



# TDA Triennial Performance Audit FY 2018/19 - FY 2020/21

## Golden Empire Transit District (GET)

Kern Council of Governments  
Final Report  
September 2023





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## Chapter 1 | Executive Summary

In Spring 2023, the Kern Council of Governments selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the twelve transit operators to which it allocates TDA funding.

The California Public Utilities Code requires all recipients of Transit Development Act (TDA) Article 4 funding to undergo an independent performance audit on a three-year cycle in order to maintain funding eligibility. While not required, audits of Article 8 recipients are encouraged.

The Triennial Performance Audit is designed to be an independent and objective evaluation of Golden Empire Transit District (GET) 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 GET's public transit program for the period:

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

Bakersfield is the largest city in, and county seat of, Kern County. The Golden Empire Transit District administers and operates fixed-route and demand-response transit services within the Bakersfield Metropolitan Area. The fixed-route service is branded under the name of Golden Empire Transit (GET). GET operates a curb-to-curb, on-demand paratransit service, seven days a week from 6:30 a.m. to 7:30 p.m. The service does not operate on Thanksgiving and Christmas. On-Demand Paratransit passengers must undergo an eligibility process to qualify for trips on On-Demand Paratransit based on one of three criteria contained in the ADA.

Additionally, GET operates On-Demand Microtransit, a flexible low-cost service provided seven days a week between the hours of 7:00 a.m. and 7:00 p.m. Riders as young as 12 years of age may ride the service without an adult. This service is available to the general public, no eligibility needed. GET assumed operations of North of the River CTSA's demand-response service and rebranded it as On-Demand Microtransit Reduced Fare. This service is available to seniors over 60 years of age who meet the income requirements. On-Demand Microtransit Reduced Fare operates at the same time and day as On-Demand Paratransit.

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 audit team believes the evidence obtained provides a reasonable basis for its findings and conclusions.

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

The Triennial Performance Audit includes five elements:

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

#### Test of Compliance

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

1. GET does not employ the TDA definition of full-time equivalent (FTE) employee for reporting to the State Controller.

#### Status of Prior Recommendations

The prior audit – completed in April 2019 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2018 – included one recommendation:

1. [Report FTE properly on the State Controller Report.](#)  
**Status:** Implementation in progress.

#### Findings and Recommendations

Based on discussions with GET staff, analysis of program performance, and a review of program compliance and function, the audit team submits the no findings or recommendations for the Golden Empire Transit District.



## Chapter 2 | Audit Scope and Methodology

The Triennial Performance Audit (TPA) of Golden Empire Transit District’s public transit program covers the three-year period ending June 30, 2021. The California Public Utilities Code requires all recipients of Transit Development Act (TDA) funding to complete an independent review on a three-year cycle in order to maintain funding eligibility.

In Spring 2023, the Kern Council of Governments selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the twelve transit operators to which it allocates TDA funding. Moore & Associates, Inc. is a consulting firm specializing in public transportation, including audits of non-TDA Article 4 recipients. Selection of Moore & Associates, Inc. followed a competitive procurement process.

The Triennial Performance Audit is designed to be an independent and objective evaluation of Golden Empire Transit District (GET) 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 audit team concludes the evidence obtained provides a reasonable basis for its findings and conclusions.

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

### Objectives

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

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

### Scope

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

- Triennial Performance Audit report for the prior audit period;
- Most recent Short Range Transit Plan/Transit Development Plan;
- Monthly performance reports;
- State Controller Reports;
- NTD reports;
- Annual budgets;
- TDA fiscal audits;
- TDA claims;
- Transit marketing collateral;
- Fleet inventory;

- Preventive maintenance schedules and forms;
- California Highway Patrol Terminal Inspection Reports;
- Accident/road call logs;
- Customer complaint logs; and
- Organizational chart.

Given impacts of the ongoing COVID-19 pandemic, the methodology for this audit included a virtual site visit with GET representatives on July 20, 2023. The audit team met with Karen King (Chief Executive Officer), Steve Barnes (Chief Financial Officer), Michelle Warren (Equal Opportunity Employment), Denise Sables (Finance Administrator – Grant Writer), Janet Sanders (Director of Marketing), Chris James (Director of Maintenance), Victor Honorato (Purchasing Agent), Melissa Ashton (Controller), Ricardo Perez (Transit Planner), and Nicholas Hubbert (Dispatcher), 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 Golden Empire Transit District'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. GET 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 GET 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 Golden Empire Transit District.

### Developments Occurring During the Audit Period

The FY 2018/19 – FY 2020/21 audit period was significantly different than prior audit periods. The impacts of the COVID-19 pandemic resulted in significant declines in ridership and revenue, while changes to the TDA provided compliance waivers and amended existing legislation. In many instances, transit operators strove to retain operations staff despite adopting a reduced schedule, resulting in significant changes to many cost-related performance metrics. While infusions of funding through the CARES Act mitigated some of the lost revenues for federally funded programs, many transit operators have yet to return to pre-pandemic ridership and fare levels. As a result, this Triennial Performance Audit will provide an assessment not only of how COVID-19 impacted the organization, but how it responded to the crisis.

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

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. 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 two pieces of legislation include the following provisions specific to transit operator TDA funding under Article 4 and Article 8. Only AB 90 was in effect during this audit period, though both assembly bills are detailed below.

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

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

Assembly Bill 149, signed into law on July 16, 2021 (and therefore not in effect during the audit period), provides additional regulatory relief with respect to Transportation Development Act (TDA) compliance. It extends the provisions of AB 90 through FY 2022/23 as well as provides additional regulatory relief including:

1. Waiving the annual productivity improvement requirement of Section 99244 through FY 2022/23.
2. Adding a temporary provision exempting operators from farebox recovery ratio requirements provided they expend at least the same amount of local funds as in FY 2018/19.
3. Expanding the definition of “local funds” to enable the use of federal funding, such as the CARES Act or CRRSAA, to supplement fare revenues and allows operators to calculate free and reduced fares at their actual value.
4. Adjusting the definition of operating cost to exclude the cost of ADA paratransit services, demand-response and micro-transit services designed to extend access to service, ticketing/payment systems, security, some pension costs, and some planning costs.
5. Allowing operators to use STA funds as needed to keep transit service levels from being reduced or eliminated through FY 2022/23.

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

Exhibit 3.1 Transit Development Act Compliance Requirements

Compliance Element	Reference	Compliance	Comments
State Controller Reports submitted on time.	PUC 99243	In compliance	FY 2018/19: January 8, 2020 FY 2019/20: January 15, 2021 FY 2020/21: January 14, 2022
Fiscal and compliance audits submitted within 180 days following the end of the fiscal year (or with up to 90-day extension).	PUC 99245	In compliance	FY 2018/19: November 5, 2019 FY 2019/20: October 30, 2020 FY 2020/21: October 29, 2021
Operator’s terminal rated as satisfactory by CHP within the 13 months prior to each TDA claim.	PUC 99251 B	In compliance	June 1, 2018 June 21, 2019 July 2, 2020 July 16, 2021
Operator’s claim for TDA funds submitted in compliance with rules and regulations adopted by the RTPA.	PUC 99261	In compliance	
If operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.	PUC 99270.1	Not applicable	
Except as otherwise provided, the allocation for any purpose specified under Article 8 may in no year exceed 50% of the amount required to meet the total planning expenditures for that purpose.	PUC 99405	Not applicable	
An operator receiving allocations under Article 8(c) may be subject to regional, countywide, or subarea performance criteria, local match requirements, or fare recovery ratios adopted by resolution of the RTPA.	PUC 99405	Not applicable	
The operator’s operating budget has not increased by more than 15% over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).	PUC 99266	In compliance	FY 2018/19: +10.41% FY 2019/20: +9.94% FY 2020/21: +22.08%  In FY 2021, the budget increase was due to extension of service (microtransit and NEMT).  <i>Source: TDA Claims, FY 2019 – FY 2021.</i>

Compliance Element	Reference	Compliance	Comments
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	Per TDA Claim FY 2021.
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating cost at least equal to one-fifth (20 percent).	PUC 99268.2, 99268.4, 99268.1	In compliance	FY 2018/19: 20.6% FY 2019/20: 26.5% FY 2020/21: 17.1% (waiver)  <i>Source: TDA Audits, FY 2019 – FY 2021.</i>
If the operator serves a rural area, it has maintained a ratio of fare revenues to operating cost at least equal to one-tenth (10 percent).	PUC 99268.2, 99268.4, 99268.5	Not applicable	
For a claimant that provides only services to elderly and handicapped persons, the ratio of fare revenues to operating cost shall be at least 10 percent.	PUC 99268.5, CCR 6633.5	In compliance	FY 2018/19: 10.9% FY 2019/20: 13.6% FY 2020/21: 15.2%  <i>Source: TDA Audits, FY 2019 – FY 2021.</i>
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	

*\*While GET did not use the TDA definition of full-time equivalent (FTE) employee during the audit period, it was acting in good faith by using a calculation methodology provided by the State Controller's Office. During this audit the audit team determined that methodology (which divided vehicle service hours by 2,000) to be erroneous, and the correct methodology was discussed during the site visit. GET has been made aware that the correct FTE calculation methodology should reflect all work hours associated with the operation of its transit program divided by 2,000 and will begin using this methodology in its next annual reporting to the State Controller's Office.*



Compliance Element	Reference	Compliance	Comments
In order to use State Transit Assistance funds for operating assistance, the operator’s total operating cost per revenue hour does not exceed the sum of the preceding year’s total plus an amount equal to the product of the percentage change in the CPI for the same period multiplied by the preceding year’s total operating cost per revenue hour. An operator may qualify based on the preceding year’s operating cost per revenue hour or the average of the three prior years. If an operator does not meet these qualifying tests, the operator may only use STA funds for operating purposes according to a sliding scale.	PUC 99314.6	In compliance	
A transit claimant is precluded from receiving monies from the Local Transportation Fund and the State Transit Assistance Fund in an amount which exceeds the claimant’s capital and operating costs less the actual amount of fares received, the amount of local support required to meet the fare ratio, the amount of federal operating assistance, and the amount received during the year from a city or county to which the operator has provided services beyond its boundaries.	CCR 6634	In compliance	

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## Chapter 4 | Prior Recommendations

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

The prior audit – completed in April 2019 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2018 – included three recommendations:

1. [Report FTE properly on the State Controller Report.](#)

**Discussion:** GET demonstrated use of the proper calculation methodology (using the TDA definition) in documents submitted as part of the prior audit. However, this data did not match what was reported to the State Controller. The prior auditor recommended GET use the data developed through use of the TDA methodology to calculate FTE for reporting on the State Controller Report.

**Progress:** In the FTE file submitted for this audit, FTE was calculated using vehicle service hours, not personnel hours worked. This resulted in FTE/Employee data being significantly underreported.

GET's Controller spoke to a representative at the State Controller's Office and noted that was the methodology explained to her. She reported employee hours on the NTD report. The auditor reiterated the correct procedure for reporting FTE properly using hours worked on transit and dividing those hours by 2,000. GET will use the calculation methodology reflective of the TDA definition in its next State Controller's Office reporting.

**Status:** Implementation in progress.

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## Chapter 5 | Data Reporting Analysis

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

- **Operating cost:** There were some very minor differences in the operating cost reported to the three entities. None of these variances were greater than 1.2 percent.
- **Fare Revenue:** The fare revenue reported to the NTD in FY 2018/19 and FY 2019/20 was slightly different than that reported in the TDA fiscal audit and to the State Controller. This may have been the result of using unaudited data, as the greatest variance was just 0.2 percent. In FY 2020/21, all data was consistently reported.
- **Vehicle Service Hours (VSH):** There were minor inconsistencies between the monthly performance reports and the external reports in FY 2018/19 and FY 2019/20. In FY 2019/20, this was due a variance in fixed-route VSH, while in FY 2018/19 both fixed-route and demand-response indicated a variance. In FY 2020/21, the fixed-route data was consistent, while there was a variance in the demand-response data, with slight differences in each report. However, none of the variances was greater than 1.1 percent.
- **Vehicle Service Miles (VSM):** Overall, fixed-route data was consistently reported, but there were significant variances in the demand-response data in FY 2018/19 and FY 2020/21. These variances were 6.1 percent and 16.7 percent, respectively. Also, in the fixed-route data reported to the State Controller in FY 2019/20, there appears to have been a data entry error – VSM was reported as 3,364,980 versus the 3,634,980 reported to the NTD and consistent with the monthly performance report. Otherwise, all data in FY 2019/20 was consistently reported.
- **Passengers:** Ridership was generally reported consistently. The primary outlier was demand-response ridership in FY 2018/19, which was 6.2 percent higher than that reported elsewhere.
- **Full-Time Equivalent (FTE) Employees:** The full-time equivalent (FTE) employees reported to the State Controller was significantly lower than that calculated using the employee hours reported to the NTD. It appears GET was using VSH as the basis for calculating FTE due to erroneous directions from the State Controller’s Office. This issue was addressed in Chapters 3 and 4.

Exhibit 5.1 Data Reporting Comparison

Performance Measure	System-Wide		
	FY 2018/19	FY 2019/20	FY 2020/21
<b>Operating Cost (Actual \$)</b>			
<i>TDA fiscal audit</i>	\$29,975,534	\$32,105,507	\$31,236,230
<i>National Transit Database</i>	\$29,633,286	\$32,212,681	\$31,432,056
<i>State Controller Report</i>	\$29,975,531	\$32,205,565	\$31,432,055
<b>Fare Revenue (Actual \$)</b>			
<i>TDA fiscal audit</i>	\$4,521,782	\$4,569,586	\$2,906,355
<i>National Transit Database</i>	\$4,509,862	\$4,570,499	\$2,906,356
<i>State Controller Report</i>	\$4,521,781	\$4,569,586	\$2,906,355
<b>Vehicle Service Hours (VSH)</b>			
<i>Monthly Performance Reports</i>	346,225	333,843	271,353
<i>National Transit Database</i>	342,584	331,414	273,836
<i>State Controller Report</i>	342,584	331,413	272,418
<b>Vehicle Service Miles (VSM)</b>			
<i>Monthly Performance Reports</i>	4,402,138	4,259,947	3,618,210
<i>National Transit Database</i>	4,372,547	4,259,950	3,514,877
<i>State Controller Report</i>	4,372,547	3,989,950	3,514,877
<b>Passengers</b>			
<i>Monthly Performance Reports</i>	6,255,912	5,323,995	2,862,436
<i>National Transit Database</i>	6,252,450	5,324,571	2,862,436
<i>State Controller Report</i>	6,252,450	5,324,571	2,862,436
<b>Full-Time Equivalent Employees</b>			
<i>State Controller Report</i>	172	166	136
<i>Per TDA methodology from NTD hours</i>	330	331	298

## Chapter 6 | Performance Analysis

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

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

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

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

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

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

### Operating Cost

The Transportation Development Act requires an operator to track and report transit-related costs reflective of the Uniform System of Accounts and Records developed by the State Controller and the California Department of Transportation. The most common method for ensuring this occurs is through a compliance audit report prepared by an independent auditor in accordance with California Code of Regulations Section 6667<sup>1</sup>. 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<sup>2</sup>:

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<sup>1</sup> 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.

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

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

#### Vehicle Service Hours and Miles

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

#### Passenger Counts

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

#### Employees

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

#### Fare Revenue

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

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<sup>3</sup> 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 Golden Empire Transit District, the following sources were employed:

- Operating Cost was not independently calculated as part of this audit. Operating Cost data were obtained via State Controller Reports for each fiscal year covered by this audit. Operating Cost from the reports was compared against that reported in GET's audited financial reports and appeared to be consistent with TDA guidelines. In accordance with PUC Section 99247(a), the reported costs excluded depreciation and other allowable expenses.
- Fare Revenue was not independently calculated as part of this audit. Fare revenue data were obtained via State Controller Reports for each fiscal year covered by this audit. This appears to be consistent with TDA guidelines as well as the uniform system of accounts.
- Vehicle Service Hours (VSH) data were obtained via State Controller Reports for each fiscal year covered by this audit. GET calculates VSH by taking the scheduled hours for each route or service, multiplying by the number of days in each service type, and subtracting any missed trips. GET's calculation methodology is consistent with PUC guidelines.
- Vehicle Service Miles (VSM) data were obtained via State Controller Reports for each fiscal year covered by this audit. GET calculates VSM by utilizing GPS tracking that is enabled through Automatic Vehicle Location (AVL), filtered only for revenue distance. This methodology is consistent with PUC guidelines.
- Unlinked trip data were obtained via State Controller Reports for each fiscal year covered by this audit. GET's calculation methodology is consistent with PUC guidelines.
- Full-Time Equivalent (FTE) data were obtained from State Controller Reports for each fiscal year covered by this review. It did not reflect the TDA definition.

### System Performance Trends

System-wide, operating cost experienced a net 4.2 percent increase during the audit period and a 24.6 percent net increase across the six-year period. Fare revenue experienced slight increases in FY 2018/19 (1.0 percent) and FY 2019/20 (1.1 percent) while decreasing the other four years. The decrease in FY 2020/21 is due in part to decreased ridership resulting from the COVID-19 pandemic. Overall, reported fare revenue decreased 35.7 percent during the audit period.

Vehicle Service Hours (VSH) saw a net 19.7 percent decrease over the six-year period, with most of that occurring in FY 2019/20 and FY 2020/21. A similar pattern was also observed with respect to Vehicle Service Miles (VSM), which had a net 18.8 percent decrease over the six-year period. Ridership decreased every year, with the exception of a significant increase in FY 2017/18 (23.3 percent). Overall, ridership experienced a net decrease of 54.2 percent during the audit period, and 48.1 percent across the six-year period.

Cost-related metrics typically provide an indicator of a system's efficiency, while passenger-related metrics offer insight into its productivity. Improvements are characterized by increases in passenger-related metrics and decreases in cost-related metrics. Operating cost per vehicle service hour, vehicle service mile, and passenger all increased significantly during the audit period, reflective of a decline in efficiency. Productivity also declined significantly, as passengers per VSH and VSM both decreased during

the audit period. Neither change is surprising, given the impact of the COVID-19 pandemic on transit operations and ridership.

Exhibit 6.1 System Performance Indicators

Performance Measure	System-wide					
	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
<b>Operating Cost (Actual \$)</b>	\$25,075,929	\$26,998,703	\$29,970,485	\$29,975,534	\$32,105,507	\$31,236,230
<i>Annual Change</i>		7.7%	11.0%	0.0%	7.1%	-2.7%
<b>Fare Revenue (Actual \$)</b>	\$4,852,371	\$4,494,391	\$4,475,571	\$4,521,782	\$4,569,586	\$2,906,355
<i>Annual Change</i>		-7.4%	-0.4%	1.0%	1.1%	-36.4%
<b>Vehicle Service Hours (VSH)</b>	339,391	345,730	342,222	342,584	331,413	272,418
<i>Annual Change</i>		1.9%	-1.0%	0.1%	-3.3%	-17.8%
<b>Vehicle Service Miles (VSM)</b>	4,330,187	4,387,678	4,379,834	4,372,547	4,259,950	3,514,877
<i>Annual Change</i>		1.3%	-0.2%	-0.2%	-2.6%	-17.5%
<b>Passengers</b>	5,519,866	5,218,850	6,435,284	6,252,450	5,324,571	2,862,436
<i>Annual Change</i>		-5.5%	23.3%	-2.8%	-14.8%	-46.2%
<b>Employees</b>	310	319	319	329	331	298
<i>Annual Change</i>		2.9%	0.0%	3.1%	0.6%	-10.0%
<b>Performance Indicators</b>						
<b>Operating Cost/VSH (Actual \$)</b>	\$73.89	\$78.09	\$87.58	\$87.50	\$96.87	\$114.66
<i>Annual Change</i>		5.7%	12.1%	-0.1%	10.7%	18.4%
<b>Operating Cost/Passenger (Actual \$)</b>	\$4.54	\$5.17	\$4.66	\$4.79	\$6.03	\$10.91
<i>Annual Change</i>		13.9%	-10.0%	2.9%	25.8%	81.0%
<b>Passengers/VSH</b>	16.26	15.10	18.80	18.25	16.07	10.51
<i>Annual Change</i>		-7.2%	24.6%	-2.9%	-12.0%	-34.6%
<b>Passengers/VSM</b>	1.27	1.19	1.47	1.43	1.25	0.81
<i>Annual Change</i>		-6.7%	23.5%	-2.7%	-12.6%	-34.8%
<b>Farebox Recovery</b>	19.4%	16.6%	14.9%	15.1%	14.2%	9.3%
<i>Annual Change</i>		-14.0%	-10.3%	1.0%	-5.6%	-34.6%
<b>Hours/Employee</b>	1,094.8	1,083.8	1,072.8	1,041.3	1,001.2	914.2
<i>Annual Change</i>		-1.0%	-1.0%	-2.9%	-3.8%	-8.7%
<b>TDA Non-Required Indicators</b>						
<b>Operating Cost/VSM</b>	\$5.79	\$6.15	\$6.84	\$6.86	\$7.54	\$8.89
<i>Annual Change</i>		6.3%	11.2%	0.2%	9.9%	17.9%
<b>VSM/VSH</b>	12.76	12.69	12.80	12.76	12.85	12.90
<i>Annual Change</i>		-0.5%	0.8%	-0.3%	0.7%	0.4%
<b>Fare/Passenger</b>	\$0.88	\$0.86	\$0.70	\$0.72	\$0.86	\$1.02
<i>Annual Change</i>		-2.0%	-19.2%	4.0%	18.7%	18.3%

*Sources: FY 2015/16 – FY 2017/18 data from prior Triennial Performance Audit.  
FY 2018/19 – FY 2020/21 financial data from TDA fiscal audits.  
FY 2018/19 – FY 2020/21 performance data from State Controller Reports.  
FY 2019/20 fixed-route VSM data from NTD Reports.  
FY 2018/19 – FY Employee data calculated from hours reported to the NTD.*

Exhibit 6.2 System Ridership

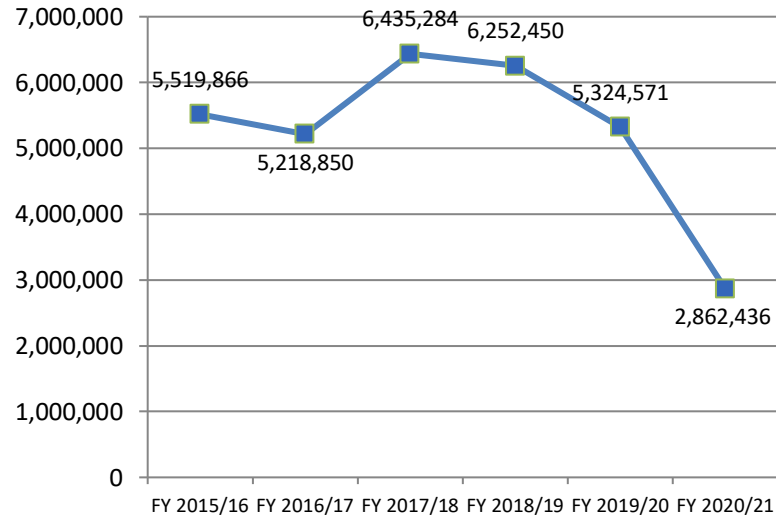


Exhibit 6.3 System Operating Cost/VSH

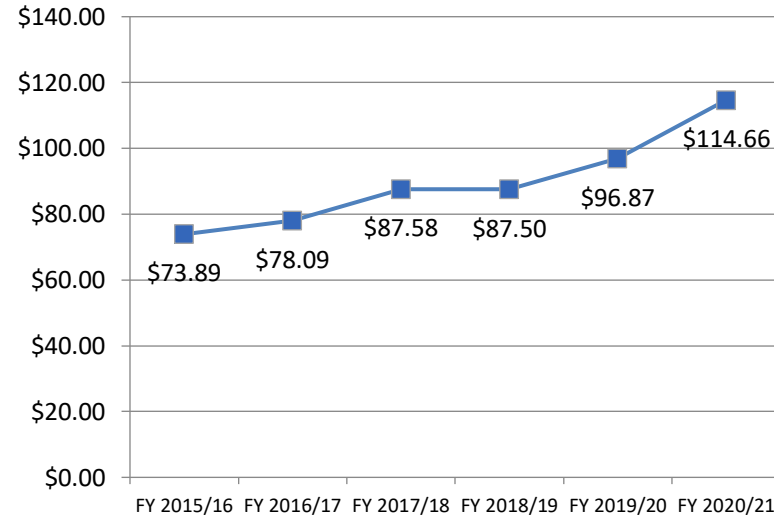


Exhibit 6.4 System Operating Cost/VSM

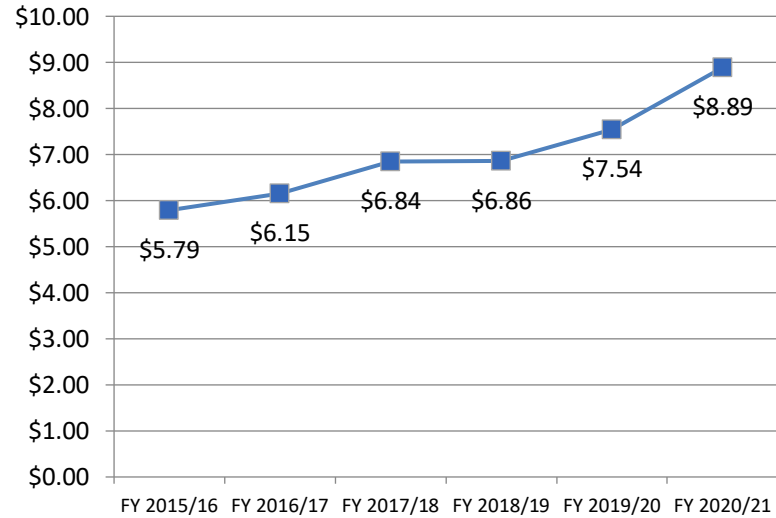


Exhibit 6.5 System VSM/VSH

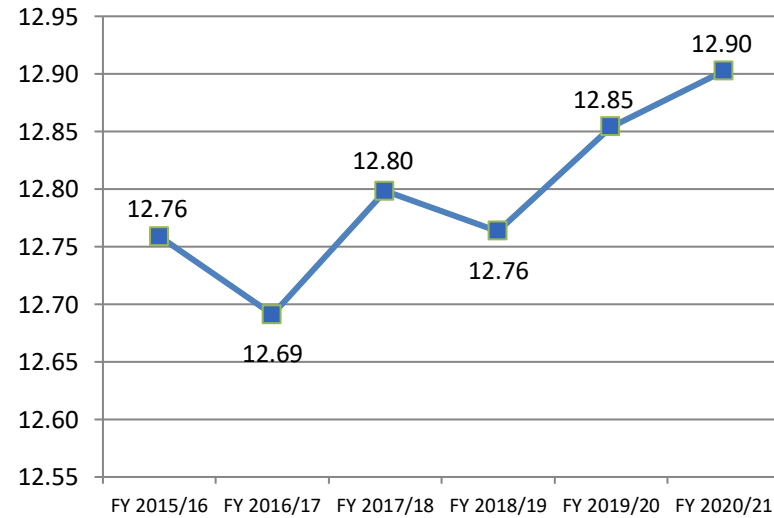


Exhibit 6.6 System Operating Cost/Passenger

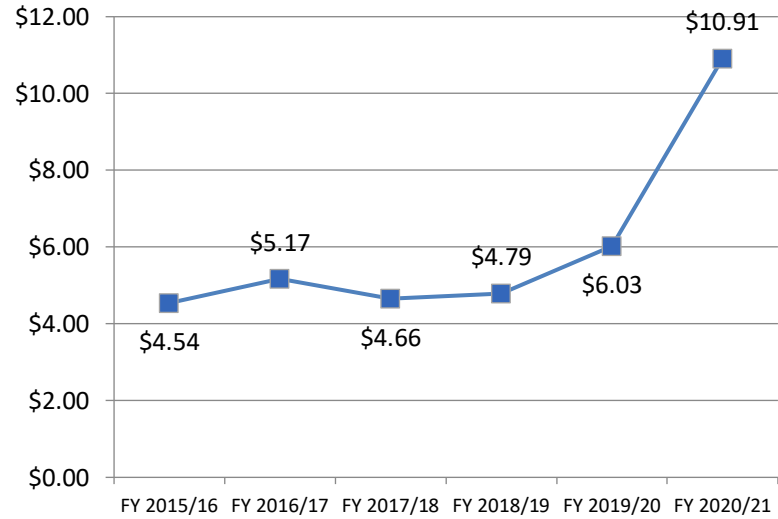


Exhibit 6.7 System Passengers/VSH

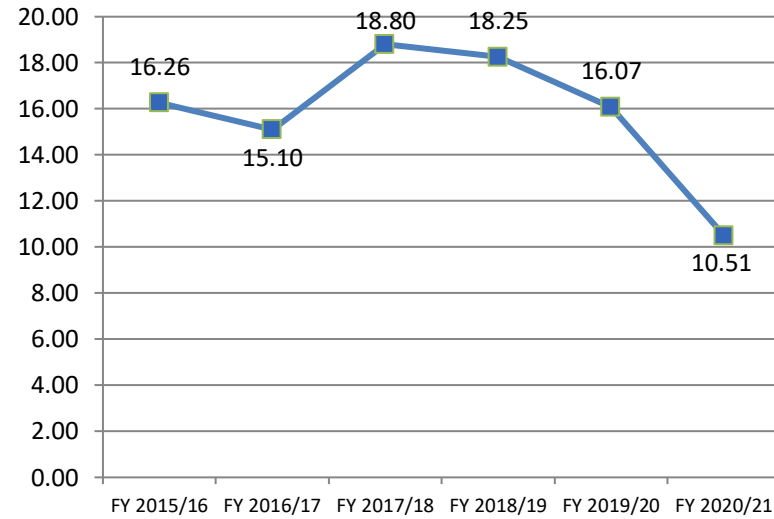


Exhibit 6.8 System Passengers/VSM

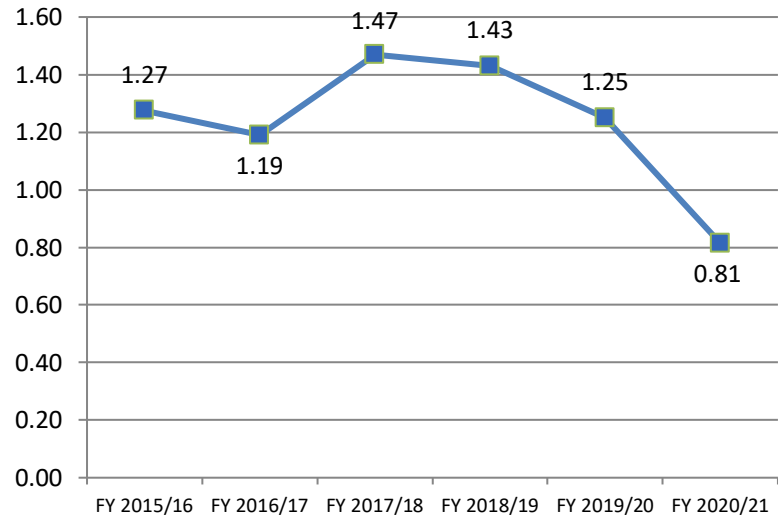


Exhibit 6.9 System VSH/FTE

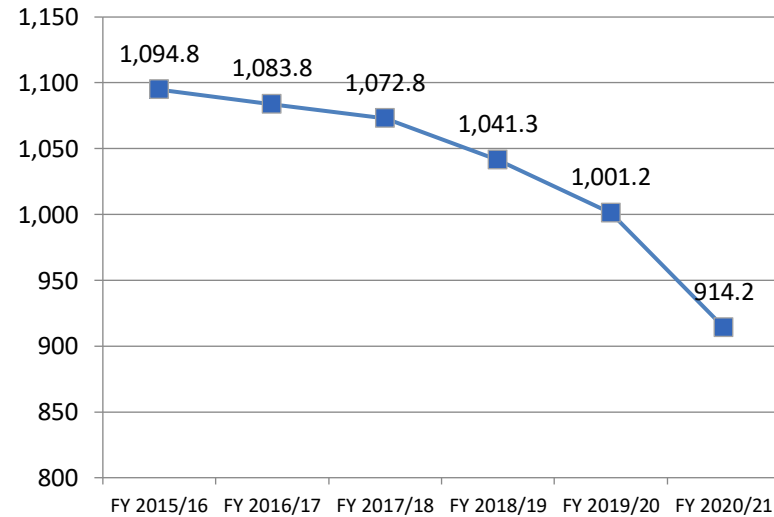


Exhibit 6.10 System Farebox Recovery

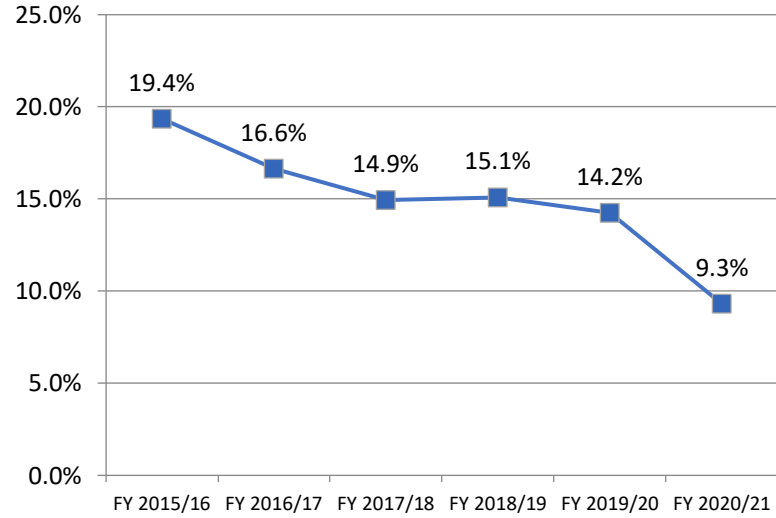
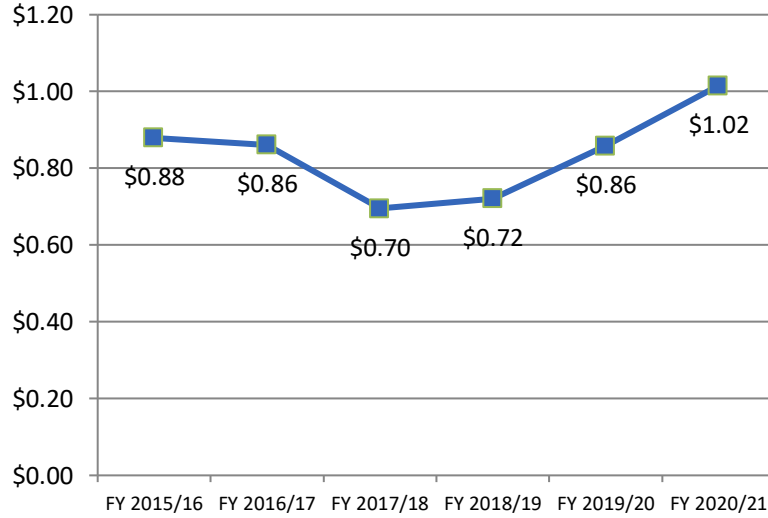


Exhibit 6.11 System Fare/Passenger



### Fixed-Route Performance Trends

Fixed-route operating cost experienced a net 1.6 percent decrease during the audit period, and a 17.4 percent net increase across the last six years. Fare revenue, however, experienced a significant decline in FY 2020/21. This resulted in a net 44.2 percent decrease during the audit period and a net 48.4 percent decrease over six years.

Vehicle Service Hours (VSH) decreased every year with the exception of FY 2016/17. This resulted in a net 26.7 percent decrease during the audit period and a net 25.8 percent decrease during the six-year period. Vehicle Service Miles (VSM) followed a similar pattern to VSH. This resulted in a net 25.5 percent decrease during the audit period and a net 24.8 percent decrease during the six-year period. Ridership followed a similar pattern, though with a significant increase in FY 2017/18 and a large decrease in FY 2020/21. This led to a 55.1 percent net decrease during the audit period and a 49 percent net decrease across the six-year period.

Despite the decreased operating costs in FY 2018/19 and FY 2020/21, fixed-route cost-related metrics increased during the audit period. Operating cost per passenger was impacted the most, given the 55.1 percent decrease in ridership during the audit period. Passenger-related metrics fell during the audit period, with passengers per VSH decreasing by 38.7 percent and passengers per VSM decreasing by 39.7 percent.

Exhibit 6.12 Fixed-Route Performance Indicators

Performance Measure	Fixed-Route					
	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
<b>Operating Cost (Actual \$)</b>	\$23,433,713	\$25,224,149	\$27,997,712	\$27,954,407	\$29,094,985	\$27,509,814
<i>Annual Change</i>		7.6%	11.0%	-0.2%	4.1%	-5.4%
<b>Fare Revenue (Actual \$)</b>	\$4,694,269	\$4,329,747	\$4,319,325	\$4,346,595	\$4,427,929	\$2,424,532
<i>Annual Change</i>		-7.8%	-0.2%	0.6%	1.9%	-45.2%
<b>Vehicle Service Hours (VSH)</b>	305,387	311,069	309,645	308,984	284,412	226,571
<i>Annual Change</i>		1.9%	-0.5%	-0.2%	-8.0%	-20.3%
<b>Vehicle Service Miles (VSM)</b>	3,848,798	3,914,833	3,902,753	3,885,910	3,634,980	2,894,748
<i>Annual Change</i>		1.7%	-0.3%	-0.4%	-6.5%	-20.4%
<b>Passengers</b>	5,457,266	5,157,702	6,377,043	6,196,795	5,245,726	2,783,880
<i>Annual Change</i>		-5.5%	23.6%	-2.8%	-15.3%	-46.9%
<b>Employees</b>	282	288	292	294	290	242
<i>Annual Change</i>		2.1%	1.4%	0.7%	-1.4%	-16.6%
<b>Performance Indicators</b>						
<b>Operating Cost/VSH (Actual \$)</b>	\$76.73	\$81.09	\$90.42	\$90.47	\$102.30	\$121.42
<i>Annual Change</i>		0.056742633	11.5%	0.1%	13.1%	18.7%
<b>Operating Cost/Passenger (Actual \$)</b>	\$4.29	\$4.89	\$4.39	\$4.51	\$5.55	\$9.88
<i>Annual Change</i>		13.9%	-10.2%	2.7%	23.0%	78.2%
<b>Passengers/VSH</b>	17.87	16.58	20.59	20.06	18.44	12.29
<i>Annual Change</i>		-7.2%	24.2%	-2.6%	-8.0%	-33.4%
<b>Passengers/VSM</b>	1.42	1.32	1.63	1.59	1.44	0.96
<i>Annual Change</i>		-7.1%	24.0%	-2.4%	-9.5%	-33.4%
<b>Farebox Recovery</b>	20.03%	17.17%	15.43%	15.55%	15.22%	8.81%
<i>Annual Change</i>		-14.3%	-10.1%	0.8%	-2.1%	-42.1%
<b>Hours/Employee</b>	1,082.9	1,080.1	1,060.4	1,051.0	980.7	936.2
<i>Annual Change</i>		-0.3%	-1.8%	-0.9%	-6.7%	-4.5%
<b>TDA Non-Required Indicators</b>						
<b>Operating Cost/VSM</b>	\$6.09	\$6.44	\$7.17	\$7.19	\$8.00	\$9.50
<i>Annual Change</i>		5.8%	11.3%	0.3%	11.3%	18.7%
<b>VSM/VSH</b>	12.60	12.59	12.60	12.58	12.78	12.78
<i>Annual Change</i>		-0.1%	0.1%	-0.2%	1.6%	0.0%
<b>Fare/Passenger</b>	\$0.86	\$0.84	\$0.68	\$0.70	\$0.84	\$0.87
<i>Annual Change</i>		-2.4%	-19.3%	3.6%	20.3%	3.2%

*Sources: FY 2015/16 – FY 2017/18 data from prior Triennial Performance Audit.  
FY 2018/19 – FY 2020/21 financial data from TDA fiscal audits.  
FY 2018/19 – FY 2020/21 performance data from State Controller Reports.  
FY 2019/20 fixed-route VSM data from NTD Reports.  
FY 2018/19 – FY Employee data calculated from hours reported to the NTD.*

Exhibit 6.13 Fixed-Route Ridership

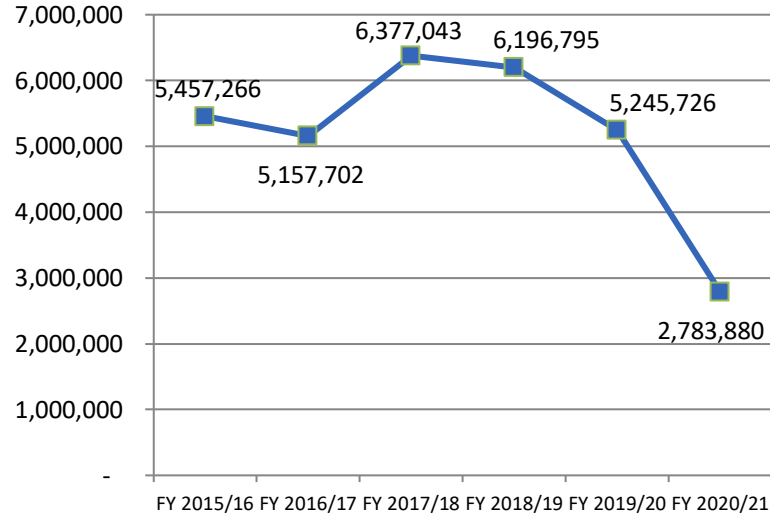


Exhibit 6.14 Fixed-Route Operating Cost/VSH

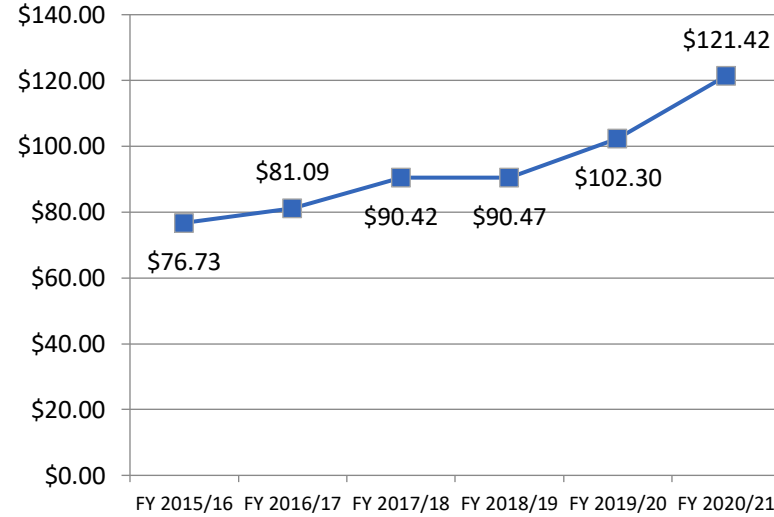


Exhibit 6.15 Fixed-Route Operating Cost/VSM

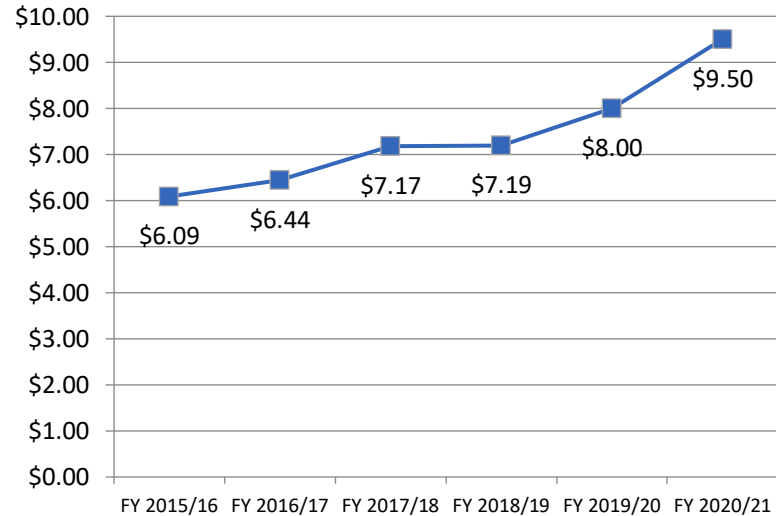


Exhibit 6.16 Fixed-Route VSM/VSH

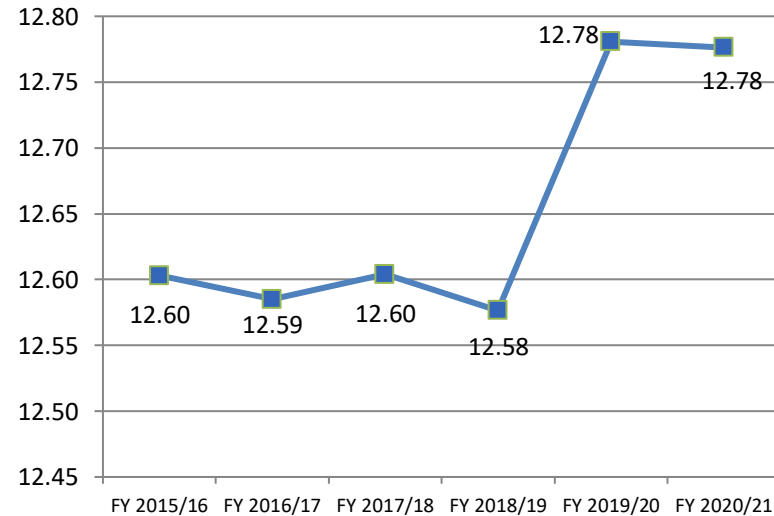




Exhibit 6.17 Fixed-Route Operating Cost/Passenger

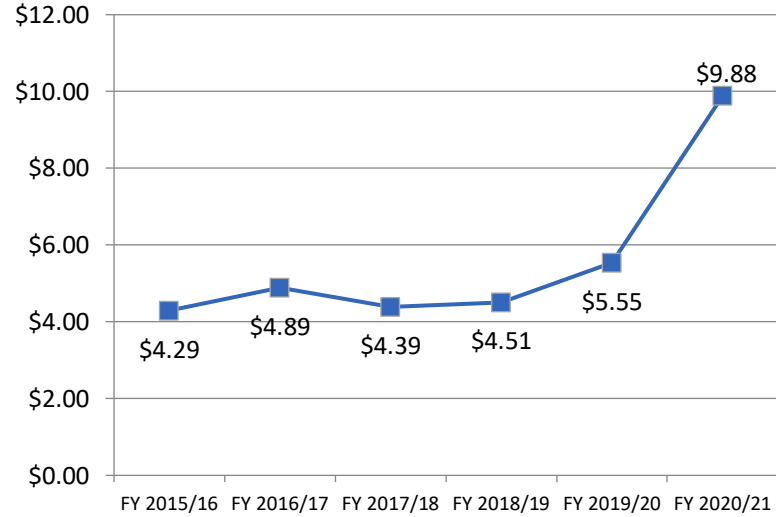


Exhibit 6.18 Fixed-Route Passengers/VSH

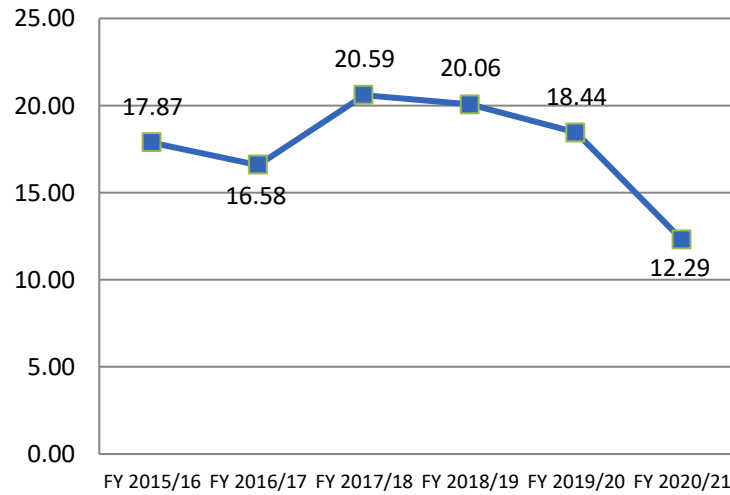


Exhibit 6.19 Fixed-Route Passengers/VSM

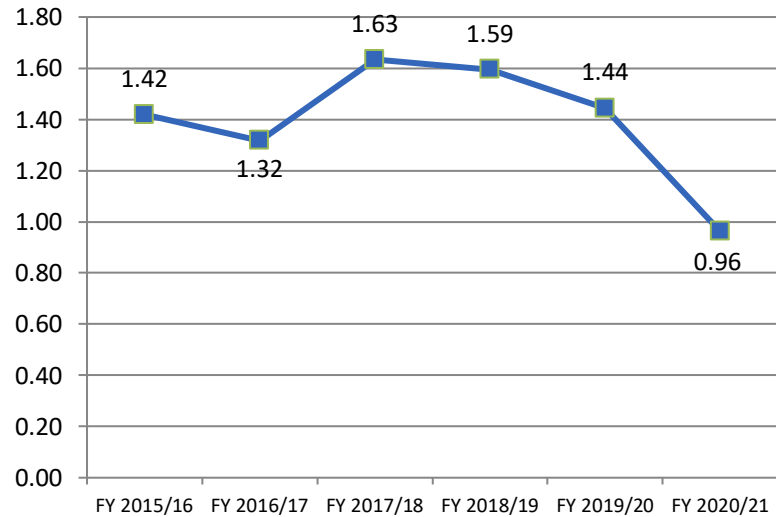


Exhibit 6.20 Fixed-Route VSH/FTE

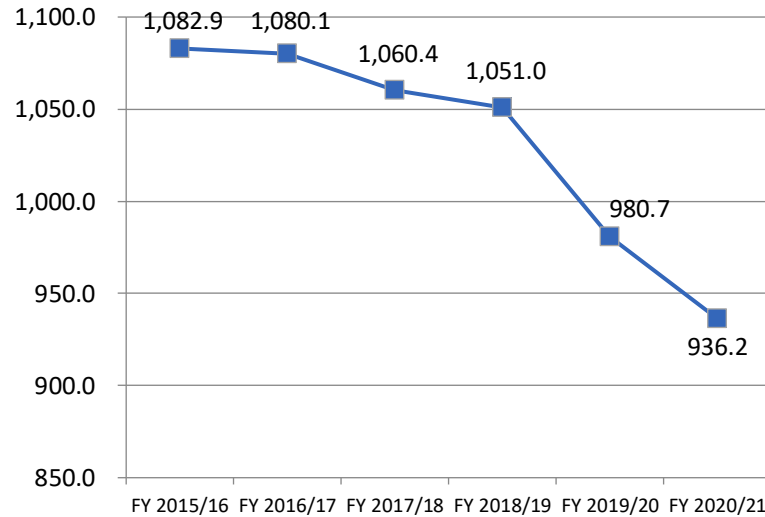


Exhibit 6.21 Fixed-Route Farebox Recovery

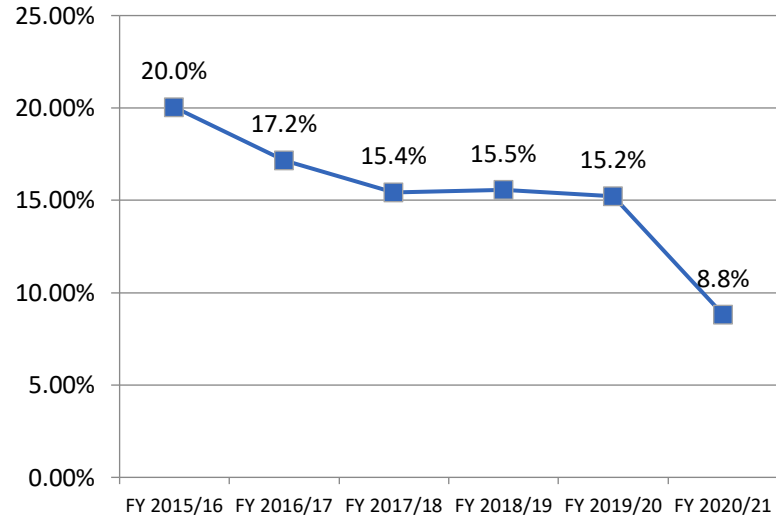
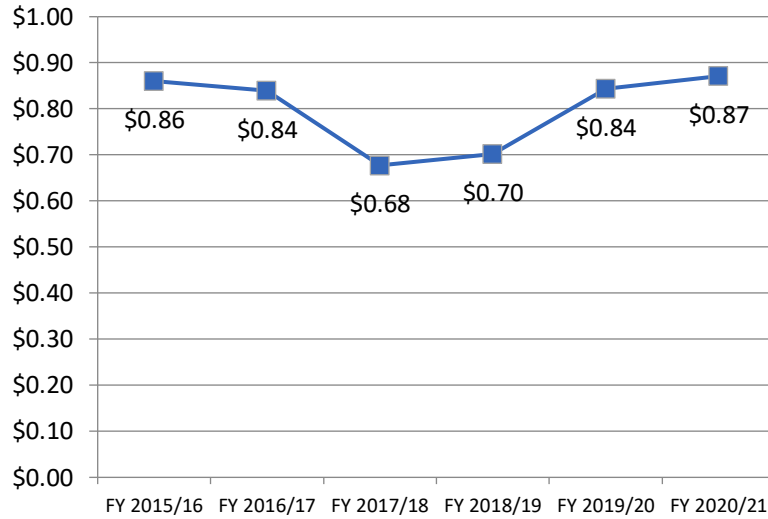


Exhibit 6.22 Fixed-Route Fare/Passenger



### Demand-Response Performance Trends

Demand-response operating cost experienced a net 84.4 percent increase during the audit period, and a net 126.9 percent increase across the last six years. The greatest increase was in FY 2019/20, which coincided with the first full year of microtransit service (which was introduced in April 2019). Fare revenue increased every year with the exception of FY 2017/18 and FY 2019/20. This resulted in a net 175 percent increase during the audit period, and a net 204.8 percent increase over six years.

Vehicle Service Hours (VSH) increased each year of the six-year period with the exceptions of FY 2017/18 and FY 2020/21. This resulted in a net 27.4 percent increase during the audit period and a net 28.8 percent increase during the six-year period. Vehicle Service Miles (VSM) experienced a similar pattern with decreases occurring in FY 2016/17 and FY 2020/21. This resulted in a net 27.4 percent increase during the audit period and a net 28.8 percent increase during the six-year period. Ridership declined every year with the exception of FY 2019/20. This led to a 41.1 percent net increase during the audit period, but a 25.5 percent net decrease across the six-year period.

Demand-response cost-related metrics increased during the audit period reflecting a decrease in efficiency. However, passenger-related metrics rose during the audit period, with passengers per VSH increasing by 3.4 percent and passengers per VSM increasing by 10.8 percent, reflecting an improvement in productivity.

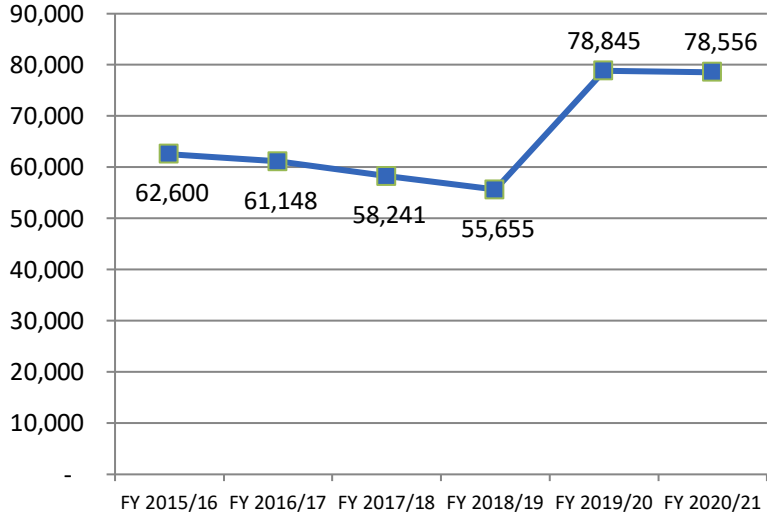
GOLDEN EMPIRE TRANSIT DISTRICT  
TDA TRIENNIAL PERFORMANCE AUDIT, FY 2018/19 – FY 2020/21  
Final Report  
September 2023

Exhibit 6.23 Demand-Response Performance Indicators

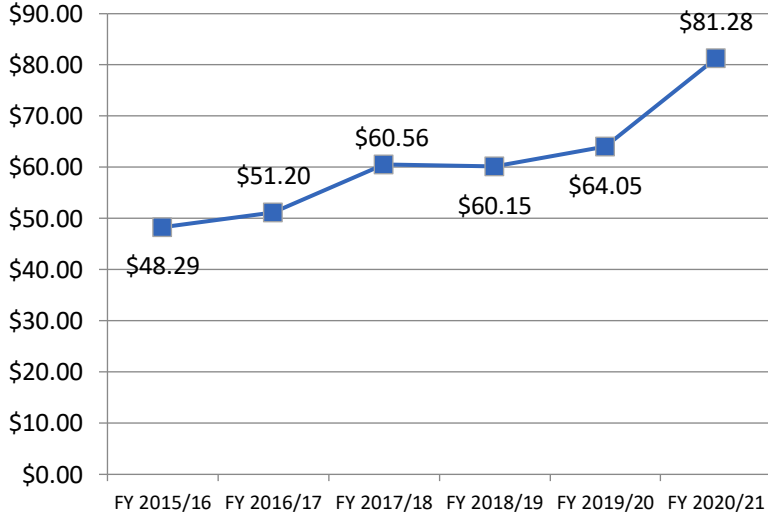
Performance Measure	Demand-Response					
	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
<b>Operating Cost (Actual \$)</b>	\$1,642,216	\$1,774,554	\$1,972,773	\$2,021,127	\$3,010,522	\$3,726,416
Annual Change		8.1%	11.2%	2.5%	49.0%	23.8%
<b>Fare Revenue (Actual \$)</b>	\$158,102	\$164,644	\$156,246	\$175,187	\$141,657	\$481,823
Annual Change		4.1%	-5.1%	12.1%	-19.1%	240.1%
<b>Vehicle Service Hours (VSH)</b>	34,004	34,661	32,577	33,600	47,001	45,847
Annual Change		1.9%	-6.0%	3.1%	39.9%	-2.5%
<b>Vehicle Service Miles (VSM)</b>	481,389	472,845	477,081	486,637	624,970	620,129
Annual Change		-1.8%	0.9%	2.0%	28.4%	-0.8%
<b>Passengers</b>	62,600	61,148	58,241	55,655	78,845	78,556
Annual Change		-2.3%	-4.8%	-4.4%	41.7%	-0.4%
<b>Employees</b>	28	31	27	35	41	56
Annual Change		10.7%	-12.9%	29.6%	17.1%	36.6%
<b>Performance Indicators</b>						
<b>Operating Cost/VSH (Actual \$)</b>	\$48.29	\$51.20	\$60.56	\$60.15	\$64.05	\$81.28
Annual Change		6.0%	18.3%	-0.7%	6.5%	26.9%
<b>Operating Cost/Passenger (Actual \$)</b>	\$26.23	\$29.02	\$33.87	\$36.32	\$38.18	\$47.44
Annual Change		10.6%	16.7%	7.2%	5.1%	24.2%
<b>Passengers/VSH</b>	1.84	1.76	1.79	1.66	1.68	1.71
Annual Change		-4.2%	1.3%	-7.3%	1.3%	2.1%
<b>Passengers/VSM</b>	0.13	0.13	0.12	0.11	0.13	0.13
Annual Change		-0.6%	-5.6%	-6.3%	10.3%	0.4%
<b>Farebox Recovery</b>	9.6%	9.3%	7.9%	8.7%	4.7%	12.9%
Annual Change		-3.6%	-14.6%	9.4%	-45.7%	174.8%
<b>Hours/Employee</b>	1,214.4	1,118.1	1,206.6	960.0	1,146.4	818.7
Annual Change		-7.9%	7.9%	-20.4%	19.4%	-28.6%
<b>TDA Non-Required Indicators</b>						
<b>Operating Cost/VSM</b>	\$3.41	\$3.75	\$4.14	\$4.15	\$4.82	\$6.01
Annual Change		10.0%	10.2%	0.4%	16.0%	24.7%
<b>VSM/VSH</b>	14.16	13.64	14.64	14.48	13.30	13.53
Annual Change		-3.6%	7.4%	-1.1%	-8.2%	1.7%
<b>Fare/Passenger</b>	\$2.53	\$2.69	\$2.68	\$3.15	\$1.80	\$6.13
Annual Change		6.6%	-0.4%	17.3%	-42.9%	241.4%

Sources: FY 2015/16 – FY 2017/18 data from prior Triennial Performance Audit.  
FY 2018/19 – FY 2020/21 financial data from TDA fiscal audits.  
FY 2018/19 – FY 2020/21 performance data from State Controller Reports.  
FY 2018/19 – FY Employee data calculated from hours reported to the NTD..

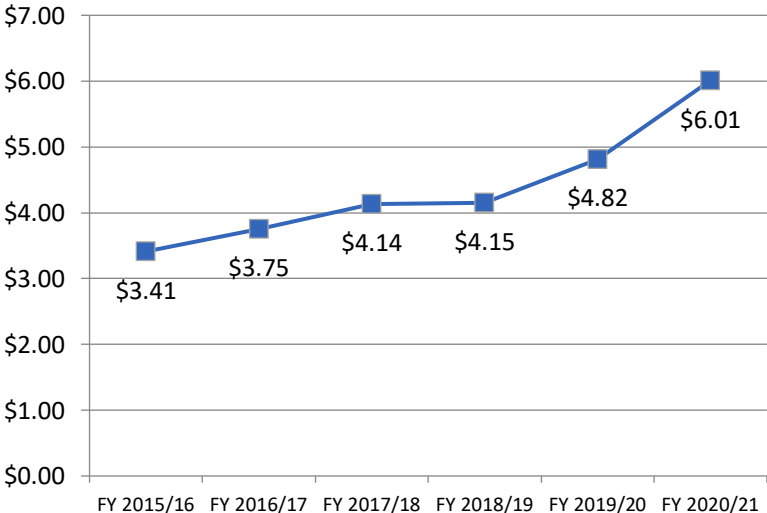
**Exhibit 6.24 Demand-Response Ridership**



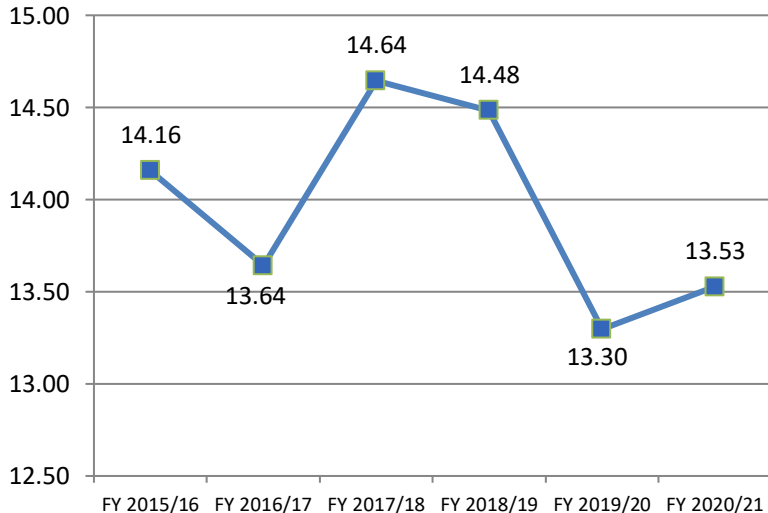
**Exhibit 6.25 Demand-Response Operating Cost/VSH**



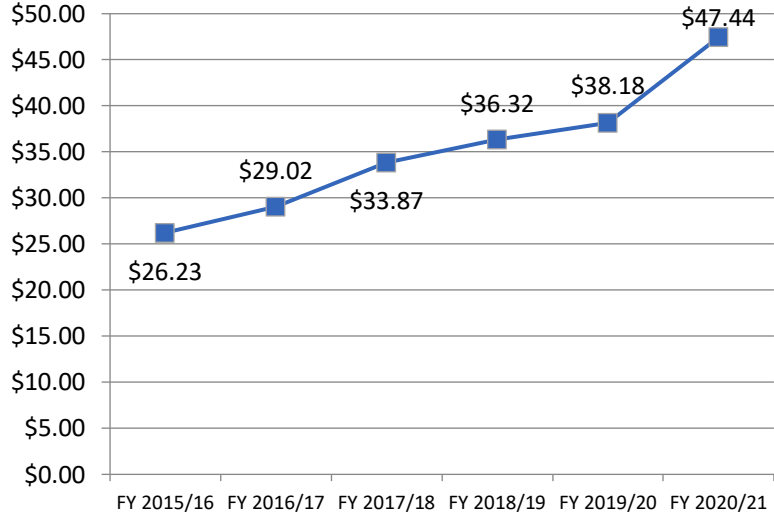
**Exhibit 6.26 Demand-Response Operating Cost/VSM**



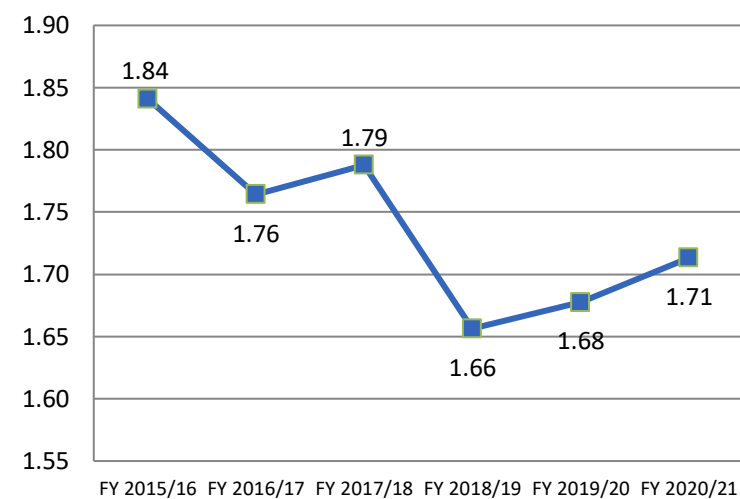
**Exhibit 6.27 Demand-Response VSM/VSH**



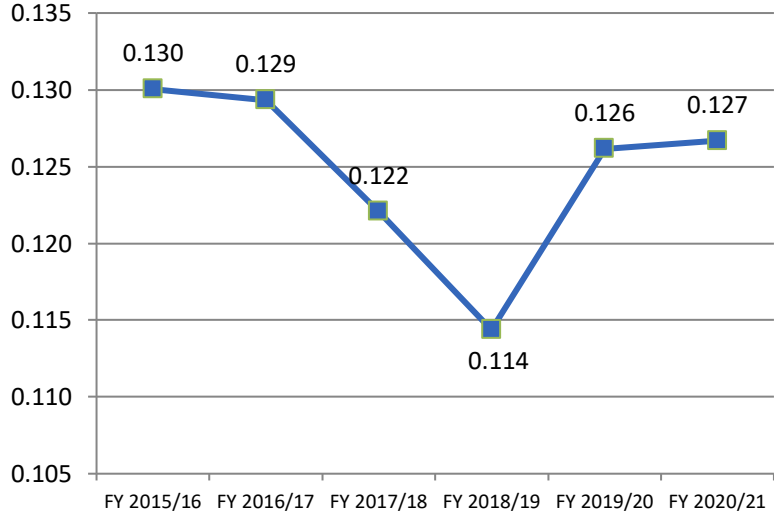
**Exhibit 6.28 Demand-Response Operating Cost/Passenger**



**Exhibit 6.29 Demand-Response Passengers/VSH**



**Exhibit 6.30 Demand-Response Passengers/VSM**



**Exhibit 6.31 Demand-Response VSH/FTE**

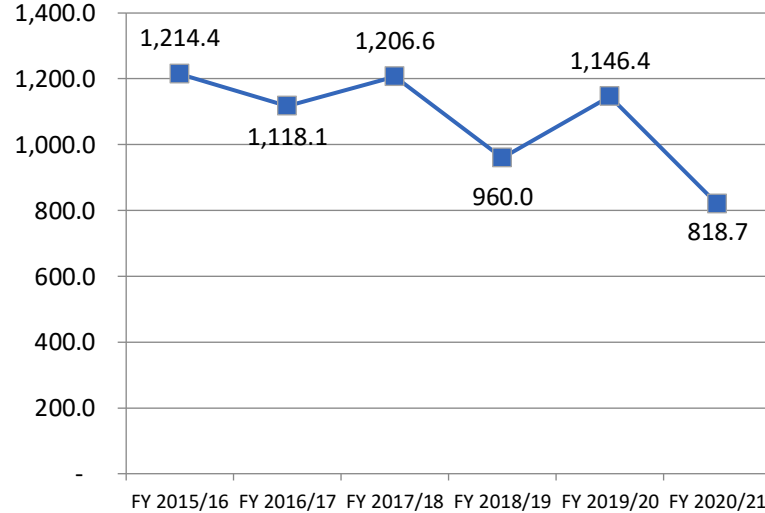


Exhibit 6.32 Demand-Response Farebox Recovery

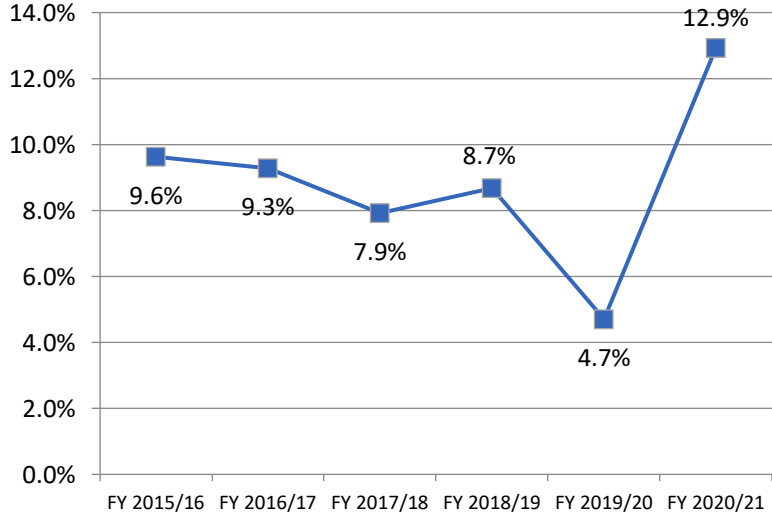
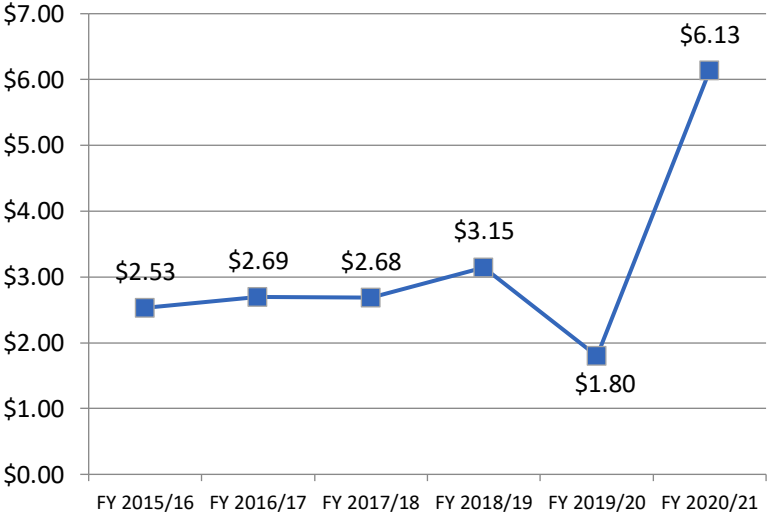


Exhibit 6.33 Demand-Response Fare/Passenger



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## Chapter 7 | Functional Review

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

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

### Service Overview

Bakersfield is the largest city in, and the county seat of, Kern County. The Golden Empire Transit District administers and operates fixed-route and demand-response transit services within the Bakersfield Metropolitan Area. The transit system operates under the name of Golden Empire Transit (GET). Fixed-route service operates seven days a week including holidays with the exception of Thanksgiving and Christmas. Routes 47, 81, 82, 83, 84 and X-92 also do not operate on New Year’s Day, Martin Luther King Day, President’s Day, Easter, Memorial Day, Independence Day, and Labor Day. Service hours extend from as early as 3:50 a.m. to as late as 12:10 a.m. (on the X-92 Tejon Ranch Commerce Center Express), although most routes operate between 6:30 a.m. and 7:00 p.m.

The three main transit hubs are the Downtown Transit Center located on 22<sup>nd</sup> Street between Chester Avenue and Eye Street, Bakersfield College in northeast Bakersfield, and the Southwest Transit Center located at the Valley Plaza Shopping Center. In addition to interline connectivity, passengers can transfer to Kern Transit for travel throughout Kern County.

GET operates a curb-to-curb, on-demand paratransit service, seven days a week from 6:30 a.m. to 7:30 p.m. The service does not operate on Thanksgivings and Christmas. On-Demand Paratransit passengers must undergo an eligibility process to qualify for trips on On-Demand Paratransit based on one of three criteria contained in the ADA. Reservations can be scheduled between the hours of 8:00 a.m. and 5:00 p.m., seven days a week, for trips such as medical appointments, shopping, or recreation. Trips may be scheduled between one and 14 days in advance.

Additionally, GET operates On-Demand Microtransit, a flexible low-cost service provided seven days a week between the hours of 7:00 a.m. and 7:00 p.m. Riders as young as 12 years of age may ride the service without an adult. This service is available to the general public, with no eligibility criteria. Rides may be booked using the On-Demand app or by calling the customer service line. GET also assumed operations of North of the River CTSA’s demand-response service on July 1, 2022, and rebranded it as On-Demand Microtransit Reduced Fare. This service is available to seniors over 60 years of age who meet the income

requirements. On-Demand Microtransit Reduced Fare operates at the same time and day as On-Demand Paratransit. Riders must have an application on file to use the service. Reduced Fare riders must schedule their rides same-day through the On-Demand app or by calling the customer service line between the hours of 7:00 a.m. and 7:00 p.m.

Exhibit 7.1 Current GET fixed-route service (as of August 1, 2023)

Route or Service	Service Area	Service Days	Service Hours
Route 21	CSUB/Bakersfield College	Monday – Sunday Holidays	6:30 AM – 7:26 PM 6:42 AM – 7:26 PM
Route 22	CSUB/Oildale	Monday – Sunday Holidays	6:30 AM – 7:40 PM 6:43 AM – 7:23 PM
Route 41	Valley Plaza/Cottonwood/ Bakersfield College	Monday – Sunday Holidays	6:57 AM – 7:23 PM 7:00 AM – 6:53 PM
Route 42	Panama Lane/Westchester	Monday – Sunday Holidays	6:56 AM – 7:02 PM 6:56 AM – 6:56 PM
Route 43	Truxtun/Bakersfield College	Monday – Sunday Holidays	6:50 AM – 7:05 PM 7:00 AM – 6:55 PM
Route 44	White Lane/Bakersfield College	Monday – Sunday Holidays	6:30 AM – 7:25 PM 6:47 AM – 7:06 PM
Route 45	Oildale/Foothill	Monday – Sunday Holidays	6:50 AM – 7:08 PM 6:50 AM – 6:50 PM
Route 46	Stockdale/Foothill	Monday – Sunday Holidays	7:03 AM – 6:58 PM 7:03 AM – 6:58 PM
Route 47	Panama Lane/Truxtun	Monday – Sunday Holidays	7:00 AM – 7:00 PM No service
Route 61	Panama Lane/CSUB/Bakersfield College	Monday – Sunday Holidays	6:47 AM – 7:05 PM 6:47 AM – 7:05 PM
Route 62	Ridgeview/Greenfield/Valley Plaza	Monday – Sunday Holidays	6:55 AM – 6:55 PM 6:55 AM – 6:55 PM
Route 81	Valley Plaza/Downtown/ Bakersfield College	Monday – Sunday Holidays	7:00 AM – 7:00 PM No service
Route 82	CSUB/Rosedale	Monday – Sunday Holidays	7:00 AM – 6:55 PM No service
Route 83	Half Moon/S. Union	Monday – Sunday Holidays	6:30 AM – 6:45 PM No service
Route 84	CSUB/Bakersfield College	Monday – Sunday Holidays	7:15 AM – 7:10 PM No service
Route X-92	Tejon Ranch Commerce Center Express/Downtown	Monday – Friday Holidays	3:50 AM – 12:10 AM No service

A single-ride fare is good for a one-way trip without a transfer. Reduced fares are available for seniors aged 65 years and older, Medicare cardholders and persons with qualified disabilities provided the passenger can supply a GET identification card, Medicare card, or a California identity card as proof of age. Children aged 5 years or younger ride free when accompanied by a fare paying passenger, with a maximum of three children per passenger. Passengers six years of age and older pay the regular single ride fare. The system also offers On-Demand Paratransit Passes and premium fares to the Tejon Industrial Complex.

Exhibit 7.2 Fixed-Route Fare Structure

Type	Regular Fare	Discounted Fare (Senior/Disabled)
Single-Ride	\$1.65	\$0.80
Day Pass	\$3.55	\$1.70
31-Day Pass	\$57.00	\$28.00
15-Day Pass	\$38.00	\$19.00
X92 Single-Ride	\$4.00	N/A
X92 Day Pass	\$8.00	N/A
X92 31-Day Pass	\$75.00	N/A

Exhibit 7.3 On-Demand Fare Structure

Type	Fare
On-Demand Microtransit	
0 to 3 miles	\$3.00
3+ to 7 miles	\$5.00
7+ to 10 miles	\$7.00
10+ to 12 miles	\$10.00
12+ miles	\$15.00
On-Demand Paratransit	
Single-Ride	\$3.00
10-Ride Pass Book	\$30.00
On-Demand Microtransit Reduced Fare	
0 to 3 miles	\$2.00
3+ to 7 miles	\$3.00
7+ to 10 miles	\$4.00
10+ to 12 miles	\$5.00
12+ miles	\$7.00

**Response to COVID-19 pandemic**

The COVID-19 drastically decreased ridership and transit employment. In response to lower ridership demand and the personnel shortage, GET reduced service to approximately two-thirds of its pre-pandemic levels. GET also reduced frequency and eliminated service after 7:30 p.m. Service has not yet returned to pre-pandemic levels. Ridership is approximately 52 percent of where it was prior to the pandemic. GET’s CEO notes that when the reduced service was implemented, many front-line workers found alternative transportation and have not returned to the transit. GET’s currently focus is attracting new riders to the system, rather than trying to recover former riders who are no longer riding.

GET is still aiming to return to full service. At the start of the pandemic it commissioned a study to find options for modify the fixed-route service so as to balance resources between it and GET’s microtransit services. The study was in response to continuing ridership declines, but also addressed the changing face of transit service. GET believes it will not be returning to the former service delivery approach; instead, it will continue to identify the most appropriate service which most effectively addresses prevailing circumstances.

One lesson learned from the pandemic was the importance of having a plan in place to adapt service levels to address changes in travel. Additionally, GET found it imperative to ensure both customers and employees understood GET’s commitment to their health and safety.

Despite the decline in ridership, GET feels it fared very well organizationally through the pandemic. Employees continued to do their jobs and brought their best effort. In addition, the federal funding GET received enabled it to provide employees with incentive pay to keep them working and motivated, as well as allowing it to address its farebox recovery issues.

### General Management and Organization

GET is governed by a five-member Board of Directors comprised of two representatives appointed by the Bakersfield city council, two representatives appointed by the Kern County Board of Supervisors, and one at-large representative. GET Board meetings are held the third Tuesday of each month at 4:30 p.m. Meetings are held at the GET offices at 1830 Golden State Avenue. This location is served by GET Route 42.

GET has a Community Transit Advisory Group (CTAG), which is comprised of 18 community representatives. Staff conduct outreach and submit a list of potential CTAG members to GET’s Board of Directors for appointment. Potential members will then be invited to apply and are reviewed by an ad hoc Screening Committee, consisting of two or more GET staff members, and one or more Directors, based on the criteria set out in qualifications section of the bylaws. The Committee advises the Board of Directors and GET staff on transit issues, makes suggestions for improvements in transit service, and advocates for greater funding for public transportation. Members serve two-year terms. The CTAG meets quarterly on the fourth Tuesday of the month both in-person and virtually.

Management utilizes routine financial and operational reporting to make ongoing tactical and strategic business decisions to continuously improve the District’s performance. Management utilizes TransTrack software for the collection and analysis of data. Financial matters are reported to staff and the Board of Directors monthly, while key performance indicators are reported quarterly. In addition, customer and community surveys are conducted at least every three years.

Management stated the hiring qualified and motivated applicants has been a challenge. GET has had to employ new recruiting techniques and dedicate additional time and resources to the effort. Employee retention, specifically among drivers, has been difficult as well. In response, GET successfully negotiated a two-year Collective Bargaining Agreement that contained compensation adjustments, as well as a six-month “incentive pay” bonus funded with federal COVID relief funds.

In response to increased workloads (due in part to additional regulatory and legal requirements) and to address succession planning, GET has added a “layer” of management employees between managers and staff in each department. Now each department has a director, manager, and line staff, which both helps to address the increased workloads and gives each department the opportunity to train staff to move into management positions.

Non-COVID service changes that occurred during the audit period included GET’s designation as the CTSA for Bakersfield (previously held by the North of the River Recreation and Park District), the introduction of a non-emergency medical transportation (NEMT) service, and the launch of a microtransit program.

GET began comingling its demand-response services: ADA Paratransit (formerly GET-A-Lift), NEMT, CTSA, and microtransit. Rides for all three services are provided on the same vehicles, which has resulted in great success, including increasing efficiency by approximately 50 percent, and increasing ridership by approximately 40 percent in the last year. GET is now struggling to meet the demand for on-demand services, but needs more drivers and more vehicles. When demand is too great, microtransit trips may be denied, but ADA trips are never denied.

The transition to providing CTSA services has gone well, though there were some initial challenges. CTSA customers were used to door-through-door service with the North of the River CTSA, and GET offers curb-to-curb service. In addition, CTSA riders had gotten used to having the same driver every day, and GET cannot offer that. GET feels like most of these challenges have been resolved. It also began offering a reduced fare on microtransit for CTSA customers, which helped.

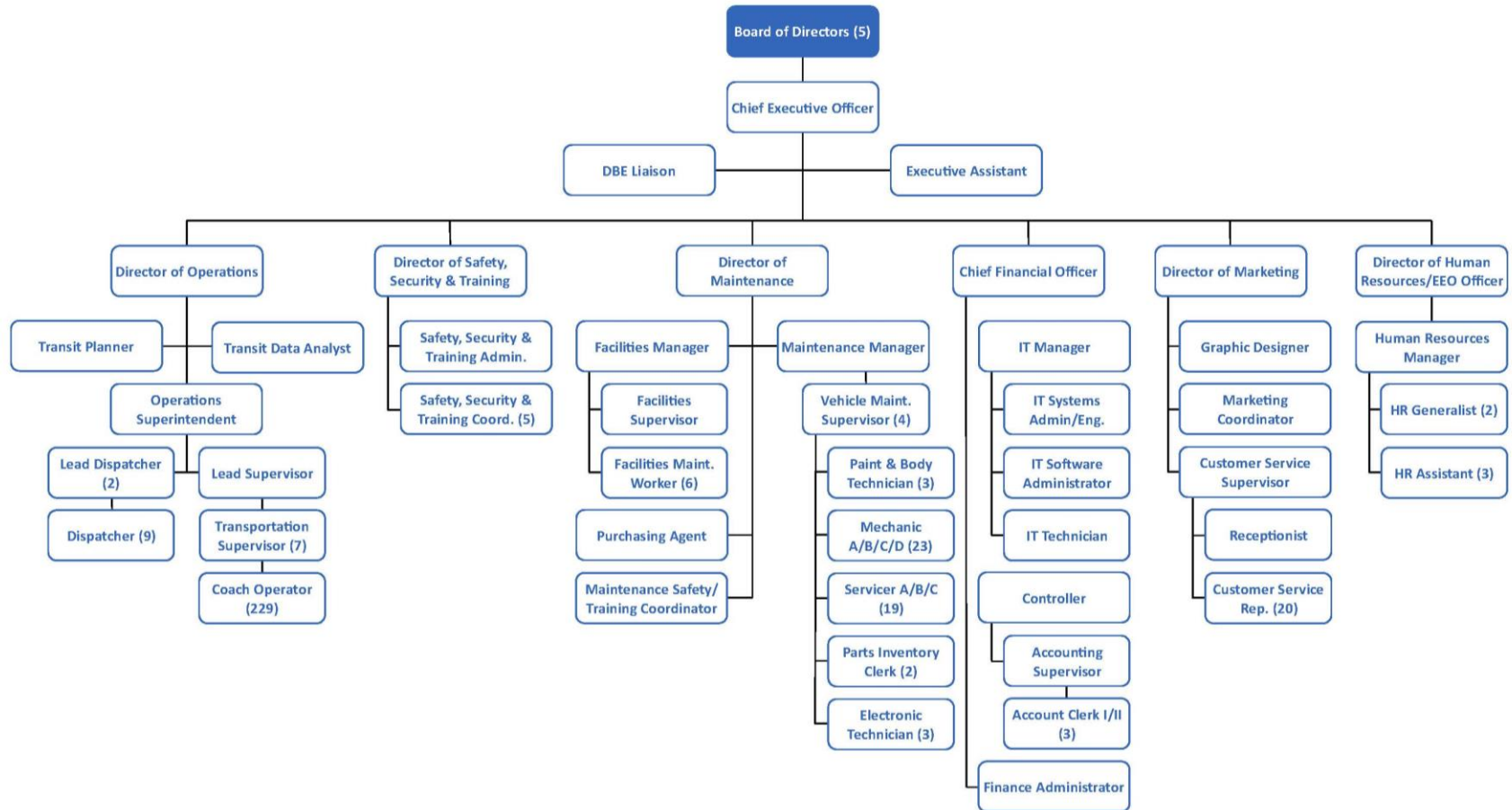
During the audit period, GET focused on technology improvements, but implementation has been slow due to a lack of qualified employees. The primary achievement in this area was the launch of the Via software which comingles On Demand trips.

The Board of Directors – led by a Bakersfield City Council member – has expressed interest in providing downtown trolley services. GET has agreed to operate the service if the City pays for operating costs. As of the site visit, the City had not identified a funding source.

GET works cooperatively with the Kern COG, other regional transit operators, Caltrans, and the FTA. The Transit Planner primarily handles communication with Kern COG, while the Chief Financial Officer is GET's representative on Kern COG's Transportation Technical Advisory Committee (TTAC). GET's Finance Administrator works closely with Kern COG, Caltrans, FTA, CARB/APCD, and other agencies and is responsible for grant applications and reporting. The Marketing, Maintenance, and Operations departments work cooperatively with Kern Transit. The CEO represents GET in working with City, County, State, and Federal elected officials.

GET is active in a number of industry organizations, including the California Transit Association (CTA), American Public Transportation Association (APTA), CalACT, the California Special District's Association (CSDA), and The Bus Coalition. GET's CEO also served on the APTA Board of Directors and Executive Committee from 2017 to 2022 and currently serves as the CTA chair.

Exhibit 7.4 Organizational Chart



### Service Planning

The Short Range Transit (SRTP) Plan is GET’s primary planning document. It is updated annually with a five-year planning horizon. The most recent SRTP was adopted in July 2022, with another update expected in August 2023. The SRTP process has four steps:

- A review of GET’s mission statement and core values;
- Board develops key initiatives for the upcoming year;
- Staff develops goals for achieving those initiatives; and
- The Plan is returned to the Board for adoption.

GET has generally been successful in achieving goals set out in the SRTPs as well as those set by the Board’s annual initiatives. However, it has been unable to restore evening service due to ongoing workforce shortages.

GET works closely with the Kern Council of Governments on the development of the RTP to ensure both its Long Range and Short Range Transit Plans conform with and are consistent with the RTP. GET is in the process of updating its Long Range Transit Plan (through 2045). Other system planning is also underway; GET expects to have recommendations for updates to the service network within the next year.

GET conducts bilingual Customer and Community Satisfaction Surveys every three years at minimum, to obtain opinions about the value and quality of GET’s services. GET recently awarded a contract to conduct its 2023 Customer and Community Satisfaction Survey, the first since the start of the COVID-19 pandemic. The prior survey was conducted in 2019.

During the audit period, GET also began its transition to zero-emission vehicles to ensure compliance with the California Air Resources Board’s (CARB) Innovative Clean Transit (ICT) mandate. This has had a major impact on GET’s capital program, given hydrogen fuel cell buses are approximately twice the cost of comparable CNG buses. To support this transition, GET built and commissioned the only hydrogen fueling station in Kern County. However, this impacted the operating budget, as hydrogen fuel is more expensive than CNG and reduces GET’s eligibility for certain low carbon fuel credits. GET suffered a setback in July 2023 when an explosion and fire destroyed one of its ten hydrogen fuel cell buses and its hydrogen dispensing unit. This left GET unable to charge its remaining hydrogen buses, further contributing to its vehicle shortage.

### Administration

Budgets are developed on an annual basis. The operating budget process seeks input from departmental managers relative to their anticipated costs for the budget year in their areas of functional responsibility. These costs are estimated based on historic operations, anticipated or scheduled changes in operation, and inflation. Revenues are budgeted based on historic operational data and trend analysis as well as anticipated service or fare changes. Non-fare revenue is estimated from GET’s estimated allocation of TDA funding and its budgeted reimbursable maintenance costs. A capital budget is also developed based on assessed needs and funding sources are identified based on available grants or District reserves. Both the capital budget and the operating budget are developed with the oversight of the Finance Department and approved by the Chief Executive Officer. The budget is presented in detail to the Finance and Administration Committee of the Board and with their endorsement is presented to the Board of Directors

for approval. A public hearing is held at the June Board meeting, with adoption following if there are no objections.

Each month's financial performance is measured against the budget on a departmental basis. Budget versus actual for the combined District budget is part of the financial analysis presented to the Board each month. Financial data is tracked through Fleetnet software. Department directors may make transfers on line items within their department, though budget transfers between departments require CEO approval. Amendments to an adopted budget require Board approval.

GET's grant management process reflects established policies and regulations designed to ensure that grants serve the taxpayers through well-managed grant programs. The process ensures that grants are properly planned, proposed budgets are carefully scrutinized, grant awards are structured to protect the interest of the government, and award grants are carefully monitored. The Finance Administrator is responsible for managing grants. Staff identify available grants based primarily on capital projects included in the SRTP. Recently GET engaged InfraStrategies for consultation on identifying grants and funding sources for key projects. GET has the capacity to apply for all the grants it is interested in.

The Human Resources and Finance departments are responsible for risk management. The Human Resources Director oversees Workers Compensation, while the Chief Financial Officer handles Property and Casualty and General Liability (including Cyber). Submitted claims are reviewed by staff for disqualifying criteria (such as lack of timeliness). If they are determined to be rejectable, they are sent to GET's attorney for the preparation of a rejection letter. If they are not subject to rejection, they are forwarded to Sedgwick (the District's third-party administrator) for management. GET is a member of two self-insurance pools: the California Transit Indemnity Pool (CalTIP) for General Liability and the California State Association of Counties (CSAC) for Workers Compensation. GET's liability coverage meets requirements and is appropriate.

GET regularly monitors its safety programs through regular updates and monitoring of requirements for the Agency Safety Plan, safety meetings, and the use of Hazard Identification cards. The Director of Safety, Security, and Training is responsible for tracking any safety changes through a spreadsheet that lists all hazards and identifies next steps. Any employee can submit a Hazard ID card identifying a safety issues. The Hazard ID cards are submitted to the Safety, Security, and Training department, where they are reviewed and forwarded to the Safety Committee (unless the issue is simple or significant enough to be addressed right away).

At the time of the site visit, GET was in the process of updating its disaster response plan, which was approximately 90 percent complete. GET anticipates receiving emergency training between August and October 2023 to understand how to respond to emergencies. GET also expects the completed plan to be revised several times during its first year. The plan includes the recently commissioned hydrogen facility.

Employee time is tracked through timesheets. Each employee's direct supervisor approves the recorded time in FleetNet and submits it to payroll for processing. Personal information is securely maintained by Human Resources. Payroll data is secured by Finance. Approximately 90 percent of employees use direct deposit.



GET verifies goods and services have been received before an invoice is paid. The ordering employee confirms receipt and a supervisor with authorization authority signs off on the invoice. Secondary approval may be required depending on the limits of the supervisor's authorization authority. The Board must approve any contract over \$100,000. All contracts have a limited and defined term, a clearly specified scope of work, and an explicit price for goods or services. Controls over changes in scope are adequate, as there are procedures written into the contract for both parties to follow if there are any changes to the contract.

Procurement practices conform with state and federal requirements. Purchasing policies regarding competitive bids, quotes, and contracting are well-defined and appropriate. GET uses a competitive process for the purchase of fuel, vehicles, and other major expenses.

### Marketing and Public Relations

GET's marketing program during the audit period was primarily focused on safety. Advertising campaigns sought to promote new safety protocols implemented due to the pandemic. There was increased messaging around masks and showing the driver barriers between the operator and the farebox, as well as the latest technology for sanitizing the vehicles. Beginning in 2021, GET produced a pocket map that was smaller with similar information to prior bus books. The pocket maps are available onboard the vehicles, at the administration offices, and at the downtown transit center.

GET's marketing strategies for the past three years identified goals for improving upon GET's already strong transit program. Running a sustainable system and creating a positive message about transit were key to maintaining GET's role in the region. Performance and survey information was used to craft goals and identify target markets. Marketing activities conducted during the audit period include the following:

- Television campaigns (targeted by zip code and demographics),
- Radio campaigns,
- Digital billboards,
- Static billboards,
- Infotainment screens on buses,
- Social media, and
- GET's website.

GET found it also critical to stay engaged with riders through positive content that supplemented essential service information. Responding to public concerns, various service scenarios, and public sensitivities was an important component for building confidence in the service during the pandemic and recovering ridership afterward.

Presently, GET is working with schools, kindergarten through college, as well as vocational and adult schools, to provide free rides on all fixed-route and paratransit services.

GET has a customer comment policy in place. Customer service representatives (CSRs) receive complaints from the public in person, on the phone, via email, and through the mail. All phone interactions are recorded for future reference and retrieval, even if not every call is logged. This practice enables GET to

review and evaluate the service provided, identify areas for improvement, and address any disputes or complaints.

Each CSR has access to Fleetnet software, which serves as a repository for all customer complaints and issues. Comments are logged into the Fleetnet system and then forwarded to the appropriate department based on the nature of the complaint or issue. Data entered into Fleetnet includes relevant details such as the customer's name, contact information, date and time of the complaint, and a brief summary of the issue. The responding department is responsible for investigation. GET responds to customers as soon as possible and uses feedback and complaints to discipline drivers, consider new routes or stops, etc. with a response and letter to the rider within one week.

The District is preparing to conduct its first customer and community survey since the pandemic, which it expects will provide important insights about public perception. The people who use the service appreciate it.

#### Scheduling, Dispatch, and Operations

Drivers are assigned to routes based on a seniority bid that occurs four times per year. Vehicles are assigned daily by the Dispatcher. All GET buses are rotated on the active fleet list each month. This allows older and newer buses to be operated throughout the system, in compliance with GET's Title VI program. Maintenance provides a list of available vehicles to dispatch staff every morning.

There are different training and licensing requirements for fixed-route and On Demand drivers. Drivers on the fixed-route service must have a commercial driver license (CDL) with air brake and passenger endorsements. On Demand drivers require specialized training on the on-demand software and ADA regulations.

For planned absences, drivers bid on the "vacation bid" quarterly to cover driver vacations. Unplanned absences (day off requests and call-offs) are covered by extra board drivers that report to work but have no assigned runs. Drivers are required to provide one-hour notice for unplanned absences.

Buses are equipped with secured GFI Odyssey fareboxes on fixed-route vehicles and Diamond fareboxes on On-Demand vehicles. Once fares have been deposited, the driver no longer has access. At the end of each day Servicers probe and dump the fareboxes into the vault. An outside agency comes in daily to sort and count the revenue funds. The Finance team verifies and makes the deposit after the sorting and counting is completed. An armored car service picks up the deposit for processing at the bank.

Non-cash fare media are sold through the Finance department. Mobile ticketing is available through Token Transit. There have been some challenges in terms of riders cheating the system, and GET is constantly providing feedback to Token Transit on ways to improve security. Transaction fees typically run about 11 to 12 percent of the value of the ride given. GET acknowledges this is not a cheap solution but it believes that utilization has plateaued at around 10 percent of trips. On Demand fares can be purchased through the Via app, which has limited the reach of Token Transit.

### Personnel Management and Training

GET drivers are represented by Teamsters Local #517. There are three classifications of drivers. Full-time drivers work full-time hours and receive full-time benefits. Flex drivers are classified as part-time but may work full-time hours and have a different class of benefits. Part-time drivers are those that do not work more than 30 hours a week and receive some limited benefits. GET service is currently staffed with 113 full-time drivers. While this is considered fully staffed, there are openings for Flex drivers and part-time drivers. Part-time drivers do not have CDLs and only operate the On Demand service, while flex drivers have CDLs and are cross-trained across all services. Flex and part-time drivers also cover vacations, call-outs, and day-off requests. The part-time positions also serve as stepping stones to Flex driver positions.

At the time of the audit site visit, Operations indicated being about 50 drivers short, split roughly evenly between Flex and part-time drivers, though it is more about coverage needs than actual numbers. The biggest challenge on the Flex side is recruiting people who possess either a CDL or permit. On Demand drivers are more easily processed. In 2022, GET hired 100 people, approximately 75 of which were drivers. In the first half of 2023, it hired 75 people, 30 to 40 of which were in the driver category.

GET is constantly recruiting through a variety of tactics, as retention has also been an ongoing challenge. GET continues to adjust its sourcing behaviors and has utilized its Marketing department to get information out. While the District's website/career page is the most common source, other recruiting methods include television, billboards, job boards, job fairs, partnerships with community agencies (such as EDD), and word-of-mouth.

Driver recruitment takes place on a continual basis. GET test, hires, and trains new drivers monthly. A \$50 referral fee is given to all employees who refer an applicant who is subsequently hired. A \$200 bonus is provided if the new employee stays for a full year. During the audit period, management provided "incentive" pay whereby employees received 10 percent of their base pay on top of their pay for every hour worked. The District has offered a \$1,500 new employee sign-on bonus for approximately two years.

GET offers a variety of programs and events designed to motivate employees. These include the employee referral program, Annual Picnic at the Fair (for employees and families), Annual Health and Wellness Fair, employee appreciation events, annual Employee Service Awards, EAP program, job training and mentoring, promotional opportunities, and an education reimbursement program. GET has an employee EVENTS committee in charge of creating employee engagement activities. Job performance evaluations are completed regularly for all operator staff. GET also provides training, learning, and development opportunities to facilitate professional growth and advancement.

Turnover is high, both during the pandemic and subsequently. While some employees are asked to leave, voluntary separations occur due to opportunities with better pay or a better work/life balance (such as trucking or schools), public transit not being a good fit specific to recently hired employees, or personal issues (such as family issues or relocation).

The Safety, Security, and Training department is responsible for training new and existing drivers. Staff hold State of California Department of Motor Vehicles Licensed Trainer and Examiner certificates. GET utilizes the local DMV office to submit paperwork and obtain the actual licenses and certificates. The training program is audited annually by the State of California. The Director of Safety, Security, and

Training oversees the safety program. Monthly safety meetings are held in accordance with GET's Agency Safety Plan.

All full-time drivers receive medical, dental, and vision insurance as well as paid time off, retirement, and other benefits. Flex drivers receive the same benefits but are not eligible for retirement. They may elect to participate in a deferred compensation plan. Benefits are communicated in offer letters, upon hire, in the employee policy handbook, and through meetings when changes occur. Drivers and maintenance staff are unionized, though dispatchers are not.

Rules, infractions, and discipline are enforced as outlined in the employee handbook and Bargaining Unit Contract. This includes clear policies regarding absences, tardiness, and drugs and alcohol. There is a defined progressive disciplinary policy that conforms with labor agreements.

### Maintenance

GET manages its maintenance program using Avail software. It has a program in place for preventive maintenance within established mileage intervals. This maintenance schedule conforms with the manufacturers' recommended schedules. Compliance with the schedule can easily be judged and does not conflict with regular vehicle use. Monthly performance reports are provided to the CEO.

Warranty work is identified and passed to the bus manufacturers, and through them to the appropriate vendors. The Avail software identifies warranty items and timelines to alert maintenance staff when repairs are warrantable. Warranty work has been impacted by supply chain delays, resulting in long lead times for some repairs. GET has had multiple buses out of service for several months.

In addition to warranty work, GET sends out transmissions, air conditioning, and some engine work. This is due to a shortage of in-house mechanics and/or a need for expertise or technical assistance from the manufacturer. Outsourced work is frequently performed by Cummins, Allison, and Thermo-King.

GET's maintenance facility is fully dedicated to transit. It is capable of accommodating repairs that are not sent out, but with the expansion of On-Demand service, the number of bays and lifts for smaller vehicles is not sufficient. The current Maintenance Facility is too small and construction of an expanded facility is scheduled to be completed in August 2023. This will add three extra bays and a paint booth bay, and is designed to accommodate hydrogen bus maintenance. GET recently purchased a new property for office space for administrative personnel. At present, records are stored off-site.

During, and subsequent to, the audit period, the most significant challenges with respect to maintaining the transit fleet have been labor and technical experience. The transition to zero-emission buses requires maintenance employees to learn and apply new skills. Vehicle manufacturers are providing bus familiarization and high voltage training, while fuel cell training is provided by Ballard. At the time of the audit site visit, most mechanics had undergone basic high voltage training and Phase I and II training on fuel cells. They are doing preventive maintenance but no advance maintenance yet. GET is focused on retraining existing employees.

Out-of-service buses are parked in a specific area of the yard and are turned in the opposite way so that they are not used for pullout. Steering wheel covers also identify the bus as "out of service." There is a

small backlog of repairs due to parts shortages and labor shortages. Tires, glass, body parts, and parts pertaining to the fuel cell buses have been challenging to obtain. It has been difficult to turn around buses that have been in accidents.

Parts inventories are sufficient to minimize vehicle downtime. GET has a secure parts room. Vehicle Maintenance Supervisors and Inventory Part Clerks have access to the parts room. Parts are tracked through Avail.

Maintenance has faced labor shortages as well. Maintenance estimates it is approximately 20 positions short of fully staffed. Positions that require a specific skillset (such as paint and body) are the most difficult to fill. Current staff must work overtime to meet the demand, though it is not currently mandatory (it was earlier in the year). Mechanics work four 10-hour shifts, so if overtime is mandated, they work one of their three days off. At this time of the site visit, GET had hired four mechanics that are still in training. Seeing progress toward reducing the labor shortage helps morale within maintenance.

The average age of the bus fleet is 8.7 years, with an average mileage of approximately 360,000 miles. The average age of the paratransit fleet is 4.8 years with an average mileage of approximately 79,000 miles. GET has a vehicle replacement program in place.

Maintenance is notified promptly of vehicle breakdowns. Maintenance schedules vehicles for preventive maintenance or repairs and communicates this schedule to the dispatcher. The dispatcher is also notified when repair of a vehicle is complete.

Exhibit 7.5 Fleet Inventory

Quantity	Year	Make	Model	Fuel	Mode
27	2009	New Flyer	C40LF	CNG	Fixed-route
5	2010	New Flyer	C40LF	CNG	Fixed-route
2	2011	New Flyer	C40LFR	CNG	Fixed-Route
12	2012	New Flyer	C40LFR	CNG	Fixed-Route
15	2013	New Flyer	C40LF	CNG	Fixed-route
2	2017	MCI	D4500	CNG	Fixed-route
24	2018	New Flyer	XN 40	CNG	Fixed-route
1	2020	MCI	D4500	CNG	Fixed-route
5	2014	ELK	ECII	CNG	DAR
4	2016	StarTrans	Senator	CNG	DAR
2	2017	ELK	ECII	CNG	DAR
1	2018	ELK	ECII	CNG	DAR
1	2018	STR	Allstar 25	CNG	DAR
11	2018	Ford	Transit Works	Gasoline	DAR
8	2019	STR	Senator	CNG	DAR
4	2019	Ford	Transit Works	Gasoline	DAR
5	2019	SPC	StarTrans	CNG	DAR
8	2021	Glaval	Univer	CNG	DAR

*Source: FY 2019/20 NTD Report.*

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## Chapter 8 | Findings and Recommendations

### Conclusions

Moore & Associates, Inc. finds the Golden Empire Transit District 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 and Recommendations

There are no findings or recommendations for the Golden Empire Transit District.

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