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JUNE 28, 2024

# Measure J Audit City of Richmond Paratransit Program

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# Background & Overview



## Background

- At its January 2024 meeting, CCTA's Paratransit Coordinating Council (PCC) approved a staff recommendation to fund an audit of the City of Richmond's Paratransit financials and service delivery.
  - In February 2024, the CCTA Board Authority followed suit, approving funding an Audit of the City of Richmond's Measure J Paratransit program.
  - CCTA selected a consultant Audit Team with public transportation, marketing and financial experience. Included in the team is Christian Kent, a well known and respected Paratransit expert.
  - The Audit commenced in early March 2024.
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## Timeline & Areas of Audit Review

The Audit was scheduled for a 90-day period with the draft report first presented to the PCC in May 2024.

The Audit included the following areas of review for a period of five fiscal years:

- Claims Submittal & Compliance
- Budget
- Key Performance Indicators
- Program Design & Delivery
- Marketing, Outreach & Feedback



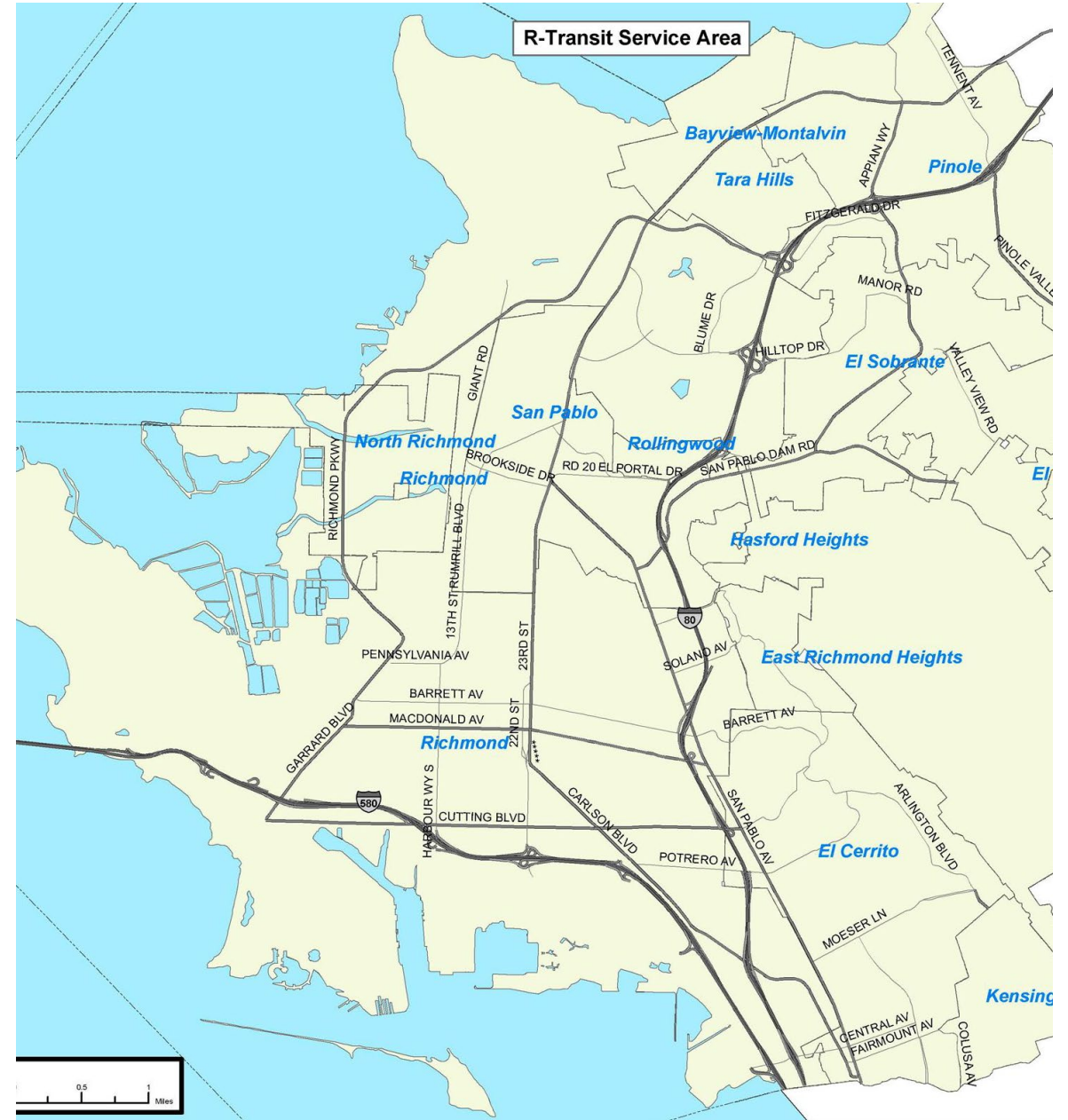
# Audit Tasks Completed

The Audit Team completed the following tasks:

- Kick-off call to introduce partners and request documentation, March 4
  - March 15 document deadline identified
- Initial document review and follow-up, March 16 to early April
- Marketing Audit of senior centers and medical offices in Richmond, March 26
- Working Group Call for Claims Form Q&A with City staff, April 9
  - New April 16 deadline for documentation identified
- Site Visit to observe the administrative and dispatch functions and ride along with customers, April 16
- Assessment and preparation of draft report commenced April 17



# Draft Audit Report





# Draft Audit Report Contents

- Background and Overview
    - Measure J Overview and Claims Process
    - Overview of Richmond Paratransit Services and other West County services
    - Audit Overview: Partners, timeline and steps
  - Data Assessed
    - Log of documentation requested and received
  - Current State of the R-Transit Program
    - Vehicles, contracted services, staff, clients and trips, systems, cited needs
  - Key Audit Takeaways
  - Areas of Audit Review
    - Issues and recommendations detailed by each of the five areas of review
  - Summary & Key Recommendation
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## Current State of the R-Transit Program

Based on both the Working Group Call and the Site Visit, the Audit Team assessed the current state of the City's program, including:

- Vehicles: Older vehicle have mechanical issues. New vehicles are unable to be placed into service
- Contracted Services: TransMETRO is under contract to provide trips as needed for vehicle and staffing issues
- Day-to-day staffing is 1.5 drivers and 2.5 equivalent administrative staff
- Paratransit program operates eight to nine one-way trips per day
- New Via software system is not fully operational, and staff need training





## Key Audit Takeaways

Key Takeaways highlighted in the draft report include:

- Value of the City's Paratransit services and client interactions
- Errors and contradictions in City's Claims and program reports
- Lack of understanding of program metrics by City staff
- Lack of engagement by City management in leading program
- CCTA Claim Forms and oversight need improvement
- Lack of program promotion and customer feedback
- Administrative costs are out of alignment and limit program growth

The report also details 29 issues within the five areas of Audit review, with recommendations for each.

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# Summary & Key Recommendation



## Audit Report Summary

- A senior and paratransit operation is needed to serve residents of West County.
  - Issues identified in the Audit touch every aspect of the City's operation and for the five years of review. The City's service is suffering from low ridership, high costs, and mismanagement.
  - The City of Richmond has taken measures to improve elements of their Paratransit program including the addition of Lyft service in 2018, acquisition of two new electric vehicles, and new Via Software.
  - Identified issues will limit the successes realized by their measures to improve the program.
  - A complete shift in program delivery is warranted.
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# Key Recommendations

One of two courses of action is recommended:

- The City should assign a new, full-time program administrator to prioritize and implement recommended corrections; and
  - CCTA should develop a corrective action plan for the City and schedule regular reviews of the program changes; and
  - The City should assess the cost and potential benefits of transitioning Paratransit service delivery to a contracted vendor; or
- The City should turn over the program to a separate public agency or new entity. An organization with an understanding of service metrics and standards, and an understanding of the needs of West County residents would be ideal.



## CCTA Actions & Next Steps

At its June 2024 meeting the CCTA Board Authority unanimously approved the Audit draft report and recommendations.

Work is underway by CCTA and City staff to develop proposals for both options. CCTA staff will evaluate the two recommended actions based on three primary factors:

- Cost
- Timeline
- No degradation of existing service





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**Thank You!**

**Questions?**

