October 17, 2025

Proposal to Prepare the

# Triennial Performance Audits

FY 2022/23 through FY 2024/25

**Humboldt County Association of Governments**


LSC TRANSPORTATION CONSULTANTS, INC.

**LSC Transportation Consultants, Inc.**

**LSC Transportation Consultants, Inc.**
2690 Lake Forest Road, Suite C
P.O. Box 5875
Tahoe City, CA 96145
530-583-4053 ▲ FAX: 530-583-5966
info@lsctrans.com ▲ www.lsctrans.com

October 17, 2025

Brendan Byrd
Executive Director
Humboldt County Association of Governments
611 I Street, Suite B
Eureka, CA 95501

RE: Triennial Performance Audits for HCAOG and Transit Operators for FY 2022-23 through FY 2024-25

Dear Mr. Byrd,

With this letter and attached proposal, LSC Transportation Consultants, Inc. of Tahoe City, California, is proud to present our qualifications to prepare Transportation Development Act Triennial Performance Audits for the Humboldt County Association of Governments (HCAOG) and transit operators. The Audit period for this study is from July 1, 2022, through June 30, 2025. For this work, LSC Transportation Consultants, Inc., with experience and expertise in all areas of transit planning and operations, has put together a highly qualified Audit Team that can conduct the audit effort efficiently, on time, and with careful consideration of local requirements.

LSC Transportation Consultants, Inc. is an established, California- and Colorado-based transportation planning firm that has been in business for 30 years. Our firm has extensive experience in transit and transportation planning in rural settings and medium-sized cities throughout the western and midwestern United States.

Moreover, the firm has extensive experience in the preparation of Triennial Performance Audits for a variety of transit operators and regional transportation planning agencies in Northern California, including:

- Amador County
- Alpine County
- El Dorado County
- Calaveras County
- Del Norte County
- Placer County
- Tuolumne County
- Tahoe Basin
- Modoc County
- Nevada County

We believe that our experience conducting transit planning studies and performance audits in small urban and rural settings (including Humboldt County) will ensure a successful planning process that addresses the unique challenges of providing effective services in the HCAOG sphere of influence. Many of our previous studies have focused on issues currently facing the Humboldt County region: How best to serve the important mobility needs of rural communities, to evaluate strategies to bridge geographic barriers, and to achieve the greatest efficiency using limited financial resources.

In addition to the extensive relevant experience of the team members, we believe the following attributes make our Team the optimal choice to conduct this important study:

- Our extensive California experience has provided us with a strong understanding of Transportation Development Act issues, such as "reasonable to meet" determinations.
- We have proven through our previous studies that we have the quantitative financial skills necessary to efficiently and accurately conduct the "number crunching" elements of performance audits.
- Our broad experience in all facets of transit planning—focusing on smaller transit organizations—provides us with the background required to address the wide range of institutional, personnel, and administrative functions associated with the performance audit process.
- Having prepared the last two Humboldt County Transit Development Plans (TDPs) in 2017 and 2023, as well as the most recent Triennial Performance Audits (TPAs) for HCAOG and transit operators, we have a good understanding of transit issues in the region.

Our study approach features a close working relationship with local staff and decision-makers, a "hands-on" approach to conducting the work effort, and a thorough data collection and analysis effort to provide an objective view of transit performance.

We are eager to work with HCAOG and look forward to your response to this proposal. We are prepared to provide additional information regarding our past work and qualifications, or to make a formal presentation to your selection committee, at your discretion. Thank you for the opportunity to present our proposal. This proposal is a firm offer for at least a ninety (90) day period.

Respectfully Submitted,

LSC Transportation Consultants, Inc.

by

Genevieve Evans, AICP, Principal
530-583-4053
Genevieve@lsctrans.com

Proposal to Prepare the

# Triennial Performance Audits

## FY 2022/23 through FY 2024/25

# Humboldt County Association of Governments (HCAOG)

*Prepared for the*

Humboldt County
Association of Governments
611 I Street, Suite B,
Eureka, CA 95501
(707) 444-8208

*Prepared by*

LSC Transportation Consultants, Inc.
2690 Lake Forest Road, Ste. C
Tahoe City, CA 96145
530-583-4053

October 17, 2025

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# *Section 1*
# PROJECT UNDERSTANDING

## INTRODUCTION

As the transportation planning agency for Humboldt County, the Humboldt County Association of Governments (HCAOG) is charged with the duty of allocating Transportation Development Act (TDA) funds to the transit operators in Humboldt County (Arcata-Mad River Transit System, Fortuna Transit, and Humboldt Transit Authority). While the TDA is best known as a funding program for transit services in California, it is also intended to encourage ongoing review and improvement in California's local and regional transit programs. The TDA statutes require that Regional Transportation Planning Agencies (RTPAs) designate entities other than itself to conduct a performance audit of its activities and the activities of each operator to whom it allocates funds.

Humboldt County is a large and mostly rural county in the northwest of California, averaging only 38 people per square mile (compared to California's average of 237). The economy historically has been agriculturally based, but tourism, recreation, government services, manufacturing, retail, and education also play significant roles in the economy.

Public transit in Humboldt County currently consists of three transit operators, which collectively operate 12 different fixed routes as well as demand response type services. At the end of the audit period covered by this audit, Arcata-Mad River Transit System transitioned from being operated by the City of Arcata to Humboldt Transit Authority. This audit period also represents the first 'post-COVID' TPA, providing an opportunity to evaluate performance and recovery coming out of the pandemic.

Rural counties such as Humboldt County face many challenges, such as maximizing limited revenue sources in order to provide adequate mobility to residents of dispersed communities within the County. In addition to ensuring that transit services are provided and reported in accordance with state law, the Triennial Performance Audits will provide the transit agencies and RTPA with an opportunity to review the overall organization, efficiency, and management of transit operations in Humboldt County.

LSC will conduct the performance audits in accordance with the steps identified in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities,* which follows guidelines set forth in the Comptroller General's Standards for Audit of Governmental Organizations, Programs, Activities, and Functions. The Study Team will use our knowledge of Humboldt County and transit issues in the region to develop concise and useful audit reports that will provide guidance for decision-makers with respect to transit issues.

Rather than focusing solely upon financial issues, the performance audit is intended to consider issues of management, planning, personnel, marketing, training, operations, and dispatching. The audit process yields a number of benefits:

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

- Presents an opportunity to utilize auditor expertise, which can supplement staff work;
- Assures accountability for the use of public funds;
- Provides the public with detailed information regarding transit services and HCAOG operations;
- Provides important “feedback” regarding an organization’s current practices from an objective third-party perspective; and
- Provides an opportunity for management and funding providers to “step back” from the day-to-day planning and operation of services, to consider the broader strengths and weaknesses of an organization.

Although there is already significant coordination of fare media and marketing between the fixed route services in Humboldt County, this proposal includes an additional task to review the various existing transit pass options in the region and provide recommendations for additional strategies, if necessary.

This proposal, by LSC Transportation Consultants, Inc. of Tahoe City, California, presents our work approach and qualifications for the Triennial Performance Audits for the HCAOG and Humboldt County transit operators for fiscal years starting July 1, 2022, through June 30, 2025.

## PROJECT PURPOSE AND OBJECTIVES

The objectives of the upcoming study are as follows:

- Fully meet the requirements of the Transportation Development Act and the California Public Utilities Code;
- Develop concise, accurate, and readily understandable summaries of the financial and managerial conditions of the HCAOG and the transit operators;
- Provide local decision-makers with valuable information regarding the condition of the transit operations and transportation planning organizations;
- Allow HCAOG and transit operator staff to gain an understanding of their organization’s strengths and weaknesses from an objective perspective,

At a greater level, the key objective of the study is to help in the continual development of the effectiveness and professionalism of the HCAOG and public transit operations staff, in a way that best serves the residents of Humboldt County.

## ROLE OF THE AUDITOR

For the audit process to be fully successful, the Auditor must:

- Understand and apply the requirements of the TDA to “real world” conditions;
- Provide an objective, third-party perspective on local transportation conditions and issues;
- Be able to apply past and current experience in the field of transit operations and transportation planning, and programming; and
- Gather information and perspectives from a wide range of sources and be able to discern the actualities that lie within a variety of perceptions.

To provide a useful audit process, the Auditor must have a good understanding of the "realities" of transit service operations and management that are specific to smaller organizations. Furthermore, the same standards developed for organizations with larger levels of staff and financial resources must be applied to smaller organizations. These standards recognize the challenges of meeting the myriad of requirements placed on transit providers and planning organizations with limited resources.

Our Study Team will approach the role of Auditor in a different manner from our role in transit planning studies. For planning studies, we strive to serve as a part of the organization's staff. It will be necessary to assume a more formal role as Auditor. While aware of the local factors that must be considered, where necessary, the Auditor must also provide an objective assessment that identifies problems and shortcomings.

As Auditor, LSC will be responsible for:

- Identification of data elements required as part of the study
- Conducting meetings and interviews
- Preparation of the Audit reports

HCAOG and transit operator staff will be responsible for:

- Provision of data elements
- Coordination of meetings and interviews
- Review of Draft Audit documents

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## *Section 2*
# CONSULTANT QUALIFICATIONS AND EXPERIENCE

## FIRM INTRODUCTION

LSC Transportation Consultants, Inc. (LSC) is an established California and Colorado-based transportation planning corporation that has been providing transportation and transit consulting services for over 40 years. Our firm has extensive experience in transit and transportation planning in rural settings as well as medium-sized cities throughout the western and midwestern United States. We take pride in being able to offer the sensitivity, flexibility, and innovative ability that small firms characteristically best provide. LSC is financially well established with annual billings of approximately $4 million per year.

| | |
|---|---|
| **Corporate Information** | • Employee-owned C Corporation with headquarters in Colorado<br>• Established 1977 |
| **Offices** | • 2690 Lake Forest Road, Tahoe City, CA 96145<br>• Denver, CO<br>• Colorado Springs, CO |

Our Study Team offers several advantages with regard to completing updated TPAs for HCAOG and transit operators. Foremost, LSC has recently completed numerous Triennial Performance Audit studies in California, including:

- Amador County
- Alpine County
- El Dorado County
- Calaveras County
- Del Norte County
- Placer County
- Tuolumne County
- Tahoe Basin
- Modoc County
- Nevada County

The firm is also the optimal size for this project. We have depth at all levels of staff and are able to provide in-house critiques of findings and recommendations that are developed during the study. Given the expertise of our team, we are able to provide flexibility and adjust workloads to ensure that the project is completed on time to the full satisfaction of the client.

As LSC conducted the recent TDPs for Humboldt County and the most recent TPA, we are familiar with transit services and current challenges in Humboldt County. We believe that this background will provide us with the ability to objectively review HCAOG and the transit operators.

LSC Transportation Consultants Inc. has not been involved in any litigation regarding Triennial Performance Audit services. LSC also does not have any fraud convictions related to public contracts or any current or prior debarments, suspensions, or other ineligibility to participate in public contracts. LSC has not violated local, state, and/or federal industry or regulatory requirements. LSC does not have a controlling or financial interest in any other firms or organizations.

## KEY PERSONNEL

Our Study Team will be comprised of experienced transit and transportation planners. Our Team will work with local staff to efficiently accomplish the tasks of the audit study's goals and objectives. Our Audit Scope of Work will utilize the following personnel and strategies to ensure that the performance audits are fully completed to the level of quality and within the schedule required by the HCAOG. Full resumes are included under Attachment B of this proposal.

**Principal—Genevieve Evans, AICP,** will serve as Principal in Charge for the Audits, providing expertise for the compliance assessment and verification of TDA performance measures, and lead the completion of draft and final documents. Over the past 20 years, Ms. Evans has conducted and managed Triennial Performance Audits in El Dorado County, Western Placer County, Amador County, Alpine County, the Tahoe Basin, Nevada County, Tuolumne County, Humboldt County, Del Norte County, Calaveras County, and Modoc County. Ms. Evans holds a B.A. in Economics from the University of California at Berkeley.

**Project Manager, Senior Transportation Planner—Acadia Davis** will serve as the Project Manager for the Audits. She will contribute by overseeing data collection, compliance assessment, and verification of performance indicators, and will lead the detailed review of transit operator and RTPA functions. Ms. Davis joined LSC in 2022 and has already managed Triennial Performance Audits for agencies of similar size, including recent Audits in Nevada County and El Dorado County, as well as conducting much of the work for the prior Humboldt TPA. Ms. Davis holds an M.S. in Geography from the University of Nevada, Reno, and a B.A. in Environmental Studies from Carleton College.

**Senior Advisor—Will Garner** will serve as Senior Advisor for the Audits, bringing invaluable applied knowledge of transit systems and planning to the LSC project team. Mr. Garner has over 30 years of experience in local government transit management and transportation planning and will provide expertise on the compliance assessment and functional review, along with any related recommendations, and on the draft and final documents. Before becoming a Senior Advisor, Mr. Garner held the position of Deputy Director for the Department of Public Works in Placer County and Deputy Director for the Transportation Planning Agency of Placer County. He is no stranger to Triennial Performance Audits and has extensive experience with TDA requirements and funding allocations, short/long-range transit plan development, implementation of new transit services and technology, and developing joint branding. He holds a B.A. degree in Geography from California State University, Fresno, and an M.S. in Applied Geography from New Mexico State University.

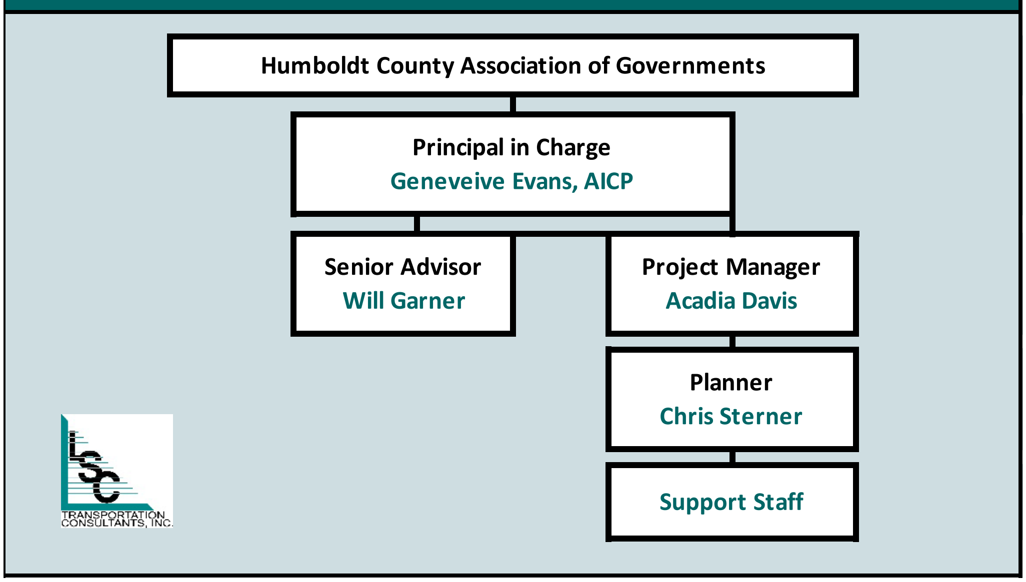
**Transportation Planner—Chris Sterner** will serve as the Planner for the audits. Since joining LSC in 2024, he has worked on several Triennial Performance Audits for agencies across California, including Placer, Nevada, and El Dorado counties. Mr. Sterner will use his research and data analysis skills to conduct the initial review and performance analysis tasks, as well as assist with the detailed functional review.

**Support Staff**—Judy Crum will provide the production and clerical-editorial assistance needed to conduct the Audit from our Tahoe City office.

## Organizational Chart

The organizational chart is displayed below. The Project Manager will be responsible for the full, satisfactory completion of the work.

**Figure 1: Organizational Chart**
**Humboldt County Association of Governments and Transit Operators**
**Triennial Performance Audits**
**FY 2022-23 through FY 2024-25**




## REFERENCES

The following are descriptions of selected projects conducted by members of our Study Team that represent experience in Triennial Performance Audits. These studies have given our Team a thorough understanding of the challenges and opportunities of small transit agencies.

## PLACER COUNTY TRIENNIAL PERFORMANCE AUDITS
## 2010, 2013, 2019, 2022, 2025

### CLIENT

Placer County Transportation Planning Agency
2260 Douglas Blvd
Roseville, CA, 95661

### PROJECT MANAGER

Genevieve Evans, AICP, Principal

### REFERENCE

Mike Costa, Principal Transportation Planner
530-823-4209
mcosta@pctpa.net

### DESCRIPTION

For multiple audit periods, LSC Transportation Consultants, Inc. has been retained by Placer County Transportation Planning Agency (PCTPA) to conduct triennial performance audits of PCTPA and the four transit operators within its jurisdiction: Placer County Transit, Roseville Transit, Auburn Transit, and the Western Placer Consolidated Transportation Services Agency. For each audit period, the consultant team conducted on-site visits and worked closely with PCTPA and transit operator staff to put together concise and useful audit recommendations.

Examples of recommendations for the RTPA include revisions to farebox ratio standards to match the changing urban area boundary and new state requirements. Audit recommendations for the transit operators ranged from staffing suggestions, marketing recommendations, and updating performance standards. One particularly challenging issue for Roseville Transit was to calculate Full Time Equivalent (FTE) employees in accordance with TDA definitions. LSC has worked closely with the operator to more clearly outline the FTE definition for contractor and city staff going forward.

## HUMBOLDT COUNTY TRIENNIAL PERFORMANCE AUDITS
**2019 and 2022**

### CLIENT
Humboldt County Association of Governments (HCAOG)
611 I St., Suite B
Eureka, CA 95501

### PROJECT MANAGER
Genevieve Evans, AICP, Principal

### REFERENCE
Beth Burks,
Executive Director
707-444-8208
beth.burks@hcaog.net

### DESCRIPTION

LSC conducted TPAs of HCAOG, Humboldt Transit Authority (HTA), Arcata & Mad River Transit, and Fortuna Transit for FY 2016-17 to 2018-19, and FY 2019-20 to 2021-22. Transit services in Humboldt County range from intercity transit services, which travel nearly the length of the county to Mendocino County (operated by HTA), to a senior Dial-A-Ride program operated by the City of Fortuna.

Recommendations for HCAOG in the most recent TPA include a review of unmet transit needs, reasonable to meet definitions, and to place greater importance on performance indicators that more directly reflect ridership and the cost required to operate the service. Recommendations for the transit operators included reporting operating data and performance measures to the State Controller per the Performance Audit Guidebook. Acadia Davis was the project Planner on this project.

## NEVADA COUNTY TRIENNIAL PERFORMANCE AUDITS
**2022 and 2025**


### CLIENT
Nevada County Transportation Commission
101 Providence Mine Road, Suite 102
Nevada City, California 95959

### PROJECT MANAGER
Acadia Davis

### REFERENCE
Michael Woodman, Executive Director
530-265-3202
mwoodman@nccn.net

### DESCRIPTION

LSC Transportation Consultants, Inc. has been retained for multiple audit periods and by the Nevada County Transportation Commission (NCTC) to conduct triennial performance audits of the Commission and the transit operators in both the western and eastern portions of the county: Nevada County Connect (general public service), Nevada County Now (paratransit service), and the Truckee TART program.

As part of the most recent audits, it was determined that NCTC effectively and efficiently fulfilled its roles and responsibilities assigned to it through the TDA during the audit period. The audit reports discussed strategies to both meet TDA requirements as well as improve entity functions. Examples included recommendations to increase SSTAC effectiveness by reducing the number of meetings and improving reporting for transit operators and software recommendations.

## EL DORADO COUNTY TRIENNIAL PERFORMANCE AUDITS
**2015, 2022, 2024**

### CLIENT
El Dorado County Transportation Commission
2828 Easy Street
Placerville, CA 95667

### PROJECT MANAGER
Acadia Davis

### REFERENCE
Woody Deloria, Executive Director
El Dorado County Transportation Commission
530-642-5260
wdeloria@edctc.org

### DESCRIPTION
LSC Transportation Consultants, Inc. was retained by the El Dorado County Transportation Commission (EDCTC) to conduct Audits of the EDCTC and El Dorado County Transit Authority (EDCTA) in 2015, 2021, and 2024. El Dorado County is located in the foothills of the Sierra Nevada and serves as a bedroom community for many California state workers in Sacramento. For the Triennial Performance Audit for Fiscal Years 2021-22 through 2023-24, it was recommended that should the farebox recovery requirement be reinstated by SB 125 beginning July 1, 2026, and should no additional TDA reforms be made related to farebox recovery requirements, EDCTA work with EDCTC to review the current urbanized boundaries, ridership numbers and revisit the blended farebox recovery ratio it has established for EDCTA to reflect 2020 US Census population data.

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# Section 3
# APPROACH

## TECHNICAL APPROACH AND SCOPE OF WORK

LSC proposes the following specific approach to the performance audits based on our interpretation of the HCAOG Request for Proposal and our successful experience in other areas. The overall approach will follow the steps identified in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* and include an initial review of each organization and an on-site collection of information, a review of organizational issues, development of each detailed audit, preparation, and presentation of study findings for review and comment, and conclusions for the final reports. Four (4) separate audit reports will be prepared: for HCAOG, Arcata-Mad River Transit System, Fortuna Transit, and Humboldt Transit Authority (HTA). The following tasks are consistent with the Scope of Work identified in Attachment A.

As a part of HTA's audit, the following transit services will be included: Redwood Transit Service, Southern Humboldt Transit System, Eureka Transit System, North State Express Routes 299 and 101, and HTA's Dial-A-Ride service. The following presents a detailed outline of our proposed Work Plan.

### *TASK 0: PROJECT INITIATION AND MANAGEMENT*

Upon contract award, the Audit Team will contact HCAOG staff to ensure that the work scope outlined in this proposal addresses the goals and objectives of HCAOG. Any changes to the work scope will be submitted to HCAOG for approval. LSC will organize a kick-off meeting via teleconference with HCAOG and transit operator staff to discuss transit issues and areas of focus. The first audit task will be to develop a list of data items required for the audits of each transit operator. At a minimum, the following documents and data will be collected and reviewed:

- Expenditures, revenues, operating statistics, and ridership figures for the audit period
- Documentation of service quality (missed trips, on-time performance, complaints)
- Findings of Annual Apportionments of TDA revenues during the audit period
- Minutes from Social Service Transportation Advisory Council (SSTAC)
- Unmet Transit Needs Reports
- Operating contracts and agreements
- Transit Development Plans and user surveys
- HCAOG governing board meeting minutes
- Regional Transportation Plan
- TDA reports to the State Controller's Office for the previous three years
- Fiscal and compliance audits for each of the three years of the audit period

Progress meetings with HCAOG staff will be held periodically, as needed, throughout the duration of the project.

## *TASK A: DETERMINE COMPLIANCE WITH STATUTORY AND REGULATORY REQUIREMENTS*

After reviewing all relevant data, LSC will review each transit operator's and HCAOG's compliance with the Transportation Development Act (TDA) requirements specified within the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* will be reviewed. Our Team will identify any instances of non-compliance and present these issues clearly in the audit report in the form of a table and corresponding text. Any recommendations to fix these issues will be noted in the draft report.

## *TASK B: FOLLOW-UP ON PRIOR PERFORMANCE AUDIT RECOMMENDATIONS*

To ensure that the TDA Triennial Performance Audit is effective and valuable, our Audit Team will review and evaluate implementation of prior audit recommendations for each transit operator and HCAOG. The objective assessment of improvements will provide assurance that efforts have been made to improve efficiency and effectiveness and will strengthen the integrity of the TDA Triennial Performance Audit process.

The first step of this task is to obtain and review key documents. These include the previous Triennial Performance Audit, recommendations from fiscal audits, and any other performance evaluation efforts completed in the past. The next step is to discuss the implementation steps taken by the transit operators since the prior audit was published. The third step is to decide the following:

- Implementation Completed—If implementation has been completed, the audit report will address: (a) the effectiveness, accomplishments, and benefits from the recommendation, and (b) difficulties and costs incurred by the transit operator implementing the recommendation.
- Implementation In-Progress—If implementation is currently underway, the audit report will address: (a) the initiation date, (b) the current status, (c) the date implementation is expected to be complete, and (d) the difficulties and costs incurred by the transit operator during implementation.
- Implementation Not Begun—If the transit operators have not initiated any efforts to implement a recommendation, the Study Team will investigate and determine whether: (a) circumstances have changed and the recommendation is no longer applicable or feasible, (b) the recommendation was unreasonable and inappropriate at the outset, or (c) the transit operator has negligently or intentionally rejected a valid recommendation.

Each determination may result in a finding in the audit report, and an appropriate conclusion may need to be drawn, and a recommendation made. Based upon discussions with transit operator staff, the Audit Team will obtain the best evidence verifying the implementation status of each recommendation in prior audit reports. Significant accomplishments in performance will be noted. Finally, our Team will document this evidence in the audit report.

## TASK C: VERIFY PERFORMANCE INDICATORS FOR TRANSIT OPERATORS

Performance measurement is a common method of measuring transit service effectiveness and efficiency. Prior to the calculation of performance indicators, LSC will obtain and validate the operator's collection method of the following transit operator data for each year of the audit period, according to TDA definitions:

- Operating cost
- Passenger count
- Vehicle service hours
- Vehicle service miles
- Employee hours
- Fare revenue

LSC will then calculate and verify the following performance indicators: (1) operating cost per passenger, (2) operating cost per vehicle service hour, (3) passenger per vehicle service hour, (4) passengers per vehicle service mile, and (5) vehicle service hours per employee. The results will be presented in a series of tables and figures which separate performance indicators by mode of transit (fixed route and demand response) and fiscal year.

Further indicators our Study Team will include in the audit report are operating cost per vehicle service mile and farebox return ratio. All performance indicators will be analyzed to identify potential issues or concerns that may need further review. Details and potential improvements and recommendations will be made in the audit report.

The performance indicators will be presented in the form of tables and charts as well as discussed in text. All performance indicator tables and charts will be created in Microsoft Excel in an easy-to-follow format, which can be provided directly to the transit operator. If appropriate, LSC evaluation of other performance indicators to assist with focusing the detailed functional review of the transit operators, particularly if there is a concern regarding general performance or a recent change has occurred.

## TASK D: DETAILED REVIEW OF TRANSIT OPERATOR FUNCTIONS

A detailed review of all the major functions of a transit operator is the main task of a Triennial Performance Audit. The objective of this task is to review each function in terms of efficiency and effectiveness. The detailed functional review will entail on-site interviews with transit operator staff, interviews with transit operator board and advisory committees, review of completed transit studies, and will be the basis for audit recommendations.

Two full days have been budgeted for on-site field analysis of both the RTPA (Task E) and the transit operators. After a thorough review of data collected as part of Task A and the analysis in Tasks B and C, the audit team will meet with transit operator staff to discuss operator functions and tour the operating facility. The primary objectives of the on-site visits for the transit operator audits will be to:

- Discuss the various elements of transit operator function with staff and management
- Observe first-hand typical daily business practice
- Review data collection, analysis, and reporting procedures

The primary operator functions, which will be reviewed as part of the Audit Report, include:

- General Management and Organization
- Service Planning
- Scheduling, Dispatch, and Operations
- Personnel Management and Training
- Administration
- Marketing and Public Information
- Maintenance

The detailed review of transit operator functions will be summarized in each audit report. Any areas of concern resulting from the detailed review will be investigated further, and appropriate findings or recommendations will be noted in the audit report.

## *TASK E: REVIEW OF HCAOG FUNCTIONS*

As part of this task, LSC will perform a detailed performance review of the various functions performed by HCAOG with regard to TDA requirements and responsibilities. Specifically, the following functional areas will be analyzed:

- Administration and management
- Transportation planning and regional coordination
- Claimant relationships and oversight
- Marketing and transportation alternatives
- Grant application and management

LSC will discuss each functional area with HCAOG staff as part of an on-site visit. This trip will be coordinated with the site visits associated with the detailed review of transit operators. As appropriate, our Team will contact and interview other persons familiar with the functions and management of HCAOG (i.e., City and County representatives, or Caltrans officials). The auditors will also contact HCAOG Board Members to obtain input on the overall effectiveness of the agency, as well as opinions on goals and objectives, and future roles of the agency.

The detailed review of HCAOG functions will be summarized in the audit report. Any areas of concern resulting from the detailed review will be investigated further, and appropriate findings or recommendations will be noted in the audit report.

## *TASK F: FINDINGS AND RECOMMENDATIONS*

The final task of each TPA will summarize any non-compliance issues, improvements to performance and efficiency over the past three years, and other significant accomplishments. If any areas of inefficient or ineffective performance are revealed, findings and/or recommendations for improvements will be made in this section of the Audit Report.

## TASK G: DRAFT AND FINAL AUDIT

### Prepare Draft Reports

The information collected and analyzed during the previous tasks will be used as the basis for the development of the Administrative Draft Audit reports. A total of four (4) audit reports will be prepared: HCAOG, Arcata-Mad River Transit System, Fortuna Transit, and Humboldt Transit Authority. These reports will incorporate the following elements:

- **Table of Contents**—Presents a listing of the chapter headings and major sections in the audit report and the associated page numbers.
- **Executive Summary**—A brief summary of the most important findings and recommendations developed during the audit.
- **Introduction**—Provide background information that is useful in understanding HCAOG and the transit operators, as well as the manner in which the audits were conducted, and will include the following information:
  - Information regarding the organization's structure, budget, staffing, and services provided,
  - Identification of any legal requirements that pertain to the audits,
  - Description of the scope, approach, and methodology used in conducting the audits, and
  - Any limitations in how the audits were performed or information that is presented in the reports.
- **Results of Audit**—This section of the audit will present detailed findings in each of the major areas of the reports, including:
  - Results of the compliance review
  - Results of the review of the implementation of prior audit report recommendations
  - Results of the performance indicator analysis
  - Results of the functional review
- **Findings and Recommendations**—A summary of the major issues or concerns identified in the audit reports and the specific strategies and/or recommended solutions to address these issues or concerns.

Electronic files (in both Microsoft Word and Adobe Acrobat format) of the Draft Audits will be sent to HCAOG and the transit operators. The Audit Team will be available for conference calls with each operator to discuss findings and recommendations.

### Prepare and Present Final Performance Audits

After incorporating any changes resulting from the HCAOG and transit operator staff review of the Draft Audit reports, LSC will prepare the Final Triennial Performance Audit Reports. One electronic PDF copy of each audit will be delivered to HCAOG along with 12 hard copies of each audit report. LSC will be available to make a presentation to both the HCAOG and HTA Board of Directors via virtual teleconference.

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## Section 4
# WORK PLAN AND SCHEDULE

Proposed schedules for the HCAOG and Transit Operators Triennial Performance Audits for FY 2022-23 through FY 2024-25 are presented in Table 1. We are prepared to begin work immediately upon authorization. Data collection can occur after contract approval and notice to proceed in November, at which time a kick-off meeting can be scheduled.

### 2025

***November*** **–** Virtual Kick Off & Data Needs.

### 2026

***February*** **–** On-Site Visit.

***May*** **–** Draft TPA reports delivered for review and comment.

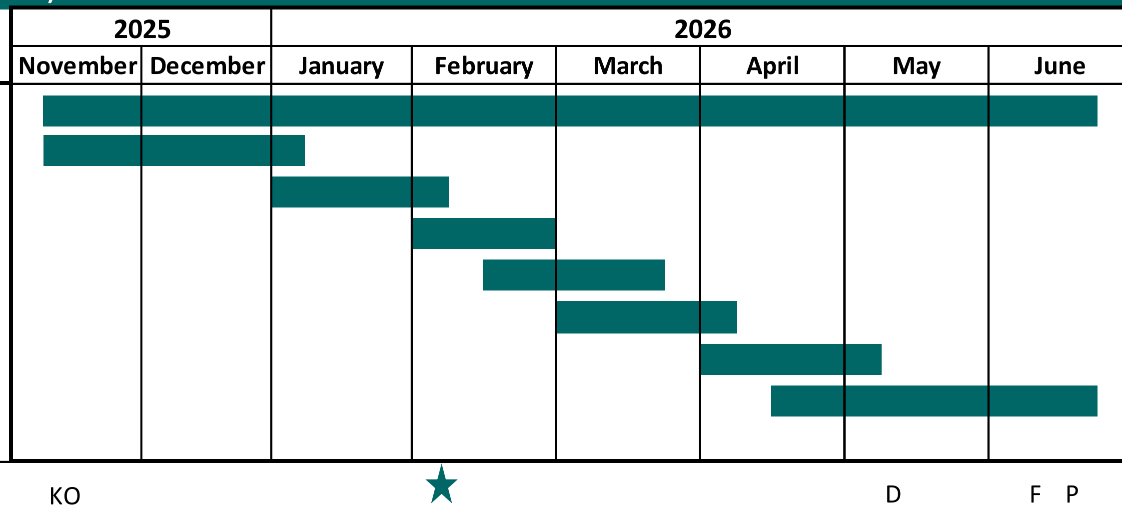
***June*** **–** Final TPA reports delivered and Virtual Presentation to HCAOG staff and HTA Board.

# Table 1: Project Schedule

**Humboldt County Association of Governments and Transit Operators**

**Triennial Performance Audits (FY 2022-23 through FY 2024-25)**

| | Task | Hours |
|---|---|---|
| Task 0 | Project Initiation and Management | 12 |
| Task A | Compliance Requirements | 22 |
| Task B | Prior Performance Audit Recommendatio | 26 |
| Task C | Verify Performance Indicators | 41 |
| Task D | Review Operator Functions | 158 |
| Task E | Review of HCAOG Functions | 42 |
| Task F | Findings and Recommendations | 36 |
| Task G | Prepare Draft and Final Audits | 100 |
| | Total | 425 |




KO = Kick-off, ★= On-site visits, D = Draft, F = Final, P = Presentation

# *Section 5*
# COST PROPOSAL

Labor requirements and detailed cost estimates have been developed for the Scope of Work and presented in Table 2. We have estimated the total cost of the scope of work at $64,262 to conduct the Triennial Performance Audits for HCAOG and Transit Operators.

We believe this level of funding is realistic based on the scope of services and the level of effort called for in the RFP. All costs as proposed in the RFP will be performed on a billed as incurred "not to exceed" basis. This proposal is a firm offer for 90 days after the deadline for submission.

## Table 2: Cost Proposal

| **HCAOG and Transit Operators**<br>Triennial Performance Audits<br>FY 2022-23 through FY 2024-25 | | Personnel and Hourly Rates | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | Principal In Charge (Evans) | Senior Advisor (Garner) | Project Manager (Davis) | Planner (Sterner) | Support Staff | | |
| | Hourly Cost | $99.21 | $90.19 | $57.00 | $46.17 | $32.83 | | |
| | Administrative Overhead | $150.79 | $137.08 | $86.64 | $70.19 | $49.90 | | |
| | Profit | $25.00 | $22.73 | $14.36 | $11.64 | $8.27 | | |
| | Total Hourly Rate | $275.00 | $250.00 | $158.00 | $128.00 | $91.00 | Hours | Costs |
| Task 0 | Project Initiation and Management | 4 | 2 | 4 | 2 | 0 | 12 | $2,488 |
| Task A | Compliance Requirements | 0 | 0 | 8 | 14 | 0 | 22 | $3,056 |
| Task B | Prior Performance Audit Recommendations | 0 | 0 | 10 | 16 | 0 | 26 | $3,628 |
| Task C | Verify Performance Indicators | 0 | 0 | 5 | 36 | 0 | 41 | $5,398 |
| Task D | Review Operator Functions | 1 | 2 | 80 | 55 | 0 | 138 | $20,455 |
| Task E | Review of HCAOG Functions | 1 | 1 | 20 | 10 | 0 | 32 | $4,965 |
| Task F | Findings and Recommendations | 4 | 8 | 16 | 8 | 0 | 36 | $6,652 |
| Task G | Prepare Draft and Final Audits | 8 | 12 | 44 | 16 | 20 | 100 | $16,020 |
| **TOTAL HOURS** | | 18 | 25 | 187 | 157 | 20 | 395 | |
| **TOTAL PERSONNEL COSTS** | | $4,950 | $6,250 | $29,546 | $20,096 | $1,820 | | $62,662 |

| **Additional Expenses** | **Total** |
|---|---|
| Travel (hotel, mileage, meals, etc.) | $1,600 |
| **Total Cost** | **$64,262** |

*Attachment A*

# SCOPE OF WORK

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## SCOPE OF WORK

Performance Audits for all agencies listed in Section I for fiscal years ending June 2023, 2024, and 2025.

## A) DETERMINE COMPLIANCE WITH STATUTORY AND REGULATORY REQUIREMENTS

The consultant will be required to review and determine HCAOG's and each of the operator's compliance with the Transportation Development Act and related sections of the California Code of Regulations. At a minimum, the Code Sections for which compliance is to be verified are those specified within the "Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities" published by the California Department of Transportation (September 2008, 3rd Edition). Should the consultant identify instances of non-compliance, a finding regarding the non-compliance should be made in the audit report.

## B) FOLLOW-UP ON PRIOR PERFORMANCE AUDIT RECOMMENDATIONS

The consultant will review the prior performance audits for HCAOG and each transit operator and assess implementation of audit recommendations. These audits are available on HCAOG's website: https://www.hcaog.net/funding-administration under Triennial Performance Audits.

The auditor will need to make determinations as to whether recommendations that have not been implemented are (a) no longer applicable, (b) infeasible, or (c) should still be implemented. If a prior audit recommendation has not been implemented but still has merit, the consultant should include the prior audit recommendation in the current audit report. The consultant will evaluate recommendations that have been implemented or are being implemented. For these recommendations, the consultant should assess the benefits provided (or likely to be provided) by the recommendation. Significant accomplishments in implementing prior recommendations should also be recognized.

## C) VERIFY PERFORMANCE INDICATORS FOR TRANSIT OPERATORS

As part of the performance audit, Section 99246 of the Public Utilities Code requires verification of five performance indicators: operating cost per passenger, operating cost per vehicle service hour, passengers per vehicle service hour, passengers per vehicle service mile, and vehicle service hours per employee (as defined in Section 99247 – Performance Measure Definitions). The consultant will review and validate the operator's collection of basic data needed to calculate these indicators for each fiscal year and transit mode (e.g., fixed route, demand response, commuter). The consultant will be expected to analyze performance indicators with the intent of identifying potential issues or concerns that may need further examination during the functional review.

As part of the functional review described below, the consultant will be expected to select, calculate, analyze, and recommend performance indicators that are appropriate to identify, quantify, and/or resolve performance problems and potential areas for improvement.

## D) REVIEW OPERATOR FUNCTIONS

The consultant will review each operator function as part of an on-site visit, consistent with the "Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities" (September 2008, 3rd Edition). The functional review is expected to include interviews with the transit operator's management, staff, and governing board, as well as with selected HCAOG staff. Concerns over inefficient or ineffective operator performance may be raised by:

- Operator and HCAOG interviews concerning operator functions;
- Documents, such as user surveys or short-range transit plans;
- Review and analysis of TDA-required performance indicators;
- Follow up on prior performance audits; and,
- Review of operator compliance with statutory and regulatory requirements.

Such concerns of inefficient performance should lead to further investigation, which may include the verification and calculation of additional performance indicators. The detailed investigation of functional concerns, problems, and potential improvements should make up the basis of most findings in the audit report.

## E) REVIEW HCAOG FUNCTIONS

The consultant will review each HCAOG TDA-related function, consistent with "Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities" (September 2008, 3rd Edition). The functional review is expected to include interviews with HCAOG's jurisdictions. Supplemental interviews with other regional agencies and State or federal agencies may be appropriate to gather more detailed information about areas of concern. Concerns over inefficient or ineffective HCAOG performance may be raised by:

- HCAOG and operator interviews concerning HCAOG functions;
- Documents, such as the regional transportation plan, and adopted policies and procedures for evaluating TDA claims;
- Follow up on prior performance audits; and
- Review of HCAOG compliance with statutory and regulatory requirements.

Such concerns of inefficient or ineffective performance should lead to further investigation. The detailed investigation of functional concerns, problems, and potential improvements should make up the basis of most findings in the audit report.

## REQUIRED DELIVERABLES

The consultant must provide one (1) electronic (PDF) copy of the draft reports to HCAOG and all transit agencies for review and comment prior to finalization. After HCAOG and the operators review and comment on the draft reports, the consultant must provide a final PDF copy to HCAOG. The report must address each of the performance audit project requirements outlined above. Also, the consultant should be prepared to make an oral presentation to the HCAOG Board of Directors.

*Attachment B*

# RESUMES

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## Experience

Ms. Evans has conducted Transportation Development Act Triennial Performance and Compliance Audits in El Dorado, Calaveras, Placer, Amador, Alpine, Nevada, Tuolumne, Humboldt, and Modoc counties.

## Education

Bachelor of Arts, Economics at the University of California, Berkeley

Coursework in Land Use Planning and GIS at the University of Nevada, Reno, and Oregon State University, Distance Education

## Professional Registrations

American Institute for Certified Planners (AICP)

## Professional Memberships

American Planning Association

American Institute for Certified Planners

# Genevieve Evans, AICP

*Principal*

Genevieve Evans joined LSC Transportation Consultants, Inc. as a Transportation Planner for LSC's Tahoe City, California office in 2003.

## PROJECT EXPERIENCE

Over the years, Genevieve has served as Project Manager for the Mendocino **Short-Range Transit Plan**, San Luis Obispo Joint Short-Range Transit Plans, Lassen Transit Development Plan, Eastern Nevada County Transit Plan Update, El Dorado Short-Range/Long-Range Transit Plan, Inyo-Mono Coordinated Public Transit-Human Services Transportation Plan, Calaveras County Intercity Transit Feasibility Study as well as for transit planning studies in Alpine County, Amador County, Calaveras County, Placer County, Madera County, Del Norte County, Lake County and Los Alamos, New Mexico. As part of these studies, Ms. Evans has researched demographic and economic data, reviewed the existing transit systems, administered onboard surveys, conducted alternatives analysis, and prepared fiscally constrained plans.

Ms. Evans conducted **Triennial Performance Audits** for the transit programs and Regional Transportation Planning Agencies in El Dorado County, Tahoe Basin, Del Norte County, Alpine County, Modoc County, Amador County, Calaveras County, Tuolumne County, Humboldt County, Nevada County, and Placer County. The audits included a review of the agency's compliance with state statutes as well as recommendations to improve the efficiency and effectiveness of the organization.

In conjunction with the 2021 Tuolumne County Triennial Performance Audit, Ms. Evans conducted the update of the Tuolumne County Transportation Council and the Tuolumne County Transit **Strategic Plan** update.

She has also conducted the update of the Calaveras 2021 and 2007 **Regional Transportation Plan**, Inyo County 2015 Regional Transportation Plan and Active Transportation Plan, Lassen County 2012 Regional Transportation Plan, Del Norte 2011 Regional Transportation Plan, Alpine County 2010 Regional Transportation Plan, Sierra County 2005, 2010, 2015 and 2020 Regional Transportation Plans, and the Modoc County 2008 Regional Transportation Plan.

Additionally, Ms. Evans had a major role in the collection, organization, and analysis of land use data used in the traffic model for the Truckee General Plan update. She also prepared grant requests for federal transit capital and operating grant programs, Active Transportation Programs, federal BUILD and RAISE grants, and conducted a study of vehicle and transit facility improvements for Modoc County.

# William P. Garner

*Senior Planning Advisor*

William Garner came to LSC in 2023 as a Senior Advisor after a 34-year career in local government transit management and transportation planning. Since then, Mr. Garner has participated in the development of the San Luis Obispo Joint SRTP, U.C. Merced Transit Coordination Study, Transit Performance Audits for Calaveras County and El Dorado Transit Authority, and portions of several other studies.

## PROJECT EXPERIENCE

### Placer County – Department of Public Works (1997-2023)
### Deputy Director (2020-2023)
### Public Works Manager – Transit Services (1997-2020)

Mr. Garner coordinated closely with multiple jurisdictions, transit districts, and other entities in the funding and delivery of transit services and participated in joint branding of transit services with the Town of Truckee, City of Lincoln, and City of Roseville. He managed multiple Federal Transit Administration grants, various California funding programs, and local funding programs.  He participated in multiple triennial performance audits, FTA triennial reviews, and fiscal audits.

Mr. Garner also led the agency's National Transit Database reporting. He closely participated in short/long range transit plan development and led the implementation of new transit services and technology – including microtransit. He coordinated with the local land development process for transit improvements and the development of future transit master plans. He conducted multiple procurements for buses, transportation services, and technology. He was also part of the project development team for the Tahoe City Transit Center, two CNG fueling stations, and multiple bus stop improvements. He prepared and implemented 25 years of complex budgets for two transit services with numerous funding sources and service areas in two separate MPO areas and a non-urbanized area.

### Placer County Transportation Planning Agency (1992-1997)
### Senior Project Manager (1992-1995); Deputy Director (1995-1997)
### Interim Executive Director (1997)

Mr. Garner developed Regional Transportation Plans (RTPs), Coordinated Short Range Transit Plans, and coordinated the planning process with SACOG. He managed the Transportation Development Act program, including the annual unmet transit needs process, and he coordinated the performance audit and financial audit process with jurisdictions. He also successfully developed several projects and grant proposals. Mr. Garner prepared the agency budget and overall work program. He assisted the Board with the transition to the new permanent Executive Director.

### Kern Council of Governments 1989-1992
### Assistant Planner

Mr. Garner authored significant portions of the RTP, and he conducted transit performance evaluations for several smaller public transit providers.

## Education

Master of Science in Applied Geography, New Mexico State University

Bachelor of Arts in Geography, California State University, Fresno

## Experience

Federal Transit Administration Grants Management

Executive Leadership Program, Placer County, CA

Transit Management Certificate Program

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# Acadia Davis
*Senior Planner*

Acadia Davis joined LSC Transportation Consultants, Inc. in November 2022. Acadia is a creative and dedicated professional and brings extensive research, writing, and analysis experience to projects. Since joining LSC, Acadia has worked on a wide range of triennial performance audits, transportation and transit plans, and successful grant applications.

## PROJECT EXPERIENCE

### El Dorado County Triennial Performance Audits (2024-2025)

Served as Project Manager for the Triennial Performance Audits of the El Dorado County Transportation Commission and El Dorado Transit. Presented Draft Audits to Boards.

### Nevada County Triennial Performance Audits (2024-2025)

Served as Project Manager for the Triennial Performance Audits of the Nevada County Transportation Commission and transit operators on both the west and east sides of the county. Presented final audits to the Commission.

### Western Placer County Triennial Performance Audits (2024-2025)

Conducted an evaluation of Placer County Transportation Planning Agency and four transit operators in accordance with the Transportation Development Act requirements. Remained up-to-date on changing TDA requirements related to COVID response and recovery. Managed all coordination with staff, analyzed financial and operational data, developed recommendations and findings, and conducted on-site interviews.

### Calaveras County Triennial Performance Audit (2023-2024)

Served as Project Manager for the Triennial Performance Audits for the Calaveras Council of Governments and Calaveras Transit Agency.

### Alpine County Triennial Performance Audit (2023-2024)

Conducted a thorough evaluation of transit services in accordance with the Transportation Development Act requirements. Coordinated with staff, conducted financial and operational data analysis, and conducted interviews.

### Tuolumne County Triennial Performance Audit (2022-2023)

Assisted with the analysis of transit service operational data and financial audits, and participated in on-site interviews with staff. Assisted with the development of audit recommendations.

### University of California Merced Coordination Study (2023)

Conducting extensive demographic and transit services analysis, managing onboard surveys on-site, facilitating stakeholder meetings, and developing coordination alternatives with associated financial evaluation.

## Education

Master of Science, Geography, University of Nevada, Reno

Bachelor of Arts, Environmental Studies, Carleton College

## Experience

Planning Intern, Placer County Community Development Resource Agency (Tahoe City, CA)

Lumberyard Manager, Cross Check Services LLC. (Olympic Valley, CA)

Forestry Technician, U.S. Forest Service (Truckee, CA)

TRANSPORTATION CONSULTANTS, INC.

# Chris Sterner
*Planner*

## Education

Bachelor of Science, Geography and Social Sciences, University of Oregon

Associate of Arts, General Studies Wor-Wic Community College, MD

## Experience

Undergraduate Research Assistant, Oregon Hazards Lab (Eugene, OR)

Chris Sterner joined LSC Transportation Consultants, Inc. in June of 2024 as a transportation planner. Mr. Sterner is a well-rounded professional who brings research, writing, and analysis skills to projects.

## PROJECT EXPERIENCE

### Redwood Coast Transit Authority Short Range Transit Plan (2024 - Present)

Mr. Sterner planned and conducted an extensive onboard survey effort, which included survey development and management of a contract with a temporary employment agency, and results analysis. He conducted interviews with community stakeholders and contract operations staff to gather their input on ways to improve service and optimize operations. He also conducted extensive demographic, financial, and transit services analysis and developed data visualization figures and tables to present results. Mr. Sterner also analyzed a wide variety of potential reductions and expansions to RCTA service.

### City of Lodi Short Range Transit Plan (2024)

Mr. Sterner has analyzed and prepared a summary of the Onboard Survey results to include in the Short Range Transit Plan.

### City of Ripon Short Range Transit Plan (2024 - Present)

Mr. Sterner planned and conducted both an onboard and online community survey effort for the City of Ripon. This gathered public input from a diverse range of people.

### Salem, OR Walkability Improvement Study (2024)

Mr. Sterner conducted research to identify areas with high densities of low-income housing and underserved demographics. He used Arc Pro GIS and Google Earth to identify sidewalk concerns and gaps in public transit service. He presented recommendations regarding sidewalk connectivity, bus stop locations, and improved pedestrian park access to the City of Salem staff to improve walkability in underserved neighborhoods.

### University of Oregon, Housing Insecurity Study (2023)

Mr. Sterner facilitated online surveys and a focus group to collect data about student housing issues and the impacts of housing insecurity on university students. He developed extensive data analysis and visualization for a presentation of key findings.

### Oregon Hazards Lab, Emergency Evacuation Route Planning (2023)

Mr. Sterner used Geospatial Technology to identify and access evacuation routes from remote wildfire camera sites across the State of Oregon. He organized plans to improve field technician safety.

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