

Triennial Performance Audit of Plumas County Senior Transportation

FY 2012/13 - FY 2014/15



SUBMITTED TO
PLUMAS COUNTY
TRANSPORTATION COMMISSION

▪ **FINAL REPORT** ▪

08/15/2016

Submitted by



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EXECUTIVE SUMMARY

This section presents an overview of those issues and concerns identified through our audit process. It also outlines specific strategies and recommended solutions to address said issues.

This section summarizes key findings and recommendations developed during the Transportation Development Act (TDA) Performance Audit of Plumas County Senior Transportation (PCST), which provides specialized transportation to the County's senior population. The Audit covers a three-year period for the fiscal years ending:

- June 30, 2013 (FY 12/13);
- June 30, 2014 (FY 13/14); and
- June 30, 2015 (FY 14/15).

The Performance Audit was conducted in accordance with the processes established by the California Department of Transportation, 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. The Audit covers the prescribed three (3) years (Triennial Performance Audit).

The Performance Audit has six (6) elements:

1. Introduction;
2. Compliance requirements;
3. Follow-up of prior Performance Audit report recommendations;
4. Verification and analysis of performance indicators;
5. Identification and review of the transit operator's functions and activities; and
6. Findings and recommendations.

Overview

Plumas County Senior Transportation is part of the County Department of Public Health, Senior Nutrition & Transportation Division. Limited transportation for seniors is located at four (4) of the nutrition centers:

- Chester;
- Greenville;
- Quincy; and
- Portola.

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AUDIT PERIOD ACCOMPLISHMENTS AND CHANGES

Accomplishments and changes over the Audit period included—

1. PCST underwent several management changes during the Audit period. The current Seniors Services Director was hired in May 2015.
2. In June 2015, PCST was awarded a 5310 grant for the purchase of three (3) cutaways and one van to replace the aging fleet.
3. Computers were installed at all nutrition sites and the site directors were trained.
4. A Seniors Transportation Driver Handbook was developed.
5. Fareboxes were installed and the cash handling procedures changed.

Compliance

PCST administers TDA laws and regulations in an efficient and effective manner. Plumas Transit Systems is in compliance with the TDA rules and regulations, except in the calculation and reporting of TDA performance measures for Vehicle Service Hours (VSH) and Miles, Full-Time Equivalents (FTE) , and Fare Revenues.

Prior TPA Recommendations

PCST has demonstrated commitment to improving its efficiency and effectiveness by implementing or partially implementing all of the six (6) prior Audit recommendations:

1. **Revise Driver Log Sheets:** Partially implemented; however, the issues were not resolved and the recommendation will be carried forward with modifications.
2. **Track preventive maintenance inspection (PMI) schedules:** Implemented; the new Director of Senior Services tracks maintenance on all vehicles and verifies when the next PMI is due.
3. **Regular safety training for drivers:** In progress; however, the issues were not resolved and the recommendation will be carried forward with modifications.
4. **Implement controls for cash handling:** Implemented; PCST has installed fareboxes and done a commendable job in establishing cash handling procedures.
5. **Increase public outreach and negotiate times:** In progress; Outreach is still limited. To improve grouping of trips, schedules for trip destinations have been established at all locations.
6. **Stabilize day-to-day management and update agreement with CSA #12:** Partially implemented; a Director of Senior Services was hired in May 2015, but the agreement between Senior Services and CSA #12 has not been updated.

Performance Measures and Indicators

The procedures used to calculate the TDA-required performance measures for the Audit period were verified.

PERFORMANCE MEASURES

Operating Costs were accurately reported; however, this may include some costs related to the delivery of homebound meals, although staff stated the costs were segregated. Passenger counts appear to be accurately reported.

VSH, vehicle service miles (VSM) and FTE were not reported according to TDA definitions. Deadhead time and miles for the delivery of homebound nutrition meals were included in the VSH and VSM numbers. The reported FTEs consisted of head counts of drivers and did not include time from site coordinators and administrative staff.

Fare Revenues were not accurately reported; however, fiscal and compliance audits included both fares (donations) and local support contributed by the General Fund, but not special fares contributed by the Area Agency on Aging.

The fiscal and compliance audit included both fares (donations) and special transit fares contributed by the General Fund. Fares contributed by the Area Agency on Aging were reported as non-operating revenues, rather than special fares. While both may be used in the calculation of the farebox recovery ratio, they should be reported separately. Adequate controls in the collection of fares are in place.

PERFORMANCE INDICATORS

Performance measures were calculated based on adjusted performance measures, which were estimated using available data. VSH and VSM were prorated based on the number of passengers compared to the number of meal deliveries. While this increases the service effectiveness and productivity indicators, it also decreases cost effectiveness indicators. Comparison to prior Audit periods, which did not consider the overstated VSH and VSM, is therefore, not relevant.

- **Operating Cost per VSH**, which measures cost efficiency, increased an average of 7.9% annually in actual dollars (6.1% after inflation) to \$74.37 in FY 14/15.
- **Operating Cost per Passenger**, which measures cost effectiveness, increased unfavorably to \$33.98 per passenger in FY 13/14, but dropped favorably by 29.3% to \$24.03 in FY 14/15 due to an increase in ridership.
- **Passengers per VSH and Passengers per VSM**, which measure service effectiveness, have declined over the Audit period.

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- **VSH per FTE**, which indicates labor productivity, remained in a narrow range, with an average of 872.7, slightly below the average during the prior Audit period.
- **Farebox Recovery Ratio**, without local support and special fares, averaged 5.7% over the Audit period; however, with local support and special fares the farebox recovery ratio at 27.8% average exceeded the TDA required farebox recovery ratio of 10%.

Functional Review

General Management and Organization

The Plumas County Public Health Agency operates the Senior Transportation as part of the Senior Nutrition and Transportation program. The Agreement between the County of Plumas and Plumas County Service Area (CSA) #12 was entered into in 1984. It does not appear to have been updated since that time nor does it appear to accurately reflect the operations as they exist.

The Division Director of Senior Services was responsible for all aspects of both the nutrition and transportation program operation, maintenance, and administration. During most of the Audit period, the Director was not in place and the responsibilities were assumed on a part-time basis by various Public Health employees. A permanent full-time director was hired in May 2015.

A Site Coordinator at each of the four (4) sites oversees the day-to-day operations of both the Senior Nutrition Program and Senior Transportation. A key driver is located at each site.

The County of Plumas provides support functions to the Senior Nutrition and Transportation Division, including procurement, IT, personnel, payroll, and accounting.

Service Planning

During the Audit period the **PLUMAS COUNTY SHORT-RANGE TRANSIT PLAN (SRTP)** and the **COORDINATED PUBLIC TRANSIT-HUMAN SERVICES TRANSPORTATION PLAN FOR PLUMAS COUNTY** were completed; although both documents indicated that the growing senior population was a major issue, neither provided planning guidance for PCST.

Scheduling, Dispatching, and Operations

The Site Manager records the time of the client's appointment, pickup time, and location on a desk calendar.

From approximately 11:00 a.m. to 12:00 p.m., the drivers deliver nutrition meals to home bound seniors. Transportation is generally scheduled around those times.

Plumas County Senior Transportation ■ FY 12/13-FY 14/15
TRANSPORTATION DEVELOPMENT ACT (TDA) PERFORMANCE AUDIT

Personnel Management and Training

Division Director has completed classroom training to become a certified trainer, but has not completed the driver training portion. A training program has been established, but does not include regular safety meetings or training.

Marketing and Public Information

Very little information was available regarding the Senior Transportation program.

Maintenance

The CHP no longer performs terminal inspections at the locations due to the size of the vehicles. The Director of Senior Services tracks maintenance and ensures Preventive Maintenance Inspections are conducted on a regular basis.

Recommendations

Table E-1: Summary of Recommendations

	Recommendation	Responsibility	Importance	Timeframe
1	Computerize trip booking and revise tracking to separate nutrition and transportation hours and miles.	Director of Senior Services, Fiscal Officer, Site Managers	High	FY 15/16
2	Provide regular safety training for drivers and ensure the training addresses critical issues over the year.	Director of Senior Services	Medium	FY 16/17
3	Add an auxiliary section to the PLUMAS COUNTY SHORT RANGE TRANSIT PLAN, which specifically address PCST operations and how it will continue to meet the needs of its growing clientele.	Director of Senior Services and PCTC	Medium	FY 16/17
4	PCST and County Service Area #12 should consider updating its agreement and claim TDA funds under Article 4.	Assistant Executive Director or Division Manager	Medium	FY 16/17

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1.0 INTRODUCTION

The Transportation Development Act (TDA) Performance Audit for Plumas County Senior Transportation (PCST) covers a three-year period ending June 30, 2015. The California Public Utilities Code requires each transportation planning agency to conduct a TDA Performance Audit to be eligible for TDA funding. The proposed Audit is designed to be an independent and objective evaluation of PCST as a transit operator. The Audit has four (4) objectives:

- Assess compliance with TDA regulations;
- Review improvements that have been implemented and progress toward goals;
- Evaluate the efficiency and effectiveness of Plumas County Senior Transportation operations; and
- Provide sound, constructive recommendations for improving the efficiency and functionality of the operations.

1.1 Audit Scope and Methodology

The format and requirements for TDA Performance Audits are dictated by the following regulations and guidelines:

California Public Utilities Code (PUC), Section 99246, subsection (b) of which states that the Audit shall evaluate the efficiency, effectiveness, and economy of the operation of the entity being audited and subsection (d) stating the Audit shall include consideration of the needs and types of passengers served, employment of part-time drivers, and contracting with common carriers of persons operating under franchise or license to provide services during peak hours as well as include verification of five (5) performance indicators:

1. Operating Cost per Passenger;
2. Operating Cost per Vehicle Service Hour;
3. Passenger per Vehicle Service Hour;
4. Passengers per Vehicle Service Mile; and
5. Vehicle Service Hours per Employee.

The following publications were used as guidelines as well:

- *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* (3rd Edition, September 2008), issued by the California Department of Transportation (Caltrans);

- *Standards for Audit of Governmental Organizations, Programs, Activities, and Functions* (2011 Revision), published by the United States General Accounting Office and the U.S. Comptroller General, which provides additional directives.

The TPA is a high-level review evaluating the efficiency, economy, and effectiveness of the transit operations. While the primary purpose of the Audit is to ensure compliance with TDA requirements, it should also provide PCST and the operations contractor with practical and useful recommendations to improve the efficiency and effectiveness of its transit operations. The Audit of PCST operations comprises the evaluation of four (4) elements:

1. Compliance with TDA requirements and regulations;
2. Implementation of recommendations contained in prior Performance Audits;
3. Methodology and analysis for calculating performance indicators and significant performance measures; and
4. Major functions performed by PCST to support its public transportation operations, including—
 - General management and organization;
 - Service planning;
 - Scheduling, dispatching, and operations;
 - Personnel management and training;
 - Administration;
 - Marketing and public information; and
 - Maintenance.

The Audit presents conclusions and recommendations to address opportunities for improvement based upon analysis of the previous four (4) elements.

The methodology for this Audit included interviews with key personnel from PCST; site visits; verification of data sources; examinations of financial and statistical reports; and reviews of relevant planning documents and reports.

The Audit Report comprises four (4) sections:

1. **Executive Summary**

Brief summary of key findings and recommendations developed during the Performance Audit process.

2. **Introduction**

Methodology of the Audit and pertinent background information.

3. Audit Results

In-depth discussion of findings surrounding each of the major elements of the Audit:

- Compliance with statutory and regulatory requirements;
- Prior Audit recommendations, and progress in implementing them;
- Performance measures and trends; and
- Functional review.

4. Findings and Recommendations

Delineation of the key findings of the Performance Audit, recommendations for improving the efficiency and effectiveness of PCST's transit service operations and timeline for implementing the recommendations.

1.2 Description of Plumas County Senior Transportation

A major requirement of the Triennial Performance Audits (TPA) is the consideration of the needs and types of passengers. Almost a quarter (24.7%) of the 18,409 persons in Plumas County are over the age of 65, in comparison to the less than 12.9% in California. The higher percentage of older individuals increases the need for transportation for seniors. The median household income in the County is \$45,784, approximately 75% the median income in California. Only 9.9% of the residents who are 65 years or older live below poverty level, compared to almost 12% for the state, indicating that the service must appeal both to the transit dependent and the non-transit dependent.

PCST is part of the County Department of Public Health, Senior Nutrition & Transportation Division. The Public Health Agency's nutrition program provides senior citizens lunch at a local nutrition site, which is open from 8:00 a.m. to 1:30 p.m. It is available to citizens 60 years of age or older, or a citizen married to someone 60 years of age or older. Plumas County has five (5) nutrition sites:

1. Chester, *Wildwood Senior Center*;
2. Greenville, *Green Meadows Senior Housing*;
3. Quincy, *Quincy Veteran's Hall*;
4. Portola, *Portola Veteran's Hall*; and
5. Blairsden, *Mohawk Community Resource Center* (Portola Nutrition delivers to Mohawk Resource Center every Wednesday).

Transportation service usually starts around 9:30 a.m. and is by reservation until around 11:00 a.m., when drivers deliver lunches to home-bound seniors. After the meals are delivered, the drivers are available for trips.

Transportation is available to and from locations, both locally and to other areas, including out of county destinations (Reno, Susanville, and Chico). It is primarily for seniors, but not restricted. The service can be used for any purpose. PCST's schedule is delineated in *Table 1-1: Plums County Senior Transportation Schedule by Nutrition Center*.

Table 1-1: Plums County Senior Transportation Schedule by Nutrition Center

DESTINATION	NUTRITION SITE			
	CHESTER	GREENVILLE	PORTOLA	QUINCY
Local Shopping	Tuesday & Friday	Thursday	Wednesday & Friday	Friday
Chico	Monday		Wednesday & Friday	
Quincy		First Friday & Third Wednesday	First and Third Tuesday	
Reno			First Saturday & Third Thursday	First Saturday & Third Thursday
Susanville	Wednesday	Second & Forth Saturday		

PCST does not collect fares. Donations are suggested:

- \$3.00 round trip, in town;
- \$5.00 in county; and
- \$10.00 out of county.

A senior is not denied service if they are unable to donate the full or partial amount suggested.

1.3 Audit Period Accomplishments and Changes

During the Audit period, the following change occurred:

1. PCTS underwent several management changes during the Audit period. The current Seniors Services Director was hired in May 2015.
2. In June 2015, PCTS was awarded a 5310 grant for the purchase of three (3) cutaways and one van to replace the aging fleet.
3. Computers were installed at all nutrition sites and the site directors were trained.
4. A Seniors Transportation Driver Handbook was developed.
5. Fareboxes were installed and the cash handling procedures changed.

2.0 COMPLIANCE REQUIREMENTS

This section examines Plumas County Senior Transportation (PCST) compliance with the Transportation Development Act (TDA) and relevant sections of the California Code of Regulations. In addition, an annual certified fiscal audit is to be conducted to confirm that TDA funds were apportioned in conformance with applicable laws, rules, and regulations. Although compliance verification is not a TPA responsibility, several specific requirements concern issues relevant to the Performance Audit. The Audit findings and related comments are delineated in *Table 2-1: Plumas County Senior Transportation TDA Compliance Chart*, beginning on the following pages.

Compliance was determined through interviews with PCST staff and inspection of relevant documents, including the fiscal audits, planning documents, performance reports, and other related documentation.

PCST administers TDA laws and regulations in an efficient and effective manner. Plumas Transit Systems is in compliance with the TDA rules and regulations with one minor administrative exception: The fiscal and compliance audits were completed beyond the 180 days required by PUC 99245.

However, the calculation and reporting of TDA performance measures for vehicle service hours (VSH) and miles (VSM) and full-time equivalents (FTE) are not in accordance with TDA definitions. In addition, special fares paid by The CSU, Chico Research Foundation, for transportation service for seniors are not being reported as fare revenue. These issues are discussed fully in **4.0 Performance Measures and Indicators** section of this report.

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Table 2-1: Plumas County Senior Transportation TDA Compliance Chart

Reference	Requirement	Compliance	Comments
CCR 6754 (a) (3)	If the operator receives State Transit Assistance (STA) funds, the operator makes full use of funds available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted.	Not Applicable	PCTS does not receive STA funding.
PUC 99243	The transit operator annually reports to the RTPA, based upon the Uniform System of Accounts and Records established by the State Controller, within 90 days of the end of the fiscal year.	In Compliance	State Controller’s Reports (SCR) were prepared and submitted according to guidelines under County Service Area (CSA) #12: <ul style="list-style-type: none"> ▪ FY 12/13 – SCR submitted 10/2/13 ▪ FY 13/14 – SCR submitted 10/16/14 ▪ FY 14/15 – SCR Submitted 10/14/15

Table 2-1: Plumas County Senior Transportation TDA Compliance Chart (Continued)

Reference	Requirement	Compliance	Comments
PUC 99245	The operator has submitted annual fiscal and compliance audits to its RTPA and to the State Controller within 180 days following the end of the fiscal year, or has received the appropriate 90-day extension allowed by law.	In compliance	<p>The fiscal and compliance Audit is submitted as part of the Plumas Transit Systems Funds Audit.</p> <ul style="list-style-type: none"> ▪ FY 12/13 – completed February 27, 2014 ▪ FY 13/14 – completed March 12, 2015 ▪ FY 14/15 – completed March 13, 2013 <p>All were completed beyond the required time frame and the audit stated the compliance tasks required by CCR section 6667 were performed; however, PCTC granted a 90 extension as allowed by TDA statutes.</p>
PUC 99251	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.	Notes	Terminal inspections are no longer performed by CHP for operators of vehicles designed to carry less than 15 passengers.

Table 2-1: Plumas County Senior Transportation TDA Compliance Chart Continued

Reference	Requirement	Compliance	Comments
PUC 99261	The operator's claim for TDA funds is submitted in compliance with the rules and regulations adopted by the RTPA for such claims.	Notes	PCTC does not maintain a systematic TDA claims process. PCST submits quarterly budgets and funds are provided in advance based on the budget. Plumas County Public Health Agency/Senior Nutrition and Transportation Division provides quarterly updates.
PUC 99264	The operator does not routinely staff vehicles with two (2) or more persons. Public transportation vehicles are designed to be operated by one (1) person.	In Compliance	PCST does not routinely staff vehicles with two (2) or more persons.

Table 2-1: Plumas County Senior Transportation TDA Compliance Chart (Continued)

Reference	Requirement	Compliance	Comments															
PUC 99266	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 charge(s).	In Compliance	<p>PCST's operating budget did not increase more than 15% for the three (3) years of the Audit:</p> <table border="1"> <thead> <tr> <th></th> <th>Budget</th> <th>Change</th> </tr> </thead> <tbody> <tr> <td>FY 12/13</td> <td>\$246,487</td> <td>-</td> </tr> <tr> <td>FY 13/14</td> <td>\$257,800</td> <td>-4.5%</td> </tr> <tr> <td>FY 14/15</td> <td>\$268,507</td> <td>-4.2%</td> </tr> <tr> <td>FY 15/16</td> <td>\$307,637</td> <td>-14.6%</td> </tr> </tbody> </table>		Budget	Change	FY 12/13	\$246,487	-	FY 13/14	\$257,800	-4.5%	FY 14/15	\$268,507	-4.2%	FY 15/16	\$307,637	-14.6%
	Budget	Change																
FY 12/13	\$246,487	-																
FY 13/14	\$257,800	-4.5%																
FY 14/15	\$268,507	-4.2%																
FY 15/16	\$307,637	-14.6%																
PUC 99268.5 (a) (b)	If the operator's services are for the exclusive use of elderly and handicapped persons, it has maintained a fare ratio of at least one-tenth (10 %). However, if the operator provides both services for the exclusive use of elderly and handicapped persons and regular scheduled public transportation service, funds may be allocated if the combined ratio meets the qualifying ratio.	In Compliance	<p>PCST has maintained a farebox recovery ratio above 10% for the three (3) years of the Audit.</p> <ul style="list-style-type: none"> ▪ FY 12/13 – 20.6% ▪ FY 13/14 – 25.9% ▪ FY 14/15 – 27.8% 															

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Table 2-1: Plumas County Senior Transportation TDA Compliance Chart (Concluded)

Reference	Requirement	Compliance	Comments
PUC 99271	The current cost of the operator’s retirement system is fully funded with respect to 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.	Notes	As County employees, PCST employees participate in California Public Employees Retirement System (CalPERS). CalPERS has approximately \$400 billion in unfunded pensions and retiree health care liabilities. A 2014 fiscal audit determined that CalPERS was only 77% funded. It is expected, however, that the CalPERS will be able to meet its obligations.
PUC 99314.5	If the operator receives STA funds, the operator is not precluded by contract from employing part-time drivers or from contracting with common carriers.	Not Applicable	

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3.0 PRIOR AUDIT RECOMMENDATIONS

This section includes a formal and systematic review of Plumas County Senior Transportation's (PCST) implementation of the six (6) recommendations from the prior Audit. The implementation of the prior Triennial Performance Audit (TPA) recommendation provides a measure of PCST's efforts to improve its efficiency and effectiveness. Evaluating the recommendations' implementation and outcome also strengthens the integrity of the Performance Audit process and helps to ensure that each Audit provides effective and valuable results.

The previous Performance Audit was completed by Majic Consulting Group. The relevance, progress, effectiveness, and difficulties in implementing the recommendation was determined by reviewing relevant planning documents and reports, and through interviews with PCST and PCTC staff.

PCST has demonstrated commitment to improving its efficiency and effectiveness by working to implement the prior Audit recommendations.

3.1.1 PRIOR AUDIT RECOMMENDATION 1: TRACKING HOURS AND MILES

Revise the driver log sheet to accurately and simply segregate vehicle service hours, miles, and passengers and streamline the tracking and reporting of performance measures using a simple Excel spreadsheet.

Status: Partially Implemented; however, the issues were not resolved and the recommendation will be carried forward with modifications.

Prior Audit Rationale for Recommendation 1

The prior Audit acknowledged that the Senior Transportation program's limited scope and resources did not warrant a complicated and expensive tracking system. However, the system at the time did not accurately differentiate between the Senior Nutrition program and the Senior Transportation. The hand written sheets were entered in a spreadsheet at the administrative offices and the calculations were somewhat problematic.

The prior audit suggested that with a simple spreadsheet, the information could be developed to accurately track meals delivered and passengers picked up with accurate miles and hours recorded. The spreadsheets could be emailed to the administrative offices, collated, and verified.

Vehicle Service Hours (VSH) and Vehicle Service Miles (VSM) were not being tracked or correctly reported. The reported VSH and VSM incorrectly included homebound meal deliveries.

The Audit concluded that the Department should ensure the Senior Transportation costs are tracked separately. Joint costs, such as vehicle maintenance and driver salaries need to be properly prorated.

Discussion of Status for Recommendation 1

PCST developed a new Daily Trip and Inspection Sheet. The revised sheet provides a space for the time taken to deliver meals. A place is not provided for the number of miles. However, although a place for the number of hours related to homebound meals was added to the Trip Sheet, at the time of the site visit, the information was not recorded or tracked. Subsequently, staff indicated that the information is now tracked and will be used to calculate the VSH for transportation separately from home bound meal deliveries. VSM for homebound meal delivery and for transportation were not tracked separately. Also, deadhead miles and hours appear to be included.

While some progress was made, the intent of the recommendation was not fully met and the recommendation will be carried forward with modifications.

3.1.2 PRIOR AUDIT RECOMMENDATION 2: PREVENTIVE MAINTENANCE

Include the tracking of preventive maintenance inspection schedules and verify inspections and routine maintenance is completed as scheduled.

Status: Implemented; a spreadsheet was developed to track preventive maintenance inspections.

Prior Audit Rationale for Recommendation 2

The prior Audit noted that the average age of PCST's fleet was 10 years old and that PCST was no longer subject to CHP Terminal Inspections, since the vehicles carry less than nine (9) passengers. Regular preventive maintenance is critical to keep older vehicles safe and operational. It will also be important for new vehicles to adhere to manufacturer preventive maintenance to avoid negating the warranty.

The spreadsheet used to record vehicle service hours and miles could be easily modified to determine the next scheduled maintenance or preventive maintenance inspection (PMI). The administrative office would notify the site coordinator at least one (1) week before the PMI is due. The driver would provide the completed PMI to the site coordinator, who would then enter it on the spreadsheet and transmit it to the administrative staff.

Discussion of Status for Recommendation 2

The revised Daily Trip and Inspection Sheet does not provide a space for the next Preventive Maintenance Inspection (PSI); however, in recognition of the need to efficiently track PMI, the Senior Services Director developed a Maintenance Vehicle Summary

spreadsheet. The sheet tracks PMIs, all maintenance that is performed and Fire Ext/Safety Equipment Checks.

The PMI is performed every 3,000 miles. The mileage is entered every month and compared to the mileage calculated for the next PMI.

With the limited number of vehicles and limited distance traveled, this system appears to meet the intent of the recommendation.

3.1.3 PRIOR AUDIT RECOMMENDATION 3: DRIVER SAFETY TRAINING

Provide regular safety training for drivers and ensure the training addresses critical issues over the year.

Status: In Progress; the Senior Services Director is in process of obtaining certification.

Prior Audit Rationale for Recommendation 3

Regular and ongoing safety training helps keep drivers aware of the many safety issues that may impact their jobs. Since PCST no longer had a certified trainer or held regular ongoing safety training, the prior Audit suggested that PCST consider working with Plumas Rural Services (PRS) and have drivers attend PRS's safety meetings. Another alternative is to develop an annual curriculum that covers safety and passenger-related issues and bring outside trainers in. PCST should also provide an annual behind-the-wheel testing to ensure all drivers remain qualified.

Discussion of Status for Recommendation 3

PCST has developed a training schedule. Although a regular training program has not been established. The Senior Services Director is in process of obtaining trainer certification.

3.1.4 PRIOR AUDIT RECOMMENDATION 4: CASH HANDLING

Implement reasonable controls for cash handling of donations.

Status: Implemented (Commendable); fareboxes have been installed and cash handling procedures implemented.

Prior Audit Rationale for Recommendation 4

PCST does not charge fares, but rather requests donations. As a result, proper accounting of fares is problematic since it is difficult to reconcile the amounts collected to passenger counts. At the time of the prior Audit, the driver kept the donations in his pocket and then turned the fare revenues over to the site manager, who counted the funds and made the deposit. Revenues were segregated from nutrition delivery donations, because "most nutrition donations are checks, while transportation is cash."

The total dollar amounts each day are extremely small and elaborate controls would not be cost effective. However, small changes in the procedures would provide basic cash controls.

Discussion of Status for Recommendation 4

Fareboxes have been installed in all vehicles. Passengers deposit fares in the locked farebox. The driver has a key and removes the vault from the vehicle. The site manager has the key to remove the cash from the vault. The site manager and with one other person present now counts the cash in the office with the door closed. This is consistent with best practices for the size and scope of PRST's operations.

3.1.5 PRIOR AUDIT RECOMMENDATION 5: PUBLIC OUTREACH

Increase public outreach to market the service and negotiate times to improve service effectiveness.

Status: In Progress; PCST is working to group out-of-town trips.

Prior Audit Rationale for Recommendation 5

While Senior Transportation had a fairly high number of passengers per VSH, negotiating more group trips and shared rides, particularly for out of area trips, could improve the effectiveness of the program.

Discussion of Status for Recommendation 5

Outreach is still primarily confined to the nutrition centers, but PCST has worked to better group trips particularly out of town trips. PCST is researching the possibility of increasing ridership on out-of-town trips. To improve grouping of trips, flyers are available providing information on what day trips are available to different destinations. Sign-up sheets for out-of-town trips are available at the nutrition centers. Information on senior transportation has been posted in the Senior Newsletter and is mentioned on the local radio when it reads the weekly menu. The County website is currently updating its website and more transportation information will be available on the revamped site.

3.1.6 PRIOR AUDIT RECOMMENDATION 6: MANAGEMENT

Stabilize the day-to-day management and oversight of the Senior Nutrition and Transportation Program and update agreement with CSA #12.

Status: Partially Implemented; the County has hired a full time Senior Services Director, but has not updated the agreement between CSA # 12 and the Department of Senior Services.

Prior Audit Rationale for Recommendation 6

During the prior Audit period, the Division Director retired. The Assistant Executive Director had assumed management of the program along with her other duties. The prior Audit suggested that dedicated management of the day-to-day operations would benefit the agency by streamlining the tracking and reporting functions. It would also assist in implementing adequate controls to ensure the operation ran efficiently and effectively.

Discussion of Status for Recommendation 6

In May 2015, a full time Senior Services Director was hired. The incumbent has substantial experience with Plumas Senior Services, having worked as a site manager and cook. The Director devotes half his time to the transportation program and the other half to the nutrition program.

Although the current Director had limited experience with transit, he is currently working to become a certified trainer.

The agreement between CSA #12 and Plumas County Senior Services has not been updated.

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4.0 PERFORMANCE MEASURES AND INDICATORS

Performance indicators are used to quantify and review the efficiency and effectiveness of a transit operator's activities. The indicators provide insight into the current operations. The Transportation Development Act (TDA) requires recipients of TDA funding to report five (5) performance indicators:

1. **Operating Cost per Vehicle Service Hour;**
2. **Operating Cost per Passenger;**
3. **Passengers per Vehicle Service Hour;**
4. **Passengers per Vehicle Service Mile;** and
5. **Vehicle Service Hours per Full-Time Equivalent Employee.**

The Transportation Development Act (TDA) also requires transit agencies to achieve a farebox recovery ratio of at least 10% of its operating costs for services for the exclusive use by seniors and persons with disabilities, such as Plumas County Seniors Transportation (PCST).

To assess the validity and usefulness of the performance indicator data, the Audit team performed the following activities:

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

4.1 Verification Performance Measures

The procedures used to calculate the TDA-required performance measures for the Audit period were verified. Measures reported in internal reports, State Controller's Reports and fiscal audits were compared against one another for consistency and then verified.

The following performance measures used in the calculation of TDA-required performance measures were validated:

- Operating Cost;
- Vehicle Service Hours and Miles;
- Passenger Counts;

- Fare Revenues; and
- Full Time Equivalents.

4.1.1 OPERATING COSTS

Operating costs were not independently calculated as part of this Audit. We examined operating costs from the fiscal audit reports prepared by Smith & Newell, Certified Public Accounts. The audits appear to be consistent with TDA guidelines and accurately reflect all the costs in the operating expenses category for PCST services; however the operating cost appear to include some costs related to the nutrition program within the Transit Fund. The reported operating costs excluded depreciation expenses for the calculation of the farebox recovery ratio, in accordance with PUC 99247 (a).

Operating costs include some costs related to the delivery of homebound meals.

Table 4-1: Plumas County Senior Transportation Operating Cost Comparison

		FISCAL & COMPLIANCE AUDIT	STATE CONTROLLERS' REPORTS	DIFFERENCE FROM AUDIT
FY 12/13	Total Expense	\$247,415	\$242,347	
	Depreciation	\$2,665	\$444	
	TDA Operating Expense	\$244,750	\$241,903	-1.2%
FY 13/14	Total Expense	\$266,678	\$266,678	
	Depreciation	\$2,665	\$2,665	
	TDA Operating Expense	\$264,103	\$264,103	0%
FY 14/15	Total Expense	\$249,974	\$265,920	
	Depreciation	\$2,221	\$2,221	
	TDA Operating Expense	\$246,974	\$263,999	6.8%

4.1.2 VEHICLE SERVICE HOURS AND MILES

According to TDA definitions, vehicle service hours (VSH) and vehicle service miles (VSM) include only those times/miles when the vehicle is in revenue service—i.e., only those times *from the first scheduled stop to the last scheduled stop*. Deadhead time and scheduled breaks longer than 15 minutes were excluded.

The driver logs the time he or she leaves the nutrition center and time he or she ends his or her shift on the *Daily Trip Sheet & Inspection Sheet*. Similarly, the mileage of the vehicle

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is logged at the beginning of his or her shift before leaving the nutrition center and again upon returning to the nutrition center. The difference between the miles and hours at the start of the driver's shift to the end of the shift are then totaled by hand and entered on a weekly log sheet that is then totaled for reporting purposes.

The reported miles and hours include not only deadhead time and any breaks, but also the time and miles for the delivery of homebound nutrition meals, which the driver performs in the same vehicle. The sheet was revised to capture the time for the delivery of homebound meals, but the information is not recorded at the time of the visit. Follow-up discussion, indicate the information is now being recorded and will be used to accurately calculate transportation VSH and VSM, excluding VSH and VSM for the delivery of homebound meals.

The process for tracking VSH and VSM is done by hand. It is time consuming and prone to error, even if the data is being correctly captured.

Figure 4-1: Driver Daily Trip & Inspection Sheet

PLUMAS COUNTY SENIOR TRANSPORTATION DAILY TRIP & INSPECTION SHEET

VEHICLE: _____ START TIME: _____ DATE: _____
 CITY: _____ STOP TIME: _____ PRE POST
 DRIVER: _____ HOURS WORKED: _____ LEAKS UNDER BUS _____
 END MILEAGE: _____ OIL/COOLANT LEVEL _____
 BEGINNING MILEAGE: _____ WHEELS _____
 TOTAL MILES: _____ ENGINE _____
 LIGHTS _____
 CONDITION OF VEHICLE IS: SATISFACTORY BRAKES _____
 UNSATISFACTORY SAFETY EQUIP. _____
 GAUGES/HORN _____
 MIRRORS/WINDOWS _____

PURPOSE OF TRIP:
 A. To Nutrition Site _____
 B. Medical _____
 C. Shopping/Errands _____
 D. Other _____
 E. Return Home _____

Defects not needing correction for safe vehicle operation: _____

Homebound Meal STOPS: _____
 Homebound Meal TIME: _____
 Total Participants Transported: _____

Supervisor Verification: _____ Signature: _____

If multiple Stops for each client, add in how many under the letter (i.e. "x3" for three shopping stops)

#	Time	Passengers	Address	Phone	Purpose of Trip	# of stops	Y or N	Assisted	Disability
			From: _____ To: _____		A B C D E		Y or N		Y or N
			From: _____ To: _____		A B C D E		Y or N		Y or N
			From: _____ To: _____		A B C D E		Y or N		Y or N
			From: _____ To: _____		A B C D E		Y or N		Y or N
			From: _____ To: _____		A B C D E		Y or N		Y or N
			From: _____ To: _____		A B C D E		Y or N		Y or N
			From: _____ To: _____		A B C D E		Y or N		Y or N
			From: _____ To: _____		A B C D E		Y or N		Y or N
			From: _____ To: _____		A B C D E		Y or N		Y or N
			From: _____ To: _____		A B C D E		Y or N		Y or N
			From: _____ To: _____		A B C D E		Y or N		Y or N
			From: _____ To: _____		A B C D E		Y or N		Y or N
			From: _____ To: _____		A B C D E		Y or N		Y or N
			From: _____ To: _____		A B C D E		Y or N		Y or N
			From: _____ To: _____		A B C D E		Y or N		Y or N
			From: _____ To: _____		A B C D E		Y or N		Y or N
Notes/Comments									

disc 1/15

Homebound Nutrition Deliveries and times are recorded on the Daily Trip Sheet but not tracked by PCST.

4.1.3 PASSENGER COUNTS

By definition, the total number of passengers is equal to the total number of unlinked trips (i.e., those trips made by a passenger that involve a single boarding and debarkation), whether revenue producing or not. PCST appears to correctly count all passengers.

Drivers record passengers by *purpose of trip*:

- A. To nutrition site;
- B. Medical;
- C. Shopping/Errands;
- D. Other; and
- E. Return Home.

The drivers' forms are summarized in the office and the count is tallied on each driver's sheet as *number of nutrition site trips* (to and from) divided by the *number of other trips*. The information is then carried onto the tracking sheets by the office staff. Although the methodology appears to be somewhat convoluted, the number of passengers appears to be consistent with TDA definitions. However, as with VSH and VSM, the methodology is time consuming and prone to error.

4.1.4 FULL-TIME EQUIVALENTS

Employee hours are defined as the total number of hours (regular or overtime) that all employees have worked and for which they have been paid a wage or salary. Employee hours include those individuals employed by the operator that provides the transit services. Full-time equivalents (FTE) are calculated by dividing the total number of Employee Hours by 2,000, or the number the Federal Transit Administration denotes as one year of employee work.

PCST appears to have reported the FTEs as the number of drivers, although the drivers only work part-time. The time of administrative staff, including the site managers who book the trips, does not appear to be included in the count. Although incorrectly calculated, the four (4) employees reported during each year of the Audit period appears to be a close approximate; however, exact hours could not be provided.

4.1.5 REVENUES

PCST does not collect "fares," it requests donations. The suggested donation is \$3.00 round-trip in the city. For trips outside the city, the donation request is \$5.00 in Plumas County and \$10.00 for trips outside the county. The cash handling system is consistent with best practices for the size and scope of the operations:

1. The driver collects the donations in a locked farebox located in each vehicle (Meal donations are normally mailed).

2. The farebox is a two (2) system.
3. The driver brings the farebox into the nutrition site.
4. The site manager unlocks the farebox and counts the cash.
5. The amount of cash collected to the trip sheet. (If a passenger does not make a donation, the driver marks it with a "0".)

The site manager does not count in a private location, which would be appropriate, even though the amounts are small.

The SCR listed two (2) types of fares:

- Passenger Fares and
- Special Transit Fares.

Special transit fares, according to staff, are contributions from the General Fund. The fiscal audit included both general fund contributions and donations for passengers in one (1) line item. This is not general practice. Local support, which may be considered in the calculation of the farebox recovery ratio, should be a separate line item.

Under non-operating revenue, contributions from Area Agency on Aging through the CSU, Chico Research Foundation is recorded as *Intergovernmental Revenues* for both the SCR and fiscal audit. Per the Uniform System of Accounts (USOA), Special Transit Fares (402.00) includes *revenues given in regular transit service, but paid for by some organization other than by the rider...* Specifically 402.04 is for *revenues earned under contractual arrangements with state or local governments for transit fares...* By this definition, revenues should be classified as Special Fare Revenue as the contract specifies the number of rides and clientele to be served. The revenues for the County of Plumas most likely should be classified as either Local Support (409 or 410) as defined in CCR 6611.3. Fare and Local Support are both used in the calculation of the Fare Box Revenue.

Special transit fares are defined as revenues earned for rides given in regular transit service, but paid for by some organization other than the rider, including funds for rides given along special routes for which funds may be guaranteed by a beneficiary of the service. It appears that the funds from the General Fund are not based on the riders and therefore, should be classified as local support. Local support is defined as all revenues in the following revenue account classes:

- Auxiliary transportation revenues (406.000);
- Taxes levied directly by a transit system (408.000);
- Local cash grants and reimbursements – general operating assistance (409.010);
- Local special fare assistance (410.00); and
- Subsidy from other sections of operations (440.00).

As local support, the general assistance may be applied to the calculation of the farebox recovery ratio.

Table 4-2: Plumas County Senior Transportation Fare Revenues Comparison

	USOA REVENUE CLASSIFICATION	Source	FISCAL & COMPLIANCE AUDIT	STATE CONTROLLED REPORTS	DIFFERENCE FROM AUDIT
FY 12/13	Passenger Fare for Transit Svcs	Passenger Fares	\$10,139	\$9,900	
	Special Transit Fares	Local Support			
		AAA (CSU,CRF)	\$40,244	\$44,081	
	Total Fare Revenue	Total	\$50,383	\$53,981	7.1%
FY 13/14	Passenger Fare for Transit Svcs	Passenger Fares	\$23,950 ¹	\$9,167	
	Special Transit Fares	Local Support		\$13,900	
		AAA (CSU,CRF)	\$44,424	\$44,424	
	Total Fare Revenue	Total	\$68,374	\$67,491	-1.3%
FY 14/15	Passenger Fare for Transit Svcs	Passenger Fares	\$34,333 ¹	\$10,690	
	Special Transit Fares	Local Support		\$30,666	
		AAA (CSU,CRF)	\$34,424	\$34,424	
	Total Fare Revenue	Total	\$68,757	\$75,780	10.2%

¹ The fiscal and compliance audit combined passenger fares and local support in FY 13/14 and FY 14/15.

4.2 Calculation Performance Indicators

The TDA required performance indicators were calculated for PCST. To calculate the performance indicators, the following performance measures were used:

- **Operating Costs** were calculated from fiscal audits. Depreciation cost was subtracted from the total costs.
- **Fare Revenues** were obtained from the fiscal audits and special revenues from AAA, which were classified as non-operating revenues, intergovernmental revenues were added.
- **Vehicle Service Hours (VSH)** could not be approximated from the available data. To provide an estimate closer to the actual VSH for transit purposes, the estimated VSH for the delivery of nutrition meals was calculated and subtracted from the total reported VSH. Meal deliveries were commonly made between 11:00 a.m. and 12:00 p.m. at the four (4) Nutrition sites equaling four (4) hours per day. An additional 30 minutes per day at each site was added to account for deadhead time for a total of six (6) VSH per day. The estimated hours were then multiplied by the number of weekdays (261 for each of the three (3) years) less 12 holidays.

Table 4-3: Calculation of Estimated VSH for Plumas County Senior Transportation

	FY 12/13	FY 13/14	FY 14/15
Nutrition + Deadhead VSH per day	6	6	6
Number of weekdays	261	261	261
Estimated holidays	12	12	12
Total delivery days	248	249	249
Estimated delivery VSH	1488	1494	1494
Reported VSH	4,998	5,135	4,815
Estimated Transit VSH	3,510	3,641	3,321

- **Vehicle Service Miles (VSM)** could not be approximated from the available data. To provide an estimate closer to the actual VSH for transit purposes, the following formula was used:

$$\frac{\text{Total number of rides}}{\text{Total number of rides} + \text{number of meals delivered}}$$

The percentage was then multiplied by the reported VSM. Breaks and deadhead time were not estimated due to insufficient data; however, they are not believed to be significant.

Table 4-4: Calculation of Estimated VSM for Plumas County Senior Transportation

	FY 09/10	FY 10/11	FY 11/12
Passengers	8,113	7,769	10,227
Nutrition Meals	18,500	16,559	18,158
Total Trips	26,613	24,328	28,435
Percentage Passengers/Trips	30.5%	31.9%	36.1%
Reported VSM	46,624	55,499	65,504
Estimated Transit VSM	14,213	17,723	23,675

- **Passenger Counts** were obtained from State Controller’s Reports.
- **Full-Time Equivalent (FTE)** were obtained from SCRs; however, it was noted these were based on head count of the drivers and did not consider the actual hours worked.

Table 4-5: Plumas County Senior Transportation Performance Measures and Indicators

	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
PLUMAS SENIOR PERFORMANCE MEASURES										
Operating Cost (Actual \$)	\$184,478	\$192,380	\$202,817	\$222,781	\$280,014	\$254,553	\$249,586	\$244,750	\$264,013	\$246,974
<i>Annual Change</i>		4.3%	5.4%	9.8%	25.7%	-9.1%	-2.0%	-1.9%	7.9%	-6.5%
Operating Cost (Constant \$)	\$184,478	\$186,085	\$189,640	\$205,596	\$256,492	\$229,204	\$219,471	\$210,765	\$224,182	\$206,577
<i>Annual Change</i>		0.9%	1.9%	8.4%	24.8%	-10.6%	-4.2%	-4.0%	6.4%	-7.9%
Fare Revenue (Actual \$)					\$65,129	\$41,606	\$38,545	\$10,139	\$23,950	\$34,333
<i>Annual Change</i>					\$40,010	\$38,627	\$38,627	\$40,244	\$44,424	\$34,424
Vehicle Service Hours	\$17,086	\$45,077	\$43,569	\$44,363	\$105,139	\$80,233	\$77,172	\$50,383	\$68,374	\$68,757
<i>Annual Change</i>		163.8%	-3.3%	1.8%	137.0%	-23.7%	-3.8%	-34.7%	35.7%	0.6%
Vehicle Service Miles	4,772	4,825	4,855	4,484	3,348	3,627	4,212	3,510	3,641	3,321
<i>Annual Change</i>		1.1%	0.6%	-7.6%	-25.3%	8.3%	16.1%	-16.7%	3.7%	-8.8%
Passengers	48,723	48,719	47,881	38,500	18,981	16,921	15,244	14,213	17,723	23,675
<i>Annual Change</i>		0.0%	-1.7%	-19.6%	-50.7%	-10.9%	-9.9%	-6.8%	24.7%	33.6%
Full-Time Equivalent Employees	14,148	14,588	13,527	11,625	12,358	11,606	10,013	8,113	7,769	10,277
<i>Annual Change</i>		3.1%	-7.3%	-14.1%	6.3%	-6.1%	-13.7%	-19.0%	-4.2%	32.3%
	2.4	2.4	2.4	2.2	4.0	4.0	4.0	4	4	4
PLUMAS SENIOR PERFORMANCE INDICATORS										
Operating Cost per VSH (Actual \$)	\$38.66	\$39.87	\$41.77	\$49.68	\$83.64	\$70.18	\$59.26	\$69.73	\$72.51	\$74.37
<i>Annual Change</i>		3.1%	4.8%	18.9%	68.3%	-16.1%	-15.6%	17.7%	4.0%	2.6%
Operating Cost per VSH (Constant \$)	\$38.66	\$38.57	\$39.06	\$45.85	\$76.61	\$63.19	\$52.11	\$60.05	\$61.57	\$62.20
<i>Annual Change</i>		-0.2%	1.3%	17.4%	67.1%	-17.5%	-17.5%	15.2%	2.5%	1.0%
Operating Cost per Passenger (Actual \$)	\$13.04	\$13.19	\$14.99	\$19.16	\$22.66	\$21.93	\$24.93	\$30.17	\$33.98	\$24.03
<i>Annual Change</i>		1.1%	13.7%	27.8%	18.2%	-3.2%	13.6%	21.0%	12.6%	-29.3%
Operating Cost per Passenger (Constant \$)	\$13.04	\$12.76	\$14.02	\$17.69	\$20.76	\$19.75	\$21.92	\$25.98	\$28.86	\$20.10
<i>Annual Change</i>		-2.2%	9.9%	26.2%	17.4%	-4.8%	11.0%	18.5%	11.1%	-30.3%
Passengers per VSH	2.96	3.02	2.79	2.59	3.69	3.20	2.38	2.31	2.13	3.09
<i>Annual Change</i>		2.0%	-7.8%	-7.0%	42.4%	-13.3%	-25.7%	-2.8%	-7.7%	45.0%
Passengers per VSM	0.29	0.30	0.28	0.30	0.65	0.69	0.66	0.57	0.44	0.43
<i>Annual Change</i>		3.1%	-5.7%	6.9%	115.6%	5.3%	-4.2%	-13.1%	-23.2%	-1.0%
Farebox Recovery Ratio	9.26%	23.43%	21.48%	19.91%	37.55%	31.52%	30.92%	20.59%	25.90%	27.84%
<i>Annual Change</i>		153.0%	-8.3%	-7.3%	88.6%	-16.1%	-1.9%	-33.4%	25.8%	7.5%
VSH per FTE	1988	2010	2023	2038	837	907	1053	878	910	830
<i>Annual Change</i>		1.1%	0.6%	0.8%	-58.9%	8.3%	16.1%	-16.7%	3.7%	-8.8%
CPI Actual	206.9	213.9	221.3	224.2	225.9	229.8	235.3	240.3	243.7	247.4
<i>% Change</i>		3.4%	3.4%	1.3%	0.7%	1.7%	2.4%	2.1%	1.4%	1.5%
<i>Cumulative</i>		3.4%	6.9%	8.4%	9.2%	11.1%	13.7%	16.1%	17.8%	19.6%

Prepared for

PLUMAS COUNTY TRANSPORTATION COMMISSION

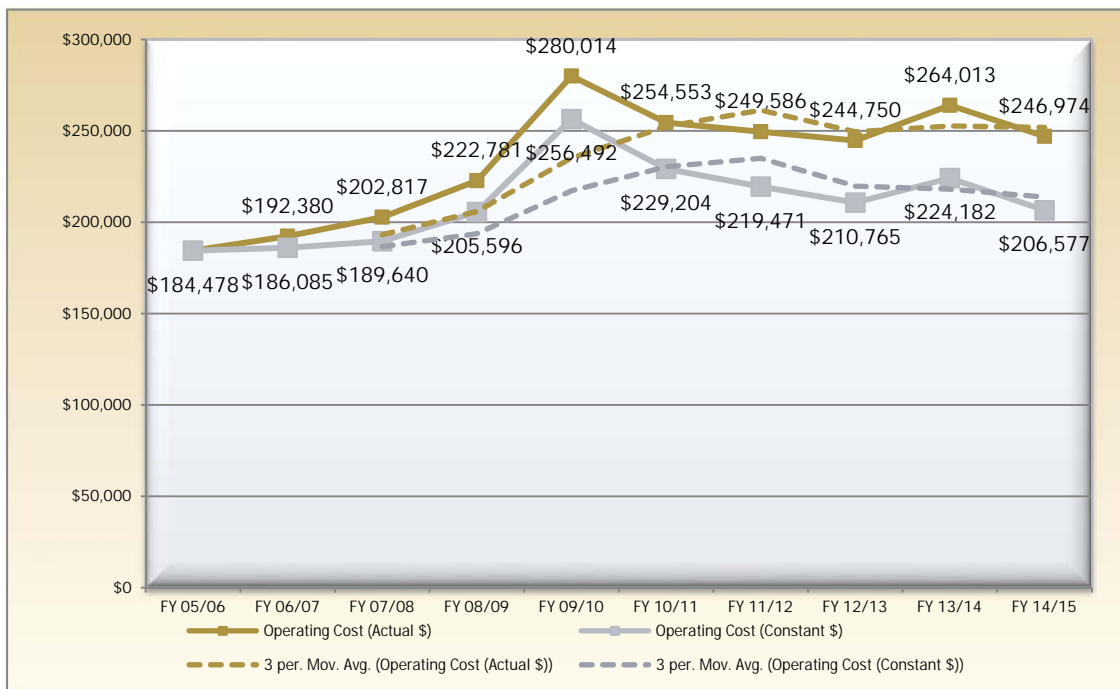
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4.2.1 OPERATING COSTS

Operating cost comprises all costs in the operating expense object classes excluding depreciation, amortization, and all direct costs for providing charter services and lease costs.

Figure 4-2 Plumas County Senior Transportation Operating Costs



Operating costs have declined since the historical high in FY 08/09. The average operating cost for the current Audit period was \$251,912 (\$213,841 in constant dollars), - 3.6% below the average during the prior Audit period (9.0% in constant dollars). Operating costs appear to include some costs related to the delivery of homebound meals.

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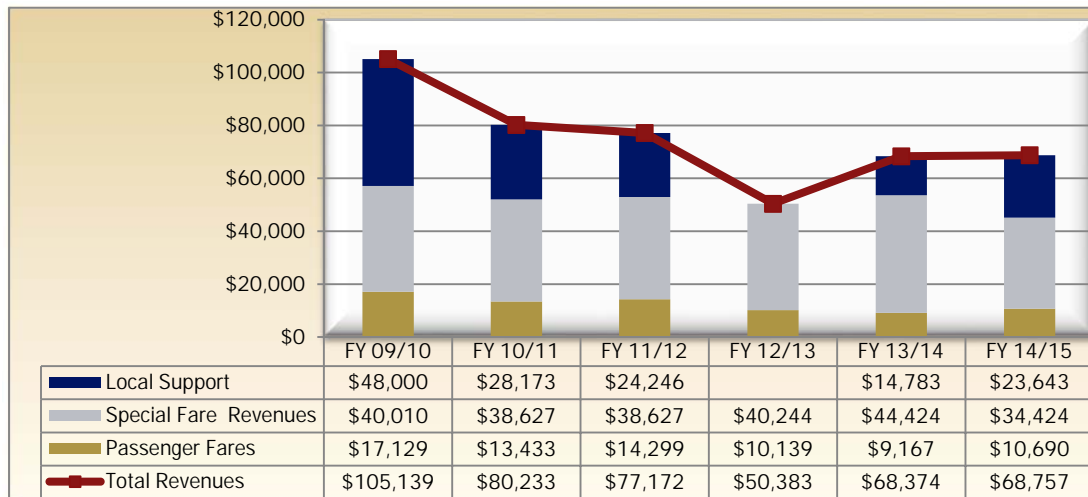
Table 4-6: Plumas County Senior Transportation Operating Cost Detail

	FY 12/13	FY 13/14	FY 14/15
Salaries & Benefits	\$196,474	\$221,225	\$198,430
Fuel	\$19,617	\$19,655	\$22,829
Maintenance	\$13,204	\$15,938	\$15,506
Other	\$15,455	\$7,195	\$10,209
Total	\$244,750	\$264,013	\$246,974

4.2.2 FARE REVENUES

Fare revenues include revenues earned from carrying passengers along regularly scheduled and demand responsive routes. It includes the base fare, zone premiums, express service premiums, extra cost transfers, and quality purchase discounts applicable to the passenger's ride. It also includes Special Transit Fares, which are revenues earned for rides given in regular transit service, but paid for by some organization other than the rider. This includes funds for rides given along special routes for which funds may be guaranteed by a beneficiary of the service. However, the revenues from the Plumas County General Fund would be more appropriately classified as local support. However, the funds received from the Area Agency on Aging through the CSU, Chico Research Foundation are more appropriately classified as Special Revenues.

Figure 4-3: Plumas County Senior Transportation Passenger and Special Fare Revenues and Local Support



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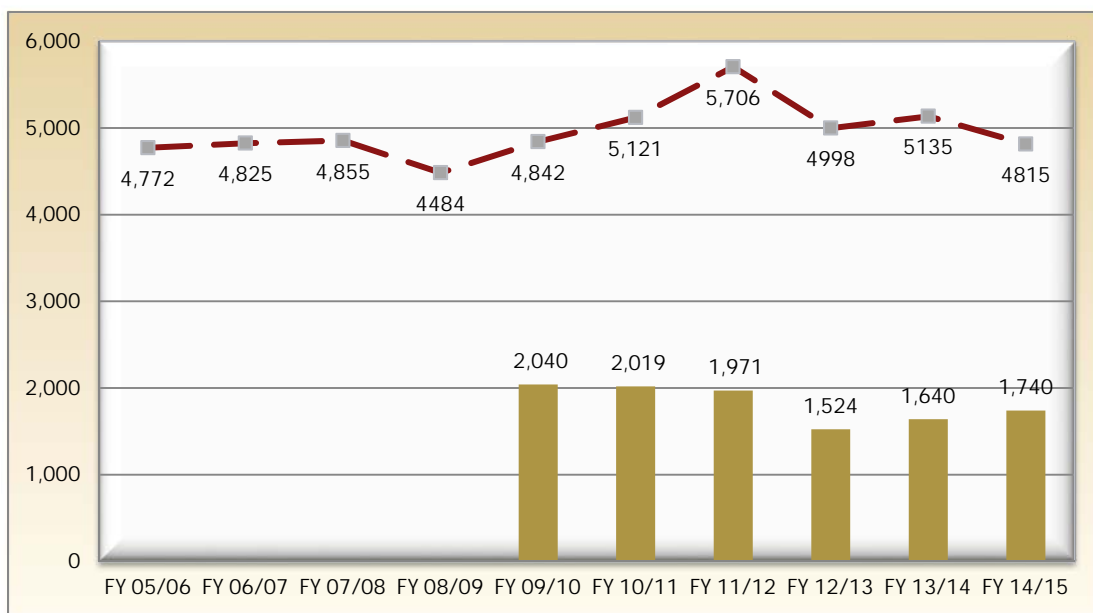
Passenger fare revenues fell 34.7% between FY 11/12 and FY 12/13 due to elimination of local support. Local support was reinstated in FY 13/14 and FY 14/15. In FY 12/13, the combined passenger fares and local support revenues were at their lowest level since FY 06/07.

4.2.3 VEHICLE SERVICE HOURS

Vehicle service hours (VSH) are the time during which a revenue vehicle is available to carry fare-paying passengers and includes only those times between the 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. VSH exclude hours of deadhead travel to the first scheduled pick up location and from the last scheduled drop-off location back to the terminal (deleting lunch and breaks, but including scheduled layovers less than 15 minutes).

For PCST, the VSH was estimated, since sufficient records were not available to separate the hours dedicated to the delivery of nutrition meals from transportation of passengers. Breaks and deadhead time were not estimated due to insufficient data; however, they are not believed to be significant.

Figure 4-4: Plumas County Senior Transportation Vehicle Service Hours and Reported Vehicle Service Hours



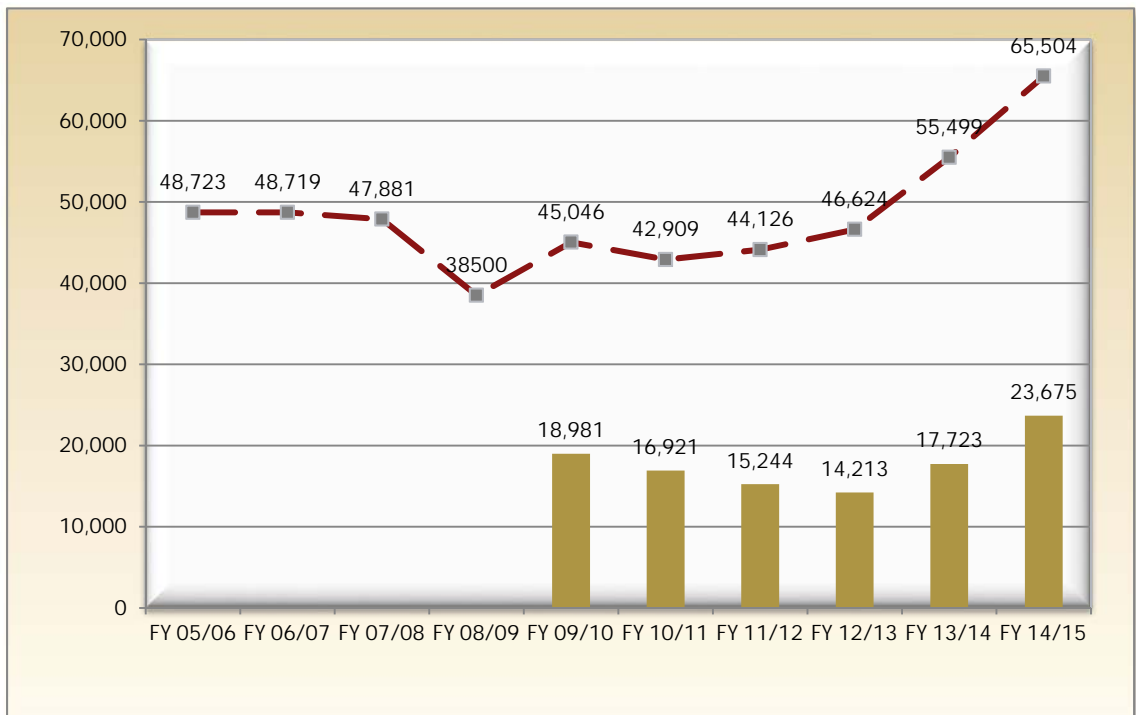
Total vehicle hours have decreased over the Audit period. During the Audit period, total VSH averaged 4,982, 4.8% below the average for the prior Audit period. The estimated VSH

for transit averaged 3,491 during this three (3) year period, 6.8% less than the average for the prior Audit period.

4.2.4 VEHICLE SERVICE MILES

Vehicle service miles (VSM) are the miles traveled by revenue vehicles during VSH.

Figure 4-5: Plumas County Senior Transportation Vehicle Service Miles and Reported Vehicle Service Miles

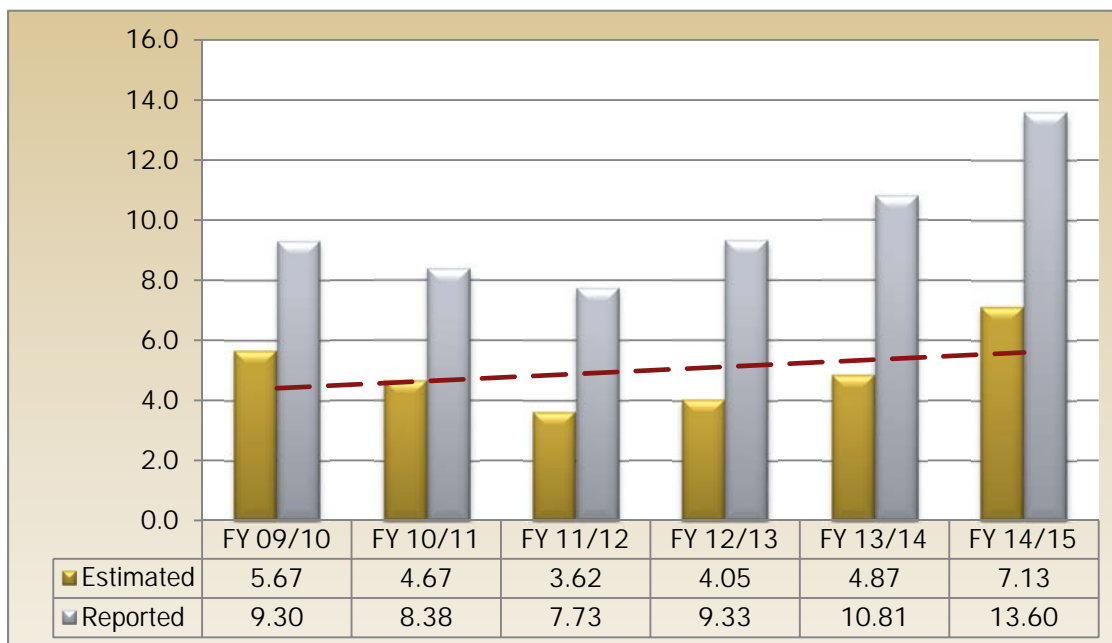


While VSH decreased during the Audit period, the VSM increased significantly. The total reported VSM averaged 55,876 during the Audit period, a 21.2% increase over the prior period. The calculated VSM for transit increased 8.0% to an average of 18,537. Reported VSM increased over the Audit period an average of 14.1% per year; calculated transit VSM increased an average of 15.8% annually. In FY 14/15, VSM was at a historic high of 65,504.

4.2.5 VEHICLE SERVICE MILES PER VEHICLE SERVICE HOUR

VSM per VSH, or speed, is a measure of efficiency. By increasing the VSM per VSH, the efficiency of the operations is increased. However, a number of factors can impact this measure, including safety, scheduling to achieve on-time performance, increased congestion, and passenger requirements, such as the number of wheelchair boardings.

Figure 4-6: Plumas County Senior Transportation Vehicle Service Miles per Vehicle Service Hours (Speed)



The indicator has increased slightly for each year of the Audit after declining during the prior Audit period. The difference between the estimated and reported VSM per VSH may be due to one of two (2) causes:

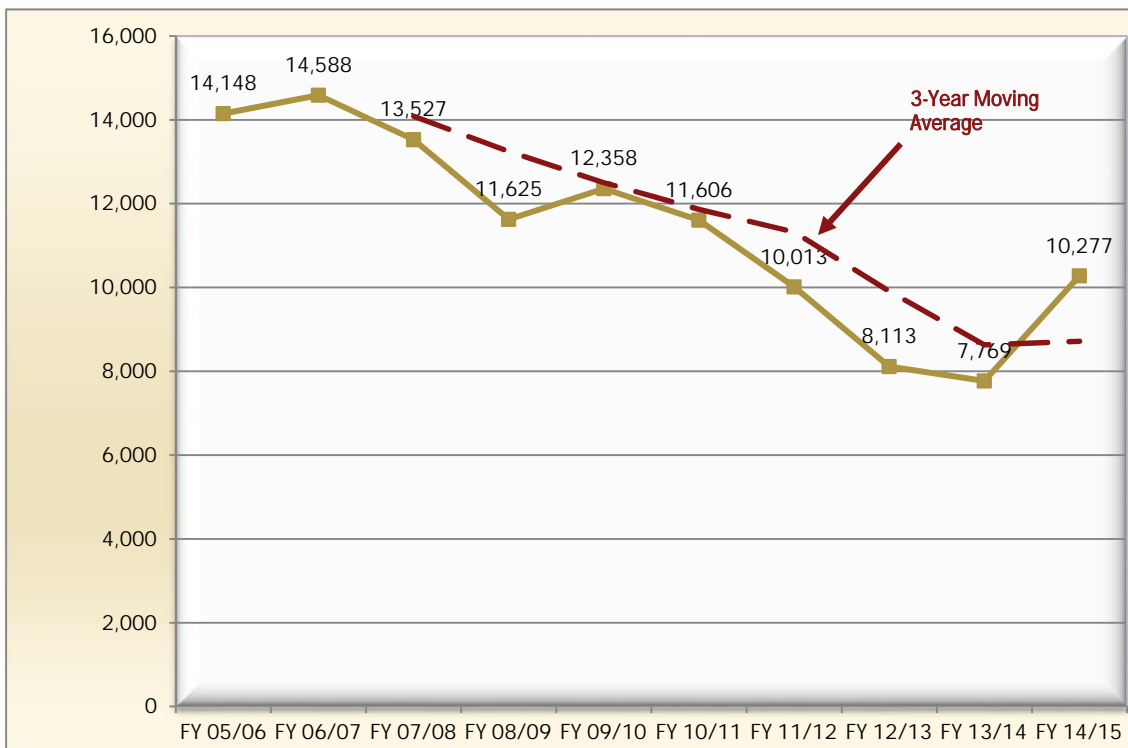
- The vehicle is not being fully unitized during the time it is available for transportation; and/or
- The estimated VSH is higher than the actual or the estimated VSM is lower than the actual.

4.2.6 PASSENGER COUNTS

Passengers are the total number of unlinked trips (i.e. trips that are made by a passenger on public transportation that involves a single boarding and departure), whether revenue-producing or not.

Plumas Transit Systems passenger count declined an average of 3.5% annually during the 10-year analysis. Ridership reached a historic low in FY 13/14. In FY 14/15, the negative trend reversed and PCST ridership increased 32.2%.

Figure 4-7: Plumas County Senior Transportation Ridership 10-Year Trend



4.3 TDA-Required Performance Indicators

Performance indicators provide a measure of the efficiency and effectiveness of the transit operations. The following Performance Indicators were analyzed:

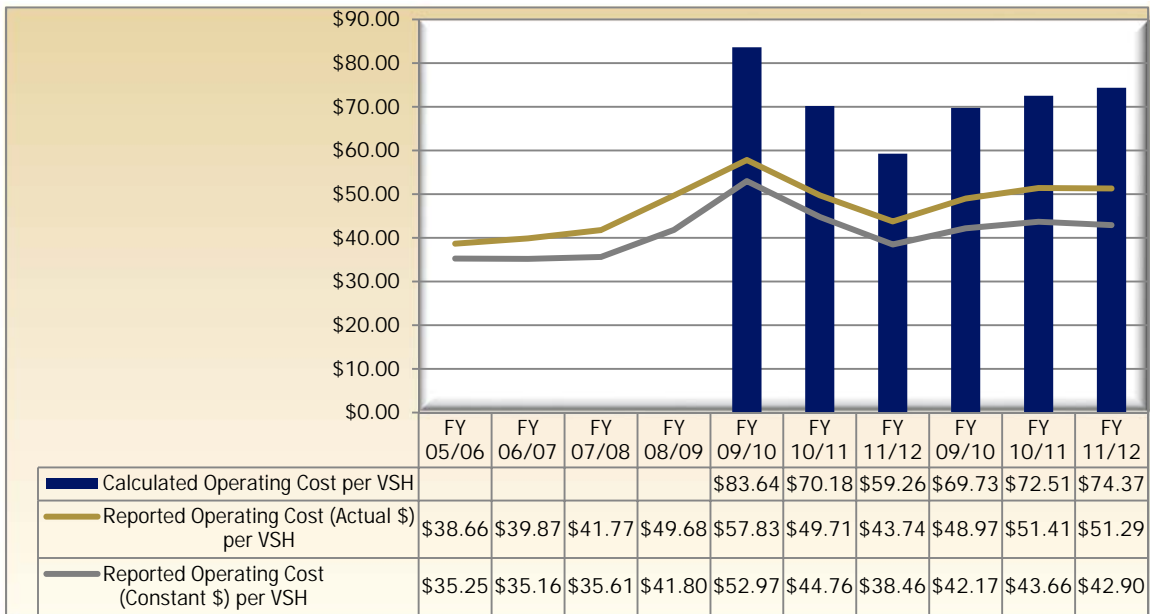
- **Operating Cost per Vehicle Service Hour** - indicates cost efficiency of the operations;
- **Operating Cost per Vehicle Service Mile** - although not a TDA-required performance measure, provides insight to the cost efficiency of the operations, particularly in rural areas;
- **Operating Cost per Passenger** - indicates cost effectiveness of the operations;
- **Passengers per Vehicle Service Hour** - indicates service effectiveness of the operations;
- **Passengers per Vehicle Service Mile** - another measure of service effectiveness;
- **Vehicle Service Hours per Employee** - measures the operations productivity;
- **Farebox Recovery** - although not classified as a performance indicator, is a TDA requirement and provides an indicator of the economy of the operations; and
- **Fare Revenue per Passenger** - although a non-TDA indicator, provides insight to the farebox recovery ratio.

Performance indicators for the Audit period were compared to the previous Audit periods and plotted to present a 10-year trend. Although a 10-year trend was plotted, the performance indicators from the prior audit appear to be problematic and may not have strictly applied TDA definitions.

4.3.1 OPERATING COST PER VEHICLE SERVICE HOUR

Operating cost per vehicle service hour (VSH) measures cost efficiency. The lower the operating cost is for each VSH, the more cost-efficient the service.

Figure 4-8: Plumas County Senior Transportation Operating Cost per Vehicle Service Hour 10-Year Trend



The VSH had been consistently over-reported by PCST, with the reported VSH and VSM including nutrition meal deliveries for homebound seniors.

For the Audit period, the operating cost per VSH was recalculated based on an estimate of the actual VSH related to transit (blue columns).

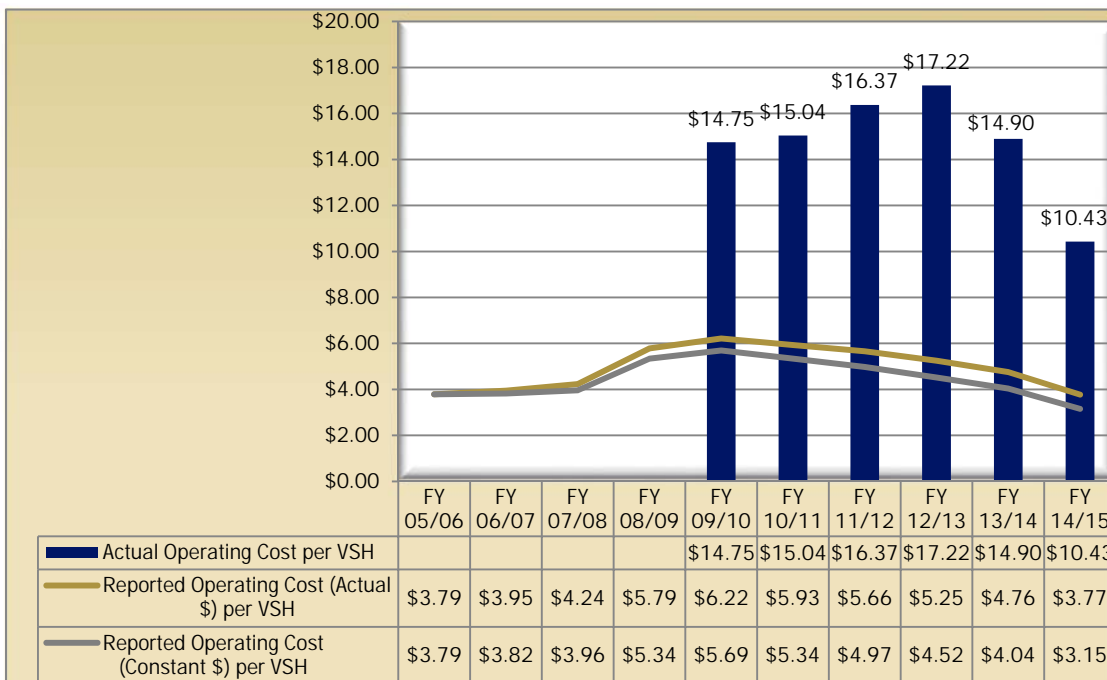
Since a 10-year trend would not be meaningful, the reported operating cost per VSH was graphed. While the actual numbers are considerably different, they are proportional to the actual operating cost per VSH. On the trend analysis, the indicator reached a historic high (unfavorable in FY 09/10 before retreating during the following two (2) years). During the Audit period, the indicator increased an average of 7.9% annually in actual dollars (6.1% after inflation).

Although the actual operating cost per VSH is higher than reported, the indicator is lower or consistent with other small on demand systems.

4.3.2 OPERATING COST PER VEHICLE SERVICE MILE

Although not a TDA-required indicator, operating cost per vehicle service mile (VSM) provides another measure of cost efficiency. Similar to operating cost per VSH, the lower the performance indicator, the more cost-efficient the service.

Figure 4-9: Plumas County Senior Transportation Operating Cost per VSM 10-Year Trend



The VSM had been consistently over-reported by PCST, with the reported VSH and VSM including nutrition meal deliveries for homebound seniors.

For the Audit period, the operating cost per VSM was recalculated based on an estimate of the actual VSM related to transit (blue columns).

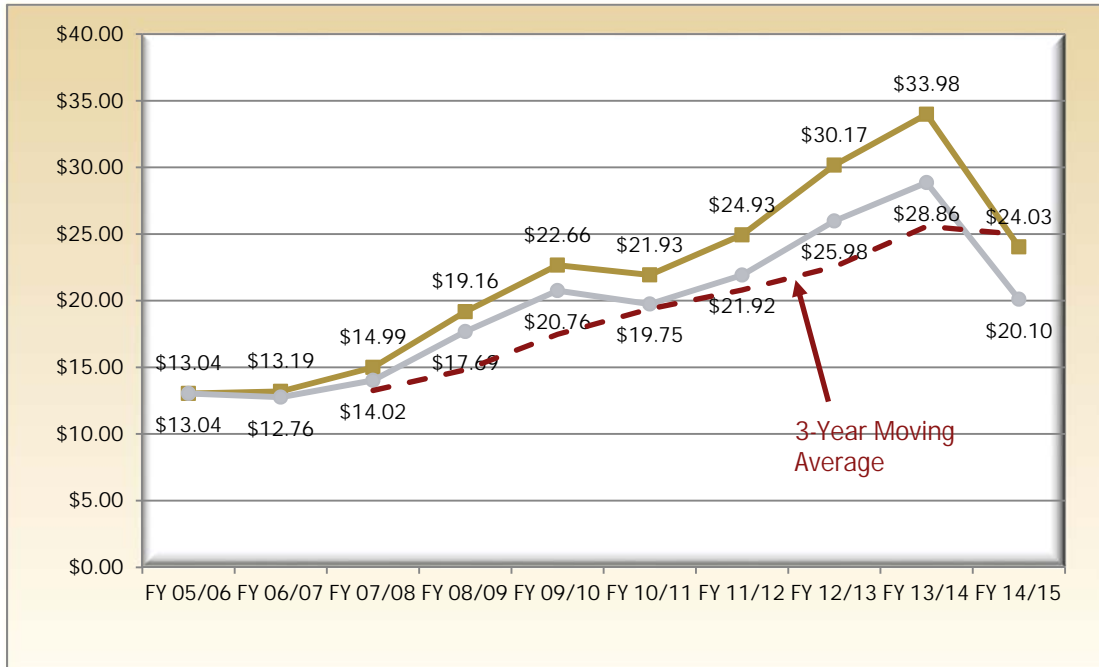
Since a 10-year trend would not be meaningful, the reported operating cost per VSM was graphed. While the actual numbers are considerably different, they are proportional to the actual operating cost per VSH.

The 10-year trend indicates that after a historic high in FY 09/10, the first year of the prior Audit, the indicator declined favorably in FY 09/10. The calculated Operating Cost indicates a high in FY 12/13, declining an average of 14.0% annually. The favorable trend is due to the increase in VSM; however, the operating costs include some nutrition costs.

4.3.3 OPERATING COST PER PASSENGER

Operating cost per passenger measures cost-effectiveness. As the operating cost per passenger increases, the cost-effectiveness of the service decreases. Decreases in operating cost or increases in the number of passengers favorably affect this indicator.

Figure 4-10: Plumas County Senior Transportation Operating Cost per Passenger

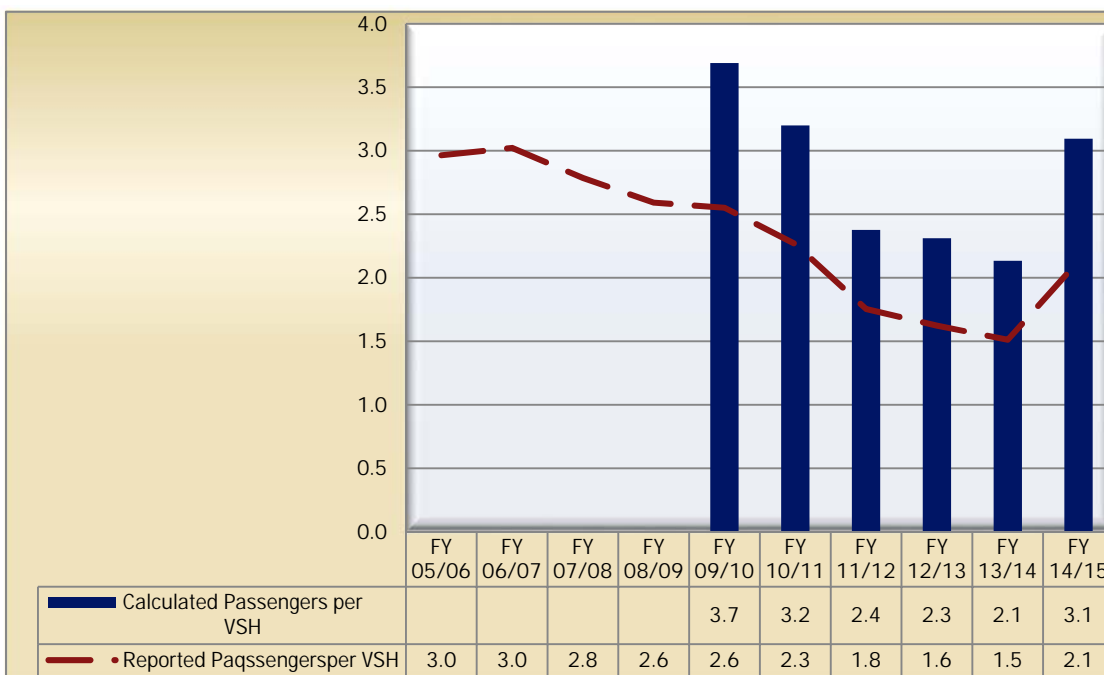


The operating cost per passenger has increased steadily since FY 05/06. After the FY 05/06, costs increased at a rate of 12.7% annually until FY 14/15. In FY 14/15, the operating cost per passenger declined favorably by 29.3%. This is related to the 32.3% increase in ridership.

4.3.4 PASSENGERS PER VEHICLE SERVICE HOUR

Passengers per vehicle service hour (VSH) is an indicator of service effectiveness. The higher the number of passengers per VSH, the more effective the service is determined to be. Even small decreases in the ridership can have a major impact for this indicator when VSH remains constant or increases.

Figure 4-11: Plumas County Senior Transportation Passengers per VSH 10-Year Trend



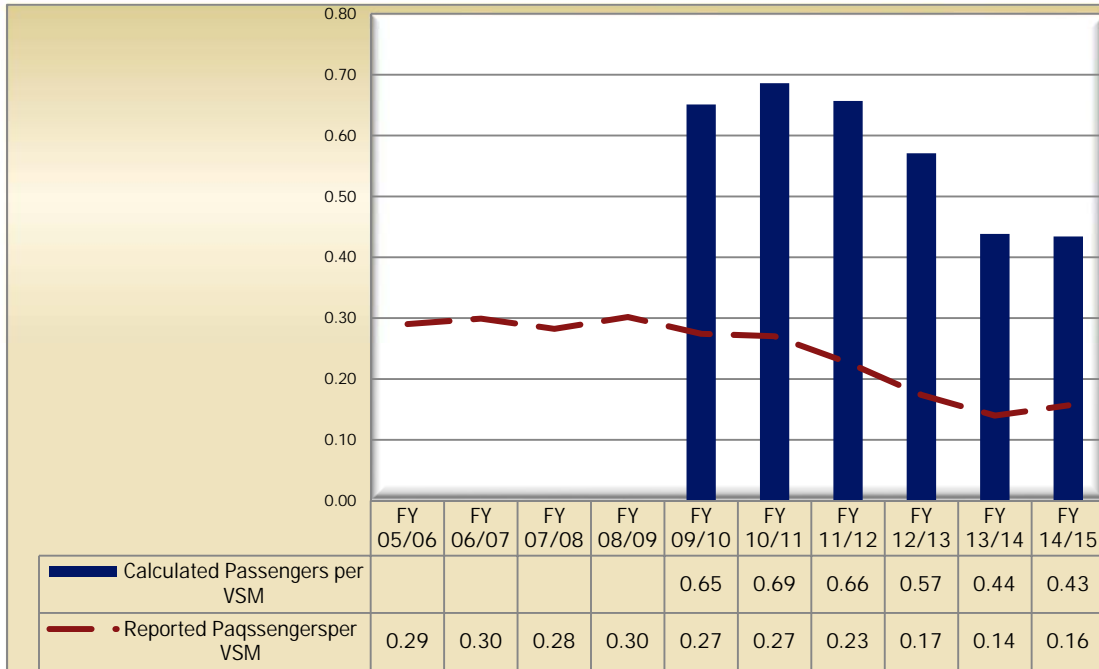
As previously discussed, the reported passengers per VSH was under-reported due to the incorrect reporting of VSH.

The trend line uses the reported passengers per VSH, which is proportional to the actual number for this indicator. The trend shows a steady decline in the indicator since its historic high in FY 05/06 through FY 13/14. In FY 14/15 Passengers per VSH increased 45%, as the number of passengers increased and the VSH declined.

4.3.5 PASSENGERS PER VEHICLE SERVICE MILE

Passengers per vehicle service mile (VSM) provides another measure of service effectiveness. As the number of passengers per VSM climbs, the productivity of the service increases.

Figure 4-12: Plumas County Senior Transportation Passengers per VSM 10-Year Trend



As previously discussed, the reported passengers per VSM were underreported due to the incorrect reporting of VSM.

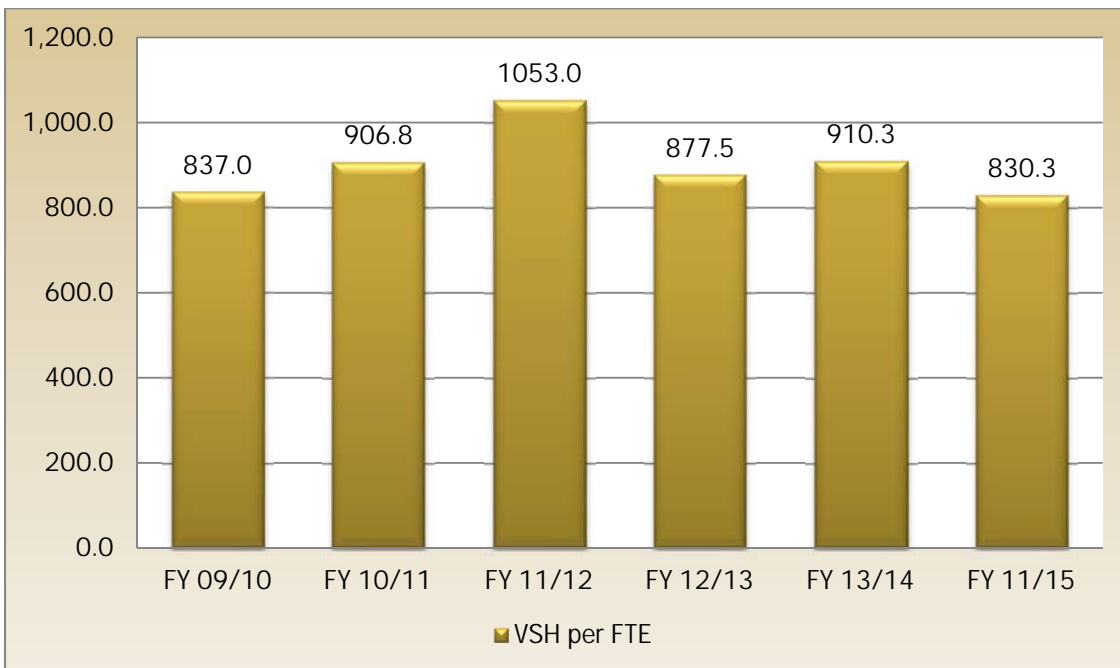
The 10-year trend was completed using the reported indicator, which though approximately half the value of the actual passengers per VSM is proportional to the actual. The indicator declined during the Audit period reaching a historic low in FY 14/15. During the Audit period the indicator trended unfavorably an average of 12.9% per year.

4.3.6 VEHICLE SERVICE HOURS PER FULL-TIME EQUIVALENT

Vehicle service hours per full-time equivalent (VSH per FTE) is an indicator of service productivity. As the number of VSH per FTE (2,000 employee hours equals one FTE) climbs, the productivity of the operation increases.

Both VSH and FTE were miss-reported during the Audit period and in prior periods. The graph only shows the current estimates for this and the prior audit period, which also recalculate the VSH and FTE.

Figure 4-13: Plumas County Senior Transportation VSH per FTE

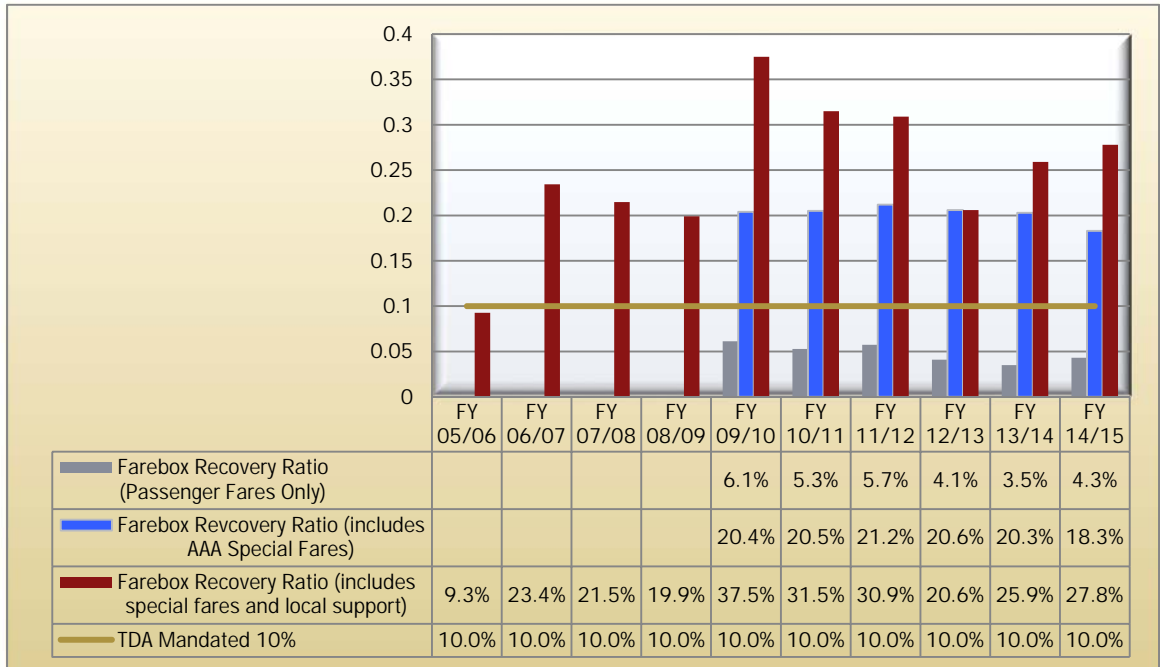


The trend during the Audit period declined in productivity based on VSH per FTE.

4.3.7 FAREBOX RECOVERY RATIO

TDA requires a farebox recovery ratio of at least 10% for Plumas County Seniors Transportation as an operator that provides services exclusively for the use of seniors and persons with disabilities.

Figure 4-14: Plumas County Senior Transportation Farebox Recovery Estimate



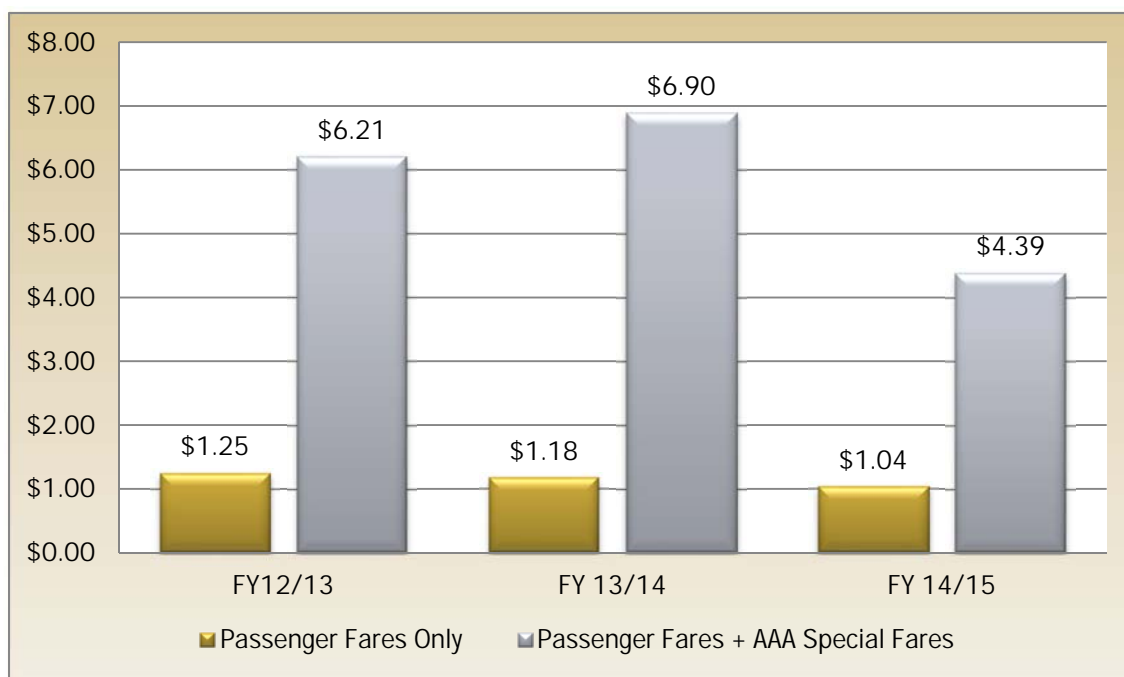
The service has exceeded the mandated 10%. During the current Audit period, the farebox recovery ratio declined in FY 12/13 due to the lack of local support from the general fund; however, with the special fares from Area Agency on Aging through the CSU, Chico Research Foundation, it remained above 10%. Although the farebox recovery ratio from donations and special fares declined during the Audit period, with the addition of local support in FY 13/14 and FY 14/15, the farebox recovery ratio increased to 27.8%.

4.3.8 FARE PER PASSENGER

The fare per passenger performance indicator is comprised of the passengers and fare revenue Performance Measures. Although not a TDA indicator, the fare per passenger may provide insight into the farebox recovery ratio.

The suggested donation is \$3.00 round trip (\$1.50 per trip) for in-city with out-of-city trips higher. Assuming 90% or more of the trips are in town, the fare per passenger averaged \$1.16 over the Audit period, indicating that only a small percentage of the clients are donating the full amount; however, with the special fares from the Area Agency on Aging, the average fare per passenger averaged \$5.83, though FY 14/15 saw a substantial drop in contributions.

Figure 4-15: Plumas County Senior Transportation Fare per Passenger



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5.0 FUNCTIONAL REVIEW

The primary functions of Plumas County Senior Transportation (PCST), as a transit operator, are reviewed within this section. The functions are reviewed in terms of their efficiency and effectiveness of the subsequent activities of each function. An assessment of the resources committed to the functions provides a useful insight into Plumas County Seniors Transportation's (PCST) priorities and how successful it is in meeting them.

The following specific aspects of PCST are examined in this section:

- General Management and Organization;
- Service Planning;
- Goals, Objectives, and Standards;
- Scheduling, Dispatch, and Operations;
- Personnel Management and Training;
- Marketing and Public Information; and
- Maintenance.

This Triennial Performance Audit covers the three (3) fiscal years between FY 12/13 and FY 14/15.

5.1 General Management and Organization

The **General Management and Organization** function of PCST is considered by its Organizational Structure and Reporting as well as by its level of **Administrative Oversight**.

The audit assesses the overall administration and management practices through interviews with management and staff as well as by reviewing management directives and the general operating practices of PCST.

5.1.1 MANAGEMENT AND ORGANIZATION

The actual organizational structure of PCST is blurred. County Service Area (CSA) #12 is the stated *Transportation Operator* on the contract and reporting. CSA #12 was formed in June 1982. The law allows residents or county supervisors to initiate the formation of a County CSA. A CSA is authorized to provide a wide variety of services, including transit. A CSA may issue General Obligation or Revenue Bonds, or form improvement areas for the purpose of issuing bonds that specifically benefit, and will be charged to, only part of the CSA. Any bond issuance or other long-term debt will require approval of voters residing within the CSA. Once approved, the CSA is normally granted limited powers and the County Board of Supervisors act as the CSA board.

Prepared for

PLUMAS COUNTY TRANSPORTATION COMMISSION

CSA #12 was authorized by the Board of Supervisors of Plumas County with the *power to provide transportation services in accordance with County Service Area Law*. Current references indicate, CSA #12 Senior Transit was established to provide senior transit services for the County. CSA# 12 is the designated Consolidated Transportation Service Agency (CTSA) for Plumas County. As such it is eligible for Article 4.5 funding.

The CSA#12 is generally under the management of the County of Plumas Public Works Division. The Plumas County Public Health Agency, however, operates the Senior Transportation as part of the Senior Nutrition and Transportation program. The Agreement between the County of Plumas and Plumas CSA #12 was entered into in 1984 and does not appear to have been updated since that time. According to the agreement:

CSA #12 (the Transportation Provider) will provide a bus for senior citizens in each of the major population areas of the County. Service provided to seniors as a group will be on a modified route system.

The County will solicit funds from the Local Transportation Fund and provide such funds to the Transportation Provider for capital acquisition and operating costs of the Transportation Provider.

As a CSA, the County Board of Supervisors would be the governing and policy body. The Board is also the governing and policy body for the County Department of Public Health.

PCTC approves funding requests to the Senior Nutrition and Transportation program on a quarterly basis.

5.1.2 ORGANIZATIONAL STRUCTURE

During the Audit period, management has been in flux. Previously, the Division Director of Senior Nutrition & Transportation was responsible for all aspects of program operation, maintenance, and administration with support from the Department of Public Health. After the retirement of the Division Director, responsibility fell to the Assistant Director of Public Health. In January 2014, the day-to-day responsibility was assumed by a recently hired Management Analyst and Interim Coordinator. In May 2015, the Senior Services Director was hired full time. The Senior Services Director is responsible for both nutrition (50%) and transportation (50%). Although no experience in transportation management, the incumbent has extensive experience in a number of different positions within senior services, including site coordinator, cook, and driver. He visits all sites at least two (2) times each month and fills in when in need of drivers, who are absent.

A Site Coordinator oversees the day-to-day operations of both the Seniors Nutrition and Transportation programs at the (4) nutrition sites. Site Coordinators at each of the four (4) nutrition sites report to the Senior Services Director. A key driver is located at each site. Driver responsibilities include maintenance of the vehicle, driving passengers, and delivering home meals.

5.1.3 ADMINISTRATIVE OVERSIGHT

During the Audit period, computers were installed at each of the nutrition sites. However, all tracking and reporting occurred at the Department's main offices. An Administrative Assistant records data from the trip sheets and provides monthly reports using Excel.

The Department of Public Health files quarterly reports, which are provided to the PCTC who then reviews the reports.

Upon approval of the annual transit services budget by PCTC, the County provides funds to the contractor in four (4) equal installments at the beginning of each quarter for transit operations during the upcoming quarter.

5.1.4 ADMINISTRATION

The County of Plumas provides support functions to the Seniors Nutrition and Transportation Division, including procurement, IT, personnel, payroll, and accounting. Use of computers and basic software appeared limited, with no field support.

5.2 Service Planning

The planning of routes, schedules, and other service attributes determine if the service provided is appropriate to meet the transit needs within Plumas County. Planning was assessed through a review of a **SHORT RANGE TRANSIT PLAN (SRTP)** and on-going evaluation tools, such as monthly and annual reports. Service planning incorporates—

- Short-range planning;
- Evaluation of routes;
- Goals, objectives, and standards;
- Planning for special transportation needs;
- Public participation; and
- Surveys of riders/non-riders.

During the Audit period, several planning studies were completed that addressed PCST and its clientele.

The **PLUMAS COUNTY SHORT RANGE TRANSIT PLAN** was adopted on March 16, 2015. In the SRTP, the population was described as growing slowly and aging. While the County's population has remained relatively unchanged over the last 20 years, significant changes are evident in the "Age" demographic. In 1990, the population of people over the age of 60 was 4,494. In 2000, this number rose to 5,045, a 12.2% increase. In 2010 this population again grew to 6,084, which represents an increase of 20.6% over the last 10 years. This trend may be attributed to a lack of jobs for those age groups in the work force, and the number of residents migrating to the County for retirement purposes. Regardless of economic conditions, the population of those residents over 60 is projected to grow due in large part to the large number of retirement communities located in Plumas County. The population of this "target" group is projected to grow at the same rate as it has over the last 20 years, roughly 17% over the next 10 years. This growth is expected to be distributed primarily within the Chester, Quincy, and Graeagle areas as these have either large retirement communities or suitable access to health care services.

Although the **SRTP** emphasized the needs of an aging population, few recommendations were put forth to address PCST and its clientele. The plans established the need for an Americans with Disabilities Act (ADA) compliance policy, which has since been adopted.

It also recommended a Mobility Management program to coordinate transportation services, which is in its formative stage and administered by Plumas Rural Services (PRS), which operates Plumas Transit System (PTS).

THE COORDINATED PUBLIC TRANSIT-HUMAN SERVICES TRANSPORTATION PLAN FOR PLUMAS COUNTY was completed on January 30, 2015. **THE COORDINATED PLAN** was intended to meet the coordinated-planning requirement as well as to provide Plumas County Transportation Commission and its partners a "blueprint" for implementing a range of strategies intended to promote and advance local efforts to improve transportation for persons with disabilities, older adults, and persons with low incomes. As with the **SRTP**, the **COORDINATED PLAN** determined that Plumas County's population was aging. It concluded that while in 2010, 20.7% of Plumas County's population was age 65 or older, between 2010 and 2030, the number of people 65 and older overall was expected to grow by 70%, and by 2040 it was estimated that approximately 33.4% of the county will be a senior citizen. It developed six (6) strategies for addressing the needs of seniors and other mobility disadvantaged residents in Plumas County.

- **Strategy 1--** Maintain, evaluate, and strengthen transportation service(s);
- **Strategy 2--** Multi-organizational approach to solutions;
- **Strategy 3--** Implement strategies from marketing plan/assessment;

- **Strategy 4--** Establish a Mobility Management function;
- **Strategy 5--** Maintain and strengthen interregional transportation connections; and
- **Strategy 6--** Improve bus stop/shelter accessibility and functionality.

Again while, addressing many of the needs of disadvantaged individuals, it did not provide planning direction for PCST. The strategies appear to be broader and more encompassing.

5.2.1 STRATEGIC PLANNING

In January of 2012, the County Health Department held strategic planning workshops with all the Division Managers. The purpose was to examine the grant funding and programs and develop a plan for the next three (3) to five (5) years. A community profile was completed. Transportation was determined to be one (1) of the critical issues, especially for low-income and the elderly. A follow-up to the 2012 Strategic Plan has not been initiated.

5.3 Scheduling, Dispatch, and Operations

PCST's day-to-day operations are critical to the success of the service. Through interviews with staff and observation of operations and dispatch procedures, assessed was—

- Assignment of drivers;
- Vacation, absences, sick leave;
- Assignment of passengers (demand response services);
- Part-time and relief drivers;
- Vehicle assignments; and
- Current contractors.

The transportation program is operated from each of four (4) Senior Nutrition Centers:

- Chester;
- Greenville;
- Quincy; and
- Portola.

The Nutrition Centers are open 8:00 a.m. to 1:30 p.m. The transportation program is open to individuals 60 years or older or residents who are married to someone 60 years or older.

The individual calls the local Nutrition Center and the site manager for the Center determines the pickup time based on the availability and needs of the client. The site manager records the time of the client's appointment and pickup time and location on a desk calendar.

From approximately 10:45 a.m. to 1:00 p.m., the drivers deliver nutrition meals to homebound seniors. Transportation is generally recorded around those times. The time will vary from location to location. Some locations will provide limited transportation to individuals during meal deliveries, but at other locations that have a large number of meal deliveries spread out over a large area, individual transportation is restricted during the delivery period.

Although on-site computers have been installed at all locations, all scheduling is done manually. The client will call the center and schedule with the site managers. Reservations are recommended to be made 24 hours in advance. When the driver reports to work, he receives the schedule showing the times and pickups along with meal deliveries.

Each location has a schedule for local and out-of-area trips as outlined in *Table 5-1: Trip Schedule by Nutrition Center*.

Table 5-1: Trip Schedule by Nutrition Center

	NUTRITION CENTER			
	CHESTER	GREENVILLE	PORTOLA	QUINCY
Local Shopping	Tuesday & Fridays	Thursday	Wednesdays & Fridays	Fridays
Chico	1 st Monday of the every month			
Quincy		1 st Friday & 3 rd Wednesday of every month	1 st & 3 rd Tuesday of every month	
Reno			1 st Saturday and 3 rd Thursday of every month	1 st Saturday & 3 rd Thursday of every month
Susanville	Wednesdays	2 nd & 4 th Saturday of every month		

5.4 Personnel Management, Training, and Safety

Senior Transportation's personnel are its most important asset and have a direct impact on the quality and consistency of the service. We reviewed personnel policies, wage and benefit scales, new and ongoing driver training syllabi, other training opportunities, turnover rates, and interview staff and management to determine the effectiveness of the personnel management. Included in the review are—

- Recruitment;
- Motivation;
- Training and safety; and
- Benefits.

One (1) driver is assigned to each of the four (4) locations. The site coordinators and drivers are employees of the County of Plumas. Drivers and site coordinators are part-time employees. The Department of Public Health staff is full-time. The County of Plumas presently pays a portion of the monthly premium for medical, dental, vision, and prescription insurance plans for full-time employees and a prorated portion for part-time employees. However, one (1) driver is an *Extra Help Employee*, and as such, does not receive prorated benefits. Currently, the only plan offered to General, Crafts & Trade and Mid-Management employees is Operating Engineers and the only plan offered to Sheriff, and Department Heads is CalPERS.

Each permanent employee is entitled to one and one-fourth (1 ¼) working day per month-accumulated sick leave. Accumulation begins on the first day of employment. Part-time employees accrue benefits on a prorated basis.

Plumas County contracts with the California Public Employees' Retirement System (CalPERS) for retirement benefits for its employees. Participation is mandatory from the beginning of employment as a regular full or part-time employee. Currently, the County pays the employee's contribution to the system.

The previous Division Director was a Department of Transportation-certified trainer. The current Director has taken the classroom training, but has not yet completed his certification, which requires out-of-area training.

A comprehensive Driver Training Program was developed. The program includes—

1. New Driver: Orientation;
2. New Driver; Classroom;
3. New driver: Behind the Wheel & Route Training;
4. Defensive Driving (recurring every four (4) years);
5. Sensitivity Training (recurring each year);
6. Emergency Preparedness: ICS 100, 200 & 700 (recurring every four (4) years);
7. Emergency Preparedness: EPO Brief/Drill (one per year); and
8. First Aid and CRP (recurring every two (2) years).

The Director of Safety for the Department of Public Health provides ongoing safety material and training to all employees.

5.5 Marketing and Public Information

Keeping stakeholders informed and involved helps ensure the public is adequately served and has the necessary information to use and support public transportation. Relevant marketing, public outreach, and operational support efforts were identified. Both special, short duration programs, as well as on-going programs, were included for the period of the Audit. We examined —

- Marketing and public information;
- Public involvement and input; and
- Intergovernmental communications.

Very little information was available regarding the Senior Transportation program. The only public information that we located during the Audit was on the County of Plumas website. To get to the information, the viewer had to first click on "Departments G-Z" then "Public Health Agency" then "Senior Services." The available information was limited. The four (4) nutrition sites, plus Bairsden were listed. The following page shows information regarding the Transportation Program.

Transportation Program

Transportation is available for senior citizens to and from locations including:

- *Doctor appointments*
- *Hairdresser appointments*
- *Nutrition sites*
- *Shopping outings*

Reservations are required for transportation. Please call your local nutrition site, at one of the above numbers, at least 24 hours ahead to reserve a ride.

Information regarding the program was included in the Senior Newsletters, which are published sporadically.

A simple flyer outlining the program and the transportation schedule at each of the Nutrition Centers is available at the site. Most information about the program is by word of mouth.

5.6 Maintenance

The quality of the maintenance program directly affects the quality of service and the value of the operators' rolling stock. Used were many of the same techniques in reviewing the maintenance records, policies, procedures, and records that we use in performing full maintenance audits and inspections. We examined—

- Preventive maintenance;
- Sufficiency of facilities;
- Vehicle condition;
- Repair conditioning;
- Outsourcing; and
- Third-party maintenance.

The Transportation Program has an older fleet. With an average age of 10 years, all vehicles are at or over the five (5) year FTA recommended life. With proper maintenance

and relatively low mileage, the vehicles can have a longer serviceable life. Table 5-2 displays the fleet listing for PCST.

Table 5-2: Plumas County Senior Transportation Fleet Listing

Number	Location	Year	Make	Capacity	Approximate Mileage
007	Portola	2003	Ford E450	12 Passenger - W/C	113,360
017	Quincy	1999	Ford E350	15 Passenger (seats 10)	142,176
036	Quincy	2002	Chevrolet	10 Passenger – W/C	86,932
089	Quincy	2008	Ford E250	5 Passenger – W/C	43,472
099	Greenville	2006	Ford E350	12 Passenger – W/C	68,847
136	Chester	2006	Ford E350	12 Passenger – W/C	83,671
	Quincy	2004	Ford Focus	4 Passenger	111,367
	Quincy	2006	Dodge Caravan	6 Passenger	84,000
	Portola	1996	Jeep Cherokee	4 Passenger	198,408
	Chester	2002	Subaru Impreza	4 Passenger	137,842
	Quincy	2013	Dodge Journey	6 Passenger	52,146
	Quincy	2012	Chrysler 200LX	5 Passenger	49,249
	Quincy	2014	Toyota Sienna	7 Passenger	8,318

Although the drivers are generally responsible for the maintenance of the vehicles, using local vendors, the new Director of Senior Services has developed an Excel Workbook with a page for each vehicle, which he tracks the mileage and all service. The spreadsheet calculates the mileage for the next service Preventive Maintenance. Inspections are scheduled every 90 days or 3,000 miles using the CHP A-B-C inspection. The CHP no longer performs terminal inspections at the locations due to the size of the vehicles.