



**Board of Directors
Regular Meeting Agenda**

August 25, 2016

1:30 pm

WILLITS

**Willits City Hall
111 E. Commercial Street
Conference Room**

AGENDA ITEMS

1. Call to Order:

Public Comment: Anyone is welcome to attend MTA Board meetings to address items that are on the agenda, or to bring other transit related matters to the attention of the Board. The time limit is 3 minutes per speaker.

CONSENT CALENDAR

- | | | |
|----|--|----|
| 2. | Minutes of May 26, 2016 and June 30, 2016 Board Meeting <u>Information:</u> | 1 |
| 3. | Service Performance Report: May, 2016 <u>Information</u> | 9 |
| 4. | Financial Report: May, 2016 <u>Information</u> | 15 |
| 5. | Board Meeting Dates and Locations <u>Information</u> | 21 |
| 6. | Capital Program: Update/Progress Report <u>Information</u> | 23 |

ACTION & DISCUSSION

- | | | |
|-----|---|------|
| 7. | Unmet Transit Needs – Willits <u>Action:</u> Solicit public input | 25 |
| 8. | <i>MTA 100-Day Organization Assessment Report</i> <u>General Discussion and Review</u> | 27 |
| 9. | Review and approve realignment of positions. Action: Discuss, review and give direction to staff regarding organizational restructure. | 47 |
| 10. | Preliminary Review New Service Implementation <u>Update</u> | oral |
| 11. | Mendocino College – Fare Free Rides <u>Update</u> | oral |
| 12. | Management Reports | oral |
| 13. | Matters from Directors | oral |

Closed Session:

Any public reports of action taken in the closed session will be made in accordance with Government Code sections 54950:

Labor Negotiations

Section 54957.6

Discussion of current labor negotiations with Teamsters Local 665

Personnel

Section 54957

In-depth discussion of 100-Day Organization Assessment Report as pertains directly to personnel.

ADJOURN Anticipated adjournment is 3:30 pm

Americans With Disabilities Act (ADA) Compliance

The Mendocino Transit Authority complies with ADA requirements and, upon request, will attempt to reasonably accommodate individuals with disabilities by making meeting material available in appropriate alternative formats (pursuant to Government Code Section 54953.2). Anyone requiring reasonable Interpreter services are available for the meeting by calling 707-462-5765, with seven (7) day advance notice.

Agenda #2

Mendocino Transit Authority

Board of Directors

Minutes of the Regular Board Meeting May 26, 2016 Fort Bragg Video-Conferenced with Ukiah

Present: Tarbell, Gjerde, Mastin, Doble, Strong
Excused: Cross, Peters
Staff: Richard, Webster, Butler, Beard, Meyer
Others: Loretta Ellard & Phil Dow, MCOG; Michael
O'Connor, RJ Ricciardi, Inc., CPA; Ryan LaRue,
Brad MacDonald & Mike Pallesen, RCHDC

Dir. **Mastin** called the Meeting to order at 1:30 PM.

Dir. **Mastin** asked for Public Comment

CONSENT CALENDER

Agenda Item #2: Minutes of April 28, 2016 Board Meeting
Agenda Item #3: Service Performance Report: March 2016
Agenda Item #4: Financial Report: March 2016
Agenda Item #5: Board Meeting Dates and Locations
Agenda Item #6: Capital Program: Update/Progress Report

Moved by Dir. **Gjerde** and seconded by Dir. **Strong** to accept
Agenda Items #2 - #6, and approved by the following Roll Call
vote:

AYES: Gjerde, Tarbell, Strong, Doble, Mastin
NO: None
ABSTAIN: None
ABSENT: Cross, Peters

Agenda Item #8: FY2015/16 Fiscal & Compliance Audit: Action:
Discussion on GASB68, Review & Accept Audits. Fin. Mgr. **Webster**
discussed the Financial Audit and Single Audit for FY14/15.
Fin. Mgr. **Webster** also explained that GASB68 was implemented in
FY14/15, and that a prior period adjustment was necessary for
1.18 million to cover the unfunded liability in MTA's Retirement
Account. Ms. **Webster** introduced Michael **O'Connor**, CPA, with RJ
Ricciardi, Inc, who performed the audit, to further explain the

effect of the reporting, and what to expect in future years. Discussion of the GASB68 inflows, outflows, and net pension liability continued. Dir. **Doble** suggested that a Reserve Policy should be considered to handle future funding.

Moved by Dir. **Gjerde** and seconded by Dir. **Tarbell** to accept FY14/15 Audit, and approved by the following Roll Call vote:

AYES: Gjerde, Tarbell, Strong, Doble, Mastin
NO: None
ABSTAIN: None
ABSENT: Cross, Peters

Agenda Item #7: Affordable Housing & Sustainable Communities Grant: Action: Review and approve Partnership Agreement with Rural Housing Development Corporation (RCHDC), Resolution 2016-11 and authorize an application for AHSC funding, Resolution 2016-12. Interim General Manager **Richard** reported that Mike **Pallesen** of Rural Housing Development Corporation approached him on partnering with RCHDC to write a grant to build 80 units of low income senior housing west of Orchard and north of Orr Creek, and with the reduction of greenhouse gases having the ability to purchase an electric bus to service that area. The grant, as written, would allow \$400,000 for the bus, and MTA would need to find additional funding to cover the cost. At the present time, that match would be approximately \$150K for a medium duty bus.

Moved by Dir. **Strong** and seconded by Dir. **Doble** to adopt **Resolution 2016-11 & 2016-12**, and approved by the following Roll Call vote:

AYES: Gjerde, Tarbell, Strong, Doble, Mastin
NO: None
ABSTAIN: None
ABSENT: Cross, Peters

Agenda Item #9: Estimated FY15/16 Year End Financials. Information. Finance Mgr. **Webster** covered FY15/16 estimated revenues and expenses as compared to the Actual 14/15 financials, as well as the current FY15/16 budget and the Preliminary FY16/17 Budget.

Agenda Item #10: Budget update FY16/17. Information.

Fin Mgr **Webster** updated the Preliminary Budget to include some of the uncertainties that were discussed when the Draft Budget was presented in March. Fin Mgr **Webster** noted that at present time, the Budget reflects approximately a \$150,000 deficit. Dir. **Doble** suggested developing a Reserve Policy to guide the agency in the use of the Reserve Funds (Retained Earnings). Further consideration of open positions that will not be filled until later in the Fiscal Year should be adjusted to reflect additional savings in the Budget.

Agenda Item #11: Dental Insurance. Action: Discussion.

Consider Approval. Fin. Mgr. **Webster** reported that for the FY2016/17, our Dental Carrier increased our premium by 4%. Our utilization is about 80% of every dollar in premiums. Staff suggested changing the plan to self-insure would be a low risk, and that savings from the plan could be used to either reduce the premiums or increase the benefit amount in the future.

Moved by Dir. **Strong**, seconded by Dir. **Doble** to approve to change Dental Plans from our current carrier to self-insure through Access Dental.

AYES: Gjerde, Tarbell, Strong, Doble, Mastin
NO: None
ABSTAIN: None
ABSENT: Cross, Peters

Agenda Item #12: Mendocino College - Fare Free Rides:

Information. Int. General Mgr. **Richard** explained that our funding source for next fiscal year is \$91,000 and staff had proposed to fund the Fall & Spring Semesters. The meeting with the President and Dean of the College agreed to look into the College sharing some of the cost of the program. The meeting with the Student Council resulted in their decision not to fund a portion of the project at this time. Int. Gen. Mgr **Richard** recommended implementing the program, and having the new General Manager continue to pursue a cost share program. The program could be changed to use the funds for capital purposes to procure an electric bus in the future.

Agenda Item #12a: Management Reports: Information. Maintenance Mgr. **Butler** reported that one new large van is still not accepted due to retarder issues. He is working on getting a new Gate and Solar Lighting in Willits as part of the Prop 1B Safety

and Security monies. Replacement of the video and camera equipment with Safety & Security monies are slated to be completed by June 15th. Loretta **Ellard** with MCOG reported that within the next week MTA's Phase Three of the Bus Stop Study \$25,000 is slated to be approved.

Agenda Item #13: Matters from Directors. Dir. **Tarbell** welcomed GM **Meyer**, and thanked staff for their work in this transition. Dir. **Mastin** welcomed the new GM, and thanked the management team, especially the Interim General Manager **Richard** for his work until GM **Meyer** was on Board. Dir. **Mastin** reported that he attended the CTA Annual Legislative Conference and there were a lot of changes to the STA Funding, and that LIFT & UBER could be eligible for STA Funds. Federal funding of UBER & LIFT for paratransit is illegal at this time. There was a lot of discussion of electric buses at the Conference.

Chair **Mastin** called for closed session at 3:30 pm.

Closed Session: General Manager Contract and Salary - Pursuant to GC 54957(b) (1), Public Employee Evaluation.

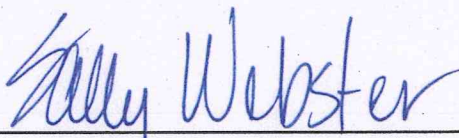
Report out of Closed Session:

Chair **Mastin** called for Open Session at 3:40 pm. Request was made for use of an agency car for commuting, and the Board has approved that request. If all staff cars are in use, MTA will require the vehicle back or we incur the additional cost of renting a vehicle for staff to travel.

No Report.

The Regular meeting of the MTA Board of Directors adjourned at 3:42 pm.

Jim Mastin, Chair


Sally Webster, Finance/Pers. Mgr.

Agenda #2

Mendocino Transit Authority

Board of Directors

Minutes of the Regular Board Meeting June 30, 2016 Fort Bragg Video-Conferenced with Ukiah

Present: Tarbell, Cross, Mastin, Doble, Strong
Excused: Gjerde, Peters
Staff: Webster, Butler, Meyer
Others: Loretta Ellard

Dir. **Mastin** called the Meeting to order at 1:42 PM.

Dir. **Mastin** asked for Public Comment

CONSENT CALENDER

Agenda Item #2: None
Agenda Item #3: Service Performance Report: April 2016
Agenda Item #4: Financial Report: April 2016
Agenda Item #5: Capital Program: Update/Progress Report

Moved by Dir. **Cross** and seconded by Dir. **Tarbell** to accept Agenda Items #3 - #5, and approved by the following Roll Call vote:

AYES: Strong, Cross, Tarbell, Doble, Mastin
NO: None
ABSTAIN: None
ABSENT: Gjerde, Peters

Agenda Item #6: MTA California Transit Insurance Pool (CalTIP) Board Member. Action: Review and approve Resolution #2016-13, appointing General Manager Carla Meyer as the MTA CalTIP Board Member. Gen. Mgr. Meyer requested the Board to appoint her as MTA's Representative to the Board of the California Transit Insurance Pool.

Moved by Dir. **Doble** and seconded by Dir. **Tarbell** to accept FY14/15 Audit, and approved by the following Roll Call vote:

AYES: Strong, Cross, Tarbell, Doble, Mastin
NO: None
ABSTAIN: None
ABSENT: Gjerde, Peters

Agenda Item #7: Lost and Found Policy: Action: Review and approve MTA Lost and Found Policy, Resolution 2016-14. General Manager **Meyer** presented the Lost and Found Policy to the Board.

Moved by Dir. **Strong** and seconded by Dir. **Tarbell** to adopt **Resolution 2016-14**, and approved by the following Roll Call vote:

AYES: Strong, Cross, Tarbell, Doble, Mastin
NO: None
ABSTAIN: None
ABSENT: Gjerde, Peters

Chair **Mastin** called for closed session at 2:00 pm.

Closed Session Pursuant to GC 54957(1): Conference with Legal Counsel - Existing and Anticipated Litigation.

Report out of Closed Session:

Chair **Mastin** called for Open Session at 2:15 pm. Advisory session with **James Wyatt** of **York Insurance**. No report.

Agenda Item #8: Proposed Budget FY16/17. Action: Discuss and Adopt Resolution 2016-17.

Fin Mgr **Webster** reviewed the Proposed FY2016/17 Budget. The budget showed a net loss of \$45,937. It contained expansion of service on Route 65, pending approval of a 5311(f) grant that would address three unmet needs. A union negotiated 2.25% COLA was included for represented employees and was proposed for all staff. Operating Revenue remained neutral, and other revenue increased by \$171,466 over last year due to excess TDA revenue from FY14/15, and the new 5311(f) grant. The Senior Center Subsidies increased 2.3% in TDA funds for all five centers. Gen. Mgr. **Meyer** presented the Capital Budget. Capital Revenues for five years are \$10 million, which includes \$5 million for the Admin Building. Vehicle acquisitions are \$4.1 million for 40 Replacement vehicles, 11 Para-transit vehicles, 11 large vans, and 10 Senior center vans, and various equipment and minor facilities over \$400K. The current year budget is proposed to spend \$900K of which \$500K will be spent in vehicles, and \$200K in Senior center vehicles. Fin. Mgr. **Webster** reviewed the Unmet Transit Needs portion of the budget. MTA staff and MCOG's Transit Productivity Committee identified three items from the

unmet needs list that as Reasonable to meet contingent on approval of MTA's grant proposal under the FTA Section 5311f program.

Moved by Dir. **Strong** and seconded by Dir. **Tarbell** to adopt Resolution 2016-17, and approved by the following Roll Call vote:

AYES: Strong, Cross, Tarbell, Doble, Mastin
NO: None
ABSTAIN: None
ABSENT: Gjerde, Peters

Agenda Item #9: MTA Reserve Fund Policy Action: Discussion and approval of Resolution 2016-15. Gen. Mgr. **Meyer** reviewed the Policy for establishing reserves for Operating and Capital funding.

Moved by Dir. **Tarbell**, seconded by Dir. **Cross** to approve the Policy with minor grammatical corrections to wording on page 3 and 4 of the Policy.

AYES: Strong, Cross, Tarbell, Doble, Mastin
NO: None
ABSTAIN: None
ABSENT: Gjerde, Peters

Agenda Item #10: Prop 1B, Safety and Security FY2014/15 Funding. Action: Review and approve Resolution 2016-16. General Mgr. **Meyer** proposed to apply for TSSSDRA funding in the amount of \$80,487 to purchase and install radios for the fleet, 10 mobile handheld radio units, and purchase and install two digital repeaters.

Moved by Dir. **Strong**, seconded by Dir. **Tarbell** to approve **Resolution 2016-16**, authorizing the General Manager and/or the Finance Manager to execute actions for financial assistances by the OES under the CTSGP, with changes to remove the proper names of the General Manager and Finance/Personnel Manager in the Resolution.

AYES: Strong, Cross, Tarbell, Doble, Mastin
NO: None
ABSTAIN: None
ABSENT: Gjerde, Peters

Agenda Item #11: Mendocino College - Fare Free Rides:

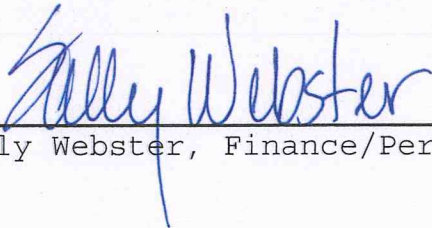
Information. General Mgr. **Meyer** reported that she met with Arturo **Reyes**, President with Mendocino College, Eileen **Cichocki**, and Jessica **Silva** regarding sharing some of the cost of the fare free rides to the college. The outcome of the meeting was that the College was not interested in contributing to the program at this time. At the end of the spring semester, the Board will consider redirecting the use of the funds for other purposes.

Agenda Item #12: Management Reports: Information. Maintenance Mgr. **Butler** reported that MTA accepted and received our last large van that had retarder issues. He is working on getting a new Gate and Solar Lighting in Willits as part of the Prop 1B Safety and Security monies. Fin/Pers Mgr **Webster** reported that MTA is recruiting for the Operations Manager Position. Loretta **Ellard** with MCOG will not meet in July, and the next meeting will be in August. Gen Mgr **Meyer** reported that at the sixth week with MTA, she is working on realignment of duties, that we are now video testing for driver recruitment, getting supervisors on the road and doing evaluations, and she will be filling the operations shoes until we get an Operations Manager on board.


Agenda Item #13: Matters from Directors. Dir. **Strong** reported that Willits is working on the Main Street Planning Program. Dir. **Cross** is working on the city of Point Arena appointing him to the MTA Board. Dir. **Tarbell** reported that the Board of Supervisors appointed him to our Board at their meeting on June 7, 2016. Dir. **Doble** reported that the council approved the reconstruction of the intersection at Low Gap/Brush and State street. Reconstruction of Luce, Observatory, and Washington street will happen further this year.

The Regular meeting of the MTA Board of Directors adjourned at 3:47 pm.

Jim Mastin, Chair


Sally Webster, Finance/Pers. Mgr.

Agenda Item # 3

To: MTA Board of Directors
From: Carla Meyer, General Manager 
Date: August 25, 2016
Subj: **Service Performance Report: May, 2016**

Attached is the Monthly Report for May, 2016 comparing performance with the May, 2015 Monthly Report. Of the twelve (12) performance standards, only 5 have exceeded performance of the previous year, 4 of which are operating costs per hour.

Also attached is a year-to-date summary of statistics and performance measures by route, with subtotals by service type. Due to month-to-month fluctuations, this year-to-date summary is more meaningful than the monthly reports. That page also provides a comparison with the same eleven (11 months of last year, showing Total Public Service. Below are the highlights of the year-to-date summary:

| | | |
|----------------------|------|-------|
| Fare Revenue | Up | 9.2% |
| Ridership | Down | -1.6% |
| Service hours | Up | 5.9% |
| Total operating cost | Down | -1.9% |

That means that compared to last fiscal year after May (eleven months):

| | | |
|------------------------------------|-----------|-----------------|
| Cost per hour (hourly rate) | Decreased | 7.4% to \$84.22 |
| Productivity (passengers per hour) | Decreased | 7.1% to 7.5 |
| Farebox ratio | Increased | 11.3% to 16.1% |
| The average fare paid | Increased | 11% to \$1.81 |

May's data shows an increase in the Farebox Ratio and Operating Cost Per hour, however, Ridership and Productivity continues to decrease. It is hopeful that the new Ukiah-Santa Rosa service and Mendocino College Free Fare Program will stop the downturn in ridership.

MONTHLY PERFORMANCE

| Service Month | Passengers per Hour | Farebox Ratio | Operating Cost per Hour |
|---------------|---------------------|---------------|-------------------------|
|---------------|---------------------|---------------|-------------------------|

Dial-A-Rides

| | | | |
|-----------------|------------|--------------|--------------|
| May-15 | 3.9 | 15.0% | 97.58 |
| Feb-16 | 3.8 | 9.7% | 103.08 |
| Mar-16 | 3.7 | 13.2% | 94.74 |
| Apr-16 | 3.8 | 14.5% | 96.25 |
| May-16 | 3.6 | 8.1% | 97.44 |
| STANDARD | 4.5 | 15.0% | 95.12 |

Flex Routes (***)

| | | | |
|-----------------|------------|--------------|--------------|
| May-15 | 5.7 | 7.1% | 87.53 |
| Feb-16 | 5.3 | 7.8% | 79.43 |
| Mar-16 | 4.6 | 9.2% | 72.11 |
| Apr-16 | 5.3 | 10.0% | 78.09 |
| May-16 | 5.6 | 7.3% | 77.88 |
| STANDARD | 8.2 | 15.0% | 81.62 |

Short Distance Bus Routes (**)

| | | | |
|-----------------|-------------|--------------|--------------|
| May-15 | 13.6 | 16.9% | 84.31 |
| Feb-16 | 13.4 | 16.8% | 80.63 |
| Mar-16 | 12.6 | 21.9% | 74.44 |
| Apr-16 | 12.6 | 24.2% | 76.61 |
| May-16 | 13.1 | 16.3% | 77.75 |
| STANDARD | 14.0 | 15.0% | 85.97 |

Long Distance Bus Routes (*)

| | | | |
|-----------------|------------|--------------|--------------|
| May-15 | 4.0 | 20.4% | 87.22 |
| Feb-16 | 3.2 | 12.2% | 90.46 |
| Mar-16 | 3.5 | 18.9% | 82.93 |
| Apr-16 | 3.2 | 18.1% | 84.58 |
| May-16 | 3.3 | 10.7% | 84.78 |
| STANDARD | 3.2 | 15.0% | 90.44 |

(*) Includes Routes 60 Coaster, 65 C C Rider, 75 Gualala - Ukiah and 95 Point Arena - Santa Rosa

(**) Includes 5 BraggAbout, 7 Jitney, 9 Local, 15 Laytonville, 20/21 Willits, 30 Rdwd Vly

(***) Includes Willits Flex

Year-to-Date Statistics and Performance

| Router/Run | Thru | | May-16 | | YTD Service Hours | YTD Paid Hours | YTD Service Miles | Mileage Based Costs | Hourly Based Costs | Direct Costs | Indirect Costs | Total Costs | Hourly Rate | Pass per Hour | Fare Box Ratio | Pass per \$ Subsidy | Average Fare | Rev per Svc Hr |
|-------------------------------------|------------------|---------|-------------------|----------------|-------------------|----------------|-------------------|---------------------|--------------------|--------------|----------------|-------------|-------------|---------------|----------------|---------------------|--------------|----------------|
| | YTD Fare Revenue | Pass | YTD Service Hours | YTD Paid Hours | | | | | | | | | | | | | | |
| 02 Willits - DAR | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ERR | ERR | ERR | ERR | ERR | ERR |
| 03 Ukiah - DAR | 64,107 | 20,298 | 5,377 | 6,575 | 56,385 | 38,442 | 222,987 | 104,971 | 151,914 | 518,314 | 96.40 | 3.8 | 12.4% | 0.045 | 3.16 | 11.92 | | |
| 04 Fort Bragg - DAR | 48,514 | 13,959 | 3,506 | 4,150 | 39,292 | 26,676 | 140,650 | 77,514 | 101,546 | 346,387 | 98.81 | 4.0 | 14.0% | 0.047 | 3.48 | 13.84 | | |
| Total Dial-A-Ride | 112,621 | 34,257 | 8,883 | 10,725 | 95,677 | 65,118 | 363,637 | 182,486 | 253,461 | 864,702 | 97.35 | 3.9 | 13.0% | 0.046 | 3.29 | 12.68 | | |
| 01 Willits - Flex | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | ERR | ERR | ERR | ERR | ERR | ERR |
| 08 Local Evening Service | 13,285 | 11,595 | 2,213 | 2,660 | 24,876 | 16,942 | 90,115 | 14,740 | 50,478 | 172,276 | 77.84 | 5.2 | 7.7% | 0.073 | 1.15 | 6.00 | | |
| Total Flex Routes | 13,285 | 11,595 | 2,213 | 2,660 | 24,876 | 16,942 | 90,115 | 14,740 | 50,478 | 172,276 | 77.84 | 5.2 | 7.7% | 0.073 | 1.15 | 6.00 | | |
| 01 Willits - Flex | 11,952 | 13,072 | 2,264 | 2,936 | 28,363 | 19,317 | 99,462 | 20,234 | 57,672 | 196,685 | 86.86 | 5.8 | 6.1% | 0.071 | 0.91 | 5.28 | | |
| 05 Bragg/About | 16,475 | 19,005 | 2,474 | 2,972 | 33,719 | 23,770 | 100,623 | 11,150 | 56,190 | 191,733 | 77.51 | 7.7 | 8.6% | 0.108 | 0.87 | 6.66 | | |
| 07 Jitney | 2,122 | 3,810 | 367 | 442 | 5,034 | 4,396 | 14,986 | 652 | 8,302 | 28,335 | 77.29 | 10.4 | 7.5% | 0.145 | 0.56 | 5.79 | | |
| 09 Local | 143,565 | 141,530 | 7,928 | 8,361 | 100,083 | 91,273 | 283,379 | 14,067 | 161,106 | 549,825 | 69.35 | 17.9 | 26.1% | 0.348 | 1.01 | 18.11 | | |
| 20 & 21 Willits | 55,652 | 36,677 | 3,568 | 4,106 | 83,887 | 78,105 | 139,157 | 10,073 | 94,200 | 321,474 | 90.10 | 10.3 | 17.3% | 0.138 | 1.52 | 15.60 | | |
| 22 Willits 22 | 1,630 | 649 | 408 | 395 | 16,076 | 10,894 | 13,402 | 720 | 10,367 | 35,383 | 86.70 | 1.6 | 4.6% | 0.019 | 2.51 | 3.99 | | |
| Total Inland Routes | 231,396 | 214,743 | 17,009 | 19,212 | 267,162 | 227,755 | 651,008 | 56,838 | 387,836 | 1,323,435 | 77.81 | 12.6 | 17.5% | 0.197 | 1.08 | 13.60 | | |
| 60 Coaster | 11,072 | 13,675 | 1,388 | 1,713 | 37,521 | 26,074 | 57,974 | 6,259 | 37,431 | 127,738 | 92.06 | 9.9 | 8.7% | 0.117 | 0.81 | 7.98 | | |
| 65a New Route 65 | 24,915 | 1,677 | 1,856 | 2,167 | 37,097 | 25,250 | 73,498 | 2,979 | 42,188 | 143,915 | 77.56 | 0.9 | 17.3% | 0.014 | 14.86 | 13.43 | | |
| 65 CC Rider | 105,685 | 11,409 | 3,328 | 3,701 | 102,506 | 69,666 | 125,474 | 15,037 | 87,139 | 297,337 | 89.34 | 3.4 | 35.5% | 0.060 | 9.26 | 31.76 | | |
| 74 Gualala - Saturday | 2,260 | 845 | 417 | 469 | 9,400 | 6,307 | 15,895 | 2,435 | 10,239 | 34,876 | 83.60 | 2.0 | 6.5% | 0.028 | 2.67 | 5.42 | | |
| 75 Gualala | 18,666 | 9,017 | 2,127 | 2,393 | 46,400 | 31,603 | 81,121 | 12,395 | 51,866 | 176,985 | 83.19 | 4.2 | 10.5% | 0.057 | 2.07 | 8.77 | | |
| 75 Point Arena-Santa Rosa | 27,062 | 5,801 | 3,178 | 3,562 | 65,178 | 44,124 | 120,802 | 19,677 | 76,524 | 261,127 | 82.17 | 1.8 | 10.4% | 0.025 | 4.67 | 8.52 | | |
| Total Coastal & Long Routes | 189,659 | 42,424 | 12,294 | 14,005 | 298,102 | 203,044 | 474,763 | 58,783 | 305,389 | 1,041,979 | 84.76 | 3.5 | 18.2% | 0.050 | 4.47 | 15.43 | | |
| Total Public Service | 546,961 | 303,019 | 40,398 | 45,602 | 685,817 | 512,859 | 1,579,523 | 312,845 | 997,164 | 3,402,391 | 84.22 | 7.5 | 16.1% | 0.106 | 1.81 | 13.54 | | |
| 97 Contract Services | 61,695 | 3,359 | 1,026 | 1,026 | 8,326 | 5,663 | 34,752 | 1,824 | 17,510 | 59,749 | 58.26 | 3.3 | 103.3% | -1.726 | 18.37 | 60.16 | | |
| 98 Charter | 50,420 | 12,256 | 557 | 557 | 7,675 | 6,704 | 18,880 | 408 | 10,854 | 36,846 | 66.21 | 22.0 | 136.8% | -0.903 | 4.11 | 90.60 | | |
| Total Other | 112,115 | 15,615 | 1,582 | 1,582 | 16,001 | 12,367 | 53,632 | 2,232 | 28,364 | 96,595 | 61.05 | 9.9 | 116.1% | -1.006 | 7.18 | 70.86 | | |
| Total | 659,076 | 318,634 | 41,980 | 48,184 | 701,818 | 525,226 | 1,633,156 | 315,077 | 1,025,528 | 3,498,986 | 83.35 | 7.6 | 18.8% | 0.112 | 2.07 | 15.70 | | |
| Total Mileage, Labor & Direct Costs | | | | | | | | | | | | 2,473,458 | 41% | | | 100% | | |
| | | | | | | | | | | | | 15% | 47% | 9% | 29% | | | |

Mendocino Transit Authority Year to Date Statistics Comparison

Comparison

FY14/15 - FY15/16

| Route/Run | YTD Through 14/15 | | | YTD Through 15/16 | | | YTD Through 14/15 | | | YTD Through 15/16 | | | YTD Through 14/15 | | | YTD Through 15/16 | | | |
|-----------------------------|-------------------|--------------|--------|-------------------|---------|---------|-------------------|---------------|--------|-------------------|---------------|--------|-------------------|------------|--------|-------------------|------------|--------|--|
| | Fare Revenue | Fare Revenue | % Diff | Amount Diff | Pass | % Diff | Amount Diff | Service Hours | % Diff | Amount Diff | Service Hours | % Diff | Amount Diff | Total Cost | % Diff | Amount Diff | Total Cost | % Diff | |
| 02 Willits - DAR | 0 | 0 | ERR | 0 | 0 | ERR | 0 | 0 | ERR | 0 | 0 | ERR | 0 | 0 | ERR | 0 | 0 | ERR | |
| 03 Ukiah - DAR | 64,475 | 64,107 | -0.6% | (368) | 21,230 | 20,298 | -4.4% | (932) | 5,537 | 5,377 | -2.9% | (160) | 3,506 | 3,473,305 | -0.3% | (3,118) | 3,466,387 | -0.3% | |
| 04 Fort Bragg - DAR | 47,237 | 48,514 | 2.7% | 1,277 | 13,935 | 13,959 | 0.2% | 24 | 3,518 | 3,506 | -0.3% | (12) | 8,883 | 882,533 | -1.9% | (17,331) | 864,702 | -2.0% | |
| Total Dial-A-Ride | 111,712 | 112,621 | 0.8% | 909 | 35,165 | 34,257 | -2.6% | (908) | 9,055 | 8,883 | -1.9% | (173) | | | | | | | |
| 08 Local Evening Service | 12,486 | 13,285 | 6.4% | 799 | 11,999 | 11,595 | -3.4% | (404) | 2,194 | 2,213 | 0.9% | 19 | 185,002 | 185,002 | 0.0% | 0 | 172,276 | -6.9% | |
| Total Flex Routes | 12,486 | 13,285 | 6.4% | 799 | 11,999 | 11,595 | -3.4% | (404) | 2,194 | 2,213 | 0.9% | 19 | 185,002 | 185,002 | 0.0% | 0 | 172,276 | -6.9% | |
| 01 Willits - Flex | 9,687 | 11,952 | 23.4% | 2,265 | 11,638 | 13,072 | 12.3% | 1,434 | 2,245 | 2,264 | 0.9% | 19 | 200,335 | 200,335 | 0.0% | 0 | 196,695 | -1.8% | |
| 05 Bragg/About | 15,514 | 16,475 | 6.2% | 961 | 19,842 | 19,005 | -4.2% | (837) | 2,452 | 2,474 | 0.9% | 22 | 192,321 | 192,321 | 0.0% | 0 | 191,733 | -0.3% | |
| 07 Jitney | 2,102 | 2,122 | 1.0% | 20 | 4,197 | 3,810 | -9.2% | (387) | 384 | 367 | -4.5% | (17) | 32,746 | 32,746 | 0.0% | 0 | 28,335 | -13.5% | |
| 09 Local | 126,957 | 143,565 | 13.1% | 16,608 | 144,194 | 141,530 | -1.8% | (2,664) | 7,888 | 7,928 | 0.5% | 40 | 644,379 | 644,379 | 0.0% | 0 | 549,825 | -14.7% | |
| 20 & 21 Willits | 53,192 | 55,652 | 4.6% | 2,460 | 38,640 | 36,677 | -5.1% | (1,963) | 3,537 | 3,568 | 0.9% | 31 | 378,720 | 378,720 | 0.0% | 0 | 321,474 | -15.1% | |
| 22 Willits 22 | 0 | 1,630 | ERR | 1,630 | 0 | 649 | ERR | 649 | 0 | 408 | ERR | 408 | 35,383 | 35,383 | 0.0% | 0 | 35,383 | ERR | |
| Total Inland Routes | 207,452 | 231,396 | 11.5% | 23,944 | 218,511 | 214,743 | -1.7% | (3,768) | 16,486 | 17,009 | 3.2% | 523 | 1,448,501 | 1,448,501 | 0.0% | 0 | 1,323,435 | -8.6% | |
| 60 Coaster | 11,206 | 11,072 | -1.2% | (134) | 13,160 | 13,675 | 3.9% | 515 | 1,381 | 1,388 | 0.5% | 7 | 133,434 | 133,434 | 0.0% | 0 | 127,738 | -4.3% | |
| 65a New Route 65 | 0 | 24,915 | ERR | 24,915 | 0 | 1,677 | ERR | 1,677 | 0 | 1,856 | ERR | 1,856 | 143,915 | 143,915 | 0.0% | 0 | 143,915 | ERR | |
| 65 CC Rider | 110,643 | 105,685 | -4.5% | (4,958) | 12,613 | 11,409 | -9.5% | (1,204) | 3,294 | 3,328 | 1.0% | 34 | 312,765 | 312,765 | 0.0% | 0 | 297,337 | -4.9% | |
| 74 Gualala - Saturday | 2,105 | 2,260 | 7.4% | 155 | 920 | 845 | -8.2% | (75) | 435 | 417 | -4.1% | (18) | 39,038 | 39,038 | 0.0% | 0 | 34,876 | -10.7% | |
| 75 Gualala | 17,257 | 18,666 | 8.2% | 1,409 | 8,921 | 9,017 | 1.1% | 96 | 2,118 | 2,127 | 0.4% | 9 | 188,453 | 188,453 | 0.0% | 0 | 176,985 | -6.1% | |
| 95 Point Arena-Santa Rosa | 27,988 | 27,062 | -3.3% | (926) | 6,635 | 5,801 | -12.6% | (834) | 3,168 | 3,178 | 0.3% | 10 | 278,430 | 278,430 | 0.0% | 0 | 261,127 | -6.2% | |
| Total Coastal & Long Routes | 169,199 | 189,659 | 12.1% | 20,460 | 42,249 | 42,424 | 0.4% | 175 | 10,396 | 12,294 | 18.3% | 1,898 | 952,120 | 952,120 | 0.0% | 0 | 1,041,979 | 9.4% | |
| Total Public Service | 500,849 | 546,961 | 9.2% | 46,112 | 307,924 | 303,019 | -1.6% | (4,905) | 38,131 | 40,398 | 5.9% | 2,267 | 3,468,156 | 3,468,156 | 0.0% | 0 | 3,402,391 | -1.9% | |
| 97 Contract Services | 58,603 | 61,695 | 5.3% | 3,092 | 4,476 | 3,359 | -25.0% | (1,117) | 999 | 1,026 | 2.7% | 27 | 64,395 | 64,395 | 0.0% | 0 | 59,749 | -7.2% | |
| 98 Charter | 42,341 | 50,420 | 19.1% | 8,079 | 10,531 | 12,256 | 16.4% | 1,725 | 407 | 557 | 36.7% | 150 | 29,226 | 29,226 | 0.0% | 0 | 36,846 | 26.1% | |
| Total Other | 100,944 | 112,115 | 11.1% | 11,171 | 15,007 | 15,615 | 4.1% | 608 | 1,406 | 1,582 | 12.5% | 176 | 93,621 | 93,621 | 0.0% | 0 | 96,595 | 3.2% | |
| Total | 601,793 | 659,076 | 9.5% | 57,283 | 322,931 | 318,634 | -1.3% | (4,297) | 39,537 | 41,980 | 6.2% | 2,443 | 3,561,777 | 3,561,777 | 0.0% | 0 | 3,498,986 | -1.8% | |
| | | 659,076 | | | | 318,634 | | | | 41,980 | | | | | | | | | |

Subsidy, Ft Bragg DAR (RCRC 1,491,382

Mendocino Transit Authority
FY14/15 - FY15/16

Year to Date Performance Comparison

Friday August 19, 2016

File(Budget12ROUTEYTD)

| Route/Run | YTD Through May-16 | | | YTD Through May-16 | | | YTD Through May-16 | | | YTD Through May-16 | | |
|-----------------------------|--------------------|-------------------|-------------|--------------------|---------------------|---------------------|--------------------|--------|---------------------|---------------------|-------------|--------|
| | 14/15 Hourly Rate | 15/16 Hourly Rate | Amount Diff | % Diff | 14/15 Pass per Hour | 15/16 Pass per Hour | Amount Diff | % Diff | 14/15 Farebox Ratio | 15/16 Farebox Ratio | Amount Diff | % Diff |
| 02 Willits - DAR | ERR | ERR | ERR | ERR | ERR | ERR | ERR | ERR | ERR | ERR | ERR | ERR |
| 03 Ukiah - DAR | 96.66 | 96.40 | -0.27 | -0.3% | 3.8 | 3.8 | 0.0 | -1.5% | 12.0% | 12.4% | 0.3% | 2.7% |
| 04 Fort Bragg - DAR | 98.72 | 98.81 | 0.08 | 0.1% | 4.0 | 4.0 | 0.0 | 0.5% | 13.6% | 14.0% | 0.4% | 3.0% |
| Total Dial-A-Ride | 97.46 | 97.35 | -0.11 | -0.1% | 3.9 | 3.9 | -0.0 | -0.7% | 12.7% | 13.0% | 0.4% | 2.9% |
| 08 Local Evening Service | 84.32 | 77.84 | -6.48 | -7.7% | 5.5 | 5.2 | -0.2 | -4.2% | 6.7% | 7.7% | 1.0% | 14.3% |
| Total Flex Routes | 84.32 | 77.84 | -6.48 | -7.7% | 5.5 | 5.2 | -0.2 | -4.2% | 6.7% | 7.7% | 1.0% | 14.3% |
| 01 Willits - Flex | 89.24 | 86.86 | -2.38 | -2.7% | 5.2 | 5.8 | 0.6 | 11.4% | 4.8% | 6.1% | 1.2% | 25.7% |
| 05 Bragg/About | 78.43 | 77.51 | -0.92 | -1.2% | 8.1 | 7.7 | -0.4 | -5.1% | 8.1% | 8.6% | 0.5% | 6.5% |
| 07 Jitney | 89.96 | 77.29 | -12.67 | -14.1% | 11.5 | 10.4 | -1.1 | -9.9% | 6.4% | 7.5% | 1.1% | 16.7% |
| 09 Local | 81.69 | 69.35 | -12.34 | -15.1% | 18.3 | 17.9 | -0.4 | -2.3% | 19.7% | 26.1% | 6.4% | 32.5% |
| 20 & 21 Willits | 107.07 | 90.10 | -16.97 | -15.8% | 10.9 | 10.3 | -0.6 | -5.9% | 14.0% | 17.3% | 3.3% | 23.3% |
| 22 Willits 22 | ERR | ERR | ERR | ERR | ERR | ERR | ERR | ERR | ERR | ERR | ERR | ERR |
| Total Inland Routes | 87.86 | 77.81 | -10.05 | -11.4% | 13.3 | 12.6 | -0.6 | -4.7% | 14.3% | 17.5% | 3.2% | 22.1% |
| 60 Coaster | 96.62 | 92.06 | -4.56 | -4.7% | 9.5 | 9.9 | 0.3 | 3.4% | 8.4% | 8.7% | 0.3% | 3.2% |
| 65a New Route 65 | ERR | 77.56 | ERR | ERR | ERR | ERR | ERR | ERR | ERR | ERR | ERR | ERR |
| 65 CC Rider | 94.95 | 89.34 | -5.61 | -5.9% | 3.8 | 3.4 | -0.4 | -10.5% | 35.4% | 35.5% | 0.2% | 0.5% |
| 74 Gualala - Saturday | 89.74 | 83.60 | -6.15 | -6.9% | 2.1 | 2.0 | -0.1 | -4.2% | 5.4% | 6.5% | 1.1% | 20.2% |
| 75 Gualala | 88.98 | 83.19 | -5.78 | -6.5% | 4.2 | 4.2 | 0.0 | 0.6% | 9.2% | 10.5% | 1.4% | 15.2% |
| 95 Point Arena-Santa Rosa | 87.89 | 82.17 | -5.72 | -6.5% | 2.1 | 1.8 | -0.3 | -12.8% | 10.1% | 10.4% | 0.3% | 3.1% |
| Total Coastal & Long Routes | 91.59 | 84.76 | -6.83 | -7.5% | 4.1 | 3.5 | -0.6 | -15.1% | 17.8% | 18.2% | 0.4% | 2.4% |
| Total Public Service | 90.95 | 84.22 | -6.73 | -7.4% | 8.1 | 7.5 | -0.6 | -7.1% | 14.4% | 16.1% | 1.6% | 11.3% |
| 97 Contract Services | 64.46 | 58.26 | -6.20 | -9.6% | 4.5 | 3.3 | -1.2 | -26.9% | 91.0% | 103.3% | 12.3% | 13.5% |
| 98 Charter | 71.81 | 66.21 | -5.60 | -7.8% | 25.9 | 22.0 | -3.9 | -14.9% | 144.9% | 136.8% | -8.0% | -5.8% |
| Total Other | 66.59 | 61.05 | -5.53 | -8.3% | 10.7 | 9.9 | -0.8 | -7.5% | 107.8% | 116.1% | 8.2% | 7.6% |
| Total | 90.09 | 83.35 | -6.74 | -7.5% | 8.2 | 7.6 | -0.6 | -7.1% | 16.9% | 18.8% | 1.9% | 11.5% |

Comparison
FY14/15 - FY15/16

| Description | YTD Through May-16 | | % Diff |
|---------------------|--------------------|-----------|----------|
| | 14/15 | 15/16 | |
| Mileage | 644,713 | 701,818 | 8.9% |
| Mileage Based Costs | 556,689 | 525,226 | (61,463) |
| Hourly Based Costs | 1,540,431 | 1,633,156 | 92,725 |
| Direct Costs | 382,888 | 315,077 | (67,811) |
| Overhead Costs | 1,051,767 | 1,025,528 | (26,239) |
| Total Costs | 3,561,775 | 3,498,986 | (62,789) |

Charter Rate Calculation
Cost per mile calculation:

| | | | |
|---------------|-------|----------|--------|
| Minivan | 0.456 | Plus | 41.50% |
| Van/Small Bus | 0.766 | Overhead | 10.0% |
| Coach | 1.060 | Profit | 10.0% |
| Combined | 0.846 | | |

Hourly Rate Calculation:

| | |
|--------------------|--------|
| Actual Hourly Rate | 33.89 |
| Plus Direct Costs | 19.3% |
| Hourly Rate | 40.43 |
| Plus Overhead | 41.50% |
| Hourly Rate | 57.21 |
| Plus Profit | 20.0% |
| Hourly Rate | 68.65 |

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Agenda Item # 4

To: Board of Directors
From: Sally Webster, Finance & Personnel Manager
Date: August 7, 2016
Subj: Financial Statements as of May 31, 2016

Attached are Financial Statements for the month ending May 2016. The Income Statement shows a gain of \$ 311,922 and a \$ 370,628 positive budget performance. Comparing year-to-date through May 16 to May 15: Operating Revenue is up \$50,673 (6.7%). Other Revenue is up (3.2%) and Operating Expenses are down (-1.8%) as compared to the previous year. Our operating expenses compared to our budget are down (-12.4%).

The Capital Income/Expense Statement reflects a gain of \$390,477 this month (including STA carryover). For further details to the capital program, please see Agenda Item #6.

| Mendocino Transit Authority | | | | |
|---|------------------------|------------------|------------------|---------------|
| Budget to Actual Income Statement for eleven months ending | | | | May-16 |
| Description Revenue | -----Year to Date----- | | | |
| | Actual \$ | Budget \$ | Variance \$ | Variance % |
| Operating Revenue | 807,821 | 876,907 | (69,086) | -7.9% |
| Other Revenue | 3,065,279 | 3,121,313 | (56,034) | -1.8% |
| Total Revenue | 3,873,100 | 3,998,220 | (125,120) | -3.1% |
| Operating Expenses | | | | |
| Transportation | 2,443,129 | 2,811,864 | (368,735) | -13.1% |
| Maintenance | 449,016 | 479,958 | (30,942) | -6.4% |
| Administration | 665,481 | 767,504 | (102,023) | -13.3% |
| Total Operating Expenses | 3,557,626 | 4,059,326 | (501,700) | -12.4% |
| Other (Income)/Expense | (1,609) | (2,400) | 791 | -33.0% |
| Mobility Management Program | | | | |
| Revenue | 5,834 | | 5,834 | ERR |
| Expense | (10,995) | | (10,995) | ERR |
| Net Gain/(Loss) Before Depreciation | 311,922 | (58,706) | 370,628 | ERR |

| Mendocino Transit Authority | | |
|--|---------------|-------------------|
| Balance Sheet as of | May-16 | |
| Description | \$ | \$ |
| ASSETS | | |
| Current Assets | | |
| Cash | 1,694,977 | |
| A/R, Prepaid Expenses & Inventory | 1,409,493 | |
| Total Other Current Assets | | 3,104,470 |
| Property, Plant & Equip Net of Depreciation | | 11,524,208 |
| Investment - Deferred | | 0 |
| Total Assets | | 14,628,678 |
| LIABILITIES & EQUITY | | |
| Current Liabilities | | |
| Accounts Payable & Accruals | 619,761 | |
| Other Liabilities | 82,962 | |
| Provision for Restricted Funds | 228,376 | |
| Total Current Liabilities | | 931,099 |
| Deferred Compensation Payable | | 0 |
| Total Liabilities | | 931,099 |
| Fund Equity | | |
| Contributed Capital | 12,435,884 | |
| Retained Earnings | 1,261,695 | |
| Total Fund Equity | | 13,697,579 |
| Total Liabilities and Equity | | 14,628,678 |

Mendocino Transit Authority

Budget to Actual Income Statement for eleven months ending

May-16

| Description | Year to Date Actual \$ | Annual Budget (Revised Feb 2015) \$ | Remaining \$ | Actual as % of Budget |
|-------------------------------|------------------------|-------------------------------------|----------------|-----------------------|
| Capital Revenue: | | | | |
| State Grants | 336,028 | 395,549 | 59,521 | 85.0% |
| STA - Capital | 282,919 | 224,558 | (58,361) | 126.0% |
| R/STIP | | | 0 | ERR |
| Federal | 300,000 | 407,000 | 107,000 | 73.7% |
| Transfer from Transit Reserve | 78,893 | 94,550 | 15,657 | 83.4% |
| Local - Other | | 37,500 | 37,500 | 0.0% |
| Sale of Assets | 2 | | (2) | ERR |
| Interest Income | 993 | | (993) | ERR |
| Other | | | 0 | ERR |
| Total Revenue | 998,835 | 1,159,157 | 160,322 | 86.2% |

| Capital Expenses: | Project | | | | |
|--------------------------------|---------|----------------|------------------|----------------|--------------|
| 1 Staff Maintenance Van | 96 | | 50,396 | 50,396 | 0.0% |
| 1 Heavy Duty Bus | | | 0 | 0 | ERR |
| 2 Paratransit Vans | | | 0 | 0 | ERR |
| 4 Large Vans | 97 | 395,154 | 358,320 | (36,834) | 110.3% |
| 2 Medium Duty Buses | 98 | 340,072 | 346,080 | 6,008 | 98.3% |
| 2 Paratransit Vans | | | 0 | 0 | ERR |
| | | | | 0 | ERR |
| | | | | 0 | ERR |
| | | | | 0 | ERR |
| | | | | 0 | ERR |
| Transportation | 27 | 2,531 | 8,500 | 5,969 | 29.8% |
| Maintenance | 28 | 17,909 | 53,700 | 35,791 | 33.4% |
| Office | 29 | 3,190 | 37,500 | 34,310 | 8.5% |
| Bus Stops | 30 | 15,082 | 49,500 | 34,418 | 30.5% |
| | | | | 0 | ERR |
| Security Cameras/Projects | 80 | | | 0 | ERR |
| Transmissions/Major Repairs | | 5,144 | | (5,144) | ERR |
| Vehicle Equipment (Fare Boxes) | | | 126,000 | 126,000 | 0.0% |
| | | | | 0 | ERR |
| | | | 0 | 0 | ERR |
| Admin/Ops - Preliminary Design | c/o 89 | | | 0 | ERR |
| Admin/Ops - Construct | 93 | | | 0 | ERR |
| | | | | 0 | ERR |
| | | | 0 | 0 | ERR |
| Ukiah Senior Center | 116 | | 79,161 | 79,161 | 0.0% |
| Willits Senior Center | 117 | 45,682 | 50,000 | 4,318 | 91.4% |
| Misc - Other | | | | 0 | ERR |
| Total Expenses | | 824,766 | 1,159,157 | 334,391 | 71.2% |

| | | | |
|---|----------------|----------|------------------|
| Net Gain/(Loss) before Carryover | 174,069 | 0 | (174,069) |
|---|----------------|----------|------------------|

| FY 2014/15 Carryover | | | | |
|-------------------------------|--|---------|---------|----------|
| STA - Capital | | 216,408 | 216,408 | 0 100.0% |
| Transfer from Transit Reserve | | | | 0 ERR |

| | | | |
|------------------------|----------------|----------------|------------------|
| Net Gain/(Loss) | 390,477 | 216,408 | (174,069) |
|------------------------|----------------|----------------|------------------|

REVENUE - Budget to Actual Comparison

Date: 06-Aug-16

| Dpt | A/C # | Description | May-16 Budget | May-16 Actual | May-16 Variance | May-16 % | YTD Budget | YTD Actual | YTD Variance | YTD % |
|--------------------------|---------|-----------------------------|---------------|---------------|-----------------|---------------|----------------|----------------|-----------------|--------------|
| Operating Revenue | | | | | | | | | | |
| 40. | 401.100 | Fares-Passenger | 40,371 | 25,215 | (15,156) | -37.5% | 423,478 | 350,546 | (72,932) | -17.2% |
| 40. | 401.200 | Fares Paid by Agencies | 19,350 | 5,864 | (13,486) | -69.7% | 202,969 | 167,663 | (35,306) | -17.4% |
| 40. | 411.100 | Fares - LCTOP | 0 | 6,181 | 6,181 | ERR | 0 | 28,754 | 28,754 | ERR |
| 40. | 402.200 | Contract Service | 5,417 | 5,549 | 132 | 2.4% | 59,583 | 61,692 | 2,109 | 3.5% |
| 40. | 405.100 | Charter | 4,238 | 3,504 | (734) | -17.3% | 24,617 | 50,902 | 26,285 | 106.8% |
| 40. | 406.100 | Displays Ads | 781 | 0 | (781) | -100.0% | 8,594 | 7,800 | (794) | -9.2% |
| 40. | 409.200 | Sonoma County Participation | 14,333 | 12,976 | (1,357) | -9.5% | 157,667 | 140,464 | (17,203) | -10.9% |
| | | Total | 84,490 | 59,289 | (25,201) | -29.8% | 876,907 | 807,821 | (69,086) | -7.9% |

Other Revenue

| | | | | | | | | | | |
|-----|---------|---------------------------------|----------------|----------------|-----------------|---------------|------------------|------------------|-----------------|--------------|
| 40. | 409.100 | TDA - Operations | 207,660 | 207,660 | 1 | 0.0% | 2,284,255 | 2,284,255 | 1 | 0.0% |
| 40. | 409.110 | STA - Operations | 14,583 | 14,583 | (0) | -0.0% | 160,417 | 160,417 | 0 | 0.0% |
| 40. | 411.100 | State/Local Grants | 0 | 0 | 0 | ERR | 5,000 | 10,785 | 5,785 | 115.7% |
| 40. | 413.100 | Fed Sec 5311 Oper Grant | 41,333 | 14,550 | (26,783) | -64.8% | 454,667 | 427,884 | (26,783) | -5.9% |
| 40. | 413.110 | Fed Sec 5311(f) Operating Grant | 15,000 | 0 | (15,000) | -100.0% | 165,000 | 122,546 | (42,454) | -25.7% |
| 40. | 413.200 | Fed Planning Grant | 0 | 0 | 0 | ERR | 0 | 0 | 0 | ERR |
| 40. | 407.200 | Senior Center Admin/Dispatch | 2,158 | 2,158 | (0) | -0.0% | 23,742 | 23,742 | 0 | 0.0% |
| 40. | 407.210 | Maintenance Labor Revenue | 2,500 | 3,751 | 1,251 | 50.0% | 27,500 | 34,174 | 6,674 | 24.3% |
| 40. | 407.220 | Maintenance Parts Revenue | 0 | 67 | 67 | ERR | 0 | 730 | 730 | ERR |
| 40. | 407.400 | Rental Income | 0 | 0 | 0 | ERR | 0 | 0 | 0 | ERR |
| 40. | 407.500 | Other Income | 67 | 70 | 3 | 5.0% | 733 | 748 | 15 | 2.0% |
| | | Total | 283,301 | 242,839 | (40,462) | -14.3% | 3,121,313 | 3,065,281 | (56,032) | -1.8% |
| | | Combined - Oper/Other Rev | 367,791 | 302,128 | (65,663) | -17.9% | 3,998,220 | 3,873,102 | (125,118) | -3.1% |

Revenue - Mobility Management Program

| | | | | | | | | | | |
|-----|---------|--|----------|------------|------------|--------|-----------|--------------|--------------|--------|
| 41. | 401.100 | Fares-Passenger | | 743 | 743 | | | 5,834 | 5,834 | |
| 41. | 401.200 | Fares Paid by Agencies | | 0 | 0 | | | 0 | 0 | |
| 41. | 402.200 | Contract Service | | 0 | 0 | | | 0 | 0 | |
| 41. | 411.100 | State Grant - Ag Worker/Commute Study | | 0 | 0 | | | 0 | 0 | |
| 41. | 413.110 | Federal Operating Grant - JARC | | 0 | 0 | | | 0 | 0 | |
| 41. | 413.200 | Federal Planning Grant - Commute Study | | 0 | 0 | | | 0 | 0 | |
| 41. | 407.500 | Other Income | | 0 | 0 | | | 0 | 0 | |
| | | Total | 0 | 743 | 743 | | 0 | 5,834 | 5,834 | |
| | | Combined | 367,791 | 302,871 | (64,920) | -17.7% | 3,998,220 | 3,878,936 | (119,284) | -3.0% |
| | | Fares - Passenger/Agency | 59,721 | 37,260 | (22,461) | -37.6% | 626,446 | 546,963 | (79,483) | -12.7% |

Mendocino Transit Authority - Public Service

File: (Budget16\EXPCUMBA)

Budget to Actual Comparison FY 2015/16 YTD thru May-16

YTD thru May-16 Sunday August 7, 2016

| Description | Budget Transp | Budget Maint | Budget Admin | Budget Total | Actual Transp | Actual Maint | Actual Admin | Actual Total | Diff Amount | Diff % | Actual MMP | Actual Total |
|------------------------------|------------------|----------------|----------------|------------------|------------------|----------------|----------------|------------------|------------------|---------------|---------------|------------------|
| Wages | 1,303,927 | 236,579 | 319,740 | 1,860,246 | 1,201,197 | 230,364 | 281,248 | 1,712,809 | (147,437) | -7.9% | | 1,712,809 |
| Wages-Vac/Sick/Hol | 216,479 | 47,105 | 60,239 | 323,823 | 208,530 | 46,487 | 49,614 | 304,631 | (19,192) | -5.9% | | 304,631 |
| Health | 438,595 | 57,915 | 57,915 | 554,426 | 362,433 | 56,728 | 39,978 | 459,139 | (95,287) | -17.2% | | 459,139 |
| Workers Comp | 116,051 | 14,133 | 1,877 | 132,061 | 108,267 | 14,853 | 1,864 | 124,984 | (7,077) | -5.4% | | 124,984 |
| Retirement | 134,693 | 26,416 | 33,662 | 194,772 | 107,905 | 24,617 | 25,716 | 158,238 | (36,534) | -18.8% | | 158,238 |
| Payroll Taxes | 42,935 | 7,485 | 11,019 | 61,439 | 42,346 | 7,917 | 11,012 | 61,275 | (164) | -0.3% | | 61,275 |
| Uniform Allowance | 7,575 | 6,050 | | 13,625 | 3,827 | 6,108 | | 9,935 | (3,690) | -27.1% | | 9,935 |
| Travel Expenses | 5,500 | 3,135 | 8,735 | 17,370 | 7,286 | 3,136 | 4,378 | 14,800 | (2,570) | -14.8% | | 14,800 |
| Outside Labor | 6,803 | 6,085 | 89,733 | 102,621 | 1,175 | 6,066 | 104,320 | 111,561 | 8,940 | 8.7% | 1,844 | 113,405 |
| Fuel-Revenue Vehicles | 341,178 | | | 341,178 | 233,319 | | | 233,319 | (107,859) | -31.6% | 1,807 | 235,126 |
| Lube-Revenue Vehicles | 9,925 | | | 9,925 | 12,642 | | | 12,642 | 2,717 | 27.4% | 1,126 | 13,768 |
| Tires/Tubes-Revenue Vehicles | 22,059 | | | 22,059 | 10,990 | | | 10,990 | (11,069) | -50.2% | | 10,990 |
| Parts-Revenue Vehicles | | 25,735 | | 25,735 | | 16,348 | | 16,348 | (9,387) | -36.5% | | 16,348 |
| Expense Parts | | 2,200 | | 2,200 | | 996 | | 996 | (1,204) | -54.7% | | 996 |
| Non-Capital Equipment | 2,300 | 2,200 | 1,833 | 6,333 | 2,166 | 2,978 | 2,578 | 7,742 | 1,409 | 22.2% | | 7,742 |
| Office Supplies | 375 | | 12,375 | 12,750 | (13) | | 9,734 | 9,721 | (3,029) | -23.8% | | 9,721 |
| Subscriptions | 1,265 | 1,400 | 1,466 | 4,131 | 704 | 453 | 684 | 1,841 | (2,290) | -55.4% | | 1,841 |
| Dues & Memberships | 505 | | 6,175 | 6,680 | 395 | | 4,957 | 5,352 | (1,328) | -19.9% | | 5,352 |
| Janitorial Supplies | | 12,045 | | 12,045 | | 11,837 | | 11,837 | (208) | -1.7% | | 11,837 |
| Shop Supplies | | 2,750 | | 2,750 | | 1,398 | | 1,398 | (1,352) | -49.2% | | 1,398 |
| R & M-Buildings & Property | | 10,525 | | 10,525 | | 7,396 | | 7,396 | (3,129) | -29.7% | | 7,396 |
| Shelter Expense | | 2,200 | | 2,200 | | 597 | | 597 | (1,603) | -72.9% | | 597 |
| Telephone | 9,570 | 1,320 | 12,575 | 23,465 | 11,945 | 1,579 | 15,506 | 29,030 | 5,565 | 23.7% | | 29,030 |
| Utilities | 7,290 | 995 | 10,885 | 19,170 | 7,051 | 599 | 11,097 | 18,747 | (423) | -2.2% | | 18,747 |
| Insurance | 105,161 | 8,250 | 13,766 | 127,177 | 84,221 | 7,336 | 14,636 | 106,193 | (20,984) | -16.5% | 6,218 | 112,411 |
| Purchased Transportation | 1,650 | | | 1,650 | 1,471 | | | 1,471 | (179) | -10.8% | | 1,471 |
| Marketing | | | 117,893 | 117,893 | | | 84,383 | 84,383 | (33,510) | -28.4% | | 84,383 |
| Training | 10,594 | 4,583 | 2,200 | 17,377 | 8,598 | 820 | 1,333 | 10,751 | (6,626) | -38.1% | | 10,751 |
| Board Expense | | | 5,050 | 5,050 | | | 2,065 | 2,065 | (2,985) | -59.1% | | 2,065 |
| Miscellaneous | 4,736 | 550 | 110 | 5,396 | 2,030 | 219 | | 2,249 | (3,147) | -58.3% | | 2,249 |
| Vehicle Rental | | | | | | | | | | ERR | | |
| Equipment Rental | | 300 | 255 | 555 | | | 378 | 563 | 8 | 1.4% | | 563 |
| Property Rental | 22,699 | | | 22,699 | 24,623 | | | 24,623 | 1,924 | 8.5% | | 24,623 |
| Total | 2,811,864 | 479,958 | 767,504 | 4,059,325 | 2,443,128 | 449,017 | 665,481 | 3,557,626 | (501,699) | -12.4% | 10,995 | 3,568,621 |
| # of Empl (Health benefits) | 46 | 6 | 6 | 58 | 2,443,128 | 449,017 | 665,481 | 3,557,626 | | | | |

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Board of Directors Meeting Schedule
Fourth Thursday of January through October and December 8
Subject to Change

| Date | Time | Location | Video Conference With | Major Agenda Items | |
|-------------|----------------------|----------|-----------------------|--------------------|---------------------------------------|
| 2016 | | | | | |
| January | 28 | 1:30 | Fort Bragg | Ukiah | |
| February | 25 | 1:30 | Willits | only | cancelled General Manager Contract |
| March | 24 | 1:30 | Ukiah | Fort Bragg | DRAFT 2016/17 Budget & Claim |
| April | 28 | 1:30 | Point Arena | only | |
| May | 26 | 1:30 | Fort Bragg | Ukiah | |
| June | 23 | 1:30 | Ukiah | Fort Bragg | FINAL 2016/17 Budget |
| July | 28 | 1:30 | Willits | only | 2017/18 Transit Needs: Willits |
| August | 25 | 1:30 | Point Arena | only | 2017/18 Transit Needs: Point Arena |
| September | 22 | 1:30 | Fort Bragg | Ukiah | 2017/18 Transit Needs: Fort Bragg |
| October | 27 | 1:30 | Ukiah | Fort Bragg | 2017/18 Transit Needs: Ukiah |
| November | no meeting scheduled | | | | |
| December | 8 | 1:30 | Ukiah | Fort Bragg | |

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To: MTA Board of Directors
From: Carla Meyer, General Manager
Date: August 25, 2016
Subj: Capital Program: Progress Report

This report is consistent with the capital budget dated June, 2015

| 2015/16 Projects | <u>Current Budget</u> |
|--|------------------------------|
| <p>Bus Stop Improvements (Other)</p> <p>New Action: Additional stops have been approved and upgraded. Problems: None.</p> | \$49,500 |
| <p>Two Senior Center Vehicles (5310)</p> <p>New Action: Van for Ukiah due to arrive in late June, early July. Budget has been carried over to FY 2016/17 Problems: None</p> | \$129,161 |
| <p>Two Medium Duty Buses (5311f)</p> <p>New Action: Projected completed. Problems: None.</p> | \$346,080 |
| <p>Four Large Vans (Prop 1B and STIP)</p> <p>New Action: Van has been repaired and returned to MTA. PROBLEMS: None.</p> | \$358,320 |
| <p>Two-way Radio Replacement incl. Dispatch Console (Prop 1B and STA)</p> <p>New Action: Video project is completed. The radio project is Ready to roll early next fiscal year pending approval of the FY 14/15 Safety and Security funding. PROBLEMS: Cal-OES staff cooperation with pending grant request and delay of local Vendor, Fisher Communications to upgrade repeater equipment.</p> | \$125,000 |
| <p>Maintenance Service Van (STA)</p> <p>New Action: Project will be carried over to FY19/20. Problems: None</p> | \$50,386 |

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Agenda Item #7

To: MTA Board of Directors
From: Sally Webster, Finance & Personnel Manager
Date: August 19, 2016
Subj.: Unmet Transit Needs

As you know, MTA collects the Unmet Transit Needs submitted in a variety of ways during the fiscal year. We began the FY17/18 Unmet Transit Needs at our December 2015 meeting.

Unmet Transit Needs identified thus far:

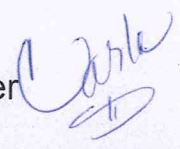
- Daily service to Wildwood Campground, east of Hwy 1 on Hwy 20
- Solar Powered Transit Center with Electric Vehicles on the old Masonite Property
- More Service on the South Coast
- Restore old Coaster Service to and from Mendocino
- Add more service to Anderson Valley from Ukiah
- Move the "Colombi" stop at the intersection of Harold and Oak street in Fort Bragg to Oak Street between Park and Harold.
- Service to/from Burke Hill Road in Ukiah
- Local 9 Service on Sundays
- Dial-A-Ride to Calpella
- Additional trips to Willits and back
- Additional Jitney trips
- Local 9 Saturday Service later in the day
- Bus Stop in front of Henny Penny or the Post Office

Staff Recommendation:

Solicit public input for any Unmet Transit Needs for Ukiah and/or other areas of the County. Add any unmet transit needs to the list.

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Agenda Item # 8

To: MTA Board of Directors
From: Carla A. Meyer, General Manager 
Date: August 25, 2016
Subject: MTA 100-Day Organization Assessment Report

An organizational needs assessment is the first critical step any organization must take in order to develop an effective and successful strategic plan. The assessment provides assurance that key processes have appropriate controls in place and provides a roadmap to guide management and the Board of Directors in developing standard policies and procedures. It helps to identify gaps and redundancies so that action plans can be formulated to plug identified gaps, strengthen internal controls and remove redundancies where applicable.

This 100-Day Organizational Assessment is for the purpose of identifying to the Board of Directors a documented organizational review process and the conclusions thereof. As stated in the report, *"This report includes a description of the background, scope, objectives and approach applied in the assessment....and will offer findings paired with general strategies and recommendations."*

This plan is not an evaluation of the impact of MTA services, nor is it designed to substitute for a strategic plan. The purpose of this organizational assessment is to help facilitate a thriving internal environment for MTA's organizational and mission success.

During the public portion of this meeting, a general discussion of information may be discussed. Issues pertinent to individual employees will be discussed during closed session as per the Brown Act.

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MENDOCINO TRANSIT AUTHORITY 100-DAY ORGANIZATION ASSESSMENT REPORT

August 25, 2016
Prepared by
Carla Meyer, General Manager



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EXECUTIVE SUMMARY

Mendocino Transit Authority (MTA) is comprised of talented and dedicated professionals committed to enriching the lives and environment of the citizens of Mendocino County by providing safe and reliable public transportation via Fixed Route, Deviated Fixed Route, General Public Dial-A-Ride and other transportation programs. The goal of this assessment is to focus on evaluating organizational areas where MTA is experiencing obstacles that impede its ability to efficiently deliver those services. To that end, this assessment is focused on factors that are internal to the organization and which impede or contribute to less than optimal performance.

This organizational assessment is designed to provide an objective review of MTA to its Board of Directors and serves the purpose of documenting the review process and conclusions thereof. This report includes a description of the background, scope, objectives and approach applied in the assessment. In addition, the document will offer findings paired with general strategies and recommendations.

However, it needs to be noted that during the last 2-3 years, MTA has been battered by significant management turnover. The Transportation Superintendent position was left vacant for budgetary reasons, the passing of long-time Marketing Manager Glenna Blake and turnover in both the Transportation Manager and General Manager positions. The duties and responsibilities of these critical positions were absorbed by the remaining managers, resulting in unreasonable workloads. Special recognition needs to go to Bob Butler, Maintenance Manager, Sally Webster, Finance and Personnel Manager and Operations Supervisors Jeffrey Beard, Ray Edlund, Candy Lodge, Marty Nelson and Pam Rozek. Their dedication and long hours worked kept the "lights on" at MTA during difficult times. A special thank you to long-time General Manager Bruce Richard, who returned to MTA from retirement to assist until a new General Manager was hired.

The following Executive Summary provides an overview of the Organizational Assessment Report, including the following:

- Scope and Objectives
- Assessment Methodology
- Summary of Key Findings
- Organization Assessment Reports
 - Organizational Culture Assessment
 - Organizational Compliance Assessment
 - Organizational Structure Assessment
- Strategies - Roadmap Forward

SCOPE AND OBJECTIVE

Mendocino Transit Authority has always been a recognized leader in innovations for reducing carbon footprint. The Maintenance Facility, Solar Canopy and future Administration Building, concept of former General Manager Bruce Richard and current Maintenance Manager Bob Butler is state of the art. The vision of its Board of Directors and staff for MTA to be all solar powered and reduce dependency on fossil fuels is an operational agenda far ahead of most rural transit agencies.

To achieve these goals MTA employees recognize that it needs a healthy organizational culture. Employees also recognize that an operational paradigm shift is required to more effectively and efficiently deliver MTA services.

The specific scope as articulated in this assessment process is not an evaluation of the impact of MTA services, nor is it designed to substitute for a strategic plan. The purpose of this organizational assessment is to help facilitate a thriving internal environment for MTA's organizational and mission success.

MISSION STATEMENT

Mendocino Transit Authority is dedicated to provide safe, courteous, reliable, affordable carbon-neutral services by balancing the amount of carbon released by MTA fleet and facility operations with an equivalent amount offset by reductions achieved by those MTA riders choosing not to utilize a fossil-fuel automobile for that trip.

MTA'S Five Adopted Goals:

1. Provide affordable, reliable, efficient and user-friendly transit service that effectively meets the local mobility needs of those resident of, or visitors to, the MTA service area who have limited mobility options. Where practical, also serve the needs of those who choose mobility for some or all of their local travel needs for environmental or lifestyle reasons.
2. Provide a regional link to local destinations and to intercity transportation alternatives and destinations outside Mendocino County
3. Operate as efficiently, economically and environmentally friendly as possible, so as to maximize the amount of service provided in a carbon neutral manner. Ensure the financial stability of MTA.
4. Adopt procurement, management and building practices that minimize environmental impacts and achieve a carbon neutral operation with a long-term fleet goal of zero emissions.
5. Strongly Support:
 - County and local land use planning that encourages compact growth and transit access;
 - Local economic development that provides good paying jobs without long commutes;
 - Travel demand management that minimizes the carbon footprint of Mendocino County's mobility system;
 - Congestion mitigation that reduces idling;
 - and environment goals that support sustainable living.

ASSESSMENT METHODOLOGY

An effective management assessment methodology serves as the cornerstone of any organizational improvement initiative. While simple and understandable, it provides identifiable and realistic recommendations. For the challenges facing MTA, four major areas that every organization must manage effectively in order to achieve success were analyzed:

Culture: Culture is an observable, powerful force in any organization and is comprised of its shared values, beliefs and behaviors. Every organization must create and sustain a healthy organization culture in order to achieve its mission objectives.

Compliance: Every organization must develop and maintain compliance driven and ethical business practices. Organizational compliance is a way of defining and regulating proper individual and group behaviors by assuring that laws, policies and procedures are implemented, understood and followed.

Structure: Organizational structure drives how effectively an organization manages resources, communicates and executes critical mission objectives. Creating an effective organizational structure and developing productive employees are critical to success.

Strategy: Any high-performance organization must implement sound strategies for aligning their people, activities and processes. An organizations' leaders must ensure that strategy is clearly defined, effectively communicated, monitored and executed throughout all levels of the organization in order to succeed.

This four phase approach forms the basis for this assessment plan. Prior to commencing the four phase methodology, the following information-gathering processes were conducted:

- ⇒ Personal observation of daily departmental work environments and processes over a 90-day period;
- ⇒ Review of historical data, documents, policies, procedures and other background materials;
- ⇒ One-on-one discussions with drivers, mechanics, dispatchers and bus cleaner;
- ⇒ Ongoing discussions and interviews with Senior Management Staff and first line supervisors;
- ⇒ In-depth discussions with local Teamsters representatives;
- ⇒ Facilitated focus group meetings with randomly selected employee's.

Whether in person or focus group sessions, managers, first line supervisors and employee's provided significant insights about the strengths, weaknesses and future opportunities

This information was then aggregated and distilled into a series of key findings, strategies and recommendations which are presented by the major topical areas listed earlier in this report. This information provides conclusions which are derived from experience, historical data analysis, extensive interviews, focus groups and management best practices.

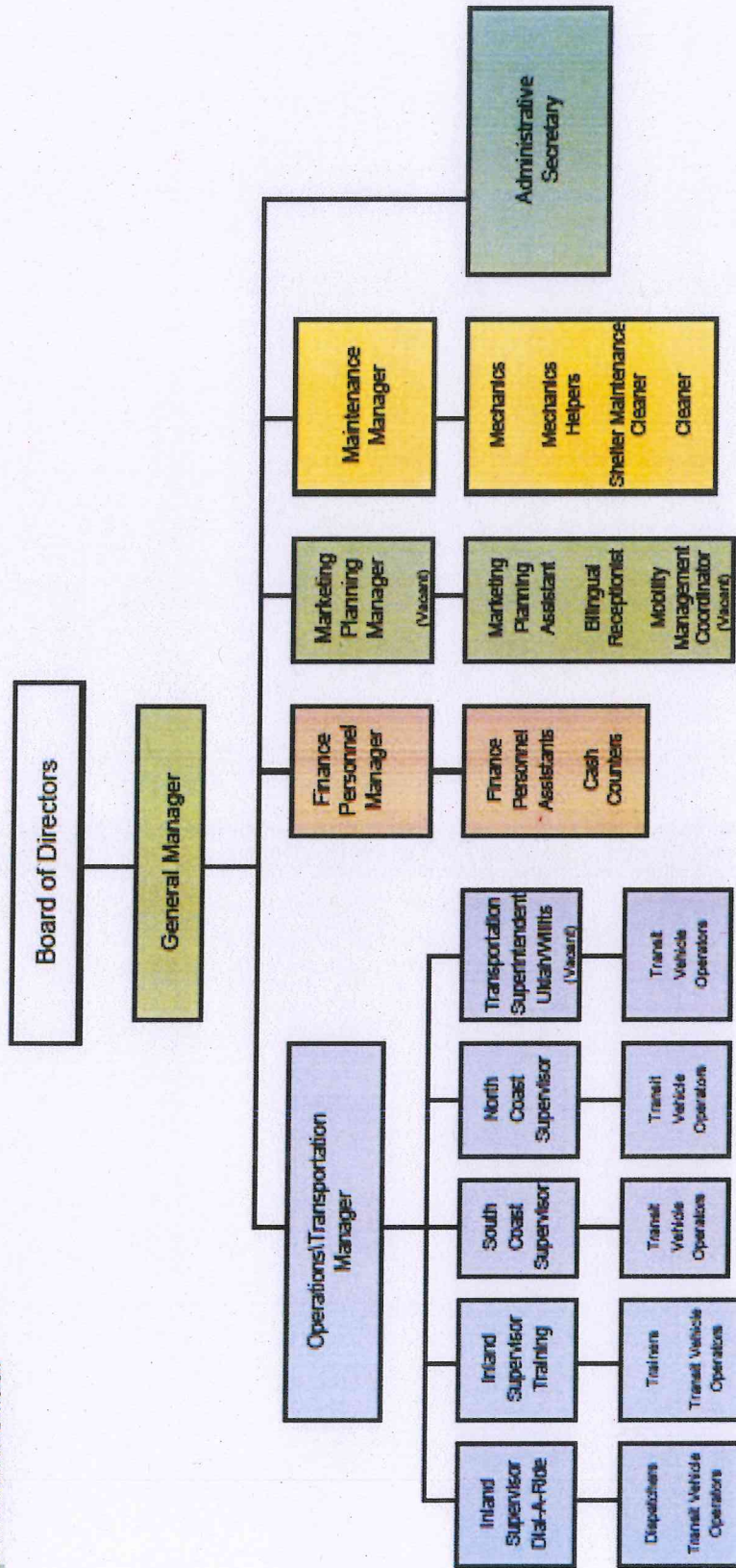
The following organizational chart (page 7) is color coded to identify organizational divisions as referred to in this report: Operations, Finance/HR, Maintenance and Administrative.

Use of the term 'Management' refers to the General Manager, Finance/HR Manager, Maintenance Manager and four Road Supervisor positions.



Mendocino Transit Authority Organization Chart

■ Operations Division
■ Finance/HR Division
■ Maintenance Division
■ Administration Division



SUMMARY OF KEY FINDINGS

As a part of the organizational assessment process, an Executive Summary is provided to the Board of Directors as an overview of some of the general findings, recommendations and conclusions. The assessment findings are “color coded” in accordance with the organization performance criteria described below (Table 1).

Tables (2 through 4) summarize the evaluation of the current state of MTA and provides key finding on each of the dimensions in the assessment model (Culture, Compliance, Structure, Strategy). A more detailed review and analysis of the findings, as well as related recommendations are captured within the respective sections of the organizations Assessment Report.

TABLE 1. Organization Performance Criteria

| | |
|---|---|
| Red (Critical Concern) | Systematic gaps requiring immediate, significant, sustained and focused attention to close gaps. |
| Yellow (Caution Reaching Critical) | Several gaps, but cautiously acceptable performance parameters requiring moderate level attention to close gaps. |
| Green (Stable) | Relatively stable, no specific or immediate improvement areas noted. |

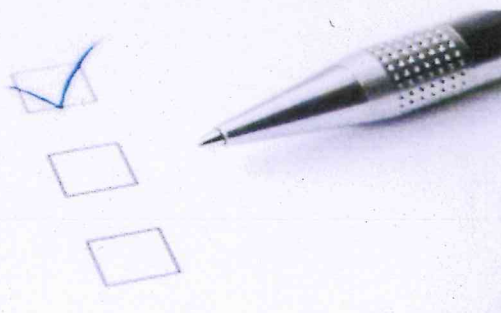


TABLE 2. Culture

| PHASE | ASSESSMENT METHOD | ORG. PERFORMANCE | FINDINGS |
|--|--|---|--|
| <p>The first phase, Culture, was assessed by identifying and analyzing the organizational cultural attitudes or impediments which prevent effective employee engagement, in line with the MTA Mission Statement and Goals.</p> | <ul style="list-style-type: none"> • Personal Observations • Review of Historical Data • Interviews • Focus Groups | <p>Critical</p> | <p>86% do not have confidence in the organizational structure.</p> <p>88% of employee don't feel that poor performance has been handled equitably.</p> <p>88% Do not think some managers clearly understand where their responsibilities begin and where they end.</p> |
| | | <p>Caution Reaching Critical</p> | <p>73% frustrated with work environment.</p> <p>90% do not feel all management is on the same page.</p> |
| | | <p>Stable</p> | <p>98% believe in mission and are looking for change.</p> |

SUMMARY CONCLUSIONS

The findings strongly suggest that MTA's significant turnover and loss in management has forced remaining staff into assuming responsibilities beyond their assigned duties and adequate worktime to do so. As a result, employee trust and confidence in members of the management team has eroded. Findings suggest that in years past, management has been unwilling to make difficult decisions on personnel issues. There is a perception that management decisions are often in conflict; creating discord and lack of trust among the employees. This results in frustration among employees due to shifting priorities and decision making bottlenecks. Employee, manager interviews and focus groups confirmed that: 1) Employees feel they are not heard; and 2) Perceptions of unresolved personnel issues and favoritism have created a divisive environment. These perceptions have had a negative impact on employee engagement. Although employees indicate a lack of strong confidence in the current managerial structure, they deeply believe in and are dedicated to the organizations mission and service delivery. They are looking for strong leadership and internal restructuring of the agencies management and administration team and for a better future for MTA.

SUMMARY STRATEGIES & RECOMMENDATIONS

CULTURE

- 1) Immediate and decisive action to restore employees' trust and confidence in the credibility of the management team.
- 2) Develop mechanisms to create an organizational climate of consistent treatment, responsibility and accountability for all internal departments.
- 3) Create a leadership and employee team that promotes cross training, team building, training opportunities, recognition for outstanding performance and promotion of employee development.

TABLE 3. Compliance

| PHASE | ASSESSMENT METHOD | ORG. PERFORMANCE | FINDINGS |
|--|--|---|---|
| <p>The second phase, Compliance, was conducted by review and analysis of organizational polices and internal procedures to determine compliance.</p> | <ul style="list-style-type: none"> • Personal Observations • Review of Historical Data • Interviews • Focus Groups | <p>Critical</p> | <p>Internal 'Operations' policies and procedures are, for the most part, non-existent or outdated.</p> <p>Lack of performance evaluations in personnel files.</p> <p>Perception of employee favoritism.</p> <p>FTA required polices are not up to date.</p> |
| | | <p>Caution Reaching Critical</p> | <p>Lack of ongoing employee training and professional development .</p> |
| | | <p>Stable</p> | <p>Dedication of employees and desire for change.</p> |

SUMMARY CONCLUSIONS

Any foundation for effective compliance is built upon the equitable application of clearly communicated policies and procedures. Although MTA has in place some required policies, many are outdated. Internal departmental procedures are for the most part antiquated, insufficient or non-existent at best. The management team must update and/or develop appropriate policies and procedures (significantly in Operations) and effectively communicate them throughout the organization. All employees must then be held accountable and responsible for following the rules. When a pervasive perception persists that procedural requirements are not monitored, consistently applied and/or enforced by management, organization compliance becomes severely impaired.

Use of modern technology advancements can greatly enhance the internal processes of MTA.

SUMMARY STRATEGIES & RECOMMENDATIONS

COMPLIANCE

- 1) Immediate and decisive action to review and update existing policies and procedures in line with FTA compliance and industry best practices.
- 2) Development of clear and concise work rules that are articulated, documented and enforced consistently by senior and middle management.
- 3) Utilize modern technology in development of internal processes via transit specific software applications to enhance efficiency of transit services.

TABLE 4. *Structure*

| PHASE | ASSESSMENT METHOD | ORG. PERFORMANCE | FINDINGS |
|--|--|----------------------------------|---|
| Phase three is the analysis of structural impediments which might hinder effective employee performance. | <ul style="list-style-type: none"> • Personal Observations • Review of Historical Data • Interviews • Focus Groups | Critical | Lack of adequate staffing. Employee compensation below parity. Managers and administrative staff operating outside the bounds of their stated job descriptions. |
| | | Caution Reaching Critical | Employee development opportunities. |
| | | Stable | MTA is financially solvent. Dedication of MTA employees to mission and service. |

SUMMARY CONCLUSIONS

Many of the productivity and performance issues uncovered by this assessment can be attributed to the need for **ADEQUATE STAFFING** and organizational restructure and design. There is confusion within roles, lack of coordination among functions and a failure to communicate. Sharing of ideas is hindered. The General Manager, in collaboration with the Board of Directors must internally restructure the organization; marking clear delineation of position duties and responsibilities; ensure the creation of structures for employee development and learning opportunities. Responsibility and accountability must be enforced. With the passage of time and construction of a much a much larger administration building, if failure in this endeavor continues, it will become more difficult for MTA to pull itself out of the current internal dysfunction and restore employee confidence.

SUMMARY STRATEGIES & RECOMMENDATIONS

STRUCTURE

- 1) MTA must be organizationally restructured and equipped with adequate staff and resources to manage basic functions.
- 2) The General Manager, working with the key executive team, must clearly delineate the roles and responsibilities of each department head and their staffs; incorporating an environment where those members work with each other vs. against each other.
- 3) Clarity of management roles, responsibilities and resources must be provided to all employees.

Executive Summary Conclusion

In order to improve organizational culture and performance, the General Manager must take immediate action to address management and employee concerns. The historical and current data demonstrate an erosion of confidence, credibility and trust in the current organizational structure. Again, much of this problem can be directly linked to the unusual overturn and loss in executive staff, insufficient staffing and lack of internal "Operations" policies and procedures. These deficiencies have led to poor communication, inconsistent application of existing limited work rules and policies and lack of transparency in decision making.

One employee expressed this sentiment best in the interview process below:

"I really love my job and all the people I work with.....but, it is time for a change. We need leadership and to get moving in the right direction together. As it is now, if I ask a question of three different managers or co-workers, I am going to get three different answers!"

The danger of the current organizational deficiencies is the potential for key team members to go into denial and hunker down hoping that the "storm will just blow over". This can end up doing more harm than good to employee moral. Key team members must acknowledge that change is necessary within the "whole" organization and unite to become part of the solution.

Change of any kind is hard. Change for "the better" is just as equally difficult. However, the overall commitment and dedication of MTA employees is above average and with a realigned united key management leadership team and support from the Board of Directors, an organizational paradigm shift can be accomplished.

An organizational culture is the foundation of how people successfully behave in the workplace. The organizational culture permeates and impacts either positively or negatively through every aspect of an organization. For good or bad, an organization's leaders are primarily responsible for and serve as the dominant force for shaping and maintaining an organization's culture.

Cultural Findings and Observations

The findings for the cultural assessment are derived from a review of historical data, one-on-one interviews and focus groups.

Climate Findings

- ◆ The internal climate of MTA can be contentious.
- ◆ Employees are increasingly frustrated.
- ◆ Management and administrative employee roles seem to be confused; with some operating beyond their individual job roles and responsibilities.
- ◆ Management staff seems to be at odds with each other and don't always get along professionally.
- ◆ Lack of employee confidence in organizational structure.
- ◆ Lack of efficiency inside of organization; employee requests and needs are not addressed in a timely manner.
- ◆ Morale is going down.
- ◆ Lack of fairness and equity, values and ethics.

The Values Employees Want Most From Their Management.....

Integrity
Effective Communication
Consistency
Fairness & Equity
Accountability
Reward Good Work

Every organization must develop and maintain compliance driven practices, proper individual and group behaviors by assuring that laws, policies and procedures are understood and followed. When done correctly, organizational compliance involves a continuous and routine series of activities and processes.

Compliance Findings and Observations

The findings for the cultural assessment are derived from a review of historical data, one-on-one interviews and focus groups.

Compliance Findings

- ◆ Lack of employee performance evaluations.
- ◆ Limited records of consistent, mandatory and reoccurring employee training.
- ◆ Internal 'Operations' policies and procedures are, for the most part, non-existent or out-dated.
- ◆ Lack of consistency in FTA required policy updates.
- ◆ Strong perception by employees that work rules (not in writing) are changed on a whim.
- ◆ Strong perception of disparate treatment and favoritism.
- ◆ Represented employee's wearing multiple hats; relief supervisor, clerk, dispatcher, driver. Resulting in "jacks of all trades and master of none"; increasing potential conflict with bargaining unit.
- ◆ Employee Manual and Disciplinary Process has not been updated.

Organizational Compliance Recommendations and Strategies

- ◆ Develop and enforce detailed 'Operations' procedures.
- ◆ Update FTA policies; in particular EEO and DBE, which have a direct effect on FTA funding.
- ◆ Review with management and administrative staff the need to lead by example.
- ◆ Commit to agency-wide employee performance evaluations, re-train where necessary and hold all staff to stated policies and procedures.

Structure dictates the relationship of roles within the organization and therefore, how effectively people and organizations function. A clear and comprehensive understanding of the mission, strategic objectives as well as employee' wants, needs and skills are vital to creating a sustainable organizational structure.

Structure Findings and Observations

The findings for the cultural assessment are derived from a review of historical data, one-on-one interviews and focus groups.

Structure Findings

- ◆ Lack of adequate staffing.
- ◆ Employee compensation parity deficiencies.
- ◆ Ongoing turnover and loss within key management has created a gaping organizational structure that is ambiguous, appears to have no accountability and is confusing to most employees.
- ◆ As a result of managerial overload, there is internal contradictions, confusion within roles, lack of coordination among functions, failure to share ideas and slow decision making processes.
- ◆ Assumption of vacant work position duties has resulted in management and administrative overload or underload giving rise to inefficient use of limited fiscal resources, employee stress and conflict.

Organizational Structure Recommendations and Strategies

- ◆ Review, update and restructure organizational chart.
- ◆ Staff necessary positions.
- ◆ Review existing departmental work loads and staff as needed.
- ◆ Review and streamline departmental procedures.

STRATEGIES - ROADMAP FORWARD

While there is no one-size-fits-all solution for any organization, recognition of its challenges coupled with the resolve to take decisive action, is the first and most critical step to effectively address issues. MTA employees are, across the board, a dedicated group of hard-work individuals committed to the agency mission and services. The priorities listed below, although not all inclusive, will effectively start the process toward improvement.

Implementation Priorities

Immediate:

1) 1. Reduce current management work overloads by:

A. Development and hire of a full-time HR position manager.

In today's society, HR sets the culture in developing an employee-oriented, productive workplace in which employees are energized and engaged. HR not only manages the day to day hiring, benefits and performance functions, but, also serves to assist the management team with strategic goals, agency vision, its mission and engaging employee programs and processes. Currently, both Finance and HR duties are assigned to one manager; resulting in ongoing 50-70 hour workweeks often including weekends. This overload will eventually have devastating affects on any employee, regardless of commitment and dedication.

B. Development and hire of a Maintenance "lead mechanic" position.

The current Maintenance Operation at MTA has a strong team spirit and commitment to the agency. However, again, overloading of duties on the current Management Manager has resulted in long work weeks, excessive time "on-call" and limited time off.

C. Restructure current MTA Organizational Chart to realign trainer, road supervisor and HR positions. (see Org Chart, page 19)

2) Update critical FTA policies; with particular attention to EEO and DBE. The importance of these policies and procedural follow-thru are critical to FTA direct-funded grants. Independent consultant RFQ'S for EEO is completed and DBE is expected to be done by August 31st.

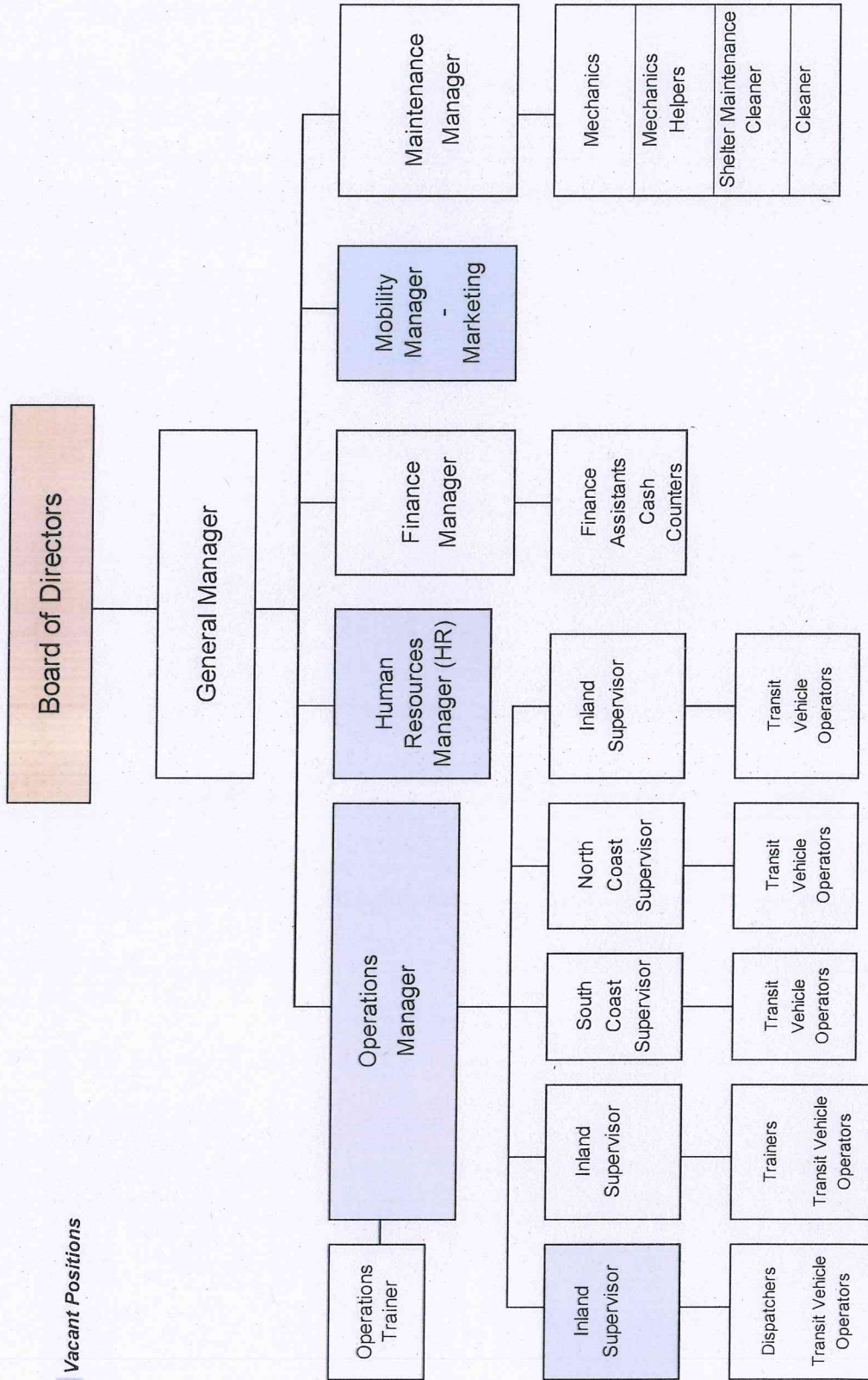
3) Adequate Staffing: While staffing of the Operations Manager position is critical, in the current transit environment, a large segment of agencies hiring for this position is limiting our recruitment of qualified candidates. In the interim, the GM must oversee establishment of internal work procedures that will increase operational and cost efficiencies within that department. Addition of one road supervisor and realignment of operational workloads amongst the supervisors will allow MTA to move forward with necessary modifications while initiating an environment of employee mentoring, personal development and career advancement opportunities.

- 4) Development of clear, concise “operational” work rules that are articulated, documented and consistently enforced by management.
- 5) Implement agency-wide performance evaluations including retraining needs.

Within the Next Year (not in priority order)

- 1) To establish an organizational restart for all employees, develop an employee led task force to define operational core values to which all off MTA employees will be held accountable.
- 2) Explore transit specific software applications that could be utilized at MTA to streamline internal operations and increase cost efficiencies.
- 3) Establish a mandatory annual “All-Staff Training Day”.
- 4) Re-explore retention of a public relations firm to revive MTA’s public persona as was started by Marketing/Planning Manager Glenna Blake.
- 5) When open, apply for 5310 (formerly 5317) grant funds for Mobility Management Manager. This employee will handle marketing, senior center contracts, ADA functions and work with executive management planning team.
- 6) Quarterly meetings with Board of Directors for in-depth discussion and review of cultural, compliance and structural reorganization procedural plans and ongoing implementation .
- 7) Re-establish an annual Management/Board of Directors retreat to discuss ongoing agency goals and objectives, future direction and leadership strategies.
- 8) Establish an employee ‘Route Committee’ to review and make recommendations on existing routes.
- 9) Explore ‘reasons’ for ridership decline in relation to fares, routing, vagrant usage of shelters, etc.
- 10) Review all internal communication mechanisms to enhance cross departmental coordination and communications.
- 11) Review internal departmental procedures for best practices, efficiencies and staffing requirements.
- 12) Develop succession planning, leadership development and talent management structures to ensure continuity and availability of essential skills and competencies.
 - (a) HR should identify employees with essential subject matter knowledge and mission critical expertise and develop a retention plan, along with a method for capturing and transferring knowledge, prior to critical roles leaving the organization.
- 13) Begin agency critical Disaster Preparedness Planning.

Mendocino Transit Authority Organization Chart



To: MTA Board of Directors
From: Carla A. Meyer, General Manager
Date: August 25, 2016
Subject: Realignment of Positions

As noted in the 100-Day Organization Assessment Report, several factors are negatively affecting MTA's ability to recruit for the Operations Manager position. In the current transit environment, a large segment of agencies are currently hiring for management positions. This availability of open positions combined with the compensation parity deficiencies of MTA significantly limits candidates for consideration. To date, MTA has received only five applications, of which, three candidates withdrew prior to the scheduled interviews.

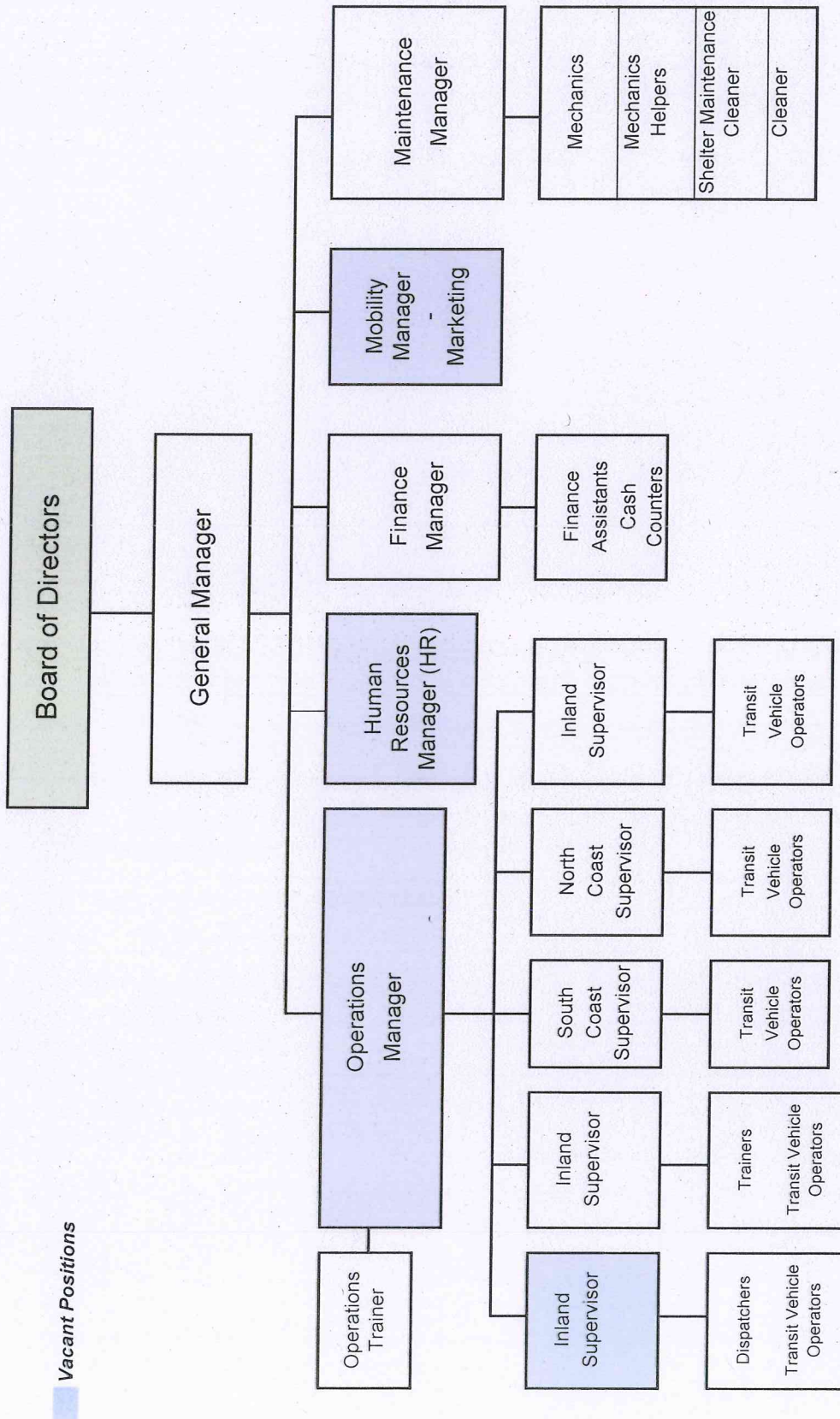
Also noted in the 100-Day Organization Assessment Report, MTA is deficient in employee mentoring, employee personal development, training and upward mobility opportunities. As a part of the long-term planning for organizational restructure, addition of one road supervisor is intended. However, addition of the road supervisor at this time would allow the General Manager to realign the current operational workloads; fill an identified gap while providing mentoring, training and personal development of existing staff.

Fiscal Impact to MTA:

| | |
|--------------------------------------|----------|
| Net Loss FY 16-17 | (45,718) |
| New Supervisor | 55,457 |
| Benefits | 10,452 |
| Less: | |
| Ops Mgr. – hiring | (45,204) |
| On Call Hours | (10,768) |
| Net Change – Inc. in expenditures | 9,937 |
| Net Loss FY 16-17 | (55,655) |

Recommendation: Review and approve addition of one road supervisor position as reflected in the revised MTA Organization Chart.

Mendocino Transit Authority Organization Chart



Vacant Positions