

City of Moorpark

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



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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.

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

The City of Moorpark’s transit program is marketed as Moorpark City Transit (MCT), which provides general public transit service on one fixed route within Moorpark. The service operates Monday through Friday from 6:00 a.m. to 6:55 p.m. During the audit period, MCT provided general transit service on two fixed routes. However, Route 2 was discontinued as of August 11, 2025, to better align the fixed-route schedule with Moorpark High School’s bell schedule.

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 launched a microtransit pilot program in April 2022. MCT On-Demand has 100+ virtual stops within walking distance of anywhere in Moorpark. Riders can schedule a trip up to seven days in advance. Service operates Monday through Friday, 6:00 a.m. to 7:00 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 one compliance finding:

- FY 2022/23 and FY 2023/24 State Controller Transit Operator Financial Transaction Reports were submitted after the designated deadline.

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. 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.
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 the aforementioned finding related to TDA compliance for the City of Moorpark.

- FY 2022/23 and FY 2023/24 State Controller Transit Operator Financial Transaction Reports were submitted after the designated deadline. Given additional staff has been hired and the FY 2024/25

report was submitted on time (January 29, 2026), no remedial action is required provided the on-time submittals continue in future years.

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 Moorpark.

Exhibit 1.1 Summary of Audit Recommendations

Recommendations		Importance	Timeline
1	Consider adding a dedicated city-wide grants position (such as a grants manager or grants analyst) that could also support transit grants.	Medium	FY 2027/28
2	Work with VCTC to implement the recommendations of the County-wide Short Range Transit Plan in a manner that both effectively addresses the mobility needs within Moorpark and ensures connectivity with the region as a whole.	Medium	Ongoing

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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, 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 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 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 Moorpark 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 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.

The methodology for this audit included a virtual site visit with City representatives on February 9, 2026. The audit team met with Michelle Woomer (Senior Management Analyst), Cindy Guggenheimer (Administrative Assistant II), and Juan Perez (Transdev, Safety Manager), and reviewed materials germane to the triennial audit. The audit also drew on information gathered from the City of Thousand Oaks, the contracted operator for the MCT service. The City of Thousand Oaks site visit took place on February 20, 2026.

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.

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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, annual operating budgets, year-end performance reports, and other compliance-related documentation.

One compliance issue was identified for the City of Moorpark:

- FY 2022/23 and FY 2023/24 State Controller Transit Operator Financial Transaction Reports were submitted after the designated deadline.

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 microtransit 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	Not in compliance	FY 2022/23: March 20, 2024 FY 2023/24: March 19, 2025 FY 2024/25: January 29, 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 11, 2023 FY 2023/24: December 20, 2024 FY 2024/25: December 9, 2025
Operator’s terminal rated as satisfactory by CHP within the 13 months prior to each TDA claim.	PUC 99251 B	In compliance	<i>City of Thousand Oaks inspections:</i> April 14, 2022 April 12, 2023 May 2, 2024 May 7, 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: +3.23% FY 2023/24: +11.01% FY 2024/25: +0.36% <i>Source: TDA claims.</i>

Compliance Element	Reference	Compliance	Comments
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	The City does not receive funds under Article 4.
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: 7.43% FY 2023/24: 30.14% FY 2024/25: 20.00% Penalties for non-compliance with the farebox recovery ratio requirement were waived during the audit period under AB 149 and SB 125.
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	
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	
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	Moorpark uses STA funds for capital purposes, which does not require eligibility. This requirement was waived during the audit period under AB 149 and SB 125.
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	The City does not receive funds under Article 4.
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	

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

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.

Discussion: While the contractor had improved its general management staffing during the prior audit period, it had 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 prior audit’s site visit, only seven vehicles were being deployed each day. This severely impacted Dial-A-Ride reservations. Only about a half of those who call were able to get their requested ride time. One quarter of callers were able to accept a different ride time, while another quarter did not get a ride.

Both the City of Thousand Oaks and MV had been working to recruit additional staff. City staff estimated MV needed to fill approximately 20 operational positions (drivers, dispatchers, and customer service). MV had a recruiter located in Thousand Oaks, while the City and MV had worked together to increase the contract cost and raise wages in order to attract qualified candidates.

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 was planned for 2023. The prior auditor recommended the City of Moorpark 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.

Progress: The City of Thousand Oaks worked with MV to implement a wage increase in 2023. While the contractor continues to manage an ongoing recruitment, it has fully staffed both its regular drivers and its backup/standby roster. The City notes that MV has put in a lot of effort over the past couple of years to get to this point. There is now more of a focus on retention than recruitment moving forward.

Status: Implemented.

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Chapter 5 | Data Reporting Analysis

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

There were some significant variances between the data reported internally and externally. This was seen with respect to nearly all of the performance measures, as shown in Exhibit 5.1. This was due in part to Dial-A-Ride data not being reported to the NTD by the City of Moorpark during the audit period (it was instead included on the City of Thousand Oaks’ report) and microtransit data not being reported to the NTD until FY 2024/25, as well as some service data not being documented on the monthly performance reports provided as part of the audit.

- **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 (with the City of Thousand Oaks) from the same report 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. In addition, microtransit costs are not included in the NTD reports until FY 2024/25.
- **Fare Revenue:** Like operating cost, fare revenue was reported consistently between the TDA fiscal audits and the State Controller Reports. 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):** Fixed-route VSH is reported consistently among all reports. Microtransit VSH was not reported on the City’s NTD report in FY 2022/23 or FY 2023/24, nor was Dial-A-Ride VSH reported in any year. Dial-A-Ride VSH as reported on the monthly performance reports was significantly different from that reported to the State Controller. Microtransit VSH as reported on monthly performance reports and the State Controller Report was generally consistent, as well as with the NTD report in FY 2024/25.
- **Vehicle Service Miles (VSM):** Fixed-route VSM is generally reported consistently among all reports. Microtransit VSM was not reported on the City’s NTD report in FY 2022/23 or FY 2023/24, nor was Dial-A-Ride VSM reported in any year. Dial-A-Ride VSM was not reported on the monthly performance reports. Microtransit VSM was not reported on monthly performance reports in FY 2022/23, but as reported on monthly performance reports and the State Controller Report was generally consistent, as well as with the NTD report in FY 2024/25..

- Passengers:** Ridership was consistent between the monthly performance reports and the State Controller Report, and fixed-route ridership was also consistent with that reported to the NTD. Microtransit ridership was also consistent with that reported to the NTD in FY 2024/25. However, NTD reporting does not include Dial-A-Ride ridership, which is reported by the City of Thousand Oaks.

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>	\$2,279,735	\$2,267,025	\$2,265,125
<i>National Transit Database</i>	\$1,010,301	\$1,210,716	\$1,938,645
<i>State Controller Report</i>	\$2,279,767	\$2,267,025	\$2,265,125
Fare Revenue (Actual \$)			
<i>TDA fiscal audit</i>	\$42,739	\$55,262	\$51,679
<i>National Transit Database</i>	\$29,447	\$41,540	\$43,203
<i>State Controller Report</i>	\$42,739	\$55,262	\$51,736
Vehicle Service Hours (VSH)			
<i>Monthly Performance Reports</i>	11,609	13,502	14,132
<i>National Transit Database</i>	5,804	5,783	14,037
<i>State Controller Report</i>	13,337	19,811	15,563
Vehicle Service Miles (VSM)			
<i>Monthly Performance Reports</i>	0	169,973	174,355
<i>National Transit Database</i>	82,493	81,106	176,866
<i>State Controller Report</i>	166,375	314,482	213,100
Passengers			
<i>Monthly Performance Reports</i>	44,659	68,774	61,626
<i>National Transit Database</i>	26,853	37,409	58,551
<i>State Controller Report</i>	44,659	68,774	61,905
Full-Time Equivalent Employees			
<i>State Controller Report</i>	14	14	14
<i>Per operator methodology</i>	14	14	14
<i>Per TDA methodology</i>	14	14	14

Chapter 6 | Performance Analysis

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

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

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

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

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

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

Operating Cost

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

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

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

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

Vehicle Service Hours and Miles

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

Passenger Counts

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

Employees

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

Fare Revenue

Fare revenue is defined by California Code of Regulations Section 6611.2 as revenue collected from the farebox plus sales of fare media. 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 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. For microtransit, this data is manually captured by the driver and RideCo software. For fixed-route and Dial-A-Ride, this data is captured by RideCo and Syncromatics software and audited by Solutions for Transit 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. For microtransit, this data is manually captured by the driver and RideCo software. For fixed-route and Dial-A-Ride, this data is captured by RideCo and Syncromatics software and audited by Solutions for Transit using a definition consistent with PUC guidelines.
- Unlinked trip data were obtained via State Controller Reports for each fiscal year covered by this audit. The data is captured by Syncromatics APC, RideCo software, and driver counts 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 0.6 percent decrease during the audit period, and a 57.3 percent net increase across the last six years. Fare revenue 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. However, fare revenue increased every year of the current audit period with the exception of FY 2024/25. This resulted in a net 21.0 percent increase during the audit period, but a net decrease of 12.2 percent across the six-year period.

Vehicle service hours (VSH) declined every year with the exception of FY 2022/23 and FY 2023/24, which saw the introduction of microtransit. Those increases were significant, resulting in a net 16.7 percent increase during the audit period and a net 81.6 percent increase during the six-year period. Vehicle service miles (VSM) followed a similar pattern. This resulted in an overall net increase of 28.1 percent during the audit period and 49.1 percent over the six-year period. Ridership followed the same pattern as VSH and VSM, resulting in a 38.6 percent net increase during the audit period and a 76.8 percent net increase 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 decreasing during the audit period, cost-related metrics improved due to corresponding increases in other performance measures. Operating cost per passenger was impacted the most, given the 38.6 percent increase in ridership during the audit period. Passenger-related metrics also improved during the audit period, with passengers per VSH increasing by 18.8 percent and passengers per VSM increasing by 8.2 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 \$)	\$1,439,919	\$1,334,569	\$1,683,048	\$2,279,767	\$2,267,025	\$2,265,125
<i>Annual Change</i>		-7.3%	26.1%	35.5%	-0.6%	-0.1%
Fare Revenue (Actual \$)	\$58,934	\$73	\$8,755	\$42,739	\$55,262	\$51,725
<i>Annual Change</i>		-99.9%	11893.2%	388.2%	29.3%	-6.4%
Vehicle Service Hours (VSH)	8,571	6,818	6,017	13,337	19,811	15,563
<i>Annual Change</i>		-20.5%	-11.7%	121.7%	48.5%	-21.4%
Vehicle Service Miles (VSM)	142,895	100,644	84,816	166,375	314,482	213,100
<i>Annual Change</i>		-29.6%	-15.7%	96.2%	89.0%	-32.2%
Passengers	35,024	15,320	28,447	44,659	68,774	61,905
<i>Annual Change</i>		-56.3%	85.7%	57.0%	54.0%	-10.0%
Employees	10	10	10	14	14	14
<i>Annual Change</i>		0.0%	0.0%	40.0%	0.0%	0.0%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$168.00	\$195.74	\$279.72	\$170.94	\$114.43	\$145.55
<i>Annual Change</i>		16.5%	42.9%	-38.9%	-33.1%	27.2%
Operating Cost/Passenger (Actual \$)	\$41.11	\$87.11	\$59.16	\$51.05	\$32.96	\$36.59
<i>Annual Change</i>		111.9%	-32.1%	-13.7%	-35.4%	11.0%
Passengers/VSH	4.09	2.25	4.73	3.35	3.47	3.98
<i>Annual Change</i>		-45.0%	110.4%	-29.2%	3.7%	14.6%
Passengers/VSM	0.25	0.15	0.34	0.27	0.22	0.29
<i>Annual Change</i>		-37.9%	120.3%	-20.0%	-18.5%	32.8%
Farebox Recovery	4.1%	0.0%	0.5%	1.9%	2.4%	2.3%
<i>Annual Change</i>		-99.9%	9409.9%	260.4%	30.0%	-6.3%
Hours/Employee	857.1	681.8	601.7	952.6	1,415.1	1,111.6
<i>Annual Change</i>		-20.5%	-11.7%	58.3%	48.5%	-21.4%
TDA Non-Required Indicators						
Operating Cost/VSM	\$10.08	\$13.26	\$19.84	\$13.70	\$7.21	\$10.63
<i>Annual Change</i>		31.6%	49.6%	-30.9%	-47.4%	47.5%
VSM/VSH	16.67	14.76	14.10	12.47	15.87	13.69
<i>Annual Change</i>		-11.5%	-4.5%	-11.5%	27.3%	-13.7%
Fare/Passenger	\$1.68	\$0.00	\$0.31	\$0.96	\$0.80	\$0.84
<i>Annual Change</i>		-99.7%	6358.9%	211.0%	-16.0%	4.0%

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

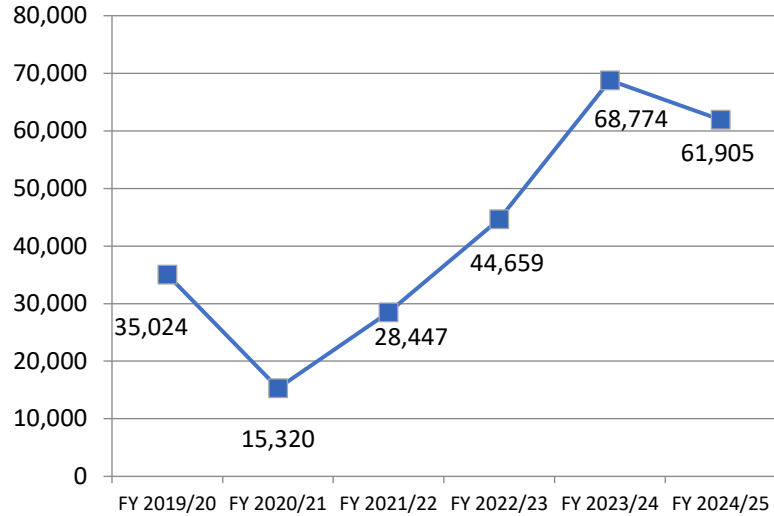


Exhibit 6.3 System Operating Cost/VSH

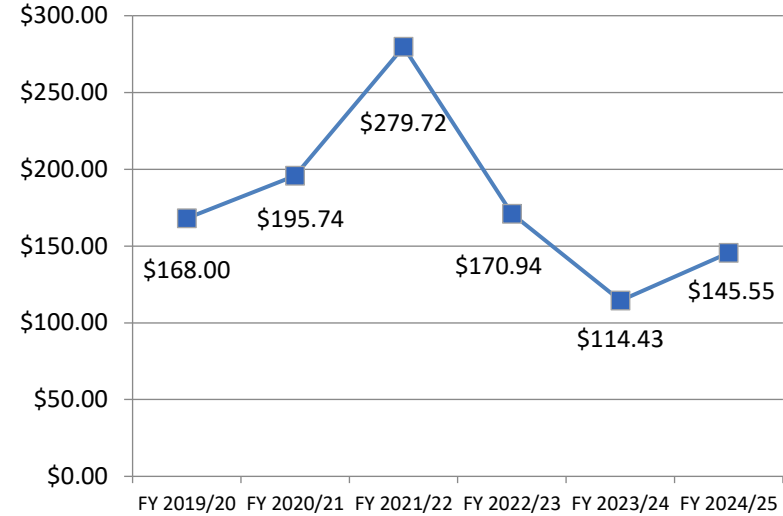


Exhibit 6.4 System Operating Cost/VSM

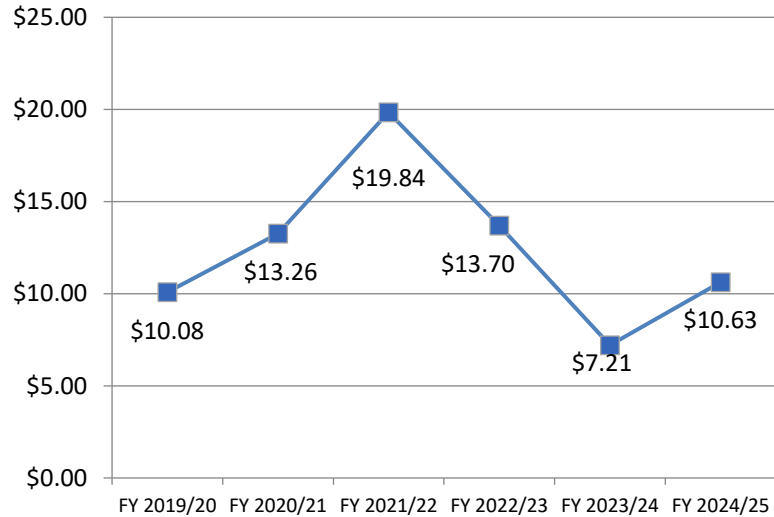


Exhibit 6.5 System VSM/VSH

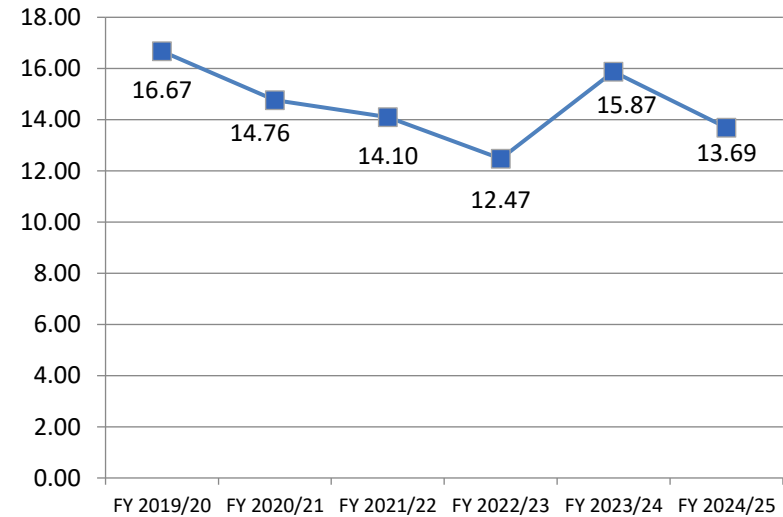


Exhibit 6.6 System Operating Cost/Passenger

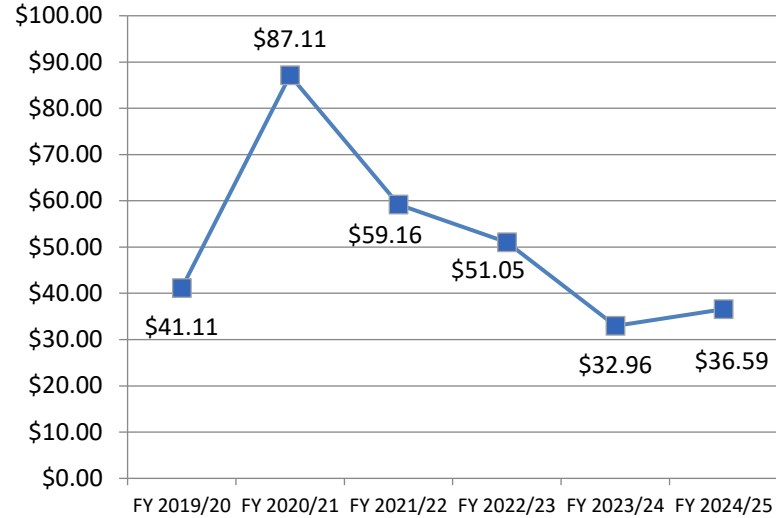


Exhibit 6.7 System Passengers/VSH

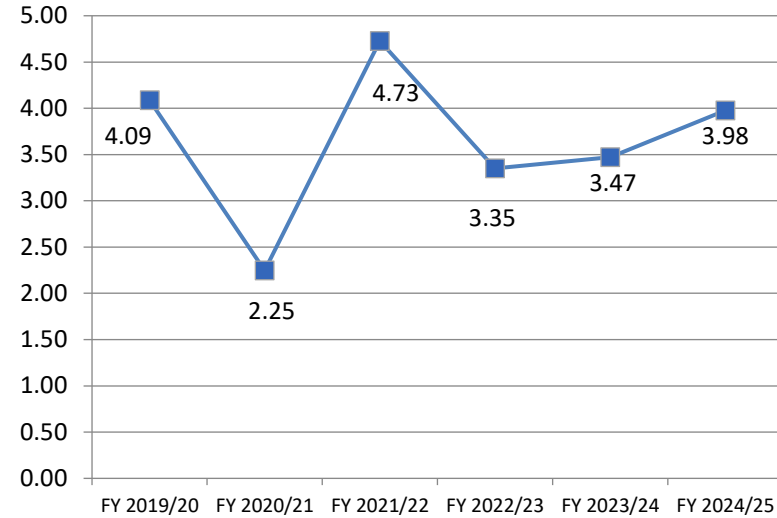


Exhibit 6.8 System Passengers/VSM

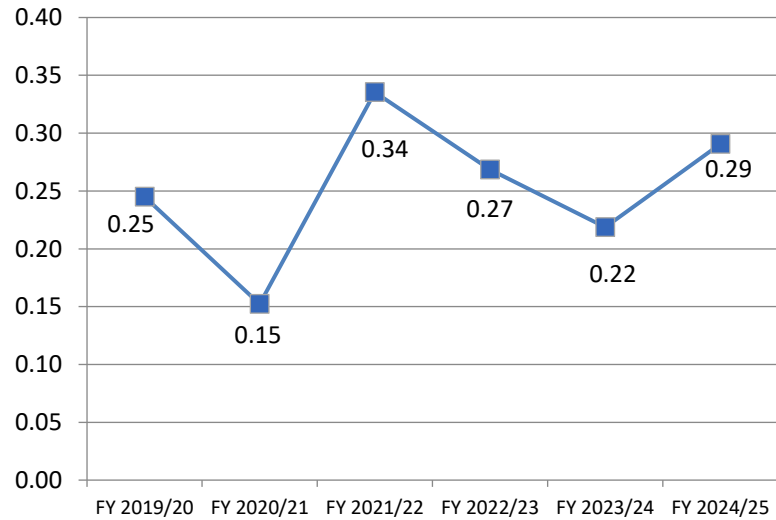


Exhibit 6.9 System VSH/FTE

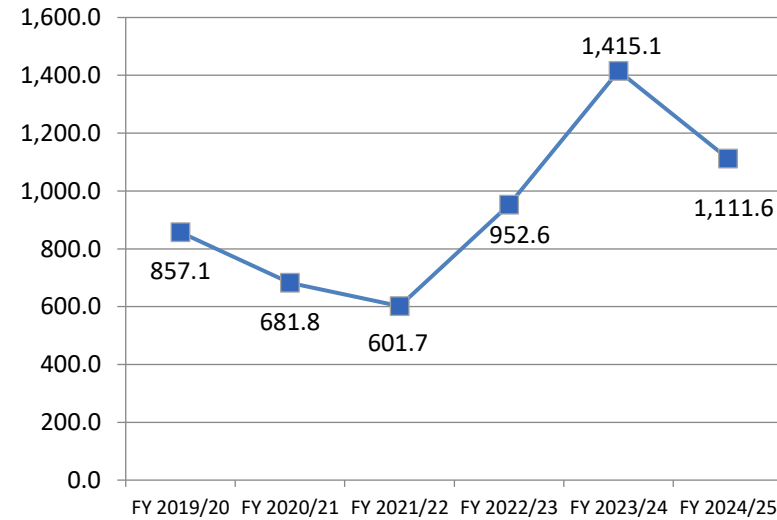


Exhibit 6.10 System Farebox Recovery

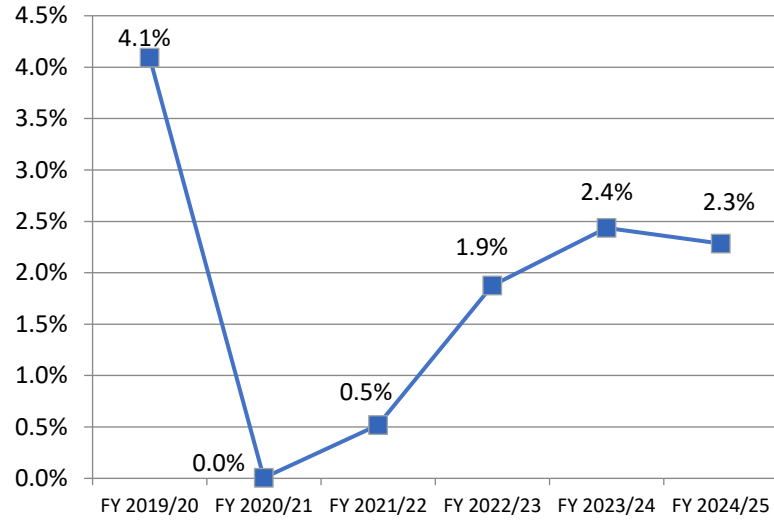
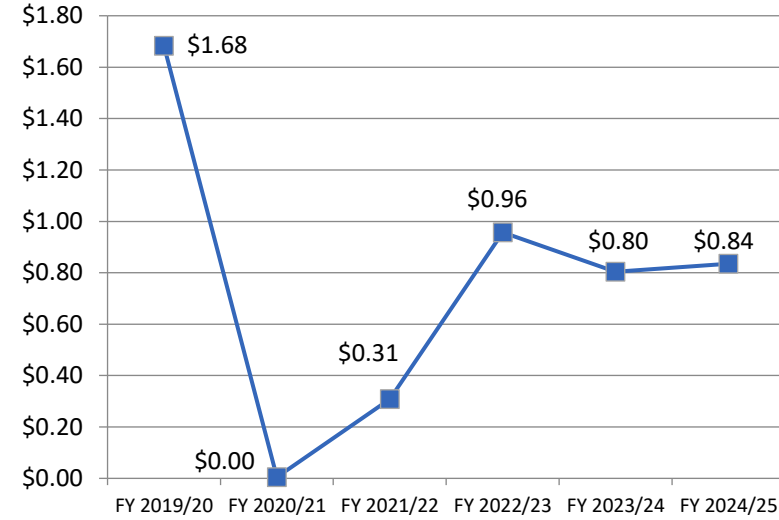


Exhibit 6.11 System Fare/Passenger



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 7.6 percent increase across the six-year period, but a net 0.7 percent decrease during the audit period. Vehicle service miles also increased in FY 2020/21 and FY 2022/23. This resulted in a net increase of 3.0 percent during the six-year period and a net 2.0 percent decrease during the audit period. Ridership followed a similar pattern to VSH and VSM, however, ridership increased 4.1 percent during the audit period and decreased 17.6 percent across the six-year period.

Passenger-related productivity metrics (passengers per VSH and passengers per VSM) saw increases of 4.8 percent and 6.3 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)	5,358	6,036	5,665	5,804	5,783	5,764
<i>Annual Change</i>		12.7%	-6.1%	2.5%	-0.4%	-0.3%
Vehicle Service Miles (VSM)	78,487	87,093	79,923	82,493	81,106	80,804
<i>Annual Change</i>		11.0%	-8.2%	3.2%	-1.7%	-0.4%
Passengers	33,913	14,040	27,822	26,853	37,409	27,952
<i>Annual Change</i>		-58.6%	98.2%	-3.5%	39.3%	-25.3%
Employees	7	7	7	7	7	7
<i>Annual Change</i>		0.0%	0.0%	0.0%	0.0%	0.0%
Performance Indicators						
Passengers/VSH	6.33	2.33	4.91	4.63	6.47	4.85
<i>Annual Change</i>		-63.3%	111.1%	-5.8%	39.8%	-25.0%
Passengers/VSM	0.43	0.16	0.35	0.33	0.46	0.35
<i>Annual Change</i>		-62.7%	115.9%	-6.5%	41.7%	-25.0%
Hours/Employee	765.4	862.3	809.3	829.1	826.1	823.4
<i>Annual Change</i>		12.7%	-6.1%	2.5%	-0.4%	-0.3%
TDA Non-Required Indicators						
VSM/VSH	14.65	14.43	14.11	14.21	14.02	14.02
<i>Annual Change</i>		-1.5%	-2.2%	0.7%	-1.3%	0.0%

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

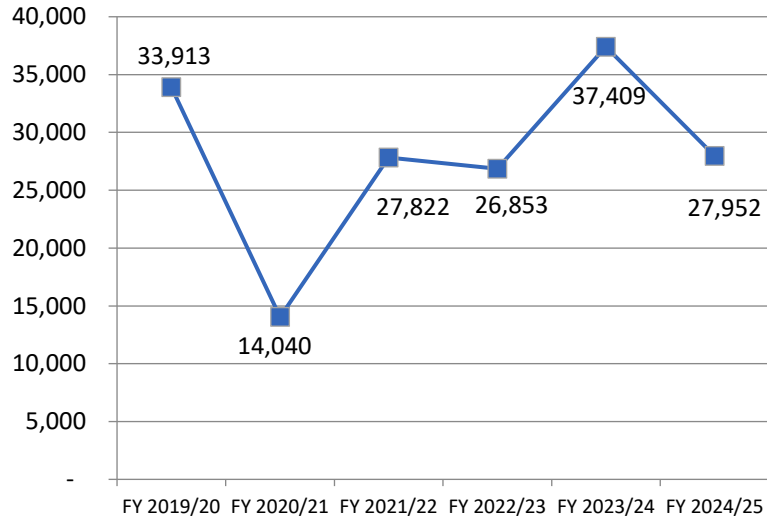


Exhibit 6.14 Fixed-Route VSM/VSH

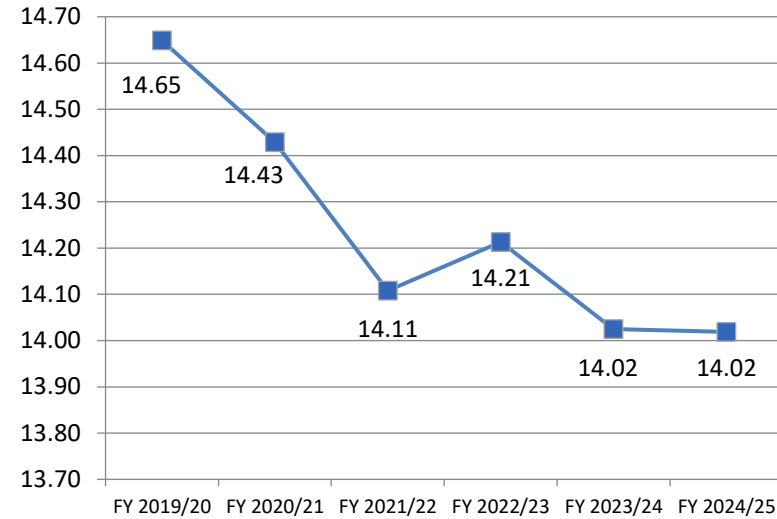


Exhibit 6.15 Fixed-Route Passengers/VSH

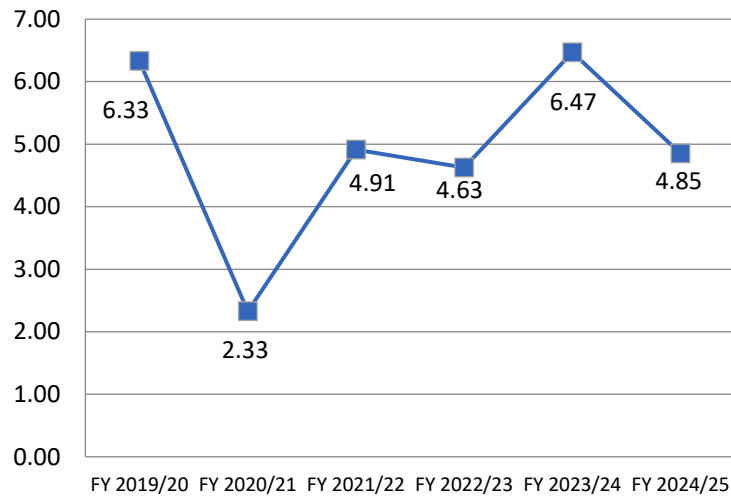


Exhibit 6.16 Fixed-Route Passengers/VSM

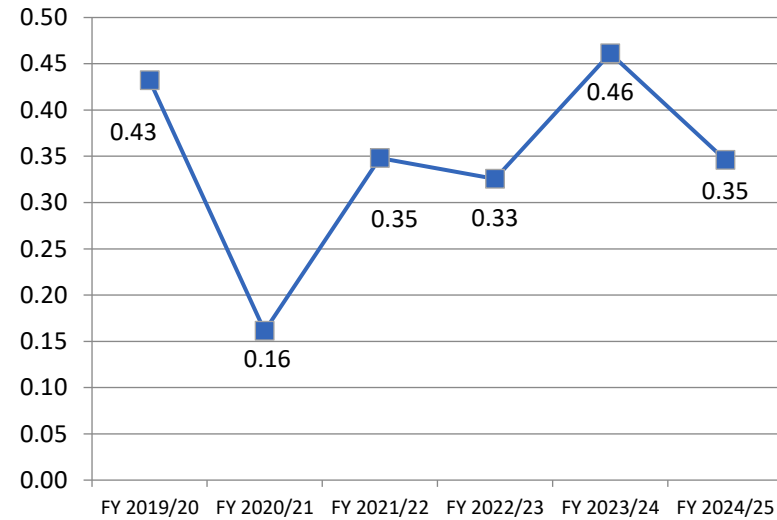
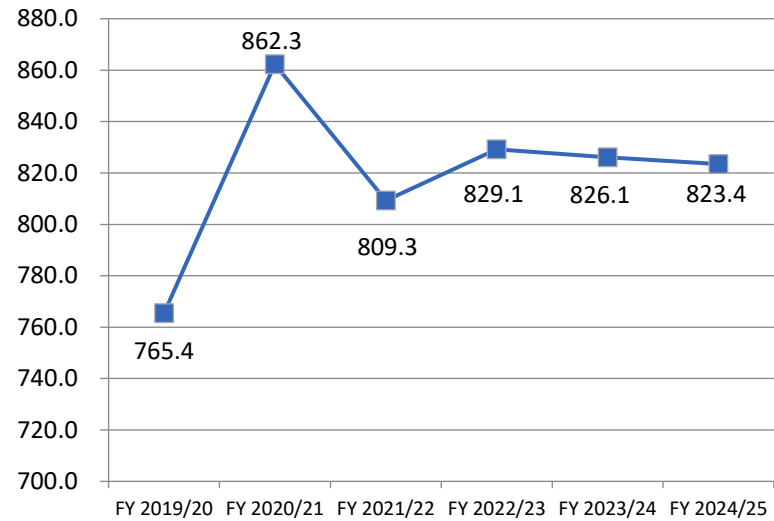


Exhibit 6.17 Fixed-Route VSH/FTE



Demand-Response Performance Trends

Demand-response vehicle service hours experienced a 25.9 percent net decrease during the audit period, and a 50.1 percent net decrease across the six-year period. Vehicle service miles saw a net increase of 22.5 percent during the audit period and a net decrease of 43.6 percent across the six-year period. Ridership also increased significantly, climbing 63.4 percent during the audit period.

Passengers per VSH increased 120.6 percent during the audit period, while passengers per VSM had a net increase of 33.4 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)	3,213	782	352	2,163	6,798	1,602
<i>Annual Change</i>		-75.7%	-55.0%	514.5%	214.3%	-76.4%
Vehicle Service Miles (VSM)	64,408	13,551	4,893	29,662	143,079	36,324
<i>Annual Change</i>		-79.0%	-63.9%	506.2%	382.4%	-74.6%
Passengers	1,111	1,280	625	2,163	3,410	3,534
<i>Annual Change</i>		15.2%	-51.2%	246.1%	57.7%	3.6%
Employees	3	3	3	3	3	3
<i>Annual Change</i>		0.0%	0.0%	0.0%	0.0%	0.0%
Performance Indicators						
Passengers/VSH	0.35	1.64	1.78	1.00	0.50	2.21
<i>Annual Change</i>		373.4%	8.5%	-43.7%	-49.8%	339.8%
Passengers/VSM	0.02	0.09	0.13	0.07	0.02	0.10
<i>Annual Change</i>		447.6%	35.2%	-42.9%	-67.3%	308.2%
Hours/Employee	1071.0	260.7	117.3	721.0	2266.0	534.0
<i>Annual Change</i>		-75.7%	-55.0%	514.5%	214.3%	-76.4%
TDA Non-Required Indicators						
VSM/VSH	20.05	17.33	13.90	13.71	21.05	22.67
<i>Annual Change</i>		-13.6%	-19.8%	-1.3%	53.5%	7.7%

Sources: 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

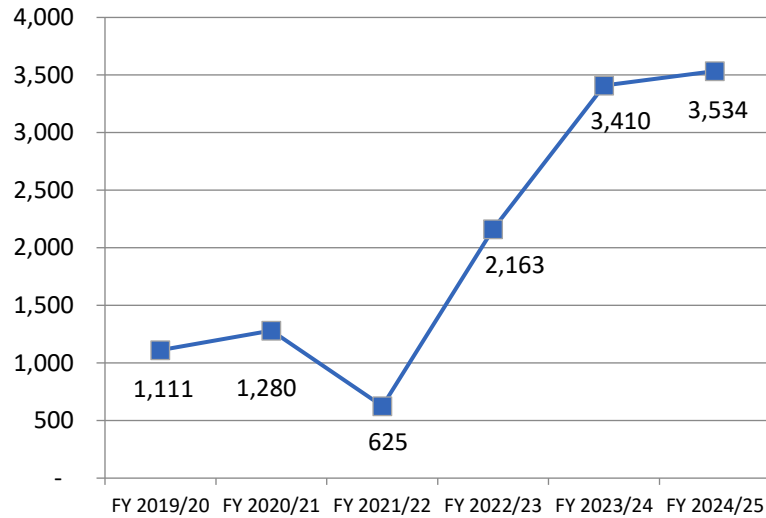


Exhibit 6.20 Demand-Response VSM/VSH

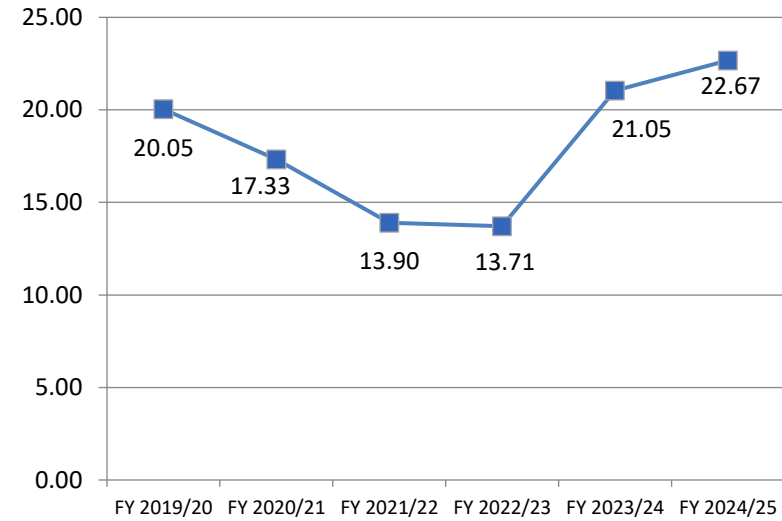


Exhibit 6.21 Demand-Response Passengers/VSH

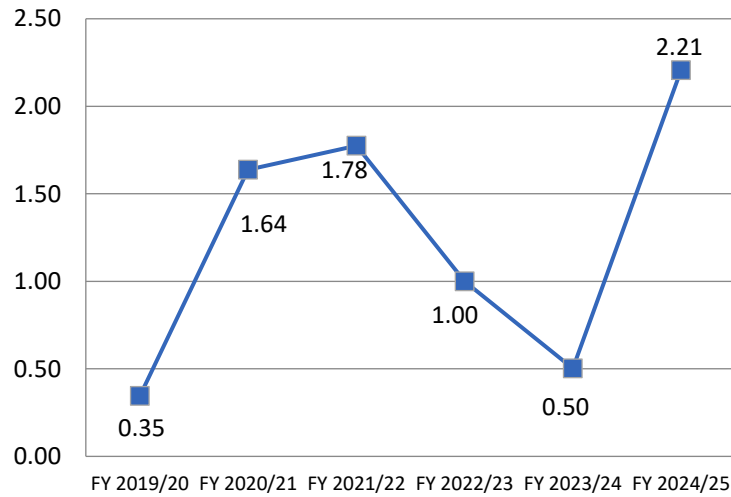


Exhibit 6.22 Demand-Response Passengers/VSM

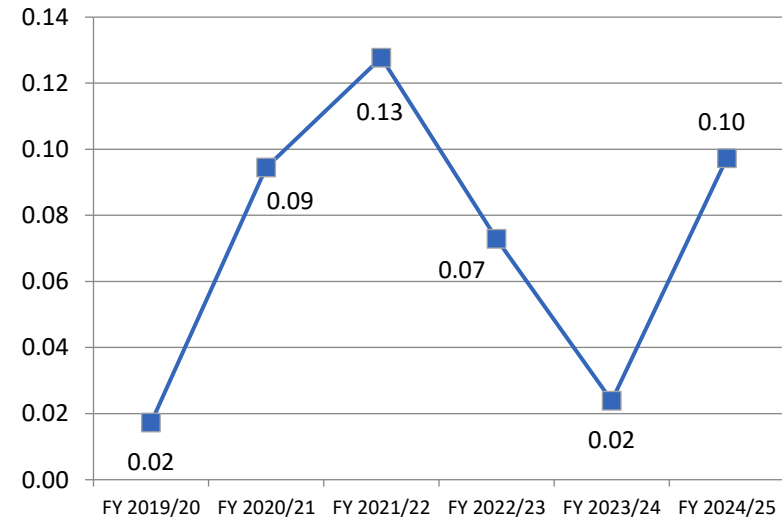
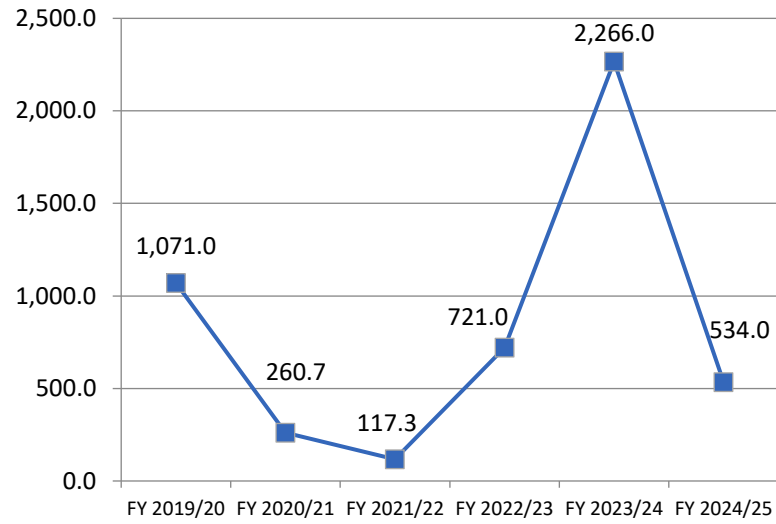


Exhibit 6.23 Demand-Response VSH/FTE



Microtransit Performance Trends

Mircortransit vehicle service hours experienced a 52.6 percent net increase throughout its first three years of service. Vehicle service miles saw a net increase of 77.0 percent during the audit period. Ridership increased 94.5 percent during the audit period.

Passengers per VSH increased 27.4 percent during the audit period, while passengers per VSM had a net increase of 9.9 percent.

Exhibit 6.24 Microtransit Performance Indicators

Performance Measure	Microtransit		
	FY 2022/23	FY 2023/24	FY 2024/25
Vehicle Service Hours (VSH)	5,370	7,230	8,197
<i>Annual Change</i>		34.6%	13.4%
Vehicle Service Miles (VSM)	54,220	90,297	95,972
<i>Annual Change</i>		66.5%	6.3%
Passengers	15,643	27,955	30,419
<i>Annual Change</i>		78.7%	8.8%
Employees	4	4	4
<i>Annual Change</i>		0.0%	0.0%
Performance Indicators			
Passengers/VSH	2.91	3.87	3.71
<i>Annual Change</i>		32.7%	-4.0%
Passengers/VSM	0.29	0.31	0.32
<i>Annual Change</i>		7.3%	2.4%
Hours/Employee	1342.5	1807.5	2049.3
<i>Annual Change</i>		34.6%	13.4%
TDA Non-Required Indicators			
VSM/VSH	10.10	12.49	11.71
<i>Annual Change</i>		23.7%	-6.3%

Source: FY 2022/23 – FY 2024/25 data from State Controller reports.

Exhibit 6.25 Microtransit Ridership

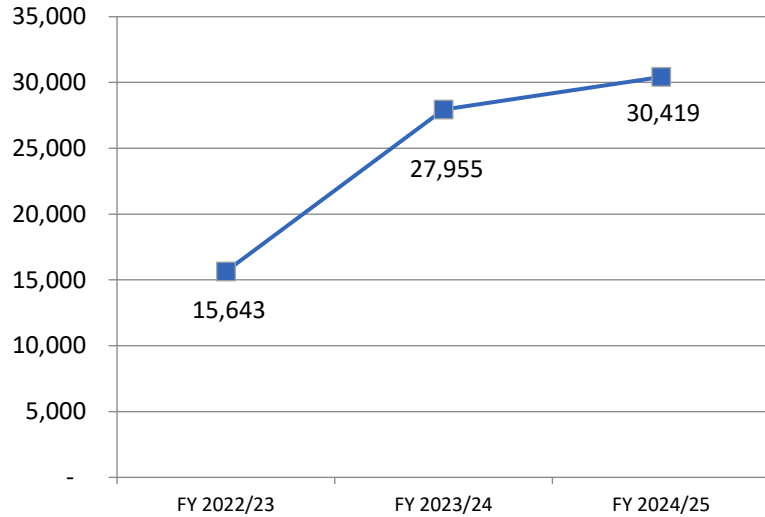


Exhibit 6.26 Microtransit VSM/VSH

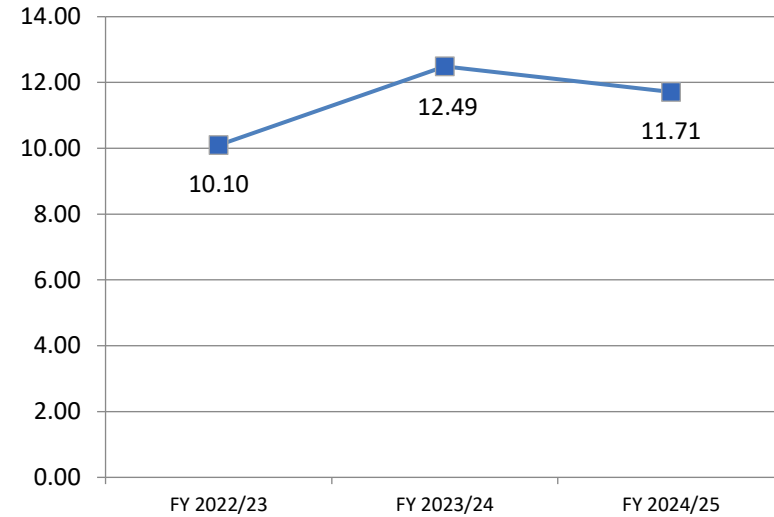


Exhibit 6.27 Microtransit Passengers/VSH

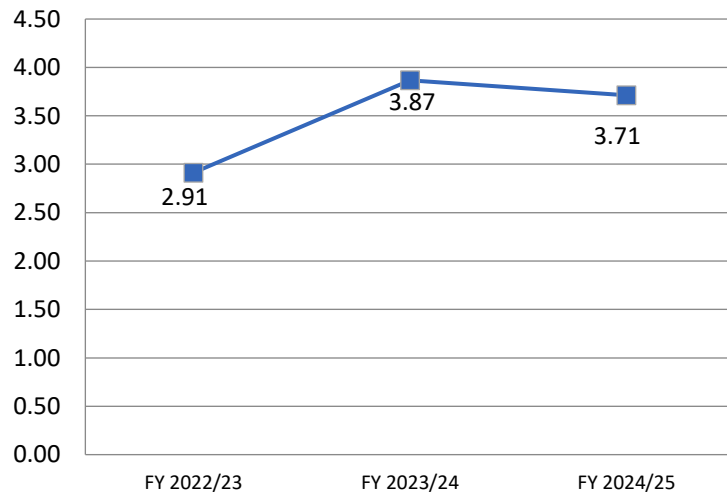


Exhibit 6.28 Microtransit Passengers/VSM

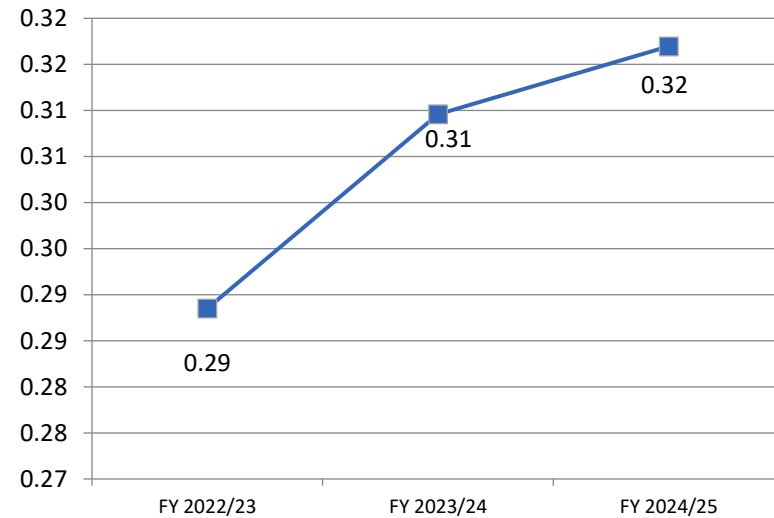
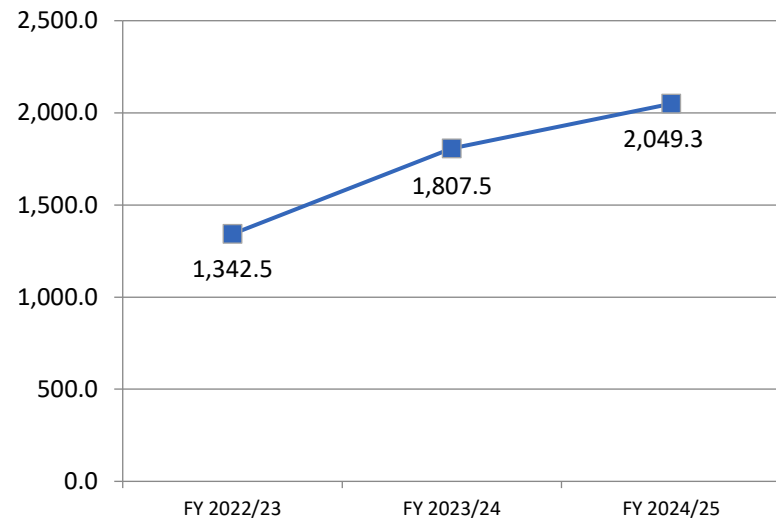


Exhibit 6.29 Microtransit VSH/FTE



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 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 Moorpark’s transit program is marketed as Moorpark City Transit (MCT), which provides general public transit service on one fixed route within Moorpark. The service operates Monday through Friday from 6:00 a.m. to 6:55 p.m. During the audit period, MCT provided general transit service on two fixed routes. However, Route 2 was discontinued as of August 11, 2025, to better align the fixed-route schedule with Moorpark High School’s bell schedule.

The City of Moorpark offers Senior Dial-A-Ride and ADA paratransit services. Both services are open to individuals with a valid ADA card and to Moorpark residents aged 65 or above. This service exceeds the requirements for intra-city ADA paratransit services within ¼ mile of MCT fixed-route bus service. Dial-A-Ride and ADA paratransit services operate Monday through Friday from 6:00 a.m. to 6:00 p.m. and on Saturdays from 8:00 a.m. to 6:00 p.m. The City is also a partner of ECTA, which provides inter-city paratransit trips.

In April 2022, the City launched a microtransit pilot program called MCT On-Demand. 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 from 6:00 a.m. to 7:00 p.m.



The current fare structure is shown in Exhibit 7.1 and Exhibit 7.2.

Exhibit 7.1 Fixed-Route Fare Structure

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

Students attending Moorpark College, Ventura College, Oxnard College, California Lutheran University, California State University Channel Islands, University of California Santa Barbara, and Santa Barbara City College ride for free. High school students ride for free.

Exhibit 7.2 Demand-Response Fare Structure

Fare Category	Fare
Senior/ADA Dial-A-Ride (eligibility required)	
Moorpark Dial-A-Ride: Travel within Moorpark (one-way)	\$2.00
ECTA Inter-city Dial-A-Ride: Travel to another city (one-way)	\$8.00
MCT On-Demand (general public)	
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

The one-way fare for ECTA Inter-city Dial-A-Ride increased from \$6.00 to \$8.00 effective January 1, 2025. The City’s fares did not change at that time.

Recent service changes

In August 2021, prior to the audit period, 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 microtransit pilot project, MCT On-Demand. The City contracts with Transdev to operate the microtransit service, and with RideCo to provide the scheduling software and app. The program utilizes three vehicles and four drivers. Service is provided Monday through Friday between 6:00 a.m. and 7:00 p.m.

While one to two weeks advance notice is necessary for Dial-A-Ride trips, MCT On-Demand only requires 15 minutes’ notice. While the service is not door-to-door, it serves virtual stops that are typically no more than a five-minute walk from the rider’s destination. Rides can be booked via the app, phone, and online.

MCT On-Demand serves locations the fixed-route service cannot, and works in tandem with the fixed-route service to provide a comprehensive mobility solution.

General Management and Organization

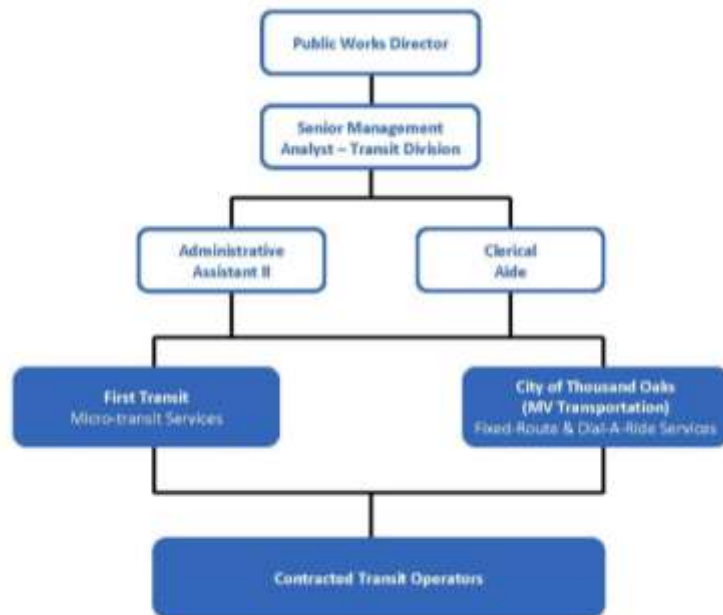
The City of Moorpark’s public transit program is administered within the City’s Public Works Department. The transit program is administered by the Senior Management Analyst. Since 2012, the City has contracted with the City of Thousand Oaks to operate MCT fixed-route and Dial-A-Ride bus services. The 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 microtransit pilot program is operated under contract with Transdev and RideCo.

During the audit period, the previous Administrative Assistant was promoted to Assistant Engineer, which left the bulk of program management on the Senior Management Analyst. A new Administrative Assistant was hired, and now that she is up to speed, the time and work spent on transit is more manageable for all City staff. The Senior Management Analyst, with the assistance of the Administrative Assistant, is primarily responsible for managing the operations contracts.

Program performance is monitored via the Syncromatics and RideCo programs. 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 Senior Management Analyst is the primary contact for VCTC and other governmental organizations regarding transit services. The Senior Management Analyst participates in monthly TRANSCOM meetings to discuss updates and issues in the region with other transit operators.

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 City Hall (323 Science Drive). All city council meetings are appropriately noticed, open to the public, and ADA accessible. MCT’s fixed-route does not stop at City Hall, however MCT On-demand has a stop at the nearby Adventist Health Urgent Care. 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. The City is highly satisfied with the performance of its microtransit program, which has achieved ridership levels surpassing those of the fixed-route service. One of the program’s drivers, was recognized as RideCo’s Operator of the Year nationwide for receiving the highest passenger reviews. The program also maintains strong on-time performance for both pickups and drop-offs, reflecting a commitment to reliability and customer satisfaction.

Service Planning

During the prior audit, the Moorpark City Council expressed an interest in microtransit as a complement to the current fixed-route service. The City contracted with Transdev to launch the program in April 2022.

The program was started as a three-year pilot period. Due to demand and popularity, the City made it part of its regular service offerings. On August 11, 2025, just after the audit period, the City discontinued its second fixed route. That route had been averaging 30 riders per day, so a decision was made to eliminate it, which would free up funds for the microtransit program. Riders previously served by Route 2 (which mirrored much of Route 1) would continue to be served by Route 1 and MCT On Demand.

At the time of this report, VCTC was in the process of adopting a county-wide Short Range Transit Plan (SRTP), which includes recommendations for the City’s transit program. City representatives are concerned with some of the recommendations for Moorpark, which relies on other local operators (rather than VCTC’s Intercity service) to provide regional connectivity. They are also concerned that the recommendations may not adequately address the City’s current and future transit needs, especially given anticipated population growth. The City strives to be aware of development projects that may require transportation. The City of Moorpark residential development is growing, and the need for transit within the City and outside the City will increase as well.

The City exceeds federal and state requirements for serving individuals with disabilities. All vehicles are ADA-accessible. The ADA paratransit service provides all the services of the Senior Dial-A-Ride regardless of age, as well as transfers to Oxnard, Ventura, and Los Angeles County. Seniors and persons with disabilities ride fixed-route buses fare-free.

Public participation is conducted in a variety of ways. The Transportation Public Works Standing Committee and City Council meetings are all open to the public and provide a forum to discuss transit-related items. Moorpark residents have a history of participating on the Citizen Transportation Advisory Committee (CTAC) for VCTC, which meets at the Government Center in Ventura. Recently, the two residents representing Moorpark resigned, and the seats remain vacant. The City Clerk is actively advertising the openings via the City’s website and social media. Additional public participation is encouraged through rider and community surveys, which were most recently conducted in 2025.

VCTC secured Regional Early Action Planning (REAP) 2.0 grant funding for bus shelter construction and upgrades. Project bid documents and specifications are being prepared for City Council approval, after which the project will be released for bidding. City staff is working with the City of Thousand Oaks to construct charging infrastructure to support MCT’s future fleet of electric buses.

Administration

The budget is prepared by the Senior 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 compared with actual revenue and expenses on a monthly basis. In the event of excess expenses, the Public Works department will request a line item adjustment from the Finance Department. Amendments to the budget may be approved by the Public Works Director for amounts up to \$25,000. Requests for amounts up to \$50,000 may be approved by the City Manager and any request exceeding \$50,000 must be submitted to the City Council for approval. The City uses Tyler Incode financial software. Financial information is reported to the City Council annually.

Grants are currently managed by the Senior Management Analyst. While existing staffing levels are sufficient to meet the requirements of active grants, the City would benefit from the addition of a dedicated Grants Specialist. This position would support citywide grant efforts and allow for the pursuit of discretionary funding opportunities that have not previously been feasible. 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 Senior Management Analyst. The City uses a mix of in-house and contracted services for facilities management. The current operations contract with the City of Thousand Oaks for fixed-route, Dial-A-Ride, and ECTA runs through June 2027. The MCT On-Demand contract with Transdev ends in December 2026, at which time the City will go out to bid for a new contract. 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 (CJPIA). The City also has a disaster preparedness and response plan, with transit’s primary role being evacuation. The City conducts quarterly meeting with its Safety Committee led by the Human Resource Manager.

City employees submit timesheets via Executime software; these are approved by supervisors. A majority of City employees utilize direct deposit.

The Account Technician II handles accounts payable and accounts receivable. The Senior Management Analyst review invoices to confirm goods and services have been received before payment is authorized.

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. Amounts greater than \$75,000 must go to City Council for approval, and projects using FTA or TDA funding are approved by VCTC. 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, social media content, and in-app messaging on MCT On-Demand. Schedules and other service information are posted on public display boards, the City’s website, bus stop infoposts, and at City Hall.

The City traditionally has not done much marketing for its fixed-route service beyond basic service information. During the introduction of the microtransit pilot, the software contractor (RideCo) provided marketing support. The City worked with them to create posters, brochures, Facebook ads, Instagram ads, and other materials to promote the program. The introduction campaign earned an APTA Transit AdWheel Grand Award in 2024 for Best Marketing and Communications to Increase Ridership or Sales.

Complaints receive prompt response, and the Senior Management Analyst completes incident reports to send to the appropriate contractors. 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 engaged consultants to conduct a Community Service study to identify its strengths and areas for improvement. The survey results highlighted transit as one of the top three services with which residents expressed the highest levels of satisfaction, a trend further reflected in increased ridership and the permanent addition of the MCT On Demand service.

Scheduling, Dispatch, and Operations

The City of Thousand Oaks contracts with MV Transportation to provide vehicle operators for the City of Moorpark's transit program. 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 an intentional management decision to keep the program more competitive and maintain low turnover. MCT On Demand is operated by Transdev and staffed by four full-time, unrepresented drivers and one Road Supervisor.

All MV 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 medical card. Road Supervisors, behind-the-wheel trainers, the Safety & Training Manager, and some Dispatchers are licensed and qualified to drive revenue vehicles.

MV 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.

Vacation schedules are determined annually through a bidding process and are supplemented as needed by the extra board, the seniority-based extra work list, and off-duty call-ins. For unscheduled absences, employees must provide at least one hour's notice. In such cases, a standby driver is dispatched to cover the assignment, and if no standby driver is available, dispatch contacts off-duty drivers in reverse seniority order.

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.

Transdev, which operates the MCT On Demand service, schedules one driver per shift, with no bid needed. Vehicles are assigned by route on a rotating basis. Vacation time is covered in advance through overtime or the Road Supervisor, and the Road Supervisor typically covers any last-minute call-outs.

While fixed-route vehicles have drop-style fareboxes, microtransit and Dial-A-Ride drivers collect fares in money bag. Fixed-route drivers or other MV Transportation employees will drop off cash boxes to Moorpark City Hall twice a week, 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. Dial-A-Ride fares are processed by MV and deducted from its monthly invoice. Non-cash fare media 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. Mobile ticketing is offered via the VCbuspass program.

MCT On Demand fares are collected by Transdev, which deducts the fares from their monthly invoices. Credit Card payments for microtransit are deposited into an account by RideCo.

Personnel Management and Training

The City of Thousand Oaks reports the MV Transportation workforce is now fully staffed. However, recruitment and training remain ongoing priorities. Recruitment efforts include frequent posting of driver job advertisements, screening new applicants, conducting personality assessments, and advancing qualified candidates through a structured training pipeline in accordance with Operations Contractor Operator Staffing Guidelines.

Transdev reports the MCT On Demand program is fully staffed. Transdev recruits are only required to have a Class C license with passenger certification to drive the MCT On Demand vehicles.

MV has put in considerable effort to reduce turnover, particularly within the first 90 days of employment. This is typically due to schedule instability, competitive wage pressures, safety-related job stress, and low engagement. MV Transportation addresses clear expectations, strengthened onboarding, and active use of its turnover and engagement action planning process to support workforce stability. 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.

MV has maintained low employee turnover and fosters motivation through initiatives such as Employee Appreciation Day and “Most Valuable Player” recognition for drivers during safety meetings. Additionally, drivers who demonstrate safe driving habits can earn the DriveCam Award.

While some recruits possess some relevant experience, the majority of candidates require full training and licensing. All training meets federal and state requirements. MV’s local training team consists of a safety manager, certified classroom instructors, qualified behind-the-wheel trainers, General Managers, Operations Manager, Supervisors, and corporate safety. MV does not have a local in-house DMV tester, so all commercial skills testing is completed through the California DMV. All testing is consistent with state requirements and the guidance outlined in the Safety Manager Orientation materials.

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.

Discipline and attendance policies are outlined in the Employee Handbooks of each program, 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 for both contractors. 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 (MSC). 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. 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 City of Thousand Oaks 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.

Transdev maintains the microtransit vehicles at its facility in El Monte (4337 Rowland Ave). For minor repairs or maintenance, a mobile mechanic works on site in Moorpark, typically on a Saturday or weekday. Transdev uses Hexagon software to manage maintenance on the MCT On Demand fleet.

Transdev does not utilize any office space in Moorpark. All drivers are dispatched from El Monte, then pick up vehicles from their designated reserved parking spaces at the Public Service Facility in Moorpark. All drivers perform a pre-trip inspection at the beginning of their shift and a post-trip inspection at the end. The training manager/dispatcher typically works out of his vehicle from this location during morning roll-out and much of the service day.

Exhibit 7.4 illustrates the City of Moorpark’s fleet inventory as of June 2025. The average age of the current fixed-route fleet is 14 years, with an average mileage of 338,461. Local Dial-A-Ride and microtransit vehicles are leased. 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 Fleet

Vehicle #	Year	Make	Type	Mileage as of 6/30/25
66460	2010	El Dorado	Bus	321,318
66461	2010	El Dorado	Bus	367,784
66462	2010	El Dorado	Bus	362,872
66463	2015	El Dorado	Bus	308,346
66464	2015	El Dorado	Bus	331,987

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Chapter 8 | Findings and Recommendations

Conclusions

With one exception, the City of Moorpark is found to be in compliance with the Transportation Development Act (TDA). Two recommendation(s) intended to improve the effectiveness and efficiency of the operator are detailed below.

Findings

Based on discussions with City staff, analysis of program performance, and an audit of program compliance, the audit team presents one finding:

- FY 2022/23 and FY 2023/24 State Controller Transit Operator Financial Transaction Reports were submitted after the designated deadline. The FY 2022/23 report was submitted on March 20, 2024, while the FY 2023/24 report was submitted on March 19, 2025. This was due to significant turnover in the Finance Director position during that time period. A new Finance Director was hired in 2025, along with additional finance staff (Finance Manager and Accountant II). Given additional staff has been hired and the FY 2024/25 report was submitted on time (January 29, 2026), no remedial action is required provided the on-time submittals continue in future years. As such, there is no recommendation tied to this finding.

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 Moorpark.

Recommendation 1: Consider adding a dedicated city-wide grants position (such as a grants manager or grants analyst) that could also support transit grants.

Discussion: During the site visit, City staff indicated they are unable to apply for some types of transit grants because they are beyond the capability of current staff to be able to effectively apply for and manage. This includes grants for such items as bus stop amenities and vehicles.

Contributing Factor(s): Reporting requirements for many grant programs have increased in recent years, to the point that many transit operators struggle with the additional administrative burden. While this is the case in Moorpark, there is not sufficient work for a dedicated transit grants position. However, staff believe other departments within the City have similar challenges and could also be supported by this position.

Recommended Action: Determine whether there is sufficient need for a dedicated grants position across multiple City departments, including transit. If so, we recommend including such a position in the FY 2027/28 budget (as the budgeting process for FY 2026/27 has already commenced).

Timeline: FY 2027/28.

Anticipated Cost: Recruiting costs, as well as the cost of a competitive salary and benefits for such a position.

Recommendation 2: Work with VCTC to implement the recommendations of the County-wide Short Range Transit Plan in a manner that both effectively addresses the mobility needs within Moorpark and ensures connectivity with the region as a whole.

Discussion: The VCTC Short Range Transit Plan included recommendations for Moorpark that the City felt may not effectively address future mobility within the city given anticipated development. It also included, as part of a long-term plan, eliminating VCTC Intercity East County service to Moorpark and relying on the City to provide a connection between Moorpark and Thousand Oaks.

Contributing factor(s): One of the outcomes of the SRTP was reduced reliance on VCTC Intercity service for regional connections and increased reliance on other operators with regional routes. One of the challenges with this is that Moorpark does not have a voice with respect to decisions made by other operators (like it does through VCTC), which can potentially impact linkages outside of Moorpark.

Recommended action: City of Moorpark staff are encouraged to collaborate with other operators and VCTC to develop a local service that both meets the needs of the Moorpark community and effectively fits within the regional goals established in the SRTP. The recent success of the MCT On Demand service suggests that transitioning to microtransit in lieu of local fixed-route service may be a feasible alternative. Alternatively, Moorpark staff may be able to suggest an alternative to the recommendations proposed in the SRTP – especially with respect to the desire to maintain a more robust fixed-route service – that can better meet the City’s needs while still remaining consistent with regional goals.

Timeline: Ongoing.

Anticipated cost: Unknown.

Exhibit 8.1 Audit Recommendations

Recommendations		Importance	Timeline
1	Consider adding a dedicated city-wide grants position (such as a grants manager or grants analyst) that could also support transit grants.	Medium	FY 2027/28
2	Work with VCTC to implement the recommendations of the County-wide Short Range Transit Plan in a manner that both effectively addresses the mobility needs within Moorpark and ensures connectivity with the region as a whole.	Medium	Ongoing