

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



FINAL REPORT  
APRIL 2023



# Table of Contents

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Chapter 1   Executive Summary .....	1
Chapter 2   Audit Scope and Methodology .....	5
Chapter 3   Program Compliance .....	9
Chapter 4   Prior Recommendations .....	13
Chapter 5   Data Reporting Analysis .....	15
Chapter 6   Performance Analysis .....	17
Chapter 7   Functional Review.....	31
Chapter 8   Findings and Recommendations .....	39

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# Table of Exhibits

Exhibit 1.1 Summary of Audit Recommendations .....	3
Exhibit 3.1 Transit Development Act Compliance Requirements .....	11
Exhibit 5.1 Data Reporting Comparison.....	16
Exhibit 6.1 System Performance Indicators .....	20
Exhibit 6.2 System Ridership.....	21
Exhibit 6.3 System Operating Cost/VSH .....	21
Exhibit 6.4 System Operating Cost/VSM.....	21
Exhibit 6.5 System VSM/VSH.....	21
Exhibit 6.6 System Operating Cost/Passenger .....	22
Exhibit 6.7 System Passengers/VSH .....	22
Exhibit 6.8 System Passengers/VSM.....	22
Exhibit 6.9 System VSH/FTE .....	22
Exhibit 6.10 System Farebox Recovery .....	23
Exhibit 6.11 System Fare/Passenger.....	23
Exhibit 6.12 Fixed-Route Performance Indicators.....	24
Exhibit 6.13 Fixed-Route Ridership.....	25
Exhibit 6.14 Fixed-Route VSM/VSH .....	25
Exhibit 6.15 Fixed-Route Passengers/VSH .....	25
Exhibit 6.16 Fixed-Route Passengers/VSM .....	25
Exhibit 6.17 Fixed-Route VSH/FTE.....	26
Exhibit 6.18 Demand-Response Performance Indicators .....	27
Exhibit 6.19 Demand-Response Ridership.....	28
Exhibit 6.20 Demand-Response VSM/VSH.....	28
Exhibit 6.21 Demand-Response Passengers/VSH.....	28
Exhibit 6.22 Demand-Response Passengers/VSM.....	28
Exhibit 6.23 Demand-Response VSH/FTE .....	29
Exhibit 7.1 Fixed-Route Fare Structure .....	31
Exhibit 7.2 Demand-Response Fare Structure .....	32
Exhibit 7.3 Organizational Chart.....	33
Exhibit 7.4 Moorpark City Transit’s Fleet.....	38
Exhibit 8.1 Audit Recommendations .....	40

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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 receives no funding under Article 4, the City of Moorpark 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 be audited to provide a comprehensive and objective review to offer beneficial insights into program performance and to establish a baseline for future audits. This is the third Triennial Performance Audit of the City of Moorpark.

The Triennial Performance Audit is designed to be an independent and objective evaluation of the City of Moorpark 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 which it allocates TDA funds.

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

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

The City of Moorpark's transit program is marketed as Moorpark City Transit (MCT), which provides general public transit service on two fixed routes within Moorpark. The service operates Monday through Friday from 6:00 a.m. to 6:00 p.m.

The City's Senior DAR and ADA paratransit services service are open to individuals with a valid ADA card and to Moorpark residents aged 65 or above and exceeds the requirements for intra-city ADA paratransit services within ¾ mile of MCT fixed-route bus service. Paratransit services operate on the same hours as fixed-route service.

The City launched a micro-transit pilot program in April 2022. MCT On-Demand has 100+ virtual stops within walking distance from anywhere in Moorpark. Riders can schedule a trip up to seven days in advance. Service operates Monday through Friday, 6:00 a.m. to 6:00 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 City of Moorpark 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, 2019 – included two recommendations:

1. [Continue to ensure State Controller Reports are submitted in a timely manner.](#)  
**Status:** Implemented.
2. [The City should explore opportunities to reduce its operating costs \(through service reductions, resource reallocations, and/or new service offerings\) prior to exhausting its TSM funds.](#)  
**Status:** Implementation in progress.

#### 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 Moorpark.

The audit team has identified one functional finding. While this finding is not a compliance finding, we feel it is significant enough to be addressed within this audit:

1. The contractor's staffing shortage is impacting the City's ability to operate its transit programs.

In completing this Triennial Performance Audit, we submit the following recommendations for the City'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	The City of Thousand Oaks should continue to work with MV Transportation to fill the open operations positions and ensure sufficient Dial-A-Ride coverage for the City of Moorpark.	High	Until filled

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## Chapter 2 | Audit Scope and Methodology

The Triennial Performance Audit (TPA) of the City of Moorpark’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 is a consulting firm specializing in public transportation, including audits of non-TDA Article 4 recipients. Selection of Moore & Associates, Inc. followed a competitive procurement process.

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

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

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

### Objectives

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

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 Moorpark 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 Moorpark 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 ongoing COVID-19 pandemic, the methodology for this audit included a virtual site visit with City representatives on February 22, 2023. The audit team met with Michelle Woomer (Management Analyst) 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 Moorpark’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.

The City of Moorpark does not use any TDA Article 4 funding for transit and is not statutorily required to be audited, 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 be audited to support a comprehensive and objective review to provide beneficial insights into program performance.

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 Moorpark.

### 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 micro-transit 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 25, 2021 FY 2020/21: January 31, 2022 FY 2021/22: January 26, 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: December 18, 2020 FY 2020/21: December 15, 2021 FY 2021/22: December 16, 2022
Operator's terminal rated as satisfactory by CHP within the 13 months prior to each TDA claim.	PUC 99251 B	In compliance	October 2, 2018 November 7, 2019 (unsatisfactory) March 4, 2020 April 2, 2021 April 14, 2022
Operator's claim for TDA funds submitted in compliance with rules and regulations adopted by the RTPA.	PUC 99261	In compliance	
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	
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 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: 30% FY 2020/21: 25% FY 2021/22: 61%  <i>Source: TDA claims, FY 2020 – FY 2022. The City substantiated all increases in operating cost over 15 percent.</i>
The operator's definitions of performance measures are consistent with the Public Utilities Code Section 99247.	PUC 99247	In compliance	
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: 12.83% (waived) FY 2020/21: 0.01% (waived) FY 2021/22: 0.55% (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 City does not evaluate its Dial-A-Ride program separate from the system as a whole when calculating its farebox recovery ratio.
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 retirement benefits through CalPERS. Operations personnel are contracted through a third party.
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	
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	Moorpark uses STA funds for capital purposes.
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 Moorpark 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 two recommendations:

1. [Continue to ensure State Controller Reports are submitted in a timely manner.](#)

**Discussion:** The State Controller Report for FY 2017/18 was submitted on February 5, 2019, five calendar days and three business days past the submittal deadline. However, the reports for FY 2016/17 and FY 2018/19 were submitted in a timely manner.

**Progress:** State Controller Reports for the current audit period were submitted on time.

**Status:** Implemented.

2. [The City should explore opportunities to reduce its operating cost \(through service reductions, resource reallocations, and/or new service offerings\) prior to exhausting its TSM funds.](#)

**Discussion:** During the audit period, the City utilized developer fees identified for improvements to air quality (TSM funds) to subsidize its fare revenue and achieve the 20 percent farebox recovery ratio. However, these TSM funds are only expected to be available for about another five years. In addition, recent contractor cost increases and the failure of a service change to result in a measurable improvement has caused the City to consider whether it should continue to provide transit service in the manner it traditionally has.

While the City completed a transit evaluation study in 2017, those recommendations, when implemented, did not have the desired results of increasing ridership and fare revenue and optimizing operating cost. Therefore, we recommended it should explore other options (such as the micro-transit pilot that is already under consideration) that would continue to meet the community's mobility needs while remaining sustainable.

**Progress:** Given AB 149 provided a waiver from the farebox recovery ratio requirements, the City has had a reprieve with respect to identifying additional funding. A micro-transit pilot program was implemented in April 2022 to supplement existing services, and ridership has been good so far.

**Status:** Implementation in progress.

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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 Moorpark both internally as well as to outside entities during the audit period.

- **Operating cost:** Operating cost was reported consistently between the TDA fiscal audits and the State Controller Reports. NTD data was taken from the City’s NTD reports for the fixed-route service and the contracted services summary from the City of Thousand Oaks’ NTD reports for the Dial-A-Ride service. However, the Dial-A-Ride costs are contract costs only and do not include any City of Moorpark time or other costs, and are significantly lower than what is represented in the other reports.
- **Fare Revenue:** Like operating cost, fare revenue was reported consistently between the TDA fiscal audits and the State Controller Reports. Monthly performance reports only include fixed-route fare revenues and do not include organization-paid fares (such as LCTOP reimbursements for free-ride programs). Fares reported to the NTD are consistent with passenger fares and appear to include organization-paid fares, but are significantly lower than those reported elsewhere.
- **Vehicle Service Hours (VSH):** Both the monthly performance reports provided by the City and the City’s NTD reports only include fixed-route VSH. The State Controller Report includes both fixed-route and Dial-A-Ride data, but the City of Thousand Oaks’ monthly reports and NTD reports do not segregate VSH for Moorpark Dial-A-Ride.
- **Vehicle Service Miles (VSM):** The City’s NTD reports only include fixed-route VSM. VSM was not reported on the monthly performance reports provided to the audit team for FY 2019/20 and FY 2020/21, but was documented in FY 2021/22. The State Controller Report includes both fixed-route and Dial-A-Ride data, but the City of Thousand Oaks’ monthly reports and NTD reports do not segregate VSH for Moorpark Dial-A-Ride. (The City did provide evidence it documents VSM; however, these were in a separate report.)
- **Passengers:** While the monthly performance reports and State Controller Reports include both the fixed-route and Dial-A-Ride ridership (as shown on the City of Thousand Oaks’ monthly performance reports), there are slight variances between the two figures. This is because the Dial-A-Ride ridership reported on the monthly reports is lower than that reported to the State Controller in FY 2019/20 and FY 2020/21. It appears this figure may have included ECTA ridership as well as Moorpark Dial-A-Ride ridership; however, ECTA ridership is reported separately on ECTA’s State Controller Report. Ridership was reported correctly (only Moorpark Dial-A-Ride) in FY 2021/22.

- Full-Time Equivalent (FTE) Employees:** The City reported seven fixed-route FTEs and three demand-response FTEs on its State Controller Reports each year. Using data provided by the City of Thousand Oaks, the fixed-route FTE is correctly reported, but demand-response FTE is overreported (one FTE versus the three FTE reported). The City demonstrated use of the proper FTE definition as part of this audit.

Exhibit 5.1 Data Reporting Comparison

Performance Measure	System-Wide		
	FY 2019/20	FY 2020/21	FY 2021/22
<b>Operating Cost (Actual \$)</b>			
<i>TDA fiscal audit</i>	\$1,446,732	\$1,334,569	\$1,683,048
<i>National Transit Database</i>	\$917,508	\$1,028,941	\$1,039,544
<i>State Controller Report</i>	\$1,439,919	\$1,334,569	\$1,683,048
<b>Fare Revenue (Actual \$)</b>			
<i>TDA fiscal audit</i>	\$58,934	\$73	\$8,755
<i>Monthly Performance Reports</i>	\$25,010	\$0	\$4,595
<i>National Transit Database</i>	\$28,021	\$0	\$190
<i>State Controller Report</i>	\$58,934	\$73	\$8,755
<b>Vehicle Service Hours (VSH)</b>			
<i>Monthly Performance Reports</i>	5,358	6,036	5,665
<i>National Transit Database</i>	5,358	6,036	5,665
<i>State Controller Report</i>	8,571	6,818	6,017
<b>Vehicle Service Miles (VSM)</b>			
<i>Monthly Performance Reports</i>	Not reported	Not reported	79,923
<i>National Transit Database</i>	78,487	87,093	79,923
<i>State Controller Report</i>	142,895	100,644	84,816
<b>Passengers</b>			
<i>Monthly Performance Reports</i>	35,024	14,111	28,230
<i>National Transit Database</i>	33,913	14,040	27,822
<i>State Controller Report</i>	39,937	15,628	28,447
<b>Full-Time Equivalent Employees</b>			
<i>State Controller Report</i>	10	10	10
<i>Per TDA methodology</i>	Not reported	Not reported	8

In future years, micro-transit service provided under contract to the City (separate from its contract with the City of Thousand Oaks) should be reported as demand-response service on the City’s State Controller Report alongside the City’s regular Dial-A-Ride service.

## 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 6667<sup>1</sup>. 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 period<sup>2</sup>:

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<sup>1</sup> 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.

<sup>2</sup> 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.<sup>3</sup> 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.

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<sup>3</sup> 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 Moorpark, 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.
- Vehicle Service Hours (VSH) data were obtained via State Controller Reports for each fiscal year covered by this audit. The City’s calculation methodology is 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 calculation methodology is consistent with PUC guidelines.
- Unlinked trip data were obtained via via State Controller Reports for each fiscal year covered by this audit. The City’s calculation methodology is 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 confirmed.

### System Performance Trends

System-wide, operating cost experienced a net 16.9 percent increase during the audit period, and a 130.6 percent net increase across the last six years. Fare revenue significantly decreased during the six-year period, with most of the decline (99.9 percent) occurring in FY 2020/21 due to a fare-free period. This resulted in a net 85.1 percent decrease during the audit period, and an 85.7 percent decrease across the six-year period.

Vehicle service hours (VSH) declined every year with the exception of FY 2017/18. This resulted in a net 29.8 percent decrease during the audit period and a net 31 percent decrease during the six-year period. Vehicle service miles (VSM) followed a similar pattern. This resulted in an overall net decrease of 40.6 percent during the audit period and 39.6 percent over the six-year period. Ridership declined with the exception of FY 2021/22. The most significant declines occurred in FY 2019/20 and FY 2020/21 in response to the COVID-19 pandemic (31.7 percent and 56.3 percent, respectively). An 85.7 percent increase in FY 2021/22 led to an 18.8 percent net decrease during the audit period and a 52.6 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 18.8 percent decrease in ridership during

the audit period. Passenger-related metrics increased during the audit period, with passengers per VSH increasing by 15.7 percent and passengers per VSM increasing by 36.8 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
<b>Operating Cost (Actual \$)</b>	\$729,773	\$709,249	\$763,666	\$1,439,919	\$1,334,569	\$1,683,048
<i>Annual Change</i>		-2.8%	7.7%	88.6%	-7.3%	26.1%
<b>Fare Revenue (Actual \$)</b>	\$61,241	\$63,962	\$62,035	\$58,934	\$73	\$8,755
<i>Annual Change</i>		4.4%	-3.0%	-5.0%	-99.9%	11893.2%
<b>Vehicle Service Hours (VSH)</b>	8,718	9,325	9,208	8,571	6,818	6,017
<i>Annual Change</i>		7.0%	-1.3%	-6.9%	-20.5%	-11.7%
<b>Vehicle Service Miles (VSM)</b>	140,478	156,221	152,101	142,895	100,644	84,816
<i>Annual Change</i>		11.2%	-2.6%	-6.1%	-29.6%	-15.7%
<b>Passengers</b>	60,053	52,261	51,309	35,024	15,320	28,447
<i>Annual Change</i>		-13.0%	-1.8%	-31.7%	-56.3%	85.7%
<b>Employees</b>	12	12	10	10	10	10
<i>Annual Change</i>		0.0%	-16.7%	0.0%	0.0%	0.0%
<b>Performance Indicators</b>						
<b>Operating Cost/VSH (Actual \$)</b>	\$83.71	\$76.06	\$82.94	\$168.00	\$195.74	\$279.72
<i>Annual Change</i>		-9.1%	9.0%	102.6%	16.5%	42.9%
<b>Operating Cost/Passenger (Actual)</b>	\$12.15	\$13.57	\$14.88	\$41.11	\$87.11	\$59.16
<i>Annual Change</i>		11.7%	9.7%	176.2%	111.9%	-32.1%
<b>Passengers/VSH</b>	6.89	5.60	5.57	4.09	2.25	4.73
<i>Annual Change</i>		-18.6%	-0.6%	-26.7%	-45.0%	110.4%
<b>Passengers/VSM</b>	0.43	0.33	0.34	0.25	0.15	0.34
<i>Annual Change</i>		-21.7%	0.8%	-27.3%	-37.9%	120.3%
<b>Farebox Recovery</b>	8.4%	9.0%	8.1%	4.1%	0.0%	0.5%
<i>Annual Change</i>		7.5%	-9.9%	-49.6%	-99.9%	9409.9%
<b>Hours/Employee</b>	726.5	777.1	920.8	857.1	681.8	601.7
<i>Annual Change</i>		7.0%	18.5%	-6.9%	-20.5%	-11.7%
<b>TDA Non-Required Indicators</b>						
<b>Operating Cost/VSM</b>	\$5.19	\$4.54	\$5.02	\$10.08	\$13.26	\$19.84
<i>Annual Change</i>		-12.6%	10.6%	100.7%	31.6%	49.6%
<b>VSM/VSH</b>	16.11	16.75	16.52	16.67	14.76	14.10
<i>Annual Change</i>		4.0%	-1.4%	0.9%	-11.5%	-4.5%
<b>Fare/Passenger</b>	\$1.02	\$1.22	\$1.21	\$1.68	\$0.00	\$0.31
<i>Annual Change</i>		20.0%	-1.2%	39.2%	-99.7%	6358.9%

Sources: FY 2016/17 – FY 2018/19 data from prior Triennial Performance Audit. Adjusted to exclude ECTA ridership. Most FY 2019/20 – FY 2021/22 data from State Controller reports. FY 2019/20 and FY 2020/21 demand-response data from monthly performance reports (City of Thousand Oaks) to exclude ECTA ridership.

Exhibit 6.2 System Ridership

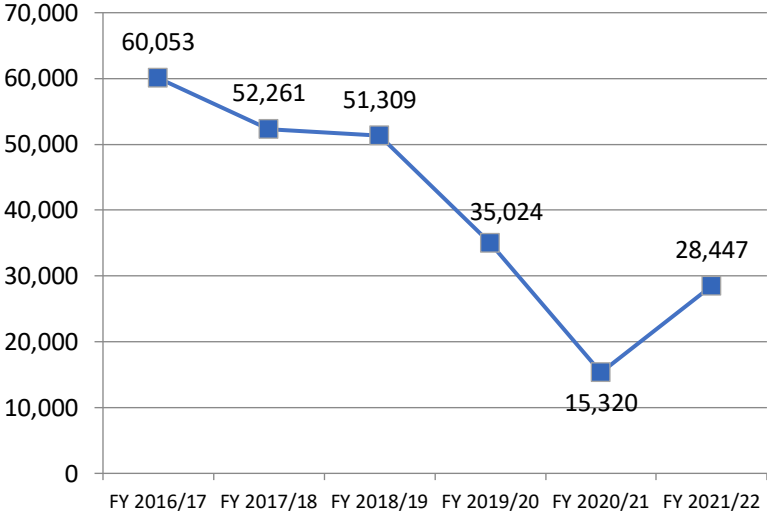


Exhibit 6.3 System Operating Cost/VSH

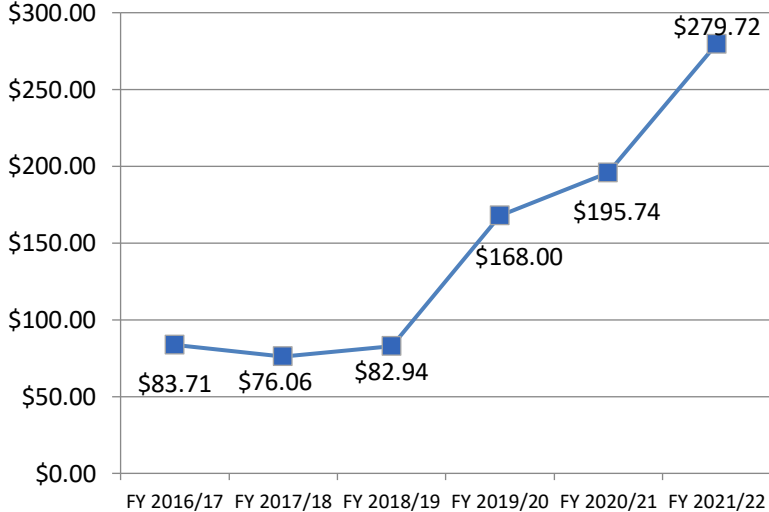


Exhibit 6.4 System Operating Cost/VSM

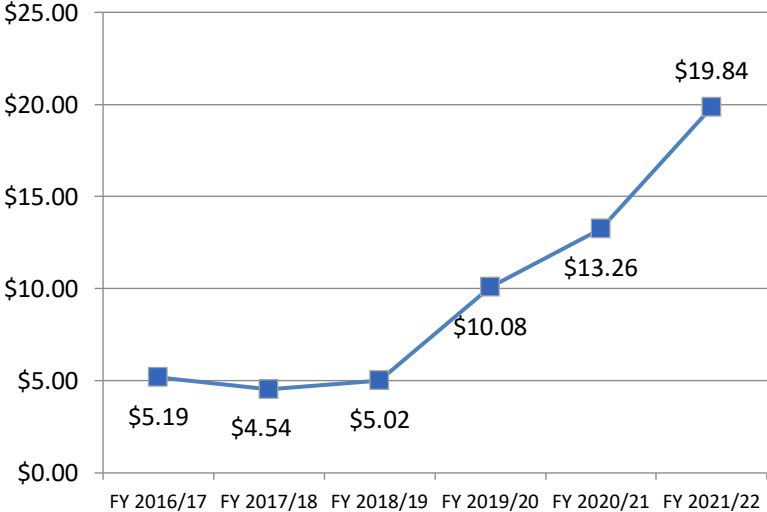


Exhibit 6.5 System VSM/VSH

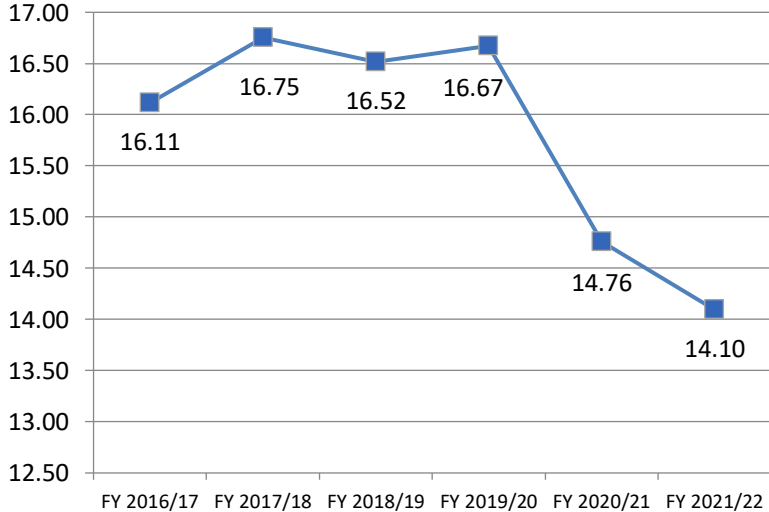


Exhibit 6.6 System Operating Cost/Passenger

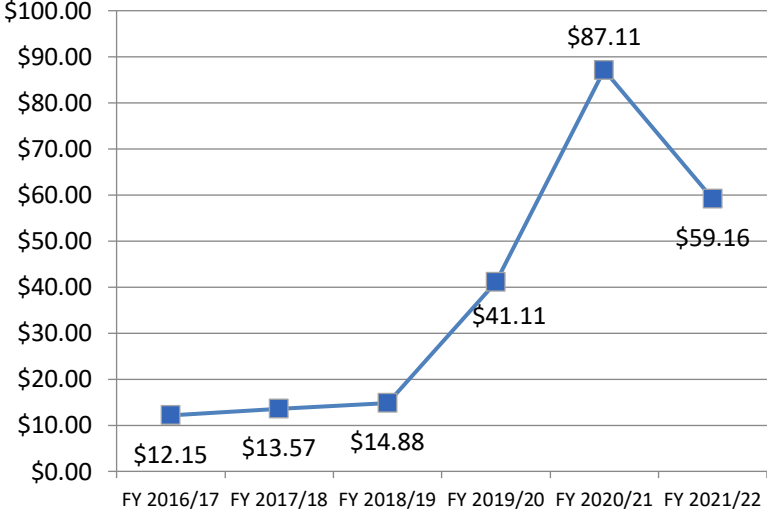


Exhibit 6.7 System Passengers/VSH

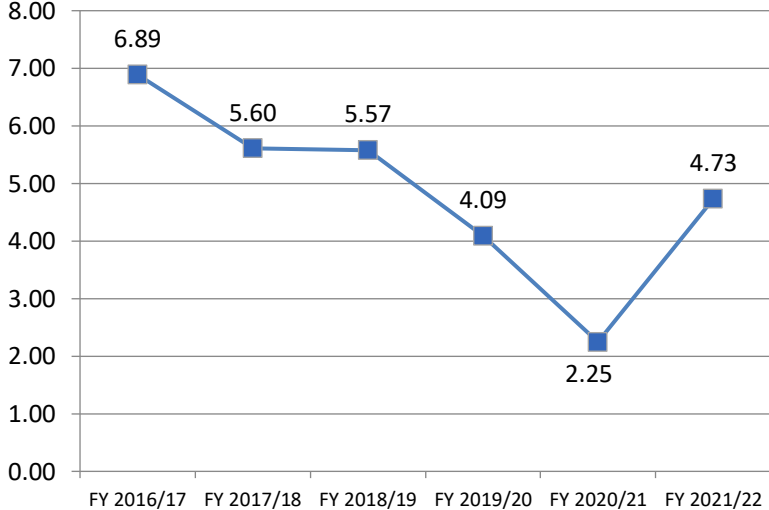


Exhibit 6.8 System Passengers/VSM

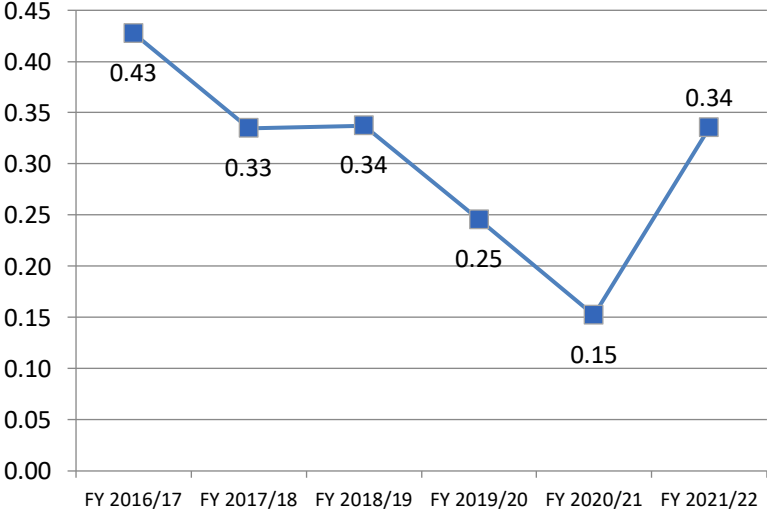


Exhibit 6.9 System VSH/FTE

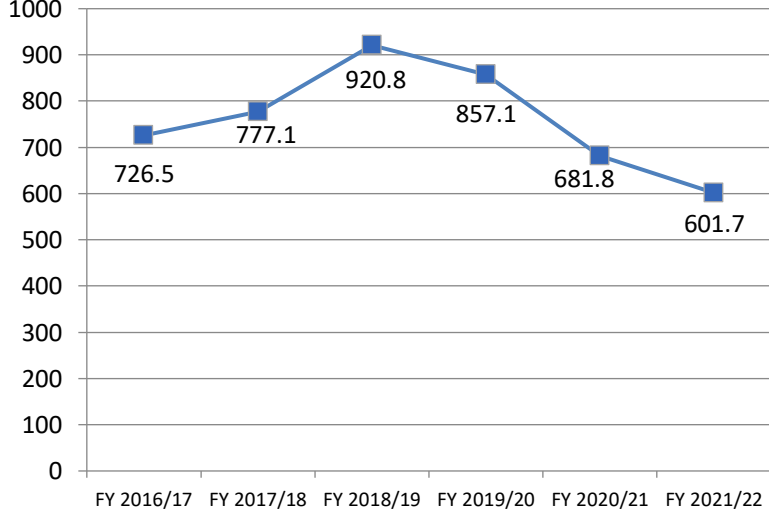


Exhibit 6.10 System Farebox Recovery

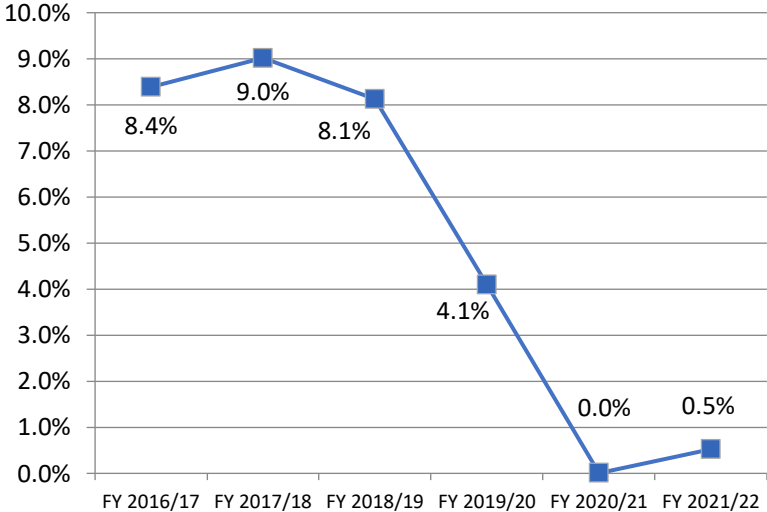
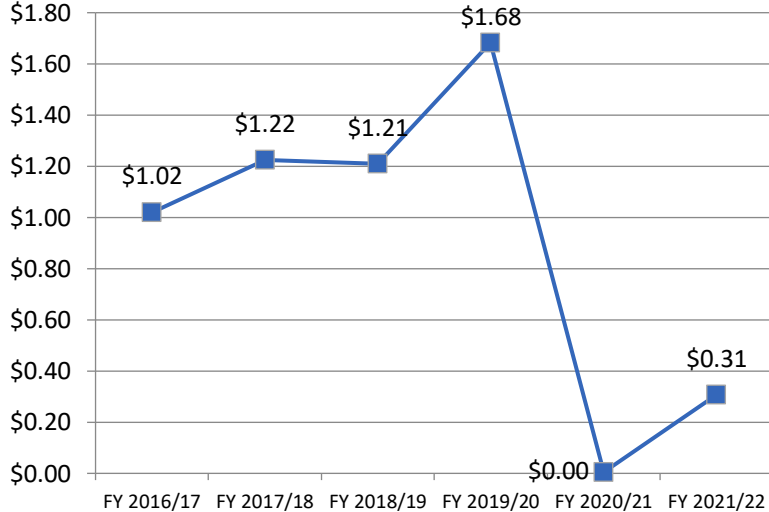


Exhibit 6.11 System Fare/Passenger



### Fixed-Route Performance Trends

Fixed-route vehicle service hours decreased every year with the exception of FY 2020/21. This resulted in a net 3.9 percent decrease across the six-year period, but a net 5.7 percent increase during the audit period. Vehicle service miles decreased in FY 2019/20 and FY 2021/22 with a slight increase in FY 2020/21 (11 percent). This resulted in a net decrease of 7.6 percent during the six-year period and a net 1.8 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 (58.6 percent). Ultimately ridership experienced a net decrease of 18 percent during the audit period.

Passenger-related productivity metrics (passengers per VSH and passengers per VSM) saw decreases of 22.4 percent and 19.4 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
<b>Vehicle Service Hours (VSH)</b>	5,896	5,780	5,782	5,358	6,036	5,665
<i>Annual Change</i>		-2.0%	0.0%	-7.3%	12.7%	-6.1%
<b>Vehicle Service Miles (VSM)</b>	86,506	84,231	83,416	78,487	87,093	79,923
<i>Annual Change</i>		-2.6%	-1.0%	-5.9%	11.0%	-8.2%
<b>Passengers</b>	58,361	50,714	49,608	33,913	14,040	27,822
<i>Annual Change</i>		-13.1%	-2.2%	-31.6%	-58.6%	98.2%
<b>Employees</b>	9	9	7	7	7	7
<i>Annual Change</i>		0.0%	-22.2%	0.0%	0.0%	0.0%
<b>Performance Indicators</b>						
<b>Passengers/VSH</b>	9.90	8.77	8.58	6.33	2.33	4.91
<i>Annual Change</i>		-11.4%	-2.2%	-26.2%	-63.3%	111.1%
<b>Passengers/VSM</b>	0.67	0.60	0.59	0.43	0.16	0.35
<i>Annual Change</i>		-10.8%	-1.2%	-27.3%	-62.7%	115.9%
<b>Hours/Employee</b>	655.1	642.2	826.0	765.4	862.3	809.3
<i>Annual Change</i>		-2.0%	28.6%	-7.3%	12.7%	-6.1%
<b>TDA Non-Required Indicators</b>						
<b>VSM/VSH</b>	14.67	14.57	14.43	14.65	14.43	14.11
<i>Annual Change</i>		-0.7%	-1.0%	1.5%	-1.5%	-2.2%

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 6.13 Fixed-Route Ridership

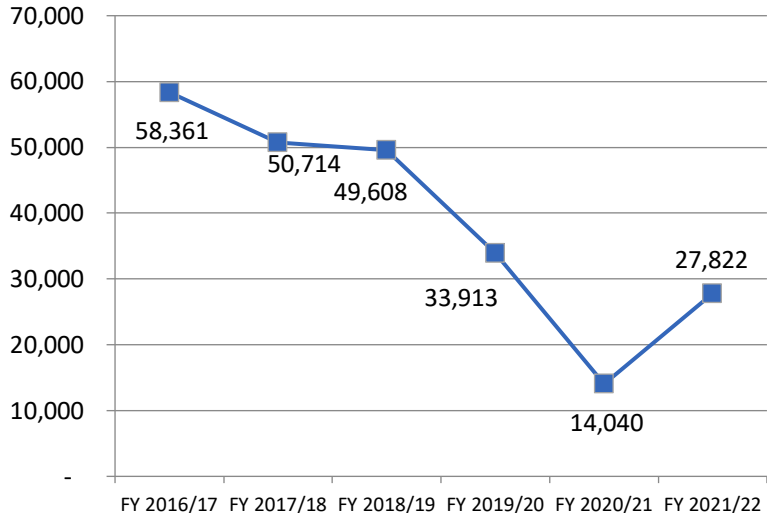


Exhibit 6.14 Fixed-Route VSM/VSH

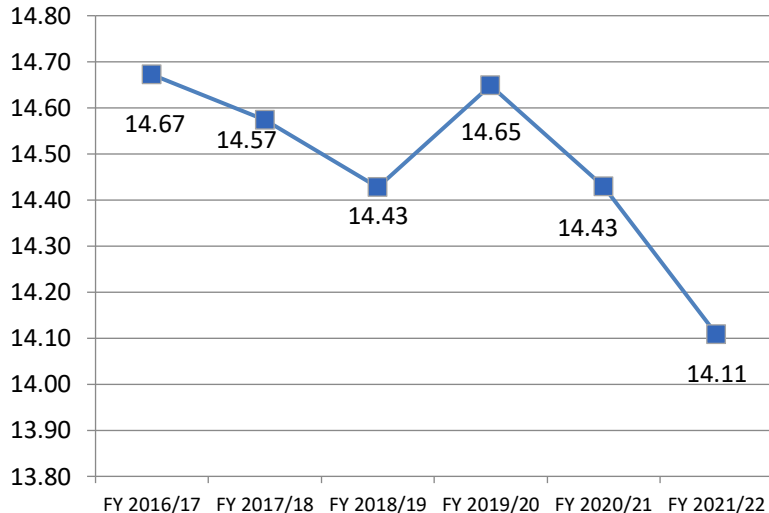


Exhibit 6.15 Fixed-Route Passengers/VSH

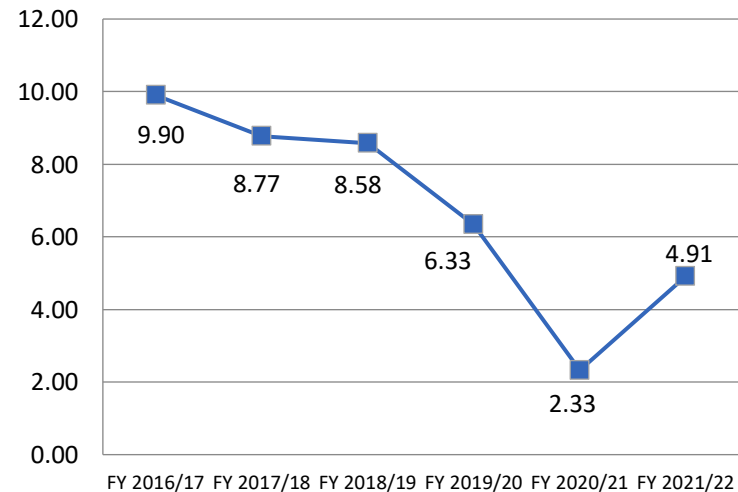


Exhibit 6.16 Fixed-Route Passengers/VSM

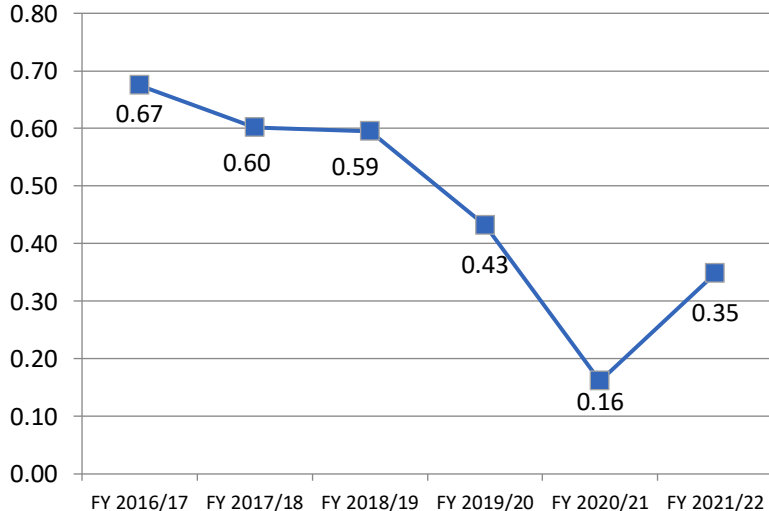
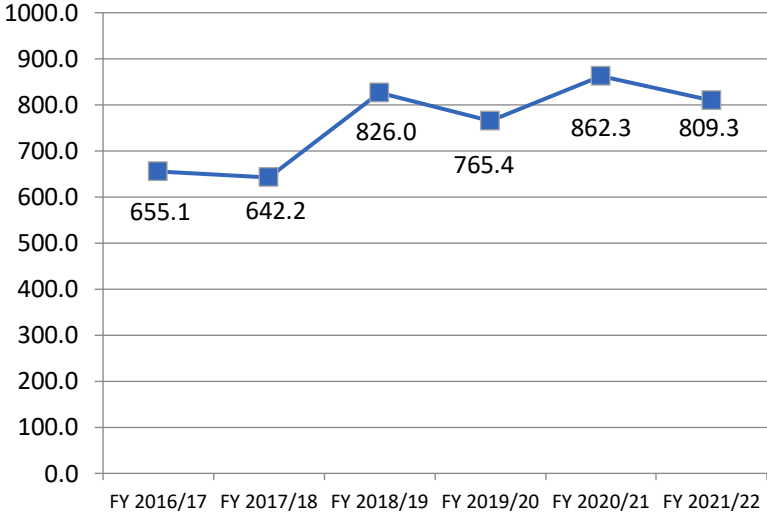


Exhibit 6.17 Fixed-Route VSH/FTE





### Demand-Response Performance Trends

Demand-response vehicle service hours experienced an 89 percent net decrease during the audit period, and an 87.5 percent net increase across the six-year period. Vehicle service miles saw a net decrease of 92.4 percent during the audit period and 90.9 percent across the six-year period. Ridership also decreased significantly, declining 43.7 percent during the audit period.

Passengers per VSH increased 413.5 percent during the audit period, while passengers per VSM had a net increase of 649.5 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
<b>Vehicle Service Hours (VSH)</b>	2,822	3,545	3,426	3,213	782	352
<i>Annual Change</i>		25.6%	-3.4%	-6.2%	-75.7%	-55.0%
<b>Vehicle Service Miles (VSM)</b>	53,972	71,990	68,685	64,408	13,551	4,893
<i>Annual Change</i>		33.4%	-4.6%	-6.2%	-79.0%	-63.9%
<b>Passengers</b>	1,692	1,547	1,701	1,111	1,280	625
<i>Annual Change</i>		28.0%	-0.7%	-34.7%	15.2%	-51.2%
<b>Employees</b>	3	3	3	3	3	3
<i>Annual Change</i>		0.0%	0.0%	0.0%	0.0%	0.0%
<b>Performance Indicators</b>						
<b>Passengers/VSH</b>	0.60	0.44	0.50	0.35	1.64	1.78
<i>Annual Change</i>		-27.2%	13.8%	-30.4%	373.4%	8.5%
<b>Passengers/VSM</b>	0.03	0.02	0.02	0.02	0.09	0.13
<i>Annual Change</i>		-31.5%	15.2%	-30.3%	447.6%	35.2%
<b>Hours/Employee</b>	940.7	1,181.7	1,142.0	1,071.0	260.7	117.3
<i>Annual Change</i>		25.6%	-3.4%	-6.2%	-75.7%	-55.0%
<b>TDA Non-Required Indicators</b>						
<b>VSM/VSH</b>	19.13	20.31	20.05	20.05	17.33	13.90
<i>Annual Change</i>		6.2%	-1.3%	0.0%	-13.6%	-19.8%

Sources: FY 2016/17 – FY 2018/19 data from prior Triennial Performance Audit. Adjusted to exclude ECTA ridership. Most FY 2019/20 – FY 2021/22 data from State Controller reports. FY 2019/20 and FY 2020/21 demand-response data from monthly performance reports (City of Thousand Oaks) to exclude ECTA ridership.

Exhibit 6.19 Demand-Response Ridership

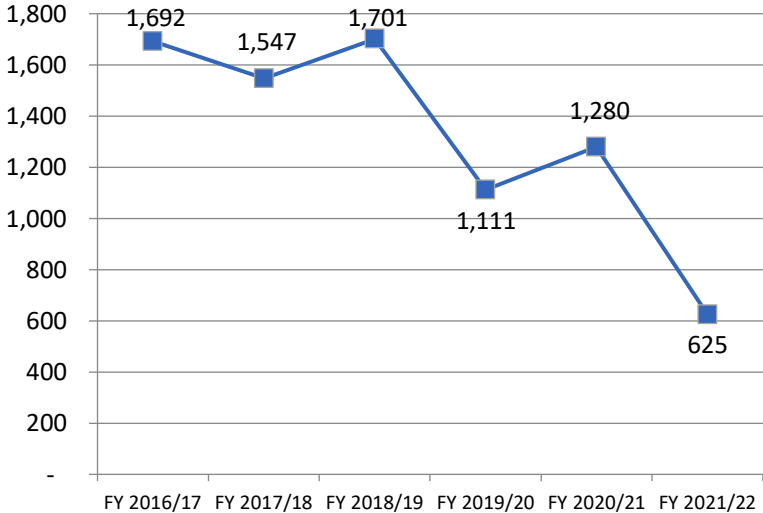


Exhibit 6.20 Demand-Response VSM/VSH

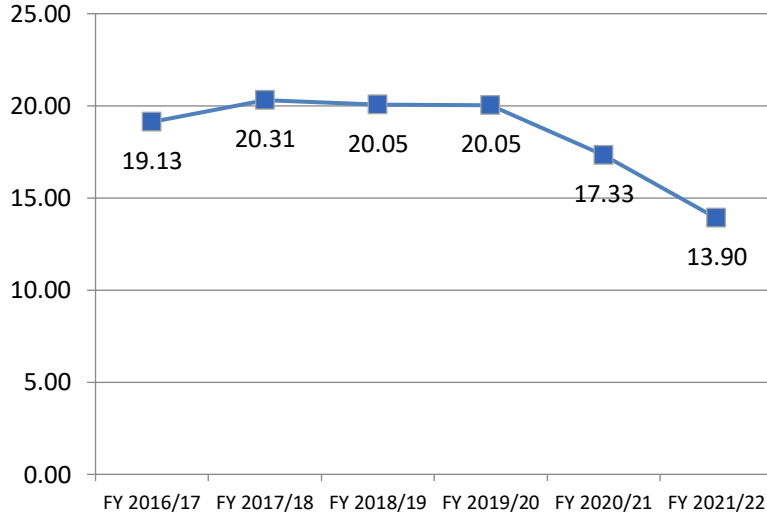


Exhibit 6.21 Demand-Response Passengers/VSH

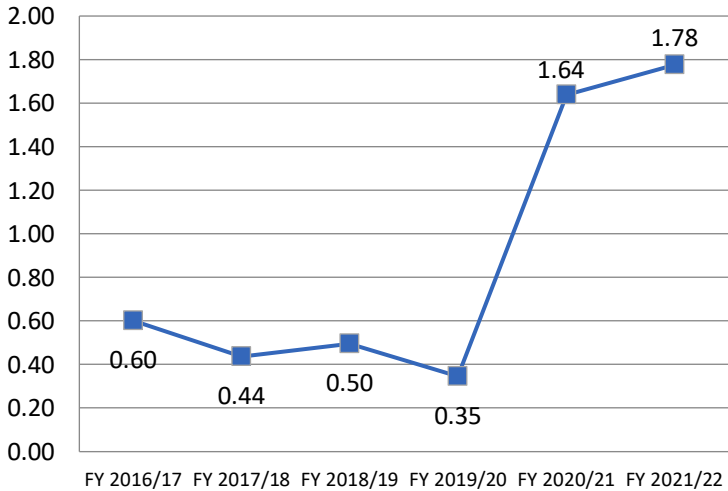


Exhibit 6.22 Demand-Response Passengers/VSM

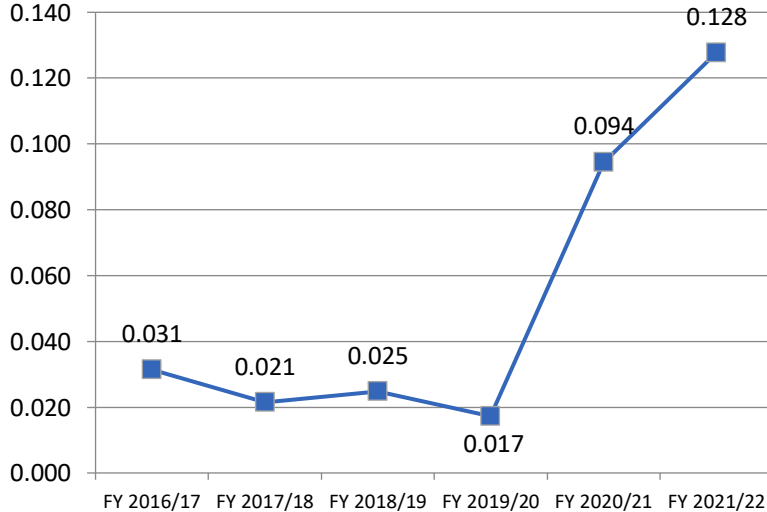
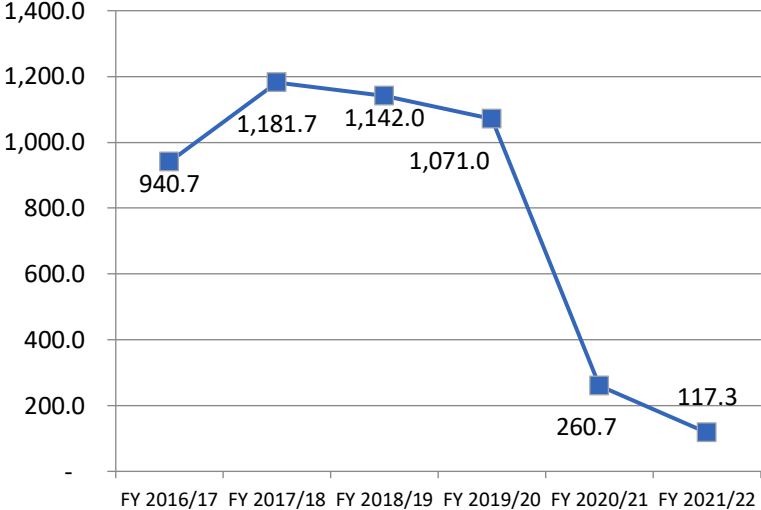


Exhibit 6.23 Demand-Response VSH/FTE



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## Chapter 7 | Functional Review

A functional review of the City of Moorpark’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;
- Scheduling, dispatch, and operations;
- Personnel management and training;
- Administration;
- Marketing and public information; and
- Fleet maintenance.

### Service Overview

The City of Moorpark’s transit program is marketed as Moorpark City Transit (MCT), which provides general public transit service on two fixed routes within Moorpark. The service operates Monday through Friday from 6:00 a.m. to 6:00 p.m.

The City’s Senior DAR and ADA paratransit services service are open to individuals with a valid ADA card and to Moorpark residents aged 65 or above and exceeds the requirements for intra-city ADA paratransit services within ¼ mile of MCT fixed-route bus service. Paratransit services operate on the same hours as fixed-route service. The City is also a partner of ECTA, which provides inter-city paratransit trips.

The City launched a micro-transit pilot program in April 2022. MCT On-Demand has 100+ virtual stops within walking distance from anywhere in Moorpark. Riders can schedule a trip up to seven days in advance. All vehicles are ADA accessible. Riders can pay through the Ride-On app or on the vehicle. Service operates Monday through Friday 6:00 a.m. to 6:00 p.m.

The current fare structure is shown in Exhibit 7.1 and Exhibit 7.2. Transfers between MCT and VCTC Intercity bus are available at no cost. Discounted ticket books are available for purchase at City Hall.

Exhibit 7.1 Fixed-Route Fare Structure

Fare Category	Fare
General public (adults & students) (one-way)	\$1.00
Seniors (age 65+)	Free
Disabled (ADA, Medicare cardholders)	Free
Children 5 and under (with paying customer 16 or older)	Free

Exhibit 7.2 Demand-Response Fare Structure

Fare Category	Fare
Travel within Moorpark (one-way)	\$2.00
<b>MCT On-Demand</b>	
General public (adults & students)	\$1.00
Seniors (age 65+) and Disabled (ID required)	\$0.50
Children 5 and under (with paying customer 16 or older)	Free
College Student (with ID)	Free

**Recent service and fare changes**

In August 2021, the City updated its service schedule to allow the first and last stop to be at the Moorpark Civic Center. In April 2022, the City launched its micro-transit pilot project, MCT On-Demand. The City contracts with First Transit to operate the micro-transit service, and with RideCo to provide the scheduling software and app. The program utilizes three vehicles and three drivers. Service is provided Monday through Friday between 6:00 a.m. and 6:00 p.m. At the time of the site visit, ridership had reached a record high for the service.

The introduction of the micro-transit program has helped mitigate the impact of the driver shortage on the City’s Dial-A-Ride program. While one to two weeks advance notice is necessary for Dial-A-Ride trips, MCT On-Demand only requires 15 minutes’ notice. City staff have noticed quite a few riders switching from Dial-A-Ride to MCT On-Demand. While the service is not door-to-door, it serves virtual stops that are typically no more than a five-minute walk from the destination. Rides can be booked via the app, phone, and online. At present, about a third of riders are seniors. During the week of February 13, 2023, the program carried 451 riders.

While the City does not feel that transitioning solely to micro-transit in the future is a viable option, it has certainly proven to meet a need in the community. MCT On-Demand serves locations the fixed-route service cannot, and works with the fixed-route service to provide a comprehensive mobility solution. The early success of the program provides the City with additional options as it continues to evaluate its transit offerings.

**Response to COVID-19 pandemic**

Fares were suspended from April 2020 to April 2022. Face masks and social distancing were enforced for the safety of the drivers and the passengers. Due to drivers calling out with COVID, there was a lack of route coverage. MCT would stop service on one route and send out an email blast, post notifications on the transit webpage, and post notices at bus shelters to inform passengers of the service change.

**General Management and Organization**

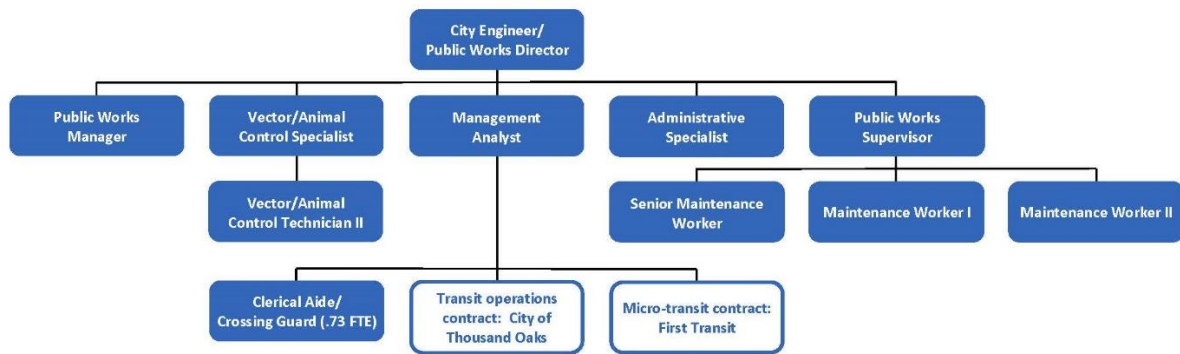
The City of Moorpark’s public transit program is administered within the City’s Public Works Department. The transit program is administered by the Management Analyst. Since 2012, the City has contracted with the City of Thousand Oaks to operate MCT fixed-route and Dial-A-Ride bus services. The agreement includes operation of vehicles, preventive maintenance, and customer service representation. The City of Thousand Oaks utilizes a third-party contractor (MV Transportation) for transit operations. The MCT On-Demand micro-transit pilot program is operated under contract with First Transit and RideCo.

The City of Moorpark’s organizational structure remained stable during the audit period. The Management Analyst, with the assistance of the Administrative Specialist, is primarily responsible for managing the operations contract. The current Management Analyst has been in this role since September 2022, and with the City since May 2021. Prior to assuming her current role, she provided some support for the prior Public Works Manager who oversaw the transit program through July 2022. There has also been staffing turnover in the Finance department.

Program performance is monitored via the Syncromatics program. The Management Analyst holds regular discussions with staff at the City of Thousand Oaks to discuss the MCT service, but does not have any direct oversight over transit operations personnel. The only major operational issue was due to multiple driver call outs during COVID. The issue has not occurred for many months.

The Management Analyst is the primary contact for VCTC and other governmental organizations regarding transit services. The City interacts with the FTA only through VCTC. The Public Works Director is the primary contact with Caltrans.

Exhibit 7.3 Organizational Chart



The Moorpark city council is the governing body for the City’s transit service. Regular meetings are held on the first and third Wednesday of each month at 6:30 p.m. at the Moorpark Community Center (799 Moorpark Avenue). All city council meetings are appropriately noticed, open to the public, and ADA accessible. While the location is served by both MCT routes, fixed-route service ends prior to the start time of the meetings. However, meetings are broadcast on the City of Moorpark Government Channel on Spectrum and AT&T U-Verse Channel 99, as well as streamed on the City’s website. City council meetings are broadcast live as well as the day after the meeting, every Wednesday at 6:30 p.m., and every Saturday at 2:00 p.m. During the COVID-19 pandemic, city council meetings were held via Zoom or teleconference, but have since returned to their normal in-person format. Members of the public may still participate via Zoom.

**Service Planning**

During the prior audit, the Moorpark City Council expressed an interest in micro-transit as a complement to the current fixed-route service. The City contracted with First Transit to launch the program in April 2022. The contract is set to expire December 2024. MCT On-Demand is doing well with a steady growth in ridership.

The City strives to be aware of development projects that may require transportation. This is made easier given the City's planning and zoning department is adjacent to the Public Works office. The City participates in a Design Review Committee for local projects.

The City exceeds federal and state requirements for serving individuals with disabilities. All vehicles are ADA-accessible, and Dial-A-Ride service the city. Seniors, persons with disabilities, and children age five and under ride fixed-route buses fare-free.

Public participation is conducted in a variety of ways. During VCTC's Unmet Transit Needs process, the Moorpark city council conducts its own discussion of the City's transit service, where members of the public can attend to voice any comments or concerns. While the City does not hold formal public hearings prior to service changes, they are introduced as action/discussion items during city council meetings. Members of the public are invited to submit comments in person. Those who cannot attend the meeting may submit comments prior to the meeting, which are then included as part of the public record, or attend via Zoom. New contracts and other transit-related items requiring approval are also presented at city council meetings.

#### Administration

The prior Public Works Manager prepared the FY 2019/20 through FY 2021/22 transit budgets. The FY 2023/24 budget is being prepared by the Management Analyst. Funding requests are submitted as part of the City's budgeting process each fiscal year. The Finance Department and City Manager review requests with the Public Works staff, which are then submitted to the Moorpark city council for review and discussion.

Budget expectations are periodically compared with actual revenue and expenses. In the event of excess expenses, the City Manager can approve internal budget line item transfers. Expenses exceeding the program's overall budget must be approved by city council. The City uses Tyler Incode financial software.

Grants are managed by the program manager. The City submits quarterly reports to VCTC regarding FTA grant funding to show how much of the grant has been expended. Other grant monies are tracked when paying invoices. The department was short-staffed for a while, and as a result no resources were available to apply for discretionary grants. Transit staff manage all transit-related operating contracts, including tracking budgets, expenditures, and payment of invoices, and serve as a point of contact for each contract. Monthly ridership summaries are reviewed as invoices are received, as is farebox information.

Contract management is primarily the responsibility of the Management Analyst. The City uses a mix of in-house and contracted services for facilities management. The City's risk management personnel are consulted for proposed agreements to ensure proper insurance. The City is a member of California Joint Powers Insurance Authority. The City also has a disaster preparedness and response plan and participates in the Public Transit Agency Safety Plans (PTASP) Committee meetings.

City employees submit timesheets via Executime software. Payroll checks are signed by two different employees. Direct deposit is an option for City employees.



The Finance Department handles accounts payable and accounts receivable, while the City Manager authorizes disbursements. Check requests are created by project managers to ensure there is money in the purchase order. This is verified by the Finance Department before paying the invoice. Project managers review invoices to confirm goods and services have been received before payment is requested.

Procurement processes for goods and construction are codified by city ordinance. Procurements for professional services are more discretionary in nature depending on whether the funding source is federal or local; federally funded procurements are subject to additional restrictions and guidelines. The City requests quotes for some items or services (such as bus inspections), and price is considered as a factor. Civil engineering projects are procured on a Request for Qualifications basis, meaning a qualified firm is selected first and then price is negotiated. Amounts greater than \$60,000 must go to city council for approval, and projects using FTA or TDA funding are approved by VCTC. The City of Thousand Oaks is responsible for procuring fuel, and passes the cost to the City of Moorpark on a monthly basis. The City utilizes the CalACT bid for vehicle purchases or piggybacks onto larger procurements to get optimal pricing.

#### Marketing and Public Information

Marketing activities include a standard Ride Guide distributed at public facilities, advertisements in the City's quarterly newsletter which is distributed to all residents, advertisements in the local newspaper *The Acorn*, social media content, and inclusion in the City's Recreation Guide. Schedules and other service information are posted on public display boards, the City's website, Government Channel 10, and bus stop infoposts.

Telephone customer service is handled by the City of Thousand Oaks, though callers may also contact the City directly. Complaints receive prompt response, and the Management Analyst completes incident reports that are sent to MV Transportation for action or on a "For Your Information" basis. A folder is created of correspondence regarding each complaint, and the City maintains a log of complaints. The phone numbers for MV Transportation and the City are both provided at bus stops.

The City traditionally has not done much marketing for its fixed-route service beyond basic service information. However, with the introduction of the micro-transit pilot, the software contractor RideCo is providing marketing support. The City has been working with them to create posters, brochures, Facebook ads, Instagram ads, and other materials to promote the program. Overall, the public's perception of the service is generally positive.

#### Scheduling, Dispatch, and Operations

The City of Thousand Oaks contracts with MV Transportation to provide vehicle operators and maintenance of leased vehicles for the Kanan Shuttle. MV's operators, dispatchers, road supervisors, and customer service representatives are represented by Teamsters Local #848. At present, MV only has full-time drivers, as it has had difficulty filling vacancies and the investment and expense of training staff does not warrant hiring part-time staff.

All drivers are required to meet the same licensing and certification requirements. MV requires a commercial license with passenger and air brake endorsements as well as a Vehicle Transit Training (VTT) certificate.

Vacations are bid out each year. They are covered by standby drivers, or off-duty drivers may be called in on their scheduled days of if needed. Unscheduled absences (call-outs) require one hour of notice. In these situations a standby driver is dispatched to cover the assignment. If no standby driver is available, a road supervisor will cover the route until a suitable replacement is available.

Vehicles are assigned to routes daily by dispatchers on a rotation basis. Each program operated by MV has its own fleet, and buses branded for one fleet are not assigned to another service. Dispatch receives a list of down vehicles daily. Vehicles available for service are then assigned for the day.

Drivers or other MV Transportation employees will drop off cash boxes to Moorpark City Hall, where the City's Office Clerk will count the money. The operator does not have the key to open the vaults; it is held exclusively by the cashier. Once cash has been sorted, the Office Clerk will hand the money to the Finance Department where they will count all the cash received and input what was received in the revenue account for transit fares received. Cash is collected via an armored car service on a daily basis. Transit passes are sold only at Moorpark City Hall. Money is paid to the cashier and given to the Finance Department at the end of the reconciliation.

#### Personnel Management and Training

Drivers bid for their work assignments on a seniority basis. Many bid schedules have multiple route or service components, but not all. Some drivers may work for multiple agencies under contract with the City of Thousand Oaks on a single shift. All drivers are trained to operate all fixed-route and demand-response vehicles.

Currently, there is an insufficient number of drivers being recruited to meet the contractor's needs. Across MV's entire Thousand Oaks operation, they are short approximately 15 drivers and five other staff. Recruitment and training are continual and ongoing, but MV has not had full staffing for at least 18 months due to low unemployment and higher wages available elsewhere. Employee recruitment is conducted via multiple methodologies, including job fairs, workforce/job placements/outreach programs, ads on local hiring sites, veterans outreach, and County offices. MV also has in-house recruiters that are stationed locally.

Thousand Oaks and MV have been working together to increase wages to be more competitive in recruitment, especially for drivers. Two recent wage increases – in August 2022 and January 2023 – have brought starting driver wages up from \$15.50 to \$20.70. Another increase will bring the starting wage up to \$23.00 in July 2023. Other wages are being adjusted as well to bring them up to parity with other local operators.

Safety activities include monthly safety meetings, safety stand-downs, road evaluations, risk assessments, and ongoing wheelchair recertification. Minimum safety and training requirements are included in the transit operations operator's contract. All vehicles are equipped with safety equipment required by the

Department of Transportation, state, and contract. Some vehicles also include health safety devices such as special air filters and driver shields in response to COVID-19.

MV strives to motivate its employees by holding employee appreciation events and luncheons, conducting customer service and safety contests, and selecting an Employee of the Month. Drivers receive bonuses for safety, gift cards, and food events to help motivate them and enhance job satisfaction. All positive rider comments are passed along to drivers. Operator staff regularly receive risk assessments and road evaluations. There is also an incentive performance clause in MV's contract with the City of Thousand Oaks.

Discipline and attendance policies are outlined in an Employee Handbook which is provided to all employees upon the start of employment. These include a safety point system, attendance point system, coaching, and counseling. A progressive discipline program is also utilized. MV's drug and alcohol policy is monitored by the City of Thousand Oaks and the FTA.

MV Transportation provides comprehensive benefits to all full-time employees. Employees receive a package outlining available benefits on an annual basis.

#### Maintenance

The City of Thousand Oaks maintains transit vehicles for the City of Moorpark as well as its own vehicles at its Municipal Services Center. Traditionally, the City of Thousand Oaks has tried to maintain at least one spare vehicle per service it operates (Thousand Oaks fixed-route, Thousand Oaks DAR, Kanan Shuttle, Moorpark, etc.) at the Thousand Oaks Transit Center.

The City of Thousand Oaks adheres to the required preventive maintenance program. Drivers complete a Daily Vehicle Inspection Report (DVIR), which identifies any unsafe conditions. MV has standing orders to identify any issues with the vehicles as part of the pre- and post-trip inspections. Maintenance will notify dispatch regarding any vehicle deemed unsafe. Vehicles undergoing maintenance will be tagged so they are not used. Repairs are performed in a timely manner; transit vehicles are the highest priority of all maintenance work at the MSC.

Maintenance is notified promptly of breakdowns. There is no real issue with vehicle downtimes, as a robust reserve fleet is maintained and vehicles can be exchanged across services if absolutely necessary.

California Highway Patrol (CHP) inspections are conducted every 45 days. Vehicles not passing the CHP inspection are not put into service. The City of Thousand Oaks is able to identify vehicles under warranty if repairs are necessary. Some major repairs are outsourced, such as transmission rebuilds or large-scale body work. The City follows guidelines for ramp and wheelchair lift inspections – when one is down, that vehicle must be pulled out of service. The City of Thousand Oaks' policy prohibits deferred maintenance. There is currently no backlog of repairs and no idle time, as fleet mechanics work on all City-maintained vehicles.

The current maintenance facility features one heavy lift and three portable lifts. Up to four heavy vehicles can be accommodated simultaneously. The facility is suited to all aspects of maintenance that are performed there.

The City of Thousand Oaks’ transit fueling facility at the MSC was completed in 2013 and activated in 2014. Moorpark buses are fueled and maintained there. Moorpark and Thousand Oaks buses have their own CNG fueling meters so that fuel is allocated accurately.

Parts inventories are sufficient to minimize vehicle downtime. There is a defined timeframe between a request to order parts and receipt of the parts. The City of Thousand Oaks has established an email account for fleet parts so that maintenance can be notified when parts have shipped or been delivered. The parts warehouse is secured. All parts are barcoded and inventoried annually. There is very little loss.

Exhibit 7.4 illustrates the City of Moorpark’s fleet inventory as of January 2023. The average age of the current fleet is 10.8 years, with an average mileage of 266,493. Vehicle replacement is addressed in the group Transit Asset Management Plan prepared by VCTC. The City has identified funding for vehicles that pass their useful life benchmark (ULB).

Exhibit 7.4 Moorpark City Transit’s Fleet

Vehicle #	Year	Make	Fuel	PAX	WC Position	Service
MCT 66460	2010	El Dorado Bus	CNG	23	3	FR
MCT 66461	2010	El Dorado Bus	CNG	23	3	FR
MCT 66462	2010	El Dorado Bus	CNG	23	3	FR
MCT 66463	2015	El Dorado Bus	CNG	23	3	FR
MCT 66646	2015	El Dorado Bus	CNG	23	3	FR

## Chapter 8 | Findings and Recommendations

### Conclusions

Moore & Associates, Inc. finds Moorpark City Transit to be in compliance with the requirements of the Transportation Development Act. In addition, the entity generally functions in an efficient, effective, and economical manner.

### 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 contractor's staffing shortage is impacting the City's ability to operate its transit programs.

### Program Recommendations

In completing this Triennial Performance Audit, the auditors submit the following recommendations for the City of Moorpark'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 contractor's staffing shortage is impacting the City's ability to operate its transit programs.

**Criteria:** The City of Thousand Oaks' operations contract with MV Transportation requires MV to provide sufficient staffing to meet all contract requirements for service provision.

**Condition:** While the contractor has improved its general management staffing during the audit period, it has been unable to provide sufficient staff to meet the demand for service, primarily with respect to Dial-A-Ride services (including those operated for the City of Moorpark). Prior to the COVID-19 pandemic, the contractor was deploying 18 to 19 vehicles per day to serve its combined Dial-A-Ride programs. At the time of the site visit, only seven vehicles were being deployed each day. This has severely impacted Dial-A-Ride reservations. Only about a half of those who call are able to get their requested ride time. One quarter of callers are able to accept a different ride time, while another quarter do not get a ride.

Both the City of Thousand Oaks and MV have been working to recruit additional staff. City staff estimates MV needs to fill approximately 20 operational positions (drivers, dispatchers, and customer service). MV

has a recruiter located in Thousand Oaks, while the City and MV have worked together to increase the contract cost and raise wages in order to attract qualified candidates.

**Cause:** There are two primary causes of the current staffing shortage: Recovery from the reduced demand due to the COVID-19 pandemic, and lower wages that left the City of Thousand Oaks’ transit operation less competitive within the county.

**Effect:** As a result, it has been more difficult to recruit operations personnel.

**Recommendation:** The City of Thousand Oaks should continue to work with MV Transportation to fill the open operations positions and ensure sufficient Dial-A-Ride coverage for the City of Moorpark. *[Note: This recommendation is also included in the City of Thousand Oaks’ Triennial Performance Audit.]*

**Recommended Action:** The City of Thousand Oaks has played an active role in getting the contractor’s open positions filled by increasing the contract cost to allow for several wage increases. One more wage increase is planned for 2023. The City of Moorpark should monitor MV to ensure it is continuing to place a high priority on getting these positions filled and deploy additional Dial-A-Ride service as it becomes feasible to do so.

**Timeline:** Ongoing until positions are fully staffed.

**Anticipated Cost:** Wage increases are already budgeted under the current contract.

Exhibit 8.1 Audit Recommendations

Functional Recommendations		Importance	Timeline
1	The City of Thousand Oaks should continue to work with MV Transportation to fill the open operations positions and ensure sufficient Dial-A-Ride coverage for the City of Moorpark.	High	Until filled