



MEETING NOTICE & AGENDA

DATE: Thursday, September 19, 2019

TIME: 4:00 P.M.

PLACE: Board of Supervisors Chambers
Yuba County Government Center
915 8th Street
Marysville, California

I. Call to Order & Roll Call

Cardoza, Fletcher, Hudson, Leahy (Chair), Samayoa, Shaw, Sullenger and Whiteaker (Vice-Chair)

II. Public Hearings & Presentations

A. **Distinguished Service Awards.** Presentations to Transdev Services, Inc. General Manager David Phillips and Maintenance Manager David Brodek for 21 years of service to Yuba-Sutter Transit.

RECOMMENDATION: Information only.

B. **State Transportation Development Act (TDA) Triennial Performance Audit.** Presentation and discussion of the final report for the three year period ending June 30, 2018. (Attachment)

RECOMMENDATION: Information only.

III. Public Business from the Floor

Members of the public may address the Authority on items of interest that are within the Authority's jurisdiction and are not on the agenda for this meeting. Public comment regarding agenda items will be permitted as each agenda item is considered by the Board.

IV. Consent Calendar

All matters listed under Consent Calendar are considered to be routine and can be enacted in one motion. There will be no separate discussion of these items prior to the time the Board votes on the motion unless members of the Board, staff or public request specific items to be discussed or removed from the Consent Calendar for specific action.

- A. Minutes from the Meeting of August 15, 2019. (Attachment)
- B. Disbursement List for August 2019. (Attachment)
- C. Monthly Performance Report for August 2019. (Attachment)

V. Reports

A. **Special Service Authorization for the 2019 Sikh Parade Parking Shuttle.** (Attachment)

RECOMMENDATION: Authorize the operation of a parking lot shuttle service under the proposed terms and conditions.

B. Next Generation Transit Facility Site Study Request for Proposals (RFP). (Attachment)

RECOMMENDATION: Authorize the release of the Next Generation Transit Facility Site Study RFP as proposed or amended.

C. Draft Feather River Air Quality Management District (FRAQMD) Blue Sky Grant Program Project Applications for FY 2019/2020. (Attachment)

RECOMMENDATION: Authorize the submittal of FRAQMD grant applications as proposed or amended.

D. FY 2020/2021 Caltrans Planning Grant Application. (Attachment)

RECOMMENDATION: Authorize the submittal of a Caltrans Sustainable Communities planning grant application as proposed or amended.

E. Project & Program Updates.

1. July 1st Fare Increase, Fare Policy Changes and Sacramento Service Expansion
2. Service Contractor Transition Process
3. Yuba College Student Shuttle Service (Sutter County Center)
4. Annual Fiscal Audit (September 23 – 27)
5. Annual Unmet Transit Needs Hearing (2:00 p.m. on Tuesday, November 5th in the Yuba County Government Center)

RECOMMENDATION: Information only.

VII. Correspondence/Information

VIII. Other Business

IX. Adjournment

**THE NEXT MEETING IS SCHEDULED FOR THURSDAY, OCTOBER 17, 2019
AT 4:00 P.M. AT THE YUBA COUNTY GOVERNMENT CENTER**

P:\YST Agenda Items\AGENDA Sep 19 2019.doc

If you need assistance to attend the Yuba-Sutter Transit Board Meeting, or if you require auxiliary aids or services, e.g., hearing aids or signing services to make a presentation to the Board, please contact the Yuba-Sutter Transit office at (530) 634-6880 or (TTY) 634-6889 at least 72 hours in advance so such aids or services can be arranged.

FY 2016-2018
TRIENNIAL PERFORMANCE AUDIT OF
YUBA-SUTTER TRANSIT AUTHORITY

SUBMITTED TO



SACRAMENTO AREA COUNCIL
OF GOVERNMENTS



SUBMITTED BY



September 2019

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Executive Summary

The Sacramento Area Council of Governments (SACOG) engaged the Michael Baker International audit team (Michael Baker) to conduct the Transportation Development Act (TDA) triennial performance audit of the nine public transit operators under its jurisdiction. The performance audit serves to ensure accountability in the use of public transportation revenue. This performance audit is conducted for the Yuba-Sutter Transit Authority (Yuba-Sutter Transit or Authority), covering the most recent triennial period, fiscal years 2015-16 through 2017-18.

The audit includes a review of the following areas:

- Compliance with TDA Requirements
- Status of Prior Audit Recommendations
- Transit System Performance Trends
- Functional Review
- Peer Review

From the review, recommendations were developed to improve the operational efficiency and effectiveness of Yuba-Sutter Transit.

Compliance with TDA Requirements

Of the compliance requirements pertaining to Yuba-Sutter Transit, the operator fully complied with all nine requirements. New state legislation passed (AB 1113, Bloom) on July 21, 2017, changed the timeline to submit the annual Transit Operators Financial Transaction Reports to the State Controller, effective reporting year FY 2017. Two additional compliance requirements did not apply to the Authority (i.e., exclusive rural and farebox recovery ratios).

Status of Prior Audit Recommendations

Yuba-Sutter Transit is in the process of implementing three prior audit recommendations. The recommendations pertained to modernizing the dispatching and scheduling functions, revising maintenance policies and procedures that would include a maintenance audit, and adjusting operations contract administration and procurement policies to include quantitative and qualitative standards. A fourth recommendation to update the marketing plan including enhancement of the website was partially implemented with the update to the website. The operating budget is not large enough for a marketing plan update which could be undertaken as part of a larger study, such as the next SRTP update.

Transit System Performance Trends

1. Operating costs system-wide increased by 13.5 percent using audited data from FY 2015 base year to FY 2018. Fixed and commuter route operating costs increased by a comparable 13.0 percent while Dial-A-Ride costs increased 17.9 percent using unaudited modal data. On an average annual basis, system-wide costs increased 4.4 percent, with the highest increase of 8.1 percent occurring in FY 2018 preceded by a 4.9 percent increase in FY 2017.
2. Ridership decreased 21.1 percent system-wide from 1,296,622 trips during the FY 2015 base year to 1,022,636 trips during FY 2018. The 22.2 percent decrease in fixed route/commuter passenger trips mirrored the system-wide trend, whereas Dial-A-Ride ridership decreased 4.1 percent. The decrease in ridership is attributed to the overall industry trends as well as the geographic disbursement of trip generators in the Sacramento region, which has impacted commuter ridership.
3. The provision of vehicle service hours and miles increased modestly system-wide from the FY 2015 base year to FY 2018. Vehicle service hours increased 1.9 percent and vehicle service miles increased 1.7 percent. At the modal level, fixed route/commuter service hours and miles both increased 0.9 percent. Dial-A-Ride service hours increased by 4.1 percent while service miles increased by 3.8 percent.
4. Operating cost per passenger, an indicator of cost effectiveness, increased 44 percent system-wide from \$4.93 during the FY 2015 base year to \$7.10 during FY 2018. Cost per passenger increased 45.2 percent on fixed route/commuter and increased by 23 percent on Dial-A-Ride. The trend reflects the modest increase in costs relative to the decrease in passenger trips.
5. Operating cost per hour, an indicator of cost efficiency, increased 11.5 percent system-wide from \$77.99 during the FY 2015 base year to \$86.94 during FY 2018. The indicator increased 11.9 percent on fixed route/commuter and increased 13.3 percent on Dial-A-Ride. The trend is reflective of the higher increase in operating costs versus the slight increase in vehicle service hours.
6. Yuba-Sutter Transit's farebox recovery ratio remained above the required 14.6 percent standard despite a slightly downward trend. For the three-year audit period, the farebox recovery ratio was 20.83 percent in FY 2016; 19.03 percent in FY 2017; and 16.08 percent in FY 2018. The average system-wide farebox recovery ratio was 18.65 percent during the triennial review period. Farebox ratios are audited figures from the TDA fiscal audits.

Functional Review

1. On July 1, 2015, Yuba-Sutter Transit marked two significant milestones: 40 years of providing public transportation service to the residents of Sutter and Yuba Counties and 25 years of express commuter service to downtown Sacramento.

2. After a steady increase in ridership over 25 years, Yuba-Sutter Transit began to see ridership decline since its peak in FY 2015. Contributing factors to the ridership decline have included the restructuring of Routes 1 and 4 and the elimination of the paper transfer (“transfer-for-a-transfer”) policy, which were implemented in September 2015. Ridership has since increased on the Sacramento commuter route since the beginning of 2018.
3. Connect Card implementation in July 2018 saw the phaseout of paper transfers and fare media such as the monthly passes. Monthly passes are now purchased with the Connect Card. Approximately 60 percent of boardings on Yuba-Sutter Transit are now executed by Connect Card. This has also sped up the boarding process, thus reducing dwell times.
4. Maintenance personnel is composed of a maintenance manager, seven mechanics, one maintenance clerk, and seven utility workers. Transdev encourages its mechanics to be Automotive Service Excellence certified and offers a bonus incentive of up to \$2,000 annually. Mechanic retention and staffing issues are being monitored and their impact on vehicle maintenance.
5. Yuba-Sutter Transit’s website was updated in FY 2017 and meets accessibility and transparency requirements. The website contains quick links to the monthly newsletter, trip planner, route overview, Dial-A-Ride, fares, Connect Card, customer services, Authority meetings, and public notices.
6. Passenger amenities implemented during the audit period have included free on-board Wi-Fi service on all local fixed-route buses. The Wi-Fi feature was initially rolled out on 13 commuter buses and was so well-received by passengers that it was added to 22 local fixed-route buses as well.
7. The Authority is administered by a staff of five employees composed of a transit manager, finance program manager, planning program manager, program analyst, and administrative assistant. Staffing increased from four to five employees during the audit period. The transit manager has been with the Authority since 1987.

Recommendations

Performance Audit Recommendation	Background	Timeline
1. Continue pursuit of marketing plans and strategies.	This recommendation is being carried forward in this audit for full implementation. The prior audit suggested that Yuba-Sutter Transit management could improve its overall marketing effectiveness by updating the marketing plan and tying the programs and campaigns to specific strategies and tactics to ensure a consistent marketing program. The update would include budgets and timelines for each program or campaign as well as	High Priority

Performance Audit Recommendation	Background	Timeline
	<p>an overall marketing budget. The Authority generally sets aside 1 to 2 percent of the operating budget for marketing activities, which limits current marketing planning and implementation.</p> <p>While no formal comprehensive marketing plan has been developed, the long-time legacy website was replaced in FY 2017 with a new modern website that greatly improved both functionality and layout. In addition, DoubleMap is currently being beta tested, which allows for real-time arrival information for all services from any internet-connected device. However, with ridership leveling off and decreasing on certain service modes, it would be prudent for Yuba-Sutter Transit to pursue a strategic marketing plan that would help it target new markets and employ new engagement tools to retain and grow its ridership. The annual operating budget is not large enough for a marketing plan update that could tap into the data analytics that will be generated from new technology like DoubleMap and Connect Card. The marketing plan update could be undertaken as part of a larger grant funded study, such as the next SRTP update.</p>	
<p>2. Employ enhanced maintenance oversight as part of the new operations contract.</p>	<p>The number of road calls reported by Yuba-Sutter Transit has shown an upward trend during the audit period even as administrative oversight has increased. Road call and maintenance staffing issues were cited in the prior audit. Yuba-Sutter Transit released a Request for Proposals in May 2019 for a new contract service provider to operate and maintain Yuba-Sutter Transit's services for a base term of four years with two Authority options for two additional years each, for a maximum possible term of eight years. Yuba-Sutter Transit will provide the successful contractor with a fleet of 51 revenue vehicles ranging in seating capacity from 16 to 57 passengers.</p> <p>The Yuba-Sutter Transit Board of Directors conditionally accepted the recommendation of the ad hoc proposal review committee and authorized the execution of a</p>	<p>High Priority</p>

Performance Audit Recommendation	Background	Timeline
	<p>service contract with the successful bidder. A maintenance audit was budgeted for FY 2019 but has been deferred pending the rebid and award of the operations and maintenance contract. With the selection of the new service provider, it is recommended that the Authority work to implement enhanced oversight maintenance with periodic audits and focused inspections.</p>	
<p>3. Perform data analysis using results from newly invested technology systems.</p>	<p>Yuba-Sutter Transit and its regional transit partners have invested in transit technology aimed at easing customer interface with the transit system such as loading and using fare media through Connect Card, as well as the Authority's implementation of software platforms like DoubleMap that provide real-time tracking of buses and business analytics data for on-going service evaluation. As technology is further tested, improved, and further integrated into the Authority's network, a higher level of data analysis using more real time information is possible and enabling more dynamic adjustments to the bus system.</p> <p>Yuba-Sutter Transit staff should develop protocol or desktop procedures on methods to harvest the data from these technologies and identify the type of analysis conducted using the data. Among its capabilities, DoubleMap, for example, can auto-collect actual on-time performance for use by staff for performance reporting, planning, and customer updates. The data, in turn, could free up resources and time for operations supervisors to attend to other needs rather than collect this data. Administrative staff could also benefit from streamlined processes that reduce manual input and other reporting activity. The capability of the data analytics should be identified so that the Authority will be able to maximize and act upon information being collected while minimizing previous manual administrative tasks to obtain data and improving operational efficiency.</p>	<p>Medium Priority</p>

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 Sacramento Area Council of Governments (SACOG) engaged the Michael Baker International audit team (Michael Baker) to conduct the Transportation Development Act (TDA) triennial performance audit of the nine public transit operators under its jurisdiction. This performance audit is conducted for the Yuba-Sutter Transit Authority (Yuba-Sutter Transit or Authority), covering the most recent triennial period, fiscal years 2015-16 through 2017-18.

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

In summary, this TDA audit affords the opportunity for an independent, constructive, and objective evaluation of the organization and its operations that otherwise might not be available. The methodology for the audit included in-person interviews with management and the contract operator, 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

The Yuba-Sutter Transit Authority, operating as Yuba-Sutter Transit, provides public transit service in Yuba and Sutter Counties (as well as commuter service to downtown Sacramento) under a joint powers agreement (JPA) between Sutter and Yuba Counties and the Cities of Marysville and Yuba City. The JPA was created in July 1975 between the counties and cities and operated under the name Hub Area Transit Authority. Yuba-Sutter Transit is directed by an eight-member Board of Directors composed of two elected representatives appointed by each of the four member entities. All Yuba-Sutter Transit's maintenance and operations are provided through Transdev Services, Inc. under contract with the Yuba-Sutter Transit Authority.

Yuba and Sutter Counties are in the central Sacramento Valley, approximately 40 miles north of Sacramento. Both are agrarian counties of similar size (just over 600 square miles). Yuba County includes the incorporated cities of Marysville (the County seat) and Wheatland, as well as the unincorporated urban communities of Linda and Olivehurst. Beale Air Force Base is also located in Yuba County. Sutter County includes the incorporated cities of Yuba City (the County seat) and Live Oak, and numerous small, rural communities.

A demographic snapshot of key cities and Census-designated places (CDPs) in the Yuba-Sutter Transit service area is presented below in Table I-1.

**Table I-1
Yuba-Sutter Transit Service Area Demographics**

City	2010 US Census Population	Change from 2000 US Census	Population 65 Years & Older % (2010 US Census)	2019 Department of Finance Estimates	Land Area (in square miles)
Sutter County					
Live Oak	8,392	+34.7%	10.7%	8,840	3.12
Yuba City	64,925	+76.6%	11.7%	67,536	15.00
Unincorporated	21,420	-40.4%	16.3%	21,114	587.88
Total Sutter County	94,737	+20.0%	12.7%	97,490	606.00
Yuba County					
Marysville	12,072	-1.6%	12.0%	12,627	3.58
Wheatland	3,456	+51.9%	10.4%	3,703	8.13
Unincorporated	56,627	+24.0%	9.6%	61,586	632.29
Total Yuba County	72,155	+19.8%	10.1%	77,916	644.00

Source: 2010 US Census; California Department of Finance, 2019 Population Estimates

Yuba City is the county seat and largest city in Sutter County, based on the 2010 Census. The county’s senior citizen population, composed of residents aged 65 and over, was 12.7 percent. The 2019 population for Sutter County is estimated to be 97,490 as reported by the California Department of Finance, a slight increase from the 2010 Census figures.

Marysville is the county seat and the largest city in Yuba County. The county’s senior citizen population, composed of residents aged 65 and over, was 10.1 percent. The 2019 population for Yuba County is estimated to be 77,916 as reported by the California Department of Finance. Both counties experienced an increase in population between the 2000 and 2010 US Censuses of approximately 20 percent, with continued growth today.

System Characteristics

Yuba-Sutter Transit provides fixed route and Dial-A-Ride services in the urban areas (Yuba City, Marysville, Linda, and Olivehurst) and rural route deviation service to Live Oak, Wheatland, and the Yuba County foothills. It also provides commuter and midday service to downtown Sacramento. Yuba-Sutter Transit operates Monday through Saturday. There is no service on Sundays or holidays. An overview of each service is presented as follows:

Local: Yuba-Sutter Transit operates a network of six fixed routes in its local urban service weekdays between 6:30 a.m. to 6:30 p.m. and Saturdays from 8:30 a.m. to 5:30 p.m. The six routes provide service between Yuba City, Marysville, Linda, and Olivehurst. Buses operate every 30 to 60 minutes. Convenient timed transfers are available at Yuba College; the North Beale Road Transit Center; and the Walton Terminal (Sam's Club/Sunsweet).

Sacramento Commuter Express: Yuba-Sutter Transit offers frequent commute-hour service between Marysville/Yuba City and key stops in downtown Sacramento. Riders can catch the Commuter Express in Yuba City, Marysville, Olivehurst, or Plumas Lake. The buses travel along Highways 99 and 70 into downtown.

Sacramento Midday Express: Yuba-Sutter Transit offers a late morning, noon, and an early afternoon service each weekday between Yuba City/Marysville and downtown Sacramento. Riders can catch the Midday Express in Yuba City, Marysville, Olivehurst, or Plumas Lake.

Rural Routes: A combination of advance reservation and scheduled services are offered from selected rural cities and communities to the Marysville/Yuba City urban area where transfers can be made to other services.

- The Foothill Route offers two round trips every Tuesday, Wednesday, and Thursday from Brownsville, Oregon House, Willow Glen, and Loma Rica to Marysville and most points in between. Scheduled service is provided from four Foothill stops while service between stops is provided only by advance reservation.
- The Live Oak Route offers two round trips Monday through Friday from Live Oak to Yuba City and Marysville. Within Live Oak, six scheduled stops are available or eligible passengers will be picked up or dropped off at any address by advance reservation. Service is also available to the Yuba College, Sutter County Center by request.
- The Wheatland Route offers one round trip every weekday from Wheatland to Linda and Marysville. Within Wheatland, five scheduled bus stops are available, or passengers can be picked up or dropped off at any address by advance reservation.

Dial-A-Ride: Yuba-Sutter Transit provides complementary Americans with Disabilities Act (ADA) compliant paratransit service during the same days and hours as the fixed-route services. On

weekdays, Yuba-Sutter also provides public Dial-A-Ride service from 6:00 p.m. to 9:30 p.m. as a means to extend the hours of service after fixed route service ends.

Transfer Points: Convenient timed transfers are available at key locations including Yuba College in Linda; the Yuba County Government Center; and the Walton Terminal (Sam’s Club/Sunsweet) in Yuba City.

Fares

Yuba-Sutter Transit’s fares are structured accordingly to passenger category and fare media type. Up to two children aged four and under per adult ride free. All passengers requesting a discount fare by virtue of their age or a disability must present valid identification and/or proof of eligibility, along with the proper fare upon boarding.

On local route services, the Basic Fare Daily Cap is available with Connect Card. Riders can also purchase monthly passes on Connect Card. Yuba-Sutter Transit’s local route fare structure is shown in Table I-2.

**Table I-2
Local Fare Structure**

Local	Cash	Daily Cap	Monthly Pass
Full Fare	\$1.00	\$3.00	\$30.00
Youth (ages 5-18), Seniors (ages 65+), Eligible Disabled & Medicare Cardholders	\$0.50	\$1.50	\$15.00
Ticket Sheets (Twenty \$0.50 tickets)	\$10.00		

Source: Yuba-Sutter Transit

The Sacramento Commuter and Midday Express fares are \$4.00 per one-way. Only on the Midday Express, youth (ages 5-18), seniors (ages 65+), eligible disabled, and Medicare cardholders pay \$2.00 per one-way. Monthly Sacramento passes, which are also valid on the local fixed route system, are \$128.

Yuba-Sutter Transit’s rural route fare structure is shown in Table I-3. The discount monthly pass was \$5.00 through March 2019.

**Table I-3
Rural Fare Structure**

Local	Cash	Monthly Pass
Full Fare	\$2.00	n/a
Youth (ages 5-18), Seniors (ages 65+),	\$1.00	\$15.00

Local	Cash	Monthly Pass
Eligible Disabled & Medicare Cardholders		
Ticket Sheets (Twenty \$0.50 tickets)	\$10.00	

Source: Yuba-Sutter Transit

The Dial-A-Ride fare structure is based on the time of day. Fares are one-way and cover the eligible rider and companion as summarized in Table I-4.

**Table I-4
Dial-A-Ride Fare Structure**

Passenger Category	ADA Paratransit (before 6:00 p.m. on weekdays)	General Public (after 6:00 p.m. on weekdays)
General Public	n/a	\$3.00
Senior (age 65+), Disabled & ADA Eligible Fare (w/ photo I.D. Card)	\$2.00	\$1.50
Companion Fare (with eligible adult)	\$2.00	\$1.50
Youth (ages 5-18)	n/a	\$1.50
Children (age 4 and under)	Free	Free

Source: Yuba-Sutter Transit

Fleet

There were 51 revenue vehicles in the fleet during the audit period. There is also one non-revenue vehicle and five supervisory vehicles operated by the contract operator. Yuba-Sutter Transit operates an all diesel-powered fleet. All revenue vehicles are equipped with wheelchair lifts in conformance with the ADA. Table I-5 shows the vehicle fleet and service type.

**Table I-5
Yuba-Sutter Transit Fleet**

Year	Make & Model	Quantity	Fuel Type	Seating Capacity
2006	Blue Bird Xcel 102	6	Diesel	41 (2 W/C)
2007	Blue Bird Xcel 102	1	Diesel	41 (2 W/C)
2008	NABI Opus 29SD	6	Diesel	27 (2 W/C)
2008	NABI Opus 34DD	5	Diesel	31 (2 W/C)
2010	Chevy Starcraft All-Star 4500	10	Diesel	16 (2 W/C)
2010	MCI D4500	3	Diesel	57 (2 W/C)

Year	Make & Model	Quantity	Fuel Type	Seating Capacity
2012	MCI D4500	3	Diesel	57 (2 W/C)
2013	Gillig 35DD	6	Diesel	32 (2 W/C)
2014	Gillig 35DD	5	Diesel	32 (2 W/C)
2014	Chevy/Glaval Titan II 4500	6	Diesel	16 (2 W/C)
Total		51		

Source: Yuba-Sutter Transit

Yuba-Sutter Transit operates a fleet of 22 buses for fixed-route service, 13 buses for commuter service, and 16 Dial-A-Ride and rural route buses.

Fleet Facilities

Yuba-Sutter Transit operates from a single maintenance, operations, and administration facility in Marysville. In December 2011, a \$3.3 million renovation and expansion of the facility was completed using local funds.

Section II

Operator Compliance Requirements

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

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
The transit operator submitted annual reports to the RTPA based upon the Uniform System of Accounts and Records established by the State Controller. Report is due 90 days after end of fiscal year (Sept. 28/29), or 110 days (Oct. 19/20) if filed electronically (Internet).	Public Utilities Code, Section 99243	<p>Completion/submittal dates:</p> <p>FY 2016: October 7, 2016 FY 2017: January 19, 2018* FY 2018: January 31, 2019*</p> <p>*Note: New state legislation passed (AB 1113, Bloom) on July 21, 2017, changed the timeline to submit the annual Transit Operators Financial Transaction Reports to the State Controller, effective reporting year FY 2017. The submittal date has been extended from within 110 days after fiscal year end to 7 months after fiscal year end, or end of January. This is an extension of about 100 days from the original deadline. With the change in dates, these reports are required to contain underlying data from audited financial statements.</p> <p>Conclusion: Complied.</p>
The operator has submitted annual fiscal and compliance	Public Utilities Code, Section 99245	Completion/submittal dates:

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
audits to the RTPA and to the State Controller within 180 days following the end of the fiscal year (Dec. 27), or has received the appropriate 90-day extension by the RTPA allowed by law.		FY 2016: December 14, 2016 FY 2017: December 26, 2017 FY 2018: December 31, 2018 Conclusion: Complied.
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	Through its contract operator, Transdev, Yuba-Sutter Transit participates in the CHP Transit Operator Compliance Program, in which the CHP conducted inspections within the 13 months prior to each TDA claim. Inspections took place at Yuba-Sutter Transit’s operations facility located at 2100 B Street in Marysville. Inspection dates applicable to the audit period were March 5 & 13, 2014; March 4 & 5, 2015; March 16 & 17, 2016; and March 15 & 16, 2017. Inspections were found to be satisfactory. Conclusion: Complied.
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	As a condition of approval, the Authority’s annual claims for Local Transportation Funds and State Transit Assistance are submitted in compliance with the rules and regulations adopted by SACOG. Conclusion: Complied.
If an operator serves	Public Utilities Code,	Yuba-Sutter Transit is subject to a

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
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.	Section 99270.1	<p>blended 14.6 percent farebox ratio pursuant to SACOG’s regional farebox policy.</p> <p>The audited system-wide farebox ratios are as follows:</p> <p>FY 2016: 20.83% FY 2017: 19.03% FY 2018: 16.08%</p> <p><i>Source: FY 2016–2018 Yuba-Sutter Transit Authority - Audited Financial Statements and Compliance Reports</i></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 change in Yuba-Sutter Transit’s operating budget:</p> <p>FY 2016: + 0.9% FY 2017: + 3.3% FY 2018: + 4.7%</p> <p><i>Source: Yuba-Sutter Transit Authority Operating Budgets for FY 2015-2018</i></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,	Public Utilities Code, Section 99247	<p>A review of annual performance reports, driver trip/vault sheets and State Controller Reports indicate overall compliance.</p> <p>Conclusion: Complied.</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
(f) total passengers, (g) transit vehicle, (h) vehicle service hours, (i) vehicle service miles, and (j) vehicle service hours per employee.		
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating costs at least equal to one-fifth (20 percent), unless it is in a county with a population of less than 500,000, in which case it must maintain a ratio of fare revenues to operating costs of at least equal to three-twentieths (15 percent), if so determined by the RTPA.	Public Utilities Code, Sections 99268.2, 99268.3, 99268.12, 99270.1	This requirement is not applicable, as Yuba-Sutter Transit serves both urban and rural areas subject to SACOG’s regional farebox policy. Conclusion: Not Applicable
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	This requirement is not applicable, as Yuba-Sutter Transit serves both urban and rural areas subject to SACOG’s regional farebox policy. Conclusion: Not Applicable
The current cost of the operator’s retirement system is fully funded with respect to the officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPA which will fully fund the retirement system within 40 years.	Public Utilities Code, Section 99271	Yuba-Sutter Transit contributes to its employees’ retirement through the California Public Employees’ Retirement System (CalPERS), while the contract operator provides its own retirement plan. To be eligible for TDA funds, the annual TDA claims form requires a sign-off from the transit claimant to comply with standard assurances, one of which is

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		<p>that the agency’s retirement system is funded.</p> <p>Conclusion: Complied</p>
<p>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.</p>	<p>California Code of Regulations, Section 6754(a)(3)</p>	<p>Yuba-Sutter Transit utilizes federal funds that are available to the agency, as reported in the National Transit Database as follows:</p> <p>FY 2016: \$2,328,256 (operations) FY 2017: \$2,267,330 (operations) FY 2018: \$2,359,913 (operations) \$859,120 (capital)</p> <p><i>Source: Form F-10, National Transit Database</i></p> <p>Conclusion: Complied.</p>

Findings and Observations from Operator Compliance Requirements Matrix

1. Of the compliance requirements pertaining to Yuba-Sutter Transit, the operator fully complied with all nine requirements. New state legislation passed (AB 1113, Bloom) on July 21, 2017, changed the timeline to submit the annual Transit Operators Financial Transaction Reports to the State Controller, effective reporting year FY 2017. Two additional compliance requirements did not apply to the Authority (i.e., exclusive rural and farebox recovery ratios).
2. Yuba-Sutter Transit's farebox recovery ratio remained above the required 14.6 percent standard despite a slightly downward trend. For the three-year audit period, the farebox recovery ratio was 20.83 percent in FY 2016; 19.03 percent in FY 2017; and 16.08 percent in FY 2018. The average system-wide farebox recovery ratio was 18.65 percent during the triennial review period. Farebox ratios are audited figures from the TDA fiscal audits.
3. Through its contract operator, Yuba-Sutter Transit participates 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.
4. The operating budget exhibited modest increases during the audit period. There was an increase of 0.9 percent in FY 2016 followed by a 3.3 percent increase in FY 2017. For FY 2018, the budget increased 4.7 percent.

Section III

Prior Triennial Performance Recommendations

Yuba-Sutter Transit's efforts to implement the recommendations made in the prior triennial audit are examined in this section of the report. For this purpose, each prior recommendation for the agency is described, followed by a discussion of Yuba-Sutter Transit'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

Modernize dispatching function, including scheduling methodology and telephone system, to improve the dispatcher efficiency and improve the effectiveness of Dial-A-Ride operations. (Medium priority)

Background: The prior audit stressed that improved monitoring and reporting would assist Yuba-Sutter Transit in pinpointing inefficiencies and service quality issues. In addition, it was pointed out that the current dispatch operation appeared to inefficiently use resources and did not have the capabilities required to properly monitor and improve the Dial-A-Ride and dispatch operations.

The prior recommendation noted that Yuba-Sutter Transit submitted grant applications in the FY 2014-15 and FY 2015-16 cycles to the California Transit Security Grant Program for a total of \$178,604 to fund a computer-aided dispatch/automatic vehicle location system (CAD/AVL). It was suggested that until the grant for the CAD/AVL system was funded, purchased, and implemented, the current manual system with Excel should be streamlined to improve efficiency and data capture. It was also recommended that Yuba-Sutter Transit consider upgrading its dispatching telephone system to provide key metrics such as the call abandonment rate by day and hour; time to answer in one-minute increments and average by day and hour; average calls per hour; and time per call.

Actions taken by Yuba-Sutter Transit

The current scheduling system has continued to be a manual-based procedure. Manually generated trip sheets are compiled for every service and data are inputted into an Excel spreadsheet. Yuba-Sutter Transit awarded a contract to DoubleMap in October 2018 to develop and install a CAD/AVL system which will also include real-time arrival information for all services from any internet-connected device. DoubleMap is currently being beta tested. This system is expected to be fully implemented by the end of FY 2019.

Conclusion

This recommendation is in the process of being implemented with implementation of DoubleMap technology.

Prior Recommendation 2

Update marketing plan with budget and timelines, including enhancing the website to improve functionality and layout. (Medium priority)

Background: The 2008 Short-Range Transit Plan (SRTP) included a list of marketing program recommendations, which provided a foundation for a strong marketing program. However, a marketing plan was not included in the 2015 SRTP. Yuba-Sutter Transit's primary marketing has been through monthly newsletters and press releases. The newsletters and press releases appear to target current riders and primarily relate to service changes and alerts.

It was suggested that Yuba-Sutter Transit management could improve its overall marketing effectiveness by updating the marketing plan and tying the programs and campaigns to specific strategies and tactics to ensure a consistent marketing program. The update would include budgets and timelines for each program or campaign as well as an overall marketing budget.

The Yuba-Sutter Transit website has served as the primary information source for most potential riders. Yuba-Sutter Transit's website was created and maintained by SACOG. The site provides comprehensive information regarding routes, schedules, and other Yuba-Sutter Transit services with straightforward navigation tools. The prior audit suggested several enhancements to the website that users could benefit from.

Actions taken by Yuba-Sutter Transit

The Authority generally sets aside 1 to 2 percent of the operating budget for marketing activities under the budget line item: Miscellaneous Expense: Media Advertising and Promotion. FY 2017 experienced overall lower marketing expenses due in part to the delayed implementation of the Connect Card. While no formal comprehensive marketing plan has been developed, the long-time legacy website was replaced in FY 2017 with a new modern website that greatly improved both functionality and layout. A trip planning tool is available that links to real time bus schedule using Google transit.

Conclusion

This recommendation has been partially implemented with the main activity being the update to the website. The operating budget is not large enough for a marketing plan update which could be undertaken as part of a larger study, such as the next SRTP update.

Prior Recommendation 3

Examine and revise maintenance policies and procedures to enhance quality control, enhance training for maintenance personnel, and complete a full maintenance audit. (High priority)

Background: Bus maintenance needs to meet quality standards. A review of preventive maintenance inspections (PMIs) during the audit period indicated inspections beyond the prescribed mileage intervals; however, the majority are within 5 percent of the required mileage with very few outliers (more than 10 percent). The PMI schedules changed twice during the audit period, increasing the interval to 4,000 miles for an “A” service and 8,000 miles for a “B” service at one point, before returning to the current schedule.

The proposed recommendation has three elements: maintenance quality control; maintenance training; and maintenance audit.

The Authority’s transit maintenance program needs to constantly evolve to ensure vehicle reliability and ensure OEM guidelines are followed during and after the warranty period. This includes the quality assurance function. Yuba-Sutter Transit’s contractor management team should work with its corporate office to ensure all maintenance employees are able to take advantage of corporate training opportunities. In addition, a full outside maintenance audit of Yuba-Sutter Transit’s vehicles will help management confirm that the vehicles are being maintained according to industry standards of care and will help pinpoint areas where enhanced training may be beneficial.

Actions taken by Yuba-Sutter Transit

The current five-year operating contract will expire on September 30, 2019, and Yuba-Sutter Transit has secured the services of a consultant who specializes in such procurements to assist in the development and implementation of an all new contract management procurement documents and process. The contract documents will address related maintenance issues, but the specific need for a full maintenance audit will be assessed as part of this process. In the meantime, Yuba-Sutter Transit’s administration has increased oversight of the maintenance function. A maintenance audit was included in the FY 2018-19 operating budget but was placed on hold due to the pending re-bid of the operations and maintenance contract.

Conclusion

Although the Authority has increased oversight of maintenance, this recommendation is being forwarded for full implementation with the award of the new operating contract effective October 1, 2019.

Prior Recommendation 4

Adjust operations contract administration and procurement policies to include quantitative and qualitative standards. (High priority)

Background: Yuba-Sutter Transit's evaluation process was comprehensive and competitive and met the necessary Federal Transit Administration (FTA) guidelines outlined in Circular C 4220.1F. The ongoing evaluation of the contractor performance is a critical factor in contract administration. Transdev has the LISTEN system, which was implemented at Yuba-Sutter Transit. This provides management with monitoring of complaints and suggestions. Yuba-Sutter Transit management should consider defining what complaints will be recorded. Management should then provide the key indicators compared to standards to manage its operations contract effectively. It would also be beneficial to include the comparisons between actual and standards and goals in its monthly report to the board.

Actions taken by Yuba-Sutter Transit

The current five-year operating contract will expire on September 30, 2019, and Yuba-Sutter Transit has secured the services of a consultant who specializes in such procurements to assist in the development and implementation of an all new contract management procurement documents and process. The possible use of specific performance standards will be evaluated as part of this process.

Conclusion

This recommendation is in the process of being implemented pending the inclusion of performance standards in the next operations contract.

Section IV

TDA Performance Indicators

This section reviews Yuba-Sutter Transit's performance in providing transit service to the community in an efficient and effective manner. The 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-3 provide the performance indicators for Yuba-Sutter Transit system-wide, fixed route/commuter, and Dial-A-Ride. Graphs are also provided to depict the trends in the indicators.

**Table IV-1
Yuba-Sutter Transit TDA Performance Indicators
System-wide**

Performance Data and Indicators	FY 2015	Audit Period			% Change FY 2015- 2018 ²
		FY 2016	FY 2017	FY 2018	
Operating Cost ¹	\$6,398,657	\$6,407,831	\$6,719,268	\$7,265,304	13.5%
Total Passengers	1,296,622	1,192,265	1,063,611	1,022,636	-21.1%
Vehicle Service Hours	82,047	83,389	81,578	83,565	1.9%
Vehicle Service Miles	1,205,361	1,235,260	1,208,091	1,225,513	1.7%
Employee FTEs	80	77	79	82	2.5%
Passenger Fares	\$1,446,679	\$1,334,808	\$1,278,648	\$1,168,425	-19.2%
Operating Cost per Passenger	\$4.93	\$5.37	\$6.32	\$7.10	44.0%
Operating Cost per Vehicle Service Hour	\$77.99	\$76.84	\$82.37	\$86.94	11.5%
Operating Cost per Vehicle Service Mile	\$5.31	\$5.19	\$5.56	\$5.93	11.7%
Passengers per Vehicle Service Hour	15.8	14.3	13.0	12.2	-22.6%
Passengers per Vehicle Service Mile	1.08	0.97	0.88	0.83	-22.4%
Vehicle Service Hours per Employee	1,025.6	1,083.0	1,032.6	1,019.1	-0.6%
Average Fare per Passenger	\$1.12	\$1.12	\$1.20	\$1.14	2.4%
Fare Recovery Ratio	22.61%	20.83%	19.03%	16.08%	-28.9%
Consumer Price Index - (CPI-All)	2.2%	1.3%	2.1%	2.6%	18.2%

Source: Annual Fiscal & Compliance Audits, National Transit Database, Transit Operator Financial Transactions Report

¹ System-wide audited operating costs exclude depreciation.

² Percentages are based on the data inputs in the table and do not reflect the rounding of the performance indicators.

**Table IV-2
Yuba-Sutter Transit TDA Performance Indicators
Fixed Route & Commuter**

Performance Data and Indicators	FY 2015	Audit Period			% Change FY 2015-2018 ¹
		FY 2016	FY 2017	FY 2018	
Operating Cost	\$4,524,002	\$4,549,320	\$4,749,036	\$5,110,871	13.0%
Total Passengers	1,221,476	1,115,933	989,011	950,563	-22.2%
Vehicle Service Hours	57,765	58,657	57,154	58,298	0.9%
Vehicle Service Miles	893,793	910,445	886,828	902,135	0.9%
Employee FTEs	54	52	53	55	1.9%
Passenger Fares	\$1,307,940	\$1,200,770	\$1,141,775	\$1,069,858	-18.2%
Operating Cost per Passenger	\$3.70	\$4.08	\$4.80	\$5.38	45.2%
Operating Cost per Vehicle Service Hour	\$78.32	\$77.56	\$83.09	\$87.67	11.9%
Operating Cost per Vehicle Service Mile	\$5.06	\$5.00	\$5.36	\$5.67	11.9%
Passengers per Vehicle Service Hour	21.1	19.0	17.3	16.3	-22.9%
Passengers per Vehicle Service Mile	1.37	1.23	1.12	1.05	-22.9%
Vehicle Service Hours per Employee	1,069.7	1,128.0	1,078.4	1,060.0	-0.9%
Average Fare per Passenger	\$1.07	\$1.08	\$1.15	\$1.13	5.1%
Fare Recovery Ratio	28.91%	26.39%	24.04%	20.93%	-27.6%
Consumer Price Index - (CPI-All)	2.2%	1.3%	2.1%	2.6%	18.2%

Source: National Transit Database, Transit Operator Financial Transactions Report

¹ Percentages are based on the data inputs in the table and do not reflect the rounding of the performance indicators.

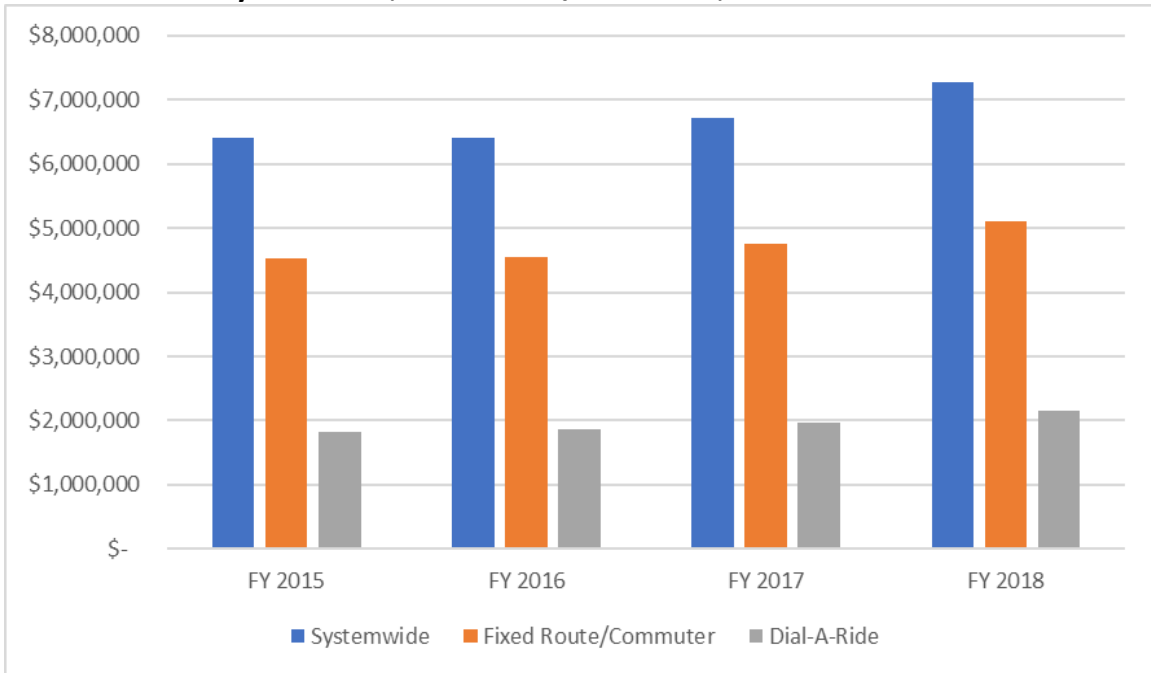
Table IV-3
Yuba-Sutter Transit TDA Performance Indicators
Dial-A-Ride

Performance Data and Indicators	FY 2015	Audit Period			% Change FY 2015- 2018 ¹
		FY 2016	FY 2017	FY 2018	
Operating Cost	\$1,826,672	\$1,858,510	\$1,970,232	\$2,154,433	17.9%
Total Passengers	75,146	76,332	74,600	72,073	-4.1%
Vehicle Service Hours	24,282	24,732	24,424	25,267	4.1%
Vehicle Service Miles	311,568	324,815	321,263	323,378	3.8%
Employee FTEs	26	25	26	27	3.8%
Passenger Fares	\$138,739	\$134,038	\$136,873	\$131,685	-5.1%
Operating Cost per Passenger	\$24.31	\$24.35	\$26.41	\$29.89	23.0%
Operating Cost per Vehicle Service Hour	\$75.23	\$75.15	\$80.67	\$85.27	13.3%
Operating Cost per Vehicle Service Mile	\$5.86	\$5.72	\$6.13	\$6.66	13.6%
Passengers per Vehicle Service Hour	3.1	3.1	3.1	2.9	-7.8%
Passengers per Vehicle Service Mile	0.24	0.24	0.23	0.22	-7.6%
Vehicle Service Hours per Employee	933.9	989.3	939.4	935.8	0.2%
Average Fare per Passenger	\$1.85	\$1.76	\$1.83	\$1.83	-1.0%
Fare Recovery Ratio	7.60%	7.21%	6.95%	6.11%	-19.5%
Consumer Price Index - (CPI-All)	2.2%	1.3%	2.1%	2.6%	18.2%

Source: National Transit Database, Transit Operator Financial Transactions Report

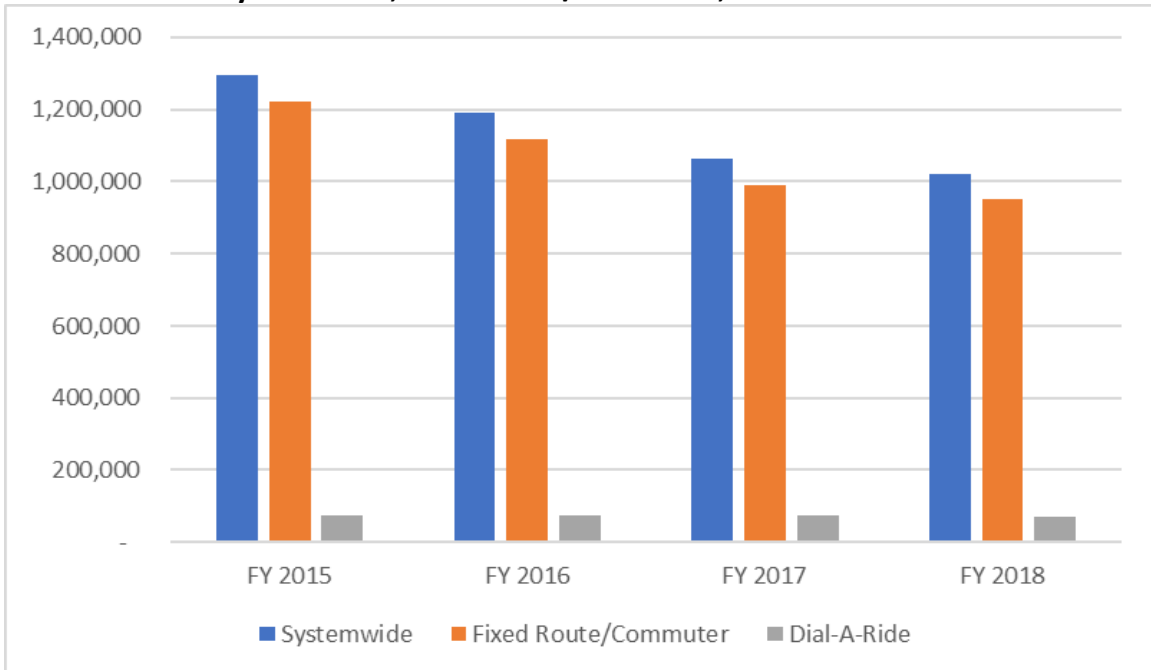
¹ Percentages are based on the data inputs in the table and do not reflect the rounding of the performance indicators.

**Graph IV-1
Operating Costs
System-wide, Fixed Route/Commuter, and Dial-A-Ride**

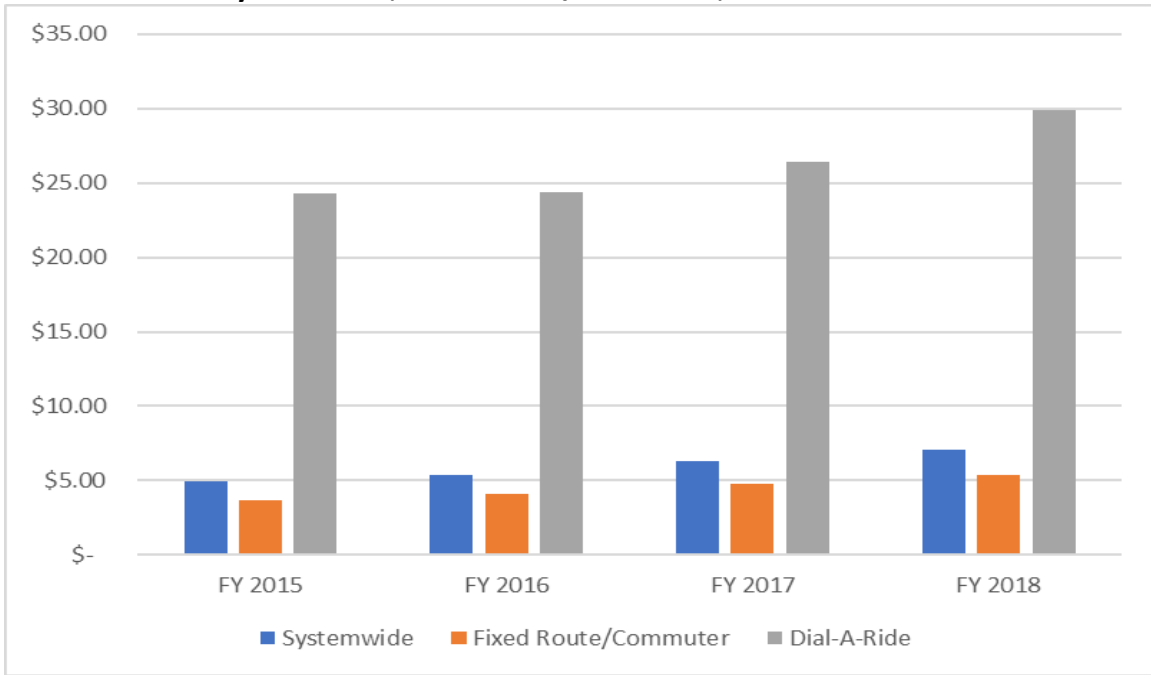


Note: System-wide cost is audited data; modal cost is unaudited.

**Graph IV-2
Ridership
System-wide, Fixed Route/Commuter, and Dial-A-Ride**

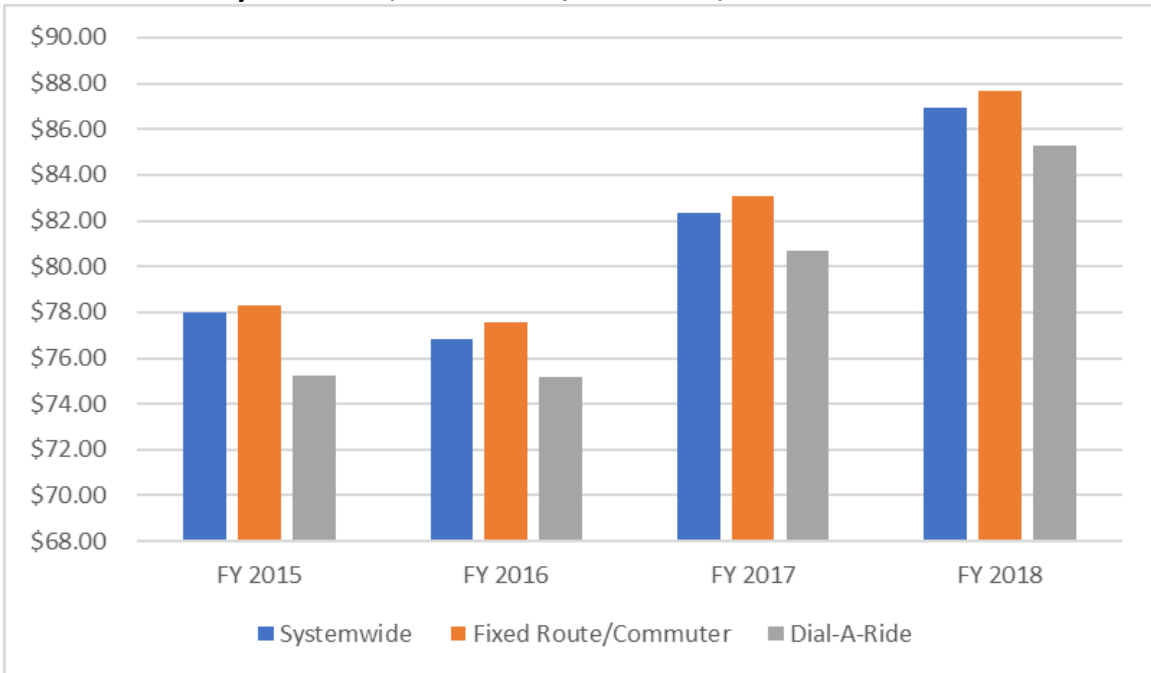


Graph IV-3
Operating Cost per Passenger
System-wide, Fixed Route/Commuter, and Dial-A-Ride



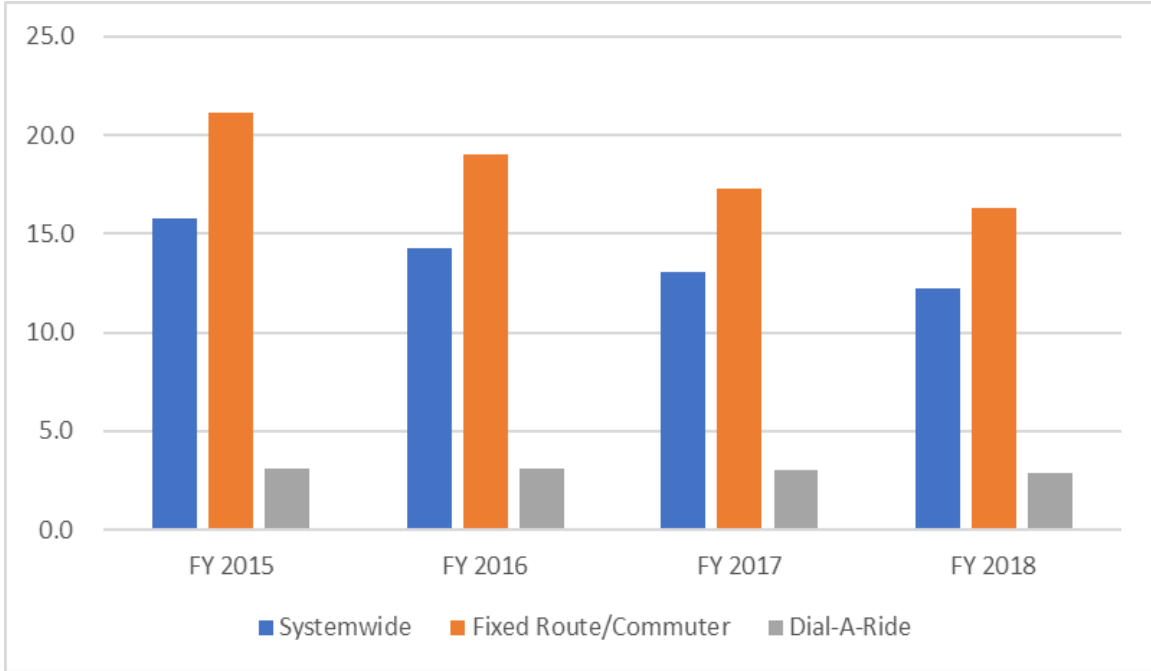
Note: System-wide cost is audited data; modal cost is unaudited.

Graph IV-4
Operating Cost per Vehicle Service Hour
System-wide, Fixed Route/Commuter, and Dial-A-Ride

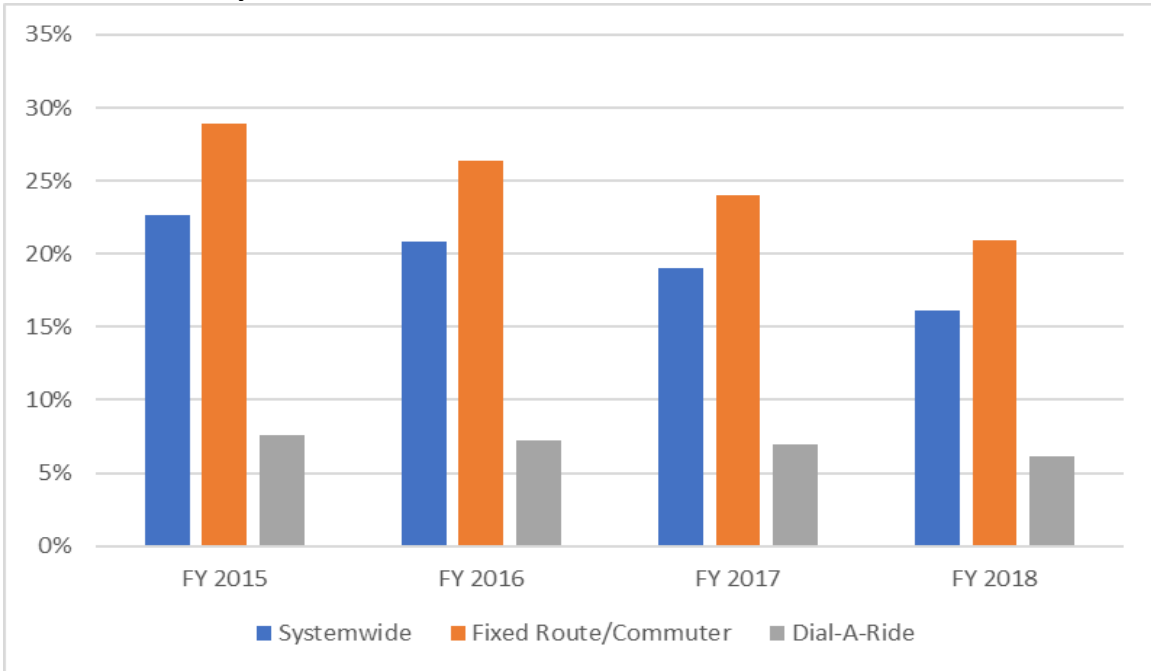


Note: System-wide cost is audited data; modal cost is unaudited.

Graph IV-5
Passengers per Vehicle Service Hour
System-wide, Fixed Route/Commuter, and Dial-A-Ride



Graph IV-6
Fare Recovery Ratio
System-wide, Fixed Route/Commuter, and Dial-A-Ride



Note: System-wide cost and fare revenue are audited data; modal cost and fares are unaudited.

Findings from Verification of TDA Performance Indicators

1. Operating costs system-wide increased by 13.5 percent using audited data from FY 2015 base year to FY 2018. Fixed and commuter route operating costs increased by a comparable 13 percent while Dial-A-Ride costs increased 17.9 percent using unaudited modal data. On an average annual basis, system-wide costs increased 4.4 percent, with the highest increase of 8.1 percent occurring in FY 2018 preceded by a 4.9 percent increase in FY 2017.
2. Ridership decreased 21.1 percent system-wide from 1,296,622 trips during the FY 2015 base year to 1,022,636 trips during FY 2018. The 22.2 percent decrease in fixed route/commuter passenger trips mirrored the system-wide trend, whereas Dial-A-Ride ridership decreased 4.1 percent. The decrease in ridership is attributed to the overall industry trends as well as the geographic disbursement of trip generators in the Sacramento region, which has impacted commuter ridership.
3. The provision of vehicle service hours and miles increased modestly system-wide from the FY 2015 base year to FY 2018. Vehicle service hours increased 1.9 percent and vehicle service miles increased 1.7 percent. At the modal level, fixed route/commuter service hours and miles both increased 0.9 percent. Dial-A-Ride service hours increased by 4.1 percent while service miles increased by 3.8 percent.
4. Operating cost per passenger, an indicator of cost effectiveness, increased 44 percent system-wide from \$4.93 during the FY 2015 base year to \$7.10 during FY 2018. Cost per passenger increased 45.2 percent on fixed route/commuter and increased by 23 percent on Dial-A-Ride. The trend reflects the modest increase in costs relative to the decrease in passenger trips.
5. Operating cost per hour, an indicator of cost efficiency, increased 11.5 percent system-wide from \$77.99 during the FY 2015 base year to \$86.94 during FY 2018. The indicator increased 11.9 percent on fixed route/commuter and increased 13.3 percent on Dial-A-Ride. The trend is reflective of the higher increase in operating costs versus the slight increase in vehicle service hours.
6. Passengers per hour, which measures the effectiveness of the service delivered, decreased by 22.6 percent system-wide from 15.8 passengers to 12.2 passengers per hour. The indicator for the fixed route/commuter mode decreased by a comparable 22.9 percent whereas for Dial-A-Ride there was a 7.8 percent decrease. The trend in this indicator reflects the increase in service hours in contrast to the decline in passenger trips.
7. Vehicle hours per full-time equivalent (FTE) employee, which measures labor productivity, decreased by 0.6 percent system-wide from the FY 2015 base year to FY

2018. This performance indicator decreased by a comparable 0.9 percent for fixed route/commuter but increased 0.2 percent for Dial-A-Ride. This measure is based on the number of employee FTEs using employee pay hours from the State Controller Report and dividing by 2,000 hours per employee. The agency-wide employee count increased 2.5 percent from 80 FTEs in FY 2015 to 82 FTEs in FY 2018.

8. Pursuant to the TDA, SACOG has established a 14.6 percent system-wide farebox ratio for Yuba-Sutter Transit. There was a 28.9 percentage decrease in the system-wide farebox recovery ratio from 22.61 percent during the FY 2015 base year to 16.08 percent in FY 2018 based on audited data. Farebox recovery for fixed route exhibited a 27.6 percentage decrease, from 28.91 percent in FY 2015 to 20.93 percent in FY 2018 based on unaudited data. The farebox recovery for Dial-A-Ride exhibited a 19.5 percentage decrease, from 7.60 percent in FY 2015 to 6.11 percent in FY 2018.

Section V

Review of Operator Functions

This section provides an in-depth review of various functions within Yuba-Sutter Transit. The review highlights accomplishments, issues, and/or challenges that were determined during the audit period. The following functions were reviewed at the Yuba-Sutter Transit Authority's administrative offices in Marysville:

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

Operations

Yuba-Sutter Transit's operational philosophy is summarized in its Mission Statement:

To provide safe and cost-effective public transportation services that increase mobility and improve the quality of life for Yuba and Sutter County residents.

In addition, the Authority's Guiding Principles involve striving *to meet or exceed community expectations by:*

1. *Operating a safe, reliable and comfortable quality of service;*
2. *Providing an effective and efficient level of service in response to demonstrated community needs; and*
3. *Enhancing quality of life through improved mobility.*

To these ends, Yuba-Sutter Transit operates several modes that include local fixed route, commuter, lifeline and demand response across a unique service area with two county seats (Marysville and Yuba City) abutting each other. The local fixed route service is geared for those who truly are transit dependent, as verified by findings from staff that close to 90 percent of local riders have no transportation alternative. Three of the local fixed routes (1, 3 and 6) are tied to the bell times at Yuba College in Linda where these routes end at the college. The other fixed routes are timed for transfers with these routes. Three routes (2, 4 and 5) serve Yuba City, Marysville and River Valley high schools, respectively, on their schedule. On July 1, 2015, Yuba-

Sutter Transit marked two significant milestones: 40 years of providing public transportation service to the residents of Sutter and Yuba Counties and 25 years of express commuter service to downtown Sacramento.

After a steady increase in ridership over 25 years, Yuba-Sutter Transit began to see ridership decline since its peak in FY 2015. Contributing factors to the ridership decline have included the restructuring of Routes 1 and 4 as well as the elimination of the paper transfer (“transfer-for-a-transfer”) policy, which was implemented in September 2015 enabling riders to transfer buses for free with a paper pass handed out by the driver. This policy may have contributed to an artificial increase in the count of passengers which by some estimates were 250 daily transfer passengers.

Route 1 was realigned so that it no longer runs through the Yuba City Mall parking lot which impacted on-time performance. Ridership to the mall dropped due to this realignment as well as due to the elimination of transfers. Route 4, which primarily serves Marysville, was reconfigured into two alignments: Route 4A clockwise loop and Route 4B counter-clockwise loop. In all, there were six routes that were reliant on transfers. Most of the ridership on the local fixed routes are transit dependent whereas the commuter route market is composed of choice riders.

Other potential factors or the ridership decline include continuing on-time performance challenges; chronic reliability problems of the older local fixed route and commuter buses; continued low fuel prices; and the general lack of population and employment growth in the Yuba-Sutter region. In addition, the decentralization of state government offices outside of downtown Sacramento has impacted commuter ridership given the commuter routes focus on downtown.

Ridership has shown some increase on the Sacramento commuter route since the beginning of 2018. In addition, with the new commuter buses and Wi-Fi service, the Authority planned a major marketing campaign to reintroduce these services using a \$10,000 mini-grant awarded by SACOG.

Service to Live Oak and Wheatland are contracted services, since these communities are not members of the JPA that comprises the Authority. The Live Oak service operates as a combined fixed-route and demand-response service composed of two round trips each weekday. The Wheatland service also operates as a combined fixed-route and demand-response service composed of weekday one round trip.

Funding was continued in 2018 from the Feather River Air Quality Management District for the Live Oak service expansion and the deeply discounted monthly youth, senior, and disabled discount pass program at a level similar to what is being provided for 2017. State Transit Assistance (STA) funding has also been allocated. A grant through Mercy Housing helps to subsidize the Wheatland service. Yuba-Sutter Transit charges fully allocated costs for these services.

The Foothill Route operates two round trips every Tuesday, Wednesday, and Thursday between the community of Brownsville and Marysville with designated stops in between.

Yuba-Sutter Transit was involved in the response to the Oroville Dam spillway event evacuation orders at the direction of the local Offices of Emergency Services in February 2017. Compared to the 1997 flood event, staff indicated that evacuating people, especially those with special needs, went more smoothly. During the week of February 13, 2017, service was suspended Monday and Tuesday and a Saturday level of service was operated on Wednesday. All scheduled service was up and running on Thursday.

Beginning in 2011, Yuba-Sutter Transit joined eight other transit operators in the six-county Sacramento region and SACOG by becoming a party to, and participating actively in, an Memorandum of Understanding for the design and development of the Connect Card System. An estimated \$48,000 for Yuba-Sutter Transit's share of operating expenses for the regional Connect Card electronic fare card system was covered with state funds from the Low Carbon Transit Operations Program.

Full implementation of the Connect Card took effect on July 1, 2018, and staff has been promoting its usage. Connect Card implementation saw the phaseout of paper transfers and fare media such as the monthly passes. Monthly passes are now purchased with the Connect Card. Approximately 60 percent of boardings on Yuba-Sutter Transit are now executed by Connect Card. This has also sped up the boarding process, thus reducing dwell times. The fare structure has been stable during the audit period. There have been no changes to the local fixed-route fare structure since the 1990s and no changes to the commuter route fare structure since 2010. The commuter route generates 50 percent of Yuba-Sutter Transit's fare revenues while only consuming 15 percent of the revenue hours. SACOG has established a 14.6 percent farebox recovery mandate whereas the Yuba-Sutter Transit Board of Directors has an established policy goal of 20 percent.

Farebox revenue collection and management appears appropriate for an operation the size and scope of Yuba-Sutter Transit. Cash is deposited in locked vaults on the vehicle. The road supervisor obtains the keys to each vault from the money room and pulls the vaults in the mornings. The vaults are stored in a locked cabinet in the money room. The money room is kept locked and limited keys are available to it.

At least two people are present in the locked money room when the money is counted (three times per week and at the end of the month). Paper money is sorted from coins. A deposit slip is prepared, and the money is put into a bank deposit bag. The bank reconciles and advises Yuba-Sutter Transit of any exceptions. Transdev does reconcile collected fares to driver sheets on a periodic basis.

Manually generated trip sheets are compiled for every service mode and data are inputted into an Excel spreadsheet. Yuba-Sutter Transit awarded a contract to DoubleMap in October 2018 to develop and install a CAD/AVL system which will also include real-time arrival information for all services from any internet-connected device. This system is expected to be fully implemented by the end of 2019.

Dispatch protocol involves the driver checking in with dispatch at the start of the run. If running late, the driver will call in every 5 to 10 minutes. Revenue hours are recorded on an exceptions basis in which scheduled bus hours are adjusted for delays and other incidents. Drivers are assigned Motorola digital radios equipped with GPS transponders. This feature allows dispatch to track the vehicle’s location and records historical data. Road supervisors will sample trips to gauge on-time performance. Passenger feedback is another tool that the Authority uses to monitor punctuality, although anecdotally. Local road construction projects have exacerbated traffic congestion, which impacts schedule adherence.

LISTEN is Transdev’s proprietary customer feedback management program. The program was implemented at Yuba-Sutter Transit during the first half of FY 2016. Complaints are received and processed through dispatch and Yuba-Sutter Transit administration. Table V-1 shows this indicator for the transit system.

**Table V-1
Incidents and Complaints**

	FY 2016	FY 2017	FY 2018
Complaints	152	224	228

Source: Transdev, Yuba-Sutter Transit

The data shows that the number of incident and complaints has trended upwards during the audit period from 152 in FY 2016, to 224 in FY 2017, and to 228 in FY 2018. With relatively stable revenue vehicle hours for the three year period, the rate of complaints per revenue hour has increased. The increase may be attributed to better tracking of complaints with the implementation of the LISTEN system. Further investigation of complaints is conducted by pulling on-board camera footage, GPS, and timestamp signatures.

Regarding vehicle safety, Yuba-Sutter Transit tracks the number of accidents categorized as “preventable” and “non-preventable.” According to the Federal Motor Carrier Safety Administration, a preventable accident is one which occurs because the driver fails to act in a reasonably expected manner to prevent it. A non-preventable accident means any occurrence involving an accident/incident in which everything that could have been reasonably done to prevent it was done and the accident/incident still occurred. The number of accidents is summarized in Table V-2:

**Table V-2
Accidents**

	FY 2015	FY 2016	FY 2017	FY 2018
Preventable	1	5	2	3
Non-Preventable	9	5	9	9
Total	10	10	11	12

Source: Transdev, Yuba-Sutter Transit

The overall number of accidents reported has ranged between 10 and 12 annually. The majority of accidents reported were “non-preventable.” “Preventable” accidents reported during the period were between 2 and 5 per year.. When compared to the number of annual revenue miles driven, the trend is less than one preventable accident per every 100,000 revenue miles. Drivers are subject to a retaining protocol after an accident, which involves receipt of a letter detailing the incident with corrective actions. Overall, Yuba-Sutter Transit has an excellent safety record and has been recognized by its industry peers.

Dial-A-Ride Operations

Riders can reserve trips up to two weeks in advance as well as set up rides on a subscription basis. Same-day trip requests can also be made on a space available basis. Dial-A-Ride service is designed to meet the needs of seniors (age 65+) and persons with qualifying disabilities, especially those who are unable to use the Yuba-Sutter Transit fixed-route system. Drivers are given a daily manifest and will call in no-shows and cancellations. The TAPRide system which is just now being implemented will offer automatic cancellations and confirmations as well as a microtransit feature.

There are approximately 60 ADA-certified passengers in the Dial-A-Ride database. Except after 6:00 p.m. each weekday when Dial-A-Ride is available to the general public without eligibility restrictions, Dial-A-Ride is now exclusively for ADA-certified seniors and persons with disabilities. No-show occurrences are summarized in Table V-3 below:

**Table V-3
Dial-A-Ride No-shows**

	FY 2015*	FY 2016	FY 2017	FY 2018
No-shows	2,036	3,354	2,915	2,785

Source: Yuba-Sutter Transit Operations Data

*FY 2015 No-show data is from November through June

The summary of no-shows during the audit period reflects a downward trend. After a peak of 3,354 no-shows in FY 2016, the number of no-shows decreased 17 percent to 2,785 in FY 2018. No-shows have averaged 5 percent of total Dial-A-Ride trips which is within the range of industry norm.

Personnel

The Authority contracts with Transdev for its operations and maintenance personnel. Transdev employees are non-union where employment is on an at-will basis. A majority of the 63 drivers are classified as full-time. Other personnel include seven dispatchers, two road supervisors, one operations manager, one human resources/office manager, and one dispatch/safety manager. The average years of experience for drivers is seven years with more drivers weighted on the higher years of experience. Turnover averages two to three drivers annually which is relatively low for the transit industry and which contributes to the increasing average level of driver experience. Transdev strives to promote an environment of open communication.

Drivers are recruited through Transdev's corporate website through the iCIMS employee recruitment and screening tool. The Yuba-Sutter Transit website also has a link to the Transdev employment site. Transdev will assist candidates in obtaining their commercial Class B license with a passenger and air brake endorsements through the DMV. Transdev no longer provides in-house license testing. Drivers are cross-trained on all service modes. Dial-A-Ride operators are required to be General Public Paratransit Vehicle (GPPV)-certified. There is a minimum 8-week training period composed of 40 hours of classroom training and 40 hours of behind-the-wheel training.

Monthly safety meetings are held over a period of three days with a two-week notice. Drivers are subject to annual on-board evaluations as well as trail checks involving road supervisors following behind drivers remotely while on the route. After an accident, drivers undergo retraining that consists of a letter detailing those skills that need improvement. Transdev recognizes and awards drivers for excellent safety records.

Routes and shifts are bidded out every 3.5 to 4 months based on seniority. A driver can change the type of service (i.e. switch to another bus route, or from bus to Dial-A-Ride) during their shift if the bid allows so. A 5-step progressive discipline process is used. The pay scale is based on a step-system, and total compensation includes benefits like Blue Cross/Blue Shield and Kaiser Permanente medical coverage, Delta Dental, VSP vision coverage, and a 401(k) retirement plan with an employer match.

Maintenance

Maintenance personnel is composed of a maintenance manager, seven mechanics, one maintenance clerk, and seven utility workers. Transdev encourages its mechanics to be Automotive Service Excellence certified and offers a bonus incentive of up to \$2,000 annually. Mechanics have been trained on the new MCI coaches and Gillig buses at the manufacturer facilities in the Bay Area. The longest-tenured mechanic on staff has been with the Authority for 10 years with the next having seven years with the Authority. Recruitment and retention of mechanics has been challenging, as noted one of the mechanics position was vacant. Universal Technical Institute has been tapped as a pool of candidates for the maintenance staffing. Yuba-

Sutter Transit is reviewing the staffing issue and will consider compensation adjustments in the next contract as one potential strategy for recruitment and retention.

There are three operating service bays with lifts out of a total of five bays. Six-post lifts are utilized for the MCI over-the-road coaches. Hours of operation are from 4:30 a.m. to 11:30 p.m. Monday through Saturday. The facility is closed on Sunday.

There are various levels of PMIs, including “A,” “B,” “C” and “D” inspections, which are based on standard industry protocols. “A” inspections are completed every 30 days or 3,000 miles, whichever comes first, and include a safety check and base inspection. Brakes are inspected during every “A” inspection. “B” inspections include oil changes and are done every 3,000 to 6,000 miles depending on the make of the vehicle. Oil and transmission service are performed according to factory specifications. “C” inspections are for larger items such as spark plug replacement or transmission service. The “C” inspections occur every 12,000 miles. “D” service inspections occur every 24,000 miles for 2000 and 3000 series and 30,000 miles for commuter buses, which involve changing the differential oil and renewing dryer cartridge and replacing purge valve on commuter buses.

Yuba-Sutter Transit utilizes Ron Turley and Associates’ fleet maintenance software program to track PMIs and the parts inventory. The Authority owns its tires. Alignments, tire mounting, and transmission work are outsourced. Mechanics have access to parts, which are ordered and monitored by the maintenance clerk. Parts are barcoded. The parts inventory is subject to spot checks and monthly cycle counts. The annual inventory count is conducted in November with an estimated value of \$150,000.

The Authority provides fuel and major vehicle components. Transdev supplies the parts inventory and staffing. Fueling of vehicles is conducted by the utility workers. There are three diesel fueling pumps on-site.

Drivers conduct daily pre-trip inspections. If there is an issue, the driver will notify dispatch and maintenance. A measure of maintenance performance is the number of recorded incidents that are related to equipment breakdown. The daily road call sheet displays the date, route number, vehicle number, driver, and problem. The number of road calls derived from the daily road call sheet are shown in Table V-4:

Table V-4
Yuba-Sutter Transit Road Calls

	FY 2015	FY 2016	FY 2017	FY 2018
Small Vehicles	37	35	37	56
Large Vehicles	42	56	76	81
Total	79	91	113	137

Source: Transdev, Yuba-Sutter Transit

The number of road calls reported by Yuba-Sutter Transit has shown an upward trend. Road call and staffing issues were cited in the prior audit. Coupled with stable annual revenue miles, the trend in the ratio of revenue miles between road calls is higher. Older Optima buses have had issues with air leaks whereas the older cutaways (2009 year) have had engine issues. The Starcrafts, NABI and Blue Bird models have accounted for most of the road calls. Transdev has increased training resources toward reducing the number of road calls. The recent replacement of seven Blue Bird commuter buses and the upcoming replacement of the eleven NABI local fixed route buses is expected to lower the incidence of road calls.

Yuba-Sutter Transit administration has increased its oversight of maintenance. A maintenance audit was budgeted for FY 2019 but has been deferred pending the rebid and award of the operations and maintenance contract.

Planning

The last major planning study covering the audit period was the 2015 Yuba Sutter Transit Authority SRTP, adopted in April 2015. The SRTP's five-year planning horizon covers years 2015-2020. The 2015 SRTP is composed of 10 chapters: introduction, existing community conditions, review of existing transit services, outreach efforts and survey summaries, transit demand, service alternatives, capital alternatives, institutional/management alternatives, financial alternatives, and the implementation plans.

The SRTP was conducted to assess transit and related transportation issues in Yuba and Sutter Counties and to provide a "road map" for improvements to the public transit program, which included a series of recommendations centered on service improvements and marketing strategies. A synopsis of those recommendations includes the following:

1. Revise Route 2 to improve on-time performance by eliminating the Washington/Clark/Ainsley loop.
2. Revise Route 4A to serve Linda rather than Yuba City.
3. Extend the service day one additional hour on weekdays and Saturday.
4. Implement Yuba College Sutter County Center Shuttle Service.
5. Expand Routes 1 and 3 to 20-minute service frequency and modify Routes 3 and 6.
6. Implement earlier State Route 99 PM commuter run.
7. Implement efficiencies to the Dial-A-Ride service: (1) increase vehicle service hours over time by 16 percent; (2) reduce Dial-A-Ride service area; (3) gradually increase the age of eligibility from 62 to 65; and (4) eliminate the general public Dial-A-Ride eligibility.

8. Implement transit fleet improvements involving the replacement of 18 larger buses and 16 smaller buses between 2015 and 2023.
9. Implement advanced technologies such as real-time traveler information systems, Wi-Fi service on the commuter buses, and CAD/AVL software.
10. Adopt updated goals and performance measures.
11. Expand management staff by one position.

Due to reduced ridership since FY 2015, the Authority decided to delay implementation of the major service enhancement recommendations from the 2015 SRTP. The other SRTP recommendations for specific technology improvements, bus stop enhancements, planning studies, and fleet replacements have been programmed into the annual budgets.

Marketing

Yuba-Sutter Transit utilizes various media and strategies to market its services despite a constrained marketing and promotion budget. The Authority has continued to rely on printed collateral such as the glossy multi-fold ride guides for route and service mode information. The ride guides include a map, schedules, fares, and general ridership information. The Dial-A-Ride brochure was translated into Punjabi. Yuba-Sutter also publishes a monthly newsletter containing service updates and customer service highlights. The Authority also maintains an email list for the Sacramento Commuter Express service. The email database is composed of 450 passengers.

Yuba-Sutter Transit's website (<https://www.yubasuttertransit.com/>) was updated in FY 2017 and meets accessibility and transparency requirements. The website contains quick links to the monthly newsletter, trip planner, route overview, Dial-A-Ride, fares, Connect Card, customer services, Authority meetings, and public notices. A Google Translate widget is in the upper left-hand corner of the website for non-English speaking users. Other links include press releases, advertising, and Transit in Motion videos.

Passenger amenities implemented during the audit period have included free on-board Wi-Fi service on all local fixed-route and commuter buses. The Wi-Fi feature was initially rolled out on 13 commuter buses and was so well-received by passengers that it was added to 22 local fixed-route buses as well. Passengers can check email and surf the internet during their trip. Other technology enhancements include the beta testing of DoubleMap tracking app, which allows users to receive real-time service alerts, bus location data, and time of arrival projections from any internet-connected device.

The Authority continued to receive Feather River Air Quality Management District funding for the deeply discounted monthly youth, senior, and disabled pass program. The program was scheduled to expire on March 31, 2019, but it was extended through March 2020. Without this

additional funding, higher rider pass prices would likely have a significant impact on both ridership and fare revenue.

The Authority administers an advertising program through its bus shelters. Yuba-Sutter Transit's 15-year agreement with Stott Outdoor Advertising for the provision of advertising-related services on bus stop shelters, benches, and bus exteriors expired on February 28, 2017, and continued on a month-to-month basis.

In May 2017, Yuba-Sutter Transit released a Request for Proposals for the transit advertising program and received one response. That response was from the incumbent provider Stott Outdoor Advertising. A total of 30 advertising bus stop shelters and 69 advertising bus stop benches are located throughout the service area and exterior ads will now be available on all 51 buses. Due to the expanded ad space on the bus exteriors, the new 10-year contract was expected to generate about \$80,000 a year in revenue, assuming 60 percent occupancy.

Pursuant to the federal Civil Rights Act of 1964, the Authority has an adopted Title VI Program. Title VI of the Civil Rights Act of 1964 requires that no person in the United States, on the grounds of race, color, or national origin, be excluded from, be denied the benefits of, or be subjected to discrimination, under any program or activity receiving federal financial assistance. During the audit period, the Title VI program was updated in August 2017. The Yuba-Sutter Transit Title VI Program compliance includes Title VI notice posted on the website, in all transit vehicles, and at the Authority's office. The Authority has provided this notice in English and Spanish. Complaint forms are available on the website.

General Administration and Management

Under its JPA, the Yuba-Sutter Transit Authority is governed by a Board of Directors that is composed of two elected representatives from each of the four member jurisdictions: Sutter County, Yuba County, the City of Marysville, and the City of Yuba City. Regular monthly board meetings are held at 4:00 p.m. on the third Thursday of each month in the Board of Supervisors Chambers of the Yuba County Government Center at 815 Eighth Street in Marysville.

The Authority is administered by a staff of five: a transit manager, finance program manager, planning program manager, program analyst, and administrative assistant. Staffing increased from four to five employees during the audit period. The former planning program manager left the Authority in March 2017. The transit manager has been with the Authority since 1987, and received the 2018 Leadership/Distinguished Service Award at the 2018 CalACT Conference in Newport Beach.

The budget cycle begins with the review of the prior year's fiscal audit in January. The current year's budget actuals are reviewed along with proposed service changes. Draft budget findings are previewed with the board in February. The JPA stipulates that a proposed budget be submitted to the board by the end of March prior to the start of each fiscal year and that a final budget be adopted by the end of May. This adoption schedule is designed to provide early

notice to the member jurisdictions of the annual apportionment of Local Transportation Fund (LTF) contributions for inclusion in their own budget process.

The Authority contracts with Transdev for operations and maintenance services and personnel. The initial three-year contract term that began in October 2014 expired in September 2017 but contained two indexed one-year extension options at the sole discretion of Yuba-Sutter Transit. The Authority exercised the first one-year extension option, which ran through September 2018. Each option is based on a CPI adjustment with a minimum increase of 2 percent and a maximum increase of 4 percent.

Yuba-Sutter Transit released a Request for Proposals in May 2019 for a new contract service provider to operate and maintain Yuba-Sutter Transit's services for a base term of four years with two Authority options for two additional years each, for a maximum possible term of eight years. The existing contract is scheduled to expire on September 30, 2019. Transdev and its predecessor companies have held this contract since 1998.

Proposals were received from four service providers, including the incumbent. At its July 18, 2019, meeting, the Yuba-Sutter Transit Board conditionally accepted the recommendation of the ad hoc proposal review committee and authorized the execution of a service contract with Storer Transit Systems effective October 1, 2019.

Pursuant to the TDA, Yuba-Sutter Transit receives LTF proceeds and STA funds. The Authority has been a direct claimant of TDA funding since the 1990s. TDA funding is used primarily for operating expenditures and certain capital projects. Based on annual financial audit data, LTF revenues received during the audit period were \$2,336,100 in FY 2016; \$2,491,500 in FY 2017; and \$2,500,000 in FY 2018. The allocation of LTF revenues is based on the amount required to balance the budget after all other revenues are calculated.

STA revenue is Yuba-Sutter Transit's single source of ongoing state transit funding and has historically been the primary source of local matching funds for federal capital grants. STA revenues received were \$832,162 in FY 2016; \$496,694 in FY 2017; and \$755,00 in FY 2018. The Transit Operators Financial Transactions Reports sent to the State Controller are generally prepared by the finance program manager and signed by the general manager.

The Authority's most recent FTA triennial review was conducted in 2018 and included site visits on June 26 and 27, 2018. The review examined compliance in 20 areas. Deficiencies were found with FTA requirements in two areas: Title VI and ADA. The Title VI deficiency pertained to Language Assistance Plan implementation and the ADA deficiency concerned documentation on filing an ADA complaint. All deficiencies were addressed, and corrections were made by September 5, 2018.

Grants Administration

The Authority's approach to grant administration is delegated according to the type. Once a grant is awarded, it is administered by the finance program manager. During the audit period, Yuba-Sutter Transit utilized a variety of federal and state grants to support its operations and capital procurement efforts. Being outside the Sacramento urbanized area for purposes of federal transit funding, Yuba-Sutter Transit receives a separate share of federal funds from those disbursed in Sacramento County that has multiple transit systems. This separate funding grants the Authority more local control of its capital projects and excludes the agency from being part of the SACOG transit capital prioritization process for the limited urbanized funds.

Yuba-Sutter Transit receives federal formula for operations and capital. FTA Section 5307 urbanized formula funds have historically been used for capital projects, but a greater percentage of these flexible federal funds has been used for operations due to the 10-year Proposition 1B State Bond Program. The Authority generally receives between \$2.2 million to \$2.5 million in FTA Section 5307 funds annually.

Funding received through FTA Section 5311 has been used to support rural services such as serving Foothill, Live Oak, Wheatland, and Plumas Lake on the Sacramento Commuter and Midday Express services. These funds can be used for both operating and capital assistance subject to a 55.33 percent federal funding limitation (88.53 percent for capital expenditures). The Authority received discretionary federal funding under the FTA Section 5316 (Job Access Reverse Commute) program to fund weekday evening general public Dial-A-Ride service through FY 2016; FTA Section 5317 (New Freedom) to fund bus stop enhancements; and Congestion Mitigation and Air Quality funding. Yuba-Sutter prepares and submits quarterly milestone reports through FTA's Transit Award Management System.

State grant funds received have been derived from several programs. The Authority has accrued \$3,389,487 in Proposition 1B Public Transportation Modernization, Improvement & Service Enhancement Account funds for the purchase of seven commuter buses. Proposition 1B included authorization for the annual California Transit Security Grant Program (CTSGP) for eligible transit safety and security projects. This fund is administered by the California Office of Emergency Services. During FY 2016, the board approved the submission of applications, referred to as Investment Justifications, for Automatic Vehicle Location (AVL) and Facility Security Upgrade projects totaling \$134,302 in FY 2014-15 cycle CTSGP funds, the second phase of a CAD/AVL project totaling \$134,302 in FY 2015-16 CTSGP funds, and in FY 2017 for an emergency generator project for \$107,428 in FY 2016-17 CTSGP funds. Following expenditures in FY 2018, an unspent balance of \$373,982, including interest, remains on these and a prior mobile video retrofit project funded with CTSGP funds.

In addition, the Authority received \$180,417 during FY 2016 in Low Carbon Transit Operations Programs (LCTOP) funding for transit stop enhancements and \$82,455 in LCTOP funding for regional Connect Card program during FY 2018. Following expenditures in FY 2018, a balance of \$179,315 in unspent LCTOP funds (and related interest) remained for transit stop enhancements

and the Connect Card program after inclusion of the beginning year's balance of this fund. Senate Bill 1 State of Good Repair funds have been used for vehicle replacement.

The board authorized staff in September 2015 to work with the City of Fairfield on a joint procurement for the replacement of commuter buses. Since that time, this effort has expanded to include El Dorado County Transit, which involved a three-party Memorandum of Understanding. All the necessary funding for this purchase was secured by Yuba-Sutter Transit during the audit period.

Section VI

Findings

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

Triennial Audit Findings

1. Of the compliance requirements pertaining to Yuba-Sutter Transit, the operator fully complied with all nine requirements. New state legislation passed (AB 1113, Bloom) on July 21, 2017, changed the timeline to submit the annual Transit Operators Financial Transaction Reports to the State Controller, effective reporting year FY 2017. Two additional compliance requirements did not apply to the Authority (i.e., exclusive rural and farebox recovery ratios).
2. Yuba-Sutter Transit's farebox recovery ratio remained above the required 14.6 percent standard despite a slightly downward trend. For the three-year audit period, the farebox recovery ratio was 20.83 percent in FY 2016; 19.03 percent in FY 2017; and 16.08 percent in FY 2018. The average system-wide farebox recovery ratio was 18.65 percent during the triennial review period. Farebox ratios are audited figures from the TDA fiscal audits.
3. Through its contract operator, Yuba-Sutter Transit participates 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.
4. The operating budget exhibited modest increases during the audit period. There was an increase of 0.9 percent in FY 2016 followed by a 3.3 percent increase in FY 2017. For FY 2018, the budget increased 4.7 percent.
5. Yuba-Sutter Transit is in the process of implementing three prior audit recommendations. The recommendations pertained to modernizing the dispatching and scheduling functions, revising maintenance policies and procedures that would include a maintenance audit, and adjusting operations contract administration and procurement policies to include quantitative and qualitative standards. A fourth recommendation to update the marketing plan including enhancement of the website was partially implemented with the update to the website. The operating budget is not large enough for a marketing plan update which could be undertaken as part of a larger study, such as the next SRTP update.
6. Operating costs system-wide increased by 13.5 percent using audited data from FY 2015 base year to FY 2018. Fixed and commuter route operating costs increased by a comparable

13 percent while Dial-A-Ride costs increased 17.9 percent using unaudited modal data. On an average annual basis, system-wide costs increased 4.4 percent, with the highest increase of 8.1 percent occurring in FY 2018 preceded by a 4.9 percent increase in FY 2017.

7. Ridership decreased 21.1 percent system-wide from 1,296,622 trips during the FY 2015 base year to 1,022,636 trips during FY 2018. The 22.2 percent decrease in fixed route/commuter passenger trips mirrored the system-wide trend, whereas Dial-A-Ride ridership decreased 4.1 percent. The decrease in ridership is attributed to the overall industry trends as well as the geographic disbursement of trip generators in the Sacramento region, which has impacted commuter ridership.
8. The provision of vehicle service hours and miles increased modestly system-wide from the FY 2015 base year to FY 2018. Vehicle service hours increased 1.9 percent and vehicle service miles increased 1.7 percent. At the modal level, fixed route/commuter service hours and miles both increased 0.9 percent. Dial-A-Ride service hours increased by 4.1 percent while service miles increased by 3.8 percent.
9. Operating cost per passenger, an indicator of cost effectiveness, increased 44 percent system-wide from \$4.93 during the FY 2015 base year to \$7.10 during FY 2018. Cost per passenger increased 45.2 percent on fixed route/commuter and increased by 23 percent on Dial-A-Ride. The trend reflects the modest increase in costs relative to the decrease in passenger trips.
10. Operating cost per hour, an indicator of cost efficiency, increased 11.5 percent system-wide from \$77.99 during the FY 2015 base year to \$86.94 during FY 2018. The indicator increased 11.9 percent on fixed route/commuter and increased 13.3 percent on Dial-A-Ride. The trend is reflective of the higher increase in operating costs versus the slight increase in vehicle service hours.
11. On July 1, 2015, Yuba-Sutter Transit marked two significant milestones: 40 years of providing public transportation service to the residents of Sutter and Yuba Counties and 25 years of express commuter service to downtown Sacramento.
12. After a steady increase in ridership over 25 years, Yuba-Sutter Transit began to see ridership decline since its peak in FY 2015. Contributing factors to the ridership decline, in addition to industry-wide conditions, have included the restructuring of Routes 1 and 4 and the elimination of the paper transfer (“transfer-for-a-transfer”) policy, which were implemented in September 2015. This transfer policy might have artificially increased the actual number of individual riders. Ridership has since increased on the Sacramento commuter route since the beginning of 2018.
13. Connect Card implementation in July 2018 saw the phaseout of paper transfers and fare media such as the monthly passes. Monthly passes are now purchased with the Connect Card. Approximately 60 percent of boardings on Yuba-Sutter Transit are now executed by

Connect Card. This has also sped up the boarding process, thus reducing dwell times.

14. Maintenance personnel is composed of a maintenance manager, seven mechanics, one maintenance clerk, and seven utility workers. Transdev encourages its mechanics to be Automotive Service Excellence certified and offers a bonus incentive of up to \$2,000 annually. Mechanic retention and staffing issues are being monitored and their impact on vehicle maintenance.
15. Yuba-Sutter Transit's website was updated in FY 2017 and meets accessibility and transparency requirements. The website contains quick links to the monthly newsletter, trip planner, route overview, Dial-A-Ride, fares, Connect Card, customer services, Authority meetings, and public notices.
16. Passenger amenities implemented during the audit period have included free on-board Wi-Fi service on all local fixed-route buses. The Wi-Fi feature was initially rolled out on 13 commuter buses and was so well-received by passengers that it was added to 22 local fixed-route buses as well.
17. The Authority is administered by a staff of five: a transit manager, finance program manager, planning program manager, program analyst, and administrative assistant. Staffing increased from four to five employees during the audit period. The transit manager has been with the Authority since 1987.

Recommendations

1. Continue pursuit of marketing plans and strategies. (High Priority)

This recommendation is being carried forward in this audit for full implementation. The prior audit suggested that Yuba-Sutter Transit management could improve its overall marketing effectiveness by updating the marketing plan and tying the programs and campaigns to specific strategies and tactics to ensure a consistent marketing program. The update would include budgets and timelines for each program or campaign as well as an overall marketing budget. The Authority generally sets aside 1 to 2 percent of the operating budget for marketing activities, which limits current marketing planning and implementation.

While no formal comprehensive marketing plan has been developed, the long-time legacy website was replaced in FY 2017 with a new modern website that greatly improved both functionality and layout. In addition, DoubleMap is currently being beta tested, which allows for real-time arrival information for all services from any internet-connected device. However, with ridership leveling off and decreasing on certain service modes, it would be prudent for Yuba-Sutter Transit to pursue a strategic marketing plan that would help it target new markets and employ new engagement tools to retain and grow its ridership. The annual operating budget is not large enough for a marketing plan update that could tap into the data analytics that will be generated from new technology like DoubleMap and Connect Card. The marketing plan update could be undertaken as part of a larger grant funded study, such as the next SRTP update.

2. Employ enhanced maintenance oversight including spot audits as part of the new operations contract. (High Priority)

The number of road calls reported by Yuba-Sutter Transit has shown an upward trend during the audit period even as administrative oversight has increased. Road call and maintenance staffing issues were cited in the prior audit. Yuba-Sutter Transit released a Request for Proposals in May 2019 for a new contract service provider to operate and maintain Yuba-Sutter Transit's services for a base term of four years with two Authority options for two additional years each, for a maximum possible term of eight years. Yuba-Sutter Transit will provide the successful contractor with a fleet of 51 revenue vehicles ranging in seating capacity from 16 to 57 passengers.

The Yuba-Sutter Transit Board of Directors conditionally accepted the recommendation of the ad hoc proposal review committee and authorized the execution of a service contract with the successful bidder. A maintenance audit was budgeted for FY 2019 but has been deferred pending the rebid and award of the operations and maintenance contract. With the

selection of the new service provider, it is recommended that the Authority work to implement enhanced oversight maintenance with periodic audits and focused inspections.

**3. Perform data analysis using results from newly invested technology systems.
(Medium Priority)**

Yuba-Sutter Transit and its regional transit partners have invested in transit technology aimed at easing customer interface with the transit system such as loading and using fare media through Connect Card, as well as the Authority's implementation of software platforms like DoubleMap that provide real-time tracking of buses and business analytics data for on-going service evaluation. As technology is further tested, improved, and further integrated into the Authority's network, a higher level of data analysis using more real time information is possible and enabling more dynamic adjustments to the bus system.

Yuba-Sutter Transit staff should develop protocol or desktop procedures on methods to harvest the data from these technologies and the type of analysis conducted using the data. Among its capabilities, DoubleMap, for example, can auto-collect actual on-time performance for use by staff for performance reporting, planning, and customer updates. The data, in turn, could free up resources and time for operations supervisors to attend to other needs rather than collect this data. Administrative staff could also benefit from streamlined processes that reduce manual input and other reporting activity. The capability of the data analytics should be identified so that the Authority will be able to maximize and act upon information being collected while minimizing previous manual administrative tasks to obtain data and improving operational efficiency.

Appendix A

Yuba-Sutter Transit Peer Review

Yuba-Sutter Transit Peer Review

Yuba-Sutter Transit requested an additional section for a peer review of the agency against five other similar regional transit agencies. A peer review is a useful tool for gauging how an agency compares to other agencies of similar scope and function. The findings derived from this comparison will enable the Yuba-Sutter Transit Authority and SACOG to anticipate trends and better serve the needs of the public. The transit agencies analyzed in this section are comparable to the Yuba-Sutter Transit Authority regarding their operational structure and characteristics with some also operating commuter bus service. The peers were also nominated in consultation with Yuba-Sutter staff.

Peer Operators

The following peers operate similar fixed-route bus and demand-response services within their respective service areas as determined from various service characteristics summarized below. Two of the peers also operate commuter bus services: WestCat and SolTrans. Further description of the peer transit agencies is provided following the table.

**Table A-1
Peer Operators**

Agency Name	City	Service Area Square Miles	Service Area Population	Vehicles Operating in Max Service	Services Provided
Yuba-Sutter Transit Authority (Yuba-Sutter Transit)	Marysville, CA	813	141,986	34	MB, CB, DR
Yolo County Transportation District (Yolobus)	Woodland, CA	109	528,880	48	MB, DR
Western Contra Costa Transit Authority (WestCat)	Pinole, CA	20	64,925	50	MB, CB, DR
Solano County Transit (SolTrans)	Vallejo, CA	65	149,473	41	MB, CB, DR
Butte County Association of Governments (B-Line)	Chico, CA	202	185,545	47	MB, DR
Fresno County Rural Transit Agency	Fresno, CA	n/a	n/a	86	MB, DR

Note: MB-Motor Bus; CB-Commuter Bus; DR-Demand Response

Source: National Transit Database, FY 2017

Western Contra Costa Transit Authority (WestCat)

Western Contra Costa Transit Authority operates WestCat. Service is contracted with MV Transportation. The WestCat service area comprises just over 20 square miles of western Contra Costa County, including the cities of Pinole and Hercules and the unincorporated areas of Montalvin Manor, Bayview, Tara Hills, Rodeo, Crockett, and Port Costa. The service area is

bounded to the north by the Carquinez Strait, the city limits of Pinole and Hercules to the east, the Richmond city border to the south, and by San Pablo Bay to the west.

WestCat operates eight local fixed-route bus service between 4:34 a.m. and 12:32 a.m. on weekdays, between 6:00 a.m. and 10:58 p.m. on Saturdays, and between 7:20 a.m. and 9:18 p.m. on Sundays.

WestCat operates six commuter bus routes, including a regional express bus service between Martinez (the Contra Costa County seat) and El Cerrito del Norte BART station, a number of express routes between Hercules and Del Norte BART station, and an express Transbay service between Hercules and the Transbay Terminal in San Francisco. Commuter bus service operates between 5:00 a.m. and 9:48 p.m. on weekdays.

WestCat also provides Dial-A-Ride service. The general public in Port Costa, Crockett, and Rodeo may also use Dial-A-Ride service because of the steep terrain in these communities. Dial-A-Ride will transport general public passengers as far as the Hercules Transit Center to transfer to fixed-route buses to complete their trip. Demand-response service is provided between 6:00 a.m. and 8:00 p.m. on weekdays and 9:00 a.m. and 7:00 p.m. on Saturdays. WestCAT coordinates with East Bay Paratransit to provide early morning, late night, and Sunday ADA Paratransit Service.

The local and express fare is \$1.75. The Lynx Transbay fare is \$5.00. The Dial-A-Ride fare is \$4.00. WestCat offers discounted fares, including on Dial-A-Ride service, for seniors (age 65+), persons with disabilities, and Medicare cardholders.

Solano County Transit (SolTrans)

SolTrans is the public transportation provider for the communities of Benicia and Vallejo. SolTrans operates nine local and three regional fixed routes, ADA paratransit, general public Dial-a-Ride, and subsidized local and intercity taxi programs. Local and limited service routes provide coverage in the cities of Benicia and Vallejo. Regional routes provide connections to BART stations at El Cerrito del Norte, Pleasant Hill and Walnut Creek, and to the Solano Town Center, Fairfield Transportation Center, Solano Community College, Diablo Valley College, and the San Francisco Bay Ferry. Service is contracted with National Express Transit.

SolTrans operates local and demand-response service between 5:25 a.m. and 8:25 p.m. on weekdays, between 6:21 a.m. and 7:47 p.m. on Saturdays, and between 8:21 a.m. and 7:52 p.m. on Sundays. Commuter bus service is provided between 4:12 a.m. and 11:53 p.m. on weekdays, between 5:52 a.m. and 11:41 p.m. on Saturdays, and between 7:06 a.m. and 10:19 p.m. on Sundays.

SolTrans offers a variety of fare payment options for its customers. Local bus base fare is \$1.75. Express bus base fare is \$2.75 within Solano County and \$5.00 outside of the county. Discounts are available for seniors (age 65+), persons with disabilities, Medicare cardholders, and youth (ages 6–18).

The fare for riding general public Dial-A-Ride in Benicia is \$2.00 during weekday peak hours, and \$1.00 during off-peak hours. A one-way trip on the SolTrans paratransit service is \$3.00 for ADA service in Vallejo, or between Vallejo and Benicia, and \$5.50 for ADA-Plus trips to service areas of other transit agencies.

Butte County Association of Governments (B-Line)

B-Line operates local and intercity fixed-route buses and complementary ADA paratransit service in Butte County, including Chico, Gridley, Oroville, and Paradise. Service is contracted with Transdev.

B-Line operates primarily two types of services: local service in Chico and Oroville and intercity service between major cities and population centers of Butte County. B-Line currently operates 21 fixed routes: 11 local Chico routes, 4 local Oroville routes, and 6 intercity routes. B-Line also operates a Chico Airport Express. Fixed-route service is provided between 5:50 a.m. and 10:00 p.m. on weekdays, between 7:00 a.m. and 10:00 p.m. on Saturdays, and between 7:50 a.m. and 6:00 p.m. on Sundays. The fare on local services is \$1.50. The fare on regional service is \$2.00. Discounts are available for seniors (age 65+), persons with disabilities, Medicare cardholders, and youth (ages 6–18).

The service area of B-Line Paratransit includes the Chico urban area, the entire Town of Paradise and portions of Paradise Pines, Wilderness Way off Pentz Road, and the greater Oroville area, including the City of Oroville and portions of unincorporated Butte County. Services on B-Line Paratransit are operated during the same time as the fixed-route services. The fare for a one-way trip in the ADA paratransit service area is \$3.00 (\$4.50 for same day service).

B-Line also offers supplemental ADA paratransit service to areas up to 3 miles outside the ADA boundaries at an additional cost. Three 1-mile zones that extend progressively farther from the ADA core boundary have been identified for Chico, Oroville, and Paradise. Rides are more for travel outside of the service area: \$7.50 (up to 1 mile outside ADA service area), \$9.50 (1-2 miles outside ADA service area), and \$11.50 (2-3 miles outside ADA service area).

Fresno County Rural Transit Agency

The Fresno County Rural Transit Agency provides local and regional transit service to rural cities in Fresno County. The agency has 18 transit subsystems available in the cities of Coalinga, Firebaugh, Fowler, Huron, Kerman, Kingsburg, Mendota, Orange Cove, Parlier, Reedley, Sanger, San Joaquin, and Selma. Many unincorporated rural communities are also being served. The type of service varies by subsystem. Most intracity service is demand response. Intercity service is mostly fixed route with route deviation; some intercity services require service reservations. Most service is available on weekdays only. Some subsystems have service on Saturdays.

The fare within a community is \$0.75 with discounts available for seniors (age 65+), persons with disabilities, and Medicare cardholders. Fares for intercity service range up to \$6.50 per one-way trip, depending on distance traveled.

Peer Comparison

The following data were gathered by mode for each operator:

- Operating Costs
- Revenue Hours
- Revenue Miles
- Unlinked Passenger Trips

Data were obtained from National Transit Database filings for FY 2015 through FY 2017 for each of the operators. Data were analyzed on a system-wide as well as by individual mode basis (e.g., fixed-route bus and light rail) employing the following performance metrics:

- Operating Cost per Revenue Hour
- Operating Cost per Revenue Mile
- Operating Cost per Unlinked Passenger Trip
- Unlinked Passenger Trips per Revenue Hour
- Unlinked Passenger Trips per Revenue Mile

As part of the peer review, the performance of each service type was compared with Yuba-Sutter Transit. The three service types reported include motorbus, commuter bus, and demand response. For all of the peers, except B-Line, demand response includes general public demand-response service in addition to complementary ADA paratransit service. B-Line does not provide general public demand-response service. B-Line, however, does provide service outside of its service area at additional cost.

Motorbus Service

Yuba-Sutter Transit and the peer operators are all experiencing a ridership decline. Yolobus and SolTrans experienced significant increases in total operating costs, greater than inflation. SolTrans and Fresno County Rural Transit increased service levels. SolTrans substantially increased both revenue hours and miles. Fresno County Rural Transit substantially increased its revenue miles with more modest increases in total revenue hours.

After normalizing for service provided and consumed, Yuba-Sutter Transit is experiencing similar challenges with increasing operating costs and declining ridership as its peers. All the operators experienced a reduction in cost effectiveness with an increase in operating cost per unlinked passenger trip and a reduction in productivity with a decrease in unlinked passenger trips per

revenue hour and per revenue mile. This is largely due to the loss in ridership experienced by all the operators. Only Fresno County Rural Transit experienced an increase in cost efficiency (i.e., reduction in operating cost per revenue hour and per revenue mile); all other operators experienced a decrease in cost efficiency.

**Table A-2
Motorbus Performance Measures**

Performance Measures	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
Operating Costs				
Yuba-Sutter Transit Authority	\$3,579,172	\$3,592,574	\$3,759,949	5.1%
<i>Year-to-Year % Change</i>		0.4%	4.7%	
Yolo County Transportation District (Yolobus)	\$9,985,878	\$10,912,106	\$11,114,853	11.3%
<i>Year-to-Year % Change</i>		9.3%	1.9%	
Western Contra Costa Transit Authority (WestCat)	\$6,113,166	\$6,154,947	\$6,427,591	5.1%
<i>Year-to-Year % Change</i>		0.7%	4.4%	
Solano County Transit (SolTrans)	\$5,247,020	\$5,438,010	\$6,110,416	16.5%
<i>Year-to-Year % Change</i>		3.6%	12.4%	
Butte County Association of Governments (B-Line)	\$5,917,699	\$5,622,835	\$6,207,269	4.9%
<i>Year-to-Year % Change</i>		-5.0%	10.4%	
Fresno County Rural Transit Agency	\$1,381,626	\$1,330,958	\$1,374,244	-0.5%
<i>Year-to-Year % Change</i>		-3.7%	3.3%	
Revenue Hours				
Yuba-Sutter Transit Authority	49,259	50,092	48,724	-1.1%
<i>Year-to-Year % Change</i>		1.7%	-2.7%	
Yolo County Transportation District (Yolobus)	101,403	102,362	103,010	1.6%
<i>Year-to-Year % Change</i>		0.9%	0.6%	
Western Contra Costa Transit Authority (WestCat)	67,261	67,759	67,549	0.4%
<i>Year-to-Year % Change</i>		0.7%	-0.3%	
Solano County Transit (SolTrans)	48,215	56,029	54,038	12.1%
<i>Year-to-Year % Change</i>		16.2%	-3.6%	
Butte County Association of Governments (B-Line)	71,292	69,867	70,679	-0.9%
<i>Year-to-Year % Change</i>		-2.0%	1.2%	
Fresno County Rural Transit Agency	19,153	19,872	20,101	4.9%
<i>Year-to-Year % Change</i>		3.8%	1.2%	
Revenue Miles				
Yuba-Sutter Transit Authority	574,589	589,183	572,972	-0.3%
<i>Year-to-Year % Change</i>		2.5%	-2.8%	
Yolo County Transportation District (Yolobus)	2,008,592	2,017,410	1,996,722	-0.6%
<i>Year-to-Year % Change</i>		0.4%	-1.0%	
Western Contra Costa Transit Authority (WestCat)	1,139,330	1,143,526	1,140,147	0.1%
<i>Year-to-Year % Change</i>		0.4%	-0.3%	
Solano County Transit (SolTrans)	615,810	729,960	659,136	7.0%
<i>Year-to-Year % Change</i>		18.5%	-9.7%	
Butte County Association of Governments (B-Line)	1,103,504	1,019,388	1,031,411	-6.5%

Performance Measures	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
<i>Year-to-Year % Change</i>		-7.6%	1.2%	
Fresno County Rural Transit Agency	394,455	431,926	440,062	11.6%
<i>Year-to-Year % Change</i>		9.5%	1.9%	
Unlinked Passenger Trips				
Yuba-Sutter Transit Authority	1,066,580	971,606	858,384	-19.5%
<i>Year-to-Year % Change</i>		-8.9%	-11.7%	
Yolo County Transportation District (Yolobus)	1,617,736	1,524,597	1,351,352	-16.5%
<i>Year-to-Year % Change</i>		-5.8%	-11.4%	
Western Contra Costa Transit Authority (WestCat)	1,064,562	1,024,492	941,258	-11.6%
<i>Year-to-Year % Change</i>		-3.8%	-8.1%	
Solano County Transit (SolTrans)	763,252	811,637	732,705	-4.0%
<i>Year-to-Year % Change</i>		6.3%	-9.7%	
Butte County Association of Governments (B-Line)	1,352,544	1,251,147	1,142,563	-15.5%
<i>Year-to-Year % Change</i>		-7.5%	-8.7%	
Fresno County Rural Transit Agency	109,354	91,588	93,575	-14.4%
<i>Year-to-Year % Change</i>		-16.2%	2.2%	

Source: National Transit Database, FY 2015 – FY 2017

**Table A-3
Motorbus Performance Indicators**

Performance Indicators	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
Operating Cost per Revenue Hour				
Yuba-Sutter Transit Authority	\$72.66	\$71.72	\$77.17	6.2%
<i>Year-to-Year % Change</i>		-1.3%	7.6%	
Yolo County Transportation District (Yolobus)	\$98.48	\$106.60	\$107.90	9.6%
<i>Year-to-Year % Change</i>		8.3%	1.2%	
Western Contra Costa Transit Authority (WestCat)	\$90.89	\$90.84	\$95.15	4.7%
<i>Year-to-Year % Change</i>		-0.1%	4.8%	
Solano County Transit (SolTrans)	\$108.83	\$97.06	\$113.08	3.9%
<i>Year-to-Year % Change</i>		-10.8%	16.5%	
Butte County Association of Governments (B-Line)	\$83.01	\$80.48	\$87.82	5.8%
<i>Year-to-Year % Change</i>		-3.0%	9.1%	
Fresno County Rural Transit Agency	\$72.14	\$66.98	\$68.37	-5.2%
<i>Year-to-Year % Change</i>		-7.2%	2.1%	
Operating Cost per Revenue Mile				
Yuba-Sutter Transit Authority	\$6.23	\$6.10	\$6.56	5.3%
<i>Year-to-Year % Change</i>		-2.1%	7.6%	
Yolo County Transportation District (Yolobus)	\$4.97	\$5.41	\$5.57	12.0%
<i>Year-to-Year % Change</i>		8.8%	2.9%	
Western Contra Costa Transit Authority (WestCat)	\$5.37	\$5.38	\$5.64	5.1%
<i>Year-to-Year % Change</i>		0.3%	4.7%	
Solano County Transit (SolTrans)	\$8.52	\$7.45	\$9.27	8.8%

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Performance Indicators	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
<i>Year-to-Year % Change</i>		-12.6%	24.4%	
Butte County Association of Governments (B-Line)	\$5.36	\$5.52	\$6.02	12.2%
<i>Year-to-Year % Change</i>		2.9%	9.1%	
Fresno County Rural Transit Agency	\$3.50	\$3.08	\$3.12	-10.8%
<i>Year-to-Year % Change</i>		-12.0%	1.3%	
Operating Cost per Unlinked Passenger Trip				
Yuba-Sutter Transit Authority	\$3.36	\$3.70	\$4.38	30.5%
<i>Year-to-Year % Change</i>		10.2%	18.5%	
Yolo County Transportation District (Yolobus)	\$6.17	\$7.16	\$8.22	33.2%
<i>Year-to-Year % Change</i>		16.0%	14.9%	
Western Contra Costa Transit Authority (WestCat)	\$5.74	\$6.01	\$6.83	18.9%
<i>Year-to-Year % Change</i>		4.6%	13.7%	
Solano County Transit (SolTrans)	\$6.87	\$6.70	\$8.34	21.3%
<i>Year-to-Year % Change</i>		-2.5%	24.5%	
Butte County Association of Governments (B-Line)	\$4.38	\$4.49	\$5.43	24.2%
<i>Year-to-Year % Change</i>		2.7%	20.9%	
Fresno County Rural Transit Agency	\$12.63	\$14.53	\$14.69	16.2%
<i>Year-to-Year % Change</i>		15.0%	1.1%	
Unlinked Passenger Trips per Revenue Hour				
Yuba-Sutter Transit Authority	21.65	19.40	17.62	-18.6%
<i>Year-to-Year % Change</i>		-10.4%	-9.2%	
Yolo County Transportation District (Yolobus)	15.95	14.89	13.12	-17.8%
<i>Year-to-Year % Change</i>		-6.6%	-11.9%	
Western Contra Costa Transit Authority (WestCat)	15.83	15.12	13.93	-12.0%
<i>Year-to-Year % Change</i>		-4.5%	-7.8%	
Solano County Transit (SolTrans)	15.83	14.49	13.56	-14.3%
<i>Year-to-Year % Change</i>		-8.5%	-6.4%	
Butte County Association of Governments (B-Line)	18.97	17.91	16.17	-14.8%
<i>Year-to-Year % Change</i>		-5.6%	-9.7%	
Fresno County Rural Transit Agency	5.71	4.61	4.66	-18.5%
<i>Year-to-Year % Change</i>		-19.3%	1.0%	
Unlinked Passenger Trips per Revenue Mile				
Yuba-Sutter Transit Authority	1.86	1.65	1.50	-19.3%
<i>Year-to-Year % Change</i>		-11.2%	-9.2%	
Yolo County Transportation District (Yolobus)	0.81	0.76	0.68	-16.0%
<i>Year-to-Year % Change</i>		-6.2%	-10.4%	
Western Contra Costa Transit Authority (WestCat)	0.93	0.90	0.83	-11.6%
<i>Year-to-Year % Change</i>		-4.1%	-7.9%	
Solano County Transit (SolTrans)	1.24	1.11	1.11	-10.3%
<i>Year-to-Year % Change</i>		-10.3%	0.0%	
Butte County Association of Governments (B-Line)	1.23	1.23	1.11	-9.6%
<i>Year-to-Year % Change</i>		0.1%	-9.7%	
Fresno County Rural Transit Agency	0.28	0.21	0.21	-23.3%

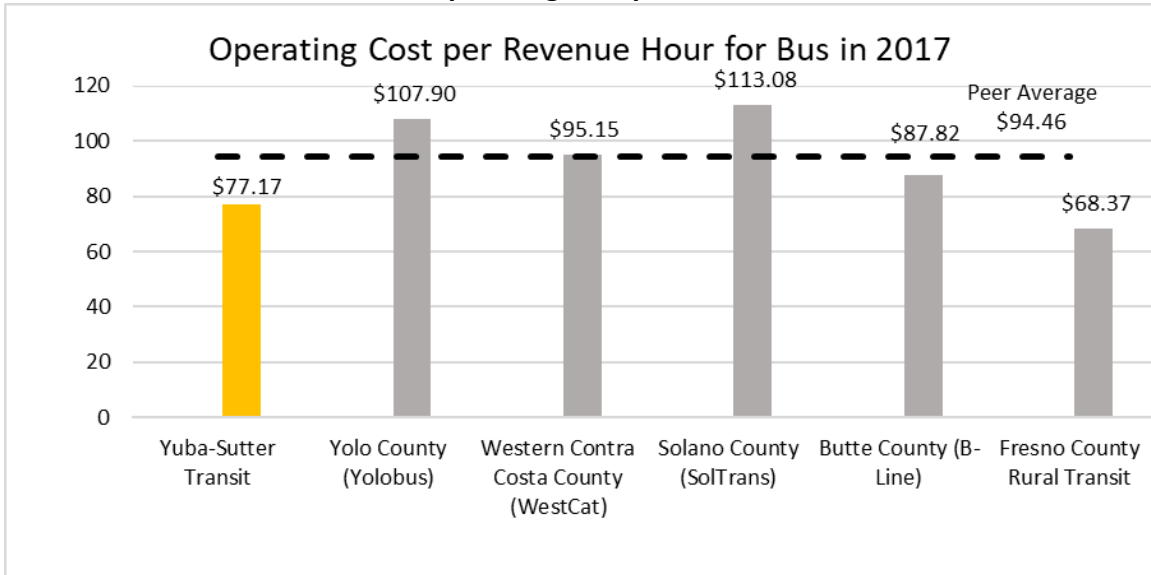
Performance Indicators	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
Year-to-Year % Change		-23.5%	0.3%	

Percent changes are based on the performance measure data and not the rounded performance indicators; hence, some of the percent changes do not match with the rounded indicators.

Source: National Transit Database, FY 2015–FY 2017

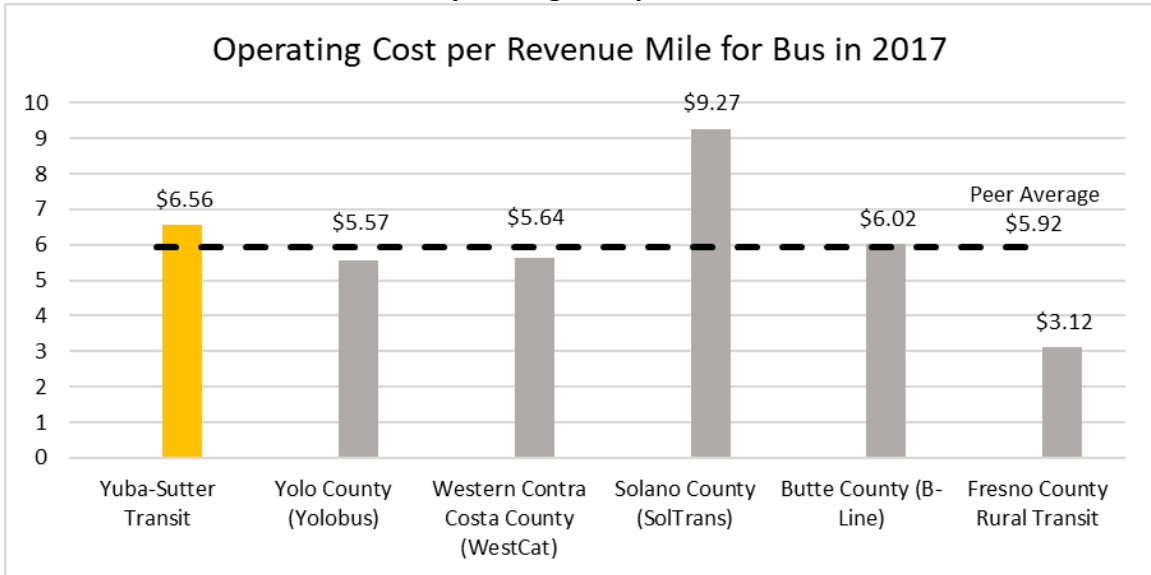
In FY 2017, in general, Yuba-Sutter Transit was more cost efficient compared with its peers. Yuba-Sutter had a lower operating cost per revenue hour than the peer average with a slightly higher operating cost per revenue mile than the peer average. It should be noted that Fresno County Rural Transit is a significant outlier from Yuba-Sutter Transit and the other peers due to the agency contracting its services with a regional non-profit economic opportunities commission rather than private vendors.

Graph A-1
Motorbus Operating Cost per Revenue Hour



Source: National Transit Database, FY 2017

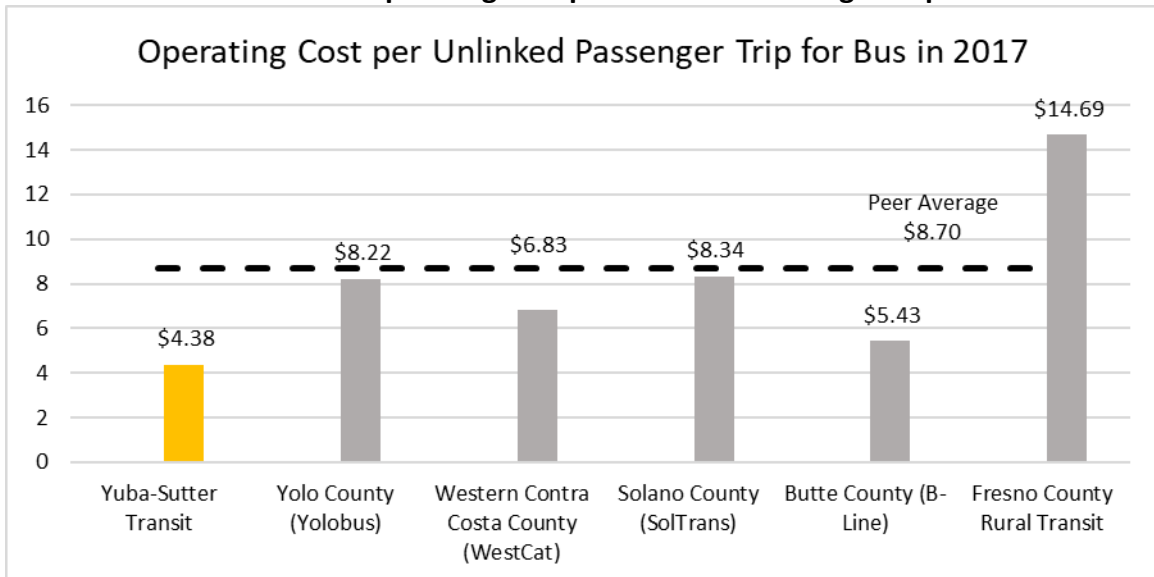
Graph A-2
Motorbus Operating Cost per Revenue Mile



Source: National Transit Database, FY 2017

Yuba-Sutter Transit was more cost effective than its peers. Yuba-Sutter Transit’s operating cost per unlinked passenger trip was the lowest of its peers and approximately half of the peer average.

Graph A-3
Motorbus Operating Cost per Unlinked Passenger Trip

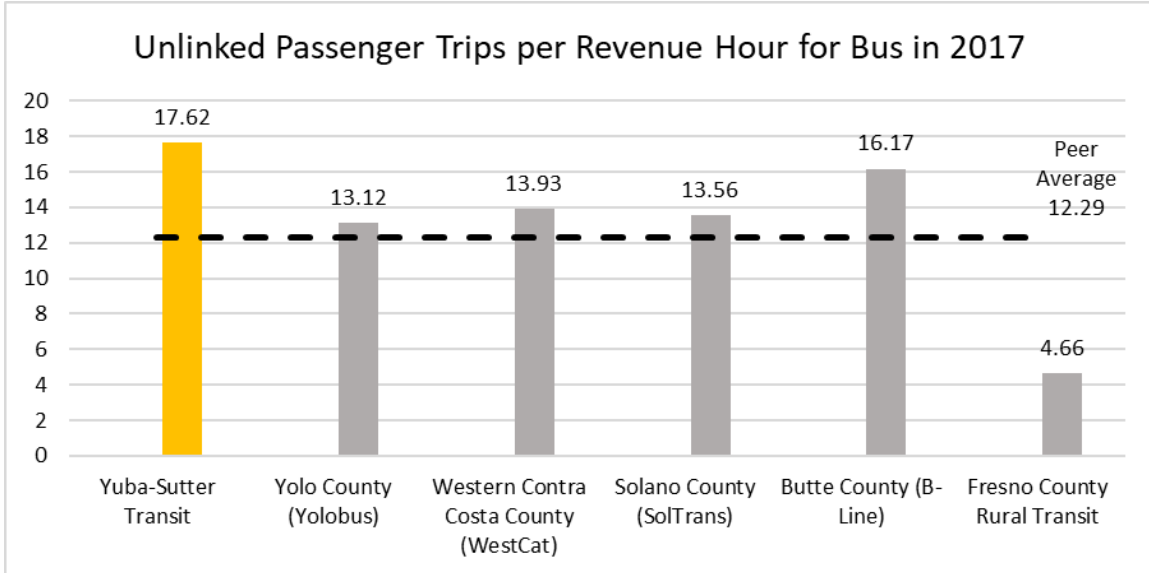


Source: National Transit Database, FY 2017

Yuba-Sutter Transit’s service is more productive than its peers. Yuba-Sutter Transit had the highest unlinked passenger trips per revenue hour and per revenue mile of all its peers. Fresno

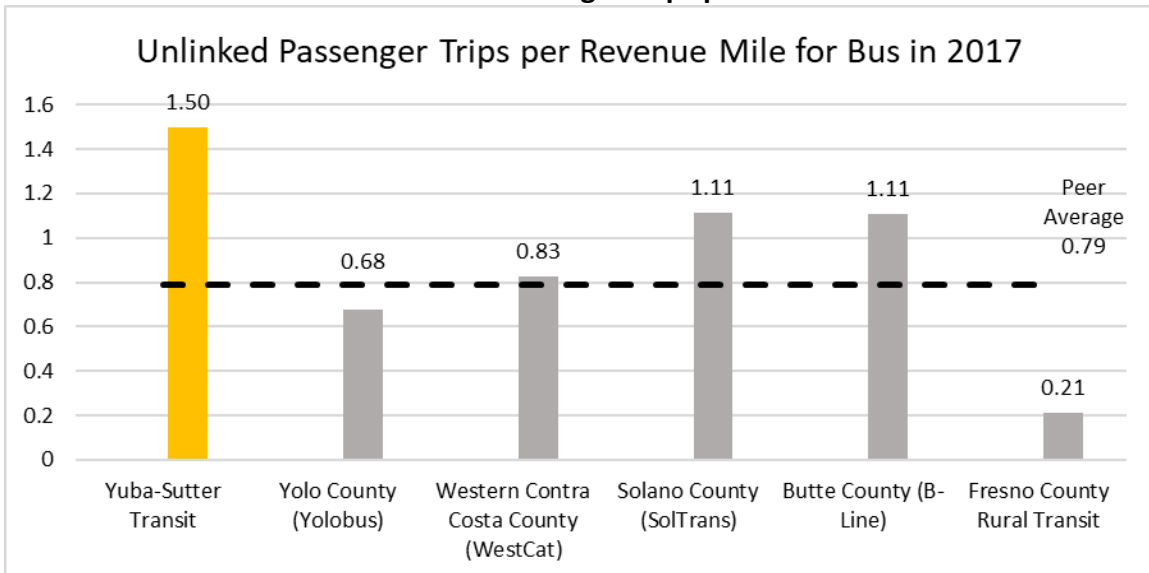
County Rural Transit was significantly less productive than other peers, skewing the peer average.

Graph A-4
Motorbus Unlinked Passenger Trips per Revenue Hour



Source: National Transit Database, FY 2017

Graph A-5
Motorbus Unlinked Passenger Trips per Revenue Mile



Source: National Transit Database, FY 2017

Commuter Bus Service

Yuba-Sutter Transit, WestCat, and SolTrans are the only operators that report its commuter bus service separately for NTD. Yuba-Sutter Transit is the only operator experiencing a significant decline in ridership for commuter bus. However, it is the only operator that did not increase revenue hours and/or miles. WestCat experienced a significant increase in ridership. The growth is in part due to increasing revenue hours and miles by over 30 percent between FY 2015 and FY 2017, and being in the heart of the Bay Area travel market.

After normalizing for service provided and consumed, while Yuba-Sutter Transit experienced modest growth in operating cost per revenue hour and per revenue mile (cost efficiency), it experienced significant declines in service effectiveness (operating cost per unlinked passenger trip) and in productivity (unlinked passenger trips per revenue hour and per revenue mile).

**Table A-4
Commuter Bus Performance Measures**

Performance Measures	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
Operating Costs				
Yuba-Sutter Transit Authority	\$944,830	\$956,746	\$989,087	4.7%
<i>Year-to-Year % Change</i>		1.3%	3.4%	
Western Contra Costa Transit Authority (WestCat)	\$1,460,774	\$1,712,561	\$1,798,268	23.1%
<i>Year-to-Year % Change</i>		17.2%	5.0%	
Solano County Transit (SolTrans)	\$4,881,732	\$5,156,637	\$5,716,067	17.1%
<i>Year-to-Year % Change</i>		5.6%	10.8%	
Revenue Hours				
Yuba-Sutter Transit Authority	8,506	8,565	8,430	-0.9%
<i>Year-to-Year % Change</i>		0.7%	-1.6%	
Western Contra Costa Transit Authority (WestCat)	12,311	14,125	16,984	38.0%
<i>Year-to-Year % Change</i>		14.7%	20.2%	
Solano County Transit (SolTrans)	38,680	41,705	43,129	11.5%
<i>Year-to-Year % Change</i>		7.8%	3.4%	
Revenue Miles				
Yuba-Sutter Transit Authority	319,204	321,262	313,856	-1.7%
<i>Year-to-Year % Change</i>		0.6%	-2.3%	
Western Contra Costa Transit Authority (WestCat)	361,941	408,981	480,270	32.7%
<i>Year-to-Year % Change</i>		13.0%	17.4%	
Solano County Transit (SolTrans)	1,018,463	1,172,284	1,040,899	2.2%
<i>Year-to-Year % Change</i>		15.1%	-11.2%	
Unlinked Passenger Trips				
Yuba-Sutter Transit Authority	154,896	144,327	130,627	-15.7%
<i>Year-to-Year % Change</i>		-6.8%	-9.5%	
Western Contra Costa Transit Authority (WestCat)	231,881	243,185	271,151	16.9%
<i>Year-to-Year % Change</i>		4.9%	11.5%	
Solano County Transit (SolTrans)	688,098	705,198	677,670	-1.5%

Performance Measures	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
Year-to-Year % Change		2.5%	-3.9%	

Percent changes are based on the performance measure data and not the rounded performance indicators; hence, some of the percent changes do not match with the rounded indicators.

Source: National Transit Database, FY 2015 – FY 2017

**Table A-5
Commuter Bus Performance Indicators**

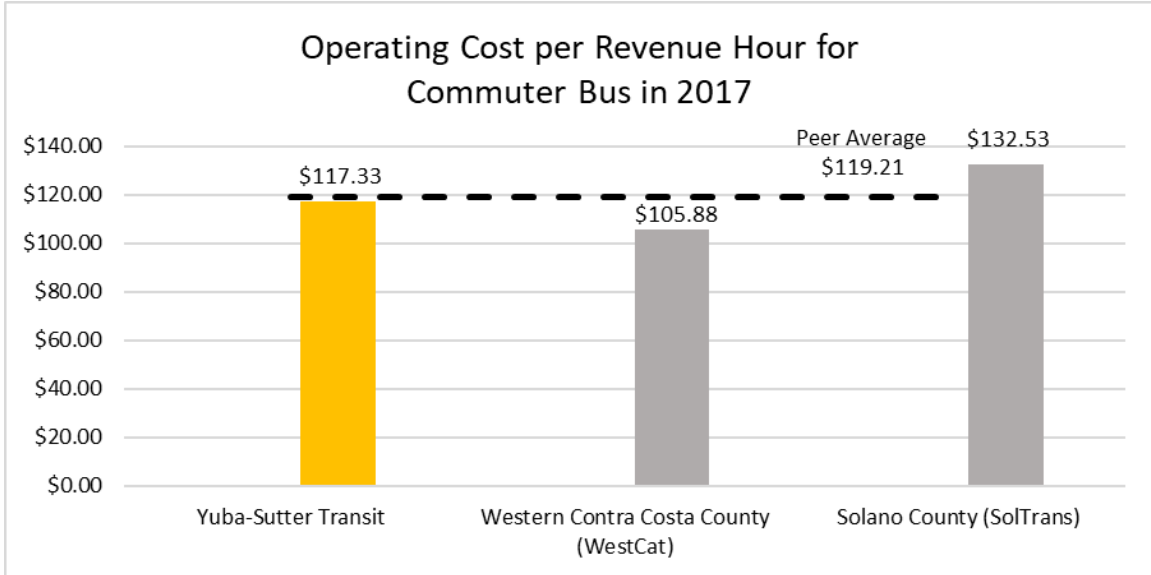
Performance Indicators	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
Operating Cost per Revenue Hour				
Yuba-Sutter Transit Authority	\$111.08	\$111.70	\$117.33	5.6%
Year-to-Year % Change		0.6%	5.0%	
Western Contra Costa Transit Authority (WestCat)	\$118.66	\$121.24	\$105.88	-10.8%
Year-to-Year % Change		2.2%	-12.7%	
Solano County Transit (SolTrans)	\$126.21	\$123.65	\$132.53	5.0%
Year-to-Year % Change		-2.0%	7.2%	
Operating Cost per Revenue Mile				
Yuba-Sutter Transit Authority	\$2.96	\$2.98	\$3.15	6.5%
Year-to-Year % Change		0.6%	5.8%	
Western Contra Costa Transit Authority (WestCat)	\$4.04	\$4.19	\$3.74	-7.2%
Year-to-Year % Change		3.8%	-10.6%	
Solano County Transit (SolTrans)	\$4.79	\$4.40	\$5.49	14.6%
Year-to-Year % Change		-8.2%	24.8%	
Operating Cost per Unlinked Passenger Trip				
Yuba-Sutter Transit Authority	\$6.10	\$6.63	\$7.57	24.1%
Year-to-Year % Change		8.7%	14.2%	
Western Contra Costa Transit Authority (WestCat)	\$6.30	\$7.04	\$6.63	5.3%
Year-to-Year % Change		11.8%	-5.8%	
Solano County Transit (SolTrans)	\$7.09	\$7.31	\$8.43	18.9%
Year-to-Year % Change		3.1%	15.4%	
Unlinked Passenger Trips per Revenue Hour				
Yuba-Sutter Transit Authority	18.21	16.85	15.50	-14.9%
Year-to-Year % Change		-7.5%	-8.0%	
Western Contra Costa Transit Authority (WestCat)	18.84	17.22	15.97	-15.2%
Year-to-Year % Change		-8.6%	-7.3%	
Solano County Transit (SolTrans)	17.79	16.91	15.71	-11.7%
Year-to-Year % Change		-4.9%	-7.1%	
Unlinked Passenger Trips per Revenue Mile				
Yuba-Sutter Transit Authority	0.49	0.45	0.42	-14.2%
Year-to-Year % Change		-7.4%	-7.4%	
Western Contra Costa Transit Authority (WestCat)	0.64	0.59	0.56	-11.9%
Year-to-Year % Change		-7.2%	-5.1%	
Solano County Transit (SolTrans)	0.68	0.60	0.65	-3.6%
Year-to-Year % Change		-11.0%	8.2%	

Percent changes are based on the performance measure data and not the rounded performance indicators; hence, some of the percent changes do not match with the rounded indicators.

Source: National Transit Database, FY 2015–FY 2017

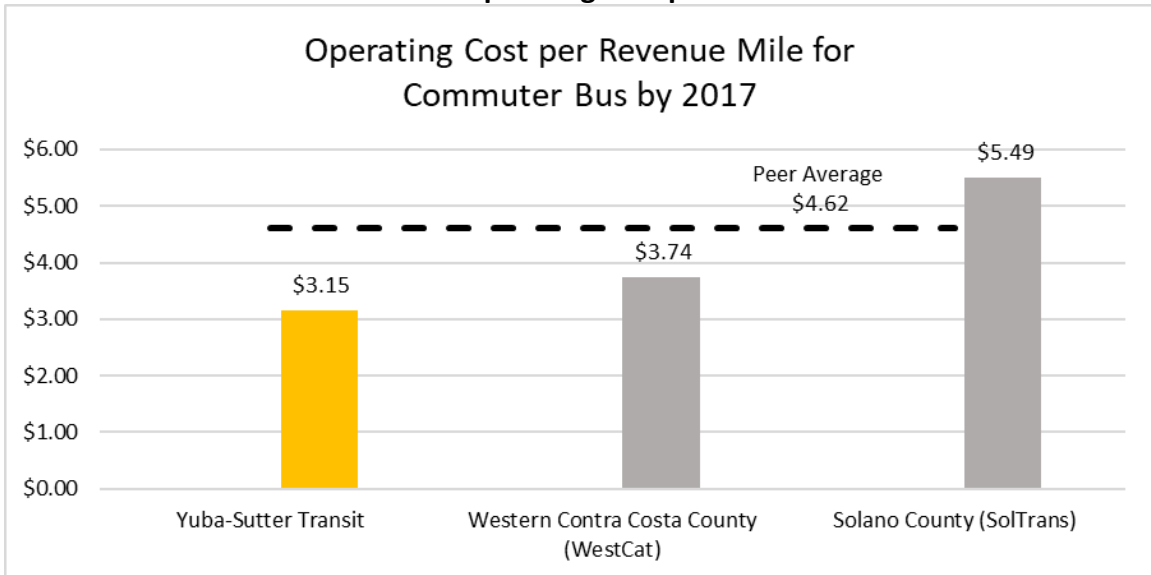
In FY 2017, in general, Yuba-Sutter Transit was as cost efficient as its peers. Yuba-Sutter had a similar operating cost per revenue hour and a slightly lower operating cost per revenue mile than the peers.

**Graph A-6
Commuter Bus Operating Cost per Revenue Hour**



Source: National Transit Database, FY 2017

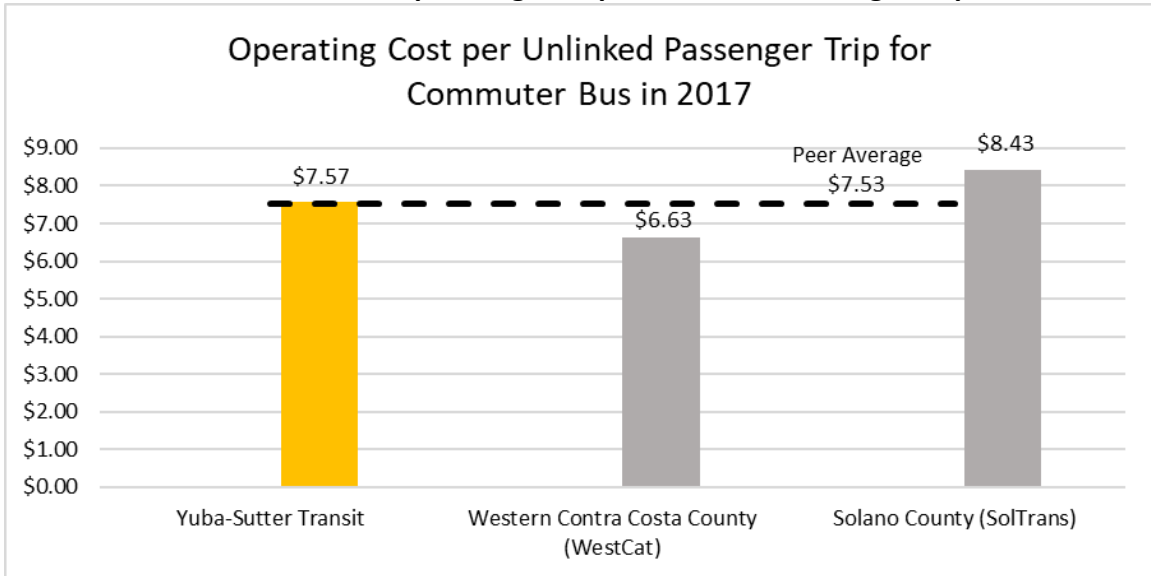
**Graph A-7
Commuter Bus Operating Cost per Revenue Mile**



Source: National Transit Database, FY 2017

Yuba-Sutter Transit was as cost effective as its peers. Yuba-Sutter Transit’s operating cost per unlinked passenger trip aligned with the peer average.

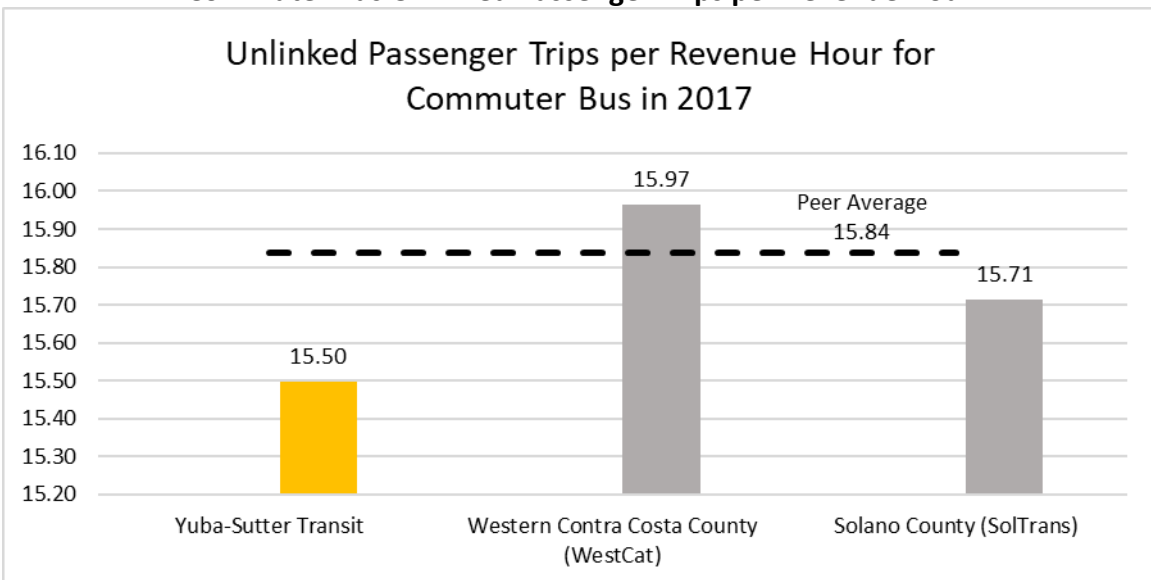
Graph A-8
Commuter Bus Operating Cost per Unlinked Passenger Trip



Source: National Transit Database, FY 2017

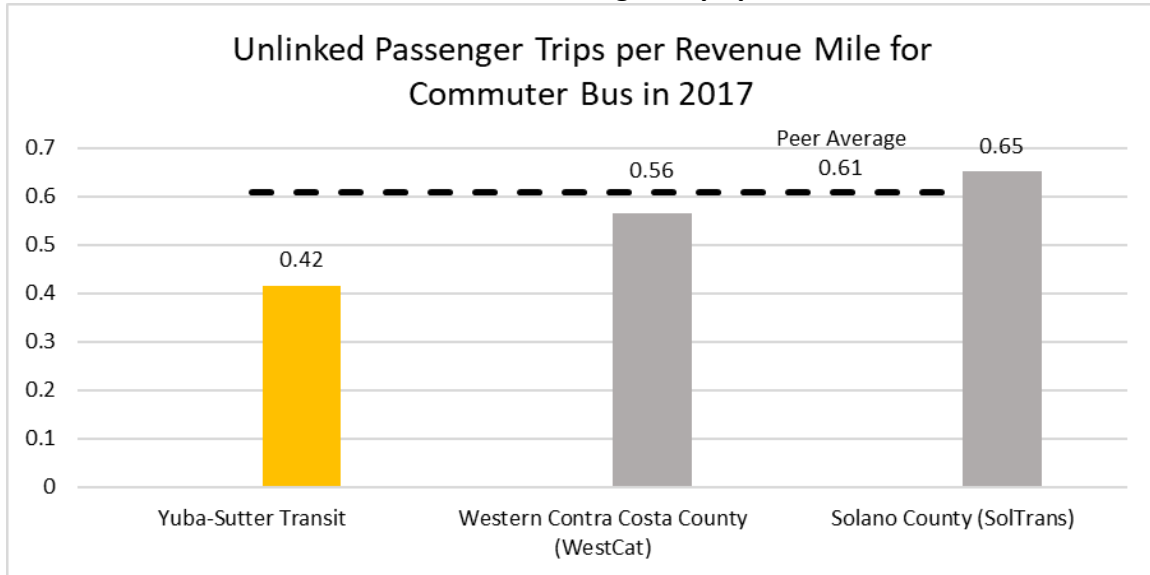
Yuba-Sutter Transit’s commuter service is marginally less productive than its peers. Yuba-Sutter Transit had a slightly lower unlinked passenger trips per revenue hour and a larger difference for trips per revenue mile than its peers. It should be noted that WestCat and SolTrans provide commuter service to San Francisco and connections to other operators that provide service to other employment centers in the Bay Area. This is likely influenced in part to the higher number of jobs and higher time and cost competitiveness of transit with driving.

Graph A-9
Commuter Bus Unlinked Passenger Trips per Revenue Hour



Source: National Transit Database, FY 2017

**Graph A-10
Commuter Bus Unlinked Passenger Trips per Revenue Mile**



Source: National Transit Database, FY 2017

Demand-Response Service

Yuba-Sutter Transit, YoloBus, and WestCat are experiencing an increase in operating costs greater than inflation. SolTrans experienced a significant reduction in operating costs but also a significant reduction in service provided and consumed. For some of the operators, the length of the trips is increasing as the total revenue hours and miles is increasing while the number of unlinked passenger trips are declining or holding steady.

After normalizing for service provided and consumed, Yuba-Sutter Transit’s cost effectiveness, cost efficiency, and productivity for demand response are decreasing. The decline in cost effectiveness is greater than that of Yuba-Sutter Transit’s peers. Meanwhile, the decline in productivity is not as significant as its peers. While SolTrans’s cost effectiveness and cost efficiency have declined with the increase in service provided and consumed, the productivity of the service in term of total revenue hours and miles has also decreased dramatically.

**Table A-6
Demand Response Performance Measures**

Performance Measures	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
Operating Costs				
Yuba-Sutter Transit Authority	\$1,826,672	\$1,858,510	\$1,970,232	7.9%
<i>Year-to-Year % Change</i>		1.7%	6.0%	
Yolo County Transportation District (YoloBus)	\$1,582,147	\$1,689,973	\$1,701,611	7.6%
<i>Year-to-Year % Change</i>		6.8%	0.7%	
Western Contra Costa Transit Authority (WestCat)	\$1,359,288	\$1,487,999	\$1,533,125	12.8%
<i>Year-to-Year % Change</i>		9.5%	3.0%	

Triennial Performance Audit of Yuba-Sutter Transit Authority – FYs 2016-2018

Performance Measures	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
Solano County Transit (SolTrans)	\$1,667,253	\$1,599,198	\$1,697,513	1.8%
<i>Year-to-Year % Change</i>		-4.1%	6.1%	
Butte County Association of Governments (B-Line)	\$3,304,951	\$3,392,119	\$3,426,371	3.7%
<i>Year-to-Year % Change</i>		2.6%	1.0%	
Fresno County Rural Transit Agency	\$3,606,192	\$3,479,155	\$3,526,770	-2.2%
<i>Year-to-Year % Change</i>		-3.5%	1.4%	
Revenue Hours				
Yuba-Sutter Transit Authority	24,282	24,732	24,424	0.6%
<i>Year-to-Year % Change</i>		1.9%	-1.2%	
Yolo County Transportation District (Yolobus)	14,373	15,811	15,041	4.6%
<i>Year-to-Year % Change</i>		10.0%	-4.9%	
Western Contra Costa Transit Authority (WestCat)	14,425	15,747	15,852	9.9%
<i>Year-to-Year % Change</i>		9.2%	0.7%	
Solano County Transit (SolTrans)	15,229	13,945	13,562	-10.9%
<i>Year-to-Year % Change</i>		-8.4%	-2.7%	
Butte County Association of Governments (B-Line)	50,422	48,211	49,187	-2.4%
<i>Year-to-Year % Change</i>		-4.4%	2.0%	
Fresno County Rural Transit Agency	50,002	51,949	51,596	3.2%
<i>Year-to-Year % Change</i>		3.9%	-0.7%	
Revenue Miles				
Yuba-Sutter Transit Authority	311,568	324,815	321,263	3.1%
<i>Year-to-Year % Change</i>		4.3%	-1.1%	
Yolo County Transportation District (Yolobus)	291,629	324,546	313,156	7.4%
<i>Year-to-Year % Change</i>		11.3%	-3.5%	
Western Contra Costa Transit Authority (WestCat)	195,867	204,538	213,274	8.9%
<i>Year-to-Year % Change</i>		4.4%	4.3%	
Solano County Transit (SolTrans)	208,602	166,387	145,727	-30.1%
<i>Year-to-Year % Change</i>		-20.2%	-12.4%	
Butte County Association of Governments (B-Line)	417,493	370,153	495,522	18.7%
<i>Year-to-Year % Change</i>		-11.3%	33.9%	
Fresno County Rural Transit Agency	548,014	579,148	548,233	0.0%
<i>Year-to-Year % Change</i>		5.7%	-5.3%	
Unlinked Passenger Trips				
Yuba-Sutter Transit Authority	75,146	76,332	74,600	-0.7%
<i>Year-to-Year % Change</i>		1.6%	-2.3%	
Yolo County Transportation District (Yolobus)	28,322	30,079	27,067	-4.4%
<i>Year-to-Year % Change</i>		6.2%	-10.0%	
Western Contra Costa Transit Authority (WestCat)	41,561	43,971	42,406	2.0%
<i>Year-to-Year % Change</i>		5.8%	-3.6%	
Solano County Transit (SolTrans)	32,476	29,110	26,817	-17.4%
<i>Year-to-Year % Change</i>		-10.4%	-7.9%	
Butte County Association of Governments (B-Line)	156,201	169,260	166,290	6.5%
<i>Year-to-Year % Change</i>		8.4%	-1.8%	

Performance Measures	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
Fresno County Rural Transit Agency	310,942	320,645	297,560	-4.3%
<i>Year-to-Year % Change</i>		3.1%	-7.2%	

Percent changes are based on the performance measure data and not the rounded performance indicators; hence, some of the percent changes do not match with the rounded indicators.

Source: National Transit Database, FY 2015 – FY 2017

Table A-7
Demand Response Performance Indicators

Performance Indicators	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
Operating Cost per Revenue Hour				
Yuba-Sutter Transit Authority	\$75.23	\$75.15	\$80.67	7.2%
<i>Year-to-Year % Change</i>		-0.1%	7.3%	
Yolo County Transportation District (Yolobus)	\$110.08	\$106.89	\$113.13	2.8%
<i>Year-to-Year % Change</i>		-2.9%	5.8%	
Western Contra Costa Transit Authority (WestCat)	\$94.23	\$94.49	\$96.71	2.6%
<i>Year-to-Year % Change</i>		0.3%	2.4%	
Solano County Transit (SolTrans)	\$109.48	\$114.68	\$125.17	14.3%
<i>Year-to-Year % Change</i>		4.7%	9.1%	
Butte County Association of Governments (B-Line)	\$65.55	\$70.36	\$69.66	6.3%
<i>Year-to-Year % Change</i>		7.3%	-1.0%	
Fresno County Rural Transit Agency	\$72.12	\$66.97	\$68.35	-5.2%
<i>Year-to-Year % Change</i>		-7.1%	2.1%	
Operating Cost per Revenue Mile				
Yuba-Sutter Transit Authority	\$5.86	\$5.72	\$6.13	4.6%
<i>Year-to-Year % Change</i>		-2.4%	7.2%	
Yolo County Transportation District (Yolobus)	\$5.43	\$5.21	\$5.43	0.2%
<i>Year-to-Year % Change</i>		-4.0%	4.4%	
Western Contra Costa Transit Authority (WestCat)	\$6.94	\$7.27	\$7.19	3.6%
<i>Year-to-Year % Change</i>		4.8%	-1.2%	
Solano County Transit (SolTrans)	\$7.99	\$9.61	\$11.65	45.7%
<i>Year-to-Year % Change</i>		20.3%	21.2%	
Butte County Association of Governments (B-Line)	\$7.92	\$9.16	\$6.91	-12.7%
<i>Year-to-Year % Change</i>		15.8%	-24.5%	
Fresno County Rural Transit Agency	\$6.58	\$6.01	\$6.43	-2.2%
<i>Year-to-Year % Change</i>		-8.7%	7.1%	
Operating Cost per Unlinked Passenger Trip				
Yuba-Sutter Transit Authority	\$24.31	\$24.35	\$26.41	8.6%
<i>Year-to-Year % Change</i>		0.2%	8.5%	
Yolo County Transportation District (Yolobus)	\$55.86	\$56.18	\$62.87	12.5%
<i>Year-to-Year % Change</i>		0.6%	11.9%	
Western Contra Costa Transit Authority (WestCat)	\$32.71	\$33.84	\$36.15	10.5%
<i>Year-to-Year % Change</i>		3.5%	6.8%	
Solano County Transit (SolTrans)	\$51.34	\$54.94	\$63.30	23.3%

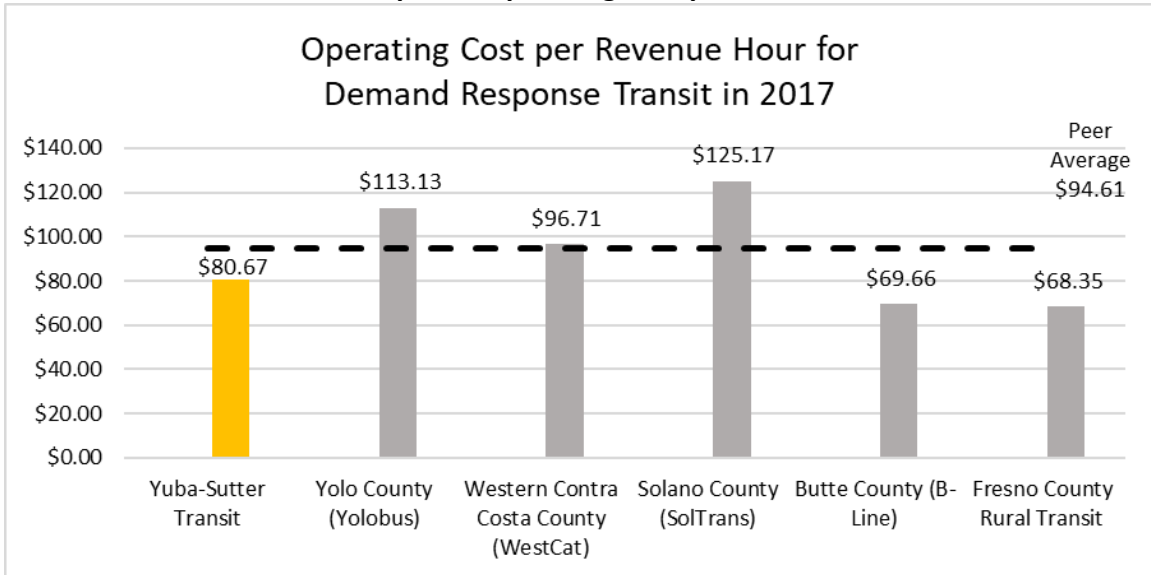
Performance Indicators	FY 2015	FY 2016	FY 2017	% Change FY15-FY17
<i>Year-to-Year % Change</i>		7.0%	15.2%	
Butte County Association of Governments (B-Line)	\$21.16	\$20.04	\$20.60	-2.6%
<i>Year-to-Year % Change</i>		-5.3%	2.8%	
Fresno County Rural Transit Agency	\$11.60	\$10.85	\$11.85	2.2%
<i>Year-to-Year % Change</i>		-6.4%	9.2%	
Unlinked Passenger Trips per Revenue Hour				
Yuba-Sutter Transit Authority	3.09	3.09	3.05	-1.3%
<i>Year-to-Year % Change</i>		-0.3%	-1.0%	
Yolo County Transportation District (Yolobus)	1.97	1.90	1.80	-8.7%
<i>Year-to-Year % Change</i>		-3.5%	-5.4%	
Western Contra Costa Transit Authority (WestCat)	2.88	2.79	2.68	-7.2%
<i>Year-to-Year % Change</i>		-3.1%	-4.2%	
Solano County Transit (SolTrans)	2.13	2.09	1.98	-7.3%
<i>Year-to-Year % Change</i>		-2.1%	-5.3%	
Butte County Association of Governments (B-Line)	3.10	3.51	3.38	9.1%
<i>Year-to-Year % Change</i>		13.3%	-3.7%	
Fresno County Rural Transit Agency	6.22	6.17	5.77	-7.3%
<i>Year-to-Year % Change</i>		-0.7%	-6.6%	
Unlinked Passenger Trips per Revenue Mile				
Yuba-Sutter Transit Authority	0.24	0.24	0.23	-3.7%
<i>Year-to-Year % Change</i>		-2.6%	-1.2%	
Yolo County Transportation District (Yolobus)	0.10	0.09	0.09	-11.0%
<i>Year-to-Year % Change</i>		-4.6%	-6.7%	
Western Contra Costa Transit Authority (WestCat)	0.21	0.21	0.20	-6.3%
<i>Year-to-Year % Change</i>		1.3%	-7.5%	
Solano County Transit (SolTrans)	0.16	0.17	0.18	18.2%
<i>Year-to-Year % Change</i>		12.4%	5.2%	
Butte County Association of Governments (B-Line)	0.37	0.46	0.34	-10.3%
<i>Year-to-Year % Change</i>		22.2%	-26.6%	
Fresno County Rural Transit Agency	0.57	0.55	0.54	-4.3%
<i>Year-to-Year % Change</i>		-2.4%	-2.0%	

Percent changes are based on the performance measure data and not the rounded performance indicators; hence, some of the percent changes do not match with the rounded indicators.

Source: National Transit Database, FY 2015 – FY 2017

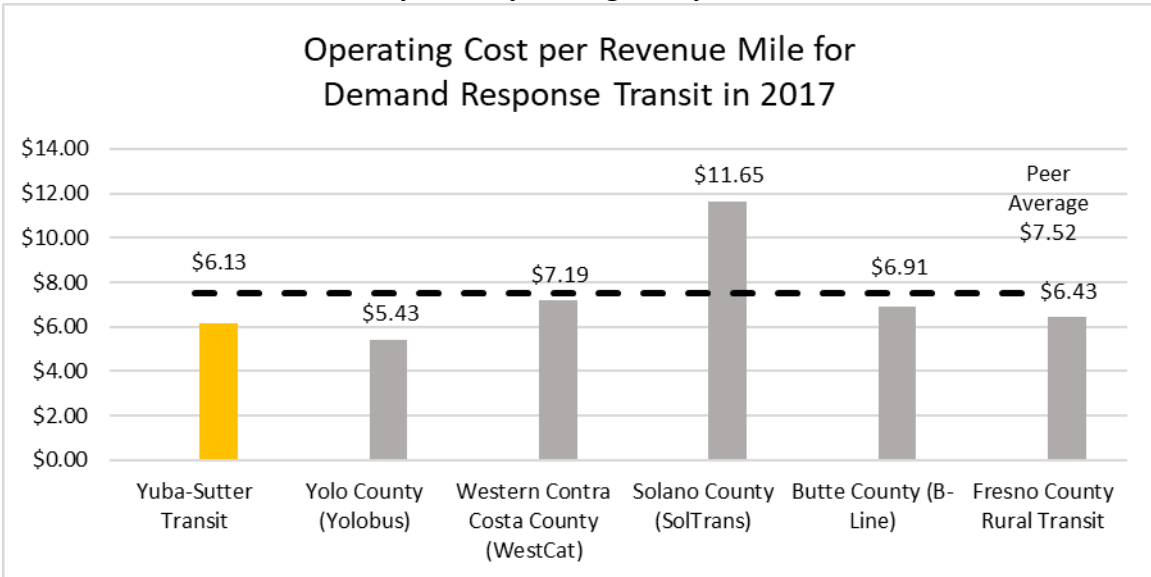
In FY 2017, Yuba-Sutter Transit was more cost efficient compared with its peers with a lower operating cost per revenue hour and per revenue mile than the peer average.

Graph A-11
Demand Response Operating Cost per Revenue Hour



Source: National Transit Database, FY 2017

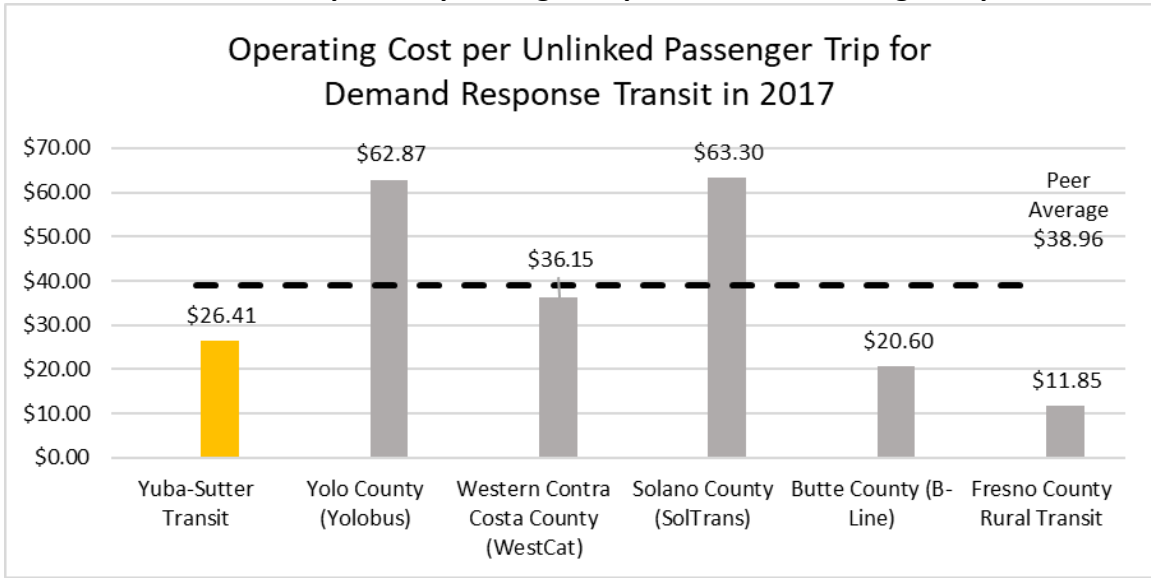
Graph A-12
Demand Response Operating Cost per Revenue Mile



Source: National Transit Database, FY 2017

Yuba-Sutter Transit was more cost effective than the peer average. Two operators were more cost effective than Yuba-Sutter Transit.

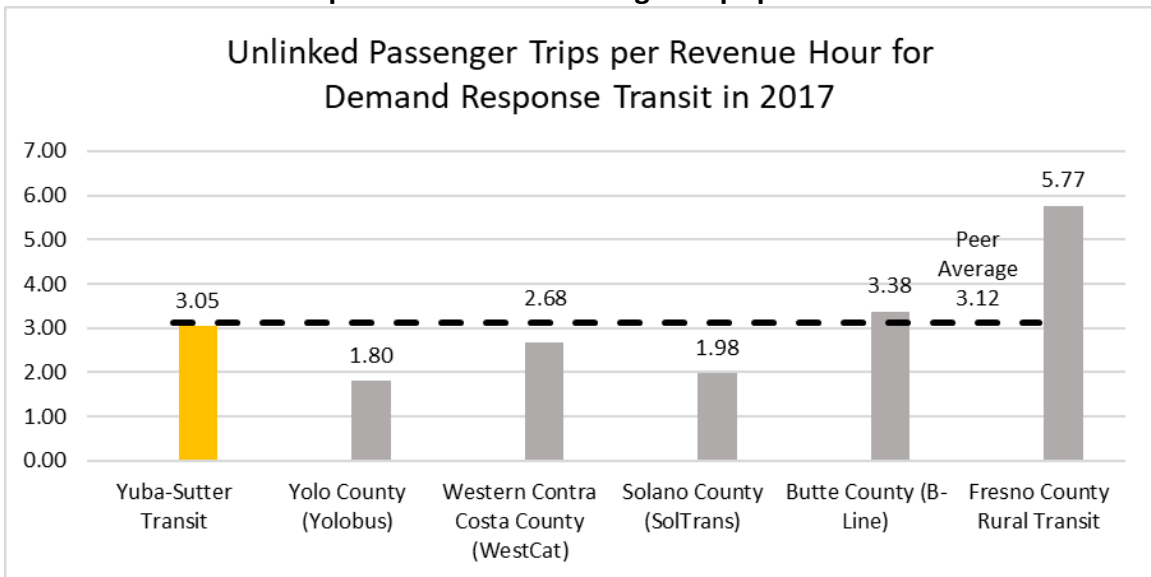
Graph A-13
Demand Response Operating Cost per Unlinked Passenger Trip



Source: National Transit Database, FY 2017

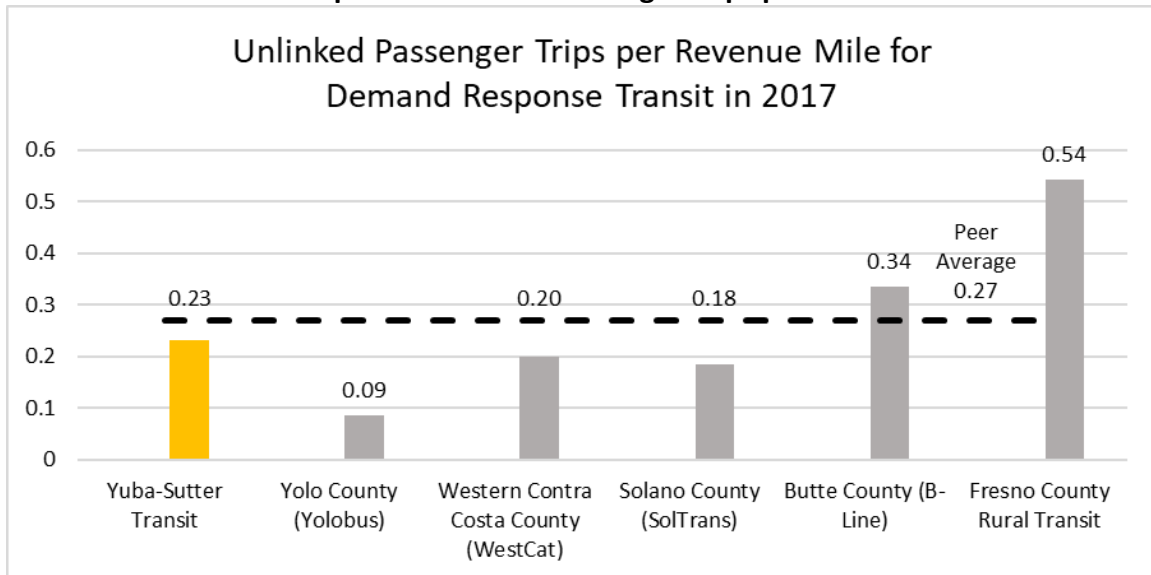
The productivity of Yuba-Sutter Transit’s service aligns with the peer average. Only two operators were more productive than Yuba-Sutter Transit.

Graph A-14
Demand Response Unlinked Passenger Trips per Revenue Hour



Source: National Transit Database, FY 2017

Graph A-15
Demand Response Unlinked Passenger Trips per Revenue Mile



Source: National Transit Database, FY 2017

AGENDA ITEM IV – A

YUBA-SUTTER TRANSIT AUTHORITY MEETING MINUTES AUGUST 15, 2019

I. Call to Order & Roll Call (4:00 pm)

Present: Bradford (for Fletcher), Cardoza, Leahy (Chair), Samayoa, Shaw, Sullenger and Whiteaker

Absent: Fletcher and Hudson

II. Public Hearings & Presentations

A. California Air Resources Board (CARB) Innovative Clean Transit (ICT) Regulations.

Martin conducted a PowerPoint presentation on the California Air Resources Board's Clean Transit regulation and how it applies locally. Yuba-Sutter Transit would qualify as a small transit system and would follow the applicable regulations. It is the intent of these regulations that all transit systems would operate only zero emission buses (ZEBs) by 2040. Martin noted that the first major procurement requirement is that 25% of all fleet purchases by zero emission by 2023 (2026 for Yuba-Sutter Transit) and that this requirement is based on the order date, not the delivery date.

Director Cardoza asked how the price for ZEBs would differ from the buses that are now in the fleet. Martin explained that the additional cost would be approximately \$200,000 to \$350,000 and up per bus depending on the type of bus and the type of power supply used (battery electric vs. hydrogen fuel cell electric). This does not include the cost for charging infrastructure which is a major issue for Yuba-Sutter Transit's current facility.

In this regard, Martin noted that Caltrans has approved a grant for the next generation transit facility study. Staff is now waiting for the grant agreement and the notice to proceed, but the hope is to present a Request for Proposals (RFP) for Board consideration as early as next month. The proposals would be for completing a transit facility from the ground up including the selection of sites that are considered resilient to climate change.

Martin continued to state that the first status report is due to the state in March 2021 and that the first purchase mandate will be for orders placed on or after January 1, 2026. The current bus replacement schedule could be adjusted to move allow for a new facility to be completed as late as 2030 when all future fleet purchases would need to be ZEBs.

Director Bradford inquired as to the difference in fuel costs between diesel, hydrogen and electric. Martin responded that he has heard recent reports for one operator that is experiencing electric charging costs that are double what diesel costs and other reports are that hydrogen costs about seven times the cost of diesel.

Director Cardoza asked if there was any estimate on how much the current transit location might be worth. Martin stated he has no idea what the facility might be worth, but approximately \$5 million has been invested in the facility including the original purchase price and two major remodels.

III. Public Business from the Floor.

None

IV. Consent Calendar

Director Whiteaker made a motion to approve the consent calendar. Director Samayoa seconded the motion and it carried unanimously.

V. Reports

A. FREED Center for Independent Living Senior Transportation Voucher Program memorandum of Understanding (MOU).

Martin presented the extension of the current MOU with FREED for the Transportation Voucher Program which has been amended to include the July 1st increase in the Dial-A-Ride fare from \$2 to \$3.

Director Whiteaker made a motion to authorize the execution of the FREED Dial-A-Ride Voucher MOU as proposed. Director Bradford seconded the motion and it carried unanimously.

B. 2018/2019 Yuba County Grand Jury Report Response.

Martin presented a draft response to the Yuba County Grand Jury Report regarding their recommendation to extend Route 3 in the Johnson Park neighborhood of Olivehurst to add a new bus stop on the corner of Olive and Martel. Route 3 is one of the busiest routes and consistently struggles with on time performance especially during school hours and the existing Johnson Park bus stop on the corner of Evelyn and Martel is one of the top ten busiest bus stops in the system.

The Grand Jury recommendation was made in an effort to place a bus stop closer to both Lindhurst and South Lindhurst High Schools and to improve the safety of students walking from the bus stop to these campuses. A report from the Yuba County Sherriff Department stating that there were 479 calls in the Johnson Park area in the previous year was used to establish the risk to students in that area. Reviewing the same report, staff discovered that many of the calls were not criminal in nature, including welfare checks and traffic stops, and that 53 percent of the 479 calls were actually outside the weekday school hours of 7:00 a.m. to 5:00 p.m. In addition, no comparison was done to determine that this call volume was any higher than other Yuba County neighborhoods.

Regarding the distance for the students to walk from the bus stop to the campus, staff found that the most common access point to the campus is through the back gate from the north end of Evelyn and that a new stop at Olive and Martel would only be a gain of approximately 200' to 500' feet in comparison to the existing stop. In addition, there is

no sidewalk at the proposed location so a significant investment would be required for student safety. In addition, extending the route to serve the proposed stop would add seven to nine minutes of running time especially during peak school hours to further impact a route that is already struggling with on-time performance. This would require either trimming stops or shortening the route elsewhere or adding additional vehicles which would increase operating costs.

While appreciating the Grand Jury's concerns and interest in the service, staff concluded that slight decrease in walking distance and any presumed increase in safety does not justify the cost and operating impact of the proposed bus stop.

Director Cardoza made a motion to authorize the submission of the 2018/2019 Yuba County Grand Jury Report Response as proposed. Director Bradford seconded the motion and it carried unanimously.

C. Feather River Air Quality Management District (FRAQMD) Blue Sky Grant Projects for FY 2019/2020.

Martin stated that applications are now being accepted for up to \$250,000 in Blue Sky Grants from FRAQMD. Applications are due on October 15th with grant awards scheduled for December 2nd.

Martin noted that most of the grant funding in the past has been used for the Discount Monthly Pass Program and staff would recommend that this again be the priority. Since the July 1st increase in cash fares, there has already been a dramatic increase in the sale of discount monthly passes and that is anticipated to continue. As a result, approximately \$140,000 would be need for this program next year. Other project concepts include the purchase and installation of bus stop benches and the support of expanded Live Oak service. Based on Board input, staff will prepare draft applications for approval consideration at the September meeting.

Director Whiteaker approved the preparation and submittal of the annual grant applications. Director Cardoza seconded the motion and it was approved unanimously.

D. FY 2019 Annual Performance Report.

Martin noted that the Annual Performance Report extends an overall declining ridership trend for a fourth year, but that ridership on the Sacramento service is up for the second year after several years of flat ridership. Several factors that should help increase ridership in the coming year include the end of traffic from the Camp Fire debris clean-up program, the replacement of 11 fixed route buses and the addition of the free shuttle program for the Sutter campus of Yuba College.

Director Shaw asked if any market analysis had been done to determine reasons for the ridership decrease. Martin answered that no such work has been done locally, but that similar or worse decreases have been experienced in the region and nationwide. Some of the reasons cited include an improved economy, ease of buying a car, broader availability of driver's licenses and ridesharing services like Uber and Lyft, but such services are probably not having an impact on our services. Martin noted that service reliability and service quality are still the keys to attracting and retaining passengers.

Director Samayoa stated that he worries that the services we provide are not meeting the needs of the local population. He asked about pilot projects that we are considering for new ways to serve the community. He suggested that there could be other service opportunities out there and that maybe another venue would be the best approach to determine what is needed. Martin responded that funding will be requested this year to update the 2015 transit plan and this would be the place to explore what is happening in other transit systems and what could be beneficial for our community.

E. Project & Program Updates.

1. July 1st Fare Increase, Fare Policy Changes and Sacramento Service Expansion

Martin noted that the early response to the July 1st fare and service changes has been positive so far with no significant impact with overall ridership down just over 1 percent from last July. On the positive side, compared to July 2018, local fixed route pass sales were up 28 percent for the general public and 24 percent for discount passengers. Fixed route revenue was up 20 percent and Dial-A-Ride revenue was up by 41 percent.

2. Service Contractor Transition Process

Martin stated that the transition process is well underway with approximately 85 percent of the current Transdev employees applying with the new contractor Storer Transit Systems. Current employees have until September 1st to apply with Storer to retain their seniority.

3. CAD/AVL Program Implementation

Martin stated there are continued issues with the Computer Assisted Dispatching (CAD) system, but he hoped that it would be ready for a Board demonstration in October or November. The Doublemap bus tracker app is working, but some system bugs still need to be worked out including problems with the voice announcement system.

VI. Correspondence/Information

None

VII. Other Business

None

IX. Adjournment

The meeting was adjourned at 4:50 pm.

**THE NEXT REGULAR MEETING IS SCHEDULED FOR THURSDAY, SEPTEMBER 19, 2019
AT 4:00PM IN THE YUBA COUNTY BOARD OF SUPERVISORS CHAMBERS**

**AGENDA ITEM IV-B
YUBA-SUTTER TRANSIT
DISBURSEMENT LIST
MONTH OF AUGUST 2019**

CHECK NO.	AMOUNT	VENDOR	PURPOSE
EFT	\$ 5,440.52	PERS HEALTH	HEALTH INSURANCE
EFT	\$ 2,802.34	PERS RETIREMENT	RETIREMENT PAYMENT (EMPLOYER SHARE)
EFT	\$ 600.00	CALPERS 457 PLAN	EMPLOYER CONTRIBUTION
EFT	\$ 33,234.56	PAYROLL	PAYROLL
EFT	\$ 1,584.33	PRINCIPAL MUTUAL LIFE INSURANCE	L/D/LTD INSURANCE
EFT	\$ 319.30	CALIFORNIA WATER SERVICE	WATER
EFT	\$ 34.42	CALIFORNIA WATER SERVICE	FIRE SUPPRESSION
EFT	\$ 3,870.40	PG&E	ELECTRIC (5/14/19 - 6/12/19)
EFT	\$ 49.49	PG&E	ELECTRIC #2 - PARKING LOT LIGHTS
EFT	\$ 48.43	PG&E	GAS
EFT	\$ 343.79	CARDMEMBER SERVICES	RABOBANK CREDIT CARD
EFT	\$ 131.18	UTILITY MANAGEMENT SERVICES	SEWER
EFT	\$ 400.00	FRANCOTYP-POSTALIA, INC	POSTAGE RESET
EFT	\$ 1,405.61	COMCAST BUSINESS	TELEPHONE MAY - AUGUST
EFT	\$ 336.63	ELAVON	MERCHANT SERVICE FEE - AUGUST
EFT	\$ 162.84	PRIMEPAY	PAYROLL FEE
16637	\$ 89,234.50	A-Z BUS SALES	DEMAND RESPONSE BUS #1693
16638	\$ 880.00	ACTION FENCING	REMOVE AND REPLACE POSTS & SEAL WITH CONCRETE
16639	\$ 175.00	ALL SEASONS TREE & TURF CARE	LANDSCAPING MAINTENANCE/WEED CONTROL
16640	\$ 1,100.00	APPEAL DEMOCRAT	AD IN Y-S FAIR MAGAZINE
16641	\$ 3,785.42	CONNECT CARD REGIONAL SERVICE CENTER	DEFERRED CREDITS CONNECT CARD
16642	\$ 258.72	FLETCHER'S PLUMBING & CONTRACTING	REPAIR RUNNING TOILET IN OPERATIONS
16643	\$ 18,855.31	FLYERS ENERGY	FUEL/LUBRICANTS - DIESEL
16644	\$ 95.00	HANCOCK PETROLEUM ENGINEERING	LABOR FOR REPAIR ON PUMPS #1 & #2
16645	\$ 1,100.00	RC JANITORIAL	JANITORIAL SERVICES - JULY 2019
16646	\$ 4,301.45	RAMOS OIL COMPANY	FUEL/LUBRICANTS - GAS
16647	\$ 663.81	SIGNWORX	LETTERING MADE & INSTALLED ON BUS #1693
16648	\$ 193.33	SIGNWORX	10 SIGNS AND REFLECTIVE NUMBERS
16649	\$ 487.04	STANLEY SECURITY SOLUTIONS, INC	SECURITY SERVICES
16650	\$ 66.02	STAPLES	JANITORIAL SUPPLIES
16651	\$ 368.72	SUTTER BUTTES COMMUNICATIONS, INC	INSTALLATION OF RADIO WITH GPS ON BUS #1693
16652	\$ 117.08	SUTTER COUNTY LIBRARY	CONNECT CARD/DEFERRED CREDITS
16653	\$ 272.79	TIAA COMMERCIAL FINANCE, INC	COPIER LEASE - JULY 2019
16654	\$ 950.00	TRILLIUM	WEBSCHEDULE SUBSCRIPTION 7/19 - 6/20
16655	\$ 131.07	ADVANCED DOCUMENTS CONCEPTS	COPY MACHINE - JULY
16656	\$ 1,750.00	ALLIANT NETWORKING SERVICES, INC	IT SERVICES - SEPTEMBER
16657	\$ 243.23	COMCAST BUSINESS	INTERNET SERVICE FOR AUGUST 2019
16658	\$ 50.00	DAVID SHAW	BOARD MEETING 8/15/19
16659	\$ 50.00	GARY BRADFORD	BOARD MEETING 8/15/19
16660	\$ 95.00	HANCOCK PETROLEUM ENGINEERING	LABOR FOR CHECK ON PUMP #3
16661	\$ 18,041.96	HUNT & SONS INC	FUEL/LUBRICANTS - DIESEL
16662	\$ 50.00	JIM WHITEAKER	BOARD MEETING 8/15/19
16663	\$ 50.00	MANNY CARDOZA	BOARD MEETING 8/15/19
16664	\$ 50.00	MICHAEL LEAHY	BOARD MEETING 8/15/19
16665	\$ 1,059.77	QUEST	MAINTENANCE OF BUS STOPS/SHELTERS
16666	\$ 238.62	QUILL	JANITORIAL SUPPLIES
16667	\$ 3,622.88	RAMOS OIL COMPANY	FUEL/LUBRICANTS - GAS
16668	\$ 50.00	RICKY SAMAYOA	BOARD MEETING 8/15/19
16669	\$ 26,535.81	RIVER VALLEY INSURANCE/STIRNAMAN INS	POLICY RENEWAL - GENERAL LIABILITY & COMM UMB.
16670	\$ 50.00	RON SULLINGER	BOARD MEETING 8/15/19
16671	\$ 202.50	SUTTER BUTTES COMMUNICATIONS, INC	REPROGRAMMING RADIOS ON 10 DR BUSES
16672	\$ 1,574.51	T-MOBILE	WIFI SERVICES FOR BUSES - JULY 2019
16673	\$ 83.46	TEHAMA TIRE SERVICE INC	TUBES/TIRES
16674	\$ 431,319.06	TRANSDEV SERVICES INC	CONTRACT SERVICES - JULY 2019
	\$ 658,915.90		

**LAIF
TRANSFERS**

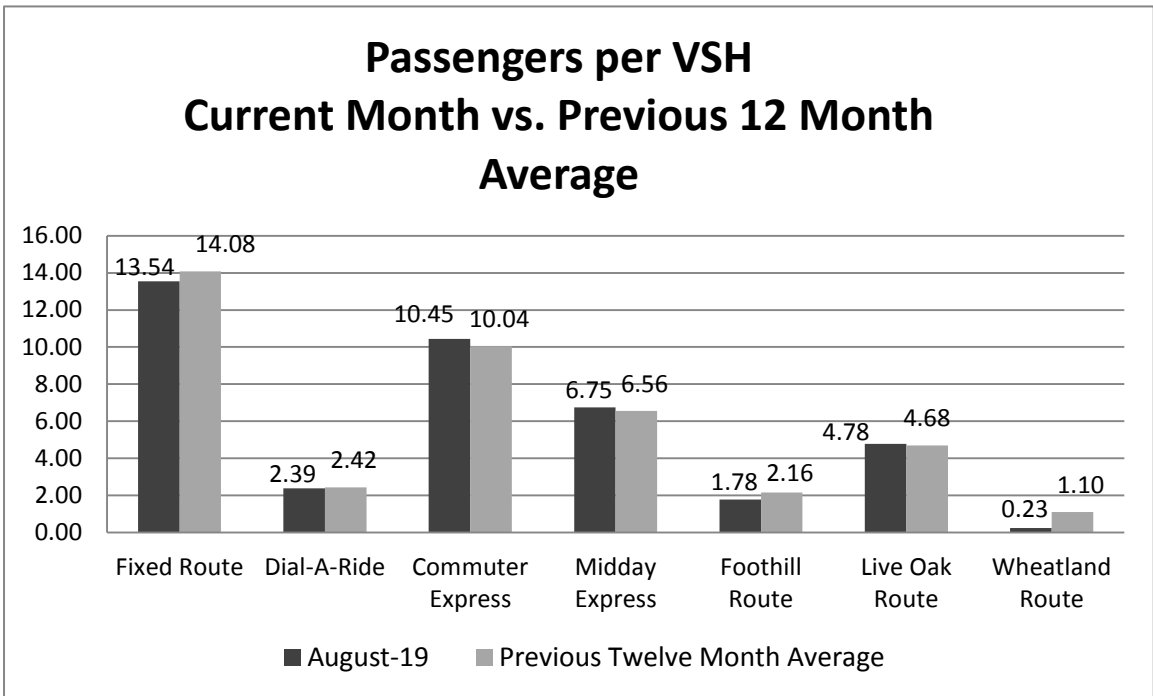
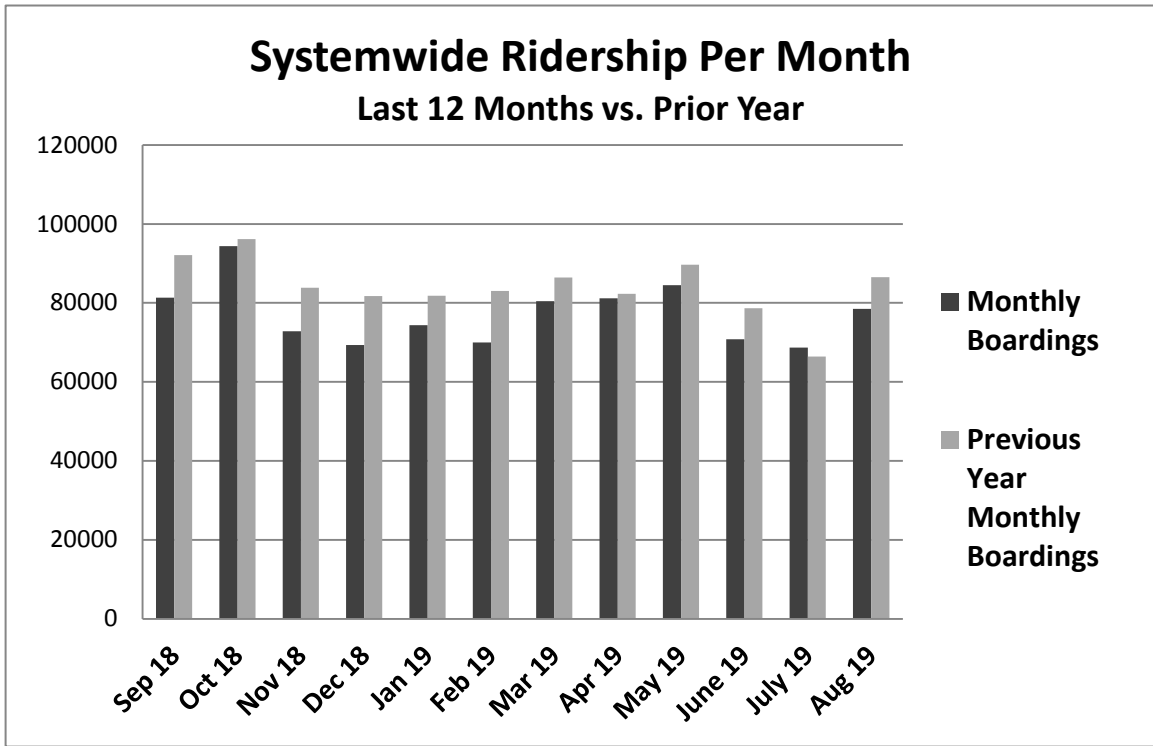
8/20/2019 \$ (400,000.00) TO CHECKING

AGENDA ITEM IV - C

AUGUST 2019 PERFORMANCE REPORT

Ridership:	August-19	Previous Twelve Month Average	Fiscal YTD	Previous Fiscal YTD
Fixed Route	60,774	61,072	112,023	117,737
Dial-A-Ride	4,637	4,909	9,322	10,593
Commuter Express	11,412	10,227	22,471	21,412
Midday Express	1,144	1,060	2,250	1,979
Foothill Route	152	175	289	405
Live Oak Route	388	361	818	701
Wheatland Route	11	48	25	137
Total Ridership:	78,518	77,851	147,198	152,964
Vehicle Service Hours:				
Fixed Route	4,488.93	4,336.18	8,861.23	8,786.04
Dial-A-Ride	1,943.22	2,026.62	3,852.41	4,114.70
Commuter Express	1,092.36	1,018.31	2,171.19	2,097.15
Midday Express	169.53	161.62	337.00	336.42
Foothill Route	85.38	80.80	167.50	163.69
Live Oak Route	81.20	77.08	160.68	159.83
Wheatland Route	46.82	43.70	94.09	91.04
Total VSH's:	7,907.44	7,744.29	15,644.10	15,748.87
Passengers Per Hour:				
Fixed Route	13.54	14.08	12.64	13.40
Dial-A-Ride	2.39	2.42	2.42	2.57
Commuter Express	10.45	10.04	10.35	10.21
Midday Express	6.75	6.56	6.68	5.88
Foothill Route	1.78	2.16	1.73	2.47
Live Oak Route	4.78	4.68	5.09	4.39
Wheatland Route	0.23	1.10	0.27	1.50
Total Passengers Per VSH:	9.93	10.05	9.41	9.71

AUGUST 2019 PERFORMANCE REPORT



AGENDA ITEM V - A
STAFF REPORT

**SPECIAL SERVICE AUTHORIZATION FOR THE
2019 SIKH PARADE PARKING SHUTTLE**

Summary

Attached for Board review and consideration is a request from the Sikh Temple Gurdwara Yuba City for Yuba-Sutter Transit to again operate an off-site parking lot shuttle service for the 2019 Sikh Parade on Sunday, November 3rd. Yuba-Sutter Transit has provided this service annually since 2010. As in the past, the advance sale of an allowance of full-fare round trip tickets at \$3.00 each would be used to off-set the cost of the service. As proposed, the 2019 service is expected to operate approximately 225 vehicle service hours using up to 24 buses – similar to what were provided for each of the last two events. The sponsor has since provided \$18,000 for 6,000 round trip tickets.

Background

Yuba-Sutter Transit provided a free parking shuttle for the 2007 and 2008 parades for which the sponsor reimbursed Yuba-Sutter Transit for the cost of each vehicle service hour operated. In February 2009, following changes in Federal charter regulations, Yuba-Sutter Transit adopted a Charter & Special Services Policy effectively eliminating such service unless it is operated consistent with the related Federal regulations. To be exempt from the Federal charter regulations, the policy (last updated in August 2015) requires that the service must be open to the public; the route, schedule and scope of work are set by Yuba-Sutter Transit; the customary fixed route fare is charged; and, no third party payment is made for the service provided. When the Board of Directors declined to operate the service at no cost to either the passengers or the sponsor, no service was provided for the 2009 parade.

Beginning in 2010, the Board has each year authorized a shuttle service based on the assumed operation of a certain number of vehicle service hours and the pre-purchase of a certain number of round trip tickets. The service has grown significantly over the years from 164 vehicle service hours and 16 buses carrying 11,876 recorded passenger boardings in 2010. These figures have soared in recent years in response to steadily increasing passenger demand with an estimate of 30,000 to 35,000 boardings now being provided on this one day event.

Recommendation

Staff is now recommending that the Board authorize a special off-site parking lot shuttle service for the 2019 Sikh Parade on Sunday, November 3, 2019 assuming the operation of approximately 225 vehicle service hours and the use of up to 24 buses. The service would be open to the public and operate between the posted hours of 8:00 a.m. and 6:00

p.m. on a schedule and route to be set by Yuba-Sutter Transit. The shuttle would operate continuously between River Valley High School and the intersection of Hooper and True Roads with the first bus leaving River Valley High School by 8:00 a.m. and the last bus leaving the Hooper & True stop at no earlier than 6:00 p.m. The pre-purchase of 6,000 round trip tickets is expected to cover the direct operating cost for this service.

Based on past experience, the planned level of service should be sufficient to handle as many as 35,000 passenger boardings with a service quality similar to that which was experienced in recent years assuming similar operating conditions. While more service hours using more buses and/or a longer operating period could easily be justified for additional capacity and shorter passenger wait times, doing so would exceed the practical capacity limits of the existing bus fleet and the number of operating personnel available.

Staff will be prepared at the meeting to discuss this issue in detail.

RECOMMENDATION: Authorize the operation of a parking lot shuttle service under the proposed terms and conditions.



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ਗੁਰਦੁਆਰਾ ਸਾਹਿਬ ਯੂਬਾ ਸਿਟੀ

SIKH TEMPLE GURDWARA YUBA CITY

(530) 673-9918

2468 Tierra Buena Road
Yuba City, California 95993

P.O. Box 1353
Yuba City, CA 95992

September 9, 2019

Mr. Keith Martin, Transit Manager
Yuba-Sutter Transit
2100 B Street
Marysville, CA 95901

Dear Mr. Martin,

Re: 2019 Sikh Temple Gurdwara Parade

Sikh Temple Gurdwara Yuba City Annual Sikh Parade will be on November 3, 2019, I am in charge of this parade. I have discussed the details of your service to our visitors at this parade with our executive committee. We are sending you a check for \$ 18,000.00 this year for your upcoming service. Please present our request to you Board of Directors for their approval.

For any questions about this subject, please contact me at (530) 682-5881.

Sincerely,

Sarbjit Thiara
General Secretary

AGENDA ITEM V – B
STAFF REPORT

**NEXT GENERATION TRANSIT FACILITY SITE STUDY
REQUEST FOR PROPOSALS (RFP)**

Yuba-Sutter Transit has received a Fiscal Year 2019/20 Adaptation Planning Grant from the California Department of Transportation (Caltrans) to conduct the Resilient Next Generation Transit Facility Plan. This plan resulted from the findings of the 2018 Corridor Enhancement Plan that described the challenges and expense associated with the introduction of a large number of battery electric buses with the required infrastructure to a facility that is already space and power supply constrained. The outcome of this analysis is that the current facility and site is inadequate and must be replaced prior to the purchase of a significant number of zero emission buses. Since that time, new regulations have been issued requiring the purchase of only zero emission buses as of January 1, 2029.

The Next Generation Transit Facility Plan will include the necessary preplanning for the purchase of property as well as enough conceptual design work to facilitate the final design and construction of a new facility. As part of this project, a consulting firm will define short and long term facility needs, identify potential sites, conduct vulnerability assessments, develop conceptual facility design, conduct public outreach and develop a financial plan for funding the construction of the facility.

For the purpose of consultant solicitation, staff has prepared the attached draft Request for Proposals (RFP) for Board review and approval consideration. This RFP is now being reviewed by Caltrans staff for adequacy and compliance with the contract requirements. The proposed schedule calls for proposals to be submitted by October 18, 2019 with an award recommendation to be presented to the Board for consideration on November 21, 2019. Following the execution of a standard professional services agreement, the selected consultant would be expected to start work immediately.

The scope of work for this comprehensive project will lay the groundwork for pursuing funding to purchase property and construct a new operations and maintenance facility. Coordination will take place with the applicable member jurisdictions as sites are selected and studied for suitability and environmental vulnerability. While all reimbursable work for this grant must be completed by the end of February 2022, we anticipate completing this project much earlier (January 2021) so the next steps can be taken to secure funding to purchase a site and ultimately complete the construction of a new facility by or before 2030.

Staff is now seeking Board authorization to release the RFP as proposed subject to Caltrans approval allowing for any non-substantive changes that may result from that process. The total project budget is \$200,000 based on \$177,060 in grant funding and an 11.47 percent local match of \$22,940. The local match is included in Yuba-Sutter Transit's FY 2019/20 budget.

Staff will be prepared at the meeting to discuss the draft RFP and the proposed project in detail.

RECOMMENDATION: Authorize the release of the Resilient Next Generation Transit Facility Plan RFP as proposed or amended.

Yuba-Sutter Transit



Request for Proposals

Yuba-Sutter Transit Resilient Next eneration Transit Facility Plan

September 20, 2019

Release Date: September 20, 2019

Proposal Due Date & Time: 4:00 p.m. on Friday, October 18, 2019

Presentations (If Necessary): November 4 – November 8, 2019

Contract Award (Tentative): November 21, 2019

Notice of Request for Proposals

The Yuba-Sutter Transit Authority (Yuba-Sutter Transit) is seeking proposals from qualified firms to conduct planning work to prepare for the replacement of the existing Yuba-Sutter Transit Maintenance and Operations facility. The key planning tasks include establishing future facility needs; identifying potential sites for a new Yuba-Sutter Transit maintenance and operations facility; conducting climate vulnerability assessment of the candidate sites; develop conceptual site/facility design; and, developing a financial plan to complete the project. The **Yuba-Sutter Transit Resilient Next Generation Transit Facility Plan** will provide a blueprint for staff to follow from property acquisition to construction of the facility. The selected consultant will work with Yuba-Sutter Transit staff; local officials and the public to develop the plan, incorporate community input and present the final plan to the Yuba-Sutter Transit Authority Board of Directors.

Sealed proposals shall be received by Yuba-Sutter Transit at 2100 B Street, Marysville, CA at or before 4:00 p.m. PST, Friday, October 18, 2019 for the Yuba-Sutter Resilient Next Generation Transit Facility Plan as described in this Request for Proposals (RFP) document. Proposals received after the date and time specified above shall be considered late proposals and shall be returned to the proposer unopened.

Yuba-Sutter Transit reserves the right, in its sole and exclusive discretion, to postpone, to accept or to reject any and all proposals, in whole or in part. The total proposal amount is not to exceed \$200,000.

All proposals shall be subject to all applicable State and Federal laws. The award to be let under this solicitation is subject to the terms of a financial assistance agreement between Yuba-Sutter Transit and the California Department of Transportation (Caltrans) under the Fiscal Year 2019-20 Sustainable Transportation Planning Grant program.

Proposal documents shall be clearly marked “**YUBA-SUTTER TRANSIT RESILIENT NEXT GENERATION TRANSIT FACILITY PLAN**” and shall be mailed or delivered to:

Yuba-Sutter Transit
ATTN: Keith Martin, Transit Manager
2100 B Street
Marysville, CA 95901

Questions should be directed to Adam Hansen, Planning Program Manager at (530) 634-6880, FAX (530) 634-6888 or by email at adam@yubasuttertransit.com. Responses may be shared with other prospective bidders.

Request for Proposals
Yuba-Sutter Transit Resilient Next Generation Transit Facility

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Introduction

The Yuba-Sutter Transit Authority is the sole provider of public transit service in Yuba and Sutter Counties under a joint powers agreement between Sutter and Yuba Counties and the Cities of Marysville and Yuba City. Operated and maintained by a private service contractor, Yuba-Sutter Transit provides four distinct services within the urbanized and rural areas of the counties as listed below:

- Urban fixed route service in the cities of Yuba City and Marysville and the unincorporated communities of Linda and Olivehurst.
- Urban demand responsive Dial-A-Ride service, which includes service to seniors and persons with disabilities and complementary paratransit service as required by the Americans with Disabilities Act (ADA).
- Weekday peak hour and midday commuter service to downtown Sacramento.
- Limited rural route deviation service consisting of three separate routes between Marysville/Yuba City and the Yuba County foothills, Live Oak and Wheatland. The Live Oak and Wheatland services are operated by contract with the Cities of Live Oak and Wheatland.

Yuba-Sutter Transit currently operates a fleet of 51 buses ranging in capacity from 16 to 57 passengers. Annual ridership has increased significantly over the organization's 40+ year history, providing 932,951 passenger trips on all services in FY 2019.

The local fixed route system provides service every 30 to 60 minutes on six routes with 14 buses in all day service Monday through Friday (12 on Saturdays) in Yuba City, Marysville, Linda and Olivehurst. Local fixed route service is provided each weekday from approximately 6:30 a.m. to 6:30 p.m. and from approximately 8:30 a.m. to 5:30 p.m. on Saturdays. The local fixed route system provided 731,507 passenger trips in FY 2019 accounting for over 78 percent of all Yuba-Sutter Transit ridership and 56 percent of all service hours.

Yuba-Sutter Transit has implemented many improvements over the years to enhance service and the rider experience. These improvements included the introduction of larger and more easily identified fixed route buses; the start of Saturday fixed route service in 1998; the placement of bus stop benches and shelters at key stops; the installation of bike racks on all buses; a full conversion to modern low floor buses completed in 2015; upgrading commuter fleet to all over the road coaches for Sacramento service and, a highly successful discount monthly pass programs for area youth, seniors and persons with disabilities.

Background

Yuba-Sutter Transit purchased and renovated the existing 3.2 acre site and former 7-Up bottling plant in 1996 for use as a transit operations, maintenance and administration facility. It was expanded and

remodeled again in 2011 to its current and ultimate capacity. This facility has served the growing transit system well over the years, but the recent adoption of the Innovative Clean Transit regulations by the California Air Resources Board requiring that 25 percent of buses purchased after 2025 and 100 percent of buses purchased after 2028 be zero emission buses (ZEBs) has created a need for additional space for ZEB fueling infrastructure.

A high level facility ZEB feasibility analysis was conducted in 2018 by AECOM as Chapter 5 of the Corridor Enhancement Plan (<https://www.yubasuttertransit.com/final-corridor-enhancement-plan>). This analysis found that up to 12 battery electric buses (BEBs) could be reasonably charged at the current facility, but that additional buses would require an overhead gentry/solar canopy system to elevate the charging infrastructure to save ground space for bus parking. The current site already lacks sufficient parking for each bus and cannot afford to give up more parking spaces for the fueling infrastructure needed to support ZEBs. The overhead charging system would require significant investment into a facility that offers little room for future growth.

Additionally, the California Department of Transportation is in the early stages of project development on a safety project on State Route 70 immediately adjacent to the existing facility site that is likely to impact the site footprint. This project is currently scheduled to impact the current site in the next 4 - 5 years which further increases the urgency of relocating this facility.

Finally, Yuba-Sutter Transit needs to be able to provide service to the public during extreme weather events or other natural disasters. Over the years, Yuba-Sutter Transit has been called upon to assist in evacuation efforts due to widespread flooding (1986 & 1997), the Oroville Dam Spillway threat (2017) and the Loma Rica Fire (2017). Because the frequency of extreme weather events and natural disasters is expected to increase over time, Yuba-Sutter Transit applied for and received an Adaptation Planning Grant to select a site for a new facility with increased resiliency for continued operations during natural disasters and other emergencies. This resulting plan will set the groundwork to pursue funding to procure land and construct a new facility.

Project Summary and Description

The Adaptation Planning Grant is an excellent opportunity to lay the groundwork for many years of safe, efficient transit service to the residents of Yuba and Sutter Counties. The Yuba-Sutter Transit Resilient Next Generation Transit Facility Plan will help us achieve a number of key tasks:

1. Increase the resiliency of transit operations to enable Yuba-Sutter Transit to remain operational during extreme weather events and natural disasters;
2. Transition the current diesel/gasoline powered fleet to a zero emission fuel source;
3. Conduct a near-term (10 years) and long term (30 year) transit system needs assessment;
4. Select and rank suitable candidate sites for the Next Generation Transit facility;
5. Develop preliminary site and building design for the future construction of that facility; and,

6. Develop a funding plan to complete the envisioned facility project.

The transportation planning project to be let under this solicitation will serve to promote the following State and Federal Transportation Planning Goals:

- **Improve Multimodal Mobility and Accessibility for All People:** Expand the system and enhance modal choices and connectivity to meet the state’s future transportation demands.
- **Preserve the Multimodal Transportation System:** Maintain, manage, and efficiently utilize California’s existing transportation system.
- **Support a Vibrant Economy:** Maintain, manage, and enhance the movement of goods and people to spur the economic development and growth, job creation, and trade.
- **Improve Public Safety and Security:** Ensure the safety and security of people, goods, services, and information in all modes of transportation.
- **Foster Livable and Healthy Communities and Promote Social Equity:** Find transportation solutions that balance and integrate community values with transportation safety and performance, and encourage public involvement in transportation decisions.
- **Practice Environmental Stewardship:** Plan and provide transportation services while protecting our environment, wildlife, historical, and cultural assets.

Federal Transportation Planning Goals

- Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency.
- Increase the safety of the transportation system for motorized and non-motorized users.
- Increase the security of the transportation system for motorized and non-motorized users.
- Increase accessibility and mobility of people and freight.
- Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns.
- Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight.
- Promote efficient system management and operation.
- Emphasize the preservation of the existing transportation system.

Current Conditions

The staffing level at Yuba-Sutter Transit is relatively low compared to similarly sized agencies that contract with private service providers to operate and maintain their systems. While future staffing numbers will be dependent upon the both the amount and nature of the services offered in response to such factors as changes in population, ridership, funding and technology over time; the projected number of positions in 2020 are provided below for both Yuba-Sutter Transit and the service contractor.

Projected 2020 Staffing Levels

Position	2020
Yuba-Sutter Transit Administration	5
Contractor Management	7
Dispatchers	6
Maintenance/Utility Workers	13
Drivers	66
Total	97

Fleet

Over the last 18 months, Yuba-Sutter Transit has been in the process of replacing a significant percentage of the revenue vehicle fleet to increase system reliability, fleet uniformity and to reduce maintenance costs. By December 2019, the fleet will include 16 cutaway style demand response and rural route buses (25' in length), 13 high-floor tour-style commuter buses (45' in length) and 22 low floor local fixed route buses (35' in length). Except for ten gasoline powered cutaway vehicles, the rest of the revenue fleet is diesel powered. In addition to the revenue fleet, Yuba-Sutter Transit also operates a non-revenue fleet of six vehicles including a diesel powered shop truck and five gasoline powered supervisor vehicles. The makeup of the current revenue fleet is shown below and a more detailed fleet list is attached as Appendix A.

Revenue Fleet	2019
Paratransit Vehicles	16
Fixed Route Buses	22
Commuter Buses	13
Total	51

Contract

The contract for the Yuba-Sutter Transit Resilient Next Generation Transit Facility will be an agreement between Yuba-Sutter Transit and the consultant. Yuba-Sutter Transit will provide contract administration services under a sub-recipient agreement with Caltrans. The consultant will invoice Yuba-Sutter Transit for services rendered and assist in preparing reports on the progress of the project as required under the Caltrans funding agreement. Yuba-Sutter Transit will reimburse the consultant for these services. This project is being funded primarily through an Adaptation Planning Grant with Yuba-Sutter Transit providing the local match. Project deliverables will be reviewed by the designated Yuba-Sutter Transit project management staff.

Scope of Work

The full scope of work, including the anticipated project timeline, for the Resilient Next Generation Transit Facility Plan is provided for reference below:

Introduction

The goal of this project is to ensure climate change adaptation strategies are implemented into site selection, design and construction of a Resilient Next Generation Transit Facility. This effort is a result, in part of the recently completed Yuba-Sutter Transit Corridor Enhancement Plan that analyzed the ability of the current maintenance and operations facility to meet future transit needs. The analysis found that due to space constraints, the current facility would not allow for future growth, the transition to zero emission fuel sources or allow for implementation of emerging technologies. A key part of the resulting Action Plan is to find a new site to construct a transit facility to meet the future transportation needs of the Yuba-Sutter bi-county region.

The new facility will be sited and designed to replace the existing outdated and undersized facility while facilitating the transition to a zero emission fuel source and safeguarding against loss of power and the impacts to electric vehicles due to climate-related disruptions. The facility will be designed to meet the reasonably anticipated capacity needs of the future with consideration to energy demand forecasts, utility constraints, strategic infrastructure siting issues, adaptation strategies addressing identified vulnerabilities and renewable energy technologies. The resulting plan will provide the information needed to select a climate change sensitive site; design and construct a resilient facility that allows for future growth; enables the transition to a zero emission fuel; and, will support continued transit operation in the bi-county area as the impacts of climate change become more severe.

With a current fleet of 51 revenue vehicles (22 fixed route, 16 demand response/rural route and 13 commuter buses), Yuba-Sutter Transit operates six urban fixed routes; three rural routes; an urban Dial-A-Ride service; and, an intercity commuter service between Marysville/Yuba City and downtown Sacramento. Yuba-Sutter Transit's six local fixed routes serve the cities of Yuba City and Marysville and the unincorporated Yuba County communities of Linda and Olivehurst. A total of 932,951 passenger trips were provided by these services in FY 2019.

This project will have a great benefit to the residents of Yuba and Sutter Counties, especially disadvantaged communities. According to the map provided by the California Air Resources Board which utilized CalEnviroScreen (CES) 3.0 and AB 1550 Low Income Community definition, a majority of our urban service area is low-income or disadvantaged (See Attachment A). Data derived from the five-year (2012-16) American Community Survey data validates this map as the Area Median Income of \$52,943 in Sutter County and \$48,739 in Yuba County is well below that of the SACOG region at \$61,353. The two-county region has a high proportion of disadvantaged residents, with high levels of poverty, low educational attainment, linguistic isolation, and unemployment. The population is nearly 29 percent Hispanic, with a disproportionate percentage (39 percent) living in disadvantaged communities.

	Disadvantaged Communities Yuba/Sutter	Total Yuba & Sutter Counties	Total SACOG Region
Total Population	71,392	169,303	2,411,845
Unemployment Rate	15.3%	11.8%	9.6%
% below 100% of federal poverty level	29.1%	18.9%	15.8%
% below 200% of federal poverty level	61.4%	42.6%	34.0%
Education less than high school	29.6%	19.5%	12.1%
Linguistic isolation	9.2%	6.5%	5.6%

Source: 2012-2016 American Community Survey

Four of the six local routes provided by Yuba-Sutter Transit serve the City of Marysville and the communities of Linda and Olivehurst on the east side of the Feather River containing 37 percent of the population that is served by Yuba-Sutter Transit. These communities contain disadvantaged/low-income populations that are in need of access to jobs and educational opportunities. CalEnviroScreen 3.0 ranks the Olivehurst community in the 94th percentile for poverty, 92nd percentile for unemployment and 75th for limited education. Additional areas of disadvantaged and low-income communities are located within Yuba City where two local routes also operate.

Areas within these disadvantaged communities will be studied and considered as potential sites for the Resilient Next Generation Transit Facility. Locating the facility within a disadvantaged community will enhance local employment opportunities; improve access to service information and resilient transit services especially during emergency situations; and, provide reliable daily access to shopping centers, social services, medical care and educational establishments such as Lindhurst High School and Yuba Community College.

Responsible Parties

Yuba-Sutter Transit

A Joint Powers Agency (JPA), Yuba-Sutter Transit values partnerships which is a key reason the agency exists. Yuba-Sutter Transit is a bi-county joint powers authority that was formed by Yuba and Sutter Counties and the Cities of Marysville and Yuba City. It also provides contract transit service to the Cities of Live Oak and Wheatland. This partnership allows for more efficient and comprehensive transit service for all of the partner jurisdictions. All of our partner agencies supplied a letter of support for this project (See Attachment C). In addition, our commuter service provides us with an opportunity to work and partner with state agencies and other major employers in downtown Sacramento to provide transportation choices for their employees.

Transit Staff

Transit Manager Keith Martin and Planning Project Manager Adam Hansen will be responsible for overseeing this project. Keith has over 30 years of experience in transit operations and management.

He oversaw the purchase and renovation of the current facility in 1996 along with the major remodel and expansion of this facility in 2011. Adam has over 10 years of transit experience and has written and/or overseen the development and delivery of multiple Sustainable Community Grants and a transit facility site selection study at a previous place of employment.

Consultant

An RFP will be released to hire a consulting team with the expertise necessary to complete the needs assessment, site analysis, conceptual design and financial plan for a state of the art transit facility that is expected to serve local transit operations for generations to come. Utilizing the California's Fourth Climate Change Assessment-Sacramento Valley Region Report and the Caltrans District 3 Climate Action Plan, the firm will identify and evaluate potential sites and design a next generation transit facility utilizing sustainable building practices. The project will also include the planning for zero emission fuels, possible onsite power generation/storage, and micro-grid technology to increase the resiliency of zero emission fuel sources and consequently transit service in the region.

Project Tasks

Task 1: Project Administrative Tasks

Task 1.1 – Contract with Caltrans

- Staff will work with Caltrans and a Contract Analyst to enter into a Restricted Grant Agreement in order to be authorized to expend Adaptation Planning funds.
- Set up grant expenditure tracking with accounting.
- Start project.

- Responsible Party: Project Manager

Task 1.2 – Kick-off Meeting

- Yuba-Sutter Transit staff will organize a kickoff meeting with the Caltrans Regional Planning liaison, Sustainability Coordinator, District Transit Representative and other invited staff to review the project objectives, scope of work, deliverables, and discuss the grant procedures including contracting, invoicing, quarterly reporting and project timeline. This meeting will be valuable for everyone to meet the project manager, define project roles, agree on any project timeline modifications, and share expectations.
- Yuba-Sutter Transit staff will take meeting notes and distribute action items to team members post meeting. This list will be updated and maintained throughout the project to keep all team members on task.

- Responsible Party: Project Manager

Task 1.3 – Quarterly Invoicing & Reporting

- Yuba-Sutter Transit Project Manager will prepare quarterly reports to communicate progress or any obstacles, delays or issues to Caltrans staff.
- Yuba-Sutter Transit’s Finance Manager will assist Project Manager in preparing quarterly invoice.
- Responsible Party: Project Manager & Finance Manager

Task 1.4 – Procurement of Consultants

- Project Manager will prepare a draft RFP for review by the Transit Manager and Caltrans staff. To secure the expertise needed to deliver the project, advertising of the final RFP will be done through the Yuba-Sutter Transit, California Association for Coordinated Transportation (CalACT) and California Transit Association (CTA) websites along with the Transit Intelligence newsletter.
- Proposal Review Committee made up of Yuba-Sutter Transit staff with invitations issued to the Caltrans District 3 Sustainability Coordinator and local Yuba-Sutter Transit member jurisdictions.
- Schedule interviews of prospective firms if needed.
- Negotiate terms and enter into agreement with selected firm.
- Responsible Party: Transit Manager & Project Manager

Task	Deliverable
1.1	<i>Executed Restricted Grant Agreement</i>
1.2	<i>List of Action Items with responsible party</i>
1.3	<i>Quarterly Reports & Invoices</i>
1.4	<i>RFP released and signed agreement with selected firm</i>

Task 2: Climate Vulnerability Assessment of Potential Facility Sites

Task 2.1 – Define Facility Needs

- Meet with selected consultant to clearly define future needs of Yuba-Sutter Transit to properly size and set the parameters for the future facility. This includes the allocation of office space, training space, employee break areas, maintenance bays, employee/visitor parking, customer counter, public space, etc.
- Work with consultant to determine future space needed for revenue and non-revenue fleet parking and site circulation.

- Determination of required space will include analysis of zero emission fuel sources such as battery electric and hydrogen electric power.
- Analyze future transit trends and local population projections to foresee related space needs for operation, fueling and administration of future alternative mobility options.
- Responsible Party: Consultant, Transit Manager & Project Manager

Task 2.2 – Identify Potential Sites

- Define the ideal geographical location of the facility within the Yuba-Sutter Transit service area and near key transit centers to minimize deadhead miles and reduce operating inefficiencies.
- Identify potential sites (vacant, underutilized or publically owned) that meet minimum acreage with adequate access for buses, transit users and pedestrians.
- Coordinate with local agencies, elected officials, stakeholders and staff to select up to 5 potential sites for further study.
- Analyze potential sites for proper land use/zoning, potential availability and environmental impacts and public accessibility. This preliminary analysis will be conducted to eliminate effort on a potential site that is unavailable or has a fatal flaw.
- Present top potential sites to Yuba-Sutter Transit Staff and other stakeholders for review and comment and reduce potential sites to 5.
- Responsible Party: Consultant & Transit Manager

Task 2.3 – Conduct Climate Vulnerability Assessment

- Utilizing California’s Climate Change Assessment Report, Caltrans District 3 Climate Action Plan, SACOG MTP/SCS and current Adaptation Planning grant “Transportation Project-Level Climate Adaptation Strategies for the Sacramento Region”, Local County Hazard Mitigation Plans and other available sources, identify potential climate change related risks associated with each site.
- Develop list of potential adaptation strategies to mitigate climate change risks associated with each of the 5 sites.
- Develop a cost/benefit analysis of identified strategies to help guide investment decisions through substantiated data.
- Responsible Party: Consultant

Task 2.4 – Working Paper #1

- Incorporate all deliverables from Tasks 2.1 - 2.3 into a working paper.
- Circulate draft for review by Yuba-Sutter Transit staff and project steering committee.
- Incorporate feedback in preparation for public review.
- Responsible Party: Consultant & Project Manager

Task	Deliverable
2.1	<i>List of desired facility and site parameters for the new facility</i>
2.2	<i>List of potential adequately sized and geographically advantageous sites</i>
2.3	<i>List of potential risks and adaptation strategies by site</i>
2.4	<i>Working Paper #1</i>

Task 3: Resilient Next Generation Transit Facility

Task 3.1 – Conceptual Facility Design

- Collect potential architectural design options that meet the functional needs of the transit system and matches the context of the location. Select potential designs for the facility.
- Identify building characteristics that increase efficiency and resiliency with reduced maintenance costs.
- Coordinate designs with local building officials
- Responsible Party: Consultant

Task 3.2 – Resilient Fueling Infrastructure

- Develop draft layout and design of fueling infrastructure to meet the demands of a zero emission transit fleet. This includes bus charging infrastructure, maintenance yard requirements, electricity storage capacity, power generation, and potential power savings through demand response monitoring.
- Analysis of zero emission fuels will consider hydrogen and electricity as a fuel sources.
- Provide a conceptual solar analysis and conceptual micro-grid analysis for potential sites.
- Provisions to ensure fueling capacity to operate during extreme water events and natural disasters is essential to a resilient transit system which includes analysis of practicality of relocating current emergency generator installed in 2018.
- Coordinate planning efforts with the PG&E Fleet Ready Program representative and the local PG&E service coordinator to ensure support, deliverability and incorporation of state of the art power delivery, storage and distribution system.
- Responsible Party: Consultant

Task 3.3 – Conceptual Site Design

- Develop conceptual layouts for up to five potential sites including the maintenance and operations facility, fueling infrastructure, parking, site circulation, and power generation/storage infrastructure.
- Identify and list pros and cons for each site.
- Provide a preliminary score for each site based on a generated list of criteria.
- Responsible Party: Consultant

Task 3.4 – Working Paper #2

- Incorporate all information and deliverables from Tasks 3.1-3.3 into a working paper.
- Circulate draft for review by Yuba-Sutter Transit staff and project steering committee.
- Incorporate feedback in preparation for public review.
- Responsible Party: Consultant & Project Manager

Task 3.5 – Public Outreach

- Post Working Papers #1 and #2 with developed concepts online for public viewing and provide an opportunity for public to comment.
- Consultant will present materials developed throughout the project development process to elected officials and the public. The presentation will include:
 - Conceptual facility designs and scenarios;
 - Plan to transition to a zero emission bus fleet to meet the Innovative Clean Transit Regulations;
 - Conceptual plans and benefits of decentralized energy generation and storage capacity to safeguard against loss of power and impacts to transit service;
 - Adaptation strategies that can potentially be implemented to increase the reliability and resiliency of the transit system; and,
 - Potential facility sites including the pros and cons of each and the preliminary scoring results.
- Record input from the public, member jurisdictions and elected offices.
- Responsible Party: Consultant

Task	Deliverable
3.1	<i>Conceptual Facility Design</i>
3.2	<i>Analysis of Resilient Fueling Infrastructure Options</i>
3.3	<i>Conceptual site designs for selected potential sites</i>
3.4	<i>Working Paper #2</i>
3.5	<i>Presentation and Input from the public and elected officials</i>

Task 4: Cost Estimates and Implementation Recommendations

Task 4.1 – Financial Plan

- Generate cost estimates for the top three facility sites with estimated price ranges for potential options such as electric bus charging, hydrogen fueling station, onsite power generation, power storage, adaptation strategies and other options that make the facility more efficient, resilient and future proof.
- Identify potential funding sources for the project including sources that may be able to fund a specific part of the overall project.
- Generate budget and funding plan for the Resilient Next Generation Transit Facility. The budget will include estimates for each phase of the project with necessary cash flow by year.
-
- Responsible Party: Consultant

Task 4.2 – Draft and Final Plan Development and Presentation

- Consultant will incorporate Working Paper #1 & 2 into a preliminary draft document for review and comment by Yuba-Sutter Transit staff and project steering committee.
- Based on public and policy input, generate the draft and final Resilient Next Generation Transit Facility Plan. The plan will contain (at a minimum) the following sections: Executive Summary, Introduction and Needs Assessment, Potential Sites, Next Generation Facility Concepts, Zero Emission Fuel Source Analysis, Climate Change Adaptation Strategies, Financial and Implementation Plan, and Follow-Up Recommendations.
- Draft plan will be presented to the Yuba-Sutter Transit Board of Directors for review and acceptance.
- Final Plan with all associated documents to be posted on the Yuba-Sutter Transit webpage.
- Complete write up for the ICARP clearinghouse to be completed by the Project Manager.

- Responsible Party: Consultant, Transit Manager & Project Manager

Task	Deliverable
4.1	<i>Consultant recommendations and cost estimates for complete Next Generation Transit Facility.</i>
4.2	<i>Draft and final plan Development & Presentation</i>

The following tasks will be completed following the closeout of the 2019-20 Adaptation Planning Grant and the related Yuba-Sutter Transit Resilient Next Generation Transit Facility Plan.

Task 5: Resilient Next Generation Transit Facility

Task 5.1- Identify/Budget Funds for Procurement of Property

- Contact property owners of top 1 - 3 potential sites to ascertain their continued availability and willingness to sell.
- Budget available discretionary funds for the procurement of real property.
- Enter into agreement with real estate firm to negotiate and procure real property.

- Responsible Party: Transit Manager

Task 5.2- Initiate Environmental Analysis of Procured Property

- Contract with partner jurisdiction or local firm to complete environmental process. CEQA and NEPA will both need to be conducted for the project.
- Review and comment on draft environmental documents.
- Finalize environmental documents.

- Responsible Party: Consultant & Transit Manager

Task 5.3- Pursue Funding to Complete Design and Construction of the Resilient Next Generation Transit Facility

- Pursue funding from local, state and federal sources identified in the Resilient Next Generation Transit Facility Plan.
- Yuba-Sutter Transit staff will contract with an engineering/architectural firm to complete the design of facility.
- Once funding is secured, receive bids to construct facility.

- Responsible Party: Consultant & Transit Manager

Instructions to Proposers

General

All proposals will be controlled by the Terms and Conditions contained herein. Contractor terms and conditions that may be included as a part of other documents submitted as a part of the proposal are waived and will have no effect either on the proposal, or any contract which may be awarded as a result

of the proposal when in conflict with those of this document. The attachment of any other terms and conditions may be grounds for rejection of the proposal.

Compliance with Laws: Yuba-Sutter Transit will comply with all applicable Federal, State, and local laws, codes, ordinances, regulations, orders, circulars, and directives, including, without limitation, all Federal regulatory requirements associated with the funding provided for this project. These regulations, orders, circulars, and directives include, without limitation, the following: 49 CFR Part 18, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments; Office of Management and Budget Circular A-87, Revised "Cost Principles for State, Local, and Indian Tribal Governments"; and FTA Circular No. 4220.1E, "Third Party Contracting Requirements." Further, Yuba-Sutter Transit will require the appropriate debarment certification form from all contractors and Yuba-Sutter Transit certifies that it will not knowingly enter into any transaction with a contractor, subcontractor, material supplier, or vendor who is debarred, suspended, declared ineligible, or voluntarily excluded from covered transactions by any Federal or State agency.

Contractor specifically agrees to the conditions set forth in the above paragraph by signature of the required "Transmittal Letter" described herein.

Yuba-Sutter Transit invites and encourages participation in this procurement by disadvantaged business enterprises.

Due Date

Sealed proposals, two (2) bound copies and one (1) electronic copy, must be delivered and received at the following address at or before 4:00 p.m. PST on Friday, October 18, 2019:

Yuba-Sutter Transit
ATTN: Keith Martin, Transit Manager
2100 B Street
Marysville, CA 95901

Required Proposal Contents

To be considered responsive, proposals must include the following components, at a minimum:

1. Transmittal Letter
Proposer specifically agrees to the conditions set forth in this RFP by signature of the Transmittal Letter. The letter must be signed by a representative authorized to bind the proposers company and contain, at a minimum:
 - a. Representation as to the type of business the proposer/firm is (individual, partnership, sole proprietorship, etc.);
 - b. Representation as to the DBE status of the proposer/firm;
 - c. Representation that no gratuities have been offered or given with a view toward securing this contract;

- d. Certification of independent price determination (prices in offer have been arrived at independently without any communications for the purposes of restricting competition)
- e. Certification regarding compliance with all applicable Federal, State, and local laws, codes, ordinances, regulations, orders, circulars, and directives, including, without limitation, all Federal regulatory requirements associated with the funding for this project.
- f. Certification regarding debarment, suspension, ineligibility and voluntary exclusion from FTA funded procurements

2. Technical Approach/Deliverables

Provide an original, detailed description of the level of work to be performed including, but not limited to, the Scope of Work described herein. Technical factors including methods for needs assessment, site selection, vulnerability assessment, resiliency planning, facility and site design, and financial plan should be explained sufficiently to support meaningful comparison and discrimination between competing proposals.

3. Key Personnel / Previous Performance

Yuba-Sutter Transit considers the qualifications, experience and past performance of key personnel and subcontractors that will perform major or critical aspects of the work as a key indicator of a proposer's ability to perform the contract successfully. Provide the names and profiles of the staff to be assigned as well as project descriptions and client contact information for at least three (3) relevant contracts, recently completed by your firm, requiring efforts similar to those of this project. Proposers are encouraged to provide information on problems encountered on the identified contracts and corrective measures taken.

4. Project Schedule

The contractor shall provide a detailed schedule for the work and anticipated completion dates of each major phase/milestone. While the grant funds do not expire until February 2022, Yuba-Sutter Transit would like to complete the project as quickly as possible preferably by January, 2021. This would allow us to pursue funding and property acquisition in 2021. The proposed project schedule is included as Appendix A, but should be modified to accurately reflect your firm's capacity to complete the tasks and must be included in your proposal.

Funding for all work to be completed under this project will expire on February 28, 2022, unless otherwise terminated or extended by written agreement between the parties, subject to approval by Caltrans, and/or any other Federal or State agency having jurisdiction.

5. Cost Proposal

Provide detailed cost breakdown of all labor necessary for the delivery of this project, including personnel assigned, cost per task and total cost. A sample cost proposal sheet is included as Appendix B and is also available on the Yuba-Sutter Transit website. The contracted portion of this project is not to exceed \$200,000.

6. Sub-Contractors

Provide names, addresses and descriptions of sub-contractors to be employed in the delivery of the project. Any subcontract in excess of \$25,000 entered into as a result of this solicitation must contain all of the applicable provisions of the primary agreement. Clearly indicate if no sub-contractors are to be used.

7. Insurance Certifications

Provide proof of insurance as detailed in the Terms and Conditions section.

Proposal Evaluation

Proposals shall be prepared in accordance with the requirements contained in this RFP. Yuba-Sutter Transit reserves the right, in its sole and exclusive discretion, to reject any or all proposals on the basis of responsiveness and/or cost; to award this contract to a single overall consultant/firm on all items; or, to make an award on the basis of individual tasks/deliverables or groups of tasks/deliverables, whichever shall be considered to be the best value to Yuba-Sutter Transit. Award may be made on the basis of the initial proposals submitted without any negotiations or discussions.

Yuba-Sutter Transit shall evaluate all proposals using the factors listed below and shall select the proposal that represents, in the sole opinion of Yuba-Sutter Transit, the "best value" to Yuba-Sutter Transit. Pursuant to applicable purchasing guidelines, Yuba-Sutter Transit will make an award to the responsible consultant(s) whose proposal is most advantageous to Yuba-Sutter Transit with price and other factors considered. Accordingly, Yuba-Sutter Transit may not necessarily make an award to the proposer with the highest technical ranking nor award to the proposer with the lowest price proposal if doing so would not be in the overall best interest of Yuba-Sutter Transit.

Consultant Selection

The consultant selection process will begin with the evaluation of all written proposals based on the following criteria:

Responsiveness/Overall Proposal Quality

Yuba-Sutter Transit will assess the relative quality of the submitted proposals based on the completeness and quality of the written proposal and a demonstrated understanding of the requirements of the project. If the proposal does not conform in all material aspects to the requirements of this solicitation at the time of submission or requires further clarification/discussions with the proposer, the proposal may be considered unresponsive.

Technical Approach

Technical factors regarding the specific methods proposed to be used by the consultant will be considered and they must be tailored to the specific requirements of this RFP. Technical factors should be explained sufficiently to support meaningful comparison and discrimination between competing proposals.

Qualifications, Experience and Past Performance of the Proposer

Consultants will be evaluated on their qualifications and experience in the successful delivery of similar projects. Yuba-Sutter Transit will contact references to verify accuracy and ascertain the proposer's record in meeting delivery schedules and responsiveness to customer issues.

Price

Price will be evaluated on the basis of being the most advantageous to Yuba-Sutter Transit. Proposers are to provide detailed cost breakdown of all applicable labor rates and hours (per work element or task), any applicable production costs and sub-contractor costs for the completion of the Scope of Work contained herein. A sample price proposal form is included in Appendix B and an electronic version is available on the Yuba-Sutter Transit website.

Presentations/Interviews (If Necessary)

Award may be made on the basis of initial proposals submitted without any interviews, negotiations or discussions. If deemed necessary, one or more proposers may be asked to provide an in-person presentation in support of their proposal to Yuba-Sutter Transit's selection committee members. Presentations are tentatively scheduled for the week of November 4 – November 8, 2019. Proposers are encouraged to prepare a presentation which demonstrates their understanding of the required scope of work for this project, experience and qualifications of assigned staff and the proposed management plan/schedule. To the extent possible, key personnel should be available during the presentation for relevant questions to determine the depth of their knowledge in critical areas. Yuba-Sutter Transit will not be contractually bound by oral discussions during the evaluation process.

Assignment

The selected Contractor may not assign or subcontract its rights or obligations under the Contract without the prior written permission of Yuba-Sutter Transit, and no such assignment or subcontract will be effective until approved in writing by Yuba-Sutter Transit. Notwithstanding the foregoing, Contractor may assign its right to receive the payments from Yuba-Sutter Transit without such consent; however, Yuba-Sutter Transit shall not be under any obligation to pay any third party unless Contractor and/or its assignee have given Yuba-Sutter Transit at least thirty (30) days' notice of such assignment.

Protest Procedures

Yuba-Sutter Transit has on file a set of written protest procedures applicable to this solicitation that may be obtained by contacting Yuba-Sutter Transit. Any protest filed by a proposer in connection with this RFP must be submitted in accordance with Yuba-Sutter Transit's written procedures.

Cancellation

Yuba-Sutter Transit reserves the right to cancel this solicitation at any time before the Contract is fully executed and approved on behalf of Yuba-Sutter Transit.

Questions

Questions regarding the requirements or terms of this RFP should be referred to Adam Hansen, Planning Program Manager, in writing by email, fax or U. S. mail:

Yuba-Sutter Transit
ATTN: Adam Hansen, Planning Program Manager
2100 B Street
Marysville, CA 95901

Telephone: 530-634-6880
Fax: 530-634-6888
adam@yubasuttertransit.com

Questions regarding the requirements or terms of this RFP are due to Yuba-Sutter Transit on or before Friday, October 4, 2019. Responses to any substantive questions received by this date will be sent to all interested parties by Wednesday, October 9, 2019 as an addendum to this RFP.

Terms and Conditions

General

1. Acceptance and Rejection: Yuba-Sutter Transit reserves the right to reject any and all proposals, to waive any informality in proposals, and unless otherwise specified by the proposer, to accept any item in the proposal. If a unit price or extended price is obviously in error and the other price is obviously correct, the incorrect price will be disregarded.
2. Time for Consideration: Unless otherwise indicated in the proposal, the offer shall be valid for 90 days from the due date of the solicitation.
3. Payment Terms: Payment terms are Net 30 days after receipt of a correct invoice or acceptance of goods, whichever is later. Yuba-Sutter Transit is responsible for all payments under the contract.
4. Funding Requirements: Any contract or subcontract to be funded in whole or in part using funds provided under this Agreement will require the contractor and its subcontractors, if any, to:
 - (a) Comply with applicable State and Federal requirements that pertain to, among other things, labor standards, non-discrimination, the Americans with Disabilities Act, Equal Employment Opportunity, Drug-Free Workplace, and Office of Management and Budget Circular A-87, Revised "Cost Principles for State, Local and Indian Tribal Governments."
 - (b) Maintain at least the minimum state-required Workers' Compensation Insurance for those employees who will perform the work or any part of it.

(c) Maintain unemployment insurance and disability insurance as required by law, along with liability insurance in an amount that is reasonable to compensate any person, firm, or corporation who may be injured or damaged by the contractor or any subcontractor in performing work associated with this Agreement or any part of it.

(d) Retain all books, records, accounts, documentation, and all other materials relevant to this Agreement for a period of three (3) years from the date of termination of this Agreement, or three (3) years from the conclusion or resolution of any and all audits or litigation relevant to this Agreement and any amendments, whichever is later.

(e) Permit Yuba-Sutter Transit, SACOG and/or its representatives, upon reasonable notice, unrestricted access to any or all books, records, accounts, documentation, and all other materials relevant to this Agreement for the purpose of monitoring, auditing, or otherwise examining said materials.

(f) Comply with all applicable requirements of Title 49, Part 26 of the Code of Federal Regulations, as set forth in Section 28.

5. Specifications: Any deviation from specifications indicated herein must be clearly stated by the proposer in writing; otherwise, all items or work offered by the proposer shall be deemed to be in strict compliance with these specifications, and the successful proposer will be held responsible therefore. Deviations must be explained in detail in the proposal or on an attached sheet(s). This paragraph shall not be construed as inviting or permitting any deviation whatsoever by proposer or implying that any such deviation will be acceptable to Yuba-Sutter Transit.

6. Award of Contract: Qualified proposals will be evaluated and acceptance made of the best value proposal to Yuba-Sutter Transit as determined upon consideration of such factors as: price offered; the quality of the articles offered; the general reputation and performance capabilities of the proposer; the substantial conformity with the specifications and other conditions set forth in the proposal; the suitability of the articles for the intended use; the related services needed; the date or dates of delivery and performance; and such other factors deemed by Yuba-Sutter Transit, within its sole and exclusive discretion, to be pertinent or peculiar to the purchase in question. Unless otherwise specified by Yuba-Sutter Transit or the proposer, Yuba-Sutter Transit reserves the right to accept any items or groups of items on a multi-item proposal.

Yuba-Sutter Transit reserves the right to make partial, progressive or multiple awards where it is advantageous to award separately by items; or where more than one supplier is needed to provide the contemplated requirements as to quantity, quality, delivery, service, geographical areas; or other factors deemed by Yuba-Sutter Transit to be pertinent or peculiar to the purchase in question.

7. Governmental Restrictions: In the event any governmental restrictions may be imposed which would necessitate alteration of the material, quality, workmanship or performance of the items offered on this

proposal prior to their delivery, it shall be the responsibility of the successful proposer to notify Yuba-Sutter Transit at once, indicating the specific regulation which required such alterations.

Yuba-Sutter Transit reserves the right, within its sole and exclusive discretion, to accept any such alterations, including any price adjustments occasioned thereby, or to cancel the contract.

8. Exceptions: All proposals are subject to the terms and conditions outlined herein. All responses will be controlled by such terms and conditions and the submission of other terms and conditions, price catalogs, and other documents as part of a proposer's response will be waived and have no effect on this Request for Proposal or any other contract that may be awarded resulting from this solicitation. The submission of any other terms and conditions by a proposer may be grounds for rejection of the proposal. The proposer specifically agrees to the conditions set forth in this paragraph by affixing his name and signature on the proposal Transmittal Letter.

9. Confidentiality of Proposals: Access to government records is governed by the California Public Records Act (Gov. Code 6250 et seq.). Except as otherwise required by the California Public Records Act, Yuba-Sutter Transit will exempt from disclosure proprietary information, trade secrets and confidential commercial and financial information submitted in the proposal. Any such proprietary information, trade secrets or confidential commercial and financial information which a proposer believes should be exempted from disclosure shall be specifically identified and marked as such. Blanket-type identification by designating whole pages or sections as containing proprietary information, trade secrets or confidential commercial and financial information will not assure confidentiality. The specific proprietary information, trade secrets, or confidential commercial and financial information must be clearly identified as such. The Price Proposal and its contents shall not be considered proprietary information.

10. Clarifications/Interpretations: Any and all questions regarding this document must be addressed to Adam Hansen, Planning Program Manager. Any and all revisions to this document shall be made only by written addendum issued by Yuba-Sutter Transit. The Vendor is cautioned that the requirements of this proposal can be altered only by written addendum and that verbal communications, regardless of their source, shall be of no force or effect.

11. Situs: The place of all contracts, transactions, agreements, their situs and forum, shall be Yuba County, California, wherein all matters shall be determined, whether sounding in contract or tort, relating to the validity, construction, interpretation, and enforcement of this Request for Proposal, or any contract which may be awarded as a result of this solicitation.

Insurance

During the term of this Agreement, Contractor shall at all times maintain, at its expense, the following coverage requirements (the comprehensive general liability insurance shall include broad form property damage insurance):

1. Minimum Coverage (as applicable) - Insurance coverage shall be with limits not less than the following:

(a) Comprehensive General Liability - \$1,000,000/occurrence and \$2,000,000/aggregate, including ongoing and completed operations coverage

(b) Automobile Liability - \$1,000,000/occurrence (general) and \$1,000,000/ occurrence (property) (include coverage for hired and non-owned vehicles)

(c) Professional Liability/Malpractice/Errors and Omissions - \$1,000,000/occurrence and \$2,000,000/aggregate (if any engineer, architect, attorney, or other licensed professional performs work under a contract, the contractor must provide this insurance. If not, then this requirement automatically does not apply.)

(d) Workers' Compensation - Statutory Limits/Employers' Liability - \$1,000,000/ accident for bodily injury or disease (If no employees, this requirement automatically does not apply.)

2. Yuba-Sutter Transit, its officers, agents, employees and volunteers shall be named as additional insured on all but the workers' compensation and professional liability coverage. (Evidence of additional insured may be needed as a separate endorsement due to wording on the certificate negating any additional writing in the description box.)

3. Any available insurance proceeds in excess of the specified minimum limits and coverage set forth above shall be available to the Authority as an additional insured. All coverage available shall be as broad as the coverage afforded to the named insured and nothing in any agreement with the Authority shall limit or lessen the coverage afforded to the Authority as an additional insured to the extent coverage would be available to the named insured under the policy in question. All insurance policies required to be carried shall provide for severability of interests; shall provide that an act or omission of any of the named or additional insured's shall not reduce or avoid coverage to the other named or additional insured's and shall afford coverage for all claims based on acts, omissions, injury or damage which claims occurred or arose (or the onset of which occurred or arose) in whole or in part during the policy. All insurance shall be primary and non-contributory.

4. Said policies shall remain in force through the life of this Agreement and, with the exception of professional liability coverage, shall be payable on a "per occurrence" basis.

5. The Contractor shall declare all aggregate limits on the coverage before commencing performance of this Agreement, and Yuba-Sutter Transit reserves the right to require higher aggregate limits to ensure that the coverage limits required for this Agreement are available throughout the performance of this Agreement.

6. Any deductibles or self-insured retentions must be declared to and are subject to the approval of Yuba-Sutter Transit.

7. Each insurance policy shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to Yuba-Sutter Transit or after ten (10) days for delinquent insurance premium payments.

8. Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A: VII, unless otherwise approved by Yuba-Sutter Transit.

9. The policies shall cover all activities of Contractor, its officers, employees, agents and volunteers arising out of or in connection with this Agreement.

10. For any claims relating to this Agreement, the Contractor's insurance coverage shall be primary, including as respects Yuba-Sutter Transit, its officers, agents, employees and volunteers. Any insurance maintained by Yuba-Sutter Transit shall apply in excess of, and not contribute with, insurance provided by Contractor's liability insurance policy.

11. The insurer shall waive all rights of subrogation against Yuba-Sutter Transit, its officers, employees, agents and volunteers.

12. Prior to commencing services pursuant to this Agreement, Contractor shall furnish Yuba-Sutter Transit with original endorsements reflecting coverage required by this Agreement. The endorsements are to be signed by a person authorized by that insurer to bind coverage on its behalf. All endorsements are to be received by, and are subject to the approval of Yuba-Sutter Transit before work commences. Upon request, Contractor shall provide complete, certified copies of all required insurance policies, including endorsements reflecting the coverage required by these specifications.

13. During the term of this Agreement, Contractor shall furnish Yuba-Sutter Transit with original endorsements reflecting renewals, changes in insurance companies and any other documents reflecting the maintenance of the required coverage throughout the entire term of this Agreement. The endorsements are to be signed by a person authorized by that insurer to bind coverage on its behalf. Upon request, Contractor shall provide complete, certified copies of all required insurance policies, including endorsements reflecting the coverage required by these specifications.

APPENDIX A

Appendix A PROJECT TIMELINE																										
Task Number	Project Title	Resilient Next Generation Transit Facility Plan				Firm								Deliverable												
		Fund Source		Fiscal Year 2019/20		FY 2020/21		FY 2021/22																		
	Responsible Party	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	
1	Project Administrative Tasks																									
1.1	Contract with Caltrans	Project Manager																								Executed Restricted Grant Agreement
1.2	Kick-off Meeting	Project Manager																								List of Action Items w/ responsible party
1.3	Quarterly Invoicing & Reporting	Project & Finance Manager																								Quarterly Reports & Invoices
1.4	Procurement of Consultants	Transit & Project Manager																								RFP released and signed agreement with selected firm
2	Climate Vulnerability Assessment of Potential Facility Sites																									
2.1	Define Facility Needs	Consultant, Project & Transit Manager																								List of minimum facility and site parameters for the new facility
2.2	Identify Potential Sites	Consultant & Transit Manager																								List of potential adequately sized and geographically located sites
2.3	Conduct Climate Vulnerability Assessment	Consultant & Project Manager																								List of risks and adaptation strategies by site
2.4	Working Paper #1	Consultant & Project Manager																								Working Paper #1
3	Resilient Next Generation Transit Facility																									
3.1	Conceptual Facility Design	Consultant																								Conceptual Facility Design
3.2	Resilient Fueling Infrastructure	Consultant																								Analysis of Resilient Fueling Infrastructure Options
3.3	Conceptual Site Design	Consultant																								Conceptual site designs for selected potential sites
3.4	Working Paper #2	Consultant & Project Manager																								Working Paper #2
3.4	Public Outreach	Consultant																								Input from the public and elected officials
4	Cost Estimates and Implementation Recommendations																									
4.1	Financial Plan	Consultant																								Consultant recommendations and cost estimates for Next Generation Transit Facility.
4.2	Draft and Final Plan Development & Presentation	Consultant, Project & Transit Manager																								Draft and final plan
5	Resilient Next Generation Transit Facility - Next Tasks after Grant Co																									
5.1	Identify/Budget Funds for Procurement of Property	Transit Manager																								Purchased property for facility
5.2	Initiation Environmental Analysis of Procured Property	Consultant & Transit Manager																								Completed environmental assessment
5.3	Pursue Funding to Complete Design and Construction of the Resilient Next Generation Transit Facility	Consultant & Transit Manager																								Funding construct Resilient Next Generation Transit Facility
TOTALS																										

Instructions: The blue indicates Yuba-Sutter Transit's ideal schedule. Modify this schedule as needed to reflect accurate completion dates for each task based on your firm's time and resources available.

APPENDIX B

Appendix B COST PROPOSAL												
Project Title		Resilient Next Generation Transit Facility Plan										
		Title										
		Name										
		Hourly Rate										
Task Number		Responsible Party								Total Hours	Total Cost	
1 Project Administrative Tasks												
1.1	Contract with Caltrans	Project Manager										
1.2	Kick-off Meeting	Project Manager										
1.3	Quarterly Invoicing & Reporting	Project & Finance Manager										
1.4	Procurement of Consultants	Transit & Project Manager										
2 Climate Vulnerability Assessment of Potential Facility Sites												
2.1	Define Facility Needs	Consultant, Project & Transit Manager								0		
2.2	Identify Potential Sites	Consultant & Transit Manager								0		
2.3	Conduct Climate Vulnerability Assessment	Consultant & Project Manager								0		
2.4	Working Paper #1	Consultant & Project Manager								0		
3 Resilient Next Generation Transit Facility												
3.1	Conceptual Facility Design	Consultant								0		
3.2	Resilient Fueling Infrastructure	Consultant								0		
3.3	Conceptual Site Design	Consultant								0		
3.4	Working Paper #2	Consultant & Project Manager								0		
3.4	Public Outreach	Consultant								0		
4												
4.1	Financial Plan	Consultant								0		
4.2	Draft and Final Plan Development & Presentation	Consultant, Project & Transit Manager								0		
5 Resilient Next Generation Transit Facility - Next Tasks after Grant Completion												
5.1	Identify/Budget Funds for Procurement of Property	Transit Manager										
5.2	Initiation Environmental Analysis of Procured Property	Consultant & Transit Manager										
5.3	Pursue Funding to Complete Design and Construction of the Resilient Next Generation Transit Facility	Consultant & Transit Manager										
		TOTALS										
Other Direct Costs												
										Each	Quan.	Total
1												
2												
3												
4												
5												
		Total										
Instructions: Please use this sheet or similar to provide cost estimate for each task and project as a whole.												

AGENDA ITEM V – C
STAFF REPORT

**DRAFT FEATHER RIVER AIR QUALITY MANAGEMENT DISTRICT (FRAQMD)
BLUE SKY GRANT PROGRAM PROJECTS FOR FY 2019/2020**

ISSUE

The Feather River Air Quality Management District (FRAQMD) is now accepting proposals for the FY 2019/2020 cycle of Blue Sky (AB 2766) grants. Approximately \$250,000 is expected to be available in this cycle which is the amount that was made available for last few grant cycles. Applications are due on October 14th with award decisions anticipated on December 3rd.

Three potential project concepts were endorsed at the August meeting and the cover sheets for two recommended grant applications for a combined request of \$155,000 are now attached for Board review and consideration. The first application is for \$145,000 to extend the existing discount monthly local and rural route bus pass program for area youth (ages 5 through 18), seniors (age 65 and over) and persons with disabilities for another 12 months. The second application is for \$10,000 to fund a portion of the cost to extend the July 2015 expansion of the Live Oak Route from three to five days a week for another year through December 2020.

BACKGROUND

AB 2766 funds come from a \$4 annual Motor Vehicle Registration Fee that is collected on vehicles registered in Yuba and Sutter Counties to support a wide variety of air pollution reduction activities. Yuba-Sutter Transit has received FRAQMD funding for many projects over the years including discount bus pass programs for youth, seniors and persons with disabilities; local matching funds to expand the commuter and local fixed route bus fleets; local matching funds to expand the Bogue Road Park & Ride Lot; bus stop benches, shelters, information panels and bike lockers; bike racks for buses; a vanpool subsidy program; and, a Downtown Trolley demonstration service.

Yuba-Sutter Transit submitted three applications last year with a combined value of \$142,000 and all three were awarded. The largest of these grants was for \$120,000 for a 12 month extension of the Discount Monthly Pass Program for youth, seniors and persons with disabilities through March 2020. The second was for \$10,000 toward the annual cost of operating an expanded level of service on the Live Oak Route which was increased in July 2015 from three to five days a week. The third was for \$12,000 toward the purchase and installation of special bus stop benches at up to 24 local fixed route bus stops.

Over the last five years, Yuba-Sutter Transit has been awarded an average of \$143,300 annually from this program (\$142,000 in FY 2019, \$140,000 in FY 2018, \$150,000 in FY 2017, \$148,100 in FY 2016 and \$136,203 in FY 2015). Because funding is limited, it is important that Yuba-Sutter Transit's proposals be limited in number and ranked in priority as the program is typically over subscribed and some proposals may be rejected outright or funded at a level lower than requested.

DISCUSSION

Based on the long-term success of the combined discount monthly bus pass program, staff is again recommending that the highest priority project be to continue this program for another twelve month period after the existing grant expires at the end of March 2020. For 2018, a total of 11,300 discount monthly passes were sold and 277,470 discount monthly pass boardings were taken representing 36 percent of all local fixed route trips. Of these discount monthly pass boardings; 55 percent were made by persons with disabilities, 25 percent by youth (ages 5 to 18) and 20 percent by seniors (age 65 and over).

For 2019, staff is now projecting the sale of approximately 12,900 discount monthly passes (up 14 percent from 2018) and the provision of over 300,000 discount monthly pass boardings. These projections are higher than the actual 2018 figures because discount monthly pass sales and use have both increased significantly since the July 1, 2019 increase in cash fares. As a result, staff is now projecting the sale of 14,500 discount monthly passes over the proposed twelve month project period (April 2020 – March 2021). To maintain the current subsidy of \$10 for each discount pass, staff would recommend requesting \$145,000 from FRAQMD with all other program expenses to again be provided by Yuba-Sutter Transit. An alternative approach would be to increase the out-of-pocket cost for each pass to reduce the FRAQMD subsidy by an equal amount. Depending on the amount of the increase, however, this could have a significant impact on the program through reduced pass sales and ridership.

Yuba-Sutter Transit has received five FRAQMD grants to-date to fund a portion of the annual cost of the Live Oak Route which was expanded from three to five days a week in July 2015. Ridership on this route has since more than doubled and staff is again recommending the submittal of another grant for \$10,000 to support the service extension for another year through December 2019. Staff is also recommending that this be identified as the second priority project for this cycle of funding.

Another concept that was discussed at the August meeting was for additional bus stop furnishings similar to the recent (and partially FRAQMD funded) project that installed 48 special two-seat bus stop benches at local bus stops that lack a sidewalk and/or adequate right-of-way for more traditional bus stop furniture. Based on the minimum order size of 12 benches and an estimated cost of \$2,000 per site (bench, pole, hardware, delivery, site preparation and installation), the minimum project cost would be about \$25,000. Because of the increase in the requested funding for the Discount Monthly Bus Pass Program over last year, staff is not recommending a bus stop improvement project at this time to avoid jeopardizing the two priority projects. Should the FRAQMD grant program expand in the future, such a project would certainly be considered.

Staff will be prepared at the meeting to discuss these and any other project concepts that Board members may wish to introduce for consideration.

RECOMMENDATION: Authorize the submittal of FRAQMD grant applications as proposed or amended.



Serving Sutter and Yuba Counties

541 Washington Avenue
Yuba City, CA 95991
(530) 634-7659
FAX (530) 634-7660
www.fraqmd.org

Christopher D. Brown, AICP
Air Pollution Control Officer

BLUE SKY PROGRAM PROPOSAL APPLICATION FORM AB 2766
Fiscal Year 2019-2020

PROJECT TITLE _____

Agency/Company Name: _____

Mailing Address: _____

Contact Person Name: _____ Title: _____

Phone Number: _____ Fax Number: _____

Physical Address (if different from above):

E-Mail Address: _____

FUNDING REQUESTED

AB2766 Funding: \$_____ **OR** AB 923 Funding: \$_____

PROJECT TYPE (check one)

- | | | |
|-------------------------------------------------------|----------------------------------------------------|---------------------------------------------------|
| <input type="radio"/> Alternative Fuel Infrastructure | <input type="radio"/> Bicycle or Pedestrian | <input type="radio"/> Public Transit |
| <input type="radio"/> Public Education or Outreach | <input type="radio"/> Vanpool/Shuttle | <input type="radio"/> Clean Fuel Vehicle Purchase |
| <input type="radio"/> Public Transit Fare Reduction | <input type="radio"/> Employer Rideshare Incentive | <input type="radio"/> Other |

Authorized Representative who will sign the Grant Agreement:

Name:	Title:
Signature of Representative:	Date:



Serving Sutter and Yuba Counties

541 Washington Avenue
Yuba City, CA 95991
(530) 634-7659
FAX (530) 634-7660
www.fraqmd.org

Christopher D. Brown, AICP
Air Pollution Control Officer

BLUE SKY PROGRAM PROPOSAL APPLICATION FORM AB 2766
Fiscal Year 2019-2020

PROJECT TITLE Live Oak Service Expansion Continuation

Agency/Company Name: Yuba-Sutter Transit Authority

Mailing Address: 2100 B Street, Marysville, CA 95901

Contact Person Name: Keith Martin Title: Transit Manager

Phone Number: (530) 634-6880 Fax Number: (530) 634-6888

Physical Address (if different from above):

E-Mail Address: keith@yubasuttertransit.com

FUNDING REQUESTED

AB2766 Funding: \$ 10,000 OR AB 923 Funding: \$ _____

PROJECT TYPE (check one)

- | | | |
|----------------------------------------------------------|-------------------------------------------------------|------------------------------------------------------|
| <input type="checkbox"/> Alternative Fuel Infrastructure | <input type="checkbox"/> Bicycle or Pedestrian | <input checked="" type="checkbox"/> Public Transit |
| <input type="checkbox"/> Public Education or Outreach | <input type="checkbox"/> Vanpool/Shuttle | <input type="checkbox"/> Clean Fuel Vehicle Purchase |
| <input type="checkbox"/> Public Transit Fare Reduction | <input type="checkbox"/> Employer Rideshare Incentive | <input type="checkbox"/> Other |

Authorized Representative who will sign the Grant Agreement:

Name: Keith Martin	Title: Transit Manager
Signature of Representative:	Date: October 1, 2019

AGENDA ITEM V – D
STAFF REPORT

FY 2020/21 CALTRANS PLANNING GRANT APPLICATION

Local transit plans that evaluate both existing and near-term potential public transportation services for the purpose of guiding the development of public transit systems over a five to ten year period are generally updated every five years or so. The most recent Yuba-Sutter Short Range Transit Plan (SRTP) was adopted in April 2015. While a transit plan update would appear to be in order, new trends in transit planning, changing regulations (Innovative Clean Transit regulations), emerging disruptive technologies (micro-transit, transportation network companies, etc.), increased state funding (SB 1) and a now four year decline in Yuba-Sutter Transit ridership would suggest that even the normal five year planning cycle may no longer be enough to keep pace. For this reason, staff has been searching for grant opportunities to fund such an effort at the earliest possible time.

The 2015 SRTP update has served the system well over the past five years as many of the recommendations have been or are in the process of being implemented. These included modifications to Routes 1 and 4; expansion of the Live Oak and Wheatland services; fleet upgrades; fare and fare policy changes; increased number of commuter schedules; bus stop improvements; and, the new Yuba College Student Shuttle service that will start in January. This list also includes technology enhancements such as the Connect Card electronic fare payment system; on-board Wi-Fi service; and, the bus tracker application and computer assisted dispatch system that is now being rolled out. While there are still service and policy items for future consideration in the 2015 SRTP, the changing climate deserves another in-depth systemwide analysis.

On August 16th, Caltrans issued a call for projects under the Sustainable Communities Grant Program for which grant applications are due on October 11th which is prior to the next scheduled meeting of the Yuba-Sutter Transit Board of Directors. Successful applicants will be notified in the spring of 2020 with work to begin by the fall of next year. For this reason, it is now being recommended that the Board authorize staff to prepare and submit a grant application to update and replace the current SRTP with a comprehensive operational analysis (COA) which is more modern planning exercise that has been conducted by many transit agencies nationwide.

A COA is more performance based and will include an evaluation of both the current system as well as some of the new service models such as on-demand service, microtransit, first mile/last mile solutions and others now being tested at various locations around the county for possible local implementation. This process, which would include a number of policy and public input opportunities, will look at the system from top to bottom including route efficiency and effectiveness; route design and frequency of service; span of service and service boundaries; financial capacity and service mode alternatives. Ultimately, the purpose of this effort will be to optimize the services being offered in light of local priorities and fiscal realities to provide a foundational planning document over the next 5 – 7 years.

Staff will be prepared to discuss the Caltrans Sustainable Communities Grant application in detail at the meeting.

RECOMMENDATION: Authorize the submittal of a Caltrans Sustainable Communities Planning grant application as proposed or amended.