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**FY 2009-2011
Triennial Performance Audit
of Mountain Area Regional
Transit Authority**

**Submitted to San Bernardino
Associated Governments**

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PMC[®]


 **CH2MHILL**

PATTI POST & ASSOCIATES

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Executive Summary

The San Bernardino Associated Governments (SANBAG) engaged the PMC consultant team to conduct the Transportation Development Act (TDA) triennial performance audit of the six public transit operators under its jurisdiction. The performance audit serves to ensure accountability in the use of public transportation revenue. This performance audit is conducted for the Mountain Area Regional Transit Authority (MARTA) covering the most recent triennial period, fiscal years 2008-09 through 2010-11.

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 MARTA.

Compliance with TDA Requirements

MARTA has complied with most of the applicable TDA requirements with the exceptions of meeting the required farebox ratio in each audit year, and a finding regarding the late submission of the State Controller's Reports and annual fiscal and compliance audits. Responsibility for submittal of the annual fiscal audit and State Controller Report lies with the SANBAG auditor, which operates independently of MARTA. The FY 2011 financial reporting was delayed due to certain findings made by the previous fiscal auditor and subsequent discussions of the findings with MARTA management. Two additional compliance requirements did not apply to MARTA (e.g., rural/urban farebox recovery ratios and serving an urbanized area).

Status of Prior Audit Recommendations

This section reviews MARTA's actions to implement five prior audit recommendations. Three of the five prior audit recommendations were fully implemented, while two were partially implemented and are carried forward in this audit for full compliance. The two recommendations pertain to development of performance targets for each transit mode using the updated COA standards, and enhanced on-time performance tracking.

System Performance Trends

1. Operating costs systemwide remained flat with a 0.4 percent increase over the past three years. Fixed route operating costs increased by 11 percent but in contrast DAR costs decreased nearly by 11 percent. The trends by mode could be attributed in part to passenger response to the 2010 fare increase, the implementation of route efficiencies and a new labor contract. The new labor contract included a wage freeze, the elimination of a \$400 medical stipend, targeted layoffs, and limited holiday pay. Administrative wage freezes and reductions in holiday pay were also implemented.
2. Operating cost per passenger increased 23.6 percent systemwide. Cost per passenger increased 26.6 percent on fixed route and 63.7 percent on DAR. The trend for DAR ridership shows a decline, although costs declined at a lower rate relative to ridership.
3. Ridership decreased by nearly 19 percent systemwide during the audit period. Fixed route passengers decreased by 12.3 percent and DAR ridership declined by 45.6 percent. Ridership experienced the greatest decline in FY 2011 due primarily to the fare increase when there was a decrease to 135,273 passengers from a high of 158,949 in FY 2009. DAR also exhibited a significant decline in ridership from 29,857 passengers in FY 2009 to 17,563 in FY 2011, the result of the fare increase on the DAR and for riders who might have moved on to the fixed route.
4. Passengers per hour decreased nearly 16 percent systemwide and nearly 21 percent for fixed route. DAR passengers per hour decreased by 26 percent from 2.8 riders per hour in FY 2008 to 2.0 riders per hour in FY 2011. The decline in ridership outpaced the decline in revenue hours, which indicates a downward trend in passenger trips.
5. In spite of declining ridership, the fare recovery ratio over the past three years increased for both modes. Farebox for fixed route increased 13.3 percent while DAR increased by 6.72 percent. The overall increase systemwide was just over 15 percent. This is attributed to the fare increase implemented in FY 2010. MARTA's farebox has shown improvement from its low of 9.59 percent in FY 2009. In addition to the fare increase and restructuring, the cost of providing the service has been defrayed by reduced labor costs and the implementation of route efficiencies.

Functional Review

1. MARTA management made strides to unify and enhance the agency's organizational culture by improving communication between the Big Bear and Crestline facilities, consolidating dispatch functions, cross training and providing a greater management presence at Crestline.
2. MARTA increased and streamlined fares in FY 2010 as per a SANBAG recommendation. The number of fare zones was reduced and fares were raised for most major categories.

The senior/disabled fare was raised to \$2.50 on dial-a-ride, the Big Bear local bus fare was raised from \$1.00 to \$1.50 and the OTM fare was raised from \$7.00 to \$10.00. MARTA may consider implementing a mileage-based fare structure in FY 2014.

3. Dispatch operations systemwide have been largely consolidated in Crestline, which handles large call volumes. Dispatch is conducted in Big Bear on Sunday. The Crestline facility is equipped with GPS and video camera access of the Big Bear facility. Cellular phones supplement radio communications between dispatch and drivers. Camera systems were also installed on the vehicles during the audit period.
4. Although outside the audit period, the draft 2012-16 Short-Range Transit Plan (SRTP) for MARTA was released in May 2012. This latest SRTP also serves as a Comprehensive Operational Analysis (COA) for MARTA. The latest SRTP/COA recommends further adjustments to the fare structure by reducing the number of fare zones, introducing new fare media for local Big Bear Valley routes and having more equitable OTM fares.
5. MARTA has taken steps to increase its visibility through updates to its marketing collateral and possible rebranding considerations. The COA's marketing strategy emphasized increased visibility for MARTA through rebranding and a name change to Mountain Transit. The MARTA Riders Guide was updated in March 2010 to reflect the new route alignments and fare increases.
6. The former Assistant General Manager, who retired in August 2012, was stationed at Crestline twice weekly during the audit period as part of building the cohesion between the two operations facilities. The Operations Supervisor/Trainer at Crestline was selected to serve as the acting Assistant General Manager during the transition.
7. Non-exempt employees are represented by Teamsters Local 572 based in Carson, California. In an effort to control costs, there were some layoffs and benefit concessions made during the audit period. The provisions of the July 2010 MOU included limiting the number of paid holidays to Thanksgiving and Christmas Day, eliminating the \$400 medical stipend and overtime for the 6th day, and a wage freeze.
8. MARTA is a recipient of federal grants under the FTA Section 5311 funding formula for rural area operators. In addition, an FTA Section 5311(f) intercity grant is applied towards supporting the Big Bear OTM service, funding about half of operating costs. MARTA was also awarded an FTA Section 5316 JARC grant for the RIM service realignment.

Recommendations

Performance Audit Recommendation	Background	Timeline
#1 Develop on-time performance calculation methodology	MARTA is to be commended for using a pre-printed daily performance log for each of its services to track when buses arrive at timed stops. Dispatchers check off the times along routes during driver call-ins and other communication to record on-time performance. The logs are then maintained in a binder and kept in the office for reference. A sample review of logs, however, indicates that this tracking is not conducted on a consistent basis, likely because of other priorities at hand. Also, when the logs are filled out, there is no calculation methodology to translate the rate of on-time performance relative to the number of possible observations. This is often expressed as an on-time percentage, which is typically compared to a goal. It is recommended that MARTA increase its completion of tracking on-time observations in the performance logs or via its GPS, and then taking a representative sample to develop a percentage of on-time trips. This method can be integrated with the next recommendation.	High Priority
#2 Enter on-time performance data into TransTrack.	With the increased utilization of TransTrack as a central data collection source and monitoring tool, certain measures have yet to be tracked. One such measure pertains to on-time performance. Although on-time performance is tracked through several means such as having drivers call-in to the dispatchers at key time points, using GPS and sampling driver sheets, entering this information into TransTrack regularly would help validate schedule adherence in light of route conditions while enhancing the TransTrack dashboard.	High Priority
#3 Develop performance targets for each transit mode using the updated MARTA Comprehensive Operations Analysis standards as a reference.	This recommendation is carried over from the prior audit due to partial compliance. During the audit period, MARTA focused more on systemwide aggregate data and was able to develop and implement its own measures. Modes were tracked separately, but performance targets were not set for each mode. MARTA indicated that the 2007 targets were not applicable and that it did not have sufficient resources to fully implement the steps to reach the targets based on modes. Nevertheless, the adoption of the 2012-2016 SRTP/COA includes more attainable benchmarks by mode which MARTA will actively track.	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 San Bernardino Associated Governments (SANBAG) engaged the PMC consultant team to conduct the Transportation Development Act (TDA) triennial performance audit of the six public transit operators under its jurisdiction in San Bernardino County. This performance audit is conducted for Mountain Area Regional Transit Authority (MARTA) covering the most recent triennial period, fiscal years 2008-09 through 2010-11.

The purpose of the performance audit is to evaluate MARTA'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 city's compliance with the conditions specified in the California Public Utilities Code (PUC). This task involves ascertaining whether the city is meeting the PUC's reporting requirements. Moreover, the audit includes calculations of transit service performance indicators and a detailed review of the transit administrative functions. From the analysis that has been undertaken, a set of recommendations has been made which is intended to improve the performance of transit operations.

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

Overview of the Transit System

MARTA covers a 640 square mile service area that encompasses the mountain communities of San Bernardino County. MARTA was created in December 1993 as a Joint-Powers Authority (JPA) between the City of Big Bear Lake and the County of San Bernardino. The purpose of MARTA is to provide coordinated public transit services to the "Rim of the World" (RIM) mountain communities of Running Springs, Crestline, Lake Arrowhead, and Blue Jay, and the Big Bear Valley, with connections to San Bernardino.

The JPA is governed by a five-member board consisting of two elected officials from Big Bear Lake (or their designee), two members from the County Board of Supervisors (or their designee,

representing the Second and Third Districts), and one member-at-large who is selected by a majority of the other members. The at-large member serves for a term of two years.

An amendment to the JPA was adopted in July 2003 to compensate Board members for their attendance at regular or special meetings to be consistent with other County Boards, Commissions and Committees, and the County Airports Commission. The amendment includes compensation not to exceed the amount of stipend contained in the County of San Bernardino Code salary ordinance relating to these meetings. A second amendment to the JPA was adopted in July 2009 between the County and the City of Big Bear Lake that reduced the length of time to submit the MARTA annual budget for review from 45 days to 30 days in advance of the MARTA Board's public hearing and final budget adoption.

A demographic snapshot of key cities and Census-designated Places (CDPs) within the MARTA service area is presented below in Table I-1:

**Table I-1
MARTA Service Area Demographics**

City/CDP	2010 US Census Population	Change from 2000 US Census	Population 65 years & older	Land area (in square miles)
Big Bear City CDP	12,304	112.9%	14.4%	31.95
Big Bear Lake	5,019	-7.7%	20.4%	6.35
Crestline	10,770	5.4%	12.1%	13.84
Lake Arrowhead	12,424	39.1%	14.0%	17.73
Running Springs	4,862	-5.1%	11.1%	4.20

Source: 2010 U.S. Census

The City of Big Bear Lake is the only incorporated city in MARTA's local service area. Big Bear Lake is a charter city incorporated in 1980 and has a council-manager form of government. The 2012 population is estimated to be 5,088 as reported by the State Department of Finance. The unincorporated communities within MARTA's local service area include Big Bear City, Crestline, Lake Arrowhead and Running Springs.

Approximately 92 percent of MARTA's ridership is transit dependent. This is attributed to the higher than average poverty and unemployment rates amongst the year-around population. Winter tourism is a mainstay of the local economy, which only provides for seasonal employment. The MARTA ridership market is also affected by local home ownership in which about half the residences in the Big Bear area are considered second homes, thus not housing potential riders.

System Characteristics

MARTA operates three types of transit services: local fixed route, dial-a-ride, and Off the Mountain (OTM) service into the San Bernardino Valley for connecting trips to Greyhound, Omnitrans and Metrolink. The local fixed routes comprise the Big Bear Valley Route, the Big Bear Valley Express, and the Lake Arrowhead/Crestline routes. The Lake Arrowhead/Crestline route,

previously one continuous route, was split into two separate routes in 2009. Big Bear local fixed route service operates seven days a week, with abbreviated service on Sundays. There is no weekend service on the local Lake Arrowhead/Crestline routes. The Big Bear Valley Express operates on weekdays only.

MARTA's OTM service connects the mountain communities with major stops in San Bernardino, such as Metrolink, Greyhound, Transit Center and St. Bernadine Medical Center, as well as other stops along the way. This service runs Monday through Saturday with two trips from Big Bear and four trips from Crestline/Lake Arrowhead.

MARTA's fixed route services during the audit period are described in detail in Table I-2.

**Table I-2
MARTA Fixed Route Services**

Route Number	Route Description	Frequency/Operation	Key Time points
1	Big Bear Valley	Hourly (Monday through Saturday from 6:15 a.m. to 6:30 p.m. and Sunday 8:30 a.m. to 6:30 p.m.)	<ul style="list-style-type: none"> ▪ Boulder Bay ▪ The Village ▪ Hospital ▪ Bear Mountain ▪ K-Mart ▪ Interlaken Shopping Center ▪ Stater Brothers ▪ Sugarloaf ▪ Erwin Lake
1A	Big Bear Valley	Hourly (Monday through Friday from 10:00 a.m. to 4:00 p.m.)	<ul style="list-style-type: none"> ▪ Mountain Meadows ▪ The Village ▪ Hospital ▪ Interlaken Shopping Center ▪ Stater Brothers ▪ Senior Center ▪ Gold Mountain
2	Rim Area: Lake Arrowhead-Valley of Enchantment (VOE)	Hourly (Monday through Friday from 6:15 a.m. to 10:45 a.m. and from 12:50 p.m. to 5:45 p.m.)	<ul style="list-style-type: none"> ▪ VOE Mobile Home Park ▪ Cedar Pines ▪ Top Town ▪ Goodwin's Market ▪ Twin Peaks ▪ Rim of the World ▪ Blue Jay ▪ Lake Arrowhead Village
4	Rim Area: Lake Arrowhead- Running Springs	Hourly (Monday through Friday from 6:50 a.m. to 12:50 p.m. and from 2:30 p.m. to 6:00 p.m.)	<ul style="list-style-type: none"> ▪ Mountain Community Hospital ▪ Lake Arrowhead Village ▪ Sky Forest ▪ Village Market ▪ Running Springs
OTM	Off the Mountain –	Monday through Saturday	<ul style="list-style-type: none"> ▪ Lake Arrowhead

Route Number	Route Description	Frequency/Operation	Key Time points
	Lake Arrowhead/Crestline (Rim Service)	(four roundtrips on weekdays, two roundtrips on Saturday)	<ul style="list-style-type: none"> ▪ Blue Jay ▪ Rim Forest ▪ Crestline ▪ Metrolink (San Bernardino) ▪ Greyhound (San Bernardino) ▪ Transit Mall ▪ St. Bernardines Med. Ctr.
OTM	Off the Mountain – Big Bear Valley	Monday through Saturday (three roundtrips on weekdays, two roundtrips on Saturday)	<ul style="list-style-type: none"> ▪ Big Bear Lake ▪ Snow Valley ▪ Arrowbear ▪ Running Springs ▪ Metrolink (San Bernardino) ▪ Greyhound (San Bernardino) ▪ Transit Mall ▪ St. Bernardines Med. Ctr.

Source: MARTA

The transit system operates year-round but does not operate on the following holidays: New Year's Day, Independence Day (observed), Thanksgiving and Christmas. Limited service schedule are operated on Martin Luther King Day (observed), Presidents' Day, Memorial Day, and Labor Day. Service may be limited or cancelled due to inclement weather conditions. MARTA's office provides bus status and service information.

Dial-a-Ride

In addition to the fixed route services described, MARTA offers dial-a-ride services. Dial-a-ride covers the same area as the local fixed route service. There are no OTM dial-a-ride services; although a dial-a-ride vehicle will drop a passenger off at the nearest bus stop. Dial-a-ride service is available for seniors and disabled persons living within ¼ mile beyond a MARTA fixed route and to anyone living more than ¼ mile beyond the fixed route. All other passengers must use MARTA's fixed route service. Dial-a-ride passengers are advised to call for service at least two hours prior to requested pickup time; although 24 hours advance notice is preferred. Appointments for return trips should be made at the time of initial appointment when possible. MARTA's dial-a-ride services are outlined in Table I-3.

**Table I-3
MARTA Dial-a-Ride Services**

Dial-a-Ride Service	Operation
Big Bear Valley	Monday through Saturday: 6:00 a.m. to 7:30 p.m. Sunday: 6:00 a.m. to 6:30 p.m.
Rim/Crestline (Cedar Pines to Running Springs, serving Blue Jay, Lake Arrowhead, and Running Springs)	Monday through Friday: 7:00 a.m. to 6:00 p.m.

Crestline	Saturday: 9:00 a.m. to 5:00 p.m.
Lake Arrowhead	Saturday: 10:00 a.m. to 4:00 p.m.
Running Springs	No Weekend Service
Green Valley Lake	Tuesdays and Thursdays only, first available pickup at 9:45 a.m. Return trips are scheduled according to availability.

Source: MARTA

Due to both the mountain topography and expansive service area, MARTA has two operations facilities: one in Big Bear Valley to the east and the other in Crestline to the west (known as the RIM Facility). The administrative functions are primarily conducted from the Big Bear facility although some of the accounting functions for RIM services are located in the Crestline facility.

MARTA is also part of the Mountain Mutual Aid Association that plans and prepares for disasters such as fire, snow and flood. Assistance provided by MARTA during a crisis is reimbursed by the Federal Emergency Management Agency (FEMA) through payments to the County.

Fares

MARTA's fare structure is reflective of its broad and diverse service area. Fixed route and dial-a-ride fares for the Big Bear Valley services are fixed; whereas for the RIM and OTM services, the fare structure is comprised of zones. A fare increase took effect in 2010, which raised the Big Bear Valley fixed route fare from \$1.00 to \$1.50; the Big Bear Dial-a-Ride senior/disabled fare from \$0.50 to \$2.50; and the OTM fare from \$7.00 to \$10.00. In addition, the number of fare zones was reduced from four to three and boarding fees were also eliminated during the period. The fare structure during the audit period is shown in Table I-4.

**Table I-4
MARTA Fare Schedule**

Local Fixed Route	Adult	Senior/ Disabled
Big Bear Valley (<i>per trip</i>)	\$1.00	\$0.75
RIM Service (<i>per zone</i>)	\$1.00 per zone	\$0.50 per zone
Big Bear Passes		
10-Ride Pass	\$13.50	\$6.75
RIM Passes		
10-Zone Pass	\$9.00	\$4.50
Off the Mountain (OTM) Services		
One-Zone	\$2.50	\$1.25
10-Zone Pass	\$15.00	\$7.50

Dial-a-Ride	Adult	Senior/ Disabled
Big Bear	\$5.00	\$2.50
RIM Service	\$3.00 first zone + \$1.50 each additional zone	\$1.50 per zone + \$0.75 each additional zone
Big Bear Passes		
10-Ride	\$45.00	\$22.50
RIM Passes		
10-Zone	\$13.50	\$6.75

Source: MARTA

Fleet

There were 25 vehicles in the total fleet during the audit period, as shown in TransTrack. The average age of vehicles in the MARTA fleet is 3.56 years. Some vehicles were converted from propane to diesel fuel which has cut down on vehicle failures. As such, MARTA removed its onsite propane fueling pumps.

Table I-5 shows the vehicle fleet and service type.

**Table I-5
MARTA Fleet**

Year	Manufacturer	Quantity	Fuel type	Service Type	Seating Capacity
2004	Trolley Freightliner	1	Diesel	Fixed-Route	30
2006	Ford Aerotech E450	3	Gasoline	Fixed-Route/DAR	12
2006	Ford Aerotech E450 Type II	2	Gasoline	Fixed-Route/DAR	12
2008	Ford E450 Starcraft Type II	3	Gasoline	Fixed-Route/DAR	13
2008	Ford Starcraft Type III	1	Gasoline	Fixed-Route/DAR	18
2008	El Dorado Aero Elite Type VII	2	Diesel	Fixed-Route	26
2009	GMC Glaval Titan	2	Diesel	Fixed-Route	26
2009	Ford Starcraft Type III	2	Gasoline	Fixed-Route	18
2009	Ford Starcraft Allstar Type III	1	Gasoline	Fixed-Route	18
2009	Chevrolet 5500 Glaval Type VII	4	Diesel	Fixed-Route/DAR	26
2012	Ford Aeroelite El Dorado E350	3	Gasoline	Dial-a-Ride	8

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Year	Manufacturer	Quantity	Fuel type	Service Type	Seating Capacity
2012	Ford Aeroelite El Dorado E450	1	Gasoline	Dial-a-Ride	8
Total		25			

Source: TransTrack Manager

Section II

Operator Compliance Requirements

This section of the audit report contains the analysis of MARTA'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 the Department of Transportation (Caltrans) to assess transit operators. The updated guidebook contains a checklist of eleven measures taken from relevant sections of the Public Utilities Code and the California Code of Regulations. Each of these requirements is discussed in the table below, including a description of the system's efforts to comply with the requirements. In addition, the findings from the compliance review are described in the text following the table.

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
The transit operator submitted annual reports to the RTPA based upon the Uniform System of Accounts and Records established by the State Controller. Report is due 90 days after end of fiscal year (Sept. 28/29), or 110 days (Oct. 19/20) if filed electronically (Internet).	Public Utilities Code, Section 99243	Completion/submittal dates: FY 2009: November 2, 2009 FY 2010: November 10, 2010 FY 2011: (Pending Completion – awaiting revised fiscal audit report) Conclusion: Partial Compliance.
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 2009: December 17, 2009 FY 2010: November 23, 2011 FY 2011: (Pending Completion – awaiting revised fiscal audit report) Conclusion: Partial Compliance. FY 2010 fiscal audit was submitted after the 90-day extension period. FY 2011 is pending completion.

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
<p>The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator's compliance with Vehicle Code Section 1808.1 following a CHP inspection of the operator's terminal.</p>	<p>Public Utilities Code, Section 99251 B</p>	<p>MARTA participates in the CHP Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim.</p> <p>Inspections were conducted at each of MARTA's operations facilities:</p> <p>Inspection dates applicable to the audit period at MARTA's Big Bear facility were November 4, 2008, October 19, 2010, November 9 & 10, 2011.</p> <p>Inspections were found to be satisfactory with minor violations noted for the placement of wheelchair restraints, slight body damage and omission of dates and mileage from maintenance records.</p> <p>Inspection dates applicable to the audit period at MARTA's Crestline facility were April 29, 2008, June 27, 2008, July 2, 2008, November 4, 2008, June 10 & 11, 2009, December 9, 2009, January 4 & 5, 2010, June 3 & 7, 2010, July 20, 2010, June 13 & 14, 2011 and August 8, 2011.</p> <p>Inspections were found to be satisfactory with minor violations noted for a missing</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		Title 13 certification sticker, slight body damage, wheelchair lift out of alignment and missing fasteners. Conclusion: Complied.
The operator's claim for TDA funds is submitted in compliance with rules and regulations adopted by the RTPA for such claims.	Public Utilities Code, Section 99261	As a condition of approval, MARTA's annual claims for Local Transportation Funds and State Transit Assistance are submitted in compliance with the rules and regulations adopted by SANBAG. Conclusion: Complied.
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 MARTA serves a non-urbanized area. Conclusion: Not Applicable.
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 increase in MARTA's operating budget: FY 2009: +1.3% FY 2010: -3.7% FY 2011: +3.7% Source: MARTA Budget for FY 2009-2011 Conclusion: Complied.
The operator's definitions of performance measures are	Public Utilities Code, Section 99247	MARTA's definition of performance is consistent with

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
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. A review of trip sheets updated during the audit period indicates that correct performance data are being collected. Conclusion: Complied
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating costs at least equal to one-fifth (20 percent), unless it is in a county with a population of less than 500,000, in which case it must maintain a ratio of fare revenues to operating costs of at least equal to three-twentieths (15 percent), if so determined by the RTPA.	Public Utilities Code, Sections 99268.2, 99268.3, 99268.12, 99270.1	This requirement is not applicable, as MARTA serves a non-urbanized area. Conclusion: Not Applicable
If the operator serves a rural area, or provides exclusive services to elderly and disabled persons, it has maintained a ratio of fare revenues to operating costs at least equal to one-tenth (10 percent).	Public Utilities Code, Sections 99268.2, 99268.4, 99268.5	MARTA's operating ratios using data from the FYs 2009 & 10 annual fiscal and compliance audits and the FY 2011 TransTrack Report were as follows: FY 2009: 9.59% FY 2010: 10.39% FY 2011: 12.02% Source: Annual Fiscal and

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		<p>Compliance Audits & TransTrack</p> <p>Conclusion: Partial Compliance. The FY 2009 fare ratio did not meet the required ratio.</p>
<p>The current cost of the operator's retirement system is fully funded with respect to the officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPA which will fully fund the retirement system within 40 years.</p>	<p>Public Utilities Code, Section 99271</p>	<p>Represented employees' retirement under Teamsters Local 572 is fully funded by contributions to the Teamsters Pension Fund. In addition, the annual TDA claims form requires a sign-off from the transit claimant to comply with standard assurances. The agency's retirement system is one such standard assurance.</p> <p>Conclusion: Complied</p>
<p>If the operator receives state transit assistance funds, the operator makes full use of funds available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted.</p>	<p>California Code of Regulations, Section 6754(a)(3)</p>	<p>MARTA utilizes federal funds that are available to the agency, as reported in the FYs 2009 & 10 annual fiscal and compliance audits and the FY 2011 NTD.</p> <p>FY 2009: Operations (\$273,101) Capital (\$0) FY 2010: Operations (\$282,448) Capital (\$0) FY 2011: Operations (\$234,213) Capital (\$0)</p> <p>Conclusion: Complied.</p>

Findings and Observations from Operator Compliance Requirements Matrix

1. Of the compliance requirements pertaining to MARTA, the operator fully complied with six out of the nine requirements. The operator was in partial compliance with the farebox recovery ratio, and timely submittal of its State Controller's Reports and annual fiscal and compliance audits. Responsibility for submittal of the annual fiscal audit and State Controller Report lies with the SANBAG auditor, which operates independently of MARTA. The FY 2011 financial reporting was delayed due to certain findings made by the previous fiscal auditor and subsequent discussions of the findings with MARTA management. Two additional compliance requirements did not apply to MARTA (e.g., rural/urban farebox recovery ratios).
2. MARTA's farebox recovery ratio remained above the required 10 percent standard, however dipping slightly in FY 2009 to 9.59 percent. The average systemwide farebox recovery ratio was 10.67 percent during the triennial review period.
3. MARTA participates in the CHP Transit Operator Compliance Program and received vehicle inspections within the 13 months prior to each TDA claim. Satisfactory ratings were made for all inspections conducted during the audit period with minor violations noted for a missing Title 13 certification sticker, slight body damage, wheelchair lift out of alignment and missing fasteners.
4. The operating budget exhibited modest fluctuations during the period. There was an increase of 1.3 percent in FY 2009. The budget decreased 3.6 percent in FY 2010 and increased 3.6 percent in FY 2011.

Section III

Prior Triennial Performance Recommendations

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

Enhance maintenance departmental controls through utilization of software.

Actions taken by MARTA

The prior audit noted that MARTA had installed maintenance software that was not utilized due to lack of training. Most vehicle maintenance activities were documented on paper and filed, while inventory tracking was generally kept by memory. During this audit period, MARTA fully implemented the ManagerPlus maintenance management software program on two laptops in 2011 for the purpose of tracking maintenance activity and inventory. The program is maintained by the Administrative Assistant.

Conclusion

This recommendation has been implemented.

Prior Recommendation 2

Develop performance targets for each transit mode using the suggested MARTA Comprehensive Operations Analysis (COA) standards as a reference.

Actions taken by MARTA

MARTA had been using its own set of performance measures comprised of systemwide targets for certain performance data such as total passengers, vehicle service hours and miles, total fare revenue and operating expenses. However, performance targets were not set for each service mode due to the lack of funds and resources as indicated by the Executive Director. The emphasis was more on aggregate data. MARTA determined that the performance measures contained in the updated COA are more applicable and intends to work toward conforming its measurement process to that of the COA.

Conclusion

This recommendation has been partially implemented.

Prior Recommendation 3

Ensure updated trip sheets account for driver break time during revenue service.

Actions taken by MARTA

The prior audit noted that trip sheets did not have an area to fill in driver breaks. Break time during revenue service is generally excluded determining revenue hours. This allows the operator to meet the TDA definition of vehicle revenue hours. In response to this recommendation, MARTA modified its trip sheets in 2010 to improve its compliance with deriving vehicle revenue hours according to the TDA definitions. For fixed route, driver breaks are built into the recovery times. Each mode utilizes a different trip sheet.

Conclusion

This recommendation has been implemented.

Prior Recommendation 4

Formalize tracking of on-time performance for fixed route.

Actions taken by MARTA

It was suggested that a formal on-time monitoring program could assist with continuous service improvements that will enhance the reliability and visibility of MARTA to the public. Some of the challenges to maintaining on-time performance include winter weather, topography, and road construction. On-time performance for the fixed route mode is generally tracked by hand utilizing the drivers' logs. In addition, MARTA has relied more on its Global Positioning System (GPS) technology to track running times. Although on-time performance data is being collected by MARTA, the information is not being processed into an on-time performance measure, such as percent of trips on-time, nor is the data input into TransTrack. These next steps are suggested for implementation as part of developing a more valuable operations and customer service tool.

Conclusion

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

Prior Recommendation 5

Designate one administrative staff member to cross-check the TransTrack data and the annual State Controller's Reports.

Actions taken by MARTA

The prior audit called for the cross-checking of data contained in the State Controller's Reports with that input into TransTrack by a designated administrative staff member. Such cross-checking would ensure uniformity in the performance data being presented to the public. MARTA has designated its Administrative Assistant to cross-check performance data. The State Controller Report is prepared by the independent fiscal auditor and checked by the Administrative Assistant prior to submission to the State.

Conclusion

This recommendation has been implemented.

Section IV

TDA Performance Indicators

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

Tables IV-1 through IV-3 provide the performance indicators for MARTA systemwide, fixed route and dial-a-ride. Charts are also provided to depict the trends in the indicators.

**Table IV-1
MARTA TDA Performance Indicators
Systemwide**

Performance Data and Indicators	Audit Period				% Change FY 2008-2011
	FY 2008	FY 2009	FY 2010	FY 2011	
Operating Cost ^(a)	\$2,310,807	\$2,282,326	\$2,408,955	\$2,319,455	0.4%
Total Passengers	166,518	158,949	158,732	135,273	-18.8%
Vehicle Service Hours	30,629	30,380	31,393	29,538	-3.6%
Vehicle Service Miles	520,758	525,390	555,624	564,254	8.4%
Employee FTEs	24	33	39	39	62.5%
Passenger Fares ^(b)	\$241,227	\$218,937	\$250,243	\$278,895	15.6%
Operating Cost per Passenger	\$13.88	\$14.36	\$15.18	\$17.15	23.6%
Operating Cost per Vehicle Service Hour	\$75.44	\$75.13	\$76.74	\$78.52	4.1%
Operating Cost per Vehicle Service Mile	\$4.44	\$4.34	\$4.34	\$4.11	-7.4%
Passengers per Vehicle Service Hour	5.4	5.2	5.1	4.6	-15.8%
Passengers per Vehicle Service Mile	0.32	0.30	0.29	0.24	-25.0%
Vehicle Service Hours per Employee	1,276.2	920.6	804.9	757.4	-40.7%
Average Fare per Passenger	\$1.45	\$1.38	\$1.58	\$2.06	42.3%
Fare Recovery Ratio	10.44%	9.59%	10.39%	12.02%	15.2%
Consumer Price Index (CPI-Los Angeles CSMA)	3.5%	1.1%	0.5%	1.8%	-48.6%

- (a) Excludes depreciation and amortization costs. MARTA FYs 2008, 09 & 10 systemwide operating costs are drawn from annual fiscal audit. The breakdown by mode is drawn from unaudited data, so modal costs will not add up to audited costs.
- (b) Passenger fares are drawn from FYs 2008, 09 & 10 annual fiscal audits. The breakdown by mode is drawn from unaudited data, so modal fare revenues will not add up to audited fare revenue.

Source: NTD, State Controller Report, TransTrack, FYs 2008-10 Annual Fiscal Audits

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

Performance Data and Indicators	Audit Period				% Change FY 2008-2011
	FY 2008	FY 2009	FY 2010	FY 2011	
Operating Cost ^(a)	\$1,408,949	\$1,419,587	\$1,510,291	\$1,564,438	11.0%
Total Passengers	134,247	129,092	131,069	117,710	-12.3%
Vehicle Service Hours	18,934	19,559	20,553	20,950	10.6%
Vehicle Service Miles	366,036	384,935	421,273	441,235	20.5%
Employee FTEs	17	17	22	22	29.4%
Passenger Fares ^(b)	\$181,449	\$178,024	\$199,365	\$228,171	25.7%
Operating Cost per Passenger	\$10.50	\$11.00	\$11.52	\$13.29	26.6%
Operating Cost per Vehicle Service Hour	\$74.41	\$72.58	\$73.48	\$74.68	0.4%
Operating Cost per Vehicle Service Mile	\$3.85	\$3.69	\$3.59	\$3.55	-7.9%
Passengers per Vehicle Service Hour	7.1	6.6	6.4	5.6	-20.8%
Passengers per Vehicle Service Mile	0.37	0.34	0.31	0.27	-27.3%
Vehicle Service Hours per Employee	1,113.8	1,150.5	934.2	952.3	-14.5%
Average Fare per Passenger	\$1.35	\$1.38	\$1.52	\$1.94	43.4%
Fare Recovery Ratio	12.88%	12.54%	13.20%	14.58%	13.3%
Consumer Price Index (CPI-Los Angeles CSMA)	3.5%	1.1%	0.5%	1.8%	-48.6%

(a) Excludes depreciation and amortization costs. Data is drawn from unaudited data.

(b) Data is drawn from unaudited data.

Source: NTD, State Controller Report, TransTrack

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

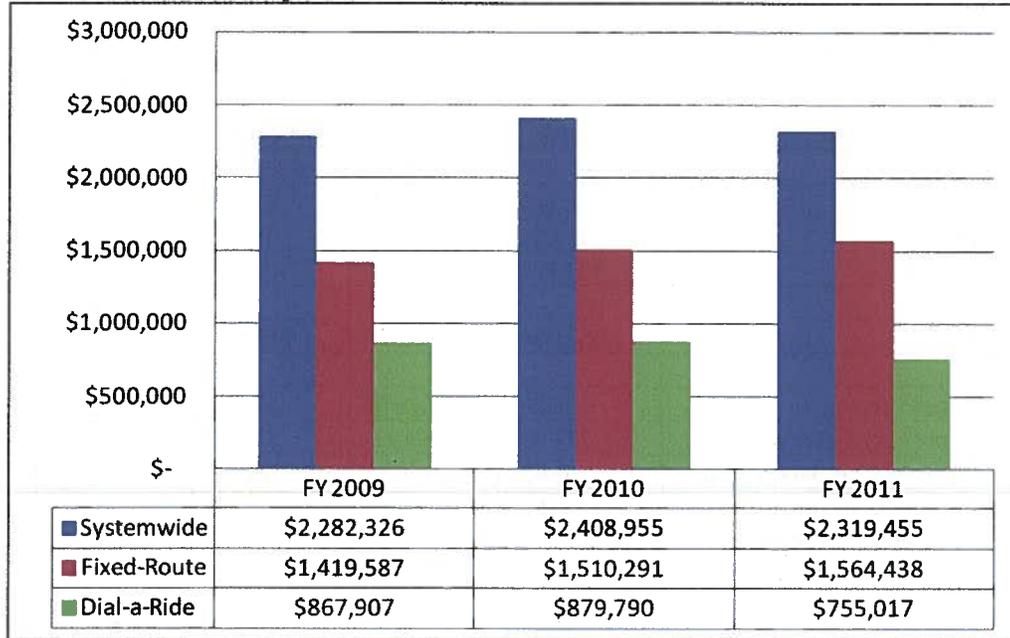
Performance Data and Indicators	Audit Period				% Change FY 2008-2011
	FY 2008	FY 2009	FY 2010	FY 2011	
Operating Cost ^(a)	\$847,534	\$867,907	\$879,790	\$755,017	-10.9%
Total Passengers	32,271	29,857	27,663	17,563	-45.6%
Vehicle Service Hours	11,695	10,820	10,839	8,589	-26.6%
Vehicle Service Miles	154,722	140,455	134,351	123,019	-20.5%
Employee FTEs	7	16	17	17	142.9%
Passenger Fares ^(b)	\$52,764	\$48,590	\$55,327	\$50,724	-3.9%
Operating Cost per Passenger	\$26.26	\$29.07	\$31.80	\$42.99	63.7%
Operating Cost per Vehicle Service Hour	\$72.47	\$80.21	\$81.17	\$87.91	21.3%
Operating Cost per Vehicle Service Mile	\$5.48	\$6.18	\$6.55	\$6.14	12.0%
Passengers per Vehicle Service Hour	2.8	2.8	2.6	2.0	-25.9%
Passengers per Vehicle Service Mile	0.21	0.21	0.21	0.14	-31.6%
Vehicle Service Hours per Employee	1,670.8	676.3	637.6	505.2	-69.8%
Average Fare per Passenger	\$1.64	\$1.63	\$2.00	\$2.89	76.6%
Fare Recovery Ratio	6.23%	5.60%	6.29%	6.72%	7.9%
Consumer Price Index (CPI-Los Angeles CSMA)	3.5%	1.1%	0.5%	1.8%	-48.6%

(a) Excludes depreciation and amortization costs. Data is drawn from unaudited data.

(b) Data is drawn from unaudited data.

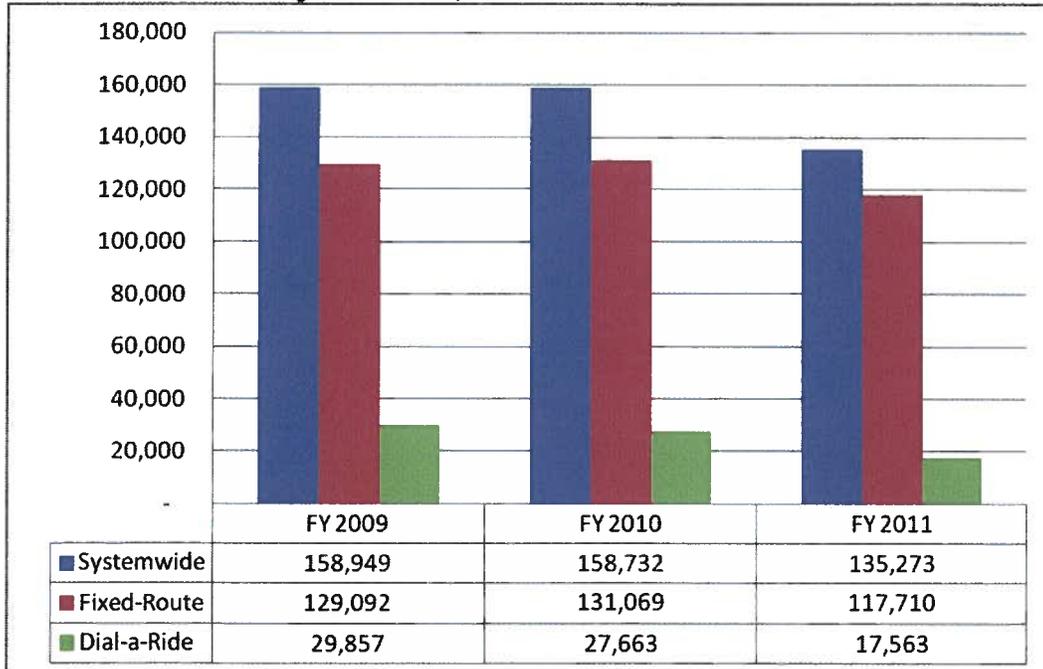
Source: NTD, State Controller Report, TransTrack

**Graph IV-1
Operating Costs
Systemwide, Fixed Route and DAR**

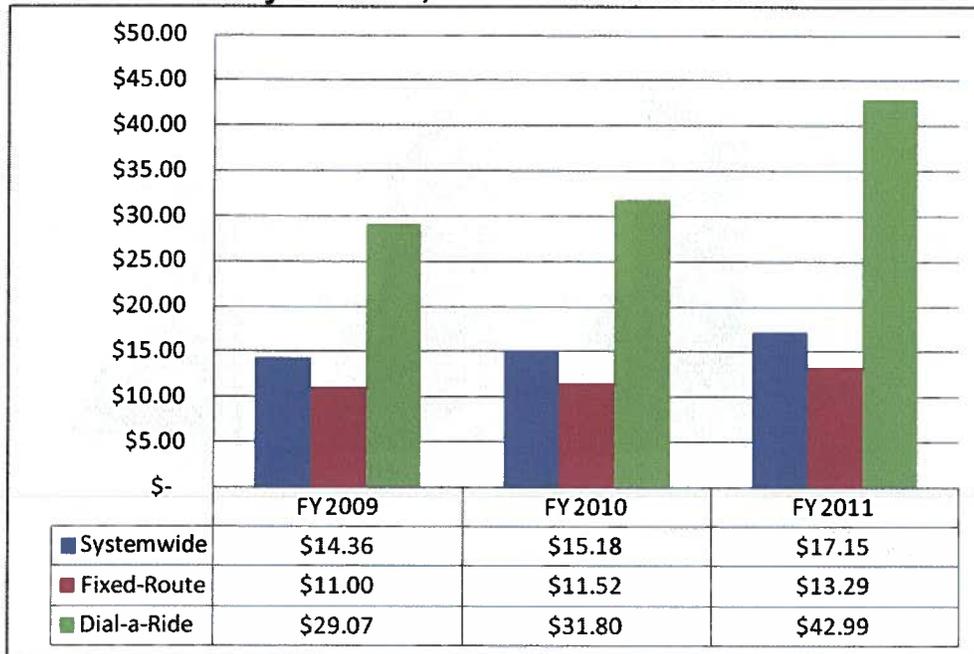


Note: FY 2009 & 2010 Systemwide cost is audited data, modal cost is unaudited.

**Graph IV-2
Ridership
Systemwide, Fixed Route and DAR**

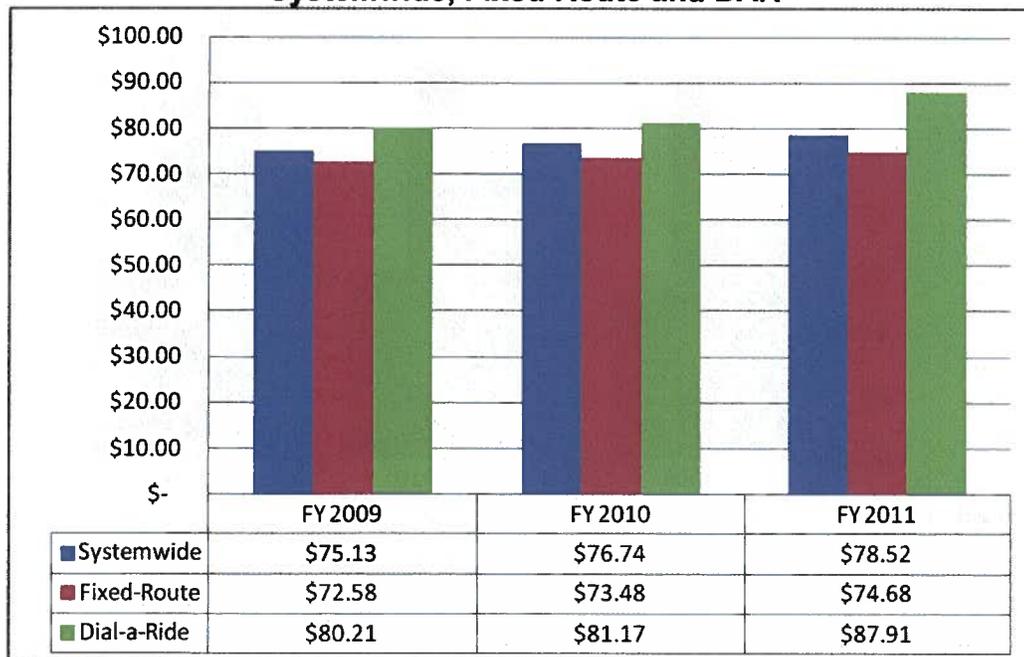


**Graph IV-3
Operating Cost Per Passenger
Systemwide, Fixed Route and DAR**



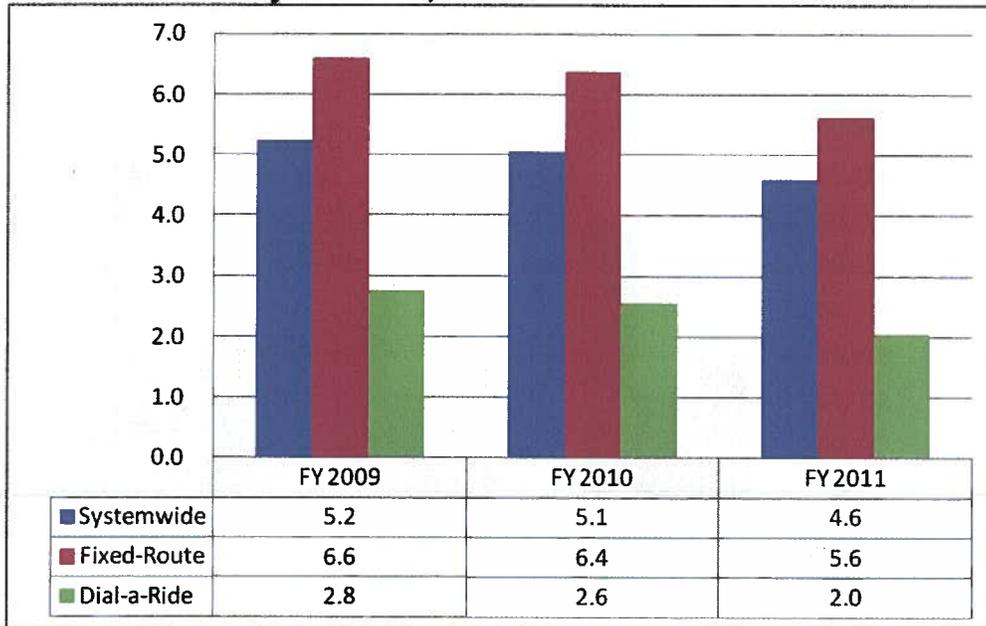
Note: FY 2009 & 2010 Systemwide cost is audited data, modal cost is unaudited.

**Graph IV-4
Operating Cost Per Vehicle Service Hour
Systemwide, Fixed Route and DAR**

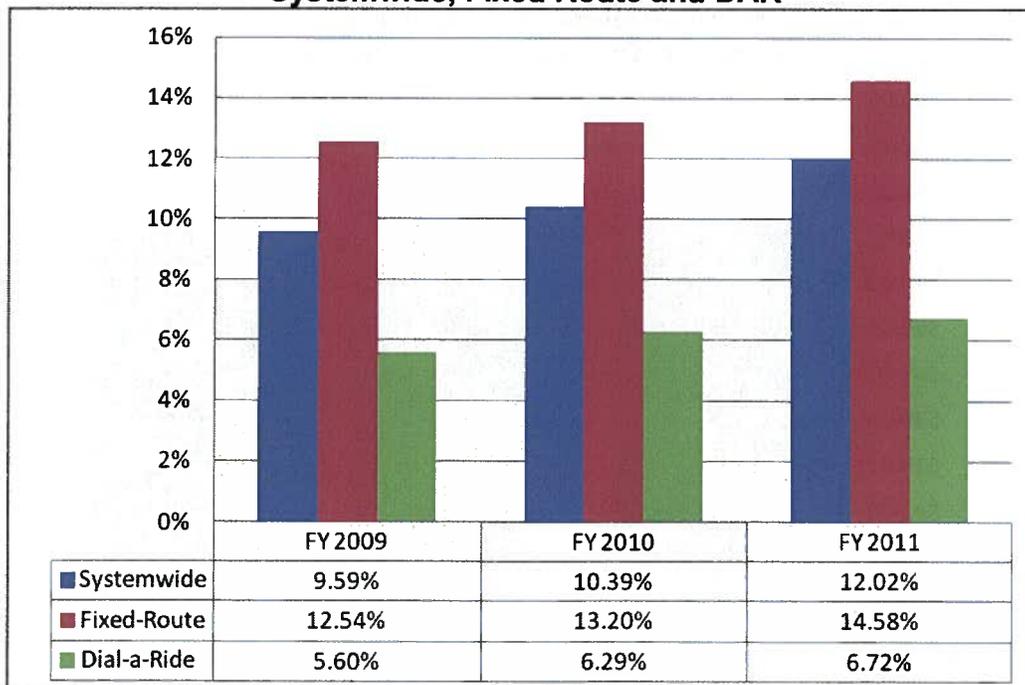


Note: FY 2009 & 2010 Systemwide cost is audited data, modal cost is unaudited.

**Graph IV-5
Passengers Per Vehicle Service Hour
Systemwide, Fixed Route and DAR**



**Graph IV-6
Fare Recovery Ratio
Systemwide, Fixed Route and DAR**



Note: FY 2009 & 2010 Systemwide cost and fare revenue are audited data, modal cost and fares are unaudited.

Findings from Verification of TDA Performance Indicators

1. Operating costs systemwide remained flat with a 0.4 percent increase over the past three years. Fixed route operating costs increased by 11 percent but in contrast DAR costs decreased nearly by 11 percent. The trends by mode could be attributed in part to passenger response to the 2010 fare increase, the implementation of route efficiencies and a new labor contract. The new labor contract included a wage freeze, the elimination of a \$400 medical stipend, targeted layoffs, and limited holiday pay. Administrative wage freezes and reductions in holiday pay were also implemented.
2. Ridership decreased by nearly 19 percent systemwide during the audit period. Fixed route passengers decreased by 12.3 percent and DAR ridership declined by 45.6 percent. Ridership experienced the greatest decline in FY 2011 due primarily to the fare increase when there was a decrease to 135,273 passengers from a high of 158,949 in FY 2009. DAR also exhibited a significant decline in ridership from 29,857 passengers in FY 2009 to 17,563 in FY 2011. This trend might be attributed to the fare increase on the DAR and for riders who might have moved on to the fixed route, as well as incremental improvements to bus service.
3. The provision of revenue hours and miles saw minor fluctuations systemwide during the audit period, although hours and miles for fixed route increased while decreasing for DAR. Fixed route revenue hours and miles increased by 10.6 and 20.5 percent, respectively while DAR revenue hours and miles decreased by 26.6 and 20.5 percent, respectively.
4. Operating cost per passenger increased 23.6 percent systemwide. Cost per passenger increased 26.6 percent on fixed route and 63.7 percent on DAR. The trend for DAR ridership shows a decline, although costs declined at a lower rate relative to ridership.
5. Operating cost per hour increased a modest 4.1 percent systemwide. The indicator grew by a negligible 0.4 percent on fixed route and by 21.3 percent for DAR. Operating costs for DAR declined at a slower rate than the changes in revenue hours and miles. Whereas for the fixed route, operating costs increased at a comparable rate as vehicle service hours.
6. Passengers per hour decreased nearly 16 percent systemwide and nearly 21 percent for fixed route. DAR passengers per hour decreased by 26 percent from 2.8 riders per hour in FY 2008 to 2.0 riders per hour in FY 2011. The decline in ridership outpaced the decline in revenue hours, which indicates a downward trend in passenger trips.
7. The fare recovery ratio over the past three years increased for both modes. Farebox for fixed route increased 13.3 percent while DAR increased by 6.72 percent. The overall increase systemwide was just over 15 percent. This is attributed to the fare increase implemented in FY 2010. MARTA's systemwide farebox has shown improvement from its low of 9.59 percent in FY 2009. In addition to the fare increase and restructuring, the cost

of providing the service has been defrayed by reduced labor costs and the implementation of route efficiencies.

The Board of Directors has approved the proposed budget for the fiscal year 2010-2011. The budget includes a total of \$1.2 billion for operations and maintenance, a decrease of \$100 million from the previous year. This decrease is primarily due to the implementation of route efficiencies and the reduction of labor costs. The Board also approved a new fare structure, which includes a 10% increase in the base fare and the introduction of a new fare type for students and seniors.

The Board of Directors has also approved the proposed budget for the fiscal year 2011-2012. The budget includes a total of \$1.3 billion for operations and maintenance, an increase of \$100 million from the previous year. This increase is primarily due to the implementation of route efficiencies and the reduction of labor costs. The Board also approved a new fare structure, which includes a 10% increase in the base fare and the introduction of a new fare type for students and seniors.

The Board of Directors has also approved the proposed budget for the fiscal year 2012-2013. The budget includes a total of \$1.4 billion for operations and maintenance, an increase of \$100 million from the previous year. This increase is primarily due to the implementation of route efficiencies and the reduction of labor costs. The Board also approved a new fare structure, which includes a 10% increase in the base fare and the introduction of a new fare type for students and seniors.

The Board of Directors has also approved the proposed budget for the fiscal year 2013-2014. The budget includes a total of \$1.5 billion for operations and maintenance, an increase of \$100 million from the previous year. This increase is primarily due to the implementation of route efficiencies and the reduction of labor costs. The Board also approved a new fare structure, which includes a 10% increase in the base fare and the introduction of a new fare type for students and seniors.

The Board of Directors has also approved the proposed budget for the fiscal year 2014-2015. The budget includes a total of \$1.6 billion for operations and maintenance, an increase of \$100 million from the previous year. This increase is primarily due to the implementation of route efficiencies and the reduction of labor costs. The Board also approved a new fare structure, which includes a 10% increase in the base fare and the introduction of a new fare type for students and seniors.

The Board of Directors has also approved the proposed budget for the fiscal year 2015-2016. The budget includes a total of \$1.7 billion for operations and maintenance, an increase of \$100 million from the previous year. This increase is primarily due to the implementation of route efficiencies and the reduction of labor costs. The Board also approved a new fare structure, which includes a 10% increase in the base fare and the introduction of a new fare type for students and seniors.

The Board of Directors has also approved the proposed budget for the fiscal year 2016-2017. The budget includes a total of \$1.8 billion for operations and maintenance, an increase of \$100 million from the previous year. This increase is primarily due to the implementation of route efficiencies and the reduction of labor costs. The Board also approved a new fare structure, which includes a 10% increase in the base fare and the introduction of a new fare type for students and seniors.

The Board of Directors has also approved the proposed budget for the fiscal year 2017-2018. The budget includes a total of \$1.9 billion for operations and maintenance, an increase of \$100 million from the previous year. This increase is primarily due to the implementation of route efficiencies and the reduction of labor costs. The Board also approved a new fare structure, which includes a 10% increase in the base fare and the introduction of a new fare type for students and seniors.

MARTA Performance against COA Benchmark Standards

The MARTA Comprehensive Operations Analysis developed in August 2007 contained a list of suggested performance standards and benchmarks to help evaluate current services. This COA is used given the updated version was developed in 2012 after the audit period. The evaluation of performance during the audit period against these benchmarks is summarized in Table IV-4. There is a mixture of performance indicators during the audit period that both meet the benchmarks and fall below the benchmarks. The Big Bear local fixed route appears to meet all the benchmark standards.

**Table IV-4
MARTA Performance against 2007 COA Benchmark Standards**

2007 COA Performance Standard	Benchmark	FY 2009		FY 2010		FY 2011		
		Big Bear	Crestline	Big Bear	Crestline	Big Bear	Crestline	
Operating Cost/Passenger	Off the Mountain	\$ 10.00	\$ 23.82	\$ 23.87	\$ 23.81	\$ 27.99	\$ 25.24	\$ 24.50
	Fixed Route	\$ 10.00	\$ 8.38	\$ 24.19	\$ 8.44	\$ 26.95	\$ 10.39	\$ 23.39
	Dial-A-Ride	\$ 27.00	\$ 29.37	\$ 28.84	\$ 30.21	\$ 33.02	\$ 41.31	\$ 44.47
Operating Cost/Revenue Hour	All Services	\$ 75.00						
	Off the Mountain		\$ 78.29	\$ 75.83	\$ 80.64	\$ 78.11	\$ 82.73	\$ 76.73
	Fixed Route		\$ 71.43	\$ 74.67	\$ 71.65	\$ 76.55	\$ 73.41	\$ 76.79
	Dial-A-Ride		\$ 81.02	\$ 79.62	\$ 81.26	\$ 81.10	\$ 87.73	\$ 88.06
Passengers/Revenue Hour	Off the Mountain	7.0	3.3	3.2	3.4	2.8	3.3	3.1
	Fixed Route	7.0	8.5	3.1	8.5	2.8	7.1	3.2
	Dial-A-Ride	3.0	2.8	2.8	2.7	2.5	2.1	2.0
Farebox Recovery Ratio	Off the Mountain	20.00%	21.86%	14.82%	23.50%	13.21%	27.11%	14.97%
	Fixed Route	12.00%	13.95%	10.07%	16.19%	8.49%	17.44%	10.01%
	Dial-A-Ride	6.00%	5.59%	5.59%	6.57%	6.08%	7.82%	5.81%
Revenue to Non-Revenue Hour Ratio	Non-revenue hours should not exceed 10% of total revenue and non-revenue hours for all service types.							
	Off the Mountain		11%	14%	10%	16%	9%	13%
	Fixed Route		8%	12%	8%	14%	7%	13%
	Dial-A-Ride		12%	8%	11%	11%	14%	14%

Source: TransTrack for FY's 2009, 2010 and 2011 performance data

Section V

Review of Operator Functions

This section provides an in-depth review of various functions within MARTA. The review highlights accomplishments, issues and/or challenges that were determined during the audit period. The following functions were reviewed at the agency:

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

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

Several changes at MARTA occurred over the past three years, including the following:

- MARTA made strides in enhancing its organizational culture by improving communication between the Big Bear and Crestline facilities, consolidating dispatch functions, cross training and a greater management presence at Crestline.
- During FY 2009, the RIM route was split and realigned to improve on-time performance, which included the addition of another bus.
- Additional Off The Mountain commuter service was implemented.
- MARTA increased and streamlined fares in FY 2010 as per a SANBAG recommendation. The number of fare zones was reduced and fares were raised for most major categories. MARTA may consider implementing a mileage-based fare structure in FY 2014.
- An updated Short-Range Transit Plan (SRTP) and Comprehensive Operational Analysis (COA) were initiated during the audit period covering 2012-2016. The updated SRTP/COA featured a marketing strategy that includes increased visibility and rebranding.

Operations

MARTA's route and fare structures were adjusted during the audit period in order to improve on-time performance and lower operating costs. MARTA rolled out enhanced and improved service in February 2009 to address some critical performance issues such as the declining trend in farebox recovery. There is a two-phase implementation strategy, the first being the introduction of the improved services and the second being a new logo and fare increase. The improved services include better connections with Metrolink and Greyhound depots in San Bernardino.

Higher frequency service is also being offered on the local Big Bear fixed route, and a park and ride facility is now available in Crestline. Also during FY 2009, the fixed RIM route was split in half to improve on-time performance. This involved utilizing an additional bus and securing a federal Job Access and Reverse Commute (JARC) grant to extend running times and shorten headways. Since operating this new split service for over two years, MARTA management indicated that one half of the split route, Route 2, was experiencing tight running times which adversely impact on-time performance. In addition, the other half, Route 4 is being transitioned to a flex route to improve its performance.

The Big Bear route was rebranded into Route 1A to serve as an express route operating with 6 trips a day. This route was modified to serve a low-income housing development and senior center, which was recommended by the 2007 COA. More commuters use the Off-the-Mountain (OTM) route from the RIM with some passengers connecting to Metrolink in San Bernardino. Route 1 runs 13 daily trips and currently serves the Bear Mountain Resort and two major shopping centers in Big Bear Valley, albeit making stops alongside the shopping centers in-lieu of stopping in the parking lots to reduce time delays from pedestrian traffic in the lots. Due to low ridership, MARTA is considering serving the Bear Mountain Resort on a seasonal basis. Other operational challenges along this route involve access issues at the Stater Brothers Market in Big Bear Lake, which has been undergoing a remodel. Buses have been rerouted in a different way along the side of the market.

MARTA implemented a fare increase effective 2010, which resulted in the number of fare zones being reduced from four to three. In addition, the senior/disabled fare was raised to \$2.50 the Big Bear local fare was raised from \$1.00 to \$1.50 and the OTM fare was raised from \$7.00 to \$10.00. A mileage-based fare structure is being considered for adoption by FY 2014.

Dispatch operations have been largely consolidated in Crestline, which handles large call volumes. Dispatch is conducted in Big Bear on Sunday. The Crestline facility is equipped with GPS and video camera access of the Big Bear facility. Cellular phones supplement radio communications between dispatch and drivers. Camera systems were also installed on the vehicles during the audit period.

MARTA has interagency service agreements Metrolink and Omnitrans, which allows for transfers between the OTM routes and those transit operators. Under those agreements, MARTA accepts Metrolink tickets and Omnitrans passes, which are valid for a \$1.00 (Adult/Student) or \$0.50 (Senior/Disabled) discount toward cash fares only. The interagency transfer agreement with Metrolink has been in effect since September 2001 and the cooperative service agreement with Omnitrans has been in effect since July 1999.

Personnel

New drivers undergo 160 to 200 hours of behind-the-wheel training, which consists of bus maneuvering, defensive driving, customer relations, ADA sensitivity training, system safety, and accident emergency procedures. In addition, drivers undergo 8 hours of state-required

Verification of Transit Training (VTT). Senior-level drivers receive a minimum of 8 hours training annually that includes post accident training, new procedures and equipment training and training to correct performance deficiencies.

Drivers are recruited through the MARTA website, industry publications, newspaper and advertisements. Driver turnover has averaged 2 employees per year with few terminations. MARTA reports receiving 35 applicants per opening.

Dial-a-Ride Program & Policies

MARTA's dial-a-ride service is available to the general public beyond one-quarter mile beyond MARTA's fixed route service and for seniors aged 60 and older and disabled persons who live within one-quarter mile of any fixed route. The 2007 COA recommended that MARTA take steps to encourage access of the fixed-route system by current dial-a-ride patrons with the implementation of a travel training program. This activity, along with fixed route improvements and fare increases, have contributed to the downward trend in ridership on dial-a-ride.

Service contracts comprise a significant number of dial-a-ride service trips. Under the Transportation Reimbursement Escort Program (TREP), a portion of local Measure I funds designated for the mountain communities are allocated by MARTA to the Department of Aging and Adult Services (DAAS) to provide transportation services for eligible seniors and disabled persons in the Measure I Mountain Communities Subarea. Mileage is reimbursed at \$0.48 per mile and the reimbursement amount is limited to a maximum of 350 miles per TREP participant per month. During FY 2012, the Crest Forest Senior Citizens' Club of Crestline entered into an agreement with MARTA, whereby MARTA provides demand response transportation utilizing vouchers. In conjunction with the Bear Valley Unified School District, MARTA has been a member of the Bear Valley Healthy Start Collaborative since 2005. MARTA's role in the collaborative has been to provide after school transportation on both the fixed route and dial-a-ride services at the regular fare rates made possible by an operational grant secured by the school district.

Another interagency service agreement is between MARTA and Domestic Violence and Education Services (DOVES). The purpose of this agreement is for MARTA to provide emergency transportation services for DOVES clients in the event of an evacuation of mountain-area communities. DOVES provides a 17 bed long-term therapeutically and educationally intensive shelter program for women and children; the only shelter of its kind in the San Bernardino Mountains.

Drivers assigned to DAR complete a daily trip sheet showing pickup and delivery points as well as their respective times. The driver records the time and mileage when departing and returning to the garage as well as the time and mileage upon the first revenue service pick up and last service drop off. Fare revenue and passenger data such as those in wheelchairs are also noted on the trip sheet.

Operations Performance

Operational performance is measured across several key indicators such as preventable accidents, customer complaints, dial-a-ride no shows, on-time performance, and roadcalls. In addition to internal performance tracking, MARTA has utilized TransTrack as an important measuring tool. Performance benchmarks were presented in the 2007 COA and the 2012-16 Short-Range Transit Plan and COA.

On-time performance is tracked on a departure log by the dispatchers at the Crestline operations facility. Each departure log is specific to where runs originate from (Big Bear or Crestline) and includes spaces for key time points for the dispatcher to mark when the drivers have called in. In addition to the manual departure logs, schedule adherence is monitored through field supervision, GPS monitoring and routine radio communications.

The 2007 COA suggests a 90 percent on-time benchmark and 75 percent on-time benchmark during severe winter conditions. Based on the findings of the 2012-2016 SRTP/COA, the recommended minimum standard is that less than 0.5 percent of all trips are early and 95 percent of all timepoint checks are within 0-5 minutes after the scheduled time. The recommended target is zero percent of scheduled checks are early and 99 percent of timepoint checks are 0-5 minutes within the printed timetable.

An inquiry of the TransTrack monthly performance scorecards for the audit period revealed that on-time performance is not tracked. As a COA benchmark, it is recommended that MARTA develop a methodology for measuring on-time performance and utilize TransTrack as a means to monitor the trend over time.

Customer complaints provide a simple measure of customer satisfaction and operational effectiveness. MARTA uses TransTrack to document and log all complaints. The Operations Manager is the designated staff member who fields the complaint and inputs into TransTrack. There are several venues for the public to file a complaint or compliment, including use of a customer comment card on the vehicles, by letter or email, and by phone to either the Big Bear or Crestline dispatcher. Generally about 40 percent of respondents want a follow-up call about the handling of the complaint. A summary description of complaints and their status is provided monthly to the Board in the operational reports. Management indicated that there was an increase in complaints due to better record keeping with use of TransTrack. As shown on TransTrack, filed complaints have been driver-related (e.g., rude and discourteous drivers, or unsafe driving) or other suggestions.

The number of complaints can be measured as complaints per 100,000 passengers. Table V-1 shows this indicator for the transit system using internal MARTA performance indicators reports. The data shows that the trend of complaints has increased during the audit period, with complaints per 100,000 riders increasing from 40.89 in FY 2009 to 52.92 in FY 2010 before declining to 34.74 in FY 2011. The 2007 COA measurement is that the number of complaints for

all services shall not exceed 0.10 % of the total boardings, with a benchmark of 1 complaint per 1,000 boardings. Based on the available data, MARTA is meeting the COA measurement.

Table V-1
Complaints Per 100,000 Passengers

Fiscal Year	Complaints per 100,000 Passengers
2009	40.89
2010	52.92
2011	34.74

Source: TransTrack; Internal performance reports.

Another performance measure of operations and driver success is the number of preventable accidents. MARTA maintains an accident log on a calendar year basis detailing the date, driver name, bus number, accident description, and determination (chargeable or nonchargeable accident). As a testament to improved safety awareness, MARTA had no reportable collision during the audit period as per the NTD definition. However for FY 2011, MARTA reported 12 minor accidents. Overall, MARTA is meeting its performance target of less than 2 accidents per 100,000 miles.

Fare Revenue Count and Handling

Two people are present at all times to count the fares, with another administrative employee to make the deposit. The fares are counted in a separate locked room, which is an improvement from the previous method of counting fares close by a facility door entrance. Drivers do not handle nor have access to the fare revenues since locked fareboxes were installed on the buses. The agency plans to use a homeland security grant to install video cameras at both facilities for safety and security.

The trip sheets for both fixed route and dial-a-ride include an “office use only” section for the comparison of estimated and actual fares. Estimated fares are the expected revenues based on the rider types recorded by the drivers. The expected fares are compared to the counted actual fares to determine the amount of overage or shortage. The sample trip sheets provided by MARTA showed these sections being completed to allow management to review the degree of difference and patterns in fare revenue collection.

Maintenance

MARTA has two maintenance facilities, one each in Big Bear and in Crestline. The maintenance facility located at Big Bear has two bay doors and 4 SEFAC heavy-duty lifts. Parts inventory is limited due to storage constraints. The maintenance department is staffed with 2 mechanics, one each stationed at Big Bear and Crestline as well as a Maintenance Manager. Preventive maintenance inspections are conducted every 3,000 miles or 45 days. The maintenance manager reports encountering diesel particulate filter issues on medium-duty buses.

In addition to the regular preventive maintenance cycle, a daily vehicle report is prepared for each vehicle on a pre- and post-trip basis. The report is comprised of top white copy that goes to the maintenance department and a bottom yellow copy that goes to operations. The pre-trip report consists of a 29-point inspection whereas the in-service/post-trip report is a 14-point inspection.

Maintenance-related performance measures are included in the monthly Board agendas. One measure of vehicle maintenance is the number of vehicle roadcalls during revenue service. Table V-2 shows the trend in this measurement over the three audit years.

**Table V-2
Revenue Miles Between Roadcalls**

	FY 2009			FY 2010			FY 2011		
	Roadcalls	System Revenue Miles	Miles between Roadcalls	Roadcalls	System Revenue Miles	Miles between Roadcalls	Roadcalls	System Revenue Miles	Miles between Roadcalls
Big Bear	14			17			11		
Crestline	5			8			7		
Total	19	525,390	27,652	25	555,624	22,225	18	564,254	31,347

Source: MARTA internal performance reports

The number of roadcalls has fluctuated during the audit period increasing from 19 in FY 2009 to 25 in FY 2010 before declining to 18 in FY 2011. The agency surpassed its performance goal of revenue mileage greater than 15,000 between roadcalls. MARTA received satisfactory ratings during its annual CHP Terminal Notice inspections. Minor violations noted during the inspections included the misplacement of wheelchair restraints, wheelchair lifts out of alignment, worn brake pad and minor body damage to mirrors.

Planning

Although outside the scope of this audit, the draft 2012-16 Short-Range Transit Plan (SRTP) for MARTA was released in May 2012. This latest SRTP also serves as a Comprehensive Operational Analysis (COA) for MARTA. The latest SRTP/COA recommends further adjustments to the fare structure by reducing the number of fare zones, introducing new fare media for local Big Bear Valley routes and having more equitable OTM fares. In addition, the SRTP/COA provides a recommended list of prioritized service improvements in the MARTA system including a tripper service on Route 1, Sunday OTM service and trice-weekly service to Victorville.

Prior to the completion of the 2012-16 SRTP/COA, the *MARTA Operations Analysis* was completed in August 2007 and served as the primary service planning document during the audit period. The COA provided an overview of the existing transit service, passenger and stakeholder

input, goals and performance standards, service alternatives and recommendations as well as land use considerations. The COA recommended that MARTA provide a travel trainer to enable more disabled and senior riders to utilize the fixed-route system. Such a travel training program would involve collaboration with local social service agencies. The recent federal JARC grant awarded to MARTA would be used to fund such an initiative.

Another planning tool is the annual unmet transit needs process. SANBAG's annual unmet transit needs hearings are rotated between Big Bear Lake and Crestline, among other locations in the high desert area. The hearings provide the public an opportunity to voice their opinions and needs for public transit. In addition, prior to adoption of any service adjustments, MARTA holds public meetings in both Big Bear and Crestline during Board sessions to discuss the anticipated changes.

Marketing

MARTA has taken steps to increase its visibility through updates to its marketing collateral and possible rebranding considerations. The new SRTP/COA's marketing strategy emphasized increased visibility for MARTA through rebranding and a name change to Mountain Transit. The MARTA Riders Guide was updated in March 2010 to reflect the new route alignments and fare increases. The Riders Guide, printed in English and Spanish, contains a general information section, route maps and schedules for the RIM, Big Bear Valley and OTM services and Dial-a-Ride service information.

The MARTA website (www.marta.cc) also provides pertinent information about its transit services to the general public. The menu on the left hand margin of the home page provides links to a general information page, dial-a-ride, local and OTM services, employment opportunities, MARTA board meetings, rider alerts, and road conditions. The home page also has a space entitled "In the News" for special announcement and service changes. The website features a trip planner powered by Google Transit as well as links to the Inland Empire 511 ("IE511") site and Amtrak California. MARTA also provides links to Metrolink, Omnitrans and Greyhound for its OTM passengers connecting to those services in San Bernardino. Based on the terms and conditions language described on the website, it appears that the home site was last revised in May 2011. Website statistics are featured as part of the monthly Board agenda packet.

In addition to cash fares, MARTA offers non-cash fare media such as multi-ride passes and tokens. Passes are available for purchase at MARTA's transit offices in Big Bear and Crestline. Ten-zone passes are available for the RIM fixed-route, dial-a-ride and OTM. Ten-ride passes are available for the Big Bear fixed-route and dial-a-ride services. Tokens are only valid on the Big Bear fixed-route. MARTA also accepts Omnitrans passes and Metrolink tickets, which are good for a cash fare discount.

General Administration and Management

Under a joint-powers agreement, MARTA is governed by a five-member Board comprised of two city council members from the City of Big Bear Lake, two members of the County of San Bernardino Board of Supervisors representing the 2nd and 3rd Districts and at-large member from the community. A General Manager, appointed by the Board, administers the day-to-day operations of the transit authority. Two members of the MARTA Board have transit backgrounds and one member is a retired City Manager. During the audit period, there have been changes in personnel and the overall organizational culture.

MARTA's bifurcated operational structure between the Big Bear and Crestline facilities as well as its large service area has presented some challenges. In the past, there were two distinct cultures at the Big Bear and Crestline facilities, presenting organizational issues. The Big Bear operation was geared toward a fixed route culture given that the fixed route service is predominant in Big Bear, while the Crestline operation reflected more of a dial-a-ride emphasis, although fixed route service is also provided from that location. In addition, management presence was heavier at the Big Bear facility.

During the audit period, the General Manager made concerted effort to enhance management at the Crestline facility and foster greater interaction between Big Bear and Crestline. The former Assistant General Manager, who retired in August 2012, was stationed at Crestline twice weekly during the audit period as part of building the cohesion between the two operations facilities. The Operations Supervisor/Trainer at Crestline was selected to serve as the acting Assistant General Manager during the transition.

Although outside the audit period, MARTA management is developing new policies and procedures for the agency aimed at strengthening internal controls. The policies are based on a template provided by an outside consultant and are being developed for Procurement, Administrative, and Accounting and Finance functions. Once published, the policies and procedures will be maintained in respective binders and used during training staff. For example, in a slight change in administrative financial controls, the General Manager now conducts check writing which was previously handled by administrative finance staff.

MARTA's personnel is comprised of 32 employees made up of 20 full-time drivers (working 32 hours per week), 4 part-time drivers, 4 managers, 2 mechanics, and 2 administrative personnel. Non-exempt employees are represented by Teamsters Local 572 based in Carson, California. In an effort to control costs, there were some layoffs and benefit concessions made during the audit period (employees who were let go have since returned to work). The provisions of the July 2010 Memorandum of Understanding (MOU) included limiting the number of paid holidays to Thanksgiving and Christmas Day, eliminating the \$400 medical stipend and overtime for the 6th day and a wage freeze. Eligible full-time employees are covered under the Western Alliance Trust Fund for group health, dental, vision and accidental death insurance coverage. Non-represented employees are covered by Blue Shield.

Board agenda packets are informative and contain a report of operating activities, administrative staff reports and financial reports. Operating activities reported include Big Bear and Crestline operations, ridership graphs, website statistics and the number of Metrolink passes sold.

Development of the annual budget involves meetings between the General Manager and agency staff, and several considerations including the previous year's budget, short-range transit plans, outcomes of the unmet transit needs process, and other anticipated transit needs. Actual expenditures versus budgeted numbers are compared monthly and presented to the Board.

Grants Management

MARTA manages its capital STAF and LTF through spreadsheets depicting the fiscal year, allocation number and federal grant number. A project description is provided, along with allocation amounts and disbursement on a monthly basis. Federal grants and STAF matching funds provided the majority of capital revenues for asset purchases during the audit period. MARTA continues to follow the recommended capital improvement schedules in the short-range plan.

The General Manager takes responsibility for applying for transit grants. The grants are pursued as a means to continue the operating and capital funding of the agency and meet schedules contained in planning documents.

MARTA is a recipient of federal grants under the FTA Section 5311 funding formula for rural area operators. In addition, an FTA Section 5311(f) intercity grant is applied towards supporting the Big Bear OTM service, funding about half of operating costs. MARTA was also awarded an FTA Section 5316 JARC grant for the RIM service realignment.

Section VI

Findings

The following summarizes the major findings obtained from this Triennial Audit covering fiscal years 2009 through 2011. A set of recommendations is then provided.

Triennial Audit Findings

1. Of the compliance requirements pertaining to MARTA, the operator fully complied with six out of the nine requirements. The operator was found in partial compliance with the farebox recovery ratio, and timely submittal of its State Controller's Reports and annual fiscal and compliance audits. Responsibility for submittal of the annual fiscal audit and State Controller Report lies with the SANBAG auditor, which operates independently of MARTA. The FY 2011 financial reporting was delayed due to certain findings made by the previous fiscal auditor and subsequent discussions of the findings with MARTA management. Two additional compliance requirements did not apply to MARTA (e.g., rural/urban farebox recovery ratios and serving an urbanized area).
2. MARTA's farebox recovery ratio remained above the statutory 10 percent standard in accordance with TDA. The systemwide farebox recovery dipped slightly below standard to 9.59 percent in FY 2009, but averaged 10.67 percent during the audit period.
3. MARTA participates in the CHP Transit Operator Compliance Program and received vehicle inspections within the 13 months prior to each TDA claim. Satisfactory ratings were made for all inspections conducted during the audit period with minor violations noted for a missing Title 13 certification sticker, slight body damage, wheelchair lift out of alignment and missing fasteners.
4. The MARTA transit operating budget exhibited modest fluctuations during the period. There was an increase of 1.3 percent in FY 2009. The budget decreased 3.6 percent in FY 2010 and increased 3.6 percent in FY 2011.
5. Out of the five prior audit recommendations, three recommendations were implemented, while two were partially implemented and carried forward for full implementation. The two recommendations pertain to development of performance targets for each transit mode using the updated COA standards, and enhanced on-time performance tracking.
6. Operating costs systemwide remained flat with a 0.4 percent increase over the past three years. Fixed route operating costs increased by 11 percent but in contrast DAR costs decreased nearly by 11 percent. The trends by mode could be attributed in part to passenger response to the 2010 fare increase, the implementation of route efficiencies

and a new labor contract. The new labor contract included a wage freeze, the elimination of a \$400 medical stipend, targeted layoffs, and limited holiday pay. Administrative wage freezes and reductions in holiday pay were also implemented.

7. Operating cost per passenger increased 23.6 percent systemwide. Cost per passenger increased 26.6 percent on fixed route and 63.7 percent on DAR. The trend for DAR ridership shows a decline, although costs declined at a lower rate relative to ridership.
8. Ridership decreased by nearly 19 percent systemwide during the audit period. Fixed route passengers decreased by 12.3 percent and DAR ridership declined by 45.6 percent. Ridership experienced the greatest decline in FY 2011 due primarily to the fare increase when there was a decrease to 135,273 passengers from a high of 158,949 in FY 2009. DAR also exhibited a significant decline in ridership from 29,857 passengers in FY 2009 to 17,563 in FY 2011, the result of the fare increase on the DAR and for riders who might have moved on to the fixed route.
9. Passengers per hour decreased nearly 16 percent systemwide and nearly 21 percent for fixed route. DAR passengers per hour decreased by 26 percent from 2.8 riders per hour in FY 2008 to 2.0 riders per hour in FY 2011. The decline in ridership outpaced the decline in revenue hours, which indicates a downward trend in passenger trips.
10. In spite of declining ridership, the fare recovery ratio over the past three years increased for both modes. Farebox for fixed route increased 13.3 percent while DAR increased by 6.72 percent. The overall increase systemwide was just over 15 percent. This is attributed to the fare increase implemented in FY 2010. MARTA's farebox has shown improvement from its low of 9.59 percent in FY 2009. In addition to the fare increase and restructuring, the cost of providing the service has been defrayed by reduced labor costs and the implementation of route efficiencies.
11. MARTA management made strides to unify and enhance the agency's organizational culture by improving communication between the Big Bear and Crestline facilities, consolidating dispatch functions, cross training and providing a greater management presence at Crestline.
12. MARTA increased and streamlined fares in FY 2010 as per a SANBAG recommendation. The number of fare zones was reduced and fares were raised for most major categories. The senior/disabled fare was raised to \$2.50 on dial-a-ride, the Big Bear local bus fare was raised from \$1.00 to \$1.50 and the OTM fare was raised from \$7.00 to \$10.00. MARTA may consider implementing a mileage-based fare structure in FY 2014.
13. Dispatch operations systemwide have been largely consolidated in Crestline, which handles large call volumes. Dispatch is conducted in Big Bear on Sunday. The Crestline facility is equipped with GPS and video camera access of the Big Bear facility. Cellular

phones supplement radio communications between dispatch and drivers. Camera systems were also installed on the vehicles during the audit period.

14. Although outside the audit period, the draft 2012-16 Short-Range Transit Plan (SRTP) for MARTA was released in May 2012. This latest SRTP also serves as a Comprehensive Operational Analysis (COA) for MARTA. The latest SRTP/COA recommends further adjustments to the fare structure by reducing the number of fare zones, introducing new fare media for local Big Bear Valley routes and having more equitable OTM fares.
15. MARTA has taken steps to increase its visibility through updates to its marketing collateral and possible rebranding considerations. The COA's marketing strategy emphasized increased visibility for MARTA through rebranding and a name change to Mountain Transit. The MARTA Riders Guide was updated in March 2010 to reflect the new route alignments and fare increases.
16. The former Assistant General Manager, who retired in August 2012, was stationed at Crestline twice weekly during the audit period as part of building the cohesion between the two operations facilities. The Operations Supervisor/Trainer at Crestline was selected to serve as the acting Assistant General Manager during the transition.
17. Non-exempt employees are represented by Teamsters Local 572 based in Carson, California. In an effort to control costs, there were some layoffs and benefit concessions made during the audit period. The provisions of the July 2010 MOU included limiting the number of paid holidays to Thanksgiving and Christmas Day, eliminating the \$400 medical stipend and overtime for the 6th day, and a wage freeze.
18. MARTA is a recipient of federal grants under the FTA Section 5311 funding formula for rural area operators. In addition, an FTA Section 5311(f) intercity grant is applied towards supporting the Big Bear OTM service, funding about half of operating costs. MARTA was also awarded an FTA Section 5316 JARC grant for the RIM service realignment.

Recommendations

1. Develop on-time performance calculation methodology.
(High priority)

MARTA is to be commended for using a pre-printed daily performance log for each of its services to track when buses arrive at timed stops. Dispatchers check off the times along routes during driver call-ins and other communication to record on-time performance. The logs are then maintained in a binder and kept in the office for reference. A sample review of logs, however, indicates that this tracking is not conducted on a consistent basis, likely because of other priorities at hand. Also, when the logs are filled out, there is no calculation methodology to translate the rate of on-time performance relative to the number of possible observations. This is often expressed as an on-time percentage, which is typically compared to a goal. It is recommended that MARTA increase its completion of tracking on-time observations in the performance logs or via its GPS, and then taking a representative sample to develop a percentage of on-time trips. This method can be integrated with the next recommendation.

2. Enter on-time performance data into TransTrack.
(High priority)

With the increased utilization of TransTrack as a central data collection source and monitoring tool, certain measures have yet to be tracked. One such measure pertains to on-time performance. Although on-time performance is tracked through several means such as having drivers call-in to the dispatchers at key time points, using GPS and sampling on-time performance logs, entering this information into TransTrack regularly would help validate schedule adherence in light of route conditions while enhancing the TransTrack dashboard.

3. Develop performance targets for each transit mode using the updated MARTA Comprehensive Operations Analysis standards as a reference.
(Medium Priority)

This recommendation is carried over from the prior audit due to partial implementation. During the audit period, MARTA focused more on systemwide aggregate data and was able to develop and implement its own measures. Modes were tracked separately, but performance targets were not set for each mode. MARTA indicated that the 2007 targets were not applicable and that it did not have sufficient resources to fully implement the steps to reach the targets based on modes. Nevertheless, the adoption of the 2012-2016 SRTP/COA includes more attainable benchmarks by mode which MARTA will actively track.