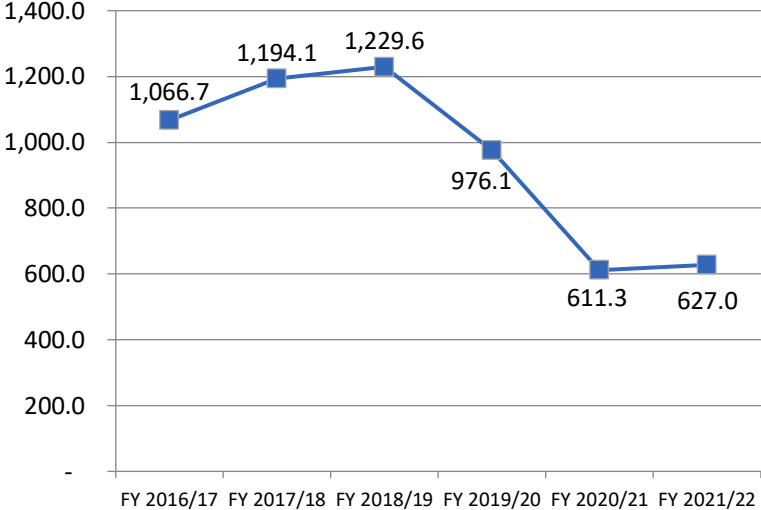


Exhibit 6.23 Demand-Response VSH/FTE



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Chapter 7 | Functional Review

A functional review of the City of Camarillo’s public transit program is intended to assess the effectiveness and efficiency of the operator. Following a general summary of the City’s transit services, this chapter addresses seven functional areas. The list, taken from Section III of the *Performance Audit Guidebook* published by Caltrans, reflects those transit services provided by the City through its transit program:

- General management and organization;
- Service planning;
- Administration;
- Marketing and public information;
- Scheduling, dispatch, and operations;
- Personnel management and training; and
- Fleet maintenance.

Service Overview

The City of Camarillo’s transit program is marketed as Camarillo Area Transit (CAT). The City provides fixed-route service on two routes within Camarillo. One route is a traditional bus route, while the second is a trolley service linking retail and dining destinations, as well as regional transit connection points. The fixed-route service operates weekdays from approximately 8:15 a.m. to 4:30 p.m. The trolley operates Sunday through Thursday from 10:00 a.m. to 6:00 p.m., and Friday and Saturday from 10:00 a.m. until 9:00 p.m.

The City’s Dial-A-Ride is open to the general public. Trips may be scheduled for any purpose except school-related. Service hours are weekdays from 7:30 a.m. to 9:00 p.m., Saturday from 8:00 a.m. to 9:00 p.m., and Sunday from 8:00 a.m. to 5:00 p.m.

The City offers fare-free rides to residents of Leisure Village, a retirement community for persons age 55 and above. Exhibit 7.1 and Exhibit 7.2 illustrates the City’s fare structure.

Exhibit 7.1 Fixed-Route Fare Structure

Fare Category	Fare
Fixed-route	
Adults and students (one-way)	\$1.00
Seniors (65+) and Disabled	\$0.50
Leisure Village residents	Free
Trolley	
Senior (65+)/ADA	\$0.50
General	\$1.00

Exhibit 7.2 Dial-A-Ride Fare Structure

Fare Category	Fare
Adults and students (one-way)	\$3.00
Seniors (65+) and Disabled	\$2.00
Children under 6 (with paid adult)	Free
Seniors (65+) and Disabled to East Ventura County cities	\$6.00

Recent fare changes

On July 1, 2021, the City implemented a fare change. It increased the general public Dial-A-Ride fare from \$2.00 to \$3.00 and the senior/ADA fare from \$1.50 to \$2.00. At the same time, the City increased the age requirement for the senior fare from 55 to 65 years. In addition, the historically free trolley route began charging fares - \$1.00 for the general public and fifty cents for seniors and persons with disabilities. The impact of the fare increase has yet to be determined as the change came during the peak of the COVID-19 pandemic. The goal was to be more consistent with neighboring jurisdictions.

Response to COVID-19 pandemic

In March 2020, Dial-A-Ride service was restricted to senior and ADA rides only following the issuance of the state stay-at-home order. Fare collection was suspended between March 25 and June 2020. Trolley service was suspended during that time as well. Fare collection was suspended again between January and April 2021, resuming in May 2021. The City is still utilizing driver shields onboard the buses and tiered pricing in its transit operations contract. COVID-19 taught transit staff that it needs to be more nimble and ready for change.

General Management and Organization

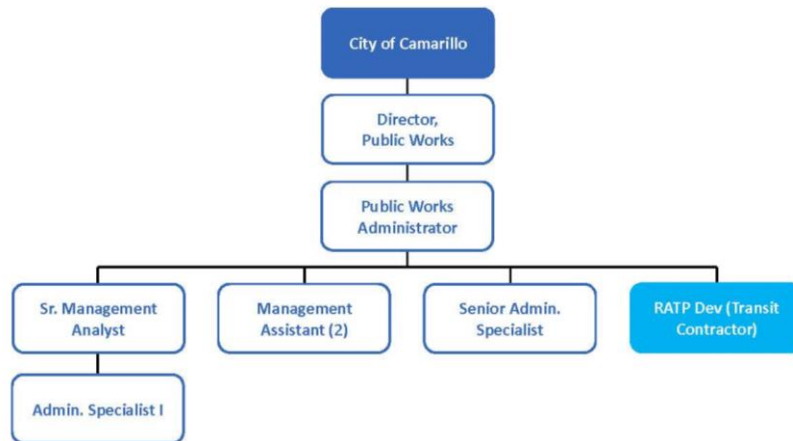
The City of Camarillo’s public transit program is administered within the City’s Public Works Department. The Camarillo city council is the governing body overseeing the transit program. City council meetings occur on the second and fourth Wednesday of each month at 5:00 p.m. in the Council Chambers located at city hall (601 Carmen Drive, Camarillo). All meetings are ADA-accessible, and transit service is available via Camarillo Dial-A-Ride. Meetings are broadcast on Local Government Channels, Spectrum Channel 10 and Frontier Channel 29, and livestreamed on the City’s YouTube Channel.

The City has historically funded its transit program through general funds, reserving LTF Article 8 funds for streets and roads. In July 2022 (the current fiscal year), the City began using TDA Article 8(c) money to fund transit.

The City contracts with RATP Dev (formerly Roadrunner Management Services) to provide vehicle operations and maintenance for fixed-route and Dial-A-Ride services. The City has maintained a good relationship with the operations contractor, and generally has good communication. The City’s management team monitors program performance via monthly invoices – including ridership and performance statistics – as well as monthly contractor meetings. The TouchPass Umo portal monitors vehicle logins.

The City indicated its internal staffing levels were appropriate and lines of reporting are clearly defined and effective. During the audit period, the department was restructured and there was turnover in several key positions. The City’s organizational chart is provided in Exhibit 7.3.

Exhibit 7.3 Organizational Chart



Service Planning

The City includes goals and objectives for its transit program in each biennial budget, as well as accomplishments from the previous two years. The City is still trying to determine goals and objectives in the wake of the COVID-19 pandemic. The City intends to go out to bid to procure new vehicles to replace the aging fleet, and is considering the option of going out to bid on the operations contract sooner than originally scheduled. The current operations contract expired March 31, 2023, and was amended to extend through June 30, 2024.

At present, VCTC is finalizing its county-wide Transit Integration and Efficiency Study (TIES), which further examines opportunities for regional coordination and service integration. The TIES project, which was launched after it became apparent COVID would have a long-term impact on transit, has presented three separate alternatives: 1) better coordination between procurement, technology, and marketing; 2) consolidating some of the services; and 3) full consolidation of all transit operators.

The City works with the Camarillo Council on Aging as a citizens advisory board. Other public participation efforts include participation in the Camarillo Seniors Expo. Service changes are publicized via internet and brochures. The City participates in the Camarillo Council on Aging Board meetings on an as needed basis, as well as provides travel training at Leisure Village. Public participation activities are available twice per month at regular city council meetings.

The City has not conducted recent rider or community surveys. Avenues to provide feedback are customer service and dispatch lines as well as an open-door policy.

Administration

Budgeting is conducted every two years, with regular review of expectations versus actual cost/revenue. The budget is developed by transit staff. The budget is adjusted for anticipated changes or known factors, including vehicle purchases. Transit staff compare budgeted and actual revenues and expenses quarterly. Budget transfers are used to move expenditures between line items, but increases to the budget require council approval. Expenses and revenue are monitored through Navaline software.

The City's Risk Management department advises transit staff regarding practices and procedures. The City is self-insured, part of the California JPIA state insurance pool. The operations contractor provides its own insurance. Operational safety practices were reviewed at the end of 2022. The City has a current disaster and response plan.

The city council has approval authority over contracts valued at over \$30,000. Transit staff monitor the Transit Operations and Maintenance Services contract. The operations/maintenance contract relationship began in 2012; the agreement was for three years plus up to seven option years. It was most recently renewed in 2020. Contracts are managed through monthly reports and monthly in-person meetings with the contractor. The contractor leases and manages the transit facility and City staff maintain bus stops. City personnel are responsible for cleaning and inspecting bus shelter and stop infrastructure.

Employees submit timesheets for payroll and the Director of Finance and Assistant City Manager sign the checks. All employees utilize direct deposit. Human Resources is responsible for all personnel changes, while the Payroll Accountant is responsible for payroll data. Accounting Specialists in the finance and accounts payable departments handle accounts receivable and accounts payable. Disbursements are authorized by management in the requesting department and finalized with the Director of Finance. Invoices are processed after services are rendered or goods are received.

Procurement follows guidelines set by the City, FTA, and VCTC, and procedures are documented in the City's procurement manual. Items of major expense are competitively procured. City pool vehicle fuel is purchased at gas stations throughout the City with a City credit card. Transit vehicles are purchased through the CalACT cooperative bid. RATP Dev is responsible for fueling transit vehicles and passing costs on to the City via its monthly invoicing.

Marketing and Public Information

The City maintains a transit website which includes service-related information, maps, schedules, fare information, and more. The City distributes CAT service brochures. In cooperation with VCTC, the City advertises promotional events and the countywide Youth and College Ride programs on the its website and social media.

Customer calls are handled by RATP Dev and complaints are logged. Complaints are addressed immediately. While the City does receive complaints, it also receives positive feedback, often via outreach events such as the 50 Plus Expo and Summer Concerts.

Scheduling, Dispatch, and Operations

The City's transit program is operated under contract by RATP Dev. The workforce, which is not represented, includes 16 full-time drivers. The contractor has had difficulty filling part-time positions in the past.

The scheduling department assigns drivers to routes, but shifts are assigned based on seniority. All fixed-route operators must maintain a VTT certificate. The scheduling department takes driver certification and required passenger accommodations into account when scheduling vehicles.

Vacation time is scheduled in advance, and the scheduling department works to cover those shifts with available drivers. On-call drivers are used to cover unexpected absences/call-outs.

The contractor utilizes Roadsoft software for scheduling Dial-A-Ride trips. Reservations can be made via phone from 24 hours to two weeks in advance. Pick-up windows are ten minutes before and ten minutes after the scheduled time. The driver will wait five minutes before leaving.

Collected revenue is brought into the contractor's facility in money bags. Drivers count the total fares collected for the day and dispatch double-checks the count. Fares are kept in a safe that only the contractor's accounting department has access to, and the deposit is processed by the accounting department from that point forward. The City also sells fare media at city hall. Contactless payments are processed via the VCbuspass card (stored value only) and VCTC's Umo app.

Personnel Management and Training

Enough drivers are being recruited to meet the operator's needs. Open positions are advertised on Indeed. Some recruits have prior experience and others do not. All drivers are comprehensively trained by the contractor, whether or not they already possess a commercial driver's license.

RATP Dev has performance-based bonuses and rewards, retention activities, and anniversary celebrations to motivate its employees. In the past six months, there has been no turnover. Turnover generally occurs when employees are unsatisfied with the working environment or compensation. Evaluations are conducted annually and drivers are assessed monthly.

The contractor's comprehensive safety program includes topics ranging from entry-level driver training to specific training based on team safety performance to changes in the weather. The contractor's training team includes a local safety manager, safety technician, dispatchers, and drivers. Initial training consists of classroom training, then observation, cadetting, behind-the-wheel, and a final evaluation. Testing for commercial licenses is provided through the DMV. Drivers are monitored by road supervisors and via DriveCam videos.

RATP Dev utilizes a progressive discipline policy, which is detailed in the employee handbook. Contractor employees are eligible for benefits including medical insurance, dental insurance, vision insurance, and 401(k) savings accounts with company match. Human Resources explains benefits to new employees upon hiring and conducts annual refreshers.

Maintenance

The current preventive maintenance schedule conforms to manufacturers' recommended schedules. All vehicles are beyond the warranty mileage, so no warranty work is currently being identified. Preventive maintenance is conducted after service hours so as not to conflict with vehicle usage. Preventive maintenance is performed every 40 days or every 4,500 miles, whichever comes first. Vehicles undergo pre-trip safety inspections to ensure unsafe vehicles are not used for service. Nearly all work is done in-house, with the exception being body work.

The operations contractor's maintenance facility is dedicated to the City's fleet and is sufficient for that purpose. It includes two maintenance bays and three lifts. The part room is secure and maintenance staff have access. The parts inventory is sufficient to minimize downtime and is tracked using RTA Fleet Management software. Dispatchers notify maintenance immediately if a vehicle breaks down. Dispatchers are also notified when a repaired vehicle is once again eligible for service. Body work is sent out for repair. City staff believe RATP Dev does a good job with maintenance.

The City fleet includes two fixed-route vehicles, and the remainder are cutaways and vans used for Dial-A-Ride service. The average age of the vehicles is approximately 6.5 years, and vehicles typically exceed their useful life benchmark. A vehicle replacement plan exists and funding has been identified. Exhibit 7.4 details the City’s public transit fleet.

Exhibit 7.4 Camarillo Area Transit’s Fleet

Mode	Year	Make	Model	PAX	WC	Fuel type	Mileage (end of FY 2022)
MB	2015	Chevy	Arboc	16	2	Gas	220,548
MB	2019	Chevy	Arboc	16	2	Gas	80,076
DAR	2015	Ford	El Dorado National	16	2	Diesel	147,384
DAR	2012	Braun	EnterVan	5	1	Gas	274,810
DAR	2014	Braun	EnterVan	5	1	Gas	225,837
DAR	2014	Braun	EnterVan	5	1	Gas	253,309
DAR	2016	Chevy	Glaval	14	2	Gas	213,734
DAR	2016	Chevy	Glaval	14	2	Gas	176,311
DAR	2016	Ford	Glaval Entourage	24	2	Gas	152,997
DAR	2016	Braun	Entervan	4	1	Gas	203,880
DAR	2016	Braun	Entervan	4	1	Gas	131,179
DAR	2016	Chevy	Glaval Titan II	12	2	Gas	164,952
DAR	2016	Chevy	Glaval Titan II	12	2	Gas	168,964
DAR	2017	Chevy	Glaval Titan II	12	2	Gas	159,138
DAR	2017	Braun	EnterVan	4	1	Gas	170,401
DAR	2017	Ford	Class V	6	3	Gas	187,276
DAR	2017	Ford	Champion	14	1	Gas	95,036
DAR	2019	Dodge	Caravan	5	1	Gas	91,169

Chapter 8 | Findings and Recommendations

Conclusions

The City of Camarillo did not receive any TDA Article 4 funds for transit during the audit period and has not traditionally been required to be in compliance with the requirements of the Transportation Development Act. One finding that would normally be considered a compliance finding during a Triennial Performance Audit has been identified, but is classified as a functional finding. Recommendations intended to improve the effectiveness and efficiency of the operator are detailed below.

Findings

Based on discussions with City staff, analysis of program performance, and an audit of program compliance and function, the audit team presents no compliance findings.

The audit team has identified one functional finding. While this finding is not a compliance finding, the audit team believes it warrants inclusion in this report:

1. The City does not use the TDA definition of full-time equivalent (FTE) employee in preparing its State Controller Report.

Program Recommendations

In completing this Triennial Performance Audit, the auditors submit the following recommendations for the City of Camarillo’s public transit program. They are divided into two categories: TDA Program Compliance Recommendations and Functional Recommendations. TDA Program Compliance Recommendations are intended to assist in bringing the operator into compliance with the requirements and standards of the TDA, while Functional Recommendations address issues identified during the audit that are not specific to TDA compliance. Each finding is presented with the elements identified within the 2011 *Government Auditing Standards* as well as one or more recommendations.

Given there are no compliance findings, only functional findings and recommendations are presented below.

Functional Finding 1: The City does not use the TDA definition of full-time equivalent (FTE) employee in preparing its State Controller Report.

Criteria: The State Controller, for its Transit Operator Financial Transaction Report, utilizes the TDA definition of full-time equivalent (FTE) employee for the reporting of employees. This definition, included as part of PUC 99247, calls for a definition of “employee” as total work hours divided by 2,000. Reported work hours should include both contractor personnel (e.g., management, drivers, dispatch, etc.) as well as City personnel.

Condition: The City is not using the TDA definition of FTE employee in completing the State Controller Report. The City provided a person-count of employees, indicating RATP Dev only has full-time employees.

This is considered a functional finding at this time, since the City did not utilize TDA funds during the audit period, but will be a consideration with respect to compliance during the next audit period, as the City will be receiving Article 4 funding beginning in FY 2022/23.

Cause: A general lack of understanding of this requirement of the State Controller Report is the most frequent cause of this findings.

Effect: The operator can be out of compliance with the TDA by failing to use the TDA definition for this metric.

Recommendation: Ensure the TDA definition of full-time equivalent (FTE) employee is used for reporting to the State Controller.

Recommended Action: Ensure both City and contractor staff document all hours worked related to transit beginning with FY 2022/23. Administrative hours may need to be allocated between fixed-route (general operations) and demand-response (specialized services) based on either actual work performed or a formula based on vehicle service hours by mode. Ensure the individual(s) completing the State Controller Reports are aware of how to calculate this data using the TDA definition. Data provided to the City by the contractor should reflect work hours, not a person-count. Hours representing paid time off (such as sick time or PTO) should be excluded from these hours. The City should add its transit-related work hours to these totals before calculating Employees by dividing by 2,000.

Timeline: FY 2022/23.

Anticipated Cost: None.

Exhibit 8.1 Audit Recommendations

Functional Recommendations		Importance	Timeline
1	Ensure the TDA definition of full-time equivalent (FTE) employee is used for reporting to the State Controller.	Medium	FY 2023