



FY 2011—2013 TRIENNIAL PERFORMANCE AUDIT OF IMPERIAL VALLEY TRANSIT



SUBMITTED TO:

Imperial County Transportation Commission

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SUBMITTED BY:

PMC®

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Section I

Introduction

California's Transportation Development Act (TDA) requires that a triennial performance audit be conducted of public transit entities that receive TDA revenues. The performance audit serves to ensure accountability in the use of public transportation revenue.

The Imperial County Transportation Commission (ICTC) engaged PMC to conduct the TDA triennial performance audit of the public transit operators under its jurisdiction in Imperial County. This performance audit is conducted for Imperial Valley Transit (IVT) covering the most recent triennial period, fiscal years 2010–11 through 2012–13.

The purpose of the performance audit is to evaluate IVT's effectiveness and efficiency in its use of TDA funds to provide public transportation in its service area. This evaluation is required as a condition for continued receipt of these funds for public transportation purposes. In addition, the audit evaluates IVT's compliance with the conditions specified in the California Public Utilities Code (PUC). This task involves ascertaining whether IVT is meeting the PUC's reporting requirements. Moreover, the audit includes calculations of transit service performance indicators and a detailed review of the transit administrative functions. From the analysis that has been undertaken, a set of recommendations has been made which is intended to improve the performance of transit operations.

In summary, this TDA audit affords the opportunity for an independent, constructive, and objective evaluation of the organization and its operations that otherwise might not be available. The methodology for the audit included in-person interviews with management, collection and review of agency documents, data analysis, and on-site observations. The *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* published by the California Department of Transportation (Caltrans) was used to guide in the development and conduct of the audit.

Overview of the Transit System

IVT is the regional fixed-route transit provider for the Imperial Valley. The system was formed in 1989 under the name Imperial County Transit with five routes and a fleet of three buses running Monday through Friday. Currently, IVT operates 20 routes including 10 regular routes, four express services that serve Imperial Valley College (IVC), two direct routes between Brawley and the El Centro/Calexico areas, and four Fast Trip routes between El Centro, Brawley and Holtville.

The service area generally extends from Bombay Beach at the Salton Sea in the north to Calexico at the United States-Mexico international border in the south, and from Ocotillo in the west to Winterhaven near the California-Arizona border in the east. The primary zone of service is in a north-south configuration and includes Brawley, Imperial, IVC, El Centro, Heber, and Calexico.

The service is operated by First Transit, Inc., and administered by ICTC on behalf of its eight member agencies to provide fixed-route transit services throughout Imperial County.

In addition to the regional intercity route, IVT has implemented and continues to plan for circulator routes that serve local riders within each major city in the service area. These circulator routes provide local trips as well as connectivity to the regional routes. In October 2006, the IVT Blue Line circulator shuttle service was launched in the city of El Centro. The Blue Line initially began service with two bidirectional routes utilizing smaller buses, which connect government agencies and services not currently served by the regional system. Commencing in July 2009, the routes were reconfigured and split into two branded circulator services: the Blue Line and the Green Line. In September 2013, the IVT Gold Line was implemented in Brawley and two additional circulator routes are planned for Calexico (Orange Line) and Imperial (Red Line).

ICTC, in conjunction with the Yuma County Intergovernmental Public Transportation Authority (YCIPTA), has partially subsidized intercity fixed-route service provided by Yuma County Area Transit (YCAT). Route 10 operates three days a week connecting Yuma (AZ), eastern Imperial County including the community of Winterhaven, and El Centro. This route is branded by YCAT as the Turquoise Route which replaced IVT Routes 300/350 that provided lifeline service to Winterhaven on Wednesdays.

Imperial County is geographically located in the southeastern corner of California, stretching from the United States-Mexico border to the south, Riverside County to the north, San Diego County to the west, and the state of Arizona and Colorado River to the east. The terrain varies from 235 feet below sea level at the Salton Sea to 4,548 feet at Blue Angel Peak. The county's geographical land area encompasses 4,176 square miles and is traversed by 2,555 miles of roadway. Major highways include Interstate 8 and State Routes (SR) 7, 78, 86, 98, 111, and 115. A demographic snapshot of key cities and the county is presented in Table I-1:

**Table I-1
Imperial County Demographics**

City/Jurisdiction	2010 US Census Population	Change from 2000 US Census %	Population 65 Years & Older %	Land Area (in square miles)
Brawley	24,953	+13.1%	10.05%	7.68
Calexico	38,572	+42.5%	11.43%	8.39
Calipatria	7,705	+5.7%	4.65%	3.72
El Centro	42,598	+11.4%	10.70%	11.08
Holtville	5,939	+5.8%	12.26%	1.15
Imperial	14,758	+91.8%	6.48%	5.86
Westmorland	2,225	+3.4%	11.24%	0.59
Unincorporated	37,778	+17.1%	11.61%	4,138.13
Total Imperial County	174,528	+22.6%	10.40%	4,176.60

Source: 2010 US Census

The City of El Centro is the county seat and largest city. The county and its incorporated cities saw notable growth between the 2000 and 2010 US Census, in particular the cities of Calexico and Imperial. The senior citizen population, comprising residents aged 65 and over, is 10.4 percent countywide. The 2014 population for Imperial County is estimated to be 180,672 as reported by the California Department of Finance. The population of El Centro is followed in descending order by those of Calexico, Brawley, Imperial, Calipatria, Holtville, and Westmorland.

System Characteristics

IVT operates a variety of services: regular fixed-route, express service to IVC, direct intercity between Brawley and Calexico, lifeline, route deviation, FAST, and demand response. Routes that are designed as demand responsive only receive service if a request is made at least one day in advance. Complementary Americans with Disabilities Act (ADA) paratransit service is provided by IVT Access.

The IVT regional fixed-route system operates from 5:30 a.m. to 11:30 p.m., Monday through Friday, and from 6:00 a.m. to 8:30 p.m. on Saturdays. During the audit period, the service did not operate on Sundays and the following holidays: New Year's Day, Martin Luther King Jr. Day, Presidents' Day, Memorial Day, Independence Day, Labor Day, Veterans Day, Thanksgiving, or Christmas. Sunday service was implemented in January 2014, which falls outside of the audit review period. The following table contains details of each route within the IVT system:

Table I-1
IVT Regional System

Route Number	Description	Frequency/Operation	Destinations
1 North (formerly 150)	Calexico–El Centro	Every 35 minutes (Monday through Friday from 5:45 a.m. to 11:23 p.m.) Every 90 minutes (Saturday from 5:55 a.m. to 8:30 p.m.) <i>Every 2 hours, 30 minutes (Sunday from 7:00 a.m. to 5:10 p.m.) ~ Effective January 2014</i>	<ul style="list-style-type: none"> ▪ Calexico ▪ Post Office-Calexico ▪ Camarena Library ▪ Heber-Post Office ▪ Imperial Valley Mall ▪ El Centro Hospital ▪ Library-El Centro ▪ State & 7th Street
1 South (formerly 100)	El Centro–Calexico	Every 35 minutes (Monday through Friday from 5:54 a.m. to 10:55 p.m.) Every 90 minutes (Saturday from 7:10 a.m. to 7:15 p.m.) <i>Two a.m. and two p.m. trips (Sunday from 8:25 a.m. to 4:45 p.m.) ~ Effective January 2014</i>	<ul style="list-style-type: none"> ▪ State & 7th Street-El Centro ▪ Library-El Centro ▪ El Centro Hospital ▪ Imperial Valley Mall ▪ Heber-Post Office ▪ Calexico

Route Number	Description	Frequency/Operation	Destinations
2 South (formerly 50)	Niland–El Centro	Every 35 minutes (Monday through Friday from 6:03 a.m. to 10:20 p.m.) Every 90 minutes (Saturday from 6:20 a.m. to 7:45 p.m.) <i>Two a.m. and two p.m. trips (Sunday from 7:15 a.m. to 3:50 p.m.) ~ Effective January 2014</i>	<ul style="list-style-type: none"> ▪ Niland ▪ Calipatria ▪ Westmorland ▪ Brawley ▪ Imperial ▪ Imperial Valley College ▪ K Mart/Costco-El Centro ▪ State & 7th Street-El Centro
2 North (formerly 200)	El Centro–Niland	Every 35 minutes (Monday through Friday from 5:45 a.m. to 10:45 p.m.) Every 90 minutes (Saturday from 6:00 a.m. to 8:20 p.m.) <i>Two a.m. and two p.m. trips (Sunday from 8:25 a.m. to 5:00 p.m.) ~ Effective January 2014</i>	<ul style="list-style-type: none"> ▪ State & 7th Street ▪ State & 14th Street ▪ K Mart/Costco-El Centro ▪ Wal-Mart-El Centro ▪ Imperial Valley College ▪ Imperial ▪ Brawley ▪ Westmorland ▪ Calipatria ▪ Niland
3 East (formerly 300)	El Centro– Holtville	Every 90 minutes to 2 hours and 30 minutes (Monday through Friday from 8:10 a.m. to 6:40 p.m.) Two p.m. trips (Saturday from 1:20 p.m. to 6:40 p.m.) <i>Prior to January 2013, the Winterhaven portion operated only on Wednesdays as a lifeline service.</i>	<ul style="list-style-type: none"> ▪ State & 7th Street ▪ K Mart/Costco-El Centro ▪ Imperial Valley College ▪ Holtville ▪ Retirement Inn ▪ Winterhaven (<i>prior to January 2013</i>)
3 West (formerly 350)	Holtville–El Centro	Every 90 minutes to 2 hours and 30 minutes (Monday through Friday from 7:11 a.m. to 7:40 p.m.) One a.m. and two p.m. trips (Saturday from 7:10 a.m. to 7:40 p.m.) <i>Prior to January 2013, the Winterhaven portion operated only on Wednesdays as a lifeline service.</i>	<ul style="list-style-type: none"> ▪ Winterhaven (<i>prior to January 2013</i>) ▪ Retirement Inn ▪ Imperial Valley College ▪ K Mart/Costco-El Centro ▪ State & 7th Street

Route Number	Description	Frequency/Operation	Destinations
4 West (formerly 400)	El Centro–Seeley– Ocotillo	Approximately every 2 hours and 20 minutes (Monday through Friday 7:10 a.m. to 5:50 p.m.) <i>One a.m. and two p.m. trips</i> (Saturday from 8:00 a.m. to 5:40 p.m.) Ocotillo portion operates only on Tuesdays as an on-demand lifeline service. Route deviation service provided.	<ul style="list-style-type: none"> ▪ State & 7th Street ▪ INS Courthouse-El Centro ▪ Seeley ▪ Ocotillo
4 East (formerly 450)	Ocotillo–Seeley–El Centro	Approximately every 2 hours and 20 minutes (Monday through Friday 7:25 a.m. to 5:20 p.m.) <i>One a.m. and two p.m. trips</i> (Saturday from 8:00 a.m. to 5:40 p.m.) Ocotillo portion operates only on Tuesdays as an on-demand lifeline service. Route deviation service provided.	<ul style="list-style-type: none"> ▪ Ocotillo ▪ Seeley ▪ INS Courthouse-El Centro ▪ State & 7th Street
21 IVC Express	Calexico-IVC	Six northbound a.m. trips Five southbound p.m. trips (IVC school days only)	<ul style="list-style-type: none"> ▪ Post Office-Calexico ▪ Camarena Library-Calexico ▪ Imperial Valley College
22 IVC Express	Niland-IVC	Two southbound a.m. trips Two northbound p.m. trips (IVC school days only)	<ul style="list-style-type: none"> ▪ Niland ▪ Calipatria ▪ Westmorland ▪ Brawley ▪ Imperial Valley College
31 Direct (formerly 600)	Brawley-Calexico	Four southbound a.m. trips (Monday through Saturday)	<ul style="list-style-type: none"> ▪ Brawley-South Plaza ▪ 3rd & Paulin-Calexico
32 Direct (formerly 650)	Calexico-Brawley	Four northbound p.m. trips (Monday through Saturday)	<ul style="list-style-type: none"> ▪ 3rd & Paulin-Calexico ▪ Brawley-South Plaza
41 South	Brawley Fast	One southbound a.m. trip (Monday through Friday)	<ul style="list-style-type: none"> ▪ Brawley-South Plaza ▪ Imperial-Post Office ▪ El Centro- State & 7th Street
41 North	Brawley Fast	One northbound p.m. trip (Monday through Friday)	<ul style="list-style-type: none"> ▪ El Centro – State & 7th Street ▪ Imperial-Post Office

Route Number	Description	Frequency/Operation	Destinations
			▪ Brawley-South Plaza
45 East	Holtville Fast	One eastbound p.m. trip (Monday through Friday)	▪ El Centro – State & 7 th Street ▪ Holtville-5 th Street & Holt Road
45 West	Holtville Fast	Two westbound a.m. trip (Monday through Friday)	▪ Holtville-5 th Street & Holt Road ▪ El Centro – State & 7 th Street
51 South (formerly 500)	Bombay Beach-Brawley	One southbound a.m. trip (Thursdays only as a lifeline service. Route deviation service provided).	▪ Bombay Beach ▪ Imperial Spa ▪ Fountain of Youth Spa ▪ Niland ▪ Calipatria ▪ Brawley-South Plaza
51 North (formerly 550)	Brawley–Bombay Beach	One northbound p.m. trip (Thursdays only as a lifeline service. Route deviation service provided).	▪ Brawley-South Plaza ▪ Calipatria ▪ Niland ▪ Fountain of Youth Spa ▪ Imperial Spa ▪ Bombay Beach
YCAT 10	Turquoise	Two bidirectional trips (Monday, Wednesday, and Saturday)	▪ Yuma-Castle Dome & Yuma Palms Parkway ▪ Yuma Transit Center ▪ Fort Yuma ▪ Winterhaven ▪ Imperial Valley Mall ▪ El Centro Regional Medical Center ▪ El Centro- State & 7 th Street

Source: IVT

In addition to IVT’s regional services, the IVT Blue and Green Lines operate as circulator routes in the City of El Centro Monday through Friday. In September 2013, the IVT Gold Line commenced service in Brawley. The following table provides a summary of the IVT local circulator services:

Table I-2
IVT Local Circulators

Route Name	Description	Frequency/Operation	Destinations
750	Blue Line (El Centro)	Every 1 hour, 10 minutes (Monday through Friday from 6:00 a.m. to 6:38 p.m.)	<ul style="list-style-type: none"> ▪ 7th & State ▪ 14th & State ▪ El Centro Library ▪ Center for Employment ▪ County Jail & Clark Road ▪ Social Security ▪ Social Services ▪ El Centro Regional Hospital
850	Green Line (El Centro)	Every 1 hour, 10 minutes (Monday through Friday from 6:00 a.m. to 6:38 p.m.)	<ul style="list-style-type: none"> ▪ 7th & State ▪ 14th & State ▪ DMV ▪ Bradshaw & Costco ▪ Bradshaw & Wal-Mart ▪ Senior Housing Complex & Myrtle ▪ Imperial Theaters ▪ Food 4 Less ▪ El Centro Regional Hospital ▪ Central High School
950	Gold Line (Brawley)	Every 1 hour, 10 minutes (Monday through Friday from 6:00 a.m. to 7:05 p.m.)	<ul style="list-style-type: none"> ▪ South Plaza ▪ Main & 9th Street ▪ Oakley Grammar School ▪ Del Rio School ▪ Wal-Mart ▪ Pioneers Medical Center ▪ Warne Field ▪ Brawley Union High School

Source: IVT

Fares

During the audit period, the IVT fare structure was based on the number of zones traveled. There were six fare zones in the IVT system. The zones are outlined in the following table:

Table I-3
IVT Fare Zones

Zone	Destination
1	Bombay Beach & Spas
2	Calipatria & Niland
3	Brawley & Westmorland
4	El Centro, Imperial, IVC, Heber, & Seeley
5	Calexico & Heber
6	Holtville & Winterhaven

Source: IVT

The community of Heber borders Zones 4 and 5; thus, riders would pay a single-zone fare to reach Zone 4 or Zone 5.

Although taking place outside of the audit review period, IVT implemented a fare increase effective September 2013. One-way local zone fares increased by 25 cents and senior fares increased by 15 cents. IVC fares also increased by 25 cents. Prices for ticket booklets increased by \$2.00 to \$5.00. The audit period and current fare schedules are presented in Table I-4 below:

Table I-4
IVT Fare Schedule

Category	Fares (During Audit Period)	Fares (After September 2013)
Local Zone Fare/El Centro Circulators	\$0.75	\$1.00
Senior (60+)/Disabled Local Zone	\$0.35	\$0.50
Regional Zone Fare	\$1.00	\$1.25
Senior (60+)/Disabled Regional Zone	\$0.50	\$0.60
IVC Express – Student Fare	\$1.00	\$1.25
IVC Express – Non-Student Fare	\$1.50	\$1.75
Fast Trip	\$2.00	\$2.25
Direct	\$2.00	\$2.50
Ticket Booklets		
20-Ride Local Zone	\$12.00	\$16.00
20-Ride Regional Zone	\$16.00	\$20.00
20-Ride Student (Express Routes Only)	\$20.00	\$25.00
20-Ride Senior (60+)/Disabled Local Zone	\$7.00	\$10.00
20-Ride Senior (60+)/Disabled Regional Zone	\$10.00	\$12.00

Source: IVT

Fleet

IVT utilizes a total fleet of 23 vehicles ranging from 40-foot clean diesel low emission-powered Gillig models to smaller cutaway buses. The Blue and Green Lines utilize three leased 30-foot cutaway buses. The 1988 and 1989 Gillig Phantom buses were retrofitted completely in 2005. All IVT vehicles are wheelchair accessible in compliance with the Americans with Disabilities Act (ADA) of 1990 as well as equipped with bike racks. Table I-5 shows the vehicle fleet inventory.

Table I-5
IVT Fleet Inventory

Year	Make & Model	Quantity	Fuel Type	Seating Capacity
1988	Gillig Phantom	3	Diesel	43 (2 W/C)
1989	Gillig Phantom	2	Diesel	41 (2 W/C)
2003	Ford E450 Champion	1	Gasoline	16 (2 W/C)
2003	El Dorado National	1	Gasoline	16 (2 W/C)
2006	Ford E450 El Dorado	1	Gasoline	18 (2 W/C)
2009	Ford E450 El Dorado	2	Gasoline	20 (2 W/C)
2009	Ford E450 Starcraft	3	Gasoline	20 (2 W/C)
2012	Gillig Low Floor	10	Diesel	40 (2 W/C)
Total		23		

Source: IVT

Section II

Operator Compliance Requirements

This section of the audit report contains the analysis of IVT's ability to comply with state requirements for continued receipt of TDA funds. The evaluation uses the guidebook, *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Agencies, September 2008* (third edition), which was developed by Caltrans to assess transit operators. The guidebook contains a checklist of eleven measures taken from relevant sections of the PUC and the California Code of Regulations. Each of these requirements is discussed in the table below, including a description of the system's efforts to comply with the requirements. In addition, the findings from the compliance review are described in the text following the table.

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
The transit operator submitted annual reports to the RTPA based upon the Uniform System of Accounts and Records established by the State Controller. Report is due 90 days after end of fiscal year (Sept. 28/29), or 110 days (Oct. 19/20) if filed electronically (Internet).	Public Utilities Code, Section 99243	Completion/submittal dates: FY 2011: September 28, 2011 FY 2012: September 27, 2012 FY 2013: September 30, 2013 Conclusion: Complied.
The operator has submitted annual fiscal and compliance audits to the RTPA and to the State Controller within 180 days following the end of the fiscal year (Dec. 27), or has received the appropriate 90-day extension by the RTPA allowed by law.	Public Utilities Code, Section 99245	Completion/submittal dates: FY 2011: June 22, 2012 FY 2012: January 11, 2013 FY 2013: January 15, 2014 The FY 2011 Fiscal and Compliance Audit was completed and received after the 90-day extension period. Conclusion: Partial Compliance.

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator's compliance with Vehicle Code Section 1808.1 following a CHP inspection of the operator's terminal.	Public Utilities Code, Section 99251 B	<p>ICTC, through its contract operator, participates in the California Highway Patrol (CHP) Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim. Inspections were conducted at First Transit located at 792 East Ross Road, El Centro.</p> <p>Transit Operator Compliance Certificates and inspections applicable to the audit period were March 3 and 4, 2010; March 2, 2011; April 2, 2012; June 5, 2013; July 25 and 26, 2013.</p> <p>Inspections were found to be satisfactory.</p> <p>Conclusion: Complied.</p>
The operator's claim for TDA funds is submitted in compliance with rules and regulations adopted by the RTPA for such claims.	Public Utilities Code, Section 99261	<p>As a condition of approval, the annual claims for Local Transportation Funds are submitted in compliance with the rules and regulations adopted by ICTC. ICTC staff provides assistance as needed in completing the claim.</p> <p>Conclusion: Complied.</p>
If an operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal	Public Utilities Code, Section 99270.1	<p>IVT provides service in both urbanized and non-urbanized areas of Imperial County. ICTC, pursuant to state law (PUC Section 99270.1), is responsible</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
to the ratio determined by the rules and regulations adopted by the RTPA.		<p>for calculating an intermediate or “blended” fare recovery ratio, including the methodology for calculating the ratio, which was approved by Caltrans in March 2010 and is effective for a five-year period (2010–2014). The blended farebox recovery ratio approved by Caltrans was 14.5 percent during the audit period. (Effective FY 2013-14 through FY 2015-16, which is outside the audit period, IVT is held to a 17.5 farebox recovery ratio.)</p> <p>The systemwide farebox recovery for IVT (regional plus circulators) is as follows:</p> <p>FY 2011: 15.08% FY 2012: 17.07% FY 2013: 15.12%</p> <p>Source: ICTC Performance Summaries</p> <p>Conclusion: Complied.</p>
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).	Public Utilities Code, Section 99266	<p>Percentage increase in IVT’s operating budget:</p> <p>FY 2011: -6.5% FY 2012: -17.8% FY 2013: +6.6%</p> <p>The decrease in the FY 2012 operating budget is attributed to a reduction in contract and labor services costs from</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		<p>reduced revenues and cost savings.</p> <p>Source: ICTC Performance Summary</p> <p>Conclusion: Complied.</p>
<p>The operator's definitions of performance measures are consistent with Public Utilities Code Section 99247, including (a) operating cost, (b) operating cost per passenger, (c) operating cost per vehicle service hour, (d) passengers per vehicle service hour, (e) passengers per vehicle service mile, (f) total passengers, (g) transit vehicle, (h) vehicle service hours, (i) vehicle service miles, and (j) vehicle service hours per employee.</p>	Public Utilities Code, Section 99247	<p>ICTC's definition of performance measures as tracked and recorded by the contract operator is consistent with PUC Section 99247. However, more consistency between data in internal and external reports is required.</p> <p>Conclusion: Complied</p>
<p>If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating costs at least equal to one-fifth (20 percent), unless it is in a county with a population of less than 500,000, in which case it must maintain a ratio of fare revenues to operating costs of at least equal to three-twentieths (15 percent), if so determined by the RTPA.</p>	Public Utilities Code, Sections 99268.2, 99268.3, 99268.12	<p>This measure is not applicable, as IVT is subject to the intermediate farebox recovery ratio established by ICTC.</p> <p>Conclusion: Not Applicable.</p>
<p>If the operator serves a rural area, or provides exclusive</p>	Public Utilities Code, Sections 99268.2, 99268.4, 99268.5	<p>This measure is not applicable, as IVT is subject to the</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
services to elderly and disabled persons, it has maintained a ratio of fare revenues to operating costs at least equal to one-tenth (10 percent).		intermediate farebox recovery ratio established by ICTC. Conclusion: Not Applicable.
The current cost of the operator's retirement system is fully funded with respect to the officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPA which will fully fund the retirement system within 40 years.	Public Utilities Code, Section 99271	ICTC contracts with a private provider for operations, while ICTC contributes to its staff's retirement under the 1937 Act County Employees' Retirement Law. Conclusion: Complied.
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.	California Code of Regulations, Section 6754(a)(3)	ICTC expended State Transit Assistance Fund (STAF) revenues on IVT fixed-route services and makes use of federal transit grant funds as follows: FY 2011: Operations (\$1,990,010) Capital (\$186,725) FY 2012: Operations (\$1,497,869) Capital (\$342,192) FY 2013: Operations (\$2,504,226) Capital (\$991,950) Source: Transit Operators Financial Transactions Reports Conclusion: Complied.

Findings and Observations from Operator Compliance Requirements Matrix

1. Of the nine compliance requirements pertaining to IVT, the operator fully complied with eight requirements. The operator was partially compliant with regard to the timely submittal of the annual fiscal and compliance audit for FY 2011. Two additional compliance requirements did not apply to the operator (e.g., rural and urban farebox recovery ratios).
2. The required minimum farebox recovery ratio established for IVT is through an adopted methodology. The minimum farebox standard was 14.5 percent for the audit period. The systemwide farebox recovery ratio was 15.08 percent in FY 2011; 17.07 percent in FY 2012; and 15.12 percent in FY 2013. The average systemwide farebox recovery ratio was 15.76 percent during the triennial review period. Increases in passenger trips and revenues have resulted in higher farebox ratios. Effective FY 2013-14 through FY 2015-16, IVT will be held to a 17.5 farebox recovery ratio.
3. Through its contract operator, ICTC participates in the CHP Transit Operator Compliance Program and received inspections of IVT vehicles within the 13 months prior to each TDA claim. Satisfactory ratings were made for all inspections conducted during the audit period.
4. The operating budget exhibited modest fluctuations during the period, exceeding 15 percent in FY 2012. The budget decreased 6.5 percent in FY 2011 and 17.8 percent in FY 2012. For FY 2013, the operating budget increased 6.6 percent. The budgetary decreases were attributed to a reduction in contract and labor services costs from reduced revenues and cost savings.

Section III

Prior Triennial Performance Recommendations

IVT's efforts to implement the recommendations made in the prior triennial audit are examined in this section of the report. For this purpose, each prior recommendation for the agency is described, followed by a discussion of IVT's efforts to implement the recommendation. Conclusions concerning the extent to which the recommendations have been adopted by the agency are then presented.

Prior Recommendation 1

Calculate Full Time Equivalents (FTE) according to TDA definition.

Actions taken by IVT

The prior audit found that both the internal performance data summaries and the external State Controller Reports compiled for IVT services did not properly calculate for FTEs. The FTE data appeared to be an annual total of the number of employees (head count) rather than the product of dividing total annual employee hours by 2,000. It was advised that employee hours include those from the contract operator, ICTC staff for contract administration and monitoring, and County personnel responsible for preparing the State Controller Report. It was also suggested that time dedicated to IVT be tracked as reasonably as possible and tabulated properly in the ICTC transit data summaries which feed into the State Controller Reports. Proper reporting of FTEs results in more accurate performance indicators of productivity and responsiveness to the state.

In a review of the Transit Operators Financial Transactions Reports submitted to the State Controller by ICTC for IVT fixed-route services, the FTE count calculation appears to reflect the total employee labor hours from all sources divided by 2,000.

Conclusion

This recommendation has been implemented.

Prior Recommendation 2

Conduct a study to improve on-time performance.

Actions taken by IVT

While IVT continues to see growth in passenger trips, the system has not been able to meet its on-time performance standards. The on-time performance standard is 95 percent of scheduled

trips, defined as the percentage of timepoint departures maintained within five minutes of schedule. IVT has been averaging below that standard at about 85 percent. It was suggested that a more comprehensive analysis would serve IVT well in determining the impacts from these occurrences. The Short-Range Transit Plan (SRTP) update that is under way as well as the local community circulator study could serve as useful tools to identify deficiencies in on-time performance as well as suggest measures and realignments to ensure more efficient operations.

Sample spot checks provided by the contract operator show that on-time performance has gradually improved up to 92 percent. IVT has cut loading time on its routes and has reduced complaints that relate to on-time performance due in large part to reduced headways on busy routes. Times are also adjusted for student trips. Road supervisors conduct daily spot checks and drivers record timepoints on their manifests. The contractor reports time adherence issues remain on Route 2, a long haul route that runs between El Centro and Niland.

Conclusion

This recommendation has been implemented.

Prior Recommendation 3

Improve IVT website to take advantage of technology.

Actions taken by IVT

The IVT website (<http://www.ivtransit.com>) serves as the principal Internet portal for information about public fixed-route transit services in Imperial Valley. During the audit period, the website was significantly upgraded and modernized, and contains user friendly links to route schedules, a trip planner, interactive map, contact form, and frequently asked questions (FAQ). Separate large scale links are available to select among IVT services including IVC Express, direct, FAST, and local circulators. A full route schedule is also a selection. The printed Rider's Guide can be viewed on the website or downloaded for easy reference. Additional links to IVT Access, ICTC, and Imperial Valley College are provided at the bottom of the website. The website redesign was locally outsourced to the Conveyor Group.

For the website to further leverage itself as an interactive real-time application tool, it is suggested that IVT consider technological enhancements that could link the website to IVT operations. Should IVT procure and install Automatic Vehicle Locator (AVL)/Global Positioning Systems (GPS) technologies on its buses, combined with automated customer information systems, the real-time bus data derived from such technologies could be accessible by users of the website and web applications to find out the current status on their bus.

Conclusion

This recommendation has been implemented.

Section IV

TDA Performance Indicators

This section reviews IVT's performance in providing transit service to the community in an efficient and effective manner. TDA requires that at least five specific performance indicators be reported, which are contained in the following tables. Farebox recovery ratio is not one of the five specific indicators but is a requirement for continued TDA funding. Therefore, farebox calculation is also included. Two additional performance indicators, operating cost per mile and average fare per passenger, are included as well. Findings from the analysis are contained in the section following the tables.

Tables IV-1 through IV-4 provide the performance indicators for the IVT system (inclusive of regional intercity and local circulators), regional intercity service, and Blue and Green Line Circulators. Charts are also provided to depict the trends in the indicators.

Table IV-5 provides performance indicators for YCAT Route 10, while Table IV-6 provides a comparison of actual data compared to budgeted standards. This service commenced in January 2013. As the performance audit period covers through June 30, 2013, only the first six months of YCAT Route 10 performance is shown.

Table IV-1
IVT Systemwide TDA Performance Indicators
(Inclusive of Intercity & Local Circulator Services)

		Audit Period			
Performance Data and Indicators	FY 2010	FY 2011	FY 2012	FY 2013	% Change FY 2010-2013
Operating Cost	\$3,841,600	\$3,639,947	\$3,155,484	\$3,348,969	-12.8%
Total Passengers	613,793	627,443	633,764	645,381	5.1%
Vehicle Service Hours	39,427	32,565	32,658	32,740	-17.0%
Vehicle Service Miles	738,975	666,028	660,404	681,160	-7.8%
Employee FTE's	65	56	39	40	-38.5%
Passenger Fares	\$561,764	\$548,814	\$538,701	\$506,374	-9.9%
Operating Cost per Passenger	\$6.26	\$5.80	\$4.98	\$5.19	-17.1%
Operating Cost per Vehicle Service Hour	\$97.44	\$111.77	\$96.62	\$102.29	5.0%
Operating Cost per Vehicle Service Mile	\$5.20	\$5.47	\$4.78	\$4.92	-5.4%
Passengers per Vehicle Service Hour	15.6	19.3	19.4	19.7	26.6%
Passengers per Vehicle Service Mile	0.83	0.94	0.96	0.95	14.1%
Vehicle Service Hours per Employee	606.6	581.5	837.4	818.5	34.9%
Average Fare per Passenger	\$0.92	\$0.87	\$0.85	\$0.78	-14.3%
Fare Recovery Ratio	14.62%	15.08%	17.07%	15.12%	3.4%

Source: IVT Summary Reports

Table IV-2
IVT Intercity TDA Performance Indicators

	Audit Period				
Performance Data and Indicators	FY 2010	FY 2011	FY 2012	FY 2013	% Change FY 2010-2013
Operating Cost	\$3,334,161	\$3,118,042	\$2,562,392	\$2,732,446	-18.0%
Total Passengers	592,012	597,585	600,918	611,926	3.4%
Vehicle Service Hours	33,061	26,149	26,267	26,395	-20.2%
Vehicle Service Miles	663,501	590,513	585,506	605,704	-8.7%
Employee FTE's	65	56	39	40	-38.5%
Passenger Fares	\$547,709	\$527,777	\$510,376	\$486,122	-11.2%
Operating Cost per Passenger	\$5.63	\$5.22	\$4.26	\$4.47	-20.7%
Operating Cost per Vehicle Service Hour	\$100.85	\$119.24	\$97.55	\$103.52	2.7%
Operating Cost per Vehicle Service Mile	\$5.03	\$5.28	\$4.38	\$4.51	-10.2%
Passengers per Vehicle Service Hour	17.9	22.9	22.9	23.2	29.5%
Passengers per Vehicle Service Mile	0.89	1.01	1.03	1.01	13.2%
Vehicle Service Hours per Employee	508.6	466.9	673.5	659.9	29.7%
Average Fare per Passenger	\$0.93	\$0.88	\$0.85	\$0.79	-14.1%
Fare Recovery Ratio	16.43%	16.93%	19.92%	17.79%	8.3%

Source: IVT Summary Reports

Table IV-3
IVT Blue Line Circulator TDA Performance Indicators

		Audit Period			
Performance Data and Indicators	FY 2010	FY 2011	FY 2012	FY 2013	% Change FY 2010- 2013
Operating Cost	\$253,755	\$260,965	\$296,384	\$308,204	21.5%
Total Passengers	15,625	21,380	21,611	18,027	15.4%
Vehicle Service Hours	3,184	3,208	3,199	3,171	-0.4%
Vehicle Service Miles	38,791	38,914	38,741	38,497	-0.8%
Passenger Fares	\$9,947	\$15,368	\$21,611	\$11,631	16.9%
Operating Cost per Passenger	\$16.24	\$12.21	\$13.71	\$17.10	5.3%
Operating Cost per Vehicle Service Hour	\$79.70	\$81.35	\$92.65	\$97.19	22.0%
Operating Cost per Vehicle Service Mile	\$6.54	\$6.71	\$7.65	\$8.01	22.4%
Passengers per Vehicle Service Hour	4.9	6.7	6.8	5.7	15.8%
Passengers per Vehicle Service Mile	0.40	0.55	0.56	0.47	16.3%
Average Fare per Passenger	\$0.64	\$0.72	\$1.00	\$0.65	1.3%
Fare Recovery Ratio	3.92%	5.89%	7.29%	3.77%	-3.7%

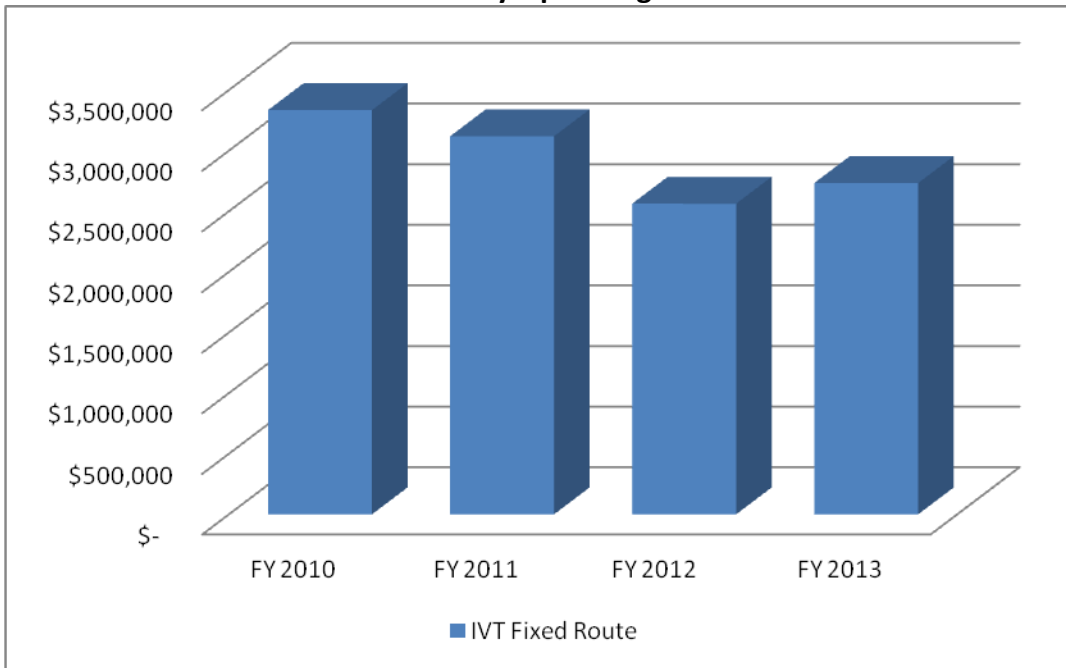
Source: IVT Summary Reports

Table IV-4
IVT Green Line Circulator TDA Performance Indicators

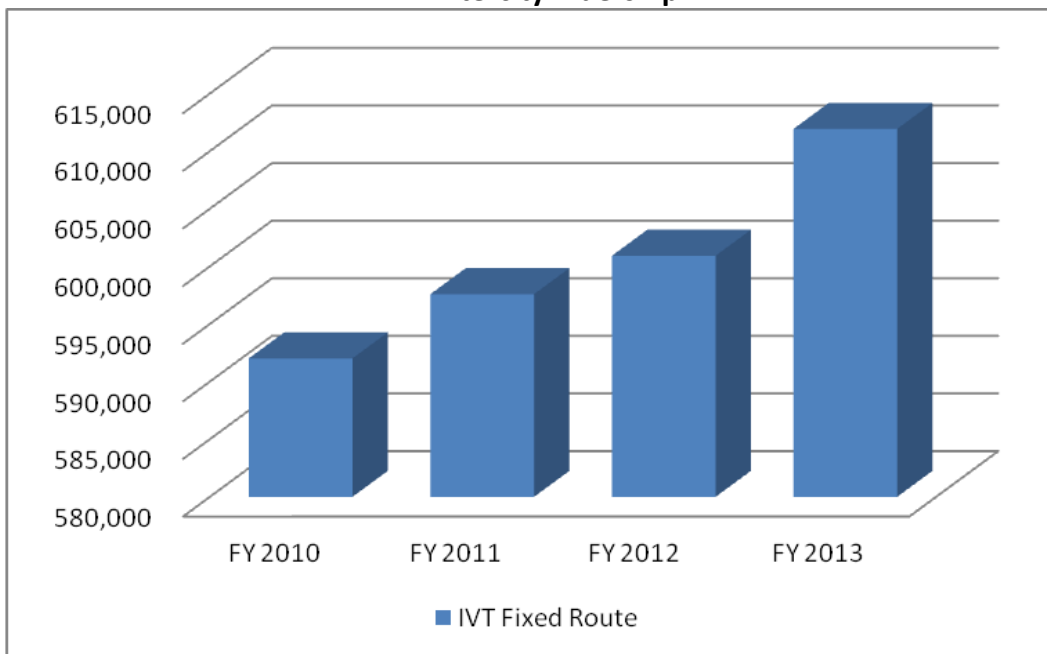
		Audit Period			
Performance Data and Indicators	FY 2010	FY 2011	FY 2012	FY 2013	% Change FY 2010- 2013
Operating Cost	\$253,684	\$260,940	\$296,708	\$308,319	21.5%
Total Passengers	6,156	8,478	11,235	15,428	150.6%
Vehicle Service Hours	3,182	3,208	3,192	3,174	-0.3%
Vehicle Service Miles	36,683	36,601	36,157	36,959	0.8%
Passenger Fares	\$4,108	\$5,670	\$6,714	\$8,621	109.9%
Operating Cost per Passenger	\$41.21	\$30.78	\$26.41	\$19.98	-51.5%
Operating Cost per Vehicle Service Hour	\$79.72	\$81.34	\$92.95	\$97.14	21.8%
Operating Cost per Vehicle Service Mile	\$6.92	\$7.13	\$8.21	\$8.34	20.6%
Passengers per Vehicle Service Hour	1.9	2.6	3.5	4.9	151.2%
Passengers per Vehicle Service Mile	0.17	0.23	0.31	0.42	148.7%
Average Fare per Passenger	\$0.67	\$0.67	\$0.60	\$0.56	-16.3%
Fare Recovery Ratio	1.62%	2.17%	2.26%	2.80%	72.7%

Source: IVT Summary Reports

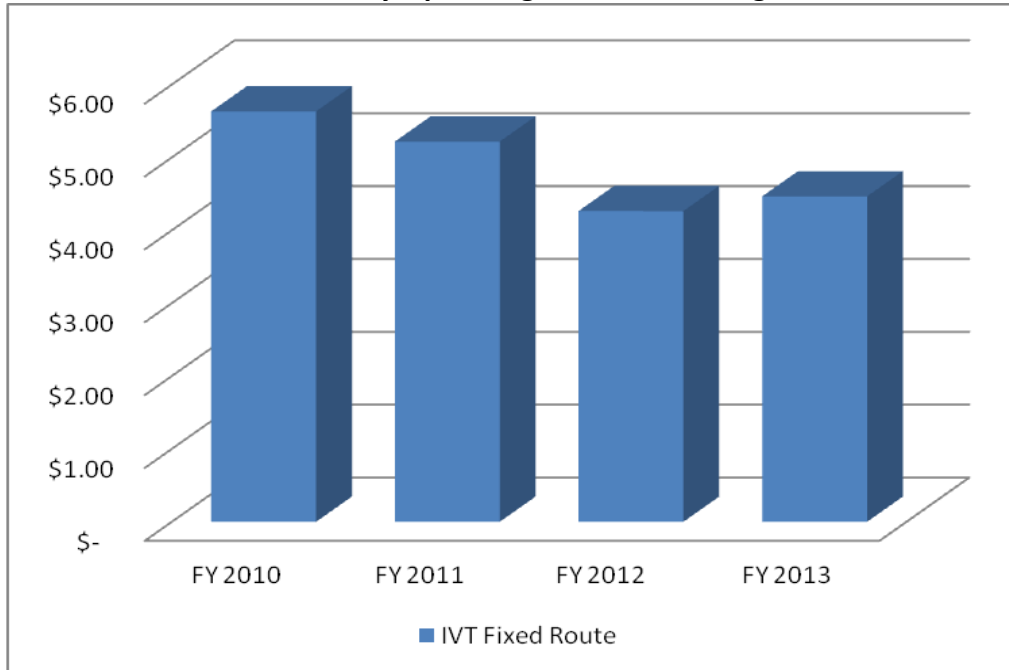
Graph IV-1
IVT Intercity Operating Costs



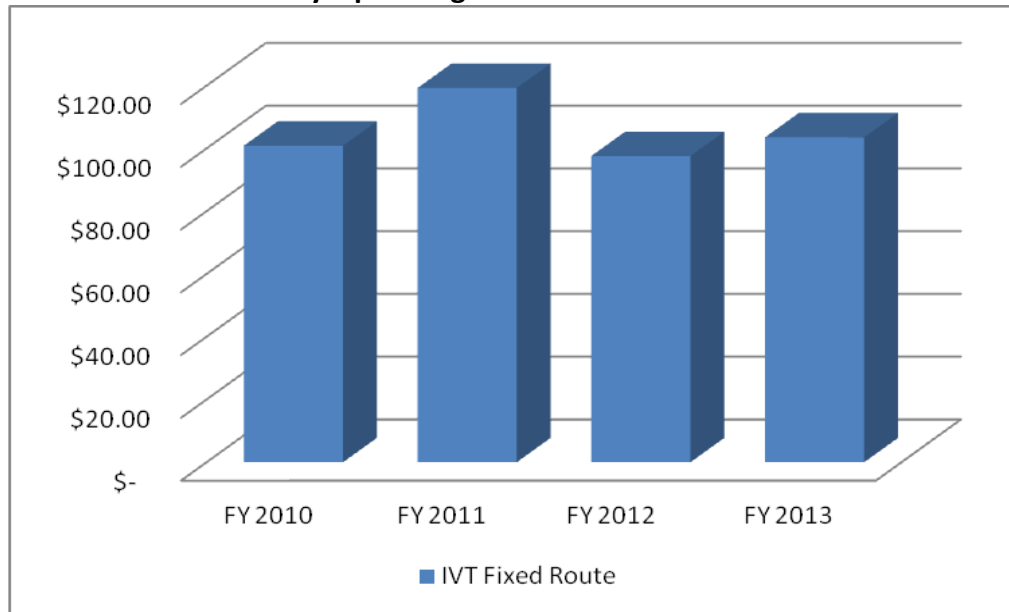
Graph IV-2
IVT Intercity Ridership



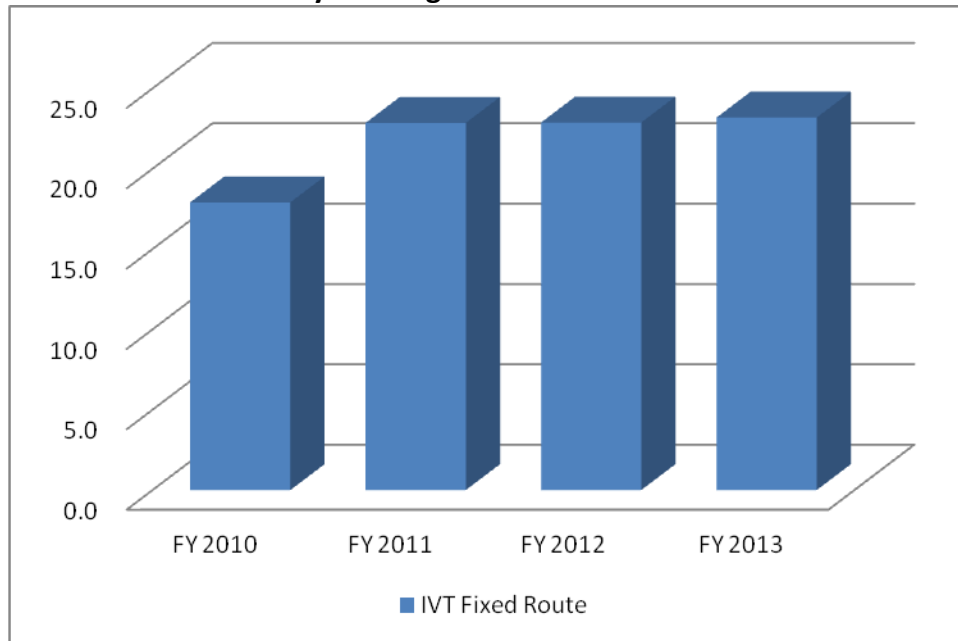
Graph IV-3
IVT Intercity Operating Cost Per Passenger



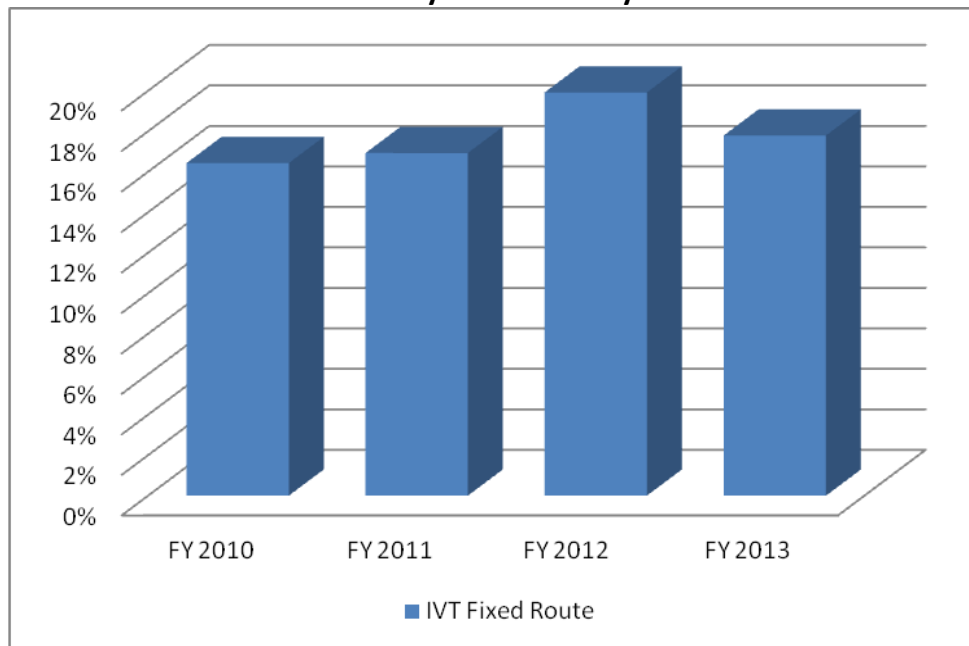
Graph IV-4
IVT Intercity Operating Cost Per Vehicle Service Hour



Graph IV-5
IVT Intercity Passengers Per Vehicle Service Hour



Graph IV-6
IVT Intercity Fare Recovery Ratio



**Table IV-5
YCAT Turquoise Line (Route 10) Performance Indicators
(January 2013 through June 2013)**

Performance Data and Indicators	FY 2013*
Operating Cost	\$24,281
Total Passengers	1,024
Vehicle Service Hours	343
Vehicle Service Miles	18,660
Employee FTEs	1
Passenger Fares	\$1,642
Operating Cost per Passenger	\$23.71
Operating Cost per Vehicle Service Hour	\$70.79
Operating Cost per Vehicle Service Mile	\$1.30
Passengers per Vehicle Service Hour	3.0
Passengers per Vehicle Service Mile	0.05
Vehicle Service Hours per Employee	342.6
Average Fare per Passenger	\$1.60
Fare Recovery Ratio	6.76%
Source: YCAT Monthly Report	
*Route 10 commenced service in January 2013	

**Table IV-6
YCAT Turquoise Line (Route 10) Performance Indicators
Actual Compared to Budgeted Standards
(January 2013 through June 2013)**

FY 12-13 YCAT Budget	Budget Standard	Actual for Jan. 2013-June 2013
Operating Cost per Passenger	\$25.73	\$23.71
Operating Cost per Vehicle Service Hour	\$77.80	\$70.79
Operating Cost per Vehicle Service Mile	\$1.48	\$1.30
Passengers per Vehicle Service Hour	3.0	3.0
Passengers per Vehicle Service Mile	0.10	0.05
Fare Recovery Ratio	18.00%	6.76%

Source: YCAT Monthly Report for Route 10.

Findings from Verification of IVT TDA Performance Indicators

1. **Operating cost per vehicle service hour**, an indicator of cost efficiency, increased by a modest 2.7 percent for the IVT regional service from \$100.85 in FY 2010 to \$103.52 in FY 2013. This trend is consistent with the 18 percent decrease in operating costs and the 20.2 percent decrease in vehicle service hours between FY 2010 and FY 2013. Cost per hour for the Blue Line increased by 22.4 percent, and by 21.8 percent for the Green Line, as operating costs increased in spite of a leveling of service hours.
2. **Operating cost per passenger**, an indicator of cost effectiveness, decreased 20.7 percent for IVT Regional from \$5.63 in FY 2010 to \$4.47 in FY 2013. This is a positive trend. As noted above, IVT operating costs decreased 18 percent during the period; however, the regional transit ridership systemwide increased 3.4 percent during the period from 592,012 passengers in FY 2010 to 611,926 passengers in FY 2013. For the Blue Line, cost per passenger increased a modest 5 percent, but declined significantly for the Green Line due to significant growth in ridership relative to cost.
3. **Passengers per vehicle service hour**, which measures the effectiveness of the service delivered, increased 29.5 percent between FY 2010 and FY 2013 for IVT Regional from 17.9 passengers per hour to 23.2 passengers per hour. The trend in this indicator is reflective of the slight increase in ridership while vehicle service hours exhibited a 20.2 percent decrease. This indicator was also positive for both the Blue and Green Lines as ridership growth continued on these circulator routes.
4. **Passengers per vehicle service mile**, another indicator of service effectiveness, increased 13.2 percent for IVT Regional between FY 2010 and FY 2013 from 0.89 in FY 2010 to 1.01 in FY 2013. From the FY 2010 base year to FY 2013, total vehicle service miles decreased 8.7 percent from 663,501 vehicle service miles to 605,704 vehicle service miles. This indicator was also positive for both the Blue and Green Lines indicating increased ridership relative to the route length.
5. **Vehicle service hours per employee** increased 29.7 percent on IVT Regional between FY 2010 and FY 2012. This increase was associated with the 20.2 percent decrease in vehicle service hours while the number of FTEs declined from 65 in FY 2010 to 40 in FY 2013. This was primarily due to more accurate reporting of data based on labor hours rather than a head count. This measure is based on the number of employee FTEs using employee pay hours from the State Controller Report and dividing by 2,000 hours per employee.
6. **Farebox recovery** exhibited an overall increase of 8.3 percent between FY 2010 and FY 2013 on IVT Regional. Farebox recovery increased by 17.7 percent between FY 2011 and FY 2012 as annual operating costs decreased 17.8 percent. Passenger fare revenues decreased less from FY 2010 and FY 2013 by 11.2 percent. Farebox recovery for Blue Line was relatively steady at about 4 percent per year, while Green Line farebox recovery was also level at about 3 percent annually. The required minimum farebox recovery ratio of

14.5 percent for IVT is established through an adopted methodology by ICTC. The higher IVT regional farebox recovery helps to offset the lower farebox recovery from the circulator routes while maintaining the minimum TDA standard.

Conclusion from the Verification of IVT TDA Performance Indicators

IVT's performance indicators reflect an increase in ridership of its fixed-route services coupled with decreases in operating costs and service hours and miles. Systemwide operating costs exhibited an average annual decrease of 4.1 percent, primarily from the intercity service which offset the increased costs for the circulators. The decreases were attributed to a reduction in contract and labor services costs from reduced revenues and cost savings. Also, with the addition of newer buses, lower maintenance costs have helped to tame operations cost. The decreases in vehicle service hours and miles are indicative of recent service efficiencies. With the implementation of Sunday service in January 2014 and the expansion of Saturday service, service hours and mileage are expected to increase accordingly.

Findings from Verification of YCAT Turquoise Line TDA Performance Indicators

1. **Operating cost per vehicle service hour**, an indicator of cost efficiency, for the six month period between January and June 2013 was \$70.79. This met the YCAT budget standard of being less than \$77.80.
2. **Operating cost per passenger**, an indicator of cost effectiveness, was \$23.71, which met the budget standard by being less than \$25.73.
3. **Passengers per vehicle service hour**, which measures the effectiveness of the service delivered, averaged three passengers which met the budget standard.
4. **Passengers per vehicle service mile**, another indicator of service effectiveness, averaged 0.05 passengers due to the longer distances traveled between major stops and lower passenger loads. This was below the budget standard of 0.10.
5. **Vehicle service hours per employee** were 342.6 hours on YCAT Route 10 from January 2013 through June 2013. This measure is based on the number of employee FTEs using employee pay hours from the State Controller Report and dividing by 2,000 hours per employee.
6. **Farebox recovery** on Route 10 was 6.76 percent for the first six month period which was below the budget standard of 18.00 percent.

Conclusion from the Verification of YCAT Turquoise Line TDA Performance Indicators

YCAT's Route 10 (Turquoise Line) replaced IVT's Winterhaven lifeline service at the beginning of 2013. A farebox recovery target of 18 percent has been set for Route 10 based on fully allocated costs including administrative overhead. The route has also been classified as an urban fixed route service which raises the farebox target above lifeline or rural standards. Farebox recovery from service implementation through the end of FY 2013 averaged just under 7 percent which was below the target. For the six months of service, the route met several budget standards including for operating cost per passenger, cost per hour, cost per mile, and passengers per hour. Other standards were not met including passengers per mile and farebox recovery. Given that the YCAT budget sets performance targets based on budgeted data, most of these will change each year due to new budget assumptions. The farebox recovery target, however, is a set figure.

Section V

Review of Operator Functions

This section provides an in-depth review of various functions within IVT and YCAT. The review highlights accomplishments, issues, and/or challenges that were determined during the audit period. The following functions were reviewed at First Transit and ICTC in El Centro as well as YCAT in Yuma, Arizona:

- Operations
- Maintenance
- Planning
- Marketing
- General Administration and Management

Operations

As Imperial County's principal public fixed-route transit system, IVT has continued to boost service to meet the demand. The increase in service has also been aided by the spike in local sales tax revenues from point-of-sale transactions related to the solar energy sector. The service area for IVT includes routes in the Primary Corridor area between Brawley, Imperial, IVC, El Centro, and Heber to Calexico. The Secondary Service areas include Holtville, Seeley, Niland, Calipatria, and Westmorland. The Remote Zones (lifeline service) include Bombay Beach (Salton Sea area), Ocotillo, Seeley, and Winterhaven.

IVT's contract operator, First Transit, is the US subsidiary of FirstGroup PLC, which is headquartered in the United Kingdom. US operations are headquartered in Cincinnati, Ohio, with local operations in El Centro. First Transit's general manager and vice president meet with ICTC staff on a quarterly basis.

A Request for Proposals (RFP) was released in March 2011 by ICTC for the provision of countywide fixed-route services concurrent with complementary ADA paratransit. The fleet requirements for service in the Primary Corridor consist of the standard 40-foot transit bus comparable to a Gillig vehicle. Service in the Secondary Service areas and Remote Zones may utilize 25-foot and 30-foot vehicles comparable to a cutaway or minibus including a spare ratio of 20 percent. First Transit successfully bid and was retained as the operator of the IVT fixed route and also selected as the operator of the complementary ADA paratransit service, IVT Access.

Pursuant to a recommendation contained in the ICTC FY 2010–11 Short-Range Transit Plan (SRTP), IVT renumbered its routes. For instance, the Calexico-El Centro Routes 150 and 100 were

renumbered as 1 North and 1 South, respectively. IVT implemented 35-minute headways in September 2013 on Routes 1 North and 1 South. Saturday service was expanded in August 2013 and Sunday service was implemented in January 2014.

Both fixed-route and ADA paratransit vehicles have been equipped with on-board security cameras. First Transit also invested \$26,000 in a communications upgrade in August 2010. The Advance Tech-Nextel System is equipped with a Tier 2 Emergency frequency. The new system is the same used by commuter traffic monitoring systems in the Los Angeles area and involves less downtime than the previous repeater radio system. Transit vehicles are not equipped with AVL or GPS (IVT and IVT-Access), or cameras (IVT only). There have been discussions with ICTC about procuring grant funds for the acquisition of AVL and camera systems.

Schedule adherence is monitored by several methods. Drivers are required to report into dispatch upon departing the operations yard, at their last stop, when handling a wheelchair passenger, after an accident or breakdown, during a passenger emergency, or when running five minutes late. Drivers routinely record bus arrivals at designated timepoint on their manifest. In addition, road supervisors and the ICTC transit planner conduct spot checks to gauge on-time performance. With improvements such as reduced headways that cut loading times, there is better schedule adherence. IVT indicated continued schedule adherence issues on Route 2 due to prolonged waits at railroad crossings.

With regard to vehicle safety, IVT tracks the number of accidents, which are categorized as “preventable” or “non-preventable.” According to the Federal Motor Carrier Safety Administration, a preventable accident is one which occurs because the driver fails to act in a reasonably expected manner to prevent it. A non-preventable accident is the result of a collision or incident while the driver was lawfully operating the vehicle. These measures are summarized in Table V-1 for the audit period.

Table V-1
Preventable Accidents

	FY 2011	FY 2012	FY 2013	Total
Accidents	0	3	4	7

Source: First Transit

The frequency of accidents reported grew over the past three years consistent with incremental growth in available service. The operator reported zero accidents for FY 2011, three for FY 2012, and four for FY 2013. All of the accidents reported were classified as preventable and did not involve any injuries. The most common accidents involved vehicles being sideswiped while navigating turns. Retraining is conducted after each accident and infraction.

Customer service trends are monitored on the passenger service report, which are presented on the same spreadsheet as the management summary report. Another measure of customer service is in the tracking of complaints and compliments on the passenger service report and tallied for the service year. There was only one complaint received during the audit period, while there were no reported compliments.

Farebox handling and reconciliation are conducted on a manual basis. IVT buses are equipped with non-electronic Diamond fareboxes. At the end of run, drivers drop off the vault in the presence of the dispatchers, who record the bus number and the name of the driver. The IVT facility has a designated counting room equipped with cameras linked to the Maintenance Manager's office. There are two employees who count the fare revenues, generally a dispatcher and road supervisor. The maintenance manager is tasked with monitoring the counting. There is a general variance of about two percent between expected fare revenue and actual collections. This is within industry norms. After the fare revenues are counted, they are picked up by Garda armored vehicle services for recounting and deposit. First Transit deposits checks from ticket sales.

YCAT – Turquoise Route 10

Transit service between El Centro and Yuma, Arizona, has been operated by contract with YCAT since January 2013. On December 13, 2012, a Memorandum of Understanding (MOU) between YCIPTA, ICTC, and the Fort Yuma-Quechan Tribe was executed for the implementation and operation of a regional connector bus service. The service operates three days a week on Monday, Wednesday, and Saturday. Route 10 is administered by YCIPTA and the entire YCAT transit service is operated under contract by a private transportation operator.

The Route 10 Turquoise service replaced the portion of IVT's Route 3 that operated between Holtville and Winterhaven on Wednesdays. IVT had operated bus service from El Centro through Holtville to Winterhaven since 1989. The Fort Yuma-Quechan Tribe received a \$232,000 grant from the Federal Transit Administration's (FTA) tribal transit grant program to fund a transit study. The study was commissioned by the Southern California Association of Governments (SCAG) and the Quechan Tribe. The tribe approached YCIPTA and presented the recommendations cited in the study about offering transit service consisting of two routes from the Fort Yuma Indian Reservation located across the Colorado River from Yuma.

Initial funding for the service was provided through the Tribal Transit Grant. Pursuant to the MOU, ICTC discontinued the portion of IVT Route 3 service between Holtville and Winterhaven and provides an equivalent amount of funding to YCIPTA for the new service implemented during the one-year demonstration period. This funding contribution consists of \$10,501.92 in TDA Article 8 (c) funds. In addition, ICTC also provides recommendations to YCIPTA through technical and policy levels as well as marketing support.

The YCAT Transit Manager indicated that the number of passengers that travel approximately the full route from El Centro to Yuma has been limited. Generally, ridership on days of service has averaged between two and five passengers originating from each direction. Accounting for roundtrip travel, total daily ridership is between 8 and 20 riders. For the six month during the audit period, the morning trip from Yuma to El Centro had much higher ridership than the morning trip from El Centro to Yuma. The same pattern occurred for the afternoon where ridership was higher on the return trip to Yuma.

YCIPTA submits performance data on a monthly basis to ICTC and the Quechan Tribe. The Turquoise Route is currently classified as an “urban fixed-route” with a farebox recovery target of 18 percent which includes fully allocated costs such as administrative overhead amounting to 3 percent of the costs. Vehicles assigned to Route 10 are 21-foot El Dorado National Aerolite cutaway buses that seat six passengers and two wheelchair passengers. Larger 34-foot vehicles are utilized on Saturday.

A review of the performance information provided by YCIPTA shows variations of data that are rather difficult to interpret. For example, the monthly performance report for Route 10 submitted to ICTC contains two sets of farebox recovery ratios. One shows the ratio of monthly fares to operating costs while another shows an adjusted ratio that accounts for an allocation for depreciation costs based on vehicle mileage. The TDA statute allows for depreciation expenses to be deducted from operating costs. The adjusted farebox ratio in the report adds about five percentage points to the unadjusted ratio. However, the adjusted ratio then specifies that the farebox target is 30.7 percent rather than the 18 percent. An observed deficiency to the adjusted ratio is that the allocated depreciation expense by YCIPTA reduces the route’s operations cost by over 41 percent which, by comparison to industry norms, is much too high. ICTC has also encountered difficulty with the consistency of the operations data and changes in submitted by YCIPTA from month to month.

Personnel

IVT contract operations personnel comprises five management level staff, two road supervisors, nine dispatchers, 52 drivers, three mechanics, two fueler/washers, one cleaner, and one payroll clerk. Two of the dispatchers and 10 of the drivers are part-time. Non-exempt employees, which include the drivers, mechanics, fueler/washers and cleaner, are represented by Teamsters Local 542, which has a branch office in El Centro. The current MOU is for a five-year term. The next MOU is scheduled for March 2015. Management meets with the union local representative monthly. There were only minimal grievances reported.

The contractor went through a series of management changes during the audit period. The current general manager has been at First Transit’s El Centro operations since December 2012 and has had prior transit management experience with another contract operator in Tulare County. Prior general managers have served on an interim basis since the departure of the general manager who was hired in February 2010 and had to step down within a year’s time due to personal family reasons.

Employees are recruited through Craigslist, the Employment Development Department, veteran’s organizations, the Imperial Valley Press newspaper, CareerBuilder, and IVT websites. Driver training involves 40 hours of classroom and 30 hours of behind-the-wheel instruction. In addition, drivers undergo CHP testing for General Public Paratransit Vehicle and Verification of Transit Training certification. IVT management reports minimal turnover of about six to seven employees over the audit period.

There is a 90-day probationary period for new employees. After probation, full-time employees are eligible for benefits. Benefits include medical, dental, and vision plans. In addition, employees receive \$10,000 in employer-paid life insurance and the option of long-term disability insurance. There are several types of employee incentives such as employee appreciation barbecues, food and raffles during monthly safety trainings, and points earned toward free lunches and television sets for zero accidents.

First Transit has a zero-tolerance policy to drug and alcohol abuse. A drug and alcohol handbook stipulates the company's policies and protocols. Random drug testing is performed through Cal-Test Drug Testing Services in Imperial. There is no second testing on negative dilutes.

Maintenance

Maintenance for IVT vehicles is performed at the First Transit facility located at 792 East Ross Road in El Centro. IVT's maintenance facility features three service bays and one set of lifts. The preventative maintenance inspection (PMI) is configured on an A-B-C-D schedule. "Dry" inspections are performed every 3,000 miles or 45 days, and "wet" inspections including oil changes are performed every 6,000 miles. Drivers complete a vehicle inspection form prior to each run. The daily vehicle inspection consists of 44 points and three major categories: (1) vehicle exterior checks; (2) vehicle interior checks; and (3) brakes system checks. The form consists of a top copy and two carbon copies. The CHP inspects the transit vehicles on a monthly basis as part of its commercial trucking task force, which is as thorough as an annual CHP Annual Bus and Terminal Inspection.

First Transit utilizes the Infor Datastream 7i maintenance software program, which, among other capabilities, tracks mileage, parts inventory, and PMIs. Mileage and fuel data are manually uploaded to the system daily. The software is tied electronically to First Transit company management and can be reviewed by the area's director of maintenance. Parts inventory is monitored at each phase of a purchase order execution: upon request, activation, and completion. The system advises when the PMIs are due and maintains separate records for 3,000-mile and 6,000-mile inspections.

On-site maintenance is performed by two mechanics, which are supervised by a maintenance manager. The mechanic work shifts are staggered to ensure constant coverage throughout all hours of operation. Major maintenance, such as engine and transmission work, is performed off-site by Automotive Service Excellence (ASE)-certified vendors. The goal for IVT management is to have ASE-certified mechanics. First Transit pays for training and offers a higher level of compensation for such certification.

The contract operator tracks roadcalls on a spreadsheet labeled the F550 Road Call Trend Report. Roadcall information on the Trend Report is categorized according to the vehicle or unit number, work order number and description, date of occurrence, mileage, and comments. The report records roadcalls from June through July of the following year. Table V-2 below provides a summary of roadcalls incurred on IVT during the audit period.

**Table V-2
Roadcalls**

	FY 2010	FY 2011	FY 2012	FY 2013	Total
Roadcalls	58	21	40	4	123

Source: First Transit

The frequency of roadcalls has fluctuated during the audit period from 58 roadcalls during FY 2010 to 4 roadcalls reported at the beginning of FY 2013. A Road Call Trend Report for FY 2013 was unavailable; however, roadcalls incurred during July 2012 were recorded on the FY 2012 report. There was also some overlap in the data reported.

Maintenance of YCAT buses is performed at the YCAT Bus Facility located at 2715 East 14th Street in Yuma. Roadcalls reported for the YCAT Turquoise Route have been negligible. There was one roadcall reported involving a bus that broke down along I-8 near the Felicity turnoff, located approximately 20 miles west of Yuma.

IVT received satisfactory ratings for all vehicle inspections conducted during the audit period as part of the CHP Transit Operator Compliance Program. YCAT vehicles are not subject to such annual vehicle inspections because the Arizona Department of Transportation does not require them. YCIPTA inquired into participation in the CHP program, but was informed that it could not have a California operator number. However, when traveling in California the vehicles can be stopped anytime.

In place of a CHP inspection, YCIPTA has a maintenance audit performed twice annually in January and July using a private vehicle inspection contractor. The maintenance audit addresses several areas including review of driver records, mechanical and safety related defects, adherence to preventive maintenance schedules and inspections, and general conditions of the fleet and shop. A cost estimate to fix all found defects is also included. The maintenance audit conducted of the YCAT fleet just before the Route 10 service began operations in January 2013 found that the contractor was doing a good job with exterior vehicle cleanliness and adherence to preventive maintenance schedules, but doing a poor job with record keeping and interior vehicle cleanliness.

At the time of transition between YCAT contract operators in mid-2013, a separate vehicle turnover inspection by another private inspection contractor was performed of the YCAT fleet at the Yuma County Transit yard. Conducted in June and July, 2013, the turnover inspections were part of the transition of contract operators from First Transit to Transportation Concepts. The purpose of the review was to clear up discrepancies regarding a previous turnover inspection as well as perceived operating contract shortfalls. According to the YCAT transit director, the prior contract operator had not been doing a thorough job in maintenance oversight. Several recommendations were made in the YCAT turnover report including purchasing of a Computerize Maintenance Program, hiring a Maintenance Manager, training staff, catching up on deferred maintenance, and correctly reporting roadcalls and failures.

Planning

IVT service planning and analysis have been a coordinated effort between operators, stakeholders and ICTC. ICTC commissioned the FY 2010-11 SRTP in 2010, which was released in January 2012. The SRTP contains performance standards that provided a measurement tool to gauge the effectiveness and success of the transit service. Table V-3 summarizes IVT fixed-route performance and service quality standards presented in the SRTP:

**Table V-3
IVT Fixed Route
Performance Standards**

Performance Indicator	Performance Standard for IVT Fixed Route
Operating Cost per Passenger	\$6.50
Operating Cost per Revenue Hour	\$101.00
Operating Cost per Revenue Mile	\$4.44
Passengers per Revenue Hour	20.0
Farebox Recovery Ratio	14.5 percent

Source: FY 2010–11 Short-Range Transit Plan; AECOM; AMMA

The operating cost per passenger has met the standard while remaining below \$6.50 which reflects a positive trend during the audit period (decreasing from \$5.63 in FY 2010 to \$4.47 in FY 2013). The standard for operating cost per revenue hour was met in one audit year (FY 2012), but not in the other two years. This trend was similar for the operating cost per mile standard which was also met in FY 2012 but not in the other two years. The number of passengers per revenue hour remained above 20 passengers, thus meeting the standard and increasing from 22.9 passengers in FY 2011 to 23.2 passengers in FY 2013. IVT was able to attain its farebox recovery ratio standard of 14.5 percent each year of the triennial period.

In December 2012, ICTC began a study for the IVT Specific Operational Analysis (SOA) – Circulator Bus Design Project. The IVT SOA was a planning effort involving the design of circulator bus routes similar to the IVT – Blue and Green lines in El Centro. However these routes would be developed for the Cities of Brawley, Imperial and Calexico. The project was funded by a FTA Section 5304 planning grant received by the Southern California Association of Governments (SCAG), whom submitted the grant at ICTC’s request. After the route designs were developed, individual presentations were provided to each City for comment and approval. The ICTC board adopted the study at its October 2013 meeting and the IVT Gold Line in Brawley was implemented in December 2013.

Other planning activities have centered upon transit infrastructure. ICTC in conjunction with the City of Calexico and SCAG commissioned the Calexico Intermodal Transportation Center Study in 2014 to determine the feasibility and preferred location for a new Intermodal Transportation Center in downtown Calexico. Given that the Calexico Port of Entry at the US-Mexico international border is amongst the busiest, motorized and pedestrian traffic has tended to create bottleneck conditions where current transit providers have stops. The goal of the study is

to determine the most convenient and efficient approaches to co-locate multiple transportation providers in one location near the border.

Marketing

IVT employs a variety of tools and strategies to market its transit services. The operator is responsible for marketing the transit service as per its contract with the County. Five percent of the annual budget is dedicated to marketing and advertising. Advertisements are paid for upfront and reimbursed by the County. The IVT Rider's Guide is widely distributed and is published in English and Spanish. The Rider's Guide contains maps and schedules for each intercity route as well as fare information. Routes and schedules for the intracity circulators are included in the IVT Rider's Guide, although separate print brochures for the circulator services are available.

As described in the prior audit recommendation section, the IVT website (<http://www.ivtransit.com/home/>) was updated. The redesigned site features a rider alert that broadcasts last-minute service updates, interactive route maps, and the Rider's Guide in two formats (interactive and downloadable PDF). A glitch to the Spanish translation feature only translates the executive director's message from English and not materials from the entire website. Other IVT information that can be navigated on the website is translated in Spanish but not the immediate text following selection of a primary link. Although English text remains while the website is in the Spanish translation mode, the glitch is being addressed.

The travel training program is featured on the website. Prospective riders are brought to the IVT operations yard and shown how to utilize the bus. Travel training is offered for both fixed-route and demand-response modes.

Marketing for YCAT Turquoise Route 10 has included various media approaches. YCAT publishes its own Rider's Guide, which includes the service to Imperial County. YCAT Route 10 maps and schedules are also featured in the IVT Rider's Guide on pages 30 and 31. The Rider's Guides are distributed through various outlets including the Fort Yuma Indian Reservation. YCIPTA has placed advertising in the Imperial Valley Press and the Yuma Sun newspapers. Display ads have been placed at the Imperial Valley Mall in El Centro. Transit interns from YCIPTA have given presentations to local community groups about mobility management and transit services available. YCIPTA may want to consider marketing partnerships with the local casino gaming centers in the area in an effort to raise the profile of the service and boost ridership.

General Administration and Management

ICTC was established under Senate Bill 607 as an independent successor agency to the Imperial Valley Association of Governments (IVAG). ICTC provides direct administration, management, and oversight for IVT. The ICTC governing Board is composed of 10 voting members and one ex officio member appointed by the Governor of California. The membership of the ICTC Board is as follows:

- Two members from the Imperial County Board of Supervisors.
- One elected official (mayor or councilmember) from each of the seven incorporated cities in Imperial County.
- One member from the Imperial Irrigation District Board of Directors.
- One non-voting ex officio member appointed by the Governor of California (Caltrans, District 11 Director or representative)

Meetings of the ICTC Board are convened on the 4th Wednesday of the month at 6:00 p.m. in the Imperial County Board Chambers located at 940 Main Street in El Centro. Transit oversight and administration are under the direction of the transit program manager/senior transit planner and transportation planner. Based on the ICTC job classification description, the transit program manager/senior transit planner plans, coordinates, organizes, and directs operations, and develops regional transit policy and service programs including system performance measures development and evaluation and planning and budgeting activities. Assisting the transit program manager is the transportation planner who monitors the IVT contract and oversees ADA certifications.

In addition to the oversight of IVT provided by ICTC staff through contract management and monitoring, discussions about service are held through committees, including the Social Services Transportation Advisory Council, which advises ICTC on transit matters pertaining to the needs of transit-dependent and transit-disadvantaged persons.

YCIPTA was formed on December 13, 2010, by the Yuma County Board of Supervisors to administer, plan, operate, and maintain public transit services in Yuma County. Under Arizona Revised Statutes-Title 28 Transportation, an intergovernmental public transportation authority may be established in any county in Arizona with a population of 200,000 or under. The Yuma Metropolitan Planning Organization transferred ownership of YCAT to YCIPTA effective July 1, 2012. In 2013, YCIPTA, in cooperation with the Fort Yuma-Quechan Tribe and ICTC, entered into an MOU for YCIPTA to operate Turquoise Route 10 between Yuma and El Centro to replace IVT Route 3 (formerly Route 300/350) to Winterhaven.

The YCIPTA governing Board is composed of nine voting members:

- One member (County Administrator) from the County of Yuma.
- One member (City Administrator/Manager) from each of the three incorporated cities (San Luis, Somerton, and Yuma) and the Town of Welton in Yuma County.
- One member (Associate Vice President) from Northern Arizona University.
- One member (President) from Arizona Western College.

- One member from the Cocopah Indian Tribe.
- One member from the Fort Yuma-Quechan Tribe.

The YCIPTA Board meets on the 4th Monday of the month at 1:30 p.m. in the Aldrich Hall Auditorium at the Yuma County Development Services Building located at 2651 26th Street in Yuma. YCAT is administered by a transit director, who is supported by a Financial Services operations manager, two office specialists I, one administrative assistant, and a contract legal counsel. YCAT operations are contracted out based on a competitive bid process. During the audit period when Route 10 was started, the YCAT contract operator was Irvine-based Transportation Concepts. The current YCAT contract operator is MV Transportation.

Grants Management

IVT relies on a variety of grants and other funding mechanisms to support its transit services. Such funding is derived primarily from local sources and measures. Pursuant to TDA, the IVT receives Local Transportation Fund (LTF) proceeds and State Transportation Assistance Funds (STAF). TDA funding is used for operating and capital expenses. LTF revenues received during the audit period were \$2,007,846 in FY 2011; \$1,758,534 in FY 2012; and \$2,256,553 in FY 2013. STAF revenues received were \$925,945 in FY 2011; \$702,000 in FY 2012; and \$987,614 in FY 2013. No local Measure D funds have been allocated toward regional transit operations.

As a transit service serving both urbanized and rural areas of Imperial County, IVT, through ICTC, receives federal funding from the FTA Section 5307 and FTA Section 5311 grant programs. FTA Section 5307 urban formula grant funds have ranged from \$1,637,493 in FY 2011 to \$1,440,680 in FY 2012 to \$1,075,000 in FY 2013 for operations of IVT and capital projects. In addition, the County/ICTC has received federal transit formula grant funds toward transit infrastructure projects such as the El Centro Transfer Terminal.

Rural FTA Section 5311 grant funds averaged about \$363,400 annually for operation of IVT during the audit period. ICTC submits a Program of Projects that identifies sub-recipients and projects to receive Section 5311 funds in their planning area by December 31 of each year.

Section VI

Findings

The following summarizes the major findings obtained from this triennial audit covering fiscal years 2011 through 2013. A set of recommendations is then provided.

Triennial Audit Findings

1. Of the nine compliance requirements pertaining to IVT, the operator fully complied with eight requirements. The operator was partially compliant with regard to the timely submittal of the annual fiscal and compliance audit for FY 2011. Two additional compliance requirements did not apply to the operator (e.g., rural and urban farebox recovery ratios).
2. The required minimum farebox recovery ratio established for IVT is through an adopted methodology by ICTC that is approved by Caltrans. The minimum farebox standard is 14.5 percent. The systemwide farebox recovery ratio was 15.08 percent in FY 2011; 17.07 percent in FY 2012; and 15.12 percent in FY 2013. The average systemwide farebox recovery ratio was 15.76 percent during the triennial review period. Increases in passenger trips and revenues have resulted in higher farebox ratios.
3. Through its contract operator, ICTC participates in the CHP Transit Operator Compliance Program and received inspections of IVT vehicles within the 13 months prior to each TDA claim. Satisfactory ratings were made for all CHP inspections conducted during the audit period. For YCAT Route 10, in place of a CHP inspection, YCIPTA has a maintenance audit performed twice annually in January and July using a private vehicle inspection contractor.
4. The operating budget exhibited modest fluctuations during the period, exceeding 15 percent in FY 2012. The budget decreased 6.5 percent in FY 2011 and 17.8 percent in FY 2012. For FY 2013, the operating budget increased 6.6 percent. The budgetary decreases were attributed to a reduction in contract and labor services costs from reduced revenues and cost savings.
5. IVT implemented all three prior audit recommendations. The recommendations pertained to calculating FTEs according to the TDA definition; studying methods to improve on-time performance; and upgrading the IVT website to accommodate new technologies.
6. Operating cost per vehicle service hour, an indicator of cost efficiency, increased by a modest 2.7 percent for the IVT regional service from \$100.85 in FY 2010 to \$103.52 in FY 2013. This trend is consistent with the 18 percent decrease in operating costs and the slightly larger 20.2 percent decrease in vehicle service hours between FY 2010 and FY 2013. Cost per hour for the Blue Line increased by 22.4 percent, and by 21.8 percent for the Green Line, as operating costs increased in spite of a leveling of service hours. For the Turquoise Line operated by YCAT, the cost per hour for the six month period between January and June 2013 was \$70.87.

7. Operating cost per passenger, an indicator of cost effectiveness, decreased 20.7 percent IVT Regional from \$5.63 in FY 2010 to \$4.47 in FY 2013. This is a positive trend. As noted above, IVT operating costs decreased 18 percent during the period; however, IVT's ridership systemwide increased 3.4 percent during the period from 592,012 passengers in FY 2010 to 611,926 passengers in FY 2013. For the Blue Line, cost per passenger increased a modest 5 percent, but declined significantly for the Green Line due to significant growth in ridership relative to cost. Operating cost per passenger on YCAT Route 10 was \$23.71.
8. Passengers per vehicle service hour, which measures the effectiveness of the service delivered, increased 29.5 percent between FY 2010 and FY 2013 for IVT Regional from 17.9 passengers per hour to 23.2 passengers per hour. The trend in this indicator is reflective of the slight increase in ridership while vehicle service hours exhibited a 20.2 percent decrease. This indicator was also positive for both the Blue and Green Lines as ridership growth continued on these circulator routes. Passengers per service hour on YCAT Route 10 averaged three passengers.
9. Pursuant to a recommendation contained in the ICTC FY 2010-11 SRTP, IVT renumbered its routes. For instance, the Calexico-El Centro Routes 150 and 100 were renumbered as 1 North and 1 South, respectively. IVT implemented 35-minute headways in September 2013. Saturday service was expanded in August 2013 and Sunday service was implemented in January 2014.
10. IVT contract operations personnel is composed of five management level staff, two road supervisors, nine dispatchers, 52 drivers, three mechanics, two fueler/washers, one cleaner, and one payroll clerk. Two of the dispatchers and 10 of the drivers are part-time. Non-exempt employees are represented by Teamsters Local 542.
11. The Route 10 Turquoise service operated by YCAT since January 2013 replaced the portion of IVT's Route 3 that operated between Holtville and Winterhaven on Wednesdays. IVT had operated bus service from El Centro through Holtville to Winterhaven since 1989. ICTC funding contribution consists of \$10,501.92 in TDA Article 8 (c) funds. In addition, ICTC also provides recommendations to YCIPTA through technical and policy levels as well as marketing support.
12. Maintenance for IVT vehicles is performed at the First Transit facility in El Centro. IVT's maintenance facility features three service bays and one set of lifts. The PMI is configured on an A-B-C-D schedule. "Dry" inspections are performed every 3,000 miles or 45 days, and "wet" inspections including oil changes are performed every 6,000 miles.
13. The IVT website was updated during the audit period. The redesigned site features a rider alert that broadcasts last-minute service updates, interactive route maps, and the Rider's Guides in two formats (interactive and downloadable PDF). A glitch to the Spanish translation feature only translates certain materials from English but not all written materials from the website. The glitch is being addressed.

Recommendations

1. Continue to refine the IVT website to accommodate Spanish translation.

The IVT website underwent a redesign and upgrade during the audit period. The redesigned site features a rider alert that broadcasts last-minute service updates, interactive route maps, and the Rider's Guides in two formats (interactive and downloadable PDF). With options to provide information in both English and Spanish, the Spanish translation feature appears to only translate certain texts while other materials remain in English. In contrast, a visit to the IVT Access website confirmed that the Spanish language translation tool worked properly. It is suggested that the translation tool be configured to translate all content on the IVT website upon a user selecting the Spanish translation option.

2. Work with MOU partners to adjust the farebox recovery standard on YCAT Route 10.

YCAT's Route 10 (Turquoise Route) operates three days a week between Yuma and El Centro pursuant to an MOU between ICTC, YCIPTA, and the Fort Yuma-Quechan Tribe. The service is subsidized primarily by an FTA Tribal Transit Grant as well as TDA Article 8 (c) funds from ICTC. Route 10 is currently classified as an "urban fixed-route" and has an 18 percent farebox recovery target. Route 10 replaced an IVT lifeline service that operated once a week between Winterhaven, Holtville, and El Centro, signifying a jump in the service classification. The ability for the route to consistently meet the 18 percent target may be challenging given the longer distances traveled and current low passenger per hour and mile indicators. It is suggested that the parties to the MOU consider reclassifying the route as a lifeline service and/or reducing the farebox recovery target. A suggested target of between 10 and 15 percent stays within the parameters of a rural or lifeline service.

3. Pursue a fare revenue agreement with Imperial Valley College.

Imperial Valley College (IVC) generates a substantial number of trips on the IVT system. As transit consolidation and service expansion continues in the Imperial Valley along with the harmonization of farebox recovery ratios, it is suggested that ICTC hold discussions and pursue an agreement with IVC that will support farebox recovery and foster increased passenger service demand. The agreement could take the form of a fixed revenue payment by the college for its students and funded through a proposed student transit fee added to the enrollment fee. An alternative would be a fee attached to the parking pass. The proposed fee, if implemented through student enrollment fees, would be included for all students which spreads the contributions to the transit service. Likewise, a fee added to a parking pass promotes the use of alternative transportation. With the proposed fee, by showing a valid IVC Student ID Card, a student rider would have access to IVT buses with no additional fare required. IVC faculty and staff could purchase a subsidized IVT bus pass at a discount of the regular cost. A fee of this type that is attached to student enrollment is successfully implemented between other colleges and transit systems in the State and helps to ensure transit access for their students.

4. Invest in additional transit technology.

IVT has streamlined by increasing productive services over the past several years resulting in increased ridership. As a next step in the evolution of maintaining transit efficiency, transit systems have invested in transit technology as a means to further improve their efficiency and economy of providing transit service over a large service area. Investments that have proven to further the performance of transit systems include systemwide AVL, electronic fareboxes, bus cameras/video, NextBus automated customer information system, Google Transit, and Wi-Fi service on certain routes. Each of these investments provides a different method to enhance service and ultimately the riding customer's experience. The degree and type of technology available to ICTC is contingent on several conditions, the largest being available funding, as is the case with most other transit agencies. Other conditions include the level of desired improved customer service, automation of manual processes, and schedule of deployment. The advancement of technology in capital asset planning should be considered and planned similar to other assets such as vehicle replacement.