Shasta Regional Transportation Agency

TDA Triennial Performance Audit of the Redding Area Bus Authority for FY 2021/22 - FY 2023/24

FINAL REPORT | APRIL 2025

moore & associates

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Chapter 1 | Executive Summary

In 2024, the Shasta Regional Transportation Agency (SRTA) 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 Redding Area Bus Authority (RABA) 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 RABA's public transit program for the period:

- Fiscal Year 2021/22,
- Fiscal Year 2022/23, and
- Fiscal Year 2023/24.

The Redding Area Bus Authority (RABA) provides bus and paratransit services in the cities of Anderson, Redding, and Shasta Lake, as well as unincorporated portions of Shasta County. RABA operates 10 fixed routes and the Amtrak Thruway bus service between Redding, Red Bluff, and Chico for connections to Sacramento, Stockton, and beyond. RABA previously operated the Burney Express (299X) on behalf of Shasta County, offering three trips in each direction, Monday through Friday. The route is now controlled by RABA and part of its system. The Shingletown Express (44X) operates Monday through Friday and connects Shingletown Park and ride to the Downtown Passenger Terminal.

RABA's paratransit service is known as Demand-Response Service, a shared-ride origin-to-destination public transit for persons with disabilities. Demand-Response Service provides transportation during the same days and hours as fixed-route service, and across the same service area. On Saturdays, there is no service if the fixed route closest to the passenger has no service.

RABA also operates Runabout, an on-demand transportation service the provides customized point-to-point trips within a designated zone. Trips can be made through the RABA and ShastaConnect app powered by Via. Rides can also be booked online or over the phone. Reservations are same day and no advanced reservations are taken. Runabout generally runs between 6:00 a.m. and 10:00 p.m., Monday through Friday, Saturday from 9:00 a.m. to 10:00 p.m. and Sunday between 8:00 a.m. and 4:00 p.m. Fares are the same as the fixed-route service and all passes are accepted.

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

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

The Triennial Performance Audit includes five elements:

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

Test of Compliance

Based on discussions with the Redding Area Bus Authority (RABA) staff, analysis of program performance, and an audit of program compliance and function, the auditors present no compliance findings.

Status of Prior Recommendations

The prior audit – completed in March 2022 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2021 – included three recommendations:

1. Ensure FTE data calculated using the TDA definition and including RABA hours is used in the State Controller Report.
   Status: Implemented.

2. Include a link to the current Board agenda (or meeting cancellation notice) on the front page of the RABA website.
   Status: Implemented.

3. Continue to use the annual TDA fiscal audit to calculate the farebox recovery ratio by mode, incorporating new exclusions, exemptions, and revenue sources from AB 149 beginning in FY 2021/22.
   Status: Implemented.

Findings and Recommendations

Based on discussions with Redding Area Bus Authority (RABA) staff, analysis of program performance, and a review of program compliance and function, the audit team submits no compliance findings for RABA.

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

1. RABA would benefit from a dedicated financial-based position (not shared with the City of Redding).

In completing this Triennial Performance Audit, we submit the following recommendations for RABA's public transit program. They have been divided into two categories: TDA Program compliance recommendations and functional recommendations. TDA program compliance recommendations are intended to assist in bringing the operator into compliance with the requirements and standards of the TDA, while Functional Recommendations address issues identified during the triennial audit that are not specific to TDA compliance.

Exhibit 1.1 Summary of Audit Recommendations

Functional Recommendations		Importance	Timeline
1	Consider adding a financially focused position under RABA to assist with grants management and other financial tasks.	Medium	FY 2025/26

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Chapter 2 | Audit Scope and Methodology

The Triennial Performance Audit (TPA) of the Redding Area Bus Authority's public transit program covers the three-year period ending June 30, 2024. 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 2024, the Shasta Regional Transportation Agency 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. 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 the Redding Area Bus 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 our findings and conclusions.

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

Objectives

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

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

Scope

The TPA is a systematic review of performance evaluating the efficiency, economy, and effectiveness of the transit operator. The audit of the Redding Area Bus Authority 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 Redding Area Bus Authority included thorough review of documents relevant to the scope of the audit, as well as information contained on RABA's website. The documents reviewed included the following (spanning the full three-year period):

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

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

The methodology for this review included a virtual site visit on November 21, 2024. The audit team met with John Andoh (Transit Manager), Yujin Copland (Management Analyst II), Frank Cantwell (Transdev Maintenance Manager), Chuck Sheff (Transdev Training & Safety Manager), and Hallie Fonseca (Transdev General 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 the Redding Area Bus 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. RABA 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 Redding Area Bus Authority staff as well as an inspection of relevant documents including the fiscal audits for each year of the triennium, State Controller annual filings, California Highway Patrol terminal inspections, National Transit Database reports, year-end performance reports, and other compliance-related documentation.

No compliance issues were identified for RABA.

Developments Occurring During the Audit Period

For many operators, the FY 2021/22 – FY 2023/24 audit period reflected both the acute impacts of and recovery from the COVID-19 pandemic. By the end of the audit period – even earlier in some cases – most operators had exhausted federal relief funds, even though penalties for non-compliance with farebox recovery ratios continued to be waived. Many operators, even more than four years after the onset of the pandemic, still struggle with ridership that has yet to recover to pre-pandemic levels.

Given this is not the first Triennial Performance Audit to be conducted since the COVID-19 pandemic, this report will not focus on actions taken as a result of the health crisis. Instead, the compliance review, functional review, and resulting recommendations will focus on ensuring program sustainability once penalty waivers and other emergency legislation have ended.

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. Assembly Bill 149, signed into law on July 16, 2021, provided additional regulatory relief by extending the provisions of AB 90 through FY 2022/23 and adjusting definitions of eligible revenues and operating costs. Most recently, Senate Bill 125, signed into law on July 10, 2023, extended protections provided via earlier legislation through FY 2025/26. While this means the audit period covered by this audit is fully exempt from penalties for non-compliance with the farebox recovery ratio, for example, it also means that transit operators will likely need to be in compliance by the last year of the next audit period.

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

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

1. Prohibits the imposition of the TDA revenue penalty on an operator that did not maintain the required ratio of fare revenues to operating cost from FY 2019/20 through FY 2025/26.
2. Expands the definition of "local funds" to enable the use of federal funding to supplement fare revenues and allows operators to calculate free and reduced fares at their actual value.
3. Adjusts the definition of operating cost to exclude the cost of ADA paratransit services, demand-response and microtransit services designed to extend access to service, ticketing/payment systems, security, some pension costs, and some planning costs.
4. Allows operators to use STA funds as needed to keep transit service levels from being reduced or eliminated through FY 2025/26.

SB 125 calls for the establishment of the Transit Information Task Force to develop policy recommendations to grow transit ridership and improve the transit experience for all users. In the 50-plus 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 Transit Information Task Force is required to submit a report of its findings and policy recommendations to the State Legislature by October 31, 2025. This report is expected to include recommendations for TDA reform, which may impact the next Triennial Performance Audit period.

Exhibit 3.1 Transit Development Act Compliance Requirements

Compliance Element	Reference	Compliance	Comments
State Controller Reports submitted on time.	PUC 99243	In compliance	FY 2021/22: January 31, 2023 FY 2022/23: January 26, 2024 FY 2023/24: January 31, 2025
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 2021/22: December 16, 2022 FY 2022/23: December 14, 2023 FY 2023/24: March 11, 2025
Operator's terminal rated as satisfactory by CHP within the 13 months prior to each TDA claim.	PUC 99251 B	In compliance	April 19, 2021 May 4, 2022 April 20, 2023 April 30, 2024
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	RABA uses a system-wide blended rate of 15%. FY 2021/22: 56.57% FY 2022/23: 53.50% FY 2023/24: 51.36% *Source: RABA ACFRs, FY 2022 – FY 2024. FY 2022 adjusted to reflect federal funding shown in FY 2022 single audit. Penalties for not meeting the farebox recovery ratio waived for all years under AB 90, AB 149, and SB 125.*
Except as otherwise provided, the allocation for any purpose specified under Article 8 may in no year exceed 50% of the amount required to meet the total planning expenditures for that purpose.	PUC 99405	Not applicable	
An operator receiving allocations under Article 8(c) may be subject to regional, countywide, or subarea performance criteria, local match requirements, or fare recovery ratios adopted by resolution of the RTPA.	PUC 99405	Not applicable	
The operator's definitions of performance measures are consistent with the Public Utilities Code Section 99247.	PUC 99247	In compliance	
The operator does not routinely staff with two or more persons a vehicle for public transportation purposes designed to be operated by one person.	PUC 99264	In compliance	

Compliance Element	Reference	Compliance	Comments
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 2021/22: +14.95% FY 2022/23: +8.27% FY 2023/24: +19.18% *Source: State Controller Reports FY 2022 – FY 2024. 19.18% increase in FY 2024 due to increase in contractor costs.*
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	RABA uses a system-wide blended rate of 15%.
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	RABA uses a system-wide blended rate of 15%.
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	This requirement was waived during the audit period under AB 90, AB 149, and SB 125.

Compliance Element	Reference	Compliance	Comments
A transit claimant is precluded from receiving monies from the Local Transportation Fund and the State Transit Assistance Fund in an amount which exceeds the claimant's capital and operating costs less the actual amount of fares received, the amount of local support required to meet the fare ratio, the amount of federal operating assistance, and the amount received during the year from a city or county to which the operator has provided services beyond its boundaries.	CCR 6634	In compliance	

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Chapter 4 | Prior Recommendations

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

The prior audit – completed in March 2022 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2021 – included three recommendations:

1. Ensure FTE data calculated using the TDA definition and including RABA hours is used in the State Controller Report.

   Discussion: PUC 99247 defines a full-time equivalent (FTE) employee based on 2,000 person-hours of work in one year. This definition is used to calculate the FTE metric for reporting on the State Controller's Transit Operator Financial Transaction Report. During the course of the prior audit, RABA provided a summary of hours worked, which was then used to calculate the FTE metric. For FY 2018/19, it appeared the metric was calculated using a divisor of 2,080 hours rather than 2,000. This calculation was subsequently corrected for FY 2019/20 and FY 2020/21. However, the calculation reported to the State Controller did not match the calculated FTE, and the variance was well beyond the difference one can expect to see as a result of rounding.

   Minor variations between the RABA/Transdev calculations and calculation using the TDA definition could easily be explained by differences in rounding. The concern was that neither of the calculated figures for a given year were consistent with that reported to the State Controller. It was also unclear as to whether the hours provided include any RABA/City of Redding staff time. The prior auditor advised RABA to ensure accurate FTE data is reported to the State Controller by including the following elements:

   1. Count all hours worked by Transdev and City staff with respect to the RABA program. If actual City hours are not logged, you may estimate using the percentage an individual is dedicated to transit. For example, if an individual is assigned to transit as .25 FTE, that can be calculated as 0.25 FTE * 2,080 (full-time hours) = 720 hours.
   2. Divide the hours by mode. For administrative personnel and dispatch, this may require calculating a split between modes. You may use vehicle service hours to determine the split for the purposes of this calculation. For example, if there were 41,128 fixed-route VSH and 6,717 demand-response VSH, then the fixed-route share is 86 percent and the demand-response share is 14 percent.
   3. Finally, calculate the FTE by dividing the number of hours by 2,000. The State Controller Report only allows whole numbers to be entered, so you will need to round accordingly.

   Staffers responsible for completing or reviewing the State Controller Reports should be aware of this methodology. It should also be documented and stored somewhere accessible to multiple individuals (such as on a shared network) so that this methodology can remain consistent even if there are staffing changes.

Progress: In FY 2022 and FY 2023, RABA was using the correct definition of FTE (work hours divided by 2,000) but was still not reporting City employee hours. This was corrected in the FY 2024 reporting.

Status: Implemented.

2. Include a link to the current Board agenda (or meeting cancellation notice) on the front page of the RABA website.

Discussion: As a public entity, it is important RABA ensures its governing board meetings are accessible to the public, both in terms of physical participation and access to information. At the time of the prior audit, accessing Board meeting information from the RABA homepage required the visitor to click on *About RABA*; then *Board Members, Agendas, and Minutes*; and then *RABA Board Meeting Portal*. Only then could a relevant agenda be accessed, or a notice of cancellation be viewed on the City of Redding's online "Upcoming Meetings" page.

The prior auditor found that the City of Redding's inclusion of RABA Board meeting information on the its "Upcoming Meetings" page was logical and that practice dd not need to be modified. However, it noted that adding a link directly to that page from the RABA homepage would provide greater access to this information. A simple "Click here for current RABA Board Meeting information" link would take visitors directly to the "Upcoming Meetings" page. As the link would connect to the page, not an individual agenda, it would not need to be updated prior to each meeting.

Progress: RABA Board information can now be found within the Resources tab on the homepage. It is the second item on the drop down menu, listed as "RABA Board."

Status: Implemented.

3. Continue to use the annual TDA fiscal audit to calculate the farebox recovery ratio by mode, incorporating new exclusions, exemptions, and revenue sources from AB 149 beginning in FY 2021/22.

Discussion: An additional recommendation was included not as the result of a finding, but as guidance in anticipation of the application of new TDA legislation arising from AB 149. The purpose of this additional recommendation was to encourage RABA to take into account additional exemptions/exclusions from operating cost and additional revenue sources in calculating the farebox recovery ratio beginning in FY 2021/22.

PUC 99268.17 identified a number of expenses that may be excluded from an entity's operating cost for the purpose of calculating farebox recovery ratios. Assembly Bill 149, signed into law in July 2021, expanded the expenses that may be excluded from the farebox recovery ratio calculation.

RABA already calculated the farebox recovery ratio separately for its fixed-route service, demand-response service, and the Burney Express within its annual TDA fiscal audit. The detailed calculation excluded allowable costs from operating cost, includes allowable sources of local supplementation, and calculates the farebox recovery ratio.

Using the amended PUC 99268.17 contained in AB 149 as a reference, the prior auditor recommended RABA determine which cost items are used and can be excluded from the farebox recovery ratio calculation. Specific to RABA, these additional exclusions may include:

- Costs required to operate demand-response and micro-transit services that expand access to transit service beyond fixed-route corridors.
- Costs of funding or improving payment and ticketing systems and services.
- Costs of security services and public safety contracts.
- Any expense greater than the actuarially determined contribution associated with pensions and other post-employment benefits as require by GAB Statement Number 68 and 75.
- Costs of planning for improvements in transit operations, integration with other operators and agencies, transitioning to zero-emission operations, and for compliance with state and federal mandates.

According to the above exclusions, beginning in FY 2021/22, RABA could exclude the cost of preparing its Short Range Transit Plan, any zero-emission bus or infrastructure planning, and costs related to improving fare payment (such as the implementation of a mobile ticketing program). While RABA would not receive any penalties for falling below the 15-percent farebox threshold through FY 2022/23, it is important to have this process in place so that the agency can plan for FY 2023/24, when these waivers expire.

The prior auditor also noted it will be important for RABA to incorporate additional sources of allowable revenues that can be applied to the farebox recovery ratio. The Senate Bill 508 update to the TDA legislation implemented in 2016 (PUC 99268.19) expanded the definition of local funds to include "any non-federal or non-state grant funds or other revenues generated by, earned by, or distributed to an operator." AB 149 further expanded the definition by removing the phrase "non-federal" from the section, thereby allowing federal grant funds to be applied to fare revenues. Therefore, RABA should be mindful to include revenues such as those from federal grant programs, the sale of surplus vehicles, advertising, concessions, interest income, rents paid to the organization, and other similar local sources to supplement farebox revenues.

Progress: The FY 2023 fiscal audit (ACFR) appears to include federal funds as local supplementation, but only identifies that line items in the farebox recovery ratio calculation as "local funds." RABA's fiscal audit should consider itemizing these additional funds to show exactly what is being included. It should also be noted that SB 125 further extended the waiver from penalties for not meeting the farebox recovery ratio requirement through FY 2025/26.

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 inconsistencies with respect to performance data reported by the Redding Area Bus Authority both internally as well as to outside entities during the audit period.

[Note: The FY 2023/24 NTD report was not available at the time of this report.]

- **Operating cost:** In FY 2022/23, there was a 4.0 percent variance between the figure reported in the State Controller Report and TDA fiscal audit and that reported in the NTD report.

- **Fare Revenue:** Fare revenue reported in the NTD reports was somewhat lower than that reported to the State Controller and in the TDA fiscal audit (2.4 percent in FY 2021/22 and 2.6 percent in FY 2022/23).

- **Vehicle Service Miles (VSM):** Vehicle service miles reported to the State Controller in FY 2021/22 and FY 2022/23 were significantly lower than that reported to the NTD and in monthly performance reports. This was due primarily to demand-response VSM reported to the State Controller being less than half of that reported elsewhere. The cause of this could not be determined.

Exhibit 5.1 Data Reporting Comparison

Performance Measure	System-Wide FY 2021/22	System-Wide FY 2022/23	System-Wide FY 2023/24
Operating Cost (Actual $)			
TDA fiscal audit	$6,631,666	$6,764,880	$7,863,385
National Transit Database	$6,567,415	$7,036,917	Not provided
State Controller Report	$6,631,669	$6,764,880	$7,785,685
Fare Revenue (Actual $)			
TDA fiscal audit	$485,598	$654,719	$634,542
National Transit Database	$474,304	$638,305	Not provided
State Controller Report	$485,598	$654,718	$634,542
Vehicle Service Hours (VSH)			
Monthly Performance Reports	50,571	51,314	55,821
National Transit Database	50,571	51,315	Not provided
State Controller Report	50,570	51,314	55,819
Vehicle Service Miles (VSM)			
Monthly Performance Reports	841,884	846,334	901,312
National Transit Database	841,884	850,856	Not provided
State Controller Report	754,028	754,369	901,398
Passengers			
Monthly Performance Reports	360,045	406,480	501,684
National Transit Database	360,044	406,268	Not provided
State Controller Report	360,045	406,480	501,684
Full-Time Equivalent Employees			
State Controller Report	47	50	58
Per City methodology	47	50	58
Per TDA methodology	47	50	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 auditors 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]:

- Cost in the depreciation and amortization expense object class adopted by the State Controller pursuant to PUC Section 99243,

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

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

- Subsidies for commuter rail services operated under the jurisdiction of the Interstate Commerce Commission,
- Direct costs of providing charter service, and
- Vehicle lease costs.

Vehicle Service Hours and Miles

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

Passenger Counts

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

Employees

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

Fare Revenue

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

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

TDA Required Indicators

To calculate the TDA indicators for the Redding Area Bus Authority, the following sources were employed:

- Operating Cost was not independently calculated as part of this audit. Operating Cost data were obtained via audited financial reports for each fiscal year covered by this audit. Operating Cost from the reports was compared against that reported in RABA's State Controller and National Transit Database 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 audited financial reports for each fiscal year covered by this audit. Fare Revenue from the reports was compared against that reported in RABA's State Controller and NTD reports and appears to be consistent with TDA guidelines as well as the uniform system of accounts. Fare revenue data reported to the State Controller may not reflect other revenues reported as fare revenue to the NTD.
- Vehicle Service Hours (VSH) data were obtained via monthly performance reports for each fiscal year covered by this audit and compared to data reported to the State Controller and NTD. RABA's calculation methodology is consistent with PUC guidelines.
- Vehicle Service Miles (VSM) data were obtained via monthly performance reports for each fiscal year covered by this audit and compared to data reported to the State Controller and NTD. This methodology is consistent with PUC guidelines.
- Unlinked trip data were obtained via monthly performance reports for each fiscal year covered by this audit and compared to data reported to the State Controller and NTD. RABA's calculation methodology is consistent with PUC guidelines.
- Full-Time Equivalent (FTE) data were obtained from data provided by the operator and calculated using the TDA definition for each fiscal year covered by this review.

System Performance Trends

System-wide operating cost experienced a net 18.6 percent increase during the audit period, and a 35.4 percent net increase across the last six years. Fare revenue increased 31.3 percent during the audit period, yet experienced a net decrease of 8.2 percent across the six-year period.

Vehicle service hours (VSH) increased by 10.4 percent during the audit period, but experienced a net 3.2 percent decrease across the six-year period. Vehicle service miles (VSM) also increased every year of the audit period, resulting in an overall increase of 7.1 percent, but experienced a net 6.6 percent decrease over the six-year period. Ridership increased every year of the audit period, resulting in a 39.3 percent increase during that time, but experienced a net decrease of 20.4 percent since FY 2018/19.

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. Operating cost per VSH and operating cost per VSM increased by 6.3 percent and 9.6 percent respectively, though operating cost per passenger decreased by 15.8 percent during the audit period. Passenger-related metrics rose during the audit period, with passengers per VSH increasing 26.2 percent and passengers per VSM increasing 30.2 percent.

Note: The farebox recovery ratio shown in Exhibits 6.1 and 6.10 only reflects actual fare revenues and does not reflect local supplementation, federal funds, or other revenues applied to the calculation. For the compliance assessment regarding the farebox recovery ratio, refer to Exhibit 3.1 in Chapter 3.

Exhibit 6.1 System Performance Indicators

Performance Measure	System-wide					
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Operating Cost (Actual $)	$5,806,419	$5,937,570	$5,960,514	$6,632,791	$6,764,880	$7,863,385
Annual Change		*2.3%*	*0.4%*	*11.3%*	*2.0%*	*16.2%*
Fare Revenue (Actual $)	$694,853	$566,199	$384,937	$485,598	$654,718	$637,542
Annual Change		*-18.5%*	*-32.0%*	*26.1%*	*34.8%*	*-2.6%*
Vehicle Service Hours (VSH)	57,673	53,182	47,845	50,572	51,314	55,821
Annual Change		*-7.8%*	*-10.0%*	*5.7%*	*1.5%*	*8.8%*
Vehicle Service Miles (VSM)	964,597	876,444	789,195	841,884	846,334	901,312
Annual Change		*-9.1%*	*-10.0%*	*6.7%*	*0.5%*	*6.5%*
Passengers	630,118	550,714	343,753	360,044	406,480	501,684
Annual Change		*-12.6%*	*-37.6%*	*4.7%*	*12.9%*	*23.4%*
Employees	66	60	54	47	50	58
Annual Change		*-9.1%*	*-10.0%*	*-13.0%*	*6.4%*	*16.0%*
Performance Indicators						
Operating Cost/VSH (Actual $)	$100.68	$111.65	$124.58	$131.16	$131.83	$140.87
Annual Change		*10.9%*	*11.6%*	*5.3%*	*0.5%*	*6.9%*
Operating Cost/Passenger (Actual $)	$9.21	$10.78	$17.34	$18.42	$16.64	$15.67
Annual Change		*17.0%*	*60.8%*	*6.2%*	*-9.7%*	*-5.8%*
Passengers/VSH	10.93	10.36	7.18	7.12	7.92	8.99
Annual Change		*-5.2%*	*-30.6%*	*-0.9%*	*11.3%*	*13.5%*
Passengers/VSM	0.65	0.63	0.44	0.43	0.48	0.56
Annual Change		*-3.8%*	*-30.7%*	*-1.8%*	*12.3%*	*15.9%*
Farebox Recovery	12.0%	9.5%	6.5%	7.3%	9.7%	8.1%
Annual Change		*-20.3%*	*-32.3%*	*13.4%*	*32.2%*	*-16.2%*
Hours/Employee	873.8	886.4	886.0	1,076.0	1,026.3	962.4
Annual Change		*1.4%*	*0.0%*	*21.4%*	*-4.6%*	*-6.2%*
TDA Non-Required Indicators						
Operating Cost/VSM	$6.02	$6.77	$7.55	$7.88	$7.99	$8.72
Annual Change		*12.5%*	*11.5%*	*4.3%*	*1.5%*	*9.1%*
VSM/VSH	16.73	16.48	16.49	16.65	16.49	16.15
Annual Change		*-1.5%*	*0.1%*	*0.9%*	*-0.9%*	*-2.1%*
Fare/Passenger	$1.10	$1.03	$1.12	$1.35	$1.61	$1.27
Annual Change		*-6.8%*	*8.9%*	*20.4%*	*19.4%*	*-21.1%*

Sources: FY 2018/19 – FY 2020/21 data from the prior Triennial Performance Audit.
FY 2021/22 – FY 2023/24 operational data from the monthly performance reports.
FY 2021/22 – FY 2023/24 financial data from ACFRs.
FY 2021/22 – FY 2023/24 FTE data from State Controller reports.

Exhibit 6.2 System Ridership

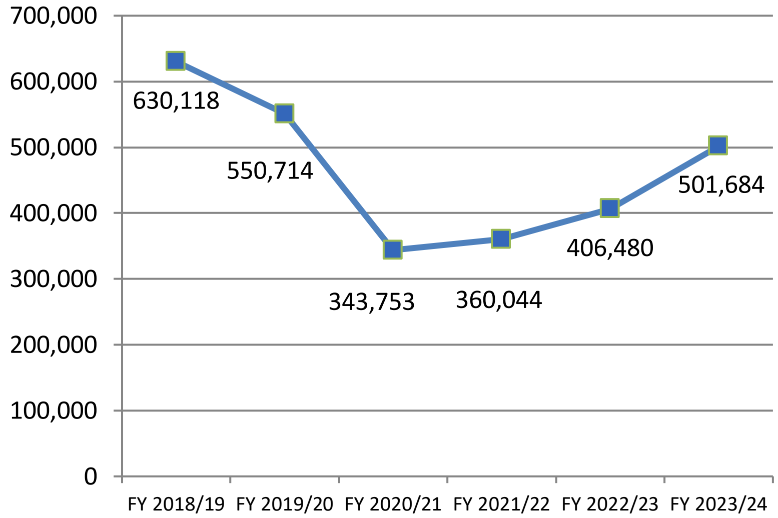


Exhibit 6.3 System Operating Cost/VSH

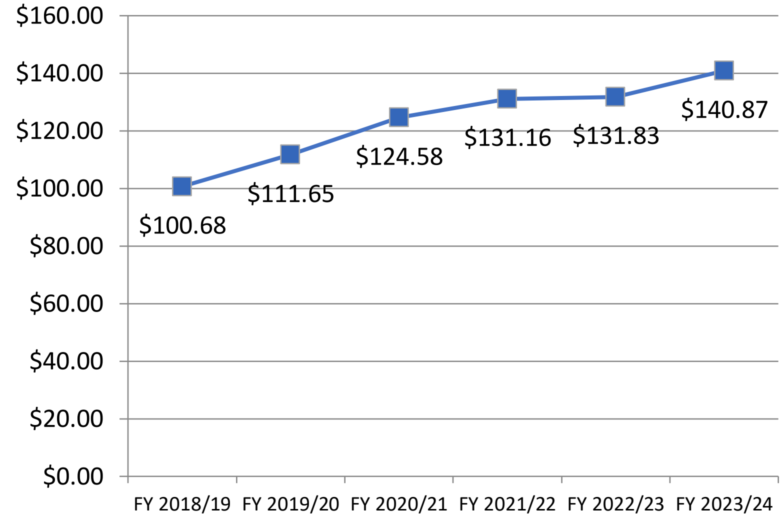


Exhibit 6.4 System Operating Cost/VSM

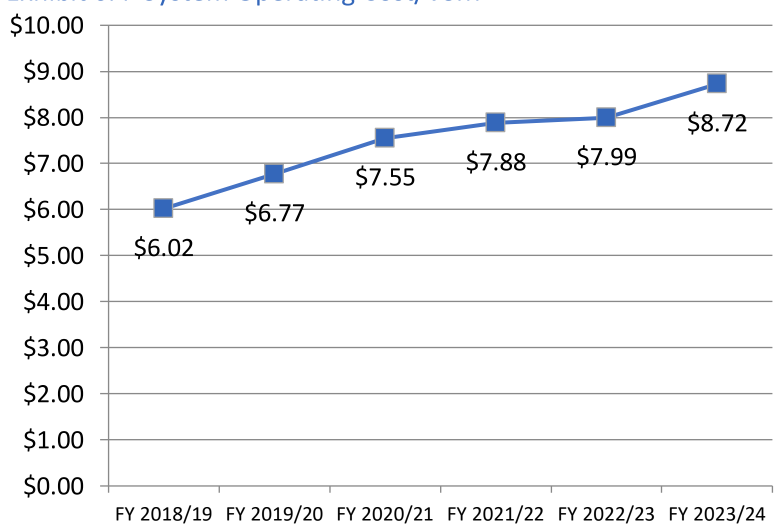


Exhibit 6.5 System VSM/VSH

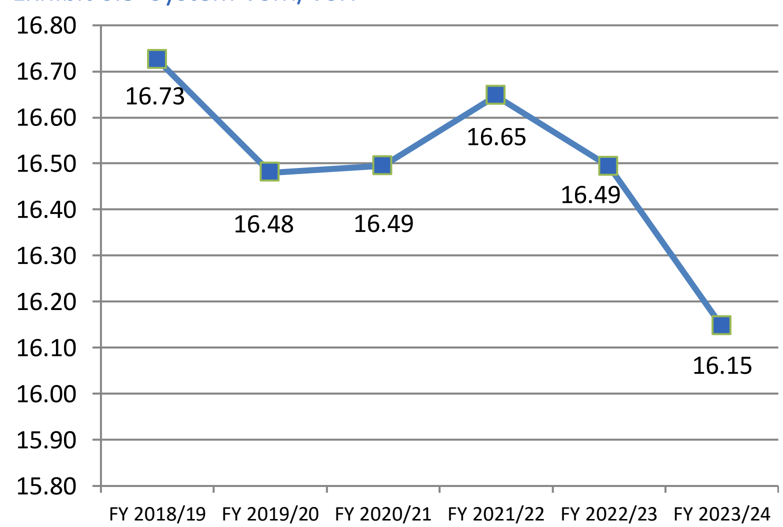


Exhibit 6.6 System Operating Cost/Passenger

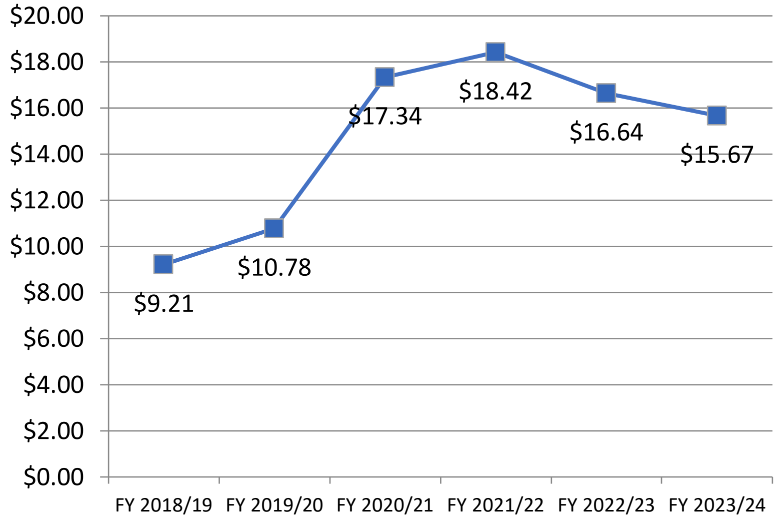


Exhibit 6.7 System Passengers/VSH

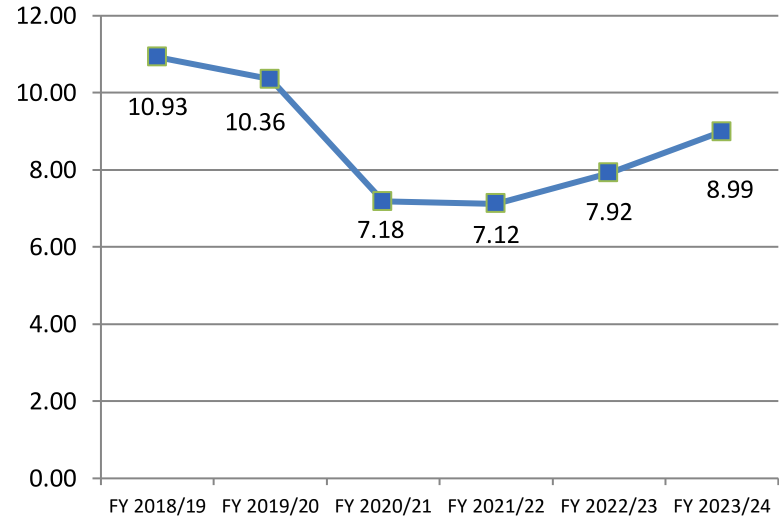


Exhibit 6.8 System Passengers/VSM

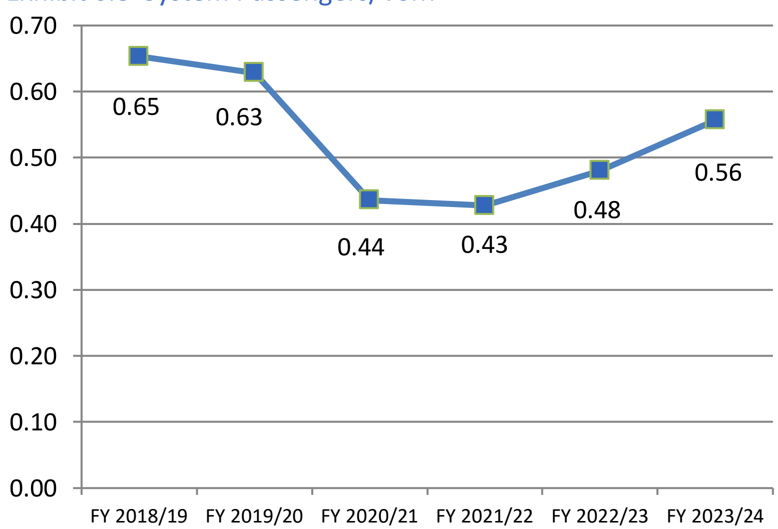


Exhibit 6.9 System VSH/FTE

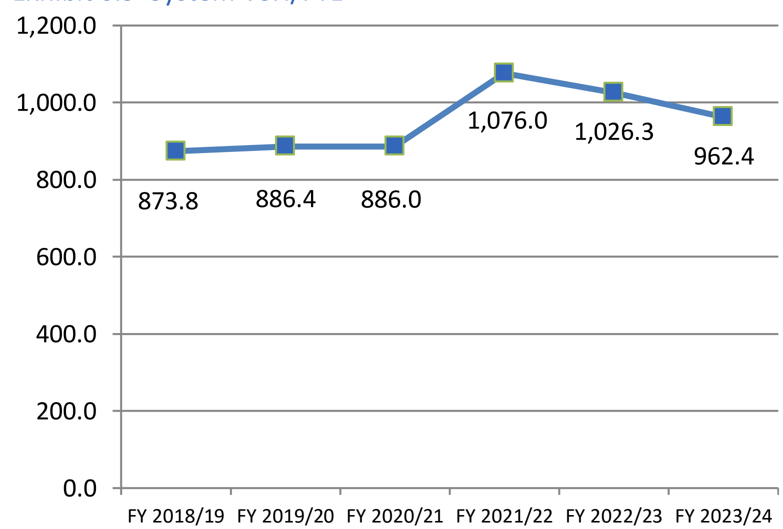


Exhibit 6.10 System Farebox Recovery

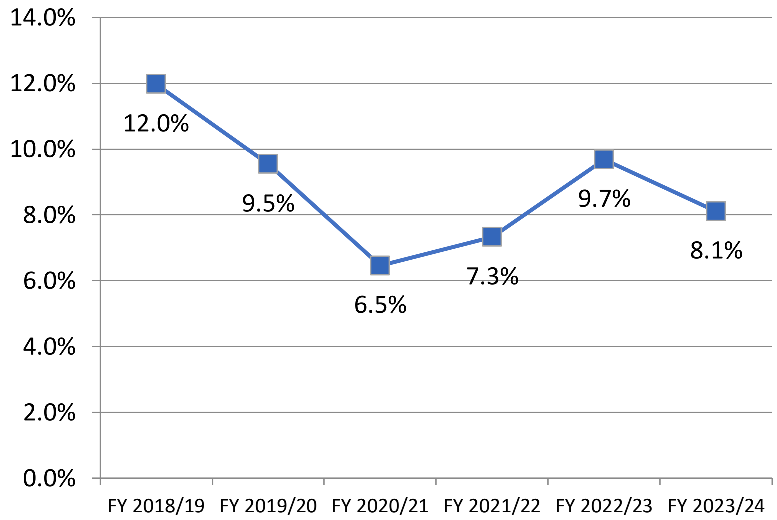
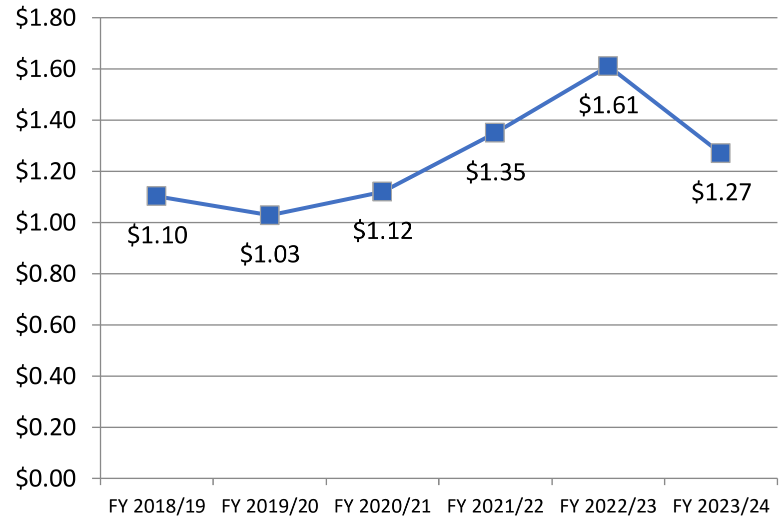


Exhibit 6.11 System Fare/Passenger



Fixed-Route Performance Trends

Fixed-route operating costs rose steadily throughout the current and prior audit periods, with the exception of a slight 1 percent decrease in FY 2022/23. Between FY 2018/19 and FY 2023/24, there was a net 45.5 percent increase in operating cost. The most significant increase occurred in FY 2023/24, which experienced a 17.4 percent increase. Fare revenues increased during the first two years of the audit period, after decreasing each year during the prior audit period. Fare revenues experienced a net 30.9 percent increase during the audit period and a 0.4 percent net decrease over the six-year span.

Vehicle service hours (VSH) fluctuated across the six-year period, with a significant increase in FY 2023/24. This resulted in a net increase of 10.8 percent during the audit period and a net 8.9 percent increase over the past six years. Vehicle service miles (VSM) increased each year of the audit period. This resulted in a net increase of 9.0 percent during the audit period and a net increase of 5.8 percent since FY 2018/19.

Ridership declined each year of the prior audit period before increasing year to year during the audit period. Overall, fixed-route ridership increased by 40.9 percent during the audit period, but decreased by a net 18.4 percent over the six-year period.

Operating cost per VSH and operating cost per VSM decreased by 0.9 percent and 1.0 percent, respectively, during the audit period. Operating cost per passenger experienced a 12 percent decrease across two years of the audit period. Passenger-related metrics rose, with passengers per VSH and passengers per VSM increasing by 27.2 percent and 29.2 percent, respectively, during the audit period.

Note: The farebox recovery ratio shown in Exhibits 6.12 and 6.20 only reflects actual fare revenues and does not reflect local supplementation, federal funds, or other revenues applied to the calculation. For the compliance assessment regarding the farebox recovery ratio, refer to Exhibit 3.1 in Chapter 3.

Exhibit 6.12 Fixed-Route Performance Indicators

Performance Measure	Fixed-Route					
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Operating Cost (Actual $)	$3,976,024	$4,295,528	$4,670,777	$4,975,914	$4,927,592	$5,784,972
Annual Change		*8.0%*	*8.7%*	*6.5%*	*-1.0%*	*17.4%*
Fare Revenue (Actual $)	$523,203	$459,394	$316,000	$398,132	$555,620	$521,032
Annual Change		*-12.2%*	*-31.2%*	*26.0%*	*39.6%*	*-6.2%*
Vehicle Service Hours (VSH)	39,664	38,912	38,824	38,998	38,970	43,191
Annual Change		*-1.9%*	*-0.2%*	*0.4%*	*-0.1%*	*10.8%*
Vehicle Service Miles (VSM)	609,569	589,000	584,084	591,509	591,971	644,944
Annual Change		*-3.4%*	*-0.8%*	*1.3%*	*0.1%*	*8.9%*
Passengers	575,978	513,051	325,680	333,572	375,475	469,928
Annual Change		*-10.9%*	*-36.5%*	*2.4%*	*12.6%*	*25.2%*
Performance Indicators						
Operating Cost/VSH (Actual $)	$100.24	$110.39	$120.31	$127.59	$126.45	$133.94
Annual Change		*10.1%*	*9.0%*	*6.1%*	*-0.9%*	*5.9%*
Operating Cost/Passenger (Actual $)	$6.90	$8.37	$14.34	$14.92	$13.12	$12.31
Annual Change		*21.3%*	*71.3%*	*4.0%*	*-12.0%*	*-6.2%*
Passengers/VSH	14.52	13.18	8.39	8.55	9.63	10.88
Annual Change		*-9.2%*	*-36.4%*	*2.0%*	*12.6%*	*12.9%*
Passengers/VSM	0.94	0.87	0.56	0.56	0.63	0.73
Annual Change		*-7.8%*	*-36.0%*	*1.1%*	*12.5%*	*14.9%*
Farebox Recovery	13.16%	10.69%	6.77%	8.00%	11.28%	9.01%
Annual Change		*-18.7%*	*-36.7%*	*18.3%*	*40.9%*	*-20.1%*
TDA Non-Required Indicators						
Operating Cost/VSM	$6.52	$7.29	$8.00	$8.41	$8.32	$8.97
Annual Change		*11.8%*	*9.7%*	*5.2%*	*-1.0%*	*7.8%*
VSM/VSH	15.37	15.14	15.04	15.17	15.19	14.93
Annual Change		*-1.5%*	*-0.6%*	*0.8%*	*0.2%*	*-1.7%*
Fare/Passenger	$0.91	$0.90	$0.97	$1.19	$1.48	$1.11
Annual Change		*-1.4%*	*8.4%*	*23.0%*	*24.0%*	*-25.1%*

Sources: FY 2018/19 – FY 2020/21 data taken from the prior Triennial Performance Audit.
FY 2021/22 – FY 2023/24 operational data taken from the monthly performance reports.
FY 2021/22 – FY 2023/24 financial data taken from ACFRs.

Exhibit 6.13 Fixed-Route Ridership

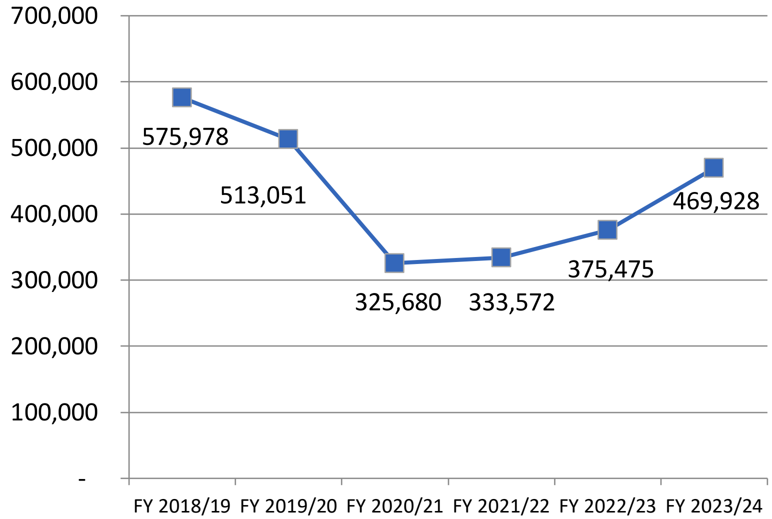


Exhibit 6.14 Fixed-Route Operating Cost/VSH

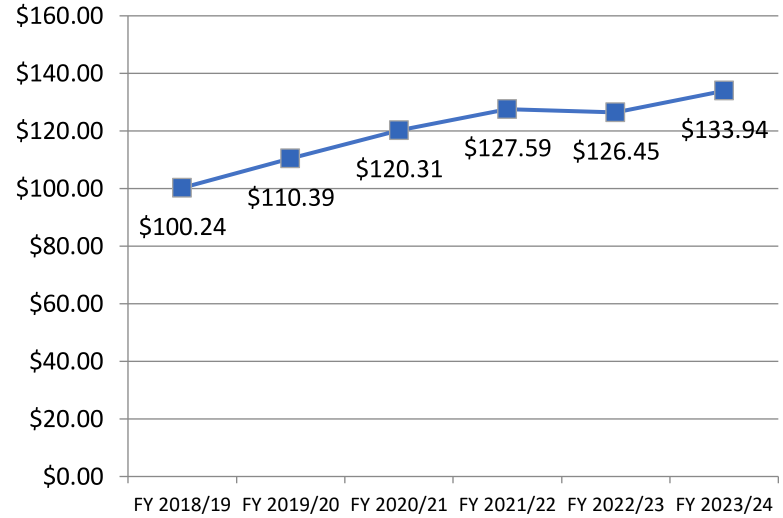


Exhibit 6.15 Fixed-Route Operating Cost/VSM

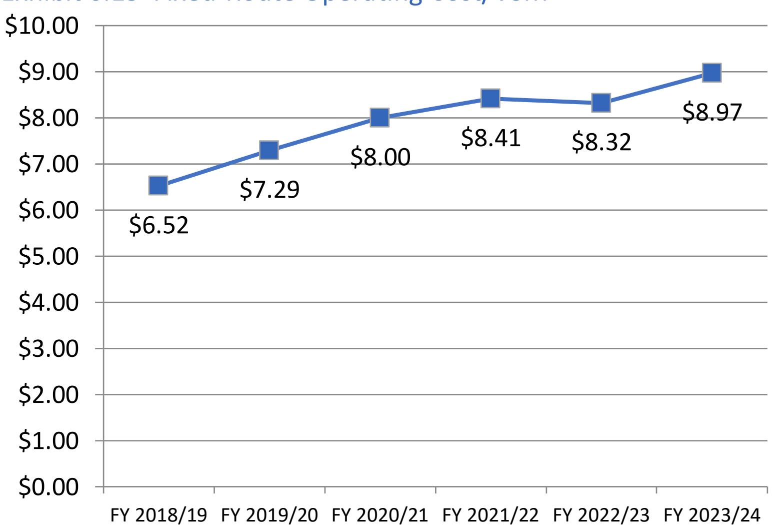


Exhibit 6.16 Fixed-Route VSM/VSH

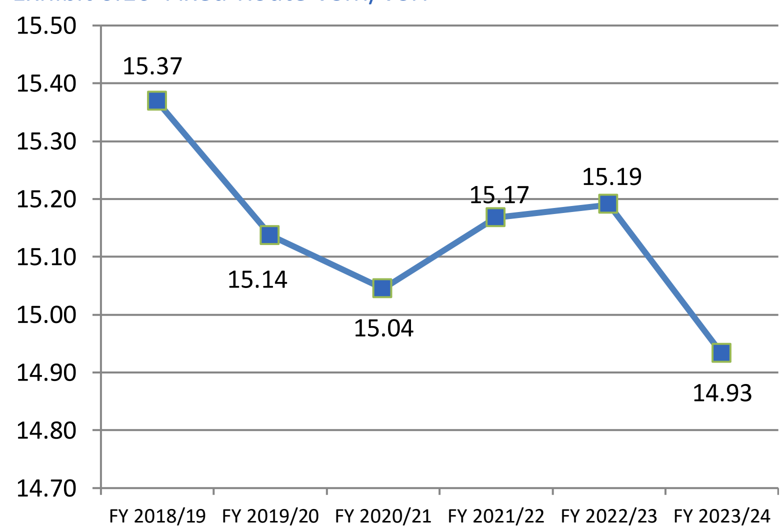


Exhibit 6.17 Fixed-Route Operating Cost/Passenger

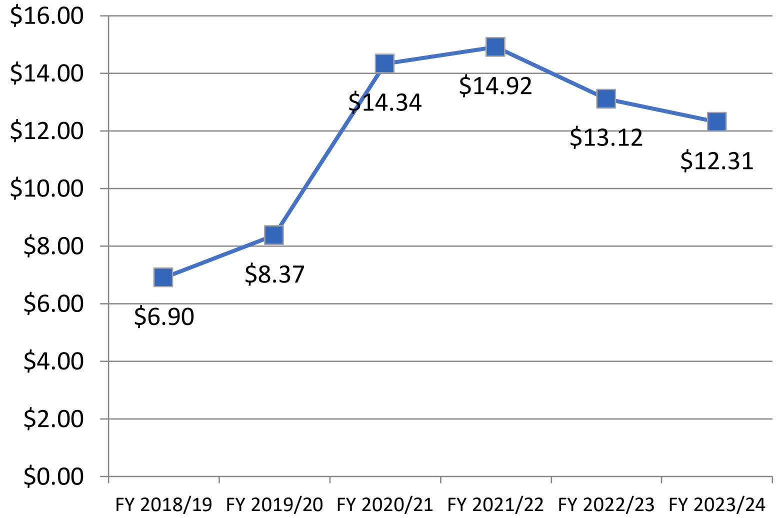


Exhibit 6.18 Fixed-Route Passengers/VSH

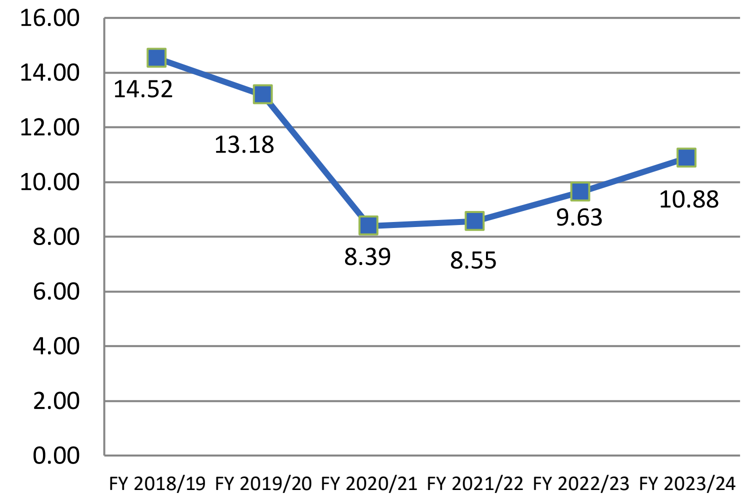


Exhibit 6.19 Fixed-Route Passengers/VSM

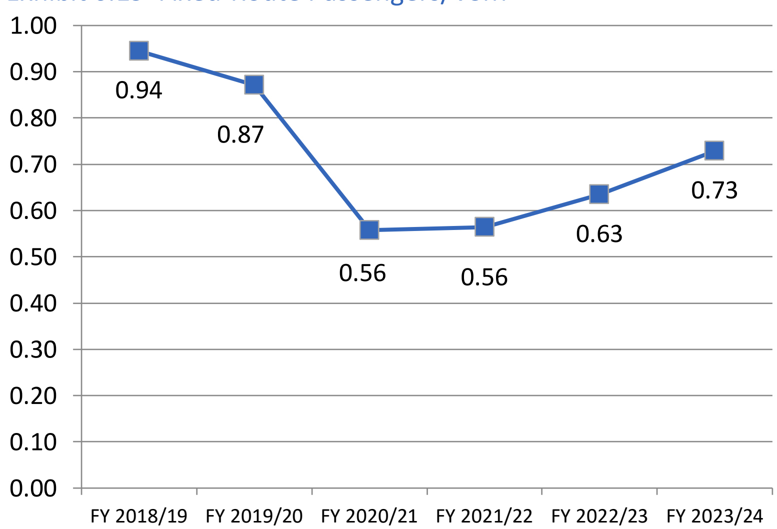


Exhibit 6.20 Fixed-Route Farebox Recovery

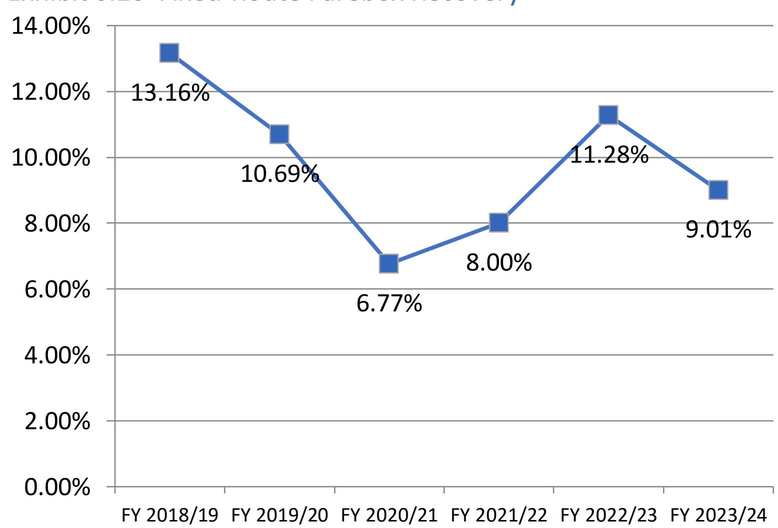
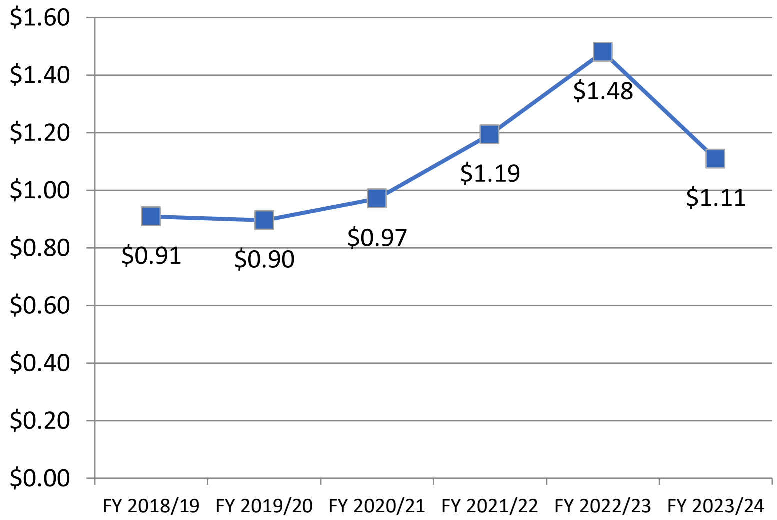


Exhibit 6.21 Fixed-Route Fare/Passenger



Demand-Response Performance Trends

Demand-response operating cost increased each year of the audit period. Between FY 2018/19 and FY 2023/24, there was a net 10 percent increase in operating cost. The most significant increase occurred in FY 2021/22, which experienced a 31.1 percent increase. Fare revenues, however, fluctuated across the six-year span. This resulted in a net 35.1 percent decrease across the six-year period and 28 percent increase across the audit period.

Vehicle service hours (VSH) increased every year of the audit period, for an increase of 10.8 percent during the audit period but a 34.9 percent decrease over the past six years. Vehicle service miles (VSM) also varied significantly from year to year. This resulted in an increase of 4.5 percent during the audit period, yet a decrease of 36.9 percent since FY 2018/19.

Ridership declined throughout the prior audit period, before experiencing two years of increases. Overall, demand-response ridership increased by 6.7 percent during the audit period but decreased by 48.4 percent over the six-year period.

Cost-related metrics generally increased over the audit period. Passenger-related metrics varied, with passengers per VSH decreasing by 3.7 percent and passengers per VSM increasing by 2.0 percent during the audit period.

Note: The farebox recovery ratio shown in Exhibits 6.22 and 6.30 only reflects actual fare revenues and does not reflect local supplementation, federal funds, or other revenues applied to the calculation. For the compliance assessment regarding the farebox recovery ratio, refer to Exhibit 3.1 in Chapter 3.

Exhibit 6.22 Demand-Response Performance Indicators

Performance Measure	Demand-Response FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Operating Cost (Actual $)	$1,584,926	$1,367,252	$972,953	$1,275,169	$1,495,852	$1,744,210
Annual Change		*-13.7%*	*-28.8%*	*31.1%*	*17.3%*	*16.6%*
Fare Revenue (Actual $)	$150,225	$90,265	$54,050	$76,173	$83,054	$97,480
Annual Change		*-39.9%*	*-40.1%*	*40.9%*	*9.0%*	*17.4%*
Vehicle Service Hours (VSH)	15,739	11,950	6,717	9,245	9,969	10,239
Annual Change		*-24.1%*	*-43.8%*	*37.6%*	*7.8%*	*2.7%*
Vehicle Service Miles (VSM)	268,782	199,892	117,559	162,139	166,262	169,500
Annual Change		*-25.6%*	*-41.2%*	*37.9%*	*2.5%*	*1.9%*
Passengers	49,159	32,439	15,314	23,775	27,713	25,358
Annual Change		*-34.0%*	*-52.8%*	*55.3%*	*16.6%*	*-8.5%*
Performance Indicators						
Operating Cost/VSH (Actual $)	$100.70	$114.41	$144.85	$137.93	$150.05	$170.35
Annual Change		*13.6%*	*26.6%*	*-4.8%*	*8.8%*	*13.5%*
Operating Cost/Passenger (Actual $)	$32.24	$42.15	$63.53	$53.63	$53.98	$68.78
Annual Change		*30.7%*	*50.7%*	*-15.6%*	*0.6%*	*27.4%*
Passengers/VSH	3.12	2.71	2.28	2.57	2.78	2.48
Annual Change		*-13.1%*	*-16.0%*	*12.8%*	*8.1%*	*-10.9%*
Passengers/VSM	0.18	0.16	0.13	0.15	0.17	0.15
Annual Change		*-11.3%*	*-19.7%*	*12.6%*	*13.7%*	*-10.2%*
Farebox Recovery	9.5%	6.6%	5.6%	6.0%	5.6%	5.6%
Annual Change		*-30.3%*	*-15.9%*	*7.5%*	*-7.1%*	*0.7%*
TDA Non-Required Indicators						
Operating Cost/VSM	$5.90	$6.84	$8.28	$7.86	$9.00	$10.29
Annual Change		*16.0%*	*21.0%*	*-5.0%*	*14.4%*	*14.4%*
VSM/VSH	17.08	16.73	17.50	17.54	16.68	16.55
Annual Change		*-2.0%*	*4.6%*	*0.2%*	*-4.9%*	*-0.7%*
Fare/Passenger	$3.06	$2.78	$3.53	$3.20	$3.00	$3.84
Annual Change		*-8.9%*	*26.8%*	*-9.2%*	*-6.5%*	*28.3%*

Sources: FY 2018/19 – FY 2020/21 data taken from the prior Triennial Performance Audit.
FY 2021/22 – FY 2023/24 operational data taken from the monthly performance reports.
FY 2021/22 – FY 2023/24 financial data taken from ACFRs.
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Exhibit 6.23 Demand-Response Ridership

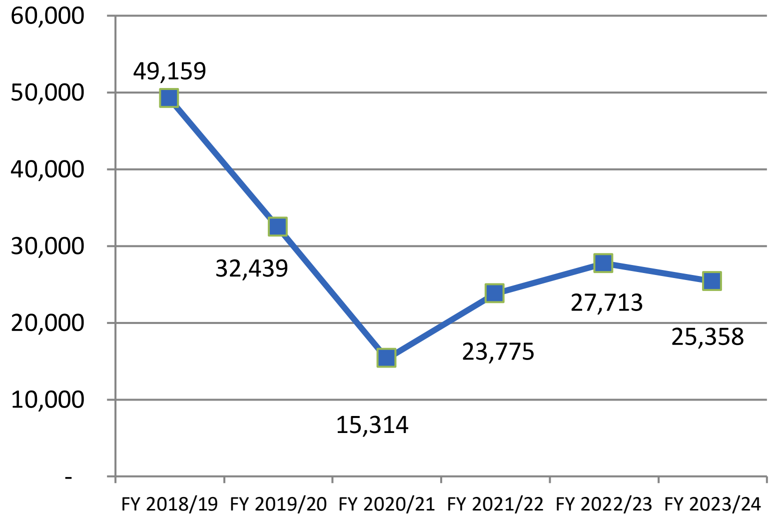


Exhibit 6.24 Demand-Response Operating Cost/VSH

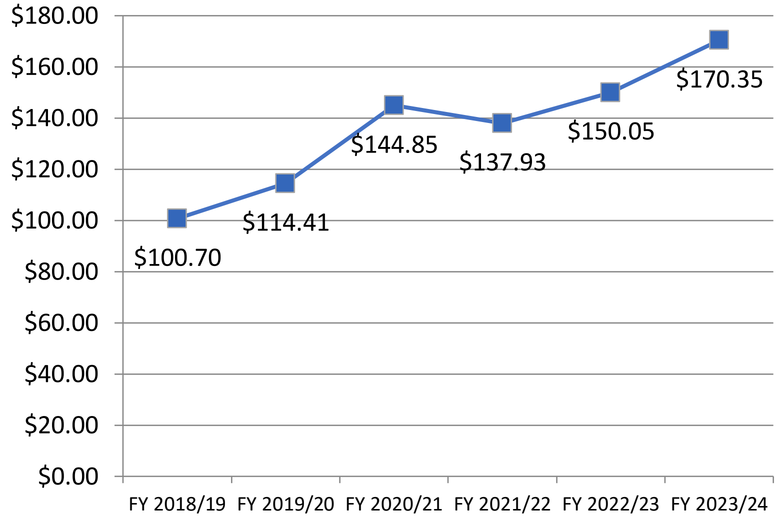


Exhibit 6.25 Demand-Response Operating Cost/VSM

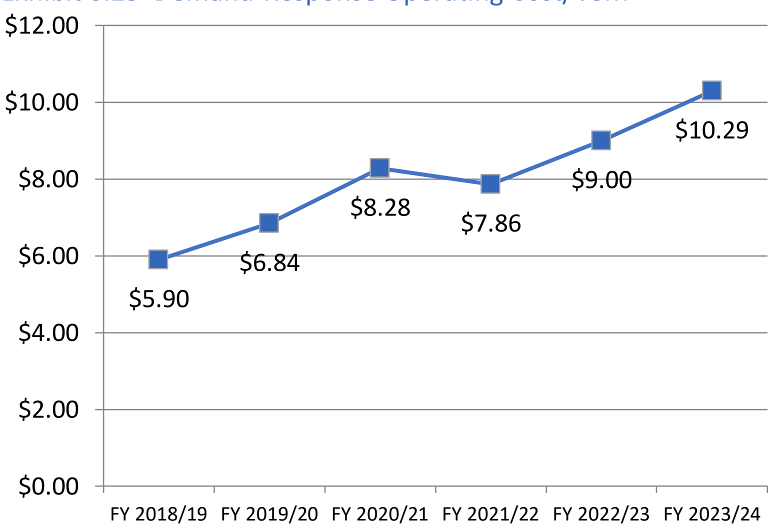


Exhibit 6.26 Demand-Response VSM/VSH

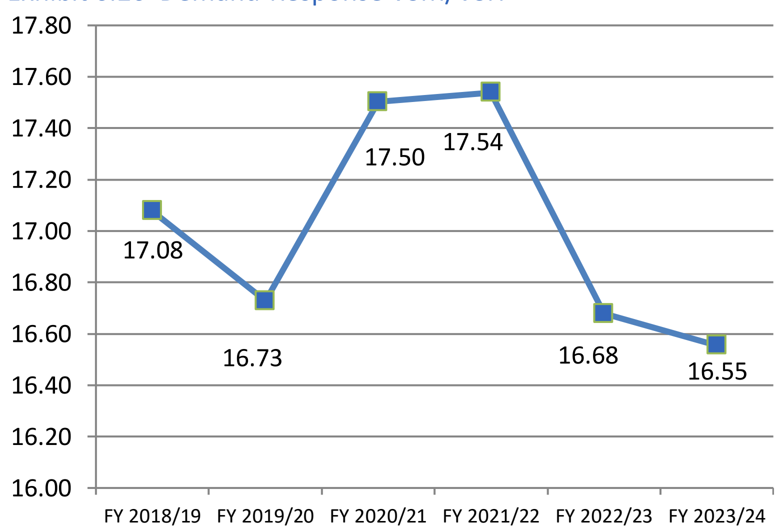


Exhibit 6.27 Demand-Response Operating Cost/Passenger

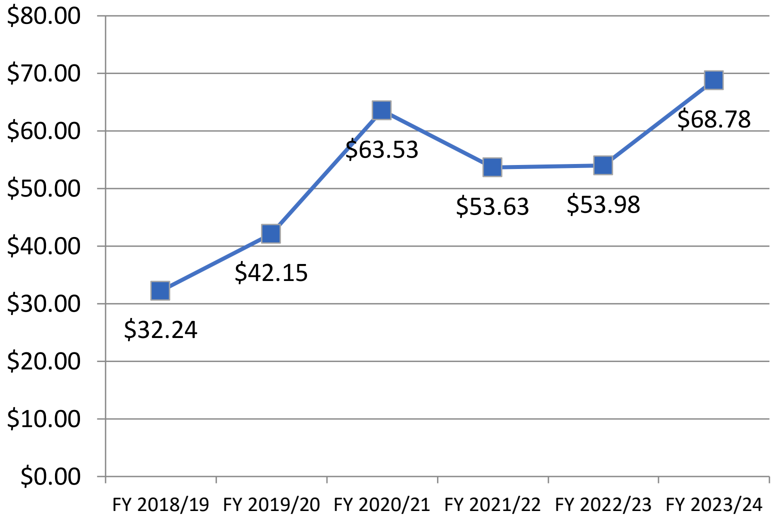


Exhibit 6.28 Demand-Response Passengers/VSH

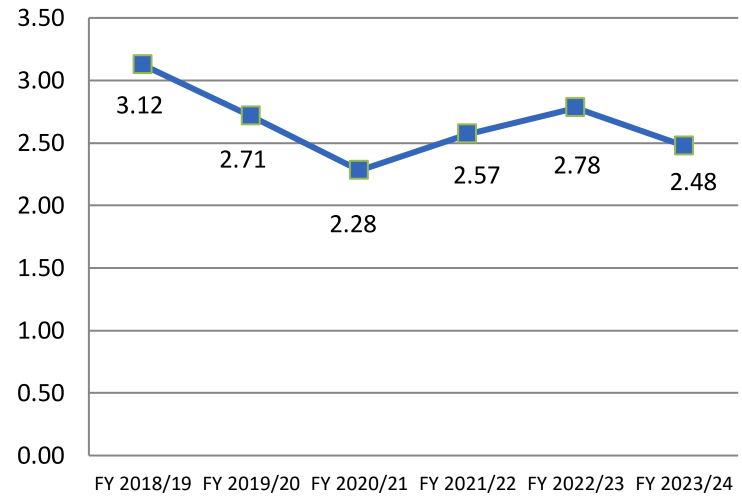


Exhibit 6.29 Demand-Response Passengers/VSM

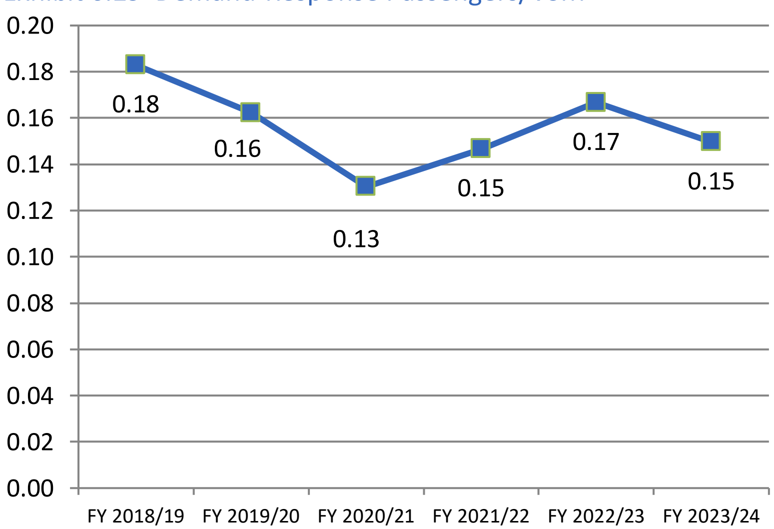


Exhibit 6.30 Demand-Response Farebox Recovery

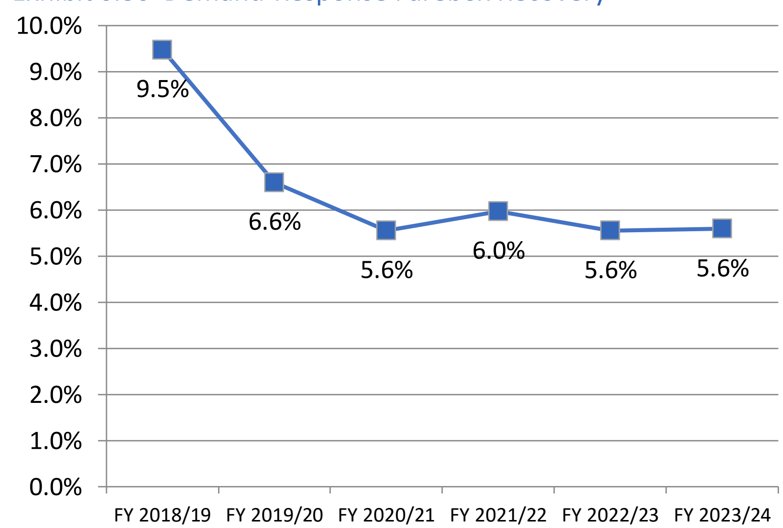
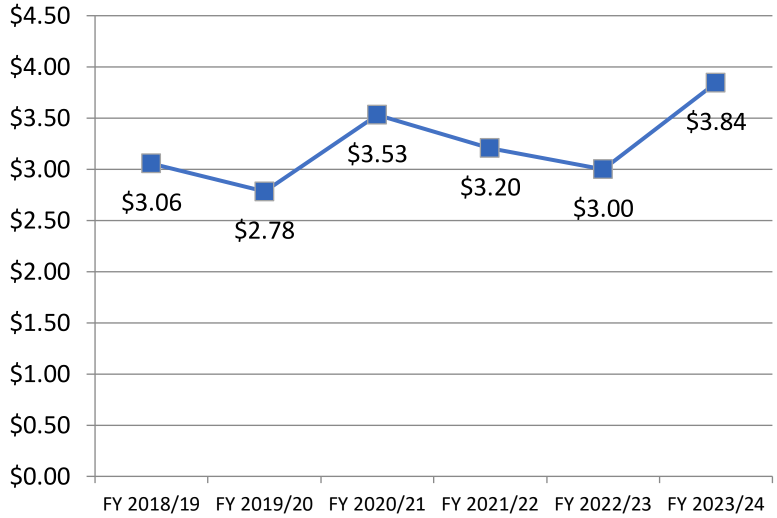


Exhibit 6.31 Demand-Response Fare/Passenger



Burney Express Performance Trends

Burney Express operating cost fluctuated the audit period. However, between FY 2018/19 and FY 2023/24, there was a net 36.1 percent increase in operating cost. Fare revenues decreased year over year until FY 2022/23. This resulted in a net 11.2 percent decrease across the six-year period and a 68.5 percent increase during the audit period.

Vehicle service hours (VSH) steadily increased throughout the past six years, with the exception of a slight 0.7 percent decrease in FY 2020/21. As a result, VSH experienced a net increase of 2.7 percent during the audit period and a 5.3 percent increased since FY 2018/19. However, vehicle service miles (VSM) decreased in the last two years of the audit period. This resulted in a decrease of 1.6 percent during the audit period and an increase of 0.7 percent since FY 2018/19.

Ridership varied throughout the prior audit period before experiencing two years of significant increases. Overall, demand-response ridership increased by 137.2 percent during the audit period and 28.4 percent over the six-year period.

Cost-related metrics generally decreased during the audit period. Passenger-related metrics rose, with passengers per VSH and passengers per VSM increasing by 131.1 percent and 141 percent, respectively, during the audit period.

Note: The farebox recovery ratio shown in Exhibits 6.22 and 6.30 only reflects actual fare revenues and does not reflect local supplementation, federal funds, or other revenues applied to the calculation. For the compliance assessment regarding the farebox recovery ratio, refer to Exhibit 3.1 in Chapter 3.

Exhibit 6.32 Burney Express Performance Indicators

Performance Measure	Burney Express					
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Operating Cost (Actual $)	$245,469	$274,790	$316,784	$381,708	$341,436	$334,203
Annual Change		*11.9%*	*15.3%*	*20.5%*	*-10.6%*	*-2.1%*
Fare Revenue (Actual $)	$21,425	$16,540	$14,887	$11,293	$16,044	$19,030
Annual Change		*-22.8%*	*-10.0%*	*-24.1%*	*42.1%*	*18.6%*
Vehicle Service Hours (VSH)	2,270	2,320	2,304	2,329	2,375	2,391
Annual Change		*2.2%*	*-0.7%*	*1.1%*	*2.0%*	*0.7%*
Vehicle Service Miles (VSM)	86,246	87,552	87,552	88,236	88,101	86,868
Annual Change		*1.5%*	*0.0%*	*0.8%*	*-0.2%*	*-1.4%*
Passengers	4,981	5,224	2,759	2,697	3,292	6,398
Annual Change		*4.9%*	*-47.2%*	*-2.2%*	*22.1%*	*94.3%*
Performance Indicators						
Operating Cost/VSH (Actual $)	$108.14	$118.44	$137.49	$163.89	$143.76	$139.78
Annual Change		*9.5%*	*16.1%*	*19.2%*	*-12.3%*	*-2.8%*
Operating Cost/Passenger (Actual $)	$49.28	$52.60	$114.82	$141.53	$103.72	$52.24
Annual Change		*6.7%*	*118.3%*	*23.3%*	*-26.7%*	*-49.6%*
Passengers/VSH	2.19	2.25	1.20	1.16	1.39	2.68
Annual Change		*2.6%*	*-46.8%*	*-3.3%*	*19.7%*	*93.0%*
Passengers/VSM	0.06	0.06	0.03	0.03	0.04	0.07
Annual Change		*3.3%*	*-47.2%*	*-3.0%*	*22.2%*	*97.1%*
Farebox Recovery	8.7%	6.0%	4.7%	3.0%	4.7%	5.7%
Annual Change		*-31.0%*	*-21.9%*	*-37.0%*	*58.8%*	*21.2%*
TDA Non-Required Indicators						
Operating Cost/VSM	$2.85	$3.14	$3.62	$4.33	$3.88	$3.85
Annual Change		*10.3%*	*15.3%*	*19.6%*	*-10.4%*	*-0.7%*
VSM/VSH	37.99	37.74	38.00	37.89	37.10	36.33
Annual Change		*-0.7%*	*0.7%*	*-0.3%*	*-2.1%*	*-2.1%*
Fare/Passenger	$4.30	$3.17	$5.40	$4.19	$4.87	$2.97
Annual Change		*-26.4%*	*70.4%*	*-22.4%*	*16.4%*	*-39.0%*

Sources: FY 2018/19 – FY 2020/21 data taken from the prior Triennial Performance Audit.
FY 2021/22 – FY 2023/24 operational data taken from the monthly performance reports.
FY 2021/22 – FY 2023/24 financial data taken from ACFRs.

Exhibit 6.33 Burney Express Ridership

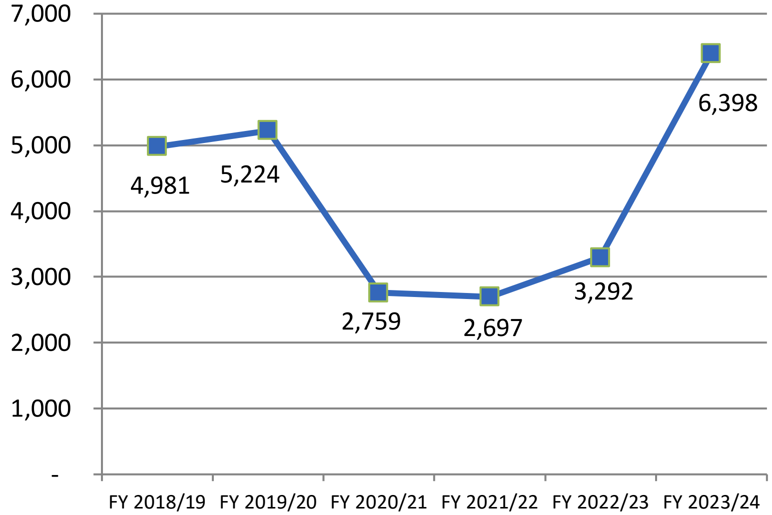


Exhibit 6.34 Burney Express Operating Cost/VSH

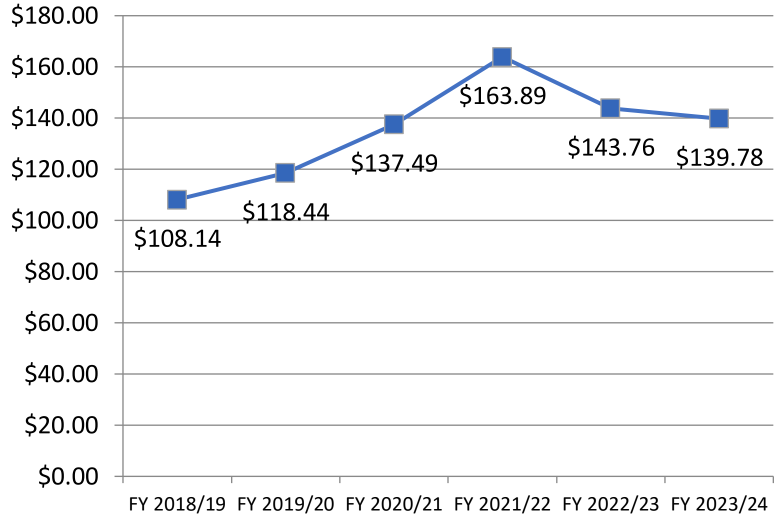


Exhibit 6.35 Burney Express Operating Cost/VSM

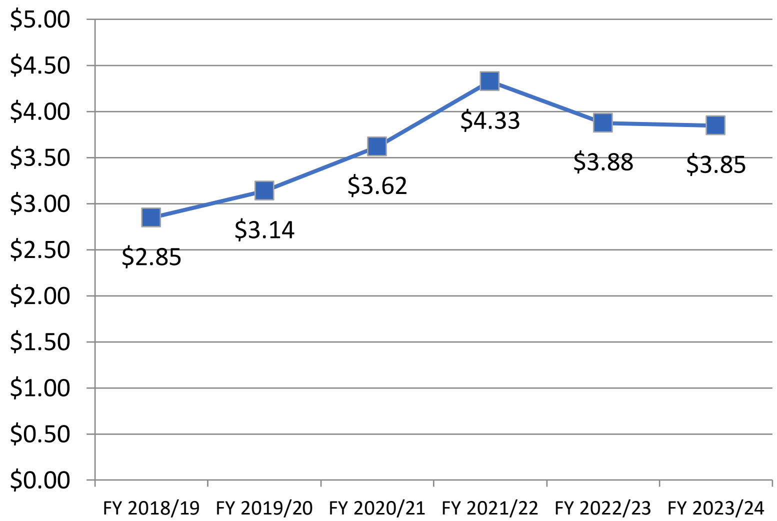


Exhibit 6.36 Burney Express VSM/VSH

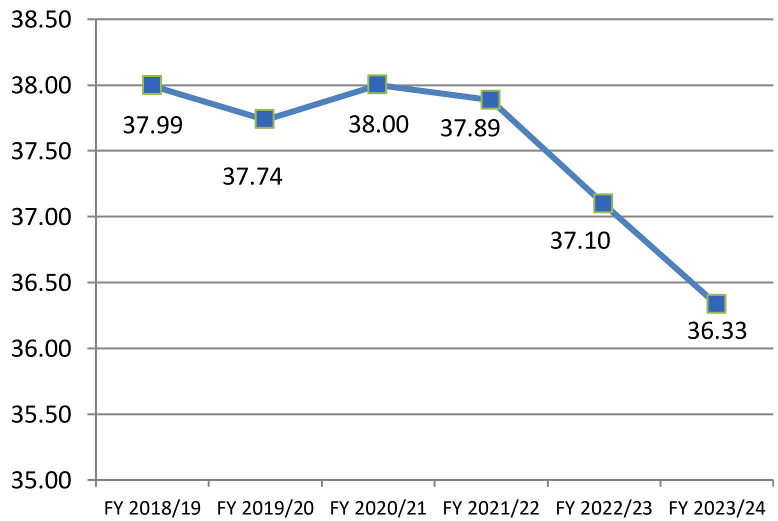


Exhibit 6.37 Burney Express Operating Cost/Passenger

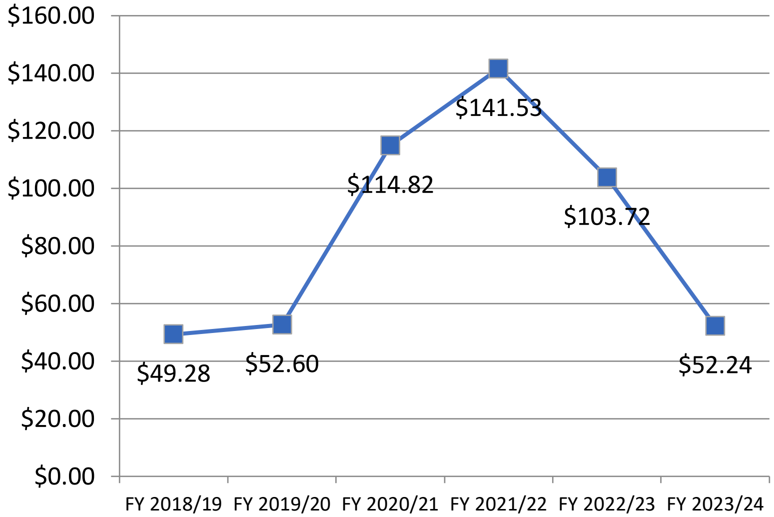


Exhibit 6.38 Burney Express Passengers/VSH

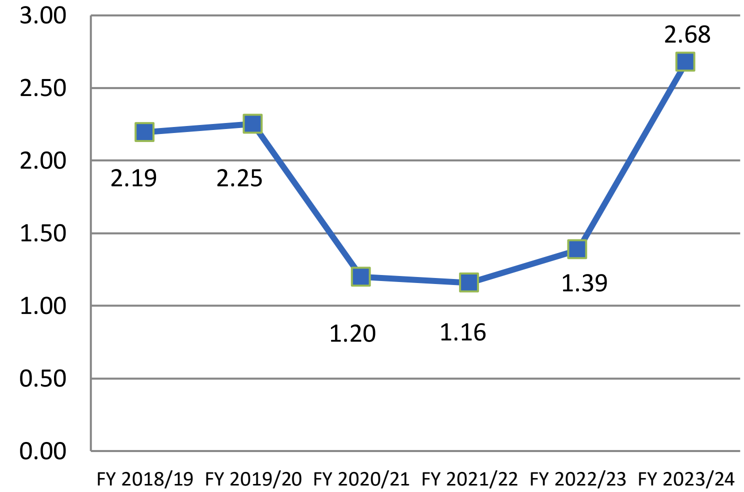


Exhibit 6.39 Burney Express Passengers/VSM

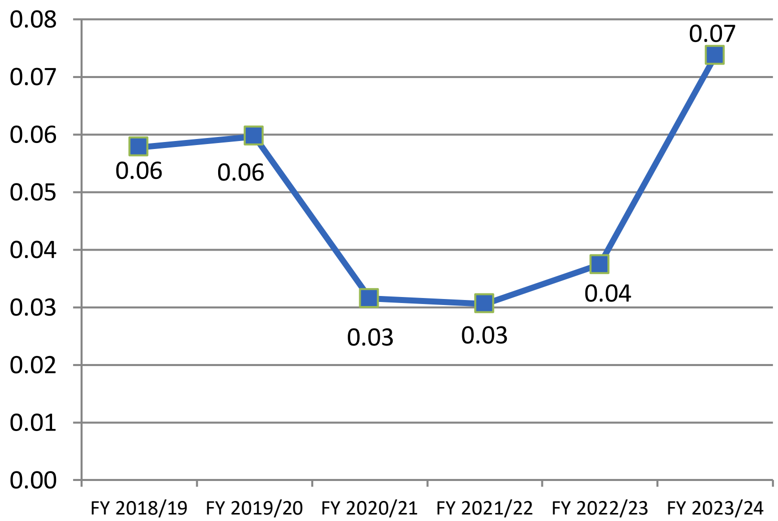


Exhibit 6.40 Burney Express Farebox Recovery

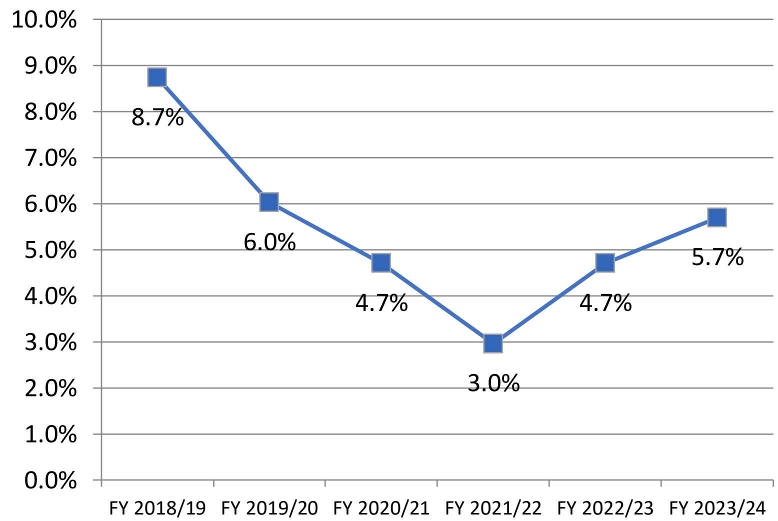
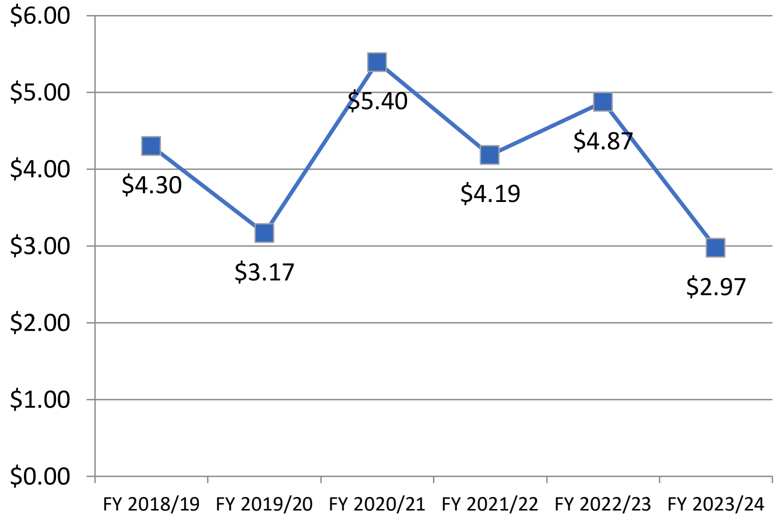


Exhibit 6.41 Burney Express Fare/Passenger



Chapter 7 | Functional Review

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

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

Service Overview

The Redding Area Bus Authority (RABA) provides bus and paratransit services in the cities of Anderson, Redding, and Shasta Lake, as well as unincorporated portions of Shasta County. RABA operates 10 fixed routes from approximately 4:20 a.m. to 7:30 p.m. weekdays and 7:20 a.m. to 7:00 p.m. Saturday. RABA operates the Amtrak Thruway bus service between Redding, Red Bluff, and Chico for connections to Sacramento, Stockton, and beyond. RABA also operates Route 299X between Redding and Burney, offering three trips in each direction, Monday through Friday as well as Route 44X connects Shingletown Park and ride to the Downtown Passenger Terminal.

RABA's paratransit service is known as Demand-Response Service, a shared-ride origin-to-destination public transit for persons with disabilities. Demand-Response Service provides transportation during the same days and hours as fixed-route service, and across the same service area. On Saturdays, there is no service if the fixed route closest to the passenger has no service.

RABA also operates Runabout, an on-demand transportation service the provides customized point-to-point trips within a designated zone. Trips can be made through the RABA and ShastaConnect app powered by Via. Rides can also be booked online or over the phone. Reservations are same day and no advanced reservations are taken. Runabout generally runs between 6:00 a.m. and 10:00 p.m., Monday through Friday, Saturday from 9:00 a.m. to 10:00 p.m. and Sunday between 8:00 a.m. and 4:00 p.m. Fares are the same as the fixed-route service and all passes are accepted.

RABA (except Route 99X to Chico) does not operate on the following holidays: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day. A reduced Saturday schedule operates on Dr. Martin Luther King Jr. Day, Presidents Day, Cesar Chavez Day, Juneteenth Day, Veterans Day, day after Thanksgiving, & Christmas Eve. There is no Sunday service on fixed route and demand response services. Runabout and Route 99X are the only RABA services operating on Sunday.

Exhibit 7.1 RABA Fare Structure

Fare Category	2 hours	24-Hour	7-Day	30-Day	1-Ride	10-Ride*
General	$2.00	$4.00	$25.00	$50.00	-	-
Discount	$1.00	$2.00	$10.00	$25.00	-	-
Express	$4.00	$10.00	$50.00	$100.00	-	-
Demand Response Paratransit	-	-	-	-	$4.00	$40.00

**10-ride punch cards have been discontinued but are still accepted as valid fare.*

A separate fare is offered for Route 99X: $5.00 between Redding and Red Bluff or Red Bluff and Chico and $10.00 between Redding and Chico. For discounts or fares beyond Redding, passengers must purchase their fare on Amtrak.com.

Two-hour passes included unlimited rides for the two-hour period and 24-hour pass is valid for a 24-hour period. Two-hour and 24-hour passes may be purchased onboard the buses. Passes can be purchased at the RABA Downtown Passenger Terminal, by phone, by mail, or online. All passes and one-way Demand Response fares are also available through Token Transit.

Discounted fare is for Seniors (65+ years), persons with disabilities, and Medicare card holders. Youth ages 0-18 may ride for free showing a school ID or proof of age to the driver. Veterans showing a blue RABA discount card with a stamp or proof of Veteran status may also ride for free. Free fares are also available for those serving jury duty at the Shasta County Courthouse and currently enrolled Shasta College students, employees, and faculty.

Currently, seniors age 60 years old and older, youth ages 0 to 18 years old, and veterans can ride RABA for free through funding from Low Carbon Transit Operations Program (LCTOP), the Older American Act, and donations to the RABA's Salute to the Veterans Program.

During the summer, the Beach Bus (Route 19) connects Downtown Redding and Whiskeytown National Recreation Area. RABA operates the service with additional assistance from the National Park Service, Shasta Regional Transportation Agency, and Healthy Shasta. Service runs only on Thursday, Friday and Saturday.

RABA offers vanpools for qualifying groups of seven to fifteen commuters. Passengers share the cost of operating the van by paying a monthly fee to the primary driver. RABA provides a $500 subsidy to vans on a first come, first served basis through its contractor Enterprise and the California Vanpool Authority (CalVans). The van must originate in, terminate in, or travel through Shasta County to be eligible for the subsidy and be branded as RABA Vanpool through RABA's contractor.

General Management and Organization

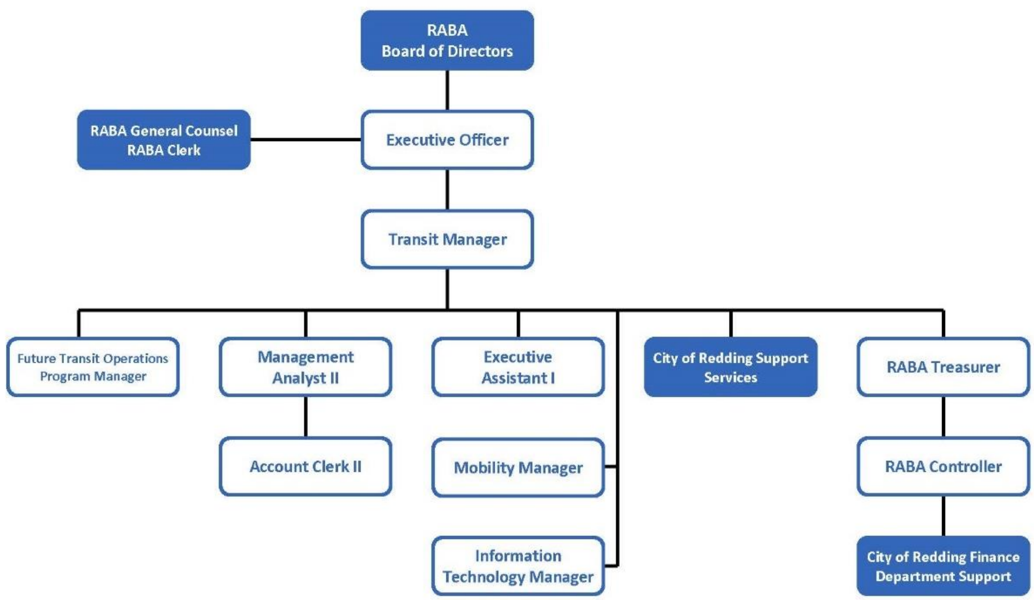
RABA is administered through a joint powers agreement between the cities of Anderson, Redding, and Shasta Lake and the County of Shasta. During the audit period, the City of Redding's City Manager reorganized the City's organizational structure and created the Housing and Economic Development Department. This department includes the City's Housing and Community Development Division, Airports

Division, and the Transportation and RABA Support Division and is led by the Assistant City Manager. As a result, the City hired its first Transit Manager to be dedicated to RABA with a support staff of four additional positions. Now RABA has a dedicated staff responsible for the administrative and managerial day-to-day activities, while operational staff are employees of the operations contractor, Transdev. Lines of reporting and managerial authority are effective and clearly defined.

The reorganization and the support of the operations contractor has been a catalyst for RABA's success. There is increased access to funding opportunities and new engagement from the Board, which have been helpful to achieving the agency's goals.

An organizational chart is provided in Exhibit 7.2.

Exhibit 7.2 Organizational Chart



All positions are employees of the City of Redding, per the terms of the joint powers agreement, except the IT Manager and Mobility Manager, who are employees of Transdev but dedicated to RABA.

Direction for RABA is provided by an eight-member Board of Directors. The Board includes five members from the City of Redding and one member each from Shasta County, the City of Anderson, and the City of Shasta Lake. Board meetings are held on the third Monday of each month at 5:15 p.m. at the City of Redding's Council Chambers (777 Cypress Ave.) and are open to the public. RABA Routes 11, 14, Runabout, and Demand Response provide direct service to the meetings.

The Board expressed interest in better efficiency, elimination of non-productive services, experimenting with mobility-based programs, increasing passenger trips, and ensuring the budget is efficient given rising costs. Near the beginning of the audit period, it directed RABA to prepare a Short Range Transit Plan (SRTP) to address these items. Additionally, the Board wanted more information on how microtransit can be deployed in areas that are traditionally underperforming. RABA staff took these interests and are in the process of redesigning how the transit system will operate in the future and pursuing additional funding sources to cover rising costs. RABA has also increased its marketing to build awareness in the community.

Management monitors program performance at bi-weekly RABA contractor coordination meetings, as well as through the review of monthly data and field observations. Clear direction is provided to subordinates daily. RABA uses Swiftly and Via software platforms, along with Microsoft Excel spreadsheets, to track performance. Performance against measures established in the most recent SRTP are reported to the Board on a monthly basis.

Changes occurring during the audit period included the hiring of dedicated RABA staff as well as the organizational change which moved the lines of reporting for RABA out of the City of Redding's Public Works Department to the Housing and Economic Development Department under the Office of the City Manager. In addition, RABA completed its SRTP, launched vanpool and bikeshare programs, and introduced additional technology.

RABA service is provided through an operations and maintenance contract with Transdev. Transdev (and its predecessor companies) have held this contract for many years. Transdev completed a seven-year contract in 2018 and was selected again through a competitive procurement for a new seven-year contract (five-year base period plus two one-year options). The contract was extended to June 30, 2025 and will be out of option years. A Request for Proposals is out for a new operations contract.

The RABA Transit Manager and Management Analyst II are the designated intergovernmental liaisons. RABA has an effective and positive relationship with other transportation providers in the region, Caltrans, and the FTA. The agency belongs to several industry associations, including CTAA, CALACT, APTA, ACT, ZEBRA, and the Hydrogen Council. It has been a member of CTA but has elected to discontinue its membership due to cost and overlap with CALACT.

Service Planning

The Transit Manager and the Senior Transportation Planner (Transit Operations Program Manager) are responsible for RABA's short-range planning. The most recent Short Range Transit Plan (SRTP) was completed in January 2024. Funded by a Caltrans planning grant, it was prepared by a consultant. Goals and objectives were part of the SRTP process. Performance targets were updated and are addressed as part of monthly reports to the RABA Board. Progress is evaluated regularly and improvements have been made.

RABA has implemented several recommendations from the plan including simplifying the fare system, provide free-fare to youth under age 18, implementing new technology for fare collection, and real-time tracking. In addition, RABA starting bikeshare and vanpool programs. The agency is still near the beginning of the planning horizon for the SRTP.

Planning for financial needs and projects is conducted through the 7-Year Financial and Capital Plan, which is modified and adopted with the annual budget.

RABA's Demand Response Service operates as complementary paratransit per federal requirements. This mode is eligibility-based and is limited to ADA-certified persons. All RABA revenue vehicles are ADAcompliant. RABA is part of the Coordination Plan developed by SRTA and coordinates with the CTSA for mobility management.

Public participation is conducted in accordance to RABA's Title VI Program. Notices to the public are communicated via newspaper and radio, with additional information made available on the RABA website and onboard vehicles. Public hearings are conducted as part of the transit planning process, as set forth in Public Participation Policy within the Title VI Program. Hearings are generally held at Redding City Hall, although meetings may be held in other jurisdictions (such as Anderson or Shasta Lake) as appropriate.

Passenger surveys are conducted bi-annually. The most recent non-passenger/community survey was conducted for the Short Range Transit Plan in 2023.

RABA has a Zero-Emission Bus Rollout Plan in place and has two electric vehicles in its fleet, along with appropriate charging infrastructure. At the time of the site visit, the van had recently been delivered and had yet to be put into revenue service. The van will be used for microtransit and paratransit service.

Administration

The Management Analyst considers historical expenses, contract rates, and other factors to propose the next fiscal year's operating budget, while using the long-term capital plan to plan the capital budget. The budget is reviewed and adjusted in April/May each year by the Transit Manager and Senior Transportation Planner, then approved by the RABA Board in June.

RABA compares budgeted versus actual revenues and expenditures monthly. Financial data is reported to the Board monthly. The budget may be adjusted or amended either administratively by the Executive Officer or by the RABA Board upon the recommendation of the Executive Officer or designee.

Grant application and compliance is the responsibility of the Management Analyst II. There are some funding sources, such as Community Development Block Grants, congressional earmarks, and Federal Lands Access Programs (FLAP) grants, that RABA is interested in but does not apply for due to lack of staffing capacity. RABA would benefit from a dedicated financial-based position (not shared with the City of Redding). This would increase its capacity for grants to support operations and capital needs and enhance the agency's sustainability.

The City Attorney, acting as RABA's General Counsel, oversees the City of Redding's Risk Management – Liability, Litigation, and Insurance Division, and provides supportive risk management services to RABA. RABA's Management Analyst II processes claims and hold insurance on facilities, but transfers what risk it can to RABA's operations contractor (vehicle insurance, "hold harmless" clause naming the City, etc.). The RABA is insured by Alliant. RABA does not have a current disaster preparedness/emergency response plan, but has started discussions with Shasta County with respect to participating in the County's Emergency Operations Center (EOC).

RABA manages a variety of transit-related contracts. This includes security, Enterprise (vanpool program), CalVans, Uber, transit signal priority, AVL and AVA for the annunciators, SJJPA, Amtrak, Swiftly, and the MOU with CTSA for vehicle sharing and providing resources to them. Contract performance is monitored through monthly reports and scheduled meetings with vendors. Technology tools are also used to monitor services (such as microtransit operations). Facility management is the responsibility of Transdev.

Timesheets of City of Redding employees assigned to RABA are submitted through Oracle. There is a clear and defined process of approvals of the timesheets. Any changes to personnel and payroll data are the responsibility of the Transit Manager and the Management Analyst II. All RABA employees utilize direct deposit.

Accounts receivable and accounts payable are handled by the Account Clerk II (RABA) and Accountant II (City of Redding). Invoice terms, quantities, and prices are verified against purchase orders before payments are made.

RABA has its own procurement policies, which are in compliance with FTA guidelines. Fuel is purchased jointly with the City of Redding, while RABA utilizes the CALACT or State bids to purchase vehicles. All other goods/services are competitively purchased. The Transit Manager may authorize purchases in amounts up to $50,000. Amounts up to $250,000 may be authorized by the Executive Officer. Amounts greater than $250,000 require approval of the RABA Board.

Marketing and Public Information

RABA's is preparing to undertake a marketing plan that will offer more strategies on how to promote RABA as a transportation alternative. Current marketing efforts include participation in community events, social media, rider alerts, flyers, and community presentations, as well as promotions such as such as Salute to Veterans and Redding Reads on RABA. Social media platforms include Facebook, X, Instagram, YouTube, and LinkedIn. Service information is available online as well as through fixed-route maps and timetables, demand-response rider guides, and service flyers.

During the audit period, the most successful promotional campaign was RABA – Your Ride in the Neighborhood. The purpose of the campaign was to reintroduce RABA to Shasta County residents. The campaign utilized videos, television, radio advertising, and social media.

RABA uses multiple apps for trip planning, real-time tracking, fare collection, ride requests, unlocking bikes, and more. Platforms include Transit, Moovit, Google Maps, Apple Maps, Bing Maps, Via, Token Transit, and B-Cycle. All are integrated into the Transit and Moovit apps. RABA is also in discussions with Bird scooters.

Customer calls are received by Transdev and complaints are logged into a database called Listen. There is also a phone option to contact RABA staff directly. Information such as incident date and time, driver's name, route, stop, and description of the event are collected. Issues are resolved within 10 business days.

RABA staff noted that public perception was at an acceptable level but was not outstandingly positive, as indicated in the most recent customer satisfaction survey conducted in 2023. This is believed to be because of the recent changes to the systems, which are not always readily accepted by those who have been used to the same service for decades. Over time, staff believe public perceptions will improve as members of the community become more used to the service changes. RABA's new Mobility Manager was slated to start in December 2024, and the agency expects to conduct another survey in 2025. This will help to monitor changes in public perception.

Scheduling, Dispatch, and Operations

Transdev is RABA's operations contractor, with employees represented by Teamsters Local 137. (RABA employees are represented by the Redding Independent Employees' Organization.) Transdev drivers bid on shifts every four months based on seniority, and the process is governed by a collective bargaining agreement.

Typically, all of Transdev's 34 drivers are considered full-time drivers (working 30 or more hours per week). This is typically considered fully staffed. However, with the implementation of microtransit, seven additional drivers were in training at the time of the site visit. Transdev does not currently have any part-time drivers.

Vehicles are assigned to routes by dispatch based on vehicle size. The only vehicle requiring skills or certifications that not all drivers have is the Proterra electric bus. Dispatch receives a "down list" from maintenance at the end of each service day to ensure no vehicles that are not in good repair are assigned for the next day. A master list of driver training and sign off is maintained by the Scheduler and located in Dispatch.

The fareboxes on the buses are locked vault boxes. These vault boxes are equipped with Genfare media that reads and estimates every time fare is put into the box. This is then transmitted electronically to RABA's Genfare computer. Vaults are downloaded and dropped into the secure main vault located on the side of the vault room (which cannot be accessed from the outside). The monies are then counted by two Transdev employees: the Transdev General Manager, a Supervisor and/ or a Maintenance Clerk. The deposit is transported by armored car on Thursdays. The count sheet from the fare boxes is retained by Transdev for future reference. The bank informs RABA if the count sheet is at all different from the actual deposited monies. The farebox receipts are entered at the end of the month off the RABA bank statement. Large deposits are posted via journal entry and then Finance will post one more journal entry at month end which is the total less the various amounts already recorded.

Non-cash fare media is processed by the RABA Account Clerk II and staff at the Downtown Passenger Terminal. These funds are delivered to the City of Redding Treasurer, who also serves as the RABA Treasurer. Revenues from mobile ticket sales are directly deposited to RABA's account, less the 10 percent service fee.

Personnel Management and Training

While Transdev is recruiting enough drivers to meet its needs, recruitment is ongoing for microtransit. Jobs are posted on online and communicated through word of mouth. These methods are effective. Some recruits are already licensed, and therefore only have to undergo company orientation and training and cadetting, but most need full training and licensing.

Transdev motivates employees through positive feedback, lunches, turkey giveaways, and recognition at monthly safety meetings. The current turnover rate is very low, though those who leave typically do so for better pay elsewhere. All Transdev staff receive an annual performance evaluation, and drivers undergo field observations annually as well. New drivers receive evaluations at 30, 60, and 90 days. If there is an issue during the year, an additional performance review is conducted to identify areas to be addressed.

Initial driver training starts with paperwork, a background check, and a pre-employment physical, then follows the Transdev curriculum. Each month, safety meetings offer ongoing training, with a new topic each month and refresher training on certain topics held annually. Management conducts periodic reviews using DriveCam video, as well as monitors drivers using bus tracking software to identify deficiencies and opportunities for praise.

Rules are enforced through a progressive discipline policy (verbal, written warning, suspension). Policies are included in the employee handbook. A drug and alcohol policy is in place, as well as compliance with all testing and FTA drug and alcohol reporting requirements.

Transdev employees who are represented receive benefits through the union, including life insurance, medical, dental, vacation, sick leave, maternity, and retirement. Full benefits are available to any employee working more than 30 hours a week. Mechanics are also reimbursed for the purchase of equipment, boots, and protective equipment. All employees receive notification of upcoming enrollment or changes to benefits via email and mail, as well as during monthly meetings.

Maintenance

Maintenance services for RABA are provided by the Teamsters under contract with Transdev. The RTA platform is currently used to manage the maintenance program, though Transdev will be transitioning to Hexagon during FY 2024/25. The Hexagon platform is tablet-based (rather than workstation-based).

The Transit Operations and Maintenance facility (located at 3333 S. Market St.) is owned by RABA. It features five maintenance bays, one with a permanent lift, another three with portable lifts. There is ample office space as well as space for records storage.

There is no backlog of repairs and preventive maintenance on-site, although repairs that are sent out or that are awaiting a part can be delayed on the vendor side. Transdev sends out repairs it does not have the resources to undertake. These include engine overhauls and gear work, which are sent out to local contractors. Other engine work, as well as engine and transmission work for vans, is done in-house.

Transdev has a preventive maintenance program in place that conforms with the manufacturer's recommended schedule. Compliance can be evaluated through paperwork and the RTA fleet management system. Maintenance does not conflict with regular vehicle use; maintenance prints out the next day's maintenance schedule and dispatch holds in the specified vehicles. Downed vehicles are not put into service using a lock out/tag out process, steering wheel covers, and disconnecting the batteries. Warranties are tracked within RTA, on parts as well as vehicles.

The most significant challenges in maintaining the fleet have been the age of the vehicles and parts/components wearing out. Issues above the typical maintenance activities – leaks in the vehicles during rainy periods, windshield wiper issues, air conditioner failures, farebox maintenance – are more common in an older fleet. Transdev would send out a vehicle to be repaired if it were needed to make pullout and could not be handled in-house due to capacity.

As RABA expands its service hours, additional support in the Transdev maintenance department will be required. At the time of the site visit, four technicians were working five days per week plus overtime as required. With the service day extended to 10 p.m., those hours will be stretched and it will be difficult to provide coverage. Transdev's Maintenance Manager is providing backup.

Transdev has had some trouble recruiting quality mechanics. It hopes as wages increase, that will hopefully attract better qualified mechanics.

Parts inventories are sufficient to minimize downtime. Parts are stored in a well-organized parts room. Maintenance staff can pull parts themselves but have to log them out of RTA. Each part is barcoded, and that code is put on a work order and closed out by the clerk. Transdev constantly conducts cycle counts to track parts, which are also tracked on the monthly parts report.

There have been some difficulties getting parts and service support for the Proterra electric bus, though the vehicle and charger are still under warranty. Future electric bus purchases will be from GILLIG; there have been no issues with parts and support for those vehicles.

Transdev does not have excess maintenance capacity. RABA occasionally provides maintenance to Dignity Health Connected Living upon request, per a memorandum of understanding.

RABA has been trying to replace its vehicles through capital grants, but other operators with older fleets have priority. RABA fleet details are provided in Exhibit 7.6.

Exhibit 7.3 Redding Area Bus Authority Fleet

Vehicle #	Model Year	Make/Model	Length	PAX + WC	Mileage (6/30/2024)	Assigned to:
51	2010	GILLIG G27D102	40	37 + 2	540,199	Fixed-route
52	2011	GILLIG G27D102	35	32 + 3	493,507	Fixed-route
53	2011	GILLIG G27D102	35	32 + 3	506,378	Fixed-route
54	2011	GILLIG G27D102	35	32 + 3	511,228	Fixed-route
55	2011	GILLIG G27D102	35	32 + 3	868,471	Fixed-route
56	2013	GILLIG G27D103	35	32 + 3	463,632	Fixed-route
57	2013	GILLIG G27D104	35	32 + 3	446,258	Fixed-route
58	2013	GILLIG G27D105	35	32 + 3	457,126	Fixed-route
59	2015	GILLIG G27B102N4	35	30 + 3	396,267	Fixed-route
60	2015	GILLIG G27B102N4	35	30 + 3	394,026	Fixed-route
61	2017	GILLIG GLFloor17	35	30 + 3	375,224	Fixed-route
62	2017	GILLIG GLFloor17	35	30 + 3	279,837	Fixed-route
63	2017	GILLIG GLFloor17	35	30 + 3	277,627	Fixed-route
64	2019	Proterra Catalyst E2	35	30 + 3	63,340	Fixed-route
65	2020	GILLIG GLFloor17	35	26 + 3	169,516	Fixed-route
66	2020	GILLIG GLFloor17	35	30 + 3	152,284	Fixed-route
308	2019	Glaval E450	24	12 + 2	172,710	Commuter Express
309	2019	Glaval E450	24	12 + 2	171,949	Commuter Express
5701	2010	MCI D4500	45	57 + 2	517,079	Commuter Express

Vehicle #	Model Year	Make/Model	Length	PAX + WC	Mileage (6/30/2024)	Assigned to:
5702	2010	MCI D4500	45	57 + 2	529,271	Commuter Express
260	2011	El Dorado Ford Aerotech 240	23	16 + 4	275,930	Demand-response
264	2017	El Dorado Ford Aerotech 240	25	16 + 2	127,579	Demand-response
265	2017	El Dorado Ford Aerotech 240	25	16 + 2	127,007	Demand-response
266	2017	El Dorado Ford Aerotech 240	25	16 + 2	124,533	Demand-response
267	2017	El Dorado Ford Aerotech 240	25	16 + 2	128,719	Demand-response
268	2019	Glaval E450	24	12 + 2	55,076	Fixed-route/ Microtransit
269	2019	Glaval E450	24	12 + 2	62,004	Fixed-route/ Microtransit
270	2021	Glaval E450	24	12 + 2	47,570	Fixed-route/ Microtransit
271	2021	Glaval E450	24	12 + 2	50,274	Fixed-route/ Microtransit
272	2021	Glaval E450	24	12 + 2	54,356	Demand-response
273	2021	Glaval E450	24	12 + 2	52,784	Demand-response
274	2021	Glaval E450	24	12 + 2	66,000	Demand-response
275	2021	Glaval E450	24	12 + 2	66,712	Demand-response
276	2023	Arboc Spirit of Mobility	24	16 + 2	11,873	Fixed-route/ Microtransit
277	2023	Arboc Spirit of Mobility	24	16 + 2	6,426	Fixed-route/ Microtransit
278	2024	New England Wheels Frontrunner	23	9 + 2	81	Microtransit
279	2024	New England Wheels Frontrunner	23	9 + 2	41	Demand-response
280	2024	RAM Promaster	20	8 + 2	250	Microtransit

Chapter 8 | Findings and Recommendations

Conclusions

Moore & Associates finds Redding Area Bus Authority 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 RABA staff, analysis of program performance, and an audit of program compliance and function, the audit team presents no compliance findings.

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

1. RABA would benefit from a dedicated financial-based position (not shared with the City of Redding).

Program Recommendations

In completing this Triennial Performance Audit, the auditors submit the following recommendations for the RABA'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: RABA would benefit from a dedicated financial-based position (not shared with the City of Redding).

Criteria: One of the components evaluated under the General Management and Organization functional area is whether the operator's internal organizational structure is effective given the operator's size and functions performed.

Condition: During the site visit, RABA staff noted there are numerous funding sources and grants the agency would be interested in applying for but does not do so due to a lack of staffing capacity. The addition of a dedicated financial-based position (not shared with the City of Redding) would increase its capacity for grants to support operations and capital needs and enhance the agency's sustainability.

Cause: There is a need to identify additional funding sources. However, each funding source comes with reporting and compliance requirements, as well as the initial effort required to prepare the application.

Effect: If there is not sufficient staffing to apply for and manage these grants, RABA cannot benefit from them.

Recommendation: Consider adding a financially focused position under RABA to assist with grants management and other financial tasks.

Recommended Action: Determine the key functions of this position as well as its placement within the RABA reporting structure. Identify the potential for this position to support other roles as well as grants, especially those related to finance.

Timeline: FY 2025/26.

Anticipated Cost: Dependent upon existing salary and benefit ranges for the position, plus any costs related to recruitment.

Exhibit 8.1 Audit Recommendations

Functional Recommendations		Importance	Timeline
1	Consider adding a financially focused position under RABA to assist with grants management and other financial tasks.	Medium	FY 2025/26