

FY 2016-2018  
TRIENNIAL  
PERFORMANCE  
AUDIT



**PLUMAS SENIORS  
TRANSPORTATION**

June 2019

*Submitted to:*  
Plumas County  
Transportation Commission

*Submitted by:*

**Michael Baker**

INTERNATIONAL

# TABLE OF CONTENTS

Section I.....	1
Introduction .....	1
Overview of the Transit System.....	1
Section II.....	6
Operator Compliance Requirements.....	6
Section III.....	13
Prior Triennial Performance Recommendations.....	13
Section IV .....	17
TDA Performance Indicators.....	17
Section V .....	24
Review of Operator Functions .....	24
Operations .....	24
Maintenance .....	25
Planning .....	26
Marketing.....	26
General Administration and Management .....	27
Section VI .....	28
Findings.....	29
Recommendations.....	31

## Section I

### Introduction

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

The Plumas County Transportation Commission (PCTC) engaged Michael Baker International to conduct the TDA triennial performance audit of the public transit operators under its jurisdiction in Plumas County. This performance audit is conducted for Plumas Seniors Transportation (PST) covering the most recent triennial period, fiscal years 2015–16 through 2017–18.

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

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

### Overview of the Transit System

PST has provided senior transportation services to Chester, Greenville, Quincy, and Portola since 1975. In 1998, the program was organized under the Plumas County Public Health Agency as part of its Senior Nutrition and Transportation outreach to provide oversight for personnel, grant compliance, and fiscal services. The transportation program provides rides to area senior citizens to access the County’s nutrition program sites, medical appointments, shopping, and other activities. Approximately two-thirds of PST’s operations are funded by PCTC through the TDA with the remaining support coming from the County General Fund, rider donations, grants, and the Mental Health Services Act (MHSA) fund.

Plumas County is located in northeastern California, topographically defined by the Sierra Nevada and Cascade Mountain Ranges, which are composed of heavily forested rugged terrain and river canyons. The county is bordered by Lassen and Shasta Counties to the north, Sierra County to the south, Butte and Tehama Counties to the west, and Lassen County to the east. The elevation ranges from 1,600 feet along the Feather River Canyon to more than 8,000 feet near Adams Peak in eastern Plumas County. Plumas County was established and incorporated on March 2, 1857. The county derives its name from the Spanish term for the Feather River (Rio de las Plumas), which traverses the region. The local economy is dominated by education, government, manufacturing, retail and wholesale trade, and hospitality and tourism. The agricultural sector in Plumas County is very small, accounting for less than 1 percent of all jobs in the county.

A demographic snapshot of key cities and the county is presented in Table I-1:

**Table I-1  
Plumas County Demographics**

City/Jurisdiction	2010 US Census Population	Change from 2000 US Census %	Population 65 Years & Older % (2010 US Census)	2012-2016 American Community Survey	2019 DOF Population Estimates
<b>Total Plumas County</b>	<b>20,007</b>	<b>-3.9%</b>	<b>20.76%</b>	<b>18,754</b>	<b>19,779</b>
City of Portola	2,104	-8.4%	14.45%	2,082	1,976
Unincorporated Area	17,903	-3.4%	21.50%	16,672	17,803
<i>Chester</i>	2,144	-7.4%	14.51%	2,195	n/a
<i>Graeagle</i>	737	-11.3%	43.01%	636	n/a
<i>Greenville</i>	1,129	-2.7%	16.83%	1,002	n/a
<i>Quincy (County Seat)*</i>	4,217	-1.4%	15.79%	4,331	n/a

Source: 2010 U.S. Census; 2012-2016 American Community Survey; California Department of Finance, 2018 Population Estimates

\*Population data for Quincy reflects the combined census-designated data for the communities of Quincy and East Quincy.

The community of Quincy is the county seat and the City of Portola is the county’s only incorporated city. Quincy is the county’s largest census-designated place with a population of 4,217 based on the 2010 Census. The county has experienced a decrease in population between the 2000 and 2010 US Censuses. Plumas County has a large senior citizen population, composed of residents aged 65 and over. Based on the 2010 Census, seniors compose about 21 percent of the county’s population. The 2019 population for Plumas County is estimated to be 19,779 as reported by the California Department of Finance, a slight decline from the 2010 Census figures. Other communities and census-designated places include Chester, Graeagle, Greenville, Lake Almanor, Lake Davis, and Taylorsville.

Major highways include State Routes (SR) 36, 70, and 89. SR 70, the main east–west arterial, connects Plumas County to US Highway 395 (and on to Reno) to the east and to the junction of SR 70 and SR 99 near Oroville to the southwest. SR 89 is the main north–south arterial, connecting Plumas County to Truckee and Interstate 80 to the south and Lassen Volcanic National Park to the north. The other important highway is SR 36, which runs east–west,

providing access to Susanville and Lassen County to the northeast and Red Bluff to the northwest. All the major communities are adjacent to a major state highway.

System Characteristics

PST offers demand-response transportation services to seniors for appointments, trips to nutrition centers, and local shopping. Transportation services operate five days a week (Monday through Friday) between the hours of 8:00 a.m. and 11:00 a.m. and between the hours of 1:00 p.m. and 4:00 p.m. Homebound meal delivery takes place between the hours of 11:00 a.m. and 1:00 p.m. Service is available on occasional Saturdays. Trip reservations are received at least a minimum of 24 hours in advance. The following table summarizes the schedule of trips available from the senior nutrition center sites in the county.

**Table I-2  
Plumas County Senior Nutrition Sites and Transit Services**

Senior Sites	Address	Local Shopping Trips	Other Destinations
<b>Blairsdan</b>	Mohawk Resource Center; 8929 Highway 89	Portola Nutrition delivers meals to Blairsdan only on Wednesdays and can provide transportation for appointments.	
<b>Chester</b>	Wildwood Village; 366 Meadowbrook Loop	Tuesdays & Fridays	<b>Susanville:</b> Wednesdays
<b>Greenville</b>	American Legion; 430 Main Street	Fridays	<b>Quincy:</b> 1 <sup>st</sup> Fridays & 3 <sup>rd</sup> Wednesdays <b>Susanville:</b> 2 <sup>nd</sup> Saturdays
<b>Portola</b>	Portola Veterans Hall; 449 West Sierra Street	Wednesdays & Fridays	<b>Quincy:</b> 1 <sup>st</sup> & 3 <sup>rd</sup> Tuesdays <b>Reno:</b> 1 <sup>st</sup> Saturdays & Thursdays
<b>Quincy</b>	Quincy Veterans Hall; 274 Lawrence Street	Fridays	<b>Reno:</b> 1 <sup>st</sup> Saturdays & Thursdays

Source: Plumas County Senior Services

In addition to local and intra-county trips, PST provides out-of-county trips to access medical appointments in Chico, Reno, Truckee, Sacramento, and as far as San Francisco. Effective September 2016, PST, in coordination with Plumas Transit Systems, began operation of a weekly shuttle service between Plumas County and Reno. The service operates on Thursdays; it departs from the Veterans Halls in Quincy and Portola and travels to several destinations in Reno, such as the Reno Transit Center, Amtrak Depot, Greyhound, and the Reno-Tahoe International Airport. Connections are available from Chester to Quincy via the North County Route. The round-trip fare is \$10.00 and is open to the general public.

Fare Donations

In lieu of standard fares, PST has a scale of suggested donations for rides, which is detailed in Table I-3:

**Table I-3  
PST Suggested Fare Donation Schedule**

Trip Category	Suggested Donation
Round Trip – In Town	\$3.00
In County – Out of Town	\$5.00
Out of County & Reno	\$10.00

Source: Plumas County Senior Services

In addition to rider donations, PST is supported by contributions from the County General Fund and the Area Agency on Aging MHSA fund.

Fleet

PST has a total fleet of 14 vehicles that includes cutaway buses and vans. Each senior site is assigned a dedicated vehicle for meal delivery services and demand-response service requests. Two vehicles are stationed at the Chester site, two vehicles are stationed at Greenville, two vehicles are stationed at Portola, and five vehicles are stationed at the Quincy nutrition site. The remaining vehicles are stationed at the County Public Health Agency in Quincy. The newer minivans and buses are wheelchair-accessible in compliance with the Americans with Disabilities Act (ADA). Table I-4 shows the vehicle fleet inventory during the audit period.

**Table I-4  
PST Fleet Inventory**

Model Year	Make & Model	Quantity	Seating Capacity	Handicap Accessible
1996	Jeep Cherokee	1	3	No
1998	Subaru Forester	1	3	No
1999	Ford E350 Van	1	10	No
2000	Dodge Caravan	1	5	No
2002	Subaru Impreza	1	3	No
2002	Chevy Bus	1	8	Yes
2006	Dodge Caravan (Back Up)	1	5	No
2006	Ford E350 Bus	1	12	Yes
2008	Ford E250 Van	1	5	Yes
2015	Ford Transit Van	1	5	Yes
2016	Dodge Grand Caravan	1	5	Yes
2017	Starcraft All-Star 22	2	12	Yes
2018	Starcraft All-Star 22	1	12	Yes
<b>Total</b>		<b>14</b>		

Source: Plumas County Regional Transportation Plan – 2018 Administrative Modification

PST successfully applied for Federal Transit Administration (FTA) 5310 grant funding for the acquisition of three new Starcraft 12-passenger buses. The program also has three passenger

vehicles that are used for transporting up to three passengers for nonemergency medical appointments and meal delivery.

## Section II

### Operator Compliance Requirements

This section of the audit report contains the analysis of PST’s ability to comply with state requirements for continued receipt of TDA funds. The evaluation uses the guidebook *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Agencies*, which was developed by Caltrans to assess transit operators. The guidebook contains a checklist of 11 measures taken from relevant sections of the PUC and the California Code of Regulations. Each requirement is discussed in the table below, including a description of the system’s efforts to comply with the requirements. In addition, the findings from the compliance review are described in the text following the table.

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
The transit operator submitted annual reports to the RTPA based upon the Uniform System of Accounts and Records established by the State Controller. Report is due 90 days after end of fiscal year (Sept. 28/29), or 110 days (Oct. 19/20) if filed electronically (Internet).	Public Utilities Code, Section 99243	Completion/submittal dates:  FY 2016: October 4, 2016 FY 2017: January 25, 2018* FY 2018: January 9, 2019*  *Note: New state legislation was passed (AB 1113 - Bloom) on July 21, 2017, that changed the timeline to submit the annual Transit Operators Financial Transaction Reports to the State Controller effective reporting year FY 2017. The submittal date has been extended from within 110 days after fiscal year end to 7 months after fiscal year end, or end of January. This is an extension of about 100 days from the original deadline. With the change in dates, these reports are required to contain underlying data from audited financial statements. The FY 2016 report submitted by the County was prepared prior to

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		<p>completion of the TDA fiscal audit for Plumas Seniors Transportation, given that an extension of the fiscal audit allowable by law was granted by PCTC.</p> <p>All State Controller reports were submitted electronically. Some data discrepancies exist between the State Controller Reports and audited data, as prior to the new law, the Controller reports were prepared in advance of completion of the fiscal audits to meet previous timelines.</p> <p><b>Conclusion: Complied</b></p>
<p>The operator has submitted annual fiscal and compliance audits to the RTPA and to the State Controller within 180 days following the end of the fiscal year (Dec. 27), or has received the appropriate 90-day extension by the RTPA allowed by law.</p>	<p>Public Utilities Code, Section 99245</p>	<p>Completion/submittal dates: FY 2016: March 21, 2017 FY 2017: March 19, 2018 FY 2018: April 17, 2019</p> <p>A 90-day extension was granted by the regional transportation planning agency (RTPA) pursuant to the TDA statute. The FY 2018 fiscal audit was completed after the 90-day period.</p> <p><b>Conclusion: Partial Compliance</b></p>
<p>The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator's compliance with</p>	<p>Public Utilities Code, Section 99251 B</p>	<p>Due to the smaller seating capacity of its vehicles, PST has been exempted from the CHP Transit Operator Compliance Program.</p>

<b>Table II-1 Operator Compliance Requirements Matrix</b>		
<b>Operator Compliance Requirements</b>	<b>Reference</b>	<b>Compliance Efforts</b>
Vehicle Code Section 1808.1 following a CHP inspection of the operator’s terminal.		<p>However, the County does participate in the DMV Pull Notice Program for permanent drivers who hold Class B licenses.</p> <p>Vehicles undergo quarterly maintenance inspections.</p> <p><b>Conclusion: Complied</b></p>
The operator’s claim for TDA funds is submitted in compliance with rules and regulations adopted by the RTPA for such claims.	Public Utilities Code, Section 99261	<p>The annual TDA claims for Local Transportation Funds received by Plumas Seniors Transportation are based on the allocations outlined in the Final Budget Briefing documents and annual Overall Work Program prepared by PCTC. The Public Health Agency submits a budget to PCTC for the amount of the claim.</p> <p>However, PCTC’s process for TDA claims does not conform to the guidelines in the statute. TDA revenues have been allocated to public transit services since 1990. Other than the resolutions approving the claims, there were no other records documenting the claims submittal process.</p> <p><b>Conclusion: Partial Compliance.</b></p>
If an operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to	Public Utilities Code, Section 99270.1	This measure is not applicable, as PST operates in a rural area and is subject to the adopted performance criteria

<b>Table II-1 Operator Compliance Requirements Matrix</b>		
<b>Operator Compliance Requirements</b>	<b>Reference</b>	<b>Compliance Efforts</b>
operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.		established by PCTC.  <b>Conclusion: Not Applicable.</b>
The operator’s operating budget has not increased by more than 15% over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).	Public Utilities Code, Section 99266	Percentage change in the PST operating budget:  FY 2016: +9.9% FY 2017: +8.5% FY 2018: +3.8%  <i>Source: Plumas County Senior Transportation Budgets</i>  <b>Conclusion: Complied.</b>
The operator’s definitions of performance measures are consistent with Public Utilities Code Section 99247, including (a) operating cost, (b) operating cost per passenger, (c) operating cost per vehicle service hour, (d) passengers per vehicle service hour, (e) passengers per vehicle service mile, (f) total passengers, (g) transit vehicle, (h) vehicle service hours, (i) vehicle service miles, and (j) vehicle service hours per employee.	Public Utilities Code, Section 99247	PST’s definitions of most performance measures is consistent with PUC Section 99247.  <b>Conclusion: Complied</b>
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating costs at least equal to one-fifth (20 percent), unless it is in a county with a population of	Public Utilities Code, Sections 99268.2, 99268.3, 99268.12, 99270.1	This measure is not applicable, as PST operates in a rural area and is subject to the adopted performance criteria established by PCTC.  <b>Conclusion: Not Applicable.</b>

<b>Table II-1 Operator Compliance Requirements Matrix</b>		
<b>Operator Compliance Requirements</b>	<b>Reference</b>	<b>Compliance Efforts</b>
less than 500,000, in which case it must maintain a ratio of fare revenues to operating costs of at least equal to three-twentieths (15 percent), if so determined by the RTPA.		
If the operator serves a rural area, or provides exclusive services to elderly and disabled persons, it has maintained a ratio of fare revenues to operating costs at least equal to one-tenth (10 percent).	Public Utilities Code, Sections 99268.2, 99268.4, 99268.5	<p>PST provides specialized transportation services to the elderly and disabled and is held to a 10 percent farebox recovery ratio.</p> <p>The system-wide farebox recovery for PST during the audit period is as follows:</p> <p>FY 2016: 10.75%                      FY 2017: 14.50%                      FY 2018: 11.58%</p> <p>The audited farebox recovery calculation for FY 2018 reflects exclusions for Area Agency on Aging MHSAs funds. While this was shown, other traditional exclusions were not included such as depreciation.</p> <p><i>Source: Plumas County Transit Funds – Audited Financial Statements</i></p> <p><b>Conclusion: Complied</b></p>
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	Public Utilities Code, Section 99271	The County contributes to its staff’s retirement under the California Public Employees Retirement System (CalPERS) as well as to retiree healthcare benefits to qualifying

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
implementing a plan approved by the RTPA which will fully fund the retirement system within 40 years.		employees retiring directly from the County. The benefit level is determined by date of hire, length of service, and bargaining unit.  <b>Conclusion: Complied.</b>
If the operator receives state transit assistance funds, the operator makes full use of funds available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted.	California Code of Regulations, Section 6754(a)(3)	PST does not receive State Transit Assistance Funds but does makes use of federal transit grant funds under FTA Section 5310 for vehicle procurement as well as under FTA Section 5311 (f) for the weekly service to Reno.  <b>Conclusion: Not applicable</b>

**Findings and Observations from Operator Compliance Requirements Matrix**

1. Of the seven compliance requirements pertaining to PST, the operator satisfactorily complied with six requirements. The operator was partially compliant in the timely submittal of its annual fiscal and compliance audits and the TDA claim submittal process. Three additional compliance requirements did not apply to PST (i.e., STA funding, and blended and urban farebox recovery ratios).
2. PST is held to a 10 percent minimum farebox recovery ratio. For the three-year audit period using audited data, the farebox recovery ratio was 10.75 percent in FY 2016; 14.50 percent in FY 2017; and 11.58 percent in FY 2018. The average system-wide farebox recovery ratio was 12.04 percent for the three years. The FY 2018 fiscal audit applied non-typical exclusions to operating costs such as AAA revenue. It is not clear how revenues are excluded from operating costs. Other more traditional exclusions such as depreciation are not deducted.
3. Due to the smaller seating capacity of its vehicles, PST has been exempted from the CHP Transit Operator Compliance Program. However, the County does participate in the DMV Pull Notice Program for permanent drivers who hold Class B licenses. Vehicles undergo quarterly maintenance inspections.

4. The operating budget exhibited modest increases during each fiscal year of the audit period. The budget increased 9.9 percent in FY 2016 and 8.5 percent in FY 2017. For FY 2018, the operating budget increased 3.8 percent.

## Section III

### Prior Triennial Performance Recommendations

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

#### Prior Recommendation 1

Computerize trip booking and revise tracking to separate nutrition and transportation hours and miles.

*Background:* The prior audit noted that the driver trip sheets had been revised; however, the data did not differentiate between nutrition trips and transportation trips. As a result, vehicle service hours and miles were over reported. Subsequent discussions with PST staff indicated that the data were being captured. Nevertheless, the prior audit contended that the system of data tracking did not accurately differentiate between the Senior Nutrition program and the Senior Transportation program. Data from handwritten sheets were entered onto a spreadsheet at the administrative offices and the calculations were somewhat problematic.

Since computers were installed at the nutrition sites and the site coordinators trained, it was recommended to develop a simple spreadsheet that accurately tracked meals delivered and passengers picked up with accurate miles and hours recorded. In addition, it was suggested that PST ensure that transportation costs were tracked separately. Joint costs, such as vehicle maintenance and driver salaries, would need to be properly allocated. It was also suggested that revenues from the Area Agency on Aging and the General Fund be classified appropriately.

#### Actions taken by PST

PST revised the daily trip and inspection sheet, which includes a computer-generated passenger manifest. Reservations for trips are made at least 24 hours in advance. A column for wheelchairs was also added. The purpose of each trip is alphanumerically coded: A – Nutrition Site; B – Medical; C – Shopping/Errands; D – Other; E – Return Home. Senior Transportation hours and miles are tracked separately from the Senior Nutrition program.

#### Conclusion

This recommendation has been implemented.

Prior Recommendation 2

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

*Background:* Regular and ongoing safety training helps keep drivers aware of the many safety issues that may impact their jobs. The prior senior services director was a certified trainer and held safety meetings quarterly. According to the prior audit, the current director was to undergo certification. Because drivers are located throughout the county, having regular quarterly meetings is difficult, but it would be beneficial to have drivers meet once or twice annually, perhaps in combined meetings with Plumas Transit Systems.

The director usually visits each nutrition site a couple times per month. One-on-one training from a set curriculum, encompassing various topics, could help drivers remain current on their training. It was suggested that PST consider acquiring an internet or video series and allow the drivers to review at their convenience. Another suggestion was to provide annual behind-the-wheel testing to ensure all drivers remain qualified.

Actions taken by PST

PST's safety training protocol is coordinated through Plumas Transit Systems, which is operated by Plumas Rural Services. There are two certified trainers on staff. Regular drivers undergo Class B license training at Plumas Rural Services. Safety meetings are held quarterly. Topics covered include snow chain placement, winter driving conditions, and annual wheelchair lift and securement instruction. In addition, all County employees go through defensive driving training every four years.

Conclusion

This recommendation has been implemented.

Prior Recommendation 3

Add an auxiliary section to the Plumas County Short Range Transit Plan, which specifically addresses PST operations and how they will continue to meet the needs of a growing clientele.

*Background:* The Plumas County Short Range Transit Plan (SRTP) was adopted in March 2015 and was the first update of the plan since 1997. The SRTP is composed of an executive summary and nine chapters. Most of the service analysis and implementation strategies presented in the SRTP pertain to Plumas Transit Systems, the county's general public transit provider. An overview of PST is included in Chapter 3 – Transit Systems Operating in Plumas County. A vehicle fleet table is also provided.

The prior audit expounded on how rural seniors compose a distinct group that needed attention. A large percentage of this population has limited access to public transportation,

particularly as it pertains to accessing out-of-county medical services, grocery shopping, and social activities. Expanding PST services would be essential, but limited available resources would necessitate a focused strategy that could maximize services within a constrained budget. It was suggested that the SRTP update include a public outreach chapter that would identify ways to reach seniors beyond the nutrition centers. Another suggestion was for PST to collaborate with Plumas Transit Systems in its outreach efforts to the larger community.

#### Actions taken by PST

The development of the SRTP was commissioned and is overseen by PCTC. The current SRTP has a five-year planning horizon through FY 2018-19. There were no amendments or modifications made to the SRTP during the audit period. The senior services director indicated that the SRTP was scheduled to be updated in 2019. It is suggested that the next update of the SRTP include public outreach and service implementation strategies for PST.

#### Conclusion

This recommendation has not been implemented and carried forward for full implementation.

#### Prior Recommendation 4

PST and County Service Area (CSA) #12 should consider updating its agreement and claim TDA funds under Article 4.

*Background:* The transit services agreement between the County and CSA #12 has been in place since 1984. The prior auditor contended that as an operator claiming under Article 8 instead of Article 4, PST was not receiving its allocation of State Transit Assistance (STA) funds and should take advantage of all funding opportunities. STA funds are generated by the state sales tax on diesel fuel and the amount of money for transit agencies varies annually. The prior audit also indicated that under Article 4, CSA #12 would act as operator with PCTC serving in a role as oversight agency.

#### Actions taken by PST

PST has continued to receive LTF under Article 8 (c) of the TDA. The director of senior services submits the Public Health Agency's annual allocation request to PCTC. After this recommendation was made, the TDA statute underwent several amendments that would make its implementation unnecessary. The recent passage of AB 1113 (Bloom) determines direct eligibility for TDA funds including STA, while SB 1 (Beall), the Road Repair and Accountability Act of 2017, increased the level of STA funding through an increase in the diesel fuel sales tax, and from a Transportation Improvement Fee (new annual value-based vehicle fee). STA funds are allocated to each county using a split formula of population and operator-based revenue.

CSA #12 uses its STA allocation for general public transit operations operated by Plumas Transit Systems. The County has historically received approximately \$76,000 in STA funds annually

under the population formula. The STA program is slated for expansion under SB 1 to provide additional funding to the normal STA allocations and to provide additional funding under a new program, State of Good Repair. Staff has been monitoring the County's STA allocations since the passage of SB 1. Through the State of Good Repair program, the County was awarded \$27,599 in funding toward preventative bus maintenance in FY 2017-18 and \$27,122 in FY 2018-19. Reclassifying PST as an Article 4 claimant under the TDA and changing the contract structure would not be necessary given the recent legislation.

Conclusion

This recommendation is no longer applicable.

## Section IV

### TDA Performance Indicators

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

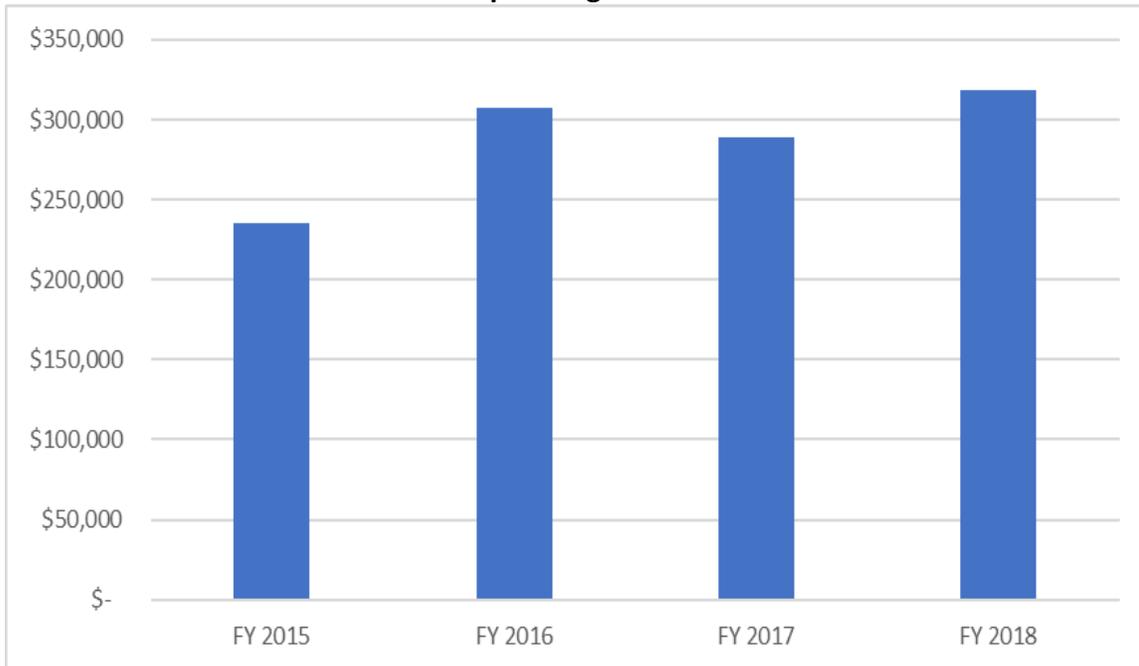
Table IV-1 displays the performance indicators for PST. Graphs are also provided to depict the trends in the indicators. It is noted that the operating costs and fare revenues are based on audited figures.

**Table IV-1  
Plumas Seniors Transportation TDA Performance Indicators**

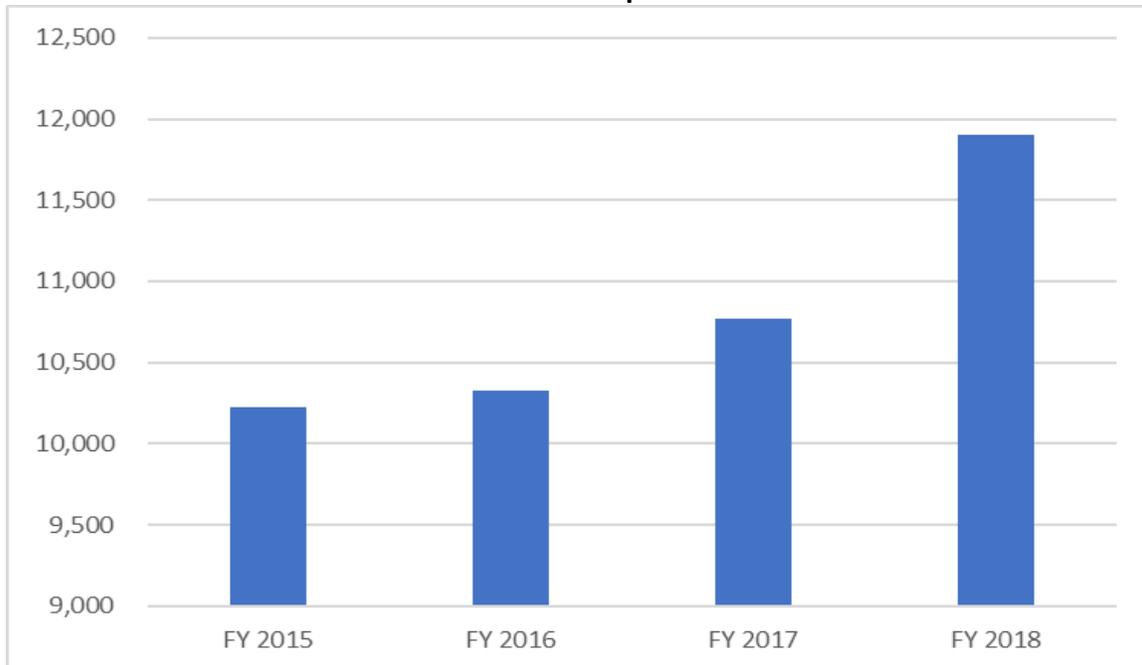
Performance Data and Indicators	Audit Period				% Change FY 2015-2018
	FY 2015	FY 2016	FY 2017	FY 2018	
Operating Cost	\$235,531	\$307,308	\$288,599	\$318,150	<b>35.1%</b>
Total Passengers	10,227	10,326	10,768	11,907	<b>16.4%</b>
Vehicle Service Hours	4,815	4,621	6,282	6,987	<b>45.1%</b>
Vehicle Service Miles	65,504	74,852	112,344	127,541	<b>94.7%</b>
Employee FTEs	4	4	4	4	<b>0.0%</b>
Passenger Fares	\$34,334	\$33,041	\$41,854	\$36,839	<b>7.3%</b>
Operating Cost per Passenger	\$23.03	\$29.76	\$26.80	\$26.72	<b>16.0%</b>
Operating Cost per Vehicle Service Hour	\$48.92	\$66.50	\$45.94	\$45.53	<b>-6.9%</b>
Operating Cost per Vehicle Service Mile	\$3.60	\$4.11	\$2.57	\$2.49	<b>-30.6%</b>
Passengers per Vehicle Service Hour	2.1	2.2	1.7	1.7	<b>-19.8%</b>
Passengers per Vehicle Service Mile	0.16	0.14	0.10	0.09	<b>-40.2%</b>
Vehicle Service Hours per Employee	1,203.8	1,155.3	1,570.5	1,746.8	<b>45.1%</b>
Average Fare per Passenger	\$3.36	\$3.20	\$3.89	\$3.09	<b>-7.8%</b>
Fare Recovery Ratio	14.58%	10.75%	14.50%	11.58%	<b>-20.6%</b>
Consumer Price Index - (CPI-All)		1.9%	2.8%	3.5%	<b>8.4%</b>

Source: Plumas County Transit Funds - Audited Financial Statements; Transit Operator Financial Transactions Reports

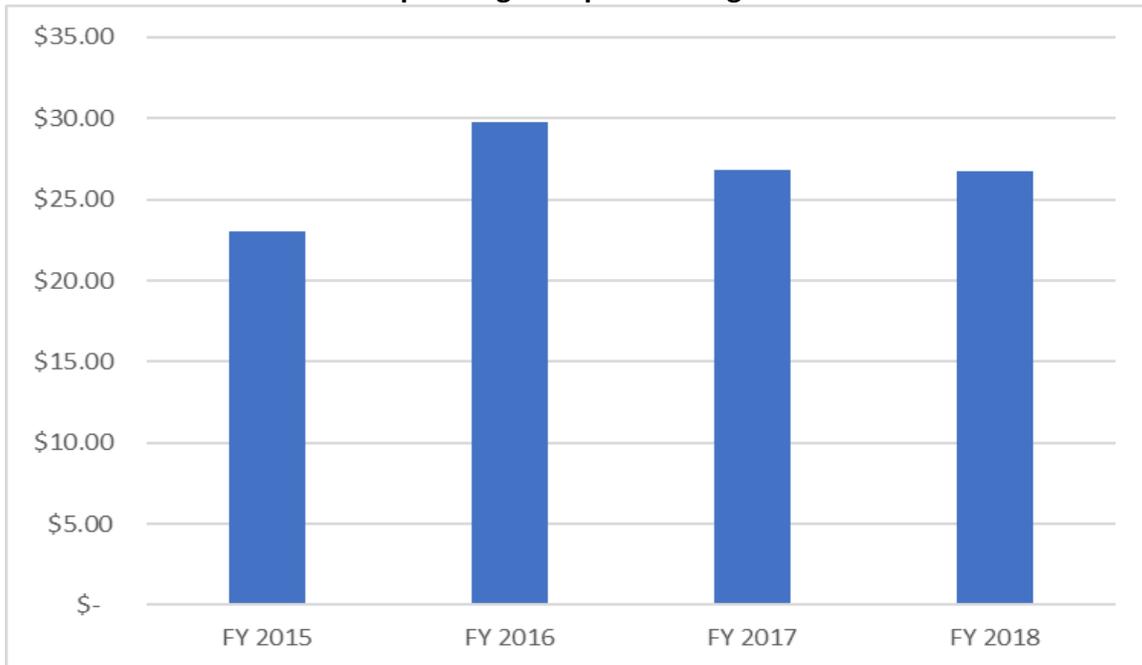
**Graph IV-1  
Operating Costs**



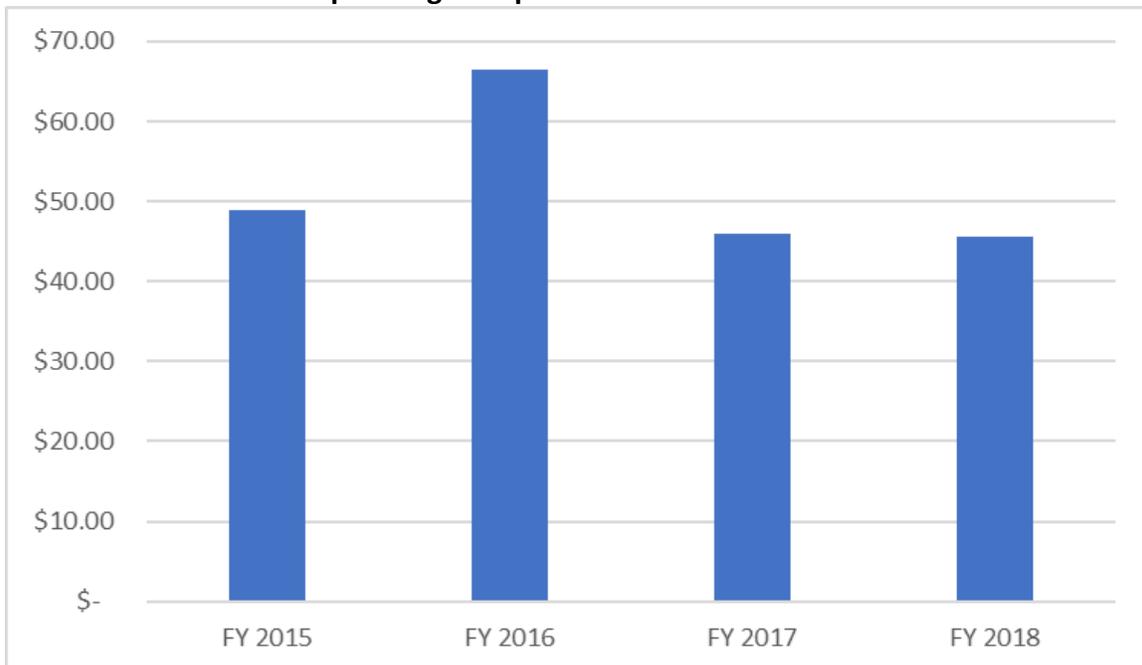
**Graph IV-2  
Ridership**



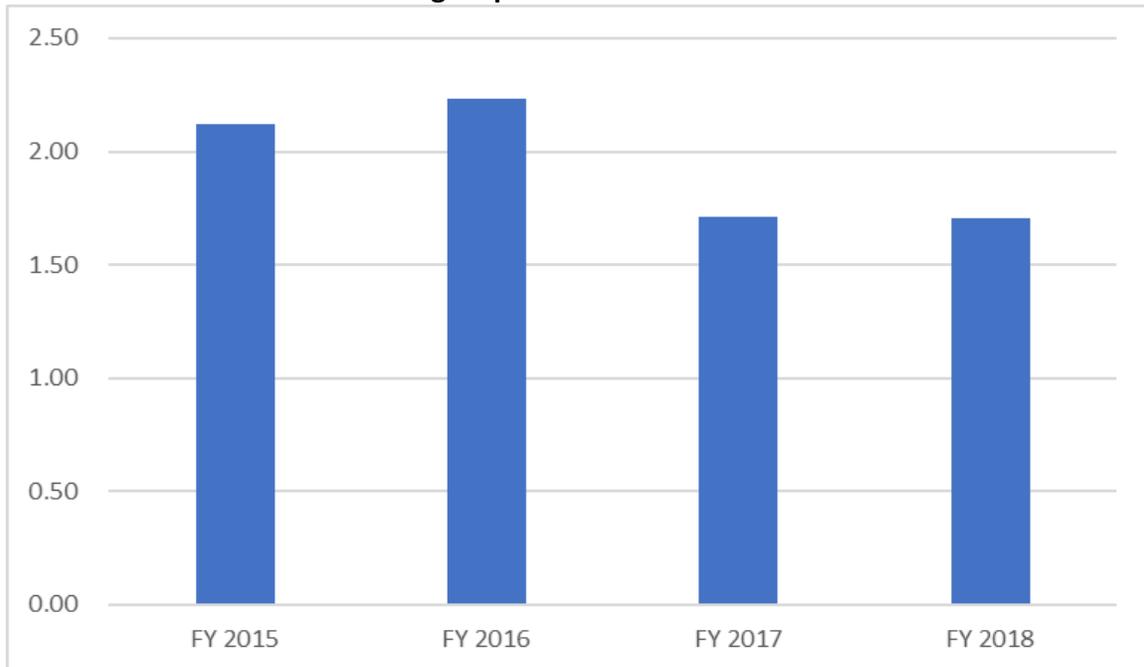
**Graph IV-3  
Operating Cost per Passenger**



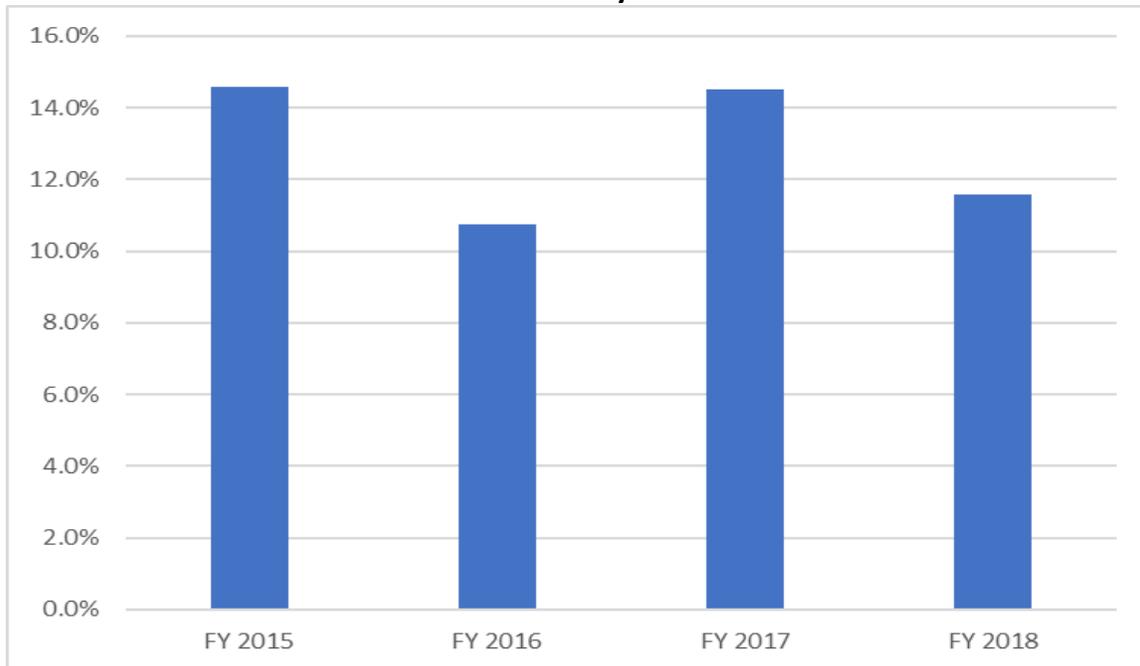
**Graph IV-4  
Operating Cost per Vehicle Service Hour**



**Graph IV-5**  
**Passengers per Vehicle Service Hour**



**Graph IV-6**  
**Fare Recovery Ratio**



## Findings from Verification of TDA Performance Indicators

- 1. Operating cost per vehicle service hour**, an indicator of cost efficiency, decreased 6.9 percent from \$48.92 in the FY 2015 base year to \$45.53 in FY 2018. Although operating costs based on audited data increased 35.1 percent during the audit period, vehicle service hours increased by 45.1 percent. This had a positive impact on this performance indicator, allowing transit to spread costs over a greater number of service hours.
- 2. Operating cost per passenger**, an indicator of cost effectiveness, increased 16 percent from \$23.03 in FY 2015 to \$26.72 in FY 2018. As noted above, PST's operating costs increased during the period; coupled with a lower increase in ridership of 16.4 percent, this indicates a negative trend in this indicator. Passenger trips increased from 10,227 in FY 2015 to 11,907 in FY 2018.
- 3. Passengers per vehicle service hour**, which measures the effectiveness of the service delivered, decreased 19.8 percent between the FY 2015 base year and FY 2018 from 2.1 passengers per hour to 1.7 passengers per hour. The trend in this indicator is reflective of the higher 45.1 percent increase in vehicle service hours as compared to the 16.4 percent increase in passenger trips.
- 4. Passengers per vehicle service mile**, another indicator of service effectiveness, decreased 40.2 percent between FY 2015 and FY 2018 from 0.16 passengers to 0.09 passengers (rounding difference for percent change). From the FY 2015 base year to FY 2018, total vehicle service miles increased 94.7 percent from 65,504 vehicle service miles to 127,541 vehicle service miles, while the number of passenger trips increased only 16.4 percent.
- 5. Vehicle service hours per employee** increased 45.1 percent between FY 2015 and FY 2018, as vehicle service hours increased by same percentage while the number of FTEs remained at a constant level of 4. This measure is based on the number of employee FTEs using employee pay hours from the State Controller Report and dividing by 2,000 hours per employee.
- 6. Farebox recovery** exhibited a 20.6 percentage decrease from a ratio of 14.58 percent in the FY 2015 base year to a ratio of 11.58 percent in FY 2018. Passenger fare revenue increased 7.3 percent whereas operating costs increased 35.1 percent. PST is held to a 10 percent minimum farebox recovery ratio and was able to exceed the minimum ratio throughout the audit period. Fare revenues are derived from passenger donations and contributions from the County General Fund and the Area Agency on Aging MHSa fund.

### **Conclusion from the Verification of TDA Performance Indicators**

PST's performance metrics during the audit period reflect notable increases in operating costs and vehicle service hours and miles contrasted with more modest increases in passenger trips and fare revenues. The increases in these performance metrics are attributed to the service requests and the long distances of travel. PST implemented a weekly Reno service in FY 2017 (September 2016) that is open to the general public and provides trips to dialysis centers in Reno three days a week. In addition, PST provides other out-of-county trips to as far as Sacramento and Redding. Despite the metric increases, two out of the three performance cost indicators exhibited efficiency improvements. Vehicle cost per hour and mile decreased 6.9 percent and 30.6 percent, respectively, whereas operating cost per passenger increased 16 percent.

Operating costs as shown in the financial statements exclude TDA adjustments such as Area Agency on Aging revenues for paratransit services. From further review, the AAA revenues are reflective of the meals transportation costs that are not part of the TDA program. Costs fluctuated during the audit period and exhibited an overall increase of 35.1 percent. On a per annum basis, costs increased 30.5 percent in FY 2016 and 10.2 percent in FY 2018. However, operating costs decreased by 6.1 percent in FY 2017. The average annual increase was 11.5 percent. The increases are attributed to higher maintenance costs due to an aging vehicle fleet and fluctuations in fuel costs.

Passenger trip demand is influenced by the Senior Nutrition program, out-of-county trips, and the local rural demographic of the service area. There is a dedicated vehicle stationed at each nutrition site. With the implementation of the Reno service, PST saw a 10.6 percent increase in passenger trips in FY 2018. The average annual growth in passenger trips was 5.3 percent.

## Section V

### Review of Operator Functions

This section provides an in-depth review of various functions in PST. The review highlights accomplishments, issues, and/or challenges that were determined during the audit period. The following functions were reviewed at Plumas County Public Health Agency and the Plumas County Transportation Commission in Quincy:

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

Within some departments are subfunctions that require review as well, such as Grants Administration that falls under General Administration.

#### Operations

Under the auspice of the Plumas County Public Health Agency, PST operates specialized transportation services for senior residents. Intercounty services include medical appointments, dialysis sessions, and shopping trips. PST started a weekly Reno route in conjunction with Plumas Transit Systems in September 2016.

Scheduling and dispatching are currently conducted on a manual basis utilizing an Excel spreadsheet. The senior services director is responsible for out-of-town trip scheduling and dispatching. The daily trip and inspection sheet is multi-functional. The upper right corner of the trip sheet is used for pre- and post-trip vehicle inspections. The remaining top portion of the sheet is used to record hours, miles, trip purpose, total of participants transported, and driver's name. The bottom half of the sheet is the passenger manifest.

Vehicles are stationed at each of the nutrition sites. Two vehicles are assigned to Chester; two vehicles are assigned to Greenville; two vehicles are assigned to Portola; and five vehicles are assigned to the Quincy nutrition site. The remainder of the vehicles are kept at the Public Health Agency in Quincy.

In January 2018, PST received delivery of two out of three new vehicles procured through the FTA Section 5310 program. The third vehicle was involved in an accident where it was rear-ended at high speed. That vehicle was returned to the manufacturer. The new minivan is equipped with a wheelchair lift.

Fare collection and reconciliation are conducted at the nutrition sites. Vehicles are equipped with cash boxes and drivers do not handle cash. The site director has the key to the cash box. Fares are counted at each nutrition site, with two people counting. After the count, a deposit form is prepared and signed. Fares are deposited at the bank in the locality of the nutrition site and the deposit forms are received by the County monthly.

Operations Personnel

PST relies on a staff of regularly employed and extra-help drivers. Annual labor hours for regular drivers range from 936 to 1,820 hours. During the audit period, the number of regular drivers decreased while the number of extra-help drivers increased, as summarized in Table V-1.

**Table V-1**  
**PST Staffing Levels**

	<b>FY 2014-15</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>
<b>Regular</b>	5	3	3	2
<b>Extra Help</b>	3	4	5	9
<b>Total</b>	<b>8</b>	<b>7</b>	<b>8</b>	<b>11</b>

*Source: Plumas Seniors Transportation*

All regular drivers have a Class B license and have been trained through Plumas Rural Services, which operates Plumas Transit Systems. All County employees undergo defensive driving training every four years. The County participates in the CHP Pull-Notice program.

Plumas Rural Services’ training protocol consists of 20 hours of classroom and 20 hours of behind-the-wheel training. DMV testing is conducted in Redding, Yuba City, or Sacramento with Yuba City being the preferred testing facility. There are two certified trainers on staff. Safety meetings are held quarterly. Topics covered include snow chain placement, winter driving conditions, and annual wheelchair lift and securement instruction.

Maintenance

PST outsources its vehicle maintenance and fueling to local vendors around the county. The agency has contracts with mechanics in each community where a nutrition site is located. Vehicles are subject to quarterly preventative maintenance inspections (PMI) that generate a four-page inspection report.

The operator uses Quincy Tow Services and Repair at 180 Nugget Lane in Quincy. The vendor specializes in diesel engine and 4 x 4 repairs. In addition to the PMIs, the vendor offers 24-hour emergency road and towing services. In other communities, PST uses Lake Almanor Towing, at 333 Main Street in Chester, and Dillon’s Auto Repair, at 216 East Sierra Street in Portola. Tire and brake work are performed by the Les Schwab Tire Center at 116 East Main Street in Quincy.

Drivers perform pre-and post-trip inspections on their assigned vehicles. The inspection form is combined with the trip sheet and consists of nine areas: leaks under the bus, wheels, fluid levels, engine, lights, brakes, safety equipment, gauges/horn, and mirrors/windows. Each November, studded snow tires are installed on the vehicles.

Fueling takes place at four facilities in Quincy by a cardlock system. PST vehicles fuel at Chevron at 151 Crescent Street, Fuel Commander Cardlock – Ed Staub & Sons at 1382 East Main Street, Hunt and Sons at 188 Crescent Street, and SavMor Foods at 1947 East Main Street. Drivers are assigned fuel cards and PST is billed monthly.

### **Planning**

Service planning for PST involves a collaborative effort between PCTC, CSA #12, operators, and stakeholders. The Social Services Transportation Advisory Council (SSTAC) has been involved with service needs and promotional strategies. The major service planning and implementation effort has been the Reno service. PST coordinated with Plumas Transit Systems to allow passengers to make connections in Portola.

The Plumas County SRTP was adopted in March 2015 and was the first update of the plan since 1997. The SRTP is composed of an executive summary and nine chapters. An overview of PST is included in Chapter 3 – Transit Systems Operating in Plumas County.

PCTC has taken the initiative in ensuring that the County’s transit services meet the needs of residents. PCTC adopted the ADA Paratransit Plan and Paratransit Eligibility Information and Application in September 2015.

### **Marketing**

PST services are marketed through a variety of accessible media, including having a dedicated web page on the County of Plumas website under the Public Health Agency category: <http://www.countyofplumas.com/index.aspx?NID=274>. The web page contains an overview of the nutrition program and sites, transportation program, and links to Seniors Connection and the Plumas County Resource Guide.

Seniors Connection, an initiative funded through the MHSAs, provides services to the homebound and disseminates information about local senior services and events. One such medium is the quarterly *Plumas Senior News*, which provides information about the nutrition programs and transportation services offered by PST. The newsletter contains a summary of the number of rides given, the number of meals delivered, new service developments, and updates from the senior services director. Additional information about transit services is available at the nutrition sites and wellness centers. The Plumas County Resource Guide created and maintained by Plumas Rural Services also contains information about PST.

The Reno service is marketed through the Plumas Transit Systems website: <https://www.plumastransit.com/reno.html>. There is a link on the web page to a PDF-accessible

flyer that details the Reno service schedule, pickup and drop-off locations, and fare. Prior to the implementation of the Reno service in September 2016, the SSTAC discussed various marketing and promotional strategies that could be employed.

Transit services in Plumas County are subject to Title IV of the federal Civil Rights Act of 1964, which requires that no person in the United States, on the grounds of race, color, or national origin be excluded from, be denied the benefits of, or be subjected to discrimination, under any program or activity receiving federal financial assistance. The Plumas County Transportation Commission Title VI Plan was updated and adopted in February 2017. The Title VI Plan was submitted to and approved by Caltrans in March 2017. All the required elements such as public notice locations, complaint procedures, Public Participation Plan, Limited English Proficiency Plan, safe harbor provisions, and language assistance guidelines are contained in the Plan.

### **General Administration and Management**

PST is operated by the Plumas County Public Health Agency, a department of the County of Plumas located at 270 County Hospital Road in Quincy. The County's administrative and legislative body is the five-member Board of Supervisors, which oversees the management of county government and many special districts, including CSA #12. Supervisors are elected by district to four-year terms. The board meets the first three Tuesdays of the month at 10:00 a.m. in the supervisors' boardroom on the third floor of the County Courthouse, at 520 Main Street in Quincy.

The senior services director oversees the agency's Senior Nutrition and Transportation Program. The director has been in the position for more than three years and with the Public Health Agency for more than four years. The senior services director reports on the performance of PST monthly to the PCTC board. In addition, the director is the senior transportation provider representative on the SSTAC. With the many duties and responsibilities for the transportation program and with limited staffing assistance, there are workload challenges to address the growing transportation needs and the associated administrative tasks such as obtaining and maintaining funding sources and closely monitoring performance. While additional assistance may not require a new full time equivalent, there may be opportunities to share the cost of the added help with another agency. For example, Plumas County Transportation Commission and the County might explore sharing a staff person on related transportation tasks to assist both agencies with respective work backlog.

The Senior Services Director prepares and submits the annual budget and TDA allocation request for PST. PCTC approves the annual TDA for PST and authorizes the Plumas County auditor to allocate the claimant funds from the Local Transportation Fund (LTF). PCTC transfers LTF in four installments per the approved budget at the beginning of the quarter. Based on operating revenue data reported in the Transit Operators Financial Transactions Reports, LTF allocated to PST for operations during the audit period was \$199,243 in FY 2016; \$207,416 in FY 2017; and \$218,993 in FY 2018.

The Transit Operators Financial Transactions Reports sent to the State Controller are generally prepared by the fiscal officer in the Administrative Services division of the Public Health Agency. The report is filed under County Service Area 12 – Specialized Service under the elderly-handicapped designation. PCTC commissions the annual TDA fiscal audits for the transit services under its purview.

#### Grants Management

In addition to TDA funding, PST is eligible to receive funding under the FTA Section 5310 grant program toward vehicle procurement. The grant program, titled “Enhanced Mobility of Seniors & Individuals with Disabilities”, supports transportation services planned, designed, and carried out to meet the special transportation needs of seniors and individuals with disabilities. The Public Health Agency submits its own application with concurrence from PCTC. PST has become eligible to receive FTA Section 5311(f) Intercity Bus Program funds for operation of the Reno service. TDA funds have also been used to support the weekly Reno service.

## Section VI

### Findings

The following summarizes the findings obtained from this triennial audit covering fiscal years 2016 through 2018. A set of recommendations is then provided.

#### Triennial Audit Findings

1. Of the seven compliance requirements pertaining to PST, the operator satisfactorily complied with six requirements. The operator was partially compliant in the timely submittal of its annual fiscal and compliance audits and the TDA claim submittal process. Three additional compliance requirements did not apply to PST (i.e., STA funding, and blended and urban farebox recovery ratios).
2. PST is held to a 10 percent minimum farebox recovery ratio. For the three-year audit period using audited data, the farebox recovery ratio was 10.75 percent in FY 2016; 14.50 percent in FY 2017; and 11.58 percent in FY 2018. The average system-wide farebox recovery ratio was 12.04 percent for the three years.
3. Due to the smaller seating capacity of its vehicles, PST has been exempted from the CHP Transit Operator Compliance Program. However, the County does participate in the DMV Pull Notice Program for permanent drivers who hold Class B licenses. Vehicles undergo quarterly maintenance inspections.
4. The operating budget exhibited modest increases during each fiscal year of the audit period. The budget increased 9.9 percent in FY 2016 and 8.5 percent in FY 2017. For FY 2018, the operating budget increased 3.8 percent.
5. Of the four prior audit recommendations, PST fully implemented two recommendations that pertained to tracking of transportation trips and driver safety training. One recommendation was deemed no longer applicable and the other recommendation was not implemented and is forwarded in this audit for full implementation.
6. Operating cost per vehicle service hour, an indicator of cost efficiency, decreased 6.9 percent from \$48.92 in the FY 2015 base year to \$45.53 in FY 2018. Although operating costs based on audited data increased 35.1 percent during the audit period, vehicle service hours increased by 45.1 percent. This had a positive impact on this performance indicator, allowing transit to spread costs over a greater number of service hours.
7. Operating cost per passenger, an indicator of cost effectiveness, increased 16 percent from \$23.03 in FY 2015 to \$26.72 in FY 2018. As noted above, PST's operating costs increased during the period; coupled with a lower increase in ridership of 16.4 percent, this indicates

a negative trend in this indicator. Passenger trips increased from 10,227 in FY 2015 to 11,907 in FY 2018.

8. Passengers per vehicle service hour, which measures the effectiveness of the service delivered, decreased 19.8 percent between the FY 2015 base year and FY 2018 from 2.1 passengers per hour to 1.7 passengers per hour. The trend in this indicator is reflective of the higher 45.1 percent increase in vehicle service hours as compared to the 16.4 percent increase in passenger trips.
9. Passengers per vehicle service mile, another indicator of service effectiveness, decreased 40.2 percent between FY 2015 and FY 2018 from 0.16 passengers to 0.09 passengers (rounding difference for percent change). From the FY 2015 base year to FY 2018, total vehicle service miles increased 94.7 percent from 65,504 vehicle service miles to 127,541 vehicle service miles, while the number of passenger trips increased only 16.4 percent.
10. Vehicles are stationed at each of the nutrition sites. Two vehicles are assigned to Chester; two vehicles are assigned to Greenville; two vehicles are assigned to Portola; and five vehicles are assigned to the Quincy Nutrition Site. The remainder of the vehicles are kept at the Public Health Agency in Quincy.
11. In September 2016, PST in coordination with Plumas Transit Systems began operation of a weekly shuttle service between Plumas County and Reno. The service operates on Thursdays departing from the Veterans Halls in Quincy and Portola to several destinations in Reno.
12. PST relies on a staff of regular and extra-help drivers. Annual labor hours for regular drivers range from 936 to 1,820 hours. During the audit period, the number of regular drivers decreased while the number of extra-help drivers increased.
13. All regular drivers have a Class B license and have been trained through Plumas Rural Services, which operates Plumas Transit Systems. All County employees undergo defensive driving training every four years. The County participates in the CHP Pull-Notice program.
14. PST outsources its vehicle maintenance and fueling to local vendors around the county. The agency has contracts with mechanics in each community where a nutrition site is located. Vehicles are subject to quarterly preventative maintenance inspections that generate a four-page inspection report.
15. The Senior Services Director oversees the agency's Senior Nutrition and Transportation Program. The director has been in the position for more than three years and with the Public Health Agency for more than four years. The director reports on the performance of PST monthly to the PCTC board. In addition, the director is the senior transportation provider representative on the SSTAC.

## Recommendations

### 1. Work with fiscal auditor to develop consistent methodology for calculating farebox recovery ratio.

The annual audited farebox recovery ratio for the Plumas County Seniors Transportation Fund shows non-traditional exclusions from operating cost. In the FY 2018 financial statements, Note 10 shows the farebox recovery calculation which excludes \$30,000 in AAA revenues for paratransit services as an eligible TDA adjustment. It is unclear why this revenue is excluded from costs when generally only other operating costs, not revenue, are deducted. From further review, the AAA revenues are reflective of the meals transportation costs that are not part of the TDA program. Also, the exclusions in the farebox calculation do not appear to include depreciation which is a typical item that is allowable under TDA.

The following is recommended to develop a clear and consistent method for farebox recovery. Additional line items and description should be included in the calculations in Note 10 of the financial statements:

Fare revenue: Separate line items for fare donations from riders, other special transit fares, and County general fund. Other locally generated revenue for transit are also allowable under relatively new State legislation (SB 508).

Operating cost exclusions: Separate line items for depreciation (meal transportation – assuming these are included in the overall Senior Transportation costs) and other cost exclusions in TDA.

A more detailed line item breakdown of the revenue and cost inputs will clarify the farebox recovery ratio calculation and the County's eligibility for TDA funds.

### 2. Include Plumas Senior Transportation Service Strategies in the Update to the Plumas County Short-Range Transit Plan.

The 2015 Plumas County Short-Range Transit Plan (SRTP) was adopted in March 2015. Most of the service analysis and implementation strategies presented in the SRTP pertain to Plumas Transit Systems, the county's general public transit provider. An overview of PTS is included in Chapter 3 – Transit Systems Operating in Plumas County. A vehicle fleet table is also provided. The prior audit stressed how rural seniors compose a distinct group that needed attention. Expanding PST services would be essential but limited available resources would necessitate a focused strategy that could maximize services within a constrained budget. In general, the SRTP is updated every five years. The current SRTP has a five-year planning horizon through FY 2018-19. There were no amendments or modifications made to the SRTP during the audit period. The senior services director indicated that the SRTP was scheduled to be updated in 2019. It is suggested that the next update of the SRTP include public outreach and service implementation strategies for PST.

**3. Consider Hiring an Administrative Staff Person to Assist with Transit and Grants Monitoring.**

The Public Health Agency has proven adept at administering the Senior Nutrition and Transportation Programs with limited staffing resources and increased demand for services. Enhanced transit monitoring and grant funding pursuits could also benefit from additional staff. The senior services director indicated that the Public Health Agency could benefit from extra staff support who could pursue state and federal grant support opportunities, among other related responsibilities for PST. Considering the County's fiscal constraints, one possible creative solution would be for the Public Health Agency and PCTC to partner and issue a hiring requisition for an administrative staff person whose time would be split and paid for between the Commission and the Public Health Agency's Seniors Transportation program to work on transportation projects. This would enable each agency to address a backlog of transit projects benefitting both agencies and transit service in general while not having to support a full-time employee. Cost sharing for a part time position is also an option based upon needs of both agencies.