



Santa Cruz County Regional Transportation Commission's
Elderly & Disabled Transportation Advisory Committee
(Also serves as the state-mandated Social Service Transportation Advisory Council)

AGENDA ~ 1:30 pm, Tuesday, June 10, 2014
Regional Transportation Commission Watsonville Office
275 Main St., Suite 450, Watsonville, CA, 95076 (4th Floor)

(start time
estimate)

- | | |
|----------------|---|
| 1:30 pm | 1. Call to Order |
| 1:32 pm | 2. Introductions |
| 1:35 pm | 3. Oral Communications
<i>The Committee will receive oral communications during this time on items not on today's agenda. Presentations must be within the jurisdiction of the Committee, and may be limited in time at the discretion of the Chair. Committee members will not take action or respond immediately to any Oral Communications presented, but may choose to follow up at a later time, either individually, or on a subsequent Committee agenda.</i> |
| 1:40 pm | 4. Additions or deletions to the consent and regular agendas |
| 1:42 pm | CONSENT AGENDA
<i>All items appearing on the consent agenda are considered to be minor or non-controversial and will be acted upon in one motion if no member of the E&D TAC or public wishes an item be removed and discussed on the regular agenda. Members of the E&D TAC may raise questions, seek clarification or add directions to Consent Agenda items without removing the item from the Consent Agenda as long as no other E&D TAC member objects to the change.</i> |
| | 5. Approve minutes from April 8, 2014 meeting (page 1) |
| | 6. Receive Transportation Development Act (TDA) Revenues Report as of May 2014 (page 5) |
| | 7. Receive RTC Highlights through May 2014 (page 6) |
| | 8. Approve Recommendation of Norm Hagen for District 4 Member (page 8) |
| | 10. Information Items (links provided, hard copy circulated at meeting) (page 11) <ul style="list-style-type: none">a. Seniors Without Wallsb. Monterey Bay Scenic Sanctuary Trail Awards: American Planning Association and California Parks & Greenways |
| | 11. Receive Agency Updates (other than items on regular agenda) (page 14) <ul style="list-style-type: none">a. Volunteer Center<ul style="list-style-type: none">-3rd Quarter TDA Reportb. Community Bridges (Consolidated Transportation Services Agency)<ul style="list-style-type: none">-2nd Quarter TDA Reportc. Santa Cruz Metropolitan Transit District (Metro)<ul style="list-style-type: none">- February 2014 ParaCruz Report (starts on page 71 of 244 in the April |

25, 2014 Metro board packet)

- [March 2014 Accessible Services Report](#) (starts on page 7 of 190 in the May 23, 2014 Metro board packet)

- [Consideration of Issuing a Formal Request for Proposals Supplemental ParaCruz Services](#) (starts on page 105 of 244 in the April 25, 2014 Metro board packet)

- Past Metro Reports (please see archives on the web):

<http://www.scmtd.com/en/agency-info/board-of-directors/70-board-agenda-archive>

-
- d. Santa Cruz County Regional Transportation Commission
- e. Private Operators

REGULAR AGENDA

- 1:50 pm 12. Approve August Meeting Date Change to August 5, 2014**
- 2:00 pm 13. Receive List of Active Transportation Plan Grants Submitted (page 33)**
- a. Letter supporting Scotts Valley Application for Active Transportation Program funding**
- 2:10 pm 14. Review Transportation Development Act Triennial Performance Audit (page 37)**
- 2:40pm 15. Receive Pedestrian Safety Work Group Update**
- a. Review Pedestrian Motorist Brochure**
- 3:00 pm 16. Receive Calendar of E&D TAC Items (page 142)**
- 3:10 pm 17. Adjourn**

Next meeting location and time: **1:30 pm, August 5, 2014 @ RTC Office, Santa Cruz**

Future Topics: Handicapped Parking Spaces in downtown Santa Cruz, Construction Guidelines for Accessibility, Accessibility in the San Lorenzo Valley, Pedestrian FAQ, San Mateo paratransit presentation, rides to election sites, Annual Report

HOW TO REACH US

*Santa Cruz County Regional Transportation Commission
1523 Pacific Avenue, Santa Cruz, CA 95060
Phone: (831) 460-3200 / fax (831) 460-3215
Email: info@sccrtc.org / website: www.sccrtc.org*

ACCOMMODATIONS FOR PEOPLE WITH DISABILITIES

The Santa Cruz County Regional Transportation Commission does not discriminate on the basis of disability and no person shall, by reason of a disability, be denied the benefits of its services, programs, or activities. This meeting location is an accessible facility. If you wish to attend this meeting and require special assistance in order to participate, please contact RTC staff at 460-3200 (CRS 800/735-2929) at least three working days in advance of this meeting to make arrangements. People with disabilities may request a copy of the agenda in an alternative format. As a courtesy to those person affected, please attend the meeting smoke and scent-free.

SERVICIOS DE TRADUCCIÓN/TRANSLATION SERVICES

Si gusta estar presente o participar en esta junta de la Comisión Regional de Transporte del condado de Santa Cruz y necesita información o servicios de traducción al español por favor llame por lo menos con tres días laborables de anticipo al (831) 460-3200 para hacer los arreglos necesarios. (Spanish language translation is available on an as needed basis. Please make advance arrangements (at least three days in advance by calling (831) 460-3200.

I:\E&DTAC\2014\06-Jun10\Agenda-10Jun-timed.doc



Santa Cruz County Regional Transportation Commission

Elderly & Disabled Transportation Advisory Committee

Minutes – Draft

Tuesday, April 8, 1:30 p.m.

Regional Transportation Commission Office
1523 Pacific Avenue, Santa Cruz (2nd Floor)

1. **Call to Order** at 1:38 pm

2. **Introductions**

Members Present:

Kirk Ance, CTSA Lift Line
Hal Anjo, Potential Bus Rider
Lisa Berkowitz, CTSA
Debbi Brooks, Soc. Serv. Provider-Persons of
Limited Means
John Daugherty, Metro Transit
Sally French, Soc. Serv. Provider-Disabled (HOPE)
Clay Kempf, Social Service Provider

Mike Molesky, Social Service Provider Disabled

Alternates Present:

April Warnock, Metro ParaCruz

Excused Absences:

Sharon Barbour, 5th District
Veronica Elsea, 3rd District
Patti Lou Shevlin, 1st District

Others Present:

Raymon Cancino, Community Bridges
Tom Hiltner, Metro

RTC Staff Present:

Grace Blakeslee
Ginger Dykaar
Cathy Judd
Karena Pushnik

3. **Oral Communications**

The following information was discussed or announced:

- Leslie Wright, volunteer trainer for Metro drivers, passed away. She was honored by Metro with a special recognition for her service
- Information was shared about the Open Streets event in Capitola scheduled for May 4. The RTC is a major sponsor of the event and will participate.
- Bike to Work Week event is scheduled from May 2 through May 9

4. **Additions or deletions to consent and regular agendas**

Add on pages were provided for Item 17.

CONSENT AGENDA

Action: The motion (Daugherty/Ance) - - to approve the amended consent agenda - - carries.

Ayes: Mike Molesky, John Daugherty, Lisa Berkowitz, Debbi Brooks, Sally French, Kirk Ance, Clay Kempf, Hal Anjo

Nays: None

Abstain: None

5. Approved minutes from February 11, 2014 meeting

Amendments to February draft minutes:

- *Lisa Berkowitz's name will be added as present*
- *John Daugherty's abstention will be noted under Item 4a.*

6. Received Transportation Development Act (TDA) Revenues Report as of Mar 2014

7. Received RTC Highlights through Mar 2014

8. Accepted letter dated 2/13/14 from the E&D TAC to METRO appreciation for opportunity to preview new transit buses

9. Accepted letter dated 2/13/14 from the E&D TAC to METRO regarding transit service to the Frederick/Gault area to serve residences, medical, school, seniors, places of worship

10. Approved Committee Renewal Recommendations

- Michael Molesky, (Co) Social Service Provider for Disabled Individuals
- April Warnock, Santa Cruz Metropolitan Transit District (alternate)

11. Received updated RTC E&D TAC bylaws to be approved April 3, 2014

12. Accepted letter from the City of Watsonville amending their Transportation Development Act claim for the 2011 Curb Ramps

13. Received information items

- a. Article in TakePart online titled "See the Electric Car That Allows a Wheelchair to Roll Right In"

14. Received Agency Updates

- a. Volunteer Center
- b. Community Bridges (Consolidated Transportation Services Agency)
- c. Santa Cruz Metropolitan Transit District (Metro)
 - Mar 2014 ParaCruz Report
 - Mar 2014 Mobility Management Report
 - Past Metro Reports
- d. Santa Cruz County Regional Transportation Commission
- e. Private Operators

REGULAR AGENDA

15. Chair and Vice Chair Election

Mike Molesky volunteers to serve as Chair for another year.
Debbi Brooks volunteers to serve as Vice-chair for a year.

By unanimous roll call vote Mike Molesky was voted as Chair and Debbi Brooks as Vice-chair.

Ayes: Kirk Ance, Debbi Brooks, Sally French, Lisa Berkowitz, Clay Kempf, Hal Anjo, John Daugherty, Mike Molesky
Nays: None
Abstain: None

16. Provide Comments on Draft 2014 Regional Transportation Plan – RTC Staff

Ginger Dykaar, RTC Staff, reiterated some of the key points presented at the last meeting about the Draft 2014 Regional Transportation Plan stating that today, April 8, is the last day for public comment. Comments will be provided to Commissioners at their May 1 meeting.

17. Approve Transportation Development Act Claim for Santa Cruz Metropolitan Transit District (METRO) – Metro Staff

Tom Hiltner provided a detailed overview of the Metro Transportation Development Act Claim for \$6,377,610. Metro's claim increased by 8% over last year's budget funding additional staff, increased rates for labor contracts, increased medical premiums, and increased fuel, oil and tire costs. Members questioned the large transfer of reserve funds to cover the wage increases and whether that revenue source for that purpose was sustainable.. Mr. Hiltner will follow up to provide the total amount in the reserves and the target for reserve percentages.

Other related budget discussion topics included:

- Federal transit legislation that may provide additional funding
- Farebox recovery ratio, 20% is considered the industry minimum and Metro is at 21.7%

Action: The motion (Brooks/Kempf) - - to recommend to the Commission approval of Metro's TDA claim for \$6,377,610 - -carries.

Ayes: Kirk Ance, Debbi Brooks, Sally French, Lisa Berkowitz, Clay Kempf, Hal Anjo, John Daugherty, Mike Molesky
Nays: None
Abstain: None

18. Approve TDA Claim for Community Bridges – Community Bridges Staff

Kirk Ance provided an overview of the \$626,572 TDA claim for Community Bridges to provide approximately 34,950 one-way trips to eligible clients over FY 2014-15 and an additional 53,760 trips using other funding for a total of over 88,700 one-way trips. TDA funded service is recommended to be provided for the following services:

- 2,400 rides for Taxi Scrip
- 4,300 rides for In-County Medical

- 8,625 rides for Meals on wheel
- 11,444 rides for Elderday
- 7,444 for the Winter Shelter Program
- 734 rides for Sam Day Medical

Additional discussion included:

- Whether Medical Same Day rides and Medical TDA will merge, and what will happen when the grant funds run out for Same Day rides
- Rationale for the reduction in Elderday rides
- Potential impacts of reduced Taxi Script allocations
- Request for more information and targets be provided on the Community Bridges quarterly reports

Action: The motion (Anjo/French) - - to recommend approval to the Commission for Community Bridges TDA Claim for \$626,572 - - carries.

Ayes: Debbi Brooks, Sally French, Clay Kempf, Hal Anjo, John Daugherty, Mike Molesky

Nays: None

Abstain: Lisa Berkowitz, Kirk Ance

19. Approve TDA Claim for Volunteer Center

Debbi Brooks provided an overview of the Volunteer Center Transportation Development Act Claim for \$74,592. The Volunteer Center fills the gap for other services that do not meet geographic or physical criteria for people who need rides to medical appointments, shopping, etc. The services are provided by volunteers who use their own vehicles, receive mileage reimbursement, and have their own insurance. The Volunteer Center provides secondary insurance. Changes from last year include more intensive service in Watsonville due to the addition of a new person providing more outreach in the Watsonville area.

Action: The motion (Daugherty/Kempf) - - to recommend approval to the Commission for the Volunteer Center TDA Claim for \$74,592 - - carries.

Ayes: Sally French, Clay Kempf, Hal Anjo, John Daugherty, Lisa Berkowitz, Kirk Ance

Nays:

Abstain: Debbi Brooks

20. Receive Pedestrian Safety Work Group Update

Hal Anjo said that the Pedestrian Safety Work Group continues work on the Pedestrian/Driver brochure. Mr. Anjo mentioned that he will work with designer Linda Levy at the Tannery to help develop and format the brochure. Karena Pushnik mentioned that the RTC will expend a maximum of \$500.00 toward printing of the brochures

21. Adjourn 3:37 pm

Respectfully submitted, Cathy Judd, RTC Staff

**SANTA CRUZ COUNTY REGIONAL TRANSPORTATION COMMISSION
TDA REVENUE REPORT
FY 2013-2014**

MONTH	FY12-13 ACTUAL REVENUE	FY13 - 14 ESTIMATE REVENUE	FY13 - 14 ACTUAL REVENUE	DIFFERENCE	DIFFERENCE AS % OF PROJECTION	CUMULATIVE % OF ACTUAL TO PROJECTION
JULY	533,900	560,595	556,100	-4,495	-0.80%	99.20%
AUGUST	711,800	747,390	741,500	-5,890	-0.79%	99.21%
SEPTEMBER	718,257	754,170	818,354	64,184	8.51%	102.61%
OCTOBER	556,500	584,325	596,900	12,575	2.15%	102.51%
NOVEMBER	742,000	779,100	795,900	16,800	2.16%	102.43%
DECEMBER	733,930	770,626	732,985	-37,641	-4.88%	101.09%
JANUARY	534,300	561,015	557,700	-3,315	-0.59%	100.89%
FEBRUARY	712,400	749,739	728,800	-20,939	-2.79%	100.39%
MARCH	632,278	689,732	802,890	113,158	16.41%	102.17%
APRIL	475,600	486,487	504,100	17,613	3.62%	102.28%
MAY	634,100	648,649	672,100	23,451	3.62%	102.39%
JUNE	759,038	834,025	0			
TOTAL	7,744,102	8,165,853	7,507,330	175,502	2.15%	92%

Note:

I:\FISCAL\TDA\MonthlyReceipts\FY13 - 14.xlsx\FY2014



*Santa Cruz County Regional Transportation Commission
1523 Pacific Avenue, Santa Cruz, CA 95060
phone (831) 460-3200 ~ fax (831) 460-3215
email: info@sccrtc.org; website: www.sccrtc.org*

Santa Cruz County Regional Transportation Commission (RTC) Meeting Highlights

April 2014

2014 Regional Transportation Improvement Program (RTIP) Amendments:

On March 20, 2014 the California Transportation Commission (CTC) approved \$5.9 million in funding for projects proposed by the RTC in December 2013. The RTC amended its 2014 Regional Transportation Improvement Program (RTIP) to reflect updates to the scope, schedule and cost for several projects, including roadway preservation projects countywide, a roundabout in Capitola, and improvements along Airport Boulevard. RTC staff will work with project sponsors to implement projects, consistent with project applications or RTC approved amendments.

Amendment to the Regional Transportation Commission's Rules and Regulations:

The RTC amended its Rules and Regulations, which serves as the bylaws for the RTC and its advisory committees, puts forth local rules for Transportation Development Act (TDA) administration, and includes other administrative policies and procedures. The Rules and Regulations, last updated in 2006, were updated to reflect a variety of changes in law and practice, including current federal and state funding programs, the RTC's autonomy from the County, and current procedures. When finalized, the amended Rules and Regulations will be posted to the RTC's website at www.sccrtc.org.

May 2014

Appreciation of Les White, General Manager of Santa Cruz METRO:

The RTC presented a certificate of appreciation to Les White, the retiring general manager of the Santa Cruz Metropolitan Transit District. He was recognized for his unwavering commitment to improve transportation in Santa Cruz County; outstanding leadership to modernize Santa Cruz METRO; strong advocacy at the state and national levels for transportation funding of small communities; and tireless efforts to improve the efficiency and effectiveness of local and regional transit service.

Passenger Rail Study Project Update:

In accordance with the intent of purchasing the Santa Cruz Branch Rail Line to expand transportation options for the region, the RTC authorized its Executive Director to negotiate and execute an agreement with Fehr & Peers for consultant services to develop a passenger rail study for the Santa Cruz Branch Rail Line. The analysis, funded from a

Caltrans Transit Planning grant, will evaluate the feasibility of short and long term scenarios for passenger rail service, including estimates of capital and operating costs, varying train technologies, and connectivity to other bus and rail services. The consultant team was selected based on their extensive experience with ridership forecasting, rail service scenarios, operations and funding/finance opportunities. Public participation in the Passenger Rail Study will be encouraged on development of goals and objectives for rail service, identification of service scenarios, and on recommendations from the consultant. To get involved, please [sign up](#) for the [RTC's Passenger Rail Study](#).

Recommendations for the Final 2014 Regional Transportation Plan (RTP):

The RTC approved recommendations for changes to the draft 2014 Regional Transportation Plan (RTP), based on comments received from members of the public, commissioners, RTC Committees, resource agencies, public interest groups, and partner agencies. Changes include updates to text and minor updates to the project list and financial estimates based on more recent financial information. The RTP describes the existing transportation system, forecasts the amount of funding anticipated for transportation projects over the next 22 years, identifies transportation programs and projects to address the region's needs, and includes a performance analysis for how well the plan advances RTP goals. The Final 2014 RTP is scheduled for adoption at the RTC's June 26, 2014 meeting.

Transportation Development Act (TDA) funding for local transportation programs:

The RTC approved \$7,228,775 in TDA funding for local transportation programs and services, including the Santa Cruz METRO transit and Paracruz operations, the Volunteer Center, and Community Bridges transportation services for our community's elderly and disabled population, and bicycle and pedestrian safety programs of the Community Traffic Safety Coalition, Ride 'n Stride, and Ecology Action's Bike to Work. Each year, the RTC allocates TDA funds from the region's share of the ¼ cent sales tax according to established eligibility criteria pertaining to special transportation assistance claims. The RTC also approved \$2,689,917 in State Transit Assistance (STA) funding for Santa Cruz METRO's transit operations.

COMMITTEE APPOINTMENT APPLICATION

Santa Cruz County Regional Transportation Commission (SCCRTC) Elderly & Disabled Transportation Advisory Committee (E/D TAC)

Meetings are scheduled for the second Tuesday of every other month at 1:30 p.m. in the Santa Cruz County Regional Transportation Commission conference room, located at 1523 Pacific Avenue in downtown Santa Cruz. At least one meeting each year is scheduled for an alternate location. Please refer to the Committee description, bylaws and recruitment process for more information.

If you are interested in serving on this committee, please complete this application, and return it to the Regional Transportation Commission office.



PLEASE TYPE OR PRINT CLEARLY

Name: Donald N. (Norm) Hagen

Home address: [REDACTED] Watsonville, CA 95076-3535

Mailing address (if different): Same

Phone: (home) [REDACTED] (business/message) [REDACTED]

E-mail: [REDACTED]

Length of residence in Santa Cruz County: 48 years (1966 to present)

Position(s) I am applying for: ☒ Any appropriate position

☒ prefer E/D TAC ☐

Previous experience on a government commission or committee (please specify)

SCMTD Board of Directors member 2006-2012 (7 years); SCCRTC Board member 2011-
2012 (1 year); SCMTD MAC member 2004-2005 (2 years); SCMTD MAC member 2013-
present; SCC Senior Commission 2001-2004 (4 years); SCC IHHS Commission 2002-
2004 (2 1/2 years). MASTIF 2000-2003 (3 years)
Precinct clerk - Election Board - Pajaro Village Precinct 1998 - present (16 years)

Relevant Work or Volunteer Experience

Organization	Town or Address	Position	Dates
Bay Village Home-Owners Assoc.	Watsonville, CA	Board of Directors	1997-2002
Greater Bay Area Make-A-Wish Foundation	Monterey Bay Chapter	Wish Grantor	1995-2005
Pajaro Valley Unified School District Benefits Committee	Watsonville, CA	Consultant to Board	2010-2011
Order Sons of Italy In America	Watsonville Lodge #2016	Recording Secretary, Chaplain	2007-09 2013-present

Statement of Qualifications: Please attach a brief statement indicating why you are interested in serving on this committee and why you are qualified for the appointment. If you have served on this committee in the past, please summarize your accomplishments on the committee and indicate which of the committee's potential future endeavors most interest you.

Certification: I certify that the above information is true and correct and I authorize the verification of the information in the application in the event I am a finalist for the appointment.



Signature

05-18-14
Date

Return Application to: SCCRTC
Elderly & Disabled Transportation Advisory Committee
1523 Pacific Avenue
Santa Cruz, CA 95060
fax: 460-3215 email: kpushnik@sccrtc.org

Questions or Comments: (831) 460-3200

COMMITTEE APPOINTMENT APPLICATION
E/D TAC
STATEMENT OF QUALIFICATIONS

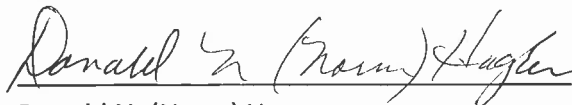
Donald N. (Norm) Hagen

I have spent my life in public service. My relevant work experience includes knowledge of subject matter, research, public speaking, administration, negotiation, committee membership, eliciting consensus, and many other skills. I was a high school English teacher for 34 years, 29 years at Aptos High School. 15 of these years included being English Department Chair, 9 of them as Varsity golf coach, 3 of them as JV basketball coach, and 22 of them as official score keeper for all Aptos High Varsity and JV basketball games. I served as a school principal for a K-8th grade PVUSD district affiliated summer school program in 1973 & '74.

After my retirement in June, 1997, due to my progressive condition of Multiple Sclerosis, I began a different type of public service. My early retirement originally led to concerns about boredom. But almost immediately, I was appointed a member of Santa Cruz County Senior Commission, which I served for 4 years, and a member of IHSS (In Home Support Services), where I served 2 ½ years. From even before retirement I had been attending MASTIF meetings. I was appointed to MASTIF in 2000 until it collapsed in 2003. In 2004 Assistant Watsonville City Manager Marcel Tvantzis appointed me to the Santa Cruz Metro MAC, when Paracruz assumed control of county-wide transportation for disabled citizens. From there I was appointed to the Metro Board of Directors, where I served for seven years (01/2006-12/2012). The last year I was also appointed to the RTC Commission. Upon leaving the Board of Directors, I was immediately re-appointed to MAC by Supervisor Zack Friend, where I now serve. I was also appointed to BSAC (Bus Stop Advisory Committee) in April, 2014. In addition, I serve as a precinct clerk for the Santa Cruz County Election Board for all elections from 1998 through the present.

I would like to serve on E/D TAC as I have a good background and knowledge of the Metro system and the ADA, and I would like to assist the new General Manager, Alex Clifford, in any way I can to help make his leadership successful. I also have a fair knowledge of the historical needs and purposes of the RTC and its relations to UCSC, Cabrillo College, our senior citizens and all our other Metro users. I have extensive knowledge of the bus routes, as I use the buses and Paracruz for my primary transportation, and I have helped with the training of new Metro drivers to assist disabled passengers and to comply with ADA guidelines.

Signed:

A handwritten signature in cursive script that reads "Donald N. (Norm) Hagen". The signature is written in dark ink and is positioned above the printed name.

Donald N. (Norm) Hagen

P.S.] My last vote of major consequences as an RTC member was for the Rail Trail agreement, of which I am very proud. I am delighted that this is going forward, and hope one day this will be successfully completed.

SENIOR CENTER WITHOUT WALLS

Dear MOW Volunteers:

Senior Center Without Walls is a wonderful way for seniors to keep involved and mentally active when they can no longer easily leave their homes.

Last Christmas we made a donation to this program in the name of our wonderful volunteers and now we'd like you to help us promote this opportunity.

Once a person enrolls, they get a list of the various conversations where they can participate by phone. They can also see the listings on-line if they use the internet. They enroll in the group(s) that interests them and on the day and time specified, they call into the moderated conference call.

Along with the Senior Center Without Walls brochure, I'm sending a sampling of the topics available, but there are many more. Please urge your customers to enroll and take advantage of this fun opportunity to stay connected. It looks like there is a topic for everyone's interest.

I actually got a live person! when I called the toll-free (877) number to ask more questions.



American Planning Association
California Chapter
Northern

Making Great Communities Happen

DIRECTOR

Jeff Baker

DIRECTOR ELECT

Andrea Ouse, AICP

IMMEDIATE PAST DIRECTOR

Hanson Horn, AICP

ADMINISTRATIVE DIRECTOR

Shaveta Sharma

TREASURER

Laura Thompson

ADVERTISING DIRECTOR

Scott Davidson, AICP

AICP DIRECTOR

Dr. Donald Bradley, AICP

AWARDS PROGRAM DIRECTORS

Eileen Whitty, AICP | John Cook, AICP

COMMUNICATIONS DIRECTOR

James Castañeda, AICP

CPF LIAISON

Darcy Kremin, AICP

ETHICS REVIEW DIRECTOR

Colette Meunier, AICP

INTERNATIONAL DIRECTORS

Hing Wong, AICP | Alex Hinds

LEGISLATIVE DIRECTOR

Alexandra Barnhill

MEMBERSHIP DIRECTORS

Sandra Hamlat, Geoff Bradley, AICP

NEWSLETTER EDITOR

Naphtali Knox, FAICP

ASSOCIATE EDITOR

Jennifer Piozet

PLANNING COMMISSIONER REP.

Janet Palma, AICP

PLANNING DIVERSITY DIRECTORS

Miroo Desai, AICP | Cindy Ma

PROFESSIONAL DEV. DIRECTOR

Tania Sheyner, AICP

STUDENT REPRESENTATIVES

Edward "Ted" Graves | Amanda Becker

SUSTAINABILITY DIRECTORS

Katja Irvin, AICP | Dave Javid, AICP

UNIVERSITY LIAISON

Justin Meek, AICP

WEBMASTER

Ronny Kraft

SECTION HISTORIAN

Juan Borrelli, AICP

YOUNG PLANNERS GROUP

Shannon Fiala | Jason Su

REGIONAL ADVISORY COORDINATORS

East Bay – **Florentina Craciun, AICP**

East Bay – **Dahlia Chazan, AICP**

Monterey Bay – **Aaron Ackerman, AICP,**

Justin Meek, AICP

North Bay – **Kristine Gaspar**

Peninsula – **James Castañeda, AICP**

Redwood Coast – **Stephen Avis, AICP**

San Francisco – **Brian Soland, AICP**

South Bay – **Jonathan Schuppert, AICP**

April 23, 2014

Cory Caletti

Senior Transportation Planner

Santa Cruz County Regional Transportation Commission

Via Electronic Mail: ccaletti@scrtc.org

Re: 2014 APA California Northern Awards

Dear Cory,

Congratulations on behalf of the 2014 APA California Northern Section Awards Program Co-Directors and Jury! Your nomination of the Monterey Bay Sanctuary Scenic Trail Network Master Plan has been selected as the **Award of Excellence Winner in the category of Transportation Planning.**

You and all of the award winners and nominees are invited to attend the Northern Section Awards Ceremony on Friday, May 16, 2014, at the Parc 55 Wyndham Hotel, Union Square, San Francisco. For further information, including how to buy tickets to the Ceremony, please visit the following link:

<http://norcalapa.org/programs/awards/>

As a Northern Section Award winner, your nomination is also eligible for submittal to the APA, California Chapter for consideration at the State level for a Chapter Award. The deadline for State APA submittals is 5 p.m. on Monday, June 2, 2014. The State Awards nomination applications and requirements can be found here:

<http://www.apacalifornia.org/events/awards-program>

Please note that a Northern Section Awards Chair signature is required (on page 3 of the application) prior to submittal to the State for selected categories. Please find included in this transmittal a signed signature page for your use in forwarding this project for statewide award consideration.

Again, congratulations and thank you for the time spent on the award nomination and application. We look forward to hearing from you and hope to see you at the APA California Chapter Northern 2014 Awards Ceremony.

Sincerely,

Eileen Whitty, AICP

John Cook, AICP

Certification of Section Awards Coordinator

I certify that the submitted work was done by the parties credited in this Awards Application Form, and that the work meets the eligibility and nomination submittal requirements listed in Sections III and IX of the 2014 APA California Awards Program Policy.

John Cook AICP
Signature of Section Awards Coordinator

April 20, 2014
Date

John Cook, AICP
Printed Name of Section Awards Coordinator

NORTHERN
Section

Acknowledgement of Nominator

I acknowledge that the submitted work was done by the parties credited in this Awards Application Form, and that the work meets the eligibility and nomination submittal requirements listed in Sections III and IX of the 2014 APA California Awards Program Policy. I understand that all winning documents will be placed on the California Chapter website under Award Winners.

Signature of Nominator

Date

Printed Name of Nominator

Narrative Transportation Program Volunteer Center of Santa Cruz
3rd Qtr. 2013-14

TRANSPORTATION

Santa Cruz

One of our long time drivers was due to pick up Betty on Thursday. Thursday night Betty fell and broke her leg. The next day the volunteer driver was at the hospital with a card, flowers and well wishes for Betty. Our Driver always goes the extra mile, this time by showing Betty that she had a friend.



We continue to make it possible for our elderly and disabled seniors to stay in their homes and have a high quality of life by getting them to needed medical appointments and making sure they have food in their homes.

We are on target for our goals.

Scotts Valley-San Lorenzo Valley

John is a new client who has lived in Scotts Valley for 45 years. He was a successful business man and very independent. Due to many unforeseen circumstances including bad health and economic misfortune, John has been unable to care for himself. His great nephew contacted us and said that he was trying very hard to get John's affairs in order but the pieces that were missing were transportation to the grocery store and Doctor's appointments. He was at his wits end when he came across our program. We were able to help John with an ongoing shopping driver as well as put his nephews fears to rest.

Our program enables our seniors to stay in their homes and enjoy a higher quality of life. Getting to medical appointments to keep our seniors healthy in their homes makes our communities a better place.

We are on target for goals.

Outreach this quarter included updating volunteer opportunities on our Hands on Connect Network. We also did some follow up on mailing to our local churches. Client recruitments brochures were taken to local non-profits and the libraries.

Watsonville

The Transportation Program works regularly with nurses of the Visiting Nurses Association. These nurses work regularly with senior patients who are struggling with their health and often isolated. They turn to the Transportation Program to provide quality of life beyond what they are capable of and freedom of transportation for their senior patients. We hear the relief in these nurses' voices when we are able to tell them that "Yes, we can help your patient." They are so happy to know that there is a

program like the Transportation Program providing seniors access to life's essentials (groceries, healthcare and banking.)

The Transportation Program was able to recruit two new drivers and reconnect with an inactive driver. We have developed strong relationships with our volunteers and are able to provide them a personalized quality volunteer experience. We have filed new volunteer intake forms listing volunteer preferences on ride times, days and even parts of the county. We keep detailed notes on volunteer preferences to ensure that we keep our drivers happy and engaged.

The Watsonville Transportation is recruiting a Transportation Program Outreach Volunteer and a new Dispatch Volunteer. We are focusing our efforts on recruiting new drivers to allow our program to continue to grow in the number of clients we serve.

Volunteer Center of Santa Cruz County
Transportation Program - TDA funding

Transportation Report Volunteer Center of Santa Cruz

	<u>Santa Cruz</u>	<u>San Lorenzo Valley</u>	<u>Wtsonville</u>	<u>3rd Qtr Total- FY 13-14</u>	<u>3rd Qtr Total- FY 12-13</u>
Volunteers	25	12	13	50	45
Unduplicated Clients	78	65	18	161	131
Total Rides	860	312	92	1264	1192
Ride Requests unable to fill	21	1	2	24	24
Unfilled requests referred other agencies	0	1	0	1	2
Requests cancelled by client	31	11	4	46	12
<u>Trip destinations</u>					
Physician	198	123	62	383	412
Shopping & bank	175	62	7	244	201
Stroke Center	4	0	0	4	0
Hospitals and therapy	0	0	3	3	6
Convelescent homes	0	0	0	0	0
Doran Low Vision Center	0	0	0	0	0
Clinishare Dialysis	0	0	0	0	0
Other	21	10	5	36	26
Total	398	195	77	670	645
<u>Avg ride length (YTD)</u>	18.5				
<u>Total Miles driven (YTD)</u>	84,326				
<u>Total Reimbursement (YTD)</u>	\$752				

	Total FY 13-14	%
<u>Client Jurisdictions</u>		
Santa Cruz City	26	15%
Scotts Valley City	30	17%
San Lorenzo Valley	35	20%
Capitola City	10	6%
Watsonville City	26	15%
Midcounty Unincorporated	33	19%
South County	13	8%
Out of County	0	0%
Total Clients (unduplicated)	173	100%

<u>Origin of Ride by Jurisdiction</u>		
Santa Cruz City	412	25%
Scotts Valley City	189	12%
San Lorenzo Valley	178	11%
Capitola City	203	12%
Watsonville City	152	9%
Midcounty Unincorporated	335	21%
South County	159	10%
Out of County	0	0%
Total	1628	100%



COMMUNITY BRIDGES

Puentes de la Comunidad

236 Santa Cruz Avenue, Aptos, CA 95003
P. 831.688.8840 F. 831.688.8302
www.communitybridges.org

April 16, 2014

Mr. Marc Pimentel
Director of Finance
City of Santa Cruz Finance Department
809 Center St., Rm. 101
Santa Cruz, CA 95060

RE: **Second Quarter Report for 13/14**
(contract between "City of Santa Cruz and Community
Bridges/Consolidated Transportation Services Agency")

Dear Mr. Pimentel:

Enclosed please find the TDA Quarterly Report for the period beginning October 1, 2013 and ending December 31, 2013.

If you would like additional information or have any questions, please contact me at 831/688-8840, ext. 206, or email susanm@cbridges.org.

Sincerely,

Susan Marinshaw
Chief Administrative Officer

encl.

ecc: Karena Pushnik, Senior Transportation Planner, SCCRTC
Kirk Ance, Division Director, CTSA: Lift Line
C. Benson, Chief Financial Officer, Community Bridges



THE
COMMUNITY BRIDGES
FAMILY OF PROGRAMS



Child and Adult Care
Food Program



Child Development Division



Elderday



Familia & Beach Flats Center



Live Oak
Family Resource Center

LIFT LINE

Consolidated Transportation
Services Agency



La Manzana
Community Resources



Meals on Wheels



Mountain Community
Resources



18
Women, Infants & Children
Nutrition Program

CC 20,23,26,31,32,3839						CC21						CC29						CC 24,30						CC36									
#	Performance Measures to be	Medical				YTD	% of YTD Rides	Meals on Wheels				YTD	% of YTD Rides	Taxi Scrip				YTD	% of YTD Rides	Elderday				YTD	% of YTD Rides	ISSP				YTD	% of YTD Rides	Qtr Total	YTD Total
		Oct	Nov	Dec	Qtr			Oct	Nov	Dec	Qtr			Oct	Nov	Dec	Qtr			Oct	Nov	Dec	Qtr			Oct	Nov	Dec	Qtr				
1	Unduplicated Passengers per Month	90	89	82	131	240		53	49	49	58	126		57	22	59	83	180		105	99	97	110	221		0	0	0	0	0		382	767
2	Total Passenger Trips (Units of Service) per Month	782	700	641	2,123	4,288	42%	1,221	947	921	3,089	6,796	46%	310	141	297	748	1,404	59%	3,085	2,476	2,540	8,101	17,277	62%	N/A	2,751	4,862	7,613	7,613	36%	21,674	37,378
3	Number of Incidents per Month	1	0	0	1	1		0	0	0	0	1		0	0	0	0	0		0	0	0	0	7		0	0	0	0	0		1	9
4	Number of Accidents per Month	0	0	0	0	0		0	0	0	0	0		0	0	0	0	0		0	0	0	0	1		0	0	0	0	0		0	1
5	Number of Mechanical Failures (including lift failure) per Month	0	0	0	0	0		0	0	0	0	0		N/A	N/A	N/A	0	0		1	1	0	2	4		0	0	0	0	0		2	4
6	Number of No-Shows per Month	11	17	11	39	87		N/A	N/A	N/A	0	0		N/A	N/A	N/A	0	0		65	85	85	235	455		0	0	0	0	0		274	542
7	Number of Turndowns or Referrals per Month	0	0	0	0	0		0	0	0	0	0		0	0	0	0	0		0	0	0	0	0		0	0	0	0	0		0	0
8	Total Donations per Month	\$282	\$37	\$536	\$855	\$3,781		N/A	N/A	N/A	\$0	\$0		N/A	N/A	N/A	\$0	\$0		N/A	N/A	N/A	\$0	\$0		N/A	N/A	N/A	\$0	\$0		\$855	\$3,781
9	Operating Cost per Passenger Trip				\$46.90						\$8.34						\$9.08						\$13.00							\$1.84			
10	Operating Cost per Vehicle Service Hour				\$43.76						\$45.47												\$49.18							\$53.45			
11	Passengers per Vehicle Service Hour				0.92						5.48												3.69							29.06			
12	Passengers per Vehicle Service Mile				0.07						0.36												0.23							1.91			
13	Van Mileage per Program				30,496						8,497												31,906							3,994			

Footnotes:

- * Per requested from the E&D TAC, we have added a couple of new columns to each ride type.
- * The "YTD" column projects the number of total rides YTD.
- * The "% of YTD" column projects the percentage at which we are currently performing rides in comparison to our target goal for the Fiscal Year.
- * Medical and Meals on Wheels show an increase in rides for the third quarter which should bring the YTD closer to target on the next report.
- * The ISSP rides run from mid November through mid April, resulting in a low percentage for this quarter.
- * Line 9 includes both taxi and Lift Line costs and units of service combined.
- * Lines 10 through 13 reflect Lift Line data only and exclude taxi costs and units of service.

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

DATE: April 25, 2014

TO: Board of Directors

FROM: April Warnock, Paratransit Superintendent

**SUBJECT: METRO PARACRUZ OPERATIONS STATUS REPORT FOR
FEBRUARY 2014**

I. RECOMMENDED ACTION

This report is for information only - no action requested

II. SUMMARY OF ISSUES

- METRO ParaCruz is the federally mandated ADA complementary paratransit program of the Transit District, providing shared ride, door-to-door demand-response transportation to customers certified as having disabilities that prevent them from independently using the fixed route bus.
- METRO assumed direct operation of paratransit services November 1, 2004. This service had been delivered under contract since 1992.
- Discussion of ParaCruz Operations Status Report.
- Attachment A: On-time Performance Chart displays the percentage of pick-ups within the “ready window” and a breakdown in 5-minute increments for pick-ups beyond the “ready window”. The monthly Customer Service Reports summary is included.
- Attachment B: Report of ParaCruz’ operating statistics. Performance Averages and Performance Goals are reflected in the Comparative Operating Statistics Table in order to establish and compare actual performance measures, as performance is a critical indicator as to ParaCruz’ efficiency.
- Attachments C and D: ParaCruz Performance Charts displaying trends in rider-ship and mileage spanning a period of three years.
- Attachment E: Current calendar year’s statistical information on the number of ParaCruz in-person eligibility assessments, including a comparison to past years, since implementation in August of 2002.

III. DISCUSSION

Comparing February 2013 to February 2014, ParaCruz rides increased by 565 rides.

Comparing January 2013 to February 2014, ParaCruz rides increased by 228 rides. December 2013, January 2014, and February 2014, all show the highest number of rides performed for these three months in the last three years.

IV. FINANCIAL CONSIDERATIONS

NONE

V. ATTACHMENTS

- Attachment A:** ParaCruz On-time Performance Chart
- Attachment B:** Comparative Operating Statistics Table
- Attachment C:** Number of Rides Comparison Chart and Shared vs. Total Rides Chart
- Attachment D:** Mileage Comparison Chart and Year to Date Mileage Chart
- Attachment E:** Eligibility Chart

ATTACHMENT A

Board of Directors
Board Meeting April 25, 2014

ParaCruz On-time Performance Report		
	February 2013	February 2014
Total pick ups	7158	7723
Percent in “ready window”	95.66%	95.88%
1 to 5 minutes late	1.98%	1.67%
6 to 10 minutes late	1.16%	1.09%
11 to 15 minutes late	.50%	.75%
16 to 20 minutes late	.35%	.31%
21 to 25 minutes late	.17%	.12%
26 to 30 minutes late	.08%	.13%
31 to 35 minutes late	.07%	.07%
36 to 40 minutes late	.01%	.09%
41 or more minutes late (excessively late/missed trips)	.01%	.01%
Total beyond “ready window”	4.34%	4.12%

During the month of February 2014, ParaCruz received four (4) Customer Service Reports. Two (2) reports were valid. Two (2) reports were not verifiable.

ATTACHMENT B

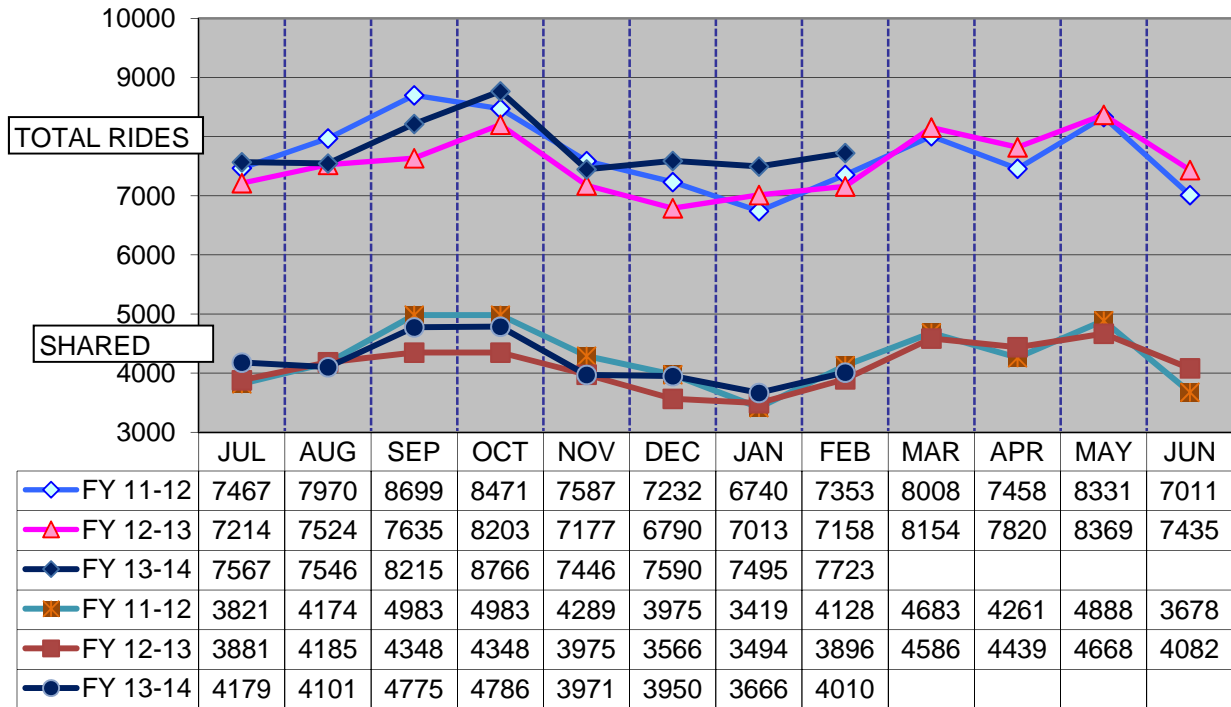
Board of Directors
Board Meeting April 25, 2014

Comparative Operating Statistics This Fiscal Year, Last Fiscal Year through February 2014.

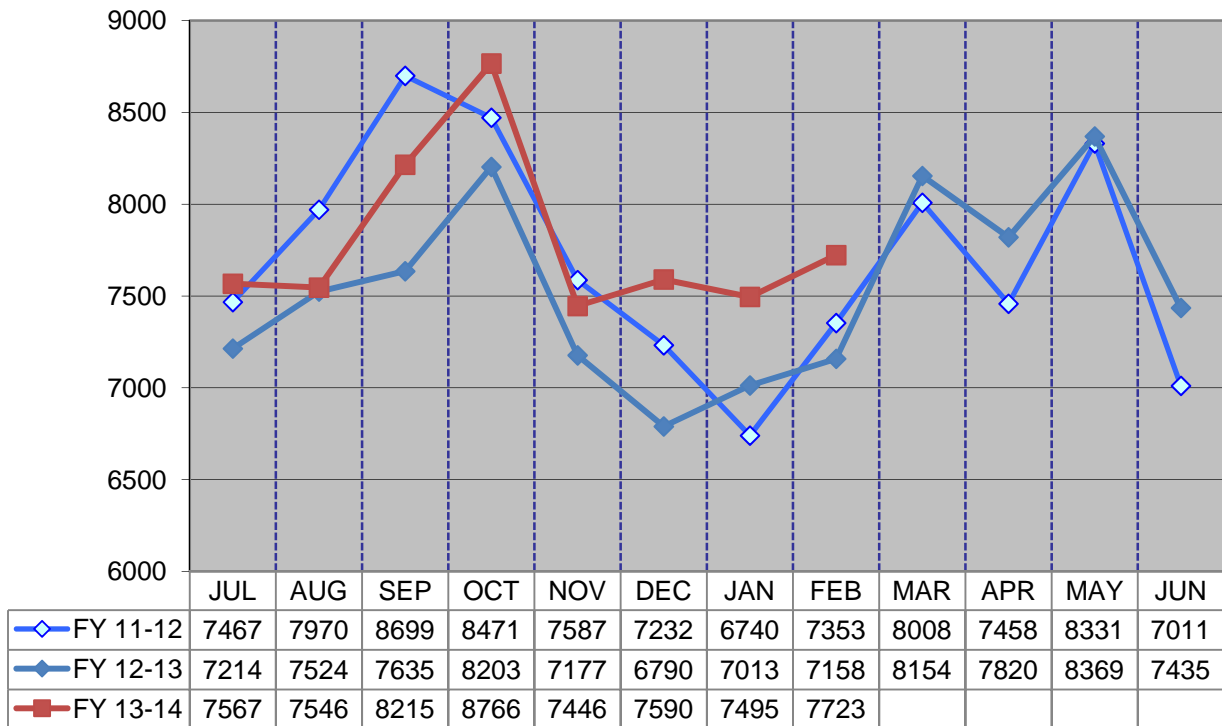
	Feb 13	Feb 14	Fiscal 12-13	Fiscal 13-14	Performance Averages	Performance Goals
Requested	7736	8297	63,688	66,685	8402	
Performed	7158	7723	58,714	62,328	7844	
Cancels	18.91%	20.60%	19.25%	19.52%	19.28%	
No Shows	3.17%	2.71%	3.33%	2.93%	2.95%	Less than 3%
Total miles	52,073	54,833	408,491	391,682	55,805	
Av trip miles	5.17	4.65	4.76	4.78	4.91	
Within ready window	95.66%	95.88%	95.97%	95.42%	95.41%	92.00% or better
Excessively late/missed trips	1	1	11	18	2.17	Zero (0)
Call center volume	5600	N/A	45,286	N/A	N/A	VOIP being UPDATED
Hold times less than 2 minutes	93.4%	N/A	95.3%	N/A	N/A	Greater than 90%
Distinct riders	764	794	1564	1627	799	
Most frequent rider	48 rides	55 rides	290 rides	367 rides	53 rides	
Shared rides	64.6%	63.0%	64.5%	64.1%	65.51%	Greater than 60%
Passengers per rev hour	1.96	1.94	1.93	1.96	1.98	Greater than 1.6 passengers/hour
Rides by supplemental providers	8.97%	4.04%	6.90%	10.64%	11.10%	No more than 25%
Vendor cost per ride	\$22.59	\$22.73	\$21.68	\$23.90	\$23.14	
ParaCruz driver cost per ride (estimated)	\$28.28	\$24.78	\$29.93	\$29.61	\$28.88	
Rides < 10 miles	66.21%	63.36%	67.62%	63.73%	64.51%	
Rides > 10	33.79%	36.64%	32.38%	36.27%	35.49%	
Denied Rides	N/A	0	N/A	0	0	Zero

ATTACHMENT C

TOTAL RIDES vs. SHARED RIDES

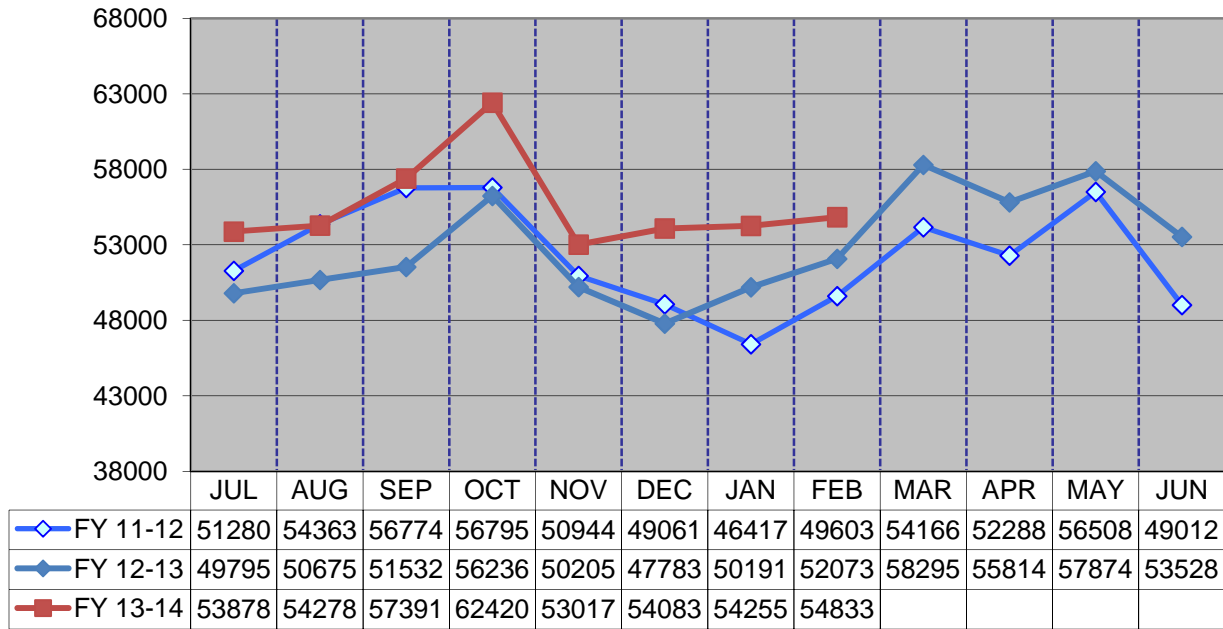


NUMBER OF RIDES COMPARISON CHART

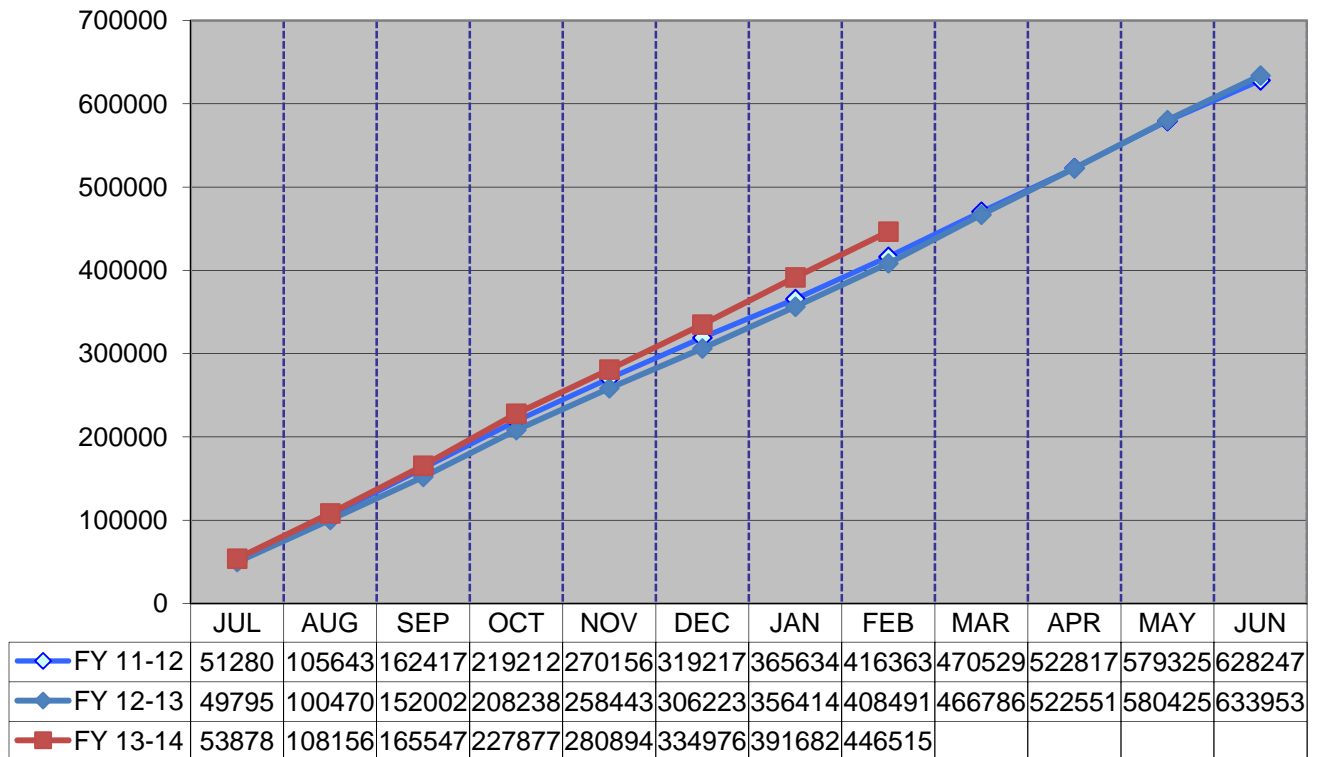


ATTACHMENT D

MILEAGE COMPARISON



YEAR TO DATE MILEAGE COMPARISON CHART



DATE: May 23, 2014
TO: Board of Directors
FROM: John Daugherty, METRO Accessible Services Coordinator
SUBJECT: ACCESSIBLE SERVICES REPORT FOR MARCH 2014

I. RECOMMENDED ACTION

This report is informational only. No action required.

II. SUMMARY OF ISSUES

- After a demonstration project, the Accessible Services Coordinator (ASC) position became a full time position to organize and provide METRO services to the senior/older adult and disability communities.
- Services include the METRO Mobility Training program and ongoing public outreach promoting METRO's accessibility. The ASC also participates in METRO's staff training and policy review regarding accessibility.
- Two persons have served in the ASC position from 1988 to today. In 2002 the ASC position was moved into the newly created Paratransit Department. On May 27, 2011 the Board approved the staff recommendation to receive monthly reports on the activity of the ASC.

III. DISCUSSION

The creation of the Accessible Services Coordinator (ASC) position was the result of a successful demonstration project funded through the Santa Cruz County Regional Transportation Commission. Two persons have served in the ASC position from 1988 to today. Both hiring panels for the ASC included public agency representatives serving older adults and persons with disabilities.

The first ASC, Dr. Pat Cavataio, served from April 1988 through December 1998. The second ASC, John Daugherty, began serving in December 1998.

Under direction, the Accessible Services Coordinator: 1) Organizes, supervises, coordinates and provides METRO services to the older adult and disability communities; 2) Organizes, directs and coordinates the activities and operation of METRO's Mobility Training function; 3) Promotes and provides Mobility Training and outreach services; 4) Acts as information source to staff, Management, funding sources, clients, community agencies and organizations, and the general public regarding Mobility Training and accessibility; 5) Works with Department Managers to ensure compliance with METRO's accessibility program and policies.

During 2002 the ASC position was moved from Customer Service to the newly created Paratransit Department. Mr. Daugherty was the first employee. His placement was followed by hiring of the first Paratransit Superintendent, Steve Paulson and the current Eligibility Coordinator, Eileen Wagley.

On May 27, 2011 the Board approved the following recommendation: “Staff recommends that this position be reinstated in FY 12 budget with the requirement that this position be evaluated during FY12 to make sure the service items that are being requested by the Community are being carried out by this position. Additionally, staff recommends that this position be required to provide a monthly activity report to the Board of Directors during FY12.”

IV. FINANCIAL CONSIDERATIONS

None

V. ATTACHMENTS

Attachment A: Accessible Services Coordinator (ASC) Activity Tracking Report for March 2014

Prepared by: John Daugherty, METRO Accessible Services Coordinator
Date Prepared: May 15, 2014

Attachment A

Accessible Services Coordinator (ASC) Activity Tracking Report for March 2014

What is Mobility Training?

Mobility Training is customized support to allow access to METRO services. It can include:

- **An Assessment:** The ASC meets the trainee to assess the trainee's capabilities to use METRO services. They discuss the trainee's experience using public transit and set goals for training sessions.
- **Trip Planning:** Practice to use bus route schedules, maps, online resources and other tools to plan ahead for trips on METRO fixed route and METRO ParaCruz services. All Mobility Training includes some trip planning.
- **Boarding/Disembarking Training:** Practice to board, be secured, and then disembark (get off) METRO buses. This training has been requested by persons using walkers, wheelchairs, scooters and service animals. The training session includes work with an operator and out of service bus and lasts three to five hours.
- **Route Training:** Practice using METRO buses to travel to destinations chosen by trainees. The training session includes practice on handling fares, bus riding rules and emergency situations. One training session can take two to eight hours. One or two sessions to learn one destination is typical. The number of training sessions varies with each trainee.

During March 2014 there was progress with 17 trainees:

- **Ongoing training for eight persons progressed:** The ASC met one trainee for her Assessment and then checked the safe paths of travel for bus stops near her home. Another trainee met with the ASC and assisted outreach. Another trainee met with the ASC to ask service animal questions. The ASC spoke with two other trainees regarding their next Route Training sessions. Another trainee texted his questions to share his progress. Another trainee cancelled Boarding/Disembarking Training due to emergency surgery. Another trainee did not follow up ASC emails to set her next Route Training.
- **The ASC began to close three trainees' files:** The ASC watched one trainee handle one bus ride well alone. Two other trainees had not requested further assistance.

Attachment A

- Training with six persons is almost complete: March activity included checking on whether further training is needed and preparation to close their files or complete their referral sheets.

Training Overview for March 2014:

- Amount of time dedicated to training sessions and follow up activity: At least 60 hours
- Tracking of scheduled appointments vs. cancelled:
Three appointments scheduled, one appointment cancelled

Highlights of Other Activity – Outreach/orientation performed in the community:

- March 7 Farmers' Market outreach, Watsonville
- March 18 La Posada outreach, Santa Cruz
- March 24 Life Skills Class orientation, Soquel High School

Meetings are usually scheduled for two hours. Total ASC time spent includes preparation for the meeting, the meeting itself and follow up activity. ASC activity for each meeting can take four to nine hours.

The total audience for March outreach/orientation was at least 47 persons. The ASC provided information during meetings and follow up phone calls and emails.

Requests from the community and METRO staff:

- There were at least 32 individual contacts in person and/or over the phone. Most contacts regarded training and outreach.
- The ASC conducted the March 11 Americans with Disabilities Act (ADA) Introduction class. The class included ten new operators and community participants Felipa de Leon, Veronica Elsea, Norm Hagen and Niconia Keesaw.
- When class began the ASC noted that longtime METRO advisor and volunteer bus operator trainer Lesley Wright had died on March 9. The ASC worked with General Manager Les White to draft and finish METRO's Certificate of Appreciation and Remembrance and also helped to prepare and follow up the March 28 METRO Board meeting.

Attachment A

- Board Chair Dene Bustichi presented The Certificate of Appreciation and Remembrance to Ms. Wright's beloved aunt Nancy Hardy on March 28. Tributes were shared by Ms. Hardy, the ASC and other METRO staff, Board Directors Michelle Hinkle and Deborah Lane and community members including Bruce Gabriel and Ernestina Saldana.

The Certificate of Appreciation and Remembrance for Lesley A. Wright declares:

"... **WHEREAS**, the Santa Cruz Metropolitan Transit District, requiring guidance and assistance from an individual with expertise and dedication was privileged to receive the services of Lesley A. Wright as a Member of the Metro Accessible Services Transit Forum (MASTF), a founding Board appointed Member of the METRO Advisory Committee (MAC), and a volunteer to provide training for fixed route bus operators to assist people with disabilities, as well as all passengers, and

WHEREAS, Lesley A. Wright served the Santa Cruz Metropolitan Transit District from 1994 to 2014, and

WHEREAS, Lesley A. Wright provided the Santa Cruz Metropolitan Transit District with dedicated service and commitment as an advisor and volunteer, and...

WHEREAS, the quality of life in Santa Cruz County was improved dramatically as a result of the exemplary service provided by Lesley A. Wright, and...

NOW, THEREFORE, BE IT RESOLVED, that in recognition of service and commitment, the Board of Directors of the Santa Cruz Metropolitan Transit District does hereby posthumously commend Lesley A. Wright for efforts in advancing public transit service in Santa Cruz County and expresses sincere appreciation on behalf of itself, METRO staff and all of the citizens of Santa Cruz County..."

- Ms. Hardy sent the ASC an April 7 letter of thanks:

"...I want to thank you for letting me know of the Resolution that was created to honor Lesley. Just knowing that the Metro was going to recognize her in some way added a lift to the sadness I felt at her passing. I was really struck by the true caring that you and the Board showed at the Board meeting. I see why Lesley was so invested in her part of making Metro successful..."

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

DATE: April 25, 2014

TO: Board of Directors

FROM: Erron Alvey, Purchasing Manager

SUBJECT: CONSIDERATION OF ISSUING A FORMAL REQUEST FOR PROPOSALS FOR SUPPLEMENTAL PARATRANSIT SERVICES

I. RECOMMENDED ACTION

Authorize the Purchasing Manager to issue a formal Request for Proposals for Supplemental Paratransit Services.

II. SUMMARY OF ISSUES

- Santa Cruz METRO requires the services of qualified contractors to provide supplemental paratransit services when there are overflow trips.
- Currently, only one firm is contracted for this service.
- Increases in ridership for ParaCruz have created a need to have additional back up transportation in order to ensure on-time performance.

III. DISCUSSION

Santa Cruz METRO requires the services of qualified contractors to provide supplemental paratransit services when there are overflow trips. In the past, Santa Cruz METRO had two firms contracted to handle overflow trips, which ensured on time performance. However, only one firm responded when Santa Cruz METRO last issued a Request for Proposals for these services, in 2012, and since then only one firm has been under contract.

Increases in ridership for ParaCruz have created a need to have additional back up transportation. Therefore, Staff is recommending the issuance of a formal Request for Proposals for Supplemental Paratransit Services.

IV. FINANCIAL CONSIDERATIONS

Funds to support a resulting contract are included in the FY14 ParaCruz Operating Budget, and planned for the FY15 Operating Budget.

V. ATTACHMENTS

Attachment A: Authorizing Resolution

Attachment A

BEFORE THE BOARD OF DIRECTORS OF THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

Resolution No.
On the Motion of Director:
Duly Seconded by Director:
The Following Resolution is Adopted:

RESOLUTION AUTHORIZING THE PURCHASING MANAGER TO SOLICIT PROPOSALS FOR SUPPLEMENTAL PARATRANSIT SERVICES

WHEREAS, the Santa Cruz Metropolitan Transit District has a need for Supplemental Paratransit Services;

BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT AS FOLLOWS:

THAT, the Purchasing Manager is authorized to issue a Request for Proposals for the services and/or supplies described above; and

THAT, the RFP is approved for release pursuant to the provisions of the Santa Cruz Metropolitan Transit District's Procurement Policy.

PASSED AND ADOPTED this 25th day of April, 2014, by the following vote:

AYES: Directors –

NOES: Directors –

ABSTAIN: Directors –

ABSENT: Directors –

APPROVED: _____
DANIEL DODGE
Board Chair

ATTEST: _____
LESLIE R. WHITE
Secretary/General Manager

APPROVED AS TO FORM:

LESLYN K. SYREN
District Counsel

**2014 Active Transportation Program (ATP):
Applications submitted to Caltrans by agencies in Santa Cruz County
CTC scheduled to adopt program of projects August 20, 2014**

- County of Santa Cruz:
 - County Radar Speed Feedback Signs and Flashing Beacons
 - Summary: Improve safety adjacent to 22 schools in Santa Cruz County. Improve drivers' awareness of their speed and the presence of pedestrians and bicyclist in the vicinity of schools. Includes installation of 39 radar speed feedback signs, 7 rectangular rapid flashing beacons and one overhead flashing beacon.
 - ATP request: \$829,000 for design and construction
 - Total project cost: \$829,000
- City of Santa Cruz:
 - Branciforte Creek Bike/Pedestrian Bridge
 - Summary: Construct 12' wide bike/pedestrian bridge over Branciforte Creek on east side of San Lorenzo River near Soquel Ave/Dakota Ave/Riverside Ave adjacent to San Lorenzo Park. Closes gap in existing bike/pedestrian San Lorenzo Riverway path.
 - ATP request: \$1.4 million
 - Total project cost: \$1.75 million
 - Vehicle Speed Feedback Signs
 - Summary: Install 10 vehicle speed feedback signs adjacent to four elementary schools (Bay View, DeLaveaga, Gault, and Westlake).
 - ATP request: \$81,000
 - Total project cost: \$97,000
 - Market St at Goss St Minor Widening
 - Summary: Widen southeast corner of Market Street at Goss to provide a bike lane and sidewalk. Requires a retaining wall, utility relocation and modification to the existing drainage swale.
 - ATP request: \$270,200
 - Total project cost: \$308,000
- City of Scotts Valley
 - Missing Link to/from Scotts Valley Middle School
 - Summary: Add sidewalks on Bean Creek Road, Bluebonnet Lane and Kings Village Road to improve access to Middle School
 - a) Bean Creek Road, on its north side between Bluebonnet Lane and Christel Oaks Drive, entrance to Scotts Valley Middle School, about 0.210 miles.

- b) Bluebonnet Lane, on its east side between Bean Creek Road and Kings Village Road, about 0.040 miles.
 - c) Kings Village Road, on its west side between Bluebonnet Lane and Mt. Hermon Road, about 0.070 miles. The City's Transit Center is located on this roadway.
 - ATP request: \$698,498
 - Total project cost: \$792,498
- Glen Canyon Road Bike Lanes Project, Phase 2
 - Summary: Add sidewalks and bike lanes on Glen Canyon Road between between Flora Lane, Camp Evers Fishing Park and Green Hills Road, about 0.180 miles
 - ATP request: \$714,359
 - Total project cost: \$ 811,359
- City of Watsonville:
 - Rail Trail: Struve Slough Trail to Walker Street
 - Summary: Construct 2400 foot pedestrian/bike path within the railroad right-of-way. Includes path, fencing between path and railroad tracks, curb, gutter, sidewalk, curb ramps, signage, striping near Walker Street entrance to trail.
 - ATP Request: 660,000
 - Total project costs: 750,000
- Ecology Action/County Health Service Agency (HSA):
 - Safe Routes to School (SRTS) Education and Encouragement in Santa Cruz County
 - Summary: Non-infrastructure SRTS education and encouragement initiative for 7 elementary, 2 middle and 1 high school. Includes hands-on bicycle and pedestrian safety education, monthly Bike and Walk to School Day activities, daily tracking and incentive program, community/family outreach events, peer-to-peer student education, and bike lock and helmet distribution.
 - ATP request: \$446,100
 - Total project cost: \$446,100
- Santa Cruz Metropolitan Transit District (METRO):
 - Santa Cruz METRO Safe Routes SLV
 - Summary: Add sidewalk on northbound side of Hwy 9 near San Lorenzo Valley (SLV) High School campus through addition of pedestrian infrastructure. Connect the existing bus stop to the crosswalk at the existing traffic signal. Enhancements to the pedestrian island and increase in ADA accessibility features surrounding existing public bus stop on the southbound side of Hwy 9. Improve connection from bus stop to school campus and to the crosswalk at the traffic signal.
 - ATP request: \$95,000
 - Total project cost: \$95,000

- Santa Cruz County Regional Transportation Commission (SCCRTC):
 - Santa Cruz County-wide Bicycle Route Signage Program
 - Summary: Define a network of preferred bicycle routes between common destinations and develop and install 900-1,200 signs and/or pavement markings covering 100 miles of roadways directing bicyclists to these preferred routes and destinations county-wide.
 - ATP request: \$300,000
 - Total project cost: \$334,410
- UCSC:
 - Great Meadow Bike Path Safety Improvement Project
 - Summary: Realign and re-grade a portion of the main bike path (through the meadow) around the Farm area and the Village Road crossing and realign the Village Road crossing at the bike path and maintain separate directional bike paths through the roadway crossing to improve sight lines and allow cyclists to maintain better control of their bikes to improve safety.
 - ATP request: \$383,000
 - Total project cost: \$433,000

i:\rtip\activetranspprog\2014\2014atpapplicationsscr.docx



SANTA CRUZ COUNTY REGIONAL TRANSPORTATION COMMISSION

1523 Pacific Ave., Santa Cruz, CA 95060-3911 • (831) 460-3200 FAX (831) 460-3215 EMAIL info@sccrtc.org

May 6, 2014

Caltrans, Division of Local Assistance, MS 1
Attn: Office of Active Transportation and Spec. Prog.
P.O. Box 942874, Sacramento, CA 94274-0001

RE: Support for City of Scotts Valley's Active Transportation Program Application

Dear ATP Grant Selection Committee:

I am writing on behalf of the Pedestrian Safety Work Group, a subcommittee of the Santa Cruz County Regional Transportation Commission's Elderly & Disabled Transportation Advisory Committee (the local SSTAC). On May 6, 2014, the Pedestrian Safety Work Group voted to support the City of Scotts Valley's Active Transportation Program (ATP) Grant Application for the following projects:

1. Construction of Missing Link Sidewalk between Mt. Hermon Road and Scotts Valley Middle School. The Project calls for construction of missing link sidewalk on Bean Creek Road, Bluebonnet Lane and Kings Village Road as follows:
 - a) Bean Creek Road, on its north side between Bluebonnet Lane and Christel Oaks Drive, entrance to Scotts Valley Middle School, about 0.210 miles.
 - b) Bluebonnet Lane, on its east side between Bean Creek Road and Kings Village Road, about 0.040 miles.
 - c) Kings Village Road, on its west side between Bluebonnet Lane and Mt. Hermon Road, about 0.070 miles. The City's Transit Center is located on this roadway.
2. Construction of Sidewalk and Bike Lanes on Glen Canyon Road.
 - a) The project calls for construction of bike lane on both sides of the roadway and sidewalk on its south side between Flora Lane, Camp Evers Fishing Park and Green Hills Road, about 0.180 miles.

Implementation of this project would greatly minimize conflict between motor vehicles, pedestrians and bicycles and reduce the potential for injury collisions. Encouraging use of non-motorized transportation is paramount to a healthy, vibrant, and economically robust community.

The mission of the Regional Transportation Commission's Pedestrian Safety Work Group is to develop and maintain a complete, convenient and safe regional pedestrian network. Such a network increases the opportunity and attractiveness of pedestrian trips for transportation purposes by all members of the community. If constructed, the projects complement the Pedestrian Safety Work Group's goals by providing enhanced safety resulting in increased pedestrian trips, thereby boosting participation in active transportation modes.

Please feel free to contact the RTC's staff liaison to the Pedestrian Safety Work Group, Karena Pushnik, Senior Transportation Planner.

Sincerely,

Veronica Elsea, Chair

TO: Elderly and Disabled Transportation Advisory Committee

FROM: Luis Mendez, Deputy Director and Grace Blakeslee, Transportation Planner

RE: Transportation Development Act (TDA) Fiscal Years 2010-2012 Triennial Performance Audits

RECOMMENDATIONS

Staff recommends that the Elderly and Disabled Advisory Committee:

1. Review the fiscal year (FY) 2009-10 to 2011-12 triennial performance audit reports of the RTC and the Santa Cruz County operators ([Attachments 1 & 2](#));
 2. Receive responses from Community Bridges and Volunteer Center on recommendations included in the triennial performance audit for the Santa Cruz County operators ([Attachment 3](#)); and,
 3. Provide input on response to the recommendation in the RTC fiscal years 2009-10 to 2011-12 triennial performance audit report regarding vacancies on the Elderly and Disabled Transportation Advisory Committee.
-

BACKGROUND

State law requires triennial performance audits of local transportation planning agencies and transit operators who receive Transportation Development Act (TDA) funds. The audit determines compliance with state requirements and evaluates the efficiency, effectiveness and economy of operations. The performance audit guidebook produced by Caltrans states:

“While meeting the legal requirements for conducting a performance audit is important, a performance audit also provides an opportunity for an independent, objective and comprehensive review of the economy, efficiency, and effectiveness of the entity being audited. The audit has other benefits, including:

- Provides management with useful information to assess past activities and provides insight for future planning efforts;
- Provides management with a review and evaluation of an agency’s organization and operations;

- Presents an opportunity to utilize auditor expertise which can supplement staff work; and
- Assures public accountability for the use of public funds."

The FY 2010-2012 triennial performance audits of the RTC and the transit operators were conducted by PMC in accordance with Section 99246 of California's Public Utilities Code (PUC). The audit reports have already been submitted to the State Controller as required by state law.

DISCUSSION

To conduct the triennial performance audit and prepare the audit reports, Derek Wong of PMC interviewed board members and staff, and visited facilities of the entities being audited. Although not required by state law, the triennial performance audit of the Santa Cruz County operators includes Community Bridges and the Volunteer Center for the second time as recommended in a prior audit.

FY 2010-2012 Triennial Performance Audit of the RTC

The RTC FY 2010-2012 triennial performance audit ([Attachment 1](#)) finds that the RTC is in compliance with TDA requirements and in some cases exceeds those requirements. The RTC triennial performance audit also finds that the three recommendations of the previous audit have been implemented. The RTC 2010-2012 triennial performance audit includes the following four recommendations:

1. Enhance recruitment efforts to fill vacant positions on the Elderly & Disabled Transportation Advisory Committee.

As the E&D TAC serves as the SSTAC under TDA, it is good practice to have all committee positions filled to build diversity in membership. Of the existing vacancies on this committee, two are part of the make-up of the SSTAC including representatives for a Social Service provider-Seniors, and a Potential Transit User (disabled). Some suggested methods for enhanced recruitment of open positions are made as well as incentives for attendance at meetings.

2. Receive the Annual State Controller Reports from Santa Cruz METRO.

It is recommended that this report transfer be made from METRO to SCCRTC to meet compliance and to provide an additional method for monitoring transit performance.

3. Consider development of an annual report for Commute Solutions.

Commute Solutions collects and processes a wealth of traveler information that is produced from its website and customer communication. A stand alone or integrated annual report would provide a snapshot and highlight in reasonable detail the regional activities, successes, and benefits of different multimodal and

rideshare alternatives using information that is already developed by Commute Solutions. The report would have a marketing feel with the purpose of being a communications piece that connects with the community.

4. Update the SCCRTC Rules and Regulations.

A number of measures should be reflected in the Rules and Regulations including description of METRO farebox recovery ratios shown in the TDA claim, voting on Article 8 claims, and establishment of the operating reserve target.

FY 2010-2012 Triennial Performance Audit of Operators

The FY 2010-2012 triennial performance audit of Santa Cruz County operators ([Attachment 2](#)) finds that the operators are in compliance with the TDA requirements. The audit also finds that the six recommendations of the previous triennial performance audit have either been implemented or partially implemented. The triennial performance audit of operators includes the following seven recommendations:

1. Santa Cruz METRO should submit Annual State Controller Reports to SCCRTC.
2. Santa Cruz METRO should further promote security aspects of the transit system.
3. Santa Cruz METRO should develop a method to continuously track on-time performance.
4. Community Bridges and the Volunteer Center should work with their respective annual fiscal and compliance auditors to evaluate the transportation related measures required under the TDA, including annual operating costs and revenues.
5. Develop expanded performance standards for CTSA service efficiency and effectiveness.
6. Volunteer Center Should Track Driver Time Spent Per Trip
7. Volunteer Center Should Regularly Review the Mileage Reimbursement Rate.

Responses from Community Bridges and Volunteer Center on recommendations included in the triennial performance audit for the Santa Cruz County operators are provided as [Attachment 3](#).

Staff recommends that the Elderly and Disabled Transportation Advisory Committee accept the FY 2010-2012 triennial performance audits produced by PMC and provide input on response to the recommendation regarding vacancies on the Elderly and Disabled Transportation Advisory Committee.

SUMMARY

The required FY 2010-2012 triennial performance audits have been completed. The audits include findings of compliance and recommendations. Staff recommends that the Elderly and Disabled Transportation Advisory Committee accept the audits and provide input on response to the recommendation regarding vacancies on the Elderly and Disabled Transportation Advisory Committee.

Attachments:

1. [FY 2010-2012 Triennial Performance Audit of the RTC](#)
2. [FY 2010-2012 Triennial Performance Audit of the Transit Operators](#)
3. Responses from Community Bridges and Volunteer Center on recommendations included in the triennial performance audit for the Santa Cruz County operators ([Attachment 3](#))

I:\E&DTAC\2014\06-Jun10\SR_2013PerfAudits0614.docx



**FY 2010-2012
Triennial Performance Audit of
Santa Cruz County
Regional Transportation Commission**

**Submitted to
Santa Cruz County
Regional Transportation Commission**

March 2014

TABLE OF CONTENTS

Executive Summary.....	i
Section I.....	1
Introduction – Initial Review of RTPA Functions.....	1
Overview of SCCRTC	1
Organizational Structure	3
Audit Methodology	6
Section II.....	7
Compliance Requirements	7
Section III.....	15
Prior Triennial Performance Audit Recommendations	15
Section IV	18
Detailed Review of RTPA Functions	18
Administration and Management.....	18
Transportation Planning and Regional Coordination	21
TDA Claimant Relationships and Oversight	23
Marketing and Transportation Alternatives	28
Grant Applications and Management.....	29
Section V	30
Findings.....	30
Recommendations.....	32

LISTING OF FIGURES AND TABLES

Figure I-1 SCCRTC Organization Chart 5

Table II-1 SCCRTC Compliance Requirements Matrix..... 7

Table IV-1 LTF Claims by SCCRTC for Administration and Planning 23

Table IV-2 METRO Performance Measures 26

Table IV-3 Community Bridges Performance Measures..... 27

Table IV-4 Volunteer Center Performance Measures 27

Executive Summary

The Santa Cruz County Regional Transportation Commission (SCCRTC) retained PMC to conduct its Transportation Development Act (TDA) performance audit for Fiscal Years (FY) 2009-10 through 2011-12. As a Regional Transportation Planning Agency (RTPA), SCCRTC is required by Public Utilities Code (PUC) Sections 99246 to prepare and submit an audit of its performance on a triennial basis to the California State Department of Transportation (Caltrans) to continue receiving TDA funding. TDA funds are used for SCCRTC administration and planning of public transportation, and distribution for public transit services and non-motorized projects.

This performance audit is intended to describe how well SCCRTC is meeting its administrative and planning obligations under TDA, as well as its organizational management and efficiency. The *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities, September 2008 (third edition)* published by the California Department of Transportation was used to guide in the development and conduct of the audit. To gather information for the TDA performance audit, PMC conducted interviews with agency staff and Commissioners as well as with the public transit operators, reviewed various documents, and evaluated SCCRTC's responsibilities, functions, and performance of the TDA guidelines and regulations.

The audit comprises several sections, including compliance with TDA requirements, status of implementing prior audit recommendations, and review of functional areas. Findings from each section are summarized below, followed by recommendations based on our audit procedures.

Compliance with TDA Requirements

SCCRTC has satisfactorily complied with applicable State legislative mandates for Regional Transportation Planning Agencies. One compliance measure that did not apply to SCCRTC pertains to adopting rules and regulations for TDA claims under Article 4.5. SCCRTC does not use this article section to disburse TDA funds.

Status of Prior Audit Recommendations

SCCRTC has implemented each of the three prior performance audit recommendations. One pertained to the update of the METRO Short Range Transit Plan, another related to the modification of the TDA claim form to include performance measures consistent with TDA, and the last was to work with AMBAG to align and refine planning objectives and communications.

Functional Review

1. Santa Cruz County, much like the rest of the State, is slowly emerging from the economic recession that has created a local environment of greater resourcefulness. Longevity of SCCRTC staff brings remarkable stability to the agency to address the various technical and policy issues.
2. Several large projects were underway during the audit period including the addition of auxiliary lanes to Highway 1 between Soquel Avenue and Morrissey Boulevard (construction began in February 2012), and purchase of the Santa Cruz Branch Rail Line (purchase was completed in October 2012, which is slightly outside of the audit period). Designations as a Rail/Trail Authority and construction management authority place SCCRTC in a unique role of evolving from a purely transportation planning agency to inclusion as a project implementation agency offering multimodal transportation options.
3. Regular monthly Commission meetings are held and are well attended by the Commissioners based on the auditor's review of meeting minutes during the audit period. This is an indication of the education, interest, and engagement by the Commissioners on transportation topics. Transportation Policy Workshops were also held as needed to focus on specific items. Meeting locations are alternated among each of the four cities to encourage participation by the communities and enhance the visibility of SCCRTC to the community.
4. Interviews with SCCRTC Commissioners provided overall high ratings for staff and activities undertaken during the audit period. Management and staff are viewed as being solid, focused and knowledgeable. While there was acknowledgement that Commission votes are not always unanimous, SCCRTC works through the issues and receives technical and policy explanations for decision-making. Continued work is also needed to address transportation issues around the County including in more isolated communities.
5. The approved 2010 RTP serves as a transitional plan to the 2014 RTP which is a major update from prior RTPs to meet the new requirements Senate Bill 375. The 2014 RTP update is driven by the STARS performance-based process for developing outcome-based transportation plans and projects, and includes actual greenhouse gas emissions targets, methodology and implementation guidance. An expanded public outreach effort is also made for the 2014 RTP including revamped public workshops, expanded on-line and telephone surveys, and visits with community groups.
6. SCCRTC is recognized for continuing a process of soliciting and maintaining an annual prioritized transit needs list and working with its committees and Santa Cruz METRO. Unmet needs on the list are kept until they are implemented or removed. A public workshop is held each year in compliance with the TDA statute that requires at least one public hearing in the citizen participation process.

7. TDA claims submitted to SCCRTC are required to provide detailed past and budgeted information to support the claims. The information provided by claimants ensures that proper information is submitted to justify the TDA claim. The claim form also provides a checklist of materials to include which provides uniformity to the claims process and ensure that adequate information is provided to substantiate the claim for TDA revenues. The claims forms are reviewed by different staff versed in their respective transportation expertise, and also by the E&D TAC prior to approval by the Commission. TDA claims for bicycle projects are reviewed by the Bicycle Advisory Committee.
8. Alternative modes of travel are promoted and marketed through Commute Solutions that has grown both in size and in popularity. Commute Solutions' growth has spurred intentions of the program building its own brand identity. Growth in this program is consistent with SCCRTC's goals of planning for a multimodal transportation system.

Four recommendations are provided to improve SCCRTC's administration and management relating to TDA. Each recommendation is described in detail in the last chapter of this audit. These recommendations are summarized as follows:

1. *Enhance recruitment efforts to fill vacant positions on the Elderly & Disabled Transportation Advisory Committee.*

As the E&D TAC serves as the SSTAC under TDA, it is good practice to have all committee positions filled to build diversity in membership. Of the existing vacancies on this committee, two are part of the make-up of the SSTAC including representatives for a Social Service provider-Seniors, and a Potential Transit User (disabled). Some suggested methods for enhanced recruitment of open positions are made as well as incentives for attendance at meetings.

2. *Receive the Annual State Controller Reports from Santa Cruz METRO.*

It is recommended that this report transfer be made from METRO to SCCRTC to meet compliance and to provide an additional method for monitoring transit performance.

3. *Consider development of an annual report for Commute Solutions.*

Commute Solutions collects and processes a wealth of traveler information that is produced from its website and customer communication. A stand alone or integrated annual report would provide a snapshot and highlight in reasonable detail the regional activities, successes, and benefits of different multimodal and rideshare alternatives using information that is already developed by Commute Solutions. The report would have a marketing feel with the purpose of being a communications piece that connects with the community.

4. *Update the SCCRTC Rules and Regulations.*

A number of measures should be reflected in the Rules and Regulations including description of METRO farebox recovery ratios shown in the TDA claim, voting on Article 8 claims, and establishment of the operating reserve target.

Section I

Introduction – Initial Review of RTPA Functions

The Santa Cruz County Regional Transportation Commission (SCCRTC) retained the firm PMC to conduct its Transportation Development Act (TDA) performance audit covering the most recent triennial period, Fiscal Years (FY) 2009-10 through 2011-12. As a Regional Transportation Planning Agency (RTPA), SCCRTC is required by Public Utilities Code (PUC) Sections 99246 to prepare and submit an audit of its performance on a triennial basis to the California Department of Transportation (Caltrans) in order to continue to receive TDA funding.

This performance audit, as required by TDA, is intended to describe how well SCCRTC is meeting its administrative and planning obligations under TDA.

Overview of SCCRTC

SCCRTC is responsible for delivering a full range of safe, convenient, reliable, and efficient transportation choices for the community. With a focus on long-term sustainability, SCCRTC plans, funds, and implements transportation projects and services. Working together with transportation partners, SCCRTC secures funding to maintain the existing transportation network as well as prepare for the transportation needs of the next generation. The SCCRTC keeps residents, visitors, and business moving wherever they want to go and however they choose to get there.

SCCRTC was originally created in 1972 by statute establishing Regional Transportation Planning Agencies (RTPAs). The agency later became a state designated transportation planning agency under State Government Code sections 67940 and 67941. The SCCRTC is comprised of 12 voting members plus an ex-officio member. Consistent with law, the governing body is composed of all five members of the Santa Cruz County Board of Supervisors, one member for each of the cities in the county (Capitola, Santa Cruz, Scotts Valley, and Watsonville), and three members appointed by the Santa Cruz Metropolitan Transit District (Santa Cruz METRO). An alternate member may serve in the place of the regular member when the regular member is absent or disqualified from participating in a meeting of the governing body. Caltrans (the State Department of Transportation) serves as an ex-officio, non-voting member of the Commission.

State legislative approval of Senate Bill 465 in 2002 provided additional powers to the SCCRTC to act as a Rails/Trails Authority. Government Code Section 67941 added powers of eminent domain and the power to preserve, acquire, construct, improve, and oversee multimodal transportation projects and services on rail rights-of-ways within Santa Cruz County in any manner that facilitates recreational, commuter, intercity, and intercounty travel. It also provides authority to SCCRTC to contract for any services to accomplish its purpose.

SCCRTC is guided by its published *Rules and Regulations* specifying its membership requirements and procedures for administering various funding sources. Among them are the procedures for establishing and processing Transportation Development Act apportionments which are a major funding source for SCCRTC's operations. Funds are established to account for funds which are restricted for a specific project or use. Currently, the SCCRTC has twelve funds, including those listed below and three trust funds for employee pensions and other employment benefits.

1. Administration, Planning & Rideshare
2. Rail/Trail Authority
3. Highway 1 Project Approval/Environmental Documentation (PA/ED)
4. Service Authority for Freeway Emergency (SAFE)
5. Freeway Service Patrol (FSP)
6. Regional Surface Transportation Program (RSTP) Exchange
7. State Transit Assistance
8. TDA

Santa Cruz County is located along the central coast region of California and forms the northern portion of Monterey Bay. The county is bordered by Santa Clara County to the east and northeast, Monterey County to the south, San Benito County to the southeast, and San Mateo County to the north. The county was one of the original counties in California created in 1850, whose name in Spanish means "Holy Cross" and has the second smallest geographic area of any county in California after San Francisco. A demographic snapshot of key cities and the County is presented below in Table I-1:

Table I-1
Santa Cruz County Demographics

City/Jurisdiction	2010 US Census Population	Change from 2000 US Census %	Population 65 years & older %	Land area (in square miles)
Capitola	9,918	-0.6%	15.5%	1.59
Santa Cruz	59,946	+9.8%	8.8%	12.74
Scotts Valley	11,580	+1.7%	13.6%	4.60
Watsonville	51,199	+11.9%	8.3%	6.69
Total Santa Cruz County	262,382	+2.6%	11.1%	445.17

Source: 2010 U.S. Census

The city of Santa Cruz is the county seat and largest city. The county and its four incorporated cities saw modest growth between the 2000 and 2010 U.S. Census. Watsonville saw the highest percentage increase in population. The senior citizen population, comprised of residents aged

65 and over is 11.1 percent countywide. The 2013 population for Santa Cruz County is estimated to be 266,662 as reported by the State Department of Finance.

Organizational Structure

SCCRTC meetings are usually televised on Community TV and include a full agenda on a wide range of topics. Transportation Policy Workshop (TPW) meetings offer a forum for more informal and in-depth discussion on a limited set of agenda topics.

In addition to the governing board, there are four committees and one joint task force. Each is briefly described below:

- Budget, Administration & Personnel Committee (BAP)
- Elderly & Disabled Transportation Advisory Committee (E&D TAC)
- Bicycle Committee
- Interagency Technical Advisory Committee (ITAC)
- Traffic Operations System Oversight and Safe on 17 Task Force

The Budget, Administration & Personnel Committee (BAP) provides oversight with respect to Commission administration, budget, policy, finance, audit and personnel issues and makes recommendations to SCCRTC on these matters. The committee consists of 6 commissioners elected annually by the SCCRTC. A chair is elected each year by the committee.

The Elderly & Disabled Transportation Advisory Committee serves as the Paratransit Advisory Council and the Social Services Transportation Advisory Council (SSTAC) required by TDA statute. The E&D TAC advises SCCRTC and other transportation agencies on the network of specialized transportation services for seniors and people with disabilities in Santa Cruz County as well as about the transportation needs of these members of the community. In its capacity as the local SSTAC, the state-required entity seeks input from transit-dependent and transit disadvantaged persons, including seniors, people with disabilities, low income persons, and youth regarding transit needs in Santa Cruz County. The E&D TAC has 16 members comprised of citizen, service provider and agency representatives that meet state law. As the minimum membership for the SSTAC is nine, the SCCRTC exceeds this participatory amount through the addition of individuals from each of the five supervisory districts who are elderly and/or has a disability, a representative for a private, for profit transportation agency, and a representative from the Metro Accessible Services Task Force.

The Bicycle Committee serves in an advisory capacity to the SCCRTC and its member agencies on bicycle-related issues, policies, plans, programs and projects. Its responsibilities include to advise on bicycle related issues; review proposed bicycle related policies, programs, projects, plans, funding applications, and legislation; provide input on existing roadway/bikeway conditions affecting cycling; review and approve Bikes Secure (bike parking subsidy) applications; develop bike projects for future implementation; and coordinate with local jurisdictions and bicycle

related organizations to promote cycling projects and programs. The 11 member committee is comprised of volunteers representing each of the five supervisorial districts, each of the four cities, Bike to Work and the Community Traffic Safety Coalition.

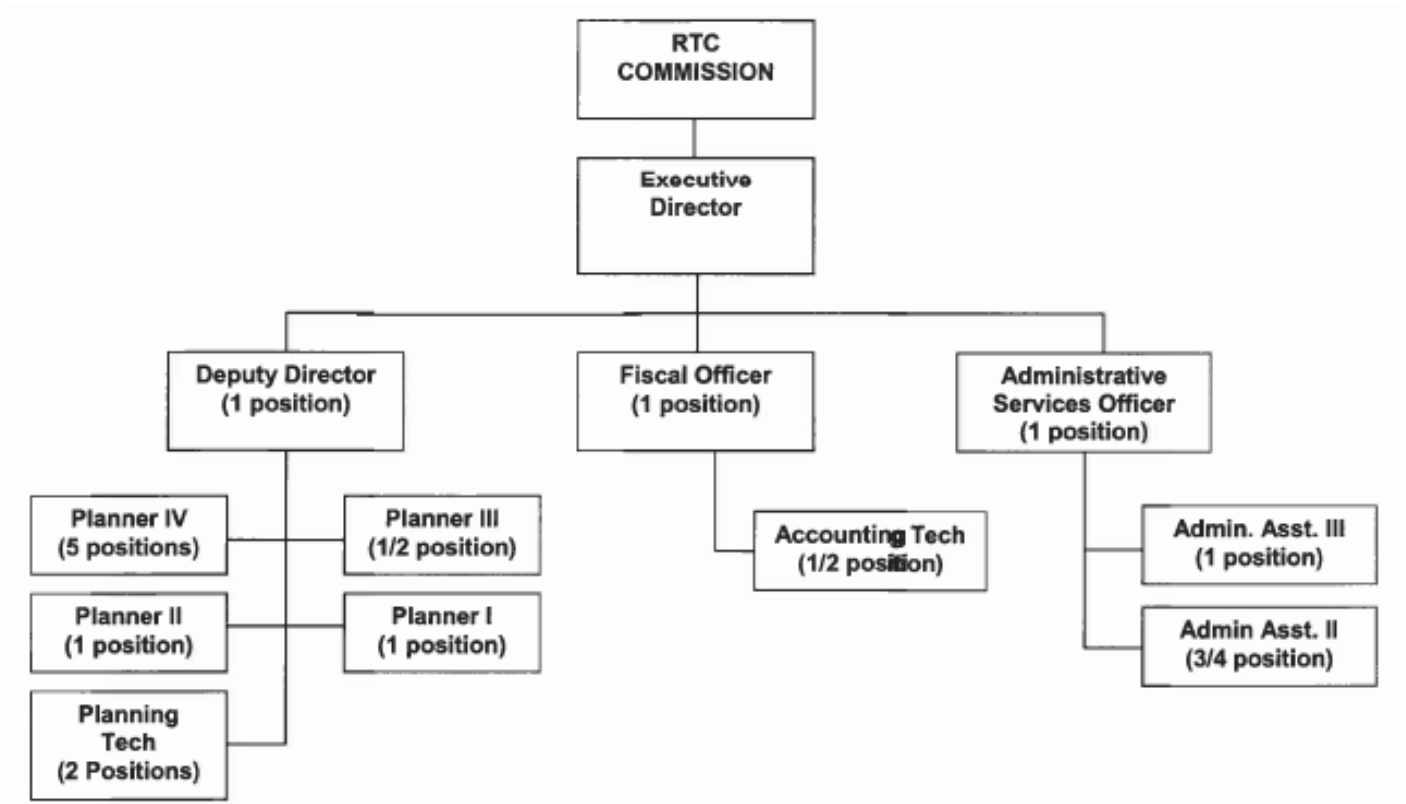
The Interagency Technical Advisory Committee is comprised of staff from a variety of jurisdictions and agencies. The (ITAC) reviews and provides technical advice on transportation projects and programs in the region; coordinates and provides recommendations to SCCRTC on the use of transportation funds; and serves as a forum for sharing information on transportation projects and federal and state requirements for project implementation. There are 19 voting members and one ex-officio member drawing from agencies including City and County Public Works staffs; City and County Planning staffs; Santa Cruz METRO; Caltrans District 5; Association of Monterey Bay Area Governments; Monterey Bay Unified Air Pollution Control District; Transportation Management Associations; University of California, Santa Cruz; Cabrillo College; and the California Highway Patrol (ex-officio member).

The Traffic Operations System Oversight and Safe on 17 Task Force meet jointly to share information about traffic operation systems in Santa Cruz County, and transportation projects and collisions on Highway 17. The Highway 17 corridor was identified as a high collision corridor in 1998 as a result of collision data analysis and recommendations of local, regional, county and state agencies. A Task Force was formed to develop collision reducing strategies. Also, Santa Cruz County's transportation system runs more efficiently and safely due to several Traffic Operation System components that provide the public with important information. Members represent SCCRTC, the San Francisco Bay Area's Metropolitan Transportation Commission (MTC), the California Highway Patrol, California Department of Transportation, local law enforcement and fire departments, legislators' offices and the media.

The SCCRTC serves as the Service Authority for Freeway Emergencies (SAFE) of Santa Cruz County, administering the call box program and the roving Freeway Service Patrol which assist motorists on State Highways 1 and 17. In addition, as a service of SCCRTC since 1979, Commute Solutions is the regional rideshare agency for Santa Cruz County. Commute Solutions serves commuters, employers, schools and other travelers by helping them successfully use the transportation system to access the things they want and need.

SCCRTC staff offer administrative, technical and policy recommendations to the Commission on decisions affecting transportation. Figure 1-I shows the organization chart of staff.

Figure I-1 SCCRTC Organization Chart



Source: SCCRTC

Audit Methodology

To gather information for this performance audit, PMC accomplished the following activities:

- Document Review: PMC conducted an extensive review of documents including various SCCRTC files and internal reports, committee agendas and public documents.
- Interviews: PMC conducted in-person interviews with SCCRTC staff and telephone interviews with the Commissioners. In-person interviews were also held with the transit operators including Santa Cruz METRO to gain their perspective about the agency's efficiency and economy.
- Analysis: PMC evaluated the responses from the interviews as well as the documents reviewed about SCCRTC's responsibilities, functions and performance to TDA guidelines and regulations.

All of the activities described above were intended to provide PMC with the information necessary to assess SCCRTC's efficiency and effectiveness in two key areas:

- Compliance with State TDA Requirements, and
- Organizational Management and Efficiency.

The remainder of this report is divided into four sections. In Section II, PMC provides a review of the compliance requirements of the TDA administrative process. Section III describes SCCRTC's responses to the recommendations provided in the previous performance audit. In Section IV, PMC provides a detailed review of SCCRTC's functions, while Section V summarizes our findings and recommendations.

Section II

Compliance Requirements

Fourteen key compliance requirements are suggested in the “*Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*” which was developed by Caltrans to assess SCCRTC’s conformance with TDA. Our findings concerning SCCRTC’s compliance with State legislative requirements are summarized in Table II-1.

TABLE II-1 SCCRTC Compliance Requirements Matrix		
SCCRTC Compliance Requirements	Reference	Compliance Efforts
All transportation operators and city or county governments which have responsibility for serving a given area, in total, claim no more than those Local Transportation Fund (LTF) monies apportioned to that area.	Public Utilities Code, Section 99231	The SCCRTC <i>Rules and Regulations</i> specify the requirements for apportionments. The primary claimant of the funds is Santa Cruz METRO. Allocations are made to local jurisdictions for other uses including pedestrian and bicycle projects. Conclusion: Complied.
The RTPA has adopted rules and regulations delineating procedures for the submission of claims for facilities provided for the exclusive use of pedestrians and bicycles.	Public Utilities Code, Sections 99233.3 and 99234	The SCCRTC <i>Rules and Regulations</i> specify the requirements for uses of LTF for pedestrian and bicycle projects. According to the document, rather than allocating under Article 3 (PUC 99233.3) which has funding allocation limitations for these uses, SCCRTC allocates funds under Article 8 of the TDA. An eligible claim for Article 8 includes planning and investment in pedestrian and bicycle facilities. Conclusion: Complied
The RTPA has established a social services transportation	Public Utilities Code, Sections 99238 and 99238.5	SCCRTC has established a Social Services Transportation Advisory

TABLE II-1 SCCRTC Compliance Requirements Matrix		
SCCRTC Compliance Requirements	Reference	Compliance Efforts
advisory council. The RTPA must ensure that there is a citizen participation process which includes at least an annual public hearing.		<p>Council (SSTAC) required under PUC 99238. The role and responsibilities of the 16-member Elderly & Disabled Transportation Advisory Committee, serving as the SSTAC, are based on TDA guidelines.</p> <p>Of the 16 member committee, there are a number of current vacancies. Close to a third of the roster is vacant, including representatives for Social Service provider-Seniors; Private Operator; Potential Transit User (disabled); and 2nd and 4th Supervisorial Districts. Two of the vacancies are part of the make-up of the required SSTAC. SCCRTC has an application form available on its website to help fill the vacancies.</p> <p>Conclusion: Complied</p>
<p>The RTPA has annually identified, analyzed and recommended potential productivity improvements which could lower the operating costs of those operators which operate at least 50 percent of their vehicle service miles within the RTPA's jurisdiction. Recommendations include, but are not limited to, those made in the performance audit.</p> <ul style="list-style-type: none"> A committee for the purpose of providing advice on productivity improvements may be 	Public Utilities Code, Section 99244	<p>SCCRTC actively monitors the activities of the transit systems in the County through various methods including reviewing quarterly and annual performance reports that are submitted by the operators. While a committee for the purpose of providing advice on productivity improvements is not formed, the E&D TAC which includes Santa Cruz METRO as a member also provides a venue for SCCRTC discussion on transit activities and improvements.</p> <p>Through the commission of the triennial performance audit by</p>

TABLE II-1 SCCRTC Compliance Requirements Matrix		
SCCRTC Compliance Requirements	Reference	Compliance Efforts
<p>formed.</p> <ul style="list-style-type: none"> The operator has made a reasonable effort to implement improvements recommended by the RTPA, as determined by the RTPA, or else the operator has not received an allocation which exceeds its prior year allocation. 		<p>the SCCRTC, recommendations are made to improve the efficiency and economy of the transit systems. Updates on Santa Cruz METRO's Short Range Transit Plan provide further areas for productivity improvements. Also, the annual TDA claims administered by SCCRTC staff present areas of improvement by transit including progress in meeting performance goals and measures.</p> <p>Conclusion: Complied</p>
<p>The RTPA has ensured that all claimants to whom it allocates Transportation Development Act (TDA) funds submits to it and to the state controller an annual certified fiscal and compliance audit within 180 days after the end of the fiscal year (December 27). The RTPA may grant an extension of up to 90 days as it deems necessary (March 26).</p>	<p>Public Utilities Code, Section 99245</p>	<p>Annual certified fiscal and compliance audits were completed for the transit claimants including for Santa Cruz METRO and for City of Santa Cruz acting as the claimant for Community Bridges and Volunteer Center. For FYs 2010, 2011 and 2012, the annual financial audits were submitted either within the 180 day period or within the extension period allowed by the statute.</p> <p>Conclusion: Complied.</p>
<p>The RTPA has designated an independent entity to conduct a performance audit of operators and itself (for the current and previous triennium). For operators, the audit was made and calculated the required performance indicators, and the audit report was transmitted to the entity that allocates the operator's</p>	<p>Public Utilities Code, Sections 99246 and 99248</p>	<p>For the current three year period, the SCCRTC has retained PMC to conduct the audit of the RTPA and the Santa Cruz County transit operators. LSC Transportation Consultants, Inc. was retained to conduct the previous audit for the three fiscal years that ended June 30, 2009. Caltrans has granted extensions for submittal of the audits.</p>

TABLE II-1 SCCRTC Compliance Requirements Matrix		
SCCRTC Compliance Requirements	Reference	Compliance Efforts
TDA monies and to the RTPA within 12 months after the end of the triennium. If an operator's audit was not transmitted by the start of the second fiscal year following the last fiscal year of the triennium, TDA funds were not allocated to that operator for that or subsequent fiscal years until the audit was transmitted.		Conclusion: Complied
The RTPA has submitted a copy of its performance audit to the Director of the California Department of Transportation. In addition, the RTPA has certified in writing to the Director, that the performance audits of the operators located in the area under its jurisdiction have been completed.	Public Utilities Code, Section 99246(c)	SCCRTC submitted a written letter to Caltrans requesting an extension of the prior performance audit to August 31, 2010. The performance audit was submitted to Caltrans following its completion. Conclusion: Complied
The performance audit of the operator providing public transportation service shall include a verification of the operator's operating cost per passenger, operating cost per vehicle service hour, passengers per vehicle service mile, and vehicle service hours per employee, as defined in Section 99247. The performance audit shall include, but not be limited to, consideration of the needs and types of passengers being served and the employment of part-time drivers and the contracting with common carriers of persons operating under a franchise or license to	Public Utilities Code, Section 99246(d)	The performance audit of the Santa Cruz County Transit Operators includes all required elements. Conclusion: Complied

TABLE II-1 SCCRTC Compliance Requirements Matrix		
SCCRTC Compliance Requirements	Reference	Compliance Efforts
provide services during peak hours, as defined in subdivision (a) of Section 99260.2		
The RTPA has established rules and regulations regarding revenue ratios for transportation operators providing services in urbanized and new urbanized areas.	Public Utilities Code, Section 99270.1 and 99270.2	<p>The SCCRTC <i>Rules and Regulations</i> specify an intermediate fare recovery ratio for Santa Cruz METRO. For public transportation claims funds under TDA Article 4, Santa Cruz METRO is required to meet a farebox recovery ratio of 15 percent as designated by the SCCRTC. The size and density of the service area as well as the proportion of the ridership that is transit dependent have been considered prior to the adoption of this ratio.</p> <p>Conclusion: Complied</p>
The RTPA has adopted criteria, rules and regulations for the evaluation of claims under Article 4.5 of the TDA and the determination of the cost-effectiveness of the proposed community transit services.	Public Utilities Code, Section 99275.5	<p>SCCRTC has not adopted rules and regulations for Article 4.5 claims, as the agency does not disburse any TDA funds under this article section. The consolidated transportation service agency (CTSA) in the County is Community Bridges which receives TDA Article 8 funds through the City of Santa Cruz acting as the claimant on behalf of the transit system. Likewise, the Volunteer Center also receives Article 8 transit funds through the City of Santa Cruz.</p> <p>Conclusion: Not applicable</p>
State transit assistance funds received by the RTPA are	Public Utilities Code, Sections 99310.5 and	SCCRTC allocates State Transit Assistance (STA) funds to Santa

TABLE II-1 SCCRTC Compliance Requirements Matrix		
SCCRTC Compliance Requirements	Reference	Compliance Efforts
<p>allocated only for transportation planning and mass transportation purposes.</p> <p>(Note: Since the June 9, 1990 passage of Proposition 116, state transit assistance funds may no longer be used for street and road purposes, as had been permitted in certain cases under PUC Section 99313.3).</p>	99313.3 and Proposition 116	<p>Cruz METRO for transit purposes only.</p> <p>Conclusion: Complied</p>
The amount received pursuant to Public Utilities Code, Section 99314.3; by each RTPA for state transit assistance is allocated to the operators in the area of its jurisdiction as allocated by the State Controller's Office.	Public Utilities Code, Section 99314.3	<p>SCCRTC allocates operator revenue-based STA funds to Santa Cruz METRO in accordance with the amounts published by the State Controller's Office.</p> <p>Conclusion: Complied</p>
<p>If TDA funds are allocated to purposes not directly related to public or specialized transportation services, or facilities for exclusive use of pedestrians and bicycles, the transit planning agency has annually:</p> <ul style="list-style-type: none"> • Consulted with the Social Services Transportation Advisory Council (SSTAC) established pursuant to Public Utilities Code, Section 99238; • Identified transit needs, including: <ul style="list-style-type: none"> ○ Groups that are transit-dependent or transit disadvantaged, ○ Adequacy of existing transit services to meet the needs of groups 	Public Utilities Code, Section 99401.5	<p>As no TDA is used for streets and roads, the SCCRTC is not required to hold a formal "unmet transit needs" process under PUC 99401.5. However, SCCRTC continues to obtain input on potential transit needs from the community. SCCRTC works through the E&D TAC and cooperatively with Santa Cruz METRO, for this process in which an Unmet Specialized Transportation/Transit Needs List is developed by staff. During the annual public hearing, staff reports that the unmet needs list helps determine projects for funding when funding becomes available. The list is organized under general needs, paratransit needs and transit needs and prioritized within those categories. High priority</p>

TABLE II-1 SCCRTC Compliance Requirements Matrix		
SCCRTC Compliance Requirements	Reference	Compliance Efforts
<p>identified, and</p> <ul style="list-style-type: none"> ○ Analysis of potential alternatives to provide transportation services; • Adopted or re-affirmed definitions of “unmet transit needs” and “reasonable to meet;” • Identified the unmet transit needs and those needs that are reasonable to meet; Adopted a finding that there are no unmet transit needs that are reasonable to meet; or that there are unmet transit needs including needs that are reasonable to meet. <p>If a finding is adopted that there are unmet transit needs, these needs must have been funded before an allocation was made for streets and roads.</p>		<p>deficiencies that have been identified include lack of safe pedestrian access between transit stops and community services, the need for a mobility management center, and transportation of foster children to their school of origin. The Commission annually adopts the Unmet Specialized Transportation/ Transit Needs List each spring.</p> <p>Conclusion: Complied</p>
<p>The RTPA has caused an audit of its accounts and records to be performed for each fiscal year by the county auditor, or a certified public accountant. The RTPA must transmit the resulting audit report to the State Controller within 12 months of the end of each fiscal year, and must be performed in accordance with the Basic Audit Program and Report Guidelines for California Special Districts prescribed by the State Controller. The audit shall include a determination of compliance with the transportation development</p>	<p>California Administrative Code, Section 6662</p>	<p>The accounting firm of Moss, Levy & Hartzheim LLP conducted the financial audit of SCCRTC for FYs 2010, 2011, and 2012. The Audited Financial Statements and Compliance Reports were submitted to the State Controller within 12 months of the end of each fiscal year.</p> <p>The SCCRTC also maintains fiscal and accounting records and supporting papers for at least four years following the fiscal year close.</p> <p>Conclusion: Complied</p>

TABLE II-1 SCCRTC Compliance Requirements Matrix		
SCCRTC Compliance Requirements	Reference	Compliance Efforts
act and accompanying rules and regulations. Financial statements may not commingle the state transit assistance fund, the local transportation fund, or other revenues or funds of any city, county or other agency. The RTPA must maintain fiscal and accounting records and supporting papers for at least four years following the fiscal year close.		

Findings from RTPA Compliance Requirements Matrix

SCCRTC has satisfactorily complied with applicable State legislative mandates for Regional Transportation Planning Agencies. One compliance measure that did not apply to SCCRTC pertains to adopting rules and regulations for TDA claims under Article 4.5. SCCRTC does not use this article section to disburse TDA funds. Rather, the CTSA (Community Bridges) receives TDA funds through the City of Santa Cruz as the claimant for Article 8.

In spite of no TDA funds being allocated for streets and roads, SCCRTC continues with an unmet transit needs process that involves obtaining public input and coordinating with the E&D TAC and Santa Cruz METRO to update the Unmet Specialized Transportation/Transit Needs List. The Commission also formally adopts the list in a sign of agreement. Although SCCRTC is not required to implement the full unmet transit needs process described in the TDA statute, the annual updating of the Unmet Specialized Transportation/Transit Needs List serves as a tool to identify and prioritize potential transit service and facility improvements throughout the County. Regular meetings of the E&D TAC comprising additional members above the minimum for a SSTAC also offer evidence of SCCRTC's objectives to provide an inclusive environment for discussion of public transportation services.

SCCRTC's *Rules and Regulations* provide the documented guidance for TDA fund administration and distribution. The rules describe the processes undertaken to ensure the proper sequence of actions that are taken and the eligibility requirements for the claimants. The document contains language that helps to assure compliance with several TDA measures including development of an intermediate farebox recovery ratio for Santa Cruz METRO, and directions for allocation of LTF for pedestrian and bicycle projects. Other components of the *Rules and Regulations* stipulate the flow of TDA apportionments that directly affect the budgeting for SCCRTC and its members.

Section III

Prior Triennial Performance Audit Recommendations

This chapter describes SCCRTC's response to the recommendations included in the prior triennial performance audit. Each prior recommendation is described, followed by a discussion of the agency'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

The SCCRTC should work closely with Santa Cruz METRO, Community Bridges, and the Volunteer Center to develop an SRTP update, including the following plan elements:

- Financially sustainable public transportation service levels;
- Vehicle replacement needs for each agency; and
- Development of countywide performance goals, objectives, and measurable standards.

The SCCRTC's involvement in the SRTP effort could include coordination, technical assistance, and partial funding.

Actions taken by the SCCRTC:

Given the uncertain economic situation resulting from the "great recession" it has been challenging for transit agencies and others to produce meaningful plans. A new short range transit plan for the Santa Cruz County region has not been produced since the last triennial performance audit. However, the SCCRTC and Santa Cruz METRO have been working together on various items that provide useful information for a short range transit plan. These include a Watsonville transit study completed in February 2012 managed by Santa Cruz METRO and for which Santa Cruz METRO secured grant funds; an on-board transit ridership study managed jointly by SCCRTC and Santa Cruz METRO and for which SCCRTC secured grant funds; and a bus use survey of elderly and disabled adults conducted primarily by an intern at SCCRTC.

Santa Cruz METRO hired a consultant in 2013 to develop an SRTP, and SCCRTC as well as a number of other entities have participated in the development of that SRTP. At the December 2013 meeting of the Santa Cruz METRO Board of Directors, the transit board voted to release the draft Short Range Transit Plan for a 90 day public review period.

Conclusion:

This recommendation has been implemented.

Prior Recommendation 2

The SCCRTC should require that the sub-recipients of TDA Article 8 funds report the pertinent performance measures identified in PUC Section 99246(d) at least annually to the City of Santa Cruz and to the SCCRTC. Those performance measures should be evaluated in future triennial performance audits.

Actions taken by SCCRTC:

SCCRTC modified its TDA claim form beginning with FY 2011-12 to obtain the information by adding the following language for Article 8 transit claims made by City of Santa Cruz on behalf of Community Bridges and Volunteer Center:

“22. Provide performance information, as pertinent, such as: verification of the operating cost per passenger, operating cost per vehicle service hour, passengers per vehicle service hour, passengers per vehicle service mile, and vehicle service hours per employee for last fiscal year (definitions available in Section 99247 of TDA Guidelines).”

Conclusion:

This recommendation has been implemented.

Prior Recommendation 3

The SCCRTC should continue to work with the AMBAG to align and refine to the extent possible planning objectives, schedules and milestones for the region, and to continue to improve communications between the two agencies.

Actions taken by SCCRTC:

There have been significant changes at AMBAG since the completion of the last triennial performance audit. The long-time executive director retired, there were two interim directors for short time periods and now there is a new permanent executive director. Throughout the AMBAG transition, SCCRTC has continued to work with AMBAG including with the two interim executive directors and now the permanent executive director to improve collaboration in transportation planning for the region.

SCCRTC, AMBAG and the other transportation planning agencies in the region have been working closely in the production of the Metropolitan Transportation Plan and the Sustainable Community Strategy required by SB375. There are regular meetings among the various executive directors and key staff. Recently, the SCCRTC executive director was added as an ex-officio representative to the AMBAG board in an effort to further improve communications and collaboration.

Conclusion:

This recommendation has been implemented.

Section IV

Detailed Review of RTPA Functions

In this section, a detailed assessment of SCCRTC's functions and performance as a RTPA during this audit period is provided. Adapted from Caltrans' *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*, SCCRTC's activities can be divided into the following activities:

- Administration and Management
- Transportation Planning and Regional Coordination
- TDA Claimant Relationships and Oversight
- Marketing and Transportation Alternatives
- Grant Applications and Management

Administration and Management

SCCRTC staff is led by the Executive Director responsible for reporting to the Commission and facilitating the coordination of the transportation system in Santa Cruz County. The longevity of staff at the agency brings remarkable stability to the agency to address the various technical and policy issues. Santa Cruz County, much like the rest of the State, is slowly emerging from the economic recession that has created a local environment of greater resourcefulness. TDA revenues in the County dropped between FYs 2010 and 2011, and then slightly bumped up in FY 2012, creating a continuous financial scenario of limited growth. Other State and Federal funds and subsequent activity were also curtailed. SCCRTC management worked with the Commissioners to continue to fund programmed improvements.

SCCRTC retains a contract with the County for certain functions like legal, real estate, and treasury. Although SCCRTC does not employ a human resources officer, personnel management and other administrative functions are the responsibility of the Administrative Services Officer. The agency contracts with vendors to offer health benefits and other coverage. A change in vendor occurred in June 2010. Retirement benefits are provided through CalPERS including voluntary contribution to a 457 Deferred Compensation Plan. Also, SCCRTC manages its own payroll using a web-based program. Staff evaluations are conducted for pay step increases until the employee reaches the maximum step.

Two employees unions are recognized including the RTC Association of Middle Managers representing three managers, and Service Employees International Union Local 521 representing planners, accounting technician, and administrative employees. An updated compensation study was scheduled but delayed because of the poor economy. The previous compensation study was conducted seven years ago. As the union contracts expire in March 2015, SCCRTC will review its budgeting for personnel costs.

Each year the SCCRTC produces an annual work program along with the annual budget and makes amendments to the work program throughout the year as necessary. The work program guides the allocation of staff resources to meet mandated responsibilities as well as SCCRTC priorities for the coming year. Key information for each work element is described including financial data, project description, proposed federal expenditure, previous project accomplishments, and timelines and deliverables. To meet federal requirements and obtain federal funds, the SCCRTC's work program and amendments are incorporated into the overall work program for AMBAG.

One of the larger accomplishments during the audit period was to start construction to add auxiliary lanes to Highway 1 between Soquel Avenue and Morrissey Boulevard, a distance of approximately one mile in each direction. The lane extends the weaving and merging distance between the ramps and improves traffic flow by providing greater separation between vehicles entering and exiting the freeway from mainline traffic. SCCRTC was the construction manager for this project with the assistance of an engineering consultant and partnership with Caltrans. The benefits of the SCCRTC assuming construction management authority included direct involvement in critical decisions regarding the project; proactive construction management approach; development of locally beneficial, and lasting ancillary transportation components; and local accountability and community relations. The building contract was awarded to the lowest bidder in January 2012 with construction commencing in February 2012, and completion in December 2013. A ribbon cutting ceremony was held in January 2014.

Funding sources for the construction phase included \$13.8 million in voter-approved Proposition 1B – State Transportation Bond funds (Corridor Mobility Improvement Account or CMIA) secured by the SCCRTC via a competitive process and \$2.5 million in State Transportation Improvement Program funds. The state released construction funding in August 2011.

Another significant accomplishment was in May 2010 when the SCCRTC unanimously decided to purchase the Santa Cruz Branch Rail Line (Branch Line) for \$14.2 million. In October 2010 the SCCRTC completed negotiations with Sierra Northern Railway to provide freight service, initiate recreational rail service and maintain the Branch Line. In January 2011, the SCCRTC secured approval and funding from the California Transportation Commission for purchase of the Branch Line. While in May 2012, the SCCRTC selected Iowa Pacific Holdings to operate freight and tourist passenger service on the Branch Line.

Although slightly after the audit period, in October 2012, after more than ten years of extensive due diligence and negotiations, the SCCRTC closed escrow for the acquisition of the Branch Line

from Union Pacific thereby placing a new transportation corridor in public ownership and beginning a new era of mobility options and opportunities. A community event was held in November 2012 at locations throughout the county to commemorate public ownership and demonstrate potential use of the corridor.

Acquisition of this key transportation corridor will allow greater transportation options to the more than 80 parks, 25 schools and over half of the county's population who live in census blocks within 1 mile of the corridor. The SCCRTC plans to use \$10 million in State Transportation Improvement Program (STIP) funds and \$11 million in Proposition 116 funds for pre-acquisition activities, the purchase, and improvements to the rail right-of-way. A \$1.5 million federal earmark was obtained by Congressman Sam Farr for the project in 2003. In addition, Sierra Railway plans to spend up to \$2 million to implement recreational rail service from Santa Cruz to Davenport.

Designations as a Rail/Trail Authority and construction management authority place SCCRTC in a unique role of evolving from a purely transportation planning agency to inclusion as a project implementation agency offering multimodal transportation options. Internal goals and achievements must align with these multifaceted responsibilities which the agency has exemplified through these large projects, among other functions. Challenges lie ahead, however, with regard to management of the rail corridor and its connectivity with the overall transportation network.

Highlights of additional multimodal transportation projects that SCCRTC has facilitated through its committees and partnerships that are either completed are underway include:

- Highway 1 Mar Vista Bicycle/ Pedestrian Bridge
- Monterey Bay Sanctuary Scenic Trail (MBSST) Network Final Master Plan
- La Fonda Bridge Demolition & Reconstruction (as part of the Highway 1 Auxiliary Lane project)
- Highway 17 guardrail project to upgrade guardrails at twenty-eight different locations between Scotts Valley and the Summit in Santa Cruz County (under construction in 2011)
- Collaboration with Association of Monterey Bay Area Governments (AMBAG) to develop the *Monterey Bay Area Complete Streets Guidebook*

Progress by SCCRTC is made through active support of the Commissioners. Regular monthly Commission meetings are held and are well attended by the Commissioners based on the auditor's review of meeting minutes during the audit period. This is an indication of the education, interest, and engagement by the Commissioners on transportation topics. Transportation Policy Workshops were also held as needed to focus on specific items. Meeting

locations are alternated among each of the four cities to encourage participation by the communities and enhance the visibility of SCCRTC to the community.

Telephone interviews with Commissioners provided overall high ratings for staff and activities undertaken during the audit period. Highlights from the interviews include:

- SCCRTC staff is solid, focused and knowledgeable. Management is straightforward with the Commission.
- The agency's shift over time from being highway focused to emphasizing a multimodal approach has largely been successful given the range of projects and balancing of modal planning in the short and long term.
- While Commission votes are not always unanimous, SCCRTC works through the issues and receives technical and policy explanations for decision-making.
- The approach to the next Regional Transportation Plan shows the continued development of transportation policies and projects aimed at meeting sustainable performance measures.
- Continued work is needed to address transportation issues around the County including in more isolated communities.
- Implementation of rules of order that follow parliamentary procedure is suggested for Commission meetings.

Transportation Planning and Regional Coordination

Projects approved for funding by the SCCRTC are included in the Santa Cruz County Regional Transportation Improvement Program (RTIP). The RTIP identifies projects programmed to receive various state and federal funds, amends information on previously programmed projects, and acts as Santa Cruz County's proposal to the California Transportation Commission (CTC) for programming State Transportation Improvement Program (STIP) funds. Federally-funded transportation projects, including those projects approved for funding by agencies other than the SCCRTC, are included in the Federal Transportation Improvement Program (FTIP) developed by AMBAG.

During the audit period, the SCCRTC adopted the 2012 RTIP at its December 2011 meeting, selecting projects in the amount of about \$10.3 million split \$8.9 million in STIP funds and \$1.4 million in Regional Surface Transportation Program (RSTP) funds. The CTC subsequently approved the STIP projects at its meeting in March 2012. The SCCRTC amended the RTIP in May 2012 to match CTC actions on STIP-funded projects and update information on several other projects. Multimodal projects including roadway, transit, rail, and non-motorized projects are programmed in the RTIP for funding. A summary of benefits using defined criteria as required in the 2012 STIP Guidelines are identified in the applications submitted by local agency project

sponsors. All projects programmed in the 2012 RTIP are also consistent with the goals and objectives of the *2010 Regional Transportation Plan*.

For the audit period, the update to the Regional Transportation Plan (RTP) and corresponding environmental review was finalized in June 2010. The 2010 RTP covers a 25 year period between 2010 and 2035 and is a minor update of the last version completed in 2005 and to meet state and federal guidelines. Addressing all required elements, the RTP is a comprehensive planning document that identifies the goals, projects, and programs that will maintain and improve the transportation system over the next twenty-five years.

Public input is critical to the planning and decision-making process mandated by law. As such, comments from a wide range of individuals, public interest groups, and local agencies were solicited during development of the plan, most notably during extensive Transportation Funding Task Force workshops. Public input was also sought through public meetings on key elements of the RTP. Additionally, in submitting projects for consideration, project sponsors take into consideration input they receive directly from the public. An expanded public outreach effort is made for the 2014 RTP including revamped public workshops, expanded on-line and telephone surveys, and visits with community groups.

The 2010 RTP included a separate chapter describing the challenges in meeting greenhouse gas (GHG) reductions from the passage of AB 32, the California Global Warming Solutions Act of 2006, and SB 375. During the production of the 2010 RTP, the actual implications and methods to address legislation targeting GHG emissions were still evolving. Several of the strategies to reduce greenhouse gas emissions were being implemented by entities throughout Santa Cruz County, including several efforts discussed in the 2010 RTP.

The 2010 RTP serves as a transitional plan to the 2014 RTP which is a major update from prior RTPs to meet the new requirements Senate Bill 375. They include greenhouse gas emissions targets, methodology and implementation guidance. AMBAG develops the regional Sustainable Communities Strategy (SCS) while SCCRTC develops its SCS share for Santa Cruz County that is integrated into the regional strategy. While the release of the draft 2014 RTP for public review is after the audit period, key milestones for the project began in March 2011 with the Review of the Work Plan & Process for Goal Development. Other key milestones were scheduled through the audit period. The 2014 RTP provides information on the following:

- Transportation needs in the region through 2035, based on population growth, environmental, economic and other social trends.
- The amount of state, federal, and local funding available for transportation projects and new sources of funding needed to deliver high priority projects.
- Sustainability of the transportation system and sustainable outcomes utilizing the Sustainable Transportation Analysis and Rating System (STARS).

- New legislative requirements, including SB375, which stipulate that regions must meet greenhouse gas reduction targets by reducing vehicles miles traveled through a coordinated land use and transportation plan called the Sustainable Communities Strategy.
- “Complete Streets” manual as a tool for planning for a balanced and multi-modal transportation system, particularly for those transportation improvements needed to accommodate growth.

SCCRTC is the first RTPA to implement STARS which is a performance-based process for developing, analyzing, rating and comparing outcome-based transportation plans and projects. Developed by the Portland Bureau of Transportation, the North American Sustainable Transportation Council, and SCCRTC, STARS intends to improve transportation outcomes by certifying and rewarding performance and improving the triple bottom line of providing economic benefit, reducing petroleum use and GHGs, and improving quality of life. As one of the visible partners for STARS, SCCRTC is providing an innovative tool to allow planners and project managers to compare alternatives based on performance, not modes, while guiding plans and projects to establish targets and evaluation strategies to achieve the targets.

TDA Claimant Relationships and Oversight

This functional area addresses SCCRTC’s administration of the provisions of TDA. As Local Transportation Funds allocated to claimants have been used for public transit or non-roadway purposes, state law does not require SCCRTC to undertake a formal unmet transit needs process. However, SCCRTC is recognized for continuing a process of soliciting and maintaining an annual prioritized transit needs list and working with its committees and Santa Cruz METRO. Unmet needs on the list are kept until they are implemented or removed. A public workshop is held each year in compliance with the statute that requires at least one public hearing in the citizen participation process.

SCCRTC Administration and Planning

The uses of TDA revenues apportioned to Santa Cruz County flow through a priority process prescribed in State law. SCCRTC is able to allocate Local Transportation Fund (LTF) revenues for TDA administration and general planning. During the audit years of 2010 through 2012, SCCRTC claimed the following total amounts:

Table IV-1
LTF Claims by SCCRTC for
Administration and Planning

Fiscal Year	TDA Administration & Planning
2010	\$810,680
2011	\$806,966
2012	\$869,840

Source: Annual SCCRTC TDA apportionment.

Based on the above table, in FY 2010, the amount shown for SCCRTC for administration and planning equaled approximately 10.5 percent of total Local Transportation Funds (\$7,657,898). In FY 2011, the amount was 10.8 percent (out of \$7,463,917), and for FY 2012, the amount was 12.4 percent (out of \$7,004,300). TDA Planning is used for three programs: 1) General Planning; 2) Bike to Work; and 3) Bike & Pedestrian Safety (Community Traffic Safety Coalition and Ride & Stride Program). The Bike to Work and Bike & Pedestrian Safety programs are claimed by the Commission under Article 8 for Ecology Action and the County of Santa Cruz Health Services Agency, respectively, in helping to support community based bicycle and pedestrian operations. The two entities submit claims for review by the Commission for their programs that have been supported by SCCRTC for many years. LTF allocations for these programs are matched by local funding sources.

LTF funds are allocated to eligible agencies including SCCRTC, METRO for public transportation, City of Santa Cruz as a pass-through for specialized transportation, and local jurisdictions for bike/pedestrian projects. SCCRTC has an existing adopted TDA reserve fund of at least 8 percent of the annual revenue estimate. Reserves are used due to a deficit in TDA revenues or a special allocation. In FY 2009-10, a special allocation was made to Community Bridges transit. In FY 2010-11, the reserve was further reduced as shown in the annual apportionments to fill funding gaps in TDA claims. This reserve fund can fluctuate significantly in the SCCRTC budget because it is dependent on carryover funds from one year to the next and it is used for cash flow management due to the fact that most of the funds that the SCCRTC uses for its operations can only be received on a reimbursement basis. The reserve has slowly been replenished, as the SCCRTC *Rules & Regulations* indicate new allocations are to be made to the Reserve Fund as a first priority.

At its February 2012 meeting, the Budget, Administration & Personnel Committee discussed the need for a more dependable and stable operating reserve for the SCCRTC. After consultation with other agencies, the SCCRTC established a 30 percent operating reserve target that is divided by a cash flow reserve of 8 percent of annual operating costs and a restricted reserve of 22 percent of annual operating costs. The cash flow reserve will continue to be used for cash flow management, while the restricted reserve will not be used at all without specific authorization from the SCCRTC.

In building the restricted reserve, TDA surplus revenues have been proposed to help build this reserve. SCCRTC will need to develop specific instructions for eligible withdrawals and uses of the restricted reserve. As the restricted reserve is proposed to be funded by TDA surplus revenue, withdrawals should include those uses that are eligible for TDA funds made through the claims process. For example, restricted reserves can be used for transportation services that have been funded by SCCRTC through the annual claim process, when 1) actual LTF revenues fall short of LTF budget allocations, or 2) extreme or unusual circumstances warrant an additional allocation.

For LTF revenues held in the County Treasury, the revenues are invested by the County Treasurer using prudent fund management. The interest earned is reported to SCCRTC and disbursed only in accordance with allocation instructions issued by SCCRTC. The allocation instructions are to be consistent with California Code of Regulations Section 6623 which specify that interest earned on funds allocated for a particular purpose shall be expended only for those same purposes.

TDA Claim Processing

On an annual basis during this audit period, SCCRTC was responsible for managing the apportionment of between \$7.0 and \$7.7 million in Local Transportation Fund revenues, and up to \$2.8 million in State Transit Assistance funds. In June 2010, the State Controller released a one time lump sum payment of STA statewide due to passage of ABx8_9 (gas tax swap) in March 2010. The payment was essentially for two fiscal years, Fiscal Years 2009-10 and 2010-11. The legislation also enables transit agencies to use STA for operations without conducting the performance efficiency evaluation.

To its credit, SCCRTC uses a detailed TDA claims form that requires detailed past and budgeted information to support the claims. The TDA claim form is applicable to either an Article 4 or Article 8 claimant and the instructions in the form direct which sections need to be completed. The information provided by claimants ensures that proper information is submitted to justify the TDA claim. Among the required data for transit claims is the status of implementing prior audit recommendations and financial performance metrics. The claim form also provides a checklist of materials to include for each type of claim, whether for Article 4 or Article 8, and for transit systems such as CHP inspection certification and operating and capital plans. The checklist provides uniformity to the claims process and ensures that adequate information is provided to substantiate the claim for TDA revenues. Pedestrian/bicycle claims and transit claims are reviewed by different staff versed in their respective expertise. The E&D TAC also participates in the claims review prior to approval by the Commission.

The *Rules & Regulations* serve as an in-house TDA manual documenting the claims administration process by SCCRTC. Last updated in December 2004, the document provides guidance for TDA submissions but also describes the operating procedures for the Commission and for other funding programs such as the RTIP and STP Exchange. Since the last update, there are several areas in the document that provide opportunity for update including the member voting rules with regard to Article 8 claims, and the inclusion of both the fare recovery ratio as well as the fare plus local support ratio for METRO. Currently, only the fare recovery ratio is described in the manual although both ratios are contained in the TDA claims form.

In regard to voting rules on Article 8 claims, with SCCRTC becoming a state designated transportation planning agency under Government Code sections 67940 and 67941, the agency is not subject to Government Code Section 29536 prohibiting Commissioners selected by METRO from voting on Article 8 claims. When SCCRTC was later re-created through Government Code Section 67940, the language states "... The commission may be known by

any other name it chooses and is the legal successor to the Santa Cruz County Regional Transportation Commission, established pursuant to Section 29535, for all purposes, including those set forth in Section 67941..." This indicates that the current Commission, as the legal successor to the former Commission and created through statute, has no formal attachment to Government Code Section 29535 and its applicable measures including prohibiting the transit district from voting on Article 8 claims.

Transit Performance Monitoring

Each of the transit systems provides performance measures to SCCRTC on a quarterly and annual basis. The list of performance metrics slightly differs among the transit systems (Community Bridges, Volunteer Center, and METRO) to reflect their system size and service modes. As several Commissioners also serve on METRO's board, the performance of METRO is shared as needed with SCCRTC. Documentation provided by the transit systems show their commitment to provide the information to SCCRTC as a condition of their receipt of TDA funds. The performance metrics for METRO are listed in the TDA claims form and include the following:

**Table IV-2
METRO Performance Measures**

1. Annual passengers	16. Vehicle Service hours/Employee*
2. Rides/passenger trips provided by type (student, senior, adult, pass holders, etc, or however stat's kept) and amount of TDA \$ used for each type of ride	17. # of routes
3. Annual service hours	18. Average route length
4. Passengers per vehicle service hour*	19. Average travel times/rider
5. Annual service miles	20. # of bus stops
6. # of fixed-route miles	21. # of vehicles in operation
7. Service Area – square miles	22. # of monthly bus passes in circulation
8. Service Area Population	23. Max vehicles in service at any time
9. Passengers per vehicle service mile*	24. Hours of service
10. Average passengers per weekday	25. Approximate # of unduplicated passengers
11. Total operating costs in budget	26. Cost per unit of service plus text about long range plans to make/keep this low
12. Operating cost per vehicle service hour*	27. Funds and percentage spent on administration/overhead/grantee allocation/etc
13. Total operating cost per passenger*	28. Actual financials compared with budget
14. Average Farebox Revenue per passenger (describe what is included)	29. Actual number of rides provided compared with goal and text about whether goal was met and why/why not
15. # of FTE employees (all employees, not just drivers)	
* Denotes TDA indicator	

The performance indicators submitted by Community Bridges are as follows:

Table IV-3
Community Bridges Performance Measures

1. Unduplicated passengers per month	10. Total operating cost per passenger *
2. Total passenger trips (units of service) per month	11. Total operating cost per vehicle service hour *
3. Incidents per month	12. Total passengers per vehicle service hour *
4. Accidents per month	13. Total passengers per vehicle service mile *
5. Mechanical failures (including lift failure) per month	14. Fare box recovery level *
6. No-shows per month	15. Van mileage per program
7. Turndowns or referrals per month	16. % of Rides performed by subcontractors
8. Cancellations per month	17. % of shared trips/ Average vehicle occupancy
9. Donations per month	18 % of cancellations of total rides
* Denotes TDA indicator	

The performance indicators submitted by Volunteer Center are as follows:

Table IV-4
Volunteer Center Performance Measures

1	Number of rides provided	7	Number of unduplicated passengers
2	Trip destinations	8	Number of requests for service
3	Mileage claimed	9	Number of turndowns
4	Estimated mileage donated	10	Reason for turndowns
5	Estimated total mileage	11	Number of active volunteers
6	Average length of trip	12	Geographic distribution of clients

SCCRTC is able to track and monitor transit operator trends using the above data and review at E&D TAC meetings as well as with the Commission. Performance data prepared by the smaller operators are also submitted to the City of Santa Cruz as part of the conditions of the City claiming TDA funds on behalf of the agencies.

As a TDA provision under PUC Section 99243, SCCRTC is to receive a copy of METRO's *Transit Operators Financial Transactions Report* submitted annually to the State Controller. This state-mandated report contains financial and performance data of the transit system using State issued guidelines. While METRO has submitted electronic copies of the transactions report to the State on-time, a copy has not been submitted to SCCRTC as required. It is recommended that this report transfer be made from METRO to SCCRTC to meet compliance and to provide an additional method for monitoring transit performance.

Marketing and Transportation Alternatives

Public access and information about SCCRTC and its work is available through its home website (<http://www.sccrtc.org/>). The website was updated two years ago and is available in English and other languages using Google translation. The website contains information about the agency's role in current transportation projects and programming; transportation plans (RTP, RTIP, etc.); Commission meeting agendas and minutes; newsletters and issues; transportation links; and library listing of past projects and studies. SCCRTC staff also maintain an active email listing for electronic transmission of information. Social media accounts were also set up on Facebook and Twitter, although their use has been limited given staff resources required for these accounts.

SCCRTC has provided alternative transportation options since 1979. Through a separate new website developed at the same time as SCCRTC's site, Commute Solutions (<http://commutesolutions.org/>) provides personalized commute trip planning, instant online carpool matching, commute program assistance for employers and bike and pedestrian support. Contact information to SCCRTC commute staff is provided on the website that has grown both in size and in popularity so that clients can receive a customized plan including making trips on transit. For added benefit, SCCRTC has a contract with the Bay Area Metropolitan Transportation Commission (MTC) to partner in an expanded on-line travel matching service for 12 San Francisco Bay Area Counties.

Travel options are organized by trip purpose on the website, whether the trip is for work or to go to school, or to simply understand the available modes of transportation to get around. The traffic conditions page of the website is the most popular among users. Also, as part of the website's user interface, viewers can notify SCCRTC of obstacles or hazards that may inhibit bike or pedestrian travel by using the SCCRTC's Hazard Report.

Along the themes of using performance indicators to measure the impact of transportation choices, Commute Solutions offers the ability for a user to calculate the cost of their commute. Weblinks are provided on the site to several tools that measure this impact such as the true cost of driving calculator, a calculator to compare the price of using public transportation with the cost of driving, and a side by side comparison of the impacts of various vehicles in terms of gas mileage, greenhouse gas emissions, air pollution and safety.

Commute Solutions' growth has spurred intentions of the program building its own brand identity. With the growth in users and services, performance metrics tied to this growth would bring value in demonstrating the policy shifts of SCCRTC from a roads only agency to a multimodal provider. Potential development of an annual report highlighting the number of users of Commute Solutions services, combined with other data described above such as gas mileage savings and air pollution reduction, would show the effectiveness of SCCRTC and local agency transportation programs.

Grant Applications and Management

In Santa Cruz County, grant assistance and management is shared between the two planning agencies, SCCRTC and AMBAG which serves as the federal Metropolitan Planning Organization for the three county areas of Santa Cruz, Monterey and San Benito. AMBAG performs metropolitan level transportation planning on behalf of the region. Among its many duties, AMBAG manages the region's transportation demand model and prepares regional housing, population and employment forecast that are utilized in a variety of regional plans. In spite of some continuing issues relating to the travel demand model affecting regional planning efforts, SCCRTC and AMBAG relations have been improved in the coordination of activities that impact each of their respective planning and programming responsibilities. AMBAG reduced federal highway planning funds to SCCRTC in FY 2011-12, although AMBAG uses state toll credits to provide the match to the federal funds.

Federal Transit Administration grant programs are administered through AMBAG including the FTA Section 5316 Jobs Access and Reverse Commute and 5317 New Freedom programs, both of which have been integrated into other federal transit programs under the new federal transportation legislation (Moving Ahead for Progress in the 21st Century Act, or MAP-21). METRO is the only recipient in the County for state transit funds including Proposition 1B – the Transit System Safety, Security, and Disaster Response Account and the Public Transportation Modernization, Improvement, and Service Enhancement Account Program (PTMISEA) - with SCCRTC passing all of these formula funds through to METRO. Proposition 1B funds along with other sources have been used for construction of the new METRO operations facility. Other capital support is provided for the Bus Stop Improvement Plan and conversion of fuel from diesel to liquefied natural gas. SCCRTC approves the relevant resolution used to pass the funds through. Also, SCCRTC works with Caltrans and its grant funding partners to obtain Caltrans planning grants such as Environmental Justice Planning grants. SCCRTC staff provide assistance to local agencies that require help and SCCRTC sponsorship for eligibility.

Section V

Findings and Recommendations

The following material summarizes the major findings obtained from the Triennial Audit covering FY's 2010 through 2012. A set of recommendations is then provided.

Findings

1. SCCRTC has satisfactorily complied with applicable State legislative mandates for Regional Transportation Planning Agencies. One compliance measure that did not apply to SCCRTC pertains to adopting rules and regulations for TDA claims under Article 4.5. There were no such claims submitted during the audit period. Rather, the consolidated transportation service agency (CTSA) in the County receives TDA Article 8 funds through the City of Santa Cruz acting as the claimant on behalf of the transit system.
2. SCCRTC has implemented each of the three prior performance audit recommendations. One pertained to the update of the METRO Short Range Transit Plan, another related to the modification of the TDA claim form to include performance measures consistent with TDA, and the last was to work with AMBAG to align and refine planning objectives and communications.
3. Santa Cruz County, much like the rest of the State, is slowly emerging from the economic recession that has created a local environment of greater resourcefulness. Longevity of SCCRTC staff brings remarkable stability to the agency to address the various technical and policy issues.
4. Several large projects were underway during the audit period including the addition of auxiliary lanes to Highway 1 between Soquel Avenue and Morrissey Boulevard (construction began in February 2012), and purchase of the Santa Cruz Branch Rail Line (purchase was completed in October 2012, which is slightly outside of the audit period). Designations as a Rail/Trail Authority and construction management authority place SCCRTC in a unique role of evolving from a purely transportation planning agency to inclusion as a project implementation agency offering multimodal transportation options.
5. Regular monthly Commission meetings are held and are well attended by the Commissioners based on the auditor's review of meeting minutes during the audit period. This is an indication of the education, interest, and engagement by the Commissioners on transportation topics. Transportation Policy Workshops were also held as needed to focus on specific items. Meeting locations are alternated among each of the four cities to encourage participation by the communities and enhance the visibility of SCCRTC to the community.

6. Interviews with SCCRTC Commissioners provided overall high ratings for staff and activities undertaken during the audit period. Management and staff are viewed as being solid, focused and knowledgeable. While there was acknowledgement that Commission votes are not always unanimous, SCCRTC works through the issues and receives technical and policy explanations for decision-making. Continued work is also needed to address transportation issues around the County including in more isolated communities.
7. The approved 2010 RTP serves as a transitional plan to the 2014 RTP which is a major update from prior RTPs to meet the new requirements Senate Bill 375. The 2014 RTP update is driven by the STARS performance-based process for developing outcome-based transportation plans and projects, and includes actual greenhouse gas emissions targets, methodology and implementation guidance. An expanded public outreach effort is also made for the 2014 RTP including revamped public workshops, expanded on-line and telephone surveys, and visits with community groups.
8. SCCRTC is recognized for continuing a process of soliciting and maintaining an annual prioritized transit needs list and working with its committees and Santa Cruz METRO. Unmet needs on the list are kept until they are implemented or removed. A public workshop is held each year in compliance with the TDA statute that requires at least one public hearing in the citizen participation process.
9. TDA claims submitted to SCCRTC are required to provide detailed past and budgeted information to support the claims. The information provided by claimants ensures that proper information is submitted to justify the TDA claim. The claim form also provides a checklist of materials to include which provides uniformity to the claims process and ensure that adequate information is provided to substantiate the claim for TDA revenues. The claims forms are reviewed by different staff versed in their respective transportation expertise, and also by the E&D TAC prior to approval by the Commission. TDA claims for bicycle projects are reviewed by the Bicycle Advisory Committee.
10. Alternative modes of travel are promoted and marketed through Commute Solutions that has grown both in size and in popularity. Commute Solutions' growth has spurred intentions of the program building its own brand identity. Growth in this program is consistent with SCCRTCs goals of planning for a multimodal transportation system.

Triennial Audit Recommendations

1. *Enhance recruitment efforts to fill vacant positions on the Elderly & Disabled Transportation Advisory Committee.*

As the E&D TAC serves as the SSTAC under TDA, it is good practice to have all committee positions filled to build diversity in membership. Of the existing vacancies on this committee, two are part of the make-up of the SSTAC including representatives for a Social Service provider-Seniors, and a Potential Transit User (disabled). SCCRTC has an application form available on its website to help fill the vacancies. Some suggested methods for enhanced recruitment of open positions on the E&D TAC include providing a weblink to the application form on the websites of member jurisdictions for additional visibility, and further direct targeted outreach to those community organizations that would have an interest in such a committee. Other techniques might include offering free transportation to and from the committee meetings, or a free transit pass for their service.

2. *Receive the Annual State Controller Reports from Santa Cruz METRO.*

Under TDA provisions, SCCRTC is to receive a copy of METRO's *Transit Operators Financial Transactions Report* submitted annually to the State Controller. This state-mandated report contains financial and performance data of the transit system using State issued guidelines. While METRO has submitted electronic copies of the transactions report to the State on-time, a copy has not been submitted to SCCRTC as required. It is recommended that this report transfer be made from METRO to SCCRTC to meet compliance and to provide an additional method for monitoring transit performance.

3. *Consider development of an annual report for Commute Solutions.*

Commute Solutions collects and processes a wealth of traveler information that is produced from its website and customer communication. Bicycle and pedestrian campaigns also produce data on how residents use and value non-motorized transportation assets. As a means to combine data gathered from program marketing, participation figures, and performance measures, a Commute Solutions annual report would provide a snapshot and highlight in reasonable detail the regional activities, successes, and benefits of different multimodal and rideshare alternatives using information that is already developed by Commute Solutions. The report would have a marketing feel with the purpose of being a communications piece that connects with the community. The document could be circulated around the region and be used to garner further community interest while enticing additional potential program sponsorship.

Whether the annual report is part of a larger SCCRTC report or a separate document, the suggestion for its own report is consistent given that Commute Solutions is working to build

its brand. Samples of similar rideshare documents from peer agencies focus on graphical highlights and the benefits of their programs in easy to read format.

4. *Update the SCCRTC Rules and Regulations.*

A number of measures should be reflected in the Rules and Regulations. Among them include:

- Voting on Article 8 claims - When SCCRTC was re-created through Government Code Section 67940, the current Commission, as the legal successor to the former Commission and created through statute, has no formal attachment to Government Code Sections 29535 and 29536 or to their applicable measures including prohibiting Santa Cruz METRO from voting on Article 8 claims. The current Commission structure allows METRO to vote on Article 8 claims.
- METRO farebox recovery ratios – The TDA claim shows two farebox recovery calculation methods applicable to METRO as a condition of receipt of funds. These ratios include 1) the ratio of fare revenue to operating cost of no less than 15 percent, and 2) the ratio of fare revenue plus local support to operating cost of no less than 56.9 percent (ratio in FY 1978-79 for services to the general public). The Rules and Regulations should reflect both calculation methods rather than only the first.
- Adopted operating reserve target - SCCRTC established a 30 percent operating reserve target that is divided by a cash flow reserve of 8 percent of annual operating costs and a restricted reserve of 22 percent of annual operating costs. These percentages should be added in the Rules and Regulations in addition to the reserve of at least 8 percent of the annual TDA revenue estimate. SCCRTC will need to develop specific instructions for eligible withdrawals and uses of the restricted reserve. As the restricted reserve is proposed to be funded by TDA surplus revenue, withdrawals should include those uses that are eligible for TDA funds made through the claims process.



**FY 2010-2012
Triennial Performance Audit of the
Santa Cruz County Transit Operators**

**Submitted to
Santa Cruz County
Regional Transportation Commission**

May 2014

TABLE OF CONTENTS

Section I.....	1
Introduction	1
Overview of the Transit System.....	1
Section II.....	14
Operator Compliance Requirements.....	14
Section III.....	22
Prior Triennial Performance Recommendations.....	22
Section IV	27
TDA Performance Indicators.....	27
Section V	38
Review of Operator Functions	38
Operations	38
Maintenance	42
Planning	43
Marketing.....	46
General Administration and Management	47
Section VI	52
Findings	52
Recommendations	55

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 Santa Cruz County Regional Transportation Commission (SCCRTC) engaged PMC to conduct the Transportation Development Act (TDA) triennial performance audit of the public transit operators under its jurisdiction in Santa Cruz County. This performance audit is conducted for the Santa Cruz Metropolitan Transit District (Santa Cruz METRO), Community Bridges and the Volunteer Center covering the most recent triennial period, fiscal years 2009-10 through 2011-12.

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

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

Overview of the Transit System

Santa Cruz Metropolitan Transit District (Santa Cruz METRO)

Santa Cruz METRO was created in 1968 by the Santa Cruz Metropolitan District Act of 1967, a special district with taxing authority pursuant to Part 5 of the California PUC. Santa Cruz METRO initially provided public transit services to Santa Cruz, Capitola and Live Oak. Service was eventually expanded to the San Lorenzo Valley, Scotts Valley and Watsonville in 1974. In 1979, Santa Cruz County voters approved a measure that changed the District's local financing structure from a property tax to a one-half cent sales tax. The 1989 Loma Prieta Earthquake,

which resulted in the closure of State Route (SR) 17, prompted Santa Cruz METRO to provide an emergency bus bridge between Santa Cruz, Scotts Valley and San José. This service eventually evolved into the Highway 17 Express-Amtrak Thruway Bus service in partnership with Amtrak California, the Capitol Corridor Joint Powers Authority and the Santa Clara Valley Transportation Authority (VTA). Santa Cruz METRO is governed by an 11-member Board of Directors comprised of elected officials who serve on the Santa Cruz County Board of Supervisors and local city councils. In addition, there is one ex-officio member representing the University of California, Santa Cruz (UCSC).

Community Bridges

Community Bridges is the designated Consolidated Transportation Services Agency (CTSA) for Santa Cruz County, which operates several specialized transportation services under the Lift Line program. The organization was founded in 1977 and offers a variety of human services programs encompassing family resources, nutrition, youth outreach and transportation. Since 1982, Community Bridges has been offering transportation services through Lift Line and taxi vehicles.

Volunteer Center

The Santa Cruz Volunteer Center provides a variety of community-based programs targeted to seniors, the disabled, families and youth. The agency also serves as a resource for businesses, nonprofits, schools, government, and faith based agencies who want to make a difference through effective meaningful volunteer initiatives. The Volunteer Center Transportation Program provides free rides to ambulatory seniors and the disabled throughout the county. The program matches drivers with seniors aged 55 and older and persons with disabilities for essential trips to access medical appointments, banking, pharmacies and grocery shopping. The Volunteer Center is governed by a 12-member Board of Directors comprised of private citizens from business, health care and faith-based communities.

Transit Service Area

Santa Cruz County is located along the central coast region of California and forms the northern portion of Monterey Bay. The county is bordered by Santa Clara County to the east and northeast, Monterey County to the south, San Benito County to the southeast, and San Mateo County to the north. Established in 1850, the county was one of the original counties in California, whose name in Spanish means “Holy Cross.” It has the second smallest geographic area of any county in California after the City and County of San Francisco. Agriculture, education, government services, health care and tourism are mainstays of the local economy. Major highways traversing Santa Cruz County include State Routes (SR) 1, 9, 17, 35, 129, 152 and 236. SR-1 is the main coastal highway connecting the cities of Capitola, Santa Cruz and Watsonville. SR-17 is the main north-south highway connecting Santa Cruz and Scotts Valley with San José and the Santa Clara Valley. A demographic snapshot of key cities and the County is presented below in Table I-1:

Table I-1
Santa Cruz County Demographics

City/Jurisdiction	2010 US Census Population	Change from 2000 US Census %	Population 65 years & older %	Land area (in square miles)
Capitola	9,918	-0.6%	15.5%	1.59
Santa Cruz	59,946	+9.8%	8.8%	12.74
Scotts Valley	11,580	+1.7%	13.6%	4.60
Watsonville	51,199	+11.9%	8.3%	6.69
Total Santa Cruz County	262,382	+2.6%	11.1%	445.17

Source: 2010 U.S. Census

The city of Santa Cruz is the county seat and largest city. The county and its four incorporated cities saw modest growth between the 2000 and 2010 U.S. Census. Watsonville saw the highest percentage increase in population. The senior citizen population, comprised of residents aged 65 and over is 11.1 percent countywide. The 2013 population for Santa Cruz County is estimated to be 266,662 as reported by the State Department of Finance.

Transit System Characteristics

Santa Cruz METRO

Santa Cruz METRO operates fixed route and ADA paratransit service within Santa Cruz County as well as commuter service to Santa Clara County along the Highway 17 corridor. Santa Cruz METRO operates four transit centers, which provide connections between routes and other transit services. The main transit center is the Santa Cruz METRO Center (Pacific Station) located at 920 Pacific Avenue in Santa Cruz. The other three transit centers are Capitola Mall, Cavallaro (Scotts Valley) and Watsonville.

Transit services operate seven days a week with varying service hours based on the mode. Certain routes operate only during the school terms for UCSC and Cabrillo College. Fixed route service does not operate on New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas but operates on the weekend schedule on Veterans Day, the Day after Thanksgiving, and Christmas Eve. The Amtrak Highway 17 Express operates the weekend schedule on all the aforementioned holidays. The METRO ParaCruz operates most holidays except on New Year's Day, Thanksgiving and Christmas.

Fixed Route: Santa Cruz METRO operates 34 fixed routes including the Amtrak Highway 17 Express commuter route. Headways range from 10 minutes to 60 minutes depending on the route, time of day and day of the week. Certain routes operate during peak periods to serve students attending UCSC, Cabrillo College as well as local middle and secondary schools. A summary of Santa Cruz METRO's fixed-route service is presented in Table I-2.

Table I-2
Santa Cruz METRO Fixed Route & Commuter Services

Route Number	Description	Frequency/Operation	Destinations/Timepoints
3/3W	Mission/Beach Mission Weekend	Every 60 minutes (Monday through Friday from 6:50 a.m. to 6:35 p.m.) Every 2 hours (Weekends from 9:50 a.m. to 6:35 p.m.)	<ul style="list-style-type: none"> ▪ Santa Cruz Metro Lane 2 ▪ Bay & Mission ▪ Grandview & Arroyo Seco ▪ De Anza Mobile Home Park ▪ Beach & Pacific ▪ Santa Cruz Metro Center
4/4W	Harvey West/Emeline Harvey West	Every 60 minutes (Monday through Friday from 6:45 a.m. to 5:30 p.m.) Every 2 hours (Weekends from 8:55 a.m. to 5:09 p.m.)	<ul style="list-style-type: none"> ▪ Santa Cruz Merto Lane 2 ▪ Water & Ocean ▪ Emeline Complex ▪ METRO Administrative Offices ▪ Encinal & Highway 9 ▪ Harvey West Park ▪ Santa Cruz Metro Center
8	Emeline	One Trip (Monday through Friday @ 7:35 a.m.)	<ul style="list-style-type: none"> ▪ Santa Cruz Metro Lane 2 ▪ Water & Ocean ▪ Emeline Complex ▪ Santa Cruz Metro Center
10	UCSC via High (Select School Term Frequencies)	Every 30 minutes (Monday through Friday from 6:50 a.m. to 8:00 p.m.) Every 60 minutes (Weekends from 8:50 a.m. to 6:35 p.m.)	<ul style="list-style-type: none"> ▪ Santa Cruz Metro Lane 1 ▪ Cedar & Walnut ▪ High & Laurent ▪ Science Hill ▪ Santa Cruz Metro Center
12	UCSC/East Side Direct (School Term Service)	One Trip (Monday through Friday @ 7:10 a.m.)	<ul style="list-style-type: none"> ▪ 41st Avenue & Kings Plaza ▪ 7th Avenue & Bonnie ▪ Laurel & Pacific ▪ Bay & Mission ▪ Science Hill ▪ Santa Cruz Metro Center
15	UCSC via Laurel West (School Term Service)	Every 20 to 30 minutes; Peak frequencies 8 to 12 minutes (Monday through Friday from 6:40 a.m. to 9:35 p.m.)	<ul style="list-style-type: none"> ▪ Santa Cruz Metro Lane 1 ▪ Bay & Mission ▪ Science Hill ▪ Santa Cruz Metro Center
16	UCSC via Laurel East (Select School Term Frequencies)	Every 10 to 30 minutes; (Monday through Friday from 6:25 a.m. to 12:40 a.m.)	<ul style="list-style-type: none"> ▪ Santa Cruz Metro Lane 1 ▪ Bay & Mission ▪ Science Hill ▪ Santa Cruz Metro Center

Route Number	Description	Frequency/Operation	Destinations/Timepoints
		Every 30 to 60 minutes (Weekends from 7:00 a.m. to 11:40 p.m.)	
19	UCSC via Lower Bay (<i>Select School Term Frequencies</i>)	Every 30 minutes (Monday through Friday from 7:30 a.m. to 12:14 a.m.) Every 30 minutes (Weekends from 10:00 a.m. to 7:50 p.m.)	<ul style="list-style-type: none"> ▪ Santa Cruz Metro Lane 1 ▪ Bay & Mission ▪ Science Hill ▪ Beach & Pacific ▪ Santa Cruz Metro Center
20	UCSC via Westside (<i>Select School Term Frequencies</i>)	Every 60 minutes (Monday through Friday from 7:20 a.m. to 9:15 p.m.) Every 60 minutes (Weekends from 8:20 a.m. to 9:15 p.m.)	<ul style="list-style-type: none"> ▪ Santa Cruz Metro Lane 1 ▪ Delaware & Swift ▪ Pacific Shores ▪ Bay & High ▪ Science Hill ▪ Santa Cruz Metro Center
30	Graham Hill/Scotts Valley	Two AM & Two PM Trips (Monday through Friday from 6:55 a.m. to 3:50 p.m.)	<ul style="list-style-type: none"> ▪ Santa Cruz Metro Lane 3 ▪ Water & Ocean ▪ Graham Hill & Treetop ▪ Cavallaro Transit Center ▪ Vine Hill School ▪ Burlwood Dr. & Granite Creek ▪ Scotts Valley High School ▪ Santa Cruz Metro Center
33	Lompico SLV/Felton Faire (<i>School Term Only</i>)	One AM & One PM Trip (Monday through Friday from 6:53 a.m. to 3:18 p.m.)	<ul style="list-style-type: none"> ▪ Felton Faire ▪ San Lorenzo Valley High School ▪ Glen Arbor & Quail Hollow ▪ Lompico Road & West Drive ▪ Zayante Store ▪ East Zayante & West Zayante
34	South Felton (<i>School Term Only</i>)	One AM & One PM Trip (Monday through Friday from 7:25 a.m. to 3:50 p.m.)	<ul style="list-style-type: none"> ▪ Felton Faire ▪ San Lorenzo Valley High School ▪ Forest Lakes ▪ Valley & Laurel Drive
35/35A	Santa Cruz to Scotts Valley Drive/San Lorenzo Valley	Every 30 minutes (Monday through Friday from 7:30	<ul style="list-style-type: none"> ▪ Santa Cruz Metro Lane 3 ▪ Pasatiempo

Route Number	Description	Frequency/Operation	Destinations/Timepoints
	(SLV)	a.m. to 12:14 a.m.) Every 30 minutes (Weekends from 10:00 a.m. to 7:50 p.m.)	<ul style="list-style-type: none"> ▪ Scotts Valley Drive & Granite Creek ▪ Cavallaro Transit Center ▪ Felton Faire ▪ San Lorenzo Valley High School ▪ Glen Arbor & Quail Hollow ▪ Hwy 9 & Highlands Park ▪ Hwy 9 & Main ▪ Hwy 9 & Hwy 236 ▪ Mountain Store ▪ Country Club ▪ Hwy 9 & Sylvan Avenue ▪ Bear Creek & Deerwood
40	Davenport/North Coast Beaches	Two AM & Two PM Trips (Monday through Friday from 6:40 a.m. to 4:20 p.m.) One AM Trip (Weekends from 8:30 a.m. to 9:20 a.m.)	<ul style="list-style-type: none"> ▪ Santa Cruz Metro Lane 1 ▪ Santa Cruz High School ▪ Hwy 1 & Western Drive ▪ Davenport ▪ Pacific School ▪ Santa Cruz Metro Center
41	Bonny Doon	Two AM & Two PM Trips (Monday through Friday from 5:50 a.m. to 6:50 p.m.) One AM Trip (Weekends from 9:30 a.m. to 10:50 a.m.)	<ul style="list-style-type: none"> ▪ Santa Cruz Metro Lane 1 ▪ Santa Cruz High School ▪ Bay & High ▪ Pine Flat & Empire Grade ▪ Bonny Doon Rd & Pine Flat Rd ▪ Santa Cruz Metro Center
42	Davenport/Bonny Doon	One PM Trip (Monday through Friday from 8:30 p.m. to 9:50 p.m.) One PM Trip (Weekends from 6:00 p.m. to 7:25 p.m.)	<ul style="list-style-type: none"> ▪ Santa Cruz Metro Lane 1 ▪ Davenport ▪ Hwy 1 & Bonny Doon Road ▪ Bonny Doon Rd & Pine Flat Rd ▪ Empire & Felton Empire ▪ Santa Cruz Metro Center
54	Capitola/Aptos/La Selva Beach	One PM Trip (Monday through Friday from 5:35 p.m. to 6:43 p.m.) Two AM Trips & One PM Trip (Weekends from 8:00 a.m. to 7:43 p.m.)	<ul style="list-style-type: none"> ▪ Capitola Mall ▪ Stockton & Esplanade ▪ Cabrillo College ▪ Rio Del Mar & Clubhouse ▪ Sumner & Clubhouse ▪ Via Pacifica ▪ Playa & Estrella

Route Number	Description	Frequency/Operation	Destinations/Timepoints
55	Rio Del Mar	Every 60 minutes (Monday through Friday from 7:30 a.m. to 5:25 p.m.)	<ul style="list-style-type: none"> ▪ Capitola Mall ▪ Stockton & Esplanade ▪ Cabrillo College ▪ Rio Del Mar Flats ▪ Rio Del Mar & Clubhouse
56	La Selva	One AM & One PM Trip (Monday through Friday from 8:00 a.m. to 2:50 p.m.)	<ul style="list-style-type: none"> ▪ Capitola Mall ▪ Cabrillo College ▪ Sumner & Clubhouse ▪ Via Pacifica ▪ Playa & Estrella
66/66N	Live Oak via 17 th to Capitola Mall/Metro Center	<p>Every 60 minutes (Monday through Friday from 5:55 a.m. to 6:50 p.m.)</p> <p>66N: Every 90 minutes (Monday through Friday from 7:00 p.m. to 11:05 p.m.)</p> <p>Every 60 minutes (Weekends from 6:45 a.m. to 8:25 p.m.)</p> <p>66N: Every 70 minutes (Weekends from 8:25 a.m. to 11:05 p.m.)</p>	<ul style="list-style-type: none"> ▪ Santa Cruz Metro Lane 4 ▪ Capitola Road & 7th Avenue ▪ Portola & 30th ▪ Capitola Mall
68	Live Oak via Broadway/Portola to Capitola Mall/Metro Center	<p>Every 60 minutes (Monday through Friday from 6:15 a.m. to 7:19 p.m.)</p> <p>Every 60 minutes (Weekends from 8:15 a.m. to 7:05 p.m.)</p>	<ul style="list-style-type: none"> ▪ Santa Cruz Metro Lane 4 ▪ Seabright & Broadway ▪ East Cliff Village ▪ Portola & 30th ▪ Capitola Mall
69A/69W	Capitola Road/Cabrillo/Santa Cruz/Watsonville	<p>Every 30 minutes (Monday through Friday from 6:20 a.m. to 7:48 p.m.)</p> <p>Every 30 minutes (Weekends from 7:50 a.m. to 9:34 p.m.)</p>	<ul style="list-style-type: none"> ▪ Santa Cruz Metro Lane 4 ▪ Capitola Road & 7th Avenue ▪ Capitola Mall ▪ Cabrillo College ▪ Green Valley & Main ▪ Neilson & Watsonville Hospital ▪ Watsonville Transit Center

Route Number	Description	Frequency/Operation	Destinations/Timepoints
71	Santa Cruz - Watsonville	Every 15 to 30 minutes (Monday through Friday from 5:35 a.m. to 12:45 a.m.) Every 30 minutes (Weekends from 6:05 a.m. to 12:45 a.m.)	<ul style="list-style-type: none"> ▪ Santa Cruz Metro Lane 4 ▪ Soquel Avenue & Hageman ▪ Soquel Drive & Dominican Hospital ▪ Cabrillo College ▪ Soquel & State Park ▪ Crestview Center ▪ Clifford & Pennsylvania ▪ Watsonville Transit Center
72	Corralitos	Every 2 hours (Monday through Friday from 5:50 a.m. to 7:48 p.m.)	<ul style="list-style-type: none"> ▪ Watsonville TC Lane 2 ▪ Green Valley & Main ▪ Airport Blvd. & Freedom Centre ▪ Browns Valley & Corralitos ▪ Green Valley & Kiewer ▪ Watsonville Transit Center
74	Ohlone Parkway/Rolling Hills	Every 2 hours (Monday through Friday from 6:50 a.m. to 5:40 p.m.)	<ul style="list-style-type: none"> ▪ Watsonville TC Lane 2 ▪ Green Valley & Main ▪ Westgate & Tech Drive ▪ Airport Blvd. & Freedom Centre ▪ Buena Vista & Manfre ▪ Pajaro Valley High School ▪ Watsonville Transit Center
75	Green Valley	Every 60 minutes (Daily from 6:09 a.m. to 7:57 p.m.)	<ul style="list-style-type: none"> ▪ Watsonville TC Lane 2 ▪ Airport Blvd. & Freedom Centre ▪ Wheelock & Monte Vista School ▪ Green Valley & Main ▪ Watsonville Transit Center
77	Civic Plaza/Pajaro	Every 60 minutes (Monday through Friday from 6:30 a.m. to 7:05 p.m.)	<ul style="list-style-type: none"> ▪ Watsonville TC Lane 2 ▪ Watsonville Civic Plaza ▪ Salinas Rd & Bishop ▪ Watsonville Transit Center
79	East Lake	Every 60 minutes (Monday through Friday from 7:10 a.m. to 5:35 p.m.)	<ul style="list-style-type: none"> ▪ Watsonville TC Lane 2 ▪ College & Lakeview ▪ Bronte & Hushbeck ▪ Watsonville Transit Center

Route Number	Description	Frequency/Operation	Destinations/Timepoints
91X	Commuter Express	Every 30 minutes (Monday through Friday from 5:55 a.m. to 6:30 p.m.)	<ul style="list-style-type: none"> ▪ Santa Cruz Metro Lane 4 ▪ Water & Ocean ▪ Cabrillo College ▪ Green Valley & Main ▪ Watsonville Transit Center ▪ Soquel Drive & Dominican Hospital ▪ Santa Cruz Metro Center
Hwy 17	Amtrak Highway 17 Express	Every 30 to 60 minutes (Monday through Friday from 4:45 a.m. to 11:35 p.m.) Every 40 to 60 minutes (Weekends/Holidays from 6:40 a.m. to 11:10 p.m.)	<ul style="list-style-type: none"> ▪ Soquel Park & Ride ▪ Metro Center (Pacific Station) ▪ Cavallero Transit Center ▪ San Jose Diridon Station ▪ San Fernando & 5th

Source: Santa Cruz METRO

METRO ParaCruz Paratransit

Santa Cruz METRO provides door-to-door paratransit for those passengers unable to use the fixed route through its ParaCruz service. METRO ParaCruz operates seven days a week between the hours of 6:00 a.m. and 10:30 p.m., but does not operate on New Year's Day, Thanksgiving or Christmas Day. Service is provided to any destination within $\frac{3}{4}$ miles of an operating Santa Cruz METRO bus route. ParaCruz operates limited hours adjacent to fixed routes 33 and 34 on weekdays during the summer months, when these routes are not in operation. Rides must be reserved at least one day in advance. The ParaCruz fare is \$4.00 per one-way trip and free for a Personal Care Attendant (PCA) accompanying a fare-paying passenger who presents a discount photo ID card with a green dot.

Community Bridges

Community Bridges' Lift Line provides a variety of demand responsive transit services for the disabled, frail and elderly throughout Santa Cruz County as well as to the adjacent counties of Monterey, San Mateo, San Benito, and Santa Clara. Lift Life services include:

- Same Day Medical Transportation
- Out-of-County Medical Transportation
- Veterans Medical Transportation
- Taxi Scrip
- Medical Rides Program
- Senior Dining Center Transportation (Meals on Wheels)

- Homeless Services Transportation Program

The Same Day Medical Transportation program was initiated in January 2013 to provide transportation for Santa Cruz County residents who meet age, disability and/or income criteria. Eligible riders are able to access dental, medical and prescription appointments free of charge. This service operates Monday through Friday except holidays. The first pick up is 8:30 a.m. and the last pick up is 3:30 p.m. There is a one hour pick up window, but most pick ups are within a 20 to 30 interval. Trips are prioritized on a first-come, first-service basis.

The Out-of-County Medical Transportation service has operated since 2009 and provides transportation from Santa Cruz County to Palo Alto (Stanford Medical Center), the Veterans Hospital, V.A. Monterey Bay/Fort Ord, Lucille Packard Children's Hospital, San Jose, Santa Clara, Menlo Park, as well as occasional trips to San Francisco and Gilroy. The service operates Monday through Friday excluding holidays between the hours of 10:00 a.m. and 1:00 p.m. and is available free of charge to Santa Cruz County residents who meet age, disability and/or income criteria.

The Veterans Medical Transportation program has been in operation since October 1977 and provides transport free of charge to veterans who meet residency, income, age and or disability criteria. This program provides service to the Veteran's Building in Santa Cruz every Wednesday except holidays for qualified veterans to access medical services. Service to the Veterans' Administration (VA) Hospital Monterey Bay/Fort Ord operates Monday through Friday except holidays. Trips are scheduled on a first come, first served basis and reservations must be made at least 48 hours in advance.

The Taxi Scrip program offers discounted coupons or "scrip" to use for taxi fares. This program receives federal and local support through TDA. An eligible person purchases scrip from Lift Line at a discounted rate for use on any one of three designated taxi carriers in Santa Cruz. The participating taxi companies are Santa Cruz Yellow Cab, Deluxe Cab Company, and Courtesy Cab Company of Watsonville. Rides are arranged directly with the taxi companies.

The Medical Rides Program is designed for Santa Cruz County residents in need of essential Lift Line services. Eligible clients are low-income, or have other mitigating circumstances. The Senior Dining Center Transportation Program provides coordinated transportation to Meals on Wheels congregate dining centers in Santa Cruz County. The Homeless Services Transportation Program began in FY 2011 and provides after hours transport to emergency shelters during inclement weather conditions for the County's homeless population, in particular for the disabled. Community Bridges partners with the Homeless Services Center in Santa Cruz to provide transportation for the Interfaith Satellite Shelter Program (ISSP).

Community Bridges also provides bus charter services for outside contracts/private events to help support its free and reduced programming using competitive flat rates.

Volunteer Center

The Santa Cruz Volunteer Center's Transportation Program addresses the needs of ambulatory seniors and the disabled by offering free rides throughout the county. The program matches drivers with seniors aged 55 years and older and disabled persons for essential trips to medical appointments, grocery shopping, banking and pharmacies. One ride per week is available for eligible persons to meet basic needs or get to needed appointments. Rides are provided throughout Santa Cruz County including Watsonville, San Lorenzo Valley, Scotts Valley, and Santa Cruz. Drivers are required to have a good driving record, a reliable automobile and insurance. The Volunteer Center offers drivers supplemental insurance.

Fares

Santa Cruz METRO fare media are comprised of cash and several pass options based on the number of days and rides. All Santa Cruz METRO day passes are good for unlimited rides in Santa Cruz County, excluding the Highway 17 Express route. All Amtrak Highway 17 Express passes are good for unlimited rides on all Santa Cruz METRO and VTA local routes. Santa Cruz METRO also offers a cash card with no expiration date that is available in denominations of \$10, \$20, \$30 and \$50. Transfers to Monterey Salinas Transit (MST) buses are available from the bus operator on Routes 69-91X. A fare increase was implemented in 2010 and 2011. The cash fare for the Highway 17 Express was increased from \$4 to \$5 in 2010, while the local fixed route fare was increased from \$1.50 to \$2.00 in 2011 along with introduction of a floating 31-day pass. Smart cards were also introduced in 2011 that have a magnetic strip that is read by the GFI Odyssey electronic fareboxes that were installed at the end of 2010. The current fare structure for Santa Cruz METRO and the Amtrak Highway 17 Express is summarized in Table I-3:

Table I-3
Santa Cruz METRO and the Amtrak Highway 17 Express Fare Schedule

Fare Category	Regular Santa Cruz METRO Service						Highway 17 Express			
	Cash	Day Pass	3-Day Pass	7-Day Pass	31-Day Pass	15-Ride Pass	Cash	Day Pass	5-Day Pass	31-Day Pass
Adult (Age 18+)	\$2	\$6	\$15	\$32	\$65	\$27	\$5	\$10	\$42	\$113
Youth (Thru Age 17)	\$2	\$6	\$15	\$32	\$48	\$27	\$5	\$10	\$42	\$113
Discount Fare	\$1	\$3	\$7.50	\$16	\$32	\$13.50	\$2.50	\$10	\$42	\$113
Child (Under 46" Tall)	Free	N/A	N/A	N/A	N/A	N/A	Free	N/A	N/A	N/A

Source: Santa Cruz METRO

Santa Cruz METRO discount fares and passes are available to eligible seniors and personal with disabilities by presenting the following forms of identification:

- A METRO Discount Photo ID Card;
- A METRO ParaCruz ID Card;
- A Discount Photo ID Card/Paratransit ID Card issued by another transit agency;
- A Senior Citizen ID Card;

- A Medicare ID Card;
- Current State Driver's License or Current State ID Card;
- Government-issued ID that displays date of birth;
- A Valid ID Card for California Disabled Person Parking Placard; or
- A Disabled Veteran's ID Card

Fleet

Santa Cruz METRO

There were 111 vehicles in the Santa Cruz METRO fleet during the audit period. Older vehicles are diesel-powered whereas most later model vehicles are powered by compressed natural gas (CNG). A 1998 New Flyer bus was reported damaged in 2012 and written off. All vehicles are wheelchair accessible with tie-downs in compliance with the *Americans with Disabilities Act of 1990* (ADA). Table I-4 shows the vehicle fleet information.

Table I-4
Santa Cruz METRO Transit Fleet

Year	Make/Model	Quantity	Seating Capacity	Fuel Type
1984 (1998 Rehab)	Gillig 40TB/96	1	41	Diesel
1998	New Flyer D35LF	18	30	Diesel
1998	New Flyer D40LF	12	39	Diesel
2002	New Flyer C40LF	8	39	CNG
2003	New Flyer D35LFC	15	30	CNG
2003	New Flyer D40LFC	14	39	CNG
2003	Orion V	11	43	CNG
2004	Ford Goshen GCII	1	19	Gas
2006	New Flyer C40LF	2	39	CNG
2008	New Flyer C40LF	8	39	CNG
2008	New Flyer C40LF	5	36	CNG
2010	New Flyer C40LFR	5	39	CNG
2012	New Flyer C40LFR	11	39	CNG
Total		111		

Source: Santa Cruz METRO, National Transit Database, 2012

METRO ParaCruz Paratransit

ParaCruz operates a fleet of 45 unleaded gasoline-powered vehicles. The fleet varies in type and passenger capacity. All vehicles are wheelchair accessible with tie-downs in compliance with the *Americans with Disabilities Act of 1990* (ADA). Table I-5 summarizes the ParaCruz fleet.

**Table I-5
ParaCruz Fleet**

Year	Make/Model	Quantity	Seating Capacity	Fuel Type
2001	Chevy Venture Minivan	4	5	Gas
2002	Chevy Venture Minivan	2	5	Gas
2003	Chevy Venture Minivan	3	5	Gas
2003	Ford Goshen GCII	3	17	Gas
2003	Ford Goshen GCII	2	19	Gas
2006	Ford Aerotech	1	11	Gas
2006	Ford Braun Transporter	1	6	Gas
2007	Ford Braun Transporter	1	6	Gas
2008	Chevy Aero Elite 5500	1	11	Gas
2010	Dodge Amerivans	5	4	Gas
2011	Ford El Dorado E350	22	6	Gas
Total		45		

Source: Santa Cruz METRO, National Transit Database, 2012

Community Bridges

Community Bridges' Lift Line service operates a fleet of 19 unleaded gasoline-powered vehicles. The fleet varies in type and passenger capacity. Most vehicles are wheelchair accessible with tie-downs in compliance with the *Americans with Disabilities Act of 1990* (ADA). Table I-6 summarizes the Lift Line fleet.

**Table I-6
Lift Line Fleet**

Year	Make/Model	Quantity	Seating Capacity	Wheelchair Capacity
1997	Ford E350	1	14	0
1999	Ford E350	1	1	14
2000	Chevy Venture	1	3	1
2001	Ford E350	1	8	4
2001	Ford E350	1	12	2
2003	Ford E350	1	13/10	1/2
2003	Chevy Venture	1	3	1
2006	Chevy Uplander	1	3	1
2006	Chevy Uplander	1	5/2/3	0/1
2007	Ford E350	3	8	2
2007	Ford E450	1	24	0
2008	Ford E450	4	13/11	1/2
2008	Chevy Uplander	1	5/2/3	0/1
2013	Dodge Caravan	1	3	1
Total		19		

Source: Community Bridges, Lift Line Emergency Service Vehicle List

Section II

Operator Compliance Requirements

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

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
The transit operator submitted annual reports to the RTPA based upon the Uniform System of Accounts and Records established by the State Controller. Report is due 90 days after end of fiscal year (Sept. 28/29), or 110 days (Oct. 19/20) if filed electronically (Internet).	Public Utilities Code, Section 99243	<p>Completion/submittal dates:</p> <p><i>For Santa Cruz METRO:</i></p> <p>FY 2010: October 12, 2010 FY 2011: October 14, 2011 FY 2012: October 17, 2012</p> <p><i>For Santa Cruz METRO-ParaCruz: (Specialized Service)</i></p> <p>FY 2010: October 5, 2010 FY 2011: October 14, 2011 FY 2012: October 17, 2012</p> <p><i>Reports were filed electronically</i></p> <p>Conclusion: Complied.</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-	Public Utilities Code, Section 99245	<p>Completion/submittal dates:</p> <p><i>For Santa Cruz METRO:</i></p> <p>FY 2010: December 21, 2010 FY 2011: December 20, 2011 FY 2012: December 20, 2012</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
day extension by the RTPA allowed by law.		<p><i>For Community Bridges:</i></p> <p>FY 2010: December 8, 2010 FY 2011: December 14, 2011 FY 2012: December 12, 2012</p> <p><i>For Volunteer Center:</i></p> <p>FY 2010: January 10, 2011 (City of Santa Cruz TDA Audit) FY 2011: January 19, 2012 (City of Santa Cruz TDA Audit) FY 2012: February 27, 2013 (City of Santa Cruz TDA Audit)</p> <p>Conclusion: Complied.</p>
The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator's compliance with Vehicle Code Section 1808.1 following a CHP inspection of the operator's terminal.	Public Utilities Code, Section 99251 B	<p>Santa Cruz METRO and Community Bridges participate in the CHP Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim.</p> <p><i>For Santa Cruz METRO:</i></p> <p>Inspections were conducted at the Santa Cruz METRO facility located at 138 Golf Club Drive in Santa Cruz:</p> <p>Inspection dates applicable to the audit period were May 14 and 26-27, 2009; May 24-26, 2010; May 23-25, 2011 and May 22-24, 2012.</p> <p>Inspections were found to be satisfactory.</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		<p><i>For Santa Cruz METRO-ParaCruz:</i></p> <p>Inspections were conducted at the Santa Cruz METRO-ParaCruz facility located at 2880 Research Park Drive in Soquel:</p> <p>Inspection dates applicable to the audit period were July 6, 2009; July 9, 2010; July 11, 2011; and July 19, 2012.</p> <p><i>For Community Bridges:</i></p> <p>Inspections were conducted at the Community Bridges facilities located at 236 Santa Cruz Avenue in Aptos & 240 Ford Street in Watsonville:</p> <p>Inspection dates applicable to the audit period were September 16, 2009; November 8, 2010; October 27, 2010; November 16, 2011; and November 26, 2012.</p> <p>Conclusion: Complied.</p>
The operator's claim for TDA funds is submitted in compliance with rules and regulations adopted by the RTPA for such claims.	Public Utilities Code, Section 99261	<p>As a condition of approval, the Santa Cruz County transit operators' annual claims for Local Transportation Funds and State Transit Assistance are submitted in compliance with the rules and regulations adopted by the SCCRTC.</p> <p>Conclusion: Complied.</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
If an operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.	Public Utilities Code, Section 99270.1	<p>Santa Cruz METRO is subject to an intermediate ratio no less than 15%, according to the SCCRTC Rules and Regulations. In the annual claims forms, Santa Cruz METRO separately reports its urban and rural farebox recovery ratios. Both sets of ratios exceeded the 15% threshold each year. In addition, the audited farebox ratios for Santa Cruz METRO were as follows:</p> <p>FY 2010: 22.33% FY 2011: 22.48% FY 2012: 21.47%</p> <p>Conclusion: Complied.</p>
The operator's operating budget has not increased by more than 15% over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).	Public Utilities Code, Section 99266	<p>Percentage increase in the Santa Cruz County transit operators' operating budgets:</p> <p><i>For Santa Cruz METRO:</i></p> <p>FY 2010: +3.5% FY 2011: -8.9% FY 2012: +3.6%</p> <p><i>For Community Bridges:</i></p> <p>FY 2010: -5.0% FY 2011: -9.9% FY 2012: +7.6%</p> <p><i>For Volunteer Center:</i></p> <p>FY 2010: +7.3% FY 2011: -21.9% FY 2012: +18.5%</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		<p>The FY 2011 budget decrease for Volunteer Center was attributed to cutbacks in salaries and employee overhead. The FY 2012 increase was attributed to the reinstatement of cuts.</p> <p>Source: Santa Cruz County transit operators' budgets for FYs 2009-2012</p> <p>Conclusion: Complied.</p>
The operator's definitions of performance measures are consistent with Public Utilities Code Section 99247, including (a) operating cost, (b) operating cost per passenger, (c) operating cost per vehicle service hour, (d) passengers per vehicle service hour, (e) passengers per vehicle service mile, (f) total passengers, (g) transit vehicle, (h) vehicle service hours, (i) vehicle service miles, and (j) vehicle service hours per employee.	Public Utilities Code, Section 99247	<p>The Santa Cruz County transit operators' definition of performance is consistent with Public Utilities Code Section 99247.</p> <p>Conclusion: Complied.</p>
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating costs at least equal to one-fifth (20 percent), unless it is in a county with a population of less than 500,000, in which case it must maintain a ratio	Public Utilities Code, Sections 99268.2, 99268.3, 99268.12, 99270.1	<p>Santa Cruz METRO is subject to the intermediate ratio for operators that serve both urbanized and non-urbanized areas.</p> <p>Conclusion: Not Applicable.</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
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>Santa Cruz METRO is subject to the intermediate ratio for operators that serve both urbanized and non-urbanized areas. This PUC section is not applicable to Santa Cruz METRO.</p> <p>Community Bridges and Volunteer Center are subject to a 10% local match requirement established by SCCRTC. Budgeted data from the agencies show at least a 10% local match to TDA allocations.</p> <p>Conclusion: Complied.</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 implementing a plan approved by the RTPA which will fully fund the retirement system within 40 years.	Public Utilities Code, Section 99271	<p>Santa Cruz METRO contributes towards its employees' defined benefit pension plan, the Miscellaneous Plan for the Santa Cruz Metropolitan Transit District. The Plan is part of the California Public Employees' Retirement System (CalPERS). Santa Cruz METRO also offers a deferred compensation plan under IRS Section 457.</p> <p>Community Bridges offers a deferred compensation plan for full-time employees, as described in the Memorandum of Understanding with UTU, Local 23.</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		Conclusion: Complied.
If the operator receives state transit assistance funds, the operator makes full use of funds available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted.	California Code of Regulations, Section 6754(a)(3)	<p>Santa Cruz METRO receives State Transit Assistance Funds in addition to federal funds that are available to the District as reported in the federal NTD reports:</p> <p>FY 2010: Operations (\$4,025,687) Capital (\$231,736)</p> <p>FY 2011: Operations (\$5,339,569) Capital (\$5,930,556)</p> <p>FY 2012: Operations (\$5,257,105) Capital (\$5,302,805)</p> <p>Conclusion: Complied.</p>

Findings and Observations from Operator Compliance Requirements Matrix

1. Of the compliance requirements pertaining to the Santa Cruz County transit operators, the operators fully complied all ten applicable requirements. One additional compliance requirement did not apply to the operators (e.g. urbanized only farebox recovery ratio).
2. Santa Cruz METRO is subject to a 15 percent systemwide farebox standard pursuant to the rules and regulations of the SCCRTC and Public Utilities Code. During the audit period, Santa Cruz METRO exceeded the standard and attained a systemwide ratio of 22.33 percent in FY 2010; 22.48 percent in FY 2011; and 21.47 percent in FY 2012. The average farebox ratio during the period was 22.09 percent. Although ridership declined, the fare increases offset this impact. As an older operator, Santa Cruz METRO is also subject to the ratio of fares plus local support to operating costs. As shown in the annual TDA claims, Santa Cruz METRO has met this ratio of no less than 56.9 percent (ratio in FY 1978-79 for services to the general public). Local support includes local sales tax revenue for transit.
3. The Santa Cruz County transit operators (Santa Cruz METRO and Community Bridges Lift Line) participate in the CHP Transit Operator Compliance Program and received vehicle inspections within the 13 months prior to each TDA claim. Satisfactory ratings were made for all inspections conducted during the audit period. For the Santa Cruz METRO inspection in 2012, a vehicle was pulled out of service for a faulty emergency exit. For the Community

Bridges CHP inspection in 2012, a few violations were cited by the inspector including exceeding vehicle maintenance intervals, and not maintaining certain information on drivers. Community Bridges had misplaced the driver records and was not able to provide them to the inspecting officer. The 90-day inspections for three vehicles were found to be conducted about 150 days out.

4. The operating budgets for most of the operators exhibited modest fluctuations during the audit period with the exception of the Volunteer Center. The operating budgets for Santa Cruz METRO and Community Bridges did not increase by more than 15 percent over the prior year. The 21.9 percent decrease in the Volunteer Center's budget was attributed to cutbacks in salaries and employee overhead. The 18.5 percent increase was attributed to the reinstatement of those cuts.

Section III

Prior Triennial Performance Recommendations

The Santa Cruz County transit operators' efforts to implement the recommendations made in the prior triennial audit are examined in this section of the report. For this purpose, each prior recommendation for the agency is described, followed by a discussion of Santa Cruz County transit operators' 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

Santa Cruz METRO should continue to work closely with SCCRTC and AMBAG to secure state and federal funding to replace its aging fleet as soon as possible.

Actions taken by Santa Cruz Operators

During the audit period, Santa Cruz METRO took steps to plan for state and federal funding toward the procurement of new vehicles. Santa Cruz METRO has a close and cooperative relationship with SCCRTC with regard to its funding needs. In recent budgeting, some CNG vehicle replacements were funded through FTA Section 5309/State of Good Repair funds; however, Santa Cruz METRO was not awarded additional funds in the subsequent year for the competitive grant. Most recent capital funding including from PTMISEA and FTA Section 5309 earmarks has been used toward the Santa Cruz MetroBase facility project. In the near term, Santa Cruz METRO has identified and budgeted bus replacement as an unfunded capital project valued at about \$10 million. The recent Short Range Transit Plan prepared for Santa Cruz METRO provides a schedule of vehicle replacement to guide acquisitions.

Conclusion

This recommendation has been implemented.

Prior Recommendation 2

Santa Cruz METRO should work closely with SCCRTC, Community Bridges and Volunteer Center to develop an SRTP update, including the following plan elements:

- Financially sustainable public transportation service levels;
- Vehicle replacement needs for the Santa Cruz METRO and Community Bridges; and
- Development of comprehensive performance goals, objectives and measurable standards.

Actions taken by Santa Cruz Operators

A new short range transit plan for the Santa Cruz County region was not produced during the performance audit time period (through July 2012). However, an RFP was issued by Santa Cruz METRO in spring of 2013 to undertake a SRTP update for the period covering January 2014 through December 2018. The current Short-Range Transit Plan (SRTP) expired on December 31, 2012. The SRTP is a five year plan which addresses, among other things, new legislation, AB 1706 (September 2012), requiring transit agencies to have SRTPs which include transit asset management plans for the replacement of District assets such as rolling stock.

Along with the SCCRTC, Santa Cruz METRO applied for and was not awarded a Caltrans' planning grant. According to Santa Cruz METRO staff report requesting Board authorization to release the RFP, as a result of not receiving funding, Santa Cruz METRO proceeded with a "transit-only" SRTP using local funds in order to fulfill state mandates and partially address the prior triennial performance audit recommendation regarding short-range, collaborative planning. This was done with SCCRTC during the grant proposal process. When the grant was not awarded, the resulting expense for an SRTP which addresses all audit findings was more than Santa Cruz METRO could reasonably and feasibly bear in regard to the required planning document.

The study has a planning horizon of five years (2014-2018), with analysis and projections of financial and capital needs over the next ten years as these needs tend to exceed the five year period and warrant providing the Board with necessary information about capital needs well in advance for planning purposes. The SRTP does not include service or financial planning, or performance objectives for Community Bridges and Volunteer Center.

Conclusion

This recommendation has been partially implemented in that a SRTP was developed and included several of the key subject areas of the audit recommendation such as transit financial planning and vehicle replacement for Santa Cruz METRO but without the Caltrans planning grant that would have enabled a larger planning effort to include Community Bridges and Volunteer Center.

Prior Recommendation 3

The current and future agreements that permit the pass-through of TDA Article 8 funds from the City of Santa Cruz to Community Bridges and the Volunteer Center should be amended to include the requirement that the pertinent performance measures identified in PUC Section 99246(d) be reported at least annually to the City and to SCCRTC.

Actions taken by Santa Cruz Operators

The TDA claims prepared by Community Bridges and Volunteer Center include performance measures identified in partnership with SCCRTC that are required to be filled out. SCCRTC modified its TDA claim form beginning with FY 2011-12 to obtain the information by adding the following language for Article 8 transit claims made by City of Santa Cruz on behalf of Community Bridges and Volunteer Center:

“22. Provide performance information, as pertinent, such as: verification of the operating cost per passenger, operating cost per vehicle service hour, passengers per vehicle service hour, passengers per vehicle service mile, and vehicle service hours per employee for last fiscal year (definitions available in Section 99247 of TDA Guidelines).”

There is a separate performance measures list for each operator that is tailored to the type of service provided. The measures are provided by each operator to SCCRTC on a quarterly and annual basis as part of the transit monitoring program. Santa Cruz METRO has the most detailed list of metrics to report followed by Community Bridges and Volunteer Center. These performance measures include the TDA required indicators and are listed in the Planning functional review section of this audit. Performance data prepared by Community Bridges and Volunteer Center are also submitted to the City of Santa Cruz as part of the conditions of the City claiming TDA funds on behalf of the agencies.

Conclusion

This recommendation has been implemented.

Prior Recommendation 4

Santa Cruz METRO should consider developing a succession plan for its general manager and other possible departures of senior staff.

Actions taken by Santa Cruz Operators

A succession plan was recommended due to the current general manager's impending retirement. An outside recruiter was retained by the District to search and screen for the general manager position. Recently, the recruitment process was successful in retaining a

candidate who will begin in the spring of 2014. A transition process has been underway between the current and new general manager.

Conclusion

This recommendation has been implemented.

Prior Recommendation 5

Santa Cruz METRO should continue to work with staff from the SCCRTC and the AMBAG to better align and streamline planning procedures to avoid possible delays in project delivery on future federally funded transit projects.

Actions taken by Santa Cruz Operators

There have been significant changes at AMBAG since the completion of the last triennial performance audit. The long-time executive director retired, there were two interim directors for short time periods and now there is a new permanent executive director. Throughout the AMBAG transition, Santa Cruz METRO and SCCRTC have continued to work with AMBAG including with the two interim executive directors and now the permanent executive director to improve collaboration in transportation planning for the region. For example, the agencies have been working closely in the production of the Metropolitan Transportation Plan and the Sustainable Community Strategy required by SB 375. There are regular meetings among the various executive directors and key staff.

Conclusion

This recommendation has been implemented.

Prior Recommendation 6

Community Bridges and the Volunteer Center should work with their respective annual fiscal and compliance auditors to evaluate the transportation related measures required under the TDA, including annual operating costs and revenues.

Actions taken by Santa Cruz Operators

The annual fiscal and compliance audits of Community Bridges and Volunteer Center are prepared by their respective independent accountants for all programs provided by each of these agencies. Based on our review of the fiscal audits provided by both agencies, the fiscal audit for Volunteer Center aggregates all program revenues and costs under general categories. As such, the transportation related operating costs and revenues can not be separated or identified in the fiscal audit. For the Community Bridges fiscal audit, Lift Line is one of many programs provided by the non-profit entity. While all program costs and revenues for

Community Bridges are shown, each respective program cost is broken out separately including for Lift Line. This is progress toward meeting this recommendation. However, revenues are aggregated in the fiscal audit and can not be separated for Lift Line.

The TDA fiscal audit for City of Santa Cruz shows the annual TDA allocation to Community Bridges and Volunteer Center. However, that audit does not show total revenues or operating expenses of either system.

Conclusion

This recommendation has been partially implemented by Community Bridges, but not implemented by Volunteer Center. Improved data reporting for operating costs and revenues should be shown for transportation services funded by TDA to provide adequate assessment of the use of the funding. The prior recommendation is carried forward for full implementation.

Section IV

TDA Performance Indicators

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

Tables IV-1 through IV-5 provide the performance indicators for Santa Cruz METRO systemwide, fixed route and paratransit, as well as for Community Bridges and the Volunteer Center. Charts are also provided to depict the trends in the indicators. It is noted that the systemwide operating costs and fare revenues are based on audited figures, while fixed route and paratransit costs and fare revenues are unaudited. The annual fiscal audits do not provide a modal breakdown. Also, only operations costs for Community Bridges are audited figures for the small operators as the fiscal audits do not separate transportation costs and revenues from all programs provided by the non-profit entities.

Table IV-1
Santa Cruz METRO TDA Performance Indicators
Systemwide

	Audit Period				
Performance Data and Indicators	FY 2009	FY 2010	FY 2011	FY 2012	% Change FY 2009- 2012
Operating Cost	\$37,448,292	\$37,744,259	\$38,333,695	\$40,854,351	9.1%
Total Passengers	6,120,199	5,839,990	5,871,671	5,463,380	-10.7%
Vehicle Service Hours	267,990	259,084	261,099	250,133	-6.7%
Vehicle Service Miles	3,789,926	3,659,153	3,629,626	3,439,086	-9.3%
Employee FTE's	292	286	270	265	-9.2%
Passenger Fares	\$8,769,185	\$8,427,944	\$8,616,639	\$8,772,949	0.0%
Operating Cost per Passenger	\$6.12	\$6.46	\$6.53	\$7.48	22.2%
Operating Cost per Vehicle Service Hour	\$139.74	\$145.68	\$146.82	\$163.33	16.9%
Operating Cost per Vehicle Service Mile	\$9.88	\$10.32	\$10.56	\$11.88	20.2%
Passengers per Vehicle Service Hour	22.8	22.5	22.5	21.8	-4.4%
Passengers per Vehicle Service Mile	1.61	1.60	1.62	1.59	-1.6%
Vehicle Service Hours per Employee	917.8	905.9	967.0	943.9	2.8%
Average Fare per Passenger	\$1.43	\$1.44	\$1.47	\$1.61	12.1%
Fare Recovery Ratio	23.42%	22.33%	22.48%	21.47%	-8.3%

Source: Annual Fiscal & Compliance Audit Reports, National Transit Database, State Controller's Reports

Table IV-2
Santa Cruz METRO TDA Performance Indicators
Fixed Route

	Audit Period				
Performance Data and Indicators	FY 2009	FY 2010	FY 2011	FY 2012	% Change FY 2009- 2012
Operating Cost	\$32,443,701	\$32,579,975	\$32,814,450	\$34,605,003	6.7%
Total Passengers	6,026,920	5,745,945	5,776,444	5,371,055	-10.9%
Vehicle Service Hours	223,766	224,261	215,262	203,997	-8.8%
Vehicle Service Miles	3,309,215	3,325,208	3,156,743	2,990,671	-9.6%
Employee FTE's	245	241	222	217	-11.4%
Passenger Fares	\$8,447,060	\$8,189,341	\$8,373,080	\$8,476,604	0.3%
Operating Cost per Passenger	\$5.38	\$5.67	\$5.68	\$6.44	19.7%
Operating Cost per Vehicle Service Hour	\$144.99	\$145.28	\$152.44	\$169.63	17.0%
Operating Cost per Vehicle Service Mile	\$9.80	\$9.80	\$10.40	\$11.57	18.0%
Passengers per Vehicle Service Hour	26.9	25.6	26.8	26.3	-2.2%
Passengers per Vehicle Service Mile	1.82	1.73	1.83	1.80	-1.4%
Vehicle Service Hours per Employee	913.3	930.5	969.6	940.1	2.9%
Average Fare per Passenger	\$1.40	\$1.43	\$1.45	\$1.58	12.6%
Fare Recovery Ratio	26.04%	25.14%	25.52%	24.50%	-5.9%

Source: National Transit Database, State Controller's Reports

Table IV-3
ParaCruz TDA Performance Indicators
Paratransit

	Audit Period				
Performance Data and Indicators	FY 2009	FY 2010	FY 2011	FY 2012	% Change FY 2009-2012
Operating Cost	\$3,788,433	\$4,031,838	\$4,846,254	\$5,134,470	35.5%
Total Passengers	93,279	94,045	95,227	92,325	-1.0%
Vehicle Service Hours	44,224	34,823	45,837	46,136	4.3%
Vehicle Service Miles	480,711	333,945	472,883	448,415	-6.7%
Employee FTE's	47	45	48	48	2.1%
Passenger Fares	\$322,124	\$238,603	\$243,559	\$296,345	-8.0%
Operating Cost per Passenger	\$40.61	\$42.87	\$50.89	\$55.61	36.9%
Operating Cost per Vehicle Service Hour	\$85.66	\$115.78	\$105.73	\$111.29	29.9%
Operating Cost per Vehicle Service Mile	\$7.88	\$12.07	\$10.25	\$11.45	45.3%
Passengers per Vehicle Service Hour	2.1	2.7	2.1	2.0	-5.1%
Passengers per Vehicle Service Mile	0.19	0.28	0.20	0.21	6.1%
Vehicle Service Hours per Employee	940.9	773.8	954.9	961.2	2.2%
Average Fare per Passenger	\$3.45	\$2.54	\$2.56	\$3.21	-7.1%
Fare Recovery Ratio	8.50%	5.92%	5.03%	5.77%	-32.1%

Source: National Transit Database, State Controller's Reports

Table IV-4
Community Bridges Lift Line TDA Performance Indicators

	Audit Period				
Performance Data and Indicators	FY 2009	FY 2010	FY 2011	FY 2012	% Change FY 2009-2012
Operating Cost	\$1,396,951	\$1,363,418	\$1,405,267	\$1,411,537	1.0%
Total Passengers	69,593	55,881	56,069	73,743	6.0%
Vehicle Service Hours	11,808	13,811	13,999	13,440	13.8%
Vehicle Service Miles	260,589	303,392	376,660	442,111	69.7%
Employee FTE's	14	14	14	14	0.0%
Passenger Fares	\$3,470	\$3,121	\$5,433	\$8,000	130.5%
Operating Cost per Passenger	\$20.07	\$24.40	\$25.06	\$19.14	-4.6%
Operating Cost per Vehicle Service Hour	\$118.31	\$98.72	\$100.38	\$105.03	-11.2%
Operating Cost per Vehicle Service Mile	\$5.36	\$4.49	\$3.73	\$3.19	-40.4%
Passengers per Vehicle Service Hour	5.9	4.0	4.0	5.5	-6.9%
Passengers per Vehicle Service Mile	0.27	0.18	0.15	0.17	-37.5%
Vehicle Service Hours per Employee	843.4	986.5	999.9	960.0	13.8%
Average Fare per Passenger	\$0.05	\$0.06	\$0.10	\$0.11	117.6%
Fare Recovery Ratio	0.25%	0.23%	0.39%	0.57%	128.2%

Source: Annual Fiscal Audit for operations costs; Community Bridges Year End Reports.

Table IV-5
Volunteer Center TDA Performance Indicators

	Audit Period			
Performance Data and Indicators	FY 2010	FY 2011	FY 2012	% Change FY 2010-2012
Operating Cost	\$66,276	\$56,929	\$67,479	1.8%
Total Passengers	4,590	4,825	4,693	2.2%
Vehicle Service Miles	115,878	86,650	72,742	-37.2%
Operating Cost per Passenger	\$14.44	\$11.80	\$14.38	-0.4%
Operating Cost per Vehicle Service Mile	\$0.57	\$0.66	\$0.93	62.2%
Passengers per Vehicle Service Mile	0.04	0.06	0.06	62.9%

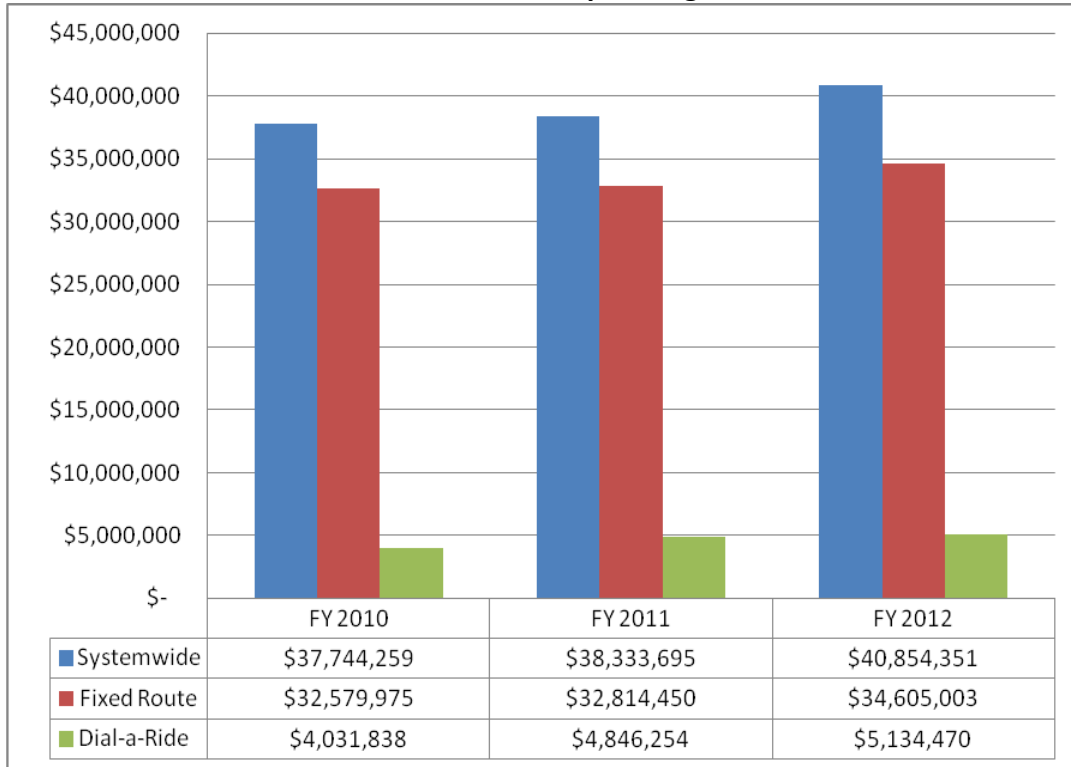
Source: Volunteer Center final reports FYs 2010-2012.

Santa Cruz METRO is defined in the TDA as an older operator having started service prior to July 1, 1974. Older operators may qualify for TDA under the 50 percent expenditure limitation (PUC Section 99268.1) or the farebox recovery ratio (PUC Section 99268.2). As described in Santa Cruz METRO's financial compliance audit, Santa Cruz METRO has met the 50 percent expenditure limitation in addition to the farebox ratios. The calculation below by the performance auditor in Table IV-6 shows the compliance.

Table IV-6
50 Percent Expenditure Limitation

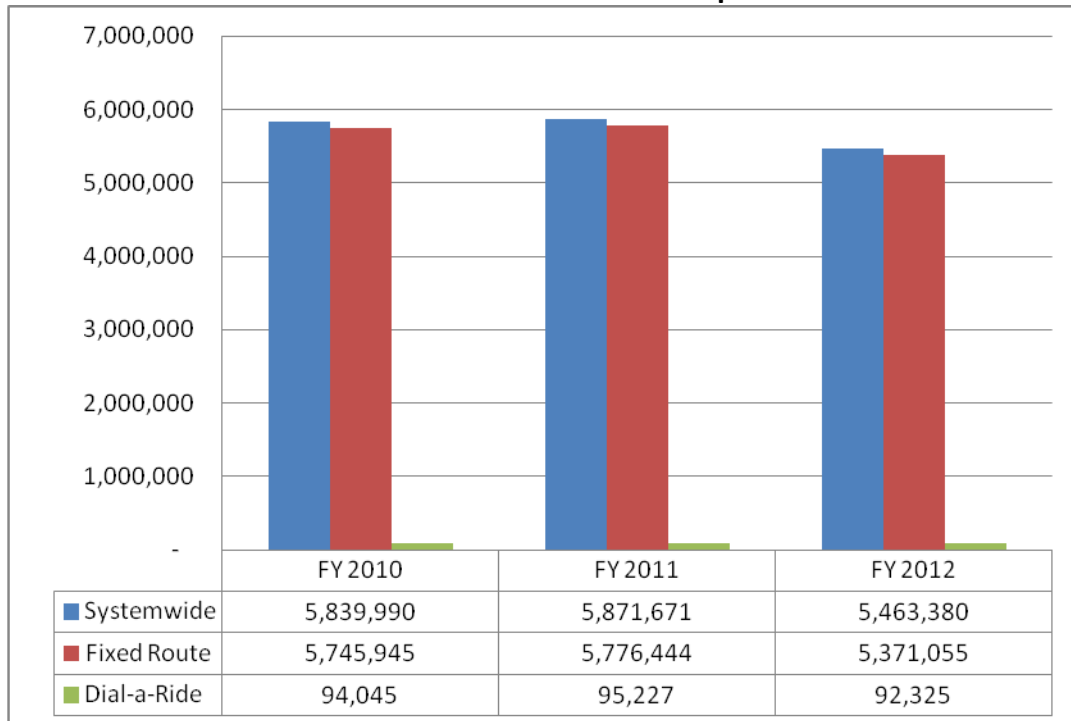
Line#	Description	FY 2010		FY 2011		FY 2012	
		\$ Amount	\$ Subtotal	\$ Amount	\$ Subtotal	\$ Amount	\$ Subtotal
1	Total Operating Cost	\$37,744,259		\$38,333,695		\$40,854,355	
2	Total Depreciation	\$4,884,887		\$6,288,014		\$6,442,103	
3	Total Capital Outlay	\$6,861,247		\$10,469,359		\$6,939,674	
4	Total Lines 1, 2 & 3		\$49,490,393		\$55,091,068		\$54,236,132
5a	Less Federal Ops Grants Received	\$4,436,651		\$8,943,652		\$5,257,104	
5b	Less Federal Capital Grants Rec'd	\$231,736		\$5,908,290		\$5,304,618	
6	Less LTF Capital Intensive	\$0		\$0		\$0	
7	Less STAF Received	\$478,941		\$3,271,087		\$171,196	
8	Total Lines 5, 6 & 7		\$5,147,328		\$18,123,029		\$10,732,918
9	Total Line 4 Less Line 8		\$44,343,065		\$36,968,039		\$43,503,214
10	50% of Line 9	\$22,171,533		\$18,484,020		\$21,751,607	
11	Add amount of LTF Claimed in Excess of Line 9 for Match to Federal Operating Grant	\$1,109,163		\$2,235,913		\$1,314,276	
12	Add LTF Capital Intensive	\$0		\$0		\$0	
13	Total Permissible LTF Expenditure		\$23,280,695		\$20,719,933		\$23,065,883
14	Total LTF applied to Operations		\$5,001,737		\$5,001,737		\$5,244,964

Graph IV-1
Santa Cruz METRO Operating Costs

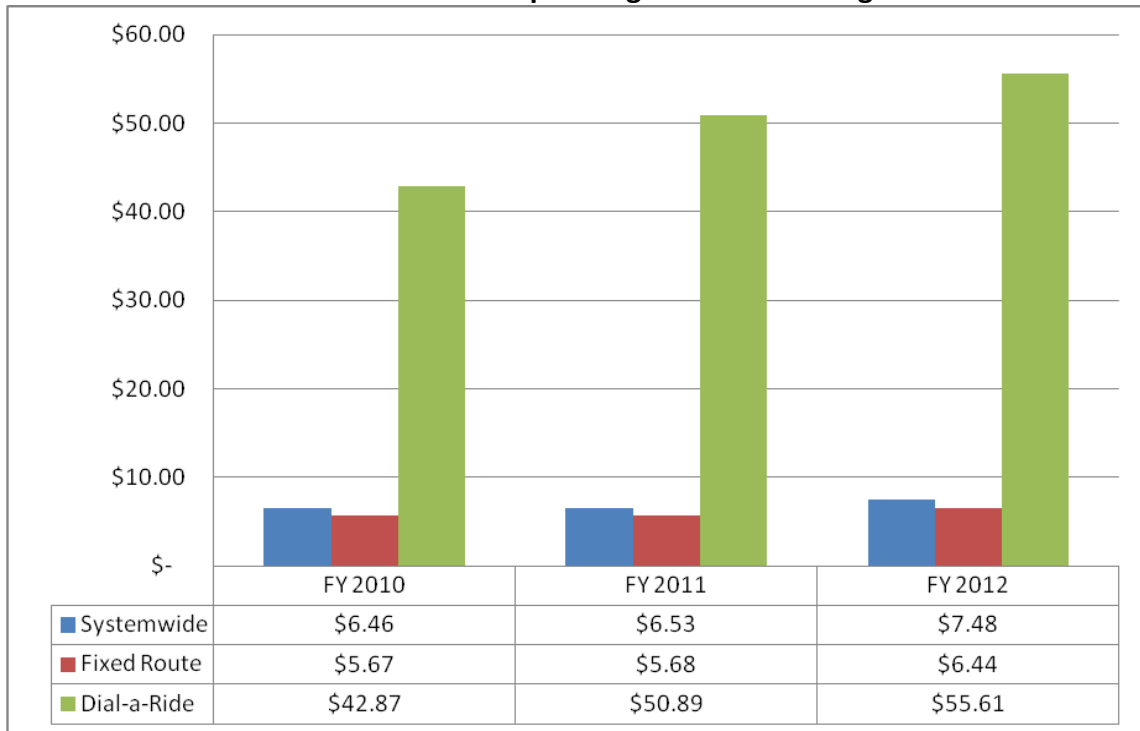


Note: Systemwide operating costs are drawn from audited data, while data by mode are unaudited.

Graph IV-2
Santa Cruz METRO Ridership

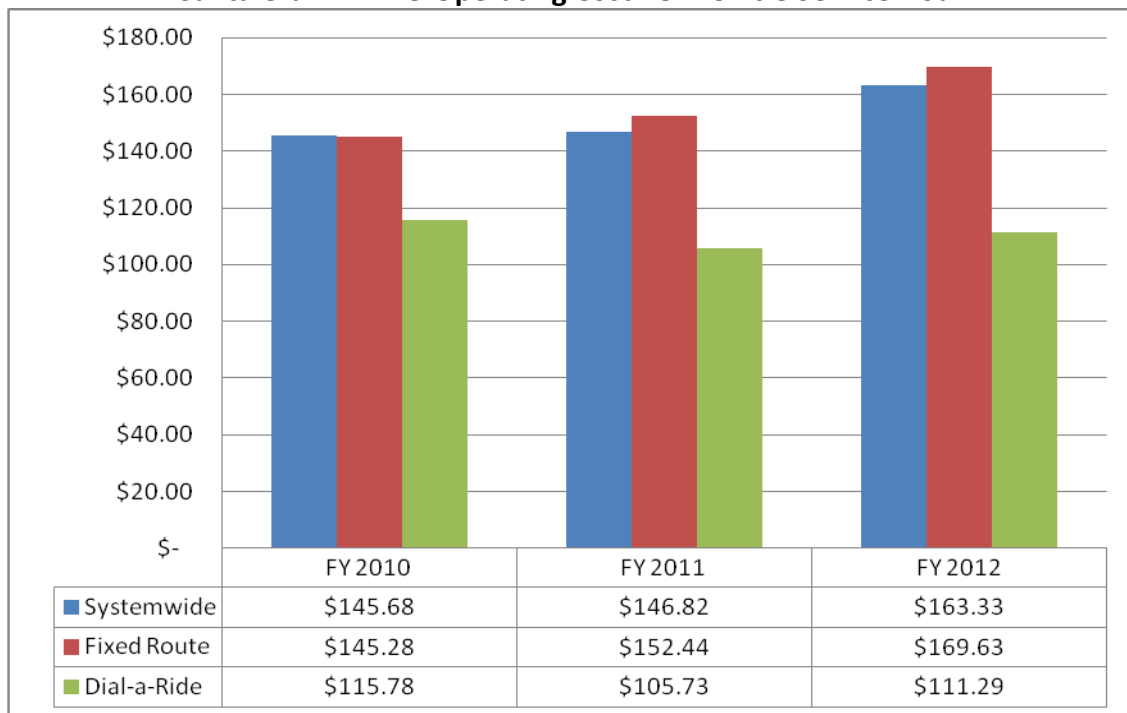


Graph IV-3
Santa Cruz METRO Operating Cost Per Passenger



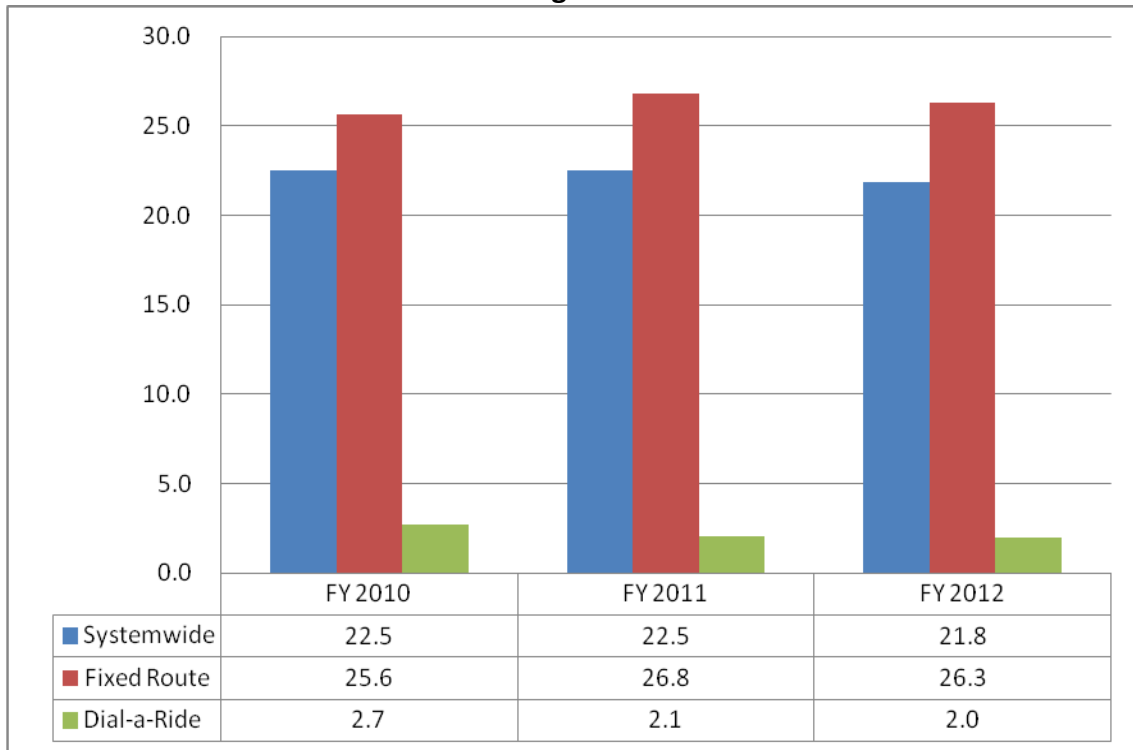
Note: Systemwide operating costs are drawn from audited data, while data by mode are unaudited.

Graph IV-4
Santa Cruz METRO Operating Cost Per Vehicle Service Hour



Note: Systemwide operating costs are drawn from audited data, while data by mode are unaudited.

Graph IV-5
Santa Cruz METRO Passengers Per Vehicle Service Hour



Graph IV-6
Santa Cruz METRO Fare Recovery Ratio



Note: Systemwide operating costs are drawn from audited data, while data by mode are unaudited.

Findings from Verification of TDA Performance Indicators

1. Santa Cruz METRO operating costs increased 9.1 percent systemwide over the period based on audited data from the FY 2009 base year through FY 2012. Systemwide operating costs reflect exclusions from depreciation costs. Using unaudited data, fixed route operating costs increased by 6.7 percent whereas ParaCruz operating costs increased 35.5 percent. According to the annual State Controller Reports completed by Santa Cruz METRO, one factor driving the cost increase is total compensation costs as part of the labor agreements covering FYs 2010 through 2012. This included longevity adjustments to the base salary dependent on length of continuous service between 10 and 15 years. Parity in compensation was also provided to both fixed route and paratransit drivers. Community Bridges Lift Line operating costs were relatively flat for the three year period, increasing by one percent. Volunteer Center transportation costs were flat as well for the audit period.
2. Ridership on Santa Cruz METRO decreased by 10.7 percent systemwide during the audit period. Fixed route ridership decreased by the same percentage while ParaCruz ridership decreased by one percent. Fixed route ridership fell from 6.0 million passengers FY 2009 to 5.4 million in FY 2012 as a result of service reductions implemented by Santa Cruz METRO due to revenue and rider declines from poor economic conditions that resulted in fewer trips. Lift Line ridership increased by six percent during the audit period by about 4,100 passengers. Volunteer Center transportation ridership also increased marginally by about two percent.
3. The provision of revenue hours and miles by Santa Cruz METRO decreased systemwide during the audit period as a result of service reductions due to funding constraints. Fixed route revenue hours and miles decreased 8.8 and 9.6 percent, respectively, while paratransit revenue miles decreased 6.7 percent. Service hours for ParaCruz increased by 4.3 percent. Vehicle hours and miles increased for Lift Line for the audit period, increasing by 13.8 and 69.7 percent, respectively. Volunteer Services vehicle miles declined by 37 percent.
4. Operating cost per passenger increased by 22 percent systemwide for Santa Cruz METRO. Cost per passenger increased by 19.7 percent on fixed route, and by 37 percent on ParaCruz. The trends for this indicator reflect growth in operating cost coupled with a decline in ridership. Operating cost per passenger for Lift Line decreased by nearly 5 percent as ridership increased slightly higher than operations cost.
5. Operating cost per hour systemwide increased 16.9 percent for Santa Cruz METRO as operating cost grew during the audit period while vehicle hours declined. The performance trend was similar for fixed route whereas ParaCruz had its cost per hour increase by 30 percent over the audit period. Lift Line operating cost per hour declined by 11.2 percent as the number of vehicle hours increased faster than costs.

6. Systemwide passengers per vehicle service hour slightly declined on Santa Cruz METRO. Although the decline was 4.4 percent, this indicator was relatively stable for fixed route and paratransit, as the percentage decrease for both modes did not result in much change in the actual number of passengers served per vehicle hour. For fixed route, passengers per hour remained at between 26 and 27. For ParaCruz, passengers per hour remained at about two. On Lift Line, this performance indicator showed a decline of 7 percent with the number of passengers per hour going between 4 and 6 during the audit period.
7. The fare recovery ratio remained relatively strong over the audit period for Santa Cruz METRO. The minimum TDA farebox ratio established by SCCRTC is 15 percent. During the audit period, the systemwide farebox averaged 22.09 percent which includes both fixed route and ParaCruz. Separately, fixed route farebox averaged 25 percent for the three years while ParaCruz averaged 5.6 percent. In the TDA claims, Santa Cruz METRO further separates its farebox recovery between urban and non-urbanized services. Both exceeded the 15 percent TDA minimum for the audit period.

As an older operator, Santa Cruz METRO is also subject to the ratio of fares plus local support to operating costs. As shown in the annual TDA claims, Santa Cruz METRO has met this ratio of no less than 56.9 percent (ratio in FY 1978-79 for services to the general public). Local support includes local sales tax revenue for transit.

Section V

Review of Operator Functions

This section provides an in-depth review of various functions within the each of the Santa Cruz County transit operators. The review highlights accomplishments, issues and/or challenges that were determined during the audit period. The following functions were reviewed at Santa Cruz METRO, Community Bridges and the Volunteer Center's offices in Santa Cruz:

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

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

Operations

The operations of Santa Cruz METRO are guided by its mission statement:

To provide a public transportation service that enhances personal mobility and creates a sustainable transportation option in Santa Cruz County through a cost-effective, reliable, accessible, safe, clean, and courteous transit service.

The majority of Santa Cruz METRO's ridership is considered transit-dependent. Choice riders are attracted to the Highway 17 Express Route, which provides a viable alternative to commuters traveling to the Santa Clara Valley and other Bay Area destinations. Students attending the University of California, Santa Cruz (UCSC) comprise between 40 to 50 percent of the overall ridership. UCSC instituted an ingress-egress cap that limits the number of single-occupancy vehicles (SOV) accessing the campus. The current access quota is set at 45 percent. On-campus parking has been priced at prohibitively high levels that encourages alternative modes of travel.

Parking permits and employee bus passes are issued through the UCSC Transportation and Parking Services (TAPS). Santa Cruz METRO service for students is funded through the Student Transit Fee. By showing a valid UCSC Student ID Card, a student rider has access to unlimited rides on Santa Cruz METRO buses with no additional fare required, with the exception of the Highway 17 Express. UCSC faculty and staff can purchase a subsidized Santa Cruz METRO bus pass (at a fraction of the regular cost) through the TAPS Sales Office. Santa Cruz METRO is

seeking a comparable service contract arrangement with Cabrillo College, a local public community college located in Aptos.

Santa Cruz METRO vehicles are not equipped with surveillance cameras although grants have been obtained to procure security and surveillance equipment. This includes upgraded radios and an alert button on the bus that signals dispatch, as well as cameras, videos and other devices for the transit centers. Santa Cruz METRO is complying with Federal Communications Commission requirements to switch to digital radio communications. The agency reported an increase in the number of violent incidences over the past 18 months attributed in part to gang activity occurring on transit property, and has actively worked with police departments and emergency service agencies to coordinate the safety of riders and increase driving training in these areas. Santa Cruz METRO has invested in the security of facilities and is working with the unions to install cameras on buses.

Schedule adherence and on-time performance for several routes have been challenging due to a variety of reasons including construction, narrow travel corridors, and congestion. Santa Cruz METRO staff requested the Short Range Transit Plan consultant to conduct on-time performance checks for several key routes. Several routes were found to have schedule adherence issues. While this check was conducted for five routes to collect additional data on schedule reliability, staff indicated the need to develop a more active method to determine schedule adherence rather than rely on more passive measures such as customer feedback and driver sheets. On-time checks conducted by transit supervisors including during ride-alongs for driver evaluations are limited because of time constraints. A joint SCCRTC on-board transit survey in 2012 provided on-time performance data, along with regular data checks for the Federal National Transit Database. Santa Cruz METRO is procuring Global Positioning System (GPS) capability which could be the start to developing a tool to automate the collection of on-time data. Automated Vehicle Location (AVL) technology investment would also be needed to collect on-time performance data, among providing other benefits. Santa Cruz METRO has not been successful in the past in obtaining grant funding for AVL.

Dispatching and bus scheduling is conducted using the Hastus software system for fixed route, and Trapeze for ParaCruz. Staff are cross trained in both systems to enable flexibility in staffing and ample shift coverage. ParaCruz reservations can be booked directly into the Trapeze system. Paratransit vans have mobility safety devices to improve the ergonomics and safety for both the passenger and the driver. On-time performance for ParCruz has averaged 95 percent during the audit period which exceeds its performance goal of 92 percent. “No shows” by passengers have remained within the goal of less than 3 percent of trips requested.

Community Bridges

The number of specialized transportation programs offered by Community Bridges Lift Line increased from five to six during the audit period with the addition of the Homeless Shelter Program in July 2011. TDA funds are used for the Out-of-County Transportation program, taxi scrip, transportation to Meals on Wheels Senior Dining Centers, medical appointments,

Homeless Shelter Program, and Elderday Adult Day Health Center transportation which is the largest program. As the CTSA for the County, Community Bridges coordinates the transportation with social service agencies and participates through the SCCRTC Elderly and Disabled Transportation Advisory Group to identify and discuss program issues and needs in addition to providing justification for the TDA claim.

Lift Line operates door-to-door services with a 30 minute pick up time window and did not report on-time performance information although the trip must be made to receive reimbursement. Sample driver manifests indicate actual pick up and drop off times. Lift Line did not provide same day/on demand rides during the audit period.

The CTSA utilizes Trapeze Pass, a computer transportation management system that includes reservations, scheduling and real-time dispatching to track daily/monthly/annually client's rides to medical destination, shelters, social service agencies and dining sites. Mentor Mobile Data Terminals are on-board the vehicles to communicate with dispatch. Community Bridges reported zero preventable accidents during the audit period. Complaints collected by Community Bridges was consistent for the last several years ranging between 11 and 13 per year.

Volunteer Center

New clients fill out a registration form and are contacted by the dispatcher to confirm their eligibility through age (55+) or disability. Trips are limited to essential trips such as for medical reasons and could include multiple stops during the trip. The primary ridership is seniors that are ambulatory from which drivers and their passengers generally stay together and form a bond. Reservations are made between two days and one week in advance. Riders that fall into a habit of not following general ride guidelines including cancelling their trips or not showing, the Volunteer Center will send a letter. With difficulty in scheduling rides, shared rides among passengers are not typically provided. Ride scheduling is conducted manually by Volunteer Center dispatchers although they would like to move a computerized system. Drivers make calls to dispatchers in Santa Cruz as issues arise. Donations are accepted to help support the local match of the program.

The Volunteer Center tracks mileage driven through the monthly reports submitted by drivers whether for mileage reimbursement or not. The Volunteer Center does not track the time spent by drivers to transport their clients. There is a value to the time spent by the volunteer to provide the trip, and with the trips being provided free of charge to the rider, it is difficult to quantify the overall value of each trip. Staff provided an anecdotal value of \$21 per hour. It is suggested that drive time be tracked and quantified using a performance measure such as average trip time and operating cost per hour that place values on the program and the drivers' and passengers time in providing and using the service.

Personnel

Santa Cruz METRO

New labor agreements were in place during the audit period. A Memorandum of Understanding between Santa Cruz METRO and Service Employees International Union (SEIU) Local 521 was effective from July 1, 2009 through June 30, 2012. This union represents the largest group of Santa Cruz METRO employees including the Professional Supervisors Association (PSA), Salaried Employees Association (SEA), and Vehicle Maintenance Unit (VMU). A separate labor agreement between Santa Cruz METRO and United Transportation Union Local 23 representing employees for the ParaCruz operation was also effective from July 1, 2009 through June 30, 2012.

As described earlier, a factor driving the cost of operations is total compensation costs as part of the labor agreements. This included longevity adjustments to the base salary dependent on length of continuous service between 10 and 15 years for the SEIU agreement. Parity in compensation was also provided to both fixed route and ParaCruz drivers. Effective July 2009, and for June 2010 and 2011, base wage rates were increased by 3 percent per year. Santa Cruz METRO pays medical premiums depending on bargaining union contract requirements. Santa Cruz METRO staff indicated several opportunities that promote cost savings including split shifts, interlining routes, and hiring of new younger staff at a lower base pay. New union leadership also fosters a positive relationship between Santa Cruz METRO and the unions.

Santa Cruz METRO hired four new transit supervisors who came from the coach operator ranks to replace retirees. The agency also revamped its training procedures for supervisors. The interview process involves management personnel, supervisors, and union representatives. Santa Cruz METRO uses a validated testing system to screen prospective candidates. The agency utilizes Ergometrics, a behavioral-based approach that encompasses video simulation tests designed to assess applicant abilities in important, hard to test areas, such as situational judgment, human relations, teamwork, listening and communications skills, dealing with difficult and stressful situations, multi-tasking, problem solving and safety orientation. Testing also encompasses knowledge of the rules of the road. The agency has seen improved outcomes with this mode of employee screening such as more customer compliments and fewer complaints.

Operators undergo eight hours of recurring Verification of Transit Training (VTT) annually. Employees also undergo sexual harassment and violence in the workplace training every three years as required by the union.

Community Bridges

Community Bridges Lift Line employs a total of 20 personnel including 13 full time and 7 on-call positions. Staff is comprised of 7 full time and 5 on-call drivers, 5 full time office staff, 1 full time and 2 on-call mechanics. Van drivers are represented by the United Transportation Union, Local 23 based in Santa Cruz. About half the drivers have been with Lift Line for at least five years with little turnover. New drivers must have Class B licenses already and go through the requisite

orientation and training including drive alongs, safety training, and general proficiency with the routes. On-call drivers do not need to have a Class B license upon joining but work towards getting the license. Community Bridges staff indicated that drivers must undergo their own DMV certified training as there is no longer an in-house trainer because of funding. Support staff workloads are being reviewed to determine if an internal trainer can be provided again. Driver meetings are held once a month to review safety and operational procedures including use of a driver simulator supplied by the insurance provider.

Volunteer Center

There were 65 volunteer drivers through the audit period serving close to 200 clients. Volunteer Center staff indicated that driver turnover has been at a rate of about 10 percent annually. Drivers have the option of requesting reimbursement on a mileage basis at \$0.31 per mile. In comparison, the Internal Revenue Service (IRS) optional standard mileage rates used to calculate the deductible costs of operating an automobile for business purposes is \$0.56 cents per mile. Newer drivers have requested the reimbursement. Drivers are required to complete a Volunteer Registration Form, Vehicle Insurance Form and the Authorization to do a background check. Volunteer Center staff also conduct screenings and interviews. Driver background checks began about three years ago and incur a nominal cost to the agency. Volunteer Center provides excess general liability and medical insurance above the driver's own insurance coverage.

Maintenance

Santa Cruz METRO's maintenance facility features 11 bays, five in-ground lifts, two above-ground lifts, two pits, one fore post lift, and one above-ground lift located in the pressure wash bay.

There are 22 mechanics assigned over three weekday and two weekend shifts. New mechanics undergo a three-month training process. About half of the mechanics were hired the past five years and work in three shifts on weekdays and one to two on weekends. During the audit period, the agency increased the number of maintenance supervisors from two to three. Mechanics obtain ASC certification for specific technical tasks.

Warranties on new vehicle procurements have been negotiated, which resulted in a five-year warranty on engines and a two-year warranty on transmissions. Santa Cruz METRO is able to receive parts the next day. The New Flyer distribution facility is located in Fresno. Every part issued is entered onto a work order for both fleet and facility maintenance.

Inventory of parts held at the transit facility was relatively stable over the audit period. In FY 2010, inventory value was \$872,295; in FY 2011 the value was increased to \$1,254,043 to account for two new sub-vehicle fleets and new model specific inventory was brought in for each; and in FY 2012 the value was \$1,061,485 which includes the Facilities Maintenance inventory that was integrated as of January 2011. A more recent value of inventory was placed at \$1,143,072 (September 30, 2013). For purchases over \$25,000 an Invitation for Bid (IFB) or

Request for Proposal (RFP) is solicited by the Purchasing Department. For construction related purchases the IFB/RFP requirement is lowered to over \$10,000. Non-construction purchases under \$25,000 is conducted through email with vendors. Use of on-line builder exchanges and electronic bidding platforms to undertake procurement reduces paperwork and speeds the process.

Community Bridges

Microsoft Access database is used to manage the maintenance of vehicles based on mileage and days. As described in the compliance section of the audit, the 2012 CHP inspection found several vehicles that were maintained after the required timelines. A new procedure was implemented by Community Bridges that identifies a single database person to keep track of the maintenance schedules. Also, there was turnover of the mechanic position that has been positive.

As a gauge of maintenance, the number of roadcalls reported by Community Bridges ranged between 3 and 8 annually during the audit period, and the number of vehicle failures ranged from 8 to 23 per year. The trend has been positive as the range has gone from higher to lower for both indicators as the vehicle fleet is being replaced through Caltrans grants.

Planning

Santa Cruz METRO planning staff combine ridership data, on-board survey data, and county-wide demographic data to analyze the productivity of transit corridors in the county and design service accordingly. Additionally, Santa Cruz METRO partners with SCCRTC, AMBAG, UC Santa Cruz Transportation and Parking Services (TAPS), the Santa Clara Valley Transportation Authority (VTA), as well as other County and local municipalities in overall transportation improvement planning. The mixture of rural and urban areas along with geography, topographical landscape, and the diverse needs of the community provide challenges that Santa Cruz METRO faces when planning transit service.

Because of funding reductions from the economy, Planning staff made service cuts in 2010 and 2011 amounting to about 10 percent of service hours, which was not as severe as other scenarios that were developed based on financial projections. Subsequent driver reductions were made through attrition. In coordination with the Santa Cruz METRO Customer Service personnel, 16 public hearings and numerous Board meetings were held to present and discuss the range of scenarios of service cuts. Paratransit service coverage was impacted from the fixed route modifications but largely maintained during this time. The need to improve productivity of the routes was weighed against area coverage in determining the route structure. For example, although Route 6 was not as productive relative to others, it serves a senior market and continues to be reviewed.

The recent SRTP which was developed beyond the audit period had an objective to create policies directed at identifying service metrics that guide the decision making for identifying productive service. This would include specifying service performance targets, designing

appropriate bus stop spacing, and maintaining a fiscally sustainable service. Stop-by-stop level of data gathering has been a challenge for Santa Cruz METRO staff to conduct more in-depth planning although there is an unfilled transit surveyor position. The busy Soquel corridor has been a focus of planning but significant service adjustments are difficult without the in-depth data.

During the audit period, Santa Cruz METRO completed the Watsonville Transit Study in February 2012 to assess the efficiency of transit services provided within the city of Watsonville. The study was used to assess the general equity of services provided between the northern and southern parts of the County including addressing Limited English Proficiency (LEP) and transit equipment distribution. The consultant's recommendations were segregated into distinct program segments including Administrative, Capital, and Operational aimed to improve service delivery and sustainability, and focus on increasing ridership.

SCCRTC and Santa Cruz METRO received a Rural or Small Urban Transit Planning Studies Grant from Caltrans to conduct an on-board transit ridership study. The *Santa Cruz County Onboard Transit Ridership Survey* was completed in August 2012 with three main goals: 1. Collect current ridership data for input into the AMBAG regional travel demand model to more accurately reflect current transit use as well as forecast future transit ridership; 2. Assess the limited English proficiency population in order to comply with Title VI requirements; and 3. Collect transit service and performance data to assist in future service planning.

Transit Performance Monitoring

Each of the transit systems provides performance measures to SCCRTC on a quarterly and annual basis. The list of performance metrics slightly differs among the transit systems (Community Bridges, Volunteer Center, and Santa Cruz METRO) to reflect their system size and service modes. As several Commissioners also serve on Santa Cruz METRO's board, the performance of Santa Cruz METRO is shared as needed with SCCRTC. Documentation provided by the transit systems show their commitment to provide the information to SCCRTC as a condition of their receipt of TDA funds. The performance metrics for Santa Cruz METRO are listed in the TDA claims form and include the following:

Table V-1
Santa Cruz METRO Performance Measures

1. Annual passengers	16. Vehicle Service hours/Employee*
2. Rides/passenger trips provided by type (student, senior, adult, pass holders, etc, or however stat's kept) and amount of TDA \$ used for each type of ride	17. # of routes
3. Annual service hours	18. Average route length
4. Passengers per vehicle service hour*	19. Average travel times/rider
5. Annual service miles	20. # of bus stops
6. # of fixed-route miles	21. # of vehicles in operation

7. Service Area – square miles	22. # of monthly bus passes in circulation
8. Service Area Population	23. Max vehicles in service at any time
9. Passengers per vehicle service mile*	24. Hours of service
10. Average passengers per weekday	25. Approximate # of unduplicated passengers
11. Total operating costs in budget	26. Cost per unit of service plus text about long range plans to make/keep this low
12. Operating cost per vehicle service hour*	27. Funds and percentage spent on administration/overhead/grantee allocation/etc
13. Total operating cost per passenger*	28. Actual financials compared with budget
14. Average Farebox Revenue per passenger (describe what is included)	29. Actual number of rides provided compared with goal and text about whether goal was met and why/why not
15. # of FTE employees (all employees, not just drivers)	
* Denotes TDA indicator	

The performance indicators submitted by Community Bridges are as follows:

Table V-2
Community Bridges Performance Measures

1. Unduplicated passengers per month	10. Total operating cost per passenger *
2. Total passenger trips (units of service) per month	11. Total operating cost per vehicle service hour *
3. Incidents per month	12. Total passengers per vehicle service hour *
4. Accidents per month	13. Total passengers per vehicle service mile *
5. Mechanical failures (including lift failure) per month	14. Fare box recovery level *
6. No-shows per month	15. Van mileage per program
7. Turndowns or referrals per month	16. % of Rides performed by subcontractors
8. Cancellations per month	17. % of shared trips/ Average vehicle occupancy
9. Donations per month	18 % of cancellations of total rides
* Denotes TDA indicator	

The performance indicators submitted by Volunteer Center are as follows:

Table V-3
Volunteer Center Performance Measures

1	Number of rides provided	7	Number of unduplicated passengers
2	Trip destinations	8	Number of requests for service
3	Mileage claimed	9	Number of turndowns
4	Estimated mileage donated	10	Reason for turndowns
5	Estimated total mileage	11	Number of active volunteers
6	Average length of trip	12	Geographic distribution of clients

Community Bridges expressed interest in assessing additional performance metrics that could measure CTSA services. The recommendations section of the audit provides suggested measures above the current indicators.

Marketing

Marketing and communications are conducted by customer service staff within the operations department. An accessibility coordinator who provides travel training is located at the downtown transit center. Bilingual outreach and interpretation is provided in-house in English and Spanish with Santa Cruz METRO attending community events such as the county fair and interactive activities.

Santa Cruz METRO has an online store where customers can purchase bus passes on-line using a credit card. Social media such as Facebook and Twitter have not been used as significant venues for communicating with passengers. Instead, rider alerts on service changes or current issues are placed on the Santa Cruz METRO website.

Customer service is the front line for handling of complaints and following the procedures described on the Santa Cruz METRO website. The Customer Service Coordinator investigates complaints that are logged with red flags. Other department staff are involved to further investigate and resolve the complaint prior to closing the file. Valid complaints are kept in the employee's file for one year which is acceptable to the union.

Prior to the development of the SRTP, there was no marketing plan for Santa Cruz METRO. The SRTP noted that stakeholders indicated very limited proactive marketing by Santa Cruz METRO including no specialized efforts targeted to UCSC students and Cabrillo College staff. Marketing strategies proposed by the SRTP include Electronic Informational Tools, Printed Materials, Branding of the System, Fare Media, Bus Stops – Signage and Facilities, and Coordinated Marketing. Because of rider safety issues cited by staff, a level of attention should be given to marketing the new safety and surveillance systems installed at the transit facilities as part of the marketing program. Santa Cruz METRO should highlight the security systems and conduct outreach and marketing with the communities to emphasize this component of the transit system as a means to stimulate ridership and good customer service.

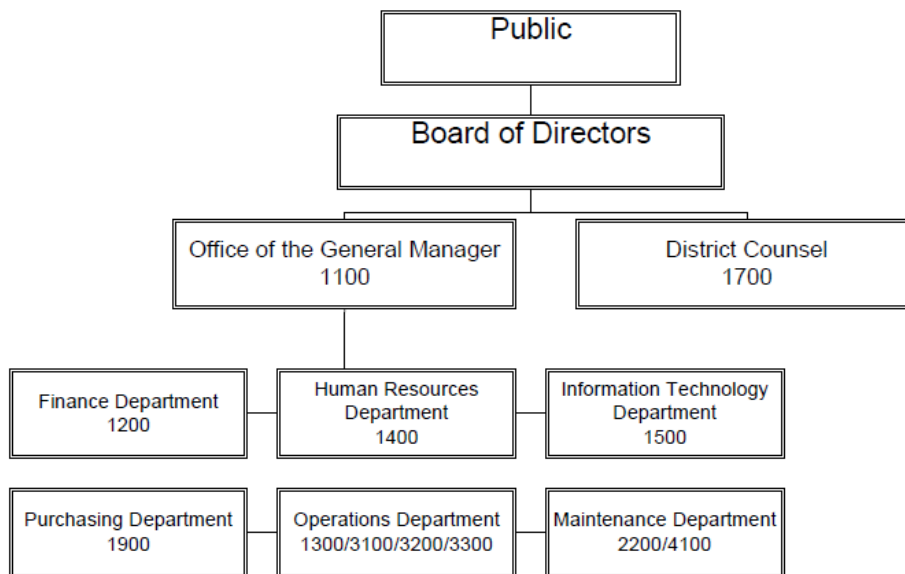
Community Bridges develops a brochure for its services and tailored flyers for specific services such as for the Veterans Shuttle. A sponsorship ad was also placed in the local Santa Cruz Sentinel newspaper that highlighted the program's offerings and described the benefits of being a sponsor or donor. Volunteer Center also produces a community brochure for distribution.

General Administration and Management

The Santa Cruz Metropolitan Transit District is governed by an eleven member board, plus one ex-officio member from UCSC. About half of the District Board also serve as Commissioners on the Santa Cruz County Regional Transportation Commission. Three District Board members also serve on the board at the Association of Monterey Bay Area Governments.

Administrative departments moved into the renovated Administration Facility at 110 Vernon Street in December 2009. The General Manager has kept a close ear to and actively participates in legislation at the State and Federal levels that influence the transit system and transportation in the County. This includes serving on the legislative committee of the American Public Transportation Association that dealt directly with reauthorization of federal transportation (MAP-21). The District Board has been supportive of a congressional delegation to the State and Federal governments. For much of the audit period and due to funding reductions from the recession, Santa Cruz METRO did not fill the Assistant General Manager position with much of the responsibilities taken upon by the General Manager and General Counsel. These responsibilities included negotiating the labor agreements and other duties that were time and resource consuming. The organization chart of the agency is shown below.

**Figure V-1
Santa Cruz METRO Organization Chart**



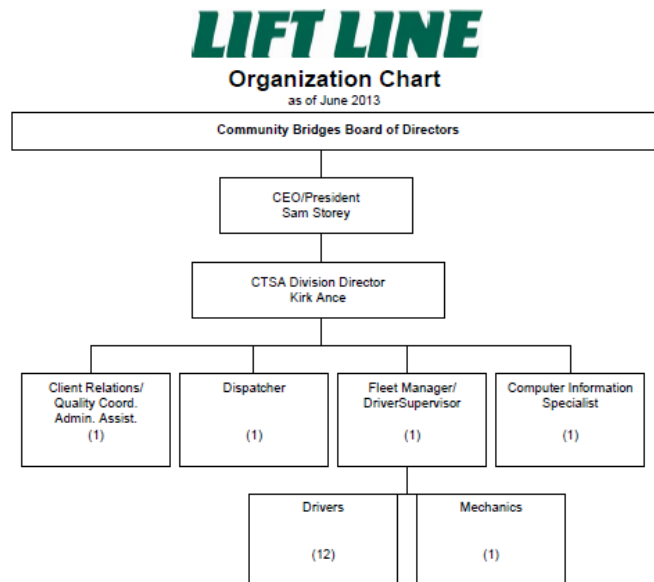
Telephone interviews with Board members provided overall high ratings for staff and activities undertaken during the audit period. Highlights from the interviews include:

- The General Manager has been a good resource for federal funding, is well known outside the area which is beneficial for the transit system, played a significant role in labor negotiations.
- Demands on the General Manager increased significantly with the Board's decision to not fill the Assistant General Manager position which might need to be revisited.
- Consistent on-time performance issues persist because of traffic along primary corridors, and staff should obtain the proper information to make service adjustments.
- Service cuts were based on financial and ridership criteria and initially appeared too deep, but Santa Cruz METRO has worked to restore routes and upgrade facilities.
- Members expressed both positive and negative views of Santa Cruz METRO's image that is dependent on each rider market's perspective with suggestions for rebranding, more reliable and consistent service, and more active customer service.
- Elderly and disabled access requires continued attention in service planning.
- Some members remain cautious about possible impacts on Santa Cruz METRO operations from the SCCRTC rail corridor acquisition.

Community Bridges

The organization chart of Community Bridges Lift Line is shown below:

Figure V-2
Community Bridges Lift Line Organization Chart



As Lift Line is one program within Community Bridges, the transportation program is allocated joint administrative costs including administrative and fiscal personnel and other agencywide operating expenses. A documented cost allocation policy was updated in January 2010 that specifies the method used and is required to grant funding. Community Bridges uses a fixed percentage indirect cost rate that is universally applied to all its programs. The joint cost rate is determined by taking the pooled joint administrative costs as a percentage of total program direct operating costs. Direct operating costs are total program costs less capital expenditures for major equipment, leasehold improvements, in-kind expenses, and amounts passed through to other agencies. Budgeted data shows that agency overhead expenses ranged from 10 to 13 percent of total Life Line expenditures. Since the joint cost rate is based on expenses incurred, each Lift Line transportation program is assessed proportional to the expenses incurred for that particular program.

Volunteer Center

Goals for the program are reviewed each and compared to actual data in the reports submitted to the City of Santa Cruz and SCCRTC as conditions of receiving TDA. The goals for unduplicated clients and total rides were met. For the three year audit period, the actual figures compared to goals were as follows:

Table V-4
Volunteer Center Transportation Program Goals

	Unduplicated Clients	Goal	Total Rides	Goal
FY 2010	189	185	4,590	4,600
FY 2011	224	185	4,825	4,600
FY 2012	208	185	4,693	4,600

Source: Volunteer Center Final Annual Report

Grants Management

Santa Cruz METRO relies on a variety of grants and other funding mechanisms, including local sales tax revenues, to support its transit system. Santa Cruz METRO relies upon grants from a number of other entities throughout the year for more than 25 percent of its operating revenue and over 80 percent of its capital funding. Programs such as the TDA and the FTA urbanized area program annually allocate funds by formula while others such as the Monterey Bay Unified Air Pollution Control District's AB 2766 Motor Vehicle Emissions Reduction Program and Caltrans discretionary planning grants are competitively awarded based on merit.

Santa Cruz METRO relies on both formula and discretionary grant revenue to support its operating and capital budgets. Santa Cruz METRO has pursued grant opportunities from federal sources including FTA State of Good Repair funds, FTA Section 5309 earmarks, and Small Transit Intensive Cities. Most recent capital funding including from Proposition 1B PTMISEA and FTA

Section 5309 earmarks has been used toward the Santa Cruz MetroBase facility project. Proceeds from a settlement of the damaged Santa Cruz METRO facility in Watsonville from the 1989 earthquake were also applied to the Santa Cruz MetroBase project.

A grant kick off occurs to determine which staff is assigned responsibility for the grant and development of the scope of work. Monthly meetings among grants staff and project managers provide updates as well as status reports of active grants and submitted grant proposals to the Board for informational purpose. A list of Santa Cruz METRO's active grants and a list of grant proposals for new funds are provided monthly in order to apprise the Board of the status of grants funding. At the end of the audit period (June 2012), Santa Cruz METRO had active grant awards totaling over \$50 million and developed new applications totaling over \$3 million for operating and capital projects. The oldest open federal grants date to 2006 and 2008 which are tied to Pacific Station Design Engineering. The FTA monitors progress on the Santa Cruz Metro Center Design/Engineering since the first grant (2006) has aged more than five years without implementation.

A listing of capital projects implemented during the audit period include the following:

- Accepted delivery of the Santa Cruz MetroBase Maintenance and Administration buildings.
- Initiated construction contractor procurement for the Operations Building.
- Completed installation of peripheral Santa Cruz MetroBase infrastructure including new methane detectors, a tire carrousel and security fences.
- Installed new fareboxes on all buses with "smart card" technology to expand fare payment options, expedite passenger boarding and enable inter-agency transfers with MST's fare collection system.
- Installed automated ticket vending machines at Pacific Station, Capitola Mall, Cabrillo College and the Watsonville Transit Center.
- Installed a new video surveillance system at the Watsonville Transit Center to deter crime and record potential liability incidents.
- Purchased the former Greyhound station at 425 Front Street, remediated soil contamination and re-opened the expanded operating area for Pacific Station in April 2011.
- Purchased five CNG, low-floor replacement buses for the Highway 17 Express.
- Completed bus stops improvements at more than 100 stops, including new solar-powered lights at many.
- Authorized contracts for a fleet-wide mobile radio system upgrade and a comprehensive video surveillance system for all operating facilities and transit centers.
- Received 11 CNG replacement buses for local fixed-route service.

- Awarded contracts to manufacture and install a second LNG fuel storage tank at the Fueling and Washing Facility to enable CNG fueling of the entire Santa Cruz METRO fleet. Santa Cruz METRO will replace the 29 remaining diesels by early 2016.
- Acquired video cameras and associated hardware to implement video surveillance and recording at Fleet Maintenance, Administration and Pacific Station.
- Obtained FCC approval for new narrow-band frequencies and installed new radios in 110 buses. The new frequencies and narrow-band operation will commence when Santa Cruz METRO completes installation of new repeaters at radio towers owned by other entities.
- Purchased new CNG staff cars with funds from a FY 2012 grant from the Monterey Bay Unified Air Pollution Control District.

Community Bridges Lift Line was awarded FTA Section 5317 New Freedom funds for operations of Lift Line programs tailored for veterans for out of county services. Budgeted revenues from this source were \$90,400 in FY 2010, \$154,700 in FY 2011, and \$39,600 in FY 2012. Community Bridges also receives FTA Section 5310 Elderly and Disabled Specialized Transit Program funds for vehicle and capital equipment purchases and submits its quarterly reports to Caltrans certifying use and condition of the equipment. Community Bridges also receives grant funding from contracts with various government entities including Area Agency on Aging and each of the four cities and the County for services including Meals on Wheels, as well as outside contracts for specific programs like Elderday and ISSP.

Section VI

Findings

The following summarizes the major findings obtained from this Triennial Audit covering fiscal years 2010 through 2012. A set of recommendations is then provided.

Triennial Audit Findings

1. Of the compliance requirements pertaining to the Santa Cruz County transit operators, the operators fully complied all ten applicable requirements. One additional compliance requirement did not apply to the operators (e.g. urbanized only farebox recovery ratio).
2. Santa Cruz METRO is subject to a 15 percent systemwide farebox standard pursuant to the rules and regulations of the SCCRTC and Public Utilities Code. During the audit period, the average farebox ratio was 22.09 percent which exceeds the standard. As an older operator, Santa Cruz METRO is also subject to the ratio of fares plus local support to operating costs. Santa Cruz METRO has met this ratio of no less than 56.9 percent (ratio in FY 1978-79 for services to the general public). Although ridership declined, the fare increases offset this impact.
3. Santa Cruz METRO and Community Bridges Lift Line participate in the CHP Transit Operator Compliance Program and received vehicle inspections within the 13 months prior to each TDA claim. Satisfactory ratings were made by the CHP for all inspections conducted during the audit period. For the Santa Cruz METRO inspection in 2012, a vehicle was pulled out of service for a faulty emergency exit. For the Community Bridges CHP inspection in 2012, a few violations were cited by the inspector including exceeding vehicle maintenance intervals, and not maintaining certain information on drivers. Community Bridges had misplaced the driver records and was not able to provide them to the inspecting officer. The 90-day inspections for three vehicles were found to be conducted about 150 days out.
4. Of the prior six performance audit recommendations, the Santa Cruz County operators implemented four recommendations and partially implemented the other two. Those recommendations that were partially implemented include 1) conducting integrated short range planning for all three operators (Santa Cruz METRO, Lift Line, and Volunteer Center); and 2) having Community Bridges and Volunteer Center separate TDA funded operating costs and revenues from their total agency financials in the respective fiscal and compliance audits. Along with the SCCRTC, Santa Cruz METRO applied for and was not awarded a Caltrans' planning grant to enable the integrated planning suggested in the prior audit. Santa Cruz METRO undertook a "transit only" short range plan using local funds.
5. Santa Cruz METRO operating costs increased 9.1 percent systemwide over the period based on audited data from the FY 2009 base year through FY 2012. One factor driving the cost

increase is total compensation costs as part of the labor agreements covering FYs 2010 through 2012. Community Bridges Lift Line operating costs were relatively flat for the three year period, increasing by one percent. Volunteer Center transportation costs were flat as well for the audit period.

6. Ridership on Santa Cruz METRO decreased by 10.7 percent systemwide as fixed route ridership fell from 6.0 million passengers FY 2009 to 5.4 million in FY 2012 as a result of service reductions implemented by Santa Cruz METRO due to revenue and rider declines from poor economic conditions that resulted in fewer trips. Lift Line ridership increased by six percent during the audit period by about 4,100 passengers. Volunteer Center transportation ridership also increased marginally by about two percent.
7. From a combination of performance data trends, TDA performance indicators for Santa Cruz METRO showed increases in costs on a per unit basis, including per hour and per passenger. The impacts from service reductions, ridership declines, and operating cost increases during the audit period are depicted in the various performance indicators. The number of passengers per vehicle hour was relatively stable as both ridership and vehicle hours declined.
8. Santa Cruz METRO reported an increase in the number of violent incidences over the past 18 months attributed in part to gang activity occurring on transit property, and has actively worked with police departments and emergency service agencies to coordinate the safety of riders and increase driving training in these areas. Santa Cruz METRO has invested in the security and surveillance of facilities and is working with the unions to install cameras on buses.
9. New labor agreements were in place during the audit period. A Memorandum of Understanding between Santa Cruz METRO and Service Employees International Union (SEIU) Local 521 was effective from July 1, 2009 through June 30, 2012. A separate labor agreement between Santa Cruz METRO and United Transportation Union Local 23 representing employees for the ParaCruz operation was also effective from July 1, 2009 through June 30, 2012. The SEIU agreement included longevity adjustments to the base salary dependent on length of continuous service between 10 and 15 years. Base wage rates were increased by 3 percent per year. Santa Cruz METRO staff indicated several opportunities that promote cost savings including split shifts, interlining routes, and hiring of new younger staff at a lower base pay. New union leadership also fosters a positive relationship between Santa Cruz METRO and the unions.
10. Telephone interviews with Board members provided overall high ratings for staff and activities undertaken during the audit period. Comments expressed include that the General Manager has been a good resource for federal funding; consistent on-time performance issues persist because of traffic along primary corridors; members expressed both positive and negative views of Santa Cruz METRO's image that is dependent on each rider market's perspective with suggestions for rebranding, more reliable and consistent service, and more

active customer service; and elderly and disabled access requires continued attention in service planning.

Recommendations

1. *Santa Cruz METRO should submit Annual State Controller Reports to SCCRTC.*

At the time when Santa Cruz METRO transmits the annual Transit Operators Financial Transactions Report to the State Controller's Office, it should also transfer a copy of the report to SCCRTC to meet compliance with the TDA statute (PUC Section 99243), and to provide SCCRTC with evidence when this state required report is submitted.

2. *Santa Cruz METRO should further promote security aspects of the transit system.*

Santa Cruz METRO secured funding and has been installing a comprehensive security and surveillance system using close caption television, land mobile radio, global positioning system, emergency generator, and other security devices. Santa Cruz METRO should highlight the security systems and conduct outreach and marketing with the communities to emphasize this component of the transit system as a means to stimulate ridership and good customer service. Although cameras are not available on-board buses, Santa Cruz METRO is working with the union on this issue. At the same time, drivers should be adequately prepared for addressing safety issues through training and incident prevention.

3. *Santa Cruz METRO should develop a method to continuously track on-time performance.*

Delays on fixed route occur due to a variety of reasons including construction, narrow travel corridors, and congestion. Studies and limited collection methods have been employed to track bus on-time performance. In-lieu of manual tracking methods, Santa Cruz METRO is procuring Global Positioning System (GPS) capability which could be the start to developing a tool to automate the collection of on-time performance data. Automated Vehicle Location (AVL) technology investment would also be needed to collect on-time performance data, among providing other benefits. Although Santa Cruz METRO has not been successful in the past in obtaining grant funding for AVL, it should continue to pursue opportunities to fund this investment as it provides both operational and safety benefits to the riders.

4. *Community Bridges and the Volunteer Center should work with their respective annual fiscal and compliance auditors to evaluate the transportation related measures required under the TDA, including annual operating costs and revenues.*

This prior audit recommendation has been partially implemented by Community Bridges, but not implemented by Volunteer Center. As it is a statutory compliance measure that audited fiscal data prepared by these agencies be available in a manner that operating costs and revenues be shown for transportation services funded by TDA, the prior recommendation is carried forward for full implementation.

The annual fiscal and compliance audits of Community Bridges and Volunteer Center are prepared by their respective independent accountants for all programs provided by each of

these agencies. Based on our review of the fiscal audits provided by both agencies, the fiscal audit for Volunteer Center aggregates all program revenues and costs under general categories. As such, the transportation related operating costs and revenues can not be separated or identified in the fiscal audit. For the Community Bridges fiscal audit, Lift Line is one of many programs provided by the non-profit entity. While all program costs and revenues for Community Bridges are shown, each respective program cost is broken out separately including for Lift Line. This is progress toward meeting this recommendation. However, revenues are aggregated in the fiscal audit and can not be separated for Lift Line.

It is recommended that the respective fiscal auditors separate the transportation component of operating costs and revenues from the aggregate data for both entities. The separate financial data for transportation will provide audited figures for services funded by TDA and be compliant with statutory provisions.

5. *Develop expanded performance standards for CTSA service efficiency and effectiveness.*

Community Bridges indicated efforts to review alternative performance indicators beyond typical transit metrics that may be more applicable to CTSA. Community Bridges provides CTSA transit services that tend to serve a different passenger market than traditional public transit. Lift Line services focus on the disabled, frail and elderly throughout Santa Cruz County as well as to the adjacent counties. As a result, performance data that measure the effectiveness of CTSA services can be interpreted as difficult to translate using traditional public transit performance metrics.

The current performance indicators used for Lift Line are important measures and should continue to be used as they are accepted industry metrics that are applicable to all transit type services. Most are also directly related toward demand response systems. The TDA indicators are also required measures for continued funding from this State revenue source.

Additional performance data for CTSA services are also recommended for consideration to provide further support of the activities offered by Community Bridges. Suggested alternative measures that provide additional gauges of system performance include:

- Service Quality/Reliability Standards (On-time Performance; Complaints per 1,000 Passenger Trips; Safety Incidents per 100,000 Vehicle Miles; Average Passenger Trip Length; Average Travel Time)
- Funding leverage (TDA funding relative to total CTSA passengers; ratio of other Lift Line revenue to TDA)
- Value for money (return on investment) through measures of effectiveness of meeting community transportation needs.

This latter alternative would include the development of measures reflecting the net impact or opportunity cost of providing access to daily living requirements including health care services,

etc. Conversely, there could be measures for impact on individuals and health care delivery (e.g., patients missing appointments or requiring more expensive medical interventions as a result of not being able to access preventative care). These measures could be qualitative or quantitative, but provide a means to assess CTSA service outside of transit industry indicators.

6. *Volunteer Center Should Track Driver Time Spent Per Trip*

Volunteer Center currently does not request recording of drive time by the drivers in transporting passengers. While trip length is recorded and used to calculate average trip length, drive time is not. The tracking of time spent to transport riders is another gauge of the value of the volunteer program. Performance measure such as average trip time and operating cost per hour place values on the program and the drivers' and passengers time in providing and using the service.

7. *Volunteer Center Should Regularly Review the Mileage Reimbursement Rate.*

Volunteer drivers for the transportation program have the option to receive reimbursement at the rate of 0.31 cents per mile. In contrast, the current Internal Revenue Service (IRS) optional standard mileage rates used to calculate the deductible costs of operating an automobile for business purposes is \$0.56 cents per mile. Volunteer Center staff indicated that newer volunteer drivers have requested the reimbursement for the service. In an effort to maintain a qualified pool of volunteer drivers and to account for increases in gasoline prices, there should be regular review of the mileage reimbursement rate offered by Volunteer Center and balance the rate against budgets for the transportation program. During the audit period, total reimbursements have not reached budgeted figures as many drivers elect to not take the reimbursement. This provides Volunteer Center with some flexibility in phasing in any rate adjustment to recruit and retain the pool of drivers.



COMMUNITY BRIDGES

Puentes de la Comunidad

236 Santa Cruz Avenue, Aptos, CA 95003
P. 831.688.8840 F. 831.688.8302
www.communitybridges.org

May 26, 2014

Derek Wong, AICP
PMC
2729 Prospect Park Drive, Suite 220
Rancho Cordova, CA 95670

RE: Triennial Performance Audit of the Santa Cruz County Transit Operators FY 2010-2012

Dear Mr. Wong:

Thank you for your work on the 2010-2012 Triennial Performance Audit. Our responses to your recommendations are as follows:

4. Community Bridges should work with its annual fiscal and compliance auditor to evaluate the transportation related measures required under the TDA, including annual operating costs and revenues.

Community Bridges will request that our auditor note the amount of TDA revenues and expenses in our Audited Financials beginning with the audit of Fiscal Year 2013-14.

5. Develop expanded performance standards for CTSA service efficiency and effectiveness including:

- Service Standards: On-time Performance; Complaints per 1,000 Passenger Trips; Safety Incidents per 100,000 Vehicle Miles; Average Passenger Trip Length; Average Travel Time;
- TDA funding relative to total CTSA passengers; ratio of other Lift Line revenue to TDA; and
- Return on investment as a measure of effectiveness of meeting community transportation needs.

Lift Line will begin implementing methods to collect, track and report the all the suggested additional performance measures to include in the 4th quarter TDA Report for FY 2014-15.

Thank you for your support of funding Santa Cruz County's Transit Operating needs. Please contact me if additional information is needed at raymonc@cbridges.org or (83) 688-8840.

Sincerely,

Raymon Cancino
Chief Executive Officer

Cc: Karena Pushnik, Senior Planner/Public Information Coordinator
Santa Cruz County Regional Transportation Commission

Please consider naming Community Bridges in your estate plans.



Family of Programs



Child & Adult Care
Food Program



Child Development Division



Elderday



Familia & Beach Flats Center



Live Oak
Family Resource Center

LIFT LINE

Consolidated Transportation
Services Agency



La Manzana
Community Resources



Meals on Wheels



Mountain Community
Resources



Women, Infants & Children
Nutrition Program

From: Lois Connell [<mailto:lois@scvolunteercenter.org>]
Sent: Thursday, May 29, 2014 10:27 AM
To: Derek Wong
Cc: Debbi Brooks; Luis Mendez; Daniel Nikuna
Subject: Re: Draft Santa Cruz County Operators TDA Performance Audit

Hi Derek,
Thank you for sending us a copy of the audit for review.

Our response to the recommendations are as follows:

4) Volunteer Center should work with annual fiscal and auditors to evaluate the transportation related measures required under TDA, including annual operating costs and revenues

We will work with our auditor to separate the TDA fund from general funds in the audit beginning FY 13-14.

6) Tracking Drivers time per trip

We do currently track the approximate time of each trip although we have not used as a reporting measure. We will start reporting number of volunteer hours starting in FY 14-15.

7) Review the Mileage Reimbursement rate

Mileage rates will be reevaluated and if possible increased in FY 14-15.

IF you have any questions of me please let me know.

Lois Connell
Associate Director
Volunteer Center of Santa Cruz
1740 17th Ave
Santa Cruz, CA 95062
831-427-5070
Fax 831-423-6267
lois@scvolunteercenter.org

Elderly & Disabled Transportation Advisory Committee

Annual Meeting Schedule

*Most meetings held on the 2nd Tuesday of even numbered months
at 1:30 pm in the SCCRTC Conference room,
one meeting held annually in an alternate location

This is a draft list of meeting topics. Please check the RTC website for the current packet agenda (posted about 4 working days before the meeting).

<i>February</i>	Review Draft of Annual Report including Unmet Needs , suggest outreach for Mar RTC hearing Review Preliminary TDA Estimates , if available Solicit Nominations for Chair/Vice Chair
<i>April</i>	Review TDA Claims for Volunteer Center, Community Bridges and METRO Elect Chair and Vice Chair Review Roster/Membership update Info/Consent items: final Unmet Needs list or link to list on website
<i>June*</i>	Review Metro's Section 5311 Project Program/Application , if necessary
<i>August</i>	Review RTC's Legislative Report
<i>October</i>	?
<i>December</i>	Review draft Unmet Needs and determine outreach plan Review End of FY TDA Claims Determine Local Review Committee for Section 5310 Applications Review next year's Meeting Schedule
<i>Info items:</i>	Minutes from last meeting Monthly TDA Revenues (get from latest RTC packet) RTC Highlights (w/o meeting list) Letters from the committee Agency Updates , including Quarterly TDA reports
<i>As Needed:</i>	Recommend TDA Claims from local jurisdictions Review Updates to Guide for Specialization Review Triennial Performance Audit (every 3 years) Review Coordinated Plan (update every 4 years) Review METRO's Short Range Transit Plan (every ? years) Other timely items that are within the purview of the committee

Parking: There is a parking structure located at the corner of Locust and Cedar. The cost to park in the structure is minimal (\$1 for two hours).

Bus: The Pacific Station MetroCenter, a destination for most buses, is approximately four blocks down Pacific Avenue. The following bus route stops on Cedar Street approximately one block from the office: the 'Route 10 via High' while outbound from the MetroCenter toward UCSC.