

Imperial County Transportation Commission (ICTC)
Transportation Development Act (TDA)
Triennial Performance Audit, FY 2019/20 - FY 2021/22
of Fort Yuma Quechan Indian Tribe/YCIPTA



FINAL REPORT
JUNE 2023

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Chapter 1 | Executive Summary

In late 2022, the Imperial County Transportation Commission (ICTC) selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the five transit operators to which it allocates State of California Transportation Development Act 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 funding recipients are encouraged.

As it receives no funding under Article 4, the Quechan Tribe is not statutorily required to undergo a Triennial Performance Audit, nor has it traditionally been held to the requirements of the TDA. However, in 2022, the ICTC, as the RTPA, requested the Tribe's transit program be audited to provide a comprehensive and objective review to offer beneficial insights into program performance.

The Triennial Performance Audit is designed to be an independent and objective evaluation of the Quechan Tribe as a public transit operator, providing operator management with information on the economy, efficiency, and effectiveness of its programs across the prior three fiscal years. In addition to assuring legislative and governing bodies (as well as the public) that resources are being economically and efficiently utilized, the Triennial Performance Audit fulfills the requirement of PUC Section 99246(a) that the RTPA designate an entity other than itself to conduct a performance audit of the activities of each operator to whom it allocates funds.

This chapter summarizes key findings and recommendations developed during the Triennial Performance Audit (TPA) of the Tribe's TDA-funded public transit program for the period:

- Fiscal Year 2019/20,
- Fiscal Year 2020/21, and
- Fiscal Year 2021/22.

The Yuma County Intergovernmental Public Transportation Authority (YCIPTA) operates the Yuma County Area Transit (YCAT) service in Yuma, Arizona. In partnership with the Quechan Tribe, which is located in California and receives TDA funding, YCAT operates two routes serving Imperial County. The Blue Route (Route 5) originates in Yuma and serves the Quechan Casino Resort in California, with limited service to the Andrade Port of Entry. The Turquoise Route (Route 10) originates in Yuma and travels to El Centro via Interstate 8.

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

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

The Triennial Performance Audit includes five elements:

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

Test of Compliance

Based on discussions with Quechan Tribe and Yuma County Intergovernmental Public Transportation Authority (YCIPTA) staff, analysis of program performance, and an audit of program compliance and function, the audit team presents no compliance findings.

Status of Prior Recommendations

The prior audit – completed in May 2020 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2019 – included two recommendations:

1. [Continue to ensure State Controller Reports are submitted in a timely manner.](#)
Status: Implemented.
2. [Ensure the State Controller Report is reviewed by someone other than the individual who prepared it so as identify any errors in reporting.](#)
Status: Implemented.

Findings and Recommendations

Based on discussions with Quechan Tribe and YCIPTA staff, analysis of program performance, and a review of program compliance and function, the audit team submits no compliance or functional findings for the Tribe's transit program.

Chapter 2 | Audit Scope and Methodology

The Triennial Performance Audit (TPA) of the Quechan Tribe’s public transit program covers the three-year period ending June 30, 2022. 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 late 2022, the Imperial County Transportation Commission selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the five 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 the Quechan Tribe 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 which it allocates funds.

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require that the audit team plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. The auditors believe the evidence obtained provides a reasonable basis for its findings and conclusions.

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

Objectives

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

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

Scope

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

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

Methodology

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

- Monthly performance reports;
- State Controller Reports;
- Annual budgets;
- TDA fiscal audits;
- Transit marketing collateral;
- TDA claims;
- Fleet inventory;
- Preventive maintenance schedules and forms;
- Accident/road call logs; and
- Organizational chart.

Given impacts of the ongoing COVID-19 pandemic, the methodology for this audit included a virtual site visit with Quechan Tribe and YCIPTA representatives on February 23, 2023. The audit team met with Brian Golding (EDA Director, Quechan Tribe), Alan Pruitt (EDA Specialist, Quechan Tribe), Shelly Kreger (Transit Director, YCIPTA), and Chona Medel (Financial Services Operations Manager, YCIPTA), 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 Quechan Tribe’s compliance with the Transportation Development Act as well as relevant sections of the California Code of Regulations. An annual certified fiscal audit confirms TDA funds were apportioned in conformance with applicable laws, rules, and regulations. The Tribe 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.

The Quechan Tribe does not use any TDA Article 4 funding for transit and is not statutorily required to be audited, nor has it traditionally been held to the requirements of the TDA. However, the Imperial County Transportation Commission, as the RTPA, requested the Tribe be audited to support a comprehensive and objective review to provide beneficial insights into program performance.

Status of compliance items was determined through discussions with Quechan Tribe and YCIPTA staff as well as an inspection of relevant documents including the fiscal audits for each year of the triennium, State Controller annual filings, year-end performance reports, and other compliance-related documentation.

No compliance issues were identified for the Quechan Tribe.

Developments Occurring During the Audit Period

The FY 2019/20 – FY 2021/22 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 the COVID-19 pandemic 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, provides 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, provides 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:

1. Prohibits the imposition of the TDA revenue penalty on an operator that did not maintain the required ratio of fare revenues to operating cost from FY 2019/20 through FY 2022/23.
2. Waives the annual productivity improvement requirement of Section 99244 through FY 2022/23.
3. Adds a temporary provision exempting operators from farebox recovery ratio requirements through FY 2024/25 provided they expend at least the same amount of local funds as in FY 2018/19.
4. Expands 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.
5. Adjusts 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.
6. 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.
7. Allows 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 2019/20: December 10, 2020 FY 2020/21: February 4, 2022 FY 2021/22: December 16, 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 2019/20: December 2, 2020 FY 2020/21: December 2, 2021 FY 2021/22: November 16, 2022
Operator's terminal rated as satisfactory by CHP within the 13 months prior to each TDA claim.	PUC 99251 B	Not applicable	YCIPTA, as an Arizona-based public transit operator, does not participate in the CHP Transit Operator Compliance Program, in which the CHP conducts inspections within the 13 months prior to each TDA claim. In lieu of the CHP inspections, YCIPTA has a biennial maintenance audit performed in January and July.
Operator's claim for TDA funds submitted in compliance with rules and regulations adopted by the RTPA.	PUC 99261	In compliance	
If operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.	PUC 99270.1	In compliance	Turquoise Route 10 (12%) FY 2019/20: 12.00% FY 2020/21: 12.16% FY 2021/22: 12.20% <i>Source: TDA fiscal audits FY 2020 – FY 2022.</i>
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	In compliance	
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 2019/20: +6.50% FY 2020/21: +13.54% FY 2021/22: +19.75% <i>Source: SCO reports. The large budget increase in FY 2022 was due to operator and fuel cost increases.</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	
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating cost at least equal to one-fifth (20 percent).	PUC 99268.2, 99268.4, 99268.1	Not applicable	
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	In compliance	Blue Route 5 (10%): FY 2019/20: 10.00% FY 2020/21: 10.32% FY 2021/22: 10.18% <i>Source: TDA fiscal audits FY 2020 – FY 2022.</i>
For a claimant that provides only services to elderly and handicapped persons, the ratio of fare revenues to operating cost shall be at least 10 percent.	PUC 99268.5, CCR 6633.5	Not applicable	
The current cost of the operator’s retirement system is fully funded with respect to the officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPA, which will fully fund the retirement system for 40 years.	PUC 99271	In compliance	YCIPTA contracts with a private provider for operations, while YCIPTA contributes to a cost-sharing multiple-employer defined benefit pension administered by the Arizona State Retirement System. The Quechan Indian Tribe contributes to its employees’ retirement through its own designated plans.
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)	Not applicable	YCIPTA and the Quechan Indian Tribe do not receive State Transit Assistance funds.
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	Not applicable	YCIPTA and the Quechan Indian Tribe do not receive State Transit Assistance funds.

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

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Chapter 4 | Prior Recommendations

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

The prior audit – completed in May 2020 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2019 – included two recommendations:

1. [Continue to ensure State Controller Reports are submitted in a timely manner.](#)

Discussion: Public Utilities Code Section 99243 requires transit operators in receipt of TDA funds to submit annual reports to the State Controller within 90 days following the end of the fiscal year (110 days if filing electronically). Beginning FY 2016/17, this submittal deadline was amended to January 31 following the end of the fiscal year. Beginning with the online reporting for FY 2017/18, the cover sheet was timestamped with the submittal date and time upon its generation. This made it easier to evaluate when the report was actually submitted. This was also a finding in the prior audit report. In FY 2016/17, the State Controller Report was submitted approximately six weeks after the stipulated deadline. However, in the following years, it was submitted prior to the deadline.

Progress: All State Controller Reports were submitted on time during the current audit period.

Status: Implemented.

2. [Ensure the State Controller Report is reviewed by someone other than the individual who prepared it so as identify any errors in reporting.](#)

Discussion: During the preparation of the prior audit, the auditor noted numerous inconsistencies between operating data reported in the monthly performance summaries provided to the audit team and that reported to the State Controller. Some of these variances were very modest and, on their own, would not warrant a finding. However, the reporting of vehicle service hours (VSH) in FY 2017/18 and FY 2018/19 was of some concern.

In FY 2017/18, it was obvious there was an error regarding how VSH was reported, as it clearly duplicated the number of unlinked trips. In FY 2018/19, the cause of the variance was not as clear-cut, although there was still a difference of 8.7 percent.

In FY 2017/18, the error would have been realized if it had been reviewed by someone familiar with the typical number of vehicle service hours associated with Routes 5 and 10. Given the number reported for VSH is exactly the same as that reported for ridership should have been a red flag. The prior auditor recommended the reviewer also carefully compare the performance data provided by the YCIPTA with what is being reported to ensure accuracy. In addition, if the

YCIPTA's annual totals for these metrics change after the end of the year, YCIPTA staff should notify the Quechan Tribe to ensure accurate reporting.

Progress: Data reported to the State Controller during the current audit period was consistent with that in the YCIPTA's monthly performance data. While there were still some modest discrepancies (for example, 15,301 vs. 15,147 in FY 2021 ridership), there were no errors in reporting.

Status: Implemented.

Chapter 5 | Data Reporting Analysis

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

Overall, data reported in the various reports examined during this audit were very consistent. No issues were identified.

Exhibit 5.1 Data Reporting Comparison

Performance Measure	System-Wide		
	FY 2019/20	FY 2020/21	FY 2021/22
Operating Cost (Actual \$)			
<i>TDA fiscal audit</i>	\$450,096	\$443,964	\$474,438
<i>Monthly Performance Reports</i>	\$450,096	\$443,965	\$474,438
<i>State Controller Report</i>	\$450,096	\$443,965	\$474,438
Fare Revenue (Actual \$)			
<i>TDA fiscal audit</i>	\$17,381	\$1,348	\$15,257
<i>Monthly Performance Reports</i>	\$17,381	\$1,348	\$15,257
<i>State Controller Report</i>	\$17,381	\$1,348	\$15,257
Vehicle Service Hours (VSH)			
<i>Monthly Performance Reports</i>	3,663	3,327	3,930
<i>State Controller Report</i>	3,662	3,327	3,930
Vehicle Service Miles (VSM)			
<i>Monthly Performance Reports</i>	100,332	96,463	111,321
<i>State Controller Report</i>	100,332	95,463	111,324
Passengers			
<i>Monthly Performance Reports</i>	18,904	15,301	13,448
<i>State Controller Report</i>	18,899	15,147	13,488
Full-Time Equivalent Employees			
<i>State Controller Report</i>	2	2	2

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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 6667¹. 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 period²:

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

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

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

Vehicle Service Hours and Miles

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

Passenger Counts

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

Employees

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

Fare Revenue

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

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

TDA Required Indicators

To calculate the TDA indicators for transit services funded by the Quechan Tribe, 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 the Quechan Tribe'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 monthly performance reports for each fiscal year covered by this audit. The calculation methodology is consistent with PUC guidelines.
- Vehicle Service Miles (VSM) data were obtained via monthly performance reports for each fiscal year covered by this audit. The calculation methodology is consistent with PUC guidelines.
- Unlinked trip data were obtained via monthly performance reports for each fiscal year covered by this audit. The calculation methodology is consistent with PUC guidelines.
- Full-Time Equivalent (FTE) data were obtained from State Controller Reports for each fiscal year covered by this review. Use of the TDA definition regarding FTE calculation was confirmed.

System Performance Trends

System-wide, operating cost experienced a net 5.4 percent increase during the audit period, and a 33.6 percent net increase across the last six years. Fare revenue significantly decreased during the six-year period, with most of the decline (92.2 percent) occurring in FY 2020/21 due to a free-fare period. This resulted in a net 12.2 percent decrease during the audit period.

Vehicle service hours (VSH) declined between FY 2019/20 and FY 2020/21 due to the COVID-19 pandemic. However, VSH experienced a net 7.3 percent increase during the audit period and a net 6.2 percent increase during the six-year period. Vehicle service miles (VSM) experienced an overall net increase of 11 percent during the audit period and 11.3 percent over the six-year period. Ridership declined every year of the audit period, with the most significant decline occurring in FY 2020/21 in response to the COVID-19 pandemic. This led to a 28.9 percent net decrease during the audit period and a 26.9 percent net decrease across the six-year period.

Cost-related metrics typically provide an indicator of a system's efficiency, while passenger-related metrics offer insight into its productivity. Improvements are characterized by increases in passenger-related metrics and decreases in cost-related metrics. Cost-related metrics increased over the six-year period, but experienced a slight net decrease during the audit period. However operating cost per passenger was impacted the most, given the 28.9 percent decrease in ridership during the audit period.

Passenger-related metrics fell during the audit period, with passengers per VSH decreasing 33.7 percent and passengers per VSM decreasing 35.9 percent.

Exhibit 6.1 System Performance Indicators

Performance Measure	System-wide					
	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Operating Cost (Actual \$)	\$355,145	\$359,751	\$390,607	\$450,096	\$443,965	\$474,438
<i>Annual Change</i>		1.3%	8.6%	15.2%	-1.4%	6.9%
Fare Revenue (Actual \$)	\$20,457	\$21,014	\$21,107	\$17,381	\$1,348	\$15,257
<i>Annual Change</i>		2.7%	0.4%	-17.7%	-92.2%	1031.8%
Vehicle Service Hours (VSH)	3,701	3,629	3,904	3,663	3,327	3,930
<i>Annual Change</i>		-1.9%	7.6%	-6.2%	-9.2%	18.1%
Vehicle Service Miles (VSM)	99,989	99,714	109,067	100,332	96,463	111,321
<i>Annual Change</i>		-0.3%	9.4%	-8.0%	-3.9%	15.4%
Passengers	18,402	20,385	20,714	18,904	15,301	13,448
<i>Annual Change</i>		10.8%	1.6%	-8.7%	-19.1%	-12.1%
Employees	2	2	2	2	2	2
<i>Annual Change</i>		0.0%	0.0%	0.0%	0.0%	0.0%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$95.96	\$99.13	\$100.05	\$122.89	\$133.43	\$120.73
<i>Annual Change</i>		3.3%	0.9%	22.8%	8.6%	-9.5%
Operating Cost/Passenger (Actual \$)	\$19.30	\$17.65	\$18.86	\$23.81	\$29.02	\$35.28
<i>Annual Change</i>		-8.6%	6.9%	26.3%	21.9%	21.6%
Passengers/VSH	4.97	5.62	5.31	5.16	4.60	3.42
<i>Annual Change</i>		13.0%	-5.5%	-2.7%	-10.9%	-25.6%
Passengers/VSM	0.18	0.20	0.19	0.19	0.16	0.12
<i>Annual Change</i>		11.1%	-7.1%	-0.8%	-15.8%	-23.8%
Farebox Recovery	5.8%	5.8%	5.4%	3.9%	0.3%	3.2%
<i>Annual Change</i>		1.4%	-7.5%	-28.5%	-92.1%	959.1%
Hours/Employee	1,850.5	1,814.5	1,952.0	1,831.3	1,663.6	1,964.9
<i>Annual Change</i>		-1.9%	7.6%	-6.2%	-9.2%	18.1%
TDA Non-Required Indicators						
Operating Cost/VSM	\$3.55	\$3.61	\$3.58	\$4.49	\$4.60	\$4.26
<i>Annual Change</i>		1.6%	-0.7%	25.3%	2.6%	-7.4%
VSM/VSH	27.02	27.48	27.94	27.39	28.99	28.33
<i>Annual Change</i>		1.7%	1.7%	-1.9%	5.8%	-2.3%
Fare/Passenger	\$1.11	\$1.03	\$1.02	\$0.92	\$0.09	\$1.13
<i>Annual Change</i>		-7.3%	-1.2%	-9.8%	-90.4%	1187.8%

Sources: FY 2016/17 – FY 2018/19 data from prior Triennial Performance Audit; FY 2019/20 – FY 2021/22 data from Monthly Performance Reports; and FTE data from State Controller Reports.

Exhibit 6.2 System Ridership

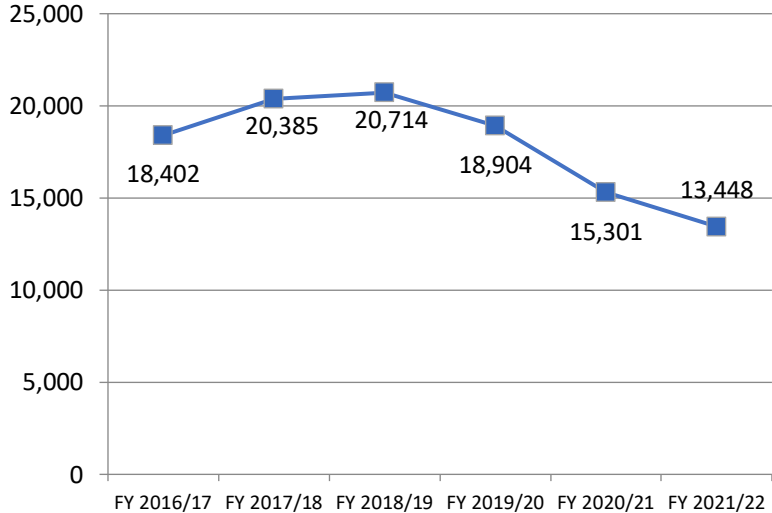


Exhibit 6.3 System Operating Cost/VSH

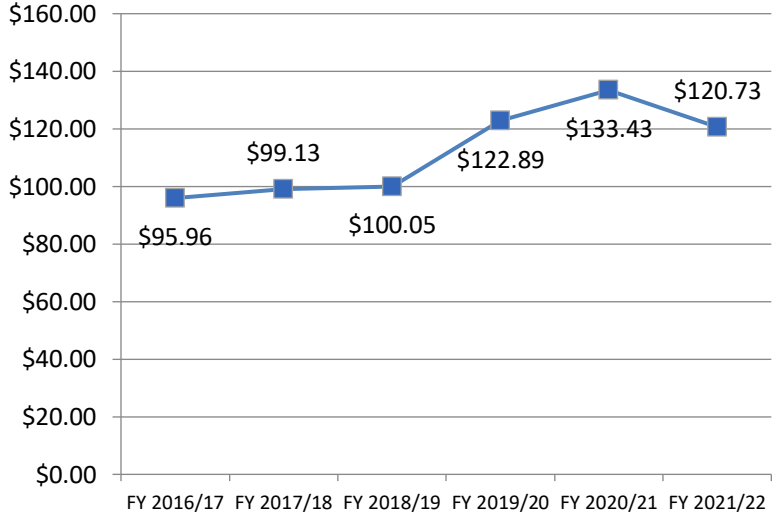


Exhibit 6.4 System Operating Cost/VSM

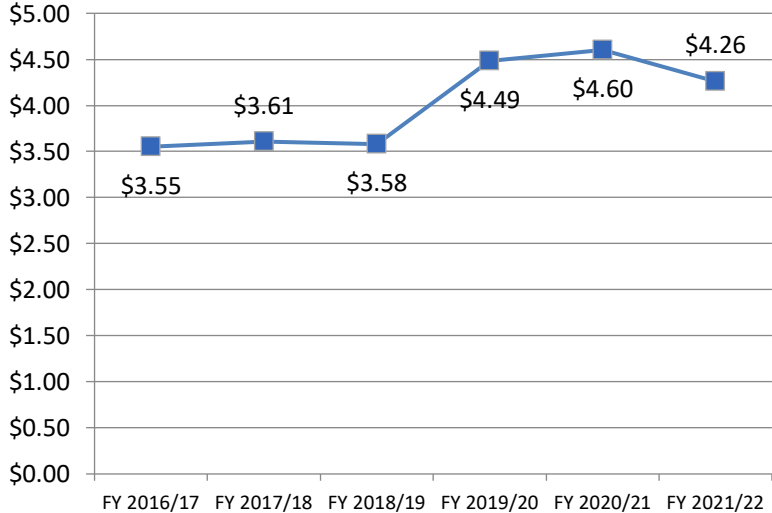


Exhibit 6.5 System VSM/VSH

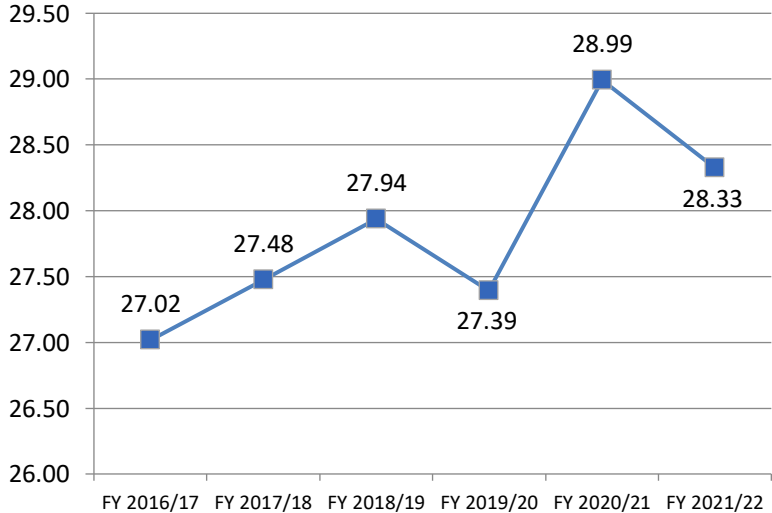


Exhibit 6.6 System Operating Cost/Passenger

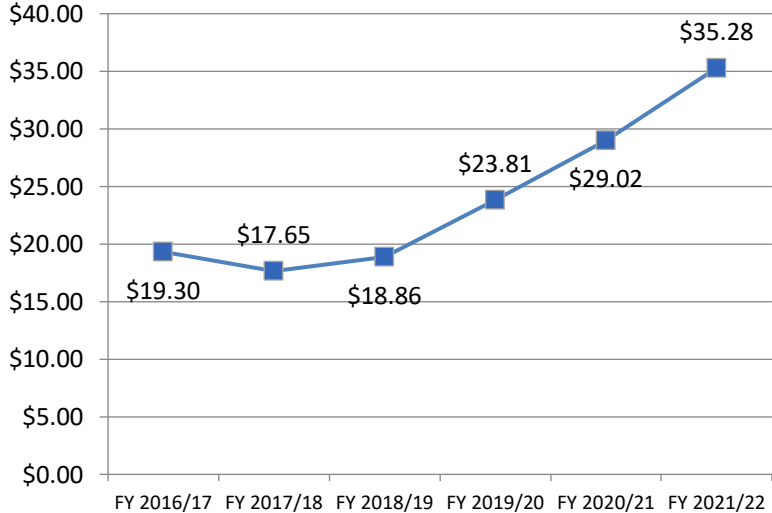


Exhibit 6.7 System Passengers/VSH

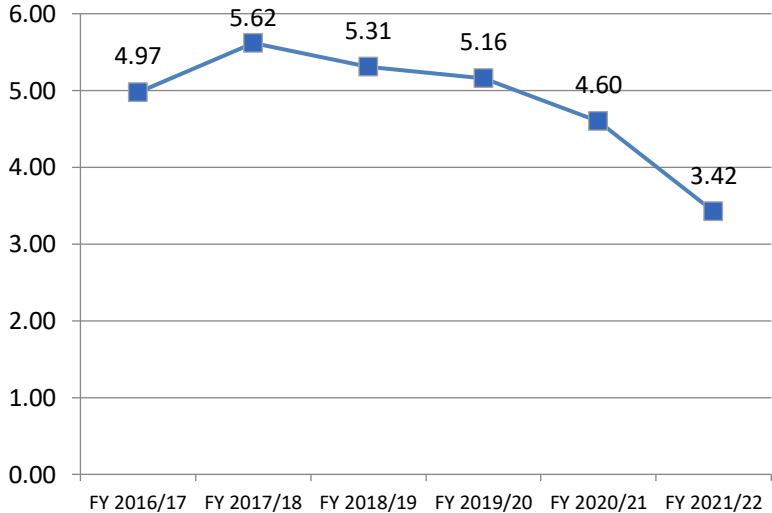


Exhibit 6.8 System Passengers/VSM

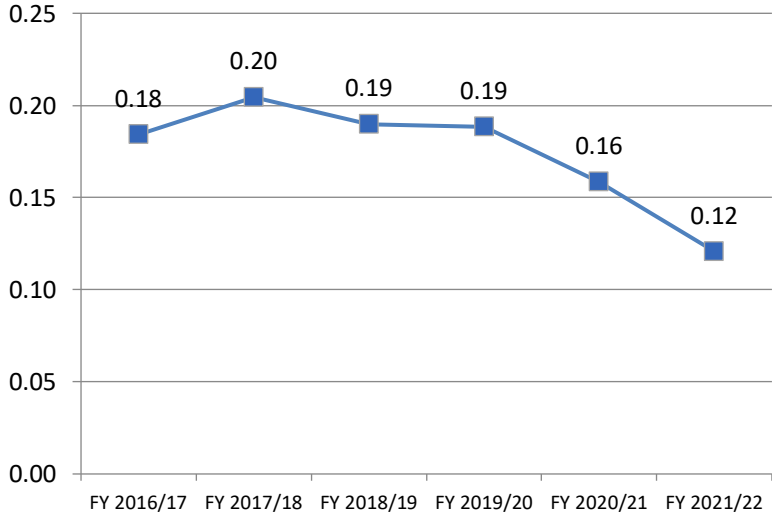


Exhibit 6.9 System VSH/FTE

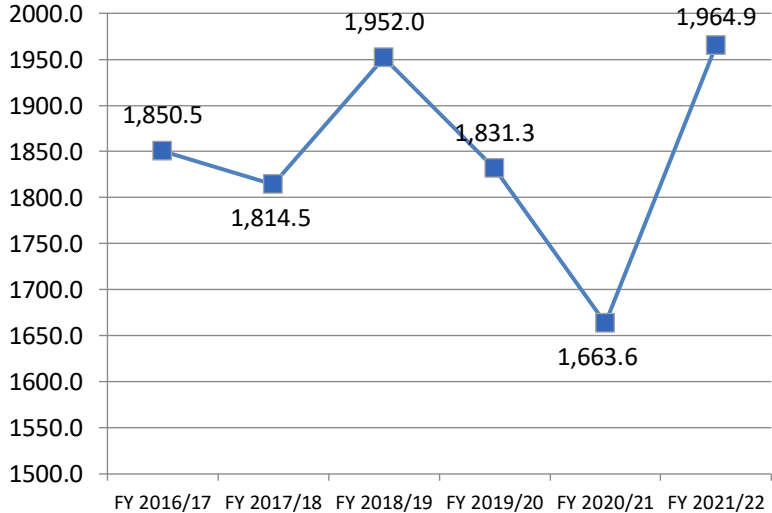


Exhibit 6.10 System Farebox Recovery

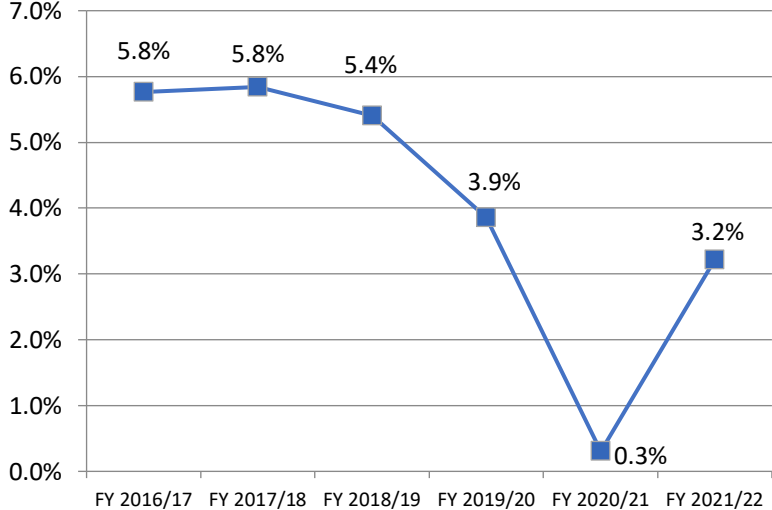
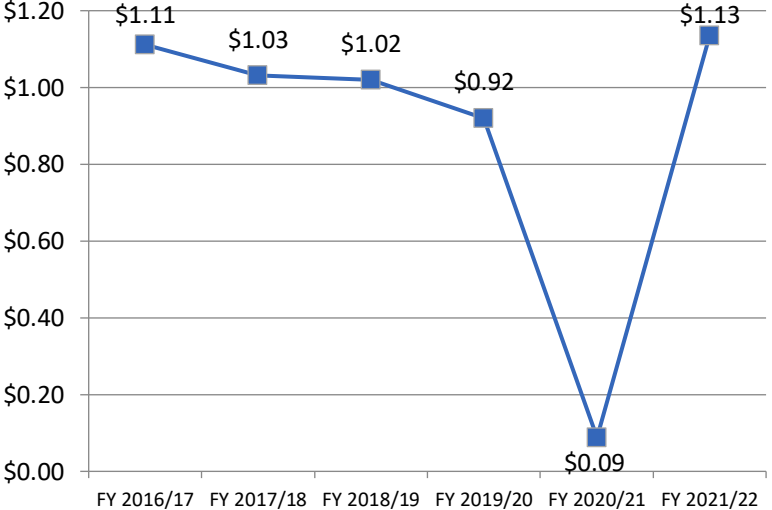


Exhibit 6.11 System Fare/Passenger



Route 5 Performance Trends

Route 5 operating costs decreased during the last two years of the audit period, resulting in a net 2.3 decrease over the audit period, but a 17.2 increase over the six-year period. Fare revenue fluctuated during the six-year period. This resulted in a net 11.4 percent net decrease during the audit period, and a 27.5 percent net decrease over the six-year period.

Route 5 vehicle service hours decreased every year with the exception of FY 2021/22. This resulted in a net 0.3 percent decrease across the six-year period, but a net 9.8 percent increase during the audit period. Vehicle service miles decreased from FY 2018/19 through FY 2020/21, increasing 0.1 percent during the six-year period and a net 16.1 percent during the audit period. Ridership declined every year except FY 2017/18. The most significant decrease occurring in FY 2020/21 (20.7 percent). Ultimately ridership experienced a net decrease of 28.9 percent during the audit period.

Operating cost per vehicle service hour decreased 11 percent during the audit period, while operating cost per passenger increased 37.4 percent. Passenger-related productivity metrics (passengers per VSH and passengers per VSM) saw decreases of 35.2 percent and 38.8 percent, respectively.

Exhibit 6.12 Route 5 Performance Indicators

Performance Measure	Route 5					
	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Operating Cost (Actual \$)	\$292,669	\$296,465	\$307,836	\$351,057	\$345,514	\$342,934
<i>Annual Change</i>		1.3%	3.8%	14.0%	-1.6%	-0.7%
Fare Revenue (Actual \$)	\$16,774	\$17,728	\$16,997	\$13,723	\$1,013	\$12,164
<i>Annual Change</i>		5.7%	-4.1%	-19.3%	-92.6%	1100.8%
Vehicle Service Hours (VSH)	3,095	3,062	3,039	2,810	2,490	3,085
<i>Annual Change</i>		-1.1%	-0.8%	-7.5%	-11.4%	23.9%
Vehicle Service Miles (VSM)	74,307	74,763	73,187	64,091	59,612	74,410
<i>Annual Change</i>		0.6%	-2.1%	-12.4%	-7.0%	24.8%
Passengers	16,609	18,744	18,630	16,665	13,211	11,849
<i>Annual Change</i>		12.9%	-0.6%	-10.5%	-20.7%	-10.3%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$94.56	\$96.82	\$101.30	\$124.94	\$138.74	\$111.16
<i>Annual Change</i>		2.4%	4.6%	23.3%	11.0%	-19.9%
Operating Cost/Passenger (Actual \$)	\$17.62	\$15.82	\$16.52	\$21.07	\$26.15	\$28.94
<i>Annual Change</i>		-10.2%	4.5%	27.5%	24.2%	10.7%
Passengers/VSH	5.37	6.12	6.13	5.93	5.30	3.84
<i>Annual Change</i>		14.1%	0.1%	-3.3%	-10.6%	-27.6%
Passengers/VSM	0.22	0.25	0.25	0.26	0.22	0.16
<i>Annual Change</i>		12.2%	1.5%	2.1%	-14.8%	-28.1%
Farebox Recovery	5.73%	5.98%	5.52%	3.91%	0.29%	3.55%
<i>Annual Change</i>		4.3%	-7.7%	-29.2%	-92.5%	1109.8%
TDA Non-Required Indicators						
Operating Cost/VSM	\$3.94	\$3.97	\$4.21	\$5.48	\$5.80	\$4.61
<i>Annual Change</i>		0.7%	6.1%	30.2%	5.8%	-20.5%
VSM/VSH	24.01	24.42	24.08	22.81	23.94	24.12
<i>Annual Change</i>		1.7%	-1.4%	-5.3%	4.9%	0.8%
Fare/Passenger	\$1.01	\$0.95	\$0.91	\$0.82	\$0.08	\$1.03
<i>Annual Change</i>		-6.4%	-3.5%	-9.7%	-90.7%	1238.8%

Sources: FY 2016/17 – FY 2018/19 data from prior Triennial Performance Audit; and FY 2019/20 – FY 2021/22 data from Monthly Performance Reports.

Exhibit 6.13 Route 5 Ridership

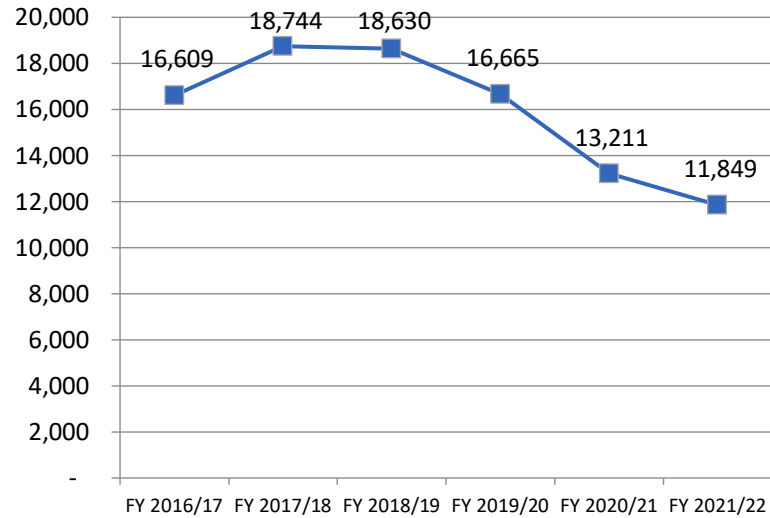


Exhibit 6.14 Route 5 Operating Cost/VSH

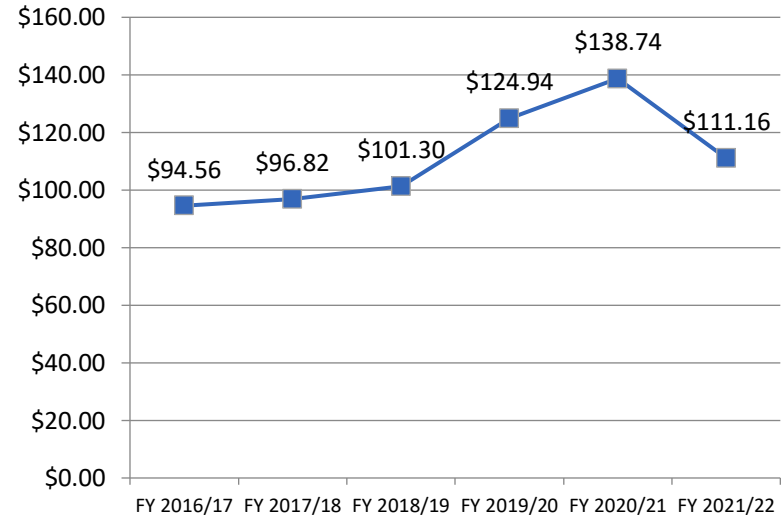


Exhibit 6.15 Route 5 Operating Cost/VSM

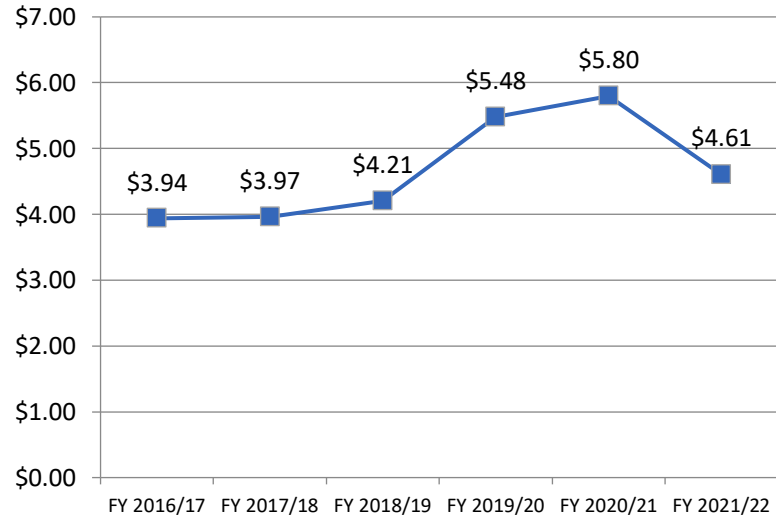


Exhibit 6.16 Route 5 VSM/VSH

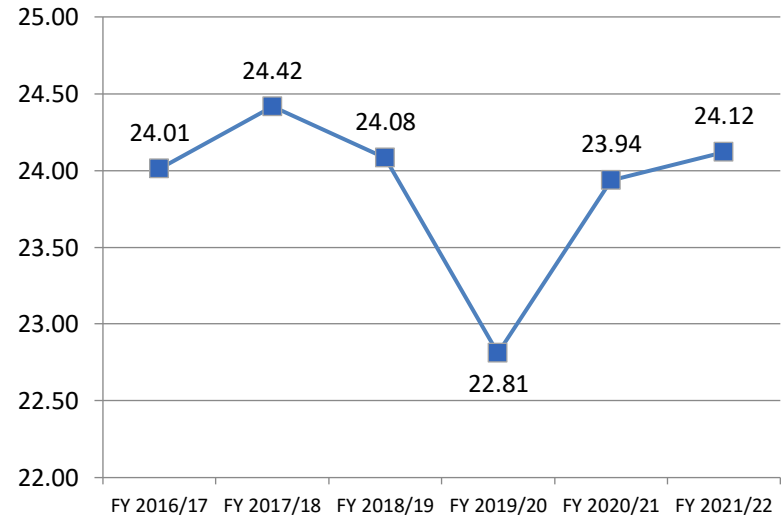


Exhibit 6.17 Route 5 Operating Cost/Passenger

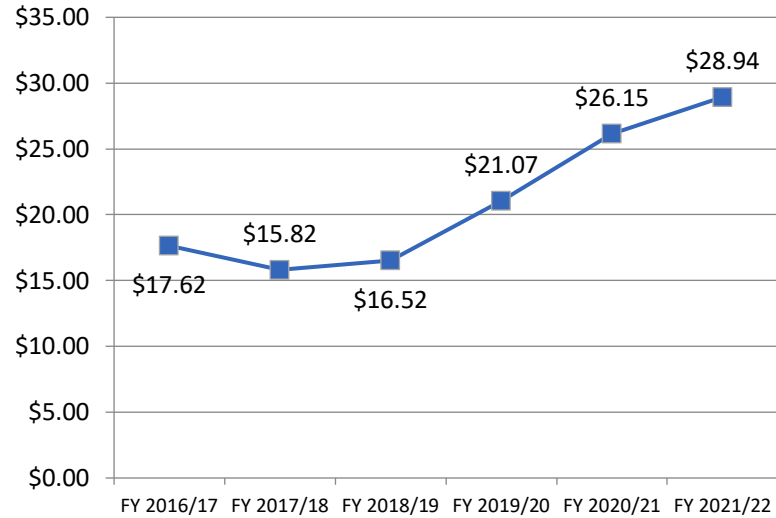


Exhibit 6.18 Route 5 Passengers/VSH

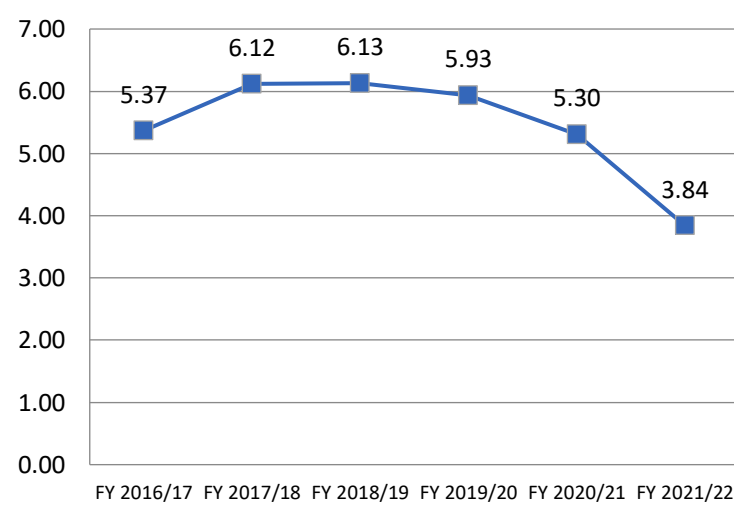


Exhibit 6.19 Route 5 Passengers/VSM

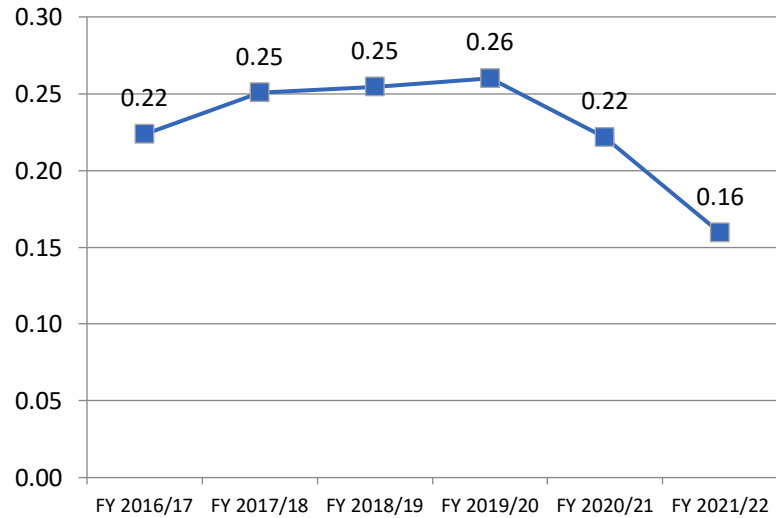


Exhibit 6.20 Route 5 Farebox Recovery

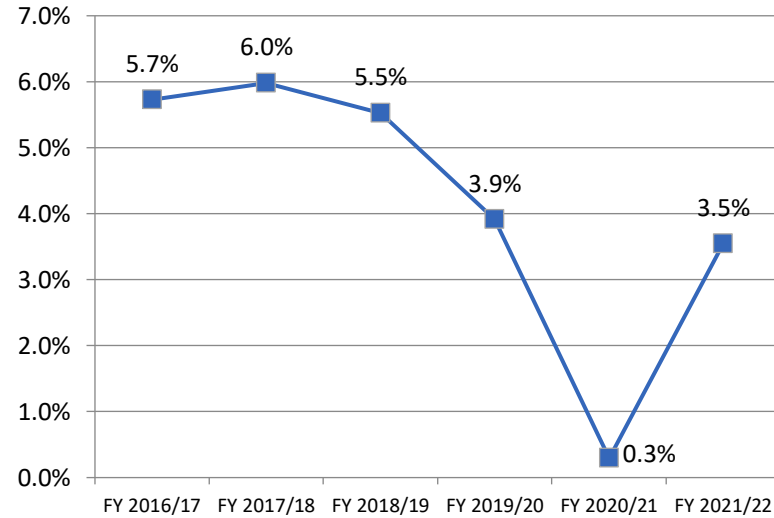
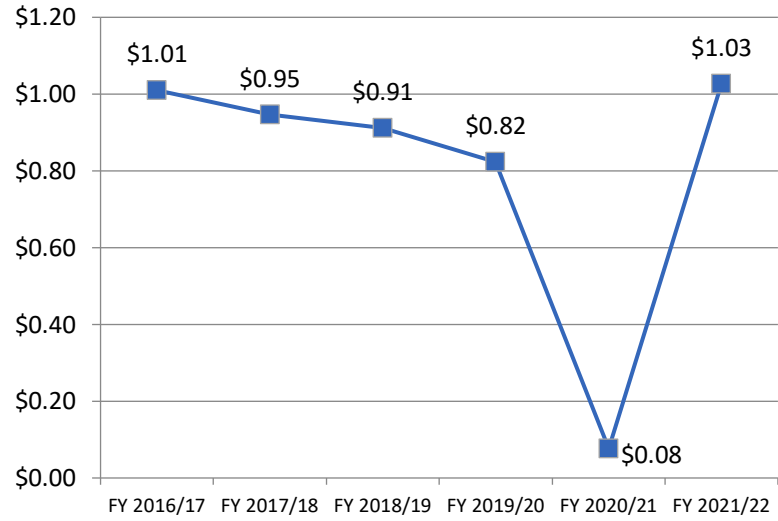


Exhibit 6.21 Route 5 Fare/Passenger



Route 10 Performance Trends

Route 10 operating cost experienced a net 32.8 percent increase during the audit period, and a net 110.5 percent increase across the last six years. Fare revenue decreased every year during the six-year period, with the exceptions of FY 2018/19 and FY 2021/22. This resulted in a 15.4 decrease during the audit period.

Route 10 vehicle service hours (VSH) experienced the same pattern as fare revenue. This resulted in a net 0.9 percent decrease during the audit period and a net 39.4 percent increase during the six-year period. Vehicle service miles (VSM) increased every year except FY 2017/18, resulting in a net 1.8 percent increase during the audit period and a net 43.7 percent increase during the six-year period. Ridership fluctuated across the six-year period. This led to a 28.6 percent net decrease during the audit period, and a 10.8 percent net decrease across the six-year period.

Cost-related metrics rose during the audit period, with operating cost per VSH increasing 34 percent and operating cost per passenger increasing 85.9 percent during the audit period. Passenger-related metrics fell during the audit period, with passengers per VSH decreasing by 27.9 percent and passengers per VSM decreasing by 29.9 percent.

Exhibit 6.22 Route 10 Performance Indicators

Performance Measure	Route 10					
	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Operating Cost (Actual \$)	\$62,476	\$63,286	\$82,771	\$99,039	\$98,450	\$131,504
<i>Annual Change</i>		1.3%	30.8%	19.7%	-0.6%	33.6%
Fare Revenue (Actual \$)	\$3,683	\$3,286	\$4,110	\$3,658	\$335	\$3,093
<i>Annual Change</i>		-10.8%	25.1%	-11.0%	-90.8%	823.3%
Vehicle Service Hours (VSH)	606	567	865	853	837	845
<i>Annual Change</i>		-6.4%	52.6%	-1.4%	-1.9%	0.9%
Vehicle Service Miles (VSM)	25,682	24,951	35,880	36,241	36,851	36,911
<i>Annual Change</i>		-2.8%	43.8%	1.0%	1.7%	0.2%
Passengers	1,793	1,641	2,084	2,239	2,090	1,599
<i>Annual Change</i>		-8.5%	27.0%	7.4%	-6.7%	-23.5%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$103.10	\$111.62	\$95.69	\$116.13	\$117.64	\$155.66
<i>Annual Change</i>		8.3%	-14.3%	21.4%	1.3%	32.3%
Operating Cost/Passenger (Actual \$)	\$34.84	\$38.57	\$39.72	\$44.23	\$47.11	\$82.24
<i>Annual Change</i>		10.7%	3.0%	11.4%	6.5%	74.6%
Passengers/VSH	2.96	2.89	2.41	2.63	2.50	1.89
<i>Annual Change</i>		-2.2%	-16.8%	9.0%	-4.9%	-24.2%
Passengers/VSM	0.07	0.07	0.06	0.06	0.06	0.04
<i>Annual Change</i>		-5.8%	-11.7%	6.4%	-8.2%	-23.6%
Farebox Recovery	5.9%	5.2%	5.0%	3.7%	0.3%	2.4%
<i>Annual Change</i>		-11.9%	-4.4%	-25.6%	-90.8%	591.2%
TDA Non-Required Indicators						
Operating Cost/VSM	\$2.43	\$2.54	\$2.31	\$2.73	\$2.67	\$3.56
<i>Annual Change</i>		4.3%	-9.0%	18.5%	-2.2%	33.4%
VSM/VSH	42.38	44.01	41.48	42.50	44.03	43.69
<i>Annual Change</i>		3.8%	-5.7%	2.5%	3.6%	-0.8%
Fare/Passenger	\$2.05	\$2.00	\$1.97	\$1.63	\$0.16	\$1.93
<i>Annual Change</i>		-2.5%	-1.5%	-17.2%	-90.2%	1106.8%

Sources: FY 2016/17 – FY 2018/19 data from prior Triennial Performance Audit; and FY 2019/20 – FY 2021/22 data from Monthly Performance Reports.

Exhibit 6.23 Route 10 Ridership

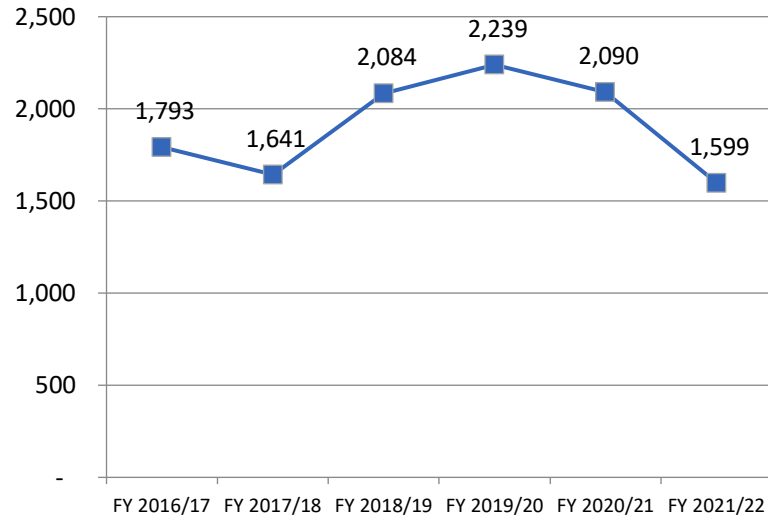


Exhibit 6.24 Route 10 Operating Cost/VSH

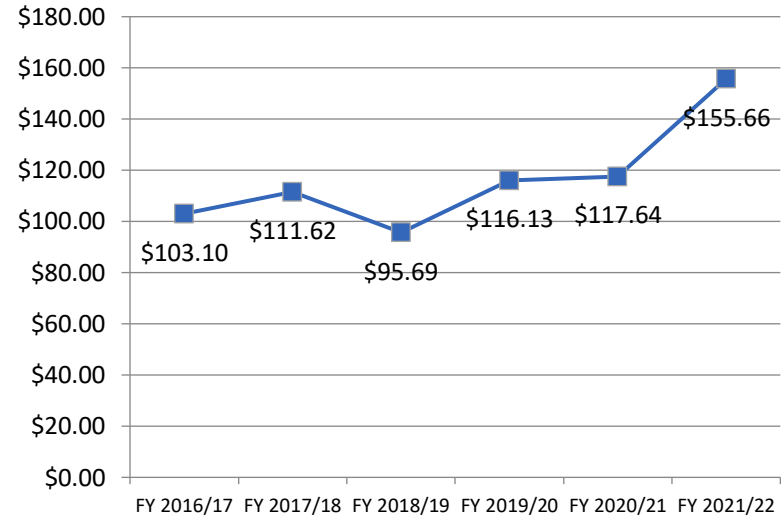


Exhibit 6.25 Route 10 Operating Cost/VSM

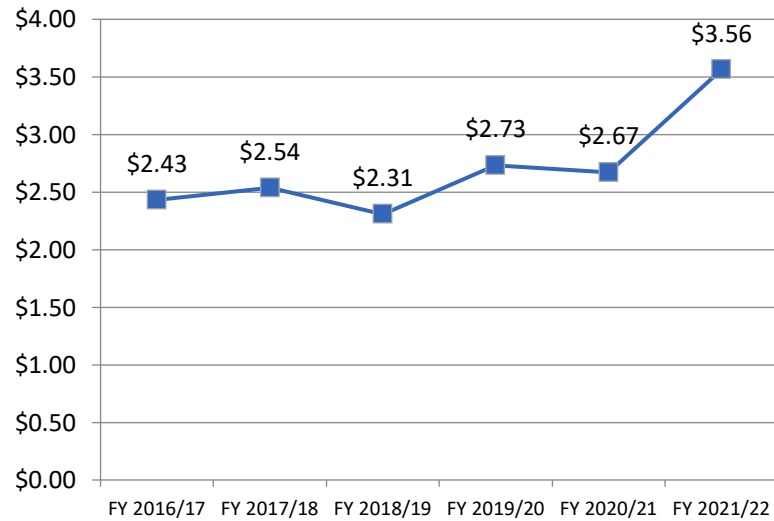


Exhibit 6.26 Route 10 VSM/VSH

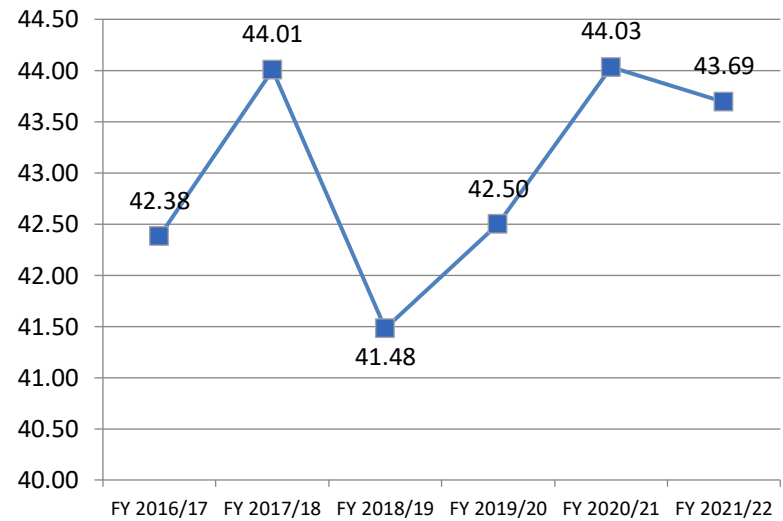


Exhibit 6.27 Route 10 Operating Cost/Passenger

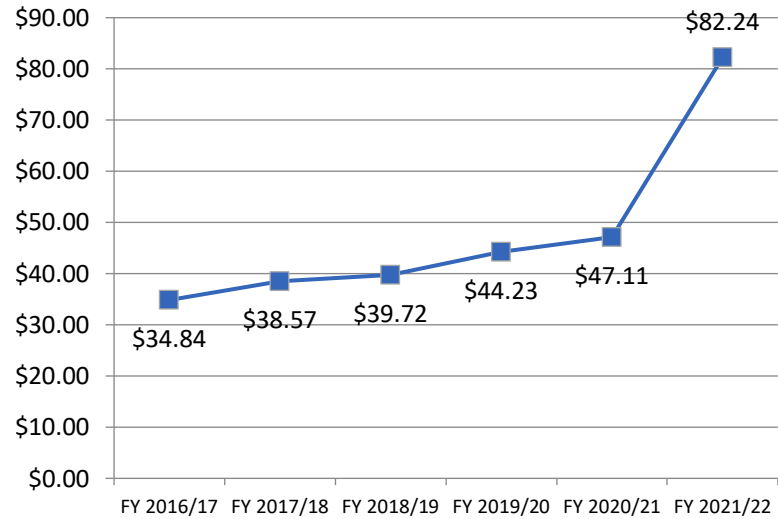


Exhibit 6.28 Route 10 Passengers/VSH

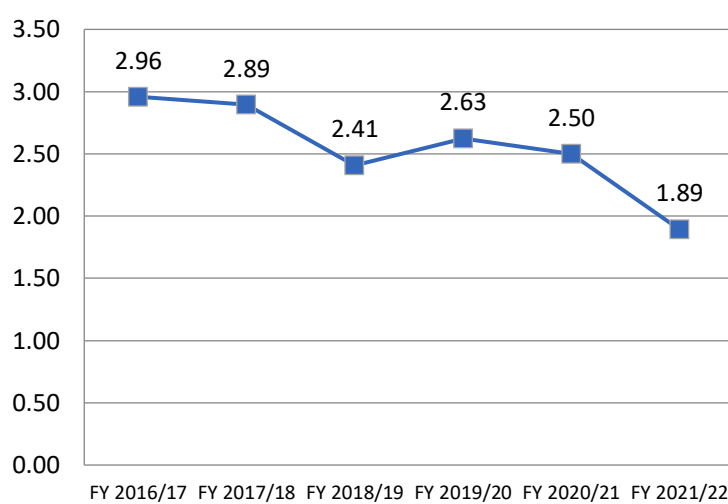


Exhibit 6.29 Route 10 Passengers/VSM

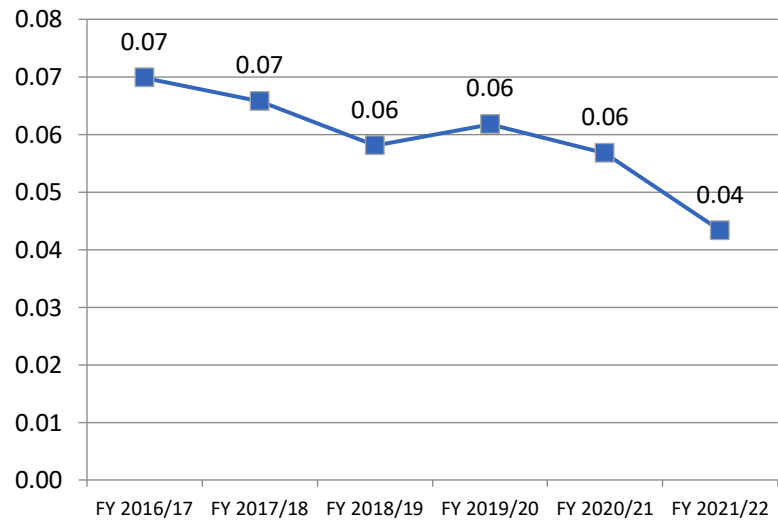


Exhibit 6.30 Route 10 Farebox Recovery

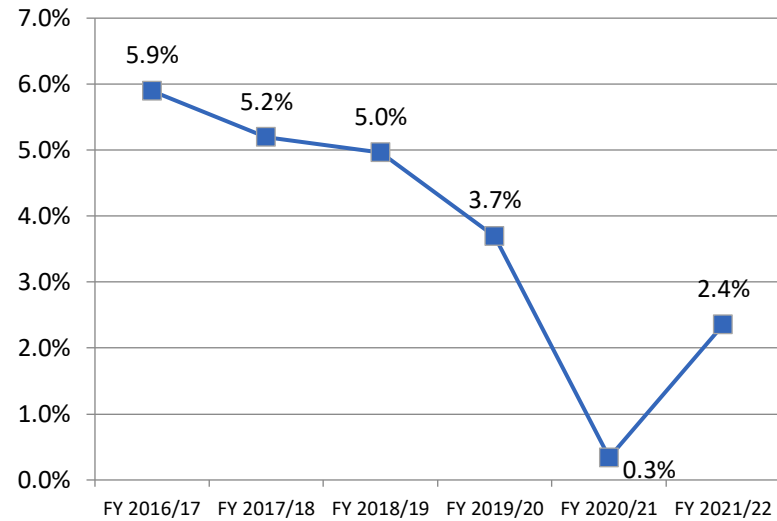
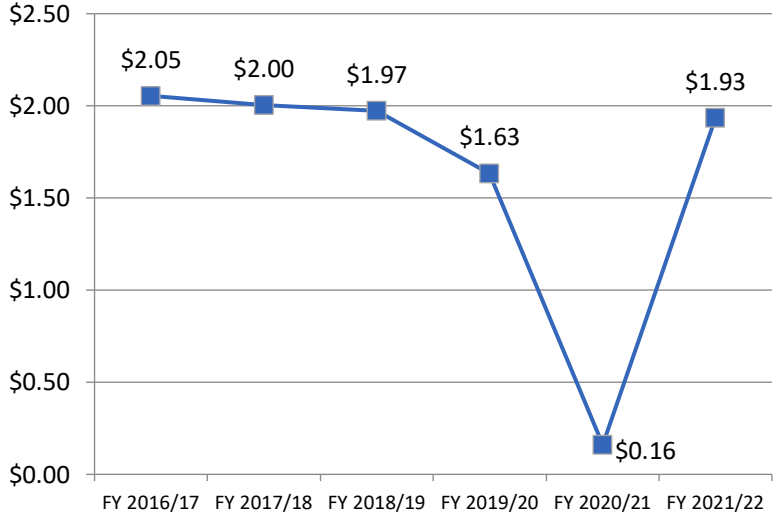


Exhibit 6.31 Route 10 Fare/Passenger



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Chapter 7 | Functional Review

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

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

Service Overview

The Yuma County Intergovernmental Public Transportation Authority (YCIPTA) operates the Yuma County Area Transit (YCAT) service in Yuma, Arizona. In partnership with the Quechan Tribe, which is located in California and receives TDA funding, YCAT operates two routes serving Imperial County. The Blue Route (Route 5) originates in Yuma and serves the Quechan Casino Resort in California, with limited service to the Andrade Port of Entry. The Turquoise Route (Route 10) originates in Yuma and travels to El Centro via Interstate 8.

Service on the Blue Route operates hourly between 7:25 a.m. and 6:17 p.m., Monday through Friday. Saturday service operates from 9:25 a.m. to 3:25 p.m. Service on the Turquoise Route operates on Monday, Wednesday, and Friday only. In the winter, it departs Yuma at 8:30 a.m. and 2:30 p.m., with the return trips departing El Centro at 8:59 a.m. and 2:59 p.m. In the summer, the service departs Yuma at 7:30 a.m. and 1:30 p.m., with the return trips departing El Centro at 8:59 a.m. and 2:59 p.m. This is to accommodate the time change associated with Daylight Savings Time, as Arizona does not observe Daylight Savings Time while California does.

The YCAT fare schedule is shown in Exhibit 7.1. No transfers are offered. Children under five ride free (for the first four children); additional children pay the reduced fare. Students and employees of several local high schools and colleges, as well as members of the Cocopah Tribe, also ride for free with an identification card.

Exhibit 7.1 Fare Structure

Fare Type	Full Fare	Reduced Fare*
One-way (Route 5)	\$2.00	\$1.00
1-Day YCATPass	\$5.00	\$2.50
10-Ride YCATPass	\$17.50	\$7.50
31-Day YCATPass	\$60.00	\$30.00
Route Deviation Fare (Route 5)	\$2.00	\$2.00
One-way (Route 10)	\$2.00 (cash only)	N/A

Response to COVID-19 pandemic

The YCIPTA modified several of the YCAT route schedules in response to the COVID-19 pandemic, but did not alter services on routes 5 and 10. A third-party company was hired to fog the buses every night, and a cleaning service was deployed at major transit hubs. Onboard driver shields were installed and rear boarding was implemented on buses with two doors.

In an effort to avoid cutting driver hours, despite the reduction in service, YCAT redeployed drivers in other roles (such as cleaning) to keep everyone working full-time. The greatest lesson learned from the pandemic response was to be prepared for anything and learn to adapt on short notice.

General Management and Organization

The Quechan Tribe meets with YCIPTA and ICTC representatives on a quarterly basis to review the prior quarter's performance and any planned service changes; discuss challenges, problems, and trends; and determine whether any adjustments need to be made. At that time, YCIPTA staff shares any issues with the operations contractor and addresses any concerns.

As billing for each month comes in, the Tribe's review process is to look back at the operating plan and budget and confirm the numbers are in line with what is budgeted. The Tribe is primary point of contact for riders within the reservation, and Tribal riders who need to complain typically bring issues to their attention. As they receive those complaints, the Tribe looks into them and communicates with the YCIPTA.

The Quechan Tribe's Economic Development Administration (EDA) Director oversees transit on behalf of the Tribe, assisted by the EDA Specialist. The EDA Specialist position was vacant for approximately two of the three years of the audit period. It has been filled for the past year and the Tribe is adequately staffed.

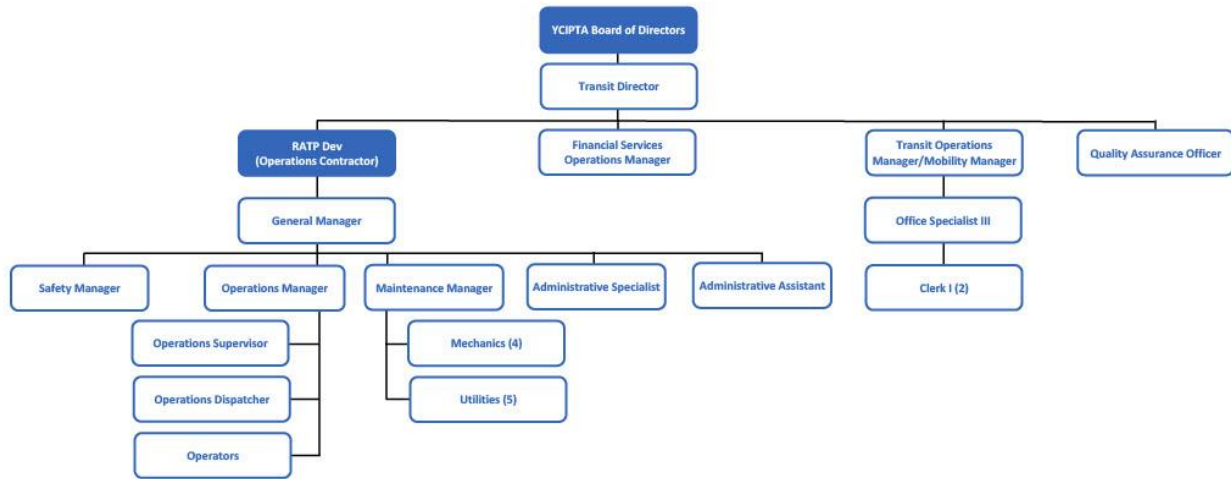
The YCIPTA's Transit Director monitors the operations contractor (currently RATP Dev) on a daily basis, as they are located within the same facility. More formal biweekly and monthly meetings are held with the contractor as well. YCIPTA staff also receive notifications through the tracking software and monitor maintenance activities.

The YCIPTA currently has six staff members supporting the transit program, led by the Transit Director, Financial Services Operations Manager, and Transit Operations Manager. At the time of the site visit, the YCIPTA was preparing to request a seventh staff member to handle additional tasks (such as marketing and advertising). Lines of reporting are clearly defined.

Operation of the YCAT service is contracted to RATP Dev, which assumed the contract in July 2018. The program is staffed appropriately.

The YCIPTA/YCAT organizational chart is illustrated in Exhibit 7.2. While not reflected in the organizational chart, both the ICTC and the Quechan Tribe are funding partners for Routes 5 and 10. Along with the YCIPTA, both participate in the Eastern Imperial County Transit Services (EICTS) Operations and Implementation Business Plan.

Exhibit 7.2 Organizational Chart



Transit information for routes 5 and 10 is reported to the Tribal Council at least three times per year: When it approves the annual update to the Memorandum of Understanding (MOU), when the annual budget for TDA funds is prepared, and to approve the annual TDA claim. The EDA Director shares updates about the operation at these times. The most frequently asked question is how many Tribal members are riding, though this is not information that can be currently tracked. Overall, the Tribal Council is largely satisfied.

Additional governance is provided by the YCIPTA Board, which oversees the entire YCAT program. It recently approved a new Short Range Transit Plan (SRTP) which suggests a couple of improvements to routes 5 and 10, which the YCIPTA hopes to implement in the next year or two, depending upon funding availability.

The Quechan Tribe has a good relationship with the ICTC as the RTPA. Payments are made in a timely manner and the agency is good to work with. It also has a solid relationship with Caltrans, though it is focused primarily on road projects rather than transit.

Service Planning

Service planning for routes 5 and 10 is primarily done as part of the YCAT Short Range Transit Plan prepared by the YCIPTA. The most recent SRTP was prepared in June 2021. The Tribe also has a long range transportation plan that includes a section on transit. This plan was last updated in 2010, and the Tribe anticipates updating it in the coming year.

An updated Eastern Imperial County Transit Services Business Plan is prepared annually. The document provides an overview of the service, defines partner roles and responsibilities, forecasts costs and revenues for the upcoming year, confirms performance standards, details marketing and outreach activities, and provides additional operating information.

The Tribe conducts periodic information sharing about transit. This is conducted primarily by the EDA Specialist via the Tribe’s website and all-hands emails to staff. The recent YCIPTA SRTP was prepared

during the COVID-19 pandemic, and opportunities for public participation were limited to stakeholder meetings held online via Zoom.

Administration

Budgeting is done at quarterly EICTS meetings. It is a joint process between the YCIPTA, the ICTC, and the Quechan Tribe. The YCIPTA's Transit Director prepares the proposed budget, taking into account estimated expenditures including increased fuel and contractor costs, which is shared among the partners. This provides an opportunity for the partners to respond to the proposed budget and adjust the amounts. The Tribe then prepares its budget for the ICTC and the updated MOU amendment, and shares these with the ICTC so they can go through the ICTC's budget process. The MOU documents between the Tribe and YCIPTA are also updated at this time.

Budgeting for the next fiscal year begins in March. Historically, actual costs have been largely in line with budgeted expenses.

The responsibility for grants management is shared. The YCIPTA's Financial Services Operations Manager handles grants for the YCIPTA, while the Quechan Tribe's EDA Director handles grants for the Tribe. The Tribe receives FTA formula funding as well as some federal tribal transit discretionary funding. The EDA Specialist handles FTA grants, while the EDA Director manages grants through the Bureau of Indian Affairs (BIA).

RATP Dev carries sufficient insurance and handles accident and injury claims. The contractor has a safety manager on its staff, and the YCIPTA monitors safety as well. The YCIPTA also participates in the local emergency management planning committee, and has an agreement with them to provide YCAT service and/or vehicles when needed.

RATP Dev handles payroll for its employees. Staff use a timeclock to clock in and out. Payroll is run on a biweekly pay period, with employee time reviewed daily. Direct deposit is offered as an option. The YCIPTA's payroll process utilizes timesheets, and all employees use direct deposit.

The YCIPTA's procurement manual is in compliance with ADOT and federal requirements. The YCIPTA purchases fuel, while RATP Dev provides its own tires and parts. The YCIPTA maintains the bus stops.

Marketing and Public Information

YCAT's system rider guide includes routes 5 and 10. Advertising and promotion activities include social media, television commercials, scrolling information on the YCAT website, newspaper advertisements, Yuma County map advertisement, and inclusion in the City of Yuma Parks and Recreation brochure. Take-one brochures are stocked onboard the buses to advertise events and service changes. YCIPTA representatives also participate in local job fairs.

The Quechan Tribe also promotes Routes 5 and 10. It distributes a monthly flyer to Tribal departments, with a different focus each month. It also advertises at local grocery stores and encourages Tribal members to use the online services (e.g., Nextbus, trip planner, etc.).

The YCIPTA handles customer service calls; however, it is up to RATP Dev to respond to complaints within a designated timeframe. Complaints are logged through the Solutions for Transit system. The Tribe

responds to issues from Tribal members and communicates with the Transit Director. The EDA Director is satisfied with the two-way communication between the Tribe and YCIPTA.

Public perception of the transportation program is generally positive. The EDA Director and EDA Specialist periodically act as “mystery shoppers” riding the routes, but try not to displace actual riders to do so. They feel it gives them a good opportunity to observe the system and talk to the riders. The Tribe believes there is a core group of Tribal members that would benefit from using the bus, but prefer the convenience of a taxi despite the higher cost.

Scheduling, Dispatch, and Operations

Routes 5 and 10 are included in YCAT’s regular service bid process. Any driver can bid on these routes. Driver bids take place four times per year and are based on seniority. Maintenance personnel bid on shifts by seniority every six months. Staff are unionized (ATU Local 1433) and all bids are governed by the collective bargaining agreement (CBA). There are currently 20 full-time drivers and some part-time drivers for the entire YCAT system.

Coverage for scheduled absences (such as vacation) is offered to drivers by seniority. The same process is used for unscheduled absences (call-outs), though in these cases a dispatcher or road supervisor may have to cover a route.

The Solutions for Transit platform is used for dispatching. While dispatcher is a dedicated position, all dispatchers are required to maintain a commercial driver’s license.

Vehicles are assigned to routes on the vehicle run sheet. Assignments are based on vehicle size and route ridership. Vehicles are rotated to accrue mileage equally. Maintenance provides dispatch with a listed of downed vehicles twice per day (mid-day and in the evening).

All YCAT buses feature GFI Genfare Fastfare fareboxes. When a vehicle pulls into the yard, it is probed, farebox information is downloaded, and the farebox unlocks. The farebox is then removed from the vehicle and dumped into the vault. This takes place daily. At no time does the driver or utility worker have access to the fare revenue. Each morning, a dispatcher and road supervisor get money bags, empty the vault, run a report, put the report in with the cash, seal the bags, and put the bags in the safe in the money room, which is equipped with cameras. Loomis armored car service picks up the money and takes it to be counted. Non-cash fare media is allocated to Route 5. Cash is then deposited in the YCIPTA’s account.

Non-cash fare media for Route 5 is sold onboard the bus (day passes), at Food City and other grocery stores, at the YCIPTA office, and online. There are no non-cash options for Route 10. The YCIPTA is evaluating options for mobile ticketing, but has not implemented it at this time.

Personnel Management and Training

At present, the operations contractor has sufficient staffing to operate the service, though recruitment has been challenging due to the nationwide driver shortage. Recruiting is handled by RATP Dev at both the local and corporate levels. Open positions are also posted on the YCIPTA/YCAT websites, Facebook, and Indeed. RATP Dev is constantly recruiting. Some recruits have their commercial license, while others require full training and licensing. RATP Dev offers a full training program, but recruits have to go to the state for testing. RATP Dev offers a dedicated TSI-certified safety and training manager. Only rarely does

driver staffing affect the contractor's ability to provide the service (driver illness, etc.). All employees are subject to a 90-day probation period.

RATP Dev conducts monthly safety meetings and participates in required drug and alcohol testing. RATP Dev has a zero tolerance policy with respect to drug and alcohol use.

The CBA governs seniority, leave, attendance, discipline and discharge, the safety point system, accident/incident reporting and response, vacation time, holidays, sick time, wages, and grievance and arbitration. It includes a progressive discipline policy. Mechanics qualify for a wage premium for ASE certifications in Medium/Heavy Duty Truck, School Bus, and/or Transit Bus as well as for ASE Master Certification.

RATP Dev provides benefits to full-time employees as detailed in the CBA. Benefits include health, dental, and vision insurance; short- and long-term disability plans; and life insurance. Employees may also participate in RATP Dev's 401(k) plan.

Maintenance

YCAT utilizes Solutions for Transit software, which is also used for maintenance tracking. Most work is done in-house, though major repairs may be sent out. No other RATP Dev contracts are serviced at the YCAT facility, nor are any of RATP Dev's vehicles maintained there. The Transit Director has access to maintenance reports (preventive maintenance due, work orders, etc.) on a daily basis. YCIPTA's Quality Assurance Officer reviews preventive maintenance reports to confirm quality.

The YCIPTA currently leases the YCIPTA/YCAT facility. Both YCIPTA and YCAT are located within a single small building, making for very close quarters for administrative staff. There are currently four maintenance bays, however five are desired.

The parts room is secure with access limited to maintenance personnel. The parts inventory is maintained in the Solutions for Transit platform. Inventory is conducted twice annually.

Maintenance has effective communications with dispatch regarding out-of-service vehicles. There is no current significant maintenance backlog. Currently, YCAT is able to provide sufficient vehicles for pullout. Under the prior operations contract, regular maintenance impacted YCAT's ability to meet pullout requirements.

The YCAT fleet list is provided in Exhibit 7.3. This represents the entire YCAT fleet, as vehicles used on Routes 5 and 10 are not designated but drawn from the fixed-route fleet.

Exhibit 7.3 YCAT's Transit Fleet

Quantity	Year	Make & Model	PAX	Fuel Type
1	2010	ENC Aerolite	8 + 2	Gas
2	2010	ENC Aeroline	6 + 2	Gas
4	2016	Arboc Freightliner	34	Diesel
2	2016	Gillig Low-Floor	39	Diesel
5	2019	Gillig Low-Floor	39	Diesel
6	2022	Gillig Low-Floor	39	Diesel
2	2022	Gillig Low-Floor	32	Diesel
2	2019	Starcraft	14 + 2	Gas
1	2020	Starcraft	14 + 2	Gas
1	2021	Starcraft	9 + 2	Gas
2	2021	Starcraft	19 + 2	Gas

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Chapter 8 | Findings and Recommendations

Conclusions

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

Findings

Based on discussions with the Quechan Tribe and YCIPTA staff, analysis of program performance, and an audit of program compliance and function, the audit team presents no findings or recommendations.

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