

BOARD OF DIRECTORS MEETING AGENDA  
REDWOOD COAST TRANSIT AUTHORITY



DATE: Monday, July 25, 2022

Time: 5:30pm

PLACE: 981 H Street – Flynn Building

Zoom Option: <https://dnco.zoom.us/j/82869372937>

**PLEASE SUBMIT ANY PUBLIC COMMENTS AHEAD OF TIME IF AT ALL POSSIBLE.** Please visit <https://media.co.del-norte.ca.us/> for a public comment form. A link to view the meeting will be posted on <https://media.co.del-norte.ca.us/>. Comment on ALL agenda items as well as general public comment will be taken at the prescribed time for public comment via instructions provided on the website.

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1. Call Meeting to Order. Roll Call. Pledge of Allegiance
2. Public Comment
3. Consent Calendar
  - 3A. Adopt Resolution 2022-23-01 Approving RCTA FY 2022-23 SB-1 State of Good Repair Project List
  - 3B. Approve the Minutes of the May 23, 2022 RCTA Board Annual Workshop and Meeting
4. Discussion and Update on 2022 Summer Service Platform Performance
5. Discussion and Approval of the 2022-23 Fall/Winter Service Platform
6. Discussion and Approval of Purchase Orders with SC Soft for Validators, Day Wireless for Routers, and Approval of Agreements with SC Soft and Elevon/Littlepay for Fulfillment Services for RCTA's Far North Contactless Fare Payment Project
7. Discuss and Approval of Additional Swiftly AVL/CAD Module – On Board Driver Application
8. Review and Accept RCTA FY 2018-19 through FY 2020-21 TDA Triennial Performance Audit
9. Authorize Release of Request for Proposals for South Oregon Medical/Shopping Shuttle Planning Study
10. Discuss Purchase of Used Bus at Auction to Mitigate Delayed Arrival of Replacement Buses
11. Management Reports – First Transit Project Manager, RCTA General Manager's Reports
12. Announcements
13. Adjourn – Next RCTA Board Meeting will be on Monday, September 26<sup>th</sup>, 2022 at 5:30pm

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Any member of the public may speak on any agenda item for a time period, not to exceed 3 minutes, prior to the Public Agency taking action on that agenda item.

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July 25, 2022

**MEMO TO:** Board of Directors

**FROM:** Joe Rye, General Manager



**SUBJECT:** Resolution 2022-23-01 Approving the Fiscal Year 2022-23 Project List for Senate Bill 1 State of Good Repair Funding – Bus Replacements

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**RECOMMENDATION:**

That the RCTA Board approve Resolution 2022-23-01 approving RCTA's Fiscal Year 2022-23 project list for \$43,487 in Senate Bill 1 State of Good Repair Funding for bus replacements.

**BACKGROUND:**

The Road Repair and Accountability Act of 2017, Senate Bill (SB) 1 (Chapter 5, Statutes of 2017), signed by the Governor on April 28, 2017, includes a program referred to as the State of Good Repair (SGR) program. This program provides approximately \$105 million annually to the State Transit Assistance (STA) Account for transit capital improvements.

In addition to over doubling RCTA's annual apportionment of traditional State Transit Assistance funds in recent years, the State Controller estimates that for Fiscal Year 2021-22 RCTA will receive a total of \$43,487 in SGR funds. SGR is limited to capital projects. Caltrans SB1 staff indicate that they expect the funding to be stable in future years. The RCTA Board identified Bus Stop Improvements as the SGR-funded project from FY 2018-19 to FY 2021-22, funding the purchase of several bus shelters, shelter landing pads, and about 50 Simme Seats.

Previous allocations of SGR have built a balance in RCTA's SGR Bus Stop Improvements account of approximately \$76,977, which includes funds recently spent on purchase of Simme Seat bus stop seating equipment. As recommended in the 2019 Short Range Transit Plan (and 2022 SRTP Mini Update), RCTA can no longer dedicate these SGR funding to bus stops, as replacing buses takes a higher priority for extremely limited (non-TDA) funding. With the final expenditure of 2006 Prop 1B PTMISEA funds on bus orders in FY 2022-23, RCTA must identify a new source of local matching funds for bus replacement projects. This FY 2022-23 Project List will establish the SGR Bus Replacements as an ongoing project, and future year's SGR funds will likely need to be added to this project. The annual allocation will NOT be enough to cover RCTA's bus replacement local match needs, but it will help, with the remaining match coming from RCTA's TDA operating funds.

Caltrans requires the submittal of a Board-approved SGR Project List each year. The DNLTC (Del Norte Local Transportation Commission) will approve the Fiscal Year 2022-23 Del Norte SGR Project List at a meeting later this fall.

**Attachments**

1. Resolution 2022-23-01

**REDWOOD COAST TRANSIT AUTHORITY RESOLUTION NO. 2022-23-01**

**RESOLUTION APPROVING THE DEL NORTE COUNTY FISCAL YEAR 2022-23 SB-1  
STATE OF GOOD REPAIR FUNDING PROJECT LIST**

**WHEREAS**, the Redwood Coast Transit Authority is an eligible project sponsor and may receive State Transit Assistance funding from the State of Good Repair Account (SGR) now or sometime in the future for transit projects; and

**WHEREAS**, the statutes related to state-funded transit projects require a local or regional implementing agency to abide by various regulations; and

**WHEREAS**, Senate Bill 1 (2017) named the Department of Transportation (Department) as the administrative agency for the SGR; and

**WHEREAS**, the Redwood Coast Transit Authority wishes to delegate authorization to execute these documents and any amendments thereto to the General Manager; and

**WHEREAS**, the Department requires each County and transit agency to submit a SGR Project List each fiscal year identifying that fiscal year's SGR project list, and for Fiscal Year 2022-23 RCTA is submitting a project list of \$43,487 in SGR projects for Bus Replacements; and

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of the Redwood Coast Transit Authority that the fund recipient agrees to comply with all conditions and requirements set forth in the Certification and Assurances document and applicable statutes, regulations and guidelines for all SGR funded transit projects.

**NOW THEREFORE, BE IT FURTHER RESOLVED** that the General Manager be authorized to execute all required documents of the SGR program and any Amendments thereto with the California Department of Transportation.

**PASSED AND ADOPTED** by the Redwood Coast Transit Authority of the County of Del Norte, State of California, at a regular meeting of said Commission or Board Meeting held on July 25, 2022 by the following vote:

AYES:

NOES:

ABSENT:

**WHEREUPON, THE CHAIR DECLARED THE RESOLUTION ADOPTED, AND SO ORDERED.**

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Ray Altman, Chair, RCTA

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Joseph Rye, Secretary

MINUTES  
REDWOOD COAST TRANSIT AUTHORITY  
MAY 23, 2022 AT 5:30 P.M.

PRESENT: Darrin Short (Chairman), Susan Masten, Ray Altman, Beau Smith (Vice-Chairman)(entered meeting at 5:48 P.M.)

ABSENT: Vidette Roberts

ALSO PRESENT: Joseph Rye, Fernando Hernandez

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1. CALL MEETING TO ORDER. ROLL CALL. PLEDGE OF ALLEGIANCE

Chairman Short called the meeting to order at 5:45 P.M. Joseph Rye took Roll Call. Chairman Short Led the Pledge of Allegiance.

2. PUBLIC COMMENT

The following person(s) addressed the board: None

3. ELECTION OF OFFICERS

Director Smith nominated Director Altman for Chairman of the Redwood Coast Transit Authority Board of Directors. Seconded by Director Masten.

On a motion by Director Smith, seconded by Director Masten, and unanimously carried on a polled vote the Redwood Coast Board of Directors approved Director Altman for Chairman of the Redwood Coast Transit Authority Board of Directors.

Director Masten nominated Director Short for Vice Chairman of the Redwood Coast Transit Authority Board of Directors.

On a motion by Director Masten, seconded by Director Smith, and unanimously carried on a polled vote the Redwood Coast Board of Directors approved Director Short for Vice Chairman of the Redwood Coast Transit Board of Directors.

4. CONSENT CALENDAR

4A. ADOPT RESOLUTION 2021-22-07 APPROVING RCTA 2022 CONSOLIDATED FUNDING APPLICATION TO CALTRANS AND AUTHORIZING THE GENERAL MANAGER TO EXECUTE ALL GRANT DOCUMENTS

4B. APPROVE THE MINUTES OF THE APRIL 25, 2022, RCTA BOARD ANNUAL WORKSHOP AND MEETING

4C. APPROVE SUBMITTAL OF RCTA 2022 FEDERAL TRANSIT ADMINISTRATION CERTIFICATIONS AND ASSURANCES.

On a motion by Director Short, seconded by Director Masten, and unanimously carried on a polled vote the Redwood Coast Transit Board of Directors approved the Consent Agenda items 4A – 4C.

5. **DISCUSSION AND APPROVAL OF 2022 SHORT RANGE TRANSIT PLAN MINI UPDATE**  
Discussion was held regarding 2022 Short Range Transit Plan Mini Update. Mr. Rye reported on four chapters that were updated. The following chapters were updated; Chapter 3 – Evaluation of Existing Services; Chapter 6 – Service Plan; Chapter 7 – CTSA Plan; and Chapter 9 – Financial Plan. Mr. Rye’s recommendation for the board is to approve the 2022 RCTA Mini-SRTP Update.  
On a motion by Director Short, seconded by Director Masten, and unanimously carried on a polled vote the Redwood Coast Transit Board of Directors Approved the 2022 RCTA Mini-SRTP Update.
6. **DISCUSSION AND APPROVAL OF JUNE 2022 SUMMER SERVICE SCHEDULE**  
Discussion was held regarding June 2022 Summer Service Schedule, and the concept of RCTA putting out its highest service levels in the summer, peak season months. Mr. Rye reported the staff presented five different services that RCTA may reinstate June 2022 for summer schedule. The proposed changes are as follows: Reinstate the 7-8 a.m. weekday CC Locals and DAR Service cut December 2021 (this one was completed May 23, 2022); Reinstate the evening Route 20 Trip between Crescent City and Klamath cut in April 2020; Reinstate the third (late afternoon) Route 199 trip between CC and Gasquet cut in April 2020; Reinstate the second (midday) Route 20 trip between CC and Arcata cut in April 2020; and Suspend Route 300 for Summer. Mr. Rye recommends the Board of Directors approve the 2022 Summer Service Changes.  
On a motion by Director Short, seconded by Director Masten, and unanimously carried on a polled vote the Redwood Coast Board of Directors approved the June 2022 Summer Service Schedule.
7. **ADOPT RESOLUTION 2021-22-08 APPROVING AMENDMENT 1 TO RCTA FY 2021-22 BUDGET**  
Discussion was held regarding Resolution 2021-22-08. Mr. Rye reported this amendment will be used to move an unneeded \$36,000 from the operating budget to Services and Planning and Marketing Services. This will help to fund the Cultural Center Hub and Mini-SRTP Planning Projects.  
On a motion by Director Smith, seconded by Director Masten, and unanimously carried on a polled vote the Redwood Coast Transit Authority Board of Directors approved Resolution 2021-22-08 approved Amendment 1 to RCTA FY 2021-22 Budget.
8. **ADOPT RESOLUTION 2021-22-09 ADOPTING RCTA FISCAL YEAR 2022-23 BUDGET**  
Discussion was held regarding Resolution 2021-22-09. Mr. Rye reported the FY 2022-23 Draft Budget will include seasonal restoration of services that were cut in April 2020, as part of the new summer schedules; fares to rebound from lower numbers caused by pandemic; receiving up to five additional buses; includes spending of the last of the PTMISEA money for bus replacements and facility projects; includes LCTOP funds for Electronic Bus Project; Includes funds to design and construct infrastructure improvements; and a small contingency to pay for major component failures. Mr. Rye reported out on CTSA budget. Tamera Leighton commented that when funds get

returned to DNLTC it will be recycled back through with the same formula to be used as transit funds. What can't happen is RCTA can't request maximum funds and not spend all that is requested and roll it over to the following fiscal year.

On a motion by Director Short, seconded by Director Masten, and unanimously carried on a polled vote the Redwood Coast Transit Authority Board of Directors approved Resolution 2021-22-09 adopting RCTA Fiscal Year 2022-23 Budget.

9. ADOPT RESOLUTION 2021-22-10 APPROVING SUBMISSION OF FISCAL YEAR 2022-23 RCTA TDA CLAIM

Discussion was held regarding Resolution 2021-22-10. Mr. Rye reported the highlights of the claim are as follows: Revenue projections continue to stay strong and resilient in spite of the COVID-19 pandemic, with TDA-LTF at an all-time high. RCTA Mini SRTP update dove into this issue and concluded the new funding levels to be sustainable going forward.; TDA-LTF funding has increased by 11% the FY 2021-22.; Per direction from DNLTC, RCTA will be asking for the maximum amount possible, but will budget accordingly and any excess will be used to add to our reserves and to provide local match to capital project after PTMISEA is exhausted. State Transit Assistance funds have increased 33% this FY 2021-22. Staff recommends the board adopt Resolution 2021-22-10.

On a motion by Director Short, seconded by Director Smith, and unanimously carried on a polled vote the Redwood Coast Transit Board of Directors approved and adopted Resolution 2021-22-10 approved Submission of Fiscal Year 2022-23.

10. APPROVE PURCHASE ORDERS WITH SC SOFT FOR VALIDATORS, DAY WIRELESS FOR ROUTERS, AND AGREEMENTS WITH SC SOFT AND ELEVON/LITTLE PAY FOR FULFILLMENT SERVICES FOR RCTA'S FAR NORTH CONTACTLESS FARE PAYMENT PROJECT  
Item 10 was pulled from the agenda due to it is not ready for presentation.

11. APPROVE PURCHASE ORDERS WITH SIMME SEATS, INC. FOR BUS STOP AMENITIES

Discussion was held regarding issuance of a Purchase Order. Mr. Rye reported RCTA programmed all of its SGR funding to bus stops over the last few years. However, RCTA will switch these funds to address bus replacements starting FY 2022-23. Current SGR balance is \$114,506. RCTA budgeted \$38,115 to bus stops in the original FY 2021-22 Budget, and just today increased that amount to \$60,115 with Amendment #1. These amenities are needed but also limited by funding and staff time, also their deployment must avoid encroaching on ADA minimum sidewalk clearance. These criteria's limit the locations and placement of the Simme Seats. Stops without signs are not recognized and we feel that is the most important part of the bus stop. At locations lacking current bus stop signs/poles, the Simme Seats will be ordered and include new poles. The Simme Seat allows RCTA to continue to expand bus stop seating without aggravating the challenge currently with RCTAD shelters impacted by homeless camping and vandalism. There are many shelters missing glass panels and First Transit does not want us putting in more shelters until this issue is fixed. However, they are in support of the additional seating that will withstand the vandalism from Simme. RCTA will install 50 Simme Seats

at 50 locations this summer. Staff Recommendation is to approve Purchase Order 2021-22-24.

On a motion by Director Short, seconded by Director Smith, and unanimously carried on a polled vote the Redwood Coast Transit Authority Board of Directors approved the Purchase Order 2021-22-24 to Simme Seats LLC for 50 Simme Seats and 21 new bus stop posts.

12. OPERATIONS REPORT – FIRST TRANSIT

Fernando Hernandez reported First Transit has gotten 2 new drivers out on the road. First is also working with 2 additional part-time drivers for weekends to have them trained by June 15. First continues to have challenges with DMV to get new bus operators licensed. First Transit has resorted to flying new hires to the Bay Area to have them tested and certified at another First Transit property that is licensed by DMV to conduct behind the wheel license testing. First Transit feels it is ready to deliver expanded hours this summer coming up and hoping to have enough hours in the Fall/Winter/Spring Schedule to avoid driver layoffs.

13. GENERAL MANAGER'S REPORT

Mr. Rye reported we will be talking about item 10 back in July. The project itself is still in hopes to be launched this summer.

14. ANNOUNCEMENTS

The following Directors addressed the Board: Director Smith is excited with the project we have going on in Front Street between H and I, the future transit hub.

15. ADJOURN

Redwood Coast Transit Board of Directors adjourned the meeting at 7:05 P.M. The next meeting will be on Monday July 25, 2022, at 5:30 P.M.

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Joseph Rye, General Manager  
Redwood Coast transit Authority

July 25, 2022

**MEMO TO:** Board of Directors

**FROM:** Joe Rye, General Manager

**SUBJECT:** Update on Performance of 2022 Summer Service



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**RECOMMENDATION:**

Information only. Discuss the performance of the 2022 Summer Service platform to date.

**BACKGROUND:**

In late May 2022, the Board approved an aggressive package of service reinstatements for the Summer of 2022, as part of an effort to expand RCTA service in advance of potential demand growth, and to position RCTA summer services as a higher level of service as compared to the winter (off-season) months. The concept behind this change is to approach service reinstatement cautiously and match service with seasonal demand changes.

Summer 2022 Service Changes – Implemented on June 6<sup>th</sup>, 2022 or earlier included:

- 1) Reinstate the 7-8am Weekday CC Locals and DAR Service cut December 2021 – *done, May 23, 2022*
- 2) Reinstate the evening Route 20 Trip between Crescent City and Klamath cut in April 2020, *done June 6*
- 3) Reinstate the third (late afternoon) Route 199 trip between CC and Gasquet cut in April 2020, *done June 6*
- 4) Reinstate the second (midday) Route 20 trip between CC and Arcata cut in April 2020, *done June 6*

**Discussion**

The service change was executed as planned, First Transit was able to staff the expanded services using newly hired and trained bus operators, and the RCTA website and GTFS feeds were updated prior to the service change date of June 6<sup>th</sup>. RCTA's summer printed schedule brochures were delayed due to issues with a new vendor and an elongated design lead time. The brochures arrived in late June. The pandemic was not a major player this summer, and travel habits, at least among the majority with access to automobiles, seemed to return towards normal as hoped. The following table shows route level performance for June and July 2022, as compared with April and May (old platform) showing how the newly expanded Summer Schedules performed.

Shown in Table 1, in general, Summer 2022 has RCTA enjoying a decent uptick in ridership, which continues into late July, showing month over month improvements to most all routes. Revenue hours are up about 20% (compared to April 2022) and ridership has rebounded 28%. The Summer Schedules have been well received and can generally be categorized as successful. In particular, as Table 2 shows us, the two most productive of the reinstated services for Summer 2022 are the 7am CC local services and Dial-A-Ride, and the Crescent City to Klamath short trip in the 7pm hour each evening.

Table 1 – Overall System Performance Summer 2022 versus Spring 2022

Month/Year	Revenue Hours	Revenue Miles	Ridership	Riders Per Hour
April 2022	1064	23,136	4314	4.05
May 2022	999	21,690	4373	4.38
June 2022	1276	29,787	5535	4.34
June vs April Summary Totals	+20%	+28.7%	+28.3%	+20%

Summer Service Change	June Revenue Hours	June Ridership	June Riders per Rev Hour	July Riders (projected)	July Riders per Rev Hour (projected)
Resume Crescent City Local and DAR Service between 7-8am on weekdays.	22 (1 hour/day x 22 June weekdays)	103	4.68	110	5.5
Reinstate Evening Southbound trip of Route 20 between Crescent City and Klamath.	19.5 (1.5 hours/day x 26 June service days .75 rev hrs/day)	17	0.87	50	2.56
Reinstate late afternoon trip of Route 199 between CC and Gasquet and reinstate Saturday 199	39 (1.5 hrs per 26 June Service days)	30	0.77	45	1.15
Restore midday southbound trip of Route 20 between CC and Arcata.	130 (5 hours/day x 26 June service days)	71	0.54	122	0.94
Totals	+210.5 rev hrs	221	1.05	327	1.87 (180 hrs)

RCTA

Table 2 – Exact Performance of Services Reinstated in June 2022

RCTA experienced decent ridership improvement so far this Summer of 2022. Of the four services restored, only the reinstatement of the 7-8am has produced ridership near that expected, based on other trips of the same route(s). However, all the restored services performed better in month two (July) than in June, so the Summer Schedule can't be completely evaluated until August numbers are available. RCTA also did zero marketing of the restored service (beyond new schedules, updated website, etc) so word may just be starting to get around.

**Recommendation**

Discussion only.

July 25, 2022



**MEMO TO:** Board of Directors

**FROM:** Joe Rye, General Manager

**SUBJECT:** Approval of Implementation of Winter Platform 2022-23 Service Platform

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**RECOMMENDATION:**

Approve the staff recommended Winter Platform 2022-23 service platform – Alternative 3.

**BACKGROUND:**

In recent years, RCTA has not been static, but rather has made adjustments each year based upon changing dynamics such as funding fluctuations, challenges with route operations, low ridership, pandemics, etc. Services cut were targeted for reduction due to low productivity (riders). Here is a history of recent service changes:

<u>Date</u>	<u>Nature of Service Change</u>	<u>Result</u>
July 2016	routes modified, stops moved on-time performance problems	OTP improved, driver breaks protected and built reserves
July 2017	cut route 10, reduced hours on locals, reduced Saturday locals	½ day trips now possible
July 2018	reallocated late night Arcata trip (Route 20) to mid-day	improved ridership
July 2018	re-routed regional routes (20, 199) to serve College/HS	improved ridership
August 2019	re-routed early AM service, added PM 300, to/from CR/HS	reduced service hours 33%
April 2020	cut all Saturday service, shortened PM service, cut regional trips	little ridership gains
Fall 2021	reinstated Route 300, added 300PM, reinstated Saturday service	decent ridership gain 28%
June 2022	reinstated most service lost in pandemic, new summer platform	

**Discussion**

At the April 25<sup>th</sup>, 2022 Board Workshop, staff presented an overview of RCTA’s positive financial picture, and how said position applies pressure upon the agency to reinstate some services cut at the beginning of the pandemic. This urge is also supported by the desire to regain ridership lost during the pandemic. Staff proposed and the Board approved a new approach, where RCTA will provide its highest service levels in the Summer, as summer is the peak season for tourism and recreation in our region. Having a robust summer schedule also takes a conservative approach to service reinstatement, expanding and stretching the agency for only 3 months per year, which might prove wise considering the lingering pandemic impacts on transit and society.

In June 2022 the 2022 Summer Schedule was implemented, featuring reinstatement of the following:

- 1) the 7-8am Weekday CC Locals and DAR Service cut December 2021 – *done, May 23, 2022*
- 2) the evening Route 20 Trip between Crescent City and Klamath cut in April 2020
- 3) the third (late afternoon) Route 199 trip between CC and Gasquet cut in April 2020
- 4) the second (midday) Route 20 trip between CC and Arcata cut in April 2020

As described in an earlier agenda item on today’s Board Agenda, the expanded Summer Schedule led to modest but important ridership growth, around 28% as of July (compared to April). Now, the decisions on what service to contract back for the “off-season” will shape the 2022-23 Winter Platform Schedule.

Summer Service Change	June Revenue Hours	June Ridership	June Riders per Rev Hour	July Riders (projected)	July Riders per Rev Hour (projected)
Resume Crescent City Local and DAR Service between 7-8am on weekdays.	22 (1 hour/day x 22 June weekdays)	103	4.68	110	5.5
Reinstate Evening Southbound trip of Route 20 between Crescent City and Klamath.	19.5 (1.5 hours/day x 26 June service days .75 rev hrs/day)	17	0.87	50	2.56
Reinstate late afternoon trip of Route 199 between CC and Gasquet and reinstate Saturday 199	39 (1.5 hrs per 26 June Service days)	30	0.77	45	1.15
Restore midday southbound trip of Route 20 between CC and Arcata.	130 (5 hours/day x 26 June service days)	71	0.54	122	0.94
Totals	+210.5 rev hrs	221	1.05	327	1.87 (180 hrs)

First Transit has conveyed to RCTA that establishing an “off-season” service platform that reduces hours *significantly* may contribute to difficulty retaining bus operators, as hours will be reduced every September and some operators may leave if they can no longer get full time hours. That said, RCTA needs to balance staff retention versus fiscal health and agency sustainability.

#### Alternative 1

Due to the relatively poor performance so far this summer, the 3<sup>rd</sup> daily round trip of both Routes 20 (south segment) and Route 199 could be eliminated from the Winter Platform. Alternative 1 has these two trips recommended for elimination from the Winter Platform. Route 199 will return to a weekday only route. This will save RCTA about 1170 annual revenue hours (over 9 non-summer months) and clearly establish a summer (peak) schedule versus a winter (off-peak) schedule. Both Route 20 (south segment) and Route 199 will retain their early morning and late afternoon trips to allow full-day trip taking during the off-peak months.

#### Alternative 2

Staff has identified another reduction option that would leave the Summer Schedule in place during the weekdays, all year long, but eliminate all Saturday Services. First Transit staff feel that impacts to drivers would be about the same as Alternative 1 (net cut amounts are similar) but not having to staff the office on Saturdays would be a positive to Dispatch staffing. It is possible that RCTA could negotiate some reduction in First Transit fixed monthly costs due to not having to staff this 6<sup>th</sup> day per week. Staff feels that both alternatives would serve to “strike a balance” between productivity and fiscal health, acknowledging reduced demand, and driver availability challenges. In both Alternative 1 and 2, First Transit would likely need to reset the driver schedule (runcut). Both Alternatives 1 and 2 would include the annual reinstatement of the daily Route 300 school tripper (which adds back ~3 hours/schoolday) each August, which offsets the overall reduction in revenue hours. Alternative 2 will reduce service in the range of 780 annual revenue hours (1320 cut hours *plus* ~540 Route 300 hours restored) for the Winter Platform. This would extend the Summer 2022 Schedule and high weekday service level all winter, but completely eliminate all Saturday Service. Holiday Service would

still be provided using the Saturday Platform on Holiday Weekdays. Post-pandemic ridership on Saturdays has not been up to standard, but ridership varies between 50 and 100 boardings per Saturday. Transit industry standards cite that Saturday Service should produce about half the daily ridership of weekdays, with Sundays usually about 25% of weekday ridership. RCTA is near standard on “good” Saturdays, often in the first half of each month. However, rider counts as low as 50 per Saturday have been recorded at times lately, especially late in the months. One bonus of this further-reduced Winter Platform would be enough hours savings during Winter Schedules to offset the addition of Sunday Service to the RCTA Summer Schedules, if the Board wished to provide 7 day/week service in the tourist months.

### Alternative 3

Staff offers up Alternative 3, a temporary, one-winter schedule that effectively keeps all the 2022 Summer Schedule restored service in place through August of 2023, minus the Route 300 tripper in the summer months. This all-year level of service at RCTA’s new, peak summer schedule, would cost more but can be paid for out of one-time pandemic funding. The Board is aware that RCTA is spending down \$1.7M in one-time pandemic assistance funds (CARES, and other similar tranches of Federal Funds) received in 2020 for use to offset financial damage caused to transit agencies by operating (largely empty) during the pandemic. RCTA has just submitted its first request for reimbursement for the first \$400k to cover losses in FY 20-21 and 21-22. At this pace, RCTA will be able to receive about \$300-400k each fiscal year through 2024-25 before these one-time funds are exhausted. These funds can be used to free up RCTA’s TDA funds for capital projects (of which RCTA has a great need) and to bolster operating reserves. Essentially, Alternative 3 extends RCTA’s full range of services for the entire Winter Platform for one year, to try and help rebuild ridership by offering the best service possible, via COVID funds, even if this high service level is not sustainable forever.

While it has taken RCTA and Caltrans a year or two to figure out how to best distribute the one-time COVID-relief funding, it is now safely assured that RCTA will be able to simply ask for reimbursement of expended operating funds, and that will allow less of RCTA’s annual TDA LTF funds be dedicated to paying for operations. However, the TDA LTF funds freed up from operations by the COVID funds are required to help build RCTA’s electric bus charging stations and utility upgrades, and the development of the Front Street Transit Hub. Both these key capital projects are unfunded or underfunded and will require TDA LTF funds in order to move ahead through design and into construction. Alternative 3 basically eats into the COVID-fund induced growth of the reserves/capital projects account for one year, about \$100k worth of additional expenditures in FY 2022-23 during the 9 months (September 2022 through May 2023), in exchange for help in the push for bringing back ridership. Having 3 daily round trips of Routes 199 and the South Segment of Route 20 puts RCTA’s “best foot forward” for another full year, to help develop ridership on these routes. It is likely at some point, probably next summer, RCTA will need to cull some lower-producing routes to establish a sustainable winter schedule. First Transit has indicated confidence that they will be able to maintain current staffing levels through the winter of 2022-23 to support Alternative 3. Should the Board choose Alternative 3, it is likely a budget amendment will be needed late in FY 2022-23 to increase some operating line items.

Regardless of which alternative the Board chooses for Winter 22-23, additional changes for the Winter Platform will include slight modifications to the Route 300 to seek additional ridership, and adjustment of the remaining Route 199 AM and PM trips to better enable school bell travel.

### **Recommendation**

Staff recommends approval of Alternative 3 for the 2022-23 Winter Platform service platform.

May 23, 2022

**MEMO TO:** Board of Directors

**FROM:** Joe Rye, General Manager

**SUBJECT:** Approve Purchase of Various Equipment and Agreements for Processing and Fulfillment Services for Far North Group Contactless Fares Project



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**RECOMMENDATION:**

Approve Purchase of Various Equipment and Agreements for Processing and Fulfillment Services for Far North Group Contactless Fares (FIMP) Project.

**BACKGROUND:**

Since the start of the pandemic, the Far North Group of Transit Providers have been meeting weekly then monthly, initially to discuss how to respond to the challenges of the COVID-19 virus, then onto collaborating on other projects of mutual value such as the Cal-ITP Contactless Fares Project (FIMP).

Specifically, the FIMP project will lead to a standard “regional fare” structure shared across transit agencies, with new on-board credit card readers that will allow the acceptance of credit and debit cards at the farebox for payment. Local base fares, distance-based fares, and standardization of discount fare eligibility criteria are all focuses of FIMP to ease the regional implementation. Luckily, the changes to RCTA’s fare structure being proposed are modest. RCTA’s proactive move to an equitable distance-based fare structure in 2017 is being modeled for the entire Far North region.

In summary, each participating Far North Transit Agency will procure on-board card validators, on-board wifi routers, and enter into two agreements to cover the spectrum of fare and credit card processing and fare distribution. The Board today will be asked to approve a purchase order to SC Soft for 14 credit card validators, and Day Wireless for 13 wifi routers, and agreements for processing services with Elavon and Littlepay. Onboard equipment includes:

- SC Soft Credit Card Validators – one for each RCTA bus that does some fixed route duty (12) plus 2 spare units. These will enable the acceptance of credit/debit cards on board beep to validate or reject a card based on cellular communication, with visual reader to provide rider validation of the transaction value. *These will be ordered July 25 if approved.*
- Cradlepoint Heavy Duty Mobile Wifi Routers – one for each RCTA bus that does some fixed route duty (12) plus 1 spare unit. These will be loaded with SIM (cellular airtime) cards, most likely from T-Mobile or Verizon, to provide wifi signals to the validators, as well as driver tablet computers (Swiftly) and provide free passenger wifi access. The routers will come with new antennae and mounting plates. *Ordered July 6<sup>th</sup>*

There are also two agreements that will engage firms to provide the fares processing (Elavon) and the bank account transactional processing effort (LittlePay), meeting the project needs of:

- operational clearinghouse service that will process the credit/debit card transactions, validate the proper fare for the trip, provide system customer support, then parse the fares

between the participating Far North agencies based on the location and amount of fare charged.

Like many technology projects, the scope and costs of the project have proven higher than originally expected. As the scope became clearer, RCTA needed to address the need for on-board wifi, which doubled the initial costs estimates, but will provide benefit to passengers (pleasure wifi on board) as well as power the credit card readers and the on-board tablets (for the AVL/CAD, currently Swiftly).

In a nutshell, each of the 12 RCTA fixed route vehicles will be equipped with a Cradlepoint router, and a SC Soft credit card validator. Both will be wired to the battery. The validator will be near top of ramp/steps where passengers enter the bus. The Cradlepoint will be mounted out of sight, but will provide multiple frequency on-board wifi, which will provide pleasure wifi, but also power the tablets which send communications and location information back and forth to dispatch via Swiftly software. The routers cost about \$1000 each to purchase, but then to provide support and manage them, Cradlepoint sells its proprietary Cloud Support module for an annual fee of ~\$5000. This software is required to monitor and troubleshoot the routers, allowing staff to quickly see which routers are functioning, which are not, and to easily allow frequent firmware updates. The SC Soft validators are in the \$1000 range to purchase, but then installation and setup fees run another \$600 each.

The initial primary goal of the project was to enable passengers to travel using a credit/debit card like most businesses in 2022, but also to standardize the fares of the participating Far North Transit Operators to show a more unified and understandable fare structure for inter-regional travel on multiple agencies. RCTA's 2017 distance-based fare structure was adopted by the group, so RCTA's fares will barely change as part of this process. The project will provide \$1 fares for an initial 6 month pilot period and then likely revert to a distance-based fare table similar to what RCTA has. Staff is meeting with cell vendors today to select SIM cards and data plans for the project.

While RCTA has no illusions that a huge latent market exists that will only ride the bus if credit cards are accepted, being proactive in accepting cards, as well as providing wifi, should help market RCTA.

Humboldt Transit Authority (HTA) is the lead agency on the project. The Far North Group plans a promotional pricing campaign for the first 6 months of \$1 rides, starting in September 2022.

RCTA cost estimates for the project are as follows (excludes lost fares during promo period):

One-time capital outlay (routers, validators)	~\$54,900 (includes 1 year router support)
1 <sup>st</sup> Year Annual Processing Fees & Data Plans	~\$10,000 (cell data, validator support)
Future Year Annual Processing Fees and Data	~\$15,000 (cell data, router & validator support)

Attachment 1: Purchase order 2022-23-04 to SC Soft for on-board credit card validators

Attachment 2: Purchase order 2022-23-01 to Day Wireless for on-board Cradlepoint wifi routers

Attachment 3: Agreements with Littlepay for fare processing services

Attachment 4: Agreement with Elavon for bank processing and fulfillments services



# PURCHASE ORDER

c/o TMTP Consulting LLC  
 900 Northcrest Drive, #134  
 Crescent City, CA 95531  
 707-235-3078  
[tmtconsulting@gmail.com](mailto:tmtconsulting@gmail.com)

P.O. NO. 2022-23-01  
 DATE July 6, 2022  
 CUSTOMER ID tax ID 83-0497811

**VENDOR** Day Wireless  
 Attn:Garrett  
 3669 Aviation Way  
 Medford, OR 97504  
 541-321-3013

**SHIP TO**  
 Redwood Coast Transit  
 140 Williams Drive  
 Crescent City, CA 95531  
 707-464-6400

Attn: Washington County OR Purchase Contract: 2018-010B

SHIPPING METHOD	SHIPPING TERMS	DELIVERY DATE
	net 30	7/28/22

QTY	ITEM #	DESCRIPTION	JOB	UNIT PRICE	LINE TOTAL
13.00	wifi routers	Cradlepoint R1900 5G Routers with 1-year NetCloud Support		\$ 1,539.30	20,010.90
13.00	antenna	Husky 8 in 1 heavy duty antenna		395.00	5,135.00
13.00	antenna ground plate	adhesive backed antenna ground plane		\$ 22.75	295.75
		subtotal - taxable			25,441.65
58.00	installation	installation labor		105.00	6,090.00
		charge to 40620-001 Buses			
1.00		Shipping		287.25	\$ 287.25

<b>SUBTOTAL</b>	\$ 31,818.90
<b>SALES TAX</b>	2,098.94
<b>TOTAL (including shipping)</b>	<b>\$ 33,917.84</b>

- Please send two copies of your invoice.
- Enter this order in accordance with the prices, terms, delivery method, and specifications listed above.
- Please notify us immediately if you are unable to ship as specified.
- Send all correspondence to:  
 Joseph Rye - TMTP RCTA  
 900 Northcrest Drive, #134  
 Crescent City, CA 95531  
 707-235-3078

6-Jul-22

Authorized by

Date



# PURCHASE ORDER

c/o TMTP Consulting LLC  
 900 Northcrest Drive, #134  
 Crescent City, CA 95531  
 707-235-3078  
[tmtconsulting@gmail.com](mailto:tmtconsulting@gmail.com)

P.O. NO. 2022-23-04  
 DATE July 22, 2022  
 CUSTOMER ID tax ID 83-0497811

**VENDOR** SC Soft Americas LLC  
 Attn: Far North Cal-ITP  
 601 St. Nicholas Court  
 Laguna Beach, CA 92651  
 408-549-6892

**SHIP TO**  
 Redwood Coast Transit  
 140 Williams Drive  
 Crescent City, CA 95531  
 707-464-6400

Attn: Cal-ITP Far North MOU

SHIPPING METHOD	SHIPPING TERMS	DELIVERY DATE
	net 30	7/28/22

QTY	ITEM #	DESCRIPTION	JOB	UNIT PRICE	LINE TOTAL
14.00	CC Validators	On-Board CC Reader Validator		\$ 899.00	12,586.00
		subtotal - taxable			12,586.00
12.00	installation	labor		250.00	3,000.00
1.00	implement fee	implementation fee		\$3,750.00	3,750.00
1.00	training fee	online training fee		\$1.00	1.00
36.00	monthly fee	operations fee 12 veh x 36		\$420.00	15,120.00
		charge to 645-20170			
		transit technology projects			
		Shipping		-	

<b>SUBTOTAL</b>	\$ 34,457.00
<b>SALES TAX</b>	247.50
<b>TOTAL (including shipping)</b>	<b>\$ 34,704.50</b>

1. Please send two copies of your invoice.
2. Enter this order in accordance with the prices, terms, delivery method, specifications listed above.
3. Please notify us immediately if you are unable to ship as specified.
4. Send all correspondence to:  
 Joseph Rye - TMTP RCTA  
 900 Northcrest Drive, #134  
 Crescent City, CA 95531  
 707-235-3078

22-Jul-22  
 Authorized by \_\_\_\_\_ Date \_\_\_\_\_

# New Account or Add Location Setup Form

<b>1</b>	<b>COMPANY INFORMATION</b>	<input type="checkbox"/> Airline	<input checked="" type="checkbox"/> Other
DBA: First Transit, Inc.			
Contact Name: Maureen Jacobson		Corporate Mid:	
DBA Address Type: Business		DBA Address: (No PO Box): 600 Vine Street	
DBA Address 2: Suite 1400			
City: Cincinnati		State/Province: OH	Zip/Postal Code: 45202
Country of Primary Business Operations: United States		DBA Phone #: 513-241-2200	
Country of Formation: United States		DBA Fax #:	
Year Established 1969		Mobile Phone #:	
Length of Current Ownership: 14 Years, Months		Email Address: maureen.jacobson@firstgroup.com	
<b>Other Address (if different from above)</b>			
<input checked="" type="checkbox"/> Shipping <input checked="" type="checkbox"/> Billing <input type="checkbox"/> W-9 <i>See also Special Instructions (more than one option may be selected)</i>			
Location Name: Redwood Coast Transit			
Contact: Lora Mallory			
Address: 140 Williams Drive		City: Crescent City	State: CA Zip: 95531
<b>2</b>	<b>Statement/Retrievals/Chargebacks</b>		<b>*Airline Apps Disregard*</b>
STATEMENTS: <input type="checkbox"/> DBA <input checked="" type="checkbox"/> Billing <input checked="" type="checkbox"/> Shipping or <input type="checkbox"/> W9			
Auto Send Choose an item. <i>(Chain companies only – must include chain setup form)</i> Electronic Choose an item.			
RETRIEVALS: Email To: armailbox.cashreceipts@firstgroup.com		<input type="checkbox"/> OCM Mail To: <input type="checkbox"/> DBA <input checked="" type="checkbox"/> Billing	Fax To: <input type="checkbox"/> DBA <input type="checkbox"/>
Billing:			
CHARGEBACKS: Email To: armailbox.cashreceipts@firstgroup.com		<input type="checkbox"/> OCM Mail To: <input type="checkbox"/> DBA <input checked="" type="checkbox"/> Billing	Fax To: <input type="checkbox"/> DBA <input type="checkbox"/>
Billing:			
<b>3</b>	<b>NON-INDIVIDUAL TRUSTEE</b>		
DOES THE BUSINESS HAVE OTHER INVESTORS (BUSINESSES WHO HAVE A 25% OR GREATER OWNERSHIP STAKE?) <b>NO</b>			
(IF YES, THE FOLLOWING FIELDS ARE REQUIRED)			
Name of Non-Individual Trustee		Contact Name	
Percent of Ownership		Phone	
Address Type		Email	
Business Address		City	ST Zip
<b>PRINCIPAL 1 INFORMATION (Include all additional owners with 25% or greater ownership (Individual or Intermediary Business) on the Additional Ownership Form)</b>			
<input type="checkbox"/> Beneficial Owner Percentage of Ownership % <input checked="" type="checkbox"/> Authorized Signer <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Account Opener/Certifier			
Additional Beneficial Owners? Choose an item. <input type="checkbox"/> Responsible Party Title: CEO		If other:	
Date of Certification:		Certification Type:	
First Name: Bradley		Middle Name: A	Last Name: Thomas
Address (No PO Box): 600 Vine Street, Suite 1400		Address Type: Business	
City: Cincinnati		State/Province: OH	Zip/Postal Code: 45202 Country: United States
DOB: 08/15/1969		US Person? Yes	Phone #: 513-241-2200
Previous Address if Current Address is Less Than 2 Years			
Home Address: City:		State:	Zip:
ID Type: SSN		ID #:	If Other, ID Type: Choose an item.
If Other ID #:		If Other ID – Country of Issuance:	If Other Govt Iss – ID Name:
<b>INDIVIDUAL VALIDATION DOCUMENTATION</b>			
Identification Document:		Document Type:	Doc ID #: Doc Issue Date: Doc Exp Date: Iss Country (if applicable):
Iss State (if applicable):			
<i>Principal Address Matches The Address On The Primary Identification Document Above Unless Noted. <input type="checkbox"/> Alternate Doc Included if No Address Match</i>			
<b>PRINCIPAL 2 INFORMATION (Include all additional owners with 25% or greater ownership (Individual or Intermediary Business) on the Additional Ownership Form)</b>			
<input type="checkbox"/> Beneficial Owner Percentage of Ownership % <input checked="" type="checkbox"/> Authorized Signer <input type="checkbox"/> Sole Proprietor			
Additional Beneficial Owners? Choose an item. <input type="checkbox"/> Responsible Party Title: Authorized Signer		If other:	
First Name: Christina		Middle Name: L	Last Name: Cahall
Address (No PO Box): 600 Vine Street, Ste 1400		Address Type: Business	

City: <b>Cincinnati</b>		State/Province: <b>OH</b>		Zip/Postal Code: <b>45202</b>		Country: <b>United States</b>	
DOB: <b>11/11/1962</b>		US Person? Yes		Phone #: <b>513-241-2200</b>			
Previous Address if Current Address is Less Than 2 Years							
Home Address:		City:		State:		Zip:	
ID Type: Choose an item.				ID #:		If Other, ID Type: Choose an item.	
If other ID #:		If Other ID – Country of Issuance:			If Other Govt Iss – ID Name:		
<b>INDIVIDUAL VALIDATION DOCUMENTATION</b>							
Identification Document: Iss State (if applicable):		Document Type:		Doc ID #:		Doc Issue Date:	
						Doc Exp Date:	
						Iss Country (if applicable):	
Principal Address Matches The Address On The Primary Identification Document Above Unless Noted. <input type="checkbox"/> Alternate Doc Included if No Address Match							

4

**BANK ACCOUNT (Checking Accounts Only)** **FAST TRACK FUNDING MONTHLY FEE:****\*Airline Apps Disregard\***

Deposit Bank Name: JPMorgan Chase Bank N.A.

Tape ID:

 Chain  ACH  WTX

Billing Bank Name (if different from deposit):

ABA/Routing #:

DDA Account #:

Tape ID:

 Chain  ACH  Invoice

Chargeback Bank Name (if different from deposit):

ABA/Routing #:

DDA Account #:

Tape ID:

 Chain  ACH  Invoice

5

**BUSINESS VERIFICATION**

Document Validation Type: Articles of Incorporation

Issuing State/Province: Delaware

Issuing Country: USA

Document #: 0043580

Issued Date: 10-25-1999

Expiry Date:

**LEGAL VERIFICATION**

Document Validation Type: Articles of Incorporation

Evidence of Legal Status Articles of Incorporation Issuing State/Province: Delaware

Issuing Country: USA Document #: 0043580

Issued Date: 10-25-1999

Expiry Date:

6

**W-9 Information (A Separate W8BEN is required for Non US Citizens/Entities/Residents)** Sole Proprietor  C Corporation  Private Co  Closely Held  Publicly Traded  S Corporation  Partnership  LLC General Partnership  Unincorporated Assoc. Tax Exempt Organization (including Supporting Docs)  Government  Trust  Estate Limited Liability Company – Tax Classification (D=Disregarded Entity, C=C Corporation, S=S Corporation, P=Partnership):

Legal Name: First Transit, Inc.

Legal Address Type: Business

Legal Business Address (No PO Box): 600 Vine Street, Ste 1400

TIN (Employer ID#)/ BEN (Business Number): 23-1716119

City: Cincinnati

State: OH

Zip: 45202

TIN (Social Security #):

7

**OTHER COMPANY INFORMATION**

Average Sale Amount: \$ 4.00

Card Present: 99 % Card Present Omni Commerce 1 %

High Sale Amount: \$ 15.00

Card Not Present\* % Card Not Present Omni Commerce %

Number of High Sales (Above) Annually: 100

Internet\* 0 % Internet Omni Commerce %

Total MONTHLY Visa/MC/Amex/Disc/Union Pay Sales: \$

(Must Total 100%)

(Must Total 100%)

Annual Revenue: \$

Description of Product or Service? Transit

Internet: Product Website: WWW....

Internet: "Contact Us," Email:

If Not Same Day, # of Days (Include Shipping Time Frames)\*Customer Service Phone # and Previous Processor Required Below: 0

Customer Service Phone #: 888888888

Previous Processor:

**CARD ACCEPTANCE (Please check each card you wish to accept)**

Note: Acceptance of Card Types not Selected will result in Discount Downgrades

**PRICING CATEGORY** ALL VISA/MASTERCARD/UP/DISCOVER (JCB, DI, PAY PAL/PAYMENT DEVICE) WITH DEBIT  RETAIL VISA CREDIT  VISA DEBIT  MC CREDIT  MC DEBIT  UNION PAY RESTAURANT DISCOVER (JCB, DI, PAYPAL, PAYMENT DEVICE) UNION PAY MOTO AMEX  PIN DEBIT  EGC  ECS  EBT LODGING Amex Existing #  Amex PS TPSP # ECOMMERCE Amex Opt Blue: Choose an item.  No Amex Discover SE#:  Discover Acquirer: Choose an item. Added Value Services

Electronic Check Service: Choose an item.

(If yes, attach addendum)

Electronic Gift Card: Choose an item.

(If yes, attach addendum)

EBT: Choose an item.

(If yes, attach addendum)

CONVERGE W/TOKEN VAULT Choose an item.

**Comments: (please add comments here if any special setup is required regarding equipment, software, or Added Value Services that is not listed above).**

July 26, 2022

**MEMO TO:** Board of Directors

**FROM:** Joe Rye, General Manager

**SUBJECT:** Approve Purchase Order to Carahsoft for Prorated Swiftly AVL-CAD On-Board Module and Authorize General Manager to Execute Procurement Documents



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**RECOMMENDATION:**

Approve purchase order to Carahsoft for prorated (through February 2023) Swiftly AVL-CAD On-Board Application module and authorize the General Manager to Execute Procurement Documents. t.

**BACKGROUND:**

The scope of the first major collaborative project of the Far North Transit Providers is to facilitate the planning and execution of a regional project to modernize fare collection and to align and simplify fares among Far North agencies.

A prerequisite for the FIMP project is that RCTA must publish GTFS-RT (real-time) vehicle location data. RCTA's initial AVL-CAD system 2017-present, DoubleMap, is not capable of producing GTFS-RT data. RCTA will need to replace DoubleMap in order to implement the FIMP project. RCTA implemented Swiftly AVL/CAD in February of 2022, and went live publishing GTFS-RT in May. The Swiftly product is modular, but in general is capable of most features that DoubleMap has, plus a much easier to utilize reporting system. RCTA ordered the base Swiftly system, and two add-on modules (running times, and On-Time Performance early this year. However, after trial usage during the implementation, it has become clear that the running time module is of little use to RCTA, but that the GPS Playback module, thought to have been included in the base system, would be far more useful to RCTA. In addition, as DoubleMap goes away, an on-board app for the RCTA tablets to help RCTA drivers with schedule and route alignment adherence is needed instead. In summary, the RCTA engagement with Swiftly needs adjusted as follows:

- 1) Swap out (no cost) the Running Time module for the GPS Playback module
- 2) Add (via a prorated rate through February) the On-Board Application module

**DISCUSSION:**

Replacing DoubleMap with Swiftly - Trial Period

RCTA and First Transit really like the easy functionality of Swiftly. Swiftly does most of what DoubleMap did, and the data management and reporting are superior. Unfortunately, Swiftly does not yet have a passenger counting module, so RCTA will (at least) temporarily lose its ability to research bus stop level ridership activity. More importantly, the initial purchase of Swiftly mistakenly chose the Base System plus RT Rider Alerts, and the Running Time Cycles module, yet omitted the GPS Playback module. The GPS Playback module is at the heart of any AVL/CAD system, as it allows playback of bus activities to research claims of speeding or passing riders by. RCTA has asked to swap out the Playback module for the unneeded Running Time Module. Carahsoft has agreed to swap these out at no charge for the remaining 6 months of the Year 1 SaaS agreement.

While Swiftly does not offer a passenger counting app for drivers to use as of today, it does have a very attractive schedule adherence assistance application called the Swiftly On-Board module. This

module is loaded on tablet computers in each vehicle to track each vehicle's progress along its route, letting drivers know when they become ahead of schedule, so that drivers can adjust and avoid leaving stops early. Swiftly has worked with Carahsoft to offer RCTA a monthly prorated trial run of the On-Board App, at \$449/month for a total of \$2694 between September and February. The On-Board App can run on RCTA's existing tablet computers, or RCTA may want to get new tablets (existing are 4 years old, nearing end of life). RCTA would like to try the On-Board App along with Rider Alerts, Base Swiftly, and OTP modules until renewal is due in February of 2023.

Swiftly operates as a software service (SaaS) with annual all-inclusive license fees for its main system, and an array of useful add-ons, including real-time rider alerts module. RCTA will have 6 months left on its first year SaaS contract with Swiftly as of September 2022. The current Swiftly array of modules costs RCTA about \$20k annually. There is no penalty for failure to renew. RCTA procured Swiftly using the NASPO purchasing cooperative and Carahsoft is our vendor. Carahsoft is a software reseller that sells and supports the Swiftly product.

Another wrinkle to this situation is that RCTA required First Transit to include the provision of a new AVL/CAD system as part of its bid for the 2022 Operations and Maintenance Contract. First Transit pledged Passio Software out of Georgia and included pricing for Passio in its bid model price. Looking forward, between now and February, RCTA has a decision with options of 1) stay with Swiftly and utilize Swiftly for AVL/CAD and defer the Passio implementation, asking First Transit for a reduction in monthly fixed costs equal to what the Passio system costs, or 2) keep Swiftly AVL/CAD and have it work together with Passio, or 3) drop Swiftly completely in February 2023 and install Passio alone, or another AVL/CAD system of choice that meets RCTA's needs.

## **RECOMMENDATION**

It is recommended that the Board approve a purchase order to Carahsoft for a prorated 6-month trial of Swiftly's On-Board Application. Staff will work with First Transit and the industry to evaluate whether to deploy Passio or continue forward with Swiftly, or some other AVL/CAD system to power its real time data starting in early 2023.

Attachment: Swiftly Quote for On-Board Application – Monthly Prorated

# Swiftly Budgetary Quote



<b>Quote Number</b>	Red-44713
<b>Customer</b>	Redwood Coast Transit Authority
<b>Customer Contact</b>	Joe Rye; tmtconsulting@gmail.com
<b>Contract Number</b>	NASPO via Carahsoft Contract
<b>Quote Date</b>	6/1/2022 – Pricing Valid for 30 Days
<b>Effective Date of Service</b>	7/11/2022
<b>Contract Term</b>	The exact service term (the 'Initial Term'): 7 Months (7/11/2022 - 2/10/2023). The term shall automatically renew for successive one (1) year terms (each a 'Renewal Term') after the Initial Term unless either party notifies the other party of its intent not to renew at least thirty (30) days prior to the end of the then current term.
<b>Billing Terms</b>	Annually in Advance
<b>Marketing Terms</b>	Willingness to work with Swiftly to develop a case study, mutually agreeable press release, and ability to use your agency as a reference (website, presentations, etc.).

Annual Fees					
PRODUCT	PART NUMBER	QUANTITY	ESTIMATED ANNUAL UNIT COST	ESTIMATED ANNUAL COST	
Swiftly Metronome					
Onboard App	SWFT-MET-OA-1	12	\$449		\$5,388
				<b>TOTAL ESTIMATED ANNUAL COST</b>	<b>\$5,388</b>
				<b>TOTAL PRORATED COST</b>	<b>\$3,143</b>
				TOTAL ANNUAL INCREASE AFTER YEAR 1	10%

One-Time Fees					
SERVICE / PRODUCT		QUANTITY	ESTIMATED COST PER VEHICLE	ESTIMATED TOTAL COST	
Swiftly Implementation Services	SWFT-SETUP-1	12	Waived	\$0	
				<b>TOTAL ONE-TIME COST</b>	<b>\$0</b>

Billing Table	Billing Date	Estimated Amount Due
YEAR 1 TOTAL Due	7/11/2022	\$3,143



## Budgetary Quote Terms

**Payment Terms:** Due Net 30. Invoice sent separately. All fees are non-refundable and non-cancellable without Swiftly's written consent.

**SMS & Voice Limits:** Up to a combined 5,000 SMS and voice calls are included per month for US customers only. Each additional 5,000 combined SMS and voice calls per month costs \$125.

**Sales Tax:** If your agency is not tax exempt, sales tax may be added to this purchase order.

**Terms of Use:** By signing below, Customer agrees that this Order Form is subject to, and Customer is bound by, the Swiftly SaaS Terms of Service located at: <http://goswift.ly/saas-terms-of-service> (the "Swiftly Terms"). Unless otherwise specifically stated in an Addendum, in the event of a conflict between the Addendum and the Swiftly Terms, the Swiftly Terms shall govern.

## General Terms

- We use a Software as a Service (SaaS) model with annual subscriptions per product. There are no hosting or maintenance fees.
- Subscriptions include unlimited users within your agency.
- We believe in data access and availability. As long as your agency is a paying customer, you will have easy access to download up to three years data from the modules you purchase.
- Every time we update the platform or launch or a new feature, your agency will automatically have access to that feature so long as you have paid for that module. Since the system is cloud-based, you will never need to download or re-install new software. Simply login and you'll see the new feature!

## Support Plan

- We pride ourselves on having the best support team in the industry. Always feel free to reach out with questions, comments, or suggestions on how we can better serve you. We typically respond to inquiries within 24 hours.

## Technical Requirements

Swiftly's Dashboard:

- The core Swiftly dashboard is hosted in the cloud – you do not need to install or download any software.
- You can access the software from any computer, anywhere, anytime.
- Swiftly works on the latest version of any browser.

Onboard App:

- The Onboard App is an Android app that must be installed on an Android device.
- If you do not have an Android device, you may also use Swiftly's web-based Onboard App on iOS devices. This app is supported by most web browsers.
- Onboard App works on the latest versions of Android and iOS, and updates can be rolled out through the App Store
- Please contact your Account Executive for a list of supported devices and mobile browsers for Onboard App.

July 25, 2019

**MEMO TO:** Board of Directors

**FROM:** Joe Rye, General Manager

**SUBJECT:** Discussion and Acceptance of the RCTA  
Fiscal Year 2018-19 through 2020-21 Transportation Development Act (TDA) Triennial  
Performance Audit



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**RECOMMENDATION:**

That the Board review and accept the RCTA Fiscal Year 2018-19 through 2020-21 Transportation Development Act (TDA) Triennial Performance Audit prepared by Michael Baker International.

**BACKGROUND:**

The Transportation Development Act provides RCTA's most significant source of ongoing funding for transit operations and capital projects. The California Public Utilities Code requires that all transit operators that receive TDA funds to have a triennial performance audit.

This Performance Audit complies with state law and has many local benefits, including:

- An independent, objective and comprehensive review of the economy, efficiency and effectiveness of the transit agency being audited.
- Provides a review and evaluation of an agency's organization and operations.
- Presents an opportunity to utilize auditor expertise to advise local staff.
- Assures accountability for the use of public funds

Key issues from the 2022 TDA Triennial Performance Audit (2018-19 to 2020-21) include:

- RCTA complied fully with 8 of 9 applicable TDA-required compliance metrics and all CHP inspections were rated satisfactory.
- RCTA endured statistical losses in every common metric for system performance during the overall audit period, due primarily to the COVID-19 pandemic. RCTA ridership dropped (56.1%) in the audit period, after a strong FY 2018-19.
- RCTA's farebox recovery (FBR) must improve as RCTA emerges from the pandemic.

FY 2018-19-2020-21 Triennial Audit Recommendations include:

1. Track and report additional operations data in the RCTA Annual Report (carryover).
2. Work with the RCTA independent fiscal auditor to capitalize contractor equipment and/or preventive maintenance (carryover).
3. Continue efforts with the National Park Service and the California State Park system regarding optimal bus service options to the national and state parks (carryover).
4. Pursue a maintenance agreement with Humboldt Transit for future ZEB buses.
5. Develop performance metrics for the new CTSA programs.

Attachment 1 – FY 2018-19 through 2020-21 TDA Triennial Performance Audit (Michael Baker Int'l)



Del Norte  Local Transportation Commission

# **FY 2019-2021 Triennial Performance Audit of Redwood Coast Transit Authority**

Submitted to  
Del Norte Local Transportation Commission

*July 2022*

Submitted by

**Michael Baker**

INTERNATIONAL

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## Executive Summary

The Del Norte Local Transportation Commission (DNLTC; Commission) engaged Michael Baker International to conduct the Transportation Development Act (TDA) triennial performance audit of the public transit operator under its jurisdiction in Del Norte County. This performance audit is conducted for the Redwood Coast Transit Authority (RCTA; Authority) covering the most recent triennial period, fiscal years 2018–19 through 2020–21.

The audit includes a review of the following areas:

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

From the review, recommendations were developed to improve the operational efficiency and effectiveness of RCTA.

### Compliance with TDA Requirements

RCTA has fully complied with eight out of the nine applicable requirements. The Authority was in partial compliance with regard to farebox recovery attainment for rural areas. Two additional compliance requirements did not apply to the Authority (i.e., intermediate farebox recovery ratio and exclusive urbanized farebox recovery ratio).

### Status of Prior Audit Recommendations

RCTA fully implemented two out of the five prior audit recommendations, which pertained to building a capital reserve and enhancing RCTA's visibility. Three recommendations were partially implemented and relate to the reporting of additional operations data in the annual report; capitalization of equipment and maintenance; and expansion of bus service options to the National and State Parks.

### System Performance Trends

1. Based on the available data from the annual RCTA TDA Funds Basic Financial Statements (*Audited*), the Authority's farebox recovery ratio remained above the required 10 percent two out of the three years of the audit period. The system-wide farebox recovery ratios were 13.20 percent in FY 2019, 13.31 percent in FY 2020, and 6.37 percent in FY 2021.<sup>1</sup> It is

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<sup>1</sup> Assembly Bill 90, passed into law and signed by the governor in June 2020 in response to the COVID-19 pandemic impacts, prohibits the imposition of penalties on a transit operator that does not maintain the required ratio of fare revenues to operating cost during the FY 2019–20 or FY 2020–21.

noted that the audited farebox ratio in FY 2021 was adversely impacted from the COVID-19 pandemic and state shelter-in-place order. The average farebox during the triennial period was 10.96 percent.

2. Operating cost per passenger, a measure of cost effectiveness, increased 169.9 percent system-wide using audited cost data from the FY 2018 base year through FY 2021. On a modal basis using unaudited cost data, cost per passenger increased 176.5 percent on the fixed route and increased 138.6 percent on DAR over the same period. The increase in this cost indicator is attributed to the greater decrease in passenger trips relative to the change in operating cost trends. There was an 18.4 percent increase in system-wide operating costs, 22.3 percent increase for fixed route, and a 5.4 percent decrease in operating costs for DAR. The significant ridership decline in FY 2020 and 2021 was due primarily to the COVID-19 pandemic.
3. Operating cost per hour, which is a measure of cost efficiency, increased 71.9 percent system-wide based on audited data. For fixed-route and on Dial-a-Ride, cost per hour exhibited the same increase between the FY 2018 base year and FY 2021. The trend is a result of the decrease in service hours coupled with the modest increase in operating costs. For DAR, in spite of a 5.4 percent decline in operating cost, vehicle service hours declined by almost 45 percent, which results in an increase in cost per hour.
4. Operating cost per mile, another cost efficiency measure, increased 73.4 percent system-wide from the FY 2018 base year to FY 2021. At the modal level, cost per mile increased 72.2 percent on fixed route and 130.5 percent on DAR. Similar to factors affecting operating cost per hour, the decline in service miles in both modes is contrasted with growth in fixed-route operating costs and a smaller decline in DAR cost.
5. Passengers per vehicle service hour, which measures the effectiveness of the service delivered, decreased 36.3 percent system-wide from the FY 2018 base year to FY 2021. Concurrent with the system-wide trend, fixed route experienced a decrease of 37.8 percent over the same period. Passengers per hour on DAR declined by 28 percent. Due to the impacts of the COVID-19 pandemic, the number of passengers per service hour exhibited notable declines from 6.2 to 3.9 passengers per vehicle service hour on fixed route, and from 3.3 to 2.4 passengers per hour on DAR.

### **Functional Review**

1. RCTA inaugurated a school bell-oriented commuter route in the Crescent City area serving Del Norte High School. Route 300 commenced service in August 2019 with one afternoon trip. RCTA was scheduled to augment the afternoon run with a morning run in August 2020 but deferred this due to the lack of in-person instruction at Del Norte High School resulting from the COVID-19 pandemic.

2. In its role as the CTSA, RCTA launched its ADA eligibility certification and travel training programs in January 2020. Due to the COVID-19 shelter-in-place directives, the number of new RCTA ADA applications has slowed dramatically, with only 22 applications through June 30, 2021, with 21 approvals and one denial.
3. RCTA implemented DoubleMap, which is a low-mid range Computer Aided Dispatch (CAD)/Automatic Vehicle Locator (AVL) system that monitors the fixed route system performance such as on-time performance and location. In July 2019, RCTA also implemented the Token Transit mobile ticketing system that allows riders to purchase fares and passes with their smart phones.
4. In response to the mandatory statewide shelter-in-place order to the COVID-19 pandemic, RCTA implemented service modifications that resulted in evening service ending an hour earlier, the reduction of one daily round trip on both Regional Routes 20 and 199, and the elimination of all Saturday service. Measures and protocols to mitigate the spread of the virus included the procurement of PPE supplies and the installation of driver barriers, engineered in-house.
5. Operations personnel are employees of the contract operator, First Transit. At the time of this audit, First Transit has 12 employees, including 5 full-time drivers and one driver on loan from another First Transit facility in Visalia. The remaining staff is composed of the project manager, safety manager, two dispatchers, one fueler/washer and a maintenance manager.
6. RCTA completed and submitted its Transit Asset Management Plan to the FTA in October 2018 and has submitted updates annually as required each year. The FTA requires transit agencies to provide an assessment of their current assets and infrastructure so that the FTA can gauge its ability to fund replacement assets. The FTA recently adopted new standards for vehicle life cycles.
7. RCTA commissioned an update to its SRTP during the audit period. The Redwood Coast Transit Authority Short Range Transit Plan (SRTP) FYs 2019–20 to 2024–25 was presented to and adopted by the RCTA Board in June 2019. Unique to the SRTP, were the chapters devoted to the implementation of the CTSA and a marketing analysis that included the findings from the 2018 market research study that focused on visitors to the National and State Parks.
8. RCTA services are marketed through various media and collateral. The Authority retained a marketing person dedicated to social media engagement. The social media platforms that RCTA utilizes include Facebook, Twitter, and Instagram. Rider alerts are posted over Facebook. New marketing collateral featured a four-fold system-wide brochure and redesigned the system map. In addition, RCTA increased its marketing budget during the audit period.

9. RCTA's general manager was hired in April 2016. The Board authorized the release of the RCTA General Manager Request for Proposals (RFP) in April 2021. The oversight of the advertising revenue program and the new CTSA Program have been added to the general manager's duties. The RCTA Board approved the contract with the incumbent contract manager, Herron/TMTP Consulting for RCTA General Manager Services in June 2021.
10. Under the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act, the Authority was initially awarded around \$750,000 in FY 2020 to cover COVID-related costs and to backfill the decline LTF sales tax revenues. Together with subsequent federal Coronavirus relief programs such as the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) and the American Rescue Plan Act (ARPA), RCTA was awarded over \$1.7 million in one-time federal pandemic relief funds as per the latest estimate.

## Recommendations

Performance Audit Recommendation	Background	Timeline
1. Include additional operations data in the RCTA annual report.	This recommendation is carried forward from the prior performance audit. The annual report includes comparable data for the transit system (for each route or service) for the current year and the previous two fiscal years, similar to the format RCTA has used for many years. For FY 2020-21, RCTA's System Performance Report utilized stop and trip level data derived from the DoubleMap CAD/AVL intelligent transit system. However, additional data such as on-time performance, Dial-A-Ride no-shows, accidents, incidents, customer complaints/commendations, and road calls could be included in the annual report format.	High Priority
2. Continue to work with the independent fiscal auditor to verify the exclusion of capital cost of contracting.	This recommendation is carried forward from the prior performance audit. The capital cost of contracting includes depreciation and interest on facilities and equipment, as well as allowable capital costs such as preventive maintenance. Given that the RCTA contract operator, First Transit, uses its own private equipment assets, there is opportunity to capitalize certain costs to operate RCTA. RCTA should work with its fiscal auditor to identify the level of cost of contracting that could be reflected in the financial statements. A primary benefit of	High Priority

Performance Audit Recommendation	Background	Timeline
	<p>undertaking this effort is to lower operating costs in the calculation of the farebox recovery ratio by excluding costs that are capitalized.</p> <p>A review of the RCTA TDA Funds Basic Financial Statements compiled during the audit period showed that capital outlays were being excluded from the FY 2019 and FY 2020 farebox calculations. The FY 2019 TDA Funds Basic Financial Statements reported \$500 in capital outlay excluded from the farebox recovery calculation. The amount of capital outlay excluded increased to \$281,400 in FY 2020. In the Statement of Cash Flows, cash flows from capital and related financing activities for the purchase of fixed assets showed a negative amount of \$241,800, net cash provided (used) by capital and related financing activities. However, there were no capital outlay exclusions in the FY 2021 farebox recovery calculation. For the first two years of the audit period, there appeared to be an effort to capitalize contractor equipment and/or preventative maintenance. The RCTA general manager mentioned that these items are coded and was unsure whether these items were being capitalized. It is suggested that the RCTA general manager continue to work with the independent auditor to ascertain whether the cost of contracting is being accounted for.</p>	
3. Continue efforts to market and service the National and State Parks.	This recommendation is carried forward from the prior performance audit. During the audit period, RCTA engaged the State and National Parks Services about getting traffic off the road to Stout Memorial Grove located in the Jedediah Smith Redwood State Park. Providing service along Stout Memorial Grove is not feasible due to the need for a specialized fleet to navigate the terrain and narrow direct roads. In addition, funding constraints make it challenging to purchase vehicles compatible with off-road/mountain terrain. The recent RCTA SRTP update proposed several pilot projects to attract more tourists on RCTA buses.	Medium Priority

Performance Audit Recommendation	Background	Timeline
	<p>Existing conditions were summarized along Routes 20 and 199 and as well as the 2018 market research study conducted by Dr. Jon Shapiro. The first step is to establish stops at key tourist locations, provide information at the bus stop, and create a brochure showing how existing RCTA routes serve national and state parks. A new brochure targeted at tourists would be developed. The second step would be adding motel/hotel stops to the Route 199 schedule in a pilot special tourist season schedule for 150 days a year, from May through September. As a means to encourage park visitor usage of the transit system, it's suggested that RCTA entertain such marketing initiatives.</p>	
<p>4. Consider pursuing a cooperative maintenance agreement with the Humboldt Transit Authority (HTA).</p>	<p>As a member agency of the Far North Transit Group, RTA has been working cooperatively with peer agencies on the North Coast to discuss the implementation of zero-emission fleets, fare standardization, contactless fare payment and real-time transit data. The Authority has recently been exploring electric bus procurement and charging infrastructure. However, RCTA has expressed concerns that current electric bus technology seemed inadequate to meet the needs of RCTA's regional routes, including Regional Route 20. Current electric buses lack the range and power to travel between Smith River and Arcata. In addition, parts procurement for the existing fleet has been a challenge due to industry consolidation and supply chain issues resulting from the COVID-19 pandemic.</p> <p>The Humboldt Transit Authority (HTA) is also a member of the Far North Transit Group. As a larger operator with greater economies of scale in terms of maintenance capacity and procurement, HTA maintains not only its own fleet but also the buses for other Humboldt County transit operators, the fire district, the Humboldt County Office of Education, and local social service providers. Given RCTA's existing</p>	<p>Medium Priority</p>

Performance Audit Recommendation	Background	Timeline
	collaborative relationship with HTA and interline service agreements, it is suggested that RCTA explore a cooperative maintenance agreement with HTA, which could also include parking, fueling or ZEB charging by taking advantage of HTA resources in the Eureka area that may allow RCTA to deploy ZEBs on the Route 20.	
5. Develop performance metrics for the CTSA programs.	RCTA became the designated CTSA for Del Norte County in May 2018. As the CTSA, RCTA launched its ADA eligibility and travel training programs in January 2020 after consultations with the SSTAC and DNLTC. The roll out of both programs was constrained due to the COVID-19 pandemic. To date, RCTA has taken a cautious approach for CTSA program expansion in order to ascertain its full costs. In August 2019, the RCTA Board approved the procurement of GetGoing software and hosting from Jigsaw Analytics Group for use in RCTA'S CTSA Transit Travel Training and ADA Eligibility Determination Programs. RCTA has deployed GetGoing since January 2020. GetGoing can provide the data for the metrics, but the metrics themselves need to be developed. The software contains a module that can generate reports and dashboards. Having this tool will enable the CTSA to develop metrics and monitor performance of the two programs that were recently launched.	Medium Priority
6. As the pandemic recedes, reinstate as much service as possible including the implementation of an enhanced summer schedule.	In response to the COVID-19 pandemic in March 2020, RCTA implemented service modifications that resulted in evening service ending an hour earlier, the reduction of one daily round trip on both Regional Routes 20 and 199, and the elimination of all Saturday service. Although most of these reduced services were subsequently restored in FY 2021-22, it is suggested that RCTA continue to restore its evening services and reinstate runs on its regional routes. The extra runs could be part of an enhanced summer schedule targeting local riders and visitors to the service area.	Medium Priority

## 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 Del Norte Local Transportation Commission (DNLTC; Commission) engaged Michael Baker International to conduct the TDA triennial performance audit of the public transit operator under its jurisdiction, the Redwood Coast Transit Authority (RCTA; Authority), covering the most recent triennial period, fiscal years 2018–19 through 2020–21.

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 interviews via videoconference platform with RCTA’s administration and contract operator management, collection and review of agency documents, and data evaluation.<sup>2</sup> The *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* published by the California Department of Transportation (Caltrans) was used to guide the development and conduct of the audit.

### Overview of the Transit System

RCTA, the county’s public transportation service, is administered under a Joint Powers Authority (JPA) composed of the County of Del Norte and the City of Crescent City and is operated by a private contractor, First Transit. The general manager is an independent contractor who answers directly to the five-member RCTA Board. The general manager provides executive-level management services for RCTA and oversees the performance of First Transit.

Del Norte County is located in the northwest corner of California, topographically defined by its rugged coastline and redwood forests. The county is bordered by Humboldt County to the south, the state of Oregon to the north, the Pacific Ocean to the west, and Siskiyou County to the east.

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<sup>2</sup> For this engagement, videoconferencing was employed in lieu of on-site visitation as part of this audit’s methodology.

The elevation ranges from sea level along the coast to 6,415 feet above sea level at Bear Mountain. The county’s geographical land area encompasses nearly 1,060 square miles and is traversed by 782 miles of roadway. The main north–south highway is US Highway 101 (US 101), which runs parallel to the coast and connects the county with Humboldt County and Oregon. The major east–west highway is US 199, which runs along the Smith River from US 101 toward the Oregon border. Other state highways that traverse the county include State Routes (SR) 169 and 197. A demographic snapshot of the county is presented in Table I-1.

**Table I-1  
Del Norte County Demographics**

City/Jurisdiction	2020 Population*	Change from 2018 Population (%)	Population 65 Years & Older (%)	2022 California DOF Estimates	Land Area (in square miles)
Crescent City	4,464	+10.2%	10.80%	6,060	1.96
Unincorporated Areas	20,625	+1.5%	20.01%	21,158	1,058.24
Total Del Norte County	25,089	+2.9%	17.80%	27,218	1,060.20

Source: 2021 Del Norte County Economic and Demographic Profile for population; 2020 US Census for Population 65 Years and Older and Land Area; California Department of Finance 2022 Population Estimates

\*Population data does not include incarcerated population.

The population (non-incarcerated population) has increased over the past several years as indicated in the table. Over a three-year period from 2018–2020 (most recent data from 2021 Del Norte County Economic and Demographic Profile), the population in Crescent City increased by 10.2 percent, by 1.5 percent in the unincorporated areas, and by 2.9 percent countywide. The senior citizen population, comprising residents aged 65 and over, is 17.80 percent countywide using 2020 Census data. When including the population of Pelican Bay State Prison, the 2022 population for Crescent City is 6,060, as reported by the California Department of Finance. Unincorporated communities and census-designated places include Bertsch-Oceanview, Fort Dick, Gasquet, Hiouchi, Klamath, and Smith River. The local federally recognized Native American tribes are the Tolowa Dee-ni’ Nation, Elk Valley Rancheria, Yurok Tribe, and Resighini Rancheria.

### System Characteristics

RCTA operates local and regional fixed-route service in Del Norte County and neighboring Humboldt County as well as demand-response Dial-a-Ride (DAR) service in Crescent City. The regional fixed-route services offer deviated flex-stops on demand. In other areas of the RCTA service area where DAR is not available, “Flex Stop” service is available within 0.75 miles of a RCTA route within Del Norte County.

### Local and Regional Fixed Routes

RCTA operates four local fixed-route services in Crescent City, two regional fixed routes, and a school bell-oriented commuter route. Prior to April 2020, local routes operated Monday through Friday from 7:00 a.m. to 6:55 p.m. with limited service on Saturday on two routes from 8:30 a.m.

to 6:55 p.m. Regional routes were operated the same days from 6:05 a.m. to 7:42 p.m. Route 20 allows interline transfers with other transit operators in the region at Smith River, Crescent City, and Arcata. RCTA connects with Curry Public Transit in Smith River for travel to Brookings, Oregon, and the Oregon Coast; in Crescent City with Southwest Point Transit for travel to Medford and Klamath Falls; and with the Amtrak Thruway Bus, Greyhound, Redwood Transit System, and Arcata & Mad River Transit in Arcata. Schedules are coordinated for passenger connections. The main transfer hub for RCTA is the Cultural Center located at 1001 Front Street in Crescent City.

Fixed-route services do not operate on Sundays and the following holidays: New Year’s Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas. Saturday service is available on the following holidays: Martin Luther King Jr. Day, President’s Day, Columbus Day, and day after Thanksgiving. Local routes are color coded in addition to being numbered. RCTA routes are summarized in Table I-2.

**Table I-2  
RCTA Fixed Routes**

<b>Route</b>	<b>Description</b>	<b>Frequency/Operation</b>	<b>Key Time Points</b>
<b>Route 1 Blue</b>	<b>Parkway-El Dorado Crescent City</b>	<i>Prior to April 6, 2020:</i> 60 minutes (Monday through Friday from 7:00 a.m. to 6:55 p.m.) <i>Current Schedule:</i> (Monday through Friday from 8:30 a.m. to 5:55 p.m.)	<ul style="list-style-type: none"> <li>▪ Cultural Center</li> <li>▪ Safeway</li> <li>▪ Walmart</li> <li>▪ Northcrest @ Washington</li> <li>▪ College of the Redwoods/Del Norte High School</li> <li>▪ Pacific @ E</li> </ul>
<b>Route 2 Red</b>	<b>Inyo-Washington Crescent City</b>	<i>Prior to April 6, 2020:</i> 60 minutes (Monday through Friday from 7:00 a.m. to 6:25 p.m. and Saturday from 9:00 a.m. to 6:25 p.m.) <i>Current Schedule:</i> 60 minutes (Monday through Friday from 8:00 a.m. to 5:25 p.m. and Saturday from 8:00 a.m. to 4:25 p.m.)	<ul style="list-style-type: none"> <li>▪ Cultural Center</li> <li>▪ 3<sup>rd</sup> &amp; H</li> <li>▪ A St. @ Pacific</li> <li>▪ College of the Redwoods/Del Norte High School</li> <li>▪ Northcrest @ Washington</li> <li>▪ Walmart</li> <li>▪ 101 @ Wilson</li> </ul>
<b>Route 3 Green</b>	<b>Northcrest Crescent City</b>	<i>Prior to April 6, 2020:</i> 60 minutes (Monday through Friday from 6:55 a.m. to 6:24 p.m. and Saturday from 12:00 p.m. to 6:24	<ul style="list-style-type: none"> <li>▪ Cultural Center</li> <li>▪ Oregon/Harding</li> <li>▪ Senior Center</li> <li>▪ Rte Deviation Request at CAN Std Veneer</li> <li>▪ Oregon Apts.</li> </ul>

Route	Description	Frequency/Operation	Key Time Points
		p.m.) <i>Current Schedule:</i> (Monday through Friday from 8:00 a.m. to 5:24 p.m.)	<ul style="list-style-type: none"> <li>▪ 101 @ 7th</li> </ul>
<b>Route 4 Orange</b>	<b>Bertsch-Howland Hill Road Crescent City</b>	<i>Prior to April 6, 2020:</i> 60 minutes (Monday through Friday from 7:30 a.m. to 6:55 p.m. and Saturday from 8:30 a.m. to 6:55 p.m.) <i>Current Schedule:</i> 60 minutes (Monday through Friday from 8:30 a.m. to 5:55 p.m. and Saturday from 8:30 a.m. to 4:55 p.m.)	<ul style="list-style-type: none"> <li>▪ Cultural Center</li> <li>▪ Hwy 101 @ Anchor Way</li> <li>▪ Nickel @ Endert</li> <li>▪ Elk Valley Casino</li> <li>▪ Howland Hill @ Elk Valley</li> <li>▪ Elk Valley@101</li> <li>▪ Safeway/Rite Aid on 5th Street</li> </ul>
<b>Route 20</b>	<b>Smith River-Crescent City-Arcata</b>	4 round trips (Monday through Saturday from 6:05 a.m. to 7:42 p.m.) <i>Note: Saturday service was discontinued effective April 6, 2020</i>	<ul style="list-style-type: none"> <li>▪ Smith River</li> <li>▪ Pelican Bay State Prison</li> <li>▪ Crescent City</li> <li>▪ Cultural Center</li> <li>▪ Klamath (Pem-May)</li> <li>▪ Orick</li> <li>▪ Redwood Nat'l Park</li> <li>▪ Arcata</li> </ul>
<b>Route 199</b>	<b>Crescent City-Gasquet</b>	<i>Prior to April 6, 2020:</i> 3 round trips (Monday through Saturday from 6:53 a.m. to 5:26 p.m.) <i>Effective April 6, 2020:</i> 2 round trips (Monday through Friday from 6:53 a.m. to 1:56 p.m.) <i>Note: Saturday service was discontinued effective April 6, 2020</i>	<ul style="list-style-type: none"> <li>▪ Cultural Center</li> <li>▪ Walmart</li> <li>▪ Jedediah Smith Redwood State Park</li> <li>▪ Hiouchi</li> <li>▪ Gasquet</li> </ul>
<b>Route 300</b>	<b>CEMS &amp; DNHS School Tripper</b>	Schooldays only. One morning trip & one afternoon trip. (Morning trip from 7:05 a.m. to 7:50 a.m.)	<ul style="list-style-type: none"> <li>▪ Del Norte Senior Center</li> <li>▪ Cultural Center</li> <li>▪ Walmart</li> <li>▪ DNHS-College of the</li> </ul>

Route	Description	Frequency/Operation	Key Time Points
		Afternoon trip from 2:55 p.m. to 3:40 p.m.)	Redwoods ▪ Crescent Elk Middle School

Source: Redwood Coast Transit Rider’s Guide, Effective August 24, 2019; RCTA Website

In response to the COVID-19 pandemic and statewide shelter-in-place order issued on March 19, 2020, RCTA implemented service modifications effective April 6, 2020, that resulted in evening service ending an hour earlier, the reduction of one daily round trip on both Regional Routes 20 and 199, and the elimination of all Saturday service. Most of these reduced services were restored in FY 2021-22.

Dial-a-Ride

DAR is a curb-to-curb, wheelchair-accessible, demand-response service operating in the Crescent City area. Reservations are required at least one day in advance. DAR is available to the general public with priority given to senior citizens aged 65 and over and persons with disabilities. Effective January 1, 2020, RCTA began requiring all new DAR users to submit an Americans with Disabilities Act of 1990 (ADA) eligibility application. All applicants deemed eligible are issued RCTA ADA identification cards and are able to utilize DAR at ADA fares. Other applicants can still use DAR but are charged the general public DAR fare.

DAR operates concurrently with the Crescent City local service from 8:00 a.m. to 5:00 p.m. Monday through Friday and Saturday from 9:00 a.m. to 5:00 p.m. The service does not operate on Sundays and designated holidays or has limited service on the same days as the fixed route.

Fares

RCTA fares are structured based on passenger category and distance traveled. Multi-trip and zonal passes are also available for purchase. Seniors aged 65 and over qualify for discounts with any valid proof of identification. Additionally, discounts are available to anyone displaying a valid Medicare ID card, a California DMV Disabled Person or Disabled Veteran ID card, or an ADA Paratransit Eligibility Certification Card. Up to two small children (age 6 and under) may ride free with an adult. The fare structure during the audit period is summarized in Table I-3.

**Table I-3  
RCTA Fare Schedule**

Cash Fares	Adults	Youth (Age 7-18)	Seniors & Disabled
<b>Crescent City – Local</b>			
Local Routes	\$1.25	\$1.00	\$0.60
<i>Dial-a-Ride</i>			
Same Day (if available)	\$5.00		\$2.50
1-7 Day Advanced Reservation	\$5.00		\$1.75
<b>Regional Routes</b>			

1 Zone (Within Smith River/Gasquet/Klamath/Crescent City)	\$1.25	\$0.60	
2 Zones (Smith River – Crescent City/Gasquet – Crescent City/Klamath – Crescent City)	\$2.00	\$1.00	
3 Zones (Smith River – Klamath/Gasquet – Smith River)	\$4.00	\$2.00	
4 Zones (Smith River – Orick Prairie Creek Zone)	\$6.00	\$3.00	
4 Zones (Smith River – Orick/Crescent City - Arcata/Gasquet – Orick)	\$8.00	\$4.00	
5 Zones (Smith River – Arcata/Gasquet – Arcata)	\$10.00	\$5.00	
<b>Passes – Monthly Unless Noted</b>	<b>Adults</b>	<b>Youth (Age 7-18)</b>	<b>Seniors &amp; Disabled</b>
Local Route – 1 Zone Pass	\$30.00	\$20.00	\$15.00
Punch Pass	\$12.00	\$12.00	\$12.00
Dial-A-Ride 16-Ride Punch Pass	\$28.00	\$28.00	\$28.00
College of the Redwoods & Cal Poly Humboldt Students w/valid student ID	Free	Free	Free
2 Zones (Smith River – Crescent City/Gasquet – Crescent City/Klamath – Crescent City)	\$50.00	\$35.00	\$25.00
3 Zones (Smith River – Klamath – Del Norte County)	\$50.00	\$35.00	\$25.00
4 Zones (Smith River – Orick/Crescent City -Arcata)	\$90.00	\$60.00	\$45.00
5 Zones (Smith River – Arcata)	\$90.00	\$60.00	\$45.00

Source: Redwood Coast Transit

RCTA offers several passes for purchase with different charges for adult, youth, and senior/disabled. Passes are priced with varying rates based on city-pairs along the route. Bus passes and punch cards can be purchased from the driver or at the RCTA office. The Token Transit mobile ticketing application was implemented in July 2019.

### Fleet

There were 13 active vehicles in the transit fleet during the audit period. All vehicles in revenue service are wheelchair-accessible with tie-downs in compliance with the ADA. In addition, all RCTA revenue vehicles with exception of an MV-1 vehicle are equipped with front-mounted bicycle racks that can accommodate up to two bicycles. Four vehicles are operated on the regional intercity routes, three vehicles are operated on the Crescent City local routes, four vehicles are operated on the Crescent City local fixed route and DAR service modes, and one vehicle is operated on the local DAR. Two Ford Champion vehicles were acquired during the audit period. Table I-4 summarizes the active transit fleet.

**Table I-4  
RCTA Fleet**

Year	Make/Model	Quantity	Fuel Type	Seating Capacity
2010	GMC 5500 Glaval	1	Diesel	19 (2 W/C)
2011	Ford Glaval	1	Unleaded	14 (2 W/C)
2011	Ford Glaval	1	Unleaded	10 (2 W/C)

<b>Year</b>	<b>Make/Model</b>	<b>Quantity</b>	<b>Fuel Type</b>	<b>Seating Capacity</b>
2012	Chevy ARBOC	1	Unleaded	17 (3 W/C)
2013	Freightliner Glaval	2	Diesel	26 (2 W/C)
2015	Ford Eldorado	1	Unleaded	18 (3 W/C)
2017	Ford Eldorado	1	Unleaded	12 (2 W/C)
2017	Ford Eldorado	2	Diesel	20 (2 W/C)
2017	MV-1	1	Unleaded	4 (1 W/C)
2019	Ford Champion	2	Unleaded	18 (2 W/C)
<b>Total</b>		<b>13</b>		

Source: Redwood Coast Transit

Note: W/C = wheelchair

## Section II

### Operator Compliance Requirements

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

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
The transit operator has submitted annual reports to the RTPA based upon the Uniform System of Accounts and Records established by the State Controller. Report is due within seven (7) months after the end of the fiscal year (on or before January 31). The report shall contain underlying data from audited financial statements prepared in accordance with generally accepted accounting principles, if this data is available.	Public Utilities Code, Section 99243	Completion/submittal dates:  FY 2019: January 18, 2020 FY 2020: January 24, 2021 FY 2021: January 10, 2022  <b>Conclusion: Complied.</b>
The operator has submitted annual fiscal and compliance audits to the RTPA and to the State Controller within 180 days following the end of the fiscal year (Dec. 27) or has received the appropriate 90-day extension by the RTPA allowed by law.	Public Utilities Code, Section 99245	Completion/submittal dates:  FY 2019: January 20, 2020 FY 2020: February 19, 2021 FY 2021: December 24, 2021  The Authority requested and was granted a 90-day extension for the FY 2019 and FY 2020 fiscal and compliance audits by

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		DNLTC as allowed by law.  <b>Conclusion: Complied.</b>
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	The Authority through its contract operator participates in the California Highway Patrol (CHP) Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim.  Inspections were conducted at the First Transit operations facility located at 140 Williams Drive in Crescent City.  Inspection dates applicable to the audit period were April 3 and November 29, 2018; April 18 and 22, 2019; April 21 and 27, 2020; and April 12 and 13, 2021.  All inspections conducted were rated satisfactory.  <b>Conclusion: Complied.</b>
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 annual claims for Local Transportation Funds (LTF) and State Transit Assistance (STA) submitted by the Authority are submitted in compliance with the rules and regulations adopted by DNLTC.  <b>Conclusion: Complied.</b>

<b>Table II-1 Operator Compliance Requirements Matrix</b>		
<b>Operator Compliance Requirements</b>	<b>Reference</b>	<b>Compliance Efforts</b>
If an operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.	Public Utilities Code, Section 99270.1	This requirement is not applicable, as RCTA serves a non-urbanized area.  <b>Conclusion: Not Applicable.</b>
The operator’s operating budget has not increased by more than 15% over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).	Public Utilities Code, Section 99266	Percentage change in the transit system’s operating budget:  FY 2019: +8.3% FY 2020: +9.3% FY 2021: -1.9%  <i>Source: RCTA Budgets for FYs 2018–2021</i>  <b>Conclusion: Complied.</b>
The operator’s definitions of performance measures are consistent with Public Utilities Code Section 99247, including (a) operating cost, (b) operating cost per passenger, (c) operating cost per vehicle service hour, (d) passengers per vehicle service hour, (e) passengers per vehicle service mile, (f) total passengers, (g) transit vehicle, (h) vehicle service hours, (i) vehicle service miles, and (j) vehicle service hours per employee.	Public Utilities Code, Section 99247	The transit system’s definition of performance is consistent with PUC Section 99247. A review of performance data reports generated during the audit period indicates that correct performance data is being collected.  <b>Conclusion: Complied.</b>
If the operator serves an urbanized area, it has	Public Utilities Code, Sections 99268.2, 99268.3, 99268.12,	This requirement is not applicable, as RCTA serves a

<b>Table II-1 Operator Compliance Requirements Matrix</b>		
<b>Operator Compliance Requirements</b>	<b>Reference</b>	<b>Compliance Efforts</b>
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.	99270.1	non-urbanized area.  <b>Conclusion: Not Applicable.</b>
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	Operating ratios for the transit system system-wide using audited data were as follows:  FY 2019: 13.20% FY 2020: 13.31% FY 2021: 6.37%*  * Assembly Bill 90, passed into law and signed by the governor in June 2020 in response to the COVID-19 pandemic impacts, prohibits the imposition of penalties on a transit operator that does not maintain the required ratio of fare revenues to operating cost during the FY 2019–20 or FY 2020–21.  <i>Source: RCTA TDA Funds Basic Financial Statements (Audited)</i>  <b>Conclusion: Partial Compliance.</b>
The current cost of the operator’s retirement system is fully funded with respect to the officers and employees of	Public Utilities Code, Section 99271	The Authority contracts with an independent contractor (the general manager) which administers the transit system,

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
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.		while operations are contracted to a private for-profit entity that provides retirement benefits for its employees through a 401(k) plan with an employer 50 percent match of the first 6 percent contributed.  <b>Conclusion: Complied.</b>
If the operator receives state transit assistance funds, the operator makes full use of funds available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted.	California Code of Regulations, Section 6754(a)(3)	The transit system receives STA funds and makes use of federal transit grant funds under Federal Transit Administration (FTA) Sections 5311 and 5339 as follows:  FY 2019: \$286,572 (Operations) FY 2020: \$302,798 (Operations) \$231,437 (Capital) FY 2021: \$338,897 (Operations) \$150,000 (CARES Act)  <i>Source: FY 2019 &amp; FY 2020 NTD Agency Profiles; FY 2020-21 RCTA Adopted Budget</i>  <b>Conclusion: Complied.</b>

## Findings and Observations from Operator Compliance Requirements Matrix

1. Of the compliance requirements pertaining to the Authority, the operator fully complied with eight out of the nine applicable requirements. The Authority was in partial compliance with regard to farebox recovery attainment for rural areas. Two additional compliance requirements did not apply to the Authority (i.e., intermediate farebox recovery ratio and exclusive urbanized farebox recovery ratio).
2. Based on the available data from the annual RCTA TDA Funds Basic Financial Statements (*Audited*), the Authority's farebox recovery ratio remained above the required 10 percent two out of the three years of the audit period. The system-wide farebox recovery ratios were 13.20 percent in FY 2019, 13.31 percent in FY 2020, and 6.37 percent in FY 2021.<sup>3</sup> It is noted that the audited farebox ratio in FY 2021 was adversely impacted from the COVID-19 pandemic and state shelter-in-place order. The average farebox during the triennial period was 10.96 percent.
3. The Authority, through its contract operator, participates in the CHP Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim. The CHP inspection reports submitted for review were rated satisfactory.
4. The operating budget exhibited both increases and decreases for the three-year period. The budget increased 8.3 percent in FY 2019 followed by a 9.3 percent increase in FY 2020. The FY 2021 operating budget exhibited a 1.9 percent decrease. The increases in the operating budgets are attributed to the 3 percent annual labor cost increase, anticipated higher fuel costs, and Consolidated Transportation Services Agency (CTSA) expenses involving ADA eligibility screening and travel training.

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<sup>3</sup> Assembly Bill 90, passed into law and signed by the governor in June 2020 in response to the COVID-19 pandemic impacts, prohibits the imposition of penalties on a transit operator that does not maintain the required ratio of fare revenues to operating cost during the FY 2019–20 or FY 2020–21.

## Section III

### Prior Triennial Performance Recommendations

This chapter describes RCTA’s response to the recommendations included in the prior triennial performance audit. For this purpose, each prior recommendation is described, followed by a discussion of RCTA’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

Include tracking and reporting of additional operations data in the RCTA annual report. (High Priority)

Background: First Transit upgraded the format and content of the traditional monthly report workbook in 2017 at the request of RCTA management. This new format has been used for the monthly reports and contains richer data than the old format. A weekly management call is conducted between the RCTA general manager and the First Transit project manager on Fridays, where the monthly report statistics are discussed. Since FY 2016–17, separate Excel-based sheets have been used by First Transit to report complaints, road calls, and accidents on a monthly and then fiscal year basis. It was suggested that the RCTA annual report, prepared by the general manager, include the operations data to provide a comprehensive review of RCT. Recent implementation of software technology for paratransit and the installation of DoubleMap mobility software would provide further performance data such as on-time performance to be harvested for analysis and service improvement. The prior audit acknowledged that the inclusion of this additional data would take time to prepare; however, the information has been available in an organized electronic format from the contract operator.

#### Actions taken by RCTA:

RCTA’s general manager has acknowledged that First Transit provides Excel files of the system’s operational data, which are included in the annual report. The annual report contains both quantitative and qualitative data. Moreover, the annual report includes comparable data for the transit system (for each route or service) for the current year and the previous two fiscal years, similar to the format RCTA has used for many years. For FY 2020-21, RCTA’s System Performance Report utilized stop and trip level data derived from the new DoubleMap AVL/CAD intelligent transit system.

However, additional data such as on-time performance, Dial-A-Ride no-shows, accidents, incidents, customer complaints/commendations, and road calls could be included in the annual report format.

### Conclusion

This recommendation has been partially implemented and is carried forward for full implementation.

### Prior Recommendation 2

Build a capital fund reserve. (High Priority)

**Background:** The lack of a secure source of capital funding is amplified when regular vehicle replacements are needed. The prior audit found that a number of bus replacements were made using state funding that has ended (Proposition 1B). New state programs have been available, including Senate Bill (SB) 1 State of Good Repair and additional STA revenue, but funding levels are not as high as prior programs. The loss of federal rural FTA 5311 (f) intercity bus funds has also contributed to the overall issue. Some unrestricted funds are available in the RCTA account to provide a match. With improved cooperation and communication between RCTA and DNLTC staff, it was suggested that RCTA take the lead and develop a strategy to form a capital reserve policy to secure funds for bus purchases and amenities. For example, carry over LTF available to RCTA could be kept in a reserve. Also, should actual LTF receipts exceed estimates during the year, the incremental amount could be set aside in reserves. Similarly, the additional STA generated from SB 1 could be dedicated to capital. These amounts would be needed as local match for federal funds. The reserve policy is meant to provide a means toward identifying pockets of funding that are flexible in use when necessary for capital purchase and match.

It is noted that RCTA has already been undertaking this important effort by bolstering its reserves from under \$150,000 to \$350,000 at the end of FY 2017–18 by proactively cutting service and raising fares.

### Actions taken by RCTA:

As mentioned in the background discussion, RCTA has undertaken efforts to bolster its capital reserves. RCTA receives or has received in the past and retains a balance in account from several state transit funding programs, such as Proposition 1B Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA)/California Office of Emergency Services, Low Carbon Transit Operations Program (LCTOP), and STA SB 1. Based on the FY 2021 RCTA TDA Funds Basic Financial Statements (Statement of Cash Flows), RCTA's TDA reserves (its main floating cash balance) were \$509,976 as of June 30, 2021.

### Conclusion

This recommendation has been implemented.

Prior Recommendation 3

Work with the RCTA independent fiscal auditor to capitalize contractor equipment and/or preventive maintenance. (Medium Priority)

Background: RCTA receives rural FTA Section 5311 funds for operations. The federal circular FTA C 9040.1F guiding nonurbanized area formula program includes a section and an exhibit on capital cost of contracting. The circular (Chapter III, 2, e, 2, o) identifies the capital cost of contracting for service as an eligible capital expense. A table in the circular shows the percentage of various types of contracts that are eligible for FTA capital assistance without further justification to the FTA. The percentages apply no matter whether the service is local, express, shuttle, or paratransit. For the type of service contract between RCTA and First Transit (contractor provides maintenance and transit service; grantee provides vehicles), the percentage of contract allowed for capital assistance without further justification is 40 percent.

The capital cost of contracting includes depreciation and interest on facilities and equipment, as well as allowable capital costs such as preventive maintenance. Given that the RCTA contract operator, First Transit, uses its own private equipment assets, there is opportunity to capitalize certain costs to operate RCTA. RCTA should work with its fiscal auditor to identify the level of cost of contracting that could be reflected in the financial statements. A primary benefit of undertaking this effort is to lower operating costs in the calculation of the farebox recovery ratio by excluding costs that are capitalized. Other benefits include having a higher federal participation (80 percent funding for capital rather than 50 percent for operations) and a lower local match. The FY 2018 RCTA TDA Funds Basic Financial Statements included a small amount of capital outlay that is excluded from farebox recovery. It should be verified whether the outside auditor is incorporating cost of contracting and, if so, whether all contractor assets are being accounted for.

Actions taken by RCTA:

A review of the RCTA TDA Funds Basic Financial Statements compiled during the audit period showed that capital outlays were being excluded from the FY 2019 and FY 2020 farebox calculations. The FY 2019 TDA Funds Basic Financial Statements reported \$500 in capital outlay excluded from the farebox recovery calculation. The amount of capital outlay excluded increased to \$281,400 in FY 2020. In the Statement of Cash Flows, cash flows from capital and related financing activities for the purchase of fixed assets showed a negative amount of \$241,800, net cash provided (used) by capital and related financing activities. However, there were no capital outlay exclusions in the FY 2021 farebox recovery calculation. For the first two years of the audit period, there appeared to be an effort to capitalize contractor equipment and/or preventative maintenance. The RCTA general manager mentioned that these items are coded and was unsure whether these items were being capitalized. It is suggested that the RCTA general manager continue to work with the independent auditor to ascertain whether the cost of contracting is being accounted for.

## Conclusion

This recommendation has been partially implemented and is carried forward for full implementation.

### Prior Recommendation 4

Consider resource allocations to enhance Redwood Coast Transit Authority visibility. (Medium Priority)

**Background:** The Cultural Center is the focal stop on the RCT bus system. With some perceptions about its general security since the area is not regularly staffed by RCTA or other governmental staff, this condition could prevent system growth in light of service changes that have been made in the recent Redwood Coast Transit Authority Short Range Transit Plan (SRTP) FYs 2019–20 to 2024–25. Consideration should be given to expanding RCTA presence at the Cultural Center, whether on a regular basis or during certain times when passenger activity is high. Operational adjustments could be considered, such as having a supervisor be present there as part of a rotation, or whether to conduct some dispatching at the location using a mobile station. Information about the bus could also be available as a customer service amenity. It was suggested that RCTA communicate with the City of Crescent City as to future plans regarding the immediate area and participate in discussions or engage in any partnership opportunities to occupy the facility. Ridership growth is dependent on an overall positive image and perception of the system, including maintaining a positive rider experience when at the main bus stop facility as well as with any other aspects of the service.

### Actions taken by RCTA:

The Cultural Center has continued to be a focal stop on the RCTA system. All the local and regional routes converge at this location. According to the recent SRTP, the City of Crescent City has been exploring various improvements to the circulation and transportation infrastructure at the intersection where the Cultural Center transit center stop is located. The passenger amenities at the transit center include only two shelters and minimal signage. Furthermore, there is no pull-out for buses and so RCTA vehicles sometimes must deadhead before their first stop. Nevertheless, the Authority has made strides in raising its profile in the community. Prior to the COVID-19 pandemic, RCTA saw an increase in ridership due in part to its outreach to local educational institutions, such as the College of the Redwoods campus in Crescent City and the local high school. Since March 2017, RCTA has received LCTOP funding toward a free fare program targeting local college students, which was later expanded to high school students and local veterans. RCTA implemented a tripper route in August 2019 serving middle and high school students in Crescent City as well as mobile ticketing through Token Transit. In addition, RCTA has focused on upgrading existing and installing new bus shelters.

## Conclusion

This recommendation has been implemented.

### Prior Recommendation 5

Continue efforts with the National Park Service and the California State Parks system regarding possible bus service options to the national and state parks. (Medium/Low Priority)

Background: RCTA worked with the Redwood National and State Parks (RNSP) to establish published, timepoint bus stops at the RNSP administration building in Orick, the Kuechel (oceanfront) Visitors Center, Prairie Creek State Park Visitors Center, Jedediah Smith State Park Visitor Center in Hiouchi, and the Smith River National Recreational Area Visitors Center in Gasquet. Additional signed bus stops are planned for other attractions along existing service corridors. RCTA recognizes opportunities to attract tourism and recreation markets to the bus system including addressing transit options within the parks for activities such as hiking, biking, and kayaking. The National and State Parks Services have been included in recent short-range transit planning outreach as key stakeholders. It was recommended that RCTA continue its service planning with RNSP, and the findings and recommendations made in the SRTP update. Any bus options for the tourism and recreation markets, however, should not compromise core ridership.

### Actions taken by RCTA:

During the audit period, RCTA took steps to collaborate with the National and State Parks systems to better serve visitors. Route 20 has stops at the Redwood Park National Park Kuechel Visitor Center south of Orick, the Prairie Creek Redwoods State Park (Visitor Center and North Entrance), and the Mill Creek Campground. Along Route 199, there is a stop at the Jedediah Smith Redwood State Park Visitor Center. RCTA envisions having more bus stops located at trailheads.

RCTA has had discussions with State and National Parks Services about getting traffic off the road to Stout Memorial Grove located in the Jedediah Smith Redwood State Park. RCTA's current vehicles are not compatible with that road. In addition, funding constraints make it challenging to purchase vehicles compatible with off-road/mountain terrain. The recent RCTA SRTP update proposed several pilot projects to attract more tourists on RCTA buses. Existing conditions were summarized along Routes 20 and 199 and as well as the 2018 market research study conducted by Dr. Jon Shapiro. The first step is to establish stops at key tourist locations, provide information at the bus stop, and create a brochure showing how existing RCTA routes serve national and state parks. A new brochure targeted at tourists would be developed. The second step would be adding motel/hotel stops to the Route 199 schedule in a pilot special tourist season schedule for 150 days a year, from May through September.

Conclusion

This recommendation has been partially implemented. RCTA is encouraged to continue efforts to market its routes to national and state park visitors through local partnerships.

## Section IV

### TDA Performance Indicators

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

Tables IV-1 through IV-3 provide the performance indicators for the transit services system-wide, fixed route, and DAR. Graphs are also provided to depict the trends in the indicators. It is noted that the system-wide operating costs and fare revenues are based on audited figures, while fixed-route and paratransit costs and fare revenues are unaudited. The annual fiscal audits do not provide a modal breakdown. Modal costs do not add up to system-wide costs, which results in slightly different performance trends between the two data sets.

**Table IV-1  
TDA Performance Indicators  
System-wide**

Performance Data and Indicators	Base Year	Audit Period			% Change FY 2018-2021
	FY 2018	FY 2019	FY 2020	FY 2021	
Operating Cost	\$1,217,154	\$1,249,451	\$1,093,146	\$1,441,163	<b>18.4%</b>
Total Passengers	100,062	110,648	87,525	43,891	<b>-56.1%</b>
Vehicle Service Hours	17,212	17,008	16,942	11,858	<b>-31.1%</b>
Vehicle Service Miles	347,464	369,263	369,873	237,322	<b>-31.7%</b>
Employee FTE's	18	18	18	17	<b>-5.6%</b>
Passenger Fares	\$139,330	\$164,909	\$145,534	\$91,811	<b>-34.1%</b>
Operating Cost per Passenger	\$12.16	\$11.29	\$12.49	\$32.84	<b>169.9%</b>
Operating Cost per Vehicle Service Hour	\$70.72	\$73.46	\$64.52	\$121.54	<b>71.9%</b>
Operating Cost per Vehicle Service Mile	\$3.50	\$3.38	\$2.96	\$6.07	<b>73.4%</b>
Passengers per Vehicle Service Hour	5.8	6.5	5.2	3.7	<b>-36.3%</b>
Passengers per Vehicle Service Mile	0.29	0.30	0.24	0.18	<b>-35.8%</b>
Vehicle Service Hours per Employee	956.2	944.9	941.2	697.5	<b>-27.1%</b>
Average Fare per Passenger	\$1.39	\$1.49	\$1.66	\$2.09	<b>50.2%</b>
Fare Recovery Ratio	11.45%	13.20%	13.31%	6.37%	<b>-44.3%</b>

Source: RCTA TDA Funds Basic Financial Statements (Audited); Transit Operator Financial Transactions Reports; RCTA Annual Reports

**Table IV-2  
TDA Performance Indicators  
Fixed Route**

Performance Data and Indicators	Base Year	Audit Period			% Change FY 2018-2021
	FY 2018	FY 2019	FY 2020	FY 2021	
Operating Cost	\$1,046,791	\$1,096,685	\$976,016	\$1,279,954	<b>22.3%</b>
Total Passengers	92,114	105,252	82,711	40,738	<b>-55.8%</b>
Vehicle Service Hours	14,804	14,929	15,125	10,532	<b>-28.9%</b>
Vehicle Service Miles	316,104	344,987	349,688	224,444	<b>-29.0%</b>
Employee FTE's	11	11	11	10	<b>-9.1%</b>
Passenger Fares	\$126,136	\$155,466	\$137,110	\$65,056	<b>-48.4%</b>
Operating Cost per Passenger	\$11.36	\$10.42	\$11.80	\$31.42	<b>176.5%</b>
Operating Cost per Vehicle Service Hour	\$70.71	\$73.46	\$64.53	\$121.53	<b>71.9%</b>
Operating Cost per Vehicle Service Mile	\$3.31	\$3.18	\$2.79	\$5.70	<b>72.2%</b>
Passengers per Vehicle Service Hour	6.2	7.1	5.5	3.9	<b>-37.8%</b>
Passengers per Vehicle Service Mile	0.29	0.31	0.24	0.18	<b>-37.7%</b>
Vehicle Service Hours per Employee	1,345.8	1,357.2	1,375.0	1,053.2	<b>-21.7%</b>
Average Fare per Passenger	\$1.37	\$1.48	\$1.66	\$1.60	<b>16.6%</b>
Fare Recovery Ratio	12.05%	14.18%	14.05%	5.08%	<b>-57.8%</b>

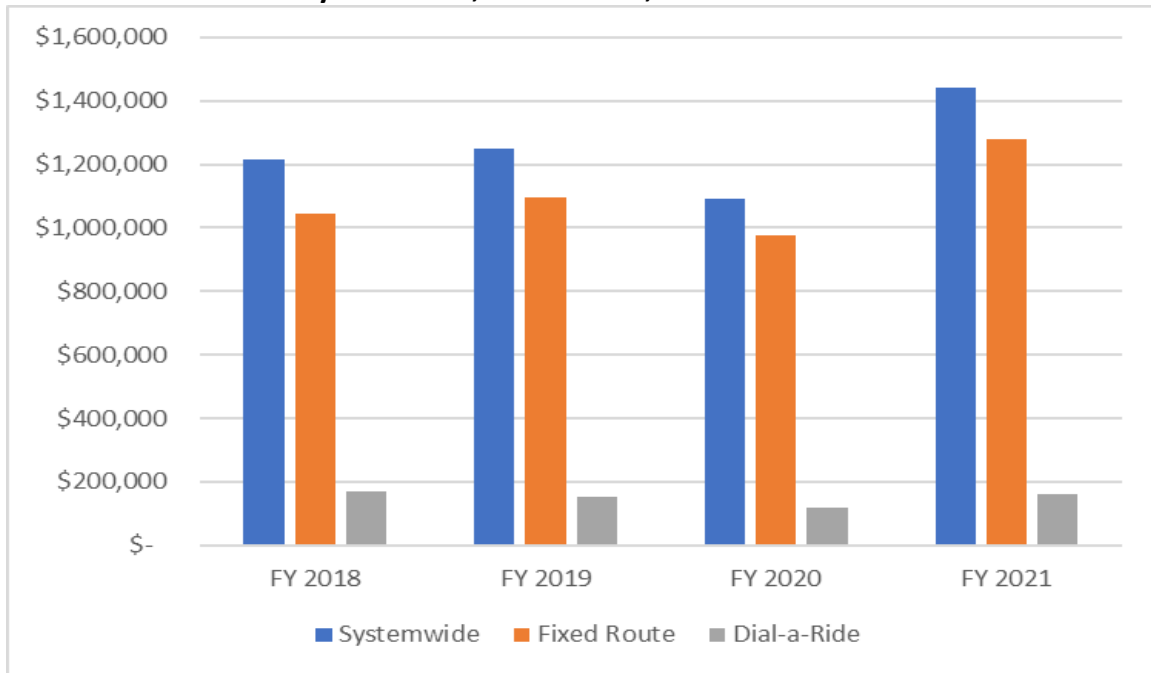
Source: Transit Operator Financial Transactions Reports; RCTA Annual Reports

**Table IV-3  
TDA Performance Indicators  
Dial-a-Ride**

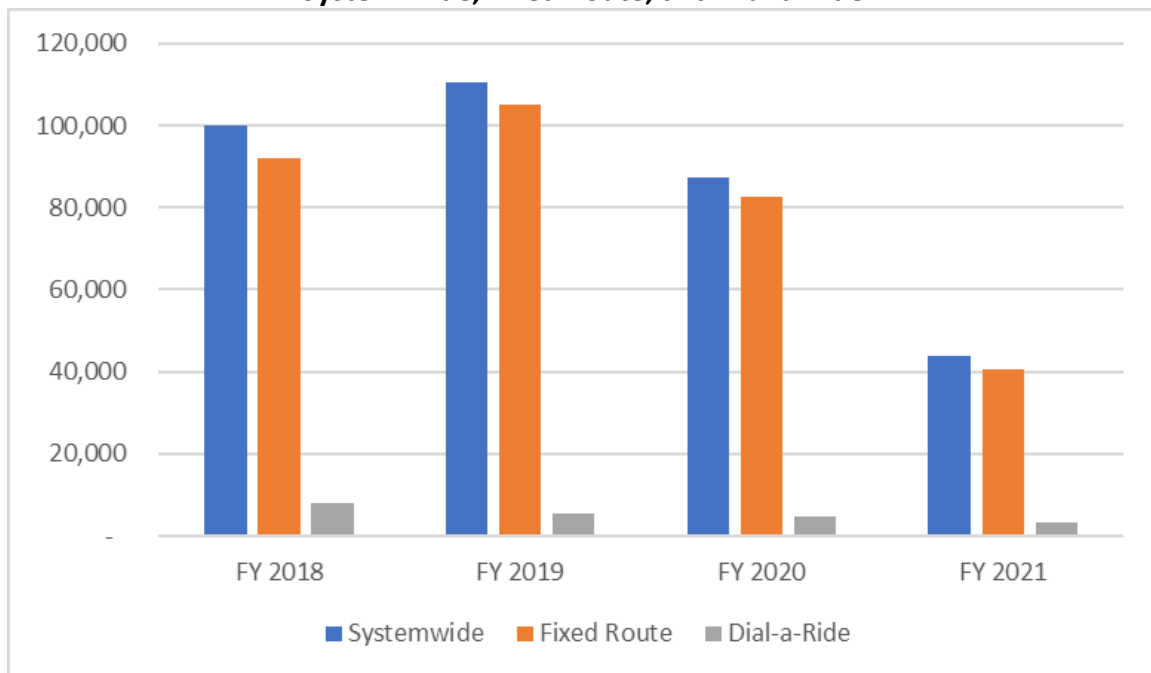
Performance Data and Indicators	Base Year	Audit Period			% Change FY 2018-2021
	FY 2018	FY 2019	FY 2020	FY 2021	
Operating Cost	\$170,270	\$152,723	\$117,251	\$161,149	-5.4%
Total Passengers	7,948	5,396	4,814	3,153	-60.3%
Vehicle Service Hours	2,408	2,079	1,817	1,326	-44.9%
Vehicle Service Miles	31,360	24,276	20,185	12,878	-58.9%
Employee FTE's	7	7	7	7	0.0%
Passenger Fares	\$13,909	\$9,443	\$8,425	\$8,425	-39.4%
Operating Cost per Passenger	\$21.42	\$28.30	\$24.36	\$51.11	138.6%
Operating Cost per Vehicle Service Hour	\$70.71	\$73.46	\$64.53	\$121.53	71.9%
Operating Cost per Vehicle Service Mile	\$5.43	\$6.29	\$5.81	\$12.51	130.5%
Passengers per Vehicle Service Hour	3.3	2.6	2.6	2.4	-28.0%
Passengers per Vehicle Service Mile	0.25	0.22	0.24	0.24	-3.4%
Vehicle Service Hours per Employee	344.0	297.0	259.6	189.4	-44.9%
Average Fare per Passenger	\$1.75	\$1.75	\$1.75	\$2.67	52.7%
Fare Recovery Ratio	8.17%	6.18%	7.19%	5.23%	-36.0%

Source: Transit Operator Financial Transactions Reports; RCTA Annual Reports

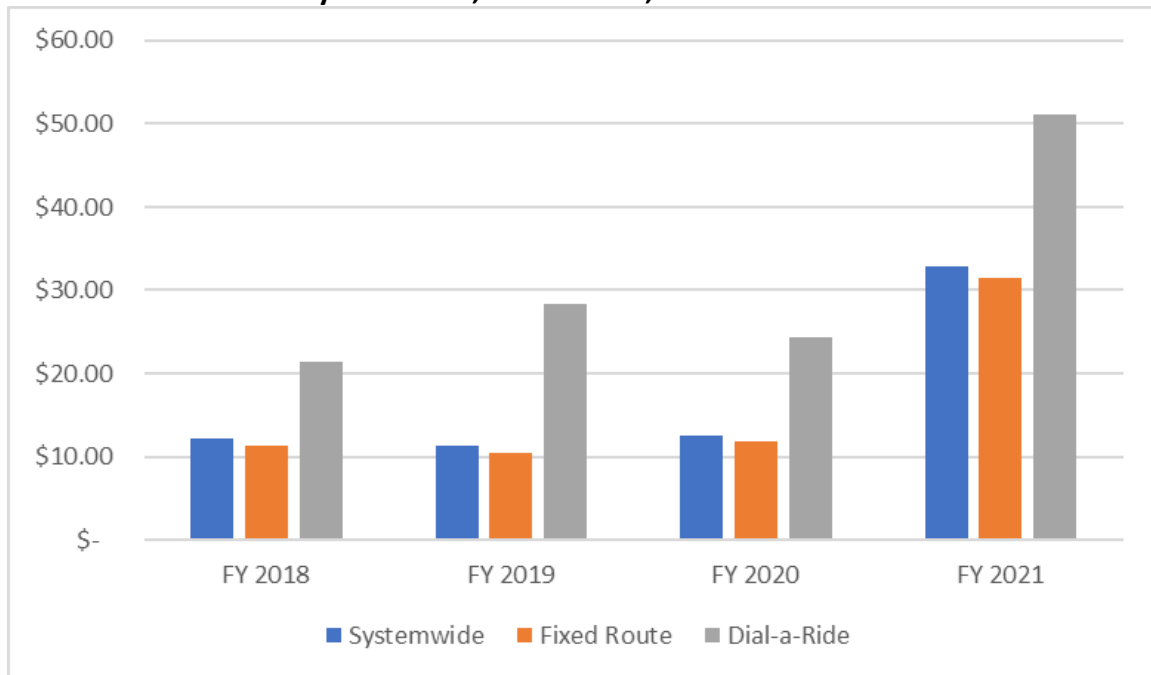
**Graph IV-1**  
**Operating Costs**  
**System-wide, Fixed Route, and Dial-a-Ride**



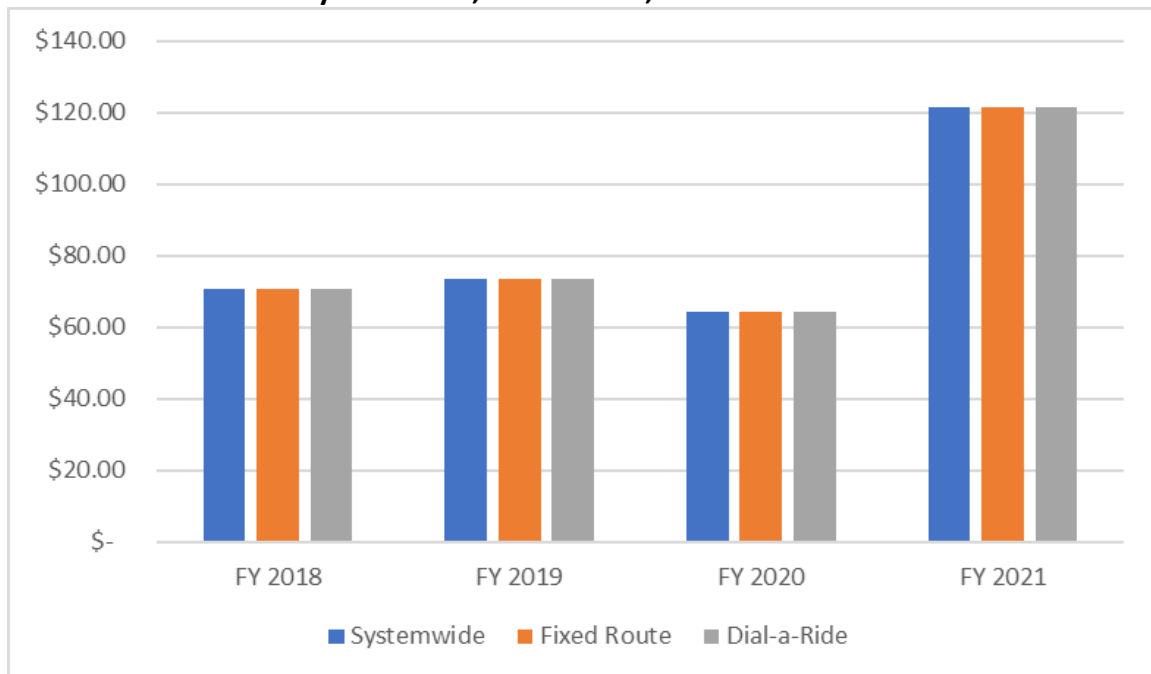
**Graph IV-2**  
**Ridership**  
**System-wide, Fixed Route, and Dial-a-Ride**



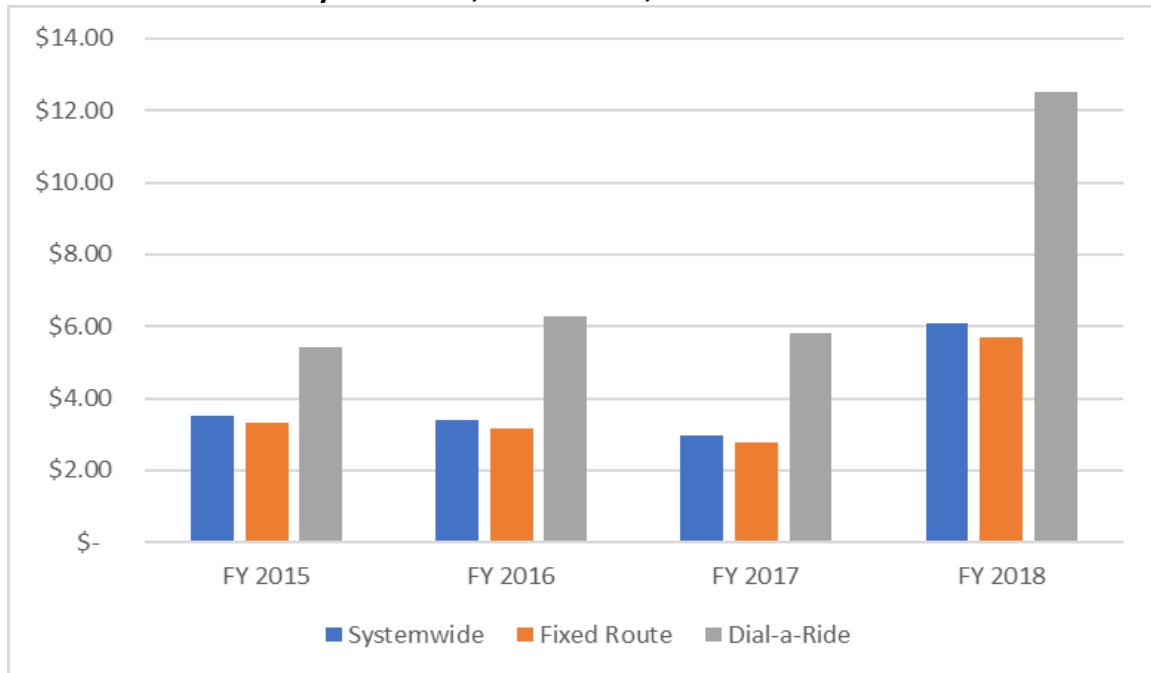
**Graph IV-3**  
**Operating Cost per Passenger**  
**System-wide, Fixed Route, and Dial-a-Ride**



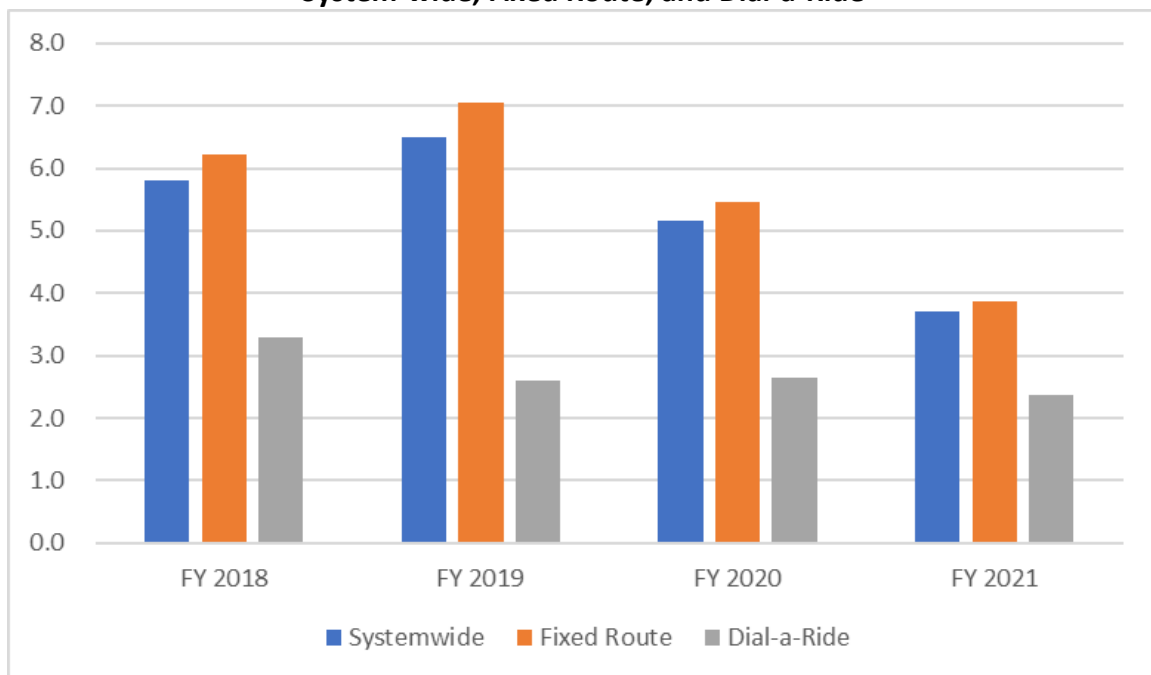
**Graph IV-4**  
**Operating Cost per Vehicle Service Hour**  
**System-wide, Fixed Route, and Dial-a-Ride**



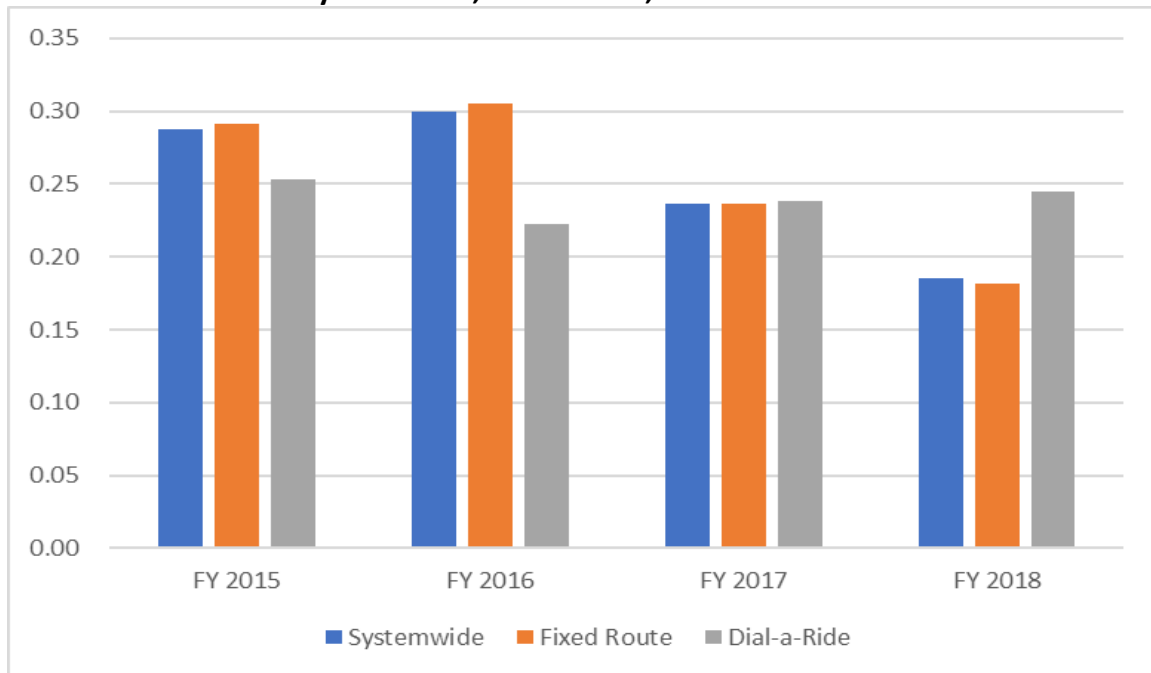
**Graph IV-5**  
**Operating Cost per Vehicle Service Mile**  
**System-wide, Fixed Route, and Dial-a-Ride**



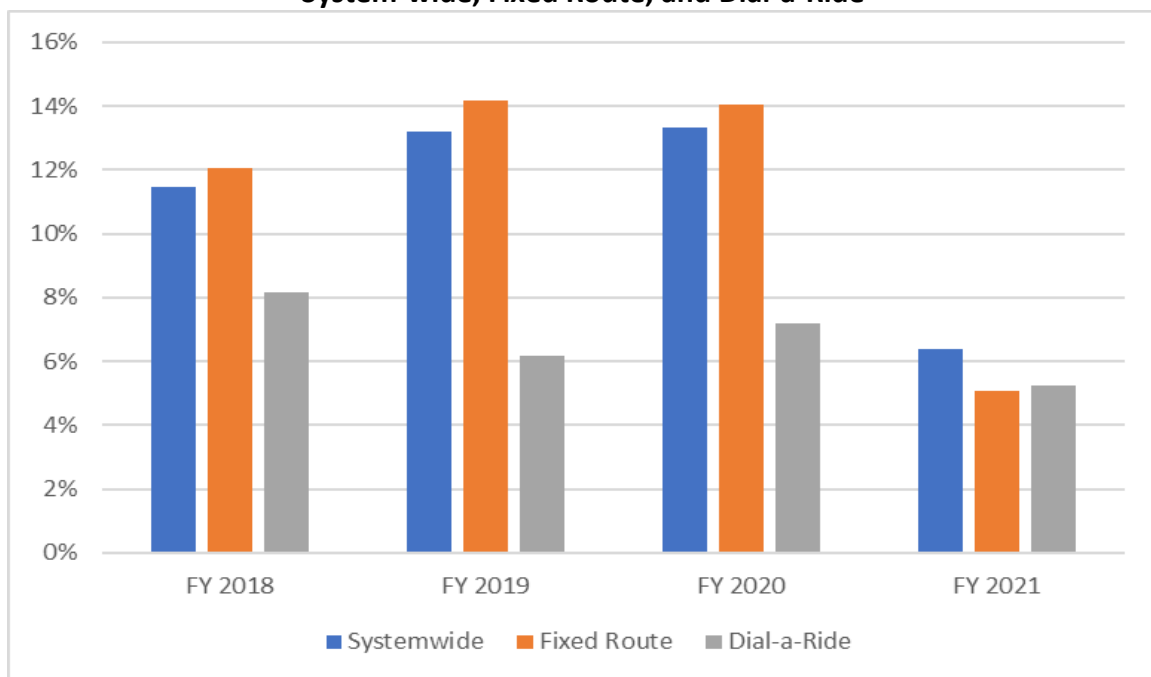
**Graph IV-6**  
**Passengers per Vehicle Service Hour**  
**System-wide, Fixed Route, and Dial-a-Ride**



**Graph IV-7**  
**Passengers per Vehicle Service Mile**  
**System-wide, Fixed Route, and Dial-a-Ride**



**Graph IV-8**  
**Fare Recovery Ratio**  
**System-wide, Fixed Route, and Dial-a-Ride**



## Findings from Verification of TDA Performance Indicators

1. Operating cost per passenger, a measure of cost effectiveness, increased 169.9 percent system-wide using audited cost data from the FY 2018 base year through FY 2021. On a modal basis using unaudited cost data, cost per passenger increased 176.5 percent on the fixed route and increased 138.6 percent on DAR over the same period. The increase in this cost indicator is attributed to the greater decrease in passenger trips relative to the change in operating cost trends. There was an 18.4 percent increase in system-wide operating costs, 22.3 percent increase for fixed route, and a 5.4 percent decrease in operating costs for DAR. The significant ridership decline in FY 2020 and 2021 was due primarily to the COVID-19 pandemic.
2. Operating cost per hour, which is a measure of cost efficiency, increased 71.9 percent system-wide based on audited data. For fixed-route and on Dial-a-Ride, cost per hour exhibited the same increase between the FY 2018 base year and FY 2021. The trend is a result of the decrease in service hours coupled with the modest increase in operating costs. For DAR, in spite of a 5.4 percent decline in operating cost, vehicle service hours declined by almost 45 percent, which results in an increase in cost per hour.
3. Operating cost per mile, another cost efficiency measure, increased 73.4 percent system-wide from the FY 2018 base year to FY 2021. At the modal level, cost per mile increased 72.2 percent on fixed route and 130.5 percent on DAR. Similar to factors affecting operating cost per hour, the decline in service miles in both modes is contrasted with growth in fixed-route operating costs and a smaller decline in DAR cost.
4. Passengers per vehicle service hour, which measures the effectiveness of the service delivered, decreased 36.3 percent system-wide from the FY 2018 base year to FY 2021. Concurrent with the system-wide trend, fixed route experienced a decrease of 37.8 percent over the same period. Passengers per hour on DAR declined by 28 percent. Due to the impacts of the COVID-19 pandemic, the number of passengers per service hour exhibited notable declines from 6.2 to 3.9 passengers per vehicle service hour on fixed route, and from 3.3 to 2.4 passengers per hour on DAR.
5. Passengers per vehicle service mile is another indicator of service effectiveness, which measures service consumption and service outputs. For the audit period, passengers per vehicle service mile decreased by 35.8 percent system-wide. Fixed route experienced a 37.7 percent decrease in the number of passengers per mile, whereas DAR saw a smaller decrease of 3.4 percent. The declining trend in passengers for each mode was greater by the end of the audit period from a percentage standpoint relative to the decline in revenue miles due to the impacts from the COVID-19 pandemic.

6. Vehicle hours per full-time equivalent (FTE), which measures labor productivity, declined by 27.1 percent system-wide between FY 2018 and FY 2021. While employee FTEs averaged between 17 and 18 during the audit period, vehicle service hours declined for both modes. Proper calculation of 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.
7. The system-wide fare recovery ratio exhibited a decrease of 44.3 percent from 11.45 percent in FY 2018 to 6.37 percent in FY 2021 based on audited data. Farebox recovery fluctuated annually during the audit period: 13.20 percent in FY 2019; 13.31 percent in FY 2020; and 6.37 percent in FY 2021. Farebox revenue system-wide decreased by 34.1 percent for the period, while decreasing by 48.4 percent for the fixed route and by 39.4 percent for DAR. Total system-wide passenger revenues increased 18.4 percent in FY 2019 followed by decreases of 11.7 percent and 36.9 percent in FY 2020 and FY 2021, respectively. Fixed-route passenger fare revenue increased 23.3 percent but decreased 32.1 percent for Dial-A-Ride for FY 2019.

Performance indicators for RCTA services are adversely impacted from declining ridership and reduced hours and miles of service due to the COVID-19 pandemic, which impacted services in the third and fourth quarters of FY 2020 and throughout FY 2021, after initial increases in ridership due in part to its outreach to local educational institutions. Since March 2017, RCTA has received LCTOP funding toward a free fare program targeting local college students, which was later expanded to high school students and local veterans. RCTA implemented a tripper route in August 2019 serving middle and high school students in Crescent City as well as mobile ticketing through Token Transit.

RCTA began to see positive revenue trends from the fare increase and service adjustments implemented in FY 2018. However, RCTA reacted to the sharp drop in demand, funding, and driver availability by reducing service by 33 percent in April 2020 during the onset of the pandemic. Evening service was trimmed, as were certain regional route trips, and all Saturday services were suspended. None of these services were reinstated in FY 2020-21, due to the continued effects of the pandemic.

The financial performance measures for passenger fares by mode are estimates due to reporting practices by the operations contractor. In the FY 2021 RCTA Annual Report, it is indicated that “individual route performance statistics are based on cost and fare collection assumptions based on overall agency operating costs and fares projected onto each route’s annual revenue hours and ridership. First Transit does not and has never collected true ‘fares per route’ but rather submits only a systemwide total fares collected from all routes, leaving RCTA in a position to have to use ridership as a proxy to calculate route-level farebox recovery.” The financial trends on a modal level for passenger fares collected and farebox recovery are estimates using assumptions based on other data points. This issue is targeted for correction in the next Operations and Maintenance contract (2022–2026). While route

level financials are approximations based on actual boardings per route, they remain a valuable metric. For TDA funding eligibility, the audited system-wide farebox ratio is used, which showed RCTA exceeding the standard of 10 percent for FY 2019 and FY 2020.

## Section V

### Review of Operator Functions

This section provides an in-depth review of various functions within RCTA, the transit system operated by RCTA. The review highlights accomplishments, issues, and/or challenges that were determined during the audit period. The following functions were reviewed with the contract operator and the RCT general manager via videoconference:

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

Within some departments are sub-functions that also require review, such as grants administration that falls under General Administration.

#### Operations

RCTA moved forward with a number of bold service initiatives aimed at improving the customer experience and upgrading infrastructure. Although the COVID-19 pandemic resulted in a significant downturn in ridership, RCTA continued to maintain a forward and innovative outlook in keeping with its mission statement as stated in the most recent SRTP:

*“To provide safe and cost-effective local and regional public transportation services to provide a mobility option for Del Norte County residents, students, employees, and visitors to the area.”*

The beginning of the audit period saw increase in ridership demand due to the partnerships with the local high school and the College of the Redwoods campus that allowed for students to ride the RCTA system for free. In March 2017, RCTA established the Free Bus program to introduce students attending the local College of the Redwoods campus to transit. The fare lost to RCTA was reimbursed by annual Low Carbon Transit Operation Program (LCTOP) grant funds. RCTA expanded the program to students attending Humboldt State University (now Cal Poly Humboldt), and later included local secondary and middle students, and veterans. In June 2019, the RCTA Board approved to extend the program through FY 2020-21.

RCTA’s best performing route has been Route 2 as measured by the number of passengers per hour. Regional Route 20, which runs between Smith River and Arcata, is the best performing regional route. Due to the ongoing road construction work along U.S. 101 at Last Chance Grade, RCTA modified its afternoon run schedule on Route 20. Road closures have been inconsistent

and disruptive resulting in delays. In response to the road construction, RCTA decided adjust the run time of Route 20's PM trip 30 minutes earlier to allow the bus to traverse through the Last Chance Grade before the daily 3 p.m. 2-hour closure. In addition, Regional Route 20 connecting into Arcata in Humboldt County was coordinated to a degree with the Greyhound interline service. However, providing RCTA service that meets Greyhound buses late night and early morning schedules in Arcata spread RCTA Route 20 services over a very long span each day, and the night run had been very unproductive and was eliminated in July 2018. RCTA reallocated those hours towards a new mid-day trip. The new mid-day trip operated until the onset of the COVID-19 pandemic in March 2020. In early April 2020, as part of a general downsizing effort to match RCTA service levels with reduced travel, the mid-day Route 20 was suspended.

RCTA inaugurated a school bell-oriented commuter route in the Crescent City area serving Del Norte High School. Route 300 commenced service in August 2019 with one afternoon trip. RCTA was scheduled to augment the afternoon run with a morning run in August 2020 but deferred this due to the lack of in-person instruction at Del Norte High School resulting from the COVID-19 pandemic. In August 2021, RCTA implemented the morning tripper service and expanded service to Crescent Elk Middle School.

During the audit period, RCTA implemented DoubleMap, which is a low-mid range Computer Aided Dispatch (CAD)/Automatic Vehicle Locator (AVL) system that monitors the fixed route system performance such as on-time performance and location. In July 2019, RCTA also implemented the Token Transit mobile ticketing system that allows riders to purchase fares and passes with their smart phones. Token Transit was initially well-received by riders but still has not generated high usage and is no longer being supported by its new ownership group. RCTA is implementing Swiftly AVL/CAD in FY 2021-22 to replace DoubleMap. RCTA decided to eliminate the regional pass in January 2022 due to low usage. An initiative to install Wi-Fi on the vehicles is in progress in late FY 2021-22, as part of the Cal-ITP Contactless Fares (Credit Cards) partnership project with the Far North group. The Wi-Fi initiative is only five percent complete as staff continues to evaluate funding strategies and weigh the benefits considering the many dead spots on RCTA regional routes. Another technological initiative under consideration has been on-board annunciators.

The Authority became the designated CTSA for Del Norte County in May 2018. In August 2019, the RCTA Board approved the procurement of GetGoing software and hosting services from Jigsaw Analytics Group for use in RCTA'S CTSA Transit Travel Training and ADA Eligibility Determination Programs. RCTA purchased the GetGoing software program in late 2019 in time for the launch of CTSA programs in January 2020. The software contains a module that can generate reports and dashboards. Having this tool will enable the CTSA to develop metrics and monitor performance of the two programs that were recently launched. Prior to the launch of the CTSA program, RCTA engaged the DNLTC Social Service Transportation Advisory Council (SSTAC) at a luncheon held in November 2019, where the CTSA received exposure and support. On January 2, 2020, RCTA launched its ADA Eligibility and Travel Training programs. Both programs are off to a slow start due to COVID-19. RCTA takes a cautious approach for CTSA program expansion until full costs are known. Due to the COVID-19 shelter-in-place directives,

the number of new RCTA ADA applications has slowed dramatically, with only 22 applications through June 30, 2021, with 21 approvals and one denial.

RCTA operations and maintenance are contracted out to First Transit, based in Cincinnati, Ohio. First Transit has been operating the service since July 2008. The current five-year contract effective January 1, 2017 through December 31, 2021. A new contract was procured in late 2021 and First Transit was awarded a new five-year contract with 2 one-year options in November 2021, covering years 2022 through 2026. In August 2019, the RCTA Board approved an amendment to the contract to add CTSA support services to the scope of work. In August 2020, the RCTA approved a second amendment to the contract to address the losses in service demand and revenue due to the COVID-19 pandemic. Prior to the pandemic, RCTA was averaging 20,000 annual revenue hours, but projected approximately 13,245 annual revenue hours, a reduction of 33.7 percent. First Transit proposed to raise its hourly billing rate by \$3.06 and credit RCTA \$833 to \$1356 per month on the monthly fixed rate. The hourly increase supports lost overhead. The net increase was estimated to increase operating costs by about \$30,000 annually.

Dispatching and scheduling for Dial-A-Ride are conducted using a proprietary paratransit software called CTS developed by First Transit. The software was rolled out to RCTA in September 2017. Fixed-route buses are tracked through the DoubleMap CAD/AVL system. Drivers are equipped with mobile data tablets for communication with dispatch. Fixed-route drivers also call in to dispatch when at the Cultural Center as a means to monitor on-time performance. A fixed-route vehicle is considered “late” if running more than 10 minutes behind schedule. For DAR, a vehicle is considered “late” if running more than 15 minutes behind schedule. Driver check-ins are made with dispatch when a DAR vehicle reaches the senior center. Two-way radios using a repeater installed system are on the local fixed route and DAR vehicles for digital communication.

An on-time performance report is generated by the DoubleMap CAD/AVL system detailing each route and key timepoint in the system. For FY 2020, the average systemwide on-time performance rate was 73.7 percent. For FY 2021, the average systemwide on-time performance rate was 78.79 percent. The route with the highest on-time performance was Route 2 at about 89 percent, while the route with the lowest on-time performance rate was Route 199 Westbound at 57.67 percent. Road construction such as Last Chance Grade on US-101 have impacted on-time performance.

Service delivery is impacted by the higher number of passenger trips at the beginning and middle of the month because of shopping activity and access to services. An extra bus will be dispatched out to meet demand and to maintain running times. Drivers use a daily trip sheet with fare and passenger categories.

Operations data such as yard and service hours and miles are input to track key performance data. The first pickup and last drop-off times are denoted on the trip sheet, as are driver breaks and lunch times. Service hours and miles are summarized and transferred onto a spreadsheet for reporting. First Transit implemented a new corporate reporting template using a spreadsheet

format that better captures additional operations information, which has improved the level and type of reporting. The driver trip sheet was reworked as well to match the input requirements of the new reporting template.

Farebox handling and reconciliation procedures involve several checks and balances. Vehicles are equipped with Diamond manufactured mechanical fareboxes. In the past, drivers were given an empty farebox vault prior to the bus run. After the driver completed the run and returned to the operations facility, the farebox vault would be pulled out of the vehicle by the dispatcher with the driver present. The dispatcher ensures that the vault is locked. During the audit period, farebox handling protocol was changed so that only dispatcher handles the fareboxes.

The vault is placed in a locked cabinet overnight. The following day, two dispatchers perform the count in a camera-equipped room and place the fares in a nighttime deposit bag. Fares are counted twice and are reconciled with the driver's manifest/trip sheet. Any proceeds with a variance exceeding \$5.00 are subject to a recount. Two dispatchers take the proceeds to the bank to be deposited in the night deposit box. Farebox data is forwarded to First Transit headquarters and the fares, which are retained by First Transit, are deducted on the monthly invoice to RCTA.

Complaints made by the public are recorded and tracked in a spreadsheet. A response column is shown for investigation and resolution, if any. A number of complaints were not justified based upon video footage from the on-board cameras or verification of vehicle location at certain times. Verifiable complaints result in driver discipline and are placed in their personal record. The RCTA general manager has noted that approximately 60 percent of complaints received have been false. The Authority screens all complaints carefully by using DoubleMap CAD/AVL in addition to the on-board cameras. RCTA reported 25 valid complaints received during the audit period.

### COVID-19 Pandemic Impacts

As impacts from the novel coronavirus started to be realized in California, a state of emergency was declared on March 4, 2020. Subsequently, a mandatory statewide shelter-in-place order was implemented on March 19, 2020. In response, RCTA implemented measures and protocols to mitigate the spread of the virus. In addition, the contract operator has extensive COVID-19 protocols in accordance with the FTA and the Centers for Disease Control and Prevention. Personal protective equipment (PPE) has been made readily available.

First Transit has been proactive in the procurement of PPE, which resulted in an excess supply. RCTA supplemented the supply of PPE through the receipt of N-95 masks from the California Association for Coordinated Transportation. In addition, driver barriers, engineered in-house, were installed on the vehicles. Hand sanitizer dispensers were also installed. RCTA retained a third party, Palm Industries, Inc., to provide intensive bus cleaning services at the onset of the pandemic. Palm Industries already had several deep cleaning commercial contracts in the area.

The Authority was charged \$450 per day to sanitize and clean all 12 buses to the maximum at the end of each day.

During the first month of the pandemic, RCTA waived fare collection but decided to reinstate fares after a one-month trial. RCTA made a call to reinstate fare collection on April 7, 2020, due to unanticipated abuse of the free fare concept by people taking obviously nonessential trips. In order to foster social distancing as requested by Del Norte County Health Officials, RCTA limited capacity on the local routes to 10 passengers and 15 passengers on the regional routes.

The pandemic created driver shortages for RCTA, which also necessitated the review of low productivity services, which resulted in 30 percent of the service being reduced in April 2020. Three drivers chose to stop driving due to COVID-19 and RCTA implemented the reductions in service approved by the Board for this very purpose at the March 27, 2020 meeting. The service modifications resulted in evening service ending an hour earlier, the reduction of one daily round trip on both Regional Routes 20 and 199, and the elimination of all Saturday service. RCTA experienced a 50 percent decrease in ridership as a result. Even though RCTA was approached by the Crescent City Safeway, the Authority decided not to offer grocery or prescription delivery services during the pandemic.

These activities in response to the rapidly evolving COVID-19 pandemic condition resulted in severe impacts on performance trends, which were pervasive throughout the transit industry during the fourth quarter of FY 2020 and most of FY 2021. The RCTA Board has been engaged and supportive of the measures taken. The Board convened twice during the first month of the pandemic, and quickly adapted to a Zoom online board meeting format.

### Personnel

Operations personnel are employees of the contract operator, First Transit. At the time of this audit, First Transit has 12 employees, including 5 full-time drivers and one driver on loan from another First Transit facility in Visalia. The remaining staff is composed of the project manager, safety manager, two dispatchers, one fueler/washer and a maintenance manager. There are no part-time drivers on staff. In June 2021, the operation hired one new driver and received another dispatcher. The safety manager was a former dispatcher. First Transit personnel who operate RCTA services are non-union.

RCTA operations experienced turnover of personnel involving a number of retirements. Two drivers were terminated due to non-conformance with corporate drug and alcohol policies. The most senior driver has been at the Crescent City location since 2009. The starting wage for a new driver is reported to be \$18.00 an hour, with an average hourly wage of \$20.50 an hour. The pool of candidates is impacted by the service area's small population and stringent job screening process. The operation requires 7 full-time drivers in order to be fully staffed. Overtime expenses have increased in addition to the lodging and per diem costs for the loaner driver.

Recruitment is done primarily online through Indeed, Facebook, local radio advertisements, flyers posted on the vehicles and through the First Transit website (<https://workatfirst.com/divisions/first-transit/>). Safety meetings are held in compliance with mandates with First Transit achieving a good safety record. Wellness programs and small incentives such as gift cards and food are available. First Transit has been offering a \$2,500 signing bonus for new hires with an existing commercial driver's license (CDL) and a \$2,000 signing bonus for new hires without a prior CDL.

At the time of application, driver candidates are required to have a valid Class B California driver's license with a passenger endorsement. As of April 2019, the DMV downgraded the facility to Class C commercial since vehicles under 26,000 pounds are operated. General Public Paratransit Vehicle (GPPV) certification was phased out. The closest DMV tester is located in Eureka. The training protocol is composed of 32 hours of classroom instruction, 24 hours of behind-the-wheel instruction, a minimum of 10 hours of closed course training, and 10 to 15 hours of cadet training, which includes driving with a trainer. Behind-the-wheel training is based on the Transportation Safety Institute (TSI) curriculum, which involves a closed course, video instruction, and route familiarization exercise. Drivers are cross trained on all routes and service modes. A successfully trained driver will begin revenue service after six weeks of training. Both the project and safety managers are TSI-certified trainers.

During the onset of the COVID-19 pandemic, the RCTA Board addressed employee morale and retention. The Board was presented with three wage and compensation options. The first option involved temporarily increasing the hourly wage \$1.50-\$2.00 an hour until pandemic had abated. The second option was to have bonuses paid out every two weeks to hourly employees who continued to work. The third option involved a one-time large bonus paid out to employees who continued to work. RCTA staff recommended the Board approve the first option. The Board approved the first option, which involved a short term \$2.00 an hour pay increase for First Transit hourly employees during the pandemic to support retention and service continuity. The wage adjustment was later increased to \$4.00 an hour in early 2021. The wage and compensation adjustments have been amended into the operations and maintenance contract.

## **Maintenance**

Vehicle maintenance for RCTA vehicles is the responsibility of the contract operator. Vehicles are serviced at the RCTA operations facility located at 140 Williams Drive in Crescent City. The facility has three service bays and one wash rack, with one dedicated maintenance bay for the lift. There is also an on-site emergency generator. There is one Automotive Service Excellence (ASE) certified maintenance technician on staff. Drivers conduct daily pre-trip and post-trip comprehensive mechanical and safety vehicle system checks including fluid levels and basic operating systems. Geotab software has been integrated with the pre-and post-trip inspection process and driver tracking.

Vehicle maintenance is performed on a 5,000-mile preventative maintenance inspection (PMI) schedule. All PMIs are reported to be completed within schedule. Mechanic's tools and vehicle

lifts are provided by First Transit, which, from a fiscal reporting and federal grant funding perspective, are eligible to be reported as preventive maintenance and capitalized by RCTA. Maintenance software (Infor) is used to manage maintenance service and enter in codes to categorize issues. As much maintenance work as possible is kept in-house because a bus sent away could be out of service at least a month. Outsourced work is generally for major body work. It was estimated that about 90 percent of maintenance work is conducted in-house. Tire repairs are outsourced as well as alignments and brake rotor work.

The parts inventory is maintained for no longer than six months. Parts procurement has been a challenge due to RCTA's remote location, industry consolidation and supply chain issues resulting from the COVID-19 pandemic. Forest River, Inc. purchased the REV Group in May 2020. The REV Group manufactured cutaway buses such as Champion, El Dorado, and Goshen Coach. Approximately 80 percent of parts are procured from O'Reilly Auto Parts located at 905 Northcrest Drive in Crescent City. Vehicle tires are initially owned by the Authority but are replaced by First Transit as needed.

The CHP is responsible for certifying the maintenance facility and for inspecting vehicles on an annual basis. Inspections conducted during the audit period were rated satisfactory. Pull notices are conducted twice a year instead of once. In addition, separate vehicle inspections are done for the smaller GPPV vehicles and the larger tour buses. Per discovery and research by First Transit, extra cycles of CHP inspections were being conducted for GPPV and tour bus vehicles that are more stringent than OEM required inspections. This meant that 20 percent of the fleet was subject to inspection in November and another 20 percent of the fleet was subject to inspection in April. Currently, the CHP conducts terminal inspections involving 20 percent of the total fleet in April. Preventive maintenance cycles were modified in 2019 per a contract side letter to align with a normal once-per-year CHP inspection and 5,000-mile preventive maintenance cycles. Vehicle fueling is conducted at the C. Renner Patriot station located at 1089 Highway 101 South in Crescent City, which utilizes a card-lock system.

Road calls are recorded when a tow truck and/or mechanic responds to a mechanical/service problem for a disabled transit vehicle that is in revenue service. RCTA went 9 months without a single road call. Road calls have trended lower due to the delivery of newer vehicles.

First Transit recently implemented DriveCam, a video-based driver safety program that harnesses the power of video, predictive analytics, and a cloud-based platform to help improve driver safety, exonerate drivers from false claims, and significantly reduce collisions and related costs. The system is composed of one forward-facing and five interior cameras. The Apollo general vehicle surveillance system was hard drive based. Each vehicle was equipped with four to eight Apollo cameras composed of one forward-facing camera and a minimum of three exterior cameras.

RCTA has been exploring the procurement of one to two electric vehicles to operate on a pilot basis in order to test and evaluate performance. The cost of the pilot vehicle would be approximately \$20,000 above the cost of a new gasoline-powered vehicle. The Authority has

expressed concerns that current electric bus technology seemed inadequate to meet the needs of RCTA's regional routes, including Route 20. Current electric buses lack the range and power to travel between Smith River and Arcata. The Crescent City Local service area has range needs compatible with existing and future electric bus performance.

The Authority has been exploring the possibility of a cooperative maintenance agreement with the Humboldt Transit Authority (HTA). As a larger operator with greater economies of scale in terms of maintenance capacity and procurement, HTA maintains not only its own fleet but also the buses for other Humboldt County transit operators, the fire district, the Humboldt County Office of Education, and local social service providers. Given RCTA's existing collaborative relationship with HTA and interline service agreements, a cooperative maintenance agreement with HTA could prove beneficial.

RCTA completed and submitted its Transit Asset Management (TAM) Plan to the FTA in October 2018 and updates the TAM Plan annually. The FTA requires transit agencies to provide an assessment of their current assets and infrastructure so that the FTA can gauge its ability to fund replacement assets. The FTA recently adopted new standards for vehicle life cycles. RCTA assessed the useful life of its operating facility and passenger shelters and found that additional investment would be required. RCTA also assessed its overall fleet size and determined that 12 vehicles would be adequate to sustain the service.

## **Planning**

Efforts to improve productivity of the transit services involve several methods employed by the Authority, including SRTPs and surveys, the unmet transit needs process, monitoring transportation performance improvement recommendations, and measuring progress through statistical information provided by DNLTC and contract operator.

RCTA commissioned an update to its SRTP during the audit period. The Redwood Coast Transit Authority Short Range Transit Plan (SRTP) FYs 2019–20 to 2024–25 was presented to and adopted by the RCTA Board in June 2019. The SRTP is composed of an introduction, nine chapters, and an appendix. The appendix contains a sample travel training pre-travel interview form and waiver related to the CTSA implementation plan.

The SRTP process was composed of two phases. The first phase included an assessment of existing conditions in the County and of the transit system, public involvement and stakeholder outreach, market research of existing and potential passengers, evaluation of current transit needs, and development of system goals and performance standards. The second phase of the SRTP process built on the findings summarized in the first phase and evaluated and developed a five-year plan for service alternatives, capital assets, system finances, marketing activities, CTSA activities, and the administrative management model.

Unique to the SRTP, were the chapters devoted to the implementation of the CTSA and a marketing analysis that included the findings from the 2018 market research study conducted by

Dr. Jon Shapiro that focused on visitors to the National and State Parks. The CTSA implementation plan provides an in-depth approach on the development of the ADA eligibility certification and travel training programs.

Public outreach included a 3-day on-board survey campaign that received 300 responses, community stakeholder and rider focus groups and discussions with National Park personnel and visitors. Feedback from the ridership was generally positive. The SRTP also examined the feasibility for more customer service amenities at the Cultural Center such as mobile kiosks and public restrooms.

In June 2021, RCTA proposed a “mini-update” to refresh the 2019 SRTP due to changed conditions and to address electric bus procurement and charging infrastructure (engineering/final design) and include a project to address passenger experience and security concerns by developing a staffed Cultural Center transit hub. In addition, the update would include a financial assessment of the Del Norte’s TDA apportionment and of potential revenue capture from e-commerce activities.

RCTA is a member of the Far North Transit Group. The focus of the transit group is to bring together transit agencies along the north coast of California, regulators, and zero emission bus manufacturers to discuss methods towards meeting state zero emission goals. The group meets every other Monday and one of the main topics is a joint project sponsored in part by Caltrans’s Cal-ITP program. The aim of the project is to standardize fares and provide real-time transit data and schedules through the Google Transit Real-Time platform. Fare standardization would be based on a distance-based format like the one RCTA adopted in 2017. The Cal-ITP project will also include an on-board contactless fare system to allow the use of credit cards for fare payment.

## **Marketing**

RCTA services are marketed through various media and collateral. The primary form of printed collateral for RCTA is the Rider’s Guide for the local Crescent City routes and the Regional Routes. The Rider’s Guide is a glossy brochure that folds out into a map and provides fares, schedules, and customer service and rider etiquette information. The guides are generally reprinted in July with schedule changes. RCTA created a four-fold system-wide brochure during the summer of 2020 and redesigned the system map.

Transit information is accessible online on a dedicated page through the Authority’s main web portal (<http://redwoodcoasttransit.org/>). The website features the same general information as the Rider’s Guide (in PDF) but also includes links to each route, fares and passes, DAR information, ADA services, and a trip planner provided through Google Transit. Links to local recreation and tourism sites are provided. A translation function is provided to instantly convert the website between English and Spanish language in compliance with Title VI policy. The website is updated frequently and serves as a platform for the Authority to post Board meeting agendas and minutes, procurement requests, and audited financial documentation. Trillium

provides transit data, General Transit Feed Specification (GTFS) editing, and maintenance of Swiftly platform. GTFS defines a common format for public transportation schedules and associated geographic information.

The Authority retained a marketing person dedicated to social media engagement. The social media platforms that RCTA utilizes include Facebook, Twitter, and Instagram. Rider alerts are posted over Facebook. In addition, RCTA increased its marketing budget during the audit period. In addition, the First Transit project manager has conducted in-person outreach to students at the College of the Redwoods campus during the first two weeks of the school year from a table staffed in the lobby. Further student and tourist marketing has been placed on hold until the pandemic situation improves.

Exterior and interior advertising space on the vehicles is available, which help raise local marketing revenue. In 2018, the RCTA Board approved the new advertising revenue program as and set aside up to \$10,000 of the annual proceeds to the marketing program (hours and materials). This program took in approximately \$21,000 in revenue in FY 2019. RCTA also installed six new bus shelters, which are equipped with map cassette to display new brochures. RCTA participated in the Crescent City Fourth of July Festival in 2021. RCTA buses were featured in the festival parade and RCTA staffed a booth at Beach Front Park.

Pursuant to the federal Civil Rights Act of 1964, RCTA 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. Program compliance includes Title VI notices and complaint procedures posted the RCTA website (<http://redwoodcoasttransit.org/rcta-documents/>). Notifications and complaint forms are provided in English and Spanish.

### **General Administration and Management**

Public transit services in Del Norte County are administered pursuant to a JPA between the County and the City of Crescent City executed on October 28, 2003. The Authority is administered by a general manager, who is an independent contractor. The Authority's governing body is a five-member Board of Directors composed of two County representatives from the Del Norte County Board of Supervisors, two members from the City Council of Crescent City, and one citizen-at-large public member. As the lone general public transit provider in the county, the RCTA Board has supported the service objectives of providing service to the rural communities. The Board generally meets at 5:30 p.m. on the fourth Monday of every other month at the Flynn Administration Center located at 981 H Street in Crescent City. With the onset of the COVID-19 pandemic, meetings have been conducted over the Zoom videoconferencing platform. Recently, the Board has adopted a hybrid meeting format of in-person meetings while maintaining the Zoom option.

The general manager provides executive-level management services for RCTA and oversees the performance of the contract operator. RCTA does not directly employ staff but depends entirely on independent contracting to manage and operate the RCTA network. The general manager provides the necessary planning and administrative services to RCTA, including an annual report to the Board. The report details productivity, trends, and accomplishments for both the fixed-route and DAR modes, including comparable data for each route and the transit system overall for the current year and the prior fiscal year.

RCTA's assessment of First Transit's operations and maintenance functions has been positive overall. Technology advances such as the new operations tracking software and dispatch programs have reduced the amount of reliance on manual reporting and processes and the relative inability to conduct detailed evaluations of performance measures. The First Transit project manager works independently handling day-to-day operations, with follow-up communications with the general manager with regard to operational and customer services matters. Regular check-ins and meetings between the general manager and project manager are held to discuss system status. With the increased operations data that are captured and accessed by management, these meetings have been more effective.

The current general manager was hired in April 2016. In spite of also being from out of the region, the general manager is experienced with small transit systems in California and travels regularly to the RCTA facilities to meet with operations staff. The Board authorized the release of the RCTA General Manager Request for Proposals (RFP) in April 2021. The RFP was prompted by recent changes to the contract scope since the issuance of last RFP. The oversight of the advertising revenue program and the new CTSA Program have been added to the general manager's duties. The RCTA Board approved the contract with the incumbent contract manager, Herron/TMTP Consulting for RCTA General Manager Services in June 2021.

Pursuant to TDA, the Authority receives LTF proceeds and STA funds. LTF revenues are used primarily for operating expenses and STA fund revenues are used for capital. Based on the annual RCTA TDA Funds Basic Financial Statements (*Audited*), LTF revenues received during the audit period were \$545,936 in FY 2019; \$653,466 in FY 2020; and \$763,279 in FY 2021. STA fund revenues received were \$201,110 in FY 2019; \$240,954 in FY 2020; and \$196,685 in FY 2021. All LTF and most STA is used for operations. STA revenue derived from SB 1 is used as a local match for federal projects, which replaces expiring Proposition 1B funds.

### Grants Management

The RCTA general manager is tasked with grant procurement and management. The Authority has been effective in identifying grant opportunities and has worked more collaboratively with DNLTC in reporting transit grants and milestones. Both RCTA and DNLTC staff confirmed the improved cooperation and communication and grant reporting responsibility.

According to the annual RCTA TDA Funds Basic Financial Statements (*Audited*), the unrestricted balance of revenue has fluctuated over the past three years. The reported unrestricted revenue in FY 2019 was \$185,197, \$504,541 in FY 2020, and \$293,482 in FY 2021.

The Authority also relies on several federal and state grant programs to support its operations and capital procurement needs. RCTA's federal transit funds are managed by and funneled through Caltrans, and are programmed in a timely manner, but are reimbursement-based and routinely do not arrive until at least one year after the fiscal year programmed. As a transit service serving a non-urbanized area, RCTA receives federal funding from the FTA Section 5311, Section 5311(f), and Section 5339 grant programs. RCTA uses the BlackCat Grant Management System in cooperation with Caltrans to process 5311 grants. The grant management system lists active grants from the 5311 and 5311(f) programs, including project and end date.

The FTA Section 5311 is the primary rural transit formula grant program. RCTA utilizes FTA Section 5311 formula funds for operations. As reported in the annual reports, FTA Section 5311 funds received by RCTA were \$163,897 in FY 2019 and FY 2020, and \$179,831 in FY 2021. RCTA has seen FTA Section 5311(f) revenues stabilized during audit period. Caltrans had slashed RCTA's FTA Section 5311(f) funding from \$300,000 annually in FY 2018 to \$175,000 in FY 2019. As of FY 2021, the Authority reported receiving \$173,199 in Section 5311(f) funds.

The Authority has been successful in its award of discretionary federal transit funding under the FTA Section 5310 and Section 5339 programs for capital. RCTA applied for and was awarded FTA Section 5310 (Specialized Service for Seniors/Disabled) funds to replace two buses utilized on Dial-A-Ride and the Crescent City local service. FTA Section 5339 funds have been used as the latest source of capital funds for small bus purchases although the funding amounts are not robust enough for system replacement needs.

RCTA was awarded two FTA Section 5339 grants, both submitted in 2019 and executed in late 2020. The first grant was for \$165,000 with a 15 percent local match. This award is sufficient to procure one new regional route diesel bus. In FY 2020, RCTA was awarded FTA Section 5339 funds in the amount of \$267,000 to procure two new replacement buses and rehabilitate two existing regional route buses. The award was executed in May 2021 and requires a 50 percent local match.

Under the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act, the Authority was initially awarded around \$750,000 in FY 2020 to cover COVID-related costs and to backfill the decline LTF sales tax revenues, which were anticipated to drop during the pandemic, but surprisingly did not. Together with subsequent federal Coronavirus relief programs such as the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) and the American Rescue Plan Act (ARPA), RCTA was awarded over \$1.7 million in federal pandemic relief funds as per the latest estimate.

RCTA has also been awarded State discretionary transit grant funding. RCTA has received funding annually from LCTOP since 2015, which has been applied toward bus shelters initially, as well as

to support its free fare programs with local colleges, high schools, and veterans. Under the SB-1 State of Good Repair (SGR) program, RCTA has received funding annually since the passage of SB-1 in 2017, using the modest annual funding for bus stop improvements. State funds from SB 1 SGR and additional STA funds are used to help backfill capital funding needs from the decline of FTA Section 5311(f).

Funding for capital is also available through the PTMISEA and the California Transit Security Grant Program (CTSGP). Though these funds are expiring from the sunset of the bond program, RCTA has been spending down its balance of PTMISEA before the program ends. RCTA had an unencumbered balance of over \$575,000 programmed for both vehicle replacements and facility improvements at the end of FY 2019-20. However, three FTA grants awarded to RCTA in FY 2021 will draw down most of this balance as local overmatch on FTA grants for bus replacements in over the next one to two years.

## Section VI

### Findings

The following summarizes the findings obtained from this triennial audit covering fiscal years 2018–19 through 2020–21. A set of recommendations is then provided.

#### **Triennial Audit Findings**

1. Of the compliance requirements pertaining to the Authority, the operator fully complied with eight out of the nine applicable requirements. The Authority was in partial compliance with regard to farebox recovery attainment for rural areas. Two additional compliance requirements did not apply to the Authority (i.e., intermediate farebox recovery ratio and exclusive urbanized farebox recovery ratio).
2. Based on the available data from the annual RCTA TDA Funds Basic Financial Statements (*Audited*), the Authority's farebox recovery ratio remained above the required 10 percent two out of the three years of the audit period. The system-wide farebox recovery ratios were 13.20 percent in FY 2019, 13.31 percent in FY 2020, and 6.37 percent in FY 2021.<sup>4</sup> It is noted that the audited farebox ratio in FY 2021 was adversely impacted from the COVID-19 pandemic and state shelter-in-place order. The average farebox during the triennial period was 10.96 percent.
3. The Authority, through its contract operator, participates in the CHP Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim. The CHP inspection reports submitted for review were rated satisfactory.
4. The operating budget exhibited both increases and decreases for the three-year period. The budget increased 8.3 percent in FY 2019 followed by a 9.3 percent increase in FY 2020. The FY 2021 operating budget exhibited a 1.9 percent decrease. The increases in the operating budgets are attributed to the 3 percent annual labor cost increase, anticipated higher fuel costs, and Consolidated Transportation Services Agency (CTSA) expenses involving ADA eligibility screening and travel training.
5. RCTA implemented fully implemented two out of the five prior audit recommendations, which pertained to building a capital reserve and enhancing RCTA's visibility. Three recommendations were partially implemented and relate to the reporting of additional

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<sup>4</sup> Assembly Bill 90, passed into law and signed by the governor in June 2020 in response to the COVID-19 pandemic impacts, prohibits the imposition of penalties on a transit operator that does not maintain the required ratio of fare revenues to operating cost during the FY 2019–20 or FY 2020–21.

operations data in the annual report; capitalization of equipment and maintenance; and expansion of bus service options to the National and State Parks.

6. RCTA inaugurated a school bell-oriented commuter route in the Crescent City area serving Del Norte High School. Route 300 commenced service in August 2019 with one afternoon trip. RCTA was scheduled to augment the afternoon run with a morning run in August 2020 but deferred this due to the lack of in-person instruction at Del Norte High School resulting from the COVID-19 pandemic.
7. In its role as the CTSA, RCTA launched its ADA eligibility certification and travel training programs in January 2020. Due to the COVID-19 shelter-in-place directives, the number of new RCTA ADA applications has slowed dramatically, with only 22 applications through June 30, 2021, with 21 approvals and one denial.
8. RCTA implemented DoubleMap, which is a low-mid range Computer Aided Dispatch (CAD)/Automatic Vehicle Locator (AVL) system that monitors the fixed route system performance such as on-time performance and location. In July 2019, RCTA also implemented the Token Transit mobile ticketing system that allows riders to purchase fares and passes with their smart phones.
9. In response to the mandatory statewide shelter-in-place order to the COVID-19 pandemic, RCTA implemented service modifications that resulted in evening service ending an hour earlier, the reduction of one daily round trip on both Regional Routes 20 and 199, and the elimination of all Saturday service. Measures and protocols to mitigate the spread of the virus included the procurement of PPE supplies and the installation of driver barriers, engineered in-house.
10. Operations personnel are employees of the contract operator, First Transit. At the time of this audit, First Transit has 12 employees, including 5 full-time drivers and one driver on loan from another First Transit facility in Visalia. The remaining staff is composed of the project manager, safety manager, two dispatchers, one fueler/washer and a maintenance manager.
11. RCTA completed and submitted its Transit Asset Management (TAM) Plan to the FTA in October 2018 and has submitted updates annually as required each year. The FTA requires transit agencies to provide an assessment of their current assets and infrastructure so that the FTA can gauge its ability to fund replacement assets. The FTA recently adopted new standards for vehicle life cycles.
12. RCTA commissioned an update to its SRTP during the audit period. The Redwood Coast Transit Authority Short Range Transit Plan (SRTP) FYs 2019–20 to 2024–25 was presented to and adopted by the RCTA Board in June 2019. Unique to the SRTP, were the chapters devoted to the implementation of the CTSA and a marketing analysis that included the findings from the 2018 market research study that focused on visitors to the National and State Parks.

13. RCTA services are marketed through various media and collateral. The Authority retained a marketing person dedicated to social media engagement. The social media platforms that RCTA utilizes include Facebook, Twitter, and Instagram. Rider alerts are posted over Facebook. New marketing collateral featured a four-fold system-wide brochure and redesigned the system map. In addition, RCTA increased its marketing budget during the audit period.
14. RCTA's general manager was hired in April 2016. The Board authorized the release of the RCTA General Manager Request for Proposals (RFP) in April 2021. The oversight of the advertising revenue program and the new CTSA Program have been added to the general manager's duties. The RCTA Board approved the contract with the incumbent contract manager, Herron/TMTP Consulting for RCTA General Manager Services in June 2021.
15. Under the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act, the Authority was initially awarded around \$750,000 in FY 2020 to cover COVID-related costs and to backfill the decline LTF sales tax revenues. Together with subsequent federal Coronavirus relief programs such as the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) and the American Rescue Plan Act (ARPA), RCTA was awarded over \$1.7 million in one-time federal pandemic relief funds as per the latest estimate.

## Recommendations

### 1. Include additional operations data in the RCTA annual report.

This recommendation is carried forward from the prior performance audit. The annual report includes comparable data for the transit system (for each route or service) for the current year and the previous two fiscal years, similar to the format RCTA has used for many years. For FY 2020-21, RCTA's System Performance Report utilized stop and trip level data derived from the DoubleMap CAD/AVL intelligent transit system. However, additional data such as on-time performance, Dial-A-Ride no-shows, accidents, incidents, customer complaints/commendations, and road calls could be included in the annual report format.

### 2. Continue to work with the independent fiscal auditor to verify the exclusion of capital cost of contracting.

This recommendation is carried forward from the prior performance audit. The capital cost of contracting includes depreciation and interest on facilities and equipment, as well as allowable capital costs such as preventive maintenance. Given that the RCTA contract operator, First Transit, uses its own private equipment assets, there is opportunity to capitalize certain costs to operate RCTA. RCTA should work with its fiscal auditor to identify the level of cost of contracting that could be reflected in the financial statements. A primary benefit of undertaking this effort is to lower operating costs in the calculation of the farebox recovery ratio by excluding costs that are capitalized.

A review of the RCTA TDA Funds Basic Financial Statements compiled during the audit period showed that capital outlays were being excluded from the FY 2019 and FY 2020 farebox calculations. The FY 2019 TDA Funds Basic Financial Statements reported \$500 in capital outlay excluded from the farebox recovery calculation. The amount of capital outlay excluded increased to \$281,400 in FY 2020. In the Statement of Cash Flows, cash flows from capital and related financing activities for the purchase of fixed assets showed a negative amount of \$241,800, net cash provided (used) by capital and related financing activities. However, there were no capital outlay exclusions in the FY 2021 farebox recovery calculation. For the first two years of the audit period, there appeared to be an effort to capitalize contractor equipment and/or preventative maintenance. The RCTA general manager mentioned that these items are coded and was unsure whether these items were being capitalized. It is suggested that the RCTA general manager continue to work with the independent auditor to ascertain whether the cost of contracting is being accounted for.

### 3. Continue efforts to market and service the National and State Parks.

This recommendation is carried forward from the prior performance audit. During the audit period, RCTA engaged the State and National Parks Services about getting traffic off the road to Stout Memorial Grove located in the Jedediah Smith Redwood State Park. Providing service along Stout Memorial Grove is not feasible due to the need for a specialized fleet to

navigate the terrain and narrow direct roads. In addition, funding constraints make it challenging to purchase vehicles compatible with off-road/mountain terrain. The recent RCTA SRTP update proposed several pilot projects to attract more tourists on RCTA buses. Existing conditions were summarized along Routes 20 and 199 and as well as the 2018 market research study conducted by Dr. Jon Shapiro. The first step is to establish stops at key tourist locations, provide information at the bus stop, and create a brochure showing how existing RCTA routes serve national and state parks. A new brochure targeted at tourists would be developed. The second step would be adding motel/hotel stops to the Route 199 schedule in a pilot special tourist season schedule for 150 days a year, from May through September. As a means to encourage park visitor usage of the transit system, it's suggested that RCTA entertain such marketing initiatives.

**4. Consider pursuing a cooperative maintenance agreement with the Humboldt Transit Authority (HTA).**

As a member agency of the Far North Transit Group, RTA has been working cooperatively with peer agencies on the North Coast to discuss the implementation of zero-emission fleets, fare standardization, contactless fare payment and real-time transit data. The Authority has recently been exploring electric bus procurement and charging infrastructure. However, RCTA has expressed concerns that current electric bus technology seemed inadequate to meet the needs of RCTA's regional routes, including Regional Route 20. Current electric buses lack the range and power to travel between Smith River and Arcata. In addition, parts procurement for the existing fleet has been a challenge due to industry consolidation and supply chain issues resulting from the COVID-19 pandemic.

The Humboldt Transit Authority (HTA) is also a member of the Far North Transit Group. As a larger operator with greater economies of scale in terms of maintenance capacity and procurement, HTA maintains not only its own fleet but also the buses for other Humboldt County transit operators, the fire district, the Humboldt County Office of Education, and local social service providers. Given RCTA's existing collaborative relationship with HTA and interline service agreements, it is suggested that RCTA explore a cooperative maintenance agreement with HTA, which could also include parking, fueling or ZEB charging by taking advantage of HTA resources in the Eureka area that may allow RCTA to deploy ZEBs on the Route 20.

**5. Develop performance metrics for the CTSA programs.**

RCTA became the designated CTSA for Del Norte County in May 2018. As the CTSA, RCTA launched its ADA eligibility and travel training programs in January 2020 after consultations with the SSTAC and DNLTC. The roll out of both programs was constrained due to the COVID-19 pandemic. To date, RCTA has taken a cautious approach for CTSA program expansion in order to ascertain its full costs. In August 2019, the RCTA Board approved the procurement of GetGoing software and hosting from Jigsaw Analytics Group for use in RCTA'S CTSA Transit Travel Training and ADA Eligibility Determination Programs. RCTA has deployed GetGoing

since January 2020. GetGoing can provide the data for the metrics, but the metrics themselves need to be developed. The software contains a module that can generate reports and dashboards. Having this tool will enable the CTSA to develop metrics and monitor performance of the two programs that were recently launched.

**6. As the pandemic recedes, reinstate as much service as possible including the implementation of an enhanced summer schedule.**

In response to the COVID-19 pandemic in March 2020, RCTA implemented service modifications that resulted in evening service ending an hour earlier, the reduction of one daily round trip on both Regional Routes 20 and 199, and the elimination of all Saturday service. Although most of these reduced services were subsequently restored in FY 2021-22, it is suggested that RCTA continue to restore its evening services and reinstate runs on its regional routes. The extra runs could be part of an enhanced summer schedule targeting local riders and visitors to the service area.

July 25, 2022

**MEMO TO:** Board of Directors

**FROM:** Joe Rye, General Manager

**SUBJECT:** Approve Release of RCTA 2022 South Oregon Shuttle Request for Proposals



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**RECOMMENDATION:**

Authorize the release of the 2022 RCTA South Oregon Shuttle Request for Proposals (RFP).

**BACKGROUND:**

RCTA was approached during the annual Del Norte Local Transportation Commission Unmet Transit Needs (UTN) process about the need to provide some type of additional transportation to either Southern Oregon or Humboldt County to better meet the needs of folks who must travel out of the area for specialty medical services. This issue of medical-related transportation has surfaced in the UTN process in previous years, and in 2016 Sutter Hospital even accepted the CTSA designation and pledged a program to address these needs. However, the program never actually blossomed, and until now the issue had been tabled. The Del Norte Healthcare District brought the idea to life at this year's UTN, and has pledged \$20,000 to help fund a planning study, and if a service appears viable, has agreed to help RCTA fund the service. RCTA will provide the other \$20k for a total planning study budget of \$40,000. RCTA has expanded the initial scope to include shopping trips, and to include Humboldt County as a minor focus area, even though RCTA already provides daily trips to Arcata, with modest ridership.

Attached is the final draft RFP for Board input. Staff would like to release the RFP by the end of July with proposals due in September, and a contract award to the highest scoring planning consultant at the September RCTA Board meeting. The work would be completed by early 2023 so that a new service could potentially be launched late in FY 2022-23.

The approach of the RFP will be to gain understanding of current transport options, identifying gaps in service that RCTA could fill while avoiding duplication with existing services:

- The RFP format follows the same scoring criteria as RCTA Short Range Transit Plans, dividing scores up over 4 criteria, most important being experience with and understanding of the unique Non-emergency Medical Transportation (NEMT) field and a familiarity with RCTA routes, as well as those of neighboring transit agencies.
- Consultant will gather a complete look at current NEMT and general public transit options available to both Southern Oregon (Grants Pass/Medford) and the Arcata/Eureka metro area in Humboldt County, CA. Gaps in coverage and eligibility will be identified to determine potential market for a RCTA service to avoid duplication of effort.
- Consultant will gather a brief list of major shopping locations in both target areas (Southern Oregon & Humboldt County) and map out these as well as a more complete list of medical offices and care facilities that Del Norte residents utilize.

- Consultant will evaluate existing RCTA services to/from Humboldt County to determine options to make existing (Route 20) service attractive for medical and shopping trips, including first mile/last mile alternatives, transfer agreements, schedule adjustments
- Consultant will evaluate peer specialty transit services (as can be found) to gauge how they are structured and what structure might be the best for RCTA, considering funding limitations. This will result in alternative service models and operating plans.
- Once proposals are received, an ad-hoc “Selection Committee” will review and score the top proposals. The Committee will make a recommendation to the Board of Directors.
- Proposals will be due 10-14 days prior to the date of the next RCTA Board Meeting, September 26<sup>th</sup>, at which point staff will distribute proposals to the Selection Committee and scoring will occur, leading to a recommendation for the RCTA Board.

The following proposed procurement timeline caters towards the need to recruit interested consultants. The NEMT niche of public transit is very specialized, and few consultants focus on this area. One consultant has expressed interest but only if the timeline were slowed down. RCTA proposes this slower schedule to help entice bidders. The 2022 South Oregon Shuttle tentative RFP schedule is as follows:

<u>Task</u>	<u>Proposed Date</u>
<del>Stakeholder Input on RFP pre review received</del>	<del>July 1, 2022</del>
RFP Approved for Release by RCTA Board	July 25, 2022
Request for Proposals (RFP) Released & Distributed	July 31, 2022
Last Day for Submittal of Questions	September 1, 2022
Proposals Due	September 9, 2022
Scoring of Proposals	Sept. 12-16, 2022
Award of Contract	September 26, 2022
Draft Report to Staff	February 3, 2023
Final Report Presented to Board	April 24, 2023
Begin New Service (potential)	June 1, 2023

**RECOMMENDATION**

Authorize the release of the 2022 RCTA South Oregon Shuttle Request for Proposals (RFP).



Redwood Coast Transit Authority  
c/o TMTP Consulting LLC  
900 Northcrest Drive #134  
Crescent City, CA 95531  
(707) 235-3078  
E-mail: [tmtppconsulting@gmail.com](mailto:tmtppconsulting@gmail.com)

## REQUEST FOR PROPOSALS

for  
Transit Planning Services – South Oregon Shuttle

Redwood Coast Transit Authority

Prepared for: Redwood Coast Transit Authority

Prepared by: Joseph Rye, General Manager  
900 Northcrest Drive #134  
Crescent City, California 95531

July 26, 2022

Joseph Rye  
General Manager  
Redwood Coast Transit Authority

## 1. BACKGROUND

**THE REGION:** The region served by the Del Norte Local Transportation Commission transportation planning activities exists totally within the boundaries of Del Norte County. Del Norte County is California's northernmost coastal county, with a land area of approximately 1,070 square miles. The County is bounded by Curry County, Oregon, to the north, mountainous Siskiyou County to the east, Humboldt County to the south, and by the Pacific Ocean to the west. Crescent City, the county seat, is located roughly halfway between Portland, Oregon (330 miles north) and San Francisco, California, (350 miles south). Regionally, Crescent City is located approximately 85 miles north of Eureka, Humboldt County, about 26 miles south of Brookings, Oregon and 83 miles west of Grants Pass, Oregon and Interstate 5.

The principal north-south route through Del Norte County is US Highway 101 (or Highway 101), which provides access to coastal towns and cities to the north and south. Crescent City is located on US Highway 101. Del Norte County has two main routes providing access to inland communities: State Route, or SR 197/US Highway 199 to Hiouchi and Gasquet, and Route 169 to Klamath Glen. SR 197/US Highway 199 connects US Highway 101 to the Interstate 5 in Oregon.

The county's diverse geography includes inland mountain ranges of coniferous forests, low coastal mountain ranges with temperate forests and the Redwood State and National Parks, and rugged coastlines with gray sand beaches on the Pacific coast. The climate of Del Norte County is consistently mild along the coast, becoming more variable inland. In Crescent City and along the coastal fringe, there is minimal temperature fluctuation. Coastal daytime temperatures average 45-55 degrees during winter months. Temperatures increase to 55-65 degrees during mid summer and early fall months, with higher temperatures when coastal fog disperses. Inland, temperatures differences are more marked. Del Norte County/Crescent City area's annual rainfall generally ranges between 70 - 80 inches, with the heaviest rainfall occurring from November through March.

**POPULATION:** The California Department of Finance estimated the Del Norte County population at 27,218 as of 2022. This includes a population of 21,158 within the unincorporated area of the County and 6,060 within the City of Crescent City.

**ORGANIZATION AND MANAGEMENT:** The Del Norte Local Transportation Commission (DNLTC) is the Regional Transportation Planning Agency (RTPA) for the Del Norte County region and the funding agency providing funding for this TDP Update. The Redwood Coast Transit Authority Board of Directors consists of five members—two members representing the Del Norte County Board of Supervisors and two members representing the City of Crescent City. With the addition of a representative of the General Public, the DNLTC Board provides policy direction to their contracted staff. Since 2016, TMTP Consulting and Herron Consultants (Joe Rye and Dan Herron) have partnered to manage RCTA under a series of contracts with the Board of Directors.

The TMTP/Herron General Manager contract is a part-time position, and neither party resides in Crescent City. This remote, part-time managerial model is fiscally effective but features challenges implementing projects and managing daily operations. First Transit is the operations and maintenance contractor for Redwood Coast Transit Authority and provides all the system's personnel and features a full-time local General Manager (Fernando Hernandez) who is a key manager on-site in Crescent City.

## **HISTORY OF REDWOOD COAST TRANSIT AUTHORITY AND TRANSIT**

**DEVELOPMENT PLAN:** Redwood Coast Transit Authority (RCTA) was formed in June 2004 to provide public transit services in Del Norte County. The City of Crescent City and the County of Del Norte each appoint two members of their governing boards to the RCTA Board of Directors. These members appoint one additional at-large member. The Board of Directors makes all policy decisions regarding the transit system. RCTA has hired a private contractor, First Transit, Inc., to manage and conduct day-to-day operations and maintenance.

Redwood Coast Transit Authority services are detailed on the RCTA website at [www.redwoodcoasttransit.org](http://www.redwoodcoasttransit.org). These services include Crescent City area fixed routes and Dial-A-Ride, and regional flex route service which includes an interregional bus route between Smith River and Arcata that connects Del Norte County with Curry County, Oregon (at Smith River) and with Humboldt County via US 101. RCTA redesigned its "Crescent City Local" routes in 2007. In July 2009, a new Route 199 was implemented to provide service between Crescent City and the unincorporated communities of Gasquet and Hiouchi to the east via US 199. In February 2011, Night Service was added to Route 20 between Arcata and Crescent City which eventually morphed into RCTA's Greyhound Interline partnership. In recent years, on-time performance problems led to retiming and minor alignment changes to Crescent City Local routes in 2017. Route 10 was eliminated (due primarily to ridership loss from the new Yurok Tribal Transit System (YTTS)). Route 20 was modified to cover some former Route 10 territory including the unincorporated village of Klamath Glen. When the COVID-19 pandemic struck the world in March 2020, RCTA was ready with a list of low productivity services, and proactively cut service by 33% to rightsize the system with vanishing demand.

The Short Range Transit Plan in Del Norte County was updated in 2019, just before the pandemic. The 2019 SRTP/TDP encompassed the five-year time frame of 2019-2024. However, the impacts of COVID-19 were so profound, RCTA felt the need to conduct a mini-SRTP Update in 2022, updating chapters that were rendered obsolete by COVID-19, including the service evaluation, operating and capital budgets, and the new CTSA Chapter. RCTA became Del Norte County's CTSA (Consolidated Transportation Services Agency) in 2018 and launched its first two CTSA programs in January 2020. The issue of medical and specialty shopping transportation to South Oregon, and to a lesser extent Humboldt County, has emerged intermittently over time. Locals with access to automobiles routinely drive to South Oregon or Humboldt for special services.

## 2. PROJECT DESCRIPTION

The Redwood Coast Transit Authority is soliciting proposals from qualified individuals and consultants to prepare a planning study to evaluate the markets for, and optimal service delivery model to launch a transit service based in Del Norte County that would enable access to specialty medical services and higher order shopping in Southern Oregon (Grants Pass and Medford areas) and improve existing access (via RCTA Route 20) to same medical and shopping facilities in Humboldt County, CA (Eureka/Arcata area). The primary focus is Southern Oregon, although one chapter is desired on how to modify Route 20 to be more attractive to medical and shopping trips.

**PROJECT GOALS AND OBJECTIVES:** The overall goal of this project is to develop a current snapshot of the Non-Emergency Medical Transportation (NEMT) market and existing resources and eligibility criteria. This will render a comprehensive look at strengths and gaps in coverage of the system as it exists today.

Adding to the examination of the current NEMT markets, consultant will create a map of the medical offices and facilities in both Southern Oregon and Humboldt County. Major shopping centers will be added to the map to evaluate potential shuttle destination areas.

Consultant shall include extensive outreach to the medical community, starting with local Del Norte County medical providers, then extending to the specialists in Southern Oregon (and Humboldt) to which Del Norte providers refer their patients for specialty medical services. A database of locations, specialties, and preferred days of the week for a shuttle operation shall be created. Interviews will be required with the medical community to build this key database.

The consultant shall develop at least 2 or 3 potential service delivery alternatives, based on RCTA's established labor rates and fleet composition, fuel costs, labor hour constraints, and other criteria and then recommend a preferred option based on maximum riders and the limits of the RCTA CTSA funding. RCTA has about \$50k/year in CTSA funding, but also must continue the two existing CTSA programs (ADA Eligibility Determination and Transit Travel Training) started in 2020. This planning study is funded by RCTA and the Del Norte Healthcare District, who are supporters of this project and funding partners in the study. RCTA is hoping to launch a service in the summer of 2023 should study uncover enough unserved market for a service like this.

**PUBLIC PARTICIPATION:** The consultant will conduct extensive research through interviews with the local Del Norte, and Southern Oregon and Humboldt specialty medical providers. This will generate a database of contacts as well as a picture of what days a shuttle might be most needed and utilized, should RCTA move forward. A look at the RCTA CTSA Budget and its current labor and fuel cost structure shows that RCTA does not have the funding to run this service daily, or even weekdays. Consultant will survey the Southern Oregon medical providers to pick the best day, or two best days that RCTA could run the shuttle for maximum ridership productivity

Once 2-3 alternatives are developed, based on research on existing NEMT needs and services, plus additional interviews with the medical community, as an option, consultant will create an online survey for distribution to the Del Norte general public and various gatekeepers (social service agencies, Senior Center, medical offices).

A presentation of the study findings shall be budgeted for, most likely in the spring of 2023 at the RCTA Board of Directors.

### **3. SUBMITTAL PROCEDURES**

One electronic copy of your proposal should be sent via email to Joseph Rye, General Manager, Redwood Coast Transit Authority, 900 Northcrest Drive #134, Crescent City, CA 95531. The electronic copy must be unlocked to facilitate inclusion in agenda packets and emailed by proposal deadline to [tmtpc consulting@gmail.com](mailto:tmtpc consulting@gmail.com) . Proposals shall be received (postal and electronically via email) no later than 5:00 p.m. on September 9, 2022. Proposals received later than that time will not be considered. Proposals must not exceed 30 pages, brevity is requested.

### **4. PROPOSAL CONTENT**

Your proposal shall be evaluated using the four criteria sections described below:

**EXPERIENCE AND QUALIFICATIONS:** In order to provide RCTA with the best possible expertise, proposals may be submitted by an individual, a consulting firm, or by a team of two or more individuals or firms. If the proposal is made by a team, one member must be designated as the lead member. The contract will be written with that member, who will be the responsible party. Others should subcontract with the lead member. RCTA seeks innovative transit service planners with expertise in NEMT as well as innovative fixed-route and paratransit services of this nature, and who have experience in rural transit environs and in communicating with the medical community.

Your proposal should contain a detailed resume for each individual who would actually be performing work on this project. The experience of the firm in conducting five-year plans is also important, but only to the extent that persons involved in past work will be involved in this project.

**SCOPE OF WORK:** Exhibit A defines the ultimate product of this project, the South Oregon Shuttle Scope of Work. Your proposal must define, in detail, your method for arriving at that final product, its format and the level of detail that will be provided. Your scope of work shall be divided into individual tasks, with descriptions of what will be accomplished, and by whom. Include technical methodology that would be used, and public participation opportunities (optional or not) that can help ensure the success of the study effort.

**SCHEDULE:** Your proposal should define a schedule for each task, including target dates for public hearings and review by the RCTA Board of Directors. It is our plan to have an approved South Oregon Shuttle Plan by April 30, 2023.

**COSTS:** The contractor will be responsible for providing all staff work, printing, postage, telephone, staffing of meetings, and making a presentation to the RCTA Board. RCTA Board meetings utilize Zoom technology so presentations can be delivered remotely to save time and money. Staff will oversee this project, provide comments on draft material and will provide and clarify existing data. Calculation of costs shall be shown by task including personnel hours or days and cost per hour or per day. Show labor, materials, services, overhead and profit separately. The maximum budget for the contractor's responsibilities listed above is \$40,000. Your proposal cost is one of the selection criteria.

## **5. SELECTION**

Proposals will be reviewed by RCTA and DNLTC staff and Transportation Advisory Committee members, and will be ranked according to the following criteria:

- 40% Experience/Qualifications of Proposer(s)
- 40% Approach, Methodology, Innovative Analysis, quality and clarity of the detailed Scope of Work.
- 10% Cost.
- 10% Schedule

RCTA reserves the right to reject any or all proposals, to waive any irregularities in proposals, and to negotiate scope and price with one or more proposers. RCTA will notify the successful proposer by September 26, 2022, or as soon as possible thereafter. Unsuccessful proposers will be notified as soon as practical after selection.

## **6. REPORT CONTENT**

See Exhibit A and the description above for the full scope of work requested.

Alternative proposals will be considered based on NEMT industry best practice and the unique challenges of establishing a demand responsive service catering to medical and shopping needs in a rural transit environment, in a remote, economically challenged area. However, rationale for various approaches must be described in detail.

## **7. PLAN REVIEW**

The project work will be guided and technically reviewed by the RCTA General Manager, Del Norte Healthcare District Board Member, and First Transit contractor staff. Project will include at least one draft deliverable by early February 2023, and a

presentation of the final report to the RCTA Board in April 2023. A tech memo should be created to accompany the South Oregon database of specialty medical providers and facilities, and this database shall be a intermediate milestone, delivered to staff by the end of 2022. Consultant should plan for progressive deliverables that ultimately morph into the final deliverable product SRTP/TDP.

Electronic copies of technical memorandums and draft reports will be accepted, as well as the final report. All electronic deliverables shall be submitted unlocked so as to be distributed to staff and the Board.

## **8. PROPOSED PROJECT SCHEDULE – SUBJECT TO CHANGE**

- |    |                       |  |
|----|-----------------------|--|
| A. | July 27, 2022         | RFP issued   |
| B. | September 1, 2022     | Last day for submission of questions   |
| C. | September 5, 2022     | Issuance of addenda, if any  |
| D. | September 9, 2018     | Proposal submittal due date and time<br>5:00 p.m. California time – e-mail submittals<br>required by due date and time |
| E. | September 12-16, 2022 | Proposal Scoring   |
| F. | September 26, 2022    | RCTA Board of Directors awards contract  |
| G. | September 30, 2022    | Commence service/Contract Begins   |
| A. | December 31, 2022     | Tech Memo #1 (medical provider database) due   |
| B. | February 20, 2023     | Draft South Oregon Shuttle Plan Due  |
| C. | April 24, 2023        | Present Draft Final Plan to RCTA Board   |
| D. | April 30, 2023        | Final South Oregon Shuttle Plan due  |