

TRIENNIAL PERFORMANCE AUDIT  
of Auburn Transit  
for Fiscal Years 2006/2007 through 2008/2009

*Final Audit*



*Prepared for the*

Placer County Transportation Planning Agency

*Prepared by*

LSC Transportation Consultants, Inc.



# TRIENNIAL PERFORMANCE AUDIT

## The City of Auburn: Auburn Transit Fiscal Years 2006/07 through 2008/09

### *Final Audit*

*Prepared for the*

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# Chapter 1

## Executive Summary

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The *California Public Utilities Code* (PUC) requires that all transit operators that receive funding under Article 4 of the Transportation Development Act (TDA) commission a performance audit every three years. This document presents the findings from the performance audit of Auburn Transit, operated by the City of Auburn. PCTPA is the Regional Transportation Planning Agency responsible for TDA funding in Western Placer County. This audit was performed under the authority of the Placer County Transportation Planning Agency (PCTPA).

This audit report covers Fiscal Year (FY) 2006-07 through FY 2008-09, and was conducted by LSC Transportation Consultants, Inc. The field reviews and data collection efforts were conducted in the beginning of 2010.

### BACKGROUND

The City of Auburn began operating public transit services in July of 1978. Currently, two deviated fixed-routes are offered in and around the City of Auburn. Free transfers are possible to regional transit services such as Placer County Transit (PCT) and Gold Country Stage. Overall Auburn Transit is operated in an efficient and effective manner. Staff is proactive about resolving any issues and places a good deal of emphasis on safety and passenger needs. However, the auditor did find some instances of non-compliance with certain TDA requirements.

### FINDINGS

- ◆ Given the demographic characteristics and geographic constraints in the City of Auburn and Placer County, the transit program size and scope appears to be appropriate.
- ◆ Transit services provided by Auburn Transit meet most TDA requirements, with a few exceptions. The key exception is that Auburn Transit did not meet the minimum 15 percent farebox recovery ratio requirement during the audit period. However, it should be noted that PCTPA has identified a goal of 10 percent farebox ratio, which has consistently been exceeded. The transit program needs to consider revisions to service and/or fare changes in order to achieve the 15 percent farebox recovery ratio in the future to avoid potential penalties.
- ◆ Auburn Transit completed and submitted annual TDA Fiscal and Compliance Audit within the required time period.
- ◆ Auburn Transit's operating budget increased by more than 15 percent over the preceding year in FY 2007-08, in violation of TDA regulations. This was due in large part to the sharp increase in fuel costs beyond the control of the operator. Additionally, a pre-negotiated wage increase for city employees went into effect during the fiscal year. The operating budget decreased by 9.5 percent the following year.

- ◆ Slight discrepancies existed between the data in annual State Controller Reports and the annual Fiscal and Compliance Audits. This issue is not unique to Auburn Transit, since the State Controller Report data are due prior to the time when the annual Fiscal and Compliance Audits are typically completed. Given the small differences in the data sets, it would not be beneficial to commit limited staff resources to try to reconcile these historical figures. However, the Transit Manager should continue to review operational and financial data and note in writing reasons for discrepancies (if any) in the data as they occur so that future TPAs can continue to be used as effective planning and evaluation tools.
- ◆ Auburn Transit has minimal marketing, and marketing materials (particularly the transit map) need improving. Marketing strategies should be addressed in the upcoming Short Range Transit Plan (SRTP).

## RECOMMENDATIONS

- ◆ While the farebox return ratio has improved significantly since the last audit period, as part of an urbanized area in a county with a population less than 500,000, the farebox return ratio for Auburn Transit must meet or exceed 15 percent to avoid penalties.

The farebox issue should be addressed in the upcoming SRTP. Assuming that routing and operations are efficient, the most likely approach to achieve an improved farebox ratio will include a fare increase. The average peer system base fare is \$1.34 compared to Auburn Transit's \$0.80 one-way fare (as shown in Figure 13 below). A fare increase was also recommended in the previous Triennial Performance Audit but was not instituted.

- ◆ In the future, Auburn Transit should calculate Full-Time Equivalent(FTE) employees according to the definition in the *Performance Audit Guidebook*. A FTE employee count can be calculated by dividing the number of person-hours worked by 2,000. Person hours should include all transportation system-related hours worked by persons employed in connection with the public transportation system including (for example) hours worked by city accounts payable staff whose time is partly charged to transit operations.
- ◆ Auburn Transit provided charter services, as defined by 49 CFR Part 604 Charter Service; Final Rule during the audit period. Auburn Transit transports passengers to downtown/old town four times a year during the months of April, June, August, and October as part of Art Walk. Although this service is open to the general public, fares for Art Walk passengers are paid for by the Placer Arts Council. According to 49 CFR Part 604, a public transit operator who receives FTA funds must notify registered charter providers listed on the <http://ftawebprod.fta.dot.gov/CharterRegistration> website when a request for charter service is received. If no registered chartered provider responds to the notification, then the public transit operator is allowed to provide the charter service. In the future, Auburn Transit should follow the procedures listed in 49 CRF Part 604 before providing charter service, including the Art Walk.

- ◆ Marketing has not been emphasized by Auburn Transit, which has relied on word-of-mouth and personal communication. Improving marketing efforts is recommended to boost ridership and farebox revenue. The upcoming SRTP effort should include a list of potential marketing strategies with emphasis on the transit brochure and route map. The following lists the auditor’s specific recommendations for Auburn Transit marketing materials.
  - Overall, the transit brochure lists valuable information for passengers and a clear transit schedule. However, it is difficult – particularly for a visitor to the Auburn area – to determine the exact location of the bus stops on the route map. Very few street names are listed and the bus stop icons cover a large area of the map. One method of distinguishing bus stops on a route map would be to number the stops on the schedule and place the corresponding number on the route map. Providing a “callout box” which magnifies the central Auburn area could also be beneficial.
  - The transit brochure and route map should clearly identify transfer points with other regional transit services and major transit destinations. Currently these points of interest are presented in faint text.
  - The link to Auburn Transit on [www.sacramento511.org](http://www.sacramento511.org) is defunct. Auburn Transit should work with Sacramento 511 to correct the problem.

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## Chapter 2

# Triennial Performance Audit Results

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### BACKGROUND

The TDA, also known as the “Mills-Alquist Deddeh Act,” provides two major sources of funding for public transportation providers in California: the Local Transportation Fund (LTF) and the State Transit Assistance (STA). The LTF is derived from 0.25 percent of the 7.25 percent retail sales tax collected statewide and can be used for a variety of transportation purposes according to a set of priorities detailed in the Act. The State Board of Equalization returns the LTF to each county according to the amount of tax collected in that county. STA funds are derived from statewide sales tax on gasoline and diesel fuel and are allocated to each county based on the following formula: 50 percent according to population, and 50 percent according to operator revenues from the prior fiscal year. STA funds can only be used to pay for transit planning, capital projects, and operations.

The California PUC requires that a Triennial Performance Audit be conducted for all transit operators and Regional Transportation Planning Agencies. A performance audit is a systematic process of evaluating an organization’s effectiveness, efficiency, and economy of operations under management control. The objectives of the audit are to provide a means for evaluating an organization’s performance and to enhance the performance by making recommendations for improvements. In addition, the audit evaluates the adequacy of an organization’s systems and the degree of compliance with established policies and procedures. Transit operators who make claims under Article 4 of the TDA in rural counties such as Placer County must maintain a minimum farebox recovery ratio of 10 percent, unless they achieved a higher ratio in the FY 1978-79 “base year.” The PCTPA and Auburn Transit have adopted the statewide minimum 10 percent farebox recovery ratio for transit services. However, the City of Auburn became part of the Sacramento Urbanized Area in the 2000 US Census. Per PUC 99268.12, a transit operator in an urbanized area in a county with a population of less than 500,000 must maintain a minimum farebox recovery ratio of 15 percent, unless the operator achieved a higher ratio in the FY 1978-79 “base year.” Auburn Transit should therefore establish a goal of 15 percent farebox recovery ratio.

### PERFORMANCE AUDIT AND REPORT ORGANIZATION

The performance audit consisted of seven elements, including:

- ◆ Review of compliance requirements
- ◆ Follow-up review of prior performance audit recommendations
- ◆ Initial review of transit operator functions
- ◆ Verification and use of performance indicators
- ◆ Detailed review of transit operator functions
- ◆ Preparation of the draft Audit report
- ◆ Preparation and presentation of the final Audit report

## **TRANSIT PROGRAM DESCRIPTION**

Auburn Transit is operated by the City of Auburn. Funds for Auburn Transit are allocated by the PCTPA, which was created as a local area planning agency to undertake regional transportation planning for Placer County, exclusive of the Lake Tahoe Basin.

### **Auburn Transit Fixed-Route Service**

Auburn Transit operates two deviated fixed-routes (the “Red Route” and “Blue Route”) within the City of Auburn and portions of unincorporated Placer County. The two routes primarily cover the same area; however the Blue Route has an extended service area in the northern and southern portions of Auburn.

The Blue Route provides service between the hours of 6:00 AM and 4:55 PM (a 6:00 PM run is offered for returns only), Monday through Friday. Transfers are offered at Auburn Station and Raley’s Center located on Lincoln Way. The Red Route provides service between 7:00 AM and 5:55 PM, with transfers available at Raley’s Center and Auburn Station. No bus service is provided on Sundays, however hourly Saturday service is offered on a single route between 9:00 AM and 4:55 PM (a 5:00 PM run is offered for returns only).

The one-way general public fare is \$0.80, and discounted fares are \$0.60 for students, elderly, and disabled persons. Passengers may transfer without additional charge to Placer County Transit and Gold Country Stage routes at Auburn Station. Buses will deviate up to three-quarters of a mile from the regular bus routes with advanced reservations for no additional fare. Additionally, a number of call-in stops are available on both routes.

### **Auburn Transit Operating and Financial Statistics**

The following operating statistics presented in Table 1 are based on data taken from annual State Controller Reports, annual Fiscal and Compliance Audits, and data provided by Auburn Transit. It should be noted that some data in the internal operating data tables maintained by Auburn Transit do not coincide exactly with the data reported in the State Controller Reports. This report notes below those instances where discrepancies were discovered.

Table 1 and Figure 1 present annual ridership data for Auburn Transit services during the audit period. Ridership increased substantially in FY 2008-09, up 15 percent from the previous year, which had experienced an 8 percent decrease from FY 2006-07. The data provided from Auburn Transit was consistent with the data reported in the State Controller Reports for each fiscal year.

Table 1 and Figure 2 present annual vehicle revenue hour data for Auburn Transit services. As presented, system-wide service levels have varied widely during the audit period. Vehicle revenue hours decreased in FY 2007-08 by nearly 10 percent and then increased 4.7 percent in the following fiscal year. Auburn Transit staff noted that there were no service changes during the audit period. No discrepancies were found between the internal data and the State Controller Reports for any of the three fiscal years evaluated.

**TABLE 1: Auburn Transit Fixed-Route Services Performance Measures**

Performance Measure	2006-07	2007-08	2008-09
<b>One-Way Passenger-Trips<sup>1</sup></b>	62,221	57,064	65,656
% Change from Previous Year	--	-8.3%	15.1%
<b>Vehicle Revenue Hours<sup>1</sup></b>	5,160	4,653	4,874
% Change from Previous Year	--	-9.8%	4.7%
<b>Vehicle Revenue Miles<sup>1</sup></b>	62,070	62,924	65,473
% Change from Previous Year	--	1.4%	4.1%
<b>Operating Costs<sup>2</sup></b>	\$391,814	\$471,244	\$426,336
% Change from Previous Year	--	20.3%	-9.5%
<b># Employees<sup>3</sup></b>	7.0	7.0	7.0
% Change from Previous Year	--	0.0%	0.0%
<b>Farebox Revenues<sup>2</sup></b>	\$34,461	\$38,095	\$38,933
% Change from Previous Year	--	10.5%	2.2%
<b>Operating Cost per One-Way Passenger-Trip<sup>4</sup></b>	\$6.30	\$8.26	\$6.49
% Change from Previous Year	--	31.1%	-21.4%
<b>Operating Cost per Vehicle Revenue Hour<sup>4</sup></b>	\$75.93	\$101.28	\$87.47
% Change from Previous Year	--	33.4%	-13.6%
<b>Passengers per Vehicle Revenue Hour<sup>4</sup></b>	12.06	12.26	13.47
% Change from Previous Year	--	1.7%	9.8%
<b>Passengers per Vehicle Revenue Mile<sup>4</sup></b>	1.00	0.91	1.00
% Change from Previous Year	--	-9.5%	10.6%
<b>Vehicle Revenue Hours per Employee<sup>4</sup></b>	737	665	696
% Change from Previous Year	--	-9.8%	4.7%
<b>Farebox Recovery Ratio<sup>4,5</sup></b>	12.1%	11.2%	14.0%
% Change from Previous Year	--	-7.5%	24.9%

Note 1: From State Controllers Report.

Note 2: From Auburn Transit Fiscal Audit; varies from the SCO Report due to charter calculations and local support.

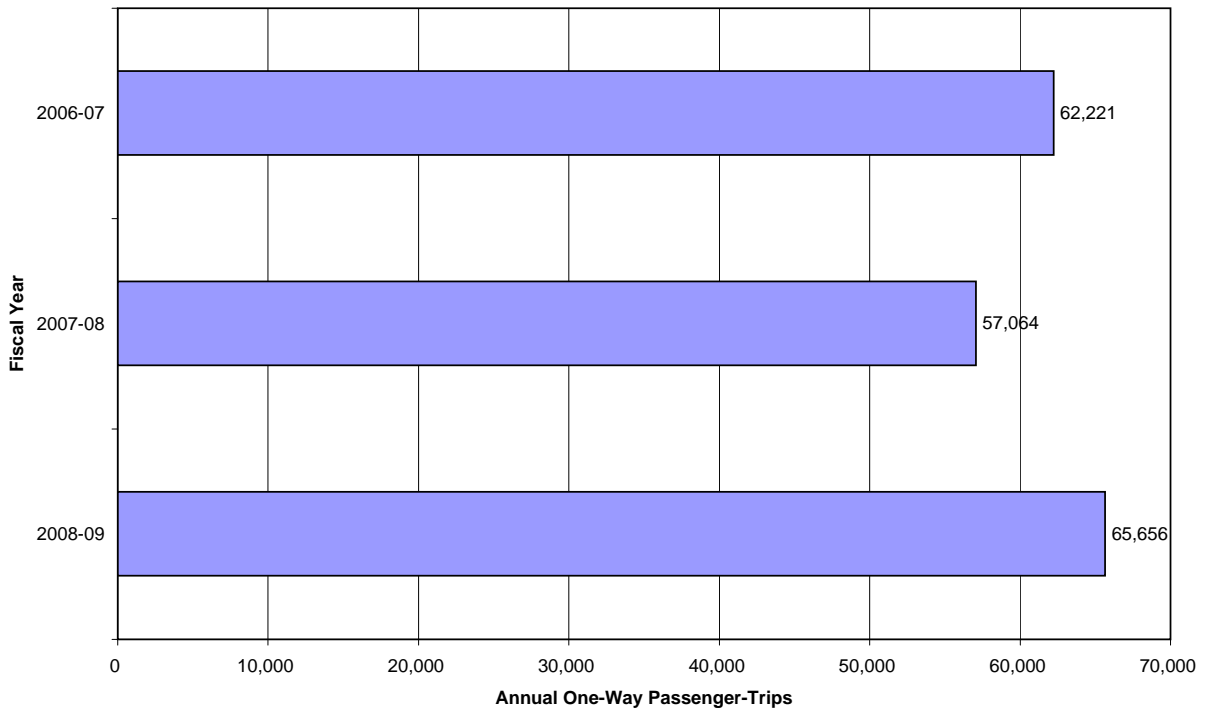
Note 3: From internal records; confirmed through on-site interviews.

Note 4: Calculated from data provided in this table.

Note 5: Includes local support.

Source: LSC Transportation Consultants, Inc.

**FIGURE 1: Auburn Transit Systemwide  
Annual One-Way Passenger-Trips**



**FIGURE 2: Auburn Transit Systemwide  
Annual Vehicle Revenue Hours**

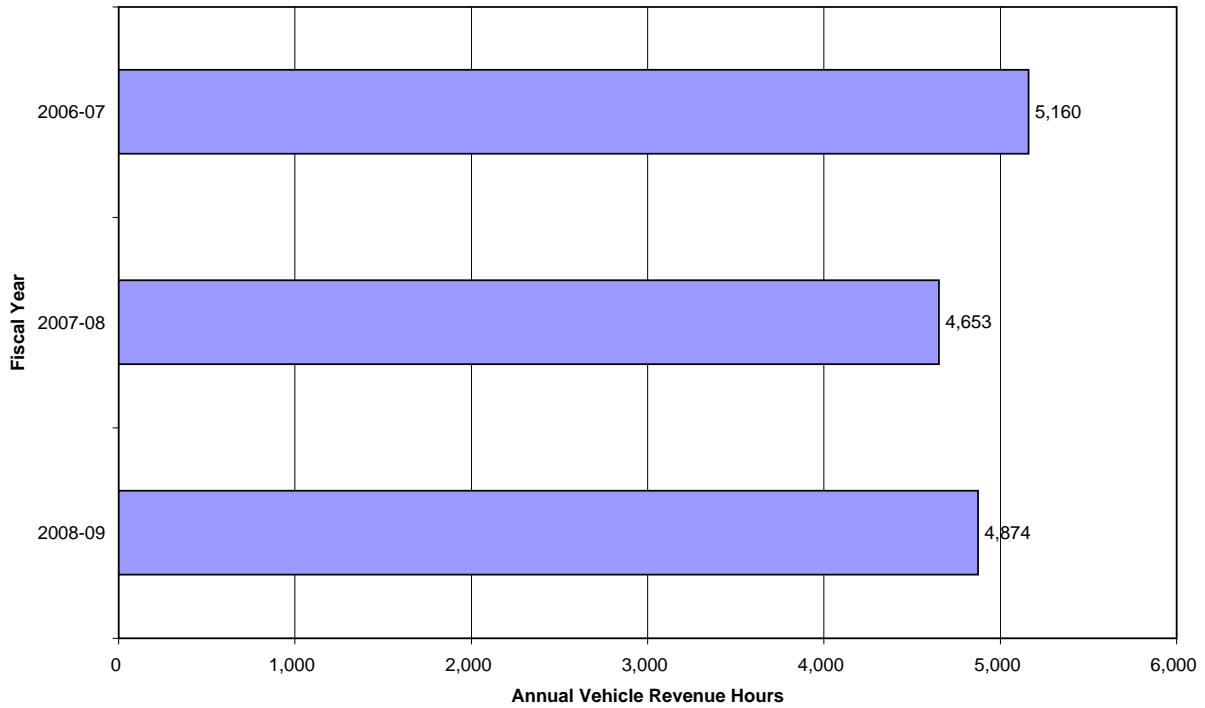


Table 1 and Figure 3 present annual vehicle revenue miles data for Auburn Transit services during the audit period. In contrast to the discussion above regarding annual vehicle service hours, Auburn Transit's annual vehicle service miles have increased at a slow but steady pace over the course of the audit period. Revenue miles increased by 1.4 percent in FY 2007-08 and increased another 4.1 percent in FY 2008-09. The mileage increase could be attributed to an increase in the number of deviation requests. No discrepancies exist between internal Auburn Transit reports and State Controller Report data in any of the three audit period reporting years.

### Data Collection Methods

Six performance measures must be reported in a Triennial Performance Audit report:

- ◆ Annual Operating Cost
- ◆ Annual Passenger Count
- ◆ Annual Vehicle Revenue Hours
- ◆ Annual Vehicle Revenue Miles
- ◆ Annual Employee Hours
- ◆ Annual Fare Revenue

Data for the current audit period was obtained from State Controller Reports unless noted below. It should be noted that Auburn Transit maintains an ongoing database of operating data.

The **Operating Cost** data is reported in Table 1 and Figure 4. According to Section 99247(a), operating costs include all costs except depreciation, direct costs for charter services, and vehicle lease costs. Extension of service can be excluded per Section 6633.8. The data was obtained from annual fiscal audits and includes total operating expenses for each object class as presented in the Chart of Accounts for the Uniform System of Accounts and Records. The operating costs do not include depreciation costs and charter expenses.

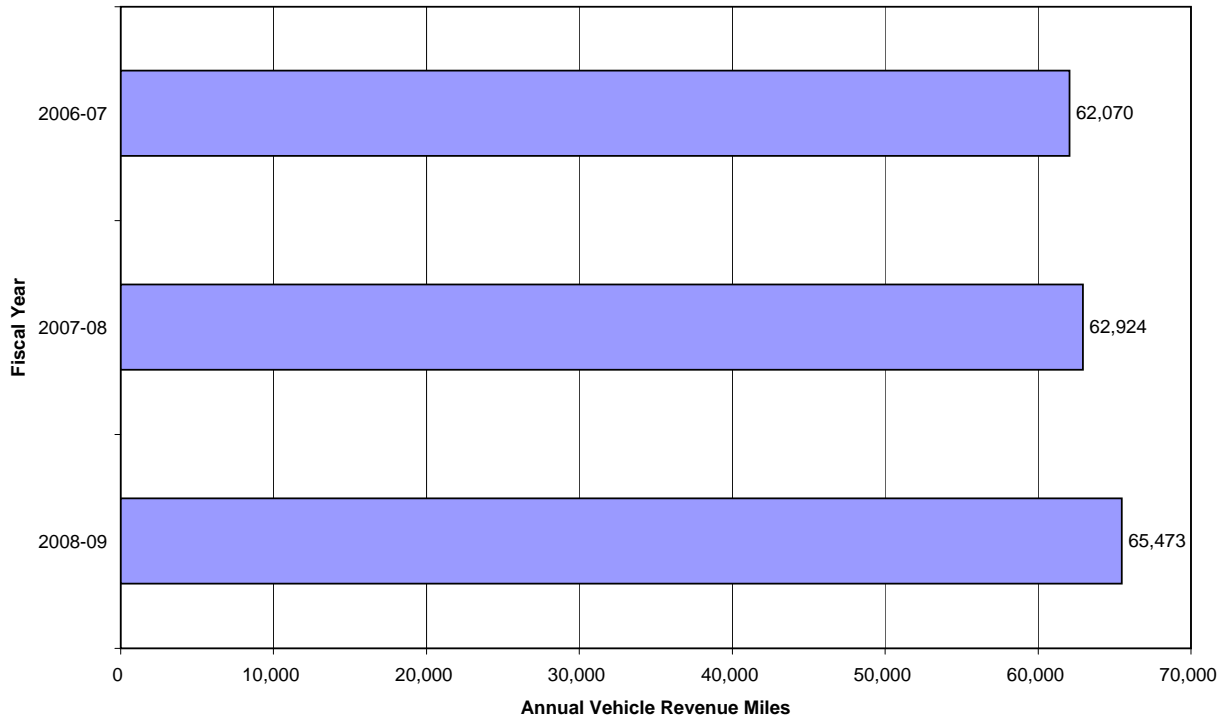
The operating data presented in Table 1 was found to be inconsistent with the data presented in the State Controller Report and internal Auburn Transit reports for FY 2006-07 and FY 2008-09. This is not especially unusual since State Controller Report data is due prior to the time that the annual fiscal and compliance audits are typically completed.

The **Passenger Count** data is presented in Table 1 and Figure 1. This data was obtained from State Controller Reports. As mentioned above, there were no discrepancies found for any of the data reported during the Audit period in annual State Controller Reports and internal reports.

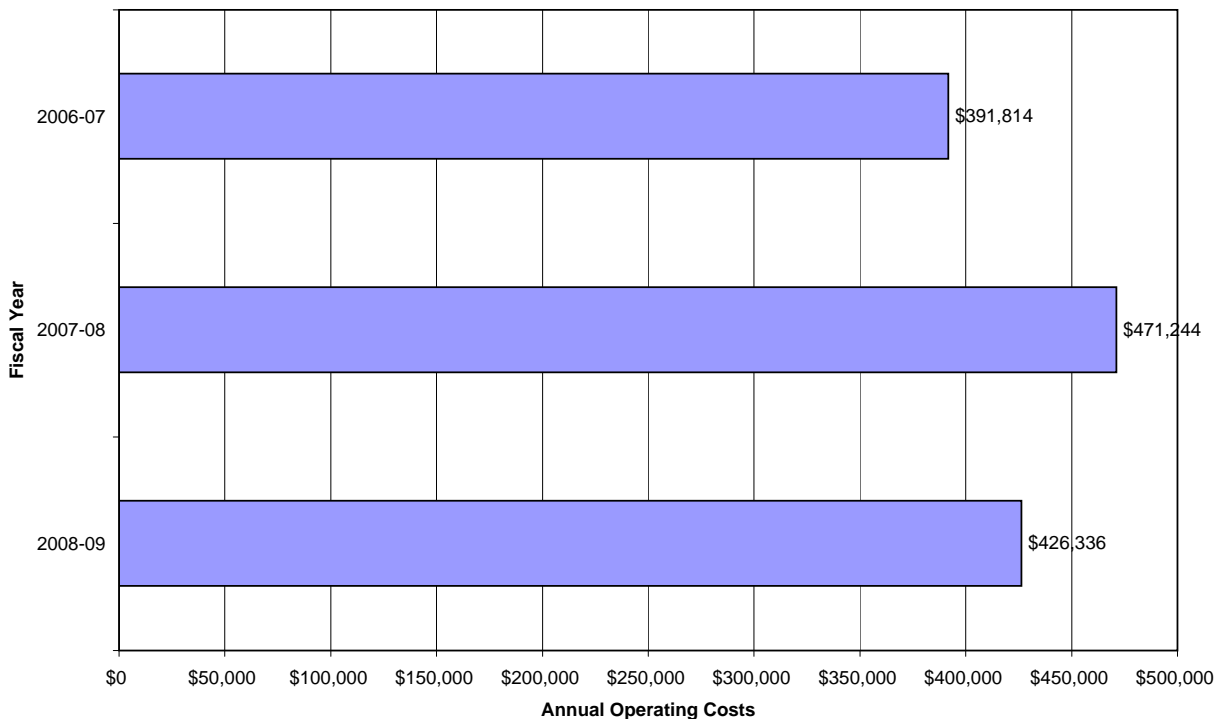
The **Vehicle Revenue Hour** data was reported in Table 1 and Figure 2. These data were obtained from State Controller Reports. The definition of a Vehicle Revenue Hour as currently used by Auburn Transit is consistent with the definition presented in Appendix B of the *Performance Audit Guidebook*. Drivers begin recording hours and miles at the Auburn Station, the first stop on both transit routes. As mentioned above, no discrepancies exist between the vehicle revenue hour data maintained in internal Auburn Transit reports and the data that was reported in the annual State Controller submittals during the audit period.

The **Vehicle Revenue Mile** data was reported in Table 1 and Figure 3. As noted above, data was obtained from State Controller Reports. The definition of a Vehicle Service Mile as currently used by Auburn Transit is consistent with the definition presented in Appendix B of the

**FIGURE 3: Auburn Transit Systemwide  
Annual Vehicle Revenue Miles**



**FIGURE 4: Auburn Transit Systemwide  
Annual Operating Costs**



*Performance Audit Guidebook*. Drivers begin recording hours and miles at the Auburn Station, the first stop on both transit routes. As previously mentioned, no discrepancies were identified between the vehicle revenue mile data maintained in Auburn Transit internal reports and the data that was reported in the annual State Controller Reports during the audit period.

The **Employee Hours** data presented in Table 1 and Figure 5 was obtained from the State Controller's Reports. The FTE definition currently used by Auburn Transit varies from the definition presented in Appendix B of the *Performance Audit Guidebook*. Auburn Transit uses 2,080 annual person hours of work in calculating FTE per FTA guidelines rather than the 2,000 annual person hours per the *Performance Audit Guidebook*.

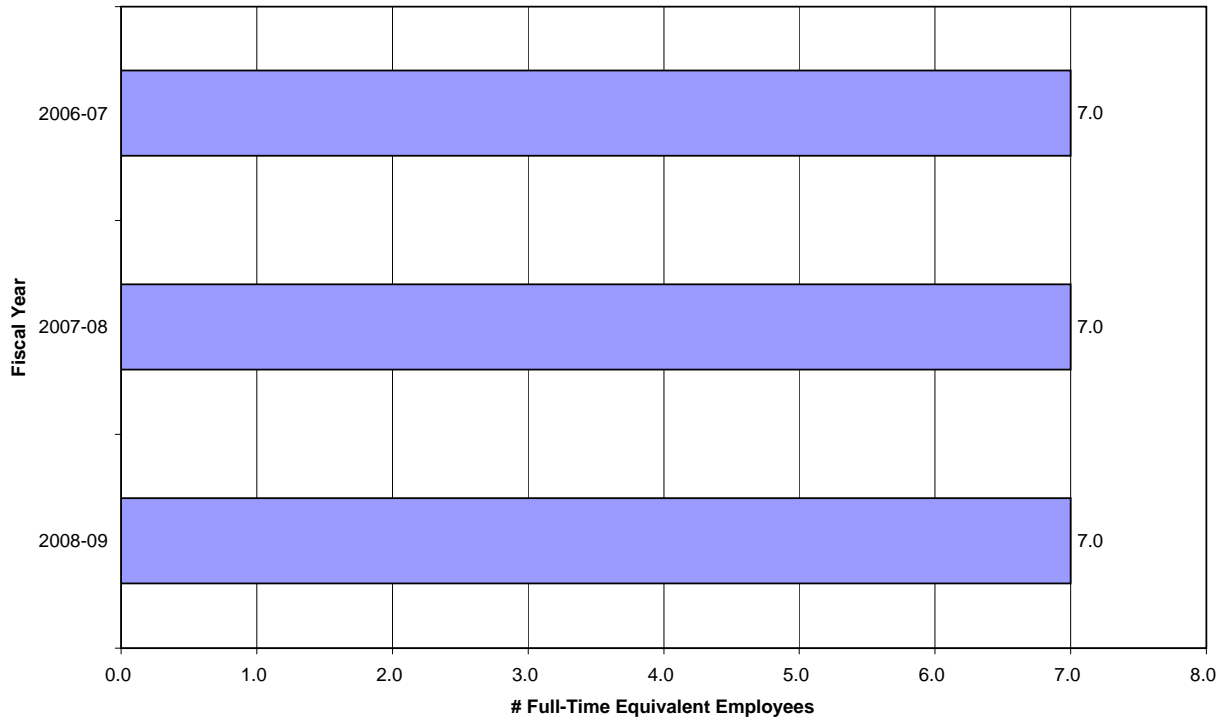
The **Fare Revenue** data presented in Table 1 and Figure 6 was obtained from annual fiscal and compliance audit reports. It should be noted that PUC Section 99205.7 states that fare revenues are defined in revenue object classes 401, 402, and 403, as specified in Section 630.12 of Title 49 of the Code of Federal Regulations:

- ◆ Object class 401 revenues include full adult, senior, student, child, handicapped, park & ride lot revenues (must be operated by transit operator), special and reduced fares collected from passengers.
- ◆ Object class 402 revenues include guaranteed revenues collected from an organization rather than a rider for rides given along special routes.
- ◆ Object class 403 revenues include revenues collected from schools for providing service to children to and from school.

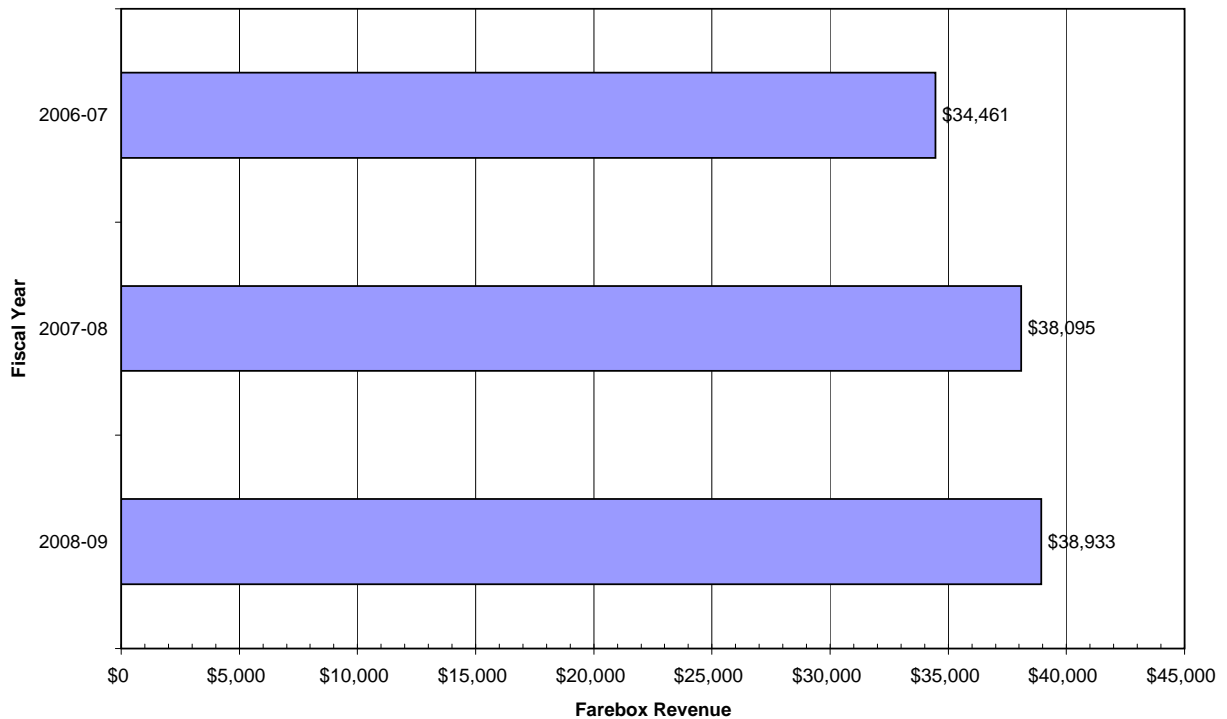
Fare revenue also includes the amount of revenue received by an entity under contract for transit services not yet transferred to the claimant. Additionally, the definition of fare revenues includes fares collected (1) for a specified group of employees, members, or clients, and (2) to guarantee a minimum revenue on a line operated especially for the benefit of the paying entity (e.g. an employer, shopping center, university, etc.), and (3) cash donations made by individual passengers in lieu of a prescribed fare. Fare revenue does not include other donations or general operating assistance, whether from public or private sources. However, neither charter nor advertising revenues can be included in the fare revenue category and neither can count toward the farebox recovery ratio calculation. As such, local support received for maintenance of transit vehicles is not included in the fare revenue figures in Table 1. There is also a minor discrepancy between farebox revenue reported in the Fiscal Audit and Auburn Transit internal data for FY 2006-07.

In summary, all operating data included in this audit came from the Transit Operators Financial Transactions Reports, which are submitted annually to the State Controller. Financial data such as fare revenue and operating costs were derived from annual fiscal and compliance audits. As noted above, no discrepancies exist between the operating data maintained internally by Auburn Transit and the data reported annually in the State Controller Reports. The financial data was obtained from annual fiscal audits where small discrepancies exist between the three data

**FIGURE 5: Auburn Transit Systemwide  
Number of Full-Time Equivalent Employees**



**FIGURE 6: Auburn Transit Systemwide  
Annual Farebox Revenues**



sources. This is not especially unusual, as State Controller Report data is due prior to the time that the annual fiscal and compliance audits are typically completed. However, internal reconciliation was not performed.

### Calculation and Evaluation of Performance Indicators

Using the data described above, the following performance indicators were calculated as required in Section 99246(d) of the PUC:

- ◆ Operating Cost per Passenger
- ◆ Operating Cost per Vehicle Revenue Hour
- ◆ Passengers per Vehicle Revenue Hour
- ◆ Passengers per Vehicle Revenue Mile
- ◆ Vehicle Revenue Hours per Employee

In addition, the Farebox Recovery Ratio is calculated and evaluated herein, as required in Section 99268 *et seq.* of the PUC.

The **Operating Cost per (One-way) Passenger-Trip** data is presented in Table 1 and Figure 7. This performance measure is a key indicator of a transit system's cost effectiveness. According to the available data, the operating cost per one-way passenger-trip increased from \$6.30 in FY 2006-07 to \$8.26 in FY 2007-08. This was primarily due to a 20.3 percent increase in operating costs associated with increased fuel costs and increased wages. The cost per one-way passenger-trip recovered in FY 2008-09 due to increased ridership and a 9.5 percent decrease in operating costs.

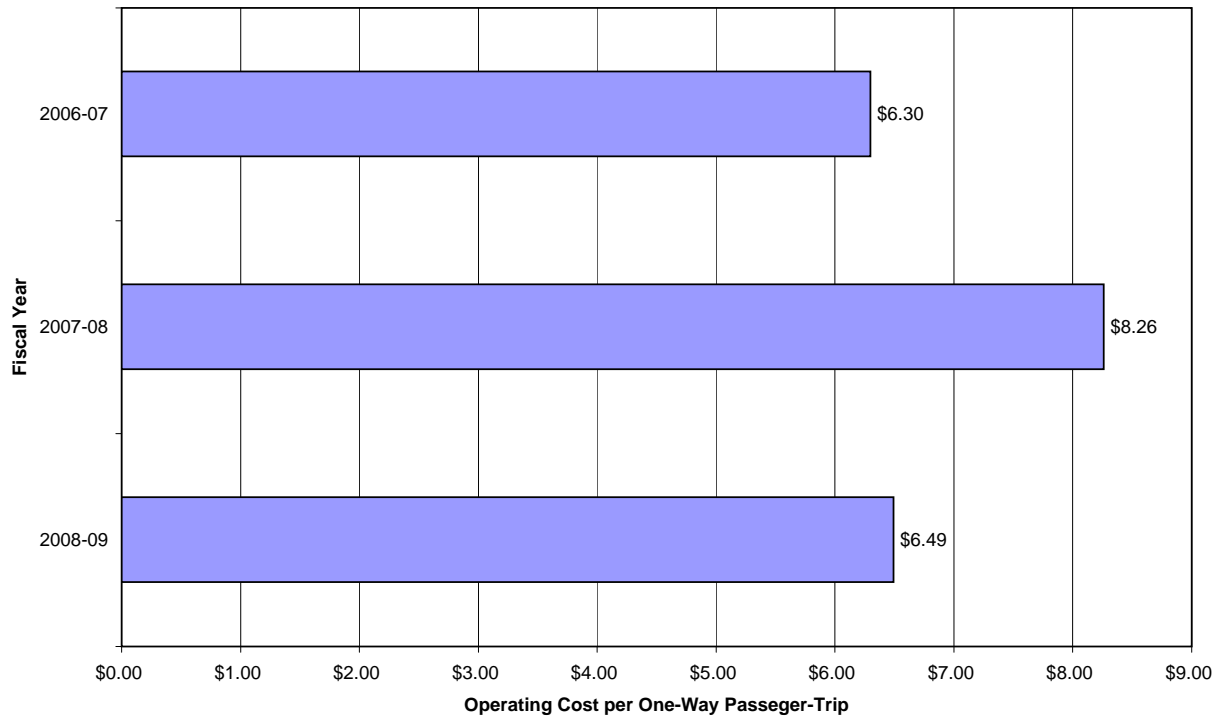
The **Operating Cost per Vehicle Revenue Hour** data is presented in Table 1 and Figure 8. This performance measure is a key indicator of a transit system's cost efficiency. The operating cost per vehicle revenue hour increased 33 percent in FY 2007-08, but dropped 14 percent in FY 2008-09.

The **Passengers per Vehicle Revenue Hour** (commonly referred to as "productivity") is presented in Table 1 and Figure 9. As presented, productivity increased steadily each year of the audit period.

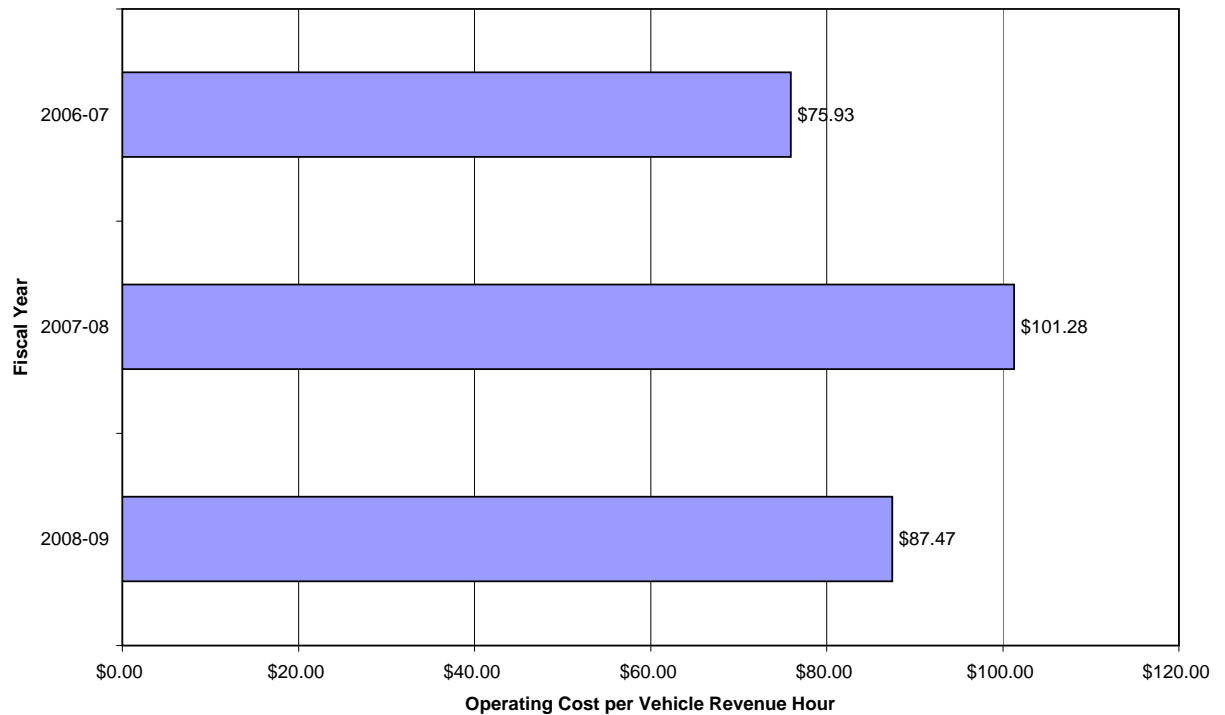
The **Passengers per Vehicle Revenue Mile** data is presented in Table 1 and Figure 10. As presented, passengers per vehicle revenue mile decreased during the second year of the audit period slightly, and increased back to the FY 2006-07 level the following year (FY 2008-09). Similar to the discussion above, increasing annual ridership at a greater rate than revenue miles ensures favorable annual passenger per vehicle revenue mile results.

The **Vehicle Service Hours per Employee** data is presented in Table 1 and Figure 11. As presented, the number of vehicle revenue hours per full-time employee equivalent decreased steadily during the audit period.

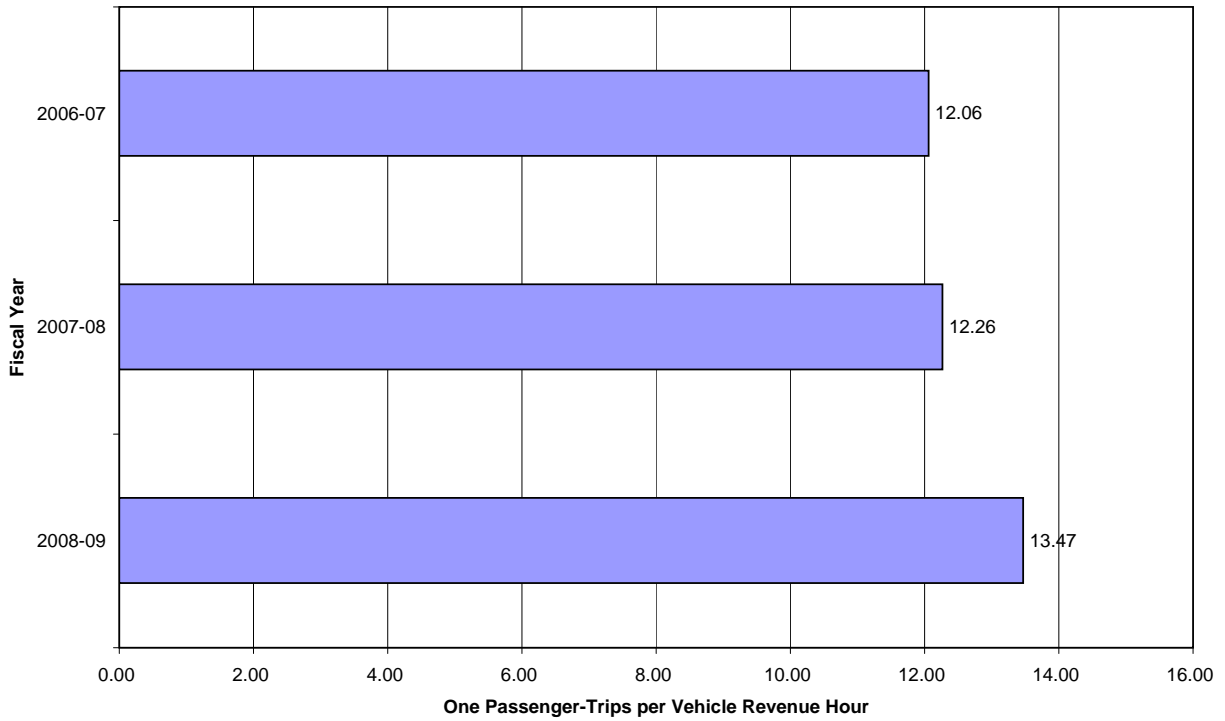
**FIGURE 7: Auburn Transit Systemwide  
Operating Cost per One-Way Passenger-Trip**



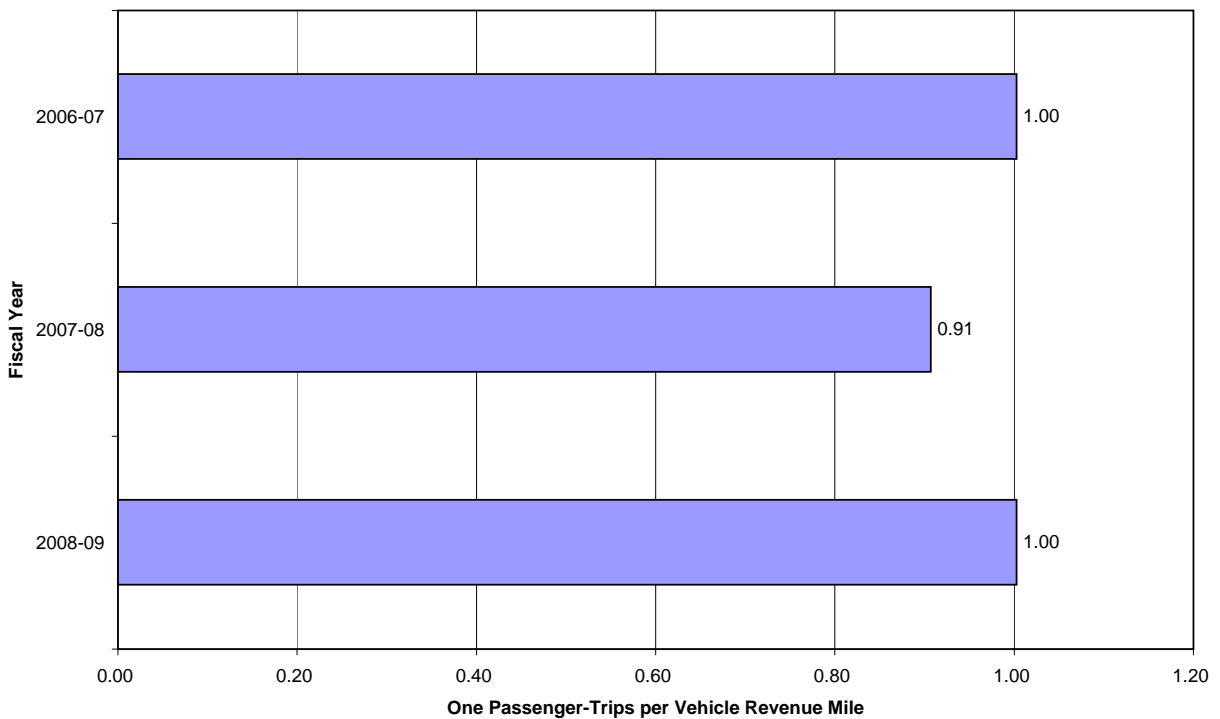
**FIGURE 8: Auburn Transit Systemwide  
Operating Cost per Vehicle Revenue Hour**

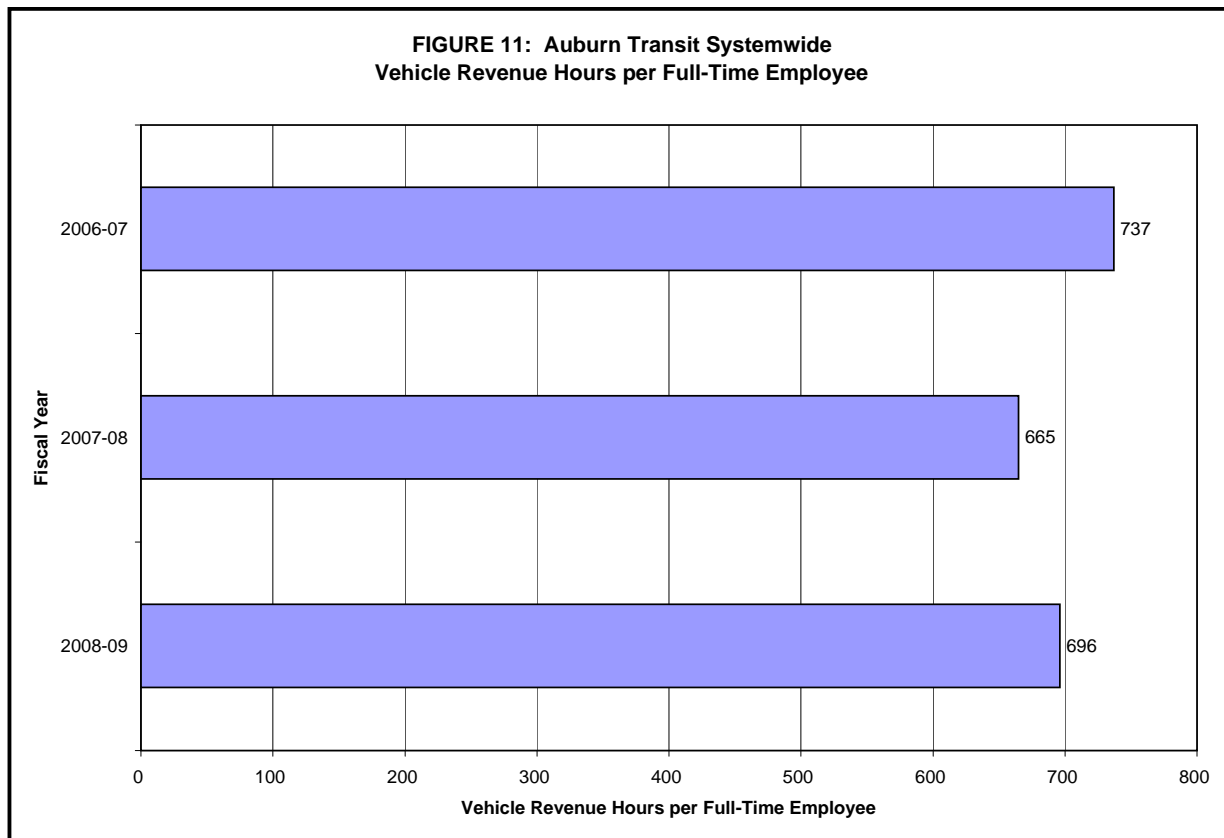


**FIGURE 9: Auburn Transit Systemwide  
One-Way Passenger-Trips per Vehicle Revenue Hour**



**FIGURE 10: Auburn Transit Systemwide  
One-Way Passenger-Trips per Vehicle Revenue Mile**



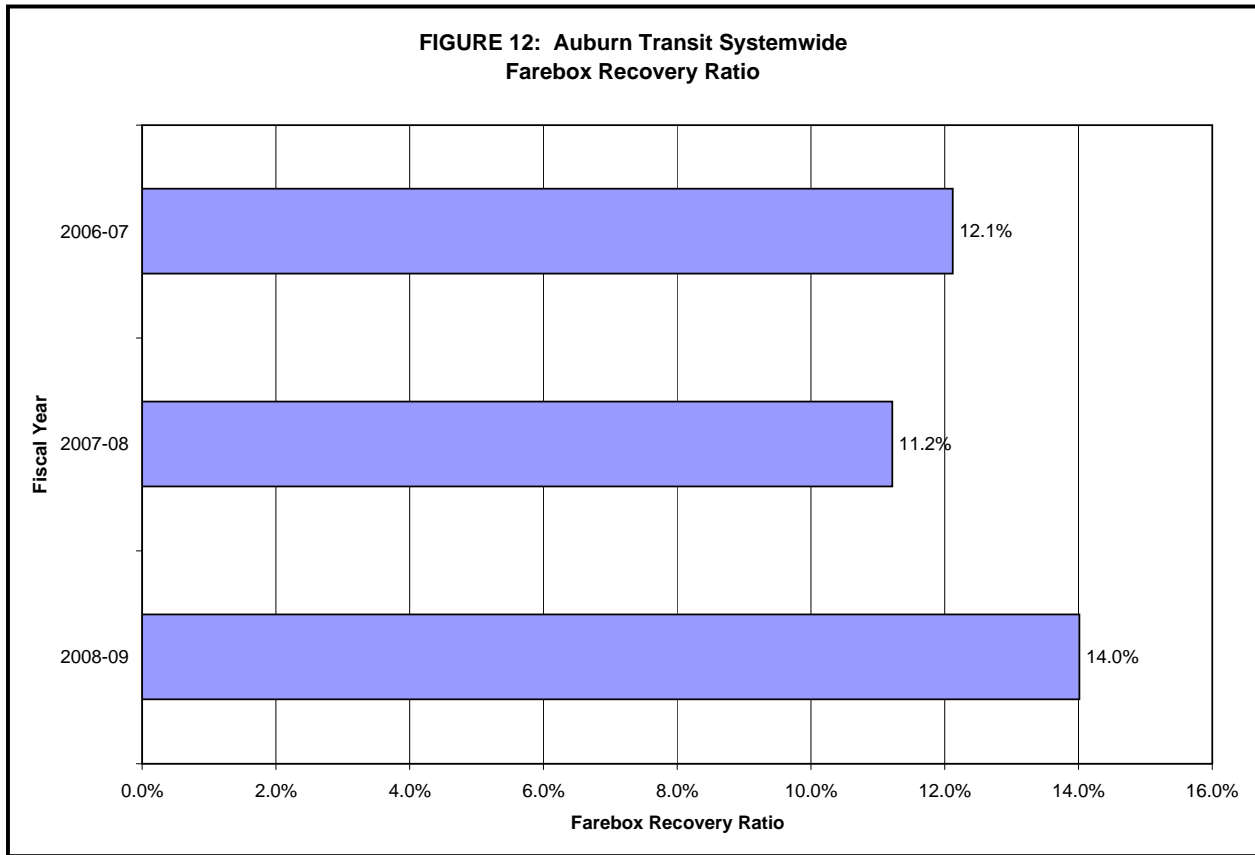


The **Farebox Recovery Ratio** data is presented in Table 1 and Figure 12. The farebox recovery ratio decreased by 7.5 percent in FY 2007-08 as a result of a substantial increase in operating costs, but rose again in the following year by 24.9 percent, primarily due to an increase in ridership and a decrease in operating costs.

It should be noted that both Auburn Transit staff and the Auditor (Table 1) include “local support” in the farebox recovery ratio calculation. Per TDA Section 6633.2, transit operators can add local support to fare revenue to determine the farebox ratio. Local support is defined as revenues in the following revenue account classes of the Uniform System of Accounts and Records adopted by the State Controller pursuant to the PUC Section 99243:

- ◆ 406.00 Auxiliary Transportation Revenues
- ◆ 408.00 Taxes Levied Directly by Transit System
- ◆ 409.010 Local Cash Grants & Reimbursements – General Operating Assistance
- ◆ 410.00 Local Special Fare Assistance
- ◆ 440.000 Subsidy from other Sectors of Operation

The City of Auburn Public Works Department performs all maintenance for Auburn Transit and does not charge the transit budget for the costs. Vehicle maintenance is considered part of transit operating costs, but in the case of Auburn, is paid for using City of Auburn general funds. This in-kind contribution for maintenance costs falls under the object class category 409.01 – General Operating Assistance. As per the prior TPA recommendation, Auburn Transit adds the local support for mechanics time to the operating costs and fare revenue when calculating farebox recovery ratio. It should also be noted that the local support figure is included in the operating cost numbers in Table 1.



Recommendations on Data Collection

As noted above, no discrepancies exist between the operational data maintained in internal Auburn Transit reports and the data reported in the annual State Controller Report submittals. Slight discrepancies existed between fiscal data maintained in internal Auburn Transit reports and the annual fiscal and compliance audits in FY 2006-07 and in FY 2008-09. In the future, any revisions to the operational and/or financial data that are required subsequent to the submittal to the State Controller’s Office should be noted in writing and maintained in a file so that subsequent Triennial Performance Auditors can determine the reasons for discrepancies (if any) in the data. However, given the relatively minor differences in the data sets, it is the auditor’s opinion that it would not be beneficial to commit limited staff resources to research and reconcile the slight differences between the data reported to the State Controller and internal operating reports during the audit period.

The operating cost and fare revenue figures for the Fiscal Audits and transit internal data include local support adjustments to arrive at the farebox ratio that are not included in the State Controller Report. In the future, Auburn Transit should identify local support –maintenance in the “General Operating Assistance” category in the operating revenue section and “Miscellaneous Expense” in the Operating Expenses section of the State Controller Report. Auburn Transit staff should also calculate FTE’s in accordance with the definition in the *Performance Audit Guidebook*.

## REVIEW OF COMPLIANCE REQUIREMENTS

As an entity receiving TDA funds for transit purposes, Auburn Transit, is required to comply with the state's financial and reporting guidelines detailed in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* pursuant to TDA requirements. The following is a compilation of the financial and reporting requirements applicable to the operating procedures of Auburn Transit services. Each compliance requirement is also presented in Table 2.

- ◆ In accordance with PUC Section 99243, Auburn Transit has submitted annual reports to the PCTPA and the State Controller based upon the Uniform System of Accounts and Records established by the State Controller. The FY 2006-07 report was submitted on 10/15/07; the FY 2007-08 report was submitted on 10/20/08; and the FY 2008-09 report was submitted on 10/20/09.
- ◆ In accordance with PUC Section 99245, Auburn Transit submitted annual fiscal and compliance audits to the PCTPA within 180 days following the end of the fiscal year for FY 2007-08, and requested a 90 day extension in FY 2006-07 and FY 2008-09. An independent auditor completed these fiscal and compliance audits, as required.
- ◆ In accordance with PUC Section 99251, Auburn Transit has submitted evidence that the California Highway Patrol has certified compliance with Vehicle Code Section 1808.1 within the 13 months prior to each TDA claim submitted. CHP Reports were signed with a "Satisfactory" rating on 3/12/07, 3/10/08, and 3/10/09.
- ◆ In accordance with PUC Section 99261, Auburn Transit's claims for TDA funds are submitted in compliance with rules and regulations adopted by the PCTPA for such claims.
- ◆ With respect to PUC 99270.1, Auburn Transit serves only urbanized areas. Therefore, a blended farebox ratio for urbanized and non-urbanized transit services is not required.
- ◆ PUC Section 99266 requires that Auburn Transit's operating budgets not increase by more than 15 percent over the preceding year, and no substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities be realized unless the operator has reasonably supported and substantiated the change(s). See Table 1 and Figure 4 for actual operating costs between FY 2006-07 and FY 2008-09. Inconsistent with PUC Section 99266, during the Audit period annual operating costs for all Auburn Transit services increased by 20.3 percent in FY 2007-08. This was primarily due to increased fuel costs beyond the control of the operator, as well as previously negotiated wage increases.
- ◆ Auburn Transit's definitions of performance measures are consistent with PUC Section 99247 with the exception of FTE calculations. Total work hours associated with transit should be divided by 2,000 instead of 2,080.

**TABLE 2: Transit Operator Compliance Requirements - Auburn Transit**

Requirement	PUC Reference	In Compliance?	
		Y/N	Comments
(1) The transit operator submitted annual reports to the RTPE based upon the Uniform System of Accounts and Records established by the State Controller within the specified time period.	99243	Y Y Y	State Controllers Reports submitted as required: 2006-07 on 10/15/07 2007-08 on 10/20/08 2008-09 on 10/20/09
(2) The operator has submitted annual fiscal and compliance audits to its RTPE and to the State Controller within 180 days following the end of the fiscal year, or has received the 90-day extension allowed by law.	99245	Y Y Y	TDA Fiscal Audits submitted as required: 2006-07 on 2/28/08 (extension filed) 2007-08 on 12/3/08 2008-09 on 3/23/10 (extension filed)
(3) The CHP has, within the 13 months prior to each TDA claim submitted by an operator certified the operator's compliance with Vehicle Code Section 1808.1 following CHP inspection of the operator's terminal.	99251 b	Y	CHP Reports were signed with a "Satisfactory" rating 3/12/07; 3/10/08 and 3/10/09
(4) The operator's claim for TDA funds is submitted in compliance with rules and regulations adopted by the RTPA for such claims.	99261	Y	Auburn Transit submits TDA claims in compliance with rules and regulations established by the PCPTA.
(5) If an 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.	99270.1	NA	Auburn Transit serves only urbanized areas.
(6) The operator's operating budget has not increased by more than 15 percent 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.	99266	N	Costs increased by 20.3% from 2006 to 2007, but declined 9.5% the following year.
(7) The operator's definitions of performance measures are consistent with Public Utilities Code Section 99247.	99247	N	Exception is FTE definition.
(8) If the operator serves an urbanized area, it has maintained a ratio of fare revenue to operating cost at least equal to one-fifth (20 percent), unless it is in a county with a population of less than 500,000, in which case it must maintain a ratio of at least three-twentieths (15 percent).	99268.2, 99268.3, and 99268.1	- - -	Per the 2000 Census, Auburn is an urbanized area and subject to 15% farebox ratio. Auburn Transit did not achieve the 15%. However, PCTPA required 10% ratio during audit period.
(9) If the operator serves a rural area, it has maintained a ratio of fare revenues to operating costs at least equal to one-tenth (10 percent).	99268.2, 99268.4, 99268.5	Y	Auburn Transit maintained the 10% ratio as required by PCTPA.
(10) The current cost of 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 RTPE, which will fully fund the retirement system for 40 years.	99271	Y	The City participates in the State of California PERS for its employee retirement through the City of Auburn employee benefit program.
(11) If the operator receives state transit assistance funds, the operator makes full use of funds if available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted.	California Code of Regulations, Section 6754 (a) (3)	Y	Auburn has obtained funding from FTA, CMAQ, PTMISEA and Placer County Air Pollution Control District

Source: LSC Transportation Consultants, Inc.

- ◆ During the audit period, PCTPA required Auburn Transit to meet the rural 10 percent farebox ratio requirement. After the 2000 Census, Auburn was included in the Sacramento Urbanized Area, making Auburn Transit subject to a higher farebox ratio after a five year grace period. Additionally, Auburn Transit is part of an urbanized area in a county with less than 500,000 population and therefore is subject to a 15 percent minimum farebox return ratio as detailed in PUC Sections 99268.2, 99268.3, and 99268.1. To date, PCTPA has not changed Auburn’s farebox ratio standard from the rural standard of 10 percent. Auburn Transit met this established goal, but it did not meet the 15 percent minimum farebox ratio established in PUC Sections 99268.2, 99268.3, and 99268.1. Farebox ratios ranged from 12.1 percent in FY 2006-07 to 11.2 percent in FY 2007-08 and finally to 14.1 percent in FY 2008-09 as presented in Table 1.
- ◆ In compliance with PUC Code 99271, the City of Auburn participates in the State of California PERS for its employee retirement through the City of Auburn employee benefit program.
- ◆ In accordance with California Code of Regulations Section 6754(a) (3), Auburn Transit makes full use of funds available to it under the FTA programs (in particular, FTA funds for bus purchase, a CMAQ Grant for bus purchase, grant and PTMISEA grants for CNG fueling station, and PTMISEA for bus purchase were used before TDA claims are granted).

## STATUS OF PRIOR AUDIT RECOMMENDATIONS

The previous audit was completed by Moore & Associates, and the recommendations from that effort are enumerated below and in Table 3.

- ◆ Begin tracking all vehicle maintenance costs as well as any other cost associated with transit, whether paid via general fund monies or otherwise. (High priority, recommended to be implemented in 2007-08.)

Status: **Implemented** – In FY 2006-07, Auburn Transit began tracking the cost of vehicle maintenance which “supplements” the farebox recovery.

- ◆ Consider a fare increase to bolster annual farebox recovery. (High priority, recommended to be implemented in 2007-08.)

Status: **Implementation Not Begun** – Auburn Transit has not raised its fares. Suggestions of fare increases have been brought before the Auburn City Council, but the City Council has declined to increase fares. It is recommended that fare increases be evaluated in the upcoming SRTP.

- ◆ Consolidate all non-cash fare media into a single monthly pass. (High priority, recommended to be implemented in 2007-08.)

**TABLE 3: Status of Prior Performance Audit Recommendations - Auburn Transit**

Recommendation	Follow-up	
	Priority	Comments
(1) Begin tracking all vehicle maintenance costs as well as any other costs associated with transit, whether paid via general fund monies or otherwise.	High	Implemented: now tracked.
(2) Consider a fare increase to bolster annual farebox recovery.	High	Implementation not begun. Recommend review in next SRTP.
(3) Consolidate all non-cash fare media into a single monthly	High	Implementation not begun. Recommend review in next SRTP.

Source: LSC Transportation Consultants, Inc.

Status: **Implementation Not Begun** – Auburn Transit continues to have multiple non-cash fare media including a daily pass, 9-ride pass, 30-ride pass and monthly pass. The Transit Manager stated that the 30-ride pass is more popular for most passengers than the monthly pass. It is recommended that the fare structure be evaluated in the upcoming SRTP.

## INITIAL REVIEW OF TRANSIT OPERATOR FUNCTIONS

### Assessment of Internal Controls

To ensure that the information gathered as part of this audit is reliable and valid, a review of internal controls is necessary. A transit operator’s internal controls are intended to do the following:

- ◆ Provide reasonable assurance that program goals and objectives are met
- ◆ Ensure that resources are adequately safeguarded and efficiently used
- ◆ Ensure that reliable data are obtained, maintained and fairly disclosed in reports
- ◆ Ensure that the transit operator complies with laws and regulations

The City of Auburn appears to have a reasonably well-developed system of internal controls appropriate to the size of the transit system. This statement is echoed in each of the three annual Independent Auditor’s Reports completed by R.J. Ricciardi Certified Public Accountants.

## **DETAILED REVIEW OF TRANSIT OPERATOR FUNCTIONS**

This section presents a review of the various functions of Auburn Transit. Since functions of each transit operator in California will vary depending on the scope and breadth of its operations, not all parts of this section will apply to Auburn Transit. In general, transit operator functions can be divided into the following areas:

- ◆ General Management and Organization
- ◆ Service Planning
- ◆ Scheduling, Dispatch, and Operations
- ◆ Personnel Management and Training
- ◆ Administration
- ◆ Marketing and Public Information
- ◆ Maintenance

### **General Management and Organization**

Day to day operations of Auburn Transit is overseen by the full time transportation supervisor who reports directly to the transit manager. The transportation supervisor and transit manager meet and/or speak by phone several times daily. The transit manager reports to the engineering division manager in the City of Auburn Public Works Department. The transit manager is housed in the same office building as the engineering division manager facilitating regular communication. The transit manager is responsible for data entry, tracking operational data, budget control and monthly/quarterly reporting. All transit functions (administrative, dispatch, operations, and maintenance) are performed in-house.

Auburn Transit has an appropriately well-defined program of administrative oversight. It regularly receives reviews and acts upon performance and financial information compiled internally. The transit manager reports ridership data quarterly to the PCPTA and reports financial data to the city's finance director.

### **Service Planning**

The effectiveness of a transit system is highly dependent on the continued development of short- and long-range transit plans. The city's most recent SRTP was finalized at the end of 2004 as part of a county-wide SRTP process. Service recommendations were in response to the need to improve the farebox return ratio; therefore, recommendations sought to improve service efficiency and increase fares. Headways were improved and Saturday service was monitored and stabilized, but the fares were not increased. While the farebox revenue ratio has improved, Auburn Transit now needs to meet the minimum ratio of 15 percent.

In terms of strategic planning, Auburn Transit has set clear, reasonable goals and objectives in the SRTP and the RTP. Auburn Transit regularly reviews performance and financial data monthly to determine progress toward meeting its goals and objectives.

As part of the SRTP process, schedule adherence and boarding and alighting counts were conducted. However, no opinion surveys have been conducted. Considering the small size of the transit system, the operators have felt passengers are able to express their concerns directly to staff. A survey effort of both riders and non-riders will be conducted as part of the SRTP update.

A SRTP update will be conducted in the upcoming fiscal year. In addition to a review of service efficiency and effectiveness, the plan should evaluate ways to meet the minimum 15 percent farebox return ratio.

### **Scheduling, Dispatch, and Operations**

This functional area concerns the short-term scheduling of routes, drivers, and vehicles, the daily coordination and assurance that each customer is served, and the specific function of providing transportation service. Scheduling for Auburn Transit is provided by the driver supervisor. For deviation requests, passengers contact the driver directly by phone (for pick-ups) and in person for (drop-offs). Drivers are self-dispatched and use cell phones to communicate with passengers and each other. If the first phone is busy, the call rolls over to a second driver.

The ADA requires agencies that provide general public fixed-route service to also offer complementary paratransit service for those individuals with transportation disabilities who cannot otherwise use the fixed-route service. The complementary paratransit service must be offered during the same hours and days as the fixed-route service. Because Auburn Transit operates a flex-route program that serves the required minimum ADA service area, it is currently in compliance with the ADA on this issue.

Auburn Transit drivers are appropriately certified for the types of vehicles operated. Drivers choose shifts based on seniority and are trained to operate each vehicle in the fleet. Drivers are represented by a labor union. Full-time employees are eligible for vacation, sick leave, and any other employer-paid benefits, although part-time employees are not. Non-monetary awards are given for safe driving.

### **Personnel Management and Training**

Auburn Transit has low driver turnover and is able to hire drivers with previous experience (generally retired school bus drivers) limiting the need to actively recruit and minimizing the need for initial training. Due to recent retirements, the tenure of the existing staff is mixed, but typically drivers stay ten years or longer. Initial and on-going driver training is conducted by the transportation supervisor. Drivers are evaluated annually based on their date of hire. Drivers receive non-monetary awards for safe driving.

Every second Wednesday, Auburn Transit hosts driver training for all of Placer County. The transportation supervisor conducts this training for Auburn Transit drivers as needed, as well as for school bus drivers, area transit drivers, and private tour-bus drivers. Auburn Transit requires its drivers to complete 10 hours of certificate training annually, though only 2 hours are required by law.

Additionally, Auburn Transit is a Northern California hub for safety training. The City of Auburn conducts an annual “Making Seconds Count” training event with 150 to 400 participants, including Auburn Transit staff. The focus of this training is emergency preparedness, covering such topics as emergency medical response, vehicle escape plans, school evacuation, and etcetera. Training videos are made based on the program.

Employee discipline is the responsibility of the transportation supervisor. There is a clear policy regarding absences and tardiness, and no disciplinary actions have been necessary beyond an occasional minor verbal reprimand. Drug and alcohol policies are in place which conforms to applicable federal and state requirements.

## **Administration**

Auburn Transit has a reasonably developed budget and reporting system that is appropriate to the size and scope of the transit program. Auburn Transit uses standard software programs (Microsoft Office) to manage information and produce reports. This data is managed internally on a regular basis, but there is limited reporting. Auburn Transit reports only ridership data quarterly to the PCTPA. Performance and financial data is monitored but not regularly reported.

The city council must approve substantial changes in the budget and/or spending, while the PCTPA must approve revenue allocations. According to State Controller Reports, operating expenses exceeded the budget in FY 2007-08 by \$13,524 and in FY 2008-09 by \$2,599. Again, in 2007-08, fuel costs jumped unexpectedly which likely attributed to some of the difference, and in FY 2008-09, the difference is less than one percent of the operating budget (which is not considered to be significant).

The city’s transit manager had primary oversight of grants management duties, service planning, and public information during the audit period. Day-to-day operations and maintenance management continues to be provided by the transportation supervisor. Auburn Transit primarily uses Microsoft Office to record data.

Auburn Transit operates out of the city’s corporation yard, located at 11500 Blocker Drive in Auburn, which is operated and maintained by city staff. Auburn Transit uses manually locking fareboxes. Fareboxes are collected at the end of the day and locked in a secure room. After the morning shift, drivers deliver their fareboxes and the fareboxes from the previous afternoon’s shift to the public works office located at city hall. There, the transit manager counts and records the fares in the presence of another staff member and then submits the fares to the finance director. The transportation manager attempts to reconcile the fares collected with the passenger counts, but several factors affect this. First, the fare of \$0.80 is an odd amount requiring multiple coins. Some passengers put in only \$0.75, others put in a \$1.00 and still others put in \$1.25 which is the fare for neighboring Placer County Transit. Over-payment cannot be corrected because once money is dropped into the farebox it cannot be returned.

Payroll services for Auburn Transit are provided through the city's internal payroll system, which uses a secure database of employee records, pay rate, benefits and other key data. Employees submit timesheets as a basis for payroll, and direct payroll deposit is available for city employees.

## **Marketing and Public Information**

Information regarding the city's transit service is accessible through the city's website. The "transit" page offers information on fares, schedule times, routes, and hours of operation. Also available is contact information for regional transit services including both public and private providers. Both the service map and schedule can be downloaded.

The graphic quality of the map is very rough and not user-friendly. For example, bus stops are defined by large blue polygons which cover more than a square block, and such polygons are overlapped into even larger indistinctive polygons when there are bus stops traveling in both directions. In addition to dark blue polygons identified in the key as bus stops, there are lighter blue polygons which are not identified but are presumably also bus stops. The main transfer station is not clearly identified on the map. Shelter symbols also cover whole square blocks making it difficult to determine precisely where they are located. There are no directional arrows on the map and it does not easily correspond to the schedule. The schedule identifies the "Blue" and "Red" routes but without a destination or series of destinations included in the name, it takes some study to determine which route is appropriate route to use.

Transit information is provided at the library, chamber of commerce, hotels and visitor information center. Outreach is provided to schools, particularly the learning disabled community. Complaints are received verbally, and if the passenger feels the complaint is unresolved, they are encouraged to put the complaint in writing. Very few complaints are received in writing.

Communication with other government agencies has improved in recent years. The five transit providers in the County now meet regularly to discuss ideas for coordination and even potential future consolidation. Auburn Transit works closely with PCT with whom they have a transfer agreement. Additionally, PCT applies for FTA grants on behalf of Auburn Transit. Auburn Transit is also aware of transit schedules and transfer opportunities with neighboring transit systems and passes information on to passengers.

## **Maintenance**

A preventive maintenance schedule is in place that meets the requirements of the bus manufacturers. Preventive maintenance services are provided by City of Auburn staff every 45 days on all vehicles. Drivers keep track of the days remaining until the next preventative maintenance on the Daily Inspection Report. All vehicle maintenance staff is paid out of the city's general fund, without a charge-back to the transit program. Mechanics' time spent repairing transit vehicles is tracked so that their time may be accounted for in the budget, as this can be counted toward the farebox ratio calculation.

The City of Auburn’s consolidated operations/maintenance facility appears to be sufficient for the varied types of vehicles operated. The facility includes four service bays, a bus washing area, and adequate storage space for maintenance equipment. It also includes administrative space. Vehicles are parked outside in a fenced and paved lot (no other security is provided).

Auburn Transit’s current fleet of three Compressed Natural Gas (CNG) buses and two cutaways is 100 percent wheelchair accessible, and each bus features a bicycle rack on the front of the bus that accommodates two bicycles. The vehicles are in good condition. Two of the CNG buses and one of the cutaways are eight years old. In April 2010, Auburn Transit will seek funding to purchase replacement vehicles.

Vehicles are inspected daily by the Auburn Transit drivers, and defects are noted on Daily Inspection Report. If a safety-related defect is discovered, the vehicle is “red-tagged” until the vehicle is repaired. The driver red-tags a vehicle by noting the problem on the backside of the Daily Inspection Report and giving the keys to the mechanic. Keys are not returned until the mechanic ensures the vehicle is repaired to specifications. To ensure vehicle availability, the mechanic seeks to complete simple repairs first and then concentrate on more labor-intensive repairs next. This priority system seems to work well, since there is not typically a backlog of repairs.

## **OTHER ISSUES**

The FTA recently expanded their definition of “charter service” as noted in Federal Register Volume 73 Number 9. Charter service includes:

*“Transportation provided by a recipient to the public for events or functions that occur on an irregular basis or for a limited duration and:*

- ◆ *A premium fare is charged that is greater than the usual or customary fixed-route fare; or*
- ◆ *The service is paid for in whole or in part by a third party.”*

Auburn Transit provided charter services, as defined by 49 CFR Part 604 Charter Service; Final Rule during the audit period. Auburn Transit transports passengers to downtown/old town four times a year during the months of April, June, August, and October as part of the Art Walk. Although this service is open to the general public, fares for Art Walk passengers are paid for by the Placer Arts Council. According to 49 CFR Part 604, a public transit operator who receives FTA funds must notify registered charter providers listed on the <http://ftawebprod.fta.dot.gov/CharterRegistration> website when a request for charter service is received. If no registered chartered provider responds to the notification, then the public transit operator is allowed to provide the charter service.

PCT and Auburn Transit have an agreement where PCT applies for and retains FTA 5307 operating funds on behalf of Auburn Transit in exchange for operating assistance for the Placer Commuter Express service. In FY 2008-09, PCT applied for ARRA funds on behalf of Auburn Transit to purchase new transit vehicles. Although Auburn Transit has not always been a direct

recipient of FTA funds, the transit operator benefits from federal funding. Therefore, it is recommended that Auburn Transit notify registered charter providers before providing the Art Walk or other charter services.

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## Conclusions and Recommendations

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The Auditor's analysis of Auburn Transit indicates that, in terms of operations, the system was efficiently run and well managed during the audit period. The City of Auburn adheres to TDA laws and regulations in an efficient and effective manner, and is in compliance with TDA rules and regulations with a few exceptions.

### FINDINGS

- ◆ Given the demographic characteristics and geographic constraints in the City of Auburn and Placer County, the transit program size and scope appears to be appropriate.
- ◆ Transit services provided by Auburn Transit meet most TDA requirements, with a few exceptions. The key exception is that Auburn Transit did not meet the minimum 15 percent farebox recovery ratio requirement during the audit period. However, it should be noted that PCTPA has identified a goal of 10 percent farebox ratio, which has consistently been exceeded. The transit program needs to consider revisions to service and/or fare changes in order to achieve the 15 percent farebox recovery ratio in the future to avoid potential penalties.
- ◆ Auburn Transit completed and submitted annual TDA Fiscal and Compliance Audit within the required time period.
- ◆ Auburn Transit's operating budget increased by more than 15 percent over the preceding year in FY 2007-08, not in accordance with TDA regulations. This was due in large part to the sharp increase in fuel costs beyond the control of the operator. Additionally, a pre-negotiated wage increase for City employees went into effect during the fiscal year. The operating budget decreased by 9.5 percent the following year.
- ◆ Slight discrepancies existed between the data in annual State Controller Reports and the annual Fiscal and Compliance Audits. This issue is not unique to Auburn Transit, since the State Controller Report data are due prior to the time when the annual Fiscal and Compliance Audits are typically completed. Given the small differences in the data sets, it would not be beneficial to commit limited staff resources to try to reconcile these historical figures. However, the Transit Manager should continue to review operational and financial data and note in writing reasons for discrepancies (if any) in the data as they occur so that future TPAs can continue to be used as effective planning and evaluation tools.
- ◆ Auburn Transit has minimal marketing, and marketing materials, (particularly the transit map) needs improving. Marketing strategies should be addressed in the upcoming SRTP.

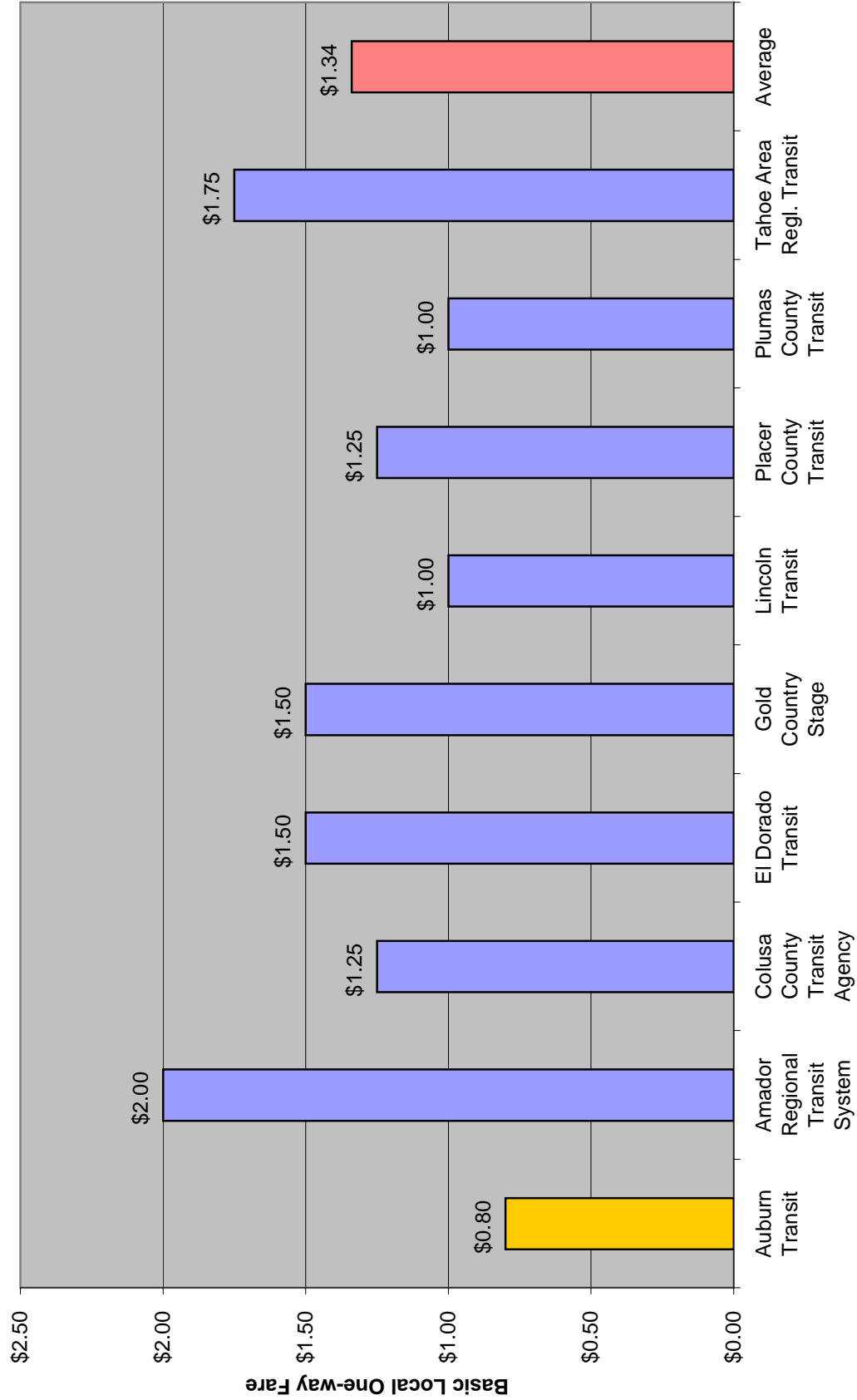
## RECOMMENDATIONS

- ◆ While the farebox return ratio has improved significantly since the last audit period, as part of an urbanized area in a county with a population less than 500,000, the farebox return ratio for Auburn Transit must meet or exceed 15 percent to avoid penalties.

The farebox issue should be addressed in the upcoming SRTP. Assuming that routing and operations are efficient, the most likely approach to achieve an improved farebox ratio will include a fare increase. Figure 13 presents a regional base fare comparison for eight peer transit systems in Northern California. As shown, the average peer system base fare is \$1.34 compared to Auburn Transit's \$0.80 one-way fare. A fare increase was also recommended in the previous Triennial Performance Audit but was not instituted.

- ◆ In the future, Auburn Transit should calculate FTEs according to the definition in the *Performance Audit Guidebook*. A FTE employee count can be calculated by dividing the number of person-hours worked by 2,000. Person hours should include all transportation system-related hours worked by persons employed in connection with the public transportation system including (for example) hours worked by city accounts payable staff whose time is partly charged to transit operations.
- ◆ Auburn Transit provided charter services, as defined by 49 CFR Part 604 Charter Service; Final Rule during the audit period. Auburn Transit transports passengers to downtown/old town four times a year during the months of April, June, August and October as part of Art Walk. Although this service is open to the general public, fares for Art Walk passengers are paid for by the Placer Arts Council. According to 49 CFR Part 604, a public transit operator who receives FTA funds must notify registered charter providers listed on the <http://ftawebprod.fta.dot.gov/CharterRegistration> website when a request for charter service is received. If no registered chartered provider responds to the notification, then the public transit operator is allowed to provide the charter service. In the future, Auburn Transit should follow the procedures listed in 49 CFR Part 604 before provided charter service, including the Art Walk.
- ◆ Marketing has not been emphasized by Auburn Transit, which has relied on word-of-mouth and personal communication. Improving marketing efforts is recommended to boost ridership and farebox revenue. The upcoming SRTP effort should include a list of potential marketing strategies with emphasis on the transit brochure and route map. The following lists the auditor's specific recommendations for Auburn Transit marketing materials.
  - Overall, the transit brochure lists valuable information for passengers and a clear transit schedule. However, it is difficult – particularly for a visitor to the Auburn area – to determine the exact location of the bus stops on the route map. Very few street names are listed and the bus stop icons cover a large area of the map. One method of distinguishing bus stops on a route map would be to number the stops on the schedule and place the corresponding number on the route map. Providing a “callout box” which magnifies the central Auburn area could also be beneficial.

**FIGURE 13: Peer Review of Transit Fares for Auburn Transit**



- The transit brochure and route map should clearly identify transfer points with other regional transit services and major transit destinations. Currently these points of interest are presented in faint text.
- The link to Auburn Transit on [www.sacramento511.org](http://www.sacramento511.org) is defunct. Auburn Transit should work with Sacramento 511 to correct the problem.