



City of Camarillo

TDA Triennial Performance Audit for
FY2022/23, 2023/24, and 2024/25



Table of Contents

Chapter 1 Executive Summary	1
Chapter 2 Audit Scope and Methodology	3
Chapter 3 Program Compliance	7
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



This page intentionally blank.

Table of Exhibits

Exhibit 1.1 Summary of Audit Recommendations	2
Exhibit 3.1 Transit Development Act Compliance Requirements	9
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 Dial-A-Ride Fare Structure	32
Exhibit 7.3 Organizational Chart	33
Exhibit 7.4 Camarillo Area Transit Fleet	37
Exhibit 8.1 Audit Recommendations	40

This page intentionally blank.

Chapter 1 | Executive Summary

In 2025, 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.

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 2022/23,
- Fiscal Year 2023/24, and
- Fiscal Year 2024/25.

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 8:00 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 6:00 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 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 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 2023 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2022 – included one recommendation:

1. **Ensure the TDA definition of full-time equivalent (FTE) employee is used for reporting to the State Controller.**
Status: 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 findings related to TDA compliance for the City of Camarillo.

Recommendations are intended to assist in bringing the operator into compliance with the requirements and standards of the TDA as well as address non-compliance-related issues, challenges, or opportunities observed during the site visit and functional review. The following recommendations are presented for the City of Camarillo.

Exhibit 1.1 Summary of Audit Recommendations

Recommendations	Importance	Timeline
1 Consider providing training for Dial-A-Ride users on how to make reservations and payment using the RideCo app.	Medium	FY 2026/27
2 Continue to work with VCTC and Umo to ensure the VCbuspass readers are operational and the City is receiving all applicable fare revenues.	Medium	Ongoing

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, 2025. 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 2025, 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 Auditing 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 six 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;
 - Administration;
 - Marketing and public information;
 - Scheduling, dispatching, and operations;
 - Personnel management and training; and
 - 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.

The methodology for this audit included a virtual site visit with City representatives on February 2, 2026. 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 review, and
 - Findings and recommendations.

This page intentionally blank.

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.

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, annual operating budgets, 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

For many transit operators in California, recent years have reflected both the acute impacts of and recovery from the COVID-19 pandemic. By the end of FY 2024/25 – even earlier in some cases – most operators had exhausted federal relief funds, even though penalties for non-compliance with farebox recovery ratios continued to be waived. However, the receipt of federal relief funds complicated matters, as they impacted the amount of TDA funding operators were eligible to receive and, in some cases, resulted in over-payments that had to be resolved after the funds were spent. Many operators, even more than five years after the onset of the pandemic, still struggle with ridership that has yet to return to pre-pandemic levels.

California Assembly Bill 90, signed into law on June 29, 2020, provided temporary regulatory relief for transit operators required to conform with Transportation Development Act (TDA) farebox recovery ratio thresholds in FY 2019/20 and FY 2020/21. California Assembly Bill 149, signed into law on July 16, 2021, provided additional regulatory relief by extending the provisions of AB 90 through FY 2022/23 and adjusting definitions of eligible revenues and operating costs. Most recently, California Senate Bill 125, signed into law on July 10, 2023, extended protections provided via earlier legislation through FY 2025/26. While this means the audit period covered by this audit is fully exempt from penalties for non-compliance with the farebox recovery ratio, for example, it also means that transit operators may need to be in compliance by the second year of the next audit period.

While the ability to maintain state mandates and performance measures is important, these measures enabled transit operators to adjust to the impacts of the COVID-19 pandemic while continuing to receive their full allocations of funding under the TDA.

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

- 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 2025/26.

- Expands the definition of “local funds” to enable the use of federal funding to supplement fare revenues and allows operators to calculate free and reduced fares at their actual value.
- 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.
- Allows operators to use STA funds as needed to keep transit service levels from being reduced or eliminated through FY 2025/26.

SB 125 also called for the establishment of the Transit Transformation Task Force to develop policy recommendations aimed at increasing transit ridership and improving the customer experience statewide. In the more than 50 years since the adoption of the Transportation Development Act (TDA), California’s public transportation landscape has evolved significantly. Many transit operators have struggled to meet the farebox recovery ratio requirement, raising questions about whether it remains an appropriate or effective measure of TDA compliance.

In 2018, the chairs of California’s legislative transportation committees asked the California Transit Association to convene a policy task force to examine the TDA. That effort produced a draft framework for reform in early 2020, just prior to the COVID-19 pandemic. The Transit Transformation Task Force released its report in December 2025. While the report includes several recommendations to modernize the TDA – including identifying the farebox recovery ratio and operating cost per hour requirements as outdated and recommending that farebox recovery and cost-inflation penalties be replaced – these proposals represent an initial step rather than immediate policy changes. Achieving the necessary funding and statutory reforms will require sustained advocacy over the coming years.

Exhibit 3.1 Transit Development Act Compliance Requirements

Compliance Element	Reference	Compliance	Comments
State Controller Reports submitted on time.	PUC 99243	In compliance	FY 2022/23: January 26, 2024 FY 2023/24: January 13, 2025 FY 2024/25: January 14, 2026
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 2022/23: December 27, 2023 FY 2023/24: November 26, 2024 FY 2024/25: November 17, 2025
Operator’s terminal rated as satisfactory by CHP within the 13 months prior to each TDA claim.	PUC 99251 B	In compliance	March 16, 2022 March 9, 2023 March 20, 2024 March 19, 2025
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 definitions of performance measures are consistent with the Public Utilities Code Section 99247.	PUC 99247	In compliance	
The operator does not routinely staff with two or more persons a vehicle for public transportation purposes designed to be operated by one person.	PUC 99264	In compliance	
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 2022/23: 11.58% FY 2023/24: 8.42% FY 2024/25: 11.83% <i>Source: State Controller Reports, FY 2022 – FY 2024</i>
The expenditure of funds received under Article 4 may not exceed 50 percent of the amount required to meet operating, maintenance, and capital and debt service requirements after the deduction of federal funds and amounts allocated under PUC 99314.5 (STA).	PUC 99268	Not applicable	

Compliance Element	Reference	Compliance	Comments
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 2022/23: 20% FY 2023/24: 20% FY 2024/25: 20% <i>Source: TDA fiscal audits, FY 2023 – FY 2025</i>
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	In compliance	FY 2022/23: Not calculated in TDA audit FY 2023/24: 10% FY 2024/25: 10% <i>Source: TDA fiscal audits, FY 2023 – FY 2025</i>
If the operator has utilized the exemption from the farebox recovery requirement for extension of services, it shall submit a report on the service to the RTPA within 90 days of the end of the first year of implementation.	PUC 99268.8, CCR 6633.8	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
An operator claiming funds under Article 4.5 (CTSA) is in compliance with PUC 99268.3, 99268.4, 99268.5, or 99268.9, or regional, countywide, or county subarea performance criteria, local match requirements, or fare recovery ratios adopted by the RTPA.	PUC 99275.5	Not applicable	The City does not receive funds under Article 4.5.
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	

Compliance Element	Reference	Compliance	Comments
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	
For an operator qualifying under PUC 99268.1, the funds received from the local transportation fund under Article 4 shall not exceed 50 percent of the amount that is the sum of the operator’s operating cost, capital requirements, and debt service requirements less the sum of the operator’s revenues from federal grants and the state transit assistance fund. The operator may receive from the local transportation fund up to 100 percent, rather than 50 percent, of the amount representing the operating cost of an extension of its public transportation system if the extension is within the definition of Section 6619.1 and if all the conditions of Section 6633.8 are met.	CCR 6633.1	Not applicable	
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	

This page intentionally blank.

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 2023 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2022 – included one recommendation:

1. [Ensure the TDA definition of full-time equivalent \(FTE\) employee is used for reporting to the State Controller.](#)

Discussion: During the document review, the auditor found the City was 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 was considered a functional finding at the time, since the City did not utilize TDA funds during the prior audit period. However, it but will be a consideration with respect to compliance during the current audit period, as the City is receiving Article 4 funding since FY 2022/23.

The auditor recommended that the 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.

Progress: In FY 2023/24, the City was unable to retrieve the hours from the previous contractor before transitioning to a new operations contractor. The City used the same hours from the previous year because the drivers were the same and used the correct definition of FTE (work hours divided by 2,000). In FY 2025, the City used work hours provided by the current operations contractor, as well as work hours for City employees working on transit, and divided by 2,000 for each service mode.

Status: Implemented.

This page intentionally blank.

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.

Performance data was reported consistently across all reports: the TDA fiscal audit, the monthly performance reports, the National Transit Database, and the State Controller report. Differences in financial reporting are discussed below.

- **Operating cost:** Transit operating cost reported between the City’s TDA fiscal audit, the National Transit Database, and the State Controller reports differed between 1.8 percent and 3.4 percent in FY 2022/23. In FY 2023/24, the operating cost reported to the NTD, the State Controller, and the City’s audit differed between 4.2 percent and 4.3 percent. By FY 2024/25, that variance ranged from 3.4 percent to 3.8 percent.
- **Fare Revenue:** While fare revenue reported in the City’s TDA fiscal audit was consistent with amounts reported in the monthly performance reports and to the State Controller, the fare revenue reported to the NTD was significantly lower. The variance was 12.4 percent in FY 2022/23 and 10.6 percent in FY 2023/24, declining to 7.7 percent in FY 2024/25. This discrepancy is primarily due to the treatment of the Leisure Village route guarantee. The guarantee is recorded as revenue in the audit and in reporting to the State Controller. Fare revenue reported to the NTD is revenue per passenger, and as a result, created the variance.

Exhibit 5.1 Data Reporting Comparison

Performance Measure	System-Wide		
	FY 2022/23	FY 2023/24	FY 2024/25
Operating Cost (Actual \$)			
<i>TDA fiscal audit</i>	\$3,015,137	\$3,205,165	\$3,453,053
<i>National Transit Database</i>	\$2,962,529	\$3,072,896	\$3,326,380
<i>State Controller Report</i>	\$3,121,084	\$3,347,226	\$3,575,109
Fare Revenue (Actual \$)			
<i>TDA fiscal audit</i>	\$124,434	\$142,966	\$156,049
<i>National Transit Database</i>	\$110,681	\$128,994	\$144,820
<i>State Controller Report</i>	\$124,434	\$142,966	\$156,050
Vehicle Service Hours (VSH)			
<i>Monthly Performance Reports</i>	20,667	21,931	26,129
<i>National Transit Database</i>	20,667	21,932	26,129
<i>State Controller Report</i>	20,678	21,932	26,129
Vehicle Service Miles (VSM)			
<i>Monthly Performance Reports</i>	377,301	410,318	412,938
<i>National Transit Database</i>	374,301	410,318	412,938
<i>State Controller Report</i>	374,301	410,318	412,938
Passengers			
<i>Monthly Performance Reports</i>	67,361	73,504	89,674
<i>National Transit Database</i>	67,360	73,504	89,674
<i>State Controller Report</i>	67,361	73,504	89,674
Full-Time Equivalent Employees			
<i>State Controller Report</i>	23	23	18

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 expanded beginning in 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. Given other revenues may be added to fare revenue for the calculation of the farebox recovery ratio, the *Farebox Recovery* cited within this section is not necessarily consistent with the farebox recovery ratio used for compliance determination in Chapter 4.

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 reflect other revenues not 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. This data is captured by RideCo software using a definition consistent with PUC guidelines.
- Vehicle Service Miles (VSM) data were obtained via State Controller Reports for each fiscal year covered by this audit. This data is captured by RideCo software using a definition consistent with PUC guidelines.
- Unlinked trip data were obtained via State Controller Reports for each fiscal year covered by this audit. This data is captured by RideCo software using a definition 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, though data for FY 2023/24 was estimated due to the unavailability of work hour data from the prior operations contractor.

System Performance Trends

System-wide, operating cost experienced a net 14.5 percent increase during the audit period and a 53.3 percent net increase across the last six years. Fare revenue increased during the six-year period, with the greatest increase (101.1 percent) occurring in FY 2021/22. This resulted in a net 25.4 percent increase during the audit period, and a 32.8 percent increase across the six-year period.

Vehicle service hours (VSH) experienced a net 3.1 percent decrease during the six-year period and a net 26.4 percent increase during the audit period. Vehicle service miles (VSM) slightly increased 10.3 percent during the audit period and 32.8 percent over the six-year period. Ridership declined every year until FY 2023/24, though the most significant declines occurred in FY 2020/21 and FY 2021/22 in response to the COVID-19 pandemic. Ridership began to increase in the final two years of the audit period. This led to a 33.1 percent net increase during the audit period, but a 31.9 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. While operating cost increased during the audit period, cost-related metrics, with the exception of operation cost per vehicle service miles, decreased due

to corresponding increases 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 rose during the audit period, with passengers per VSH increasing by 5.4 percent and passengers per VSM increasing by 20.7 percent.

Exhibit 6.1 System Performance Indicators

Performance Measure	System-wide					
	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Operating Cost (Actual \$)	\$2,332,686	\$2,542,855	\$2,772,001	\$3,121,084	\$3,347,226	\$3,575,109
<i>Annual Change</i>		9.0%	9.0%	12.6%	7.2%	6.8%
Fare Revenue (Actual \$)	\$117,525	\$64,779	\$130,287	\$124,434	\$142,966	\$156,050
<i>Annual Change</i>		-44.9%	101.1%	-4.5%	14.9%	9.2%
Vehicle Service Hours (VSH)	26,953	19,357	19,700	20,678	21,932	26,129
<i>Annual Change</i>		-28.2%	1.8%	5.0%	6.1%	19.1%
Vehicle Service Miles (VSM)	310,896	412,125	369,502	374,301	410,318	412,938
<i>Annual Change</i>		32.6%	-10.3%	1.3%	9.6%	0.6%
Passengers	131,673	75,863	69,923	67,361	73,504	89,674
<i>Annual Change</i>		-42.4%	-7.8%	-3.7%	9.1%	22.0%
Employees	27	27	27	23	23	18
<i>Annual Change</i>		0.0%	0.0%	-14.8%	0.0%	-21.7%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$86.55	\$131.37	\$140.71	\$150.94	\$152.62	\$136.83
<i>Annual Change</i>		51.8%	7.1%	7.3%	1.1%	-10.3%
Operating Cost/Passenger (Actual \$)	\$17.72	\$33.52	\$39.64	\$46.33	\$45.54	\$39.87
<i>Annual Change</i>		89.2%	18.3%	16.9%	-1.7%	-12.5%
Passengers/VSH	4.89	3.92	3.55	3.26	3.35	3.43
<i>Annual Change</i>		-19.8%	-9.4%	-8.2%	2.9%	2.4%
Passengers/VSM	0.42	0.18	0.19	0.18	0.18	0.22
<i>Annual Change</i>		-56.5%	2.8%	-4.9%	-0.5%	21.2%
Farebox Recovery	5.0%	2.5%	4.7%	4.0%	4.3%	4.4%
<i>Annual Change</i>		-49.4%	84.5%	-15.2%	7.1%	2.2%
Hours/Employee	998.3	716.9	729.6	899.0	953.6	1,451.6
<i>Annual Change</i>		-28.2%	1.8%	23.2%	6.1%	52.2%
TDA Non-Required Indicators						
Operating Cost/VSM	\$7.50	\$6.17	\$7.50	\$8.34	\$8.16	\$8.66
<i>Annual Change</i>		-17.8%	21.6%	11.1%	-2.2%	6.1%
VSM/VSH	11.53	21.29	18.76	18.10	18.71	15.80
<i>Annual Change</i>		84.6%	-11.9%	-3.5%	3.4%	-15.5%
Fare/Passenger	\$0.89	\$0.85	\$1.86	\$1.85	\$1.95	\$1.74
<i>Annual Change</i>		-4.3%	118.2%	-0.9%	5.3%	-10.5%

Sources: FY 2019/20 – FY 2021/22 data from prior Triennial Performance Audit.
FY 2022/23 – FY 2024/25 data from State Controller reports.

Exhibit 6.2 System Ridership

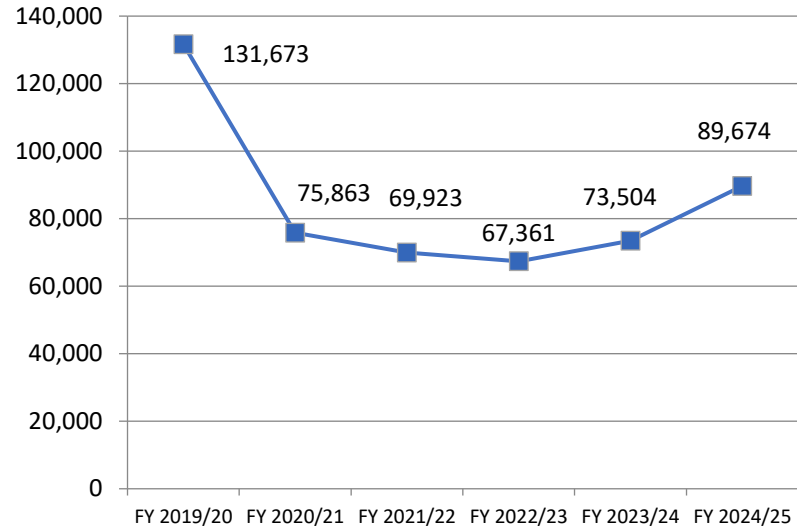


Exhibit 6.3 System Operating Cost/VSH

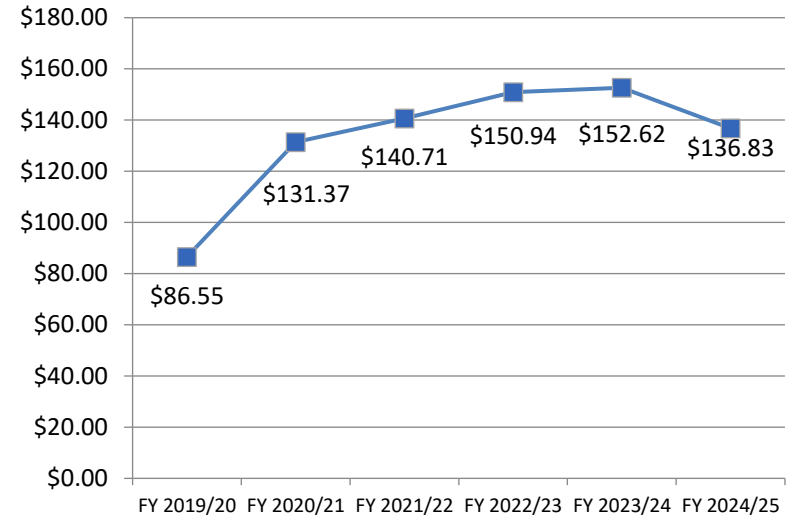


Exhibit 6.4 System Operating Cost/VSM

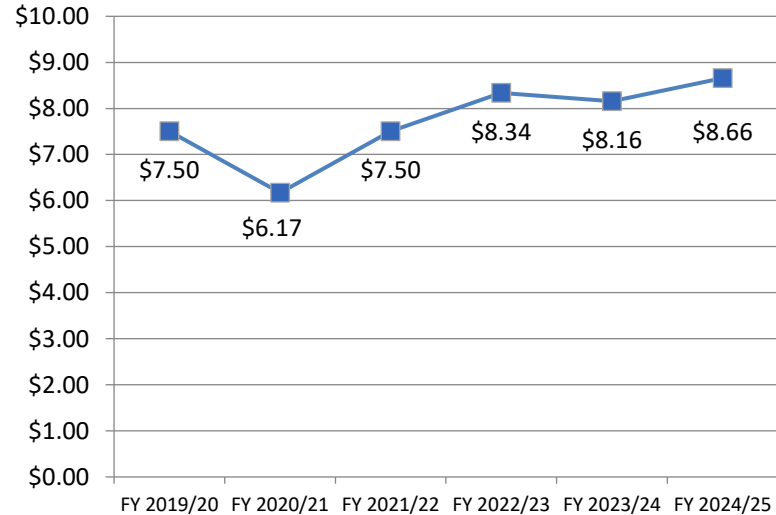


Exhibit 6.5 System VSM/VSH

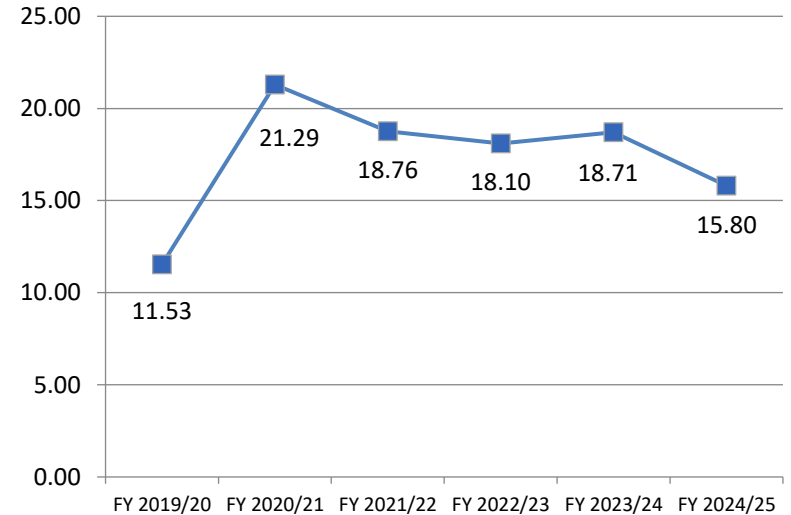


Exhibit 6.6 System Operating Cost/Passenger

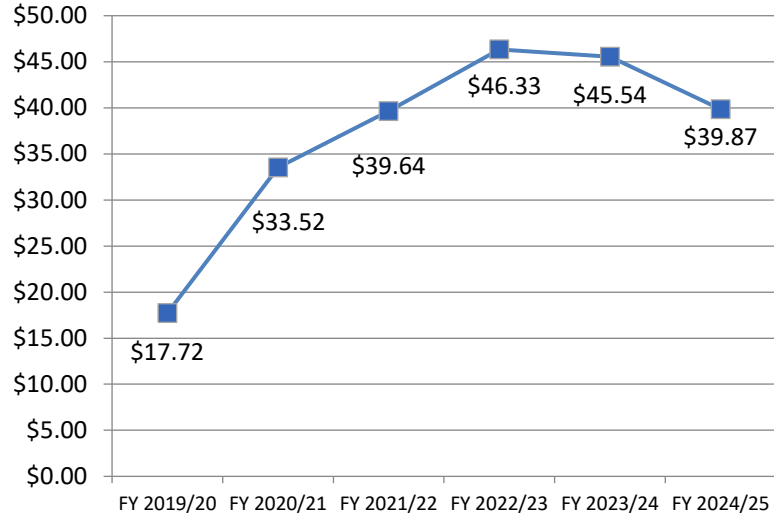


Exhibit 6.7 System Passengers/VSH

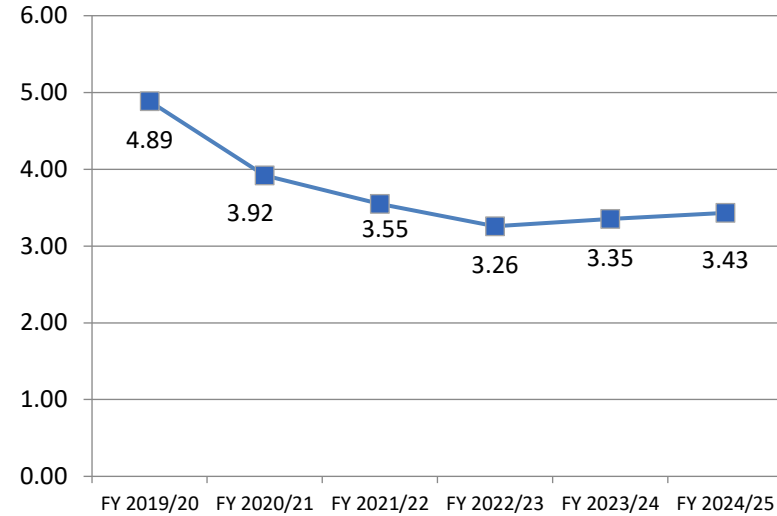


Exhibit 6.8 System Passengers/VSM

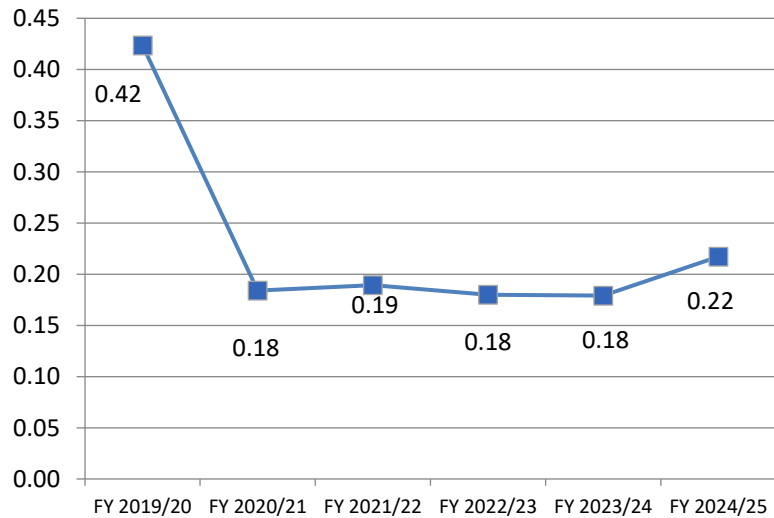


Exhibit 6.9 System VSH/FTE

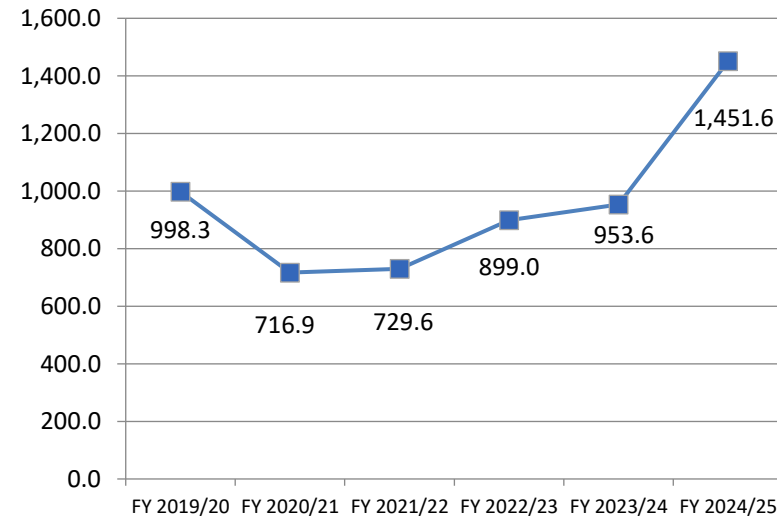


Exhibit 6.10 System Farebox Recovery

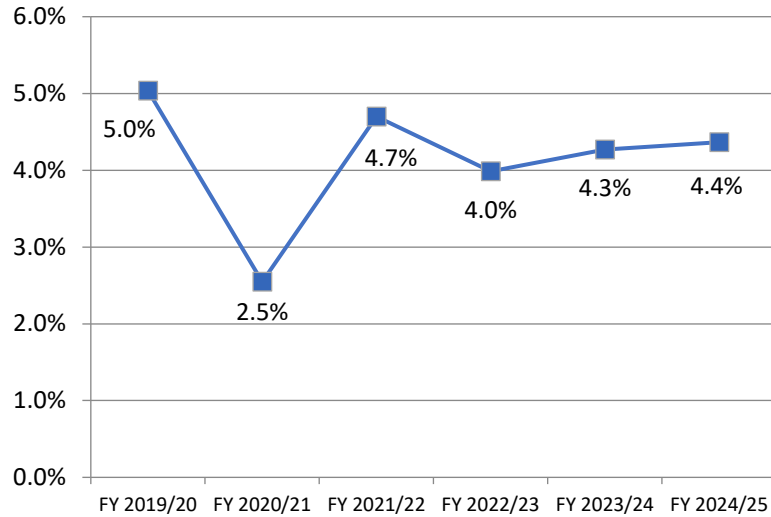
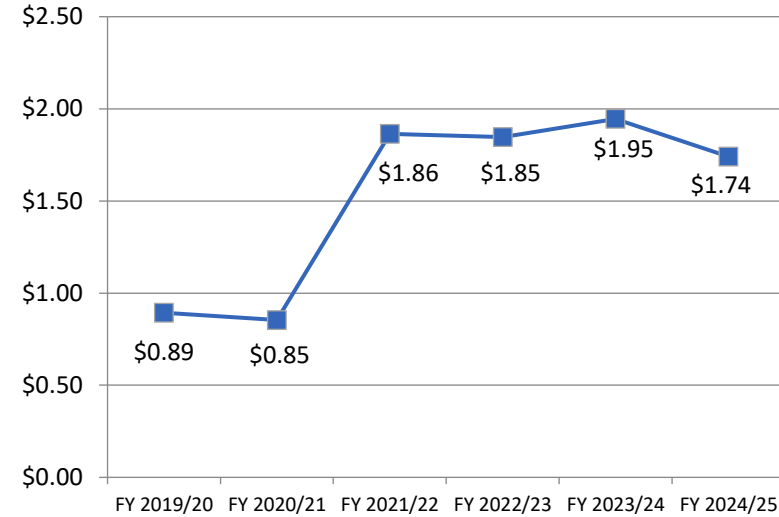


Exhibit 6.11 System Fare/Passenger



Fixed-Route Performance Trends

Fixed-route vehicle service hours decreased every year with the exception of FY 2020/21 and FY 2022/23. This resulted in a net 16 percent increase across the six-year period but a net 1.3 percent decrease during the audit period. Vehicle service miles experienced the same pattern, increasing significantly in FY 2020/21 (64.7 percent) before steadily decreasing during most years. This resulted in a net increase of 40.5 percent during the six-year period and a net 7.8 percent decrease during the audit period. Ridership decreased every year until FY 2023/24. Ultimately ridership experienced a net increase of 39.8 percent during the audit period.

Passenger-related productivity metrics (passengers per VSH and passengers per VSM) saw increases of 41.6 percent and 51.7 percent, respectively.

Exhibit 6.12 Fixed-Route Performance Indicators

Performance Measure	Fixed-Route					
	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Vehicle Service Hours (VSH)	4,502	5,296	5,278	5,291	5,266	5,224
<i>Annual Change</i>		17.6%	-0.3%	0.2%	-0.5%	-0.8%
Vehicle Service Miles (VSM)	47,864	78,831	72,300	72,947	71,581	67,236
<i>Annual Change</i>		64.7%	-8.3%	0.9%	-1.9%	-6.1%
Passengers	56,136	29,540	25,472	24,550	28,517	34,328
<i>Annual Change</i>		-47.4%	-13.8%	-3.6%	16.2%	20.4%
Employees	4	4	4	4	4	3
<i>Annual Change</i>		0.0%	0.0%	0.0%	0.0%	-25.0%
Performance Indicators						
Passengers/VSH	12.47	5.58	4.83	4.64	5.42	6.57
<i>Annual Change</i>		-55.3%	-13.5%	-3.9%	16.7%	21.3%
Passengers/VSM	1.17	0.37	0.35	0.34	0.40	0.51
<i>Annual Change</i>		-68.0%	-6.0%	-4.5%	18.4%	28.2%
Hours/Employee	1,125.5	1,324.0	1,319.5	1,322.8	1,316.5	1,741.3
<i>Annual Change</i>		17.6%	-0.3%	0.2%	-0.5%	32.3%
TDA Non-Required Indicators						
VSM/VSH	10.63	14.89	13.70	13.79	13.59	12.87
<i>Annual Change</i>		40.0%	-8.0%	0.6%	-1.4%	-5.3%

Sources: FY 2019/20 – FY 2021/22 data from prior Triennial Performance Audit.
FY 2022/23 – FY 2024/25 data from State Controller reports.

Exhibit 6.13 Fixed-Route Ridership

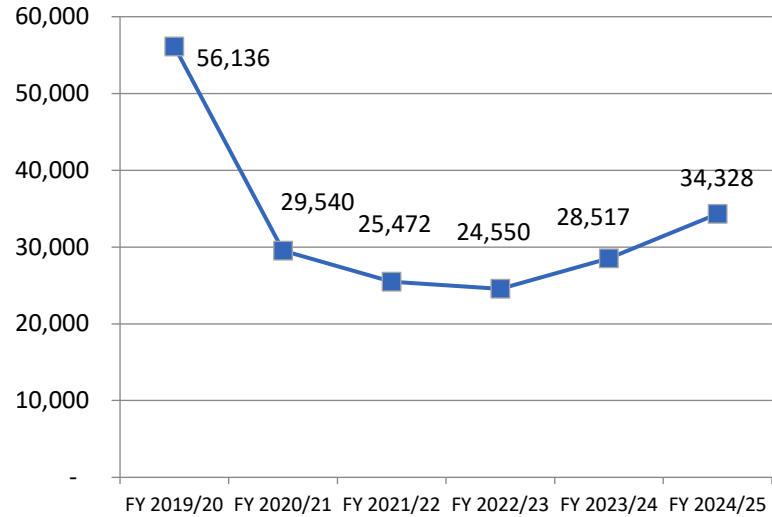


Exhibit 6.14 Fixed-Route VSM/VSH

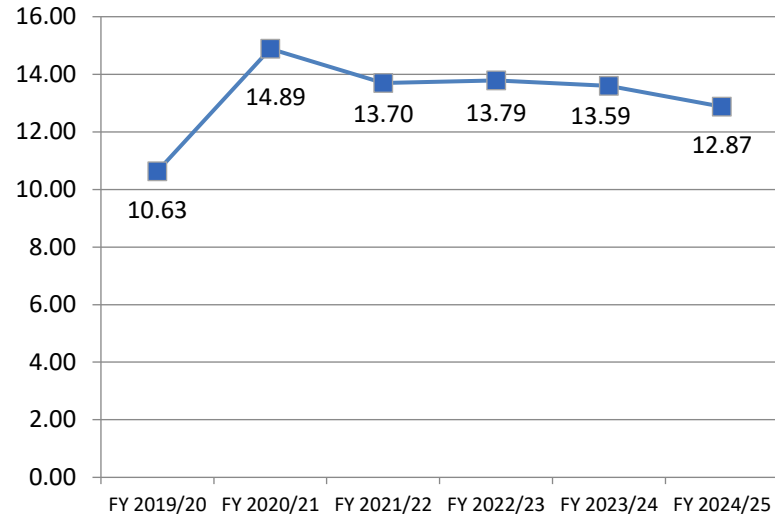


Exhibit 6.15 Fixed-Route Passengers/VSH

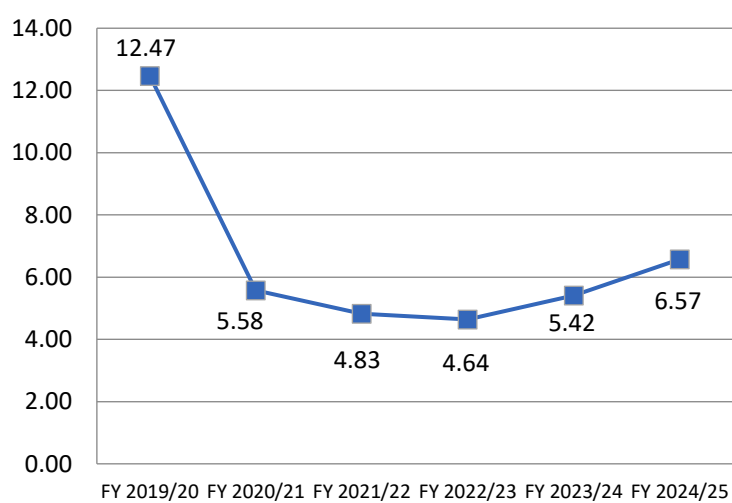


Exhibit 6.16 Fixed-Route Passengers/VSM

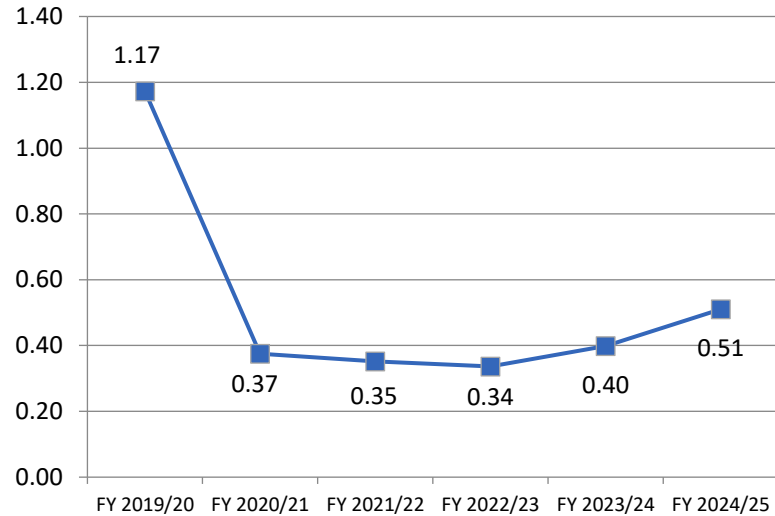
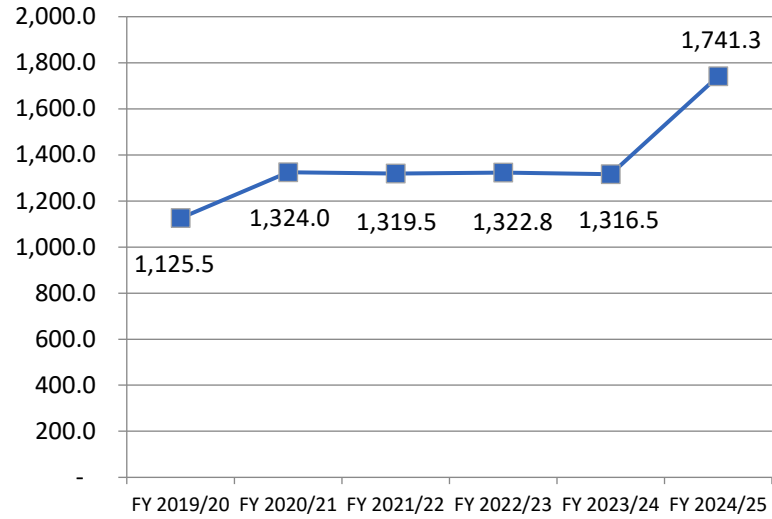


Exhibit 6.17 Fixed-Route VSH/FTE



Demand-Response Performance Trends

Demand-response vehicle service hours experienced a 35.9 percent net increase during the audit period, but a 6.9 percent net decrease across the six-year period. Vehicle service miles saw net increases of 14.7 percent during the audit period and 31.4 percent across the six-year period. Ridership also increased significantly, rising 29.3 percent during the audit period.

Passengers per VSH decreased 4.8 percent during the audit period, while passengers per VSM had a net increase of 12.7 percent.

Exhibit 6.18 Demand-Response Performance Indicators

Performance Measure	Demand-Response					
	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Vehicle Service Hours (VSH)	22,451	14,061	14,422	15,387	16,666	20,905
<i>Annual Change</i>		-37.4%	2.6%	6.7%	8.3%	25.4%
Vehicle Service Miles (VSM)	263,032	333,294	297,202	301,354	338,737	345,702
<i>Annual Change</i>		26.7%	-10.8%	1.4%	12.4%	2.1%
Passengers	75,537	46,323	44,451	42,811	44,987	55,346
<i>Annual Change</i>		-38.7%	-4.0%	-3.7%	5.1%	23.0%
Employees	23	23	23	19	19	15
<i>Annual Change</i>		0.0%	0.0%	-17.4%	0.0%	-21.1%
Performance Indicators						
Passengers/VSH	3.36	3.29	3.08	2.78	2.70	2.65
<i>Annual Change</i>		-2.1%	-6.4%	-9.7%	-3.0%	-1.9%
Passengers/VSM	0.29	0.14	0.15	0.14	0.13	0.16
<i>Annual Change</i>		-51.6%	7.6%	-5.0%	-6.5%	20.5%
Hours/Employee	976.1	611.3	627.0	809.8	877.2	1393.7
<i>Annual Change</i>		-37.4%	2.6%	29.2%	8.3%	58.9%
TDA Non-Required Indicators						
VSM/VSH	11.72	23.70	20.61	19.58	20.33	16.54
<i>Annual Change</i>		102.3%	-13.1%	-5.0%	3.8%	-18.6%

Sources: FY 2019/20 – FY 2021/22 data from prior Triennial Performance Audit.
FY 2022/23 – FY 2024/25 data from State Controller reports.

Exhibit 6.19 Demand-Response Ridership

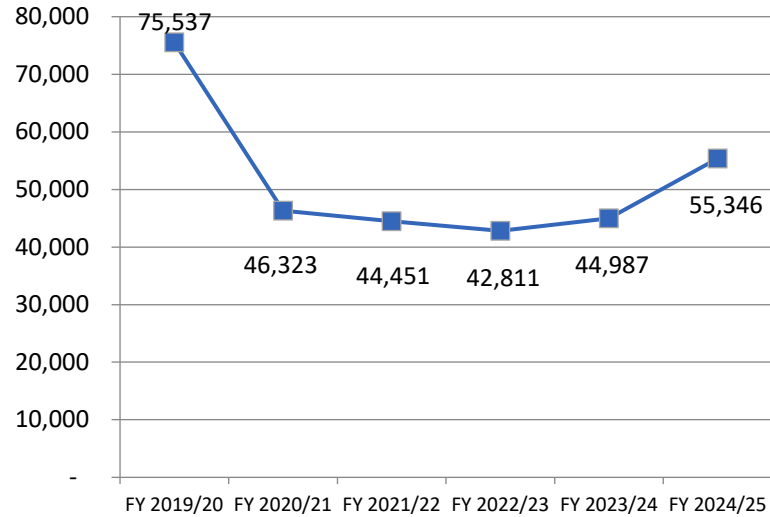


Exhibit 6.20 Demand-Response VSM/VSH

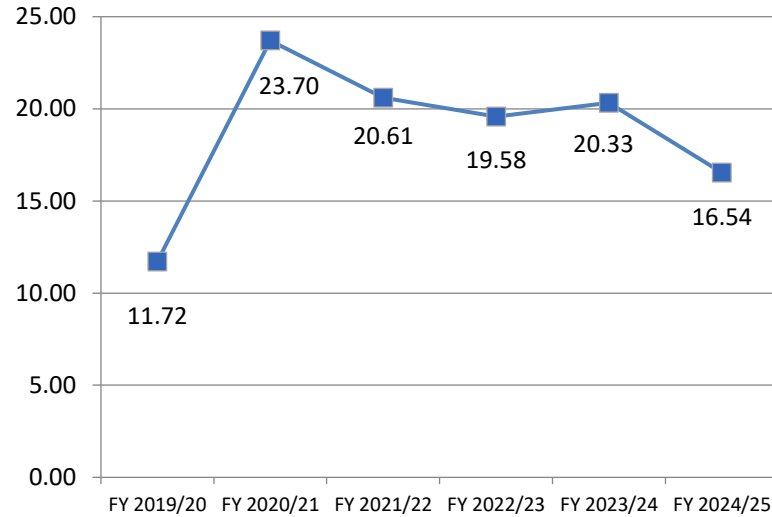


Exhibit 6.21 Demand-Response Passengers/VSH

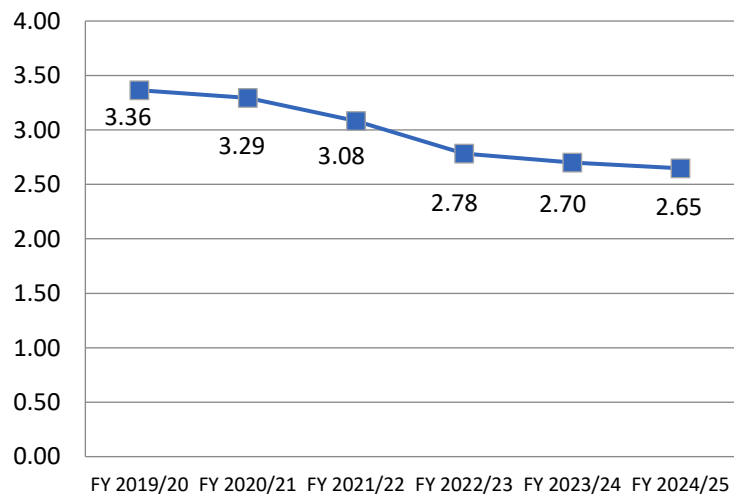


Exhibit 6.22 Demand-Response Passengers/VSM

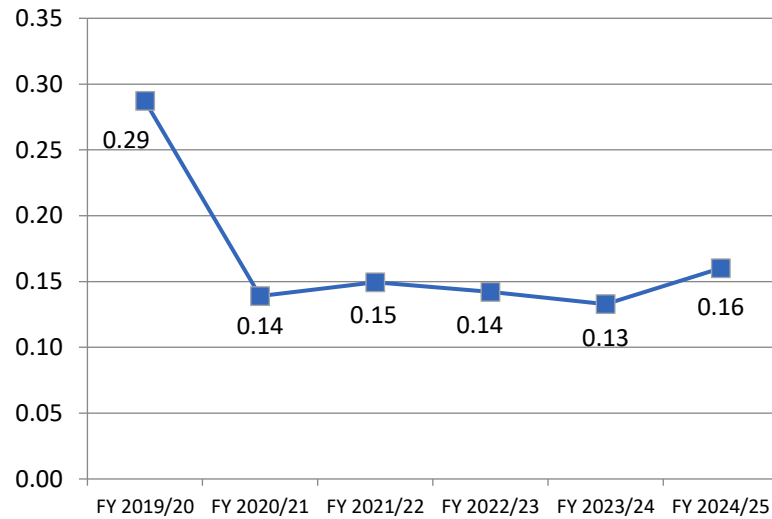
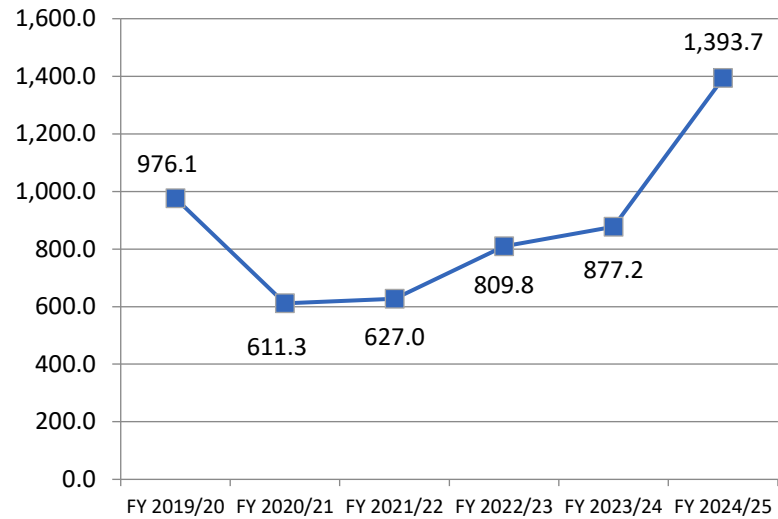


Exhibit 6.23 Demand-Response VSH/FTE



This page intentionally blank.

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 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
- Maintenance.

Service Overview

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 8:00 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 6:00 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 6:00 p.m.

The City offers fare-free fixed-route rides to residents of Leisure Village, a retirement community for persons age 55 and above, due to a fare subsidy from the Leisure Village Association. Exhibits 7.1 and 7.2 illustrate the City’s fare structure. Fares may be paid with cash or the stored value feature of the VCbuspass.

Exhibit 7.1 Fixed-Route Fare Structure

Fare Category	Fare
Fixed-route	
Adults and students (one-way)	\$1.00
Seniors (65+), ADA Certified persons, and Veterans with ID	\$0.50
Leisure Village residents	Free
Trolley	
Seniors (65+), ADA Certified persons, and Veterans with ID	\$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

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 at Camarillo City Hall, located at 601 Carmen Drive, Camarillo. All meetings are ADA-accessible, and transit service is available via Camarillo Fixed-Route service and 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.

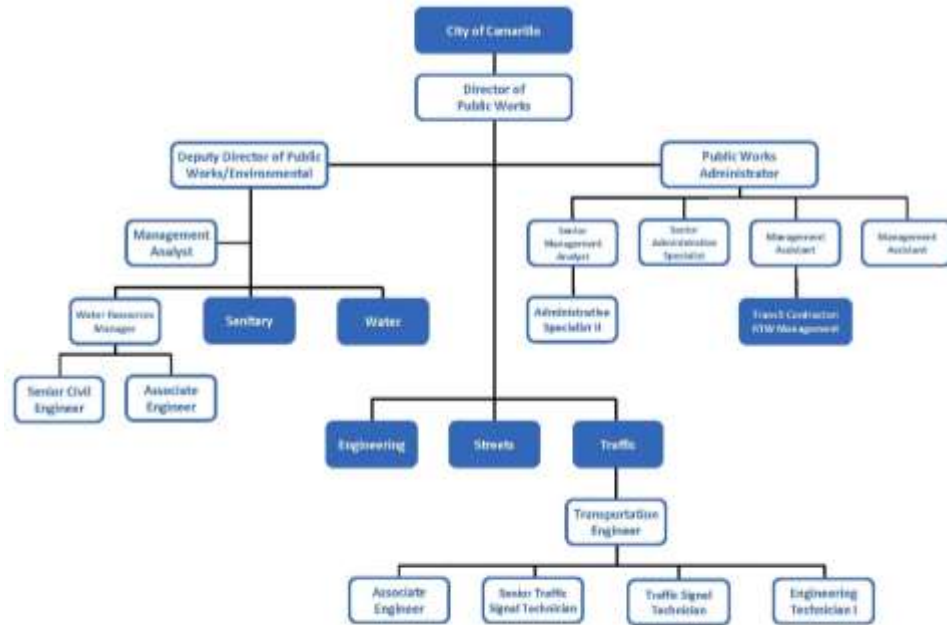
Recent changes implemented during the audit period include new vehicle acquisitions, a new operations contractor, new technology (RideCo), and a rebranded logo. These changes have resulted in improved efficiency and increased ridership. The City Council is pleased with these changes.

The City has historically funded its transit program using general funds. However, beginning in July 2022, the City started using Article 8(c) funds for transit operations and continues to do so.

The City contracts with RTW Management (based in Utah) to provide vehicle operations and maintenance for fixed-route and Dial-A-Ride services. Contracted operations of the City’s transit program transitioned from RATP Dev to RTW Management in July 2024. The transition to the new contractor went well, and there is generally good communication with the City. The City’s management team monitors program performance via monthly invoices – including ridership and performance statistics – as well as RideCo on-demand software, Syncromatics, and customer complaints. The City is pleased with the RideCo software’s efficiency and believe ridership is increasing steadily.

The City indicated its internal staffing levels are appropriate and lines of reporting are clearly defined and effective. The City’s organizational chart is provided in Exhibit 7.3.

Exhibit 7.3 Organizational Chart



Service Planning

During the audit period, the City went out to bid to secure a new operations contract and procured new vehicles to replace the aging fleet, using the CalACT/MBTA purchasing cooperative. The City approved RTW Management to operate the transit program as of July 1, 2024. The contract has a base period of four years, with three one-year term renewals. The City procured 17 gas-powered vehicles beginning in 2022, with the last three vehicles finalized in November 2025. This included a rubber-tire trolley model for use on the Trolley route. Only one vehicle has yet to be replaced (and will be eligible in FY 2026/27). The City is also in the preliminary stages of designing an electric vehicle (EV) charging station to support its transition to zero emissions. Some funding for the facility has already been obtained through SB 125, and an RFP for engineering services will be released by the end of FY 2025/26. The first electric vehicle is expected to be purchased in FY 2027/28.

Planning for the City’s transit program is included within the Countywide Short Range Transit Plan (SRTP) recently completed by VCTC. The draft SRTP was presented to the Commission in February 2026, with adoption slated for later in the spring. The plan proposes several changes to the CAT program, including significant expansion of the fixed-route program and a reduction of the general demand-response service, which would lead to a more cost-neutral program. The City hopes to find a balance between the SRTP’s recommendations and its desire to maintain service to Leisure Village. Implementation of the SRTP would also require upfront funding for vehicle acquisition and bus stop improvements.

The City participates in the Ventura County Citizens Transportation Advisory Council (CTAC), which meets on the second Tuesday of each month at 1:30 p.m. in Ventura. CAT offers general dial-a-ride service that is ADA accessible, as well as ADA and senior transportation provided to residents in East County and Oxnard through Intercity service.

The City's most recent rider survey was conducted in October 2025 during the SRTP update. Additional public participation is conducted through VCTC's annual Unmet Transit Needs process.

Administration

Budgeting is conducted every two years, with regular review of expectations versus actual cost/revenue. The budget is developed by transit staff, who start with prior budget and adjust by percentages depending on anticipated changes. Transit staff compare budgeted and actual revenues and expenses monthly. Budget transfers are used to move expenditures between line items, but increases to the budget require council approval. Expenses and revenue are monitored through NaviLine software.

The City considers how well grant opportunities align with its needs and project timelines when determining which grants to apply for. The Management Assistant is responsible for grant management.

The City's Human Resources and Finance departments advise transit staff regarding risk management practices and procedures. The City is self-insured, part of the California Joint Powers Insurance Authority (JPIA) state insurance pool. Operational safety practices are reviewed annually, and were most recently updated in July 2025. The City has a current disaster and response plan and is responsible for assisting in evacuation transportation.

The city council has approval authority over contracts valued at over \$50,000. Transit staff monitor the Transit Operations and Maintenance Services contract. The operations/maintenance contract relationship began in 2024; the agreement is for four years plus up to three option years. 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.

City employees submit timesheets for payroll, which are reviewed and approved by Supervisors and Managers. All employees utilize direct deposit. Human Resources is responsible for all personnel changes, while the Payroll Accountant is responsible for payroll data. Accounting Specialists and Accountants in the finance department 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. RTW 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. Published service information includes updates on new technologies, free fare days, special meetings such as Unmet Transit Needs hearings, and service information. The City distributes CAT service brochures for the fixed-route, dial-a-ride, and trolley service. In November 2025, the City released a transit video campaign on YouTube and social media.

While CAT does not have a mobile app, the City uses the RideCo on-demand app to schedule reservations for its Dial-A-Ride service. However, the transition from phone calls to use of the app has been slow, and only about half of Dial-A-Ride riders use it.

Customer calls are not logged with the exception of complaints, which are typically resolved within five days. Overall, the public's perception of the service is generally positive. Those riders using the RideCo app rate the service 4.83 out of 5.

Scheduling, Dispatch, and Operations

The City's transit program is operated under contract by RTW. The workforce, which is not represented, includes 17 full-time drivers and five full-time management and dispatcher positions. Although the program is now fully staffed, the contractor did have to address some turnover when it took over the service. Four additional part-time drivers, who work part-time at their request, are used for short shifts on the demand-response service only. The General Manager, Assistant General Manager, supervisors, and dispatchers are licensed to drive.

The scheduling department assigns drivers to routes, but shifts are assigned based on availability, with preference given based on seniority and past performance. Schedules are published in the WhentoWork software. Any vehicle seating 15 or more passengers requires a commercial driver's license with a passenger endorsement. Vehicles are assigned by the RideCo system based on overall mileage accrual and the need for ADA accessibility. Available vehicles are identified daily by Maintenance via the Whip Around software.

Planned absences are addressed by offering open shifts to drivers on a first-come, first-served basis. If additional coverage is required, dispatchers may be assigned to drive. For unplanned absences, dispatch attempts to bring in a driver on their day off; if this is not possible, dispatch or management will cover the shift.

The contractor utilizes RideCo On Demand and Paratransit software for scheduling Dial-A-Ride trips. Reservations can be made via phone from 24 hours to two weeks in advance, or place via the RideCo app. Through the new software program, passengers have a 20-minute window for the vehicle's arrival. The driver will wait five minutes before leaving.

Collected revenue is generally brought into the contractor's facility in money bags, though some vehicles on the trolley and fixed-route services have drop fareboxes. Drivers count the total fares collected for the day and dispatch double-checks the counts. 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 the monthly passes and VCbuspass at city hall.

Contactless payments are accepted through the VCbuspass card (stored value only) and VCTC's Umo app. However, card readers frequently malfunction, and repairs can take an extended period of time. The City estimates approximately half the fares of riders using VCbuspass are not registered. The RideCo system helps by identifying users who indicate they will use the Umo Card, while the VCbuspass portal records each instance the card is used. As of September 2025, the City activated the payment feature in the RideCo app, though it has been slow to catch on.

Personnel Management and Training

A sufficient number of drivers is being recruited to meet the operator's needs, and it advertises for drivers on an ongoing basis. Available positions are advertised on Indeed. Recruits must have appropriate licenses depending on the position they are applying to. All drivers are comprehensively trained by the contractor, though they are required to possess the appropriate license for the position at the time of hire.

While there is no formal incentive program, management considers incentives based on safety and attendance performance. Turnover at the time of the audit was very low, with any turnover being related to termination. Evaluations are conducted every three months.

The contractor's comprehensive safety program includes industry standard videos, classroom knowledge testing, behind-the-wheel and equipment use trainings. The General Manager is responsible for training and possesses a CDL B/P endorsement and 36 years of industry experience. The contractor's safety program is overseen by the General Manager and Vice President of Operations.

RTW utilizes a progressive discipline policy, which is detailed in its employee handbook. Contractor employees are eligible for benefits including medical insurance, dental insurance, vision insurance, and 401(k). Benefits are communicated to employees verbally and through employee email.

Maintenance

Under the current contract, RTW is responsible for providing maintenance for all of the City's transit vehicles. Most maintenance work is outsourced to TNT Automotive, which is located in Camarillo. RTW is currently looking at a local facility, though it is not yet available. It hopes to move in to that facility and begin providing maintenance in house in the summer of 2026.

The current preventive maintenance schedule conforms to manufacturers' recommended schedules. RTW implemented Whip Around Fleet Management software in 2025. The software tracks mileage pulled from Samsara Telematics and automatically alerts the General Manager and Assistant General Manager when preventative maintenance is needed. All warranty work is being effectively identified. Preventive maintenance is conducted after service hours so as not to conflict with vehicle usage. Vehicles undergo pre-trip safety inspections to ensure unsafe vehicles are not used for service.

The maintenance vendor has been effective in identifying repairs requiring manufacturer or dealership attention. Such repairs are typically sent to the Ford and Chrysler dealerships in Thousand Oaks. Other repairs that may be sent to someone other than the regular maintenance vendor include complex electrical or lift/ramp issues.

All vehicles are equipped with AVL, mobile data terminals, closed-loop units, open-loop validators, and GTF5 tracking. Some of the greatest challenges during and since the audit period have been getting good service for lifts and ramps and keeping peripheral components (such as the Umo readers) operational.

RTW has several processes in place to ensure unsafe vehicles are not placed into service. This includes daily review of the drivers' Daily Vehicle Inspection Reports (DVIRs), during which defects and safety issues are evaluated by the driver and management. Other safety issues considered include tires, brakes,

suspension, and passenger safety equipment. The maintenance vendor and General Manager communicate frequently regarding vehicle status, and this is communicated to dispatch every morning. The City fleet includes two fixed-route vehicles, and the remainder are cutaways and vans used for Dial-A-Ride service. 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 Fleet

Mode	Year	Make	Model	PAX	WC	Fuel type	Mileage (end of FY 2025)
MB	2025	Starcraft	Allstar	16	2	Gas	35,969
MB	2024	Hometown	Carriage 1787	22	2	Gas	34,170
DAR	2017	Chevy	Glaval Titain II	14	1	Gas	246,960
DAR	2017	Ford	Class V	9	1	Gas	270,680
DAR	2017	Ford	Champion	14	1	Gas	187,292
DAR	2019	Chevy	Arboc	17	2	Gas	187,513
DAR	2022	Chrysler	Voyager	6	1	Gas	79,805
DAR	2022	Chrysler	Voyager	6	1	Gas	41,822
DAR	2024	MobilityTrans	Safe-T-Bus	8	1	Gas	20,101
DAR	2024	MobilityTrans	Safe-T-Bus	6	1	Gas	18,442
DAR	2024	MobilityTrans	Safe-T-Bus	8	1	Gas	20,337
DAR	2024	MobilityTrans	Safe-T-Bus	8	1	Gas	28,340
DAR	2024	MobilityTrans	Safe-T-Bus	6	1	Gas	17,354
DAR	2024	MobilityTrans	Safe-T-Bus	8	1	Gas	18,794
DAR	2024	MobilityTrans	Safe-T-Bus	8	1	Gas	19,536
DAR	2024	MobilityTrans	Safe-T-Bus	6	1	Gas	15,826
DAR	2023	Chrysler	Voyager	6	1	Gas	14,079
DAR	2025	Starcraft	Allstar	16	2	Gas	7,157

This page intentionally blank.

Chapter 8 | Findings and Recommendations

Conclusions

The City of Camarillo is found to be in compliance with the Transportation Development Act (TDA). Two recommendations intended to improve the effectiveness and efficiency of the transit 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 findings related to compliance with the TDA.

Program Recommendations

Recommendations are intended to assist in bringing the operator into compliance with the requirements and standards of the TDA as well as address non-compliance-related issues, challenges, or opportunities observed during the site visit and functional review. The following recommendations are presented for the City of Camarillo.

Recommendation 1: Consider providing training for Dial-A-Ride users on how to make reservations and payment using the RideCo app.

Discussion: The City has recently begun using the RideCo app as a way to schedule and pay for Dial-A-Ride trips. Approximately half of Dial-A-Ride riders are using the app, though there are many individuals who are more comfortable making their ride request via phone. Use of the payment feature has been slower to catch on.

Contributing Factor(s): While the RideCo app is a great benefit, the City has not done any organized training as to how to use it.

Recommended Action: The City should consider offering some kind of training for Dial-A-Ride users on how to use the ride reservation and payment features of the RideCo app. While offering some kind of in-person training (where a staff member could work with a rider to operate the app on their own phone) would certainly be beneficial, it is not the only effective method. Development of a flyer or brochure with detailed information about how to use the app could be very effective, as could a short instructional video. Both of these items could be posted on the City's transit webpage as well as the City's social media.

Timeline: FY 2026/27.

Anticipated Cost: Modest.

Recommendation 2: Continue to work with Umo to ensure the VCbuspass readers are operational and the City is receiving all applicable fare revenues.

Discussion: During the site visit, City staff indicated that the Umo readers being used on the vehicles were operational approximately half of the time. This has led to the loss of fare revenue when VCbuspass cards cannot be read and the appropriate fare deducted from stored-value cards.

Contributing Factor(s): While the City reaches out to the vendor to get the units repaired, the vendor is also asking City staff to troubleshoot, which they may not be able to do effectively. In addition, the timeline for any action to get the units operational is considerable (multiple months).

Recommended Action: The City should continue to work with VCTC and the vendor regarding repairs to the readers. Since other operators in the county have not reported the same level of inoperability with their Umo units, staff may wish to consult with them to see if there is any insight they can share regarding keeping the units functional. While the implementation of the open-loop system may help reduce the fares lost due to inoperable units, the VCbuspass program is unlikely to be discontinued anytime soon, so the Umo readers will still need to be functional.

Timeline: Ongoing.

Anticipated Cost: Unknown.

Exhibit 8.1 Audit Recommendations

Recommendations		Importance	Timeline
1	Consider providing training for Dial-A-Ride users on how to make reservations and payment using the RideCo app.	Medium	FY 2026/27
2	Continue to work with VCTC and Umo to ensure the VCbuspass readers are operational and the City is receiving all applicable fare revenues.	Medium	Ongoing