



Butte County Association of Governments

TDA Triennial Performance Audit of Butte Regional Transit (B-Line) for FY 2021/22 - FY 2023/24

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Chapter 1 | Executive Summary

In 2024, the Butte County Association of Governments (BCAG) selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the Two transit operators to which it allocates TDA funding.

The California Public Utilities Code requires all recipients of Transit Development Act (TDA) Article 4 funding to undergo an independent performance audit on a three-year cycle in order to maintain funding eligibility. Audits of Article 8 recipients are encouraged.

The Triennial Performance Audit is designed to be an independent and objective evaluation of Butte Regional Transit (BRT) as a public transit operator, providing operator management with information on the economy, efficiency, and effectiveness of its programs across the prior three fiscal years. In addition to assuring legislative and governing bodies (as well as the public) that resources are being economically and efficiently utilized, the Triennial Performance Audit fulfills the requirement of PUC Section 99246(a) that the RTPA designate an entity other than itself to conduct a performance audit of the activities of each operator to whom it allocates funds.

This chapter summarizes key findings and recommendations developed during the Triennial Performance Audit (TPA) of Butte Regional Transit's public transit program for the period:

- Fiscal Year 2021/22,
- Fiscal Year 2022/23, and
- Fiscal Year 2023/24.

Butte Regional Transit operates the B-Line public transit service. The fixed-route service operates locally in Chico, Oroville, and Paradise. The service also travels between communities throughout Butte County. Service is available seven days a week.

Butte Regional Transit also operates B-Line Paratransit, a door-to-door service offering two types of paratransit service for eligible persons. ADA Paratransit Service is available for individuals who cannot use the fixed route system and has ADA certification. A Dial-A-Ride service is available for seniors (70+).

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require that the audit team plans and performs the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. Moore & Associates believes the evidence obtained provides a reasonable basis for our findings and conclusions.

This audit was also conducted in accordance with the processes established by the California Department of Transportation (Caltrans), as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*.

The Triennial Performance Audit includes five elements:

- Compliance requirements,
- Prior recommendations,
- Analysis of program data reporting,
- Performance Audit, and
- Functional review.

Test of Compliance

Based on discussions with Butte Regional Transit staff, analysis of program performance, and an audit of program compliance and function, the audit team presents no compliance findings.

Status of Prior Recommendations

The prior audit – completed in May 2022 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2021 – included one recommendation:

1. Ensure accurate full-time equivalent (FTE) employee data is used for reporting to the State Controller.

Status: Implementation in progress.

Findings and Recommendations

Based on discussions with BRT staff, analysis of program performance, and a review of program compliance and function, the audit team submits no compliance findings for Butte Regional Transit.

The audit team has identified one functional finding. While this finding is not a compliance finding, we feel it is significant enough to be addressed within this audit:

1. There has been discussion with the City of Gridley about consolidating its Feather Flyer service into the B-Line service.

In completing this Triennial Performance Audit, we submit the following recommendations for BRT’s public transit program. They have been divided into two categories: TDA Program compliance recommendations and functional recommendations. TDA program compliance recommendations are intended to assist in bringing the operator into compliance with the requirements and standards of the TDA, while Functional Recommendations address issues identified during the triennial audit that are not specific to TDA compliance.

Exhibit 1.1 Summary of Audit Recommendations

Functional Recommendations		Importance	Timeline
1	Work with the City of Gridley to determine its needs and interest in consolidating the Gridley Feather Flyer into the B-Line service.	High	FY 2025/26

Chapter 2 | Audit Scope and Methodology

The Triennial Performance Audit (TPA) of Butte Regional Transit’s public transit program covers the three-year period ending June 30, 2024. The California Public Utilities Code requires all recipients of Transit Development Act (TDA) funding to complete an independent review on a three-year cycle in order to maintain funding eligibility.

In 2024, the Butte County Association of Governments selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the two transit operators to which it allocates TDA funding. Moore & Associates is a consulting firm specializing in public transportation, including audits of non-TDA Article 4 recipients. Selection of Moore & Associates followed a competitive procurement process.

The Triennial Performance Audit is designed to be an independent and objective evaluation of Butte Regional Transit as a public transit operator. Direct benefits of a Triennial Performance Audit include providing operator management with information on the economy, efficiency, and effectiveness of its programs across the prior three years; helpful insight for use in future planning; and assuring legislative and governing bodies (as well as the public) that resources are being economically and efficiently utilized. Finally, the Triennial Performance Audit fulfills the requirement of PUC Section 99246(a) that the RTPA designate an entity other than itself to conduct a performance audit of the activities of each operator to whom it allocates funds.

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require that the audit team plans and performs the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. The auditors believe the evidence obtained provides a reasonable basis for our findings and conclusions.

The audit was also conducted in accordance with the processes established by the California Department of Transportation (Caltrans), as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*, as well as *Government Auditing Standards* published by the U.S. Comptroller General.

Objectives

A Triennial Performance Audit (TPA) has four primary objectives:

1. Assess compliance with TDA regulations;
2. Review improvements subsequently implemented as well as progress toward adopted goals;
3. Evaluate the efficiency and effectiveness of the transit operator; and
4. Provide sound, constructive recommendations for improving the efficiency and functionality of the transit operator.

Scope

The TPA is a systematic review of performance evaluating the efficiency, economy, and effectiveness of the transit operator. The audit of Butte Regional Transit included five tasks:

1. A review of compliance with TDA requirements and regulations.
2. A review of the status of recommendations included in the prior Triennial Performance Audit.
3. A verification of the methodology for calculating performance indicators including the following activities:
 - Assessment of internal controls,
 - Test of data collection methods,
 - Calculation of performance indicators, and
 - Evaluation of performance.
4. Comparison of data reporting practices:
 - Internal reports,
 - State Controller Reports, and
 - National Transit Database.
5. Examination of the following functions:
 - General management and organization;
 - Service planning;
 - Scheduling, dispatching, and operations;
 - Personnel management and training;
 - Administration;
 - Marketing and public information; and
 - Fleet maintenance.
6. Conclusions and recommendations to address opportunities for improvement based upon analysis of the information collected and the audit of the transit operator's major functions.

Methodology

The methodology for the Triennial Performance Audit of Butte Regional Transit included thorough review of documents relevant to the scope of the audit, as well as information contained on BRT's website. The documents reviewed included the following (spanning the full three-year period):

- Monthly performance reports;
- State Controller Reports;
- Annual budgets;
- TDA fiscal audits;
- Transit marketing collateral;
- TDA claims;
- Fleet inventory;
- Preventive maintenance schedules and forms;
- California Highway Patrol Terminal Inspection reports;
- National Transit Database reports;

- Accident/road call logs; and
- Organizational chart.

The methodology for this audit included a virtual site visit with BRT representatives on February 26, 2025. The audit team met with Andy Newsum (Executive Director, BCAG), Julie Quinn (Chief Fiscal Officer), BCAG), Victoria Proctor (Transportation Analyst, BCAG), Amy White (Transportation Analyst, BCAG), and Lance Atencio (General Manager, Transdev), and reviewed materials germane to the triennial audit.

This report is comprised of eight chapters divided into three sections:

1. Executive Summary: A summary of the key findings and recommendations developed during the Triennial Performance Audit process.
2. TPA Scope and Methodology: Methodology of the review and pertinent background information.
3. TPA Results: In-depth discussion of findings surrounding each of the subsequent elements of the audit:
 - Compliance with statutory and regulatory requirements,
 - Status of prior recommendations,
 - Consistency among reported data,
 - Performance measures and trends,
 - Functional audit, and
 - Findings and recommendations.

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Chapter 3 | Program Compliance

This section examines Butte Regional Transit’s compliance with the Transportation Development Act as well as relevant sections of the California Code of Regulations. An annual certified fiscal audit confirms TDA funds were apportioned in conformance with applicable laws, rules, and regulations. BRT considers full use of funds under California Code of Regulations (CCR) 6754(a) as referring to operating funds but not capital funds. The TPA findings and related comments are delineated in Exhibit 3.1.

Status of compliance items was determined through discussions with BRT staff as well as an inspection of relevant documents including the fiscal audits for each year of the triennium, State Controller annual filings, California Highway Patrol terminal inspections, National Transit Database reports, year-end performance reports, and other compliance-related documentation.

No compliance items were identified for Butte Regional Transit.

Developments Occurring During the Audit Period

For many operators, the FY 2021/22 – FY 2023/24 audit period reflected both the acute impacts of and recovery from the COVID-19 pandemic. By the end of the audit period – even earlier in some cases – most operators had exhausted federal relief funds, even though penalties for non-compliance with farebox recovery ratios continued to be waived. Many operators, even more than four years after the onset of the pandemic, still struggle with ridership that has yet to recover to pre-pandemic levels.

Given this is not the first Triennial Performance Audit to be conducted since the COVID-19 pandemic, this report will not focus on actions taken as a result of the health crisis. Instead, the compliance review, functional review, and resulting recommendations will focus on ensuring program sustainability once penalty waivers and other emergency legislation have ended.

Assembly Bill 90, signed into law on June 29, 2020, provided temporary regulatory relief for transit operators required to conform with Transportation Development Act (TDA) farebox recovery ratio thresholds in FY 2019/20 and FY 2020/21. Assembly Bill 149, signed into law on July 16, 2021, provided additional regulatory relief by extending the provisions of AB 90 through FY 2022/23 and adjusting definitions of eligible revenues and operating costs. Most recently, Senate Bill 125, signed into law on July 10, 2023, extended protections provided via earlier legislation through FY 2025/26. While this means the audit period covered by this audit is fully exempt from penalties for non-compliance with the farebox recovery ratio, for example, it also means that transit operators will likely need to be in compliance by the last year of the next audit period.

While the ability to maintain state mandates and performance measures is important, these measures enable transit operators to adjust to the impacts of COVID while continuing to receive their full allocations of funding under the TDA.

Together, these three pieces of legislation include the following provisions specific to transit operator TDA funding under Article 4 and Article 8:

1. Prohibits the imposition of the TDA revenue penalty on an operator that did not maintain the required ratio of fare revenues to operating cost from FY 2019/20 through FY 2025/26.
2. Expands the definition of “local funds” to enable the use of federal funding to supplement fare revenues and allows operators to calculate free and reduced fares at their actual value.
3. Adjusts the definition of operating cost to exclude the cost of ADA paratransit services, demand-response and microtransit services designed to extend access to service, ticketing/payment systems, security, some pension costs, and some planning costs.
4. Allows operators to use STA funds as needed to keep transit service levels from being reduced or eliminated through FY 2025/26.

SB 125 calls for the establishment of the Transit Transformation Task Force to develop policy recommendations to grow transit ridership and improve the transit experience for all users. In the 50-plus years since introduction of the Transportation Development Act, there have been many changes to public transportation in California. Many operators have faced significant challenges in meeting the farebox recovery ratio requirement, calling into question whether it remains the best measure for TDA compliance. In 2018, the chairs of California’s state legislative transportation committees requested the California Transit Association spearhead a policy task force to examine the TDA, which resulted in a draft framework for TDA reform released in early 2020. The Transit Transformation Task Force is required to submit a report of its findings and policy recommendations to the State Legislature by October 31, 2025. This report is expected to include recommendations for TDA reform, which may impact the next Triennial Performance Audit period.

Exhibit 3.1 Transit Development Act Compliance Requirements

Compliance Element	Reference	Compliance	Comments
State Controller Reports submitted on time.	PUC 99243	In compliance	FY 2021/22: January 9, 2023 FY 2022/23: January 16, 2024 FY 2023/24: January 15, 2025 Specialized Service FY 2021/22: January 9, 2023 FY 2022/23: January 16, 2024 FY 2023/24: January 15, 2025
Fiscal and compliance audits submitted within 180 days following the end of the fiscal year (or with up to 90-day extension).	PUC 99245	In compliance	FY 2021/22: February 13, 2023 FY 2022/23: March 1, 2024 FY 2023/24: February 21, 2025
Operator's terminal rated as satisfactory by CHP within the 13 months prior to each TDA claim.	PUC 99251 B	In compliance	5/6/2021 5/11/2022 (Unsatisfactory) 8/25/2022 9/18/2023 9/26/2024
Operator's claim for TDA funds submitted in compliance with rules and regulations adopted by the RTPA.	PUC 99261	In compliance	
If 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.	PUC 99270.1	In compliance (fixed-route blended rate of 15.6%)	Urban fixed-route FY 2021/22: 59.2% FY 2022/23: 61.2% Rural fixed-route FY 2021/22: 51.9% FY 2022/23: 50.5% Blended fixed-route FY 2023/24: 56.8% <i>Source: TDA fiscal audits, FY 2022 – FY 2024. Requirement waived during the audit period under AB 90, AB 149, and SB 125.</i>
Except as otherwise provided, the allocation for any purpose specified under Article 8 may in no year exceed 50% of the amount required to meet the total planning expenditures for that purpose.	PUC 99405	Not applicable	
An operator receiving allocations under Article 8(c) may be subject to regional, countywide, or subarea performance criteria, local match requirements, or fare recovery ratios adopted by resolution of the RTPA.	PUC 99405	Not applicable	

Compliance Element	Reference	Compliance	Comments
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).	PUC 99266	In compliance	FY 2021/22: +2.06% FY 2022/23: +5.45% FY 2023/24: +3.48% <i>Source: B-Line Annual Transit Service Plan and Budget, FY 2022 – FY 2024</i>
The operator's definitions of performance measures are consistent with the Public Utilities Code Section 99247.	PUC 99247	In compliance	
The operator does not routinely staff with two or more persons a vehicle for public transportation purposes designed to be operated by one person.	PUC 99264	In compliance	
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating cost at least equal to one-fifth (20 percent).	PUC 99268.2, 99268.4, 99268.1	Not applicable	
If the operator serves a rural area, it has maintained a ratio of fare revenues to operating cost at least equal to one-tenth (10 percent).	PUC 99268.2, 99268.4, 99268.5	Not applicable	
For a claimant that provides only services to elderly and handicapped persons, the ratio of fare revenues to operating cost shall be at least 10 percent.	PUC 99268.5, CCR 6633.5	In compliance	Urban Paratransit: FY 2021/22: 54.4% FY 2022/23: 55.4% FY 2023/24: 54.0% Rural Paratransit: FY 2021/22: 51.8% FY 2022/23: 19.8% FY 2023/24: 51.8% <i>Source: TDA fiscal audits, FY 2022 – FY 2024. Requirement waived during the audit period under AB 90, AB 149, and SB 125.</i>
The current cost of the operator's retirement system is fully funded with respect to the officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPA, which will fully fund the retirement system for 40 years.	PUC 99271	In compliance	
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.	CCR 6754 (a) (3)	In compliance	

Compliance Element	Reference	Compliance	Comments
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.	CCR 6754 (a) (3)	In compliance	
In order to use State Transit Assistance funds for operating assistance, the operator's total operating cost per revenue hour does not exceed the sum of the preceding year's total plus an amount equal to the product of the percentage change in the CPI for the same period multiplied by the preceding year's total operating cost per revenue hour. An operator may qualify based on the preceding year's operating cost per revenue hour or the average of the three prior years. If an operator does not meet these qualifying tests, the operator may only use STA funds for operating purposes according to a sliding scale.	PUC 99314.6	In compliance	This requirement was waived during the audit period under AB 90, AB 149, and SB 125.
A transit claimant is precluded from receiving monies from the Local Transportation Fund and the State Transit Assistance Fund in an amount which exceeds the claimant's capital and operating costs less the actual amount of fares received, the amount of local support required to meet the fare ratio, the amount of federal operating assistance, and the amount received during the year from a city or county to which the operator has provided services beyond its boundaries.	CCR 6634	In compliance	

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Chapter 4 | Prior Recommendations

This section reviews and evaluates the implementation of prior Triennial Performance Audit recommendations. This objective assessment provides assurance Butte Regional Transit has made quantifiable progress toward improving both the efficiency and effectiveness of its public transit program.

The prior audit – completed in May 2022 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2021 – included one recommendation:

1. Ensure accurate full-time equivalent (FTE) employee data is used for reporting to the State Controller.

Discussion: In its documentation for the prior audit, BRT provided a methodology for calculating FTE employees that met the TDA definition (work hours divided by 2,000). However, the resulting figures arising from this methodology were not those used to complete the State Controller Reports. Instead, each report (general operations and specialized services) reported a higher number of employees. The prior auditor recommended documenting all hours worked related to transit by both BCAG and the contractor beginning in FY 2021/22. Hours should continue to be allocated between fixed route (general operations) and demand-response (specialized services) based on either actual work performed or a formula based on vehicle service hours by mode. The individual(s) completing the State Controller Reports should also be made aware of how to calculate this data using the TDA definition.

Progress: As part of the current audit, BRT provided its calculation methodology for reporting FTE employees to the State Controller. While the overall methodology is correct, BRT appeared to be reporting employees based on the calculated yearly average rather than the actual number of hours worked. When calculated correctly, there would be virtually no difference between these two figures. However, in calculating the yearly average (which is essentially one month's worth of hours), the spreadsheet uses 160 as the divisor rather than 167 (2,000 divided by 12 months). As a result, the Employees reported to the State Controller are slightly higher than they should be. For example, in FY 2023/24, the Transit Operator report cited 60 employees and the Specialized Services report cited 28, for a total of 88. However, the total number of work hours divided by 2,000 actually resulted in 85.02 employees. The 88 employees reported was consistent with the yearly average employees incorrectly calculated by dividing by 160. Had the yearly average hours been divided by 167, that figure would have been 84.85, which would have been consistent with the 85 calculated from the total annual work hours. BRT should refine its calculation method and ensure the proper figure is reported prior to filing its next State Controller Reports.

Status: Implementation in progress.

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Chapter 5 | Data Reporting Analysis

An important aspect of the Triennial Performance Audit process is assessing how effectively and consistently the transit operator reports performance statistics to local, state, and federal agencies. Often as a condition of receipt of funding, an operator must collect, manage, and report data to different entities. Ensuring such data are consistent can be challenging given the differing definitions employed by different agencies as well as the varying reporting timeframes. This chapter examines the consistency of performance data reported by Butte Regional Transit both internally as well as to outside entities during the audit period.

Financial data (Operating Cost and Fare Revenue) as well as Vehicle Service Miles (VSM) and Passengers have generally been reported consistently among all reports for all three years. More significant variances are discussed below.

- **Vehicle Service Hours (VSH):** There is some variance in the Vehicle Service Hours reported internally and to the NTD with what was reported to the State Controller in FY 2023/24. The figure reported to the State Controller was significantly higher than that reported elsewhere. The source of the difference was in the demand-response VSH, which was nearly a third higher in the State Controller Report than elsewhere.
- **Full-Time Equivalent (FTE) Employees:** As discussed in Chapter 4, there is a variance between how FTE is being reported and how it is properly calculated using the TDA definition. While BRT does use the FTE definition, it should ensure the reporting matches the properly calculated definition.

Exhibit 5.1 Data Reporting Comparison

Performance Measure	System-Wide		
	FY 2021/22	FY 2022/23	FY 2023/24
Operating Cost (Actual \$)			
<i>TDA fiscal audit</i>	\$10,515,821	\$11,144,702	\$11,666,053
<i>National Transit Database</i>	\$10,446,049	\$11,105,492	\$11,654,959
<i>State Controller Report</i>	\$10,489,000	\$11,118,381	\$11,654,959
Fare Revenue (Actual \$)			
<i>TDA fiscal audit</i>	\$1,015,897	\$1,139,190	\$1,273,188
<i>National Transit Database</i>	\$1,015,897	\$1,139,190	\$1,273,188
<i>State Controller Report</i>	\$1,015,897	\$1,139,190	\$1,273,188
Vehicle Service Hours (VSH)			
<i>Monthly Performance Reports</i>	89,907	89,370	88,932
<i>National Transit Database</i>	89,765	89,368	88,930
<i>State Controller Report</i>	90,018	89,421	96,464
Vehicle Service Miles (VSM)			
<i>Monthly Performance Reports</i>	1,181,782	1,182,983	1,204,264
<i>National Transit Database</i>	1,181,782	1,182,984	1,204,265
<i>State Controller Report</i>	1,181,782	1,182,983	1,204,255
Passengers			
<i>Monthly Performance Reports</i>	543,171	630,109	699,167
<i>National Transit Database</i>	543,174	630,109	699,167
<i>State Controller Report</i>	543,171	630,109	699,167
Full-Time Equivalent Employees			
<i>State Controller Report</i>	88	89	88
<i>Per TDA methodology</i>	85	86	85

Chapter 6 | Performance Analysis

Performance indicators are typically employed to quantify and assess the efficiency of a transit operator's activities. Such indicators provide insight into current operations as well as trend analysis of operator performance. Through a review of indicators, relative performance as well as possible inter-relationships between major functions is revealed.

The Transportation Development Act (TDA) requires recipients of TDA funding to track and report five performance indicators:

- Operating Cost/Passenger,
- Operating Cost/Vehicle Service Hour,
- Passengers/Vehicle Service Hour,
- Passengers/Vehicle Service Mile, and
- Vehicle Service Hours/Employee.

To assess the validity and use of performance indicators, the audit team performed the following activities:

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

The procedures used to calculate TDA-required performance measures for the current triennium were verified and compared with indicators included in similar reports to external entities (i.e., State Controller and Federal Transit Administration).

Operating Cost

The Transportation Development Act requires an operator to track and report transit-related costs reflective of the Uniform System of Accounts and Records developed by the State Controller and the California Department of Transportation. The most common method for ensuring this occurs is through a compliance audit report prepared by an independent auditor in accordance with California Code of Regulations Section 6667¹. The annual independent financial audit should confirm the use of the Uniform System of Accounts and Records. *Operating cost* – as defined by PUC Section 99247(a) – excluded the following during the audit period²:

- Cost in the depreciation and amortization expense object class adopted by the State Controller pursuant to PUC Section 99243,

¹ CCR Section 6667 outlines the minimum tasks which must be performed by an independent auditor in conducting the annual fiscal and compliance audit of the transit operator.

² Given the passage of AB 149, the list of excluded costs will be expanded beginning with FY 2021/22.

- Subsidies for commuter rail services operated under the jurisdiction of the Interstate Commerce Commission,
- Direct costs of providing charter service, and
- Vehicle lease costs.

Vehicle Service Hours and Miles

Vehicle Service Hours (VSH) and *Miles (VSM)* are defined as the time/distance during which a revenue vehicle is available to carry fare-paying passengers, and which includes only those times/miles between the time or scheduled time of the first passenger pickup and the time or scheduled time of the last passenger drop-off during a period of the vehicle's continuous availability.³ For example, demand-response service hours include those hours when a vehicle has dropped off a passenger and is traveling to pick up another passenger, but not those hours when the vehicle is unavailable for service due to driver breaks or lunch. For both demand-response and fixed-route services, service hours will exclude hours of "deadhead" travel to the first scheduled pick-up, and will also exclude hours of "deadhead" travel from the last scheduled drop-off back to the terminal. For fixed-route service, a vehicle is in service from first scheduled stop to last scheduled stop, whether or not passengers board or exit at those points (i.e., subtracting driver lunch and breaks but including scheduled layovers).

Passenger Counts

According to the Transportation Development Act, *total passengers* is equal to the total number of unlinked trips (i.e., those trips that are made by a passenger that involve a single boarding and departure), whether revenue-producing or not.

Employees

Employee hours is defined as the total number of hours (regular or overtime) which all employees have worked, and for which they have been paid a wage or salary. The hours must include transportation system-related hours worked by persons employed in connection with the system (whether or not the person is employed directly by the operator). Full-Time Equivalent (FTE) is calculated by dividing the number of person-hours by 2,000.

Fare Revenue

Fare revenue is defined by California Code of Regulations Section 6611.2 as revenue collected from the farebox plus sales of fare media.

³ A vehicle is considered to be in revenue service despite a no-show or late cancellation if the vehicle remains available for passenger use.

TDA Required Indicators

To calculate the TDA indicators for Butte Regional Transit, the following sources were employed:

- Operating Cost was not independently calculated as part of this audit. Operating Cost data were obtained via State Controller Reports for each fiscal year covered by this audit. Operating Cost from the reports was compared against that reported in the City’s audited financial reports and appeared to be consistent with TDA guidelines. In accordance with PUC Section 99247(a), the reported costs excluded depreciation and other allowable expenses.
- Fare Revenue was not independently calculated as part of this audit. Fare revenue data were obtained via State Controller Reports for each fiscal year covered by this audit. This appears to be consistent with TDA guidelines as well as the uniform system of accounts.
- Vehicle Service Hours (VSH) data were obtained via monthly performance reports for each fiscal year covered by this audit. BRT calculates VSH for fixed route based on scheduled service times and for Dial-A-Ride using actual times in and out of service. BRT’s calculation methodology is consistent with PUC guidelines.
- Vehicle Service Miles (VSM) data were obtained via monthly performance reports for each fiscal year covered by this audit. BRT calculates VSM based on scheduled miles reconciled with exceptions. It also subtracts deadhead and out-of-service miles from total vehicle mileage (as noted on each vehicle’s odometer). This methodology is consistent with PUC guidelines.
- Unlinked trip data were obtained via monthly performance reports for each fiscal year covered by this audit. BRT’s calculation methodology is consistent with PUC guidelines.
- Full-Time Equivalent (FTE) data were obtained from State Controller Reports for each fiscal year covered by this review. Use of the TDA definition regarding FTE calculation was confirmed.

System Performance Trends

Systemwide, Operating Cost increased across most of the past six years, with the exception of FY 2020/21. This resulted in net increase of 25.9 percent across the entire period. Operating Cost increased by 10.9 percent during the audit period. Fare Revenue experienced an increase of 25.3 percent during the audit period, but had a net decrease of 16.7 percent between FY 2018/19 and FY 2023/24.

Vehicle Service Hours (VSH) saw fluctuation over the past six years. Largely as a result of the pandemic, VSH saw a net decrease of 18.4 percent across the six-year period. Recovery primarily occurred during FY 2021/22, with slight declines in the subsequent years. During the audit period, VSH saw a net decrease of 1.1 percent. Vehicle Service Miles (VSM) experienced a similar pattern, with a net decrease of 12 percent across the six-year period and an increase of 1.9 percent during the audit period.

Ridership fell significantly in FY 2019/20 and FY 2020/21 before steadily increasing through FY 2023/24. Ridership increased a net 28.7 percent during the audit period, but ended 34.7 percent lower than in FY 2018/19.

Efficiency and productivity measures are used to evaluate performance. Cost-related metrics are used to assess efficiency, and decreases in Operating Cost per Vehicle Service Hour, Vehicle Service Mile, and

Passenger indicate improvement. Passenger-related metrics are used to assess productivity, and increases in Passengers per Vehicle Service Hour and Vehicle Service Mile indicate improvement.

Cost-related metrics varied during the audit period. Operating Cost/VSH saw a net increase of 12.2 percent. Operating Cost/Passenger decreased each year of the audit period, resulting in a 13.8 percent decrease. Operating Cost/VSM increased by 8.9 percent during the audit period. Passenger-related metrics experienced improved during the audit period, with Passengers per VSH increasing by 30.1 percent, and Passengers per VSM increasing by 26.3 percent.

Exhibit 6.1 System Performance Indicators

Performance Measure	System-wide					
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Operating Cost (Actual \$)	\$9,267,978	\$9,820,917	\$9,529,319	\$10,515,821	\$11,144,702	\$11,666,053
<i>Annual Change</i>		6.0%	-3.0%	10.4%	6.0%	4.7%
Fare Revenue (Actual \$)	\$1,528,906	\$1,328,546	\$721,894	\$1,015,897	\$1,139,190	\$1,273,188
<i>Annual Change</i>		-13.1%	-45.7%	40.7%	12.1%	11.8%
Vehicle Service Hours (VSH)	109,037	97,980	84,035	89,906	89,370	88,932
<i>Annual Change</i>		-10.1%	-14.2%	7.0%	-0.6%	-0.5%
Vehicle Service Miles (VSM)	1,368,254	1,215,338	1,094,353	1,181,782	1,182,983	1,204,264
<i>Annual Change</i>		-11.2%	-10.0%	8.0%	0.1%	1.8%
Passengers	1,070,314	835,984	376,215	543,171	630,109	699,167
<i>Annual Change</i>		-21.9%	-55.0%	44.4%	16.0%	11.0%
Employees	110	108	89	88	89	88
<i>Annual Change</i>		-1.8%	-17.6%	-1.1%	1.1%	-1.1%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$85.00	\$100.23	\$113.40	\$116.96	\$124.70	\$131.18
<i>Annual Change</i>		17.9%	13.1%	3.1%	6.6%	5.2%
Operating Cost/Passenger (Actual \$)	\$8.66	\$11.75	\$25.33	\$19.36	\$17.69	\$16.69
<i>Annual Change</i>		35.7%	115.6%	-23.6%	-8.6%	-5.7%
Passengers/VSH	9.82	8.53	4.48	6.04	7.05	7.86
<i>Annual Change</i>		-13.1%	-47.5%	34.9%	16.7%	11.5%
Passengers/VSM	0.78	0.69	0.34	0.46	0.53	0.58
<i>Annual Change</i>		-12.1%	-50.0%	33.7%	15.9%	9.0%
Farebox Recovery	16.5%	13.5%	7.6%	9.7%	10.2%	10.9%
<i>Annual Change</i>		-18.0%	-44.0%	27.5%	5.8%	6.8%
Hours/Employee	991.2	907.2	944.2	1,021.7	1,004.2	1010.6
<i>Annual Change</i>		-8.5%	4.1%	8.2%	-1.7%	0.6%
TDA Non-Required Indicators						
Operating Cost/VSM	\$6.77	\$8.08	\$8.71	\$8.90	\$9.42	\$9.69
<i>Annual Change</i>		19.3%	7.8%	2.2%	5.9%	2.8%
VSM/VSH	12.55	12.40	13.02	13.14	13.24	13.54
<i>Annual Change</i>		-1.2%	5.0%	0.9%	0.7%	2.3%
Fare/Passenger	\$1.43	\$1.59	\$1.92	\$1.87	\$1.81	\$1.82
<i>Annual Change</i>		11.3%	20.7%	-2.5%	-3.3%	0.7%

Sources: FY 2018/19 – FY 2020/21 data from prior Triennial Performance Audit. FY 2021/22 – FY 2023/24 financial data from TDA fiscal audits. FY 2021/22 – FY 2023/24 operating data from monthly performance reports. FY 2021/22 – FY 2023/24 FTE data from State Controller Reports.

Exhibit 6.2 System Ridership

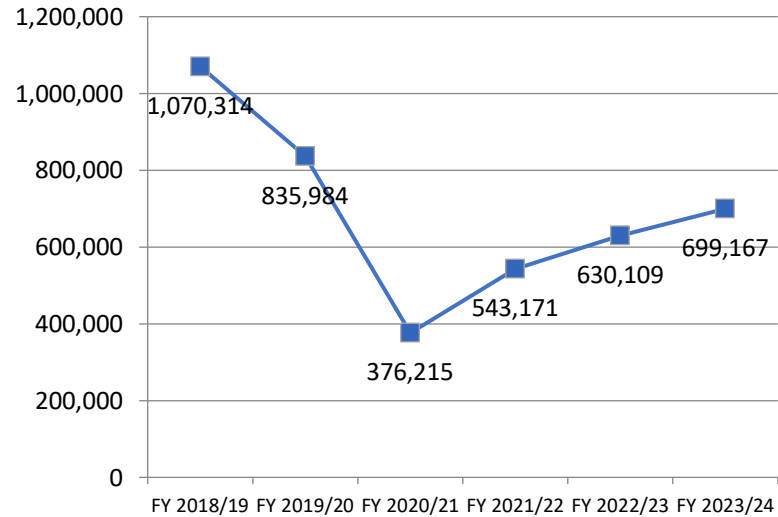


Exhibit 6.3 System Operating Cost/VSH

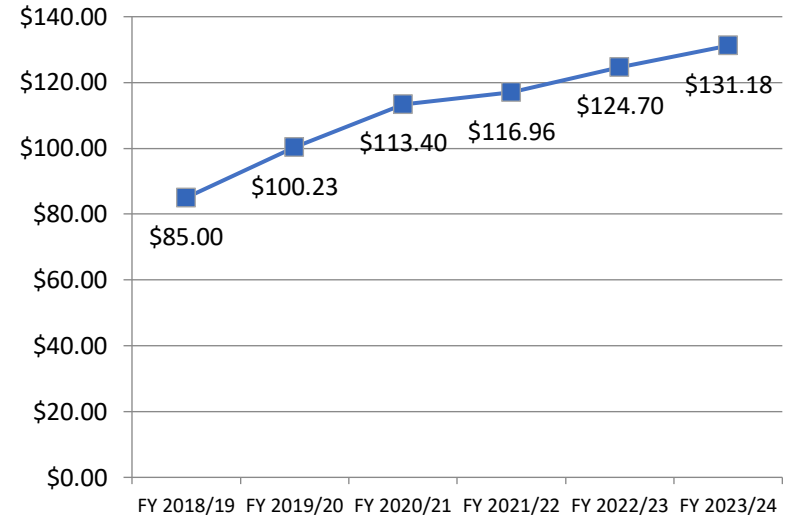


Exhibit 6.4 System Operating Cost/VSM

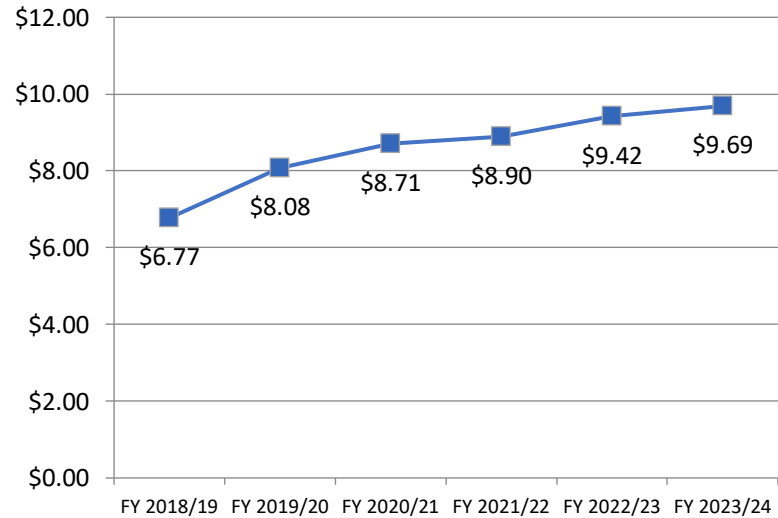


Exhibit 6.5 System VSM/VSH

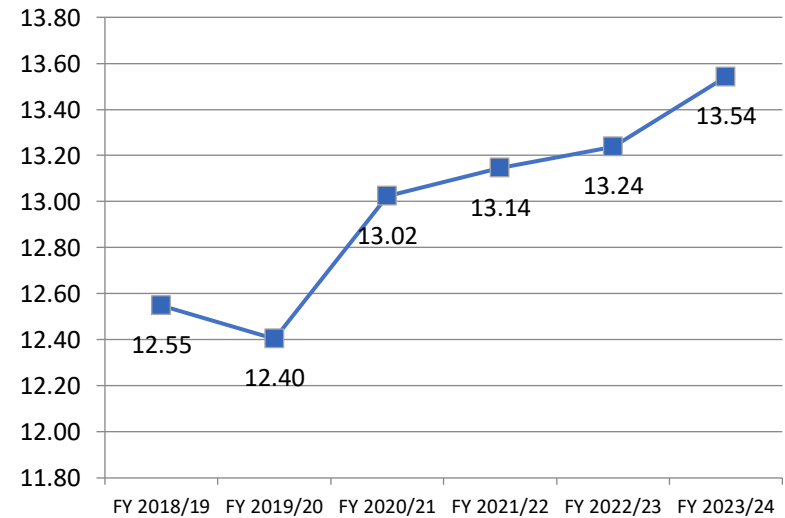


Exhibit 6.6 System Operating Cost/Passenger

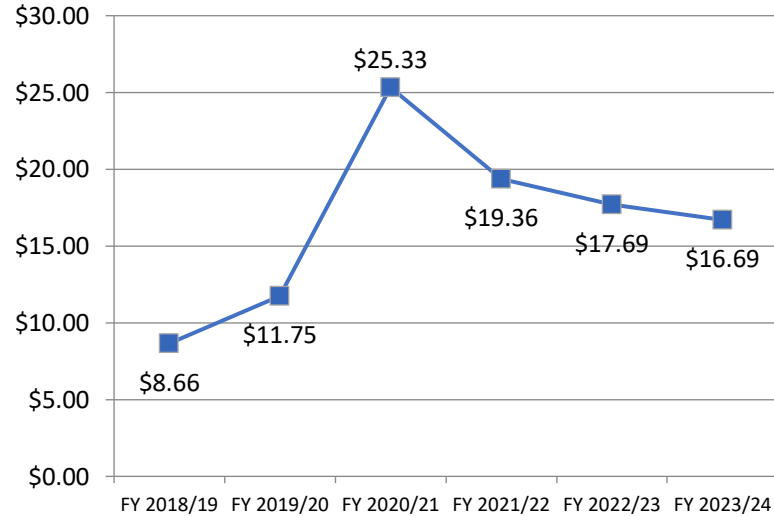


Exhibit 6.7 System Passengers/VSH

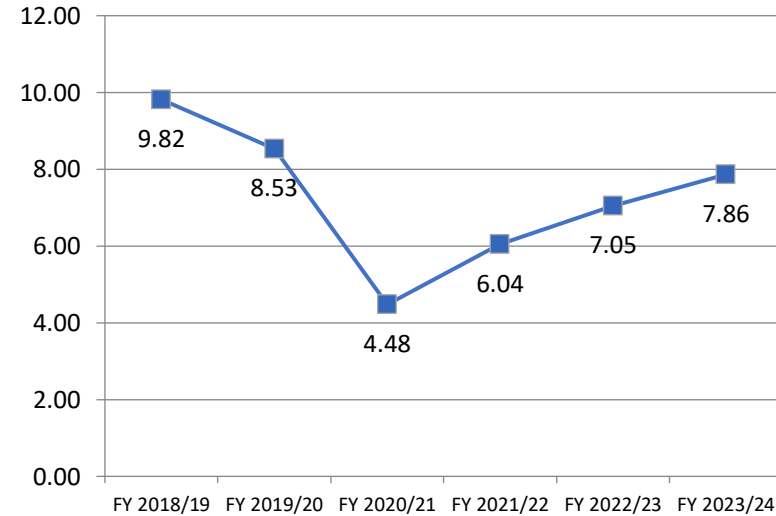


Exhibit 6.8 System Passengers/VSM

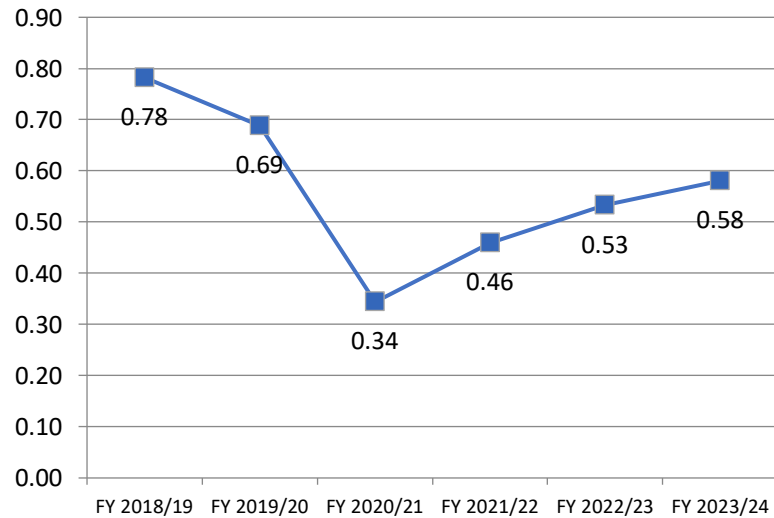


Exhibit 6.9 System VSH/FTE

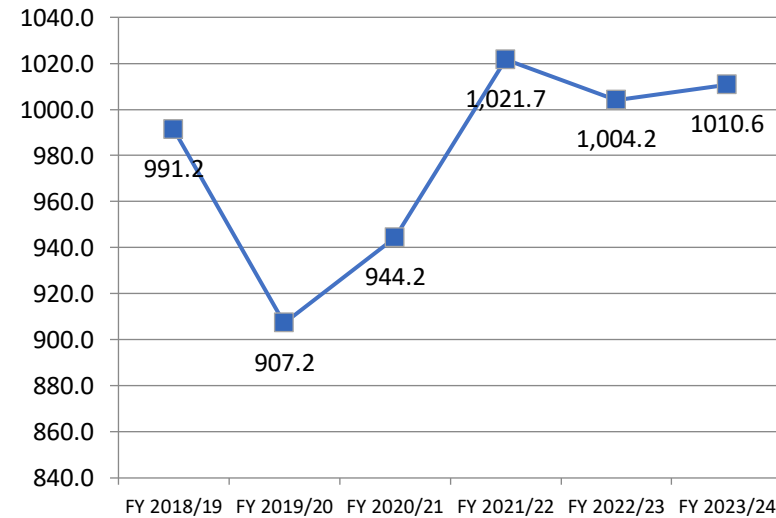


Exhibit 6.10 System Farebox Recovery

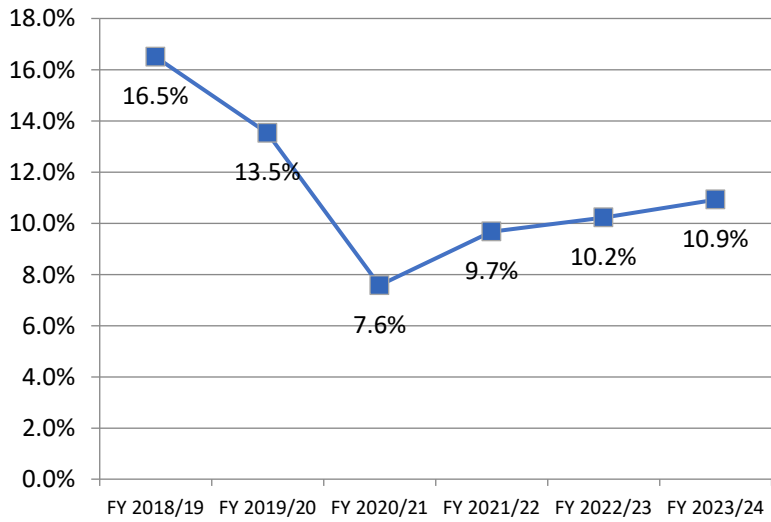
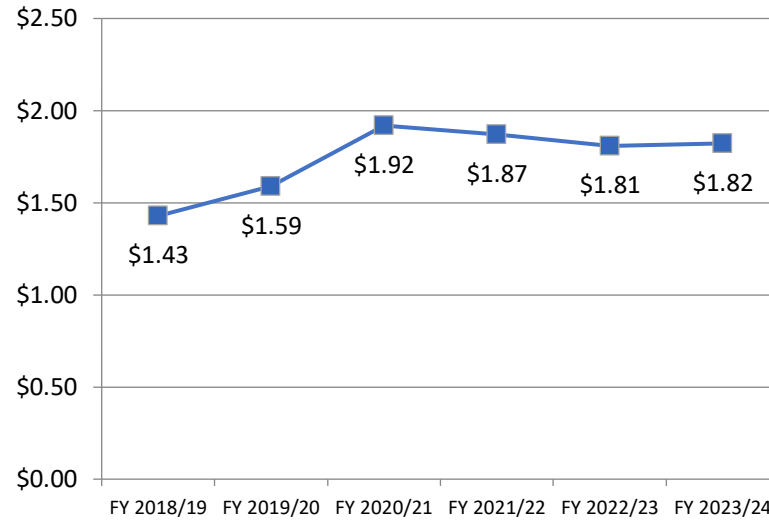


Exhibit 6.11 System Fare/Passenger



Performance Trends by Mode

Blended Fixed-Route Performance

[Note: In prior audits, fixed-route performance was analyzed separately for urban and rural fixed-route services. However, a change to how financial information was reported in the TDA fiscal audit in FY 2023/24 resulted in the inclusion of a single set of blended data for the urban and rural fixed-route services in this audit.]

Fixed-route Operating Cost increased each of the past six years. This resulted in net increase of 43.3 percent across the entire period. Operating Cost increased by 8.1 percent during the audit period. Fare Revenue experienced an increase of 25.9 percent during the audit period, but had a net decrease of 12.9 percent between FY 2018/19 and FY 2023/24.

Vehicle Service Hours (VSH) saw fluctuation over the past six years, but overall remained relatively stable. VSH saw a net decrease of 3.4 percent across the six-year period. During the audit period, VSH saw a net decrease of 4.5 percent due to a nearly eight percent increase in FY 2021/22. Vehicle Service Miles (VSM) experienced a similar pattern, but experienced a net increase of 0.6 percent across the six-year period and decrease of 0.9 percent during the audit period.

Ridership fell significantly in FY 2019/20 and FY 2020/21 before steadily increasing through FY 2023/24. Ridership increased a net 29.7 percent during the audit period, but ended 33.2 percent lower than in FY 2018/19.

Cost-related metrics varied during the audit period. Operating Cost/VSH saw a net increase of 13.2 percent. Operating Cost/Passenger decreased each year of the audit period, resulting in a 16.6 percent decrease. Operating Cost/VSM increased by 9.1 percent during the audit period. Passenger-related metrics improved during the audit period, with Passengers per VSH increasing by 35.8 percent, and Passengers per VSM increasing by 30.9 percent.

Exhibit 6.12 Blended Fixed-Route Performance Indicators

Performance Measure	Fixed Route (Urban & Rural combined)					
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Operating Cost (Actual \$)	\$6,208,248	\$7,011,481	\$7,452,543	\$8,229,534	\$8,725,184	\$8,897,707
Annual Change		12.9%	6.3%	10.4%	6.0%	2.0%
Fare Revenue (Actual \$)	\$1,211,744	\$1,067,423	\$589,126	\$837,770	\$949,031	\$1,054,867
Annual Change		-11.9%	-44.8%	42.2%	13.3%	11.2%
Vehicle Service Hours (VSH)	67,780	65,594	63,513	68,557	68,031	65,470
Annual Change		-3.2%	-3.2%	7.9%	-0.8%	-3.8%
Vehicle Service Miles (VSM)	971,728	943,764	937,115	986,322	981,898	977,576
Annual Change		-2.9%	-0.7%	5.3%	-0.4%	-0.4%
Passengers	929,037	732,102	326,240	478,594	562,784	620,752
Annual Change		-21.2%	-55.4%	46.7%	17.6%	10.3%
Employees	73	72	60	59	60	60
Annual Change		-1.4%	-16.7%	-1.7%	1.7%	0.0%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$91.59	\$106.89	\$117.34	\$120.04	\$128.25	\$135.90
Annual Change		16.7%	9.8%	2.3%	6.8%	6.0%
Operating Cost/Passenger (Actual \$)	\$6.68	\$9.58	\$22.84	\$17.20	\$15.50	\$14.33
Annual Change		43.3%	138.5%	-24.7%	-9.8%	-7.5%
Passengers/VSH	13.71	11.16	5.14	6.98	8.27	9.48
Annual Change		-18.6%	-54.0%	35.9%	18.5%	14.6%
Passengers/VSM	0.96	0.78	0.35	0.49	0.57	0.63
Annual Change		-18.9%	-55.1%	39.4%	18.1%	10.8%
Farebox Recovery	19.5%	15.2%	7.9%	10.2%	10.9%	11.9%
Annual Change		-22.0%	-48.1%	28.8%	6.8%	9.0%
Hours/Employee	928.5	911.0	1,058.6	1,162.0	1,133.8	1,091.2
Annual Change		-1.9%	16.2%	9.8%	-2.4%	-3.8%
TDA Non-Required Indicators						
Operating Cost/VSM	\$6.39	\$7.43	\$7.95	\$8.34	\$8.89	\$9.10
Annual Change		16.3%	7.0%	4.9%	6.5%	2.4%
VSM/VSH	14.34	14.39	14.75	14.39	14.43	14.93
Annual Change		0.4%	2.5%	-2.5%	0.3%	3.5%
Fare/Passenger	\$1.30	\$1.46	\$1.81	\$1.75	\$1.69	\$1.70
Annual Change		11.8%	23.9%	-3.1%	-3.7%	0.8%

Sources: FY 2018/19 – FY 2020/21 data from prior Triennial Performance Audit. FY 2021/22 – FY 2023/24 financial data from TDA fiscal audits. FY 2021/22 – FY 2023/24 operating data from monthly performance reports. FY 2021/22 – FY 2023/24 FTE data from State Controller Reports.

Exhibit 6.13 Fixed-route Ridership

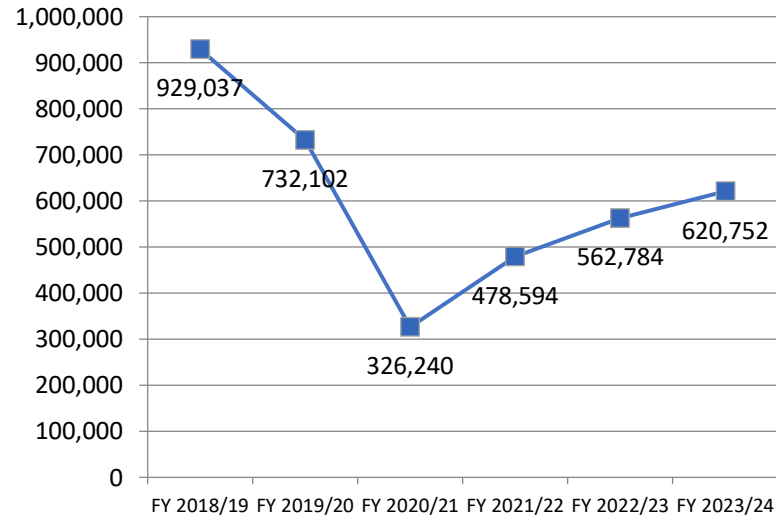


Exhibit 6.14 Fixed-route Operating Cost/VSH

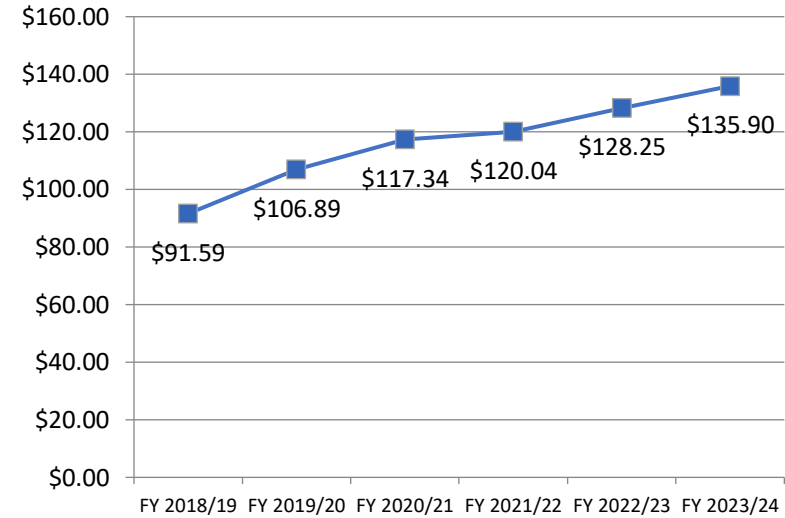


Exhibit 6.15 Fixed-route Operating Cost/VSM

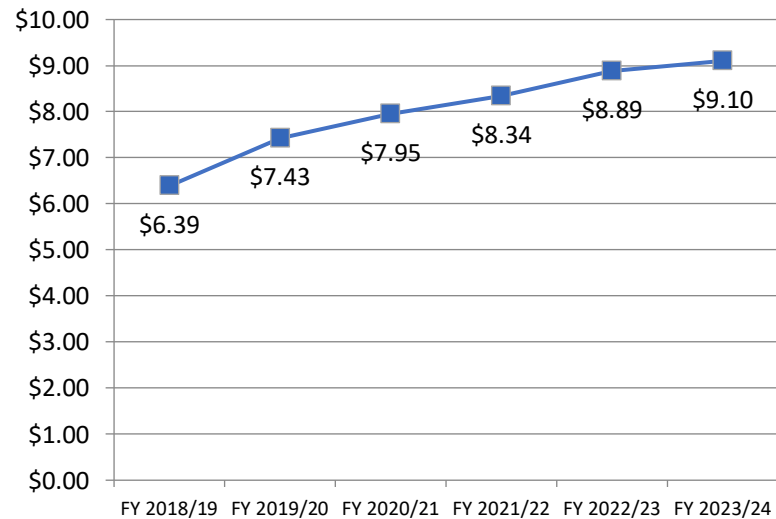


Exhibit 6.16 Fixed-route VSM/VSH

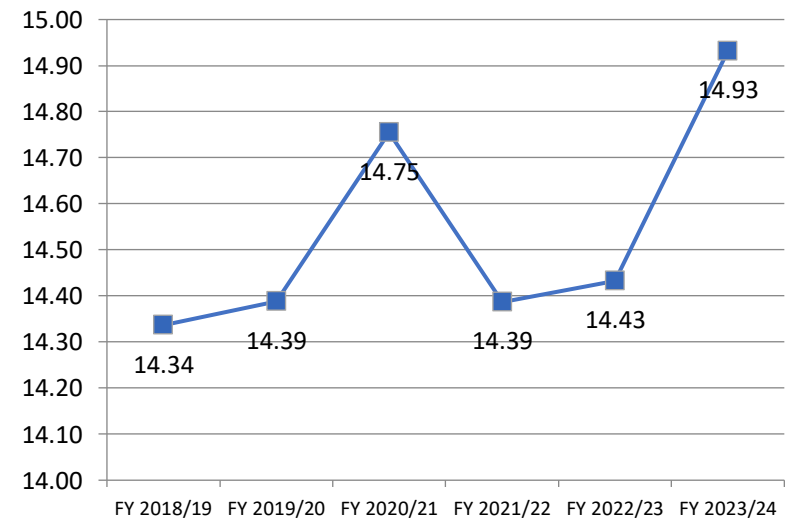


Exhibit 6.17 Fixed-route Operating Cost/Passenger

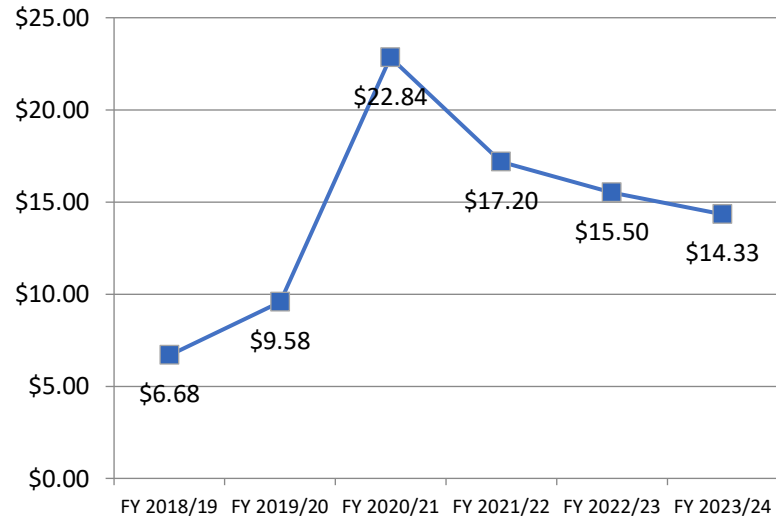


Exhibit 6.18 Fixed-route Passengers/VSH

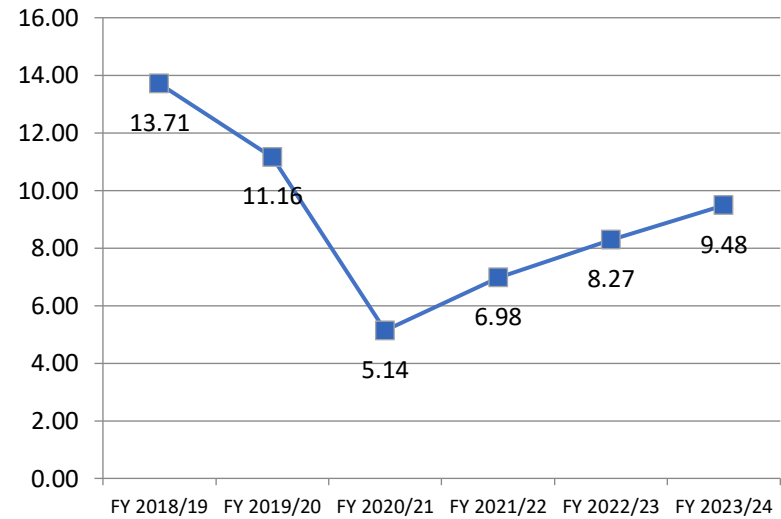


Exhibit 6.19 Fixed-route Passengers/VSM

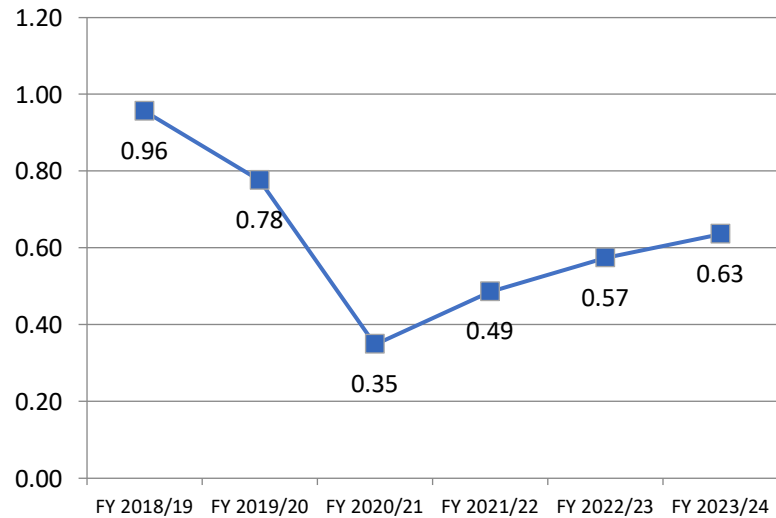


Exhibit 6.20 Fixed-route VSH/FTE

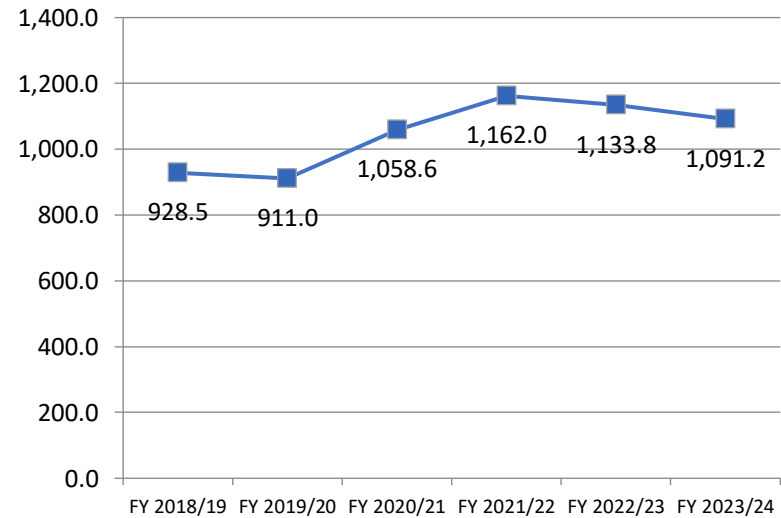


Exhibit 6.21 Fixed-route Farebox Recovery

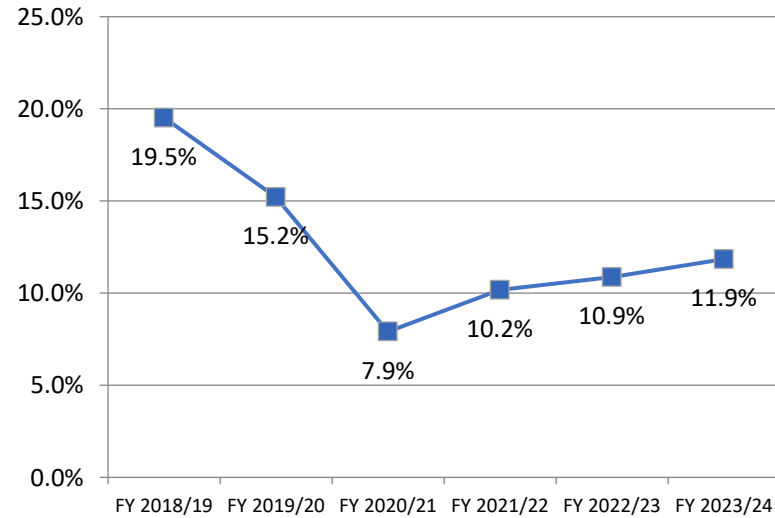
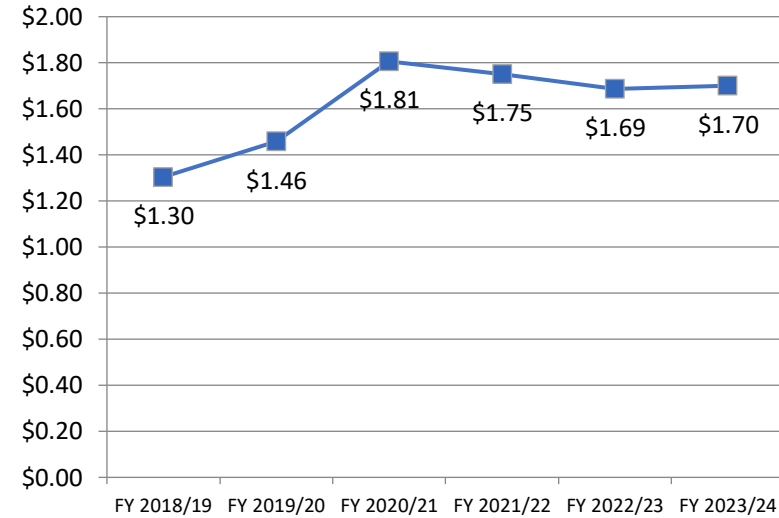


Exhibit 6.22 Fixed-route Fare/Passenger



Urban Paratransit Performance

Urban Paratransit Operating Cost increased each of the past six years, with the exception of FY 2020/21. This resulted in net increase of 5.1 percent across the entire period. Operating Cost increased by 26.5 percent during the audit period. Fare Revenue experienced an increase of 27 percent during the audit period, but had a net decrease of 18.6 percent between FY 2018/19 and FY 2023/24.

Vehicle Service Hours (VSH) declined during each year of the prior audit period, but increased each year of the current audit period. VSH saw a net decrease of 35 percent across the six-year period. During the audit period, VSH saw an increase of 14.4 percent. Vehicle Service Miles (VSM) experienced a similar pattern, experiencing a net decrease of 33.4 percent across the six-year period and an increase of 17.9 percent during the audit period.

Ridership fell significantly in FY 2019/20 and FY 2020/21 before steadily increasing through FY 2023/24. Ridership increased 23.7 percent during the audit period, but ended 34.8 percent lower than in FY 2018/19.

Cost-related metrics increased during the audit period. Operating Cost/VSH saw a net increase of 10.5 percent. Operating Cost/Passenger experienced a net 2.3 percent increase. Operating Cost/VSM increased by 7.3 percent during the audit period. Passenger-related metrics experienced improvements during the audit period, with Passengers per VSH increasing by 8.1 percent, and Passengers per VSM increasing by 4.9 percent.

Exhibit 6.23 Urban Paratransit Performance Indicators

Performance Measure	Urban Paratransit					
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Operating Cost (Actual \$)	\$2,013,381	\$2,104,350	\$1,475,170	\$1,673,251	\$1,806,810	\$2,116,471
<i>Annual Change</i>		4.5%	-29.9%	13.4%	8.0%	17.1%
Fare Revenue (Actual \$)	\$211,392	\$193,048	\$99,090	\$135,534	\$146,761	\$172,108
<i>Annual Change</i>		-8.7%	-48.7%	36.8%	8.3%	17.3%
Vehicle Service Hours (VSH)	27,480	24,012	14,347	15,605	15,769	17,857
<i>Annual Change</i>		-12.6%	-40.3%	8.8%	1.1%	13.2%
Vehicle Service Miles (VSM)	266,834	204,811	121,853	150,668	156,889	177,666
<i>Annual Change</i>		-23.2%	-40.5%	23.6%	4.1%	13.2%
Passengers	91,720	77,841	35,820	48,331	50,710	59,775
<i>Annual Change</i>		-15.1%	-54.0%	34.9%	4.9%	17.9%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$73.27	\$87.64	\$102.82	\$107.23	\$114.58	\$118.52
<i>Annual Change</i>		19.6%	17.3%	4.3%	6.9%	3.4%
Operating Cost/Passenger (Actual \$)	\$21.95	\$27.03	\$41.18	\$34.62	\$35.63	\$35.41
<i>Annual Change</i>		23.2%	52.3%	-15.9%	2.9%	-0.6%
Passengers/VSH	3.34	3.24	2.50	3.10	3.22	3.35
<i>Annual Change</i>		-2.9%	-23.0%	24.1%	3.8%	4.1%
Passengers/VSM	0.34	0.38	0.29	0.32	0.32	0.34
<i>Annual Change</i>		10.6%	-22.7%	9.1%	0.8%	4.1%
Farebox Recovery	10.5%	9.2%	6.7%	8.1%	8.1%	8.1%
<i>Annual Change</i>		-12.6%	-26.8%	20.6%	0.3%	0.1%
TDA Non-Required Indicators						
Operating Cost/VSM	\$7.55	\$10.27	\$12.11	\$11.11	\$11.52	\$11.91
<i>Annual Change</i>		36.2%	17.8%	-8.3%	3.7%	3.4%
VSM/VSH	9.71	8.53	8.49	9.66	9.95	9.95
<i>Annual Change</i>		-12.2%	-0.4%	13.7%	3.0%	0.0%
Fare/Passenger	\$2.30	\$2.48	\$2.77	\$2.80	\$2.89	\$2.88
<i>Annual Change</i>		7.6%	11.5%	1.4%	3.2%	-0.5%

Sources: FY 2018/19 – FY 2020/21 data from prior Triennial Performance Audit. FY 2021/22 – FY 2023/24 financial data from TDA fiscal audits. FY 2021/22 – FY 2023/24 operating data from monthly performance reports.

Rural Paratransit Performance

Rural Paratransit Operating Cost fluctuated throughout the past six years. This resulted in net decrease of 37.7 percent across the entire period. Operating Cost increased by 6.3 percent during the audit period. Fare Revenue experienced an increase of 8.5 percent during the audit period, but had a net decrease of 56.3 percent between FY 2018/19 and FY 2023/24.

Vehicle Service Hours (VSH) declined during nearly each of the last six years. VSH saw a net decrease of 59.3 percent across the six-year period. During the audit period, VSH saw a net decrease of 2.4 percent. Vehicle Service Miles (VSM) experienced a similar pattern, declining during all except two of the past six years, resulting in a net decrease of 62.2 percent across the six-year period and an increase of 9.4 percent during the audit period.

Ridership fell significantly in FY 2019/20 and FY 2020/21 before steadily increasing through FY 2023/24. Ridership increased 14.7 percent during the audit period, but ended 62.4 percent lower than in FY 2018/19.

Cost-related metrics varied during the audit period. Operating Cost/VSH saw a net increase of 9.0 percent. Operating Cost/Passenger experienced a 7.3 percent decrease, while Operating Cost/VSM decreased by 2.8 percent during the audit period. Passenger-related metrics experienced improvements during the audit period, with Passengers per VSH increasing by 17.6 percent, and Passengers per VSM increasing by 4.8 percent.

Exhibit 6.24 Rural Paratransit Performance Indicators

Performance Measure	Rural Paratransit					
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Operating Cost (Actual \$)	\$1,046,349	\$705,086	\$601,606	\$613,036	\$612,708	\$651,875
<i>Annual Change</i>		-32.6%	-14.7%	1.9%	-0.1%	6.4%
Fare Revenue (Actual \$)	\$105,770	\$68,075	\$33,678	\$42,593	\$43,398	\$46,213
<i>Annual Change</i>		-35.6%	-50.5%	26.5%	1.9%	6.5%
Vehicle Service Hours (VSH)	13,778	8,375	6,175	5,745	5,571	5,604
<i>Annual Change</i>		-39.2%	-26.3%	-7.0%	-3.0%	0.6%
Vehicle Service Miles (VSM)	129,692	66,763	35,385	44,792	44,196	49,022
<i>Annual Change</i>		-48.5%	-47.0%	26.6%	-1.3%	10.9%
Passengers	49,557	26,041	14,155	16,246	16,615	18,640
<i>Annual Change</i>		-47.5%	-45.6%	14.8%	2.3%	12.2%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$75.94	\$84.19	\$97.43	\$106.71	\$109.99	\$116.31
<i>Annual Change</i>		10.9%	15.7%	9.5%	3.1%	5.8%
Operating Cost/Passenger (Actual \$)	\$21.11	\$27.08	\$42.50	\$37.73	\$36.88	\$34.97
<i>Annual Change</i>		28.2%	57.0%	-11.2%	-2.3%	-5.2%
Passengers/VSH	3.60	3.11	2.29	2.83	2.98	3.33
<i>Annual Change</i>		-13.5%	-26.3%	23.4%	5.5%	11.5%
Passengers/VSM	0.38	0.39	0.40	0.36	0.38	0.38
<i>Annual Change</i>		2.1%	2.6%	-9.3%	3.7%	1.1%
Farebox Recovery	10.1%	9.7%	5.6%	6.9%	7.1%	7.1%
<i>Annual Change</i>		-4.5%	-42.0%	24.1%	1.9%	0.1%
TDA Non-Required Indicators						
Operating Cost/VSM	\$8.07	\$10.56	\$17.00	\$13.69	\$13.86	\$13.30
<i>Annual Change</i>		30.9%	61.0%	-19.5%	1.3%	-4.1%
VSM/VSH	9.41	7.97	5.73	7.80	7.93	8.75
<i>Annual Change</i>		-15.3%	-28.1%	36.1%	1.8%	10.3%
Fare/Passenger	\$2.13	\$2.61	\$2.38	\$2.62	\$2.61	\$2.48
<i>Annual Change</i>		22.5%	-9.0%	10.2%	-0.4%	-5.1%

Sources: FY 2018/19 – FY 2020/21 data from prior Triennial Performance Audit. FY 2021/22 – FY 2023/24 financial data from TDA fiscal audits. FY 2021/22 – FY 2023/24 operating data from monthly performance reports.

Exhibit 6.25 Demand-response Ridership

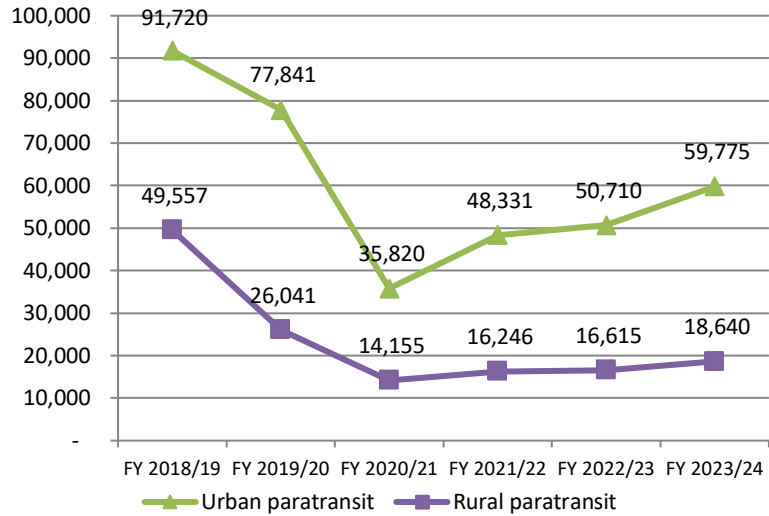


Exhibit 6.26 Demand-response Operating Cost/VSH

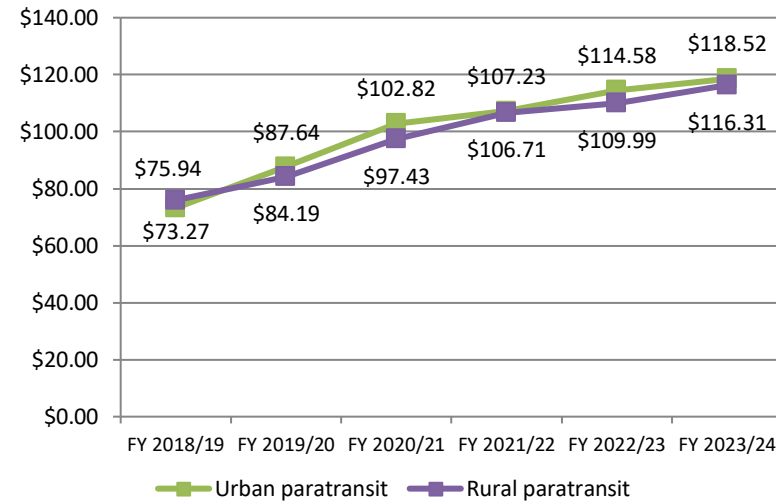


Exhibit 6.27 Demand-response Operating Cost/VSM

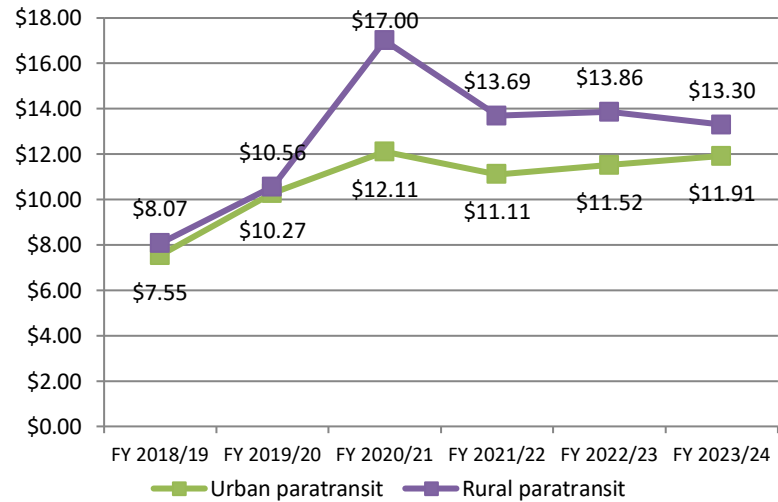


Exhibit 6.28 Demand-response VSM/VSH

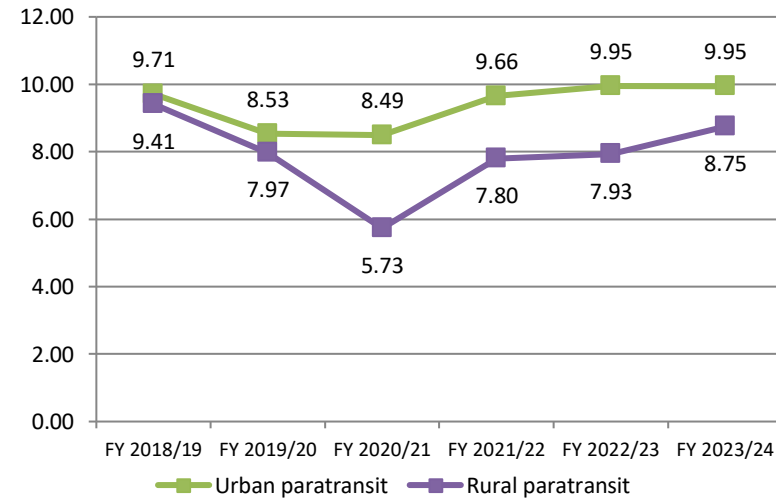


Exhibit 6.29 Demand-response Operating Cost/Passenger

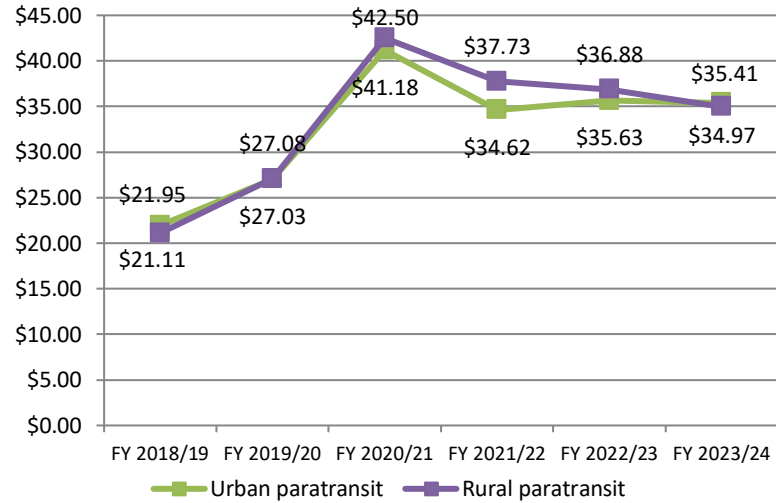


Exhibit 6.30 Demand-response Passengers/VSH

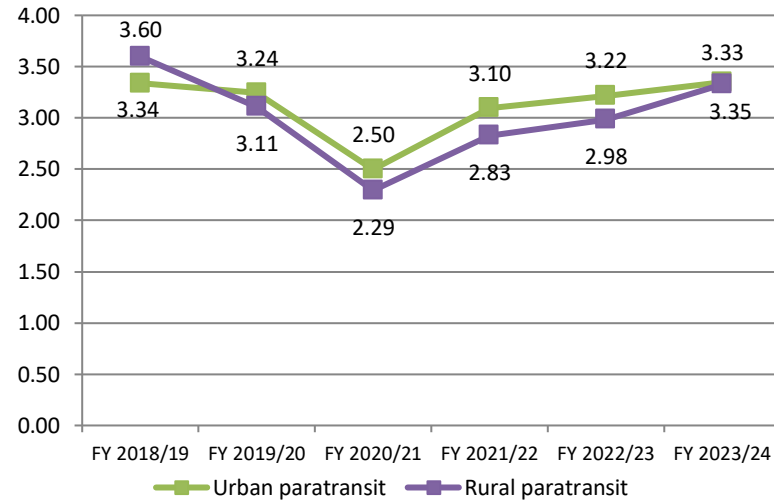


Exhibit 6.31 Demand-response Passengers/VSM

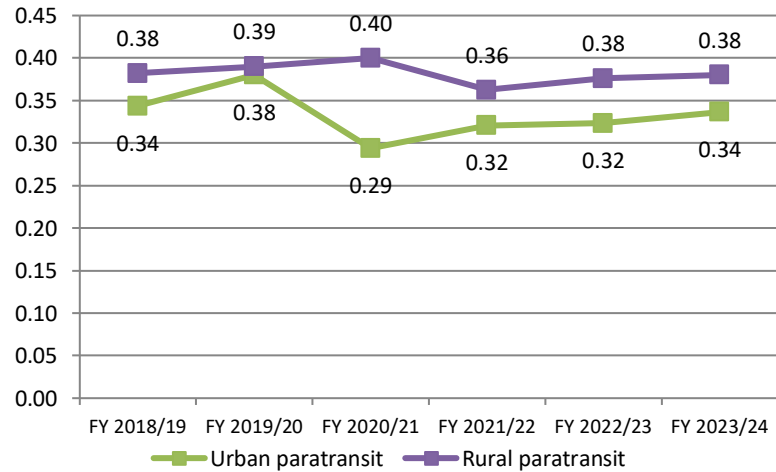


Exhibit 6.32 Demand-response Farebox Recovery

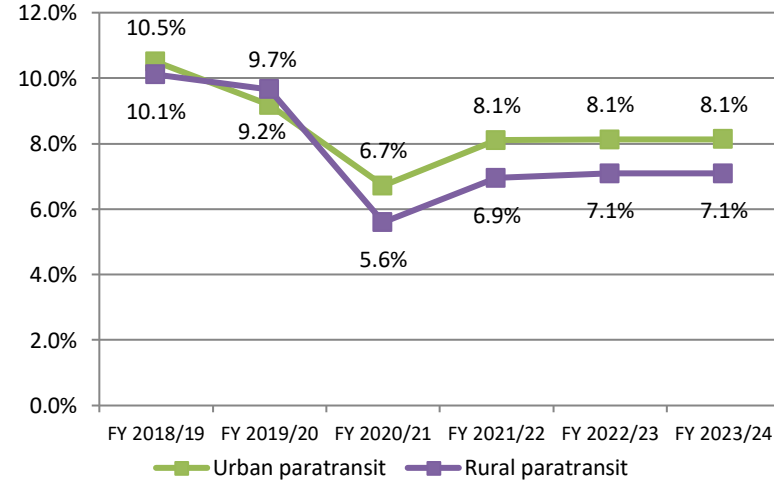
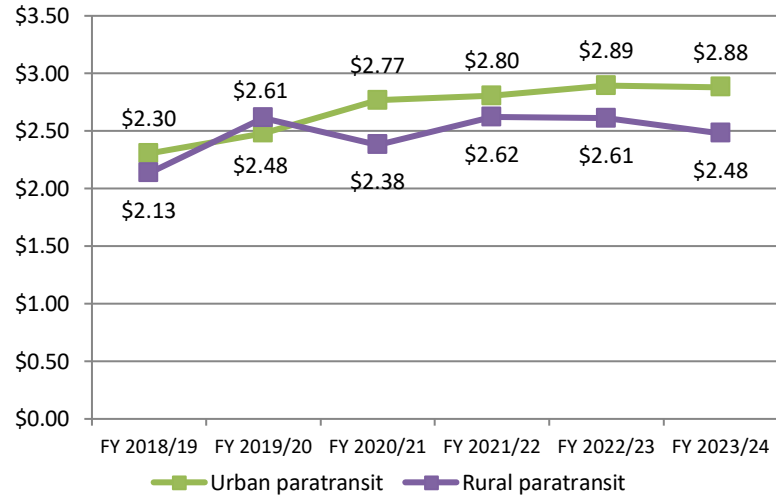


Exhibit 6.33 Demand-response Fare/Passenger



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Chapter 7 | Functional Review

A functional review of Butte Regional Transit’s public transit program is intended to assess the effectiveness and efficiency of the operator. Following a general summary of the City’s transit services, this chapter addresses seven functional areas. The list, taken from Section III of the *Performance Audit Guidebook* published by Caltrans, reflects those transit services provided by BRT through its B-Line program:

- General management and organization;
- Service planning;
- Administration;
- Marketing and public information;
- Scheduling, dispatch, and operations;
- Personnel management and training; and
- Maintenance.

Service Overview

Butte Regional Transit operates the B-Line public transit service. The fixed-route service operates locally in Chico, Oroville, and Paradise. The service also travels between communities throughout Butte County. Service is available seven days a week. Weekday service operates from 5:50 a.m. to 10:00 p.m., with Saturday service operating from 7:50 a.m. to 7:00 p.m. Sunday service operates from 7:50 a.m. to 6:00 p.m. Some routes do not operate every day. The service does not operate on designated holidays.



Exhibit 7.1 B-Line Fixed Routes

Route	Service Area	Service Span
Board Run Shuttle	Chico Transit Center – BCAG	Board meeting days only, Depart 8:35 am, return 10:50 am
Route 2 (Mangrove)	Chico Transit Center – Ceres/Lassen	Monday – Friday, 6:50 am – 8:34 pm Saturday, 8:50 am – 7:00 pm
Route 3 (Nord/East)	Chico Transit Center – North Valley Plaza	Monday – Friday, 6:50 am – 9:00 pm Saturday, 8:50 am – 7:00 pm
Route 4 (First/East)	Chico Transit Center – North Valley Plaza	Monday – Friday, 6:50 am – 9:00 pm Saturday, 8:50 am – 7:00 pm
Route 5 (E. 8 th Street)	Chico Transit Center – Forest Xfer/Chico Mall	Monday – Friday, 6:50 am – 8:00 pm Saturday, 8:50 am – 7:00 pm
Route 7 (Courthouse/East)	Chico Mall/Courthouse – Ceres/Lassen	Monday – Friday, 6:45 am – 5:30 pm
Route 8 (Nord)	Chico Transit Center – CSUC – Nord	Monday – Thursday, 7:34 am – 9:34 pm Friday, 7:34 am – 4:04 pm <i>Only operates when CSUC Spring and Fall semester classes are in session</i>

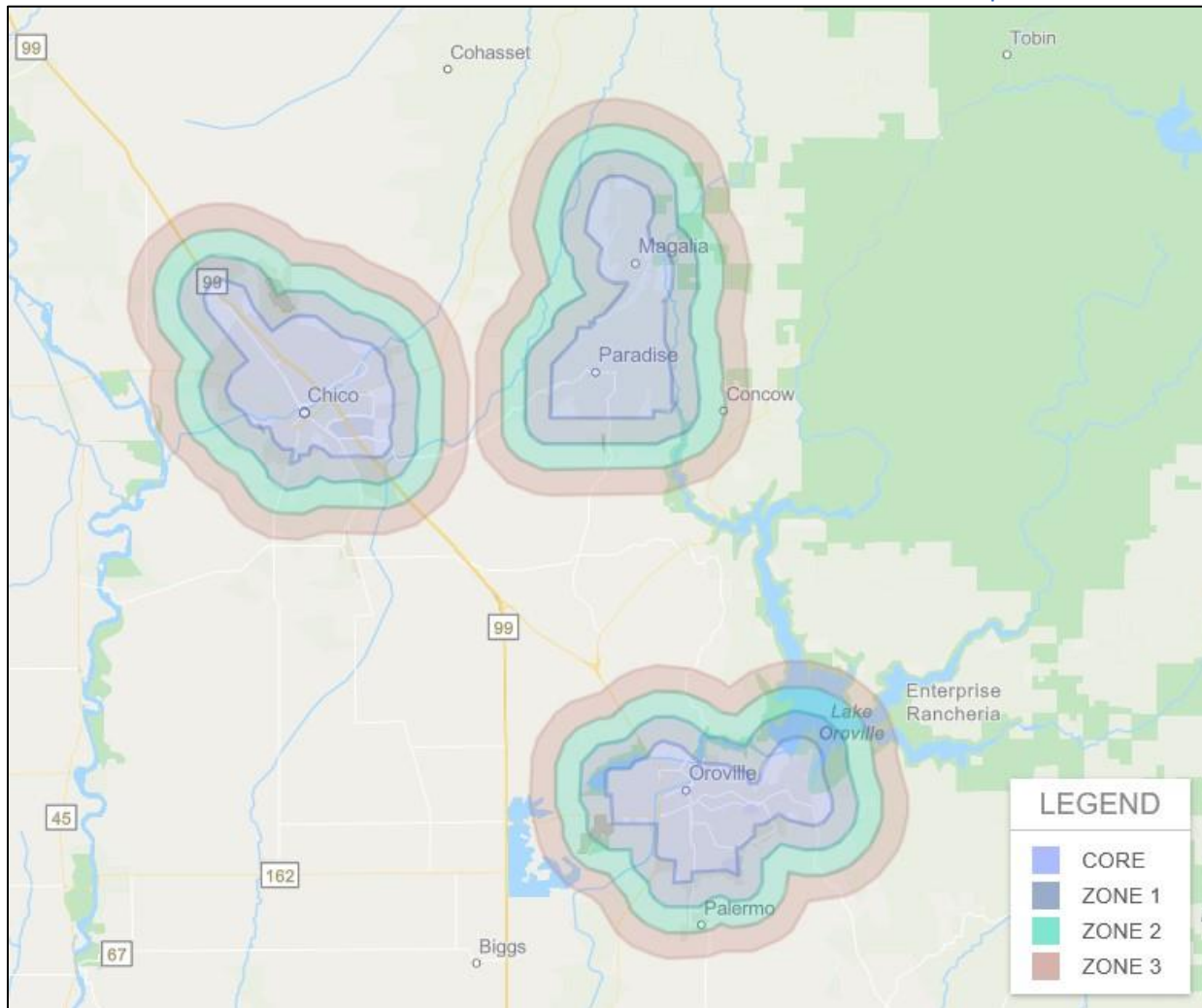
Route	Service Area	Service Span
Route 9 (Oak/Warner/ Cedar)	Chico Transit Center – CSUC – Oak – Warner – Cedar	Monday – Thursday, 7:33 am – 10:01 pm Friday, 7:34 am – 4:01 pm <i>Only operates when CSUC Spring and Fall semester classes are in session</i>
Route 9c (Cedar Loop)	Chico Transit Center – 4 th & Cedar	Monday – Friday, 7:50 am – 8:24 am Saturday, 8:30 am – 6:24 pm <i>Weekday trips before 5:00 pm only run when Route 9 is not operating</i>
Route 14 (Park/Forest/MLK)	Chico Transit Center – Forest Xfer (Walmart)	Monday – Friday, 6:24 am – 9:45 pm Saturday, 7:50 am – 6:45 pm
Route 15 (Esplanade/Lassen)	Chico Transit Center – Ceres/ Lassen	Monday – Friday, 6:50 am – 9:34 pm Saturday, 7:50 am – 6:34 pm
Route 16 (Esplanade/SR 99)	Chico Transit Center – Esplanade/SR 99	Monday – Friday, 6:55 am – 6:55 pm Saturday, 7:55 am – 5:55 pm
Route 17 (Park/Fair/Forest)	Chico Transit Center – Forest Xfer (Bank)	Monday – Friday, 7:30 am – 6:05 pm Saturday, 8:30 am – 6:05 pm
Route 20 (Chico – Oroville)	Chico Transit Center – Forest Xfer (Walmart) – Oroville Transit Center	Monday – Friday, 5:50 am – 8:00 pm Saturday, 7:50 am – 6:00 pm
Route 24 (Thermalito)	Oroville Transit Center – Thermalito	Monday – Friday, 6:34 am – 7:30 pm
Route 25 (Oro Dam)	Oroville Transit Center – Oroville Walmart	Monday – Friday, 6:12 am – 6:50 pm
Route 26 (Olive Highway)	Oroville Transit Center – Gold Country Casino – Oroville Hospital	Monday – Friday, 6:33 am – 6:21 pm
Route 27 (South Oroville)	Oroville Transit Center – Las Plumas High School	Monday – Friday, 7:10 am – 6:50 pm
Route 30 (Oroville – Biggs)	Oroville Transit Center – Gridley – Biggs	Monday – Friday, 7:45 am – 4:50 pm Saturday, 8:47 am – 5:00 pm
Route 32 (Gridley – Chico)	Biggs – Gridley – Durham – Chico Transit Center	Monday – Friday, two trips at 6:40 am (to Chico) and 5:20 pm (to Biggs)
Route 40	Downtown Chico – Paradise	Monday – Friday, 6:50 am – 7:20 pm Saturday, 9:50 am – 6:00 pm
Route 41	Downtown Chico – Paradise – Magalia (no service to Chico on Saturday)	Monday – Friday, 7:20 am – 6:24 pm Saturday, 9:45 am – 6:03 pm

Butte Regional Transit also operates B-Line Paratransit, a door-to-door service offering two types of paratransit service for eligible persons. ADA Paratransit Service is available for individuals who cannot use the fixed route system and are certified as ADA-eligible. A Dial-A-Ride service is available for seniors (70+). Both services operate Monday through Friday from 5:50 a.m. to 10:00 p.m., Saturday from 7:00 a.m. to 10:00 p.m., and Sunday from 7:50 a.m. to 6:00 p.m. Service does not operate on designated holidays.

ADA Paratransit and Dial-A-Ride reservations may be made seven days a week between the hours of 7:00 a.m. and 5:00 p.m. Requests may be scheduled up to seven days in advance. Same-day requests may be scheduled if available. Only four one-way trip reservations can be made per reservation call.

The primary service area for B-Line Paratransit is within three quarters of a mile of B-Line fixed routes within Chico, Oroville, and Paradise. Three supplemental service zones provide non-ADA service outside of these core areas on a space-available basis. Supplemental Zone 1 serves up to one mile outside the core service area. Supplemental Zone 2 serves one to two miles outside the core service area, and Supplemental Zone 3 serves two to three miles outside the core service area.

Exhibit 7.2 Demand-response Service Zone



The base one-way fare for local fixed-route service is \$2.00, and \$3.00 for regional service. Discounted fares are available for seniors (65+), persons with disabilities, and Medicare cardholders. Multi-ride and multi-day passes are also available. The base demand-response fare is \$4.00 per one-way trip. Higher fares are charged for same-day requests and travel into the supplemental zones. B-Line fixed-route and paratransit vehicles also accept Token Transit mobile payments.

Exhibit 7.3 Fixed-Route Fare Structure

Fare Category	Local Service	Regional Service
Cash Fare		
Regular	\$2.00	\$3.00
Discount (Senior/Disabled/Medicare/Youth 6-18)	\$1.00	\$1.50
Child (under 6, with fare-paying adult)	2 free	2 free
10-Ride Pass		
Regular	\$18.00	\$25.25
Discount (Senior/Disabled/Medicare/Youth 6-18)	\$9.00	\$12.50
All-Day Pass		
Regular	\$6.00	\$6.00
30-Day Pass		
Regular	\$50.00	\$66.50
Discount (Senior/Disabled/Medicare/Youth 6-18)	\$25.00	\$33.25
Transfers		
Regular/discount	Free	Free
Regional Fare Upgrade (additional charge)		
Regular		\$1.00
Discount (Senior/Disabled/Medicare/Youth 6-18)		\$0.50

Exhibit 7.4 Demand-Response Fare Structure

Fare Category	Core Service Area	Supplemental Zone 1	Supplemental Zone 2	Supplemental Zone 3
One-way trip	\$4.00	\$10.00	\$12.00	\$14.00
Same-day service request	\$6.00			
\$25 Value Card		\$25.00		

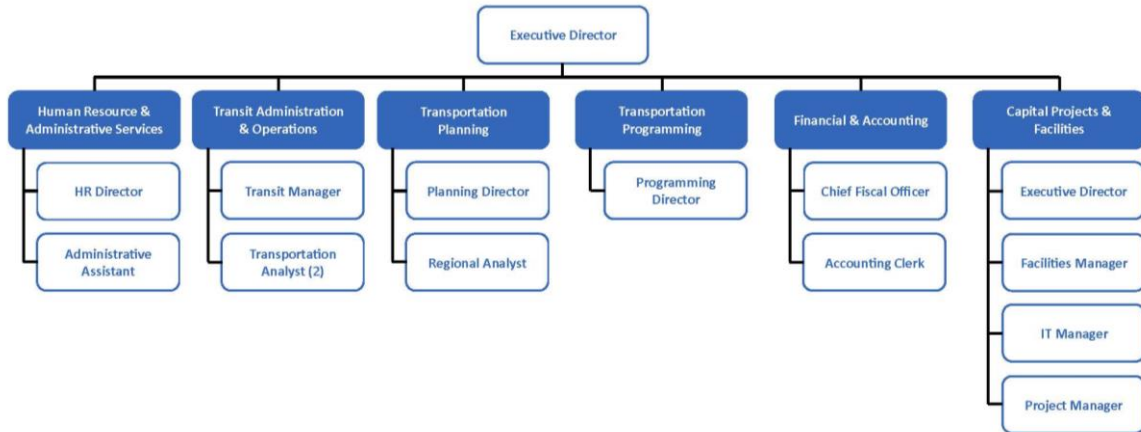
General Management and Organization

Operation of Butte Regional Transit (BRT) is managed by BCAG. BCAG staff oversee the contracted transit operator, Transdev, which has held the contract since July 2019. The current contract has extensions through the end of FY 2027/28.

BCAG's Transit Administration and Operations Department is primarily responsible for administration of the program. The Transit Manager and two Transportation Analysts regularly monitor the system's performance. The Executive Director currently oversees this department, but expects to step back and take a less active role with respect to transit in the next couple of years. The department is also supported by the Administrative Assistant. Staffing is appropriate and effective, with lines of reporting clearly defined.

BCAG feels that the current transit management team is one of the strongest they have had in quite some time. Each of the transit staffers (Transit Manager and Transportation Analysts) have been with the agency for three years and have been diligently working toward making transit better. The team feels it has improved its outreach efforts and is empowered to make changes for the better.

Exhibit 7.5 Organizational Chart



Quarterly reports are generated capturing ridership and other performance data, as well as calculate the farebox recovery ratio. These reports are used to identify historic trends and determine how the system is performing against expectations. Customer satisfaction indicators are also reviewed.

During the audit period, BCAG used several software platforms to monitor transit operations, including Streets, PASS, Listen, Genfare, and Token Transit. At the end of the audit period, BCAG entered into a contract with TripSpark Technologies to update its on-demand dispatch and tracking from PASS to Novus. It also entered into a contract with Token Transit to update the fare collection software for contactless payments. Technology implementation is ongoing.

During the audit period, service changes included elimination of a non-performing route, modification of a route to provide better coverage, consideration of the elimination of other under-performing routes, and development of two new services. Subsequent to the audit period (January 1, 2025), a fare increase was implemented for B-Line. This was the first fare increase since 2019.

The BCAG Board of Directors is the governing body for BRT. It is comprised of the five Butte County Supervisors and one city/town council representative from each of the five incorporated cities/towns. The Board meets the fourth Thursday of the month at 9:00 a.m. at the BCAG Board Room (326 Huss Dr., Building E, Suite 100, Chico). All meetings are open to the public and the location is ADA-accessible. Board meetings are held in person and live streamed via Zoom. During the audit period, BCAG introduced the B-Line Board Run Shuttle service on meeting days. The service departs the Chico Transit Center at 8:35 am and travels directly to the BCAG Board Room. It departs BCAG to return to the Chico Transit Center at 10:50 am.

The Board has expressed interest in the areas of intercity paratransit, non-emergency medical transportation (NEMT), and microtransit. One of the catalysts for this interest is the aging in place occurring throughout the county, as many seniors rely on public transportation as their ability to drive declines. Many of the transportation needs on paratransit are intercity, not within a single community. NEMT would address the needs of older residents as well as those with medical needs. Microtransit is expected to be effective in areas that are not effectively served by fixed-route service. In response, BCAG

is working to bring in new services and change some existing services in order to be more efficient and effective.

As the MPO, RTPA, and operator of BRT, BCAG and B-Line staff work very closely together on RTPA and transit-related items. At the monthly Transportation Advisory Committee meetings (hosted by BCAG), B-Line has a standing item on transit updates. Similarly, at the Social Services Transportation Advisory Council meetings (hosted by B-Line), BCAG staff frequently provides updates on MPO and RTPA activities. BCAG staff also coordinate with the City of Gridley as well as regional transit operators such as Glenn County and Yuba Sutter Transit. B-Line staff also work collaboratively with Caltrans regarding grants. BCAG is a member of CalACT, APTA, and CALCOG, and participated in various regional transit working groups on planning studies.

Service Planning

BCAG's Transit staff are responsible for short-range planning for B-Line. Staff utilize BRT's Annual Service Plan and Budget and Transit Asset Management Plan (TAM) to monitor its performance against its goals. Both documents are updated annually. Their goals and objectives are evaluated annually and transit staff meets monthly with its contractor, Transdev.

In 2023, BCAG completed its B-Line Routing Study. The purpose of the study was to identify changes in the environment that impact transit and mobility, including employment and commuting patterns, effects of recent wildfires, ongoing effects of the COVID-19 pandemic, and long-term societal trends, as well as changes in how transit services can/will be provided in the future. The Study was reviewed with planning and public works staff from each local jurisdiction, tribal staff, and the Local Agency Formation Commission.

The Study presented a routing plan based on several alternatives evaluated within the document. The routing plan was designed to improve the effectiveness of the transit program while remaining financially constrained. Various recommendations from the Routing Study have been implemented, including route adjustments, fare structure changes, and procuring software to improve the mobile ticketing system and on-demand paratransit scheduling software (that will also be used for microtransit). Staff is in the process of purchasing vans for microtransit service, which is expected to be introduced during FY 2025/26.

Other related plans prepared by BCAG during the audit period included the Non-Emergency Medical Transportation Study (2022), the Chico to Sacramento Inter-City Transit Strategic Plan (2022), the Zero Emission Bus Rollout Plan (2022), and the North Valley Passenger Rail Strategic Plan (2024).

Public participation activities are built into all major planning studies at various phases throughout each plan's development. B-Line advertises all outreach activities in English, Spanish, and Hmong. The most recent surveys were conducted as part of the B-Line Routing Study. Another survey is planned for 2025 as part of the B-Line Marketing Plan. Comments to the Board can be taken before meetings in person, over email, over the phone, or on physical comment cards if individuals are unable to attend the meeting in person or virtually.

During the audit period, BCAG has undertaken several transit-related capital projects. In order to support zero emission technology, underground electrical infrastructure has to be in place to serve the robust

charging needs of an electric vehicle fleet. BCAG/B-Line staff have completed the beginning phases of underground electrical infrastructure improvements at the Butte Regional Operations Center to accommodate the electric fleet. As of late February 2025, five GILLIG battery electric buses and chargers were on order. BCAG is also exploring hydrogen options for its Regional Operations Center.

Additionally, BCAG is in the process of completing construction of the Paradise Transit Center. This project consisted of grading, paving, utilities, demolition, landscaping and general civil work to construct bus bays, parking lots, pedestrian facilities, lighting, storm drain system, new transit shelters and storage building, and ancillary improvements for improved integration of public transportation in Paradise. As of the end of February 2025, this project was 99 percent complete.

Administration

The Chief Fiscal Officer and Transit Manager prepare the Annual Service Plan and Budget for BRT. The budget goes to the Board for approval. There is a quarterly review of budgeted versus actual revenues and expenditures, the results of which are presented to the Board. BCAG uses Workday to manage its financial data. Moving funds between budget categories, if necessary, requires a journal entry approved by the Chief Fiscal Officer.

Determining what grants to apply for depends on the organization's needs as well as what grants would be easy to utilize at that time. At present, the focus is on grants that allow BCAG to upgrade/revise the transit system and the current property/facility. Most recent discretionary grants have been capital grants that give BCAG the flexibility to invest in and upgrade what they have while bringing in new components (such as vehicles, electrical undergrounding, etc.). BCAG typically tries to steer away from grants that have specific criteria that would take a significant amount of work for them to fit into. Without a broad enough use of the funding, the grant can be burdensome to manage without a lot of gain.

Various staff handle different grants and different parts of the process (applications, compliance, reporting, etc.). Generally, the Chief Fiscal Officer is responsible for managing the cash flow in the grant and the Executive Director and Transit Manager manage the grant outcomes. BCAG has sufficient staffing for the number and type of grants it pursues.

Risk management and insurance are the responsibility of the Human Resources Department. Transdev maintains its own insurance. BCAG periodically reviews BRT's safety practices through the Public Transit Agency Safety Plan (ASP). While BCAG does not have its own emergency preparedness plan, it is mentioned in the County's plan. BRT has an agreement with the County to provide assistance with evacuations.

The operations and maintenance contract with Transdev is the only transit-related contract managed by BCAG. Facility management (including bus stops) is the responsibility of the Executive Director, Transit Manager, and Transdev's General Manager.

Payroll is handled by Butte County. Timesheets are submitted biweekly and signed by the employee and a manager. Payroll is managed with Paylocity software. All BCAG employees utilize direct deposit. Transdev employees use a timeclock to record their work time. Timeclock data is reviewed by HR and the

General Manager before payroll is processed. Approximately 96 percent of Transdev employees utilize direct deposit.

BCAG invoices are typically not provided to Accounts Payable before transactions are complete and provision of goods and services is confirmed. The Chief Fiscal Officer will follow up on any invoice where it is not clear if the transaction is complete.

BCAG has a general procurement manual as well as one specifically for BRT. All procurement practices conform to FTA and state and local requirements. Staff attend FTA procurement webinars to ensure compliance with FTA requirements. Good and services, professional services, and sole source procurements up to \$50,000 may be approved at the Director level, along with public works/construction projects up to \$150,000 and equipment more than 10 percent of the bid price. Other purchases must be approved by the BCAG Board.

Marketing and Public Information

The B-Line website (blinetransit.com) and service brochures are BRT's primary service information tools. The system map brochure is available on all buses, at all tabling events, and at local businesses and community locations (library, Public Works, municipal offices, etc.). BCAG also uses Facebook, X, and Instagram to communicate service holidays, service interruptions, major schedule or fare changes, or other information/events users should know about. Newspaper advertisements are used for notification of public hearings and recruitment for the SSTAC. During the audit period, B-Line also advertised using produced television commercials that ran on local stations.

There has been a priority on increasing B-Line's attendance at outreach events in Chico, Oroville, and Paradise, as well as at events targeting Hmong, Latino, Black, senior, disabled, and unhoused populations. Some of these community events include the Chico Farmer's Market, Oroville Salmon Festival, Red Suspenders Day, and CSU Orientation. B-Line also coordinates regularly with non-profit organizations.

BCAG is currently working with a consultant to create a three-year Marketing Plan/Strategy for BRT. It has conducted marketing campaigns specific to hearings, workshops, and recruitment to the SSTAC. The social media promotion regarding the unmet transit needs process and fare increase generated a number of community comments.

Real-time information, trip planning, and contactless fare payment are available through the planmyride.blinetransit.com website, which is operated through TripSpark and Token Transit.

B-Line staff have regular contact with employers and schools and make themselves available upon request. In Fall 2024, staff began emailing contacts at Chico State before the start of each semester making themselves available to attend on-campus events to connect with students. Several events were booked based on this outreach.

Customer calls citing complaints or service suggestions/requests are logged. Staff record the caller's name and contact information if the complainant allows it, as well as the date, time, and event description details. Resolution of the complaint is also logged as applicable. B-Line does not currently have a stated policy on time for resolution unless a complaint falls into a regulatory statute such as ADA or Title VI.

Customer feedback from regular B-Line users indicates that drivers are perceived as courteous and helpful, but that the service does not always meet users' location or timing needs. There is also a perception by non-regular B-Line users that the service is primarily used as a last resort or can be unsafe.

Scheduling, Dispatch, and Operations

Operation of the B-Line service has been contracted to Transdev since 2019. The workforce is represented by Teamsters Local 137. At the time of the site visit, Transdev employed 60 full-time drivers (45 fixed-route and 15 paratransit). This is considered fully staffed. There was also one part-time driver who preferred a part-time schedule and was used to fill a part-time shift as well as provide coverage.

Transdev drivers bid on shifts four times each year based on seniority. Many drivers are cross-trained on both fixed-route and demand-response services. Some senior paratransit drivers do not have an air brake endorsement and are only able to drive the paratransit vehicles. An extra board is used to cover planned and unplanned absences. If there is not sufficient coverage from the extra board for planned absences, the work is posted and awarded by seniority. For unplanned absences, off-duty drivers are contacted, or dispatchers and road supervisors may drive if the absences cannot be covered by the extra board.

Dispatch is located in the BRT administrative building. Transdev staffs dispatchers, customer service representatives, and all customer-facing personnel.

All vehicles are equipped with GFI fareboxes that can only be opened when dumping into the vault. Vehicles are probed by utility workers at the end of the day. At that time money is dumped into a secure vault in the money room. The counting room is locked and has cameras. Counting is done by two members of the management team and compared to totals recorded by the fareboxes. Fares are transported to Treasury by two individuals when there are six money bags. Online fares are deposited by Token Transit directly into the County bank account for transit.

Personnel Management and Training

Transdev is currently recruiting enough drivers to meet its needs. When recruitment is needed, it uses advertisements, social media, and word of mouth. Recently, advertisements have been the most effective method. The Transdev HR department acts as the local recruiter. Transdev offers referral bonuses to existing employees as well as retention bonuses to new employees. Full training is provided.

Ride-along and trail evaluations are done at regular intervals; at 30 and 60 days for new employees and annually thereafter. Road supervisors and operator trainers are responsible for training new and existing drivers. They possess LLLC certificates issued by Transdev. Transdev has an in-house DMV tester for commercial license testing.

Turnover at B-Line is low compared to Transdev's company average; about 10 percent each voluntary and involuntary turnover. Turnover tends to be highest during the first year of an employee's tenure and the likelihood drops every year after. The most often-cited reason is the schedule for new hires, which typically involves split shifts and/or weekends. Transdev offers an attendance bonus as an incentive as well as other motivational activities such as celebrating anniversaries and birthdays and providing occasional catered lunches to celebrate performance metrics such as safety.

Transdev provides a dedicated local Safety Manager, who oversees the safety program. Safety and training activities include safety meetings, evaluations, disaster preparedness, occupational health and safety, etc. Monthly safety meetings include a mix of local topics and those identified by the corporate office.

The Transdev employee handbook and Teamsters Collective Bargaining Agreement (CBA) dictate all disciplinary actions, including progressive discipline. The CBA also sets forth wages as well as benefits for full-time employees, including paid holidays, medical/dental/vision insurance, funeral leave, paid time off, pension, jury duty, boot and tool reimbursements (for mechanics), and bonuses for ASE certification and attendance/safety. Part-time employees who work 80 hours per month qualify for health insurance. All union employees are pension-eligible.

Maintenance

BCAG owns the transit operations and maintenance facility. Transdev provides all maintenance services within the facility, which only services B-Line vehicles and Transdev-owned non-revenue vehicles used to support the operation. Transdev utilizes RTA fleet management and maintenance software. Preventive maintenance is completed according to company standards, BCAG standards, and OEM recommendations. The size of the maintenance staff is appropriate for the amount of work available, and there is no backlog of repairs/preventive maintenance.

Compliance with the preventive maintenance schedule can be easily evaluated within RTA. Maintenance does not conflict with regular vehicle use. Warranty work is effectively identified and generally done in a timely manner. Transdev tends to send out engine and transmission work to Cummins and Valley Power due to the time involved and the specialized tools and skills required.

One of the biggest challenges with the current fleet has been a low number of spares. This has been mitigated as new buses are put into service. This is one lingering impact of the COVID-19 pandemic; some buses that were on order took a long time to be delivered.

A lock out/tag out process is used to ensure unsafe vehicles are not put into service. Downed vehicles are also listed on the bus board. Repairs on the most critically needed vehicles are prioritized. However, it has not been uncommon for a bus to be down for months while waiting for parts or repairs from outside vendors. BRT took delivery of six vehicles in Summer 2024, four of which needed repairs before they could be put into service. At the time of the site visit, those repairs were finally able to be addressed and the vehicles placed into service. Improving the spare ratio puts less stress on the system when a vehicle has to be down for a lengthy period of time.

The facility has a well-stocked and secured parts room. Shop staff have access to the parts room, and parts are tracked through the RTA system. Targeted inventory and reorder levels have been established for common and high usage items. There have been occasional issues obtaining certain types of parts due to supply chain issues.

There is good coordination between dispatch and maintenance, which are located within the same maintenance and operations facility. No other contracts are operated out of the facility.

Exhibit 7.6 B-Line Transit Fleet

Bus #	Year	Make/Model	Length	Fuel	PAX/WC	Mileage (6/30/2024)	Mode
1103	2011	GILLIG/BRT	35'	DIESEL	38/2	485,498	Fixed-route
1104	2011	GILLIG/BRT	35'	DIESEL	38/2	496,872	Fixed-route
1105	2011	GILLIG/BRT	35'	DIESEL	38/2	489,846	Fixed-route
1106	2011	GILLIG/BRT	35'	DIESEL	38/2	474,459	Fixed-route
1301	2013	FORD / E-450	25'	GASOLINE	8/3	184,111	Paratransit
1302	2013	FORD / E-450	25'	GASOLINE	8/3	183,749	Paratransit
1303	2013	FORD / E-450	25'	GASOLINE	8/3	206,526	Paratransit
1306	2013	FORD / E-450	25'	GASOLINE	8/3	213,397	Paratransit
1307	2013	FORD / E-450	25'	GASOLINE	8/3	212,445	Paratransit
1308	2013	FORD / E-450	25'	GASOLINE	8/3	191,046	Paratransit
1309	2013	FORD / E-450	25'	GASOLINE	8/3	212,957	Paratransit
1310	2013	FORD / E-450	25'	GASOLINE	8/3	215,067	Paratransit
1311	2013	FORD / E-450	25'	GASOLINE	8/3	209,200	Paratransit
1313	2013	FORD / E-450	25'	GASOLINE	8/3	187,115	Paratransit
1314	2013	FORD / E-450	25'	GASOLINE	8/3	195,138	Paratransit
1401	2014	GILLIG/BRT	40'	DIESEL	38/2	433,331	Fixed-route
1402	2014	GILLIG/BRT	40'	DIESEL	38/2	430,669	Fixed-route
1403	2014	GILLIG/BRT	40'	DIESEL	38/2	295,297	Fixed-route
1404	2014	GILLIG/BRT	40'	DIESEL	38/2	399,141	Fixed-route
1405	2014	GILLIG/BRT	40'	DIESEL	38/2	356,775	Fixed-route
1406	2014	GILLIG/BRT	40'	DIESEL	38/2	382,523	Fixed-route
1701	2017	GILLIG/BRT	40'	DIESEL	38/2	319,482	Fixed-route
1702	2017	GILLIG/BRT	40'	DIESEL	38/2	303,533	Fixed-route
1703	2017	GILLIG/BRT	40'	DIESEL	38/2	371,520	Fixed-route
1704	2017	GILLIG/BRT	40'	DIESEL	38/2	376,601	Fixed-route
1705	2017	GILLIG/BRT	40'	DIESEL	38/2	381,845	Fixed-route
1706	2017	GILLIG/BRT	35'	DIESEL	32/2	212,428	Fixed-route
1707	2017	GILLIG/BRT	35'	DIESEL	32/2	228,225	Fixed-route
1708	2017	GILLIG/BRT	35'	DIESEL	32/2	226,377	Fixed-route
1709	2017	GILLIG/BRT	35'	DIESEL	32/2	219,180	Fixed-route
1710	2017	GILLIG/BRT	35'	DIESEL	32/2	229,523	Fixed-route
1711	2017	GILLIG/BRT	40'	DIESEL	38/2	336,132	Fixed-route
1712	2017	GILLIG/BRT	40'	DIESEL	38/2	300,520	Fixed-route
1713	2017	GILLIG/BRT	40'	DIESEL	38/2	236,546	Fixed-route
1801	2018	FORD / E-450	25'	GASOLINE	8/3	116,665	Paratransit
1802	2018	FORD / E-450	25'	GASOLINE	8/3	106,179	Paratransit
1803	2018	FORD / E-450	25'	GASOLINE	8/3	123,851	Paratransit
1804	2018	FORD / E-450	25'	GASOLINE	8/3	108,322	Paratransit
1805	2018	FORD / E-450	25'	GASOLINE	8/3	110,724	Paratransit

Bus #	Year	Make/Model	Length	Fuel	PAX/WC	Mileage (6/30/2024)	Mode
1806	2018	FORD / E-450	25'	GASOLINE	8/3	101,344	Paratransit
2001	2020	GILLIG/BRT	40'	DIESEL	38/2	227,399	Fixed-route
2002	2020	GILLIG/BRT	40'	DIESEL	38/2	296,637	Fixed-route
2003	2020	GILLIG/BRT	40'	DIESEL	38/2	208,780	Fixed-route
2004	2020	GILLIG/BRT	40'	DIESEL	38/2	243,322	Fixed-route
2005	2020	GILLIG/BRT	35'	DIESEL	32/2	167,861	Fixed-route
2006	2020	GILLIG/BRT	35'	DIESEL	32/2	153,709	Fixed-route
2101	2021	FORD / E-450	25'	GASOLINE	8/3	74,633	Paratransit
2102	2021	FORD / E-450	25'	GASOLINE	8/3	73,616	Paratransit
2103	2021	FORD / E-450	25'	GASOLINE	8/3	78,598	Paratransit
2104	2021	FORD / E-450	25'	GASOLINE	8/3	68,651	Paratransit
2105	2021	FORD / E-450	25'	GASOLINE	8/3	79,997	Paratransit

B-Line fleet as of June 30, 2024.

Chapter 8 | Findings and Recommendations

Conclusions

Moore & Associates finds Butte Regional Transit to be in compliance with the requirements of the Transportation Development Act. In addition, the entity generally functions in an efficient, effective, and economical manner.

Findings

Based on discussions with Butte Regional Transit staff, analysis of program performance, and an audit of program compliance and function, the audit team presents no compliance findings.

The audit team has identified one functional finding. While this finding is not a compliance finding, the audit team believes it warrants inclusion in this report:

1. There has been discussion with the City of Gridley about consolidating its Feather Flyer service into the B-Line service.

Program Recommendations

In completing this Triennial Performance Audit, the auditors submit the following recommendations for the BRT's public transit program. They are divided into two categories: TDA Program Compliance Recommendations and Functional Recommendations. TDA Program Compliance Recommendations are intended to assist in bringing the operator into compliance with the requirements and standards of the TDA, while Functional Recommendations address issues identified during the audit that are not specific to TDA compliance. Each finding is presented with the elements identified within the 2011 *Government Auditing Standards* as well as one or more recommendations.

Given there are no compliance findings, only functional findings and recommendations are provided below.

Functional Finding 1: There has been discussion with the City of Gridley about consolidating its Feather Flyer service into the B-Line service.

Criteria: One of the functional areas for transit operators identified in Caltrans' *Performance Audit Guidebook* is Service Planning. This includes short-range planning and strategic planning.

Condition: BCAG, in its function both as the RTPA and the administrator of Butte Regional Transit (BRT), has recently engaged in discussions with the City of Gridley regarding the consolidation of its Feather Flyer service into the regional B-Line transit service operated by BRT. However, the City is still exploring its options with respect to continuing to operate the service. The City is proud of its local transit program and the service it provides to its residents.

Cause: Staffing changes in the City of Gridley’s Finance Department have led to some difficulties in effectively managing the City’s transit program. In addition, development in the community may require an increased level of transit service from the City.

Effect: If the City does not choose to continue operating the service, BRT would likely be called upon to provide a comparable level of service in Gridley in addition to its inter-city service connecting Gridley with Oroville and Chico.

Recommendation: Work with the City of Gridley to determine its needs and interest in consolidating the Gridley Feather Flyer into the B-Line service.

Recommended Action: Should the City choose consolidation with B-Line, BCAG (as the RTPA and administrator of BRT) should work with the City to identify mutually agreed-upon service parameters and a timeline for implementation.

Timeline: FY 2025/26.

Anticipated Cost: Unknown.

Management Response: BRT has actively engaged the City of Gridley regarding its service. Gridley has expressed an interest in keeping its service and understands if it is unable to deliver the service as intended, in an efficient manner, it will actively seek BRT to administer the service. The City of Gridley currently has engaged and committed leadership to look at its service and determine through FY 2025/26 if it is able to effectively continue to deliver the service on its own. We agree with the City’s commitment and desire to continue operating its service independently and have indicated our availability for them as needed to assist in any way possible. Thus far, BRT staff have provided assistance to Gridley in developing service zone mapping that will allow the City to expand the service to more dependent populations within and adjacent to the immediate city centers of Gridley and Biggs.

Exhibit 8.1 Audit Recommendations

Functional Recommendations		Importance	Timeline
1	Work with the City of Gridley to determine its needs and interest in consolidating the Gridley Feather Flyer into the B-Line service.	High	FY 2025/26