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Table of Exhibits

Chapter 1 | Executive Summary

In 2021, the El Dorado County Transportation Commission selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the single transit operator 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 El Dorado County Transit Authority (EDCTA) 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 EDCTA's public transit program for the period:

- Fiscal Year 2018/19,
- Fiscal Year 2019/20, and
- Fiscal Year 2020/21.

The El Dorado County Transit Authority (El Dorado Transit) provides public transportation on the western slope of El Dorado County under authority of a Joint Powers Agreement (JPA) with the County of El Dorado and the City of Placerville. El Dorado Transit's fixed-route service operates Monday through Friday, in addition to two routes on Saturday. Commuter routes run Monday through Friday from El Dorado County into downtown Sacramento.

El Dorado Transit provides a Dial-A-Ride service that is a curb-to-curb transportation service, available by advanced reservation for seniors and persons with disabilities registered in the system. SAC-MED is a transportation program the operates between park and ride lots and medical-related appointments in Sacramento County and in the Roseville area on Tuesdays and Thursdays.

ADA paratransit is an origin-to-destination service operating during the same hours as the local fixed-route services. The service operates within ¾ of a mile of a local fixed route and is available for eligible ADA passengers.

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 its 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 EDCTA 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 May 2019 by LSC Transportation Consultants, Inc. for the three fiscal years ending June 30, 2018 – included three recommendations:

1. Monitor operating costs closely and look for cost-saving opportunities as part of the ongoing Short Range Transit Plan effort and going forward.
   Status: Implemented.

2. As Information Technology (IT) demands for public transit-related applications such as security cameras, Routematch software, and automated vehicle annunciation system put a strain on maintenance staff time, EDCTA should consider hiring additional staff to fill this role.
   Status: Not implemented.

3. Ensure that offering Special Services transportation does not negatively impact the provision of regularly scheduled public transit service.
   Status: Implemented.

Findings and Recommendations

Based on discussions with El Dorado County Transit Authority staff, analysis of program performance, and a review of program compliance and function, the audit team submits the no compliance findings for the EDCTA.

The audit team has identified three functional findings. While these findings are not compliance findings, the audit team feels they are significant enough to be addressed within this audit:

1. The EDCTA could use an additional 1.0 FTE to provide support for purchasing/procurement activities.
2. The EDCTA should continue to explore whether IT issues are having a disproportionate impact on maintenance operations.

3. Transit planning completed prior to the COVID-19 pandemic is unlikely to be relevant given the significant changes in the transit landscape.

In completing this Triennial Performance Audit, the audit team submits the following recommendations for the EDCTA's public transit program. They have been divided into two categories: TDA Program compliance recommendations and functional recommendations. TDA program compliance recommendations are intended to assist in bringing the operator into compliance with the requirements and standards of the TDA, while Functional Recommendations address issues identified during the triennial audit that are not specific to TDA compliance. Given there were no compliance findings, only functional recommendations are provided.

Additional Recommendation
In addition to the functional findings and recommendations detailed above, the audits have also included an additional recommendation that is not tied to a specific finding. This recommendation, while related to Functional Finding #3, looks at specific issues arising from the COVID-19 pandemic and the future of transit in western El Dorado County.

Exhibit 1.1 Summary of Audit Recommendations

Functional Recommendations		Importance	Timeline
1	Budget for an additional full-time Assistant or Technician position to assist with purchasing/procurement not related to vehicle parts.	Medium	FY 2022/23
2	Track the impact of IT issues on maintenance activities and secure additional IT support if needed.	Medium	FY 2021/22
3	Work with EDCTC to conduct post-COVID strategic planning for transit in western El Dorado County.	High	FY 2022/23
Additional Recommendations		Importance	Timeline
1	Use the strategic planning process to identify what "normal" looks like for EDCTA and determine how to get there.	High	FY 2022/23

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Chapter 2 | Audit Scope and Methodology

The Triennial Performance Audit (TPA) of the EDCTA's public transit program covers the three-year period ending June 30, 2021. 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 2021, the El Dorado County Transportation Commission selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the single 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, Inc. followed a competitive procurement process.

The Triennial Performance Audit is designed to be an independent and objective evaluation of El Dorado County Transit Authority 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 its findings and conclusions.

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

Objectives

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

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

Scope

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

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

Methodology

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

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

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

Given impacts of the ongoing COVID-19 pandemic, the methodology for this audit included a virtual site visit with El Dorado County Transit Authority representatives on October 11, 2021. The audit team met with Matt Mauk (Executive Director), Brian James (Planning and Marketing Manager), Julie Petersen (Finance Manager), Scott Ousley (Operations Manager), Maria Harris (Human Resources Manager), and reviewed materials germane to the triennial audit.

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

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

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Chapter 3 | Program Compliance

This section examines El Dorado County Transit Authority'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 EDCTA 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 EDCTA staff as well as an inspection of relevant documents including the fiscal audits for each year of the triennium, State Controller annual filings, California Highway Patrol terminal inspections, National Transit Database reports, year-end performance reports, and other compliance-related documentation.

No compliance findings were identified for the EDCTA.

Developments Occurring During the Audit Period
The last half of the audit period is markedly different from the first half. The impacts of the COVID-19 pandemic resulted in significant declines in ridership and revenue. In many instances, transit operators strove to retain operations staff despite adopting a reduced schedule, resulting in significant changes to many cost-related performance metrics. While infusions of funding through the CARES Act mitigated some of the lost revenues for federally funded programs, most transit operators have yet to return to pre-pandemic ridership and fare levels. As a result, the Triennial Performance Audits will provide an assessment not only of how the COVID-19 pandemic impacted each organization, but how they responded to the crisis.

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

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. While the ability to maintain state mandates and performance measures is important, AB 90 offered much-needed relief from these requirements for these years impacted by the COVID-19 pandemic while TDA reform continues to be discussed.

AB 90 included the following provisions specific to transit operator funding through the TDA:

1. It prohibited the imposition of the TDA revenue penalty on an operator that did not maintain the required ratio of fare revenues to operating cost during FY 2019/20 or FY 2020/21.
2. It required the Controller to calculate and publish the allocation of transit operator revenue-based funds made pursuant to the State Transit Assistance (STA) Program for FY 2020/21 and FY 2021/22 based on the same individual operator ratios published by the Controller in a specified transmittal memo, and authorized the Controller to revise that transmittal memo, as specified. It required the Controller to use specified data to calculate those individual operator ratios. Upon allocation of the transit operator revenue-based funds to local transportation agencies pursuant to this provision, the Controller would publish the amount of funding allocated to each operator.
3. It exempted an operator from having to meet either of the STA efficiency standards for FY 2020/21 and FY 2021/22 and authorized the operator to use those funds for operating or capital purposes during that period.
4. It required the Controller to allocate State of Good Repair (SOGR) program funding for FY 2020/21 and FY 2021/22 to recipient transit agencies pursuant to the individual operator ratios published in the above-described transmittal memo.
5. It required the Controller to allocate Low Carbon Transit Operations Program (LCTOP) funding for FY 2020/21 and FY 2021/22 to recipient transit agencies pursuant to the individual operator ratios published in the above-described transmittal memo.

Assembly Bill 149, signed into law on July 16, 2021, provided additional regulatory relief with respect to Transportation Development Act (TDA) compliance. It extended the provisions of AB 90 through FY 2022/23 as well as provided additional regulatory relief including:

1. Waiving the annual productivity improvement requirement of Section 99244 through FY 2022/23.
2. Adding a temporary provision exempting operators from farebox recovery ratio requirements provided they expend at least the same amount of local funds as in FY 2018/19.
3. Expanding the definition of "local funds" to enable the use of federal funding, such as the CARES Act or CRRSAA, to supplement fare revenues and allows operators to calculate free and reduced fares at their actual value.
4. Adjusting 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.
5. Allowing operators to use STA funds as needed to keep transit service levels from being reduced or eliminated through FY 2022/23.

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

Exhibit 3.1 Transit Development Act Compliance Requirements

Compliance Element	Reference	Compliance	Comments
State Controller Reports submitted on time.	PUC 99243	In compliance	FY 2018/19: January 31, 2020 FY 2019/20: December 23, 2020 FY 2020/21: January 19, 2022
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 2018/19: November 21, 2019 FY 2019/20: November 23, 2020 FY 2020/21: November 17, 2021
Operator's terminal rated as satisfactory by CHP within the 13 months prior to each TDA claim.	PUC 99251 B	In compliance	September 25, 2017 October 3, 2018 September 19, 2019 September 17, 2020
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	In compliance	FY 2018/19: 20.49% FY 2019/20: 16.12% FY 2020/21: 3.42% (waiver) *Source: TDA fiscal audits.* *Penalties for failing to meet the required 12.22% farebox recovery ratio waived in FY 2020 and FY 2021 due to AB 90 and AB 149.*
Except as otherwise provided, the allocation for any purpose specified under Article 8 may in no year exceed 50% of the amount required to meet the total planning expenditures for that purpose.	PUC 99405	Not applicable	
An operator receiving allocations under Article 8(c) may be subject to regional, countywide, or subarea performance criteria, local match requirements, or fare recovery ratios adopted by resolution of the RTPA.	PUC 99405	Not applicable	
The operator's operating budget has not increased by more than 15% over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).	PUC 99266	In compliance	FY 2018/19: -12.86% FY 2019/20: +6.77% FY 2020/21: -10.19%
The operator's definitions of performance measures are consistent with the Public Utilities Code Section 99247.	PUC 99247	In compliance	
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating cost at least equal to one-fifth (20 percent).	PUC 99268.2, 99268.4, 99268.1	Not applicable	

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

Chapter 4 | Prior Recommendations

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

The prior audit – completed in May 2019 by LSC Transportation Consultants, Inc. for the three fiscal years ending June 30, 2018 – included three recommendations:

1. Monitor operating costs closely and look for cost-saving opportunities as part of the ongoing Short Range Transit Plan effort and going forward.

   Discussion: As noted in the prior audit's compliance section, annual operating costs increased 16 percent in FY 2016/17 and an additional 16 percent in FY 2017/18. The EDCTA's FY 2017/18 operating cost per trip of $22.43 and operating cost per hour of $151.60 is higher than neighboring Placer County Transit ($19.47, $135.80 respectively) which provides similar types of services. Operating subsidy per trip increased from $11.57 to $18.35 during the prior audit period. However, the EDCTA continued to maintain a strong farebox recovery ratio of well over 12.22 percent. The greatest factor in increasing the EDCTA's operating costs was the large increase in OPEB and unfunded pension liabilities which the transit agency was required to pay. Many transit agencies in California were dealing with the same issue and it was possible that this expense item would level off during this audit period. Additionally, as there was low unemployment in California, it was challenging for transit agencies to attract operators and keep labor costs low. Insurance and fuel costs also contributed to the operating cost increase during the prior audit period. There are other factors which are generally out of the control of El Dorado Transit.

   At the time of the prior audit, the EDCTA was in the process of updating its Short Range and Long Range Transit Plan. As part of this effort, a wide variety of financially constrained service plan elements were being reviewed including possible elimination or changing of poor performing services such as the El Dorado Hills fixed route. Along with this effort, the prior auditor recommended EDCTA staff should continue to monitor operating costs going forward in an effort to constrain operating cost growth.

   Progress: During the current audit period, the EDCTA completed an update of its SRTP. However, the COVID-19 pandemic resulted in a highly unusual budget situation that resulted in significant budget reductions. In addition, new exclusions from operating costs effective beginning FY 2020/21 include some pension and post-employment benefits beyond actuarially determined contributions, which may mitigate the impact of some OPEB increases. By FY 2019/20, the operating cost per hour had decreased to $122.37, while the operating cost per trip stood at $27.21 (due to the significant reduction in ridership caused by the pandemic).

   Status: Implemented.

2. As Information Technology (IT) demands for public transit-related applications such as security cameras, Routematch software, and automated vehicles annunciation system put strain on maintenance staff time, the EDCTA should consider hiring additional staff to fill this role.

Discussion: Although technology such as security cameras and automated vehicle annunciation has improved El Dorado Transit services, an increasing amount of maintenance tech time is spent repairing these Information Technology (IT) devices. Each type of device has proprietary software which must be learned by maintenance technicians. The more complicated devices are, the more likely they can break. The EDCTA maintenance staff was beginning to track hours spent related to IT problems. The prior auditor recommended that if after a year of collecting data, the cost of maintenance staff time spent on IT problems combined with lost time on actual vehicle maintenance was significant, the EDCTA should consider contracting with an IT consultant or hiring a part-time or full-time IT position.

Progress: At present, the EDCTA is trying to fill vacancies in maintenance, but has had little success with its long-term recruitment. While hiring an IT specialist in maintenance is desired, hiring at least one more general mechanic is the most pressing issue. It is unclear as to whether maintenance staff time spent on IT issues continued to be tracked separately from general maintenance activities, or what that tracking ultimately showed.

Status: Not implemented.

3. Ensure that offering Special Services transportation does not negatively impact the provision of regularly scheduled public transit service.

Discussion: For several years, El Dorado Transit operated the Apple Hill Shuttle which carried tourists and residents visiting the Apple Hill area in Camino from a park and ride lot to various farms and shops. The service was operated in partnership with El Dorado County and funded in part with a County Air Quality grant. The program was designed to reduce high levels of congestion and alleviate a parking problem. Although the service was successful in terms of ridership, it was discontinued as a special service. Given of the ongoing need for a parking shuttle, in 2018 the EDCTA again contracted with the County to provide the Apple Hill Shuttle but as a contracted service.

Although the Apple Hill Shuttle and other Special Services such as the Fair Shuttle have relatively high ridership, as well as provide a great marketing opportunity for EDCTA, there are underlying costs of providing these types of services which can impact operation of the overall transit system. For example, the Apple Hill Shuttle operates on weekends. If EDCTA staff are used to run the shuttle, driver hours can increase beyond mandated maximums, making it difficult to find enough operators to operate regular transit service the following Monday. There is also the additional wear and tear on El Dorado Transit vehicles. Helping to reduce congestion is a worthy cause; however, the primary focus of a public transit agency is to meet the mobility needs of the general public, particularly those who are dependent on public transit for commuting or their quality of life. Private transportation companies are available to meet the needs for more specific short-

term services. The prior auditor recommended, prior to offering Special Services Transportation, the EDCTA should consider all indirect costs of providing the service and only provide special service transportation that does not negatively impact the provision of regularly scheduled service.

Progress: The EDCTA received a local AQMD grant to fund the Fair Shuttle fully (minus some matching funds). The service is operated over the weekend using volunteer drivers. No regular services are impacted. Most special services are operated outside of the peak service (only two fixed routes operate on Saturday). The Fair had not happened since the start of the COVID-19 pandemic, so it has been a non-issue for the last couple of years. Staff stated EDCTA had no current plans to bring back the Apple Hill Shuttle.

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

- **Operating cost:** Operating cost was generally consistent between the TDA fiscal audit, National Transit Database (NTD) report, and State Controller Report. In FY 2019/20, there was a slight difference between the NTD report and the other two, which could be explained if there were any reconciling expenses that were included in the other operating cost calculations but not in the mode-specific calculations used in the NTD report. However, as this variance was less than one-half percent, it is not a significant issue.

- **Fare Revenue:** Fare revenue was generally consistent, but there were some slight variances. The amount reported in the TDA fiscal audit was typically consistent with either the NTD report or the State Controller Report, but not both. In FY 2019/20 and FY 2020/21, this variance was approximately three percent.

- **Vehicle Service Hours (VSH):** In the FY 2019/20 State Controller Report, passenger data for the demand-response service was also entered as VSH. It should have been 12,336 (as reported to the NTD) yet was entered as 32,233 (the same as demand-response ridership). Otherwise, this data was generally consistent between reports.

- **Vehicle Service Miles (VSM):** This data was largely consistent, though there were some minor variances between the reports.

- **Passengers:** This data was largely consistent, though there were some minor variances between the reports. FY 2018/19 saw the greatest variance, though the cause is unclear.

  Full-Time Equivalent (FTE) Employees: There were some slight variances between the FTE calculations provided by the EDCTA and what was reported to the State Controller for FY 2018/19 and FY 2019/20. However, all were close enough that the variances could be attributed to rounding and are not evidence of the use of an incorrect methodology.

Exhibit 5.1 Data Reporting Comparison

Performance Measure	System-Wide		
	FY 2018/19	FY 2019/20	FY 2020/21
Operating Cost (Actual $)			
TDA fiscal audit	$7,779,040	$8,105,635	$6,929,866
National Transit Database	$7,779,040	$8,069,275	$6,929,863
State Controller Report	$7,779,036	$8,105,635	$6,929,866
Fare Revenue (Actual $)			
TDA fiscal audit	$1,494,423	$1,243,873	$217,169
National Transit Database	$1,494,423	$1,207,513	$210,370
State Controller Report	$1,494,679	$1,243,873	$217,169
Vehicle Service Hours (VSH)			
Monthly Performance Reports	53,916	46,338	32,665
National Transit Database	54,634	46,344	32,694
State Controller Report	54,110	66,241	32,694
Vehicle Service Miles (VSM)			
Monthly Performance Reports	1,157,666	959,997	662,163
National Transit Database	1,130,510	960,112	663,275
State Controller Report	1,129,441	960,109	663,275
Passengers			
Monthly Performance Reports	393,042	297,820	111,416
National Transit Database	399,537	297,846	111,494
State Controller Report	376,287	297,846	111,494
Full-Time Equivalent Employees			
State Controller Report	68	66	58
Per TDA methodology	70	67	58

Chapter 6 | Performance Analysis

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

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

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

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

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

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

Operating Cost

The Transportation Development Act requires an operator to track and report transit-related costs reflective of the Uniform System of Accounts and Records developed by the State Controller and the California Department of Transportation. The most common method for ensuring this occurs is through a compliance audit report prepared by an independent auditor in accordance with California Code of Regulations Section 6667[1]. The annual independent financial audit should confirm the use of the Uniform System of Accounts and Records. *Operating cost* – as defined by PUC Section 99247(a) – excluded the following during the audit period[2]:

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[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.

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[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 EDCTA, the following sources were employed:

- Operating Cost was not independently calculated as part of this audit. Operating Cost data were obtained via NTD reports for each fiscal year covered by this audit. Operating Cost from the reports was compared against that reported in the EDCTA 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 NTD reports for each fiscal year covered by this audit. Fare revenue from the reports was compared against that reported in the EDCTA audited financial reports. This appears to be consistent with TDA guidelines as well as the uniform system of accounts.
- Vehicle Service Hours (VSH) data were obtained via NTD reports submitted to the FTA for each fiscal year covered by this audit. The EDCTA's calculation methodology is consistent with PUC guidelines.
- Vehicle Service Miles (VSM) data were obtained via NTD reports submitted to the FTA for each fiscal year covered by this audit. The EDCTA's calculation methodology is consistent with PUC guidelines.
- Unlinked trip data were obtained via NTD reports submitted to the FTA for each fiscal year covered by this audit. The EDCTA's calculation methodology is consistent with PUC guidelines.
- Full-Time Equivalent (FTE) data were obtained from State Controller Reports for each fiscal year covered by this review. Use of the TDA definition regarding FTE calculation was confirmed.

System Performance Trends

System-wide, operating cost experienced a net 11 percent decrease during the audit period, but a 13 percent net increase across the last six years. Fare revenue, however, steadily decreased during the six-year period, with most of the decline occurring in FY 2020/21. This resulted in a net 85.9 percent decrease during the audit period and a net 86.8 percent decrease over six years.

Vehicle service hours (VSH) experienced modest changes between FY 2015/16 and FY 2018/19, then declined significantly during FY 2019/20 and FY 2020/21 due to the COVID-19 pandemic. This resulted in a net 37.3 percent decrease during the audit period and a net 34.5 percent decrease during the six-year period. Vehicle service miles (VSM) experienced the same pattern, yet had virtually no net change during the first three years. This resulted in an overall net decrease of 41.3 percent, both during the audit period and over the six-year period. Ridership declined during five years of the six-year period, though the significant declines did not occur until FY 2019/20 and FY 2020/21 in response to the COVID-19 pandemic. This led to a 72.1 percent net decrease during the audit period and a 71.6 percent net decrease across the six-year period.

Cost-related metrics typically provide an indicator of a system's efficiency, while passenger-related metrics offer insight into its productivity. Improvements are characterized by increases in passenger-related metrics and decreases in cost-related metrics. Despite the decreased operating cost in FY 2020/21, cost-related metrics increased during the audit period. Operating cost per passenger was impacted the most, given the 72.1 percent decrease in ridership during the audit period. Passenger-

related metrics fell during the audit period, with passengers per VSH decreasing by 55.2 percent and passengers per VSM decreasing by 52.4 percent.

Exhibit 6.1 System Performance Indicators

Performance Measure	System-wide					
	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Operating Cost (Actual $)	$6,132,379	$7,146,168	$8,345,005	$7,781,036	$8,105,635	$6,928,863
Annual Change		16.5%	16.8%	-6.8%	4.2%	-14.5%
Fare Revenue (Actual $)	$1,598,753	$1,578,807	$1,517,864	$1,494,679	$1,243,873	$210,370
Annual Change		-1.2%	-3.9%	-1.5%	-16.8%	-83.1%
Vehicle Service Hours (VSH)	51,766	52,594	55,046	54,495	46,344	33,918
Annual Change		1.6%	4.7%	-1.0%	-15.0%	-26.8%
Vehicle Service Miles (VSM)	1,129,666	1,136,392	1,151,004	1,130,508	960,112	663,275
Annual Change		0.6%	1.3%	-1.8%	-15.1%	-30.9%
Passengers	391,984	382,408	372,054	399,537	297,846	111,494
Annual Change		-2.4%	-2.7%	7.4%	-25.5%	-62.6%
Employees	65	71	72	68	66	58
Annual Change		9.2%	1.4%	-5.6%	-2.9%	-12.1%
Performance Indicators						
Operating Cost/VSH (Actual $)	$118.46	$135.87	$151.60	$142.78	$174.90	$204.28
Annual Change		14.7%	11.6%	-5.8%	22.5%	16.8%
Operating Cost/Passenger (Actual	$15.64	$18.69	$22.43	$19.48	$27.21	$62.15
Annual Change		19.4%	20.0%	-13.2%	39.7%	128.4%
Passengers/VSH	7.57	7.27	6.76	7.33	6.43	3.29
Annual Change		-4.0%	-7.0%	8.5%	-12.3%	-48.9%
Passengers/VSM	0.35	0.34	0.32	0.35	0.31	0.17
Annual Change		-3.0%	-3.9%	9.3%	-12.2%	-45.8%
Farebox Recovery	26.1%	22.1%	18.2%	19.2%	15.3%	3.0%
Annual Change		-15.3%	-17.7%	5.6%	-20.1%	-80.2%
Hours/Employee	796.4	740.8	764.5	801.4	702.2	584.8
Annual Change		-7.0%	3.2%	4.8%	-12.4%	-16.7%
TDA Non-Required Indicators						
Operating Cost/VSM	$5.43	$6.29	$7.25	$6.88	$8.44	$10.45
Annual Change		15.8%	15.3%	-5.1%	22.7%	23.7%
VSM/VSH	21.82	21.61	20.91	20.75	20.72	19.56
Annual Change		-1.0%	-3.2%	-0.8%	-0.1%	-5.6%
Fare/Passenger	$4.08	$4.13	$4.08	$3.74	$4.18	$1.89
Annual Change		1.2%	-1.2%	-8.3%	11.6%	-54.8%

Sources: FY 2015/16 – FY 2017/18 data from prior Triennial Performance Audit.
FY 2018/19 – FY 2020/21 data from NTD reports.
FY 2015/16 – FY 2020/21 FTE data from State Controller Reports.

Exhibit 6.2 System Ridership
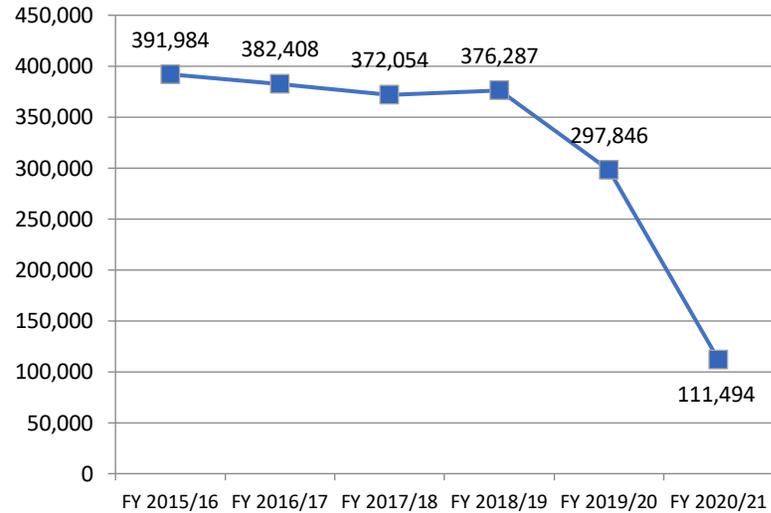

Exhibit 6.3 System Operating Cost/VSH
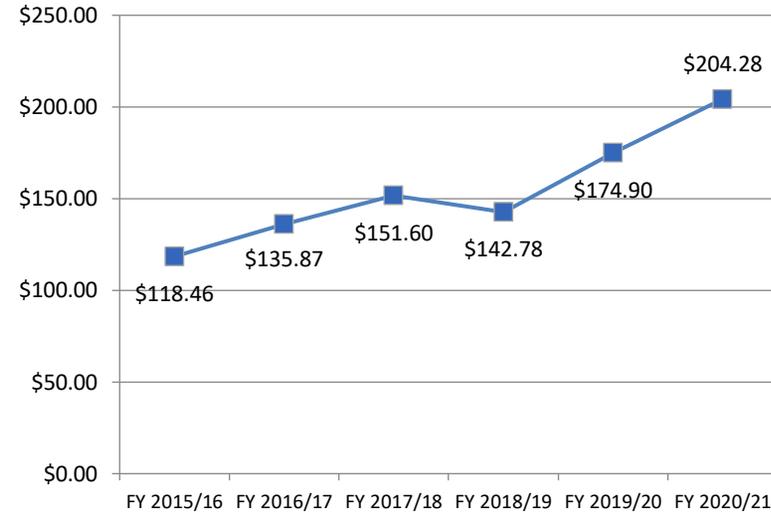
Exhibit 6.4 System Operating Cost/VSM
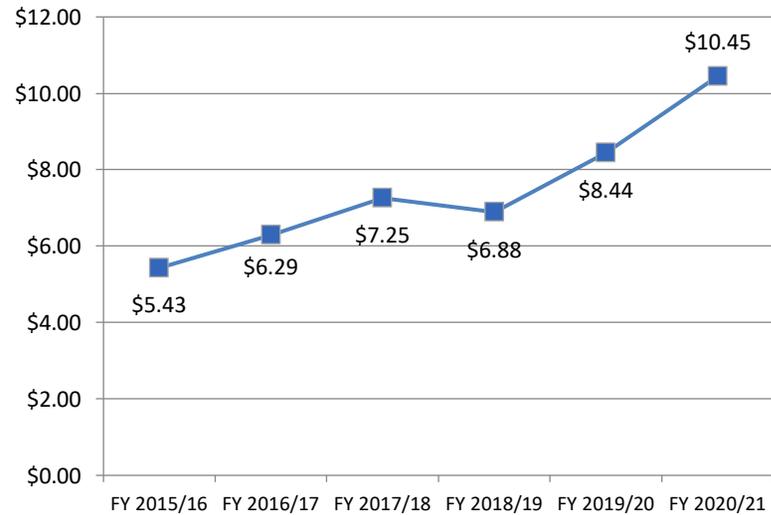

Exhibit 6.5 System VSM/VSH
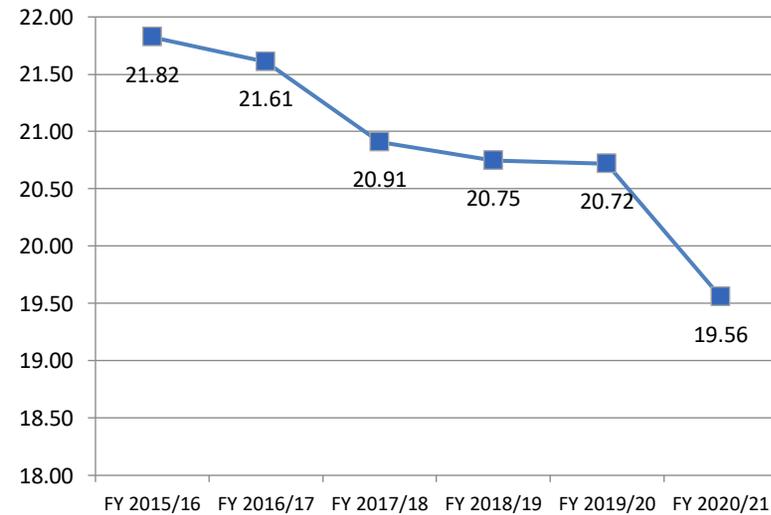
Exhibit 6.6 System Operating Cost/Passenger
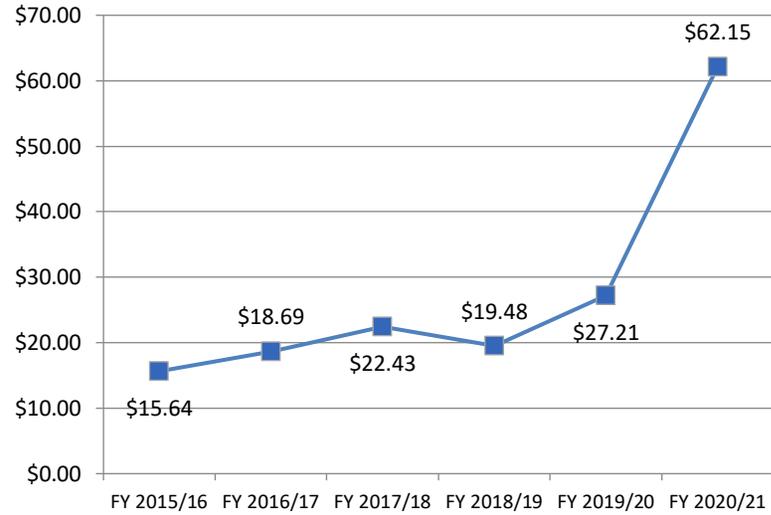

Exhibit 6.7 System Passengers/VSH
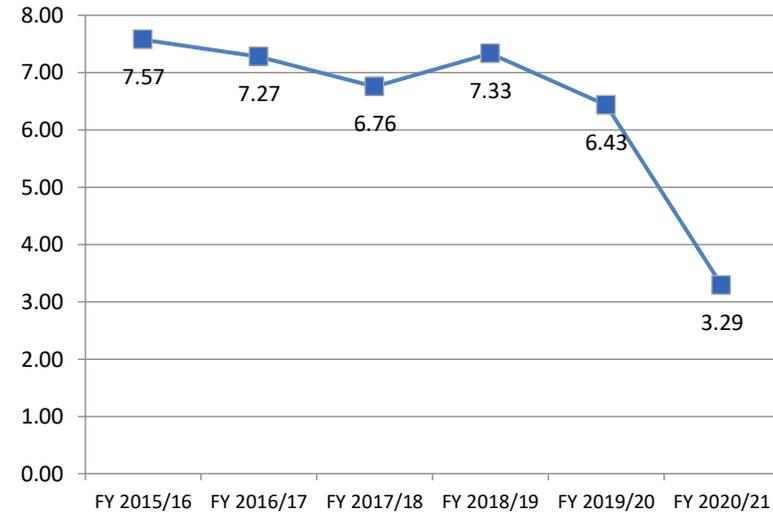

Exhibit 6.8 System Passengers/VSM
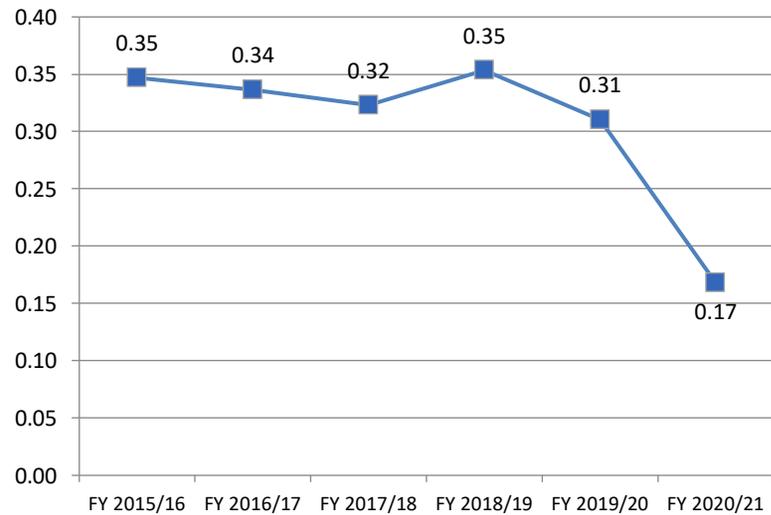
Exhibit 6.9 System VSH/FTE
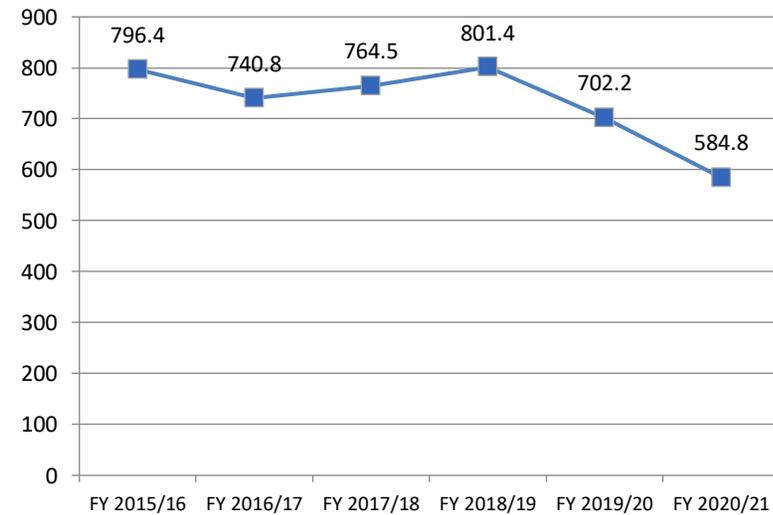
Exhibit 6.10 System Farebox Recovery
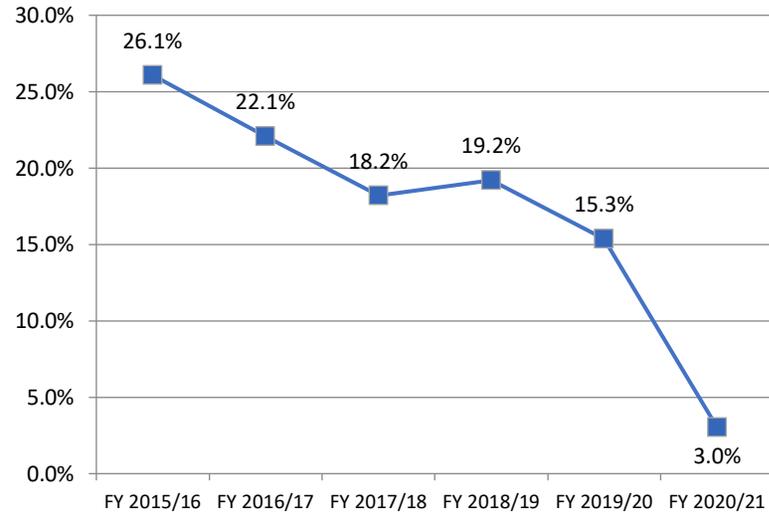
Exhibit 6.11 System Fare/Passenger
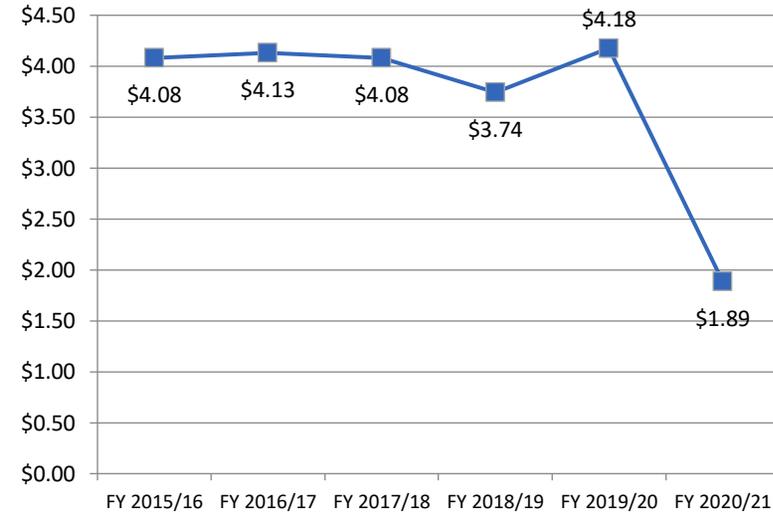
Fixed-Route Performance Trends

Fixed-route operating cost experienced a net 0.3 percent decrease during the audit period, but a 23 percent net increase across the last six years. Fare revenue, however, steadily decreased during the six-year period, with the greatest decline occurring in FY 2020/21. This resulted in a net 85.8 percent decrease during the audit period and a net 84.7 percent decrease over six years.

Vehicle service hours (VSH) generally rose each year from FY 2015/16 through FY 2018/19, but decreased during the two following years due to the COVID-19 pandemic. This resulted in a net 29.7 percent decrease during the audit period and a net 20.3 percent decrease during the six-year period. Vehicle service miles (VSM) followed the same pattern. This resulted in a net 36 percent decrease during the audit period and a net 31.9 percent decrease during the six-year period. Ridership declined during five years of the six-year period, though the significant declines did not occur until FY 2019/20 and FY 2020/21 in response to the COVID-19 pandemic. This led to a 71.7 percent net decrease during the audit period and a 69.9 percent net decrease across the six-year period.

Despite the decreased operating cost in FY 2020/21, fixed-route cost-related metrics increased during the audit period. Operating cost per passenger was impacted the most, given the 71.7 percent decrease in ridership during the audit period. Passenger-related metrics fell during the audit period, with passengers per VSH decreasing by 59.7 percent and passengers per VSM decreasing by 56 percent.

Exhibit 6.12 Fixed-Route Performance Indicators

Performance Measure	Fixed-Route					
	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Operating Cost (Actual $)	$4,470,463	$4,973,296	$5,463,488	$5,480,180	$6,047,291	$5,498,178
Annual Change		*11.2%*	*9.9%*	*0.3%*	*10.3%*	*-9.1%*
Fare Revenue (Actual $)	$925,366	$1,002,488	$1,027,780	$999,660	$792,730	$141,954
Annual Change		*8.3%*	*2.5%*	*-2.7%*	*-20.7%*	*-82.1%*
Vehicle Service Hours (VSH)	34,052	35,221	38,175	38,593	34,008	27,132
Annual Change		*3.4%*	*8.4%*	*1.1%*	*-11.9%*	*-20.2%*
Vehicle Service Miles (VSM)	776,667	789,335	818,846	822,438	724,393	528,873
Annual Change		*1.6%*	*3.7%*	*0.4%*	*-11.9%*	*-27.0%*
Passengers	335,413	328,766	323,385	356,969	265,613	101,029
Annual Change		*-2.0%*	*-1.6%*	*10.4%*	*-25.6%*	*-62.0%*
Employees	30	38	37	36	35	46
Annual Change		*26.7%*	*-2.6%*	*-2.7%*	*-2.8%*	*31.4%*
Performance Indicators						
Operating Cost/VSH (Actual $)	$131.28	$141.20	$143.12	$142.00	$177.82	$202.65
Annual Change		*7.6%*	*1.4%*	*-0.8%*	*25.2%*	*14.0%*
Operating Cost/Passenger (Actual $)	$13.33	$15.13	$16.89	$15.35	$22.77	$54.42
Annual Change		*13.5%*	*11.7%*	*-9.1%*	*48.3%*	*139.0%*
Passengers/VSH	9.85	9.33	8.47	9.25	7.81	3.72
Annual Change		*-5.2%*	*-9.2%*	*9.2%*	*-15.6%*	*-52.3%*
Passengers/VSM	0.43	0.42	0.39	0.43	0.37	0.19
Annual Change		*-3.6%*	*-5.2%*	*9.9%*	*-15.5%*	*-47.9%*
Farebox Recovery	20.7%	20.2%	18.8%	18.2%	13.1%	2.6%
Annual Change		*-2.6%*	*-6.7%*	*-3.0%*	*-28.1%*	*-80.3%*
Hours/Employee	1,135.07	926.87	1,031.76	1,072.03	971.66	589.83
Annual Change		*-18.3%*	*11.3%*	*3.9%*	*-9.4%*	*-39.3%*
TDA Non-Required Indicators						
Operating Cost/VSM	$5.76	$6.30	$6.67	$6.66	$8.35	$10.40
Annual Change		*9.5%*	*5.9%*	*-0.1%*	*25.3%*	*24.5%*
VSM/VSH	22.81	22.41	21.45	21.31	21.30	19.49
Annual Change		*-1.7%*	*-4.3%*	*-0.6%*	*0.0%*	*-8.5%*
Fare/Passenger	$2.76	$3.05	$3.18	$2.80	$2.98	$1.41
Annual Change		*10.5%*	*4.2%*	*-11.9%*	*6.6%*	*-52.9%*

Sources: FY 2015/16 – FY 2017/18 data from prior Triennial Performance Audit.
FY 2018/19 – FY 2020/21 data from NTD reports.
FY 2015/16 – FY 2020/21 FTE data from State Controller Reports.

Exhibit 6.13 Fixed-Route Ridership
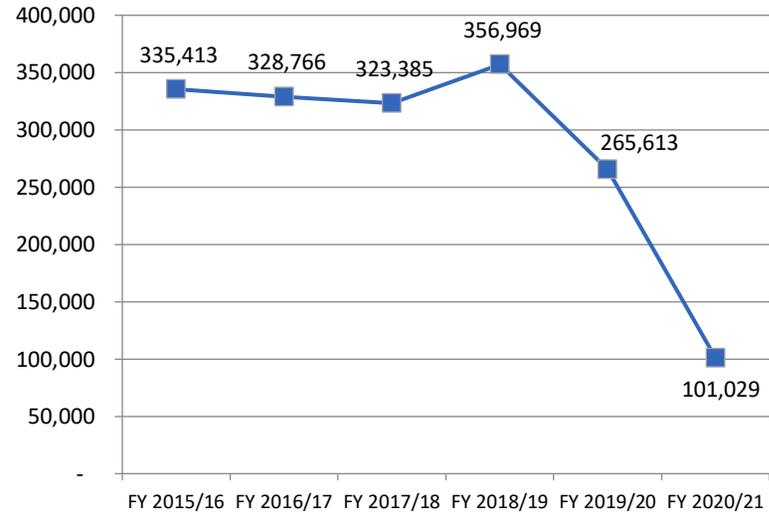

Exhibit 6.14 Fixed-Route Operating Cost/VSH
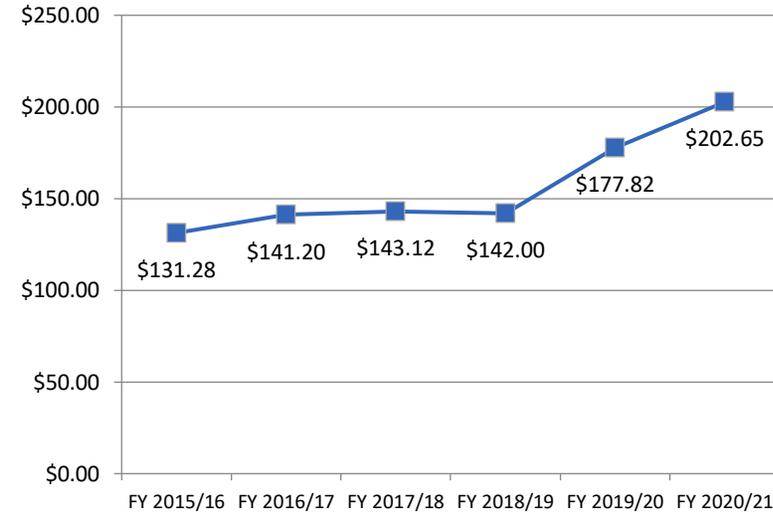
Exhibit 6.15 Fixed-Route Operating Cost/VSM
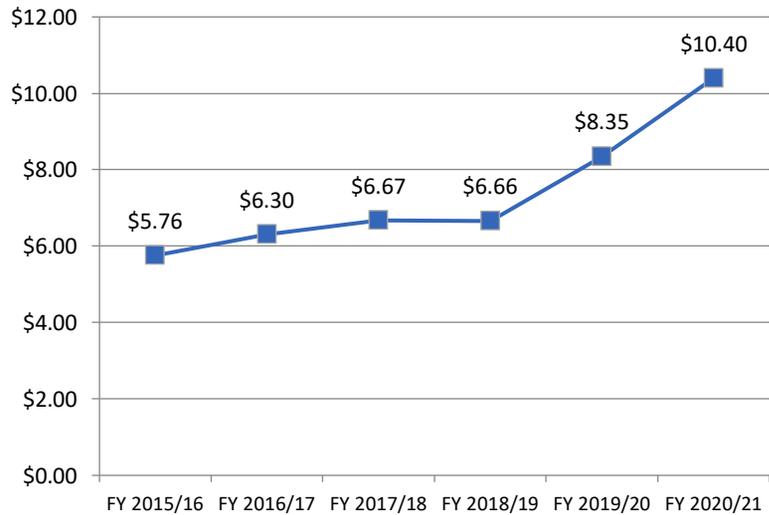

Exhibit 6.16 Fixed-Route VSM/VSH
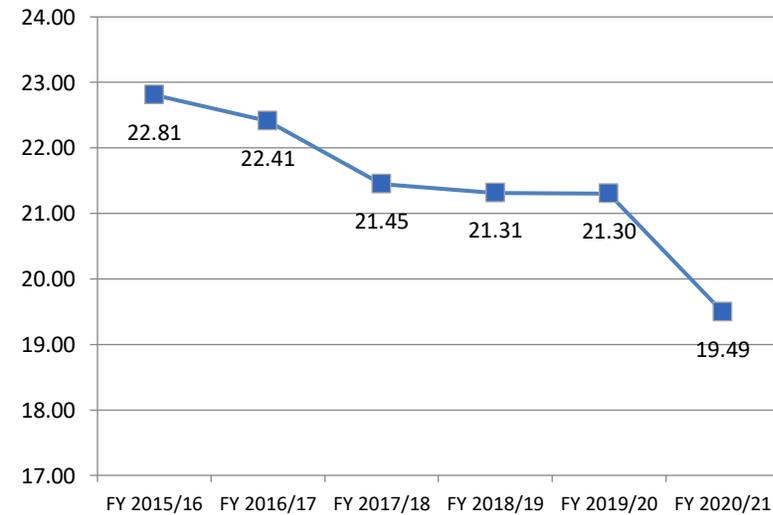
Exhibit 6.17 Fixed-Route Operating Cost/Passenger
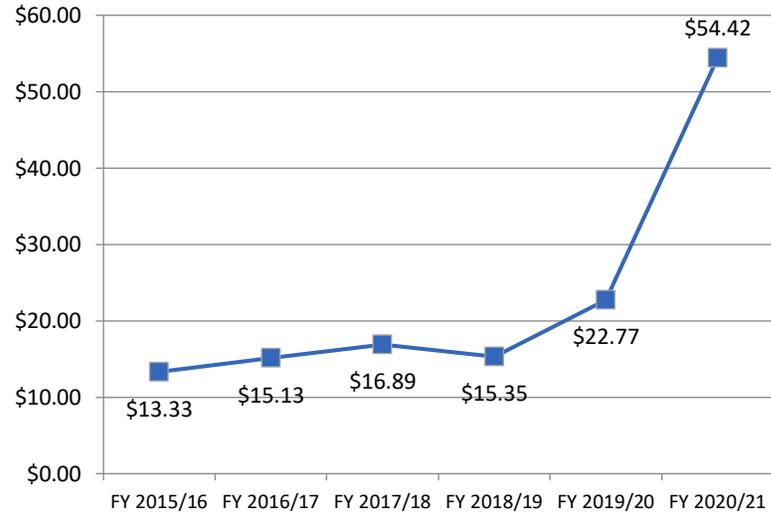

Exhibit 6.18 Fixed-Route Passengers/VSH
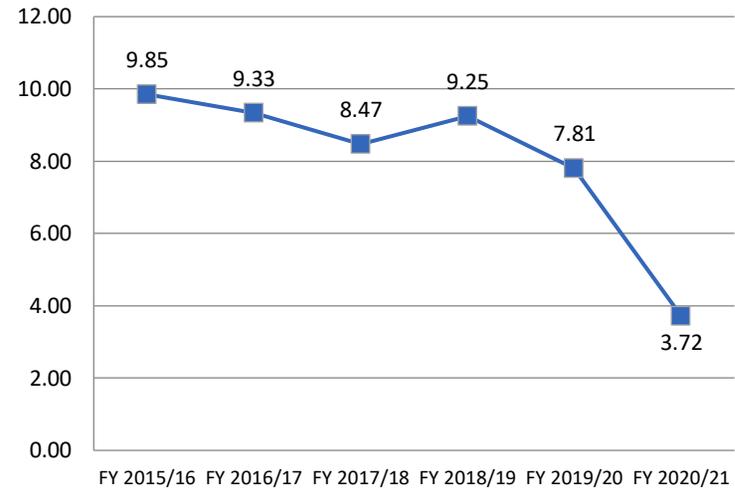
Exhibit 6.19 Fixed-Route Passengers/VSM
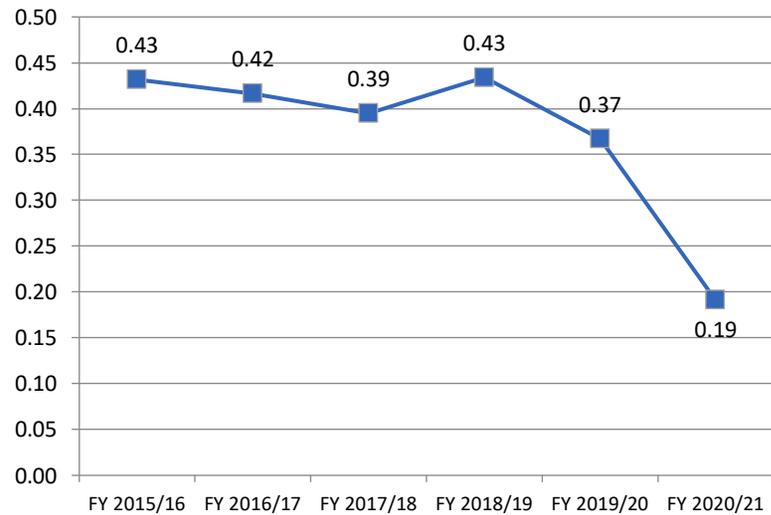

Exhibit 6.20 Fixed-Route VSH/FTE
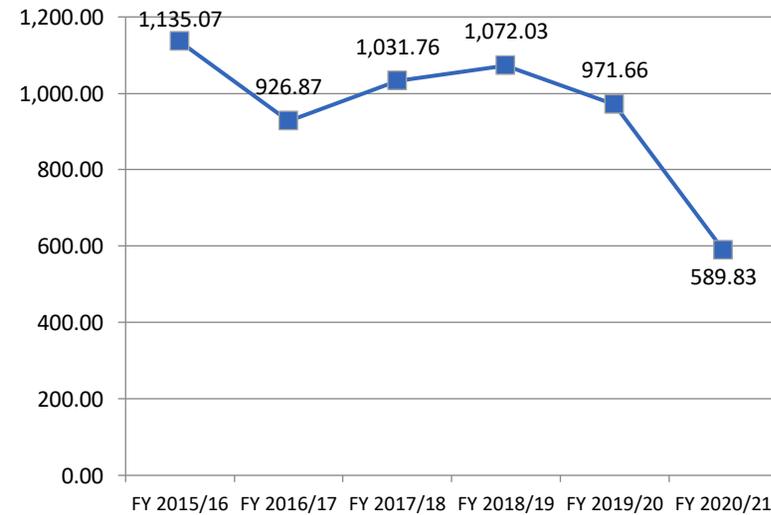
Exhibit 6.21 Fixed-Route Farebox Recovery
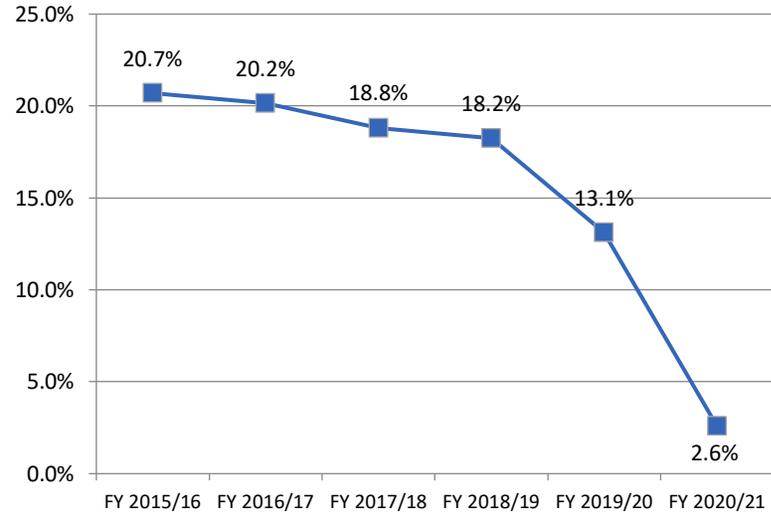
Exhibit 6.22 Fixed-Route Fare/Passenger
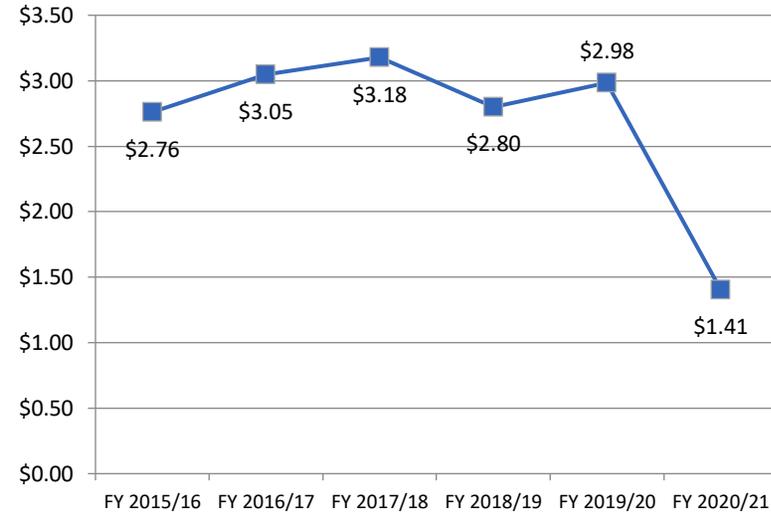
Demand-Response Performance Trends

Demand-response operating cost experienced a net 37.8 percent decrease during the audit period, and a net 36 percent decrease across the last six years. Fare revenue steadily decreased during the six-year period, with the greatest decline occurring in FY 2020/21. This resulted in a net 86.2 percent decrease during the audit period and a net 88.2 percent decrease over six years.

Vehicle service hours (VSH) decreased each year of the six-year period. This resulted in a net 57.3 percent decrease during the audit period and a net 61.7 percent decrease during the six-year period. Vehicle service miles (VSM) experienced the same pattern. This resulted in a net 56.4 percent decrease during the audit period and a net 61.9 percent decrease during the six-year period. Ridership declined during five years of the six-year period, though the most significant declines did not occur until FY 2019/20 and FY 2020/21 in response to the COVID-19 pandemic. This led to a 75.4 percent net decrease during the audit period and an 81.5 percent net decrease across the six-year period.

Despite the decreased operating cost in FY 2020/21, demand-response cost-related metrics increased during the audit period. Operating cost per passenger was impacted the most, given the 69.7 percent decrease in ridership during the audit period. Passenger-related metrics fell during the audit period, with passengers per VSH decreasing by 42.4 percent and passengers per VSM decreasing by 43.7 percent.

Exhibit 6.23 Demand-Response Performance Indicators

Performance Measure	Demand-Response					
	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Operating Cost (Actual $)	$2,235,615	$2,374,131	$2,348,595	$2,298,860	$2,021,984	$1,430,685
Annual Change		*6.2%*	*-1.1%*	*-2.1%*	*-12.0%*	*-29.2%*
Fare Revenue (Actual $)	$579,880	$549,964	$536,454	$494,763	$414,783	$68,416
Annual Change		*-5.2%*	*-2.5%*	*-7.8%*	*-16.2%*	*-83.5%*
Vehicle Service Hours (VSH)	17,714	17,373	16,871	15,902	12,336	6,786
Annual Change		*-1.9%*	*-2.9%*	*-5.7%*	*-22.4%*	*-45.0%*
Vehicle Service Miles (VSM)	352,999	347,057	332,158	308,070	235,719	134,402
Annual Change		*-1.7%*	*-4.3%*	*-7.3%*	*-23.5%*	*-43.0%*
Passengers	56,571	53,642	48,669	42,568	32,233	10,465
Annual Change		*-5.2%*	*-9.3%*	*-12.5%*	*-24.3%*	*-67.5%*
Employees	24	33	32	32	31	12
Annual Change		*37.5%*	*-3.0%*	*0.0%*	*-3.1%*	*-61.3%*
Performance Indicators						
Operating Cost/VSH (Actual $)	$126.21	$136.66	$139.21	$144.56	$163.91	$210.83
Annual Change		*8.3%*	*1.9%*	*3.8%*	*13.4%*	*28.6%*
Operating Cost/Passenger (Actual $)	$39.52	$44.26	$48.26	$54.00	$62.73	$136.71
Annual Change		*12.0%*	*9.0%*	*11.9%*	*16.2%*	*117.9%*
Passengers/VSH	3.19	3.09	2.88	2.68	2.61	1.54
Annual Change		*-3.3%*	*-6.6%*	*-7.2%*	*-2.4%*	*-41.0%*
Passengers/VSM	0.16	0.15	0.15	0.14	0.14	0.08
Annual Change		*-3.6%*	*-5.2%*	*-5.7%*	*-1.0%*	*-43.1%*
Farebox Recovery	25.9%	23.2%	22.8%	21.5%	20.5%	4.8%
Annual Change		*-10.7%*	*-1.4%*	*-5.8%*	*-4.7%*	*-76.7%*
Hours/Employee	738.1	526.5	527.2	496.9	397.9	565.5
Annual Change		*-28.7%*	*0.1%*	*-5.7%*	*-19.9%*	*42.1%*
TDA Non-Required Indicators						
Operating Cost/VSM	$6.33	$6.84	$7.07	$7.46	$8.58	$10.64
Annual Change		*8.0%*	*3.4%*	*5.5%*	*15.0%*	*24.1%*
VSM/VSH	19.93	19.98	19.69	19.37	19.11	19.81
Annual Change		*0.2%*	*-1.4%*	*-1.6%*	*-1.4%*	*3.7%*
Fare/Passenger	$10.25	$10.25	$11.02	$11.62	$12.87	$6.54
Annual Change		*0.0%*	*7.5%*	*5.4%*	*10.7%*	*-49.2%*

Sources: FY 2015/16 – FY 2017/18 data from prior Triennial Performance Audit.
FY 2018/19 – FY 2020/21 data from NTD reports.
FY 2015/16 – FY 2020/21 FTE data from State Controller Reports.

Exhibit 6.24 Demand-Response Ridership
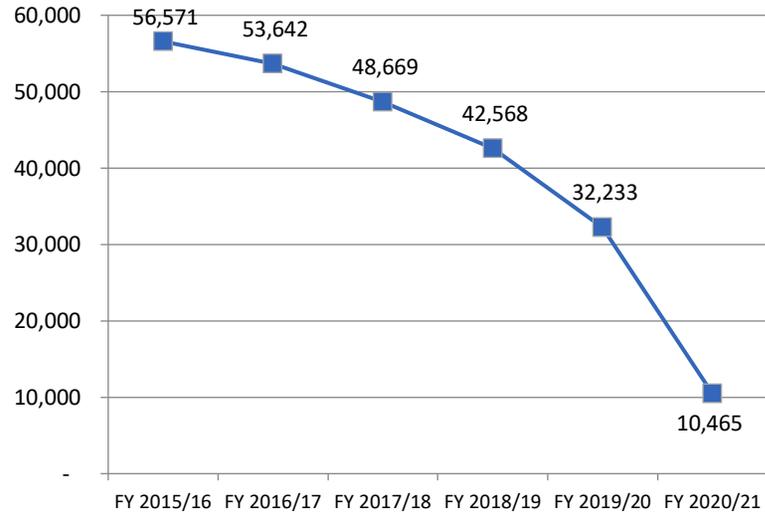
Exhibit 6.25 Demand-Response Operating Cost/VSH
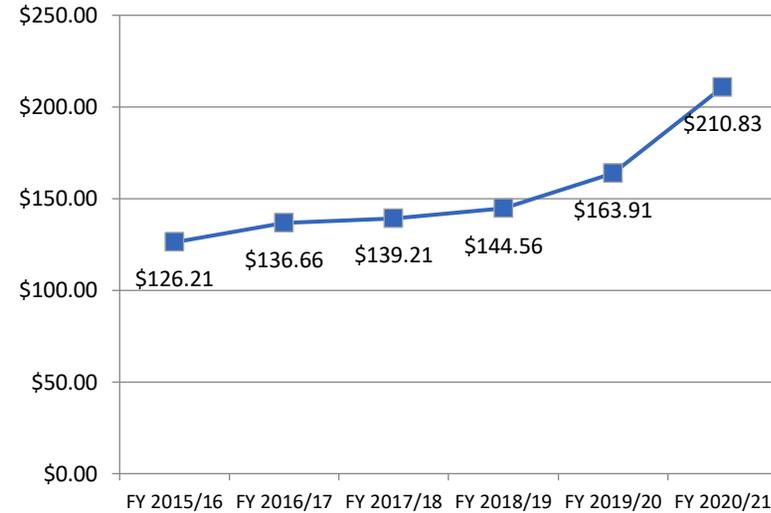
Exhibit 6.26 Demand-Response Operating Cost/VSM
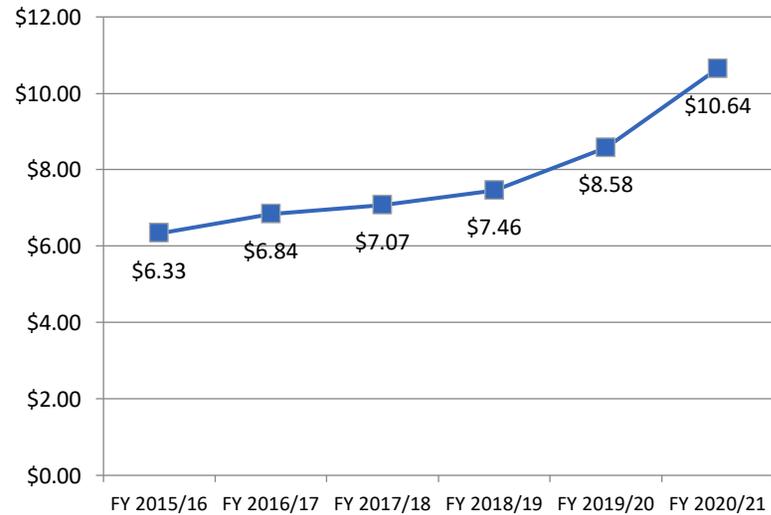
Exhibit 6.27 Demand-Response VSM/VSH
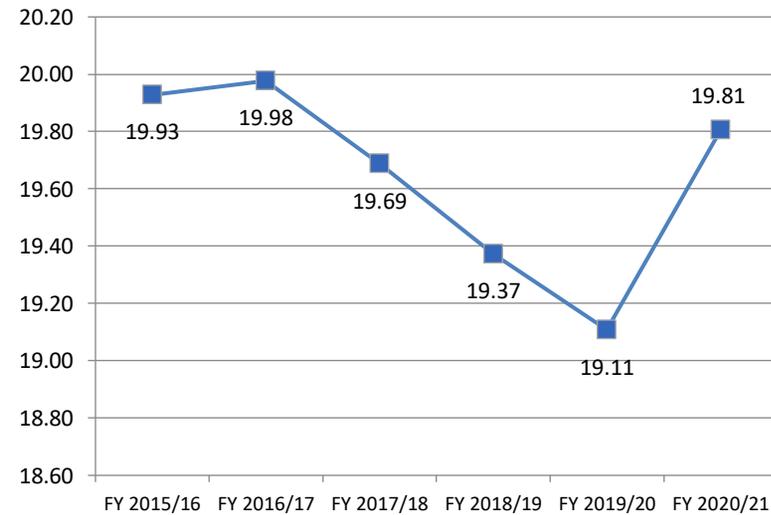
Exhibit 6.28 Demand-Response Operating Cost/Passenger
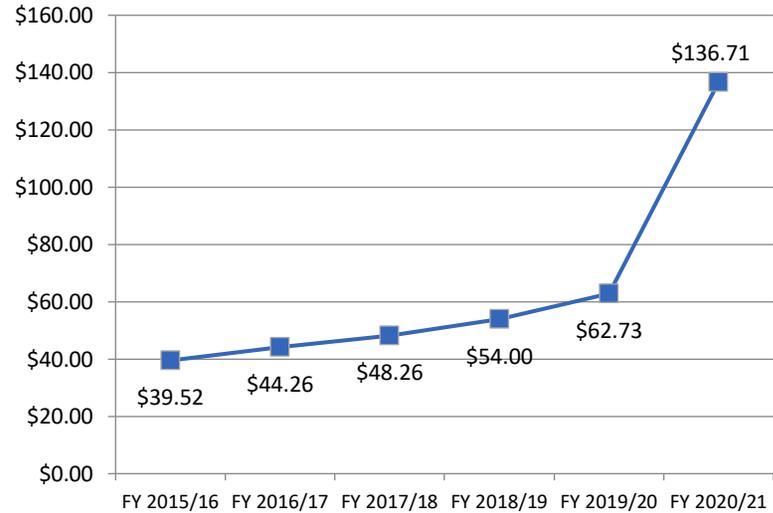
Exhibit 6.29 Demand-Response Passengers/VSH
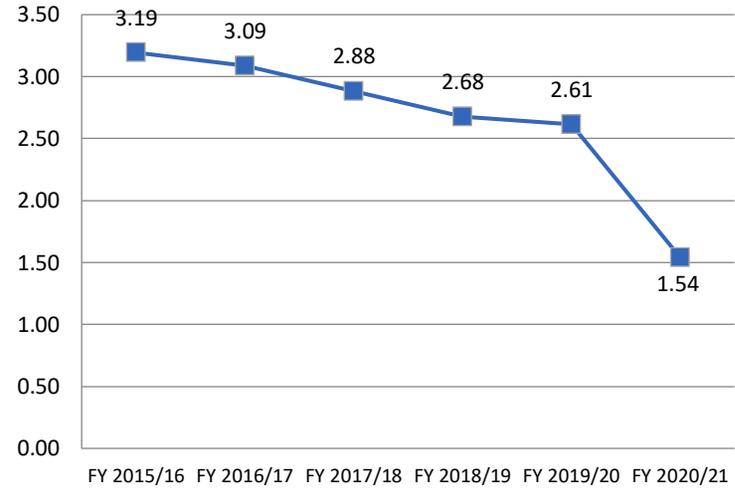
Exhibit 6.30 Demand-Response Passengers/VSM
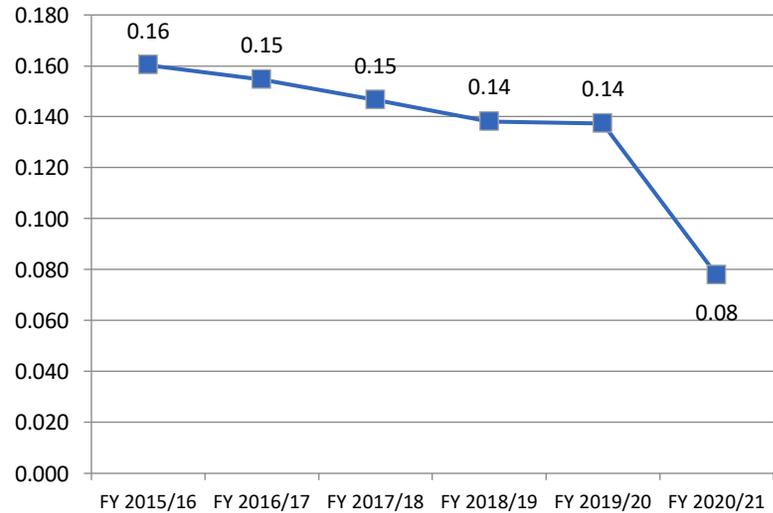
Exhibit 6.31 Demand-Response VSH/FTE
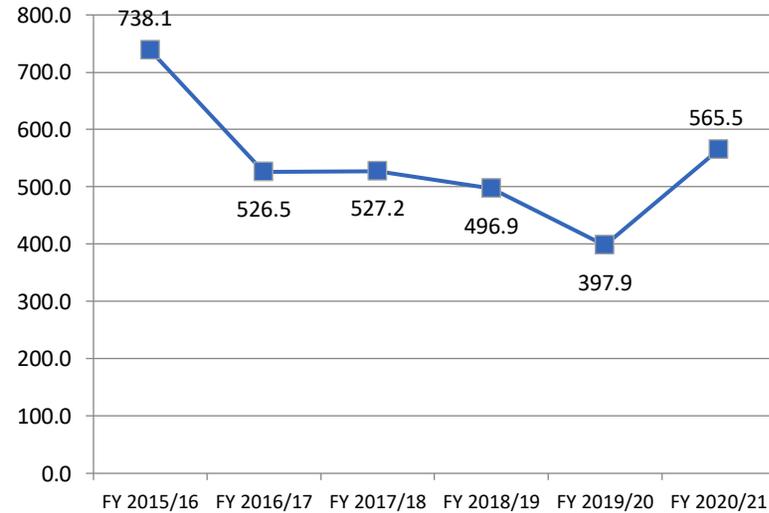
Exhibit 6.32 Demand-Response Farebox Recovery
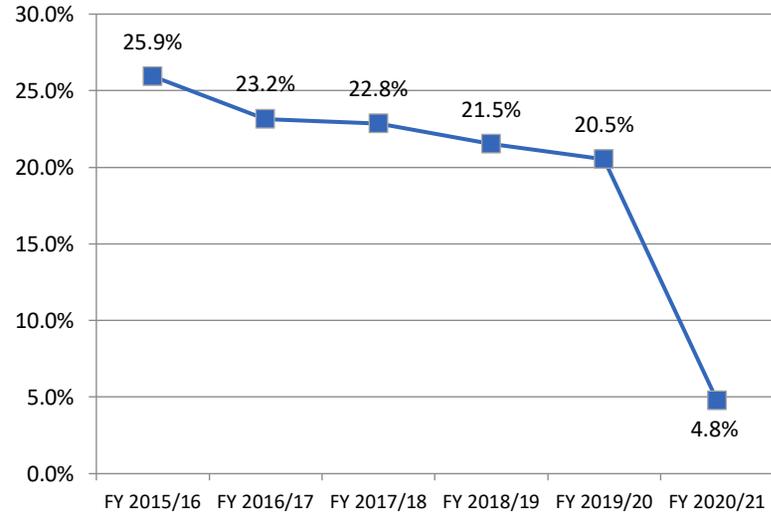
Exhibit 6.33 Demand-Response Fare/Passenger
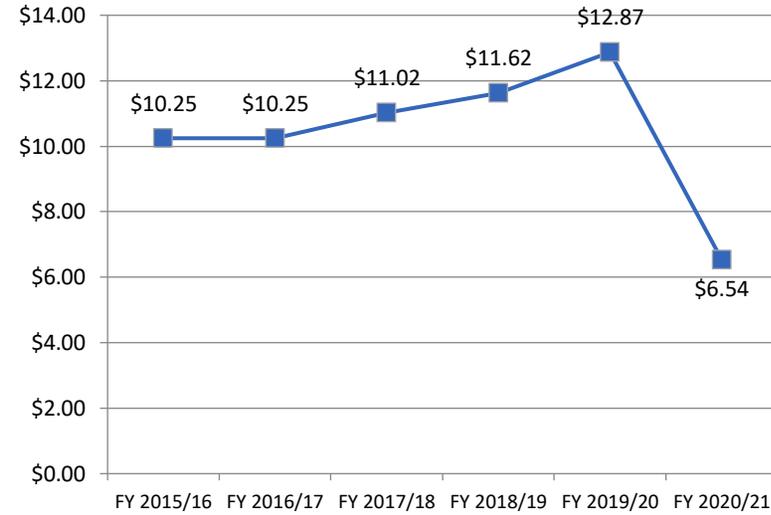
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Chapter 7 | Functional Review

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

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

Service Overview

The El Dorado County Transit Authority (El Dorado Transit) provides public transportation on the western slope of El Dorado County under the authority of a Joint Powers Agreement (JPA) with the County of El Dorado and the City of Placerville. El Dorado Transit's fixed-route and dial-a-ride services provide mobility for the communities of Placerville, Diamond Springs, Cameron Park, Pollock Pines, and El Dorado Hills, and commute trips into Sacramento and Folsom.

El Dorado Transit's fixed-route service generally operates Monday through Friday, with two routes operating on Saturday. The service does not operate on Sundays or designated holidays. Commuter routes run Monday through Friday from El Dorado County into downtown Sacramento. Starting at the Central Park and Ride in Diamond Springs, commuter routes pick up passengers at the Ray Lawyer Drive Park and Ride in Placerville, the Ponderosa Road Park and Ride in Shingle Springs, the Cambridge Road Park and Ride in Cameron Park, the El Dorado Hills Park and Ride and the overflow lot at Vine Street and Mercedes Lane in El Dorado Hills.
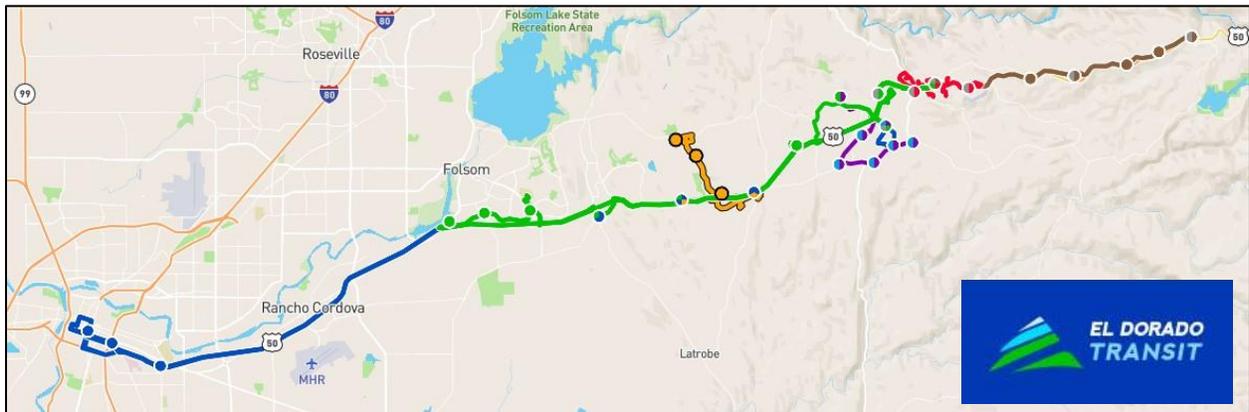
El Dorado Transit provides a Dial-A-Ride service that is a curb-to-curb transportation service, available by advance reservation for registered seniors and persons with disabilities. SAC-MED is a transportation program the operates between park and ride lots and medical-related appointments in Sacramento County and in the Roseville area on Tuesdays and Thursdays. ADA paratransit is an origin-to-destination service operating during the same hours as the local fixed-route services. The service operates within ¾ of a mile of a local fixed route and is available for eligible ADA passengers.

Exhibit 7.1 El Dorado Transit Routes and Services

Route/Service	Type of Service	Service Days/Times	Frequency
Route 20 – Placerville	Local fixed route	Monday – Friday, 6:30 a.m. – 7:25 p.m.	Hourly
Route 25 – Saturday Express	Local fixed route	Saturday, 9:00 a.m. – 4:55 p.m.	Hourly
Route 30 – Diamond Springs/El Dorado	Local fixed route	Monday – Friday, 7:00 a.m. – 6:55 p.m.	Hourly
Route 35 – Diamond Springs/El Dorado Saturday	Local fixed route	Saturday, 9:00 a.m. – 4:55 p.m.	
Route 40 – Cameron Park/Shingle Springs	Local fixed route	Monday – Friday, 6:30 a.m. – 7:20 p.m.	Hourly
Route 50 – Express	Local fixed route	Monday – Friday, 6:00 a.m. – 7:00 p.m.	9 trips daily
Route 60 – Pollock Pines/Camino	Local fixed route	Monday – Friday, 7:00 a.m. – 6:55 p.m.	Hourly
Sacramento Commuter	Commuter fixed route	Monday – Friday, 5:10 a.m. – 9:25 a.m., 2:00 p.m. – 6:10 p.m.	4 regular and 2 reverse commute trips each morning and afternoon
Dial-A-Ride	Demand-response	Monday – Friday, 7:30 a.m. – 5:00 p.m.; Saturday – Sunday, 8:00 a.m. – 5:00 p.m.	
SAC-Med	Demand-response	Tuesday & Thursday, 8:00 a.m. – 6:10 p.m.	
ADA Paratransit	Demand-response	Same as individual local fixed routes	

Exhibit 7.2 Fixed-Route Fare Structure

Fare Category	General	Senior (60+)/ Disabled/K-12
Local Routes		
One-way	$1.50	$0.75
Daily Pass	$6.00	$3.00
Monthly Pass	$30.00	$15.00
EDT Local & Sac RT Combo Pass	$100.00	$65.00
Commuter Routes		
One-way (per boarding)	$5.00	
Monthly Pass	$180.00	
EDT Local & Sac RT Combo Pass	$210.00	

Exhibit 7.3 Demand-Response Fare Structure

Fare Category	Senior (60+)/ Disabled/K-12
Dial-A-Ride one-way base fare (up to 4 miles)	$2.00
Dial-A-Ride each additional mile	$0.50
Dial-A-Ride Personal Care Attendant (PCA)	Free
SAC Med one-way fare	$10.00
SAC Med Personal Care Attendant (PCA)	Free
ADA Paratransit	$3.00

Exhibit 7.4 Scrip Tickets

Quantity and Value	Cost
$0.50 tickets (36)	$18.00
$0.75 tickets (40)	$30.00
$5.00 tickets (20)	$100.00

Lifetime passes, which can be used on all local fixed routes and the 50 express, are available by application to seniors age 80 and older. Scrip tickets may be used in lieu of cash on all El Dorado Transit services. They are available in varying quantities and denominations. Passes and scrip may be purchased on EDCTA's online store or at the El Dorado Transit office, Placerville Senior Center, the California Welcome Center/El Dorado Hills Chamber, or by mail. Passes and cash value may be loaded onto a regional Connect Card. The Connect Card with cash value can also be used on other transit systems throughout the region.

Response to the COVID-19 pandemic
In March 2020, due to the COVID-19 pandemic and reduced ridership, the Commuter routes were reduced from eleven round trips to four round trips, and contract demand-response services were suspended due to program closures. In the spring and summer of 2020, El Dorado Transit also offered temporary grocery and pharmacy home delivery services to its Dial-A-Ride customers, as well as Senior Nutrition Program transportation and delivery service. El Dorado Transit also offered free rides on the fixed-route service to COVID-19 vaccination sites.

As a result of the COVID-19-related service suspensions beginning in Spring 2020, El Dorado Transit executed a reduction in workforce through a combination of attrition and layoffs. In June 2020, the agency amended its CalPERS contract to allow for early retirement incentives and approved a personnel allocation plan for FY 2020/21 eliminating positions representing up to eighteen FTEs across all departments. In all, eight employees elected to retire early, ten employees were laid off, and eleven were reduced from full-time to part-time.

General Management and Organization

Management monitors program performance on an ongoing basis. Every month management produces and reviews a system-wide Administrative/Operations Report. Management and staff work closely on a day-to-day basis and meet regularly. Operations staff and executive management have weekly meetings to address and provide direction on departmental projects and issues. The COVID-19 pandemic has presented numerous administrative, governance, and operational challenges. With the support of the Board, management has been proactive and focused on maintaining the health and safety of riders and staff, providing the highest levels of service possible, and effectively managing the various regulatory and financial tasks throughout the crisis.

The program is well-organized and lines of reporting and managerial authority are defined and effective. However, despite having returned all eligible and willing employees from layoff, the agency is challenged with returning to a fully staffed status, especially the Operations Department. This presents barriers to reinstating suspended services due to the lack of available operators and support staff. Besides an acute need to fill vacant positions in the Operations department, the administration could benefit from a staff person focused on purchasing/procurement projects (other than vehicle parts).

Several service changes took place during the audit period not related to the COVID-19 pandemic.

- January 2019:
  - Minor updates were implemented on the Local Fixed Routes for safety and ease of navigating the service.
  - Route 40 in Cameron Park/Shingle Springs and Route 70 in El Dorado Hills were updated so that Route 70 could serve more of El Dorado Hills and eliminate overlap with Route 40.
- June 2019:
  - Route 70 in El Dorado Hills was discontinued due to poor performance.
  - Some stops were moved in Placerville to accommodate the new larger buses being introduced.
  - Changes were introduced to Route 30 Diamond Springs/El Dorado at the request of passengers.
- November 2019:
  - Route time adjustments were implemented on the Local Fixed Routes for accuracy of travel times.
- July 2020:
  - Changes were implemented on the Local Fixed Routes per the recommendations in the 2019 SLRTP.
  - Increased and extended service on the 50 Express Route.
  - Reconfigured the Placerville and Pollock Pines routes, allowing for equivalent coverage and frequency using one less bus overall.

o Less-used stops on Route 40 Cameron Park/Shingle Springs were transitioned to on-request stops.

Service changes are measured using existing goals and objectives, with consideration for the circumstances presented by the pandemic.

The agency has an open, collaborative, and productive relationship with EDCTC. Staff and management at both organizations communicate regularly and work well together to further Transit's goals. The Executive Director and/or Planning Manger regularly attend regional coordination meetings and networking opportunities. Staff maintains communications with peer agencies and participates on multiple governing boards/committees for regional advocacy and pool insurance organizations.

EDCTA Board Meetings are held on the first Thursday of the month at 1:00 p.m. in the County Board of Supervisors Chambers (330 Fair Lane, Placerville). This location is ADA compliant and fully accessible and is served by El Dorado Transit Route 50 Express, Dial-A-Ride, and ADA Paratransit. Meetings have been held virtually (via Zoom or telephone) since the beginning of the COVID-19 pandemic.

Exhibit 7.5 Organizational Chart
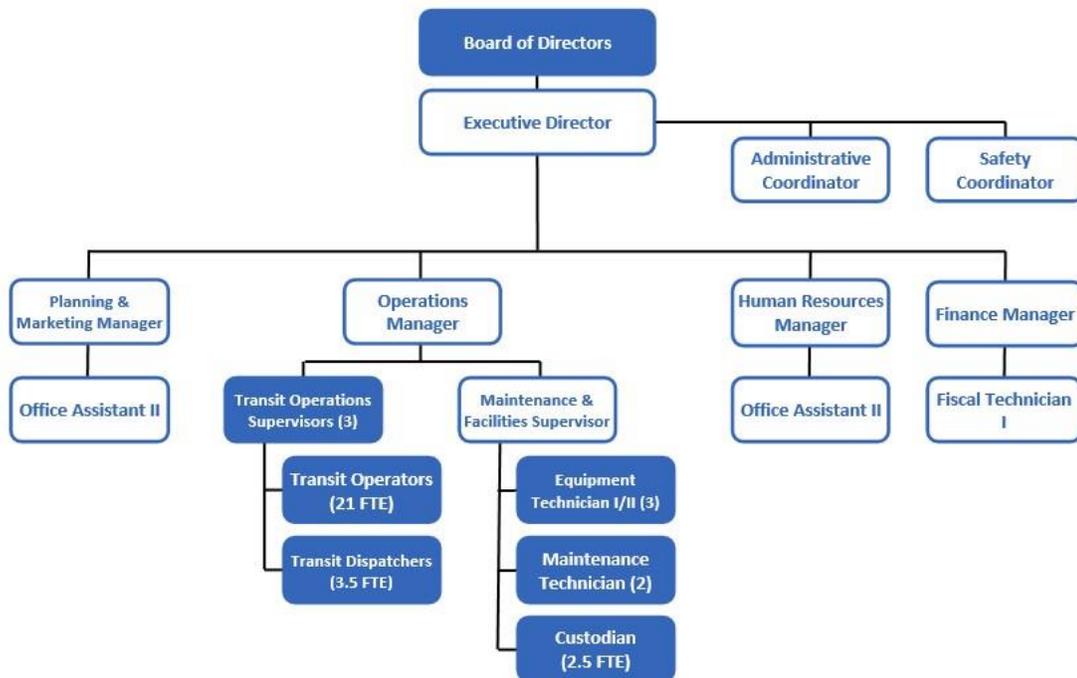
Service Planning

The Short Range Transit Plan development process, typically conducted every five years, serves to establish goals and objectives for the program. It is usually conducted with the help of an outside consultant. The SRTP provides recommendations to improve all aspects of the administration and operation of the transit program within anticipated fiscal constraints, as well as establishes capital plan elements to support the growth of the program.

The agency works directly with the EDCTC in the SRTP development process and on a continuing basis to help ensure the program is consistent with local and regional transportation plans. Performance is tracked on an ongoing basis and formally reported on at least a monthly basis to executive management and the Board.

In addition to revenue forecasting and capital expenditure recommendations developed in the SRTP, staff maintains and recommends a capital plan and budget for Board adoption on at least an annual basis, with intermittent updates and revisions made at least once mid-year.

All vehicles in EDCTA's fleet are ADA compliant and fully accessible. The Authority plans routes for Senior Day Care and Motherlode Rehabilitation to be efficient and cost effective. In addition to ADA Paratransit, EDCTA offers Dial-A-Ride and SAC-Med services. Dial-A-Ride is a curb-to-curb transportation service, available by advanced reservation in a set area of El Dorado County seven days per week. SAC-Med is non-emergency medical appointment transportation that takes people to the greater Sacramento area on Tuesdays and Thursdays.

Under a contract with ALTA California Regional Center, El Dorado Transit provides curb-to-curb transportation service to clients of the Motherlode Rehabilitation Enterprises, Inc. (MORE) which is a local independent living, vocational, and employment support program for adults with disabilities. Pre-pandemic, subscription Dial-A-Ride service was also provided to attendees of the County's older adult day programs in El Dorado Hills and Placerville. The MORE and County senior program trips were typically interlined for efficiency.

Public participation is typically encouraged during major planning projects such as the SRTP or the Zero-Emissions Bus Implementation Plan. Public participation activities are also conducted during the Title IV Plan. Public hearings are generally held during regularly scheduled Board meetings. The public is also given the opportunity to email, mail, or call with their comments before the hearing, and all comments are presented to the Board. The agency regularly convenes a Transit Advisory Committee.

The most recent rider and non-rider survey was conducted in July 2021 for the Zero Emission transition plan developed and conducted in collaboration with EDCTC staff and the Plan's public outreach consultant.

Administration

The budget is developed based on current experience and forecasting. The Finance Manager looks at the prior six months data, along with market trends, and estimates the new year's needs and budget levels. Revenues are considered first as a general fund is not available to El Dorado Transit. Once the draft is available the Executive Director reviews for discussion purposes, prior to the draft being presented to the Board at its regularly scheduled March meeting.

Monthly internal financial reports are provided to the Executive Director and Operations Manager. Condensed versions that are department-specific are also provided to the Planning and Marketing Manager, Human Resources Manager, Facilities and Maintenance Supervisor and the Safety Coordinator. These include Budget versus Actual monthly and year-to-date, Profit and Loss Statement monthly and year-to-date, and a Balance Sheet.

The agency uses QuickBooks and a repetitive back-up system to manage and secure financial data.

Currently the Finance Manager has primary responsibility for Federal grant Sections 5307, 5311, and 5339. These are passed through the California Department of Transportation and the Sacramento Regional Transit District. The Planning and Marketing Manager is primarily responsible for FTA Section 5310, State programs (e.g., SGR and LCTOP), and local grant applications and management.

Safety risk management identified in EDCTA's Agency Safety Plan uses the process of identifying hazards, assessing the hazards using the assessment matrix, and mitigating the hazards when it meets the criteria. Mitigation may consist of training, best practices/policies additions or changes, engineering controls etc. An IT contractor typically handles IT security events and maintains communication to Transit staff by the Administrative Coordinator, who acts as a point person. Staff has established roles, responsibilities, and procedures for accident/incident investigation and tracking.

El Dorado Transit is a long-standing and active member of the California Transit Insurance Pool (CalTIP). Safety practices are reviewed and tracked on an ongoing basis and are a focus annually as part of the Public Transportation Agency Safety Plan update process.

Contracts are awarded based on competitive bidding/pricing where practical and in accordance with the Procurement Policies and Procedures Manual. Management typically designates a staff person to manage contracts according to their department, level of familiarity, and/or expertise with the service or product being acquired.

Contract managers are responsible for monitoring for performance. Contracts for capital projects and/or contracts with values that exceed the Executive Director's $25,000 purchasing authority are subject to Board approval.

Janitorial services and regular landscaping are provided under contract. Major HVAC or plumbing repairs are procured as needed. Other day-to-day facility and bus stop maintenance duties are handled by in-house staff. El Dorado Transit contracts for a bus shelter advertising program which provides for regular maintenance of the advertising bus shelters specifically. Facility management is the responsibility of the Maintenance and Facilities Supervisor who reports directly to the Operations Manager.

The EDCTA uses an electronic system for time-keeping. The Human Resources Manager and the Fiscal Technician II share responsibilities for any changes to an employee's time. Payroll processing is done by the Fiscal Technician II. A journal report is printed form the system for review by the Finance Manager. Once review and needed corrections are completed, the Executive Director reviews the journal reports for approval of the transmittal of information to the outside payroll company.

The Fiscal Technician II is responsible for accounts payable and accounts receivable, along with preparing the disbursements that are signed and authorized by the Executive Director.

The EDCTA has a Procurement Policies and Procedures Manual that properly outlines the bid processes. Staff typically researches current statutes and policies to verify compliance. Fuel has been designated by the El Dorado Transit Board as exempt from competitive procurement. All vehicles are purchased through a competitive bid process through either a cooperative process or State approved process that comply with Buy America.

The EDCTA does not have staff formally assigned to an internal audit function. The agency contracts with a third-party accountant to provide for the ongoing oversight of financial transactions, bank reconciliation, and grants management.

Scheduling, Dispatch, and Operations

Drivers are represented by the Operating Engineers Local No. 3. Currently EDCTA has ten full-time and nineteen part-time employees. Drivers bid their work based on seniority. Per the MOU, EDCTA makes all reasonable efforts to conduct a driver bid a minimum of twice per year. Not all drivers are qualified to drive all routes and services.

Vacations are scheduled in advance. When a driver is on a scheduled vacation, designated floaters, extra help, or extra work board drivers are assigned to cover their work. The sick leave policy is delineated in the EDCTA Personnel Policy and Procedures Manual.

Vehicles are assigned based on the type of service they are providing and the potential capacity that is needed. For commuter routes, MCI 57-passenger coaches are assigned. For local fixed routes, 37-passenger low-floor Gilligs are assigned, and for demand-response services either a 24-passenger cutaway or a minivan is assigned based on the passenger manifest.

The evening prior to each service day, maintenance staff review which vehicles are available the next day with the on-duty dispatcher and the appropriate assignments are made.

At the end of the day, the Transit Operator removes the trip-locked vault containing any cash fares collected and takes it directly to the on-duty dispatcher, who stores the vault in the surveilled secured fare counting room. The following day a Transit Operations Supervisor (TOS) removes the fare from each vault and hand counts the paper money and uses a coin counter for loose coins, then records the amount on a fare count sheet. Once this process is completed, the TOS takes all cash fares directly to the accounting department for verification and deposit.

The vault count room has video surveillance and only a limited number of employees have electronic key access to the room. Cash is stored in the safe as needed and accounting staff typically take the deposit to the bank in a staff vehicle. On a daily basis, the Fiscal Technician II or the Finance Manager counts the cash and reconciles against the fare count sheets, then processes the deposit.

Personnel Management and Training

Recruiting has been challenging; however, the EDCTA is in the process of creating a robust hiring campaign to increase its pool of potential applicants. EDCTA's goal is to engage with the local community by participating in several community events throughout the year to establish itself as an employer of choice.

El Dorado Transit currently advertises all job openings on its website, Craigslist, social media accounts, and local job boards such as the county chamber of commerce. Like most employers at this point in the COVID-19 pandemic, responses to job openings have been low. As the EDCTA endeavors to expand hiring outreach, such as hosting hiring events and engaging at local community events, staff feel this will provide additional opportunities to inform the community about the benefits of working for the organization.

Most recruits require comprehensive training and licensing, although some will already have a Class B or Class A commercial driver's license. In those cases, they generally require minimal training to include EDCTA's policies and procedures and route training.

El Dorado Transit has an employee of the month program, where the management and supervisory staff vote for one employee to be chosen as employee of the month. The employee is presented with a certificate of recognition, enjoys a designated parking spot for the month, and has their name and picture displayed on a plaque in the breakroom. The employee of the month is also given an honorable mention during EDCTA's monthly board of directors meeting.

El Dorado Transit created an Employee Engagement Committee that consists of employees meeting monthly to plan events and recognition for their peers. It also has a Safety Driving Award program for its Transit Operators. Each year, the program recognizes Transit Operators who meet a minimum of hours and were not involved in on-the-job moving violations or chargeable accidents.

Turnover for driving staff is relatively low. The EDCTA implemented a hiring bonus program and an employee referral program for all job classifications. Candidates and employees who refer a successful candidate may each be eligible for a bonus of up to $1,000 over the course of the new hire's initial training and probation period. This program is not part of the collective bargaining agreement.

Performance evaluations are completed regularly on no less than an annual basis. All new hires receive an evaluation every three months during their initial probationary period and then on an annual basis, based on their date of hire.

Training for new Transit Operators begins with approximately 40 hours of classroom instruction consisting of Bus Operations, Emergency Management, Customer Service, and local policies and procedures. At the conclusion of the classroom instruction, each new hire receives 20 to 30 hours of one-on-one behind-the-wheel (BTW) training. The training team is led by Transit Operations Supervisors and the Safety Coordinator who have at a minimum attended formal bus operator training through the Transit Safety Institute or the National Transit Institute. Qualified regular Operators also serve as "Designated Trainers" and provide some of the behind-the-wheel training for new hires as well as some remedial training.

All vehicles are equipped with the appropriate safety equipment including fire extinguishers, onboard surveillance, two-way radios, and automatic vehicle locating systems.

Policies regarding absences, tardiness, and progressive discipline are clearly communicated and defined within the agency's personnel policies and procedures manual and within the collective bargaining agreement.

Full-time employees, including regular Operators and their dependents, are offered health and dental insurance. Vacation, leave, maternity, education reimbursement, and retirement benefits are also offered to all full-time employees. Part-time employees (employee only) are eligible for health, dental, and life insurance (same as full-time), as well as vacation, sick leave, maternity on a pro-rated basis, and retirement benefits. Part-time employees employed on or after September 5, 2019, pay for health benefits on an 80/20 split.

Marketing and Public Information

Transit Marketing activities for the EDCTA include posting information to its website, Facebook, Twitter, RouteShout app, and email communications with customers registered for rider alerts. Printed materials are available at various locations throughout the county, at bus stops, and the transit office. Printed schedules and maps are posted at major bus stops. Flyers are posted in the buses with announcements or promotions. A quarterly newsletter is distributed online, through email, and printed with the latest news and information regarding El Dorado Transit services. Press releases are disseminated with the latest news and information to promote its services and updates.

A combination of front office and dispatch staff respond to telephone inquiries during operating hours and makes all reasonable attempts to resolve issues during the initial call. If customers leave a message after hours, staff contact them as soon as possible with the information they are requesting. If a problem comes up that requires additional steps for resolution, the practice is to let the customer know how long it will take to resolve the issue and then respond within in that timeframe. This timeframe is usually complied with. A spreadsheet is used to track customer complaints/issues.

Performance and survey data is analyzed to develop goals and identify target markets. During the audit period, the EDCTA has advertised and promoted the Connect Card: route updates: its new Sacramento-South Lake Tahoe Connector Bus: hiring initiatives; and COVID-19-related mitigation measures, special services, and fare changes such as free rides for vaccinations and deliveries.

The public generally has a positive opinion of El Dorado Transit, but the EDCTA believes many people may still not know much about its services. Management acknowledges that a more robust marketing effort will be critical to reestablishing ridership and public support for the program during recovery efforts from the pandemic.

Staff works effectively with the college campuses in the area and are working with them to increase college student ridership.

Maintenance

Gas engine vehicles are serviced at 4,000/12,000/24,000/48,000 miles in cascading service procedures. Diesel vehicles are serviced at 6,000/12,000/24,000/48,000 miles in cascading service procedures. Maintenance schedules conform to manufacturer's recommended schedule.

Compliance with the schedule is tracked through EDCTA's database maintenance software program. Maintenance often conflicts with regular vehicle use as the vehicles are taken offline to perform any maintenance task when the shop is open during El Dorado Transit's hours of operation.

The dedicated transit facility is capable of accommodating repairs that are not sent out. Typical repairs sent out include paint, major body work, glass repair/replacement, and smog inspections. The facility has three indoor bays and one covered bay for the fleet repairs. Records are primarily kept in the database maintenance software program.

The average age of the fleet is six years with an average mileage of 169,084 miles. The EDCTA has a replacement program in effect.

A lock out/tag out procedure is used to ensure unsafe buses are not put into service. Mileage is recorded every Friday and factored into prioritizing which vehicles are to be serviced the following week. The backlog of repairs and preventative maintenance is modest.

Entry in to the parts room requires a key card to access which is only carried by the Operations Manager, Finance Manager, Maintenance and Facilities Supervisor, and the Maintenance Technician. In the event of breakdowns, the on-duty Transit Dispatcher is responsible for relaying notifications to the maintenance staff immediately. Each evening the closing Transit Dispatcher and the Equipment Technician review the next day's vehicle maintenance schedule.

Exhibit 7.6 El Dorado Transit's Fleet

Vehicle #	Year	Make	Model	PAX	WC Positions	Mileage as of 6/30/21
0905	1995	Ford	Escort	4	0	
0501	2005	Honda	Civic	4	0	69,115
0602	2006	Bluebird	Excel	46	2	299,933
0607	2006	Bluebird	Excel	38	2	357,342
0608	2006	Bluebird	Excel	38	2	316,407
0701	2007	Chevrolet	Malibu	4	0	58,828
0702	2007	Dodge	Dakota	2	0	77,170
0901	2009	Chevrolet	Kodiak	27	2	316,950
0903	2009	Chevrolet	Kodiak	27	2	301,337
1001	2010	MCI	D4500	58	2	398,127
1002	2010	MCI	D4500	58	2	389,430
1003	2010	MCI	D4500	58	2	362,802
1004	2010	MCI	D4500	58	2	341,992
1005	2010	MCI	D4500	58	2	330,227
1006	2010	MCI	D4500	58	2	436,092
1007	2010	MCI	D4500	58	2	408,322
1008	2010	MCI	D4500	58	2	335,314
1009	2010	MCI	D4500	58	2	411,149
1202	2012	MCI	D4500	58	2	244,853
1304	2013	Dodge	Caravan	4	2	193,849
1401	2014	MCI	D4500	58	2	191,822
1501	2015	Dodge	Caravan	5	2	145,816

Vehicle #	Year	Make	Model	PAX	WC Positions	Mileage as of 6/30/21
1502	2015	Dodge	Caravan	5	2	120,599
1503	2015	Dodge	Caravan	4	2	103,642
1504	2015	Dodge	Caravan	4	2	105,797
1601	2016	Ford	F550	25	2	72,017
1602	2016	Ford	F550	25	2	120,688
1603	2016	Ford	F550	25	2	106,817
1604	2016	Ford	F550	25	2	95,544
1605	2016	Ford	F550	25	2	111,362
1607	2016	Ford	F550	25	2	78,653
1608	2016	Ford	C Max	4	0	38,621
1609	2016	Ford	C Max	4	0	40,545
1610	2016	Ford	C Max	4	0	41,911
1611	2016	Ford	C Max	4	0	35,154
1701	2017	Gillig	LOW-FLOOR 35'	32	2	209,138
1702	2017	Gillig	LOW-FLOOR 35'	32	2	207,791
1703	2017	Gillig	LOW-FLOOR 35'	32	2	94,649
1704	2017	Gillig	LOW-FLOOR 35'	32	2	224,576
1705	2017	Gillig	LOW-FLOOR 35'	32	2	239,207
1706	2017	Gillig	LOW-FLOOR 35'	32	2	238,177
1707	2016	Chevrolet	Traverse	4	0	18,674
1801	2018	MCI	D4500	58	2	96,604
1802	2018	MCI	D4500	58	2	96,788
1803	2018	MCI	D4500	58	2	81,894
1804	2018	MCI	D4500	58	2	94,613
1805	2018	MCI	D4500	58	2	82,070
1901	2019	Ford	E450	21	2	5,137
1902	2019	Ford	E450	21	2	4,499
1903	2019	Ford	E350	21	2	4,325
1904	2019	Ford	E450	21	2	4,015
1905	2019	Ford	E450	21	2	4,686
1906	2019	Ford	F550	25	2	1,824
1907	2019	Dodge	Caravan	4	2	28,018
1908	2019	Dodge	Caravan	4	2	16,472
1909	2019	Dodge	Caravan	4	2	22,959
1910	2019	Dodge	Caravan	4	2	401
1911	2019	Dodge	Caravan	4	2	210
2001	2020	Gillig	LOW-FLOOR 35'	32	2	38,637
2002	2020	Gillig	LOW-FLOOR 35'	32	2	29,977
2003	2020	Gillig	LOW-FLOOR 35'	32	2	24,420
2004	2020	Gillig	LOW-FLOOR 35'	32	2	23,459
7055	2005	Ford	E450	2	0	29,590

Chapter 8 | Findings and Recommendations

Conclusions

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

Findings

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

The audit team has identified three functional findings. While these finding are not compliance findings, the audit team believes they warrant inclusion in this report:

1. The EDCTA could use an additional 1.0 FTE to provide support for purchasing/procurement activities.
2. The EDCTA should continue to explore whether IT issues are having a disproportionate impact on maintenance operations.
3. Transit planning completed prior to the COVID-19 pandemic is unlikely to be relevant given the significant changes in the transit landscape.

Program Recommendations

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

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

Functional Finding 1: The EDCTA could use an additional 1.0 FTE to provide support for purchasing/procurement activities.

Criteria: The General Management and Organization functional area, as identified in Chapter III of the *Performance Audit Guidebook*, looks at the overall effectiveness and functionality of the transit operator's internal organizational structure and staffing levels.

Condition: During the site visit, staff indicated the EDCTA could use additional staff to provide support for purchasing and procurement activities not related to vehicle parts.

Cause: As staff responsibilities evolve, it is not uncommon for specific needs such as this to arise.

Effect: Responsibilities must be covered by other staff on top of their own workload.

Recommendation: Budget for an additional full-time Assistant or Technician position to assist with purchasing/procurement not related to vehicle parts.

Recommended Action: The EDCTA should budget for an additional full-time position to support purchasing and procurement. This is likely to be an Assistant or Technician position.

Timeline: FY 2022/23.

Anticipated Cost: Consistent with compensation levels for other positions in this job class.

Functional Finding 2: The EDCTA should continue to explore whether IT issues are having a disproportionate impact on maintenance operations.

Criteria: The Maintenance functional area, as identified in Chapter III of the *Performance Audit Guidebook*, looks at the overall effectiveness and functionality of the transit operator's maintenance program.

Condition: This recommendation is carried forward from the prior Triennial Performance Audit. It recommended the EDCTA hire a mechanic with an IT specialization or engage an IT consultant to more effectively address maintenance issues related to technology. It also recommended the EDCTA track the impact IT issues were having on other maintenance activities so as to assess whether additional IT support was warranted. It is unclear as to whether this tracking was completed. The EDCTA is having challenges in recruiting a general mechanic, especially in light of the COVID-19 pandemic, so recruiting a mechanic with an IT specialization has not been a priority.

Cause: The maintenance department has been short at least one general mechanic.

Effect: There has been little progress toward implementation of the prior recommendation.

Recommendation: Track the impact of IT issues on maintenance activities and secure additional IT support if needed.

Recommended Action: If it has not already done so, the EDCTA should track the percentage of hours spent on technology-related maintenance. It is also worth considering whether the technology-related maintenance is taking longer because mechanics do not have an IT specialization, or whether they are being completed within a reasonable amount of time. If these tasks are taking up a significant amount of maintenance time and could be done more quickly by an IT specialist, the EDCTA may wish to consider hiring a mechanic that could fill this role. If tasks are less frequent, engaging an IT consultant for on-call support may be a more appropriate solution.

Timeline: Tracking in FY 2021/22; implementation in FY 2022/23.

Anticipated Cost: There should be a negligible cost associated with the time tracking; cost of an IT specialist or consultant will vary depending on qualifications and/or time retained.

Functional Finding 3: Transit planning completed prior to the COVID-19 pandemic is unlikely to be relevant given the significant changes in the transit landscape.

Criteria: The Western El Dorado County Short- and Long-Range Transit Plan serves as the primary transit planning document for EDCTA.

Condition: The most recent Short- and Long-Range Transit Plan was completed in 2019. Since that time, the transit landscape in El Dorado County – as well as the rest of the United States – has changed dramatically due to the impact of the COVID-19 pandemic. While the future of the COVID-19 virus has evolved to be endemic rather than pandemic, and most of the early restrictions have been lifted or reduced, the impact of the COVID-19 pandemic on public transit is expected to be felt for a long time. EDCTA, like many transit operators, was forced to reduce its workforce and modify its service due to significantly reduced demand. As of December 2021, ridership has remained at approximately one-third of what it was in FY 2018/19. This has resulted in significantly lower fare revenues – instead of comprising as much as 20 percent of the transit system's operating cost, in FY 2020/21 it made up just three percent.

Cause: The COVID-19 pandemic and its aftermath are the clear cause of this finding.

Effect: Recovery from the pandemic's impact on ridership is likely to take a long time.

Recommendation: Work with EDCTC to conduct post-COVID strategic planning for transit in western El Dorado County.

Recommended Action: Using FY 2020/21 and FY 2021/22 as a new baseline, determine appropriate performance measures, approaches to service, and trigger points for service expansion or reduction. If there is a desire to continue operating transit according to the current model/plan, it may be necessary to identify alternative funding sources to make up for lost fare revenues. Alternately, changes to the organizational structure and/or new service delivery strategies may be identified to provide a "right-sized" level of service for a reduced operating cost. The resulting plan should also include robust marketing recommendations to introduce new or modified services as well as to continue to promote them.

In addition to serving as a crucial planning document for the immediate future of transit service in El Dorado County, the planning process should be accompanied by a robust public engagement effort to both gather essential input from riders and community stakeholders as well as to educate the community and decision-makers about how transit has changed since March 2020. Doing so will help garner important information about how individual travel patterns have changed while also promoting community acceptance of the resulting plan.

Timeline: FY 2022/23.

Anticipated Cost: Dependent upon project scope.

Management Response: In response to impacts from the COVID-19 pandemic, El Dorado Transit is undertaking a "Community Reconnection Plan," a strategic planning effort intended to:

- Develop a strategic plan that includes a comprehensive evaluation and actionable recommendations to address El Dorado Transit's goals and objectives, service design and operations, capital improvements, funding strategy, management structure, and related policy issues.
- Address internal and external factors influencing the use of public transit, including impacts from the COVID-19 pandemic, local and regional transit policies, service schedules, route designs, fare policies, passenger tools and amenities, land uses, tourism, etc.
- Be informed by and incorporate extensive public engagement efforts.
- Focus on development of short-range strategies and actions (within a 3-year window) with consideration for longer-term objectives and improvement of overall sustainability.
- Be adopted by the El Dorado County Transit Authority Board in late 2022.

Additional Recommendation

In addition to the functional findings and recommendations detailed above, the audits have also included an additional recommendation that is not tied to a specific finding. This recommendation, while related to Functional Finding #3, looks at specific issues arising from the COVID-19 pandemic and the future of transit in western El Dorado County.

EDCTA, like many transit operators, is currently operating outside of what was considered "normal" two years ago. However, unlike other temporary disruptions, the COVID-19 pandemic is expected to have a lasting effect, with changes to how people work and travel. A greater transition to "work from home" in many industries has lessened or eliminated work travel for many individuals, and others may continue to limit their travel due to health concerns. Therefore, it is unlikely that EDCTA will simply revert to the way things were. This requires potential changes in how success in a transit operation is measured.

AB 149, in addition to offering temporary relief from penalties associated with a failure to meet farebox recovery ratio goals, made some more lasting changes to how those metrics are calculated by expanding what revenues can be counted as local supplementation for the purposes of this calculation, as well as expanding what can be excluded from operating cost for this calculation. Increasing fare revenue and decreasing operating costs serves to increase the farebox recovery ratio. Since federal funds can now be included in that fare revenue figure, this alone takes some of the pressure off EDCTA's ability to meet this metric.

Meeting the farebox recovery ratio, however, is only part of the challenge. What AB 149 does is make it easier to meet the farebox recovery ratio, minimizing the risk of losing a portion of TDA funding. What it does not do is add additional funding. Therefore, it is still up to the transit operator to ensure it can operate within the constraints of available funding. This typically is approached in one of two ways: Securing additional funding (whether by increasing fares or identifying new funding sources) or adjusting service so as to stay within budget. This is where EDCTA stands at this point in time – TDA compliance aside, what should transit in western El Dorado County look like and how does EDCTA realize that vision?

Recommendation: Use the strategic planning process to identify what "normal" looks like for EDCTA and determine how to get there.

Recommended Action: The strategic plan to be undertaken in 2022 is the optimal avenue for determining what "normal" looks like and charting a path to get there. It is also important to remember that the COVID-

19 pandemic is still a dynamic situation – while the situation is becoming more endemic than pandemic, it will likely continue to change over the next months and even years. The strategic plan should approach its short-range strategies with that in mind. "Normal" may be something EDCTA has to work up to, and it may look different than the service that is currently operating.

While TDA compliance with the farebox recovery ratio may be less of a concern, it is still important to keep tabs on how EDCTA is faring with respect to that goal. To that end, continuing to include a detailed farebox recovery ratio calculation within the TDA fiscal audit is especially important. This will enable EDCTA to monitor its balance of revenue and funding, taking into account the additional included revenues and excluded costs detailed under PUC Sections 99268.17 and 99268.19 in AB 149.

Timeline: FY 2022/23.

Anticipated Cost: Included within Recommendation #3.

Exhibit 8.1 Audit Recommendations

Functional Recommendations		Importance	Timeline
1	Budget for an additional full-time Assistant or Technician position to assist with purchasing/procurement not related to vehicle parts.	Medium	FY 2022/23
2	Track the impact of IT issues on maintenance activities and secure additional IT support if needed.	Medium	FY 2021/22
3	Work with EDCTC to conduct post-COVID strategic planning for transit in western El Dorado County.	High	FY 2022/23
Additional Recommendations		Importance	Timeline
1	Use the strategic planning process to identify what "normal" looks like for EDCTA and determine how to get there.	High	FY 2022/23

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